

# Capital Markets Day

## Agenda

**08:30**

**Presentations start**

### Welcome

*Victoria Buxton, Group Head of Investor Relations  
Dr. James Murphy, Director Research & Science*

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### Building a Smokeless World

*Tadeu Marroco, Chief Executive*

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### Quality Growth

#### Multi-category Insights & Foresights

*Julian Prynne, Group Head of Consumer Insights & Foresights*

3

#### Accelerating R&D & Innovation Ecosystem

*Zafar Khan, Group Operations Director*

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**10:15 – 10:35**

### Coffee Break

(with Omni & Ryde exhibitions)

#### Building our Brands: Vapour, Heated Products & Modern Oral

*Luciano Comin, Chief Marketing Officer*

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#### Managing Combustibles Value

*Vincent Duhem, Group Head of Combustibles*

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#### The U.S. Market Opportunity

*David Waterfield, President & CEO Reynolds American Inc.*

*Jeff Raborn, EVP Law & External Affairs and RAI General Counsel*

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#### Morning Q&A

*Moderated by Victoria Buxton, Group Head of Investor Relations*

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**12:15 – 14:55**

### Lunch Break

(including Lab Tours and Interactive Exhibitions  
for in person attendees only)

### Sustainable Future

#### Advancing THR Science to Shape the Regulatory Landscape

*Kingsley Wheaton, Chief Corporate Officer, Dr. James Murphy, Director Research & Science; Flora Okereke, Group Head of Global Policy*

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### Dynamic Business

#### Our Cultural Transformation

*Cora Koppe-Stahrenberg, Chief People Officer*

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**15:45 – 16:00**

### Coffee Break

(with Omni & Ryde exhibitions)

#### Capital Effectiveness & Growth Algorithm

*Soraya Benchikh, Chief Financial Officer*

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#### Afternoon Q&A

*Moderated by Victoria Buxton, Group Head of Investor Relations*

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#### Bringing it all together

*Tadeu Marroco, Chief Executive*

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**17:00**

**Presentations end**