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**Communications briefing pack**

In this package you will find the information you need to ensure that members of your team are briefed regarding the initial outcome of Project Battalion. Normal internal communication processes should be used to ensure that your management team and staff are briefed on the day the information arrives.

Contents

1. Video message from Martin Broughton and Ulrich Herter (approximately 12 minutes)\*.
2. External statement issued by B.A.T Industries to the Stock Exchange, the media and investors.
3. Internal announcement detailing the new company name, its Board members, their responsibilities and the location of the head office and regional teams.
4. Key messages for communication.
5. Fact sheets.
6. General questions and answers.
7. Operating Group specific questions and answers.
8. Drafts of letters for sending to key business partners and outside audiences, who should be advised of this significant news.

You are likely to receive many questions on this announcement, which are not covered in any of these documents. A response of, "A good question, I'll get the answer for you", is clearly preferable to "I don't know".

You should contact B.A.T Industries, Group Public Affairs Department, Tel. 0171-233 3256/3259, Fax 0171-222 4515, or on Lotus Notes (ID: Battalion) and we will respond to all questions as soon as possible.

Please check immediately that all items referred to above have arrived with the package, and advise that they are being actioned. If there are any problems, please contact the person responsible for distribution in your operating group. The contacts are: BATCo - David Bacon/Tony Hooper; BAT (Germany) - Doris Andre; B&W - Henry Frick; and Souza Cruz - Celso Rocha.

This is an extremely important communication and it is essential that your staff are aware of all the elements so far. It is only the early stages but it is important that there is a good understanding and that we gain as much support as possible for the new organisation and its role in achieving our longer term goals and objectives.

\* In some cases the video is being couriered separately. All videos have been despatched and are scheduled to arrive in time for in-company briefings.

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