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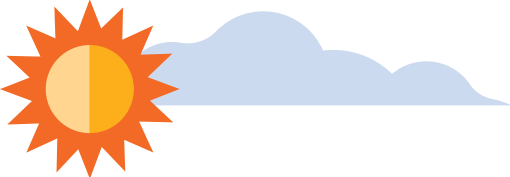
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SCOPE OF THIS REPORT

This **2026 Our Imprint Report** summarizes progress through 2025 against our sustainability goals. It covers global Molson Coors Beverage Company (Molson Coors or Company) activities and performance across our Americas and EMEA&APAC (Europe, Middle East & Africa and Asia-Pacific) business units for the fiscal year January 1 to December 31, 2025. Unless otherwise indicated, data is presented as of December 31, 2025. Please see the [Data Appendix](#) for the scope of specific metrics.

We have aligned with the requirements of several internationally recognized standards: Task Force on Climate-related Financial Disclosures (TCFD) and Sustainability Accounting Standards Board (SASB), among others. Disclosures against each of these standards can be found in the [Disclosures Appendix](#).

For FY2025, we engaged Grant Thornton LLP to provide limited assurance over the Scope 1 greenhouse gas (GHG) emissions, Scope 2 (location-based and market-based) GHG emissions, and Scope 3 GHG emissions Categories 3 and 9 (fuel- and energy-related activities not included in Scope 1 or Scope 2, and downstream transportation and distribution). Except for the specific GHG emissions metrics identified in the independent limited assurance statement, the information in this report has not been independently assured.

Cautionary Note Regarding Materiality and Forward-Looking Statements

In this report, the terms “material,” “materiality,” “immaterial,” “substantive,” “significant” and similar terms are used to refer to economic, environmental, social, governance and other sustainability-related topics, impacts, standards or thresholds, including as designated under frameworks such as the GHG Protocol, TCFD, GRI or SASB. These terms are not used, and should not be construed, as they are defined or used under US federal securities laws, other applicable laws, or in the context of financial statements or financial reporting. The inclusion of information in this report should not be construed as a determination that such information is material for purposes of US federal securities laws or any filing made by the Company with the US Securities and Exchange Commission (SEC). For information that is material to the Company within the meaning of US federal securities laws, please refer to the Company’s SEC filings, including its Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. In the event of any inconsistency between this report and the Company’s SEC filings, the SEC filings shall control.

This report is provided for informational purposes only. It does not constitute, and should not be deemed to be, part of any filing made by the Company under the Securities Act of 1933, as amended, or the Securities Exchange Act of 1934, as amended, and nothing in this report is intended to alter, expand or supplement the disclosures in the Company’s SEC filings.

This report contains “forward-looking statements” within the meaning of US federal securities laws. Words such as “believe,” “expect,” “intend,” “anticipate,” “project,” “working,” “striving,” “will,” “aim” and similar expressions generally identify forward-looking statements, which are not historical in nature. Forward-looking statements include statements regarding Horizon 2030, Our Imprint 2030, the Company’s sustainability targets, goals, commitments, programs, investments, initiatives, objectives and expected impacts, including those related to socioeconomic programs, greenhouse gas emissions, water management, environmental initiatives, reuse, recycling, waste reduction, agriculture, raw materials and sourcing. Forward-looking statements are based on current assumptions and expectations and are subject to risks and uncertainties that could cause actual results to differ materially from those expressed or implied. Important factors that could cause such differences are described in the Company’s SEC filings, including the risks discussed therein. All forward-looking statements in this report are qualified by these cautionary statements and speak only as of the date made. The Company undertakes no obligation to update any forward-looking statement, except as required by applicable law.

Letter From Our CEO Rahul Goyal

Since becoming CEO in late 2025, I've focused on driving the next phase of growth for our business, spending time with our teams across the world, and in February 2026, announcing our Horizon 2030 strategy.

Horizon 2030 is all about strengthening our portfolio of iconic brands, getting closer to our customers and consumers, building our capabilities and championing beer. To enable those ambitions, we're also creating a culture of ownership and community impact among our employees and those we serve.

That sense of ownership shows up in the choices we make every day, including how we manage the resources our business depends on and how our brands are enjoyed. It means taking accountability not just for our performance, but also for promoting responsible, moderate consumption of our products for adults who choose to drink alcohol.

With this year's report, I'm excited that we'll also be sharing Our Imprint 2030 goals to guide us for the next five years, while celebrating the progress and acknowledging the challenges against Our Imprint 2025 goals. Our business and world are vastly different now than when we set the 2025 goals several years ago, and our business and world will undoubtedly be different five years from now. That's exactly why we've set informed goals we believe are relevant to the aspects of our business that we feel are important from a sustainability perspective — water use, energy use and emissions, packaging, and agriculture.

How we approach these priorities matters just as much as what we aim to achieve. Sustainability is grounded in efficiency, resilience and risk management, and we believe our strategy supports our efforts to build a more resilient, responsible global beverage company. The progress and ambitions outlined in this report live squarely within our values — particularly Being Bold & Decisive and Taking Accountability. That means acting with urgency on the issues that matter and owning our impact from end to end, while being transparent and clear about our progress.

Enjoy reading about our progress and sustainability activities, learning about the work ahead of us and join us in creating a world to celebrate!



Rahul Goyal
Rahul Goyal
CEO and President
Molson Coors Beverage Company



PUT PEOPLE FIRST

LEARN EVERY DAY

CELEBRATE TOGETHER

BE BOLD & DECISIVE

TAKE ACCOUNTABILITY

MOLSON COORS BEVERAGE COMPANY SNAPSHOT

\$11.1B
net sales

15
brand families with
>\$100M in annual
net sales revenue

25+
production
facilities

>73M
hectoliters
sold

16,200
employees

>80
countries where our
products are sold

Company data provided as of December 31, 2025

KEY ● Segment Operational HQ (Chicago, United States; Burton-on-Trent, United Kingdom)
● Large Breweries:
Albany, Fort Worth, Golden, Milwaukee, Shenandoah, Trenton (United States); Fraser Valley, Longueuil, Moncton, St. John's, Toronto (Canada); Burton, Tadcaster (UK); Apatin (Serbia); Bőcs (Hungary); Haskovo (Bulgaria); Nikšić (Montenegro); Ostravar, Smíchov (Czech Republic); Ploiești (Romania) and Zagreb (Croatia). We also have small breweries in Canada, UK, Spain, Bulgaria, Croatia and Czech Republic.



Celebrating Our Imprint 2025

When we set our 2025 long-term sustainability goals several years ago, we knew it would not be easy and that we would face unforeseen challenges. Several years and a pandemic later, here we are!

Despite these challenges, we’ve achieved many of our goals and have made strong progress on the ones we didn’t fully achieve, sometimes via different paths than we anticipated. For example, our initial focus on increasing recycled content of our plastic packaging shifted to more of an emphasis on eliminating the use of plastic packaging types altogether.

So cheers to the hard work, diligence, creativity and collaboration of our Molson Coors’ teams across our breweries, in our barley program and in our corporate functions, such as engineering and procurement, who have driven these results.



↓46.1%
Scope 1+2 GHG emissions reduction vs. 2016 baseline

Goal through 2025: ↓50%



↓37.1%
Scope 1+2+3 GHG emissions reduction vs. 2016 baseline

Goal through 2025: 20%



99.9%
of packaging is recyclable or reusable

Goal through 2025: 100%



0.30%
of waste diverted to landfill, from large manufacturing facilities*

Goal through 2025: 24 large facilities Zero Waste to Landfill (with >75 employees)



24.8%
of consumer-facing plastic packaging contains ≥30% recycled content

Goal through 2025: 30%



410m³
water/metric ton barley harvested in the US

Baseline: 485 m³
Goal through 2025: ≤436.5 m³



3.48hl/hl
water-to-product ratio

Baseline: 3.58 hl/hl
Goal through 2025: 2.8 hl/hl



3.7B
gallons water restored

Goal through 2025: 3.5B gallons



* 17 of which previously obtained Zero Waste to Landfill (ZWTL) certification. (Certification program discontinued in 2024)

Introducing Our Imprint 2030 Goals

Our Imprint 2030 goals will guide our sustainability initiatives and focus for the next five years. We recognize that our business and world will undoubtedly be different five years from now. That’s exactly why we’ve set informed goals that we believe are relevant to the aspects of our business that we feel are important from a sustainability perspective – agriculture, climate (energy and emissions reductions), responsible water use, and packaging and waste management.

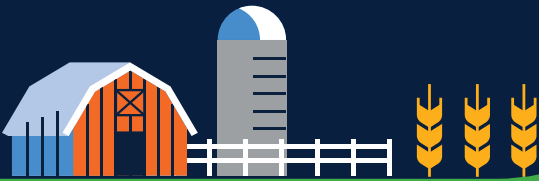
↑10%

Barley acreage using practices contributing to sustainable agriculture*

Agriculture

↑3%

Yield potential of barley developed by MCBC research & development



Climate

↓65%

Reduce GHG emissions in Scope 1 + 2 (vs. 2016 baseline)

↓40%

Reduce GHG emissions in Scope 3 (vs. 2016 baseline)

Water

≤3.0hl/hl

Water/product ratio (hl/hl) (at facilities > 100,000 hl per year)



Packaging

>99%

Primary and secondary packaging widely recyclable



* This goal is applicable where direct farm relationships exist, currently applicable to the US & parts of Canada
Our Imprint 2030 goals are forward-looking, aspirational and subject to the assumptions, risks and uncertainties described in "Cautionary Note Regarding Materiality and Forward-Looking Statements" found on p.1.



We seek, value and respect everyone’s unique perspectives and experiences, knowing that we are stronger together.

PUT PEOPLE FIRST

We believe that our success is intrinsically linked to the wellbeing of our employees and the communities we serve. Our Put People First value is a testament to our commitment to foster a supportive work environment that enables business success and empowers our team members to thrive, both personally and professionally.



Our People

Our goal is to build and sustain a skilled and highly engaged workforce that unites around our shared values, improves our workplace, and reflects the marketplaces and consumers who enjoy our products.

Our comprehensive approach to employee wellbeing encompasses a range of programs and initiatives designed to help our people thrive personally and professionally. We’re committed to creating a work environment that supports physical, mental and financial health.

EMPLOYEE WELLNESS

We take a holistic approach to employee wellbeing, offering a wide range of programs and tools that help employees build work-life balance, stay healthy and feel connected. Employees have access to on-site medical clinics and fitness centers at some of our locations, and to further support emotional wellbeing, we provide 10 free counseling sessions per year through our Employee Assistance Program for employees and their families.

We also recognize the importance of immediate human support. Across our manufacturing locations, trained Mental Health First Aiders are available to support colleagues and help them navigate available resources. We also offer fitness challenges, nutrition guidance, virtual physical therapy, family planning support and financial workshops – all designed to help employees lead fulfilling, balanced lives.

FINANCIAL WELLBEING

Equitable pay is a cornerstone of our compensation philosophy. We regularly review and evaluate our pay programs in an effort to ensure they reflect our commitments and support employees fairly and competitively. We conduct pay equity and pay gap reviews on an ongoing basis. In addition, we offer a variety of financial wellbeing resources to help employees navigate their financial journey.



Our Workplace

As part of our Put People First culture, we aim to foster a community where all employees’ unique talents, skills and perspectives are valued and leveraged. We’ve cultivated an environment where different perspectives are sought out and celebrated.

HEALTH & SAFETY

We work to continuously improve our Environment, Health and Safety performance through a culture-driven approach focused on reducing risk and preventing workplace injuries and illnesses. Our efforts are embedded into daily operations and supported by consistent standards, training and accountability across our sites globally.

In 2025, Molson Coors strengthened its approach in the Americas by establishing a dedicated Leave and Occupational Health Management team, designed to improve how we support employees through medical leave, workplace accommodations and occupational health needs. Through standardized processes, clearer guidance and targeted support, the team is helping deliver a more consistent and employee-focused experience during some of the most critical moments in an employee’s life.

Across both North America and Europe, 2025 accomplishments included enhanced safety training, strengthened contractor management practices and a continued focus on identifying and addressing risks early. These efforts reinforce a culture where safety is part of everyday work and where employees are empowered to take action to improve safety.

BUSINESS RESOURCE GROUPS (BRGs)

Our BRGs are employee-led and open to all. BRGs fuel our business strategy by enhancing our culture, supporting our talent attraction and professional development strategies, and providing unique perspectives to drive consumer-based insights while supporting the communities where we live and work.

In 2025, our BRGs partnered with DePaul University to deliver BRG-focused sessions on topics that matter most to members, consistently seeing strong engagement and positive feedback. Building on that success, DePaul will continue offering similar programming alongside the BRG Leadership Development Certification to support and grow our future BRG leaders.

BRGs also help turn employee insight into meaningful action. In the Americas, the Disabilities United BRG partnered with internal teams and external collaborators to improve accessibility in spaces where employees and consumers engage with our brands. One example focused on lowering bar top heights at our Chicago pub, helping create a more welcoming environment for people with disabilities.

In Europe, we evolved our Culture & Experience governance model, establishing a central leadership council supported by geographic councils for local action and insights. As part of this work, BRGs helped advance key initiatives including Shared Perspectives, which encourages open dialogue and curiosity to build understanding across functions and geographies.

Our Marketplace

We strive to drive profitable growth through inclusive business practices. Our BRGs collaborate with our product development and marketing teams, providing real-time consumer insights and identifying opportunities to create more meaningful connections with our customers.



UNITE: Connected in Our Purpose

In 2025, we introduced UNITE: Connected in Our Purpose to our US-based employees. UNITE is a facilitated experience designed to strengthen connection across teams and reinforce our belief that building meaningful relationships is a competitive advantage for our business. Grounded in our core values, UNITE creates space for employees to reflect on the importance of connection, explore common barriers and practice behaviors that foster trust and collaboration. The program has been delivered to more than 2,000 employees since launching in early 2025. Building on that momentum, UNITE continues in 2026 with expanded participation in Milwaukee, a rollout to US brewery locations and plans to introduce the program to colleagues in Canada and in Latin America.



We're always looking for ways to improve and to help one another grow.

LEARN EVERY DAY

We're committed to helping employees grow through learning opportunities that build skills, strengthen connections and support career development. This is why Learn Every Day is one of our five core values and why we have invested in the creation of First Choice Learning, a best-in-class provider of learning and development resources for our business and our employees.



Developing Our People

We believe learning happens throughout an employee's career, including onboarding, on-the-job experience, interactions and relationships with others, and through resources like online courses and classes. Our First Choice Learning Center is home to hundreds of learning and development resources to support the development needs of our employees and includes partnerships with getAbstract and LinkedIn Learning for on-demand, mobile learning.

SUSTAINABILITY E-LEARNING

Targeted sustainability learning also played an important role. In 2025, we delivered a Climate Change e-learning program across EMEA&APAC, achieving over 85% completion. Across EMEA&APAC, the program is now part of new starter induction and continues to be updated to reflect progress against our goals. We also expanded our Sustainability Champions community and delivered externally certified Carbon Literacy training in the UK, with approximately 50 employees certified and a similar number scheduled to participate in the year ahead.

ONBOARDING AND FUNCTIONAL LEARNING

We have invested significantly in the creation of robust onboarding programs to help our new employees better understand the company culture and their unique role. In addition, we have developed and deployed commercial and supply chain programs intended to build the skill sets needed to create, produce, market and sell great beverages around the world.

EARLY TALENT PROGRAMS

Our Early Talent Program is designed to build a strong pipeline of future leaders by giving students real-world experience and meaningful opportunities to grow. In 2025, we welcomed over 60 interns across 18 locations in the Americas, providing impactful project work and bringing interns together for our fifth annual innovation competition, which featured design thinking workshops, team building and networking. Many participants go on to join Molson Coors full time.

The program serves as a launchpad for early careers, offering access to mentorship, professional development, performance coaching, social events, and exposure to senior leaders. Through these experiences, interns develop business and functional skills, explore career paths and gain industry insight that extends beyond the classroom.

In 2025, EMEA&APAC employed 70 apprentices, graduates and trainees across sales, supply chain, finance and procurement, supporting early career development across our European business. These opportunities provide hands-on experience and exposure to real-world business challenges while building a strong foundation for future roles.



Cultivating Our Leaders

Our leadership development programs support employees at all levels, helping build the skills needed to lead teams, set guidance and expectations, drive performance and prepare for future roles. Our leadership development programs include:

EMERGING LEADERS (Americas) and **QUEST** (EMEA&APAC): Develop high-potential, new and future leaders

LEAD (Americas) and **EXECUTIVE DEVELOPMENT ACCELERATOR** (Global): Accelerate readiness of future vice president talent

LINE MANAGER ACADEMY (EMEA&APAC): Support employees transitioning from individual contributor to people manager roles

PACE (Americas): Develop emerging talent through cross-functional collaboration and action learning projects

TAP2LEAD (Americas): Leadership development designed to grow talent and unlock employee potential

LIVING LEADERSHIP (Americas): An experiential leadership journey focused on authenticity, values-based leadership and building trust and performance

MOLSON COORS LEADERSHIP DEVELOPMENT PROGRAM (MCLDP) (Americas): Builds on Living Leadership to strengthen practical people leadership skills, including situational leadership, coaching and talent development



2025 BY THE NUMBERS

(for our global workforce)

370,980

learning hours logged (23.57 hours per full-time employee)

210,107

learning hours on supply chain and commercial topics

36,633

learning hours onboarding new employees

33,327

learning hours on leadership development programs

3,222

instructor-led sessions delivered

32,920

attendees (instructor-led and virtual sessions; employees)



We're passionate ambassadors of our brands and our business and we believe in the importance of recognizing and celebrating accomplishments.

CELEBRATE TOGETHER

We recognize and celebrate our accomplishments and collaborations internally and externally. Through company support and the engagement of our employees, we seek to improve and celebrate the communities around us.

Giving Back to Our Communities in the Americas

CHEERS TO OUR PARKS



Molson Coors has partnered with the Milwaukee Parks Foundation since 2018. In 2024, we launched the Cheers to Our Parks campaign to raise \$250,000 for Milwaukee County Parks

through private philanthropy, supported by a dollar for dollar company match. The campaign surpassed expectations, reaching its goal in just six months and ultimately raising \$530,000. These funds have supported critical park infrastructure improvements, including revitalizing basketball courts, maintaining trails and enhancing public amenities.

Building on the momentum and success of this inaugural effort, Molson Coors and the Milwaukee Parks Foundation are launching a second phase of Cheers to Our Parks with an expanded goal of raising \$1.25 million. This next phase will leverage a variety of funding mechanisms and partnerships to further invest in Milwaukee's parks and ensure long-term, sustainable impact across the park system.

CHEERS TO OUR ROCKY MOUNTAIN WATER



In late June, Molson Coors partnered with the Denver Botanic Gardens to launch Cheers to Our Rocky Mountain Water, a campaign grounded in shared responsibility to protect Colorado's most vital

natural resource, water. The initiative highlighted the importance of water conservation and sustainable use, reinforcing a collective commitment to the long-term health of local ecosystems and communities.

Through strong community engagement, the campaign successfully met its \$150,000 community match, unlocking critical funding for water conservation and stewardship efforts across the state. These funds support programs that educate the public, promote sustainable water practices and advance research partnerships, aimed at helping ensure Colorado's water resources remain resilient for generations to come.

CHEERS TO OUR NEIGHBORHOODS



In October, Cheers to Our Neighborhoods brought community, service and investment together to support neighborhood revitalization across Chicago. On October 30, more than 40 volunteers rolled up their sleeves to participate in a park clean-up in the Little Village neighborhood, demonstrating the power of hands-on engagement in creating safer, greener public spaces.

Momentum continued just days later when Molson Coors and our program were featured at the opening game of the 2025 DePaul basketball season. During the game, a \$100,000 check was presented on-court to community partners Chicago Cares and My Block, My Hood, My City, amplifying the reach and visibility of the initiative. With the successful completion of the \$50,000 community fundraising goal, the Molson Coors Beverage Company match was unlocked — resulting in a total of \$200,000 invested in Chicago neighborhood revitalization. Cheers to Our Neighborhoods underscores how collective action, community pride and strategic partnerships can drive meaningful, lasting impact in the neighborhoods countless community members and employees call home.

SUPPORTING LOCAL FOOD BANKS

Molson Coors helps address food insecurity in our hometowns across Canada and the US by supporting organizations on the front lines of hunger relief. Across Canada, we partnered with Daily Bread Food Bank, Moisson Montréal, Food Banks BC, Peter McKee Community Food Centre and the Community Food Sharing Association to help ensure families and individuals have access to nutritious food.

In Colorado, we partnered with BGOLDN and The Action Center to support local hunger relief efforts during periods of increasing need. The Action Center delivers large-scale emergency food assistance, serving hundreds of families each day and distributing millions of pounds of food annually. Support for BGOLDN strengthened hunger relief through food rescue, expanded local food access and community partnerships that reduce waste while feeding neighbors facing hardship.

In addition to philanthropic support, Molson Coors engages employees through food drives, sorting and packing events, and volunteer opportunities that support local food distribution. By investing in organizations deeply rooted in their communities, we help meet immediate needs while strengthening local food systems and long-term resilience.



Celebrating Earth Month and Our Imprint Month

Molson Coors colleagues came together during Earth Month (April) and Our Imprint Month (September) to take action in support of communities, environmental stewardship and local connection.

During Our Imprint Month, more than 440 employees across 14 locations participated in hands-on volunteer activities. Teams planted over 1,000 trees and removed more than 16,000 pounds of waste, contributing to cleaner, greener spaces in the communities where we operate.

Beyond Our Imprint Month, employees volunteered more than 29,000 hours and collectively donated \$530,000 to nonprofit organizations, supporting causes that matter most to local communities.

Disaster Relief Efforts

Following historic flooding in Kerr County TX, Molson Coors provided 50,000 cans of clean drinking water and nearly 10,000 cans of ZOA Energy to support first responders, and \$25,000 in financial donations to local relief efforts.

Also, in response to the devastating wildfires in Los Angeles County, Molson Coors contributed a total of \$100,000 to organizations supporting impacted communities, including the California Restaurant Foundation’s Restaurants Care program, helping provide relief to displaced workers and small businesses.

In 2025, we doubled our production of canned drinking water to more than 830,000 cans to be staged across our brewery network and deployed quickly when disasters strike. Since launching the program in 2017, Molson Coors has donated more than 3 million cans of clean drinking water in support of communities affected by hurricanes, floods, wildfires and other emergencies.



Giving Back to Our Hometown Communities in Europe

Bosnia and Herzegovina

An internal volunteering club partnered to clean a forest in Banja Luka, removing more than 40 bags of waste and clearing bulky debris to restore and protect the natural environment. The initiative reflected colleagues’ strong commitment to environmental stewardship and pride in caring for shared community spaces.

Bulgaria

During Our Imprint Month, colleagues across Sofia and Haskovo came together to improve and care for their local environment. In Haskovo, our Supply Chain and Logistics teams focused on cleaning, refreshing and upgrading areas in and around the brewery, while also planting and caring for dozens of walnut saplings. In Sofia, our Central Office colleagues restored key outdoor community spaces by cleaning and protecting wooden structures, refreshing signage and installing benches and trail markers to support safer and more enjoyable access to nearby nature routes. Together, these teams demonstrated strong collaboration and pride in making a positive local impact.

Croatia

Volunteers from the Zagreb brewery supported post storm forest restoration near Petrinja by joining the CO₂MPENSATING BY PLANTING project, organized by multiple groups including the Croatian Scout Association, HEARTH agency, and Croatian Forests. As part of the effort, colleagues planted 1,000 oak trees to help restore an area where storms had damaged approximately 12 hectares of forest. The day also included an on-site educational program led by Croatian Forests, strengthening employees’ understanding of sustainable forestry and environmental stewardship.

Czech Republic

Molson Coors Europe’s longest running community initiative, Community Days, continued in 2025 with teams delivering hands-on support to a variety of local partners. In Prague, colleagues worked with our long-term NGO partner Helppees, supporting its mission to train service dogs. In Ostrava, 45 volunteers collaborated with the local municipality to help refresh a city park by painting fences, planting flowers and trimming bushes.

Additional employee-led initiatives included Baked with Heart, an internal event where employees baked and sold goods to raise funds for NGO partner Helppees.

Hungary

In 2025, Borsodi employees came together for an internal cooking competition that combined teamwork and charitable giving. The event engaged 480 employees and collected nonperishable food donations. Borsodi also introduced a Swap & Share clothing program, encouraging colleagues to give new life to items they no longer wear.

Montenegro

In Montenegro, teams planted trees and spent time with residents of a local nursing home, fostering both environmental stewardship and meaningful social connection. Sustainability engagement continued through the Nikšićko Green campaign, which encouraged festival visitors to collect and recycle plastic cups as part of broader environmental awareness efforts.

In addition, a partnership with the Red Cross celebrated 15 years of Trebjesa’s Blood Donor Club, marking a long-standing commitment to generosity and community wellbeing.



Serbia

At the Apatin Brewery, colleagues continued to combine environmental protection with community engagement through a range of volunteer initiatives. During the Drina Regatta, the brewery partnered with packaging waste operator Sekopak on the Recycle, Enjoy, and Keep the Drina Clean initiative, raising awareness of recycling and environmental stewardship while collecting and recycling several hundred kilograms of packaging waste.

Colleagues also marked Imprint Month by planting decorative trees around the brewery, arranging saplings in the shape of “270” to celebrate the brewery’s anniversary. Culinary events were also held in Apatin and Belgrade as an effort to bring employees together to promote sustainability initiatives and support various humanitarian causes.

United Kingdom

Molson Coors strengthened its community impact in the UK through a combination of environmental partnerships, employee volunteering, and fundraising initiatives. A new volunteering partnership with the Canal & River Trust means our Burton-based employees are helping to care for 1km of waterway in Burton-upon-Trent, home to our largest brewery in Europe. UK employees also supported a range of charitable and community initiatives through both fundraising and volunteering. This included supporting GroceryAid – raising funds for industry workers facing hardship – with events such as the Windermere Row and the London to Amsterdam Cycle Challenge. Additional partnerships with some of our customers and suppliers also supported local food bank donations, product sales for charity, litter picking, and participation in campaigns like the Big MAB Sleepout.





We're innovators, unafraid to be direct, move with speed and challenge the status quo.

BE BOLD & DECISIVE

Whether it's implementing more sustainable farming practices, operating more efficiently, or improving how our packaging supports a more circular economy, we're leveraging our capabilities as we aim to achieve our environmental sustainability goals.



Taking a Stewardship Approach to Agriculture

Our US Barley Program

Our Molson Coors Barley Program in the US has been improving malting barley for 80 years. We develop irrigated barley cultivars for Idaho, Montana, Colorado and Wyoming, and dryland barley cultivars for Montana. We also contract barley in southern Alberta, Canada. Our unique production environments and genetics allow us to develop some of the highest yielding barley cultivars in the northern hemisphere.

Proprietary barley cultivar development at Molson Coors operates with a holistic supply chain approach. We develop High Country Barley™ cultivars that deliver improved performance at every step in the growing, malting and brewing processes.

In the selection process, we look for lines with a balanced profile of good agronomic performance (yield, height, maturity, grain plumpness) with good malting and brewing characteristics. This approach allows us to produce more barrels of beer per acre of barley cultivated and, in turn, to minimize our need for agricultural land.

In 2025, we worked with 610 farmers who planted six of our cultivars. The farming systems in the areas where we grow our barley has a diverse crop rotation that includes sugar beets, dry beans, alfalfa, wheat, potatoes, corn or fallow.

\$36.3M

invested since 2009 to support sustainable agriculture initiatives and incentives to US barley farmers

410m³

water/metric ton barley harvested in the US in 2025 (2025 goal: ≤436.5 m³ water/metric ton barley)



Read Agricultural Brewing Ingredients Policy

Our US farmers agree to follow our Agricultural Brewing Ingredients Policy, which establishes that our agricultural brewing ingredients must be produced in a manner that embraces Molson Coors quality, safety and sustainability standards. They commit to adopting agricultural practices that strive to maintain soil fertility, water resources, air quality and biodiversity.

Agronomists from our US Barley Program engage directly with the farmers throughout the growing season and farmers report their agronomic practices and inputs in an Esri-developed system.

Our original long-term goal for 2025 was to grow barley in the US with 10% less water (versus 2016 baseline). In 2025, we used 410 cubic meters of water per metric ton of barley, a 15.5% reduction versus our 2016 baseline. The trend since 2016 shows a decline in water use. This is the combined result of the cultivars' performance, the direct work with our farmers, and the water availability during the growing season. We have incentivized growers to measure water applied and our agronomists work closely with farmers to correctly time the last irrigation of the barley crop.



SUSTAINABLE FARMING PRACTICES

These are some of the practices implemented by our farmers at different scales:

- Diversity in crop rotation, including cover crops
- Precision planting
- Low or minimum tillage
- Water use tracking
- Conversion of flood irrigation to pivot, wheel-line or subsurface drip irrigation
- Precision irrigation
- Precision application of water from pivots
- Soil sampling
- Leaf tissue sampling
- Use of compost on farm
- Incorporation of barley straw back into the soil
- Wind erosion control methods (for example, tree strips)
- Use of fuel-saving machinery

Some farmers participate in the [Environmental Quality Incentives Program \(EQIP\)](#), the US Natural Resources Conservation Service flagship program that helps farmers integrate conservation into working lands.

MORE BARRELS OF BEER PER ACRE OF BARLEY

Annually, we screen approximately 25,000 barley lines to identify five to ten that show improvements in the majority of the traits for which we breed.

In 2025, we continued to evaluate our commercially produced barley cultivars and newest experimental barley lines in Idaho and Colorado for productivity under water stress conditions. New barley lines demonstrated better ability to withstand reduced water conditions by producing higher yields and better quality, compared to our current commercial barley cultivars.

Under water stress conditions, new experimental barley lines in Idaho produced 8% more grain, 1 percentage point higher malt extract and over 70 more barrels of beer per acre (BBL/acre), compared to our current Moravian cultivar.

As part of our efforts to evaluate additional ways to reduce carbon emissions from agriculture, we are conducting barley yield trials with low-carbon footprint fertilizer. In 2025, we conducted trials in Idaho and Colorado, and we will continue the trials in 2026.

UK MOLSON COORS GROWERS GROUP

In the UK, we've been collaborating with the Molson Coors Coors Growers Group for 17 years. Molson Coors and the farmers share advice, data and insight to help growers take steps to improve the sustainability of their farming practices while guaranteeing a regular supply of top-quality malting barley.

BARLEY FIELD DAYS

In summer 2025, our barley team and company leadership gathered with farmers and their families for Barley Field Days in Power MT. Barley Days provide an annual opportunity to demonstrate our appreciation and celebrate the achievements of another good crop.

Using Water Prudently

Molson Coors’ sustainability strategy places an emphasis on water because of its importance to our products. Our water strategy concentrates on water use efficiency in our breweries and partnering to protect and restore water resources and improve resiliency, with a focus on areas where we have operations that are prone to drought and water stress.

Water Efficiency in Our Operations

We continue to look for opportunities to improve the water efficiency of our operations while maintaining strict hygiene standards and an increasingly complex portfolio of products.

Our changing business has created challenges for achieving our original 2025 goal of a 22% reduction in water-to-product ratio compared to our 2016 baseline. In 2025, after careful evaluation of our progress, the improvement opportunities in our operations in light of our increased complexity, and potential investments, we established a global water use efficiency goal of 3.0 hl/hl by the end of 2030, which is approximately a 16% reduction from our 2016 baseline.

We continued to invest in water efficiency by expanding water reclaim systems at the Trenton OH and Albany GA breweries. In 2025, new filtration and chemical treatment equipment was installed to enable the recycling of process water for cleaning applications. Once fully expanded, these projects are expected to deliver more than 200 million gallons of water savings annually, supporting responsible water stewardship while maintaining high operational and sanitation standards across brewing operations.

In 2025, several of our large breweries across the globe made strides in continuing to reduce their water consumption.

For the third straight year, our Trenton OH brewery performed the best, achieving 2.57 hl/hl. Two other breweries, Fraser Valley (British Columbia) and Aspall (UK), also achieved a water-to-product ratio below 3.0 hl/hl, and the Zagreb (Croatia) brewery ended the year just above at 3.01 hl/hl. Impressively, the Central & Eastern European region achieved a 5% improvement overall with four sites making a 5% or better improvement compared to 2024, including an impressive 17% improvement at our Ploiesti (Romania) brewery and an 11% improvement at the Ostravar (Czech Republic) brewery.



Improving Sustainability Culture

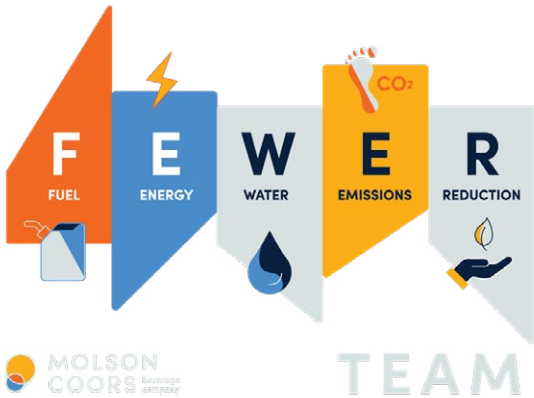
For our large breweries in the Americas, we have implemented a "Win the Planet" program that provides positive incentives for achieving improved performance and implementing efficiency improvements for water and energy consumption, as well as CO₂ self-sufficiency.

In 2025, for example, the Toronto brewery implemented a more robust and integrated approach to production planning to bring more collaborative, proactive and impactful changes to running all the lines in the brewery. This approach helped the Toronto brewery reduce water consumption, overachieving their predicted usage based on production volumes by ~9%. Another example was how the Milwaukee brewery optimized carbon filter regeneration for water and energy savings.

Program winners are allocated funds to implement water and energy efficiency projects at their sites. Using these funds, the Longueuil brewery engineered improvements for a scrubber tank to reduce water consumption and also installed water meters for the truck wash area on site.

In 2025, we expanded the use of the Sustainability Health Check process that is integrated into our World Class Supply Chain leadership pillar. The health check provides a gauge of a site or department’s sustainability culture and consists of a review of daily practices related to achieving our water and energy goals that are demonstrated by leaders and employees and observed during a walkabout.

Foundational to the sustainability improvement efforts at our manufacturing sites is the F.E.W.E.R. team (Fuel, Energy, Water and Emissions Reductions team). This cross-site, cross-functional community shares best practices, discusses potential technologies, and supports each other in driving cultural as well as process changes across our facilities.



Canada

RESTORING WATER THROUGH PARTNERSHIP

For more than five years, Coors Seltzer partnered with Change the Course, a nonprofit specializing in water restoration and conservation, to support a portfolio of projects protecting freshwater ecosystems across Canada. The program has now concluded, marking the close of a sustained, multi-year investment in nature-based solutions that strengthened watersheds and supported communities in seven priority provinces.

Through projects restoring wetlands, improving river and shoreline health, enhancing agricultural water efficiency, and replenishing natural water flows, the program addressed region-specific water challenges through locally led action. The portfolio is expected to restore approximately 8.4 billion gallons of water over its lifetime, delivering lasting environmental benefits and strengthening the long-term resilience of Canada’s freshwater systems.

Colorado

FOREST RESTORATION AND WATERSHED PROTECTION

In Colorado, we partner with The Nature Conservancy and the Upper South Platte Partnership to support forest restoration efforts in the Upper South Platte watershed, a primary source of drinking water for the Denver metropolitan area. Through 2025, restoration activities such as forest thinning and fuel reduction were implemented across more than 1,100 acres. These efforts help reduce the risk of severe wildfires, which can lead to erosion, flooding and long-term impacts to water quality and supply.

By improving forest health and reducing excess vegetation, the project also supports water availability. In 2025, these efforts generated an estimated 38.5 million gallons of annual water benefit, with approximately 16.9 million gallons attributable to Molson Coors.

Texas

AGRICULTURAL WATER QUALITY AND CONSERVATION

In Texas, we support the Richland-Chambers Water Quality Initiative in the Trinity River Basin, an important water source for communities across the state. Through partnerships with the USDA Natural Resources Conservation Service and local conservation organizations, the program works with farmers and ranchers to implement practices that improve water quality and strengthen watershed health. From 2012 through 2025, conservation practices were implemented across more than 18,000 acres, helping reduce runoff, improve soil health and increase water infiltration.

In 2025, the initiative delivered an estimated 1,624 million gallons of total annual water benefit, with approximately 229 million gallons attributable to Molson Coors. Since the program began, the cumulative company-attributable benefit has exceeded 2.2 billion gallons.

3.7B Gallons

water restored to our water-stressed watersheds in Texas and Colorado from 2014 through 2025



Conserving Energy & Reducing Emissions

We're taking actions designed to reduce greenhouse gas emissions across our value chain to achieve our emissions reduction goals.

PROGRESS THROUGH 2025



Actions to Reduce Emissions

To reduce emissions across our operations, we are investing in energy efficiency, low-carbon technologies, process improvements and resource recovery initiatives that support progress toward our near- and long-term climate goals.

HEAT PUMP TECHNOLOGY

Molson Coors has gained approval to install a state-of-the-art heat pump system at the Burton upon Trent brewery in the UK. The system captures waste heat generated from refrigeration processes and repurposes it for brewing operations, which significantly reduces the need for natural gas in process heating. Supported by a grant of more than £8.5 million from the UK Government's Industrial Energy Transformation Fund, the project forms part of a broader £18 million investment to modernize energy systems and improve efficiency at the site.

Once fully operational, the technology is expected to reduce heating energy demand by up to 40,000 MWh annually and contribute to an estimated 40% reduction in site-level direct emissions. This investment demonstrates how public-private collaboration and advanced engineering solutions can accelerate progress toward operational net-zero goals.

CO₂ RECOVERY

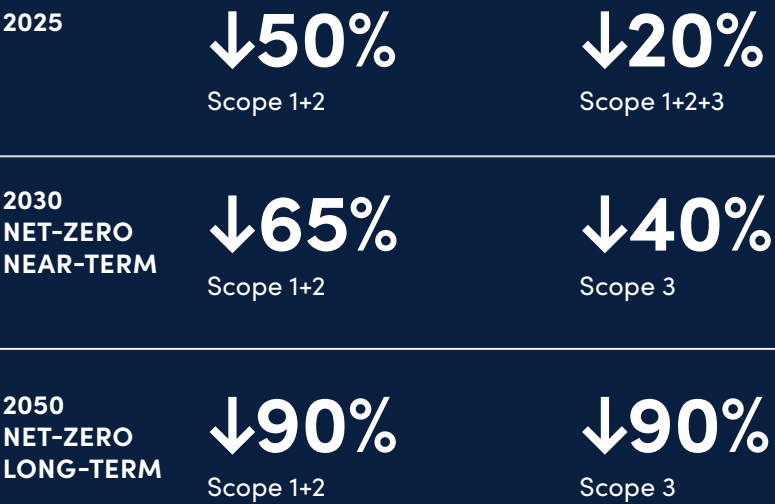
CO₂ recovery systems play an important role in reducing emissions from our brewing operations by capturing CO₂ naturally produced during fermentation, purifying it and reusing it within the brewing and packaging process. In 2025, Molson Coors implemented a CO₂ counterpressure recovery project at its Fraser Valley Brewery, designed to capture and reuse CO₂ previously exhausted during beer changeovers. Traditional counterpressure systems can be a source of clean CO₂ that is often vented to the atmosphere; this project reroutes that CO₂ back into recovery systems while preserving beverage quality. The expansion of the brewery's bright beer tank counterpressure system is expected to reduce emissions by approximately 125t CO₂e annually.

NEW UK & IRELAND HEADQUARTERS

In March 2025, we relocated to our new UK & Ireland headquarters, bringing together our head office based teams in a single, integrated workplace that combines new and refurbished buildings while respecting the heritage of our Burton-on-Trent site. Sustainability was embedded throughout the design, with features such as modern ventilation and air conditioning systems, LED lighting, low water-use facilities and rooftop solar panels on the new-build structure contributing to an EPC rating of A. The space also supports collaboration through the Copper Kettle Café, Thirst Bar and Brewhouse events space.



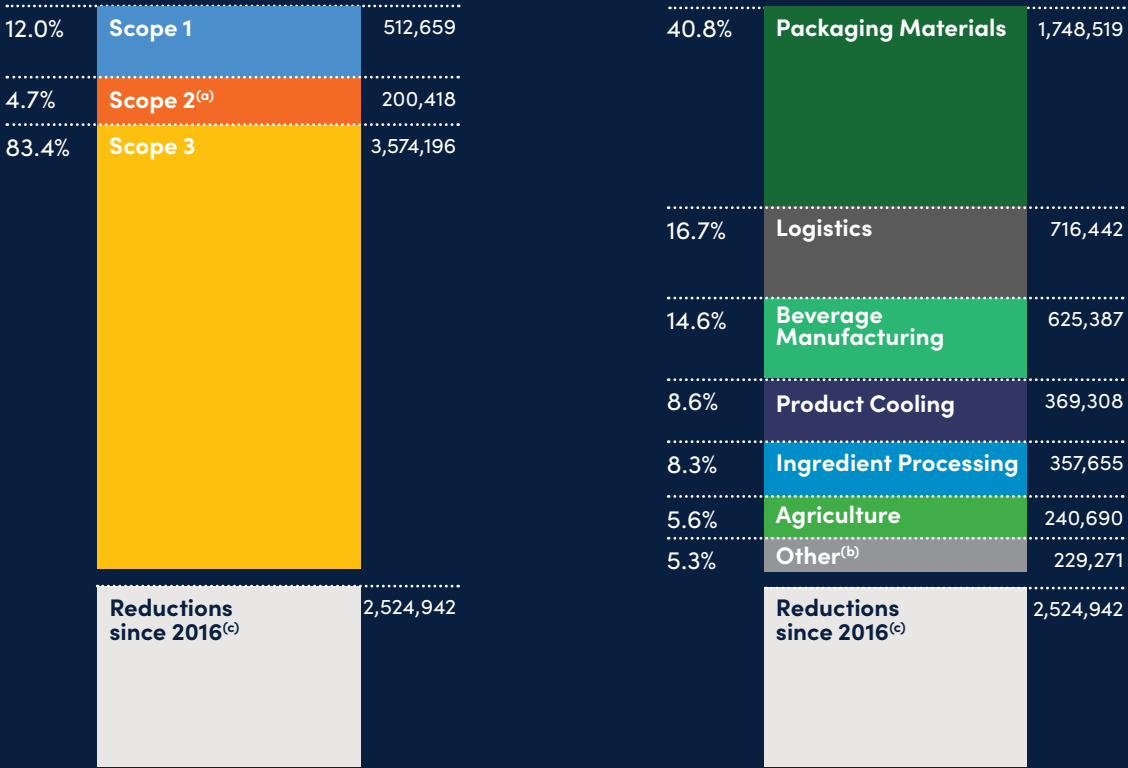
OUR GOALS (VS. 2016 BASELINE)



2025 targets were SBTi (Science Based Targets initiative) validated (1.5°C) in 2019. 2030 near-term and 2050 long-term net-zero targets were defined in accordance with the Corporate Net-Zero Standard from SBTi and were validated by SBTi in November 2023.

Our UK business has the aspiration to achieve Scope 1+2 net-zero for one site by 2030 and for all sites by 2035.

OUR 2025 GHG EMISSIONS PROFILE (tCO₂e)



(a) Scope 2 under market-based method
(b) See details in Data Appendix
(c) In 2025 we made a minor adjustment to the 2016 baseline based on the results from the regular annual review of emissions sources and factors

Investing in Renewables

Molson Coors is continuing to invest in renewable electricity to reduce emissions, strengthen energy resilience and support long-term operational efficiency across the US. In 2025, we advanced multiple solar projects in Colorado, Ohio and Wisconsin, which together provide renewable power to our breweries and operations in these states.

Colorado

KEENESBURG SOLAR

In Colorado, construction began on a 47-acre solar project in Keenesburg, located on a reclaimed coal mine site. Once completed, the solar field is expected to provide approximately 7% of the electricity needs of our Golden Valley operations while also restoring the land with pollinator-friendly habitats. The project is expected to be completed and generating usable energy by the end of 2026.

Ohio

TRENTON ON-SITE SOLAR

In Ohio, a solar project located adjacent to our Trenton brewery is expected to begin construction in 2026 and it is designed to generate approximately 25% of the brewery’s annual electricity consumption. The project is designed to help increase grid resilience and reduce the risk of operational disruptions as electricity demand continues to grow in the region.

Wisconsin

WISCONSIN OPERATIONS SOURCED WITH RENEWABLE ELECTRICITY

In 2025, we finalized another project in Wisconsin, the development of a solar installation at our Watertown Hops facility. The project is part of We Energies’ Solar Now program, which partners with large customers to host utility-owned solar installations on company property.

Under the program, We Energies develops, owns and operates the system, while the host sites provide space for the installation, supporting the expansion of renewable energy generation across the region.

Construction of the Watertown Hops solar installation is expected to begin in 2026. Once operational, the project is expected to contribute renewable electricity to the local grid, helping reduce GHG emissions and supporting broader efforts to expand clean energy infrastructure in the communities where we operate.



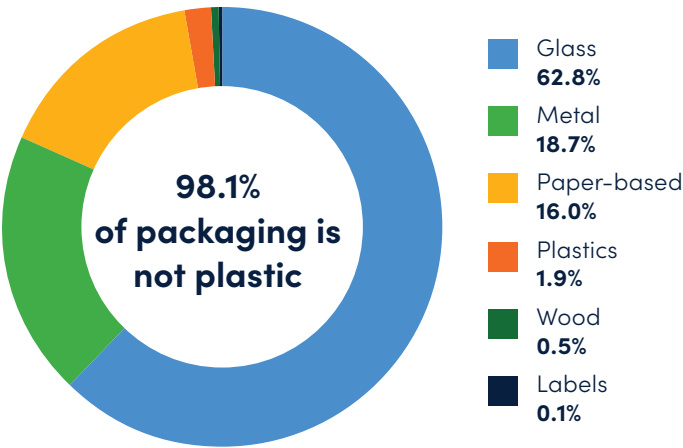
HOW WE ARE REDUCING EMISSIONS ACROSS OUR VALUE CHAIN



Using Materials Wisely

We are working to minimize waste sent to landfill from our manufacturing facilities, increase recycling, and increase recycled content.

2025 GLOBAL PACKAGING MATERIALS USE
(% by weight, packaging sourced)



Addressing Waste in Our Operations

Producing goods generates waste, from defects to excess materials and as by-products. We work to reduce waste in our production facilities through dedicated stations for separating materials to enhance effective recycling and reuse. Across our large breweries globally, we send less than 1 percent of our waste to landfill.

We strive to minimize the amount of waste our production facilities generate that is diverted to landfill and we plan to continue to measure and report our aggregate diversion rate.

0.30%
waste-to-landfill total
(across facilities with >75 employees)

Packaging Interventions

CAN LIGHTWEIGHTING

In 2025, teams in North America progressed testing of lightweight aluminum can designs for 12-ounce and 16-ounce formats, supporting the transition to lower gauge materials on new and existing production lines. Work also advanced on lightweight can ends, moving from 85 gauge to 82 gauge, and teams are now evaluating 80 gauge designs. If implemented at scale, these efforts are expected to reduce the amount of aluminum used per can while maintaining structural integrity.

FREIGHT OPTIMIZATION

Packaging-related emissions were further addressed through freight optimization initiatives in the US designed to move more product with fewer resources. Teams increased the use of rail transportation in place of truck shipments and continued to test new pallet patterns that increase load density and improve trailer utilization. In parallel, opportunities to shift select raw material movements to rail were evaluated, supporting lower emissions logistics across the supply chain.

CORRUGATE BOARD OPTIMIZATION

Efforts continued to reduce fiber content in secondary packaging while maintaining performance. In 2025, Coors Banquet 12-ounce bottle packages in both 12-pack and 18-pack formats entered testing to transition from E flute corrugate to 27 point paperboard, with reduction of corrugated material usage. Additional testing progressed on long neck glass bottle 20-pack formats, evaluating a shift from E flute to Z flute corrugate.

POST-CONSUMER RECYCLED PLASTIC

Across Europe, our supply chain teams optimized the stretch wrap used in pallet packaging by increasing the use of post consumer recycled (PCR) plastic and working closely with packaging and equipment suppliers at one of our production facilities. Through these improvements, the site reduced stretch wrap material use by between 19% and 40%, depending on the application. At the applicable site, this initiative reduced stretch wrap use and supported waste reduction and cost efficiency.

Assessing Climate-Related Risks

Climate change represents a risk and an opportunity for businesses. We have a responsibility to address both if Molson Coors and its surrounding communities are to remain resilient for the future. In line with Task Force on Climate-related Financial Disclosures (TCFD) recommendations, in 2022 we conducted a review of climate-related scenarios that may pose regulatory, transition or physical risks and opportunities to our business. This review confirmed what we had identified as key issues and supported our ongoing financial analysis and mitigation planning.

- **Acute Physical Risks:** Extreme weather or natural disasters causing short-term business impacts, supply chain disruptions and recovery or adaptation costs
- **Chronic Physical Risks:** Prolonged impacts from slow onset climate shifts (e.g., persistent drought) causing reduced output, stranded assets or shortages of key commodities

- **Regulatory Transition Risks:** New or more stringent climate-related regulations, requirements (e.g., mandated GHG reporting and reductions) and carbon-related pricing, taxes and trading systems
- **Market Transition Risks:** Change in market and brand value due to perceptions of the company being a higher investment risk or having a reputation as not transitioning to a lower-carbon economy

These risks have been incorporated into our Enterprise Risk Management (ERM) process, which ranks risks using a matrix of severity and likelihood. This discussion is not intended to be a comprehensive description of all risks that may affect our business. Additional information regarding the significant risks facing our business is reported in our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. Further details are available in our CDP Climate Change submission. See also the [Disclosures Appendix](#).

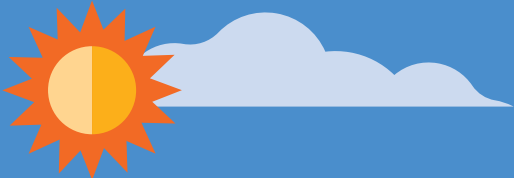




We act with integrity and honor commitments while owning our mistakes, using them as an opportunity to learn.

TAKE ACCOUNTABILITY

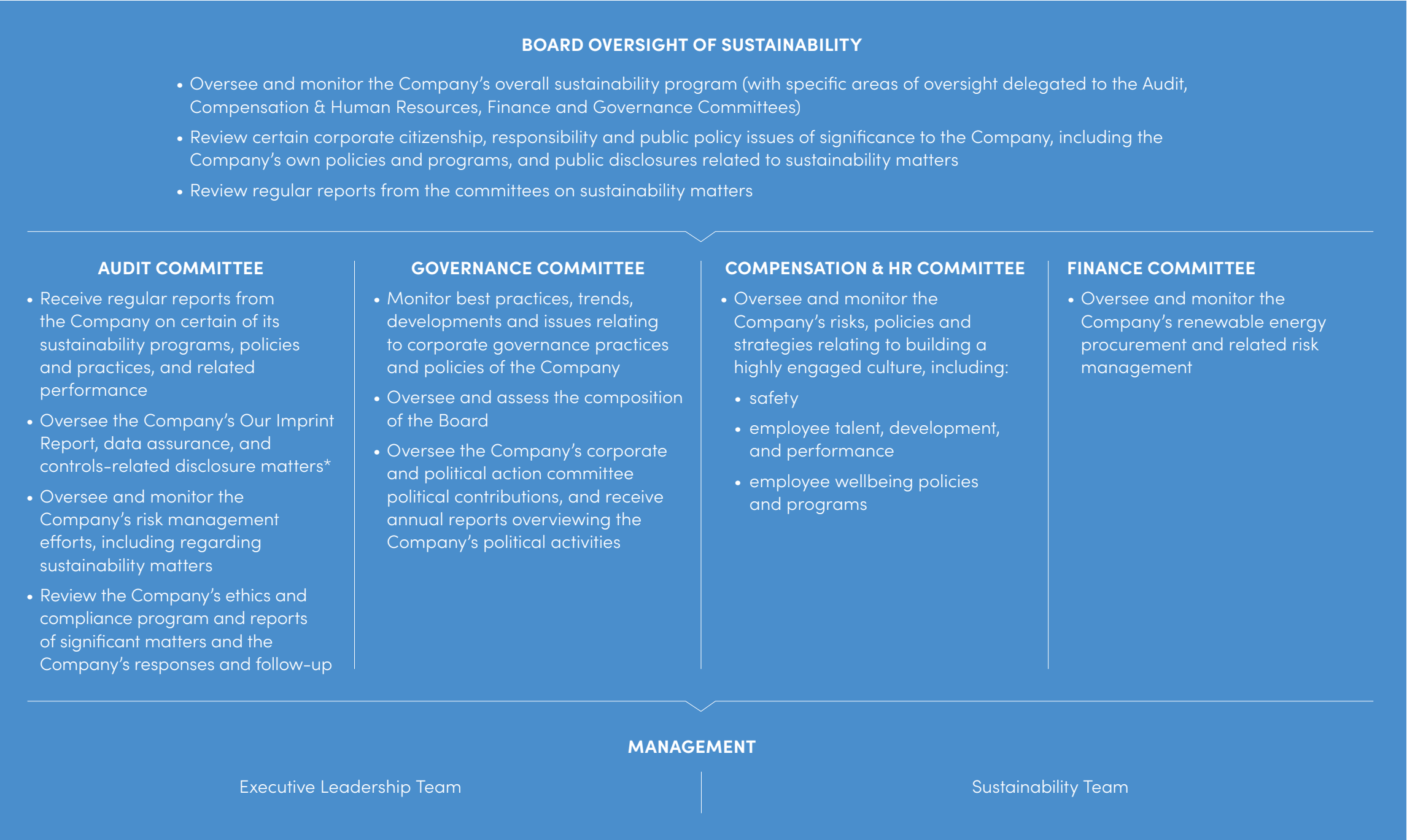
As we Create a World to Celebrate, we want to do so responsibly and in line with stakeholders’ expectations. This commitment is reflected in our multifaceted approach to alcohol responsibility and is enabled by a strong governance structure and processes.



Governance

We believe in producing beverages we can be proud of, which is why Our Imprint initiatives are fundamental to how Molson Coors operates. Our Imprint strategy is underpinned by a foundation of strong corporate governance and ethics. As described in this report, that strategy focuses on a number of areas including safety and wellbeing, culture and engagement, environmental stewardship, sustainable sourcing, and alcohol responsibility, as well as investing in our people and communities.

Our full Board, the majority of which is independent, oversees the corporate governance of our Company. The Molson Coors Leadership Team and Board of Directors are responsible for overseeing Our Imprint strategy and initiatives. Our Board has adopted Governance Guidelines to promote effective corporate governance and the proper functioning of the Board and its committees, including with respect to Board and Committee oversight of the Company’s sustainability strategy and initiatives.



*Sustainability data is subject to evolving methodologies and controls that may differ from controls applicable to financial reporting.

Leading Responsibly

We are committed to supporting our consumers to make positive, informed choices to enjoy our beverages sensibly and responsibly.

We believe that alcohol consumption is a personal choice that can be part of a balanced lifestyle, and we want adults of legal drinking age who choose to consume our products to enjoy them responsibly and in moderation.

Consumers love our brands and we are widening our portfolio to enhance consumer choice with more low- and no-alcohol options.

In addition to our low-alcohol offerings, we are increasing our range of great-tasting no-alcohol alternative choices for consumers. As of 2025, our portfolio contains brands across categories such as no-alcohol beer and cocktails, adult soft drinks, and more.

Ambassadors for responsibility.

Our employees are our greatest asset and, as role models for responsibility, they can help by promoting smart, common-sense attitudes towards drinking, including the choice to drink in moderation or not to drink alcohol at all. We work hard to embed a culture of responsibility across our organization and we provide tools and annual training to all employees to support them as responsible ambassadors for our brands.

We have rigorous internal processes designed to ensure we consistently follow global industry practices and adhere to advertising and marketing guidelines and in-market regulations.

Our advertising and marketing efforts are always directed toward adults of legal drinking age and we work closely with partners to promote responsible sales practices. Our regional marketing compliance committees strive to comply with applicable industry codes and regionally relevant regulatory requirements, while ensuring that advertising messages are consistent with standards of good taste and are directed to legal drinking age consumers.

We partner to reduce harmful drinking through the International Alliance for Responsible Drinking (IARD).

We're a founding member of [IARD](#), a nonprofit global organization created to promote understanding of responsible drinking. We continue to work with peer companies to collaboratively deliver on initiatives that combat harmful drinking, and to set marketing standards to safeguard minors.

We support programs in our communities that are focused on preventing alcohol-related harm.

Across the globe, we invest in and engage with the local communities where we support activities that promote responsible drinking. Many of our partnership programs are focused on tackling the issue of drunk driving and supporting consumers to make safe and responsible choices. Additional activity includes supporting initiatives that seek to reduce harmful consumption and stem underage drinking through partnerships focused on the empowerment of college and university students, as well as bartenders and on-premise operators.

Actions by International Alliance for Responsible Drinking (IARD)

RAISING GLOBAL STANDARDS

As a leading member of IARD, we actively work to enhance responsibility standards across the ecosystem in an effort to ensure responsible business practices.

For example, in response to the rapid growth of e-commerce, [IARD](#) has launched the first-ever global standards for the online sale and delivery of alcohol, developed jointly with member companies and leading global and regional retailers and delivery platforms including Uber Eats, JD.com, and Mercado Libre.

These standards establish five key safeguards, including effective age verification, preventing delivery to those underage, knowingly intoxicated or prohibited by law, and empowering frontline delivery agents with the training and authority to deny handing over alcohol where necessary.

In parallel, we work closely with IARD in support of its work to set global standards for digital and influencer marketing, helping to support the goal that ensures alcohol advertising reaches only those of legal drinking age, embedding responsible marketing requirements into agency contracts and implementing safeguards across members' owned channels.

Additionally, by bringing together leading digital partners including Google, Meta, Pinterest, Snap, TikTok and X, IARD is actively helping to strengthen online age assurance through enhanced screening and platform-specific technologies that are designed to help ensure marketing only reaches adults of legal purchase age.



CELEBRATE RESPONSIBLY®

Promoting Responsibility in our Local Communities

US and Canada

ITGA PARTNERSHIPS

As part of an ongoing partnership with the International Town & Gown Association ([ITGA](#)), we support initiatives at colleges and universities aimed at reducing alcohol-related harm and underage drinking. Through the years we have supported over 160 grants with more than \$2 million in funding under ITGA's Great Plays Grant Program. Some examples from 2025 include:

The Spring semester cycle of the Hoosiers for Harm Reduction program at **Indiana University-Bloomington** engaged almost 400 Kelley School of Business students through harm reduction, wellness and alcohol safety programming. Seven major initiatives were delivered, including stress management workshops, nutrition education, an etiquette dinner blending professional skills with alcohol safety training, and high visibility alcohol-free events like the Bouquet Bar ("Not all bars have booze").

The Ohio State University's Off-Campus and Commuter Student Engagement team successfully implemented a multifaceted program for its nonresidential students centered on education, community engagement and harm reduction outreach. Key milestones included the creation of four educational resources — Party Smart, Good Neighbor, Winter Break and Move Out guides — distributed to students. Party Smart kits further reinforced safety messaging across the off-campus area. Eight community events fostered meaningful resident connections.

Researchers at **Washington State University** completed 13 in-depth interviews to explore how young adults perceive alcohol-related risk behaviors. These insights directly informed the development of updated survey items. A social norms survey of 186 WSU students provided quantitative evidence of substantial misperceptions across multiple alcohol-related risks, including physical injury, riding with intoxicated drivers, negative online communication and sexual risk taking. Notably, there was a 61.8% gap between students' reported actual behaviors and their perceptions of peers' behaviors, demonstrating strong justification for targeted corrective messaging and the continued development of a refined norms campaign for the upcoming academic year.

FREE RIDES

In 2025, our Molson Coors Free Rides Program celebrated the milestone of 10 million safe rides provided to consumers after sporting events, festivals and holiday gatherings.

Miller Lite and Coors Light supported free rides on local transit for major celebrations in the Charlotte, Chicago, Denver, Dallas, Milwaukee, Phoenix, and Washington D.C. markets.

We also collaborated with the Nova Scotia Liquor Corporation and Halifax Transit program for a second consecutive year, offering free transit rides on Saturdays in December.

Promoting Responsibility in our Local Communities

Bosnia & Herzegovina

The “Think” campaign promoting responsible consumption was launched in 2023 with a strong focus on stories of survivors and rescuers. In 2025, a banner campaign was launched which led to a website that features all the stories of brave first responders.



Bulgaria

In 2025, the 17th edition of Kamenitza AD’s flagship initiative “Alcohol Is a Bad Driver” evolved into its boldest youth-focused effort yet, directly tackling a root cause of drink-driving (also known as drunk driving): overconfidence. Built on the insight that drunk drivers are inherently overconfident, the campaign dismantled the excuses that fuel this false sense of safety through the powerful message “Excuses Don’t Get Far.” To bring these excuses to life, Kamenitza created limited-edition cans printed with real justifications people use to excuse driving after drinking and placed them inside a single autonomous FREE BEER DRIVE-THROUGH installation, DEAD END, installed across two high-traffic commercial locations over a total of 14 days. Visitors faced a binary choice: responsible behavior dispensed a 0.0% Kamenitza, while choosing the opposite produced a crushed, deformed can resembling a wrecked car, each carrying an excuse like “I’m fine,” “It’s close,” or “Nothing will happen.” The activation was supported by a digital campaign where every excuse-printed can “came to life.” The initiative achieved broad digital reach, strong in-person engagement and earned media publications, backed by 10 institutional and business partners and the engagement of 75+ local employees.

Croatia

“Turn On Your Conscience — Sometimes You Have to Say No to Kids” campaign to prevent underage alcohol consumption was sponsored by the Brewers Association in partnership with leading retail chains with educational materials displayed in stores across Croatia, a well-known TV sociologist sharing parenting stories on social media, and a website refresh to include tips for parenting, trust and preventing underage drinking. In addition, the long-running “Think” initiative to raise awareness about responsible alcohol consumption launched a banner campaign, generating a significant number of impressions.



Czech Republic

Under the Brewers Association umbrella, beer producers have participated for many years in an educational campaign that includes police checks of drivers and checks at music festivals and on boats during the summer.

Montenegro

The 2025 (17th) edition of Montenegrin “Don’t Drink & Drive” campaign was communicated under the slogan “Some Things Just Don’t Match,” with activities including an out-of-home public campaign, a digital campaign, the donation of breathalyzers and discounted bus rides to a festival sponsored by Nikšićko

Romania

Sometimes, the most powerful messages are the ones that remind us of the obvious — like the fact that in real life, there’s no undo button. That simple idea became the narrative behind “Designed by Accident — A Story About Owning Our Choices,” a project born from the desire to spark more responsibility in all of us, whether we’re behind the wheel, on a bike or simply crossing the street with headphones on. The campaign kicked things off with a partnership in one of Bucharest’s biggest malls where shoppers strolling through the halls suddenly found themselves face to face with a scooter, a bicycle and even a car — each of them visibly crashed, frozen in a moment we usually hope never to see. Attached to them was the message: “There is no undo button in real life. Live responsibly.” It stopped people in their tracks — literally. Some stared, some took pictures, some whispered to their friends. And that was the intent: a moment of pause, a moment to think. To reach even more people, a podcast episode was developed with one of Romania’s biggest YouTubers. The conversation was honest, relaxed and surprisingly insightful — touching on responsibility, speed, distractions and the little decisions that make a big difference on the road. The project wasn’t just about crashed vehicles or serious messages. It was about reminding each of us — gently, visually, unmistakably — that our everyday choices matter. And while life may not come with an undo button, it does give us countless chances to do better.



Serbia

For the 19th year, the “When I Drink, I Don’t Drive” campaign was implemented at major summer festivals by the Apatin Brewery in cooperation with the Traffic Police Administration and the Road Safety Agency, promoting traffic safety and responsible alcohol consumption. In 2025, together with its partners, the brewery was present at all major summer festivals as well as the Safety Caravan organized by the Traffic Police Administration. At all these events, the goal was to remind consumers that despite the fun, they must not forget about responsible drinking and road safety. The media campaign was titled “Some Things Don’t Go Together” to highlight, in an engaging way, that alcohol and driving do not mix.

United Kingdom

In the United Kingdom, Molson Coors continued to promote responsible consumption through targeted campaigns and partnerships designed to encourage safer behaviors and increase awareness of alcohol-related risks. Working in collaboration with organizations such as Drinkaware, these efforts focused on clear, practical messaging to help consumers make informed choices around alcohol.

Campaigns in 2025 emphasized the importance of planning ahead if choosing to drink, whether ensuring a safe way home or choosing alcohol alternatives if driving. Activity also promoted moderation across a range of social occasions, including at major sporting or music events. By combining on trade activation, digital engagement and partnership-led initiatives, these efforts contribute to a broader culture of responsibility and support safer communities.



More Choices for Those Who Choose Not to Drink Alcohol

Through innovation and strategic partnerships, Molson Coors made one thing clear in 2025: we are officially a beverage company. The rapid expansion of our no-alcohol portfolio underscores that evolution.

A key milestone came in 2025 with the formation of a strategic US partnership with Fever-Tree, adding the leading premium mixer brand to a growing no-alcohol lineup that includes ZOA, Naked Life, Blue Moon Non-Alcoholic, Peroni 0.0% and Coors Edge. As a leading brand in premium mixers, particularly ginger beer and tonic water, Fever-Tree strengthens the Molson Coors no-alcohol portfolio with a distinctive premium offering. We plan to support Fever-Tree in a way that aligns with our broader commitment to responsible no-alcohol portfolio growth, thoughtful brand stewardship and long-term value creation.

That momentum extends across the broader no-alcohol portfolio. Naked Life delivers a true-to-cocktail experience — without the alcohol. ZOA continues to build excitement with refreshed packaging and a new media campaign. Coors 0.0% will launch in 2026 with the same mountain cold refreshment that consumers love, now without alcohol.



MOLSON COORS’ FAMILY OF LOW- AND NO-ALCOHOL PRODUCTS

EMEA&APAC

- Bergenbier Non-Alcoholic
- Borsodi Beer Mixes 0.0
- Cobra Zero
- Cool 0.0
- Doom Bar Zero
- Fresh 0.0
- Friss 0.0
- Hidra

- Jelen Cool
- Kamenitza NA 0.0
- Madri 0.0
- Rekorderlig Strawberry-Lime Cider and Apple Cider
- Ožujsko Cool
- Staropramen Nealko

North America

- Blue Moon Non-Alcoholic
- Coors Edge
- Fever-Tree

- Henry Weinhard’s Gourmet Soda
- Naked Life
- Peroni 0.0%
- ZOA



Responsible Business Practices

Enterprise Risk Management (ERM)

Molson Coors uses ERM as a strategic tool to identify the most significant risks and opportunities for achieving our business objectives. A twice-per-year analysis is conducted through interviews, benchmarking and external analysis, and considering both current and emerging risks. The result, a portfolio view of risks and mitigating actions across the entire business, is reported to our Leadership Team and monitored by the Board of Directors. Each enterprise risk has a Leadership Team owner who coordinates mitigation efforts and reports progress. The process is overseen by our legal department and is aligned with the Committee of Sponsoring Organizations of the Treadway Commission (COSO) ERM Framework.

Molson Coors discloses certain business risks in its filings with the US Securities & Exchange Commission (SEC), which include risks related to, among other things, concerns over climate change, availability of quality water, impacts of packaging and people and culture-related risks. See our [2025 Form 10-K](#) and our other SEC filings for a discussion of certain risks facing our business.

Molson Coors Code of Business Conduct

We are guided by our [Code of Business Conduct](#), a company-wide document available in 10 languages for each of the countries in which we operate. The Code underpins our ethics and compliance program and informs policies, training, communication, monitoring and auditing procedures. Employees are required to read and confirm compliance with the Code, with mandatory training incorporated into the onboarding process for new employees. Refresher training is provided every two years.

Responsible Supply Chain

Our suppliers are an integral part of our business. We continually work with them in an effort to ensure they are embedding respect for human rights in their work and driving their environmental sustainability strategy.

We utilize the Supplier Ethical Data Exchange (Sedex) monitoring service to proactively identify risks in this area, with a four-stage process to screen, identify and monitor potential issues.

Ensuring Responsible Political Contributions

Molson Coors actively participates in political engagements to inform public policymakers of developments that relate to our company and industry, and we are committed to conducting these activities ethically and in compliance with the law. Our business rules state that only designated employees may engage in public policy work on our behalf. In doing so, they must adhere to specific registration, ethics and disclosure requirements in their respective jurisdictions.

Our Code of Business Conduct provides employees with additional guidance. Our Chief Legal Officer and Vice President of Government Affairs, as well as the Governance Committee of the Board of Directors, oversee all corporate political activities and receive annual reports on political giving.

In the US, political contributions support candidates, political parties and committees at both federal and state levels, and are made in accordance with the Molson Coors Political Contribution Policy.

We follow rigorous internal protocols, legal policies and external controls with the goal of ensuring political contributions are made and reported in compliance with appropriate federal, state and local laws and regulations. The value of contributions at the state level are generally publicly available on the respective state’s website as disclosures on the campaign finance reports required by that jurisdiction.

The Molson Coors Political Action Committee (Molson Coors PAC) is registered with the Federal Election Commission (FEC) and files monthly reports with the FEC, or as otherwise prescribed by federal law. These reports are publicly available at www.fec.gov and provide an itemization of the Molson Coors PAC receipts and disbursements, including contributions to candidates, party committees and other organizations.



POLITICAL CONTRIBUTION POLICY

This [policy](#) outlines Molson Coors’ policies, procedures and philosophy regarding political contributions and activities. The policy reaffirms broad criteria that drive decisions regarding political contributions (as permitted by law) by employee-funded entities, corporate contributions, as well as other lobbying and advocacy efforts. It states that Molson Coors’ political spending is not influenced by the political preferences of any individual director, officer or employee.



Our Approach to Responsible Tax

In 2025, our global activities resulted in a total tax contribution of more than \$2.7 billion. The taxes we collect and pay around the world on a timely basis are just one element of how Molson Coors operates responsibly.

Our approach to tax is based first and foremost on the recognition that the taxes we pay have important economic and societal effects and are crucial in the development and growth of the jurisdictions in which we operate. Our tax approach has been designed in a manner that supports Our Imprint strategy through delivery on our Tax Principles.

The Finance Committee of the Board of Directors oversees our approach to tax and reviews whether we have met our tax-specific responsibilities from a risk management and controls perspective. Our Chief Financial Officer and VP Tax are responsible for all tax matters, including the development and maintenance of a tax control framework, and must report all material tax matters and risks to the Finance Committee.

 **For more information, see our Tax Transparency Report**



MOLSON COORS’ TAX PRINCIPLES

We execute on our approach to tax through a rigorous commitment to our Tax Principles, which serve as a guide for our company and employees in ensuring that we pay the correct amount of tax. We have five Tax Principles, which intentionally follow the company’s five core values.



Put People First: Transparency

We believe in maintaining transparent relationships with open and honest communication on tax matters with governments and taxing authorities, investors, employees and our consumers.



Be Bold & Decisive: Business Activity Drives Decisions, Not Tax

We believe in considering tax positions and tax opportunities that are aligned with business activity and meet stringent substance standards. We aim to enhance shareholder value while meeting the expectations of our consumers and employees, and as such, do not seek abusive tax results.



Take Accountability: Compliance

We believe in meeting strong compliance standards under statutory tax and financial reporting rules and regulations and timely paying the correct amount of tax in the jurisdictions in which we create value and generate taxable profits.



Learn Every Day: Risk Management

We believe in identifying, managing and mitigating our tax risks through established policies, processes, systems and internal controls.



Celebrate Together: Supporting Tax Systems

We believe in constructively engaging in dialogue with governments and taxing authorities around the world to support the development of fair, effective and efficient tax systems.



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DISCLOSURES APPENDIX FY2025

TCFD
SASB
UN Global Compact
UN SDGs Impact Summary



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DATA APPENDIX FY2025



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2026 STATEMENT OF GHG EMISSIONS

(FY2025 DATA)
Assurance to come

About the illustrations

Plaid Mtn. is the base camp for freelance illustrator and designer Matthew Loren Carlson. Matt currently resides in Omaha, Nebraska, where he was born and raised. Matt has worked with clients such as Clif Bar, Adobe, Uber, Progressive and Men's Health Magazine, among others.
www.plaidmtn.com

About the design

Avila Creative is a Chicago-based design firm specializing in ESG reporting as well as other graphic design. They deliver optimal value to clients through the personal attention and agility of a small firm, balanced with the expertise of a world-class agency. They are an MBE Hispanic and NGLCC certified firm. www.avilacreativeinc.com