

Towards Realization of the Company JT Envisions



Yoji Wakui
Chairman of the Board

Hiroshi Kimura
President and CEO and
Representative Director

Corporate Image

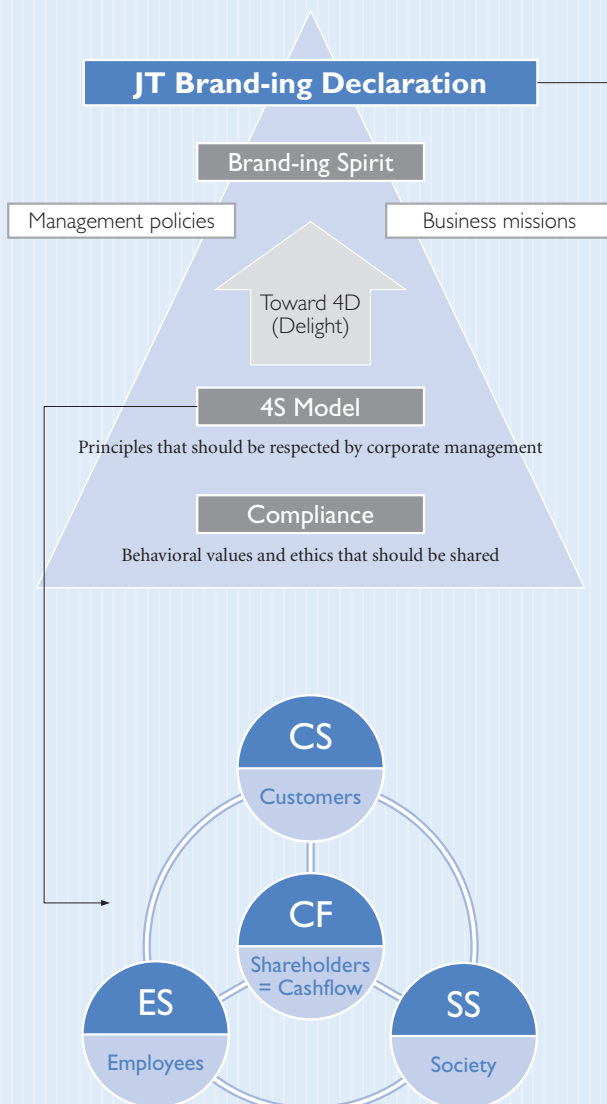
Long-term Vision	“A global growth company that develops diversified, value-creating businesses”	
	Domestic Tobacco Business:	Overwhelm the competition in the home country market as “the core source of profits.”
	International Tobacco Business:	Attain a sustainable leadership position in profitability and or market-share within a growing number of markets, and continue to be “the driving force for profit growth.”
	Pharmaceutical Business:	Continuously deliver profits based on a strong foundation as a core business.
	Foods Business:	Establish a global competitive advantage as an integrated foods manufacturer.



Medium Term Management Plan “JT2008”	Aim to achieve long-term sustainable growth while overcoming challenges in operating environment.	
	Group-wide EBITDA for FY 3/2009: Aim to exceed FY 3/2006 result by approximately 20 billion yen	
	Domestic Tobacco Business:	Aim to maintain the EBITDA level attained during the “JT PLAN-V” period in FY 3/2009 by mitigating the effects of declining consumption.
	International Tobacco Business:	Grow sustainable EBITDA in the mid-teens and solidify its role as the driving force for profit growth of the JT Group.
	Pharmaceutical Business:	Aim to advance its clinical compounds to higher phases of clinical study and enhance the R&D pipeline.
Foods Business:	Aim to achieve a consolidated operating margin of 3.5% or higher for FY 3/2009 as a pillar business.	
*JT2008 is based on organic growth and not on the premise of large-scale M&A figures.		

— JT Group Management —

Through various corporate activities, we promise to deliver “irreplaceable delight” to all of our stakeholders, the surprise and delight beyond expectation that only JT can offer through the creation of added value. We call this commitment “Brand-ing,” a commitment which we will strive to fulfill in order to become an integral part of society.



JT Brand-ing Declaration (Established in 2002)

Clarifying the fact that we promise and realize “irreplaceable delight” for all our stakeholders

- We aim to become a “Global Brand-ing Company” that develops unique brands that are trusted and respected by our customers.
- We believe that our most significant assets are those unique product brands and “JT” itself, which pursues developing the brands, as the unified corporate brand.
- We commit ourselves to use management resources to continually build our brands and keep them fresh.
- We are committed to developing and increasing the value of the “JT” brands as well as our product brands with pride.

4S Model

By circulating and expanding funds generated by high-quality business activities, JT is committed to fulfill—to the best of its ability and in a fair and balanced manner—its responsibilities to its shareholders, customers, employees and society and to ensure their satisfaction with JT’s performance.

- **CS** JT seeks to understand its customers’ needs in depth, and to meet these needs by continuing to offer attractive goods and services.
- **ES** JT offers attractive positions to talented people who have ability, drive and a sense of responsibility.
- **SS** Through its business activities based on high ethical standards, JT intends to become a good corporate citizen welcomed by both global and regional communities.
- **CF** Economic achievement constitutes the basic common language of the organization. Business structure is continually reviewed and reformed to raise corporate adaptability to the ever-changing environment.