

HIS Group

**Integrated Report
2026**

HIS

HIS

HIS Group Philosophy

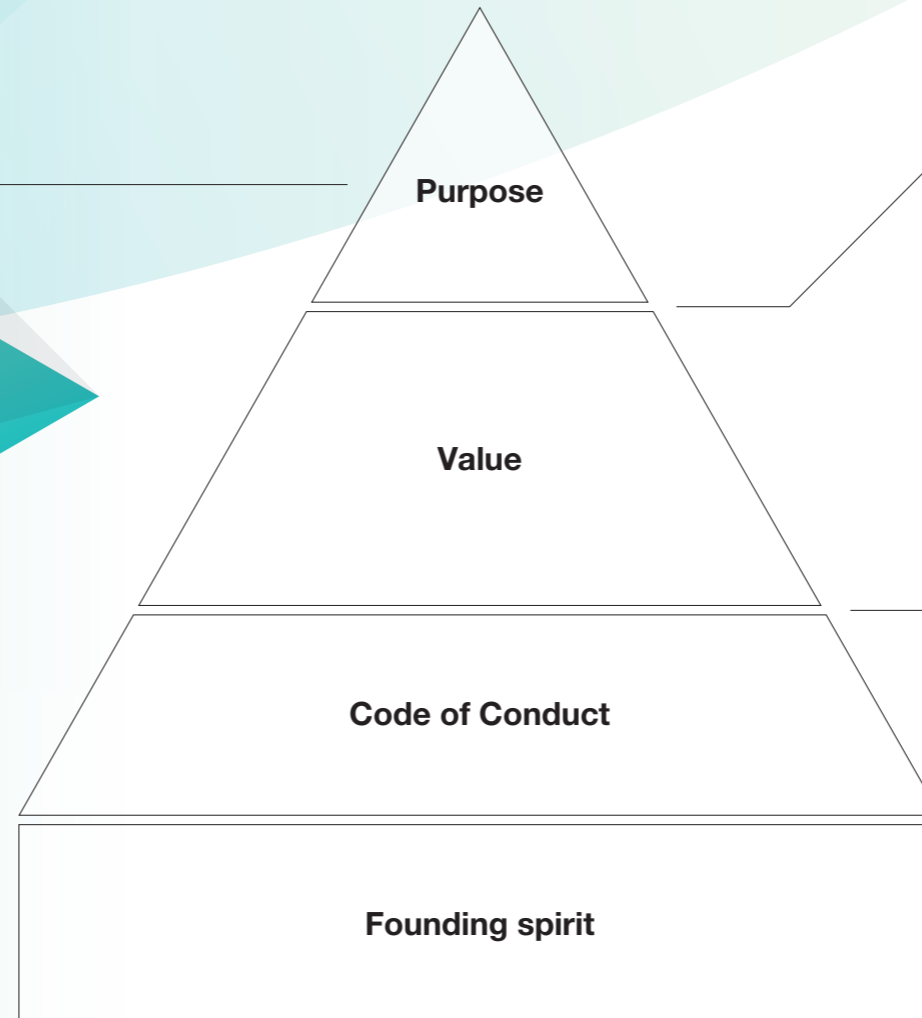
The HIS Group Philosophy represents our founding principles.

We aspire to maximize the value we provide based on the HIS Group Purpose, which expresses our reason for existing in society, and the HIS Group Values, our code of conduct in order to achieve our purpose.

HIS Group Purpose

Unleash your feeling "KOKORO ODORU":
Being interested, excited, and having a desire

Encounters with uncharted worlds, connections with people, enriched times, "Waku-waku" (Excitement), elation, and thoughts on peace
- We unleash our "KOKORO ODORU" feelings and always are challengers to create a new world.



HIS Group Purpose Video

<https://youtu.be/0vRiqXMirR8>



The Values We Cherish to Realize Our Purpose

Adventure and Challenge

Does this challenge provide the chance for passionate pursuit, similar to embarking on an exciting adventure?

Speed and Agility

Do you possess both the capacity for linear speed and the ability to demonstrate flexible agility?

Balance and Morals

Too much can be just as bad as too little.
Do you consider balance and moral standards in your decisions?

Brightness and Liveliness

People gather where there is liveliness.
Are you able to act with a positive attitude in any situation?

The Code of Conduct We Uphold in Society

- | | |
|--|--|
| 1. Provide useful products and services to society | 5. Respect diversity, personality, and originality |
| 2. Lead fair, transparent free trade | 6. Coexist with the local area and community |
| 3. Handle information properly and sincere communication | 7. Preserve the global environment |
| 4. Secure a comfortable and safe working environment | 8. Hope for world peace |

Respect the flow and the principle of Nature

Always be polite and modest

Understand that there are two sides to everything

Always do your best

Learn, study and persevere during challenging times

H.I.S. Co., Ltd.
Founder Director and Top adviser
Sawada Hideo

Begun in December 1980 with two desks and a single telephone, the HIS adventure has been a continuous journey forward, embodying constant change and evolution to keep pace with the times. In an era when travel was out of reach for the average person, we made it our mission to revolutionize that landscape. Driven by the desire to help as many people as possible travel the world and open new doors through the experiences they gain, we have relentlessly pursued new challenges. This desire remains the bedrock of HIS, unchanged since the days of our founding, through the present, and into the future. Moving forward, we remain committed to pursuing this mission, wishing to bring people around the world closer together. We sincerely ask for your continued support and patronage.

CONTENTS

P1 HIS Group Philosophy	P19 Travel Business	P37 Sustainability
P3 Value Creation Process	P31 Hotel Business	P39 Environment
P5 Chairman Message	P33 Kyushu Sanko Group	P43 Social
P7 President Message	P35 Other Business	P51 Governance
P11 Medium-Term Management Plan		P61 Outside Directors Message
		P63 Financial and Non-Financial Data
		P65 Company Profile

Value Creation Process

HIS Group views diversifying values and technological advancements as "growth opportunities," and drives value creation centered around "Speed, Challenge, and Change." By multiplying our core strengths—"Human Capital," "Customer Base," and our "Global Network"—with "AI and Technology," we achieve both enhanced productivity and high-value hospitality that only humans can provide. Through this approach, we are evolving into a "Global Experiential Value Creation Industry" that transcends the traditional boundaries of the Travel Business. With our seven action plans as the core pillars of our strategy, we practice "Ambidextrous Management" that balances existing operations with New Business domains, alongside Maximizing Life Time Value (LTV) through CRM. Placing DEIB and governance at the foundation of our management, and utilizing the resolution of social issues as an engine for business growth, we will accelerate our progress toward achieving Vision 2030: "Be the preferred company of choice, full of enterprising spirit and bringing the world together - Change & Create."

HIS Group Purpose

Unleash your feeling "KOKORO ODORU": Being interested, excited, and having a desire

Encounters with uncharted worlds, connections with people, enriched times, "Waku-waku" (Excitement), elation, and thoughts on peace
- We unleash our "KOKORO ODORU" feelings and always are challengers to create a new world.

External Environments

Risks & Opportunities

- Changes in economic and social conditions
- Changes in market
- Responding to technological innovation
- Management of safety and quality of services provided
- Service interruptions and quality deterioration due to system or equipment failures, etc.
- Developing and securing human resources
- Climate change and Environmental regulation
- Governance
- Accounting and Finance

→ Details on P.59

Materiality: Important Issues

- Business Model Transformation
- Improvement of Service Quality
- Diverse Human Resources
- Providing Security and Safety to Customers
- Coexistence with Local Communities
- Preservation of the Global Environment
- Reinforcement of Governance

→ Details on P.37



Medium-Term Management Plan FY2024-2026

Transformation through AI, Technology, and Human Collaboration

The 7 Action Plans

1. Creating Customer Value, Enhancing Productivity, and Optimizing Talent Allocation through AI and Technology
2. Expanding Business in Global (Non-Japanese) Markets
3. Building New Distribution Channels by Leveraging the Global Network
4. Entering New Business Areas and Expanding Existing Businesses via M&A, Investment, and Partnerships
5. Maximizing Customer Lifetime Value (LTV) through Group-wide CRM Implementation
6. Empowering Diverse Talent Through DEIB Initiatives
7. Establishing a Governance Structure to Support Sustainable Growth

*Note: In FY2026, the final year of the Medium-Term Management Plan (FY2024-2026), we have updated our business policies, financial targets, action plans, and other strategic elements as our next-generation growth strategy.

→ Details on P.11

HIS Group's Vision for its 50th Anniversary Vision2030

Be the preferred company of choice, full of enterprising spirit and bringing the world together Change & Create

Delivering the "KOKORO ODORU" Value that Only HIS Group Can Provide to Remain Your Trusted Group of Choice

H.I.S. Co., Ltd.
Representative Director, Chairman

Yada Motoshi



Toward Realizing Our Purpose

We would like to express our sincere gratitude for your extraordinary ongoing support.

The HIS Group Purpose—"Unleash your feeling 'KOKORO ODORU': Being interested, excited, and having a desire"—was formulated in December 2022, rooted in our history since founding of opening up encounters with the unknown through travel and constantly questioning conventional wisdom, as well as our identity as perpetual trailblazers. Today, four years after its formulation, our Purpose is steadily transforming from "words" into "culture."

We must now advance from the stage of building resonance with our Purpose to the stage where it is translated into self-driven action. To this end, we have undertaken a wide range of efforts across the entire Group, such as "Mirai no Jikan" (Time for the Future) for direct dialogue between management and employees, and the creation of a Purpose category within the HIS Group Awards to recognize initiative. These efforts have brought about a recognizable shift toward deeper understanding of our Purpose by each of our employees as they have begun to integrate it into their daily work.

Indispensable to putting our Purpose into practice is Vision

2030, the goal we aspire to achieve for our 50th anniversary: "Be the preferred company of choice, full of enterprising spirit and bringing the world together: Change & Create." This vision serves as a compass indicating how HIS Group should engage with the world and what kind of value we should provide going forward. Driven by the enterprising spirit at the basis of our founding, and guided by the HIS Group Value of "Adventure and Challenge," we will broaden our horizons from the local to the global and into new frontiers, taking on diverse challenges as we forge the future.

We will continue to cultivate the unique value that only HIS Group can provide, sparing no effort in achieving our aim as a corporate group to remain the preferred choice for our customers, society, and all our stakeholders.

Building a Sound and Robust Management Base

Amidst a rapidly changing external environment, we have transitioned to a next-generation management structure aimed at achieving sustainable growth and further enhancing corporate value. We will pursue proactive, nimble strategies leveraging AI and technology while simultaneously improving the soundness of our management and further strengthening our organizational framework through more rigorous governance and stronger risk management.

Under this new structure, we will continue to advance rigorous compliance and strengthened governance as important themes. With regard to rigorous compliance, our executives, managers, and supervisory staff have led by example.

Through training by outside instructors and ongoing awareness-raising initiatives, we have fostered an organization-wide mindset recognizing indifference as the worst enemy and encouraging a willingness to question internal norms. Moreover, we remain committed to cultivating a corporate culture where employees can work with pride. To strengthen governance, we established a Subsidiary Governance Review Committee and have worked to enhance transparency by clarifying officer standards and reporting rules. Moving forward, centered on our newly established Governance Headquarters, we will implement effective reforms across areas such as internal controls, labor management, and risk management, thereby further enhancing our group governance.

Compliance and governance are not merely defensive but can

serve as a foundation for proactive strategies that enhance corporate value. We are committed to building a solid management base and driving growth and development across the whole Group.

A Financial Strategy Balancing Stability and Innovation

Having overcome the challenges of the COVID-19 pandemic, HIS Group is now on a steady path to recovery. To put this momentum on a firmer basis and achieve sustainable growth while further increasing corporate value, we continue to position the establishment of a robust financial foundation as a top priority.

In the current fiscal year (FY2026), the strengthening of our financial foundation and the enhancement of our accounting and financial governance will serve as the pillars of our financial strategy as we aim to achieve a balance of growth and stability. With regard to the strengthening of our financial foundation, we will continue efforts to enhance soundness and efficiency across our business by bolstering our capital base and redefining management indicators from diverse perspectives including profitability, security, and growth potential. Concurrently, we will optimize the allocation of limited resources through a review of our business portfolio and improved precision in investment decisions, thereby driving agile financial management geared toward future growth.

In terms of enhancing accounting and financial governance, we will clarify company-wide rules and processes while striving to improve transparency and accuracy across the entire Group. Furthermore, we will upgrade our internal controls in the financial domain by leveraging AI and technology to boost operational efficiency and enable early detection of risks.

These efforts are not intended merely to ensure stability but rather will serve to build a foundation enabling proactive, aggressive investment and the creation of growth opportunities. Our policy is to strengthen financial soundness from a medium- to long-term perspective, ultimately maximizing business competitiveness and corporate value. In the time to come, we will steadfastly pursue prudent, strategic financial management to ensure that HIS Group continues to grow while maintaining the trust of society.

Pioneering the Future through Speed, Initiative, and Change to Create New "KOKORO ODORU" Value that Wins Hearts Worldwide

H.I.S. Co., Ltd.
Representative Director, President
Sawada Hidetaka



Speed, Initiative, and Change

We would like to extend our deepest thanks for your loyal support.

I am Hidetaka Sawada, newly appointed President and Representative Director.

Since joining the company as a director in 2020, I have gained extensive experience working primarily in the areas of domestic travel, investment strategy, AI, and digital transformation. Drawing on my management experience across diverse business sectors—including my time at a securities firm and a cruise specialist travel agency prior to joining HIS—as well as

my youth, I am committed to enhancing the corporate value of HIS Group.

My management approach will prioritize speed, initiative, and change. We will respond judiciously and swiftly to market shifts while maintaining an agile organizational structure that enables flexible, bold decision-making and execution. Beyond deepening our core travel business, we will continue to actively pursue opportunities in new growth areas.

Guided by the earnest desire we have maintained since our founding to contribute to world peace, and by our corporate purpose, "Unleash your feeling 'KOKORO ODORU': Being interested, excited, and having a desire," we will mobilize the

Group's collective strength to further raise our contribution to society while generating aggressive, large-scale business initiatives and pursuing the creation of new value for a better future through the spirit of "Adventure and Challenge."

New Mid-Term Business Plan: Year 0

The external environment surrounding our business is currently undergoing dramatic change. The rate of transformation is unprecedented, from market changes driven by multiplying value systems to diversification of distribution channels resulting from shifting market structures and technological evolution brought about by AI adoption and digital transformation.

This fiscal year (FY2026) marks the final year of our Mid-Term Business Plan for achieving HIS Group's Vision 2030. However, in order to ensure a triumphant response to rapid changes in the external environment, and driven by a strong will to transform, we have decided to revise the plan for this final year and launch a new strategy.

For this new strategy, we have designated this fiscal year as "Year Zero" of our New Mid-Term Business Plan to serve as a preparatory period to build momentum for our next mid-term business plan and, beyond that, Vision 2030. Further, we have announced a new policy for our Mid-Term Business Plan: "Transformation through AI, Technology, and Human Collaboration."

Based on this new policy, we have put forward the seven-point priority action plan below. We will steadfastly implement these points as we work toward realizing Vision 2030.

Priority Action Plan

1. Creating Customer Value, Enhancing Productivity, and Optimizing Talent Allocation through AI and Technology
2. Expanding Business in Global (Non-Japanese) Markets
3. Building New Distribution Channels by Leveraging the Global Network
4. Entering New Business Areas and Expanding Existing Businesses via M&A, Investment, and Partnerships
5. Maximizing Customer Lifetime Value (LTV) through Group-wide CRM Implementation
6. Empowering Diverse Talent Through DEIB Initiatives
7. Establishing a Governance Structure to Support Sustainable Growth

Driving AI and Technology Adoption

For Year Zero of our New Mid-Term Business Plan, we have taken up "Transformation through AI, Technology, and Human Collaboration" as our basic policy.

The travel industry has lagged behind other sectors in adopting AI and technology. AI is not merely a tool for operational efficiency. Rather, it holds the potential to fundamentally reshape society and business. Instead of watching from the sidelines as this massive wave approaches, we in the travel industry must learn to ride it ourselves in order to forge the future. HIS Group views the evolution of AI technology as a major growth opportunity and aims to establish a new way of working and model of value generation based on co-creation between humans and AI.

By advancing the utilization of AI and technology, we aim to provide customers with optimal travel recommendations at the optimal times based on their individual circumstances as well as to introduce new AI-powered travel products for the B2C market. Leveraging our internal data and expertise, we will foster sustained growth while creating value through "KOKORO ODORU" experiences.

Internally, we will utilize data to facilitate rapid decision-making and boost productivity by automating and accelerating business execution.

Furthermore, we will strategically deploy our human resources to tasks that cannot be replicated by AI or technology—tasks where creativity or attentive hospitality are needed or which require judgment or decision-making.

By fusing AI and technology with the human touch that drives HIS Group's strengths in advisory capabilities and attentive hospitality, we will simultaneously maximize customer experience value and increase operational efficiency while also optimizing personnel allocation.

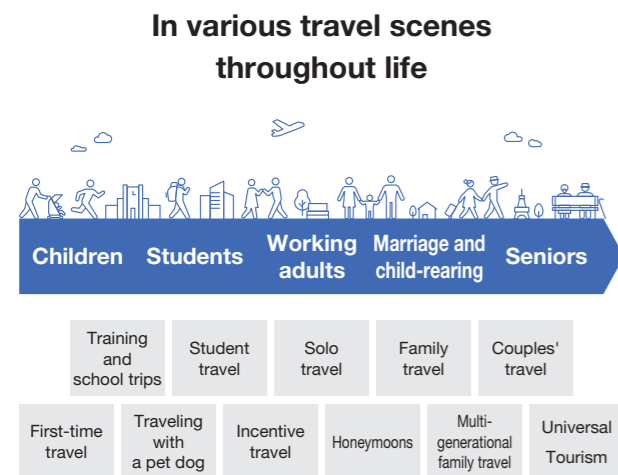
We have also established our AI Innovation Headquarters as a specialized unit to drive business growth through AI adoption. Tasked with optimizing management resources and formulating a group-wide AI strategy, this unit will spearhead HIS Group's AI adoption.

Regarding technology adoption, we are also implementing a group-wide CRM system. By centralizing customer data via CRM, we will transform HIS Group's relationships with the customer from the transactional "points" of the past into a "line" that extends to every facet of their lives. We will strive to increase Customer Lifetime Value (LTV) by providing information

President Message

and services tailored to their various life stages, immediate needs, and personal preferences, thereby fostering an enduring connection with HIS Group.

By driving business through human collaboration with AI and technology, we aim to achieve further growth in sales, gross profit, and transaction volume, while significantly improving our earning power. We will establish a new way of working where humans operate in partnership with AI, facilitating sustainable growth and corporate transformation.



Expanding Our Business in Global Markets

We are moving forward with business expansion in the global (non-Japanese) market. This market represents an area of significant growth potential for HIS Group. By fully leveraging the expertise and skills cultivated through our Japan outbound travel business, we will actively pursue opportunities in this growing market.

To facilitate this expansion and maximize the value of HIS's unique global network, we have established the HIS Global Destination Management Company to oversee our overseas branches.

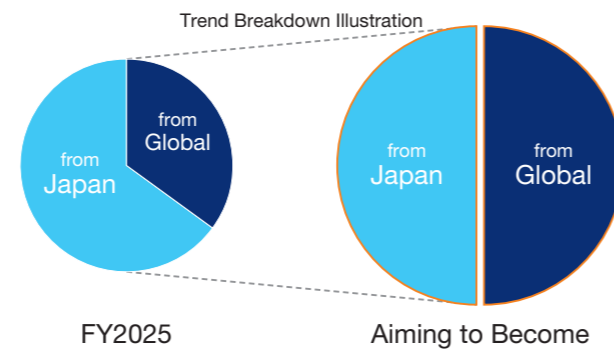
Through this organization, we will strengthen our capacity to develop products for the luxury market and destination-based travel offerings, and we will expand our sales channels worldwide by utilizing cross-regional B2B sales to deploy travel products created in specific regions. By building new distribution networks, we will drive rapid growth in our global market operations.

We aim to roughly double the operating profit of our global travel business. Our goal is to achieve a 1:1 ratio in operating profit contribution between our existing Japanese outbound

travel business and the global (non-Japanese) market, transforming the latter into a new key revenue driver.

By growing our business in this area, we will evolve from our traditional model of sending Japanese customers overseas into a global creator of experiential value that moves people from around the world to destinations across the globe.

Operating Profit Component Ratio of the Overseas Travel Business



Accelerating Growth through M&A and Investment

Leveraging our experience in the financial sector, we will actively pursue M&A and strategic investments.

We will make rapid investment decisions in travel and travel-related sectors spanning hotels, global operations, Japan inbound travel, and corporate travel services (including local governments and MICE). Alongside our core outbound travel business, we will cultivate second, third, and fourth profit drivers to bolster HIS Group's future earnings.

Specific investment examples include our collaboration with the container hotel operator Develop Co., Ltd. and our acquisition of the Okinawa tourist souvenir shop operator South Wing Co., Ltd. as a subsidiary. We will continue to make investments that enhance our competitive advantage in particular regions and sectors.

As a long-term vision for our thriving hotel business, we have set a target of 100 properties and ¥10 billion in operating profit. We will scale up through a variety of methods including M&A, management contracts, and rebranding to build this category into a robust revenue base alongside our travel business. Simultaneously, from a medium- to long-term perspective, we will consider investments in non-travel sectors and drive entry into new business areas. We will also continue our corporate venture capital (CVC) investment activities with an eye toward business partnerships and future M&A opportunities. By infusing these new ventures with the experience and customer

data accumulated through our existing travel business, we aim to deliver new value in the customer experience.

Embodying HIS's characteristic enterprising spirit and flexibility, we will take a balanced approach, moving forward both carefully and proactively.

We aim to achieve sustainable business growth by simultaneously strengthening and expanding our existing operations while creating and entering new business areas, all while generating synergies across the Group.

Workforce Diversification

Our greatest asset for executing our strategy is our human capital. HIS Group advances DEIB (Diversity, Equity, Inclusion, and Belonging) and strives to create an environment where all employees, with their diverse backgrounds, respect one another, feel secure in demonstrating their abilities, and have the opportunity to take on challenges and grow.

We are diversifying our workforce through our recruitment efforts as well. This includes stepping up the hiring of IT and digital specialists and recruiting new graduates who can drive regional revitalization.

For new graduates, we have also established our Next Business Leaders program, a development track for those aiming to become executives or senior managers, to accelerate employee development. This program utilizes job rotation to facilitate rapid professional growth aimed at executive careers by enabling participants to steadily achieve goals and deliver results while demonstrating leadership.

Alongside our new graduate recruitment initiatives, we plan to actively pursue mid-career hiring going forward. We will accelerate the recruitment of individuals with diverse experiences and prioritize the cultivation of a new generation of young leaders. By harnessing the collective strength of our staff and enhancing productivity and profitability, we will transform into a leaner organization with higher earning power.

Proactive Sales Strategy

At present, external factors such as the weak yen, geopolitical instability, and increased prices have prevented travel demand from fully recovering to pre-pandemic levels. However, we believe that there is significant latent demand for travel. We are committed to substantially expanding the travel market by driving new demand.

By deploying AI and other new technologies while continuing to communicate the joys of travel to customers as well as maintaining and reinforcing support systems for safety and security abroad, we will uphold high quality standards with the aim of establishing ourselves as the clear leader in the Japanese outbound travel sector and rapidly surpassing our pre-pandemic record operating profit.

At the same time, we will carry out active investment and development along the two axes of, on one hand, travel and travel-related sectors, and on the other hand, new business domains outside the travel industry, thereby establishing second, third, and fourth profit drivers.

We will take an "ambidextrous" approach to management, simultaneously strengthening existing businesses while creating new ones, with the goal of remaining the preferred choice for customers and society.

We look forward to your continued guidance and support.



Medium-Term Management Plan

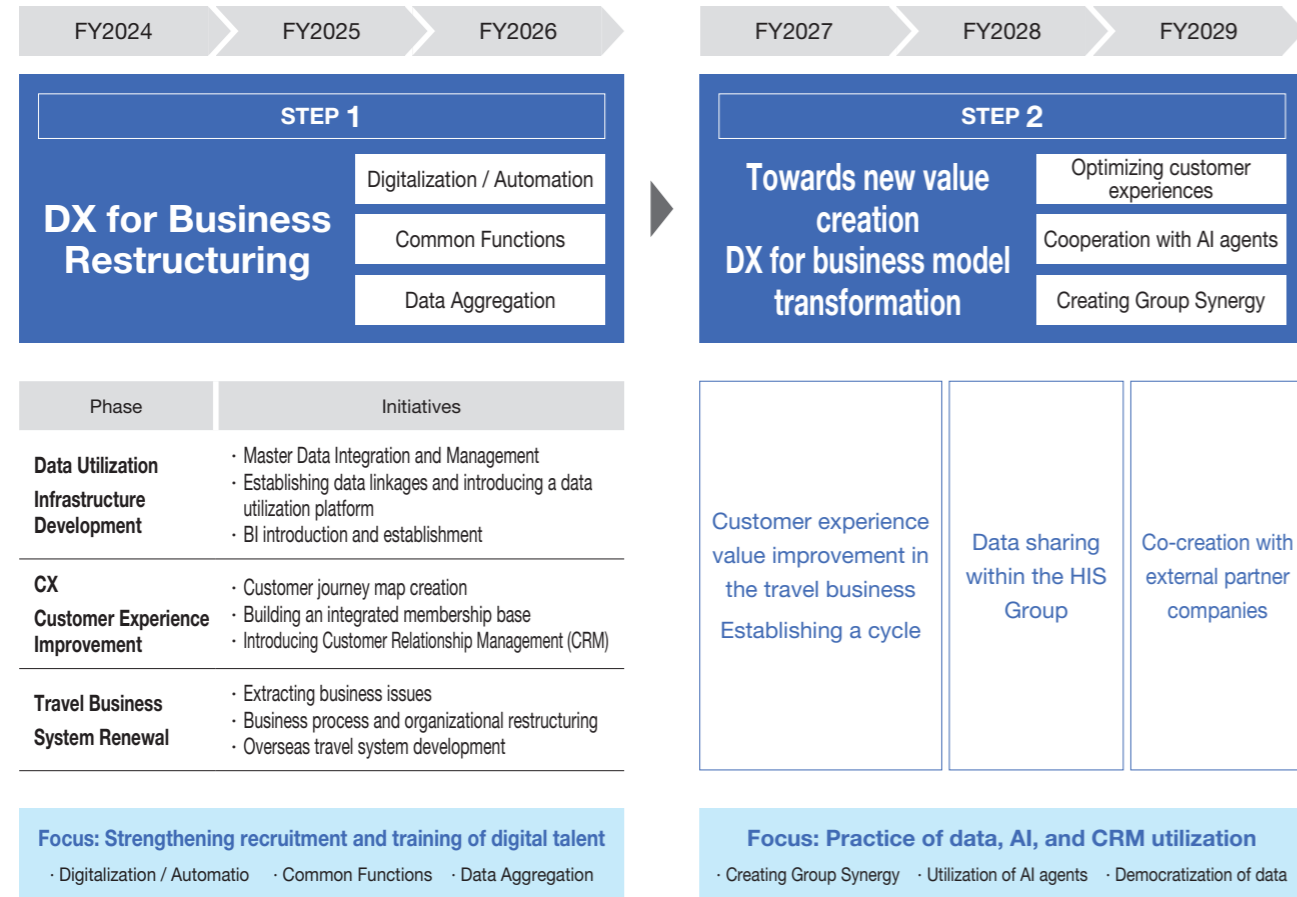
Action Plans

Creating Customer Value, Enhancing Productivity, and Optimizing Talent Allocation through AI and Technology

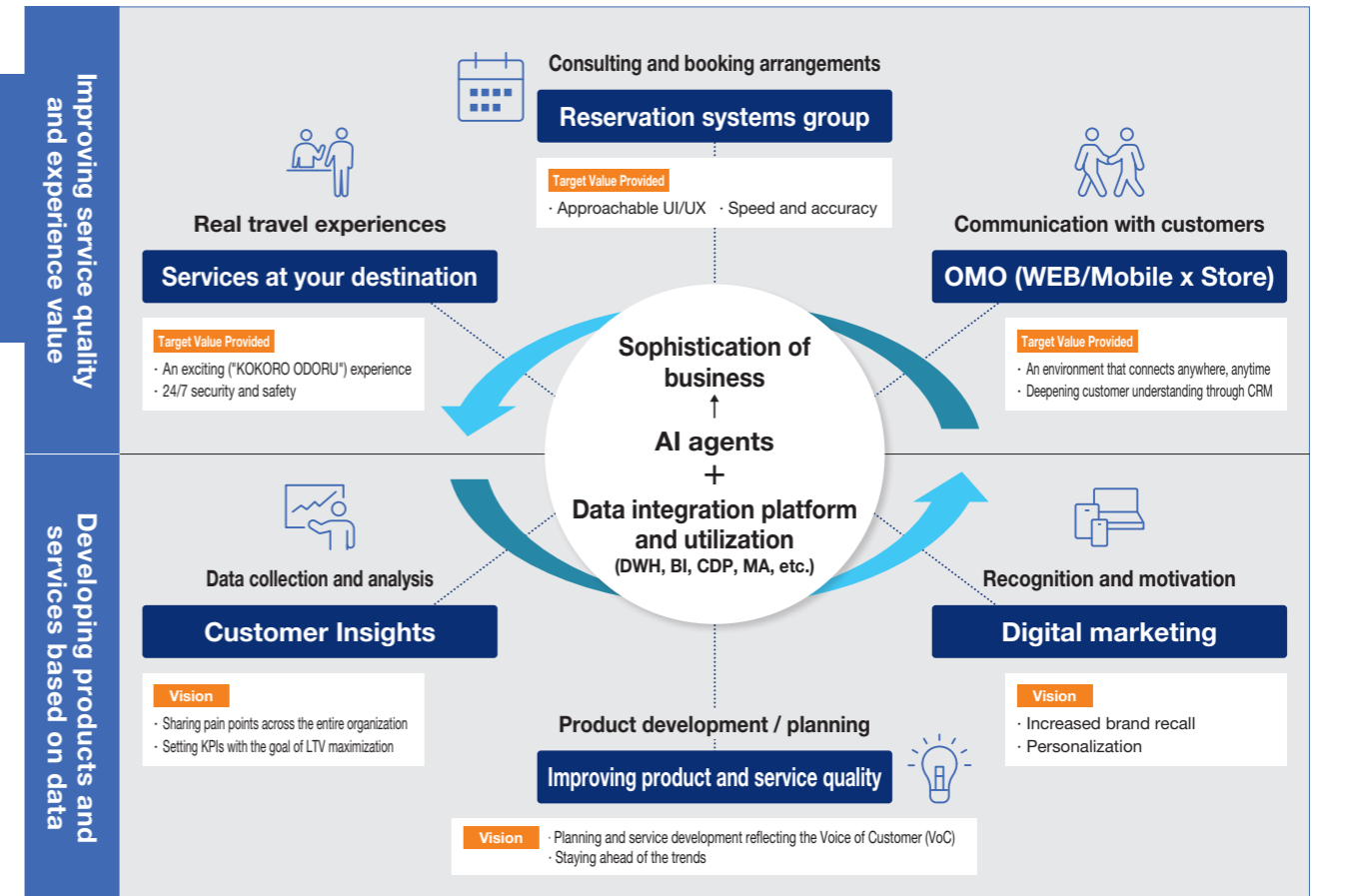
Maximizing Customer Lifetime Value (LTV) through Group-wide CRM Implementation

Our Group prioritizes maximizing Lifetime Value (LTV) as our highest priority, driving transformation through data and technology. The newly established "AI Innovation Headquarter" optimizes management driven by AI as its power source, while the "CX Management Headquarter" delivers an exciting ("KOKORO ODORU") experience and personalization across all customer touchpoints through data utilization. Following the foundation building period through FY2026, we will deepen collaboration with AI agents and group synergies from FY2027. Through step-by-step AX (AI Transformation) promotion, we strive to create the next-generation standard.

Progress of the Medium-Term Management Plan and Roadmap to 2030



Vision A customer experience value improvement cycle for customer-oriented data-driven implementation



Promotion Structure

AI Innovation Headquarter

Toward achieving "Vision 2030," this division positions AI not merely as a tool for operational efficiency, but as a driving force for transformation that plays a core role in management. Now that AI is poised to fundamentally redefine the structure of society and business, we must not be passive onlookers to this wave; rather, we need to master it ourselves proactively and carve out the future. By establishing "new ways of working" and a "value creation model" through the co-creation of humans and AI, we will create the next-generation standard.

CX Management Headquarter

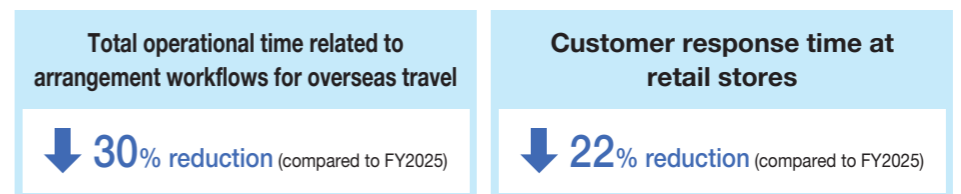
Our Group places "value provided to customers" as our highest priority to achieve LTV maximization. Our goal is to deliver experiences where customers can encounter exciting ("KOKORO ODORU") moments at all touchpoints along the customer journey. By visualizing experiences based on data and accelerating the service improvement cycle to its limits, we will establish "real-time personalization" that stays close to each individual customer.

Optimization of Human Resource Allocation

Surplus resources generated by the promotion of AI and technology will accelerate reallocation to "domains that can only be handled by humans" through staff reductions in routine operations such as retail stores. Specifically, we will transfer human capital to enhancement areas such as the Regional Revitalization Business, Global MICE, travel-related businesses, and Non-Travel Business, aiming to improve experience value and sales revenue by expanding upsell and cross-sell opportunities.

Business Efficiency

In the overseas travel business, we will drive the integration of siloed systems for common functions and automation, the sophistication of CX tools such as CRM and MA, and the thorough utilization of AI to optimize these elements as a "three-in-one" initiative. Through this structural reform, we will further improve service quality while achieving dramatic operational efficiency and improving the return on investment (ROI) of advertising expenditures. Through these thorough transformations, we will fundamentally enhance per-capita productivity in our core business of overseas travel sales, and optimally reallocate (resource shift) the resources generated there to New Business and enhancement areas. By doing so, we will solidify organizational resilience for sustainable growth and pursue mid-to-long-term corporate value improvement.



Wide-ranging businesses of the HIS Group

Strengths of our comprehensive group capabilities

Global Network

55 countries worldwide,
including Japan **288** locations
(as of April 30, 2026)

Expanding our product sales channels in the global market, primarily through the travel business

HIS Group

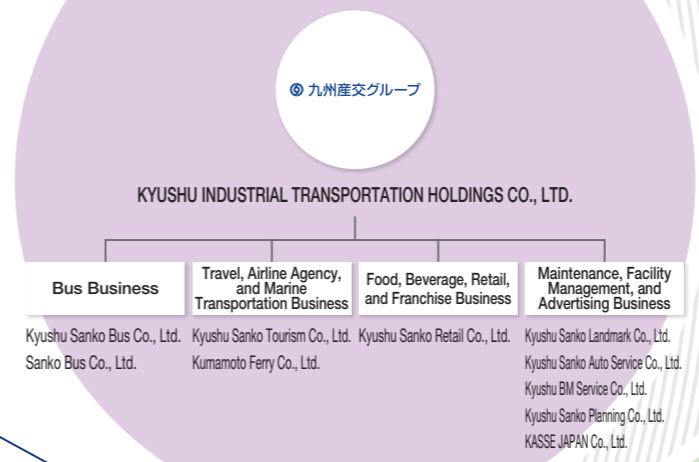
Travel Business



Hotel Business



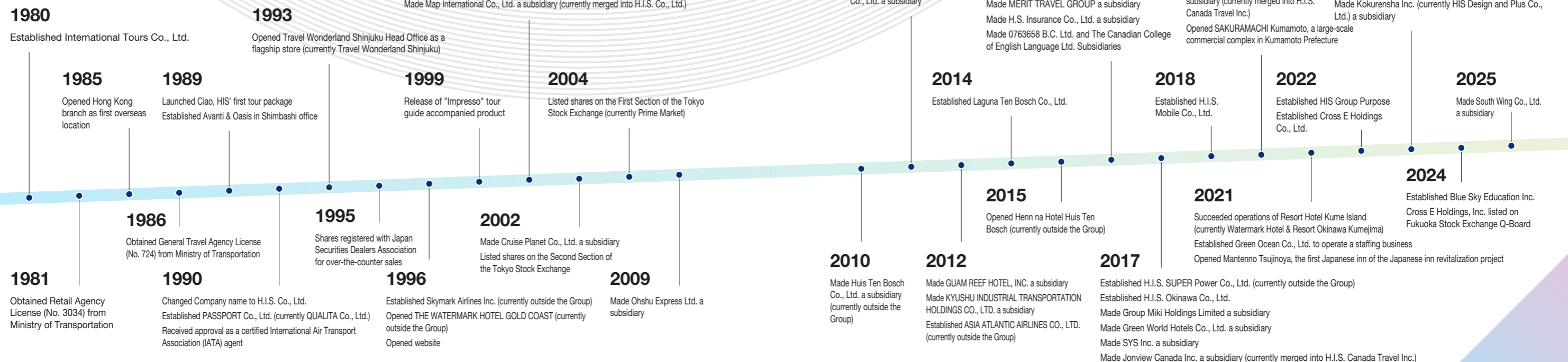
Kyushu Sanko Group



Other Business



History of the HIS Group



Medium-Term Management Plan

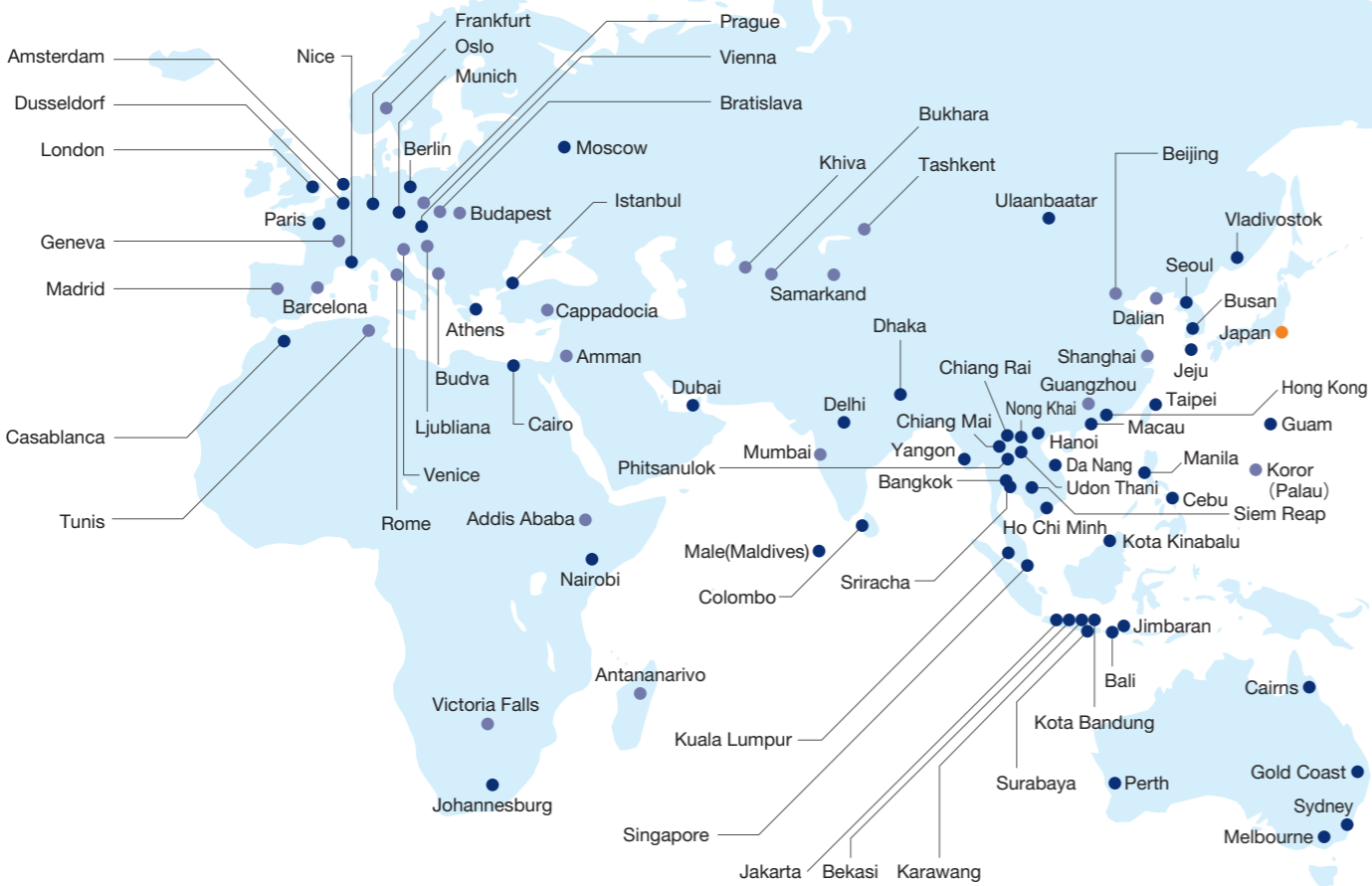
Action Plans

- Expanding Business in Global (Non-Japanese) Markets
- Building New Distribution Channels by Leveraging the Global Network

Number of Countries with Operations 54 countries 104 cities 136 locations (as of April 30, 2026)

Becoming a "Global DMC" Targeting Travelers Worldwide, Transcending the Limits of the Japanese Market

In contrast to Japan's declining population, the number of outbound travelers worldwide is expected to expand to 1.8 billion by 2030 (1.2 times compared to 2019), representing a growing market. Leveraging our network of "104 cities in 54 countries" cultivated over the years, HIS will expand its target from "Japanese people" to "travelers worldwide (non-Japanese)." To reduce our high dependence on the Japanese market, we will strengthen BtoB sales and proactively capture the "non-Japanese market," thereby building a robust earnings base and achieving sustainable growth unaffected by domestic trends in Japan. Moving beyond a traditional "Inbound Tour Operator (ITO)" that merely handles travel arrangements, we will transform into an "experience value creation business" that integrates the functions of a "Destination Management Company (DMC)" to develop, manage, and operate local attractions. We aim to become a Global DMC (Destination Management Company) that provides high-value-added services, including unique content development and the expansion of MICE (group travel).



Conclusion of Strategic Partnerships Leveraging the Global Network

HANATOUR SERVICE INC.

By fusing the technology and networks of both companies, we aim for revenue maximization in the global market through strategic investments and the construction of a "next-generation tourism community" originating from Asia.

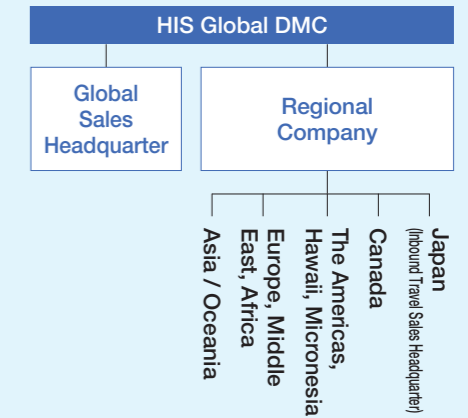


CLOSE UP

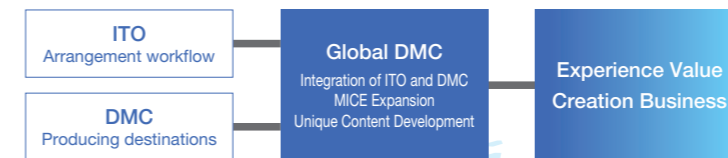
A New Step Forward as a Global DMC

Two organizations have joined as the core to promote the Global DMC business. First, the "Inbound Travel Sales Headquarter," which was previously a division of HIS JAPAN, has been integrated into HIS Global DMC. The Japanese government has set a target of 60 million annual foreign visitors to Japan and 15 trillion yen in travel consumption by 2030. Positioning Japan not merely as a single market but as a "strategic destination" to attract tourists from locations worldwide, we will build a structure to reliably receive visitors sent from all over the world. In addition, we will establish the Global Sales Headquarter, which functions as a hub for cross-regional BtoB sales, to challenge the capture of the non-Japanese market. By constructing these new systems, HIS will accelerate its transformation into a Global DMC targeting "travelers worldwide."

Promotion Structure



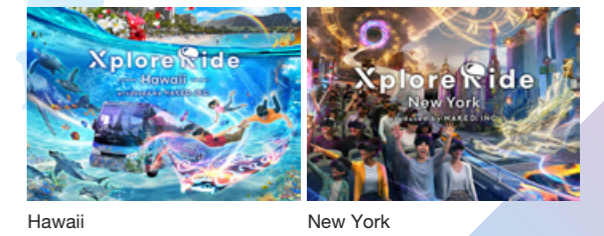
Global Business Medium-Term Management Policy



Improving Experience Value with Unique Content for the Global Market

New Experience-based XR Bus Tour "XploreRide"

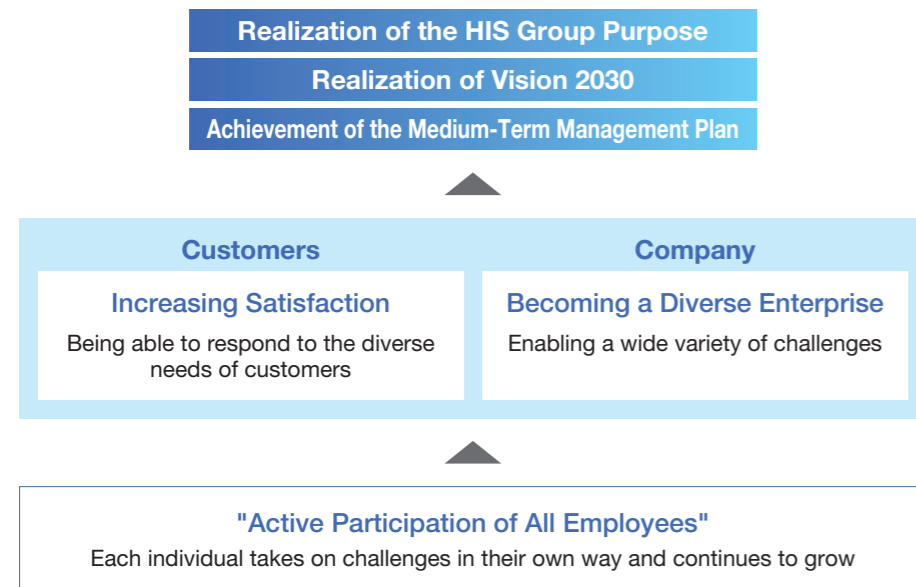
From February 2025, we launched a next-generation XR bus tour to experience the charm of Hawaii through XR technology. We are developing innovative travel experiences that consider the environment and culture. Following Hawaii, we have decided on New York as the second destination. In line with the 250th anniversary of the founding of the United States, we will provide an immersive experience exploring the "History of Freedom," turning transportation into entertainment with advanced technology and creating a next-generation tourism model.



Building a Foundation for Transformation by Unleashing Each Individual's Excitement ("KOKORO ODORU")

During this period of transformation, in order to achieve our Medium-Term Management Plan, we have defined our Employee Experience as "Always be a challenger" to trigger transformation through each individual's challenges and the combination of diverse values. We are moving forward with various personnel measures and the development of a workplace environment where employees can safely enjoy taking on challenges and continue to grow.

Overview of the Medium-Term Human Resources Strategy

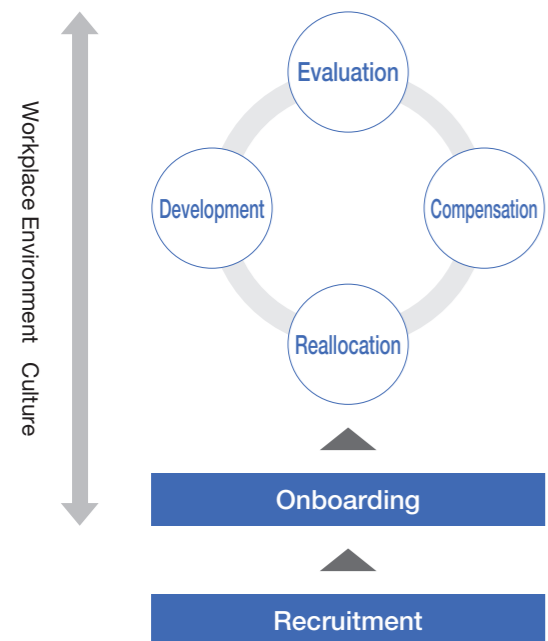


FY2026 Key KPIs (Non-consolidated)

Engagement Index (Employee Satisfaction Survey)
"This is a great place to work"
80% worldwide

Transformation Index (Per-hour Productivity)
compared to FY2023
1.6 times

"Always be a challenger"
Workplace Environment and Culture



KPI

	Initiatives	KPI
Recruitment	Next Business Leaders / IT & Digital Course Recruitment	Launched recruitment for Class of 2027 new graduates
	UD Employee System	Introduced the system
Onboarding	HIS Group Philosophy Training	Commenced training for mid-career hires upon joining
Allocation	Global Career Bridge Program	Launched the 1st program
Development	HIS Business Academia	Commenced job-band-specific and selective training programs
Evaluation & Compensation	New Job Bands	Revised the system

Accelerating Synergy Effects with the Travel and Travel-Related Businesses, and Establishing New Growth Domains

With a core focus on synergy effects with our core travel and travel-related businesses, our Company is accelerating investments and alliances aimed at creating new revenue streams that transcend existing frameworks. Utilizing the solid insights gained from our past investment track record as a driving force for growth, we are powerfully promoting business development in new domains. By restructuring our portfolio to capture the changing market environment, we are working to enhance corporate value and establish a foundation for sustainable growth.

CLOSE UP

Strengthening the Earnings Base in the Okinawa Tourism Market
Making South Wing Co., Ltd. a Subsidiary

- Leveraging prime locations to serve as rest stops for travelers in Okinawa (In-destination benefits)
 - Utilization as specialized shops for inbound visitors (Installing tourist information center functions)
- Operating 6 "KID HOUSE" souvenir shops on Kokusai Dori, Okinawa's premier tourist destination. Holding a track record of over 30 years since founding and a strong local foundation, the company possesses sales know-how for high-value-added products such as traditional crafts and alcoholic beverages.



Accelerating In-House Private Brand (PB) Expansion in E-Commerce and Retail Domains through the "Tabine" Brand
Making Kokoro Kikaku Co., Ltd. a Subsidiary

- Positioning the retail and E-commerce businesses, which have high affinity with the travel industry, as one of the key pillars supporting growth
 - Strengthening businesses that possess touchpoints across the entire lifestyle of our customers
 - Full-scale launch of DtoC (Direct-to-Consumer) and in-house brand expansion to directly reflect customer needs into products and deliver them
- Developing the travel goods brand "Tabine," the company consistently handles the planning, development, and E-commerce sales of products that make long-distance travel and business trips more comfortable. Featuring product manufacturing that combines "portability, ease of use, and comfort" under the brand concept of "making travel light."



A Resilient Risk Management Foundation to Accelerate "Challenges"

As the global economy becomes more complex and we expand into new domains, the nature of risks is shifting. To realize "exciting (KOKORO ODORU)" challenges, we require governance not simply to apply the brakes, but to "step on the accelerator safely, swiftly, and at maximum speed." We will construct a governance structure that enables the sustainable growth of each business, alongside new adventures and challenges.

In November 2025, we newly established the Governance Headquarter as an organization to oversee group-wide governance, conduct risk assessments, and provide business support. The division identifies risks anticipated in new businesses and challenges, evaluates them objectively, and works in tandem with business units to build risk mitigation measures through appropriate information sharing and support.

Under this new governance structure, centered on the establishment of the Governance Headquarter, we will maximize the corporate value of the HIS Group as a key management strategy—one that actively supports the growth and challenges of each business while ensuring thorough risk management and compliance.

The Role of the Governance Headquarter

Realizing Sustainable Growth

- Sophistication of Risk Management
- Supporting Thorough Compliance
- Comprehensive Collaboration among Related Departments

Travel Business: HIS JAPAN/HIS Global DMC

▶ Reforming the Earnings Structure to Become an Experience Value Creation Business

President Message



Director
HIS JAPAN President
Yamanobe Atsushi

Leveraging Technology and Talent to Drive Customer-Centricity and Maximize Mutual LTV

During the last fiscal year, our first as the new HIS JAPAN, we achieved a steady business recovery and gained tangible momentum toward growth, thanks to your tremendous support. We extend our deepest gratitude.

The travel industry is currently facing unprecedented upheaval due to AI evolution and shifts in distribution structures. We view this turbulent era as a prime opportunity to evolve to become more indispensable as a company and have therefore embarked on fundamental structural reforms. At the core of this transformation is a sophisticated fusion of digital technology and human capabilities. We will strive to enhance customer lifetime value (LTV) by shifting toward a customer-centric business model that deeply addresses the latent needs of each customer by further accelerating our use of CRM and AI.

We will go beyond the mere provision of travel products to become a creator of optimal experiential value tailored to the times, leveraging our prized global network of approximately 300 locations (including Japan). This evolution is our very reason for being. Moreover, we are committed to addressing societal issues by advancing sustainable tourism and fostering the revitalization of local communities alongside environmental preservation. We will continue to pursue this bold transformation, uniting group-wide to embrace the HIS Group Value of "Adventure and Challenge" in order to deliver "KOKORO ODORU" experiences that enrich people's lives. ▶ Please refer to P. 21-26 for details.

President Message

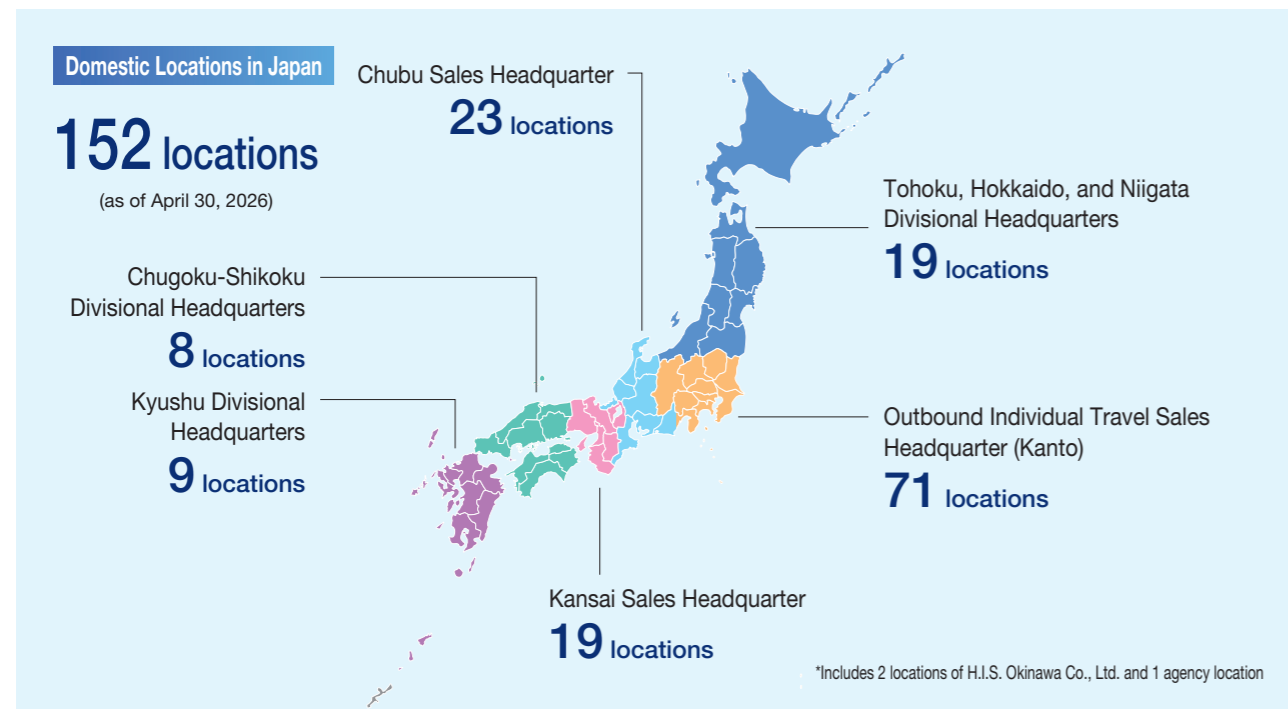
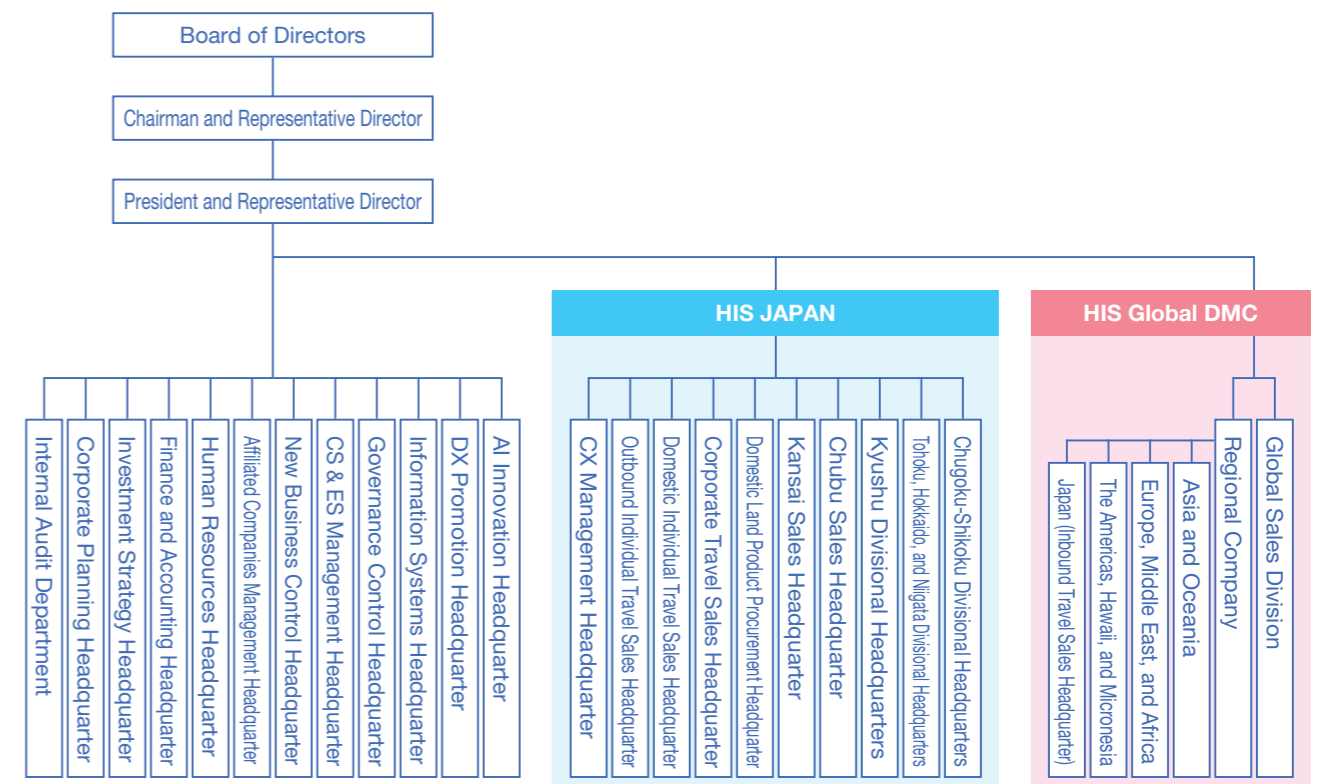


Director
HIS Global Destination Management Company President
Iwama Yuji

HIS Global DMC Established as Engine for Sustained Growth: Evolving into a Creator of Experiential Value

UN Tourism (United Nations World Tourism Organization) forecasts the existence of 1.52 billion international tourists worldwide, a market roughly 100 times the size of the Japanese outbound travel market. To capture this explosive global demand and transform from a traditional travel arrangement business into a company that consistently delivers "KOKORO ODORU" value on a global scale, we established the HIS Global Destination Management Company (DMC) in November 2025, marking a new stride toward our next phase of growth. Our objective is to build a robust revenue base targeting the global market by strengthening cross-selling initiatives that leverage HIS's global network, alongside our existing Japanese market operations. Further, by expanding our Japanese B2B and inbound tourism businesses, we aim to build a resilient revenue structure that is insulated from external factors. Moreover, we seek to accelerate growth by enhancing customer experience value through the development of original offerings. Guided by the HIS Group Value of "Adventure and Challenge," we will deliver groundbreaking new value to the world and contribute to the sustained growth of the entire Group. ▶ Please refer to P. 27-30 for details.

Management Structure and Organization Chart



HIS JAPAN: Outbound Travel from Japan

From Travel Arranger to Experience Designer: Crafting Unforgettable Moments Beyond AI-Optimized Solutions

The outbound travel market currently faces a challenging landscape in which growth is not guaranteed by the simple continuation of past practices, due to structural issues in Japanese society such as a weak yen, rising prices, and an aging population with a declining birthrate. However, we view this as a prime opportunity to redefine our business. We aim to move beyond the mere commoditization of transportation and instead create irreplaceable experiences that enrich people's lives. Specifically, we will leverage AI to radically streamline routine tasks, redirecting the time saved toward sophisticated human consulting. By utilizing our network spanning 54 countries to systematize high-value-added experiences that cannot be found through AI or search engines, we will shift the domain of competition from prices to the value. This partnership between humans and technology will facilitate the evolution of HIS into a producer of unforgettable moments, unlocking our customers' intellectual curiosity and turning their travels into lifelong treasures. This is the future we envision for our outbound travel business. By broadening people's perspectives through travel, we will foster deeper mutual understanding and contribute to the realization of world peace.



Executive Officer General Manager of Overseas Travel Sales Division **Yoshino Shinji**

Business Strategy

Strategy 1 Developing High-Value-Added Products and Strengthening Sales

We will carefully examine the needs of the segments driving overseas travel amidst changes in the market environment. Through this, we aim to strengthen tour-conductor-accompanied courses, develop new destinations, procure business class seats, and enhance the development and sales of high-value-added products and merchandise.

Strategy 2 Complementing Customer Touchpoints and Improving Quality

In tandem with enhancing the convenience of online bookings, we will simultaneously drive operational efficiency through AI utilization and strengthen consulting capabilities through a specialized qualification system. This will enable us to respond immediately to diversifying needs and deliver a high-quality customer experience at all touchpoints.

Strategy 3 Collaboration with Suppliers and Conclusion of Strategic Partnerships

To adapt to fluctuations in the external environment and changes in social structures, we will deepen our collaboration with suppliers such as tourism bureaus and airlines. Through promotions and product development that maximize mutual resources, we will undertake initiatives directed at creating new markets.

KPI

	YoY	FY2025	FY2026 (Target)
Sales volume of tour-conductor-accompanied tours	Number of customers handled	139%	130%
	Sales	144%	130%
Sales volume of tour-conductor-accompanied tours utilizing business class		149%	166%

Initiative 1 Launching the Dynamic Package Brand "AirZ"

To differentiate from our existing package tour brand, Ciao, we launched "AirZ," a new brand for "dynamic packages" that allows customers to freely combine flights and hotels, aiming to improve earnings. Targeting the youth segment, we promoted the compatibility of HIS's unique "peace of mind" and "flexibility" through vertical videos and TV commercials. We also discussed, deliberated, and worked on improvements regarding the enhancement of our support system via overseas branches and the upgrading of the online booking search UI as critical customer touchpoint challenges.



Initiative 2 Creating New Customers and Expanding Sales Channels

We launched a TV shopping project tailored for the senior segment, developing high-value-added tours backed by thorough marketing. Introducing these on shopping programs led to an achievement where the sales volume of our mainstay products recorded over 300% YoY. Furthermore, we rebranded our paid membership magazine "Salute!"—which previously operated on a subscription model—into the new "KOKORO ODORU" and commenced its free distribution. Under the concept of "Making life more enjoyable through travel!", the magazine features content that blends travel with hobbies such as photography, history, and gourmet, offering proposals to enrich people's lives.



"Summer 2025 Issue Vol. 1" Cover

Initiative 3 Enhancing Operational Efficiency (Combining Redundancy, Inconsistency, and Waste in Sales and Operations)

With the goal of optimizing company-wide workflows, we launched the "3M" (Muri, Mura, Muda - Redundancy, Inconsistency, and Waste) reduction project across both sales and operational divisions. We automated tasks through the introduction of RPA and new systems, introduced dedicated terminals to improve complex payment processes, unified our tour management systems, and implemented data utilization tools to visualize challenges at each retail store. Through these efforts, we aim to achieve organizational reform that shortens field operational hours and elevates the quality of customer service.



Image

Future Initiatives New Travel Consulting Utilizing AI: Working toward exceeding 20 million Japanese outbound travelers

We will work to construct a new proposal model that combines the optimal solutions of AI with the experience and insights of our staff—over 2,000 travel professionals engaged in the outbound travel business both domestically and internationally—to create moving experiences for many customers. Additionally, in collaboration with airlines, hotels, tourism bureaus, and industry peers, we will strive toward exceeding 20 million Japanese outbound travelers, as outlined in the Tourism Nation Promotion Basic Plan.

HIS JAPAN: Domestic Travel

Expanding Beyond Traditional Customer Routing to Pursue Destination-Based Opportunities

In order to build up a robust domestic travel division alongside our outbound division, we currently offer a wide range of products, from simple transportation options like express and night buses all the way to fully escorted tours, with the aim of engaging with a broader customer base and encouraging them to utilize HIS for domestic travel. In the time to come, rather than simply facilitating travel to various parts of the country, we will pursue opportunities to operate our own destination-based offerings, giving customers ways to enjoy their time on-location. By combining our customer acquisition capabilities with these new destination-based business initiatives, we aim to deliver high-quality travel experiences and make HIS the go-to choice for domestic travel as well.



Okinawa: Kouri Bridge

Acting General Manager of Domestic Travel Sales Division **Yoshida Jumpei**

Business Strategy

Strategy 1

Taking on the Challenge of the In-Destination Content Business

In addition to the traditional sending-agency business, we will commence the operation of in-destination content businesses in travel-related domains where synergy effects with existing businesses can be expected. Particularly in specified strategic areas where we possess a strong sending infrastructure, we will construct a service delivery system through our own Group, thereby securing new revenue streams and promoting the delivery of unique experience value.

Strategy 2

Cross-Sectional Approach to Existing Outbound and Domestic Customers

Aiming to break away from a customer acquisition model reliant on advertising investment, we will integrate and share our customer bases, which were previously separated into outbound and domestic travel. By maximizing the utilization of the Group's vast membership resources, we will accelerate cross-selling to existing customers and work to establish an efficient and sustainable customer acquisition system.

Strategy 3

Changes in the Composition of Products Sold

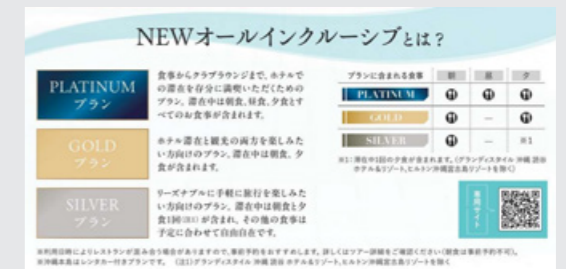
We will position dynamic packages—the mainstream of individual travel—and tour-conductor-accompanied tours—where demand expansion is anticipated due to an aging society—as our next pillars of growth. By driving the optimal allocation of management resources in tandem with strengthening our platforms, we will propose the most suitable travel styles that combine convenience and expertise to a wide range of customer segments.

KPI

	FY2024	FY2025	FY2026 (Target)
Dynamic Package Transaction Volume	9.45 billion yen	11.77 billion yen	12.50 billion yen
Number of Customers Handled for HIS Original Okinawa Bus Tours	13,094 people	15,214 people	18,740 people

Initiative 1 Okinawa: Appointing ROLAND as the Official HIS Okinawa Ambassador

We appointed ROLAND as the official HIS Okinawa Ambassador and announced our new travel concept, "NEW All-Inclusive." Transcending traditional frameworks, this plan caters to diverse needs, from segments focused on staying within the hotel to those who actively wish to fully enjoy the local destination. By preparing a wide range of options from cost-performance-focused to content-focused plans, we propose the most suitable Okinawa travel style for each individual customer.



NEW All-Inclusive Plan

Initiative 2 Hokkaido: Expansion of HIS Original Day-Trip Bus Tours

Through our partnership with the Hokkaido Nippon-Ham Fighters, we are developing original bus tours that encapsulate the charms of the region. In addition to the summer-exclusive Asahiyama Zoo, Biei, and Furano routes, we have established Sapporo city and suburban sightseeing routes with "ESCON FIELD HOKKAIDO" as the destination. By also offering courses that include watching a baseball game at the stadium, we deliver a region-specific, new travel experience that blends sports and tourism.



Hokkaido: Farm Tomita

Initiative 3 Osaka: Participating in the Osaka/Kansai Expo as a PR Gold Partner

As a PR Gold Partner of the "2025 World Exposition in Japan (Osaka, Kansai, Japan Exhibition) @Expo 2025" held in Yumeshima, Osaka, HIS strove to capture individual and group travel demand by selling admission tickets, planning and selling package tours departing from cities nationwide, and day-trip bus tours departing from and arriving in the Kansai region. Furthermore, we contributed to the regional revitalization of the hosting Kansai area by generating active exchanges through promotional activities that utilized our network of overseas subsidiaries.



HIS Original Handy Fan & Wooden Admission Commemorative Certificate @Expo 2025

Future Initiatives Construction of a Container Hotel in Okinawa through Collaboration with DVLP Corporation (Equity-Method Affiliate)

In Okinawa, a strategic focus region, we are collaborating with DVLP Corporation (DVLP Co., Ltd.), which operates roadside container hotels nationwide. We are deliberating the construction and operation of a container hotel by HIS, with leisure guests as the main target. We are discussing accommodation facilities unique to Okinawa, including designs that evoke a resort feel by styling the container exteriors in pastel colors, as well as stacking containers to create two-story rooms equipped with jacuzzis. We are currently progressing with land acquisition for the candidate site.



Container Hotel (Image)

HIS JAPAN: Corporate Travel Business

Deeply Committed to Customers and Communities: Addressing Societal Challenges



In FY2025, we achieved phenomenal results with record-high profits by redefining our brand value propositions and ensuring their rigorous implementation across the organization. In terms of individual business segments, we drove automation using RPA in the corporate travel sector, dramatically improving operational efficiency. This fiscal year, we aim to further boost productivity through partial introduction of AI. In the MICE sector, we successfully leveraged business events to successfully establish year-round partnerships with corporate clients. Our efforts to secure projects under initial budgets from local governments have also borne fruit, putting this segment in a rapid growth phase.

Our top priorities moving forward are strengthening our talent base at regional offices and reallocating operations across the company. We are taking decisive action in this regard by implementing a new recruitment system and consolidating back-office operations to the Kanto region. By creating an environment that allows regional teams to concentrate on sales, we will drive further growth for the organization as a whole.

Executive Officer General Manager of Corporate Sales Division **Kajiki Hiroshi**

Business Strategy

Strategy 1

Refining the Business Model Rooted in Customer Value

We will promote our evolution from providing primary value centered on traditional "travel arrangements" to becoming a "Future Co-Creation Partner" that dives deeply into corporate management issues and visions. Amidst a drastically changing external environment, we will expand our service domains through M&As, alliances, and strategic partnerships, designing continuous customer experiences that go beyond one-off events. In a market where commoditization by AI is progressing, we will deliver high-value-added solutions utilizing HIS's unique sensitivity and insights, aiming to jointly enhance medium- to long-term corporate value.

Strategy 2

Sophistication of Human Resources to Achieve the Solution Business

To realize advanced problem-solving and future co-creation, we will execute a radical restructuring and strengthening of our human resource portfolio. Under the premise of coexisting with the latest technologies, we will accelerate the development of specialized talent equipped with human-centric creativity and advanced consulting capabilities. By establishing an educational framework and evaluation system that maximizes individual expertise, we will build a next-generation business model where technology resonates with advanced human skills, evolving into a resilient professional group capable of responding immediately to diversifying needs.

Strategy 3

Reconfiguring Asset Allocation through CRM Infrastructure and AI-Driven Automation

Through the renewal of our CRM infrastructure and focused investments in AI technology, we will promote the thorough visualization and standardization of sales processes. We will transform success know-how—which previously depended on individual skills—into organizational intelligence, building a "Sales Enablement" mechanism where all employees can propose sophisticated solutions. Simultaneously, by driving the complete automation of administrative and management tasks, we will boldly shift human resources to fields of customer dialogue and future co-creation.

Through this reconfiguration into a highly efficient organization that optimally blends technology and human skills, we will realize sustainable growth.

KPI

	FY2024	FY2025	FY2026 (Target)
Transaction Volume	69.2 billion yen	71.6 billion yen	78.0 billion yen
Operating Profit	2.09 billion yen	2.56 billion yen	2.60 billion yen

Initiative 1 Expanding DCP Agreements to 10 Municipalities Nationwide, Serving as a New Flag-Bearer for Regional Revitalization

The "Destination Creation Project (DCP)," promoted by HIS and Satoyume Co., Ltd.—a company that produces regional revitalization—has now expanded its comprehensive partnership agreements to a total of 10 municipalities. Under a strong partnership with Satoyume, by combining HIS's proud global customer-sending power with hands-on talent dispatch supporting local fields, we are unearthing the potential values sleeping in each region and accelerating the redefinition of these areas as "chosen destinations."

Going beyond the framework of mere tourism support, as next-generation business leaders driving future community development together with municipalities, we will expand this sustainable regional revitalization model from these 10 municipalities to all of Japan, continuing to implement new value into society.

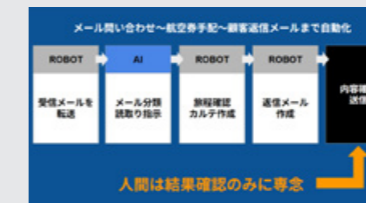


Municipalities with Comprehensive Partnership Agreements under the DCP

Initiative 2 Operational Transformation

By fusing AI and RPA, we targeted a radical efficiency improvement in arrangement operations. Technology has reconfigured the entire estimation workflow—from email inquiries, which were previously handled manually and relied on individual skills, to email sorting, reading, creating medical-style customer charts in the system, and drafting replies.

Achieving this "Zero-Touch Operation" has enabled overwhelmingly fast response speeds and highly accurate answers.



Operational Transformation

Initiative 3 A New MICE Experience of "Awareness" and "Connection" Produced by HIS

For companies seeking the future of their organizations, we produced a special venue gathering representatives from Hawaii's leading hotels and facilities, allowing clients to experience the infinite possibilities of hosting MICE events in Hawaii.

Unpretentious exchanges are born precisely because of the familiar setting of Hawaii. The new self-discoveries and business hints found there enhance team engagement and transform into a future strength for the enterprise. HIS fully supported this MICE experience that shapes the future of corporations through "experiences that can only be had there."



Future Initiatives

Turning the world's peak enthusiasm into a next-generation growth engine HIS x Spurs: The future of sports tourism pioneered together

This is a challenge to fundamentally innovate the Japanese sports market by maximizing our two-and-a-half-year strategic partnership with the popular Premier League club, "Tottenham Hotspur FC" (Spurs).

As the sole Official Travel Regional Partner in Japan, we develop high-value-added products utilizing our exclusive rights to the fullest. Furthermore, we will integrate the "sustainability" insights led by the Spurs into our business, creating a standard for "Sustainable Sports Tourism" where the environment, culture, and economy resonate together. In the BtoB business as well, we will create continuous growth and new value by delivering the cutting edge of sports business as a solution.



HIS Global DMC: Inbound Travel to Japan

Raising Value for Japan Inbound Travel and Accelerating Growth through Cutting-Edge Systems and a Spirit of Hospitality

Although we significantly outperformed our operating profit target last fiscal year by optimizing productivity, a labor-intensive operational structure and processes reliant on individual skills remain entrenched. We recognize this as an obstacle to our shift toward high-value-added operations.

We have designated FY2026 as the execution phase for transformation under our New Mid-Term Business Plan. Our Japan inbound platform I-connect, expected to launch this fiscal year, will enable automation of operations, data visualization, and data-driven decision-making, thereby facilitating our move away from a labor-intensive model and enhancing the efficacy of our human capital. We will focus the human resources yielded by these efficiencies on the development of unique offerings such as XR experiences, proprietary bus services, and cultural activities, ensuring clear differentiation from competitors. Further, we will deepen our collaboration with HIS Global DMC and ramp up efforts to tap new markets such as the Middle East, alongside Europe, the Americas, and Australia. By leveraging the synergy between technology and people, we will achieve sustained growth and enhanced profitability.



Tour Image

Executive Officer General Manager of Inbound Travel Sales Division **Hirasawa Atsushi**

Business Strategy

Strategy 1

Shifting to a "Non-Labor-Intensive" Business Model Through Technology Utilization

To respond to the increased volume of operations accompanying the rapid recovery of inbound demand, we will promote the automation of operational processes—such as estimation, arrangement, and settlement—by introducing a digital platform. By breaking away from operations reliant on individual skills and thoroughly visualizing productivity, we will enable rapid data-driven decision-making and construct a system that concentrates resources on higher-value-added operations.

Strategy 2

Creating Unique Experience Value

Moving beyond simple agency operations, we will focus on developing HIS's unique high-value-added content by utilizing advanced technologies and Japanese culture experience-based facilities. Through strategic alliances and the expansion of in-destination assets, we will deliver a "distinctly HIS" experience value that cannot be matched by competitors.

Strategy 3

Developing the "New and Wealthy Segment Markets" Through Global Network Collaboration

In addition to the solid growth of the Western and Australian markets, we will capture the rising needs of the wealthy segment in new markets such as the Middle East, further strengthening collaboration with our network of overseas subsidiaries (HIS Global DMC). By rapidly consolidating detailed local market needs and expanding optimal services tailored to the characteristics of each region, we will promote the development of new markets ahead of the competition.

KPI

YoY	FY2025	FY2026 (Target)
Transaction Volume	138%	128%
Operating Profit	110%	128%

Initiative 1 Achieving Record-High Profits Driven by Western Markets and Developing New Routes to Promote Regional Tourism Attraction

In Western markets, we deepened collaboration with existing partners to achieve our annual sales targets. Notably, October saw a major breakthrough, breaking past records for the number of customers handled in a single month. Strategically, under the banner of dispersing tourist attraction to regional areas (countermeasures against overtourism and regional revitalization), we launched the sales of new courses in 2026 that tour major cities in the Western Japan and Kyushu areas, broadcasting the appeal of products in regions outside the classic "Golden Route" to the world. Furthermore, we enhanced visual brand promotion in the Tokyo area by launching the operation of two wrapped buses. Our existing series tours also maintained strong performance, building a robust business foundation for the next fiscal year.



Wrapped Bus

Initiative 2 Creating High-Value-Added and Season-Limited Content in the Chubu and Hokuriku Areas

In the Chubu region, we focused on creating high-value-added products that leverage unique regional tourism resources. For the "Tateyama Kurobe Alpine Route / Yuki-no-Otani (Great Snow Canyon)," we strengthened sales by securing procurement volumes that significantly exceeded the previous year. Additionally, for the "Shirakawa-go Light-up Event," we created high-unit-price tours that bundled hard-to-obtain observation deck tickets and activities, achieving a high profit margin. Accurately capturing the seasonal demand of the Shoryudo area led to an increase in unit prices.



Yuki-no-Otani (Great Snow Canyon) (Image)



Kitsune no Yomeiri (Fox's Wedding) (Image)

Initiative 3 Developing "Intangible Consumption (KOTO-SHOHI)" and Collaborating with International Sports Events in Kyushu

In the Kyushu region, we strengthened tourist attraction with "Intangible Consumption (Experiences)" and "Sports" as key angles. We commercialized the nighttime event "Fox's Wedding (Kitsune no Yomeiri)" at Yutoku Inari Shrine in Saga Prefecture for inbound tourists, succeeding in attracting visitors from Taiwan and other regions. We also rolled out promotions in collaboration with international skateboarding and climbing competitions held in Kitakyushu and Iizuka, as well as the "Resona Group B.LEAGUE ALL-STAR GAME WEEKEND 2026 IN NAGASAKI." Furthermore, we are driving multi-faceted strategies that include the

improvement of secondary transportation, such as linking OTA sales with the "Yoka Bus," a prefecture-wide excursion bus operated by Fukuoka Prefecture.

Future Initiatives

From "Arranging Travel" to "Creating Moving Travel Experiences" Providing value only HIS can deliver, powered by technology and passion

Our goal is to transcend the framework of simple travel arrangement operations and evolve into a "service provider" that independently creates moving travel experiences. We will channel human capital—freed up by operational innovations through our inbound platform "I-connect"—into the development of "unique content" that can only be experienced with HIS.

We will independently create products, such as expanding tours utilizing XR technology, and operating our own fleet of buses, houseboats (Yakatabune), and experiential facilities that delve deeply into Japanese culture like Sumo.



(Image)

HIS Global DMC: Overseas Travel Business

▶ Aiming to Become a Global Creator of Experiential Value

We are currently advancing our Global DMC strategy in order to evolve into a truly global enterprise. A key feature of this strategy is a business transformation employing a dual-track approach combining traditional ITO (arranging hotels, transportation, etc.) with DMC (planning and staging local attractions). In addition to handling ordinary travel arrangements (ITO), we are strengthening our DMC capabilities to unearth value that is unique to specific locations while accelerating the development of proprietary local offerings.

Our competitive advantage stems from our deep understanding of local tourism resources which enables us to deliver reasons for customers to choose us—reasons that competitors cannot replicate.

In the Japanese market, we will not only maximize traditional demand within HIS Group but also strengthen B2B sales targeting agencies outside HIS Group. With our new Global Sales Headquarters as a hub, we will once again pursue initiatives in non-Japanese markets. We will build a diversified customer portfolio and establish a robust revenue base resilient to changes in the external environment.



Executive Officer HIS Global Destination Management Company Vice President **Hatano Hideo**

Business Strategy

Strategy 1

Diversifying the Earnings Base by Acquiring the Non-Japanese Market

The current overseas inbound business heavily relies on sending customers from "HIS JAPAN" (Japanese travelers). To reduce the risk of fluctuations in the Japanese market, it is necessary to capture the vast global market. Through the enhancement of BtoB sales by the Global Sales Headquarter and the strengthening of the inbound business to Japan, we will leverage external channels to expand our non-Japanese customer segments.

Strategy 2

Shifting to the Unique Content Business (Strengthening the DMC Domain)

Compared to traditional arrangement operations (ITO), the DMC domain yields a higher operating profit margin. It is essential to break away from price competition and improve profitability. We will drive content development such as "XploreRide." Rather than simple visits to tourist spots, we will create special experience values that can only be obtained in that specific land, thereby enhancing customer emotion while simultaneously transforming our business model to secure high profitability.

Strategy 3

Conclusion of Strategic Partnerships

Without fixating on an insourcing-only approach, we will maximize the speed of our global expansion by strategically integrating strong external customer-sending networks and local infrastructures. The business alliance with HANATOUR, South Korea's largest travel agency, is one of our most critical initiatives for acquiring the non-Japanese market within the Asian region.

KPI

YoY	FY2025	FY2026 (Target)
Sales	98%	104%

*Includes the inbound travel business to Japan from FY2025.
*Foreign exchange conversion rates applied differ for each fiscal year.

Initiative 1 Opening a New Location in Peru

In August 2025, we celebrated the grand opening of the Peru Branch as a key base in South America. Serving as a flag-bearer for the "Global DMC" strategy, the branch places the highest priority on acquiring non-Japanese customer segments, in addition to traditional arrangements for Japanese travelers (ITO). Specifically, we aim to enhance customer service by establishing a tour desk, transform into a supplier through collaboration with local transfer companies, and pursue business alliances with local travel agencies.



Peru Branch Staff



Historic Sanctuary of Machu Picchu

Initiative 2 Commissioned for the Tourism Promotion Rep Business by the Mexico City Tourism Secretariat

In October 2025, we were commissioned by the Mexico City Tourism Secretariat to conduct a tourism promotion project targeting the Japanese market. We aim to expand tourist attraction by broadcasting the charms of Mexico City to Japanese individuals both inside and outside Japan. Specifically, we will roll out multi-faceted promotions, including advertising campaigns via SNS and retail stores, supporting the development of new travel products, and conducting local study tours.



Signing Ceremony with the Mexico City Tourism Secretariat

Future Initiatives Promoting the Creation of New Experience Value

One of our initiatives to create new experience value that fuses tourism, entertainment, and technology is the immersive sightseeing experience "XploreRide." In February 2025, we launched a next-generation sightseeing tour in Hawaii making full use of XR technology. As an unprecedented immersive bus tour, it has become a tour where participants can feel the history and charm of Hawaii—serving as a new tourism content enjoyed not only by first-time visitors to Hawaii but also by repeaters and local residents.

In 2026, we plan to expand this as the second phase in New York. The real city cityscape blends with digital production, allowing participants to experience New York's 250-year "History of Freedom," which cannot be touched through regular sightseeing. In this project, alongside collaborating with New York's leading sightseeing bus operators, we are aligning with cultural and tourism initiatives related to the 250th anniversary of the founding of the United States, "America250," aiming to create a new urban tourism model.



XploreRide (Image)

Establishing a Global Brand through a Multi-Brand Strategy and Enhanced Guest Experiences

Ten years after our founding, we now operate 50 hotels across 12 brands in 7 countries and regions worldwide, with certain domestic and overseas hotels demonstrating solid performance in both sales and profit. We have also launched a multi-brand strategy aimed at establishing a global brand. As part of our Only1 strategy, we are enhancing the guest experience through destination-based tourism initiatives and the rollout of themed concept rooms developed with partners. Our Henn na Hotel brand was recognized by Guinness World Records™ for having the most themed rooms of any hotel in the world. In the next phase, we will continue to drive our target-specific multi-brand and Only1 (including themed concept rooms) strategies while bolstering new developments and expanding hotel-adjacent businesses such as restaurants with the future goal of reaching 100 properties under management and an operating profit of ¥10 billion.



Henn na Hotel Maihama Tokyo Bay

H.I.S. Hotel Holdings Co., Ltd. Director **Hoshi Yasuhiko**

Business Strategy

Strategy 1

Multi-Brand Strategy

To accurately capture diversifying customer needs and drive the maximization of sales and profits, we will accelerate target-specific brand development and the opening of new hotels. By rolling out hotel expansions optimized for each region and customer segment, we aim to strengthen our earnings base.

Strategy 2

Enhancing the Customer Experience

Moving beyond the simple provision of accommodation, we will focus on expanding unique concept/ collaboration rooms and delivering in-destination tourism services to create value where the hotel itself becomes the travel destination. By providing "excitement and inspiration" through hotel stays, we aim to differentiate ourselves from competitors and secure repeat customers.

Strategy 3

Introduction of AI and Promotion of DX

To cope with labor shortages accompanying the decline in the working-age population and to construct a sustainable, stable hotel operation system, we will introduce remote management systems, AI-driven revenue management, and review analysis tools. While driving operational efficiency through the latest technologies, we will promote operational optimization by making rapid, data-driven management decisions.

KPI

	FY2024	FY2025	FY2026 (Target)
Number of Hotels Operated	47	49	50
Operating Profit	3.0 billion yen	3.6 billion yen	4.5 billion yen

Initiative 1 Full-Scale Launch of the Multi-Brand Strategy Toward Establishing a Global Brand

As a resort brand, we newly established "Henn na Resort & Spa," a derivative brand of Henn na Hotel. In addition to Bali, Indonesia, we are developing the high-end brand "Watermark" on Miyako Island and Kume Island in Okinawa Prefecture. Furthermore, we segmented the Henn na Hotel brand and newly established "Premier" as its highest-tier brand. Across the 7 hotels currently operating under this tier, the average room rate (ADR) has increased by 10% compared to before. Moreover, through improvements in quality and service, we succeeded in approaching a wide range of segments beyond our traditional customer base.



Henn na Hotel Premier Kyoto Gojo Karasuma

Initiative 2 Enhancing the Stay Experience

By strengthening our initiatives for collaboration rooms, on September 19, 2025, we were certified by Guinness World Records™ for the "Most brand-themed room sponsorships in a hotel chain" (as the hotel chain with the world's highest number of collaboration rooms). We are actively expanding collaboration measures with different industries to enhance the value of the customer experience.



The "Calpis Room" at Henn na Hotel Premier Tokyo Asakusa Tawaramachi, developed in collaboration with "CALPIS (R)"

Initiative 3 Entry into Hotel-Adjacent Businesses

We insourced the food and beverage (F&B) business at Watermark Hotel & Resorts Okinawa Miyakojima. By undertaking cooking, operations, and menu development ourselves, we aim to increase the profit margin by 2.8 times in two years, and we will continue to take on challenges in ancillary businesses through the insourcing of restaurants.



Watermark Hotel & Resorts Okinawa Miyakojima

Future Initiatives New Hotel Openings

- Newly opened 2 hotels in Osaka under "Henn na Hotel Express," the casual brand of Henn na Hotel.
- Newly opened a small luxury hotel on the main island of Okinawa.

Henn na Hotel Express Osaka Namba Nipponbashi



▶ Unleashing Kumamoto's Potential and Creating a Kyushu Sanko Economic Zone that Expands Nationwide through an Offensive Business Strategy

Following our recovery from the COVID-19 pandemic, we stand on an extremely solid operating base, having achieved three consecutive fiscal years of profitability. However, we will not rest on our laurels. Sparked in part by the entry of TSMC, Kumamoto is currently abuzz with unprecedented energy, and we are seizing this golden opportunity to shift our management posture from "defense" to "offense." Our top priority is the radical reform of our tourism business. We are undergoing an organizational transformation from our previous focus on the outbound travel sector toward a model driven by inbound travelers. Leveraging powerful synergies with HIS, we aim to attract global demand to Kumamoto and the wider Kyushu region. Moreover, through proactive M&A, we are committed to expanding our chartered bus operations nationwide and extending the Kyushu Sanko Economic Zone across the whole of Japan. Our mantra is "Make Sanko Great Again." We aim to fully unleash Kumamoto's potential and make the leap from a regionally renowned powerhouse in Kumamoto to become a leading national powerhouse of Japan.



Kyushu Sangyo Kotsu Holdings Co., Ltd. President and Representative Director **Oda Masayuki**

Business Strategy

Strategy 1

Radical Reform of the Tourism Business (Inbound Shift)

Inbound demand is expanding rapidly, driven by TSMC's expansion into the region and the expansion of international flights at Aso Kumamoto Airport. In response, we will significantly shift our organization and personnel allocation to focus on the inbound market. While constructing a reception framework that maximizes the utilization of our fleet of buses and airport infrastructure, we will establish a new tourist attraction facility in Aso, thereby realizing regional economic revitalization and improved profitability.

Strategy 2

Wide-Area Expansion and M&A Strategy for the Charter Bus Business

Backed by our strong business foundation and the booming economy in Kumamoto, we will promote focused investments and strategic M&As in the charter bus and highway bus businesses, where high profitability is anticipated, aiming to expand our locations to major cities. By pursuing sending synergies that leverage the customer acquisition power of our parent company, HIS, we aim to leap from being the "Giant of Kumamoto" to a corporate group with a nationwide presence.

Strategy 3

Sustainable Growth of the Large-Scale Mixed-Use Complex "SAKURA MACHI Kumamoto"

Along with progressing with the elimination of vacant floors and reviewing rent settings, we will strengthen our customer attraction power by continuously hosting IP content events and collaborating with the Kumamoto Destination Campaign. We will simultaneously drive the expansion of our target segments and the enhancement of profitability to establish a foundation for sustainable growth.

KPI

	FY2024	FY2025	FY2026 (Target)
Number of Chartered Buses Operated	11,098 buses	13,905 buses	14,527 buses
Annual Number of Visitors to SAKURA MACHI	13.35 million	14.34 million	14.46 million

Initiative 1 Establishing a Support System for the SAKURA MACHI Business and Achieving Deficit Reduction

We worked to reduce the deficit of SAKURA MACHI Kumamoto. By establishing a group-wide support system and driving cost reductions through operational consolidation, we successfully secured strategic budgets for advertising and event expenses. As specific initiatives, we hosted a pop-up store for the popular IP content Natsume's Book of Friends (Natsume Yujincho) and operated wrapped buses, gaining a tremendous response on SNS. In addition, we energetically rolled out events such as the "Taiwan Fair" and the "Christmas Market." These have become widely recognized by citizens as "seasonal traditions," contributing significantly to creating hustle and bustle at SAKURA MACHI Kumamoto and cementing our brand as a "company contributing to Kumamoto."



Scene from the Taiwan Fair

Initiative 2 Maximizing Group Synergy

We expanded Group sales and developed and sold new, exclusive Group-only merchandise by combining Group businesses. By driving sales activities based on the annual activity plan, we achieved 150 million yen in new sales revenue.



The Diverse Business Portfolio of the Kyushu Sanko Group

Initiative 3 Supporting Growth Fields in Existing Businesses

Leveraging our strength in multi-faceted business expansion across various fields such as buses, travel, food, and retail—and with the goal of contributing to Kumamoto and social development—we are driving the "SO1 Project," a new content creation project promoted through group-wide collaboration. We held the "Takamori High School Manga Department Exhibition" in collaboration with students from the school's Manga Department, and hosted the "Kumamoto Prefecture-Produced Sake Event."



Original Wrapped Bus via Industry-Academia Collaboration with Takamori High School Manga Department

Future Initiatives "Make Sanko Great Again": Confronting the New Sanko Era with an All-Out Future Battle

As we approach our 90th and 100th anniversaries, we will elevate our Group beyond the framework of regional transportation into one of Japan's largest conglomerates. We will create the "Kyushu Sanko Economic Zone" by seamlessly linking the diverse infrastructures held by the Group, solidifying our position as an indispensable "company contributing to Kumamoto." By accumulating actions driven by a clear vision and "aggressive" management, we will enhance our corporate appeal, reviving a Kyushu Sanko Group that the next generation of youth sincerely aspire to work for.



Kyushu Sanko Group Chaos Map

Other Businesses: Lagunasia Ten Bosch



▶ Providing Spaces for Boundless Play and Relaxation

In FY2025, we achieved a profit exceeding ¥200 million, far surpassing that of recent years, thanks to favorable summer weather, support from Gamagori City and local businesses, and the success of our new pool area. In FY2026, we aim to further increase revenue and visitor numbers by adding value through original projects while building on Laguna's strengths such as pools, illuminations, and IP collaborations. We are also committed to building strong relationships with local residents and businesses, contributing to growth in the Mikawa region while promoting human resource development and serving the community. Despite recent hardships imposed by rising living costs, we remain dedicated to providing our guests with infinite joy as the "Place that Inspires Dreams."

Laguna Ten Bosch Co., Ltd. President and Representative Director **Kawamura Keisuke**

Key Measures

Capturing the "Oshi-Katsu (Fandom/Idol-Supporting)" Segment via IP Utilization and Target Diversification

With the ongoing decline in the birthrate, expanding the business solely through events targeted at children and families is becoming increasingly challenging. Therefore, we will strengthen our efforts to capture the "Oshi-Katsu" market, which continues to expand centered on anime and games. Through IP events, we will expand our business by attracting a wide range of fan segments—from youth to adults—in addition to families.

Specific Measures: Hosting collaboration events with popular IPs

Strengthening Collaboration with Citizens and Local Companies

Through joint projects with the city, such as Citizen Appreciation Days and alternative public pool operations, we will deepen bonds with residents and establish a friendly, appealing brand that citizens will want to recommend to others. Furthermore, we aim to build a corporate brand trusted by the region by encouraging wide usage of our facilities for local companies' anniversary events and welfare programs.

Specific Measures: Hosting Citizen Appreciation Days / Promoting utilization as a venue for local companies' anniversary events and welfare programs

Initiative Opening of the New Pool Area "Whale's Splash Garden"

To further strengthen our pool business, we opened "Whale's Splash Garden," a new pool area specializing in young children, our core target segment. By paying close attention to color schemes and design, we embodied a worldview befitting an "ocean theme park." By incorporating various interactive gimmicks, we succeeded in providing an experience value that makes children want to visit repeatedly, establishing it as the foundation for attracting summer visitors.



Whale's Splash Garden

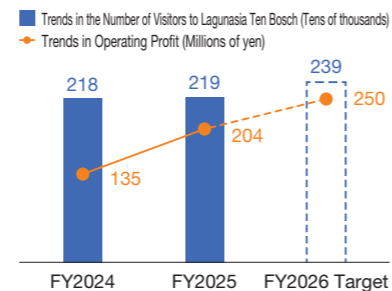
Future Initiatives Delivering Amusement Experiences and Sensations Only Available at Lagunasia Ten Bosch

- Completely renewed the illumination arch "Lucky Rainbow Arch" to introduce a new illumination that will serve as the symbol of Lagunasia.
- Planning to host numerous IP-utilized content projects:
 - Hosting a collaboration event with the theatrical anime series KING OF PRISM
 - Hosting a collaboration project with the Onsen Musume character Miumi Gamagori
 - Establishing new IP collaboration pools and corporate collaboration pools
 - Hosting collaboration illumination events, etc.



©T2A/S/API/T/KP

KPI



Other Businesses: SYS



▶ Optimizing and Maximizing Direct Sales

We strive to facilitate a wide range of booking options and create new paths to delight by providing direct booking systems that enable accommodation facilities to communicate their diverse services and enthusiastic endeavors directly to users.

SYS Inc. Representative Director **Kajiwara Daiki**

Key Measures

Improving the Direct Sales Ratio We continuously implement functional updates to allow clients to shift to direct sales with peace of mind.

KPI

	YoY	FY2025	FY2026 (Target)
GMV (Gross Merchandise Value) ※		146%	121%

※Net-base basis

Future Initiatives

Booking is More Fun

We realize bookings tailored to individual needs with a great sense of security through "Direct" channels, creating new value where the booking process itself sparks excitement.

Other Businesses: Cross E Holdings



▶ Contributing to the Regional Economy and Achieving Sustainable Growth

Our Group has now entered its fourth fiscal year, with a four-member structure that includes three operating companies, but we recognize that we are still in the process of growing. Moving forward, we will pursue M&A activities aimed at both expanding our existing businesses regionally and broadening our business portfolio. Our goal is to build a corporate group that safeguards jobs and fosters a sense of security and pride among staff while simultaneously achieving sustainable growth.

Cross E Holdings Co., Ltd. Representative Director **Matsuo Takashi**

Key Measures

Protecting the Social Infrastructure of Waste Treatment and Regional Employment

Amidst a nationwide shortage of engineers and an increasing number of construction companies going out of business in the machinery and equipment installation sector for waste treatment facilities, we will secure engineers through business-succession-type M&As and other means to protect social infrastructure and regional employment.

KPI

Executed several M&As utilizing 2.46 billion yen in growth investments (Business Portfolio Expansion type / Roll-up type M&As)

Future Initiatives

Taking on Adventures and Challenges by Entering New Fields

An electrical construction and telecommunications construction company newly joined our Group. All staff members will continue to take on challenges directed at expanding our business domains and acquiring new markets.

Sustainability

Sustainability Policy

HIS Group operates its businesses globally under the Purpose: "Unleash your feeling "KOKORO ODORU": Being interested, excited, and having a desire."
 – Encounters with uncharted worlds, connections with people, enriching time, "Waku-waku" (Excitement), a sense of exhilaration, and a desire for peace –
 We believe that the prerequisite for people around the world to experience "KOKORO ODORU" is a society where the world's people can live with peace of mind, transcending nationality, race, culture, and religion while embracing diversity and respecting each other's human rights, as well as a healthy global environment that serves as the foundation for all living things, including humanity, to survive.
 Aiming for a sustainable society and sustainable business growth, the HIS Group will earnestly address environmental issues and social challenges through its business operations.

Identification of Materiality (Important issue)

HIS Group identifies materiality (Important issue) that it should address and works to resolve them by integrating them into its business strategies. In identifying these issues, we evaluated both the impact of social challenges on the HIS Group's finances (revenue, costs, risks) and the impact of our business activities on the environment and society (Double Materiality).

Formulation Steps

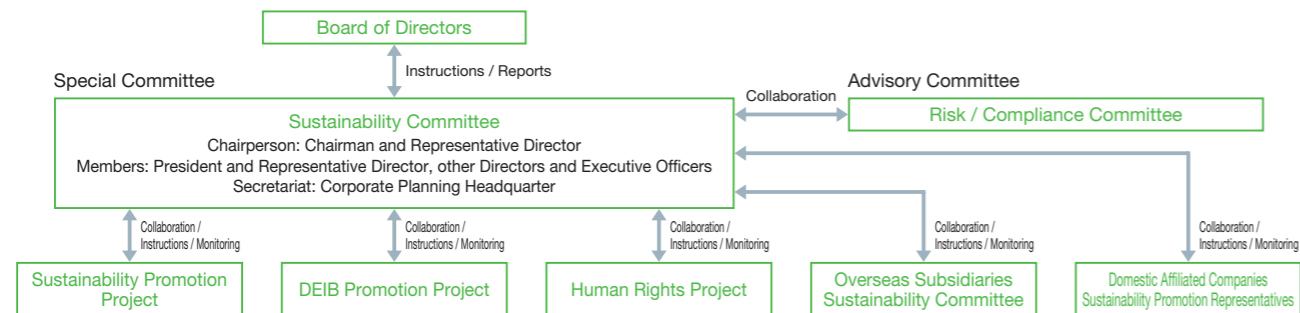
Materiality was identified through the following process. Starting with a comprehensive understanding of social issues, the Risk / Compliance Committee identified risks based on short-, medium-, and long-term business plans led by the heads of each department and group company. Next, the Sustainability Committee analyzed the external environment and deliberated on the level of importance to society and its relevance to the HIS Group's businesses. Then, we prioritized the key issues based on the level of importance derived from dialogue with stakeholders. After receiving approval from the Board of Directors, the materiality was officially identified.



Sustainability Promotion Structure

In accordance with the "HIS Group Philosophy"—which outlines the value we wish to continue providing to society, our code of conduct, and our founding spirit—the HIS Group works to develop and operate internal control mechanisms while strengthening its sustainability promotion structure. At the Sustainability Committee, chaired by the Chairman and Representative Director with Directors and Executive Officers serving as members, key policies, indicators, targets, and measures are discussed in line with the Basic Sustainability Policy. Progress monitoring is conducted at least four times a year (held four times in FY2025). Furthermore, in risk management and policy implementation, we enhance effectiveness by working in cooperation with the Risk / Compliance Committee, administrative divisions, business execution divisions, and domestic and overseas subsidiaries. Important matters are submitted or reported by the committee to the Board of Directors, from which necessary instructions and advice are received as appropriate. Furthermore, as subordinate organizations of the Sustainability Committee, we have established the Sustainability Promotion Project, DEIB Promotion Project, and Human Rights Project consisting of business execution division members. In the Americas and Asia-Oceania regions, the Sustainability Committee composed of local branch members have also been established to conduct regular activities, thereby enhancing promotional momentum across all locations.

Sustainability Promotion Structure Chart



Materiality

Materiality	Related Risks and Opportunities	Main Targets and KPIs	Contributing SDGs
Business Model Transformation	<ul style="list-style-type: none"> Changes in Economic and Social Conditions Changes in the Market Adapting to Technological Innovation 	<ul style="list-style-type: none"> Expanding and strengthening global markets Business efficiency and cost structure reforms Developing new destinations Promoting new businesses <p>KPI [Consolidated] FY2026: Net Sales of 420.0 billion yen</p>	
Improvement of Service Quality	<ul style="list-style-type: none"> Changes in Economic and Social Conditions Changes in the Market Adapting to Technological Innovation 	<ul style="list-style-type: none"> Improving customer experience value through DX promotion Making sales channels seamless (OMO promotion) Expanding high-added-value products 	
Diverse Human Resources	<ul style="list-style-type: none"> Changes in the Market Developing and Securing Human Resources 	<ul style="list-style-type: none"> DEIB promotion Developing executive management leaders Reforming working styles and organizational culture <p>KPI FY2026: Job satisfaction index of 80% / [Non-consolidated] FY2026: Ratio of female officers and managers of 20%</p>	
Providing Security and Safety to Customers	<ul style="list-style-type: none"> Safety Management and Quality Control of Provided Services Service Interruptions and Quality Decline Due to System or Equipment Failures 	<ul style="list-style-type: none"> Formulating and updating various safety guidelines and manuals System security countermeasures <p>KPI [Non-consolidated]: e-Learning training attendance rate (100% for personal information / 100% for information security)</p>	
Coexistence with Local Communities	<ul style="list-style-type: none"> Changes in Economic and Social Conditions Climate Change and Environmental Regulations 	<ul style="list-style-type: none"> Providing services that allow anyone to connect with the world (Universal Tourism, online travel) Co-creation with local communities (Collaboration with local governments, NGOs, and NPOs) 	
Preservation of the Global Environment	<ul style="list-style-type: none"> Climate Change and Environmental Regulations 	<ul style="list-style-type: none"> Initiatives to reduce environmental impact in business operations Promoting energy and resource conservation <p>KPI [Non-consolidated] FY2026: 70% reduction in plastic and 70% reduction in paper resources (Compared to FY2019)</p>	
Reinforcement of Governance	<ul style="list-style-type: none"> Governance 	<ul style="list-style-type: none"> Enhancing the effectiveness of the Board of Directors Reinforcing responses to risk, compliance, and sustainability <p>KPI [Non-consolidated]: Compliance training conducted 6 times a year with a 100% attendance rate (FY2024 results)</p>	

Promoting Sustainability Management Throughout the Company Hosting HIS Sustainability Week 2025

In September 2025, HIS hosted an employee-participation event, "HIS Sustainability Week 2025," to accelerate sustainability management directed at achieving a sustainable future. Under the theme "Aiming for an Exciting Future," this event aimed to deepen employees' understanding of the key issues (materiality) defined by HIS—namely, "Empowerment of Diverse Human Resources," "Coexistence with Local Communities," and "Preservation of the Global Environment"—and to implement them into their own operations (making it a personal matter). During the period, guest speakers from partner companies and local governments were invited to deepen understanding regarding environmental initiatives through business activities and collaboration with local communities. Additionally, with the aim of promoting DEIB, a wide variety of events, seminars, and workshops were conducted. These included talk events featuring female managers and male employees who took childcare leave, panel discussions by multinational employees and staff with disabilities, and a Family Day that values connections with employees' families. Through this event, we provided opportunities for employees to think about the relationship between a sustainable society and business activities, while learning about the active roles of diverse human resources to reflect on their own careers and working styles. Furthermore, executive officers independently made "Sustainability Declarations," resulting in an initiative with a strong sense of unity from management to the front lines. In the post-event questionnaire, many comments were received from employees, such as: "I was able to understand the direction and philosophy of sustainability management," "My perception shifted to seeing sustainable initiatives as something futuristic and appealing, alongside coexistence with nature," "It served as a helpful reference when thinking about my future career," and "My attachment to and pride in the company have increased." Through these initiatives, each and every employee will treat social challenges as a "personal matter" and create unique value distinct to HIS. By doing so, we aim to be chosen by all of our stakeholders and continuously enhance corporate value.

Dialogue Between Top Management and Experts: What Sustainability Management Means to HIS

In the opening session, we invited Professor Samejima from Komazawa Women's University to conduct a keynote speech and panel discussion with Yada, Chairman and Representative Director (Chairperson of the Sustainability Committee), and Yamanobe, Director in charge of the Travel Business. Under the theme "Sustainability Management as Envisioned by HIS," the dialogue covered topics such as coexistence with local communities, enlightenment of travelers, and the creation of overseas travel demand.



Sustainability Management Top Dialogue



Environment

Preservation of the Global Environment

Environmental Policy

For the HIS Group, preserving the global environment—including climate change countermeasures, biodiversity conservation, and resource circulation—is a critical issue that supports the sustainability of our business. While promoting decarbonization and resource conservation, we contribute to the preservation and restoration of the irreplaceable natural environment and biodiversity through our business operations. Furthermore, we view providing opportunities for customers to experience and learn about the global environment and biodiversity as our mission, and we are actively working toward it.

Reduction of Greenhouse Gas Emissions

In the tourism industry, responding to climate change is an unavoidable challenge. In addition to our own emission reductions (Scope 1 and 2), HIS aims to reduce emissions across the entire value chain (Scope 3) by collaborating with partners such as airlines and hotels, which account for the majority of our emissions. We will work to reduce greenhouse gases by proposing sustainable options to our customers. [➔ For disclosures aligned with the TCFD framework, please see P. 41.](#)

Specific Initiatives

- Introduction of electric vehicles (EVs) (Tuk-tuks in Thailand [Bangkok, Chiang Mai], Hawaii XR Bus, Kyushu Sanko Bus, Watermark Hotel & Resorts Okinawa Kumejima Eiland)
- Reduction of rental car utilization by operating trolley buses and shuttle buses (Okinawa, Hawaii, Bali, Malaysia)
- Sales of tour products utilizing Sustainable Aviation Fuel (SAF) (November 2025 – March 2026: Contributed to a \$CO₂\$ reduction equivalent to 480 tons)
- Sales of domestic tours utilizing rental bicycles
- Investment in the United Airlines Ventures Sustainable Flight Fund, which conducts research and development on SAF (USA)
- Investment in REGENT, which develops "flying ships" (electric seaglidors) (USA)
- Implementation of engine cuts through the introduction of idling-stop-and-start systems (Kyushu Sanko Bus, Sanko Bus)
- Promotion of eco-driving utilizing digital tachographs (Kyushu Sanko Bus, Sanko Bus)
- Utilization of groundwater in the cooling tower equipment of the large-scale commercial complex "SAKURA MACHI Kumamoto" (Kyushu BM Service, Kyushu Sanko Landmark)
- Reduction of private car utilization by implementing Public Transportation Promotion Days (Kyushu Sanko Group)
- Introduction of power loss reduction solutions that lead to an approx. 10% reduction in electricity consumption (8 facilities in FY2025) (HIS Hotel Holdings)

Proposing Travel Experiences to Experience Sustainability

HIS proposes tours where customers can experience the nature of their destinations, interact with local people, and learn about the SDGs. Through travel, we hope to aim for a sustainable future together with our customers.

Specific Initiatives

- Installation of free water servers in Cairns, the Gold Coast, and Sydney, and distribution of reusable personal bottles to tour participants (FY2025: 25 locations installed, distributed to a cumulative total of 6,841 customers / Australia)
- Mālama Hawai'i initiatives in collaboration with the Hawaii Tourism Authority (Hawaii)
- Operation of a sightseeing bus where participants experience the latest XR technology and learn about Hawaiian culture and the marine environment (Hawaii)
- Planning and implementation of study tours to learn about social issues and interact with local communities
- Planning and implementation of eco-tours to experience grand nature
- Planning and implementation of group travel to learn about sustainability and the SDGs
- Enlightenment of sustainable tourism through various special feature webpages

TOPICS Learning About Hawaii While Having Fun on a Next-Generation XR Bus

In Hawaii, HIS operates a new experiential bus tour, "XploreRide Hawaii," utilizing the latest XR technology. This initiative not only fuses sightseeing with entertainment and cutting-edge technology, but its content is also based on the concept of "Regenerative Tourism," which protects and nurtures local culture and the environment.

While touring popular sightseeing spots in Honolulu, participants adventure through a "hidden underwater city in Hawaii" that blends real landscapes with digital technology. Equipped with a dedicated head-mounted display, this immersive next-generation bus tour allows participants to feel Hawaii's nature—such as rich marine life and volcanoes—up close, while also learning about its history and culture. It serves as a new experience that allows first-time visitors, repeaters, and local residents alike to deeply understand the charms of Hawaii.

To ensure that the introduced content remains faithful to traditional Hawaiian culture and historical facts, it was produced under the supervision of Hawaiian Culture Advisor Blaine Kamalani Kia. Furthermore, we introduced Hawaii's first large-scale EV bus, achieving "Zero Emissions" with zero carbon dioxide output during operation. As of the end of May 2025, it has contributed to a cumulative reduction of approximately 10 tons of \$CO₂\$. HIS will continue to expand globally "KOKORO ODORU" travel experiences that coexist with the environment and local communities through the utilization of technology.



XploreRide (Image)

Environmental Protection and Conservation of Biodiversity

Beautiful oceans, forests, and unique ecosystems are irreplaceable "tourism resources" for HIS. We support the philosophy of the TNFD (Taskforce on Nature-related Financial Disclosures) and promote activities that not only "protect" the environment but also "restore" nature through our business activities.

Specific Initiatives

- Donation of a portion of Australian tour sales to the Koala Fund (Australia)
- Donations to marine conservation activities through charity runs (FY2025: \$20,476) (Hawaii)
- Free rental of beach clean kits and collection of garbage (Hawaii)
- Implementation of plogging tours (garbage pickup running) (FY2025: Approx. 500 participants) (Hawaii)
- Participation in the City of Honolulu's community beautification volunteer program "Adopt-A-Block" (Hawaii)
- Donations to the Japan Animal Welfare Society through events with VTubers (FY2025: 125,300 yen)
- Donations to Aso's nature protection and grassland conservation activities through the Mount Aso Crater Shuttle (KASSE JAPAN)
- Volunteer cleaning activities on the seawalls of Huis Ten Bosch (Cross E Holdings)



Scene from the City of Honolulu Beautification Activities

TOPICS Toward a Future Where Koalas Can Live Safely

The koala, an icon of Australia, has seen its population plummet to one-thirtieth of its former size over the past 100 years due to excessive hunting, severe climate change, frequent bushfires, and the impact of urban development. It is currently designated as an endangered species. Taking this situation seriously, in November 2025, HIS concluded a partnership with the Australian Koala Foundation (AKF), a global non-governmental organization dedicated to protecting wild koalas and their habitats. For departures from January 2026 onward, 1 AUD per participant of targeted tours will be donated to the foundation, directly supporting protection and restoration activities for eucalyptus forests, which are indispensable for koala survival. Furthermore, this initiative links with plastic reduction activities through the local promotion of personal bottles and the installation of water refill stations, contributing to the preservation of koala habitats by suppressing environmental pollution. Transforming the customer's action of "travel" into the power to protect the future of koalas. HIS will continue to expand "KOKORO ODORU" sustainable travel experiences that connect precious nature to the next generation.



Koala

Australian Koala Foundation (AKF)

Established in 1986, the AKF is the principal non-profit, non-governmental organization dedicated to the conservation and management of the wild koala and its habitat. Its primary activities include creating detailed "habitat mapping" based on scientific research and promoting studies on koala health and diseases. It also carries out global educational and awareness activities through the provision of educational materials, alongside making policy recommendations to lobby the government for a "Koala Protection Act." Donations are utilized as funds for these highly effective, scientifically grounded conservation actions.



Circular Economy

Earth's resources are finite. In addition to promoting paperless offices and reducing plastic products, HIS will reduce waste generated from business activities—such as plastic amenities in the hotel business—thereby simultaneously achieving environmental footprint mitigation and cost reductions.

Specific Initiatives

- Digitization of internal documents such as meeting materials and reports
- Digitization of customer-facing documents such as customer questionnaires and itineraries
- Use of FSC®-certified copy paper that protects forests for office copy paper and the membership magazine "KOKORO ODORU"
- Reduction of plastic products through the installation of amenity bars (Hotels)
- Elimination of plastic vinyl bags in business activities
- Switching from plastic delivery bags to paper bags
- Adoption of 25% biomass-blended products for retail store distribution plastic bags
- Recovery of waste oil at the restaurant "Seafood Buffet Iroha"

(Unit: tons)

	FY2019 (Base Year)	FY2025 Actual	Reduction Rate (vs. Base Year)	FY2026 Target Reduction Rate (vs. Base Year)
Plastic Consumption	25.4	3.9	84.6%	70.0%
Copy Paper Consumption	325.8	111.9	65.6%	70.0%

HIS Sustainability Website Environment: Preservation of the Global Environment
<https://www.his.co.jp/sustainability/environment/attempt/>



Climate Change Countermeasures

Information Disclosure Based on TCFD and ISSB

The HIS Group participates in the "GX Future Consortium (GXFC)," the successor organization to the TCFD Consortium. Currently, based on the TCFD recommendations and the IFRS Sustainability Disclosure Standards (ISSB), we grasp the risks and opportunities that climate change poses to our business activities and disclose information along the four pillars of: (1) Governance, (2) Strategy, (3) Risk Management, and (4) Metrics and Targets.

We will continue to further enrich our information disclosures directed at achieving a sustainable society in alignment with the evolution of international disclosure standards.

1. Governance

In accordance with the "HIS Group Philosophy"—which outlines the value we wish to continue providing to society, our code of conduct, and our founding spirit—the HIS Group works to develop and operate internal control mechanisms while strengthening its sustainability promotion structure.

At the Sustainability Committee, composed of Directors and Executive Officers, key policies, indicators, targets, and measures are discussed in line with the Basic Sustainability Policy, and progress monitoring is conducted in principle on a quarterly basis (held four times in FY2025). Furthermore, in risk management and policy implementation, we enhance effectiveness by working in cooperation with the Risk / Compliance Committee, business execution divisions, and domestic and overseas subsidiaries. Important matters are submitted or reported by the committee to the Board of Directors, from which necessary instructions and advice are received as appropriate. Furthermore, as subordinate organizations of the Sustainability Committee, we have established the Sustainability Promotion Project, DEIB Promotion Project, and Human Rights DD (Due Diligence) Promotion Project consisting of business execution division members. In the Americas and Asia-Oceania regions, Sustainability Committees have also been established to conduct regular activities, thereby enhancing promotional momentum across all locations. In addition, in September 2025, we hosted Sustainability Week to provide an opportunity to foster awareness among employees. We will continue to promote mindset reform and implementation into our businesses, aiming to resolve social challenges and enhance corporate value.

➔ For the structure chart and details on the promotion structure, please see P. 37.

2. Strategy

The HIS Group conducts climate change scenario analyses in line with the framework of the TCFD recommendations, summarizing the climate change risks, opportunities, the magnitude of their impacts, and their corresponding countermeasures related to our businesses. Based on these insights, for items with high risk materiality that span the long term, we view the transition to a decarbonized society as an opportunity and are strengthening the promotion of sustainable tourism, the development of environmentally friendly products, and our transition initiatives.

Risk Category	Risk / Opportunity Item	Risk Materiality	Time Horizon	Corresponding Initiatives
Physical Risk	• Increase in the frequency and severity of damage from typhoons, torrential rains, heatwaves, etc.	High	Short to Long term	<ul style="list-style-type: none"> Customer response based on the crisis management manual Enrichment of pre-travel support services (Cancellation Support) Providing safety and peace of mind utilizing our global network (DX Promotion) Thorough implementation of disaster prevention manuals and drills at owned facilities and vehicles Development of stockpiles and evacuation systems
	• Suspension or delay of service delivery due to damage to data centers (DCs) caused by natural disasters.	Medium	Short to Medium term	<ul style="list-style-type: none"> Review of DC (Data Center) configurations Cloud migration of servers Redundancy of critical data
Transition Risk	• Restrictions on vehicle operations due to stricter regulations on GHG (Greenhouse Gas) emissions, and an increase in business operating costs due to rising tax rates.	Low	Medium to Long term	<ul style="list-style-type: none"> Promoting EVs, FCVs, etc., for owned buses and vehicles Investment in and introduction of environmentally friendly transportation methods Grasping suppliers' GHG emissions and examining sustainable procurement
	• Increase in business operating costs due to the introduction of carbon pricing.	Low	Long term	<ul style="list-style-type: none"> Energy conservation and introduction of renewable energy Promoting EVs, FCVs, etc., for owned buses and vehicles Reducing plastic products and promoting paperless offices
	• Cooling of consumer sentiment due to service price increases accompanying soaring fuel costs.	Medium	Short to Long term	<ul style="list-style-type: none"> Promotion of micro-tourism Stimulating travel demand Providing new experience values
	• Changes in customer behavior and preferences due to rising interest in climate change.	High	Short to Long term	<ul style="list-style-type: none"> Reducing plastic products and promoting paperless offices Providing environmental protection experience programs Promoting EVs, FCVs, etc., for owned buses and vehicles Providing carbon-neutral products Providing new experience values Introduction of environmentally friendly transportation methods Active information disclosure
	• Decline in services caused by environmental changes such as rising temperatures and sea levels, and the resulting enactment of new regulations, laws, and ordinances.	Medium	Medium to Long term	<ul style="list-style-type: none"> New product development and destination development Product development aimed at natural environmental protection (collaboration with tourism bureaus and municipalities) Expansion of businesses other than the travel industry
	• Decline in corporate value and a reduction in investment or business partners if climate change initiatives are evaluated as insufficient.	Medium	Short to Long term	<ul style="list-style-type: none"> Active information disclosure Investment in renewable energy

Short-term (up to FY2024), Medium-term (FY2025–FY2026), Long-term (FY2027–FY2030)

*As there are no significant changes in the prerequisites, the analysis results from fiscal year 2023 continue to be applied.

3. Risk Management

The HIS Group has established the Risk / Compliance Committee with the aim of ensuring operational propriety through thorough risk management and compliance. This committee meets in principle on a quarterly basis (held 8 times in FY2025) to collect, share, and discuss information regarding business risks across the entire HIS Group based on reports from each group company. The Risk Management Office, which serves as the secretariat for the committee, collaborates with the Sustainability Committee to identify, analyze, and evaluate risks within the HIS Group—including climate change-related risks—and has determined the priority risks. Under the leadership of the Risk Management Office, we promote the development of management systems for risk response and carry out activities to prevent the materialization of risks before they occur.

Furthermore, we encourage thorough compliance in cooperation with each department under the Governance Headquarter and the Risk and Compliance Officers selected at each group company, while working to improve risk management effectiveness across the entire Group. Matters that need to be reflected in group-wide policies or strategies are submitted to the Board of Directors as appropriate.

4. Metrics and Targets

HIS Group has designated "Preservation of the Global Environment" as one of its materiality (Important issue) and views responding to climate change as a critical management priority. In May 2025, we formulated medium- to long-term CO₂ reduction targets (for H.I.S. Co., Ltd.) directed at achieving a decarbonized society.

Short-term Target (up to FY2026)	Reduce CO ₂ emissions (Scope 1 + 2) generated by the company by 30% compared to FY2024.
Medium-term Target (up to FY2030)	Achieve net-zero CO ₂ emissions (Scope 1 + 2) generated by the company.
Long-term Target (up to FY2050)	Achieve net-zero CO ₂ emissions (Scope 1, 2, and 3) across the company's entire value chain.

CO₂ Emissions Actuals and Initiatives

In FY2025, we expanded the disclosure of calculation targets to domestic and overseas consolidated subsidiaries, calculating emissions based on the GHG Protocol. We will continue to support reduction initiatives at each company while working to grasp and reduce CO₂ emissions across the entire HIS Group.

Calculation Method

In calculating Scope 2 CO₂ emissions, we utilize the latest values of the "Emission Factors by Electric Power Supplier" published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. If the factor for the relevant fiscal year has not been published at the end of the fiscal period, calculation is performed using the factor from the previous fiscal year, and retroactive revisions are made using the finalized factor in the following fiscal year's report. Based on this, the FY2024 actual values in this report have been revised using the finalized factors.

H.I.S. Co., Ltd.

Scope 1 + 2 (Unit: t-CO ₂)	FY2024 Actual (Base Year)	FY2025 Actual	Reduction Rate (vs. Base Year)	Scope 3 (Unit: t-CO ₂)	FY2025 Actual
	1,710	1,422	16.8%		1,267,532

In our company, within Scope 1 and 2, the ratio of Scope 2 is as high as 99.5%, which is derived from electricity utilization at our business offices. While striving for energy conservation to achieve the aforementioned targets, we converted 650,000 kWh of electricity to renewable energy sources by procuring non-fossil certificates with renewable energy designations, achieving a 16.8% reduction compared to the base year of FY2024.

In Scope 3, as a result of calculating all applicable categories in our business activities (Categories 1 to 7, 11, and 13), Scope 3 accounted for 99.9% of the total emissions across Scopes 1 to 3. Within Scope 3, 98.6% was derived from Category 11 (Use of sold products), and 73.2% of Category 11 was derived from jet fuel used in domestic and international aircraft operations. Directed at reducing our Scope 3, Category 11 emissions, we are driving reduction initiatives through collaboration with business partners, investment in new decarbonization services, and the provision of information and decarbonization plans to our customers. In FY2025, by contributing a portion of sales to participate in a program that promotes SAF utilization, we planned and sold package tours aimed at reducing Scope 3 emissions together with our customers. Approximately 670 customers participated, leading to a CO₂ reduction equivalent to 480 tons. Furthermore, to reduce emissions associated with vehicle transportation, we are working with HIS overseas subsidiaries to advance the introduction of EV cars and EV buses. Additionally, directed at reducing Scope 3, Category 1 (Purchased goods and services), we are driving initiatives with the target of achieving a 70% reduction in plastic consumption (vs. FY2019) and a 70% reduction in copy paper consumption (vs. FY2019) by FY2026. In FY2025, we newly adopted plastic bags containing 25% biomass for a portion of our retail distribution. For copy paper, we are advancing paperless offices alongside utilizing forest-protecting FSC®-certified copy paper.

Domestic Hotel Business / Kyushu Sanko Group

(Unit: t-CO₂)

	Scope 1 + 2		Scope 3
	FY2024 Actual	FY2025 Actual	FY2025 Actual
Domestic Hotel Business *1	8,476	8,438	100,832
Kyushu Sanko Group (12 Companies) *2	33,681 ³	33,323	32,826

*1 Regarding Scope 1 + 2, values for H.I.S. Hotel Holdings Co., Ltd. and Vison Hotel Management Co., Ltd. are stated. Regarding Scope 3, values for H.I.S. Hotel Holdings Co., Ltd. are stated.

*2 The 12 companies of the Kyushu Sanko Group include: Kyushu Sangyo Kotsu Holdings Co., Ltd., Kyushu Sanko Bus Co., Ltd., Kyushu Sanko Tourism Co., Ltd., Kyushu Sanko Landmark Co., Ltd., Kyushu Sanko Retail Co., Ltd., Sanko Bus Co., Ltd., Kumamoto Ferry Co., Ltd., Kyushu Sanko Auto Service Co., Ltd., KASSE JAPAN Co., Ltd., Kyushu Sanko Planning Co., Ltd., Kyushu BM Service Co., Ltd., and Taniguchi Automotive LLC.

*3 Regarding Scope 1 + 2 of the Kyushu Sanko Group for FY2024, data from some locations were scrutinized to refine the figures.


In the domestic hotel business, we advanced the introduction of the power loss reduction solution "POWER GUARD," reaching 8 facilities in FY2025. We plan to add 2 more facilities in FY2026. This has led to a reduction in electricity consumption of approximately 10% per hotel. Furthermore, within the Kyushu Sanko Group's bus business, we carry out engine cuts by introducing idling-stop-and-start systems and promote eco-driving utilizing digital tachographs. Additionally, at Kyushu Sanko Landmark Co., Ltd. and Kyushu BM Service Co., Ltd., efforts are being made to lower CO₂ emissions at SAKURA MACHI Kumamoto by utilizing groundwater for cooling in the cooling tower equipment, thereby suppressing heat dissipation.

Other Consolidated Group Companies

Scope 1 + 2 (Unit: t-CO ₂)	FY2025 Actual
Domestic Consolidated Subsidiaries (18 Companies) *4	10,325
Overseas Consolidated Subsidiaries (28 Companies) *5	1,466

*4 18 domestic subsidiaries excluding H.I.S. Hotel Holdings Co., Ltd. and the Kyushu Sanko Group. Regarding Scope 2, Cross E Holdings Co., Ltd. and Huis Ten Bosch Technical Center Co., Ltd. are excluded from aggregation as it is physically difficult to obtain data for each company due to tenant occupancy. Subsidiaries occupying the offices of the submitting company, such as Qualita Co., Ltd., are counted within the Scope 2 emissions of the submitting company.

*5 HAWAII HIS CORPORATION, H.I.S. INTERNATIONAL TOURS (NY) INC., H.I.S. GUAM, INC., H.I.S. KOREA CO., LTD., H.I.S. TOURS Co., Ltd., PT. HARUM INDAH SARI TOURS & TRAVEL, HIS (HONG KONG) COMPANY LIMITED, H.I.S. TAIWAN COMPANY LIMITED, H.I.S. INTERNATIONAL TRAVEL PTE LTD, H.I.S. AUSTRALIA PTY. LTD., and 18 other companies.

 **HIS Sustainability: Environment**
Climate Change Countermeasures (Information Disclosure Based on TCFD and ISSB)
<https://www.his.co.jp/sustainability/environment/policy/>



Society

Respect for Human Rights

Basic Approach

The HIS Group primarily operates businesses that connect people across various regions both domestically and internationally, and the respect for human rights serves as the foundation of the HIS Group's sustainability. We believe it is essential that every executive and employee respects one another's human rights, and that we conduct our business while respecting the human rights of everyone across our supply chain, including customers, business partners, and local communities.

To clarify the HIS Group's approach to respecting human rights and to fulfill our corporate responsibility to do so, we have established the "Human Rights Policy". We are working to instill and settle this policy within the HIS Group's business activities, while also striving to gain the understanding and support of everyone in our supply chain. Furthermore, we will construct and implement a human rights due diligence framework.

Materiality (Important issue)

Regarding human rights issues that carry the risk of negative impacts resulting from the HIS Group's business activities, we mapped them based on likelihood and severity. As a result, we have designated the following 11 items as the priority key issues to be addressed by our company.

1. Discrimination	5. Consumer Safety and the Right to Know	9. Rights of Indigenous Peoples and Local Residents
2. Harassment	6. Respect for Intellectual Property Rights	10. Human Rights Issues Related to the Environment and Climate Change
3. Excessive Working Hours and Occupational Health and Safety	7. Bribery and Unsound Business Practices	11. Forced Labor and Child Labor
4. Right to Privacy	8. Human Rights Issues in the Supply Chain	

Specific Initiatives

Target	FY2025 Activities & Content	Target Scope
Training, e-Learning, & Dissemination	Enhancing Employee Awareness of Human Rights/Compliance and Acquiring Specialized Knowledge <ul style="list-style-type: none"> Dissemination of the HIS Group Human Rights Policy to all employees (including contract and part-time workers). 	HIS Group
	1. Human Rights, Business Ethics, and Compliance Training <ul style="list-style-type: none"> Compliance training (Conducted in October 2025; 100% attendance rate). Legal training (Antimonopoly Act, Subcontract Act, Travel Agency Act and Terms & Conditions) (Year-round) / -SDGs workshops (Conducted in September 2025). Regular sharing of compliance-related knowledge via email, etc. (Three types: for managers, for all employees, and for internal reporting system awareness; each issued once a month). 	HIS Group HIS HIS Domestic Group
	2. Specialized Training for Procurement, Supply Chain, and Product Planning Personnel <ul style="list-style-type: none"> Training for planning personnel (Premium and Representation Regulations, intellectual property rights, safety/quality management, Antimonopoly Act, Subcontract Act, respect for human rights in the supply chain, etc.) (Held 56 times). e-Learning for domestic and international travel planning personnel (1 session each). Universal Tourism online training for arrangement personnel (Held 4 times). Online safety management seminars for all overseas branches (Held 6 times). 	HIS HIS HIS HIS Overseas Group
	3. Data Privacy and Information Security Training <ul style="list-style-type: none"> Personal information protection handling training (including data privacy protection) (Conducted 1 time; 100% attendance rate). Information security training (100% attendance rate) / -Regular sharing of information security-related knowledge via email, etc. 	HIS HIS
For the Supply Chain	4. Diversity (DEIB), Working Environment, and Health Management Training <ul style="list-style-type: none"> Various DEIB promotion seminars (Female managers, male childcare leave, work-life balance support, multicultural understanding, sign language classes, etc.) (Conducted in September 2025). Unconscious bias e-learning (Conducted in September 2025; 95.3% attendance rate). LGBTQ+ training (Conducted in September 2025) / -Mental health training (Conducted in June 2025). Labor management training for managers (Conducted year-round) / -Health promotion seminars (Conducted in September 2025). 	HIS HIS HIS HIS
For the Supply Chain	Effectiveness Evaluation of Training Programs <ul style="list-style-type: none"> Following each training and e-learning session, comprehension confirmation tests and participant questionnaires are conducted to regularly evaluate and improve program effectiveness. 	
Human Rights Due Diligence	For the Supply Chain <ul style="list-style-type: none"> Sharing the HIS Group Human Rights Policy with Suppliers and Requesting Compliance Safety and quality management standard briefing sessions for business partners (Held 1 time). 	HIS Group HIS
Remedy and Mitigation	For Employees <ul style="list-style-type: none"> Identification and Continuous Monitoring of Human Rights and Working Environment Risks Within the Company <ul style="list-style-type: none"> Evaluation of the working environment through employee satisfaction surveys (Conducted in July-August 2025; Response rate of 93.5% for HIS and 84.6% for the HIS Group). Human Rights Risk Assessment in the Supply Chain <ul style="list-style-type: none"> Initiatives aimed at constructing a regular monitoring system and risk assessments (self-assessments, etc.) regarding working environments and human rights compliance status for new and existing major suppliers. 	HIS Group
	For Employees <ul style="list-style-type: none"> Operation of an Internal Reporting System that Guarantees Anonymity and Strictly Prohibits Disadvantageous Treatment (Retaliation) Against Whistleblowers Under Internal Regulations <ul style="list-style-type: none"> Internal consultation desk External reporting hotline operated by an independent specialist organization ("Sawayaka Hotline") / Health consultation desk Consultation form for overseas employees 	HIS HIS Domestic Group HIS Overseas Group
	For Customers & the Supply Chain <ul style="list-style-type: none"> Operation of Whistleblowing Channels Accessible to Suppliers' Employees (Labor Providers of Business Partners) <ul style="list-style-type: none"> Customer Relations Office (Telephone, Webform) / -Post-travel questionnaires, Retail store utilization questionnaires 	HIS

Occurrence Status of Human Rights Violation Incidents

During the reportable period, the number of major human rights violation incidents arising from our business activities was zero. In the unlikely event that an incident occurs, we will promptly investigate the facts in accordance with internal regulations and execute appropriate mitigation and remedial measures.

Governance and Oversight System (Oversight System by the Board of Directors)

The progress of activities by the Human Rights Project, as well as incidents regarding compliance and human rights reported to the internal reporting windows, are regularly reported to the Board of Directors through the "Risk / Compliance Committee" and the "Sustainability Committee". Through this structure, we have established a system to receive appropriate oversight and instructions.

 HIS Sustainability - Society: Respect for Human Rights

https://www.his.co.jp/sustainability/social/human_rights/



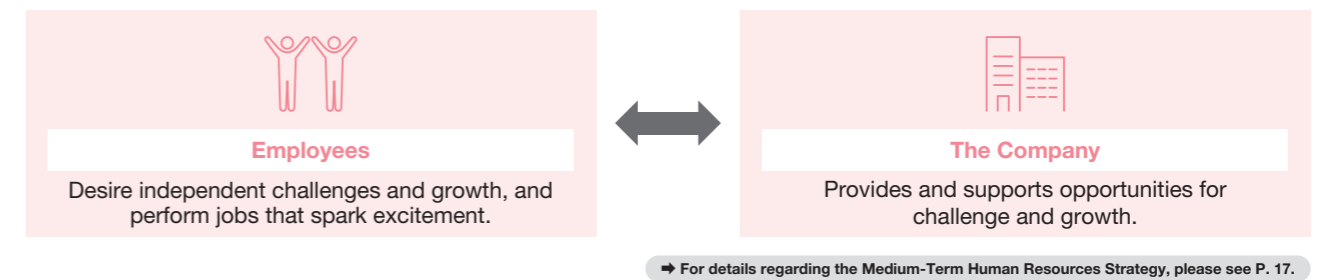
Empowerment of Diverse Human Resources (Human Capital Management)

The HIS Group's Basic Approach to Human Capital

The HIS Group believes that "Challenge," which represents our history since our founding, is our identity, and that human resources are the source of value creation. At our founding in 1980, during an era when overseas travel was still expensive and centered on group tours, we opened up the individual travel market through discount air tickets. In this way, challenging conventional wisdom has supported our growth.

With this "Spirit of Challenge" as our starting point, we are promoting the building of a foundation where each individual can take on challenges in their own unique way, find motivation in their work, and perform jobs that spark excitement.

The power of human resources is indispensable to achieving Vision 2030, "Change & Create: An enterprise full of the spirit of challenge, connecting the world, and continually chosen by customers," which looks toward our 50th anniversary in 2030. Human capital management as envisioned by our company means delivering value that fulfills the purpose—"Unleash your feeling "KOKORO ODORU": Being interested, excited, and having a desire"—to people around the world through the challenges and growth of each employee, thereby achieving a company that continues to be chosen by customers and society.



Human Resource Development and Recruitment

Human Resource Development Policy

In accordance with Vision 2030, "Change & Create: An enterprise full of the spirit of challenge, connecting the world, and continually chosen by customers," we will work to develop human resources who possess big dreams and goals, think with free ideas without being bound by conventional ways of thinking, and take on new challenges without fear of failure.

Recruitment in the IT and Digital Domains: "Seeking Challengers to Open Up the Future"

To support the core foundation of our Medium-Term Management Plan, we are conducting new graduate and career recruitment in the IT and digital domains. For new graduate recruitment, we held two programs during our summer 5-Day Internship:

Theme 1: Application development using generative AI (utilizing the programming language PHP)

Theme 2: Global security network construction

For the fiscal year 2027 new graduate recruitment, we plan to open applications for application engineers, infrastructure/security engineers, and personnel related to CX, AI, and data utilization.

Expanding HIS Group Philosophy Training: "Nurturing the Spirit of Challenge"

We are undertaking initiatives to deepen each individual's understanding and empathy toward the "HIS Group Philosophy"—which consists of our Purpose, Values, Code of Conduct, and Founding Spirit—as well as the distinct qualities unique to the HIS Group.

To create opportunities for employees to discover the overlap between their personal values or aspirations and the direction of the company, we are expanding the scope of the Philosophy Training to global branches and group companies, aiming to instill it across the entire Group.



Philosophy Training for Overseas Subsidiaries

Nurturing the Spirit of Challenge: HIS Business Academia

As a support to enhance "the power of human resources," which serves as the source of sustainable corporate growth and value creation, we are promoting the expansion of our company-wide education system, "HIS Business Academia." This system links with "Bands" (the grading tiers of our personnel evaluation system) and systematically supports competency development according to the expected roles required at each growth stage. Specifically, by providing various training programs step-by-step—such as business skill training, management training during role transitions, and compliance/risk management training—we encourage independent career formation for each individual. Through supporting them to turn their challenges into reality, we aim to improve the performance of the organization as a whole and ensure that an individual's sense of growth leads to motivation and job satisfaction.

Specific Initiatives

FY2025 Actual

	Actual	Target
Consultant Certification System		
Executive Consultant	1 member appointed	HIS
Senior Consultant	20 members certified	HIS
20% Project Open Application	96 participants across 48 projects	HIS
Mirai no Jikan (Time for the Future) ^{*1}	30 participants across 3 sessions	HIS Group
HIS Start-Up Program ^{*2}	Held 1 time	HIS

^{*1} Mirai no Jikan (Time for the Future): Town hall meetings with the executive management team.
^{*2} HIS Start-Up Program: An in-house venture system to create new businesses and services.

DEIB Promotion & Health Management

"An Environment That Supports Challenge"

Internal Environment Development Policy

Within our Code of Conduct, the HIS Group stipulates the "Ensuring of a comfortable and safe workplace environment." To enable employees to remain bright, lively, and full of energy as they continually take on challenges, we promote the creation of workplaces where psychological safety is secured alongside physical safety, aiming to improve work engagement.

DEIB Promotion Policy

We promote DEIB (Diversity, Equity, Inclusion, and Belonging) with the aim of ensuring that each individual respects one another, takes on challenges in their own unique way, continues to grow, and transforms diversity into strength. The HIS Group will realize "full active participation of all members" and deliver value that fulfills our purpose: "Unleash your feeling "KOKORO ODORU": Being interested, excited, and having a desire."

Advancement of Women & Work-Life Balance Support

- Hosting of panel discussions directed at the advancement of women
- Establishment of the DEIB Promotion Office and launching of DEIB Promotion Projects nationwide
- Conducting of pre-reinstatement roundtable discussions for employees on childcare and maternity leave
- Promotion of diverse working styles, such as shorter working hour systems for childcare
- Promotion of male employees taking childcare leave
- Granting of special leave for a spouse's childbirth

Major Certifications & Awards

Childcare Support Company certification ("Kurumin" 2021) (HIS) / Company Promoting the Advancement of Women ("Eruboshi" Highest 3rd Grade) (HIS, Miki Tourist) / Work-Life Balance Promotion Company Certified by the City of Nagoya (HIS) / Gender Equality Promotion Business Operator Certified by Kumamoto Prefecture (Kyushu Sanko Tourism, Sanko Bus) / Excellent Childcare Support Company Certificate (Kyushu Sangyo Kotsu Holdings and 6 other group companies) / Best Workplaces™ Managed by Women 2024 (Red Label Vacations) / D&I AWARD 2025 - ADVANCED

Actual Results and KPIs (HIS)

(Unit: %)

	FY2025 Actual	FY2026 Target	FY2030 Target
Ratio of Female Managers	19.3	20.0	30.0
Ratio of Female Officers	18.2	20.0	30.0
Childcare Leave Take-Up Rate Among Male Employees	87.8	90.0	100.0

Job Satisfaction Index (HIS Group)

(Unit: %)

FY2024 Actual	FY2025 Actual	FY2026 Target
65.1	66.4	80.0

*The percentage of employees who responded "This is a great place to work" in the employee satisfaction survey.

Respect for Diversity

Specific Initiatives

- Unconscious bias training
- Implementation of basic LGBTQ+ training
- Promotion of universal design (UD) centered on the active participation of employees with disabilities (Introduction of the UD Staff System and UD medical-visit leave)
- Application of welfare and benefit systems to common-law marriage and same-sex partners
- Installation of a "Prayer Room" in the office



Networking event between UD staff and executive management

Promoting Health Management

Viewing employee health as our core foundation, we work to improve the working environment using various indicators, while promoting "Human Capital Management" through health management in collaboration with health insurance societies and industrial physicians.

Health Management Declaration

The health of all employees working in the HIS Group is the foundation for realizing the HIS Group Purpose: "Unleash your feeling "KOKORO ODORU": Being interested, excited, and having a desire." We, the HIS Group, will work as one as a company and as individuals to promote initiatives for maintaining and improving health, aiming to be a corporate group where employees and their families remain bright, lively, and healthy in both mind and body.

1. Employees will increase their awareness of "health" and work to maintain and improve the health of themselves and their families.
2. The Company will actively support employee health management and health creation.
3. The Company will promote the creation of workplaces where employees' physical and psychological safety is secured.
4. Through delivering experiences that spark excitement, the HIS Group will expand the circle of smiles across the globe, promoting people's health and peace.

Specific Initiatives

- Launching of the "Wellness Promotion Project"
- Holding of Health and Safety Committee meetings (Nationwide)
- Establishment of a health consultation desk for employees
- HIS's unique leave systems (Long-term leave, Anniversary leave, and Refresh leave for long-service employees)
- Introduction of the Accumulated Paid Leave System (A system that allows employees to accumulate expired annual paid leave and use it to take time off for their own illness/injury, fertility treatment, or inpatient/outpatient visits as a bone marrow donor)

Major Certifications

Certified Health & Productivity Management Outstanding Organization 2026 (HIS)



Promotion of Diverse Working Styles

We have introduced various systems aiming to optimize working styles according to a wide variety of duties.

Specific Initiatives

- Flextime system
- Work-from-home (Telecommuting) system
- Side-job/Second-job system, and leave system to accompany a spouse overseas
- Shorter working hours/fewer working days system during childcare and post-retirement re-employment
- Re-entry system for former employees

Actual Results and KPIs (HIS)

(Unit: %)

	FY2024 Actual	FY2025 Actual	FY2026 Target
Average Paid Leave Take-Up Rate	68.2	66.3	75.0
Secondary Medical Examination Attendance Rate	45.0	45.0	70.0
Stress Check Completion Rate	64.6	77.7	80.0

➔ For other data regarding human capital, please see the ESG Data List on P. 64.

HIS Sustainability - Society: Empowerment of Diverse Human Resources

<https://www.his.co.jp/sustainability/social/deib/>



Providing Security and Safety to Customers

Safety and Quality Management

Customer safety is the highest priority in all of our business activities. As our business domains expand through global development and the introduction of new mobility services, we cooperate not only within our company but also with partners worldwide to operate and audit our unique safety standards. By applying preventative quality control and governance against evolving risks, we will continue to provide an environment where customers can enjoy their travels with peace of mind. Furthermore, we strive to improve quality based on customer feedback.

Safety Management System

1. Basic Approach and Governance Structure

In the first item of the "HIS Group Code of Conduct," titled "Providing Products and Services Useful to Society," the HIS Group declares its commitment to paying full attention to security and safety. Based on this policy, the "Risk / Compliance Committee," which reports directly to executive management, oversees the risk management system for the entire Group, including service safety.

➔ For details, please see Risk Management on P. 58.

2. Safety Assurance Processes in the Supply Chain

To ensure the quality and safety of the services provided to our customers, our specialized department, the "Ii-Tabi Research Institute," takes the lead in thoroughly executing the following processes.



3. Crisis Management System in Times of Emergency

In preparation for unpredictable accidents, disasters, terrorism, and other incidents, we have developed a sophisticated crisis management system to place the highest priority on the safety of our customers' lives and physical well-being.

➔ For details on the system, please see Risk Management: Crisis Management System on P. 59.

• Establishment of the Accident Response Headquarters

If a serious accident or disaster occurs, we will immediately establish the "Accident Response Headquarters" at the head office, headed by the Representative Director. The "Crisis Management Manual" stipulates and executes a system to promptly collect information, rescue customers, respond to families, and coordinate with relevant organizations in cooperation with local response headquarters.

• 24/7/365 Support System

By leveraging our global network and collaborating with branches around the world, we have established a system that can provide swift safety confirmation and support across time zones and language barriers.

4. Ensuring Effectiveness Through Internal Audits

The independent "Internal Audit Department" conducts audits to verify whether these safety management processes are being operated properly. Audit results are reported to the President and Representative Director as well as the "Audit & Supervisory Committee". If any deficiencies are found, corrective measures are taken immediately to execute continuous improvement (PDCA) of the safety management system.

Specific Initiatives

- Formulation of various guidelines and dissemination to business partners
- Overseas guide training and vehicle checks
- Tour safety inspections via mystery shopping
- Online training and e-learning for planning personnel (Premium and Representation Regulations, intellectual property rights, safety/quality management, Travel Agency Act and Terms & Conditions, Subcontract Act, etc.)
- Formulation of partner selection criteria
- Formulation and dissemination of the Crisis Management Manual
- Conducting customer questionnaires
- Accepting inquiries via telephone and email through the Customer Relations Office

Annual KPIs

Number of serious accidents:

0

TOPICS

Supply Chain Safety Audits and Verification of New Mobility in Three Southeast Asian Countries

In February 2026, the CS & ES Administration Headquarter and the Ii-Tabi Research Institute visited Malaysia, Cambodia, and Vietnam to conduct on-site audits of local partners' quality and safety management systems. This time, in addition to strict checks on the hygiene and maintenance status of vehicles and restaurants, emphasis was placed on verifying the safety of new mobility experiences, such as the "ride-sharing" provided by HIS in Malaysia and the "electric buggies" provided by partner companies in Vietnam. Furthermore, based on customer feedback, we provided on-site guidance for improvements at specific hotels and reconfirmed the medical infrastructure (emergency transport systems) in Cambodia. The HIS Group will continuously achieve the provision of globally standard safe and secure travel by reinforcing governance over the entire supply chain and thoroughly executing risk assessments when introducing new content.



Vehicle inspection check

Cultivating Trust Through Data Security

Within the HIS Group, which aims to create new experience values through data utilization (DX), we believe that information security and privacy protection are extremely important for building relationships of trust with our customers. To respond to increasingly sophisticated cyberattacks, we are strengthening technical countermeasures through specialized departments. Concurrently, under the leadership of the newly established "Governance Administration Headquarter," we are thoroughly instilling education and compliance awareness among employees. Under a robust information management system, we will protect our customers' precious information.

Specific Initiatives

- Responding to cyberattacks utilizing IT asset management tools and EDR
- Constructing secure network systems
- Developing monitoring systems operated by security analysts
- Introducing systems to detect fraudulent credit card transactions
- Implementing personal information protection training
- Implementing information security e-learning

Annual KPIs

Information security e-learning training attendance rate:

100%

Personal information protection training attendance rate:

100%

➔ For details regarding information security countermeasures, please see P. 60.

In-Destination Support Leveraging Our Global Network

HIS utilizes its branch network expanding across 54 countries overseas as a "travel safety net," establishing a Japanese-language support system available 24 hours a day, 365 days a year during travels.

Specific Initiatives

- Providing 24/7/365 Japanese-language support during overseas travel
- Providing services via in-destination apps at travel destinations (Hawaii, Australia)
- "Cancellation Support Insurance" to compensate for travel cancellation fees
- "TAVICA," a credit card bundled with security support during overseas travel, such as remote medical consultations in Japanese at travel destinations

Providing Accessibility and Inclusive Travel

HIS aims to realize a society where everyone can encounter experiences that spark excitement, regardless of age, the presence of disabilities, or family structures. In addition to our specialized "Universal Tourism Desk," we implement health questionnaires and training at all retail stores to propose travel plans that closely align with the situations and requests of our customers. Furthermore, we are expanding our systems to meet diverse needs, such as the "Papa-Mama Consultation Desk," which addresses the specific anxieties of families traveling with small children.

By removing not only physical mobility restrictions but also psychological anxieties, we continue to create services aiming for an environment where anyone can freely connect with the world at any time. These initiatives represent a growth strategy for HIS to open up diverse customer segments while simultaneously resolving social issues.

Specific Initiatives

- "Video Chat" travel consultation service utilizing video calls
- Confirming health conditions before travel through health questionnaires at all retail stores
- Implementing Universal Tourism training for consultants at all retail stores (Held 4 times in FY2025)
- Planning and providing products through the specialized Universal Tourism Desk
- Establishment of the "Papa-Mama Consultation Desk" to resolve anxieties regarding travel with children
- Providing experiences to connect with the world at any time through "Online Experience Tours"

HIS Sustainability - Society: Providing Security and Safety to Customers

<https://www.his.co.jp/sustainability/social/safety/>



Coexistence with Local Communities

Basic Approach

The HIS Group believes that the development of its businesses goes hand in hand with global regions and the people who live there. By resolving social issues through our business activities, we contribute to the development of local communities and the promotion of mutual understanding, aiming for a sustainable society.

Creating New Appeal Through Collaboration with Local Communities

The sustainability of the "regions (destinations)" that form the foundation of the travel business is essential to the growth of the HIS Group. We are collaborating with local governments and partner companies to address regional issues such as overtourism and population decline. By discovering and rebranding regional appeal and disseminating it both domestically and internationally, we support the expansion of the vital exchange population and the self-sustained development of regional economies.

Specific Initiatives

- Overtourism countermeasures through planning new tours that attract visitors to regional cities for inbound travel
- Trial introduction of a new tourism experience, "Green Slow Mobility," in Atami City
- Conclusion of partnership agreements with various regions around the world (1 region in FY2025)
- Conclusion of comprehensive partnership and personnel secondment agreements with local governments (6 local governments in FY2025)
- Activities as a designated manager of public facilities (2 facilities in FY2025)
- Capital and business alliance with "Satoyume," a company that produces regional revitalization
- Implementation of study tours in collaboration with regional NPO groups, etc.



Green Slow Mobility in Atami City

TOPICS Visualizing Support and Involvement in Kiso Town, Nagano Prefecture to Create a "Relation Population"

In March 2025, together with Satoyume Co., Ltd., which produces regional revitalization businesses, HIS concluded a comprehensive partnership agreement regarding the "New Destination Creation Business — Destination Create Project —" with Kiso Town in Nagano Prefecture and the Ontake Wellness Lab General Incorporated Association. Kiso Town promotes a "Healthy Town (Health x Tourism Town Planning Concept)" that leverages its rich forest resources and is actively working on "wellness tourism" businesses. In December 2025, we held a seminar for companies in Tokyo to introduce the "Kaida Kogen Wellness Program" that utilizes forest resources, highlighting the importance of investment effects and productivity improvements in Human Capital Management. Furthermore, in January 2026, together with FINANCIE, Inc., we launched the "Second Hometown Project" set in Kaida Kogen. To create a "relation population," we introduced a "Digital Residency Card" utilizing Web3 technology. Through a community utilizing tokens, we visualize continuous touchpoints with the region rather than transient tourism, challenging ourselves to construct a sustainable regional revitalization model.



Kaida Kogen - Second Hometown Project

Preservation of Regional Culture and Traditions and the Creation of High Added Value

A region's unique culture is an irreplaceable tourism resource. HIS redefines this appeal through its business activities and will provide it as high-added-value experiences to domestic and international customers. By creating opportunities to engage with culture through unique content, we support the inheritance of culture while generating economic value.

Specific Initiatives

- Operation of utilization projects for facilities such as the National Theatre with the Japan Arts Council
- Implementation of the Chamorro culture inheritance event "Guam Summer Experience Kingdom" (2,250 customers participated in FY2025) (Guam)
- Operation of concept shops that promote Japanese food and culture (5 stores in Europe)
- Operation of a Maya embroidery and women's support project and improvement of educational environments for the Maya minority (Mexico)
- Planning of gastronomy tours introducing local city gourmet food in South Korea (South Korea)



Scene from the Chamorro Culture Inheritance Event

Leveraging Our Global Network for Social and Reconstruction Support

For the HIS Group, a society where people can live in peace and security is a prerequisite for our business activities. In response to disasters and community issues occurring both domestically and internationally, our Group utilizes its global network to provide support tailored to local needs.

Specific Initiatives

- Donation to the Noto Peninsula Earthquake reconstruction through holding a Sky Lantern Charity Event (263,000 yen in FY2025)
- Kumamoto Region Support Project (Hitoyoshi/Kuma Reconstruction Support) (Kyushu Sanko Group)
- Donation to the Nagasaki Children's Cafeteria Network (1 million yen in FY2025 by Cross E Holdings Co., Ltd.)
- Donation to the Waikiki Aquarium through holding the Hawaii LeaLea Charity Run (370 participants, approx. 20,000 USD) (Hawaii)
- Donation to a Canadian pediatric medical institution through holding a Charity Golf Event (Cumulative total of approx. 3 million CAD) (Canada)
- Participation in the City of Honolulu's volunteer program "Adopt-A-Block" (Hawaii)
- Participation in the Chuo Ward Street Clean Day (HS Insurance Co., Ltd.)
- Support project for the impoverished through purchasing Fijian handicrafts (Fiji)



Scene from the LeaLea Charity Run

TOPICS Implementing the "LeaLea Charity Run" to Give Back to the Local Community in Hawaii

The "LeaLea Charity Run," which HIS Hawaii launched in 2011 to support recovery from the Great East Japan Earthquake, subsequently shifted its format to support local communities in Hawaii and has been held nine times. Following an interruption due to the COVID-19 pandemic, it resumed in October 2025 for the first time in six years. This time, entry began in May under the concept of donating all participation fees to the "Waikiki Aquarium," which works on the protection and research of Hawaii's coral reefs and marine ecosystems. We conducted awareness activities widely targeting local schools and companies, centering on the running community. The event drew a total of 371 participants, primarily Hawaii locals. In addition to the total participation fees from customers amounting to 10,476 USD, HIS Hawaii provided support of 10,000 USD, donating a combined total of 20,476 USD to the Waikiki Aquarium. The next "LeaLea Charity Run" has already been scheduled for October 11, 2026. We will continue to provide opportunities for Mālama Hawai'i (a spirit of caring for Hawaii), allowing participants to rediscover Hawaii's appeal while enjoying giving back to the local community.



Scene from the LeaLea Charity Run

Developing Next-Generation Leaders (Industry-Academia Collaboration & Educational Support)

In a rapidly changing society, developing human resources who will open up the future is an important social issue. HIS collaborates with educational institutions to provide practical learning programs incorporating inquiry-based and active learning that go beyond simple school trips, as well as career education such as internships. By creating opportunities to engage with real-world issues, we contribute to developing next-generation leaders with a global perspective and nurturing the workforce for a sustainable tourism industry.

Specific Initiatives

- Providing programs that incorporate inquiry-based and active learning into educational institutions, such as industry-academia collaboration initiatives through "Travel Business Seminars" with Kyushu Sangyo University
- Accepting company visits and internships from students, and providing guest lectures
- Holding joint events with the Manga Department of Kumamoto Prefectural Takamori High School (Kyushu Sanko Group)
- Implementing the "Sagara Village Tea Education Guest Lecture" for elementary school students (Kyushu Sanko Retail Co., Ltd.)
- Donation to the Nagasaki Prefecture Industrial Human Resource Development Scholarship Repayment Assist Project (1 million yen in FY2025 by Cross E Holdings Co., Ltd.)
- Participation in educational support for children through the disposal of corporate PCs (HS Insurance Co., Ltd.)
- Implementation of the Online Job Visit Program (2 sessions total in FY2025)
- Creating a place of learning to support the future of Maasai children (Kenya)



Scene from a lecture at Kyushu Sangyo University



Governance

Governance Initiatives

Basic Approach to Corporate Governance

The HIS Group has designated "Reinforcement of Governance" as one of its materialities. Based on the "HIS Group Philosophy," we aim to be a company that continues to be trusted and chosen by all of our stakeholders. Furthermore, each and every employee complies with the "HIS Group Code of Conduct" (or "Code of conduct"), working to foster a corporate culture and climate that respects the rights and positions of our stakeholders as well as sound business ethics.

Corporate Governance Structure

Board of Directors

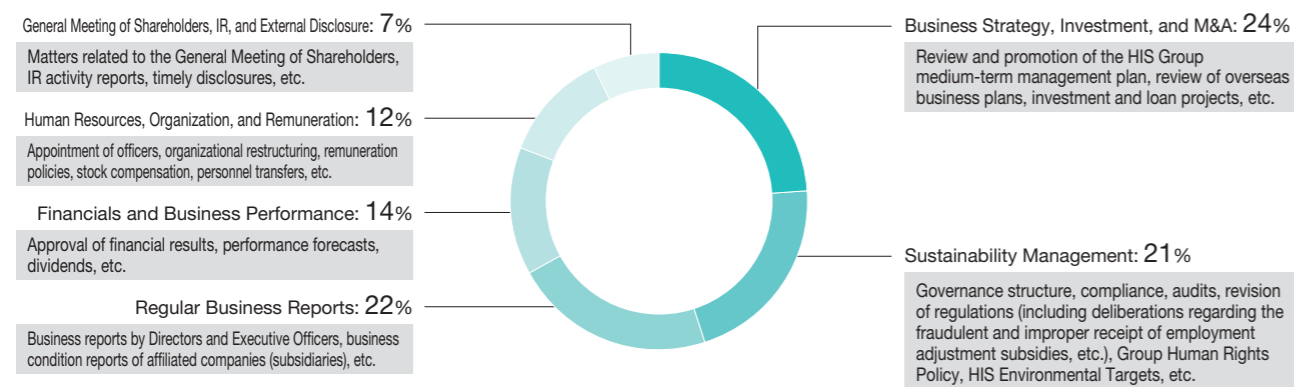
Based on laws and regulations, the Articles of Incorporation, and internal rules, the Board of Directors responds to the mandate from shareholders. To achieve sustainable growth and enhance corporate value over the medium to long term, the Board makes decisions on basic management policies and important operational execution, while effectively supervising the execution of duties by Directors and Executive Officers, meeting in principle once a month. Under a rapidly changing business environment, to realize fair, transparent, swift, and decisive decision-making, we clarify the division of roles between the supervisory function and the operational execution function. We have constructed a system where each officer executes their duties appropriately and agilely based on authority regulations. The Board of Directors emphasizes strategic discussions from a medium- to long-term perspective—such as the rolling of the HIS Group medium-term management plan and the promotion of sustainability—going beyond mere management supervision of operations. The Board also regularly receives reports on the business performance and risk management status of major group companies, working to reinforce governance across the entire Group and improve the effectiveness of internal controls. The contents of these deliberations and decided matters are appropriately recorded and managed. In accordance with laws, regulations, and the rules of financial instruments exchanges, we strive for the timely disclosure of information that contributes to constructive dialogue with shareholders and investors.

FY2025	
Number of Meetings Held (Times)	Attendance Rate (%)
14 ^{*1}	99.4 ^{*2}

*1 Apart from the above, written resolutions were passed 6 times.
*2 Represents the attendance rate across 14 meetings held.

Deliberation Items and Breakdown

➔ For details regarding feedback to management and responses through dialogue with shareholders and investors, please see P. 57.



Audit & Supervisory Committee

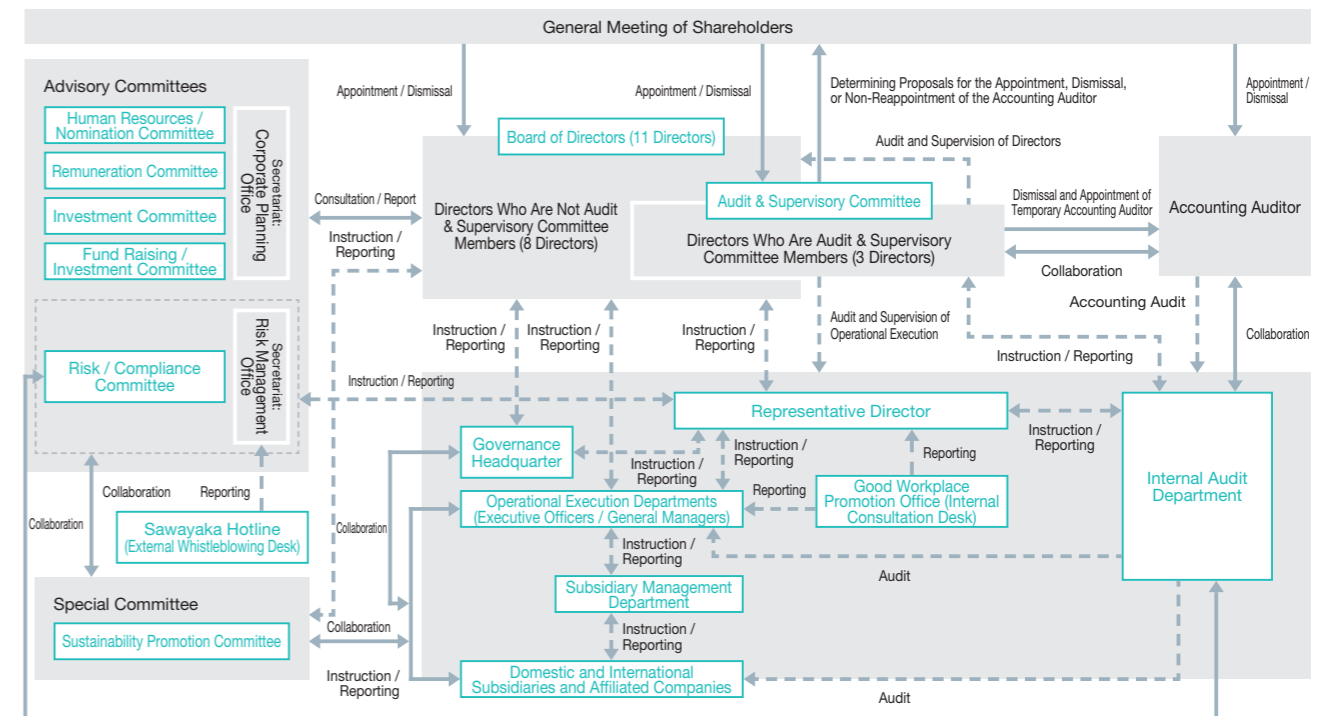
The Audit & Supervisory Committee conducts audits in accordance with laws and regulations, the Articles of Incorporation, internal rules, and annual audit plans. The Committee holds individual opinion exchange sessions with Directors and Executive Officers, briefing sessions on important matters, regular report receiving sessions from the internal audit and internal control departments, and periodic opinion and information exchange sessions with the Accounting Auditor. Audit working papers prepared by full-time Audit & Supervisory Committee members regarding business departments, etc., are made available for review by part-time, External Audit & Supervisory Committee members, who provide necessary additional confirmations and recommendations. Including the summary of daily audit activities, regular Audit & Supervisory Committee meetings are held in principle once a month.

FY2025	
Number of Meetings Held (Times)	Attendance Rate (%)
15	100

Main Agenda Items Discussed and Exchanged Opinions On

- Opinion exchange sessions with Directors, Executive Officers, etc.
- Opinion exchange sessions with External Directors who are not Audit & Supervisory Committee members
- Audit reports and opinion/information exchange sessions with the Accounting Auditor
- Methods and items for evaluating the effectiveness of the Board of Directors and the Audit & Supervisory Committee
- Information exchange at the Group Corporate Auditors Liaison Committee
- Investigations and audits related to compliance issues

Corporate Governance Structure Chart



Internal Audit Department

The Internal Audit Department is established as an organization independent from operational execution departments. In addition to periodic reporting to the Representative Director and the Audit & Supervisory Committee, we have constructed a dual reporting line structure that allows direct reporting to the Board of Directors as necessary. Under this structure, acting as the third line of our Group's "3 Line Model," the department objectively verifies and evaluates the effectiveness of risk management and internal control processes. Furthermore, by collaborating closely with the Audit & Supervisory Committee and the Accounting Auditor, it enhances the effectiveness of audits and contributes to the reinforcement of governance.

Governance Headquarter

The Governance Headquarter was newly established in November 2025 with the aim of optimizing governance-related functions across the entire Group by centralizing legal, risk management, internal control, and general affairs functions and integrating specialized expertise. Its main role is the early identification of potential risks in new businesses and strategic initiatives, as well as providing appropriate decision-making support to executive management based on objective evaluations. By collaborating closely with business departments and constructing highly effective risk response measures, we will achieve both regulatory compliance and the maximization of decision-making speed.

Advisory Committees

Five committees have been established as advisory bodies to the Board of Directors. The Human Resources / Nomination Committee is responsible for deliberating and proposing draft plans and policies for appointing candidates for Directors, Corporate Auditors, Executive Officers, and Directors of affiliated subsidiaries (or affiliated companies). The Remuneration Committee is responsible for deliberating and proposing remuneration levels, as well as various systems related to evaluation and remuneration for Directors, Executive Officers, and Directors of affiliated subsidiaries.

FY2025		
	Number of Meetings Held (Times)	Attendance Rate (%)
Human Resources / Nomination Committee	6	100
Remuneration Committee	10	100
Investment Committee	11	98.5
Fund Raising / Investment Committee	5	96.7
Risk / Compliance Committee	8	97.1

In addition, the Investment Committee is responsible for deliberating and making recommendations from multifaceted perspectives regarding investment policies and the alignment of individual investment projects with management strategies, as well as the validity of investment recovery. The Fund Raising / Investment Committee is responsible for examining and deliberating agile fund-raising methods directed at maintaining financial soundness. Lastly, the Risk / Compliance Committee is responsible for promoting risk management and compliance that support group governance. Following deliberations and reports from each committee, matters are submitted to the Board of Directors as agenda items for resolution and deliberation.

➔ For details regarding the Risk / Compliance Committee, please see P. 58.

Sustainability Promotion Committee

Composed of Directors and Executive Officers, the Sustainability Promotion Committee collaborates with the Risk / Compliance Committee, operational execution departments, and domestic and international subsidiaries and affiliated companies to discuss important policies and measures. Simultaneously, it promotes sustainability initiatives by monitoring progress against targets. Furthermore, sectional committees and project teams in each sustainability domain conduct regular activities, working to deepen discussions and examinations and improve effectiveness.

FY2025	
Number of Meetings Held (Times)	Attendance Rate (%)
4	100

➔ For details regarding the sustainability promotion structure, please see P. 37.

Board of Directors Effectiveness Evaluation

At HIS, we conduct a self-evaluation and analysis of the effectiveness of the Board of Directors once a year. This initiative aims to improve the functionality of the Board of Directors and enhance corporate value.

Evaluation Process

Target Scope	All 11 members of the Board of Directors (8 Directors who are not Audit & Supervisory Committee members, including 2 External Directors; and 3 Directors who are Audit & Supervisory Committee members, including 2 External Directors).
Evaluation Method	An anonymous questionnaire and tabulation were conducted via a third-party external organization.
Implementation Period	The questionnaire response period was in September 2025, and discussions/evaluations based on the tabulated results were held in November 2025.
Summary of Questions	Composition of the Board of Directors / Operation of the Board of Directors / Discussions of the Board of Directors / Monitoring functions of the Board of Directors / Performance of External Directors / Support system for Directors / Training / Dialogue with shareholders (investors) / Own initiatives / Operation of Advisory Committees / General summary.
Response Status	Completed by all target members.

Material Issues Identified from Evaluation Results

In the previous fiscal year's evaluation of the Board of Directors' effectiveness, the following four items were identified as material issues to be addressed micro-focusedly in the future. The evaluation of each item and future initiatives are as follows:

Main Improvements and Reflections

A. Continuous discussion and reinforcement of supervision by the Board of Directors regarding the group-wide risk management and governance structure
 Placing high importance on reinforcing the risk management and governance structure, considerable time was dedicated to discussions, particularly regarding deliberations on the fraudulent and improper receipt of employment adjustment subsidies, etc. (including status reports on investigations by the Special Investigation Committee, identifying root causes, and formulating preventative measures). We are advancing the reinforcement of our corporate governance framework, including revisions to the Risk / Compliance Committee regulations and the temporary establishment of the Subsidiary Governance Review Committee.

B. Formulation of policies and execution plans to improve the diversity and expertise of Directors
 To respond to the recent expansion of business domains, the advancement of digitalization, and the diversification of our human resource portfolio, an agreement was reached on the revision policy for the Directors' skills matrix. However, to enhance the effectiveness of the Board of Directors, we recognize the continuous need to discuss and examine constructing a management structure with a balanced combination of offensive and defensive capabilities by eliminating expertise imbalances and promoting diversity.

C. Vitalization of discussions regarding group-wide medium- to long-term strategies, including business portfolio restructuring
 Aimed at restructuring businesses and strengthening our foundations, regarding business strategies, decisions were made on development investments in growth areas such as the hotel business, as well as investments in venture companies and funds. Concurrently, discussions were held to advance business streamlining to optimize management resources.

D. Setting quantitative targets for non-financial information such as sustainability and reinforcing effectiveness
 We position respect for human rights as the core of our management. In December 2024, the "HIS Group Human Rights Policy" was formulated following a resolution by the Board of Directors. We are working to familiarize and instill this policy among our Group's officers and employees, establishing the foundation for human rights due diligence across the entire supply chain. Furthermore, as a response to climate change, we have set medium- to long-term \$CO_2\$ emission reduction targets, clarifying our commitment to realizing a sustainable society. Moving forward, the Board of Directors aims to improve effectiveness by repeatedly monitoring progress on a regular basis.

Future Issues to Be Addressed

- A. Vitalization of discussions regarding medium- to long-term strategies with a strong awareness of stock price, earning capacity, and capital efficiency.
- B. Continuous discussion and reinforcement of supervision by the Board of Directors regarding the group-wide risk management and governance structure.
- C. Enhancing discussions on sustainability promotion integrated with management strategies and improving effectiveness toward target achievement.
- D. Formulation of policies and execution plans to improve the expertise and diversity of Directors.

Selection Process for the Management Structure and Human Resource Criteria

Succession Process

Aimed at sustainable growth and enhancing corporate value within a rapidly changing external environment, the HIS Group transitioned to a new management structure starting January 2026—including the appointment of Shuta Sawada as the new President—following objective evaluations and appropriate deliberation processes.

While executing aggressive strategies that utilize AI and technology with a sense of speed, we will simultaneously achieve management soundness and agility by thoroughly enforcing governance and reinforcing risk management, powerfully driving group management for a new era.

Human Resource Requirements for Chief Executive Officer (CEO) Candidates and Director Candidates: The "Three Capabilities"

1. Fundamental Capability (Kijiku-ryoku): "The capability to pass on the vision and philosophy to the next generation"

Aiming to be a company that lasts for 100 years, individuals who possess high personal aspirations, set short-, medium-, and long-term management visions, and execute management toward their realization. Human resources capable of executing management that connects to the next generation based on the philosophies consistently inherited since our founding.

2. Conceptual Capability (Koso-ryoku): "The capability to conceptualize corporate management and strategies that contribute to social progress"

Human resources who possess a global perspective, can conceptualize corporate strategies that contribute to social progress, human creative development, and world peace, and can lead management.

3. Execution Capability (Jitsugen-ryoku): "The capability to conceptualize strategies and realize them while valuing human resources"

Recognizing that "Human Capital" (or human resources) is the source of value creation generated through corporate activities, individuals who foster a "spirit of challenge" in each person, maximize strengths and diverse personalities, and develop successors for the next generation. Human resources who are admired as leaders, practice self-discipline, demonstrate fairness, openness, and sincerity through actions, and continuously realize strategic concepts.

Officer Remuneration

At the Board of Directors meeting held on August 29, 2025, HIS resolved the determination policy regarding the details of individual remuneration for Directors.

Policy Details

To unleash "sparkling excitement" value to a wide range of stakeholders, and aiming to become a corporate group that develops sustainably and continues to be chosen, HIS has introduced non-financial metrics aimed at promoting Human Capital Management while maintaining its current remuneration structure (basic monthly remuneration, performance-linked remuneration, stock options, and restricted stock remuneration). Concurrently, we revised the evaluation metrics and calculation methods for the performance-linked remuneration of Directors (excluding External Directors and Audit & Supervisory Committee members).

Remuneration Component Ratio

	Basic Remuneration	Officer Bonuses	Stock Compensation	
Type of Remuneration	Basic Monthly Remuneration	Performance-Linked Remuneration	Stock Options	Restricted Stock Remuneration (RS)
Performance-Linked Status	Fixed	Performance-Linked	Performance-Linked	Non-Performance-Linked
Timing of Payment	Monthly	Once a Year	At the end of the HIS Group medium-term management plan	Upon retirement of each officer
Remuneration Component Ratio	40%~48%	32%~40%	5%~9%	11%~15%

Basic Monthly Remuneration

The amount is determined in accordance with the role and position as a Director, and is paid as fixed monthly remuneration.

Performance-Linked Remuneration

Based on the Director's position, a high performance-linked ratio is applied to incentivize improvements in company business performance for each fiscal year. Simultaneously, by utilizing items that evaluate enthusiasm and actions toward promoting Human Capital Management as evaluation metrics, we aim to realize sustainable growth and enhance the medium- to long-term corporate value of the HIS Group.

Performance Metrics	Financial Metrics: Consolidated net income, Dividend payout ratio Non-Financial Metrics: Job satisfaction index	
Formula (Calculation Method)	Total Performance-Linked Remuneration = Consolidated Net Income * (Consolidated Net Income Coefficient + Dividend Payout Ratio Coefficient + Job Satisfaction Coefficient) Individual Payment Amount = Total Performance-Linked Remuneration / (Total Position Coefficients of Full-time Directors * Position Coefficient) If significant extraordinary income or loss is recorded, the calculation may be adjusted to take it into account.	
	Evaluation Metrics	Reasons for Selecting KPIs
	Consolidated Net Income	Because it represents the continuous earning capacity of the entire Group from the perspectives of consolidated financial results and shareholder returns, serving as an important metric that leads to the enhancement of corporate value.
	Dividend Payout Ratio	Because it clearly positions the balance between profit growth and shareholder returns within executive management incentives, strengthening the motivation to optimize capital policies.
	Job Satisfaction Index	Because it encourages investment in Human Capital, which is an intangible asset, achieving medium- to long-term corporate value creation without leaning heavily toward short-term profit-seeking.
Scope of Evaluation	Consolidated Subsidiaries	

- The job satisfaction index from the employee satisfaction survey conducted in the relevant fiscal year is utilized for the "job satisfaction coefficient," which is a non-financial metric.
- Although the remuneration amount is calculated by multiplying each metric by a specific coefficient, these coefficients may be reviewed in the future to ensure a remuneration system that more closely reflects actual conditions in response to our medium- to long-term growth strategies, expansion of business scale, and changes in revenue structures.

Stock Options

This remuneration targets medium- to long-term corporate value enhancement and is designed based on the stock-compensation-type stock option system. The total amount will be issued within the annual limit (within ¥100 million per year) approved at the 36th Annual General Meeting of Shareholders held on January 26, 2017.

Restricted Stock Remuneration

By allocating restricted stock to Directors (excluding Directors who are Audit & Supervisory Committee members, Non-Executive Directors, Part-time Directors, and External Directors) and having them hold our company shares, this system aims to provide incentives for sustainably enhancing our corporate value. Simultaneously, it aims to promote further value sharing between eligible Directors and shareholders. The total amount will be issued within the annual limit (within ¥100 million per year) approved at the 37th Annual General Meeting of Shareholders held on January 25, 2018. (The base amount is calculated as: Basic Monthly Remuneration × Multiplier by Position).

Remuneration Level

To ensure objectivity and transparency in the determination process, the remuneration policies and levels for Directors and Executive Officers are reviewed by the Remuneration Committee and determined by resolution of the Board of Directors.

List of Directors



Yada Motoshi
Representative Director, Chairman

In charge of Accounting, Finance and Domestic Affiliates

14/14 11/11 6/6 5/5 10/10 8/8



Sawada Hidetaka
Representative Director, President

In charge of Corporate Planning, HR, Information Systems, AI & DX Promotion, M&A

14/14 6/6 10/10 5/5



Sekita Sonoko
Director
Member of Audit and Supervisory Committee

14/14 5/5



Kaneko Hiroto
Independent Outside Director
Member of Audit and Supervisory Committee

13/14 11/11 6/6 5/5 10/10



Yamanobe Atsushi
Director

HIS JAPAN President

14/14 11/11 8/8



Gomi Mutsumi
Director

In charge of GRC, CS/ES, General Affairs, New Business Development and CISO

14/14 5/5 8/8



Kagawa Shingo
Independent Outside Director
Member of Audit and Supervisory Committee

14/14 6/6 5/5 10/10

FY2025 Number of Meetings Attended for the Board of Directors and Advisory Committees

- Board of Directors ^{*1}
- Investment Committee
- Human Resources / Nomination Committee
- Fund Raising / Investment Committee
- Remuneration Committee
- Risk / Compliance Committee ^{*2}

^{*1} Apart from the number of Board of Directors meetings held as listed, written resolutions passed were deemed to be resolutions of the Board of Directors 6 times.
^{*2} From April 2025 (the 3rd meeting held), the status of the Risk / Compliance Committee was changed from an issue-specific committee to an advisory committee. Due to changes in the committee composition during the fiscal year, the number of meetings held varies depending on the member.
^{*3} Due to assuming office as a Director in January 2026, there is no record of the number of meetings attended for FY2025.



Iwama Yuji
Director

HIS Global Destination Management Company President

^{*3}



Sawada Hideo
Director

H.I.S. Hotel Holdings Co., Ltd. Representative Director Chairman and President

^{*3}



Owada Junko
Independent Outside Director

14/14 11/11 6/6 10/10



Matsumoto Koichi
Independent Outside Director

^{*3}

Directors' Skills Matrix

HIS changed the items in the skills matrix at the 45th Annual General Meeting of Shareholders held on January 28, 2026. In response to the expansion of business domains and the advancement of IT and technology, we aim for sustainable growth by re-defining skill areas that align with the key strategies of the HIS Group medium-term management plan, thereby accelerating strategic human resource management.

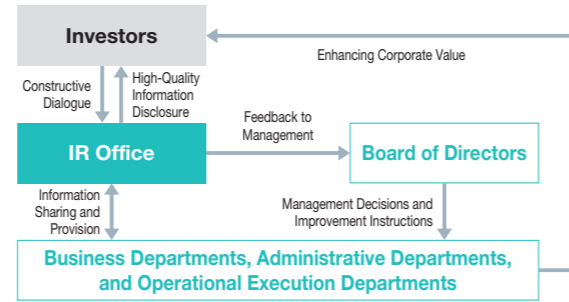
Name	Corporate Management	Business Development	Global Management	IT & Digital	Finance & Accounting	Human Resource Management & Diversity	Marketing & Brand Management	Risk Management	M&A / Investment	ESG & Sustainability
Yada Motoshi	○	○			○	○	○	○		○
Sawada Hidetaka	○	○		○		○	○	○	○	
Yamanobe Atsushi	○	○					○			○
Gomi Mutsumi	○	○	○					○		
Iwama Yuji	○	○							○	
Sawada Hideo	○	○	○			○			○	
Owada Junko		○		○		○		○		○
Matsumoto Koichi	○			○	○				○	
Sekita Sonoko			○		○			○		
Kaneko Hiroto	○		○		○			○	○	
Kagawa Shingo	○	○		○			○		○	

➤ Approach to Dialogue with Shareholders and Investors

We are convinced that constructive dialogue with shareholders and investors contributes to the sustainable growth and enhancement of corporate value of the Company over the medium to long term. Through this dialogue, we will deepen their understanding of the HIS Group Philosophy, management policies, management measures, etc. At the same time, we will extract and reflect management issues from the market's perspectives and recommendations, leading to further enhancement of corporate value.

Feedback to Management and Responses Through Dialogue with Shareholders and Investors

Questions, opinions, requests, and concerns raised during individual meetings with institutional investors and analysts are reported to executive management at the Board of Directors meetings in a timely manner to be utilized in management activities and business operations. In addition, analyst reports issued by securities companies are shared each time they are published. Furthermore, referring to matters of interest to investors, we strive to qualitatively improve dialogue with the market through appropriate information dissemination, such as refreshing disclosure contents and enhancing our integrated reports.



Main Opinions and Concerns from Investors	Management's Reception/Responses	Specific Improvement Actions
Indexation of Financial Soundness and Capital Efficiency We want the Company to demonstrate the soundness of its current BS (Balance Sheet) after passing through the COVID-19 pandemic, as well as a specific roadmap for improving its financial structure, including the redemption of interest-bearing debt.	Currently, financial leverage is temporarily elevated, which causes metrics such as ROE to be calculated higher than their actual states. We judged that we should first focus on our highest priority issue, the "recovery of equity capital," and perform metric management with transparency to avoid misunderstandings.	Refreshed disclosure contents starting from the FY2025 4Q materials. We clearly stated the early achievement of an "equity ratio of 20%" as our highest priority target, and are promoting the reconstruction of a strong financial structure looking toward the next growth phase. Furthermore, regarding quantitative medium- to long-term targets including capital efficiency metrics such as ROE, we clarified our policy to disclose them sequentially in alignment with the formulation of the next management plan and the stabilization of our business foundations.
Improving Transparency and Analytical Accuracy of Global Businesses Along with global business expansion, the impact of differences in fiscal year-ends and seasonality at overseas branches on consolidated financial results is becoming complex, making it difficult to improve the accuracy of future forecasts.	To contribute to appropriate valuation (corporate value evaluation), we recognize the need to clearly demonstrate the earnings structure of each segment and fluctuation factors due to seasonality.	Refined the breakdown of sales and profits for the travel business in the FY2025 4Q materials, visualizing the impacts of seasonality and "accrual timing differences (period shifts)" for each quarter. Refreshed information disclosure into a structure that makes it easier to interpret the correlation between global business conditions and consolidated financial results.
Enhancing and Visualizing Monthly Business Results Updates We request to grasp the progress of the global travel business—which is the pillar of Group growth—in a timely manner, not just domestic trends in Japan.	We judged that the progress of portfolio optimization should also be disclosed with high transparency, quantitatively demonstrating management's adaptability.	Added "overseas travel business" to the monthly business results updates and refreshed the comparison graphs for the past three years. Changed to a specification where the latest information can be checked at a glance, visualizing both growth and structural reforms (such as business downsizing).
Constructing an Engagement Structure with Individual Shareholders Despite a high ratio of individual shareholders, the mechanism for two-way dialogue opportunities and for bringing market voices to management remains unclear.	We recognize that we should broaden direct contact points with shareholders and utilize the opinions received to extract management issues.	Worked to expand financial results-related information (explanatory videos and Q&A summaries) on the IR website, and launched a dedicated inquiry contact point (email address) for individual shareholders. Improved the quality of engagement by building a feedback loop that aggregates opinions obtained through dialogue and reports them periodically to the management layer.
Clarifying Business Portfolio Advantages and Growth Strategies There are concerns regarding the impact on financial results due to external factors (such as exchange rate fluctuations and geopolitical risks) for a business structure whose main axis is the outbound travel business from Japan, making it difficult to see the logic for drawing a medium- to long-term growth scenario.	We recognize the need to further emphasize the reality that the growth of our second pillar, the "hotel business," and our reinforced item, the "travel business overseas (non-Japanese market)," have become entities supporting consolidated financial results.	In the FY2025 4Q materials, we expanded the growth strategies for the global travel business and hotel business as priority items. Furthermore, to deepen understanding of actual conditions, we conducted a "Hotel Inspection Tour." We published the business strategy explanatory materials and implementation reports on our website, promoting understanding of a business structure resilient to exchange rate fluctuations.

Main Activities in FY2025

Target Audience	Events	Results	Representatives	Format and Themes
Shareholders	General Meeting of Shareholders	1 Time	Representative Director, President, and Others	Business Reporting, Resolutions of Proposals, and Q&A Session
	Financial Results Briefings and Conference Calls	4 Times	Representative Director, President, and Others	Business Reporting, Resolutions of Proposals, and Q&A Session
Institutional Investors and Analysts (Domestic and Overseas)	Small Meetings with the President	3 Times	Representative Director, President	Financial Results and Business Strategies
	Facility Inspection Tours	1 Time	Director in Charge	Inspection of Various Facilities (Past Event): Henn na Hotel Tokyo Asakusa Tawaramachi
	Overseas IR	1 Time	Representative Director, President and IR Representatives	Financial Results and Business Strategies
	Conferences Sponsored by Securities Companies	1 Time	Representative Director, President and IR Representatives	Financial Results and Business Strategies
	Individual Meetings	176 Meetings / 229 Companies (Online and In-person)	IR Representatives	Financial Results

● In-person Event ■ Online Event

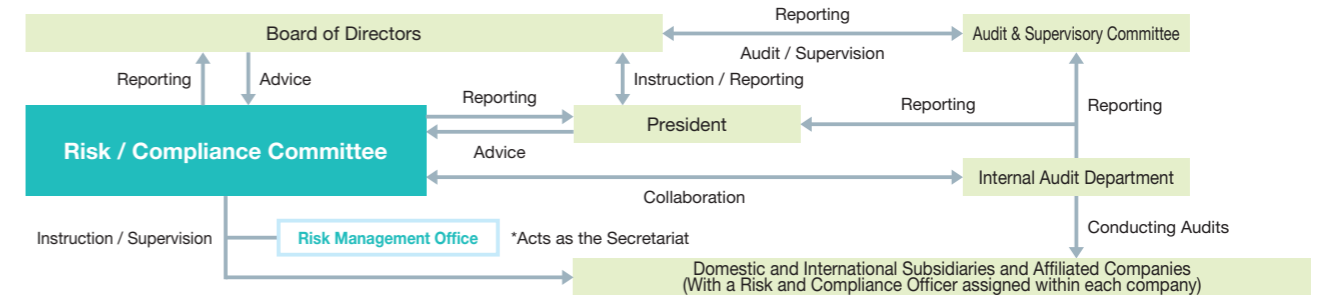
Compliance and Risk Management

➤ Basic Compliance Policy: "Seisei Dodo" (Fair and Square)

Always keep an antenna up for constantly changing social trends, understand the turning points of society, and act in a fair and square manner with a "sense of balance and ethics." In order for the HIS Group to continue to be trusted by all of our stakeholders, we will adhere to this basic policy, and each individual will practice it with a sense of ownership as the face of the HIS Group.

➤ Compliance Structure: Organization and Operations

Risk and Compliance Structure



Risk / Compliance Committee

Chaired by the Representative Director or the Director in charge of Risk and Compliance, the committee operates with the purpose of establishing the necessary structures for thorough risk management and compliance across the HIS Group, and ensuring the appropriateness of operations through these promotions. Meeting in principle every quarter, it shares information, examines, and makes decisions regarding compliance-related matters within the HIS Group. (Held a total of 8 times in FY2025)

Risk Management Office

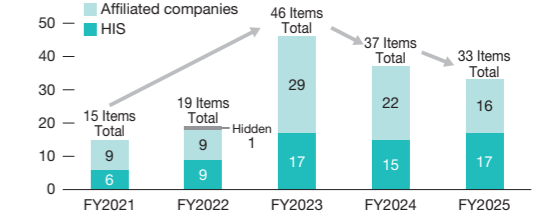
Serving as the secretariat for the Risk / Compliance Committee, it collects information regarding risks across the entire HIS Group and shares it with the Risk / Compliance Committee. It works to establish management structures for identifying, analyzing, evaluating, and responding to potential risks, and to prevent risks from manifesting. It collaborates with risk and compliance officers at each HIS Group company through sectional committees and other means to promote compliance across the entire Group.

➤ Whistleblowing System

With the purpose of discovering all types of risks at an early stage and taking countermeasures, we have established various consultation and whistleblowing desks to handle a wide range of topics, including suspicions of compliance violations such as bribery and other corrupt acts, information security violations, and harassment, as well as matters related to the working environment. In addition to internal desks, we have established an external desk, the "Sawayaka Hotline," outsourced to a specialized organization. We have also established "Whistleblowing Regulations" to ensure that whistleblowers do not receive disadvantageous treatment because of their consultation or report, thoroughly enforcing confidentiality obligations for related parties and strictly managing related information.

The Whistleblowing Regulations explicitly guarantee anonymity by stating that "Whistleblowers may make anonymous reports if they judge it necessary to avoid disadvantage to themselves," and strictly prohibit retaliatory actions by stating that "Dismissal or any other disadvantageous treatment must not be carried out on the grounds of whistleblowing." Furthermore, users of the whistleblowing desks include not only officers and employees of our Group but also temporary employees and labor providers belonging to business partners who provide labor under contract. Communication methods such as telephone and email are disclosed internally. For consultations regarding our Company's Directors, we have added the operation of an external desk handled by Audit & Supervisory Committee members, creating an environment where users can easily consult and report, thereby enhancing self-cleansing functions.

Trends in the Number of Whistleblowing Reports (External Desk)



Due to increased awareness and trust within the HIS Group, the number of reports from affiliated companies (or overseas branches) shows an increasing trend. In addition to repeated educational activities, we will increase the utility of the system by conducting risk analysis based on trends in report contents.

Evaluation from the Whistleblowing Desk Outsourcing Company (SP Network Co., Ltd.)

"Your company established an internal consultation desk in the early 2000s, when whistleblowing systems were not yet common. Aiming for a structure where voices could be raised more easily, you also introduced an external desk in 2003. A reporting route independent of executive management was also established early on as a pioneering effort. Over more than 20 years of operation, there have been many cases where serious risks were successfully averted. On the other hand, in the past, there was a case where thorough awareness of the desk was not achieved at a certain subsidiary, missing the opportunity for early detection of misconduct. Your company learned from that reflection, and now, the parent company responsibly absorbs consultations and reports from subsidiaries, establishing a structure to control the entire Group. Furthermore, while anonymity is completely guaranteed as a system, one of your company's characteristics is that the percentage of users who voluntarily select 'reporting under their real name' is high compared to other companies. In the previous fiscal year's results, the ratio of revealing real names to the external desk was 91.4% (other company average: 67.2%), and the ratio of consenting to share names with the company (the contact desk) was also extremely high at 74.3% (other company average: 57.0%). We interpret this as a reflection of trust in the system, proving that your company's persons in charge do not simply pass each report to the field and end it, but give a sense of security by collaborating closely with whistleblowers and carefully confirming the scope of information sharing during investigations. We hope you will continue to implement careful responses, group-wide awareness, and inspections moving forward."

Compliance Promotion Activities

Implemented by	Activity Details	Results	Methods
Committee Members	Risk / Compliance Committee • Annual activity report and analysis • Report on training implementation • Analysis of compliance awareness survey results • Confirmation and examination of risks and countermeasures within the Group • Trend analysis and countermeasure deliberations for personal information incidents • Deliberations on information security measures • Review of the next activity plan	7 Times	In-person format (Partially online)
Risk Management Office	Compliance Training • Personal information protection training • Information security training • Compliance training sponsored by JATA* *JATA = Japan Association of Travel Agents	3 Times	Video viewing and e-learning
	Distribution of Compliance-Related Information • Sawayaka Tsushin (Awareness raising for the whistleblowing desk) • Email newsletter for management level employees • Compliance Newsletter	12 Times 12 Times 6 Times	Intranet distribution Email distribution
	Sharing of Risk and Compliance-Related Information • Report lists from each company within the Group • Risk / Compliance Committee	12 Times 7 Times	List submission and committee reporting Holding debriefing sessions after committee meetings
	Compliance Awareness Survey	Once a Year	Questionnaire method

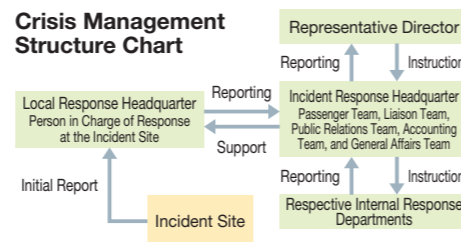
Business and Other Risks

The main items identified as risks for our Group are listed on the right. We work to reduce and prevent risks from manifesting by establishing structures to implement preventative measures, as well as periodically confirming and reviewing risk management. Furthermore, from the perspective of group-wide risk management, occurrences at subsidiaries and affiliated companies are reported to the Company immediately, alongside regular reporting.

- Changes in Economic and Social Conditions
- Market Changes
- Responding to Technological Innovation
- Safety Management and Quality Control of Services Provided
- Service Interruption and Quality Decline Due to System/ Equipment Failures, etc.
- Development and Retention of Human Resources
- Climate Change and Environmental Regulations
- Governance
- Accounting and Finance

Crisis Management Structure

In the event of an accident, disaster, or similar occurrence, an Incident Response Headquarter will be established within the Company to determine countermeasure policies for the event. Working in collaboration with relevant departments, we will conduct swift and accurate crisis responses. Although it is impossible to control all potential risks, such as natural disasters, we recognize these risks and have established a crisis management structure to minimize the impact on our Group's management and stakeholders. We will swiftly confirm the safety of our customers and employees at each company and handle the early recovery and business continuity of each company's operations.



Efforts to Prevent Reoccurrence of the Employment Adjustment Subsidy Issue

Regarding the fraudulent and improper receipt of certain employment adjustment subsidies, etc., received by our Group, we have been working across the entire Group to prevent reoccurrence based on the "Notice Regarding the Formulation of Reoccurrence Prevention Measures" dated March 31, 2025. Our Group deeply reflects on the occurrence of this event. By executing reoccurrence prevention measures, we have sought to upgrade group governance and reconstruct internal controls. Moving forward, we will continue to review matters related to the implemented reoccurrence prevention measures and foster a corporate culture with thorough compliance, thereby continuing to strive to restore trust among our stakeholders. Under this structure, we intend to forge ahead as a corporate group that can contribute to society by achieving enhanced corporate value and sustainable growth through sound business activities.

1. Fostering Compliance Awareness

- **Unifying Awareness Within the HIS Group**
 - Educational activities to improve compliance awareness across the entire Group.
 - Disseminating top management messages regarding regulatory compliance.
- **Reviewing Compliance Training**
 - Thorough education for management level employees to ensure compliance with labor laws and subsidy systems.
 - Implementing compliance training based on this case to recognize the hidden risks within attendance management and subsidy applications.

2. Reinforcing Group Governance

- **Reviewing the Subsidiary Management Structure**
 - Reviewing officer selection criteria, evaluation systems, and remuneration determination processes.
 - Reviewing officer terms of office, dispatched Directors, and Corporate Auditors.
 - Tightening matters requiring reporting/approval from subsidiaries, as well as reporting lines.
 - Increasing opportunities to share issues between the Subsidiary Management Department and subsidiaries.
- **Enhancing Functions of the Risk / Compliance Committee**
 - Reviewing risk management as an advisory committee.
 - Inheriting the review and confirmation of the implementation of matters examined by the Subsidiary Governance Review Committee.

Information Security

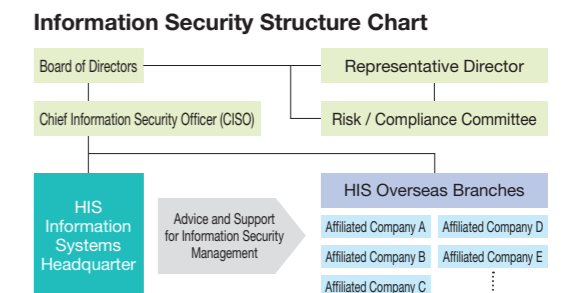
The HIS Group thoroughly enforces security measures that ensure confidentiality, integrity, and availability to protect the information assets handled by the Company. Based on our Information Security Basic Policy, we promote the reinforcement of security and strive to protect information assets, driving this initiative across the entire Group.

Basic Policy

We aim to gain trust from our customers and society by taking drastic and advanced measures against information leakage risks. To achieve this, HIS has formulated the "Information Security Basic Policy," and everyone from officers to all employees complies with and practices it.

Structure

To ensure information security, we have established organizational and technical management structures to prevent unauthorized access and information leakage. Furthermore, we have constructed a management structure centered on the Chief Information Security Officer (CISO) and established an organization specializing in security measures. By coordinating various measures across the entire Group, we have realized a more robust structure.



Measures

We utilize the latest technologies, such as IT asset management tools and EDR (Endpoint Detection and Response), to respond to increasingly sophisticated cyberattacks. Additionally, we have established a SOC (Security Operation Center) where security analysts perform monitoring. Furthermore, we evolve our security measures by utilizing the CSF (Cyber Security Framework) of the National Institute of Standards and Technology (NIST) and the CIS Controls of the Center for Internet Security (CIS) in the United States to periodically review our countermeasure details.

Threat and Attack Monitoring

We monitor log data collected from PCs and servers, maintaining a structure to discover signs of suspicious communication or malware infections at an early stage. We also collect the latest vulnerability information and attack methods from security organizations and vendors to respond swiftly. Furthermore, by utilizing SIEM (Security Information and Event Management) to conduct log correlation analysis, we aim for the early detection of increasingly complex attacks.

Security Education

To ensure all employees recognize the importance of information security, we actively deploy educational activities and thoroughly enforce the appropriate handling of information assets. We have established and communicated "Security Manners" – the basic security rules that must be followed – while conducting security training and confirmation tests to improve employee knowledge. Through these efforts, we enhance the IT security awareness of each and every employee and promote the thorough protection of personal information.

Security Diagnosis

Leaving system vulnerabilities unaddressed becomes a factor that increases the risk of attacks on networks and systems. In our Company, internal security engineers conduct thorough vulnerability diagnoses and swiftly issue improvement instructions for any discovered problems. We continue our initiatives to minimize security risks by continuously conducting diagnoses and countermeasures even after releases.

Continuous Improvement

To respond to the advancement of digital technology and the increasing sophistication of cyberattacks, our Company continues to reinforce security through the introduction of the latest technologies, employee education, and the development of specialists. In addition, we periodically evaluate the rationality of our information security measures, conducting reviews and improvements to always maintain an optimal security structure.

Supply Chain Security Management

For the purpose of investigating the information management structures of business partners and contractors, we introduce security evaluations conducted by third-party organizations as necessary.

3. Reviewing Internal Controls for Public Subsidy Applications

- **Clarifying Subsidy Application Rules and Enforcing Operations**
 - Clarifying rules regarding subsidy applications and ensuring thorough awareness across the Group.
 - Separating the subsidy application department from the department that confirms and manages content, constructing a structure where a certain level of checks and balances functions.
- **Reinforcing the Monitoring Structure**
 - Implementing monitoring of subsidy application details to avoid fraud risks.

4. Thorough Labor Management

- **Reviewing Attendance Management Operations and Reinforcing Management**
 - Re-arranging the operations and roles of the sales and administrative departments respectively.
 - Self-monitoring for correct attendance management (periodically confirming that working hours are accurately recorded).
 - Monitoring of attendance by the human resources department.

5. Communicating the Whistleblowing System and Promoting Its Utilization

- **Further Communicating the Whistleblowing System**
 - Promoting awareness and educational activities at subsidiaries (advice and reporting).
- **Improving the Reliability of the Whistleblowing System**
 - Enhancing periodic information dissemination and educational activities aimed at promoting the use of the whistleblowing system.
 - Deploying questionnaire surveys across the entire Group to measure the level of trust in the whistleblowing system.
 - Launching new operations to handle whistleblowing reports regarding Directors.

6. Reviewing the Internal Audit Structure

- **Reinforcing the Organization of the Internal Audit Department**
 - Increasing personnel and improving expertise within the internal audit department.
- **Improving the Effectiveness of the Internal Audit Department**
 - Upgrading the risk approach toward efficient and effective implementation of internal audits.
 - Reviewing audit methods and policies regarding public subsidies.
 - Increasing audit frequency for subsidiaries.
 - Reinforcing audit authority over the business operations of subsidiaries.

Message from Independent Outside Director

Q.1 What role do you intend to play by leveraging your expertise?

Q.2 Please share a message with stakeholders regarding HIS's reliability and future potential.



Independent Outside Director
Owada Junko

- A.1** I aim to contribute to the sustainable enhancement of corporate value by offering constructive advice in areas where I have knowledge and experience, raising questions that foster quality improvements across the entire business from a medium- to long-term perspective, and providing opinions on governance from the viewpoint of a minority shareholder.
- A.2** I strongly believe that the travel industry is both a product of peace and an industry capable of contributing to peace. It connects regions and the world through the movement of people and enables individuals to learn about diverse cultures. I hope to strengthen the foundation for a sustainable company while helping HIS contribute to the industry's development by embracing a culture oriented toward innovation and growth.



Independent Outside Director
Member of Audit and Supervisory Committee
Kaneko Hiroto

- A.1** I will bring to the auditing process my professional expertise as a certified public accountant and the management perspective I have gained through global audit work and organizational management. By monitoring and advising on management transparency from an independent and objective standpoint, I will ensure rigorous risk management and support a sound management structure that earns the trust of all stakeholders.
- A.2** In management, balancing offensive and defensive strategies is crucial. Above all, learning well from past scandals and strengthening one's governance framework are top priorities for earning the trust of all stakeholders. Ultimately, I believe these practices will enhance corporate value and lead to a higher stock price.

Three Key Phrases Emphasized by Outside Directors For HIS's Future Direction

1 Strengthening Governance and Management Structure

We will make strengthening the governance framework and enhancing management transparency our top priorities. In particular, we are committed to building a robust defensive structure that is informed by lessons from the past, based on the shared understanding that this bears directly on our ability to earn the trust of stakeholders.

2 Preserving a Corporate Culture Centered on "Challenge" and "Moving Experiences"

The spirit of "Adventure and Challenge" and the "provision of moving experiences to customers" were consistently cited as strengths of HIS. While preserving the DNA established at the company's founding, we will strongly support, from an outside perspective, the approach of an organization aiming for new growth.

3 Building a Basis for Sustainable Growth through Digital and IT

Strengthening IT infrastructure including CRM and AI and driving transformation through digital technology (DX) are essential for sustainable growth. We are committed to achieving, at the core of our next phase of strategic growth, the integration of digital capabilities with our valuable network of locations.



Independent Outside Director
Matsumoto Koichi

- A.1** I will apply to management the expertise in corporate finance, M&A, and financial strategy that I have cultivated through years of investment banking and management of publicly traded companies. Further, drawing on my experience as an independent outside director at publicly traded companies, I will strive to build a robust, practical governance framework that supports a proactive management approach.
- A.2** HIS has grown so far by embracing "Adventure and Challenge," "Speed and Agility," "Balance and Morals," and "Brightness and Liveliness." Under the new management structure, I am confident that we can further deepen (evolve) these values to achieve even greater development and growth in the future.



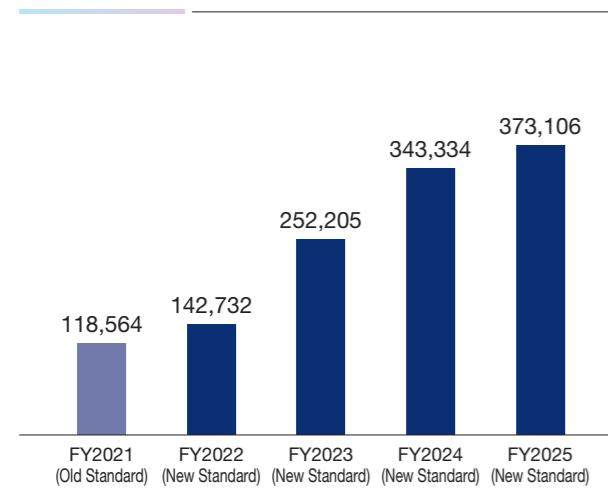
Independent Outside Director
Member of Audit and Supervisory Committee
Kagawa Shingo

- A.1** In my management and auditing work, I will apply my deep insight as a business executive and my experience overseeing and driving information and communication technology (ICT) and digital transformation (DX) strategies. Building on my previous work as an outside director, I will now serve as an independent outside director and member of the Audit & Supervisory Committee. I will offer substantive proposals to achieve both strengthened governance and sustainable growth based on the Three Reals Principle and the utilization of technology.
- A.2** We live in a "VUCA" era in which growth is seen to be practically impossible without transformation, and it is increasingly crucial to have fundamental discussions where everything is up for debate. We will continue to innovate as we aim to fulfill the hopes of the customers who count on us, consistently delivering extraordinary experiences that unlock the value of "KOKORO ODORU." I ask for your continued guidance and support.

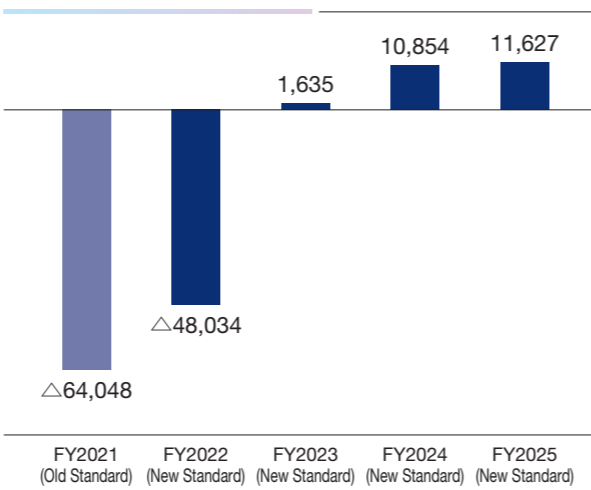
Consolidated Financial Results

*All data is based on HIS's financial results for the fiscal year ended October.
*The Accounting Standard for Revenue Recognition has been applied from FY2022.

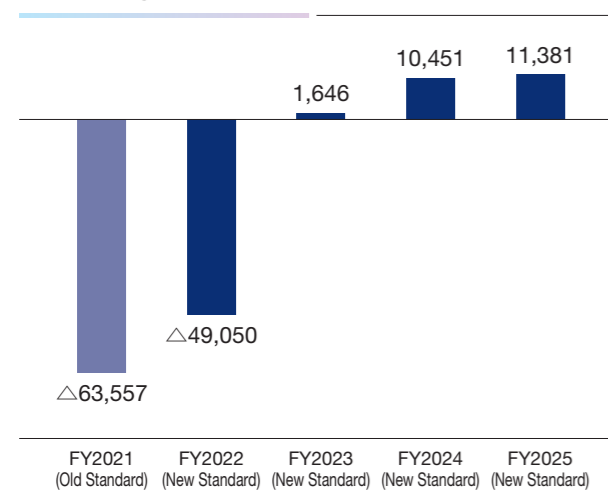
Net Sales *Unit: millions of yen



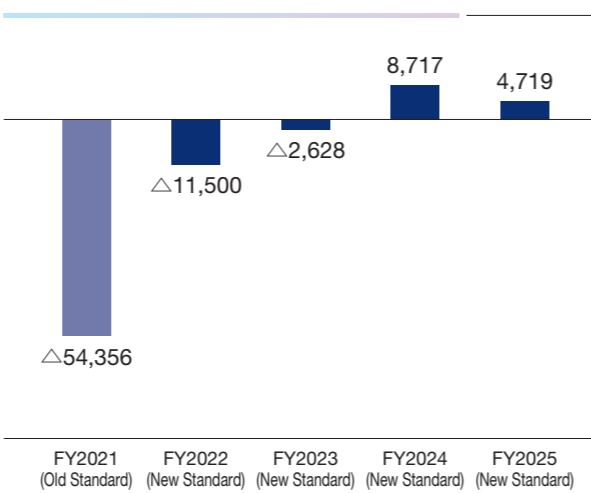
Operating Profit (Loss) *Unit: millions of yen



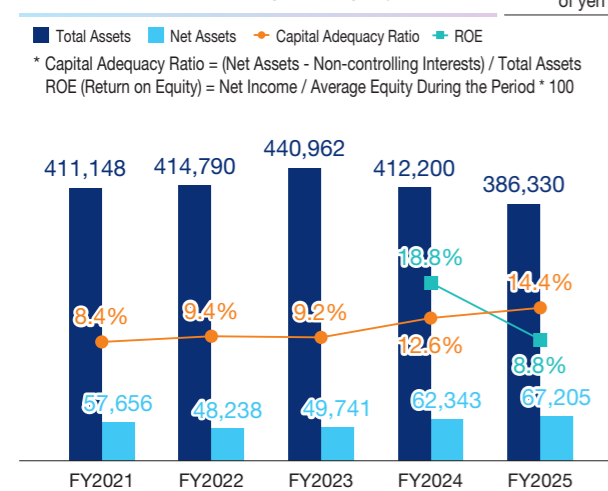
Ordinary Profit (Loss) *Unit: millions of yen



Profit (Loss) Attributable to Owners of Parent *Unit: millions of yen

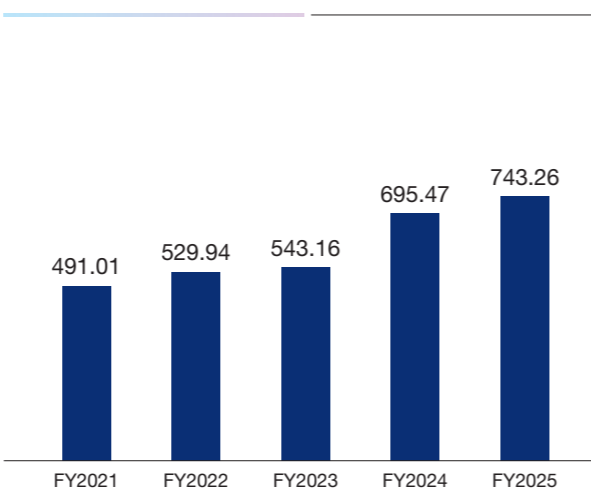


Total Assets, Net Assets, Capital Adequacy Ratio, ROE *Unit: millions of yen



(Note) For years when a loss is recorded, the description of ROE is omitted.

BPS (Net Assets per Share) *Unit: yen



Non-Financial Data

HIS ESG Indicator Data List (Environment, Social, and Governance)

1. Environment

Indicators	FY2024 Results	FY2025 Results	Reduction Rate	Indicators and Targets	Scope
CO ₂ Emissions (Scope 1+2) HIS	1,710t-CO ₂	1,422t-CO ₂	16.8%	30% Reduction (FY2026 / Compared to FY2024) 100% Reduction (FY2030 / Compared to FY2024)	HIS
CO ₂ Emissions (Scope 3) HIS	1,148,478t-CO ₂	1,267,532t-CO ₂	-	Net Zero by FY2050	HIS
CO ₂ Emissions (Scope 1+2) HIS Group	43,867t-CO ₂	54,974t-CO ₂	-	-	HIS Group 1 ¹⁾
Total Energy Consumption	33.593GJ	34.200GJ	-	-	HIS
Renewable Energy Consumption	-	650,000kWh	-	-	HIS
Plastic Products	3.5t	3.9t	84.6%	70% Reduction (FY2026 / Compared to FY2019)	HIS
Paper (Copy Paper)	68.2t	111.9t	65.6%	70% Reduction (FY2026 / Compared to FY2019)	HIS
Number of Facilities Around Nature Reserves	0 Buildings	0 Buildings	-	-	HIS Group
Number of Environmental Violation Fines	0 Times	0 Times	0 Times	-	HIS Group

2. Social / Human Capital

Indicators	FY2024 Results	FY2025 Results	Indicators and Targets	Scope
Job satisfaction index ²⁾	65.1%	66.4%	80.0%(FY2026)	HIS Group
Transformation Index (Labor-Hour Productivity)	1.2 Times	1.3 Times	1.6 Times (FY2026 / Compared to FY2023)	HIS
Ratio of Female Managers	17.5%	19.3%	20.0%(FY2026) 30.0%(FY2030)	HIS
Ratio of Female Officers	18.2%	18.2%	20.0%(FY2026) 30.0%(FY2030)	HIS
Male Childcare Leave Take-Up Rate	70.0%	87.8%	90.0%(FY2026) 100.0%(FY2030)	HIS
Gender Wage Gap All Workers	71.0%	68.5%	-	HIS
Regular Employees	72.3%	72.1%	-	HIS
Non-Regular Employees	52.2%	50.4%	-	HIS
Employment Rate of Persons with Disabilities	2.4%	2.5%	2.7%(FY2026)	HIS
Turnover Rate (Voluntary Resignations Excluding Mandatory Retirement)	7.1%	5.3%	5.0%(FY2026)	HIS
Average Length of Service	12.3 Years	11.6 Years	-	HIS
Average Overtime Hours of Workers per Month	18.4 Hours	18.8 Hours	15 Hours(FY2026)	HIS
Average Length of Service of Female Employees	10.76 Years	10.15 Years	-	HIS
Average Length of Service of Male Employees	15.6 Years	14.7 Years	-	HIS
Average Paid Leave Take-Up Rate	68.2%	66.3%	75.0%(FY2026)	HIS
Medical Examination Secondary Screening Re-examination Rate	45.0%	45.0%	70.0%(FY2026)	HIS
Stress Check Take-Up Rate	64.6%	77.7%	80.0%(FY2026)	HIS
Number of Serious Customer Accidents	0 Cases	0 Cases	0 Cases	HIS Group
Customer Relations Office (Telephone)	-	7,480 Cases	-	HIS
Customer Relations Office (Form)	-	7,576 Cases	-	HIS

3. Governance

Indicators	FY2024 Results	FY2025 Results	Indicators and Targets	Scope
Number of Board of Directors Meetings Held	13 Times	14 Times	-	HIS Group
Attendance Rate at Board of Directors Meetings	99.3%	99.4%	-	HIS Group
Ratio of Independent External Directors	36.4%	36.4%	-	HIS Group
Number of Whistleblowing Reports	37 Cases	33 Cases	55 Cases	HIS Group Domestic
Status of Completed Responses	100%	89% ³⁾	100%	HIS Group Domestic
Participation Rate in Anti-Corruption and Compliance Training	100%	100%	100%	HIS Group Domestic
Participation Rate in Information Security Training	100%	100%	100%	HIS
Participation Rate in Personal Information Protection Training	100%	100%	100%	HIS

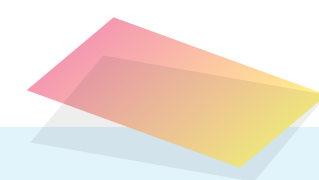
¹⁾ HIS Group 1: For FY2024, includes 3 main business companies (H.I.S. Co., Ltd., H.I.S. Hotel Holdings Co., Ltd., and Kyushu Sanko Group). For FY2025, includes all 18 domestic consolidated subsidiaries and 28 overseas consolidated subsidiaries.

²⁾ The percentage of respondents who answered "Our company is a rewarding place to work" in the employee satisfaction survey. For FY2024, only HIS is targeted.

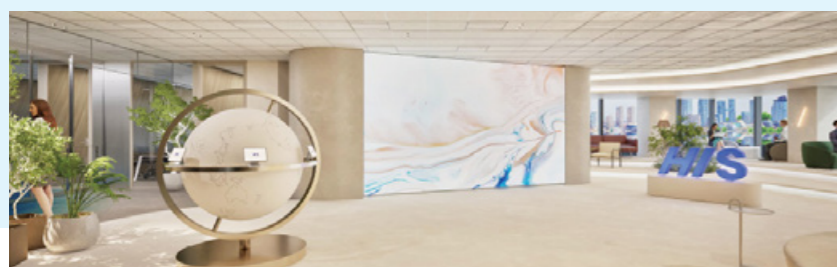
³⁾ Matters for which responses are incomplete are currently being continuously addressed.

Definitions of Company Names Listed under "Scope"

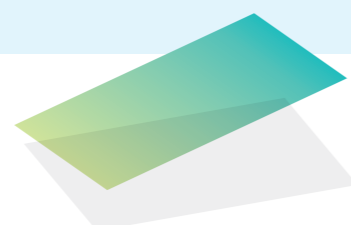
HIS: H.I.S. Co., Ltd.
HIS Group Domestic: All domestic consolidated companies of the HIS Group
28 Overseas Consolidated Subsidiaries: HAWAII HIS CORPORATION, H.I.S. INTERNATIONAL TOURS (NY) INC., H.I.S. GUAM, INC., H.I.S. KOREA CO., LTD., H.I.S. TOURS CO., LTD., PT. HARUM INDAH SARI TOURS & TRAVEL, HIS (HONG KONG) COMPANY LIMITED, H.I.S. TAIWAN COMPANY LIMITED, H.I.S. INTERNATIONAL TRAVEL PTE LTD, H.I.S. AUSTRALIA PTY. LTD., and 18 other companies



Corporate Name	H.I.S. Co., Ltd
Listed Market	Prime Market of the Tokyo Stock Exchange (Securities Code: 9603)
Licensed No.	Travel Agency License No. 724 Registered by the Commissioner of the Japan Tourism Agency
Capital	100 Million Yen
Established	December 19, 1980
Head Office	6-13-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo 160-0023, Japan
Net Sales	Consolidated: 373Billion Yen (FY2025)
Number of Employees	Consolidated: 12,710 (FY2025)
Affiliated Organizations	Japan Association of Travel Agents (JATA) / International Air Transport Association (IATA)
Main Financing Banks	Sumitomo Mitsui Banking Corporation / Mizuho Bank, Ltd. / Others
Information Provided via Website	HIS Group Corporate Website https://www.his.co.jp/



Head Office Entrance



HIS

Editorial Policy

This report contains a comprehensive range of information covering management approaches and strategy, a survey of the business, and other non-fiduciary considerations like Sustainability, and serves to convey details on management of the HIS Group and its activities across the board. In addition, all pictures in this report are images.

Note on Projections

Forecasts and outlooks included herein are based on information available at the time of writing and may include some risks and uncertainties. Note that, for that reason, the forecasts and outlooks listed in this report may differ markedly from actual outcomes.

Edit

H.I.S. Co., Ltd.

Fukushima Ken	Segawa Katsu	Hirasawa Atsushi	Yoshino Shinji	Kajiki Hiroshi	Yoshida Jumpei	Ohashi Hironao
Kijima Eri	Hasebe Takuyuki	Usami Kana	Kawamura Tomoko	Kitagawa Yasuhiro	Komagata Shiori	Goto Mea
Saikawa Mamiko	Sawatari Mitsuru	Kokei Miyuki	Takemoto Miika	Todoroki Masayuki	Noda Megumi	Hayashi Kohji
Azumaya Mario	Horie Yoshihiko	Maejima Miyuki	Miura Tatsuki	Munematsu Suzuna	Murasugi Yuki	Yoshida Shiina
Watanabe Masaya	Accounting Team, Finance and Accounting Headquarter		Obata Takayuki	Sato Mari		

H.I.S. Hotel Holdings Co., Ltd.

Matsumoto Mami

KYUSHU INDUSTRIAL TRANSPORTATION HOLDINGS CO., LTD.

Suzuki Richika

Laguna Ten Bosch Co., Ltd.

Nakahara Shiho

SYS Inc.

Kajihara Taiki

Cross E Holdings Corporation Limited

Tabata Mihar

Date of Issue June 1, 2026