

APPENDIX B

The aim is to include group-wide end market and brand profitability in this years plan information for the first time. However it is not feasible to implement any longer term reporting system within this time scale. Therefore it is suggested that each operating group provides information in a section of their plan document on the relevant key end markets and brands showing the Group position; this would provide an overall Group view of the key items.

The provisional list is set out below, subject to consideration by the TSG and any points arising from the marketing conference. In the context of comments received and further work by the project team, the next meeting of the team will give further consideration to the detailed information to be provided, the allocation of responsibilities for such information and the consequent information available at the Op. Grp./TSG/Group level.

<u>End markets*</u>		<u>Brands</u>
Germany	Australia	HB
Italy	Hungary	Lucky Strike
Poland	Indonesia	Kent
Russia	Nigeria	Viceroy
Ukraine	Kenya	Pall Mall
USA	Spain	Barclay
Japan	South Africa	Kool
Levant	Colombia	Capri
Korea	Malaysia	Newport
Israel	Holland	Derby
Mexico	Switzerland	Hollywood
Brazil	Taiwan	Free
China	Saudi Arabia	Plaza
Argentina	Hong Kong	Belmont
Venezuela	Paraguay	Carlton
Chile	France	Ritz
		SE555
		Hilton
		B&H
		PGL
		JPS

* Further consideration is needed in respect of:-

- Separate reporting of duty free trade
- SUTL
- Information on associated companies given the materiality of these operations.

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