

Transcript: Conclusion

Alison Cooper, Chief Executive

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Alison Cooper:

I'm going to risk a pun at this point in time and I'm hoping you're going to agree with me that during the course of today, QAD is QED: quality, agility, discipline in terms of our focus, quod erat demonstrandum.

Very real in our organisation, very real in everything we're doing as a business. They're consistent themes that run through the mind-set in Imperial.

They're very much echoed in the investment case, the focus on quality growth, on driving the top line with additional value creation across the business to support our cash flows and to support our dividend promise.

My next three slides are a summary of the things you've seen today in the key presentations. I'm not going to go through them in detail but I think they're a good record for you of the things that we've talked about today.

On operating model, you heard from John Jackson about the agility we're building in this organisation, the foundations we've laid with new ways of working the operating model to really set ourselves up to go forward to build more agility, create more variability and opportunities for the business going forward.

Quality, a key focus from the presentations from Peter, from Marcus, from Amal, from Dominic and from Alex, from Ollie and from Paul.

Also woven into those presentations you'll also have seen the agility and discipline that each of these guys are thinking about as they apply the strategy to the brands and markets.

Walter and Titus, this was supposed to be about agility, but I think you saw around a lot around the quality focus within manufacturing, the agility we're building in the business through lean, and the discipline to deliver the cost savings and the cash on an ongoing basis in that part of the business.

New consumer experiences: quality, agility discipline at the heart of the presentations you saw from Arthur, from Matt and from Joe.

ITG brands: David and the team really taking forward that new significant business for Imperial. Again, even though he's the new boy, the same themes resonate within this approach to how he's developing that business in the US.

Discipline from Oliver? I think it does what it says on the tin in terms of that presentation.

I'd like to take the opportunity to thank all of the guys who presented today. I think they've really put forward the business, how we're taking the business forward to you in an excellent way.

I know it's a bit British but I think maybe a round of applause for their presentations.

I'd also like to recognise the huge amount of support into making this day happen across the IR team, the comms team and all the support who are sitting there looking at me at the moment in the back of the room, so thank you too very much.

I'm going to finish on people. You know, I think when I look at this business and I look at what makes this business happen, and it is the people at Imperial.

I've tried to give you some little snippets of some of the people who make this business happen today. They make the business happen. They make the returns happen. They make that £8bn of dividend happen that Oliver highlighted earlier.

And really, that's about people who've got a great culture, a great attitude and a great set of values. And I hope you've seen a microcosm of that during your experiences today.

I talked about the values, I talked about, "We surprise." I also hope you've seen the theme within our business of how we try and challenge the status quo and think about things differently, and do things differently in Imperial brands.

And if you look at our values, there are three "I" values, and there are three "We" values. The "I" values very much recognise the great individual contribution we expect from our people across the business in Imperial brands.

The "We" values are about the strength of the collective, the strength of the alignment in this business, the strength of the collaboration that really makes the value creation happen and delivers those returns.

So I want to just thank you all for coming today. Thank you for really, actually, making it an enjoyable experience, I think for all my team as well, to spend time with you. And each of you, have a safe journey home. Thank you.