# HIS Group

# Vision 2030 BEYOND

**Medium Term Business Plan（FY2027 to 2030）**

# Contents

In 1980, HIS began with just two desks and a phone.

The origin of our challenge was an aspiration:

"To turn travel discoveries into a power that moves society."

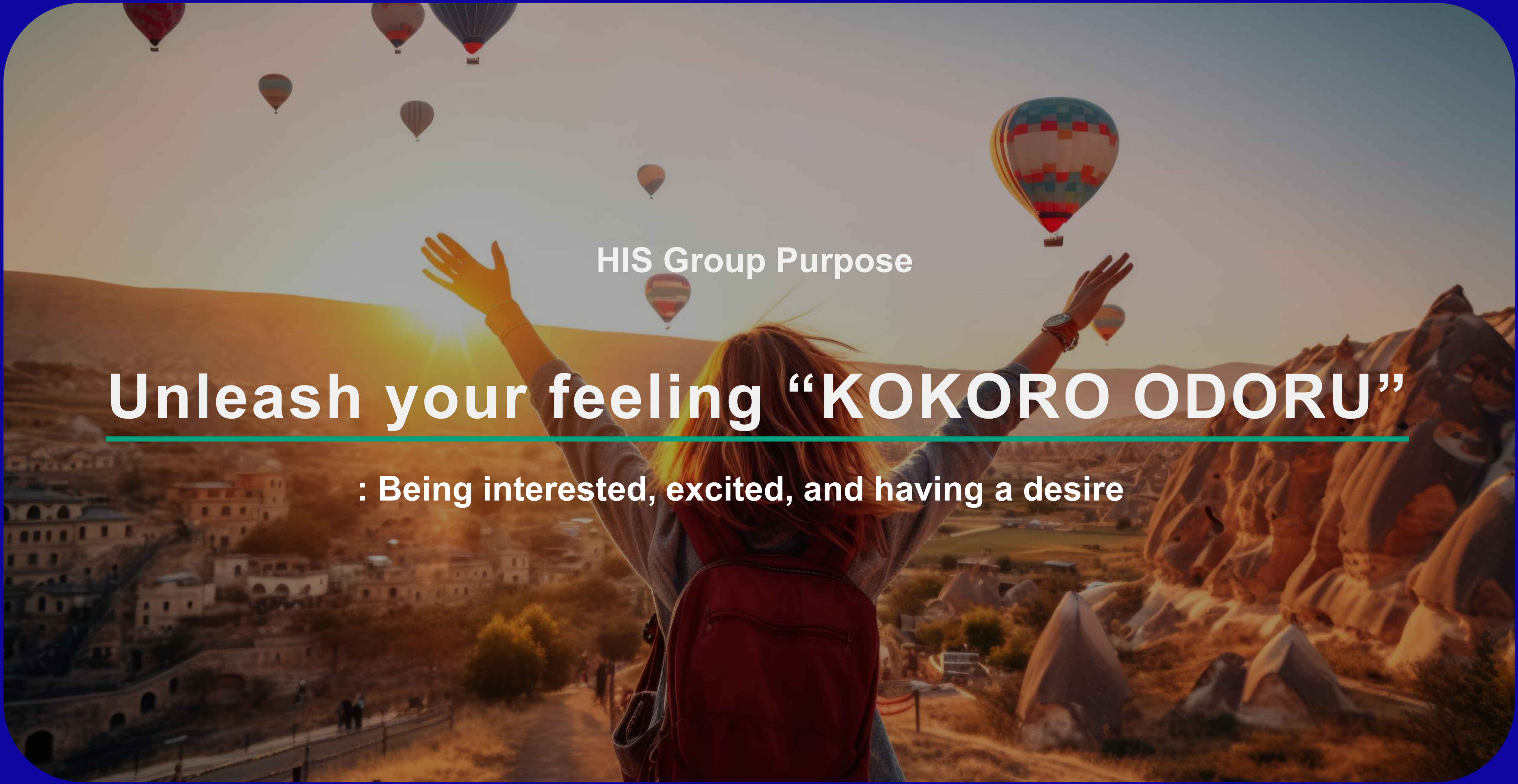
Through our founding travel business, we foster mutual understanding

that transcends nationalities and cultures,

inspired by encounters with the unknown.

At the root of this lies our timeless, unchanging

## “Desire for World Peace.”


HIS Group Purpose
Unleash your feeling “KOKORO ODORU”
: Being interested, excited, and having a desire

As the HIS Group marks its 50th anniversary in 2030,

we are building on our passion to create greater momentum.

Rooted in our heritage in travel,

we transcend conventional boundaries

to forge a new path toward synergistic growth.

All for “Unleashing the Excitement”

around the world.

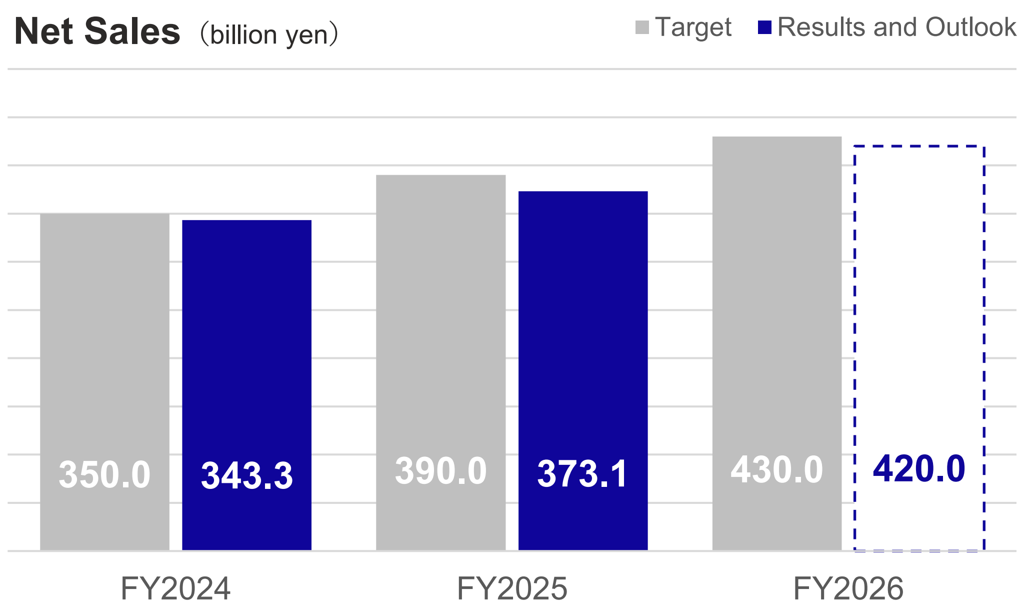
# Review of the current Medium Term Business Plan and changes in the business environment

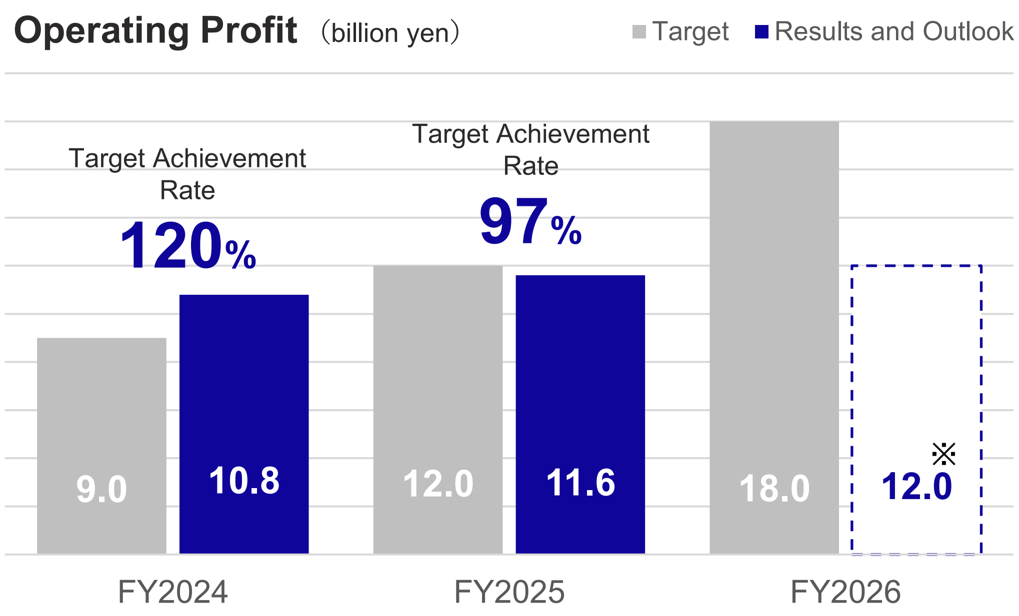
Medium Term Business Plan（FY2024 to 2026）

# Progress of Medium Term Business Plan - FY2024 to 2026 / Net Sales, Operating Profit

## 【FY2026 Revision of Operating Profit Target 】 Revised Goal：12 billion yen

Taking into account a range of factors, including the slow recovery of the outbound travel market from Japan, the prolonged tension in the Middle East, and a slowdown in new bookings due to soaring fuel surcharges, we have revised our full-year earnings forecast for the fiscal year ending October 2026.




※Revised on June 12, 2026

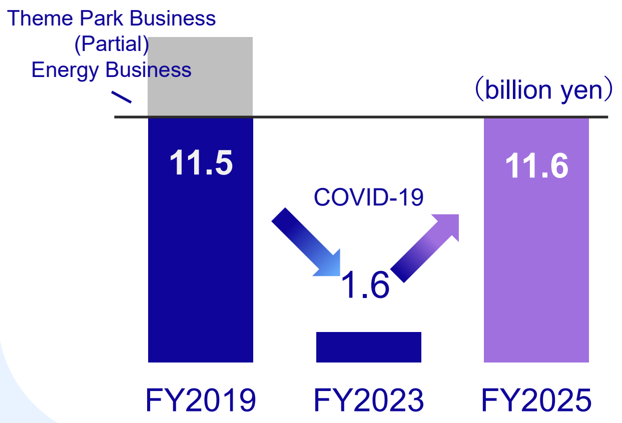
# Review of Medium Term Business Plan - FY2024 to 2026 / Key Achievements

## Stable revenue

### Operating profit of over 10 billion yen

On a fundamental performance basis—which reflects sustainable growth rather than temporary factors—our existing businesses (Travel, Hotels, and Kyushu Sanko) have recovered to over 100% of their FY2019 levels. Following the COVID-19 pandemic, from FY2024 onward, we have consistently generated operating profits of over 10 billion yen.

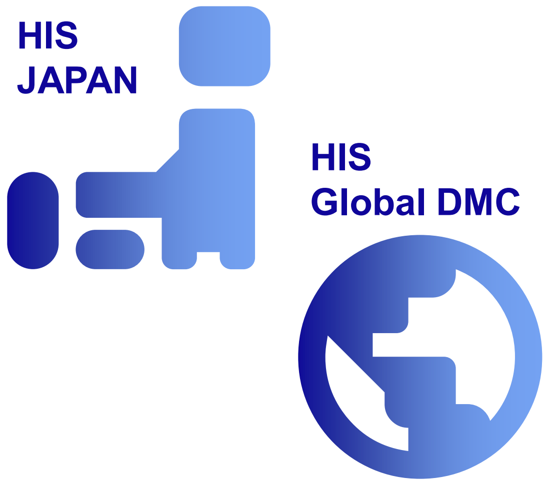
### Operating Profit Trends




## Improving Management Speed

### Organizational Restructuring

We have reorganized our structure into HIS JAPAN and HIS Global DMC. By clarifying roles, we have established a management decision-making framework capable of responding swiftly to changes in the market environment.




## Restoration of Financial Stability

### Repayment of Interest-Bearing Debt

By steadily generating profits from our core business and repaying interest-bearing debt, we have accelerated our transition to a robust financial position. We have laid the groundwork for sustainable investment.

### Equity Ratio

# Review of Medium Term Business Plan - FY2024 to 2026 / Issues and Challenges

## Resilience of earnings to changes in the external environment

### Slow Recovery in the Outbound Travel Market from Japan

The shift toward dynamic packages for younger travelers and high-value-added products for affluent customers is steadily progressing.
On the other hand, in Hawaii and Guam—destinations that boasted an overwhelming volume of visitors prior to the COVID-19 pandemic—we have been unable to fully stimulate and capture the travel interest (willingness to spend) of our core family customer base.

### Slowdown in overseas outbound profits

During the post-pandemic recovery phase, we streamlined certain aspects of our overseas outbound business in light of profitability considerations. In Turkey, we significantly scaled back our outbound business in response to increased country risk due to the economic downturn and rising costs caused by hyperinflation.

### Continuation of the labor-intensive model

While we have achieved some success in improving productivity, we need to establish a framework for leveraging AI and technology, which continue to evolve rapidly on a daily basis.

## Creating New Pillars

### Reliance on core businesses

The overseas travel business for Japanese customers continues to account for the majority of the company's revenue, making it highly susceptible to changes in the external environment. Although the company is working to diversify its business, it is taking time for these new ventures to grow into pillars of the business on par with the travel division.

### Optimizing Capital Efficiency

We need to make effective use of our assets and further embed ROIC-based management.

# Changes in the business environment / Turning Environmental Changes into Opportunities

Top-line

## The New Normal of Global Instability

**Risk**

Declining travel demand due to geopolitical risks. Given the uncertain outlook caused by the invasion of Ukraine and the prolonged turmoil in the Middle East, the travel industry—a peace industry—is particularly vulnerable. A sharp drop in demand and the cancellation of tours could lead to sluggish revenue growth.

**Opportunity**

Building a stable revenue stream to offset fluctuations in the travel industry, which is vulnerable to the impacts of pandemics and geopolitical risks。

## Diversification of Booking Channels

**Risk**

Consumer behavior is becoming increasingly complex. As airlines and hotels sell directly to consumers and competition with OTAs continue, the structure of booking channels is shifting, leading to a decline in travel agencies' market share. This makes it harder for agencies to maintain their competitive edge, which could result in stagnant revenue growth for their existing businesses.

**Opportunity**

To differentiate ourselves from OTAs and direct sales—which lead in terms of convenience and price—we are strengthening our offering of high-value-added products sourced through our own purchasing channels.

## Diversification of Leisure Activities

**Risk**

Risks associated with shrinking travel demand. Rising prices and the increasing prevalence of social media and other daily activities are altering the proportion of disposable income and time allocated to travel spending. As consumers spread their spending across leisure activities other than travel, this could lead to sluggish sales growth.

**Opportunity**

As lifestyles change, the ways people spend their free time have become more diverse. We offer travel experiences tailored to a variety of lifestyles and designed to meet specific goals.

Business Strategy

## Advances in AI and Technology

**Risk**

The risk of consulting services being replaced. There is a growing sense of crisis that the "proposal and consulting business"—the core value of travel agencies—is being replaced. This necessitates a restructuring of business strategies to align with the changing environment, requiring a strategic shift and the advancement of business models.

**Opportunity**

Support during unexpected situations and the unique hospitality that only humans can provide are our greatest differentiators that cannot be replaced.

## Structural Challenges and Maturity of the Japanese Market

**Risk**

Risks associated with the limits of domestic market growth. Due to the slow recovery of outbound travel from Japan and the declining birthrate, a growth model reliant solely on domestic demand has its limits. A strategic shift—such as a change in target markets—is required.

**Opportunity**

We will leverage our global network to the fullest to strengthen global inbound tourism and establish a robust revenue base that is not reliant on Japan-originated business.

Profit

## Japan's Declining Labor Force

**Risk**

The risks of labor shortages and declining profitability. The traditional model of "increasing staff to boost sales" is no longer viable, and reforming the labor structure is an urgent priority. Labor shortages can lead to lost opportunities and rising costs, which in turn squeeze business profitability and may result in lower profits.

**Opportunity**

We centralized store back-office operations at a domestic support center. Furthermore, we transferred operations to overseas locations, such as the shared service center currently operating in Manila, to improve profitability.

# HIS Group Vision 2030

## FY2030 Targets and Value Provided to Customers

# BEYOND

## Aspire, Change, Transcend.

Growth stops the moment we are satisfied.
That is why we go beyond —
Business domains. Borders. Ourselves.

# / BEYOND TRAVEL

Beyond mere travel arrangements.
Evolving into a vertically integrated model
built around content and experiences.
Maximizing Life Time Value and group synergy.
From our foundation in travel,
we will build our second, third, and fourth pillars
to create a diversified portfolio.
We will go beyond the framework of a travel company.

# / BEYOND JAPAN

Our vision extends far beyond Japan.
Outbound, inbound, and third-country travel —
evolving into a truly global travel enterprise.
Expanding all operations worldwide.
Elevating our people and organizations
to global standards.
We will go beyond borders.

# / BEYOND HIS

Not a mere extension of our past.
Evolving our values and harnessing AI and Technology
to transform our strategy, organization, and business model,
creating new pillars of growth.
With 2030 as just one milestone,
we will lay the foundation today for what lies beyond.
Taking our first step toward unseen horizons.
We will go beyond ourselves.

# FY2030 Targets

## We aim to set new records for all sales and profit metrics.

**Total Transaction Volume**

**1 trillion yen**

FY2025: 695.2 billion yen（144%）
CAGR 7.54%
Record high: 808.5 billion yen （FY2019）
Former accounting standards / Reference values

Growth metrics for maximizing total global sales volume

**Net Sales**

**500 billion yen**

FY2025: 373.1 billion yen (134%)
CAGR 6.0%

**EBITDA**

**35 billion yen**

FY2025: 23.2 billion yen (150%)
CAGR 8.6%
Record high: 27.2 billion yen （FY2019）

Maximizing total cash flow. We place a strong emphasis on EBITDA, which excludes the impact of depreciation expenses associated with holding assets such as hotels and commercial facilities.

**Operating Profit**

**25 billion yen**

FY2025: 11.6 billion yen (215%)
CAGR 16.5%
Record high: 19.9 billion yen（FY2015）

**Staff Count**

**13,760**

FY2025: 12,710 (108%) CAGR 1.6%
**Pursuing Productivity: Increasing Revenue Per Employee**

※ The number of employees is calculated on a full-time equivalent basis

**Operating Profit Margin**

**5.0%**

FY2025：3.1% (160%)

# HIS Group Value Creation Process

## INPUT (The Source and Driving Force of Value Creation)

### HIS Group Core Competencies / Strengths

- Diverse Portfolio and Broad Customer Base
- Global Network
- Human Capital -HIS SPIRITS-
- Hands-on Management and Resilience
- Community Contribution and Co-Creation

### HIS Group Value / Guiding Principles

Bold Challenge and Change
Speed and Agility
Surprise and Innovation
Brightness, Liveliness and Honesty
Balance and Morals

## Medium Term Business Plan

**Policy**: Transformation through Collaboration between AI, Technology and Humans


## OUTPUT (Value Created)

### HIS Group Value Provided to Customers

| Low Price | High Quality | New Technology |
|---|---|---|
| Safety & Security | | |

## OUTCOME (Our Vision)

### HIS Group Vision 2030

**BEYOND**
Aspire, Change, Transcend

/ BEYOND TRAVEL
/ BEYOND JAPAN
/ BEYOND HIS

### 2030 Targets

| | |
|---|---|
| Total Transaction Volume 1 trillion yen | Net Sales 500 billion yen |
| EBITDA 35 billion yen | Operating Profit 25 billion yen |

World Peace

HIS Group Purpose Unleash your feeling “KOKORO ODORU”

# Strengths and Guiding Principles for Delivering Customer Value

**To enhance the flexibility and creativity needed to thrive in a rapidly changing world, we have added and restructured key elements.**

| HIS Group Core Competencies / Strengths | HIS Group Value / Guiding Principles | |
|---|---|---|
| Diverse Portfolio and Broad Customer Base | Bold Challenge and Change | The HIS spirit of taking on challenges begins with each individual embracing change. |
| Global Network | Speed and Agility | Make flexible speed control and agile shifts in direction our common language. |
| Human Capital -HIS SPIRITS- | Surprise and Innovation | Challenge conventional thinking through individual creativity to create new value. |
| Hands-on Management and Resilience | Brightness, Liveliness and Honesty | Act with positive energy and openness, free from preconceptions. |
| Community Contribution and Co-Creation | Balance and Morals | Exercise sound judgment with balance and integrity. |

# HIS Group Value Provided to Customers

## ALWAYS

～Always, Every Time, Everywhere～

We are committed to delivering value that exceeds expectations, surprises that go beyond what you expect, and a seamless, smart experience so that we remain the choice of our customers.

### High Quality

Our "Ability to Create Emotion," which we have continuously honed

We refuse to compromise on the quality of travel and have established HIS's own unique standards. Building on the vast resources and "power of our people" we have cultivated over the years, we aim to reach even greater heights.

- ***Product development capabilities*** **rooted in originality and diversity**
- ***Hospitality*** **passed down through generations**
- ***Commitment to a customer-first approach*** **that exceeds expectations**

### Low Price

Our Commitment to "Price" Since Our Founding

When we were founded in 1980, at a time when overseas travel was expensive and group tours were the norm, we pioneered the market for independent travel using low-cost airfares. True to our roots, our commitment to providing the world with greater value at great prices lies at the very heart of HIS.

- **Unparalleled** ***purchasing and negotiating power***
- ***Creating added value*** **that exceeds the price**
- ***Delivering surprises*** **that go beyond conventional ideas**

### New Technology

"Foundation for Transformation" that underpins and accelerates all value

By leveraging the cutting-edge technologies at the heart of Vision 2030 BEYOND to eliminate friction and maximize convenience, we place customer satisfaction at the center of everything we do. This digital foundation allows us to refine both price and quality.

- **Personalizing experiences with AI**
- **Fundamental strengthening of the digital infrastructure (Transforming reservations and payments)**
- **Omnichannel and loyalty integration (Transforming customer touchpoints)**

### Safety and Security

【 Solid Foundation 】 Safety and security backed by our network of domestic and international locations

# HIS Group Vision 2030 Policy and Action Plan

**Delivering Value to Customers**

# Policies and Action Plans for Delivering Value to Customers

**Policy** Transformation Through Collaboration Between AI, Technology, and People

## Action Plan

1. Maximizing Life Time Value and Improving Productivity Through Hyper-Personalization
2. Business Expansion and New Business Model Development Leveraging Our Global Network
3. "Entry into New Fields" and "Expansion of Existing Businesses" Through M&A, Investment, and Partnerships
4. Empowering a diverse workforce that embodies the HIS Group Value and continues to grow
5. Establishing a Proactive Group Governance Structure to Support Sustainable Growth

## Customer Value

| High Quality | Low Price | New Technology |
|---|---|---|
| Safety and Security | | |

# Three Pillars of AI and Technology Promotion

## ① AI Transformation (From DX to the Next Stage: AX)

### HIS Group-wide Implementation Phase

**HIS-Style Creation and Delivery of Customer Experiences with Enhanced Accuracy**
- Cross-channel customer analysis across stores and online
- Optimization of up-sell and cross-sell product recommendations
- AI concierge, hyper-personalization

**Maximizing Revenue Through a Data-Centric Approach**
- Trend analysis, demand forecasting, cancellation forecasting
- Optimal pricing, dynamic pricing
- Automated product generation, new product planning

**Dramatic Reduction in Workload (Collaboration with AI Agents)**
- Integration of employee knowledge, automated responses to internal inquiries, department-specific AI agents
- AI support for recruitment and training processes, visualization of employee skills and optimal staffing

**+ Establishment of Data Governance**

## ② Overhaul of Overseas Travel Business Systems

### Business Structure Reform in Core Areas

**Fundamental reform of business processes**
(Streamlining, standardization, and automation)

**Establishing the foundation for OMO Services**
(Pursuit of customer convenience)

**+AI** **Optimization of Sales Prices and Gross Profit**
(Dynamic pricing)

## ③ Enhancing the Value of Customer Experience (CX)

### Business Structure Reform in Core Areas

**Deepening customer understanding**
(Rollout of HIS CRM to all domestic stores and development of a CDP)

**+AI** **Advanced Marketing**
(Increasing conversion rates and average transaction value)

**+AI** **Pursuit of “KOKORO ODORU" In-Travel Experiences**
(New mobile app and hyper-personalization)

# Examples of AI Transformation (AX)

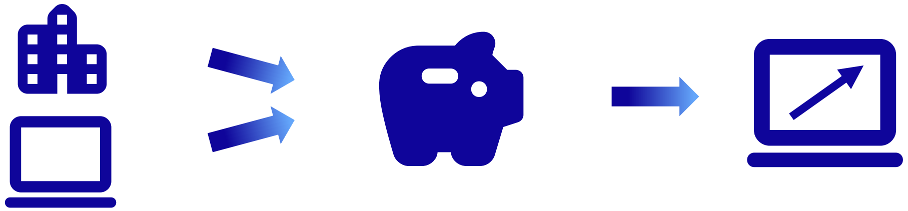
**Using AI to transform the customer and employee experience. Currently considering the implementation of 60 use cases. Initiatives include demand-driven automated pricing and hyper-personalization.**

## Case Study 1: Dynamic Pricing Based on Demand Forecasting

### Automatic Collection
Automatically collect product information as well as internal/external information and register it in internal systems

### Automated Calculation
Calculate the optimal selling price

### Instantly Updated
Prices are immediately updated in the system



**Business Structure Reform in the Core Area**

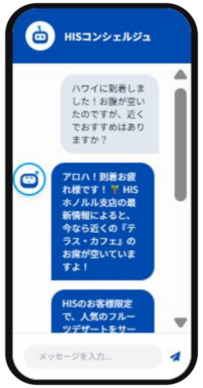
**Net Sales**
**3%**
**(5 billion yen) increase**

**Operational Workload**
**20%**
**(150 million yen in SG&A expenses) reduction**

## Case Study 2: Hyper-Personalization

### Tour Proposals
Conversations with customers and responses to proposals; identifying needs based on local information and making proposals

### In-trip Recommendations
Generate additional plans and solutions to problems in real time based on customers' movements and emotions




### Multilingual Support
Not limited by country or region AI conducts local guides

### Post-trip Support
Follow-up tailored to the situation after the trip, based on feedback and customer location

**Business Restructuring in the Core and Next Core areas**

**Net Sales**
**1.5%**
**(1 billion yen) increase**

**Operational Workload (Responses)**
**30% (100 million yen in labor costs) reduction**

*Net Sales and man-hours represent the improvement or reduction rates for the relevant products and operations

# FY2030 Operational Efficiency in Core Areas (Leisure Travel Sales) (vs FY2025)

## ① Effect of Reducing Operational Workload

| | Store and call center | Product planning and purchasing |
|---|---|---|
| Overseas Travel Operations System Upgrade | **750**k hours per year (Approx. 22% reduction) | **250**k hours per year (Approx. 30% reduction) |
| + AX | Through the use of AI agents, etc. +15% on top of the above | |

**Target 40% reduction in operational workload**

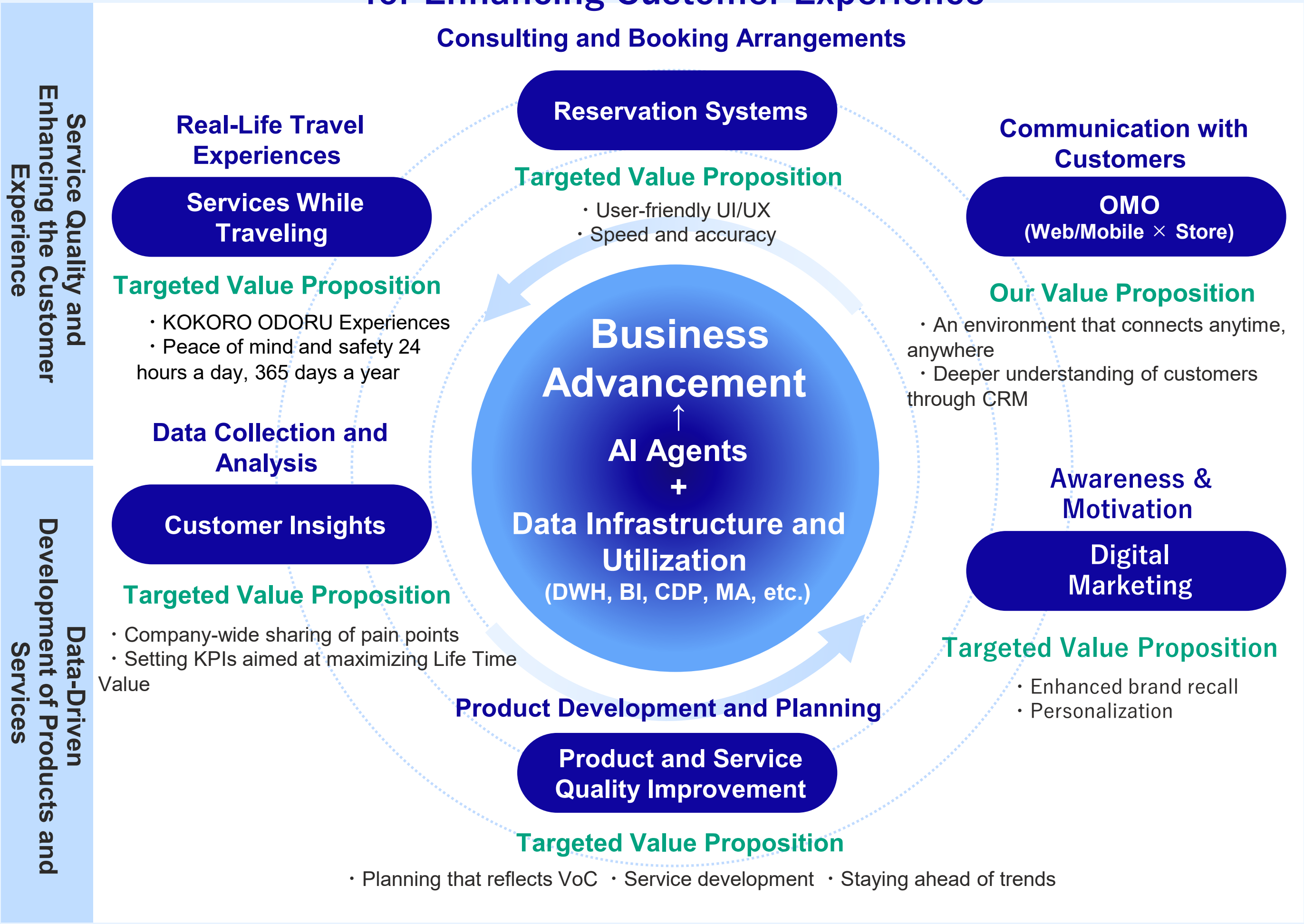
Redirect the time (and personnel) saved from reduced workload to next-core and growth-area businesses

**CRM +AX**

## ② Profit growth through improved conversion rates

**Target 2 billion yen Generating gross profit**

## Customer-Centric, Data-Driven Cycle for Enhancing Customer Experience



# Business Strategy

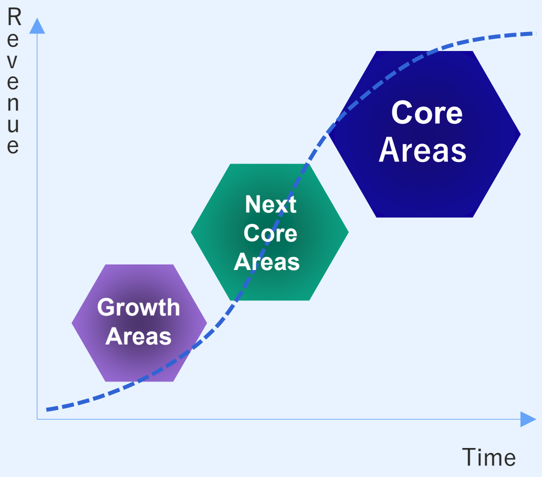
## Core Areas / Next Core Areas / Growth Areas

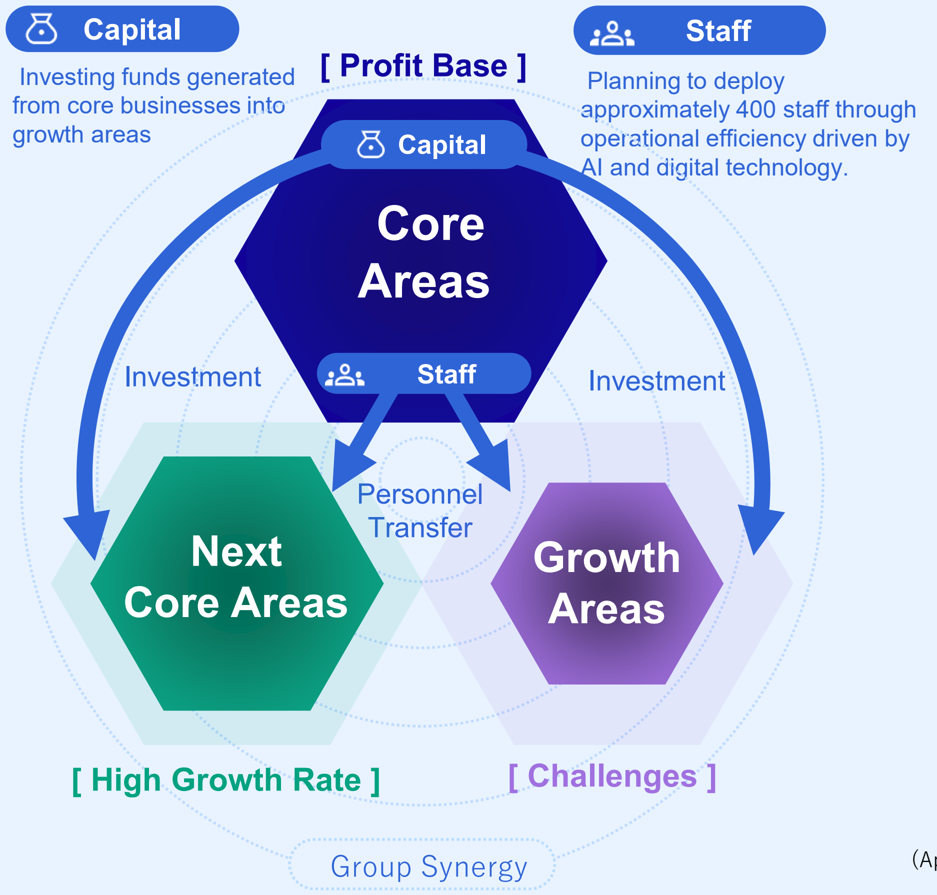
# A Continuous Growth Model for Building the Pillars of the Next Generation

## Strategically reallocate management resources generated in core areas to next-generation areas

### Creating a sustainable growth cycle

In the "Core Areas," which serves as our current revenue base, we aim to continuously create the next generation of profit pillars by generating management resources through the advancement of our business model and thorough productivity improvements, and strategically reallocating those resources to the "Next Core Areas" and "Growth Areas," where high market growth is expected.




### Core Areas Mature markets (Examples)

**Japan-Origin Overseas Travel Market**
By 2025, the economy is expected to recover to about 70% of its pre-pandemic level. By 2030, an annual growth rate of 6.4% is required to return to pre-pandemic levels.

### Next-Core Areas

Markets with high growth potential (Examples)

**Global Market Size**
5-Year Growth Rate: 132%
FY2025–FY2030
1.52 billion → 2.01 billion

**Domestic Accommodation Market Size**
5-Year Growth Rate 125%
FY2025 → FY2030
11.7 trillion yen → 14.6 trillion yen

### Growth Areas

Markets expected to grow in the domestic market
(Examples of investment candidates)

**Financial Market Size**
Approx. 30 trillion yen
(Approx. 5% of Japan's nominal GDP Approx. 5% / 2025)

**Generative AI Market Size**
Approx. 1.8 trillion yen
(2030 forecast)

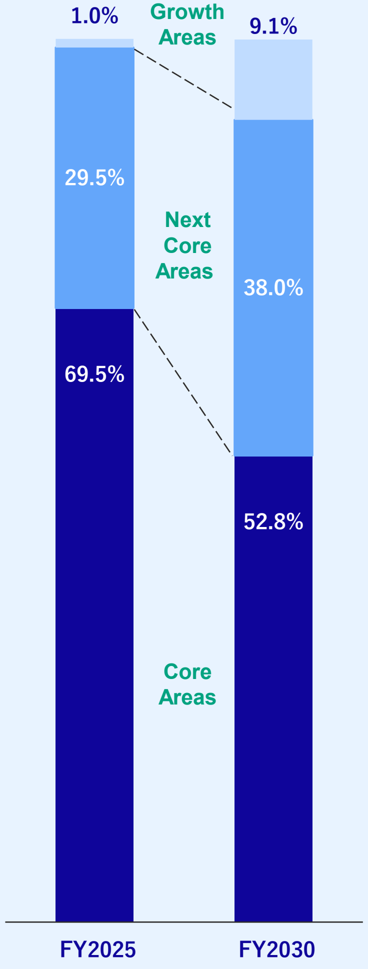
**E-commerce Market Size**
Approx. 15.2 trillion yen
(2030 Forecast)

* The market size and growth rates presented in this document are calculated by combining various publicly available external data with our current assumptions and forecasts. Actual market conditions may differ from these projections.

# FY2030 Targets

| | | Core Areas | Next Core Areas | Growth Areas | Adjustments, eliminations, etc. |
|---|---|---|---|---|---|
| Sales | Total Transaction Volume | 520 billion yen | 490 billion yen | 75 billion yen | ▲85 billion yen |
| | Net Sales | 310 billion yen | 250 billion yen | 30 billion yen | ▲90 billion yen |
| | vs FY2025 | 250.8 billion yen (123.6%) | 175.3 billion yen (142.6%) | 12.3 billion yen (242.3%) | ▲65.5 billion yen |
| | CAGR | 4.3% | 7.3% | 19.4% | — |
| Operating profit | Operating Profit | 20 billion yen | 15 billion yen | 3 billion yen | ▲13.0 billion yen |
| | Operating Profit Margin | 6.5% | 6.0% | 10.0% | — |
| | vs FY2025 | 14.8 billion yen (134.5%) | 6.3 billion yen (237.8%) | 200 million yen (1444.5%) | ▲9.7 billion yen |
| | CAGR | 6.1% | 18.9% | 70.6% | — |
| Staff | Number of staff | 4,851 | 7,363 | 920 | 626 |
| | Change from FY2025 | ▲416 (92.1%) | 1,134 (118.2%) | 290 (146.0%) | 42 (107.2%) |

## Operating Profit Composition




*Excludes adjustments and eliminations

# Core Areas

## By pursuing the advancement of our business model and improvements in productivity, and build a solid number one position and revenue base.

### Deepening the revenue base and restructuring the business

- Redefining value and expanding the target market
- Efficiency improvements through core systems
- Enhancing customer experience and efficiency through AI
- OMO transformation centered on CX

### Travel Business for Japanese Customers

HIS JAPAN / Miki Tourist / Orion Group / Ohshu Express / Tour Wave / Cruise Planet / QUALITA / HIS Okinawa

### Serving Japanese Customers at Overseas Locations

HIS Overseas branches

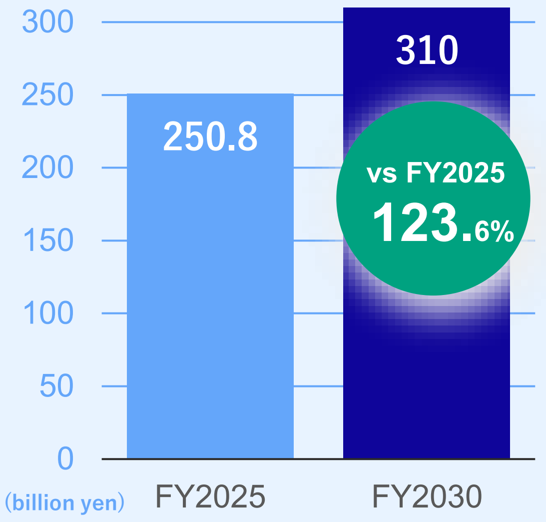
### Insurance Business

HS Insurance

### Advertising Business

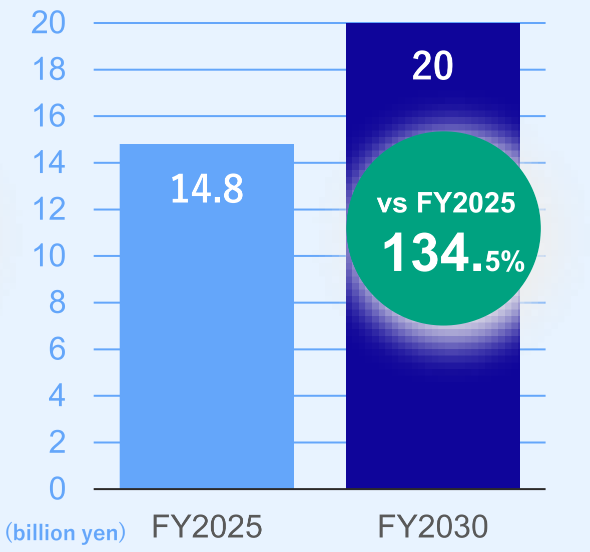
HIS Design and Plus

**Net Sales**




CAGR: 4.3%

**Operating profit**



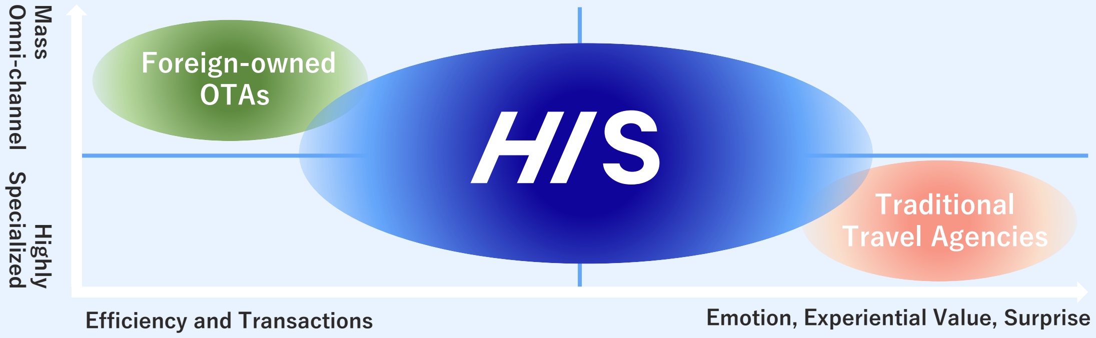

CAGR: 6.1%

# Outbound Individual Travel from Japan

## Balancing Business Restructuring and Expansion

### Toward an Unassailable Number One Position

While major established players are undergoing business transformations in the wake of the COVID-19 pandemic, we are thoroughly honing our unique strengths in our core business—overseas travel originating from Japan—to secure an unassailable number one position, well ahead of our competitors.




### End-to-End Support Value Chain Advantage

We provide end-to-end support for the entire journey—before, during, and after travel—using our own resources.

We differentiate ourselves from competitors across the entire value chain.

| | Pre-trip | | | During Travel | | Post-trip | | |
|---|---|---|---|---|---|---|---|---|
| **H.I.S** | Providing travel packages featuring unique and memorable experiences (sightseeing, dining, shopping, and activities) that go beyond what customers can achieve on their own<br>Consistent support through a wide range of channels (stores, call centers, websites, and local branches) | | | | | | | |
| | Consultation Information Provision | One-stop Reservations | Additional Arrangements | Our in-house local branches handle travel-related issues and additional arrangements to ensure a comfortable travel experience | | Share and Relive Travel Memories | Inspiration for the next trip | Even after returning home Trouble Support |
| **Foreign OTAs** | Providing low-cost and efficient travel options (airline tickets, hotels, optional tours) | | | | | | | |
| | Consultation Information Provision | One-stop Reservations | Additional Arrangements | — | Online Additional Arrangements | — | — | Trouble Support Even after returning home |
| **Traditional Travel Agencies** | Providing travel packages featuring unique and memorable experiences (sightseeing, dining, shopping, and activities) that go beyond what customers can achieve on their own | | | | | | | |
| | Consultation Information Provision | One-Stop Reservations | Additional Arrangements | — | — | Share and Relive Travel Memories | — | Trouble Support Even after returning home |

# Outbound Individual Travel from Japan

## From a labor-intensive business to a business focused on surprise and enjoyment.

### ① Japanese Overseas Travel The Challenge of Market Expansion

- Development of Original Destination-Based Content
- Expansion of Experiential Tour Products
- Strengthening efforts to attract younger and affluent customers



### ② Shift to a Customer-Centric Approach Business Structure Reform

- Resolving Challenges Through Enhanced CX
- Maximizing Life Time Value
- OMO
- Development of new services

### ③ Enhancing Customer Experience Value Through AI Utilization / Efficiency gains through core system renewal

- AI Agents × Utilization of Overseas Networks to enhance customer experience
- Improving customer service through 24/7 support and Streamlining Back-Office Operations

- **40% reduction in administrative workload** — By upgrading our core systems, we automated tasks that were previously performed manually, achieving a significant reduction in man-hours.
- **Real-time information provision and sharing** — Real-time information updates are now possible, accelerating rapid proposals to customers and knowledge sharing within the organization.
- **Connection with Suppliers** — We strengthened system integration with external suppliers, expanded our product range, and met the diverse needs of our customers.

# Domestic Individual Travel Sector

## Business Model Reform and Creation of Originality

### Destination Content Development

**Referral Business + Destination Business Revenue Reform and Enhancement of Customer Experience Value**

- Referral Business + In-House Hotels + In-House Destination Content
  → Toward a Vertically Integrated Business
- Okinawa Diversification Strategy
  → Aiming for 1 million customer touchpoints annually (combined referral and on-site)
- Expansion of experiential products centered on surprise and enjoyment
  → Strengthening guided tours
- Sending customers to fireworks displays and festivals across Japan
  → Fostering originality and revitalizing local communities

*Destination Content: Travel experiences, sightseeing, transportation, dining, etc.

### Acquiring new customers through customer sharing

**Maximizing Life Time Value through the modernization of the HIS Group's core systems**

- Customer acquisition strategies for all HIS Group customers through the implementation of CRM and MA
- Improving Customer Satisfaction and Loyalty Through UI and UX Enhancements
- Strengthening collaboration with other companies in the domestic travel sector and related fields

# Next Core Areas

## High Revenue Growth Areas set to Become our Next-Generation Pillars

### Travel Business (Global Travel)
MIKI Group / Red Label Vacations / Jonview /
HIS Overseas Subsidiaries (Global Inbound & Outbound)

### Inbound Tourism Business
HIS Inbound Travel Sales Division
Japan Holiday Travel

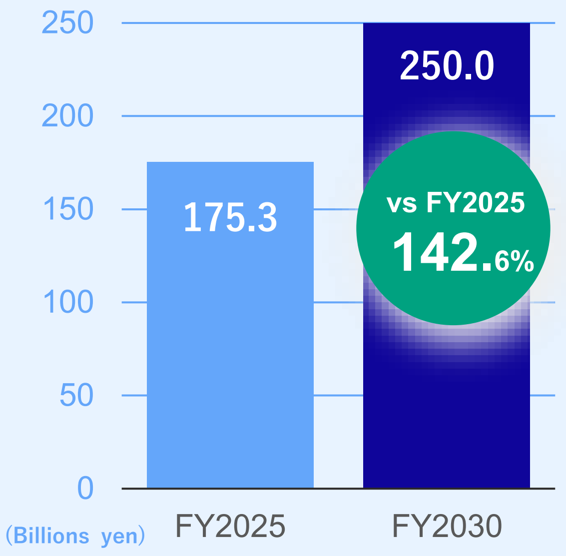
### Hotel Business
HIS Hotel Holdings
(and 11 other companies)

### Corporate Business
HIS Corporate Sales Division
(MICE / Government Agencies & Local Governments / BTM / Sports, etc.)

### Regional Business
Kyushu Sanko Group
(and 13 other companies)
Laguna Ten Bosch

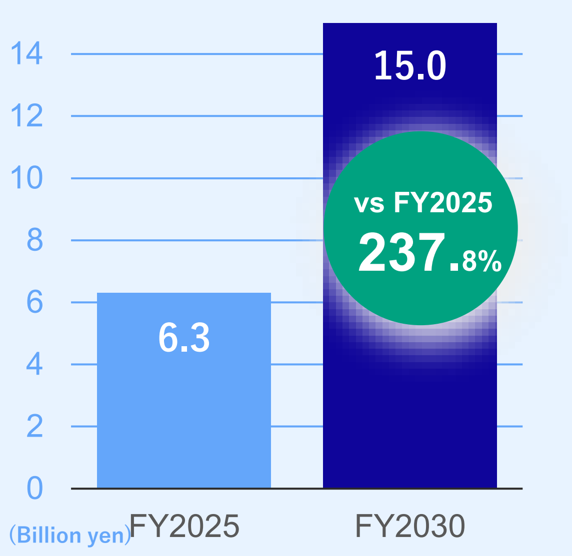
**Transition to a Global Cross-Selling and High-Profit Model**
- Strengthening Global Cross-Selling
- Transition to a High-profit Model in the hotel business
- Transformation of the Corporate Business (MICE / Government & Local Authorities / BTM / Sports)
- Regional Business (Kyushu Sanko Group)

Net Sales




CAGR: 7.3%

Operating Profit




CAGR: 18.9%

# Global Travel ①

## Expanding the Customer Acquisition Business Through Global Cross-Selling

| | Sources of Travelers **HIS Group** | Sources of Travelers **Outside the HIS Group** |
|---|---|---|
| **Core** Japanese | **Customer Acquisition from HIS JAPAN**<br>The origin of our business and the foundation supporting our revenue and profits. We will continue to provide exciting travel experiences by leveraging our strength—our overseas network of offices. We aim to further enhance our ability to disseminate information. | **Expansion of B2B Business and Strengthening of Local Sales**<br>Expand B2B bookings through consolidated subsidiaries Miki Tourist and Ohshu Express. Additionally, create touchpoints with individual travelers using OTAs and direct airline sales to strengthen local sales. |
| **Next Core** Non-Japanese | **Strengthening Cross-Selling**<br>We aim to globalize our business by not only receiving customers from HIS JAPAN but also by growing mutual referrals between overseas offices. | **Area of Focus for Growth**<br>We will approach new source markets through partnerships and collaborations. Additionally, the Global Sales Division will strengthen B2B sales.<br>Area with the greatest growth potential |

# Global Travel ②

## Our Strengths

### Unparalleled Global Network and Local Presence

Global Network of Offices

**54 Countries, 104 Cities, 136 Branches**

*As of June 2026 / Excluding locations in Japan

### Foundation for Global Market Business

Expanding from FY2026 (240 billion yen) to FY2030 (300 billion yen)
(Revenue from global markets excluding Japan)

### Courteous and flexible hospitality we have cultivated in Japan

Differentiation from traditional overseas travel agencies

**Safety, Security, and Crisis Management Systems**

- 24/7 support
- Immediate responsiveness with HIS Group employees taking direct action in real time

**Firsthand, up-to-date local information**

- Insights only available to local residents—beyond what can be found online or in historical data and the ability to gather and disseminate spot and real-time information

## Area Strategy

### 1. Japan (Japan Inbound)

- Sharing of purchasing resources
- Event Collaboration
- Expansion of Regional Products
- Entry into Asian Markets

### 2. Europe, the United States, Canada, and Hawaii

- Expansion of Customer Acquisition Systems
- Existing B2B Customers
- Development and Expansion of New B2B Customers

### 3. Asia and Oceania

- Establishment of a customer Acquisition System

**Expanding mutual customer acquisition and the number of locations**

Number of service locations: 104 → 24 of which are currently serving global customers
Aiming for 50 locations by 2030

**Proactive partnerships, M&A, and joint ventures**

# Global Travel ③

## Travel Experiences: Developing and Expanding Kokoro Odoru Content
## Utilizing Group Locations, Community-Led and Community-Focused Development, and Active Collaboration on IP Content.

### Surprises — Future & Uncharted

**"Fish Eye" Underwater Observatory Park (Guam)**

Micronesia's only underwater observation facility. Enjoy the underwater world through 360-degree viewing windows. Incorporating projection mapping, it offers a new nighttime journey experience.

**XploreRide Bus (Honolulu, New York)**

A next-generation bus tour that lets you experience the local charm through XR technology. Following Hawaii, the service has expanded to New York. It transforms travel into entertainment using cutting-edge technology, creating a new model for tourism.


### Festivals — Local Events Nightlife

**Yi Peng Festival (Thailand)**

A magical traditional Thai festival featuring thousands of lanterns dancing across the night sky. While a popular event, traveling to the suburbs at night can be difficult for individuals. We provide a comfortable experience that includes local cultural immersion and safe transportation to and from the venue.

**Fireworks (Japan)**

Products for Visitors to Japan.
We secure "limited-availability paid viewing seats" for famous fireworks displays that are difficult to arrange and access on your own. By eliminating the stress of travel to the venue and navigating massive crowds, we offer a special journey where you can comfortably enjoy the traditional beauty of Japan.

### Learning — Culture, History & Nature Conservation

**Mayan embroidery and Women's Empowerment Project (Mexico)**

To support the Maya people who lost tourism income due to the COVID-19 pandemic, we provide assistance through product development and e-commerce sales in collaboration with an NPO. The beautiful, colorful Maya embroidery, imbued with a sensibility of coexistence with nature, is very popular. We respect tradition and strive to build equal partnerships.

**LeaLea Charity Run 5K by HIS (Hawaii)**

All entry fees are donated to the Waikiki Aquarium, which is dedicated to the research and conservation of Hawaii's coral reefs and marine ecosystems. We promote "regenerative tourism," which protects the natural environment, traditions, and culture, and enables the local community and tourists to build a sustainable society together.

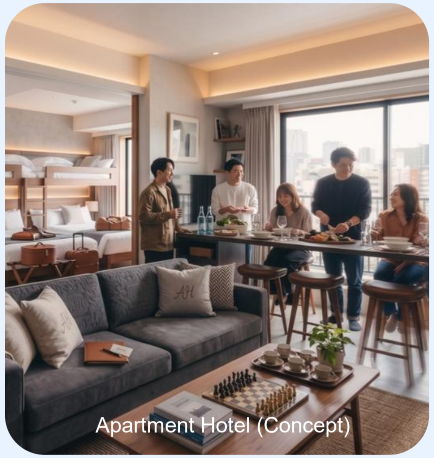
# Hotel Business

## ① Strategy for a High-Profit Model

Targeting inbound group travelers as the primary customer base, we have implemented "time-based unmanned operations" utilizing digital transformation (DX). By minimizing fixed costs to the absolute minimum, we pursue high profit margins.

### Apartment Hotel Model (Comparison with Conventional Hotels)

| | | |
|---|---|---|
| Room Area | 18㎡ | 40 m² |
| Room rate | 14,000 yen | 40,000 yen |
| Operating profit margin | 60% (+10%) | |
| Comparison of Average Annual Operating Profit Per Location | Triple Profits | |


Apartment Hotel (Concept)

## ② Area-Concentrated Expansion Plan (Dominant & Satellite Hotels)

Shifting from "point-based" management of individual facilities to "area-based" management.

### ・Concentrated investment in existing areas

Focusing on Tokyo (7 locations) and Osaka (4 locations), as well as areas surrounding our existing overseas locations,to prevent the dispersion of management costs.

### ・Conversion of commercial and office buildings

Avoiding new construction, we convert existing buildings floor by floor (for short-term lodging). Open locations with unmatched speed and low costs.

### ・Automation through digital technology

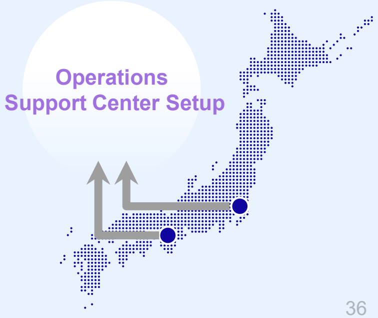
Implement online check-in and digital keys.
Use existing locations as hubs and operate surrounding satellite hotels unmanned.

## ③ Toward more productive and efficient operations

**Consolidation of certain on-site operations**
Remote management of reservations and administrative tasks Focusing on guest service

**Reduced staffing through remote operations**
Monitoring Systems + Partner Collaboration for Zero Night Shifts

**Mutual support of human resources**
Staff dispatch within the area
Eliminating surplus staff



# Corporate Business (MICE)

## Transitioning from MICE coordination as a means to providing solutions and business production.

**Co-creating the Future**

High Value-Added Services Differentiation

Source of Value Core Functions

**Problem Solving**

**Planning and Proposals**

**Arrangement & Execution**

**Becoming a Partner in Co-Creating the Future of Businesses**

**Legacy Market**

**MICE Logistics Arrangements**

**Market Expansion**

**New and Expanding Markets**

**Investment in Human Capital HR Solutions + Global**

### Market Growth Potential

**Legacy Market** Approx. 220 billion yen

*Logistics arrangements (transportation, lodging, venues, facility usage, etc.)

**New and Expanding Markets** Approx. 600 billion yen

*In addition to logistics arrangements, providing solutions to client companies (original content, etc.)

* The market size figures in this document are calculated by incorporating our current. The actual market environment may differ from these forecasts.

# Corporate Business (Regional Operations / Government Agencies and Local Governments)

## Combining commissioned and in-house projects to become a regional revitalization partner for local governments.

[Number of Partner local governments] 300 local governments 〉 1,000 local governments

## Contract Services × In-House Projects

### Contract Services

Comprehensive Regional Revitalization

- Public Sector MICE
- BPO
- Secretariat Management
- International Exchange
- Regional Branding

Expanding across all 47 prefectures with a focus on BPO and Public Sector MICE

### In-House Projects

Seamless Expansion from upstream DCP Business to Other Ventures

**DCP Regional Tourism Plan**

Destination Create Project (Creating New Destinations)

- Inbound Tourism
- Hotels
- MICE
- FOOD

Aiming for Synergies in Value and Revenue

# Corporate Business (BTM & Sports)

*BTM: Business Travel Management

## ◇BTM Business

**Revamping Value Propositions Through the Integration of AI and Human Expertise to Expand Our Client Base**

[Number of Partner Companies] **1,600** companies ❯ **2,500** companies

| ① Efficiency | ② Value Enhancement | ③ Expansion |
|---|---|---|
| **Zero-Touch Operation** | **Enhanced Customer Success** | **Strengthening Sales and Marketing** |

## ◇Sports Business

**Leveraging the audience-drawing power of sports content to create synergies with other businesses.**

**B2C Business to Increase in customer traffic** ← Providing B2C ← **Unique Expansion Expansion** → Delivering New Value B2B → **B2B Business Expansion**

Soccer, Basketball, Sumo, Marathon, Track and Field, etc.

# Regional Operations (Kyushu Sanko Group)

## Becoming a Leading Company Shaping the Future of Kyushu and Kumamoto

### ① Strengthening Our Revenue Base
(Proactive Strategy)

- Maximizing Profits in the Bus Business
- Expanding the Bus Company's Network Nationwide Through Proactive M&A
- Attracting visitors to Japan through the establishment of a local subsidiary in Taiwan
- Strengthening revenue in the real estate business (SAKURA MACHI Kumamoto)

### ② Organizational Restructuring
(Defensive Strategy)

- Consolidation of Group Companies
- Streamlining administrative functions through the promotion of shared services
- Utilization of AI and DX: Reallocating personnel to the field through efficiency improvements

### ③ Securing Talent and Improving Compensation
(Foundation for Growth)

- Top-tier compensation in the region
- Top-tier wage increases in the region (annual salary increase of 500,000 to 1,000,000 yen)
- Developing and securing talented personnel through expanded training and benefits

# Growth Areas

## Pioneering Areas for Nurturing the Seeds of Future Businesses and New Markets

### New Portfolio Strategy through Diversification

- Execution of Strategic M&A
- Acceleration of CVC Investments
- Promotion of In-House Business Development
- Expansion of Ongoing Businesses

### Non-Travel & New Business

- **Construction and Facilities**: Cross E Holdings
- **Education**: Blue Sky Education
- **Telecommunications**: HIS Mobile
- **Food & Beverage**: Seafood Buffet Iroha / Manten no Hide Soba

### Retail & E-commerce

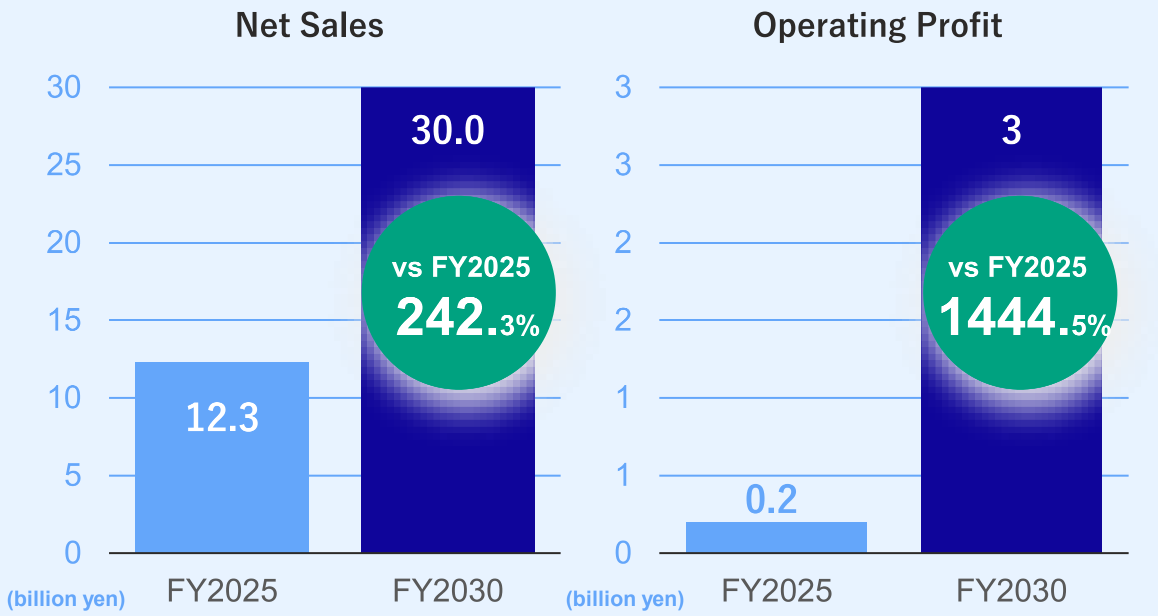
- South Wing / Kokoro Planning

### Human Resources & Finance

- Staffing (Green Ocean)
- Finance & Investment (CVC)

### System Development

- SYS




CAGR: 19.4%

CAGR: 70.6%

# "Four Initiatives" to Accelerate Diversification

## Building on the unique strengths of the HIS Group, we are venturing into new business areas.

### ① Strategic M&A

Focusing on smaller deals.
We execute M&A across various industries, transitioning from Proof of Concept to a growth pillar

### ② CVC Investment

Balancing both financial returns from investments and strategic returns through business collaboration

### ③In-House Business Development

Utilization of the internal entrepreneurship program "HIS Start-up Program" and projects directly overseen by management
as a project directly overseen by management

### ④ Expansion of Ongoing Businesses

Leveraging group synergies to enhance profitability
in areas such as food service and staffing, where we already have a proven track record
by

External Resources ⟷ Internal Resources

### HIS Group Core Competencies / Strengths

- Diverse Portfolio and Broad Customer Base
- Global Network
- Human Capital -HIS SPIRITS-
- Hands-on Management and Resilience
- Community Contribution and Co-creation

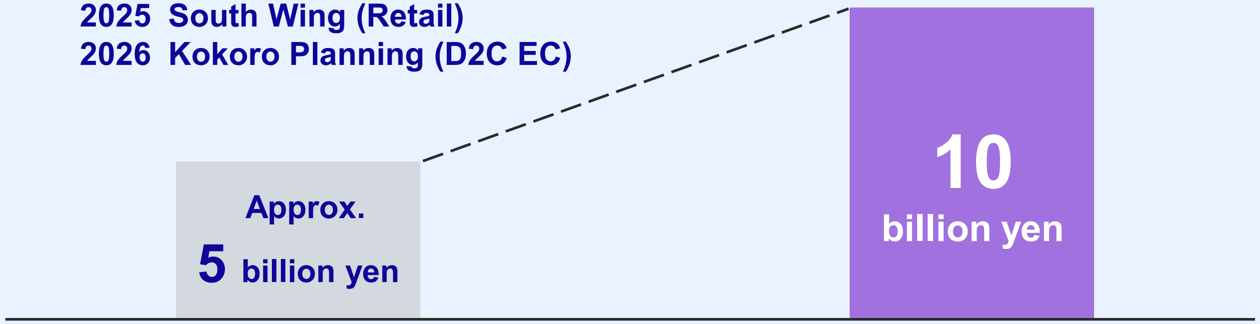
# ① Strategic M&A

## Expansion into New Industries, Synergy Creation, and IPO

**Investment Policy:** **We plan to make aggressive growth investments (10 billion yen), focusing primarily on small-scale projects, risk hedging through a well-balanced portfolio.**

| Investment Track Record | Investment Plan |
|---|---|
| **FY2022 - 2025** | **FY2026 - 2030** |

**2025 South Wing (Retail)**
**2026 Kokoro Planning (D2C EC)**




### Target

- Small, high-quality companies with proprietary technology and established market areas.
- Businesses that are resilient to economic and geopolitical risks and are deeply rooted in lifestyles.
- Industries expected to grow over the next 10 years.

### Investment Plan Through FY2030

| Number of Companies | Net Sales | EBITDA |
|---|---|---|
| 10 companies (including 2 listed companies) | 10 billion yen | 1.5 billion yen |

- Roll-up Strategy: Complementing adjacent areas and improving profitability
- Execution of large-scale projects through the use of joint ventures and financing
- Aim to create companies with a market value of 10 billion yen or more, with the goal of taking more than half public

**Generate business synergies through Proof of Concept**
**Early assessment of suitability**

# ②CVC Investment

## Balancing financial returns from investments with strategic returns from business partnerships

| Total Investment Amount | Number of Portfolio Companies | EXIT (IPO, M&A) | MOIC | Collaboration Results (Net Sales) |
|---|---|---|---|---|
| 2.5 billion yen | 50 companies | 10 companies | 2.5x | 5 to 10 billion yen |
| 900 million yen (as of June 2026) | 24 companies (as of June 2026) | 1 IPO (as of June 2026) | 1.2x (as of June 2026) | 1 billion yen (as of June 2026) |

### Securing new revenue streams through financial returns

- Expanding investment scope to include later-stage companies to accelerate monetization
- Aiming for global listings, we will facilitate 2 to 3 IPOs per year
- Establishing a sustainable investment cycle through reinvestment of recovered funds

### Pursuing synergies through business collaboration

**Contributing to the maximization of revenue and gross profit for both parties through the utilization of HIS Group assets**

- Real Assets: Providing proof-of-concept (PoC) environments at hotels, theme parks, and other locations
- Global Network: A robust sales channel spanning 286 locations (domestic and international)
- Customer Base: Comprehensive customer reach covering B2C, B2B, and B2G

### Other objectives and roles of CVC

- Creation and exploration of new businesses
- Identifying future M&A opportunities
- Staying abreast of the latest technologies and trends
- Talented Individuals Access to Networks
- Transformation of the internal organizational culture

### Investment Areas

- <Evolution and Expansion of Business Infrastructure>
  Tourism (Travel, Accommodation, Mobility, etc.)
- <New Growth Areas>
  AI, Space, Healthcare, Entertainment, Finance, Education, Web3, Sustainability, etc.

# ③ In-House Business Development

**Utilizing the internal entrepreneurship program "HIS Start-up Program" and promoting it as a project directly overseen by senior management**

## In-House Entrepreneurship Program "HIS Start-up Program" (Bottom-up)

### A venture program that solicits new business ideas from employees

- Business Creation
- Talent Discovery and Development
- Fostering Corporate Culture
- Embodying Our Purpose

**Providing Opportunities for Employees Who Take the Initiative**

### Example of Achievements

| | |
|---|---|
| **V-Travel** | A project to spend special time with VTubers. Creating various opportunities to connect with favorite VTubers through travel, social gatherings, and activity support. |
| **Golf Play Automatic Recording** | A service where an AI-powered camera on a cart automatically captures every shot and handles video editing. |

## Project Directly Managed by Executive Management (Top-down approach)

- **We will swiftly enter markets with promising future growth potential**
- **We operate under our own brand to deliver surprising innovations.**
- **Building a sustainable revenue base through constant challenge and adaptation**

### Ongoing Project

| | |
|---|---|
| **Space Business** | Identify unique themes in unexplored areas of the space industry and co-create with partners from different industries. Generate next-generation value, feed it back into the travel business, and develop it into a mid-to-long-term pillar. |
| **Integrated Resort Business** | With an eye toward the opening in Osaka, we are developing unique stay models and MICE support. We aim to expand domestic and international visitor traffic nationwide and establish this as a business for the next generation. |
| **Web3 Business** | Leveraging blockchain technologies such as NFTs and cryptocurrencies to integrate tourism resources with diverse sectors. We will build a unique economic ecosystem and pioneer new markets. |

# ④ Expansion of ongoing projects

**Enhance profitability by leveraging group synergies in established areas such as food service and staffing**

## Food and Beverage Business: Creating Group Synergies to Become a Destination for Travel

### Current

**Operations tailored to local characteristics**

- Iroha Seafood Buffet
- Manten no Hide Soba
- Jurassic Diner (Hotel Food & Beverage)

### Future Outlook

We are driving a full-scale store expansion and growing our business scale. By leveraging group synergy, we aim to transform our brand and become a true "travel destination" for our customers.

### Synergy Creation

- Domestic and Inbound Travel: Incorporation into Bus Tours
- Corporate: MICE Use

*Selected examples

## Job Placement Project Business(Green Ocean): Evolving into Comprehensive Human Resource Solutions Supporting Social Infrastructure

### Current Status

**Human Resources Support for Specific Fields**

- Agriculture
- Foodservice

### Future Outlook

**Expansion into New Areas**

- Automotive Maintenance
- Aviation
- Building Cleaning
- Accommodation
- Nursing care

### Synergy Creation

- Overseas Entities (Indonesia, Bali, etc.) Supply of personnel
- Job placement project for the Food and Beverage Industry
- Job placement project for the Kyushu Sanko Group

*Selected examples

# Establishing a sustainable investment cycle through the reinvestment of recovered funds

## Step 1. Exploration and Seeding

### ② CVC Investment & ③ In-House Business Development

**[CVC Investment]** We will invest in new growth areas (AI, space, healthcare, Web3, etc.) to sow the seeds for the future.
KPIs: Total investment of 2.5 billion yen; 50 portfolio companies

**[Internal Business Development]** We will drive forward both the bottom-up “HIS Start-up Program” and the top-down “Projects Directly Managed by Executive Management” (space, IR, etc.) as two pillars.

## Step 2. Business Collaboration and Synergy Creation

### ④ Expansion of Ongoing Projects & Asset Utilization

**[Asset Utilization & PoC]** We provide real assets such as hotels and 286 sales channels (domestic and international) to conduct proof-of-concept experiments with portfolio companies.
KPI: Collaboration Results (Revenue) 2.5 billion yen

**[Synergies in Existing Areas]** We aim to accelerate the expansion of our restaurant business and expand our staffing business into new sectors (such as automotive maintenance, lodging, and nursing care).

## Step 3. Commercialization and Scaling of Next Core Area

### ① Strategic M&A

**[Nurturing into Growth Pillars]** Following PoC, execute M&A across diverse industries, focusing on small-scale deals, to incorporate external resources and expand business scale.
KPIs: 10 companies, revenue of 10 billion yen, EBITDA of 1.5 billion yen

・Improve profitability by complementing adjacent business areas
・Create companies with an enterprise value of 10 billion yen or more.

## Step 4. Generating Returns & Capital Recovery

### Balancing Financial and Strategic Returns

**[IPOs and Exits]** To achieve early monetization, we will target later-stage companies as well, with a view toward global listings. We will reinvest the funds raised into new exploration (Step 1).

M&A KPIs: Target number of IPOs: 3
CVC KPIs: Target number of IPOs: 10 , MOIC: 2.5x

Reinvestment

# Financial Strategy and Shareholder Return Policy

# Financial Strategy

**We prioritize Ensuring Financial Soundness and Improving Capital Efficiency, as we aim to achieve sustainable growth in corporate value and stable shareholder returns.**

## ◇ Three Pillars

| | Ensuring Financial Soundness (Financial Stability) | Active Investment in Growth Areas and Improving Capital Efficiency (Profitability and Efficiency) | Stable shareholder returns (Profit Distribution) |
|---|---|---|---|
| Target | Equity Ratio: 20% | ROIC 7% / ROE 20% or higher | Dividend Payout Ratio: 25% or higher |
| Means | ・Accumulation of profits from core business<br>・Systematic reduction of interest-bearing debt<br>・Withdrawal from or sale of unprofitable businesses<br>・Aiming to shift from a state of equilibrium through downsizing to financial health through growth, and using the profits generated through proactive investment to strengthen our equity base. | ・Under investment discipline that prioritizes cost of capital, to achieve high capital efficiency. Set ROIC targets by business segment.<br>・With operating cash flow projected at approximately 25–30 billion yen, we have set investment cash flow at approximately 20 billion yen.<br>・Investment of 100 billion yen (including systems, AI, and hotel investments) by FY2030.<br>・Free cash flow is linked to operating cash flow. | ・We aim for a 20% ROE and seek to increase total dividend payouts in line with profit growth.<br>・Share buybacks are conducted only after capital strengthening and financial soundness, and will be flexibly considered based on a comprehensive assessment of surplus cash and stock price levels. |

# Shareholder Return Policy

**Comprehensive shareholder returns that contribute to the pursuit of an optimal capital structure and the enhancement of shareholder value over the medium to long term.**

### Expanding the HIS Group Fan Community

## Expansion of Shareholder Benefits

NEW

- **Changing the criteria for issuing benefits to be based on the number of shares held**
- **Introduction of benefits for high-value products**
- **Introduction of new long-term benefits for long-term shareholders**
- **Expanding eligible locations for benefits across Group companies**
- **Implementation of special programs for shareholders**

Based on feedback from our shareholders, we plan to expand our shareholder benefits program starting in the first half of FY2027 to enhance the investment appeal of our stock and encourage more shareholders to hold our shares over the medium to long term.

**We plan to expand the shareholder benefits program starting with the first half of FY2027**

## Continuation of stable dividends

- Payment of stable and continuous dividends, targeting a consolidated dividend payout ratio of approximately 25%
- Aiming for a 20% ROE and seeking to increase the total dividend amount in line with profit growth.

## Implementation of flexible share repurchases

- We will flexibly review our dividend policy after achieving capital enhancement and ensuring financial soundness, taking into comprehensive account the status of surplus cash and stock price levels.

# Group-wide M&A Strategy

# Group-wide M&A Strategy

**Policy**

① **Achieving an IPO through growth investments, roll-ups, and business synergies**
② **Balanced investment execution across large, medium, and small deals, as well as domestic and international markets, regions, and industries**
~Risk Hedging Through Portfolio Diversification~

**KPI**

**Total Investment Amount**
**40** billion yen

**Number of Companies**
**25** companies
(including 5 listed companies)

**Revenue**
**45** billion yen

**EBITDA**
**4.5** billion yen

**Overview of M&A Strategy**

Foundation and Promotion

- Maximizing Synergies
- Improving Profitability
- Complementing Related Areas
- Expanding Trading Volume

**Core Strategy**
Growth Investment and Business Expansion

**IPO Strategy**
IPO of Acquired Companies
Successful execution of planned IPOs
(Enterprise value of 10 billion or more)

**Investment Efficiency Strategy**
Maximizing Investment Efficiency
Large-Scale Acquisitions and Investments
(Listed and unlisted companies with a market capitalization of 10 billion yen or more)

Diversified Business Portfolio and a large customer base | Global Network | Human Capital -HIS SPIRITS- | Practical Corporate Management and Turnaround Capabilities | Community Contribution and Co-creation

# Strengthening Our Management Foundation

## Human Resources Strategy, Governance, and Sustainability

# Human Resources Strategy

**Every Individual is a Protagonist: Becoming a Group of "Adventurers" Who Continuously Take on New Challenges on the Global Stage Through, Collective Management**

## Human Resources Strategy: Basic Policy

### Developing, Selecting, and Deploying Next-Generation Talent to Accelerate Innovation

- Introduction of an early promotion system for next-generation leaders
- Developing next-generation management talent and providing opportunities for management participation
- Recruiting next-generation management talent through career hiring
- Visualizing future young executive talent using data

### System reforms that enable each individual to hone their unique strengths, take on challenges, and continue to grow

- Revision of the performance evaluation system
- Introduction of performance-based incentives
- Introduction of the HIS Group FA System

### Pooling the knowledge and experience of a diverse workforce to maximize corporate value

- Optimal allocation of talent through collaboration between AI and humans
- Expanding the recruitment of professional talent
- Promoting the active participation of women, global talent, management talent, corporate business talent, and IT/digital talent

## Talent Portfolio: Four Key Areas

### Next-Generation Management Talent Driving Business Transformation

Strengthening the selection and development of next-generation management talent to accelerate innovation.
We will also actively recruit external talent to drive business transformation.

### IT & Digital Driving Digital Transformation

We are securing a diverse pool of technical talent capable of driving and building systems development, AI, data analysis, and digital transformation (DX). We are promoting technology-driven service innovation and operational efficiency.

### Corporate Business (B2B) Growth in Next-Core Areas

We will strengthen our team with staff possessing specialized expertise in B2B sectors with high growth potential, such as MICE and regional business.

### Global Next-Core, Growth Areas

We will strengthen our talent pool to drive business expansion based on our global network of offices.
We will drive expansion in global travel and non-travel sectors.

## Key KPIs

| KPI | Target |
| --- | --- |
| ① Challenge Index Positive Response Rate | 70% or higher |
| ② Speed Index Labor Productivity vs. FY2026 | 1.5 times |
| ③ Ratio of personnel in Next Core Growth Areas vs FY2025 | 15% increase |

# Strengthening Group Governance

## Clarify risk appetite (i.e., "acceptable risks" and "risks to be avoided") and establish a management system capable of taking calculated risks

### Management Response

While proactively going beyond existing frameworks (BEYOND), we will not only respond to societal demands, but also we will routinize the monitoring of key group risks using RPA (Robotic Process Automation), reduce potential risks, and proactively "evolve" our governance to adapt to social and environmental changes and seize upside opportunities we will proactively “evolve” our governance.

## Improve our ability to anticipate risks and translate it into a proactive approach

### Global Support

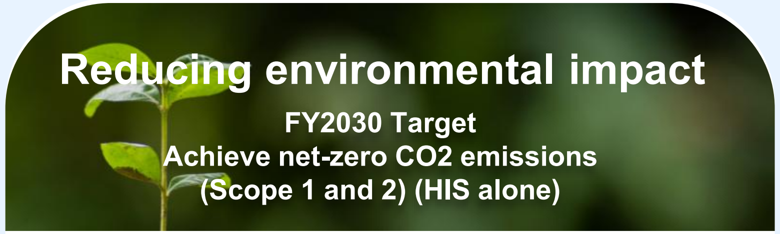
Strengthening governance from a global perspective is not a "hurdle to be overcome," but rather a tool to accelerate our global leap. We will assign governance officers to each region to conduct risk forecasting—covering legal, compliance, and security issues—based on region-specific checklists, thereby building a proactive governance framework that mitigates risks while driving growth.

# Sustainability

## We promote "Sustainable Tourism" to realize a sustainable society together with our customers.

The HIS Group’s business is made possible only by a beautiful global environment and a prosperous, peaceful society.
We aim to help people discover the world through travel, and we are working together with our stakeholders to ensure that our business activities themselves serve as a driving force for creating a sustainable and peaceful world.
To achieve this, we will continue to propose travel experiences that contribute to the protection of the natural environment and the resolution of local issues.

## ◇What We Aim to Achieve Through Our Business Activities




・Introduction of EV mobility at tourist destinations
・Implementation of SAF-powered tours
・Utilization of groundwater in cooling tower systems at large commercial facilities
・ Implementing Power Loss Reduction Solutions in Hotels
・Planning eco-tours to experience nature


・Creating new tourist destinations through partnership agreements with local governments and the dispatch of personnel
・Community support activities through charity events
・Support for the preservation of traditional cultures of ethnic minorities
・Study tours that foster exchange with people around the world


・Travel consultations via video call
・Planning online tours
・Promotion of universal tourism
(Planning wheelchair-accessible and sign language-assisted travel)
・Organizing symposiums
Symposium management

# FY2030 Targets

# FY2030 Targets

## We aim to set new records for all sales and profit metrics.

### Total Transaction Volume

**1 trillion yen**

FY2025: 695.2 billion yen（144%）
CAGR 7.54%
Record high: 808.5 billion yen（FY2019）
Former accounting standards / Reference values

Growth metrics for maximizing total global sales volume

### Net Sales

**500 billion yen**

FY2025: 373.1 billion yen (134%)
CAGR 6.0%

### EBITDA

**35 billion yen**

FY2025: 23.2 billion yen (150%)
CAGR 8.6%
Record high: 27.2 billion yen （FY2019）

Maximizing total cash flow. We place a strong emphasis on EBITDA, which excludes the impact of depreciation expenses associated with holding assets such as hotels and commercial facilities.

### Operating Profit

**25 billion yen**

FY2025: 11.6 billion yen (215%)
CAGR 16.5%
Record high: 19.9 billion yen（FY2015）

### Staff Count

**13,760**

FY2025: 12,710 (108%) CAGR 1.6%
**Pursuing Productivity: Increasing Revenue Per Employee**

※ The number of employees is calculated on a full-time equivalent basis

### Operating Profit Margin

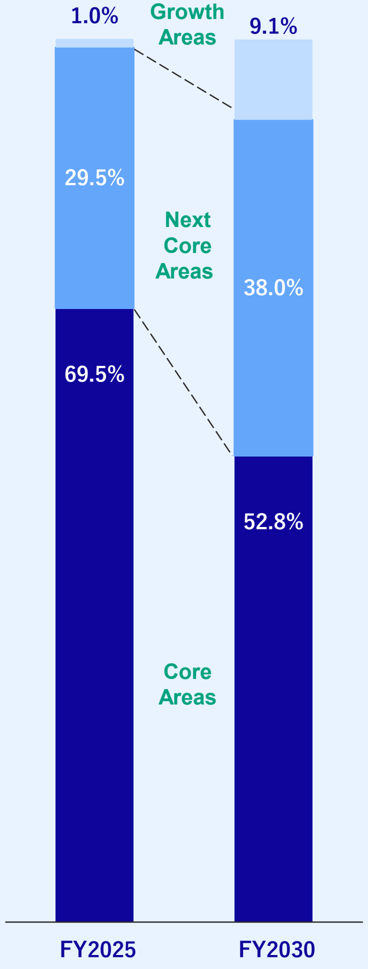
**5.0%**

FY2025：3.1% (160%)

# FY2030 Targets

| | | Core Areas | Next Core Areas | Growth Areas | Adjustments, eliminations, etc. |
|---|---|---|---|---|---|
| Sales | Total Transaction Volume | 520 billion yen | 490 billion yen | 75 billion yen | ▲85 billion yen |
| Sales | Net Sales | 310 billion yen | 250 billion yen | 30 billion yen | ▲90 billion yen |
| Sales | vs FY2025 | 250.8 billion yen (123.6%) | 175.3 billion yen (142.6%) | 12.3 billion yen (242.3%) | ▲65.5 billion yen |
| Sales | CAGR | 4.3% | 7.3% | 19.4% | — |
| Operating profit | Operating Profit | 20 billion yen | 15 billion yen | 3 billion yen | ▲13.0 billion yen |
| Operating profit | Operating Profit Margin | 6.5% | 6.0% | 10.0% | — |
| Operating profit | vs FY2025 | 14.8 billion yen (134.5%) | 6.3 billion yen (237.8%) | 200 million yen (1444.5%) | ▲9.7 billion yen |
| Operating profit | CAGR | 6.1% | 18.9% | 70.6% | — |
| Staff | Number of staff | 4,851 | 7,363 | 920 | 626 |
| Staff | Change from FY2025 | ▲416 (92.1%) | 1,134 (118.2%) | 290 (146.0%) | 42 (107.2%) |

## Operating Profit Composition




*Excludes adjustments and eliminations

# HIS Group Value Creation Process

## INPUT (The Source and Driving Force of Value Creation)

### HIS Group Core Competencies / Strengths

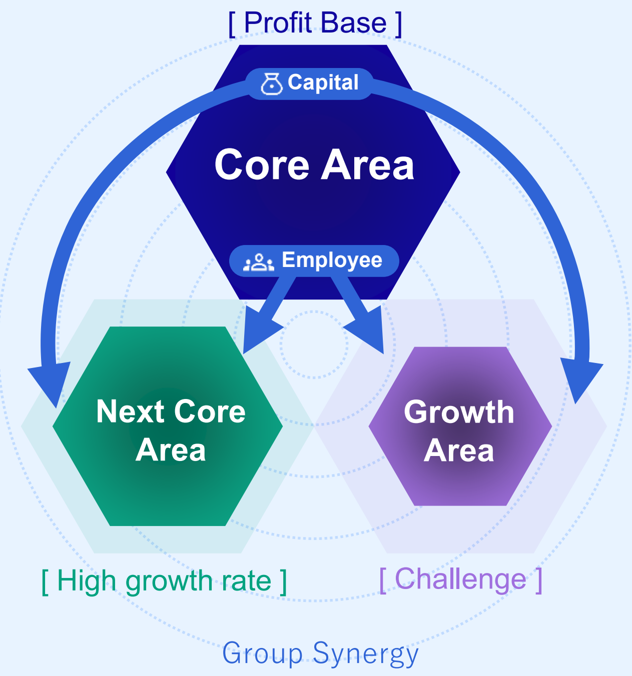
- Diverse Portfolio and Broad Customer Base
- Global Network
- Human Capital -HIS SPIRITS-
- Hands-on Management and Resilience
- Community Contribution and Co-Creation

### HIS Group Value / Guiding Principles

Bold Challenge and Change
Speed and Agility
Surprise and Innovation
Brightness, Liveliness and Honesty
Balance and Morals

## Medium Term Business Plan

**Policy**: Transformation through Collaboration between AI, Technology and Humans




## OUTPUT (Value Created)

### HIS Group Value Provided to Customers

| Low Price | High Quality | New Technology |
|---|---|---|
| Safety & Security | | |

## OUTCOME (Our Vision)

### HIS Group Vision 2030

**BEYOND**
Aspire, Change, Transcend

/ BEYOND TRAVEL
/ BEYOND JAPAN
/ BEYOND HIS

### 2030 Targets

| | |
|---|---|
| Total Transaction Volume 1 trillion yen | Net Sales 500 billion yen |
| EBITDA 35 billion yen | Operating Profit 25 billion yen |

World Peace

HIS Group Purpose Unleash your feeling “KOKORO ODORU”


Driven by our Hope for World Peace,
we take on new challenges toward 2030.
Building on the foundation of our travel business, we will go beyond —
Business domains. Borders. And Ourselves.
Vision2030
BEYOND
Challenge, Change, Transcend.

# Disclaimer

In preparing this document, we have relied on and assumed the accuracy and completeness of all information available to us; however, .
The information contained in this document is subject to change without prior notice.

This document contains forward-looking statements regarding the Company's future business activities, performance forecasts, and other matters. These statements reflect the judgments of the Company's management based on information available at the time of preparation, and are subject to various risks and uncertainties. Actual operating results and financial condition may differ significantly from those implied in these forward-looking statements.

Therefore, please refrain from placing undue reliance on these forward-looking statements.

Furthermore, the Company assumes no responsibility for revising forward-looking statements in light of new information, future events, or new findings.

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For inquiries regarding this document, please contact our Investor Relations Department (his-ir@his-world.com).