

FROM THE CHAIRMAN

To: CPC

c.c. B. P. Garraway  
P. J. H. Rackham

Guidelines

*I attach a copy of the paper showing the implications for Group Headquarters of the Guidelines to Operating Groups, copies of which are also attached.*

*We will need to use this as a reference document when the Operating Group Plans are discussed in January and February 1981. At that time, in addition to relating each Plan to the relevant Guidelines, we will also need to be keenly aware of the implications for B.A.T Industries if we agree to any variations from the requirements specified in the Operating Groups' Guidelines.*

P MACADAM  
29 October 1980

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