



Interview Preparation Deck



TALENT ACQUISITION **#MAKEHISTORY**



Table of Contents

[01 Philip Morris International Overview](#)

[02 Philip Morris Japan Overview](#)

[03 Our heated tobacco Products](#)

[04 Science](#)

[05 Sustainability](#)

[06 Inclusion & Diversity](#)

[07 Our Leadership Model](#)

[08 Our New Way of Working](#)

[09 Interview Process](#)

[10 Other Useful Resources](#)



TALENT ACQUISITION

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Philip Morris International

PMI is a global company selling products in around 180 markets and employing approximately 71,000 people worldwide.

Since 2016, we have set a new course for the company—staking our future on replacing cigarettes with scientifically substantiated, less harmful alternatives.



HQ (Operation Center) at Switzerland/Lausanne



The Cube,
PMI's research and development
center located in Neuchâtel,
Switzerland.

To date, we are the only company within the traditional international tobacco industry to have committed to phasing out cigarettes, encouraging adult smokers who would otherwise continue to smoke to switch completely to better alternatives. In addition to expanding our leading position in the smoke-free category, we now also seek to broaden our value proposition to develop products in wellness and healthcare with the aim of having a net positive impact on society.



employees around the world



R&D scientists, engineers and technicians
working on smoke-free products



markets where our
brands are sold



million consumers around the world



markets where our
smoke-free products are sold



production facilities worldwide



TALENT ACQUISITION

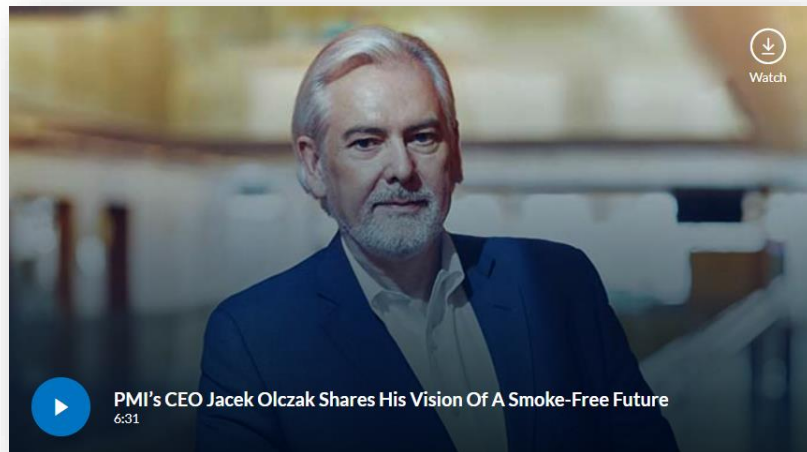
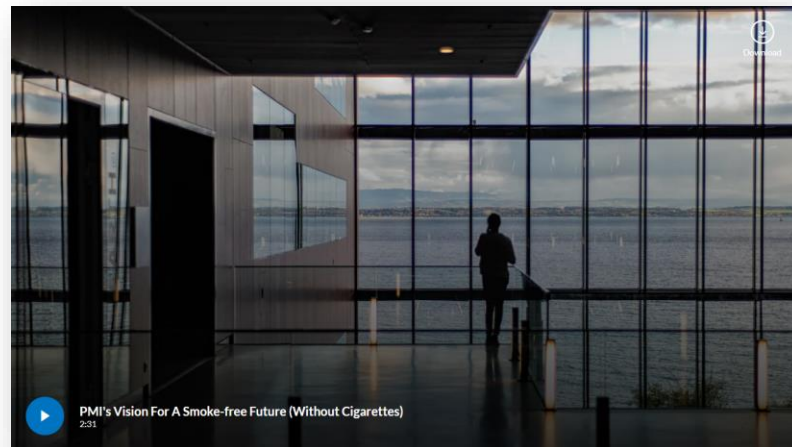
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Our transformation

Now we've made the decision to go smoke-free.

"We're creating a PMI that will be remembered for replacing cigarettes with a portfolio of revolutionary products."



We are doing this because we should ...

We understand the millions of men and women who smoke cigarettes. They are looking for less harmful, yet satisfying, alternatives to smoking. We will give them that choice.

We are building PMI's future on smoke-free products that—while not risk-free—are a far better choice than cigarette smoking.

Indeed, our vision—shared by all at PMI—is that these products will one day replace cigarettes.



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Our goal and strategies

Our goal is to deliver a smoke-free future

[*Click icons for further information](#)



Smoke-Free

Develop, market, and sell smoke-free alternatives, and switch our adult smokers to these alternatives, as quickly as possible around the world



Transition

Transition our resources from cigarettes to smoke-free alternatives



Regulation

Propose regulatory policies that encourage the replacement of cigarettes with smoke-free alternatives



Sustainability

Drive world-class sustainability programs across our entire value chain



Talent

Be the employer of choice for our global workforce and work tirelessly to attract the best talent



Transparency

Share our progress, and invite dialogue and independent verification



Growth

Provide superior returns for our shareholders



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Philip Morris Japan

PMJ is a key market toward PMI's vision of a smoke-free future

Philip Morris Japan (PMJ) is PMI's subsidiary in Japan that engages in marketing and sales promotion of Philip Morris products, including heated tobacco products, IQOS and IQOS ILUMA, Marlboro, Lark, Parliament, and Virginia S. Since its launch in 1985, Philip Morris Japan has steadily grown to become the **second-largest tobacco company in Japan** with approximately 38.5% share of the Japanese cigarette market (as of the end of May 2022), employing approximately 1,700 people nationwide.



Shea Lih Goh
President
Philip Morris Japan



HQ at
Tameike-sanno/Tokyo



2

offices



1,400

employees, of which 1,000
in field sales



30.1%

proportion of
female leadership



31

nationalities among employees



8

IQOS
flagship stores



90

IQOS shops and
IQOS sales corners



22.9%

heated tobacco stick
market share in Japan
(as of December 2021)



71%

revenue from
heated tobacco products



2

CIRCLE Project hub
(Recycling hub)



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Documentary:

How Japan became a smoke-free success story

In the early 2010s, Japan's decline in cigarette sales was at a much slower pace than in comparable countries. But in 2015, something changed. Sales of cigarettes started declining five times faster than preceding years.

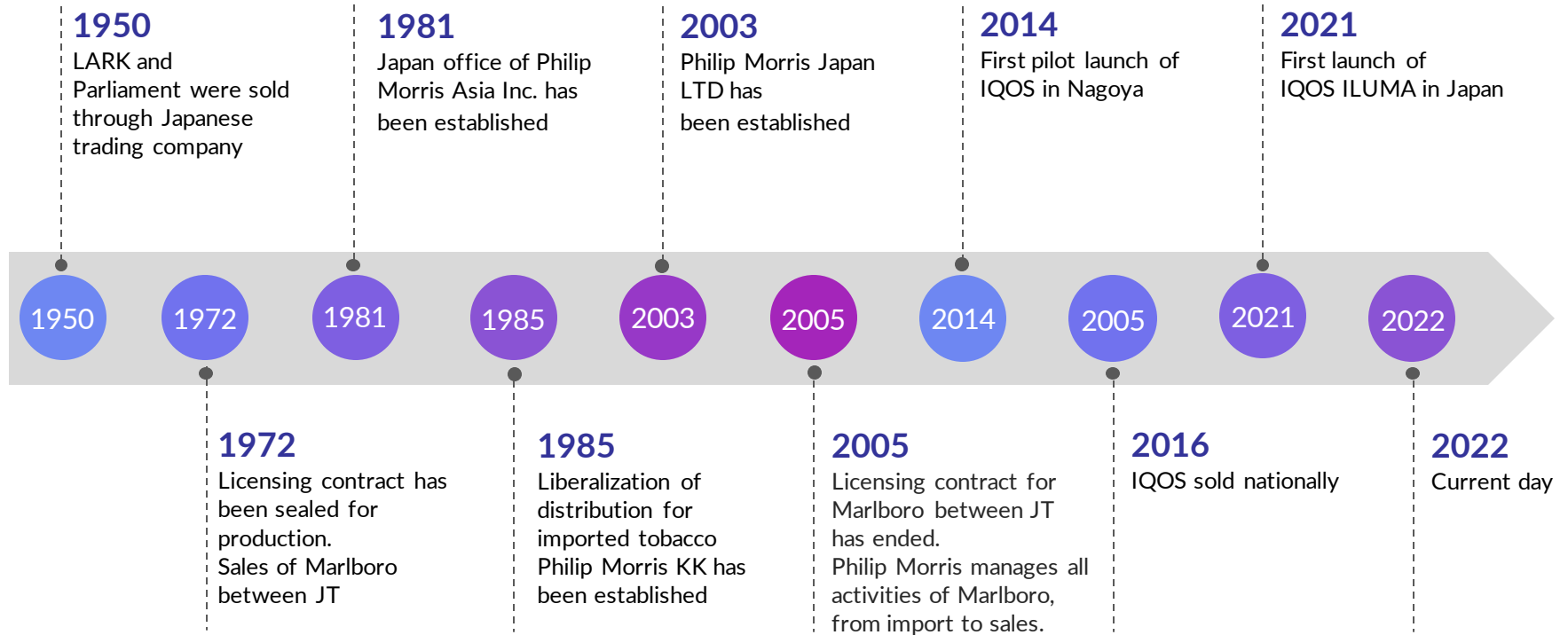
It was also the same year that we introduced the first smoke-free products in Japan.

Several independent studies suggest the significant decline can be attributed to the uptake of heated tobacco products.

Watch our documentary to find out more →



History of Philip Morris Japan



PMJ Org Structure

PMJ President

PMI

Commercial Function

Commercial Operations

Field Sales

Direct Channels

Key Account

Commercial Planning

NPS & Commercial
Capability Development

Consumer Experience (Acquisition and Retention Program)

Digital

Marketing

Enabling Function

Law

Duty Free

Finance

Consumer Insights
Analytics

External Affairs

Procurement

People & Culture

Operations Customer
Service

Communications

IT

Strategy & Program
Delivery

Ethics & Compliance

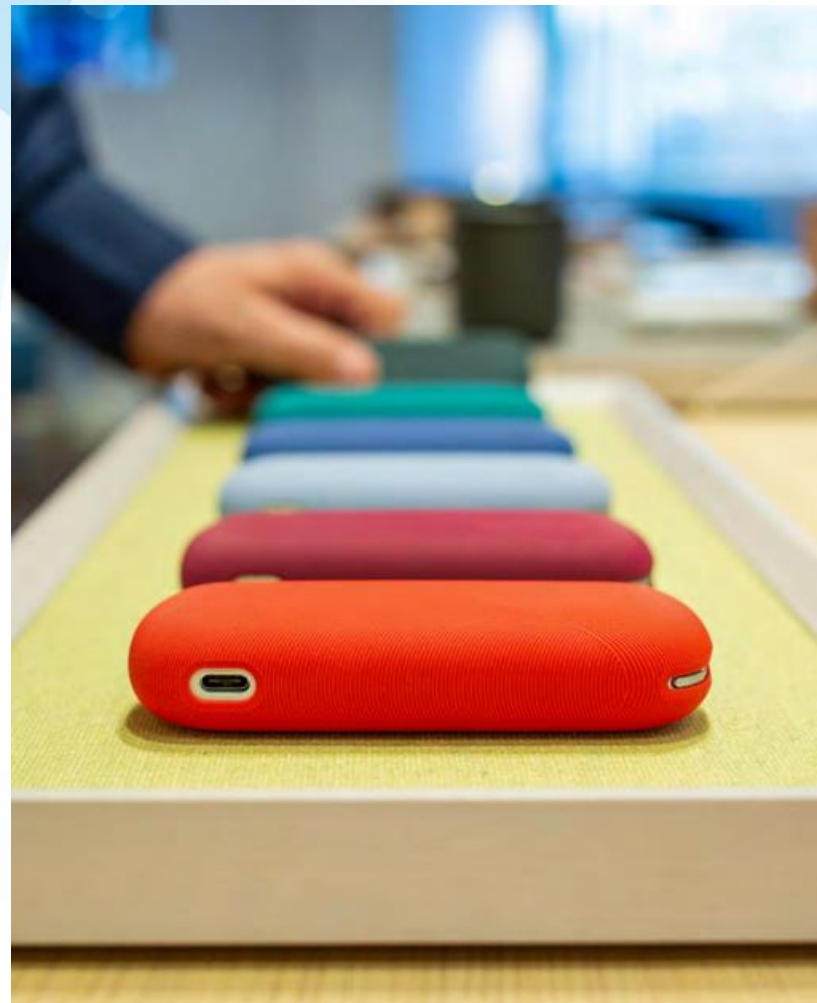
Our heated tobacco products

What is a heated tobacco product?

Philip Morris International (PMI) has developed and produced several **heated tobacco products (HTPs)** under its IQOS brand. Also known as tobacco heating systems, and heat-not-burn products, PMI's HTPs were first launched in Japan in 2016, and are currently available in 68 markets worldwide. PMI estimates that 13.2 million* adult smokers have already switched to its IQOS HTPs and stopped smoking.

How does heating tobacco differ from burning tobacco?

Cigarettes burn tobacco at high temperatures, producing ash, tar, and smoke that contains high levels of harmful chemicals. But PMI's HTPs are heating tobacco to significantly lower temperatures without burning it, and therefore producing no fire, ash, or smoke. Because the tobacco is heated and not burned, the average levels of harmful chemicals are significantly reduced compared to combustible cigarettes.



Science



"The Decade of Disruption" - A PMI Science Documentary

Dr. Bruce Clark, our former VP of Regulatory and Scientific Affairs, takes you on a tour of our Smoke-Free science, products, facilities and concepts.

Cube
R&D facility
immersive
visit



Scientific
updates



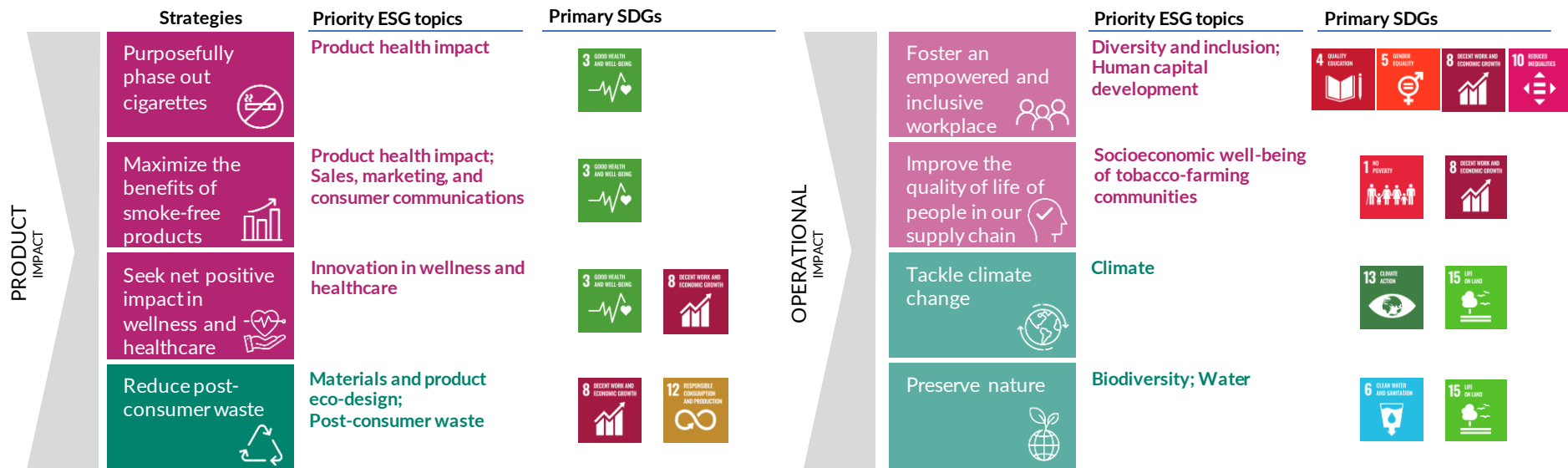
Effects of the
device on
people who
switch



PMI Sustainability Strategies



We can only achieve our purpose by embedding sustainability in all we do.



- Responsible R&D
- Respect for human rights
- Data privacy
- Fair fiscal practices
- Business integrity
- Sustainable supply chain management
- Product reliability
- Nicotine science
- Stakeholder engagement

PMJ Sustainability Initiatives

Our Smoke-free landmarks

In response to the revised Health Promotion Law aimed at preventing unwanted passive smoking, which went into full effect on April 1, 2020, the establishment of spaces dedicated to heated tobacco products are spreading throughout Japan. Efforts to realize a "smoke-free society" are also underway at major tourist attractions throughout Japan.



Inclusion & Diversity

Employee Resource Groups [ERG's]

STRIPES GLOBAL



STRIPES GLOBAL is an LGBTQ+ and Allies employee resource group that focuses on creating an environment where all members of the community feel safe and comfortable to be their true selves at work.

EMBRACE GLOBAL



EMBRACE GLOBAL is a group that focuses on championing racial and cultural equity. It promotes a global workplace where everyone feels included to bring the strength of diversity to life.

WIN GLOBAL (Women's Inspiration Network)



WIN Global is a group that supports, inspires, and empowers women to advance their skills, expand their network, and discover their full potential.

PMI ABLE



PMI ABLE is an employee resource group that helps employees develop a common understanding within the company of different types of disabilities, both obvious and hidden.

AT PMI WE BELIEVE WE ARE ALL RESPONSIBLE TO CONTRIBUTE TO OUR INCLUSIVE CULTURE

OUR GLOBAL EMPLOYEE RESOURCE GROUPS (ERGS), EMPLOYEE-LED GROUPS FOCUSED ON A PARTICULAR DIVERSITY DIMENSION, ASPIRE TO FOSTER A CULTURE OF INCLUSION AND BELONGING BY PROVIDING OPPORTUNITIES FOR CONNECTION, COMMUNICATION, INSPIRATION AND EDUCATION.

EACH GLOBAL ERG IS LED BY A COMMITTEE OF VOLUNTEERS AND SPONSORED BY A MEMBER OF THE SENIOR MANAGEMENT TEAM.

TODAY WE HAVE FOUR GLOBAL ERG'S: STRIPES, EMBRACE, WIN AND PMIAble.

ALL ERGS ARE INCLUSIVE AND OPEN TO PARTICIPATION BY ALL EMPLOYEES. WE ENCOURAGE EVERYONE TO BE OPEN, WILLING TO LEARN FROM OTHERS, GET INVOLVED AND BECOME AN ALLY.



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Recognized And Committed Outside Of PMI

PMI Rewards and Recognitions



Global EQUAL-SALARY Certification

At PMI, we see equal pay for equal work between men and women as the baseline standard for equality, and we've confirmed that our actual pay practices match our good intentions with the Global EQUAL-SALARY Certification.



Bloomberg Gender-Equality Index 2022

PMI has been named to the 2022 Bloomberg Gender-Equality Index, recognizing the company's commitment to advancing gender equity.



Global Top Employer

PMI certified as Global Top Employer for the sixth year in a row.

PMJ Rewards and Recognitions



Top Employer Japan

PMJ certified as Top Employer Japan for the third year in a row.



EQUAL-SALARY Certification

PMJ is the first Philip Morris affiliate outside of Switzerland to receive the EQUAL-SALARY certification.

PMI External Pledges



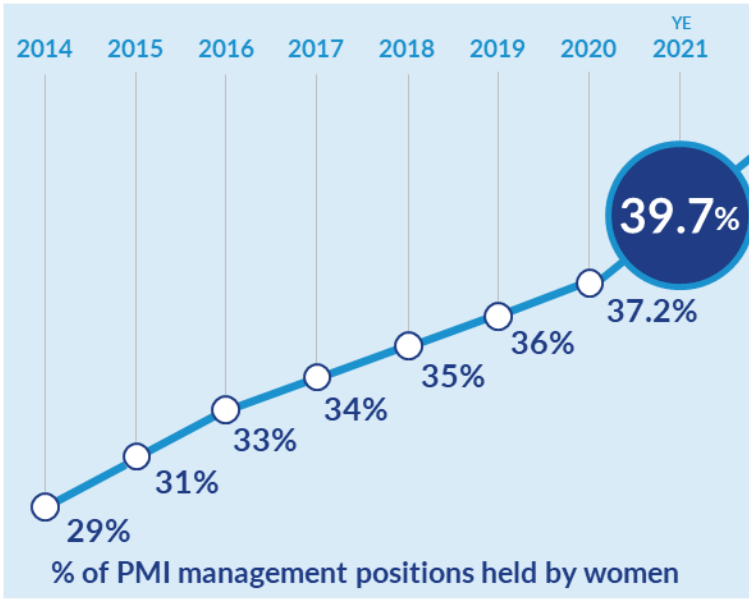
The Valuable 500 Initiative

In 2021, PMI's former CEO and Executive Chairman André Calantzopoulos joined The Valuable 500 initiative on disability inclusion.

Changing the face of leadership at PMI

Our top priority is achieving gender balance at all levels of the company

Achieving gender balance at all levels of the company is one of our top priorities. Our focus is firmly on leveraging the full talents of both women and men. Currently, women make up 42 percent of our workforce. More than 40 percent of our management positions are held by women. Our goal is to achieve at least 35 percent of women in senior roles by 2025.



% WOMEN

AT EACH MANAGEMENT LEVEL (2022):



Empowering women at PMJ

Female Representation in Management

30.1% vs. 16% (2013)
YTD 2021
Female talent in senior
leadership positions in HQ



Local Commitment



'Together She Soars'

Personal stories of Senior Leaders that positions PMJ as diverse & inclusive, and an employer that provides equal employment opportunity



Recruitment Event: Hear How She Soars

Panel Interview with 4 leaders across digital, communications, marketing, operations

Maternity / Paternity Benefits

- PMI's new minimum leave principles will provide primary caregivers with a minimum of **18 weeks** fully paid parental leave and secondary caregivers with a minimum of **8 weeks** fully paid parental leave.

Shortened working hours for childcare

- Upon request, an employee caring for a child who is at 1st -grade age or under will be granted a reduced hour work schedule (Normal working hours is 6 hours, excluding lunch time) for childcare.

The reduction in time

-3 years old or under: full pay

-At least 3 years old to the first grade: negotiable upon the request



PMI Leadership Model



Consumer First

1. We are passionate about our consumers, relentlessly seeking to understand and delight them.
2. We act upon data-driven insights.
3. We work as one PMI team.
4. We are agile in our Ways of Working.
5. We measure outcomes to further enhance the consumer experience.



Forward Looking

1. We are humble and acknowledge we don't have all the answers.
2. We are curious; we seek input and ideas from diverse sources to continuously improve and innovate.
3. We make timely decisions informed by facts.
4. We take ownership for our decisions, holding ourselves and others accountable.
5. We are persistent and results driven to deliver our Smoke-Free Vision.



Empowering People

1. We are passionate about our consumers, relentlessly seeking to understand and delight them.
2. We act upon data-driven insights.
3. We work as one PMI team.
4. We are agile in our Ways of Working.
5. We measure outcomes to further enhance the consumer experience.



Who PMJ is looking for

We need people with courage, creativity, and an entrepreneurial spirit to help us achieve our vision of a smoke-free society.
Be part of this revolution!

REVOLUTIONARY CHANGE



*Freedom to shape your future
and ours - and deliver the
most amazing things*

Strong determination to bring about
change in the organization and
society

True pride in working to improve
the lives of so many people.

SHAPE THE FUTURE



*One clear purpose - to
improve the lives of the billion
smokers worldwide*

Innovative, and has a strong will to
succeed

The environment and support you
need to achieve results

STRONGER TOGETHER



*Big change needs big
relationships and a place
where you can belong*

Willing to build a strong network,
and has excellent social skills

A culture that embraces and
leverages diversity, where
everyone's opinion is respected,
and where you can find a lot of
stimulation and satisfaction.

ENDLESS EXPERIENCE



*Always progressing, always
learning - always making a
difference*

High performance standards and
strong ambition

Opportunity to continue advancing
your career in many different
directions

The kind of
person PMI
is looking for

Experience
you can gain
at PMI



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Smart Work – Our new way of working -

KEY PILLARS OF THE APPROACH

Smart Work is a Hybrid model scheme, combining remote and office work

Supervisors may require employees to work **up to 3 days per week** in the office

Employees can also opt to work full time in PMJ office

WORKING HOURS

- Model - Flex with core hour
- Core Hour
 - Mon –Thu 10:00 –16:00 (1H break is recommended)
 - Friday 10:00 –12:00
- Half day on Fridays is available for employees who meet the monthly working hour requirement



The interview process

This is a typical interview journey candidates have when interviewing with us.

*This serves only as a guide, as **processes can differ** based on the skills requirement, seniority and complexity of the role.*

*While the number of steps and evaluation tools may vary, **we aim to be completely fair and consistent with every candidate.***



1. Application

Look through our job openings and submit an application online. Talent Acquisition (TA) team will review all incoming applications. You should expect to hear from us within 72 business hours.

2. Phone Screening with TA

You'll start the interview process by talking to a member of the Talent Acquisition team about the role and your experience. This is a general conversation about your background and skill set in relation to the role that you are applying for.

3. Interviews with Hiring Manager

You'll next speak with the hiring manager. During this conversation, they will ask more about your experience and skills, and you'll have an opportunity to ask detailed role-specific questions.

The number of interviews conducted at this stage varies from person to person (usually 3-4 rounds); the TA team will inform you in advance.

4. Assessment Test

The test will assess your skill set in relation to the role and the grade. You'll have 7 days to complete it.

5. Offer

If everything works out on both sides, you'll receive a job offer. Once both parties have agreed, a discussion of the offer will be arranged between you, the hiring manager, and the TA team.



Other useful resources

- [Philip Morris International website](#)
- [IQOS official site](#) (in Japanese)
- [Interactive science content](#)
- [Sustainability content](#)

Our social media presence



RECOMMENDED YOUTUBE PLAYLISTS

- Sustainability <https://youtube.com/playlist?list=PL3...>
- PMI Science <https://youtube.com/playlist?list=PL3...>
- Our Transformation <https://youtube.com/playlist?list=PL3...>
- Fighting Illicit Trade <https://youtube.com/playlist?list=PL3...>



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GOOD LUCK!



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