

## BRITISH-AMERICAN TOBACCO

### FACT SHEETS

#### Impact on the Operating Company/End Market

##### What won't change

- Accountable for delivery of results in the local market
  - profitability
  - market share
  - customer service
  - product quality
- A strong consumer-led culture throughout the organisation
- Develop and execute an effective competitive strategy for the market
- Drive the successful development of a strong portfolio of brands to satisfy local consumer needs
  - strong brands serving profitable consumer segments
  - local product development to satisfy local taste preferences
- Achieve excellence in trade marketing and distribution to build strong, profitable customer relationships
- Drive supply chain excellence both in-market and to supply other operating companies
- Proactively identify new business opportunities
- Build strong relationships with local government, regulators, etc.
- Develop the best people for British-American Tobacco
- Continuously improve performance, including development and adoption of best practices wherever possible

##### What will change

- GM may report to a different region
- For most operating companies, one less management layer between the GM and the Managing Director, Tobacco
- Country provides critical input to and identifies investment opportunities for the global strategy development process
- Centre provides greater clarity of business strategy and expects each country to contribute to the global strategic plan
- Greater/more responsive support from region/global centre
  - faster decision making from the region/global centre
  - proactive sharing of best practices and processes for all functions
  - clarity in priorities and faster response on product development
  - clear positions and greater support for Consumer and Regulatory Affairs issues
  - greater legal support
  - better training and development of staff and management of careers
- Greater support for international brands and clear accountability at the centre
- Focused R&D activities acting as a global resource

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