

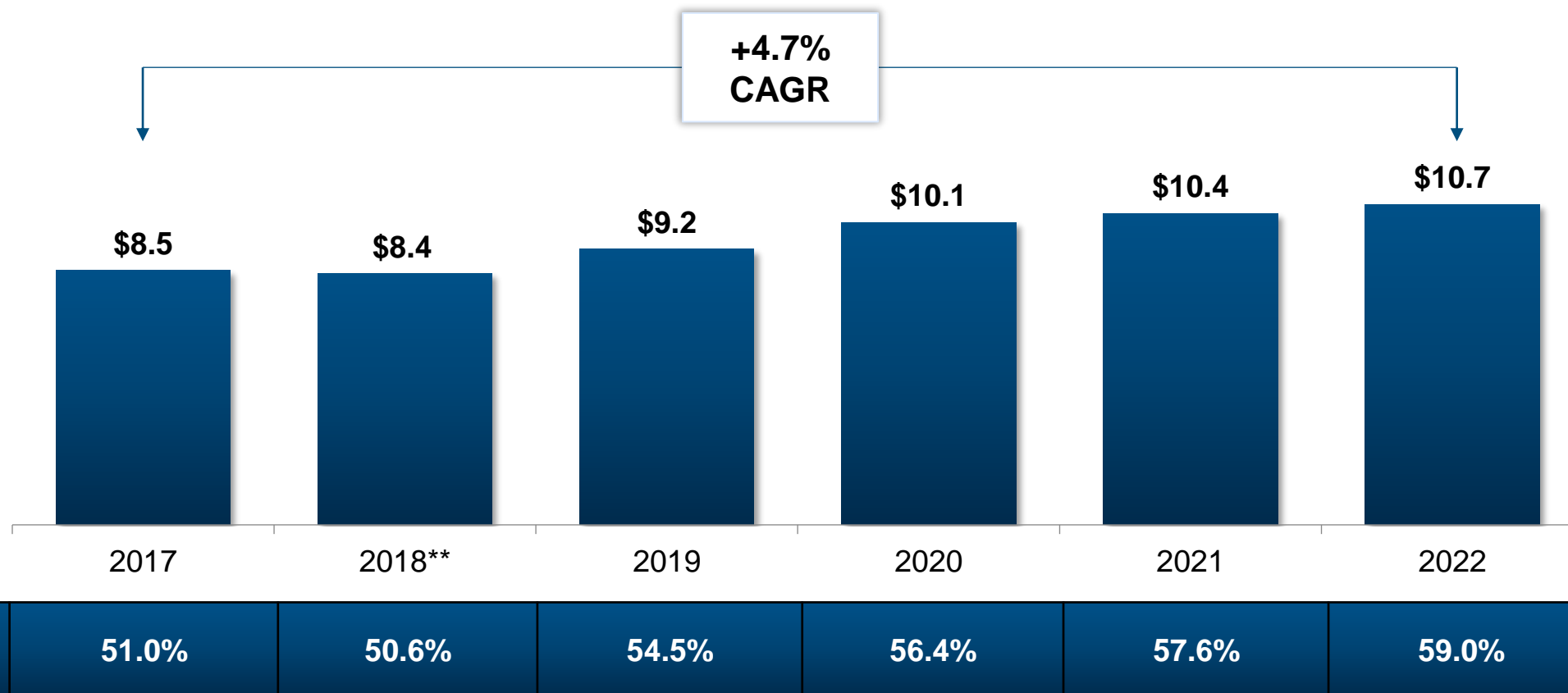
INVESTOR DAY **2023**

Sal Mancuso
Chief Financial Officer



Impressive Smokeable Performance

Adjusted OCI* (\$ in billions)



*For reconciliations of non-GAAP to GAAP measures visit altria.com.

**2018 reduction in adjusted OCI due to reinvestment into the business as a result of Altria savings from the 2017 Tax Cuts and Jobs Act

Cigarette Category Dynamics

We have studied the U.S. cigarette category for decades

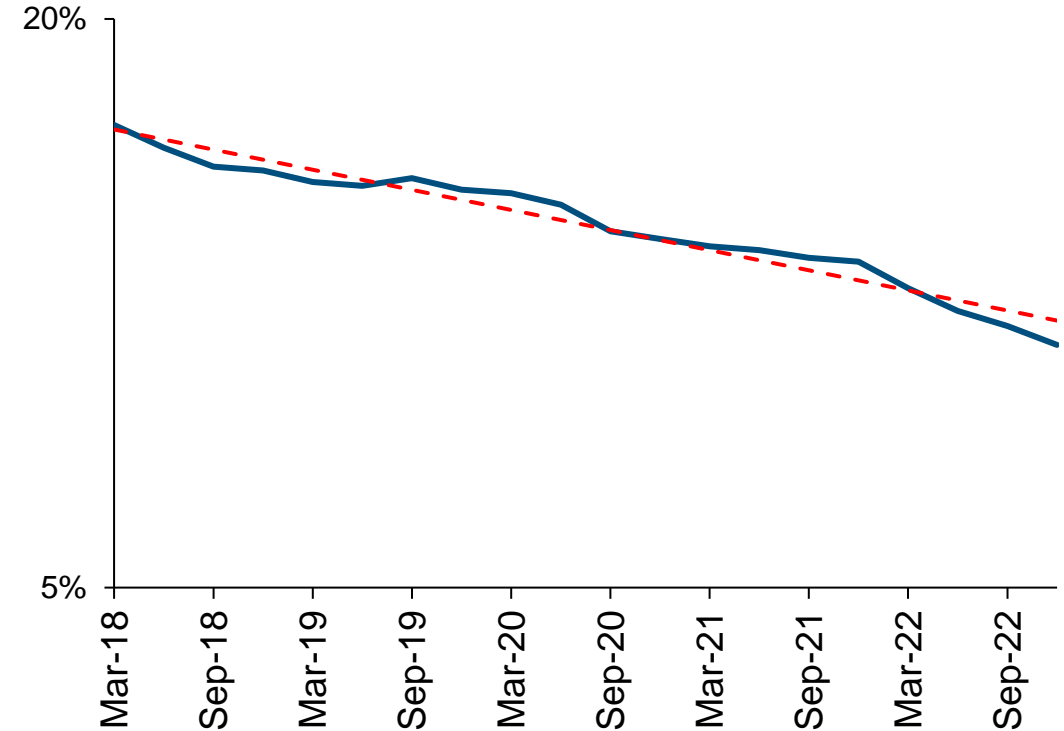
Secular decline rate of ~2.5% is still relevant

Cigarette prevalence and age demographic trends largely in-line with previous years

New estimate of the national price elasticity coefficient of -0.35, an adjustment from -0.30

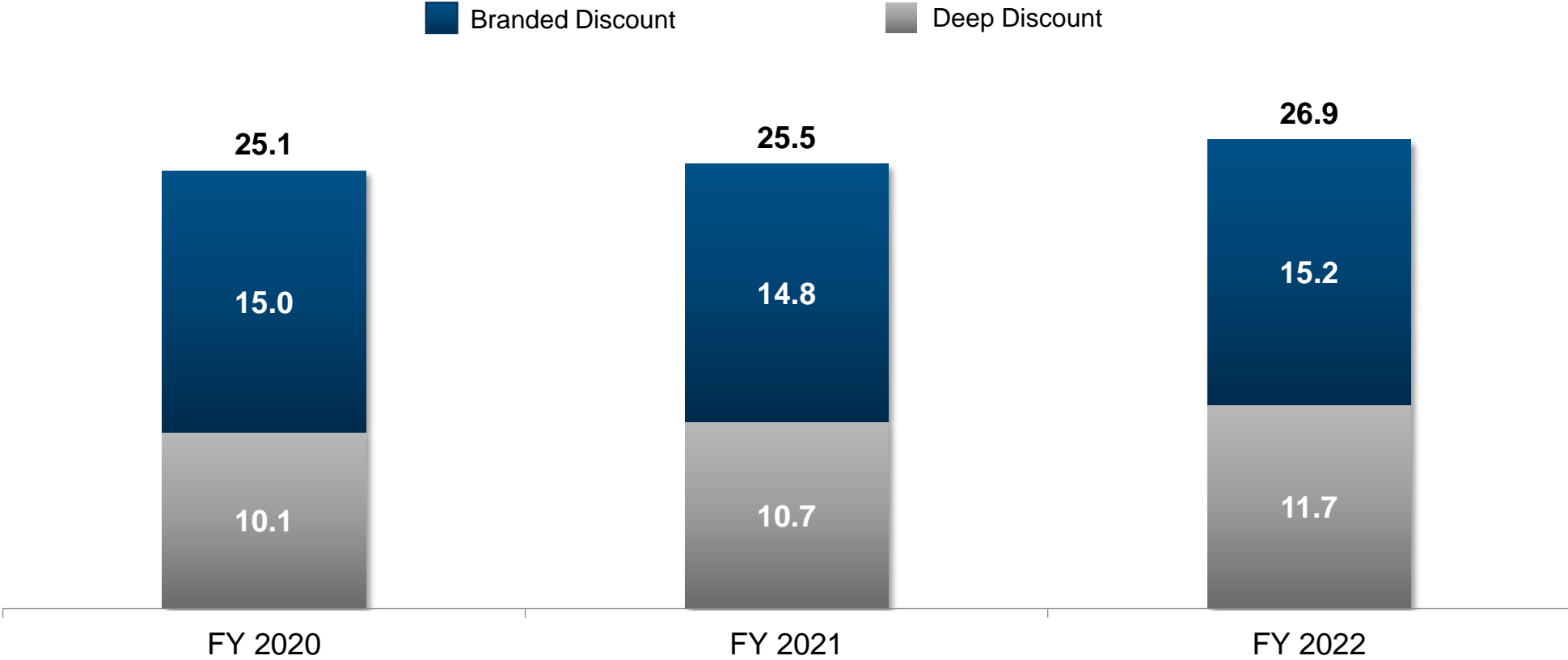
Adult Smoker Prevalence

(Past 30-Day, 12 Month Moving)



Source: ALCS Adult Tobacco Consumer Tracker, P30D March 2018 to December 2022, Age 21+

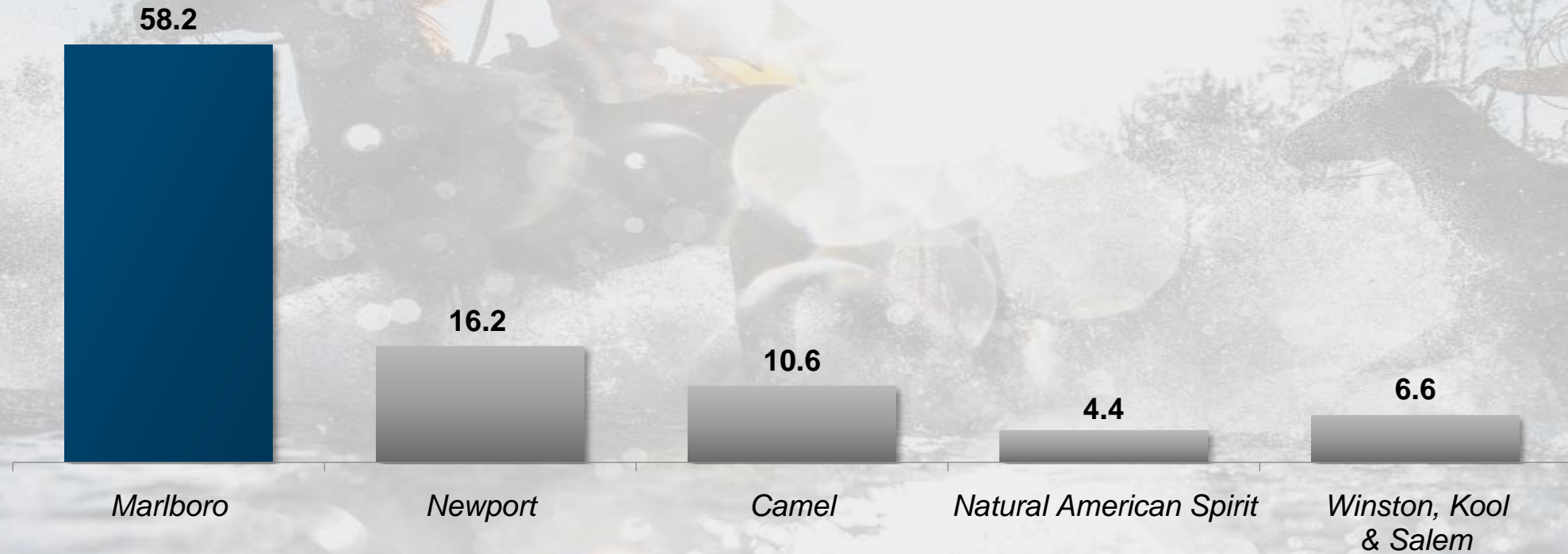
Industry Discount Segment Retail Share



Source: IRI/MSAi InfoScan – Blended, WE 1/1/2023

Marlboro Leadership in the Premium Segment

Share of Premium (FY 2022)



Premium Share Δ Since FY 2019	+1.0	(0.9)	(0.7)	+0.6	-
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Source: IRI/MSAi InfoScan – Blended, WE 1/1/2023

2028 Enterprise Goal

2028 Enterprise Goals						
Corporate			U.S. Smoke-Free Products		Long-Term Growth	
Financial Policy & Capital Allocation	Share of U.S. Tobacco Space	Total Adjusted OCI Margin	U.S. Smoke-Free Volume	U.S. Smoke-Free Revenue	International Innovative Smoke-Free Revenue	Non-Nicotine Revenue

Share of U.S. Tobacco Space

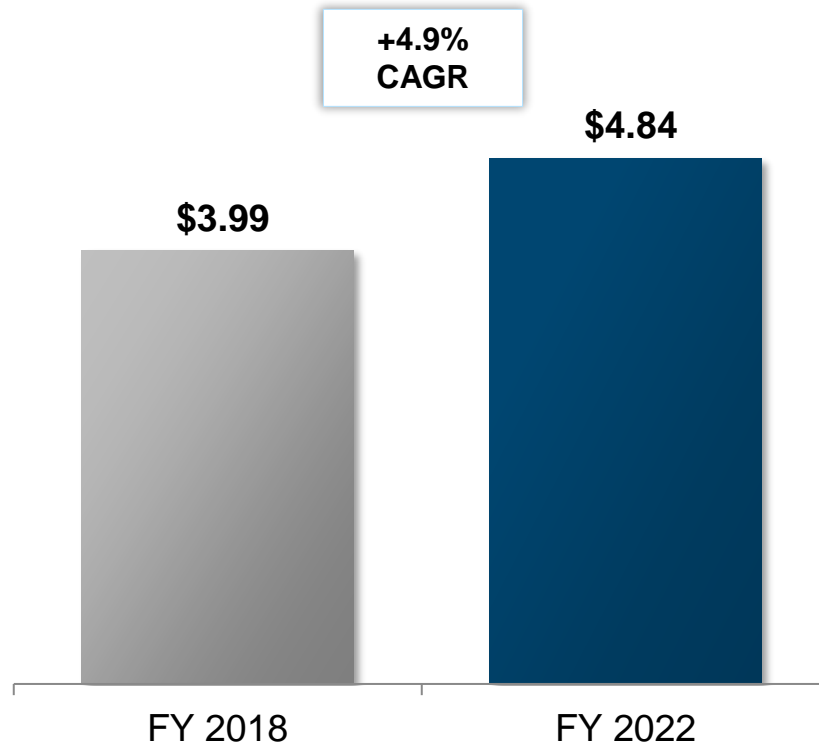
Maintain our **leadership position** in the U.S. tobacco space.

Some Enterprise Goals are subject to closing of NJOY Transaction.



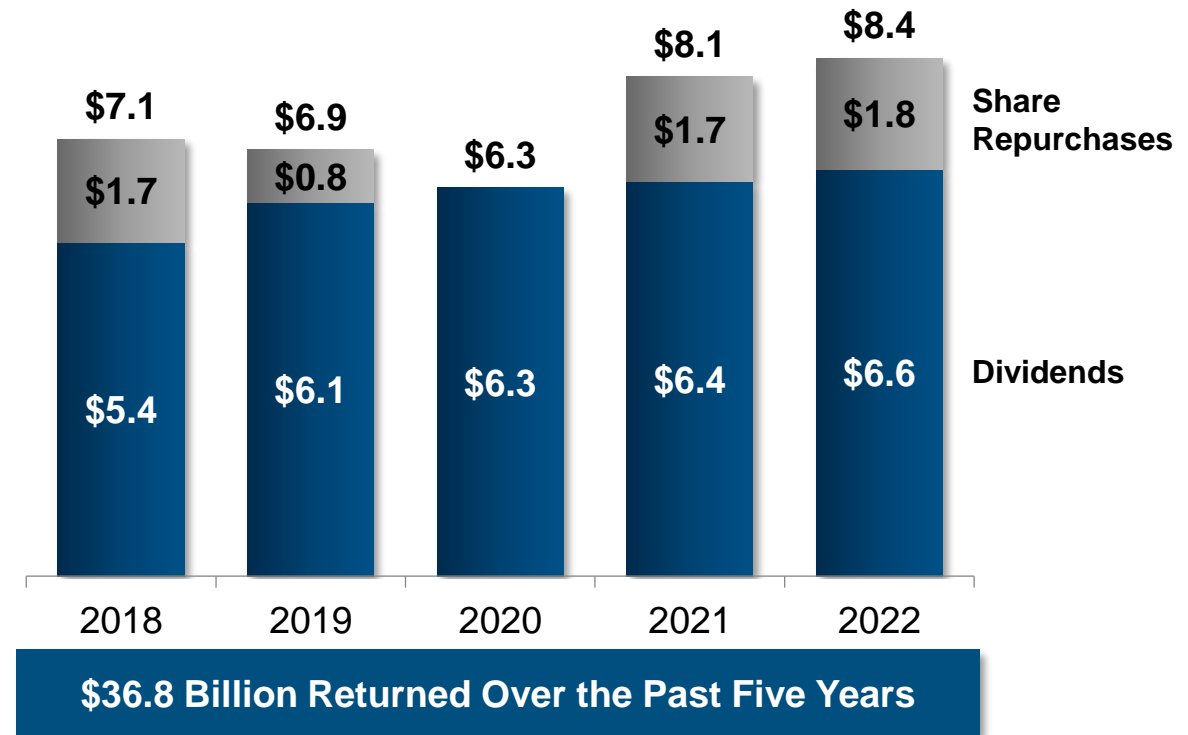
Strong Earnings Growth & Cash Returns to Shareholders

Adjusted Diluted Earnings Per Share (EPS)*



Cash Returns to Shareholders

(\$ in billions)



*For reconciliations of non-GAAP to GAAP measures visit altria.com.

Committed to Long-Term Shareholder Value

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Adjusted Diluted EPS

Deliver **mid-single digits** adjusted diluted EPS **growth** on a compounded annual basis.

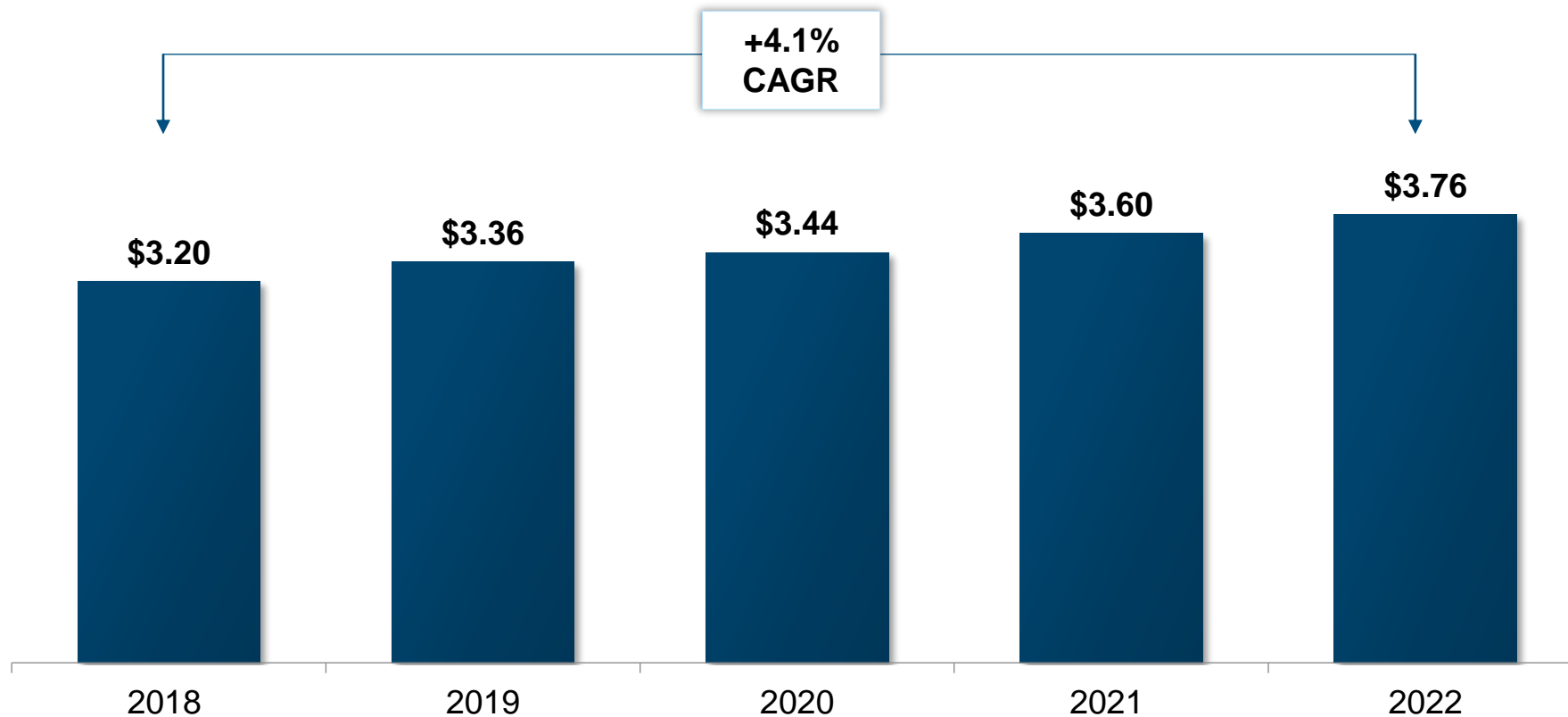
Adjusted OCI Margin

Maintain a total adjusted OCI margin of **at least 60%** in each of the next five years.

History of Strong & Growing Dividends

Our Dividend Remains the Primary Vehicle for Returning Cash to Shareholders

Annualized Dividend Per Share¹



¹ Annualized dividend per share calculated using annualized quarterly dividend per share as of December 31st of each year.

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Dividend

We are establishing a **new progressive dividend** goal that targets **mid-single digits dividend growth annually.***

This dividend goal is an acknowledgement of our strong commitment to consistent dividend growth and shareholder return.

*Future dividend payments remain subject to the discretion of our Board of Directors



Balanced Approach to Deploying Excess Cash

Produced ~\$1 billion of cash annually in excess of our dividend payments

We will continue to balance:

Share
Repurchases



Investments in
our Vision



Debt
Repayment

NJOY Transaction

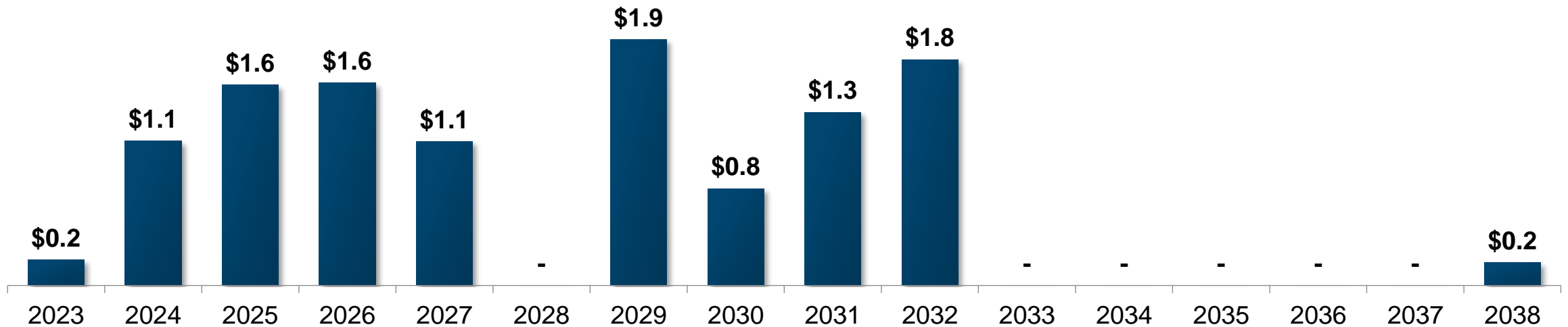
NJOY Transaction Funding

Multiple sources of available funding, including (i) our significant cash generation, (ii) strong access to the credit markets, (iii) committed short-term bank financing and (iv) expected payment of \$1.7 billion, plus interest, from Philip Morris International Inc. by July 2023.

Our Balance Sheet Remains Strong

Annual Debt Maturity Towers

(Through 2038, \$ in billions)



As of year-end 2022, our Debt-to-EBITDA ratio was 2.1x.

Face value as of 12/31/2022, Euro notes converted to USD as of 12/31/2022.
~\$1.3 billion retired at maturity in February 2023

*For reconciliations of non-GAAP to GAAP measures visit altria.com., earnings before interest, taxes, depreciation and amortization (EBITDA), as defined in our senior unsecured revolving credit agreement

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Leverage

Our goal is a capital structure with a Debt-to-EBITDA* ratio of approximately **2.0x**.

*For reconciliations of non-GAAP to GAAP measures visit altria.com EBITDA as defined in our senior unsecured revolving credit agreement



Tax Update – JUUL Tax Losses

- Turning to the tax impacts of our former JUUL stake, we estimate that we have more than \$12.5 billion in losses.
- For cash tax purposes, we plan to claim approximately \$6.4 billion in ordinary losses this year. However, we do not expect this position will have an impact to our 2023 financial results, as we plan to record a full tax reserve against this loss, pending an Internal Revenue Service review.
- We expect that the balance of losses related to the investment to be capital losses and plan to claim a portion of these on our 2023 federal income tax return to offset capital gains from our IQOS agreement.
- We have flexibility on when to realize the remainder of the capital losses given our entity structure. We will continue to evaluate opportunities to use these losses with the objective of maximizing long-term shareholder value.



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INVESTOR DAY **20 23**

Olivier Houpert
*Chief Innovation &
Product Officer*



Holistic Approach to Product Development



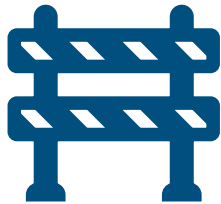
**Consumer
Lifestyles and
Behaviors**



**Usage
Occasions**



**Product
Requirements**



**Barriers and
Motivators**



**Regulatory
Requirements**



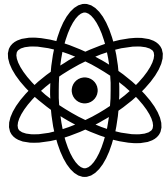
**Commercial
Success**

Connect & Transform

Open Innovation to Support Altria's Existing Capabilities



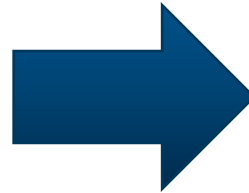
Subject Matter Expertise



New Technologies



Disruptive Innovations



Altria

Non-Nicotine Adjacency Opportunity

We believe we can create incremental value through non-nicotine adjacency strategies.



International Nicotine Opportunity



Altria



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International Smoke-Free Revenue

Together, we believe International Smoke-Free and Non-Nicotine represent multi-billion-dollar opportunities.

Non-Nicotine Revenue

Our teams are currently evaluating these opportunities and are in the process of developing strategies to effectively compete.

INVESTOR DAY **20 23**

Billy Gifford
Chief Executive Officer



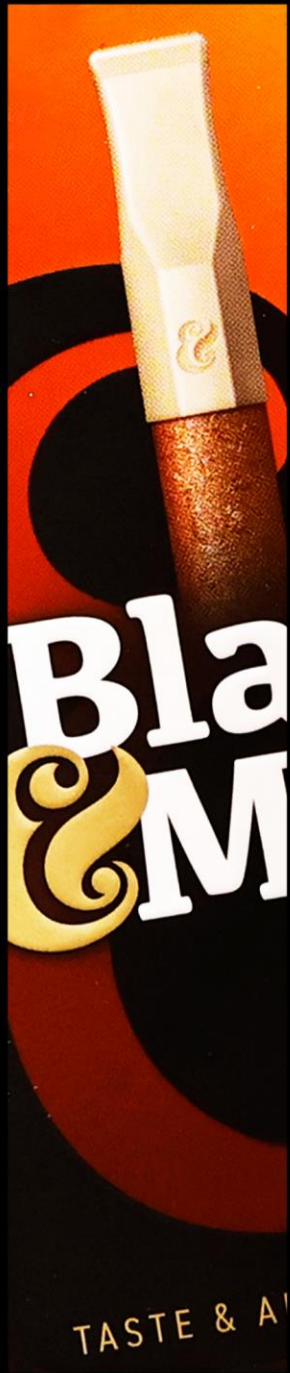
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<p><u>EPS Growth</u> Mid-Single Digits CAGR through 2028</p> <p><u>Dividend</u> Mid-Single Digits Target</p> <p><u>Leverage Target</u> ~2.0x Debt to EBITDA</p>	<p>Maintain our leadership position in the U.S. tobacco space over time</p>	<p>Maintain an adjusted annual OCI margin of at least 60% while investing behind innovative smoke-free products</p>	<p>Grow total smoke-free volumes by at least 35%</p> <p>\$5 billion in 5 years, of which \$2 billion will be from innovative smoke-free products</p>	<p>Together, multi-billion-dollar opportunities</p> <p>Develop a strategy to effectively compete in these areas and ultimately identify metrics to include in our 2028 goals</p>
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Some Enterprise Goals are subject to closing of NJOY Transaction.

Marlboro



Wendell



Marlboro



Black & Wild



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NICOTINE POUCHES



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NJOY

NJOY

INVESTOR DAY **2023**

Moving beyond smoking™



Altria