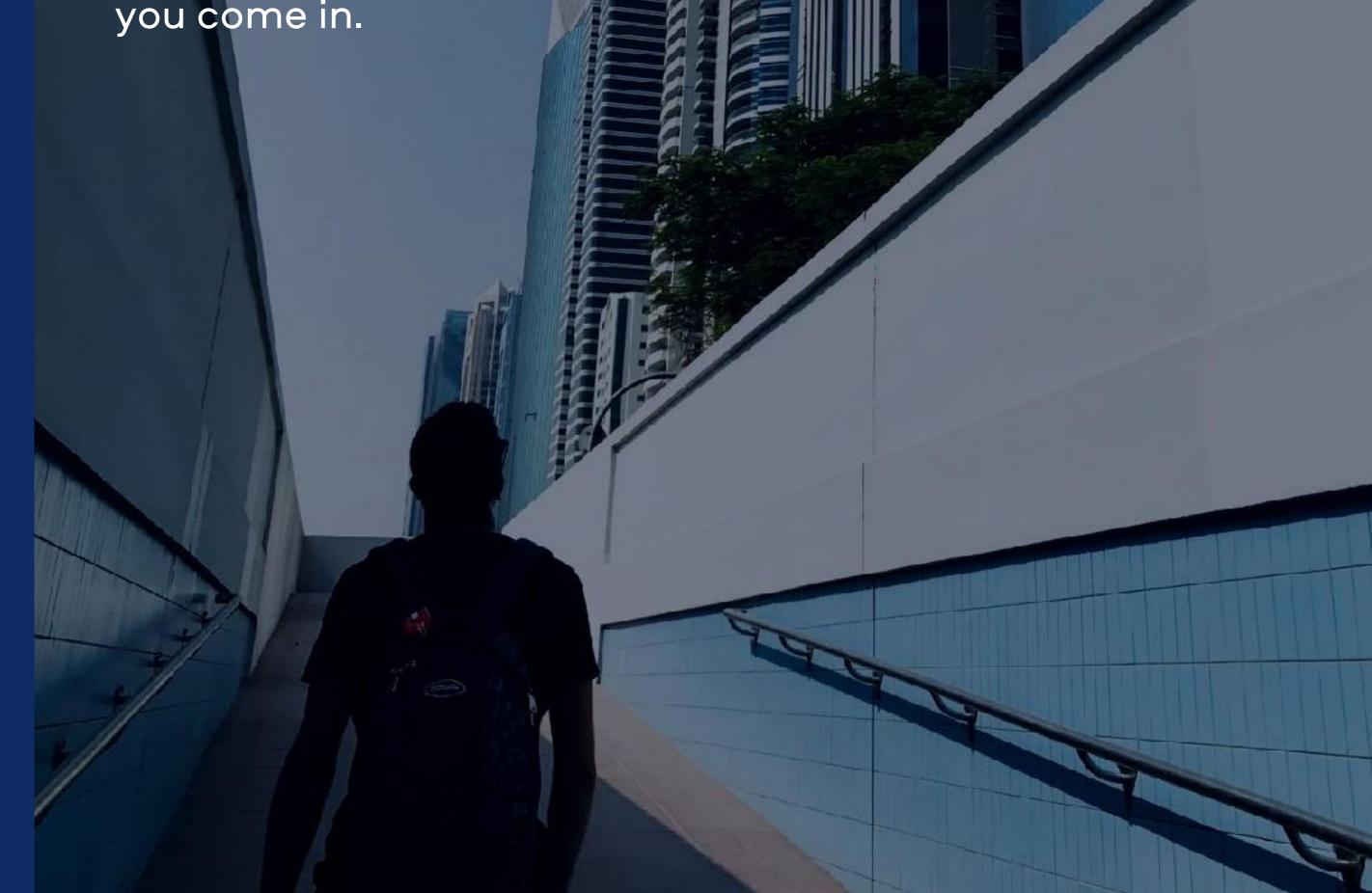
ABETTER TONORROW[™]

Let's make it happen



A new story is unfolding. Write your part

BAT. One of the world's most successful organisations. The FTSE 100's best performing stock over the last 50 years and now firmly committed to the boldest transformation any industry has ever seen. Today, we are seeking curious, brave minds to create a better tomorrow. That's where



FTSE 100 Dect performi

Best performing FTSE 100 stock for the last 50 years

53,000

employees globally

E29bn

revenue

£4bn+

invested in R&D in 5 years

2019 New Chief Executive appointed 141 nationalities represented across management roles "Our business has extremely strong foundations and, with the launch of our evolved strategy, we are well-positioned for long term sustainable growth as we embark on this journey of building A Better Tomorrow together."

Jack Bowles, Chief Executive

"We are investing in a digitally enabled and connected organisation and are energising our people and partnerships to bring these to life."

Marina Bellini, Director, Digital & Information



Dow Jones Sustainability Indexes

2020 BAT works on potential Covid-19 vaccine and finds potential antigen

2019 Vype e-pen 3 named product of the year

glo Vuse VELO



2019

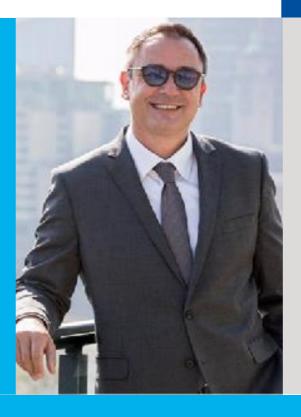
The only tobacco company featured in the Dow Jones sustainability index



2019 Announced new global partnership with McLaren Racing

2017

Acquired Reynolds American Inc. and became one of world's leading vapour companies



2019 New internally grown **Chief Executive** appointed



2013 First vapour product launched

1902 Founded as the British American Tobacco Company

Building A Better Tomorrow

Our transformation story started five years ago. Our purpose: to build a better tomorrow by reducing the health impact of our business through offering a greater choice of enjoyable and less risky products for our consumers.

Our ambition: to step away from single agricultural product manufacturing and emerge as a multicategory business with a portfolio beyond nicotine. With organic intellectual property

development through our own Research & Development hubs plus accelerated investment strategy, you'll be joining a transformation happening at pace.



15% New Category growth in 2020

£5bn New category sales expected by 2023

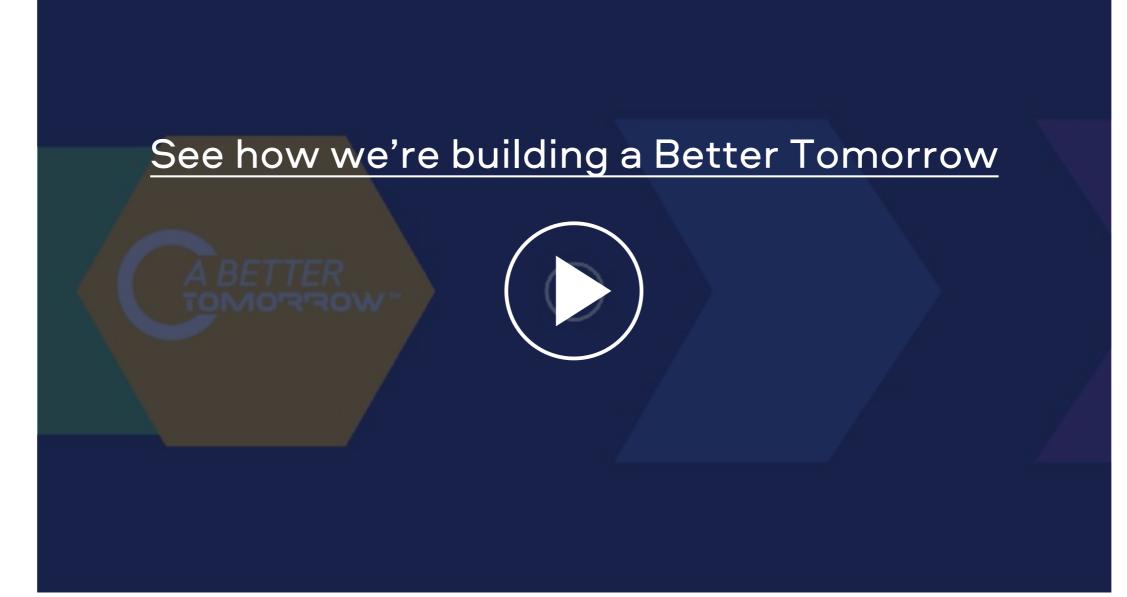


Strategic partnerships

#1 #2

Brand in Oral Brand in Vapour & THP

100% patent increase from 2017 to 2019







Watch the Management Board Unplugged Podcast Series

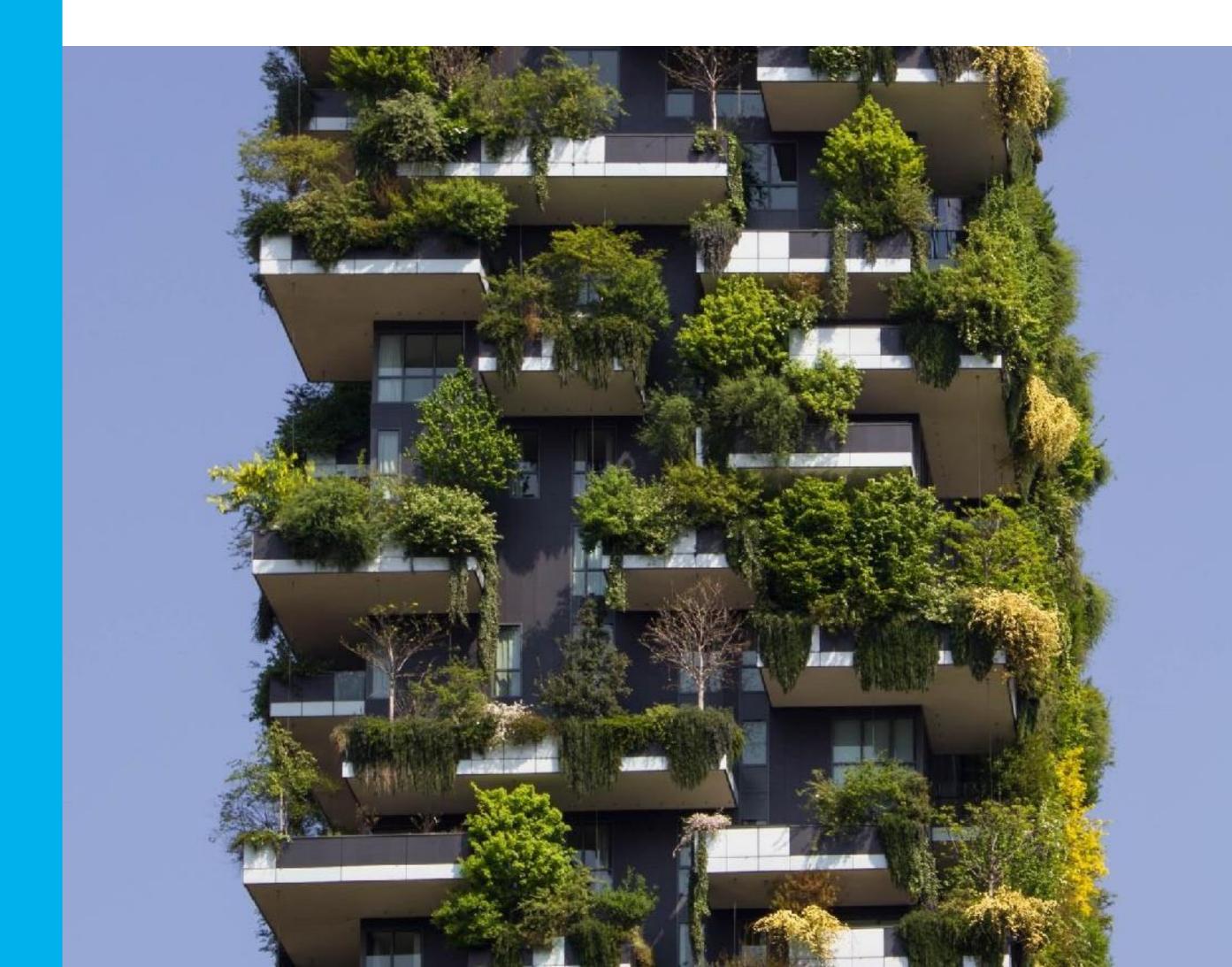


"We see a mid to long-term opportunity in beyond nicotine - particularly among adult gen Z and millennials. We are very well positioned to develop breakthrough offers for these consumers".

Paul Lageweg, Director New Categories

How we do sustainability

We've been industry pioneers for years, putting our environmental and social responsibilities into impactful action. And we're constantly searching for likeminded talent for whom sustainability is more than a buzzword.



"We are evolving from a business where sustainability and ESG has always been important, to a business where it is front and centre in all that we do."

Jack Bowles, Chief Executive



SEAL AWARDS



Dow Jones Sustainability Indexes

Charitable donations

£46.1 million given to community projects and charities in the last three years.

Vaccines

In 2014 we developed an Ebola treatment based on tobacco plant technology.

Water Management

We help 200,000+ people in rural communities have access to safe drinking water, and work with 90,000+ farmers worldwide to reduce local water source pollution.

Empowerment

When COVID-19 broke out, we immediately put the same technology to use in search of a coronavirus vaccine.

Our education and empowerment programmes in 53 countries help create and sustain small businesses.

Proudly inventing tomorrow

Consumer trust. Confidence in our products. We need to earn consumer trust by reducing the health impact of our business and step firmly into a better tomorrow. It's why we invest so robustly in our scientific capabilities, and adopt a fully transparent approach. Over the past decade, our Science and Research & Development teams have changed beyond recognition with over 70% of hires made in the last

five years alone. And today we're strengthening our skills with incredible new talent from right across the scientific community.



1500

R&D specialists with a new category product focus

60+

Years of R&D

59

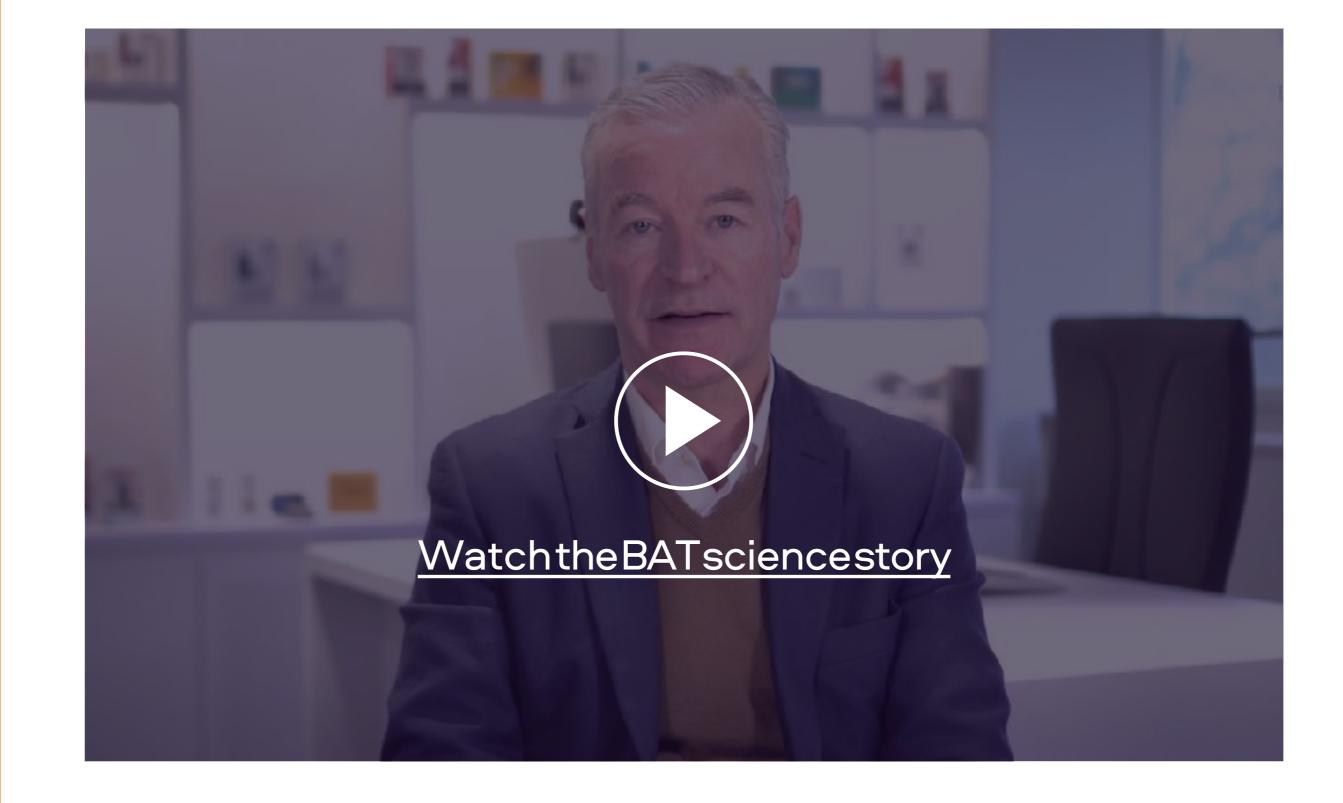
Peer-reviewed research papers published

150+

PhDs within BAT

"To scientists working with us today, we say: the world is your oyster. History is yours to write. It's about inventing the future... what we'll do in the next few years will leave a fantastic legacy."

Dr David O'Reilly, Director Scientific Research



A business ahead of the curve

Relish challenges? You'll thrive on the high standards we set ourselves at BAT, like our global remit 'to bring the future to life'.

It's a challenge we're already meeting. In the last 18 months alone we've approved a global network of innovation hubs, created an externally focused innovation model and cut our development time in half.

With ever-more agile ways of working and a stronger pipeline of breakthrough technologies, we're making sure BAT is firmly ahead of the curve. In tech. In trends. In truly international career opportunities.

Building new tech and innovation hubs around the world



Tech Hubs Poland, Malaysia, Mexico, US

Innovation Hubs

Shenzhen, (In progress) London, Tel Aviv, San Francisco

From: Internally focused



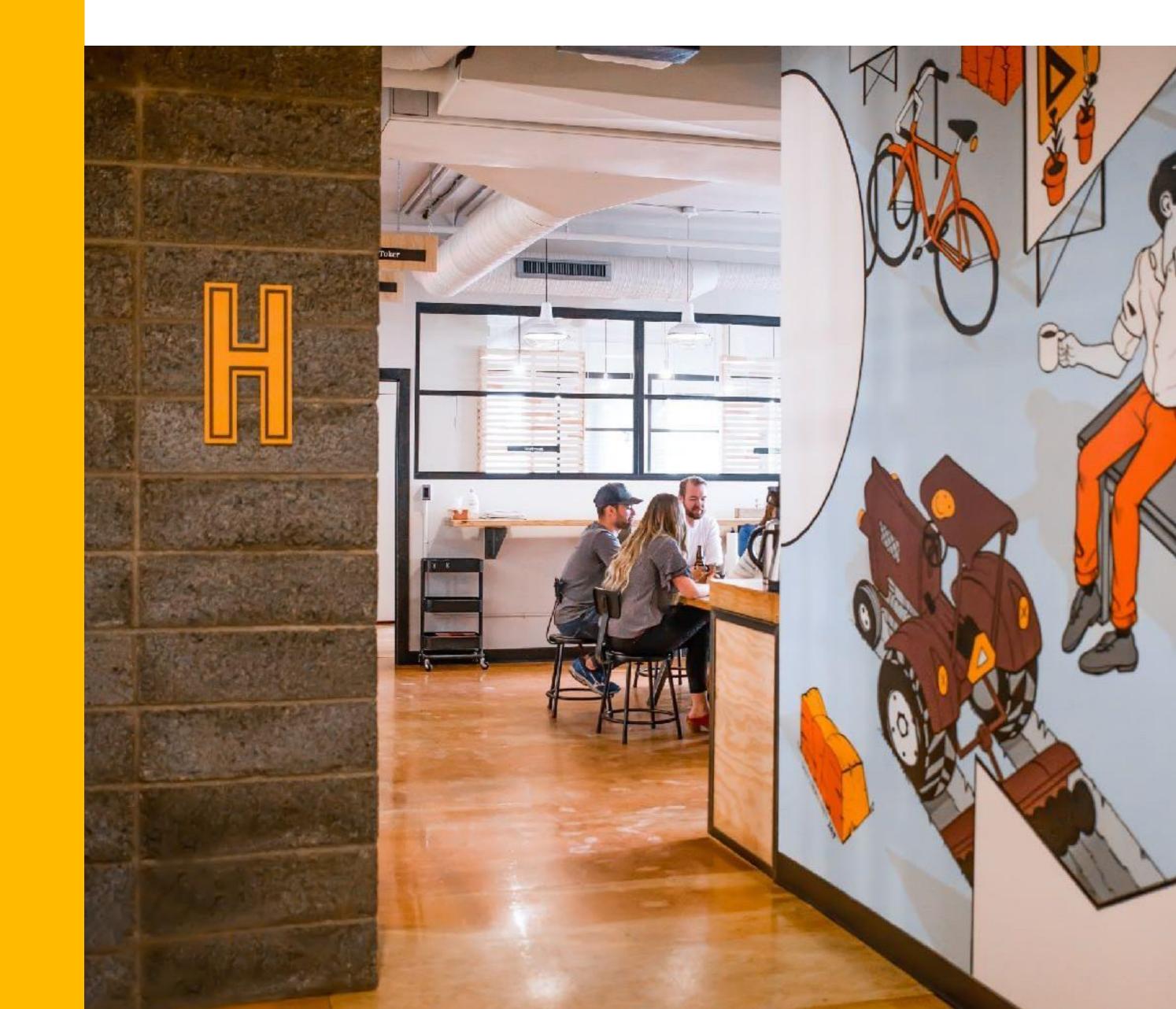
From: Low speed to market



To: 200+ strategic external partnerships

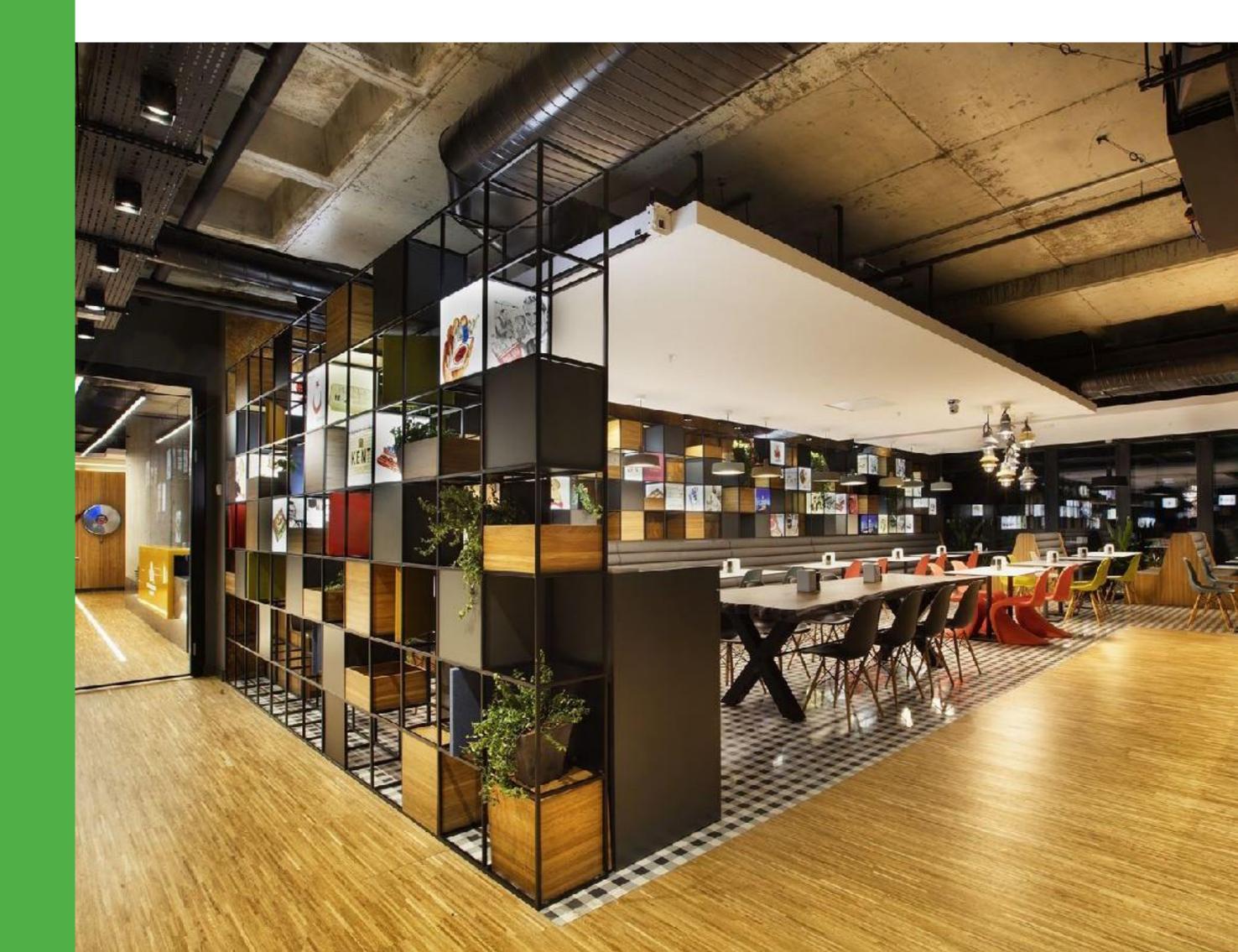
To: Strong consumer relevant pipeline, corporate venturing established, billions invested in R&D, Big Data and Al "We are partnering with the start-up community to accelerate growth and innovation. In some ways our Group is itself a startup, which is both daunting and exhilarating!"

Dr. Lisa Smith, Managing Director, Ventures



A design-first future

BAT is a business with a passion for design thinking. And with product design, user experience (UX/UI), brand design being ever-more significant consumer drivers it's an area we're hungry to develop further still.









Vype e-pen 3 named Product of the Year 2019 Vype e-pod named Product of the Year 2020

"We are at the start of creating a global design-led business. We want to create an ecosystem that constantly innovates and delivers better physical products, digital services and sensory experiences."

Ken Kim, Group Head of Design, previously at LG Electronics (LGE)



One way we prove our appetite for innovation is with partnerships like McLaren Racing. Another is through our retail experience. Hot on the heels of a successful Vuse inspiration pilot, we're rolling out our premium product discovery experience to all our 750 vaping retail chains across the UK, Germany, Poland and South Africa.

Digitally driven

Bringing the future to life means building new, multi-billion dollar global brands. Digital, social and e-commerce capabilities are of utmost importance in creating and maintaining our beyond nicotine portfolio.



new categories consumers in our database

3.5x

more social followers in past 12 months

55%

growth in online visitors vs previous year BAT currently holds about 16% share (11 million consumers) of the global noncombustible market, sized at 68 million. This immense opportunity is driving our accelerated digital customer transformation. With a multi-category database of 7m consumers, our ambition is to grow ecommerce revenue by 10x while lowering conversion costs by up to 85%. To achieve this, we need to win 39 million new consumers of non-combustibles over the next decade.

"I joined because the transformation fascinated me. The size and scale of the digital

growth planned is staggering. It's the chance to create a new team with a start-up mentality, but with the financial backing of one of the world's most successful businesses."

Christopher Francis, Director and Global Head of Ecommerce, previously at Microsoft and eBay

Fusing new talent with new capabilities

Our transformation is driven by our talent. And right now we are strengthening our core skills by investing heavily in future capabilities. As well as opening up fresh opportunities for career growth, such new capabilities are already accelerating us towards our high new category ambitions.



Recruiting for A Better Tomorrow

Digital Transformation

Insights & Analytics Data Science Digital Information Digital Marketing Cyber Security Platform Architecture

Innovation

Scientific Research Product Design Device Technology Liquid Development Intellectual Property Venture Capital

Strengthening core functions

Revenue Growth Management Effective Pricing Marketing Spend Effectiveness Tiered Supply Chain Scientific Communications Regulatory Engagement

Route to Consumer

Retail E-Commerce Consumer Activation CRM

300+

hires for new capabilities in 2020

6907

total new hires in 2020

11.7 average hours training per FTE

£560

Average amount spent per FTE on training & development

"My experience of looking around BAT was not what I'd expected. The people I met were open, straight-talking, and friendly – it was refreshing."

Patrick Moloney, previously at Dyson

Creating a future-fit culture

Be part of a business that's Bold. Fast. Empowered. Responsible. Diverse. That's our Ethos - fabric of our organization, the thread that runs through everything we do, and how we do it. It is reflected in our behaviours and aspirations. It informs and inspires everything you'll be part of at BAT. We dream big, learn quickly and commit collectively to

write the next chapter of BAT's story.

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"BAT is a truly international company, with a strong diversity of nationalities, race and religions. In addition, there are great opportunities to develop and move internationally to learn new parts of the business."

Ulla De Hondt, Group Head of Global Business Services, previously at AB-inBev



Recognised as a Global Top Employer for the fourth consecutive year

38%

of all management roles globally held by women

94%

Our Equal Opportunities score among newly hired Senior Managers, 31% above FMCG average Parents @ BAT programme helping new mums and dads strike a home/work balance

97%

Rich opportunities for international travel and placements

Our Honesty & Integrity score among newly hired Senior Managers, 22% above FMCG average

Our workforce breakdown by generation:

<30 years old: 22% 30-50 years old : 65% >50 years old: 13%

85%

Of open positions filled internally. We are committed to creating opportunities for our talent. *"Our culture is typified by a relentless pursuit of excellence. We are becoming more curious, humble and open to learning from others to gain the skill sets we need to win in a rapidly-changing industry."*

Hae In Kim, Director Talent and Culture



If you are up for a new challenge, want to transform the industry and contribute to a better tomorrow – explore more about BAT









