

# Expanding our geographic reach for sustainable growth

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# 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", "would", "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 expressed or implied by these 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 regarding operating results are particularly subject to a variety of assumptions, some or all of which may not be realized.

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.

### Scope of the MENEAT region

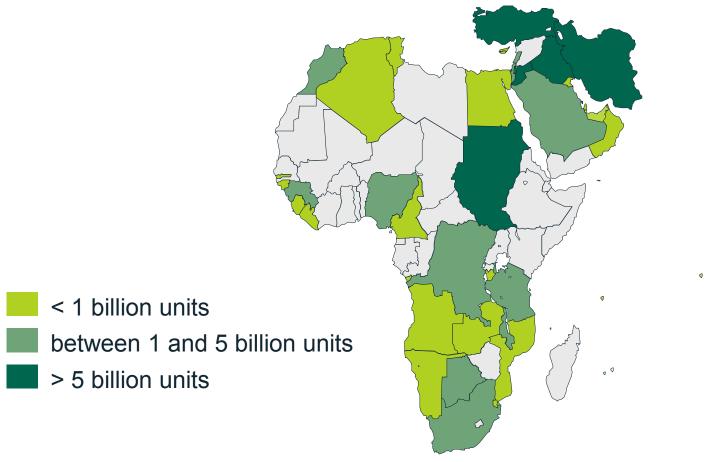
- Diverse region representing an industry size of approximately 406BnU<sup>1)</sup>
- Tobacco revenue pool represents around US\$33bn<sup>1)</sup>
- Many challenges:
  - Political volatility and unrest, civil wars
  - Large differences in GDP/capita across countries
  - Poor infrastructure (e.g. in Sub-Saharan Africa) complicating distribution
  - Significant illicit trade in many markets
  - FX volatility and difficulty obtaining hard currencies
- Our MENEAT region represents 83BnU and 65% of the shipment volume of JTI's Rest-of-the-World cluster
- Combining the 19 largest MENEAT markets, JTI's share of market is 23%<sup>2)</sup>

Source: 1) Euromonitor 2012

2) JTI estimates

### The MENEAT footprint represents 42 active markets

#### JTI shipment volume



NOTES: Shipment volume is yearly basis and excludes WWDF No cigarette activity in Egypt currently

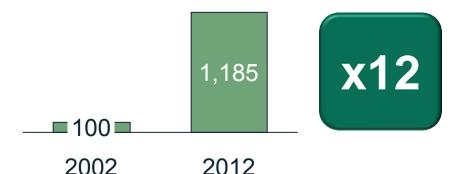
# A remarkable track record of growth

#### Total shipment volume, BnU



**EBITA**, Index 100 = 2002

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- Entered 12 markets since 2002
  - 2 through acquisitions
  - 10 organically
- Volume grew by 57 billion units over the period (44% from GFB and 56% from local brands)
- Growing profit contribution

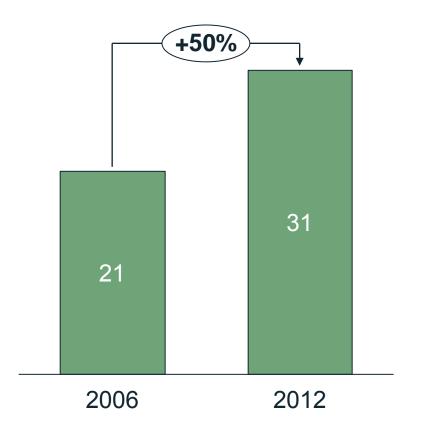


# A balanced portfolio built around GFB and local brands

## Winston, our key GFB to grow in the Middle East and Turkey

London - October 04, 2013

#### Winston shipment volume, BnU



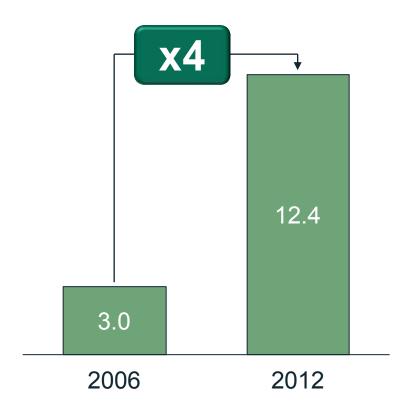
- Winston drives share of market and volume growth across the region
- Key Winston markets include Turkey, Near East, Jordan, Lebanon, Morocco, Saudi Arabia, South Africa, Algeria and Israel
- Strong brand equity and innovative propositions





Aspen: a strong local brand driving our success in Virginia blend markets

#### Aspen shipment volume, BnU



- International quality and affordable Virginia blend offer
- Wide and consistent product availability and visibility
- Present and growing in 11 markets
- Strong volume growth in regional key markets, including Iraq, Nigeria and other African markets

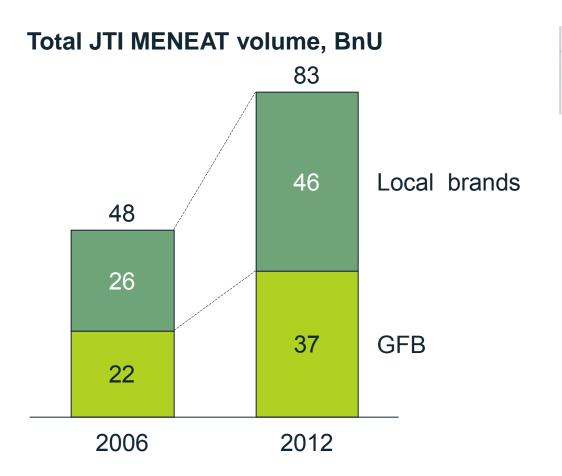






# MENEAT is a Winston region, complemented by a balanced portfolio of local brands

London - October 04, 2013















































Geographic expansion is returning strong volume and profit growth

# Our long-term strategy of seeding and development is resulting in growth

Approach

Organic growth in established markets Seeding and growth in new markets

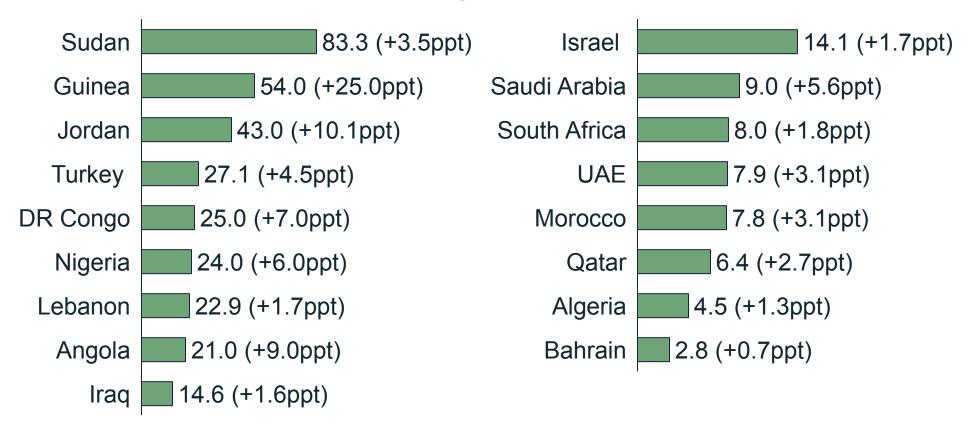
Integrating and developing large acquisitions

Market examples Jordan, Lebanon, Morocco, Nigeria, South Africa, Turkey Algeria, Angola, DR Congo, Guinea Egypt\*, Sudan, Tanzania

<sup>\*</sup> Currently no cigarette presence in Egypt © Copyright JTI 2013

### Strong organic growth in established markets

#### JTI Share of Market 2013 (%) and change vs. 2010



## Successful organic growth: the example of Turkey

- Impressive volume and share growth through consistent investment
- Became #2 player by share of market in 2012
- Only tobacco company growing consistently
- Balanced portfolio in all price segments (Winston, Monte Carlo, LD, Camel)
- Winston, #1 brand since 2008 and growing





# Total shipment volume (BnU) and Share of Market (%)



Source: Nielsen, JTI estimates

JT Investor Meeting

# Seeding for future growth by adding new markets

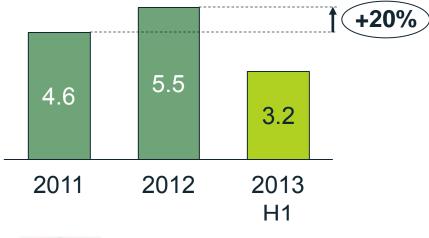
Country	Year of entry
Malawi	2002
Mozambique	2002
Guinea	2003
Sierra Leone	2003
Gambia	2004
Togo	2004
Liberia	2005
Algeria	2007
Zambia	2009
Guinea-Bissau	2010
Sudan	2011
Egypt*	2012

<sup>\*</sup> Currently no cigarette presence in Egypt © Copyright JTI 2013

# Sudan, fully integrated and performing ahead of expectations

- Smoothly integrated this previously family-owned business into the JTI culture
- Raised employment conditions to JTI standards
- Invested in product quality, manufacturing and Environment, Health and Safety practices
- Increased prices yearly to optimize profitability
- Launched Aspen in 2012, building on the African success of the brand

#### Total shipment volume, BnU



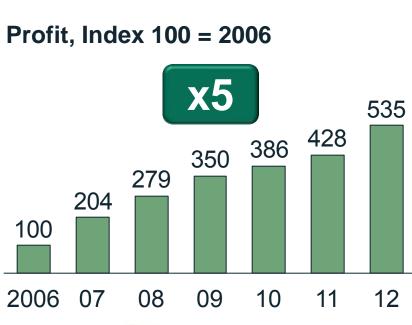






# Tanzania, long-term development and resilience after state monopoly acquisition

- Impressive and sustainable profit growth
- Yearly and gradual price increases, without any share of market loss (98%)
- Employment conditions aligned with the rest of the JTI family
- Embraced local culture and injected international expertise
- Creative solutions to optimize distribution (e.g. bicycle program)
- Invested US\$101 million in capex since 2006









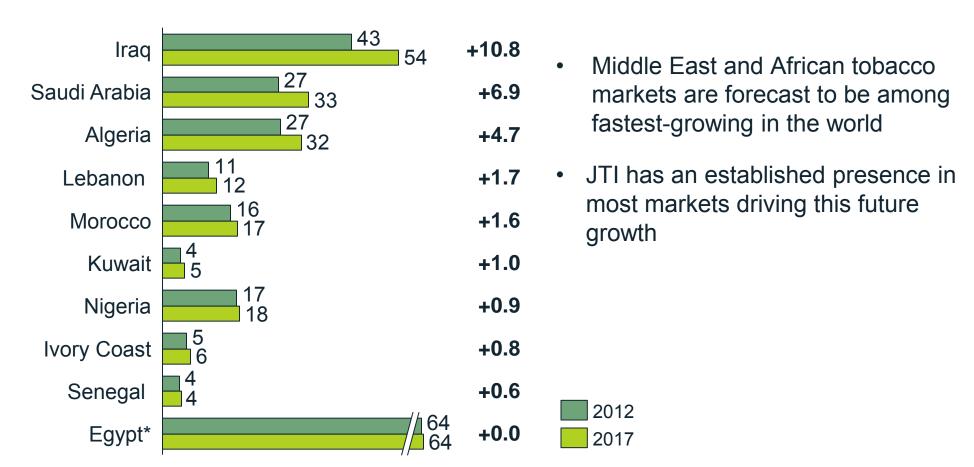




# MENEAT has more potential for growth going forward

# Despite challenges, the region has considerable growth potential

#### Industry 2012 and 2017, BnU



<sup>\*</sup> Currently no cigarette presence in Egypt

Source: Euromonitor

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# Room for growth in Africa by increasing our presence in untapped markets

Markets	Industry size 2012 (BnU)	Markets	Industry size 2012 (BnU)
Egypt*	63.7	Niger	0.9
Kenya	6.0	Uganda	0.9
Libya	5.7	Congo (Br)	0.8
Ivory Coast	5.5	Benin	0.7
Senegal	3.9	Central African Republic	0.5
Madagascar	2.9	Gabon	0.5
Burkina Faso	1.9	Rwanda	0.4
Ghana	1.9	Mauritania	0.3
Mali	1.8	Eq. Guinea	0.3
Zimbabwe	1.2	Comoros	0.1
Total			100 BnU

<sup>\*</sup> Currently no cigarette presence in Egypt

Source: Euromonitor © Copyright JTI 2013

## JTI has the capabilities to seize this potential

We have a proven and winning formula based on balance:

- Between GFBs and local brands
- Between international and local employees
- Between long term strategy and short term flexibility
- Between sophistication and simplicity