

JOSEPH F. CULLMAN 3RD  
100 PARK AVENUE  
NEW YORK, N.Y. 10017

*Chairman Emeritus*  
PHILIP MORRIS COMPANIES INC.

*Kluger*  
*Coast Affair*

May 8, 1996

Dear Richard Kluger:

Thank you for sending me your book Ashes to Ashes. Unfortunately, I have been very busy during the past two weeks with a Disney Board Meeting in Los Angeles and the Philip Morris Annual Stockholders' Meeting in Richmond but I have read most of the chapters.

I have long believed that the history of the American tobacco industry in this century was well worth the attention of a serious historian and would make a fascinating chapter in the annals of American business. Despite our obvious difference in point of view, I think you have done a very fine job of researching and telling this story.

I found myself at times pleased with your accounts of the rise of Philip Morris and of management's role in its success. At the same time your negative characterization of the actions of my colleagues and me in conducting the business of Philip Morris was a severe disappointment.

Speaking for myself, I would remind you that during my tenure the Company took many steps to accommodate the concerns about smoking expressed in the Congress and government agencies. This Company and other members of the industry in cooperation with government provided health warnings, disclosed cigarette tar and

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nicotine contents and ingredients, modified our advertising and promotional programs, discontinued the use of radio and television advertising, and made substantial modifications in our cigarettes, all of those modifications moving in the direction indicated by biomedical research.

I am proud of the part I played in leading Philip Morris during these years. My intent and that of my colleagues was always to conduct our business ethically and responsibly.

To cite your apt inscription, "Doubtless I will never persuade you of that."

Best regards.

Sincerely,

  
Joseph F. Cullman 3rd

Mr. Richard Kluger  
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