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IMPERIAL BRANDS

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Agenda



RESULTS OVERVIEW	Stefan Bomhard
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Q&A

FINANCIAL REVIEW AND OUTLOOK	Lukas Paravicini

STRATEGIC AND OPERATIONAL UPDATE	Stefan Bomhard
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Stefan Bomhard Lukas Paravicini

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Strong Progress Against Our Five-Year Plan



DELIVERING ACCELERATION IN ADJUSTED OPERATING PROFIT GROWTH

PRIORITY MARKET SHARE

Investment in top five markets has **delivered market share gains**

BUILDING NGP MOMENTUM

Delivered **new launches** and **increased revenue** **STRONG TOBACCO PRICING**

Strong tobacco price/mix c. 8%; adjusted operating margins +150 bps*

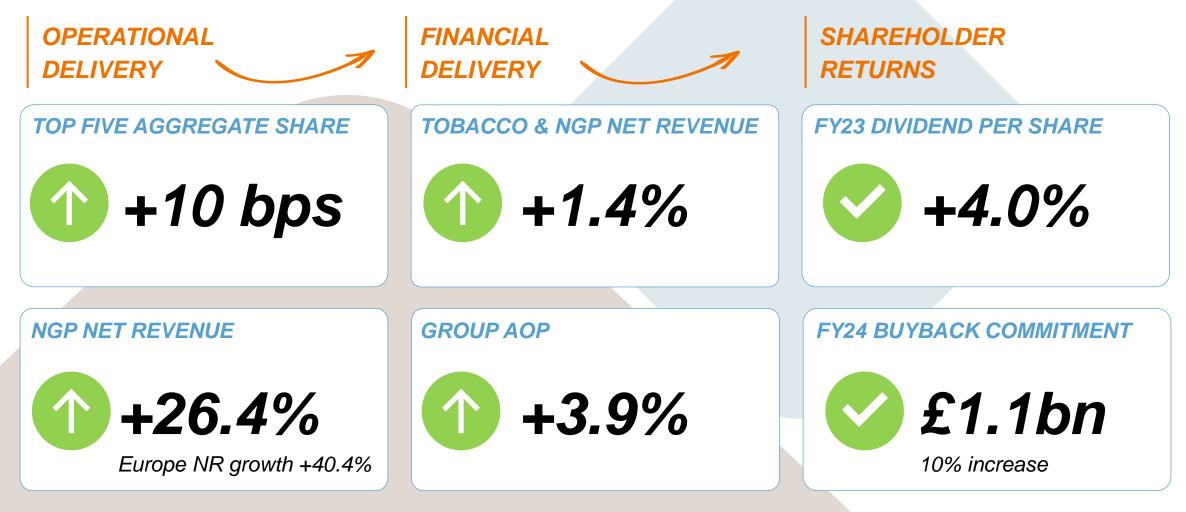
CULTURAL CHANGE

Continued cultural and business transformation

* Tobacco only, ex Russia

2023 – Successful Year of Delivery

BUSINESS PERFORMANCE SUPPORTING INCREASED CAPITAL RETURNS

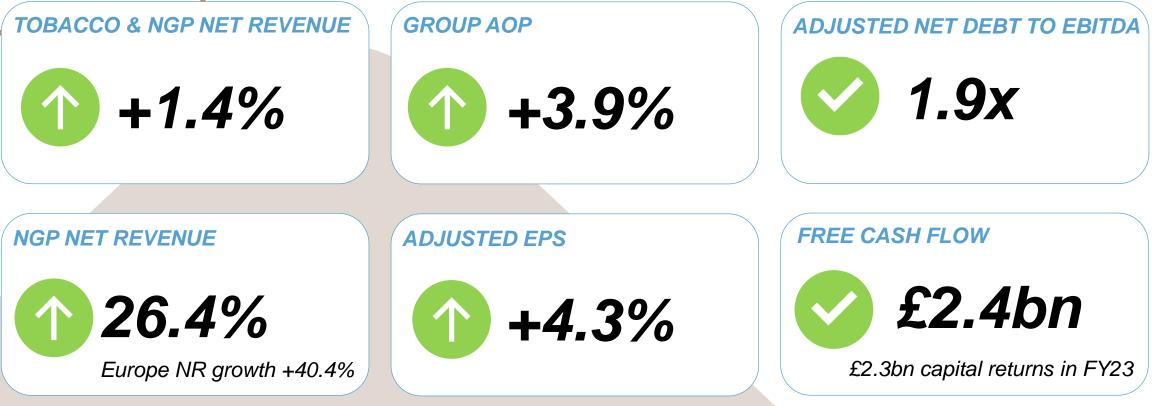


IMPERIAL



Improving Financial Delivery

CAPITAL ALLOCATION POLICY GENERATING STRONG SHAREHOLDER RETURNS



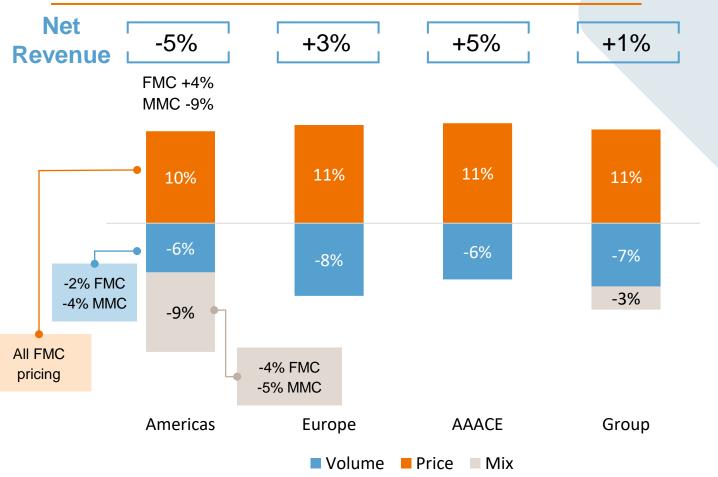


Constant currency basis, excluding Russia

Strong Tobacco Pricing Across Footprint

POSITIVE PRICING MORE THAN OFFSETTING VOLUME PERFORMANCE

VOLUME AND PRICE/MIX



 Strong pricing offsetting volume headwinds

- FY22 volumes down -1.2%
- Adverse product mix in Americas:
 - Mass market cigars wholesaler destock
 - US deep discount growth

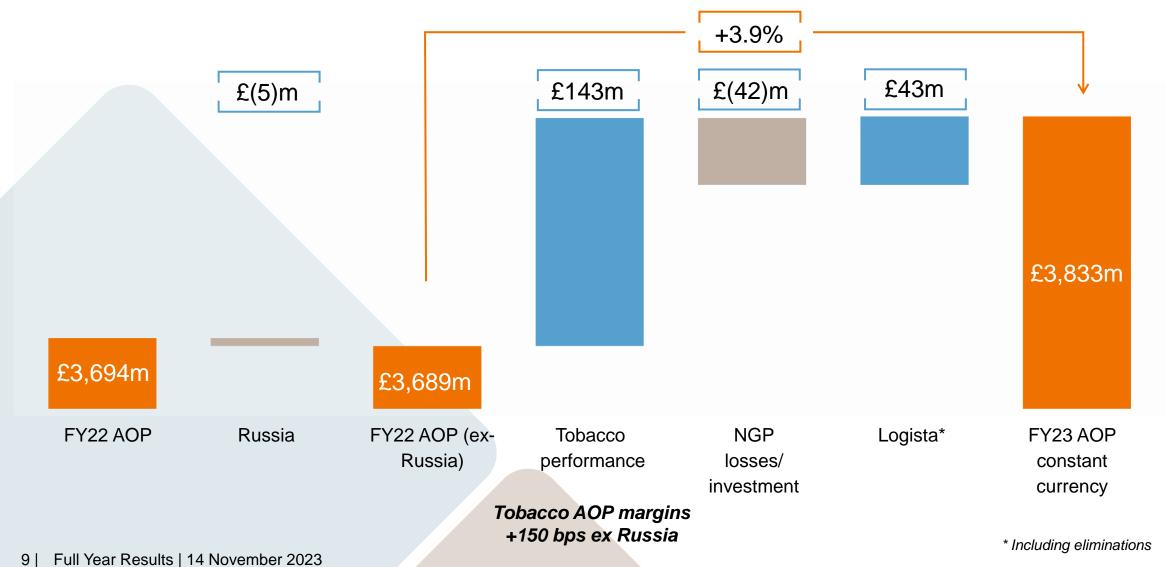
Notes: FMC = factory made cigarettes; MMC = mass market cigars. MMC net revenue per '000 is ~2.5x FMC. Tobacco only, excludes Russia



Improved Adjusted Operating Profit Growth



GROWTH THROUGH COMBUSTIBLE PERFORMANCE



Operating Profit: Adjusting Items

MAINTAINING TRANSPARENT DISCLOSURE

FY23 Reported operating profit	£3,402m			
Russia, Ukraine & associated markets	£4m			
Amortisation of acquired intangibles	£347m			
Fair value adjustment and impairment of other financial assets	£36m			
Charges related to legal provisions	£85m			
Net other *	£13m			
FY23 Adjusted operating profit	£3,887m			

Adjustments to reported operating profit

- Amortisation of acquired intangibles
 - Charge in line with ongoing expected amortisation level
- Fair value adjustment to financial assets
 - Write-down in the value of cannabis-related investments and other financial assets
- Charges related to legal provisions
 - One-off costs in respect of legal provisions

Footprint restructuring costs not adjusted

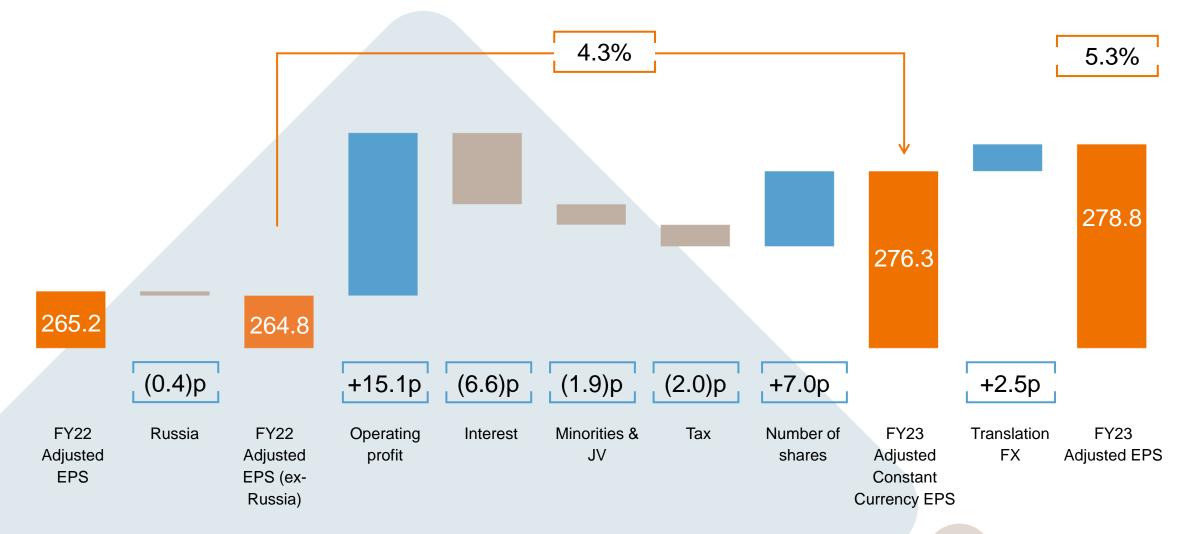
 Factory footprint rationalisation costs supported by profit on sale of former operational sites

* Net other includes loss on disposal of subsidiaries and structural changes to pension schemes



EPS Delivery in Line With Plan

OP AND SHARE BUYBACK OFFSET BY INTEREST, MINORITIES AND TAX

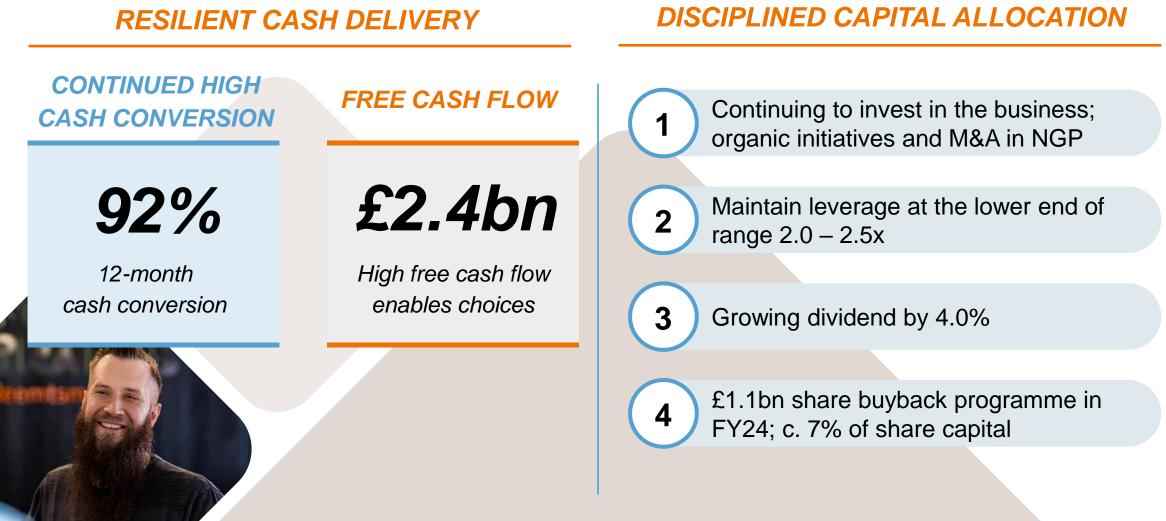


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On Track With Capital Allocation Priorities



CASH GENERATION UNDERPINS OUR CAPITAL RETURNS



FY24 Outlook

IMPROVING RETURNS IN CHALLENGING MACRO ENVIRONMENT

Outlook for FY24*

- Low-single digit net revenue growth
- Adjusted operating profit growth close to middle of mid-single digit range
- Benefit of share buyback and profit growth on EPS partially offset by higher interest and tax rate
- Performance weighted to H2. Low-single digit H1 AOP growth.

* Outlook at constant currency; further guidance provided in appendices





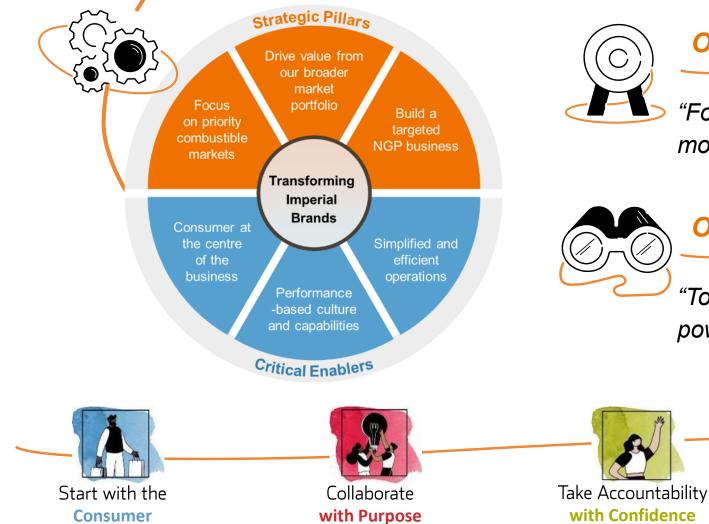
Stefan Bomhard CEO

RANCE BRANDS

Our Purpose, Vision and Strategy



CREATING A COMMON HIGH-PERFORMANCE CULTURE FOR IMPERIAL BRANDS



OUR PURPOSE

"Forging a path to a healthier future for moments of relaxation and pleasure"

OUR VISION

"To build a strong challenger business powered by responsibility, focus and choice"





Transforming Imperial Brands

LEVERAGING THE CRITICAL ENABLERS TO DRIVE PERFORMANCE



CONSUMER AT THE CENTRE OF THE BUSINESS

Consumer tracker coverage

increased 20%

Creation of 3 innovation centres

New product launch time-tomarket **halved**

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PERFORMANCE-BASED CULTURE

Global Engagement Score



SIMPLIFIED AND EFFICIENT OPERATIONS

£150m of savings delivered

Global business services model implemented across functions

Global ERP design finalised; replacing 60 legacy systems. Wave 1 pilots underway

IMPERIAL BRANDS FORGING A PATH TO A HEALTHIER FUTURE 010 Employee Health, Safety Climate Consumer Packaging Sustainable **Diversity, Equity Farmer Livelihoods** Human & Responsible Health Change **Rights** & Inclusion & Waste & Welfare & Wellbeing Sourcing Recognised Enabled Reduced We Reduced Workforce All factories Reduced our Lost Time Disclosure report monthly Consumer direct absolute waste supported by CDP for a more than Accidents by Initiative score against Choice emissions in operations **A**th 21 44%** by 65%* 100,000 92% by **41%** by **27%** since 2017 tobacco farming consecutive year since 2019 in 2022 Modern Slavery growth in NGP since 2017 members with as a supplier Leading net revenue Indicators since FY21 our Leaf engagement leader in 2022 Partnership Projects in **FY23 POSITIVE CONTRIBUTION SAFE & INCLUSIVE HEALTHIER FUTURES TO SOCIETY WORKPLACE**

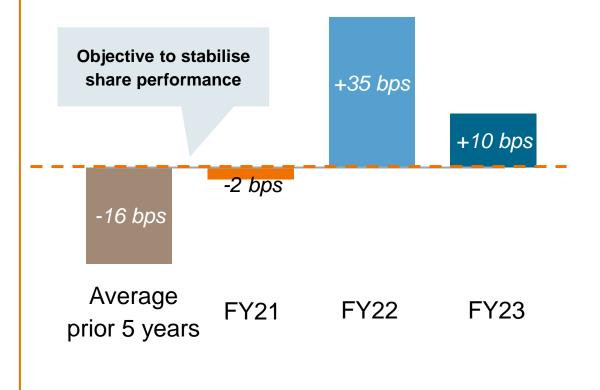
Delivering Against Our ESG Priorities

* Scope 1 and Scope 2 market-based emissions (CO₂ equivalent tonnes) ** Absolute number of accidents

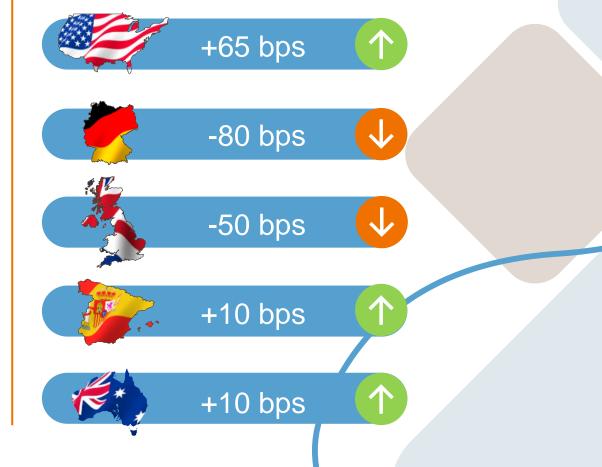
Stabilising our Priority Market Share

ACHIEVING OUR OBJECTIVE OF STABILISING MARKET SHARE

AGGREGATE WEIGHTED PRIORITY MARKET SHARE PERFORMANCE



PRIORITY MARKET SHARES (12 month share △)



IMPERIAL BRANDS



Americas: Delivering Further Cigarette Share Gains Americal STRONG PERFORMANCE IN FMC OFFSET BY MMC CHALLENGES

SHARE GAINS AND PRICING IN FMC

- Attractive market; balanced portfolio across focus price segments
- Strong cigarette pricing, while growing share
- Strategic investment strengthening performance

Cigarette market

share growth



PREMIUM VALUE

DEEP DISCOUNT

TRADITIONAL DISCOUNT

TRANSITION YEAR FOR MMC

- Category remains attractive with opportunities for long-term growth
- Transition year for US MMC following Covid benefits
- FY23 impacted by temporary wholesaler destock, market size decline and share pressure
- Strong brand equity within the portfolio

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+65bps

Note: share includes annualisation benefit from KT&G exit



Priority Markets: Strong Pricing Gains FOCUSED ON MANAGING SHARE AND VALUE DELIVERY





Broader Market Portfolio: Driving Value

STRATEGIC INITIATIVES ARE DELIVERING A STRONGER PERFORMANCE





NR: +9.9%

- Strong pricing to address high volume, lower margin markets which are impacted by cost inflation
- Launch of Pulze 2.0

PULZE

AFRICA

 Maintaining strong share position in many markets

NR: +4.0%

Fortuna

Strategic portfolio
 management
 (e.g. Fortuna in Morocco)



ASIA, MIDDLE EAST AND TURKEY



IMPERIAL

NR: +4.4%

- Strong brand portfolio including premium Davidoff
- Focus on increased customer engagement



Building Momentum in NGP

ON TRACK WITH OUR FIVE-YEAR STRATEGIC PLAN



FY20	FY21		F	Y22	FY23		FY24-25
Investment reset – cutting underperforming investment	Align investment behind new strategy Consumer trials begin		Consumer validation supports further roll-outs		Driving growth th product and ma launches		Consolidating progress as challenger
Disciplined market exits	begin in Greece Z)rumbea Cone X aunches		blu 2.0 trials in four French cities	Pulze 2.0, blu 2.0 blu bar launched multiple markets		Building scale in existing markets
		ZOND WZGO		air		bīu	Innovation Further targeted roll-outs
NR growth -27%	-4%		+	11%	+26%		

Proving Our Differentiated NGP Approach REBOOTED NGP STRATEGY HAS BUILT THE FOUNDATIONS



KEY STRATEGIC ACHIEVEMENTS

Proving out a cost-effective market entry model as a challenger

Harnessing the multi-category offering, led by the consumer

Launched heated tobacco in Europe

Creating a partnership approach to innovation

FY23: NGP as a % OF NR BY MARKET



GOOD CONSUMER UPTAKE FOLLOWING NEW MARKET LAUNCHES **TO DATE** Developed and launched blu France UK Blu 2.0 and **BLU 2.0** disposable blu bar blu. Germany Blu 2.0 Canaries **BLU BAR** launched in eight markets in FY23 Vapour Italy Portugal blu bar **Net Revenue *** launched in +42% 11 markets in **FY23** USA Belgium Full Year Results | 14 November 2023

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Vapour: Refreshed Product Portfolio



FY24

Consolidation in existing markets

US MDO vacated: focus on distribution

Further product development and innovation

blu bar only markets

Spain

Greece

Czech

Ireland

*my*blu only

* Europe only



Modern Oral: Developed New Flavour Range



TO DATE





Developed and launched new flavour range for Zone X





Norway Denmark

Austria Iceland







IMPERIAL

US modern oral launch in calendar 2024

Further innovation and flavour launches in Europe

Priorities for FY24



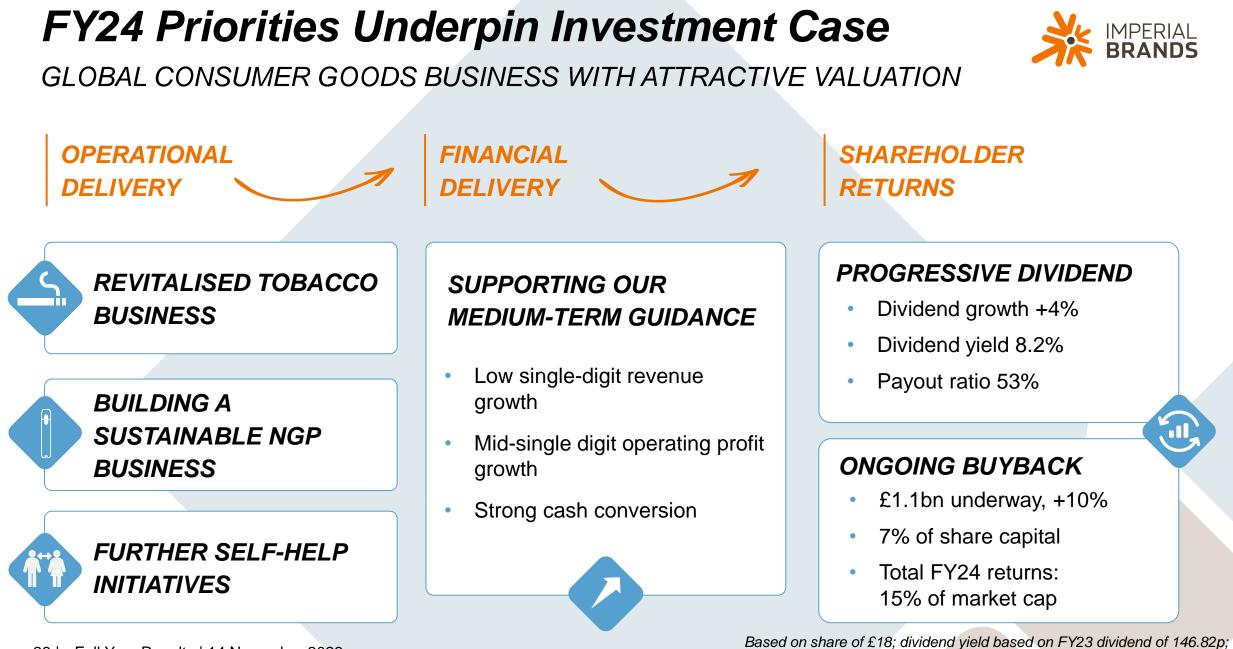
STRENGTHENING OUR CULTURE, PERFORMANCE AND RESILIENCE

Focus on maintaining our priority markets aggregate market share

Consolidating our NGP presence in key markets

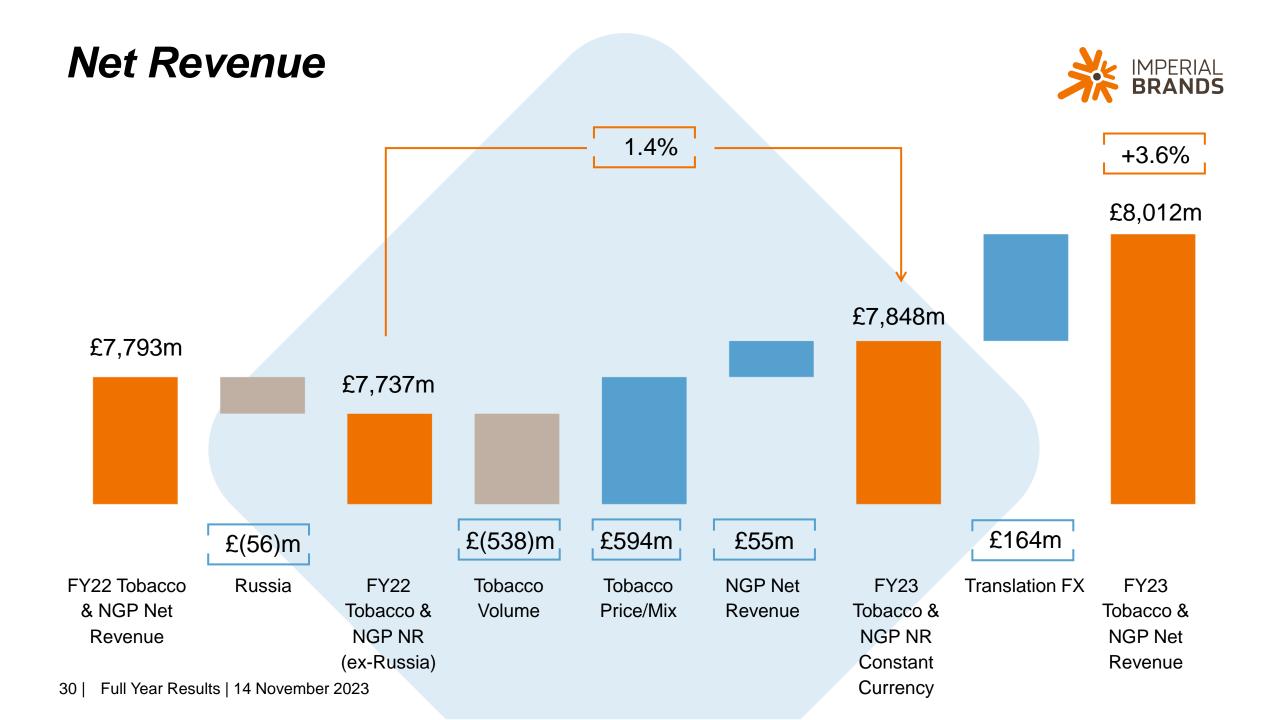
Leveraging our culture change and further self-help opportunities

Further improvement in profit growth and shareholder returns

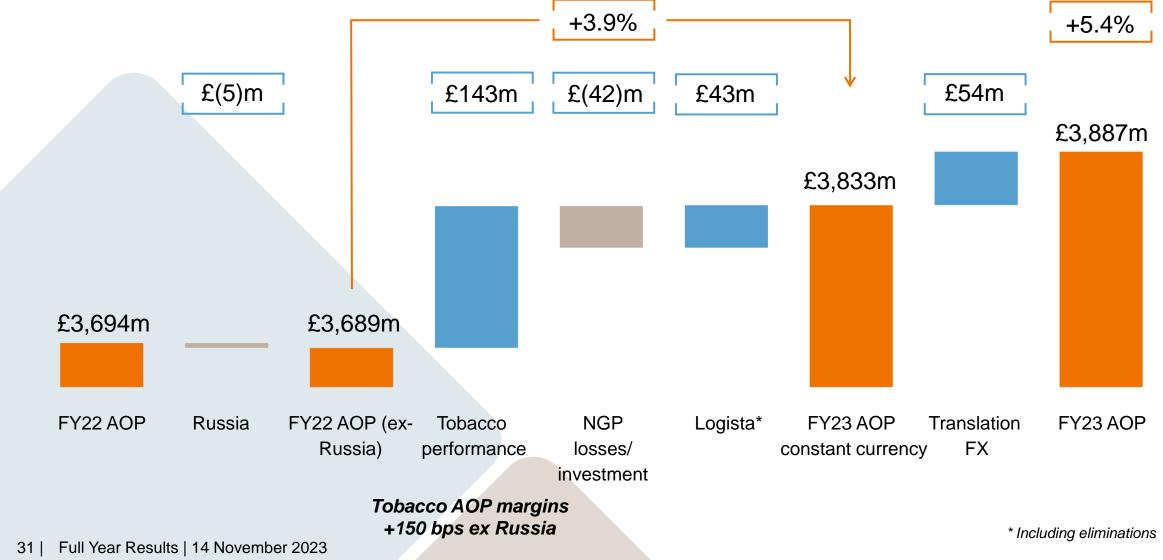


total FY24 returns include £1.3bn dividend and £1.1bn share buyback





Improved Adjusted Operating Profit Growth



Russia Contribution



		H1 22	H2 22	FY 22
Tobacco volume	bn SE	6.9	0.9	7.8
Total net revenue	£m	54.0	2.0	56.0
Tobacco net revenue	£m	54.0	2.0	56.0
NGP net revenue	£m	-	-	-
Adjusted operating profit	£m	7.0	(2.0)	5.0

Central and Eastern Europe Cluster



RESTATEMENT REFLECTING CEE TRANSFER FROM EUROPE TO AAA

HY22 restatement		Europe (existing)	AAA (existing)	CEE	Europe (new)	AAACE (new)
Tobacco volume	bn SE	57.8	42.4	11.6	46.2	54.0
Total net revenue	£m	1,569	766	199	1,370	965
Tobacco net revenue	£m	1,492	766	196	1,296	962
NGP net revenue	£m	77	-	3	74	3
Adjusted operating profit	£m	671	357	50	621	407

FY22 restatement		Europe (existing)	AAA (existing)	CEE	Europe (new)	AAACE (new)
Tobacco volume	bn SE	121.5	77.5	23.6	97.9	101.1
Total net revenue	£m	3,472	1,495	433	3,039	1,928
Tobacco net revenue	£m	3,306	1,495	423	2,883	1,918
NGP net revenue	£m	166	-	10	156	10
Adjusted operating profit	£m	1,562	700	115	1,447	815

Group Adjusted Results



		FY22	Foreign Exchange	Constant Currency Growth	FY23	Actual Δ	Constant Currency Δ
Tobacco net revenue	£m	7,585	162	-	7,747	2.1%	-
NGP net revenue	£m	208	2	55	265	27.4%	26.4%
Tobacco & NGP operating profit	£m	3,441	46	96	3,583	4.1%	2.8%
Tobacco & NGP profit margin	%	44.2%	-	-	44.7%	+57 bps	+91 bps
Distribution gross profit	£m	1,046	40	380	1,466	40.2%	36.3%
Distribution operating profit	£m	254	8	44	306	20.5%	17.3%
Distribution margin	%	24.3%	-	-	20.9%	-341 bps	-339 bps
Distribution Eliminations	£m	(1)	-	(1)	(2)	100.0%	100.0%
Group adjusted operating profit	£m	3,694	54	139	3,887	5.2%	3.8%

Group Adjusted Results



		FY23	FY22
Group adjusted operating profit	£m	3,887	3,694
Adjusted net finance costs	£m	(410)	(326)
Share of profit of JVs	£m	7	9
Adjusted profit before tax	£m	3,484	3,377
Adjusted effective tax rate	%	22.4%	22.4%
Adjusted EPS	pence	278.8	265.2
Dividend per share	pence	146.8	141.2
12-month Cash conversion	%	92%	102%
Adjusted net debt	£m	(8,026)	(8,054)

Reconciliation: Reported to Adjusted



£m (unless otherwise stated)	Reported FY23	Russia, Ukraine and associated markets	Amortisation and impairment of acquired intangibles	adjustment and	Loss on disposal of subsidiaries	Charges related to legal provisions	Structural changes to defined benefit pension schemes	Net fair value and exchange movements on financial instruments	Post- employment benefits net financing cost	Tax settlemen interest cost	of deferred	tax	Adjustments above attributable to non-controlling interests	Adjusted FY23
Operating profit	3,402	4	347	36	1	85	12	-	-	-	-	-	-	3,887
Share of profit of JV	7	-	-	-	-	-	-	-	-	-	-	-		7
Finance costs	(298)	-	-	-	-	-	-	(149)	(13)	50	-	-		(410)
Profit before tax	3,111	4	347	36	1	85	12	(149)	(13)	50	-	-	-	3,484
Тах	(655)	-	4	(5)	-	(26)	(3)	(89)	-	(2)	(212)	207	-	(781)
Profit after tax	2,456	4	351	31	1	59	9	(238)	(13)	48	(212)	207	-	2,703
Minority interests	(128)	-	-	-	-	-	-	-	-	-	-	-	(3)	(131)
Earnings attributable to equity shareholders	2,328	4	351	31	1	59	9	(238)	(13)	48	(212)	207	(3)	2,572
Basic EPS	252.4	0.4	38.0	3.4	0.1	6.4	1.0	(25.8)	(1.4)	5.2	(23.0)	22.4	(0.3)	278.8

Income Statement



£m (unless otherwise stated)	FY23	FY22
Revenue	32,475	32,551
Adjusted operating profit	3,887	3,694
Russia, Ukraine and associated markets	(4)	(399)
Amortisation and impairment of acquired intangibles	(347)	(349)
Restructuring costs	-	(197)
Fair value adjustment and impairment of other financial assets	(36)	(37)
Loss on disposal of subsidiaries	(1)	(29)
Acquisition and disposal costs	-	(5)
Excise tax provision	-	9
Charges related to legal provisions	(85)	-
Structural changes to defined benefit pension schemes	(12)	(4)
Share of profit/ (losses) of investments accounted for using the equity method	7	(15)
Reported net finance costs*	(298)	(117)
Profit before tax**	3,111	2,551
Tax**	(655)	(886)
Profit after tax**	2,456	1,665
Profit attributable to owners of the parent	2,328	1,570
Profit attributable to non-controlling interest interests	128	95
Basic EPS (pence)	252.4	165.9
Adjusted EPS (pence)	278.8	265.2

* Including net fair value and exchange gains/losses on financial instruments, post-employment benefits net

financing costs and tax settlement interest costs. ** Reported

Balance Sheet



£m		FY23	FY22
Non-current asset	s: tangible	3,952	4,260
	intangible	16,944	17,777
Current assets:	inventories	4,522	4,140
	other	4,073	4,781
Current liabilities		(11,899)	(11,139)
Non-current liabilit	ties	(10,950)	(12,346)
Net assets		6,642	7,473

Net Finance Costs



£m	FY23	FY22
Net finance costs	(298)	(117)
Adjusted for:		
- interest income on net defined benefit assets	(178)	(107)
- interest cost on net defined benefit liabilities	165	99
- net fair value & exchange gains on financial instruments	(149)	(201)
- tax settlement interest cost	50	-
Adjusted net finance costs	(410)	(326)

Cash flow



£m	FY23	FY22
Group operating profit	3,402	2,683
Depreciation, amortisation and impairments	632	660
EBITDA	4,034	3,343
Other non-cash movements	32	484
Operating cash flows before movement in working capital	4,066	3,827
Working capital	(347)	40
Tax cash flow	(590)	(681)
Cash flows from operating activities	3,129	3,186
Net capex	(254)	(177)
Cash interest	(407)	(358)
Minority interest dividends	(104)	(89)
Free cash flow	2,364	2,562
(Acquisitions)/disposals	(183)	14
Shareholder dividends	(1,312)	(1,320)
Purchase of ESOT shares	-	(1)
Repurchase of shares	(1,006)	-
Net cash flow*	(137)	1,255
Adjusted operating profit	3,887	3,694
Cash flow post capital expenditure pre interest and tax	3,563	3,781
Adjusted operating cash conversion	92%	102%

* In cash, borrowings and derivative financial instruments

Net Debt Reconciliation



£m	Reported FY23	Accrued interest	Lease liabilities	Fair value of interest rate derivatives	Adjusted FY23
Opening net debt	(8,492)	105	248	85	(8,054)
Free cash flow	2,364	-	(92)	-	2,272
(Acquisitions)/disposals	(183)	-	-	-	(183)
Dividends paid to owners of the parent	(1,312)	-	-	-	(1,312)
Repurchase of shares	(1,006)	-	-	-	(1,006)
Accretion of interest	(31)	20	10	-	(1)
Net proceeds from sale of subsidiaries	-	-	-	-	-
New leases/ leases from acquisitions, terminations and modifications	(190)	-	190	-	-
Change in fair values	139	-	-	(147)	(8)
Exchange movements	273	-	(7)	-	266
Closing net debt	(8,438)	125	349	(62)	(8,026)

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Foreign Exchange



	Average				Closing	
	FY22	FY23	Δ	FY22	FY23	Δ
USD \$	1.281	1.226	-4.29%	1.104	1.221	10.60%
EURO €	1.181	1.149	-2.71%	1.133	1.155	1.94%
AUD \$	1.796	1.843	2.62%	1.707	1.887	10.54%

Foreign Currency

DIVISIONAL CURRENCY EXPOSURE



Approximate weight of currency in Total Net Revenue	GBP £	EUR / EUR Linked	USD \$	AUD \$	Other Currencies	Other includes
Europe	20%	75%	0%	0%	5%	Polish Zloty, Czech Koruna
Americas	0%	0%	100%	0%	0%	
AAACE	0%	10%	20%	15%	55%	Moroccan Dirham, Central African Franc
Approximate weight of						
currency in Operating Profit	GBP £	EUR / EUR Linked	USD \$	AUD \$	Other Currencies	Other includes
currency in	GBP £ 10%	EUR	USD \$ 0%	AUD \$		Other includes Polish Zloty
currency in Operating Profit		EUR Linked			Currencies	
currency in Operating Profit Europe	10%	EUR Linked	0%	0%	Currencies 30%	

- €0.01 (1 cent) movement in the € Euro has c. £21m impact on net revenue.
- \$0.01 (1 cent) movement in the \$ USD has a c. £25m impact on net revenue.

- €0.01 (1 cent) movement in the €
 Euro has a c. £18m impact on AOP.
- \$0.01 (1 cent) movement in the \$
 USD has a c. £13m impact on AOP.

Divisional Market Share



MAT MARKET SHARE DATA

	FY23	FY22	Δ
Europe	19.2%	19.8% ^R	-65 bps
Americas	10.7%	10.1%	+65 bps
AAACE	12.7%	11.7% ^R	+95 bps
Total Group	14.4%	13.8% ^R	+55 bps

Market Share Calculation

Market share is presented as a 12-month average (MAT). Aggregate market share is a weighted average across markets within our footprint. The sources of market share information by market are continually reviewed to ensure the most accurate data available. Where any changes have been made we have restated ("^R") the PY number to ensure comparability

FY24 Guidance

OTHER FINANCIAL ITEMS

Financing & Cost of Debt

• Finance charge for FY24 expected to be c. £460m at current rates; all-in cost of debt of c. 4.6% for FY24

Tax Rate

• Expected to be c. 23%

Capex

• Expect net capex to be c. £300m-350m

Cash Conversion

• Expect 90% to 100% range

Foreign Exchange

• Translation FX: c. 0-1% headwind at latest FX rates (USD 1.22, EUR 1.15, AUD 1.89)

Restructuring costs

FY24 cash cost expected at around £100m

Share buyback

• £1.1bn in FY24

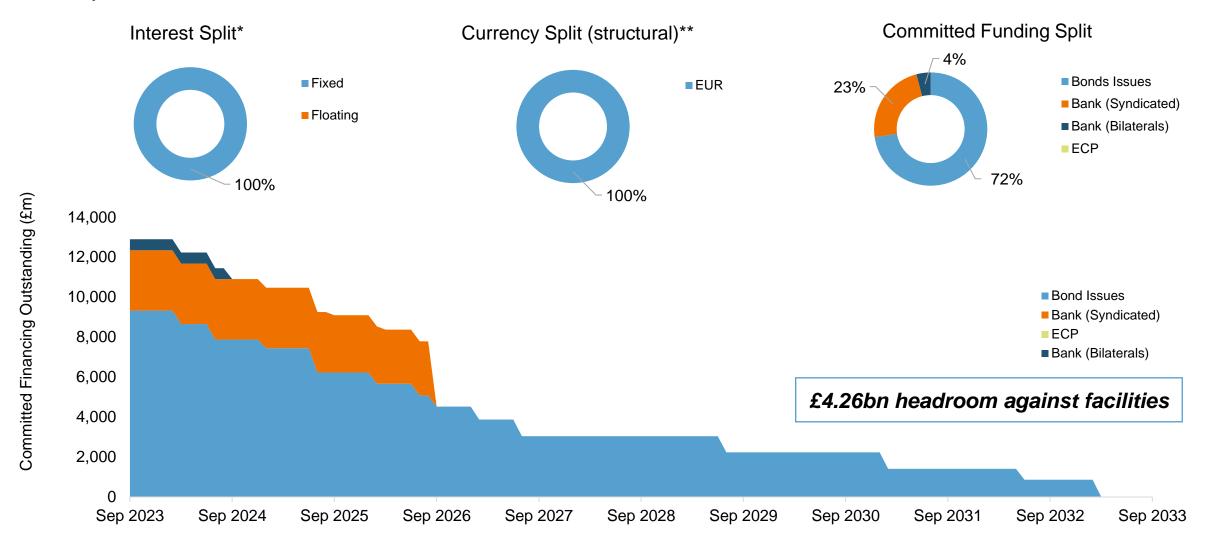




Financial Profile

30 September 2023





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* Fixings over FY23 ranged between 78% to 100%

** In September 2023 our remaining USD bond debt was switched to EUR, so our structural debt is 100% EUR, however,

as at 30th September 2023, due to cash receipts, our split of adjusted net debt was 112% EUR / -12% USD

Committed Bank Facilities

30 September 2023



Description	Maturity date	Amount (EUR m)	£m equiv.
Committed 3-year Revolving Credit Facility	30 September 2025	184	159
Committed 3-year Revolving Credit Facility	30 March 2026	184	159
Committed 3-year Revolving Credit Facility	30 September 2026	3,125	2,707
Total			3,025
Description	Maturity date	Amount (GBP m)	£m equiv.
Bilateral Credit Facility	24 September 2024	250	250
Bilateral Credit Facility	26 September 2024	200	200
Rilatoral Cradit Easility	25 September 2024	100	100
Bilateral Credit Facility	25 September 2024	100	100

All-in Cost of Debt Profile

Description	FY22	FY23	Forecast FY24
All-in cost of debt as reported	3.5%		
Impact of early US bond repayment in FY21 (c. £22m)	-0.3%		
Underlying all-in cost of debt excluding early US bond repayment	3.8%		

All-in cost of debt is calculated on daily average net debt

Bond Issues

30 September 2023



Currency of issue	Amount (ccy m)	Issuer	Coupon	Issue Date	Maturity Date	£m equiv.	Margin****
GBP	600*	Imperial Brands Finance PLC	8.13%	Sep-08	Mar-24	668	3.02%
USD	1,000*	Imperial Brands Finance PLC	3.13%	Jul-19	Jul-24	778	1.20%
EUR	500	Imperial Brands Finance PLC	1.38%	Jan-17	Jan-25	433	1.01%
USD	1,500*	Imperial Brands Finance PLC	4.25%	Jul-15	Jul-25	1,214	F***
EUR	650	Imperial Brands Finance PLC	3.38%	Feb-14	Feb-26	563	1.45%
USD	750*	Imperial Brands Finance PLC	3.50%	Jul-19	Jul-26	584	1.52%
GBP	500*	Imperial Brands Finance PLC	5.50%	Sep-11	Sep-26	557	2.69%
EUR	750	Imperial Brands Finance PLC	2.13%	Feb-19	Feb-27	650	1.83%
USD	1,000*	Imperial Brands Finance PLC	6.13%	Jul-22	Jul-27	830	F***
USD	1,000*	Imperial Brands Finance PLC	3.88%	Jul-19	Jul-29	811	F***
EUR	600	Imperial Brands Finance Netherlands BV	5.25%	Feb-23	Feb-31	520	2.33%
EUR	350**	Imperial Brands Finance Netherlands BV	5.25%	Sep-23	Feb-31	303	F
GBP	500*	Imperial Brands Finance PLC	4.88%	Feb-14	Jun-32	542	2.18%
EUR	1,000	Imperial Brands Finance Netherlands BV	1.75%	Mar-21	Mar-33	866	1.76%
		Total/Weighted Average Margin				9,320	1.9%

* Xccy to EUR

** Bond Tap of the Feb-23 EUR 600m issue where the fixed rate was maintained

*** (F) Denotes instances where a final fixed rate was maintained after Xccy to EUR

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**** Above respective benchmark rate after the effects of related interest rate derivative transactions





SE	Stick Equivalent (SE) volumes reflect our combined cigarette, fine cut tobacco, cigar and snus volumes.
Constant Currency	Change at constant currency removes the effect of exchange rate movements on the translation of the results of our overseas operations.
Tobacco	Total Tobacco includes cigarettes, fine cut tobacco, cigar, traditional snus and other tobacco products.
NGP	NGP includes vapour products, heated tobacco, next generation oral nicotine including all- white oral snus
Logista	Logista is a 50.01% owned subsidiary and publicly listed on the Spanish stock exchanges. It is one of the largest logistics businesses in Europe, with operations extending across Spain, France, Italy, Portugal and Poland.