Remarks by Billy Gifford, Altria Group, Inc.'s (Altria) Chief Executive Officer and Sal Mancuso, Altria's Executive Vice President (EVP) and Chief Financial Officer

2024 Consumer Analyst Group of New York (CAGNY) Conference

February 21, 2024

Remarks by Billy Gifford

Good afternoon and thank you for joining us. We're excited to be back at CAGNY to discuss the significant progress we're making toward our Vision to responsibly lead the transition of adult smokers to a smoke-free future. I'm joined today by Sal Mancuso, our EVP and Chief Financial Officer. And following our presentation, Murray Garnick, our EVP and General Counsel, and Heather Newman, our Senior Vice President and Chief Strategy and Growth Officer, will join us for the breakout session next door.

Before we begin, we ask that you carefully review the Safe Harbor statement in today's presentation and the forward-looking and cautionary statements section in today's press release. These documents are available on altria.com along with reconciliations and further explanations of the non- United States (U.S.) Generally Accepted Accounting Principles financial measures we will discuss today. Future dividend payments and share repurchases remain subject to the discretion of Altria's Board of Directors (Board). And all references in today's remarks to tobacco consumers or consumers within a specific tobacco category or segment refer to existing adult tobacco consumers (ATCs), 21 years of age or older.

Altria is moving beyond smoking. We are leading the way to transition millions of adult smokers to potentially less harmful alternatives with our growing smoke-free portfolio. Today, our remarks will highlight how we are:

- capturing the growing harm reduction opportunity in the U.S.;
- maintaining the strength of our highly profitable core tobacco businesses;
- using our existing capabilities to expand beyond U.S. nicotine; and
- continuing our commitment to create substantial value for shareholders.

First, let's discuss our understanding of U.S. tobacco consumers, which is central to our approach to the market. Over decades, we have built a deep understanding of tobacco consumers, the role tobacco products play in their lives, and why they choose specific products and brands. In 2023 alone, we:

- conducted research with approximately 50,000 consumers;
- analyzed more than four billion consumer transactions at retail; and
- engaged with consumers millions of times with our brands.

In recent years, smokers have transitioned to smoke-free products at an accelerated pace – making achieving our Vision more possible than ever. Of the 52 million tobacco consumers, we estimate that nearly 30% exclusively use smoke-free formats.

We also estimate that total industry equivalized nicotine volumes increased by 3% in 2023 and by 1% over the past five years on a compounded annual basis. This marks a change from our prior estimates of low single-digit volume decline in total nicotine over the past several years, and we believe it's driven by the growth of illicit flavored disposable e-vapor products.

Today's tobacco consumers are seeking new options, including those that have the potential to reduce risk. In fact, approximately two-thirds of smokers are interested in potentially less harmful tobacco products. We're guided by consumers and by the science that strongly supports the significant public health benefit of moving smokers away from cigarettes. In our view, achieving a smoke-free future requires three critical elements. First, the entire industry operating within science-based regulation. Second, underage tobacco use continuing to decline. And third, smokers who can't or won't quit having the choice to transition to a variety of smoke-free products authorized by the FDA.

This year marks the 15th anniversary of Congress granting the FDA authority to regulate tobacco products. We supported FDA regulation because we believed science- and evidence-based regulation would help address societal concerns about tobacco products, promote public health and benefit tobacco consumers. While we still believe federal regulation is critical, we have a long way to go to realize its potential.

FDA must recognize that harm reduction is about smokers. Consumers are misinformed about the health risks associated with different tobacco products and the role of nicotine. In fact, a survey of U.S. adults indicates that 82% incorrectly believe that nicotine is a carcinogen. Smokers overwhelmingly look to the FDA to deliver on harm reduction by giving them more information and more choice. To date, the FDA has authorized only a handful of smoke-free products – woefully insufficient to meet growing consumer demand. And the marketplace is being overrun by illicit flavored disposable e-vapor products that are driving underage use.

To make harm reduction a reality, we are engaging extensively with the FDA and other key stakeholders to advocate for policies and actions that will turn the tide on these trends and accelerate a positive impact on public health.

To stem the sale of illicit products at retail, we worked with legislatures in several states that have passed or are considering legislation requiring manufacturers to certify that they are compliant with FDA requirements. Initial data from Louisiana, one state that passed this legislation, show a significant decline in shipment volume to retail for illegal disposable products and an increase in products for which manufacturers certified compliance. The good news is virtually all stakeholders agree on the need for a fully regulated marketplace. And our business strategy is aligned with the overwhelming public support for harm reduction as the right path forward to benefit smokers and public health.

Our research and experience show that different smoke-free alternatives appeal to different smokers. We believe we have a compelling portfolio and pipeline of smoke-free offerings to meet a wide range of consumers' needs. In e-vapor, we have *NJOY ACE* (*ACE*), the only pod-based product with market authorization from the FDA. In MST, *Copenhagen* remains the longstanding category leader. In the rapidly growing oral nicotine pouch category, we have *on!* and *on! PLUS*, our internally developed nicotine pouch product for which we expect to submit a premarket tobacco product application (PMTA) in the first half of this year. In heated tobacco, we're working toward a PMTA submission for *Ploom* through our partnership with Japan Tobacco Group (JT) and we're continuing to develop *SWIC,* an exciting, heated tobacco capsule product.

Let’s now turn to how we’re activating against our consumer insights within each smoke-free category. We’ll start with e-vapor – the largest and most successful smoke-free category for transitioning smokers away from cigarettes in the U.S. In 2023, our data show consumers transitioned from cigarettes to e-vapor at over three times the rate of transition to other smoke-free categories. This is an encouraging sign and consistent with our belief that most smokers are looking for satisfying inhalable alternatives to cigarettes.

At the end of 2023, we estimate the e-vapor category included approximately 17 million vapers, with 12 million being exclusive. Our data show e-vapor appeals to a wide range of adult consumers and that the gender and ethnic makeup of vapers generally mirrors that of smokers. At the same time, relative to smokers, more vapers:

- are between the ages of 21 to 29;
- have higher income levels; and
- live in more urban areas.

Turning to volume, we estimate the category grew by approximately 35% last year, driven by illicit flavored disposable products, which we believe represented over 50% of the category. Additionally, we estimate pod-based volumes declined by approximately 15% and represented between 15% to 20% of category volumes.

Given these shifts, it is important to highlight what is happening in the disposable segment. We estimate the number of disposable vapers increased by more than 60% to over nine million in the past year, and now represents more than half of adult vapers.

Unfortunately, the lack of enforcement and irresponsible marketing practices for illicit disposable products are contributing to youth usage. The results of the 2023 National Youth Tobacco Survey indicated that flavored disposable e-vapor products were the most commonly used tobacco product among youth. No one under 21 should use any tobacco product, and underage use jeopardizes the tobacco harm reduction opportunity e-vapor presents for adult smokers. We remain committed to preventing underage use through our responsible marketing practices, retailing efforts and support of positive youth development programs.

Let's now shift to NJOY and discuss the early momentum we've built. In our first seven months of ownership, we:

- Strengthened NJOY's supply chain to enable our expansion plans;
- Closed inventory gaps and improved in-stock conditions;
- More than doubled *NJOY's* retail footprint to over 75,000 stores; and
- Began elevating the brand's presence at retail with higher visibility fixture signage and introduced NJOY's first retail trade program, both of which we expect to build awareness by significantly improving our in-store positioning.

These were important first steps to establish the foundation for *NJOY*'s long-term growth plans. In 2024, we are focusing on continuous improvement across trial generation, availability, presence at retail and connecting with consumers.

Let's start with trial generation. In the fourth quarter, we began testing a variety of trial offers in a limited number of retail accounts. Initial results were encouraging and demonstrated that consumers are interested in trying *NJOY*. Diving into one retail account example, share grew by over nine percentage points versus the pre-promotional period. Competitive pod-brands ceded share in this retail account over the same period.

And, despite the limited reach of these tests, *NJOY's* national retail share increased three-tenths of a percentage point in November, and another three-tenths in December. This year, we are incorporating insights from these tests in our future promotional plans.

To further improve availability, we plan to expand distribution of *NJOY* to approximately 100,000 stores this year.

At retail, we know adult vapers are more likely to purchase brands they can find often and easily. We expect NJOY's trade program to meaningfully impact our presence and visibility by taking *NJOY* from the bottom of the shelf to a premium fixture position. Fixture resets are well underway, and we expect the majority to be completed in the first half of the year.

Adult vapers are looking for a dependable and quality product. *NJOY's* new equity will emphasize its unique attributes and exceptional vaping experience. *NJOY*'s message is simple and communicates what sets *NJOY* apart: a premium product with more puffs, more battery life and more to enjoy. Consumers will see *NJOY's* refreshed look, new signage and updated packaging soon. With that, let's take a look.

We believe we can build brand loyalty with *NJOY* over the long term through its premium quality and unique attributes. As we've shared in the past, our research indicates that *NJOY* is a competitive alternative for both smokers and vapers once they try the product. And we look forward to bringing *NJOY's* exciting proposition to more consumers across the U.S. this year.

On the regulatory front, PMTAs for NJOY's menthol products remain pending with the FDA. We believe the science and research supporting NJOY's menthol applications are compelling. Many of the harmful and potentially harmful constituents found in cigarettes are either absent or substantially reduced in *ACE* Menthol. In addition, NJOY provided data showing *ACE* Menthol promoted substantially higher rates of complete switching after three months, relative to *ACE* Classic Tobacco – an important consideration for the FDA. The scientific evidence we submitted also demonstrated youth use of *ACE* Menthol was either not detectable or exceedingly low. In short, we believe NJOY presents a very strong case for *ACE* Menthol, and we remain optimistic about FDA authorization.

We are also finalizing PMTAs for blueberry and watermelon flavored NJOY products with age-gated Bluetooth technology. Similar to *ACE* Menthol, our data show NJOY's flavored products are more effective at promoting adult switching relative to *ACE* Classic Tobacco. In addition, we've demonstrated the age-gating restrictions are effective at preventing underage access in virtually all cases. We believe our submission provides a solution to address critical gaps FDA has been seeking to fill to protect youth from e-vapor products.

Before moving on, I want to briefly mention our on-going litigation before the U.S. International Trade Commission. As you know, JUUL Labs, Inc. (JUUL) has asserted patent infringement claims against NJOY, and conversely, NJOY has asserted claims against JUUL. Hearings for both cases are scheduled for later this year and both parties are seeking import bans against the other. We do not expect any final decisions before 2025. We continue to believe in the strength of our claims, and that we have strong defenses against JUUL's claims.

Let's now move to oral tobacco, the second largest smoke-free category in the U.S. We believe our portfolio of oral products remains a competitive advantage and important to achieving our smoke-free ambitions. In 2023, we continued to lead in MST with *Copenhagen* and delivered strong results in oral nicotine pouches with *on!*. The oral tobacco products segment reported higher adjusted operating companies income (OCI) and OCI margins. Adjusted OCI grew 5.5% and adjusted OCI margins expanded to 67.4%, an increase of more than one percentage point versus the prior year.

2023 was a year of robust expansion for the category, led by the growth of oral nicotine pouches. Oral tobacco industry volume grew an estimated 7.5% in the back half of the year. And the oral category included approximately seven million consumers.

Last year, Helix grew volume and retail share while improving profitability. Volume increased by nearly 39% and *on!*'s retail share expanded by 1.8 percentage points versus the prior year. And *on!*'s retail price increased over 37% as we continued to optimize investments in the growing category.

on! continues to expand reach and build brand loyalty. Consumer awareness of *on!* grew nearly 15% year-over-year in the second half of 2023. We are also encouraged by the increasing levels of both trial and adoption, with repeat purchases up more than 30% over the same period.

Helix remains focused on responsibly growing the business for the long term. We are excited about our growth prospects for *on!* and *on! PLUS*, once authorized. As we've shared in the past, while a small sample size, our early research indicates that about three out of four dippers and nicotine pouch consumers preferred *on! PLUS* over *ZYN* on a blind basis. We continue to believe *on! PLUS* has the potential to contribute meaningfully to Helix's growth in the U.S. market. In a moment, Sal will provide more detail on our early results and plans to compete with *on! PLUS* internationally.

In heated tobacco, we believe our compelling pipeline of products will appeal to smokers seeking inhalable alternatives to e-vapor products. These consumers are looking to reduce the social friction associated with cigarettes, but they also want a satisfying, real tobacco taste. While we recognize heated tobacco products can play an important role in harm reduction, the category remains non-existent in the U.S. We estimate heated tobacco will make up approximately 5% of the U.S. nicotine space over the long term.

Our joint venture with JT strengthens our heated tobacco portfolio. Our research indicates that some smokers looking for an innovative heated tobacco product are hesitant to try something entirely new. When paired with the *Marlboro* brand, we expect *Ploom's* stick format to be an approachable and familiar heated tobacco proposition for U.S. smokers. We are continuing regulatory preparations to bring *Ploom* to the U.S. market and we continue to expect to file a PMTA in the first half of 2025 and an modified risk tobacco product application later that year.

Our research also indicates that some smokers are interested in innovative heated tobacco products that don't resemble cigarettes. This is where *SWIC*, our heated tobacco capsule product fits in. *SWIC* is a new type of heated tobacco product that does not have the visual cues of cigarettes.

As we work to finalize the *SWIC* proposition, we are encouraged by consumer research that shows strong head-to-head performance against competitive products. In our research, we found that *SWIC's* nicotine satisfaction and product design outperformed both *IQOS 3* and *glo*. And we intend to test *SWIC* internationally using a similar approach as we have with *on! PLUS.*

We are encouraged by the smoke-free progress we've made. And we believe that with our growing portfolio we can achieve the 2028 U.S. smoke-free volume and revenue goals we introduced last March.

I'll now turn it over to Sal to discuss our highly profitable smokeable segment, plans to expand beyond U.S. nicotine and our continuing commitment to shareholder returns.

<u>Remarks by Sal Mancuso</u>

Thanks, Billy. In our smokeable products segment, which includes our cigarette and cigar businesses, our strategy is to maximize profitability over the long term, while balancing investments in *Marlboro* with funding the growth of smoke-free products.

Over our history, we have successfully balanced steadily growing profitability while maintaining *Marlboro* stability. We manage success over the long term. And over the past five years, the smokeable products segment has grown adjusted OCI by $2.3 billion, representing a compounded annual growth rate of 4.9%. During the same time period, *Marlboro* share has remained stable, with an average annual retail share decline of about a quarter of a share point.

PM USA continues to make investments in *Marlboro* to maintain the brand's leadership in the cigarette category. These include loyalty-building programs like *Marlboro* Rewards and revenue growth management tools to efficiently offer value to *Marlboro* smokers under economic stress. As a result of our comprehensive approach, *Marlboro* continues to be the aspirational brand in the category. In fact, over the past three years, *Marlboro* grew its share of premium more than any other brand.

The smokeable products segment continues to be a significant contributor to our earnings. Over the past five years, smokeable adjusted OCI margins have expanded from nearly 51% to 60%. This impressive increase of over nine percentage points occurred while we invested in foundational infrastructure that supports our smokeable segment and our growing smoke-free portfolio and includes digital capabilities and a more flexible manufacturing footprint. With that foundation largely established, our innovative spending is now better aligned to the respective products it supports. As a result, beginning in the first quarter, you should expect to see a shift in innovative spending from the smokeable products segment to the all other category.

Before moving on, let's discuss cigarette category volumes. In 2023, cigarette industry volume declines were elevated from historical levels, due in part to macroeconomic factors and the growth of illegal flavored disposable e-vapor products. We estimate that the growth of these products contributed to cigarette industry declines in a range of 1.5% to 2.5% over the last 12 months.

We are extremely pleased with our leading U.S. tobacco brands. And we are confident in our ability to make significant progress on the harm reduction opportunity in front of us.

Longer term, we believe we can create incremental value through adjacent opportunities outside the U.S. nicotine space. This includes international innovative smoke-free and U.S. non-nicotine. Over the last year, our teams evaluated these opportunities and defined strategies to guide disciplined participation.

Let's begin with our approach to international smoke-free. We believe we can generate incremental income by commercializing our smoke-free portfolio in countries with proven market potential. Our 2028 goal is to compete in the top innovative oral tobacco markets and develop a pathway to participate in heated tobacco and e-vapor markets.

Our acquisition of Helix International paved the way for our presence in the nicotine pouch category, which we estimate to represent a growing $1 to $2 billion total addressable market internationally. In the near-term, we plan to focus our international efforts on this fast-growing space.

In August, we launched *on! PLUS* in Sweden in the e-commerce channel, and we are encouraged by the early results. Consumers see *on! PLUS* as a unique offering with strong repeat purchase rates of over 30%. *on! PLUS* is competitive with the leading oral nicotine pouch product in Sweden and 89% of first-time purchasers were competitive pouch consumers. Encouragingly, we have not seen cannibalization of the original *on!* product. In fact, our data show that *on! PLUS* is providing a positive impact to the entire *on!* brand, driving increased volume for the original *on!* offering.

In 2024, we're planning a broader expansion of *on! PLUS* in Sweden and a targeted launch in the United Kingdom, where the original *on!* product is already in distribution. We will continue to be guided by adult consumers to meet their evolving preferences. Our expansion plans incorporate consumer feedback from the test launch, including enhanced packaging with a convenient lid for pouch disposal, stronger language to clearly communicate *on! PLUS's* proprietary soft-feel pouch, and two flavor line extensions, *Berry* and *Citrus.*

We estimate international heated tobacco and e-vapor opportunities together represent a $35 to $50 billion total addressable market today. We plan to develop a disciplined strategy to bring these products to international markets at the appropriate times.

As we chart a path for international growth, we are evaluating the strongest go-to-market pathways – organically and with partners – that have the potential to accelerate our global presence and drive future enterprise growth. We are excited about the international opportunity and look forward to sharing updates on our progress in the future.

Non-nicotine adjacencies present another incremental opportunity to drive revenue growth. In 2023, our research with over 10,000 adult consumers informed our non-nicotine strategy. We learned that consumers increasingly want to improve their physical and emotional state. Specifically, they're looking to "elevate their everyday" through moments of enhanced energy, focus, stress relief and relaxation.

Our research indicates that nearly 60% of adults are struggling to find effective solutions for stress and relaxation, and more than 40% are seeking better options to elevate their energy and focus. Collectively, we estimate solutions for these four areas represent a $100 billion total addressable market in the U.S.

We have built world-class capabilities, and many are directly transferable to non-nicotine. We believe there is an opportunity to use these competencies to provide better solutions than those available today. When applied to the right adjacent categories, our capabilities in science, high-speed manufacturing, unique product formats, trade relationships, and distribution and logistics can provide a significant competitive advantage.

Our non-nicotine growth strategy is focused on testing and learning in the U.S. market. In 2023, we executed a small retail test with several products, formats and merchandising concepts. This year, we plan to expand this test to 10 organically and partner-developed products. Consumer feedback from these tests will inform future plans and potential investments. Longer term, our goal is to commercialize and broadly distribute at least five products by 2028. While these products may not contain age-restricted ingredients, we are focused on developing and marketing products for adults.

While we invest in our future, we stand on the strong foundation of a core business that has delivered significant cash returns for many decades. Over the last five years, we have returned more than $37 billion to shareholders through dividends and share repurchases and grown our adjusted diluted earnings per share (EPS) by 4.2% on a compounded annual basis.

We expect to continue to grow our adjusted diluted EPS over time. Our 2028 goal is to deliver mid-single digits adjusted diluted EPS growth on a compounded annual basis in 2028 from a $4.84 base in 2022. We believe this goal provides flexibility to allocate the necessary resources to advance our Vision, while continuing to drive earnings growth through our core tobacco businesses.

We also expect to deliver strong margins while investing behind innovative smoke-free products. Our 2028 goal is to maintain a total adjusted OCI margin of at least 60% in each of the next five years. In 2023, our total adjusted OCI margin was 60.3%.

We have a long-standing commitment to a strong and consistently growing dividend. Our progressive dividend goal targets mid-single digits dividend per-share growth annually. Last year, we increased our quarterly dividend by 4.3% to $0.98 per share. This marked our 58th increase in the past 54 years.

The strong cash generation of our businesses has annually produced over $1 billion of cash in excess of our dividend payments in each of the last five years. As we consider this excess cash, we expect to continue balancing share repurchases with investments in our Vision and debt repayment. At year-end 2023, we completed our previous share repurchase program. And last month, our Board authorized a new $1 billion program, which we expect to complete by the end of this year.

Our balance sheet remains strong, and we believe we have manageable annual debt maturity towers. None of our annual maturities exceed $2 billion through 2038. As of the end of the fourth quarter, our debt to consolidated earnings before interest, taxes, depreciation and amortization ratio was 2.2 times. And this quarter, we repaid $1.1 billion of debt at maturity.

Finally, on guidance, we reaffirm our 2024 adjusted diluted EPS guidance of $5.00 to $5.15. This range represents an adjusted diluted EPS growth rate of 1% to 4% from a $4.95 base in 2023.

I will now turn it back to Billy for closing remarks.

Remarks by Billy Gifford

Thanks, Sal. I'm confident about the future for tobacco harm reduction in the U.S. There is a significant opportunity to shift millions of smokers away from cigarettes to the benefit of adult tobacco consumers, our shareholders and society. As the leader in the U.S. nicotine industry, we believe we are best positioned to lead the tobacco harm reduction opportunity.

We have a demonstrated commitment to responsibility and an extensive understanding of U.S. tobacco consumers. We have a compelling portfolio and pipeline with offerings in each of the major smoke-free categories to meet a wide range of consumer's needs. And we have significant cash flows and a flexible balance sheet to support our investments and shareholder returns.

With these strengths, and the hard work of our talented employees, we remain confident we can achieve our Vision. Thank you for your time and your interest in Altria. We'll now take your questions.

Altria's Profile

We have a leading portfolio of tobacco products for U.S. tobacco consumers age 21+. Our Vision is to responsibly lead the transition of adult smokers to a smoke-free future (Vision). We are *Moving Beyond Smoking*™, leading the way in moving adult smokers away from cigarettes by taking action to transition millions to potentially less harmful choices - believing it is a substantial opportunity for adult tobacco consumers, our businesses and society.

Our wholly owned subsidiaries include leading manufacturers of both combustible and smoke-free products. In combustibles, we own Philip Morris USA Inc. (PM USA), the most profitable U.S. cigarette manufacturer, and John Middleton Co. (Middleton), a leading U.S. cigar manufacturer. Our smoke-free portfolio includes ownership of U.S. Smokeless Tobacco Company LLC (USSTC), the leading global moist smokeless tobacco (MST) manufacturer, Helix Innovations LLC (Helix), a leading manufacturer of oral nicotine pouches, and NJOY, LLC (NJOY), currently the only e-vapor manufacturer to receive market authorizations from the U.S. Food and Drug Administration (FDA) for a pod-based e-vapor product.

Additionally, we have a majority-owned joint venture, Horizon Innovations LLC (Horizon), for the U.S. marketing and commercialization of heated tobacco stick products and, through a separate agreement, we have the exclusive U.S. commercialization rights to the *IQOS Tobacco Heating System*® and *Marlboro HeatSticks*® through April 2024.

Our equity investments include Anheuser-Busch InBev SA/NV (ABI), the world's largest brewer, and Cronos Group Inc. (Cronos), a leading Canadian cannabinoid company.

The brand portfolios of our operating companies include *Marlboro*®, *Black & Mild*®, *Copenhagen*®, *Skoal*®, *on!*® and *NJOY*®. Trademarks related to Altria referenced in this release are the property of Altria or our subsidiaries or are used with permission.

Learn more about Altria at www.altria.com and follow us on X (formerly known as Twitter), Facebook and LinkedIn.

Forward-Looking and Cautionary Statements

This presentation contains projections of future results and other forward-looking statements that are subject to a number of risks and uncertainties and are made pursuant to the Safe Harbor Provisions of the Private Securities Litigation Reform Act of 1995.

Important factors that may cause actual results to differ materially from those contained in the forward-looking statements included in this presentation are described in our publicly filed reports, including our Annual Report on Form 10-K for the year ended December 31, 2022 and our Quarterly Reports on Form 10-Q. These factors include the following:

- our inability to anticipate and respond to changes in adult tobacco consumer preferences and purchase behavior;
- our inability to compete effectively;
- the growth of the e-vapor category, including illegal flavored disposable e-vapor products, and other innovative tobacco products, including oral nicotine pouches, contributing to reductions in cigarette and MST consumption levels and shipment volume;
- our failure to commercialize innovative products, including tobacco products that may reduce health risks relative to other tobacco products and appeal to adult tobacco consumers;
- changes, including in macroeconomic and geopolitical conditions (including inflation), that result in shifts in adult tobacco consumer disposable income and purchasing behavior, including choosing lower-priced and discount brands or products, and reductions in shipment volumes;
- unfavorable outcomes with respect to litigation proceedings or any governmental investigations;
- the risks associated with significant federal, state and local government actions, including FDA regulatory actions and inaction, and various private sector actions;
- increases in tobacco product-related taxes;
- our failure to complete or manage successfully strategic transactions, including acquisitions, dispositions, joint ventures and investments in third parties, or realize the anticipated benefits of such transactions;
- significant changes in price, availability or quality of tobacco, other raw materials or component parts, including as a result of changes in macroeconomic, climate and geopolitical conditions;
- our reliance on a few significant facilities and a small number of key suppliers, distributors and distribution chain service providers and the risks associated with an extended disruption at a facility or in service by a supplier, distributor or distribution chain service provider;
- the risk that we may be required to write down intangible assets, including trademarks and goodwill, due to impairment;
- the risk that we could decide, or be required to, recall products;
- the various risks related to health epidemics and pandemics, and the measures that international, federal, state and local governments, agencies, law enforcement and health authorities implement to address them;
- our inability to attract and retain a highly skilled and diverse workforce due to the decreasing social acceptance of tobacco usage, tobacco control actions and other factors;
- the risks associated with the various U.S. and foreign laws and regulations to which we are subject due to our international business operations;
- the risks concerning a challenge to our tax positions, an increase in the income tax rate or other changes to federal or state tax laws;
- the risks associated with legal and regulatory requirements related to climate change and other environmental sustainability matters;

- disruption and uncertainty in the credit and capital markets, including risk of losing access to these markets;
- a downgrade or potential downgrade of our credit ratings;
- our inability to attract investors due to increasing investor expectations of our performance relating to corporate responsibility factors;
- the failure of our, or our key service providers' or key suppliers', information systems to function as intended, or cyber-attacks or security breaches;
- our failure, or the failure of our key service providers or key suppliers, to comply with personal data protection, privacy, artificial intelligence and information security laws;
- the risk that the expected benefits of our investment in ABI may not materialize in the expected manner or timeframe or at all, including due to macroeconomic and geopolitical conditions; foreign currency exchange rates; ABI's business results; ABI's share price; impairment losses on the value of our investment; our incurrence of additional tax liabilities related to our investment in ABI; and potential reductions in the number of directors that we can have appointed to the ABI board of directors; and
- the risks associated with our investment in Cronos, including legal, regulatory and reputational risks and the risk that the expected benefits of the transaction may not materialize in the expected timeframe or at all.

You should understand that it is not possible to predict or identify all factors and risks. Consequently, you should not consider the foregoing list complete. We do not undertake to update any forward-looking statement that we may make from time to time except as required by applicable law. All subsequent written and oral forward-looking statements attributable to Altria or any person acting on our behalf are expressly qualified in their entirety by the cautionary statements referenced above.