

British American Tobacco p.l.c. ("BAT") Annual General Meeting 2023: Responses to questions submitted by shareholders via the 'AGM Questions' form on bat.com. this document outlines responses to all questions received by 5.00pm UK time on Tuesday, 11 April 2023, before the proxy deadline.

We would like to thank our shareholders for taking the time to submit questions on these important issues. In the spirit of brevity and clarity, we have edited the questions and responded as completely and concisely as possible.

SUMMARISED QUESTION:

What is the Group's strategy to address senior management gender diversity?

OUR RESPONSE:

As we work to build A Better Tomorrow™, we fully recognise that it is our people who are at the heart of the transformation we are undertaking. Furthermore, transformation requires diverse skills, perspectives and mindsets to challenge the status quo and drive further innovation. This is something we possess at the Executive level and right across the organisation. However, we recognise there is always more that can be done.

Diversity has long been one of the core values that form the foundation of our culture. Our commitment to fostering a diverse and inclusive culture is underpinned by our Ethos: to be Bold, Fast, Empowered, Responsible and Diverse.

We have demonstrated continued progress in this area and continue to push ourselves towards our 2025 Group D&I ambitions: to increase the proportion of women in management roles to 45% and in senior leadership teams to 40%. In 2022 we had:

- 41% women in management roles (up 2 percentage points v 2021)
- 30% women in senior leadership roles (up 3 percentage points v 2021)

In addition to these headline measures, we continue to make steady progress across all aspects of the organisation. In 2022:

- 57% of our new graduate intake were women
- 47% of our external management level recruits were women

We are also committed to building diverse talent pipelines across the organisation through a range of initiatives and programmes that support an inclusive culture. For example:

- Women in Leadership – For more than 10 years, our flagship development programme for female leaders has been helping to grow capabilities, build international networks, and support readiness for more senior roles. In 2023, we have reached the significant milestone of 1,000 participants from across our regions and functions. We consider the programme to be a key enabler for our diversity and inclusion ambitions which is delivering results.

And we are continuing to invest for greater impact by expanding number and reach. Running the programme online means we have been able to double the number of attendees who took part in 2021 and 2022. We also launched a streamlined version in 2022 called 'Women in Leadership Foundation' in locations including the USA,

Canada, Bangladesh and North Asia Area, supporting junior level colleagues to network and to build their personal brand in critical early leadership years.

- Pay Equity – We are committed to pay equity and have gone beyond the requirements of the UK Regulations and have published voluntary pay equity analysis, achieving broad geographic coverage across the group. BAT has also received independent accreditation from non-profit organisation, Fair Pay Workplace, following a base salary assessment carried out by BAT. The consolidated results found that women and men are paid within 1% of one another for doing the same work or work of equal value.
- 2023 Bloomberg Gender Equality Index - We were delighted to have been recognised for demonstrating our commitment to address gender diversity and transparent reporting. BAT's 75% overall score was ahead of the average (73%), as was its 100% score for disclosure (97% average) and 64% score for data excellence performance (63% average).

SUMMARISED QUESTION:

In your approach to Directors' remuneration, who are BAT's peers for the pay comparator group?

OUR RESPONSE:

The constituents of the pay comparator group are disclosed in our Directors' Remuneration Policy report published in the 2021 Annual Report and Form 20-F (page 153). The report can be found on [bat.com/reporting](https://www.bat.com/reporting).

The current constituents of the pay comparator group are: Accenture, Altria Group, Anheuser-Busch Inbev, AstraZeneca, Bayer, Coca-Cola Company, Colgate-Palmolive, Danone, Diageo, GlaxoSmithKline, Heineken, Imperial Brands, Johnson & Johnson, Kraft Heinz, L'Oréal, LVMH, Microsoft, Mondelēz International, Nestlé, Nike, Novartis, PepsiCo, Philip Morris International, Procter & Gamble, Reckitt Benckiser, salesforce, Siemens, Unilever, Vodafone.



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Additional information concerning these and other factors can be found in BAT's filings with the U.S. Securities and Exchange Commission ("SEC"), including the Annual Report on Form 20-F and Current Reports on Form 6-K, which may be obtained free of charge at the SEC's website, <http://www.sec.gov>, and BAT's Annual Reports, which may be obtained free of charge from the British American Tobacco website www.bat.com.

British American Tobacco p.l.c.
Globe House
4 Temple Place
London
WC2R 2PG

Company number 3407696

14 April 2023

