

BRITISH AMERICAN
RACING

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**BRITISH AMERICAN
RACING**

Presents

An Introduction to British American Racing and Formula One

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**BRITISH AMERICAN
TOBACCO**

May 1998

To Whom It May Concern:

After a period of extensive research and analysis, British American Tobacco confirmed its intention to enter the 1999 FIA Formula One World Championship. To obtain maximum Corporate Brand Value, this entry is formulated on a unique business configuration and a Brand Strategy which will be revolutionary to the Sport of Formula 1. We believe that we are a leading World Package Goods Organisation and, as such, must set a leader profile with our business associates and consumers.

British American Racing is a new FIA Formula One constructor and was established with the necessary resources, both human and financial, to compete effectively with the best in the world. On racing matters, we have complete confidence in our partners, Mr Craig Pollock and the Reynard Group; Mr Adrian Reynard, Mr Richard Gorne and Mr Malcolm Oastler, to be the Formula One Team of the future.

Like you, our interests must relate to its effect on our business associates and consumers. In this regard, we have formulated a commercial package which will ensure a heightened level of awareness and value to our brands and organisation. We believe in Corporate partnerships and encourage you to consider British American Racing. We stand by to share with you the research we have relative to the potential of this communications opportunity, and to share with you the brand strategy we have for the future. Of course, we hope you will be our partner in this ambitious and exciting venture.

Please feel free to call on us or our team, headed by our Global Sponsorship Head, Mr Tom Moser. We appreciate your consideration.

Sincerely,


Jimmi Rembiszewski
International Marketing Director

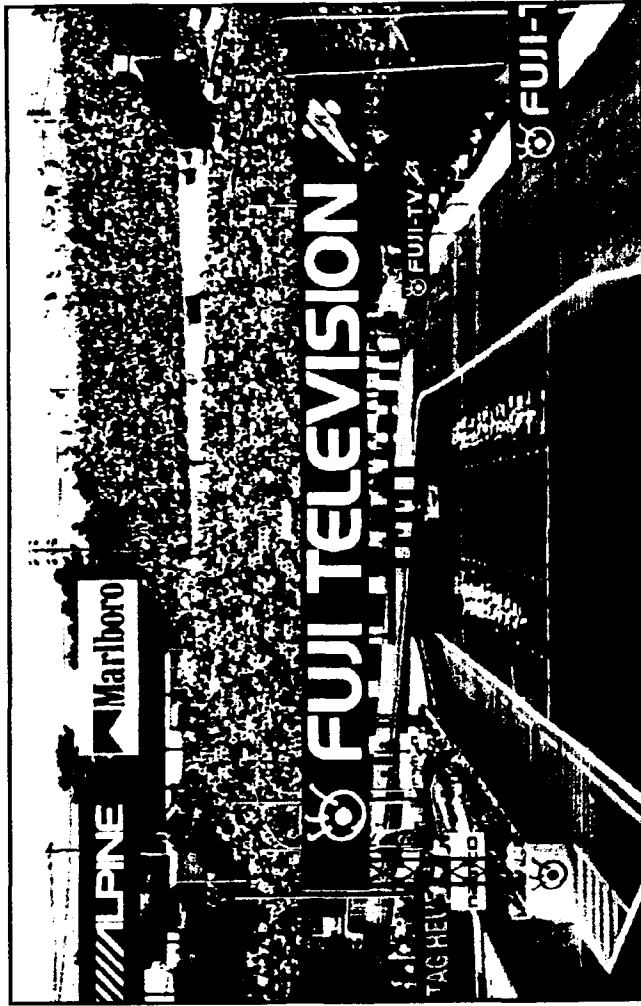

Martin Broughton
Chairman

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The World of Formula One

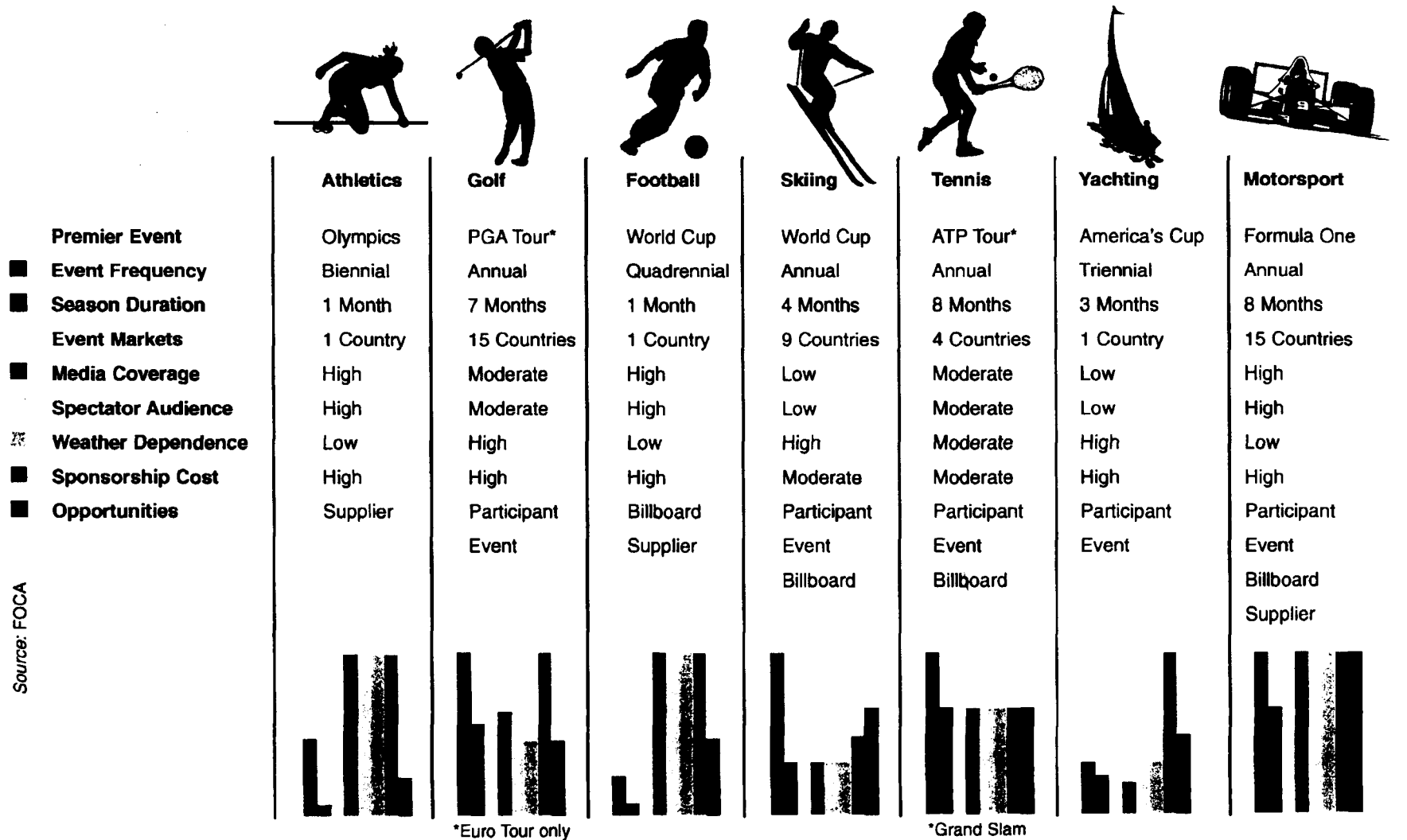
- * International
- * Leading edge of technology
- * Best drivers in the world

Marketing

- * #1 TV spectator sport
- * #1 traffic builder
- * Best client hospitality
- * Proven effective trial and loyalty vehicle

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Marketing Comparison of International Sports



Source: FOCA

Amongst all principle worldwide premier events, Formula One Motorsport undoubtedly provides the best opportunity for sponsorship return.

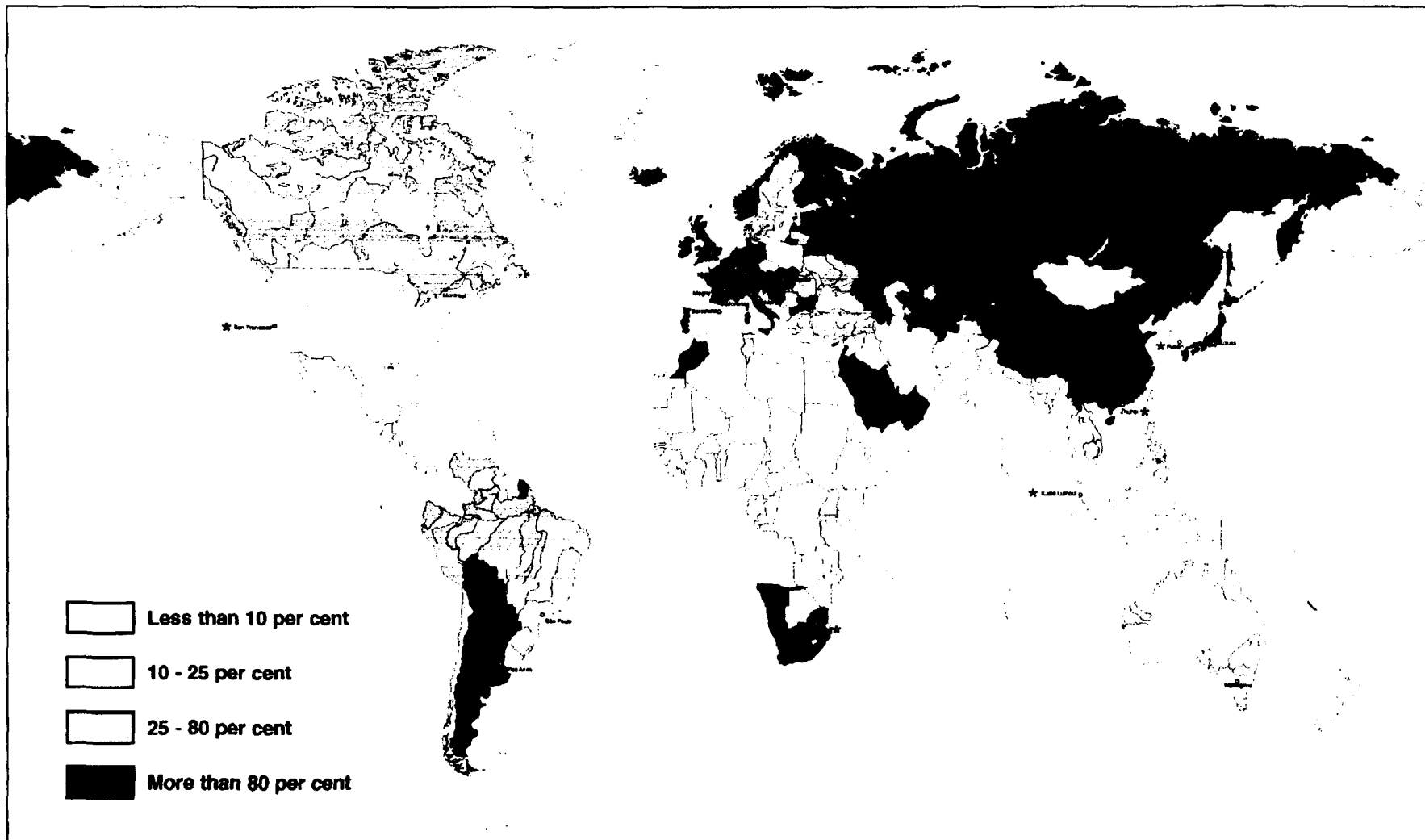


1999 Calendar of Events

- | | | | |
|----------|------------|---------|----------|
| * 07 Mar | Australia | 11 Jul | Britain |
| * 21 Mar | China | 25 Jul | Austria |
| * 11 Apr | Brazil | 01 Aug | Germany |
| * 02 May | San Marino | 15 Aug | Hungary |
| * 16 May | Moncao | 29 Aug | Belgium |
| * 30 May | Spain | 12 Sept | Italy |
| * 13 Jun | Canada | 26 Sept | European |
| * 27 Jun | France | 17 Oct | Malaysia |
| | | 31 Oct | Japan |
- * 17 Grand Prix events
 - * Reaching across 5 continents
 - * To be added (provisional): Korea, South Africa, USA

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Formula One Viewers - Relative to Population Density



Source: FOA 1997, CIA 1997. Viewership figures not supplied by broadcaster in Afghanistan, Bhutan, French Polynesia, Iran, Iraq, Maldives, Martinique, Mayotte, Moldova, Mongolia, Nepal, New Caledonia, North Korea, Reunion, St. Pierre et Miquelon, Tajikistan and Wallis & Fortuna.

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Global Reach - The World's Most Watched Sport

In 1997 Formula One attracted a global audience of **51 billion cumulative television viewers**, the world's major terrestrial and satellite networks broadcasting 1.1 million minutes of coverage in 53,000 transmissions across 193 countries. Over **6,000 members of the media** followed the World Championship.

Only the Olympics and World Cup football can claim greater media interest, yet these events are held only once every four years, while Grand Prix racing continues **eight months** of every year.



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Psychographic Reach

Mindset

- * Passion, danger, excitement and colour of the spectacle
- * Celebrity, fashion, glamour and sophistication

Appeal

- * Human stories, "soap opera" personalities and skill behind the triumphant driver
- * Prestigious social network of the Grand Prix circuit
- * Technical sophistication of the Formula One car, sporting results



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Demographic Reach

Spectators are predominantly upscale and cover all demographic groups. 55% are male, 72% are 18-35 years old. They are aspirational, have a high disposable income and are brand conscious. Many are professional. The fastest growing segment is females, reflecting the increasing general popularity of the entertainment choice.

Like the drivers they follow, most spectators have an active, healthy lifestyle.

Viewers cover all demographic groups. 55% are male, 65% are 18-35 years old. They are brand loyal and heavy internet users, particularly in Asia, Europe and North America. The fastest growing segment is females who make 85% of purchasing decisions.

Image Ratings:

- * Youthful
- * Popular
- * International
- * Masculine



Source: JMA (consumer perception)

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Effective Brand Communication

Formula One motor racing has emerged as the sport of choice amongst international brands seeking the greatest audience, the most exciting image and the most flexible promotional platform for their worldwide marketing and merchandising efforts.

A Grand Prix event is a truly unique way for an international brand to present its development to an eager audience. It offers a world stage to showcase its progress, its achievements and its culture.

Objective: send quality message to consumer



Teamwork



Superior Product / Service

Corporate Entertainment

The Formula One Paddock Club is the ideal environment for informal networking: a self-contained all-inclusive first class hospitality village at every event. Spend several hours in the company of clients, potential clients and key political contacts away from the ringing phone. Paddock Club guests receive premium grandstand seating and privileged car parking.

Support the development of long-lasting and effective business relationships through a programme of Formula One sponsorship and hospitality. Team sponsorship establishes an emotional link between the customer and the showcase event.

This combination of exclusive hospitality, together with the excitement and glamour of Formula One, makes the Paddock Club the ultimate in corporate hospitality.

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Key Benefits

- * Effective brand communication to consumer
- * Reinforce brand awareness
- * Significant global exposure / media interest
- * Exclusive customer hospitality
- * Product integration and technology showcase
- * Access point to emerging consumer markets
- * Brand enhancement through credibility, imagery and customer lifestyle relevance



A New Formula One Team

- * British American Racing is born
- * Major investment from BAT
- * Merger with Tyrrell Racing Organisation

What this means for you:

- * Our aim is to put the car on pole and win the first race in 1999
- * World Championship winning engine
- * World class driver lineup
- * State-of-the-art new facilities
- * A financially secure partnership

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Rick Gome
Commercial Director

Craig Pollock
Managing Director


Dr. Adrian Reynard
Technical Director



Mission Statement

- * Responsibly compete at the highest levels of motor sport.
- * Be synonymous with engineering and performance excellence.
- * Ensure that improvement is the only constant.
- * Put safety on equal terms with performance.
- * Manage the business in a way that delivers fair value to all stakeholders.
- * Allow each team member the opportunity to achieve their full potential.
- * Be open, be accessible and have fun.


**THE WORST KEPT SECRET
IN FORMULA 1.**



It was a secret that had been kept for years...
The man in the racing suit...
British American Racing...

BRITISH AMERICAN RACING

TOP STORY



**WRAPS OFF
SUPERTEAM**

**Buying Tyrrell
is a great idea.
It will help us
accelerate our
learning curve
towards the future.**

T



BAR'S SUPERTEAM: HOT STUFF OR HOT AIR?

AUTOSPORT

**MILLION
DOLLAR MEN**

F1

**SUPERTEAM
BREAKS COVER**

**JACQUES
TARGETED
FOR 1999**

BRITISH AMERICAN RACING

**TYRRELL SOLD TO
TOBACCO GIANT AS**

**VILLENEUVE HEADS
FOR NEW F1 TEAM AND
JOINS THE BIG LEAGUES**



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Background

- * British American Racing was officially announced to the public on 2 December 1997 in London and marked the start of a new Formula One team that has been in the planning stages since 1995.
- * The team will be based at a brand new purpose-built facility at Brackley in Northamptonshire in England and will be on the same fifteen acre site as the Reynard Engineering Group.
- * British American Racing has purchased the entire name, assets and rights of the Tyrrell Racing Organisation and during 1998 will be phasing the desired elements of that company into the new structure.
- * British American Racing will therefore enter Formula One in 1999 as a fully recognised member of the Formula One Constructors Association.
- * British American Racing is a joint venture between three parties:

Craig Pollock

Reynard Formula 1

British American Tobacco



1995 Indy500 winner and IndyCar World Series
Champion Reynard driver Jacques Villeneuve



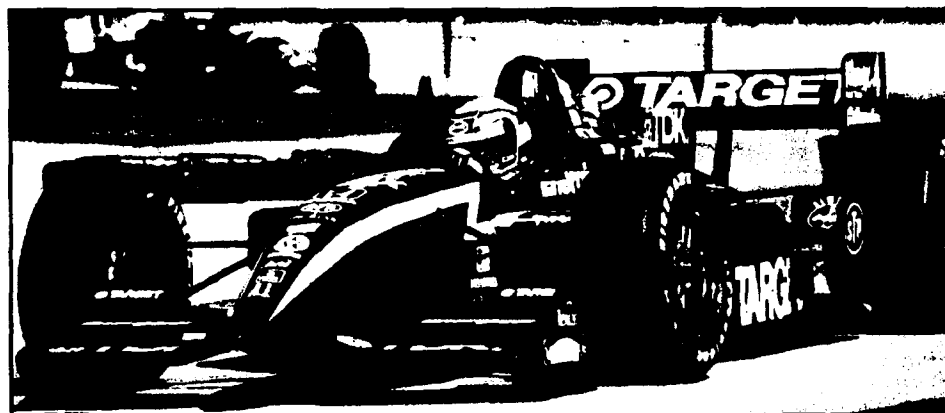
Craig Pollock, Managing Director
British American Racing

Craig Pollock

- * Having graduated from Jordan Hill College, Glasgow University with a degree in sports and biology, Craig became Director of Sports at College Beau Soleil in Switzerland.
- * In 1986 Craig joined the Swiss Interhoba Group of Companies and later became Managing Director of Interhoba Management and Technovel S.A.
- * Through his companies he was a consultant to Honda Motor Company and represented the Suzuka race circuit in Europe. He also negotiated promotional rights for Formula One events and sold TV rights for Formula One, World Rally Championship and FIM GP events.
- * In 1997, Craig created a new entity Stellar Management with Julian Jakobi, and has now taken the role of Managing Director of British American Racing.



1996 IndyCar World Series Champion Firestone / Reynard driver Jimmy Vasser



1997 IndyCar World Series Champion Firestone / Reynard driver Alex Zanardi



Reynard

- * The Reynard Engineering Group is now the most successful racing car manufacturer in the World.
- * Formed in 1973, it has won single seater championships in Formula Ford, Formula Ford 2000, Formula 3, Formula 3000 and three consecutive IndyCar titles in 1995 / 1996 / 1997.
- * It has twice won the Queen's Award for Export (1990 and 1996) and numerous other export category awards in recent years.
- * Currently employing in excess of 200 staff, the Reynard Engineering Group comprises:

Reynard Racing Cars
Reynard Composites
Reynard Special Vehicle Projects
Reynard Manufacturing
Reynard Aviation
Reynard North America
IARC (Indianapolis Auto Research Center)

Management Team



Craig Pollock - Managing Director

For the past 10 years, sporting entrepreneur Craig Pollock has touched gold. He brings to British American Racing a strong background in international motorsport marketing and high profile athlete management, guiding the career of Jacques Villeneuve. Intimately familiar with the potential for global television and promotional rights, Pollock has a clear vision of the future of Formula One.



Dr. Adrian Reynard - Technical Director

Established in 1973, Reynard is a privately held company with an outstanding reputation for technical innovation and after-sales support. Under the direction of Dr. Adrian Reynard they are now one of the leading producers of racing car chassis in the world, with an unparalleled record of sustained success in every category of motorsport entered. Reynard will design and build the British American Racing cars at a brand-new facility in Brackley, Northamptonshire.



Rick Gorne - Commercial Director

Reynard Managing Director Rick Gorne has driven Reynard forward in a visionary and forward-thinking fashion since 1982. Creative thinkers, a young motivated workforce and a solid communications network are vital parts of Reynard's success. Gorne's ability to recruit and retain satisfied partners has been a key to Reynard's consistent international success.



Malcolm Oastler - Chief Designer

Malcolm Oastler joined Reynard in 1986, designing FF1600 and FF2000 cars. He collaborated with Dr. Adrian Reynard in 1988 on the first Reynard F3000 car. Oastler's designs won five Championship titles in five years. In 1994, his first Reynard IndyCar won first time out from the front row of the grid. Oastler's subsequent designs won three Championship titles in three years.

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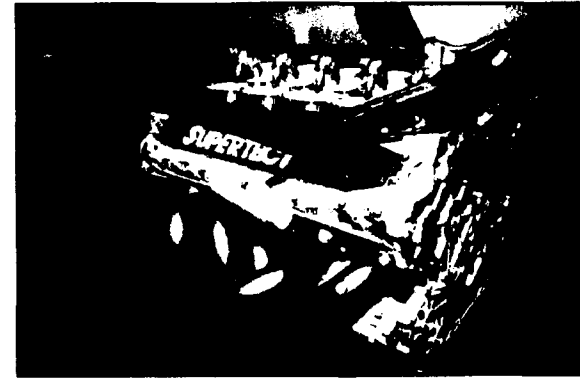
Business Plan

- * **British American Racing enters Formula One to excel, with a comprehensive business plan for success in a fiercely competitive environment.**
- * **Investment in People. Trained people are Technical Director Dr. Adrian Reynard's most valuable resource. Committed to creating an environment that challenges and demands the best from the individual, he has assembled a skilled group of young professionals from all corners of the world, second to none in research and development, design and production.**
- * **Investment in Technology. British American Racing will epitomise innovation and leading-edge technology. Committed to using the latest technology, British American Racing's objective is to design and develop safe, outstanding products that set standards for others to follow. Major manufacturing and testing facilities include a new 135,000 sq ft Formula One facility with an on-site 50% scale wind tunnel.**
- * **Major Sponsor Commitment. To win consistently in modern Formula One requires tremendous resources. British American Racing enters competition with substantial funding for a Formula One team. A long-term fiscal commitment from BAT guarantees that British American Racing's resources will be second to none.**
- * **Comprehensive Merchandising and Licensing Program. Building on its North American marketing expertise, British American Racing will launch a comprehensive global merchandising and licensing program at general retail in Spring 1999. This reflects a strong desire to be close to the team's fans.**

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World Championship Winning Engine

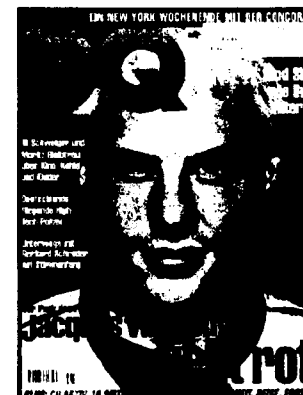
- * British American Racing will be the #1 development team for the next generation of Formula 1 V10 engines designed by Renault Sport.
- * Racing engines will be manufactured, assembled and supplied by the leading French engineering firm Mecachrome, and will carry the Supertec Sport brand name for the 1999 and 2000 seasons.
- * Renault Sport technology has powered five drivers' and six constructors' championship winners in Formula 1 since 1992.

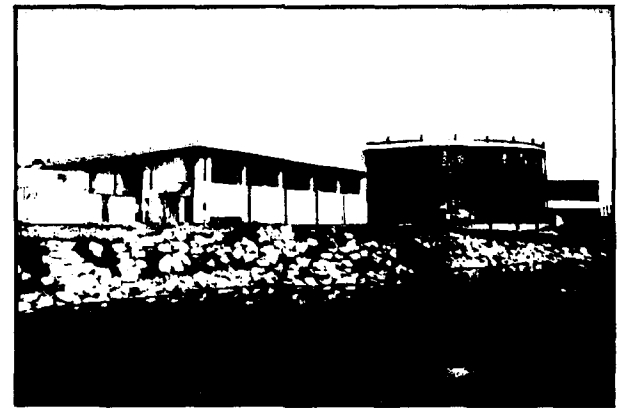
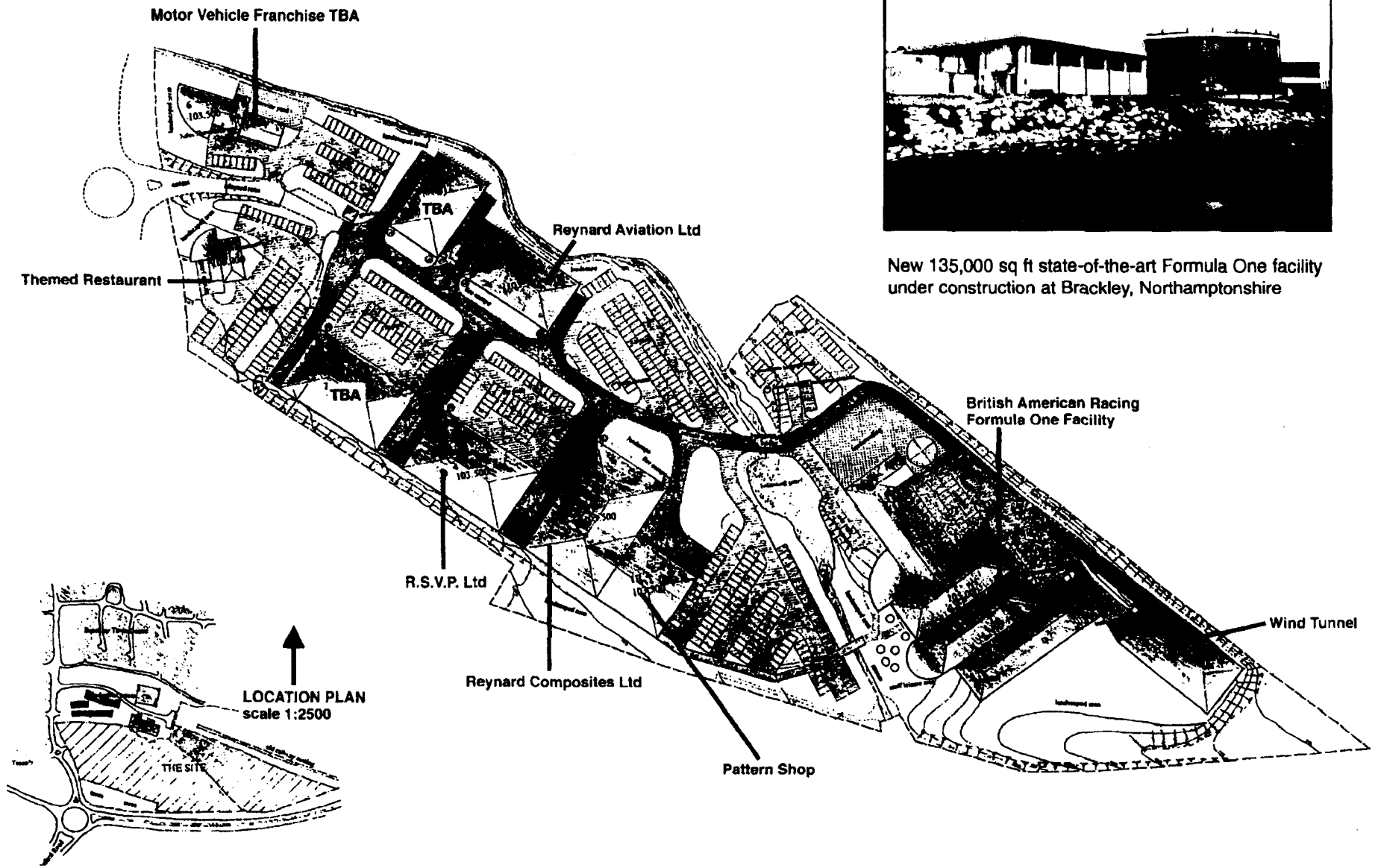


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World Class Driver Lineup

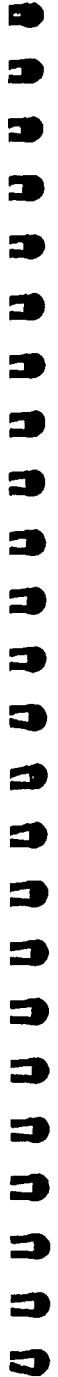
- * One driver will be Jacques Villeneuve, the 1995 Indy500 winner, 1995 CART IndyCar World Series Champion and 1997 FIA Formula 1 World Champion.
- * Son of legendary Ferrari driver Gilles Villeneuve, Jacques is an international celebrity in his own right, approaching the star status of Tom Cruise and Harrison Ford.
- * He is fluent in English, French and Italian.
- * One driver will be Ricardo Zonta, the 1995 South American and Brazilian F3 Champion, 1997 FIA Formula 3000 International Champion and 1998 FIA GT1 Champion.
- * He is fluent in English and Portuguese, and speaks Italian.





New 135,000 sq ft state-of-the-art Formula One facility under construction at Brackley, Northamptonshire

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State-of-the-Art New Facilities

- * British American Racing will be based at a brand new purpose-built facility, at Brackley in Northamptonshire, England—in the heart of motorsport’s “Silicon Valley”.
- * The major factory, some 135,000 sq ft in area, will house leading-edge manufacturing and testing facilities including an on-site 50% scale wind tunnel.
- * Adjacent to other facilities belonging to Reynard Racing Cars and Reynard Composites, the new structure has been designed with utility and ease of movement for all team members uppermost in mind. It includes two floors of offices housing all departments and team executives. A central avenue runs the entire length of the ground floor, bisecting the plant into operational areas. The avenue is large enough to allow massive race trucks to drive inside the factory. The race shop contains seven car bays for each of the different chassis the team will use during the racing season.
- * When the complex is fully operational, more than 220 British American Racing staff will be labour around the clock with a single goal in mind: to propel the team to the front of the grid in Formula One.

Critical Path

- Nov 1997 Acquire Tyrrell, one of the most famous teams in Formula One Racing.
- Dec 1997 Public launch of team. Commence new factory build.
- Jan 1998 Progression of car design and wind tunnel program. Initiate staff recruitment drive.
Phased integration of desired Tyrrell elements.
- Sep 1998 Commence car test program.
- Nov 1998 Move into 135,000 sq ft state-of-the-art Formula One facility at Brackley, Northamptonshire.
- Dec 1998 British American Racing Formula One car tests.
- Mar 1999 Entry first race - FIA Formula One World Championship.



Rights and Benefits of Corporate Sponsorship

British American Racing provides sponsoring companies with an opportunity to create a visible and valuable association with Formula One's most anticipated new team.

A full range of marketing and commercial services are available. In addition to offering category exclusivity, corporate involvement is customised to ensure that the unique marketing objectives of each company are achieved.

There are three distinct levels of sponsorship available:

- * Official Sponsors
- * Technology Partners
- * Official Suppliers

The major Grand Prix Events, numerous satellite activities and other testing and development programs create various promotional opportunities for additional corporate involvement.

British American Racing is committed to developing a long term cohesive relationship with each sponsoring company.

Official Sponsor Entitlements

- * Status as "Official Sponsor" of British American Racing.
- * Your logo on car, driver, baseball cap and truck.
- * Exclusive high profile recognition of Official Sponsors on press service, website.
- * Promotional rights and use of "British American Racing" name and "Official Sponsor" logo in advertising and the right to use the marks on product and packaging in your category.
- * Networking and preferred partner introduction program. BAT will consider a significant sponsor of British American Racing to be a preferred partner.
- * Access to British American Racing team and drivers.
- * Access to Formula One and CART display car.
- * Your logo on major sponsorship signage boards located in pits.
- * Opportunity to display / sample / sell product or service, where appropriate.
- * Preferred access to British American Racing Corporate Hospitality Suite.
- * Preferred access to Cultural and Entertainment Special Events.
- * Access to British American Racing manufacturing facility.



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Official Sponsor Entitlements

- * Access to British American Racing mailing list, by application.
- * Access to British American Racing merchandise.
- * Flexibility in the creation of other benefits, recognition and promotion tailored to the Official Sponsor's objectives.

Additional Sponsorship Opportunities Available to Official Sponsors

Contribution: negotiable

- * Sponsorship of tailored media package
- * Logo identification on British American Racing uniform, official vehicle, and the like.
- * Sponsorship of pre-Grand Prix Activities and Special Events
- * Supplementary recognition in British American Racing publications and print material.
- * Supplementary signage providing exclusive recognition of Official Sponsors, located in high traffic areas.
- * Sponsorship of tailored merchandise.

Expert Partners

Be different to be better. British American Racing is set up with a unique structure. We have assembled a team of expert partners and ask that each contribute in their area of core competency.

**BRITISH AMERICAN
RACING**

British American Racing: the professional racing team. In collaboration with leading manufacturer Reynard Racing Cars, British American Racing will build and race competitive cars in the FIA Formula 1 World Championship.

**BRITISH AMERICAN
TOBACCO**

British American Tobacco (BAT): the sponsor. A long-term fiscal commitment from partner BAT guarantees that British American Racing's resources will be second to none. BAT will market British American Racing on a worldwide basis.



Bates 141: advertising and communications. Brand custodian Bates 141 will manage BAT's image in advertising, from the corporate image of British American Racing to the brand images chosen to be associated with the team and motor sport.

**Public Relations Worldwide
EDELMAN**

Edelman Public Relations Worldwide: public relations. With 34 offices worldwide, Edelman will manage British American Racing editorial coverage and public relations.



The Merchandising Group (TMG): merchandising. TMG will exploit BAT sponsorship of British American Racing through a comprehensive global merchandising and licensing program. They will create a range of apparel and accessories designed to depict brand values and to match interest, lifestyle and attitudes of the target audience.



Partnership Production Group International (PPGI): electronic media. Independent television production company PPGI will manage electronic media presentation of British American Racing.

Tailored Electronic Media Package

- * Partnership Production Group International (PPGI) is an independent international television production company with offices in Hong Kong, Monaco, Montreal and Paris who own the rights to re-transmit the FIA Formula One Grands Prix in Asia for the next four years (1999-2002).
- * PPGI is responsible for the production, broadcast and distribution of these exclusive international events, as well as all associated sponsorship and commercial inventory.
- * PPGI is committed to support commercial partners with innovative personalised sponsoring concepts. To reinforce brand awareness PPGI guarantee coverage of every sponsoring company.



Current Network Placement

Market	Broadcaster
China	Guandong Provincial Sichuan Provincial Fujian Provincial Beijing Television Shanghai Oriental
India	Doordarshan
Mauritius	Mauritius Broadcasting Corporation
Hong Kong	TVB Pearl
Macao	Teledifusao
Taiwan	Furomosa
Vietnam	HTV Channel 7 Ho Chi Minh City
Cambodia	IBC Channel 5 TV Cambodia
Laos	Laos Television Channel 3 Laos National
Myanmar	TV Myanmar TV Myawaddy
Bangladesh	Bangladesh TV Bhaban
Singapore	Television 12
Malaysia	TV3
Philippines	Television 5

Similar footprints in South America, Europe and North America are under development.

Broadcast Commitment

Previews	25 x 10-20 sec promos	Prime time Tuesday to Friday pre-race
Qualifying	60 min	Saturday (live)
Pre-race	30 min	Sunday (live)
Race	120 min	Sunday (live)
Highlights	30 min	Tuesday following race
Magazine	26 x 30 min	Weekly during race season

- * All audio in local language
- * Visual tailor-made for each market
- * Specific feature elements integrated into programs

Personalised sponsoring concepts can include:

Feature presentations	Podium
Trivia during race	Pit stops
Standings	Fastest laps
Track lap	Passing
Race finish	Off-track and withdrawal

Key Benefits - Tailored Electronic Media Package

- * Reinforce brand awareness
- * Reach 90% of consumers who have a casual contact with Formula One
- * Transmit message that you have already put production costs into
- * Image depth: construct feature to push image more youthful, popular and international
- * No conflict with other sponsors
- * Tailored media package in key emerging consumer markets
- * Additional exposure available:
 - Out-of-home
 - Non-traditional media

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Presentation Introducing BAR March 1999