

To: Mr. B.F. Garraway (Allied Dunbar)
Mr. M.A. Butt (Eagle Star)
Mr. B.D. Bramley (BATCo.)
Mr. R.J. Pritchard (Brown & Williamson)
Mr. L.E. Denlea (Farmers)
Mr. U. Harter (BATCF)
Mr. P.J. Rombaut (Sousa Cruz)

c.c. Mr. M.F. Broughton
Mr. D.P. Alvey
Mr. F.A. Burke

1992-1996 Plan Previews

It is intended to repeat the procedure introduced last year for previewing the Operating Group Budgets and Plans in October.

Purpose

The purpose of these previews will be to discuss the plan proposals in relation to the Guidelines which will be agreed by the Board at the end of July and to:-

- (a) Agree the strategies on which the plans are based.
- (b) Identify any likely shortfalls in performance relative to the Guidelines, concentrating particularly on 1992.
- (c) Discuss options for action to eliminate these shortfalls and to provide further growth, taking into account the implications this might have for the medium and longer term prospects for the business.

Format

It is intended that the reviews should be brief and should consist of 2-5 pages of narrative, supported by outline figures only, showing the planned progression of turnover and profits supplemented by sufficient information on cash and borrowings to enable an overall picture for the Group to be constructed at the Centre.

The definition of the financial information required, which will be similar to that asked for last year, will be the subject of a separate note to be sent out within the next month.

Timetable

Operating Groups will be asked to provide their previews by 18th October. The CPC discussions will be scheduled for the period before 5th November, when a paper summarising the results of the previews and the implications for the Group as a whole will be presented to the Board.

A detailed timetable will be agreed and circulated as soon as possible.

Patrick Sheehy

1st February 1991

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