# JTĪ

## JT International Business Results for 2013

*Tokyo, Japan January 31, 2014* 

### **Caution on Forward-Looking Statements**

Today's presentations contain forward-looking statements. These statements appear in a number of places in these presentations and include statements regarding the intent, belief, or current and future expectations of our management with respect to our business, financial condition and results of operations. In some cases, you can identify forward-looking statements by terms such as "may", "will", "should", "expect", "intend", "project", "plan", "aim", "seek", "target", "anticipate", "believe", "estimate", "predict", "potential" or the negative of these terms or other similar terminology. These statements are not guarantees of future performance and are subject to various risks and uncertainties. Actual results, performance or achievements, or those of the industries in which we operate, may differ materially from any future results, performance or achievements are necessarily dependent upon assumptions, estimates and data that may be incorrect or imprecise and involve known and unknown risks and uncertainties. Forward-looking statements. In addition, these forward-looking statements are necessarily dependent upon assumptions, estimates and data that may be incorrect or imprecise and involve known and unknown risks and uncertainties. Forward-looking statements are precised and uncertainties.

Risks, uncertainties or other factors that could cause actual results to differ materially from those expressed in any forward-looking statement include, without limitation:

- (1) decrease in demand for tobacco products in key markets;
- (2) restrictions on promoting, marketing, packaging, labeling and usage of tobacco products in markets in which we operate;
- (3) increases in excise, consumption or other taxes on tobacco products in markets in which we operate;
- (4) litigation around the world alleging adverse health and financial effects resulting from, or relating to, tobacco products ;
- (5) our ability to realize anticipated results of our acquisition or other similar investments;
- (6) competition in markets in which we operate or into which we seek to expand;
- (7) deterioration in economic conditions in areas that matter to us;
- (8) economic, regulatory and political changes, such as nationalization, terrorism, wars and civil unrest, in countries in which we operate;
- (9) fluctuations in foreign exchange rates and the costs of raw materials; and
- (10) catastrophes, including natural disasters.

This presentation contains images or packages of our brands in some slides. Those slides have been included exclusively to illustrate JT Group's strategy or performance to our investors. They are not to be used for any other purpose.

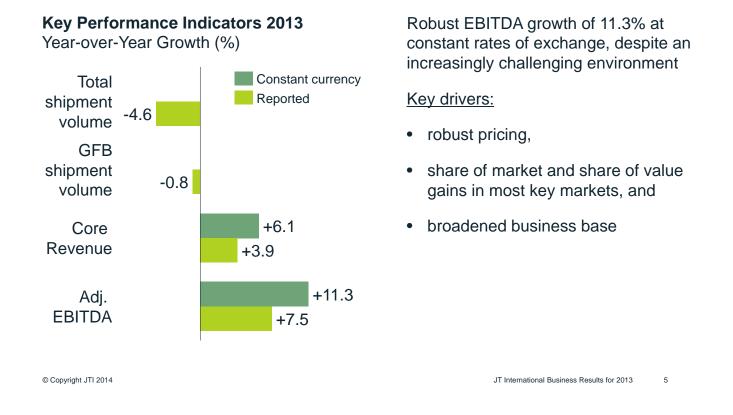
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Thomas A. McCoy President & Chief Executive Officer

**Business Results 2013** 

### Strong profit results driven by top-line growth



### Continued SOM growth despite significant industry contraction

|        | Industry size<br>2013 vs. 2 | -      |       | f market<br>Change vs. 2012 (ppt) |
|--------|-----------------------------|--------|-------|-----------------------------------|
| France | -5.8%                       |        | 20.1% | +2.7                              |
| Italy  | -5.7%                       |        | 21.6% | +0.2                              |
| Russia | -7.3%                       |        | 36.3% | Total –0.1, GFB +1.3              |
| Spain  | -9.2%                       |        | 21.5% | +0.7                              |
| Taiwan | -0.9%                       |        | 39.4% | +0.5                              |
| Turkey |                             | -+1.1% | 26.7% | +0.4                              |
| UK     | -5.2%                       |        | 40.7% | +1.3                              |

### Share of value grew in a down-trading environment

|         | -     |                               |
|---------|-------|-------------------------------|
| Markets | 2013  | Change vs. last<br>year (ppt) |
| France  | 18.8% | +1.6                          |
| Italy   | 21.1% | +0.2                          |
| Russia  | 36.7% | +0.5                          |
| Spain   | 24.0% | +2.7                          |
| Taiwan  | 44.5% | +1.2                          |
| Turkey  | 26.7% | +0.5                          |
| UK      | 41.0% | +1.5                          |

Share of value (12-month moving avg.)

Note: SOV in Spain is 12-month rolling average to November. Source: Nielsen, Logista, IRI (SOV includes cigarettes and fine cut) © Copyright JTI 2014 Share of value grew in all key markets as a result of:

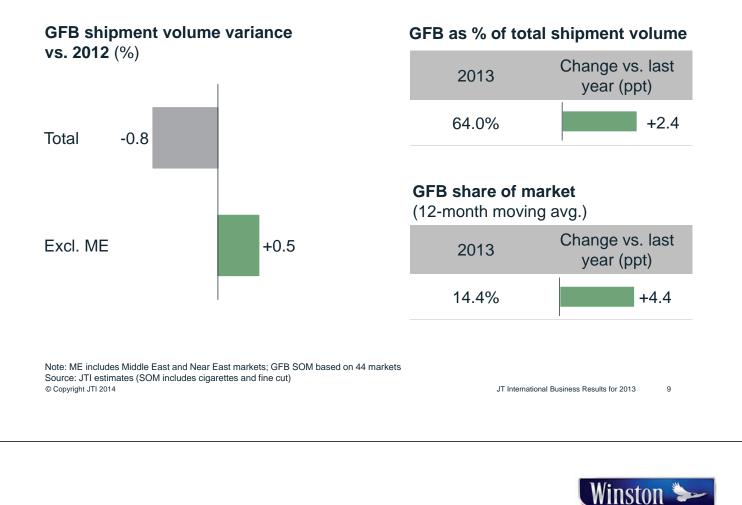
- strong GFB equity,
- well-balanced portfolio,
- mix improvement, and
- effective pricing across the portfolio

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### Competitive portfolio across all price segments and categories

| Global RMC  | Fine Cut | Emerging Products |
|---|----------|-------------------|
| Winston<br>I fumo<br>uccide<br>Uccide<br>Uccide<br>Uccide<br>Uccide<br>Uccide<br>Uccide<br>Uccide<br>Uccide<br>Uccide<br>Uccide<br>Uccide |          | စဝြဝတာ™           |
| NEVUS<br>10<br>10<br>10<br>10<br>10<br>10<br>10<br>10<br>10<br>10<br>10<br>10<br>10   |          |                   |
| SOBRANIE SILK CUT Glamour   |          |                   |

### **Resilient GFB performance**



## Winston continued to achieve volume and share gains

| Shipment volume variance vs. | 2012 |
|------------------------------|------|
| (%)                          |      |



### Share of market (SOM)

|         |       | ,              |
|---------|-------|----------------|
|         | 2013  | vs. 2012 (ppt) |
| Winston | 7.7%  | +0.5           |
| France  | 6.9%  | +0.3           |
| Italy   | 8.6%  | +0.4           |
| Russia  | 14.3% | +1.6           |
| Turkey  | 16.2% | +0.4           |
| Ukraine | 10.3% | +1.0           |

Note: ME includes Middle East and Near East markets; Winston SOM based on 38 markets Source: JTI estimates, Nielsen, Logista (SOM includes cigarettes and fine cut) © Copyright JTI 2014

- Winston shipment volume grew 0.7% compared to last year
  - excluding ME, Winston grew 3.7%
- Positive momentum across several markets led to a Winston share of 7.7%
- Consistent investment in brand equity and portfolio enhancement



## LD further expanded beyond CIS+



### Shipment volume variance vs. 2012



### Share of market (SOM)

|            | 2013  | vs. 2012 (ppt) |  |
|------------|-------|----------------|--|
| LD         | 4.4%  | +0.2           |  |
| Hungary    | 6.2%  | +1.8           |  |
| Kazakhstan | 10.3% | +1.3           |  |
| Poland     | 11.6% | +1.8           |  |
| Turkey     | 3.5%  | +0.4           |  |
| Ukraine    | 3.6%  | +0.6           |  |

Note: LD SOM based on 18 markets

Source: JTI estimates, Nielsen (SOM includes cigarettes and fine cut)  ${\ensuremath{\textcircled{}}}$  Copyright JTI 2014

- LD shipment volume grew 11%, excluding Russia
- Expansion in non-CIS+ markets with market share gains mainly driven by:
  - growth in fine cut, and
  - successful introduction of new line extensions



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### Camel grew market share in its core markets

## Shipment volume variance vs. 2012 (%)

-2.7

### Share of market (SOM)

|             | 0040 |                |  |  |
|-------------|------|----------------|--|--|
|             | 2013 | vs. 2012 (ppt) |  |  |
| Camel       | 2.4% | +0.1           |  |  |
| France      | 7.3% | +0.2           |  |  |
| Italy       | 9.8% | +0.2           |  |  |
| Netherlands | 7.7% | +1.0           |  |  |
| Poland      | 2.5% | +0.4           |  |  |
| Spain       | 6.5% | +0.3           |  |  |

- Continuing to build equity with innovative propositions
- Leveraging the 100 year anniversary campaign



Note: Camel SOM based on 42 markets

Source: JTI estimates, Nielsen, Logista (SOM includes cigarettes and fine cut)  ${\scriptstyle ©}$  Copyright JTI 2014

Growing share despite industry contraction and down-trading in most of its core markets

### Fine cut shipment volume growth accelerated

# Fine cut shipment volume variance vs. 2012 (%)



### Fine cut share of market

| (rank #)     | 2013  | vs. 2012 (ppt) |
|--------------|-------|----------------|
| Europe (#2)  | 18.3% | +3.2           |
| Belgium (#3) | 20.3% | +4.2           |
| France (#1)  | 32.4% | +12.5          |
| Germany (#5) | 4.5%  | +0.7           |
| Spain (#2)   | 20.5% | +5.8           |
| UK (#2)      | 40.8% | +1.8           |

- Strong volume growth driven by:
  - positive performance of both GFB and non-GFB,
  - share of market gains across Europe, and
  - new product features



Note: Europe SOM based on 16 markets. SOM in Belgium and Germany is 12-month rolling average to November. Source: JTI estimates, Nielsen, Logista © Copyright JTI 2014 JT International Business Results for 2013

Ploom expanded its international presence



- Ploom, the first and only tobacco vapor product, is now available in Austria, Italy, Korea and Japan
- Positive consumer and trade acceptance driven by concept, design and taste
- Building our capabilities in the tobacco vapor category
- Expanding geographically
- Continuing to enrich the product pipeline



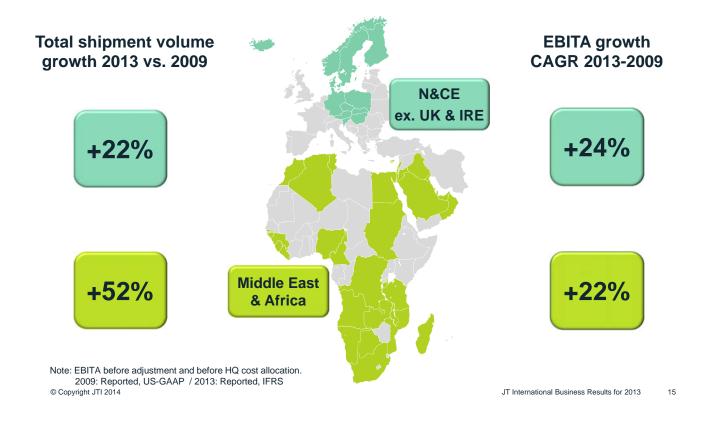


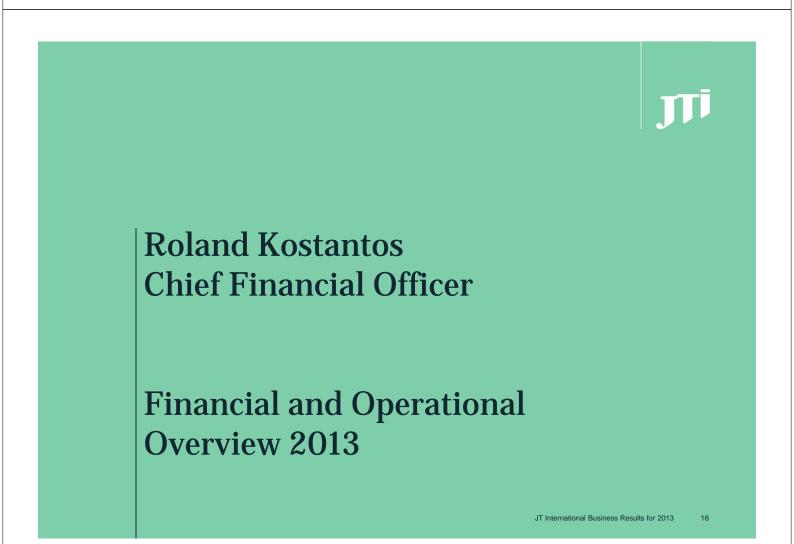




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### Business base continued to broaden and generated solid returns





### Revenue and earnings growth in a challenging environment

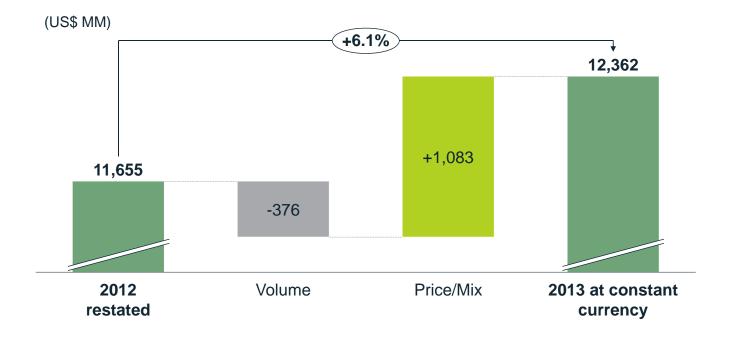
BnU, US\$ MM

|                       |        |        | % Change |                      |  |
|-----------------------|--------|--------|----------|----------------------|--|
|                       | 2012   | 2013   | Reported | Constant<br>currency |  |
| Total shipment volume | 436.5  | 416.4  | -4.6%    |                      |  |
| GFB shipment volume   | 268.8  | 266.6  | -0.8%    |                      |  |
| Core revenue          | 11,817 | 12,273 | +3.9%    | +6.1%                |  |
| Adjusted EBITDA       | 4,300  | 4,623  | +7.5%    | +11.3%               |  |

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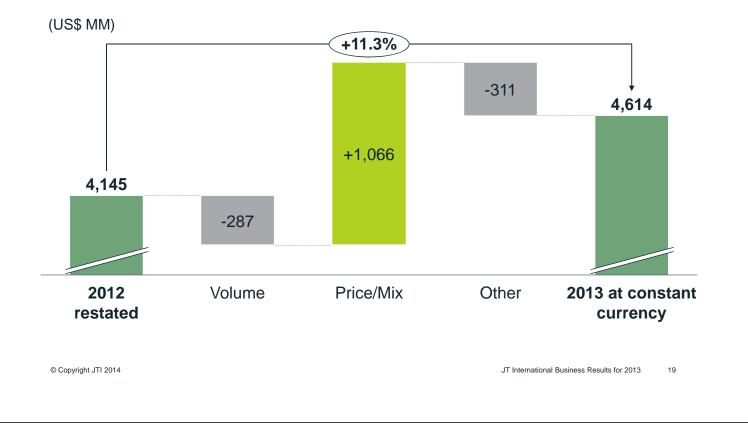
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### Core revenue increased driven by Price/Mix

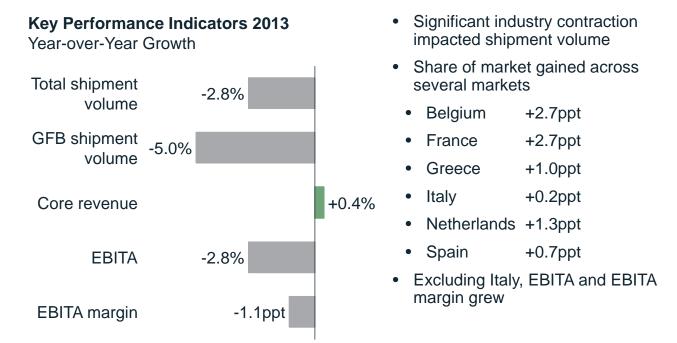


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### Adjusted EBITDA growth driven by Price/Mix

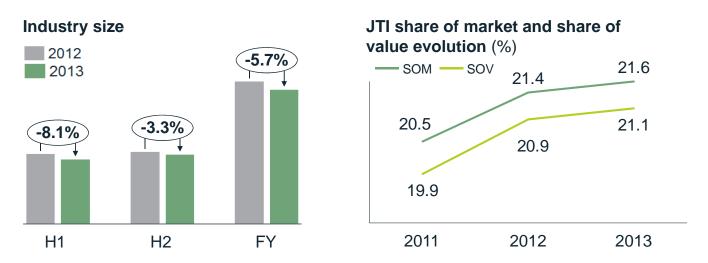


### South & West Europe: Challenging economic environment



Note: Core revenue and EBITA at constant rate of exchange. SOM in Belgium is 12-month rolling average to November. Source: Logista, Nielsen (SOM includes cigarettes and fine cut) © Copyright JTI 2014 JT Internationa

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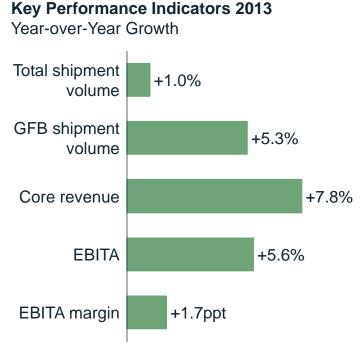


### Italy: Continued share of market and share of value growth

- Significant industry contraction but with improved H2 volume trend
- Share of market growth driven by Winston +0.4ppt and Camel +0.2ppt
- No price increase since March 2012; VAT increase absorbed from October 2013

Source: Logista, Nielsen (Industry size, SOM and SOV include cigarettes and fine cut)  ${\ensuremath{\tiny \odot}}$  Copyright JTI 2014

### North & Central Europe: Strong business performance



- Strong volume and financial performance
- GFB shipment volume increased in Czech, Germany, Hungary and Sweden

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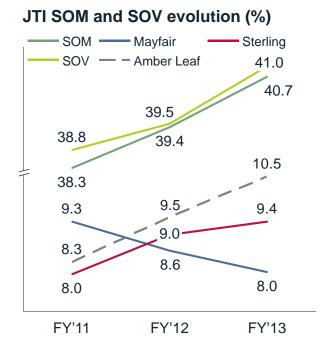
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- Core revenue growth driven by volume and pricing gains in Czech, Germany, Poland, Sweden and the UK
- Downsizing of non-core distribution businesses negatively impacted EBITA growth

Note: Core revenue and EBITA at constant rate of exchange © Copyright JTI 2014

### UK: Strong share of market and share of value growth

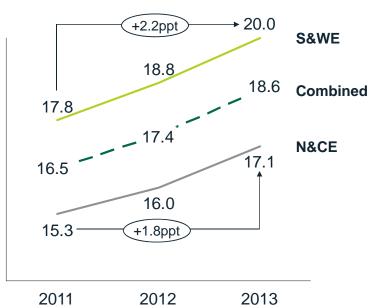
- Share of market and share of value exceeded 40%
- JTI held top 3 brands in the market with Amber Leaf, Sterling and Mayfair
- Mayfair maintained No1 brand position in Mid-Price segment
- B&H grew share in Sub-Premium and Premium segments
- Robust pricing environment



Source: Nielsen (SOM and SOV include cigarettes and fine cut) © Copyright JTI 2014

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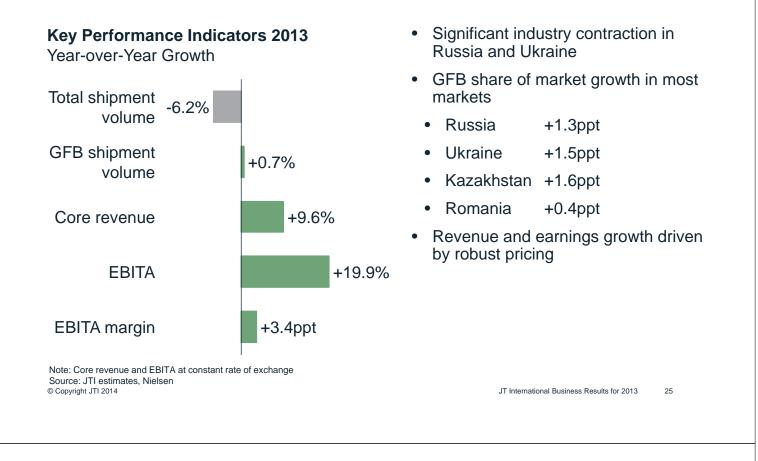
### European clusters: Consistent share of market growth



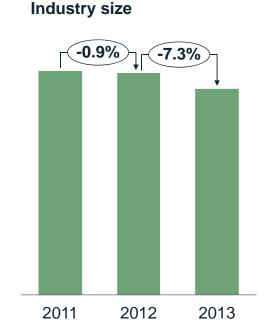
Share of market evolution

- European Clusters remain highly profitable
- S&WE share of market gains of 2.2ppt
  - Camel and Winston growth
  - Fine cut development
- N&CE share of market gains of 1.8ppt
  - Strong UK and Ireland SOM increases
  - Winston, LD and B&H growth
  - Combined European share of market gains of 2.1ppt since 2011

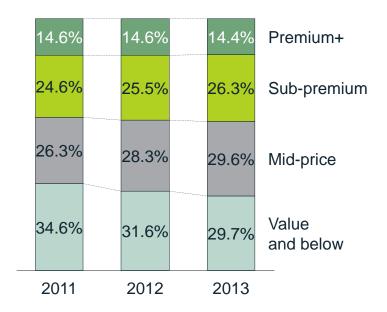
### CIS+: Results driven by strong pricing and GFB momentum



### Russia: Up-trading continued in a contracting market



#### **Price segment evolution**

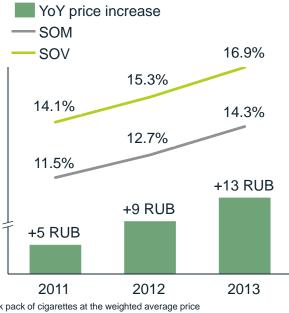


Source: JTI estimates, Nielsen © Copyright JTI 2014

### Russia: Robust pricing and SOV growth

- Robust pricing environment
- Affordability ratio\* still favorable versus EU average
- Continued share of market and share of value leadership driven by GFB
  - Share of value increased to 36.7 % at the end of 2013
- Winston grew share of market to 14.3%, an increase of +1.6ppt in 2013, consolidating its No 1 SOM position

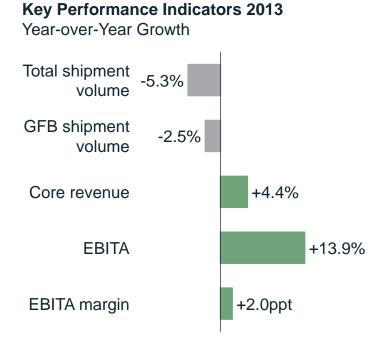
# Winston share of market and pricing evolution



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\* Percent of average daily personal disposable income required to purchase one 20 stick pack of cigarettes at the weighted average price Source: Nielsen © Copyright JTI 2014 JT International Business Results for 2013

### RoW: Strong earnings despite Middle East volatility



- Shipment volatility in ME\* markets negatively impacted shipment volume
- Excluding ME\* markets, total shipment grew 2.8% and GFB shipment grew 3.1%
- Robust pricing in several markets including Canada, Malaysia, Taiwan, Tanzania and Turkey
- EBITA margin improved +2.0ppt

Note: Core revenue and EBITA at constant rate of exchange \*ME includes Middle East and Near East markets © Copyright JTI 2014

# Taiwan: Strong brand equity drove pricing and share of market growth

- JTI increased price by circa 5-6% per annum since January 2011
- Share of market growth of 1.3ppt with share of value up 1.7ppt over the corresponding period
- MEVIUS retained No.1 brand position with 23.7% market share following transition from Mild Seven
- Mi-Ne increased market share by 0.5ppt to 4.6%
- Winston grew share to 3.6%
- Source: Nielsen © Copyright JTI 2014



# Summary of 2013 results: Solid business fundamentals and pricing drove double digit earnings growth

- Core revenue growth of 6.1%
- Double-digit EBITDA growth of 11.3%
- Robust pricing in key markets of Russia, Taiwan and UK
- Strong business fundamentals underpin performance:
  - On-going share of market growth in profitable European markets
  - GFB share of market increases in Russia
  - Continued share of value growth across all key markets
- Focused investment in brands, emerging products, markets and capability

# JTĪ

## Thomas A. McCoy President & Chief Executive Officer

Outlook

### 2014

- 2013 delivered solid financials driven by strong brand equity and pricing
- Environment to remain challenging in 2014
- No change in the core strategy of top-line growth and broadening the business base
- Double-digit profit growth at constant currency

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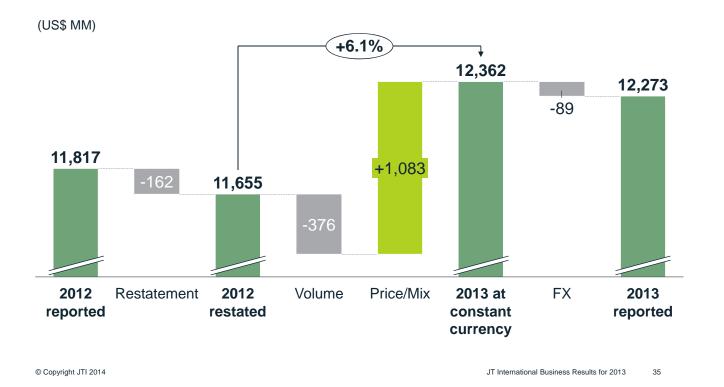
# Appendix

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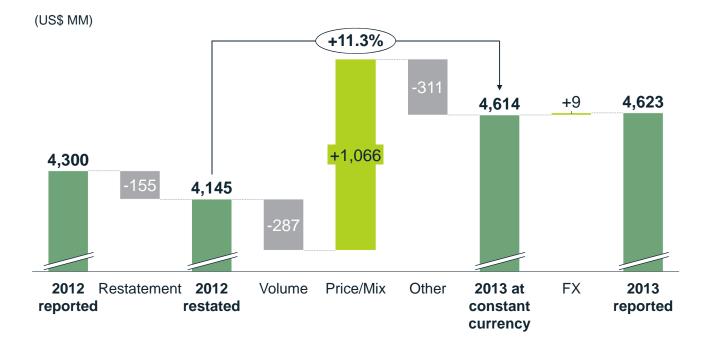
### Definitions

| Term            | Definition   |
|-----------------|--|
| Fine Cut        | Roll-Your-Own / Make-Your-Own tobacco products   |
| GFB             | Global Flagship Brands (Winston, Camel, MEVIUS, B&H, Silk Cut, LD, Glamour, Sobranie)  |
| Core Revenue    | Revenue including waterpipe tobacco, but excluding revenue from distribution, contract manufacturing and other peripheral businesses   |
| Adjusted EBITDA | Adjusted EBITDA = Operating profit + depreciation and amortization ± adjustment items (income and costs)* *Adjustment items (income and costs) = impairment losses on goodwill ± restructuring income and costs ± others |
| SOM             | Share of Market  |
| SOV             | Share of Value, representing our share of the total retail value of the market.<br>Total retail value of the market is computed by multiplying volume and retail<br>sales price  |

### Core revenue



**Adjusted EBITDA** 



### **Cluster Results**

Volume, Core Revenue and EBITA, at Constant Currency

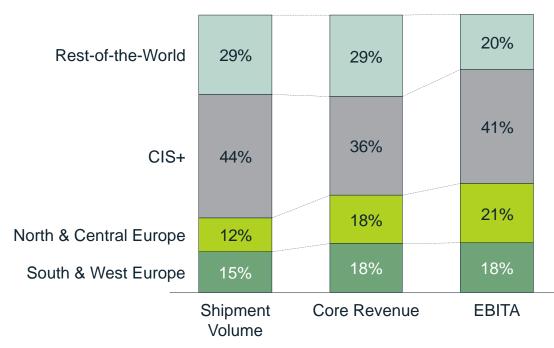
| 2013                   | Total<br>shipment<br>volume | GFB<br>shipment<br>volume | Core<br>revenue | EBITA     | EBITA<br>margin |
|------------------------|-----------------------------|---------------------------|-----------------|-----------|-----------------|
|                        | (BnU)                       | (BnU)                     | (US\$ MM)       | (US\$ MM) | (%)             |
| South & West Europe    | 60.9                        | 51.3                      | 2,094           | 689       | 32.9            |
| North & Central Europe | 50.4                        | 25.6                      | 2,142           | 880       | 32.3            |
| CIS+                   | 185.2                       | 123.8                     | 4,461           | 1,791     | 40.1            |
| Rest-of-the-World      | 119.8                       | 65.9                      | 3,665           | 848       | 23.1            |

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### **Cluster Split**

Clusters contribution to Volume, Core Revenue and EBITA, Reported



## Foreign exchange rates

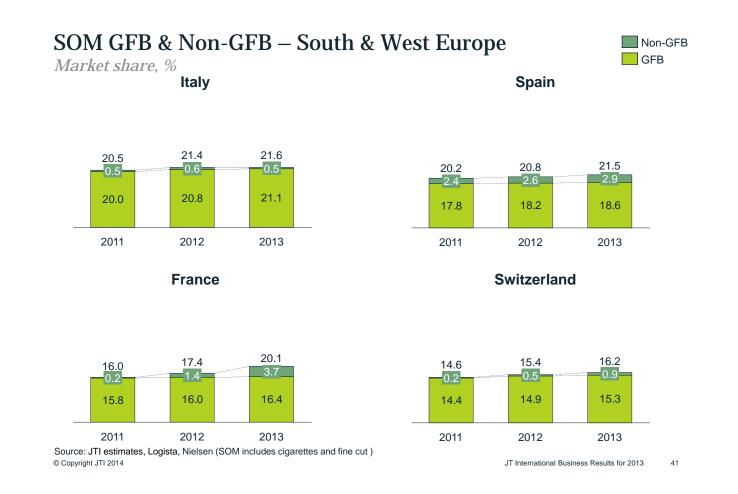
### Key local currency exchange rates vs. US\$

| Currency | 2012      | 2013      |
|----------|-----------|-----------|
| RUB      | 31.07     | 31.84     |
| GBP      | 0.63      | 0.64      |
| EUR      | 0.78      | 0.75      |
| CHF      | 0.94      | 0.93      |
| TWD      | 29.57     | 29.68     |
| IRR      | 16,872.14 | 33,108.07 |

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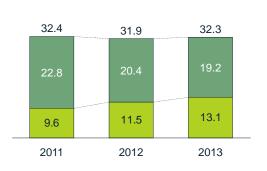
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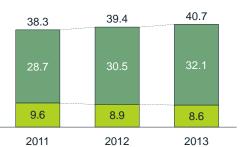
# SOM GFB & Non-GFB – North & Central Europe *Market share, %*

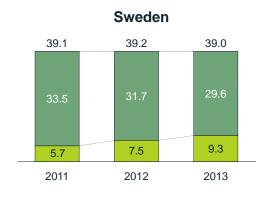




Austria









Source: Nielsen (SOM includes cigarettes and fine cut ) @ Copyright JTI 2014

### SOM GFB & Non-GFB - CIS+

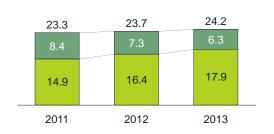


### **Kazakhstan**

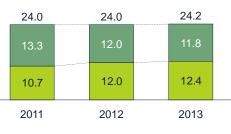


Ukraine

Non-GFB GFB



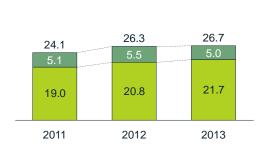
Romania



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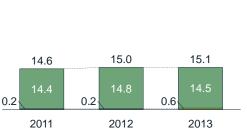
> Non-GFB GFB





Turkey



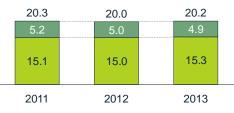






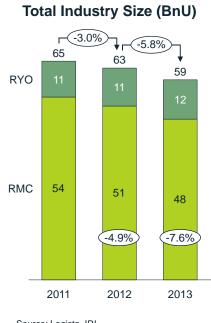
Taiwan

Malaysia

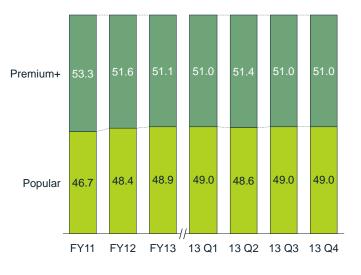


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### France industry size and price segment evolution



**RMC Price Segment Evolution (%)** 



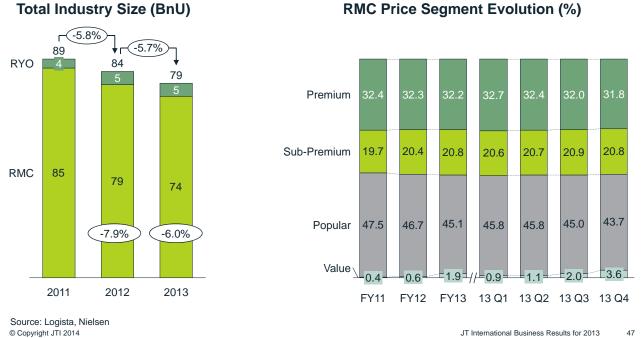
Source: Logista, IRI © Copyright JTI 2014

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### France market share by brand

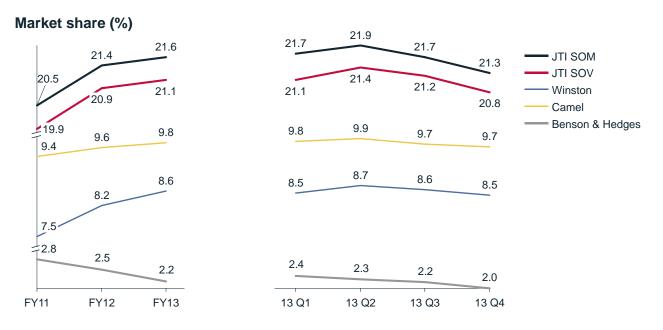


### Italy industry size and price segment evolution



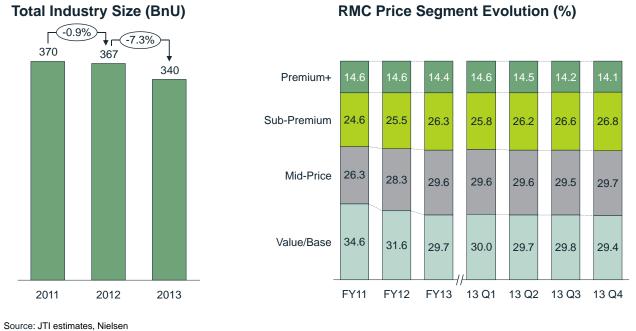
**RMC Price Segment Evolution (%)** 

### Italy market share by brand



Source: Nielsen (SOM and SOV include cigarettes and fine cut ) @ Copyright JTI 2014

### Russia industry size and price segment evolution

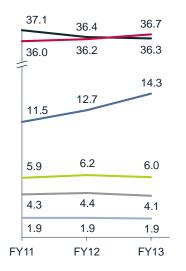


Source: JTI estimates, Nielsen © Copyright JTI 2014

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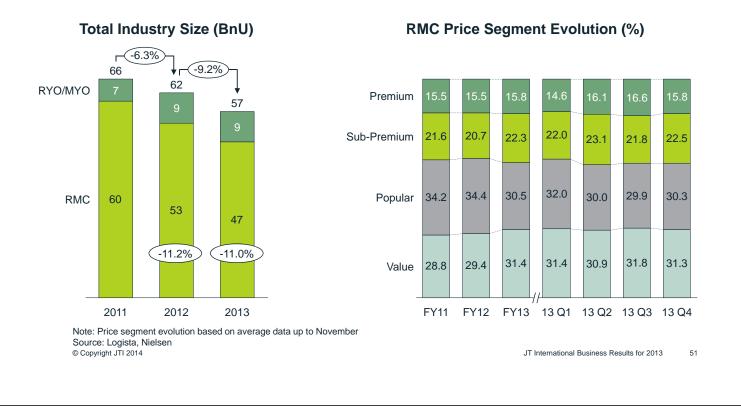
### Russia market share by brand

### Market share (%)



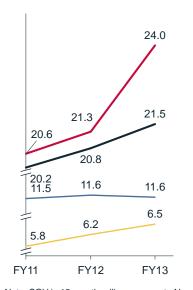
| 36.6  | 36.6  | 36.8  | 36.7  |  |
|-------|-------|-------|-------|--|
| 36.3  | 36.2  | 36.5  | 36.2  | JTI SOM                                  |
| 13.5  | 14.1  | 14.7  | 15.0  | Winston                                  |
|       |       |       |       | Peter I     Premium and     above brands |
| 6.1   | 6.1   | 6.0   | 5.9   |  |
|       |       |       |       |  |
| 4.5   | 4.1   | 4.0   | 3.8   |  |
| 2.0   | 1.9   | 1.8   | 1.8   |  |
| 13 Q1 | 13 Q2 | 13 Q3 | 13 Q4 |  |

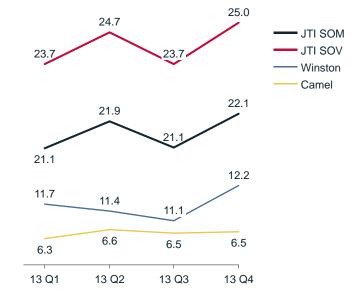
### Spain industry size and price segment evolution



### Spain market share by brand

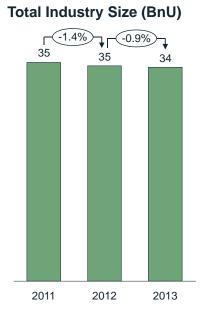
Market share (%)



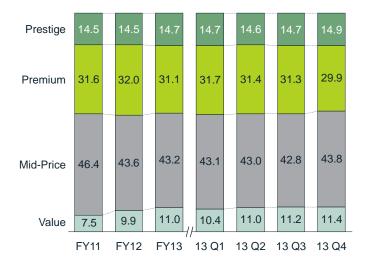


Note: SOV is 12-month rolling average to November. Source: Logista (SOM and SOV include cigarettes and fine cut ) © Copyright JTI 2014

### Taiwan industry size and price segment evolution



**RMC Price Segment Evolution (%)** 

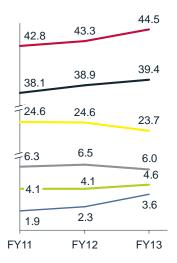


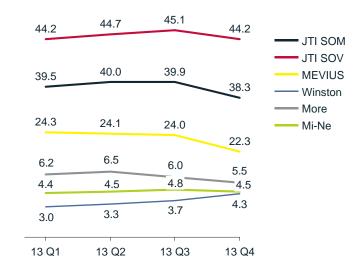
Source: JTI estimates, Nielsen © Copyright JTI 2014

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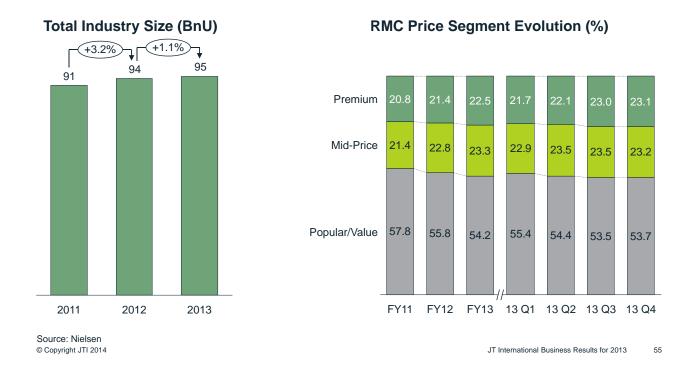
### Taiwan market share by brand

#### Market share (%)

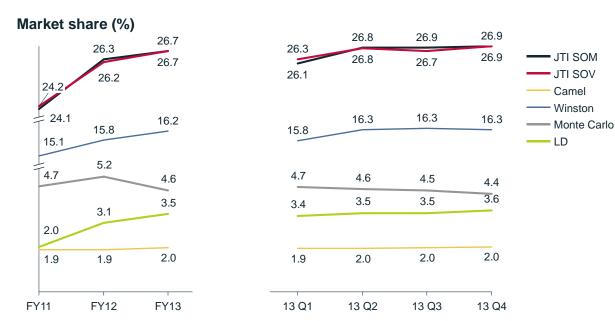




### Turkey industry size and price segment evolution

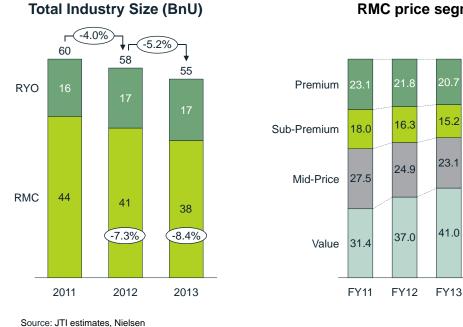


Turkey market share by brand



Source: Nielsen © Copyright JTI 2014

### UK industry size and price segment evolution



**RMC** price segment evolution (%)

15.8

24.1

39.0

13 Q1

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20.1

14.6

21.9

43.3

13 Q4

15.1

22.7

41.6

13 Q3

15.5

23.6

40.1

13 Q2

### UK market share by brand

#### Market share (%)

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Source: Nielsen (SOM and SOV include cigarettes and fine cut) © Copyright JTI 2014

### **Executive Committee Organization Chart**

