A Better Tomorrow™
Let’s Make It Happen

Be The Change
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A new story is unfolding. Write your part.

BAT. One of the world’s most successful organisations.

The FTSE 100’s best performing stock over the last 50 years and now firmly committed to the boldest transformation any industry has ever seen.

Today, we are seeking curious, brave minds to create A Better Tomorrow™ and be the change. That’s where you come in.
A new story is unfolding. Write your part.

**FTSE100**
Best performing FTSE 100 stock for the last 50 years

**£27bn**
Revenue

**50,400**
Employees globally

**£4bn+**
Invested in R&D in 5 years

**2023**
New Chief Executive appointed

**138**
Nationalities represented across management roles
Our purpose

To build a better tomorrow by reducing the health impact of our business through offering a greater choice of enjoyable and less risky products for our customers.

Our ambition

Our ambition remains to have 50 million consumers of our non-combustible products by 2030 and to accelerate the growth of our New Category revenues at a faster rate than our total revenue, reaching £5 billion in 2025. We have already made good progress towards these targets: New Category revenue* +37.0% (2022 results)

We are accelerating our transformation journey to create A Better Tomorrow™ for all our stakeholders, building a long-term sustainable business in the process.

*constant rate
A Decade of Portfolio Transformation

2013 - Our first Vapour product launched in the UK

2016 - Our first Tobacco Heating Product launched in Japan

2017 - Our Modern Oral nicotine pouches are launched

2019 - Our New Category portfolio is consolidated under three global brands – Vuse, Velo and glo

2020 - Our evolved strategy to deliver A BetterTomorrow™ by reducing the health-impact of our business is launched

2021 - Vuse becomes number one global vaping brand by value share and the first global carbon neutral vape brand
22.5m
Non-Combustible product consumers

£5bn
New Category revenue expected by 2025

#1
Value share in 4 of top 5 vapour markets & fastest growing in all 5

200+
Strategic Partnerships

8000+
Patent records
See how we’re Building a Better Tomorrow

Click to watch
"Our purpose to build A Better Tomorrow™, by reducing the health impact of our business, while also driving excellence across ESG matters, is well-aligned to the attitudes and expectations of our stakeholders."

Kingsley Wheaton
Chief Growth Officer
Meet Our Management Board
Click on them to read their full bio.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tr>
<td>Tadeu Marroco</td>
<td>Chief Executive</td>
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<tr>
<td>Javed Iqbal</td>
<td>Interim Finance Director, and Director, Digital and Information</td>
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<tr>
<td>Jerome Abelman</td>
<td>Director, Legal and External Affairs and General</td>
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<td>Zafar Aslam Khan</td>
<td>Director, Operations</td>
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<td>Dr. James Murphy</td>
<td>Director, Research and Science</td>
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<td>Fred Monteiro</td>
<td>Director, Americas &amp; Europe</td>
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<td>David Waterfield</td>
<td>President and CEO, Reynolds American Inc.</td>
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<td>Johan Vandermeulen</td>
<td>Chief Operating Officer</td>
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<tr>
<td>Luciano Comin</td>
<td>Marketing Director, Combustibles &amp; New Categories</td>
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<tr>
<td>Kingsley Wheaton</td>
<td>Chief Strategy &amp; Growth Officer</td>
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<tr>
<td>Michael Dijanosic</td>
<td>Director, Asia Pacific, Middle East &amp; Africa</td>
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Management Board Unplugged
Click to watch
How we do sustainability

As a leading multinational company, sustainability is at the heart of our transformation journey as we build A Better Tomorrow™ by reducing the health impact of our business.
Community investment
We play an active role in supporting the communities where we operate and with £21.7 million spent on community investment programmes in 2020. This includes harnessing our strengths in science, engineering and logistics to support national responses to COVID-19.

Governance
The high standards of business integrity we are committed to upholding are enshrined in our Standards of Business Conduct. We are clear to all our employees that we will never compromise our ethical conduct standards for the sake of results.

Environment
We have a bold ambition: to be a carbon neutral business by 2030. This is supported by a range of targets and initiatives focused on driving environmental excellence for a greener tomorrow across our operations and supply chains.

Social
We are delivering a positive social impact for our employees and people across our supply chain. From enhancing farmer livelihoods and respecting human rights, to creating a diverse and inclusive culture that values employee wellbeing.
Proudly inventing tomorrow

We are proud of our diverse community of experts whose scientific research is powering our technology and product innovation. We believe an inspired culture of curious, agile and forward-thinking professionals will always be our most competitive differentiation.

The reduced-risk potential of New Category Products needs to be supported by sound science. We conduct cutting-edge research to evaluate our new category products and apply the highest standards for product safety and quality.
Clinical study

Our year-long, randomised controlled study was designed to explore the risk reduction potential of glo when used in a real world setting rather than in a controlled setting.

Results published after six months show that completely switching to glo has a similar impact on indicators of potential harm as quitting smoking.*

*These products are not risk free and are addictive.
Visit our Virtual R&D Experience

Click to visit
Relish challenges?

You’ll thrive on the high standards we set ourselves at BAT, like our global remit ‘to bring the future to life’. It’s a challenge we’re already meeting. In the last 18 months alone we’ve approved a global network of innovation hubs, created an externally focused innovation model and cut our development time in half.

With ever-more agile ways of working and a stronger pipeline of breakthrough technologies, we’re making sure BAT is firmly ahead of the curve. In tech. In trends. In truly international career opportunities.
Digital Business Solution Hubs around the world: our stronger footprint

DBS Hubs
Poland, Romania, Pakistan, Malaysia, Costa Rica and Mexico

Innovation Hubs
London (In progress), Trieste and Shenzhen

From: Internally focused
To: 200+ strategic external partnerships

From: Low speed to market
To: Strong consumer relevant pipeline, corporate venturing established, billions invested in R&D, Big Data and AI
Btomorrow Ventures is the corporate venture capital arm of BAT, focused on building world-class businesses that drive transformation and accelerate change.

We go beyond financial investment and develop strategic partnerships with the world’s most ambitious founders; and we combine the distribution of a global corporation with the innovation of a start-up to accelerate your growth and build the brands of tomorrow.
A design-first future

BAT is a business with a passion for design thinking. And with product design, user experience (UX/UI), and brand design being ever-more significant consumer drivers it’s an area we’re hungry to develop further still.
“We are at the start of creating a global design-led business. We want to create an ecosystem that constantly innovates and delivers better physical products, digital services and sensory experiences.”

Ken Kim,
Group Head of Design,
previously at LG Electronics (LGE)
Fusing new talent with new capabilities

Our transformation is driven by our talent. And right now we are strengthening our core skills by investing heavily in future capabilities. As well as opening up fresh opportunities for career growth, such new capabilities are already accelerating us towards our high New Category ambitions.
Recruiting for A Better Tomorrow™

Digital transformation
- Insights & Analytics
- Data Science
- Digital Information
- Digital Marketing
- Cyber Security
- Platform Architecture

Strengthening core functions
- Revenue Growth Management
- Effective Pricing
- Marketing Spend Effectiveness
- Tiered Supply Chain
- Scientific Communications
- Regulatory Engagement

Innovation
- Scientific Research
- Product Design
- Device Technology
- Liquid Development
- Intellectual Property
- Venture Capital

Route to consumer
- Retail
- E-Commerce
- Consumer Activation
- CRM

Fusing new talent with new capabilities
£326
average amount spent per FTE on training & development

713
management hires for new capabilities in 2022

8,439
total new hires in 2022

22.3
average hours training per management FTE

“I was thrilled to join such a welcoming organisation committed to change and filled with talented, friendly people. The personable, supportive and nurturing culture is evident with everyone you meet.”

John Beasley,
Group Head of
Digital Marketing & Commerce,
(Previously at Vero)
Creating a future-fit culture

Be part of a business that’s Bold. Fast. Empowered. Responsible. Diverse. That’s our Ethos – the fabric of our organisation, the thread that runs through everything we do, and how we do it. It is reflected in our behaviours and aspirations. It informs and inspires everything you’ll be part of at BAT. We dream big, learn quickly and commit collectively to write the next chapter of BAT’s story.
32.7% of the total workforce are female

40.5% of all management roles globally held by women with the ambition to increase to 45% by 2025.

30.4% of all senior leadership teams are held by women with the ambition to increase to 40% by 2025.

45.0% of all junior management roles globally are held by women.

35.5% of revenue generating and

37.4% of STEM-related roles have female incumbents.
Diversity, Equity and Inclusion

At BAT we are proud to be a diverse global organisation that encourages our people to value everyone’s difference

Diversity & inclusion are part of our core values at BAT – given the size of the business that we are and the representation we serve, being diverse and inclusive is important to us.

Thus, to really bring our Ethos to life, it is important that we continue to take positive action to sustain an inclusive and diverse workplace.

Our 2025 Global Ambitions: Diverse Teams

This is not something that is a nice to do, it is a business priority that underpins a bold ambition we have for 2025.

As an employer of choice, it is our ambition to sustain our commitment to creating a workplace where we celebrate and respect our differences, make decisions that are free from bias and avoid discrimination across any of our employee practices.

We will double the number of cross-industry hires in senior teams to 24%

Our new corporate purpose and business ambition requires new and different perspectives, skills and styles of management. We will double the number of cross-industry hires in senior teams to 24% and provide a culture and environment where these different perspectives can thrive.

We will increase women in senior teams to 40% and women in management to 45%

Gender continues to be a key focus; we will increase women in senior teams to 40% and women in management to 45% this will build sustainable pipelines across all grades - so that we can be assured that progress is maintained.

We will strive to achieve a 50% spread of nationalities within regional and functional leadership teams

The mix of different nationalities and ethnicities remains important as it will provide better understanding, connectivity and insight to our consumers and our employees.

Diversity & inclusion are part of our core values at BAT – given the size of the business that we are and the representation we serve, being diverse and inclusive is important to us.

Creating a future-fit culture
The belief in a strong organisational culture is what drives BAT to excel for its employees

80.9%

of open management positions filled internally. We are committed to creating opportunities for our talent

The Parents @ BAT programme helping new mums and dads strike a home/work balance

79%

Employee Engagement Score

9.1%

Voluntary Employee Turnover*

A recognised Global Top Employer

A diverse and engaged workforce

Ethnicity Data**

*Some of our markets are tracked offline. The total employee turnover rate (including both voluntary and involuntary turnover) is 13.8%. / **Data based on ethnicity disclosures for 7 in-scope markets: Australia, Canada, Brazil, Malaysia, South Africa, USA, UK.
"I am committed to building a new, modern BAT – one that is agile and progressive, inclusive and collaborative."

Tadeu Marroco
Chief Executive
If you are up for a new challenge, want to transform the industry and contribute to A Better Tomorrow™ -

explore more about BAT