

Virtual Annual Meeting of Shareholders
Philip Morris International Inc.
May 7, 2025

(SLIDE 1.)

Good morning and thank you for joining us. I am André Calantzopoulos, Chairman of the Board, and I would like to welcome you to Philip Morris International's 2025 Virtual Annual Meeting of Shareholders, which I now call to order.

On the call with me today are our Board of Directors, our Chief Executive Officer, Jacek Olczak, our Corporate Secretary, Darlene Quashie Henry, and our audit partner at PricewaterhouseCoopers, Mary Clark.

It is our intention to proceed in accordance with the agenda and the rules for the meeting as outlined on the Virtual Shareholder Meeting Webpage.

(SLIDE 2.)

A glossary of terms, including the definition for smoke-free products as well as adjustments, other calculations and reconciliations to the most directly comparable U.S. GAAP measures for non-GAAP financial measures cited in this presentation are available under "Reports & filings" on our [Investor Relations website](#).

(SLIDE 3.)

Today's remarks contain forward-looking statements. I direct your attention to the Forward-Looking and Cautionary Statements disclosure in today's presentation.

(SLIDE 4.)

The Secretary will now present certain formal documents. Darlene.

Thank you, Mr. Chairman.

I present to the meeting, together with the Affidavit of Mailing, a copy of the Notice of Meeting, form of Proxy, Proxy Statement and Annual Report, including financial statements for the fiscal year ended December 31, 2024.

The holders of record of common stock at the close of business on March 14, 2025 are entitled to vote at this meeting. I am informed that approximately 82% of Philip Morris International's common stock is represented here today and, therefore, a quorum is present for the transaction of business.

Thank you, Darlene. Please file the documents with the records of the meeting.

I appoint as Inspector of Election, Linda A. Piscadlo from American Election Services, LLC.

The Inspector is instructed to execute the oath, and to take custody of all proxies, and of the certified list of holders of common stock as of the close of business on March 14, 2025.

The Inspector will certify the vote on each of the matters to be presented at this meeting. Individual proxies and ballots are kept confidential, with exceptions outlined in the Proxy Statement.

(SLIDE 5.)

There are three business items set forth in the notice of meeting that will be put before the meeting at this time, and I hereby declare the polls for voting at our 2025 Annual Meeting of Shareholders open.

Any shareholder who has not voted or wishes to change their vote, may do so by clicking on the voting button on the virtual annual meeting webpage and following the instructions there.

Shareholders who have sent in proxies or voted by telephone or Internet and do not want to change their vote, do not need to take any further action.

Shareholders of record who have joined the meeting may ask questions by calling the number posted on the virtual annual meeting webpage.

If you would like to ask a question or make a comment, you will be required to provide your 16-digit control number to the operator. Only shareholders of record with a valid control number will be allowed to make a comment.

At this stage of the meeting, questions and comments should relate only to each item of business as it is presented. A general question and comment session will follow the business portion of the meeting.

(SLIDE 6.)

Before I place the director names in nomination, I would like to say a few words about Dr. Juan José Daboub, who has decided not to stand for re-election to the Board. I would like to thank him for his valued contributions to the company, since joining the Board in 2021.

(SLIDE 7.)

The first order of business is the election of eleven directors.

The individuals on this slide, featured in alphabetical order, have been nominated for election as directors, each to hold office until the next Annual Meeting of Shareholders or until his or her successor shall have been duly chosen.

In accordance with the Company's by-laws, no other nominations may be made at this time.

Are there any questions?

Thank you.

(SLIDE 8.)

We will now move to the second item on the agenda, that the Company's shareholders approve, on an advisory basis, the compensation of the named executive officers, as disclosed in the Company's Proxy Statement for the 2025 Annual Meeting of Shareholders.

Are there any questions?

Thank you.

(SLIDE 9.)

The third item on the agenda is the ratification of the selection of PricewaterhouseCoopers as independent auditors of the Company for the fiscal year ending December 31, 2025.

Are there any questions?

Thank you.

(SLIDE 10.)

That concludes the matters to be voted on as outlined in the notice of the Annual Meeting of Shareholders.

In accordance with our by-laws, I hereby declare the polls for voting at our 2025 Annual Meeting of Shareholders closed.

We have received a preliminary report from the Inspector of Election.

Will the Secretary please read the report.

Mr. Chairman, the Inspector of Election has completed the preliminary count of the vote, which I have now received. The preliminary voting results are as follows:

Each of the nominees for director has been elected.

The named executive officer compensation has been approved on an advisory basis.

The selection of PricewaterhouseCoopers as independent auditors has been ratified.

Mr. Chairman, that concludes the report.

Thank you, Darlene.

Please file with the records of the meeting, the Oath of the Inspector of Election, the Final Report of the Inspector of Election and the proxies. Final voting results will be reported in a Form 8-K that we will file with the SEC in the next few days.

That concludes the formal business, and I now declare the business portion of the meeting adjourned.

(SLIDE 11.)

Before we move to the questions and comments session, I will hand over the presentation to Jacek to provide an update on our business performance.

(SLIDE 12.)

Thank you, André.

2024 was a remarkable year for PMI. With growth across all categories, our business delivered best-in-class organic net revenue and adjusted diluted EPS growth, alongside excellent operating cashflow, outperforming the industry and consumer packaged goods overall. This was fueled by the continued growth of *IQOS* and *ZYN*, in addition to the robust performance of our combustibles business.

(SLIDE 13.)

As reported 2 weeks ago, we made an excellent start to this year in the first quarter of 2025. We delivered double-digit increases in organic net revenues and organic operating income, as well as in adjusted diluted EPS in both constant currency and dollar terms. This places us well on track for another strong currency-neutral performance in 2025. Based on the prevailing exchange rates on April 23rd, we also forecast a favorable currency impact for the year, further boosting our growth in dollar terms.

(SLIDE 14.)

We achieved several key milestones in our smoke-free journey in 2024, which marked the 10-year anniversaries of *IQOS* and *ZYN*. Our total smoke-free net revenues reached almost \$15 billion, close to 40% of total PMI. Our smoke-free products are present in 95 markets, and we closed the year with approximately 38.6 million estimated adult users across heat-not-burn, oral and e-vapor.

(SLIDE 15.)

IQOS net revenues exceeded \$11 billion in 2024, after the major milestone of overtaking *Marlboro* in 2023 as our largest brand by revenues. To put this in context, it took *Marlboro* several decades to achieve this level of performance, which *IQOS* has surpassed in 10 years, demonstrating the strength of *IQOS* as a leading global brand.

IQOS continues to demonstrate strong underlying momentum, with excellent growth in Japan, and continued strong growth in Europe and other global markets.

(SLIDE 16.)

Turning to *ZYN*, which continues to grow very strongly in the U.S., with sustained demand growth and net revenues approaching \$2 billion in 2024. The *ZYN* brand continues to resonate with adult nicotine consumers across the U.S., where it is the number one smoke-free brand and fourth biggest nicotine brand, and internationally.

Our primary challenge has been to meet this demand, and following product availability challenges starting in Q2, 2024, we are progressively improving the situation and target full normalization of the supply situation in Q3 of this year.

Construction of our second U.S. manufacturing site in Colorado is well underway, with production due to commence in early 2026. We remain, as we have been since entering the U.S., committed to investing in U.S. manufacturing. The substantial investments we have made in the U.S are expected to continue to result in significant job creation and economic contribution to the country, and ensure we are well positioned to capture *ZYN*'s potential over the coming years. We remain excited about the growth prospects of this dynamic category, and its potential to switch legal-age consumers from using cigarettes and other traditional forms of tobacco.

We are also very pleased that the robust science and responsible marketing practices behind *ZYN* were recognized by the FDA through the recent marketing authorizations of all currently commercialized U.S. *ZYN* variants, making *ZYN* the first and only authorized nicotine pouch brand in the United States.

We remain committed to driving industry standards in under-21 prevention, with policies and initiatives designed to help prevent youth access. Further, combatting trade in illicit tobacco and nicotine products remains a core priority, and we dedicate a significant level of resources to support these efforts.

(SLIDE 17.)

We are increasingly deploying a multicategory strategy with our leading premium brands *IQOS*, *ZYN* and *VEEV*. Of the 95 markets where our smoke-free products are present, we have 46 markets with multiple smoke-free offerings, including 16 with all 3 PMI categories on offer. The execution of this 3-pronged strategy is generating positive results in a number of markets, and helping to bolster our position as the global smoke-free champion.

Following the successful launch of the *IQOS ILUMA i* device in Japan at the start of 2024, we are expanding the rollout to more markets while continuing to innovate on consumables with *DELIA*, our mainstream-priced consumable line, as well as *LEVIA*, our non-tobacco offering. We are underway with the first stage of our *IQOS 3* consumer pilots in the U.S. as we prepare our operations and commercial strategy for the launch of *IQOS ILUMA*, once authorized by the FDA. Over the longer term, we have a rich *IQOS* innovation pipeline to further enhance the breadth and quality of the user experience with this iconic brand.

ZYN also has an exciting global future. The total international nicotine pouch category is nascent in almost all geographies and stands at around half the size of the U.S. in volume terms. We have increased *ZYN*'s presence to 38 global markets, with promising traction in Mexico, Pakistan, the UK and Global Travel Retail.

Within e-vapor, *VEEV* is playing an increasingly important role within our multicategory strategy, becoming a trusted choice for smoke-free category poly-users and a source of incremental growth with volume and gross margin momentum.

(SLIDE 18.)

Now, a few words on our combustible cigarette business, which operates outside the U.S. Our primary focus for the combustible business is to maximize value over time while supporting the growth of the smoke-free business. Pricing and cost efficiencies are the key levers to drive performance, while maintaining our category leadership. We delivered a robust performance in 2024 with strong organic growth driven by pricing.

(SLIDE 19.)

I would like to highlight the release of our 2024 Integrated Report in April of this year, which provides a comprehensive view of our company's performance across both financial and non-financial dimensions. Highlights include the important efforts and actions we are taking with regards to youth access prevention, as well as the progress we have made on our operational efficiency, strengthening our resilience, driving innovation, and ultimately future-proofing our business.

As explained in the report, our approach to sustainability is fundamentally business-driven, with the objective of both sustaining and enhancing the growth of our smoke-free transformation to drive continued value creation.

(SLIDE 20.)

Moving now to shareholder returns. We are highly cash generative, which allows us to maintain a strong balance sheet, while reinvesting behind our rapidly transforming business. Following the acquisition of Swedish Match in 2022, we are making very good progress on deleveraging with a 0.5x reduction in our net debt to adjusted EBITDA ratio in 2024 to 2.66x. We target a ratio of around 2.0x by the end of 2026.

Last September, we increased our annual dividend for the 17th consecutive year since the spin in 2008, representing a total increase of approximately 194% and a compound annual growth rate of 7.0%. This is in line with our unwavering commitment to a progressive dividend policy.

(SLIDE 21.)

Our smoke-free transformation continues to rapidly advance, and this is reflected in the delivery of our best-in-class growth. While no company is immune to macro-economic volatility, we believe we are well positioned to navigate external dynamics, and we look to the year ahead with continued excitement and enthusiasm.

We remain confident in our position as the global smoke-free champion, as we continue to execute on our multicategory strategy with leading premium brands *IQOS*, *ZYN* and *VEEV*, supporting our ambition to become substantially smoke-free by 2030.

Importantly, we remain steadfast in our commitment to generously reward our shareholders over the long term.

Of course, the company's achievements would not have been possible without our 83,000 plus employees across the globe, who yet again rose to the occasion and spared no effort to deliver excellent business results. We thank them for their business acumen, dedication and hard work. Thank you. André, over to you.

Thank you very much, Jacek.

(SLIDE 22.)

This meeting is now open for questions and comments.

For full transparency, during this session, which is being publicly webcast, our shareholders will be able to ask questions live, on a first-come, first-served basis.

As I mentioned earlier, in order to ask a question, you will be required to provide your 16-digit control number to the operator. Only shareholders of record with a valid control number will be allowed to ask questions.

In order to provide an opportunity for everyone who wishes to speak, each shareholder will be limited to two minutes.

Shareholders may speak a second time only after all others who wish to speak have had their turn. When speaking, shareholders must direct questions and comments to the Chairman and confine their remarks to matters that relate directly to the business of the meeting.

The meeting is not to be used as a forum to discuss personal grievances, business disputes or to present general political, social, or economic views that are not directly related to the business of the meeting.

A full replay of the meeting will be available for one year on our website at www.pmi.com.

We have allowed up to one hour for questions.

Are there any questions or comments?

That concludes our questions and comments period.

(SLIDE 23.)

Thank you all very much for joining the 2025 Virtual Annual Meeting of Shareholders.