MOLSON COORS beverage company



Investor Relations
December 2020

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 "Outlook," expectations regarding the impacts of the Coronavirus pandemic on our business, overall volume trends, marketing spend, 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 press release 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.

Who is MOLSON COORS BEVERAGE COMPANY?

5th largest beer company in the world

~100
Countries

42
Breweries

15
+$100M* Brands

OUR PURPOSE:
Uniting People to
Celebrate All Life's Moments

+92M
Volume/hcl**

+17,000
Employees

OUR AMBITION:
First Choice for Our People,
Our Consumers and Our Customers



MOLSON COORS beverage company

* Brand families ** Annual figure for 2019

Rich and Evolving History



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GLOBAL FOOTPRINT



Diversified Portfolio Serving All Segments

Above Premium

Blue Moon · Blue Moon LightSky Citrus Wheat · Peroni Italia · Leinenkugel's · Vizzy Hard Seltzer · Coors Seltzer · Staropramen · Proof Point Spirited Seltzers · Hop Valley · Revolver Brewing · A.C. Golden Brewing Co · Terrapin · truss · L.A. Libations

Premium

Coors Light · Miller Lite · Coors Banquet · Molson Canadian Lager · Molson Ultra · Carling

Economy

Miller High Life · Keystone Light · Hamm's Beer · Icehouse Ice Brewed Since 1855 · Milwaukee's Best Ice · Steel Reserve Alloy Series

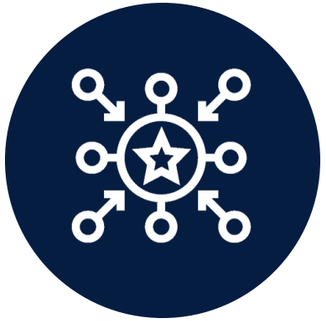


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Approach to Long-term VALUE Creation

Our Revitalization Plan – Driving Towards Top-line Growth

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

Streamlined Operations Drive Improved Efficiencies

PAST

U.S. | Canada | Europe | MCI

Corporate Center

Complex and layered

PRESENT

North America (U.S., Canada, Emerging Growth)

Europe (+APAC)

Simplified, nimble and more accountable

Building on the Strength of Our Iconic Core and Growing Share







Miller Lite







Coors LIGHT

CARLING

Staropramen 1869



Ožujsko Pivo





Molson CANADIAN | NHL

OFFICIAL BEER OF THE NHL®

Growing Above Premium Through Powerful Craft Portfolio





































Targeting Double-Digit U.S. Hard Seltzer Share in 2021 through Differentiated Portfolio



Coors SELTZER



VIZZY HARD SELTZER



Topo Chico HARD SELTZER SPIKED SPARKLING WATER

PROOF POINT SPIRITED SELTZERS

Strengthening Our Above Premium in 2021 Through Strategic Partnerships

Topo Chico™ HARD SELTZER SPIKED SPARKLING WATER

- Exclusive agreement with The Coca-Cola Company to manufacture and distribute Topo Chico Hard Seltzer in the U.S.
- Adds to Molson Coors differentiated seltzer portfolio



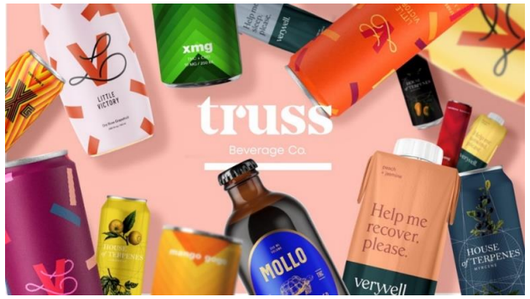
- 50/50 joint venture with oldest brewery in the U.S.
- Joint venture will exclusively distribute Yuengling brands in 25 states, products manufactured at Molson Coors facilities
- Joint venture furthers Company's above premium strategy

Partnering with Category Leaders to Expand Beyond Beer















L.A. LIBATIONS



Investing in Capabilities, Powering Growth







- Investments to modernize brewery footprint / supply chain efficiency, including G150 project
- Expanding capacity in Fort Worth and Milwaukee to grow our Above Premium innovations and seltzers
- Delivering on World Class Supply Chain objectives



- Developed in-house analytics team to enhance analytics, processes and systems
- Supports faster time from innovation to market and focus on return on marketing spend
- Improved e-commerce capabilities
- Enhanced data management

Building Business for Our Customers

MOLSON COORS ADVANTAGE



70+ CATEGORY CAPTAINCIES & 30 SUPPLIER AWARDS IN 2 YEARS

BUILDING WITH BEER ON-PREMISE

BUILDING WITH BEER C-STORE

BeerMate

salesforce

Advantage SURVEY

MOLSON COORS beverage company No. 1

TAMARRON CONSULTING

RANKED #1 IN TAMARRON 2 YEARS RUNNING



Investing in Our People and Our Communities



Week of Inclusion

Redirected Social Media Spending

Tenth and Blake Scholarship Program

Increase Diversity at All Levels



SUSTAINABILITY
It's in Our DNA

Our Strategic Focus Areas



Responsibly Refreshing



Sustainably Brewing



Collectively Crafted



Responsible Drinking



Water Stewardship



Sustainable Agriculture



Climate Action



Packaging & Waste



People & Communities



Ethical Supply Chains

Committed to Alcohol Responsibility

100% of employees

must review and comply with our Alcohol Responsibility Policy at the start of their employment

Labelling

of our products, 45% provide nutritional information; 80% alcohol serving facts; 58% ingredients on packaging or website

Partnering with 11 other global alcohol producers

through the International Alliance of Responsible Drinking (IARD) to reduce alcohol harm by 10%

$1.5 million spent

to address risky drinking behaviors on college campuses

Digital guiding principles

implemented on social media platforms and websites

100% of our countries

offer low- and no-alcohol beverage options

10 of our 13 countries

have impactful programs to prevent alcohol-related harm

Deep History in Environmental Sustainability

1.3+ billion gallon reduction

in water used in our breweries achieving savings of over 1.3 billion gallons, a 4.75% reduction, since 2016

1.6+ billion gallons

of water restored in high-risk brewery watersheds since 2014. More water than what's needed for a year's worth in Monaco

21% reduction

in absolute direct operation emissions, the equivalent of electricity used by more than 47,000 homes annually

Partnering with 750+ barley farmers

on sustainable agricultural practices and saving 7.6 billion gallons of water from the amount used in 2016

1 of 377 companies

approved by the Science Based Targets initiative as having emission reduction targets in line with the Paris Climate Agreement

First in North America

to launch Hi-Cone's RingCycles™ packaging, plastic rings made with 50%+ post-consumer recycled content

18 facilities

out of our 29 major manufacturing and brewing facilities sent zero waste to landfill

Dedicated to Our People & Communities

$1.7+ billion spent

with minority- and women-owned business enterprises since 2016

25% top management

roles filled by women or people of color in 2019, including three Chief Officers

17 years in a row

being recognized by the Human Rights Campaign as "The Best Place to Work for LGBTQ Equality"

.79% pure mean gap

in the UK and Ireland, with the proportion of male and female employees receiving bonuses being identical

+26 thousand volunteer hours

by employees in the US, valued at approx. $675 thousand

$41 million invested

in local non-profit partnerships that improve livelihoods, foster empowerment and build resilient communities since 2016

$1.5 million pledged

to non-profit organizations focused on equality, empowerment, justice, and community building for African Americans

$1 million+ donated

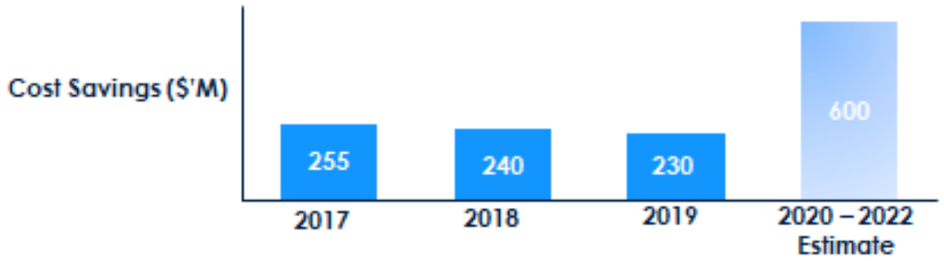
to support bartenders, hospitality workers and "Save our Pubs" during Covid-19 pandemic

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FINANCIALS

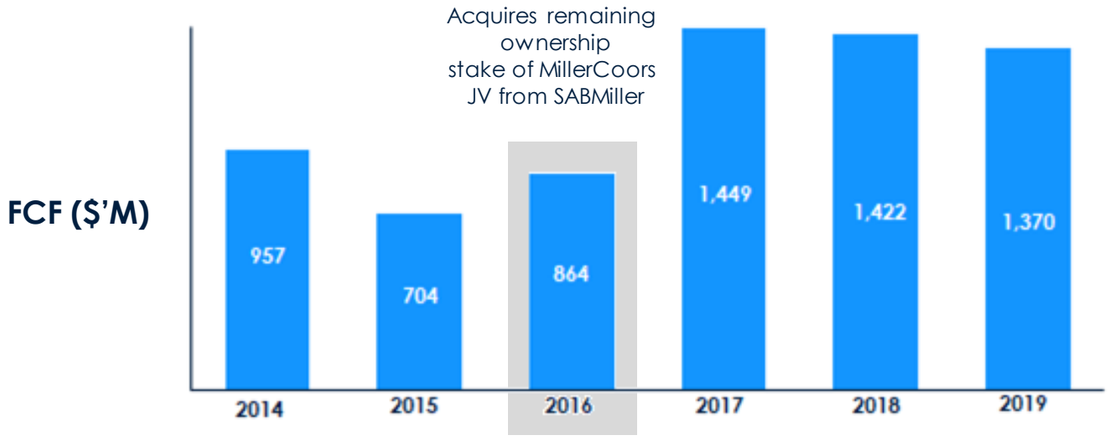
Strong History of Cost Savings and FCF Generation

Accomplishments in Cost Savings



- 2017 – 2019 Cost Savings Plan of $700 million
  - ✓ Delivered $725 million, exceeding expectations
- 2020 – 2022 Cost Savings Plan of $600 million to be recognized ratably over the term
  - ✓ Savings on target

Strong Free Cash Flow Generation



Note: Underlying free cash flow generation is a non-GAAP measure of cash generated from core operations. See reconciliation to nearest U.S. GAAP measures on our website.

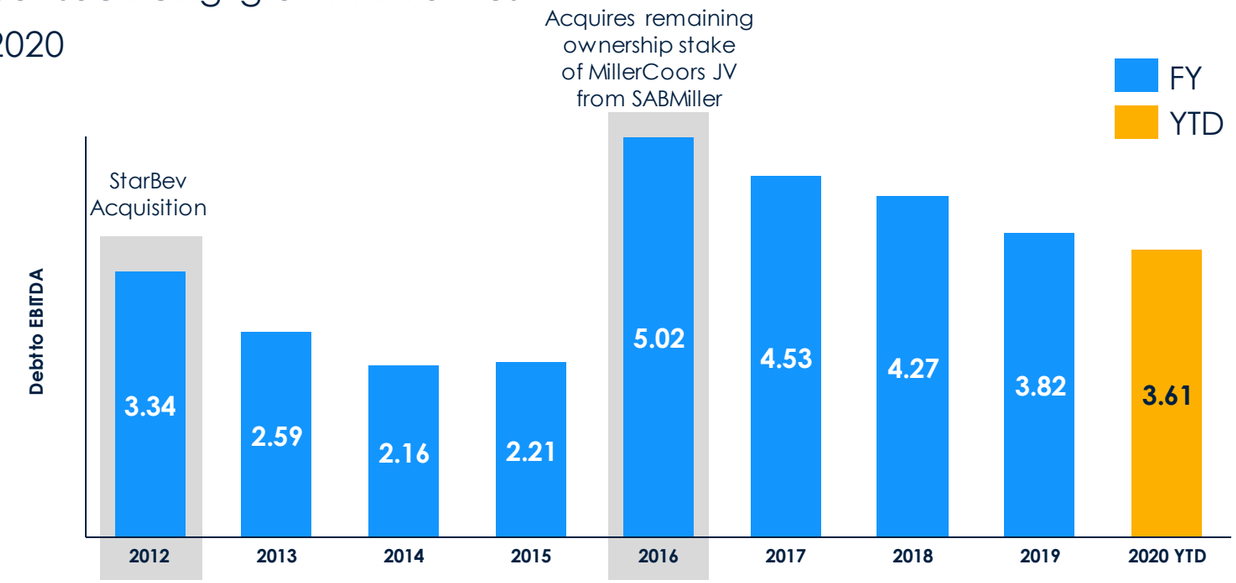
Disciplined Capital Allocation

Steps to Ensure Adequate Liquidity in Unprecedented Times

- Significantly reduced our net debt position since the commencement of the Revitalization Plan in October 2019
- Strong borrowing capacity through our $1.5 billion U.S. revolving credit facility, our commercial paper program and the Covid Corporate Financing Facility
- Amended U.S. revolving credit facility to allow greater flexibility in financial leverage covenants
- Reduced previously planned 2020 capital expenditures without sacrificing growth initiatives
- Suspended dividend payments in May for the remainder of 2020

Long-term Capital Allocation Priorities

- Prudent investment in the business to drive long-term value creation utilizing Profit after Capital Charge framework
- Continue to deleverage the balance sheet
- Maintain Investment Grade rating
- Return capital to shareholders – Long history of paying dividends



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

Proven Flexibility and Agility

Response to Coronavirus

Objectives

- Protect our employees
- Ensure our business continuity and liquidity in the short term
- Position our business for long-term success

Achievements

- ✓ Continued execution against Revitalization Plan
- ✓ Maintained strong cash position while reducing debt
- ✓ Strict financial discipline resulting in liquidity improvements
- ✓ Continued support of core brands and new innovations
- ✓ Adapted to new ways to go-to-market with nimble marketing effectively connecting with consumers



"Since taking the reins last October, our strategy has been focused on driving top-line growth and enhancing operational efficiencies with an emphasis on continuing to advance our long history of sustainability. Through dedicated support of our iconic brands, exciting new innovations, and partnerships with leaders in both beer and adjacent categories, we strive to optimize our portfolio to best capitalize on industry growth trends and serve our customers even better. With strong cash flow generation, coupled with an approach of prudent capital allocation and constant expense reassessment, we are driving clear improvements in liquidity and financial flexibility to fuel our strategic objectives. We are proud of our progress, particularly amidst the challenges due to the coronavirus pandemic, and believe we have demonstrated the agility and operational strength to successfully execute our strategy to drive top-line growth and long-term value creation for all our shareholders."

Chief Executive Officer
Gavin Hattersley



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