### Value creation process

The JT Group believes that people's lives and corporate activities can only be sustainable if the natural environment and society are sustainable.

Based on this belief, we will leverage our various capitals and deliver value beyond the expectations of our stakeholders, to realize the JT Group Purpose, "Fulfilling Moments, Enriching Life." Through collaborations with our stakeholders, we will contribute to the creation of a society in which everyone feels fulfilled, enhance the value we create by using the capitals we gain, and continue to contribute to the area of "Fulfilling Moments."

## A society in which people's lives are enriched

Greater trust in and hope for the JT Group



Offering more fulfilling moments, through collaborating with stakeholders, encouraging the fulfilling moments of individuals to interact and coalesce, and building a society in which everyone feels fulfilled

#### Our core capitals

# S

#### Financial capital

Sustainable profit growth and stable ash flows are backed by a combinatior of organic growth and M&A.

# We po

#### Intellectual capital

という Strong R&D capabilities
We possess a diverse portfolio of competitive
brands and robust brand equity rooted in our
bility to deliver high-quality, innovative product

### 292

#### **Human capital**

Our corporate culture respects diverse values and generates synergy from a diverse workforce

# Socia

#### social and relationship capital

We have global business operations and a wide collaborative network spanning our value chain.

#### Manufacturing capital

Our optimal manufacturing ystem and active capital investment ensure superior quality and productivity. Our system provides markets with products in an efficient and timely manner.



#### Natural capital

The natural environment is vital to our sustainable growth.

#### Activities to actualize the JT Group Purpose

#### Our management principle



#### Our value chain and three strengths



#### JT Group Materiality

Living with that the planet cor

Value creation that exceeds consumer expectations Investing in people and providing motivation

Responsible supply chain management

Good governance

#### **Tobacco business**

"Creating fulfilling moments. Creating a better future."



#### **Pharmaceutical business**

"Respecting science, technology and people, we will contribute to patients' lives"



#### Processed food business

"Bringing Joy to Meals and Fun to the Table"



#### The value we create

Consumers

Offering fulfilling moments, through products and services exceeding consumers' expectations

Medium- and long-term profit growth and shareholders improvement of shareholder returns through business investments

Society

Contribution to sustainable nature and society

Employees

Respecting individual values and providing opportunities for growth suited to the individual

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