

PAID ADVERTISEMENT

A LETTER TO ALL WHO ASPIRE TO A BETTER FUTURE.

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America stands at a crossroads leading to two distinct futures: one is defined by division, doubt, and distrust; the other is a future in which reason, fact, and science prevail—a future in which ambitious and coordinated action has created a more sustainable and equitable world.

An optimist at heart, and the newly appointed CEO of an iconic American company, I choose to champion the latter. I believe a better future is possible.

And accelerating toward that future is my number one objective for the company I proudly lead: Philip Morris International (PMI).

When I consider how PMI can contribute to a better future, one action stands above all others: replace cigarettes as soon as possible in the markets in which we operate with better alternatives for those women and men who would otherwise continue to smoke.

We are making rapid progress toward this goal, but we cannot do it alone. To reach a smoke-free future, we need the right mix of government leadership and commercial ingenuity. Together, we can dramatically accelerate efforts to reduce the prevalence of smoking, and America is helping to lead the way. In the United States, the U.S. Food and Drug Administration is using its scientific and regulatory expertise to review smoke-free alternatives for adults who would otherwise continue to smoke and to maximize the opportunity for adults to switch from cigarettes while minimizing unintended use—particularly by youth.

Ultimately, replacing cigarettes rests on individuals choosing to change. Big change starts with just one person making a big decision. To do that, adults need access to, and accurate information about, products that have been scientifically substantiated as a better choice than staying with cigarettes. Americans who smoke have a right to choose better. And they need a range of smoke-free choices for today and tomorrow. Not every solution is right for every smoker.

The magnitude of change needed is undeniable. But it's not daunting—at least not for those who believe in our collective power. The greatest impediment we must overcome is rigidity of thought. It is all too easy to allow emotion and preconceived beliefs to overshadow evidence, to retreat into long-established camps rather than join forces in common cause.

PMI is proud of its American heritage, but our greatest task is to look forward. We are committed to advancing new thinking and demonstrating through action, transparency, and verifiable proof points the integrity of our promises—and we will work ceaselessly to forge partnerships with those who can accelerate the change the world needs.

Together, we will unsmoke the future.

UNSMOKE THE FUTURE

We're delivering a smoke-free future, faster.
See our progress at [PMI.com/thisispmi](https://www.pmi.com/thisispmi)



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