

INVESTOR DAY **20 23**

Scott Myers
President and CEO, AGDC



World Class Manufacturing Capabilities



World Class Manufacturing Capabilities



Strong and Resilient Supply Chain

We have strong relationships with our growers and suppliers, and we expect to strengthen these partnerships as our business evolves.



Efficient Distribution System (98% Order Fulfillment)



> 1 Million Square Feet
Of Dedicated
Warehouse Space

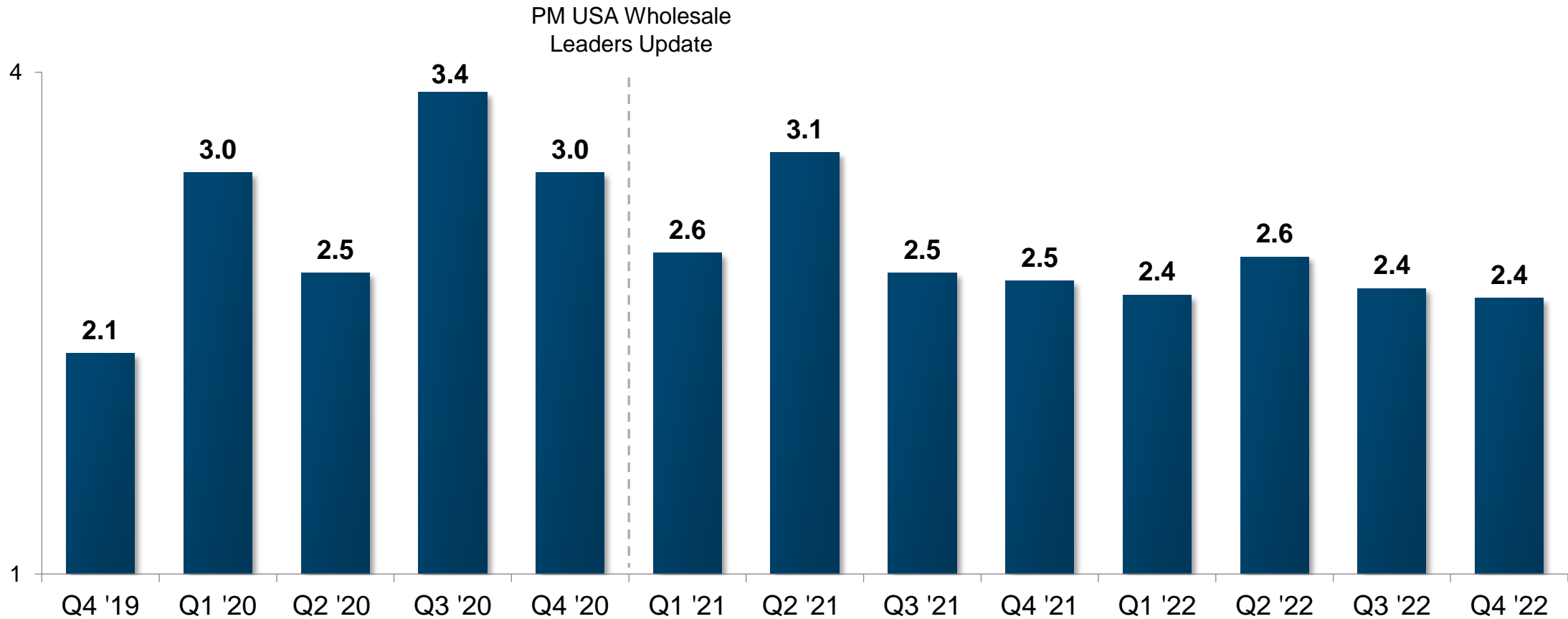
900
Direct Wholesale
Customers

1-Day Transit Time For
95% of Altria Operating
Company Volume

¹Quote attributed to distribution partner

Wholesale Inventory Levels

Estimated PM USA Inventory Levels (in Billions of Units)

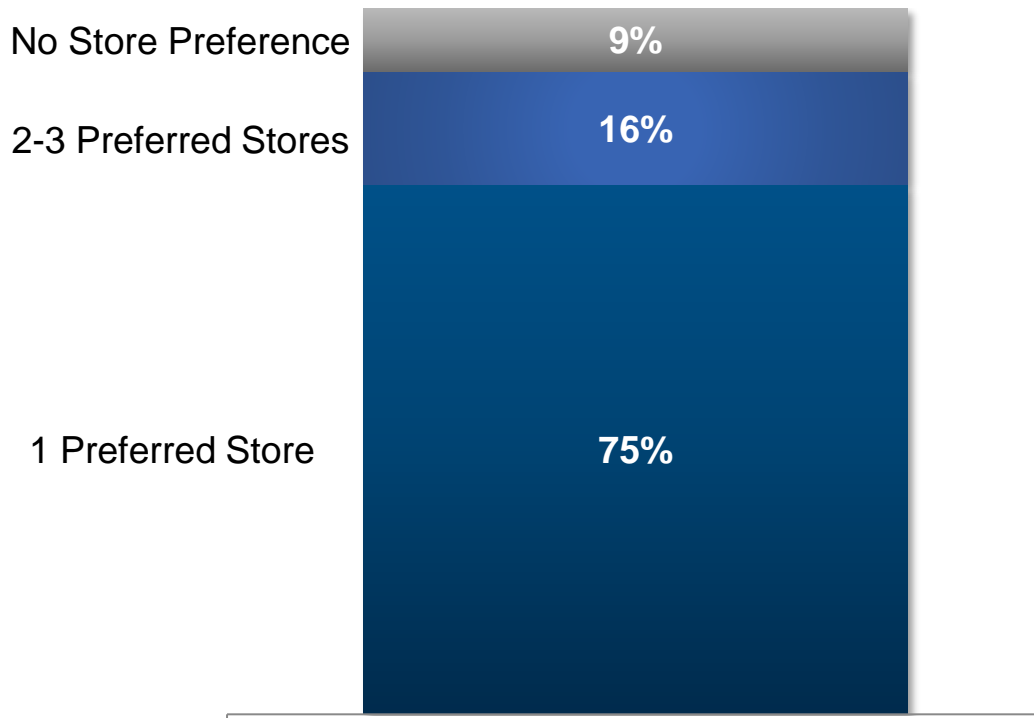


Source: STARS outbound, CRA Retail Inventory

U.S. Tobacco Retail Landscape

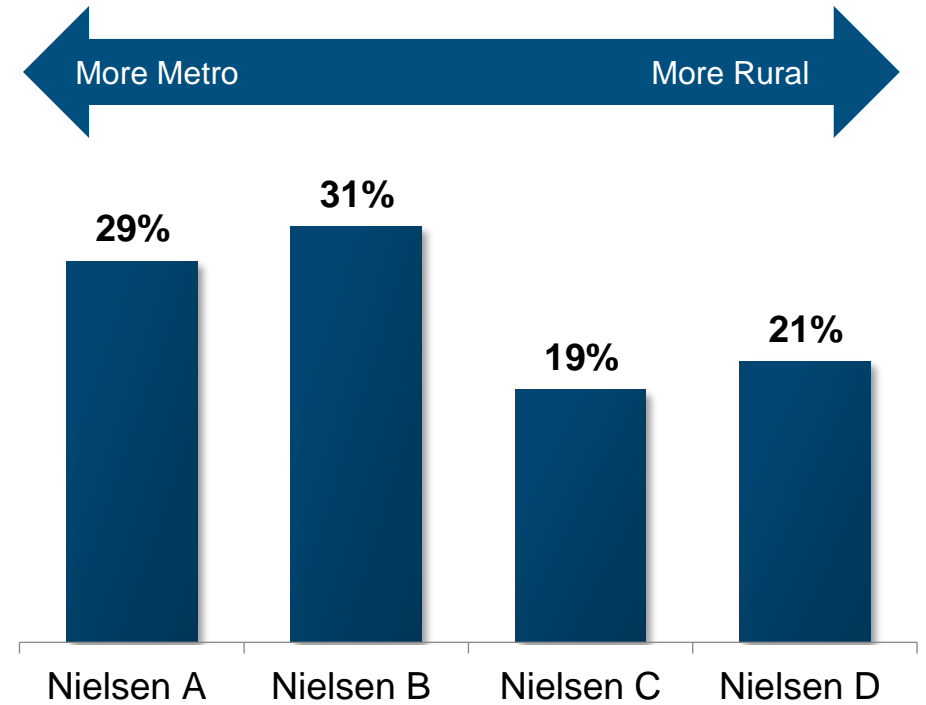
ATC Shopping Behavior

(When Purchasing Tobacco Products)



Tobacco Volume by Nielsen County

(FY 2022)



Source: CMII Path to Purchase Study
Source: STARS Net Volume as of Week Ending 12/31/22

*Includes cigarettes, cigars, moist smokeless tobacco and oral nicotine products.

Established Trade Partnerships



Account Images shown for illustrative purposes only. Third party trademarks are the property of their respective owners and are included for informational purposes only.

Best-In-Class Sales Force

Field Sales



Account Management

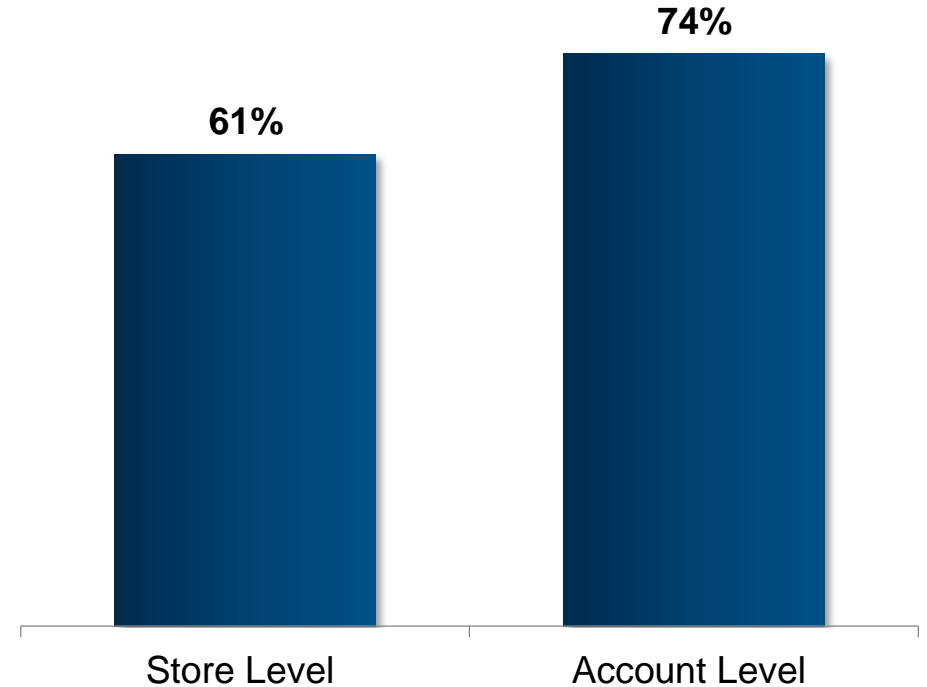


**1,100+ Sales Managers
Support 200,000 Stores**

**Teams Support 340
Retail Accounts**

Over 1,600 Sales Personnel

**% of retailers that rate Altria sales
representatives as “better than”
other CPG companies**



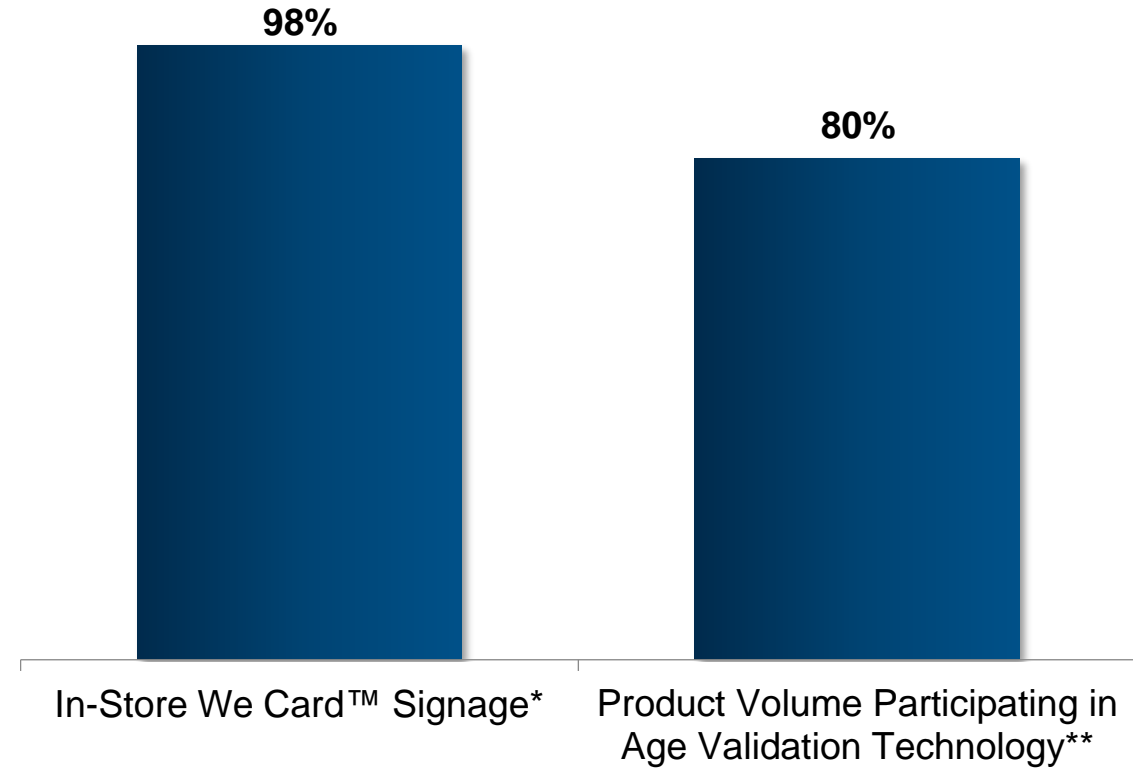
Source: AGDC Data & Analytics Customer Satisfaction Report, Category Manager Net Promotor Score, Survey Period: July – September 2021

Mutually Beneficial Trade Programs



Underage Prevention at Retail

% of PM USA Volume



*Source: Trax IR Age Verification, FY 2022. 98% of contracted stores have We Card or equivalent signs placed at point of entry and 95% have UTP signs placed in a prominent location.

**Source: STARS Unify Reporting CY 2021 Ending 01-02-22, FOCUS Reporting as of 1.9.23

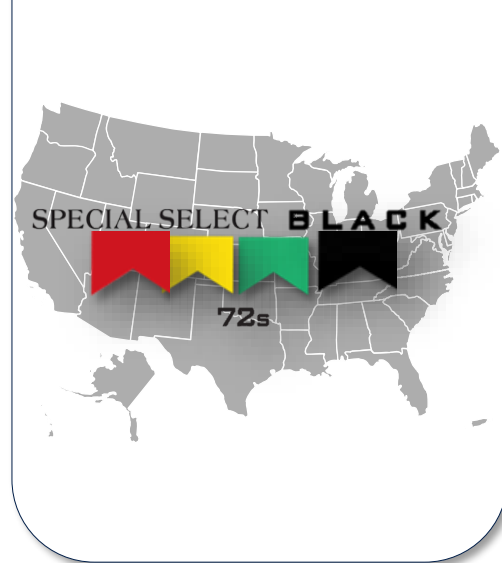
Revenue Growth Management (RGM)



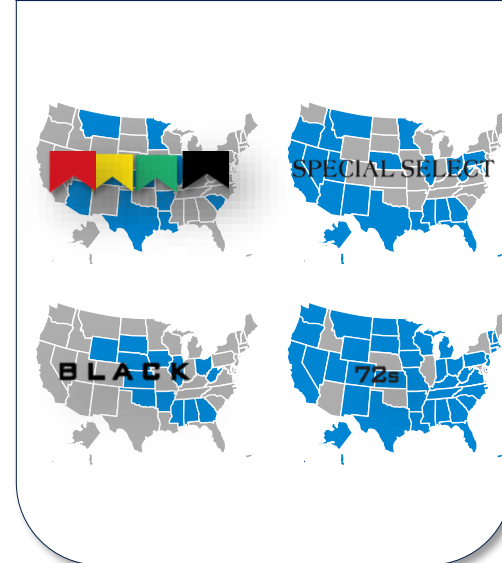
National Promotions



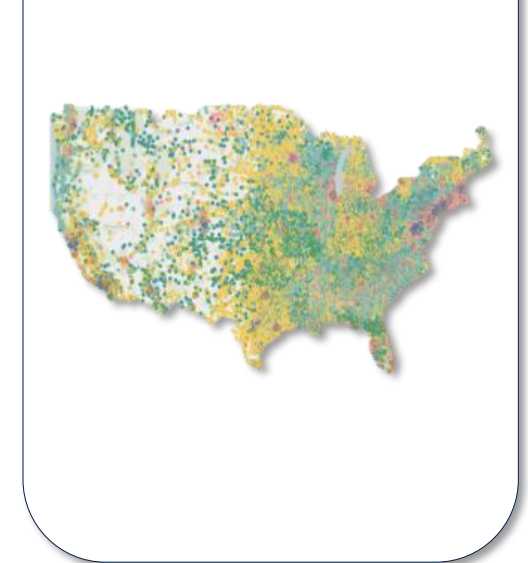
Product Specific Promotions



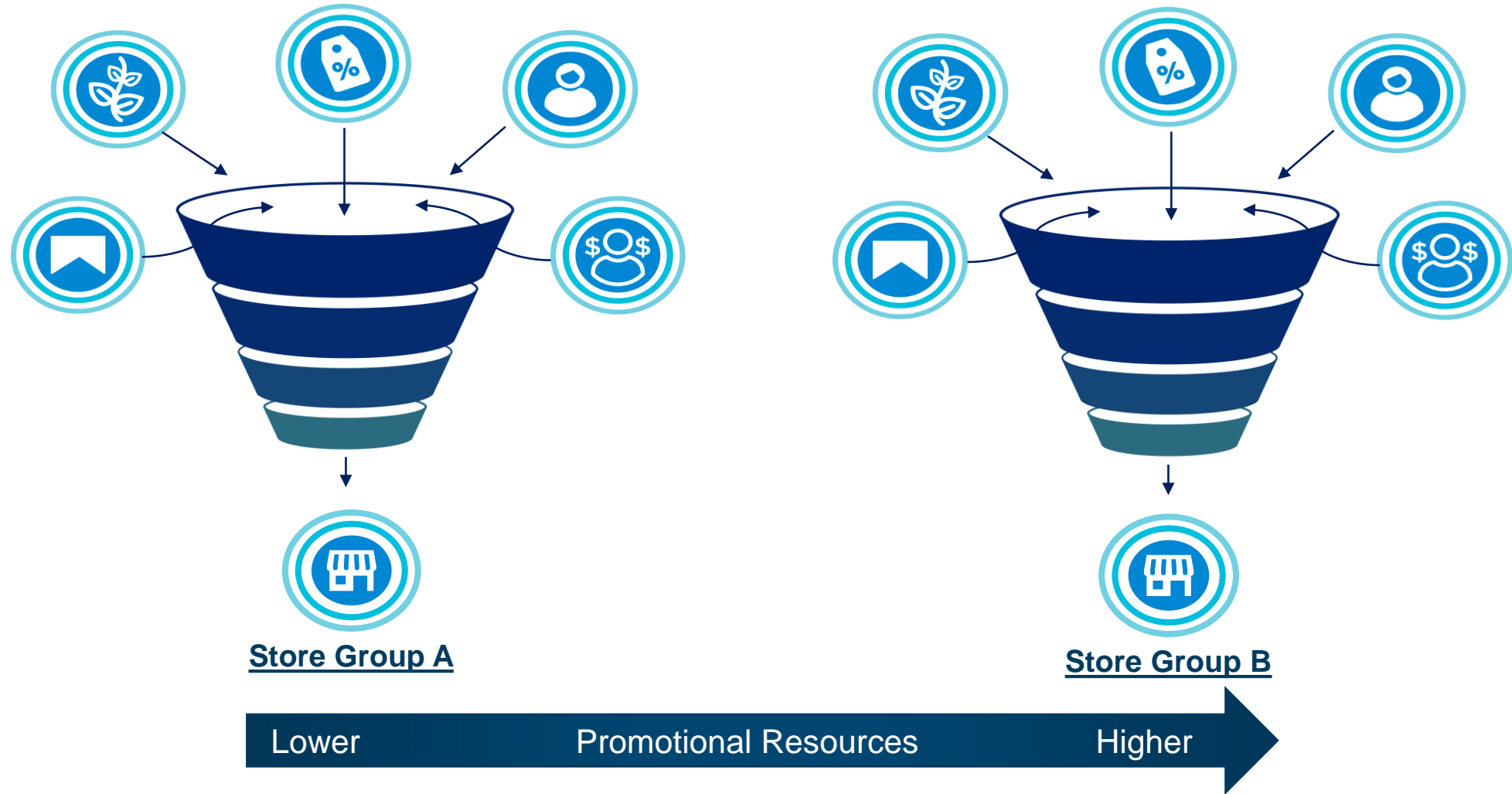
State Level RGM



Store Level RGM

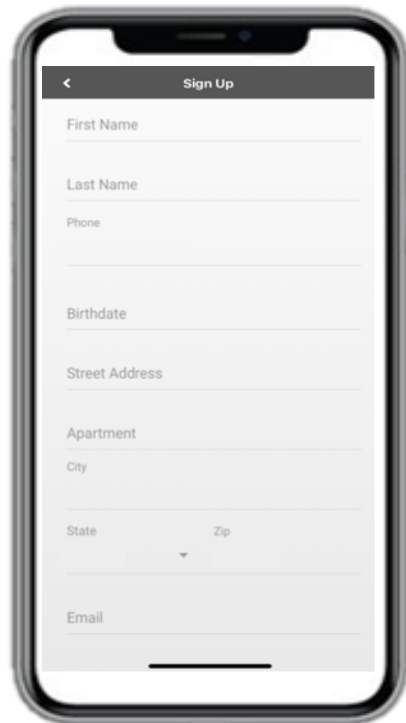


Store Level RGM – PM USA Strategic Options

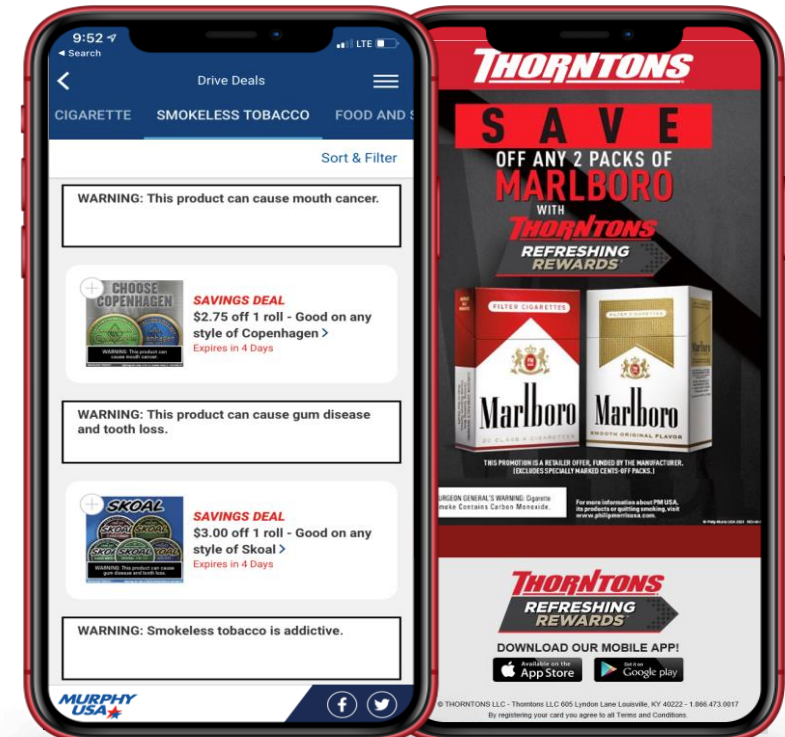


Responsible Digital Consumer Engagement

Step 1: Electronic Age & Identity Verification on Retailer Owned Digital Platforms

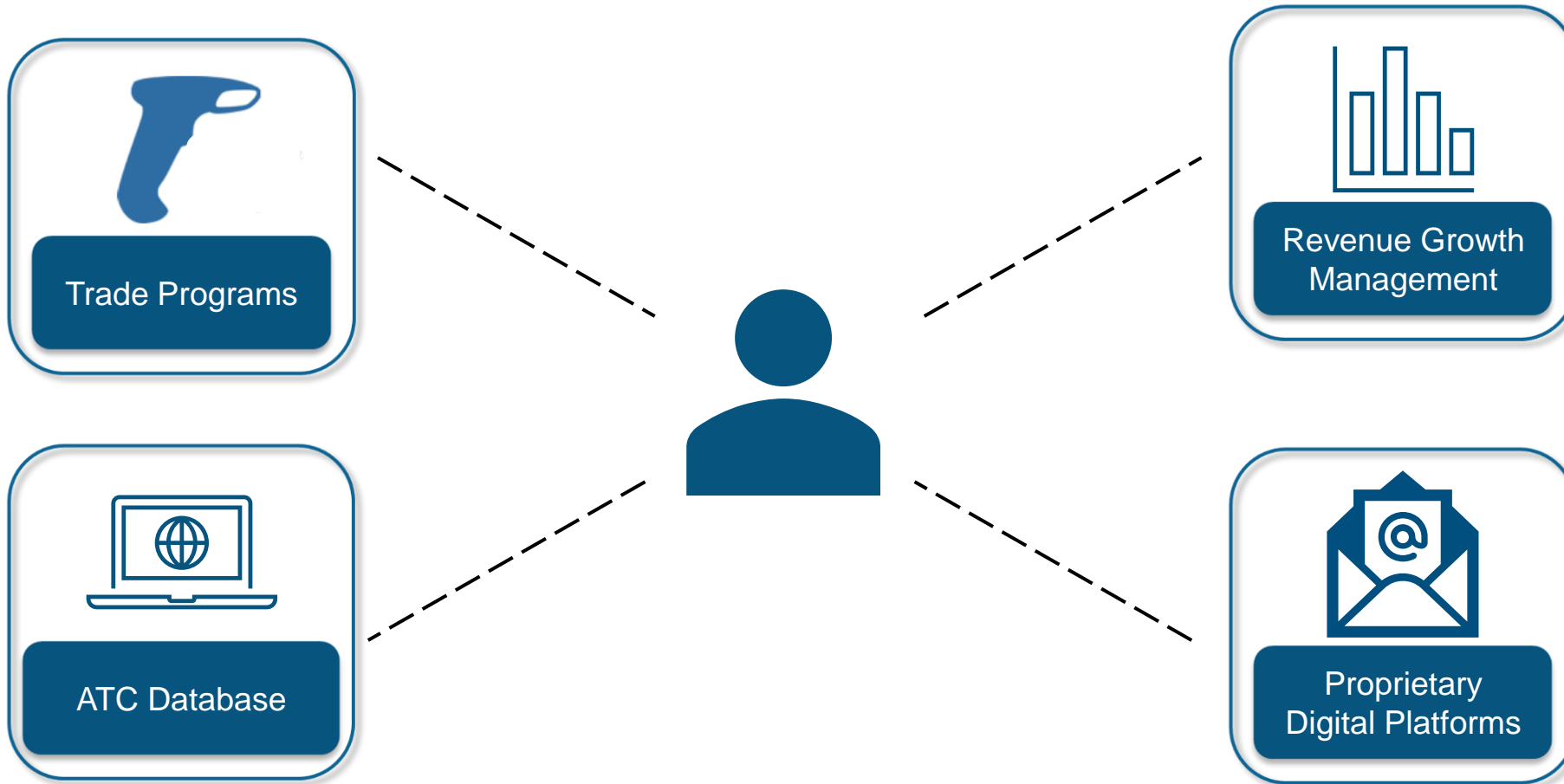


Step 2: Access to Brand Messaging on Retailer Owned Digital Platforms



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Broad Reach Among Adult Tobacco Consumers



Moving beyond smoking™



Altria

Listen to the panel discussion via the webcast
replay on www.altria.com.