

[This is an English translation prepared for reference purpose only. Should there be any inconsistency between the translation and the original Japanese text, the latter shall prevail.]

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JAPAN TOBACCO INC.
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The current status of the Company's corporate governance is as follows.

I. Basic Concept of Corporate Governance and Basic Information including Capital Structure and Corporate Attributes

1. Basic Concept

The Company's belief is that corporate governance is the essential framework for conducting transparent, fair, timely and decisive decision-making for pursuing the Group's management principle, the "4S model." Specifically, the 4S model aims "to strive to fulfill our responsibilities to our valued consumers, shareholders, employees and the wider society, carefully considering the respective interests of these four key stakeholder groups, and exceeding their expectations wherever we can."

The Company has set out the "JT Corporate Governance Policy," and strives to make enhancements of the Group's corporate governance based on its belief that they will enable the Group to achieve mid- to long-term sustainable profit growth and increase corporate value, which will contribute to the development of the Group's stakeholders and eventually the economic society as a whole.

The Company will continue to strive to make enhancements of the Group's corporate governance as one of the key challenges for its management.

"JT Corporate Governance Policy" is publically available on the Company's website.

URL of "JT Corporate Governance Policy":
https://www.jt.com/about/corporate_governance/

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

The Company is fully compliant to the Principles of the Corporate Governance Code.

[Disclosure Based on the Principles of the Corporate Governance Code] [updated]

[Principle 1-4]

The policy on strategic shareholding and the standards for exercising voting rights are as described in Chapter 3. 2. (4) Strategic Shareholding in the JT Corporate Governance Policy.

[Principle 1-7]

The procedures for transactions between associated interested parties are as described in Chapter 3. 2. (7) Transactions between Associated Interested Parties in the JT Corporate Governance Policy.

[Principle 2-6]

The Company has operated defined benefit corporate pension plans and defined contribution pension plans as corporate pension plans for currently serving employees. However, on April 1, 2018, the defined benefit

corporate pension plans were abolished and transferred to defined contribution pension plans. Therefore, the corporate pension under this principle is considered to apply to the defined benefit corporate pension plan assets of retired personnel.

For the purpose of managing and operating the Company's defined benefit corporate pension plan assets, the Company has established a Defined Benefit Corporate Pension Plan Asset Operation Committee, chaired by the Chief Financial Officer (CFO) and comprised of committee members including the officers in charge of the finance and human resources divisions, who have appropriate qualifications, responsibility and authority.

The Defined Benefit Corporate Pension Plan Asset Operation Committee deliberates basic management policy of defined benefit corporate pension plan assets, asset composition, and related matters, and reports to the President and Chief Executive Officer. The committee also conducts regular monitoring of the status of asset management and revises the composition of institutions entrusted with management as necessary.

To assist with sound and efficient management of defined benefit corporate pension plan assets, the Company assigns personnel with the appropriate qualifications to the supervising organization and further enhances their qualification by dispatching them to external seminars and so forth.

[Principle 3-1]

- (1) The Company's management principles, etc. are as described in Chapter 1. 2. Management Principles, etc. in the JT Corporate Governance Policy.

The Company's Business Plan is publically available on the Company's website.

URL of "Business Plan": https://www.jt.com/investors/management_information/business_plan/

- (2) The Company's basic views and basic policies on corporate governance are as described in I. 1. Basic Concept in this Report, Chapter 1. 1. Basic Concept concerning Corporate Governance and Chapter 2. Basic Policy concerning Corporate Governance in the JT Corporate Governance Policy.
- (3) The Company's policies and procedures for determining the remuneration of Members of the Board and Executive Officers are as described in Chapter 4. 2. (3) Members of the Board and Executive Officers' Compensation in the JT Corporate Governance Policy.
- (4) The Company's policies and procedures for the nomination of candidates for Member of the Board and Audit & Supervisory Board Members, dismissal of Members of the Board who execute the business, and so forth, are as described in Chapter 4. 2. (2) Nomination of Member of the Board Candidates in the JT Corporate Governance Policy.
- (5) The individual reasons for the nomination of candidates for Members of the Board and Audit & Supervisory Board Members are described in the Notice of Convocation of the Ordinary General Meeting of Shareholders when this matter to be discussed.

[Supplementary Principle 4-1-1]

A summary of the scope of delegation to the Company's management is as described in Chapter 4. 2. (9) Delegation of Authority in the JT Corporate Governance Policy.

[Principle 4-9]

The independence criteria for the Company's independent executives are as described in II. 1. Independent Executives, Other Items Related to Independent Executives in this Report.

[Supplementary Principle 4-11-1]

The Company's view on the balance between knowledge, experience and skills of the Board of Directors as a whole, and also on diversity and size are as described in Chapter 4. 2. (1) Composition of the Board of Directors in the JT Corporate Governance Policy.

[Supplementary Principle 4-11-2]

The significant concurrent positions of Members of the Board and Audit & Supervisory Board Members are as described in the Annual Securities Report for the 35th Term.

[Supplementary Principle 4-11-3]

The effectiveness of the Board of Directors is as described in the Annual Securities Report for the 35th Term.

[Supplementary Principle 4-14-2]

The Company's training policy for Members of the Board and Audit & Supervisory Board Members is as described in Chapter 4. 1. (3) Support for Members of the Board and Audit & Supervisory Board Members in the JT Corporate Governance Policy.

[Principle 5-1]

The Company's policies concerning the maintenance of a system and measures to promote constructive dialogue with shareholders are as described in Chapter 3. 2. (3) Dialogue with Shareholders in the JT Corporate Governance Policy.

2. Capital Structure

Combined Equity Stakes of Foreign Shareholders	From 10% to less than 20%
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[Status of Major Shareholders] [updated]

Name	Number of Shares Held	Ratio (%)
Minister of Finance	666,926,200	37.60
The Master Trust Bank of Japan, Ltd. (Trust Account)	88,722,600	5.00
Japan Trustee Services Bank, Ltd. (Trust Account)	54,377,600	3.07
SMBC Nikko Securities Inc.	29,357,000	1.66
Trust & Custody Services Bank, Ltd. as trustee for Mizuho Bank, Ltd. Retirement Benefit Trust Account re-entrusted by Mizuho Trust & Banking Co., Ltd.	23,660,000	1.33
Japan Trustee Services Bank, Ltd. (Trust Account 5)	23,508,500	1.33
JPMorgan Chase Bank 385151 (Standing proxy: Mizuho Bank, Ltd., Settlement Sales Department)	22,262,535	1.26
JPMorgan Chase Bank 380055 (Standing proxy: Mizuho Bank, Ltd., Settlement Sales Department)	21,612,342	1.22
State Street Bank West Client - Treaty 505234 (Standing proxy: Mizuho Bank, Ltd., Settlement Sales Department)	21,561,341	1.22
Japan Trustee Services Bank, Ltd. (Trust Account 9)	18,737,300	1.06

Controlling Shareholders (excluding Parent Company)	N/A
Parent Company	None

[Supplementary Information] [updated]

The Japan Tobacco Inc. Act (hereinafter referred to as the "JT Act") obligates the Government of Japan to hold the Company's shares. As of the end of December 2019, the government held 33.35% of all issued shares of the Company. The ratio presented in "Status of Major Shareholders" above is 37.60% because it is calculated by deducting treasury stocks from the number of shares issued.

3. Corporate Attributes

Listed Stock Exchanges and Market Segment	Tokyo (First Section)
Closing Month of the Annual Account Book	December
Business Sector	Foods
Number of Employees (Consolidated basis) at the End of the Previous Fiscal Year	1,000 or more
Net Sales (Consolidated basis) for the Previous Fiscal Year	¥1 trillion or more
Number of Consolidated Subsidiaries at the End of the Previous Fiscal Year	100 or more and less than 300

4. Policies for Measures to Protect Minority Shareholders When Conducting Transactions with Controlling Shareholders

Nothing to report

5. Other Factors Which May Materially Affect Corporate Governance

- The JT Act obligates the Government of Japan to hold the Company's shares.
- The Minister of Finance has the authority to supervise the Company under the JT Act and the Tobacco Business Act.
- Torii Pharmaceutical Co., Ltd. (hereinafter referred to as "Torii Pharmaceutical"), which engages in the pharmaceutical business, is a consolidated subsidiary of the Company and is listed on the Tokyo Stock Exchange. While the Company is responsible for research and development, Torii Pharmaceutical undertakes production and sales. In order to perform these different functions efficiently, the two companies maintain a cooperative relationship. The Company respects the need to ensure a certain degree of independence for Torii Pharmaceutical by refraining from undermining the company's business judgment.

II. Status of Business Management Organizations Concerning Business Decision-making, Execution and Supervision, and Other Corporate Governance Systems

1. Matters Relating to Organizational Structure and Organizational Management

Form of Organization	A company with board of auditors (Audit & Supervisory Board)
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[Matters Related to Members of the Board]

Number of Members of the Board Stipulated in Articles of Incorporation	15
Term of Office for Members of the Board Stipulated in Articles of Incorporation	2 years
Chairman of the Board of Directors	Chairman
Number of Members of the Board	9
Appointment of Outside Directors	There are sitting Outside Directors
Number of Outside Directors	3
Number of Outside Directors Designated as Independent Executive	3

Relationship with the Company (1) [updated]

Name	Attribute	Relationship with the Company*											
		a	b	c	d	e	f	g	h	i	j	k	
Main Kohda	Originally from another company												
Koichiro Watanabe	Originally from another company								○	○			
Yukiko Nagashima	Originally from another company								△				

* Conditions met regarding the relationship with the Company

* “○” is put if the principal presently satisfies or has recently satisfied the condition, and “△” is put if the principal satisfied the condition in the past.

* “●” is put if a close relative presently satisfies or has recently satisfied the condition, and “▲” is put if a close relative satisfied the condition in the past.

a. A person who executes business in a listed company or a subsidiary of a listed company

b. A person who executes business or a non-executive director in the parent company of a listed company

c. A person who executes business in a sister company of a listed company

d. A supplier of which a listed company is a major customer, or, if the supplier is a corporation, a person who executes business in the corporation

e. A major customer of a listed company, or, if the customer is a corporation, a person who executes business in the corporation

f. A consultant, professional accountant or lawyer who receives a large amount of money and other economic benefits other than officers' compensation from a listed company

g. A major shareholder of a listed company (if the major shareholder is a corporation, a person who executes business in the corporation)

h. A person who executes business (limited to the principal) in a corporation that is a customer of a listed company other than customers falling in either category of d, e and f above

i. A person who executes business (limited to the principal) in a corporation at which an outside officer of the company concurrently has a position of outside officer

j. A person who executes business (limited to the principal) in a corporation to which a listed company offers donation

k. Others

Relationship with the Company (2) [updated]

Name	Independent Executive	Supplementary Explanation to Corresponding Item	Reason for Appointment
Main Kohda	○	<p>No items to report.</p> <p>She previously served as a Member of the Board of Governors of Japan Broadcasting Corporation (“NHK”), and now concurrently serves as an Outside Director of Japan Exchange Group, Inc. Although the Company has relationships with both organizations, which include payments, these positions of hers are not indicated in “Relationship with the Company” in the above table because she did not serve as a person who executes business in those positions. The payments to both organizations each accounted for less than 0.001% of the Company’s consolidated revenue in fiscal 2019. As such, the Company believes that these relationships have no impact on her independence. Also, the payment relationship with Japan Broadcasting Corporation is for a certain level of receiving fees, which are based on the Broadcast Act and non-negotiable, and are not therefore categorized as business transactions.</p>	<p>Her appointment is based on the judgment that she is qualified to serve as an Outside Director because of her in-depth knowledge of international finance, her broad experience gained from serving on government examination committees and similar positions, and her deep insight and objective point of view that she has demonstrated through her activities as a novelist. The Company designated her as an independent executive based on its judgment that there is no risk of a conflict of interests with general shareholders.</p>
Koichiro Watanabe	○	<p>He concurrently serves as Representative Director and Chairman of the Board of The Dai-ichi Life Insurance Company, Limited and Dai-ichi Life Holdings, Inc. The Dai-ichi Life Insurance Company holds shares of the Company, but this constitutes less than 1% of the Company’s total shares. Although the Company has a business relationship with The Dai-ichi Life Insurance Company, Limited, which includes pension fund management, the transaction amount accounted for less than 0.002% of the Company’s consolidated revenue in fiscal 2019. In addition, although Yasushi Shingai, who previously served as a Member of the Board of the Company, is serving as an Outside Director of Dai-ichi Life Holdings,</p>	<p>His appointment is based on the judgment that he is qualified to serve as an Outside Director because of his experience in corporate management which, over the course of many years, he has used to drive business operations that successfully combined both healthy financials and high profitability, his abundant experience in working to strengthen the governance structure, and his wide-ranging insight derived from his deep understanding of capital markets as an investor. The Company designated him as an independent executive based on its judgment that there is no risk of a conflict of interests with general shareholders.</p>

		<p>Inc. since June 2019, he resigned as a Member of the Board of the Company in March 2018, since which time he has had no involvement in the management or execution of business of the Company.</p> <p>Koichiro Watanabe has served as Vice Chair, Director of KEIDANREN (Japan Business Federation), but he is not a person who executes business. Although the Company has a business relationship with KEIDANREN, the transaction amount accounted for less than 0.001% of the Company's consolidated revenue in fiscal 2019.</p> <p>As such, the Company believes that these relationships have no impact on his independence.</p>	
Yukiko Nagashima	○	<p>She previously served for Recruit Holdings Co., Ltd., and now, she concurrently serves as Standing Audit and Supervisory Board Member of Recruit Holdings Co., Ltd. and Recruit Co., Ltd. Although the Company has business relationships with both Recruit Holdings Co., Ltd. and Recruit Co., Ltd., the transaction amount accounted for less than 0.02% of the Company's consolidated revenue in fiscal 2019. As such, the Company believes that this relationship has no impact on her independence.</p>	<p>Her appointment is based on the judgment that she is qualified to serve as an Outside Director because she has been deeply involved in emerging businesses and corporate management, has an experience as a Member of the Audit and Supervisory Boards, and has high degree of knowledge cultivated through her experience from the perspectives of both management and audit. The Company designated her as an independent executive based on its judgment that there is no risk of a conflict of interests with general shareholders.</p>

Presence or Absence of Optional Committee Equivalent to Nominating Committee or Compensation Committee	Present
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Establishment of Optional Committee, Composition of Committee Members and Attribute of Committee Chair

Optional committee equivalent to nominating committee

Name of committee			Advisory Panel on Nomination and Compensation			
Number of committee members	Number of standing committee members	Number of Inside Members of the Board	Number of Outside Directors	Number of external experts	Number of others	Committee Chair
4	0	1	3	0	0	Inside Members of the Board

Optional committee equivalent to compensation committee

Name of committee			Advisory Panel on Nomination and Compensation			
Number of committee members	Number of standing committee members	Number of Inside Members of the Board	Number of Outside Directors	Number of external experts	Number of others	Committee Chair
4	0	1	3	0	0	Inside Members of the Board

Supplementary Explanation [updated]

The Advisory Panel on Nomination and Compensation was established as an optional advisory body to the Board of Directors on March 20, 2019, and integrates the functions of the previous Meeting for Talent Development and Compensation Advisory Panel. The establishment of the panel is intended to further enhance the objectivity and transparency of the Board of Directors’ decision making by having the panel support the development of a group of executive candidates, deliberate on the selection of Member of the Board and Audit & Supervisory Board Member candidates, deliberate on dismissal of Executive Directors and Members of the Board who execute the business, and deliberate on matters regarding remuneration for Members of the Board and Executive Officers, then report to the Board of Directors. The Advisory Panel on Nomination and Compensation comprises the Chairman of the Board and three independent Outside Directors, and is chaired by the Chairman of the Board. The Advisory Panel on Nomination and Compensation is held at least once a year. In 2019, the Advisory Panel on Nomination and Compensation convened eight times (including two meetings of the Compensation Advisory Panel before the Advisory Panel on Nomination and Compensation was established).

[Matters Related to Audit & Supervisory Board Members]

Presence or Absence of the Audit & Supervisory Board	The Audit & Supervisory Board is in place
Number of Audit & Supervisory Board Members Stipulated in Articles of Incorporation	5
Number of Audit & Supervisory Board Members	5

Cooperation among Audit & Supervisory Board Members, Accounting Auditor and Internal Auditing Divisions

While Audit & Supervisory Board Members, internal audit divisions including the Operational Review and Business Assurance Division, and the Accounting Auditor (Deloitte Touche Tohmatsu LLC) conduct audits individually, they endeavor to enhance their cooperation and exchange information and opinions as necessary in order to ensure appropriate audits, for example by sharing information on the results of their respective audits.

Appointment of Outside Audit & Supervisory Board Members	There are sitting Outside Audit & Supervisory Board Members
Number of Outside Audit & Supervisory Board Members	3
Number of Outside Audit & Supervisory Board Members Designated as Independent Executives	2

Relationship with the Company (1) [updated]

Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Toru Mimura	Originally from another company										△			
Hiroshi Obayashi	Originally from another company													
Koji Yoshikuni	Originally from another company											△		

* Conditions met regarding the relationship with the Company

* “○” is put if the principal presently satisfies or has recently satisfied the condition, and “△” is put if the principal satisfied the condition in the past.

* “●” is put if a close relative presently satisfies or has recently satisfied the condition, and “▲” is put if a close relative satisfied the condition in the past.

a. A person who executes business in a listed company or a subsidiary of a listed company

b. A non-executive director or an accounting advisor in a listed company or a subsidiary of a listed company

c. A person who executes business or a non-executive director in the parent company of a listed company

d. A company auditor of a parent company of a listed company

e. A person who executes business in a sister company of a listed company

f. A supplier of which a listed company is a major customer, or, if the supplier is a corporation, a person who executes business in the corporation

g. A major customer of a listed company, or, if the customer is a corporation, a person who executes business in the corporation

h. A consultant, professional accountant or lawyer who receives a large amount of money and other economic benefits other than officers' compensation from a listed company

i. A major shareholder of a listed company (if the major shareholder is a corporation, a person who executes business in the corporation)

j. A person who executes business (limited to the principal) in a corporation that is a customer of a listed company other than customers falling in either category of f, g and h above

k. A person who executes business (limited to the principal) in a corporation at which an outside officer of the company concurrently has a position of outside officer

l. A person who executes business (limited to the principal) in a corporation to which a listed company offers donation

m. Others

Relationship with the Company (2) [updated]

Name	Independent Executive	Supplementary Explanation to Corresponding Item	Reason for Appointment
Toru Mimura		<p>He previously served for Ministry of Finance, which is one of the major shareholders. The Company believes that he is qualified to serve as an Outside Audit & Supervisory Board Member of the Company as described in Reason for Appointment on the right, and notes that he satisfies the requirements of an independent executive prescribed by securities exchanges. However, because of his working experience at the Ministry of Finance, having taken into account the Company's prescribed criteria for independence, the Company has not designated him an independent auditor. (More than eight years have elapsed since he resigned from his post at the Ministry of Finance.)</p> <p>Also, he previously served as a Director of Eltes Co.,Ltd. Although the Company has a business relationship with Eltes Co.,Ltd., which includes web surveys, etc., this position of his is not indicated in "Relationship with the Company" in the above table because he did not serve as a person who executes business in that position. The transaction amount with Eltes Co.,Ltd. accounted for less than 0.001% of the Company's consolidated revenue in fiscal 2019.</p>	<p>He has extensive experience over many years of serving in a wide range of important positions in ministries and agencies, in addition to his role as research institute chairman, and through this has acquired wide-ranging knowledge of such fields as finance, global risk management, geopolitics and company law. Therefore, the Company believes that he is able to make a significant contribution to the effective auditing of the Group in this changeable and highly uncertain business environment, and judged that he is qualified to serve as an Outside Audit & Supervisory Board Member of the Company.</p>

Hiroshi Obayashi	○	<p>No items to report.</p> <p>He concurrently serves as an Outside Director of Mitsubishi Electric Corporation. Although the Company has a business relationship with Mitsubishi Electric Corporation, this position of his is not indicated in “Relationship with the Company” in the above table because he is not a person who executes business in that position. The transaction amount with Mitsubishi Electric Corporation accounted for less than 0.001% of the Company’s consolidated revenue in fiscal 2019. As such, the Company believes that this relationship has no impact on his independence.</p>	<p>The Company designated him as an independent executive based on its judgment that he is qualified to serve as an Outside Audit & Supervisory Board Member of the Company because he has abundant experience in the judicial world and a perspective derived from his high insight, and its judgment that there is no risk of a conflict of interests with general shareholders.</p>
Koji Yoshikuni	○	<p>He previously worked for Japan Broadcasting Corporation (“NHK”). The Company pays a certain level of receiving fees to Japan Broadcasting Corporation, which are based on the Broadcast Act and non-negotiable, and are not therefore categorized as business transactions. The payments to Japan Broadcasting Corporation accounted for less than 0.001% of the Company’s consolidated revenue in fiscal 2019. As such, the Company believes that this relationship has no impact on his independence.</p>	<p>The Company designated him as an independent executive based on its judgment that he is qualified to serve as an Outside Audit & Supervisory Board Member of the Company because he has a knowledge of politics and economics cultivated over long years in his journalistic career and management experience that has left him thoroughly acquainted with all business operations and internal departments. He also possesses the wide-ranging knowledge derived from those previous experiences, and the Company believes that there is no risk of a conflict of interests with general shareholders.</p>

[Independent Executives]

Number of Independent Executives	5
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Other Items Related to Independent Executives

[The Criteria for Evaluating the Independence of Outside Executives]

The Criteria for Evaluating the Independence of Outside Executives established by the Company's Board of Directors based on the independence criteria set by securities exchanges are as follows.

Persons who do not fall under the following:

1. A person who belongs or belonged to the Company, the Company's affiliate company or the Company's sister company;
2. A person who belongs to an organization such as company, etc., of which the Company is a major shareholder;
3. The Company's major shareholder or a person who belongs to an organization such as company, etc., which is the Company's major shareholder;
4. A person who is a major supplier or customer of the Company (a person who belongs to such organization in the event that it is an organization such as company, etc.);
5. The Company's major lender or other major creditor (a person who belongs to such organization in the event that it is an organization such as a company, etc.);
6. A certified public accountant who is the Company's Accounting Auditor or the Company's accounting advisor, or a person who belongs to an auditing firm which is the Company's Accounting Auditor or the Company's accounting advisor;
7. A person who provides the Company with expert services or consulting services concerning legal affairs, financial affairs, tax affairs, etc., and receives a large amount of compensation (a person who belongs to such organization in the event that it is an organization such as company, etc.);
8. A person who has received a large amount of donation from the Company (a person who belongs to such organization in the event that it is an organization);
9. A person to whom any of the above 2. to 8. has recently applied; or
10. A close relative of any one of the following:
 - (i) Any one of the above 2. to 8. (a person who implements important duties in such organization in the event that it is an organization such as company, etc.);
 - (ii) A Member of the Board, Audit & Supervisory Board Members, accounting advisor, executive, Executive Officer or employee of the Company, the Company's affiliate companies or the Company's sister companies; or
 - (iii) A person to whom either (i) or (ii) has recently applied.

[Matters Related to Incentives]

Provision of Incentives to Members of the Board	Introduction of a performance-linked remuneration system and a stock option grants, and others
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Supplementary Explanation Relating to the Relevant Item [updated]

Executive remuneration comprises (1) monthly “base salary” (2) an “executive bonus” linked to the Company’s business performance in the relevant year, and (3) “stock option grants,” the value of which is linked to the Company’s mid- to long-term company value. The Company introduced stock option grants in 2007 as remuneration linked to mid- to long-term improvement in company value in order to provide incentive to grow shareholder value.

The following provides the structure and details of the executive remuneration by member category.

(1) Executive Remuneration Structure

- Members of the Board who also serve as Executive Officers

For Members of the Board who also serve as Executive Officers, remuneration consists of the “base salary,” the “executive bonus,” and the “stock option grants” because they are required to achieve results by executing their duties on a daily basis.

From fiscal 2020, Members of the Board who also serve as Executive Officers will be individually evaluated for achievement of their performance targets from the perspective of facilitating performance achievement through incentivizing conduct and execution of duties that will lead to the Company’s sustainable profit growth, and that evaluation will be reflected in the base salary. In addition, the “stock option grants” will be abolished and the “Restricted Stock Remuneration Plan” and the “Performance Share Unit Plan” will be introduced with the objective to strengthen the efforts to enhance the mid- to long-term company value and to further promote shared value with all the shareholders.

- Members of the Board (excluding Outside Directors) who do not serve as Executive Officers

Members of the Board (excluding Outside Directors) who do not serve as Executive Officers receive remuneration that consists of the “base salary” and the “stock option” since they are required to make decisions on company-wide management strategies and fulfill supervisory functions to enhance company value.

Beginning in fiscal 2020, in order to place a greater emphasis on objectivity and neutrality and further focus on the supervisory functions, including monitoring the implementation of mid- to long-term growth strategies, etc., remuneration is composed of “base salary” only.

- Outside Directors

Remuneration for Outside Directors, which is not linked to business performance with the purpose of maintaining their independence, is composed of “base salary” only.

- Audit & Supervisory Board Members

In the light of the role of Audit & Supervisory Board Members, which is primarily to conduct audits on legal compliance, their remuneration consists solely of the “base salary.”

(2) Executive Remuneration Details

- Base salary

Executives are remunerated with monthly base salary as per their responsibilities. Up until the end of fiscal 2019, the base salary for Members of the Board who also serve as Executive Officers was a fixed remuneration amount set as per their responsibilities. However, from fiscal 2020, they will be individually evaluated for achievement of their performance targets from the perspective of facilitating performance achievement through incentivizing conduct and execution of duties that will lead to the Company's sustainable profit growth, and that evaluation will be reflected in the base salary. Performance targets are set through interviews with the Company's President and Chief Executive Officer at the beginning of the fiscal year. The base salary for the following fiscal year will be set within certain range reflecting the individual performance evaluations carried out at the end of the fiscal year. However, an individual performance evaluation will not be applicable for the Company's President and Chief Executive Officer.

- Executive bonus

Executive bonus for Members of the Board who also serve as Executive Officers will be paid as monetary remuneration reflecting the performance of a fiscal year. Adjusted operating profit at constant rates of exchange and profit for the year will be the performance indicators (KPI) to measure the performance of the business itself, which is the foundation for sustainable growth, as well as the achievement rate of profit growth, from the viewpoint of providing shared value with the shareholders. Executive bonus will be determined by adjusted operating profit at constant rates of exchange and profit in the ratio of 75% and 25%, respectively. Performance-linked payout will be based on the KPI achievement in the range of 0% - 200%.

- Stock option grants

The Company's stock options were designed based on a stock option grant system under which the exercise price was ¥1 (the individual receiving stock options pays ¥1 per 1 share). The number of stock options granted was calculated based on the fair value of the Company's share measured by a third-party organization, and decided at a Board of Directors meeting. In addition, the granted stock options could be exercised when the stock option holder loses all positions as Member of the Board, Audit & Supervisory Board Member or Executive Officer. The Company does not plan to change these exercise conditions in the future.

Note that from fiscal 2020, the stock option grants will be abolished (excluding the stock options already granted), and the Restricted Stock Remuneration Plan and the Performance Share Unit Plan will be introduced for the Members of the Board who also serve as Executive Officers.

- Restricted Stock Remuneration Plan (To be introduced from fiscal 2020)

Restricted Stock Remuneration Plan is a plan under which monetary remuneration claims are provided to Members of the Board who also serve as Executive Officers ("Eligible Directors") as remuneration associated with restricted stocks in each fiscal year based on resolution of the Company's Board of Directors, and each Eligible Director receives allotment of ordinary shares of the Company by providing all the monetary remuneration claims by means of contribution in kind (the allotment is made by means of disposal of treasury stock). In disposal of ordinary shares of the Company due to this plan, a restricted stock allotment agreement shall be concluded between the Company and each Eligible Director.

The monetary compensation towards the purchase of the Company's restricted stock will be decided based on the closing price of the Company's share at the Tokyo Stock Exchange as of the previous business day of the resolution by the Board of Directors. However, if the Company share does not trade at the Tokyo Stock Exchange on the day prior to the resolution of the Company's Board of Directors, the closing price of the immediately preceding trading day will be used. This price of share will be decided by the Company's Board of Directors within a scope that is not particularly advantageous to the Eligible Directors who will receive the restricted stock.

In addition, the allocation of monetary compensation to the Eligible Directors, assumes that such director accepts the compensation as contribution in kind and enters into the restricted stocks allotment agreement.

Although the restriction period is 30 years, in case any Eligible Director retires due to expiration of the term or resigns due to reasons deemed reasonable by the Company's Board of Directors, from a position

as Member of the Board or any other positions separately specified by the Company’s Board of Directors during the restriction period, the transfer restrictions will be removed on the allotted shares.

- Performance Share Unit Plan (To be introduced from fiscal 2020)

Performance Share Unit Plan offers monetary remuneration claims and cash to deliver the Company’s ordinary shares, to the Eligible Directors as a performance-linked stock compensation. The monetary remuneration claims and cash are calculated after the performance evaluation period that is aligned with the duration of the Company’s three-year Business Plan that starts from the fiscal year subject to provision (the “Performance Evaluation Period”)*1 in accordance with the rate of achievement of performance and other targets*2 during the Performance Evaluation Period, which are determined through deliberations of the Advisory Panel on Nomination and Compensation of the Company. Thus, the monetary remuneration claims and cash to deliver ordinary shares of the Company are provided to Eligible Directors after the Performance Evaluation Period expires, in principle. Each Eligible Director receives allotment of ordinary shares of the Company by providing all the monetary remuneration claims by means of contribution in kind (the allotment is made by means of disposal of treasury stock).

*1 The first Performance Share Unit Plan will be effective from the fiscal year of 2020 ending in 2022, with a three-year evaluation period. This Performance Share Unit Plan will be effective beyond 2021 and new evaluation period will start every year, further the remuneration will be decided with the limits approved in the Ordinary General Meeting of Shareholders.

*2 Profit will be set as a KPI for the Performance Stock Unit Plan starting in 2020, performance-linked payout will be based on the KPI achievement in the range of 0% - 200%.

The monetary compensation towards the purchase of the Company’s ordinary shares will be decided based on the closing price of the Company’s share at the Tokyo Stock Exchange as of the previous business day of the resolution by the Board of Directors. However, if the Company share does not trade at the Tokyo Stock Exchange on the day prior to the resolution of the Company’s Board of Directors, the closing price of the immediately preceding trading day will be used. This price of share will be decided by the Company’s Board of Directors within a scope that is not particularly advantageous to the Eligible Directors who will receive the Performance Share Units. In addition, since monetary remuneration claims and cash to deliver the Company’s ordinary shares are granted according to the above achievement rate of performance and other targets, the allocation of the monetary remuneration claims and cash to the Eligible Directors, the amount of the claims and cash to deliver the Company’s ordinary shares, and the number of shares delivered are not decided at the time of the introduction of this plan. The specific details of the “Restricted Stock Remuneration Plan” and the “Performance Share Unit Plan” are presented in the 35th Annual Securities Report.

Officers Eligible for Stock Option Grants	Inside Members of the Board and Others
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Supplementary Explanation Relating to the Relevant Item [updated]

The Company introduced stock option grants in 2007 as remuneration linked to mid- to long-term improvement in company value in order to provide incentive to grow shareholder value. Note that from fiscal 2020, the stock option grants will be abolished and the Restricted Stock Remuneration Plan and the Performance Share Unit Plan will be introduced for Members of the Board who also serve as Executive Officers. For details please refer to “Provision of Incentives to Members of the Board” above.

[Matters Related to Remuneration for Members of the Board]

Disclosure Status	Individual disclosure of remuneration for Members of the Board is limited
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Supplementary Explanation Relating to the Relevant Item [updated]

Total remuneration for Members of the Board (excluding Outside Directors) in the fiscal year ended December 31, 2019 is ¥659 million, including base salary of ¥467 million, executive bonus of ¥77 million and stock option grants of ¥115 million.

Total remuneration for Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members) is ¥94 million.

Total remuneration for Outside Directors and Outside Audit & Supervisory Board Members is ¥119 million.

The total remuneration on a consolidated basis of no less than ¥100 million is explained separately in the Annual Securities Report for the 35th Term.

Policy for Determining Amount and Calculation Method of Remuneration [updated]	Yes
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Disclosed Details of Policy for Determining Amount and Calculation Method of Remuneration [updated]

In order to achieve sustainable profit growth and increase of company value over the mid- to long-term by pursuing the management principles of “4S model,” the Advisory Panel on Nomination and Compensation reviews and provides advice on the policy, framework and calculation method for remuneration of the Company’s Members of the Board and Executive Officers in response to inquiries. It also monitors whether our executive remuneration level is reasonable. Based on the recommendation of the Advisory Panel on Nomination and Compensation, the key policy for the Company’s executive remuneration is as follows:

- Set the remuneration at an adequate level to retain personnel with superior capabilities.
- Link the remuneration to company performance so as to motivate executives to achieve their performance targets.
- Link the remuneration to company value in the mid- to long-term.
- Ensure transparency by implementing an objective and quantitative framework.

The amount of remuneration for Members of the Board is benchmarked based on a survey of remuneration of directors conducted by third parties, based on the remuneration levels of major domestic manufacturers that are expanding overseas with the similar size and profits. Specifically, after benchmarking the level of base salary of the directors of peer companies and the percentage of variable remuneration for annual bonuses and mid- and long-term incentives, the amount of remuneration for each Member of the Board is decided by a resolution of the Company’s Board of Directors, based on the deliberations of the Advisory Panel on Nomination and Compensation and within the maximum remuneration approved at the Ordinary General Meeting of Shareholders. The remuneration of Audit & Supervisory Board Members is also benchmarked in the same way, and is determined by deliberation among the Audit & Supervisory Board Members within the maximum remuneration approved at the Ordinary General Meeting of Shareholders.

[Support for Outside Directors (Outside Audit & Supervisory Board Members)]

To contribute to the enhancement of discussions at the Board of Director’s meeting, the Corporate Strategy Division and the Secretary’s Office are providing Outside Directors with advance explanations, relevant information and materials, in connection with the proposals to be submitted to the Board of Directors.

The Company has established a supporting system for Audit & Supervisory Board as an independent organization entrusted by shareholders, with adequate information sharing and appropriate human resource allocation in order to perform their duties which is supervising the execution of duty by Members of the Board and Executive Officers that lead to sustainable and sound growth of the Company and gain the trust from society.

[Status of Persons Who Have Retired from a Position Such As Representative Director and President]

Name, etc., of Counselors, Advisors, etc., Who Have Formerly Served as Representative Director and President, etc., of the Company

Name	Position/Title	Description of Duties	Working Form/Conditions (Full-time/Part-time, Paid/Unpaid, etc.)	Date of Retirement from President, etc.	Term
Katsuheiko Honda	Honorary Company Fellow	Assumed the position as other company/association, social contribution activity, etc. (Not involved in the Company management)	Working form: N/A Compensation: N/A	June 23, 2006	N/A
Hiroshi Kimura	Honorary Company Fellow	Assumed the position as other company/association, social contribution activity, etc. (Not involved in the Company management)	Working form: N/A Compensation: N/A	June 22, 2012	N/A
Mitsuomi Koizumi	Special Advisory Fellow	External relations activities with various organizations (Not involved in the Company management)	Working form: Part-time Compensation: Paid	March 27, 2018	1 year

Total Number of Counselors, Advisors, etc., Who Have Formerly Served as Representative Director and President, etc., of the Company [updated]	3
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Other Matters

Because there is no need to appoint Counselors and Advisors, who report to the President on certain matters, the Company has abolished the relevant provision included in the Company's Articles of Incorporation in March 2018.

The Company believes that talents nurtured by the Company, when appointed to positions in other organizations/associations and when performing certain roles within the society, well represent the Group's management principle, the "4S Model," and enhance the Group's reputation. Based on this, the Company can support the accomplishment of their duties by providing them with the minimum necessary services according to their specific situation. Honorary Company Fellow is a suitable title for the person who carries out the external activities.

When the Company assigns persons to undertake external activities with high social significance, such as responsible positions in various organizations, the Company will appoint the person as a Special Advisory Fellow and will provide necessary services as well as compensation, in order to carry out those duties.

2. Matters Relating to Functions Such As Execution of Business, Audit and Supervision, Nomination, Determination of Remuneration, etc. (Overview of Current Corporate Governance System) [updated]

In addition to opting to be a company with Audit & Supervisory Board, the Company seeks to enhance corporate governance through the utilization of voluntary structures such as the establishment of the Advisory Panel on Nomination and Compensation, which is largely composed of the independent Outside Directors, and the JT Group Compliance Committee, which is largely composed of outside committee members, from a viewpoint of creating an effective governance system.

The Board of Directors meeting takes place once a month in principle and on more occasions if necessary, in order to make decisions with regard to the matters specified by laws and regulations and other important matters, to supervise business execution and to receive reports from the Members of the Board on the status of business execution. In addition, the Chairman of the Board has been positioned as a non-executive Director in order to concentrate on supervising management while also serving as the chairman of the Board of Directors. The Company appoints at least two independent Outside Directors who possess the qualities to contribute to sustained profit growth and enhancement of corporate value over the mid- to long- term from a viewpoint of strengthening the supervisory function and management transparency.

The Board of Directors has set forth in the Board of Directors Regulations matters to be discussed at the Board of Directors meetings. In addition, from the viewpoint of realizing quick decision-making and high-quality implementation of business, the Board of Directors has set forth a clear decision-making process based on internal rules on the allocation of responsibilities and authorities (hereinafter referred to as the “Responsibility and Authority Regulations”) concerning essential business matters as well as delegate authority as necessary to Executive Officers based on company-wide management strategy, under the Executive Officer system. In 2019, the Board of Directors convened 14 times, and all Members of the Board attended every meeting.

The Advisory Panel on Nomination and Compensation was established as an optional advisory body to the Board of Directors on March 20, 2019, and integrates the functions of the previous Meeting for Talent Development and Compensation Advisory Panel. The establishment of the panel is intended to further enhance the objectivity and transparency of the Board of Directors’ decision making by having the panel support the development of a group of executive candidates, deliberate on the selection of Member of the Board and Audit & Supervisory Board Member candidates, deliberate on dismissal of Executive Directors and Members of the Board who execute the business, and deliberate on matters regarding remuneration for Members of the Board and Executive Officers, then report to the Board of Directors. The Advisory Panel on Nomination and Compensation comprises the Chairman of the Board and three independent Outside Directors, and is chaired by the Chairman of the Board. The Advisory Panel on Nomination and Compensation is held once a year or more. In 2019, the Advisory Panel on Nomination and Compensation convened eight times (including two meetings of the Compensation Advisory Panel before the Advisory Panel on Nomination and Compensation was established).

As an organization that reports directly to the Board of Directors, the JT Group Compliance Committee deliberates the status of implementing the Compliance Action Plan for the fiscal year, the establishment, changes, etc. to compliance-related rules and the code of conduct, and matters relating to compliance for the entire JT Group in order to foster awareness and ensure thorough compliance among employees. The JT Group Compliance Committee is headed by the Chairman of the Board and consists mainly of outside members. Meanwhile, the Company appoints an Executive Officer in charge of compliance with overseeing the Compliance Office in an effort to establish and promote a group-wide, crosssectional system and shed light on issues. The compliance promotion departments of the Company and its subsidiaries (meaning the Compliance Office within the Company, and corresponding departments within subsidiaries) distribute materials including the “JT Group Code of Conduct,” which explains the Code of Conduct, etc., to Members of the Board and employees of the Company and Directors, etc. and employees of subsidiaries (with Members of the Board, Directors, etc. and employees hereinafter collectively referred to as “directors and employees”), and work to enhance the effectiveness of the compliance system by enlightening directors and employees about compliance through training and other programs, etc. During this fiscal year, the JT Group Compliance Committee convened three times.

The Company has adopted the Audit & Supervisory Board system under which Audit & Supervisory Board Members (hereinafter simply “Audit & Supervisory Board Members,” with the terms “Audit & Supervisory Board,” “Audit & Supervisory Board Member’s Office,” and “Manager of the Audit & Supervisory Board Member’s Office” also referring to those items within the Company) assertively exercise authority as an independent body with the mandate of shareholders, which includes attending and speaking at the Board of Directors meetings and other important meetings as well as actively inspecting business sites. In addition, they also perform audits appropriately from an objective viewpoint in accordance with the characteristics of the duties of the Outside Audit & Supervisory Board Members and the standing Audit & Supervisory Board Members. The Audit & Supervisory Board Members work to ensure sound and sustainable growth and maintain and enhance public trust in the Company by examining the performance of duties by Members of the Board and Executive Officers.

The Audit & Supervisory Board, which meets as necessary, is composed of members with substantial knowledge of management, law, finance, accounting and other aspects of business. The standing Audit & Supervisory Board Member, Ms. Ryoko Nagata, is eligible as an Audit & Supervisory Board Member because she has served as Senior Vice President, Beverage Business Division and in charge of CSR etc., and has abundant experience and wide-ranging insights with regard to the Group’s business operations from the perspective both of the business operations and the internal department. Furthermore, standing Audit & Supervisory Board Member Mr. Hiroshi Yamamoto has knowledge of finance and accounting as well as insight into corporate governance in the Group’s business operations having served as the Company’s Vice President of the Operational Review and Business Assurance. In 2019, the Audit & Supervisory Board convened 14 times.

The internal audit system is an entity independent of the organizations responsible for business execution that reports directly to the President and is overseen by the Operational Review and Business Assurance Division (21 employees as of December 31, 2019) of the Company. The internal audit system uses an objective position to examine and evaluate systems for supervising and managing the overall operations and the status of business execution from the viewpoints of legality and rationality, in order to protect the Company’s assets and improve management efficiency. The Operational Review and Business Assurance Division has the authority to access all activities, records and employees of the entire Group without restrictions in order to fulfill its responsibilities. Moreover, in coordination with the internal audit functions of all subsidiaries, the Operational Review and Business Assurance Division also undertakes the planning and performance of the Group’s internal audit systems and policies, and supplements the internal audit functions of subsidiaries. The Company’s Vice President of the Operational Review and Business Assurance has an obligation to report the results of audits to the President and Chief Executive Officer, and reports to the Board of Directors every year.

The Company, in order to ensure the Accounting Auditor’s appropriate audit, secures sufficient time for audit enabling high-quality audit and provide the Accounting Auditor with opportunities to contact Members of the Board and Executive Officers, as well as provide appropriate auditing environment enabling sufficient cooperation between the Accounting Auditor and Audit & Supervisory Board Members, the internal auditing divisions and Outside Directors. Further, in the event that an Accounting Auditor indicates a deficiency or problem or discovers misconduct, the Company shall appropriately take measures correspondingly.

While Audit & Supervisory Board Members, internal audit divisions including the Operational Review and Business Assurance Division, and the Accounting Auditor conduct audits individually, they endeavor to enhance their cooperation in order to ensure appropriate audits, for example by sharing information on the results of their respective audits. Also, Audit & Supervisory Board Members, internal audit divisions including the Operational Review and Business Assurance Division, and the Accounting Auditor cooperate with the Company’s Internal Control Division to ensure appropriate implementation of business by exchanging information when necessary.

The Company’s Accounting Auditor (Deloitte Touche Tohmatsu LLC) has conducted audits based on the Companies Act and the Financial Instruments and Exchange Act. The certified public accountants who audited the Company’s financial statements for fiscal year ended December 31, 2019 and the persons who assisted the accounting audit work are as follows.

(Certified public accountants)
Yukitaka Maruchi, Yasuhiko Haga, Yoichi Matsushita

(Assistants for the accounting audit work)
Certified public accountants: 11 persons, People who have passed the Certified Public Accountants Examination: 5 persons, Others: 15 persons

3. The Reason for the Adoption of the Current Corporate Governance Structure [updated]

As a company with an Audit & Supervisory Board, the Company has strengthened the supervisory function of management while maintaining its objectivity and neutrality by means of the Audit & Supervisory Board carrying out appropriate audits of the execution of duties by Members of the Board and Executive Officers from an independent and fair standpoint. Based on the audit system of the Audit & Supervisory Board, while facilitating the prompt execution of business through the delegation of authority by reducing the size of the Board of Directors and introducing an Executive Officer system, the Company has established the JT Group Compliance Committee, which is largely composed of outside committee members, and the Advisory Panel on Nomination and Compensation, which is largely composed of the independent Outside Directors, as voluntary structures and created an effective corporate governance system.

Since 2019, the Company has also continued to enhance corporate governance and improve the objectivity and transparency of management, such as by increasing the number of Outside Directors and Outside Audit & Supervisory Board Members by one each.

The company has selected the current structure because the Company recognizes that the corporate governance structure functions effectively regarding business execution and supervision through initiatives like these.

III. Implementation of Measures Related to Shareholders and Other Interested Parties

1. States of Efforts to Invigorate Ordinary General Meeting of Shareholders and Facilitate the Exercise of Voting Rights [updated]

	Supplementary Explanation
Sending the Notice of a Ordinary General Meeting of Shareholders at an Early Date	<p>The notice of a Ordinary General Meeting of Shareholders for fiscal year ended December 31, 2018 was sent on March 1, 2019 and that for fiscal year ended December 31, 2019 was sent on February 28, 2020.</p> <p>The notice was also published on the Company's website ahead of sending printed version of it.</p>
Avoiding Scheduling a Ordinary General Meeting of Shareholders for a Date on Which Many Other Companies' Shareholders' Meetings Are Concentrated	<p>Ordinary General Meeting of Shareholders for fiscal year ended December 31, 2018 was held on March 20, 2019 and that for fiscal year ended December 31, 2019 was held on March 19, 2020. Neither of them was on the peak day.</p>
Allowing the Exercise of the Voting Right through Electromagnetic Means	<p>The Company allows the exercise of the voting right via the website designated by the Company (E-voting).</p>
Participation in Platform for Exercise of Voting Rights by Electromagnetic Means and Other Measures to Enhance Environmental for Exercise of Voting Rights by Institutional Investors	<p>The Company participates in an electronic platform for the exercise of voting right for institutional investors that is operated by ICJ, Inc.</p>
Providing Convocation Notice (Summary) in English	<p>The convocation notice and its English translation are published on the Company's website and electronic platform for institutional investors.</p>

2. IR-related Activities

	Supplementary Explanation	Presence or Absence of a Briefing by the Representative Director
Periodic Briefings to Individual Investors	The Company holds briefings and factory tours. Additionally, the Company publishes information such as its business performances on specialized page for individual investors on its website.	Present
Periodic Briefings for Analysts and Institutional Investors	The Company holds briefing sessions after the announcement of earnings at its offices or neighboring facilities. Separate meetings are held regarding both performance and ESG related topics.	Present
Periodic Briefings for Overseas Investors	Company Executives and IR members visit overseas institutional investors several times every year for the individual meetings and hold briefing sessions as necessary.	Present
Publication of IR Materials on the Website	The Company publishes earnings report, other timely disclosure materials, materials used at earnings briefings, annual securities reports or quarterly securities reports, convocation notice for Ordinary General Meeting of Shareholders.	N/A
Establishment of a Division (Appointment of an Officer) in Charge of IR	The Company has appointed IR contact personnel at the Media & Investor Relations Division who reports to the Senior Vice President in charge of Communications.	N/A
Other	Up until now, the Company has been practicing fair information disclosure to all investors, etc., including shareholders. However, in light of the introduction of the rules of Article 27-36 of the Financial Instruments and Exchange Act (so-called Fair Disclosure Rules), the Company has established necessary rules, etc. and takes necessary action to makes these rules known among the related Officers and employees, etc.	N/A

3. Status of Efforts to Respect the Standpoint of Stakeholders [updated]

	Supplementary Explanation
Establishment of Internal Rules, etc. concerning the Respect of the Standpoint of Stakeholders	<p>The Group’s management principles are based on the pursuit of the “4S model.” The model requires the Group to fulfill our responsibilities to our valued consumers, shareholders, employees and the wider society, carefully considering the respective interests of these four key stakeholder groups, and exceeding their expectations wherever we can.</p> <p>The Group created its vision and mission based on the “4S model.” The vision is to become a company committed to global growth by providing diversified value that is uniquely available from the Group. The mission is to create, develop and nurture the Group’s unique brands to win consumer trust, while understanding and respecting the environment and the diversity of societies and individuals.</p> <p>The Group has also adopted “The JT Group Way” as a code of conduct which all members of the Group should follow. The JT Group Way requires that the Group fulfills the expectations of the Group’s consumers and behaves responsibly, strives for quality in everything the Group does through continuous improvement, and leverages diversity across the Group.</p>
Implementation of Environment Protection Activity, CSR Activity, etc.	<p>[Sustainability initiatives]</p> <p>In order for the Group to achieve sustainable growth, it is essential for our business to contribute to the sustainable development of our society. Sustainability is at the heart of managing our business. Through business activities based on the “4S model,” we work continuously on a variety of sustainability issues, such as reducing the environmental impact and fulfilling our social responsibility. The Company discloses the details of these activities in a timely and appropriate manner through the Integrated Report, the Company’s website and other means.</p>
Formulation of the Policy concerning the Provision of Information to Stakeholders	<p>In order to clarify the authorities and responsibilities concerning the handling of various corporate information, the Company has established rules concerning information disclosure and strives to ensure timely and appropriate information disclosure.</p>
Other	<p>[Diversity in workplace]</p> <p>Based on the recognition that “Employing a diverse workforce is a strong source of competitiveness” the Company has developed all kinds of trainings and seminars, and systems in order to foster an organizational environment which respects different backgrounds and values including personalities, experience and expertise in addition to sex, gender identity, sexual orientation, age and nationality, discovers value in difference and allows diverse human resources to fulfill their potential with the aim of sustained corporate growth.</p> <p><Initiatives to Promote Active Participation by Women></p> <p>The Company provides a large number of growth opportunities that target women. This includes internal and external training in accordance with age and job grade, including introduction to role models of female employees and networking opportunities, and interaction with other companies. In addition, the Company provides a variety of training for managers, such as communication style and understanding life events and utilizing</p>

the range of systems that accompany them, to create an environment that supports diverse careers tailored to each individual.

In addition to establishing an array of systems aimed at fulfilling work-life balance for individual, the Company strives to foster an organizational environment that accommodates diverse working styles, including promoting a transformation in awareness about working styles through in-company seminars and the intranet. Moreover, the Company has systems that ensure ease of work and systems that enable rewarding work for employees. These systems can be utilized according to the wishes of employees when they need to provide parenting or nursing care.

<Status of Active Participation by Women>

As of March 31, 2013, women accounted for 1.4% of the Company's managers (16 managers), but this figure increased to 5.7% (57 managers) as of December 31, 2018, thereby achieving the Company's milestone of equivalent to 5% by 2018.

For the next challenge, the Company has set a new milestone of women accounting for equivalent to 10% of the Company's managers by 2023.

In addition, the Company appointed women as Executive Officers in 2008, as an Outside Director in 2012 and as a standing Audit & Supervisory Board Member in 2018. Currently, 3 of all 14 Members of the Board and Audit & Supervisory Board Members are women.

As of December 31, 2019, women accounted for 6.5% of the managers (66 managers) on a Company basis and 14.6% of the managers (500 managers) on a Group basis.

IV. Concept regarding the Internal Control System

1. Basic Concept of the Internal Control System and Development of the System [updated]

The Company has always endeavored to run an internal control system of the Company and the Group through initiatives in such areas as compliance, internal audits, and risk management. Moreover, the Company has created the systems required under the Companies Act and the Ordinance for the Enforcement of the Companies Act by implementing measures aimed at ensuring the effectiveness of audits by Audit & Supervisory Board Members. The Company will work to maintain and enhance the organization structures by periodically reviewing and revising them to attain appropriate organization. For the foreign subsidiaries, the Company builds and operates the necessary system in conformity with the following provisions concerning subsidiaries, in principle, while complying with the laws and regulations in the country in which the subsidiary is incorporated.

- Systems to ensure that the performance of duties by directors and employees of the Company and its subsidiaries conforms to laws, regulations, and the Articles of Incorporation

Regarding the internal reporting system (whistle-blower system), each of the Company and its subsidiaries has a counter through which employees and others may consult or report in case that they detect any conduct, etc. that may violate laws and regulations. Each division responsible for the promotion of compliance of the Company and its subsidiaries that have received the request for consultation or whistle-blowing report shall investigate reported cases and implement company-wide measures to prevent the recurrence of misconduct after holding consultations with the departments and divisions concerned. Matters of particular importance shall be referred to the JT Group Compliance Committee for deliberation. The Company will bring matters of particular importance involving the JT Group to the JT Group Compliance Committee, and will request deliberation or will report on the issue.

In order to ensure the reliability of financial reporting of the Group, the Company is operating a relevant internal control system that it has established in accordance with the Financial Instruments and Exchange Act. By allocating a sufficient level of staff to the task of evaluating financial results and reporting them, the company is striving to maintain and improve the reliability of its financial reporting.

For details about the internal audit system, please refer to the earlier section II. 2. Matters Relating to Functions Such As Execution of Business, Audit and Supervision, Nomination, Determination of Remuneration, etc. (Overview of Current Corporate Governance System) [updated].

For details about the system for excluding anti-social elements, please refer to the later section IV. 2. Basic Concept to Exclude Anti-social Elements and its Maintenance.

- Procedures and arrangements for storage and management of information on the performance of duties by the Members of the Board

The Company makes sure to properly store and manage the minutes of Ordinary General Meetings of Shareholders and meetings of the Board of Directors in line with laws and regulations. The Company makes sure that the information on important matters relating to business execution and decision-making including the conclusion of corporate contracts are stored and managed by the relevant departments and divisions as specified by the Responsibilities/Authorities Allocation Rules, in accordance with rules on the supervision of the processes of decision-making, procurement and accounting.

- System for reporting matters concerning the performance of duties by Directors, etc. of subsidiaries to the Company

The Company makes subsidiaries to periodically report important information to the Company's department or section in charge of the subsidiary.

- Rules and other systems on management of risk of loss and procedures/arrangements of the Company and its subsidiaries

The Company has established internal policies, rules and manuals relating to the Group for the management of risk of loss relating to monetary and financial affairs, and ensures that relevant reports are made to the President and Chief Executive Officer and the Board of Directors on a quarterly basis via Chief Financial Officer. With regard to the risk of loss relating to other affairs, in accordance with authority delegated to each department and division as per the Responsibilities/Authorities Allocation Rules, responsible departments and divisions take on a supervisory role creating all types of committees to conduct proper management and, depending on the level of importance, report risks to the President and Chief Executive Officer and obtain approval for countermeasures.

The Operational Review and Business Assurance Division of the Company, in cooperation with the internal audit function of each subsidiary, examines and evaluates the internal control systems of the Company and the Group companies – in light of the importance of internal control procedures and arrangements and the risks involved – from an objective viewpoint, in its capacity as an entity independent of the organizations responsible for business execution, and reports its findings and present proposals to the President and Chief Executive Officer, as well as reporting to the Board of Directors.

To prepare for possible emergencies, the Company has produced a manual for crisis management and disaster response. In the event of an emergency or a disaster, the Company is ready to establish an emergency project system, and make prompt and proper responses under the leadership of senior management and through close cooperation with the relevant departments and divisions and subsidiaries. Events to which a response has been made and the details of such events shall be reported to the Board of Directors in a timely and appropriate manner.

- System to ensure that Member of the Board etc. of the Company and Directors, etc. of its subsidiaries perform their duties efficiently

The Board of Directors meeting of the Company takes place once a month in principle and on more occasions as necessary, in order to make a decision with regard to the matters specified by laws and regulations and other important matters and to supervise business execution. The Company's Board of Directors also receives reports from Members of the Board of the Company once per three months and on more occasions on the status of business execution. With regard to important management issues, particularly management policy and basic plans regarding overall business operations of the Company, in addition to matters to be referred to the Company's Board of Directors, the "Responsibilities/Authorities Allocation Rules" clearly prescribes the decision-making process, to have a system that enables to realize swift decision-making and high-quality business execution. The Company has adopted the Executive Officer System, under which Executive Officers appointed by the Company's Board of Directors execute business in their respective areas of responsibility, in accordance with a group-wide business strategy decided by the Board of Directors, by exercising the authority delegated to them. The Company specifies basic matters regarding the Company's organization and allocation of duties to Officers and staff, in the

“Organization/Office Rules,” and clarifies the roles of individual divisions by the “Guidance on Allocation of Duties” in order to manage business operations in ways that contribute to the business efficiency and flexibility of the Company.

The Company has been building an efficient system for business execution within the Group through the formulation, etc. of rules and policies that apply to the Group.

- Systems necessary to ensure the properness of operations in the Company and the Group

The Group has set itself the mission of creating, developing and nurturing its unique brands to win consumer trust, while understanding and respecting the environment and the diversity of societies and individuals, and there is a group-wide consensus on the mission. The Company has specified the functions and rules necessary for group management based on a group management policy, in order to optimize the operations of the entire Group. Moreover, the Company has been putting in place systems for compliance (including the internal reporting system), internal audits, financial affairs management, etc. in cooperation with its subsidiaries.

- Matters for employees assisting Audit & Supervisory Board Members in their duties in the event such employees were requested by Audit & Supervisory Board Members

The Company has allocated sufficient staff (four employees as of December 31, 2019) to the Audit & Supervisory Board Member’s Office as an organization supporting Audit & Supervisory Board Members in performing their duties. In addition, the Company makes sure to review and reform the staffing structure as necessary based on consultations with the Audit & Supervisory Board.

- Matters relating to the independence of employees belonging to the Audit & Supervisory Board Member’s Office from the Company’s Members of the Board, and matters relating to the assurance of the effectiveness of instruction by Audit & Supervisory Board Members to those employees

The evaluation of the Manager of the Audit & Supervisory Board Member’s Office is made by the Audit & Supervisory Board and the evaluation of the other employees assigned to the Audit & Supervisory Board Member’s Office is made by the Manager of the Audit & Supervisory Board Member’s Office based on the advice of the Audit & Supervisory Board. The transfer and discipline of employees assigned to the Audit & Supervisory Board Member’s Office is to be deliberated in advance with the Audit & Supervisory Board.

The Company makes the employees belonging to the Audit & Supervisory Board Member’s Office follow the direction and orders of Audit & Supervisory Board Members in assisting the duties of the latter, and not be assigned to other concurrent positions relating to the business execution of the Company.

- Audit & Supervisory Board reporting mechanism for person receiving information from the directors and employees of the Company and its subsidiaries

When directors and employees of the Company and its subsidiaries detect any evidence of malfeasance in financial documents or serious breaches of laws or regulations or the Company’s Articles of Incorporation, they are due to report them to the Audit & Supervisory Board, along with other relevant matters that could affect the Company’s management. In addition, when directors and employees of the Company and its subsidiaries are asked by Audit & Supervisory Board Members to compile important documents for their perusal, to accept field audits and to submit reports, they are due to respond to the request in a prompt and appropriate manner.

The Compliance Office makes reports regularly to Audit & Supervisory Board Members on the status of whistleblowing involving the Group, and makes non-regular reports as necessary.

- System to ensure that persons reporting to Audit & Supervisory Board Members are not subject to disadvantageous treatment due to having reported

The Company thoroughly communicates within the Group that persons engaging in consultation or whistleblowing are not to be subject to any disadvantageous treatment for reason of those actions.

- Matters concerning policies for the prepayment of expenses involving the performance of duties by Audit & Supervisory Board Members, procedures for reimbursement, and the handling of other expenses or debts involving the performance of those duties

When an Audit & Supervisory Board Member has made claim to the Company for the prepayment of expenses, etc. in accordance with Article 388 of the Companies Act, the Company will promptly handle the relevant expenses or debt, with the exception of cases in which the Company deems the claimed expenses or debt to be unnecessary to the performance of the duties of the Audit & Supervisory Board Member.

The Company makes a budget covering audit-related expenses so as to secure effectiveness of audits by Audit & Supervisory Board Members. The Company also bears the portion of miscellaneous expenses for audits by Audit & Supervisory Board Members that are in excess of budget, with the exception of cases in which the Company deems the expenses to be unnecessary to the performance of duties.

- Other systems to ensure effective of auditing by Audit & Supervisory Board Members

Audit & Supervisory Board Members are allowed to attend not only meetings of the Board of Directors of the Company but also other important meetings of the Company. The Operational Review and Business Assurance Division and the Compliance Office maintain cooperation with Audit & Supervisory Board Members by exchanging information.

2. Basic Concept to Exclude Anti-social Elements and its Maintenance

The Company and its subsidiaries are resolved to fight against, not to comply with an unreasonable demand and not to have any relations with anti-social elements. Designating the General Administration Division of the Company as the department assuming the responsibility for supervising efforts to exclude anti-social elements at the Group level, the Officers are cooperating with police, lawyers and other relevant organizations and parties to gather and share information in order to deal with such elements in an organized way. The Company also consistently carry out awareness activities to exclude anti-social elements by making directors and employees of the Company and its subsidiaries informed about the rules not to have any relations with anti-social groups and organizations and by educating the directors and employees through providing relevant training as necessary.

V. Others

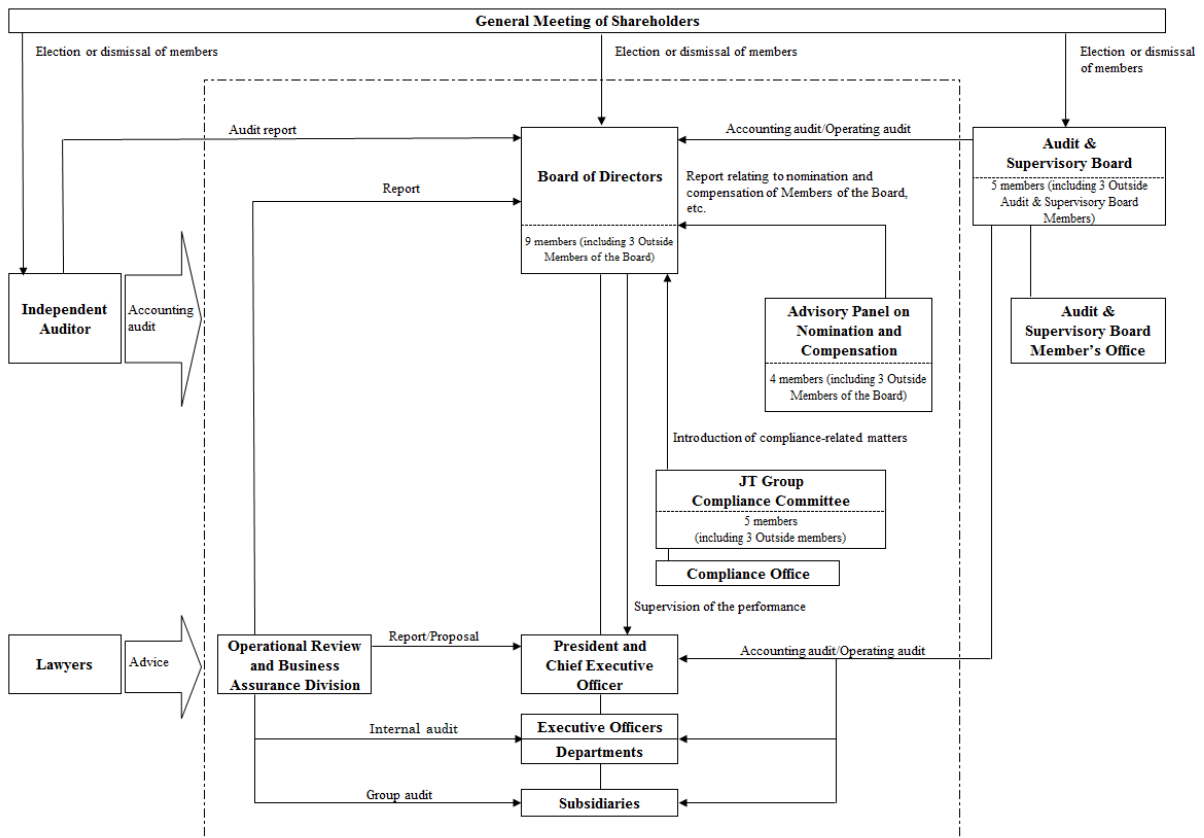
1. Matters Related to Defense against Takeover

Nothing to report

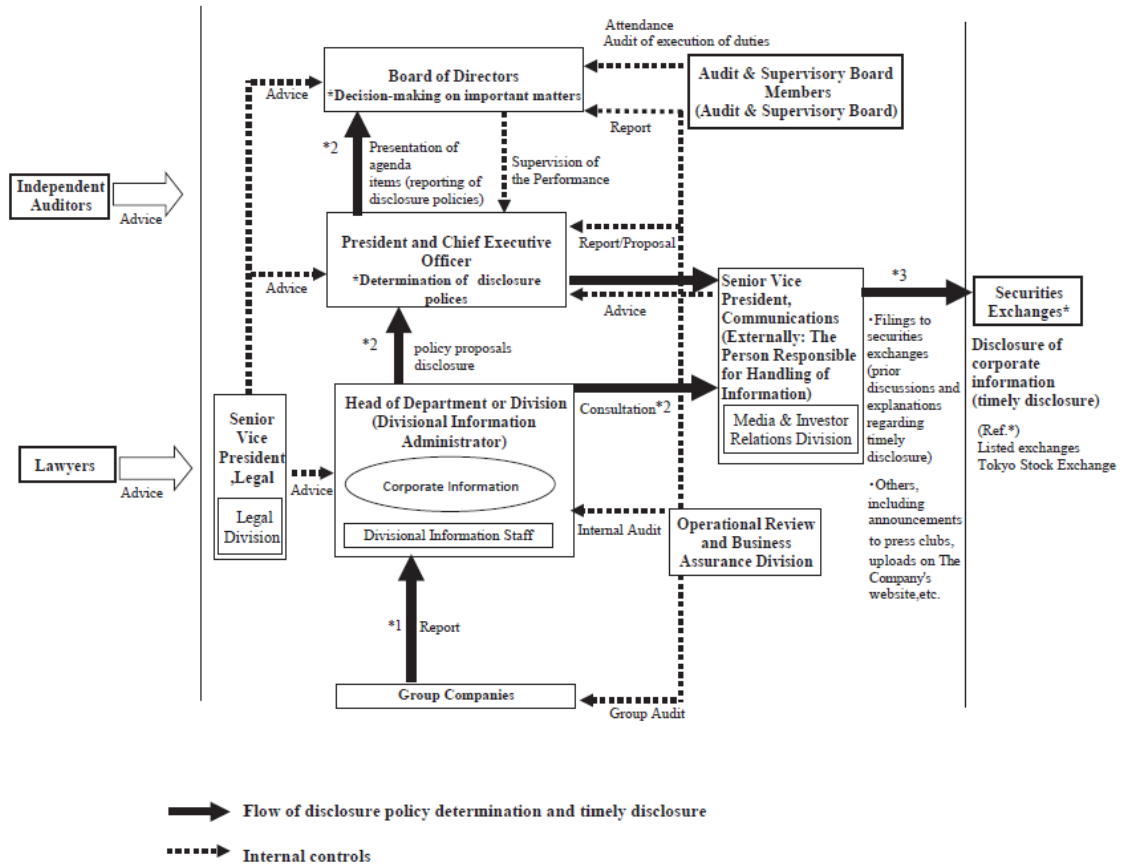
2. Other Matters Related to the Corporate Governance System [updated]

The following is the schematic depiction of the Company’s corporate governance system and timely disclosure system.

Schematic Depiction of the Company’s Corporate Governance System



Overview of Timely Disclosure System



1. The Person Responsible for Handling of Information

- (1) The Company has in place regulations regarding information disclosure in an effort to clarify its authority and responsibilities with respect to all its corporate information and works to disclose information on a timely and appropriate basis.
- (2) The Company appoints its Senior Vice President in charge of Communications as the Person Responsible for Handling of Information required by stock exchanges who is in charge of information disclosure.
- (3) The head each division is responsible for managing the information and has member who collects and manages departmental information, including the information on the Group companies under the control of that division.
- (4) The Media & Investor Relations Division, which is directly under the control of the Senior Vice President in charge of Communications, plans, proposes and implements information disclosure and shares information with Divisional Information Staff.
- (5) The Senior Vice President in charge of Communications set forth the timely disclosure criteria to each head of division, letting them know of any changes to timely disclosure rules whenever necessary, and receives reports from them on corporate information.

2. Determination of disclosure policies and timely disclosure

- (1) Each head of division collects and manages departmental information on a centralized basis as a departmental information by not only collecting and managing departmental information itself but also obtaining necessary information from the Group companies under its control jurisdiction.*1
- (2) When a decision is to be made on important matters based on the Responsibilities/Authorities Allocation Rules, each head of division presents the issues involving external communication including timely disclosure to the Senior Vice President in charge of Communications and gets permission from the President and Chief Executive Officer about disclosure policies on such facts. Any important item that requires a decision by the Board of Directors based on the internal rules on the Board of Directors is presented to the Board of Directors, to which disclosure policy are also reported.*2
- (3) The Senior Vice President in charge of Communications effects timely disclosure subsequent to any decision on an important matter based on determined disclosure policies. When disclosing corporate information, the Company provides preliminary explanations to securities exchanges according to their timely disclosure rules and, whenever necessary, makes prior consultations with securities exchanges.*3

3. Internal controls

- (1) The Board of Directors decides on items provided by laws and regulations as well as important matters, receives reports on the status of the execution of duties (including disclosure policies) and monitors same.
- (2) Audit & Supervisory Board Members constitute an independent body of the Company in an advisory capacity with respect to Members of the Board and conduct audits on same. Audit & Supervisory Board Members attend the Board of Directors meetings and provide opinions whenever necessary.
- (3) The Operational Review and Business Assurance Division examines and evaluates (audits) the internal control systems of the Company and the Group companies – in light of the importance of internal control mechanisms and the risks involved – from an objective viewpoint, in its capacity as an entity independent of the organizations responsible for business execution, and reports its findings and presents proposals to the President and Chief Executive Officer, and provides reports to the Board of Directors.
- (4) The Senior Vice President in charge of Legal provides opinions, whenever necessary, to the Board of Directors. The Legal Division provides support to each division with respect to timely disclosure with specialized knowledge.

4. Participation of the Independent Auditor and attorneys

- (1) The Company is audited by the Independent Auditor based on the Financial Instruments and Exchange Act and the Companies Act. Regarding the timely disclosure of information on financial results, the Company has a system in place for obtaining necessary advice and guidance from such Independent Auditor.
- (2) The Company has in place a system to obtain advice and guidance from multiple law firms regarding timely disclosure whenever needed.