

COMPETITIVE ENVIRONMENT

- * All Sectors impacted by European recession
- * Positive Trends achieved across all products due to brand strength
- * Footwear, Watch and Clothing trends favour brand positioning but,
 - Watch competition very aggressive Sector
 - Timberland/Marlboro Classics price repositioning may impact growth rate of footwear and clothing collections.

* Key competitors

<u>Camel Boots</u>	<u>Camel Trophy Watches</u>	<u>Camel Trophy Adventure Wear</u>	<u>Camel Collection</u>
Timberland	Sector	Patagonia	Marlboro Classics
Panama Jack		Fjäll Raven Tenson North Face	Timberland Boss etc.

- * Aggressive legal situation France
Total ban Finland

WBI

OP 1995

STRATEGIC OBJECTIVE

To build brand franchises by delivering RELEVANT brand imagery and brand presence (visibility) to TARGET MARKET on a sustainable basis.

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KEY ASSUMPTIONS

- * Western Europe Priority 1
Asia /East Europe Priority 2
- * Camel Trophy remains key to Camel image communication
- * WBI strategy and key programmes will be managed/co-ordinated centrally and executed locally
- * Primary focus on communication
- * Defensibility a Key Requirement but not the driving force

OBJECTIVES

Full consistency with brand positioning.

To add relevant brand value.

Protect our ability to communicate.

Tight resource allocation.

Grow income.

Provide service excellence.

OVERALL STRATEGY

- * **Investment Spending Focused**
 - **in key priority markets**
 - **against core programmes**

- * **No net-out-of-pocket spending**
 - **in Priority 2/3 markets**
 - **against tactical**
(business mass programmes)

- * **Licence/third party business**

- * **Minimize balance sheet exposure**

- * **Maximise royalty levels**

- * **Contain operating expenses**

- * **Focus organisation**

MARKET PRIORITISATION**Priority 1 Markets**

France

Spain

Italy

Malaysia

Image-Delivery

Germany

Business Mass

Duty Free

Priority 2 Markets

Benelux

Austria

Japan

Hongkong

Hungary

Poland

South Africa

Priority 3 Markets

Scandinavia

UK

Switzerland

Canary Islands

Greece

FSU

MFA

PROGRAMME PRIORITISATION**EUROPE:**

1. CAMEL BOOTS
CAMEL TROPHY
WINSTON (*Spain/France*)
2. CAMEL COLLECTION
3. CAMEL BAGS

ASIA:

1. SALEM ATTITUDE
2. CAMEL TROPHY

ISSUES

* COMMUNICATION STRATEGY

- greater consistency/synergy
- tighter focus (2 core concepts)
Camel Trophy, Camel Boots/Collection
- better exploitation of freedom
- Pan European campaign

* INTERNATIONAL CO-ORDINATION

- address 'real market' needs
 - communication
 - product range
 - support material
- maximise involvement
- minimise/simplify reporting

* PRODUCT DEVELOPMENT

- better consistency with
 - brand positioning
 - target market
- meet needs of all key markets
- support price positioning, whilst providing access.

ISSUES (ctnd.)

- * **RESOURCE ALLOCATION**
 - focus on consumer brand building
 - focus HQ budget towards multi-market programmes
 - minimise duplication of costs

- * **BUSINESS BUILDING/LICENCEE RELATIONSHIP**
 - tighter control of brand equity
 - support materials
 - NPD
 - tighter focus on key markets/programmes
 - focus licencees on business building
 - maximise licencee contribution to trade support programmes

- * **LEGAL/PA**
 - proactively protect our right to communicate
 - a viable and defensible solution for France
 - better local market support

**KEY MARKET
ISSUES**

- FRANCE:**
- Legal/PA
 - Winston Spirit
- SPAIN:**
- Winston American Casuals
 - Legal/PA
- ITALY:**
- Camel Trophy Watch Sales
 - Capelletti
- SOUTH AFRICA:**
- Camel Boots/Capelletti
- JAPAN:**
- Camel Clothing Programme synergy
- HONG KONG:**
- Salem Attitude Programme

KEY PROGRAMMES**1995****FOCUS ON THE BRAND
FOCUS ON THE CONSUMER****1. Camel Trophy**

- * New refreshed event concept
- * Greater focus on PR opportunities
- * Full advertising shoot against consolidated brief
- * Better internal communication
- * Event budget held at 1994 level
- * Identify 3rd party investment to further reduce budget
- * Integrate GEM into WBI organisation

2. Advertising Development

- * Single European concept Boots + Collection
- * Maximum synergy with relevant brand values
- * Support premium brand positioning
- * Focus towards young adults
- * Add vitality + energy

Key Programmes (ctnd.)

3. POP Support/Brochures

- * Brand synergy
- * Consolidate market needs
- * Avoid duplication of resource/funds
- * Innovate to maximise high street visibility

4. Consumer Promotion

- * Develop 3 new international PR based promotions to
 - support highly restricted markets
 - strengthen brand ownership of adventure
 - increase young adult relevance
- * Camel Boots Adventure Photography Awards
- * Camel Collection Adventure Scholarships
- * Camel Trophy Watch Adventure Promotions

5. International PR Support

- * Provide Consumer PR packs to markets for local exploitation

KEY PROGRAMMES (Ctnd.)**6. New Product Development**

- * Better match product to
 - brand image
 - target audience
 - geographic variation

- * Support Brand Quality/Price Ratio

7. Trade Support

- * Minimise WBI investment/maximise licencees investment

- * Penetrate Brand Imagery

- * Support International Fairs only

KEY PROGRAMMES (contd.)

8. Brand/Business Development

Franchise Concept

- * Develop fully integrated franchise concept for launch 1996, that
 - provides high street presence
 - fully supports brand positioning
 - provides a real small business opportunity
 - is stronger than competitive concepts

Licence Renegotiations

- * Renegotiate key licence agreements to establish new royalty base for 1996

	<u>Current</u>	<u>Target</u>	<u>Minimum</u>
SALAMANDER	7.65	9.0	8.65
DORNBUSCH	7.00	10.0	10.0
COMO	7.50	10.0	10.0

KEY PROGRAMMES (Ctnd.)**9. International Co-Ordination**

- * Clearly communicate and agree market and programme prioritisation
- * Maximise efficiencies/synergies by
 - better communication
 - consolidating needs
 - providing feedback on developments
- * Establish cross regional co-ordination
- * Provide pro-active and reactive support on key local issues
- * Simplify and achieve consistency in reporting
- * Provide regular market feedback

10. Pan European PA Strategy

- * Engage PA consultancy to develop a clear PA strategy for
 - EU
 - Key Markets (France, Spain, Scandinavia).
- * Through consultancy provide local market support on current and emerging issue
- * Build licensee and Agency commitment and involvement in pro active PA programme.

Budget Review

	1994 OP	1994 LE	1995 OP	NOTES
RT Event	6,000	5,700	5,740	Held at 94 level
ID Production CT	250	60	1,750	BI annual investment
total CT	6250	5760	7540	
oots AD				
roduction	350	300	430	Assume new Concept
OP Dev./				
anding	123	123	450	Focus on consumer
rochures	612	562	400	Better co-ordination
ead Design/NPD	369	369	300	Better co-ordination
rade Fairs	833	773	750	Focus on consumer
onsumer Promotion	0	0	400	Restricted markets
it. PR (Lifestyle)	13	13	100	Market Support
anchise Concept	0	0	250	Visibility/Image
icCanns Fee	450	300	120	26 % of 94 OP
	9,000	8,200	10,690	

WBI**OP 1995****HQ****BUDGET ALLOCATION**

	<u>1994 LE</u>	<u>Allocation</u> <u>%</u>	<u>1995 OP</u>	<u>Allocation</u> <u>%</u>
CT	5700	69,5	5740	53,7
Ad Production/ Consumer	1048	12,8	3700	34,6
Trade	783	9,5	650	6,1
Bus. Development	369	4,5	600	5,6
Other	300	3,7	-	
TOTAL	8200	100,0	10.690	100,0
+ - %		- 9,0		+ 30,3

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OP 1995

MARKETING BUDGET OVERVIEW
1995 OP

	<u>SPEND</u> <u>\$ 000</u>	<u>% OF</u> <u>TOTAL</u>
PRIORITY 1	21,703	51 %
PRIORITY 2	5,844	14 %
PRIORITY 3	4,370	10 %
HQ	10,690	25 %
TOTAL	<u>42,607</u>	

WBI**1995 OPERATING PLAN****G & A - \$ 000**

	HEADCOUNT		G & A	
	1993 ACT	1994 LE	1993 ACT	1994 LE
Belgium	0	0	32	1
Germany	22	15	3,827	3,583
Greece	2	2	161	152
France	5	5	652	693
Holland	2	2	165	187
Hong Kong*	10	15	1,174	1,254
Hungary	0	0	0	20
Italy	3	2	614	512
Japan	2	2	1,036	267
Malaysia	2	2	155	180
Other WE/MEA	0	0	673	0
Poland	0	2	0	34
Scandinavia	1	1	165	136
Spain / CI	8	7	812	580
Switzerland	2	2	215	255
U.K.	1	1	139	132
HQ Brussels/Cologne	6	16	1,794	2,500
Total WBI	66	74	11,614	10,486
* Incl. Selling				
GEM France	6	6	1,006	772
GEM UK	13	7	2,446	1,104
Total GEM	19	13	3,452	1,876
Total GEM + WBI	85	87	15,066	12,362

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OP 1995

MISSION

**STRENGTHEN BRAND EQUITY.
LEVERAGE BRAND POTENTIAL.
BUILD COMPETITIVE ADVANTAGE.**

WHAT IS BRAND DIVERSIFICATION ?

- The commercial exploitation of a highly penetrated brand name.
- Via the transfer of the brand image of a mother product.
- To diversification products or services

WHAT BRAND DIVERSIFICATION IS NOT

- Modification of mother product
 - a line extension
- Branding promotional items

CONDITIONS FOR BRAND DIVERSIFICATION

- * **Mother brand with clear and powerful image**

- * **A mother brand image capable of being transported to other products**

- * **Credibility and competence in diversified product areas**

Brand Contribution Summary by Market

	Brand Contribution	Brand Contribution excl. CTE
	<u> </u>	<u> </u>
Germany	5435	7435
Switzerland	(397)	258
Austria	(15)	(15)
Holland	(1795)	0
Belgium	(600)	0
Scandinavia	150	200
Greece	(335)	103
UK	106	126
Spain	(4252)	(3701)
Canary Islands	(117)	(117)
Portugal	79	79
Italy	(368)	0
South Africa	(300)	0
France	(4031)	(3261)
Duty Free	100	100
Israel	(113)	0
Turkey	(1280)	0
Hungary	(300)	0
Poland	(400)	0
FSU	(238)	112
CSR	(200)	0
Japan	(118)	634
Hong Kong	1577	1577
Thailand	0	0
Malaysia	490	490
	<u>(6922)</u>	<u>4020</u>

WBI

**1995 OPERATING PLAN
G & A - \$ 000**

	HEADCOUNT		G & A	
	1994	1995	1994	1995
	LE	OP	LE	OP
Belgium	0	0	1	0
Germany	15	15	3,583	3,564
Greece	2	2	152	160
France	5	5	693	811
Holland	2	2	187	210
Hong Kong 1)	15	15	1,254	1,577
Hungary	0	0	20	0
Italy	2	2	512	495
Japan	2	2	267	343
Malaysia	2	2	180	190
Other WE/MEA	0	0	0	0
Poland	2	2	34	72
Scandinavia	1	1	136	162
Spain / CI 2)	7	6	580	672
Switzerland	2	2	255	307
U.K.	1	1	132	142
HQ Brussels/Cologne 3)	16	17	2,500	2,800
Total WBI	74	74	10,486	11,505
* Incl. Selling				
GEM France	6	6	772	782
GEM UK	7	7	1,104	1,281
Total GEM	13	13	1,876	2,063
Total GEM + WBI	87	87	12,362	13,568

1),2) +3) see attachment

WBI

1995 OPERATING PLAN

OP 1995

SALES
LICENSEE/WBI

	1993 ACT	1994 LE	+/- %	1995 OP	+/- %
Camel Footwear	93.285	91.560	-1,8%	98.406	7,5%
Camel Clothing	43.745	47.716	9,1%	59.992	25,7%
CT. Watches	11.730	14.335	22,2%	17.632	23,0%
Winston Clothing	4.391	2.213	-49,6%	2.943	33,0%
Salem Clothing	782	585	-25,2%	600	2,6%
SUB-TOTAL	153.933	156.409	1,6%	179.573	14,8%
All Others	25.266	24.305	-3,8%	29.173	20,0%
Total	179.199	180.714	0,8%	208.746	15,5%

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1995 OPERATING PLAN
INCOME STATEMENT SUMMARY

\$ 000
1994 LE

	Sales		Income			Marketing			Brand Contrib
	Consumer	Licensee/WBI	Royalty / Margin	Licensee Spending	Total	WBI Spending	Licensee Spending	Total	
Carmel Footwear	196,176	91,560	7,216	528	7,744	4,022	528	4,550	3,194
- Carmel Boots	186,992	87,104	6,963	430	7,393	3,680	430	4,110	3,283
- CTA, Boots	9,184	4,456	253	98	351	342	98	440	(89)
Carmel Clothing	100,573	47,716	3,739	861	4,600	2,705	861	3,566	1,034
- Carmel Collection	75,806	32,953	2,843	46	2,889	2,074	46	2,120	769
- CTA, Wear	24,767	14,763	896	815	1,711	631	815	1,446	265
Carmel Bags	16,333	7,252	807	550	1,357	96	550	646	711
Carmel Fragrances	406	260	14	70	84	36	70	106	(22)
Carmel Mail Order	16,412	14,182	6,129		6,129	3,980		3,980	2,149
Carmel Retail	874	760	(143)		(143)	18		18	(161)
CT, Watches	33,150	14,335	1,790	263	2,053	7,687	279	7,966	(5,913)
Other Carmel	388	651	110	12	122	235	12	247	(125)
Minston Clothing	4,845	2,213	29	130	159	4,018	130	4,148	(3,989)
Other Winston									
Salem Clothing	4,312	585	1,544	20	1,564	586	20	606	958
Others	2,400	1,200	165		165	352		352	(187)
Total TMD	375,869	180,714	21,400	2,434	23,834	23,735	2,450	26,185	(2,351)
CT, Event			37		37				(15,484)
CT, Advertising/Production									(60)
Brand Contribution	375,869	180,714	21,437	2,434	23,871	39,316	2,450	41,766	(17,895)
Selling									617
Gen & Admin									9,869
Miscellaneous									412
O.C.C.									(28,793)

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1995 OPERATING PLAN
INCOME
ROYALTY/MARGIN

OP 1995

	1993 ACT	1994 LE	+/- %	1995 OP	+/- %
Camel Footwear	7.777	7.216	-7,2%	7.758	7,5%
Camel Clothing	3.069	3.739	21,8%	4.791	28,1%
CT. Watches	1.225	1.790	46,1%	2.340	30,7%
Winston Clothing	6	29	383,3%	103	255,2%
Salem Clothing	1.181	1.544	30,7%	2.058	33,3%
SUB-TOTAL	13.258	14.318	8,0%	17.050	19,1%
All Others	7.531	7.082	-6,0%	7.924	11,9%
Total	20.789	21.400	2,9%	24.974	16,7%

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1995 OPERATING PLAN
MARKETING BY PROGRAMM

OP 1995

WBI ONLY

	1993 ACT	1994 LE	+/- %	1995 OP	+/- %
Camel Footwear	5.614	4.022	-28,4%	7.798	93,9%
Camel Clothing	1.584	2.705	70,8%	3.230	19,4%
Camel Bags	44	96	118,2%	100	4,2%
Camel Fragrances	25	36	44,0%	0	-100,0%
Camel Mail Order	4.356	3.980	-8,6%	4.123	3,6%
Camel Retail	12	18	50,0%	0	-100,0%
CT. Watches	3.657	7.687	110,2%	4.214	-45,2%
Other Camel	3.211	235	-92,7%	413	75,7%
Winston Clothing	2.582	4.018	55,6%	2.940	-26,8%
Other Winston	201	0		0	
Salem Clothing	1.539	586	-61,9%	870	48,5%
CT. Event	16.489	15.521	-5,9%	16.719	7,7%
CT. Advertising/Production	2.278	60	-97,4%	1.800	
All Others	6	352		400	13,6%
Total	41.598	39.316	-5,5%	42.607	8,4%

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**1995 OPERATING PLAN
BRAND CONTRIBUTION**

OP 1995

	1993 ACT	1994 LE	+/- %	1995 OP	+/- %
Camel Footwear	2.174	3.194	46,9%	(40)	-101,3%
Camel Clothing	1.485	1.034	-30,4%	1.561	51,0%
CT. Watches	(2.432)	(5.913)	143,1%	(1.890)	-68,0%
Winston Clothing	(2.777)	(3.989)	43,6%	(2.837)	-28,9%
Salem Clothing	(358)	958	-367,6%	1.188	24,0%
SUB-TOTAL	(1.908)	(4.716)	147,2%	(2.018)	-57,2%
All Others	(123)	2.365		2.888	22,1%
CT.EVENT	(16.489)	(15.484)	-6,1%	(16.682)	7,7%
CT. ADV/PROD	(2.278)	(60)	-97,4%	(1.800)	
Total	(20.798)	(17.895)	-14,0%	(17.612)	-1,6%

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CAMEL BRAND DIVERSIFICATION

1977

Fashion

1978

Footwear

1986

Watches

1990

Luggage



Germany



Germany

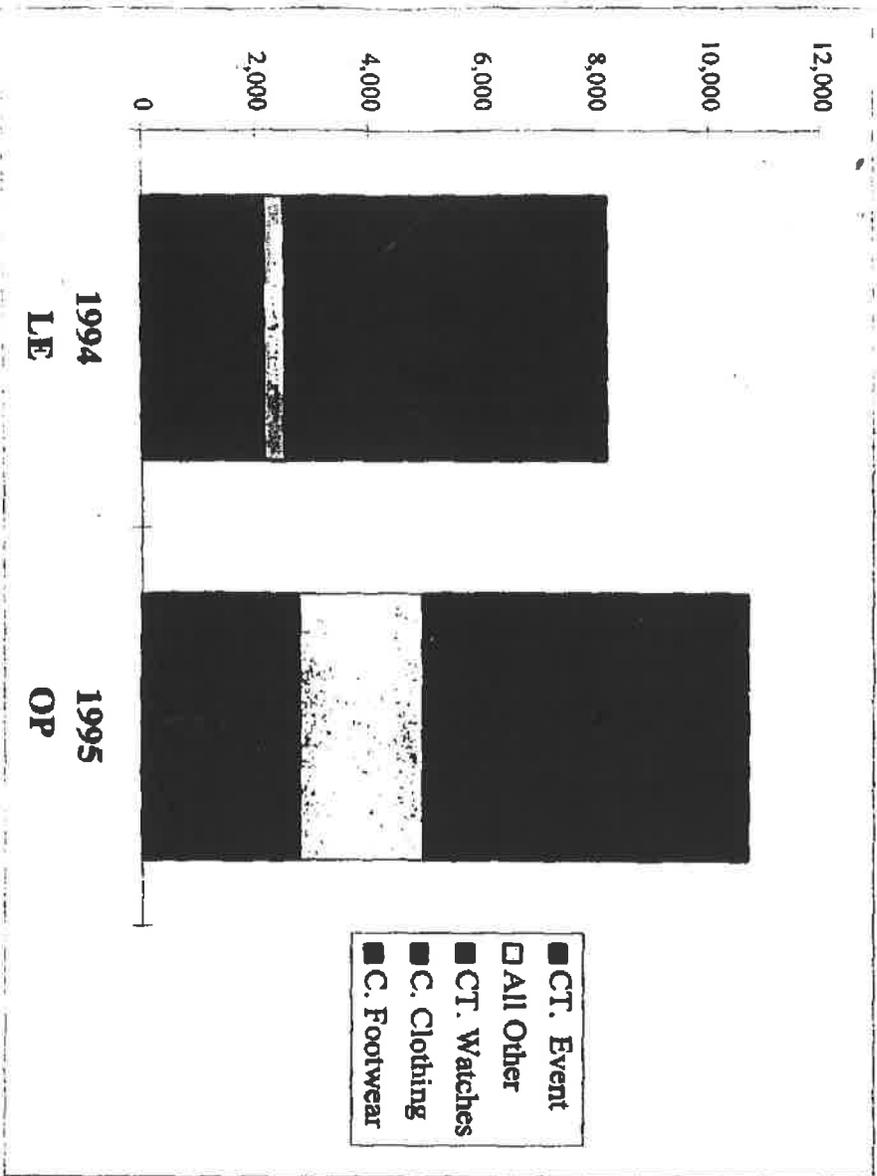


Italy



European

L. **MARKETING EXPENSES** **OP 1995**
HEADQUARTER



- CT. Event
- All Other
- CT. Watches
- C. Clothing
- C. Footwear

	\$ MM	
	1994	1995
	LE	OP
C. Footwear	864	1,265
C. Clothing	1,163	1,070
CT. Watches	113	425
All Other	360	2,190
CT. Event	5,700	5,740
Total	8,200	10,690

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1995 OPERATING PLAN INCOME STATEMENT SUMMARY

\$ 000

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	Sales		Income			Marketing			Brand Contrib
	Consumer	Licensee/WBI	Royalty / Margin	Licensee Spending	Total	WBI Spending	Licensee Spending	Total	
_E	0	0	0	0	0	8,200	0	8,200	(8,200)
CP	0	0	0	0	0	10,690	0	10,690	(10,690)
						30.4%		30.4%	30.4%

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**1995 OPERATING PLAN
INCOME STATEMENT SUMMARY**

\$ 000

dated

	Sales		Income			Marketing			Brand Contrib
	Consumer	Licensee/WBI	Royalty / Margin	Licensee Spending	Total	WBI Spending	Licensee Spending	Total	
1994 LE	375,869	180,714	21,437	2,434	23,871	39,318	2,450	41,766	(17,895)
1995 OP	435,020	208,746	25,011	2,863	27,874	42,607	2,879	45,486	(17,612)
- / - %	15.7%	15.5%	16.7%	17.6%	16.8%	8.4%	17.5%	8.9%	-1.6%

Sales: Sales growth largely due to strong performance of clothing collection in Germany, France and Japan. Footwear sales in Germany are forecast to grow strongly as the economy moves out of recession.

Income: Income growth in line with sales growth but increased licensee spendings contributing \$ 400.

Marketing: WBI marketing expenditure increase due largely to planned Camel Trophy film shoot.

Brand Contribution: Brand contribution unchanged vs '94 despite 9.2% increase in marketing. Excluding Camel Trophy Event costs all markets except Iberia and France break even at brand contribution level.

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**1995 OPERATING PLAN
INCOME STATEMENT SUMMARY**

**\$ 000
1995 OP**

H.Q. Cologne

	Sales		Income			Marketing			Brand Contrib
	Consumer	Licensee/WBI	Royalty / Margin	Licensee Spending	Total	WBI Spending	Licensee Spending	Total	
Carnel Footwear						1,265		1,265	(1,265)
- Carnel Boots						900		900	(900)
- CTA. Boots						365		365	(365)
Carnel Clothing						1,070		1,070	(1,070)
- Carnel Collection						788		788	(788)
- CTA. Wear						282		282	(282)
Carnel Bags									
Carnel Fragrances									
Carnel Mail Order									
Carnel Retail									
CT. Watches									
Other Carnel									
Winston Clothing									
Other Winston									
Salem Clothing									
Others									
Total TMD						390		390	(390)
						3,150		3,150	(3,150)
CT. Event									
CT. Advertising/Production									
Brand Contribution									(10,690)
Selling									2,800
Gen & Admin									900
T/M legal Expe									(14,390)*
O.C.C.									

* EXCLUDING REGIONAL ALLOCATION OF CT EXPENSES TO ASIA AND E.C. EUROPE (\$ 1.725 M)

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1995 OPERATING PLAN
INCOME STATEMENT SUMMARY

\$ 000
1995 OP

	Sales		Income			Marketing			Brand Contrib
	Consumer	Licensee/WBI	Royalty / Margin	Licensee Spending	Total	WBI Spending	Licensee Spending	Total	
Carnel Footwear	210,741	98,406	7,758	572	8,330	7,798	572	8,370	(40)
- Carnel Boots	199,252	92,631	7,401	463	7,864	7,009	463	7,472	392
- CTA Boots	11,489	5,775	357	109	466	789	109	898	(432)
Carnel Clothing	126,414	59,982	4,791	1,105	5,896	3,230	1,105	4,335	1,561
- Carnel Collection	98,492	43,410	3,802	140	3,942	2,546	140	2,686	1,256
- CTA Wear	27,922	16,582	989	965	1,954	684	965	1,649	305
Carnel Bags	18,846	8,800	903	622	1,525	100	622	722	803
Carnel Fragrances	389	269	13	71	84			71	13
Carnel Mail Order	16,685	14,509	6,431		6,431	4,123	71	4,123	2,308
Carnel Retail									
CT. Watches	39,779	17,632	2,340	163	2,503	4,214	179	4,393	(1,890)
Other Carnel	8,064	4,509	386	135	521	413	135	548	(27)
Minston Clothing	6,281	2,943	103	165	268	2,940	165	3,105	(2,837)
Other Winston									
Salem Clothing	5,249	600	2,058	30	2,088	870	30	900	1,188
Others	2,572	1,286	191		191	400		400	(209)
Total TMD	435,020	208,746	24,974	2,863	27,837	24,098	2,879	26,967	870
CT. Event			37		37				(16,882)
CT. Advertising/Production									(1,800)
Brand Contribution	435,020	208,746	25,011	2,963	27,874	42,607	2,879	45,486	(17,612)
Selling									802
Gen & Admin *									11,984
Miscellaneous									439
O.C.C.									(30,637)
incl. GEM UK									

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SENSITIVITIES HQ

Renegotiation of Licence Contracts

	<u>%</u>	<u>Probability</u>	<u>\$ 000</u>
SALAMANDER (new licence agreement 6 mth effect 1995)	+ 1 %	60 %	+ 450
DORNBUSCH (new licence agreement 6 mth effect 1995)	+ 1 %	60 %	+ 50
COMO (new licence agreement 6 mth effect 1995)	+ 1 %	60 %	+ 15
3rd Party funding Camel Trophy		50 %	+ 150
			<hr/>
			665

WBI

OP 1995

**1995 OPERATING PLAN
HUMAN RESOURCES**

1. Hong Kong

Incl. 6 HC for sales activities

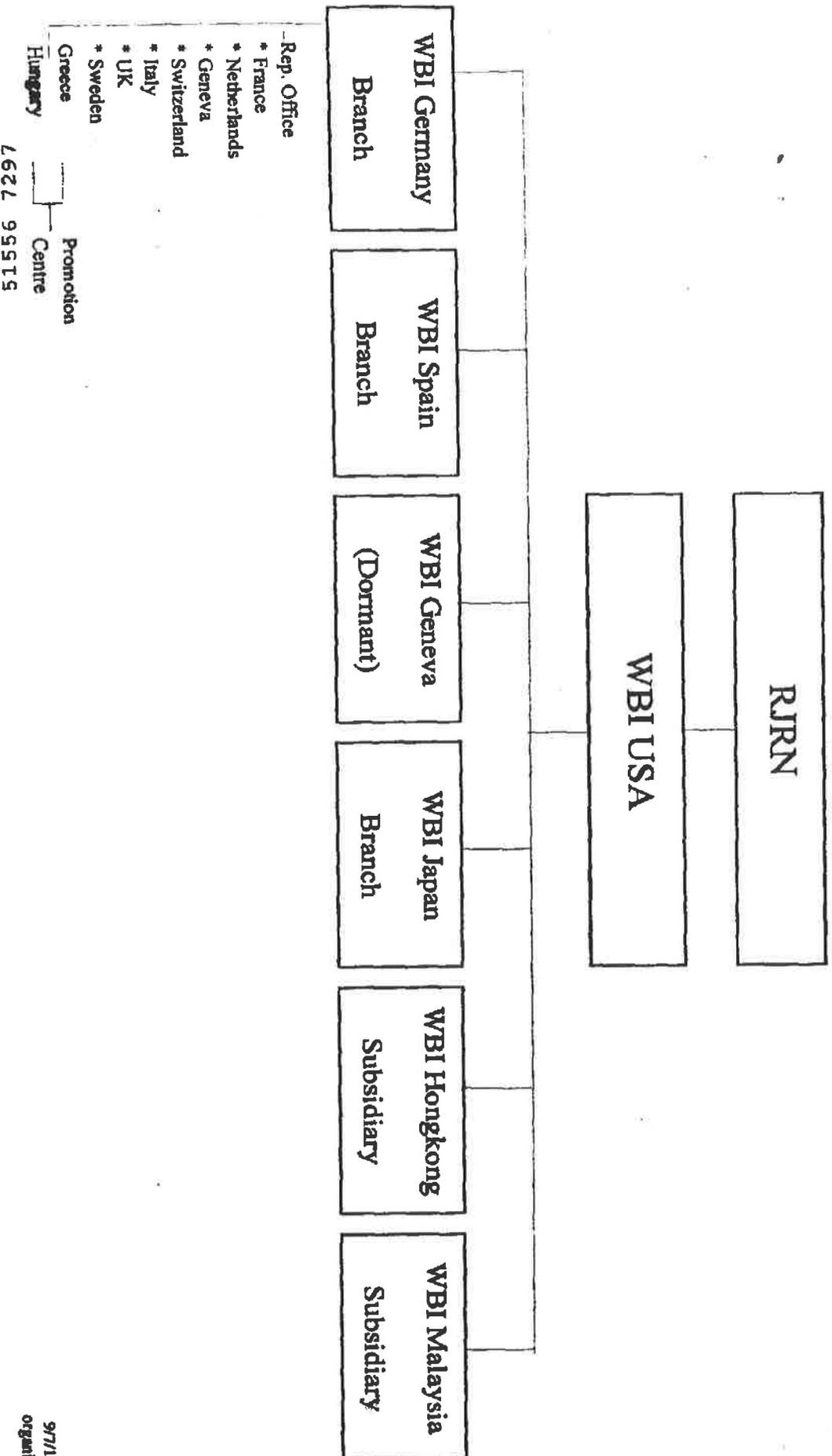
2. Spain / CI

Decrease in HC due to 1 CTrophy consultant
budgeted as a free lance

3. HQ Cologne

Increase by 1 HC in Finance Department.

WBI LEGAL STRUCTURE



WBI**BUSINESS
OVERVIEW****TAX EXPOSURE****PRE-TAX LOSS (\$ MM)**

	<u>WBI-USA</u>	<u>CTE X-CHARGE</u>
1989	0.9	-
1990	1.0	-
1991	6.4	-
1992	13.0	21.5
1993	15.1	21.3
1994 LE	13.2	22.9
1995 OP	<u>11.1</u>	<u>20.1</u>
CUMULATIVE	<u>60.7</u>	<u>85.8</u>
	<u>146.5</u>	
	At 35 %	
TAX EXPOSURE	\$ 51,3 MM	

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HO-MARKETING 1995
BUDGET REVIEW

	1994 OP	1994 LE	+ / - %	1995 OP	+ / - %
EVENT	6,000	5,700	-5.0%	5,740	0.7%
PRODUCTION	250	60	-76.0%	1800	
DOTS/COLLECTION	350	300	-14.3%	500	66.7%
PL	600	380	-40.0%	2300	538.9%
DEV/HANDLING	123	123		450	265.9%
NUMER PROMOTION	0	0		400	
NUMER BROCHURE	612	562	-8.2%	400	-28.8%
R	13	13		100	689.2%
DESIGN / NPD	369	369		300	-18.7%
CHISE	0	0		250	
E FAIRS	833	773	-7.2%	750	-3.0%
MINNS FEE	450	300	-33.3%	0	
L	9,000	8,200	-8.9%	10,690	30.4%

662 L 95515

1995 OPERATING PLAN
MARKETING PLAN - \$ 000

Consolidated

Excluding Licensee Spending

	1995 OP						Total
	ADVERTISING			P.O.S.	Field Promo	Other BTL	
MEDIA	PRODUCTION	TOTAL ADV.					
Carnel Footwear	2,711	607	3,318	1,942	1,894	604	7,798
- Carnel Boots	2,528	475	3,003	1,566	1,888	552	7,008
- CTA. Boots	183	132	315	378	46	52	789
Carnel Clothing	745	285	1,010	1,463	298	459	3,290
- Carnel Collection	582	245	827	1,095	250	374	2,548
- CTA. WEAR	163	20	183	368	48	85	684
Carnel Bags					79	27	100
Carnel Fragrances							
Carnel Mail Order							
Carnel Retail	1,288	2,596	3,826		164	133	4,123
CTA. Watches	2,042	198	2,180	1,134	636	264	4,214
Other Carnel	1,263	359	1,622	150	1,075	93	2,940
Winston Clothing							
Other Winston	486	147	613	35	25	197	870
Salem Clothing	4,484	555	5,019	508	8,257	2,936	18,719
CT Event							
CT Advertising/Production		1,800	1,800				1,800
All Other				390		10	400
Total Marketing	12,979	6,409	19,388	5,695	12,416	5,106	42,807

003L 95515

W B I

1995 OPERATING PLAN

OP 1995

MARKETING BY PROGRAM

INCL. LICENSEE SPENDING

	1993 ACT	1994 LE	+/- %	1995 OP	+/- %
Camel Footwear	6.093	4.550	-25,3%	8.370	84,0%
Camel Clothing	2.455	3.566	45,3%	4.335	21,6%
Camel Bags	499	646	29,5%	722	11,8%
Camel Fragrances	155	106	-31,6%	71	-33,0%
Camel Mail Order	4.356	3.980	-8,6%	4.123	3,6%
Camel Retail	12	18	50,0%	0	-100,0%
CT. Watches	3.790	7.966	110,2%	4.393	-44,9%
Other Camel	3.276	247	-92,5%	548	121,9%
Winston Clothing	2.708	4.148	53,2%	3.105	-25,1%
Other Winston	201	0		0	
Salem Clothing	1.557	606	-61,1%	900	48,5%
CT. Event	16.469	15.521	-5,9%	16.719	7,7%
CT. Advertising/Production	2.278	60	-97,4%	1.800	
All Others	6	352		400	13,6%
Total	43.875	41.766	-4,8%	45.486	8,9%

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W B I

1995 OPERATING PLAN
MARKETING BY PROGRAM

OP 1995

WBI ONLY

	1993 ACT	1994 LE	+/- %	1995 OP	+/- %
Camel Footwear	5.614	4.022	-28,4%	7.798	93,9%
Camel Clothing	1.584	2.705	70,8%	3.230	19,4%
Camel Bags	44	96	118,2%	100	4,2%
Camel Fragrances	25	36	44,0%	0	-100,0%
Camel Mail Order	4.356	3.980	-8,6%	4.123	3,6%
Camel Retail	12	18	50,0%	0	-100,0%
CT. Watches	3.657	7.687	110,2%	4.214	-45,2%
Other Camel	3.211	235	-92,7%	413	75,7%
Winston Clothing	2.582	4.018	55,6%	2.940	-26,8%
Other Winston	201	0		0	
Salem Clothing	1.539	586	-61,9%	870	48,5%
CT. Event	16.489	15.521	-5,9%	16.719	7,7%
CT. Advertising/Production	2.278	60	-97,4%	1.800	
All Others	6	352		400	13,6%
Total	41.598	39.316	-5,5%	42.607	8,4%

WBI

OP 1995

CAMEL TROPHY

EVENT BUDGET BREAKDOWN 1995

		<u>% Total</u>
Direct PR Costs	1300	23
Indirect PR Costs	1640	29
Special Tasks	400	7
Insurances	200	3
Safety	230	4
Recces/Pre-Scouts	420	7
International Training/ Selections	450	8
Event Logistics	1100	19
	—	—
TOTAL BUDGET	5740	100

W.B.I.

Consolidated

1995 OPERATING PLAN
MARKETING PLAN - \$ 000

1994 LE

Excluding Licensee Spending

	1994 LE						Total
	MEDIA	ADVERTISING PRODUCTION	TOTAL ADV.	P.O.S.	Field Promo	Other BTL	
Carmel Footwear	1,151	285	1,436	1,721	614	251	4,022
- Carmel Boots	1,134	261	1,395	1,469	583	233	3,080
- CTA, Boots	17	24	41	252	31	18	342
Carmel Clothing	395	136	531	1,120	164	890	2,705
- Carmel Collection	347	132	479	791	116	668	2,074
- CTA, WEAR	48	4	52	329	48	202	631
Carmel Bags	28	2	30	42	24		96
Carmel Fragrances	36		36				36
Carmel Mail Order	1,349	2,294	3,693	9	155	192	3,900
Carmel Retail					9		18
CTA, Watches	4,636	276	4,912	656	1,607	312	7,687
Other Carmel						235	235
Winston Clothing	1,650	205	1,855	151	1,897	75	4,018
Other Winston							
Salem Clothing	263	101	364	30	10	182	586
CT Event	3,617	581	4,198	5,948	2,591	2,704	15,521
CT Advertising/Production		60	60				60
All Other						352	352
Total Marketing	13,125	3,830	17,055	9,677	7,311	5,273	39,316

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