

SECRET

CAC IV - RIO

13TH - 18TH MAY 1979

NOTES AND QUESTIONS ON DRAFT PROGRAMME

S & H

A detailed agenda for S & H items will be sent after the Tobacco Division S & H Conference.

Appointment of outside scientific/medical adviser is brought forward from CAC III. Delegates should be prepared to give their considered views on this issue. There will be an up-dated advance paper.

Other Tobacco Division Matters

The first session after lunch on the Monday will include any non-S & H matters referred by the Tobacco Division S & H Conference, as well as up-dated reports on Future Tobacco Acquisitions and on Productivity.

Items A-D

These are on-going items. They will include, as appropriate, progress reports, up-dated information and new thoughts or proposals for discussion.

Item D, Organisation, will include up-dated reports on BATUS, CONTAB and the Group HQ move, as well as discussion on topics such as the pros and cons of a B.A.T Europe.

Items E-I

These five items offer opportunities for discussion of topics of concern to delegates, which have implications for the Group.

Of these, Item G is an innovation and is intended as a full debate on a major issue in which there are clear pros and cons. Two delegates will be invited in advance to speak in favour of the motion and two against; the other delegates, having listened to the respective arguments, will then be free to join in, having been nominated beforehand to speak for or against the motion, as in any formal debate, so that a conclusion can be reached. Two possible subjects for debate are :

- (1) South Africa. Should the Group stay in or get out? (Obviously this has implications for many future but similar UN-type pressure situations around the world.)

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- (2) Tobacco. What should the Group's stance be and, therefore, what should be said to the Group's publics?

Would you please let us know :

- (a) Which of the above two debating topics do you prefer?
(b) Is there any other debating topic which you feel would be more appropriate?

Items E, F, H & I are opportunities for discussion. If we can find a suitable topic, an outside expert may be invited to speak or lead a discussion under F.

Would you please let us have at least two suggestions for inclusion in the programme. It should be noted that Employee/Industrial Relations and Group Management Resources are not in the draft programme. Either or both of these could be included in your suggestions, in which case it would be helpful if you would make clear which particular facet or component is of concern to you. Similarly, any additional suggestions for topics under Item D, Organisation, would be welcome.

Item J

This item was a successful innovation at Leeds Castle. The individual company reports were very well presented. They were frank, clear and very useful to all delegates in that they indicated present position, future plans and lessons to be learned and will, therefore, be repeated. That is to say, each delegate to speak for 40 minutes.

Item K

A progress report on Coterminous Year Ends, including possible difficulties and costs, will be presented.

Item L

A progress report towards improving the effectiveness of Chelwood, initiated at CAC III, will also be presented.

14th August 1978

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