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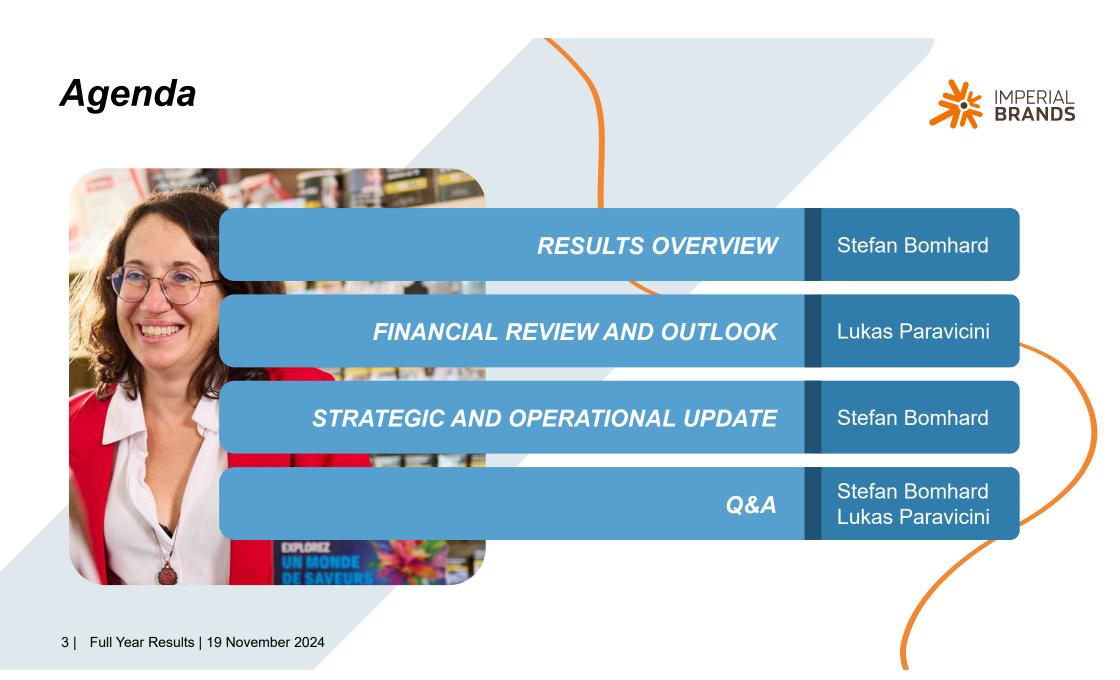
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Delivering the Acceleration Phase of Our Plan

IMPERIA BRAND

FULL YEAR RESULTS IN LINE WITH EXPECTATIONS

PRIORITY MARKET SHARE

Delivering **aggregate market share gains** in five priority markets



STRONG TOBACCO PRICING

Driving strong net revenue growth through tobacco pricing

DRIVING NGP GROWTH

Building scale: growing in **all** three regions and **all three** categories

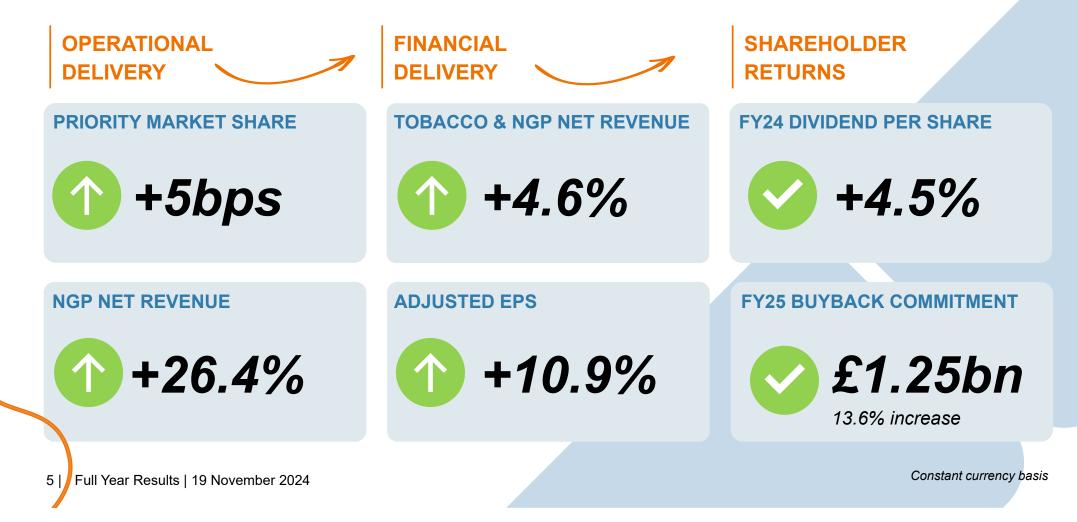


BUSINESS TRANSFORMATION

Building a **performance-based culture** and harnessing **self-help opportunities**

2024 – Successful Year of Delivery

STRONG PERFORMANCE SUPPORTING INCREASED CAPITAL RETURNS



IMPERIAL



Continued Financial Delivery

IMPROVING ADJUSTED OPERATING PROFIT AND EPS GROWTH



TOBACCO & NGP NET REVENUE	GROUP AOP	ADJUSTED NET DEBT TO EBITDA
+4.6%	+4.6%	1.8x
NGP NET REVENUE	ADJUSTED EPS	FREE CASH FLOW
1+26.4%	10.9%	£2.4bn

Strong Tobacco Price Mix Across Footprint

BRAND AND SALES INVESTMENT SUPPORTING STRONG PRICING



VOLUME AND PRICE MIX



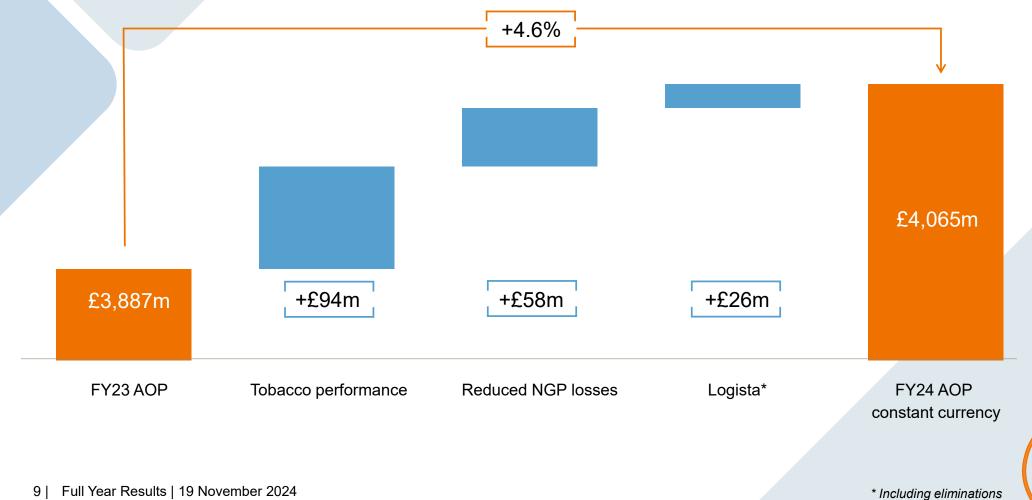
- Volume declines have normalised: (4.0)%
- Strong pricing offsetting volume, while gaining share
- US driving value from FMC and MMC
- Improved AAACE performance in second half

Tobacco only

Strong Adjusted Operating Profit Growth



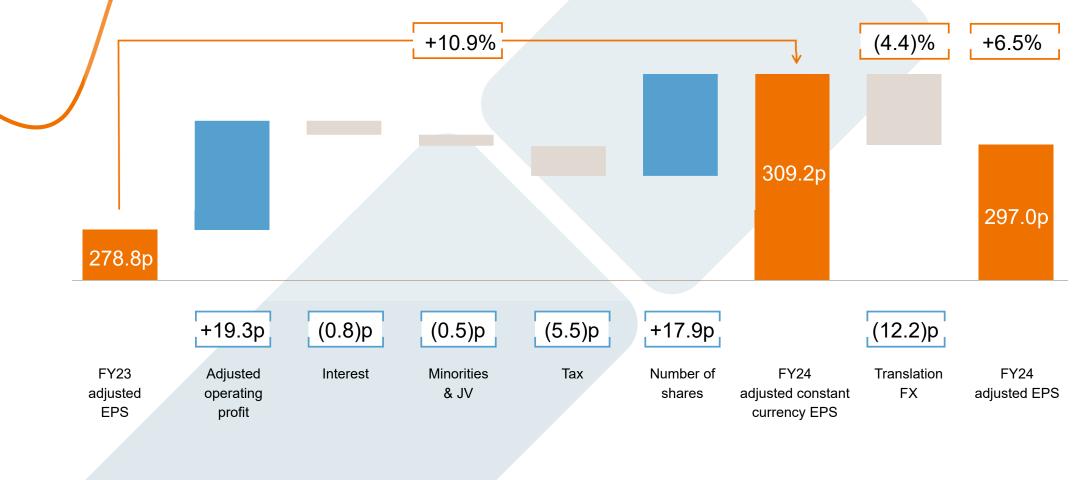
GROWTH THROUGH COMBUSTIBLE PERFORMANCE, NGP AND LOGISTA



Accelerating Adjusted EPS Growth



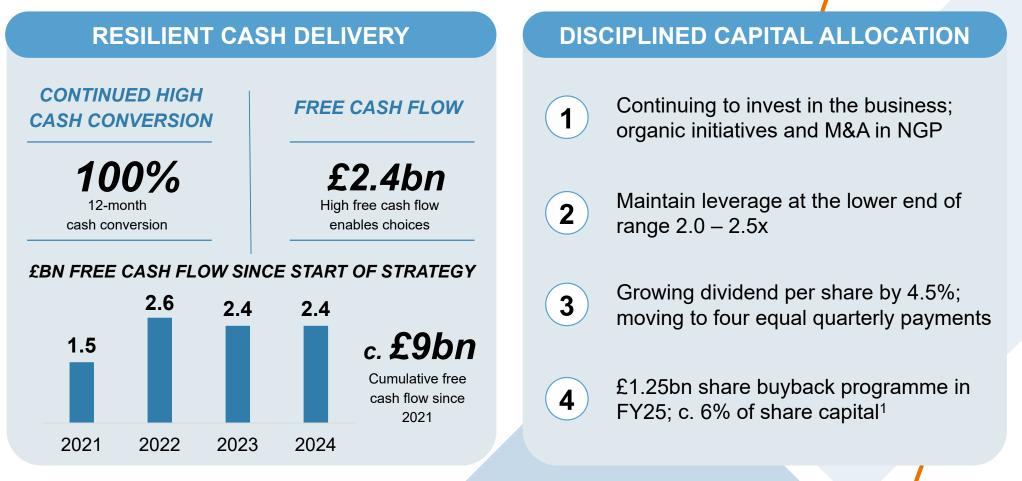
OPERATING PROFIT AND SHARE BUYBACK OFFSET BY TAX AND INTEREST



Delivering Our Capital Allocation Priorities



CASH GENERATION UNDERPINS OUR CAPITAL RETURNS



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¹ Based on market capitalisation at 15 November 2024

FY25 Outlook

DELIVERING GROWTH AND DRIVING RETURNS

Outlook for FY25*



* Outlook at constant currency; further guidance provided in appendices



Our Purpose, Vision and Strategy



CREATING A COMMON HIGH-PERFORMANCE CULTURE FOR IMPERIAL BRANDS



Transforming Imperial Brands

LEVERAGING THE CRITICAL ENABLERS TO DRIVE PERFORMANCE

CONSUMER AT THE CENTRE OF THE BUSINESS

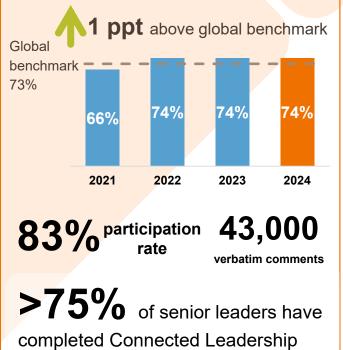
220,000 consumer interviews in FY24

1,000 consumer-facing people across the business

70+ consumer research projects in flight at any time

PERFORMANCE-BASED CULTURE

Global Engagement Score



SIMPLIFIED AND EFFICIENT OPERATIONS

UK pilot market roll-out delivered on track in October 2024

Deployment of ERP in phased roll-out across markets and factories

Foundations of global business services in place. Expansion of services model delivering

10% productivity gains

Productivity gains on transferred activities Engagement survey data source: Qualtrics. Connected Leadership is a coaching programme targeted at c. 1,100 senior leaders

Good Progress Against Our ESG Priority Areas



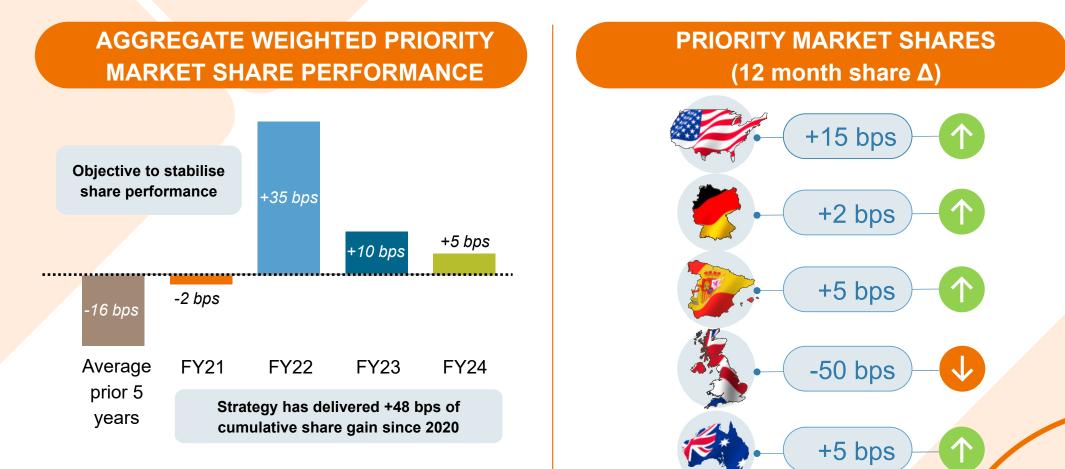
FORGING A PATH TO A HEALTHIER FUTURE



Delivering Share Gains in Priority Markets



ACHIEVING OUR OBJECTIVE OF MAINTAINING MARKET SHARE



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Source: MSAi, Nielsen, IRI, Logista and EPOS data



Americas: Delivering Further Cigarette Share Gains 🔆 STRONG PERFORMANCE IN FMC AND MMC

FMC: SHARE GAINS AND PRICING

- Strong pricing outpacing volume declines
- Balanced portfolio across focus price segments
- Strategic investments strengthening performance
- Continuing to gain share



MMC: STRONGER PERFORMANCE

- Category remains attractive with opportunities for long-term growth
- Backwoods gaining share
- Product innovation driving consumer uptake
- Focus on improving product quality





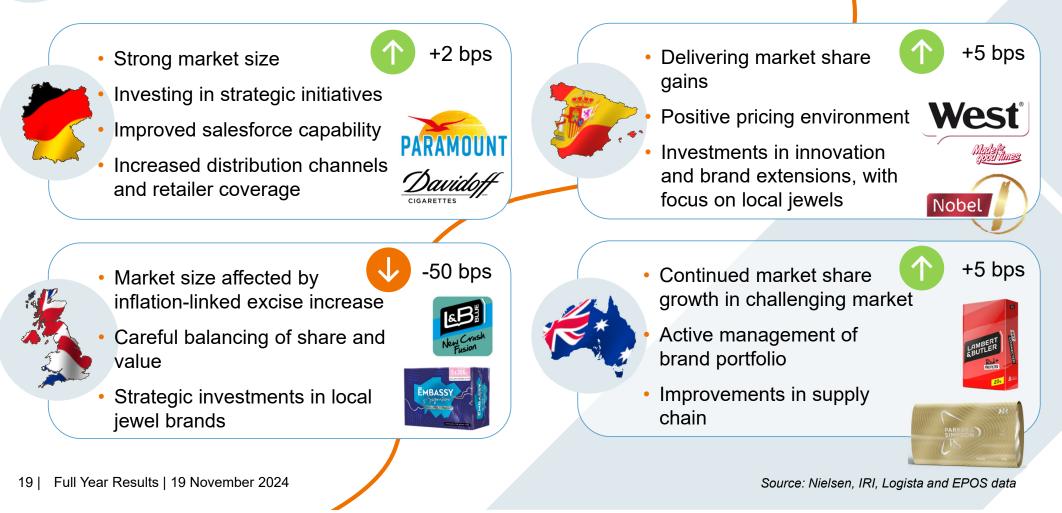
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Source: MSAi data; FMC – factory made cigarettes; MMC – mass market cigars.



Priority Markets: Managing Share and Value

STRONG PRICING, REVENUE AND PROFIT GROWTH



Broader Market Portfolio: Driving Value



STRATEGIC INITIATIVES ARE DELIVERING A STRONGER PERFORMANCE





CENTRAL & EASTERN EUROPE

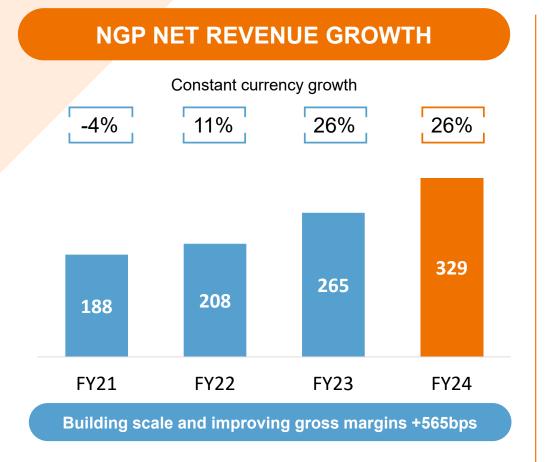
NR: +6%

- Pricing offsetting volume declines
- Growth from broader market portfolio
- Targeted NGP market launches



Delivering NGP Net Revenue Growth

GROWING ACROSS ALL REGIONS AND ALL CATEGORIES



FY24: NGP as a % of NR BY MARKET Europe FY24 8% Europe FY20 3% Greece 43% 36% Italy Portugal 34% Estonia 31% Austria 27% 27% Norway Finland 21% 20% Sweden 12% Poland UK 9% Czech Republic 9% **Building an NGP** 6% Spain France 6% presence in Europe 5% Hungary Germany 2%

Note: Europe comprises Europe region and Central and Eastern Europe cluster

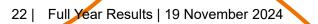
Vapour: Product Innovation Driving Growth



BUILDING SCALE WITH GROWING NET REVENUE AND IMPROVING MARGINS

VAPOUR

- Building scale in existing markets
- Launch of 1,000 puff blu bar, blu box and blu bar kit
- Product and flavour innovation
- Improving gross margins





KEY METRICS # OF MARKETS > 20 +2 in FY24 SHARE GROWTH + 210 bps NET REVENUE GROWTH +14%

RSV share source: Nielsen

Heated Tobacco: Consolidating Market Launches 🔆 IMPERIAL

DIFFERENTIATED OFFERING PROVIDING CONSUMER CHOICE

HEATED TOBACCO

- Building scale in existing markets
- Focus on understanding the consumer
- Introduction of iSenzia, flavoured non-tobacco sticks



KEY METRICS # OF MARKETS 8 +1 in FY24 SHARE GROWTH



NET REVENUE GROWTH +49%

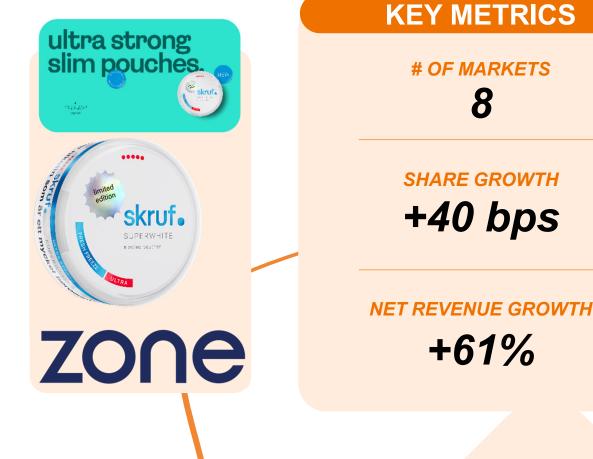
Volume share source: Nielsen

Modern Oral: Building Scale in Footprint

INNOVATION AND PRODUCT LAUNCHES DELIVERING GROWTH

MODERN ORAL

- Product innovation in Europe
- Flavour launches to provide consumer choice
- Zone successfully launched in the US



Volume share source: Nielsen, Haypp and MSAi

MPERIAL

Modern Oral: Zone Launched in the US



ENCOURAGING EARLY PROGRESS WITH ZONE ROLL-OUT

US MODERN ORAL

- Zone launched in February 2024
- Present in 12 US metropolitan areas
- Strong share trajectory
- Encouraging repurchase rate



ZONE US ROLL-OUT

ZONE DISTRIBUTION

42k stores

USA NATIONAL SHARE

1.6%

4.3% share in Imperial footprint

Source: MSAi 26-week sell-through

Priorities for FY25

STRENGTHENING OUR CULTURE, PERFORMANCE AND RESILIENCE

Delivering aggregate market share growth across priority markets

Driving NGP revenue growth with improving gross margins

Leveraging new ways of working and further self-help opportunities

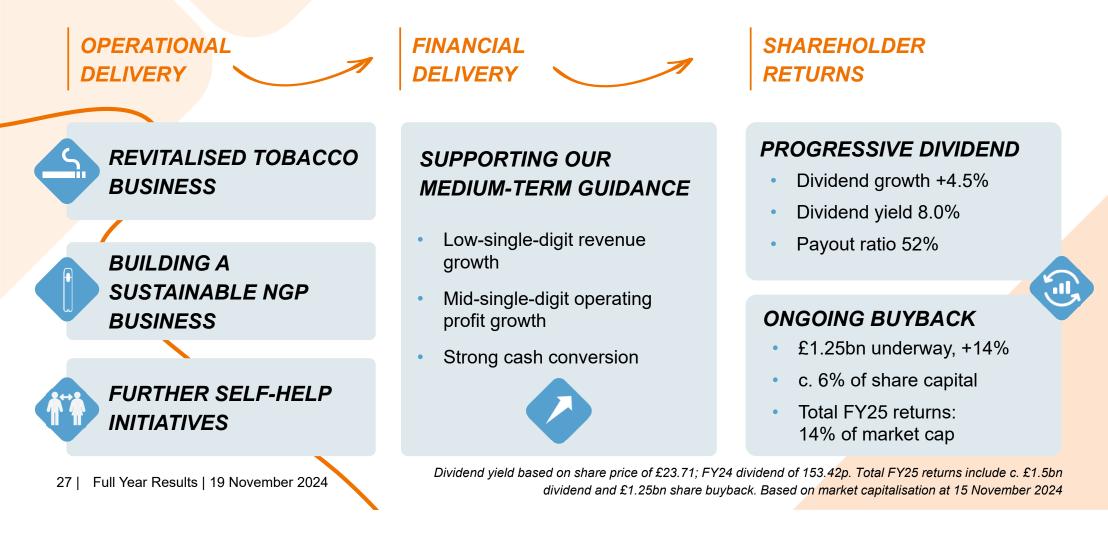
Strong cash generation to underpin capital allocation priorities

Strategy update with Capital Markets Day planned for 26 March 2025

FY25 Priorities Underpin Investment Case



GLOBAL CONSUMER GOODS BUSINESS WITH ATTRACTIVE VALUATION

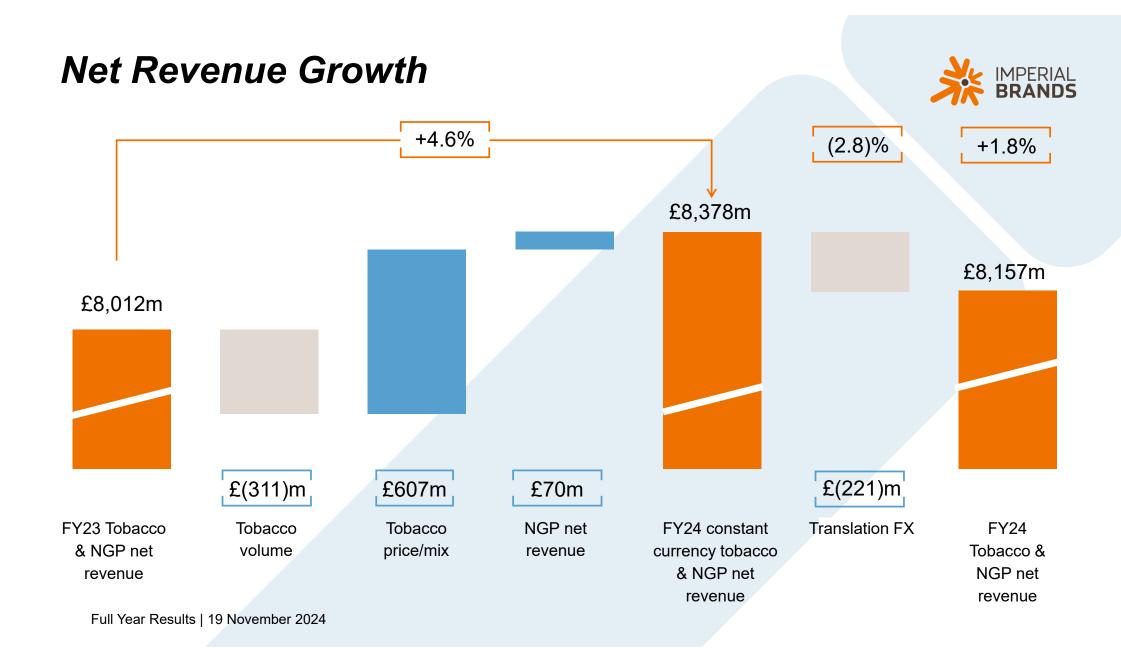


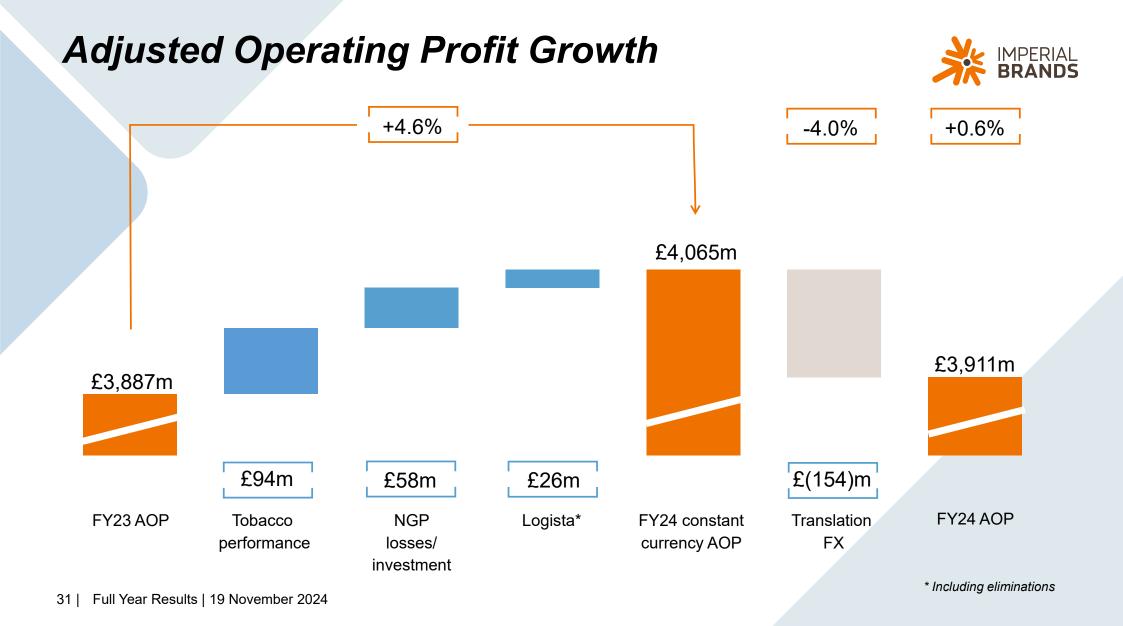




Capital Markets Day 26 March 2025, London







Group Adjusted Results



		FY23	Foreign Exchange	Constant Currency Growth	FY24	Actual Δ	Constant Currency Δ
Tobacco net revenue	£m	7,747	(215)	296	7,828	1.0%	3.8%
NGP net revenue	£m	265	(6)	70	329	24.2%	26.4%
Tobacco & NGP adj. operating profit	£m	3,583	(148)	152	3,587	0.1%	4.2%
Tobacco & NGP adj. profit margin	%	44.7%	-	-	44.0%	-72bps	-14bps
Distribution gross profit	£m	1,466	(27)	64	1,503	2.5%	4.4%
Distribution adj. operating profit	£m	306	(6)	30	330	7.8%	9.8%
Distribution adj. margin	%	20.9%	-	-	22.0%	108bps	109bps
Distribution Eliminations	£m	(2)	-	(4)	(6)	200.0%	200.0%
Group adjusted operating profit	£m	3,887	(154)	178	3,911	0.6%	4.6%

Group Adjusted Results



		FY24	FY23
Group adjusted operating profit	£m	3,911	3,887
Adjusted net finance costs	£m	(402)	(410)
Share of profit of JVs	£m	9	7
Adjusted profit before tax	£m	3,518	3,484
Adjusted effective tax rate	%	22.7%	22.4%
Adjusted EPS	pence	297.0	278.8
Dividend per share	pence	153.4	146.8
12-month Cash conversion	%	100%	92%
Adjusted net debt	£m	(7,740)	(8,026)

Reconciliation: Reported to Adjusted



£m (unless otherwise stated)	Reported FY24	Amortisation and impairment of acquired intangibles	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 settlement interest cost	Effect of discounting on long-term provisions	Recognition of deferred tax assets	Provision for state aid tax recoverable	Uncertain tax positions	Prior year adjustments	Adjustments above attributable to non-controlling interests	Adjusted FY24
Operating profit	3,554	353	-	4	-	-	-	-	-	-	-	-	-	3,911
Share of profit of JV	9	-	-	-	-	-	-	-	-	-	-	-	-	9
Finance costs	(534)	-	-	-	110	11	10	1	-	-	-	-	-	(402)
Profit before tax	3,029	353	-	4	110	11	10	1	-	-	-	-	-	3,518
Тах	(282)	-	(2)	-	(224)	(5)	1	-	(293)	(101)	164	(57)	-	(799)
Profit after tax	2,747	353	(2)	4	(114)	6	11	1	(293)	(101)	164	(57)	-	2,719
Minority interests	(134)	-	-	-	-	-	-	-	-	-	-	-	(4)	(138)
Earnings attributable to equity shareholders	2,613	353	(2)	4	(114)	6	11	1	(293)	(101)	164	(57)	(4)	2,581
Basic EPS	300.7	40.6	(0.2)	0.5	(13.1)	0.7	1.3	0.1	(33.7)	(11.6)	18.9	(6.6)	(0.6)	297.0

Income Statement



£m (unless otherwise stated)	FY24	FY23
Revenue	32,411	32,475
Adjusted operating profit	3,911	3,887
Russia, Ukraine and associated markets	-	(4)
Amortisation and impairment of acquired intangibles	(353)	(347)
Fair value adjustment and impairment of other financial assets	-	(36)
Loss on disposal of subsidiaries	-	(1)
Charges related to legal provisions	-	(85)
Structural changes to defined benefit pension schemes	(4)	(12)
Share of profit of investments accounted for using the equity method	9	7
Reported net finance costs*	(534)	(298)
Profit before tax**	3,029	3,111
Tax**	(282)	(655)
Profit after tax**	2,747	2,456
Profit attributable to owners of the parent	2,613	2,328
Profit attributable to non-controlling interest interests	134	128
Basic EPS (pence)	300.7	252.4
Adjusted EPS (pence)	297.0	278.8

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

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financing costs and tax settlement interest costs. ** Reported

Balance Sheet



£m		FY24	FY23
Non-current asset	s: tangible	3,692	3,952
	intangible	15,938	16,944
Current assets:	inventories	4,080	4,522
	other	4,116	4,073
Current liabilities		(11,462)	(11,899)
Non-current liabilit	ties	(10,335)	(10,950)
Net assets		6,029	6,642

Net Finance Costs



£m	FY24	FY23
Net finance costs	(534)	(298)
Adjusted for:		
- interest income on net defined benefit assets	(22)	(43)
- interest cost on net defined benefit liabilities	33	30
- fair value & exchange losses / (gains) on financial instruments	110	(149)
- tax interest cost	10	50
- effect of discounting on long-term provisions	1	-
Adjusted net finance costs	(402)	(410)

Cash flow



•		
£m	FY24	FY23
Group operating profit	3,554	3,402
Depreciation, amortisation and impairments	647	632
EBITDA	4,201	4,034
Other non-cash movements	(106)	32
Operating cash flows before movement in working capital	4,095	4,066
Working capital	100	(347)
Tax cash flow	(888)	(590)
Cash flows from operating activities	3,307	3,129
Net capex	(321)	(254)
Cash interest	(416)	(407)
Minority interest dividends	(136)	(104)
Free cash flow	2,434	2,364
Acquisitions	(91)	(183)
Shareholder dividends	(1,299)	(1,312)
Repurchase of shares	(1,020)	(1,006)
Net cash inflow / (outflow)*	24	(137)
Adjusted operating profit	3,911	3,887
Cash flow post capital expenditure pre interest and tax	3,917	3,563
Adjusted operating cash conversion	100%	92%

* In cash, borrowings and derivative financial instruments

Net Debt Reconciliation



£m	Reported FY24	Accrued interest	Lease liabilities	Fair value of interest rate derivatives	Adjusted FY24
Opening net debt	(8,438)	125	349	(62)	(8,026)
Free cash flow	2,434	-	(93)	-	2,341
Finance lease interest cash flow	14	-	(14)	-	-
Acquisitions	(91)	-	-	-	(91)
Dividends paid to owners of the parent	(1,299)	-	-	-	(1,299)
Repurchase of shares	(1,020)	-	-	-	(1,020)
Accretion of interest	14	(30)	14	-	(2)
New leases/leases from acquisitions, terminations and modifications	(144)	-	144	-	-
Change in fair values	(119)	-	-	181	62
Exchange movements	309	-	(14)	-	295
Closing net debt	(8,340)	95	386	119	(7,740)

Foreign Exchange



	Average			Closing			
	FY23	FY24	Δ	FY23	FY24	Δ	
USD \$	1.226	1.268	3.40%	1.221	1.338	9.58%	
EURO €	1.149	1.169	1.80%	1.155	1.199	3.81%	
AUD \$	1.843	1.923	4.36%	1.887	1.931	2.34%	

Foreign Currency

DIVISIONAL CURRENCY EXPOSURE

Approximate weight of currency in Total Net Revenue	GBP £	EUR / EUR Linked	USD \$	AUD \$	Other Currencies	Other includes
Europe	15%	75%	0%	0%	10%	Norwegian Krone
Americas	0%	0%	100%	0%	0%	
AAACE	0%	10%	15%	15%	60%	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 \$ 0%		Other includes Norwegian Krone
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. £23m impact on net revenue.
- \$0.01 (1 cent) movement in the \$ USD has a c. £27m impact on net revenue.

- €0.01 (1 cent) movement in the €
 Euro has a c. £16m impact on AOP.
- \$0.01 (1 cent) movement in the \$ USD has a c. £13m impact on AOP.

FY25 Guidance

OTHER FINANCIAL ITEMS

Financing & Cost of Debt

• Finance charge for FY25 expected to be c. £430m at current rates; all-in cost of debt of c. 4.4% for FY25

Tax Rate

• Expected to be c. 23% - 24%

Capex

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

Cash Conversion

• Expect 90% to 100% range

Foreign Exchange

• Translation FX: c. 1%-2% headwind at latest FX rates (USD 1.29, EUR 1.18, AUD 1.96)

Restructuring costs

FY25 cash cost expected at around £50m

Share buyback

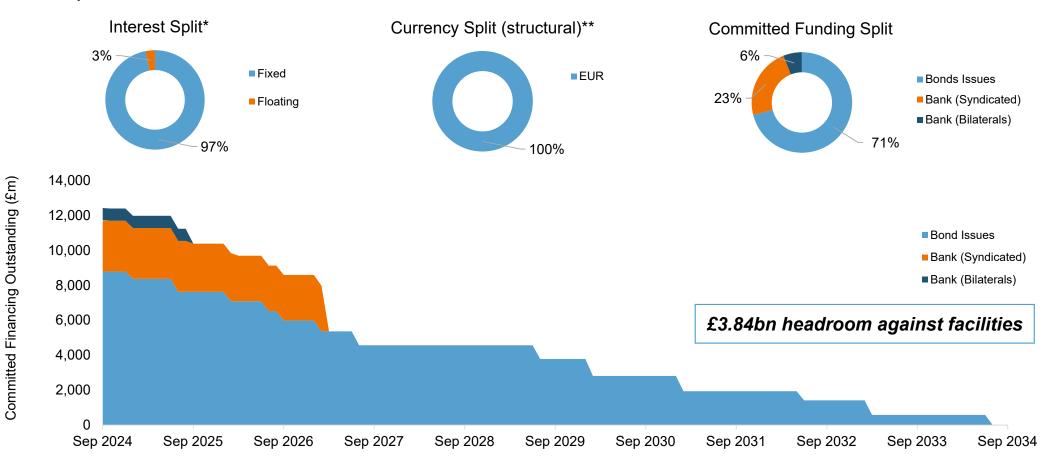
• £1.25bn in FY25





Financial Profile

30 September 2024



* 97% fixed / 3% float rates of interest calculated after adjusting for the effect of derivative financial instruments, cash held in subsidiary bank accounts, cash in transit, accrued interest, the mark to market of the derivative portfolio, finance leases and trade receivables that were sold to a financial institution under a non-recourse factoring programme.
** In September 2023, our remaining USD bond debt was switched to EUR, so our structural debt is 100% EUR, however, as at 30 September 2024, due to cash receipts, our split of adjusted net debt was 102% EUR / -2% USD.

Committed Bank Facilities

30 September 2024



Description	Maturity date	Amount (EUR m)	£m equiv.
Committed 3-year Revolving Credit Facility	30 September 2025	184	153
Committed 3-year Revolving Credit Facility	30 March 2026	184	153
Committed 3-year Revolving Credit Facility	30 March 2027	3,125	2,607
Total			2,915
Description	Maturity date	Amount (GBP m)	£m equiv.
Bilateral Committed Credit Facilities	September 2025	700	700
Total			700

All-in Cost of Debt Profile

Description	FY22	FY23	FY24
All-in cost of debt as reported	3.5%	4.3%	4.2%
Impact of early US bond repayment	-0.3%	N/A	<0.1%
Underlying all-in cost of debt excl. early US bond repayment	3.8%	4.3%	4.3%*

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* All-in cost of debt is calculated as adjusted net finance costs for the financial year divided by average adjusted net debt

Bond Issues

30 September 2024



Currency of issue	Amount (ccy m)	Issuer	Coupon	Issue Date	Maturity Date	£m equiv.
EUR	500	Imperial Brands Finance PLC	1.375%	Jan-17	Jan-25	417
USD	950	Imperial Brands Finance PLC	4.250%	Jul-15	Jul-25	741
EUR	650	Imperial Brands Finance PLC	3.375%	Feb-14	Feb-26	542
USD	750	Imperial Brands Finance PLC	3.500%	Jul-19	Jul-26	562
GBP	500	Imperial Brands Finance PLC	5.500%	Sep-11	Sep-26	537
EUR	750	Imperial Brands Finance PLC	2.125%	Feb-19	Feb-27	626
USD	1,000	Imperial Brands Finance PLC	6.125%	Jul-22	Jul-27	800
USD	1,000	Imperial Brands Finance PLC	3.875%	Jul-19	Jul-29	782
USD	1,250	Imperial Brands Finance PLC	5.500%	Jul-24	Feb-30	972
EUR	600	Imperial Brands Finance Netherlands BV	5.250%	Feb-23	Feb-31	501
EUR	350	Imperial Brands Finance Netherlands BV	5.250%*	Sep-23	Feb-31	292
EUR	100	Imperial Brands Finance Netherlands BV	5.250%*	Apr-24	Feb-31	83
GBP	500	Imperial Brands Finance PLC	4.875%	Feb-14	Jun-32	522
EUR	1,000	Imperial Brands Finance Netherlands BV	1.750%	Mar-21	Mar-33	834
USD	750	Imperial Brands Finance PLC	5.875%	Jul-24	Jul-34	583
						8,795

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

Glossary



SE	Stick Equivalent (SE) volumes reflect our combined cigarette, fine cut tobacco, cigar and snus volumes.		
AOP	Adjusted operating profit (AOP) is calculated as operating profit amended for a number of adjustments, which can be found in the annual report and accounts		
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.		