







Management structure


Directors and Audit & Supervisory Board Members

Nine Directors (including four Outside Directors)

(As of March 24, 2023)

The Directors marked with * also serve as Group Executive Officers






	Mutsuo Iwai Chairperson of the Board Date of birth: October 29, 1960 Number of shares held: 40,100	<p>April 1983 Joined the Company (Previously, Japan Tobacco and Salt Public Corporation)</p> <p>June 2003 Vice President, Corporate Planning Division</p> <p>July 2004 Vice President, Corporate Strategy Division</p> <p>June 2005 Senior Vice President; and President, Food Business</p> <p>June 2006 Member of the Board; Senior Vice President; and President, Food Business</p> <p>June 2008 Senior Vice President; and Chief Strategy Officer</p> <p>June 2010 Member of the Board; Senior Vice President; Chief Strategy Officer; and President, Food Business</p> <p>June 2011 Member of the Board, Japan Tobacco Inc. Executive Vice President, JT International S.A.</p> <p>June 2013 Senior Vice President; and Chief Strategy Officer</p>	<p>January 2016 Senior Vice President; and President, Tobacco Business</p> <p>March 2016 Representative Director and Executive Vice President; and President, Tobacco Business</p> <p>January 2020 Member of the Board</p> <p>March 2020 Deputy Chairperson of the Board</p> <p>June 2020 Outside Director, Benesse Holdings, Inc. (Current Position)</p> <p>June 2021 Outside Director, TDK Corporation (Current Position)</p> <p>March 2022 Chairperson of the Board (Current Position)</p> <p>January 2023 Outside Director, &Capital Inc. (Current Position)</p> <p>Significant Concurrent Positions Outside the Company Outside Director, Benesse Holdings, Inc. Outside Director, TDK Corporation Outside Director, &Capital Inc.</p>
	Shigeaki Okamoto Deputy Chairperson of the Board Date of birth: February 20, 1961 Number of shares held: 3,000	<p>April 1983 Entered the Ministry of Finance (hereinafter the Ministry)</p> <p>July 2006 Director for the Budget Bureau, Planning and Administration Division of Budget Bureau, the Ministry</p> <p>July 2009 Head of Secretariat Division, Minister's Secretariat, the Ministry</p> <p>August 2012 Deputy Director-General of the Budget Bureau, the Ministry</p> <p>July 2015 Deputy Vice Minister, the Ministry</p> <p>July 2017 Director-General of the Budget Bureau, the Ministry</p> <p>July 2018 Administrative Vice Minister, the Ministry (Retired from the office in July 2020)</p> <p>June 2021 Outside Audit & Supervisory Board Member, Yomiuri Land Co., Ltd. (Current Position)</p> <p>December 2021 Outside Audit & Supervisory Board Member, The Yomiuri Shimbun Osaka</p>	<p>Head Office (Current Position)</p> <p>Outside Audit & Supervisory Board Member, The Yomiuri Shimbun Seibu Head Office (Current Position)</p> <p>March 2022 Deputy Chairperson of the Board (Current Position)</p> <p>June 2022 Outside Audit & Supervisory Board Member, The Yomiuri Shimbun Tokyo Head Office (Current Position)</p> <p>Significant Concurrent Positions Outside the Company Outside Audit & Supervisory Board Member, Yomiuri Land Co., Ltd. Outside Audit & Supervisory Board Member, The Yomiuri Shimbun Osaka Head Office Outside Audit & Supervisory Board Member, The Yomiuri Shimbun Seibu Head Office Outside Audit & Supervisory Board Member, The Yomiuri Shimbun Tokyo Head Office</p>
	Masamichi Terabatake* Representative Director and President, Chief Executive Officer Date of birth: November 26, 1965 Number of shares held: 184,400	<p>April 1989 Joined the Company</p> <p>July 2005 Vice President, Secretary's Office</p> <p>July 2008 Vice President, Corporate Strategy Division</p> <p>June 2011 Senior Vice President; Chief Strategy Officer; and President, Food Business</p> <p>June 2012 Senior Vice President; and Chief Strategy Officer</p> <p>June 2013 Member of the Board, Japan Tobacco Inc.</p>	<p>Executive Vice President, JT International S.A.</p> <p>January 2018 President and Chief Executive Officer</p> <p>March 2018 Representative Director and President, Chief Executive Officer (Current Position)</p> <p>Significant Concurrent Positions Outside the Company Chairman and Managing Director, JT International Group Holding B.V.</p>
	Kiyohide Hirowatari* Representative Director and Executive Vice President Date of birth: November 11, 1965 Number of shares held: 66,300	<p>April 1989 Joined the Company</p> <p>July 2010 Vice President, Legal Division</p> <p>June 2012 Senior Vice President; Chief Legal Officer; and Vice President, Legal Division</p> <p>July 2014 Senior Vice President; and Chief Legal Officer</p> <p>January 2015 Senior Vice President; and Head of Tobacco Business Planning Division, Tobacco Business</p> <p>January 2017 Senior Vice President, Human Resources</p> <p>January 2018 Executive Vice President, Compliance, General Affairs, Legal, Corporate Strategy, IT, CSR, Human Resources and Operation Review & Business Assurance</p>	<p>March 2018 Representative Director and Executive Vice President, Compliance, General Affairs, Legal, Corporate Strategy, IT, CSR, Human Resources and Operation Review & Business Assurance</p> <p>January 2019 Representative Director and Executive Vice President, Corporate, Pharmaceutical and Processed Food Businesses</p> <p>January 2022 Representative Director and Executive Vice President, Corporate, Sustainability Management, Pharmaceutical and Processed Food Businesses (Current Position)</p>

	Kei Nakano* Representative Director and Executive Vice President Date of birth: March 1, 1968 Number of shares held: 31,100	<p>April 1991 Joined the Company</p> <p>April 2011 Vice President, M&S Strategy Department, Tobacco Business Development</p> <p>June 2014 President and Chief Executive Officer, TS Network Co., Ltd.</p> <p>January 2016 Senior Vice President, Communications of the Company</p> <p>October 2019 Senior Vice President, Corporate Strategy</p>	<p>March 2020 Director, Japan Growth Investments Alliance, Inc.</p> <p>January 2022 Senior Vice President, Corporate Strategy of the Company</p> <p>January 2023 Representative Director and Executive Vice President, Finance, Corporate Communications, Business Development and D-LAB (Current Position)</p>
	Main Kohda Director (Independent Outside Director) Date of birth: April 25, 1951 Number of shares held: 0	<p>September 1995 Started independently as novelist (Current Position)</p> <p>January 2003 Member of Financial System Council, the Ministry of Finance</p> <p>April 2004 Visiting Professor, Faculty of Economics, Shiga University</p> <p>March 2005 Member of the Council for Transport Policy, the Ministry of Land, Infrastructure, Transport and Tourism</p> <p>November 2006 Member of the Tax Commission, Cabinet Office, Government of Japan</p> <p>June 2010 Member of the Board of Governors, Japan Broadcasting Corporation</p>	<p>June 2012 Outside Director of the Company (Current Position)</p> <p>June 2013 Outside Director, LIXIL Group Corporation</p> <p>June 2016 Outside Director, Japan Exchange Group, Inc. (Current Position)</p> <p>June 2018 Outside Director, Mitsubishi Motors Corporation (Current Position)</p> <p>Significant Concurrent Positions Outside the Company Novelist Outside Director, Japan Exchange Group, Inc. Outside Director, Mitsubishi Motors Corporation</p>
	Yukiko Nagashima Director (Independent Outside Director) Date of birth: April 4, 1961 Number of shares held: 0	<p>April 1985 Joined Recruit Co., Ltd. (Currently, Recruit Holdings Co., Ltd.)</p> <p>April 2006 Corporate Executive Officer, Recruit Co., Ltd.</p> <p>January 2008 President and Representative Director, Recruit Staffing Co., Ltd.</p> <p>October 2012 Corporate Executive Officer, Recruit Holdings Co., Ltd.</p> <p>June 2016 Standing Audit & Supervisory Board Member, Recruit Holdings Co., Ltd. (Current Position)</p> <p>April 2018 Standing Audit & Supervisory Board Member, Recruit Co., Ltd. (Current Position)</p>	<p>March 2019 Outside Director of the Company (Current Position)</p> <p>June 2021 Outside Audit & Supervisory Board Member, Sumitomo Corporation (Current Position)</p> <p>Significant Concurrent Positions Outside the Company Standing Audit & Supervisory Board Member, Recruit Holdings Co., Ltd. Standing Audit & Supervisory Board Member, Recruit Co., Ltd. Outside Audit & Supervisory Board Member, Sumitomo Corporation</p>
	Masato Kitera Director (Independent Outside Director) Date of birth: October 10, 1952 Number of shares held: 0	<p>April 1976 Entered the Ministry of Foreign Affairs (hereinafter the Ministry)</p> <p>January 2008 Director-General for Sub-Saharan African Affairs, Middle Eastern and African Affairs Bureau, the Ministry</p> <p>July 2008 Director-General, International Cooperation Bureau, the Ministry</p> <p>January 2010 Deputy Vice-Minister, the Ministry</p> <p>September 2012 Assistant Chief Cabinet Secretary</p> <p>November 2012 Ambassador Extraordinary and Plenipotentiary of Japan to People's Republic of China</p>	<p>April 2016 Ambassador Extraordinary and Plenipotentiary of Japan to the French Republic</p> <p>June 2016 Ambassador Extraordinary and Plenipotentiary of Japan to the French Republic, Principality of Andorra and Principality of Monaco (Retired from the position in December 2019)</p> <p>April 2020 Adviser of the Company</p> <p>June 2020 Outside Director, Marubeni Corporation (Current Position)</p> <p>Outside Director, Nippon Steel Corporation (Current Position)</p> <p>March 2021 Outside Director of the Company (Current Position)</p> <p>Significant Concurrent Positions Outside the Company Outside Director, Marubeni Corporation Outside Director, Nippon Steel Corporation</p>
	Tetsuya Shoji Director (Independent Outside Director) Date of birth: February 28, 1954 Number of shares held: 0	<p>April 1977 Joined Nippon Telegraph and Telephone Public Corporation</p> <p>June 2006 Senior Vice President and General Manager of the Personnel Department, Nippon Telegraph and Telephone West Corporation</p> <p>June 2009 Senior Vice President and Head of General Affairs, Nippon Telegraph and Telephone Corporation</p> <p>June 2012 Senior Executive Vice President and Representative Member of the Board, NTT Communications Corporation</p> <p>June 2015 President & CEO and Representative Member of the Board, NTT Communications Corporation</p> <p>October 2018 Representative Member of the Board, NTT, Inc.</p>	<p>June 2020 Corporate Advisor, NTT Communications Corporation (Current Position)</p> <p>March 2021 Outside Director, Sapporo Holdings Limited (Current Position)</p> <p>June 2021 Outside Director, Hitachi Zosen Corporation (Current Position)</p> <p>Outside Director, Mitsubishi Logistics Corporation (Current Position)</p> <p>March 2022 Outside Director of the Company (Current Position)</p> <p>Significant Concurrent Positions Outside the Company Corporate Advisor, NTT Communications Corporation Outside Director, Sapporo Holdings Limited Outside Director, Hitachi Zosen Corporation Outside Director, Mitsubishi Logistics Corporation</p>



Management structure

Five Audit & Supervisory Board Members (including three Outside Audit & Supervisory Board Members) (As of March 24, 2023)

	Hideaki Kashiwakura Standing Audit & Supervisory Board Member Date of birth: February 28, 1969 Term of office: 4 years from March 2023 Number of shares held: 0	April 1991 July 2012 October 2014 January 2017 January 2019	Joined the Company Controller Vice President, M&S Management Department, Tobacco Business Division Manager, Hokkaido Branch, Tobacco Business Division Deputy Chief Financial Officer (Assistant to CFO)	January 2021 March 2023	President, Chief Executive Officer, JT BusinessCom Inc. Standing Audit & Supervisory Board Member of the Company (Current Position)
	Tsutomu Hashimoto Standing Audit & Supervisory Board Member Date of birth: May 31, 1967 Term of office: 4 years from March 2023 Number of shares held: 200	April 1991 March 2019	Joined the Company Vice President, Operational Review and Business Assurance	March 2023	Standing Audit & Supervisory Board Member of the Company (Current Position)
	Shigeru Taniuchi Standing Audit & Supervisory Board Member (Independent Outside Audit & Supervisory Board Member) Date of birth: September 7, 1962 Term of office: 4 years from March 2023 Number of shares held: 0	April 1986 July 2008 July 2009 July 2010 July 2011 July 2012 June 2013 July 2014 October 2015 July 2017	Entered the Ministry of Finance Director, Allowance Control and Mutual Assistance Insurance, Budget Bureau, Ministry of Finance Director, Agriculture, Forestry and Fisheries Section Budget Bureau, Ministry of Finance Director, Treasury, Financial Bureau, Ministry of Finance Director, National Property Policy Planning, Financial Bureau, Ministry of Finance Director-General, Policy-Based Finance, Financial Bureau, Ministry of Finance Director of Coordination Division, Financial Bureau, Ministry of Finance (Retired from the office in July 2014) Deputy Director-General of Minister's Secretariat, Social Welfare and War Victims' Relief Bureau, Ministry of Health, Labour and Welfare Deputy Director-General of Minister's Secretariat, Medical Insurance, Ministry of Health, Labour and Welfare Deputy Director-General of Minister's Secretariat, Elderly Health Care, Ministry	July 2018 August 2020 February 2021 November 2021 December 2021 June 2022 March 2023	of Health, Labour and Welfare Director, Social Welfare and War Victims' Relief Bureau, Ministry of Health, Labour and Welfare Director-General, Secretariat of Headquarters for Overcoming Population Decline and Vitalizing Local Economy in Japan, Cabinet Secretariat Director, Social Security Reform, Cabinet Secretariat Concurrently serving as Director of Loneliness and Isolation Office, Cabinet Secretariat Deputy Director-General, Secretariat of the Digital Garden City Initiative Panel, Cabinet Secretariat Concurrently serving as Head of Preparation Work Group for Bill of Establishing Children and Families' Agency, Cabinet Secretariat Concurrently serving as Head of preparation Work Group for Establishment of Children and Families' Agency, Cabinet Secretariat (Retired in June 2022) Standing Outside Audit & Supervisory Board Member of the Company (Current Position)
	Nobuo Inada Audit & Supervisory Board Member (Independent Outside Audit & Supervisory Board Member) Date of birth: August 14, 1956 Term of office: 4 years from March 2023 Number of shares held: 0	April 1981 October 2008 August 2011 January 2014 September 2016 September 2017 July 2018	Appointed as Public Prosecutor Deputy Vice-Minister of Justice, Ministry of Justice Director-General, Criminal Affairs Bureau, Ministry of Justice Vice-Minister of Justice, Ministry of Justice Superintending Prosecutor, Sendai High Public Prosecutors Office Superintending Prosecutor, Tokyo High Public Prosecutors Office Prosecutor-General (Retired in July 2020)	October 2020 June 2021 March 2023	Registered as Attorney at Law (Current Position) Outside Director, Audit & Supervisory Board Member, Nomura Securities Co., Ltd. (Current Position) Outside Audit & Supervisory Board Member of the Company (Current Position) Significant Concurrent Positions Outside the Company Attorney at Law, Inada Law Firm Outside Director, Audit & Supervisory Board Member, Nomura Securities Co., Ltd.
	Hiroko Yamashina Audit & Supervisory Board Member (Independent Outside Audit & Supervisory Board Member) Date of birth: May 20, 1963 Term of office: 4 years from March 2023 Number of shares held: 0	April 1986 March 2007 May 2010 January 2013 January 2014 January 2016	Joined Orient Leasing Co., Ltd. (Currently, ORIX Corporation) Head of Office of Internal Controls, ORIX Corporation Executive Officer, ORIX Life Insurance Corporation Managing Executive Officer, ORIX Life Insurance Corporation Corporate Officer, ORIX Corporation Group Executive, ORIX Corporation (Current Position)	January 2021 March 2023	President, ORIX Credit Corporation Chairman, ORIX Credit Corporation (Current Position) Outside Audit & Supervisory Board Member of the Company (Current Position) Significant Concurrent Positions Outside the Company Group Executive, ORIX Corporation Chairman, ORIX Credit Corporation

Notes: 1. For reasons for appointment of the Directors and Audit & Supervisory Board Members, please refer to the Notice of Convocation of the 38th Ordinary General Meeting of Shareholders

Notes: 2. We have established a set of independence criteria. For details, please refer to the JT Corporate Governance Policy

Executive Officers

(As of January 1, 2023)

President

Masamichi Terabatake
Chief Executive Officer*

Executive Vice Presidents

Kiyohide Hirowatari
Corporate, Sustainability Management, Pharmaceutical and Processed Food Businesses

Kei Nakano

Finance, Corporate Communications, Business Development and D-LAB

Senior Vice Presidents

Junichi Fukuchi
Chief Executive Officer, Tobacco Business, Japan

Eiichi Kiyokawa

Sales, Tobacco Business, Japan

Chigusa Ogawa

Leaf Procurement, Tobacco Business, Japan

Shuichi Hirose

Marketing, Tobacco Business, Japan

Akihiro Koyanagi

Manufacturing, Tobacco Business, Japan

Daniel Torras

Performance & Integration, Tobacco Business, Japan

Suguru Fujiwara

Corporate Affairs & Communications, Tobacco Business, Japan

Muneaki Fujimoto

President, Pharmaceutical Business

Shigenori Ohkawa

Head of Central Pharmaceutical Research Institute, Pharmaceutical Business

Hiromasa Furukawa

Food Business

Osamu Hirose

General Counsel

Hiroyuki Fukuda

Corporate Strategy

Kenji Ogura

Corporate Governance, Compliance

Hisato Imokawa

Chief Sustainability Officer

Nobuya Kato

Chief Financial Officer and Corporate Communications

Yoshiyuki Mishima

People & Culture

Hisashi Shimobayashi

Information Technology

Yuki Otaki

D-LAB

* Masamichi Terabatake concurrently serves as President, Tobacco Business

Members of the JTI Executive Committee

(As of April 1, 2023)

Eddy Pirard

President and Chief Executive Officer

Koji Shimayoshi

Executive Vice President and Deputy CEO

Stefan Fitz

Executive Vice President, Chief Commercial Officer

Rob Stanworth

Executive Vice President, Chief Consumer and Product Officer

Takehiko Tsutsui

Executive Vice President, Reduced-Risk Products

Vassilis Vovos

Executive Vice President, Chief Financial Officer

Note: The members above report directly to Eddy Pirard, President and Chief Executive Officer

Management structure

The concept of skills necessary for the Directors

We have adopted the following composition of the Board of Directors in order to enable the Directors to identify the JT Group management strategies and make decisions on important matters, as well as to effectively supervise all operations. The Advisory Panel on Nomination and Compensation has repeatedly engaged in discussions on the composition of the Board of Directors:

- The Board may have as many members as necessary and appropriate, up to a maximum of 15. It comprises diverse professionals with a high sense of ethics and integrity as well as knowledge, experience and skills, taking into consideration such factors as gender, international experience, work experience, race, ethnicity, cultural background, and other aspects of diversity, along with the skills necessary to serve as Directors.

Areas in which skills are expected to be particularly effective

- “Corporate Management,” including the JT Group’s management strategy, operations, and business strategy based on 4S model, our management principle
- “Global Management,” which is essential for the JT Group, which operates globally
- “Corporate Finance, Accounting and Capital Policy” and “Legal, Compliance, and Risk Management,” which are the basis of decision-making for effective management and business activities
- “IT/Information Security” is one important management foundation for strengthening the competitiveness of the JT Group
- “Corporate Governance,” which is the foundation of our corporate activities in order to maximize stakeholder value, pursue sustainable profit growth, and grow corporate value over the long term
- “Sustainability/Environment and Society,” which we consider core to our management initiatives and for which we formulate strategies based on the 4S model and materiality analysis

- The Board includes at least one-third of Independent Outside Directors with qualifications conducive to the Company’s sustainable profit growth and corporate value over the medium and long terms, in order to strengthen the supervisory functions and transparency of management.

We expect in particular that each Director will demonstrate skills based on their knowledge and experience in the following areas, in light of our management principle, JT Group Purpose and business plan, in order for the Board of Directors to properly fulfill its roles and responsibilities. We believe that the Board of Directors as a whole has the necessary skills at this time.

- “D&I/Organizational Behavior and Human Resource Management,” one of our focus areas, is being promoted so that all JT Group employees can feel motivated in their work and maximize their abilities
- “Business Development/M&A” to formulate strategies and carry out measures for further development and business growth

In addition, in light of the roles and responsibilities of the Audit & Supervisory Board Members to oversee the job performance of the Directors, we are particularly expecting Audit & Supervisory Board Members to demonstrate their skills in the areas of “Corporate Finance, Accounting and Capital Policy,” “Legal, Compliance and Risk Management,” and “Corporate Governance.” At present, we believe that the entire Audit & Supervisory Board has the necessary skills.

Skills matrix for proposed Directors and Audit & Supervisory Board Members

Name	Position	Areas in which skills are expected to be particularly effective								
		Corporate Management	Global Management	Corporate Finance, Accounting and Capital Policy	Legal, Compliance and Risk Management	IT/Information Security	Corporate Governance	Sustainability/Environment and Society	D&I/Organizational Behavior and Human Resource Management	Business Development/M&A
Mutsuo Iwai	Chairperson of the Board	●	●		●	●	●		●	
Shigeaki Okamoto	Deputy Chairperson of the Board			●	●		●	●	●	
Masamichi Terabatake	Representative Director	●	●		●	●	●	●	●	●
Kiyohide Hirowatari	Representative Director	●			●	●	●	●	●	●
Kei Nakano	Representative Director	●		●	●		●			●
Main Kohda	Outside Director		●	●			●	●		●
Yukiko Nagashima	Outside Director	●					●		●	●
Masato Kitera	Outside Director		●		●		●	●	●	
Tetsuya Shoji	Outside Director	●	●			●	●		●	●
Hideaki Kashiwakura	Standing Audit & Supervisory Board Member	●	●	●			●		●	●
Tsutomu Hashimoto	Standing Audit & Supervisory Board Member		●	●	●	●	●			
Shigeru Taniuchi	Standing and Outside Audit & Supervisory Board Member			●	●		●	●	●	
Nobuo Inada	Outside Audit & Supervisory Board Member				●		●	●	●	
Hiroko Yamashina	Outside Audit & Supervisory Board Member	●			●		●		●	