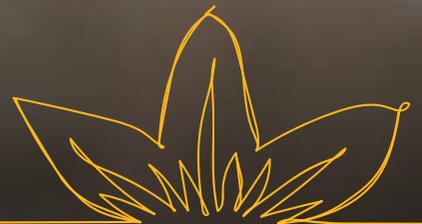




BRITISH AMERICAN
TOBACCO

We are
BAT



Welcome

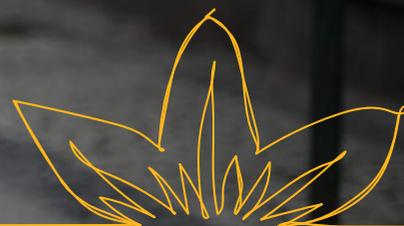


MEMBERS OF OUR TEAM IN BRAZIL OUTSIDE OUR OFFICES IN RIO DE JANEIRO.

We are British American Tobacco, a truly global company with a highly successful past and an exciting future ahead of us.

Our heritage is in tobacco, a product that may influence how some see us.

But we hope 'We are BAT' helps you understand who we really are. How we operate; what it's like to work for our company; and our ambition to lead a different future for our industry, through our commitment to transforming tobacco.



We are
a leading global
company



We've been around a long time – since 1902 in fact – and have evolved into one of the world's leading consumer goods companies, proud of our history and excited about the opportunity to write a new chapter in our success story.

We believe our company has more than stood the test of time because we've always excelled at anticipating and meeting the preferences of our consumers, adult smokers.

This is reflected at the heart of our strategy – in our vision to be the 'world's best at satisfying consumer moments in tobacco and beyond'. We'll come to '*and beyond*' shortly.

But first, let's look at who we are – a truly international company, often among the top five companies on the London Stock Exchange and market leaders in more than 55 countries.

We strengthened our global presence even further in 2017 when we acquired Reynolds American Inc., making us one of the main players in the U.S. market too.

It's exciting to be part of a business that spans the continents. But we're also proud of our history and legacy in many individual countries where we've long been valued for our contribution to local economies.

There are 55,000 BAT people worldwide. Many of us are based in offices and factories, but lots of us also spend our time out on the

road, helping and advising tobacco farmers, and the retailers who sell our products; both valued partners who have always played a major part in our success.

Our heritage – and the foundation of our success – is in cigarettes. You'll have heard of many of our world-famous brands like Dunhill, Lucky Strike, Kent, Pall Mall and Rothmans.

Smoking carries serious health risks but, despite being aware of this, hundreds of millions of people worldwide enjoy smoking and we will continue to provide them with high-quality products, marketed responsibly.

However, our world is changing. Now, many of our consumers have expectations *beyond* cigarettes and they are seeking new products that provide the pleasure of smoking and consuming nicotine, but with reduced risks.

We see this as an opportunity. A chance to make a huge leap forward in our long-held ambition to provide our consumers with potentially reduced-risk products – an ambition we're calling Transforming Tobacco.



We are
transforming
tobacco



TOBACCO HEATING PRODUCTS FEATURE AMONG OUR PORTFOLIO OF POTENTIALLY REDUCED-RISK PRODUCTS.

We're passionate about transforming tobacco by offering our consumers inspiring alternatives to cigarettes. We want to bring them more choice, more innovation and potentially less risk.

We're in the most dynamic period of change our industry has ever known. Advances in technology, changes in the way in which society sees smoking and public health awareness are all combining to create a unique opportunity to transform tobacco – and we are absolutely committed to leading this transformation.

Let's look at how we aim to do this. Today, it is widely accepted that most of the harm associated with smoking is caused by inhaling the toxicants in the smoke produced by the burning of tobacco.

That is why we are dedicated to developing a portfolio of potentially reduced-risk products that provide the enjoyment of smoking, but without burning tobacco.

Consumer tastes are fragmenting and evolving. It is only by making available a choice of products that we can address the varied preferences of our consumers.

We now have a wide range of industry-leading Next Generation Products in our portfolio, including vapour and tobacco heating products, as well as oral tobacco and nicotine products, such as snus and moist snuff.

We want to make sure that these high-quality, innovative products are as widely available as possible. By doing this, we believe many millions of smokers could decide to switch.

This could lead to a triple-win scenario. Our consumers will have a range of potentially reduced-risk products, society could benefit from real progress in tobacco harm reduction and our shareholders will own an even more sustainable business.

Transforming Tobacco is a journey we have been on for a long time. It is one that we are committed to lead. We are encouraged by and proud of the progress we are making and excited about what the future has in store.



We are
shaping
the future

We're investing billions in R&D, rolling out new products to new markets and transforming ourselves as part of our ambition to lead the transformation of tobacco.

Transforming Tobacco describes a journey we've been on for several years. We put satisfying consumer moments in tobacco *and beyond* at the heart of our strategy back in 2012 and launched our first vapour product not long after.

Since then, we have invested more than US\$2.5 billion in Next Generation Products, including vapour and tobacco heating products. And with the acquisition of Reynolds American Inc., we now have a portfolio of oral tobacco and nicotine products available in the US and Nordic countries, where they are most popular.

Our company is also transforming. We have become a multi-category tobacco and nicotine products business with potentially reduced-risk products embedded into the heart of our company, alongside our cigarette operations.

Cigarettes will remain a key part of our business for many years to come and will continue to provide a vital source of investment for our Next Generation Products.

Our research and development, run by over 1,500 scientists worldwide, is predominantly focused on developing a pipeline of potentially reduced-risk products.

To realise their true potential, we also need to make these products available to adult smokers in as many markets as possible, and we are now rolling them out to countries worldwide.

The progress we have made gives us confidence to set clear ambitions for our future. Our objective is to grow our revenue from Next Generation Products from around £500 million in 2017 to £5 billion in 2022 – a tenfold increase.

The transformation of tobacco is larger than BAT. Lasting change will only be achieved by a combination of similar commitments from companies like us and the support of regulators, public health bodies, politicians, media and academics.

Our role will be to make available high-quality products that are researched and produced to high standards and promoted responsibly – as we have always sought to do.



We are responsible



MEMBERS OF OUR TEAM IN MALAYSIA.

We have a long tradition of operating to the highest standards of corporate conduct and transparency, and use our global reach and influence to ensure these values are upheld wherever we do business.

In today's complex and challenging world, the policies, principles and programmes that guide how we work are more important than ever.

With operations and supply chains in many diverse and demanding environments around the world, protecting human rights is particularly important for us.

The United Nations Guiding Principles on Business and Human Rights are an integral part of our own wide-ranging Standards of Business Conduct, which we all sign up to, making a commitment, as individuals, to operate to the highest standards.

We also have extensive checks in place throughout our supply chain and a commitment to work with suppliers to help them change practices if issues around human rights – such as child labour – are raised.

Responsible marketing plays an important role in growing our business, and we ensure that ours is only directed at adults who smoke or use nicotine products. We support retailers with proof-of-age schemes and awareness training, and engage with governments to set up minimum age laws if none already exist.

And as the industry changes, we have expanded our guidelines on youth access prevention to cover Next Generation Products too.

Reducing our own direct environmental impact is also important, and we have placed a major emphasis on cutting our emissions and using more renewable energy.

We're also reducing water consumption, especially at our operations in countries where water is scarce. Our major drive on recycling and reducing the amount of waste that is sent to landfill is also proving a success.

Making agriculture more sustainable is one of our key aims. As part of the industry-wide Sustainable Tobacco Programme, we're helping leaf suppliers and farmers with issues such as using water sustainably, protecting biodiversity and forest management.

The programme is a good example of the close working relationships we have with those who help us produce and sell our products, and how we work as partners.



We are
partners

ONE OF THE THOUSANDS OF TOBACCO FARMERS WE WORK WITH IN BRAZIL.

We pride ourselves on the strength of our relationships with farmers, suppliers and retailers – crucial business partners who are vital to our success and the sustainability of our company.

We work directly with over 90,000 farmers worldwide, who grow the tobacco leaf that remains at the core of our products and is vital to the continued success of our business.

We invest over £60 million a year in leaf R&D and supporting farmers. This helps us to develop new and innovative farming technologies and techniques, as well as safer, more efficient ways of working.

And our network of field technicians regularly visit farms to advise and train farmers, helping them grow tobacco and other crops, sustainably and successfully.

Of course, a global agricultural supply chain can be vulnerable to human rights issues such as child labour, and understanding these challenges – and finding solutions – is central to our role.

Through our involvement with industry-wide sustainable tobacco production initiatives, we review all our agricultural suppliers. This is an important way of ensuring high standards are maintained and helps drive continuous improvements.

Our own programmes allow us to take a more holistic approach to identifying and addressing long-term risks in agriculture, such as rural poverty and an ageing farming population.

These programmes also help us forge new alliances with many different stakeholders, ranging from a partnership in Brazil to help train young farmers, to work in Kenya to plant more trees and rehabilitate barren land.

We are also proud to be a founding member of the Eliminating Child Labour in Tobacco Growing (ECLT) Foundation, which works with governments, tobacco companies and local communities to tackle child labour.

Alongside this, we work with millions of small, independent retailers who in turn use the experience and expertise of our trade marketing teams to build successful businesses and ensure they play a vital role in preventing underage sales.



We are
**proud of
our people**



We hope you've liked what you've read about us. Perhaps you'd even be interested in joining us? If so, you'd be part of something special – contributing to transforming tobacco in a leading global company and one of the world's top employers.

The quality of our people is key to our continuing success, and as we lead the transformation of the industry, attracting and developing talented people is a top priority.

Our focus is on building and inspiring diverse teams and on investing in skills and creating a working culture where passionate and driven people can thrive and reap the rewards of a fulfilling career.

Few other companies are as diverse as BAT. In our head office alone, there are around 70 different nationalities among the hundreds of people who work there.

We value this kind of diversity because it encourages innovation, creativity and different ways of thinking; it creates a fascinating place to work, with opportunities to collaborate with a wide range of people from various countries, cultures and with different perspectives.

We're big on career progression for women and we're proud to have strong female representation in our senior management teams. This progress has been driven by initiatives such as our Women in Leadership programme, while over half of our graduate intake each year is female.

We strongly believe in developing talented people from within the business and many of our appointments are promotions for ambitious people already here at BAT.

We stretch and support our people so that they can fulfil their potential. Our Global Graduate Programme, for example, includes exciting international work placements and is focused on developing our next generation of leaders.

We are also keen to attract the most talented people from outside BAT to complement and further strengthen our existing teams. They want to work for the best too, so we're proud that in countries worldwide we're seen as a leading employer – providing an engaging, innovative and dynamic work environment, as well as world-class learning and development opportunities.

We also know that many people want to join a business with an ambition that will allow them to make a difference and contribute to real change.

And as a company committed to leading change in our industry – and to transforming tobacco – this is precisely what we can offer.





Would you like to know more about us?

Take a look at our website:
www.bat.com

To find out more about careers at BAT – and apply for vacancies – visit:
www.bat-careers.com

If our R&D and science interests you, go to:
www.bat-science.com

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