

2000 Tobacco Industry Projects—a Listing (173 pp.)

- Project “A”:* American Tobacco Co. plan from 1959 to enlist Professors Hirsch and Shapiro of NYU’s Institute of Mathematical Science to evaluate “statistical material purporting to show association between smoking and lung cancer.” Hirsch and Shapiro concluded that “such analysis is not feasible because the studies did not employ the methods of mathematical science but represent merely a collection of random data, or counting noses as it were.” Statistical studies of the lung cancer- smoking relation were “utterly meaningless from the mathematical point of view” and that it was “impossible to proceed with a mathematical analysis of the proposition that cigarette smoking is a cause of lung cancer.” AT management concluded that this result was “not surprising” given the “utter paucity of any direct evidence linking smoking with lung cancer.”¹¹²
- Project A:* Tobacco Institute plan from 1967 to air three television spots on smoking & health. Continued goal of the Institute to test its ability “to alter public opinion and knowledge of the asserted health hazards of cigarette smoking by using paid print media space.” CEOs in the fall of 1967 had approved the plan, which was supposed to involve “before-and-after opinion surveys on elements of the smoking and health controversy” to measure the impact of TI propaganda on this issue.”¹¹³ Spots were apparently refused by the networks in 1970, so plan shifted to Project B.
- Project A-040:* Brown and Williamson effort from 1972 to ¹¹⁴
- Project AA:* Secret RJR effort from 1982-84 to find out how to improve “the RJR share of market among young adult women.” Appeal would

¹¹² Janet C. Brown to Mr. Whiteside (American Tobacco), “RE: American Tobacco – Lung Cancer Litigation General – Project ‘A’,” April 20, 1959, Bates 968237236-7238.

¹¹³ AHD to WK Jr. (Kloepfer?) (Tobacco Institute), “Re: Authorization of TI Staff” (circa 1968 or thereafter), Bates TIMN0004649.

¹¹⁴ H. C. Woertz, “Development Center Project A-040,” Sept. 22, 1972, Bates 660082477.

be to “stylish segment” smokers without raising “negative ‘snob’ perceptions.”¹¹⁵ Involved collaboration with fashion designer Yves Saint Laurent “to gain further consumer understanding of the 18-24 year old female market”¹¹⁶ \$82 million had been spent on this by 1985.

The goal was

Project Abbott: BAT effort to make a JPS Lights for European Duty Free market, made in Brussels, launched in 1993.

Project Abstract: Philip Morris 1971-73 “center-core cigarette program” evaluated using Project 2104 tobacco substitutes, such as sugar beet pulp and various synthetics.¹¹⁷ Philip Morris ordered special Molins making machines for this purpose, which Wakeham characterized (in a letter to Molins’ president) “highly confidential” and to be kept under “maximum security.”¹¹⁸

Project Abstract: Community Alliance Project with National Association of State Boards of Education (1988) to promote Philip Morris’ “Helping Youth Decide” program.

Project Ace: Philip Morris effort from 1993 to make a carton or container splitter, recloser gluer and flap folding device.

Project Achilles: BAT effort from 1986 to use a gold metallised board in packaging; linked to Project *Tendon*.

Project Actor: Brown and Williamson effort from 1994 to develop “a 9 mg product that is superior to Marlboro Lights KS among Marlboro Lights KS smokers.” Used coaxial design (separate core and periphery blends) to “reach up” to higher tar users. Didn’t score so well on the DuPont Hedonic Attribute Test.

Project AD: Reynolds effort from 1984-87 to develop a cigarette with no biological activity, no sidestream smoke, no carbon monoxide, and “improved disposability.” For smokers in the “Concerned”

¹¹⁵ “Project AA” (Reynolds), Dec. 1982, Bates 514107021-7023.

¹¹⁶ Bates 502776261/6262.

¹¹⁷ Philip Morris, “Work Completed, Underway or Planned on Project Abstract,” Oct. 19, 1971, Bates 1000841304-1305.

¹¹⁸ Helmut Wakeham to Ralph Beck (Molins), April 20, 1973 Bates 000245189.

- and “Moderation” segments of the population. An outgrowth of Project *SPA*, Reynolds’ effort to make a smokeless cigarette (Premier brand).¹¹⁹ Cigarette would have reusable holder.
- Project Adamite:* Philip Morris Europe (Neuchatel) effort from 1987 to standardize the base flavors used in German LAG cigarettes.
- Project Adige:* Philip Morris Europe (Neuchatel) effort from 1988-89 to develop a low tar cigarette using a filter made from tobacco stems and expanded blend sprayed with an after-expansion flavoring solution.
- Project Admoist:* Philip Morris Europe (Neuchatel) effort from 1988 to provide assistance to Neuchatel’s Engineering and Onnens Operations for the evaluation of a Dickinson ADMOIST conditioning system for the reordering of expanded tobacco (in preparation for rolling)¹²⁰
- Project Adolescent Morbidity:* AT Co 1988 study up to age 17.
- Project Adrian II:* PME effort from 1983 to make a low weight 90 mm cig for the female smoker for Sweden .
- Project Adularia:* Philip Morris Europe (Neuchatel) effort from 1987 to standardize the flavor bases used for its MLF cigarettes (aka Project 5030).
- Project ADV Model 56:* American Tobacco effort from 1992 to develop a low-tar (5 mg) special blend from Carlton incorporating increased levels of expanded tobacco to regulate burn rate and puff count.
- Project Advance:* Reynolds effort from 1975 to develop a special blend in collaboration with MacDonald Tobacco Inc. of Montreal.
- Project Advance:* Brown and Williamson effort from 1979 with Souza Cruz exploring pretesting of “low budget films.” Jagger of Souza Cruz worked on this, as did James P. Wilhelm (Project Manager) of Brown & Williamson.
- Project Advance:* Philip Morris effort from 1984 to investigate “non-burning pleasure articles,” cigarette-like objects that would deliver an aerosol of “nicotine, flavors and other satisfying components” with “very low biological activity” and little or no sidestream

¹¹⁹ S. R. Strawsburg to R. A. Kampe, “New Product Technologies - Resource Requirements,” Oct. 21, 1987, Bates 506250360-0379; R. J. Reynolds Tobacco Co., “Strategy Development Worksheet,” April 1, 1984, Bates 502114589-4598.

¹²⁰ Philip Morris Europe, “Research and Development, Neuchatel – Quarterly Report,” Oct.-Dec. 1988, Bates 2028635274-5452, at 5279.

smoke. Heat sources explored included electrical batteries, chemical power (photoflash or thermite), SWEPT devices, etc.¹²¹ Later expanded (as Project *Vanguard*) to include cold Unpowered Vapor Devices, heated devices, and mechanical devices for atomization but also SWEPT devices such as whistles, capillaries, and packed beds. The idea behind the “electric cigarette” was that a battery would heat a nichrome wire, warming and vaporizing the nicotine. From this also grew Project *Leap*. Philip Morris also worked with General Electric “to provide additional expertise in developing the electric cigarette concept.”

Project Advance: American Tobacco effort from 1992 to consumer test model 100-mm cigarettes against Marlboro Lights, Merit, Winston Lights, and Vantage cigarettes.

Project Adverb: Brown & Williamson effort from 1987-89 to identify “those aspects of Marlboro KS Tobacco that contribute to its superior smoke sensory qualities.” Adverb “teachings” included “ammonia chemistry through NH₃,” “urea, DAP and ammonium carbonate”; ureas/DAP in paper recon”; “NH₃/DAP in Band-Cast Recon, and ammonium carbonate expanded tobacco.”¹²² Project *Adverb* found that “controlled ammonia processing” was “the soul of Marlboro.”¹²³

Project AERO: RJR effort from 1988 to develop 6 and 7mg tar concentrations for regular and king size cigarettes for Canada. Tested against Player’s Extra Light.

Project Aero: BAT Southampton effort from 1990-91 to conduct certain field tests in the U.K. with regard to price sensitivities. Involved the use of new statistical methods and computer programs.

¹²¹ ??? Bates 2020045324-5325.

¹²² Brown and Williamson, “Implementation of Adverb Teachings,” circa 1989, Bates B01295031-5046. Check date ???

¹²³ J. H. Lauterbach and R. R. Johnson (Brown & Williamson R&D), “The Project Adverb Study of Marlboro KS,” Oct. 10, 1989, Bates 570244005-4027.

- Project AF:* BAT project that began (in 1964) as “Project AIRFERM,” an effort to develop bright tobacco leaves with the smoking properties of cigar tobaccos.¹²⁴ See Project AIRFERM.
- Project AF:* Reynolds effort from mid-1980s to allow smokers “to choose the level of rich taste delivery with each cigarette smoked” by means of an adjustable filter. Grew from “Dial-a-Filter” concept of 1981, an idea also explored by Philip Morris (both companies submitted patents). Allowed an adjustment range of plus or minus 4mg tar.¹²⁵ Aka Project *Adjustable Rich Taste Delivery*. Linked to Project *VB*.
- Project AFC:* American Tobacco Co. effort from 1981-83 to develop an “additive-free cigarette” (hence the acronym) using a tobacco blend without casing, flavor or humectants. Later models used circa 56 % ventilation and incorporated flavors into the filter. An 1983 analysis showed 2.09 percent nicotine.
- Project AFC:* Reynolds effort from 1983 to develop a “technology-driven brand utilizing adjustable filter technology.”¹²⁶
- Project AFT:* Brown & Williamson effort from the early 1980s to develop a “new international full flavor brand” competitive with Marlboro and Winston. Cigarette was to be “short and memorable,” and to “convey manliness and virility.”¹²⁷ Also an effort (by the same company at the same time) to make a no additives cigarette (“Additive-Free”?). Led to Projects *AFC-C* and *AFC-T*.
- Project AFT:* Reynolds effort from 1991, no further information.
- Project Agades:* Philip Morris Europe effort from 1991 to develop a Virginia type, Bond Street KS non-ventilated cigarette for West-Africa.¹²⁸
- Project Agate:* Philip Morris Europe effort from 1988 to reformulate the base flavor of the FELTON line.

¹²⁴ “The AIRFERM (AF) Project,” 100657321-100657324

¹²⁵ “Smoking Issues – Project CC Status” (Reynolds), 1985, Bates 503711931-1940.

¹²⁶ Reynolds, “Project DB,” 1983, Bates 502787948-7968 at 7962.

¹²⁷ “Basic Conceptual Framework. Project Aft,” n.d., Bates 660916102-6113.

¹²⁸ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), “Cigarette Development EEMA” (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

- Project Air Quality in Aircraft:* Philip Morris Europe (Neuchatel) collaboration with the Netherlands Organization for Applied Scientific Research (TNO Division of Technology for Society) from 1990 to explore the impact of smoking in closed aircraft.
- Project Airbus:* Brown & Williamson response to RJR's Premier, including an effort to make low sidestream smoke cigarettes using Project *LEAST* inorganics inserted by *DEER* technologies. Terminated in 1989, succeeded by Project *Nova*.
- Project Airferm:* BAT Southampton/Brown & Williamson effort from 1964-69 to explore how inoculation with different kinds of microbial agents (esp. yeast) will impact tobacco fermentation and tobacco constituents. Linked to Project *Janus*. Aka Project 67, Project *AF(?)*, Project 3000.¹²⁹ Goal was to produce a bright tobacco product with smoking properties more like those of an air-cured fermented leaf—basically a low-sugar cigar tobacco that could be used in cigarettes, probably to achieve a free-basing effect. AIRFERM tobacco was used in BAT's JANUS project ("reduced-risk") cigarettes. Project Airferm was later renamed "Project AF"
- Project AL:* American Tobacco Marketing Dept. product development effort from 1983-85, coordinated by SSC&B. Infinite Image worked on this special project.
- Project AL:* Philip Morris plan from 1993 to explore the value of an all-aluminum packaging for premium brands. Involved effort to patent an annealing process to facilitate the folding of aluminum plate used for making packing machinery.
- Project Alain:* Philip Morris Europe effort from 1988 to develop a mentholated version of the prototype "Bond LTD" cigarette for Sweden. Linked to Project *Michel*.
- Project Alboreto:* Philip Morris Europe effort from 1984 to develop a line extension of Diana King Size and Diana SM for the Italian market.
- Project Alert:* Reynolds computerized information management system using an HP/3000 Project Management System (for resource allocation).
- Project Alexander:* BAT effort from 1993 to design and manufacture "eco-friendly"

¹²⁹ D. G. Felton (BAT), "The Examination of Samples from Project Airferm, Report No. RD 309-R," Nov. 26, 1964, Bates 570537771-7969.

- products and packaging for concept testing in Switzerland.¹³⁰
- Project Alfa:* Brown & Williamson effort from 1986 to produce a Lucky Strike king size box for Chile.
- Project Aloha:* Philip Morris effort from 1984 to make an oval canister for cigarettes offered through a Virginia Slims promotion.
- Project Alpha:* BAT effort from 1972 “to enhance the Player’s housemark in Virginia markets” and “To provide a contender against Dunhill International.” Goal was to have product ready for sale at the Grand Prix in South Africa in Feb. 1973.¹³¹
- Project Alpha:* aka “Black Hole”: RJR effort from 1986-90 based on patents from 1985 and ‘86 to make the “perfect cigarette” using a carbon heat source, flavor capsule, and tobacco. The cigarette, marketed in 1988 under the name “Premier,” was to leave no ash to have little or no sidestream smoke; it was also supposed to be fire safe. In 1990 *Project Alpha* was given a new code name, and henceforth was known as *Project XD*. The goal by this time was to develop cigarettes that “simplify MS and SS smoke chemistry, minimize biological activity and minimize ETS and simultaneously maximize consumer acceptance.”¹³² Early versions developed as *Projects Spa, Q* and *Y*.
- Project Alpha:* BAT effort from 1997 to improve the “poor image of the industry” in Brazil, by countering anti-tobacco efforts. Proposed by ABIFUMO. Included *Project Alpha-South* for the Rio Grande do Sul area, which originally involved distributing five thousand copies of the booklet, “Cigarette Consumption and Cancer: A Scientific Perspective,” to physicians (but this part later cancelled).¹³³
- Project Alpine:* Philip Morris effort from 1988 to develop “a recessed filter

¹³⁰ R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

¹³¹ N. R. L. Brown, “New Virginia Brand Projects,” July 13, 1972, Bates 301003471-3479.

¹³² Jerry W. Lawson to *Project XD* Personnel, Sept. 27, 1990, Bates 508402453-2454.

¹³³ “The Tobacco Industry in Brazil – A Summary of the Outlook,” Jan 31, 1997, bates 504330908-0914.

- menthol product”¹³⁴ with a higher menthol delivery than Salem. Advertising based on Australian “Fresh is Alpine” campaign. Launched in Singapore in Sept. 1988 as “Alpine” cigarette.
- Project Alternate Filler:* Reynolds effort from 1988 to find cigarette rod fillers that produce little or no smoke on combustion and offered the potential of “reduced MS biological activity.”¹³⁵
- Project Altoona:* Philip Morris effort from 1990 to monitor Marlboro Gold ex-FTR vs. Camel Mild in Swiss markets.¹³⁶
- Project Alunite:* Philip Morris effort from 1990 to test Cochise (ground cocoa shells) from the NEAL company in Bremen to find a possible second source for this additive/tobacco substitute.¹³⁷
- Project Alvar:* Philip Morris Europe effort to develop a Marlboro Long Size for Sweden. Cigarette was to have a total weight under 850 mg.
- Project Alwi:* Philip Morris Europe (Neuchatel) effort from 1986-87 to investigate whether the filters and/or fillers of Camel and Winstons from different countries were flavored and, if so, how.
- Project Amaretto:* Philip Morris Europe effort from 1991 to develop a Multifilter 100’s for Hungary.¹³⁸
- Project Amazon:* Philip Morris effort from 1988-89 to develop technologies to produce a concentric-rod type of cigarette (for Brazil).
- Project Amber:* BAT project to make a modified Virginia cigarette for France. Flavors were to include a “distinct milk chocolate/nut character.” Files on the project destroyed by 1993.
- Project Ambrosia:* Philip Morris effort from late 1980s-early ‘90s to develop an aromatic cigarette by adding cinnamic aldehyde, ethyl vanillin, ambrox (for a “woody, musk” aroma), p-methoxy benzaldehyde

¹³⁴ J. L. Spruill, “Marlboro Standardization and International Support,” Feb. 1988, Bates 2022162281-2283.

¹³⁵ “Unique Product/Tobacco Forms Program,” July 19, 1988, Bates 506561135-1136.

¹³⁶ Research Dept. (Philip Morris), “Product Developments,” 1991, Bates 2505609504-9514.

¹³⁷ A. D. Schwarb, “Research and Development, Neuchatel – Quarterly Report Ingredients, Casings & Flavors,” July 19, 1990, Bates 2501186248-6251.

¹³⁸ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), “Cigarette Development EEMA” (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

- (for sweet “tea notes”), and a compound with a honeysuckle scent known as Aromatek 245.¹³⁹ Carcinogenicity tested at INBIFO in 1992 (I and II); smoke also tested on various fabric types. (“Textile odor studies”). Used low sidestream papers.
- Project Amelia:* Brown and Williamson effort from 1984 to develop a cigarette to compete with Virginia Slims Lights. Involved a special blend using reconstituted tobacco leaf. Linked to Project *Beta*. Often referred to as a blend type.
- Project Amethyst:* Philip Morris Europe (Neuchatel) test from 1992 of cut filler treated with concentrated Marlboro flavors. Blind product tests run in France, Germany, Switzerland, Sweden and Finland. Linked to Project *Bull*.
- Project Amour:* Philip Morris Europe (Neuchatel) plan from 1988 to develop a hollow (“hole-in-tow,” “hole-in-filter”) cellulose acetate filter cigarette giving full impact in the initial puffs.¹⁴⁰
- Project Amplifier:* BAT effort from 1989 to explore sensory properties of different Virginia and Burley blends¹⁴¹
- Project AMTECH:* BAT effort to use info gained from the Ammonia Technology Seminar held in Louisville in 1989 to produce a DEER/Amtech alternative to RLB for Bigott cigarettes.¹⁴² Key to BAT’s efforts to produce a free-based high-impact form of crack nicotine. Stephenson worked on
- Project AN:* Reynolds effort from 1994 to produce an “all natural” cigarette.
- Project Analcime:* 1989 effort coordinated with PM Germany’s Berlin and Munich offices to develop an odorless propylene glycol treatment in concert with Buna AG of Germany.
- Project Anchor:* BAT effort from 1985 involving design of “annular cigarettes”
- Project Andrex:* BAT effort from 1993 to evaluate runnability of paper filters produced by Decouflé in an on-line laser perforation system.

¹³⁹ Philip Morris, “Project Ambrosia,” June 6, 1989, Bates 2076371872-1880.

¹⁴⁰ Philip Morris Europe. “Quarterly Report,” Sept. 1987 (est.). Bates 2001216133-6263.

¹⁴¹ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

¹⁴² B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

- Project Andromeda:* BAT effort from 1975 to develop a menthol cigarette for the Far East under the State Express label.
- Project Angela:* Philip Morris Europe effort from the late 1970s to make a low-nicotine cigarette in Camel's "taste direction."
- Project Anglo:* Philip Morris U.S.A. effort from 1987 to develop a Virginia cigarette to compete in the Taiwan market.
- Project Anglo:* BAT effort; file destroyed by 1993; no further information.
- Project Ankara:* Philip Morris Europe (Neuchatel) effort from 1989 to develop a 100 % Oriental cigarette for the Turkish market.
- Project Anne:* Philip Morris Europe (Neuchatel) effort from 1987 to develop an Ultra Low 2 mg tar cigarette for the German market, using the PPPP filter concept (see Project PPPP)
- Project Annual Consumer Survey:* Confidential BAT document from 1982 reflecting on a 1981 *BMJ* article titled "Smoking and Drinking by Middle-aged British Men" which showed regional variations in cardiovascular mortality and drinking habits. Project document ponders whether the lower cardiovascular mortality in light drinkers "is a real effect or an artifact due to their lower cigarette consumption."¹⁴³
- Project Ansioro:* Brown & Williamson strategic response to Philip Morris's Marlboro in the early 1980s, involving an attempt to create a casing combining ammonia with a banana extract.¹⁴⁴
- Project Ant:* Philip Morris Europe (Neuchatel) effort from 1992 having as its

¹⁴³ http://tobaccodocuments.org/mayo_clinic/23_143.html.

¹⁴⁴ K. Wells, Technology Handbook. RJ Reynolds, Aug. 22, 1995, Bates 505500002-0060. Tobacco chemists from time to time pondered the inclusion of banana flavorings in cigarettes, an idea which may have come from Indonesia: "A taste of banana mixed with cheese and sugar sauce together with chocolate, all toasted together. That's the flavor that came to me—Bam!—sweet, nutty, caramellic, fruity, everything!" (Djoko Herryanto, a chemist whose mission was to find mixtures of spices to enhance the taste of Indonesia's sweet-smelling clove cigarettes; see: Mydans S. Kudus, "Journal: A Good Cigarette is a Fantasy of Flavor," *New York Times*," Sept. 3, 2001 (<http://tc.bmj.com/cgi/content/full/11/2/159>). In 1991, B&W printed "Root Technology: A Handbook for Leaf Blenders and Product Developers" noting that "Souza Cruz also uses high treated stem levels and no recon in their blends. They have developed a tobacco casing (ANSIRO) made by heating ammonium hydroxide with a 70% Ethanol extract of Bananas" (<http://www.globalink.org/tobacco/docs/misc-docs/01bwhandbook.shtml>). The use of banana extract is also mentioned at the Ammonia Technology Conference in 1989; see http://tobaccodocuments.org/product_design/1097876.html.

- goal: “Cigarette RTD reduction on PMS PE”¹⁴⁵
- Project Anthony:* Brown & Williamson effort from 1982-83 to produce a high price slim cigarette, liked to the upscale pack designs of Project III.
- Project Antic:* Brown & Williamson effort from 1985 to develop methods “for the health analysis of making machines.” The company was worried about its cigarette making machines breaking down, and the ANTIC system was installed to help analyze “the root cause of machine stoppage,” including variables such as paper tension, tobacco moisture, and other running conditions.¹⁴⁶
- Project AP:* Reynolds effort from 1986 to develop “packaging materials which release preferred aromas when opened.”¹⁴⁷
- Project Apache:* Brown & Williamson effort from 1996 to compare L&M’s Chesterfield and Bond Street with Marlboro in selected markets.¹⁴⁸
- Project Apatite:* Philip Morris Europe (Neuchatel) effort from 1990 to see whether methyl ethyl ketone could be used instead of methanol and Bitrex as a denaturant in leaf processing. Unsuccessful.
- Project Ape:* Project possibly done by BAT in 1993 related to the EPA and aircraft. (?)
- Project Apex:* Philip Morris effort from 1984-86 to make an 83mm cigarette for Pakistan using local flue-cured tobacco and a new Virginia blend also used for Project *Saturn*. Cigarette had 35% dilution vs. 47% for Sterling Special Mild, its main target competition.
- Project Apex:* Mentioned in 1988 document from Tobacco Strategy Review Team requesting progress report on “outcomes of toxicology tests.” Appears to be a BAT document for the Mayo Clinic.
- Project Aphrodite:* Philip Morris Europe (Neuchatel) effort from 1987 to develop a Marlboro Lights 100 mm to be manufactured and sold in Greece. Prototypes produced for PM in Papastratos.

¹⁴⁵ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 88.

¹⁴⁶ C. P. Radley, “Trip Report” (to Southampton), Jan. 15, 1985, Bates 512101666-1669.

¹⁴⁷ “Project AP” (Reynolds), 1986, Bates 505617012-7024.

¹⁴⁸ “Project Apache: Comparison of L&M, Chesterfield and Bond Street with Marlboro in Selected Markets,” Nov. 4, 1996, Bates 170400182-0221.

- Project Apollo:* Brown & Williamson Ultra Low Tar cigarette planned to address the problem that men were “trailing women in the move to ultra low tar cigarettes” because “they perceive most of the current products as too feminine.” The plan was for the company’s Richland-brand cigarette to deliver “more taste, satisfaction, and masculine image reinforcement” with its newly modified “Actron” high-ventilation filter. Motto: “Taste the good times!”¹⁴⁹
- Project April:* RJR’s 2000 test of “yield and wastage rates” on “tobacco performance,” “cut filler/cigarettes performance,” and “component parts performance.”
- Project Apt:* Philip Morris effort from 1994 to measure “mainstream deliveries of gaseous ammonia by TDL and total ammonia by ion chromatography.” Linked to Project *ART*, and was probably just a broken typefont for this latter project.
- Project Aqua:* BAT’s 1993 project to “maximize water delivery at any given tar level, and determine the effect on smoke qualities.” Another report notes that “Position of ventilation holes is continuing to be studied as a cigarette design variable for improving the sensory properties of lower delivery products.”¹⁵⁰
- Project Aquarius:* RJR study from 1977-78 on public attitudes toward smoking, a spinoff from the company’s Project *Libra*.
- Project Aquarius:* BATCO development of medium delivery versions (11-12 mg) of international brands for the Dutch market (1993).¹⁵¹
- Project Aquarius:* Philip Morris Europe (Neuchatel) survey (1987-88) of the mostly commonly used humectants--glycerine, propylene glycol, and sorbitol--in the most popular cigarette brands of the European Economic Community and EEMA regions.
- Project AquaTahi:* BAT effort from 1993 linked to Project *Bermuda*, no more info.
- Project Aquatic:* BAT effort from 1997 to develop a WWB IWWB “B,”

¹⁴⁹ “Apollo Marketing Plan: Year 1,” 1982, Bates 300115878-5947.

¹⁵⁰ G. A. R. (BATCO), “Status Review Notes 1993: Product Technology – Product Review,” July 13, 1993, Bates 400448809-8825.

¹⁵¹ R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

- Charcoal, KSL-C blend at 10 mg tar Kent for Asia. Linked to Project *Star Trek*.
- Project Araguaia*: Philip Morris Europe (Neuchatel) effort from 1988 to produce a cigarette with a “new tobacco taste.”
- Project ARC*: American Tobacco Co. effort from 1969 involving additive evaluation for upgrading RC tobacco.¹⁵²
- Project Areuse*: Philip Morris Europe (Neuchatel) effort from 1987-88 to substitute smoke aerosol by inert humectants. Involved analyzing humectant levels in 25 samples of tobacco.
- Project Arch*: BAT effort from 2001 to maximize water/tar ratio in cigarettes.
- Project Argosy*: BAT 1989 development of KS and 100mm Virginia brands with Light extension for Korean market.¹⁵³ File destroyed by 1993.
- Project Ariel*: BAT effort outsourced to Battelle 1961-65 to make a non-burning cigarette high in nicotine with essentially no tar. Charles Ellis’ brainchild, R. G. Hook headed. First samples “gave a tremendous kick, even though the nicotine delivery was quite small.”¹⁵⁴ Involved ammoniation? Perhaps not. Check for “jolt” talk. Cigarette apparently never marketed. From biblical Hebrew name meaning “lion of God”.

¹⁵² J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

¹⁵³ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

¹⁵⁴ R. R. Johnson, “Current Chemistry Research at Southampton,” July 14, 1967, Bates 500012128-2142, p. 2 From DOJ (maybe a quote?): Project Ariel: BATCo response to British Ministry of Health statement of February 12, 1954, concluding that smoking causes lung cancer. Sir Charles Ellis, Scientific Advisor to the Board of BATCo (as of 1955), called for a “zero ‘tar’ cigarette” which would deliver a nicotine aerosol without any combustion products (TIMN0105567-5568; 700743976-3996 at 3990). Project *Ariel* continued into the 1960s, with some work performed at Battelle Memorial Institute. D.G. Felton of BATCo’s Research and Development Dept in 1966 noted that cigarette manufacturers could now create smoke of any desired tar/nicotine ratio. DOJ concluded: “Although internal BATCo reports concluded that the product was marketable, executives at the highest levels of control within BATCo, including BATCo board member (and future Chair) D. R. Clarke, discouraged development and sale of the Project *Ariel* cigarette, apparently out of concern that *Ariel* represented an implicit admission as to the harmfulness of conventional cigarettes. The project foundered and was de-funded shortly thereafter.

- Project Aries:* BAT's 1981-84 project using "a novel filter that 'achieved tar reduction by ventilation alone and thus provided unfiltered smoke at low tar deliveries'." The cigarette was supposed to deliver more nicotine in "later puffs."¹⁵⁵
- Project Arizona:* Philip Morris Europe (FTR) effort from 1971 to make new filters for its Arizona brand.
- Project Arizona:* 1991 effort by Philip Morris to (expand its?) markets in Panama.
- Project Armstrong:* BAT effort from 1967-68 involving development of an air cured filter cigarette for the French market. Names considered for the brand included Beaufort, Vendome, Boulevard, Boule d'Or and Mary Long. All laboratory work for the project carried out by B.A.T. Germany.¹⁵⁶
- Project Armstrong:* BAT 1998 plan involving 3-D world film. No further info.
- Project Arno:* Philip Morris Europe (Neuchatel) effort from 1988 to develop a cigarette with an extra long filter using "tube-in-tow" technology (for dilution).
- Project Arrow:* 1989 BAT effort to make an "ultra slim" 14mm circumference cigarette with 8 puff delivery and 5-14mg tar
- Project Arrow:* Philip Morris effort from 1990 to make a 25's brand for Australia using a concentric filter with a 2 mg tar delivery. Targeted to smokers who were interested in "trading down in delivery." "A 2 mg. that satisfies like a 4 mg."¹⁵⁷
- Project Arrowhead:* B&W's 1996 marketing plan to reposition LUCKY STRIKE as a "popular, contemporary, masculine trademark with a tradition of offering the highest quality, full flavored products for 21-25 year old smokers, primarily male."¹⁵⁸

¹⁵⁵ <http://ltdlimages.library.ucsf.edu/imagesk/k/i/x/kix96e00/Skix96e00.pdf>; L. K. Templeton, "Evaluation of Dual A Using High ΔP Grooved CA T-Section/280," May 19, 1993, Bates 526024491-4493.

¹⁵⁶ J. P. Sikkel to I.W. Hughes (enclosing photo copies of the smoking analysis results of Armstrong blends)," Nov. 13, 1967, Bates 100368101-8110.

¹⁵⁷ Philip Morris, "Minutes from Tuesday: 'New Products'," June 19, 1990, Bates 2043937186-7193, p. 4.

¹⁵⁸ <http://ltdlimages.library.ucsf.edu/imagesk/k/e/r/ker03f00/Sker03f00.pdf>

- Project ART:* Ambitious Philip Morris campaign spanning the 1980s-90s to produce a “denicotinized” cigarette. By 1987 the company had 37 full-time personnel from 15 separate divisions engaged in this effort,¹⁵⁹ which involved use of supercritical fluid extraction and production of brands such as Merit, Next, and Merit De-Nic. Led to test marketing of Next brand. *ART* was an acronym for “Alkaloid Reduced Tobacco,” and the overall denicotinization project consumed roughly \$300 million, including the establishment of a new production facility at 100 Bermuda in Richmond. Resulted in a 95-98 percent reduction in nicotine in the rod.
- Project ART-B:* American Tobacco effort from 1987 run in Hanmer Division.
- Project Artefact:* BAT’S 1994 effort to incorporate ROOT Technology into DEER for inclusion in US blended cigarettes.¹⁶⁰
- Project Arto:* Philip Morris Europe effort from 1991-92 to develop an L&M Lights (+ Menthol) for Finland.¹⁶¹
- Project Asam:* 1992 Philip Morris Europe (Neuchatel) effort to evaluate ways of processing to recover good filler from winnower extracts.¹⁶² H. Hofmann responsible.
- Project Ash Tray Odor:* See *Project Ambrosia*.
- Project Aspen:* Imperial Tobacco (Montreal) effort from 1985 to explore the effect of novel stem and lamina processes.
- Project Assouan:* Philip Morris Europe (Neuchatel) effort from 1992 to change the size of ML Lights made in Egypt from LS to KS.¹⁶³
- Project Asterix:* Philip Morris Europe (Neuchatel) effort from 1987 to investigate “the blend adaptation of eliminating African flue-cured tobacco grades from the ultrafilter cigarette.”¹⁶⁴

¹⁵⁹ Bates 2021538099. 2 [Documents](#) **Project ART** (Denicotinized cigarette)

¹⁶⁰ <http://legacy.library.ucsf.edu/tid/etm51f00>.

¹⁶¹ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), “Cigarette Development EEMA” (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

¹⁶² Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 28.

¹⁶³ A. M. Kopp, “Cigarette Development EEMA,” Jan.–March 1992, Bates 2028633547-3554.

¹⁶⁴ J. Smith and B. Hofer (PME R&D), “New Product Development,” July 22, 1987, Bates

- Project Astoria:* Philip Morris Europe effort from 1991-92 to standardize blend and reduce tar (from 15 to 11 mg) for Mercedes King Size for Switzerland.¹⁶⁵
- Project ATC:* American Tobacco Co. project related to design of cigarette with an estimation of cost (undated document).
- Project ATC:* BAT effort from ???
- Project ATF:* (“All Tobacco Filter”). Reynolds effort from late 1980s to target “young adult, virile brand make smokers” with an “all-tobacco filter.” Cancelled as a Camel-line extension, but preserved for other brand family products.¹⁶⁶
- Project Atlantic:* Brown & Williamson effort from (date) to do certain consumer testing in France and Germany.
- Project Atlas:* Philip Morris Europe (Neuchatel) effort from 1990 to find out how much ozone was in sidestream smoke.¹⁶⁷
- Project Atlas:* Brown & Williamson effort from 1991 to implement a (\$1.4 million) computerized “Total Leaf Administrative System” to reduce costs.¹⁶⁸
- Project ATR:* Reynolds effort from 1983 to develop a brand with little or no “aftertaste” or bad breath effect. Assessment as of 1983: “may be technologically infeasible/extremely long-term.”¹⁶⁹
- Project Audrey:* Philip Morris Europe (Neuchatel) effort from 1988 to reduce the smoke nicotine of Marlboro Lights King Size to .4 mg/cigarette.
- Project Aureus:* Brown and Williamson effort from 1997 to assess the under-

2028640241-0254.

¹⁶⁵ A. M. Kopp (Neuchatel), “Cigarette Development EEMA” (Quarterly Report, New Product Development), Oct.-Dec.1991, Bates 2028633693-3698.

¹⁶⁶ K. K. Sanders to R. S. Turlington, “Socst Estimates for ATF FF,” March 1, 1989, Bates 506876802.

¹⁶⁷ Sabine Pestlin, “Determination of Ozone in Cigarette Sidestream Smoke (Project Atlas),” Oct. 1990, Bates ???

¹⁶⁸ Brown & Williamson, “Agenda: July R&D Project Review,” July 22, 1991, Bates 526104240-4380.

¹⁶⁹ Reynolds, “Project DB,” 1983, Bates 502787948-7968 at 7968.

- performance of GPC Lights non-menthol cigarettes.
- Project Avalon:* Philip Morris effort from 1988 to develop a cigarette with the “Avalon” brand name for Asia. A “Pan Asian image campaign.”
- Project Avenue:* Philip Morris Europe effort from 1978 to re-engineer a cigarette by this name to increase the puff count.
- Project Axe:* Philip Morris Europe (Neuchatel) effort from 1987 to develop “a cigarette at 12 mg tar delivering a rich sweet taste.”¹⁷⁰
- Project Aztec:* RJR’s testing of the label “Aztec Gold,” which they found to be “appealing to consumers in terms of purchase intent,” communicating also “the desired product and user imagery (i.e., no negative association) in terms of satisfaction, taste, tar level, usership, smoothness, strength, modernity.”
- Project Aztec:* BAT effort from 1993
- Project Azurite:* Philip Morris Europe (Neuchatel) effort from 1992 to make certain flavors more stable;
- Project Azzaro:* Philip Morris Europe (Neuchatel) effort from 1993 to develop an L&M for Portugal using GOOFY blend and a total blend casing.
- Project B:* BAT series of studies designed to develop a short-term hyperplasia test (to reveal cancer-causing potential of cigarette smoke extracts).
- Project B:* Philip Morris sponsorship of one-minute TV ads aired in 1970 to denounce anti-smoking commercials as appealing “to emotion rather than reason.” The company claimed that smoking and health research did not present “a clear or consistent picture.”¹⁷¹
- Project B-412:* “Nicotine and Impact Improvement”: Lorillard effort from 1983-84 to develop an experimental cigarette with “increased nicotine to tar ratios and impact and/or taste amplitude” using additives such as diethylaminoethyl-cellulose. The goal was a cigarette with “increased physiological impact” obtained by “increasing the nicotine to tar levels and/or increasing the smoke pH.”¹⁷²

¹⁷⁰ Philip Morris Europe, “Research and Development, Neuchatel – Quarterly Report,” April-June 1987, Bates 2028640255-0261.

¹⁷¹ Alexander Holtzman to Joseph F. Cullman 3rd, March 6, 1970. Bates: 1005108071-8073.

¹⁷² M. A. Sudholt (Lorillard), “Report on the Nicotine and Impact Improvement Project B-412,” Jan. 30, 1985, Bates 81070717-0722.

- Project B-Cool:* BATCO/B&W effort from 1996 to develop a cigarette which delivers “unique refreshing taste and aftertaste” yet distinguishable from a menthol. Tested in Switzerland.¹⁷³
- Project B&D:* Philip Morris effort from 1992 to produce a reusable hard-pack cigarette case into which soft packs could be inserted.
- Project Bacchus:* Philip Morris Europe (Neuchatel) effort from 1987 to examine how the ethanol released during the manufacturing of cigarettes influences the air breathed by workers supervising their manufacture. Concern was about the impairment of working conditions in the factory. Conclusion was that replacement of the standard AC by the Bacchus AC would reduce the ethanol concentration in the air of the flavoring room.¹⁷⁴
- Project Bacon:* Philip Morris support for the research of Prof. Weetman on “legal committees’ decision-making.” Part of the company’s effort to develop expert witnesses for use in litigation.
- Project Bahama:* Philip Morris effort linked to Project *Hercules*, mentioned in CenFile, no further info.
- Project Baize:* BAT 1991 project to develop “a blend variant containing 15% Y1 tip and cutter grades” along with “4 other (non-Yi) blends... 7mg US Blended product with the sensory characteristics of a full flavour product.”
<http://ltdlimages.library.ucsf.edu/imagesv/v/r/x/vrx41f00/Svrx41f00.pdf>
- Project Balance:* 1986 Philip Morris Europe (Neuchatel) effort to reduce sidestream smoke by adding magnesium oxide/citrate added to cigarette paper (with Project *SLOW*).
- Project Baloo:* Philip Morris Europe (Neuchatel) effort from 1993 “to standardize the format on Mercedes specially mild Italy.”
- Project Baltec:* “Next Generation Smoking Article” sought by BAT from the mid 1990s. Goal was to find ways to deliver higher sensory satisfaction from a given tar and nicotine yield by modifying

¹⁷³ J. Winebrenner (Brown & Williamson), “Meeting Report: USIB Product Development Committee – Meeting Minutes,” Aug. 19, 1996, Bates 581391456-1459.

¹⁷⁴ Philip Morris Europe, Research and Development, “Quarterly Report, April- June 1987,” Bates 2001215983-6132, p. 55.

what is burnt or the burning process. Connected with Project *Ultimate*, involved collaboration with B&W, Macon, BTC and BAT Hamburg. Goal was “an alternative smoking article that offers similar sidestream and mainstream performance to that of ECLIPSE.”¹⁷⁵

- Project Barbados*: Reynolds collaboration with C. A. Cigarerera Bigott of Venezuela from 1976 “to take market share from ASTOR red.”¹⁷⁶
- Project Barbara*: Philip Morris Europe effort from 1980 to produce a cigarette with “a good tobacco taste, well married, lively and virile.”¹⁷⁷ Goal was an 85 mm cigarette to compete with Camel, with the 24-pack version referred to as *Project Anna*.
- Project Barclay*: BAT collaboration with the Frankling Institute from early 1980s to use cotinine uptake as a measure of nicotine uptake. Implemented to help resolve the “Barclay controversy” (BAT accused to producing a cigarette with deceptively low deliveries from a high-ventilation design that was easily “gamed” by smokers).
- Project Barstow*: Philip Morris Europe effort from 1992 to reduce the tar of Brunette Extras from 6.0 to 5.0 mg.¹⁷⁸
- Project Basalt*: BAT effort to develop a low CO cigarette (failed).
- Project Basalt*: Philip Morris Europe (Neuchatel) exploration (from 1992) of something having to do with invert sugar and Glycarmel tests.
- Project Baseball*: 1984 Philip Morris effort to develop “a Virginia-type cigarette for the UK market in the low price segment to match JPS in dimensions and subjective response.” Also a 1984 discussion to sell American Tobacco to BAT. check.
- Project Basic*: Philip Morris effort from 1989-90 to produce a new discount brand of cigarette to establish “a low price anchor.”

¹⁷⁵ Barbara Montana (BAT Technology Centre, Southampton), “Status Review Notes Covering the Period March – August 1996,” Oct. 22, 1996, Bates 800036963-7102.

¹⁷⁶ T. E. Whitehair, Fr., “Proposed Research Program: Project Barbados,” May 11, 1976, Bates 504805491-5495.

¹⁷⁷ Philip Morris Europe, “Monthly Progress Reports,” April 1980, Bates 2501124535-4585.

¹⁷⁸ A. M. Kopp, “Cigarette Development EEMA,” Jan.–March 1992, Bates 2028633547-3554.

- Manufactured in Louisville.
- Project Basil:* BAT effort from 1993 to evaluate Dunhill House offers in the Asia/Pacific region to determine design, blend, and brand integrity across markets and sensory consistency within markets.¹⁷⁹
- Project BASIL 2:* *BATco: Project Basil 2, Jan 17 1995, 50060470.* Comparisons of Rothman's KS with Benson and Hedges Special Filter in UK Duty Free-markets of Bulgaria, Malaysia, New Zealand, Nigeria, Saudi Arabia, Singapore and South Africa. Physical blend chemistry and smoke delivery compared along with sensory testing by the Southampton panel.
- Project Basile:* Philip Morris effort from 1987 to explore the impact of different bacterial species on cured tobacco taste.
- Project Basis:* Brown & Williamson effort from 1992-93 responding to the problem that "In the past, one of the keys to KOOL's success was it's appeal to starters. Currently, this position has been lost to Newport, resulting in continued market share decline for KOOL and share growth for Newport."¹⁸⁰ Building on "learnings from Project Best," the goal was to develop improved flavors for Kool: "sweet with clean, fresh . . . and minty with chocolate and nutty notes" containing a coumarin substitute from Quest. Technologies considered included Y1, all flue stem, cased MET, LHD and fewer DPI, use of R2B and ventilating.
- Project Baskin:* Brown & Williamson effort from 1982-83 to produce a low-sidestream cigarette with a new tobacco taste (like 555).
- Project BAT:* BAT (Southampton) effort from 1996-97 to develop methods for applying and fixing menthol capsules near butt end. Achieved by using a reverse of skip gap gluing where capsules are sprayed onto a glue patch applied behind die print on underside of paper.
- Project BAT-BAND:* BAT effort from 1995 (linked to Project *Fresh Smoke Effect*) to develop a controlled release of menthol at a "discreet zone on

¹⁷⁹ R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

¹⁸⁰ D. V. Cantrell (Brown & Williamson), "Project Basis," n.d., Bates 604103127-3128.

- the tobacco rod, to deliver last puff mouth freshness.”¹⁸¹
- Project Bateau:* BAT effort from the late 1960s to see whether the presence of water in a filter could help to reduce cancer effects. Involved CO freezing and solvent removal; negative results in hyperplasia test.
- Project BATFLAKE:* BAT effort from 1972 and lasting for 62 months, this involved an attempt to add various non-combustible materials (such as chalk) to cigarettes to lessen tar and nicotine deliveries. Part of a broader effort to find “new smoking materials” (NSMs) to blend into traditional cigarettes.¹⁸² BATFLAKE, originally known as NCF, was the actual material added to the cigarette; other NSMs included Cytrel, a type of cellulose, and various types of siliceous materials (such as perlite or vermiculite).
- Project Bath:* Philip Morris Europe (Neuchatel) effort from 1987-89 to standardize methods for measuring tar and nicotine levels in cigarettes. Goal was to find a way to introduce “national and international testing standards that address the problem posed by those cigarettes which, when tested under present conditions, produce unfairly low smoke numbers.”¹⁸³ Project sprang from the Barclay experience, and involved Australia.
- Project Batik:* BAT effort from late 1980s to develop a cigarette for Indonesia; “batik” was a code word for “crushed cloves.”¹⁸⁴
- Project Baton:* BAT effort from late 1970s + early 1980s to produce a low-delivery all sheet cigarette. Submitted for “biological testing” in 1981 or 1982.
- Project Battalion:* BAT corporate reorganization of 1995-97, the goal of which was to regain BAT’s position (from Philip Morris) as the world’s

¹⁸¹ Barbara Montana (BAT Technology Centre, Southampton), “Status Review Notes Covering the Period March – August 1996,” Oct. 22, 1996, Bates 800036963-7102.

¹⁸² Deposition of Graham A. Read, March 16, 2000, *Blue Cross and Blue Shield of New Jersey v. Philip Morris*, Bates READG031600; “Mark 1 BATFLAKE,” May 1, 1975, Bates 500007485-7497.

¹⁸³ M. Häusermann to S. C. Darrah, Feb. 18, 1987, Bates 2028370984-0990.

¹⁸⁴ “Imperial Tobacco Ltd. Progress Report, Jan.-June 1988, Research & Development Division – Montreal,” 1988, Bates 570224041-4091.

- leading tobacco manufacturer within ten years.¹⁸⁵ Involved a fusion of BATCo, Souza Cruz, BAT Germany and Brown & Williamson into one new entity: British American Tobacco.
- Project BB:* Secret, high-priority (AA to AAA) Reynolds effort from 1976-77 to design a low tar cigarette with “maximum level” nicotine, augmented flavor (“greater than twice the ‘tar’ level”), and a non-RJR tobacco blend with smoking characteristics and “physiological satisfaction of a Marlboro King and Kool King.”¹⁸⁶ pH was a key design element, as was a “new, revolutionary breakthrough” in filter design (an estron filter with an air chamber tube) that allowed “full flavor taste at only 30% of the tar level.”¹⁸⁷
- Project BB:* Brown & Williamson effort from 1994 to incorporating Ambrands Cigar ???
- Project BBB:* Philip Morris Europe effort from 1978 to produce a long-size cigarette based on BSD-LTN with a DPM inferior to 15 mg/cig.
- Project BBB-Sweden:* Philip Morris Europe effort from 1978. to ???
- Project BD:* American Tobacco effort from 1983 to make king size filter cigarettes incorporating Lucky Strike low tar filters blend. To be made at Durham branch.
- Project Beacon:* Brown and Williamson program from 1996-98 to develop “a comprehensive information system designed to enhance trade marketing productivity.”
- Project Bear:* Philip Morris Europe (Neuchatel) effort from 1989 to investigate whether the pesticide maleic hydrazide was degraded during the making of expanded tobacco. Found in significant levels, showing that it was not degraded.
- Project Beat:* misprint for “Beta” or Beta 90.
- Project Beaumont:* PM USA effort from 1981 to develop a 4 mg cigarette for the UK. Originally under the name Project Gamma. F?C blend

¹⁸⁵ N. Withington (BAT), “Project Battalion – Battalion Bulletin – Issue No. 2,” Aug. 25, 1995, Bates 284001368-1376.

¹⁸⁶ Al H. Johnston et al., “Project ‘BB’: Preferred Product Specifications,” Sept. 20, 1976, Bates 501464045.

¹⁸⁷ S. P. Clark to A.H. Johnston et al., “Project BB,” Feb. 2, 1977, Bates 500256631-6632.

- and dual filter.
- Project Beautify:* Brown and Williamson effort from 1979 to develop new cigarette tube for use with fine-cut producers, to provide lower tar yields relative to Player's.
- Project Bee:* Philip Morris Europe (Neuchatel) effort from 1992 to develop a low-cost Light cigarette for Germany.
- Project Belfast:* Philip Morris effort from 1981 to launch a Chesterfield 85 and 100 in Argentina.
- Project Bella:* Philip Morris effort from 1988 to develop a lights box line extension of Virginia Slims menthol for Hong Kong.
- Project Belmont:* Philip Morris Europe effort from 1975 to produce a menthol brand by this name for Finland.
- Project Below:* Imperial Tobacco effort from 1967 to evaluate certain experimental recipes using reconstituted leaf (RL 230).
- Project Beltoise:* Philip Morris Europe effort from 1979 to develop a cigarette (with m-cro-later tipping and 100% charcoal filter) for France.
- Project Ben II:* Philip Morris Europe effort from 1974 to introduce a new cigarette into Germany. (code 29.4.3).
- Project Bender:* Project reviewed by Reynolds and criticized for resting on the "unfounded premise that current cigarettes have adverse health consequences on the cardiovascular system"¹⁸⁸
- Project Benetton:* BAT Arabia plan to make "Miro designed, Benetton manufactured watch – on carton gift box offer in specific trade channels as seasonal gift."¹⁸⁹
- Project Bengt:* Philip Morris Europe effort from 1978 to develop a long-size 14 mg cigarette with a taste close to that of PRINCE with an acceptable compressibility and a total weight under 850 mg/cig.¹⁹⁰
- Project Bentley:* Philip Morris Europe (Neuchatel) effort from 1988 to blind

¹⁸⁸ F. G. Colby (Reynolds), "We have reviewed the research projects under consideration by the German tobacco industry and would like to offer the following comments and recommendations," 1975, Bates 500924982-5003.

¹⁸⁹ Dean Sims, BAT (UK and Export, Ltd.), "Brand Planning," Oct. 2, 1994, Bates 500253133-3176.

¹⁹⁰ Philip Morris Europe, "Product Development," June 1978, Bates 2028618774-8780.

- product test Chesterfield KS Pan-Europe vs. Marlboro KS Pan-Europe and Camel KS currently sold in France. French counterpart to Project *EMU* in the Netherlands.
- Project Berkeley:* Philip Morris Europe (Neuchatel) effort from 1987 to perform a trial of BRT filter on Flint No. 3 (FLT) for Switzerland.
- Project Bermuda:* BAT effort from 1993, directed by G. G. Robertson. ???
Project B: BAT series of studies designed to develop a short-term hyperplasia test (to reveal cancer-causing potential of cigarette smoke extracts).
- Project Bermuda:* Philip Morris USA effort from 1993 to 1997 to construct a facility capable of providing 97% nicotine free filler for 12 billion units of cigarette production.
- Project Bernard:* Philip Morris Europe (Neuchatel) effort from 1988 to develop a Blond Ultra Mild for the Swedish market.
- Project Bernina:* Philip Morris Europe effort from 1992 to develop a ML 100's cigarette for Austria¹⁹¹
- Project Bernoulli:* Philip Morris support for the research of Prof. Schwartz on pharmacokinetic computer modeling; part of the company's 1991 effort to develop expert witnesses for use in litigation. ???
- Project Berta:* Philip Morris Europe (Neuchatel) effort from 1993 to develop a dark, air-cured type cigarette.
- Project BEST:* 1992 Brown and Williamson comparison (by Market Facts) of "Candidate 2a" against Marlboro NM LTS 85MM (for likeability, taste, strength, Smoothness, Irritation). Project BEST had 18 new code names in 1992.
- Project Beta:* Philip Morris plan from 1988 to mid-1990s to develop (with the assistance of Arthur D. Little) an "electric cigarette" that would be ignited by placing inside a rechargeable battery that would heat the tobacco to 300 degrees F. Heater would turn off automatically when the puffing stops. Cigarettes would produce 8 puffs and heaters could be used for several cigarettes before recharging. Research was also conducted at INBIFO.¹⁹²
- Project Beta:* Confidential Brown & Williamson effort from late 1980s to

¹⁹¹ A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

¹⁹² "Affidavit [Regarding Development of 'Electric Cigarette']," Jan. 1, 1993, Bates 2022965468-5470.

- produce a cigarette to compete with Virginia Slims Lights 100s. *Beta* was a special blend containing stem. Linked to Project *Amelia*. ???
- Project Beta-90*: R.J. Reynolds effort from 1989 to alleviate “cosmetic problems associated with smoking.” Appears to be the precursor of an Accord-like smoking system, where tobacco or a tobacco-like substance is electrically heated and a reusable mouthpiece is employed for inhalation. Name changed in 1990 to Project *XE*. Earlier versions included *Beta 20* and *Beta 40*, both of which were supposed to
- Project Betamax*: Imperial Tobacco Canada effort from 1984 to introduce a “slim” line extension of its Matinee brand.¹⁹³
- Project Bevaix*: Philip Morris Europe (Neuchatel) effort from 1992 to bring the tar of Visa Lights for the Gulf up to a target of 7.0 mg tar.¹⁹⁴
- Project Beyond*: Liggett and Myers effort from the mid 1970s to develop a low gas phase, low tar cigarette. Succeeded Project *Charlo*.
- Project BHS*: Reynolds effort from 1983 to produce an “imagery-based brand targeted to either black or Hispanic smokers” (hence the acronym).¹⁹⁵
- Project Bibat*: BAT effort from 1990s to ???
- Project Bibra*: BAT effort from 1977 to explore the impact of coumarin (a flavorant) on cigarette smoke quality.
- Project Bicycle*: Philip Morris Europe plan from 1987 to standardize the Marlboro 100s made for the U.K. to current Marlboro Pan-European blend.¹⁹⁶
- Project Big Ben*: Effort from mid 1950s to analyze the chemistry of cigarette smoke? Appears to have involved reputable scientists.
- Project Big Blue*: Brown & Williamson/BAT effort from 1996 to conduct a “Product Space Mapping in Hong Kong and China to establish direction for future product development of a 12 mg parent

¹⁹³ “R&D/Marketing Conference,” n.d. circa 1984, Bates 100501581-1783.

¹⁹⁴ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 96.

¹⁹⁵ Reynolds, “Project DB,” 1983, Bates 502787948-7968 at 7960.

¹⁹⁶ Philip Morris Europe. “Quarterly Report,” Sept. 1987 (est.). Bates 2001216133-6263.

product for these markets.”¹⁹⁷ By 1998 encompassed a plan to test a revitalized Kent against Marlboro Lights and China’s Double Happiness cigarette.

Project BIG BOY: Brown & Williamson effort from (date) to develop “larger circumference cigarette for smokers who want ‘Man-Size’ flavor” with “macho/assertive image enhancement,” targeting “blue collar, adult male smokers likely to work in construction or similar jobs.”¹⁹⁸ Tested in Pittsburgh, included a Project A, which targeted also pink collar smokers age 30 and older, and a Project B = an ultra slims for male smokers.

Project Big Brand: RJR’s celebration of the 75th anniversary of Camel cigarettes in 1988, involved effort to expand market of Camels esp. in younger adult smokers.

Project Big Car: BAT effort of 1989 to reduce carbon in filters of Venezuelan cigs without increasing irritation¹⁹⁹

Project Big Chill: Philip Morris public relations campaign from 1988 to recharacterize ETS as an “annoyance” rather than a “health hazard.” Coordinated with *Operation Downunder* by the Tobacco Institute in 1988. “ETS can be annoying to some on occasions” and “accommodation of smokers to nonsmokers is important,” but “smoking restriction legislation and private industry bans” are inappropriate and unjustified. Big Chill was the Corporate Affairs part of the plan, indoor air research the “scientific side.”

Project Bigboy: BAT effort from 1996 to make a cigarette for China.

Project Bigfoot: BATCO plan from 1988 to make slims more like a normal cigarette (with a normal circumference filter) and possibly to ‘spark-off’ new concepts.²⁰⁰

Project Big Idea: Reynolds effort from 1988 to develop new marketing concepts to

¹⁹⁷ John Winebrenner (Brown & Williamson), "USIB Product Development Committee - Meeting Minutes," July 4, 1996, Bates 700357001-7008.

¹⁹⁸ “Project Big Boy,” Bates 621708330-8347.

¹⁹⁹ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

²⁰⁰ Bates 401086821.

- celebrate the 75th “birthday” of Camel cigarettes.²⁰¹
- Project Billy:* Strip blend developed by Philip Morris in 1986 for a “Light” cigarette for export to Japan.²⁰² Meant to duplicate USA version of lights for sale to Japan and other foreign countries, but with different specs.
- Project Billy* Another Philip Morris project (PM1536) involving the company’s invention of an “adjustable air valve and charcoal collector assembly” designed to reduce damage to “combined filter rods when being pneumatically conveyed by reducing air velocity and filter velocity before reaching the receiver.”²⁰³
- Project Bingo-2:* Philip Morris Europe (Neuchatel) effort from 1988 to adjust the delivery on Raffles 100’s for the U.K.
- Project Bingolo:* Philip Morris Europe effort from 1987 to develop a low tar line extension of Raffles 100’s.
- Project Bioassays* [and Metabolic Studies of Tobacco Smoke Condensates and Polycyclic Hydrocarbons]: By the Center (Council?) for Tobacco Research, 1965-66, Intravenously injected components of denicotinized tobacco and carcinogenic elements into mice. Double check this one.
- Project Biotech:* In the Center for Tobacco Research Collection, but the project was run out of AIBS (American Institute of Biological Sciences), 1976-77, provided educational materials for the training of technicians in biology-related fields. Doesn’t appear to have anything to do directly with tobacco.
- Project Birgit:* Philip Morris Europe effort from 1976 to produce a 14 cigarettes-per-pack Marlboro for Germany, with the “health consideration” taken into account “by limiting the daily consumption.”²⁰⁴

²⁰¹ KNT Plushmark for Reynolds, “Camel Project Big Idea Concept Development,” June 21, 1988, Bates 506888749-8801.

²⁰² “Project Billy,” April 1996, Bates 2054137491-7596.

²⁰³ Law Dept., Patent Section, Philip Morris Management Corp, “Disclosures Docket,” Feb. 2, 1991, Bates 2020109147-9251.

²⁰⁴ “Excerpts from Marlboro Marketing and New Product Development Plans, Germany, 1976,” Bates 2501062584-2620.

- Project Biryani:* BAT effort from 1998-99 to develop a London-brand cigarette for Bangladesh. Linked to Project *Cork*, directed by Colin Greig.
- Project Bivaix:* Philip Morris Europe effort from 1992 to bring tar of Visa Lights for the Gulf up to target of 7 mg tar and standardize filters.²⁰⁵
- Project Black:*
- Project Black 1A:* Philip Morris effort from 1982 to produce Lark Milds K. S. brand cigarette in Chile using oversprayed Chesterfield cut filler and U.S. export filter rods.
- Project Blackpool:* Brown & Williamson effort from 1986 to
- Project Blaise:* Philip Morris Europe (Neuchatel) effort from 1988 to ???
- Project Blanco:* Brown & Williamson effort from 1988 to revise Kent packaging.
- Project Blend Component Studies:* RJR FFNM effort from 1984-1985 to assess the impact of five major blend components of WINSTON 100 on consumer perceptions/acceptance among target smokers and to optimize the most important blend and sub-blend level.
- Project Blend Simplex:* RJR FFNM effort from 1984 involving the use of current WINSTON KS Components and employing sequential simplex optimization to find the component mix to achieve the highest T/N ratio.
- Project BLS:* Reynolds effort from 1991 “to implement the PL blend into MAGNA 85, MAGNA Lt. 85, MAGNA 83 Box and MAGNA Lt. Box in order to produce the STERLING and MAGNA products at a significantly lower cost.”
- Project Blend Simplex:* ???
- Project BLS:* ???
- Project Blue:* Philip Morris- 1972- “little cigars”—but also a PM effort from 1986-87 to make a low nicotine “Menthol product which delivers a unique acceptable taste” as part of Project ART.
- Project Blue Sky:* RJ Reynolds effort from 1988 to integrate a cigarette design/maintenance program, a costing program, and a program which utilizes historical consumer data to increase the efficiency and accuracy of conventional cigarette product maintenance and development. Convert the “Rainbow” costing program to the VAX systems and integrate it with the “Blue Sky” system.²⁰⁶

²⁰⁵ A. M. Kopp, “Cigarette Development EEMA,” Jan.–March 1992, Bates 2028633547-3554.

²⁰⁶ RJ Reynolds, “Table of Contents. Mid-year Status Report Key R&D Programs,” 1988, Bates

- Project Blues:* Philip Morris effort from 1986, New advertising and packaging materials- blue hologram. ???
- Project Bob:* Rothmans 1998 consumer prod test in Lagos and Kanoo, Nigeria
- Project Bob II:* Rothmans 1998 consumer product test in Ethiopia
- Project Bockspray:* BAT/BW effort from 1979 to produce a lower tar version of du Maurier Superkings in Middle East markets,²⁰⁷ linked to *Cutlass*.
- Project Bogatehr, Rembrand, PM shut down:* Noble, polonium.
- Project Bold:* 1991 PM USA plan to produce Merit Ultima cigarettes
- Project Bond:* BAT effort from 1993 to determine design, blend, and delivery of Mild Seven cigarettes across various Asian markets.²⁰⁸
- Project Bond Street Lights:* Philip Morris Europe effort from 1978 to improve the taste quality of BSB Italy.
- Project Boobook:* Philip Morris Europe (Neuchatel) R&D effort from 1989 to replace VA003 blend by VA006 blend in the VAR04 (Visa Rouge Filtre) made in Jubilee.²⁰⁹
- Project Booster:* Philip Morris Europe ??
- Project Booster:* BAT effort from 1994 to develop a 15% imported flue-cured, 5% imported Burley, 12% domestic air cured, and 58% domestic flue-cured modified Virginia blend cigarette.
- Project Booth:* Brown and Williamson effort from 1983 to explore how and why smokers “down-shift” to flavoured and unflavoured cigarettes. Part of an effort to explore smoker psychology and the influence of ventilation on sensory attributes of smoking. One finding was that “product wrapping” can affect “product accetablity and strength assessment.”²¹⁰

507062386-2434.

²⁰⁷ Brown and Williamson, “Marketing Policy Committee,” March 1979, Bates 464519228-9324.

²⁰⁸ R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

²⁰⁹ Philip Morris Europe (Neuchatel), “Quarterly Report, April – June 1989,” 1989, Bates 2021607748-7894.

²¹⁰ R. P. Ferris (Brown & Williamson), “R & D/Marketing Methods: New Marketing Research/Survey Techniques,” in *Proceedings of the Smoking Behavior – Marketing Conference*,

- Project Bosse:* Philip Morris Europe 1984 Stanton Extension with an 8.4 puff count.
- Project Boston:* Philip Morris Europe (Neuchatel) effort from 1987 to blind-test two prototype cigarettes for Swiss market.
- Project Boston Hilton:* Brown & Williamson collaboration with the Battelle Institute of Columbus, Ohio, in 1969 to develop an automatic smoking machine to deliver continuous stream cigarette smoke.²¹¹
- Project Botticelli:* Philip Morris Europe from 1987 to ???
- Project Bourbon:* Brown and Williamson project from 1993 involving the testing of various ammoniation agents. (SAMBOT = ammonium bicarbonate, GRELANTER, etc.)
- Project Boutsen:* Philip Morris Europe (Neuchatel) effort from 1993 to develop “a slim cigarette with ultra low deliveries” (1mg tar, .1mg nicotine). Cigarette was developed purely to study “the feasibility of getting such ultra low deliveries in this format.” No further development was planned.
- Project Box:* 1989-90 BAT effort to explore the sensory import of diverse casings, comparing eg. invert v. non-invert sugar, block v. spray-dried licorice, and low v. high butterfat cocoas.²¹²
- Project BPP:* Philip Morris Europe effort from 1984 to make a Virginia-type cigarette for the Persian Gulf area. Two sub-projects, one for the Virginia blend and another for the American blend, both below premium price.
- Project Brahms:* BAT effort from 1978 to produce a low carbon-monoxide delivery cigarette for Switzerland, Finland and Benelux markets.
- Project Bramble:* BAT effort from 1994 to look at the blend characteristics of Marlboros in international BATCO markets—found that they were generally seen as similar to Lucky Strikes.
- Project Brand ID:* No hits for Brand ID, over 1200 for “Project Brand”- nothing with ID for the first 100 hits.

July 9th-12th, 1984, Session II, p. 34, Bates 650377433-7651 at 7511.

²¹¹ Battelle Institute, “Final Report on Project ‘Boston Hilton’ to Brown & Williamson Tobacco Corporation,” April 15, 1969, Bates 680144991-5012.

²¹² B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

- Project Bravo:* Shook, Hardy & Bacon teleconference from Feb. 5, 1997, to designate Steering Committee Representatives for National Counsel firms for upcoming tobacco litigation.²¹³
- Project Breakthrough:* R.J. Reynolds effort from 1994 to launch a “massive, unprecedented public relations blitz” tying anti-tobacco activism to 1920s-style Prohibition. The idea was to link modern public health activism to the former era’s “puritanical wave to infringe, to restrict and possibly to eliminate personal freedoms.”²¹⁴ Aka *Project Breaththru*.
- Project Brenta:* Philip Morris Europe (Neuchatel) effort from 1988 to produce an extra long filter cigarette delivering 1-3mg tar.
- Project Bridge:* Philip Morris International effort from early 1990s involving Brazil.
- Project Bridle:* Imperial Tobacco effort from 1967 to test certain experimental cigarettes.
- Project Brief:* Brown & Williamson review of its VFM business from 1998.
- Project Bright:* Reynolds effort from the early 1980s ???
- Project Brighton:* Philip Morris Europe effort involving “sourcing change and new pack development for FTR”
- Project Brighton:* BAT plan to sell one of its investments for 145,000 British pounds in 1985. Offer of 75,000 rejected in 1984.
- Project Brighton Pinch Menthol:* ??? 1968
- Project Bristol:* Collaborative effort by BAT and Nobleza-Piccardo from 1980 to position Kent as “the U.S. international Smoker Reassurance brand” in Argentina. Target markets for the brand included males and females aged 15-19.²¹⁵
- Project Bristol:* Philip Morris effort from 1986 to ???
- Project British Doctor’s Study:* ???
- Project British Perinatal Mortality Survey:* ???
- Project British Regional Heart Study:* ???
- Project Broca:* Philip Morris funding of Prof. R. Molimard at the Faculté de

²¹³ “Agenda: Project Bravo Teleconference, Wednesday, February 5, 1997,” Dec. 1996, Bates 2082440583-0584.

²¹⁴ R.J. Reynolds, “Project Breakthrough,” 1994, Bates 513206927-6930.

²¹⁵ G. Irman, “Notes on Project `Bristol’,” April 1980, Bates 661122258-2277.

médicine in 1986 to conduct industry-friendly research in the area of experimental medicine and behavior.

- Project Brochure:* Brown and Williamson effort from mid-1970s involving mathematical formulas to figure out Nicotine Transfer Efficiency (NTE): $\text{Smoke Nicotine/Nicotine Smoked (\%)} ???$, and Blend Inherent Nicotine Transfer (BINT): $(\text{Nicotine/PWMNF \%})/\text{Blend Nicotine \%}$. Looks at all different types of tobacco leaf.
- Project Brock:* BATCO effort from early 1990s to make B&HSF for West Africa based on “golden mellowness” concept. Superseded by Project *Midas*.
- Project Brolam:* Brown and Williamson paired comparison test from 1978 comparing two full-flavor cigarettes, conducted in Panama City. Tested the responses of Marlboro smokers and Viceroy smokers.²¹⁶ Grew out of Project *TIMER*.
- Project Bromley:* Brown and Williamson effort from 1981 to look at the words used in Britain and the U.S. to describe low tar and nicotine cigarettes, with goal of obtaining “an optimum capture of low delivery evaluative terms.” “The recent Bromley UK results, compared with pre-existing findings, indicated that there may be a high degree of universality in low delivery evaluative vocabulary with the possible exception of taste/aroma descriptors. This led to the recommendation that a pilot inquiry be conducted into the requirements, or necessity, for a U.S. qualitative stage.” Basically, about using US cigarette terminology in the UK and assessing familiarity. Project completed in 1989.
- Project Brown:* Philip Morris 1971 Using experimental brown tobacco stalk paper (different shades of brown).
- Project Brown:* BAT effort from ???
- Project Brownie:* BAT effort from 1993 to determine whether Philip Morris had been using any form of ROOT Technology in its flue-cured products. Part of Project *World Wide Best*, an effort to produce a “Marlboro beater”²¹⁷ Linked to Projects *Scout* (Australia) and

²¹⁶ Elaborate report at: Bates 660916007N-6008A.

²¹⁷ R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

- Cub* (Canada).
- Project Brunette:* Brown & Williamson effort from 1982 to ???
- Project Brushton:* Philip Morris Europe effort from 1991 to change the tar target of Marlboro 100's Switzerland from 17 to 15 mg/cig.²¹⁸
- Project BT:* Reynolds product test from 1980s
- Project BTC:* Reynolds product development effort from early 1980s.
- Project Bubble:* Philip Morris Europe effort from early 1970s through 1979 to make a new MLY Marlboro Lights for Germany, Greece and Sweden. CO levels found to be "on the high side."
- Project Bubble 100's:* Philip Morris effort from mid 1980s to make a 100mm Marlboro Gold 100s extension for Switzerland.
- Project Buick:* Philip Morris Europe (Neuchatel) effort from 1987 "To prepare a blind product test comparing MLF-PE and a product manufactured with the 'Vinaigrette' blend."²¹⁹
- Project Bull:* Philip Morris Europe (Neuchatel) effort from 1990 to create a Marlboro blend and corresponding flavor system for Eastern Europe.²²⁰ Linked to Project *Amethyst*.
- Project Bullseye:* Brown and Williamson effort from 1989 to test-market Dupont cigarettes.
- Project Bullseye:* B.A.T. China, Ltd., effort from 1994 to develop marketing slogans for the Chinese market.
- Project Burley Flavor:* Philip Morris effort from 1984 to explore ways to enhance the "burley character" of existing or new brands. Found that ammonia treatment of Philippine tobaccos showed promise. Linked to Project *Savory*. Reynolds also had an earlier project titled "Burley Flavor" (1970).
- Project Buzzard:* Philip Morris Europe (Neuchatel) effort from 1992 to develop a Chesterfield Mild for Holland.
- Project BVD:* Philip Morris project listed in its 1996 CenFile, no further info.

²¹⁸ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

²¹⁹ Philip Morris Europe, Research and Development, "Quarterly Report, April- June 1987," Bates 2001215983-6132, p. 55.

²²⁰ Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

- Project BY:* = Project “By Names Screening Test,” an RJR effort from 1980 to see which among various candidate names for cigarettes would be most popular. *Aztec Gold*, *Denver*, and *Royce* scored high, while *Hatteras*, *Diablo* and *Corsair* scored low.²²¹
- Project Byzantium:* Philip Morris effort from 1986-87 to test a menthol cigarette with a sweetened tip and scented tear tape. Goal was “to attract new smokers who would otherwise go to Salem.”
- Project C:* Brown & Williamson effort from the 1980s to develop an ultra low tar cigarette with a “clean aftertaste.”
- Project C:* Philip Morris effort from 1991 to develop a new cigarette to draw business away from Tareyton smokers (without drawing away from Parliament’s business).
- Project Cabanel:* Philip Morris Europe (Neuchatel) effort from 1987 “to reduce alcohol levels in cut filler delivered to secondary” and to “reduce overall environmental alcohol levels in the aftercut applications area at FTR.”²²²
- Project Cabarrus:* Alkaloid-reduced tobacco ???
- Project Cadalora:* Philip Morris Europe (Neuchatel) effort from 1991 to standardize blends and reduce tar for the King Size Mercedes brand for Italy.
- Project Caesar:* American Tobacco test market from 1993 of Malibu cigarettes (buy one get one free).
- Project Caiman:* Philip Morris Europe (Neuchatel) effort from 1988 to determine whether water-stained tobaccos expand as well as standard tobaccos.
- Project Cajal:* Philip Morris effort from 1990-91 to support Prof. J. M. Warter, G. Micheletti, and Beatrice Lannes at the Service de Neurologie at the University of Strasbourg. Goal was to show the beneficial effects of nicotine for people suffering from Alzheimer’s.²²³
- Project CAL:* Equipment optimization for getting Reynold’s Premier Cigarette

²²¹ E. C. Etzel (RJ Reynolds), “Marketing Research Report: Project By Names Screening Test,” March 6, 1980, Bates 501233336-3365.

²²² Philip Morris Europe, Research and Development, “Quarterly Report, April- June 1987,” Bates 2001215983-6132.

²²³ “Cajal,” Oct., 1990, Jan 1991, Bates: 2023856208.

into production (1988)

Project Calabrese: See Projects *Parsnip* and *Ultava*.

Project Calculus: Brown & Williamson effort from 1996 to differentiate a Lucky Strike product from its main competition. Run by USIBG marketing staff.

Project Calendar: BAT plan from 1985-89 to fine tune filters to assure an ultra-low (5 mg) tar delivery. Project launched in wake of the Barclay controversy.²²⁴ Cigarettes used Actron filter; Saudi Arabia was one market target. File destroyed in 1993.

Project California: Philip Morris and Tobacco Institute campaign from 1989 to create a coalition to oppose California's Proposition 99²²⁵

Project California MPH: Philip Morris Europe effort to develop a prototype 100 mm cigarette

Project California MAA: Philip Morris Europe effort to develop an 80 mm cig with 10 mg Swiss tar (by higher dilution).

Project Calloway: BAT (UK&E) product development (PGL) for STM from 1992, tested in Jeddah, Riyadh, and Dubai.

Project Calypso: 1990 Phillip Morris plan to study the influence of specific and conventional cigarette wrappers on sidestream smoke yields.

Project Cameo Special: Imperial Tobacco (Montreal) product (Cameo Special cigarettes) launched in Sept. 1987; contained menthol and spearmint.

Project Cane: BAT effort from 1998 to ???

Project Canterbury: BAT effort from 1998 to improve die prints. ???

Project Capricorn: BAT effort (collaboration with Souza Cruz of Brazil) from the early 1990s to develop two low sidestream smoke cigarettes that would leave "a low smell amplitude on the hands, clothes, hair and in the ashtray." Cigarettes also had "tropical flavors" added to impart "sweet/fruity notes" to the smoke.²²⁶

Project Capricorn: Reynolds effort from what to what

²²⁴ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

²²⁵ State Activities Division, Tobacco Institute, "Project California: Proposal," Feb. 21, 1989: "Need coalition to fight future propaganda" \$600 million per year.

²²⁶ BAT (Southampton), "Reports Bulletin," May 3, 1994, Bates 400452653-2730.

- Project Capricornio:* Brown & Williamson plan from circa 1990 to develop a more socially accepted product by reducing SS smoke annoyance, improving/reducing ashtray smell and the smell of the “day after” while maintaining smoke acceptability.
- Project Carbo:* Philip Morris Europe (Neuchatel) effort from 1990 to replace “MPEG 550 and MPEG 750 and PEG 600 in the white and black semi filters by triacetin as plasticizer” using “charcoal RC 333, a black tow with denier 5.0/35’000 Y section, and plug wrap Mauduit PPW 120 on high-porous combi filters.”²²⁷
- Project Carbon:* Philip Morris effort from 2001 to determine effect of various kinds of carbon used on tow in a filter on specific “target analytes in undiluted mainstream smoke of test cigarettes”
- Project Carbon Filters:* Brown & Williamson effort from 1995 to update and maintain awareness of carbon filter development with a view to use in/improve BATCo carbon filter cigarettes.
- Project Cardinal:* Liggett and Arthur D. Little effort from 1951 to study the variation in weights and moisture of cartons of Chesterfields, Fatimas, and other cigarettes at Durham. Involved collaboration with F. R. Darkis, M. E. Hobbs, P. M. Gross, and others. See Bates LG0385292-5304.
- Project Cardiff Birth Survey* – 1965-1973, 1975-1977. Survey of live births in Cardiff, Wales, study of Sudden Infant Death Syndrome for smoking mothers.
- Project Care:* BATCO effort of 1999 (5?) on “resocialising smoking”
- Project Carib:* Aka Project *Caribb* = “Conference on Motivation in Cigarette Smoking” at La Belle Creole Hotel on St. Martin island in the French Antilles, organized by William L. Dunn of Philip Morris and the Council for Tobacco Research (inter alia) for Jan. 12-16, 1972. Participants included leading authorities on smoking psychology from both industry and academia (Richard Hickey, Hans Eysenck, Hans Selye, Carl Seltzer, Paul Lazardsfeld, etc.); psychoanalyst Erich Fromm was originally scheduled to present a final dinner address but didn’t attend.²²⁸ Coincident with Philip

²²⁷ PME (Neuchatel), “Quarterly Report,” Oct.-Dec. 1991, p. 132, Bates 2028633753-3755.

²²⁸ “Tentative Conference Program, Project Caribb, January 12-16, 1972,” Bates HK0955108-5114; “Conference on Motivation in Cigarette Smoking,” before Jan. 15, 1972, Bates 1003292058-2062.

- Morris' *Project 1600* on smoker psychology.
- Project Carmen:* Brown and Williamson plan to develop a short, slim, low-tar (less than 10 mg) filter cigarette for Thailand. File destroyed 1993.
- Project Carolina:* Philip Morris plan from 1984 to introduce a 9mg Brunette cigarette into Switzerland.
- Project Carravaggio:* Philip Morris Europe ???
- Project CARS:* = "Conformance Analysis and Rating System," a BAT quality rating system from 1993 to compare cigarette circumference, tobacco weight, moisture, filter pressure drop, filter ventilation, firmness, NFDPM delivery and nicotine delivery.
- Project Case:* Philip Morris effort from 1993 to develop thin film platinum heaters for use as part of *Project Beta* (non-burning cigarette).
- Project Casing:* ???
- Project Casing/Humectant Studies:* RJR FFNM effort from 1984-1985 to assess the impact of casing/humectants components on consumer perceptions/acceptance of WINSTON KS among target smokers and to optimize the level of most important components.
- Project C.A.T.:* Philip Morris effort from 1988 to develop a "coffee aroma product" combining "benefit for smoker with pleasant sidestream for non-smoker." Cigarette was to have the brand name "Cabana" and would have a coffee bean on it.
- Project Catac:* pre-1982. Brown & Williamson. Campaign Against Tobacco Advertising Censorship.
- Project Catch:* Philip Morris Europe (Neuchatel) plan from 1987 to develop a King Size extension of Raffles for the UK.²²⁹ Linked to *Project Bingo-2*.
- Project Caterina:* BAT consumer test in UK looking 9mg smokers of Silk Cut
- Project Cavity Filters:* Reynolds effort from 1986 to use menthol mini-pellets from Naarden to improve smoking aroma.²³⁰
- Project CB:* Reynolds effort from 1976 to develop a 99mm cigarette with 5 mg tar and .5 mg nicotine providing "two times the taste level of

²²⁹ Philip Morris Europe. "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

²³⁰ "Project AP" (Reynolds), 1986, Bates 505617012-7024.

- ‘tar’.” Used conventional estron (cellulose acedate) filter vs. the more innovative system of Project *BB*. Linked to Project *RL*.
- Project CC:* Reynolds effort from the mid 1980s to produce “the first socially acceptable cigarette,” an 85mm menthol with “significantly less visible side-stream smoke.”²³¹ Goal was to alleviate “cosmetic smoking negatives”²³² with a target of “50% visible smoke reduction.”
- Project CC-7003:* Liggett and Myers effort from 1970-73 to determine the composition and “biological activity” of tobacco pyrolysates.²³³
- Project CCC:* Reynolds effort from 1983 to develop a “technology-driven brand reducing smoke from lit end”²³⁴
- Project CCP:* Reynolds effort from 1976 to produce a cartridge tobacco and disposable pipe to compete among cigarette smokers. Project No. 2823.
- Project CDF:* Brown & Williamson code for an effort (from 1983) to develop a Carlton Slims filter cigarette with 6mg tar and a puff count of 7.5.
- Project Cedar:* 1988 Phillip Morris plan to develop a brand with a young, modern, and contemporary image to capture smokers from the growing young and trendy smoker segment.
- Project Century:* ???
- Project Century Tipping Color:* ???
- Project Cervin:* Philip Morris Europe (Neuchatel) effort from 1988 to change the size of Marlboros in Austria (longer filters, larger circumference).
- Project CET:* ???
- Project CG:* Brown & Williamson effort from 1981 to improve the taste of Carltons.
- Project CG:* Reynolds?
- Project Chaff:* Brown & Williamson effort from 1993 to develop a charcoal cigarette for Japan to compete against Philip Morris Lights and

²³¹ “Agenda, Project XG” (Reynolds), 1985, Bates 505277176-7199.

²³² “Smoking Issues – Project CC Status” (Reynolds), 1985, Bates 503711931-1940 “Project CC Review,” Bates 504656168-6188.

²³³ H. Bryant (Liggett & Myers), “Composition and Biological Activity of Tobacco Pyrolysates,” Jan. 22, 1973, Bates lg0253838-3848.

²³⁴ Reynolds, “Project DB,” 1983, Bates 502787948-7968 at 7965.

- Mild Seven Lights. Renamed in 1993 Project *Kent Milds*.
- Project Chagall:* Philip Morris Europe (Neuchatel) effort from 1993 “to assist F.T.R. with the optimization of the new Etna feedstock preparation line in Onnens (ETPRIO)”²³⁵.
- Project Chaka:* BAT (UK&E) effort from 1992 involving JPS KS charcoal filter cigarette made in Switzerland for Taiwan (STOY vs. IRIDIUM blend).
- Project Chamois:* Philip Morris effort from 1978 to produced a Brunette Extra at 7 mg tar and .6 mg nicotine for Switzerland. Nicotine delivery from early production runs was judged to be “20 % too low.”²³⁶
- Project Champagne:* Philip Morris effort from 1981 to develop “a 6 mg 100 mm regular and menthol product at a 24.0 mm circumference subjectively acceptable to B&H Lights Regular and Menthol smokers, and preferred to Winston Ultra, Vantage Ultra Lights, and Salem Ultra.”²³⁷
- Project Champagne:* BAT effort from 1983 to develop an extra length cigarette.
- Project Chanel:* Philip Morris Europe (Neuchatel) effort from 1991 to transfer production of Chesterfield Regular from PM Santa Cruz to Laurens.
- Project Chanel:* Priority “A” Brown & Williamson effort from the early 1980s to produce a “top tasting Ultra” with a recessed filter.
- Project Chariot:* A brand name from American Tobacco Co. ???
- Project Charley:* Brown and Williamson 1989 ???
- Project Charlie:* Philip Morris discussions from 1966 regarding relations with Germany and the Austrian tobacco monopoly.
- Project Charlo:* Liggett and Myers effort from mid 1970s to develop a low gas phase, low tar cigarette. Aka Project *Beyond*. Cancelled 1977.
- Project Charlot:* BAT effort from 1996 to strengthen Pall Mall sales in the Levant through a change to a new international packaging

²³⁵ Philip Morris Europe (Neuchatel), “Quarterly Report,” July - Sept. 1993, Bates 2028632453-2616.

²³⁶ R. Hirsbrunner (Philip Morris Europe), “Cigarette Development,” Sept. 27 – Oct. 31, 1978, Bates 2028622060-2069, p. 37.

²³⁷ M,LF;MEYER,LF “Project Champagne (B&H Ultra Lights 100),” Dec. 31, 1981, Bates 1003032726

- design.
- Project Chase:* Philip Morris Europe effort from 1978 involving development of a “Line extension of DIK with a DPM of 10 mg and an SN of 0.5 mg” for Italy, Africa and Middle East.²³⁸
- Project Chavis:* “Edge Discrimination through Optical Warping” = Philip Morris effort from 1993 to patent a device for image warping that does not require multiple views in the camera to look for defects on the edge of a cylindrical object. For use in automating detection of flaws in cigarettes (= Project 1736).
- Project Checkerboard:* 1969 Brown & Williamson development of an 84 mm full taste filter menthol with low tar delivery, involved application of a special burn additive to the cigarette paper.
- Project Cheers:* Brown & Williamson “Priority C” effort from 1982-83 to produce a cigarette with “situational” values.
- Project Cheetah:* A cigarette brand name tested by RJ Reynolds in 1985.
- Project Cheetah:* BAT Sensory and Behavioral Testing regimen from 1986 involving “validation of Deliver model.”
- Project Chelwood:* Smoking behavior conference held at Chelwood House in Sussex by Philip Morris in 1977.
- Project Cherica:* Philip Morris Europe effort from 1979 to produce a cigarette for Yugoslavia. ???
- Project Cherokee:* Brown and Williamson development (in the late 1980s) of an ultra-slim cigarette for “the contemporary young adult trend setter” (urban, single some college).²³⁹
- Project Chess:* Philip Morris Europe (Neuchatel) 1988 product tests of Raffles King Size produced in Silvertown vs. Benson and Hedges and John Player Specials in U.K. (1988).
- Project Chevrolet:* Philip Morris Europe (Neuchatel) blind product test (from 1987) comparing MLF-PE, Winston LS and Camel LS for the French market.
- Project Chil:* Phillip Morris effort from 1996 to market a Marlboro Regular 100’s in Guatemala. Check.
- Project Chile Stem:* BAT Southampton effort from 1985 to do what ???
- Project China Project:* 1980. RJ Reynolds. Set-up of labs in China. Check.

²³⁸ Philip Morris Europe, “Monthly Progress Report,” June 1978, Bates 1000141745-1829.

²³⁹ Brown & Williamson, “Project Cherokee,” 1987, Bates 621710547-0548.

- Project China:* Philip Morris effort from ???
- Project Chiraz:* Philip Morris Europe (Neuchatel) effort from 1992 to develop a Full Flavor cigarette for Iran.²⁴⁰
- Project Chisel:* Philip Morris Europe (Neuchatel) effort from 1988-92 to investigate “the influence of tobacco rod compacity on mainstream and sidestream deliveries including puff by puff profiles.”²⁴¹ Linked to Projects *Vice* and *Spanner*.
- Project Chopin:* BAT effort from 1977 to reduce the carbon monoxide in cigarette smoke, esp. by altering the cigarette paper.
- Project Christer:* Philip Morris Europe (Neuchatel) effort from 1988 to develop a Marlboro Lights King Size and Marlboro Red Long Size for Sweden, using the Christer blend.
- Project Christina:* Philip Morris Europe effort from 1976 to produce a full-flavor 100 mm Marlboro for Germany. Linked to Project *Rosi*.
- Project Chrysler:* Brown & Williamson effort from 1982 to elaborate on Project *Aries*.
- Project Church:* 1976. Brown & Williamson. Cigarette of a different Carbon monoxide delivery.
- Project Churchill College:* BAT effort from the late 1970s to develop special flavors. Linked to Project *Virtue*.
- Project Cigmar:* 1993. Brown & Williamson. BAT Group Marketing Information System
- Project CIASED:* Misspelling for “Project Closed”
- Project “Cigarette Development”:* ???
- Project Cigarette Paper Quality – ?:* Brown & Williamson. Improve paper quality to not have small pieces of ash falling off while smoking.
- Project Cigarette Papers :* RJR FFNM efforts from 1983-1985 to determine the consumer perception changes related to a change in cigarette paper porosity or burn additive.
- Project CIR:* Philip Morris Europe (Neuchatel) ???
- Project Circe:* Philip Morris U.S.A. effort from 1986 to make an 8mg tar line extension of Alpine in a menthol cigarette.
- Project Circle K:* Brown & Williamson effort from 1997 to ???
- Project Cirrus:* Brown & Williamson effort from the mid 1980s to develop a

²⁴⁰ A. M. Kopp, “Cigarette Development EEMA,” Jan.–March 1992, Bates 2028633547-3554.

²⁴¹ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 89.

Barclay ultra thin Lights cigarette. Goal was to develop an “innovative product heritage” with the ultra thin configuration designed to “reinforce low tar attribute.”²⁴² Test marketing discontinued.

- Project Classic:* ?????
- Project Classio:* Misspelling for “Project Classic.”
- Project Claude Bernard:* Philip Morris support for the research of Prof. Tassin on neuropharmacology; part of the company’s 1991 effort to develop expert witnesses for use in litigation.
- Project Clean-Up:* Philip Morris International effort from early 1990s to ???
- Project Cliff:* Aka “Alternative Leaf Processing”: BAT effort from the early 1990s to realize a new commercial process for converting whole leaf into cigarette form. Involved re-dried leaf conversion. Machinery later moved to the Bangladesh Tobacco Co.
- Project Clio:* Philip Morris Europe (Neuchatel) effort from 1992 to develop a reduced tar Karo plain for Germany.²⁴³
- Project Clonart:* ???
- Project Clover:* Brown and Williamson effort from 1987 to develop an ultra slim cigarette for “socially concerned smokers”; goal was to “enhance target smokers’ self-image as considerate of other people who are important to them.” Expected target was 70% female and white or pink collar.
- Project Clover:* Philip Morris Europe (Neuchatel) effort from 1987 to develop a “new flavor system” (with low sidestream smoke) for roll-your-own blends to be produced in PM Forest.
- Project CM:* 1983 RJR subproject of that company’s Project *FX* (Flavor Exploratory) to deliver non-menthol with a clean aftertaste.
- Project CMB:* Reynolds development of a defense strategy to respond in the event of a price undercut by a sub-generic.
- Project Coax:* 1989 BAT “coaxial cigarette” developed in Germany that was supposed to be “like a cigarette within a cigarette” with a reduced “sidestream” (so a “safer” cigarette).
- Project Coaxial Cigarette:* BAT effort from 1988 to make cigarette with coaxial

²⁴² G. Lyttle-Green to M. A. Bateman et al., “Project Cirrus Task Force,” July 15, 1987, Bates 170321230-1234.

²⁴³ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 82.

- rod and filter, aspects of acid casing and their effects on smoke pH (ammoniation?)
- Project Cobblestone:* Brown & Williamson effort from 1982-83 to produce a “tar free” cigarette.
- Project Cockpit Blue:* Philip Morris Europe test trial of a cigarette (in 1979-80) with 14 mg tar, .9 mg nicotine, and 14-15 mg carbon monoxide. Prototype accepted by German marketing, though 1979 trials “gave too low a smoke yield.” Apparently CO values of 20. ???
- Project Cocktail:* Philip Morris Europe effort from 1979 to develop a pan-European cigarette with 10-11 mg tar and .9 mg nicotine. Project dropped in 1980.
- Project Cod:* ??? Project Cod (DuMaurier) No other listed information
- Project Codevac:* BAT effort from 1973 to develop “constant-density-variable-composition cigarettes”—hence the acronym.
- Project Cody:* Philip Morris Europe effort from 1991 to standardize P-E (pan-Europe?) and CH (Switzerland?) Chesterfield full flavor²⁴⁴
- Project COFCO* (“Computerized Fermentor Controller”): Philip Morris effort from 1982 to automate its fermentation processes, using the local computer of the Biotechnology Group.
- Project COLDAC:* (“Computerized Laboratory Data Acquisition”): Philip Morris effort from 1982 to allow laboratory personnel “manually” to enter chemical analytic data such as ETNA content, static burning time, tobacco moisture content, quantity of additive in the filter, four classes of pesticides, RTD of the filter, TIP ventilation values, and so forth.²⁴⁵
- Project Cole:* BAT effort from 1980s to make a duty-free B&H SM 100’s.
- Project College:* Joint exploratory undertaking (1977) between B-AT and Brown & Williamson, under the direction of the Collaborative Studies Team,” to produce a Viceroy 84 to compete with Marlboro. Versions I and II.²⁴⁶

²⁴⁴ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), “Cigarette Development EEMA” (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

²⁴⁵ Fabriques de Tabac réunies S.A (Philip Morris), « « Research and Development Monthly Report, » March 1983, Bates 1003477449-7492

²⁴⁶ B. L. Broecker (Brown and Williamson), “Product Development Committee: Meeting Report #112,” Sept. 21, 1977, Bates 670241154-1157.

- Project Colonel:* 1980-81 Brown and Williamson effort to . . .
- Project Colorado:* 1978-84 Philip Morris Europe effort to make a 100mm extension targeting (improving) Muratti Ambassador Extra. Early tests found that first puffs had “an insufficient impact.”²⁴⁷ Linked to *Project Harvard*.
- Project Columbia:* Philip Morris effort from 1985 to develop a Chesterfield soft pack and box for India. Assisted by International Services/TTG. Bombay test market schedule for Jan. 21, 1985.
- Project Columbus:* Philip Morris effort from 1989 to produce a high margin cigarillo product, tasting very much like a normal cigarette. Possible names included “Monterey,” “Meridian,” and “New York.”
- Project Comet:* BAT effort from 1986 to have its Imasco affiliate in Mexico acquire Comet Financial, “a substantial diversified Canadian company” a financial institution for loans, stock registration and deposit accounts.
- Project Comet:* Imperial Tobacco of Canada (Montreal) effort from 1992-93 to “support the introduction of PCL-X at manufacturing plant level.” Responsible person: C. Rinfret. No further information.
- Project Comet:* BAT effort from 1996 to produce SE Lights and SE International, having “Mini Jumbo International 100’s now revert back to cube shape.”
- Project Commonwealth:* Philip Morris Europe effort from 1981-82 to produce a cigarette with a target market like Benson & Hedges and taste quality of a 555 with Hilton as a prototype. For Australia, Commonwealth was an 8 mg 85 mm cigarette. Also produced for Canada. Linked to Projects *Beaumont* and *Gamma*.
- Project Communicate:* BAT effort from 1999 to create a unified, state-of-the-art electronic mechanisms (“intranet”) for communicating brand-relevant marketing information within the company. Brainchild of Peter Geubels, then Benson & Hedges Senior Brand Manager, developed in concert with the company’s intranet developer, Uovo), the creative digital media agencies Bates & Gray Interactive, the company’s central IT team, various local IT members, and the company’s marketing department. Interactive project later franchised to CORA, Legal and

²⁴⁷ Philip Morris Europe, “Monthly Progress Reports,” April 1980, Bates 2501124535-4585.

- Operations. Pilot program tested in South Africa, Bangladesh, Malaysia, New Zealand, Dubai, and Australia.
- Project Conair:* Project CONAIR (1982), Listed on Google, but tobacco documents say there are no matching documents. Likely concerns tobacco processing and the humidification and drying procedures entailing a loss of nicotine.
- Project Concarneau:* Philip Morris effort from 1991 utilizing Prof. Dr. Roger Weil, a molecular biologist and virologist at the University of Geneva. ???
- Project Concyl:* (1962), Monitoring conditions within an airflow dryer altered by injection of live steam to simulate a comparison of parallel and contra flow dryers of tobacco filling power. Who???
- Project Concorde:* Philip Morris effort from 1988 to produce a luxury cigarette with the brand name “Meridian.” (Aka Concord).
- Project Concorde:* BAT effort from 1994 to develop a 1mg tar cigarette
- Project Condor :* Philip Morris effort from 1996 to provide retailers with financial incentives to promote PM’s “It’s the Law” campaign through e.g. in-store signs.
- Project Coniston:* BATCo program from the 1980s-’90s to manage financial holdings in minority companies in South Africa, Senegal, Ceylon, Hong Kong and associated debts and tax losses. Headed by D. C. Potter.
- Project Conqueror:* BAT effort from 1966 to explore the effects of cigarette smoke (whole or condensed) on the ciliary activity of clam-gill tissues and rabbit trachea. Results produced in collaboration with the Battelle Institute of Frankfurt. Ciliastasis in such systems comes to be widely used as a rapid bioassay to determine the “biological activity” of cigarette smoke.²⁴⁸
- Project Continent:* Brown & Williamson effort from 1982 to produce a cigarette using imported tobacco. ???
- Project Copernic:* Philip Morris support for research on indoor air quality testing conducted by Prof. J. Lenges in the Analytical Testing Dept. of CERIA in Brussels. Lenges had served as an expert witness for Philip Morris in the 1983-84 Barclay case.
- Project Coprok:* (1995) Aimed at monitoring BAT and competitor brands ???

²⁴⁸ C. I. Ayres (BAT R&D Southampton), “Project Conqueror: An Examination of the Initial Results,” Feb. 18, 1966, Bates 650009616-9642.

- Project Coral:* (1982) Cytotoxicity and mutagenicity study of cigarettes Coral A and Coral B in human lung cells
- Project CORE:* (“Cost Reduction”): Brown & Williamson effort from the 1990s to develop a cigarette with a central core and an annulus made of different tobaccos as a cost-saving technique; round 3 was in 1997; D. Scholten was Project Leader.
- Project Cork:* BAT effort from 1998 to develop a London-brand cigarette for Bangladesh; project directed by Colin Greig.
- Project Cornu:* Philip Morris Europe (Neuchatel) effort from 1988 to standardize the blend used in Italy’s Mercedes cigarette (and to replace with a Muratti blend). Ventilated version also developed.
- Project Corporate Activity:* Litigation Defense Strategy Document by Jones Day Reavis and Pogue prepared in 1985 for Reynolds.
- Project Corrida:* Philip Morris Europe effort from 1984 to develop a Chesterfield King Size and Long Size cigarette for Spain.
- Project Cortland:* Philip Morris Europe (Neuchatel) effort from 1990 to develop a Muratti Lights using concentric filter technology. Linked to Project *Riverton*.
- Project Cosmic:* Philip Morris effort from Year to create an “international network”
- Project Cosmos:* Philip Morris Europe effort from pre-1982 to produce a Marlboro for USSR, manufactured in Kishinev. Later known as Project *Tandem*. ???
- Project Cost Centre:* BAT code for a broad range of health research conducted in the mid 1960s, including studies of selective filtration, smoke constituents, smoke aerosols, biological degradation of maleic hydrazide (the pesticide), and hundreds of other topics.²⁴⁹ Project names had numbers added, so Project *Cost Center 4300* was “Packaging and Product Development,” Project *Cost Center 5000* was “PCL and Waste Tobacco Utilization,” etc.
- Project COT:* American Tobacco Co. effort from 1980-81 to produce a 120 mm Carlton with low porosity citrate paper, 5y/30,000 filter tow, 2-row perforated tipping at 9mm pressure drop (though this varied), and a tar target of 5 and later 7 mg.
- Project Cotton:* BAT effort from 1993 to identify the potential of using DEER

²⁴⁹ D. G. Felton, “Programme of Work at R. & D.E. Southampton” Jan. 13, 1966, Bates 105368311-8376.

technology (in SE 555 blend) to improve smoke quality.

Project Coumarin:

???

Project Country: Philip Morris Europe effort from the mid 1980s to develop a 14 mg low monoxide Marlboro for Switzerland; the same name was used for a Philip Morris U.S.A. effort from 1985-87 to make Marlboros sold in the Philippines more similar to the U.S. cigarette.

Project Courbet: Philip Morris Europe (Neuchatel) effort from 1988-91 to assist in the upgrading of the primary segment of the Coralma “MTOA” (Manufacture des Tabacs de l’Ouest Afrique) in Senegal.²⁵⁰ A. Frattolillo responsible.

Project Cow: Philip Morris Europe (Neuchatel) effort from the early 1990s to use new flavors “to improve the taste of the PMU cigarette.”²⁵¹

Project Cowper: BAT effort from 1977 to create and test certain experimental blends for Africa.

Project Crawford: Imperial Tobacco (R&D Montreal) effort from 1983-84 to develop two cigarette products for use in Canadian mini-malls

Project CR: Reynolds study from 1983 to test the appeal of using various grains as possible tobacco substitutes in cigarettes (to lower tars). “Grain technology” was explored to find proper candidates.²⁵²

Project CRB : Reynolds effort from 1983 to develop a cigarette yielding “Corporate cost savings via blending of tobacco and substitutes (e.g. grain).”²⁵³

Project Cream: Philip Morris effort from 1988 to produce a cigarette for EEMA markets; product testing in Sweden caused the brand name to be changed from “Cream” to “Mellow.”²⁵⁴

Project Crest: Philip Morris effort from 1984 to develop a cigarette for Pakistan.

²⁵⁰ Philip Morris Europe, “January – March 1991, Strictly Confidential” (Quarterly Report), 1991, Bates 2028634034-4175.

²⁵¹ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 78.

²⁵² M. M. Sheridan to S. A. MacKinnon, “Brand Perspective – Project CR Concept Test,” June 17, 1983, Bates 502783460-3461.

²⁵³ Reynolds, “Project DB,” 1983, Bates 502787948-7968 at 7966.

²⁵⁴ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

- Project Creuse:* Philip Morris Europe (Neuchatel) effort from 1988 to produce an ultra slim cigarette with a distinctive taste. ???
- Project Cricket:* Philip Morris Europe effort from 1976 to produce a cigarette for the U.K.
- Project Cricket-99:* Philip Morris Europe (Neuchatel) effort from 1988 to optimize the blend on RAH for the UK market.
- Project Cricon:* BAT effort from late 1970s-early '80s to compare reception of cigarettes lowering deliveries by tip ventilation, hi fi and increased paper permeability (against State Express 555 cigs).
- Project Croquet:* Philip Morris Europe (Neuchatel) effort from 1987 to develop a King Size line extension of Raffles for the UK in a 12.5 mg tar version.
- Project Cross:* BAT effort from ???
- Project Cross-over:* BAT effort from 1975 to explore “the implication of the initiation-promotion hypothesis on the risks of smokers changing to cigs containing substitutes.” Involved mouse-skin painting experiments by the Tobacco Research Council supported by BAT.
- Project Crown:* Philip Morris Europe effort from 1975 to develop a low delivery cigarette with deliveries similar to R6.
- Project Cruise:* 1988 study by Analytic Insight, Inc., with the aid of Fieldwork, Chicago, Inc., for Brown and Williamson to determine what people like or find most attractive about smoking.²⁵⁵ Also a 1989 Project of BATCo Canada to explore “the potential and development of a U.S. blended proposition for sale in Canada.”
- Project CS:* Reynolds effort from 1993 to make a “safer cigarette.”
- Project CS:* American Tobacco effort from 1983 to make a cigarette from a low tar Lucky Strike blend. Tested on 75 female smokers of ultra low tar 100 mm products.
- Project CTPECC:* Brown & Williamson effort from 1983 to develop “psycho-physiological measure which will allow new product concepts to be formulated.”
- Project CU:* Reynolds effort from 1993 to organize “Joe’s Place” and “Camel Cash” promotions.
- Project Cub:* BAT effort from 1978 to analyze Philip Morris’ use of flue

²⁵⁵ Analytic Insight, Inc. (for Brown and Williamson), “Discussion Guide: Project Cruise—AI#: 88-205,” n.d., Bates 620209299-9303.

- curing blends in its Canadian markets. = RD1604.
- Project Cuenca:* BAT effort from 1984 to target “opportunity markets” formerly closed by virtue of state monopolies.²⁵⁶ One part involved a Brown & Williamson International collaboration with Tabacanaria of Spain (Canary Islands).
- Project Culture:* Philip Morris Europe (Neuchatel) effort from 1988-92 to measure pesticide residues in cigarettes sold in Europe. Methoprene ranged from 3 to 11 ppm, maleic hydrazide (MH-30) was found in excess of 80 ppm.²⁵⁷
- Project Curie:* Philip Morris support for research by Prof. Michel Symann at the Experimental Oncology Unit at Catholic University of Louvain in 1989-91.
- Project Curry:* BAT effort from 1982 to reduce tar deliveries of all UK and Export full flavor brands over a five year period from 18 to 12 mg/cigarette.
- Project Cut Width:* Philip Morris INBIFO effort from late 1990s to explore “the influence of different cigarette filler cut widths on the chemical composition of mainstream smoke” using the Ames bioassay.
- Project Cutlass:* BAT effort from 1979-1982 to develop a low-tar Virginia product;²⁵⁸ earlier known as Project *Tram* (or *Iram*).
- Project CY:* American Tobacco effort from 1968 to panel regular Carltons against the company’s latest model of Carltons with cherry flavor. The cherry flavored cigarettes were judged as leaving “a medicinal and somewhat unpleasant aftertaste.”²⁵⁹
- Project Cynthia:* Philip Morris Europe (Neuchatel) effort from 1993 to develop a cigarette with a paper filter, oxygen-bleached paper, and no humectants on the blend. Prototypes were to be made in Dresden.

²⁵⁶ “Summary of Presentations to the BATCo Board on 21st/22nd May 1984,” June 4, 1984, Bates 682610174-0196.

²⁵⁷ Philip Morris Europe (Neuchatel), “Quarterly Report,” Sept. 1990, Bates 2028634304-4426.

²⁵⁸ Brown and Williamson, “Marketing Policy Committee,” March 1979, Bates 464519228-9324.

²⁵⁹ C. C. Kern to R. K. Heimann, June 14, 1968, “Weekly Progress Report,” Bates MNAT00116166-6168.

- Project Dahlia:* BAT R&D (Southampton) effort from 1977 involving cigarette redesign (continuation of *Project Siskin*).
- Project Dakota:* Philip Morris plan from the mid 1980s to make an 85mm “fashionable Maryland brand” in the Bruner segment for the Swiss market (= Project no. 0519). Soft pack.
- Project Dakota:* Philip Morris plan from 1988 to have smokers participate in some kind of cowboy promotional activity.
- Project Dakota:* Brown and Williamson effort from the 1980s to produce a low-tar non-menthol cigarette “for contemporary, urban, young adult (21-35) male smokers who wish to be seen primarily as night hawks who are streetwise and capable of handling all situations in which they find themselves”²⁶⁰ Dakota was supposed to be a cigarette “representing contemporary, urban masculinity.”²⁶¹ *Project Dakota M* from 1993 moved tar down from 16-18mg to 12-14 mg.
- Project Dakota M:* Brown and Williamson effort from 1987 to create a cigarette that would have “perceived mouth freshening properties.”²⁶²
- Project Dale:* Imperial Tobacco effort from 1967 to conduct panel evaluations of developed recipe and rate of burn. ???
- Project Dali:* Philip Morris Europe (Neuchatel) effort from 1988 to establish the correlation between cigarette firmness and OV, CV, and OV, in cigarettes made from 100% recon.
- Project Dallas:* Brown & Williamson effort from 1986-87 to make a full-flavored non-menthol cigarette for Argentina that would be less irritating than Marlboro and Philip Morris. Used Kent blend with Moorgate materials and AMELIA E flavor.²⁶³
- Project Dalmation:* effort from 1977-78 to ???
- Project Danny:* Philip Morris U.S.A. effort from 1984-88 to develop a cigarette

²⁶⁰ Brown and Williamson, “Project Dakota,” n.d., Bates 674097463-7467.

²⁶¹ Brown and Williamson, “Project Dakota,” n.d., Bates 681873914-3917.

²⁶² S. Zolper (Brown and Williamson), “Project Dakota M,” March 23, 1987, Bates 621708696-8701.

²⁶³ P. L. Aulbach to P.J. Martinez, “Project Dallas – Status/901,” Dec. 16, 1986, Bates 62162348-3249.

- for production in Malaysia “with inclusion of up to 50 % local tobacco subjectively comparable to U.S. Marlboro.”²⁶⁴
- Project Danube:* Philip Morris Europe (Neuchatel) effort from 1988 to make a cigarette to which flavors have been added in the filter.
- Project Danville:* Philip Morris Europe (Neuchatel) effort from 1988 to develop an 8 mg tar (STAR) cigarette for Switzerland (using same Bond family blend used in Sweden).
- Project Darts:* Philip Morris Europe (Neuchatel) effort from 1988 to develop a Virginia-type Ultra Slim cigarette for the U.K.
- Project Data:* Idea for a “variable filter” cigarette (“adjustable tar cigarette product”) developed by Philip Morris for a Swiss test in the mid 1980s. Cigarette had a “bypass tube” in its filter and could be adjusted to deliver anywhere from t to 6 mg tar.²⁶⁵ See if Reggie Newsome involved.
- Project Data Charcoal:* Philip Morris effort from 1986 to ???
- Project Data Product Test:* Philip Morris effort from 1984 to determine consumer reactions to an adjustable filter (“Dial-a-Filter”).
- Project Dauwalder:* Philip Morris support in 1993 for social research by Prof. Dauwalder of Germany “to back up any argumentation line in Favour of Smoking” by exploring “the hidden mechanisms playing between cultural environment, suppression, and tolerance.”²⁶⁶
- Project Davis:* Philip Morris Europe (Neuchatel) effort from 1992 to develop cast leaf products for Europe which meet European requirements for taste and feedstock utilization.²⁶⁷
- Project Dawn:* Brown and Williamson effort with the University of Louisville (from 1961) “to determine the uniformity of cigarettes make on a Molins Mark VI making machine.” Involved tagging certain

²⁶⁴ J. L. Spruill, “Marlboro Standardization and International Support,” Feb. 1988, Bates 2022162281-2283.

²⁶⁵ M. C. Ziegenhagen, “Minutes of the NPC Meeting August 26th, 1983,” Aug. 30, 1983, Bates 2023274177-4181.

²⁶⁶ Ulrich Reif to M. Ulrich Crettaz to Tony Andrade (Philip Morris S&T Dept.), Jan. 21, 1993, Bates 2501011536.

²⁶⁷ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 44.

- components of the leaf with radioisotopes and then measuring the resulting radioactivity in the finished cigarette.²⁶⁸
- Project Day:* BAT effort from 1998-89 to make cigarettes with a greater level of “safety.” Linked to Projects *Pearl* and *Viking*; perhaps a continuation of Imperial Tobacco’s *Project Day* from 1989-91.
- Project DB:* (“Discount Brands”): Reynolds effort from 1983 to develop cheap cigarettes.
- Project Deborah:* Philip Morris Europe (Neuchatel) effort from 1993 to reduce the diameter of LMK from 7.85 to 7.75 mm--judged unacceptable “tastewise.”²⁶⁹
- Project Decame:* BAT (UK&E) effort from late 1980s to determine the effects of diethyl citrate (DEC) as a filter plasticizer component on smoke deliveries and sensory characteristics esp. for Middle East products.
- Project DEEP:* 1987 BW/BAT effort to develop a truly cheap filter based on polypropylene, CA waste, etc.
- Project DEER:* Major effort by BAT beginning in late 1980s (or earlier?) to force inorganic materials into tobacco sheet and rod (involved use of offal from international BAT affiliates). In Canada, plan was for “DEER material” to be in cigarettes by end of 1989.²⁷⁰ Continued into 1990s with Projects *DEER II* and *III*.
- Project Deer Enhancement:* BAT effort from ???
- Project Degas:* Philip Morris Europe (Neuchatel) project from 1988-89 to evaluate the influence of strip package OV on U.S. Burley strip size and cut filler.
- Project Deimos:* Philip Morris Europe effort from 1988-92 to develop methods for determining sidestream smoke yields (TPM, nicotine and carbon monoxide) from a single cigarette. G. N. Bindler responsible.
- Project Delight:* BAT effort from 1993 to adapt 555 Lights blends to have “similar design relationship to the parent as Marlboro FF has to

²⁶⁸ C. J. Moll, “Interim Report on Project Dawn,” Feb. 22, 1961, Bates 650205295-5299.

²⁶⁹ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 81.

²⁷⁰ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654, p. 36.

- its Lights version,” esp. for FE markets.²⁷¹
- Project Delta:* Brown and Williamson effort from 1981-82 to produce a milder Barclay esp. for female hi-fi smokers.²⁷² Goal was to produce a low carcinogen cigarette. Renamed Omega Versions 1-7
- Project Delta/Sigma:* Philip Morris effort from 1992 to produce a chemical heat source for cigarettes using metal nitride, metal oxide and carbon.
- Project Denise:* Philip Morris effort from 1984 to develop “a Philip Morris Special full-flavour cigarette for the German market.”
- Project Denver:* PM project to ??? a regional project?
- Project Derby:* 1980 Philip Morris project to develop a “lights” product line to compete with BAT’s Casino K.S. and Belmont E.S.
- Project Dervish:* BAT effort from 1986-87 to ???
- Project Descartes:* Philip Morris support for the research of Prof. Caboche on neurophysiology at the Unite de research de Physiology . . . (France?) ??? where, student???. part of the company’s 1991 effort to develop expert witnesses for use in litigation.
- Project Desiré:* ???
- Project Designer:* ???
- Project Detective:* Short (60 mm) cigarette developed by Philip Morris in 1988 for Belgium; consumer tests found produce “too short” and project was dropped.²⁷³
- Project DFC:* Reynolds effort from 1986 to come up with ways of measuring “smoking behavior as a means of detecting differences among products.” Involved comparison of blood nicotine levels with subjective evaluations by smokers, etc.²⁷⁴
- Project Diamond:* BAT effort from 1975 to replace JPS as BAT’s Players flag brand.
- Project Diamond:* Brown and Williamson effort to develop “new means of

²⁷¹ G. A. R. (BATCO), “Status Review Notes 1993: Product Technology – Product Review,” July 13, 1993, Bates 400448809-8825.

²⁷² Brown and Williamson, “Project Taurus,” July 26, 1982, Bates 675110637-0701.

²⁷³ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

²⁷⁴ “Project AP” (Reynolds), 1986, Bates 505617012-7024.

- communication right at legal limit” to reinforce Pall Mall in Norway in 1983 and 1984.²⁷⁵
- Project DIET:* Dry Ice Expanded Tobacco circa 1987 to puff tobacco by BW
- Project Diet:* Philip Morris Asia effort from 1988 to help China’s National Tobacco Company acquire certain kinds of cigarette-making technologies.
- Project Diet:* BAT effort from 1990s to ???
- Project Dime:* BAT effort from late 1980s to develop product designs for low-cost blends being created in Woking.
- Project Dino:* BAT effort from 1972 to develop “a new top quality housemark for future exploitation”; cigarette was to be a Lambert & Butler De Luxe Filter of Australian design adapted for 95mm.²⁷⁶
- Project Discovery:* ???
- Project Dolly:* Philip Morris Europe (Neuchatel) effort from 1992 to bring the tar level of Marlboro Lights PE to 9 mg (by new ISO method).
- Project Donald:* BAT effort from mid 1990s to develop a cigarette for Singapore. Sales by 1996 “exceeding expectations,” though some complaints heard about plugwrap separating from filter.
- Project Donkey:* Philip Morris Europe effort from 1978 to produce a Caballero-type cigarette for Holland with lower tar and nicotine and a maximum DPM of 16 mg.
- Project Dora:* Philip Morris International effort from 1988 to develop an 11.5 mg King Size cigarette with and without charcoal filters for Hong Kong with the brand name “Manhattan.”
- Project Doris:* Philip Morris Europe (Neuchatel) effort from 1993 to transfer blending operations from Munich to Dresden for F6 100’s.
- Project Douglas:* Philip Morris Europe plan to develop a Marlboro 100’s red for Finland.²⁷⁷
- Project Dow Jones:* *Brown & Williamson effort from 1997 designed to “build equity” for GPC brand cigarettes, esp. in the realm of VFM product offerings.*
- Project Down Under:* Philip Morris campaign from 1986-88 to counter growing

²⁷⁵ Bates 464021796.

²⁷⁶ N. R. L. Brown, “New Virginia Brand Projects,” July 13, 1972, Bates 301003471-3479.

²⁷⁷ Philip Morris Europe. “Quarterly Report,” Sept. 1987 (est.). Bates 2001216133-6263.

public concern about the hazards of secondhand smoke. Included the launching of *Philip Morris Magazine* (ed. Guy Smith), one goal of which was to establish a database of sympathetic smokers (the magazine reached 7 million readers, 80-90 percent of whom were smokers). John Rupp of Covington and Burling recognized that the new appreciation of the ETS hazard put the industry “in deep shit.”²⁷⁸ Goal was to improve smokers’ self image and to “isolate zealots”; goal was also to posture anti-tobacco elements “as fringe groups, out of the mainstream of American opinion.” Project included some bizarre ideas, like “sue ACS for saying tobacco workers are murderers,” etc. Targets included smokers, non-smokers, anti-smokers, public officials and policy makers, the scientific community, and the company’s friends and allies.²⁷⁹ Aka *Operation Downunder*.

Project DPC: (“Doral Price Clarification”): Reynolds effort from 1994 in Pittsburgh

Project Dragon: Philip Morris effort from 1988 to develop a “blended” king-size cigarette for China’s state-owned tobacco monopoly. Cigarette was to be a non-PM trademark owned and manufactured by the Chinese National Tobacco Company. Goal was not to “make any money” but rather “getting to know them”;²⁸⁰ the cigarette was to be made at Guangzhou Cigarette Factory 2. Earlier known as *Project Rabbit*.

Project Dress Down: Brown and Williamson effort from 1997 to create for the company’s Carlton brand a new “packaging for the entire family” consistent with conventional Ultra Lights packaging.

Project Drome: Philip Morris Europe (Neuchatel) plan from 199-92 “to blacken tow material using carbon black in triacetin”²⁸¹

²⁷⁸ Philip Morris, “Project Down Under: Conference Notes,” June 24, 1987, Bates 2021502102-2134. Philip Morris here concedes that “Research peaks in 1984, perhaps because scientific community feels issue is resolved.”

²⁷⁹ Robert L. Mazingo et al. to Samuel D. Chilcote, Feb. 1, 1988, Bates TI DN 000271-2719.

²⁸⁰ “NP Review Mtg: Second Revised Forecast Finance,” June 16, 1988, Bates 2074894812-4818.

²⁸¹ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 71.

- Project Drop:* ???
- Project Drought :* Philip Morris U.S.A./Australia effort from 1986 to improve “cigarette making at elevated temperatures,” through reduced packing densities. Patent for process filed in Australia. Similar to Project *Jose* in that both promised to decrease cigarette weight and therefore increase excise savings.
- Project Dry Addition of Additives:* ???
- Project Dual:* Brown & Williamson effort from 1982 to produce a cigarette with an extruded plastic mouthpiece plus tobacco filter. ???
- Project Duck:* Philip Morris Europe (Neuchatel) effort from 1987 to make a Muratti blend for North Pole cigarettes in Belgium and Italy.
- Project Duerer:* Philip Morris Europe (Neuchatel) effort from 1987 to increase the capacity of the ETNA installation in Philip Morris Germany’s Munich factory. News capacity was 1250 kg per hour at an elevated expansion temperature of 365 degrees Celsius.
- Project Duke:* BAT effort from 1998 to ???
- Project Dumbo:* Philip Morris Europe (Neuchatel) effort from 1993 to modify the blend and flavor on PMB and PML cigarettes.
- Project Dummy:* BAT effort from 1993 to “re-create Du Maurier Superkings with the smoking quality traditionally exhibited by this brand many years ago but with smoke yields compatible with current Group policy.”²⁸²
- Project Dunlin:* 1983 effort to investigate effect of holders on sensory assessment of cigarettes prior to examining the effects of variations in ventilation style on sensory assessment and smoking behaviors.
- Project Durance:* Philip Morris Europe effort from 1988 to make a 1-3mg cigarette (“shorties”) using Project *Volga* or *Amour* techniques.
- Project Durham L:* American Tobacco effort from 1964 to develop a marketing plan for Lucky Strike filters as “strong, masculine, and above all, modern.”²⁸³
- Project “Dylan”:* Code name used by TechLaw Automation Partners to refer to a 1995 project to scan 400,000 documents for use by the law firm

²⁸² R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

²⁸³ BBBO (for AT), “Project Durham L,” Aug. 19, 1964, Bates 966043478-3508.

of Hunton & Williams in litigation on behalf of Philip Morris. Key was to obtain a searchable index in light of upcoming depositions. Dylan was the code name to be used, and to maintain security there was to be “no mention of the client name.”²⁸⁴

- Project Eagle:* BAT effort from 1986 to develop and validate methods for measuring sidestream smoke in closed rooms.²⁸⁵ Compare trial testimony of J. B. Cohen, PhD: “There is no such thing as project eagle.”
- Project Eagle:* Reynolds document referencing this notes that “The Export smoker has to be viewed by the Player’s and duMaurier smoker as more like himself. More young, urban, contemporary and sociable – while retaining masculinity, independence and adventure.” (Cited in J. B. Cohen!; doc is “Project Eagle Focus Group, Final Report, Jan. 1987).
- Project Eagle:* Philip Morris Europe (Neuchatel) effort from 1989 “to replace RU005 blend by HU004 blend in the RUM02 (Runner Menthol) made in Jubilee.”²⁸⁶
- Project Echelon:* BAT effort from 1993 to make a Gold Flake cigarette.
- Project Eclipse:* linear smoking machines—check out
- Project ECNAP:* ???
- Project ECO :* 1988 complement brand portfolio via the launch of project ECO (Cigarillo) which offers high trade and RJR margins, assuming maintenance of tax benefit, and revitalization of other opportunistic brands.
- Project Ecuador* Philip Morris leaf crop buying and processing in Ecuador (1982-86). “(Marlboro Lights 80) - Carlos Munoz has requested assistance with developing Marlboro Lights. He has spent one week in Ecuador working with their recently launched Marlboro Lights. Samples will be produced in Chile

²⁸⁴ TechLaw Automation Partners, “Project ‘Dylan’ Proposal: Hunton and Williams” (for Philip Morris), May 17, 1995, Bates 2076177347-7373.

²⁸⁵

²⁸⁶ Philip Morris Europe (Neuchatel), “Quarterly Report, April – June 1989,” 1989, Bates 2021607748-7894.

with fabrication materials obtained in Ecuador. Richmond personnel will visit Chile in early February to assist with the completion of the above projects.”

Project Ecusta “Velvet” Paper: ???

Project Edith: Philip Morris effort from 1984 to compare L&M v. HB and West cigarettes on the German market.

Project EEL: 1984 work for Middle East concept test: “we took 3 blends in a 20mm circumference format and aimed at achieving 8 - 9 puffs with a delivery around several mg/cig. After some internal screening the cigarette selected was coded A10.”

Project Egloff: Philip Morris Europe (Neuchatel) plan from 1987 to develop a Merit Ultra Lights 100s for the Italian market.

Project EGO: Philip Morris U.S.A. effort from 1986 to produce a partly blended cigarette.

Project Egri: Philip Morris Europe effort from 1979 to produce an L&M cigarette for Hungary.

Project El Greco: Philip Morris Europe (Neuchatel) effort from 1992 to assist the Monopolio Tabacchi Italiani “for the qualification of the tobacco blend used in the production of the DIANA RED cigarette.”²⁸⁷

Project Electrostatic Separator Systems: ???

Project Elite: Philip Morris effort from 1976 to produce a 2 mg cigarette with a diluted high-efficiency cellulose acetate filter and 50 % ET blend.

Project Emerald: 1989 B&W effort to develop an Ultra Slims for “older adult females 35+”

Project Emerge: (1989) Implementation of ammonia technology in tobacco processing Company????

Project Emir: BAT effort from involving GR & DC team member J. A. Luke (Head of Advanced Products). Henning and Moeller also involved. No further information ???

Project Emma: Philip Morris Europe (Neuchatel) effort from 1993 to develop a full flavor cigarette “using untreated blend, oxygen bleached cig. paper and paper filter.”

Project EMN: Imperial Tobacco/BAT effort from 1985 to develop a “less hazardous” cigarette by “eliminating, modifying, or neutralizing” (hence the acronym) certain components in cigarette smoke.²⁸⁸

²⁸⁷ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 46.

²⁸⁸ Bates 109875253.

- Originated in Southampton, then moved to Imperial Tobacco in Canada, then finally B&W in the U.S. Succeeded by Project Day. Files destroyed.
- Project EMU:* Philip Morris Europe (Neuchatel) effort from 1988 to test the Chesterfield King Size Pan-Europe vs. Marlboro KS Pan-Europe and Camel KS currently sold in Holland.
- Project End Stability:* ???
- Project ENRIK (SW):*²⁸⁹ ???
- Project Enter:* Lorillard + Tobacco Institute effort from 1979 to “Enlist New TAN Enrollees Rapidly” (hence the acronym). Goal was “to recruit 3,000 new TAN enrollees from the retailer, wholesale and vendor segments.” TAN was the Tobacco Advisory Network, a group of goal of which was to coordinate political activity across the U.S. to halt or soften anti-tobacco legislation.²⁹⁰
- Project Environmentally acceptable filters:* ???
- Project Environmental Tobacco Smoke (6502?):* ???
- Project Enzymatic Modification of Tobacco* ???
- Project EP:* Reynolds marketing effort from 1994, dropped that year.
- Project Epcot:* 1989-90 BAT effort to make a reduced density “open-cell foamed, structured rod” smokable like conventional cig but w less tobacco (using Deer technology). Involved manipulating binder/starch levels to incorporate air-cured stems into tobacco manufacturing.²⁹¹
- Project Erie:* Referenced in an Imperial Tobacco project from Dec. 1982 commenting on how many smokers have been willing to sacrifice taste, flavor and pleasure “for the psychological relief offered by these milder and perceived-less-harmful cigarettes.”²⁹² Versions

²⁸⁹ Philip Morris Europe, “Quarterly Report,” Sept. 1987 (est.), Bates 2001216133-6263.

²⁹⁰ Michael J. Kerrigan to Arthur J. Stevens (Lorillard), Nov. 23, 1979, Bates 03665274-5280.

²⁹¹ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

²⁹² Cited in Joel B. Cohen, “Effects of Cigarette Advertising on Consumer Behavior,” 1987, Bates 2500082202-2253.

- Project Erik:* I, II and III, by 1985 involved evaluation of Amarelinho grades. Philip Morris Europe effort from 1978 create a cigarette with a total weight lower than 850 mg, a DPM similar or lower than that of BLEND (approx. 12 mg), and a taste with more impact than that of the Swedish BLEND cigarette.
- Project Erika:* Philip Morris Europe effort from 1974 to introduce a new brand into Germany. (Code 29.4.64).
- Project Erinmore:* (1960 earliest) A type of gold flake tobacco. ???
- Project Erni:* Philip Morris Europe (Neuchatel) effort from 1986-87 to confirm a Project *FC-Brazil* study of tobaccos prepared at a Korean stemmery. Key was to determine physical properties of hand-stripped vs. machine-threshed stripped tobacco.
- Project Ernst:* Philip Morris Europe effort from early 1990s to ?? H. Hofmann responsible.
- Project Escaut:* Philip Morris Europe effort from 1988 to produce a low sidestream 1-3mg cigarette using *Volga* or *Amour* technology.
- Project Eternity:* BAT project from 1993 introducing ventilation and low permeability citrate paper, plus MIDAS flavors dissolved in glycerol and spray on stem to improve smoking quality. Gave full recognition to SE 555 as company's flagship Virginia style brand internationally, developed also for China market
- Project Eternity Plus:* BAT effort from 1994 to ???
- Project Etna:* BAT effort from 1984 to enter markets of former monopolies with medium level (25%) DIET products.²⁹³
- Project Etna:* Philip Morris Europe effort from 1979-80 to explore the influence of packing material (cardboard, plastics), on the o.v. content of the tobacco over time. Also involved looking at the influence of different levels of expanded tobacco on smoking qualities.
- Project Etna-Tabac/CH:* ???
- Project Eton:* Philip Morris Europe effort from 1980 using expanded tobaccos made in Onnens.
- Project ET-Pan Europe:* Philip Morris Europe (Neuchatel) effort from 1987-92 to coordinate expanded tobacco (ET) processes for the company's

²⁹³ "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

- four European ET plants.²⁹⁴
- Project ETS :* (“Environmental Tobacco Smoke”): Philip Morris Europe (Neuchatel) collaboration with Battelle to measure smoke residues in indoor air (1988-92). Included study of efficiency of Vaportek air cleaners, use of tracers to monitor carbon monoxide, nicotine, ammonia, nitrogen monoxides, etc.
- Project Eugenol:* Company effort from 1983 to explore the use of eugenol as a depressant in interaction with nicotine as a stimulant. Involved investigation of pharmacology and toxicology of eugenol.
- Project Euphrate:* Philip Morris Europe (Neuchatel) effort from 1988 to develop a low cost cigarette using total blend expansion technology.
- Project Euro-MLF:* Philip Morris effort from 1985 to investigate the microbial quality of (Munich) Marlboro tobaccos (bacteria and fungi).²⁹⁵
- Project Euronet:* Philip Morris R&D Neuchatel project launched in 1991 to evaluate DIET and NET product interchangeability with European tobacco blends.²⁹⁶
- Project Europ:* Philip Morris Europe (Neuchatel) effort from 1988 to control the germination of bacterial spores during tobacco processing.
- Project Everest:* Philip Morris Europe effort from 1978 to produce a cigarette with 7 mg tar and .6 mg nicotine. *Linked to Select and Flint.*
- Project Everest (I & II):* BAT Arabia effort from 1994 to promote duty free Barclays with Rolex watch drawing.
- Project EW:* R.J. Reynolds effort from 1992-95 to make a “safer” cigarette using a new CS (Carbon Scrubbing) filter delivering “50% less controversial compounds.” Designed to trap “many of the compounds in the cigarette smoke that the Surgeon General has claim to be carcinogens in cigarette smoke.” “Don’t Know if better for you, no one does. But if no trade-off in taste, can’t hurt to try.”²⁹⁷ Nation-wide marketing involved 50,000 display units

²⁹⁴ Philip Morris Europe, “Quarterly Report,” Sept. 1987 (est.), Bates 2001216133-6263. check this date!

²⁹⁵ M. I. Hofer (Philip Morris), “Microbiology,” April 15, 1985, Bates 2028639706-9718.

²⁹⁶ P. Wetzel, “Euronet,” July – Sept., 1991, Bates 2028633802-3805.

²⁹⁷ Reynolds, “Project EW,” Jan. 6, 1995, Bates 514291260-1266.

for Winston Select brand.

Project Exchange: ???

Project Exit: Philip Morris Europe effort from 1981-82 to develop a “Barclay-like” 1 mg tar cigarette with a Cambridge flavor and casing.

Project Experimental Flavor Studies: RJR FFNM effort from 1984-1985 to investigate the impact of current and experimental flavor ingredients in order to determine the optimum flavor system.

Project Expo92: ???

Project Expo94: ???

Project Extra: Philip Morris effort from 1988 to test a 6 mg paper/cellulose acetate filter cigarette vs. Half Pint. Other A/C systems tested. Aka Project 602.

Project F21: Arthur D. Little code-name for Philip Morris’ effort from 1988 through mid 1990s to design an electric cigarette, which at PM went under the name Project *Beta*.

Project Fabi: Philip Morris Europe plan from 1987 to improve the taste and quality of its Diana brand family cigarettes sold in Italy.

Project Fabienne: a 1984 Philip Morris plan to develop Marlboro Lights Menthol for the German Market

Project Fact: Brown and Williamson effort from 1988 to produce a low gas cigarette with the company’s “purite” filter.

Project Fair Play: Philip Morris 1997 project to develop an understanding of the public’s views toward anti-tobacco activities and the activities and intentions of anti-tobacco advocates, with special attention to activities or policy positions which “go too far”

Project Falcon: Philip Morris survey from 1985 “of males and females aged 16-29 years” (1,000 West German respondents) to ascertain the musical preferences of young people. Part of a plan to strengthen marketing via Marlboro Country and Western Festival concerts. Conclusion: “Country & Western music has only a low potential among the youth – thus only little attracting our main target group.”²⁹⁸

²⁹⁸ “Research Summary Report: Project ‘Falcon’,” Aug. 8, 1985, Bates 2500145298.

- Project Falcon:* Philip Morris Europe (Neuchatel) effort from 1989 “to replace PM013 blend by PM024 blend in the PMR02 (Philip Morris Regular) made in Jubilee.”²⁹⁹
- Project Falcon:* Brown and Williamson effort from 1997 to evaluate “ways by which store-level information can be more effectively used by the field in targeting promotion merchandising, and distribution.”³⁰⁰
- Project False:* Philip Morris effort from 1965 (???) to create “a low TPM cigt that can compete with the low delivery (10 mg) potential of the “True” cig’t.” Candidate had been investigated with filtration only, and conclusion was that delivery in the 10 mg TPM range required “air dilution.”³⁰¹
- Project Fame:* BAT effort from 1993 to see whether ROOT technologies were of value for flue-cured tobaccos. Found no advantage for CPCL-9 or EMERGE in flue-cured cigarettes. Part of a broader effort to emulate Philip Morris’ success with ROOT technologies.
- Project Famous:* Philip Morris U.S.A. effort from 1988 to develop a Chesterfield cigarette to compete with globally with Camels. Prototypes 23P and 2P tested in Germany and Belgium on Nov. 21, 1988.
- Project Fangio:* Philip Morris effort from 1980 to produce a 10 mg tar prototype with same format at Project Queen (both for Italy).
- Project Far West:* Philip Morris effort from mid 1980s to make a “super-light” 5 mg. Marlboro extension for Switzerland.
- Project Faraday:* Philip Morris Europe support for the research at Germany’s Fresenius Institute in Taunusstein, Germany, on indoor air quality; the specific task was to develop portable samplers. Part of the company’s 1991 effort to develop expert witnesses for use in litigation and/or regulation.
- Project Farm:* Imperial Tobacco effort from 1971-72 to produce a new cigarillo with lower tar and nicotine by manipulating paper porosity.
- Project Farthing:* BAT/B&W effort from 1979 to produce a low tar (single digit) version of 555 Filter Kings (State Express) for Far East and

²⁹⁹ Philip Morris Europe (Neuchatel), “Quarterly Report, April – June 1989,” 1989, Bates 2021607748-7894.

³⁰⁰ Karl Hutchison, “Project Falcon Analysis,” Aug. 28, 1997, Bates 210050008-0018.

³⁰¹ Bates 2078099728-9734.

- Middle East, & eventually U.K. market.³⁰²
- Project FAT:* Reynolds effort from the mid-1980s to make a cigarette with a “fresh aftertaste” (hence the acronym). Incorporated cinnamon and menthol.³⁰³
- Project Favor:* BAT/B&W effort from 1979 to produce a low tar version of 555 Filter Kings.³⁰⁴
- Project FC:* (“Fat Cigarette”): Ambitious Reynolds effort from the late 1980s to make a large-circumference non-menthol 79 mm Camel cigarette (“Camel Wides,” aka “Fats” or “Bigs”) targeted at young adult male smokers.³⁰⁵ Slogan: “Walk on the Wide Side.” Other names considered included: “Turks,” “Bolts,” “Champs,” “Huskies” and “Stouts.”
- Project FC-Brazil:* Philip Morris Europe (Neuchatel) effort from 1986 to explore the chemical and physical properties of hand-stripped v. machine-threshed Brazilian flue-cured (hence the acronym).³⁰⁶
- Project FC-5001:* Liggett effort from 1974 to make an L&M menthol cigarette.
- Project FC-7000:* Liggett effort from 1977 to evaluate filters for their capacity to selectively remove nitrogen oxides.³⁰⁷
- Project FD:* (“Future Dimensions”): Reynolds effort from 1986-92 to develop materials suitable for use in the company’s smokeless cigarette (Project *SPA* = Premier). Substances explored included combinations of nicotine and caffeine, nicotine and theobromine, “friendship pheromones” of various sorts, etc. Some designs,

³⁰² Brown and Williamson, “Marketing Policy Committee,” March 1979, Bates 464519228-9324.

³⁰³ “Project AP” (Reynolds), 1986, Bates 505617012-7024.

³⁰⁴ P. C. Bevan, C. C. Greig, and R. G. Hook, “Discussions on ‘No tar/Low Tar’ Products,” Oct. 21, 1999, Bates 2082743029-3030.

³⁰⁵ “Project FC/Camel Wides,” 1989, Bates 507223099-3124.

³⁰⁶ D. Borgognon, “PME R&D Process Development: FC – Brazil,” Nov. 1986, Bates 2056279766-9813.

³⁰⁷ T. Williams, “Progress During January-February, 1977 on Project: FC-7000,” April 6, 1977, Bates lg0057274-7361.

- characterized as “The Ultimate,” included no nicotine.³⁰⁸
- Project Feast:* United Tobacco effort from 1994 to explore the consequences of a launch of a new low-price cigarette for South Africa.
- Project Feather:* BAT effort from the late 1990s to develop a B&H for the Middle East.
- Project FELT:* 1984-89 BAT behavioral study to produce a 9mg tar cigarette with sensory properties of a higher tar cigarette (e.g., 14mg B&H).³⁰⁹ The goal was a low-tar cigarette with “more satisfying initial puffs”;³¹⁰ design elements included alkaline filters, more use of expanded tobacco, and incorporation of “high nicotine” grades of tobacco. Linked to Project HiNic.³¹¹
- Project Fencing:* Philip Morris Europe (Neuchatel) effort from 1990 to develop a “Marlboro Light King size and a Light 100’s with casing and flavors conform to the Frogatt list.”³¹²
- Project Fermi:* Philip Morris support for research at Germany’s Fresenius Institute on indoor air quality (ultra low RSP concentrations); part of the company’s 1991 effort to develop expert witnesses for use in litigation and/or regulatory proceedings.
- Project Ferret:* BAT (Southampton) effort from 1992-93 to explore the efficiency of certain blending process technologies.
- Project Fever:* BATCO effort from 1995 to look at effect of moisture and barrel temperature for Virginia DEER. Part of effort to enhance sensory properties of DEER.³¹³

³⁰⁸ “RJRTDC Product Technology Development Continuum,” 1987, Bates 506008255.

³⁰⁹ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

³¹⁰ “Summary of Presentations to the BATCo Board on 21st/22nd May 1984,” June 4, 1984, Bates 682610174-0196.

³¹¹ Imperial Tobacco Ltd., “Product Development Specialists Meeting, Book III – Innovation,” Jan.-Feb., 1989, Bates 599001420-1676.

³¹² Philip Morris Europe (Neuchatel), “Quarterly Report,” Sept. 1990, Bates 2028634304-4426.

³¹³ BATCO, “Environmental Issues Related to Product and Process: Work Area 94.09,” Jan.-June 1994, Bates 503053743-3874, p. 24.

- Project FFNM Descriptive Consumer Model:* RJR FFNM effort from 1984 using available NFO data to determine the cigarette design (blend, construction, additives) required to produce the optimum cigarette based on ideal attribute ratings.
- Project Fitfor:* BAT effort from 1998 to improve solid board cases. ???
- Project Fitia:* (“Filter Tip Attachment”): Philip Morris Europe (Neuchatel) effort from 1988-92 to minimize “tip gluing defects.” Goal was to “improve the gluing of the tipping paper to the filter plug and tobacco rod, on high speed makers.” This same report talks about the use of recycled galvanized drums for transporting humectants.³¹⁴
- Project Flag:* RJR 1987 “contingency plan for insulating tobacco brand and logo presence in the event of a regulatory prohibition on advertising.” citation
- Project Flanker:* Philip Morris effort from 1988 to produce a cigarette for Brazil with the brand name “Vista from Galaxy.”
- Project Flavor:* Philip Morris effort from 1993 to reposition Merit from 8 mg to 6 mg tar, in “same sensory space.”³¹⁵
- Project Fleurette:* Philip Morris effort from 1984 to develop two products for the Swiss market: an American blend and a Maryland blend. The American blend had a “combustion-improving salt” added to facilitate lighting.³¹⁶ Both were to extremely low tar (1 mg).
- Project Flicker:* BAT effort from 1993 to make a Heritage cigarette for the Nigerian market.
- Project Flint:* Philip Morris Europe (Neuchatel) effort from late 1970s to develop new cigarette, found to have “a strange off taste.”
- Project Flismet:* BAT project from 1984 to design and manufacture stem-tobacco filters, mainly for operating companies that might have difficulties obtaining cellulose acetate tow.³¹⁷

³¹⁴ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 140.

³¹⁵ Philip Morris, “Marketplace Driven Product Development,” Dec. 1993, Bates 2021322578-2643.

³¹⁶ P. H. Nagel and A. H. Abdelgawad (Philip Morris), “Cigarette Development,” Jan 13, 1984, Bates 2028638517-8521.

³¹⁷ BAT, “GR&DC Research Programme: Progress Review: Work Area 416.00, Period Ending June 1984,” Bates 512001477-1509.

- Project Flite:* 1987-89 effort by BAT to incorporate certain flavorings and casings (esp. menthol) into recon using DEER methods.³¹⁸
- Project Flora:* BAT (UK&E) product development from 1992 involving 555 Lights for Taiwan (increased Oriental, decreased stem).
- Project Florida:* Philip Morris Europe (Neuchatel) effort from 1982-85 to make an oriental-taste cigarette for the Swiss market “close to Camel but rather on the Oriental side.” Linked to Projects *Dakota* and *Carolina*. Had versions I-IV.
- Project Flute:* Imperial Tobacco (Montreal) effort from 1985 to develop “tubes that, when used with their corresponding fine cut brand, will give deliveries that are in-line with the parent K.S. cigarette.”
- Project FML:* Philip Morris effort from 1988 to help China address its shortage of filter tow material.
- Project Football:* Philip Morris Europe effort from 1984 to improve the taste of Marlboro for the U.K. market.
- Project Forest:* Philip Morris effort to produce a “male oriented fresh cigarette” for Australia. Product was to contain not menthol but a “low level of eucalyptus” to produce a “clean fresh aftertaste.”³¹⁹
- Project Formosa:* BAT effort from 1998 to fulfill printed film requirements for Special Issue cigarettes. ???
- Project Foucault:* Philip Morris collaboration with researchers at Germany’s Fresenius Institute (Dr. Ockelmann, for example) to measure “the exposure of car drivers to air pollution caused by the surrounding traffic.” Part of the company’s 1991 effort to develop expert witnesses for use in litigation and or regulation. The goal was to measure respirable dust, benzene, CO, asbestos, lead and cadmium, etc., to show that these were higher from pollution than from smoking inside a car. Project arose in response to the introduction of non-smoking rental cars in Germany.³²⁰

³¹⁸ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

³¹⁹ Philip Morris, “Updates of Previously Presented Products,” Jan. 1989, Bates 2040790725-0732.

³²⁰ “Belle Air Classe, das Nicht-Raucher Auto”; see Walter Fink to H. Gaisch, “ETS,” Dec. 1, 1989, Bates 2028444630.

- Project Fox:* Philip Morris Europe (Neuchatel) effort from 1987-88 to introduce LTR sheets in Marlboro and Muratti blends.
- Project Franklin:* Philip Morris Europe (Neuchatel) effort from 1991 to develop portable instruments for measuring indoor air quality. Linked to Project *Faraday*.
- Project Freezer:* BAT effort from 1993 to explore impact of storage in a freezer on chemical analytics.
- Project Fresh:* Philip Morris effort from 1986-87 to see how packaging designs could be improved to prolong shelf life of cigarettes. Linked to Project ART.
- Project Fresh Smoke Effect:* BAT effort from 1996 “to identify sensory stimulants and develop technologies to deliver smooth and fresh taste during, on finishing and after smoking.” Goals included positioning of a menthol release to a “discreet zone on the tobacco rod, to deliver last puff mouth freshness” (Project *BAT-BAND*). Also involved incorporation of spearmint and other essential oils.³²¹ Project no. 961.03.001
- Project Freshness:* Philip Morris from ???
- Project Fries:* Philip Morris Europe (Neuchatel) expansion trial in the Expanded Tobacco installation in Onnens for Tabacalera SA (Spain’s tobacco monopoly). 5000 kg of tobacco expanded in 1987.
- Project Froeb:* ???
- Projectg FSMG:* ???
- Project FT:* American Tobacco Co. effort from 1966 to produce a cigarette using recon sheet containing carbon.
- Project Fuller:* Philip Morris Europe (Neuchatel) effort from 1993 to improve product quality in the company’s four ET (“Expanded Tobacco”) plants.
- Project Fuma:* ???
- Project FUSE:* ???
- Project Future:* ???
- Project FX:* = “Flavor Exploratory”: Reynolds product test from mid 1980s
- Project G:* American Tobacco Co. effort from 1964-66 to produce an experimental cigarette with menthol added to the plasticizer in

³²¹ Barbara Montana (BAT Technology Centre, Southampton), “Status Review Notes Covering the Period March – August 1996,” Oct. 22, 1996, Bates 800036963-7102.

the filter (for Pinnacle and Brighton cigarettes). Part of a broader effort to add flavors to the plasticizer.³²² Connected with the company's Project *GW*.

Project G: Brown and Williamson effort from 1978 through 1984 to produce a low gas (CO) cigarette in the "single digit" tar range, responding partly to the 1979 Surgeon General's report.³²³ Collaborated with Lisher & Co., Inc. in effort, which involved focus groups in Phoenix, Denver, Philadelphia, and New York. "For security reasons" name changed in 1984 to Project *Volume*.³²⁴

Project G: Lorillard packaging + marketing guidelines from 1984-85 for its "True" brand cigarette, designed to have a "family" look that would appeal to both men and women.³²⁵

Project G: Reynolds effort from late 1970s-early 1980s to make a cigarette that would meet "G" (for "Gori") guidelines.³²⁶ Gio Gori had claimed that a cigarette with X tar would be relatively safe.

Project G-4 Stems: RJR FFNM effort from 1983-1984 to determine the impact on consumer perceptions both 7+ and attributes of cut rolled burley stems.

³²² J. H. Hager to John E. Dillard, "Project 'G' – Cigarette 'N'," March 19, 1964, Bates 950072579.

³²³ "Brown & Williamson Project G Status Report," 1979, Bates 774138327-8346. "Taste delivery has diminished with tar delivery." "Current awareness of the alleged health consequences of the gas phase elements of smoking is virtually non-existent" (p. 5). "For those becoming concerned over CO/gas, their concern is generally on top of and in addition to 'tar', meaning there is only limited potential for selective reduction (e.g., relatively high 'tar' with low CO/gas)." Why do people smoke ultralights? "Smokers in this area are not concerned with taste or satisfaction, but are highly concerned about alleged health issues." (p. 7) Also good is "timeline" chart from: Lisher & Company, Inc., "Brown & Williamson Project G – Low Delivery Work-In-Progress Review," Jan. 17, 1979, Bates 74138472-8490.

³²⁴ D. I. Falk (Brown and Williamson) to 46 recipients, including T. E. Sandefur, "Project G," March 20, 1984, Bates 503001741.

³²⁵ "Packaging Guidelines Project 'G'" (Lorillard), Nov. 19, 1984, Bates 87007306-7307.

³²⁶ D. P. Johnson (Reynolds), "Project 'G'," June 1, 1979, Bates 510854489. Reference is to Gori's article "Low Risk Cigarettes: A Prescription"

- Project G-7 Ammoniated Extract:* Reynolds effort from 1990 to replace G-7 2 in Reynolds cigarettes.
- Project G-7 in WINSTON KS:* RJR FFNM effort from 1984-1985 to determine if altering the G7A or G7A level in WKS will significantly impact consumer acceptance in either 7+ or attributes.
- Project G-13:* ??? (23)
- Project Gaetan:* Philip Morris Europe effort from 1992 to develop a Marlboro Ultra at 4 DPM for Finland.³²⁷
- Project Gala:* ???
- Project Galactic:* BAT effort from early 1990s to make a B&H Mild, US-B style cigarette (Yves Saint Laurent). File destroyed.
- Project Galaxy:* Philip Morris Europe (Neuchatel) effort from 1991-92 to explore how to minimize product loss during processing and storage. J. Berney responsible.
- Project Galenos:* Philip Morris support for research at Germany's Fresenius Institute on the nicotine content of foods such as tea and spices; part of the company's 1991 effort to develop expert witnesses for use in litigation and/or regulation.
- Project Galliano:* Philip Morris Europe (Neuchatel) development of an Apollo Soyouz cigarette made in Dresden for Russia.³²⁸
- Project Gamma:* Philip Morris Europe effort from the late 1970s to develop a 100mm PM Super Light for France and Italy using expanded tobacco. Cigarette envisioned, first under brand name Keegan and then *Beaumont*, was to be a 4 mg Virginia cigarette with a dual filter, having same flavoring as the 9 mg Hilton cigarette. Spin off from Project *Watson*.
- Project Gamma Ultra:* Philip Morris Europe effort from 1981 to produce a 1.5 mg Super Light; spin off from Project *Watson*.
- Project Ganges:* BAT effort from 1993 to develop "a mild brand for Bangladesh to be placed in the premium segment"³²⁹
- Project Garnet:* Imperial Tobacco effort from 1967 to conduct certain trials ???

³²⁷ A. M. Kopp, "Cigarette Development EEMA," Jan.–March 1992, Bates 2028633547-3554.

³²⁸ Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 87.

³²⁹ R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

- Project Garrick:* BAT (UK&E) effort from 1994 to direct market Barclay in Middle East “based on data base generated in Project Speedbird.”³³⁰
- Project Gash:* BAT Nederland effort from 1992-94 to market a new “roll-your-own” (RYO). David Macdonald and Iain Hacking in Amsterdam at B&W worried this would erode sales of Lucky Strike cigarettes in Holland (where half the market was RYO).³³¹
- Project Gatt:* ???
- Project Gatwick:* BAT effort from 1972 to develop a ventilated cigarette for the Canadian market “with a visibly different filter which will be perceived by smokers of Rothmans and Export as being mild.”³³² Jointly developed with ITPL, Montreal and Millbank, goal was a “health reassurance” cigarette using the HEX filter with good Virginia taste.³³³
- Project Gauguin:* Philip Morris Europe (Neuchatel) effort from 1987 to try to copy Corby’s processing parameters with one of PM’s expanded tobacco blends to test the impact of their methods. Derived from Project *Vermeer*.
- Project Gauss:* Philip Morris support for the research of Prof. Neurath (where???) on indoor air (flow measurements in chamber); part of the company’s 1991 effort to develop expert witnesses for use in litigation.
- Project GB-1:* Philip Morris U.S.A. effort from 1987 to develop for Costa Rica a local brand to compete with Delta King Size.
- Project GC:* Reynolds effort from mid 1980s to compete with Red Man. \$5.5 million spent on this in 1985 operating plan.³³⁴

³³⁰ Dean Sims, BAT (UK and Export, Ltd.), “Brand Planning,” Oct 2, 1994, Bates 500253133-3176.

³³¹ I. D. Macdonald to I. G. Hacking, “Holland - Project Gash,” Dec. 1, 1992, Bates 500012423-2424.

³³² “Project Gatwick,” Aug. 17, 1972, Bates: 100025468-5471.

³³³ N. R. L. Brown, “New Virginia Brand Projects,” July 13, 1972, Bates 301003471-3479.

³³⁴ “Exhibit 9: Marketing Development Expense: Test Market and National Introduction, 1985 Operating Plan,” 1985, Bates 504252754-2754.

- Project Gemini:* BAT effort from late 1970s to develop a 5 mg cigarette with 10 mg taste.
- Project General Household Survey:* ???
- Project Genesis:* Philip Morris effort from mid 1990s to improve distribution of its products by direct store delivery, lobbying to ease tax stamp requirements, etc.³³⁵ Some files shipped to Carlstadt in 1995.
- Project Genotoxicity Benchmarking:* ???
- Project Geranium:* BAT effort from 1993 to produce new blend types for the Middle East with 10-15 % burley and 7 % oriental tobaccos.
- Project Gesibat:* BAT effort from 1990s to ???
- Project GHI:* R.J. Reynolds effort from 1984-85 to make a “high impact, low tar” cigarette (under 10 mg). Ammoniation? Acronym for “good taste high impact.” Low budget in 1985.
- Project Gilbert:* Philip Morris effort from 1991 to monitor the Marlboro market for Finland.
- Project Gilda:* Philip Morris Europe effort from 1978-79 to develop 4 and 6 mg Brazil-like cigarettes to compete against Lord Extra and HB in Germany. Linked to Projects *Gamma*, *Galaxy*, and *Tambay*.
- Project Gill:* BAT effort from 1998 to (SE 555 Ventilation) ???
- Project Gilt:* 1989-90 BAT effort to reduce density of tobacco via foaming; applied to DEER and was background for EPCOT³³⁶
- Project Ginger:* BAT (UK&E) effort from late 1980s to develop a “low cost ultra-low (5mg) tar product for the Middle East market”³³⁷ (Players Lights).
- Project Giorgione:* Philip Morris Europe (Neuchatel) effort from 1992-93 to investigate new ways to increase the filling capacity of tobacco stems.³³⁸

³³⁵ Brown and Williamson, “Regardless of the Position, B&W must have a better Understanding of the Implications,” n.d., Bates 210100495-0512.

³³⁶ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

³³⁷ BAT (UK&E), “Work Area 802: Applied Research and Development,” n.d. (circa 1987), Bates 400004379-4425.

³³⁸ Philip Morris Europe (Neuchatel), “Quarterly Report,” July - Sept. 1993, Bates 2028632453-2616.

- Project Giotto:* Philip Morris Europe (Neuchatel) effort from 1988-92 to compare tobacco quality between PME affiliates “from the process point of preconditioning to the cigarette finished product.”³³⁹ Aka “Tobacco Process Quality.” A Frattolillo responsible.
- Project Giraffe :* Philip Morris Europe (Neuchatel) effort from 1992 to produce “a modern air-cured cigarette using AB processing technology”³⁴⁰
- Project Girls:* Philip Morris Europe effort from 1971 to make “the first 120 mm white, slim, female cigarette”??
- Project GLA:* Reynolds effort from the 1980s to produce a “Genetically Low Alkaloid Tobacco Product” (hence the acronym).
- Project Glendive:* Philip Morris Europe (Neuchatel) effort from 1988 to develop an 8 mg tar Muratti with a single acetate filter (using prototype from Project *Danville*.)
- Project Globe:* BAT Southampton effort from 1987 to explore chemosensory properties of different kinds of cigarettes in different parts of the world.
- Project Globe:* Imperial Tobacco Co. (Montreal) effort from 1989 to survey competitive product strategies (headed by Crellin).
- Project Globe II:* ???
- Project G.L.T. Northern Sector Project:* ???
- Project GN:* Philip Morris Europe effort from 1982 to ???
- Project Goal:* Imperial Tobacco effort from 1967 to improve design and evaluation of specific products (Aka C 922-4/6).
- Project Gold:* Philip Morris effort from 1960s to produce a carbon filter for selective filtration of gas phase constituents such as hydrogen cyanide.³⁴¹
- Project Gold:* Philip Morris project in the 1990s to develop a pre-applied adhesive to smoothen the process of packaging. “Heat-sealable carton,” “machine modification to accommodate use of dry adhesives in place of wet glue.”

³³⁹ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 67.

³⁴⁰ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 89.

³⁴¹ “Review of Philip Morris Scientific Documents,” Jan. 1, 1985, Bates: 2023033876-2023033881. important document.

- Project Gold Charm:* BAT Southampton effort from 1965 to develop a king size filter tip cigarette delivering 10 mg tar and 2 mg nicotine with a dual acetate-paper filter treated with polyethylene imine to selectively filter out more tar than nicotine. Goal was a cigarette emulating the blend of State Express filter king size cigarettes.³⁴² Linked to Project *Hart*, begun to correct certain shortcomings of *Gold Charm*.
- Project Goldcrest:* Imperial Tobacco effort from 1971 to lower tar and nicotine yields of Goldcrest cigarettes by means of more efficient filters and faster burning high-porosity paper. Goal was to reach levels comparable to those of B & H 100's.³⁴³
- Project Golf:* Philip Morris effort to develop Virginia-type low-tar cigarette for UK using Raffles blend
- Project Golf:* Brown and Williamson order to provide tobacco to DIET plant, \$228 million spent on this by 1983.
- Project Goose:* Philip Morris Europe (Neuchatel) effort from 1989 to prepare "RU004 blend by HU003 blend in the RUF03 (Runner Filter) made in Jubilee."³⁴⁴ Part of project series named after birds.
- Project Goulash:* BAT effort produce a cigarette for Sept. 1996 launch in Finland.
- Project Gourmet:* Imperial Tobacco's 1972+ effort to develop a tasty cigarette with a flavor that would appeal to a small but significant group of Canadian smokers. Nothing came of this project!
- Project Governess:* ???
- Project GP:* R. J. Reynolds effort from 1981-85? to develop what eventually became the Premier-brand "safer cigarette," which company president Gerald H. Long called "one of the most important projects any of us will be involved in during our professional lives."³⁴⁵ Goal was a product that would "look and basically

³⁴² Cora C. Ayers (BAT), "Project Gold Charm. Laboratory Report No. L.177-R," Dec. 14, 1965, Bates 570342396-2416.

³⁴³ Imperial Tobacco Products Ltd., Product & Process Development, Montreal, "Annual Report, January – December 1971," July 29, 1972, Bates 650364872-5003.

³⁴⁴ Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894.

³⁴⁵ Gerald H. Long (Reynolds), "Project G.P./T.G.A.," Jan. 30, 1984, Bates 505830149-0150.

taste like a cigarette” and “have potential to be declared clinically safe” and have “profit margins equal to cigarettes” but would incur no cigarette taxes. Linked to Project *T.G.A.* Intense security/secretcy surrounding this project, which included exploration of nicotine gums, non-tobacco products, and a “low energy flavor transfer system” constituting “a high pH tobacco cigarette with a concentrated tobacco-type flavor that is not burned.” Bates 510936066-6068 Evolved from Project GC.

Project Grain: BAT UK Effort to reduce alcohol in cigarette smoke (1989-93).

Project Grain: Philip Morris effort from 1990 to (what)?

Project Grand Canyon: Philip Morris EEMA effort from 1978-mid 1980s to standardize the Flint family blend for the Swiss market. Linked to Project *Everest* and *Texas*.

Project Grange: BAT effort from mid to late 1980s to investigate the relationship between “grade style, smoking quality, processing quality and filling power after DIET process.”³⁴⁶

Project Grapefruit: BAT effort from 1989-90 to develop a “designer brand” from the House of Pierre Balmain using all-lamina MISSILE blends³⁴⁷

Project Grasp: BAT Germany effort from 1993-94 to develop a coaxial cigarette based on “Hamster” technology, where one type of tobacco is made to surround another, allowing new kinds of filtration and burning properties. Cigarettes with low density cores sheathed by high density peripheries, for example, yielded lower machine-measured tar deliveries than traditional cigarettes. Novel effects could also be had by placing different blends on the inside and outside, or by combining slow v. fast-burning tobaccos. Tests showed production speed capacity of up to 4,200 cigarettes per minute per machine.³⁴⁸ Versions I & II. Lots of equations, mostly bogus.

³⁴⁶ D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

³⁴⁷ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

³⁴⁸ Werner Zapf, BAT Cigarettenfabriken GmbH, “Project Graps Know How Report. Report No. 131 E,” Jan. 1994, Bates 607001650-1753.

- Project Green:* Philip Morris effort from the 1970s to make a “fat” menthol cigarette, having the width of Galoise, being short and “ethnic.” Poor showing in panel tests, which found it too harsh.
- Project Green:* Brown and Williamson effort from 1997 to make an “additive-free” cigarette. (SE 555 Menthol Lights)
- Project Greendot:* Massive, well-documented BAT exploration of smoking behavior, including why to smoke or stop and how to make cigarettes more palatable to nonsmokers. Special paper was used to reduce emissions of sidestream smoke by 50 percent;³⁴⁹ the project also involved an effort to lower tar while keeping nicotine high.
- Project Green Mist:* Brown and Williamson effort from 1976-77 to design a new kind of 99mm cigarette under 14 mg tar
- Project Green Zone:* Reynolds campaign to gain 100% competitive menthol smoker awareness of its new Salem slide box by Feb. 27, 1998. Method was to saturate strategic areas of 3-4 square blocks or a strip of 10-20 retail stores selling cigarettes by painting them green through RJR sales, Green Team, and media integration. Purpose was to test the effectiveness of the market idea of “green.”
- Project Group Biological Program:* ???
- Project Grow:* Philip Morris plan from 1981 to develop a filter effect similar to Barclay’s (extreme ventilation?); the new product was rejected due to high tar values.
- Project GS:* Reynolds effort from 1981-82 to test Bright cigarettes in three test markets.³⁵⁰
- Project GT:* Reynolds effort from the mid 1980s to make a cigarette with full flavor low tar taste; close to a “conventional product” on the company’s Product Technology Development Continuum.³⁵¹
- Project GTP:* BAT effort from 1994 to investigate and develop methods and instrumentation which ensures that advice and support given to

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³⁵⁰ Nicholas Research International, “A Qualitative Study on Project G.S.,” Oct. 20, 1982, Bates 501822470-2532.

³⁵¹ “RJRTDC Product Technology Development Continuum,” 1987, Bates 506008255.

- Operative Companies follow best international environmental practice. Involved an effort to develop and apply an Environmental Monitoring Service to satisfy statutory responsibilities and/or BAT's policy on the environment.
- Project Guitar:* BAT effort from May 1984 in Spain to supply tobacco to Tabacalera for a low-cost brand; tests and process modifications carried out on Lucky Strike, part of BAT effort to target "opportunity markets" in lands of former monopolies.³⁵²
- Project GULASH:* ??? (try goulash)
- Project Gull:* Philip Morris Europe (Neuchatel) effort from 1988 to conduct blind product tests of Marlboro Reds in Belgium.
- Project GW:* American Tobacco effort from 1964-66 to do what? Connected to the company's Project G. ???
- Project Gypsy:* Experimental program by BAT in late '70s early '80s to alter the tar/nicotine ratio of cigarettes to address "the low tar maintaining concept" using certain flavor enhancers. Hoped for testing by external researchers like Michael Russell in the UK, a chief advocate of low tar-to-nicotine ratios, also by people like Rob Stepney, who published on BATCo products. Cigarettes of this sort were not well liked. Linked to Project *Romany*.
- Project Haba:* Philip Morris Europe (Neuchatel) effort from 1989 to develop a Lights LS cigarette ("Congress Lights) for the GCC and specifically the Saudi market.
- Project Hackney:* BATCO R&D effort from 1964-1965 to study acrolein and hydrogen cyanide levels in smoke from thirty-five brands of cigarettes from Switzerland, Holland, Belgium, Denmark, and Finland. Deliveries ranged from 30 to 300 micrograms per cigarette.
- Project Half and Half:* Philip Morris effort from late 1980s ???
- Project Half Pint:* Philip Morris ??? (aka Halfpint)
- Project Hamburg Project:* Something in Hamburg; a few secret documents in German ???
- Project Hamlet:* Philip Morris project from 1980 to develop a fire-safe cigarette.

³⁵² "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

- Involvement testing, at request of legal dept., of addition of Graham's Salt (a sodium meta-phosphate) to cigarette paper to see if this would diminish "ignition propensity."³⁵³
- Project Hammer:* Philip Morris Europe (Neuchatel) effort from 1987 building on the high filler density concept of Project *Pliers*; involved producing a recess filter to lengthen the cigarette.
- Project Hampton:* Philip Morris Europe effort from 1991 to develop a Muratti Extra Lights for Switzerland using "concentric filter technology"³⁵⁴
- Project Hamster:* Collaborative effort by BAT, B7W, ITL, Souza Cruz, and BATCF from 1994 to enhance sensory experiences of smoking, esp. at low deliveries; also to evaluate potential secondary benefits including reduced ignition propensity and reduction of sidestream smoke.
- Project Hansa:* BAT effort from 1993 to see whether High Temperature Dryer could be used instead of DIET in 555 GT blend. Found reduced draw resistance. Goal was to determine whether 555 GT could be improved in smoking quality by removing DIET from the blend and processing cut lamina with a high temperature drier
- Project Hansa 2:* BAT effort from 1993 to manufacture cigarette samples from tobacco processed in BAT Germany for R&D assessment.
- Project Harpo:* BATCO effort from 1999 (Canada?) looking at what cigarette companies should do where marketing has been curtailed by restrictions. Company attempted to reach out to affiliates in restricted markets like Finland or Iceland for guidance, looked at legal status of trademarks to ensure they were less vulnerable to restrictions; explore creative media/packaging alternatives and diversify trademarks, marketing techniques for nostalgia.
- Project Harrods:* BAT effort from 1993 to explore use of brand name
- Project Hart:* BAT project initiated in 1966 (?) "so that BATco would be in a position, if required, to produce cigarettes delivering lower

³⁵³ R. K. Greene to Barbro L. Goodman (Philip Morris), "Project Hamlet; Graham's Salt," Aug. 21, 1985, Bates 2025614860-4866.

³⁵⁴ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

- amounts of tar with normal amounts of nicotine.” Also involved analysis of Chinese and Korean tobaccos.
- Project Harvard:* 1978-81 development by Philip Morris Europe of a Muratti Ambassador 2000 6 mg tar with a 25 mm triple filter for launch in 1981.³⁵⁵ Used 5 % ETNA. Swiss tar: 6 mg, nicotine .56 mg, puff count 8.8.
- Project Harvey:* Philip Morris effort from the early 1990s to develop Prof. John Wahren, a physician in the Dept. of Clinical Physiology, Karolinska Hospital, Stockholm, as an expert witness. His expertise was in arterial infusion and nicotine metabolism.
- Project Hatcher:* Philip Morris effort from 1989-90 to study the influence of cigarette diameter on mainstream and sidestream smoke yields and puff per puff profiles.
- Project Hawk:* BATCo effort from 1986-87 to develop qualitative methods for evaluating fresh v. aged sidestream smoke (602.04.310).
- Project Headlamp:* Millbank (BAT/B&W) effort from late 1970s to produce a cigarette using the Duolite filter. Same as Project *Brolam* but with a different filter.³⁵⁶
- Project Heat:* Philip Morris Europe (Neuchatel) effort from 1983-85 to improve the organoleptic properties of low-grade Burley through in-situ flavors formation.³⁵⁷
- Project Heidi,* Philip Morris Europe (Neuchatel) transfer of production of Jewel 72 from Munich to Dresden.
- Project Helga:* Philip Morris Europe effort from 1979 to develop an MEK cigarette with 15% dilution; PER 90 and 100 with 20% and 16% dilution; and an MLZ blend with a 20mm filter and 20 % dilution. Linked to Project *Angela*.
- Project Helium:* Brown and Williamson/BAT plan from the mid-1990s to determine which markets were most appropriate for evaluating Ultra Lights candidates. Products involved “weight reduction savings” (hence the name?)

³⁵⁵ Philip Morris Europe, “Monthly Progress Reports,” April 1980, Bates 2501124535-4585.

³⁵⁶ Marketing & Retail Analysis, Ltd, “A Re-Analysis of Project Brolam,” Sept., 1980, Bates 620380502-0530.

³⁵⁷ J. J. Piade (Philip Morris), “Project Title: Heat,” July 4, 1984, Bates 2028464689-4695.

- Project Helmut:* Philip Morris Europe effort from 1975 to develop a low-delivery cigarette for the German market containing 20 percent NSM (non-combustible “New Smoking Material”).
- Project Hen:* Philip Morris Europe (Neuchatel) R&D effort from 1989 “to replace AR004 blend by HU003 blend in the ARK03 (Armada Drake Filter) made in Jubilee.” Part of a series of projects named after birds.³⁵⁸
- Project Henrike:* Philip Morris Europe effort from 1987 to develop a King Size non-menthol cigarette for the German market with a “creamy” taste direction. Used the same blend as the *Rebecca* project.
- Project Hera:* Philip Morris Europe plan from 1987-88 to introduce filter ventilation into the Marlboro KS sold in Greece and produced by the company’s licensee at Papastratos.
- Project Hercules:* Philip Morris effort from 1983-85 to produce a “super menthol” cigarette using dark air-cured and Oriental tobacco with a new foil overwrap from Reynolds Metals in Richmond. Menthol applied directly onto the foil, as was done with MFM for Sweden and North Pole cigarettes. Not very successful. Project 2100 used in its design.
- Project Hercules:* BAT Southampton effort from the mid 1980s to make filters more cheaply .
- Project Hermes:* Philip Morris Europe plan from 1987 to introduce filter ventilation into the Marlboro 100s cigarette produced by Papastratos (for PM) for Greece. Also a PME (Neuchatel) plan from 1992 to monitor spoilage organisms on tobacco and ingredients for the European market.
- Project Hero:* BAT effort from 1998 to make a 555 CPT for China.
- Project HI:* Reynolds product test from 1980s
- Project Hi-Lux:* Brown and Williamson effort from 1984-86 to test different methods of growing the company’s secret high-nicotine variety of flue-cured tobacco known as “Y-1.” Project involved plantings, in collaboration with the Tabacalera Hondurena, S.A., near the Honduran towns of Copan Ruins, Cucuyagua, and Estrada. The 1986 season yielded 835 kg of green leaf from 2.5 acres, 542 kg in strips. 10,099 pounds of burley were delivered

³⁵⁸ Philip Morris Europe (Neuchatel), “Quarterly Report, April – June 1989,” 1989, Bates 2021607748-7894.

to B&W via the Export Leaf Tobacco Co., which managed the operation. Project in summer of 1986 renamed Project *Y-I*, but also known as Project *Hi Nicotine*.³⁵⁹ See Project *Y-I*.

- Project Hi Roller:* Reynolds effort from 1987 to minimize the presence of pesticide residues in the company's new "Hi Roller" cigarettes for Japan.³⁶⁰
- Project Hibernian:* BAT effort from 1972 to offer buyers of B & H Special Filters an opportunity to purchase Extra Length and twin-10's packing without switching brands.
- Project High Nic:* BAT effort from 1985 "to maximize nicotine utilization." Same as Project *Hinic*? Key personnel include Abigail Bottomley, H. Harfield, and W. Derek E. Irwin. Linked to Project *Amplitude*.³⁶¹
- Project High Tower:* BAT effort from 1990s to ??
- Project Highland:* BAT effort from 1993 to develop a new design cigarette die to strengthen image of PGL as an International Category 1 brand.³⁶²
- Project HIIT:* "Hispanic Task Force Development." Reynolds effort from 1988 to increase its Hispanic marketing presence.
- Project Hilda:* Philip Morris effort from 1992 to develop a cigarette for Taiwan.
- Project Hilde:* Philip Morris Europe (Neuchatel) effort from 1992 to develop a reduced-tar F6 for Germany.³⁶³
- Project Hilga:* Philip Morris Europe effort from 1979 to produce a cigarette for Germany. 25 pack. Linked to Projects *Anna* and *Angela*.
- Project Hill:* ???
- Project HI/LO:* Reynolds effort from 1975 to develop a low tar/high nicotine cigarette capable of activation by TD.
- Project Hilton:* Philip Morris effort from 1976 to develop for Germany a "truly full flavor cigarette for smokers who would like to smoke

³⁵⁹ Pablo E. Paz (Tabacalera Hondurena) to Phil R. Fisher (Brown & Williamson), July 10, 1986, Bates 620152307; Pablo E. Paz, "Project Hi-Lux: Final Report, Crop Year 84/85," May 23, 1985, Bates 620152191-2195.

³⁶⁰ Wayne D. Allen to Distribution, "Japan – Project Hi Roller/Meeting Minutes," Aug. 13, 1987, Bates 506828816-8817.

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³⁶² R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

³⁶³ Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 82.

healthier but who would never compromise on the taste.”
Positioned as “very healthy on grounds of its low tar- and
nicotine figures.”³⁶⁴

Project Hilton: Philip Morris effort from 1988 to launch a Hilton Slims blond
100’s in brown paper wrapper for the Latin American market.
tested in Spain in 1988.

Project Hilton Sweden: Philip Morris Europe effort from 1978 to develop a cigarette
with a total weight lower than 850 mg, a DPM similar or lower
than that of BLEND (approx 12 mg) and a taste as close as
possible to that of BSD while staying in the MERIT taste family.

Project Hilton UK: Philip Morris Europe effort from 1978 to early 1980s to
develop a 9 mg cigarette called Gold Line for the UK.

Project Himalaya: Philip Morris Europe effort from 1974 to explore a new cigarette
design for Switzerland, using Biber GS 100gm2 paper.

Project HINIC: BAT effort from 1987 to create a high nicotine cigarette that
would be low in tar. Done in light of fact that “behavioural
studies have indicated that 0.8-1.0mg of nicotine per cigarette is a
minimum requirement for most smokers; Project HINIC aims to
provide this delivery of nicotine but in combination with
minimum feasible tar (~ 5 mg)”³⁶⁵ A FELT extension.

Project Hippo I & II 1961+ BAT exploration of the psychopharmacology of
nicotine, including its tranquilizing and addictive effects. This
was a project so see why smokers are "so fond of their habit,"
comparing nicotine to the then-new tranquillizers to make sure
these drugs wouldn’t supersede nicotine. Nicotine was found to
be more ‘beneficial’ ("Its cardiovascular effects not being
contemplated here"). Nicotine was found to enhance pituitary
adrenal response to stress and to regulate body weight.³⁶⁶

Project HMSM (Human Mimic Smoking Machine):

Project Hockey: Philip Morris Europe (Neuchatel) effort from 1989 involving

³⁶⁴ Bates 2501062584-2620.

³⁶⁵ BAT (UK&E), “Work Area 802: Applied Research and Development,” n.d. (circa 1987),
Bates 400004379-4425.

³⁶⁶ “Final Report on Project HIPPO I,” Jan. 1972; “Final Report on Project HIPPO II,” March
1963 get full.

- samples of filter plasticizers and glues ???
- Project Hodler* : Philip Morris Europe effort from 1987 to carry out expansion trials in the ET installation in Onnens for Burrus, a Swiss cigarette manufacturer, using Philip Morris or Burrus tobaccos.³⁶⁷
- Project Hoggar*: Philip Morris Europe (Neuchatel) effort “to give assistance to the Algerian Monopoly (SNTA) to improve their Hoggar cigarette by applying flavour and casing.”³⁶⁸
- Project Hollywood*: 1999 BAT project governing the sale of Kretek cigarettes in Indonesia. Not to be confused with Tabacania’s “ill-fated” Hollywood Project from 1984, a brand introduced into mainland Spain using low-cost tobaccos from BAT Germany. cross with Morito. ???
- Project Honda*: Philip Morris effort from 1984 to improve the taste of Philip Morris Ultra Lights.
- Project Honey*: Brown & Williamson effort from 1993 to determine the “critical factor responsible for positive smoke quality.” Involved comparisons of adding natural Yucatan honey vs. synthetics.
- Project Honeyrose*: “Very sensitive” project with Dec. 14, 1979, under the authority of R. A. Sanford and F. Haslam, “not defined” in Clements chronology, but probably connected with the development of the nicotine-free Honeyrose cigarette.
- Project Hong Kong*: BAT effort from 1993 to develop a modified Virginia product matching the company’s SE 555 brand. A “USB-like” product.
- Project Hope*: 1994 move to strengthen Kent in the low-tar/light market
- Project Hopper*: Philip Morris Europe (Neuchatel) effort from 1992 to establish a program to upgrade operations at ZPT in Krakow, Poland.³⁶⁹
- Project Horizon*: Brown & Williamson effort from 1982 to extend Project *Aries*.
- Project Hornuss*: Philip Morris Europe (Neuchatel) effort from 1991 to develop a Marlboro lights King Size for the UK with casings and flavors conforming to the “FROGATT” list.

³⁶⁷ Philip Morris Europe. “Quarterly Report,” Sept. 1987 (est.), Bates 2001216133-6263.

³⁶⁸ Philip Morris Europe, “Research and Development, Neuchatel – Quarterly Report,” July-Sept. 1988, Bates 2021607417-7568, p. 89.

³⁶⁹ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 56.

- Project Hotel:* Brown and Williamson effort from 1986.
- Project Hotrod:* Hotrod: BAT project from? ???
- Project HR:* Reynolds effort from 1980 to ???
- Project HT:* Reynolds effort from ???
- Project Humidor:* Philip Morris effort (w/Klockner) from 1987 to ???
- Project Humidor:* Brown and Williamson effort from 1988 to develop moisture-release device to keep cigs moist. ???
- Project Hummingbird:* 1987 BAT develop and launch of Capri-type cig for Brazil
- Project Hungarian Autopsy Study:* ???
- Project Hunt:* Philip Morris Europe (Neuchatel) effort from early 1990s to evaluate tobaccos cut with “controlled strand-length cutting kits (LEGG).” Goal was to see how this influenced filling volume.³⁷⁰
- Project Hurni:* Philip Morris Europe effort from 1988 to bring down smoke deliveries of full flavor cigarettes for the Italian market.
- Project Huron:* Imperial Tobacco effort from the early 1980s to make a cigarette blending American and Canadian tobaccos that would appeal to “young males 15-25.” Extensive research was done on how to market to this group.³⁷¹
- Project Hydra:* Philip Morris Europe (Neuchatel) effort from 1988-92 to maintain an analytic database for sidestream smoke, from indoor air monitoring experiments. S. Pestlin responsible.
- Project Hyperplasia:* ???
- Project Ibis:* Philip Morris Europe (Neuchatel) R&D project from 1989 “to replace ME005 blend by HU003 blend in the MEC02 (Mercedes Filter) made in Jubilee.”³⁷²
- Project ICD-9:* PM 1994 program \$2.2 million via Multinational Business Services to halt adoption of Fed 1993 code for SS smoke, make not apply to Medicare.
- Project Icon:* BAT project from 2000, asked Reynolds if interested in

³⁷⁰ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, pp. 74-77.

³⁷¹ Richard W. Pollay, “Targeting Youth and Concerned Smokers: Evidence from Canadian Tobacco Industry Documents,” *Tobacco Control*, 9 (2000): 136-47.

³⁷² Philip Morris Europe (Neuchatel), “Quarterly Report, April – June 1989,” 1989, p. 79, Bates 2021607748-7894.

- participating.
- Project IFC-Brazil:* ???
- Project IGOR:* BAT effort from 1977-79 to develop a U.S.B. cigarette with 10 and 20 per day Gori rankings. Goal was a “Gori cigarette” with 7-8 mg tar, 0.55 mg nicotine, 4 mg carbon monoxide, 48 micrograms of NOx, 72 micrograms HCN, and 23 micrograms of acrolein.³⁷³ Project name represents a play on the name of Gio GORI, advocate of “virtually safe cigs.”
- Project Image:* ???
- Project Impala:* Brown & Williamson effort from 1988 to revitalize Belair cigarettes by appealing “to Salem switchers-out, age 26-45, and other menthol smokers switching to the value-for-money segment.”³⁷⁴
- Project Imperial Deer:* ???
- Project Imperial Tobacco:* ???
- Project In Vitro Bioassays:* ???
- Project In Vitro Bioassays Non-Genotox:* ???
- Project In Vitro Assess Aerosols & Vap:* ???
- Project Incidence:* ???
- Project “Indian”:* BATCo plan of summer 1994 to market in Hungary.
- Project Indy:* Brown & Williamson effort from 1997 to ???
- Project Infinity:* ???
- Project Inge:* Philip Morris Europe effort from 1982 to develop a cigarette for Germany ???
- Project Ingredient Behavior During Burning:* ???
- Project Ingrid:* ???
- Project Integrity* BAT effort from 1994 to ???
- Project Interlab X Check:* BAT effort from 1985 to produce standard cigarettes “for use around group to check on performance of laboratory techniques in operating companies.”³⁷⁵

³⁷³ “Chronology of Projects” (Confidential Attorney-Client Work Project, Brown and Williamson, to or from Ernest Clements), May 27, 1988, Bates 1005.01.

³⁷⁴ Brown & Williamson, “Product Development Charter Project Impala,” March 28, 1988, Bates 465854195-4202.

³⁷⁵ D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

- Project Intriguf:* Brown & Williamson effort from 1993 to develop a Kent cigarette for Argentina. Linked to Project *Dallas*.
- Project I.R.A.:* Philip Morris effort from 1988 to sell an “incense aroma product” for G.C.C. (Gulf Cooperation Council) evoking “the hospitality and respect for guests in the Arab culture.”³⁷⁶ Brand name was to be “Bahla.”
- Project Iridium:* BAT 1989 development of a 100mm 12 mg U.S. blended product with and without B&W’s ammonia technology (a decision was made to use the ammoniated blend).³⁷⁷
- Project Irritation and harshness control:*
- Project Irritation Reduction Project:*
- Project Ispahan:* Philip Morris Europe effort from 1992 to develop a Lights cigarette for Iran.³⁷⁸
- Project Italy:* Philip Morris Europe effort from 1981 to produce “a charcoal taste cigarette without a charcoal filter and to use this flavor substitute on Muratti Ambassador”³⁷⁹
- Project Itchen:* ???
- Project Ivory:* Brown and Williamson effort from 1982 to make an additive-free cigarette.
- Project Ivory:* Philip Morris Europe (Neuchatel) effort from 1990 to explore why Marlboros made in the Ivory Coast (Bouake) and Senegal (Dakar) tasted different from those shipped from Richmond.
- Project Jackpot:* Liggett & Myers + Carreras Rothmans effort from 1976-77 to explore the use of charcoal to adsorb volatiles released during the fermentation of wine in South Africa. Hope was that similar processes could be used to trap flavors released in the fermentation of tobacco—which could then be used on

³⁷⁶ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

³⁷⁷ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

³⁷⁸ A. M. Kopp, “Cigarette Development EEMA,” Jan.–March 1992, Bates 2028633547-3554.

³⁷⁹ D. C. Lauranzon and J. L. Myracle to R. P. Heretick, March 31, 1981, Bates 2024270748-0750.

- cigarettes.³⁸⁰
- Project JAG:* Philip Morris effort from mid 1990s involving Chris Hardin, Mark Walchak and Thomas Garguilo.
- Project Jaguar:* BAT effort from 1998 to (SC) ???
- Project Jane:* BATCO's '92 "credible and mild female category of cigarettes"
- Project Janeiro:* BAT effort from 1996 to investigate role of casings in ultra low tar cigarettes.
- Project Janne:* 1984 PME development of "roll your own" Marlboro blend for Norway
- Project Janus:* Massive BAT/B&W effort from the 1960s-70s to produce a "reduced risk" cigarette. Involved dozens of series of mouse-painting and inhalation experiments conducted by Battelle Labs in Frankfurt over a period of about 13 years. Green and Felton were key figures at Southampton; W. Niedreich was the supervisor at Battelle. Condensates obtained from rotary smoking machines built by Mason of Clevedon, using smoke collection trap developed by the Deutsche Forschungsstelle. Status review from 1967 showed a correlation between quick tests and mouse painting. Janus files were destroyed in 1967.
- Project Janus:* a (company??) effort of (date??) to develop and evaluate a "Low Tar Ultra Slims Proposition that is Dual Audience in Appeal" ??
- Project Janus B-9-16 series:* ???
- Project Japan:* Philip Morris effort from 1990 to produce a new cigarette for Asia, capitalizing on the success of Japan Tobacco in the region. Emphasis on "traditional culture," technological superiority," and "fashion": "The spirit of Japan in a PM cigarette." Tobacco used was to be an American blend "to keep JT from turning Asia into Japanese blend smokers."³⁸¹
- Project Jarier:* Philip Morris Europe plan from 1987 to develop a Multifilter Ultra low tar 100mm cigarette for the Italian market.³⁸²

³⁸⁰ R. L. Kersey to A. G. Kallianos, "A Review of My Visit to South Africa on Project Jackpot" (for Liggett & Myers), Dec. 8, 1976, Bates LG 432352-2360.

³⁸¹ Philip Morris, "Minutes from Tuesday: 'New Products'," June 19, 1990, Bates 2043937186-7193.

³⁸² Philip Morris Europe. "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

- Project Jason:* BAT effort from 1993 to produce a hard box version of JPS for Japan market (manufactured in Finland).
- Project Jasper:* Philip Morris Europe (Neuchatel) effort from 1988 to conduct open and blind tests on MAK (tipping aspect change) in Switzerland.
- Project Jazz:* Imperial Tobacco (Montreal) effort from 1985 to develop “new full and balanced menthol cigarettes” for Canada.
- Project Jazz:* Philip Morris International effort from 1988 to launch a 17-18 mg tar American blended L&M-brand cigarette with “a strong aromatic side stream to appeal to Indonesian smokers who are used to smoking Kretek cigarettes.”³⁸³
- Project JBM:* American Tobacco Co. effort from 1968 to produce a brand by that name.
- Project Jeddah:* Philip Morris effort from 1984 to modify brands exported to Saudi Arabia to comply with that country’s ISO maximum delivery limits of 15 mg tar and 1 mg nicotine per cigarette.
- Project Jeep:* Philip Morris Europe (Neuchatel) effort from 1988 to conduct a blind product test of Marlboro Reds vs. Camels in France.
- Project Jennifer:* Philip Morris Europe (Neuchatel) effort from 1987 to improve the “taste and impact” of the LMF sold in Germany.
- Project Jet:* 1978 BAT “low tar U.S.-blended development under brand name Pacific and targeted principally at Muratti Ambassadors”³⁸⁴
- Project Jigsaw:* BAT/Imperial Tobacco Group effort from 1971-72 to explore the phenomenon of compensation: “whether the consumer is likely to change his smoking habits - in terms of consumption, smoking behaviour or attitude - to compensate for changes in tar and nicotine delivery as measured by controlled laboratory analysis.”³⁸⁵
- Project Jigsaw II:* ???
- Project Jigsaw III:* ???
- Project Jogging:* Philip Morris Europe plan from 1987 to standardize the Marlboro

³⁸³ P. Wang, “R107,” May 11, 1988, Bates 2074889333-9339.

³⁸⁴ R. A. Crellin, “Evaluation of Project Jet,” April 10, 1978, BAT, 110077180-7184.

³⁸⁵ D. G. Felton to Wally Hughes, “Compensation by Smokers for Changes in Cigarette Smoke Composition,” Jan. 18, 1972, Bates 650209790/9791

King Size sold in the UK to the current Marlboro Pan-European blend.³⁸⁶ Confirmation trials in BOZ and Munich.

Project Joint Experiment 36: ???

Project Joint Experiment 37: ???

Project Joint Experiment 38: ???

Project Jonas: Philip Morris Europe effort from 1992 to develop an L&M Lights for Finland.³⁸⁷

Project Jose: Philip Morris U.S.A. effort from 1986 using Hamilton tobacco to make a cigarette using foam binding technique. Named for Jose Nepomuceno, who sent the cigarettes to Australia for testing.

Project Julie: Philip Morris Europe (Neuchatel) plan from 1987 to develop a King Size cigarette for the female segment of the German market.

Project Jump: Philip Morris International effort from early 1990s involving Mexico.

Project Jupiter: Reynolds effort from 1988-95 to develop a cigarette from which the “majority of controversial compounds” had been “eliminated or greatly reduced,” following the market failure of the company’s Premier brand. Cigarette was to have no ash, no staining, and “virtually no sidestream smoke”; exhaled smoke was also supposed to dissipate quickly.³⁸⁸ Goal was to address the “poor image” of smokers as “trouble-makers” and “air polluters.” Brand names (apart from Jupiter itself) considered as of 1988 included “Jade,” “Relay,” “Diva,” “Neon,” and more than fifty others. “Imagery driven names” included Ranchester, Sundown, Dakota, Windsor, Outback and Frontier.³⁸⁹ “Benefit driven names” included Logix, Prospect, Legend, Peak, Mark Select, Caliber, Pace, Capital and Acclaim. Test subjects in Cambridge in 1994 when asked to evaluate this “first cigarette

³⁸⁶ Philip Morris Europe. “Quarterly Report,” Sept. 1987 (est.), Bates 2001216133-6263.

³⁸⁷ A. M. Kopp, “Cigarette Development EEMA,” Jan.–March 1992, Bates 2028633547-3554.

³⁸⁸ “Project Jupiter,” March 23, 1989, Bates 506890017-0018.

³⁸⁹ Interbrand, “Intermediate Brand Name Presentation – Phase II, Project Jupiter,” Dec. 7, 1988, Bates 507642308-2376. And for more on how such names are chosen: Interbrand, “Final Brand Name Presentation: Project Jupiter,” Jan. 23, 1989, Bates s 507642438-2526.

- that heats the tobacco practically without burning it” found the Jupiters lacking in “positive promise of enjoyment.”³⁹⁰
- Project Jupiter:* Philip Morris U.S.A. collaboration with RJR from 1991 to produce a Marlboro for Malaysia.³⁹¹
- Project Justine:* Philip Morris effort from 1988 to develop a full flavor King size Virginia blend cigarette for Taiwan: “Long Life Lights.”
- Project K:* American Tobacco Co. effort from 1968 to develop an “ersatz” cigarette made from “K” material. Seems to have involved a mixture of tobacco and mullein³⁹² (*Verbascum thapsus*, aka “big tobacco” amongst the Navajo), a leafy herb also used as a remedy for various throat and lung ailments.
- Project K-2:* BAT effort from 1990s to ???
- Project Kale:* ??? Argentina? BAT?
- Project Kalevi:* Philip Morris Europe effort from 1991-92 to develop a Marlboro Medium for Finland.³⁹³
- Project Kalle:* Philip Morris effort from 1984 to make “high status” full-flavor cigarette for Finland.
- Project Kangaroo:* Philip Morris effort from 1991 to ???
- Project Karthoum:* Brown & Williamson International collaboration with Tabacalera Hondurena from 1991-92 to make a Kool 80mm Box cigarette in Honduras. Permeability of the cigarette paper was not to exceed 50 Coresta. Launch planned for mid-1992, but B&W noticed upon smoking samples that they had “an off taste or dirty note that was interfering with the menthol sensation.”
- Project Kashmir:* BAT effort from 1996 “to audit the performance of current PALL

³⁹⁰ RJR, “Project ‘Jupiter’: The Results,” Aug., 1994, Bates 510336083-6105; Max W. A. Kramer Response Marketing, “Project Jupiter Discovery Group Screenplay,” Dec.17, 1994, Bates 510320918-0927.

³⁹¹ G. Karandjou and B. Scott (Philip Morris) to Distribution, “Project Jupiter,” March 28, 1991, Bates 2059014597-4604.

³⁹² C. C. Kern to R. K. Heimann, June 14, 1968, “Weekly Progress Report,” Bates MNAT00116166-6168.

³⁹³ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), “Cigarette Development EEMA” (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

- MALL blend in key Europe markets and to identify optimal blend and source for the region.”
- Project Katia:* Philip Morris Europe (Neuchatel) effort from 1988 to reduce the nicotine levels in the LMF03 for German market.
- Project KBS:* American Tobacco Co. effort from 1969 involving Base sheet modification and machine production of sheet material for use in New Product’s Project K³⁹⁴
- Project Keegan:* British project, soccer player!
- Project Keene:* Philip Morris Europe effort from 1992 to review expanded tobacco specifications (primary and DIET) for ET Marlboro.
- Project Kelley:* Increase tar in Marlboro Lights in Germany
- Project Kentucky III:* Philip Morris Europe effort from 1978 to produce a dark-air cured French type cigarette using 50 % Swiss tobacco. Bastos
- Project Kepler:* Philip Morris Europe collaboration with the TNO Study Centre for Environmental Research in Delft (Netherlands) from 1991 to produce a state-of-the-art book on indoor air quality management for use in “conferences, seminars, training sessions, and consultancy.” Book was to include chapters on office buildings and enclosed public spaces, indoor air contaminants, heating and ventilation, etc. Part of the industry’s efforts to minimize the contribution of smoking to indoor air quality. The authors (F. B. de Walle, R. W. Keulen, M. P. J. F. Louer and A. E Klein) were all from the TNO. The book was to be the first on “comprehensive building management and indoor air quality control.”³⁹⁵
- Project Kerman:* Philip Morris Europe effort from 1992 to develop a Lights cigarette with 32mm-tipping for Iran.³⁹⁶
- Project Kestrel:* BAT effort from 1984 to sell the company’s Kestrel investments.
- Project KEW:* BAT effort from mid 1960s to ???
- Project Keyboard:* BAT effort from 1994 to ????

³⁹⁴ J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

³⁹⁵ H.E.R., “Current Status of Extramural ETS Research Projects,” March 26, 1992, Bates 2028396618-6621.

³⁹⁶ A. M. Kopp, “Cigarette Development EEMA,” Jan.–March 1992, Bates 2028633547-3554.

- Project Kick:* Philip Morris effort from 1974 in Germany to create a low-tar high-nicotine product. Made smoker panels “feel ill.”³⁹⁷
- Project Kilt:* BAT effort from 1985 to produce a high ventilation filter;³⁹⁸ goal was a “high taste to tar ratio.”³⁹⁹
- Project King:* ???
- Project King Kong:* Philip Morris effort from 1984-85 to develop a new cigarette for Hong Kong. Prototype produced in Neuchatel, evaluated in Richmond. Seems to have involved an effort to measure the staleness of competitor brands (Winston and Viceroy).⁴⁰⁰
- Project Kinky Pack:* BAT effort from 1973 to develop a Japanese “hinged”-lid box, with arrangements from Rothmans.
- Project Kintolly:* ???
- Project Kipesch:* ???
- Project Kiss:* Philip Morris Europe (Neuchatel) effort from 1984-90 to examine the “microbial profiles” (spore counts) of cigarettes in different environments. Applied to Turkey.
- Project Kitten:* Philip Morris Europe (Neuchatel) effort from 1993 to evaluate “a wrapless paper core version used in the ‘Bold’ filter ex AFC.”
- Project Klaus:* Philip Morris effort from 1975 to market a triple “WM Fine Filter” to “very health oriented smokers” in Germany. A German press release announced the filter as using “the same absorbents to clean the breathing air in the space vessels, the navy in the submarines with atomic engines. It is even used in the household as to destroy odors in refrigerators.” The project name apparently refers to its developer, Klaus Birgikt. Smokers to be targeted were those with the “strongest addiction to smoking,” i.e., those that were “clearly less able to give up

³⁹⁷ Max Häusermann (Philip Morris Europe), “Carbon Monoxide Uptake by Smokers,” Jan. 3, 1974, Bates 1002645271.

³⁹⁸ M. G. Duke, “Project Smith/Kilt: Preliminary Evaluation of Filtrona Deep Slot Filters” (Brown and Williamson?), Jan. 25, 1985, Bates 621062864-2865.

³⁹⁹ “Summary of Presentations to the BATCo Board on 21st/22nd May 1984,” June 4, 1984, Bates 682610174-0196.

⁴⁰⁰ L. W. Cooper to J. Gibson, “Asia Regional Report – May 1984,” June 5, 1984, Bates 2074893181-3182.

smoking than the average smoker.”⁴⁰¹ The intent was to associate this cigarette with “health friendliness.” Linked to Projects *Marlene II*, *Kick*, and *Sylvia III* and to a process known as R6.

- Project Klee:* Philip Morris Europe (Neuchatel) effort from 1990 to improve process, connected to Project *Vinci*.
- Project KN:* Reynolds a 1987 “solo menthol brand with contemporary imagery targeted to 18-24 black and white smokers.”⁴⁰²
- Project Knowledge Review Low Tar:* ???
- Project Kopech:* BAT effort from 1996 to develop a low-cost Virginia style cigarette for use in the “low price, ‘international’ segment.”⁴⁰³
- Project Kopech/Rat:* BAT effort from 1998 to ???
- Project Korn I:* Philip Morris Europe effort from 1980 to develop a cigarette for East Germany.
- Project Kraft:* Brown & Williamson effort from 1982 to produce a “processed” cigarette ???
- Project Krypton:* Joint Malaysian Tobacco Co., Brown & Williamson effort from 1981 to produce a Lucky Strike Filter to compete with Marlboro and Winston, test launched in Penang.⁴⁰⁴
- Project Krypton:* Imperial Tobacco Co. (Montreal) effort from 1989 to develop a 4mg cigarette (headed by Bizon).
- Project L:* Philip Morris International effort from early 1990s to ???
- Project LA:* Reynolds new product development effort from 1983 featuring a “unique pack configuration.”
- Project LA-9 :* ??? *RJR project*⁴⁰⁵

⁴⁰¹ Paul Isenring, press release, Dec. 30, 1975, Bates 2075972885-2888; the “health-oriented” reference is Bates 2501204384-4385; and “addiction” is Bates 2501204384-4385.

⁴⁰² E. K. Hughes, “Project KN Exploratory Focus Groups,” New Business Research and Development Report, R. J. Reynolds, Oct. 15, 1987, Bates 514350422-0460.

⁴⁰³ Barbara Montana (BAT Technology Centre, Southampton), “Status Review Notes Covering the Period March – August 1996,” Oct. 22, 1996, Bates 800036963-7102.

⁴⁰⁴ Eugene Wong to Encik Shamsuddin Anwar, Jan 20, 1981, Bates 621604128-4134.

⁴⁰⁵ R. J. Reynolds Tobacco Co., “Strategy Development Worksheet,” April 1, 1984, Bates 502114589-4598.

- Project La Palma:* BMIT collaboration with Spain's Tabacanaria (Canary Islands) from 1988 to produce a Pall Mall filter cigarette. Project leader Juan Morito.
- Project Lab:* Philip Morris effort from ???
- Project Ladbroke:* BAT effort from 1985-86 to develop the State Express name in blended form.
- Project Laennec:* Philip Morris support for the research of Prof. Dusser (where???) on pneumonology and airway enzymes. Part of the company's 1991 effort to develop expert witnesses for use in litigation.
- Project Lama:* Philip Morris Europe (Neuchatel) effort from 1983 through 1989 to modify sidestream and mainstream smoke compositions by salt casing of blends and testing of the effects on machine-made cigarettes.⁴⁰⁶
- Project LaMark:* Priority "B" Brown & Williamson effort from the early 1980s to make a "higher tar Actron" cigarette. The Actron filter was B&W's extreme ventilation filter that provoked outrage from the other companies for its deceptive claims about low tar deliveries.
- Project Lambeth:* BAT effort from 1985-86 to test market a low-tar king size Benson & Hedges eg. in New Zealand.
- Project Lamek:* BAT effort from 1984 to target markets of former state monopolies.⁴⁰⁷
- Project Lamekus:* BAT effort from 1985 to conduct pilot runs for Market Research in Turkey.⁴⁰⁸
- Project Lamina:* Philip Morris effort from 1989 to make a Longbeach 5-row hlp for Australia with the slogan: "you're miles ahead" to emphasize "value positioning."
- Project Lance:* 1989 BAT effort (with *Project Tulip*) to include different kinds of tobacco along the rod to enhance the product.
- Project Laredo:* Philip Morris Europe (Neuchatel) effort from 1988 to develop a Philip Morris Ultra for Switzerland (1mg/.1mg).

⁴⁰⁶ "PME R&D (FTR) Projects: ETS and Sidestream Smoke Related Research Projects" (Attorney Work Document), Dec. 1994, Bates 2050917370-7378.

⁴⁰⁷ "Summary of Presentations to the BATCo Board on 21st/22nd May 1984," June 4, 1984, Bates 682610174-0196.

⁴⁰⁸ D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

- Project Laslo:* Philip Morris effort from 1993 to develop a low smoke/low odor Merit King-size cigarette and Merit Ultra Lights with 50 % sidestream visibility reduction for those “uncomfortable smokers” who are “self-conscious about the fact that they smoke.”⁴⁰⁹
- Project Latin America Free Trade Project:*
- Project Laundryman:* Philip Morris effort from 1981-82 to investigate how to make cigarettes of commercial quality with substantially reduced carbon monoxide in both mainstream and sidestream smoke.
- Project Lavender:* BAT (UK&E) effort from 1992 to make a JPS Soft Cup for the Thai market. Manufactured in Switzerland using Iridium blend.
- Project Lavoisier:* Philip Morris support for the research of Prof. Burstein (where???) on human metabolites/lactates; part of the company’s 1991 effort to develop expert witnesses for use in litigation.
- Project LB:* Reynolds effort from 1983 to produce a premium brand with positioning reinforced by variations in market mix element(s)⁴¹⁰
- Project LCC:* American Tobacco effort from 1987 . . .
- Project LCS:* Reynolds effort from mid 1980s to make a Winston-line extension with improve aroma (“Like a Cigarette Should”)
- Project Leaf Trading project:* ???
- Project Leap:* Philip Morris effort from late 1980s deriving from Project *Advance*; idea was to produce a non-burning cigarette using piezoelectric, pressure/Frits, laser atomization, electrospray. Case: part of ideal smoke program, increasing cust satisf.
- Project Leapfrog:* BAT 1998 Australia
- Project Lear:* Philip Morris project from the early 1980s to ???
- Project Least:* BAT from 1989 to make a cigarette with the lowest possible sidestream smoke by increasing the inorganic content of tobacco in the rod, using DEER technology. Additives tested included carbon, aluminium oxide, aluminum hydroxide, chalk, vermiculite and perlite.⁴¹¹ An outgrowth of Project *Less*.

⁴⁰⁹ Philip Morris, “Marketplace Driven Product Development,” Dec. 1993, Bates 2021322578-2643.

⁴¹⁰ Reynolds, “Project DB,” 1983, Bates 502787948-7968 at 7961.

⁴¹¹ Bates 562402604.

- Project Leatherhead:* BAT effort from 1972 ???
- Project Lehto:* Philip Morris Europe (Neuchatel) effort from 1993 to develop a Merit ultra slim for Italy.
- Project Leibnitz:* Philip Morris support for the research of Prof. Neurath (where???) on analytical work for Project *Gauss*; part of the company's 1991 effort to develop expert witnesses for use in litigation.
- Project Lenhart:* Philip Morris Europe (Neuchatel) effort from 1989 to develop a King Size Philip Morris Lights for the Swedish market.⁴¹²
- Project Leo:* Philip Morris effort from 1984 to develop a cigarette for Pakistan. Involved production at a processing plant in Malaysia.
- Project Leopard:* BAT R&D effort from 1986 to develop "a portable smoking behaviour monitoring system."
- Project Leopard:* Philip Morris Europe (Neuchatel) effort from 1988 to substitute oriental tobacco by flavors in American Blend cigarettes.
- Project Leroy:* ???
- Project Less:* BAT effort from 1989 to design King Sized cigarettes which would produce "step-wise reductions in sidestream smoke whilst maintaining mainstream quality."⁴¹³ Late 1980s renamed Project *Least*. Part of effort to produce "significant reduction in sidestream visibility" to produce a "more socially acceptable cigarette."⁴¹⁴
- Project Levo:* PM USA 1991 effort to make menthol B&H full flavor 100mm
- Project Lewiston:* Philip Morris Europe (Neuchatel) effort from 1991 to standardize the blend for Milla Switzerland.⁴¹⁵
- Project Lexington:* 1993 effort to market Marlboros in India (with Giraudan);
- Project LF/JO:* Philip Morris effort from 1958 to explore "the physical and

⁴¹² Philip Morris Europe (Neuchatel), "Quarterly Report, April – June 1989," 1989, Bates 2021607748-7894.

⁴¹³ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

⁴¹⁴ BAT (UK&E), "Work Area 802: Applied Research and Development," n.d. (circa 1987), Bates 400004379-4425.

⁴¹⁵ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), "Cigarette Development EEMA" (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

- Project LF:* chemical properties of the cigarettes coded “JF” and “LO.” Reynolds’ 1987 effort to target “13 to 24-year-old male Marlboro smokers” with “a wider circumference non-menthol cigarette” (Camel Wides). Used elements of XB technology, with plan to have 15 cigarettes per pack, with a packing machine redesign cost of \$600,000.
- Project Liberty:* Philip Morris Europe plan from 1988 to develop a 14 mg tar King-Size American blend cigarette for Switzerland.⁴¹⁶ Part of Project *Famous*, the goal of which was to develop “a Pan-World Chesterfield.”⁴¹⁷
- Project Libra:* 1979 BAT effort to identify consonant and dissonant smokers’ health awareness, spinoff: *Aquarius*.
- Project Library:* Philip Morris effort from 1981 to test certain expansion (puffing) methods, esp. effect of ripeness and stalk position on cylinder volume. Linked to Project *Tomorrow*.
- Project Lieutenant:* BAT effort from late 1970s to ???
- Project Lifestyle:* Market research survey from 1983 prepared by Consumer Pulse for Brown and Williamson connected with the tobacco giant’s plan to introduce “a new brand of cigarette in the Philippines, particularly targeting the youth market.”⁴¹⁸ Males aged 15-19, 20-24, and 25-29 from the greater Manila area were targeted.
- Project Lifestyle Project:* ???
- Project Lift:* Brown and Williamson effort from 1987 to reformulate cigarette paper designs,⁴¹⁹ incorporating ET and heavy low chalk load paper.
- Project Light 210:* ???
- Project Light/Ultra:* Philip Morris effort from 1988 to develop cigarette models at

⁴¹⁶ Philip Morris Europe, “Quarterly Report,” Sept. 1987 (est.), Bates 2001216133-6263.

⁴¹⁷ Philip Morris Europe, “Research and Development, Neuchatel – Quarterly Report,” April – June 1988, Bates 2028635684-5693, p. 80.

⁴¹⁸ Consumer Pulse to Brown and Williamson International Tobacco, “Project Lifestyle,” Aug. 18, 1983, Bates

⁴¹⁹ B. Harding, “Product Redesign with Reformulation Papers,” May 6, 1987, Bates 570525524-5528. check title.

4, 6, and 8 mg with a new blend and flavor system.⁴²⁰

Project Light/Ultra low cigarette design optimization: ???

Project Lighthouse: Philip Morris effort from 1993 to produce a “Premium Priced Cork-Tipped 83 mm Product”

Project Lightning: BAT effort from 1998 to ???

Project Lights: ???

Project Limit: Brown and Williamson effort from 1979 to 1981 “to market a low tar, low gas cigarette to pharmacists and physicians. In order to prevent smokers from compensating, the cigarette was not lower in nicotine.”⁴²¹ Aka *Project Care, Minim, Facet, Select,* and *Balance.*

Project Linne: Philip Morris support for the research of Prof. (first name?? Wahren (where???) on nicotine metabolites elimination; part of the company’s 1991 effort to develop expert witnesses for use in litigation.

Project Lion: Philip Morris Europe (Neuchatel) effort from 1987 to eliminate African flue-cured tobaccos from the Muratti cigarette.

Project Lion: BAT effort from 1985-86 in the realm of “Sensory and Behavioural Testing.” Involved exploration of “Sidestream Smoke aroma quality and irritancy”⁴²² and use of an Actron Deepgroove Mk 1 filter.

Project Lioncub: Part of BAT’s Sensory and Behavioral Testing program from 1987, involved examination of the company’s Actron Plus filter.

Project Lioness: BAT sensory and behavioral testing program from 1986 to examine impact of Deepgroove smoke-flow modified cigarettes. Involved applying “the interposed holder/vental cuff monitoring system to the evaluation of DEEPGROOVE modified cigarettes.

Project Liza: Philip Morris Europe (Neuchatel) effort from 1987 to develop an Ultra Slim cigarette for the German market.

Project LLM : Reynolds effort from 1987 to better understand how and why

⁴²⁰ J. L. Spruill, “Marlboro Standardization and International Support,” Feb. 1988, Bates 2022162281-2283.

⁴²¹ “Master Summary for B&W Subjective Document Review,” 1989, Bates 1000.01. Compare also the report by Dugans Farley Communications Associates, “A Medical Program.”

⁴²² BAT, “Group Research and Development Centre, “Group Research and DC Research Programme,” report to Sept. 1985, Bates 570312197.

“menthol smokers choose a menthol product versus a non-menthol product.” Goal was a new menthol cigarette attractive to 18-24 year old “young adult smokers” (YAS/FUBYAS). Built on Projects *NC* and *LF*.

- Project LMASA:* BAT/Imperial Tobacco (Montreal) effort from 1987-89 to produce a cigarette with “low mainstream activity as measured by the ‘Ames’ biological test.”⁴²³
- Project LN:* 1983-89 Reynolds “low nicotine” project. Involved ammoniation?? Denny Potter responsible.
- Project LNA:* Reynolds effort from 1989 to produce a cigarette with the “lowest nicotine available” (hence the acronym).
- Project LNAM:* Reynolds effort from 1989 to produce a cigarette with the “Lowest nicotine available for marketing” (hence the acronym).
- Project LNST:* (“Low Nicotine Smoking Tobacco”): Brown & Williamson effort from 1981.
- Project Lochinvar:* BATCo R&D Southampton effort from 1965-66 to explore the extent to which glycerol, propylene glycol, and diethylene glycol are transferred to cigarette smoke during smoking.⁴²⁴ Found that transfer to mainstream smoke was comparable to nicotine at about 10-14%. Aka Project *3000*, undertaken at request of the company’s Additives Guidance Panel in Millbank. Goal was also to explore the delivery of acrolein.
- Project Loco:* Effort by BAT in 1983-84 to try and reduce the carbon monoxide in cigarettes (relative to tar) while retaining acceptable taste and smoking mechanics.⁴²⁵
- Project Lodestar:* Brown & Williamson International effort from 1983 to create “higher consumer awareness of smoker concern . . . initiating a movement to lower delivery products.” BWIT would then ensure that its brands were “positioned to take advantage of the

⁴²³ BAT (UK&E), “Work Area 802: Applied Research and Development,” n.d. (circa 1987), Bates 400004379-4425.

⁴²⁴ S. R. Evelyn, “Project Lochinvar. Part I: Transfer of Glycols,” June 14, 1966, Bates 570384692-4713.

⁴²⁵ “Summary of Presentations to the BATCo Board on 21st/22nd May 1984,” June 4, 1984, Bates 682610174-0196.

movement of the market to smoker concern.” The target was that 60 % of BWIT’s business that went to developing nations; the strategy was to heighten “smoker concern” about the health effects of smoking, and hence value of mild/low tar products, in a “developing market where smoker concern is nominal or emerging.” Kuwait was the selected market. The plan involved the manipulation of Kuwait’s Anti-Smoking Society, Ministry of Commerce, Ministry of Health, and media; the goal was also to hire an “independent expert” to endorse the benefits of mild/low delivery cigarettes.⁴²⁶

- Project Lodos:* Long-term BAT effort from 1984 involving the design of cigarettes with “low retention in the body.”⁴²⁷ “Low dose”
- Project LOI:* Reynolds effort from 1983 to produce a “technology-driven brand reducing or eliminating offensive cigarette odor and/or lingering smoke odor.”⁴²⁸
- Project Lokstedt:* BAT effort from the mid 1970s to explore the possible effect of nicotine on tumorigenicity. “Nicotine to be added to tobacco and to smoke condensate. Earliest start date May 1977.” Referring perhaps to plans to use Y1 high nicotine tobacco in cigarettes?
- Project Lokstodt:* BAT effort from early 1970s to develop rapid bioassays to assess carcinogenicity. Versions I and II.
- Project Lolita:* Philip Morris Germany effort from 1979-81 to make an L&M cigarette with a “fruity cake” flavor, basically a diluted Lark for the German market.⁴²⁹ Used a coumarin substitute (Naarden), tested against deertongue, tonka, dyhydro coumarin and coumarin itself. 13 mg tar, .9 mg nicotine.
- Project Lolita:* Brown & Williamson International project from 1982 to make a Viceroy “Special Milds” 8.5 mg cigarette using the company’s Viceroy Lights blend but with new package design.⁴³⁰

⁴²⁶ “Project Lodestar,” 1983, Bates 516008221-8297.

⁴²⁷ “Summary of Presentations to the BATCo Board on 21st/22nd May 1984,” June 4, 1984, Bates 682610174-0196.

⁴²⁸ “Project Planning Priorities Objectives” (Reynolds), April 15, 1983, Bates 500908854-8881.

⁴²⁹ ???

⁴³⁰ Bates 620747697

- Project Long:* Philip Morris effort from 1984 to develop a cigarette for Iran. ???
- Project Long:* BAT effort from 1998 to ???
- Project Long II:* Philip Morris effort from
- Project Long III:* Philip Morris Europe (Neuchatel) effort from 1985 to develop a Winston/Bahmann type cigarette for Iran with a target of 15 mg tar for diluted cigarettes and 18 mg tar for undiluted.⁴³¹
- Project Longstop:* BAT development and test of 25mm low delivery filters for Middle East markets (from early through late 1980s).⁴³²
- Project Look:* Brown and Williamson effort from 1997 to make a new Kool pack design for ASU 30 segment. Linked to Projects *Indy* and *OOH*.
- Project Loose Ends Study:* Imperial Tobacco (Canada) effort from 1986 to explore how and why loose ends are formed during cigarette manufacturing.
- Project Lorho:* Brown and Williamson effort from 1987 to use reformulated cigarette papers and burn retardants with a maximum incorporation of expanded tobacco to reduce costs.
- Project Lorrain:* Philip Morris Europe (Neuchatel) effort from 1990 to evaluate “the replacement of a strip steaming conveyor in the Miniprimary with a Heat Treatment Tunnel (HT) before the dryer.”⁴³³
- Project Los Angeles:* Philip Morris Europe (Neuchatel) effort from 1976 to develop a Brunette DR cigarette with reduced carbon monoxide and nitrogen oxides. Refused by panel test smokers.
- Project Lotus:* Philip Morris effort from the early 1980s to produce a cigarette with reduced visible sidestream smoke with special paper. Linked to Project *Ambrosia*.
- Project Lotus:* Brown and Williamson effort from 1997-98 to reposition Viceroy in the VFM 20’s segment at a generic price. Test marketed in Arkansas.⁴³⁴

⁴³¹ J. M. Villard, “Cigarette Development July – September 1985,” Oct. 25, 1985, Bates 2028639631-9636.

⁴³² B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

⁴³³ Philip Morris Europe (Neuchatel), “Quarterly Report,” Sept. 1990, Bates 2028634304-4426.

⁴³⁴ Kapuler Marketing, Inc. (for Brown & Williamson), “Project Lotus: Topline Presentation,”

- Project Louba:* BAT effort from 1996 to characterize different brands and sponsorship activity along spectra (“image map”) of age-attraction and gender (masculinity-femininity).
- Project “Louis”:* Imperial Tobacco effort from 1971 to develop a pipe tobacco “having the same smoking characteristics as ‘Hollandia Regular’ (currently being imported from Holland).” Product testing conducted by the Canadian Facts Co.⁴³⁵
- Project Lounges:* ???
- Project Louxor:* Philip Morris Europe effort from 1992 to change the size of ML Full Flavor from LS to KS for Egypt.⁴³⁶
- Project Low:* Philip Morris U.S.A. effort from 1986 to develop a low weight cigarette acceptable to mainstream smokers using dry ice expanded tobacco (DIET -- up to 40 percent), Project Jose foam binding technique, and Virginia flavor enhancer.
- Project Low 1 + 2 (UTICO):* BAT effort from 1993 to reduce smoke yields of an ultra low tar version of B&H for South Africa.⁴³⁷
- Project Low II:* BAT effort from early 1990s to make a flue-cured Virginia Wills Gold Flake cigarette, manufactured in Singapore for BATUK&E for sale in Middle East.
- Project Low Odour Generating Products:*
- Project Low SS Kent:* ???
- Project Lowest Nicotine Available:* Reynolds effort from
- Project Lownic:* Brown and Williamson effort from 1978 (Mt Washington),
- Project LSA:* Brown & Williamson effort from 1981 to develop a cigarette with less unpleasant aftertaste.
- Project LSL:* American Tobacco effort from 1983 to develop a 100mm cigarette. (“Lucky Strike Low”).
- Project LTC:* Reynolds effort from 1976 to produce Now-brand cigarettes at both 2 mg and 1 mg tar levels. Also *LTCX* version.

Aug. 1988, Bates 465809401-9417.

⁴³⁵ Imperial Tobacco Products Ltd., Product & Process Development, Montreal, “Annual Report, January – December 1971,” July 29, 1972, Bates 650364872-5003.

⁴³⁶ A. M. Kopp, “Cigarette Development EEMA,” Jan.–March 1992, Bates 2028633547-3554.

⁴³⁷ R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

- Project LTM:* (“Low Tar Menthol”): Brown & Williamson effort from 1981 to use peppermint instead of menthol in a low tar 100 mm cigarette.
- Project LTN:* Philip Morris U.S.A. effort from 1987 to develop a local low delivery product for Venezuela.
- Project LTR:* ???
- Project Lucy:* Philip Morris Europe effort from 1979 to produce a cigarette for Germany. ???
- Project Luton (SI):* Philip Morris Europe plan to adapt the MRB construction. Priln£ed figures⁴³⁸ SN = 0.8 mg, Tar = 12mg/l: Status: Following new Saudi Arabia regulations, all cigs sold in this country cannot have figures higher than 12 mg/tar, VTT⁴³⁹
- Project Luxury:* Philip Morris effort from 1988 to develop a luxury brand for European markets; brand names considered included: S.T. Dupont, Hermes, Christian Dior, Tiffany, and Battistoni. Battistoni cigarettes would come in a “bright red pack with black accents inspired by their shopping bags.”⁴⁴⁰
- Project “M”:* 1978-80 Philip Morris Europe effort to develop a new cigarette for Germany. Test-marketed Munich. 12 mg tar, .7 mg nicotine
- Project M1 – M7:* Series of projects undertaken by German tobacco manufacturers opposed by Reynolds company (see Projects 1-7).⁴⁴¹
- Project M-15:* “Charcoal – Silica Gel Tobacco Smoke Filters,” Reynolds effort from ??? to ???
- Project M-86:* Philip Morris U.S.A. effort from 1987 to develop for Panama a local brand to compete with Brown and Williamson’s Kool.
- Project Macbeth:* Brown and Williamson effort launched in 1993 to eliminate “spotting” (from moisture) on cigarettes, esp. Capri Exports. Tests showed that double wrapping eliminated most of the problem (caused by high moisture, over-casing, poor distribution

⁴³⁸ Philip Morris Europe, “Quarterly Report,” Sept. 1987 (est.), Bates 2001216133-6263.

⁴³⁹ Philip Morris Europe, “Quarterly Report,” Sept. 1987 (est.), Bates 2001216133-6263.

⁴⁴⁰ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

⁴⁴¹ F. G. Colby (Reynolds), “We have reviewed the research projects under consideration by the German tobacco industry and would like to offer the following comments and recommendations,” 1975, Bates 500924982-5003.

of butterfat, machine “rubs,” and contamination by grease or oil), though Hauni machine wrapping speeds were slowed by this means to only 3,000 cigarettes per minute.⁴⁴²

- Project Mad Hatter:* BAT effort from the early 1960s (led by Sir Charles Ellis) to explore the fate of nicotine in the body. Precursor to Project *ARIEL* (the Ellis patent), linked also to Project *Hippo*. Aka Project *Madhatter*.
- Project Madison:* Philip Morris Europe effort from late 1980s-early 1990s to make certain “competitor arrangements with RJR.” Linked to Projects *Deimos* and *Chisel*. ???
- Project MAG:* BAT effort from the 1990s: ???
- Project Magali:* Philip Morris Europe (Neuchatel) effort from 1992 to increase the tar on LMD01.
- Project Magic:* 1984 PM effort to develop a cigarette with an adjustable filter that could be used to vary tar deliveries (by altering ventilation), using its “Dial-A-Tar” design. First tested in Switzerland.
- Project Magna:* Reynolds . Had Project Code MS.
- Project Maine:* Philip Morris Europe effort from 1971 to make a new cigarette (brand code LOF) for Switzerland.
- Project Mainland:* 1998 BAT plan to market in Germany.
- Project Maite:* Philip Morris Europe (Neuchatel) effort from 1988 to fine tune the Tiffany cigarettes being sold in Germany.
- Project Mala:* Philip Morris Europe (Neuchatel) effort from 1990 to develop a flavored cigarette for the German market.
- Project Malin:* Philip Morris Europe plan from 1987 to develop a Marlboro Lights menthol for Norway.⁴⁴³
- Project Malta:* Philip Morris U.S.A. effort from 1981-85 to develop an L&M 100’s menthol cigarette for the Philippines.
- Project Malthus:* Philip Morris Europe (Neuchatel) effort from 1989 to use new automated equipment to detect microbial activity in various tobacco products (by measuring electrical resistance).
- Project Mamola:* Philip Morris Europe plan to develop a “Fortuna” LS cigarette for

⁴⁴² D. M. Frank to T. F. Riehl (Brown & Williamson R&D), “Export Status Report/900,” Oct. 7, 1993, Bates 508105139-5140.

⁴⁴³ Philip Morris Europe, “Quarterly Report,” Sept. 1987 (est.), Bates 2001216133-6263.

Italian market⁴⁴⁴

Project Mandarin: 1981 BAT Indonesia plan to introduce Hilton cigs to SE Asia.

Project Manhattan: Philip Morris Europe effort from 1978-79 to develop a Muratti 2000 100mm cigarette by this name. 8mg tar, .61mg nicotine, 33% dilution. Launched March 5 1979 with “Negative results.”

Project Manhattan: Brown and Williamson campaign from 1996 to

Project Maple: PM’s effort to acquire a tobacco company in Brazil

Project Maraschino: Philip Morris Europe effort to establish new recipes for cigarettes to be tested in?

Project Marcel: Philip Morris Europe (Neuchatel) effort from 1988 to develop a Bond Extra for Sweden following the results of projects *Michel* and *Blaise*.

Project Marcus: BAT effort from 1985 to develop a new 767 John Player Special cigarette for the European full flavor value-for-money duty-free market, targeting also Hong Kong and South Africa. search.

Project Marene: Philip Morris Europe (Neuchatel) effort from 1992 to develop a Marlboro Medium for Germany.

Project Margaret: Brown & Williamson effort from 1982 to produce an extruded cigarette.

Project Margate: BAT effort from 1972 to develop a low TPM/nicotine brand for local manufacture in medium price ranges. Tested in Far East in conjunction with Projects *Gatwick* and *Twain*.⁴⁴⁵

Project Maria: Philip Morris Europe (Neuchatel) effort from 1990-93 to develop a cigarillo-type cigarette for Germany.

Project Mariner: Philip Morris effort from 1993 to further develop its menthol markets in Asia, where menthols were occasionally smoked by “young adult starters” as a “mouth freshener.”⁴⁴⁶

Project Mark: BAT laboratory reports for brands destined for Channel Islands.

Project Markum: ???

Project Marlboro Ex Seita: Philip Morris Europe effort from 1974 to make a new cigarette for France.

⁴⁴⁴ Philip Morris Europe, “Quarterly Report,” Sept. 1987 (est.), Bates 2001216133-6263.

⁴⁴⁵ N. R. L. Brown, “New Virginia Brand Projects,” July 13, 1972, Bates 301003471-3479.

⁴⁴⁶ “Korea Product Development Plans,” Sept. 1993, Bates 2057095264-5322 at 5291.

Project Marlboro Lights: Philip Morris Europe effort from 1978 involving the production by FTR of a Finnish type MLL.

Project Marlboro QDA Panel: RJR FFNM effort from 1983-1984 to establish a QDA panel comprised solely of 18-34 year old Marlboro KS smokers for evaluation of R&D product modification to WINSTON KS and CAMEL KS cigarettes.⁴⁴⁷

Project Marlene II: Philip Morris Europe effort from the mid 1970s to market a “mild” cigarette to “very health oriented smokers” in Germany. Linked to Projects *Klaus* and *Sylvia III*. Cigarettes were to be marketed to “addicted” smokers who were “clearly less able to give up smoking than the average smoker.” Marlene II cigarettes were also advertised as “untreated,” with Philip Morris recognizing that “untreated” was “strongly associated with ‘healthy’.”⁴⁴⁸

Project Marque: ???

Project Mars: Brown & Williamson International collaboration with Guatemala’s Tabacalera Nacional from 1980-81 to make a Kent 80 mm cigarette in a crush-proof box for Guatemala.

Project Mars: Philip Morris Australia effort from 1984 to ???

Project Mars: Philip Morris Europe (Neuchatel) effort from 1986 to make a cigarette with 40% reduced sidestream smoke by adding magnesium oxide and citrate to the paper.

Project Mars: Reynolds effort from 2003 to make an edible tobacco tablet that would deliver “tobacco satisfaction for smokers in situations when they cannot or choose not to smoke.” Product would be “small, mint-like, odorless,” and low in tobacco-specific nitrosamines (TSNAs); a “discreet way to satisfy a craving for a cigarette without signaling to others that you’re a smoker.” “Human epidemiological study of use and pancreatic cancer” was recommended as one of a series of “post marketing studies.”⁴⁴⁹

Project Marx: Brown & Williamson effort from 1982 to produce “creative changes”; no further info.

Project Mary: BAT investment planned to be sold for 255,000 British pounds in

⁴⁴⁷ Reynolds, “Full Flavor Non-Menthol Matrix Program,” Bates 505509056/9072.

⁴⁴⁸ Bates 2501204384-4385.

⁴⁴⁹ R. J. Reynolds, “Project Mars. Hard Tobacco,” 2003, Bates 532800973-1084.

- 1985.
- Project Mary:* Philip Morris Europe (Neuchatel) effort from 1978-87 to develop a Maryland-type air-cured cigarette for Germany. Later included an effort to identify the cause of a taste improvement in Maryland cut filler during storage. and to determine whether spraying with *Bacillus subtilis* would improve flavor.⁴⁵⁰
- Project Maryland:* Philip Morris Europe effort from 1978-84 to standardize a filler for Brunette family for the Swiss market. Versions I and II. Linked to Project *Carolina*. A diluted cigarette.
- Project Mas:* Philip Morris U.S.A. effort from 1987 to develop for Spain a slim (23 mm circumference) cigarette delivering 10 mg tar.
- Project Maserati:* Philip Morris Europe effort from 1978 to produce a low-cost “25” cigarette for Germany. Renamed Project *Helga* in 1978.
- Project MASO:* BAT’s “Method of Assessing Smoking Quality” 1999 (5???)
- Project Match:* Brown & Williamson effort from 1997 to develop “enhanced media targeting.”
- Project Matinee:* Imperial Tobacco effort from 1967 to perform leaf and smoke analyses on 2-stage grad substitutions.
- Project Matra :* Philip Morris Europe (Neuchatel) development of an L&M Light for France.
- Project Maurice:* Philip Morris Europe (Neuchatel) effort from 1988 to develop a Marlboro Lights menthol KS tax class II for Norway and Sweden (had to be above 850 mg total weight).
- Project Maverick:* BAT Canada 1990 project to ???
- Project Mavis:* BAT effort from 1996 to approve re-payment of BATCo’s preference stocks.
- Project Maxime:* Philip Morris Europe (Neuchatel) effort from 1989 to develop a long size cigarette “with a creamy taste” for Swedish market.⁴⁵¹
- Project Mayfly:* 1981. Social acceptability ???
- Project Mazda:* Philip Morris Europe plan to improve taste and impact of the Philip Morris Ultra⁴⁵² for Italy.

⁴⁵⁰ L. A. Beguelin and M. I. Hofer, “Mary,” March, 1987, Bates 2001215816-5818.

⁴⁵¹ Philip Morris Europe (Neuchatel), “Quarterly Report, April – June 1989,” 1989, Bates 2021607748-7894.

⁴⁵² Philip Morris Europe, “Quarterly Report,” Sept. 1987 (est.), Bates 2001216133-6263.

- Project MB:* Reynolds effort from 1982 to develop a cigarette “at parity or better with Marlboro CPB among NMFF male box smokers aged 18-34”⁴⁵³
- Project MB-5001: Liggett and Myers*
- Project McCormick:* Brown & Williamson effort from 1982 to produce a cigarette with a new/different flavor. ???
- Project MCT-N-68 & N-69:* American Tobacco Co. effort from 1969 involving lab and pilot preparation of a cigarette filter sheet containing mentholated carbon⁴⁵⁴
- Project MD:* Reynolds new product development effort from early 1980s, million spent on advertising in 1982.
- Project MDP 64:* BAT effort from 1986 to ???
- Project MDP 76:* (“*Venezuelan Business Project*”): BAT effort from 1986
- Project MDP 77:* BAT 1986 Venezuela ???
- Project MDP 78:* *Venezuela Project:* BAT 1986
- Project MDP 85:* BAT 1993 Guatemala
- Project ME:* (“*Most Expensive*”) RJ Reynolds product test from 1980s ???
- Project Meadowsweet:* BAT effort from 1972 to produce a State Express Filter De Luxe to counter Dunhill International in markets where 555 Filter Kings were strongly established.⁴⁵⁵
- Project Mean:* Brown and Williamson plan from 1997 to position GPC Mediums as intermediate between Full Flavor and Lights.
- Project Medallion:* Imperial Tobacco (Montreal) effort from 1985 to develop a new cigarette using DIET technology and WTS.
- Project Medine:* Philip Morris Europe effort from early 1990s to develop a Virginia type, Bond Street KS ventilated cigarette for the Gulf region (same blend as *Project Agades*).⁴⁵⁶
- Project Melissa:* BAT/BW effort from 1979 to develop a “specialist smoking and

⁴⁵³ R.J. Reynolds, “Project MB,” 1982, Bates 504404150.

⁴⁵⁴ J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

⁴⁵⁵ N. R. L. Brown, “New Virginia Brand Projects,” July 13, 1972, Bates 301003471-3479.

⁴⁵⁶ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), “Cigarette Development EEMA” (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

- health House” within rubrics of Projects *Vigor* and *Pointer*.⁴⁵⁷
- Project Mellow:* Philip Morris effort from late 1980s to create a distinctively flavored cigarette to compete with Blend in Sweden; name could be “Mellow” or “Cream” or “Vitality.”
- Project Mellow:* Brown and Williamson effort from 1990s to differentiate “milds” as intermediate between “regulars” and “lights.”
- Project Memo:* ???
- Project Memphis:* BAT effort from 1998 to market a new cigarette, ex Beyreuth, in East Germany ???
- Project Menthol* – Philip Morris effort from 1982 adding 8-15% dilution to Marlboro brands in Chile to bring them more in line analytically and subjectively with the U.S. produced Marlboro.
- Project Menthol Bridge:* Brown and Williamson campaign from 1988 to foster “menthol segment growth” especially among “younger adult starters” by using “products with very low menthol loadings.”⁴⁵⁸
- Project Merit/Galaxy:* Philip Morris effort from 1988 to create an 85 mm Merit for Japan.⁴⁵⁹
- Project Meso:* BAT Southampton effort from 1999 to develop a “coaxial” cigarette for Europe. Arno Weiss involved.
- Project MET:* ???
- Project Meuse:* Philip Morris Europe (Neuchatel) effort from 1988 to produce a low-sidestream “vitality” cigarette. ???
- Project MFSBC:* Philip Morris Europe (Neuchatel) product.
- Project MG:* Reynolds new product on which \$3 million spent by 1985.⁴⁶⁰
- Project Miami:* Philip Morris Europe effort from 1980 to test a flavored cigarette on Swiss market; developed parallel with Project *Barbara*.
- Project Mica:* BAT effort from ???

⁴⁵⁷ Brown and Williamson, “Marketing Policy Committee,” March 1979, Bates 464519228-9324.

⁴⁵⁸ Brown and Williamson, “Project Menthol Bridge,” Nov. 14, 1988, Bates 621708321-8329.

⁴⁵⁹ J. L. Spruill, “Marlboro Standardization and International Support,” Feb. 1988, Bates 2022162281-2283.

⁴⁶⁰ “Exhibit 9: Marketing Development Expense: Test Market and National Introduction, 1985 Operating Plan,” 1985, Bates 504252754-2754.

- Project Mica Paper:* 1985 effort by RJR to use mica paper to change the heat transfer from “fuel source to by-puff deliveries.” Mica paper was not commercially available, so aluminum foil and other materials explored.
- Project Michel:* Philip Morris Europe (Neuchatel) effort from 1987 to ???
- Project Midas:* BAT code name for a series of consumer product trials in Nigeria 1992-1993. Talk of “Midas flavour.” Had problems with salivation.⁴⁶¹ Versions I and II existed.
- Project Midnight:* Rothmans 1997 test in Bombay, 900 male smokers
- Project Midway:* Imperial Tobacco (London) effort from 1971 to ???
- Project Midway:* Brown and Williamson series of measurements from 1990 of impact, irritation, amplitude, and acceptability of certain kinds of cigarette smoke against well-defined controls.
- Project Mild:* RJR-Macdonald Inc. (Canada) effort from 1980 to develop Export “A” cigarettes with “the highest degree of smoking satisfaction” as “the optimum next down for former and potential switchers.” Market targets included “young starter smokers” who were “less health-concerned,” especially young males aspiring to be “masculine, rugged, self-determined and independent.”⁴⁶² Product was to be situated between an Export “A” Medium at 15 mg tar, and a “Lights version of this cigarette at 10 mg.
- Project Milds:* Philip Morris Europe effort from 1980-81 to develop a highly aromatic low irritation “low impact/high taste” “Merit Companion” cigarette.
- Project Milk:* PM effort (INBIFO) from late 1990s, with goal of ??? Personnel included Birgit Gerstenberg (smoke chemistry), Detlef Veltel (cytotoxicity), and Patrick Vanscheeuwijck (inhalation). linked to Project Juice.
- Project Milla:* Philip Morris Europe effort from 1979 to produce a cigarette of increased filter length. Linked to Projects *Champion* and *Arlette*.
- Project Millet:* Philip Morris Europe (Neuchatel) effort from 1987 “to increase

⁴⁶¹ R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

⁴⁶² RJR-174, reproduced in *Le Procureur Général du Canada c. RJR-MacDonald Inc.*, July 26, 1991, Bates 800562042-3422.

- the capacity of the miniprimary and improve the quality of the cut filler.”⁴⁶³
- Project Millwall:* BAT effort from 1972 to produce a new design for 555 Filter Kings to “widen its appeal to younger consumers”; marketing tests conducted in Ghana, Bahrain, South Africa, Hong Kong, Malaysia, Singapore, the Gulf region, and elsewhere.⁴⁶⁴
- Project Milly:* BAT effort from circa 1997 to create a pack design and consumer research for State Express 555.
- Project Minerva:* Imperial Tobacco effort from 1967 to conduct consumer tests on certain experimental cigarettes. Linked to Project *Meld*. ??? search
- Project Mini:* BAT effort from ???
- Project Miniature:* BATCO effort from mid 1980s, linked to Project *Missile*.
- Project Miniprimary:* Philip Morris Europe (Neuchatel) effort from 1988-92 to increase the capacity of the Miniprimary and to improve quality of the cut while maintaining subjective smoke qualities. D. Borgognon responsible.
- Project Mint:* Brown & Williamson effort from 1987
- Project Mint:* Philip Morris Europe (Neuchatel) effort from 1984-87 to improve on the company’s menthol cigarettes for Europe.
- Project Minty Menthol:* Philip Morris effort from 1993 to ⁴⁶⁵
- Project Mireille:* Philip Morris Europe (Neuchatel) effort from 1992 to develop a King Size F6 for Germany. Linked to Project *Hilde*.
- Project Missile:* BAT effort from late 1980s to develop “an ultra-slim product for the Middle East market.”⁴⁶⁶ Westminster brand.
- Project Mississippi:* Philip Morris Europe (Neuchatel) effort from 1988 to produce a (missisipi) ???

⁴⁶³ Philip Morris Europe (Neuchatel), “Quarterly Report,” Oct.-Dec. 1987, Bates 2021606791-7000.

⁴⁶⁴ N. R. L. Brown, “New Virginia Brand Projects,” July 13, 1972, Bates 301003471-3479.

⁴⁶⁵ Philip Morris, “Marketplace Driven Product Development,” Dec. 1993, Bates 2021322578-2643.

⁴⁶⁶ BAT (UK&E), “Work Area 802: Applied Research and Development,” n.d. (circa 1987), Bates 400004379-4425.

- Projekt MIX:* Philip Morris INBIFO project from 1998 to 1999 to determine “the influence of 3 ingredient mixtures added separately to the filler of the test cigarettes on the in vitro mutagenicity of the mainstream smoke condensate (MSC)” Included analyses of cadmium, lead, arsenic, and forty-odd other compounds. Linked to *Project Cut Width*. 2501950719/0734 Part of an effort to produce a low-mutagenicity cigarette.
- Project ML:* American Tobacco effort from 1972 to
- Project ML-N:* American Tobacco effort from, 1971 to determine moisture and carbon levels in tobacco papers (?) supplied by Ecusta.
- Project MM:* Reynolds effort from mid-1990s involving all natural (no KABAT pesticide added) tobacco.
- Project MNF:* Reynolds effort from 1991 to ???
- Project Mo:* RJR effort from 1985 to challenge Lorillard’s Newport as “the most relevant menthol brand for younger adult smokers.”⁴⁶⁷
- Project Moderation:* Liggett & Myers effort from 1967 to ???
- Project Modigliani:* Philip Morris Europe (Neuchatel) effort from 1990 to evaluate “the Comas stem puffing process to determine the effects on final stem quality parameters”⁴⁶⁸ A. Frattolillo responsible.
- Project Mollie:* Imperial Tobacco Ltd. effort from 1973 to develop “a new Colt type Cigarillo” from “a mild leaf recipe, flavoured filler, flavoured and vented tip.” Twenty different flavorings were explored for incorporation into the plastic cigar mouthpiece.⁴⁶⁹
- Project Molly:* RJR Nabisco reorganization plan from 1995.
- Project Monarch:* PM 2000. ???
- Project Monet:* Philip Morris Europe (Neuchatel) effort from 1987 to increase the capacity of its Expanded Tobacco (ET) plant in PMH-BOZ.
- Project Money/Power/Sex:* Philip Morris projects from 1988 to develop cigarettes for Europe, having as their brand names “Vuitton,” “Force” and “Straps.” Vuitton was to be a luxury product; Force and Straps

⁴⁶⁷ “V. Status Review of Current Projects” (Reynolds), Dec. 21, 1984, Bates 504649258-9279.

⁴⁶⁸ Philip Morris Europe (Neuchatel), “Quarterly Report,” Sept. 1990, Bates 2028634304-4426.

⁴⁶⁹ Imperial Tobacco Products Ltd., Product and Process Development Montreal, “Semi-Annual Report, July – Dec. 1973,” March 13, 1974, Bates 650373246-3354.

“were only image driven and were dropped.”⁴⁷⁰

- Project Mongoose:* BAT (UK&E) product development from 1992 involving the use of an alternative side-seam adhesive for 555 FKS⁴⁷¹
- Project Monique:* Philip Morris Europe effort from 1976-80 to assemble a reconstituted tobacco line.⁴⁷² complete ref. ???
- Project Montana:* Brown and Williamson effort from 1986 to target “downscale male smokers 21-25,” providing them with “ego enhancement and peer group security” along with “a means to communicate the inner strength/importance/maturity/capacity which he and his peers believe they possess or want to project.”⁴⁷³
- Project Moog:* Philip Morris effort from 1988 to develop the expertise to produce cigarettes subjectively equivalent to those of competitors’ brands (Salem, Newport and Kool, for example).⁴⁷⁴
- Project Moon:* Philip Morris Europe (Neuchatel) effort from 1987-93 to compare the pesticide residues (esp. maleic hydrazide but also DDT, etc.) in various cigarettes used in Europe.⁴⁷⁵ Ten samples residues found to exceed the maximum recommended value of 80 ppm for MH-30. Linked to Projects *Saturn* and *Culture*.
- Project Moose:* BATCO effort from 1995 to screen 7 potential flavors for Virginia DEER; also involved identifying coumarin residues.⁴⁷⁶
- Project Moose:* Philip Morris Germany effort from (date) to develop methods for detecting pesticides residues for PM Germany
- Project Mope:* BAT effort from 1993 to improve smoking mechanics of key

⁴⁷⁰ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

⁴⁷¹ “Minutes of the P.M.D. Optimisation Group Meeting Held on Tuesday, 9th June, 1992,” June 11, 1992, Bates 303540490-303540671.

⁴⁷² P. Karle to H. Friedrich, “Project Monique,” May 19, 1980, Bates

⁴⁷³ Brown and Williamson, “Project Montana,” Feb. 4, 1986, Bates 300204990A-4993.

⁴⁷⁴ 2022162279.

⁴⁷⁵ Philip Morris Europe, “January – March 1991, Strictly Confidential” (Quarterly Report), 1991, Bates 2028634034-4175.

⁴⁷⁶ BATCO, “Environmental Issues Related to Product and Process: Work Area 94.09,” Jan.-June 1994, Bates 503053743-3874, p. 24.

- products for Middle Eastern markets.⁴⁷⁷
- Project Mortar:* Philip Morris International effort from early 1990s for Australia
???
- Project Moselle:* Philip Morris Europe (Neuchatel) effort from 1988 to produce a
1-3 mg menthol cigarette using Project *Volga* or *Amour*
technology.
- Project Moses:* Philip Morris Europe (Neuchatel) effort from 1984 to develop a
menthol line extension of its newly launched Stanton brand.
- Project Mount:* Philip Morris effort from 1987 to develop a cigarette for Japan
that could compete with Mild 7 Lights, using the slogan “a good
flavor product with only half of the tar level of Mild 7.”⁴⁷⁸
- Project Mountbaten:* BAT (UK&E) offer from 1994 of loyalty-based accelerator
product with “Made in USA” image for KSA/KUWAIT/UAE.⁴⁷⁹
- Project Mozart:* BAT plan to develop a cigarette to be made by Corby; completed
June 1989.⁴⁸⁰
- Project MP:* Reynolds effort to produce an alternative to Marlboro targeting
“younger adult smokers” with “off-beat image” à la Moosehead
Beer. \$18 million spent on pre-market and market research by
1985.⁴⁸¹
- Project MP:* Brown and Williamson effort from 1997 to improve Pall Mall’s
filter.
- Project MRT:* Reynolds effort from 1986 to product Vantage 85s with pack and
carton inserts.
- Project MS:* Tax stamping machinery. Cite as: I Mms; Unk. “Project
Planning Priorities Objectives,” Apr 15, 1983, Bates

⁴⁷⁷ R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

⁴⁷⁸ P. Wang to J. O. Gibson, Feb. 11, 1987, Bates 2044441911-1913.

⁴⁷⁹ Dean Sims, BAT (UK and Export, Ltd.), “Brand Planning,” Oct. 2, 1994, Bates 500253133-3176.

⁴⁸⁰ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

⁴⁸¹ “Exhibit 9: Marketing Development Expense: Test Market and National Introduction, 1985 Operating Plan,” 1985, Bates 504252754-2754.

- 500908854-8881.
- Project MTG:* American Tobacco effort from 1990. for Lucky Strike Lights to have appearance of Cambridge Lights.
- Project Mudda – White Board:* BAT effort from ???
- Project Mug:* Philip Morris effort from the 1990s involving the company’s sponsorship of Australia One (American Cup racing).
- Project Munari:* Philip Morris Europe (Neuchatel) effort from 1991-92 to develop a Merit Ultra Slim for Italy.⁴⁸²
- Project Muriel:* Philip Morris plan from 1984 to standardize Marlboro 100s sold internationally to be more like those in the U.S., by lowering ventilation and increasing filter RTD.
- Project MX:* Reynolds product test from 1980s
- Project Mystere:* Philip Morris Europe effort from 1978 to develop a new cigarette (Aka *Project White Filter*). Project dropped. ???
- Project NA:* Reynolds effort from 1983 to develop a “product-driven brand offering fewer cigarette additives.”⁴⁸³
- Project N.A.B. – T.N.T.:* Philip Morris effort from 1988 to produce an ultra LTR enhancement for Eastern Europe, Middle East and African markets. “Satisfaction without tar.”
- Project Nader:* BAT research effort from 1978 to reduce oxides of nitrogen in cigarette smoke. Work done in Switzerland, Germany and U.K.
- Project Nagy:* Philip Morris support for the research of Prof. Vincze at (where???) on DNA adducts; part of the company’s 1991 effort to develop expert witnesses for use in litigation.
- Project Nail:* ???
- Project NAOMI:* BAT effort from 1998 ???
- Project Nariners:* Brown and Williamson study from the early 1980s of how social pressure, along with pricing and conceptions of smoking and health, influence quitting and switching patterns in the U.K. Part of an effort to develop “a predictive model of switching behaviour.”⁴⁸⁴

⁴⁸² Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 81.

⁴⁸³ Reynolds, “Project DB,” 1983, Bates 502787948-7968 at 7959.

⁴⁸⁴ R. P. Ferris (Brown & Williamson), “R & D/Marketing Methods: New Marketing Research/Survey Techniques,” in *Proceedings of the Smoking Behavior – Marketing Conference*,

- Project Nasa:* Philip Morris Europe (Neuchatel) test from 1987 of the taste and impact of different Virginia blends in a 100mm cigarette construction. Blind tested against *Berkeley* cigarettes for the UK
- Project Nasa:* BAT (UK&E) effort to launch Lucky Strike as a “strategic brand” targeting HORECA in Middle East.⁴⁸⁵
- Project Nash:* Philip Morris Europe effort from 1993 to implement “Good Manufacturing Practices” (GMP) and “Tobacco Processing Specifications” (TPS) from PME primary operations.
- Project Nashville:* Philip Morris Europe plan to develop “a BRD using less than 50 % Maryland tobacco.” 14 mg tar, 0.9 mg nicotine.⁴⁸⁶
- Project National Cancer Institute:* ???
- Project NATO:* Close to Greendot, prototypes for particular type of cigarette.
- Project NATO II:* ???
- Project NATO III:* ???
- Project NATO IV:* ???
- Project Natural:* Philip Morris effort from 1987-88 to develop “an 85 mm full-flavored prototype” that would be a “No-additive blend” product.⁴⁸⁷ Idea was a cigarette “keyed to consumers’ concern for the environment.” Over-packaging was to be avoided; the goal was to demonstrate “corporate responsibility” via a “nature friendly” concepts attached to product, pack and image. Cigarette would be made from beige unbleached paper with more natural looking tipping, foil would be replaced with polywrap bundle; there would be no inner frame, and the pack would be made from recycled board “in earth tones.” Proposed brand names: Maya, Mondo.⁴⁸⁸

July 9th-12th, 1984, Session II, pp. 32-34, Bates 650377433-7651 at 7509-11.

⁴⁸⁵ Dean Sims, BAT (UK and Export, Ltd.), “Brand Planning,” Oct. 2, 1994, Bates 500253133-3176

⁴⁸⁶ Philip Morris Europe. “Quarterly Report,” Sept. 1987 (est.), Bates 2001216133-6263.

⁴⁸⁷ J. L. Spruill, “Marlboro Standardization and International Support,” Feb. 1988, Bates 2022162281-2283.

⁴⁸⁸ Philip Morris, “Minutes from Tuesday: ‘New Products’,” June 19, 1990, Bates 2043937186-7193, p. 7

Project Natural Concept Products ???

Project Navigation : ???

Project Navigator: BAT effort from 1997-99 (following *Project Battalion*) to consolidate and relocate its headquarters from Woking (SW of London, where Martians landed in Wells' *War of the Worlds*) to Globe House.

Project NC : Reynolds product test from 1981.

Project Nectar: Philip Morris's reaction to RJR's Horizon, "the first cigarette that smells good." Marketed first in Atlanta in 1990. Related to a project or brand *Chelsae*. Philip Morris responded with a vanilla-flavored product that could be introduced mainstream for "socially-conscious adult smokers who are concerned about the aroma of their ambient smoke" and want "all the pleasure of smoking without leaving an unpleasant aroma."⁴⁸⁹

Project Neptune: Philip Morris Europe (Neuchatel) effort from 1987-91 to measure gas-phase hydrocarbons in sidestream smoke of prototype and/or commercial cigarettes.⁴⁹⁰ Linked to Projects *Wrench*, *Escaut* and *Art*.

Project Nero: BAT effort from 1993 to make a low sidestream version of an ultra light (2 mg) for the Swiss market that would have mainstream sensory characteristics acceptable to parent product smokers.⁴⁹¹

Project Nevis: BAT effort from early 1980s involving development of new Virginia blends for creating new "international" tastes.

Project New Generation: Philip Morris effort from 1988 to develop a "Philip Morris Filter Kings" cigarette for Europe with an oval pack. Consumer tests found that cigarettes fell out of opened soft pack.⁴⁹²

Project Newcastle: Philip Morris Europe effort from 1978 to develop a cigarette for Nigeria. Used triple filter of the FLINT type. ???

⁴⁸⁹ "Project Nectar Advertising Brief," Sept. 6, 1990. filed.

⁴⁹⁰ Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

⁴⁹¹ R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

⁴⁹² Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

- Project Newcig:* BAT Southampton effort from the mid 1960s to ???
- Project Newton:* Philip Morris support for research at Holland's TNO (in Delft) on air flow dynamics (included mock up of an aircraft model). Part of the company's 1991 effort to develop expert witnesses for use in litigation.
- Project Next:* denicotinized cigarette with no nitrosamines. (make sure)
- Project Next Generation Products (NGP):*
- Project NG:* Reynolds product test from 1980s
- Project Nick-Nick:* BAT effort from 1985 to measure the waste of certain blends, and to investigate "the effect of nicotine on sidestream irritation using reconstituted sheet containing known nicotine levels."⁴⁹³
- Project Nicotine:* way of getting around nicotine?
- Project Nicotine RSM Project:* ???
- Project Nicotine Transfer:* BAT effort from 1990s to maximize nicotine transfer from a given blend. Goal involved "maximizing impact and minimizing irritation at a given level of blend of nicotine." Project was to have encompassed lessons learned from B&W's *Project Ship*.⁴⁹⁴
- Project Nightingale:* Reynolds effort from 1975 to test Camel filters against Marlboro blend in the U.K.⁴⁹⁵
- Project Nightingale:* BAT effort from 1991 to produce alternative side-seam adhesives for SE 555 Premium Select.
- Project Nile:* BAT effort from the early 1980s to test whether DELTA techniques could be used to evaluate how smokers imagine their smoking experience. search ???
- Project Nile:* Philip Morris Europe (Neuchatel) effort from 1988-90 to evaluate the idea of making "an American blend filler by total blend expansion in an expansion tower."⁴⁹⁶ Total blend expansion technology involved using a mix of expanded Burley, Virginia and Oriental tobaccos. Spinoff from *Project Pliers*

⁴⁹³ D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

⁴⁹⁴ http://tobaccodocuments.org/mayo_clinic/17_018.html?pattern=%22Project+Nicotine+Transfer%22#images

⁴⁹⁵ David Wills to Neal C. Pitzer, Nov. 5, 1975, Bates 500818265-8268.

⁴⁹⁶ Philip Morris Europe (Neuchatel), "Quarterly Report," Sept. 1990, Bates 2028634304-4426.

- Project Nino:* Philip Morris Europe effort from 1978-80 to develop a method of removing nitrates from tobacco. Also involved measuring chloride, sulfate, phosphate, alcohols, acetone, acetoin, and total carbon in 19 Burley extracts.
- Project Nipper:* Philip Morris Europe (Neuchatel) effort from 1989 to study the influence of filter length and denier per filament on filtration efficiency.
- Project NIRA* Philip Morris Europe (Neuchatel) effort from 1988 to evaluate “Near Infrared Reflectance Analyses” as a means of measuring quantity and quality of flavors used in cigarettes
- Project NIT:* ???
- Project NITA:* Philip Morris Europe (Neuchatel) effort from 1991 to develop an F6 Lights for Germany.
- Project Nitex:* Philip Morris Europe (Neuchatel) effort from 1987 to ship gas-heated rotary dryer and Salvis oven to Bremen for OV determination.
- Project NL:* Reynolds effort from 1974 to 1976 to make a “nicoless” cigarette (=Project Nicoless)⁴⁹⁷
- Project NN:* Reynolds effort from the mid- to late-1980s to make a “no nicotine” Premier line extension cigarette. Hence the acronym (“no nicotine”). Apparently begun in the early 1970s.
- Project Nobel:* Philip Morris support for the research of Prof. Odd G. Nilsen at the University of Trondheim, Norway, exploring nicotine concentrations in hair as a marker for ETS exposure. Part of the company’s 1991 effort to develop expert witnesses for use in litigation and/or regulation.
- Project NOD:* (“Naturally Occurring Denitrification”): Philip Morris investigation from the early 1980s supervised inter alia by J. Baniasz, “using microorganisms natural to tobacco.” Probably to eliminate nitrosamines? ??? and fix in text!
- Project Nodiet:* BAT Southampton effort from 1985 to produce cigarettes for collaborative work with BAT Hamburg “to obtain filtration

⁴⁹⁷ S. Wooten, Jr. (Reynolds) to C. W. Fitzgerald, “Project NL,” Nov. 21, 1974, Bates 500254017; C. R. J. Fitzgerald (Reynolds) to R. H. Cundiff, “Product Development Request - ‘NL,’” Dec. 6, 1974, Bates 500742037; S. Alter, “Trademark searches: All-natural and nicotine free,” Nov. 11, 1987, Bates 2045407566.

- coefficients as last stage of input to new computer model.”⁴⁹⁸
- Project Nolde:* Philip Morris Europe (Neuchatel) effort from 1989-90 to standardize Burley sprays.
- Project Nora:* Philip Morris Europe effort from 1976 to produce a Marlboro that would be “the first truly male filter cigarette on the German market.”⁴⁹⁹
- Project Nora:* Philip Morris effort from 1984 to provide “the choice of a soft pack to smokers of imported brands” for Morocco.
- Project Norfolk:* PM Europe project from 1991 to standardize the blend for Champion cigarettes in Switzerland.⁵⁰⁰
- Project Northwind:* 1981 Philip Morris effort to develop “the best free-standing menthol cigarette.” Failed after test marketing in Cleveland, Houston and St. Louis. Later ridiculed!
- Project Nostalgia:* BAT product design test from 1978 to improve B&H blends for cigarettes for Malaysia, South Africa, Brazil and Canada.
- Project Nova:* Philip Morris U.S.A. effort from 1987 to develop a slim (22 mm circumference) 70 mm cigarette for Argentina. Originally to be called “Swing” but later changed to “Avanti.” Test marketed in Venezuela in 1988.⁵⁰¹
- Project Nova:* BAT Southampton effort from 1989 to develop novel ways to flavor cigarettes—by loading flavors and extract onto alpha-alumina granules in the tobacco rods, for example. Continued some of the work of Project *Airbus*.
- Project Novel Cigarette Design:* Reynolds effort from 1986 to produce high-nicotine (1.2 mg) cigarettes with colored filters that would have a 50/50 male/female appeal.⁵⁰²
- Project Noxa:* BAT Southampton effort from 1989 to use nicotine-free cigarettes to use in Project *Nova*. One goal was to explore impact

⁴⁹⁸ D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

⁴⁹⁹ Bates 2501062584-2620.

⁵⁰⁰ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), “Cigarette Development EEMA” (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

⁵⁰¹ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

⁵⁰² “Project AP” (Reynolds), 1986, Bates 505617012-7024.

- of pH on cigarette smoke.
- Project Nozon:* Philip Morris Europe effort from 1988 to produce an ultra thin cigarette with delivering 1-3mg tar.
- Project NSS:* Reynolds Advanced Technology Product effort from 1980s to (what), changed name in 1990 to Project XA.
- Project Nuance:* Imperial Tobacco (Montreal) effort from 1972 to
- Proeject Nugget:* BAT effort from 1987 to develop and launch a Kent Gold cigarette for Malaysia.
- Project Oak:* Plan to market Kents in Indonesia
- Project Oaks:* Brown and Williamson effort from 1996 to produce a “free standing Lights proposition for women.”
- Project Oasis:* Reynolds effort from the early 1990s to market to "SALEM vulnerable smoker” aged 35 and older.
- Project Oasis:* American Tobacco Co. effort from (when) to (what)
- Project Oasis:* BAT effort from 1994 to ????
- Project Obstem:* BAT effort to identify “the disadvantages (if any) of high levels of stem in lamina, also any compensation advantages which may arise from larger particle size.”⁵⁰³
- Project Odor/Aroma:* 1988 PM study of sidestream, ashtray odors for smokers
- Project Oldie:* BATCo effort from 1994 to develop a simple chemical index for use in leaf laboratories to measure maturity of cured tobacco. Tested on Zimbabwe leaves.⁵⁰⁴
- Project Olga:* Philip Morris effort from 1982 to develop a “ventilated Marlboro King Size, produced by PMG-Berlin, for the German market except West Berlin”
- Project Olga:* Philip Morris / (BAT???) effort from the late 1970s-early 1980s to develop a Pall Mall for Germany that would appeal to “young primarily male smokers.” Market studies revealed that for smokers aged 14 – 19, Camel Filter was used by 19 % and Marlboro by 25 %; the goal was to capture part of this market, defined as “younger than 29.” Cigarette was to be “robust, honest, straight” and “American in a positive sense”; marketing

⁵⁰³ D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

⁵⁰⁴ BATCO, “Environmental Issues Related to Product and Process: Work Area 94.09,” Jan.-June 1994, Bates 503053743-3874, p. 35.

- would take a “Youth Culture” approach.⁵⁰⁵ Olga did for Germany what Project *Tennis* did for the U.K.
- Project Olive II:* Philip Morris effort from 1984 to introduce a locally manufactured American blend full flavor PM brand into Tunisia. Also to develop “mainstream Japanese products at 6 mgs. and 8 mgs. tar to compete with Caster family” of cigarettes. 2022171164/1251
- Project Olivia:* Brown & Williamson effort from 1982 to produce a more “cosmetic” cigarette using new packaging and color. ???
- Project Olle:* Philip Morris Europe effort from 1978 to make a mentholated version of the Bond cigarette.
- Project Olympics:* BAT 1990s Asia.
- Project Omega:* Imperial Tobacco Co. (Montreal) effort from 1991.
- Project Omega:* Reynolds effort ??? A continuation of Project Delta.
- Project One-o-One:* Philip Morris Europe effort from 1976 to develop a cigarette with tar and nicotine levels lower than those of Reemtsma No. 1.
- Project Ontario:* Philip Morris Europe effort from 1992 to develop a range of ML Medium from 12 to 9 mg tar for various countries ex FTR.⁵⁰⁶
- Project Optima:* ???
- Project Optimised Ultra Low Tar Cigarette Design:*
- Project Optimize:* massive 1962 PM project to study deliveries of menthol and TPM as function of different levels of carbon in the filter plug.⁵⁰⁷
- Project Oracle:* ???
- Project Orange:* Code-name given by Philip Morris Europe to its closing of one of its factories in Belgium.
- Project Orbe:* Philip Morris Europe (Neuchatel) effort from 1987 to ??? Linked to Projects *Pliers* and *Detective*.
- Project Order :* Philip Morris Europe (Neuchatel) effort from 1987-92 “to ensure that PM produced materials and products comply with the

⁵⁰⁵ Brown & Williamson, “Project Olga,” circa 1978, Bates 464520177-0188.

⁵⁰⁶ A. M. Kopp, “Cigarette Development EEMA,” Jan.–March 1992, Bates 2028633547-3554.

⁵⁰⁷ William L. Dunn, “Technical Report No. 213: The Carbon Filter Story,” Oct. 15, 1962, Bates 2024084526-4607.

- requirements of the German Food Law”⁵⁰⁸
- Project Oregano:* BAT effort from 1993 to produce duty-free B&H 100’s.
- Project Orient:* Philip Morris effort from 1983 to ???
- Project Oriental:* Philip Morris effort from 1988 to develop an oriental blend combined with expanded tobacco to compete with high priced local brands and low priced international brands in Turkey.⁵⁰⁹
- Project Original:* 1998 Rothmans test in Russia.
- Project Orion:* BAT effort from 1975 to ???
- Project Orion:* Philip Morris Europe (Neuchatel) from 1988 to investigate the influence of filler density and cigarette paper on sidestream smoke yield and composition. A project by the same name (and company) encompassed a 1990 INBIFO project to measure the cytotoxicity and mutagenicity of sidestream and whole smoke using hamsters and salmonella (the Ames test).
- Project Orville:* Imperial Tobacco (R&D Montreal) code name for its 1991 Project *T-3208*, involving humectant determinations. No further info.
- Project Orwell:* BAT effort from ??? , linked to Project *Hamlet*.
- Project Osiris:* ???
- Project Osram:* BAT effort from 1998 to B&H Lights ???
- Project Ostrich:* Philip Morris Europe (Neuchatel) effort from 1989 “to replace AV002 blend by HU003 blend in the DYF04 (Darcy Rouge Filter) made in Jubilee.”⁵¹⁰
- Project Other Noxae:* ???
- Project Otter:* Imperial Tobacco (Montreal) effort from 1985 to explore “taste enhancement” in low tar products,” including cigarettes made from a Player’s Special Blend Light recipe in a Matinee Extra Mild and Medallion format.
- Project Ouzo:* Philip Morris Europe effort from 1991 to develop a low-cost non-ventilated cigarette without casing or flavor for the USSR,

⁵⁰⁸ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 34.

⁵⁰⁹ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

⁵¹⁰ Philip Morris Europe (Neuchatel), “Quarterly Report, April – June 1989,” 1989, Bates 2021607748-7894, p. 81.

- “sourced from Brazil.”⁵¹¹
- Project Oxnard:* Philip Morris Europe effort from 1992 to reduce the tar of Bond Mild from 11 to 9 mg for Sweden.⁵¹²
- Project Oxus:* BAT effort from 1993 to produce cut tobacco blends from Germany
- Project Oxygen:* Brown and Williamson effort from 1996 to conduct consumer tests of three Lucky Strike Lights blends (Amelia, WWB “B” and German Blend) in Europe.⁵¹³
- Project P1:* Project to be undertaken by researchers from the German tobacco industry “based on the faulty premise” (according to an RJR review from 1975) “that there are compounds in smoke that are disease producing in humans.” The goal was the development of a “safe” cigarette, an idea opposed by Reynolds given that it was “based on an unfounded assumption, to wit, current cigarettes are unsafe.” Reynolds position had “always been, and still is, that cigarettes have not been scientifically established as disease producing in human smokers.”⁵¹⁴
- Project P2:* Research project undertaken by German tobacco industry constituting a chemical analysis of smoke with emphasis upon identifying PAH fractions. Opposed by the Reynolds company for the same reason it opposed Project *P1* (see above).
- Project P3:* Research effort undertaken in Germany and criticized by Reynolds on grounds it was similar to another conducted by Battelle Northwest in Richland, Oregon. Reynolds raised similar objections to Projects *P4*, *P5*, *P6*, and *P7*, and Projects *MI*

⁵¹¹ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), “Cigarette Development EEMA” (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

⁵¹² A. M. Kopp, “Cigarette Development EEMA,” Jan.–March 1992, Bates 2028633547-3554.

⁵¹³ J. Winebrenner (Brown & Williamson), “Meeting Report: USIB Product Development Committee – Meeting Minutes,” Aug. 19, 1996, Bates 581391456-1459.

⁵¹⁴ F. G. Colby (Reynolds), “We have reviewed the research projects under consideration by the German tobacco industry and would like to offer the following comments and recommendations,” 1975, Bates 500924982-5003.

- through *M7*.⁵¹⁵
- Project PA:* Reynolds effort from mid 1980s to make a “pleasant aroma” cigarette (hence the acronym).
- Project Pack:* Philip Morris Europe (Neuchatel) effort from 1987-92 to examine the extent to which residual solvents in gravure-printed packaging materials may adversely impact cigarette taste.
- Project Pack code #9570:* ??? a low sidestream model cigarette
- Project Pack Rat:* BAT effort from the 1990s to standardize its king size hinged lid products.
- Project Pact:* Philip Morris effort from 1991 to develop technology “that will permit smokers and non-smokers to inhabit smoking areas without irritation to either.”⁵¹⁶
- Project PAF:* ???
- Project Page:* Philip Morris effort from 1988 to develop full-flavor and Light versions of an American blend cigarette for export to Taiwan.
- Project Palm:* Philip Morris effort from 1982 to make a Marlboro cigarette in (and for?) Algeria. ???
- Project Pampa:* ???
- Project Pandora:* Brown and Williamson effort from late 1980s to develop a cigarette appealing to women “who embody a fully rounded, contemporary femininity” by adding “Duolite” and other flavor enhancers.⁵¹⁷
- Project Panther:* BAT effort from 1996-98 to develop carbon filter cigarettes for the company’s Taiwan and Korean markets. Karen Brotzge was project manager.
- Project Papin:* Philip Morris Europe (Neuchatel) effort from 1988-90 to investigate the influence of cigarette papers on smoke deliveries.
- Project Papyrus:* BAT effort from 1993 to test blends for use in Middle East markets.
- Project Para:* ???
- Project Paracelsus:* Philip Morris funding of Prof. Berthold Schneider at the University of Hannover to conduct industry-friendly research in

⁵¹⁵ F. G. Colby (Reynolds), “We have reviewed,” 1975, Bates 500924982-5003.

⁵¹⁶ “Philip Morris USA R&D Strategic Plan, 1991-1995,” 1991, Bates 2021391582-2070, p. 71.

⁵¹⁷ Brown and Williamson, “Project Pandora,” circa 1987, Bates 627000354-0357.

- the areas of biometry, statistics, and “competing risk factors” (1991). Aka Project *Paracelsius*, *Paracelcius*.
- Project Paradox:* Philip Morris effort from 1987-89 to produce a half filter, half rod product with a concentric filter—a “High Taste System” to be launched in Norway under the brand-name “Mega.” Made using the company’s new gravity feed dispenser carton. Later introduced with the brand-name “Balance” as a Muratti line extension.
- Project Paradoxe:* Spun off from Project *Pliers*, Paradoxe was a Philip Morris Europe (Neuchatel) effort to create a “fifty-fifty cigarette” by attaching a 38 mm filter (42 mm tipping) to a 42 mm visible tobacco rod. So the filter was half the cigarette.
- Project Parameter:* PM’s effort from 2001 to use the Ames test as a measure of cytotoxicity
- Project Paris Prospective Study:*
- Project Park:* Imperial Tobacco Co. (Montreal) effort from 1989 to evaluate the potential of a high velocity drying (HVD) treated blend for the U.K.
- Project Parkinson:* ???
- Project Parma:* Imperial Tobacco effort from 1967 to conduct certain chemical analyses ???
- Project Parrot:* Philip Morris Europe (Neuchatel) effort from 1987 to prepare a blind product test to compare MLF-PE, Camel LS and Galoises Blondes. For the Belgian market.
- Project Parsley:* Philip Morris effort from 1983 to make a king-size 84 mm ???
- Project Parsnip:* ???
- Project Partridge:* Philip Morris Europe (Neuchatel) effort from 1991 to increase the filter length on Runner Filter, Runner Menthol and Armada Drake for Holland and Belgium.
- Project Pascal:* Philip Morris support for the research of Profs. Lee and Gardiner of (where???) on “avian contacts.” Part of the company’s 1991 effort to develop expert witnesses for use in litigation.
- Project “Paul”* Effort supposedly by Burke company to distribute “cigarettes free to young people.”⁵¹⁸
- Project Paul:* Philip Morris effort from 1991 to conduct a blind test of

⁵¹⁸ Päivi Hansson (Burke, Sweden) to Aurèle Bachmann, Philip Morris (Lausanne), Feb. 27, 1991, Bates 2501040003.

- Marlboro Red Long vs. Marlboro Pan-European Red Long in Sweden.⁵¹⁹
- Project Pavlov:* Philip Morris support for the research of Prof. Perry of (where???) on indoor and outdoor air pollution. Part of the company's 1991-92 effort to develop expert witnesses for use in ETS litigation and/or regulation.
- Project PB:* Reynolds effort from 1981-82 to produce a "prestige" cigarette for upscale users; concept developed for the company by Brooke Rice McClure Research, Inc.⁵²⁰
- Product PDB:* BAT effort from 1991 to ???
- Project PDL:* American Tobacco effort from 1990 to with reduced sidestream smoke.
- Project Peanuts:* ???
- Project Pearl:* mid 1980s Imperial Tobacco effort to forestall decline of smoking. Part of Project *Viking*.
- Project Pedro:* BAT (UK&E) effort from 1992 to develop an L&B "tactical brand" (KS/100) for Levant, produced in Chile, shipped to Cyprus.
- Project Pegasus:* Brown and Williamson effort from (date??) to develop and test market a product addressing smoking restrictions—eg., small, low SS smoke papers that would include features such as "good taste" and "satisfaction" but also "reduced social concern"⁵²¹
- Project Penny:* Philip Morris Europe (Neuchatel) effort from 1988 to develop an American Blend cigarette with 50 % Swiss tobacco.
- Project Penzance:* BAT effort from 1972 to ??? Discontinued in 1973.
- Project Perch:* Philip Morris Europe (Neuchatel) effort from 1978-79 to produce an Armada Lights with 5 mg tar and .5 mg nicotine for Belgium.
- Project Persepolis:* Philip Morris Europe effort from 1979 to create a cigarette for Iran. Project terminated that year. 18-20 mg tar, 1.3 mg nicotine. ???
- Project Perspex:* 1989 BAT plan to introduce a modified blend for B&H into

⁵¹⁹ Research Dept. (Philip Morris), "Product Developments," 1991, Bates 2505609504-9514.

⁵²⁰ Brooke Rice McClure Research, Inc., "Project PB-Prestige Concept/Positioning/Product Evaluation and Optimization," Jan. 1982, Bates 508888462-8601.

⁵²¹ "Project Pegasus," 621709580.

- France
- Project Pertti:* Philip Morris Europe effort from 1991 to develop an L&M Ultra for Finland.⁵²²
- Project Pesticides:* Philip Morris Europe (Neuchatel) effort from 1988 to develop an analytical service for the analysis of pesticides in tobacco. J. Haib responsible.
- Project Peter Pan:* Philip Morris effort from 1979-80 to develop L&M, Lark, and Chesterfield cigarettes for the European market using micro-laser tipping papers from Malaucene and new flavors from Richmond. 12 % dilution.
- Project Petra:* Philip Morris Europe (Neuchatel) effort from 1984 to improve the taste of its L&M 100s brand sold in Germany.
- Project PF:* Reynolds effort from 1984 to “Prestige brand family ???”⁵²³
- Project Pheasant:* Brown and Williamson effort from 1985 to develop a 97 mm cigarette (Project N. 278).
- Project Pheasant:* Philip Morris Europe (Neuchatel) effort from 1989 “to replace HU002 blend by HU003 blend in the HUK02 (Hunter King Size) made in Jubilee.”⁵²⁴
- Project Philip:* Philip Morris Europe effort from 1978 to develop a (diluted) Bond Street International cigarette for Germany. Linked to Project *Country*.
- Project Phobos:* Philip Morris project begun in October of 1986 to evaluate the various methods used for formaldehyde analysis in mainstream and sidestream smoke.⁵²⁵
- Project Phoebus:* Philip Morris Europe (Neuchatel) effort from late 1980s-early 1990s to find a substance that could block “the microbiological

⁵²² A. M. Kopp (Philip Morris Europe, R&D Neuchatel), “Cigarette Development EEMA” (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

⁵²³ R. J. Reynolds Tobacco Co., “Strategy Development Worksheet,” April 1, 1984, Bates 502114589-4598.

⁵²⁴ Philip Morris Europe (Neuchatel), “Quarterly Report, April – June 1989,” 1989, Bates 2021607748-7894.

⁵²⁵ W. Fink, “Information to be Obtained at Time of Project Definition Phobos,” March 6, 1987, Bates 2023015863.

- activity of tobacco microflora”⁵²⁶ P. Kälin, A. Mengoni and J. M. Renaud responsible.
- Project Phoenix:* Reynolds effort from 1974 to develop an 85 mm cigarette delivering 1.51 mg nicotine and 21 mg tar.
- Project Phoenix:* BAT effort from 1984 to produce a non-combustible nicotine aerosol generator.⁵²⁷
- Project Phoenix:* Reynolds effort from 1983 to re-invigorate its Winston brand, using a new graphic symbol: the bald eagle. Goal was to represent masculinity, accomplishment, patriotism, pride and strength.⁵²⁸
- Project Phoenix:* Reynolds effort from 1984-85 to build “viable brand share by establishing strong net switching gains on SALEM Box among target 18-24 year olds.”⁵²⁹ Color pack was to be “bright, florescent, hi-tech and high contrast.” Graphics were to be “experiential rather than total fantasy.” William Esty Co. handled the marketing and promotion.
- Project Phoenix:* Brown & Williamson effort from 1986-90 to develop a new cigarette; involved Brazilian tobacco and BAT Suisse.
- Project Phoenix:* American Tobacco effort from 1991 to rejuvenate sales of its Malibu brand by repositioning it as a free standing menthol sub-generic brand.⁵³⁰
- Project Phoenix:* Imperial Tobacco effort to ???
- Project Phoenix:* Reynolds effort from 2005 of an unclear nature.
- Project Phoenix:* Philip Morris Europe (Neuchatel) effort from 1988 to conduct a blind product test of the current Swiss Marlboro King Size v. the

⁵²⁶ Philip Morris Europe (Neuchatel), “Quarterly Report,” Jan.-March 1992, Bates 2028633450-3612.

⁵²⁷ “Summary of Presentations to the BATCo Board on 21st/22nd May 1984,” June 4, 1984, Bates 682610174-0196.

⁵²⁸ “Winston 1983: Project Phoenix,” 1984, Bates 502256644-6655.

⁵²⁹ “Project Phoenix: Strategic Goals,” 1985, Bates 505240395-0397. And for the marketing plan for blacks v. whites, see “Project Phoenix Pool Rotation Plan, August-December 1985,” 1985, Bates 504109812-9822.

⁵³⁰ American Tobacco, “Malibu: Project Phoenix,” May 16, 1991, Bates 970378747-8769.

- Swiss Camel King Size.
- Project Picasso:* Philip Morris Europe (Neuchatel) effort from the late 1980s to create an in-house capacity to make TMCI, a reconstituted tobacco. Involved collaboration with Tabacalera SA, Spain's tobacco monopoly. Dust samples analyzed for oxalate and potassium sorbate.
- Project Piff:* BAT Southampton effort from 1985 to modify sidestream smoke aroma.
- Project Pillow:* ???
- Project Pilot:* ???
- Project Pineau:* Philip Morris Europe effort from 1992 to develop a Helikon Lights for Hungary⁵³¹
- Project Ping-Pong:* a 1984 effort by Philip Morris to develop a low tar extension of Raffles for UK markets
- Project Pingo:* a 1994 PM effort to reduce variability in dryness
- Project Pinhole:* BAT move from 1985 to explore how "Cigarettes [are] required as fundamental to studies of nicotine transfer in products."
- Project Picsou:* Philip Morris Europe (Neuchatel) effort from 1993 to develop "a Pan European Marlboro Medium using the German ML blend."
- Project Pissarro:* Philip Morris Europe (Neuchatel) effort from 1988-89 to carry out expansion runs in Philip Morris' "expanded tobacco" facilities in Berlin and Munich for Italy's tobacco monopoly (MTI).
- Project Pivo:* Philip Morris Europe effort from 1978 to make a cigarette for Czechoslovakia using an experimental filter.
- Project Plane:* Philip Morris Europe effort from 1988 to ??? menthol
- Project Platinum:* BAT effort from Benson and Hedges ???
- Project Pleiade:* Philip Morris Europe effort from 1989 to identify the cause and conditions for off-taste formation in cut tobacco dryer, to investigate chemically and microbiologically the mechanism of off-taste formation, and to develop specifications for dryer settings or recommend the utilization of a preservative system in order to prevent the problem
- Project Pliers:* Philip Morris Europe (Neuchatel) effort from 1987 to reduce sidestream smoke using "high filler density." This same high

⁵³¹ A. M. Kopp, "Cigarette Development EEMA," Jan.-March 1992, Bates 2028633547-3554.

- filler density concept (“shorties”) led to a Project *Hammer* (a recess filter to lengthen the cigarette), a Project *Paradoxe* and a Project *Nile*. Linked also to Projects *Orbe* and *Detective*.
- Project PLS:* Effort from 1990 to reduce sidestream smoke in Carlton. Mullen was CEO at this time.
- Project Plummet:* BATCo collaboration with Australian industry researchers from 1986 exploring how product quality relates to smoking style.
- Project Plus/Minus:* Imperial Tobacco of Canada effort (with help from Kwechanskv Marketing Research) to ⁵³² ???
- Project Pluto:* Philip Morris Europe (Neuchatel) effort from 1987 to develop a Marlboro King Size (MLK) having the same taste characteristics as the Long Size (MLF).
- Project PM:* American Tobacco effort from 1983 to ???
- Project PO:* Philip Morris Europe (Neuchatel) effort from 1988-89 to develop a low tar cigarette using an electric perforation zone (EPZ) on the paper. A single line of perforations placed 12.5mm from the mouth reduced tar from 29mg to less than 10mg.⁵³³ The redesign was forced due to implementation of new EEC tar ceilings.⁵³⁴
- Project Poet:* ???
- Project Pointer:* BAT effort from 1979-82 to make a 1 mg tar Virginia and U.S.B. cigarette for U.K. market using Project *Timer* and *Brolam* blends. Linked to Project *Onslow*.
- Project Poker:* BAT effort from 1989 to gauge consumer interest in “products with modified mainstream and/or sidestream aromas”; study found a preference “by young female smokers for certain fruity, spicy and minty characters.”⁵³⁵
- Project Polar Star:* BAT effort from the 1990s to ???
- Project Polarbear Kool:* PM? effort to identify “next polar animal” to be used in

⁵³² “Project Plus/Minus: Young people and Smoking,” *bdariors and Attitudes*, 1982, suniman’ .

⁵³³ A Gawad and D. Braem, “Product Innovation,” R&D, Neuchatel – Quarterly Report, April-June 1989, Bates 2028635066-5068.

⁵³⁴ Philip Morris, “Minutes from Tuesday: ‘New Products’,” June 19, 1990, Bates 2043937186-7193, p.5.

⁵³⁵ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

- menthol advertising, exploring the possibility of “penguins.”
- Project Polaris:* Philip Morris Europe effort from 1992 to isolate novel strains of *Bacillus thuringiensis* associated with stored tobacco.
- Project Poldi:* Philip Morris Europe effort from 1983-86 to evaluate “cigarette sidestream smoke components (yields, aging phenomena, decay rates) by use of an 18-m³ experimental chamber.” Study was performed on German cigarettes and examined carbon monoxide, nitrogen oxides, hydrogen cyanide, ammonia, nicotine, particulate matter, volatile and non-volatile nitrosamines, formaldehyde and phenols.⁵³⁶
- Project Pole Vault:* Philip Morris effort from 1982 to ? ???
- Project Polypropylene Film Project:*
- Project Polo:* 1984 Philip Morris effort to make Virginia-type cigarette for the U.K., using a Raffles (or Bingo) blend
- Project Pompet:* ???
- Project Pompey:* BAT effort from ???
- Project Pons:* Philip Morris Europe (Neuchatel) from 1993 to develop a Multifilter 100’s for Italy with ultra low deliveries.
- Project Pony:* ???
- Project Pooling Project:* ???
- Project Portal:* Imperial Tobacco effort from 1967 to conduct consumer panel testing on cigarettes made from regular and LCW paper.
- Project Portland:* BAT effort from pre 1993 to produce a cigarette with a Du Maurier Actron filter.
- Project Poster:* ???
- Project Postman:* ???
- Project Potomac:* Philip Morris Europe (Neuchatel) effort from 1991 to develop reconstituted tobacco filters.
- Project PPPP:* Philip Morris Europe (Neuchatel) effort from 1987 to develop a filter cigarette giving “full impact in the initial puffs.” Acronym is for “Puff-per-Puff-Profile.”⁵³⁷
- Project PQ:* Reynolds effort from 1981 to explore opportunities for a

⁵³⁶ “PME R&D (FTR) Projects: ETS and Sidestream Smoke Related Research Projects” (Attorney Work Document), Dec. 1994, Bates 2050917370-7378.

⁵³⁷ Philip Morris Europe (Neuchatel), “Quarterly Report,” April – June 1987, Bates 2028640270-0275.

- “Quality/Prestige” brand.
- Project PQAS:* BAT effort from 1990s to ??? ???
- Project PR :* Reynolds product test from 1980s
- Project Prefab:* Brown and Williamson effort from 1980-82 to develop new ways to measure preferences for different kinds of cigarettes.⁵³⁸
- Project Preform [03(a)]:*
- Project Prelude:* 1987 BAT cigarette to compete with Marlboro in Finland
- Project Pre-Test:* ???
- Project Premium:* Philip Morris effort from 1984 to develop “a high quality cigarette with increased puffs.”
- Project Preserve:* Philip Morris effort from 1985 to develop a preservative system that would optimize shelf-life for company cigarettes and casings. Sorbic acid with propyl paraben was tested for Marlboro Make-Your-Own.⁵³⁹
- Project Primary:* Philip Morris effort from early 1990s to??? for Argentina. A. Frattolillo responsible.
- Project Primary processing for optimal product quality:* ?? (same??)
- Project Prince:* RJR effort from 1985 to ?
- Project Prince:* Brown and Williamson collaboration with STI from 1988 to position STI’s “Prince” brand as “the cigarette that delivers excellent traditional tobacco taste and satisfaction and best expresses the attitudes of young adult blue collar male smokers.”⁵⁴⁰
- Project Probate:* BAT/BW effort from 1979 to reappraise Wills’ brands Capstan and Embassy in light of declining sales.⁵⁴¹
- Project Prodop:* ???
- Project Prodspec:* (“Product Specifications”): BAT effort from 1990s to ???
- Project Product Database Additives:*
- Project Prodspec:* BAT effort from 1993-98 “to produce and maintain a database of

⁵³⁸ M. Oldman (Brown & Williamson), “The Measurement of Preference (Project Prefab): I. Method and First Analysis,” Nov. 11, 1980, Bates 650331409-1443.

⁵³⁹ M. I. Hofer (Philip Morris), “Microbiology,” April 15, 1985, Bates 2028639706-9718.

⁵⁴⁰ Brown and Williamson, “Creative Objective,” 1988, Bates 621709608-9658.

⁵⁴¹ Brown and Williamson, “Marketing Policy Committee,” March 1979, Bates 464519228-9324.

- International Brand product specifications used by BATCo Operating Companies.” Linked to Projects *Quaint* and *CARS*.⁵⁴²
- Project Project Shape:* ???
- Project Prophet:* BATCO effort from 1976-77 to test cigarettes with fibrillated polypropylene filters.⁵⁴³
- Project Prost:* 1984 PM effort to reduce smoke delivery of MPH 100mm for Italy
- Project Protagoras:* Philip Morris Europe effort from 1980 to determine the influence of tobacco proteins on smoke composition, smoke condensate, and subjectives.⁵⁴⁴ Goal was to remove the protein “to eliminate some of the precursors of nitrogen-containing smoke constituents.”⁵⁴⁵ Used same tobacco as Spotless and Protagoras.
- Project Protas:* BAT effort from ???
- Project Proxi:* BAT effort from 1998 to encourage “Special Issue” smokers to give “regular feedback on all aspects of the brand, including packaging.” Involved an elaborate promotion.
- Project Proxima:* ???
- Project PRT-71:* ???
- Project Prune:* ???
- Project PT:* Reynolds effort from 1985 to ???
- Project Punch:* BAT effort from 1975 to create a Wills flag brand.
- Project Puma:* 1989-90 BAT study of 150 Silk Cut smokers smoking cigarettes in which “the impact cue has been successively attenuated using an acid ameliorant.” Linked with Project Felt.⁵⁴⁶
- Project Pumice:* BAT effort from 1981-82 involving product development using

⁵⁴² R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

⁵⁴³ A. W. G. Smeed (to G. R. Solomon?), “Project Prophet,” July 20, 1977, Bates 682610105-0107.

⁵⁴⁴ Philip Morris Europe, “Monthly Progress Reports,” April 1980, Bates 2501124535-4585.

⁵⁴⁵ A. Haenggi (Philip Morris Europe), “Protagoras,” July 1980, Bates 2501124366-4368.

⁵⁴⁶ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654.

- DIET technology.
- Project Puppy:* Philip Morris Europe (Neuchatel) effort from 1993 to replace the AFC – USA “Bold” filter by a filter from Filtrona UK.
- Project Q:* Reynolds effort from the 1980s to develop a smokeless cigarette, pursued earlier as Project Spa and later Project Y and Alpha. Culminated in the Premier cigarette.
- Project QA Analytical Services:* 1984 PM effort
- Project QG:* ???
- Project QI:* ???
- Project QJ:* ???
- Project QQ:* ???
- Project Quail:* Philip Morris Europe (Neuchatel) effort to develop an L&M Light for Belgium.
- Project Quaint:* BATCO effort from 1993 to monitor the quality of B&H, SE 555, etc., especially nicotine and sugars (reference cigarettes were frozen to trace compositions over time). Used Product Quality Rating System (PQRS). Compare Project *Freezer*.
- Project Quantum:* Hand-held computers for fieldforce
- Project Quartz:* ???
- Project Quantum:* BAT in Holland and Hungary 1998
- Project Queen:* Philip Morris Europe effort from 1980 to develop a 12 mg tar .6 mg nicotine filter cigarette at Intertaba (for Italy).
- Project Quicksilver:* ???
- Project “R”:* Gallaher development of a cigarette from 1992.
- Project RA:* Reynolds effort from the late 1980s to design a cigarette with no pyrolysis, no biological activity, no carbon monoxide, no sidestream smoke, and no visible smoke. Part of a suite of projects serving the company’s Project *SPA* (the Premier cigarette).⁵⁴⁷ Linked to Project *HT*: the goal of *RA* was a chemical heat source for the cigarette; the goal of *HT* was an electrical source (a battery).
- Project Rabat:* Philip Morris Europe (Neuchatel) from 1988 to reduce the humectants on PM019 blend to eliminate spotting on the cigarette

⁵⁴⁷ S. R. Strawsburg to R. A. Kampe, “New Product Technologies - Resource Requirements,” Oct. 21, 1987, Bates 506250360-0379.

- paper). Problem observed on cigarettes shipped from Switzerland to Saudi Arabia.
- Project Rabbit:* Philip Morris plan from 1987 to develop a King Size American blend cigarette for Asia containing 75 % Chinese flue-cured and burley tobaccos.⁵⁴⁸ Renamed in 1988 Project *Dragon*.
- Project Rabbit 100s:* Philip Morris Europe plan to develop a 100 mm American blended 100mm cigarette for Asia containing 75 % Chinese flue-cured and Burley tobaccos.⁵⁴⁹
- Project Raccoon:* Philip Morris Europe (Neuchatel) effort from 1990 to produce a prototype cigarette for BPT in Switzerland. Linked to Project *Toledo*.
- Project Racing:* Philip Morris Europe effort from 1987 to develop a line extension of Raffles in a King Size version for the low tar segment.
- Project Rackpen:* BAT's 1989 effort to improve Kenya's flue-cured tobacco (the company regularly bought low-grade or damaged tobaccos to make cigarettes from this)⁵⁵⁰
- Project Rain:* BAT effort from 1993 to assess deterioration due to humidity and high temperature "during transit and storage to the Middle and Far East,"⁵⁵¹ esp. Hong Kong, Taiwan and Qatar.
- Project Rainbow:* Philip Morris effort from 1991 to explore with Congress of legislation by which Congress would grant industry liability limits in exchange for limits on industry promotions ???
- Project Rainbow:* B&W's plan to add sage and rosemary to cigarettes
- Project Raindrop:* B&W effort from 1993 to calculate the value of Lorillard's tobacco business, including forecasts of future demand.⁵⁵²
- Project Rake:* Philip Morris Europe (Neuchatel) effort from 1989 to develop "a

⁵⁴⁸ Philip Morris Europe, "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

⁵⁴⁹ Philip Morris Europe, "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

⁵⁵⁰ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, "Status Review Notes, Period Ending December 1989," Bates 562402593-2654.

⁵⁵¹ R. Baker, BAT Technology Centre, Southampton, "Status Review Notes Covering the Period January to June 1993," 1993, Bates 570267311-7462.

⁵⁵² S. P. Chalfen to Chairman, Sept. 28, 1993, Bates 202222570-2599. predicted consumption of 357 billion cigarettes by 2003.

- Tax class 1 cigarette KS with a creamy taste (for Swedish market).⁵⁵³
- Project Raki:* Philip Morris Europe (Neuchatel) effort from 1990 to develop a Congress LS brand cigarette for the Soviet Union.⁵⁵⁴
- Project Ralph:* BAT (UK&E) from 1994-95 to promote JPGL in Middle East as “strategic brand” via pack redemption-based prize drawing. Prize was to visit the home of Maritime Adventure, England.⁵⁵⁵
- Project Ram:* ???
- Project Raphael:* ???
- Project Rapid:* Philip Morris Europe effort from 1978 to market test a cigarette containing the tobacco substitutes “NSM” (=non-smoking material) and Cytrel (a substitute containing tiny hollow glass spheres). get better ref.
- Project Ratafia:* Philip Morris Europe (Neuchatel) effort from 1992 to develop a Helikon Full Flavor non-ventilated cigarette for Hungary⁵⁵⁶
- Project Ration:* BAT effort from mid 1990s to ???
- Project Rationalisation:* ???
- Project RCB:* Philip Morris Europe effort from 1980 to . Linked to Project *Nino*.
- Project RCF:* American Tobacco Co. effort from 1969 involving use of fillers in RC tobacco.⁵⁵⁷
- Project RCL:* American Tobacco Co. effort from 1980s-early 1990s to test a Pall Mall cigarette made from an experimental recon containing 3 % wood fiber with the burley stem extract removed. Prepared at Reidsville Branch.⁵⁵⁸ (“Reconstituted Leaf”)

⁵⁵³ Philip Morris Europe (Neuchatel), “Quarterly Report, April – June 1989,” 1989, Bates 2021607748-7894.

⁵⁵⁴ Philip Morris Europe (Neuchatel), “Quarterly Report,” Sept. 1990, Bates 2028634304-4426.

⁵⁵⁵ Dean Sims, BAT (UK and Export, Ltd.), “Brand Planning,” Oct. 2, 1994, Bates 500253133-3176.

⁵⁵⁶ A. M. Kopp, “Cigarette Development EEMA,” Jan.–March 1992, Bates 2028633547-3554.

⁵⁵⁷ J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

⁵⁵⁸ B. F. Price (American Tobacco), “Weekly Report, Research Section,” June 11, 1987, Bates

- Project RCP:* American Tobacco Co. effort from 1969 involving Improving storage stability of RC and other tobaccos⁵⁵⁹
- Project RCT:* American Tobacco Co. effort from 1969 involving Tobacco formulation modification for RC tobacco⁵⁶⁰
- Project Reap:* BAT effort from 1993 to use ROOT technology and DEER sheet as alternative to RCB.
- Project Recipe:* Communications strategy organized by Powell Tate (a PR firm specializing in “reputation and crisis management”) for Reynolds and Philip Morris to manage the threatened disclosure of cigarette ingredients (by Wyden) in the Congressional Record. Plan involved communications with science writers and publicity of an industry-sponsored “blue ribbon panel” designed to provide scientific support for “the benevolent nature of the ingredients and additives” in cigarettes.⁵⁶¹
- Project Red:* Philip Morris effort from 1987 to develop a “high-technology, low-tar cigarette delivering high-flavor satisfaction” targeting “the 18-34 year-old portion of the full-flavor and flavor-low segments.” Involved Ferrari trademark for use in the U.S.⁵⁶²
- Project “Red Ball”* Brown & Williamson effort from 1981 to ???
- Project Red Baron:* Philip Morris Europe effort from 1989 to ????
- Project Red Carpet:* Philip Morris preparations from late 1973 for a visit of PM personnel to the Soviet Union (in December of 1973). Project also involved making of a KS HL 20’s for Russia, also production of a brochure on tobacco manufacturing for the Russians.

950757737-9260; R. D. Chumney to C. H. Mullen, “Progress Report,” Oct. 18, 1991, Bates 950690110-0111.

⁵⁵⁹ J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

⁵⁶⁰ J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

⁵⁶¹ Powell Tate to Tom Griscom, “Project Recipe,” 1994, Bates

⁵⁶² David E. R. Dangoor to William I. Campbell, “Project Red/Ferrari Trademark for the U.S.,” March 24, 1987, Bates 2044301818.

- Project Red Lantern:* Brown & Williamson/AT effort from 1994 to make 11mg and 15mg cigarettes from Lucky Strike Lights blend and Pall Mall Red Filter blends. Also from a flavored Malibu Lights blend.
- Project Red Star:* Philip Morris Europe effort from 1984 to develop a low-price cigarette for use in Hong Kong that could be introduced in the event of a price war.
- Project Rednox:* ???
- Project Reduced Irritation-Virgini:* ???
- Project Reduced Mainstream- Middle East:* ???
- Project Reduced Sidestream:* BAT effort from 1981 to improve the social acceptability of cigarette smoking, possibly by means of using a fiberfax additive.
- Project Redwood:* BAT/B&W project from 1989 to enable manufacture of samples of some sort. (check get better) ???
- Project Redwood:* Philip Morris Europe effort from 1991-92 to develop a ML 100's for Switzerland with a 25mm filter for a new soft pack version.⁵⁶³
- Project Reef:* BAT effort from 1993 to develop a cigarette ???
- Project Referee:* BAT effort from pre 1993 to produce an SRT, LTR cig. ???
- Project Regal:* BAT (UK&E) effort from 1995 to replace Royal Warrant for 555; involved gift box promotion coinciding with price rise.
- Project Reggiani:* Philip Morris Europe plan to develop a Philip Morris Ultra Lights 100 mm line extension for Italy using the PPPP filter concept.⁵⁶⁴
- Project Release:* Philip Morris effort from 1987 to ???
- Project ReMark:* ??? (aka Project Remark).
- Project Rembrandt:* Philip Morris effort from 1989 to
- Project Rene:* Philip Morris Europe (Neuchatel) effort from 1988 to develop a Marlboro Lights menthol King Size for Sweden and Norway. Fit into the tax class II, i.e., above 850 mg total weight.
- Project REST:* ???
- Project RFM:* Philip Morris effort from 1988 to develop "a subjectively acceptable menthol product with a recessed filter" for Singapore.
- Project Rhapsody:* BAT (UK&E) product development from 1992 involving 555

⁵⁶³ Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 91.

⁵⁶⁴ Philip Morris Europe. "Quarterly Report," Sept. 1987 (est.), Bates 2001216133-6263.

- international white pack CPT for Taiwan.
- Project Rhea:* Philip Morris Europe (Neuchatel) effort from 1988 “to compare the response of different instrumentation used in the determination of sidestream smoke particulate matter” for both fresh and aged smoke.⁵⁶⁵
- Project Rhone:* Philip Morris Europe (Neuchatel) effort from 1988 to evaluate cigarette make with specially selected tobacco leaves.
- Project RI:* Reynolds effort from 1991 to establish tipping specs for entry into MSS.
- Project Rib:* Brown and Williamson effort from 1997 to make “a full revenue menthol proposition for women.”
- Project Rich:* Philip Morris project listed in Cenfile, no further info. ???
- Project Richmond:* American Tobacco Co. effort from 1959 to roll out a new brand by this name in 8 test markets in the U.S.
- Project Rico:* ??? CTR Project
- Project Rigel:* ???
- Project Ring:* Philip Morris effort from 1990 to develop a menthol cigarette for Korea. Linked to Project Art.
- Project Rio:* BAT effort from the early 1980s to produce an acceptable cigarette with minimal “biological activity” (i.e., cancer risk) as measured by the Ames test of bacteriologic mutagenicity.⁵⁶⁶ T. I. Wilson of W.D. & H.O. Wills (Australia) Ltd. in 1983 stressed that development of a low biological activity cigarette was crucial “for the long term survival of the industry.” *Rio* was part of the company’s Project *01*, and the principal focus of the company’s “Area 01” (“Biological”).⁵⁶⁷ One idea was to add Vitamin A to the tobacco to reduce its cancer-causing capacity; this idea was abandoned.
- Project Rio:* Philip Morris Europe (Neuchatel) effort from 1985 to consumer

⁵⁶⁵ Philip Morris Europe, “Research and Development, Neuchatel – Quarterly Report,” July-Sept. 1988, Bates 2021607417-7568, p. 23.

⁵⁶⁶ “Summary of Presentations to the BATCo Board on 21st/22nd May 1984,” June 4, 1984, Bates 682610174-0196.

⁵⁶⁷ T. I. Wilson (W.D. & H.O. Wills Ltd), “Comment on Specific Work Areas,” June 28, 1983, Bates 110085322-5325.

- test Marlboro Gold vs. Merit in Switzerland.
- Project Riverside:* Philip Morris Europe effort from 1992 to reduce the tar of ML Lights-CH (Switzerland?) from 9 to 6 mg.⁵⁶⁸
- Project Riverton:* Philip Morris effort from 1990 to produce a Prototype 35 P Muratti Lights using concentric filter technology (linked to Project *Cortland*).
- Project RL:* Reynolds effort from 1976-77 to develop a 9 mg tar cigarette “with nicotine at the maximum level commensurate with overall smoking quality and costs.”⁵⁶⁹ Goal was an “all natural” cigarette to compete with Merit. Linked to Projects *BB* and *CB*.
- Project RL:* Philip Morris Europe (Neuchatel) effort to produce two German MLK cigarettes using old and new reconstituted leaf.
- Project RMM:* American Tobacco Co. effort from 1969 to explore whether treatment of raw tobacco by enzymes and accelerated aging could improve smoking quality.⁵⁷⁰
- Project Robin Hood:* Philip Morris quality “engineering objective” from 1984-85 involving “a “Special Design two for one.” No further information.
- Project Rock I:* Brown & Williamson International collaboration with Tabacania of Spain from 1983 to make a 120mm non-ventilated cigarette (Brand “Q”) in or for the Canary Islands.⁵⁷¹
- Project Rock Filters & Ventilation:*
- Project Rocket:* ???
- Project Rodeo:* Philip Morris Europe (Neuchatel) effort from 1988 to produce a cigarette for the UK market using “total blend expansion technology.”⁵⁷²

⁵⁶⁸ A. M. Kopp, “Cigarette Development EEMA,” Jan.–March 1992, Bates 2028633547-3554.

⁵⁶⁹ A. P. Ritchy to C. W. Fitzgerald, Jr., Aug. 11, 1976, Bates 501143223-3224.

⁵⁷⁰ J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

⁵⁷¹ P. J. Martinez (BWIT) to Thomas Kierulf (Tabacania), “Rock-I – Burley Topdressing” March 1, 1983, Bates 620764638-4648.

⁵⁷² Philip Morris Europe, “Research and Development, Neuchatel – Quarterly Report,” Oct.-Dec. 1988, Bates 2028635274-5452, at 5363.

- Project Rolaid:* Brown & Williamson effort from 1982 to produce a “low gas” cigarette using its Duolite filter. ??? humor
- Project Rolex:* Philip Morris effort from 1988 to produce a “Time” brand cigarette for the Australian market: the “first Australian entry to break tar numbers in advertising.”⁵⁷³
- Project Rolinda:* ???
- Project Rolanda:* Philip Morris Europe (Neuchatel) effort from 1993 to reduce the weight of Marlboro rolls and Marlboro Lights rolls for Germany.
- Project Rolloos:* ???
- Project Rolo:* BAT 1989-90 placement test comparing one shot v single pack v. extended placement methods to determine optimal placement strategies⁵⁷⁴
- Project Roman:* Philip Morris effort from 1984 to make a local blend cigarette for Pakistan.
- Project Romany:* BAT effort from the late 1970s to produce high nicotine low tar cigarettes using Gori rankings. Intended to complement Project Gypsy. Goal was a circa 5:1 tar : nicotine cigarette.
- Project Room Filters and Ventilation:* BAT effort from 1996 to develop “air filtering systems that support the mutual social co-existence of smokers and non-smokers in public places.”⁵⁷⁵
- Project ROOT:* ???
- Project Roots:* Philip Morris Europe (Neuchatel) effort from 1990-93 for which samples of hot melt adhesive and inner foil varnish were analyzed.
- Project Rosa:* Philip Morris effort from 1981-86 to investigate the influence of nitrosation inhibitors on the nitrosamine content of sidestream and mainstream smoke.

⁵⁷³ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

⁵⁷⁴ BAT (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654, p. 7.

⁵⁷⁵ Barbara Montana (BAT Technology Centre, Southampton), “Status Review Notes Covering the Period March – August 1996,” Oct. 22, 1996, Bates 800036963-7102.

- Project Rosi:* Philip Morris Europe effort from 1976 to produce a full-flavor 100 mm Marlboro brand for Germany. Linked to Project *Christina*.
- Project Rous:* Philip Morris Europe (Neuchatel) support for the 1990-91 research of Prof. Kari Syrjänen at Kuopio University in Finland on the human papilloma virus as a cause of cancer. Part of the company's effort to develop expert witnesses for use in litigation.
- Project Royce:* Packaging technologies 1993, Coded LC11-1003
- Project RP:* Reynolds development from 1980s of a cigarette with reduced sidestream smoke and biological activity. One step up from Project *GT* along the company's Product Technology Development Continuum.⁵⁷⁶
- Project RSI :* Reynolds effort from 1983 to make a "technology-driven brand reducing or eliminating eye sting and watery eyes."⁵⁷⁷
- Project RSO:* Brown and Williamson effort from 1990s connected with effort to create a Marlboro-like product; acronym for "Response Surface Optimization" to determine "Where Optimum Product Lies for Marlboro Smokers."⁵⁷⁸
- Project RST:* Reynolds effort from 1983 to produce a "technology-driven brand which reduces cigarette stains on teeth." Concept demonstrated "high consumer appeal" but was judged by the company as "probably technologically infeasible."⁵⁷⁹
- Project RU:* Reynolds effort from 1993 to develop a "milder, smoother, lighter tasting CAMEL FFLT box blend with a white tip filter" cigarette for males aged 21-34 and "females who primarily smoke Marlboro."⁵⁸⁰
- Project Rubens:* Philip Morris Europe (Neuchatel) effort from 1987-90 to collect

⁵⁷⁶ "RJRTDC Product Technology Development Continuum," 1987, Bates 506008255.

⁵⁷⁷ Reynolds, "Project DB," 1983, Bates 504746128-6148.

⁵⁷⁸ Brown and Williamson, "Superior Product Development," May 9, 1990, Bates 621056391-6394.

⁵⁷⁹ Reynolds, "Project DB," 1983, Bates 502787948-7968 at 7967.

⁵⁸⁰ Ms. C. M. Smith to E. M. Blacker and D. S. Burrows, "Secret: Marketing Research Report: Camel Ru A&a Final Results," Nov. 3, 1992, Bates 509048178-8245.

information on the physical and chemical properties of hand-stripped versus machine-threshed Malawi tobacco and to consider “the influence of package OV and compression (density) on tobacco strip size and cut-filler size.”⁵⁸¹

- Project Rubicon:* Combination of BATCo headquarters and BATUKE to form one management organization structured on a regional basis. All Territorial Directors became Regional Directors, supported by Regional Business Units, responsible for all aspects of BATCo’s business. Unification of BATCO and an integration of management and working practices across BAT sites in Stanies, Woking and Southampton.⁵⁸²
- Project Ruby:* BAT Canada campaign of 1988-89 to make new pack for DuMaurier cigs.
- Project Rugby:* BAT effort from early 1980s (launched in 1981 by MPDC) to produce low-cost cigarettes using high levels of expanded tobacco (80 %).⁵⁸³ Max DIET inclusion ETNA + FISNET,
- Project Runnymede:* BAT effort from 1969-74 to develop “a new cigarette taste” based on B&H Special Filter, Gladstone Filter Tip, and/or Boule d’Or. Research in U.K. and Cyprus finds these brands popular in discotheques and universities.⁵⁸⁴ Linked to *Jigsaw*. Gauloises smokers found to be more educated, student-identified.
- Project Ruth:* Philip Morris Europe (Neuchatel) effort from 1987 to develop a cigarette “with prestige image” for the German market.
- Project Ruth:* BAT (UK&E) product launch (L&B) for Thailand in 1992.
- Project RWLG:* American Tobacco Co. effort from 1969 involving experimental work and production of wrapper for AyC Little Cigars⁵⁸⁵

⁵⁸¹ Philip Morris Europe (Neuchatel), “Quarterly Report,” Sept. 1990, Bates 2028634304-4426.

⁵⁸² “Project Rubicon: Questions and Answers,” July 24, 1992, Bates 502562216-2248.

⁵⁸³ “Summary of Presentations to the BATCo Board on 21st/22nd May 1984,” June 4, 1984, Bates 682610174-0196.

⁵⁸⁴ G.A.H., “Project Runnymede,” May 9, 1972, Bates 110068780-8781.

⁵⁸⁵ J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

- Project Rye:* BAT effort from 1984 to sell certain of its investments.
- Project S:* American Tobacco Co. effort from 1969 to utilize tobacco stalks.⁵⁸⁶
- Project S1:* Reynolds effort from 1979-82 to develop a “solo 100mm low tar” “me too” brand to rectify Segment F weakness in the company’s suite of products, as revealed in its 1977 segmentation study. Goal was a cigarette targeted “primarily to women but without alienating men.” Target would be a woman who “sees the Women’s Movement as contributing to her freedom” but “is not a feminist”; she is “beyond the Women’s movement.”⁵⁸⁷
- Project SA:* RJR effort from 1985-88 to support Project CC goal of making “the first socially acceptable cigarette by adding technological improvements which alleviate cosmetic smoking negatives” (eg. visible sidestream smoke and eye sting).⁵⁸⁸ Project SA #2 had the goal of “improved sidestream smoke odor,” Project SA #3 had the goal of “reduced sidestream smoke irritation,” Project SA #4 had the goal of “reduced total smoke,” etc.
- Project Saar:* Philip Morris Europe (Neuchatel) effort from 1988 to produce low tar and nicotine (1-3mg) plain cigarette ???
- Project Saber:* Brown & Williamson effort from 1982-87 to produce a Richland formula Eli Cutter cigarette for LD-NM (non-menthol) smokers. A “higher delivery 17-millimeter” ultra slim “skinny” cigarette aka Project *Sabre*. Drew McMurtrie supervised. Project discontinued.⁵⁸⁹
- Project Sable:* Brown & Williamson effort from the late 1980s to develop an ultraslim (17mm circumference) cigarette.⁵⁹⁰ Cigarette had a

⁵⁸⁶ J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

⁵⁸⁷ “Project S1 Summary,” *New Business Research and Development Report*, March 2, 1981, Bates 500690004-0007.

⁵⁸⁸ “Smoking Issues – Project CC Status” (Reynolds), 1985, Bates 503711931-1940.

⁵⁸⁹ Drew McMurtrie, Deposition in *B&W v. PM*, May 29, 1991, Bates 170321001-1238.

⁵⁹⁰ Brown and Williamson, “Creative Objective,” 1988, Bates 621709608-9658.

brown paper wrapper and Brown tipping and “proprietary paper additives.”

Project Safe-Litho: Philip Morris Europe (Neuchatel) effort from 1988 to determine “which substances in litho-printed materials adversely influence cigarette taste and to improve the quality of these materials.”⁵⁹¹

Project Safeguard: Philip Morris effort from 1984 to develop a cigarette for Pakistan.

Project Sail: BAT effort from late 1980s to compare Corby XT vs. competitors in the ET market-G13.

Project Salamander II: Philip Morris Europe effort from 1980 to develop “zero-ISH cigarettes of commercial quality.” Linked to Project *Spotless*; headed by Y. Genoud.⁵⁹²

Project Salmon: Philip Morris Europe (Neuchatel) effort from 1987 to adapt the filter of MAK-CH on MAK-Export. Goal was to maintain the ventilation level of the two cigarettes.

Project SAM: Reynolds effort from 1978-79 to develop a cigarette with the name “Vantage Ultra Lights” for the company’s “Consumer Segment D” to compete with NOW, True, Carlton, and Kent III brands. Key “Go/No Go” decision dates were: Oct. 27 for concept testing topline, Dec. 15 for product testing topline, Dec. 18 for test marketing, and June 18, 1979, for national marketing.⁵⁹³

Project Samara: Philip Morris Europe (Neuchatel) joint effort with Soviet tobacco scientists put on hold in 1992. ???

Project SAN:

Project San Juan Hill: Brown & Williamson effort from 1997 to develop a database from credit card statements. ???

Project SANO: nicotine-free.

Project Santer: BAT effort from 1998 to ???

Project Sapphire: Brown & Williamson effort from 1980s? to ?

⁵⁹¹ Philip Morris Europe, “Research and Development, Neuchatel – Quarterly Report,” Oct.-Dec. 1988, Bates 2028635274-5452, at 5336.

⁵⁹² Philip Morris Europe, “Monthly Progress Reports,” April 1980, Bates 2501124535-4585.

⁵⁹³ J. T. Winebrenner to C. W. Fitzgerald, Fr., et al., “Project SAM Test Market Plan,” April 19, 1979, Bates 501185159-5162

- Project Sarah:* BAT effort from ??? to produce low-cost brands for Far East
- Project Sasib:* ???
- Project S.A.S.O.:* Philip Morris Europe (Neuchatel) effort from 1988 to establish a chemical testing laboratory in Riyadh to determine smoke constituents and properties as stipulated by the ISO.
- Project Satanas:* Philip Morris Europe (Neuchatel) effort from 1987 “to use the standard Muratti family blend on Armada 100’s Menthol produced in BOZ and sold in France and Belgium.”⁵⁹⁴
- Project Saturn:* Philip Morris effort from 1986 to develop an 83mm Marlboro with 17% dilution using 7% DIET for Australia. Market target competition was Winfield and Benson & Hedges.⁵⁹⁵
- Project Saturn:* Imperial Tobacco Co. (Montreal) effort from 1989 to develop a flavored cigarette for Canada. Headed by Smith.
- Project Saturn:* Philip Morris Europe (Neuchatel) effort from 1993 to analyze Australian tobaccos for pesticide residues.⁵⁹⁶ A service for PM-Australia.
- Project Saturne:* Philip Morris Europe (Neuchatel) effort from 1990 by Microbiology group.
- Project Saudi Arabia:* ???
- Project Sauna:* Philip Morris Europe effort from 1987-89 to produce a “Barclay challenger for the Middle East.” Pan-regional version involved the development of a fluted “three-channel ventilated filter.”
- Project Sausalito:* Philip Morris Europe (Neuchatel) effort from 1984 to make a reduced tar (9 mg) Muratti for the Swiss market.
- Project Savory* (repeat?)
- Project Savoury:* Philip Morris Europe effort from 1980-84 to test certain flavors for their ability to enhance Burley tobaccos. “Reaction flavours” tested first on Italian Burleys, then later on Spanish and Philippine tobaccos.⁵⁹⁷ Aka “Savory”

⁵⁹⁴ Philip Morris Europe, Research and Development, “Quarterly Report, April- June 1987,” Bates 2001215983-6132.

⁵⁹⁵ Operations Division, Research & Development, Philip Morris, “Presentation to L. Looper,” Feb. 1986, Bates 2504076885-6918.

⁵⁹⁶ Philip Morris Europe (Neuchatel), “Quarterly Report,” July - Sept. 1993, Bates 2028632453-2616.

⁵⁹⁷ J. P. Fatton and G. Lauper, “Savoury – Applications,” July 1984, Bates 2028464679-4681.

- Project Saw:* Philip Morris Europe (Neuchatel) effort from 1988 to develop a 14 mg tar cigarette “to beat Camel.” Used “floral spicy, woody and caramel notes”⁵⁹⁸
- Project SC:* Reynolds effort launched in 1986 to combine RAN (reduced Ames numbers), Gori, and CC technologies to produce a cigarette with “reduced biological activity.”⁵⁹⁹ Goal was a “socially acceptable” cigarette in the midrange of the strength scale between Prince Albert “roll-your-own” and the unlit (non-combustible) cigarette.⁶⁰⁰
- Project Schwantz:* BATCO (UK and Export) plan from 1994 to launch a Lucky Strike promotion in Middle East with a draw for a G.P. style Suzuki bike.⁶⁰¹
- Project SCOR:* PM 2001 Selective Constituent Reduction = less toxic cig⁶⁰²
- Project Score:* BAT effort from 1990s to ???
- Project Scorpio:* BATCO effort from 1993 to test use of Spanish and Swiss blends in a magnum (27 mm circumference) cigarette for Spain.⁶⁰³
- Project Scott:* Philip Morris Europe (Neuchatel) effort from 1992 to develop alternate sheet products for PME from sources outside the US.⁶⁰⁴
- Project Scout:* BAT effort from 1977 to examine flue-curing blends and use of ROOT Technology in Philip Morris products in Australia.⁶⁰⁵

⁵⁹⁸ Philip Morris Europe, “Research and Development, Neuchatel – Quarterly Report,” April-June 1987, Bates 2028640255-0261.

⁵⁹⁹ “Project AP” (Reynolds), 1986, Bates 505617012-7024.

⁶⁰⁰ “Project FD,” 1988, Bates 506395157-5164.

⁶⁰¹ Dean Sims, BAT (UK and Export, Ltd.), “Brand Planning,” Oct. 2, 1994, Bates 500253133-3176

⁶⁰² Gordon Fairclough, “Vector Vows to Beat Competitors in Race to Produce ‘Safer’ Cigarette,” *Wall Street Journal*, Feb. 13, 2001. filed

⁶⁰³ R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

⁶⁰⁴ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 59.

⁶⁰⁵ R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period

- Project Screamer Analyzer:* 1994 PM effort to identify “highly sensitive and/or ‘loud’ consumers” who protest when targeted by industry promotions.
- Project Scum:* (= “Subculture Urban Marketing”): Reynolds effort from the mid 1990s to market to “consumer subcultures” in the San Francisco area, including gays in the Castro district along with “rebellious, Generation X”-ers, people of “international influence” and “street people.” The plan was to introduce Camel cigarettes into less traditional retail outlets, including “head shops.”⁶⁰⁶
- Project SDS:* ???
- Project SE:* American Tobacco Co. effort from 1969 involving upgrading tobacco extract used in RC tobaccos⁶⁰⁷
- Project Sean:* Philip Morris Europe (Neuchatel) effort from 1987 to develop a Merit Ultra Menthol for Norway, with 4 mg tar, .4 mg nicotine, and 4 mg carbon monoxide.
- Project Seattle:* BAT effort from 1993 to develop a new cigarette ???
- Project Segregation Analysis Project:* ???
- Project Selim:* Philip Morris Europe effort from 1991 to develop a Marlboro Lights at 6 and 7 mg DPM for Finland.⁶⁰⁸
- Project Seniors:* American Tobacco Co. effort from 1991 to develop a cigarette having enhanced “taste characteristics that will appeal to older as well as younger smokers.”⁶⁰⁹
- Project Senoko:* BAT effort from 1990s to ???
- Project SETS:* BATCo effort from 1976 to test a foamed tobacco substitute

January to June 1993,” 1993, Bates 570267311-7462.

⁶⁰⁶ R.J. Reynolds Tobacco Co., “Project Scum,” Dec. 12, 1995, Bates 518021121-1129; compare also Joel P. Engardio, “Smoking Gun,” *SF Weekly.com*, May 2, 2001, at: <http://www.sfweekly.com/2001-05-02/news/smoking-gun/>

⁶⁰⁷ J. T. Ashworth to E. S. Harlow et al. (American Tobacco Co., Process Development Division), Jan. 16, 1969, Bates 950133384-3385.

⁶⁰⁸ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), “Cigarette Development EEMA” (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

⁶⁰⁹

(BATFLAKE MARK III) with smokers.⁶¹⁰

Project Sevenoaks: BAT effort from 1975 to develop a Mild Players brand in middle price categories ???

Project Sex I, II and III: Research conducted in Philip Morris USA’s Behavioral Research Laboratory in 1968-1973, designed to explore how smoking behavior exchanged with declining nicotine yields. Found that even though cigarettes in 1972 were delivering significantly less tar and nicotine than in 1968, smokers were nonetheless “smoking more cigarettes as well as more rod from each cigarette.”⁶¹¹

Project SG: Reynolds effort from 1987 to develop a cigarette that could be introduced defensively, in response to being undercut by “sub-generic” brands—eg., threats to the company’s Doral brand. Brand name candidates were Denver, Mustang, Brandon, Absolute and Monarch.⁶¹² Linked to Projects *Magna* and *Sterling*; defensive response similar to Project *CMB*.

Project Shadow: BAT effort from 1986 linked to Project *Tiberius*.

Project Shame: BAT (UK&E) effort from late 1980s to develop a low-delivery ventilated cigarette for Middle Eastern markets

Project Shane: (doublecheck) ???

Project Shanty: BAT effort from 1998 to reduce the costs of JPGL ???

Project Shape: ???

Project Share the Wealth: Brown and Williamson effort from mid 1990s to encourage trial and potential switching from GPC to other brands.

Project Sherman: BAT 1997-98 plan to increase distribution of GPC-brand cigarettes into the southeastern U.S.

Project SHIP: BAT effort from 1984 to work with B&W and BAT Germany to design “blend, process and additive practices” bring about “significant and predictable changes in the strength and taste

⁶¹⁰ D. S. Roth, “Evaluation of Foamed Batflake,” June 21, 1976, Bates 620130491.

⁶¹¹ W. L. Dunn to T. S. Osdene, “Accomplishments of the Behavioral Research Laboratory for the Calendar Year 1973,” Jan. 21, 1973, Bates 1003293349-3352, p. 2.

⁶¹² Reynolds, “New Brands – Project SG,” Dec. 1987, Bates 506462086-2101.

- qualities of US blend products.”⁶¹³ Acronym for “Smoke Harshness Improvement Project”
- Project Short:* Philip Morris Europe effort from 1982 to Linked to Project
Voiture. ???
- Project Short Stop:* Brown & Williamson effort from 1982 to create new positioning
???
- Project Shorts Addition:* RJR FFNM effort from 1983 to evaluate the impact of
shorts addition on acceptance and attribute perceptions of
WINSTON KS.
- Project Shower:* ???
- Project Sickert:* Philip Morris Europe (Neuchatel) effort from 1992 to upgrade the
PM Germany VEZIFA factory in Dresden.⁶¹⁴
- Project Sidestream:* ???
- Project Sidestream Reduction:* ???
- Project Sierra:* Philip Morris effort from 1988 to produce “a menthol Marlboro
flanker brand designed to benefit from the quality and success of
Marlboro and to eliminate the perceived paradox of a menthol
version of the ultimate tobacco taste brand.”⁶¹⁵ “High Country”
was the hoped-for brand name.
- Project Sigma:* VPI compare simulations, in tales of smoker expe.
- Project Silk:* BAT effort from 1993 to study smoking quality of standard SE
555 FK in 9 countries using consumer tests and gas
chromatography. Blends with highest chloride levels (from
Malaysia and Mauritius) were found to have “greatest sensory
effects.”⁶¹⁶
- Project Silk-SE555:* ???
- Project Silk Cut:* ???
- Project Silk Purse:* BAT Southampton effort “to improve the smoking qualities of
Canadian tobaccos and attempt to maximise pyrazines deliveries

⁶¹³ “Summary of Presentations to the BATCo Board on 21st/22nd May 1984,” June 4, 1984, Bates 682610174-0196.

⁶¹⁴ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 28.

⁶¹⁵ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

⁶¹⁶ G. A. R. (BATCO), “Status Review Notes 1993: Product Technology – Product Review,” July 13, 1993, Bates 400448809-8825.

- to the smoker by tobacco pH reduction prior to heat treatment.”⁶¹⁷
- Project Silver:* RJR International effort from 1988 to develop a prototype cigarette for Brazil.
- Project Silvertown:* Philip Morris Europe effort from 1974 to explore a new kind of Marlboro for the UK market. (Coded 29.4.36).
- Project Silverweed:* BAT/BW effort from 1979-82 to produce a 555 International Menthol to compete with St. Moritz and Dunhill.⁶¹⁸
- Project Simba:* Philip Morris effort from 1993 to make a B&H short cigarette.
- Project Sinos:* Brown and Williamson effort from 1983 to examine Kozlowski’s assertion that “32% to 69% of low tar smokers have blocked the holes with fingers, lips or tape.”⁶¹⁹ Studying smokers as young as 16, *Project Sinos* researchers found “significant differences between the way people smoke (hold the cigarette) and the way people *think* they smoke.”⁶²⁰
- Project Sirius:* Philip Morris Europe (Neuchatel) effort from 1993 to evaluate the potential application of immunological and biosensor technologies for rapid monitoring of environmental chemical and biological residues in stored tobacco and ingredients.”⁶²¹
- Project Siskin:* BAT (Southampton) R&D effort from 1977 involving cigarette redesign (fore-runner to *Project Dahlia*).
- Project Sitar:* BAT effort from 1992 to audit and control manufacturing quality in Reunion.
- Project Six Cities Study:* ???

⁶¹⁷ D. J. L. Heather to A. R. Cousins, Oct. 24, 1985, Bates 109193123-3126.

⁶¹⁸ Brown and Williamson, “Marketing Policy Committee,” March 1979, Bates 464519228-9324.

⁶¹⁹ R. P. Ferris (Brown and Williamson), “Project Sinos: Use of Systematic Observational and Interview Data to Evaluate Incidence of Partial Blocking of Ventilated Low Delivery Cigarettes,” July 15, 1983, Bates 501023740-3746 at 7507.

⁶²⁰ R. P. Ferris (Brown & Williamson), “R & D/Marketing Methods: New Marketing Research/Survey Techniques,” in *Proceedings of the Smoking Behavior – Marketing Conference, July 9th-12th, 1984, Session II*, p. 30, Bates 650377433-7651 at 7507 and 7516.

⁶²¹ Philip Morris Europe (Neuchatel), “Quarterly Report,” July - Sept. 1993, Bates 2028632453-2616, p. 8.

- Project Skelton:* BAT effort from ??? to ???
- Project Skim:* Imperial Tobacco effort from 1967 to analyze various kinds of du Maurier cigarettes for tar and nicotine in the smoke and moisture and reducing sugars in the tobacco itself.
- Project Skoda :* Philip Morris Europe (Neuchatel) development of an L&M Extra Light for France
- Project Sky:* BAT effort from ???? to analyze brands in the Bahamian market (most of which are Canadian) to help BAT enter market.
- Project Slab/Twins:* Philip Morris effort from 1988 to develop a double-pack assemblage of two 20-packs joined by a “snap fresh seal.” Planned for the Australian market under the “Twins” brand name.⁶²²
- Project SLAM* PM USA effort from 199 to ??? Scheduled for completion 1998.
- Project Sleeve:* 1989 BAT Southampton effort to make filters more cheaply, using thick plugwraps.
- Project Sling:* Brown & Williamson effort from 1988 to ???
- Project Slims Menthol:* Philip Morris effort from the early 1990s to make a skinny cigarette for women in the Philippines.
- Project Slow:* Philip Morris Europe (Neuchatel) effort from 1985-86 to develop a low sidestream smoke cigarette.⁶²³ Part of *Project Balance*.
- Project Sludge Drying:* Philip Morris effort from to reduce “current mass of landfilled sludge by 80%”⁶²⁴
- Project SM:* Reynolds product test on which \$2.5 million spent in 1985 operating plan.⁶²⁵
- Project Smith:* BAT effort from 1983-85 to increase ventilation using Filtrona deep slot filters;⁶²⁶ goal was a high “taste to tar ratio.”⁶²⁷ First

⁶²² Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

⁶²³ PME Quarterly Progress Report, Oct-Dec 1985, p. 27.

⁶²⁴ W. F. Furr, “Process Design Scope Checklist: Project Title: Sludge Drying,” June 30, 1994, Bates 2030470212-0227.

⁶²⁵ “Exhibit 9: Marketing Development Expense: Test Market and National Introduction, 1985 Operating Plan,” 1985, Bates 504252754-2754.

⁶²⁶ M. G. Duke, “Project Smith/Kilt: Preliminary Evaluation of Filtrona Deep Slot Filters” (Brown and Williamson), Jan. 25, 1985, Bates 621062864-2865.

sample disappointing because it “did not produce the desired elastic response.”⁶²⁸

- Project Smoke Sweetness/Bitterness:* BAT effort from 1996 to improve smoke quality “by reducing bitterness, or enhancing sweetness”⁶²⁹
- Project Snickers:* BAT effort from 1991 to increase the global (and esp. Dutch) image of Lucky Strike cigarettes as representing “American manliness.”⁶³⁰
- Project Snow White:* Brown and Williamson effort from 1989 to alter the brightness of the Capri brand line. ??
- Project Soft:* BAT effort from 1998 to ? ???
- Project Somme:* Philip Morris Europe (Neuchatel) effort from 1988 to develop a low-sidestream cigarette using Project *Nozon* technology.
- Project Sonar:* BAT effort from 1986 to relate behavioral smoking style to consumer segmentation.
- Project Sonia:* Philip Morris Europe (Neuchatel) effort from 1993 to organize a blend transfer from Munich to Dresden on F6 100’s.
- Project SOP :* Reynolds product test from 1980s of a “sociability or prestige imagery-based brand” (hence the acronym).
- Project Sopron:* Philip Morris Europe plan from 1984 to make a 100mm Marlboro for Hungary
- Project SP :* Reynolds product test on which little had been spent by 1985.
- Project SPA:* Working name for Reynolds’s Premier (smokeless) cigarette test-marketed in 1988. Goal was to “uncouple” delivery of nicotine, taste and aroma in a cigarette that didn’t burn tobacco, released no sidestream smoke, and left no staining. By 1988 Project *SPA* had 166 Reynolds employees dedicated to it and an annual

⁶²⁷ “Summary of Presentations to the BATCo Board on 21st/22nd May 1984,” June 4, 1984, Bates 682610174-0196.

⁶²⁸ BAT, “GR&DC Research Programme: Progress Review: Work Area 416.00, Period Ending June 1984,” Bates 512001477-1509.

⁶²⁹ Barbara Montana (BAT Technology Centre, Southampton), “Status Review Notes Covering the Period March – August 1996,” Oct. 22, 1996, Bates 800036963-7102.

⁶³⁰ BAT Marketing Research, “Project ‘Snickers’: A Lucky Strike Evaluation,” Feb. 25, 1991, Bates 400234283-4341.

budget in excess of \$30 million.⁶³¹ Project *Alpha* was the R&D arm of *SPA*, and Project *CAL* was its equipment design arm. Reynolds had an elaborate agreement with JTI to market the cigarette in Japan.⁶³²

- Project Space:* Brown & Williamson effort from 1997 to ???
- Project Spade:* Philip Morris Europe (Neuchatel) effort from 1988 to “Predict the filter material to use (tipping and plug wrap) to obtain the ventilation level calculated by the cigarette model.”⁶³³
- Project Spanner:* Philip Morris Europe (Neuchatel) effort from 1990 involving constituent analysis. Linked to Projects *Chisel* and *Vice*.
- Project Spanner 8506:* Philip Morris Europe (Neuchatel) exploration of influence of tobacco cut width on sidestream and mainstream smoke deliveries.
- Project Spec:* Imperial Tobacco effort from 1971-72 to introduce a new cigarette brand utilizing new packaging concepts. ???
- Project Speedbird:* BAT Arabia relaunch of “24 Hours in the City” promotion for Barclay from 1994.
- Project Speedboat:* Philip Morris U.S.A. effort from 1987 to develop an American blended KS cigarette at 9 mg tar for Hong Kong.
- Project Speedway:* Philip Morris Europe effort from 1977 to ??? cigarettes for consumer testing ??? in the United Kingdom.
- Project Sphinx:* Effort to sell cigs in Egypt.
- Project Spinster:* BAT effort to make a long shelf-life cigarette that ages well. check ???
- Project Spitzweg:* Philip Morris Europe (Neuchatel) investigation of Burley spray drying in Berlin from 1990.⁶³⁴ H. Hofmann responsible.
- Project Splash:* BAT effort from pre-1996 to ???
- Project Sponge:* BAT effort from 1977 to examine the effect of humectants in Virginia blends.

⁶³¹ S. R. Strawsburg to R. A. Kampe, “New Product Technologies - Resource Requirements,” Oct. 21, 1987, Bates 506250360-0379.

⁶³² D. M. Guilfoile, “Japan Spa Project Management,” Aug. 1, 1988, Bates 506733382-3397.

⁶³³ Philip Morris Europe, “Research and Development, Neuchatel – Quarterly Report,” July-Sept. 1988, Bates 2021607417-7568, pp. 91-94.

⁶³⁴ Philip Morris Europe (Neuchatel), “Quarterly Report,” Sept. 1990, Bates 2028634304-4426.

- Project Spotless:* Philip Morris Europe effort from 1980 to study the smoke chemistry and smoke quality of cigarettes “which are entirely denitrated.” Loss of potassium nitrate compensated for by adding tri-potassium citrate back into cut rag. Headed by F. Moser. Linked to Projects *Nino*, *Protagoras* and *Salamander II*.⁶³⁵
- Project Spring:* BW/BAT plan from 1996 to make a Salem Lights for Hong Kong that would stand up to Marlboro Lights Menthol.
- Project Spur:* 1988-89 research effort by BAT Canada to redesign Players packaging, esp. after “fibreglass charges” and 1988 Tobacco Act. in “key target group” of males under the age of 25.⁶³⁶ (to Youth)
- Project Squirrel:* Philip Morris Europe (Neuchatel) effort from 1993 to develop “a new Chesterfield blend in the medium price segment.”
- Project SRT:* ???
- Project SS:* Reynolds effort from 1992-95 involving “Smoothness Quantitative Variable Screening” (by New England Consulting Group).
- Project SSA:* Reynolds effort from 1986 to develop a cigarette with “improved sidestream smoke aroma” using flavor microcapsules incorporated into the Ecusta paper and a “wall material” substituting for urea-formaldehyde.⁶³⁷
- Project SSP:* BAT effort from 1997 (or before) to: ???
- Project Staffan:* Philip Morris Europe (Neuchatel) effort from 1983-84 to develop a 12-14 mg cigarette with a Prince Lights taste for Sweden (ended up as Stanton brand) in 20 and 14 pack
- Project Stag:* BAT effort from 1993 to improve the smoking quality of DEER and sheet tobacco. Linked to Project *Rhapsody*.
- Project Stage:* Imperial Tobacco (Montreal) effort from 1972 to develop an 84mm cigarette with a Filtrona SCS filter to compete with MacDonald’s Horizon and Rothmans Masters.

⁶³⁵ Philip Morris Europe, “Monthly Progress Reports,” April 1980, Bates 2501124535-4585, p. 43.

⁶³⁶ “Project Spur,” March 30, 1989, Bates 303542071. The industry was competing at this time to see which brand was most “youthful”; see Bates 303542083. Key image elements of Players in 1989, for example, were “strength, masculinity, modernity, youthfulness and appeal” (“Project Spur,” p. 4), Bates 303542100.

⁶³⁷ “Project AP” (Reynolds), 1986, Bates 505617012-7024.

- Project Staines:* BAT collaboration with Wills of New Zealand from 1989-93 to develop a new Benson and Hedges Golden Mild to attract “key Young Adult Urban Smokers.” Focus was on package redesign combined with “adding modernity”; a name change from B&H Export to B&H Lights was also explored. Brand pack images contrasted “Strong” cigarettes as masculine, modern, older, formal, international, prestigious, fun-loving, successful and popular, versus “Mild” cigarettes as feminine, traditional, younger, casual, local, ordinary, serious, unsuccessful and unpopular. Psychological techniques used to assess motivations included word and picture sorting, projection, guided fantasy, withdrawal, scenario setting, personification and personalisation (if B&H were a person, what kind of person would it be?), component building, and a number of others.⁶³⁸
- Project Stalemate:* Brown & Williamson effort from 1984 to find out how U.K. smokers regarded “the aroma, irritation and annoyance” of stale smoke.” A further aspect involved the GR&DC’s exploring how cigarette butts and sidestream smoke might be changed to improve their smell. Methods included panel studies, gas chromatography, and experimental manipulations of smoke chemistry and butt compositions.⁶³⁹
- Project Stansted:* BAT effort from 1972 to develop a U.S. brand for Europe with a “masculine orientation” and “image intensity equal to MARLBORO.” Screened in Switzerland.⁶⁴⁰
- Project Star:* Philip Morris Europe effort from 1975 to develop a “nicotine free” cigarette delivering less than .2 mg nicotine in the smoke. Low deliveries achieved by using 31 percent reconstituted leaf, 12 percent EF, and 27 percent Turkish.
- Project Star:* Philip Morris effort from 1987 to test market (in Zurich) a “Star by Philip Morris” brand cigarette; later planned for Italy and

⁶³⁸ Commercial in Confidence, “Research Proposal to Wills New Zealand for Project Staines,” Nov. 1993, Bates 500305197-5220.

⁶³⁹ R. A. Crellin, J. D. Green and P. D. Case, “Project Stalemate: Summary to End of August 1984,” 1984, Bates, 621063376-3381.

⁶⁴⁰ N. R. L. Brown, “New Virginia Brand Projects,” July 13, 1972, Bates 301003471-3479.

- France and for EEMA markets (Eastern Europe, Middle East and Africa).
- Project Star:* BAT effort from 1998 to build “peer pressure resistance skills” in youth to keep them from smoking. Included Projects *I-STAR* and *Bright STAR*.
- Project Star Trek:* BAT Indonesia effort from 1997 to produce a Lucky Strike to compete with Marlboro King Size HL for Indonesia. Cigarettes were evaluated according to: draw effort, mouthful of smoke, initial satisfaction, irritation, throat catch, taste amount, taste quality, aftertaste, mouth drying, mouth coating, residual harshness, and acceptability, all of which were ranked along scales of high to low (or unacceptable to acceptable).⁶⁴¹
- Project Starship:* Philip Morris effort from 1988 to develop a 12 mg Chesterfield for Japan “in conjunction with a Young American Image”⁶⁴²
- Project Statistical Support:* Reynolds effort from 1986 to develop tools for use in Brand R&D, Fundamental R&D, Biobehavioral R&D, and Applied R&D.⁶⁴³
- Project Stealth:* Philip Morris effort from the late 1980s to reduce the visibility and/or odor of secondhand smoke. The goal was to target “considerate smokers” with a cigarette emitting “70% less smoke from the lit end) and low odor (Aromatech).” Brand names considered for this new cigarette included Astor, Essex, Exeter, Largo, Morage, North Star, Savannayu, Select, Vista, Winfield, Eclipse, Trace, Azure, Bright, and more than fifty others. Linked to Projects *Lotus*, *Nectar*, and *Ambrosia*.
- Project Steed:* Philip Morris effort from 1993 to improve packaging technology
- Project Steffi:* Philip Morris Europe (Neuchatel) effort from 1992 to develop a white recessed filter cigarette for Germany.
- Project Stein:* Brown & Williamson effort from 1982 to make an aromatic/Cavendish cigarette. ???
- Project Stella:* Philip Morris Europe (Neuchatel) effort from early 1990s to

⁶⁴¹ Johana Ngantung to Bambang Irawan, “Research Brief for Project Star Trek 2,” Aug. 11, 1997, Bates 440022263-2266.

⁶⁴² “Japan Product Development” (Philip Morris), March 1988, Bates 2022162291.

⁶⁴³ “Project AP” (Reynolds), 1986, Bates 505617012-7024.

- evaluate recon processes and products from Bandtabak Malchin⁶⁴⁴ R. Wagoner responsible.
- Project Stem:* BAT's inter-company pricing & end market responsibilities 1999 (5?)
- Project Stereo:* Imperial Tobacco of Canada effort from 1985 to explore how "today's meaning and relevance of masculinity" could help sell Player's cigarettes. Documents note that "Milder products translate into somewhat safer smoking alternatives, and safety (lower T&N levels) provides solid rational appeals."⁶⁴⁵
- Project Stetson:* Brown & Williamson effort from mid 1980s to develop a new cigarette using a blend containing stem. Stetson was the blend. ???
- Project Stevenage:* BATCO project of 1971 to make a machine for Double Shell Pack
- Project Sting:* Imperial Tobacco of Canada plan from 1985 to target young male "starters" by deploying "overtly masculine imagery." Goal was to capture the young male market into which Reynolds had recently made great inroads.
- Project STK Stem:* BAT effort from 1985 to ???
- Project Stone:* BAT effort from 1996 to research and implement a single international packaging standard (e.g., for Superlongs for Russia).
- Project Stop:* Philip Morris effort from 1985 "to determine the origin of the off-odor that can be produced during storage of cut-fillers."⁶⁴⁶
- Project Storm:* BAT effort from 1986 to monitor a new U.S./Europe Mild 100's
- Project Storm:* Brown and Williamson's 1996 \$14.7 million project to implement three related initiatives: Wholesale to Retail Shipments application (later called Shipments To Retail Management application = STORM), an application that allowed retailers to review retail sale levels and market share, the Enterprise Wide Sales and Marketing Data Warehouse, a

⁶⁴⁴ Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 28.

⁶⁴⁵ Imperial Tobacco Document #111b: "Project Stereo/Phoenix Final Report," Feb. 1985, p. 51.

⁶⁴⁶ M. I. Hofer (Philip Morris), "Microbiology," April 15, 1985, Bates 2028639706-9718.

repository for sales and marketing data, and BEACON, which links store call and promotional activity.

- Project Strategy I:* ???
- Project Stretch:* ???
- Project Studio:* Philip Morris effort from 1988 to develop Project *Trim* cigarettes with low (visible) sidestream smoke using special papers treated with calcium carbonate (from Kimberly-Clark).
- Project Styx:* BAT effort from 1986 to ; involved restructuring ???
- Project Suave:* Philip Morris effort from 1990 to develop a cigarette for Latin America with white tipping and “real and perceived” low tar numbers⁶⁴⁷
- Project Suitcase:* ???
- Project Sulphur:* BAT effort from 1996 “to address product concerns expressed by management in Indonesia, Spain, and France.” Charles Castano the responsible agent, Lucky Strike the relevant brand.
- Project SULT:* Reynolds effort from 1980s, changed name in 1990 to Project *XB*. ???
- Project Sun:* ???
- Project Sunrise:* Philip Morris effort from 1980s and 1990s to define “opportunities” and “threats.” Opportunities included “Republican congress” and “minors”; threats included “antis,” “political correctness,” ETS, the FDA, litigation, “smokers,” and the potential for a “change in Congress.”⁶⁴⁸ Included an effort to redefine indoor air pollution as a ventilation problem, using the hospitality industry, restaurants, etc. *European Project Sunrise* emerged from this.⁶⁴⁹
- Project Super:* B&W effort from late 1980s (in connection with Adverb) to emulate Marlboro in terms of taste, impact, ammonia technology, etc., creating a “Marlboro-like product with positive points of difference.”⁶⁵⁰

⁶⁴⁷ Philip Morris, “Minutes from Tuesday: ‘New Products’,” June 19, 1990, Bates 2043937186-7193.

⁶⁴⁸ Ellen Merlo (?), “Mission” (Philip Morris), May 1995, Bates 2044341638-1676.

⁶⁴⁹ “European Project Sunrise,” 1998, Bates 2064014125-4133.

⁶⁵⁰ Brown and Williamson, “Superior Product Development,” May 9, 1990, Bates 621056391-

- Project Superiority:* Brown and Williamson effort from early 1980s into 1990s to create a suite of cigarettes “judged by Marlboro smokers to be superior to their own Marlboro product.” Goal was to have “parity” with the PM brand by 1985 and “superiority” by 1986.⁶⁵¹ Involved free-basing? Casings included St. John’s bread.
- Project Superstock:* BAT effort from 1994 (supervised by P. Henning) to reduce costs of cigarette manufacture to compete with the leading generic brand on the German market (Boston cigarettes).
- Project Support Services:* BAT effort from ??
- Project Survey:* ???
- Project Survival:* Imperial Tobacco (Montreal) effort from 1985 to assist in overcoming problems associated with new or modified cigar developments. Project T-4760.
- Project Suspense:* BAT (UK&E) effort from late 1980s to develop “an ultra-low (5mg) tar product for European markets (e.g. France)”⁶⁵² Goal was a B&H ultra mild at 4 mg tar.
- Project Sven:* Philip Morris Europe effort from 1974 to explore a new kind of cigarette for Sweden.
- Project Swan:* Philip Morris Europe (Neuchatel) effort from 1987 to prepare a blind product test comparing MLF-PE and Camel King Size. For the Dutch cigarette market.
- Project Sweet:* A 1988 effort by Philip Morris to develop “a distinctively sweet cigarette for the Japanese Market,” with flavoring used also in Merit KS SP.⁶⁵³
- Project Swift:* ???
- Project Swing:* Philip Morris effort from 1988 to develop a cigarette for the Canary Islands. Blends developed in Semiworks tested against controls.

6394.

⁶⁵¹ “Project Superiority: Smoke Quality Improvement” (Brown and Williamson), n.d., Bates 621006839-6853.

⁶⁵² BAT (UK&E), “Work Area 802: Applied Research and Development,” n.d. (circa 1987), Bates 400004379-4425.

⁶⁵³ J. L. Spruill, “Marlboro Standardization and International Support,” Feb. 1988, Bates 2022162281-2283.

- Project Swirl:* Imperial Tobacco (Canada) R&D (Montreal) effort from 1986 to evaluate “the subjective characteristics of two novel filters designed to improve the smoke quality of low delivery cigarettes by changing the smoke pattern.”⁶⁵⁴
- Project Sylvie:* Philip Morris Europe (Neuchatel) effort from 1992 to evaluate the Slims blend in a king-size cigarette.
- Project Symphony:* Reynolds effort from 1994 to “Strengthen RJRT’s margins and share in the Savings segment.” via two new brand introductions, CAROLINA GOLD and HOGSHEAD. Analysis included “risk assessment,” as in how likely is the brand to fail?⁶⁵⁵
- Project “T”:* AT project from mid 1960s. Compare also Project T & T.
- Project “T”:* Ted Bates Co. effort from 1969 explained as “possibly a precursor to Project Truth – Auerbach – this deals with interviews with female starters concerning their attitudes, behavior, feelings and views on smoking.”
- Project T-9485:* ???
- Project Table:* ???
- Project Table Top Smoke Removal Systems:*
- Project Talisman:* ???
- Project Tambay:* Philip Morris effort from 1979 to develop a 4 mg tar French cigarette. New French regulations required that this contain more than 85 % tobacco. Had versions I, II and III.
- Project Tame:* Early code name for Liggett’s 1973-77 effort with Arthur D. Little to produce a “safer cigarette” using palladium catalyst.⁶⁵⁶ Same as *Project XA-5001*.
- Project Tami:* Imperial Tobacco (Montreal) effort from 1972 to produce experimental cigarettes using Ecusta ultra porous tipping and modified Du Maurier and Filter Player’s recipes.⁶⁵⁷

⁶⁵⁴ Imperial Tobacco LTF, Research and Development Division, Oct. 1985, Bates 570351066-1122.

⁶⁵⁵ 513222819

⁶⁵⁶ James Mold, “Meeting at Arthur D. Little to Discuss Project ‘Tame’,” Jan. 16, 1976, Bates lg0131568-1585.

⁶⁵⁷ Imperial Tobacco Products Ltd., “Product and Process Development Montreal Semi-Annual Report July – December 1972,” March 12, 1973, Bates 650367296-7421, pp. 72-73.

- Project Tammy:* Philip Morris effort from 1980s to make a tobacco wrapper.
- Project Tamy:* Imperial Tobacco Ltd. effort from 1973 to explore
???
- Project Tandem:* Philip Morris effort from 1982 to manufacture a cigarette in Kishinev, USSR. Formerly known as Project *Cosmic*.
- Project Tang:* Philip Morris effort from 1988 to develop a Marlboro Filter cigarette from cut filler to BBS without expanded tobacco for Indonesia.
- Project Tangerine:* 1989 BAT development of a low-tar mentholated cigarette using 70/30 ratios of natural/synthetic menthol and spearmint oil⁶⁵⁸
- Project Tangerine II:* ???
- Project Tango:* Philip Morris Europe from 1984 to develop “a Muratti cigarette for the Greek market in the low price segment.”
- Project Tango:* Philip Morris effort from 1988 “to take advantage of the reemergence of 1930’s style” with three new cigarette designs advertised in black and white: a Bond mainstream brand in the mid-high price range; a revived “Johnny pack” in a shoulder box format; and a luxury “PM Supremes.”⁶⁵⁹
- Project Taranto:* BAT (UK&E) plan from 1994 to re-launch JPGL in new package with Lights and Menthol versions.⁶⁶⁰
- Project Target:* Philip Morris effort from 1988 to ???
- Project Tasso:* Philip Morris Europe (Neuchatel) effort from 1993 to investigate “the dynamics of nitrogenous compounds of aging sidestream smoke” (esp. NNK)⁶⁶¹
- Project Taurus:* Philip Morris Europe effort from 1992 to alter the perception of second hand smoke “by modifying its aerodynamic

⁶⁵⁸ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654, p. 7.

⁶⁵⁹ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

⁶⁶⁰ Dean Sims, BAT (UK and Export, Ltd.), “Brand Planning,” Oct. 2, 1994, Bates 500253133-3176.

⁶⁶¹ Philip Morris Europe (Neuchatel), “Quarterly Report,” July – Sept. 1993, Bates 2028632453-2616.

- characteristics through changes in filter design.”⁶⁶²
- Project Taurus:* Brown and Williamson effort from 1982-85 to identify “the socially concerned smoker” and to estimate the potential market for a “reduced sidestream product.”⁶⁶³ Linked to *Project Titan*.
- Project TC:* (“Tar Control”): American Tobacco’s long-standing effort, begun in 1973, to monitor and reduce tar in cigarettes. Still going in 1990s, when it involved on-machine laser perforation of Carlton’s filter to reduce from 6 to 5 mg tar. Also involved “visual sidestream reduction”⁶⁶⁴
- Project TC-SIR:* American Tobacco’s extension of *Project TC* involving testing of *Project ADV* model cigarettes in 150 smokers of Merit, Winston and Vantage Ultra Light King Size cigarettes.
- Project Tea:* BAT effort to introduce a new blend for Gold Flake in the Middle East
- Project Tea Bag:* Philip Morris effort from 1989 to product a “humidor pouch” inside the pack to enhance freshness. Tested in United Arab Emirates.
- Project TEAM:* BAT effort from 1993 to develop a “UK based low cost US blended full flavour product for use in opportunity markets where an international imported value-for-money segment is significant.”⁶⁶⁵
- Project Tear:* Philip Morris (Neuchatel) effort from 1986-89 to measure the extent to which various humectants produce acrolein, formaldehyde, etc. in various kinds of cigarettes (MS and SS).⁶⁶⁶

⁶⁶² Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 28.

⁶⁶³ Brown and Williamson, “Project Taurus: A Summary of Research,” n.d., Bates 674056027-6059.

⁶⁶⁴ B. F. Price (American Tobacco), “Weekly Report, Research Section,” Jun 11, 1987, Bates 950757737-9260 (includes later documents). Check this file, since contains many other project names.

⁶⁶⁵ R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

⁶⁶⁶ C. J. Blake (Fabriques de Tabac réunies S.A.), “Proposal for Project Tear,” July 1, 1986, Bates 2501225110-5111.

- Project TE-5001:* Liggett effort from early 1970s to develop a free-based cigarette (emulating Marlboro) using calcium hydroxide as a base. Robert K. Williams a key figure. Goal was to lower “the total nicotine present in smoke while increasing the physiological effect of the nicotine which is present, so that no physiological effect is lost on nicotine reduction.”⁶⁶⁷
- Project Telling:* BAT (UK&E) gift box offer for Kents in Middle East from 1995.
- Project Tembo:* Leo Burnett Agency effort from 1994 to explore (for Philip Morris USA⁶⁶⁸) a “longer-lasting B&H product with ‘extra puffs.’”⁶⁶⁹ Shut down in 1994 as consumers had become sensitized to “ingredients.”
- Project Temper:* Brown & Williamson effort from 1983 to produce a cigarette with a low tar to nicotine ratio “in reaction to Benowitz.”⁶⁷⁰
- Project Tempo:* BAT effort from 1993 to identify “optimum packing moisture to achieve best smoking quality” and to fine-tune humectant levels “so as not to increase particle degradation and the risk of spotting.”⁶⁷¹
- Project Tennis:* Philip Morris Europe effort from 1978 to ??? for U.K. Linked to Project *Hilton*.
- Project Tennis:* Philip Morris Europe effort from 1984 “to increase tar delivery of the Marlboro 100’s for the UK market as the values of the current production are on the low side.”⁶⁷²

⁶⁶⁷ Robert K. Williams, “Development of a Cigarette with Increased Smoke pH,” Dec. 16, 1982, Bates LG0262126.

⁶⁶⁸ Suzanne LeVan to James Morgan, Aug. 2, 1994, Bates 2045652316.

⁶⁶⁹ B. Andersen (Leo Burnett Agency), “B & H Project Tembo Creative Needs for Research,” June 15, 1994, Bates 2047273106-3107.

⁶⁷⁰ A. J. Mellman (Brown & Williamson), “New Product Portfolio Analysis,” Sept. 1, 1983, Bates 659048105. Reference is to Neal Benowitz of UCSF, who had proposed a cigarette with a high nicotine-to-tar ratio on the grounds that people would inhale less tar thereby.

⁶⁷¹ R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

⁶⁷² Fabriques de Tabac réunies S.A (Philip Morris), “Research and Development, Quarterly Report, Jan. - March 1984,” March 1984, Bates 2028464775-4875.

- Project Test:* BAT (UK&E) product development from 1992 involving 555 FKS
- Project Texas:* Philip Morris Europe effort from 1981 to make a 3 mg. Flint cigarette, prototype was Code C-36.
- Project TF:* “Tomorrow’s Female” =1985-87 Reynolds effort to design and market a cigarette to poor, young, and less-educated women.⁶⁷³
- Project Thailand:* ???
- Project Thames:* Philip Morris Europe (Neuchatel) effort from 1988-90 exploring the use of flavors such as chocolate, coffee, anise, and various fruity and floral notes in cigarettes.⁶⁷⁴ Linked to Project *Danube*.
- Project Thermos:* BAT (UK&E) effort from late 1980s to reduce carbon monoxide in smoke, part of the company’s campaign of “personal and social reassurance.”⁶⁷⁵
- Project Third Party:* BAT effort from ? to do what ???
- Project Thistle:* BAT effort from 1977 to challenge the market for Dunhill International cigarettes.
- Project Thunder:* Philip Morris effort from 1995 to promote the Marlboro brand by taking a group of “lucky Marlboro smokers” across the western U.S. on a specially designed train, stopping at a predetermined group of cities to allow participants to attend events like concerts and rodeos, or to participate in physical activities like mountain biking and rafting. Project organizers worried that the event could become “a focal point for the tactics of aggressive anti-smoking activists,” so Burson Marsteller carried out a series of “simulations” to prepare for such possibilities.⁶⁷⁶ Also involved extensive merchandizing.⁶⁷⁷

⁶⁷³ Emily C. Etzel to H. T. Parks, “Refinements to the Project TF Concept,” Sept. 15, 1987, Bates 514341438-1440. Get better!

⁶⁷⁴ Philip Morris Europe (Neuchatel), “Quarterly Report,” Sept. 1990, Bates 2028634304-4426.

⁶⁷⁵ BAT (UK&E), “Work Area 802: Applied Research and Development,” n.d. (circa 1987), Bates 400004379-4425.

⁶⁷⁶ Burson-Marsteller, “Project Thunder Preparedness Program,” April 12, 1995, Bates 2044266113-6123.

⁶⁷⁷ “Project Thunder Materials,” April 24, 1995, Bates 2060199916.

- Project Tiberius:* BAT effort from 1985-86 to produce an extra-length cigarette “in prestige packaging”: “A direct attack on Dunhill Int. and Rothmans Int.” Brand name: Benson & Hedges International. Linked to Project *Shadow*.⁶⁷⁸
- Project Tibre:* Philip Morris Europe (Neuchatel) effort from 1988 to make a new luxury blend cigarette ???
- Project Tiger:* BAT Southampton study from the mid- to late-1980s showing how tar-to-nicotine ratios were the “best single predictor of human behavioural adjustment” to a particular cigarette.⁶⁷⁹
- Project Timer:* \$20 million Philip Morris project from mid 1970s to develop a low tar cigarette with improved flavors. Had a dozen different names, including “Organoleptically Improved Tobacco,” “Applied Organoleptic Enhancers,” “Scientifically Controlled Flavor,” and so forth.⁶⁸⁰ Culminated with the development of “Super Juice.”⁶⁸¹
- Project Timer I & II:* British American effort to match the smoking properties of Philip Morris’ Merit brand. Led to Project *BROLAM*.
- Project Tin Can:* BAT program from mid 1980s to measure nicotine, reducing sugar, total sugar, and moisture in several brands.
- Project Tintoretto:* Philip Morris Europe (Neuchatel) effort from 1989 to assist PM-Brazil and PM-Argentina on stem processing.
- Project Tiptoe:* 1989 BAT Southampton effort to make filters more cheaply using a bi-component polypropylene tow.
- Project Tirana:* Philip Morris Europe (Neuchatel) effort from 1988 to develop a Visa Light Long Size for SI.
- Project Tissot:* Philip Morris Europe (Neuchatel) evaluation of a heat treatment tunnel recently installed “prior to the dryer in the

⁶⁷⁸ J.F.G. Murphy (BAT), Guidelines for Company Plan 1986-90,” May 22, 1985, Bates 301576306-6326.

⁶⁷⁹ BAT (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” n.d., Bates 562402593-2654, p. 7.

⁶⁸⁰ H. G. Daniel to R. B. Seligman (Philip Morris), “Terms Describing Project Timer,” Sept. 2, 1975, Bates 2060528501.

⁶⁸¹ “Project Timer,” Sept. 18, 1975, Bates 1003700726.

- Miniprimary.”⁶⁸²
- Project Tit:* Philip Morris Europe (Neuchatel) effort from 1989 to replace “RU004 blend by HU003 blend in the RUP02 (Runner Plain) made in Jubilee”⁶⁸³
- Project Titan:* Philip Morris Europe plan from 1991 to see whether CO and nitrosamine content of cigarettes could be reduced while maintaining fixed tar nicotine and RTD levels.⁶⁸⁴ S. Pestlin responsible.
- Project Titania:* Philip Morris Europe (Neuchatel) effort from 1988 to study “the risks of physiological changes in the bacterial population during tobacco processing and storage, and to investigate their impact on the organoleptic and chemical properties of tobacco.”⁶⁸⁵
- Project Tiziana* Philip Morris Europe (Neuchatel) transfer of the production of F6 100’s from Munich to Dresden (in 1992).
- Project To Mo:* Philip Morris effort from 1988 to develop a cigarette for Uruguay.
- Project Tolstoy:* Philip Morris effort from 1988 to produce a “deeply recessed filter product, Russian style,” with 15 mg tar, 20% ventilation, and 6+ puffs.⁶⁸⁶ Part of a campaign to develop cigarettes for Asian markets. Cigts. were to be produced at 1000/minute.
- Project Tom:* Philip Morris Europe effort from 1991 to develop a Bond Extra Mild for Finland.⁶⁸⁷
- Project Tom-Tom:* Philip Morris effort from the late 1980s to increase the visibility at point-of-sale using Marlboro carton sleeves.

⁶⁸² Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 65.

⁶⁸³ Philip Morris Europe (Neuchatel), “Quarterly Report, April – June 1989,” 1989, Bates 2021607748-7894.

⁶⁸⁴ Philip Morris Europe, “Quarterly Report 920100 – 920300,” March 1992, Bates 2028633450-3612, p. 29.

⁶⁸⁵ Philip Morris Europe, “Research and Development, Neuchatel – Quarterly Report,” Oct.-Dec. 1988, Bates 2028635274-5452, at 5279.

⁶⁸⁶ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

⁶⁸⁷ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), “Cigarette Development EEMA” (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

- Project Tomorrow:* Philip Morris effort from the 1980s-90s to create fire-safe Marlboro Lights (= Project *LCO6-1003*). Design settled on had thickened bands ringing the cigarette rod that would extinguish the cigarette unless the smoker “pulled” through it by puffing. Similar designs had been patented in the U.S. in the 1920s.
- Project Top Gun:* Study of consumer reactions to “tar-free” and “smokeless” cigarette concepts conducted by Analytic Insight, Inc., for Brown and Williamson in 1988.⁶⁸⁸ Based on one-on-one interviews and focus groups.
- Project Torbay:* ???
- Project Torch:* BAT Australia effort from 2000 to come clean on smoking and health issues. Involved effort to survey corporate employee attitudes toward making the concession, and classifying forms of support or resistance. 780015533-780015563
- Project Torquay:* BAT effort from 1972 using Central American leaf to develop cigarettes to compete with Philip Morris brands. Introduction planned first for Guatemala then for Nicaragua, Honduras, and Salvador. 10 cent versions had the brand name “Oros”
- Project Torricelli:* Philip Morris Europe (Neuchatel) effort from 1992 to explore light scattering and gravimetric methods for use in measuring RSP (respirable particle pollution?).
- Project Torro:* Philip Morris Europe (Neuchatel) effort from 1984 to develop a Fortuna King Size cigarette for EEC markets (recipe from Richmond).
- Project Totem:* ???
- Project Tourist:* ???
- Project Tow Processing Method:* RJR FFNM effort from 1984 to determine the consumer perception differences associated with AF (PM) verses E-60 (RJR) tow processing methods and to evaluate the C-100 transport system with both methods.
- Project Toyo:* Philip Morris Europe (Neuchatel) effort from 1988 to produce expanded tobacco in the ET installation in Onnens as a reference for the Marlboro ET qualification test of the new ET plant at Tabacalera SA in Cadiz, Spain.
- Project “TR”:* 1992 Lorillard effort to study how to market low price cigs.

⁶⁸⁸ Analytic Insight, Inc., “Project Top Gun: Consumer Reactions to New Cigarette Concepts,” May 20, 1988, Bates 465663404-3434.

- Project Track:* ???
- Project Traf:* ???
- Project Tram:* BAT effort from 1981 to develop a conventional 5 mg tar Virginia cigarette for the U.K. market.
- Project Trash:* ???
- Project Trend:* B&W 1989 effort to develop ultra slims for urban “street-wise” “self-defined and self-measured young adult males” aged 21-35.
- Project Trident:* BAT Canada effort of 1990 to develop a Players cig midway between Light and Extra Light, targeting males 18-25. (Youth).
- Project Triethylene Glycol as a Humectant:* RJR FFNM effort from 1984-1985 to improve the acceptance of WINSTON KS among target smokers through the use of TEG as a humectants.
- Project Trigger:* ???
- Project Trim:* 1988 Philip Morris effort to make a low sidestream cigarette using lime paper. Project *Trim* had versions I-IV.
- Project Trinity:* Philip Morris plan from 1979-80 to develop a series of low tar cigarettes to compete with American Tobacco’s Carlton series. Resulted in Cambridge brand? (p. 913 DOJ PFOF).
- Project Triple I:* ???
- Project Triton:* ???
- Project Triumph:* Philip Morris Europe plan to develop King Size cigarette for the female segment of the French market.
- Project Trogniak:* Philip Morris Europe effort from 1991 to develop an L&M non-ventilated cigarette for Poland.⁶⁸⁹
- Project Tronto:* Philip Morris Europe (Neuchatel) effort from 1992 to reduce the cost of cigarette manufacture by increasing tobacco cut width, allowing the company “to decrease substantially the quantity of tobacco to be used in a cigarette while the firmness remains constant.”⁶⁹⁰
- Project Troop:* BAT effort from 1981 to develop “a modified Virginia, international length product with a tar delivery of 15 mg/cigarette and taste characteristics more suited to South American consumer

⁶⁸⁹ A. M. Kopp (Philip Morris Europe, R&D Neuchatel), “Cigarette Development EEMA” (Quarterly Report, New Product Development), Oct.–Dec. 1991, Bates 2028633693-3698.

⁶⁹⁰ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 72.

- requirements.”⁶⁹¹
- Project Trout:* BAT effort from the early-to mid-1980s to explore how cigarettes might be designed with less visible sidestream smoke. Goal was to address “social acceptability” and not “personal health.”⁶⁹² Originally restricted to the U.K. domestic market, project later extended to Saudi Arabia and the Channel Islands, inter alia.⁶⁹³
- Project Trout:* Philip Morris Europe (Neuchatel) effort (from date) involving de-freezing, imagined as a line extension of Project *Whale*.
- Project Troy:* BAT effort from ??? to ???
- Project Trudi:* Philip Morris Europe (Neuchatel) blind product test (in Germany) of LMK07 against the same blend to which Toucan blend had been added.
- Project Truth:* Tobacco Institute’s plan to air public service TV spots to counter anti-smoking ads, broadcast in fall of 1970. Linked to Projects A and B, aka Project *Truth – Auerbach*, since effort was also to refute Auerbach’s demonstration of emphysema in smoking dogs.
- Project TSB:* Confidential (“highest security”) R.J. Reynolds project from 1983-84 involving a confidential “taste breakthrough” and perhaps cost savings. Involved ammoniation?
- Project TT:* Reynolds effort from 1992-95 to develop advertising plans for promoting Camels. Goal was a whimsical, free-spirited “Lust for Living” campaign stressing the absurd (martians, cows, etc.).⁶⁹⁴ Involved Tactical Option Impact Test and focus groups in Cincinnati, Denver, Atlanta. Resulted in “Can’t Hide” campaign.
- Project Tube-in-Tow:* Philip Morris Europe (Neuchatel) effort from 1988 to study how tubes inserted into filters (for dilution) impact puff-per-puff

⁶⁹¹ A. K. Heard (BATCo), “Product Development & Technical Services Programme and Resource Allocation 1982,” Nov. 1981, Bates 109972180-2209.

⁶⁹² I. A. R., “Project Trout: Summary of Development,” March 28, 1983, Bates 516003320-3341.

⁶⁹³ “Summary of Presentations to the BATCo Board on 21st/22nd May 1984,” June 4, 1984, Bates 682610174-0196.

⁶⁹⁴ R. C. Pasterczyk to E. C. Leary, “Camel Project TT Qualitative,” July 28, 1994, Bates 513874053-4055.

- deliveries. Linked to Project *Hole-in-Filter*.
- Project Tulip:* 1989 BAT effort to use hybrid tobacco and GREENDOT methods in a longitudinally structured rod.
- Project Turbo:* Philip Morris effort from 1988 to produce a low-delivery cigarette for Germany with an “enhanced first puff.”
- Project Turbo:* BAT Canada effort (same as Apollo, Saturn, Matinee, Players and du Maurier, Export, Omega, Spur, Player’s Mild, Visa and Day—late 1989 was “Fibreglass”) from 1989 to develop a du Maurier Extra Light cigarette “at the low tar end of the Mild/Pop/Modern segment” with “androgynous credentials.”⁶⁹⁵
- Project Turkish Level in WINSTON King Size:* RJR FFNM effort from 1984-1985 evaluating the impact of increasing the Turkish level from 16% to 18% in WINSTON KS blend and modifying the Turkish sub-blend.
- Project Turner:* Philip Morris Europe (Neuchatel) effort from 1988 to assist PMH in achieving an increase in its Burley production capacity.
- Project Turner:* BAT (U&E) plan from 1994 to introduce one “region wide, image enhancing, in pack communicated, added value activity” for the Middle East⁶⁹⁶
- Project Turnix:* Philip Morris Europe (Neuchatel) effort from 1988 to conduct blind product tests of Marlboro Red in Holland.
- Project Twain:* BAT effort from 1972 to develop a low TPM (total particulate matter) low-nicotine brand for wide use in Virginia markets, including Malaysia, Singapore, Hong Kong, and New Zealand.⁶⁹⁷
- Project Twiggy:* BAT effort from 1987 to develop and launch a Capri cigarette for Germany get more.
- Project Twist* Imperial Tobacco effort from 1967 to conduct large-scale consumer trials along with analyses of menthol, leaf and smoke.
- Project Typhoon:* BAT effort from the 1990s ??? Argentina?
- Project Ulysee:* Philip Morris Europe (Neuchatel) blind product testing of the

⁶⁹⁵ BATCo, “Development Priorities,” Feb. 24, 1989, p. 6, Bates 303541674-

⁶⁹⁶ Dean Sims, BAT (UK and Export, Ltd.), “Brand Planning,” Oct. 2, 1994, Bates 500253133-3176.

⁶⁹⁷ N. R. L. Brown, “New Virginia Brand Projects,” July 13, 1972, Bates 301003471-3479.

- German LM full flavor (15mg/1mg) vs. the German LM Mild (13mg/8mg). 180,000 cigarettes sent to Greece for testing.⁶⁹⁸
- Project Ultimate:* Elaborate BAT effort from mid 1990s to compete with Reynolds' ECLIPSE. Goal was a tobacco-free article with "low biological activity smoke, low sidestream, traditional cigarette taste and cigarette-style smoking mechanics." Involved Ames testing of condensates, exploration of alternate (non-carbon) fuels, and much else.⁶⁹⁹ Contained perlite!
- Project UNO:* ???
- Project Ultava:* see Calabrese/Parsnip
- Project Ultra:* ??? 1994
- Project Ultra Low - Blend ETC Influence:* ???
- Project Ultra Low - Low Blend Cost:* ???
- Project Ultra Low Tar (ULT) Cigarettes:* ???
- Project Ultra Low Tar Optimisation:* ???
- Project Ultra Low Tar Optimization:* ???
- Project Ultra-Slims:* ???
- Project Understudy:* BAT effort from the mid 1970s to produce tobacco substitutes. ???
- Project Update/Improve Cigdesign:* ???
- Project Uranus:* ???
- Project URSULA:* Philip Morris Europe plan to develop a full flavour KS cig for German market in Prince of Denmark taste direction.
- Project Ursus:* Philip Morris . . . ???
- Project U.S.A.:* ??? (huge)
- Project UT:* "Project Uptown": effort by ???
- Project Ute:* Philip Morris Europe (Neuchatel) effort from 1992 to develop a reduced-tar Juwel filter cigarette for Germany.⁷⁰⁰ Liked to Project Hilde.

⁶⁹⁸ Philip Morris Europe, "Research and Development, Neuchatel – Quarterly Report," July-Sept. 1988, Bates 2021607417-7568, p. 81.

⁶⁹⁹ Barbara Montana (BAT Technology Centre, Southampton), "Status Review Notes Covering the Period March – August 1996," Oct. 22, 1996, Bates 800036963-7102.

⁷⁰⁰ Philip Morris Europe, "Quarterly Report," March 1992, Bates 2028633450-3612, p. 82.

- Project V:* Brown & Williamson effort from 1971 involving Woodrose tests.
- Project V69:* Reynolds effort from 1976 to produce a Vantage product having reduced tar deliveries of 9 and 6 mg. Prototypes due to Marketing in July 1976 and final development scheduled for Jan. 1977.
- Project Vaccine:* ???
- Project Vagabond:* 1989 BAT Southampton hope to reduce costs by “acetylating viscose fibre” using acetic anhydride.” Idea was to find a cheaper way to make cellulose acetate, the standard material for filters. Shelved.⁷⁰¹
- Project Vancouver:* ???
- Project Vanguard:* Philip Morris effort from the 1980s to develop a “consumer acceptable nonburning smoking article.” An outgrowth of *Project Advance*.
- Project Vanna:* Brown & Williamson effort from 1987 to develop a low-cost light cigarette with AMELIA flavor for the Saudi market. Filler weight was 645 mg, and filter was laser perforated for ventilation. Product was designed to emulate L&M Generics.
- Project Van Swieten:* Philip Morris support for research at Holland’s TNO (in Delft) on “odour trappings by membrane filtration.” Part of the company’s 1991 effort to develop expert witnesses for use in ETS litigation and/or regulation.
- Project Vantage:* 1997 Rothmans test of package designs in Russia and Poland
- Project Varg:* PME effort to replace Marlboro 10’s with a 14-pack for Norway.
- Project Varig:* (“Variable Geometry”): Brown and Williamson effort from 1984 to ??? Part of *Project Rio*.⁷⁰²
- Project VAT :* used TSB technology, as did *Project GHI*, goal of which was a “high impact (full flavor) taste at low tar levels” (5111)
- Project Vatican:* Philip Morris Europe effort from 1978 to develop a cigarette using Maudit 110-6 paper for Switzerland. 18mg tar, 1.2 mg nicotine.

⁷⁰¹ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654, p. 7

⁷⁰² C. C. Greig, “PROJECT VARIG – Variable Geometry – A Part of *Project Rio*,” May 2, 1984, Bates 682610371-0372.

- Project Vaughn:* BATCo effort from 1992 to launch Embassy cigarettes in Cambodia.
- Project VB:* Reynolds product development from early 1980s, linked to Project AF.
- Project Vegas:* BAT Arabia plan from 1994 to market Lucky Strike
- Project Velasquez:* Philip Morris Europe (Neuchatel) effort from 1988 to assist PM-Asia in evaluating Hauni-HT treatment of cut rag and stem for improved filling power, using feedstock from the Philippines.
- Project Velvet:* Ecusta paper of 25% chalk and 11% magnesium oxide
- Project Venado:* BAT effort from 1995 to launch a new cigarette for Guatemala targeting esp. smokers of Belmont cigarettes. Ads were designed to convey “quality, youthfulness and status.”⁷⁰³
- Project Venoge:* Philip Morris Europe (Neuchatel) effort from 1988 to develop a 9 mg tar cigarette offering “mildness, cleanness and freshness” without a pronounced menthol cooling sensation.
- Project Venus:* Philip Morris Europe (Neuchatel) effort from 1984 to reduce the visibility of sidestream smoke using a PSP filter treated with MgO. Used high porosity electro-perforated paper from Mauduit. By 1989 included investigation of factors affecting transfer efficiencies of selected additives to mainstream smoke.
- Project Venus:* BAT effort from 1994 to ???
- Project Verbatim:* ???
- Project Verge 006:* ??? 1984 PM effort to make what?
- Project Vermeer:* Philip Morris Europe (Neuchatel) effort from 1987 to evaluate expanded tobacco samples from Corby, a BAT company in the U.K.
- Project Veronica:* Philip Morris Europe (Neuchatel) effort from 1993 to evaluate an oxygen-bleached cigarette paper for use in German Marlboros.
- Project VF:* Reynolds effort from 1989 to conduct a Concept/Product test of its “Dakota” low-tar lavender brand under development. Panelists were asked to think about what kind of female would smoke such a cigarette, whether they were someone “with a lot of personality,” or sociable or adventurous, warm and caring, snobbish or phoney, etc.⁷⁰⁴

⁷⁰³ BAT, “Consumer Research Summary: Total Offer Test Project Venado, Guatemala, August 1995,” Bates 500121810-1812.

⁷⁰⁴ Dennis and Co. (for Reynolds), “Project VF Concept/Product Study,” Sept. 1989, Bates

- Project VHS:* Imperial Tobacco Canada effort from 1984 to introduce a slims brand under the du Maurier trademark.⁷⁰⁵
- Project Vicky:* Philip Morris Europe effort from 1978-79 to develop a special recessed filter Parliament for Germany. 13 mg tar, .8 mg nicotine Urgency meant that older Hauni method of perforation used.
- Project Victory:* Philip Morris Europe (Neuchatel) effort from the mid 1980s to implement a quality control system for the local manufacture of Merit and Marlboro brands at the company's factory in Talbia, Egypt.
- Project Vieho:* Philip Morris effort from 1982 to make a Belmont cigarette to be manufactured by ATO in Finland.
- Project Vienne:* Philip Morris Europe (Neuchatel) effort from 1988 to produce a low delivery high taste cigarette.
- Project Vigor:* BAT effort from late 1970s to make a "Virginia Cigarette to meet Gori targets."
- Project Viking:* Elaborate 1986 Imperial Tobacco effort "to reassure smokers, to keep in the franchise for as long as possible"⁷⁰⁶ Cost circa \$250,000, initiated by Market Strategy Dept. Involved the study of some smokers under 18. Goal was to find new products "which could delay the quitting process." Bates 689466046 2022886233
- Project Vinaigrette:* 1984 Philip Morris effort to prove blend optimization concept
- Project Vinci:* Philip Morris Neuchatel effort from 1987 "to increase the capacity of the Miniprimary and improve the quality of the cut filler."
- Project Violet:* BAT effort from 1977 to examine products targeted at Dunhill International. Linked to Project Thistle.
- Project Viper:* BAT/BW effort from pre-1979 in South Africa that failed "in research," causing reinstatement of PGL mild developments.⁷⁰⁷
- Project Viper:* Reynolds "secret and confidential" effort from 1993 to create a

507311121-1140.

⁷⁰⁵ "R&D/Marketing Conference," n.d. circa 1984, Bates 100501581-1783.

⁷⁰⁶ "Project Viking: A Behavioral Model of Smoking," Feb/March 1986; 689466032.

⁷⁰⁷ Brown and Williamson, "Marketing Policy Committee," March 1979, Bates 464519228-9324.

“lean, mean, fighting machine” using a “most feared sales organization.” Plan was to be “competitively fierce” and “cost-effective proud.”⁷⁰⁸ ??? Fix

Project Virginia World-Wide Best: ??? aka *Project Virginia WWB*.

Project Virgo: Brown and Williamson effort from 1979 to study “the perceived benefits and disadvantages of smoking.” From the company’s Psychology Group.

Project Virile Female: Effort by Marketing and Promotions of Chicago for RJR to target blue-collar women with its Dakota Brand.

Project Virtue: BAT effort from late 1970s to develop certain flavors. Linked to Projects *Brolam*, *Headlamp*, *Timer*. Cigs. made by B&W.

Project Visa : Brown and Williamson code name for its “ultra slim cigarette” (circa 17 mm diameter) designed to compete with Virginia Slims. Made from an experimental reconstituted tobacco leaf, and targeted at women “about 26 or 27 who care a lot about fashion”⁷⁰⁹ Andrew (Drew) McMurtrie was Group Development Director during a portion of its development in the mid 1980s. Organized through the Visa Task Force, consumer tested vis DuPont tests.

Project Visa: Imperial Tobacco Co. (R&D Montreal) effort from 1989-91 to develop a low-sidestream cigarette (project headed by McBride). Linked to Project *Day*.

Project Vision : BAT effort from 1982 to develop “a modified Virginia KS product for a Far East market with a tar delivery of 11 mg/cigarette.”⁷¹⁰ Iridium version used in Europe, Japanese variant made in Finland.

Project Vision 2000: BATCo effort from 1996 to develop a low sidestream Barclay product.

Project Vitality: Philip Morris effort from 1988 to develop a “Viva” brand cigarette with the slightest hint of menthol for the European

⁷⁰⁸ R. J. Reynolds, “Project Viper,” Feb. 25, 1993, Bates 510940905-0910.

⁷⁰⁹ (p. 225, Bates 170321875).

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⁷¹⁰ A. K. Heard (BATCo), “Product Development & Technical Services Programme and Resource Allocation 1982,” Nov. 1981, Bates 109972180-2209.

- market. Trademark infringement required renaming.⁷¹¹
- Project Vodka:* Philip Morris Europe effort from 1973 to ???
- Project Voiture:* Philip Morris Europe effort from 1982 to produce a new cigarette for France. Linked to Project *Short*.
- Project Volga:* Philip Morris Europe (Neuchatel) plan from 1988-90 to develop triple “tube-in-tow filters in order to produce 1 mg, 4 mg, and 6 mg tar delivery cigarettes (84 mm length) with improved initial puffs.”⁷¹²
- Project Volta:* BAT effort from 1987 to ???
- Project Volta:* Philip Morris support for the research of Prof. Lee (at where???) on international smoking statistics. Part of the company’s 1991 effort to develop expert witnesses for use in litigation.
- Project Volume:* Brown and Williamson effort from mid 1980s to make a low gas (CO) cigarette. Begun in 1978 under the name Project *G*.
- Project Volvo:* Brown and Williamson effort from 1997 to explore Carlton opportunities in the 4-6 mg tar range.
- Project VRP:* Reynolds effort from the late 1980s to develop a low sidestream Vantage cigarette.
- Project VRP/SRP:* ???
- Project “W”:* Involved moved of some AT process to Ecusta in 1960s.
- Project WA-1000:* BATCO/B&W “The Lipids of Tobacco and Tobacco Smoke”
- Project Wader:* BAT effort from late 1970s to produce cigarettes with specific NO and alkyl nitrosamine levels.
- Project Wagner:* BAT effort from 1978 to reduce the hydrogen cyanide levels in cigarette smoke.
- Project Walrus:* 1997 Rothmans focus group test of Walrus brand in Niger, “seen to provide a Hygiene benefit”⁷¹³
- Project Walrus:* BAT effort from 1998 to (SE International Lights) ??? same as above?
- Project Warhol:* Philip Morris Europe (Neuchatel) effort from 1990 to develop products using expanded tobacco ???
- Project Wasp:* Philip Morris effort from 1988 to develop a low-coast American

⁷¹¹ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

⁷¹² Philip Morris Europe (Neuchatel), “Quarterly Report,” Sept. 1990, Bates 2028634304-4426.

⁷¹³ “Topline Findings,” n.d., Bates 322293924.

blend “Burton” brand cigarette for Europe “to be used in case of a price war.”⁷¹⁴

- Project Watch:* Philip Morris effort from 1984 to improve locally-sourced reconstituted tobacco from the Philippines.
- Project Waterloo:* 1958-1963 BAT plan to determine the chemical properties of 78 different tobacco types, as part of the company’s efforts to develop low tar and low nicotine cigarettes.⁷¹⁵ Although sponsored by BAT, the research was carried out by Battelle Labs in Frankfurt. Felton of BAT was the contact man (“liaison”) for the company. smoke collected by electrostatic precipitation. in cigarette smoke from all bright tobacco on .05 micrograms cit. Stems might rise tns leaves and
- Project Weasel:* Philip Morris Europe (Neuchatel) effort from 1988 “to try to develop a new tobacco blend for Marlboro giving the same taste characteristics as the current blend.”⁷¹⁶
- Project Weightwatcher:* to determine relation between weight and rod deliveries check this! Key to “lights?” ??
- Project Wellard:* BAT ???
- Project Weser:* Philip Morris Europe (Neuchatel) effort to evaluate a certain cocoa extract (from Bremen) as a flavorant.⁷¹⁷
- Project Western:* Philip Morris effort from 1984 to product a “pseudo blended” cigarette for Pakistan, using 25 % imported leaf.
- Project Weybridge:* BAT effort from 1993 to compare the blends and physical characteristics of various Gallaher cigarettes to determine how that company was designing lower deliveries, esp. for Belgium and France.⁷¹⁸ Continued with *Project Weybridge II*.
- Project WG:* ???

⁷¹⁴ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

⁷¹⁵ Proposal Research Program for PW,

⁷¹⁶ Philip Morris Europe, “Research and Development, Neuchatel – Quarterly Report,” July-Sept. 1988, Bates 2021607417-7568, p.71.

⁷¹⁷ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 80.

⁷¹⁸ R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

- Project Whale:* Philip Morris Europe effort from 1978-79 to make a cigarette “equal or better in taste and quality than BELGA and RICHMOND” with specs of a Visa Filter.⁷¹⁹
- Project Wheat:* BAT/B&W project from 1975-76 to study American male smokers’ “reaction to cigarettes of different nicotine delivery influenced by inner need.” Smokers classified as “low,” “medium,” or “high inner need,” and within these various sub-categories.⁷²⁰
- Project Wheat:* BAT project from ??? to explore shredded stem. ???
- Project Whistler:* Philip Morris Europe (Neuchatel) effort from 1992 to collect updated information on equipment and operations of European affiliates producing Marlboro blends (Berlin, Munich, etc.).⁷²¹ P. Pulfer responsible.
- Project White:* Philip Morris effort from 1996 to investigate “the influence of differently bleached cigarette paper on the MS yields of selected smoke constituents.”⁷²²
- Project White:* BAT effort from ???
- Project White Leaf:* American Tobacco effort from 1967 to product a new kind of cigarette paper. Philip Morris quickly figured out that this new “White Leaf cigarette paper” was made from reconstituted tobacco stalks.⁷²³
- Project White Filter:* Philip Morris effort from 1978 to produce a cigarette for Germany. Aka Project *Mystere*, dropped that year. ???
- Project Whitecoat:* Whitecoat: “In every major international area (USA, Europe, Australia, Far East, South America, Central America & Spain) they [Philip Morris] are proposing, in key countries, to set up a team of scientists organized by one national coordinating

⁷¹⁹ Philip Morris Europe, “PME Product Development,” June 1978, Bates 2028618774-8780.

⁷²⁰ PROJECT WHEAT - PART 1: Cluster Profiles of U.K. Male Smokers and Their General Smoking Habits,” July 10, 1975, Bates 650015436-5530. Read! Juicy!

⁷²¹ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 69.

⁷²² “Project WH ITE: Chemical Analysis of Mainstream Smoke,” April 1996, Bates 2064256547-6564.

⁷²³ M. S. Smith to R. M. Ikeda (Philip Morris), June 16, 1967, Bates 100879867-9868.

- scientist and American lawyers, to review scientific literature or carry out work on ETS to keep the controversy alive. They are spending vast sums of money to do so. . . . Because of the heavy financial burden, Philip Morris are inviting other companies to join them in these activities.” 321140944-0949 at 0944; 2021001643-1645; 2500017054-7063; Deposition of John Rupp, *United States v. Philip Morris, et al.*, June 28, 2002, 136:6-13; Deposition of Steven Parrish, *United States v. Philip Morris, et al.*, June 25, 2002, 48:24-50:8, 51:25-52:7, 189:9-19.
- Project Whitney:* Brown & Williamson effort from the early 1980s to develop a full-taste cigarette to attract “mainstream full flavor young adult males from mainstream full taste brands by offering a heritage/myth of classic American masculine values.”⁷²⁴ A Priority “B” cigarette wrapped in brown paper.
- Project Wichita-87:* Philip Morris Europe (Neuchatel) effort from 1987 to conduct a blind product test of German Marlboro, Swiss Marlboro, Winston, and Camel, all in King Size length.
- Project Wilcox:* Philip Morris Europe (Neuchatel) effort from 1988 to develop a King Size L&M for Switzerland.
- Project Win/Sauna:* Philip Morris’s 1988 “Anti-Barclay project dropped in connection with Norway but picked up for Switzerland and the G.C.C. Flush fluted filter in development.”⁷²⁵
- Project Winner:* Philip Morris effort from 1988-90 to develop a cigarette for Venezuela.
- Project Wisp:* Philip Morris effort from 1987 to design a 4mg cigarette for women in Australia with the brand name “Elle.” A “hip format for a female proposition . . . modern, contemporary, socially aware and self assured.” Marketed also by direct mail.⁷²⁶
- Project Wispa:* BAT 1989-90 program by its Market Research Dept. to evaluate methodologies for advertising research⁷²⁷

⁷²⁴ Brown & Williamson, “Project Whitney,” Jan. 19, 1984, Bates 690122865-2867.

⁷²⁵ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

⁷²⁶ Philip Morris, “Minutes of Greenbrier Meeting 1988,” 1988, Bates 2501153393-3400.

⁷²⁷ B.A.T. (U.K. and Export) Ltd., Research and Development Centre, Applied Research and Development, “Status Review Notes, Period Ending December 1989,” Bates 562402593-2654,

- Project Wladimir:* Philip Morris Europe effort from 1975 to make a cigarette for Yugoslavia.
- Project Wolf:* Philip Morris Europe (Neuchatel) effort from 1992 to make a “Marlboro blend evolution until 1998”⁷²⁸
- Project Woking:* ???
- Project Wolf:* Philip Morris Europe (Neuchatel) effort from 1993 to plan for “Marlboro blend evolution until 1998”
- Project Wolfpack:* 1981 B&W effort to compare Lights in overseas markets.
- Project Wolverhampton:* BAT effort from circa 1970. novel cig papers? ???
- Project Wombat:* Philip Morris Europe (Neuchatel) effort from 1990 to develop an L&M blend and corresponding flavor system for Eastern Europe.⁷²⁹
- Project Woodbine:* Imperial Tobacco (Montreal) effort from 1992 involving ???
- Project World Wide Best:* BAT effort from early 1990s to develop a “Marlboro beater.”⁷³⁰
- Project World-Wide Best Virginia:* BAT effort from 1996 to develop “a superior ‘core’ Virginia product” for use in global markets.⁷³¹
- Project World Wide Best 2:* BAT effort from 1999 to optimize Virginia products
Aka: Project WWB2.
- Project WOW:* Reynolds effort from 1983 to develop an “imagery-based brand targeted to and positioned against key female smoker sub-group.”⁷³²
- Project Wren:* Philip Morris Europe (Neuchatel) effort from 1989 “to replace AV002 blend by HU003 blend in the VAV04 (Visa Verte Filter)

p. 7

⁷²⁸ Philip Morris Europe, “Quarterly Report,” March 1992, Bates 2028633450-3612, p. 89.

⁷²⁹ Philip Morris Europe (Neuchatel), “Quarterly Report,” Sept. 1990, Bates 2028634304-4426.

⁷³⁰ R. Baker, BAT Technology Centre, Southampton, “Status Review Notes Covering the Period January to June 1993,” 1993, Bates 570267311-7462.

⁷³¹ Barbara Montana (BAT Technology Centre, Southampton), “Status Review Notes Covering the Period March – August 1996,” Oct. 22, 1996, Bates 800036963-7102.

⁷³² Reynolds, “Project DB,” 1983, Bates 502787948-7968 at 7959.

- made in Jubilee.”⁷³³
- Project Wrench:* Philip Morris Europe (FTR Neuchatel) effort from 1989 to lower sidestream smoke by changing filler properties.⁷³⁴ Linked to *Project Papin*.
- Project WSH:* ???
- Project WSS/WSC:* Reynolds effort from 1983 to develop a chewing tobacco as sweet as Skoal. Used a Patterson-Kelley zig zag blender.
- Project WWB:* BAT effort from to ???
- Project WWBV:* ???
- Project WY1 – WY5:* Series of mouse-painting experiments reviewed by Reynolds in 1975 as suffering from the “unfounded premise” that “while current American cigarettes are unsafe, they are less hazardous than they used to be.”⁷³⁵
- Project X:* Lorillard effort from 1964 to explore phenol yield v. age (months since manufacture) for various brands of cigarette; project also explored how different kinds of filters reduced specific toxins in tobacco smoke.⁷³⁶
- Project X:* Philip Morris effort from 1984 to develop a cigarette for Pakistan using a “total casing.”
- Project XA:* Arthur D. Little/Liggett effort (1968-87) to develop a “cancer-free” cigarette by incorporating a palladium catalyst in the rod.
- Project XA:* Name given by R.J. Reynolds in 1990 to an effort it had formerly called “Project NSS”. First in a series of Reynolds “X Projects” involving innovative technology.
- Project XB:* Reynolds effort from 1990-91 to create a “mild” cigarette with a high nicotine-to-tar ratio using an alternate filler (G7-12)

⁷³³ Philip Morris Europe (Neuchatel), “Quarterly Report, April – June 1989,” 1989, Bates 2021607748-7894.

⁷³⁴ S. Pestlin (F.T.R. R&D) to M. Speck, “Training in Product Development,” Nov. 30, 1989, Bates 2501230108/0115

⁷³⁵ F. G. Colby (Reynolds), “We have reviewed the research projects under consideration by the German tobacco industry and would like to offer the following comments and recommendations,” 1975, Bates 500924982-5003.

⁷³⁶ A. W. Spears to H. B. Parmele, Feb. 5, 1964, Bates 00779265-9 289.

containing non-combustible elements such as calcium carbonate. Goal was a 5 mg tar product with “the taste and satisfaction of a Lights (8 to 12mg).”⁷³⁷ Used G7 (washed burley stems sheet) and Levulinic acid.

Project XC: Reynolds effort originally called “Biological Activity/Materials Development” (name changed in 1990). Goal was a “reduced gas phase” cigarette.

Project XD: Reynolds effort from 1990 having as its goal the making of cigarettes with simple smoke chemistry, minimal biological activity, low MS and SS smoke, and high consumer acceptance. A continuation of Project *Alpha* from the mid 1980s. Project was high security, and company chemists attending the Tobacco Chemists Research Conference were not supposed to smoke XD products or to discuss any of their work in this area.⁷³⁸

Project XDU: Reynolds technology developed in the late 1980s as part of an effort to make a non-burning cigarette (aerosol/aroma delivery system). Linked to Projects *SPA* and *FD*, later also involved Quantitative Positioning Research by the New England Consulting Group. Basically a later version of Premier, i.e. the Eclipse cigarette.

Project XE: Reynolds effort from 1990-93 to try to design a cigarette delivering very low tar (.2-.5mg) by using some kind of inert burnable substitute tobacco filler (STF) confined by low porosity paper. Idea was that most of the filler--circa 670 mg--would remain as ash, vs. 100 mg for a traditional cigarette. Involved applications of an ammonium alginate binder (5% of total filler weight), potassium salts, and inorganic “extenders” such as calcium carbonate dispersed throughout the recon sheet. Taste elements included licorice, St. John’s Bread, cocoa, and a new flavor known as “Fig Supreme.” Goal was to have biological activity “near background.”⁷³⁹ Originally called Project *Beta-90*.

⁷³⁷ Dennis Potter to Ann Jardine, “QD Utilization of XB Technology,” Nov. 13, 1990, Bates 512400654.

⁷³⁸ Jerry W. Lawson to Project XD Personnel, Sept. 27, 1990, Bates 508402453-2454.

⁷³⁹ “Project XE-STF/TGA,” Oct. 24, 1990, Bates 508362527-2538.

- An “all tobacco” (AT) version of Project *XE* had a more modest target of 70 percent Ames reduction and 50 % ciliastasis by using low nitrogen and deproteinized tobaccos, a 1.05 % potassium carbonate casing (4.2 mg/rod), and no Burley.⁷⁴⁰
- Project XF:* Reynolds effort from circa 1990 to use REST technology with added ellagic acid to lower biological activity. Involved use of alternate filler sheets of QC, NSS, and XE (cast or extruded sheet material). REST technology involved reapplication of solubles, apparently an acronym for “reapplication of extracted solubles technology,” which grew out of recon sheet techniques from the 1950s, but was later expanded for use in protein removal, flavor manipulation, and other extraction and recombination techniques.
- Project XG:* 1984 Reynolds effort using TSB technology “to replace Marlboro as the most relevant brand among younger adult smokers (18-24).”⁷⁴¹ Prime target population was “18-20 year old Marlboro smokers,” three quarter of whom would have “no education beyond high school” but would respond to marketing insinuations of “freedom and independence via symbols that capture the feeling of power, excitement, movement and exhilaration.”⁷⁴² Over \$23 million spent on project by 1985.⁷⁴³
- Project XGT:* Reynolds effort from 1989 to ??? Brian Lawrence from the company’s Flavor Division was involved.
- Project XL:* *BAT effort from* ???
- Project XL:* *Reynolds 1987*
- Project Y-1:* B&W development of high- nicotine strains of tobacco through the help of DNA Plant Technology in Oakland. 4.5 million pounds of the genetically altered plant with twice the nicotine

⁷⁴⁰ Reynolds, “Project XE Review,” Dec. 6, 1990, Bates 2082743098-3101; and for smoke chemistry specs vs. Now and Premier brands see “Project XE-STF/TGA,” 1993, Bates 508404641-4664.

⁷⁴¹ D.S.N., “TSB Technology Optimization Program,” Oct 16, 1984, Bates 503725109-5113.

⁷⁴² “Agenda, Project XG” (Reynolds), 1985, Bates 505277176-7199.

⁷⁴³ “Exhibit 9: Marketing Development Expense: Test Market and National Introduction, 1985 Operating Plan,” 1985, Bates 504252754-2754.

content of normal tobacco—had been produced in Brazil by 1990, enough to produce 180 billion cigarettes a year. Tobacco workers called it “crazy tobacco” (*fumo louco*) for its narcotic effect.⁷⁴⁴ Brown & Williamson had been interested in developing high nicotine cigarettes since the 1970s, and in 1984 began a collaboration with Tabacalera Hondurena, the Honduran tobacco monopoly to test new varieties in that country. Originally known as Project *Hi-Lux*, by 1988 the effort had moved to Brazil, where the new tobacco varieties were grown in Rio Negre and Santa Cruz.⁷⁴⁵ Aka Project *Hi Nicotine: Flue Cured*, Project *Y-1* was also linked to the Banket-1 Project.

- Project Yankee:* Philip Morris U.S.A. effort from 1984-85 to develop a cigarette for Taiwan, using 60 % Taiwanese tobacco.
- Project Yarmouth:* BAT effort from circa 1990 ?? involving design of a low delivery state Express 555 F.T. Cigarette. ??
- Project YAX:* Reynolds product test from 1983-84 of an “Imagery-driven, dual gender, younger adult smoker brand.”
- Project YB:* Reynolds product test from 1980s ??
- Project Yemen:* ???
- Project Yersin:* Philip Morris support for the research of Prof. (first name??) Hirt at ISREC (spell out??) on the human papilloma virus as a cause of cancer. Part of the company’s 1991 effort to develop expert witnesses for use in litigation.
- Project York:* Philip Morris Europe effort from 1979-80 to develop a Multifilter King Size cigarette for Nigeria. Involved “flavour injections.”
- Project Youth:* Brown and Williamson effort from 1988 to create “a means for maintaining fresh cigarette flavor in a hermetically sealed pack”⁷⁴⁶
- Project Yvette:* Philip Morris International effort from the early 1990s to ???

⁷⁴⁴ Todd Lewan, “Brazil’s Secret: Crazy Tobacco,” Associated Press, 20 December 1997.

⁷⁴⁵ D. R. Duncan (Export Leaf Tobacco Co.) to Philip Fisher (Brown & Williamson), “Experimental Tobacco in Brazil,” April 26, 1988, Bates 278050553-0556; and for further background, see that statement by David Kessler on “The Control and Manipulation of Nicotine in Cigarettes” before the Subcommittee on Health and the Environment, U.S. House of Representatives, June 21, 1994, Bates 682754891-5109 at 5064-5076.

⁷⁴⁶ 2022162275.

- Project YW*: Reynolds effort from 1986 to develop a full flavor low tar cigarette with good aftertaste and improve aroma for females ages 18-34 using eg., vanillin and chocolate as after-dressings.⁷⁴⁷ Linked to an effort to identify clothing types preferred by young women.⁷⁴⁸
- Project Z*: 1985 Benson and Hedges (Canada) effort aimed at “Young target (Avanti)”
- Project Z*: Philip Morris effort from 1991 to ???
- Project Zambezi*: Philip Morris Europe (Neuchatel) effort from 1988 to evaluate cellulose acetate web as a filtration material.
- Project Zenith*: Philip Morris effort from 1983 to produce an oval-shaped (cross-sectional) cigarette. The company later worried it would be “another Northwind”; indeed it was a failure—looked “sat upon”—and was classed as “a loser.”⁷⁴⁹ Passing cloud.
- Project Zenith*: BAT effort from 1998 to (B&H full flavor) ???
- Project Zermat*: BAT effort from 1996 to make a new version of Barclay Actron product with a tar level adjusted to full flavor markets. Consistent with Belgian product specifications.⁷⁵⁰
- Project Zeus*: Philip Morris effort from 1984 to produce a 15-puff 14 mg cigarette with “a storage chamber to hold an unlit cigarette not completely consumed until relit.”⁷⁵¹
- Project Zeus*: Philip Morris Europe (Neuchatel) effort from 1988 to introduce ETNA in the Marlboro cut filler used in Greece.
- Project Zibeline*: Philip Morris Europe (Neuchatel) effort from 1993 to optimize

⁷⁴⁷ “Project AP” (Reynolds), 1986, Bates 505617012-7024.

⁷⁴⁸ “Project YW: Strategic Direction Discussion: Clothing,” Nov. 20, 1985, Bates 504105924-5931.

⁷⁴⁹ Frank Ryan to Max Häusermann (Philip Morris), “The Emperor’s New Clothes and Project Zenith,” March 2, 1984, Bates 2022143735-3736; R. A. Fitzmaurice, “Project Zenith,” May 11, 1983, Bates 2044207633.

⁷⁵⁰ “Project ZERMAT Suggested Approach,” No date, Bates 700570007-0010.

⁷⁵¹ P. N. Gauvin to L. F. Meyer, “Monthly Development Summary,” April 26, 1984, Bates 2021379382-9383.

- the cost on Pan European and German Marlboro blend.
- Project Zipper:* A Philip Morris slightly smaller circumference variant on the oval cigarette of Project *Zenith*. Didn't do well in testing at the company's Miller and 7Up subsidiaries.
- Project Zircon:* 1988 effort by Brown and Williamson to develop a Virginia Slims-like cigarette targeting "female smokers downtrading from full revenue slim and conventional products." Goal was to avoid "cannibalizing Capri."⁷⁵²
- Project Zodiac:* ???
- Project Zolder:* Philip Morris U.S.A. effort from 1987 to develop a Marlboro Lights for manufacture in Argentina as close as possible to the U.S. product.
- Project ZX:* Reynolds effort from 1984 to ???
- Project 1 x 10:* Philip Morris effort to produce a new format for tens packing to make it look more upscale. Marlbros were launched in this format in 1988 in Argentina.⁷⁵³
- Project 1-002D* "Lung Retention Studies" Effort by⁷⁵⁴
- Project 1/90:* AHF Diet and lung cancer in mouse ??
- Project 1/91:* Drs. Tucker, Sherer and Klus ??
- Project III:* Brown & Williamson effort from the early 1980s to produce a 25-pack cigarette. Granted a Priority "A," along with Projects *Taurus* and *Chanel*.
- Project III/BIKE:* 1984 B and W young adult male full taste age 21-44.
- Project 2/90:* ETS - respiratory tract ??
- Project 2/91:* ETS - equipment
- Project 3/91:* Dr. Adlkofer - steroid levels from Monica studies
- Project 3i:* Philip Morris (INBFO) from late 1990s to?
- Project 4/90:* Dr. Adlkofer MAO-B study
- Project 4/91:* Drs. Knebusch and Ball
- Project 5:* ???

⁷⁵² Brown and Williamson, "Creative Objective," 1988, Bates 621709608-9658.

⁷⁵³ Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

⁷⁵⁴ J. D. Hind, "Final Report: Project 1-002D: Human Smoking Characteristics, Lung Retention Studies," Jan. 4, 1957, Bates 1000330886-0911.

- Project 5/90:* Genetic engineering for new tobacco
- Project 5/91:* Drs. Adlkofer, Angerer and Rudiger
- Project 6/89:* ETS - Dr. Adlkofer
- Project 6/91:* Dr. Adlkofer - ETS wrap-up project
- Project 7:* ???
- Project 7/86:* a) (Parkinson's disease literature study)
- Project 7/91:* Sybrecht - to ID confounding factors for lung cancer in Germany
- Project 8/91:* Troschke - psycho-social benefits of smoking)
- Project -10:* ??? Significant Reynolds effort from the early 1970s to ? A type of tobacco.
- Project 16:* Imperial Tobacco's effort from 1977 to explore how to make a youth appeal cigarette. Goal was to understand "why do young people start smoking, and how do they feel about being smokers"? Research was conducted in hotels with closed circuit television facilities monitored by Imperial Tobacco but also by McKim Advertising, Spitzer Mills, and a number of other advertising agencies working for the Canadian Tobacco giant.⁷⁵⁵ Led to Project *Plus/Minus*.
- Project 21-0100:* Philip Morris effort (led by Brunot and Carpenter) from 1961 to use gas chromatography to study the gas phase of cigarette smoke.⁷⁵⁶
- Project 31-4002:* Philip Morris effort from 1958 to develop a new cigarette with "a flavorless low tar filler with a chalk base and carbon on tobacco fines"; this was to be used in combination with ordinary tobacco, or to carry flavors, or to control burn rate; could also be dyed to resemble tobacco.⁷⁵⁷
- Project 31-4003:* Series of 1958 tests at Philip Morris to explore whether treatment by ammonia could be used to develop a low nicotine cigarette. Company scientists were puzzled when the

⁷⁵⁵ Richard W. Pollay, "Targeting Youth and Concerned Smokers: Evidence from Canadian Tobacco Industry Documents," *Tobacco Control*, 9 (2000): 139.

⁷⁵⁶ A. Bavley, C. E. Brunot, and R. D. Carpenter (Philip Morris), "Special Report Project 21-0100: Gas Chromatographic Studies of the Gas Phase of Cigarette Smoke," Sept. 25, 1961, Bates 1001895050-5063

⁷⁵⁷ "Project 31-4002 Low Tar Filler," Dec. 22, 1958, Bates 1001920146-0148.

- ammoniated tobaccos ended up delivering *more* nicotine.⁷⁵⁸
- Project 33-1502:* Philip Morris confidential effort from 1967 to develop a synthetic smoking material. “designed fillers,” essentially a cast film composed of a gum containing suitable “minerals, mineral fillers, humectants, fats, waxes and , sugars”
- Project 34-2101:* Philip Morris effort from 1959 to develop a new filter material.⁷⁵⁹
- Project 35:* Philip Morris effort to reposition Merit as a 3 mg. cig. There was also a Project 35+⁷⁶⁰ and a Project 35’s: the latter being Philip Morris’s value-priced “Fortune” cigarette marketed in Australia in the late 1980s.
- Project 35-1304:* Development of an All-Tobacco blended leaf from 1958.⁷⁶¹
- Project 41:* 1991 Philip Morris USA effort to develop a 1 mg tar cigarette for Japan. Launch delayed to 1993.
- Project 56:* Philip Morris effort from 1981 to develop new blend.
- Project 98:* ???
- Project 101:* Philip Morris effort from mid 1970s to explore whether other alkaloids than nicotine (eg nornicotine) might give “a higher smoke impact than nicotine.”⁷⁶² One of several ways explored to deliver higher impact, along with addition of “Super Juice” and free-basing.
- Project 111:* BAT effort from 1990s to: ???
- Project 121:* Brown and Williamson “Burley redrying study” from 1993.
- Project 151:* Brown and Williamson effort from (date) 1989 to test Marlboros of certain sort in Indianapolis and Portland, Oregon.
- Project 202:* Philip Morris effort from 1988 to develop a cigarette with paper/cellulose acetate filters.

⁷⁵⁸ C. E. Westbrook, Jr. (Philip Morris), “Project 31-4003: Development of a Low Nicotine Cigarette,” Jan. 21, 1959, Bates 1001909110-9117.

⁷⁵⁹ C. E. Westbrook, Jr. (Philip Morris), “Project 34-2101: Development of a New Filter Material,” Jan. 20, 1959, Bates 1001903250-3253.

⁷⁶⁰ Philip Morris, “Marketplace Driven Product Development,” Dec. 1993, Bates 2021322578-2643.

⁷⁶¹ G. G. Westermann (Philip Morris), “Project 35-1304,” July 21, 1958, Bates 1001922994-

⁷⁶² E. Stoop, “Project 101,” July 21, 1976, Bates 000743521-3523.

- Project 238:* Brown and Williamson consumer product test of a new Raleigh Plain blend from 1970-72
- Project 275:* Brown and Williamson analysis (from 1992) of single strands of paper recon from Marlboro cigarettes made in Kentucky, North Carolina, and Virginia in 1991.⁷⁶³
- Project 279:* ???
- Project 317-01-Smoke Analysis:* ?
- Project 327:* Brown and Williamson “freezer study” from 1991 (study of effects of aging tobacco, part of Project *BEST*.)
- Project 331:* Brown and Williamson effort from 1992 involving comparison of Marlboro and Winston from Russia with those from U.S.
- Project 400:* ???
- Project 402:* ???
- Project 430:* Brown and Williamson’s effort from 1971 to develop a free-based cigarette using ammonia technology.⁷⁶⁴
- Project 501:* ???
- Project 555:* ???
- 555 Development Project:* ???
- Project 605:* ???
- Project 801.01.130:* ???
- Project 0107:* Philip Morris effort from early 1960s (?) to use ammonium sulfamate to reduce carcinogens in tobacco smoke.
- Project 0302:* “Nicotine Control”: Philip Morris effort from 1962 to explore nicotine control and “Cigarette Acceptability” by means of adding various “flavorings,” including nicotine malate and “”filler with added ammonia”
- Project 0707:* “Utilization of Tobacco Stems”: Philip Morris effort from 1962 to see how stems could be exploited by diverse blends and chemical manipulations. including nicotine malate.
- Project 919:* ???
- Project 1000:* BAT Southampton project to explore ??
- Project 1041:* “Puffed Tobacco,” Reynolds effort from 1971-72 to test certain

⁷⁶³ N P. Kulshreshtha et al., “DS Scan and Other Analytical Results on Single Strand Paper Recon from Marlboro KS: Project 275,” May 28, 1992, Bates 599006735-6741.

⁷⁶⁴ R. P. Newton, “The Effect on Smoke of Compounds Similar to UKELON,” Jan. 6, 1972, Bates 650364101-4113.

- properties of expanded tobacco. Cost: \$200,000, work done by Industrial Bio-Test laboratories.
- Project 1042:* “Inhalation Studies.” Reynolds effort from 1971 to evaluate special filter cigarettes. Work performed by Industrial Bio-test Laboratories; estimated cost: \$300,000.⁷⁶⁵
- Project 1045:* RJR effort from 1971 to test glucose-fructose syrups for toxicity. These new syrups were produced by the new enzymatic process developed at RJR.
- Project 1203:* Reynolds effort from 1971 titled “Selective Filtration of Gas-Phase of Smoke.”⁷⁶⁶
- Project 1250:* ???
- Project 1300:* “BL Improvement”: Philip Morris effort from 1961-62 to compare cigarettes made from regular and DAP blended sheet; included “By-Product Utilization” with DAP Binder of Bright Stems + 50 % citrus pulp.
- Project 1600:* Philip Morris’ Smoking Behavior Research Program begun in the early 1960s, headed by W. L. Dunn, Jr. Included research on smoker psychology, compensation, “lipping behavior,” fatigue, motivation, etc. Key was to find ways to measure subjective differences in how cigarettes were experienced.
- Project 1610:* Philip Morris program on “Behavioral Pharmacology” from early 1980s.
- Project 1620:* ???
- Project 1706:* Philip Morris effort from the 1980s to explore the use of non-tobacco smoking materials for possible inclusion in cigarettes. Substances with high filling power were explored, such as Orville Redenbacher popcorn (“after popped”).⁷⁶⁷
- Project 1716/1717:* ???
- Project 1720:* Philip Morris development of aromas for Project *Ambrosia*.
- Project 1752:* Philip Morris effort from 1990 to check the pyrolysis GC mainstream smoke of Aromatek for Project *Ambrosia*.

⁷⁶⁵ R.J.R. Nabisco, “Project 1042 – Inhalation Studies on Humans,” Feb. 15, 1971, Bates 512385465.

⁷⁶⁶ “Selective Filtration of Gas-Phase of Smoke,” Sept. 27, 1971 Bates 501002332 check.

⁷⁶⁷ B. E. Waymack et al to D. B. Losee, March 24, 1983, “Decomposition of Redenbacher Popcorn,” Bates 2021340080-0082.

- Project 1759:* Philip Morris effort from 1990 to use Energy Dispersive X-ray fluorescence to examine packing for defects.
- Project 1762:* ???
- Project 1806:* ??? new tobacco
- Project 1810:* ??/ denic . . .
- Project 1901:* PM's project circa 1967 seems to involve creation of a selective filter of some sort using porous plastics
- Project 1904:* ???
- Project 1904:* Philip Morris study of tobacco physiology and biochemistry from mid 1980s. Aka "Electrophysiological Project"
- Project 1979-29:* Brown and Williamson's 1979 campaign of "black exhilaration" to capture more of the African menthol market.
- Project 2000:* Leo Burnett campaign for Philip Morris titled "How can we best compete in the marketplace of the future"—especially "without the availability of current standard advertising media."⁷⁶⁸
- Project 2000:* BAT Southampton "Analytical Research Studies" from 1966.
- Project 2100:* "Improved Filters": Philip Morris effort from 1961 to compare Alpine cigarettes vs. Alpines with high or low menthol (racemic) and high carbon inner plugs. Still going in 1980s.
- Project 2106:* ???:
- Project 2189:* ???:
- Project 2301:* "New Flavor Materials": Philip Morris comparison of smoke flavor from bright stem pulp, glycerine and nicotine sheet with solubles from corn syrup, resins from Guardite water, and other compounds (1961-62).
- Project 2302:* "Improved Smoke Flavor": Philip Morris evaluation of diverse smoke components (iso-butyraldehyde, acrylonitrile, etc.) for flavor and irritation (from 1962). Work conducted at "Subjective Evaluation Facility" headed by W. L. Dunn. Donald P. Ogden coordinated the College Student Panel Roster.⁷⁶⁹
- Project 2304:* Philip Morris effort from 1980s to check the efficiency of the production of aromas for its aromatic Ambrosia cigarette.
- Project 2305:* ??
- Project 2306:* Philip Morris testing of aromas for its Ambrosia project. (years

⁷⁶⁸ Philip Morris, "Minutes of Greenbrier Meeting 1988," 1988, Bates 2501153393-3400.

⁷⁶⁹ W. L. Dunn (Philip Morris), "Subjective Evaluation," Feb. 20, 1962, Bates 1001521017.

- ??)
- Project 2307:* Philip Morris testing of aromas for use in Ambrosia cigarette (in 1989).
- Project 2500:* Philip Morris effort from 1983 to develop various flavorings, odorants, and nicotine analogs.⁷⁷⁰
- Project 2501:* Same as *Project Tomorrow*; Philip Morris study of release agents for aldehydes from 1990.
- Project 2520:* Philip Morris effort from 1989 exploring menthol release chemistry and other additives (e.g., glucose menthol carbonate) for use in aromas for use in *Project Ambrosia*.
- Project 2525:* Philip Morris testing (in 1990) of aromas for Ambrosia, involved production of nicotine adsorption isotherms.
- Project 2600:* Philip Morris effort from 1974 to explore brain wave changes and mood swings in smokers, also smoking as a “pause-filling activity”; goal was also to test whether smoking helped smokers “maintain a dominant alpha brain wave pattern under anger-inducing conditions.”⁷⁷¹ Part of the company’s smoking psychology program supervised by William Dunn.
- Project 2704:* Aerosol Research funded by Philip Morris 1990-96. Involved the building of devices to generate aerosols by oscillating surfaces; particle size a key object of interest.
- Project 3100:* BAT Southampton: “Factors Affecting Smoke Generation”
- Project 3200:* BAT Southampton effort to explore “Properties of the Smoke Aerosol”
- Project 3300:* BAT Southampton study of “Smoke Quality”
- Project 3400:* BAT Southampton effort to explore “Selective Filtration”
- Project 3500:* BART Southampton study of
- Project 3711:* ???
- Project 4016:* ???
- Project 4017:* ???
- Project 4018:* ???
- Project 4100:* BAT Southampton exploration of “The Optimisation and Control of Tobacco Processing”

⁷⁷⁰ Philip Morris, “Earlier Search on the Subject from CFile,” May 18, 1982, Bates 2056150538-0570, pp. 31-32.

⁷⁷¹ Philip Morris, “Human Smoking Behavior,” June 26, 1983, Bates 2500126796-6862.

- Project 4200:* BAT Southampton exploration of “The Optimization and Control of Cigarette Manufacture”
- Project 4400:* BAT Southampton Cost Centre.
- Project 5000:* Philip Morris package improvement program from 1962.
- Project 5001:* Philip Morris effort from 1990 to
- Project 6502:* Philip Morris project from 1981 to reduce sidestream smoke, esp. glycerine or acrolein levels from paper wrappers. Ongoing in late 1980s
- Project 6503:* ???
- Project 6505:* Philip Morris testing of flavors in cigarette papers in 1989.
- Project 6900:* Philip Morris effort from 1965-1967 to ???
- Project 6902:* Philip Morris effort from ???
- Project 6904:* Philip Morris bioassay using Chinese hamsters.
- Project 6906:* Philip Morris effort ongoing in 1988.
- Project 6908:* Philip Morris effort from 1982 to assay cold-trapped condensates using salmonella microtome (testing for carcinogenicity of PAHs).
- Project 8206:* “Project Roper”: Philip Morris effort from 1962 to explore the extent to which cigarettes packed in containers with polystyrene pellets picked up a “hydrocarbon odor”
- Project 8401:* Philip Morris International from 1964
- Project 8501:* “Brand Comparison Tests”: Philip Morris panel test (1961) of PM v. Reynolds, “Special Philippine,” and Swiss Kent cigarettes
- Project 8503* *Philip Morris from 1964*
- Project 8505:* “Overseas Department Venezuelan Cigarettes” Philip Morris smoke panel tests of Marlboro v. Venezuelan cigs (1961).
- Project 8800:* Reynolds effort from 1979 to explore how low tar can go before becoming “not acceptable to the consumer.”⁷⁷²

⁷⁷² Pitzer to Rodgman, “Review of Research Project 8800,” Oct. 24, 1979, Bates 501529637. (check this).