

RESTRICTED



**END MARKET CONTROL IMPLEMENTATION
UP DATE - END MARKET HAND OVERS**

TSG MEETING - MAY 11th, 1994

LATIN AMERICA - BATCo

As agreed in December 93, BATCo has already taken over full responsibility for the Latin American export markets.

Souza Cruz still depends on BATCo. setting up its branch in Colombia in order to shut its office in the country.

MIDDLE EAST / UAE and SAUDI - BATCo

Situation on these markets is not yet defined. Mr. Monteiro de Castro has just sent a proposal to Mr. Barry Bramley describing Souza Cruz viewpoint on the subject.

AFRICA - BATCo

BATCo has already taken over full responsibility for the West African business.

BALTIC STATES - BATCo

Handover completed in the region. BAT Finland is already managing all these markets.

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CIS - BATCF

BATCF will only be in a position to take over Souza Cruz's business by end 94/beginning 95. Souza Cruz will continue to be responsible for the operation during this period, keeping BATCF updated on all activities / developments.

BALKANS - BATCF

Similarly to the CIS, BATCF will only be in a position to assume full responsibility for Romania and Bulgaria in end 94/beginning 95. As previously planned B&W has already taken over responsibility for Souza Cruz's business until the final hand over with BATCF takes place.

ISRAEL / LEVANT / IRAN - B&W

Hand over finalized with all markets being managed by B&W (Israeli market since the beginning of 94 and Levant / Iran since April 1994).

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**OPERATING GROUP COUNTRY/MARKET RESPONSIBILITIES FOR
DP AND DF PRODUCT : APRIL 1994**

EUROPE

<u>Country/Market</u>	<u>Operating Group Responsibility for Investment</u>	<u>Operating Group Responsibility for DP Export</u>	<u>Operating Group Responsibility for Duty Free</u>
Albania	BATCF	BATCF	BATCF
Andorra	BATCo	BATCo	BATCo
Armenia	BATCo	BATCo ⁽¹⁾	BATCo
Austria	BATCF	BATCF	BATCF
Azerbaijan	BATCo	BATCo	BATCo
Azores	BATCo	BATCo	BATCo
Belarus	BATCF	BATCF	BATCF
Belgium/Luxembourg	BATCo	BATCo	BATCo
Bosnia Hercegovina	BATCF	BATCF	BATCF
Bulgaria	BATCo	BATCF	BATCF
Canary Islands	BATCo	BATCo	BATCo
Channel Isl. (Jersey, Guernsey, Alderney)	BATCo	BATCo	BATCo
Croatia	BATCF	BATCF	BATCF
Cyprus (Greek)	BATCo	BATCo	BATCo
Cyprus (Turkish)	BATCo	BATCo	BATCo
Czechlands	BATCF	BATCF	BATCF
Denmark	BATCo	BATCo	BATCo
Estonia	BATCo	BATCo	BATCo
Faroe Islands	BATCo	BATCo	BATCo
Finland	BATCo	BATCo	BATCo
France	BATCo	BATCo	BATCo
Georgia	BATCo	BATCo ⁽¹⁾	BATCo
Germany	BATCF	BATCF	BATCF
Gibraltar	BATCo	BATCo	BATCo
Greece	BATCF	BATCF	BATCF
Greenland	B&W	B&W	B&W
Hungary	BATCo	BATCo	BATCo
Iceland	B&W	B&W	B&W
Ireland	BATCo	BATCo	BATCo
Italy	BATCF	BATCF	BATCF
Kazakhstan	BATCo	BATCo ⁽¹⁾	BATCo
Kirgizstan (Kirghizia)	BATCo	BATCo ⁽¹⁾	BATCo
Kossova	BATCF	BATCF	BATCF
Latvia	BATCo	BATCo	BATCo
Liechtenstein	BATCo	BATCo	BATCo
Lithuania	BATCo	BATCo	BATCo
Macedonia	BATCF	BATCF	BATCF
Madeira	BATCo	BATCo	BATCo
Malta	BATCo	BATCo	BATCo
Moldova	BATCo	BATCo	BATCo
Monaco	BATCo	BATCo	BATCo

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EUROPE (continued)

<u>Country/Market</u>	<u>Operating Group Responsibility for Investment</u>	<u>Operating Group Responsibility for DP Export</u>	<u>Operating Group Responsibility for Duty Free</u>
Montenegro	BATCF	BATCF	BATCF
Netherlands	BATCo	BATCo	BATCo
Norway	BATCo	BATCo	BATCo
Poland	BATCF	BATCF	BATCF
Portugal	BATCo	BATCo	BATCo
Romania	BATCo	BATCF	BATCF
Russia	BATCo	BATCF	BATCF
San Marino	BATCF	BATCF	BATCF
Serbia	BATCF	BATCF	BATCF
Slovakia	BATCF	BATCF	BATCF
Slovenia	BATCF	BATCF	BATCF
Spain	BATCo	BATCo	BATCo
Sweden	BATCo	BATCo	BATCo
Switzerland	BATCo	BATCo	BATCo
Tajikistan	BATCo	BATCo ⁽¹⁾	BATCo
Turkey	BATCo	BATCo	BATCo
Turkmenistan	BATCo	BATCo ⁽¹⁾	BATCo
UK	BATCo	BATCo	BATCo
Ukraine	BATCF	BATCF	BATCF
Uzbekistan	BATCo	BATCo ⁽¹⁾	BATCo

⁽¹⁾Whilst responsibility for these markets lies with BATCo, exports to them should for the present be made as possible through Moscow, Istanbul etc.

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**OPERATING GROUP COUNTRY/MARKET RESPONSIBILITIES FOR
DP AND DF PRODUCT : APRIL 1994**

AFRICA/MIDDLE EAST

<u>Country/Market</u>	<u>Operating Group Responsibility for Investment</u>	<u>Operating Group Responsibility for DP Export</u>	<u>Operating Group Responsibility for Duty Free</u>
Algeria	BATCo	BATCo	BATCo
Angola	BATCo	BATCo	BATCo
Bahrain	BATCo	BATCo	BATCo
Benin	BATCo	BATCo	BATCo
Botswana	BATCo	BATCo	BATCo
Burkina Faso	BATCo	BATCo	BATCo
Burundi	BATCo	BATCo	BATCo
C. African Republic	BATCo	BATCo	BATCo
Cameroun	BATCo	BATCo	BATCo
Cape Verde Islands	BATCo	BATCo	BATCo
Chad	BATCo	BATCo	BATCo
Congo	BATCo	BATCo	BATCo
Djibouti	BATCo	BATCo	BATCo
Egypt	BATCo	BATCo	BATCo
Equatorial Guinea	BATCo	BATCo	BATCo
Ethiopia	BATCo	BATCo	BATCo
Gabon	BATCo	BATCo	BATCo
Gambia	BATCo	BATCo	BATCo
Ghana	BATCo	BATCo	BATCo
Guinea	BATCo	BATCo	BATCo
Guinea-Bissau	BATCo	BATCo	BATCo
Iran	BATCo	BATCF	BATCo
Iraq	BATCo	BATCo	BATCo
Israel ⁽¹⁾	B&W	B&W	BATCo
Ivory Coast	BATCo	BATCo	BATCo
Jordan	BATCo	BATCo	BATCo
Kenya	BATCo	BATCo	BATCo
Kuwait	BATCo	BATCo	BATCo
Lebanon	BATCo	B&W	BATCo
Lesotho	BATCo	BATCo	BATCo
Liberia	BATCo	BATCo	BATCo
Libya	BATCo	BATCo	BATCo
Madagascar	BATCo	BATCo	BATCo
Malawi	BATCo	BATCo	BATCo
Mali	BATCo	BATCo	BATCo
Mauritania	BATCo	BATCo	BATCo
Mauritius	BATCo	BATCo	BATCo
Mayotte Comores	BATCo	BATCo	BATCo
Morocco	BATCo	BATCo	BATCo

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AFRICA/MIDDLE EAST (continued)

<u>Country/Market</u>	<u>Operating Group Responsibility for Investment</u>	<u>Operating Group Responsibility for DP Export</u>	<u>Operating Group Responsibility for Duty Free</u>
Mozambique	BATCo	BATCo	BATCo
Namibia	BATCo	BATCo	BATCo
Niger	BATCo	BATCo	BATCo
Nigeria	BATCo	BATCo	BATCo
Oman	BATCo	BATCo	BATCo
Qatar	BATCo	BATCo	BATCo
Reunion	BATCo	BATCo	BATCo
Rwanda	BATCo	BATCo	BATCo
Sao Tomé & Principe	BATCo	BATCo	BATCo
Saudi Arabia	BATCo	BATCo	BATCo
Senegal	BATCo	BATCo	BATCo
Seychelles	BATCo	BATCo	BATCo
Sierra Leone	BATCo	BATCo	BATCo
Somalia	BATCo	BATCo	BATCo
South Africa	BATCo	BATCo	BATCo
St Helena	BATCo	BATCo	BATCo
Sudan	BATCo	BATCo	BATCo
Swaziland	BATCo	BATCo	BATCo
Syria	B&W	B&W	BATCo
Tanzania	BATCo	BATCo	BATCo
Togo	BATCo	BATCo	BATCo
Tunisia	BATCo	BATCo	BATCo
UAE	BATCo	BATCo	BATCo
Uganda	BATCo	BATCo	BATCo
Yemen (Republic of)	BATCo	BATCo	BATCo
Zaire	BATCo	BATCo	BATCo
Zambia	BATCo	BATCo	BATCo
Zimbabwe	BATCo	BATCo	BATCo

(1) Managed within Europe.

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**OPERATING GROUP COUNTRY/MARKET RESPONSIBILITIES FOR
DP AND DF PRODUCT : APRIL 1994**

ASIA PACIFIC

<u>Country/Market</u>	<u>Operating Group Responsibility for Investment</u>	<u>Operating Group Responsibility for DP Export</u>	<u>Operating Group Responsibility for Duty Free</u>
Afghanistan	BATCo	BATCo	BATCo
Antarctica	BATCo	BATCo	BATCo
Australia	BATCo	BATCo	BATCo
Brunei	BATCo	BATCo	BATCo
Cambodia	BATCo	BATCo	BATCo
Caroline Islands	B&W	B&W	B&W
China	BATCo	BATCo	BATCo
Cocos Islands	BATCo	BATCo	BATCo
Cook Islands	BATCo	BATCo	BATCo
East Samoa (USA)	B&W	B&W	B&W
Fiji Islands	BATCo	BATCo	BATCo
French Oceania	BATCo	BATCo	BATCo
Guam	B&W	B&W	B&W
Hong Kong	BATCo	BATCo	BATCo
Indonesia	BATCo	BATCo	BATCo
Irian Jaya	BATCo	BATCo	BATCo
Japan	B&W	B&W	B&W
Kiribati Isl. (Gilbert, Phoenix & Banaba (Ocean) Islands)	BATCo	BATCo	BATCo
Laos	BATCo	BATCo	BATCo
Line Islands	B&W	B&W	B&W
Macao	BATCo	BATCo	BATCo
Malaysia	BATCo	BATCo	BATCo
Maldiv Islands	BATCo	BATCo	BATCo
Marshall Islands	B&W	B&W	B&W
Mongolia (+ Inner Mongolia)	BATCo	BATCo	BATCo
Myanmar	BATCo	BATCo	BATCo
Nauru	BATCo	BATCo	BATCo
New Caledonia	BATCo	BATCo	BATCo
New Zealand	BATCo	BATCo	BATCo
Norfolk Island	BATCo	BATCo	BATCo
North Korea	B&W	B&W	B&W
Northern Mariana Isl.	B&W	B&W	B&W
Papua New Guinea	BATCo	BATCo	BATCo
Philippines	B&W	B&W	BATCo
Pitcairn Island	BATCo	BATCo	BATCo
Singapore	BATCo	BATCo	BATCo

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ASIA PACIFIC (continued)

<u>Country/Market</u>	<u>Operating Group Responsibility for Investment</u>	<u>Operating Group Responsibility for DP Export</u>	<u>Operating Group Responsibility for Duty Free</u>
Solomon Islands	BATCo	BATCo	BATCo
South Korea	B&W	B&W	B&W
Tahiti	BATCo	BATCo	BATCo
Taiwan	BATCo	BATCo	BATCo
Thailand	BATCo	BATCo	BATCo
Timor	BATCo	BATCo	BATCo
Tonga Islands	BATCo	BATCo	BATCo
Tuvalu	BATCo	BATCo	BATCo
Vanuatu	BATCo	BATCo	BATCo
Vietnam	BATCo	BATCo	BATCo
Wake Islands	B&W	B&W	B&W
Wallis & Futuna Isl.	BATCo	BATCo	BATCo
West Samoa (British)	BATCo	BATCo	BATCo

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**OPERATING GROUP COUNTRY/MARKET RESPONSIBILITIES FOR
DP AND DF PRODUCT : APRIL 1994**

LATIN AMERICA/CARIBBEAN/NORTH AMERICA

<u>Country/Market</u>	<u>Operating Group Responsibility for Investment</u>	<u>Operating Group Responsibility for DP Export</u>	<u>Operating Group Responsibility for Duty Free</u>
Antigua	BATCo	BATCo	BATCo
Argentina	BATCo	BATCo	BATCo
Bahamas	B&W	B&W	B&W
Barbados	BATCo	BATCo	BATCo
Belize	BATCo	BATCo	BATCo
Bermuda	B&W	B&W	B&W
Bolivia	BATCo	BATCo	BATCo
Brazil	Souza Cruz	Souza Cruz	Souza Cruz
Canada	ITL	ITL	ITL (B&W for B&W products)
Cayman Islands	BATCo	BATCo	BATCo
Chile	BATCo	BATCo	BATCo
Colombia (Kampuchea)	BATCo	BATCo	BATCo
Costa Rica	BATCo	BATCo	BATCo
Cuba	Souza Cruz	Souza Cruz	Souza Cruz
Dominica	BATCo	BATCo	BATCo
Dominican Republic	B&W	B&W	B&W
Ecuador	BATCo	BATCo	BATCo
El Salvador	BATCo	BATCo	BATCo
Falkland Islands	BATCo	BATCo	BATCo
Grenada	BATCo	BATCo	BATCo
Guadeloupe	BATCo	BATCo	BATCo
Guatemala	BATCo	BATCo	BATCo
Guyana	BATCo	BATCo	BATCo
Haiti	BATCo	BATCo	BATCo
Honduras	BATCo	BATCo	BATCo
Jamaica	BATCo	BATCo	BATCo
Martinique	BATCo	BATCo	BATCo
Mexico	B&W	B&W	BATCo
Montserrat	BATCo	BATCo	BATCo
Netherlands Antilles	BATCo	BATCo	BATCo
Nicaragua	BATCo	BATCo	BATCo
Panama	BATCo	BATCo	BATCo
Panama Canal Zone	BATCo	BATCo	BATCo
Paraguay	BATCo	BATCo	BATCo
Peru	BATCo	BATCo	BATCo
Puerto Rico	B&W	B&W	B&W
St Kitts	BATCo	BATCo	BATCo
St Lucia	BATCo	BATCo	BATCo

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LATIN AMERICA/CARIBBEAN/NORTH AMERICA (continued)

<u>Country/Market</u>	<u>Operating Group Responsibility for Investment</u>	<u>Operating Group Responsibility for DP Export</u>	<u>Operating Group Responsibility for Duty Free</u>
St Vincent	BATCo	BATCo	BATCo
Suriname	BATCo	BATCo	BATCo
Tortola	B&W	B&W	B&W
Trinidad	BATCo	BATCo	BATCo
Turks & Caicos Islands	BATCo	BATCo	BATCo
Uruguay	BATCo	BATCo	BATCo
US	B&W	B&W	B&W (ITL for ITL products)
US Virgin Islands	B&W	B&W	B&W
Venezuela	BATCo	BATCo	BATCo
Virgin Island British	BATCo	BATCo	BATCo

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**OPERATING GROUP COUNTRY/MARKET RESPONSIBILITIES FOR
DP AND DF PRODUCT : APRIL 1994**

INDIAN SUB-CONTINENT

<u>Country/Market</u>	<u>Operating Group Responsibility for Investment</u>	<u>Operating Group Responsibility for DP Export</u>	<u>Operating Group Responsibility for Duty Free</u>
Bangladesh	BATCo	BATCo	BATCo
Bhutan	BATCo	BATCo	BATCo ⁽¹⁾
India	BATCo	BATCo	BATCo
Nepal	BATCo	BATCo	BATCo
Pakistan	BATCo	BATCo	BATCo
Sri Lanka	BATCo	BATCo	BATCo

⁽¹⁾Managed by Asia-Pacific Team.

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