

# 2018 AT A GLANCE

## GROWTH BRAND VOLUMES

+2.1%  
**162.9bn**

## TOBACCO & NGP NET REVENUE\*

+2.1%  
**£7.7bn**

## ADJUSTED EARNINGS PER SHARE\*

+5%  
**272.2p**

## REPORTED EARNINGS PER SHARE

-2.7%  
**143.6p**

## DIVIDEND PER SHARE

+10%  
**187.8p**

\* movement on a constant currency basis

## DELIVERING AGAINST OUR STRATEGY

> Turn to page 3 for more details

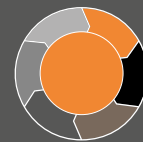


## STEPPING UP IN NEXT GENERATION PRODUCTS

> Turn to page 8 for more details

## FURTHER SHARE GROWTH IN PRIORITY MARKETS AND BRANDS

> Turn to page 14 for more details



## ROBUST FINANCIAL DELIVERY

> Turn to page 20 for more details

## REFOCUSING OUR SUSTAINABILITY STRATEGY

> Turn to page 30 for more details



> **Turn to page 12** to see results against our Key Performance Indicators

## PERFORMANCE MEASURES (USED THROUGHOUT THE REPORT)

Measure	Explanation
Reported (GAAP)	Complies with International Financial Reporting Standards and the relevant legislation.
Adjusted (Non-GAAP)	Non-GAAP measures provide a useful comparison of performance from one period to the next. Reconciliations can be found in notes 3, 8, 10 and 29.
Constant currency basis	Removes the effect of exchange rate movements on the translation of the results of our overseas operations. We translate current year results at prior year foreign exchange rates.
Market share	Market share data is presented as a 12 month moving average weighted across the markets in which we operate.
Stick equivalent	Stick equivalent (SE) volumes reflect our combined cigarette, fine cut tobacco, cigar and snus volumes.