MOLSON COORS beverage company

Q3 FY 2024

RESULTS & OUTLOOK

FORWARD LOOKING STATEMENTS & OTHER INFORMATION

This presentation includes "forward-looking statements" within the meaning of the U.S. federal securities laws. Generally, the words "expects," "intend," "goals," "plans," "believes," "continues," "may," "anticipate," "seek," "estimate," "outlook," "trends," "future benefits," "potential," "projects," "strategies," "implies," and variations of such words and similar expressions are intended to identify forward-looking statements. Statements that refer to projections of our future financial performance, our anticipated growth 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 headings "2024 Guidance" and "Key 2024 Guidance Assumptions and Drivers" and with respect to, among others, expectations of cost inflation, limited consumer disposable income, consumer preferences, overall volume and market share trends, pricing trends, industry forces, cost reduction strategies, shipment levels and profitability, the sufficiency of capital resources, anticipated results, expectations for funding future capital expenditures and operations, effective tax rate, debt service capabilities, timing and amounts of debt and leverage levels, Preserving the Planet and related initiatives and expectations regarding future dividends and share repurchases. In addition, statements that we make in this presentation that are not statements of historical fact may also be forward-looking statements.

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"), including the 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, except as required by law.

Non-GAAP Information: This presentation refers to certain non-GAAP financial measures. Refer to the Appendix to this presentation for descriptions of these non-GAAP financial measures such as underlying income (loss) before income taxes; underlying earnings per share, underlying free cash flow; net debt; underlying cost of goods sold ("COGS"); COGS per hectoliter ("hl"); underlying marketing, general & administrative ("MG&A"); underlying net interest expense; underlying effective tax rate; net debt to underlying earnings before interest, taxes, depreciation, and amortization ("underlying EBITDA"); underlying depreciation and amortization; constant currency; and various measures that adjust for the impacts of non-recurring items. Certain non-GAAP financial measures are also disclosed by segment. Refer to our most recent earnings release or the Appendix to this presentation to find disclosure and applicable reconciliations (or an explanation for why we are unable to provide a reconciliation without unreasonable efforts) of non-GAAP financial measures discussed in this presentation.

Market and Industry Data: The market and industry data used, if any in this presentation, are based on independent industry publications, customer specific data, trade or business organizations, reports by market research firms and other published statistical information from third parties, including Circana for U.S. market data and Beer Canada for Canadian market data (collectively, the Third Party Information"), as well as information based on management's good faith estimates, which we derive from our review of internal information and independent sources. Such Third-Party Information generally states that the information contained therein or provided by such sources has been obtained from sources believed to be reliable.

Q3 2024 BUSINESS HIGHLIGHTS

Continued **execution** of the **Acceleration Plan supports** the **long-term growth algorithm**

Results impacted by **U.S. volumes** (shipment timing, summer industry softness and wind down of a contract brewing agreement) and **not** viewed as **representative** of our **long-term growth potential**

EMEA & APAC strongly contribute to results with favorable net pricing and premiumization

U.S. core power brands up ~1.9 volume share points vs Q3 2022 with **Coors Banquet** as the **fastest volume % grower** among top 15 US beer brands YTD

Strong cash flow generation while **investing** in our **business** and **returning cash to shareholders**

ACCELERATION PLAN DESIGNED TO SUPPORT CONTINUED GROWTH

DRIVES PREMIUMIZATION

Grow Core Power Brand Net Revenue

Aggressively Premiumize Our Portfolio

Scale and Expand in Beyond Beer

Invest in Our Capabilities

Support Our People, Communities, and Planet

STRATEGIC ORGANIZATIONAL

CONSOLIDATED THIRD QUARTER AND YEAR-TO-DATE 2024 RESULTS

	Q3 2024*	YoY % Change**	YTD 2024*	YoY % Change**
FINANCIAL VOLUME (HL)	20.629	-12.3%	61.033	-4.5%
BRAND VOLUME (HL)	21.332	-4.4%	59.946	-2.2%
NET SALES REVENUE	$3,043	-7.8***	$8,891	-0.2%***
UNDERLYING INCOME BEFORE INCOME TAXES	$480	-8.7%***	$1,270	+7.5%***
UNDERLYING EARNINGS PER DILUTED SHARE	$1.80	-6.2%	$4.65	+9.7%
UNDERLYING FREE CASH FLOW			$856	-23.7%
NET DEBT AS OF SEPTEMBER 30, 2024			$5,219	-3.0%
DIVIDEND PER SHARE	$0.44	+7.3%	$1.32	+7.3%
SHARES REPURCHASED	1.161	+130%	7.500	+665%
NET SALES REVENUE CURRENCY IMPACT IN REPORTED RESULTS	+$1	0.0%	+$2	0.0%

* Represents the noted periods in millions unless otherwise specified
** Represents the % change as compared to the prior-year period
*** Represents the % change from the prior-year period and on a constant currency basis

CONSOLIDATED Q3 2024 REVENUE AND VOLUME

Consolidated NSR (7.8%)*

Financial volume decline (12.3%), partly offset by favorable global price and sales mix

Americas NSR (10.7%)*

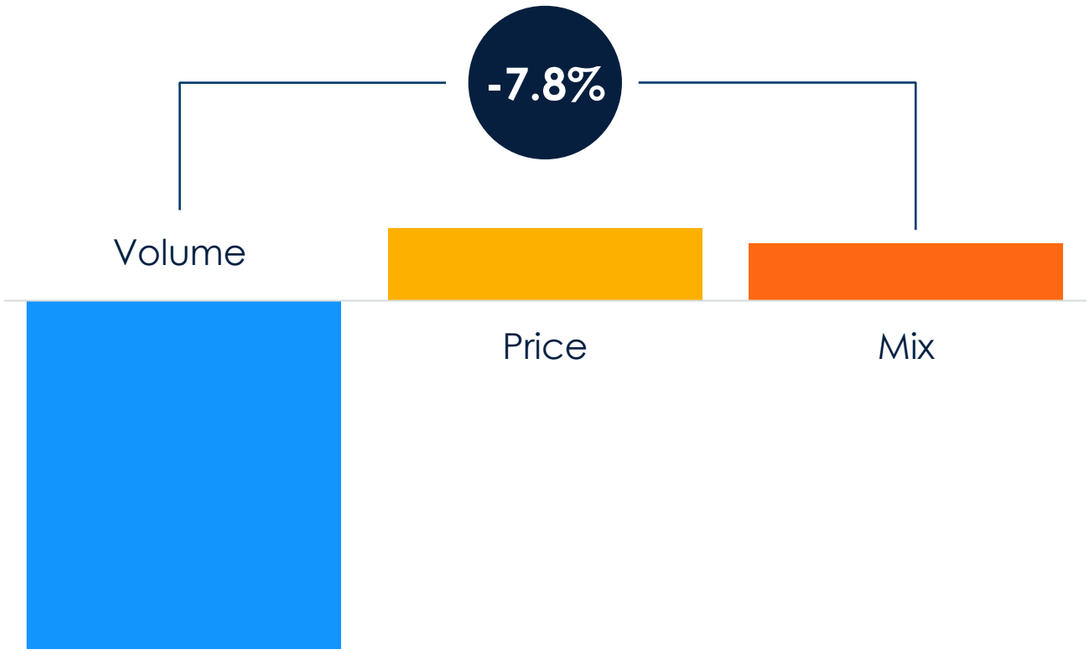
Financial volume decline (15.6%) led by U.S. (17.9%) due to unfavorable shipment timing, lower brand volume due to macro-economic impacts on the industry, and the winddown of a large contract brewing agreement, partly offset by favorable net pricing and mix from lower contract brewing

EMEA & APAC NSR +3.8%*

Favorable pricing and mix from premiumization, partly offset by a (3.0%) decline in financial volume driven by Western Europe

* Represents the % change from the prior-year period and on a constant currency basis

NET SALES REVENUE (NSR)
(CONSTANT CURRENCY)



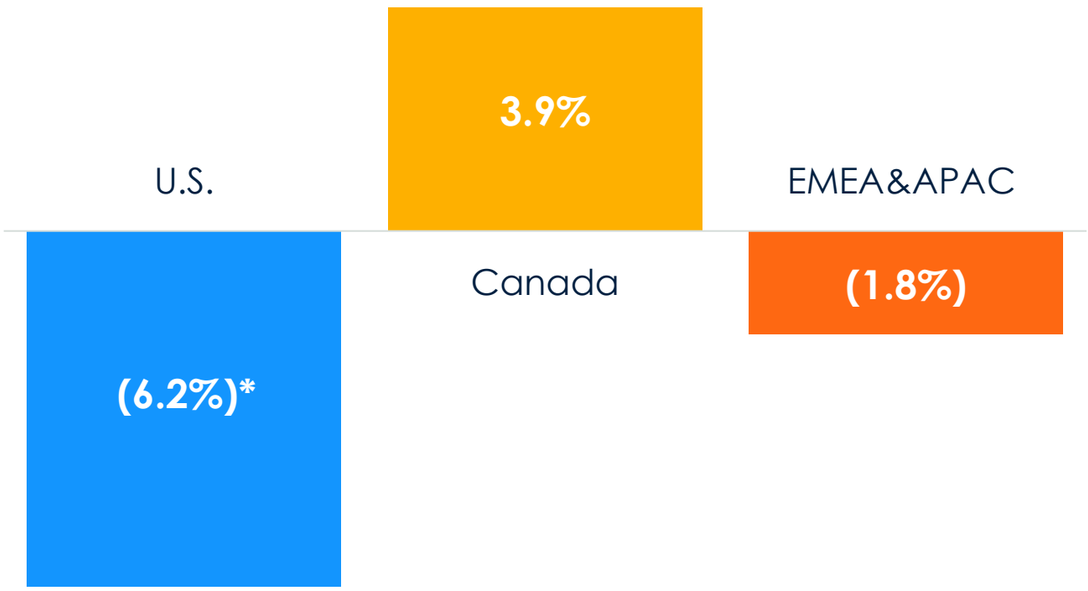
CONSOLIDATED Q3 2024 BRAND VOLUME

Consolidated brand volume (4.4%)

Americas brand volume down **(5.4%)**
U.S. brand volumes impacted by cycling strong prior-year demand for core power brands, reduced demand due to macro-economic impacts on the industry and lower above premium volume; Canada brand volume driven by growth in above premium segment

EMEA & APAC brand volume **(1.8%)** due to softer market demand and increased competitive environment in Western Europe

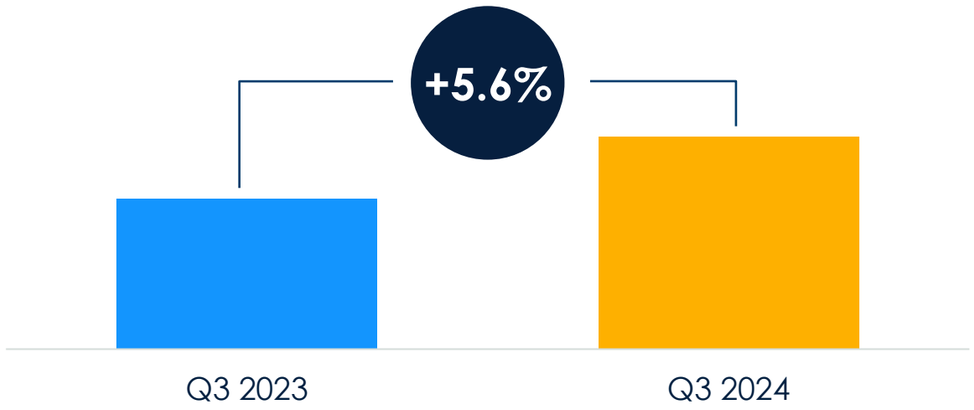
BRAND VOLUME % CHANGE



* There was one additional trading day in the quarter in the U.S. On a trading day adjusted basis, U.S. brand volume was down (7.6%). In addition, holiday timing had a favorable impact.

CONSOLIDATED Q3 2024 UNDERLYING COGS/HL

UNDERLYING COGS/HL
(CONSTANT CURRENCY)



Americas +7.5% due to volume deleverage, direct materials and manufacturing cost inflation, and mix impacts from lower contract brewing, partly offset by cost savings

EMEA & APAC +1.9% due to mix impacts of premiumization and higher factored brand sales, partly offset by lower direct materials costs

UNDERLYING COGS/HL DRIVERS

Inflation/Other* 70-basis point impact

Mix 220-basis point impact largely due to lower Americas contract brewing volume

Volume Deleverage 270-basis point impact largely due to Americas shipment timing reversal

* "Other" includes depreciation, cost savings, and other items, net

AMERICAS
Q3 2024 RESULTS

KEY METRICS

	Q3 2024*	YOY % CHANGE
NET SALES REVENUE	$2,345	-10.7%**
UNDERLYING INCOME BEFORE INCOME TAX	$420	-14.7%**
FINANCIAL VOLUME	14.7	-15.6%
BRAND VOLUME	15.4	-5.4%

* In millions unless otherwise specified and volumes in hectoliters
** Represents the % change on a constant currency basis

PERFORMANCE DRIVERS

Lower U.S. financial volumes and cost inflation, partly offset by lower MG&A, favorable net pricing, positive sales mix (lower contract brewing) and cost savings

EMEA & APAC
Q3 2024 RESULTS

KEY METRICS

	Q3 2024*	YOY % CHANGE
NET SALES REVENUE	$704	+3.8%**
UNDERLYING INCOME BEFORE INCOME TAX	$98	+40.5%**
FINANCIAL VOLUME	5.9	-3.0%
BRAND VOLUME	6.0	-1.8%

* In millions unless otherwise specified and volumes in hectoliters
** Represents the % change on a constant currency basis

PERFORMANCE DRIVERS

Favorable net pricing and sales mix (premiumization) partly offset by lower financial volumes (primarily Western Europe) and higher MG&A

CAPITAL ALLOCATION

INVESTING IN OUR BUSINESS

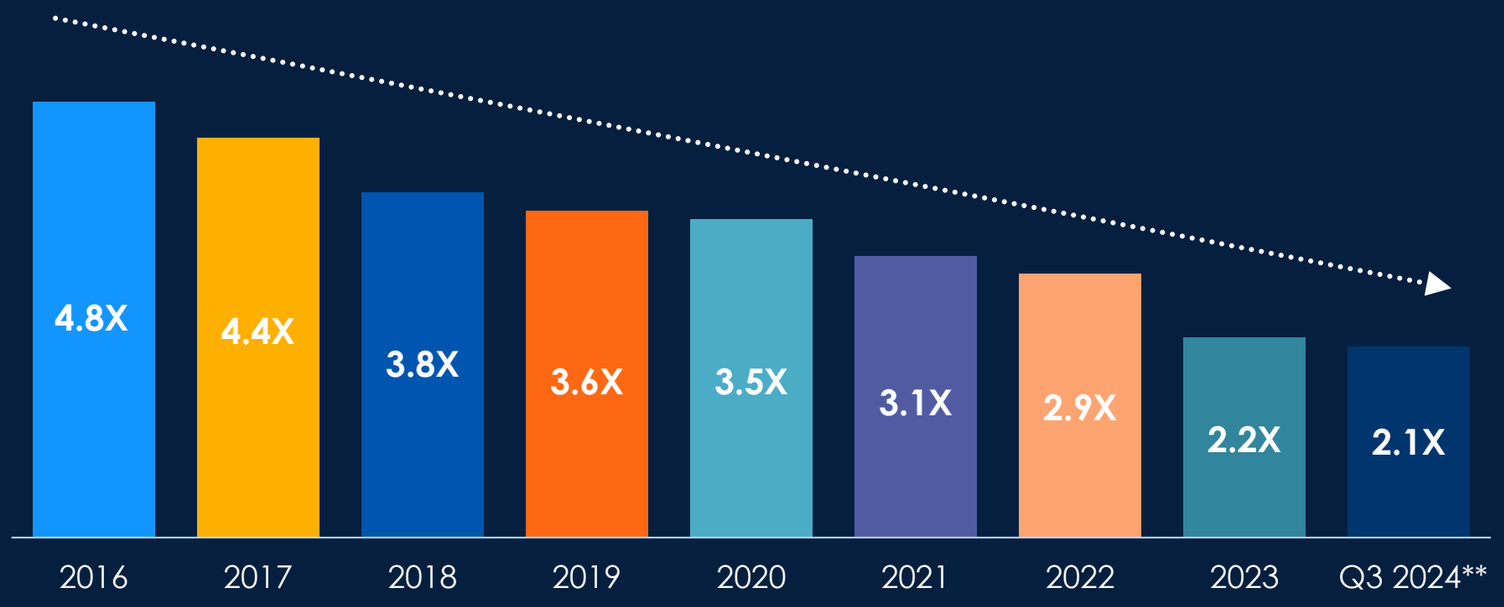
Capital Expenditures incurred of **$424 million for first nine months of 2024** included **Golden brewery modernization** and improving **capabilities** to drive **efficiencies, cost savings** and our **sustainability initiatives**

CAPITAL ALLOCATION
REDUCING NET DEBT

Reduced our Net Debt by ~$160 million since September 30, 2023, ending the quarter at **$5.2 billion**

Net Debt to Underlying EBITDA ratio of **2.1x** at quarter end was consistent with **long-term leverage ratio target of under 2.5x**

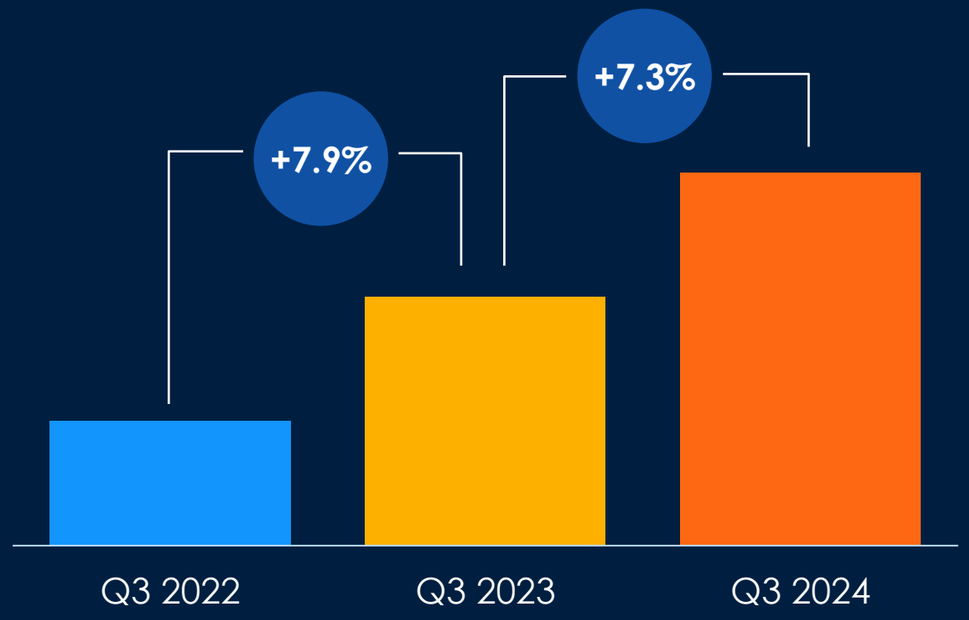
NET DEBT TO UNDERLYING EBITDA*



* Net Debt to Underlying EBITDA is also referred to as leverage ratio
** Based on trailing 12-month period

CAPITAL ALLOCATION
RETURNING CASH TO SHAREHOLDERS

YOY DIVIDEND CHANGE



Paid quarterly cash dividend of **$0.44 per share, up 7.3%** YoY

DOLLARS INVESTED IN SHARE REPURCHASES

Repurchased **~1.2 million shares** for a total of **~$60 million*** for the quarter

Repurchased **~10 million shares** or **5%** of Class B shares outstanding for a total of **~$580 million*** since the plan was announced in October 2023

* Excludes brokerage commissions and excise taxes

2024 GUIDANCE

FULL YEAR OUTLOOK

	2024E Updated	2024E Prior
NET SALES REVENUE GROWTH, CONSTANT CURRENCY	Down Approximately1%	Low-Single Digits
UNDERLYING INCOME BEFORE INCOME TAXES GROWTH, CONSTANT CURRENCY	Mid-Single Digits	Mid-Single Digits
UNDERLYING EARNINGS PER SHARE GROWTH	Mid-Single Digits Higher-end of the range	Mid-Single Digits
UNDERLYING FREE CASH FLOW	$1.2B +/- 10%	$1.2B +/- 10%
UNDERLYING DEPRECIATION & AMORTIZATION	$700M +/-5%	$700M +/-5%
UNDERLYING NET INTEREST EXPENSE	$210M +/-5%	$210M +/-5%
UNDERLYING EFFECTIVE TAX RATE	23% to 25%	23% to 25%
CAPITAL EXPENDITURES INCURRED	$750M +/-5%	$750M +/-5%

Note: Net Sales Revenue, Underlying Income before Income Tax, and Underlying Earnings Per Share growth rates are YOY 2024 vs. 2023.

KEY 2024 GUIDANCE ASSUMPTIONS AND DRIVERS

1. **Americas financial volume declines** for the year on softer-than-anticipated U.S. summer industry performance, cycling strong U.S. demand for core power brands in the prior year, and the wind-down of a contract brewing agreement (~2M HL headwind in 2024)

2. Deliberate inventory build in 1H implies **U.S.** volume STRs* to outpace U.S. STWs* by 200khL in the fourth quarter, to **ship to consumption for the year**

3. **Higher Underlying COGS/hl** for the fourth quarter and the year due to volume deleverage, mix impacts related to the contract brewing agreement and continued though moderating inflation

4. **Lower MG&A** expenses for the fourth quarter and the year, cycling higher marketing investment and incentive compensation in 2023

* STW denotes Sales-to-Wholesalers; STR denotes Sales-to-Retailers

MOLSON COORS beverage company

Appendix

Use of Non-GAAP Measures

In addition to financial measures presented on the basis of accounting principles generally accepted in the U.S. ("U.S. GAAP"), we also use non-GAAP financial measures, as listed and defined below, for operational and financial decision making and to assess Company and segment business performance. These non-GAAP measures should be viewed as supplements to (not substitutes for) our results of operations presented under U.S. GAAP. We have provided reconciliations of all historical non-GAAP measures to their nearest U.S. GAAP measure and have consistently applied the adjustments within our reconciliations in arriving at each non-GAAP measure.

Our management uses these metrics to assist in comparing performance from period to period on a consistent basis; as a measure for planning and forecasting overall expectations and for evaluating actual results against such expectations; in communications with the Board of Directors, stockholders, analysts and investors concerning our financial performance; as useful comparisons to the performance of our competitors; and as metrics of certain management incentive compensation calculations. We believe these measures are used by, and are useful to, investors and other users of our financial statements in evaluating our operating performance.

Underlying Income (Loss) before Income Taxes (Closest GAAP Metric: Income (Loss) Before Income Taxes) – Measure of the Company's or segment's income (loss) before income taxes excluding the impact of certain non-GAAP adjustment items from our U.S. GAAP financial statements. Non-GAAP adjustment items include goodwill and other intangible and tangible asset impairments, restructuring and integration related costs, unrealized mark-to-market gains and losses, potential or incurred losses related to certain litigation accruals and settlements and gains and losses on sales of non-operating assets, among other items included in our U.S. GAAP results that warrant adjustment to arrive at non-GAAP results. We consider these items to be necessary adjustments for purposes of evaluating our ongoing business performance and are often considered non-recurring. Such adjustments are subjective, involve significant management judgment and can vary substantially from company to company.

Underlying COGS (Closest GAAP Metric: COGS) – Measure of the Company's COGS adjusted to exclude non-GAAP adjustment items (as defined above). Non-GAAP adjustment items include the impact of unrealized mark-to-market gains and losses on our commodity derivative instruments, which are economic hedges, and are recorded through COGS within Unallocated. As the exposure we are managing is realized, we reclassify the gain or loss to the segment in which the underlying exposure resides, allowing our segments to realize the economic effects of the derivatives without the resulting unrealized mark-to-market volatility. We also use underlying COGS per hectoliter, as well as the year over year change in such metric, as a key metric for analyzing our results. This metric is calculated as underlying COGS divided by financial volume for the respective period.

Underlying MG&A (Closest GAAP Metric: MG&A) – Measure of the Company's MG&A expense excluding the impact of certain non-GAAP adjustment items (as defined above).

Underlying net interest expense (Closest GAAP Metric: Interest income (expense), net) – Measure of the Company's net interest expense adjusted to exclude adjustments to the redemption value of mandatorily redeemable noncontrolling interests.

Underlying net income (loss) attributable to MCBC (Closest GAAP Metric: Net income (loss) attributable to MCBC) – Measure of net income (loss) attributable to MCBC excluding the impact of income (loss) before income tax non-GAAP adjustment items (as defined above), adjustments to the carrying value of redeemable noncontrolling interests resulting from subsequent changes in the redemption value of such interests, the related tax effects of non-GAAP adjustment items and certain other discrete tax items.

Underlying net income (loss) attributable to MCBC per diluted share (also referred to as Underlying Diluted Earnings per Share) (Closest GAAP Metric: Net income (loss) attributable to MCBC per diluted share) – Measure of underlying net income (loss) attributable to MCBC (as defined above) per diluted share. If applicable, a reported net loss attributable to MCBC per diluted share is calculated using the basic share count due to dilutive shares being antidilutive. If underlying net income (loss) attributable to MCBC becomes income excluding the impact of our non-GAAP adjustment items, we include the incremental dilutive shares, using the treasury stock method, into the dilutive shares outstanding.

Underlying effective tax rate (Closest GAAP Metric: Effective Tax Rate) – Measure of the Company's effective tax rate excluding the related tax impact of pre-tax non-GAAP adjustment items (as defined above) and certain other discrete tax items. Discrete tax items include certain significant tax audit and prior year reserve adjustments, impact of significant tax legislation and tax rate changes and significant non-recurring and period specific tax items.

Use of Non-GAAP Measures Continued

Underlying free cash flow (Closest GAAP Metric: Net Cash Provided by (Used in) Operating Activities) – Measure of the Company's operating cash flow calculated as Net Cash Provided by (Used In) Operating Activities less Additions to property, plant and equipment, net and excluding the pre-tax cash flow impact of certain non-GAAP adjustment items (as defined above). We consider underlying free cash flow an important measure of our ability to generate cash, grow our business and enhance shareholder value, driven by core operations and after adjusting for non-GAAP adjustment items, which can vary substantially from company to company depending upon accounting methods, book value of assets and capital structure.

Underlying depreciation and amortization (Closest GAAP Metric: Depreciation & Amortization) – Measure of the Company's depreciation and amortization excluding the impact of non-GAAP adjustment items (as defined above). These adjustments primarily consist of accelerated depreciation or amortization taken related to the Company's strategic exit or restructuring activities.

Net debt and net debt to underlying earnings before interest, taxes, depreciation, and amortization ("underlying EBITDA") (Closest GAAP Metrics: Cash, Debt, & Net Income (Loss)) – Measure of the Company's leverage calculated as net debt (defined as current portion of long-term debt and short-term borrowings plus long-term debt less cash and cash equivalents) divided by the trailing twelve month underlying EBITDA. Underlying EBITDA is calculated as Net income (loss) excluding Interest expense (income), Income tax expense (benefit), depreciation and amortization, and the impact of non-GAAP adjustment items (as defined above). This measure is not the same as the Company's maximum leverage ratio as defined under its revolving credit facility, which allows for other adjustments in the calculation of net debt to EBITDA.

Constant currency - Constant currency is a non-GAAP measure utilized to measure performance, excluding the impact of translational and certain transactional foreign currency movements, and is intended to be indicative of results in local currency. As we operate in various foreign countries where the local currency may strengthen or weaken significantly versus the U.S. dollar or other currencies used in operations, we utilize a constant currency measure as an additional metric to evaluate the underlying performance of each business without consideration of foreign currency movements. We present all percentage changes for net sales, underlying COGS, underlying MG&A and underlying income (loss) before income in constant currency and calculate the impact of foreign exchange by translating our current period local currency results (that also include the impact of the comparable prior period currency hedging activities) at the average exchange rates during the respective period throughout the year used to translate the financial statements in the comparable prior year period. The result is the current period results in U.S. dollars, as if foreign exchange rates had not changed from the prior year period. Additionally, we exclude any transactional foreign currency impacts, reported within the other non-operating income (expense), net line item, from our current period results.

Note Regarding Guidance/Non-GAAP Financial Measures – Our guidance or long-term targets for any of the measures noted above are also non-GAAP financial measures that exclude or otherwise have been adjusted for non-GAAP adjustment items from our U.S. GAAP financial statements. When we provide guidance or long-term targets for any of the various non-GAAP metrics described above, we do not provide reconciliations of the U.S. GAAP measures as we are unable to predict with a reasonable degree of certainty the actual impact of the non-GAAP adjustment items. By their very nature, non-GAAP adjustment items are difficult to anticipate with precision because they are generally associated with unexpected and unplanned events that impact our Company and its financial results. Therefore, we are unable to provide a reconciliation of these measures without unreasonable efforts.

Net Debt to Underlying EBITDA Reconciliation

In millions (except net debt to underlying EBITDA)	12/31/2023	12/31/2022	12/31/2021	12/31/2020	12/31/2019	12/31/2018	12/31/2017	12/31/2016*
Current portion of long-term debt and short-term borrowings	911.8	397.1	514.9	1,020.1	928.2	1,594.5	714.8	684.8
Add: Long-term debt	5,312.1	6,165.2	6,647.2	7,208.2	8,109.5	8,893.8	10,598.7	11,387.7
Less: Cash and cash equivalents	868.9	600.0	637.4	770.1	523.4	1,057.9	418.6	560.9
Net Debt	**5,355.0**	**5,962.3**	**6,524.7**	**7,458.2**	**8,514.3**	**9,430.4**	**10,894.9**	**11,511.6**
(Non-GAAP) Underlying EBITDA	**2,422.6**	**2,035.9**	**2,077.7**	**2,132.1**	**2,364.0**	**2,453.7**	**2,496.6**	**2,406.5**
(Non-GAAP) Net debt to underlying EBITDA	**2.21**	**2.93**	**3.14**	**3.50**	**3.60**	**3.84**	**4.36**	**4.78**

Underlying EBITDA Reconciliation

In millions	12/31/2023	12/31/2022	12/31/2021	12/31/2020	12/31/2019	12/31/2018	12/31/2017	12/31/2016*
Net income (loss) attributable to MCBC	948.9	(175.3)	1,005.7	(949.0)	241.7	1,116.5	1,565.6	294.6
Add: Net income (loss) attributable to noncontrolling interests	7.5	(11.2)	2.8	3.3	4.5	18.1	22.2	16.9
Net income (loss)	**956.4**	**(186.5)**	**1,008.5**	**(945.7)**	**246.2**	**1,134.6**	**1,587.8**	**311.5**
Add: Interest expense (income), net	208.6	246.3	258.3	271.3	272.7	298.2	343.3	368.8
Add: Income tax expense (benefit)	296.1	124.0	230.5	301.8	233.7	225.2	(204.6)	477.2
Add: Depreciation and amortization	682.8	684.8	786.1	922.0	859.0	857.5	812.8	851.4
Adjustments included in underlying income[1]	278.7	1,167.3	(189.5)	1,695.0	784.1	(31.1)	(22.2)	513.2
Adjustments to arrive at underlying EBITDA	-	-	(16.2)	(112.3)	(31.7)	(30.7)	(20.5)	(115.6)
(Non-GAAP) Underlying EBITDA	**2,422.6**	**2,035.9**	**2,077.7**	**2,132.1**	**2,364.0**	**2,453.7**	**2,496.6**	**2,406.5**

*Represents pro forma net debt to underlying EBITDA and underlying EBITDA. Refer to the filed 2016 earnings release for an explanation of the purpose and calculation of pro forma information.

(1) Refer to the filed earnings release for each respective year for a detailed summary of Non-GAAP adjustment items.

RECONCILIATION TO NEAREST U.S. GAAP MEASURES

Reconciliation by Line Item

(In millions, except per share data) (Unaudited)	For the Three Months Ended September 30, 2024				
	Cost of goods sold	Marketing, general and administrative expenses	Income (loss) before income taxes	Net income (loss) attributable to MCBC	Diluted earnings per share
Reported (U.S. GAAP)	$ (1,840.2)	$ (684.7)	$ 331.4	$ 199.8	$ 0.96
Non-GAAP adjustments (pre-tax)					
Restructuring[1]	—	—	24.1	24.1	0.12
(Gains) losses on other disposals[1]	—	—	41.7	41.7	0.20
Unrealized mark-to-market (gains) losses	1.7	—	1.7	1.7	0.01
Other items[2][3]	—	0.8	80.6	80.6	0.39
Tax effects of income before income tax non-GAAP adjustments and discrete tax items	—	—	—	(10.1)	(0.05)
Adjustment for redeemable noncontrolling interest recorded to the redemption value[3]	—	—	—	36.6	0.18
Underlying (Non-GAAP)	$ (1,838.5)	$ (683.9)	$ 479.5	$ 374.4	$ 1.80

(In millions, except per share data) (Unaudited)	For the Three Months Ended September 30, 2023				
	Cost of goods sold	Marketing, general and administrative expenses	Income (loss) before income taxes	Net income (loss) attributable to MCBC	Diluted earnings per share
Reported (U.S. GAAP)	$ (1,952.2)	$ (746.8)	$ 544.0	$ 430.7	$ 1.98
Non-GAAP adjustments (pre-tax)					
Restructuring	—	—	1.5	1.5	0.01
Intangible and tangible asset impairments, excluding goodwill	—	—	0.1	0.1	—
(Gains) and losses on other disposals[4]	—	—	11.1	11.1	0.05
Unrealized mark-to-market (gains) losses	(32.7)	—	(30.8)	(30.8)	(0.14)
Other items	—	0.7	(0.5)	(0.5)	—
Tax effects of income before income tax non-GAAP adjustments and discrete tax items	—	—	—	6.4	0.03
Underlying (Non-GAAP)	$ (1,984.9)	$ (746.1)	$ 525.4	$ 418.5	$ 1.92

(In millions, except per share data) (Unaudited)	For the Nine Months Ended September 30, 2024				
	Cost of goods sold	Marketing, general and administrative expenses	Income (loss) before income taxes	Net income (loss) attributable to MCBC	Diluted earnings per share
Reported (U.S. GAAP)	$ (5,395.5)	$ (2,067.8)	$ 1,156.7	$ 834.6	$ 3.96
Non-GAAP adjustments (pre-tax)					
Restructuring[(1)]	—	—	23.0	23.0	0.11
(Gains) losses on other disposals[(1)]	—	—	36.4	36.4	0.17
Unrealized mark-to-market (gains) losses	(27.9)	—	(27.9)	(27.9)	(0.13)
Other items[(2)(3)]	—	1.7	81.3	81.3	0.39
Tax effects of income before income tax non-GAAP adjustments and discrete tax items	—	—	—	(2.6)	(0.01)
Adjustment for redeemable noncontrolling interest recorded to the redemption value[(3)]	—	—	—	36.6	0.17
Underlying (Non-GAAP)	$ (5,423.4)	$ (2,066.1)	$ 1,269.5	$ 981.4	$ 4.65

(In millions, except per share data) (Unaudited)	For the Nine Months Ended September 30, 2023				
	Cost of goods sold	Marketing, general and administrative expenses	Income (loss) before income taxes	Net income (loss) attributable to MCBC	Diluted earnings per share
Reported (U.S. GAAP)	$ (5,575.5)	$ (2,096.7)	$ 1,087.0	$ 845.6	$ 3.89
Non-GAAP adjustments (pre-tax)					
Restructuring	—	—	1.8	1.8	0.01
Intangible and tangible asset impairments, excluding goodwill	—	—	0.1	0.1	—
(Gains) and losses on other disposals[(4)]	—	—	11.1	11.1	0.05
Unrealized mark-to-market (gains) losses	81.8	—	81.8	81.8	0.38
Other items	—	5.0	3.6	3.6	0.02
Tax effects of income before income tax non-GAAP adjustments and discrete tax items	—	—	—	(22.0)	(0.10)
Underlying (Non-GAAP)	$ (5,493.7)	$ (2,091.7)	$ 1,185.4	$ 922.0	$ 4.24

(1) During the three months ended September 30, 2024, we made the decision to wind down or sell certain of our U.S. craft businesses and related facilities within our Americas segment and recorded employee-related and asset abandonment charges, including accelerated depreciation in excess of normal depreciation. In addition, we recognized a loss of $41.1 million on the disposal of the sold businesses.

(2) During the three months ended September 30, 2024, we recorded a non-cash pension settlement loss of $34.0 million within other pension and postretirement benefits (costs), net in Unallocated as a result of annuity purchases for two of our Canadian pension plans.

(3) During the three months ended September 30, 2024, we recorded an increase in interest expense within our EMEA&APAC segment driven by a $45.8 million adjustment to increase our mandatorily redeemable NCI liability to the final redemption value related to the buyout of the remaining ownership interest in CBPL. In addition, we recorded a $36.6 million adjustment to net (income) loss attributable to noncontrolling interests related to the change in redemption value of CBPL. See the Consolidated Performance table earlier in this document for further information on this adjustment.

(4) During the three months ended September 30, 2023, we sold our controlling interest in the Truss joint venture within our Americas segment and recognized a loss of $11.1 million.

Reconciliation to Underlying Income (Loss) Before Income Taxes by Segment

(In millions) (Unaudited)	For the Three Months Ended September 30, 2024			
	Americas	EMEA&APAC	Unallocated	Consolidated
Income (loss) before income taxes	$ 353.8	$ 51.6	$ (74.0)	$ 331.4
Cost of goods sold[1]	—	—	1.7	1.7
Marketing, general & administrative	0.7	0.1	—	0.8
Other non-GAAP adjustment items[2]	65.3	46.3	34.0	145.6
Total non-GAAP adjustment items	$ 66.0	$ 46.4	$ 35.7	$ 148.1
Underlying income (loss) before income taxes	$ 419.8	$ 98.0	$ (38.3)	$ 479.5

(In millions) (Unaudited)	For the Three Months Ended September 30, 2023			
	Americas	EMEA&APAC	Unallocated	Consolidated
Income (loss) before income taxes	$ 483.5	$ 67.5	$ (7.0)	$ 544.0
Cost of goods sold[1]	—	—	(32.7)	(32.7)
Marketing, general & administrative	0.7	—	—	0.7
Other non-GAAP adjustment items[2]	9.9	1.6	1.9	13.4
Total non-GAAP adjustment items	$ 10.6	$ 1.6	$ (30.8)	$ (18.6)
Underlying income (loss) before income taxes	$ 494.1	$ 69.1	$ (37.8)	$ 525.4

(In millions) (Unaudited)	For the Nine Months Ended September 30, 2024			
	Americas	EMEA&APAC	Unallocated	Consolidated
Income (loss) before income taxes	$ 1,161.5	$ 121.8	$ (126.6)	$ 1,156.7
Cost of goods sold[1]	—	—	(27.9)	(27.9)
Marketing, general & administrative	1.7	—	—	1.7
Other non-GAAP adjustment items[2]	65.1	39.9	34.0	139.0
Total non-GAAP adjustment items	$ 66.8	$ 39.9	$ 6.1	$ 112.8
Underlying income (loss) before income taxes	$ 1,228.3	$ 161.7	$ (120.5)	$ 1,269.5

(In millions) (Unaudited)	For the Nine Months Ended September 30, 2023			
	Americas	EMEA&APAC	Unallocated	Consolidated
Income (loss) before income taxes	$ 1,204.2	$ 106.3	$ (223.5)	$ 1,087.0
Cost of goods sold[1]	—	—	81.8	81.8
Marketing, general & administrative	1.7	3.3	—	5.0
Other non-GAAP adjustment items[2]	9.7	1.9	—	11.6
Total non-GAAP adjustment items	$ 11.4	$ 5.2	$ 81.8	$ 98.4
Underlying income (loss) before income taxes	$ 1,215.6	$ 111.5	$ (141.7)	$ 1,185.4

(1) Reflects changes in our mark-to-market positions on our derivative hedges recorded as COGS within Unallocated. As the exposure we are managing is realized, we reclassify the gain or loss to the segment in which the underlying exposure resides, allowing our segments to realize the economic effects of the derivative without the resulting unrealized mark-to-market volatility.

(2) See the Reconciliations by Line Item table for further information on our non-GAAP adjustments.

Underlying Depreciation and Amortization Reconciliation

(In millions) (Unaudited)	For the Three Months Ended		For the Nine Months Ended	
	September 30, 2024	September 30, 2023	September 30, 2024	September 30, 2023
U.S. GAAP depreciation and amortization	$ (175.4)	$ (168.7)	$ (512.1)	$ (508.6)
Accelerated depreciation[1]	9.9	—	9.9	—
Non-GAAP Underlying depreciation and amortization	$ (165.5)	$ (168.7)	$ (502.2)	$ (508.6)

(1) During the three months ended September 30, 2024, we made the decision to wind down or sell certain of our U.S. craft businesses and related facilities within our Americas segment and recorded accelerated depreciation in excess of normal depreciation of $9.9 million.

Underlying Net Interest Income (Expense), net Reconciliation

(In millions) (Unaudited)	For the Three Months Ended		For the Nine Months Ended	
	September 30, 2024	September 30, 2023	September 30, 2024	September 30, 2023
U.S. GAAP Interest income (expense), net	$ (93.1)	$ (48.8)	$ (192.7)	$ (162.5)
Adjustment to the redemption value of mandatorily redeemable noncontrolling interest[1]	45.8	—	45.8	—
Non-GAAP Underlying net interest income (expense), net	$ (47.3)	$ (48.8)	$ (146.9)	$ (162.5)

(1) During the three months ended September 30, 2024, we recorded an increase in interest expense driven by a $45.8 million adjustment to increase our mandatorily redeemable NCI liability related to CBPL to its final redemption value. See the Consolidated Performance table earlier in this document for further information on this adjustment.

Effective Tax Rate Reconciliation

(Unaudited)	For the Three Months Ended	
	September 30, 2024	September 30, 2023
U.S. GAAP Effective Tax Rate	31%	21%
Tax effect of non-GAAP adjustment items[1]	(7%)	(1%)
Non-GAAP Underlying Effective Tax Rate	24%	20%

(1) Adjustments related to the tax effect of non-GAAP adjustment items, including a non-deductible $45.8 million adjustment recorded to interest expense to increase the mandatorily redeemable NCI liability related to CBPL to the final redemption value in the third quarter of 2024 as well as a valuation allowance on deferred tax assets recorded in the third quarter of 2024 from the sale of certain U.S. craft businesses.

Underlying Free Cash Flow

(In millions) (Unaudited)	For the Nine Months Ended	
	September 30, 2024	September 30, 2023
U.S. GAAP Net Cash Provided by (Used In) Operating Activities	$ 1,415.8	$ 1,604.5
Additions to property, plant and equipment, net[1]	(563.0)	(494.1)
Cash impact of non-GAAP adjustment items[2]	3.2	11.2
Non-GAAP Underlying Free Cash Flow	$ 856.0	$ 1,121.6

(1) Included in net cash provided by (used in) investing activities.

(2) Included in net cash provided by (used in) operating activities and primarily reflects costs paid for restructuring activities for the nine months ended September 30, 2024 and September 30, 2023.

Net Debt and Net Debt to Underlying EBITDA Ratio

(In millions except net debt to underlying EBITDA ratio) (Unaudited)	As of	
	September 30, 2024	September 30, 2023
U.S. GAAP Current portion of long-term debt and short-term borrowings	$ 37.7	$ 878.8
Add/Less:		
Long-term debt	6,203.0	5,301.1
Cash and cash equivalents	1,021.7	801.7
Net debt	5,219.0	$ 5,378.2
Q3 Underlying EBITDA	692.3	742.9
Q2 Underlying EBITDA	750.1	725.2
Q1 Underlying EBITDA	476.2	388.4
Q4 Underlying EBITDA	566.1	555.5
Non-GAAP Underlying EBITDA[1]	$ 2,484.7	$ 2,412.0
Net debt to underlying EBITDA ratio	2.10	2.23

(1) Represents underlying EBITDA on a trailing twelve month basis.

Underlying EBITDA Reconciliation

(In millions) (Unaudited)	For the Three Months Ended	
	September 30, 2024	September 30, 2023
U.S. GAAP Net income (loss)	228.8	431.6
Add/Less:		
Interest expense (income), net	93.1	48.8
Income tax expense (benefit)	102.6	112.4
Depreciation and amortization	175.4	168.7
Non-GAAP adjustments to arrive at underlying EBITDA[1]	92.4	(18.6)
Non-GAAP Underlying EBITDA	$ 692.3	$ 742.9

(1) Includes pre-tax adjustments to Net income (loss) related to non-GAAP adjustment items as described in other non-GAAP reconciliation tables above excluding non-GAAP adjustments to interest expense (income), net, and depreciation and amortization. See the above tables (i) Reconciliations to Nearest U.S. GAAP Measures by Line Item, (ii) Underlying Depreciation and Amortization Reconciliation and (iii) Underlying Net Interest Income (Expense), net Reconciliation tables for further information on our non-GAAP adjustments.