

#### PHILIP MORRIS INTERNATIONAL

Louis C. Camilleri

Chairman and Chief Executive Officer

Morgan Stanley Global Consumer & Retail Conference

New York, 19 November 2009

# Forward-Looking, Cautionary Statements and Use of Non-GAAP Measures

- This presentation and related discussion contain statements that, to the extent they do not relate strictly to historical or current facts, constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements are based on current plans, estimates and expectations, and are not guarantees of future performance. They are based on management's expectations that involve a number of business risks and uncertainties, any of which could cause actual results to differ materially from those expressed in or implied by the forward-looking statements. PMI undertakes no obligation to publicly update or revise any forward-looking statements, except in the normal course of its public disclosure obligations. The risks and uncertainties relating to the forward-looking statements in this presentation include those described under Item 1A. "Risk Factors" in PMI's Form 10-K for the year ended December 31, 2008, and Form 10-Q for the quarter ended September 30, 2009, filed with the Securities and Exchange Commission
- Reconciliations of non-GAAP measures included in this presentation to the most comparable GAAP measures are provided either at the end of this web cast or are already available on our web site

#### Agenda

- Performance against our growth targets
- Why we believe these growth targets remain realistic
- Key strategies and growth opportunities, and the strong cash flow that underpins our ability to enhance shareholder returns

# Currency Neutral Mid to Long-Term Annual Growth Targets

•	Cigarette volume(a)	1 – 2%
٠	Net Revenues(b)(c)	4 – 6%
	Operating Companies Income <sup>(c)</sup>	6 – 8%

■ EPS<sup>(d)</sup> 10 – 12%

<sup>(</sup>a) Organic volume growth (that is, excluding acquisitions) target of 1%

<sup>(</sup>b) Excluding excise taxes

<sup>(</sup>c) Excluding currency and acquisitions

<sup>(</sup>d) Excluding currency

	Mid to Long-Term					Full
(% growth)	<u>Target</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>Year</u>
Organic Cigarette Volume <sup>(a)</sup>	1	(0.2)	0.3	3.2	0.6	1.0

(% growth)	Mid to Long-Term <u>Target</u>	<u>Q1</u> <sup>(f)</sup>	<u>Q2</u> (f)	<u>Q3</u> <sup>(f)</sup>	<u>Q4</u> <sup>(f)</sup>	Full <u>Year</u> (f)
Organic Cigarette Volume <sup>(a)</sup>	1	(0.2)	0.3	3.2	0.6	1.0
Net Revenues(b)(c)	4-6	5.5	4.0	7.2	5.6	5.6
Adjusted OCI(c)	6-8	19.4	9.2	7.1	5.5	9.8
Adjusted Diluted EPS(d)(e)	10-12	23.7	10.0	9.0	12.5	12.9

<sup>(</sup>a) Excluding acquisitions

<sup>(</sup>b) Excluding excise taxes

<sup>(</sup>c) Excluding currency and acquisitions

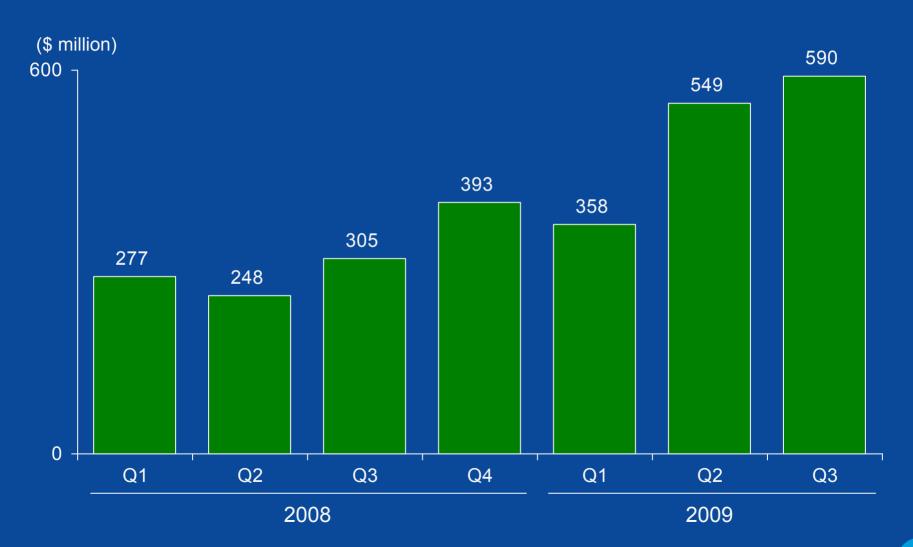
<sup>(</sup>d) Excluding currency

<sup>(</sup>e) Compared to pro forma 2007 results

<sup>(</sup>f) Please see relevant reconciliations to most comparable GAAP measures posted on our web site or at the end of this presentation Source: PMI Financials

	Mid to Long-Term				YTD
(% growth)	<u>Target</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Sept</u>
Organic Cigarette	1	(1.1)	(1.1)	(4.0)	(2.1)

# **Pricing Variance**



Source: PMI Financials

(% growth)	Mid to Long-Term <u>Target</u>	<u>Q1<sup>(e)</sup></u>	<u>Q2</u> <sup>(e)</sup>	<u>Q3</u> <sup>(e)</sup>	YTD <u>Sept</u> <sup>(e)</sup>
Organic Cigarette Volume <sup>(a)</sup>	1	(1.1)	(1.1)	(4.0)	(2.1)
Net Revenues(b)(c)	4-6	3.9	6.1	4.1	4.7
Adjusted OCI(c)	6-8	5.3	9.5	10.6	8.6
Adjusted Diluted EPS(d)	10-12	11.3	17.2	18.3	15.4

<sup>(</sup>a) Excluding acquisitions

<sup>(</sup>b) Excluding excise taxes

<sup>(</sup>c) Excluding currency and acquisitions

<sup>(</sup>d) Excluding currency

<sup>(</sup>e) Please see relevant quarterly reconciliations to most comparable GAAP measures posted on our website Source: PMI Financials

# PMI Adjusted OCI Margins<sup>(a)</sup>

(%)	YTD Sept <u>2008</u>	YTD Sept <u>2009</u>	<u>Variance</u>
EU	50.9%	51.7%	0.8pp
EEMA	42.8	44.8	2.0
Asia	34.9	37.3	2.4
LA & Canada	25.5	32.7	7.2
PMI	42.6	44.2	1.6

## 2009 Reported Diluted EPS Guidance

- 2009 reported diluted EPS guidance: \$3.20 \$3.25
- Based on October results and current business and currency outlook for the remainder of the year, we expect reported diluted EPS for 2009 to be at the upper end of this range

Source: PMI Financials 11

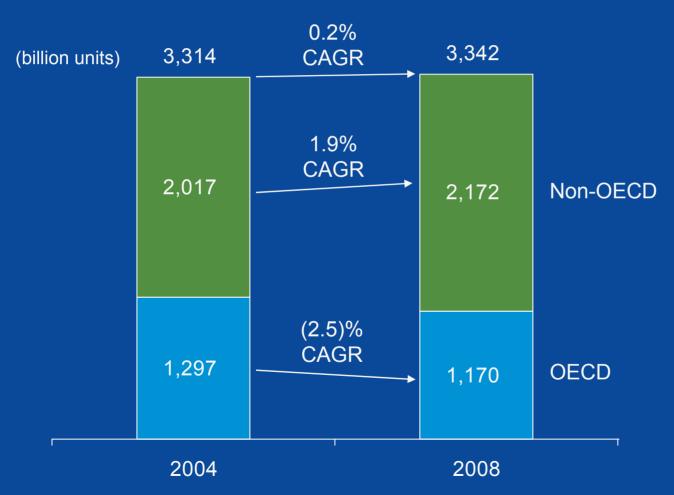
#### **Future Prospects**

- Beyond 2009, we believe we can continue to deliver against our mid to long-term annual growth targets
- Difficult to predict shape and timing of employmentled economic recovery
- Confident we can meet EPS and free cash flow targets, which we believe are the two most important metrics
- Ability to meet our volume targets depends on sustained recovery in employment levels

## **PMI Organic Volume Drivers**

- Total consumption trends
- Geographic mix
- PMI market share growth
- Other factors

## Total Cigarette Industry Volume<sup>(a)</sup>

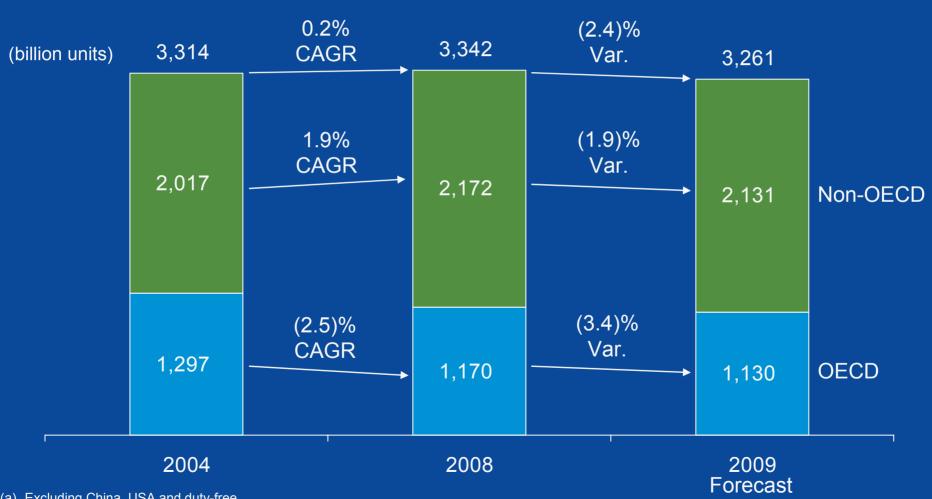


(a) Excluding China, USA and duty-free

Note: Organization for Economic Co-operation and Development (OECD)

Source: PMI estimates

## Total Cigarette Industry Volume<sup>(a)</sup>



(a) Excluding China, USA and duty-free

Note: Organization for Economic Co-operation and Development (OECD)

Source: PMI estimates

- Demographics
- Consumer purchasing power

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- Excise taxation

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- Regulatory environment
- Social trends

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Expected industry volume trend post economic crisis: annual range of +/- 0.5%

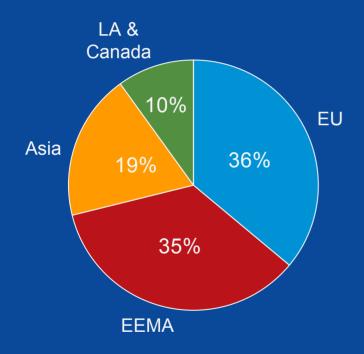
Source: PMI estimates 19

#### **PMI Share Growth Targets**

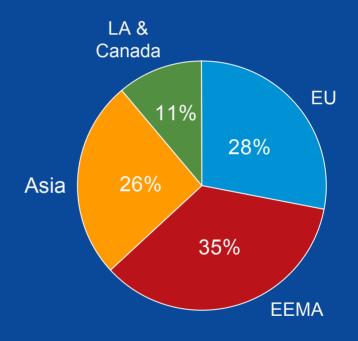
- To achieve 1% organic volume growth within this industry volume range, PMI needs to gain between 0.1 and 0.4 share points
- Organic share gain of 0.2 points in 2008 (with 0.2% industry volume growth)
- PMI should be able to do at least as well going forward benefiting from:
  - Greater exposure to faster growing emerging markets
  - Strong share momentum across a wide range of geographies

Source: PMI estimates 20

# **PMI Regional Volume Mix**



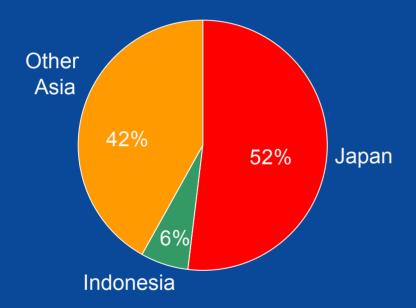
2004 Volumes: 762 billion units



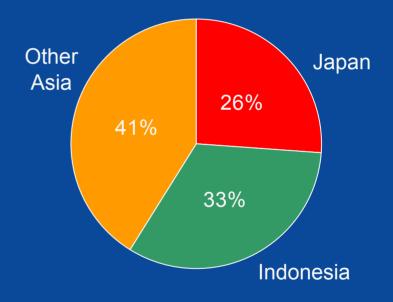
2008 Volumes: 870 billion units

Source: PMI Financials 21

# **PMI Asia Region Volume Mix**



2004 Volumes: 142 billion units



2008 Volumes: 224 billion units

Source: PMI Financials 22

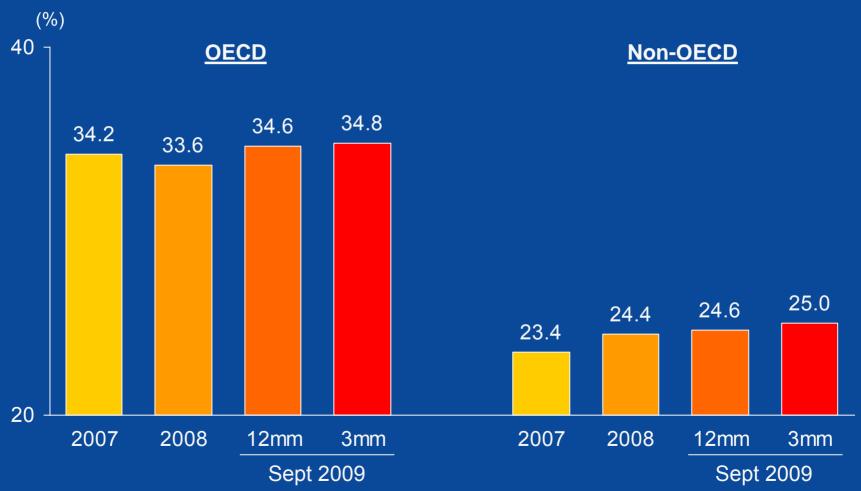
#### **PMI Market Share Growth**

	<u>2004</u>	<u>2006</u>	YTD Sept <u>2009</u>	Avg. Annual Share Growth <u>2004-09 YTD</u>
Egypt	6.4%	10.2%	15.9%	1.9pp
Russia	N/A <sup>(a)</sup>	22.2	25.3	1.0 <sup>(b)</sup>
Turkey	36.9	43.6	42.8	1.2
Ukraine	31.0	33.1	35.8	1.0
Indonesia	23.5	28.3	29.0	1.1
Korea	7.4	8.6	14.0	1.3
Argentina	65.1	66.3	73.3	1.6
Mexico	60.1	63.5	69.2	1.8

<sup>(</sup>a) No comparable data for 2004 due to change of service provider

<sup>(</sup>b) Average growth rate for 2006 through 2009 YTD Source: A.C. Nielsen, Korea Research Center and PMI estimates

## PMI Market Share Development(a)



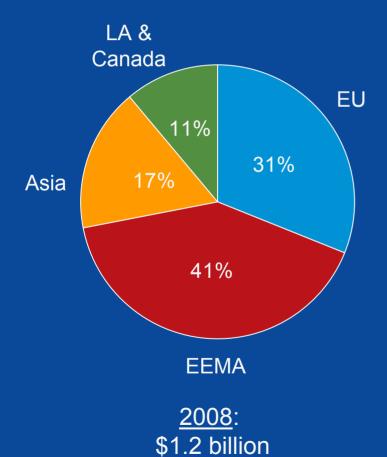
(a) YTD Sept 2009 data based on 94 key markets in which PMI operates Note: Organization for Economic Co-operation and Development (OECD)

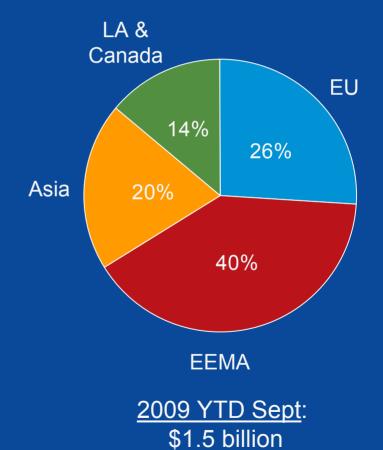
Source: PMI estimates

#### **PMI Net Revenue Growth**

- We believe 1% annual organic volume growth rate remains achievable in mid to long-term
- Prime focus is net revenue growth excluding currency and acquisitions of 4-6%, driven by:
  - pricing
  - product mix
  - geographic mix

## PMI Pricing Variance by Region

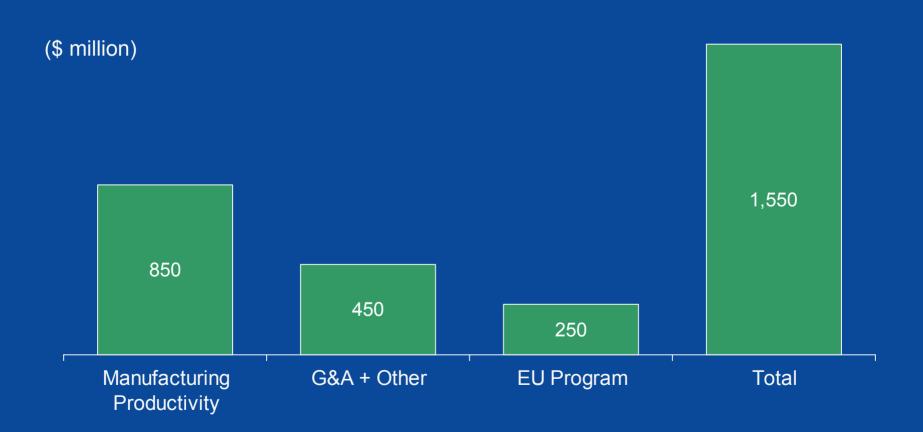




Source: PMI Financials 26

# **Productivity and Cost Savings**

**Forecast Cumulative Gross Cost Savings (2008-10)** 



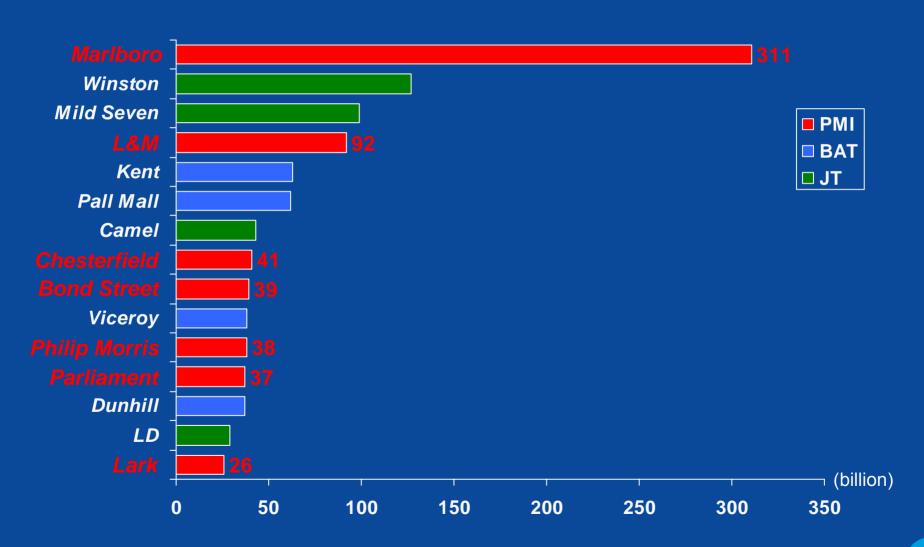
### **Strategies for Growth**

- Reinforce our position in profitable consumer segments
- Drive growth of our leading brand portfolio through enhanced consumer understanding and innovation
- Expand geographically
- Effectively utilize our strong and growing cash flow to increase shareholder returns
- Pursue opportunities for margin improvement
- Boost organizational effectiveness and generate productivity savings
- Obtain a fair and reasonable regulatory and fiscal environment
- Attract, motivate and retain the best global talent

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## **Top 15 International Brands (2008)**





#### **Brand Portfolio**

#### International

# Premium & Above











#### **Local Heritage**



















**Low-Price** 





otoczeniu





## **Enhanced Consumer Understanding and Innovation**



경고: 건강에 해로운 담배, 일단 흡연하게 되면 끊기가 매우 어렵습니다. 담배연기에는 발암성 물질인 나프틸아민,니켈 벤젠 비닐 크롤라이드,비소,카드뮴이 들어있습니다.





#### **Marlboro** Architecture

#### Red



"Flavor enjoyment"

#### **Gold**



"Smooth taste and style"

#### **Fresh**



"Fresh taste sensations"

## **Marlboro Red Line**







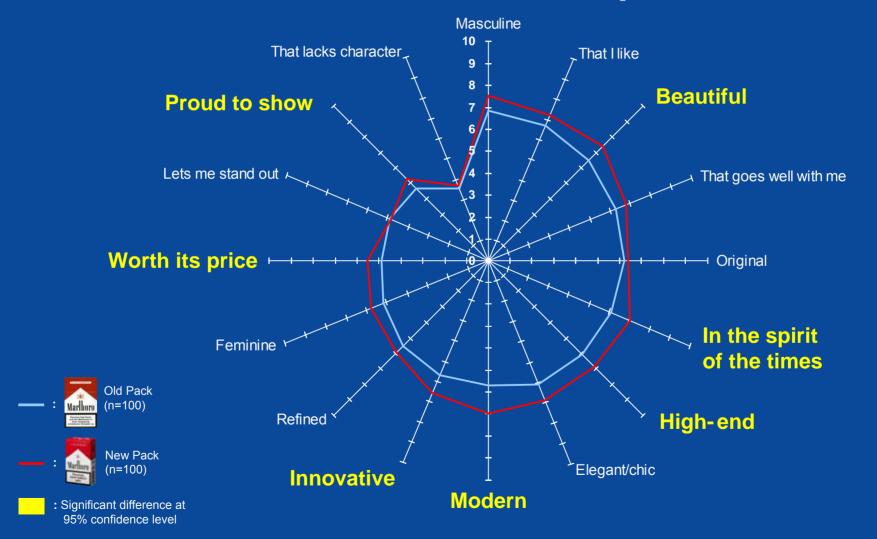








## New Marlboro Red Pack Perception - France



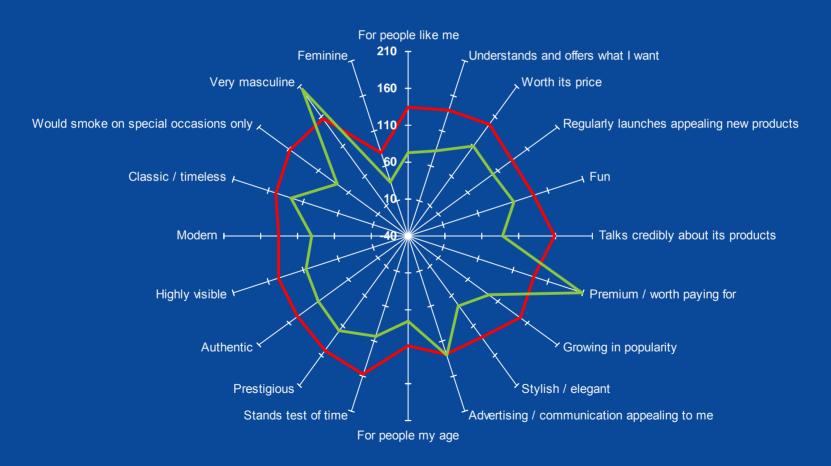


HEALTH WARNING TO BE PLACED HERE.

#### Marlboro Red Perception - Romania

2008 vs. 2007 LA - 24

**——** 2007 **——** 2008



Note: LA stands for Legal Age (min 18). An index of 100 is equal to the average score obtained across all brands for the item Source: Strategic Group Research Consulting, market research in Romania

#### **Marlboro Gold Line**















W A R N I N G T O B E P L A C E D H E R I







MEROKOK DAPAT MENYEBABKAN KANKER, SERANGAN JANTUNG, IMPOTENSI DAN GANGGUAN KEHAMILAN DAN JANIN

#### **Marlboro** Innovation



ШЫЛЫМ ШЕГУ СІЗДІҢ ДЕНСАУЛЫҒЫҢЫЗҒА ӨТЕ ЗИЯНДЫ. КУРЕНИЕ СЕРЬЕЗНО ВРЕДИТ ВАШЕМУ ЗДОРОВЬЮ.

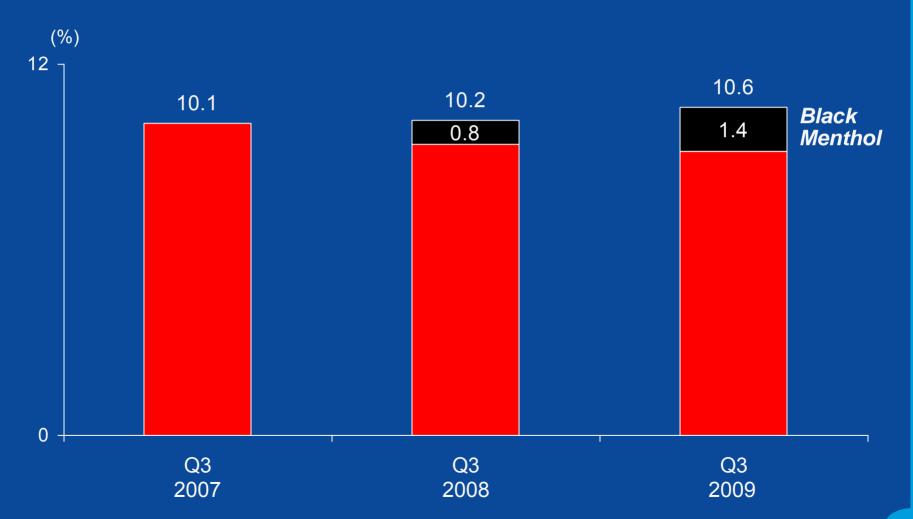


#### *Marlboro* Market Share – Italy



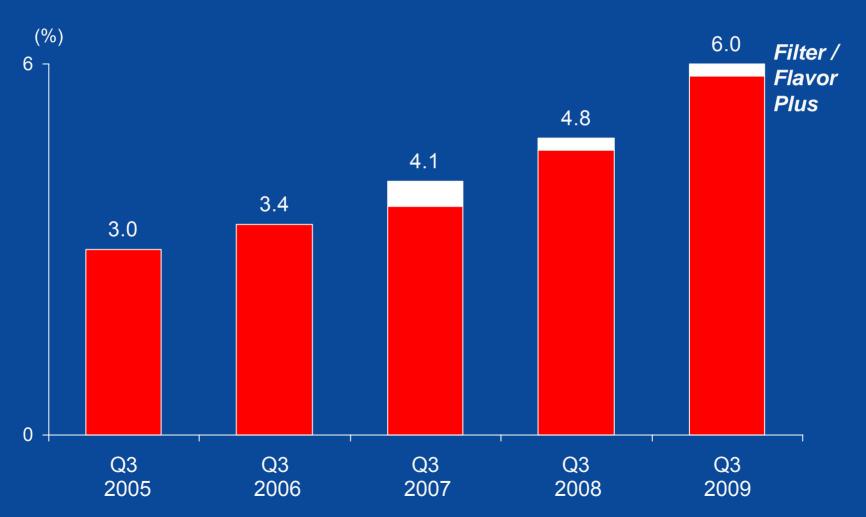
Source: PMI estimates 44

#### **Marlboro Market Share – Japan**



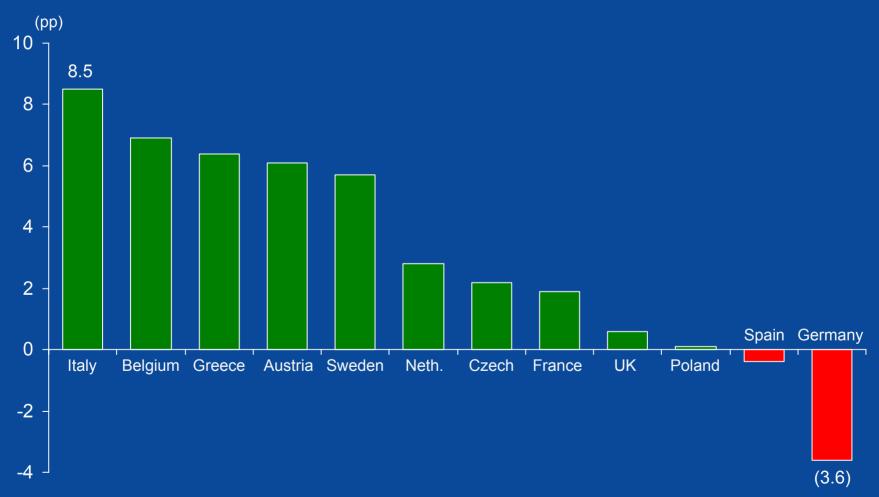
Source: Tobacco Institute of Japan

#### **Marlboro Market Share – Korea**



Source: Korea Research Center 46

# Marlboro Smoker Share – EU Region (Difference LA-24 vs. LA-64)

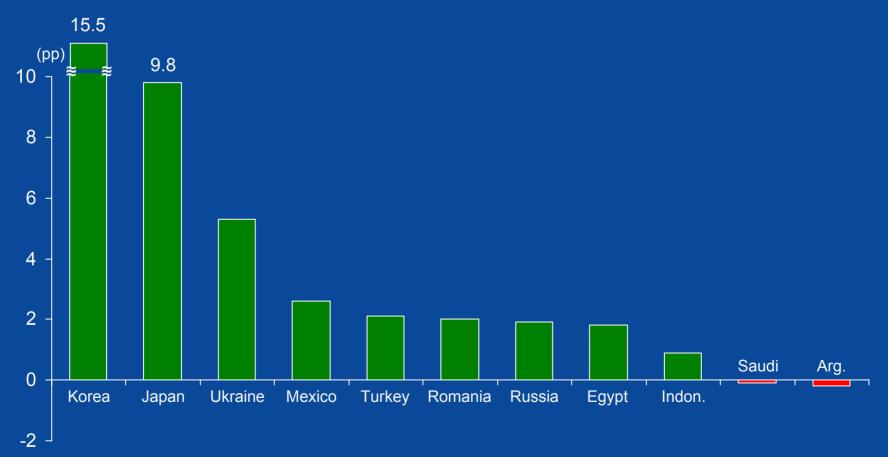


#### Marlboro Smoker Share - Portugal



Note: LA stands for Legal Age (min 18)
Source: PMI Market Research (General Consumer Tracking Survey)

# Marlboro Smoker Share – Other Regions (Difference LA-24 vs. LA-64)





МИНЗДРАВСОЦРАЗВИТИЯ РОССИИ ПРЕДУПРЕЖДАЕТ: КУРЕНИЕ ВРЕДИТ ВАШЕМУ ЗДОРОВЬЮ

# Parliament Share Variances (Q3, 2009 vs. Q3, 2007)

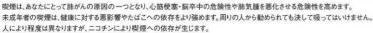


### 1mg Segment





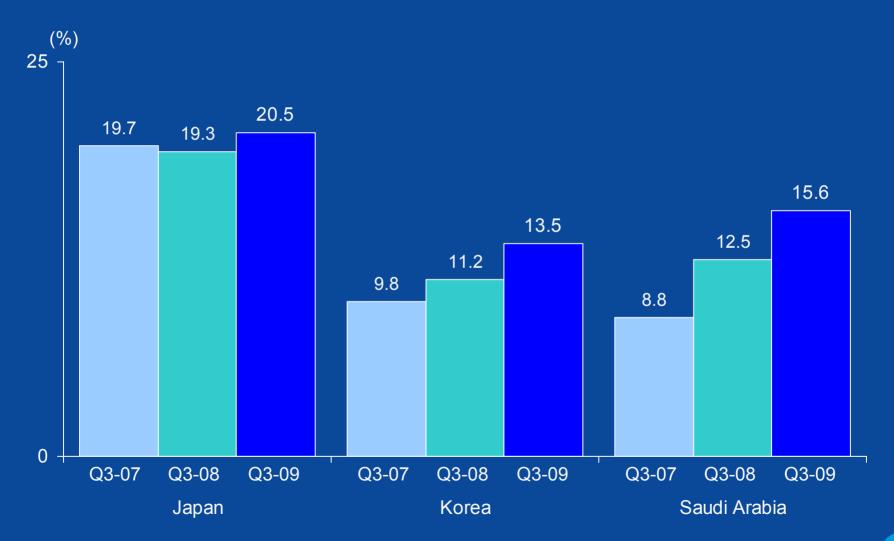






경고: 흡연은 폐암 등 각종 질병의 원인이 되며, 특히 임신부와 청소년의 건강에 해롭습니다.

#### **PMI 1mg Segment Shares**



#### L&M



Old Line-up



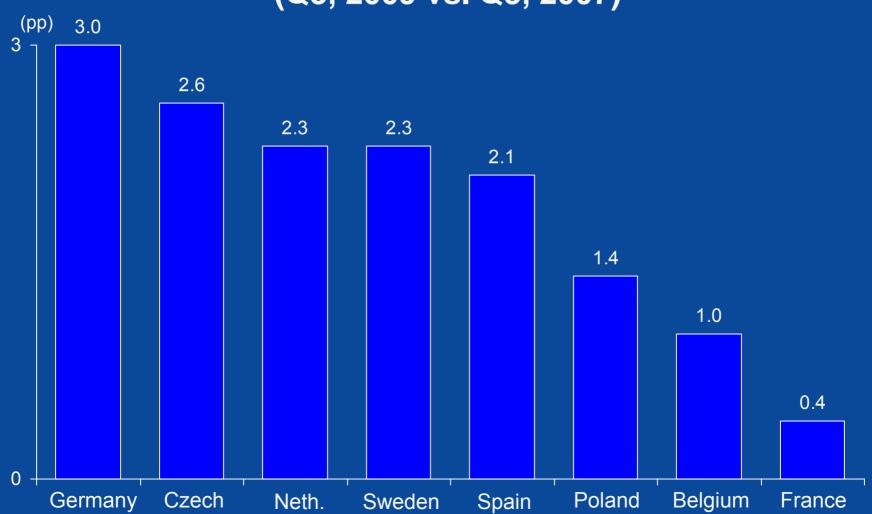


New Line-up



El fumar es perjudicial para la salud

# L&M Market Share Variances – EU Region (Q3, 2009 vs. Q3, 2007)





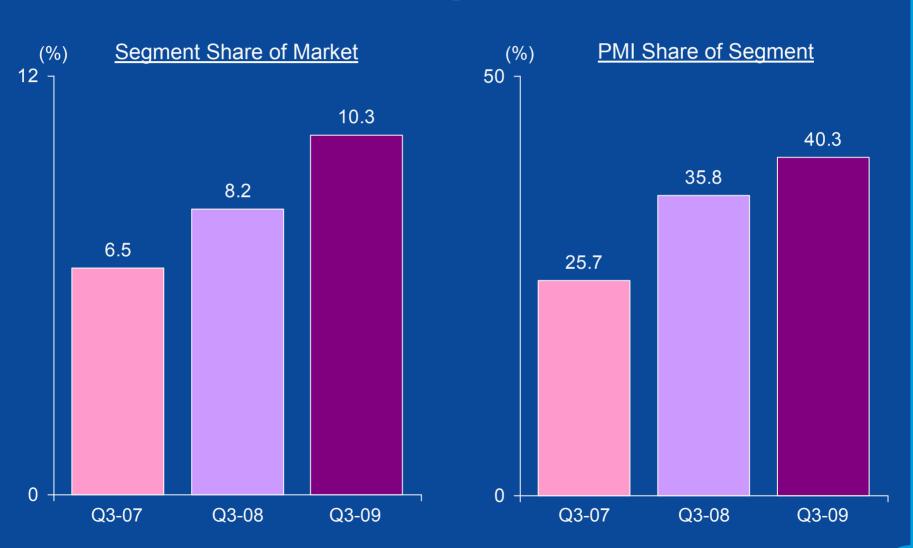
Rauchen kann tödlich sein. Der Rauch einer Zigarette enthält: L&M Red Label 10 mg Teer, 0,8 mg Nikotin und 10 mg Kohlenmonoxid, L&M Blue Label 6 mg T, 0,5 mg N und 7 mg CO. (Durchschnittswerte nach ISO)

### L&M Link (super-slims)



Palenie poważnie szkodzi Tobie i osobom w Twoim otoczeniu

#### **Super-Slims Segment – Poland**

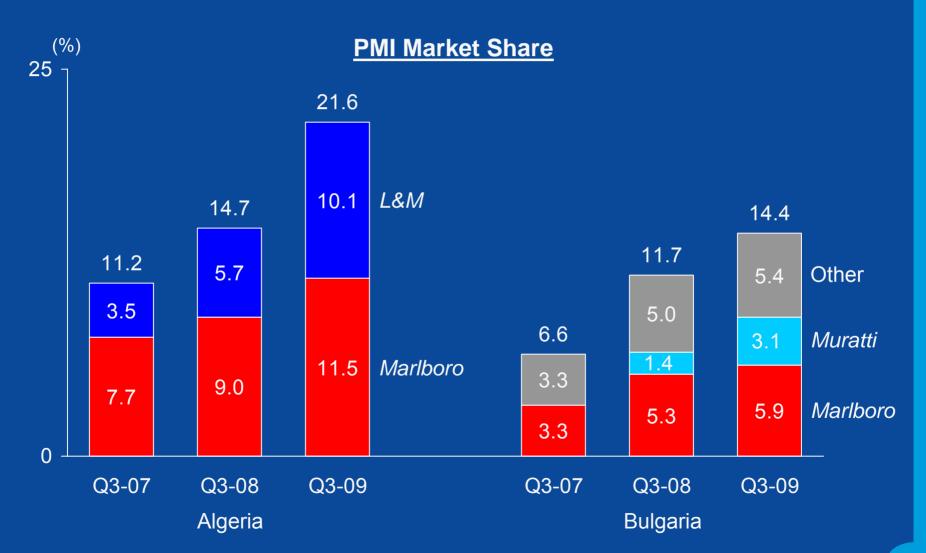


Source: A.C. Nielsen 58

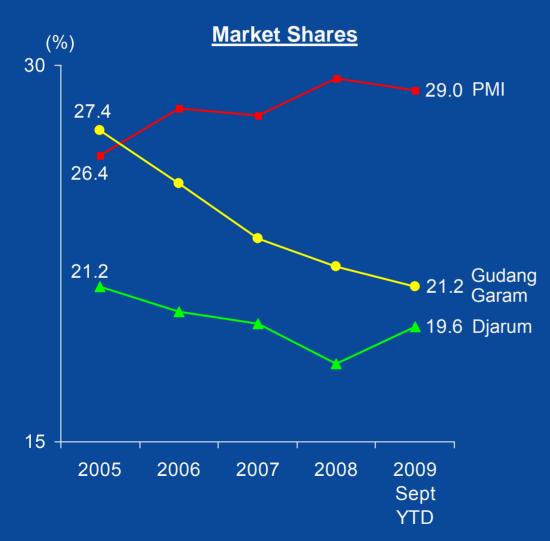
#### **Strategies for Growth**

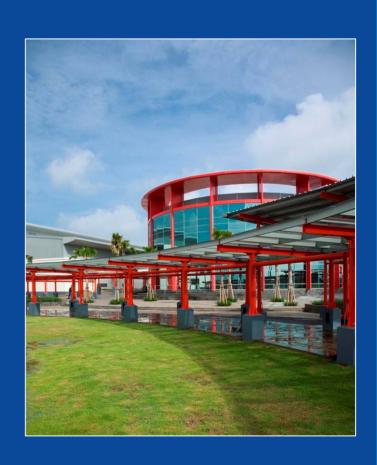
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#### **Organic Market Entry and Expansion**



#### **Acquisitions – Indonesia**





#### **Acquisitions - Canada**

- Rothmans Inc.
- PMI purchased 60% not owned for \$1.9 billion
- Market size: 28.6 billion in 2008

1.6% growth YTD Sept

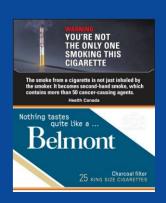
PMI market share: 33.4% in 2008

0.5 pp share growth YTD Sept







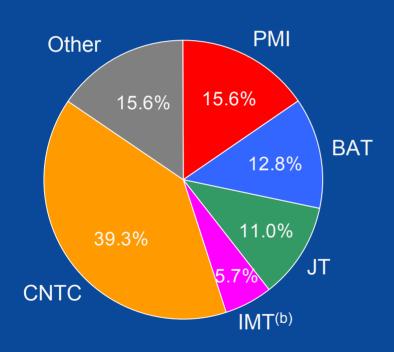


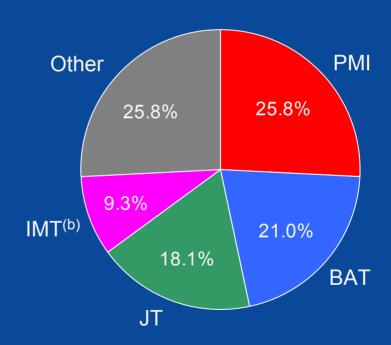
Source: PMI estimates

### Competitive Landscape (2008)(a)

#### Market Shares excl. USA and duty-free

#### Market Shares excl. China, USA and duty-free





<sup>(</sup>a) Volumes are on a calendar basis, except for IMT, which reports on a fiscal year ending September.

<sup>(</sup>b) Impact of 3.8 months of Altadis volume has been added and U.S. volume has been excluded to determine full year share. Source: Company reports and PMI estimates

#### **Geographic Expansion**

- India: launch of locally manufactured *Marlboro* through a PMI controlled joint-venture
- South Africa: acquisition of business that has close to 30% of tobacco market

#### China

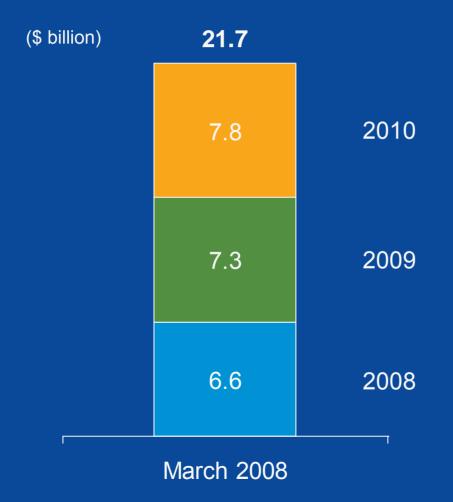
- Nearly 40% of the world cigarette market excluding the USA and duty-free
- PMI has license agreement for production and sale of Marlboro and joint-venture for international markets
- China National Tobacco Corporation the key partner
- Marlboro sales remain modest but are increasing
- International joint-venture brands performing well
- Tremendous long-term potential

Source: PMI estimates 65

#### **Strategies for Growth**

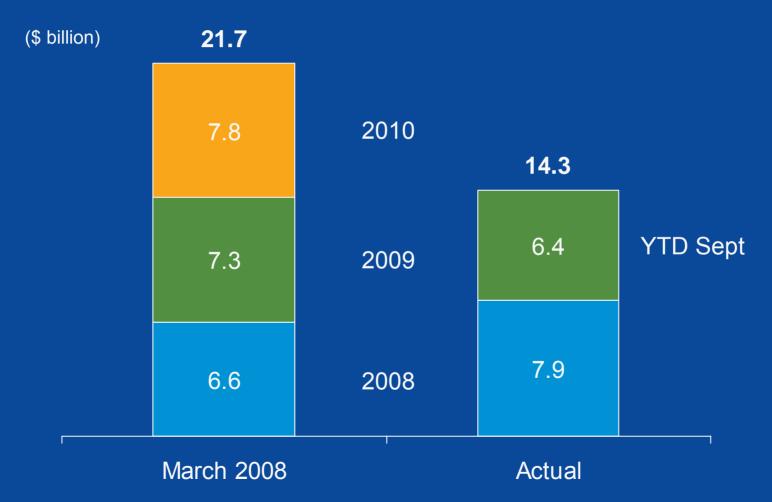
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# Cumulative Operating Cash Flow (2008-2010)



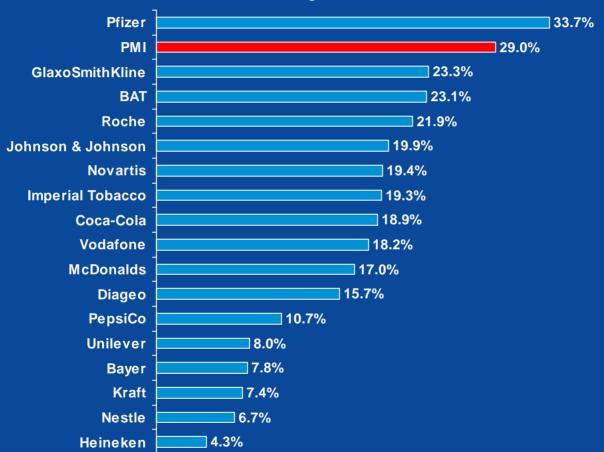
Source: PMI Financials 67

### Cumulative Operating Cash Flow (2008-2010)



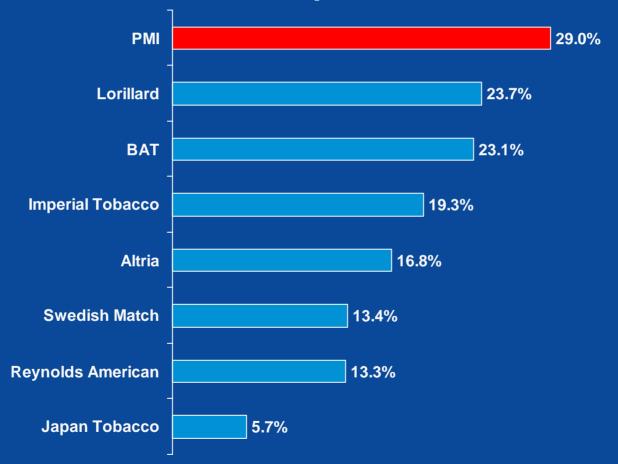
Source: PMI Financials 68

### Free Cash Flow as a % of Net Revenues – Peer Group 2008 FY – Sept 30, 2009 YTD



Note: Free Cash Flow as a % of Net Revenue, excluding excise taxes, is defined as total Free Cash Flow during the 2008 – Sept 30, 2009 YTD period (\$12,772 million) over the total revenue during the same period (\$44,023 million). Free Cash Flow is defined as Operating Cash Flow (\$14,354 million) less Capital Expenditures (\$1,582 million). Nearest comparable period is used where the 2008 – Sept 30, 2009 YTD comparison is unavailable Source: Centerview Partners from Company filings

### Free Cash Flow as a % of Net Revenues – Tobacco 2008 FY – Sept 30, 2009 YTD



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#### **Working Capital**

Average quarterly working capital in 2008:

	<u>\$ billior</u>
- Receivables	2.9
- Inventories	9.1
- Other	0.3
- Payables	(7.5)
- Total	4.8

Source: PMI Financials 71

#### **Working Capital – Benchmarking**

- Objective was to determine areas where improvements could be made to generate additional cash
- Comparisons made with other consumer products companies and our key competitors

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- Opportunities identified, particularly inventories
- Comprehensive program initiated
- Expect to generate \$750 million to \$1 billion in incremental cash flow over period 2010-2012

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- Opportunities identified, particularly inventories
- Comprehensive program initiated
- Expect to generate \$750 million to \$1 billion in incremental cash flow over period 2010-2012



Confident our free cash flow growth rate will exceed our net earnings growth rate

# Available Funds: Jan 2008 – Sept 2009

Operating Cash Flow

\$14.3 billion

+

Total Funds: \$19.1 billion

Incremental Financing

\$4.8 billion<sup>(a)</sup>

# Use of Funds: Jan 2008 - Sept 2009

Operating Cash Flow

\$14.3 billion

Capital Expenditures

\$1.6 billion (8%)

+

Total Funds: \$19.1 billion

Acquisitions

\$2.6 billion (14%)

Incremental Financing

\$4.8 billion(a)

# Use of Funds: Jan 2008 – Sept 2009

Operating Cash Flow

\$14.3 billion

Capital Expenditures

\$1.6 billion (8%)

+

Total Funds: \$19.1 billion

Acquisitions

\$2.6 billion (14%)

Incremental Financing

\$4.8 billion(a)

Dividends

\$5.3 billion (28%)

Share Repurchases \$9.6 billion (50%)

## **Dividends**

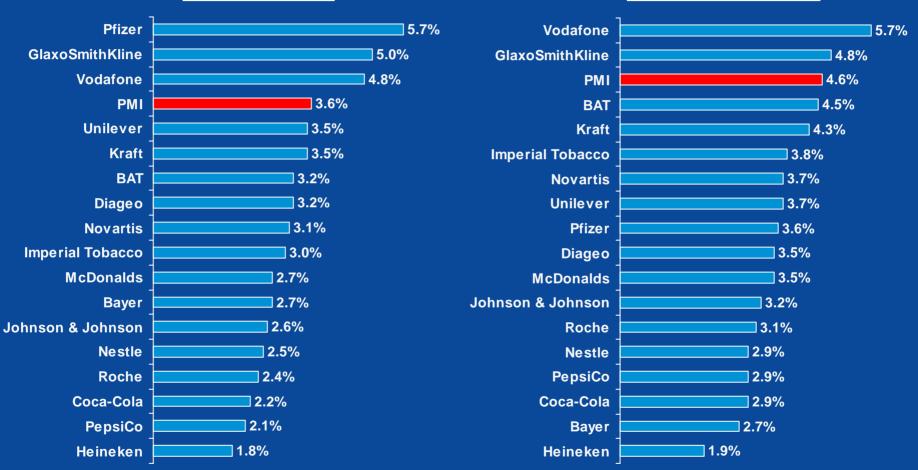
- March 2008, established at \$1.84 per share on annualized basis
- Increased by 17.4% in August 2008 and 7.4% in September 2009
- Current level of \$2.32 per share on an annualized basis equates to a yield of 4.6%

Source: PMI Financials 78

## **Dividend Yield**

#### March 28, 2008

#### **November 13, 2009**



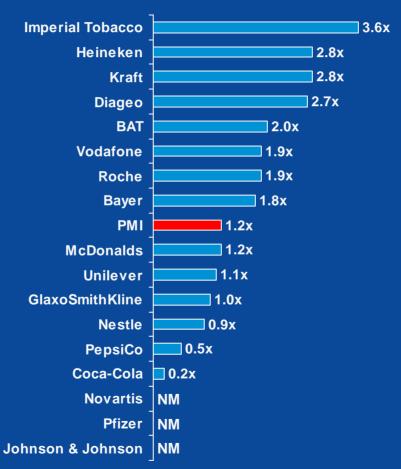
# **Share Repurchases**

- \$13 billion two-year program has been maintained throughout the economic and financial crisis
- \$9.6 billion used to purchase 209.6 million shares at an average price of \$45.81 per share
- \$3.4 billion remaining in current program, as of September 30, 2009

Source: PMI Financials 80

# **Net Debt to EBITDA – Peer Group**

#### **September 30, 2009**



Note: Not Meaningful (NM). Please see relevant reconciliations to most comparable GAAP measures posted on our website or at the end of this

presentation

Source: Centerview Partners based on company filings

# **Capital Structure**

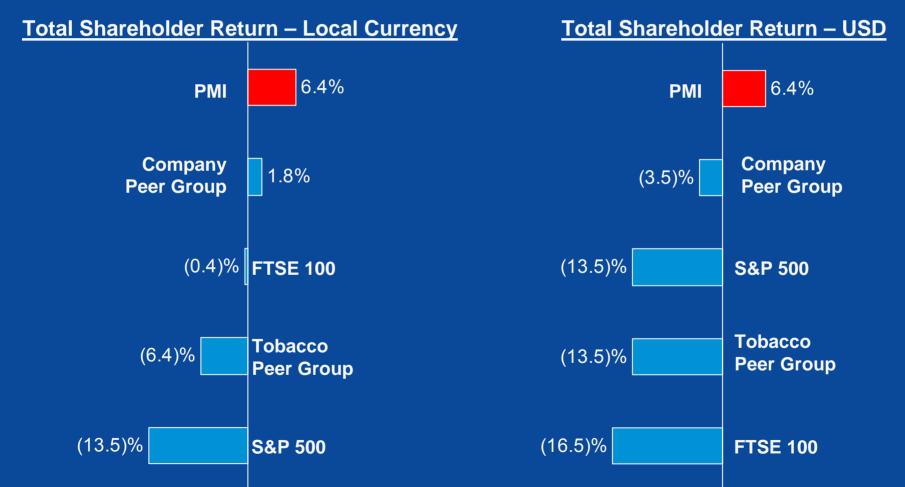
- Goal is to maintain current credit ratings and flexibility to make acquisitions
- Intention is to maintain our leverage within the constraints of these credit ratings

## **Shareholder Returns**

- This year so far, \$7.4 billion returned to shareholders through dividends and share repurchases
- Since March 2008 spin-off, \$14.9 billion returned to shareholders, representing more than 15% of our current market capitalization

Source: PMI Financials 83

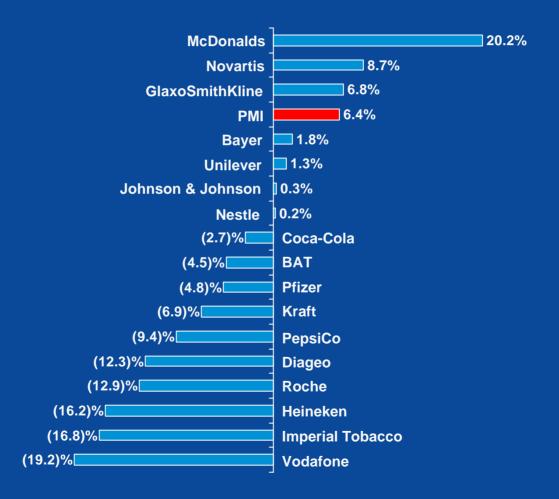
# Total Shareholder Return – Weighted Average Since Spinoff (March 28, 2008 – November 13, 2009)



Note: Peer groups represent the market weighted average return of the group. Total shareholder return and exchange rates are for period beginning March 28, 2008 and ending November 13, 2009. PMI includes pro forma \$0.46 per share dividend paid in April 2008

Source: Centerview Partners based on FactSet

# Total Shareholder Return – Peer Group (USD) Since Spinoff (March 28, 2008 – November 13, 2009)



## **Conclusions**

- Key objective is to continue to provide superior returns to our shareholders
- Business fundamentals in very good shape
- Expect to consistently meet or exceed financial mid to long-term growth targets
- Organic volume growth should resume following employment-led economic recovery
- Tremendous cash flow generation
- Optimization of working capital
- Dividend and share repurchases



# PHILIP MORRIS INTERNATIONAL

**Questions & Answers** 

Adjustments for the Excises Taxes, Impact of Currency and Acquisitions on Net Revenues (in millions USD rounded)

			2008						2007		ехс	luding Excise	e Taxes
Reported Net Revenues	Less Excise Taxes	Reported Net Revenues excluding Excise Taxes	Less Currency	Reported Net Revenues excluding Excise Taxes & Currency	Less Acquisi- tions	Reported Net Revenues excluding Excise Taxes, Currency & Acquisitions		Reported Net Revenues	Less Excise Taxes	Reported Net Revenues excluding Excise Taxes	Reported	Reported excluding Currency	Reported excluding Currency & Acquisitions
\$ 14,354	8,433	\$ 5,921	442	\$ 5,479	45	\$ 5,434	For the Quarter ended March 31,	\$ 12,170	7,018	\$ 5,152	14.9%	6.3%	5.5%
16,703	9,994	6,709	638	6,071		6,071	For the Quarter ended June 30,	13,948	8,113	5,835	15.0%	4.0%	4.0%
17,365	10,412	6,953	590	6,363	14	6,349	For the Quarter ended September 30,	14,232	8,316	5,916	17.5%	7.6%	7.2%
15,218	9,096	6,122	(288)	6,410	170	6,240	For the Quarter ended December 31,	14,893	8,986	5,907	3.6%	8.5%	5.6%
63.640	37.935	25.705	1.382	24.323	229	24.094	For the Year ended December 31.	55.243	32.433	22.810	12.7%	6.6%	5.6%

% Change on Reported Net Revenues

Reconciliation of Reported Operating Companies Income to Adjusted Operating Companies Income & Adjustments for the Impact of Currency and Acquisitions on Operating Companies Income (in millions USD rounded)

					2008									2007				ompanies Inco	
C	Reported Operating ompanies Income	Less Asset Impairment & Exit Costs / Others	O Cc	Adjusted Operating Ompanies Income	Less Currency	Op Cor Ir ex	djusted perating mpanies ncome cluding urrency	Less Acquisi- tions	Op Co Ii ex Cu	djusted perating mpanies ncome scluding rrency & qusitions		Op Cor	eported erating mpanies ncome	Less Asset Impairment & Exit Costs / Others	Op Con	ljusted erating npanies come	Adjusted	Adjusted excluding Currency	Adjusted excluding Currency & Acquisitions
\$	2,546	(23)	\$	2,569	224	\$	2,345	21	\$	2,324	For the Quarter ended March 31,	\$	1,884	(62)	\$	1,946	32.0%	20.5%	19.4%
	2,646	(172)		2,818	277		2,541	13		2,528	For the Quarter ended June 30,		2,240	(76)		2,316	21.7%	9.7%	9.2%
	2,939	(13)		2,952	217		2,735	23		2,712	For the Quarter ended September 30,		2,518	(15)		2,533	16.5%	8.0%	7.1%
	2,303			2,303	(237)		2,540	68		2,472	For the Quarter ended December 31,		2,301	(42)		2,343	-1.7%	8.4%	5.5%
	10,434	(208)		10,642	481		10,161	125		10,036	For the Year ended December 31,		8,943	(195)		9,138	16.5%	11.2%	9.8%

% Change on Adjusted Operating

Reconciliation of Reported Diluted Earnings Per Share to Adjusted Diluted Earnings Per Share & Adjustments for the Impact of Currency and 2007 Pro-Forma

(in millions USD rounded)

2008									2007									Earnings Per Share		
Repo	orted <sup>(1)(3)</sup>	Less Asset Impairment & Exit Costs / Others	Ac	djusted	Less Currency	ех	djusted ccluding urrency		Repo	orted <sup>(1)(3)</sup>	Less Asset Impairment & Exit Costs / Others	Ad	ljusted	Pro-Forma <sup>(2)</sup> Adjustments		djusted o-Forma	Adjusted	Adjusted excluding Currency		
\$	0.79	(0.01)	\$	0.80	0.07	\$	0.73	For the Quarter ended March 31.  Diluted Earnings Per Share	\$	0.60		\$	0.62	(0.03)	\$	0.59	35.6%	23.7%		
\$	0.80	(0.07)	\$	0.87	0.10	\$	0.77	For the Quarter ended June 30, Diluted Earnings Per Share	\$	0.70	(0.03)	\$	0.73	(0.03)	\$	0.70	24.3%	10.0%		
\$	1.01	0.08	\$	0.93	0.08	\$	0.85	For the Quarter ended September 30. Diluted Earnings Per Share	\$	0.82	0.01	\$	0.81	(0.03)	\$	0.78	19.2%	9.0%		
\$	0.71		\$	0.71	(0.10)	\$	0.81	For the Quarter ended December 31, Diluted Earnings Per Share	\$	0.74	0.01	\$	0.73	(0.01)	\$	0.72	-1.4%	12.5%		
\$	3.31		\$	3.31	0.15	\$	3.16	For the Year ended December 31, Diluted Earnings Per Share	\$	2.86	(0.03)	\$	2.89	(0.09)	\$	2.80	18.2%	12.9%		

<sup>(1)</sup> Refer to schedule 11 and 12 in the 2008 Full Year Earnings Release.

<sup>(2)</sup> For details on the Pro-Forma adjustments, please refer to the schedule 14 in the 2008 Full Year Earnings Release.

<sup>(3)</sup> Effective January 1, 2009, PMI adopted the provisions of amended FASB authoritative guidance which requires that unvested share-based payment awards that contain nonforfeitable rights to dividends are participating securities and therefore shall be included in the earnings per share calculation pursuant to the two-class method.

Calculation of Net Debt to EBITDA Ratio

(in millions USD rounded, except ratios)

				arch 31, 2008					Sept				
	April~December		~December Janı 2007		12 months			r~December 2008	Januar	<b>2009</b> /~September 2009	12 months		
	2007		2008		rolling		2006			2009	-	rolling	
Earnings before income tax	\$	7,033	\$	2,449	\$	9,482	\$	2,120	\$	7,027	\$	9,147	
Interest expense, net				75		75		106		572		678	
Amortization & Depreciation		585		201		786		217		607		824	
EBITDA	\$	7,618	\$	2,725	\$	10,343	\$	2,443	\$	8,206	\$	10,649	
Short-term borrowings					\$	<b>2008</b> 793					\$	<b>2009</b> 313	
Current portion of long-term debt					Ψ	104					Ψ	197	
Long-term debt						6,643						13,741	
Total debt					\$	7,540					\$	14,251	
Less: Cash & cash equivalents						1,231						1,602	
Net Debt					\$	6,309					\$	12,649	
<u>Ratio</u>													
Net Debt / EBITDA						0.61						1.19	