TIME TO TURNAROUND: EVOLVING IMPERIAL BRANDS' SHARE PLANS



Trevor Williams, Deputy Company Secretary **Imperial Brands**



Colin Buchanan, Associate Director Client Management **Computershare**





Today we're going to cover:



About us and our plans



The journey we are on together



What have we learnt?



What are we doing now?

About Imperial Brands

- > FTSE 100 company
- > Headquartered in Bristol
- Specialises in tobacco and nontobacco products
- Focused on maximising opportunities for our brands and generating sustainable returns for our shareholders









Imperial's five businesses











About Imperial's share plans - From









Plan	Participants	Plan type	Countries
The Long Term Incentive Plan / the Long Term Bonus Incentive Plan	61	Discretionary	9
The Share Matching Scheme / the Bonus Match Plan	800	Bonus and Matching Plan 34	
The Discretionary Share Award Plan	100	Discretionary	18
The Sharesave Plan	3000	All-employee	25

About Imperial's share plans - To







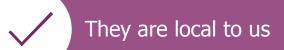


Plan	Participants	Plan type	Countries	
The Long Term Incentive Plan / the Long Term Bonus Incentive Plan	500	Discretionary	48	
The Share Matching Scheme / the Bonus Match Plan	500	Bonus and Matching Plan	43	
The Discretionary Share Award Plan	100	Discretionary	18	
The Sharesave Plan	3000	All-employee	25	

Why did we choose Computershare?











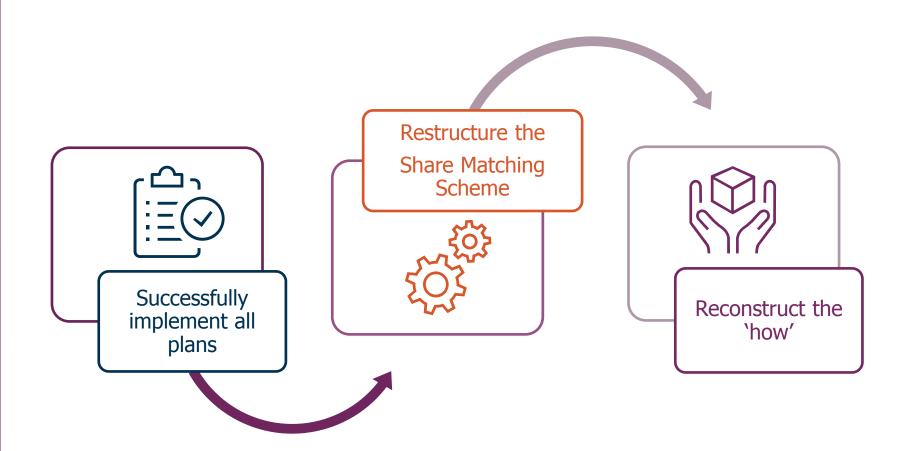




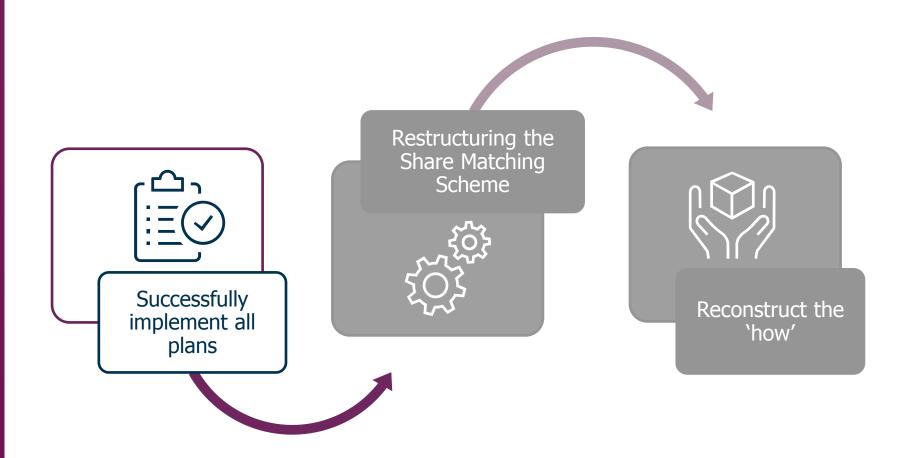




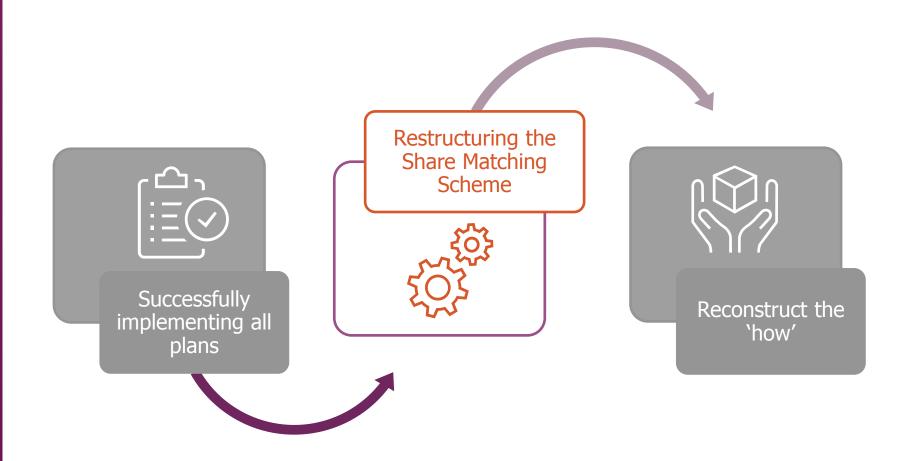
What were the priorities?



What did we focus on in the first year?



What did we focus on in the second year?

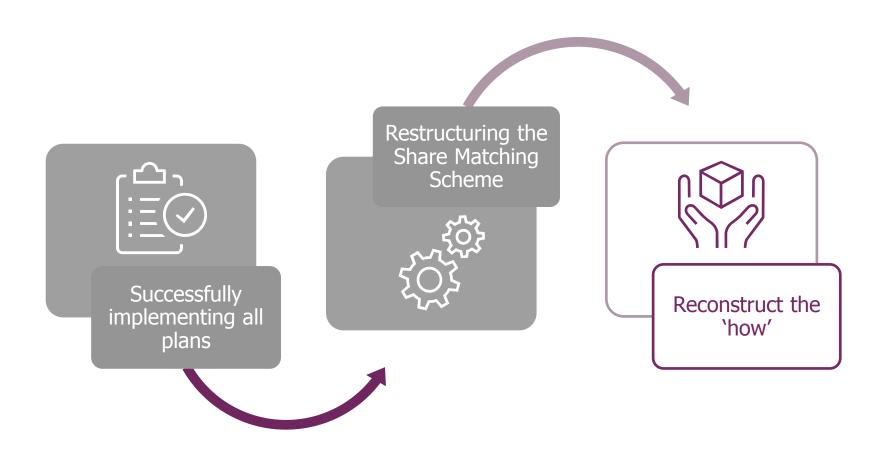


What did we learn?

Reconstruct the 'how'... Don't try and replicate, then improve current processes Work with your provider to identify the best processes to achieve the end result Identify and standardise bespoke processes, to significantly reduce risk Utilise your provider's understanding of the industry Build a real partnership with your provider Create a change culture within your organisation



What's next for the partnership?



Reconstruct the 'how' – what did Imperial Brands need?

Reduced risk	
Reduced fixed costs	
Better business continuity and to negate succession planning	
A streamlined approach at all touchpoints	
A better employee experience	

Reconstruct the 'how' – what did we do in partnership?

Define and review

- Identified, reviewed, and reengineered all procedures and processes
- Designed standardised processes that fit Computershare's Operating Model

Establish and deliver

- Implemented new processes that were objective, scalable, documented and measurable
- Improved the employee experience

Continually improve

- Protected our business continuity as we designed, launch and stabilise new ways of working
- Continue to agree and deliver new opportunities as the project evolves

Reconstruct the 'how' – what were the results?



A legacy of continual improvement, collaboration and trust between Imperial Brands and Computershare



A standard approach to our share plan administration process, which is efficient, scalable, agile with as little risk as possible



A smoother experience across multiple Imperial Brands teams, such as payroll, company secretary, finance and HR.

Any questions?



Thank you for listening



Trevor Williams, Deputy Company Secretary, **Imperial Brands**trevor.williams@uk.imptob.com



Colin Buchanan, Associate Director Client Management, **Computershare** colin.buchanan@computershare.co.uk