



PHILIP MORRIS
ARGENTINA

La cadena logística y la amenaza del crimen organizado

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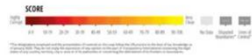
LA SANTISIMA TRINIDAD

Corrupción



CORRUPTION PERCEPTIONS INDEX 2025

The perceived levels of public sector corruption in 182 countries/territories around the world.



www.transparency.org/cpi

#CPI2025

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Public

Score	Country	Rank
73	Uruguay	17
63	Chile	31
56	Costa Rica	46
44	Jamaica	73
40	Cuba	84
37	Dominican Republic	99
36	Argentina	104
35	Brazil	107
33	Ecuador	116
33	Panama	116
32	El Salvador	120
30	Peru	130
28	Bolivia	136
27	Mexico	141
26	Guatemala	142
24	Paraguay	150
22	Honduras	157
14	Nicaragua	175
10	Venezuela	180

Baja aplicación de la ley - Impunidad

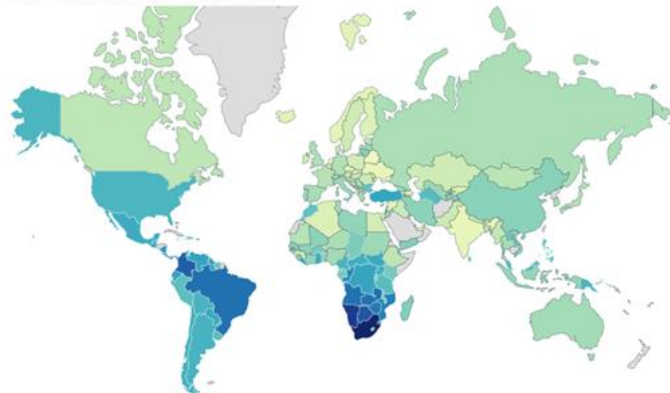
Country	Factor Score	Factor Rank	Country	Factor Score	Factor Rank	Country	Factor Score	Factor Rank
Denmark	0.84	1	Uruguay	0.58	35	China	0.45	72
Finland	0.84	2	Nepal	0.58	36	North Macedonia	0.44	73
Norway	0.83	3	Costa Rica	0.57	38	Mali	0.44	74
Austria	0.79	4	Paraguay	0.57	39	Madagascar	0.42	76
Germany	0.78	5	Benin	0.57	40	Benin	0.42	76
Sweden	0.78	6	Rwanda	0.56	41	Sri Lanka	0.42	77
Singapore	0.78	7	Jordan	0.56	42	Algeria	0.42	78
Japan	0.77	8	Dominica	0.56	43	Tanzania	0.42	79
Estonia	0.75	9	Dominica	0.55	44	Thailand	0.41	80
Netherlands	0.75	10	St. Lucia	0.55	45	The Gambia	0.40	81
New Zealand	0.74	11	Namibia	0.55	46	Zambia	0.40	82
Ireland	0.74	12	Malawi	0.55	47	Bolivia	0.40	83
Canada	0.74	13	Chile	0.54	48	Argentina	0.40	83
Luxembourg	0.73	14	Chile	0.54	48	Argentina	0.40	83
Korea, Rep.	0.72	15	Uruguay	0.54	49	Belarus	0.39	87
Australia	0.72	16	Aruba	0.53	50	Korea, Rep.	0.39	87
Czechia	0.72	17	Romania	0.53	51	Belarus	0.39	88
United Kingdom	0.70	18	Burkina Faso	0.53	52	India	0.38	89
Belgium	0.70	19	Croatia	0.53	53	Serbia	0.38	90
Lithuania	0.70	20	Georgia	0.53	54	Nigeria	0.38	91
Hong Kong SAR, China	0.68	21	South Africa	0.50	56	Albania	0.38	92
United Arab Emirates	0.68	22	Japan	0.48	57	Dominican Republic	0.37	93
Ecuador	0.68	23	Mongolia	0.48	58	Ukraine	0.37	94
Latvia	0.68	24	Burkina Faso	0.48	59	Malawi	0.37	95
Cyprus	0.67	25	Malawi	0.48	60	Tanzania	0.37	95
Spain	0.67	26	Bolivia	0.47	61	Sierra Leone	0.36	97
France	0.65	28	Hong Kong	0.47	62	Pakistan	0.36	98
Italy	0.63	27	Kuwait	0.47	63	Côte d'Ivoire	0.36	99
Malta	0.63	28	Vietnam	0.47	63	Togo	0.36	100
Slovak Republic	0.59	29	Nepal	0.47	64	Zimbabwe	0.36	101
United States	0.59	30	Kuwait	0.47	65	Angola	0.36	102
St. Kitts and Nevis	0.59	31	Senegal	0.46	67	Niger	0.35	103
St. Vincent and the Grenadines	0.58	33	Hungary	0.46	68	Panama	0.35	103
The Bahamas	0.58	33	Oman	0.45	69	India	0.34	107
Poland	0.58	34	Uzbekistan	0.45	70	Turkey	0.34	107
			Bulgaria	0.45	71	Iran, Islamic Rep.	0.34	108



WJP Rule of Law Index | Criminal Justice

Oportunidades de ganancias ilegales

Gini Coefficient by Country 2026

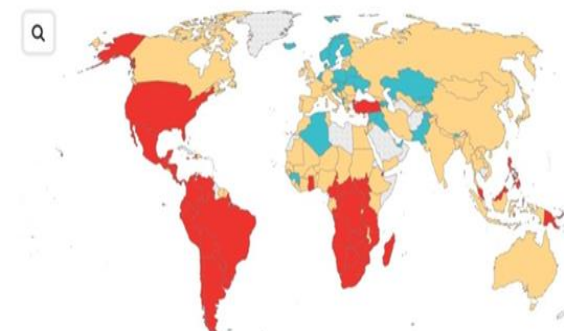


COUNTRY	GINI COEFFICIENT
South Africa	53.0
Namibia	58.1
Botswana	54.9
Eswatini	54.8
Colombia	53.9
Brazil	53.6
Zambia	51.5
Angola	51.3
Zimbabwe	50.3
Panama	49.7
Mozambique	49.8
Republic of the Congo	48.8
Nicaragua	48.2
Costa Rica	47.8
Hong Kong	45.3
Cuba	45.3
Guatemala	45.2
Ecuador	45.2
Ghana	45.1
Liberia	44.8
DR Congo	44.6
Venezuela	44.2
Turkey	44.0
Paraguay	43.2
South Sudan	44.0
Grenada	43.8
St. Lucia	43.7
Mexico	43.3
Oman	43.3
Chile	43.0
Central African Republic	43.0
Uganda	42.7
Argentina	42.4
Cuba	42.4
Cameroon	42.2
Bolivia	42.1



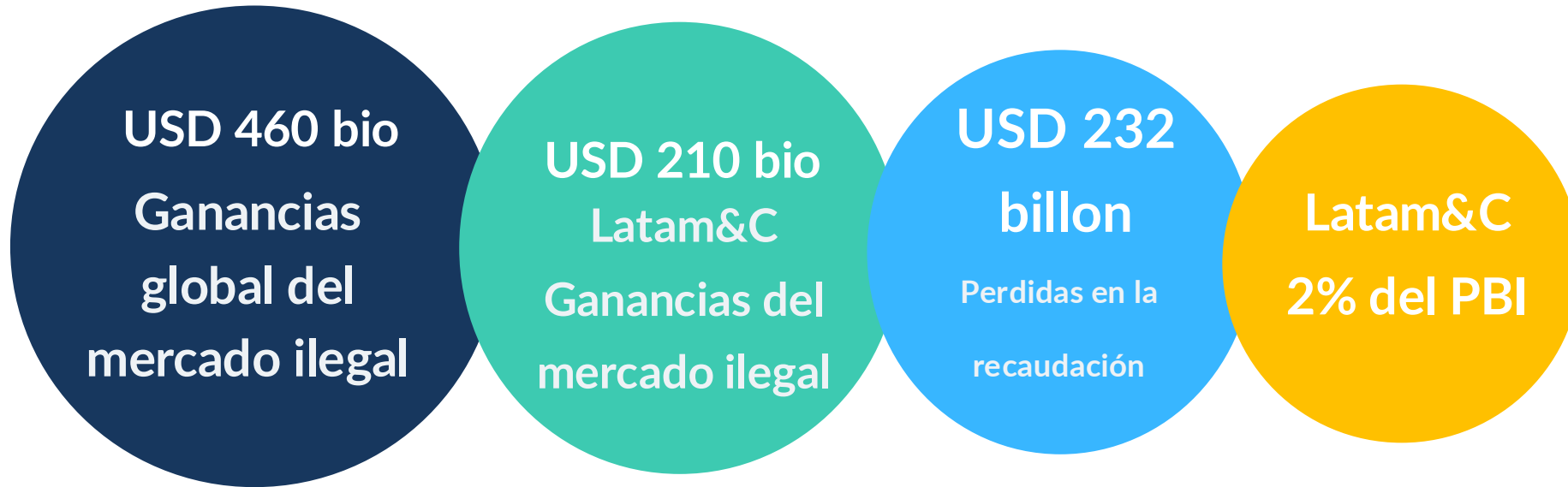
GINI index of income or consumption, 2023

● Low inequality ● Moderate inequality ● High inequality



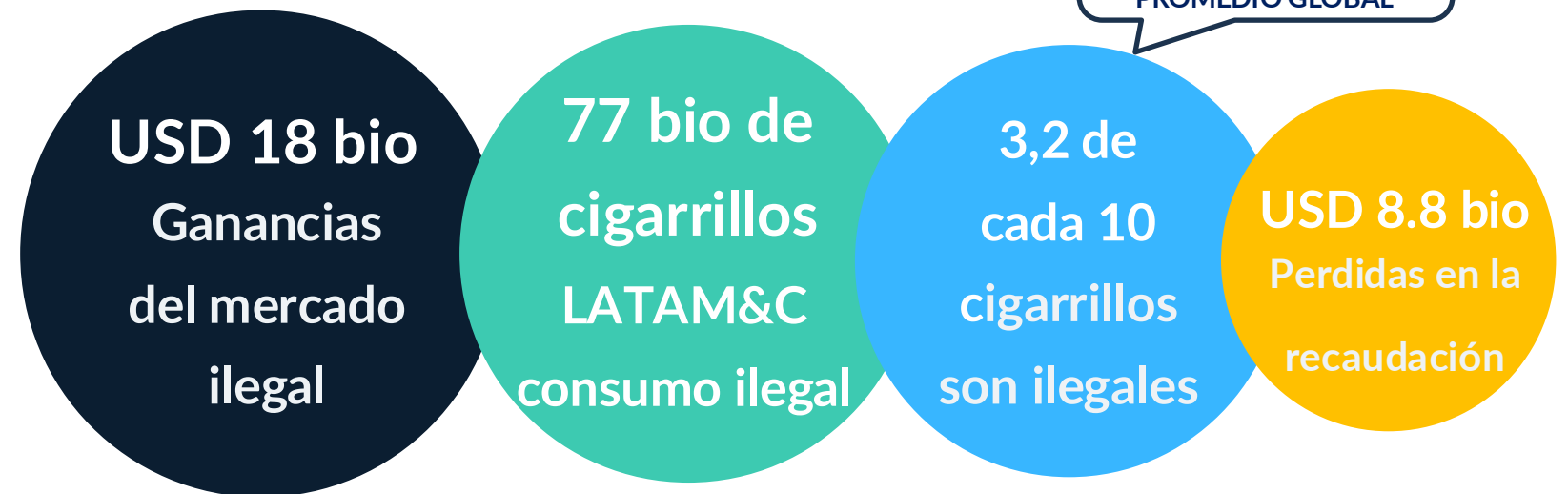
Colombia	: 54.8
Brazil	: 52.0
Zambia	: 51.5
Panama	: 48.9
Costa Rica	: 47.2
Ecuador	: 45.5
Paraguay	: 45.1
Türkiye	: 44.4
Mexico	: 43.5
CAR	: 43.0
Chile	: 43.0
Cameroon	: 42.2
USA	: 41.3
Bolivia	: 40.9
Argentina	: 40.7
Malaysia	: 40.7
Philippines	: 40.7
Uruguay	: 40.6
Peru	: 40.3
Jamaica	: 40.2
Suriname	: 39.2
Bulgaria	: 39.0
El Salvador	: 38.8
Kenya	: 38.7
Indonesia	: 38.3
Togo	: 37.9
Israel	: 37.9
Chad	: 37.4
Burkina Faso	: 37.4
Dominican Republic	: 37.0

CONTEXTO - INDICADORES



América Latina y el Caribe representa el 7,3% del PIB global | Comisión Económica para América Latina y el Caribe

+ 300%
DE CONSUMO ILEGAL
COMPARADO CON EL
PROMEDIO GLOBAL



Source: KPMG - Illicit cigarette consumption in LATAM & Canda. Results for the years 2021 - 2025

CONTEXTO - INDICADORES

Argentina



36.3bn

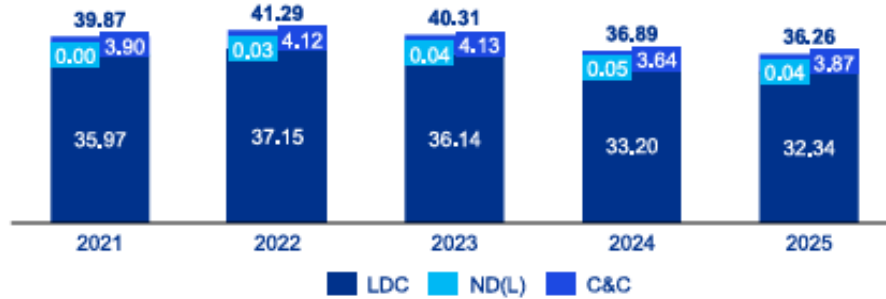
Cigarettes consumed



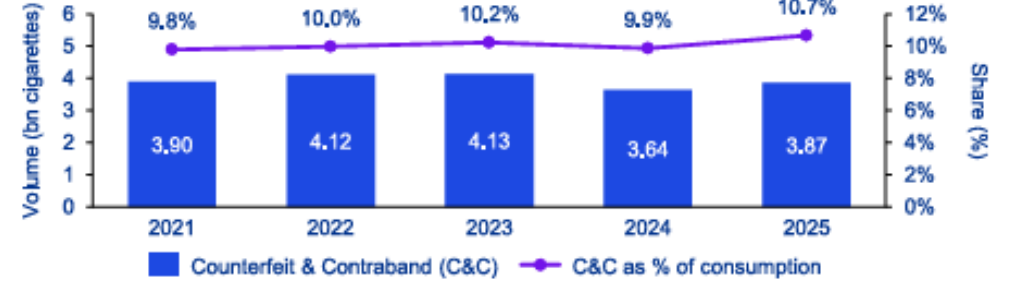
-0.63bn on 2024

C&C cigarette consumption and total consumption

Total consumption – 2021-2025 (bn cigarettes)^{(1)(2)(a)}



Manufactured cigarette C&C volumes and share of overall cigarette consumption – 2021-2025^{(1)(2)(a)}



3.87bn

C&C cigarettes consumed

+0.23bn on 2024

10.7%

Of total consumption was C&C

+0.80ppt on 2024

\$676m

Total tax revenue lost from C&C^(c)

+\$230.8m on 2024^(d)

Chile



11.7bn

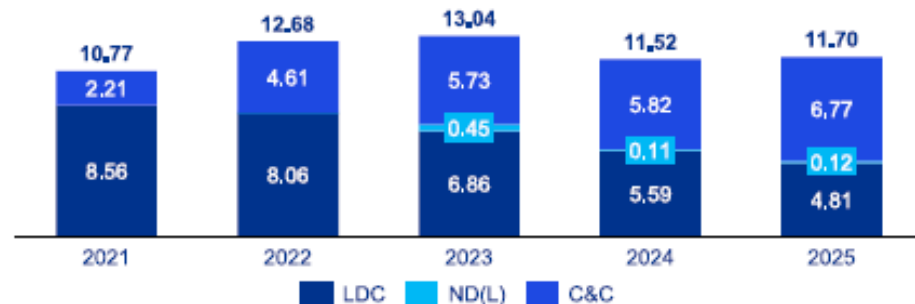
Cigarettes consumed



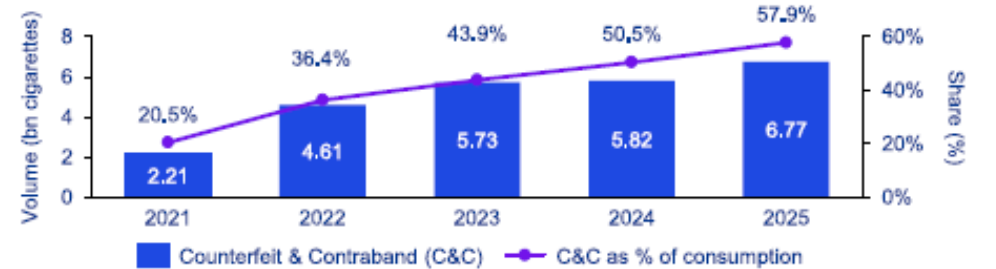
+0.18bn on 2024

C&C cigarette consumption and total consumption

Total consumption – 2021-2025 (bn cigarettes)^{(1)(2)(a)}



Manufactured cigarette C&C volumes and share of overall cigarette consumption – 2021-2025^{(1)(2)(a)}



6.8bn

C&C cigarettes consumed

+0.95bn on 2024

57.9%

Of total consumption was C&C

+7.35ppt on 2024

\$1,126m

Total tax revenue lost from C&C^(b)

+\$103m on 2024

ACCIONES - RESULTADOS



PROYECTO CARNAVAL - BOXER

2 años investigación + 24 allanamientos + 5 provincias + Producción & distribución hubs

2 fábricas desmanteladas (2 cigarrilleras & 4 paker lines) = 701 mio sticks + 54 tons de tabaco + 556 pallets de materia prima + 9 vehiculos + 14 mio estampillas falsas + USD 32 mio - 1,6% MS



PROYECTO ORO VERDE - HILLS

1 año investigación + 8 allanamientos + 3 provincias + Hubs de Contrabando & distribución
10 detenidos + 4.6 mio sticks + coms satelitales + 7 vehiculos + USD 1 mio



PROYECTO FAKE KING

9 meses de investigación + 5 allanamientos + 1 detenidos + Offset 5 colores + cutter + guillotina + die cutter + hot stamping machine
GOLDEN KING / BOXER / CASH



HUMO - DOCUMENTARY



PHILIP MORRIS
ARGENTINA

Muchas gracias

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