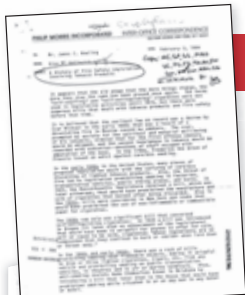


Big Tobacco's playbook

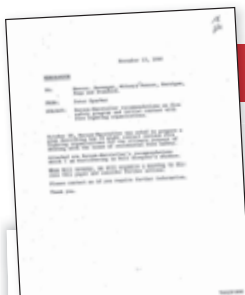
More than 13 million tobacco industry documents became public after cigarette companies settled lawsuits over the health costs of treating smokers. Hidden among them are records that lay out the industry's sophisticated campaign to befriend firefighting officials and deflect controversy over cigarette fires. By fending off requirements for "fire-safe" cigarettes and refocusing attention on flammable furniture, Big Tobacco helped fuel the widespread use of flame retardants in upholstered couches and chairs.



PHILIP MORRIS INTERNAL MEMO (1984)

A Philip Morris researcher traces the earliest calls for fire-safe cigarettes to the 1920s. The company didn't introduce a self-extinguishing cigarette until 2000.

...ation vehicles, public dining places, and barns. In 1922, the Massachusetts legislature received a bill, which was later withdrawn, that would have prohibited the manufacture and sale of cigarettes that burned after being discarded. Also in the 1920s, bills were considered in New York and Idaho that would have prohibited the use of non-flammable



MEMO FROM BURSON-MARSTELLER TO THE TOBACCO INSTITUTE (1980)

Big Tobacco's public relations consultant Burson-Marsteller warns in 1980 that "sales could be dramatically affected" if fire-safe cigarette laws pass.

Statement

The most immediate and potentially the most damaging problem facing the tobacco industry is pending legislation which proposes product modifications that would make it unacceptable to consumers. In short, sales could be dramatically affected with the passage of these unenlightened bills.



TOBACCO INSTITUTE STRATEGY MEMO (1982)

Tobacco executives had a two-pronged defense — insisting they couldn't make a fire-safe cigarette and shifting the focus to the furniture that burned — but executives voice concern that they were failing to combat "fire scarred victims."

To date, the industry response has been twofold:

1. The industry has said it can not make a self-extinguishing cigarette without unduly affecting the nature of the product; and that some substances will ignite with even a casual brush with a lit cigarette.
2. The industry had also worked with the nation's furniture manufacturers to promote fire resistant furniture. But substantial work still needs to be done in that area.

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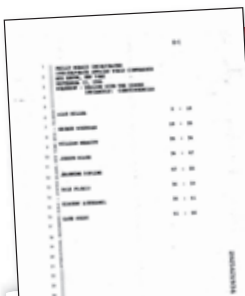
Neither industry response has been particularly effective in offsetting fire scarred victims interviewed by the news media and paraded before legislative committees.



MEMO FROM CONSULTANT TO TOP TOBACCO ATTORNEY (1982)

The consulting company TriData suggests that establishing a fire safety program would improve tobacco's image and "provide a strong base from which to present industry views."

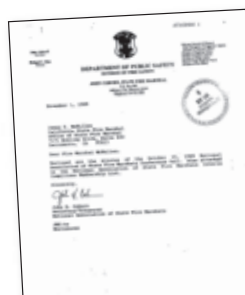
Thus, this environment creates the potential for a bold investment program to dominate the field, coalesce legislative and executive support, and help "turn a black hat gray."



PHILIP MORRIS EXECUTIVE SPEECH AT WORLD COMPANY CONFERENCE (1984)

Fire-safety groups courted by Big Tobacco became allies in the industry's fight against laws on fire-safe cigarettes. So successful was the strategy that a Philip Morris executive cites it as an example of how to neutralize enemies.

...natural friends; to find your natural enemies and if possible, the ways in which you can neutralize them.



NATIONAL ASSOCIATION OF STATE FIRE MARSHALS LETTERHEAD (1993)

Peter Sparber, a former Tobacco Institute executive, helps organize the National Association of State Fire Marshals and bills the Tobacco Institute \$200 an hour for what the marshals thought was volunteer work. The marshals shared a Washington office with Sparber and put him on the organization's letterhead.

Executive Director
Peter G. Sparber
Legislative Representative

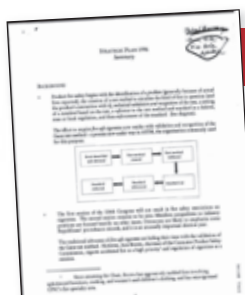
and condescending manner wh
about inconsistencies in a c
the matter of fire safe cigs



SPARBER MONTHLY BILLING REPORT TO THE TOBACCO INSTITUTE (1992)

Sparber helps the National Association of State Fire Marshals ask the U.S. Consumer Product Safety Commission for national rules requiring flame-retardant furniture.

Began work on State Fire Marshal request for CPSC action on furniture standards.



R.J. REYNOLDS TOBACCO CO. STRATEGIC PLAN (1996)

The National Association of State Fire Marshals' petition to the U.S. Consumer Product Safety Commission for flame-retardant furniture plays a key role in Big Tobacco's efforts to delay rules requiring fire-safe cigarettes by shifting focus to the furniture fueling fires rather than the cigarettes that were sparking the blazes.

In 1996, fire officials must keep the pressure on the Commission to focus on the fuels rather than ignition sources.