



Q2 FY 2021 Results & Outlook

July 29, 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 “Reaffirming 2021 Guidance,” expectations regarding the impacts of the coronavirus pandemic on our business, impact of the cybersecurity incident, including on revenues and related expenses, 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; 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; a breach of our information systems; our reliance on third party service providers and internal and outsourced systems; 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; unfavorable legal or regulatory outcomes affecting the business; 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 to find disclosure and applicable reconciliations of non-GAAP financial measures discussed in this presentation.



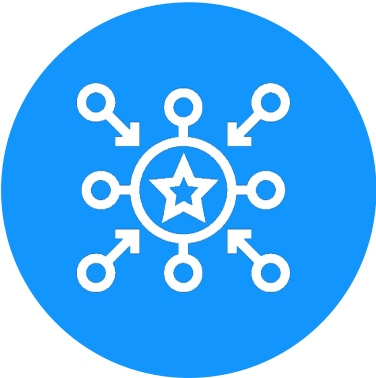
Chief Executive Officer
Gavin Hattersley



On the Path to Deliver Sustainable Top and Bottom-Line Growth

REVITALIZATION PLAN

STRATEGIC



Build on the strength of our iconic brands



Aggressively grow Above Premium



Expand in Beyond Beer

ORGANIZATIONAL



Invest in our capabilities



Support our people and communities

Premium Portfolio Driving Significant Mix Benefits



Vizzy

Success of lemonade variety pack helped drive nearly 1 point U.S. share gain for Vizzy brand in Q2



Topo Chico Hard Seltzer

Exceeding our expectations in the 16 U.S. markets where initially sold



Blue Moon LightSky

#1 new beer in 2020 in U.S. now up double-digits YTD



Leinenkugel's Summer Shandy

U.S. Brand volume +10% YTD



In the **U.S.**, we doubled our share in Q2 in the hard seltzer category.

In **Canada**, Vizzy and Coors Hard Seltzer have >50% of the hard seltzer category with the largest beer retailer in the country.

In **Latin America**, 1H volumes for our global brands, primarily in above premium, are exceeding comparable 2019 levels.

Iconic Core Brands Benefiting From Return to On-Premise



In the U.S.

On a combined basis, Coors Light and Miller Lite delivered brand volume growth in Q2 vs the prior-year period



In Canada

Coors Light has grown share with our largest retail customer for four straight quarters



Beyond Beer Investments Are Translating Into An Acceleration in Sales Growth



ZOA

Cracked the Top 20 energy drink brands in the U.S. in a few short months



Truss

Canada joint venture has grown to a >50% share of the Canadian cannabis beverage industry; U.S. joint venture has expanded distribution of CBD beverages across Colorado



La Colombe

No. 1 Above Premium product in RTD coffee market





Investing in Our Capabilities

- **In Canada**, plans to quadruple in-house hard seltzer production capacity
- **In Europe**, adding a new hard seltzer canning line, upgrading beer and cider packaging facilities
- **In the U.S.**, benefiting from our effort last year to quintuple our hard seltzer production capacity
- **Results in higher profit margins**, as we have more in-house production

Supporting Our People and Our Communities



- **Engaging in Project Justice** with our North American employees
- **Supporting 33 organizations** across North America that are creating a more just and inclusive world
- **Expanding scholarship program** for U.S. college students of color who are pursuing brewing industry careers
- **Saving over 100 million gallons** of water annually through our Golden brewery modernization





Our Future is Bright and Our Revitalization Plan is Succeeding

- Deleveraging Our Business
- Reinstating A Dividend
- Supporting Our People
- Investing in Our Brands
- Reshaping Our Portfolio
- Expanding Into New Spaces



Chief Financial Officer
Tracey Joubert



Consolidated Second Quarter FY 2021 Results



NSR
(constant currency)



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



UNDERLYING EBITDA
(constant currency)

*YOY Q2 2021 vs. Q2 2020

KEY TAKEAWAYS

NSR increased due to financial volume growth driven by higher Europe volumes, favorable U.S. domestic shipments, wholesale brand growth, on-premise re-openings for most major markets, strong global net pricing, and historic brand mix levels as we premiumize our portfolio.

Underlying COGS/HL increased 8% in constant currency due to cost inflation, including higher freight and packaging costs, in North America, partially offset by cost savings programs.

MG&A increased 25.3% in constant currency, as we significantly increased marketing spend supporting key innovations and core brands and cycled pandemic-related timing shifts and targeted reductions from a year ago.

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 US GAAP measure. See reconciliation to nearest US GAAP measures on our latest earnings release.

North America Second Quarter FY 2021 Results

+8.3%*

NSR
(constant currency)

+4.7%*

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

-10.7%*

UNDERLYING EBITDA
(constant currency)

*YOY Q2 2021 vs. Q2 2020

KEY TAKEAWAYS

NSR increased due to strong net pricing growth, positive U.S. brand mix, favorable U.S. shipment timing and higher Latin America volumes.

NSR/HL growth driven by net pricing growth across all markets and historic levels of positive U.S. brand mix, partially offset by negative geographic mix.

MG&A increased due to higher marketing spend behind our key innovation brands and our iconic core brands, Coors Light and Miller Lite.

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 US GAAP measure. See reconciliation to nearest US GAAP measures on our latest earnings release.

Europe Second Quarter FY 2021 Results

+52.3%*

NSR
(constant currency)

+16.6%*

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

+189.0%*

UNDERLYING EBITDA
(constant currency)

*YOY Q2 2021 vs. Q2 2020

KEY TAKEAWAYS

NSR increased as a result of volume increases, positive channel, geographic and brand mix due to on-premise re-openings, particularly in the U.K.

NSR/HL increased due to favorable channel, geographic and brand mix, particularly from our higher margin, on-premise focused U.K. business, as well as positive pricing.

Underlying EBITDA increased driven by gross margin impacts volume leverage and favorable channel and geographic mix as a result of gradual on-premise openings, partially offset by higher MG&A expense.

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 US GAAP measure. See reconciliation to nearest US GAAP measures on our latest earnings release.

Strengthening Our Balance Sheet

- Net debt to underlying EBITDA was 3.35x as of Q2 2021 quarter end vs. 3.5x at year end 2020
- No borrowings on our \$1.5 billion revolving credit facility as of Q2 2021 quarter end
- On July 15th, repaid in full \$1 billion 2.1% senior notes that were maturing using a combination of commercial paper and cash on hand.

Reaffirming 2021 Guidance

Full Year Outlook

- Mid single-digit net sales revenue growth, on a **constant currency basis**
- Flat underlying EBITDA compared to the prior year, on a **constant currency basis**
 - *Top-line growth to be offset by COGS inflationary headwinds and increased marketing investment spend, most notably in Q3 2021*
- Underlying depreciation & amortization of approximately **\$800 million**
- Consolidated net interest expense of approximately **\$270 million**
- Underlying effective tax rate in the range of **20%-23%**

Capital Allocation Priorities

Invest in Our Business

Directed towards brewery modernization and production capacity to support innovation & growth initiatives, improve efficiencies, and advance towards sustainability goals

Pay Down Debt

Reaffirm our 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

Return Cash to Shareholders

Board of Directors reinstated a quarterly dividend on our Class A and Class B common shares and declared a quarterly dividend of \$0.34 per share

Driving Toward Long-Term Revenue and Underlying EBITDA Growth



Questions & Answers





MOLSON
COORS beverage
company