

## **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 Reduced-Risk Products (“RRPs”), 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. The Committee will also monitor key legislative, regulatory and public policy issues and trends related to the post-market regulatory environment that may 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.

In furtherance of this purpose, the Committee will oversee:

- 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 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;
- 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 RRPs through marketing campaigns and messaging and inferior product satisfaction, while not relying on substantiated science and appropriate R&D protocols and standards; and
- the management of the risk that credibility and reputational issues may stand in the way of promoting the benefits of RRPs as a necessary pillar of tobacco control and impair their commercial success.

## **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.