# **COMPANY REGISTRATION NUMBER 06201935**

Agrega Limited
Financial Statements
For the Year Ended
31 December 2013

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# Agrega Limited . . .

# **Financial Statements**

# Year Ended 31 December 2013

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# Officers and Professional Advisers

The Board of Directors

Martin B Grover

John Y Moffat

Guilherme C P B Da Costa

**Company Secretary** 

Ann E Griffiths

**Registered Office** 

9th Floor, Landmark House

Hammersmith Bridge Road

London W6 9EJ

Auditor

Baker Tilly UK Audit LLP

Chartered Accountants & Statutory Auditor

Portland

25 High Street Crawley

West Sussex RH10 1BG

#### Strategic Report

#### Year Ended 31 December 2013

The directors present their strategic report for the year ended 31 December 2013

#### **Business Overview**

Agrega Ltd is a service provider that acts as the agent on behalf of partners and clients to ensure that best value is delivered to the business customer through in-depth Category Specific knowledge effective procurement processes. Agrega Ltd is rewarded with consultancy fees for its services, whereas the procurement benefits are realised by the business customer through reduced purchase price, improved value and quality of services. The Board of Agrega Ltd sets out the targets to fulfil this strategy. The corporate targets, KPI's, and the method of measurement are agreed with its Partners.

#### KPI's & Reward

Savings targets and spend coverage targets are key performance indicators, these are monitored monthly and appropriate actions are taken as necessary Customer satisfaction measures help directors to monitor Agrega's strategic alignment with the partners

Agrega Ltd's Reward Policy is focussed on team and individual meritocracy based on objective performance measures. The reward model is built to reward overachievement of expectations. Excellent performance results have been reported against these KPI's in 2013 and the success has been largely underpinned by the focus on the rigorous process compliance.

#### Performance & Risk

Agrega Ltd delivered an excellent performance vs Targets in 2013 In terms of financial performance the company generated a profit before tax of £296,435 based on the turnover of £9,995,478 The directors do not consider that there are any significant risks and uncertainties facing the business, other than referred to below

#### Outlook for 2014

In 2013 ABI (50% shareholder in Agrega Ltd) undertook a strategic review of its Global Procurement activities and concluded that it wanted to exit the joint venture with BAT in Agrega Ltd BAT (50% shareholder in Agrega Ltd) subsequently undertook a strategic review and concluded that Agrega Ltd continues to offer significant value to the BAT Group BAT and ABI negotiated a mutually agreeable dissolution of the Joint Venture as of January 1st 2014, whereby BAT purchased ABI's shares in Agrega Ltd becoming the 100% shareholder in Agrega Ltd

BAT's continued confidence in Agrega Ltd delivering expected results, sets challenging expectations for the future. The focus of the directors will remain meeting client expectations

#### Strategic Report (continued)

#### Year Ended 31 December 2013

#### Results and Dividends

The profit for the year, after taxation, amounted to £281,410 The level of profit is lower than prior years as it reflects the costs of the redundancies arising from ABI's exit and resizing the organisation fit for BAT's spend profile

The directors have not recommended a dividend

#### Financial Risk Management Objectives and Policies

The directors consider the company's exposure to price risk, credit risk, liquidity risk and cash flow risk to be low and consider information relating to their financial risk management objectives and policies to be immaterial for the assessment of assets, liabilities, financial position and profit or loss of the company

Signed on behalf of the directors

Martin B Grover

Director

#### **Directors' Report**

#### Year Ended 31 December 2013

The directors present their report and the financial statements of the company for the year ended 31 December 2013

#### Results and Dividends

The profit for the year, after taxation, amounted to £281,410 The directors have not recommended a dividend

#### **Directors**

The directors who served the company during the year were as follows

David R Hauxwell
Luiz A Conde
Martin B Grover
Michael G Findlay
Richard J White
Thiago Bechara
Scott Gray
John Y Moffat
Guilherme C P B Da Costa

Martin B Grover was appointed as a director on 18 February 2013 Thiago Bechara was appointed as a director on 18 February 2013 Scott Gray was appointed as a director on 4 June 2013

David R Hauxwell retired as a director on 4 February 2013 Luiz A Conde retired as a director on 18 February 2013 Michael G Findlay retired as a director on 4 June 2013 Richard J White retired as a director on 31 December 2013 Thiago Bechara retired as a director on 31 December 2013 Scott Gray retired as a director on 31 December 2013

#### **Directors' Responsibilities**

The directors are responsible for preparing the Strategic Report, Directors' Report and the financial statements in accordance with applicable law and regulations

Company law requires the directors to prepare financial statements for each financial year Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that year

In preparing these financial statements, the directors are required to

- select suitable accounting policies and then apply them consistently,
- make judgements and accounting estimates that are reasonable and prudent,

#### Directors' Report (continued)

#### Year Ended 31 December 2013

• prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### Auditor

Baker Tilly UK Audit LLP are deemed to be re-appointed in accordance with an elective resolution made under section 386 of the Companies Act 1985 which continues in force under the Companies Act 2006

Each of the persons who is a director at the date of approval of this report confirm that

- so far as each director is aware, there is no relevant audit information of which the company's auditor is unaware, and
- each director has taken all steps that they ought to have taken as a director to make themself
  aware of any relevant audit information and to establish that the company's auditor is aware of
  that information

Registered office 9th Floor, Landmark House Hammersmith Bridge Road London W6 9EJ Signed on behalf of the directors

Martin B Grover

Director

Approved by the directors on  $\mathcal{M}$ 

# Independent Auditor's Report to the Shareholders of Agrega Limited

#### Year Ended 31 December 2013

We have audited the financial statements of Agrega Limited for the year ended 31 December 2013 on pages 8 to 20 The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's shareholders, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 Our audit work has been undertaken so that we might state to the company's shareholders those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's shareholders as a body, for our audit work, for this report, or for the opinions we have formed

#### Respective Responsibilities of Directors and Auditor

As explained more fully in the Directors' Responsibilities Statement set out on pages 4 to 5, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### Scope of the Audit of the Financial Statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Councils-website-at

www frc org uk/Our-Work/Codes-Standards/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Scope-of-audit/UK-Private-SectorEntity-(issued-1-December -2010) aspx

#### **Opinion on Financial Statements**

In our opinion the financial statements

- give a true and fair view of the state of the company's affairs as at 31 December 2013 and of its profit for the year then ended,
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and
- have been prepared in accordance with the requirements of the Companies Act 2006

# Independent Auditor's Report to the Shareholders of Agrega Limited (continued)

#### Year Ended 31 December 2013

#### Opinion on Other Matter Prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements

#### Matters on Which We are Required to Report by Exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us, or
- the financial statements are not in agreement with the accounting records and returns, or
- certain disclosures of directors' remuneration specified by law are not made, or

• we have not received all the information and explanations we require for our audit

ANTHONY SUMMERS (Senior Statutory Auditor)

Boler Tilly UL Awit het

For and on behalf of

BAKER TILLY UK AUDIT LLP, Statutory Auditor

Chartered Accountants

Portland 25 High Street Crawley

West Sussex RH10 1BG

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# **Profit and Loss Account**

# Year Ended 31 December 2013

	Note	2013 £	2012 £
Turnover	2	9,995,478	11,642,953
Administrative expenses		9,699,140	10,935,584
Operating profit	3	296,338	707,369
Interest receivable		97	58
Profit on ordinary activities before taxation		296,435	707,427
Tax on profit on ordinary activities	6	15,025	213,565
Profit for the financial year		281,410	493,862

All of the activities of the company are classed as continuing

The company has no recognised gains or losses other than the results for the year as set out above

# **Balance Sheet**

# 31 December 2013

		201	3	201	2
	Note	£	£	£	£
Fixed assets					
Tangible assets	7		132,136		122,777
Current assets					
Debtors	8	2,161,976		4,217,199	
Cash at bank and in hand	ŭ	3,522,122		2,021,765	
		<del></del>			
Creditors: Amounts Falling due		5,684,098		6,238,964	
Within One Year	9	3,616,374		4,441,500	
	,				
Net current assets			2,067,724		1,797,464
Total assets less current liabilities			2,199,860		1,920,241
Provisions for liabilities					
Deferred taxation	11		3,071		4,862
Deterred taxation	11				
			2,196,789		1,915,379
Capital and reserves					
Called-up equity share capital	14		1,000,000		1,000,000
Profit and loss account	15		1,196,789		915,379
Shareholders' funds	16		2,196,789		1,915,379
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These financial statements were approved by the board and authorised for issue on [0]01]14 and are signed on their behalf by

Martin B ( Director John Y Moffat Director

Company Registration Number 06201935

# **Cash Flow Statement**

# Year Ended 31 December 2013

	201	3	2012	2
Net cash inflow from operating activities	£	£ 1,756,788	£	£ 511,374
Returns on investments and Servicing of finance Interest received	97		58	
Net cash inflow from returns on investments and servicing of finance		97		58
Taxation		(182,289)		(218,790)
Capital expenditure Payments to acquire tangible fixed assets Receipts from sale of fixed assets	(78,645) 4,406		(59,160)	
Net cash outflow for capital expenditure		(74,239)		(59,160)
Increase in cash		1,500,357		233,482
Reconciliation of Operating Profit to Net Cas Operating Activities	sh Inflow fro	m		
		2013		2012
Operating profit Depreciation Profit on disposal of fixed assets Decrease in debtors		£ 296,338 64,933 (53) 2,055,223		£ 707,369 55,803 - 246,040
Decrease in creditors		(659,653)		(497,838)
Net cash inflow from operating activities		1,756,788		511,374
Reconciliation of Net Cash Flow to Movemen	it in Net Fun	ıds		
		2013 £		2012 £
Increase in cash in the period		1,500,357		233,482
Movement in net funds in the period		1,500,357		233,482
Net funds at 1 January 2013		2,021,765		1,788,283
Net funds at 31 December 2013		3,522,122		2,021,765

# Cash Flow Statement (continued)

# Year Ended 31 December 2013

# Analysis of Changes in Net Funds

•	At		At
	1 Jan 2013 £	Cash flows	31 Dec 2013
Net cash			
Cash in hand and at bank	2,021,765	1,500,357	3,522,122
Net funds	2,021,765	1,500,357	3,522,122

#### Notes to the Financial Statements

#### Year Ended 31 December 2013

#### 1. Accounting Policies

#### **Basis of Accounting**

The financial statements have been prepared under the historical cost convention

#### Going Concern

The directors have prepared the financial statements on the basis the company is a going concern In making this assessment they have considered the working capital requirements and projected profits and cash flows, based on the continued custom of the parent, for a period extending at least twelve months beyond the date of approval of the financial statements

#### Turnover

Turnover is recognised as expenses are incurred and represents the total invoice value receivable, excluding value added tax, of sales made during the year and derives from the provision of services within the company's ordinary activities

#### **Tangible Fixed Assets and Depreciation**

Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows

Leasehold Property

Over the Length of the Lease

Fixtures, Fittings & Equipment

- 25% Straight Line

#### Leasing

Rentals payable under operating leases are charged against income on a straight line basis over the lease term

#### **Pension Costs**

The pension costs charged in the financial statements represent the contribution payable by the company during the year

#### Notes to the Financial Statements

#### Year Ended 31 December 2013

# 1. Accounting Policies (continued)

#### **Deferred Taxation**

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events have occurred at that date that will result in an obligation to pay more, or a right to pay less or to receive more tax, with the following exceptions

Deferred tax assets are recognised only to the extent that the directors consider that it is more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted

Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which timing differences reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date

### **Foreign Currencies**

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange prevailing at the accounting date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to the profit and loss account.

#### 2. Turnover

The turnover and profit before tax are attributable to the one principal activity of the company An analysis of turnover is given below

	2013	2012
	£	£
United Kingdom	4,746,573	5,574,681
Russia	793,426	1,026,635
Rest of Europe	4,455,479	5,041,637
	9,995,478	11,642,953

# Notes to the Financial Statements

#### Year Ended 31 December 2013

# 3. Operating Profit

Operating profit is stated after charging/(crediting)

	2013	2012
	£	£
Depreciation of owned fixed assets	64,933	55,803
Profit on disposal of fixed assets	(53)	_
Auditor's remuneration		
- as auditor	16,975	20,106
Operating lease costs	·	
- Other	204,967	206,631
Net loss/(profit) on foreign currency translation	53,964	(56,387)
	•	, , ,

# 4. Particulars of Employees

The average number of staff employed by the company during the financial year amounted to

	2013	2012
	No	No
The average monthly numbers of employees	28	26
The average monthly numbers of secondees	8	11
,		<del></del>
	36	37
The aggregate payroll costs of the above were		
	2013	2012
	£	£
Wages and salaries	7,365,826	8,571,525
Social security costs	287,216	303,390
Other pension costs	132,004	132,304
	7,785,046	9,007,219
	<del></del>	

Wages and salaries include the recharged costs of seconded staff from related parties — Included within the wages and salaries cost the sum of £2,174,186 (2012 - £2,836,634) was in respect of seconded staff

# Notes to the Financial Statements

# Year Ended 31 December 2013

#### 5. Directors' Remuneration

The directors' aggregate remuneration in respect of qualifying services were

	2013	2012
Aggregate remuneration	£ 573,495	803,122
Value of company pension contributions to money purchase schemes	19,951	22,023
	593,446	825,145
Remuneration of highest paid director:		
	2013 £	2012 £
Total remuneration (excluding pension contributions) Value of company pension contributions to money	294,510	533,518
purchase schemes	10,324	12,646
	304,834	546,164

Directors' remuneration is paid by related parties and recharged to the company

# 6. Taxation on Ordinary Activities

# (a) Analysis of charge in the year

Current tax	2013 £	2012 £
UK Taxation In respect of the year		
UK Corporation tax based on the results for the year 20 96% (2012 - 24 50%)	ar <b>62,147</b>	189,502
Foreign tax Current tax on income for the year	(45,331)	48,800
Total current tax	16,816	238,302
Deferred tax		
Origination and reversal of timing differences	(1,791)	(24,737)
Tax on profit on ordinary activities	15,025	213,565

# Notes to the Financial Statements

#### Year Ended 31 December 2013

# 6. Taxation on Ordinary Activities (continued)

# (b) Factors affecting current tax charge

The tax assessed on the profit on ordinary activities for the year is 20 96% (2012 - 24 50%), which is lower than the standard rate of corporation tax in the UK

	2013 £	2012 £
Profit on ordinary activities before taxation	296,435	707,427
Profit on ordinary activities by rate of tax	62,147	173,300
Expenses not deductible for tax purposes	6,438	9,658
Capital allowances for period in excess of	·	
depreciation	2,759	10,454
Marginal relief	(9,667)	(7,807)
Other short term timing differences	470	3,897
Overseas tax	(45,331)	48,800
Total current tax (note 6(a))	16,816	238,302
	<del></del>	

# 7. Tangible Fixed Assets

		Fixtures,	
	Leasehold	fittings &	
	Property	equipment	Total
	£	£	£
Cost			
At 1 January 2013	10,119	234,865	244,984
Additions	_	78,645	78,645
Disposals	-	(7,791)	(7,791)
At 31 December 2013	10,119	305,719	315,838
Depreciation			
At 1 January 2013	1,518	120,689	122,207
Charge for the year	2,024	62,909	64,933
On disposals	· <del>-</del>	(3,438)	(3,438)
At 31 December 2013	3,542	180,160	183,702
Net book value			
At 31 December 2013	6,577	125,559	132,136
At 31 December 2012	8,601	114,176	122,777

#### Notes to the Financial Statements

#### Year Ended 31 December 2013

#### 8. Debtors

	2013 £	2012 £
Other debtors	1,737,340	2,840,839
Prepayments and accrued income	424,636	1,376,360
	2,161,976	4,217,199
	<del></del>	

#### 9. Creditors: Amounts Falling due Within One Year

	2013 £	2012 £
Trade creditors	531,997	445,776
Other creditors including taxation and social	•	, , , , , , , , , , , , , , , , , , , ,
Corporation tax	24,079	189,552
Other taxation and social security	76,356	110,749
Other creditors	14,678	41,674
	647,110	787,751
Accruals and deferred income	2,969,264	3,653,749
	3,616,374	4,441,500

### 10. Pensions

The company operates a defined contribution pension scheme in respect of the employees. The scheme and its assets are held by independent managers. The pension charge represents contributions made during the year and amounted to £132,004 (2012 - £132,304). At the balance sheet date the contributions owed by the company amounted to £3,238 (2012 - £41,674). This amount is disclosed within other creditors.

### 11. Deferred Taxation

The movement in the deferred taxation provision during the year was

	2013	2012
	£	£
Provision brought forward Profit and loss account movement arising during the	4,862	29,599
year	(1,791)	(24,737)
Provision carried forward	3,071	4,862

# Notes to the Financial Statements

# Year Ended 31 December 2013

#### 11. Deferred Taxation (continued)

The provision for deferred taxation consists of the tax effect of timing differences in respect of

	2013	2012
	£	£
Excess of taxation allowances over de	epreciation on	
fixed assets	3,071	4,862
	3,071	4,862
	<del></del>	

# 12. Commitments under Operating Leases

At 31 December 2013 the company had annual commitments under non-cancellable operating leases as set out below

	Assets other than Land and buildings	
	2013	2012
	£	£
Operating leases which expire		
After more than 5 years	154,660	162,800
•		

#### Notes to the Financial Statements

#### Year Ended 31 December 2013

#### 13. Related Party Transactions

#### Names of Related Parties

British-American Tobacco (Holdings) Limited (BAT) - Joint controlling party, Nimbuspath Limited - Joint controlling party

British-American Tobacco (Investments) Limited - Controlled by British-American Tobacco (Holdings) Limited, British-American Tobacco (Supply Chain WE) Limited - Controlled by British-American Tobacco (Holdings) Limited, British-American Shared Services (GSD) Limited - Controlled by a subsidiary of British-American Tobacco (Holdings) Limited, Agrega Brasil Inteligencia em Compras Limited - Controlled by subsidiaries of British-American Tobacco (Holdings) Limited & Anheuser-Busch InBev, Agrega Canada Limited - Controlled by subsidiaries of British-American Tobacco (Holdings) Limited & Anheuser-Busch InBev, Agrega AME (PTY) Limited - Controlled by British-American Tobacco (Holdings) Limited, ITMS CJSC - Controlled by British-American Tobacco (Holdings) Limited, SunInBev - Controlled by Anheuser-Busch Inbev

At the balance sheet date the company was owed

£679,401 (2012 £1,453,720) and £1,316,230 (2012 £1,577,994) by British-American Tobacco (Investments) Limited and Anheuser-Busch InBev respectively £417,316 (2012 £325,100) by British-American Tobacco (Supply Chain WE) Limited £72,607 (2012 £521,329) by British-American shared Services (GSD) Limited In addition to that, the Branch of Agrega Limited in the Russian Federation was owed £nil (2012 £53,019), £50,633 (2012 £130,739) and £75,470 (2012 £nil) by ITMS CJSC, SunInBev and ITMS CJSC (Ukraine) respectively subsidiaries of British-American Tobacco and Anheuser-Busch InBev The above amounts are included in the debtors balances

At the balance sheet date the company owed to

British-American Tobacco (Investments) Limited £644,312 (2012 £1,286,917) Anheuser-Busch InBev £476,345 (2012 £288,897)

Agrega Brasil £nil (2012 £200,556)

SunInBev (Russian Branch) £86,266 (2012 £71,086)

ITMS CJSC (Russian Branch) £nil (2012 £42,574)

The above amounts are included in creditors balances

Included in the profit and loss account are the following related party transactions. Turnover includes amounts of £3,326,734 (2012 £3,881,053), £4,455,481 (2012 £5,041,632), £341,314 (2012 £505,145), £388,155 (2012 £521,491) and £63,958 (2012 £nil) in respect of recharges to British-American Tobacco (Investments) Limited, Anheuser-Busch InBev, ITMS CJSC(Russia), SunInBev and ITMS CJSC (Ukraine) respectively. Turnover also includes sales to British-American Tobacco (Supply Chain WE) Limited £1,295,792 (2012 £1,172,299) and British-American Shared Services (GSD) Limited £124,047 (2012 £521,329)

Expenditure incurred in relation to services from related parties including office rent, staff costs and others are British-American Tobacco (Investments) Limited £1,151,479 (2012 £1,927,939) Anheuser-Busch InBev £596,076 (2012 £674,158) Agrega Brasil Inteligencia em Compras Ltd £nil (2012 £200,556)

Agrega AME (Pty) Ltd £79,402 (2012 £n1)

ITMC CJSC (Russia) £195,595 (2012 £142,914)

Sun InBev £151,635 (2012 £137,193)

#### Notes to the Financial Statements

#### Year Ended 31 December 2013

#### 14. Share Capital

#### Allotted, called up and fully paid:

		2013		2012	
	Ordinary 'A' shares shares of £1 each Ordinary 'B' shares shares of £1 each	No 500,000 500,000	£ 500,000 500,000	No 500,000 500,000	£ 500,000 500,000
		1,000,000	1,000,000	1,000,000	1,000,000
15.	Profit and Loss Account				
			2013 £		2012 £
	Balance brought forward		915,379		421,517
	Profit for the financial year		281,410		493,862
	Balance carried forward		1,196,789		915,379
16.	Reconciliation of Movements in Share	holders' Fund	s		
			2013 £		2012 £
	Profit for the financial year		281,410		493,862
	Opening shareholders' funds		1,915,379		1,421,517
	Closing shareholders' funds		2,196,789		1,915,379

#### 17. Ultimate Parent Company

The Company is jointly owned and controlled by British-American Tobacco (Holdings) Limited and Nimbuspath Limited whose ultimate parent undertakings and ultimate controlling parties are British American Tobacco plc and Anheuser-Busch InBev SA/NV, respectively British American Tobacco plc is incorporated in the United Kingdom and registered in England and Wales and Anheuser-Busch InBev SA/NV is incorporated and registered in Belgium

From January 1st 2014, per the notes in Outlook for 2014 in the Strategic Report, the company is solely owned and controlled by British-American Tobacco (Holdings) Limited British American Tobacco plc is incorporated in the United Kingdom and registered in England and Wales and Anheuser-Busch InBev SA/NV is incorporated and registered in Belgium