

Progress at the JT Group

	Unit	FY2022	FY2023	FY2024
Ratio of open positions filled by internal candidates	%	94.2	83.2	90.3
Turnover rate	%	4.46	4.02	3.24
Ratio of women junior managers	%	19.6	26.0	25.6
Ratio of women in profitable segments	%	9.3	19.0	17.2
Ratio of women in STEM-related jobs	%	19.9	24.8	19.7

*All figures represent JT Group results for the period from January 1 to December 31 of each year, or are as of December 31 of the respective year.

Progress at JT

		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Employment	Women	Persons	1,199	1,124	1,198	1,261	1,150
	Ratio	%	17.3	19.8	20.2	21.0	21.7
	Total workforce	Persons	6,919	5,665	5,940	5,994	5,303
Managerial Positions	Women	Persons	70	77	77	111	96
	Ratio	%	6.8	8.2	8.8	10.7	10.9
	Total workforce	Persons	1,033	934	879	1,033	883
Leadership Position(*)	Women	Persons	1	2	4	29	36
	Ratio	%	1.1	2.4	4.7	7.9	11.2
	Total workforce	Persons	93	83	86	368	322
Newly appointed managers(*)	Women	Persons	5	11	18	20	9
	Ratio	%	6.6	8.5	12.4	18.9	12.5
	Total workforce	Persons	76	130	145	106	72

*All figures are as of December 31 of each year for JT on a non-consolidated basis

*The definition of leadership position has changed from FY2024

*Number of newly appointed managers includes the number of people recruited as managers