



BAT INDUSTRIES

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Registered Office

8 SEP 1988

From the Chairman

To: Mr. H.F. Frigon
Mr. B.D. Bramley
Dr. H. Erichsen
Mr. P.J. Rombaut
Mr. R.J. Pritchard
Mr. U. Herter
Mr. L.J. Sabóia e Silva

c.c. Mr. B.P. Garraway
Mr. E.A.A. Bruell
Dr. R. Salter

Tobacco Strategy Review Team

The main reporting lines in the Group are between B.A.T Industries and the Operating Groups and the objectives and strategies are normally agreed through discussions between the CPC and the Operating Group concerned.

There are, however, a number of strategic issues which involve more than one Operating Group and in order to discuss and progress these issues the Board set up Strategy Review Teams for each of the Group's major industrial activities.

Up to now, the membership of these teams has been limited to the CPC and the Main Board Directors responsible for liaison with each of the Operating Groups which have a significant interest in the activity concerned.

The CPC has recently reviewed the working of these teams and in the case of Tobacco it has been decided that the effectiveness of the Strategy Review Team would be improved by extending the membership to include the person primarily responsible for the Tobacco operations in each of the Operating Groups.

The full membership of the team which is now proposed is Mr. P. Sheehy (Chairman), Mr. E.A.A. Bruell (who will represent Amatil and Imasco), Mr. Bramley (BATCo.), Mr. Pritchard (BATUS), Mr. Herter (BATIG) and Mr. Sabóia e Silva (Souza Cruz). Dr. Salter will act as secretary for the team.

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The other addressees of this note will also be free to attend meetings of the team if they should wish to do so and they will, in any case, receive copies of all the relevant papers.

It is intended to hold a meeting of the team on Monday, 31st October in London at which I will explain the terms of reference for the team and the way in which it will operate.

A draft Agenda for this meeting is attached.



P. Sheehy

9th September 1988

Enclosure

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