

Reporting currency: GBP Reporting unit: Absolute	HY26 08 May 2026	HY26 Min	HY26 Max	FY26 08 May 2026	FY26 Min	FY26 Max	FY27 08 May 2026	FY27 Min	FY27 Max	FY28 08 May 2026	FY28 Min	FY28 Max
Organic Growth % (excludes translation FX)												
Tobacco & NGP Net Revenue - YOY %	1.8%	1.1%	2.5%	2.3%	2.0%	3.1%	2.4%	2.0%	2.8%	2.3%	1.9%	2.7%
Total Group Adjusted Operating Profit - YOY %	1.1%	0.4%	1.9%	3.2%	3.0%	3.5%	3.5%	2.7%	4.1%	3.5%	2.6%	4.1%
Organic at actual rates												
Volume Stick Equivalent (bn) - By Reporting Segment												
Europe	38.4	37.8	38.7	82.9	82.0	83.7	80.4	79.0	82.0	77.7	75.9	80.4
Americas	7.5	7.4	7.6	16.7	16.4	17.1	15.6	15.2	16.2	14.6	14.0	15.4
AAACE	38.8	38.0	39.6	81.4	80.0	83.5	79.0	77.0	82.7	76.7	74.0	81.9
Total Tobacco Volume	84.7	83.6	85.5	181.1	179.5	183.9	175.1	172.6	180.0	169.0	165.9	176.5
Net Revenue (£m) - By Reporting Segment - Tobacco & NGP												
Europe	1,556	1,514	1,590	3,619	3,526	3,681	3,711	3,588	3,773	3,799	3,649	3,865
Americas	1,202	1,161	1,265	2,872	2,812	2,960	2,920	2,827	3,010	2,971	2,842	3,052
AAACE	925	898	946	1,980	1,941	2,024	2,021	1,966	2,085	2,054	1,976	2,149
Total Tobacco & NGP Revenue	3,683	3,595	3,800	8,471	8,358	8,623	8,652	8,501	8,795	8,824	8,635	8,958
NGP Revenues (£m)	176	169	208	408	398	417	453	435	490	497	464	556
Adjusted Operating Profit (£m) - Tobacco & NGP												
Europe	662	643	709	1,730	1,695	1,769	1,794	1,755	1,825	1,860	1,802	1,894
Americas	461	445	499	1,232	1,195	1,277	1,263	1,202	1,310	1,298	1,212	1,349
AAACE	368	347	382	813	790	845	837	792	881	860	794	919
Total Tobacco & NGP Operating Profit	1,491	1,459	1,591	3,775	3,736	3,848	3,894	3,824	3,953	4,018	3,889	4,092
Logistics Adjusted Operating Profit (£m)	171	162	180	329	317	338	336	318	347	345	320	358
Eliminations (£m)	(1)	(6)	0	(0)	(6)	7	(0)	(6)	7	(0)	(6)	7
Total Group Adjusted Operating Profit	1,661	1,634	1,761	4,104	4,075	4,173	4,230	4,162	4,288	4,363	4,234	4,434
Interest	(221)	(235)	(203)	(460)	(493)	(421)	(465)	(523)	(421)	(468)	(523)	(413)
Share of profit of joint ventures	5	4	6	12	10	16	13	10	21	14	10	28
Profit Before Tax	1,445	1,407	1,535	3,659	3,604	3,726	3,786	3,663	3,841	3,922	3,819	4,001
Tax	344	332	368	867	787	894	911	865	947	945	915	988
<i>Tax Rate (%)</i>	23.8%	23.5%	24.0%	23.9%	23.5%	24.5%	24.2%	23.5%	25.9%	24.1%	23.5%	25.0%
Minority Interests	81	65	88	160	152	169	166	154	181	171	157	190
Earnings	1,023	990	1,082	2,629	2,604	2,673	2,713	2,654	2,757	2,800	2,723	2,880
Basic weighted average shares in issue	797.7	779.8	812.6	788.7	775.3	869.9	749.2	728.8	869.9	713.1	679.8	869.9
Adjusted EPS (p)	128.3	122.3	138.8	333.9	302.7	342.7	363.2	309.4	378.3	395.1	314.8	425.4
DPS (p)	77.7	64.4	83.8	167.3	163.5	170.7	175.6	166.8	186.2	185.1	170.1	204.5
<i>Dividend payout ratio %</i>	33%	0%	66%	50%	48%	56%	49%	47%	57%	47%	43%	58%
Model Assumptions												
Euro/GBP (average)	1.15	1.15	1.15	1.15	1.13	1.16	1.15	1.13	1.20	1.16	1.13	1.21
USD/GBP (average)	1.34	1.34	1.34	1.34	1.31	1.35	1.34	1.31	1.35	1.34	1.31	1.35