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Patrick Sheehy
Chairman
B A T INDUSTRIES p.l.c.

22nd December 1988

Mr. G.L. Dennis,
B.A.T Industries plc,
Windsor House

Dear *Gradd*

Enclosed is the draft programme with explanatory notes for the Chairman's Advisory Conference, due to be held in Rio de Janeiro from the 7th to 10th May.

Although the form of the programme is broadly similar to that for previous conferences, an important change is that the discussion on Manager Development will be held early in the conference. This reflects the importance we place on this issue, which I also expect us to return to during the sessions on each industrial activity later in the conference.

Another significant change is the increased emphasis which has been placed on identifying specific issues for discussion rather than asking delegates to prepare structured presentations.

More detailed background notes for the subjects to be covered in each of the industry sectors will be sent out in the New Year.

In the meantime, if you have any comments on the draft programme, I would be pleased to have these.

Yours sincerely,



P. Sheehy

Enclosures

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