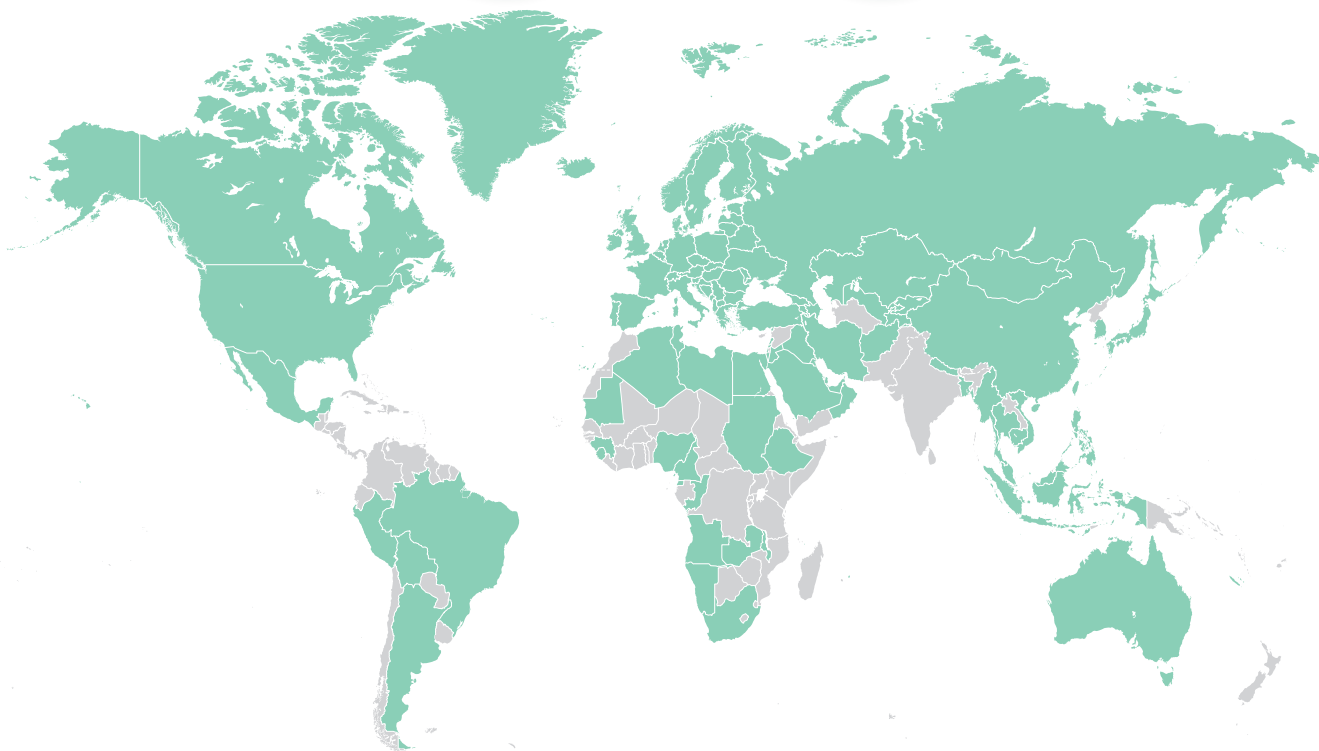


# At a Glance

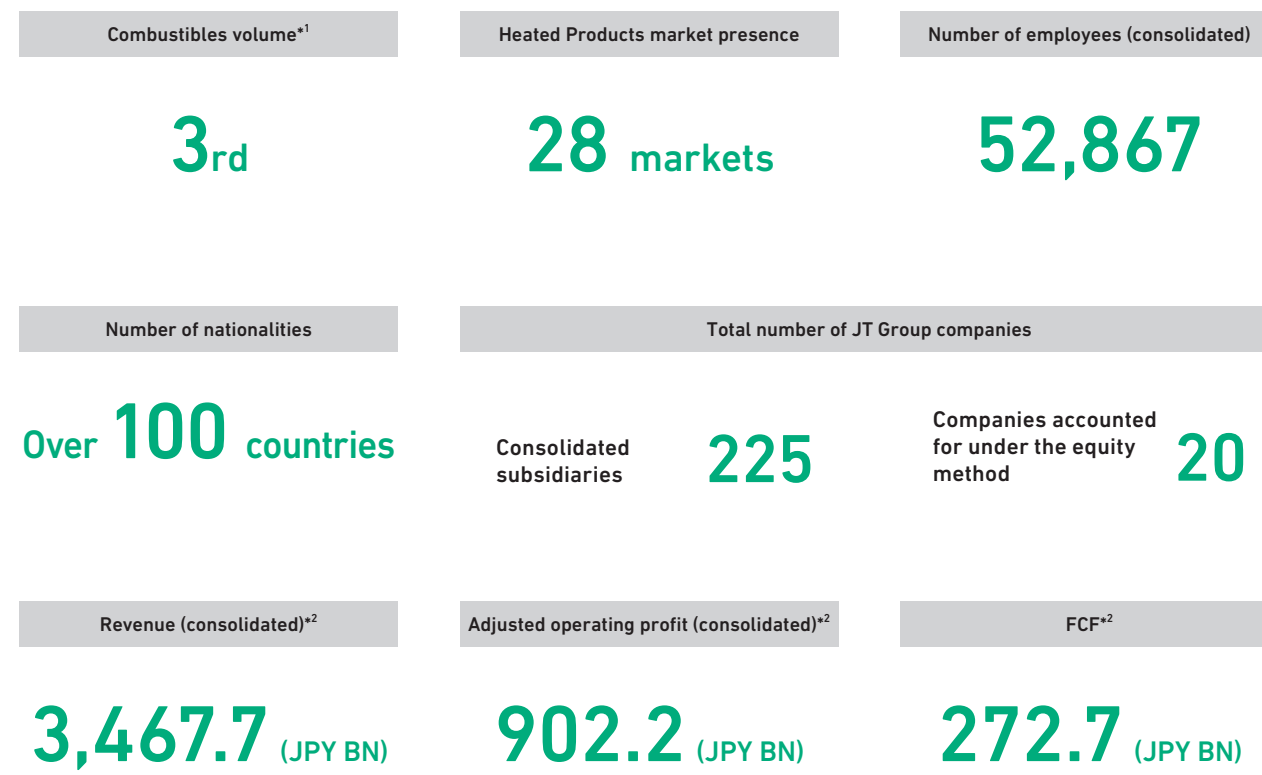
The JT Group is a global company with, at its core, the tobacco business selling products in more than 130 markets.

This page introduces an overview of the Group by highlighting key figures.

## JT Group's global business platform



## Overview of the JT Group (FY2025 or as of December 31, 2025)



\*1 FY2024 data (based on data from Euromonitor, excluding China National Tobacco Corporation)  
 \*2 Includes the impact of the payment related to the settlement of litigation in Canada

## At a Glance

Starting from our Purpose, “Fulfilling Moments, Enriching Life,” we place the 4S Model at the core of our corporate activities and strive to create optimal value for all stakeholders.

We believe this approach is the most certain path to medium- to long-term profit growth and increased corporate value.

The tobacco business serves as the core driver of medium- to long-term sustainable profit growth for the Group, while the processed food business complements this growth.

In addition, D-LAB, our corporate R&D organization, is pursuing research and exploring and creating future business seeds, guided by the concept of new forms of “Fulfilling Moments.”

## Tobacco business

Creating fulfilling moments. Creating a better future.



**Eddy Pirard**

President & CEO,  
JT International S.A.

Our Tobacco Business delivered an incredible performance in 2025, demonstrating once again the significant value of our strategic framework. This strategic framework is anchored on two pillars of growth. A Combustibles pillar, where our focus is to improve return on investment through quality top-line growth and efficient operations. And a RRP pillar, in which we prioritize investments behind Heated Products and our brand Ploom, while adopting a more selective approach in other categories, like E-Vapor and Modern oral.

Building on these pillars of growth, we reconfirm our intention to increase adjusted operating profit at a high single digit rate across the 2026-2028 period, despite continued downtrading, intensified competition across categories, and macroeconomic factors.

By accelerating consumer acquisition in RRP and sustaining strong momentum in Combustibles, we will navigate the evolving environment with confidence and deliver long lasting, high quality value to all our stakeholders.

## Processed food business

Bringing Joy to Meals and Fun to the Table



**Keisuke Nakagomi**

Senior Vice President,  
Food Business

The TableMark group, which is responsible for the frozen and ambient foods business, engages in the sale of multiple frozen foods that boast a top share\*1 in their respective markets, including frozen udon noodles and okonomiyaki (Japanese savory pancakes). With a track record that spans over five decades, our frozen udon noodles hold the Guinness World Records™\*2 for the highest global sales volume.

In addition, the Fuji Foods group, which is responsible for the seasonings business, manufactures in-house base extracts used in seasonings. Leveraging the group's seasoning processing expertise, we create original products that capture the taste trends of each country while conducting business worldwide.

Established in 2022, the Food Research Institute is active in the development of plant-based foods crafted for deliciousness while working to address such food-related issues as the future depletion of raw materials and environmental conservation. These efforts are in tune with the Purpose of the processed food business, “Bringing Joy to Meals and Fun to the Table,” worldwide. Moving forward, we will engage in future food-related research and focus on expanding into overseas markets where business opportunities continue to increase. At the same time, we will work to secure sustained profit growth by enhancing the value of flagship products.

\*1 Fuji Keizai Co., Ltd. Processed foods marketing data book 2025: Vol.2, 2024 results from the frozen udon noodles, frozen okonomiyaki, frozen takoyaki and frozen meatballs

\*2 ·Record name: Largest frozen noodle brand—current ·Products covered: Frozen noodles (excluding pasta) ·Basis of certification: verified by a third-party research firm  
·Period covered: January-December 2024