Philip Morris International Inc.
2022 Third-Quarter Conference Call
October 20, 2022

JAMES BUSHNELL

(SLIDE 1.)

Welcome. Thank you for joining us. Earlier today, we issued a press release containing detailed information on our 2022 third-quarter results. You may access the release on www.pmi.com.

(SLIDE 2.)

A glossary of terms, including the definition for reduced-risk products, or "RRPs," as well as adjustments, other calculations and reconciliations to the most directly comparable U.S. GAAP measures, and additional smoke-free volume and net revenue data are at the end of today's webcast slides, which are posted on our website. Unless otherwise stated, all references to *IQOS* are to our *IQOS* heat-not-burn products, and all references to smoke-free products are to our RRPs.

Growth rates presented on an organic basis reflect currency-neutral adjusted results excluding acquisitions and disposals.

Figures and comparisons presented on a pro forma basis entirely exclude PMI's operations in Russia and Ukraine.

As mentioned previously, starting in the second quarter of 2022, and on a comparative basis, PMI excludes amortization and impairment of acquired intangibles from its adjusted results.

(SLIDE 3.)

Today's remarks contain forward-looking statements and projections of future results. I direct your attention to the Forward-Looking and Cautionary Statements disclosure in today's presentation and press release for a review of the various factors that could cause actual results to differ materially from projections or forward-looking statements.

I'm joined today by Jacek Olczak, Chief Executive Officer, and Emmanuel Babeau, Chief Financial Officer. Jacek will join us for the question-and-answer session.

Over to you, Emmanuel.

EMMANUEL BABEAU

(SLIDE 4.)

Thank you, James, and welcome everyone.

Today marks a historic day in our journey towards a smoke-free future, with the certainty that we will have full control of *IQOS* – the world's leading smoke-free product – in the United States, the world's largest smoke-free market from April 30, 2024. Indeed, today's agreement with Altria removes the potential of a protracted legal process to regain the U.S. rights to *IQOS* which Altria previously held, subject to performance milestones, until 2029.

We have ambitious plans for the full-scale launch and rapid expansion of *IQOS* in the U.S. market as soon as we take over and efficient time during the transition period to put our commercial model and related organization and infrastructure in place using our wealth of experience from international markets. We see *IQOS* as the primary vector for establishing a leadership position in the U.S. smoke-free industry and it will be followed by the other products in our smoke-free portfolio.

In this context, Swedish Match offers an immediate position in the oral segment, and mutually beneficial synergies at sales force level. However, should the offer fail, we can certainly build a robust sales force as part of our commercial deployment engine during the transition period. Under both scenarios we see an accelerated path to profitability with an attractive payback period on our *IQOS* investment - given superior U.S. unit economics and the absence of a legacy cigarette business. I will cover this in more detail later.

With regard to Swedish Match, we announced this morning an update to our offer with our best and final price of SEK 116. Our updated offer retains a 90% acceptance condition, which is critical to allow us to capture the full potential of the combination. Now that we are close to the end of the offer period, the increased offer is primarily intended to fairly reflect the higher net value to us of the portion of Swedish Match's cash flows which are in U.S. dollars given currency movements since our initial offer was announced in May. Equity markets, the global economy and interest rates have also moved unfavorably since then. As such, we believe the updated price, with a premium of 52.5% to the undisturbed share price prior to the initial offer, strengthens the attractiveness yet further for Swedish Match shareholders while maintaining strong value creation for PMI shareholders. This is our best and final price and we hope to complete the transaction next month to achieve full ownership.

(SLIDE 5.)

Turning now to our Q3 earnings, we delivered another very strong performance this quarter – with HTU volumes ahead of our forecast, and robust growth in total volumes, market share and combustible net revenues. With adjusted OI margins in line with expectations – this resulted in total Q3 adjusted diluted EPS of $1.53, close to our all-time quarterly high despite notable currency headwinds.

IQOS' excellent performance continued, with 22% growth in pro forma HTU shipment volumes, a testament to the continued strengthening of our heat-not-burn portfolio and broad-based growth across key regions. *IQOS ILUMA* continues to drive growth in its launch markets.

In combustibles, we delivered robust performance with Q3 organic pro forma net revenue growth exceeding 4%, driven by accelerated pricing of almost 5%. Cigarette shipment volumes were essentially stable and category share grew, supported by *Marlboro,* showcasing the resilience of the brand despite current economic conditions.

(SLIDE 6.)

Turning to the headline numbers, our Q3 volumes grew by 2.3% on a pro forma basis, and by 0.6% in total, including Russia and Ukraine. Pro forma net revenues grew organically by 6.9% and by 6.7% for total PMI.

Our total organic net revenue per unit grew by 4.5% on a pro forma basis and by 6.1% in total despite lower device revenues. This reflects the increasing weight of *IQOS* in our sales mix and a step up in combustible pricing.

Our Q3 adjusted operating income margin declined organically by 100 basis points on a pro forma basis and by 90 basis points in total, consistent with our expectations. As previously communicated, this reflects the recovery in device volumes, the investments in launching *ILUMA* including initially higher unit costs, the impact of supply chain disruption notably due to the war in Ukraine and increasing global inflationary pressures.

Despite these headwinds, our strong top-line growth and ongoing cost efficiencies enabled us to outperform our previous currency-neutral guidance to deliver adjusted diluted pro forma EPS of $1.33, including unfavorable currency of 23 cents, representing 8.3% currency-neutral growth. Including Russia and Ukraine, we delivered adjusted diluted EPS of $1.53.

(SLIDE 7.)

Our strong third quarter, combined with a robust H1, supported an excellent delivery for the year-to-date. I would highlight our strong pro forma volume growth of 3.4% and organic net revenue growth of 7.7%, again reflecting continued strong *IQOS* performance, pricing, and the recovery of the combustible business in many markets against a pandemic-affected comparison. Smoke-free net revenues made up around 30% of our year-to-date pro forma total, putting us on track to reach our ambition of over 50% by 2025.

Our year-to-date operating income margin contracted organically by 110 basis points on a pro forma basis, driven by the factors mentioned previously.

We remain on track to deliver cost savings of $2 billion over 2021-2023. $1.5 billion of gross savings have already been delivered, including over $200 million in Q3. This allows us to reinvest in the business and mitigate increasing inflationary pressures.

Year-to-date currency-neutral adjusted diluted EPS grew by 9.7% to $4.11 on a pro forma basis and 8.8% in total to $4.59; an excellent performance.

(SLIDE 8.)

Now let's turn to the pro forma full year outlook. Given the continued growth of *IQOS* and robust trends in combustibles, we are revising our top-line forecasts upwards to 2% to 3% growth in total shipment volumes, and 6.5% to 8% growth in organic net revenues.

While our top-line outlook remains very strong, like many other global companies we are facing significant inflationary forces in the world economy, and this is reflected in our updated adjusted OI margin forecast. Inflation in our cost of goods remained mid-single digit in the third quarter, however inflationary pressures are growing as we renew pricing arrangements, notably for certain direct materials, wages, energy, and transportation costs.

In addition, the very strong growth of *ILUMA* in Japan and other launch markets has an initial negative margin impact, given the higher weight of the consumables and increased cost of both the device and consumables, in the first 12-18 months of activation. As mentioned previously, the combination of strong demand, global supply chain disruption and the impact of cancelling induction HTU production in Russia, means our supply chain is not fully optimized. This has resulted in reduced productivity and a number of additional costs, including an approximate $300 million impact from a significant increase in the use of air freight.

As a result, while we continue to expect a rebound in our Q4 adjusted OI margin, partly reflecting higher commercial investments in the prior year, we are now forecasting less expansion than previously expected, with pro forma adjusted organic OI margin flat to slightly negative for the full year.

Despite this change to margin expectations, our top-line momentum is strong and we continue to forecast pro forma adjusted diluted EPS growth of 10% to 12% for 2022. This translates into a pro forma adjusted diluted EPS forecast of $5.22 to $5.33, including an estimated unfavorable currency impact of 87 cents at prevailing rates, notably due to the Euro and Japanese Yen. There is a slide in the appendix with further detail on the estimated exchange rate impact. For total PMI, which assumes a full year contribution from Russia and Ukraine, we expect adjusted diluted EPS of almost $6.00, including an estimated 80 cents unfavorable currency impact.

Lastly, given the continued success of *ILUMA* and the cancellation of *TEREA* production in Russia I just referenced, we are working to further accelerate our production of induction consumables. As we convert and transition capacity from blade to induction, we incur certain inefficiencies and limits on the availability of *ILUMA* HTUs. We are optimizing our inventory levels where possible to minimize any impact on consumer availability, however these factors are a constraint on our shipments and we are updating our HTU shipment volume forecast to 89 to 91 billion units for the year. Importantly, this is a short-term supply dynamic. Consumer offtake trends remain strong and HTU IMS volumes are expected to further accelerate their growth to over 25% in Q4, while also growing sequentially compared to Q3.

(SLIDE 9.)

The cash generation capacity of our business remains exceptional, as shown through the challenges of recent years. Our balance sheet and cash flow remain strong. We delivered operating cash flow of $7.7 billion year-to-date, representing growth of 6.5% on a currency-neutral basis.

Today we reconfirm our forecast of around $10.5 billion in operating cash flow for the full year, despite an estimated currency headwind of around $1.3 billion. This means we expect to deliver an excellent $22.5 billion over 2021 and 2022. Cash flow was flattered somewhat in 2021 by $0.5 billion from one-off impacts and the timing factors of certain cashflows which benefitted 2021 at the expense of 2022; and by a further

$0.5 billion of working capital improvements. However, our 2022 forecast demonstrates underlying growth against this exceptional year.

I would also like to highlight that U.S. dollar strength has a positive impact on our net debt, given that more than 60% of our financing is in Euros, including derivative overlays. This serves to offset the impact on our earnings and, combined with strong cash generation, contributed to a $1.5 billion reduction in our net debt since December 2021, which is now below 1.6x Adjusted EBITDA on a 12-month rolling basis.

This delivery highlights our ability to maintain a strong balance sheet, pay down debt, and invest in the growth of our business.

In addition, we recently increased our annualized dividend for the 15th consecutive year, in line with our long-term commitment to return cash to shareholders.

(SLIDE 10.)

Turning back to our results, our total pro forma shipment volumes increased by 2.3% for Q3 and 3.4% year-to-date, putting us comfortably on track to deliver total volume growth for the second consecutive year on both a pro forma and total PMI basis.

Pro forma HTU shipment volumes grew by 21.9% for the third quarter and 15.8% year-to-date. While our shipments have been more volatile this year reflecting the current supply chain dynamics, HTU IMS growth has been consistently strong with 18.2% growth in Q3 and 19.2% year-to-date, with robust performance in the EU Region, Japan, and Low and Middle-Income markets. As I mentioned, we expect a further acceleration of IMS growth in Q4.

(SLIDE 11.)

Focusing now on combustibles, our portfolio delivered robust pro forma organic net revenue growth of 4.1% in Q3 and essentially stable pro forma shipment volume.

Our pro forma pricing accelerated to 4.9% in Q3 as we progressively adjust to the inflationary environment. This reflects notable contributions from Australia, Germany, and the Philippines, and a positive quarterly variance from Indonesia for the first time since Q4 2019. We now expect full year pricing to be around 4%.

Our pro forma share of the cigarette category increased by 0.2 points year-to-date. This was supported by *Marlboro,* where volumes grew by almost 4% for total PMI. With a premium position in a challenging consumer environment, this represents an impressive performance from the world's leading cigarette brand.

Our leadership in combustibles helps to maximize switching to smoke-free products and we continue to target a stable category share over time, despite the impact of *IQOS* cannibalization.

(SLIDE 12.)

The positive combination of stable share in combustibles and the continued growth of *IQOS* positions us to deliver total market share growth over time. We captured 0.5 points of pro forma share gains in Q3 and 0.6 points year-to-date, with notable contributions from Italy, Indonesia, Japan, and Poland.

Despite increasing competition in many markets, our leading share of the growing heat-not-burn category has remained stable since the start of the year at around 75% and grew sequentially in the third quarter. This remarkable achievement is supported by the increasing deployment of a 2-tier HTU portfolio, providing adult smokers with an expanding range of innovative and high-quality alternatives to cigarettes.

PMI HTUs again strengthened their position as the second largest nicotine 'brand' in markets where *IQOS* is present, with a sequential share gain in Q3 of 0.2 points to a record 7.7% share excluding Russia and Ukraine.

(SLIDE 13.)

Focusing now on *IQOS* performance, we estimate there were approximately 19.5 million *IQOS* users as of September 30th excluding Russia and Ukraine. This reflects growth of around 0.5 million users in Q3 and 2.7 million year-to-date.

As shown on the right-hand side of this slide, the third quarter of each year typically experiences slower pro forma user growth due to seasonal factors. The growth of 0.5 million this quarter was very robust in a historical context, noting that the high growth in Q3, 2020 benefited from a catch-up effect following the relaxation of COVID restrictions on retail locations and mobility. Importantly, we expect a strong acceleration in user growth in the fourth quarter of 2022.

(SLIDE 14.)

In the EU Region, smoke-free net revenues comprised almost 40% of regional net revenues year-to-date, with a number of markets well above 50%. This performance clearly shows the way towards our ambition to be predominantly smoke-free by 2025.

Our EU third quarter HTU share increased by 2.0 points compared to Q3 last year to reach 7.3% of total cigarette and HTU industry volume. I would also highlight the 0.2 point sequential increase, which is a notably strong performance given the usual seasonality of the combustible market. Most importantly, adjusted IMS volumes continued to grow sequentially and reached a record high of 8.7 billion units on a four-quarter moving average. We expect IMS volume growth to continue in Q4, with a corresponding increase in market share. Please refer to the appendix for additional key city and market share data.

With regard to regulation in the EU, we are encouraged by the increasing number of countries adopting multi-year fiscal frameworks with clear differentiation of smoke-free products, such as the recent legislation in Romania. We expect the proposal on the EU Tobacco Excise Directive to be published by year-end and hope for a similar approach. As a reminder, the Tobacco Excise Directive will require unanimous support for approval by all 27 EU member states.

(SLIDE 15.)

Now let's focus on the performance of *ILUMA* in the EU region.

ILUMA continues to drive user acquisition, the switching of existing users and accelerated category growth in both Spain and Switzerland. In Q3 both markets experienced another quarter of strong sequential IMS volume growth, with offtake exit volume of *TEREA* now the clear majority of HTU sales in both markets.

We also launched *ILUMA* in Greece at the end of June with promising initial results and introduced the product to Portugal earlier this month.

(SLIDE 16.)

In Japan, the adjusted total tobacco share for our HTU brands increased by 2.8 points versus the prior year quarter to 23.6%. As in the EU, Q3 last year saw an optical sequential share decline due to combustible seasonality, making the 0.7 point sequential increase this quarter a notable achievement. IMS again grew sequentially to reach a record high of 8.3 billion units on a four-quarter moving average. This was driven by the impressive performance of *IQOS ILUMA* and the continued growth in key cities such as Tokyo.

The heat-not-burn category now represents over one third of total tobacco in Japan, with *IQOS* increasingly driving this year's growth.

(SLIDE 17.)

IQOS ILUMA celebrated its first anniversary of the Japan national launch in September and continues to exhibit strong growth due to excellent conversion, consumer satisfaction, and retention rates.

Our premium-priced *TEREA* HTUs continued to grow strongly in Q3 and strengthened their position as both the second largest nicotine brand and largest RRP brand in Japan, reaching an exit offtake share of 14.9%. Encouragingly, *SENTIA* HTUs have also grown rapidly since the initial launch in April and national expansion in mid-July -- driving consumer acquisition in the mainstream price segment.

We exited Q3 with over 25% HTU offtake share, a record high, and continue to see a long runway of growth in Japan over the coming quarters.

(SLIDE 18.)

In addition to strong *IQOS* gains in developed countries, we continue to see very promising growth in Low and Middle-Income markets which drove around 30% of the company's pro forma HTU growth in Q3. Given the large size of these markets, the premium position of the existing *IQOS* portfolio and the relatively early stage of commercialization, this represents outstanding progress.

Strong growth in IMS volumes continued, and the pro forma share of our HTU brands grew 0.9 points versus the prior year quarter to 2.8% in Q3, a robust performance considering the impact of seasonality.

This reflects success across many markets, with notable progress in Lebanon, where Q3 offtake share in Beirut increased by 7 points to 18%, and Egypt, where offtake share in Cairo is approaching 6%. Further key city data can be found in the appendix.

We are also encouraged by recent positive regulatory developments in the Philippines where the government passed a new law clearly differentiating combustible and non-combustible tobacco products. Smoke-free products will be regulated separately, with different health warnings, permitted product testing or guided trials, and rules to be established for product communication and point of sale activities that will support the switching of adult smokers to better alternatives.

In addition, the latest development from our smoke-free innovation pipeline is a new heat-not-burn device that is especially relevant for low- and middle-income markets. It is a simple, convenient, and affordable proposition, which can cater to local taste preferences without compromising on the reduced risk profile of the product. We are planning pilot city launches in Colombia and the Philippines during the fourth quarter, as we further expand our portfolio of smoke-free products to serve different consumer needs.

(SLIDE 19.)

As we continue to innovate, it's critical to integrate sustainability through eco-design principles, circularity, and efforts to minimize and manage post-consumer waste. Addressing the environmental impact of our products is a key pillar of our sustainability strategy, which is reflected in our sustainability index and forms part of our executive compensation scheme.

Our approach to reduce waste related to cigarettes, RRP consumables, devices and packaging is covered in a report, case studies and campaign published last month and available via a dedicated microsite on pmi.com. For example, we are progressing well towards our 2025 aspirations of having at least 80% of our shipment volumes covered by markets with anti-littering programs in place for cigarettes and for over one million cumulative smoke-free devices to be refreshed or repaired. Moreover, during September more than 10,000 stakeholders from more than 60 markets joined clean-up initiatives around the world.

I am proud of our ESG performance which continues to be recognized worldwide. Our 2021 Low-Carbon Transition Plan and our Business Transformation Strategy were recently nominated for sustainability prizes, and our Chief Sustainability Officer Jennifer Motles was nominated for CSO of the year at the World Sustainability Awards.

(SLIDE 20.)

Moving now to perhaps the most impactful news of today, we are delighted to announce that we will soon have full control of *IQOS* – the world's leading smoke-free product – in the United States, the world's largest smoke-free market.

As previously communicated, following the ITC decision last year prohibiting the import of *IQOS* into the U.S., we have been in discussions with Altria to find the best path forward. PMI's priority has always been to find a solution that best positions *IQOS* to realize its full potential in the U.S., as quickly as possible. I am excited to report that we have now reached an outcome that achieves this goal.

Let me start by briefly summarizing the key terms of the agreement. From April 30, 2024, PMI will have full control over the commercialization of *IQOS* in the U.S., allowing us to distribute and sell the product, and – critically – engage directly with adult tobacco users. As part of the agreement, we will pay a total cash consideration of around $2.7 billion to Altria. We believe the agreement represents excellent value to our shareholders, as with the previous agreement potentially stretching to 2029, this solution provides certainty by avoiding what could have been a protracted and uncertain legal process that would have severely held back the development of *IQOS.* It provides a clear near-term path to commercializing at scale in the U.S., with the unencumbered backing of PMI's full strategic and financial commitment to the product's success.

(SLIDE 21.)

IQOS is the world's leading smoke-free product, with remarkable and rapid growth achieved across a wide range of international markets. From a standing start in 2015, *IQOS* is already a $9 billion annual net revenue business, having created the attractive heat-not-burn category and driving its growth.

The U.S. is the world's biggest accessible nicotine market by retail value. The estimated retail value of its growing smoke-free market is already around 60% of all international markets combined, excluding China. We have spoken before about our plans to bring a leading portfolio to the U.S. and we expect *IQOS* to be at the very core of our U.S. smoke-free future, just as it already is elsewhere.

(SLIDE 22.)

The U.S. opportunity for *IQOS* is particularly encouraging given the clear demand from American adult smokers for credible smoke-free alternatives to cigarettes. Moreover, current smoke-free products have had limited success in fully switching adult smokers away from cigarettes. In the U.S. there are ample opportunities to build adult smoker awareness and understanding of smoke-free product offers, something that is particularly true for *IQOS* given our MRTP authorizations.

We are ready to invest behind *IQOS* to bring it to market at scale across the United States, starting with full-scale launches in key cities and regions, with a plan to progress rapidly to national penetration. *IQOS* remains the only inhalable smoke-free nicotine product to have received a Modified Risk Tobacco Product Authorization from the U.S. Food and Drug Administration. We know from our experience in over 65 markets worldwide that *IQOS*'s appeal to adult smokers who have tried the product is strong, as demonstrated by high full switching rates. We have a strong commitment to build awareness and invest behind the category to drive product trial among American smokers.

The true potential for *IQOS* in the U.S. is substantial, as illustrated by the double-digit national shares achieved in just a few years across a number of Asian, European, and other markets – all with varying demographic profiles and adult smoker taste preferences. We believe a volume share of 10% of cigarettes and HTUs by 2030 is very achievable, with potential to go much further.

Importantly, the return on investment for *IQOS* in the highly profitable U.S. tobacco market is compelling. We estimate the total U.S. industry profit pool at over $20 billion, and with average unit margins on U.S. cigarettes more than 3 times greater than for the PMI average, the payback over the next few years on the consideration paid to Altria looks very attractive. As we do not have a legacy cigarette business in the U.S., the opportunity is purely incremental. This also reflects a current excise tax system with no differentiation for heated tobacco products versus cigarettes at the federal level, and differentials on a limited basis in only a handful of states, thus presenting a clear additional opportunity over time.

We are already advanced in our plans for *IQOS* in the U.S., as we prepare for domestic manufacturing and for important regulatory submissions, including for *IQOS ILUMA* where we plan to file a PMTA in H2, 2023. As mentioned previously, we target the first half of next year for the resumption of *IQOS* domestic supply, which will be available to Altria under our current arrangement up until PMI assumes full commercial responsibility in April 2024.

Our proposed combination with Swedish Match would provide certain U.S. sales and distribution capabilities. However, in the case of failure we have a clear path forward for *IQOS* and the rest of our smoke-free portfolio. Indeed, the most critical parts of the *IQOS* commercial model center on converting adult smokers, rather than distribution. In addition, the U.S. has an established distribution and retail landscape, with a clear route-to-market. We therefore also have concrete plans to proceed autonomously in building fully controlled and managed U.S. sales and distribution capabilities over the next 18 months leading up to April 2024, in order to ensure a successful *IQOS* roll-out and the introduction of other smoke-free products should our Swedish Match offer fail.

Indeed, we believe today's agreement is fundamental to unlock the U.S. smoke-free market. As we have shared previously, we expect the heated tobacco category to remain the largest and fastest growing in dollar terms internationally. While the e-vapor and, to a lesser extent, nicotine pouch categories have paved the way for smoke-free products in the U.S., we know that heated tobacco comes closest to replicating the experience that smokers enjoy, with higher conversion and very low unintended use.

(SLIDE 23.)

To conclude today's presentation, our business delivered strong third-quarter and year-to-date performance, despite some challenging headwinds, and we expect to deliver another excellent year of double-digit adjusted diluted EPS growth on a pro forma currency-neutral basis.

Most impressive was the continued excellent *IQOS* performance, with strong shipment volume and IMS growth reflecting broad-based momentum in the EU region, Japan, and emerging markets. We remain excited by the promising results of *IQOS ILUMA*, our rich pipeline of smoke-free innovation, and plans for further launches of both *ILUMA* and *VEEBA* in the fourth quarter and in 2023.

We continue to accelerate investment in our commercial programs, digital engine, and R&D for long-term growth, as well as behind a number of growth opportunities across categories and geographies. The return from such investments remains compelling, as demonstrated by the exceptional top- and bottom-line growth delivered over recent years.

In addition to growth in smoke-free products, our combustible business continues to perform well, with organic net revenue growth and essentially stable pro forma shipment volumes. Despite accelerated pricing in the current inflationary environment, temporary margin pressure from inflation and supply chain inefficiencies is likely to continue in the coming quarters.

Importantly, our underlying growth fundamentals remain strong and we look forward with confidence. We have secured our near-term access to the substantial U.S. opportunity for *IQOS,* also forming the backbone for introducing our broader smoke-free portfolio. We are now advancing on our plans to launch at scale with or without Swedish Match.

And finally, we have increased the dividend every year as a public company, through the ups and downs of economic and currency cycles. We continue to be steadfastly committed to returning cash to shareholders, as we advance towards our ambition to become predominantly smoke-free by 2025.

(SLIDE 24.)

Thank you. Before we start the question-and-answer session, please note that we are not able to comment on our offer for Swedish Match beyond what has been announced. All materials related to the offer can be found on the website smokefree-offer.com. Jacek and I are now happy to answer your questions.

JAMES BUSHNELL

(SLIDE 25.)

That concludes our call today. Thank you again for joining us. If you have any follow-up questions, please contact the Investor Relations team. Thank you again and have a nice day.