

**Philip Morris International Inc.**  
**Consumer Relationships and Regulation Committee Charter**

**Membership**

The Consumer Relationships and Regulation Committee (the “Committee”) of the Board of Directors (the “Board”) of Philip Morris International Inc. (the “Company”) shall consist of at least three directors chosen by the Board. Based on the recommendation of the Nominating and Corporate Governance Committee, the Board annually shall elect the members and the Chair of the Committee at its organizational meeting following the Annual Meeting of Shareholders. The members of the Committee may be removed by the Board.

**Purpose**

The purpose of the Committee is to oversee the Company’s commercialization of the Company’s portfolio of products, including: (i) Reduced-Risk Products (“RRP”), which is the term the Company uses to refer to products that present, are likely to present, or have the potential to present less risk of harm to smokers who switch to these products versus continued smoking; (ii) the combustible cigarette business, the funds from which will fuel the research and development of the Company’s RRP business; and (iii) the products produced by the Company’s Healthcare and Wellness businesses.

The Committee will also oversee key legislative, regulatory and public policy strategies and trends related to the post-market regulatory environment, as applicable, that may: (i) limit consumer access to RRPs or to accurate information about their risks and benefits, and which may limit the opportunity to switch adult smokers to RRPs, as well as risks associated with changes in consumer preferences regarding RRPs; and (ii) affect the commercialization and sale of the products produced by the Company’s Healthcare and Wellness businesses.

In furtherance of this purpose, the Committee will oversee:

- the Company’s combustible cigarette strategy, including branding, positioning and pricing;
- the Company’s RRP commercialization and consumer-centricity strategy, including the establishment and maintenance of digital channels and digital consumer engagement and enabling data-driven decision-making;
- adult consumer acquisition and retention strategies, consumer journey programs and customer care infrastructure;
- the combustible cigarette and RRP competitive environment;
- the geographic expansion of the Company’s RRPs;
- post-market regulatory developments relating to the commercialization of RRPs at the market level, including the risk that regulation may not differentiate between combustible products and RRPs or will discriminate against RRPs, including strategies that the Company pursues in order to protect the commercial position of its RRPs in the market;

- the Company’s RRP product innovation calendar post–Gate 3 (the transition from concept to commercial development);
- the management of the risk that certain new market entrants may alienate consumers from the Company’s RRP through marketing campaigns and messaging and inferior product satisfaction, while not relying on substantiated science and appropriate R&D protocols and standards;
- the management of the risk that credibility and reputational issues may stand in the way of promoting the benefits of RRP as a necessary pillar of tobacco control and impair their commercial success;
- the commercialization of products that are launched under the Company’s Healthcare and Wellness businesses, after the applicable regulatory authorities for such products have authorized and approved such products for marketing and sale, including: (a) the marketing strategy and market opportunity for such products; (b) the pricing strategy for such products; (c) any post-commercialization payments, including royalties, that are owed on such products; (d) any regulations that apply to the commercialization, marketing and/or sale of such products; (e) any risks, including side effects or contraindications, associated with such products that may impact the commercialization and sale of such products; and (f) any product competitors; and
- the annual review and assess the adequacy of this Charter and recommend any proposed changes to the Board for approval, including changes concerning the structure and operations of the Committee.

## **Procedures**

The Committee shall meet as often as it deems appropriate to carry out its responsibilities. A majority of the members of the Committee shall constitute a quorum. The Chair of the Committee, in consultation with the other Committee members, shall set meeting agendas. The Committee shall report its actions and recommendations to the Board.

The Committee shall have the sole authority to retain and terminate any advisors to the Committee as the Committee may deem appropriate, including sole authority to approve related fees and terms of any advisors to the Committee that it retains.

The Committee may delegate its authority to subcommittees or the Chair of the Committee when it deems appropriate.

Effective as of December 10, 2021 (as approved by the Board of Directors on December 10, 2021)