



Night view: Main entrance, Philip Morris Operations Center, Richmond, Virginia.



**Philip Morris U.S.A.**

	1974	1973	1972	1971	1970
Operating Revenues	\$1,502,267,000	\$1,303,629,000	\$1,164,550,000	\$1,035,178,000	\$920,323,000
Operating Income	286,225,000	227,282,000	194,072,000	166,734,000	138,051,000

<p>100 Park Avenue New York, New York 10017</p> <p>Clifford H. Goldsmith, <i>President</i></p> <p>John T. Landry, <i>Executive Vice President &amp; Director of Marketing</i></p> <p>Max L. Berkowitz, <i>Senior Vice President</i></p>	<p>Robert H. Cremin, <i>Vice President, Sales</i></p> <p>Russell N. Freund, <i>Vice President, Personnel</i></p> <p>John P. Job Lee, <i>Vice President, Marketing Services</i></p> <p>William C. Longest, <i>Vice President, Leaf</i></p>	<p>W. Wallace McDowell, <i>Vice President, Operations Coordination</i></p> <p>James J. Morgan, <i>Vice President, Director of Brand Management</i></p> <p>Shepard P. Pollack, <i>Vice President, Finance &amp; Planning</i></p>	<p>Richard D. Robertson, <i>Vice President, Ecology &amp; Environment and Director of Energy Resources and Conservation</i></p> <p>Edward M. Schaaf, Jr., <i>Vice President, Production</i></p>	<p>Benjamin A. Soyars, <i>Vice President, Manufacturing</i></p> <p>Dr. Helmut R. R. Wakeham, <i>Vice President, Research &amp; Development</i></p> <p>Charles H. Wilson, <i>Vice President, General Products</i></p> <p>Alex Kay, Jr., <i>Controller</i></p>
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Above: At the Philip Morris Research and Development Center in Richmond, extensive leaf and manufacturing research helps to maintain our leadership in the manufacture of quality cigarettes.

Below: On October 12, 1974, Philip Morris employees joined in dedicating the new Richmond Operations Center.

**Come to where the flavor is.  
Come to Marlboro Country.**

Marlboro Red or Longhorn 100's  
you get a lot to like.

10 mg "tar," 1.2 mg. nicotine av. per cigarette. F.T.C. Report Mar. 74

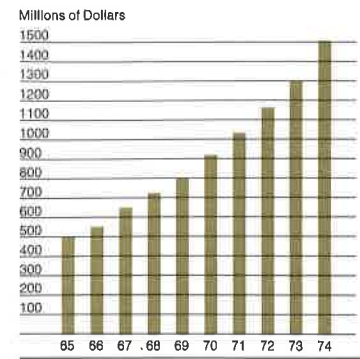
Warning: The Surgeon General Has Determined That Cigarette Smoking Is Dangerous to Your Health.



Above: The enduring Marlboro Country theme illustrates the strength of continuity in our brand advertising.

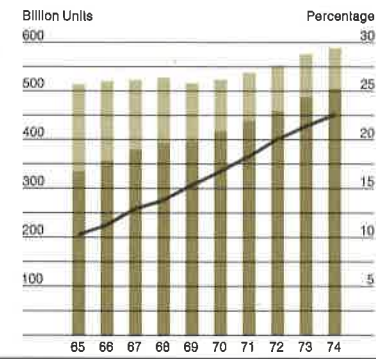
Left: The 1974 Virginia Slims Women's Professional Tennis Tour again featured top stars of women's tennis.

**Philip Morris U.S.A. Operating Revenues**



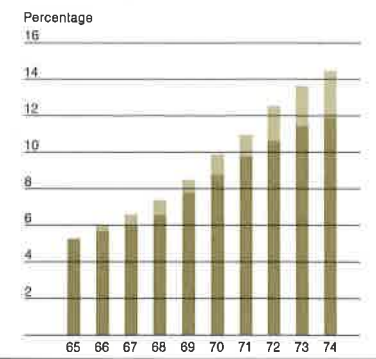
Philip Morris U.S.A. operating revenues have increased at an average annual compounded rate of 12.3% since 1965.

**U.S. Cigarette Industry Unit Sales**



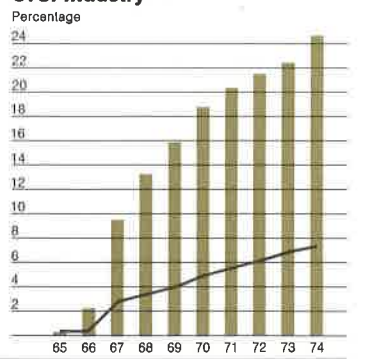
The filter segment of the U.S. cigarette industry has grown at an average annual rate of 5.2% over the past ten years while the total U.S. industry has increased at an average rate of 1.7% since 1965. Philip Morris U.S.A.'s share of total U.S. industry sales rose from 10.3% in 1965 to approximately 22.5% in 1974.

**Marlboro Share of Total U.S. Industry**



All categories of Marlboro accounted for 14.6% of total U.S. cigarette industry sales in 1974 versus 5.3% in 1965. The line extensions of Marlboro, including 100's, Menthol and Lights, now account for almost 20% of total Marlboro volume, and grew by 24.5% in 1974.

**100mm Cigarette Share of U.S. Industry**



Since the introduction of 100mm cigarettes in 1965, the category has grown to 24.4% of total industry sales. Philip Morris U.S.A.'s share of this segment has risen to 30.8%, or about 7.4% of the total U.S. industry.



Above: The Richmond Operations Center was producing at the rate of more than 200 million cigarettes a day at the end of 1974.

Near Right: Philip Morris representatives actively assist tobacco distributors at national and regional trade conventions held throughout the year.

Far Right: Benson & Hedges 100's "disadvantages" theme reinforces the brand's top position in the rapidly-growing 100mm market segment.



Above: Philip Morris U.S.A. produces a full line of cigarette brands to meet the various tastes of smokers throughout the country.

Below: Retail displays play an important role in our total marketing program.



**Oh,  
the disadvantages  
of our  
longer cigarette.  
Benson & Hedges  
100's**

Warning: The Surgeon General Has Determined That Cigarette Smoking Is Dangerous to Your Health.