

Strategic Management

Our Multi-Category Portfolio

BAT is a consumer-focused business operating internationally. Our multi-category approach means we are well placed to provide adult consumers with products designed for every mood and moment. Our portfolio reflects our commitment to meeting the evolving and varied needs of today’s adult consumers.

Revenue by Product Category



New Categories	£3,347m	12.3%
Traditional Oral	£1,163m	4.2%
Combustibles	£22,108m	81.0%
Other	£665m	2.5%

£27,283m
Total revenue

Strategic Portfolio

These are our key brands in both the combustible and Non-Combustible categories. This ensures focus and investment on the brands and categories that will underpin the Group’s future performance.

The strategic portfolio is:

Non-Combustibles

All brands within New Categories and the strategic Traditional Oral brands in moist and snus.

Combustibles

Dunhill, Kent, Lucky Strike, Pall Mall, Rothmans, Newport (U.S.), Natural American Spirit (U.S.), Camel (U.S.).

Notes:

- BAT’s New Category products are not smoking cessation devices and are not marketed for that purpose.
- * Based on the weight of evidence and assuming a complete switch from cigarette smoking. These products are not risk free and are addictive.
- † Our Vapour product Vuse (including Alto, Solo, Ciro and Vibe), and certain products, including Velo, Grizzly, Kodiak, and Camel Snus, which are sold in the U.S., are subject to FDA regulation and no reduced-risk claims will be made as to these products without agency clearance.

Category	
Our smokeless portfolio	<div>Vapour</div> <div>Vapour products are battery-powered devices that heat e-liquids to produce an inhalable aerosol, commonly known as vapour. Although e-liquids usually contain nicotine, there is no tobacco in Vapour products.</div> <div><div>+</div> Read more on page 30</div>
	<div>Heated Products</div> <div>Heated Products (HPs) comprise two main functional parts; an electronic handheld device that contains a lithium-ion battery that powers a heating chamber; and a specially designed consumable that is inserted into the device. Everything has been designed so that nicotine and flavour are released through precision heating.</div> <div><div>+</div> Read more on page 32</div>
	<div>Modern Oral</div> <div>Modern Oral products are pouches which contain high purity nicotine, water, and other high-quality ingredients. Consumers place the disposable pouch between their gum and upper lip, typically for around 30 minutes, during which time nicotine and flavours are released and the nicotine is absorbed through the tissues lining the mouth.</div> <div><div>+</div> Read more on page 34</div>
	<div>Traditional Oral</div> <div>Traditional Oral products include snus and snuff. Snus is a moist form of oral tobacco originating from Sweden. It is available in loose form or as pouches. The tobacco is typically mixed with water, salt and aromas.</div> <div><div>+</div> Read more on page 36</div>
<div>Combustibles</div> <div>The Group sold 555 billion cigarette sticks and 15 billion OTP (stick equivalents) in 2023. The Group operates internationally, with 38 fully integrated cigarette manufacturing facilities in 36 markets.</div> <div><div>+</div> Read more on page 37</div>	

Global Drive Brands		Market Footprint
		<p>63</p> <p>markets where our Vapour products are currently available</p>
		<p>31</p> <p>markets where our HPs are currently available</p>
		<p>34</p> <p>markets where our Modern Oral products are currently available</p>
		<p>3</p> <p>markets where our Traditional Oral products are currently available</p>
		<p>U.S. Specific</p>  