

# 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:



IMPERIAL  
BRANDS



About us and our plans



The journey we've been on together over the past two years



What have we learnt?



What's next for our partnership?

# About Imperial Brands



**IMPERIAL  
BRANDS**



FTSE 100  
company

Head-  
quartered  
in Bristol

Specialises  
in tobacco  
and non-  
tobacco  
products

Focused on  
maximising  
opportunities  
for our brands  
and  
generating  
sustainable  
returns for  
our  
shareholders



# Our five businesses



IMPERIAL  
BRANDS



Imperial  
Tobacco



TABACALERA



BRANDS™



fontem  
ventures



Logista

# About our share plans



IMPERIAL  
BRANDS



**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

# Our story so far



IMPERIAL  
BRANDS



1

Bespoke service  
with a small  
provider



2

Originally at the  
cutting edge of  
share plans



3

Early adopter of  
the International  
ShareSave plan



4

Early adopter of  
the integrated  
sale of shares  
on maturity



5

Leading on  
participant  
experience



6

Our supplier pulled  
out of the market  
and we went to RFP  
in 2015

# Why did we choose Computershare?



IMPERIAL  
BRANDS



Provide a range of comprehensive services unmatched by other providers



Specialist in global share plans



They are local to us



They are fully compliant

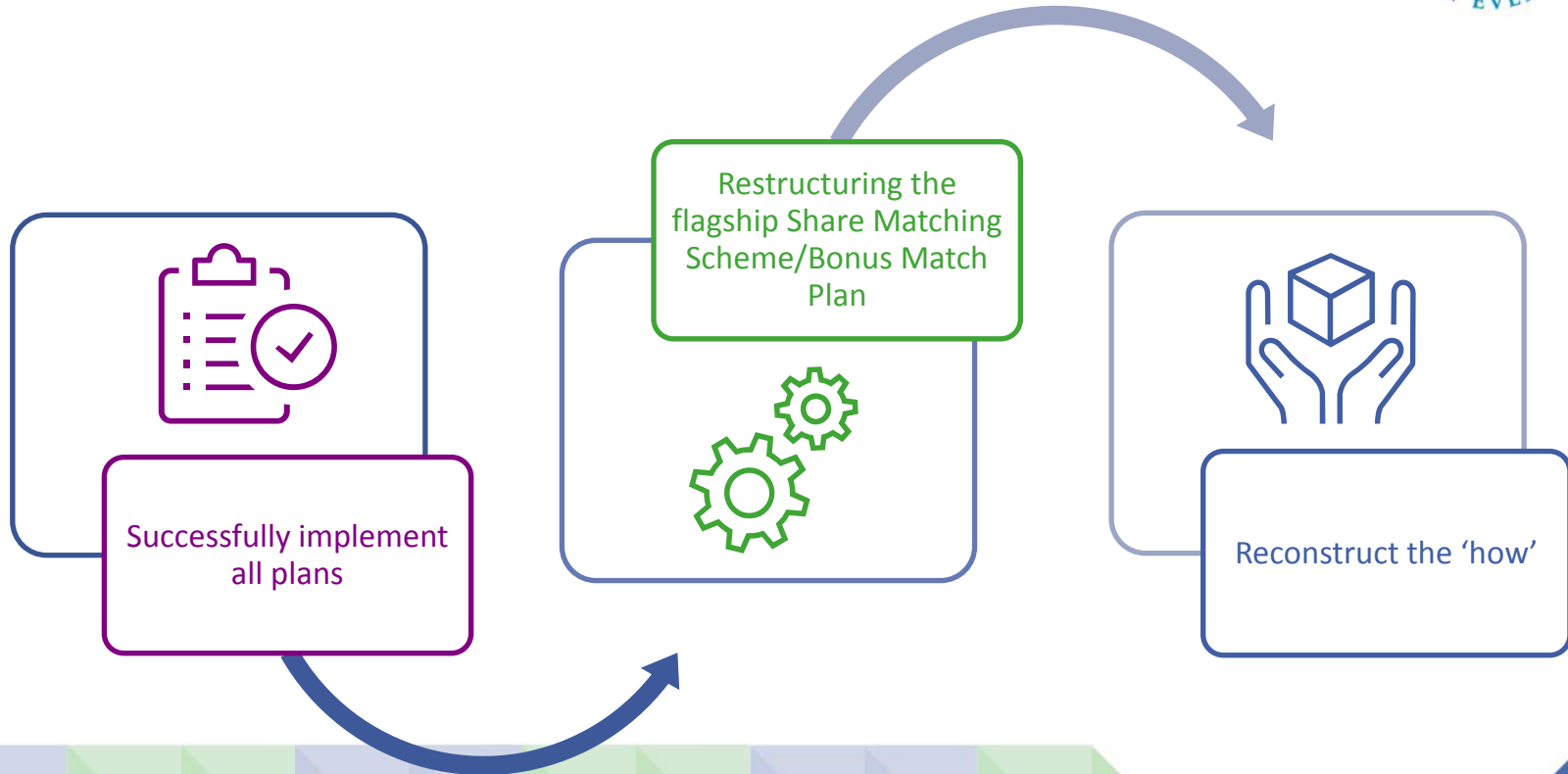


We use their GEMS service

# What were our priorities?



IMPERIAL  
BRANDS

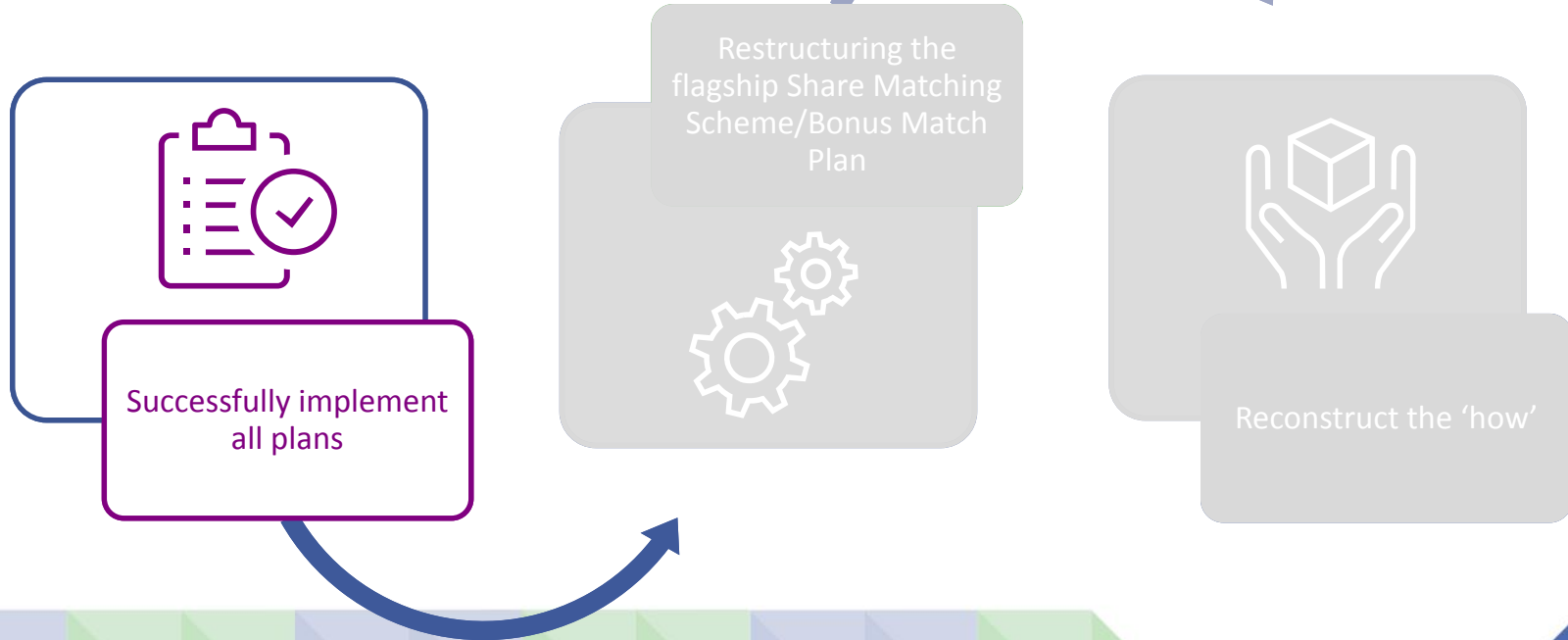




# What did we focus on in the first year?



IMPERIAL  
BRANDS



# Successfully implementing all plans



IMPERIAL  
BRANDS



## What did you need?

- A detailed project plan
- Smooth transition
- Right from day one with a focus on compliance

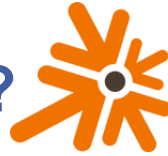
## What did we do?

- Created a specialist team to support
- Had a partnership approach from day one

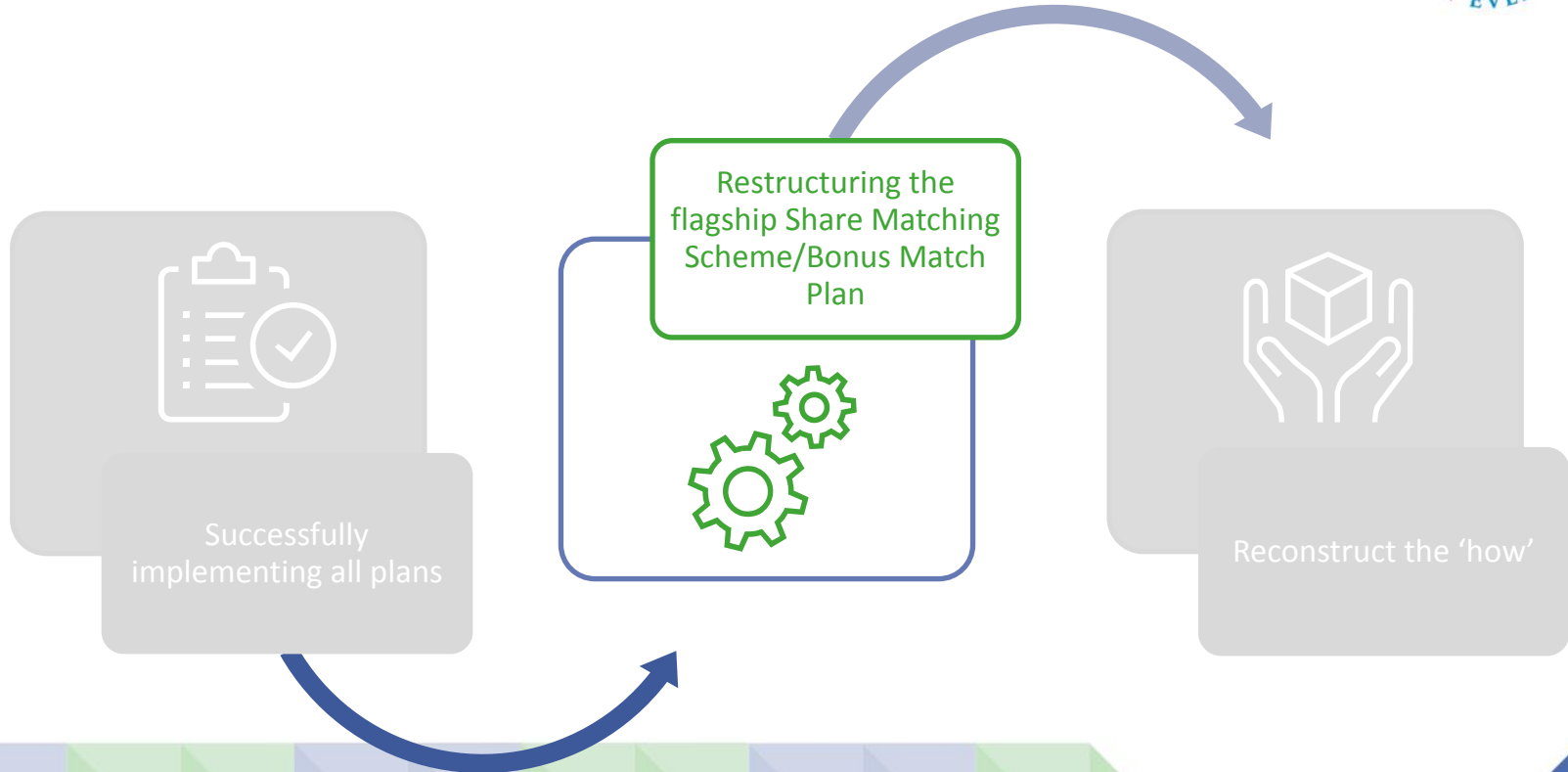
## What was the result?

- Quickly resolve any challenges
- Implemented all plans in the first year
- Successful events and a positive participant experience

# What did we focus on in year two?



IMPERIAL  
BRANDS



# Restructuring the flagship Share Matching Scheme/Bonus Match Plan



IMPERIAL  
BRANDS



## What did you need?

- Provider to deliver the complex plan efficiently
- Improved clarity for all parties

## What did we do?

- Remove complexities, simplified approach
- Offered easy to use web portal

## What was the result?

- Better participant experience and understanding

# What did we learn?



IMPERIAL  
BRANDS



Take the opportunity for change to review your processes

Create a change culture within your organisation

Fix the basics first, then refine

Build a real partnership with your provider

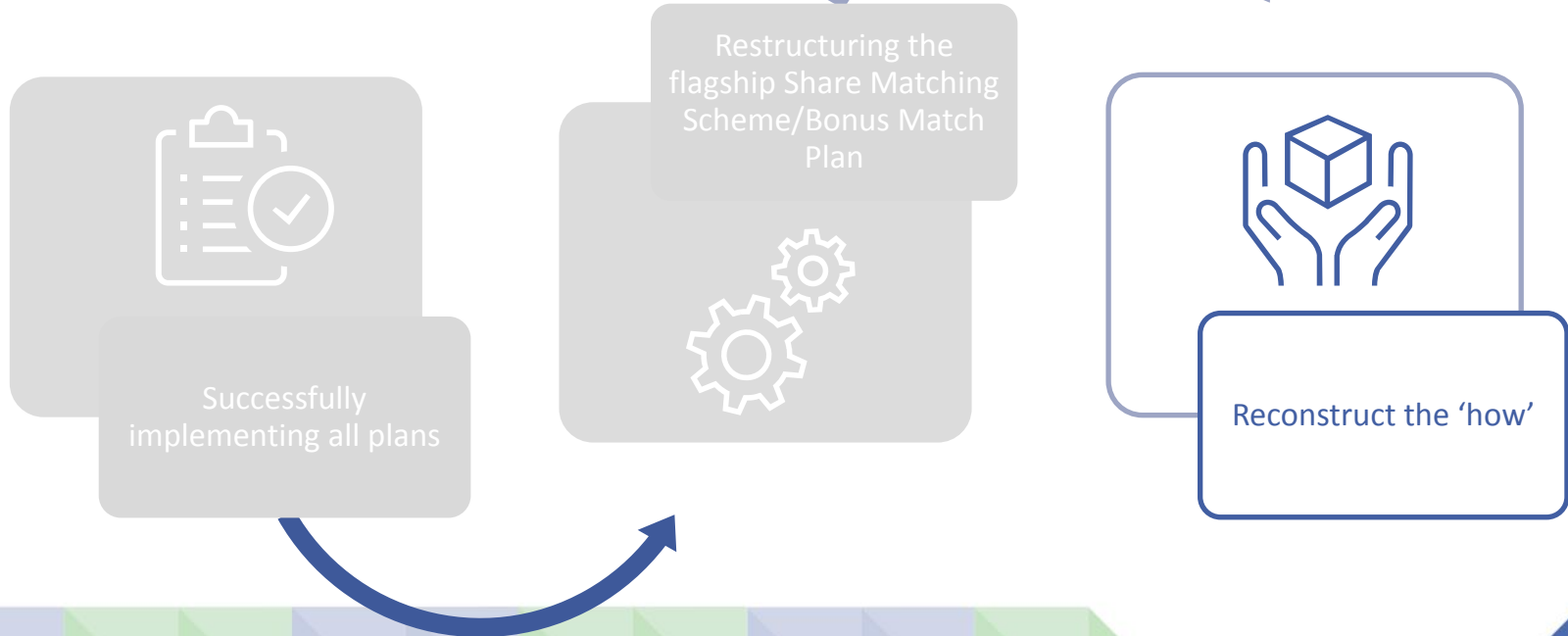
Utilise your provider's understanding of the industry

Reconstruct the 'how'...

# What's next for the partnership?



IMPERIAL  
BRANDS



Any questions?



IMPERIAL  
BRANDS



# Thank You



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

[trevor.williams@uk.imptob.com](mailto:trevor.williams@uk.imptob.com)



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

[colin.buchanan@computershare.co.uk](mailto:colin.buchanan@computershare.co.uk)



# Thank You



IMPERIAL  
BRANDS



Thank you for attending **GEO's 2017 Pan European Regional Event** in Berlin. We hope you enjoyed this session.

- If you require **CPE Credit**, don't forget to Sign Out
- Please give us your **feedback** on this session using the mobile app or the paper surveys available at the door