



BRITISH-AMERICAN TOBACCO COMPANY LIMITED

26 March 1993

P. Jullian, Esq.,
Empresas CCT S.A.,
Casilla 267-V,
Santiago,
CHILE.

Dear *Pedro*

Thank you for your letter of the 15th March on your Appraisal. It is most important to me that the rankings that we carried out in Latin America are consistent both within the region and, on behalf of the BATCo. Board, in sympathy with G.M. appraisals on a global basis.

Recently we carried out an exercise identifying the trends of rankings in both the managerial and technical competence areas and this identified Latin American as the "most highly qualified". This applied equally to both the competence areas. It was at the same time agreed that a series of "in-company" workshops would be established during the next few months to elaborate upon and indeed define more specifically how these competence measures should be evaluated. As you say in this way we will obtain a greater consistency of approach.

Equally, of course, I am most concerned by your comment as regards "the very demoralising fact that all the significant achievements of the period are wiped out, etc."

I should mention to you that with certain other areas application/interpretation of the competence ranking criteria it would not have been possible for the G.M. of Empresas CCT to achieve any greater than the C-. Why? Because the "company has not met expected performance criteria in every key result area". This is the precise wording of a C- valuation. Conversely the C+ evaluation records "the individual has exceeded expected performance criteria in at least one significant key result area and has achieved the expected performance criteria in the remainder". I believe the overall performance of the Empresas Group makes a C- ranking defensible despite the fall-back in one "performance criteria".

Clearly Chilobaca and Malloa have both made significant progress. There are a number of areas that need attention as in any large group, but I am sure that all are covered as one would expect within a company with the high degree of professionalism as Empresas. Nevertheless, let us go through the individual key result areas

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