Sustainability Report 2026

FY2025 Performance

Jtb Communication Design

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About the cover

Title of Work: "Hot Air Balloons"

Artist: Ryuki Hayata
(Artist at Pasona Heartful Inc.)

JCD collaborates with Pasona Heartful, which works to create employment opportunities and promote social participation for people with disabilities, through "Minato Net," a network connecting companies in Minato City with the Minato Council of Social Welfare. Our collaboration takes various forms, including exhibitions and sales of artwork created by Pasona Heartful artists. For the cover of this Sustainability Report, we selected "Hot Air Balloons," a work by an artist at Pasona Heartful. The work strongly evokes our Management Philosophy of "A Vibrant Future," as well as the concepts of "connections" and "color" set out in our Medium-Term Business Plan. The work reflects the aspirations behind our Sustainability Vision of "connecting people, companies, and communities." It expresses our commitment to helping realize a sustainable society through co-creation with diverse stakeholders, together with our positive outlook for the future.

Editorial Policy

The JCD Sustainability Report 2026 serves as a key tool for engaging with all stakeholders, providing an overview of our approach to sustainability and our various initiatives.

To ensure disclosure in line with international guidelines, we provide information with reference to the disclosure requirements of the GRI Standards and industry-specific disclosure standards relevant to our business.

Reporting period: Fiscal 2025 (April 1, 2025–March 31, 2026)
Includes some activities conducted in and after April 2026.

Organization covered: JTB Communication Design, Inc. (JCD)
Excludes consolidated subsidiary JTB Next Creation, Inc.

The latest information on these initiatives is also available on our official Sustainability website: https://sustainability.jtbcom.co.jp

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Our Way: Sustainability Vision

Management Philosophy

We create communication that brings to life what lies beyond our customers' aspirations, opening up a shared future where people and societies around the world can thrive.

Business Domain

Communication Design

By bringing together our communication design expertise, we realize the combined value of People, Places, Interactions, and Experiences.

Our Promise to Customers

In every setting where people connect, we explore the customer's true challenges and provide optimal solutions, remaining their trusted partner at all times.

Behavioral Principles

Put compliance first

Do we always prioritize ethics over profit, act with integrity and fairness, and remain mindful of our responsibilities as members of society?

Balance work and life

Are we maintaining a healthy work–life balance so that we can be more productive at work and enjoy healthy, fulfilling lives?

Develop deep thinking habits

Are we staying attuned to our customers, the market, and changes in society, always asking "Why?" and thinking broadly and deeply?

Stay connected

Are we always staying highly attuned to information, actively interacting with people outside the Company to gain new input, and continually updating ourselves?

Always try new things

Are we unafraid to try, taking the initiative rather than waiting for instructions, and making proposals that go beyond our customers' expectations?

Be creative

Recognizing that creativity begins with moving our customers, are we designing communication that inspires them and creates new value?

Embrace change

Are we taking a positive approach to development and improvement, achieving small innovations one by one, and growing ourselves in the process?

Appreciate differences

Are we embracing diversity, trusting our colleagues, inspiring one another to grow, and taking the initiative to become each other's best partners?

Sustainability Vision

We will work with customers and business partners to co-create optimal communication that connects people, companies, and local communities, thereby contributing to a sustainable, better society.

JCD's Businesses

JTB Communication Design (JCD) operates across a wide range of fields as a communication professional. By combining our expertise with our comprehensive capabilities and leveraging our network of partners, we seek to realize our Management Philosophy by addressing a diverse range of challenges.

Management Philosophy

Main Solution Fields

Corporate Challenges

Marketing and sales support
Branding and marketing, sales promotion, channel development, and strengthening sales capabilities

Energizing people and organizations
Transforming organizations and revitalizing internal communication, aligning visions and strengthening engagement

Local Government and Regional Challenges

Regional revitalization support
Regional branding and marketing, creating vibrancy and encouraging longer stays; co-creating content

Inbound support
Diversifying visitor attractions and strengthening local readiness, overseas promotion, and content development

Social Challenges

Communication opportunities in education, academia, and global forums
Designing communication that begins with opportunities for people to gather, opening pathways to the future

Note: Issues faced by government and other sectors

Realizing a sustainable society
Industrial development, technological advancement, and innovation creation, developing clean energy and smart cities

JCD continues to create communication that adapts to new eras and needs amid an ever-changing society. Through our three business activities—Promotion, Area Management, and MICE (Meeting, Incentive Travel, Convention, Exhibition/Event)—we move forward toward the future together with all our stakeholders, including communities, local governments, and companies.

We also focus on the environment and human capital—key factors in shaping the future—and develop solutions to the challenges they present. By combining our Social Business and HR Consulting Business with other business fields, we bring to life what lies beyond our customers' aspirations.

Promotion
Inspiring people to take action

Both in Japan and overseas, we offer end-to-end services, from strategy development to media planning, production, and event operations. Drawing on our long-standing experience and expertise in tourism and inbound markets, we support our clients in solving challenges and driving business growth.

Corporate Promotion / Inbound Tourism Promotion / Regional Revitalization Promotion, etc.

Area Management
Creating vibrancy in places

Through facility management, tourism readiness, and the planning and operation of events for regional revitalization, we create vibrancy in places, mechanisms, and opportunities that attract people. We help build sustainable communities by bringing out the unique appeal of each region.

Facility Operation and Management / Tourist Information Management / Producing Regional Revitalization, etc.

MICE
Designing experiences

We provide total production support, including planning, staging, and operation, for all types of events, from corporate functions to international conferences, academic conferences, examinations, and exhibitions. With extensive experience and specialized expertise, we deliver events that effectively support our clients' objectives.

Corporate Events / International Conferences / Academic Conventions / Exam Administration / Exhibitions and Trade Shows / Sports Events / Anniversary Projects and Events, etc.

Social Businesses

To help address environmental and social issues, we provide electricity supply services—including "Denki JTB"—and digital solutions. We also promote green transformation (GX) initiatives that support communities and companies in their environmental efforts and the achievement of the SDGs.

Electricity Supply (Denki JTB) / CO_2 Zero MICE® / CO_2 Zero STAY®, etc.

HR Consulting

We provide comprehensive support for organizational and talent development through research and training based on our unique methods centered on motivation and hospitality, along with programs that embed our Management Philosophy and Vision.

Organizational Development Consulting / Human Resource Development Consulting, etc.

Creating a Vibrant Future (JCD's Value Creation Process)

JTB Communication Design (JCD) brings together highly specialized employees as a united team to address customers' challenges. Here, we leverage our collective capabilities to design optimal and sophisticated communication together with a diverse range of business partners. In doing so, we help address social challenges and contribute to the sustainable development of society and local communities while shaping the future we aspire to create.

JCD's strengths

Human capital (talent)

Team of more than 500 producers

Individual expertise

Closely connected professionals in diverse fields

Comprehensive capabilities

FY2025 projects: 7,795

Social and relationship capital

- Collaboration with diverse business partners to meet customer needs
- Global network with the JTB Group

Business model

Materialities

JCD's Materialities → P.09

Value created

"Optimal communication" connecting people, companies, and communities

- Expanding engaged population
- Regional revitalization
- New solutions to help address social issues

Realizing a better and sustainable society

- Reduction of CO_2 emissions
- Building a circular economy

Management Philosophy realized

Continuously enhancing competitiveness by accumulating know-how as an asset and further reinforcing our strengths

Message from the President & CEO

Leveraging our diverse personalities and expertise, we work with our business partners and local communities to pioneer a future where people and societies around the world thrive.

President & CEO

Takayuki Fujiwara

A future of delivering value through co-creation: JCD's ongoing challenge

JTB Communication Design was established 10 years ago under its Management Philosophy, "We create communication that brings to life what lies beyond our customers' aspirations, opening up a shared future where people and societies around the world can thrive." The Company was formed through the integration of several JTB Group companies with different areas of expertise and strengths, with the aim of creating new value in response to an ever-changing society. With MICE, Promotion, and Area Management at the core of our business, we operate across a wide range of fields. By combining the know-how and skills we have cultivated as professionals in all forms of communication, we continue to take on the challenge of bringing to life what lies beyond the aspirations of our customers and society through our services and expertise.

Our 2029 Vision is "Bringing more color to connections, without borders." As advances in technology and AI break down barriers between countries, languages, physical spaces, and more, we are entering an era in which people can seamlessly access information, services, and products optimized to their needs. At the same time, as everyday life becomes increasingly standardized and predictable, people will seek even more of the fresh discoveries and inspirations that AI alone cannot provide. By bringing together diverse expertise from within and outside the Company without borders, we will forge new connections among people, companies, and communities. In doing so, we will bring more color to everyday life and help realize our Management Philosophy of opening up "a future where people and societies around the world can thrive."

We have continued embracing challenges across a diverse range of fields. One outcome of these efforts was Expo 2025 Osaka, Kansai, Japan, which concluded successfully in 2025. By combining the expertise of partners within and outside the Company and working as a united team, we were able to fully leverage our respective expertise and strengths. The knowledge and know-how gained through our work across numerous sites are an invaluable legacy for JCD. We are confident that these will serve as a foundation for new challenges and the creation of business value going forward. More details are available on our owned media platform, "JCD NOW!" We invite you to take a look.

Real-World Insights from a Large-Scale Project and Its Legacy for the Future: Behind the Scenes of Expo 2025 Osaka, Kansai, Japan (Vol. 1)

Expo Legacy Moves to Next Stage: "Designing the Future of Communication" — Behind the Scenes of Expo 2025 Osaka, Kansai, Japan (Vol. 2)

Promotion of DEIB and Enhancement of Human Capital: Driving force behind our efforts to open up the future

Our five sustainability materialities (material issues) provide the foundation for realizing our Vision for 2029. Across all our activities, we strive to fulfill our social responsibilities while creating sustainable value and driving transformation. By pursuing "Mutual Growth through Co-Creation with Business Partners" and "Contribution to Regional Revitalization" while moving forward together with local communities, customers, and partners, we have built strong relationships of trust. With this trust as our foundation, I believe we can continue to grow as an organization that works hand in hand with others to create new value.

Of these, the material issue I consider most important is "Promotion of DEIB and Enhancement of Human Capital." For us, our most important asset is our people, who deeply understand our customers and create new forms of communication. Achieving sustainable growth requires an environment that respects diverse values and individuality and enables everyone to realize their full potential, together with a corporate culture that encourages learning and new challenges.

I have worked to build an organization where employees can think, act, and grow autonomously, guided by the Japanese spirit of *biten gyōshi*—deepening mutual understanding by recognizing and appreciating the strengths of others. The responsibility of management is to create an environment where individual employees can draw on their diverse capabilities and experiences to create new value while broadening their opportunities to grow and thrive. I am convinced that these efforts, built up over time, will strengthen our organization and ultimately enhance corporate value.

This year, we also introduced an internal application program for business development. We encourage employees to boldly take on challenges and, even if they fail, use the experience as a springboard for further growth and improvement. By fostering a culture in which the entire organization recognizes and supports those who embrace challenges, JCD will continue evolving as a company that opens up the future with great aspirations.

Responsible business operations in line with international standards: Moving toward full-scale global expansion

Leveraging the multilingual capabilities and international business experience we have cultivated over the years, we have steadily expanded our global projects. Today, such projects account for around 30% of our total undertakings, which can be seen as a testament to our capabilities and the trust placed in us. Our international network and diverse partnerships also provide an essential foundation for our future growth. As we expand our business globally, it is also becoming increasingly important to uphold international standards of ethics and ensure meticulous compliance. In FY2022, we expressed our support for the United Nations Global Compact and have been promoting responsible business operations with "Put compliance first" as the first of our behavioral principles. Going forward, we will continue engaging with diverse partners and maintaining high levels of expertise and ethical standards as we strive to become an organization chosen by the international community as "JCD, a company with strengths in global business."

Uniting all employees around our Management Philosophy and Vision to remain the company of choice for stakeholders

As society and markets change, aligning all employees to move in the same direction is no easy task. For this reason, we place our Management Philosophy at the heart of our corporate activities and have formulated our Vision for 2029 and medium- to long-term plans to ensure consistency in our day-to-day decisions and actions. We believe that our organization can realize its full potential only when every employee understands and identifies with our Management Philosophy, Vision, Our Promise to Customers, Behavioral Principles, and Sustainability Vision. To achieve this, I speak directly to employees in my own words through regular morning meetings and online broadcasts, while maintaining an ongoing dialogue with them. We are also working to enhance organizational transparency and foster open communication, including by making Management Meeting materials available to all employees. Through these ongoing efforts, I believe we are fostering a corporate culture in which employees with diverse personalities and expertise take pride in their work and proactively pursue new value creation together with our business partners.

Going forward, we will continue to embrace change and devote our full efforts to sustainable growth and value creation, ensuring that we consistently meet the expectations of all our stakeholders.

Message from the Chief Sustainability Officer

Steadily addressing materialities together with our business partners and employees to realize our Management Philosophy

Koji Okuno
Executive Director & Corporate Officer

Toward the realization of our Management Philosophy and addressing our Five Materialities (material issues)

I believe that our sustainability activities are an extremely important process for realizing our Management Philosophy—in other words, our purpose. Achieving sustainable growth requires us to go beyond the boundaries of our company and co-create new value with a diverse range of stakeholders, including companies and local governments. With this in mind, as the Chief Sustainability Officer, I am committed to taking the lead and steadily advancing our efforts to realize a sustainable future. At the heart of these efforts are the Five Materialities (material issues) that we redefined in 2025: (1) Contribution to Regional Revitalization, (2) Mutual Growth through Co-Creation with Business Partners, (3) Reduction of Environmental Impact, (4) Promotion of DEIB and Enhancement of Human Capital, and (5) Governance Strengthening. My responsibility is to tackle these issues head-on by clearly defining "what we should do," "what we must not do," and "what we need to change," communicating these policies to all employees, and putting them into practice.

Creating a framework for co-creation with business partners

Under our Medium-Term Business Plan, we have set out to "strengthen our global business" and "actively develop our own businesses," while emphasizing the importance of building long-term relationships based on trust with a diverse range of partners, including companies and local governments. The material issues of "Mutual Growth through Co-Creation with Business Partners" and "Governance Strengthening" are becoming more and more important in meeting increasingly diverse and sophisticated social needs and creating new trends. To achieve this, we are working to eliminate dependence on individual employees in transactions and centralize purchasing-related information across the Company, while ensuring transparency and real-time access to information through integration with our accounting system. Furthermore, we are strengthening a fair and equitable governance framework by matching business needs with the expertise of our business partners and requiring new business partners to endorse our "Basic Policy on Sustainable Procurement." Through these initiatives, we will build a foundation for sustainable value creation based on trust and mutual understanding.

Initiatives to raise sustainability awareness throughout society

In pursuing "Contribution to Regional Revitalization," we recognize that our initiatives must go beyond generating economic benefits or increasing sales to engage closely with local communities and residents and create value they can truly appreciate. With a clear understanding of each region's unique resources and culture, as well as its specific challenges and potential, we work closely with local governments and regional partners to build sustainable communities.

In pursuing "Reduction of Environmental Impact," we also carefully consider the environmental implications of our business activities, including increased electricity consumption associated with the use of new technologies, such as generative AI. With respect to "Promotion of DEIB and Enhancement of Human Capital," we are working to create an environment where diverse talent can fully demonstrate their respective capabilities. By continuing our support for athletes with disabilities, meanwhile, we aim to communicate our corporate commitment more broadly and expand employment of people with disabilities. To increase the ratio of women in management and executive positions, we are providing education and training, as well as internal and external study sessions, with the aim of further expanding the pipeline of candidates for future management positions. In addition, we are fostering an organizational culture that recognizes and celebrates people who take on challenges. To support this, we are strengthening training on setting individual goals aligned with our strategy and enhancing employees' understanding and acceptance of how their performance is evaluated.

Going forward, I will continue to work together with our business partners and employees to create communication that brings to life what lies beyond our customers' aspirations. We sincerely appreciate your continued support.

Promoting Sustainability

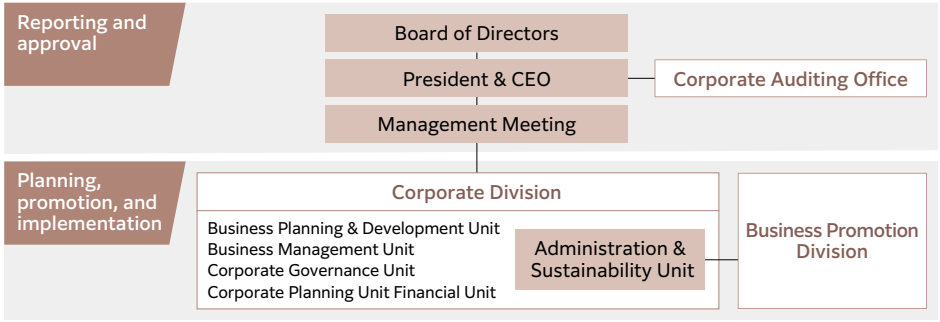
Sustainability is the foundation of our business activities. Under our Sustainability Vision, which is linked to our Management Philosophy, we are working together with our stakeholders to promote sustainability.

Sustainability Governance

Sustainability is a top management priority and requires leadership from senior management. Accordingly, sustainability matters are discussed and resolved by the Management Meeting, which is chaired by the President & CEO and consists of Directors, Corporate Officers, the Office Manager of the Corporate Auditing Office, and others. We have established a system under which matters resolved by the Management Meeting are promptly put into action by the Business Promotion Division and Corporate Division.

The Administration & Sustainability Unit takes the lead in monitoring progress on the Company's materialities, reporting to the Management Meeting, and coordinating with the Business Promotion Division. Working closely with the Corporate Governance Unit and other offices within the Corporate Division, it promotes both the disclosure of information and greater awareness of sustainability initiatives internally and externally.

Sustainability promotion structure



For details, please also visit our website. https://sustainability.jtbcom.co.jp/management/

JCD's materialities

In April 2025, we redefined our materialities and targets in response to the evolving social and business environment. To achieve sustainable growth and meet the expectations of all stakeholders, JCD has identified the Five Materialities (PP.9–10) and is strengthening its efforts to address each one.

Please see here for the process used to identify our materialities.
https://sustainability.jtbcom.co.jp/materiality/

Promoting sustainability awareness internally

We aim to go beyond solving communication issues to address the underlying challenges faced by our customers and society. To strengthen employees' understanding of social and environmental issues and foster a perspective that allows them to view social challenges as matters of personal concern, we provide opportunities for them to deepen their interest in and understanding of sustainability. In addition to sustainability training conducted across the JTB Group, we provide our own training programs every year. In FY2025, we conducted two mandatory training programs for all employees, as well as three optional training programs.

To deepen employees' understanding and awareness of promoting sustainability through our business activities, we invited Mari Kataoka of the ESG Network of Shareholders & Companies to deliver a keynote lecture entitled "Who Is Sustainability For?" As part of our environmental education, we also provided training on environmental laws and regulations, which is related to our new materiality, "Contribution to Regional Revitalization." The participation rate for both training programs was 100%.

As optional training, we also held a lecture by alpinist Ken Noguchi on the theme "What I Learned from My Activities in Nepal—What the SDGs Mean to Me" to deepen employees' understanding of and raise awareness of sustainability. As part of our diversity and inclusion initiatives, we also held a hands-on session on operating the EVAC+CHAIR emergency stairway evacuation chair.

Furthermore, in July 2025, we launched the Sustainability Journal on our internal portal to bring sustainability closer to employees and inspire them to take action. In FY2025, we published 30 articles through the journal.

Providing timely updates on sustainability activities and initiatives through our internal portal

Examples of content shared

- Sustainability Journal
- Initiatives to reduce environmental impact
- Promotion of DEIB
- Social contribution activities
- Information on education, training, and webinars
- Information on certifications and external evaluations
- Sustainability practices in business activities

We are promoting sustainability initiatives throughout the Company by deepening the understanding and engagement of each employee.

Materialities: Targets and Performance

→ For performance against quantitative targets, please see P. 37, "Sustainability Data."

Contribution to Regional Revitalization

By bringing together our diverse resources, know-how, and ideas, we will create flows of people between cities and regions and help create attractive communities that leverage local resources.

2030 targets

- Provide proprietary solutions and services that contribute to regional revitalization
- Implement initiatives through our business activities that contribute to regional revitalization

FY2025 performance

- Continued planning and operating the "Kokoro-ha Project" and children's cafeterias
- Provided community support, created vibrancy, and developed new services through business activities, such as holding events and operating public facilities

Future initiatives

- Accelerate engagement with local residents and the creation of unique vibrancy by expanding locations for our proprietary solutions
- Contribute to regional revitalization by proactively proposing regional projects in our Promotion and MICE businesses; plan and operate events that leverage local resources

Mutual Growth through Co-Creation with Business Partners

We will further strengthen our relationships with business partners and, through co-creation of new value and mutual growth, remain a company that earns the trust and support of our customers and local communities and prospers alongside them.

2030 targets

- Obtain endorsements from business partners for our Basic Policy on Sustainable Procurement: 100% endorsement rate
- Create new solutions that help solve social issues

Obtain endorsements from business partners for our Basic Policy on Sustainable Procurement

100%
endorsement rate

FY2025 performance

- Improved the purchasing management process by establishing the Business Management Unit
- Visualized business partner information
- Promoted endorsements for our Basic Policy on Sustainable Procurement

Future initiatives

- Strengthen collaboration with key partners and create opportunities for joint initiatives and mutual growth through optimal matching
- Establish an information platform that visualizes partners' strengths
- Accelerate endorsements for our Basic Policy on Sustainable Procurement

Reduction of Environmental Impact

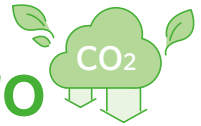
By providing sustainable communication methods with low environmental impact, we will contribute to achieving carbon neutrality in Japan by 2050.

2030 targets

- Achieve carbon neutrality for Scope 1 and 2 emissions: Zero CO_2 emissions
- Reduce Scope 3 emissions: 40% reduction (compared with FY2019)
  Note: Achieve carbon neutrality by FY2050
- Reduce total waste generated at the Tokyo Office: 20% reduction (compared with FY2021)

Achieve carbon neutrality for Scope 1 and 2 emissions

Zero
CO_2 emissions



Reduce Scope 3 CO_2 emissions

40%
reduction in CO_2 emissions
(compared with FY2019)

FY2025 performance

- Significantly reduced CO_2 emissions as a result of initiatives to improve the accuracy of emissions calculations
- Total waste generated at the Tokyo Office reduced by 6.4% compared with FY2021

Future initiatives

- Continue discussions with the building management company on reviewing emissions intensity factors and introducing a renewable energy plan to reduce Scope 1 and 2 emissions and total waste generated at the Tokyo Office

Promotion of DEIB and Enhancement of Human Capital

We will create workplaces where each employee feels recognized and has opportunities to take on challenges, supported by optimal working arrangements and safe and comfortable environments.

2030 targets

- Increase ratio of women in management positions: 50%
  Note: At least 30% of executives (excluding outside executives), Unit managers, and Office managers
- Increase ratio of non-Japanese employees: 10%
- Reduce total actual working hours: 1,800 hours
- Increase and maintain ratio of male employees taking parental leave: 100% (achieve early and maintain)
- Improve employee engagement survey score: 2-point increase year on year

Increase ratio of women in management positions
50%

Reduce total actual working hours
1,800 hours

FY2025 performance

- Maintained 100% parental leave uptake rate among male employees
- Conducted initiatives, including women's leadership development training, to increase the ratio of women in management positions
- Promoted internal branding activities to improve the employee engagement survey score
- Conducted interviews to identify issues related to enabling diverse talent to thrive, with the aim of increasing the ratio of non-Japanese employees
- Piloted new HR development initiatives, including reskilling, to build a strong human capital foundation

Future initiatives

- Continue maintaining 100% parental leave uptake rate among male employees by holding seminars on such leave for men and providing individual briefings
- Establish environments where diverse talent can thrive based on feedback from interviews with non-Japanese employees
- Improve productivity by further promoting the use of generative AI to reduce total actual working hours
- Strengthen human capital management by providing skills development opportunities and promoting initiatives that enhance employee engagement

Governance Strengthening

We will remain a company that is trusted by our customers, local communities, and business partners and where employees can take pride in their work.

2030 targets

- Prevent fraud, illegal acts, and violations of the Code of Conduct: Zero incidents (achieve early and maintain)
- Complete mandatory compliance training: 100% participation rate (achieve early and maintain)
- Prevent serious risks: Zero incidents (achieve early and maintain)
- Complete risk management training: 100% participation rate (achieve early and maintain)

Complete mandatory compliance training
100% participation rate
(achieve early and maintain)

Prevent serious risks
Zero incidents
(achieve early and maintain)

FY2025 performance

- Maintained 100% participation rate in mandatory training
- Maintained zero incidents of fraud and illegal acts by ensuring thorough awareness of the Code of Conduct
- Strengthened checks by management lines to ensure strict adherence to our "Put compliance first" principle
- Strengthened internal whistleblowing system and established external stakeholder hotline
- Continuously assessed and verified measures for company-wide critical risks and conducted quarterly reviews
- Established an effective Business Continuity Plan (BCP) through drills to set up a response headquarters for large-scale disasters

Future initiatives

- Strengthen the framework for responding to risks promptly and appropriately through regular risk assessments and reviews of countermeasures
- Promote respect for human rights based on the principles of the United Nations Global Compact and ensure appropriate working environments through ongoing human rights due diligence

Materiality Initiatives Case 1

"Compete in Having Fun"—Creating new tourism value through "Hakone Run Fes," which connects the community, nature, and participants

Go Sugano

Sales Section 2
Promotion Unit 3

Profile

Since joining the Company in 2023, Mr. Sugano has been responsible for sales, including promotional activities for local governments and public relations for parasports events, as well as annual PR activities for a shochu-related association. He has been responsible for "Hakone Run Fes" since FY2025.

Akira Kawasugi

Senior Executive Producer
Promotion Unit 3

Profile

Since joining the Company in 1998, Mr. Kawasugi has worked in regional promotion. After participating in an internal new business initiative, he became involved in regional revitalization, sports tourism, and regional branding, including the launch of the Japan Sport Tourism Alliance (JSTA). He is currently responsible for business development and related initiatives.

Relevant materiality

Contribution to Regional Revitalization

Underlying challenges

- Encourage tourism activities that allow visitors to enjoy Hakone's natural environment
- Diversify use of tourism resources
- Encourage visits to Hakone for sports purposes

JCD's involvement and achievements

- Leveraging Hakone's rich natural environment to plan sports tourism events
- Contribution to regional revitalization through event format designed to encourage overnight stays and collaboration with local businesses
- Number of entries: 2,500 in 2025; 4,500 in 2026
- Participant satisfaction: 92.3% in 2025; 91.4% in 2026
- Received award at the 9th Japan Tourism Awards (2025)

Relevant materiality

Reduction of Environmental Impact

Underlying challenges

- Reduce CO_2 emissions from transportation associated with large-scale events
- Protect natural environment and reduce waste at outdoor events

JCD's involvement and achievements

- Promoted use of public transportation and operated shuttle buses
- Encouraged participants to use their own cups at water stations and introduced water jugs to reduce plastic bottle use
- Offset 70 tons of CO_2 through the introduction of "CO_2 Zero MICE®" in 2025

Executive message

"Hakone Run Fes" is an initiative that showcases Hakone's natural environment and the appeal of the local community through sports. By creating new value together with local government, businesses, and the local community, we have created a "new place" in Hakone, one of Japan's leading tourist destinations, giving us greater confidence in our efforts to promote regional revitalization and sports tourism.

I have participated three times myself, and the course offers spectacular views of Mt. Fuji that can only be seen from this route, as well as the chance to experience and enjoy the "wall-like slopes" that you would not normally encounter. With the cooperation of Hakone Town and participating companies, we engage in ongoing efforts to reduce environmental impact. Going forward, we will continue pooling our ideas to ensure that "Hakone Run Fes" contributes to the development of the local community and becomes an event loved by many people.

Naoki Shimamura
Executive Director & Corporate Officer

Materiality Initiatives Case 1

Combining elements of running, the outdoors, and festivals to provide a place where a wide range of participants can fully enjoy Hakone's natural environment

Unleashing Hakone's fresh appeal through the power of sports

Kawasugi "Hakone Run Fes" originated from a regional revitalization initiative undertaken by the JTB Group, which had entered into a comprehensive partnership agreement with Hakone Town in 2014 to address the decline in tourist numbers caused by volcanic activity around Owakudani in 2015. JCD envisioned sports tourism that would leverage Hakone's rich natural environment and scenery and, acting as a hub connecting the local government and community organizations, brought the inaugural event to fruition in 2017.

Our vision went beyond creating a sporting event. We wanted to make Hakone's natural environment and scenery an attraction in their own right and create a new way for visitors to experience and enjoy the area. Sports tourism can generate interaction and flows of people while making use of local resources, without requiring large-scale development. Hakone has a rich natural environment, with the entire area designated as a national park. However, visitors tend to concentrate in specific areas, such as hot spring resorts. By encouraging people to explore more of Hakone through running and walking, we have promoted a new way to experience the area by "enjoying Hakone through sports."

An event nurtured by the local community and participants

Kawasugi The event began in 2017 with around 700 participants and grew steadily with each edition. Although the COVID-19 pandemic forced us to cancel the event for a couple of years, we continued finding ways to stay connected with participants, including holding an online marathon and sending them T-shirts bearing the message "KEEP RUNNING." We consider our participants to be "partners in bringing greater vitality to Hakone together." This sentiment resonated with them and helped build relationships of trust with the local community and participants. The support of everyone who patiently waited for the event to resume was a great source of encouragement.

Sugano The 2026 event attracted approximately 4,500 participants. In addition to running, it featured trail tours, Nordic walking, and rogaining, evolving into an event that offers a variety of ways to experience and enjoy Hakone's natural environment. By holding the event over two days, we are also generating positive flow-on effects for the local economy, as participants enjoy hot springs, dining, and other activities before and after. We often hear local businesses say that they want the event to continue, which makes us feel that it has truly grown together with the local community.

What is "Hakone Run Fes"?

"Hakone Run Fes" is a sports festival dedicated to having fun, where participants run while enjoying Hakone's natural environment and spectacular scenery, without their times being recorded. Set on the Ashinoko Skyline, which is opened exclusively for the event, it allows a wide range of participants, from beginners to experienced runners, to experience the attractions of Hakone. The event also encourages overnight stays and travel around the area, contributing to regional revitalization.

Event management that cares for the environment and local community

Kawasugi Reducing environmental impact has also been a priority since the event was first launched. We encourage participants to use public transportation and operate shuttle buses from Odawara Station, thereby reducing the use of private vehicles and easing local traffic congestion. At the venue, we also encourage the reuse of existing materials and have introduced collapsible reusable cups at water stations to reduce waste.

Sugano For the 2026 event, we collaborated with partner companies to introduce large jugs at water stations. We also monitored the environmental impact of trail use, aiming to balance conservation and use of the natural environment.

Creating shared value (CSV): Shaping the future together with the local community

Kawasugi Our goal goes beyond simply making the event a success. We aim to create both social value—through regional revitalization and environmental conservation—and economic value by ensuring the event's long-term sustainability as a business. "Hakone Run Fes" puts CSV into practice, bringing the local community, participants, and companies together to share value and grow together. By leveraging JCD's strength in community building, we will create opportunities for connection, expand the region's fan base, and generate new energy and vibrancy. We will continue creating shared value with local communities and contribute to sustainable community development.

Materiality Initiatives Case 2

Networks built through Expo 2025 Osaka, Kansai, Japan lead to new business opportunities and partnerships

Eiko Nakane
Executive Producer
Sales Section 1,
Meetings & Events Unit 1

Profile
Ms. Nakane worked for many years as a producer of domestic and international academic conferences and events and subsequently spent around three years engaged in project management for the Virtual Expo at Expo 2025 Osaka, Kansai, Japan. Since April 2026, she has been engaged in event operations for a multinational pharmaceutical client.

Chie Ikeda
Chief Producer
Planning Section, Kansai Sales Unit

Profile
Ms. Ikeda worked at three JCD-operated tourist information centers in Tokyo before relocating to Osaka, where she spent around three years providing international support for the Virtual Expo at Expo 2025 Osaka. She is currently involved in the management and operation of WowUs, a facility operated independently by JCD, and handles inquiries from both Japan and overseas.

Relevant materiality

Mutual Growth through Co-Creation with Business Partners

Background

Expo 2025 Osaka was an international event held under the theme "Designing Future Society for Our Lives." Its operation required extensive expertise across a wide range of fields, together with close collaboration among participating businesses.

JCD's involvement and achievements

JCD brought together expertise from across the Company to support the event in a wide range of areas, including admission ticket operations, volunteer management, event and regional pavilion operations, and Virtual Expo secretariat operations and content production. By leveraging the expertise and talent of its various business areas, we built a collaborative framework for co-creation with a diverse range of partners. We also helped create new Expo experiences across both physical and digital environments, while building experience and networks that will foster cross-business collaboration and new value creation. In particular, we played a central role in the Virtual Expo, managing secretariat operations, content production, and operational management to support participation by 158 countries and regions as well as seven international organizations. The networks and co-creation experience built through Expo 2025 represent an important legacy that will generate new partnerships and business opportunities.

Executive message

Including the preparation period before the opening, Expo 2025 provided an opportunity for us to combine our diverse areas of expertise and demonstrate our collective capabilities. With numerous operations running simultaneously, including venue operations, admission ticket operations, and volunteer management, we worked through each question and challenge one by one through open dialogue. That dialogue extended to our co-creation partners, bringing everyone together across organizational boundaries to pursue the same goal. Looking back, that spirit defined the three and a half years we spent on the project. In particular, the Virtual Expo represented a major step into uncharted territory for us. Why create a second Expo venue in the metaverse? As we navigated unfamiliar technology and terminology, we developed a shared understanding of its purpose and value, steadily expanding the circle of co-creation. I believe that our experience of supporting a virtual space, after years of honing the value of real-world communication, has challenged our preconceptions and opened the door to new possibilities for communication.

Mitsuaki Tanaka
Executive Officer

Materiality Initiatives Case 2

Connecting the real and virtual worlds, as well as people and technology, to co-create one of the world's largest metaverse events

Building the framework to support unprecedented challenges, from secretariat operations to event-day management

Nakane Expo 2025 was a large-scale project that brought together the expertise and capabilities of employees from across the Company. My role focused on the "Virtual Expo—Yumeshima Islands in the Sky" (hereinafter, the "Virtual Expo"), a metaverse space that enabled people around the world to participate via smartphones, PCs, and VR devices. JCD joined the project following a public call for proposals by the Japan Association for the 2025 World Exposition (hereinafter, the "Association"). From April 2023, we managed secretariat operations supporting official participants and companies in preparing their exhibits. With few precedents for a national-scale metaverse event, this was uncharted territory for both the Association and JCD. Over approximately two years, we worked intensively to build the operational framework, including establishing exhibition rules, application procedures, and content production guidelines.

Ikeda I was in charge of international affairs and coordinated with contact persons in various countries. The biggest challenge was getting them to envision the value and specifications of a virtual exhibit and move forward with preparations while the app itself was still under development. We tailored our approach to each country's cultural background and ways of working, engaging in repeated dialogue whenever a single explanation was not enough to ensure understanding. We remained attentive to the needs of each country throughout, holding online meetings across time zones and, even after the Expo opened, visiting their pavilions to coordinate directly with their representatives. I feel that this commitment to supporting our partners every step of the way has helped build relationships of trust with exhibitors around the world. Building on this trust, we collaborated with a diverse range of exhibitors and stakeholders, helping create new Expo experiences unique to a virtual environment.

Virtual Expo Screenshot

Applying expertise gained during the preparation phase to event operations

Nakane In December 2024, we also took on responsibility for content production and operational management. Although we had only around two weeks to prepare and submit our proposal, we had one major advantage: We had worked closely with exhibitors from the preparation stage and understood their on-the-ground challenges better than anyone. We knew what challenges the official participants were facing and what kind of support they needed. I believe our ability to apply the knowledge gained through our day-to-day work into the proposal was well received. The project also brought together a diverse range of companies with different areas of expertise, including content production companies, contact center operators, and event companies. JCD served as the hub connecting multiple working groups, overseeing the project as a whole while leveraging the strengths of each company to the fullest.

After the Expo opened, a team of approximately 30 people, led by the Association and JCD, supported operations throughout the 184-day event. Their wide-ranging responsibilities included system monitoring, inquiry handling, live streaming, and support for pavilion operations. JCD was also involved in event operations at the physical venue for National Day and Special Day events hosted by official participants. This enabled us to quickly identify frontline changes and issues arising and reflect them in the operation of the virtual environment. I believe one of our unique strengths was our ability to understand both the physical and digital environments and bridge the two.

What is Virtual Expo?

Virtual Expo is a digital space that enables people around the world to experience Expo 2025 Osaka online. JCD supported its operation through exhibitor support, content production, event streaming, and other services.

Legacy for the future born from co-creation

Ikeda Throughout the event, we were constantly navigating uncharted territory, but by working closely with official participants, exhibitors, partner companies, the Association, and many other stakeholders, we ultimately became a united team that transcended organizational boundaries. As the event came to a close, we received comments from users saying, "I'm sad it's over," which made us truly appreciate the significance of the project.

Nakane As a result, the Virtual Expo became one of the world's largest metaverse events, attracting 31.83 million total accesses and 4.61 million cumulative visitors. With 158 countries and regions exhibiting, it was also recognized by Guinness World Records™ for the largest number of countries and regions represented at a virtual expo. However, the true value of this achievement goes beyond the numbers. Our greatest assets are the knowledge and networks we built through co-creation with diverse specialist companies and exhibitors from around the world. I believe this challenge marked the starting point for future international events and new value creation.

Materiality Initiatives Case 3

Advancing JCD's sports business through talent and co-creation

Through collaboration with talented individuals who possess competitive experience and expertise in sports management, as well as with a diverse range of partners, JCD is taking on the challenge of creating new value in the sports sector. Leveraging the knowledge and experience of each employee, we are advancing initiatives that seek to expand business value while creating social value. In Case 3, we introduce initiatives that support the evolution of JCD's sports business.

Gakuta Koike

Chief Producer
Sustainability Section,
Administration & Sustainability Unit

Profile

A motorcycle accident at the age of 20 left Mr. Koike with paralysis in his left arm. He went on to represent Japan at six consecutive Paralympic Winter Games—Turin, Vancouver, Sochi, PyeongChang, Beijing, and Milano Cortina. He now coaches the next generation of athletes and gives lectures.

Ken Bansho

Executive Producer
Sales Section 2,
Meetings & Events Unit 3

Profile

Since joining JCD in 2025, Mr. Bansho has been helping drive JCD's sports business by leveraging his extensive network in the sports event industry and his expertise in coordinating all aspects of events, from planning to operation.

Hiromu Maeda

Executive Producer
Sales Section 2,
Meetings & Events Unit 3

Profile

Since joining JCD in 2024, Mr. Maeda has been working to expand JCD's sports business by leveraging his experience in managing sports events, particularly golf and soccer.

Relevant materiality

Promotion of DEIB and Enhancement of Human Capital

Background

- Leveraging the experience and values of diverse talent in business is essential for sustainable corporate growth
- JCD pursues a workplace environment where each employee has opportunities to take on challenges

JCD's involvement and achievements

- JCD employee Gakuta Koike, formerly a member of Japan's national Para Alpine Skiing team, shares his experience and knowledge both inside and outside the Company, fostering greater understanding of diverse values and perspectives
- The perspectives he developed through competitive sports are helping create events and services that are accessible to everyone

Relevant materiality

Mutual Growth through Co-Creation with Business Partners

Background

- Sports events require comprehensive production capabilities that bring together diverse expertise in such areas as competition management, hospitality, venue operations, and promotion, and close collaboration with wide-ranging stakeholders is essential to their success

JCD's involvement and achievements

- Provided integrated planning, competition management, and venue operations for the soccer competition at an international sporting event
- Expanded JCD's sports business by combining the expertise of sports event professionals with the competition management capabilities of partner companies

Materiality Initiatives Case 3

Experiences unlock human potential —My role as a para-athlete and bridge to society

A company that supported my endeavors—Not just for the "results"

Koike I competed in Para Alpine Skiing for many years as a member of Japan's national team. However, I did not achieve readily recognizable results, such as winning a medal or placing in the top ranks. Even so, JCD has continued to support my endeavors over many years.

Before joining JCD, I personally covered much of the cost of competing, including travel and equipment expenses. With frequent trips overseas, continuing my competitive career was far from easy. It was during this time that I found JCD. The Company not only understood my competitive career but also gave me numerous opportunities to share my experiences with a wider audience. I am truly grateful to JCD for allowing me to grow not only as an athlete but also as an employee.

Giving back by sharing my experiences

Koike In addition to receiving support, I want to give something back to JCD. This desire has driven me to continue sharing my insights both inside and outside the Company. In addition to reporting on my competitive activities, I have shared the challenges I experience as a person with a disability, as well as perspectives on how diverse people can thrive together. During lectures and training sessions, I have continued to provide opportunities for participants to handle sports equipment and assistive devices and help them feel more connected to parasports.

Connecting the experiences I have gained through sports to new awareness and learning for each employee—that is my own way of giving back and contributing to JCD.

"Experiences" create new insights

Koike "Experiences and real-world encounters have the power to change people's values." This is a conviction I gained from my experience of refusing to give up after being dropped from the top team and continuing to travel overseas alone to compete. By participating independently in training sessions and competitions in other countries and directly experiencing different cultures and values, I learned the importance of mutual understanding among diverse people. Experiencing things firsthand can lead to insights and understanding that knowledge alone cannot provide.

In parasports as well, I have witnessed many moments when people's understanding of diversity deepened through the power of competition and the dedication of athletes. That is why I want to expand the value of sports beyond mere "competition" and make it a bridge that helps people understand one another.

Harnessing the power of sports to create a richer society

Koike I have now retired from competition and, as a JCD employee, serve as an assistant coach for the Japan Para-Ski Federation, where I help develop the next generation of athletes. Going forward, I would also like to serve as a bridge connecting sports organizations, companies, and local communities.

Throughout my competitive career, I have met many athletes, and in recent years I've had more opportunities to interact with athletes from sports with which I previously had little contact. These interactions remind me once again of the potential within every person, regardless of disability. Beyond their outstanding athletic ability, I am continually impressed by their ingenuity and determination in overcoming difficulties and their willingness to keep challenging themselves, and I have learned a great deal and been greatly inspired by them.

On the other hand, the appeal and abilities of these athletes are still not sufficiently well known. That is why I am so proud of JCD's efforts to highlight their potential and foster greater understanding and empathy through sports. I, too, would like to contribute by leveraging the experience and network I have cultivated so far, acting as a bridge to connect that value to society.

Materiality Initiatives Case 3

Co-creating with partners to open new possibilities for the sports business
—Expanding JCD's horizons through competition management for parasports events—

Talent and co-creation behind our move into competition management

Maeda In 2025, JCD managed the soccer competition at an international sporting event for athletes with hearing impairments. Until then, JCD's involvement in sports events had focused largely on such areas as hospitality, promotion, and venue production. This time, however, we took a major step forward by taking on the new challenge of managing the competition itself in partnership with the sports federation.

This new challenge was made possible by the expertise of team members with many years of experience in planning and operating sports events. Mr. Bansho and I have spent nearly 20 years managing competitions at sporting events in Japan and around the world. When we were approached internally about whether we could take on the project, our ability to map out the entire competition management process gave us the confidence to move forward. Of course, we could not have accomplished this alone. Taking on this challenge was only possible through the expertise and support of many partners, including SPORTS Edge Inc., a specialist in competition management.

Value delivered through co-creation with SPORTS Edge Inc.

Bansho Competition management involves far more than running the event on competition day. It requires the integrated planning and coordination of a wide range of operations, including venue management, arrangements for competition equipment, volunteer deployment, and athlete support.

SPORTS Edge Inc. has extensive experience managing soccer, golf, and other sporting events, supported by specialized professionals with an in-depth understanding of each sport. JCD, meanwhile, brings strengths in overall event management, client relations, and business collaboration through the JTB Group's nationwide network. Combining our respective strengths enabled us to build an integrated framework covering everything from competition management to the overall delivery of the event. Although preparations were led by a small core team, sharing a clear vision of the desired outcome and bringing together the necessary resources were key to the project's success. I believe this experience marked a major step forward for JCD as we expanded our capabilities into the new field of competition management.

New insights learned through event management

Bansho Competition management itself was an extension of our previous experience, but the event also had characteristics unique to parasports. Creating an environment where athletes and other participants could feel comfortable and focus fully on the competition required careful understanding and consideration of wide-ranging factors. Communication with overseas stakeholders involved not only different languages but also international sign language. This experience reinforced the importance of clearly organizing what we wanted to communicate and conveying it simply and accurately.

Maeda After the event, one athlete commented, "Perhaps the organizers also need the perspective of those with lived experience." In other words, understanding what participants feel and what they need leads to better events. Those insights have become a valuable asset for us.

Creating sports events unique to JCD

Bansho My goal is for JCD to become a hub that connects the JTB Group's sports business operations. The Group possesses a diverse range of business assets, including accommodations and hospitality. I aim to link these assets and build a system capable of comprehensively producing sports events.

Maeda Going forward, I want to expand our focus beyond competition management to incorporate such perspectives as sustainability and universal accessibility. JCD brings together diverse expertise in areas ranging from sustainability promotion to MICE planning and operations. We also have employees who bring firsthand experience and expertise as athletes, including Gakuta Koike, a former member of Japan's national Para Alpine Skiing team. Mr. Koike's insights, drawn from his experience competing at the highest level and his perspectives as an athlete, are extremely valuable in improving event operations, from venue flow to support systems.

Expanding our business domains through co-creation with diverse talent and partners and creating new social value—that is what I believe JCD's sports business should look like. Building on this experience, we will continue seizing challenges across a wide range of sports fields, including parasports, to help realize a society where everyone can enjoy sports.

Materiality Initiatives

In this section, we provide details of the specific initiatives and progress for each materiality identified by JCD.

1 Contribution to Regional Revitalization

2 Mutual Growth through Co-Creation with Business Partners

3 Reduction of Environmental Impact

4 Promotion of DEIB and Enhancement of Human Capital

5 Governance Strengthening

1 Contribution to Regional Revitalization

By bringing together our diverse resources, expertise, and ideas, we help create the flow of people between cities and regions and contribute to vibrant community development that leverages local assets.

Basic approach

We have strong connections with local governments and other organizations across Japan, as well as a wealth of highly specialized talent with diverse expertise and ideas in communication. Leveraging these strengths, we will expand the engaged population, help revitalize local economies, and provide services that foster a greater sense of pride and attachment among local residents.

Initiatives to address the materiality

Development of proprietary solutions and services that contribute to regional revitalization

We provide operational planning and management for cultural facilities, lifelong learning facilities, tourist attractions, and other facilities entrusted to us through the designated administrator system and other arrangements. Local governments and other entities entrust these operations to private companies, NPOs, and other organizations that meet specified criteria. With growing emphasis on addressing social issues, JCD's ability to develop, propose, and implement original initiatives with a strong public-interest focus have helped expand our facility operation and management business.

Since FY2023, we have implemented the "Kokoro-ha Project" at public cultural facilities operated with JCD's involvement across Japan, providing children with opportunities to experience the performing arts, including theater and concerts. In FY2025, we held 12 performances at 10 facilities, inviting a total of 210 children with the support of nine corporate sponsors. We also revamped the project website to raise awareness of our activities and support their continued development.

We also planned and ran "Children's Cafeterias" at three facilities with food and beverage facilities that JCD has been entrusted to operate. Going forward, we will continue to propose services that help address social issues, with the aim of creating sustainable vibrancy in local communities over the medium to long term.

"Kokoro-ha Project" website

"Kokoro-ha Project" venue: Zushi Bunka Plaza Hall

Initiatives that contribute to regional revitalization through our business activities

Through projects commissioned by local governments, government agencies, and companies, as well as our own independently planned and operated initiatives, we provide services that contribute to regional revitalization, including public facility operations and events.

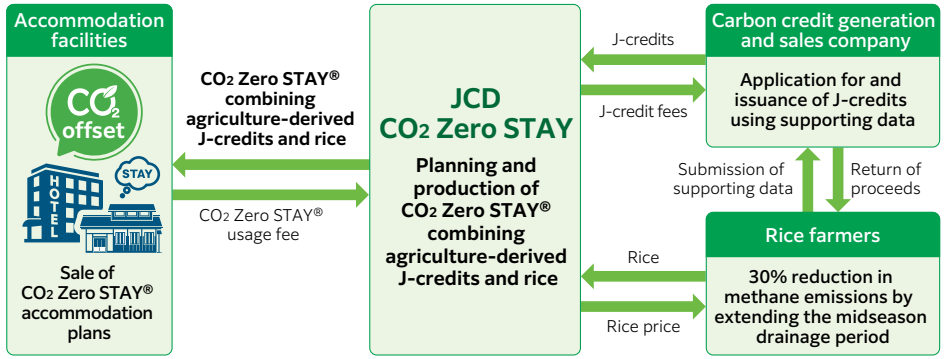
CO_2 Zero STAY® using "agriculture-derived J-credits"

Through our "CO_2 Zero STAY®" service, which offsets CO_2 emissions associated with stays at hotels and ryokan, we are developing a new initiative that uses "agriculture-derived J-credits."

Central to this initiative is an agricultural method promoted by Hotaru no Sato Co., Ltd., that reduces methane emissions by extending the "midseason drainage period" in rice cultivation. Extending the period during which rice paddies are drained by at least seven days can reduce methane emissions by approximately 30%. Methane has around 25 times the greenhouse effect of CO_2. By converting the CO_2 reductions achieved through this farming method into tradable credits, the initiative generates new income for producers facing challenges, such as an aging workforce and a shortage of successors, thereby supporting sustainable agriculture. As the first initiative, we launched the "Support Agriculture CO_2 Zero STAY® Plan" at Shinjuku Washington Hotel in June 2025. Guests using the plan are also served "Hotaru no Sato Kubiki Rice," a *koshihikari* variety grown in Niigata Prefecture using this farming method.

Since its launch in 2023, "CO_2 Zero STAY®" has been adopted by 122 accommodation facilities across Japan (as of April 2026), with cumulative use reaching approximately 250,000 guest nights.

JCD's CO_2 Zero STAY® using "agriculture-derived J-credits"



Support for regional recovery from frequent natural disasters

We had previously been commissioned by the Wakura Onsen Tourism Association in Nanao City, Ishikawa Prefecture, to conduct tourism promotion activities. However, the Wakura Onsen area suffered extensive damage in the Noto Peninsula Earthquake of January 2024. To support the region's recovery, we are promoting the cultural value of Wakura Imperial Rest House (Wakura Gobenden), Japan's only nationally registered Tangible Cultural Property that served as an imperial resting place. We are also working to establish a framework for the continued support of "Kiriko Festivals—featuring giant lanterns called Kiriko—," a symbol of Noto. In addition, as part of efforts to revitalize the area through the power of entertainment, we organized events featuring popular music groups, which succeeded in drawing nationwide attention to Wakura Onsen.

A stamp rally was held as part of the support initiative

Poster for the Wakura Onsen Recovery Support Initiative

"Picture Book Seed-Sowing Project"; donating picture books to help children develop the ability to connect with society

At facilities and tourist information centers operated with JCD's involvement, we provide children with books published by JTB Publishing, Inc., while strengthening connections with local communities. The initiative also seeks to "sow the seeds" of intellectual curiosity, helping children develop the ability to engage with and connect with society.

At Tokorozawa City Tourism Information & Local Products (YOT-TOKO), a multipurpose facility showcasing Tokorozawa's local specialties, we established a small library where visitors can browse books. We also give books to children at events, including those held as part of the "Kokoro-ha Project."

Books given to children at the event

Small library at YOT-TOKO

2 Mutual Growth through Co-Creation with Business Partners

To create new value for our customers, we actively strengthen collaboration and relationships with our business partners, fostering mutual growth for both JCD and its partners.

Basic approach

To design "optimal communication" that connects people, companies, and communities and deliver valuable solutions to our customers, we strive to build shared values and strengthen collaboration with a diverse range of business partners. In doing so, we aim to remain a company that earns the trust and support of our customers and local communities and prospers alongside them.

Initiatives to address the materiality

Building a sustainable, ESG-conscious supply chain

Sustainable procurement

In FY2023, we established our Basic Policy on Sustainable Procurement, which sets out the fundamental requirements governing our procurement activities. The policy is designed to foster shared ethical values with our business partners. To build a sustainable supply chain to support the creation and delivery of services that help address social issues, we ask our business partners to pursue initiatives set out in this policy and encourage them to promote similar practices throughout their own supply chains.

In FY2025, we reviewed this policy in line with the principles of the United Nations Global Compact, of which we are a signatory. While the fundamental approach remains unchanged, we reorganized the policy into clearly defined areas to make it easier to understand. These include compliance, risk management systems, respect for human rights, working conditions, environmental and biodiversity considerations, appropriate information management and disclosure, contribution to local communities, and improvements in service and quality. This policy aims to achieve a 100% endorsement rate from our partners by 2030. In FY2025, we secured the support of 50 key business partners.

Please see our "Basic Policy on Sustainable Procurement" here.
https://sustainability.jtbcom.co.jp/wp-content/uploads/2026/03/procurement20260323_en.pdf

Strengthening partnerships for mutual growth

To accelerate value creation through co-creation with our partners, we established the new Business Management Unit in FY2025 as a dedicated department responsible for strengthening partnerships and managing business partners. Going forward, the Unit will lead the development of procurement systems while enhancing the management of business partner information in terms of both quality and efficiency, thereby improving relationships and strengthening partnerships.

The Business Management Unit is also responsible for ensuring company-wide compliance with laws and regulations related to procurement. Following the enactment on January 1, 2026, of the Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment (Fair Transactions Act), we launched internal training to help create an environment in which our business partners can conduct business with us confidently over the long term. Approximately 90 employees completed the training in FY2025.

Column

We established an internal information-sharing system to enable collaboration with the most suitable partners.

We are building an environment that enables company-wide visibility into our business partners' operations, track records, and strengths. The "Purchasing & Procurement Topics" section of our internal portal is a platform for matching the most suitable partners and promoting new opportunities for collaboration that leverage their expertise.

From left:
Tetsuya Hataya
Unit Manager,
Business Management Unit

Chiaki Ishibashi,
Ryoichi Miyazaki
Strategic Partnering and Procurement Section members
(as of 2025)

● Developing new solutions to create value

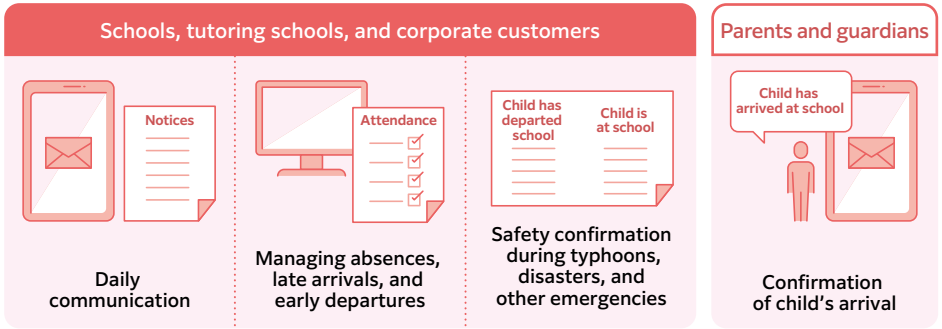
We develop JCD's proprietary solutions to help address social issues.

Launch of "HotConPass" app to keep children safe and give parents peace of mind

In March 2026, we launched an app version of "HotConPass," our communication system for schools and tutoring schools. JCD has offered HotConPass since 2007 as a digital platform that centralizes communication between parents and educational institutions, including school notices and notifications of student absences and late arrivals. As of March 2026, the service was used by approximately 200,000 people at around 100 schools nationwide. The app version offers enhanced services, including one-tap login.

In developing the HotConPass app, we leveraged the technical capabilities and support of our business partners to create a high-quality, stable system and establish a reliable maintenance and support structure. Our business partner also gained new knowledge by developing a solution for the education sector, which differed from its existing customer base. This led to enhanced technical capabilities and the acquisition of new customers, enabling both companies to create new value.

HotConPass
ホットコンパス



3 Reduction of Environmental Impact

Through sustainable communication methods with low environmental impact, we will help achieve carbon neutrality in Japan by 2050. Specifically, we will work to reduce CO_2 emissions while helping create a circular economy that uses finite resources efficiently.

Please see our "Environmental Policy" here.
https://sustainability.jtbcom.co.jp/wp-content/uploads/2026/03/environment20260323_en.pdf

Environmental Management System

We have obtained certification under ISO 14001:2015, the international standard for environmental management systems. In accordance with this standard, we established an Environmental Management System (EMS), with the ISO 14001 Secretariat (Sustainability Unit) responsible for monitoring and recording progress under the oversight of the President & CEO. We also share environmental targets with the environmental managers at each office and hold regular communication meetings as needed to review CO_2 emissions monitoring and share effective initiatives across offices. In these ways, we are making company-wide efforts to reduce our environmental impact.

JCD's ISO 14001 Environmental Management System

ISO 14001:2015 Certificate of Registration

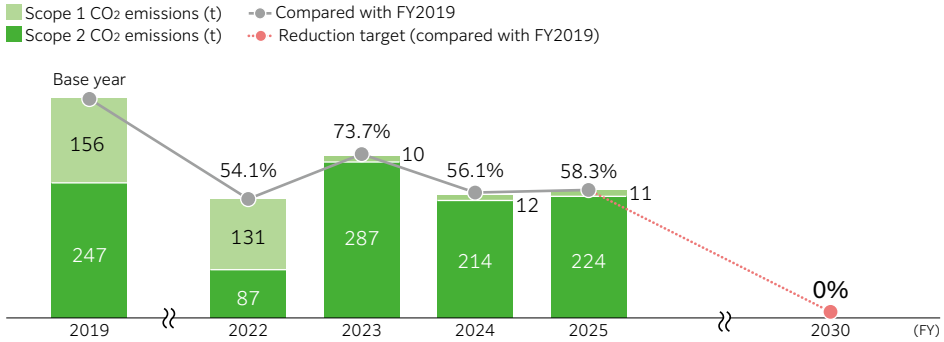
Initiatives to address the materiality

Reduction of CO_2 emissions

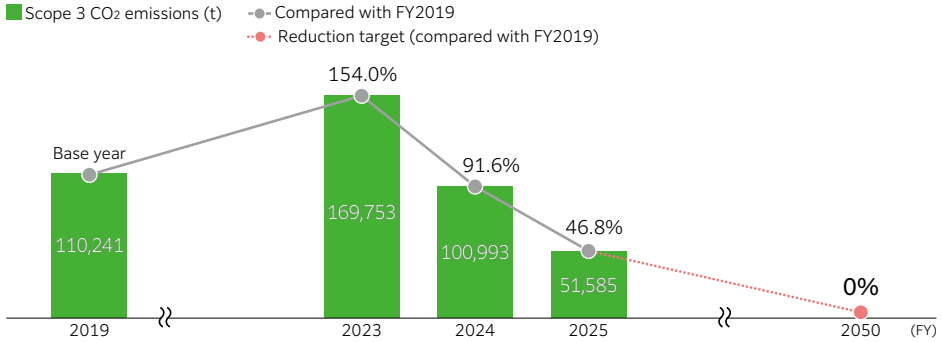
We aim to reduce our own CO_2 emissions (Scope 1 and 2) to net zero by 2030 and achieve carbon neutrality across all business activities (Scope 1, 2, and 3) by FY2050. In FY2025, combined Scope 1 and 2 CO_2 emissions were 234.8 tons (58.3% of the FY2019 level), while Scope 3 emissions were 51,584.7 tons (46.8% of the FY2019 level).

In FY2025, we revised the calculation methods for certain categories (Scope 3, Categories 1, 3, and 7) based on comments from the third-party verification body.

Scope 1 and 2 CO_2 emissions and trends in ratios since FY2019



Scope 3 CO_2 emissions and trends in ratios since FY2019



Notes: 1. CO_2 emissions are calculated in accordance with the GHG Protocol, an international standard.
2. We have undergone third-party verification annually since FY2022.

Decarbonization initiatives

We are working to reduce CO_2 emissions by providing sustainable communication methods with low environmental impact.

- **CO_2 Zero MICE®**

  A proprietary solution that replaces electricity used at event venues with renewable energy that generates virtually no CO_2 emissions.

- **CO_2 Zero STAY®**

  A service that uses J-credits* to offset the equivalent CO_2 emissions generated by stays at hotels, ryokan, and other accommodation facilities.

- **Development of an event industry–standard carbon calculator**

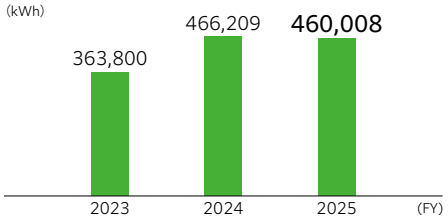
  To clarify the calculation standards for CO_2 emissions at events and enhance transparency, we have worked with 11 member companies of the Japan Association for the Promotion of Creative Events to jointly develop an industry-standard carbon calculator. From FY2026, 15 member companies of the Association will begin using the calculator in practice, with the aim of fostering a sustainable event culture by improving its accuracy.

- **Calculating and visualizing CO_2 emissions from events**

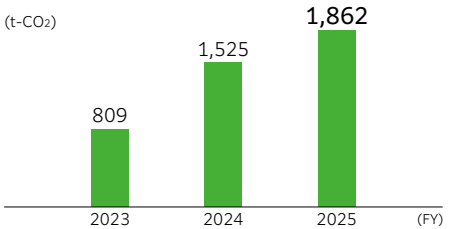
  Following the 24th edition, we calculated and visualized CO_2 emissions from all processes at the "25th International Nanotechnology Exhibition & Conference (nano tech 2026)" and our own "City Design Week" exhibition. By identifying emission sources, we are promoting more sustainable event operations, including environmentally conscious construction and the use of public transportation.

* A Japanese government program that certifies as "credits" CO_2 emission reductions achieved through renewable energy and energy-efficiency initiatives, as well as CO_2 absorption resulting from appropriate forest management

Green power certificates issued through CO_2 Zero MICE®*



CO_2 emissions offset through CO_2 Zero STAY®



* Tradable certificates representing the environmental value of electricity generated from renewable energy

Promoting energy conservation at offices

In addition to visualizing (graphing) and monitoring electricity consumption, we promote energy efficiency through the following initiatives.

- Creating and displaying energy-saving posters to raise awareness
- Promoting Cool Biz and Warm Biz
- Encouraging energy-saving actions, such as adjusting computer monitor brightness, turning off monitors when away from desks, and switching off lights in unused areas
- Using blinds for heat shielding and insulation
- Monitoring monthly electricity consumption and publishing the data on the internal portal
- Providing on-demand education and training to raise employee awareness

Our Osaka Office relocated to a building powered entirely by renewable energy in mid-December 2025, achieving effectively zero CO_2 emissions since January.

Looking ahead

We recognize that our office decarbonization initiatives are entering a stage where we need to more appropriately measure and manage CO_2 emissions while balancing these efforts with business growth. As CO_2 emissions are expected to increase alongside our growing business activities, we will improve the accuracy of emissions calculations by reviewing the emission factors used in our calculations. We will also continue discussing and cooperating with building management companies on various measures, such as introducing renewable energy plans, while managing emissions in line with the scale of our business and reducing our environmental impact.

Internal poster encouraging waste separation and energy conservation

Contributing to a circular economy

Our Tokyo Office aims to reduce total waste by 20% by FY2030 compared with FY2021. By encouraging every employee to consider resource circulation in their day-to-day activities, we aim to bring this perspective into our proposals to customers and ultimately deliver services with greater added value.

Promoting waste reduction

While continuing the initiatives described below, we are working to raise employee awareness by monitoring and disclosing total waste volume on a quarterly basis and posting information about these initiatives on our internal portal site.

Promoting proper waste separation and reduction

- Creating and displaying waste-separation posters to raise awareness
- Reporting and practicing the reuse of surplus items and donation of goods (year-round)
- Promoting paperless operations within the Company

"Sustainable Reuse Market" on Family Day

Promoting the 3Rs (reduce, reuse, and recycle)

- Held "Sustainable Reuse Market" on Family Day
- Reused and donated regularly subscribed old newspapers as packaging materials (Tokyo, Osaka, and Hokuriku offices)
- Donated plastic bottle caps (Tokyo and Osaka offices)
- Collected and recycled used clear plastic folders
- Reused stationery and plastic umbrellas

SpoGOMI tournament held at Shimbashi Station SL Square

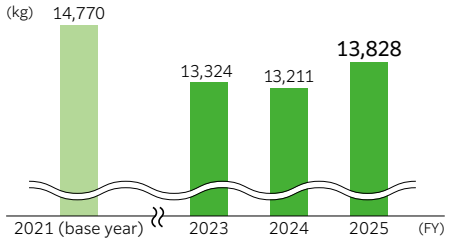
Other

- Participated in the SpoGOMI tournament through the Minato Eco-Conscious Consortium (mecc)

Results

FY2025
13,828 kg
93.6% of the FY2021 level
6.4% reduction

Trend in Total Waste (Tokyo Office)



4 Promotion of DEIB and Enhancement of Human Capital

By promoting DEIB, we are working to create a workplace environment where diverse talent can thrive with confidence. We also actively encourage employees to foster a sense of "belonging" and build an organization that supports each individual's motivation and willingness to take on new challenges.

Building an organization where people grow and stay
——Breaking the cycle of "hiring and losing employees"

Our Area Management Unit 3 plays a role in connecting local communities with visitors through the operation of tourist information centers and tourist volunteer secretariats. While many employees with multilingual skills are active at these facilities, employee retention and career development have been long-standing challenges. In response, the Unit has promoted the transition of temporary staff to direct employment while actively supporting the appointment of contract employees as regular employees. It has also established a framework in which facility operations managers and sales staff work together to support employees' growth and career development. In FY2025, many contract employees took the examination for appointment as regular employees, with around 90% passing. The results reflect the progress we have made in creating an environment where diverse talent can realize their potential and advance their careers.

Building a sense of ownership in the organization

Yamamoto At the tourist information centers and tourism-related facilities we operate, every employee's customer service and recommendations help shape the value of the customer experience. For this reason, developing and retaining talent has been an important priority in supporting our business. Previously, however, employee retention remained low, resulting in continued heavy reliance on temporary staff. In addition to simply changing employment status, therefore, we decided to foster a sense of belonging as members of JCD and empower employees to shape their own career paths. In these ways, we are creating an environment where talent hired directly by JCD can grow and build long-term careers with the Company.

Go At the tourist information center where I serve as operations manager, temporary staff previously made up the majority of the workforce. As direct employment increased, a sense of "let's make this facility better ourselves" began to emerge, significantly changing the atmosphere within the organization. I feel that more employees are now thinking not only about the work immediately in front of them but also about the growth of the facility and JCD as a whole, enabling us to work toward the same goals.

Helping every employee take on new challenges

Yamamoto For employees seeking appointment as regular employees, we provided individualized support, including feedback on application forms and mock interviews. Our priority was to help each person articulate in their own words why they wanted to take the next step. Together, we reflected on their experience and future aspirations, helping them shape a personal story that was authentically their own.

Go At the facility, we made a point of identifying strengths that employees themselves might not have recognized and helping them see those qualities. Many people perform their jobs very well but struggle to articulate what makes them stand out. As we helped them prepare, we would tell them, "These are the qualities that people value in you." I believe that having facility operations managers and sales staff work together to provide support has encouraged more people to think, "I'll give it a try."

A sense of belonging transforms the organization

Go What impressed me was that employees in their 40s and 50s also took on the challenge. Some hesitated, saying, "There's no need to take the exam at this stage," but age does not matter. It makes me genuinely happy to support their desire to take on a challenge and then see them pass the exam and thrive in their roles.

Yamamoto The number of employees who passed the examination is an important achievement, but even more significant is the growing number of people who now say, "I want to grow with this company." Appointment as regular employees has strengthened their sense of belonging and motivation, with more employees taking the initiative to make proposals and embrace new challenges. Facility leaders support those taking the examination, while sales staff accompany them throughout the process. Through these efforts, a culture of supporting growth is beginning to take root.

Go I also began my career as a contract employee at one of our facilities. That is why I want to show each person that they have opportunities to grow.

Yamamoto Rather than being "an organization that consumes people," we aim to become "an organization where people grow and stay." This initiative is the first step. We will continue supporting individual employees' challenges and translate their growth into the growth of the organization as a whole.

Management structure

Under the Director & Corporate Officer, we promote DEIB initiatives primarily through the Human Resources Section, in collaboration with the Sustainability Section. Progress on these initiatives is reported to the Management Meeting as appropriate, as well as at monthly Corporate Division meetings, where necessary measures are considered.

Initiatives to address the materiality

Promoting DEIB—Fostering a more diverse organizational culture

The empowerment of women is essential to corporate growth, including through management and organizational operations that actively incorporate women's values and perspectives. Our target is to increase the percentage of women in organizational management positions to at least 50% by 2030 (executives, excluding outside executives) and at least 30% for Unit Managers and Office Managers.

In light of the thriving inbound tourism industry, increasing number of foreign residents in Japan, and the anticipated expansion of our MICE business to overseas companies, we have positioned the strengthening of our global capabilities as a key strategy in our Medium-Term Business Plan (2025–2029). We are creating a workplace where everyone can thrive regardless of nationality, with the goal of increasing the proportion of foreign-national employees from 1.7% as of April 1, 2026, to 10% by 2030. Through these initiatives, we will gradually strengthen our internal talent base to support the global expansion of our business.

Empowering women

In 2022, we became a signatory to the Women's Empowerment Principles (WEPs), the seven principles established by the United Nations and businesses. We actively promote women's empowerment and advancement, work to close the gender gap, and create an environment where every individual can thrive. Our initiatives are tailored to different career stages, from raising awareness among younger employees to encouraging mid-career employees to develop the next generation and rethink their perspectives on organizational management roles.

As of March 31, 2026, women accounted for 26.9% of employees in organizational management positions (Unit Managers, Office Managers, Project Executive Managers, and Section Managers), 7.7% of employees in senior organizational management positions, and 20.0% of full-time officers. While continuing to make women's advancement a cornerstone of our diversity initiatives, we will create an environment where all employees, regardless of background or personal attributes, can realize their potential and have equitable opportunities to take on new challenges and grow.

Initiatives to empower women

Initiative	Purpose and overview	Eligible participants	Number of participants
DEIB promotion training	Promote understanding of different values and diverse approaches to work and life, update individual mindsets and management practices, and support the sustainable development of the organization	Mandatory for all Section Managers	58
Development of female leaders	Follow-up and mentoring for newly appointed female managers	Newly appointed female managers	3
Women's Leadership Development Program (GLOBIS), organized by JTB Business Solution headquarters	From a DEIB perspective, explore points of connection between individual and organizational values, enhance motivation for career development by balancing self-fulfillment with contribution to the organization, and develop employees who will drive the organization's growth	Grade G2 employees (employees expected to advance to Grade G1 and management positions)	2
Career development webinars	As part of an internal career-focused event, we held a webinar titled "[Workshop] Discover What Really Matters to You!" The webinar encouraged employees to first reflect on the kind of life they want to lead as a starting point for thinking about their careers.	Primarily women employees (other employees may also participate)	13 in-person; 27 online (99 views, including archived viewing)

Promoting paternity leave

We are working to raise awareness of the importance of parental leave and foster a workplace culture that makes it easier for employees to take it. Specifically, we have published a group interview with male employees who have taken parental leave on our internal portal and established a dedicated page that provides information on parental leave procedures and points of contact. In FY2025, five male employees took parental leave (a take-up rate of 100%).

Promoting employment of people with disabilities

While the statutory employment rate for persons with disabilities was raised in stages to 2.5% in FY2024 and will increase to 2.7% from July 2026, the JTB Group exceeds the statutory rate. JCD, however, has remained below the statutory rate since November 2024. In FY2025, as part of our efforts to promote the employment of people with disabilities, we introduced retention support interviews in collaboration with external support organizations. We also held seminars for both employees with disabilities and their colleagues under the theme of "Career Development for Employees with Disabilities and Understanding and Support from Colleagues." In addition, we have seen employee-led initiatives to transform the workplace. For example, employees with disabilities consult with their supervisors to clarify the characteristics of their disabilities and any accommodations they require and then share this information with the entire team. This helps foster understanding among colleagues and create a more comfortable working environment. In addition to these initiatives, we will promote the retention of employees with disabilities and help them fully utilize their abilities in the workplace through interviews with successful employees and case studies.

Increasing the ratio of foreign-national employees

We aim to create a workplace where all employees, regardless of nationality, can work comfortably and find their work rewarding. Since FY2025, our Human Resources Section, in collaboration with the Sustainability Section, has been conducting interviews with foreign-national employees currently working at JCD. Through these interviews, we will identify areas for improvement from multiple perspectives and work to create an environment where all employees can work comfortably regardless of nationality. At the same time, we will develop JCD-specific "strengths" that will help us attract diverse talent.

I find JCD's work rewarding, and its positive workplace relationships are another attraction. On the other hand, I sometimes encounter difficulties with language comprehension, expressions unique to Japanese, and Japanese workplace etiquette. To create a more comfortable workplace for foreign-national employees, I hope that further measures will be introduced to help them thrive, such as training on business etiquette and Japan's social insurance system.

Xiaoyu Hou
Sales Section 2, Promotion Unit 3

JCD offers an attractive workplace where it is easy to achieve a work–life balance, and employees are evaluated fairly regardless of nationality. On the other hand, I believe further improvements to the workplace are needed to enable diverse talent to play even more active roles. I see room for improvement in such areas as making Japanese-language training and manuals with extensive technical terminology more accessible, providing clearer career paths, and enhancing English-language support. Going forward, I hope JCD will introduce initiatives like extended leave programs, English-language briefings on company systems, and cross-cultural training for Japanese employees, creating a workplace where every employee can realize their full potential.

Thor Vlaspolder
Sales Section 1, Meetings & Events Unit 1

● HR management initiatives——Creating workplaces where employees can experience job satisfaction and growth

Under our Medium-Term Business Plan (2025–2029), we aim to maximize the value of our human capital through active investment in employees. We are creating an environment where diverse talent with aspirations and advanced expertise can pursue self-fulfillment through a variety of interactions, challenges, and opportunities for growth.

Fostering a better corporate culture

We conduct annual employee engagement surveys with the goal of "achieving two-point year-on-year improvement in scores each year" through 2030. As shown below, our scores across all five categories have consistently exceeded the previous year's results. The highest score was for "Embodying the vision," while the lowest was for "HR systems." For "Embodying the vision," scores improved year on year for all questions, indicating that we are making steady progress toward the "desired state" defined in our Medium-Term Business Plan. On the other hand, the score for "HR systems" is trending upward, but scores for the operation of evaluation and promotion systems remain low. We therefore need to support employee growth through dialogue and opportunities provided by the Company and supervisors, including productivity improvement, educational opportunities, goal setting, and long-term initiatives.

Key initiatives in FY2025

- Shared the results of the employee engagement survey with all employees
- Conducted "360-degree Evaluation Feedback" and "Results Review and Feedback Training" to provide an opportunity to review participants' own management skills and approaches to supporting the careers of their subordinates (participation was mandatory for Unit Managers, Office Managers, and Section Managers in even-numbered years since appointment to an organizational management position and optional for those in odd-numbered years)
- Conducted "Organizational Development Support Training" for Unit Managers to strengthen management capabilities for transforming our organizational culture and reinforcing organizational foundations based on the employee engagement survey

We are also focusing on internal branding (→ P. 27) and developing the next generation of management talent.

Employee engagement surveys

* Survey period: November 18–December 8, 2025 / JCD respondents: 932
* Percentage of positive responses for each item

	FY2023	FY2024	FY2025
Embodying the vision	85.1%	86.2%	88.7%
Workplace culture	67.7%	70.4%	74.5%
Work environment	57.1%	59.3%	64.5%
HR systems	39.2%	40.9%	44.9%
Talent utilization	57.4%	60.5%	64.3%

Promotion of internal branding activities

To foster awareness of our Management Philosophy and 2029 Vision and encourage each employee to embody our Behavioral Principles, we launched Behavioral Principles Focus Months in FY2024. This initiative provides opportunities for employees to deepen their understanding of each of the eight principles, with the CEO personally delivering messages at morning assemblies.

In 2025, through training for employees in organizational management roles, we emphasized the importance of translating the ideas expressed in our Management Philosophy and Vision into concrete words and experiences, as well as the significance of internal branding activities in inspiring employees to identify with these ideas and put them into action.

Internal Branding Ambassadors selected from each division also developed measures to address organization-specific issues identified through the employee engagement survey and shared their initiatives company-wide. In addition, they participated in a discussion session with the CEO on the background to the 2029 Vision and the aspirations behind it.

As a result of these activities, the "Workplace culture" score in the FY2025 employee engagement survey improved significantly, rising 4.1 points, while indicators related to the "Embodying the vision" remained at a high level and improved further year on year. Going forward, we will link various initiatives undertaken by the Corporate Division to our Behavioral Principles and continue activities centered on the Internal Branding Ambassadors, translating employees' understanding and engagement into action.

Internal Branding Workshop

Company-wide Kickoff Meeting

Recruitment of the talent we seek

We have defined our ideal talent as professionals who continually create communication that brings to life what lies beyond our customers' aspirations. In addition to hiring new graduates (16 joining in FY2026), we are actively recruiting mid-career professionals with diverse career backgrounds across different industries and sectors, areas of expertise, and values (11 joined in FY2025). We have also established an onboarding framework to help new hires integrate smoothly into the workplace, and our employee turnover rate in FY2025 was 3.6%.* We will continue our efforts to attract and recruit talented people.

* Excluding certain employees, such as contract workers.

Human resource development

Under our Human Resources Development Basic Policy, we develop our people through the two pillars of capability development and career development. Specifically, we provide four approaches for all employees other than part-time and temporary staff: JTB Group Training, JCD-Specific Training, Self-Development Support, and Career Support. To facilitate regular communication between supervisors and their team members, we hold quarterly individual meetings for performance evaluation and career development, as well as 1-on-1 meetings as appropriate.

Human Resources Development Basic Policy

We develop people who are motivated to grow and take on challenges, think and act independently, and achieve strong results and create new value by designing smart, sustainable communication.

1. Fostering a culture of continuous learning, knowledge sharing, and mutual growth
2. Providing learning opportunities to build capabilities and develop expertise in response to changing times and environments and employee diversity
3. Building a framework to foster career ownership among each employee

Four Approaches

- JTB Group Training
- JCD-Specific Training
- Self-Development Support
- Career Support

Examples of training conducted in FY2025

Training program		Objectives and overview	Number of participating employees
Level-Based Training		JCD-Specific Training for Employees in the Professional Development Period	New Graduate: 15 Second-Year: 10 Third-Year: 8
JCD Next Leaders Program for Future Middle Managers Development		Designed for employees in the G1 grade. The program aims to enhance professional skills, strategic thinking, and people management capabilities.*	11
Specialized Training	Strategic Sales Promotion Training	Developing talent capable of leading the creation of new value.	28
	B-to-B Marketing Training		28
Generative AI Start-Up Seminar		Development of DX Talent	Conducted twice/61
Practical Training for Early-Career Employees (Assignment to Contracted Projects Related to Expo 2025 Osaka, Kansai, Japan)		Providing opportunities to gain practical experience in large-scale international events.	32
Self-Development Support	Online Learning Platform "Schoo for Business"	Providing everyday learning opportunities that employees can access whenever they wish to learn (offered in May, August, and November).	123
	Globis Management School	Selected employees are sponsored to participate in various programs, including Critical Thinking and Business Analytics.	9
	Support for External Training Programs, Professional Certifications, and Distance Learning Courses	Financial assistance is provided when course participation is recognized as contributing to the acquisition of professional knowledge and skills necessary to enhance customer value.	110

* Future Management Talent

Improving productivity and creating value through generative AI

We are promoting the company-wide use of AI to improve productivity and create further value. As part of our efforts to generate new ideas and solutions, we have launched JCD AIdea, a forum for sharing ideas that leverage generative AI. We are also advancing the JCD AI Leader Project, which establishes frameworks for promoting AI utilization within each division and shares the resulting knowledge company-wide to raise AI capabilities across the organization. In addition, we offer start-up seminars, step-up seminars, and other programs tailored to each employee's level of proficiency.

In FY2025, Gakkai Sokuto Concierge, an app developed by one of our employees, won the top prize at the JTB Generative AI Hackathon held by the JTB Group. The app uses AI to automatically generate draft responses to a wide range of inquiries related to academic conferences. The judges highly praised the clear understanding of real-world challenges reflected in its design, grounded in firsthand experience, as well as the commitment to improving the app from the perspective of those responsible for handling inquiries. The app is expected to have broad potential for use in areas such as exhibitions and events.

Going forward, under appropriate governance based on the JCD Generative AI Usage Guidelines, we will continue to create an environment in which everyone can make use of generative AI and expand learning opportunities, thereby improving productivity and creating new value.

Voice of a human resource development professional

We believe that people are what make a company, and that the growth of each individual is the growth of the company itself. At a time when AI is advancing at a remarkable pace, uniquely human capabilities are becoming more important than ever: the ability to draw on experience and intuition to create unprecedented value. We see it as our vital role to create an environment where every employee can fully realize these capabilities.

Reduction of total annual working hours

We aim to reduce total annual working hours to 1,800 hours or less by 2030. In FY2025, the total was 2,031 hours and 0 minute (a reduction of 3 minutes from the previous fiscal year), which was nearly the same as in FY2024. We will continue working to reduce total working hours by ensuring that managers understand and adhere to relevant rules, implementing effective labor management, and accurately monitoring working hours and actual working conditions.

Establishing new work styles

We are creating a highly productive workplace that embraces diverse ways of working, enabling each employee to maintain their physical and mental well-being while achieving both self-fulfillment and a work-life balance.

Specifically, we offer a flextime system with no core hours and remote work to accommodate diverse lifestyles, a side-job program that enables employees to broaden their knowledge and experience, a reduced working hours system, and a system that

allows employees to opt out of relocations and transfers. We also provide access to Aill goen, a matching app for single employees, and the Pep Up health portal, and conduct annual stress checks.

For remote work, we continue to provide an allowance that partially covers expenses associated with working from home, such as utilities, communication costs, and stationery. We have also enhanced efficiency and comfort through access to satellite offices, a program that allows employees to work remotely from their hometowns or other locations, improvements to IT infrastructure, and strengthened security measures. These initiatives have helped establish flexible working practices throughout the company.

Going forward, we will further enhance mental health support and introduce health promotion programs, with the aim of improving the work-life balance and productivity across the organization. By providing diverse work-style options, we will enable employees to pursue personal fulfillment while supporting the Company's sustainable growth.

Work-style initiatives

Initiative	Overview	Introduced	Number of users (FY2025)
Remote work	Employees can choose where to work, including from home or at satellite offices, enabling them to adopt the work style that best suits their needs.	October 2020	533
Remote work from registered residence	Employees can work primarily remotely from their registered place of residence. This enables them to live with their families rather than relocate alone for work, or to continue working while caring for family members who live away from the Company's offices.	April 2022	1
Flextime	Employees can freely set their working hours within the prescribed number of working hours for the month.	April 2022	410

Promotion of social contribution activities

Based on our Social Contribution Policy established in FY2024, we promote social contribution activities with a particular focus on developing the next generation and realizing an inclusive society. We position these activities not only as a means of fulfilling our corporate social responsibility but also as opportunities for employees to deepen their understanding of social issues and grow through their experiences. We aim to apply the knowledge and networks gained through these activities to our business and contribute to the development of local communities.

Please see our "Social Contribution Policy" for details.
https://sustainability.jtbcom.co.jp/wp-content/uploads/2026/03/social20260323_en.pdf

FY2025 activities

[Contributing to Communities Where We Operate]

- **Pro Bono Program (Skills-based volunteering)**

  By putting their skills and expertise to use for the benefit of society, employees have opportunities to gain new perspectives, broaden their thinking, and strengthen their connection with society. In FY2025, four employees participated in a cross-sector program focused on addressing social issues, working with an NPO to identify its challenges and develop solutions.

- **Dedicated Employee Volunteer Website**

  We revamped our dedicated employee volunteer website to encourage greater participation in social contribution activities and create opportunities for employees to learn, connect with others, and deepen their understanding of social issues through volunteering. In FY2025, five employees took part in volunteer activities through the website. We also posted three volunteer opportunities at facilities operated by our Area Management Business, attracting more than 70 participants in total.

- **Social Contribution Month (January 2026)**

  At our Tokyo Office, we held a Sharing Action initiative, collecting surplus and unused items and donating them to an NPO and a children's cafeteria. Through Tsunagaru Market in WoWUs at the Osaka office, baked goods and other products made by employees with disabilities at PERSOL EXCEL ASSOCIATES CO. LTD., were sold at Osaka Dojimahama Tower.

Sharing Action at the Tokyo Office

Tsunagaru Market in WowUs at the Osaka Office

- **Booth at a Minato Net Event Organized by the Minato Council of Social Welfare**

  As a member of Minato Net, a network of companies in Minato City and the Minato Council of Social Welfare, we participate in a range of social contribution activities. In December, we held an SDGs quiz and SDGs-themed card game at the Plaza Shinmei Festival.

SDGs-themed card game at the Plaza Shinmei Festival

- **Booth at the 8th Minato City Community Welfare Forum (February 2026)**

  We hosted a booth where visitors could try digital drawing at the Minato City Community Welfare Forum, organized by the Minato Council of Social Welfare and held in collaboration with local volunteer groups, NPOs, companies engaged in social contribution activities, social welfare corporations, and other organizations.

Digital marine art experience where participants' drawings come to life and swim in a virtual aquarium

[Donations and contributions]

Item	Details	Recipient
Reuse of old newspapers as part of 3R activities	Donation of old newspapers from our regular subscriptions	Recipient: NPO Minashigo Kyuentai Inu Neko Jouto Center (dog and cat rescue and adoption organization)
Collection of used disposable contact lens cases	By collecting used disposable contact lens cases, we contribute to society in the following ways: 1. Reducing CO_2 emissions by recycling the collected cases into new products 2. Supporting the independence and employment of people with disabilities by providing opportunities to participate in sorting work 3. Supporting initiatives to restore eyesight through donations to the Japan Eye Bank Association	Recipient: Eye City eco Project
Collection of Bell Marks	We collect Bell Marks, small symbols with point values printed on participating product packages. The collected marks help provide educational support to schools affected by disasters, schools in remote areas, special needs schools, and others.	Recipient: Bellmark Education Grant Foundation
Donation of surplus items from events and other activities	Surplus items stored by the Expo Volunteer Office were donated.	Recipient: Kodomo no Ibasho Support Osaka (general incorporated association)

Distributing salt tablets at Kodomo no Ibasho Support Osaka

Occupational health and safety

As part of the JTB Group, we actively promote the creation of a comfortable work environment where employees can work with a high level of motivation and take the initiative in their work, as well as measures to maintain and improve employee health. Under the JTB Group Basic Policy on Occupational Health and Safety, we seek to maximize the capabilities of each employee, contributing to the development of the Group as a whole and the enhancement of corporate value.

We also aim to raise our standards of occupational health and safety management and set a leading example for local communities and corporate groups comprising multiple companies. Specifically, in addition to the Central Health and Safety Committee comprising labor and management representatives, we convene workplace health and safety committees at each business location and address priority issues established for each fiscal year.

In FY2025, there were 14 occupational accidents.

FY2025 priority initiatives

1. Strengthening occupational health and safety management in accordance with the Group Health and Safety Regulations
   (1) Further raising awareness of the Health and Safety Management Regulations and ensuring strict compliance with the management framework
   (2) Ensuring the preparation, implementation, and review of occupational health and safety action plans
2. Thorough implementation of measures to prevent health problems caused by overwork
   (1) Strengthening efforts to curb overwork and reduce total working hours from an occupational health and safety perspective
   (2) Accurately monitoring the working hours of all employees, including managers and supervisors, and thoroughly implementing necessary health management measures
3. Promoting the maintenance and improvement of physical and mental health
   (1) Achieving a 100% participation rate in regular health examinations, pre-employment health examinations, and health examinations for employees engaged in designated work
   (2) Fostering a culture in which employees take the initiative in maintaining and improving their health
   (3) Creating a supportive environment that enables employees to maintain their mental well-being

Labor-management relations

We have a labor union and hold labor-management council meetings to discuss working conditions and the workplace environment. We place importance on dialogue between labor and management and address a range of issues through discussions based on mutual understanding. The union membership rate is 100%*1 among employees eligible to join.*2

*1 Excludes managers and other employees who are not eligible for labor union membership.
*2 510 employees (473 general-track employees, 12 highly specialized professionals, and 25 core staff) as of March 31, 2026

5 Governance Strengthening

By conducting fair and transparent business activities, we aim to remain a company trusted by our customers, local communities, and business partners, and one in which employees can take pride in their work.

Corporate Governance

To strengthen management oversight and supervision while enabling prompt decision-making and agile business execution, the Board of Directors, which meets at least once each quarter, determines basic management policies and important business matters in addition to matters prescribed by laws, regulations, and the Articles of Incorporation, with the aim of enhancing corporate value. The Board also supervises the execution of duties by Directors and Corporate Officers, maintaining a clear separation from the business execution functions carried out by Corporate Officers. Furthermore, the Management Meeting deliberates on company-wide policies and important operational matters, thereby ensuring the efficient execution of duties by Directors.

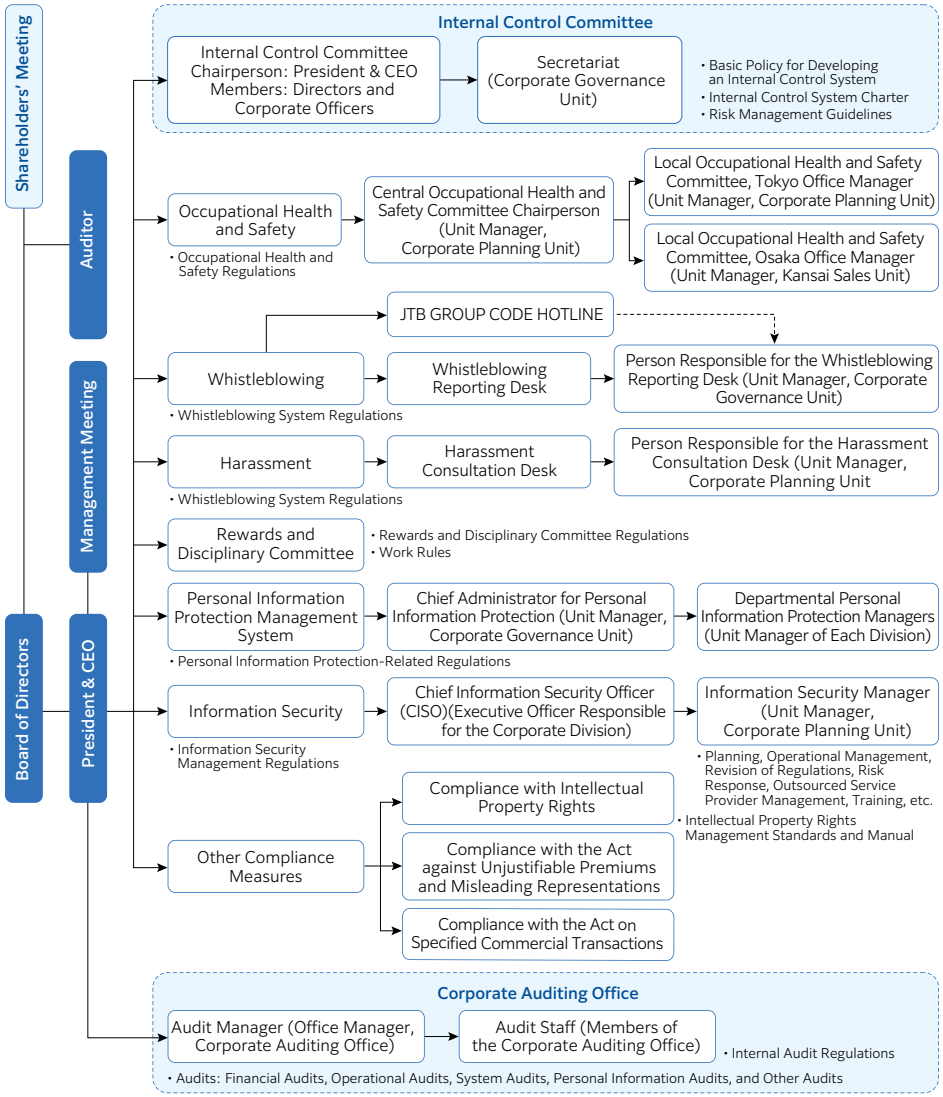
The President & CEO clearly defines the responsibilities and authority of Corporate Officers through internal regulations, establishes specific objectives for their respective areas of responsibility, and promotes an efficient business execution framework.

Internal Control System

To ensure the sound and appropriate operation of the Company and its Group companies, including its subsidiaries, we have established the Basic Policy for Developing an Internal Control System and the Internal Control Committee chaired by the President & CEO to comprehensively identify and manage risks across the entire organization. The President & CEO serves as the ultimate executive responsible for implementing and maintaining the internal control system in accordance with this policy, while its effectiveness is verified and evaluated through regular monitoring conducted independently by the Corporate Auditing Office, which reports directly to the President & CEO. Based on the results of these evaluations, improvement initiatives are primarily led by the respective departments within the Corporate Division, with support provided by the Corporate Governance Unit. The Internal Control Committee, chaired by the President & CEO, continuously reviews the Basic Policy in response to changes in the business environment and oversees the ongoing enhancement of the internal control system. Through these efforts, we ensure the appropriateness, effectiveness, and efficiency of our operations while maintaining and enhancing corporate value.

For details of the "Basic Policy for Developing an Internal Control System", please visit the following website:
https://www.jtbcom.co.jp/company/pdf/naibu_system_kihon.pdf

Corporate Governance Structure



For further details on our "Corporate Governance Structure", please visit:
https://www.jtbcom.co.jp/company/profile/

Human Rights Initiatives

In 2022, we became a signatory to the United Nations Global Compact (UNGC). By endorsing the UNGC's Ten Principles across four areas, human rights, labor, environment, and anti-corruption, we continue to work toward their implementation under the strong commitment of our top management.

Respect for Human Rights

We support and respect the protection of human rights and promote internal awareness initiatives to ensure that we do not contribute to human rights violations. Human rights education is provided through our mandatory Compliance Training Program. In addition, our Basic Policy on Sustainable Procurement explicitly states our commitment to respecting human rights, and we encourage our business partners to undertake similar initiatives.

While no reports have been received concerning child labor, hazardous work involving young workers, or forced labor, we will continue to monitor the situation closely and further promote initiatives aimed at respecting and protecting human rights.

Conducting the JTB Group Human Rights Due Diligence Employee Survey

The JTB Group respects the human rights of all stakeholders and is committed to creating a sustainable workplace environment where employees of both the Group and its business partners can work with peace of mind. As part of this commitment, since FY2024 we have conducted a human rights survey covering all employees across the Group, including regular employees, secondees, facility operations staff, area management business staff, senior staff, fixed-term employees, contract employees, temporary employees, and dispatched workers. At JCD, 1,100 employees responded to the survey in FY2024, and the results of the risk assessment identified no issues classified as high or medium risk.

Meanwhile, occupational health and safety was identified as a risk area with a relatively high likelihood of occurrence. Accordingly, beginning in FY2025, we have implemented measures to address this risk. These measures include monitoring and providing guidance on attendance and working hours at the departmental level, raising awareness of occupational health and safety and appropriate working-hour management, and optimizing workforce allocation as necessary. In addition, we are working to create a workplace environment that supports employees' physical and mental well-being while fostering a corporate culture that encourages proactive health management. The results of labor management monitoring are reported to the Management Meeting on a quarterly basis.

Consideration for the Working Environment

We recognize freedom of association and collective bargaining, support the elimination of all forms of forced labor and child labor, and promote initiatives to eliminate discrimination in employment and occupation. Our Basic Policy on Sustainable Procurement also explicitly states our commitment to respecting human rights and consideration for the working environment, and we encourage our business partners to undertake similar initiatives.

Initiatives Related to Materiality

Establishing a Compliance-First Culture

JCD has established eight Behavioral Principles, with "Put compliance first" positioned as the foremost principle: "Do we always prioritize ethics over profit, act with integrity and fairness, and remain mindful of our responsibilities as members of society?" This reflects our belief that compliance forms the foundation of all corporate activities. To deepen understanding and awareness of compliance, we provide ongoing training, strengthen management oversight mechanisms, and enhance our whistleblowing system, thereby fostering a healthy, transparent, and open organizational culture.

For more information on our "Behavioral Principles", please visit:
https://www.jtbcom.co.jp/company/philosophy/

Promoting Compliance Awareness (Implementation of Mandatory Compliance Training)

In accordance with the JTB Group Code, we provide the training necessary to promote understanding and awareness of compliance throughout the organization. Specifically, we conduct Risk Management Training for managers, Compliance and Personal Information Protection tests for all employees, and compliance-related video training programs. The participation rate for mandatory compliance training reached 100% in FY2025. Looking ahead to 2030, we aim to maintain a 100% participation rate and achieve zero incidents of fraud, illegal conduct, and violations of our Code of Conduct.

No serious violations of laws or regulations occurred in FY2025. We will continue our efforts to prevent corruption, bribery, and anti-competitive practices, and to strengthen compliance throughout our business operations.

For more information on the "JTB Group Code", please visit:
https://www.jtbcorp.jp/en/ourstory/group_code/

Compliance training programs

Organizer	Program name	Training topic	Number of participants (FY2025)
JCD	Risk Management Training	• IT • Finance • Labor Management • Procurement Management • Internal Control	106
JCD	Compliance and Personal Information Protection Test	• Compliance • Personal Information Protection	1,451
JCD	Compliance Training Video Program	• "Preventing Misconduct! Category-Based Compliance: Internal Control and Risk Management Edition"	1,169
JTB Group	JTB GROUP CODE Examination	• JTB Group Vision • Compliance	–

● Strengthening Risk Management Capabilities

We identify and assess risks across the Group and implement preventive measures to minimize the impact of risks should they materialize. To achieve our 2030 target of maintaining zero major risk incidents, we conduct Risk Management Training, which achieved a 100% participation rate in FY2025. We will continue to maintain this achievement and further strengthen our risk management capabilities on an ongoing basis.

For more information on the "JTB Group Risk Management Basic Policy", please visit: https://www.jtbcorp.jp/en/sustainability/governance/#sec03

Risk Management Framework

We have established the Internal Control Committee chaired by the President & CEO to comprehensively identify and manage risks across the entire organization. When a significant risk is identified or signs emerge that a major risk could materialize, a reporting framework ensures prompt communication to the executive responsible for internal controls (the Director in charge of the Corporate Division), the Corporate Governance Unit, and relevant departments. Matters deemed critical by the executive responsible for internal controls are also reported to Directors and an Auditor. In the event of a major crisis, a cross-functional Emergency Response Headquarters is established with the authority to direct and coordinate company-wide actions. When a risk arises that could have a significant impact on management, the President & CEO, who serves as Chair of the Internal Control Committee, assumes leadership of the headquarters and directs prompt and appropriate response measures, while working toward the swift recovery of operations.

To ensure business continuity in the event of significant losses to management resources resulting from natural disasters, pandemics, failures of core systems, or other unforeseen circumstances, we have established a framework designed to maintain critical business operations. Auditors and the Corporate Auditing Office conduct audits as necessary to evaluate the effectiveness of our risk management framework.

Risk Management Initiatives

To facilitate the effective and appropriate implementation of risk management, we have established specific operational procedures under the Risk Management Regulations within our Internal Control System Charter. As part of our risk management training program, we conducted training sessions in FY2025 covering the Company's most critical risks, including IT, Finance, Labor Management, Procurement Management, and Internal Control. A total of 106 employees participated, achieving a 100% participation rate. We will continue to maintain a 100% training participation rate as we work toward the early achievement of our goal of zero major risk incidents.

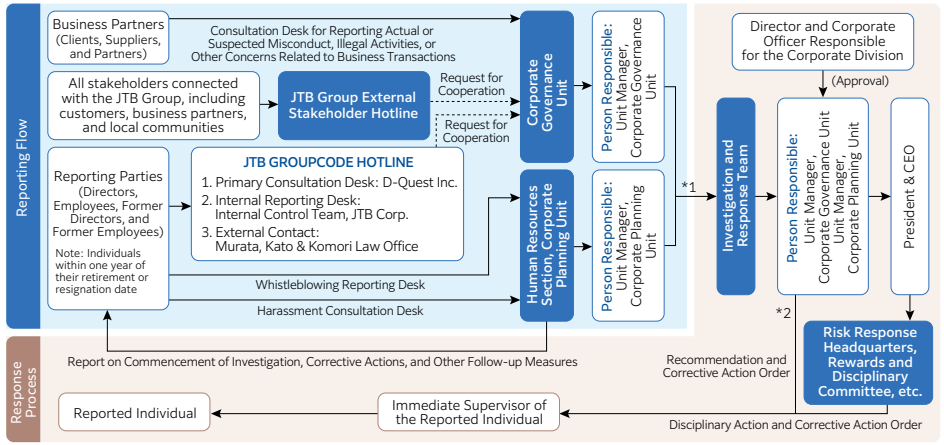
Whistleblowing System

In FY2025, we revised our Whistleblowing System Regulations to strengthen our whistleblowing framework. We maintain both the Whistleblowing Reporting Desk and the Harassment Consultation Desk within the Company. In addition, the JTB Group operates the JTB GROUP CODE HOTLINE, which includes internal reporting channels, external reporting channels, and external legal counsel. These systems enable employees to report a wide range of concerns, including violations of laws and regulations, fraudulent expense claims, unauthorized removal of information, bribery, and violations of internal rules. Reports may be submitted anonymously, and we are committed to ensuring the protection of whistleblowers and providing prompt remedial measures. Going forward, we will continue to raise awareness of these systems through our internal portal and new employee orientation programs, thereby fostering a healthy, transparent, and open organizational culture.

Number of Whistleblowing Reports

FY2023	FY2024	FY2025
10	8	3

JCD Whistleblowing System: Reporting Process and Operations



*1 The reported matter is reviewed and assessed. When necessary, an Investigation and Response Team composed of representatives from the relevant departments is established and instructed to conduct an investigation.

*2 If the matter is determined to have a significant impact on the Company's management or business operations, it will be reported to the President & CEO, who will promptly convene the Risk Response Headquarters, the Rewards and Disciplinary Committee, or other relevant bodies as appropriate to determine the necessary disciplinary or corrective actions.

● JTB Group External Stakeholder Hotline

Since June 2025, the JTB Group has operated the External Stakeholder Hotline as a dedicated channel for receiving complaints, consultations, and reports from external stakeholders, including business partners and local communities, and has established a remediation mechanism to ensure prompt corrective action. Through the External Stakeholder Hotline, reports may be submitted anonymously, to the extent permitted by applicable laws and regulations. The JTB Group's Internal Control Team handles reported matters in coordination with relevant departments and, where appropriate, external legal counsel, to ensure fair and impartial responses.

Information Security

To protect its information assets, the Company has established an information security framework aligned with its management strategy. To ensure the effective operation of its Information Security Management System (ISMS), a Director responsible for the Corporate Division serves as Chief Information Security Officer (CISO). The CISO appoints an Information Security Manager and establishes the necessary organizational structure, including Information Security Administrators in each division.

Under the leadership of the CISO, we have established systematic risk assessment procedures and evaluation criteria to maintain all critical information assets at acceptable risk levels and implement appropriate risk mitigation measures. In addition, to maintain and enhance information security, we provide regular training for all personnel, focusing on risks associated with system usage and corresponding countermeasures. In FY2025, this training was conducted twice, in the first and second halves of the fiscal year, and no major information security incidents occurred.

Protection of Personal Information

We recognize our social responsibility to protect all personal information handled by the Company. We are committed to safeguarding individuals' rights and complying with all applicable laws, regulations, and other requirements related to personal information protection. To put our Privacy Policy into practice, we have established the Personal Information Protection Management System and are committed to its continuous improvement in response to advancements in information technology, changes in social expectations, and shifts in the business environment. No incidents requiring notification under the Act on the Protection of Personal Information, including personal data breaches, occurred in FY2025.

For more information on our "Personal Information Protection Policy," please visit: https://www.jtbcom.co.jp/en/privacypolicy/

Business Continuity Plan (BCP)

To prepare for major earthquakes and other emergencies, we regularly review emergency response measures, business operations to be maintained during emergencies, and the preparations and methods necessary to ensure continuity. Based on these considerations, we have established a Business Continuity Plan (BCP) designed to ensure the continuation of critical operations. In the event of an earthquake with a seismic intensity of lower 6 or above in Japan, or another major disaster, and when deemed necessary by the President & CEO, an Emergency Response Headquarters led by the President & CEO will be established. The highest priorities are ensuring the safety and well-being of employees, assessing damage, implementing emergency measures, and restoring affected offices and systems.

Specific response measures include confirming the safety of employees and their families, assessing damage to offices and managed facilities, monitoring system status and event site conditions, and collecting and communicating critical information in cooperation with customers and business partners. We have also established an IT Business Continuity Plan (IT-BCP) and strengthened our use of cloud services and backup systems to enable rapid recovery in the event of system failures. Furthermore, we have developed a Pandemic Business Continuity Plan and conduct regular drills and reviews to enhance the effectiveness of these plans and strengthen our emergency response capabilities.

Participation in Initiatives and Declarations

We actively participate in a wide range of initiatives both in Japan and internationally. In addition, our sustainability efforts have been highly recognized by external organizations, and we have received certifications and endorsements from multiple institutions.

United Nations Global Compact

The United Nations Global Compact (UNGC) is the world's largest corporate sustainability initiative, bringing together the United Nations and businesses and organizations to build a more sustainable and inclusive global society.

https://unglobalcompact.org/

WEPs (Women's Empowerment Principles)

A set of seven principles jointly established by the United Nations Global Compact and UN Women to promote the advancement and empowerment of women in the workplace and throughout society.

https://www.weps.org/

Japan Climate Initiative (JCI)

A network of diverse non-state actors, including companies, local governments, and NGOs, working together to realize a decarbonized society. The initiative brings together organizations that actively promote climate action and solutions to address climate change.

https://japanclimate.org/english/

Race To Zero

Race to Zero is a global campaign led by the United Nations Framework Convention on Climate Change (UNFCCC). It calls on organizations to commit to achieving net-zero greenhouse gas emissions by 2050 and to take concrete actions toward achieving that goal.

100% Paternity Leave Declaration

We are committed to achieving an early 100% paternity leave utilization rate by creating a workplace where employees of all genders can build their careers equally and find greater fulfillment in their work.

https://work-life-b.co.jp/mens_ikukyu_100

Sport in Life Consortium

Through our business activities and other initiatives, we contribute to the realization of a society in which everyone can enjoy sports and lead a healthy lifestyle.

https://sportinlife.go.jp/

The Declaration of Partnership Building

A declaration made by company representatives to promote mutual prosperity throughout the supply chain and foster fair and sustainable business relationships with small and medium-sized enterprises (SMEs).

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

Decokatsu

A national movement promoted by Japan's Ministry of the Environment that encourages behavioral change and lifestyle transformation among citizens and consumers to create a new, prosperous low-carbon lifestyle, contributing to the achievement of carbon neutrality by 2050 and greenhouse gas emission reduction targets for FY2030.

https://ondankataisaku.env.go.jp/decokatsu/en/

Plastic Smart

A campaign led by Japan's Ministry of the Environment aimed at addressing the issue of marine plastic waste and encouraging actions that contribute to reducing plastic pollution.

https://plastics-smart.env.go.jp/

Kodomo Smile Movement

An initiative led by the Tokyo Metropolitan Government to create a child-first society. Companies, nonprofit organizations, universities, schools, and other stakeholders work together to promote initiatives that prioritize children's perspectives and well-being.

https://kodomo-smile.metro.tokyo.lg.jp/

Major Membership Organizations

AC Japan / Japan Association of Travel Agents (JATA) / International Congress and Convention Association (ICCA) / The Association of Public Theaters and Halls in Japan / Japan Audit Bureau of Circulations / Japan Congress and Convention Bureau (JCCB) / Japan Convention Management Association (JCMA) / Japan Association for the Promotion of Creative Events (JACE) / Japan Advertising Agencies Association (JAAA) / Japan Advertising Review Organization (JARO) / Japan Exhibition Association / Japan PFI · PPP Association / and others

External Evaluations and Certifications

Eruboshi Certification

Eruboshi is a certification program granted by Japan's Ministry of Health, Labour and Welfare to companies that actively promote women's participation and advancement in the workplace under the Act on the Promotion of Women's Active Engagement in Professional Life. Companies can receive Eruboshi certification by meeting specific criteria in areas such as recruitment of women, workplace environment, promotion opportunities, and career development support. Certification is awarded in three levels. In recognition of our efforts to advance women's empowerment, JCD received Eruboshi certification in 2022.

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

Kurumin Certification

Kurumin is a certification granted by Japan's Ministry of Health, Labour and Welfare to companies that actively support employees in balancing work and childcare, based on the Act on Advancement of Measures to Support Raising Next-Generation Children. Companies may receive Kurumin certification by implementing initiatives in accordance with their action plans and meeting specified standards. In recognition of our efforts to support employees with childcare responsibilities, JCD received Kurumin certification in 2020.

https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/kodomo/shokuba_kosodate/kurumin/

Certified Health & Productivity Management Organization

The Certified Health & Productivity Management Organization Recognition Program is promoted jointly by Japan's Ministry of Economy, Trade and Industry (METI) and the Japan Health Council. The program recognizes organizations that strategically practice health and productivity management and creates an environment in which such efforts are appropriately evaluated by employees, job seekers, business partners, and financial institutions. In recognition of the JTB Group's commitment to health and productivity management, the Group has been certified under this program since 2019.

https://kenko-keiei.jp/en/

Sports Yell Company

Sports Yell Company is a certification program promoted by the Japan Sports Agency that recognizes organizations actively encouraging sports and physical activity among employees to improve their health and well-being. The program aims to increase sports participation across society, particularly among the working-age population. In recognition of our efforts to promote employee participation in sports activities, JCD has been certified as a Sports Yell Company since 2022.

https://www.mext.go.jp/sports/b_menu/sports/mcatetop05/list/1399048.htm

ISO 14001:2015 Environmental Management System Certification

ISO 14001:2015 is an international standard for environmental management systems established by the International Organization for Standardization (ISO). The standard provides a framework for organizations to protect the environment and respond to changing environmental conditions while balancing socio-economic needs. JCD obtained ISO 14001:2015 certification in 2024.

https://www.env.go.jp/policy/j-hiroba/04-iso14001.html

ISO/IEC 27001 Information Security Certification

ISO/IEC 27001 is an international standard for Information Security Management Systems (ISMS) jointly established by the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC). The standard provides a framework for managing information security by maintaining an appropriate balance among confidentiality, integrity, and availability, enabling organizations to effectively utilize and protect information assets. JCD obtained ISO/IEC 27001 certification in 2018.

Certification Scope: The PCO (Professional Congress Organizer) business mainly in the pharmaceutical industry
Sites: Tokyo Head Office, Osaka Office

https://isms.jp/isms/

PrivacyMark

PrivacyMark is a certification program administered by the Japan Institute for Promotion of Digital Economy and Community (JIPDEC). The certification is granted to organizations that have established appropriate systems and measures for the protection of personal information. Companies that meet the required standards are authorized to display the PrivacyMark as evidence of their commitment to personal information protection.

https://privacymark.org/

Brand Safety Certification

Brand Safety Certification is a certification program designed to prevent advertising expenditures from being placed on illegal or inappropriate websites, content, or applications that may be included among advertising destinations, thereby helping to maintain the integrity and trustworthiness of the digital advertising market. In recognition of our commitment to brand-safe advertising practices, JCD has been certified under this program since 2024.

https://www.jicdaq.or.jp/

JICDAC Certified Against Ad Fraud

Invalid Traffic Mitigation Certification is a certification program designed to eliminate invalid traffic in digital advertising, ensure the reliability of advertising transactions, and prevent advertisements from flowing to fraudulent third parties. Through these efforts, the certification contributes to maintaining the integrity and transparency of the digital advertising market. JCD has been certified under this program since 2024.

https://www.jicdaq.or.jp/

Sustainability Data

We have established indicators to achieve our materiality goals and review progress against these indicators annually.

Item			New materiality indicator	Previous materiality indicator*1	Unit	Results			Target	
						FY2023	FY2024	FY2025	FY2025	FY2030
Contribution to Regional Revitalization	Deployment of proprietary solutions and services that contribute to regional revitalization									
	Number of Hakone Run Fes participants*2		○		Persons	–	1,473	2,500	2,500	–
	Number of invitees to the Kokoro-ha Project*3		○		Persons	177	360	210	260	–
	Implementation of children's cafeteria programs		○		Cases	10	11	53	32	–
	Regional revitalization initiatives through business activities									
	Promotion Business	Initiatives supporting regional revitalization projects	○		Cases	–	615	433	660	–
	Area Management Business	Participation in community contribution activities	○		Persons	25	34	90	47	–
	MICE Business	Initiatives to promote regional hosting of events and conventions	○		Cases	–	173	205	189	–
	Social Business	Community contribution activities associated with electricity supply services	○		Locations	–	3	5	2	–
Mutual Growth through Co-Creation with Business Partners	Execution of agreements with key partners on the basic policy on sustainable procurement		○		%	–	–	50 companies	–	100% agreement rate
	Creation of new solutions that contribute to solving social issues		○		Cases	–	–	4	–	Cumulative number of solutions created: 10
Reduction of Environmental Impact	Reduction of CO_2 emissions									
	Scope 1 (CO_2)*4			○	t	10.61*5	12.26*5	10.61	–	–
	Scope 2 (CO_2)*4			○	t	287.08*5	214.44*5	224.15	–	–
	Scope 1 + 2 (CO_2)*4		○	○	t	297.69*5	226.71*5	234.76	–	Achievement of carbon neutrality (net zero CO_2 emissions)
	Scope 3 (CO_2)*4		○	○	t	169,753.51*5	100,993.50*5	51,584.74	–	40% reduction compared with FY2019
	Electricity Consumption				kWh	237,952.00*6	497,123.00	494,112.00	5% reduction compared with the previous fiscal year	–
	Total waste volume (Tokyo Office)		○		kg	13,324.60	13,211.00	13,828.00	5% reduction compared with the previous fiscal year	20% reduction compared with FY2021

*1 For further details, please refer to Sustainability Report 2024.
*2 For further details, please visit: https://hakone-runfes.com/
*3 For further details, please visit: https://sustainability.jtbcom.co.jp/kokoroha/
*4 CO_2 emissions are calculated in accordance with the GHG Protocol, the internationally recognized standard for greenhouse gas accounting and reporting.
*5 Subjected to independent third-party assurance by SGS Japan Inc.
*6 Adjusted by deducting allocated non-fossil fuel certificates.

Item		New materiality indicator	Previous materiality indicator*1	Unit	Results			Target	
					FY2023	FY2024	FY2025	FY2025	FY2030
Promotion of DEIB and Enhancement of Human Capital	Number of employees*8			Persons	1,248	1,343	1,382*9	–	–
	Ratio of female employees			%	67.63	67.91	69.54	–	–
	Ratio of women in organizational management positions*10	○	○	%	24.36*7	23.08*7	26.92	23.50	50%
	Ratio of female executives*11	○	○	%	0	20.00*7	20.00	–	30%
	Ratio of women in senior organizational management positions	○	○	%	13.33*7	6.90*7	7.69	–	30%
	Ratio of non-Japanese employees	○		%	–	–	1.81	–	10%
	Gender pay gap*12			%	60.19	62.37	61.74	62.00	–
	Paid leave utilization rate			%	69.86	65.04	70.54	–	–
	Female parental leave utilization rate			%	100	100	100	100	100%
	Paternity leave utilization rate (male employees)	○	○	%	100*7	77.78*7	100	50	100%
	Health checkup participation rate			%	100	100	100	100	100%
	Total actual working hours*13	○	○	h	2,000*7	2,031*7	2,031	1,980	1,800 hours
	Average monthly overtime hours			h	22:30	22:24	21:58	–	–
	Employee engagement survey*14	○		Points	63.70	65.80	69.70	67.80	Improve by 2 points year on year
	Employment rate of persons with disabilities*15		○	%	2.56*7	2.43*7	2.43	2.55	–
Governance Strengthening	Number of incidents of fraud, illegal conduct, and violations of the Code of Conduct	○		Cases	2	5	0	0	Zero incidents (early achievement and maintenance)
	Mandatory compliance training participation rate	○		%	100	100	100	100	100% (Maintain)
	Number of major risk incidents*16	○		Cases	4	7	6	0	Zero incidents (early achievement and maintenance)
	Risk management training participation rate	○		%	100	100	100	100	100% (Maintain)

*7 Subjected to independent third-party assurance by SGS Japan Inc.
*8 As of March 31 of each fiscal year.
*9 Breakdown: 473 General Career Track Employees, 12 Advanced Specialist Employees, 25 Core Employees, 166 Business-Limited Employees, and 706 Contract Employees.
*10 Individuals in management positions who directly supervise and develop subordinates and are responsible for organizational operations (Unit Managers, Office Managers, Project Executive Managers, and Section Managers).
*11 Based on full-time executives.
*12 Female wage level expressed as a percentage of male wages, with male wages indexed to 100.
*13 Applicable to employees subject to working-hour management (minutes rounded down).
*14 Average score of 28 survey questions covering five dimensions: Vision, Corporate Culture, Human Capital, Systems, and Working Environment.
*15 Total number of directly employed personnel and JTB Group secondees as of March 1.
*16 Risks subject to reporting to the JTB Group Headquarters that could affect the achievement of JTB Group business objectives, as defined in the Risk Management Regulations.

Company Profile

Name	JTB Communication Design, Inc.
Established	April 8, 1988 (commenced operations as JTB Communication Design, Inc., on April 1, 2016)
Number of employees	1,382 (as of March 31, 2026)
Business Locations	Tokyo Office / Osaka Office / Tohoku Office / Hokuriku Office / Fukuoka Office
Capital	¥100 million
Board Members	Takayuki Fujiwara, President & CEO Koji Okuno, Executive Director & Corporate Officer Naoki Shimamura, Executive Director & Corporate Officer Norihiko Osaki, Non-Executive Director Yoshiki Ota, Non-Executive Director Sohei Meguro, Non-Executive Director Mitsuaki Tanaka, Executive Officer Takayuki Hanasaka, Non-Executive Corporate Auditor (as of June 5, 2026)
URL	https://www.jtbcom.co.jp/

Business Categories

1. Organizing, planning and managing events, congresses, seminars, meetings, and trade shows
2. Marketing research and analyses, marketing solutions
3. Planning and consulting on customer-gathering and exchange programs, regional promotion, sales promotion and human resource revitalizationplans for better corporate performance
4. Advertising, promotion, and public relations
5. PFI projects, facilities management
6. Worker dispatch business
7. Arranging for interpreters and guides
8. Planning and managing examination and certification programs
9. Management of systems development, office management, IT solution provision
10. Planning, development, office management for membership organizations, solution provision
11. Travel
12. Selling electricity

Certification under the Security Business Act

Tokyo Metropolitan Public Safety Commission
Certification No.: 62002121
Validity period: June 17, 2024–June 16, 2029

Registered Retail Electricity Supplier

Ministry of Economy, Trade and Industry
Registration No.: A0306
Date of registration: June 3, 2016

Travel Business

Tokyo Metropolitan Government
Registration No.: 2-7116 (Travel Agency registered by the Governor of Tokyo)
Date of registration: March 24, 2016

General Worker Dispatching Undertaking

Ministry of Health, Labour and Welfare
License No.: 13-306426
Date of licensing: April 1, 2016
Most recent update: April 1, 2024

Group Company Profile

Name
JTB Next Creation, Inc.
Established
April 1, 2018
Capital
¥100 million
Representative
Koji Okuno, CEO

Business Categories
1. Voice actor training (voice actor training school)
2. Voice actor management (voice actor agency)
3. Audio production

Business Location
Round Cross Shinjuku 5-chome Building B2F, 5-17-5 Shinjuku, Shinjuku-ku, Tokyo
URL
https://www.jtbnextcreation.com/

GRI Content Index

Statement of Use	JTB Communication Design, Inc. (JCD) has reported the information cited in this GRI Content Index for the period from April 1, 2025, to March 31, 2026, with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure		Section	
GRI 2: General Disclosures 2021	2-1	Organizational details	P.03 P.39 Company Brochure	JCD's Businesses Company Profile
	2-2	Entities included in the organization's sustainability reporting	P.01	Editorial Policy
	2-3	Reporting period, frequency, and contact point	P.01	Editorial Policy
	2-4	Restatements of information		There are no restatements of information.
	2-5	External assurance		–
	2-6	Activities, value chain, and other business relationships	P.03 P.04	JCD's Businesses Creating a Vibrant Future (JCD's Value Creation Process)
	2-7	Employees	P.38 P.39	Sustainability Data Company Profile
	2-8	Workers who are not employees	–	We work in collaboration with external service providers (including temporary staffing agencies, contractors, and outsourced service providers), but it is currently not reasonably feasible to compile complete data. Going forward, we will share information with external service providers to the extent possible and develop the data necessary for disclosure from the next fiscal year onward.
	2-9	Governance structure and composition	P.31	Governance Strengthening > Corporate Governance
	2-10	Nomination and selection of the highest governance body	–	As we are an unlisted company, disclosure of this information is not required by law or by our key stakeholders. We do not currently disclose this information because we consider it highly commercially sensitive, and disclosure could result in significant disadvantages.
	2-11	Chair of the highest governance body	P.31	Governance Strengthening > Corporate Governance
	2-12	Role of the highest governance body in overseeing the management of impacts	P.08	Promoting Sustainability > Sustainability Governance
	2-13	Delegation of responsibility for managing impacts	P.08	Promoting Sustainability > Sustainability Governance
	2-14	Role of the highest governance body in sustainability reporting	P.08	Promoting Sustainability > Sustainability Governance
	2-15	Conflicts of interest	–	As we are an unlisted company, conflicts of interest are managed on a non-public basis in accordance with internal policies. We do not currently disclose this information due to its highly commercially sensitive nature.
	2-16	Communication of critical concerns	P.31 P.33	Governance Strengthening > Internal Control System Governance Strengthening > Risk Management Framework
	2-17	Collective knowledge of the highest governance body	–	We confirm the qualifications of directors based on their experience and expertise at the time of appointment, and we provide training and utilize advice from external experts as necessary.
	2-18	Evaluation of the performance of the highest governance body	–	As we are an unlisted company, performance evaluations of the governance body are conducted through an internal, non-public process. Details of the evaluation and improvement processes are not disclosed because we consider it highly commercially sensitive, and disclosure could result in significant disadvantages.
	2-19	Remuneration policies	–	As we are an unlisted company, disclosure of this information is not required by law or by our key stakeholders. We do not currently disclose this information because we consider it highly commercially sensitive, and disclosure could result in significant disadvantages.
	2-20	Process to determine remuneration		
	2-21	Annual total compensation ratio		
	2-22	Statement on sustainable development strategy	P.05 P.02	Message from the President & CEO Our Way: Sustainability Vision
	2-23	Policy commitments	P.05 P.02	Message from the President & CEO Our Way: Sustainability Vision
	2-24	Embedding policy commitments	P.08 P.20	Promoting Sustainability > Promoting sustainability awareness internally Mutual Growth through Co-Creation with Business Partners > Basic Policy on Sustainable Procurement

GRI Standard	Disclosure		Section	
GRI 2: General Disclosures 2021	2-24	Embedding policy commitments	↗	Reduction of Environmental Impact > Environmental Policy
			P.27	Promotion of DEIB and Enhancement of Human Capital > Human Resources Development Basic Policy
			↗	Promotion of DEIB and Enhancement of Human Capital > Social Contribution Activity Policy
			↗	Governance Strengthening > Basic Policy for Developing Internal Control System
			↗	Governance Strengthening > JTB Group Risk Management Basic Policy
			↗	Governance Strengthening > Personal Information Protection Policy
	2-25	Processes to remediate negative impacts	P.31	Governance Strengthening > Internal Control System
			P.32	Governance Strengthening > Human Rights Initiatives
			P.33	Governance Strengthening > Whistleblowing System
	2-26	Mechanisms for seeking advice and raising concerns	P.33	Governance Strengthening > Whistleblowing System
	2-27	Compliance with laws and regulations	P.32	Governance Strengthening > Establishing a Compliance-First Culture
			P.32	Governance Strengthening > Promoting Compliance Awareness (Implementation of Mandatory Compliance Training)
	2-28	Membership associations	P.35	Participation in Initiatives and Declarations
	2-29	Approach to stakeholder engagement	P.04	Creating a Vibrant Future (JCD's Value Creation Process)
			P.18	Contribution to Regional Revitalization
			P.20	Mutual Growth through Co-Creation with Business Partners
	2-30	Collective bargaining agreements	P.30	Promotion of DEIB and Enhancement of Human Capital > Labor–management relations
GRI 3: Material Topics 2021	3-1	Process to determine material topics	P.08	Promoting Sustainability > JCD's materialities
	3-2	List of material topics	PP.09–10	Materialities: Targets and Performance
	3-3	Management of material topics	P.08	Promoting Sustainability > Sustainability Governance
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	↗	Financial Statements
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	P.38	Sustainability Data
			↗	New Graduate Recruitment Information
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	P.18	Contribution to Regional Revitalization
	203-2	Significant indirect economic impacts	P.29	Promotion of DEIB and Enhancement of Human Capital > Promotion of social contribution activities
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	P.32	Governance Strengthening > Promoting Compliance Awareness (Implementation of Mandatory Compliance Training)
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		No applicable cases
GRI 302: Energy 2016	302-1	Energy consumption within the organization	P.23	Reduction of Environmental Impact > Promoting energy conservation at offices
			P.37	Sustainability Data
	302-4	Reduction of energy consumption	P.23	Reduction of Environmental Impact > Promoting energy conservation at offices
			P.37	Sustainability Data
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	P.22	Reduction of Environmental Impact > Reduction of CO_2 emissions
			P.37	Sustainability Data
	305-2	Energy indirect (Scope 2) GHG emissions	P.22	Reduction of Environmental Impact > Reduction of CO_2 emissions
			P.37	Sustainability Data
	305-3	Other indirect (Scope 3) GHG emissions	P.22	Reduction of Environmental Impact > Reduction of CO_2 emissions
			P.37	Sustainability Data
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	P.23	Reduction of Environmental Impact > Contributing to a circular economy
	306-2	Managing of significant waste-related impacts	P.21	Reduction of Environmental Impact > Environmental Management System
	306-3	Waste generated	P.23	Reduction of Environmental Impact > Promoting waste reduction
			P.37	Sustainability Data
	306-4	Waste diverted from disposal	P.23	Reduction of Environmental Impact > Promoting waste reduction
			P.37	Sustainability Data
	306-5	Waste directed to disposal	P.23	Reduction of Environmental Impact > Promoting waste reduction
			P.37	Sustainability Data

GRI Standard	Disclosure		Section	
GRI 308: Supplier Environmental Assessment 2016	308-2	Negative environmental impacts in the supply chain and actions taken	P.20	Mutual Growth through Co-Creation with Business Partners > Sustainable procurement
			P.20	Mutual Growth through Co-Creation with Business Partners > Strengthening partnerships for mutual growth
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	↗	Business and Job Information / Company Profile
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	↗	Recruitment Information
	401-3	Parental leave	P.25	Promotion of DEIB and Enhancement of Human Capital > Promoting paternity leave
			P.38	Sustainability Data
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	P.30	Promotion of DEIB and Enhancement of Human Capital > Occupational health and safety
	403-2	Hazard identification, risk assessment, and incident investigation	P.30	Promotion of DEIB and Enhancement of Human Capital > Occupational health and safety
	403-4	Worker participation, consultation, and communication on occupational health and safety	P.30	Promotion of DEIB and Enhancement of Human Capital > Occupational health and safety
	403-6	Promotion of worker health	↗	Recruitment Information
			P.30	Promotion of DEIB and Enhancement of Human Capital > Occupational health and safety
			P.38	Sustainability Data
	403-8	Workers covered by an occupational health and safety management system	P.30	Promotion of DEIB and Enhancement of Human Capital > Occupational health and safety
	403-9	Work-related injuries	P.30	Promotion of DEIB and Enhancement of Human Capital > Occupational health and safety
GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	P.27	Promotion of DEIB and Enhancement of Human Capital > Human resource development
	404-3	Percentage of employees receiving regular performance and career development reviews	P.28	Promotion of DEIB and Enhancement of Human Capital > Examples of training conducted in FY2025
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	PP.25–29	Promotion of DEIB and Enhancement of Human Capital
			P.38	Sustainability Data
	405-2	Ratio of basic salary and remuneration of women to men	P.38	Sustainability Data
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken		No corrective actions taken
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	P.20	Mutual Growth through Co-Creation with Business Partners > Sustainable procurement
			P.20	Mutual Growth through Co-Creation with Business Partners > Strengthening partnerships for mutual growth
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	P.20	Mutual Growth through Co-Creation with Business Partners > Sustainable procurement
			P.20	Mutual Growth through Co-Creation with Business Partners > Strengthening partnerships for mutual growth
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	P.20	Mutual Growth through Co-Creation with Business Partners > Sustainable procurement
			P.20	Mutual Growth through Co-Creation with Business Partners > Strengthening partnerships for mutual growth
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	↗	Mutual Growth through Co-Creation with Business Partners > Basic Policy on Sustainable Procurement
			P.32	Governance Strengthening > Human Rights Initiatives (No cases reported)
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	P.18	Contribution to Regional Revitalization > Development of proprietary solutions and services that contribute to regional revitalization
			P.19	Contribution to Regional Revitalization > Support for regional recovery from frequent natural disasters
			P.29	Promotion of DEIB and Enhancement of Human Capital > Promotion of social contribution activities
			P.37	Sustainability Data
GRI 414: Supplier Social Assessment 2016	414-2	Negative social impacts in the supply chain and actions taken	P.20	Mutual Growth through Co-Creation with Business Partners > Sustainable procurement
			P.20	Mutual Growth through Co-Creation with Business Partners > Strengthening partnerships for mutual growth
GRI 415: Public Policy 2016	415-1	Political contributions		Not applicable
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		No cases of non-compliance
GRI 417: Marketing and Labeling 2016	417-3	Incidents of non-compliance concerning marketing communications		No cases of non-compliance
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	P.34	Governance Strengthening > Protection of Personal Information