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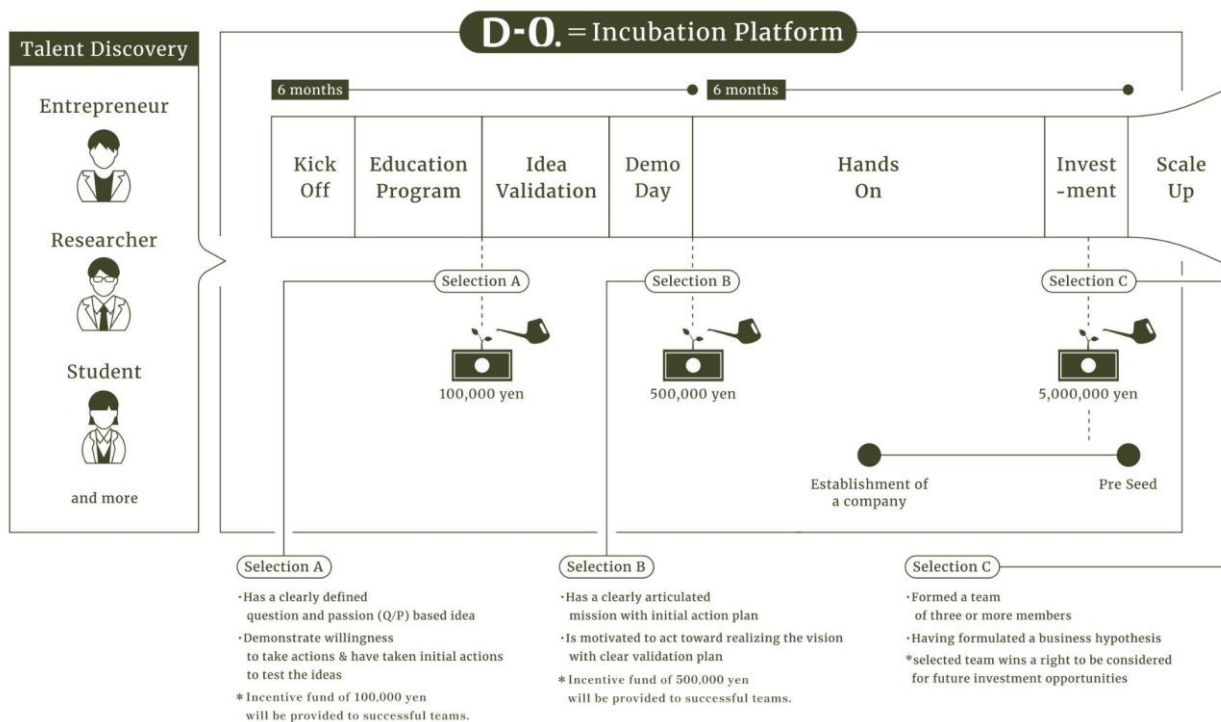
Announcing "D-0." An Incubation Platform to Co-create Future "Fulfilling Moments"

- Providing multifaceted, hands-on support to foster new ideas and ventures -

TOKYO – D-LAB, the corporate R&D organization of Japan Tobacco Inc. (JT) (TSE: 2914), in collaboration with Leave a Nest Co., Ltd. (Leave a Nest), launched "D-0." (pronounced "D-Zero"), an incubation platform to co-create future "Fulfilling Moments," on June 7, 2025. This platform will leverage the expertise in nurturing entrepreneurs and researchers that D-LAB and Leave a Nest have cultivated, to foster new ideas and ventures that realize "Fulfilling Moments" together with researchers, entrepreneurs, and creators who possess a passion rooted in science and technology.

Overview of the "D-0." Platform

D-0. offers a multi-faceted framework, including a unique educational program, incentive funds for outstanding participants, and incubation/investment opportunities through its unique ecosystem. Unlike conventional incubation programs, D-0. is notable for its early-stage, hands-on creation and its international scope, with a focus on both Japan and Singapore.



Recruitment & Selection (June 2025)

Candidates will be scouted through JT and Leave a Nest's networks and programs such as TECH PLANTER*. Following the kickoff event held on June 7 2025, program participants will be selected based on their passion and unique perspectives.

*TECH PLANTER is a program hosted by Leave a Nest Co., Ltd. that aims to solve deep issues by creating a collective of science and technology. It discovers pre-startup and early-stage deep-tech ventures in seven domains in Japan (e.g., Deep Tech, Bio, Agri, Marine) and connects them with large corporations and investors. JT has been a sponsor since its first edition.

Educational Program (June–July 2025)

The program will feature sessions led by JT and Leave a Nest, joined by entrepreneurs and university lecturers. Through interactive workshops and dialogue, participants will deepen their self-understanding, broaden their vision, and explore approaches to creating value in collaboration with diverse peers. Details are available on the website.

Demo Day (November 2025)

Participants will present their business ideas developed through the program in front of stakeholders including corporate representatives and program supporters. This will offer them valuable feedback, new collaborative partnerships for further development, and potential funding through grants awarded to selected projects.

Ongoing Support & Investment

Selected teams will receive continuous mentoring from JT and Leave a Nest. They will also have opportunities for seed investment via Glocalink*1, access to incubation facilities such as the Center of Garage*2, and comprehensive support to turn their ideas into real-world impact.

*1 A joint venture JT initiated in 2015 by investing in Leave a Nest Group's Glocalink Inc. Its main business is investing in and nurturing venture companies.

*2 An incubation facility operated by Glocalink Inc. to serve as a space for research and prototyping for venture companies. JT supports this initiative by leasing a part of its warehouse.

Future Outlook

The first D-0. cohort will launch in both Japan and Singapore, aiming to uncover and nurture promising venture seeds. The platform will continue evolving, expanding into other regions, and contributing to the realization of the JT Group Purpose.

For more information and application details, visit: <https://d-0.world/jp>

Background of the "D-0." Launch

With JT Group Purpose, "Fulfilling Moments, Enriching Life," JT Group aims to contribute to society and achieve sustainable growth amid rapid societal changes. D-LAB, the company's R&D arm, plays a central role in this mission by exploring and creating seeds of future businesses that embody

enrichment in life.

Leave a Nest, committed to “Advancing Science and Technology for Global Happiness,” supports entrepreneurship and research to address deep issues with deep technology. Since 2013, JT has been actively involved in Leave a Nest's deep-tech ecosystem development, supporting the growth of deep-tech ventures by transforming promising early-stage technologies and ideas into impactful businesses.

Through this long-standing partnership, we have discovered a shared mission: the most crucial stage for accelerating innovation is "Day 0"—the exploratory phase before an idea is commercialized. "D-0." and its "dot" symbolizes this initial, potential-filled step, where value seeds born from personal inquiry are nurtured through co-creation.

To realize this concept, the platform integrates D-LAB's dedication to "Fulfilling Moments" and future thinking, Leave a Nest's scientific expertise and global network, and the accumulated knowledge of investment and incubation through Glocalink and Center of Garage.

About Leave a Nest Co., Ltd.

Leave a Nest is a collective of researchers dedicated to “Advancing Science and Technology for Global Happiness.” The company is known for building Asia's largest deep-tech ecosystem through initiatives such as “TECH PLANTER” and the leadership development program “Leave a Nest University”.

Learn more: <https://lne.st/>

About D-LAB

D-LAB is JT's corporate R&D organization, formally established as a department in 2020. The “D” in its name stands for “Delightful Moments.” With a long-term vision and an emphasis on experimentation, it researches, explores, and creates new Delightful Moments to embody the JTG Purpose, “Fulfilling Moments, Enriching Life,” advancing over 100 projects.

Learn more: <https://www.jti.co.jp/dlab/index.html>

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Japan Tobacco Inc. (JT) is a global company headquartered in Tokyo, Japan. It is listed on the primary section of the Tokyo Stock Exchange (ticker: 2914.T). JT Group has approximately 53,000 employees and 61 factories worldwide, operating in three business segments: tobacco, pharmaceutical, and processed food. Within the tobacco business, the largest segment, products are sold in over 130 markets and its flagship brands include Winston, Camel, MEVIUS, and LD. The Group is committed to investing in Reduced-Risk Products and markets its heated tobacco products under its Ploom brand.

Consumers, shareholders, employees, and society are the four stakeholder groups (4S) at the heart of all of JT Group's activities. Inspired by its "Fulfilling Moments, Enriching Life" purpose, the Group aims to ensure sustainable and valuable contributions to its stakeholders over the long term. In addition to our three business segments, this goal is also supported by D-LAB, the JT Group's corporate R&D initiative, set up to search and create added-value business opportunities. For more information, visit <https://www.jt.com/>.

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