

## JT in Retrospect

Based on insight into the shifting operating climate, the JT Group has proactively achieved self-transformation throughout its history, with the aim of weathering changes in its business environment.

Over the past decade, we have taken the initiative to actively and promptly streamline our organization and make business investments.

## Ten-year EBITDA Growth



**September 1998**  
JT acquires a majority stake in Unimat Corporation. (Currently, Japan Beverage Inc.)

**December 1998**  
JT acquires a majority stake in Torii Pharmaceutical Co., Ltd. through a tender offer.

**July 1999**  
JT acquires the food business of Asahi Kasei Corporation, including Asahi Foods and seven other subsidiaries.

**October 1999**  
Under a business tie-up between JT and Torii Pharmaceutical Co., Ltd., the two companies' R&D operations related to medical pharmaceuticals are concentrated at JT, while their promotion operations are combined at Torii Pharmaceutical.

**September 2000**  
JT starts to sell new canned coffee brand "Roots."

**May 2002**  
JT enters bakery business on a full scale by acquiring a 100% stake in Saint-Germain Co., Ltd.

**February 2003**  
JT launches D-spec product LUCIA Citrus Fresh Menthol.

**March 2003**  
Three factories closed, 22 in operation.

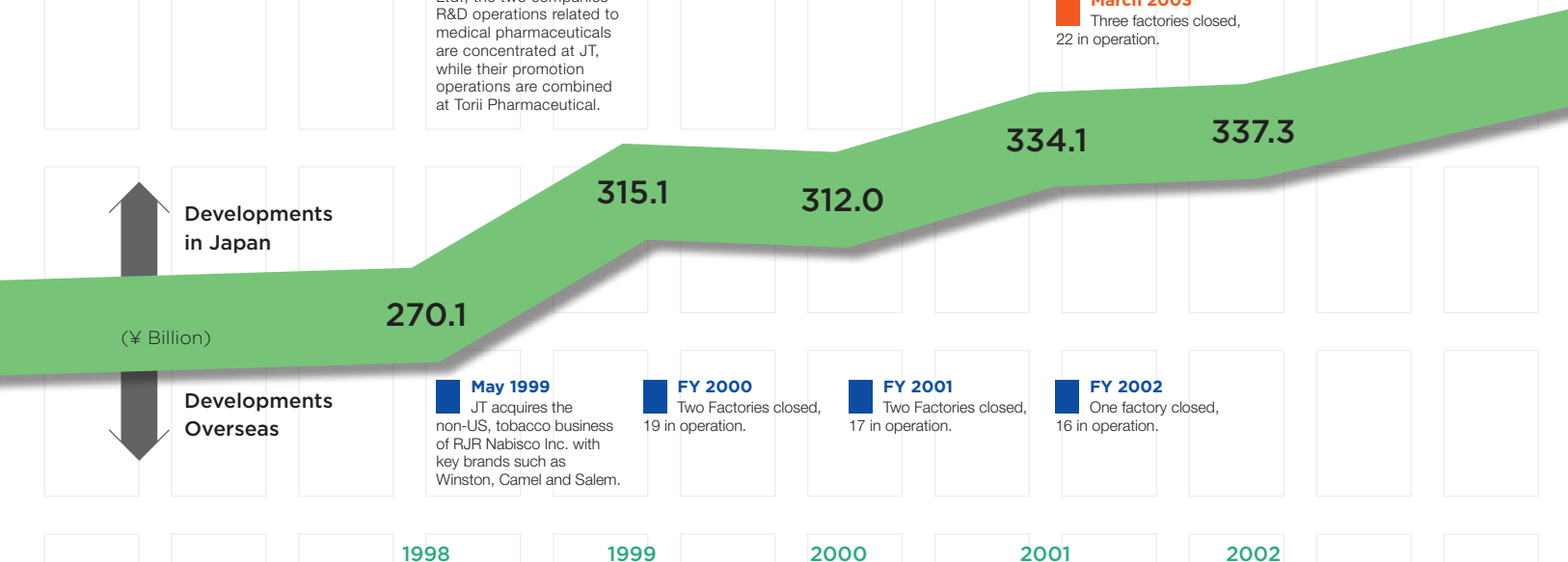
**March 2004**  
Four factories closed, 18 in operation.

**May 1999**  
JT acquires the non-US, tobacco business of RJR Nabisco Inc. with key brands such as Winston, Camel and Salem.

**FY 2000**  
Two Factories closed, 19 in operation.

**FY 2001**  
Two Factories closed, 17 in operation.

**FY 2002**  
One factory closed, 16 in operation.



**October 2004**  
JT licenses out JTT-705, an antidiyslipidemia compound to Roche (Switzerland).

**March 2005**  
JT licenses out JTK-303, an anti-HIV compound to Gilead Sciences (U.S.).

**March 2005 to April 2005**  
Eight factories closed, 10 in operation.

**April 2005**  
JT terminates a licensing contract under which it had exclusive rights to produce and sell Marlboro brand products in Japan and use the Marlboro trademark in the country.

**2006**  
JT redesigns the packages of 14 products in the Mild Seven family.

**2007**  
JT actively promotes Mild Seven through the campaign to celebrate the 30th anniversary.

**January 2008**  
JT acquires a majority stake in Katokichi Co., Ltd. through a tender offer.

**March 2008**  
JT achieves the first increase in market share since its privatization in 1985.

**April 2008**  
JT acquires a majority stake in Fuji Foods Corporation.

**April 2008**  
Roche (Switzerland) decides to move JTT-705, an antidiyslipidemia compound, licensed from JT, into Phase III clinical trials.

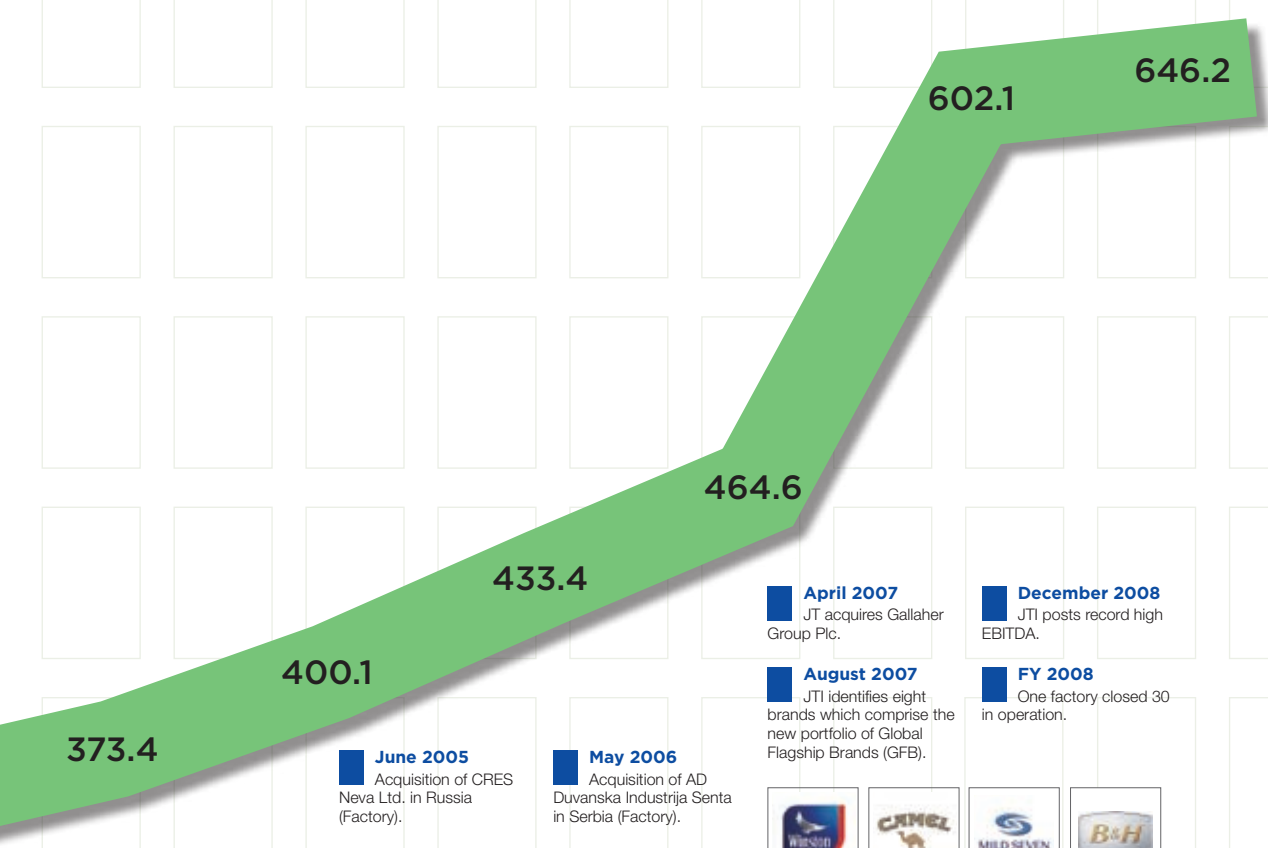
**July 2008**  
JT concentrates its processed foods operations, including frozen foods operations and seasonings operations, at the Katokichi Group.

**July 2008**  
Gilead Sciences (U.S.) decides to move JTK-303, an anti-HIV compound, licensed from JT, into Phase III clinical trials.

**September 2008**  
JT licenses out JTT-305 an osteoporosis drug candidate to Merck & Co., Inc. (U.S.).

**March 2009**  
One factory closed, 9 in operation.

**March 2009**  
JT achieves share increase for two consecutive years.



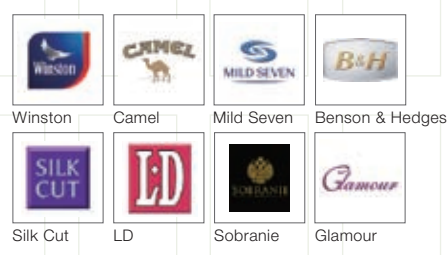
**June 2005**  
Acquisition of CRES Neva Ltd. in Russia (Factory).

**May 2006**  
Acquisition of AD Duvanska Industrija Senta in Serbia (Factory).

**FY 2006**  
One factory closed, 17 in operation.

**April 2007**  
JT acquires Gallaher Group Plc.

**August 2007**  
JTI identifies eight brands which comprise the new portfolio of Global Flagship Brands (GFB).



**December 2008**  
JTI posts record high EBITDA.

**FY 2008**  
One factory closed 30 in operation.

**FY 2007**  
Two factories closed, 31 in operation (Including 14 from Gallaher).

2003

2004

2005

2006

2007

2008

(fiscal year)