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AN OPEN LETTER

January 14, 1987

Board of Directors and Management
RJR Nabisco, Inc.

For over 112 years, RJR Nabisco, Inc., and Winston-Salem/Forsyth County have been partners, through good times and bad. Beginning in 1875 when Richard Joshua Reynolds arrived on horseback to start a tobacco business that today is one of the largest corporations in America, this partnership has continued to nurture both the company and the community.

Winston-Salem and Forsyth County are much richer because the people who have managed the affairs of RJR Nabisco have given of themselves to the community. The company has benefited from the skilled and loyal work force, lower operating costs, and the high quality of life here.

The early example of risk-taking by RJR is much in evidence in Winston-Salem today with the start-up of hundreds of small companies, the construction of thousands of square feet of office space, a new interstate ready to be built, and improved relationships between all people in our community.

We want you to know that the partnership is in place and will remain. That spirit of entrepreneurship imprinted upon our minds by R. J. Reynolds is as alive in Winston-Salem as it is in the new and changing RJR Nabisco family.

We are concerned with the rumors about the possible relocation of the corporate headquarters. We believe that Winston-Salem remains the most appropriate growth environment... it is your hometown and we want to reaffirm our commitment to provide an atmosphere of cooperation and opportunity for continued profitability.

It is clear to us that the community will continue to grow and offer its unique environment to future risk-takers. We want RJR Nabisco, Inc., and Winston-Salem/Forsyth County to continue that partnership begun so many years ago.

We ask you to reaffirm your previously stated commitment to maintain corporate headquarters here. Over 250,000 citizens of the community anxiously await your reply.

Wayne A. Corpening
Wayne A. Corpening
Mayor
City of Winston-Salem

Richard G. Orr
Richard G. Orr
President
Greater Winston-Salem
Chamber of Commerce

James N. Ziglar, Jr.
James N. Ziglar, Jr.
Chairman
Forsyth County Board
of Commissioners

Because a Good Place to Live Is the Best Place for Business