

15th Draft

DRAFT OF LETTER FROM J.F. CULLMAN 3RD TO RICHARD KLUGER

Dear Mr. Kluger:

Thank you for sending me your book Ashes to Ashes. Unfortunately, I've been very busy during the past two weeks with a Disney board meeting and the Philip Morris Annual Meeting and have only been able to finish several 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

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government provided health warnings, disclosed cigarette tar and nicotine contents and ingredients, modified our advertising and promotional programs 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 and good wishes.

Joseph F. Cullman 3rd

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