

12/10 Call w/ J. Borgia

① need headcount for B+W depts from Borgia / Henry Wick
breakout of G+A

Keep 2003 cost # sheet to ourselves

* RJR headcount & op plan → baseline
Baseline will need to be scrubbed for
certain line items (ie discounting)

12/11 Call w/ Borgia + J.

• Get most of salary info she needed
headcount by grade by function
average salary, bonus + benefit rate by grade

G+A includes non-headcount exp. like T.E

→ she will be able to break out non-payroll pieces

Agenda approval process - Writable Carlyle Counsel -
if agenda sent by noon, turnaround by COB
encourage teams to do agendas ahead of time

BAN + lawyers drafting a memo - hope to send out 12/12

2002/2003 issue - Darryl - Jim to resolve