



MOLSON
COORS beverage
company

Q4 & FY 2020 Results & Outlook

February 11, 2021

Forward Looking Statements

This presentation includes “forward-looking statements” within the meaning of the U.S. federal securities laws. Generally, the words “believe,” “aims,” “expect,” “intend,” “anticipate,” “project,” “will,” “outlook,” and similar expressions identify forward-looking statements, which generally are not historic in nature. Statements that refer to projections of our future financial performance, our anticipated results, cost savings and trends in our businesses, and other characterizations of future events or circumstances are forward-looking statements, and include, but are not limited to, statements under the heading “2021 Outlook,” expectations regarding the impacts of the Coronavirus pandemic on our business, future dividends, overall volume trends, consumer preferences, pricing trends, industry forces, cost reduction strategies, including our revitalization plan announced in 2019 and the estimated range of related charges and timing of cash charges, anticipated results, expectations for funding future capital expenditures and operations, debt service capabilities, timing and amounts of debt and leverage levels, shipment levels and profitability, market share and the sufficiency of capital resources. Although the Company believes that the assumptions upon which its forward-looking statements are based are reasonable, it can give no assurance that these assumptions will prove to be correct. Important factors that could cause actual results to differ materially from the Company’s historical experience, and present projections and expectations are disclosed in the Company’s filings with the Securities and Exchange Commission (“SEC”). These factors include, among others, the impact of the Coronavirus pandemic, the impact of increased competition resulting from further consolidation of brewers, competitive pricing and product pressures; health of the beer industry and our brands in our markets; economic conditions in our markets; additional impairment charges; our ability to maintain manufacturer/distribution agreements; changes in our supply chain system; availability or increase in the cost of packaging materials; success of our joint ventures; risks relating to operations in developing and emerging markets; changes in legal and regulatory requirements, including the regulation of distribution systems; fluctuations in foreign currency exchange rates; increase in the cost of commodities used in the business; the impact of climate change and the availability and quality of water; loss or closure of a major brewery or other key facility; our ability to implement our strategic initiatives, including executing and realizing cost savings; pension plan and other post-retirement benefit costs; failure to comply with debt covenants or deterioration in our credit rating; our ability to maintain good labor relations; our ability to maintain brand image, reputation and product quality; and other risks discussed in our filings with the SEC, including our most recent Annual Report on Form 10-K and our Quarterly Reports on Form 10-Q. All forward-looking statements in this presentation are expressly qualified by such cautionary statements and by reference to the underlying assumptions. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. We do not undertake to update forward-looking statements, whether as a result of new information, future events or otherwise.

Non-GAAP Information

Please see our most recent earnings release or visit the investor relations page of our website – www.molsoncoors.com – to find disclosure and applicable reconciliations of non-GAAP financial measures discussed in this presentation.



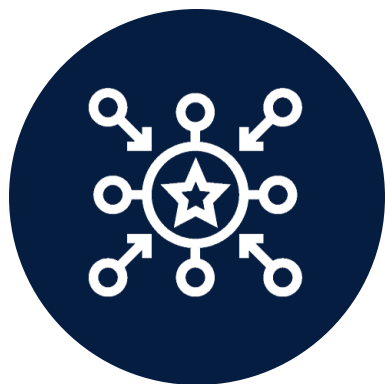
Chief Executive Officer
Gavin Hattersley



Revitalization Plan Well Underway and Delivering Results

STRATEGIC

ORGANIZATIONAL



Build on the
strength of
our iconic
brands



Aggressively
grow Above
Premium



Expand in
Beyond Beer



Invest
in our
capabilities



Support our
people and
communities

Our Iconic Core Brands Continue to Grow Off-Premise and Increase Market Share



+8.6%

(in the US off-premise market)



+6.1%

(in the US off-premise market)



Gained share in premium lights in 2020 and achieved stronger US brand health scores

Our Above Premium Brands Achieve Record Share in Our Total US Portfolio in 2H 2020



Seltzer Category

Doubled our US market share in 2020
Targeting to achieve double-digit share goal by end of 2021



Above Premium Beer Category

Blue Moon LightSky:

#1 New Beer in the US

Hop Valley: First National IPA

Yuengling: JV Expanding to the West



Aggressive Expansion Into New Growth Categories Beyond Beer



HEALTHY POSITIVE ENERGY



\$1 Billion

Set the Stage to Build Our Emerging Growth Division into a One Billion Dollar Revenue Business by 2023

Investing in Our Capabilities and Our Future to Drive Growth



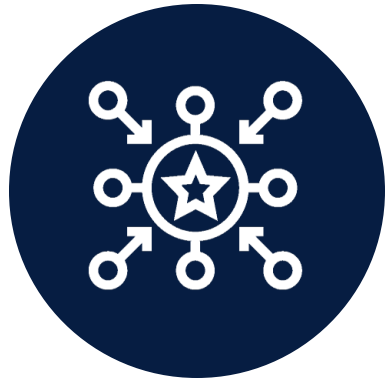
- Seltzer production capacity increased by approximately 400%.
- LightSky production capacity increased by approximately 400%.
- Completed a sleek can production line, capable of manufacturing approximately 750 million sleek cans annually.
- Invested in our global ecommerce capabilities, experienced approximately 230% growth in the US.

Supporting Our People and Our Communities



- Set a goal to increase the representation among people of color in the U.S. by 25% by the end of 2023 across the country, among salaried employees and in leadership positions, each where market availability shows we have room for improvement.
- Increased our support for organizations dedicated to equality, empowerment, racial justice and community building.
- Provided nearly three million meals to families in our hometown communities struggling with food insecurity.
- Committed to spend a total of \$1 billion with diverse suppliers over the next three years.

The Revitalization Plan at Work



Even with the unforeseeable challenges of last year – we built on the strength of our iconic core.

Coors Light and Miller Lite grew 6.1% and 8.6%, respectively, in the U.S. off-premise.



In the second half of 2020, we achieved a record high portion of our U.S. portfolio in above premium products.

Doubled our US market share of seltzers.



We expanded beyond the beer aisle.

Truss netted the #1 dollar share in the entire Canadian market.



We invested in our capabilities.

Increased seltzer production by approximately 400%.



We supported our people and our communities.

Approximately doubled our investment in hometown communities.

"The revitalization plan we put in place in October of 2019 positioned our company well to weather the storms of 2020. We built on the strength of our iconic core and in the second half of 2020, we achieved a record high portion of our U.S. portfolio in above premium products. We expanded beyond the beer aisle and set the stage to build our emerging growth division into a \$1 billion revenue business by 2023. We invested in our capabilities while supporting our people and our communities. We are demonstrating that our plan is working, and we are not about to stop now."

Chief Executive Officer
Gavin Hattersley





Chief Financial Officer
Tracey Joubert



Resilient Consolidated Annual Performance



NSR
(constant currency)



**NSR/HL –
Brand Volume Basis**
(constant currency)



UNDERLYING EBITDA
(constant currency)

Europe contributed to **61%** of the revenue decline and **83%** of our EBITDA decline for the year.

*YOY 2020 vs. 2019

KEY TAKEAWAYS

NSR declined due to lower volume and unfavorable channel mix related to on-premise restrictions, particularly in Europe, partially offset by net pricing growth in North America and Europe as well as positive brand and packaging mix in the U.S. despite packaging material constraints.

Underlying COGS/HL increased due to volume deleverage, cost inflation, and mix impacts from premiumization in North America, partially offset by cost savings initiatives.

MG&A decreased primarily due to lower marketing spend in areas most impacted by the coronavirus pandemic.

Note: Non-GAAP underlying earnings before interest, tax, depreciation and amortization (Underlying EBITDA) is calculated by excluding special and other non-core items from the nearest U.S. GAAP measure. See reconciliation to nearest U.S. GAAP measures on our website.

Disciplined Capital Allocation Fueled Substantial Balance Sheet Improvements in 2020

**Reduced our net debt position
by \$1.1 billion in 2020**

**Reduced trailing 12-month net debt to
underlying EBITDA ratio to 3.5x ***

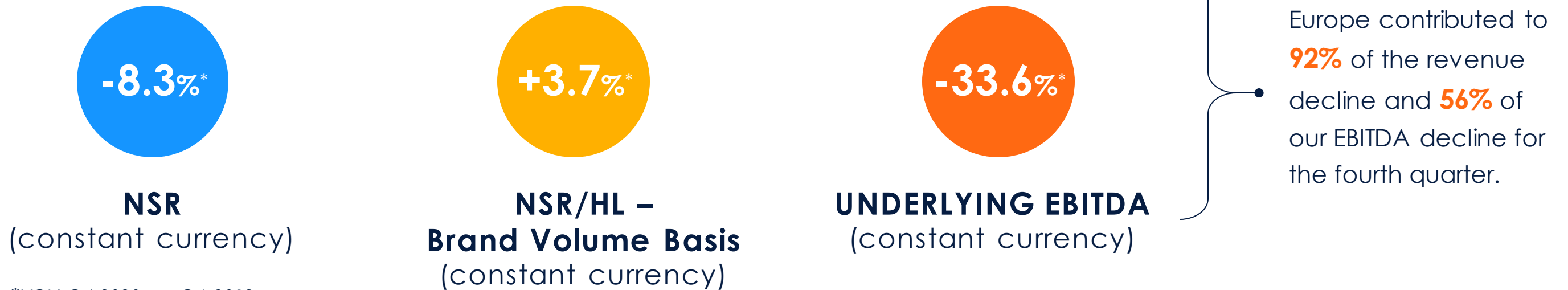
Other actions that resulted in this significant improvement:

- Amended the covenant terms of our \$1.5 billion revolving credit facility
- Added a £300 million commercial paper facility for our U.K. business
- Maintained strong borrowing capacities on both these facilities with full available capacity on both as of December 31, 2020

- Paid down both \$500 million and C\$500 million in debt principal
- Suspended the dividend in May for the remainder of 2020
- Reduced previously planned capital expenditures for the year, while continuing to invest in areas that deliver cost savings and high-return growth initiatives
- Reduced discretionary spend where possible

* Represents net debt / underlying EBITDA utilizing publicly reported financial statements. Ratios under the Company's debt covenants or those used by rating agencies may be calculated differently.

Q4 U.S. NSR Growth on Brand Volumes of 1.9% Over-shadowed by Europe Weakness



*YOY Q4 2020 vs. Q4 2019

KEY TAKEAWAYS

NSR due to lower financial volume as a result of the on-premise restrictions, particularly in Europe, along with negative channel mix, partially offset by net pricing growth in North America and Europe, as well as positive brand and package mix in the U.S.

Underlying COGS/HL increased due to a greater impact from cost inflation, volume deleverage, and higher transportation costs, partially offset by cost savings.

MG&A increased due to higher planned marketing spend and the cycling of lower incentive compensation and a non-recurring vendor benefit in Q419, partially offset by cost-savings and lower discretionary spend.

Note: Non-GAAP underlying earnings before interest, tax, depreciation and amortization (Underlying EBITDA) is calculated by excluding special and other non-core items from the nearest U.S. GAAP measure. See reconciliation to nearest U.S. GAAP measures on our website.

2021 Intended to be a Year of Top-Line Growth and Strong Investment

First Quarter 2021 Outlook

- In the US, domestic shipments to be higher than brand volume trends
- In Europe, volumes to be materially impacted by significant restrictions

Full Year 2021 Guidance

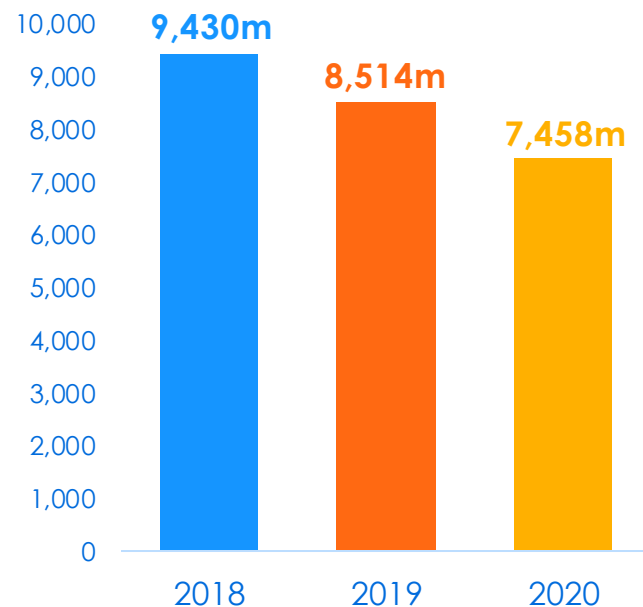
- Mid single-digit net sales revenue growth
- Significant year-over-year increases in marketing spend beginning in the second quarter
- Flat underlying EBITDA on a year-over-year basis
- Underlying D&A of \$800 million, net interest expense of approximately \$270 million and an effective tax rate of 20%-23%
- Net Debt to Underlying EBITDA of approximately 3.25x by year end *

* Represents net debt / underlying EBITDA utilizing publicly reported financial statements. Ratios under the Company's debt covenants or those used by rating agencies may be calculated differently.

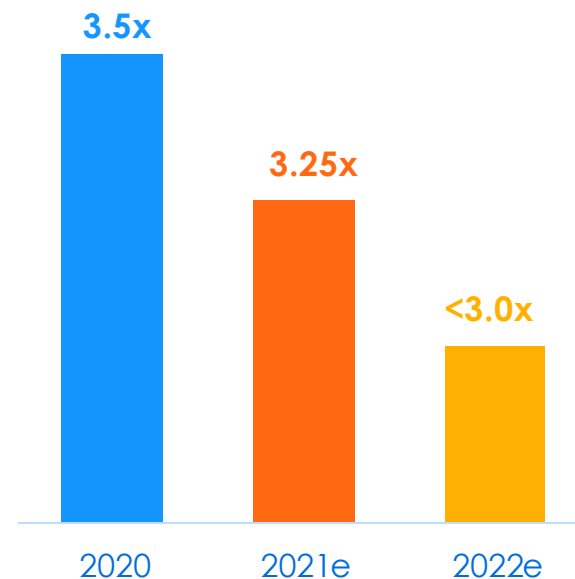
Anticipated Improvements in Financial Flexibility Support Reinstating a Dividend in 2H 2021

In 2020, we greatly improved our financial flexibility...

Reduced our net debt position by **\$1.1 billion**



Leverage ratio of **3.5x** expected to continue to decline *



* Represents net debt / underlying EBITDA utilizing publicly reported financial statements. Ratios under the Company's debt covenants or those used by rating agencies may be calculated differently.

...which better positions our company for 2021.

- Establishing a target net debt to underlying EBITDA ratio of approximately 3.25x by the end of 2021 and below 3.0x by the end of 2022 *
- Our current expectation is that our Board will be in a position to reinstate a dividend in the second half of 2021

On a Path of Driving Long-Term Revenue and Underlying EBITDA Growth

Questions & Answers





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