

UNLOCKING VALUE



OUR ASSETS

OUR PEOPLE

27,700 employees

We have 27,700 committed and passionate employees who want to make a difference

OUR BRANDS

160 brands

Our portfolio of 160 brands provides enjoyment and pleasure for millions of adult consumers every day

OUR RELATIONSHIPS

120 markets

We have solid, trusted partnerships with stakeholders including customers and suppliers across 120 markets

OUR OPERATIONS

31 manufacturing sites

We have a network of 31 manufacturing sites that source and process tobacco raw materials to provide high quality products at lowest cost

OUR INDUSTRY KNOWLEDGE

Our deep knowledge of the tobacco and nicotine industry, including our scientific and regulatory understanding, helps us to operate responsibly in all our markets

OUR FINANCIAL STRENGTH

We are able to raise prices to more than offset volume declines to deliver high margins and strong cash flows to invest and drive return

OUR BUSINESS ACTIVITIES

ADULT CONSUMER INSIGHTS



We start with the consumer – and everything we do is based around a deep understanding of adult smokers and nicotine consumers. This is led by our Chief Consumer Officer and we unlock value by ensuring we offer the right product choices to meet consumer needs. These insights provide competitive advantage and inform how we communicate with adult consumers and our product offerings in both combustible tobacco and NGP.

SCIENCE & REGULATION



We use our know-how and smaller size to be agile in how we respond to regulatory changes. This is supported by our science and corporate affairs teams who understand the regulatory environment in all our markets and ensure we operate responsibly with high quality products compliant with local standards.

MARKETING & INNOVATION



Our marketing and innovation teams add value by using consumer insights to develop a portfolio of combustible tobacco and potentially reduced harm NGP to engage and excite adult consumers. We use sales and marketing communications and innovation to differentiate our brands and meet evolving consumer needs.



SUSTAINABLE SOURCING

Our leaf purchasing teams work with a diverse and complex supply chain from smallholder farmers to multinational companies to procure high-quality leaf and nicotine for our products. Our procurement teams add value by responsibly meeting all our sourcing needs including leaf, nicotine and non-tobacco materials such as papers, filters and packaging, as well as the power and water we use to run our factories.



EFFICIENT MANUFACTURING

Our manufacturing teams take the raw materials and employ the latest production methods, working to the highest quality and product manufacturing standards. Our scale and knowledge are competitive strengths enabling us to supply quality products at lowest cost. Where appropriate, for example with NGP devices, we use third-party manufacturers with the technical expertise to deliver high-quality products. We also use third-party logistics companies to distribute our products.



STRONG RETAIL PARTNERSHIPS

The sales and marketing teams in our regions add value through their strong partnerships with our customers, which is a source of competitive advantage. We understand their needs and help them to navigate the changing regulatory environment. Our goal is to deliver mutually attractive commercial arrangements that support growth and value creation for our retailer, wholesaler and distributor customers. We want our customers to grow so we grow as well.