



Constellation Brands

INVESTOR DAY 2023



JOSEPH SUAREZ

VICE PRESIDENT, INVESTOR RELATIONS

INTRODUCTION

FORWARD-LOOKING STATEMENTS

This presentation, including the oral statements made in connection herewith, contain forward-looking statements that are based on certain assumptions, estimates, expectations, plans, analyses, and opinions made by management in light of their experience and perception of historical trends, current conditions, and expected future developments, as well as other factors management believes are appropriate in the circumstances. These forward-looking statements are subject to various risks and uncertainties, many of which are beyond our control, and which could cause actual results to differ materially from those set forth in, or implied by, such forward-looking statements. When used in this presentation, words such as “anticipate,” “intend,” “expect,” “plan,” “continue,” “estimate,” “exceed,” “may,” “will,” “project,” “predict,” “propose,” “potential,” “targeting,” “exploring,” “goal,” “outlook,” “forecast,” “trend,” “path,” “scheduled,” “implementing,” “ongoing,” “seek,” “could,” “might,” “should,” “believe,” “vision,” and similar words or expressions are intended to identify forward-looking statements, although not all forward-looking statements contain such identifying words. Although we believe that the estimates, expectations, plans, and timetables reflected in the forward-looking statements are reasonable, they may vary from management’s current estimates, expectations, plans, and timetables, and we can give no assurance that such estimates, expectations, plans, and timetables will prove to be correct, as actual results and future events and timetables could differ materially from those anticipated in such statements. Information provided in this presentation is necessarily summarized and may not contain all available material information.

All statements other than statements of historical fact in this presentation may be forward-looking statements, including without limitation statements regarding or applicable to our business strategy and vision, value proposition and opportunity, growth plans and growth drivers, innovation, new products, tools, and capabilities, brand building, digital leadership and capabilities, including through our Digital Business Acceleration initiative, future marketing strategies and spend, future focus areas, demographic and consumer projections and trends, future sales, space, partnership, distribution, and supply chain initiatives, our beer expansion, optimization, and/or construction activities, including anticipated scope, capacity, supply, costs, capital expenditures, and timeframes for completion, capital allocation priorities and commitments, future operations, financial position, liquidity and capital resources, net sales, costs, expenses, cost savings initiatives, operating income, operating margins, leverage ratios, including target net leverage ratio, dividend payout ratio, depreciation, equity in earnings, interest expense, tax rates, non-controlling interests, diluted shares outstanding, EPS, cash flows, capital expenditures, and other financial metrics, expected volume, inventory, price/mix, and depletion trends, near- and medium-term financial models and targets, the continued refinement of our wine and spirits portfolio, wine and spirits optimization and efficiency initiatives, future acquisition, disposition, and investment activities, our ESG approach, corporate social responsibility and sustainability initiatives, environmental stewardship targets, and human capital and DEI objectives, ambitions, and priorities, the manner, timing, and duration of our share repurchase program and source of funds for share repurchases, the amount and timing of future dividends, anticipated inflationary pressures, changing prices, and reductions in consumer discretionary income as well as other unfavorable global and regional economic conditions, geopolitical events, and military conflicts, and our responses thereto, and prospects, plans, and objectives of management.

FORWARD-LOOKING STATEMENTS

In addition to the risks and uncertainties of ordinary business operations and conditions in the general economy and markets in which we compete, our forward-looking statements contained in this presentation are also subject to the risk, uncertainty, and possible variance from our current expectations regarding: water, agricultural and other raw material, and packaging material supply, production, and/or shipment difficulties which could adversely affect our ability to supply our customers; the ability to respond to anticipated inflationary pressures, including reductions in consumer discretionary income and our ability to pass along rising costs through increased selling prices; the actual impact to supply, production levels, and costs from global supply chain disruptions and constraints, transportation challenges (including from labor strikes or other labor activities), shifting consumer behaviors, wildfires, and severe weather events; reliance on complex information systems and third-party global networks; the actual balance of supply and demand for our products, the actual performance of our distributors, and the actual demand, net sales, channel proportions, and volume trends for our products; beer operations expansion, optimization, and/or construction activities, scope, capacity, supply, costs (including impairments), capital expenditures, and timing; results of the potential sale of the remaining assets at the Mexicali Brewery or obtaining other forms of recovery; the impact of the military conflicts in Ukraine and in Israel and surrounding areas, geopolitical tensions, and responses, including on inflation, supply chains, commodities, energy, and cybersecurity; contamination and degradation of product quality from diseases, pests, weather, and other conditions; communicable diseases outbreaks, pandemics, or other widespread public health crises, such as the COVID-19 pandemic, and associated governmental containment actions, which may include the closure of non-essential businesses (including our manufacturing facilities); the amount, timing, and source of funds for any share repurchases and number of shares outstanding; our cash and debt position; the amount and timing of future dividends which are subject to the determination and discretion of our Board of Directors; the impact of our investment in Canopy, including recording our proportional share of Canopy's estimated pre-tax losses; the accuracy of management's projections relating to the Canopy investment; the timeframe and amount of any potential future impairment of our investment in Canopy; Canopy's failure to receive the requisite approval of its shareholders necessary to approve the Canopy Transaction, any other delays with respect to, or the failure to complete, the Canopy Transaction, the ability to recognize the anticipated benefits of the Canopy Transaction and the impact of the Canopy Transaction on the market price of Canopy's common stock; completion of the Canopy Transaction, the exchange of our promissory note issued by Canopy for Exchangeable Shares, and the impact from converting our Canopy common shares for Exchangeable Shares on our relationship with and investment in Canopy; any impact of U.S. federal laws on Canopy Strategic Transactions or upon the implementation of such Canopy Strategic Transactions, or the impact of any Canopy Strategic Transaction upon our future ownership level in Canopy or our future share of Canopy's reported earnings and losses; the expected impacts of wine and spirits portfolio refinement activities; purchase accounting with respect to any transaction, or the assumptions used regarding the assets purchased and liabilities assumed to determine their fair value; general economic, geopolitical, domestic, international, and regulatory conditions, world financial market and banking sector instability, including economic slowdown or recession, and a potential U.S. federal government shutdown; the ability to continue to recognize anticipated benefits of the Reclassification; our targeted net leverage ratio due to market conditions, our ability to generate cash flow at expected levels, and our ability to generate expected earnings; accuracy of supply projections, including relating to beer operations expansion, optimization, and construction activities, wine and spirits operating activities, product inventory levels, and glass sourcing; our ability to achieve and timeframes for achieving expected target debt leverage ratios, cash flows, operating margin, earnings, and other financial metrics; operating and financial risks related to managing future growth; competition in our industry; financing, market, economic, regulatory, and environmental risks; reliance on key personnel; litigation matters; increases in capital or operating costs; changes to international trade agreements, tariffs, accounting standards, elections, assertions, or policies, tax laws, or other governmental regulations; changes in interest rates and the inherent unpredictability of currency fluctuations, commodity prices, and raw materials; any incremental contingent consideration payment paid; accuracy of all projections, including those associated with announced acquisitions, investments, and divestitures; accuracy of forecasts relating to joint venture businesses; the actual amount and timing of cost reductions based on management's final plans; and other factors and uncertainties disclosed from time to time in our filings with the Securities and Exchange Commission, including our Annual Report on Form 10-K for the fiscal year ended February 28, 2023, and our Quarterly Report on Form 10-Q for the fiscal quarter ended August 31, 2023. Forward-looking statements are made as of November 2, 2023, and Constellation does not intend and expressly disclaims any obligation to update or revise the forward-looking information contained in this presentation, whether as a result of new information, future events, or otherwise, except as required by law. Accordingly, readers are cautioned not to place undue reliance on forward-looking information.

USE OF NON-GAAP FINANCIAL MEASURES, DISCLAIMERS, CAUTION REGARDING OUTDATED MATERIAL, AND LOCATION OF DEFINED TERMS

This presentation may contain non-GAAP financial measures. These and other non-GAAP financial measures, the purposes for which management uses them, why management believes they are useful to investors, and a reconciliation to the most directly comparable GAAP financial measures can be found in the appendix of this presentation or at ir.cbrands.com under the *Financial Info/Financial History (Non-GAAP)* section. All references to profit measures and earnings per share on a comparable basis exclude items that affect comparability. Non-GAAP financial measures are also referred to as being presented on a comparable, adjusted, organic, or “excluding Canopy EIE” basis.

The notes offered under Constellation’s commercial paper program have not been and will not be registered under the Securities Act of 1933 and may not be offered or sold in the U.S. absent registration or an applicable exemption from registration requirements. This presentation shall not constitute an offer to sell or the solicitation of an offer to buy Constellation’s notes under the commercial paper program.

Unless otherwise indicated, the information presented is as of November 2, 2023, and, to the best of Constellation's knowledge, timely and accurate when made. Thereafter, it should be considered historical and not subject to further update by Constellation.

Unless the context otherwise requires, the term “consumers” refers to LDA consumers and references to “betterment” products means Constellation's lower-alcohol, lower-calorie, non-alcoholic, or no-calorie products.

Constellation owned a 50% interest in the entity reflected in Beer Business reported figures for periods prior to June 7, 2013.

Market positions and industry data discussed in this presentation have been obtained or derived from industry and other third-party publications and our estimates. We have not independently verified the data from the industry and other third-party publications. Unless otherwise noted, all references to market positions are based on equivalent unit volume. Unless otherwise indicated, data discussed in this presentation is based on Constellation data, analysis, plans, and reporting.

A list of defined terms used within can be found in the appendix of this presentation.

TODAY'S AGENDA

STRATEGIC OUTLOOK

**BILL
NEWLANDS**
President &
Chief Executive Officer

CONSUMER INSIGHTS & INNOVATION

**MALLIKA
MONTEIRO**
EVP &
Chief Growth, Strategy
& Digital Officer

BEER BUSINESS

**JIM
SABIA**
EVP & President
Beer Division

**BILL
RENSPIE**
Chief
Customer Officer

**JOHN
KESTER**
SVP
Operations Services

**TOM
MCCORRY**
SVP Finance

Q&A

**BILL
NEWLANDS**
President &
Chief Executive Officer

**MALLIKA
MONTEIRO**
EVP & Chief Growth,
Strategy & Digital Officer

**JIM
SABIA**
EVP & President
Beer Division

WINE & SPIRITS BUSINESS

**ROBERT
HANSON**
EVP & President
Wine and Spirits Division

**MATT
MCHARGUE**
SVP Fine Wine
and Craft Spirits

**SAM
GLAETZER**
SVP Global Operations
& International Sales

**LISA
BROWN**
SVP Supply Chain

**KEN
METZ**
SVP Finance

ESG

**MIKE
MCGREW**
EVP &
Chief Communications,
CSR & Diversity Officer

FINANCIAL OUTLOOK

**GARTH
HANKINSON**
EVP &
Chief Financial Officer

Q&A

**BILL
NEWLANDS**
President &
Chief Executive Officer

**ROBERT
HANSON**
EVP & President
Wine and Spirits Division

**MIKE
MCGREW**
EVP &
Chief Communications,
CSR & Diversity Officer

**GARTH
HANKINSON**
EVP &
Chief Financial Officer



Constellation Brands

INVESTOR DAY 2023



BILL NEWLANDS

PRESIDENT AND CHIEF EXECUTIVE OFFICER

STRATEGIC OVERVIEW

OUR KEY HIGHLIGHTS FOR YOU TODAY

- 1 We remain confident in our strategy and plans for our **Beer Business to keep delivering best-in-class growth and profitability**
- 2 We continue to anticipate sequential improvement from the strategic transformation of our **Wine and Spirits Business to drive growth and higher profitability**
- 3 We are aiming to maintain our status as a top growth leader in CPG **targeting low double-digit diluted EPS growth as part of our medium-term algorithm**
- 4 We expect a step-up in operating cash flow growth and targeted organic investments to **yield \$10B to \$12B of free cash flow cumulatively from FY24 to FY28**
- 5 We are committed to our capital allocation priorities more broadly and our Board has **approved a \$2B increase in our share repurchase authorization to \$2.8B¹**
- 6 We are making significant progress toward our ESG commitments and have **clear plans to further our ESG efforts in line with our business objectives**

¹ \$2B represents authorization approved by Board of Directors November 2023; \$0.8B represents remaining portion of authorization approved by Board of Directors in January 2021 to repurchase up to \$2.0B of the company's publicly traded common stock as of August 31, 2023.

A COMPELLING VALUE PROPOSITION

BEST-IN-CLASS GROWTH

10 consecutive years as a growth leader among CPG peers¹



FINANCIAL DISCIPLINE

Consistent capital allocation priorities since FY19

1.0X
reduction in net leverage ratio²

\$5.7B
in dividends & share repurchases

15M HL
additional beer brewing capacity

ENHANCED STEWARDSHIP

Significant ESG improvements achieved in last year

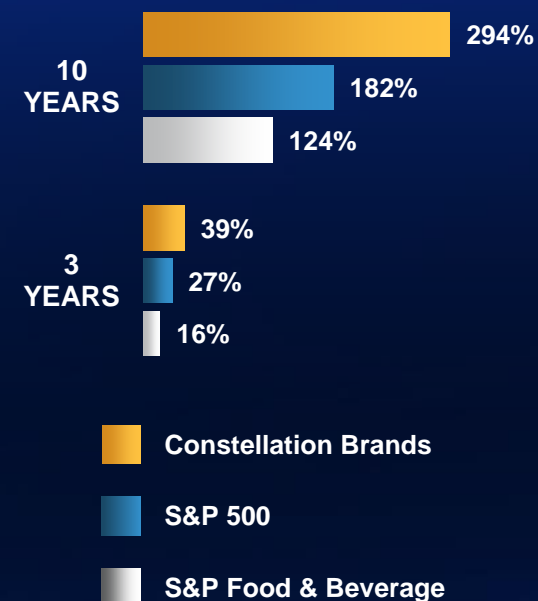
1 Share = 1 Vote
with Class B Collapse

New Board
members and key roles rotated

Water Stewardship
initial target exceeded

VALUE CREATION

Outperformance of total shareholder returns over multiple periods³



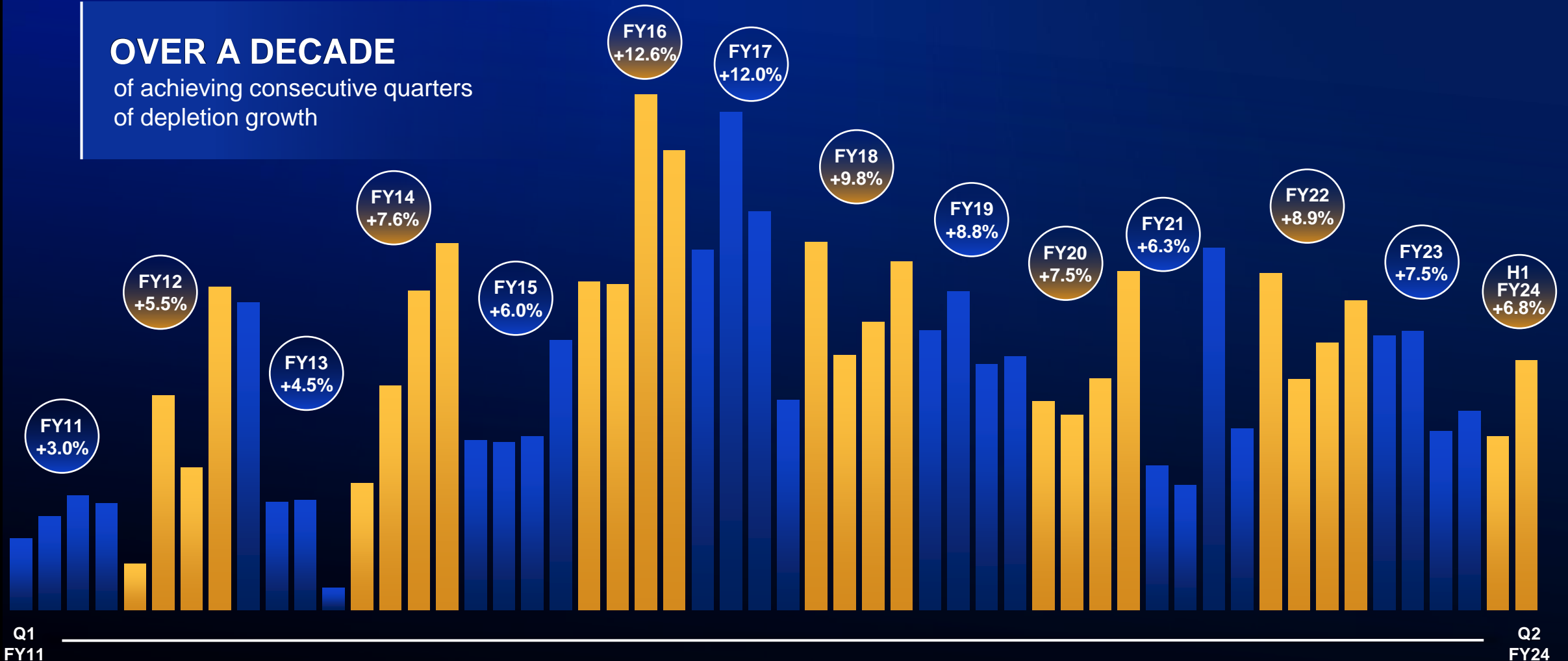
¹ Source: Circana and BCG analysis.
² On a comparable basis excluding Canopy EIE
³ Source: FactSet data as of October 27, 2023.

DELIVERING ON OUR COMMITMENTS

DRIVING RELENTLESS GROWTH IN OUR BEER BUSINESS

OVER A DECADE

of achieving consecutive quarters of depletion growth



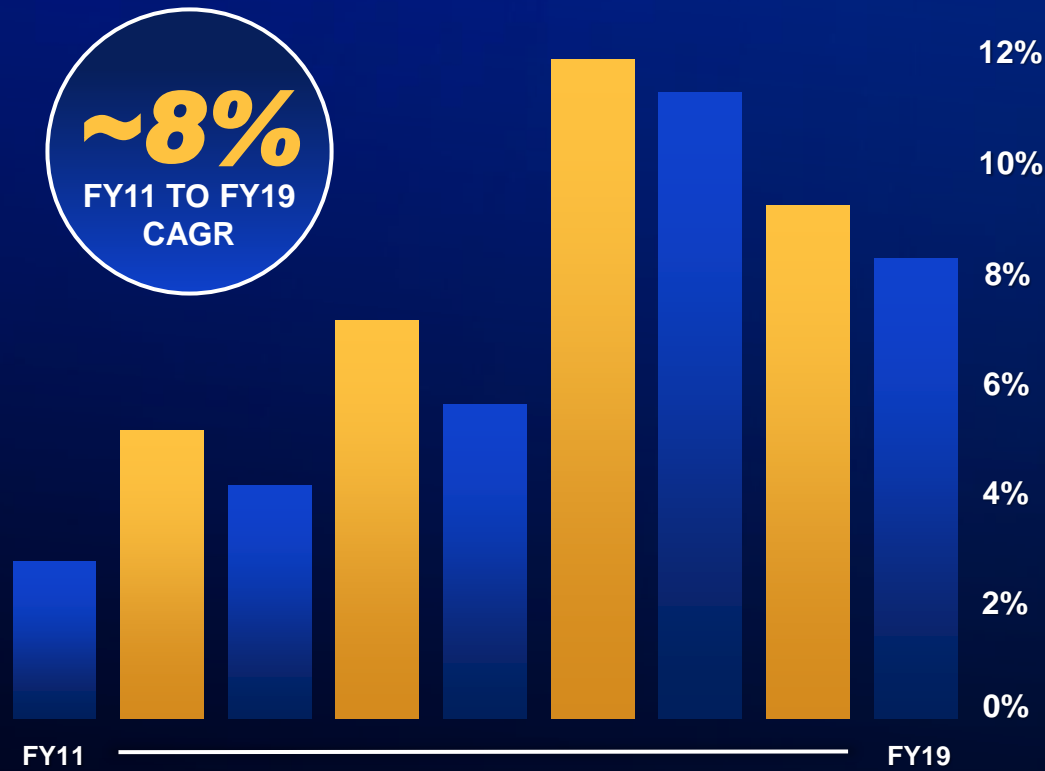
Source: Company quarterly depletion growth rates from FY11 through Q2 FY24; highlighted percentages represent the depletion growth for the fiscal year and half year for H1 FY24; excludes import brands no longer within portfolio (St. Pauli Girl, Tsingtao, and Somersby).

DELIVERING ON OUR COMMITMENTS

DRIVING RELENTLESS GROWTH IN OUR BEER BUSINESS

Conviction and execution in our Beer Business have maintained its momentum

BEER BUSINESS ANNUAL DEPLETION GROWTH



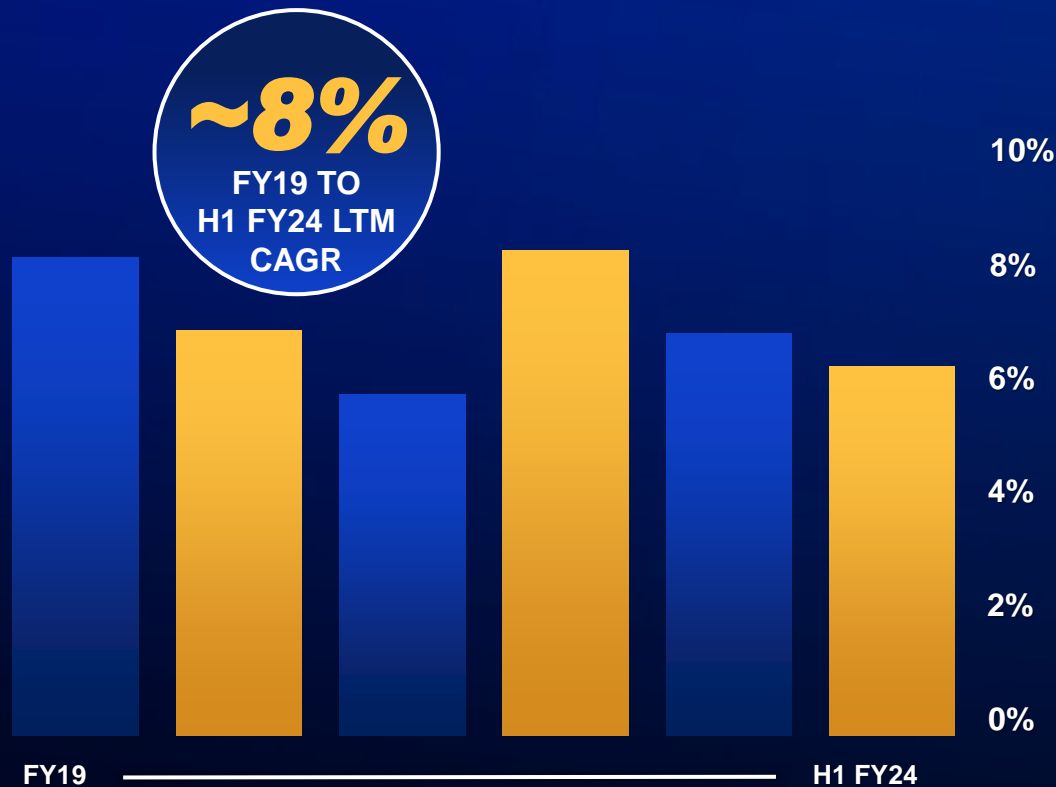
FY19

	<p>~110 MILLION CASES SHIPPED</p> <p>#6 BRAND IN U.S. BEER MARKET</p> <p>#2 HIGH-END BEER IN U.S. MARKET</p>
	<p>~110 MILLION CASES SHIPPED</p> <p>#7 BRAND IN U.S. BEER MARKET</p> <p>#3 HIGH-END BEER IN U.S. MARKET</p>
	<p>~10 MILLION CASES SHIPPED</p> <p>#33 BRAND IN U.S. BEER MARKET</p> <p>#17 HIGH-END BEER IN U.S. MARKET</p>

DELIVERING ON OUR COMMITMENTS DRIVING RELENTLESS GROWTH IN OUR BEER BUSINESS

Conviction and execution in our Beer Business have maintained its momentum

BEER BUSINESS ANNUAL DEPLETION GROWTH



NOW

CERVEZA
Modelo
Especial.

- ~**180** MILLION CASES SHIPPED
- #1** BRAND IN U.S. BEER MARKET
- #1** HIGH-END BEER IN U.S. MARKET

CORONA
Corona
Extra

- ~**120** MILLION CASES SHIPPED
- #5** BRAND IN U.S. BEER MARKET
- #3** HIGH-END BEER IN U.S. MARKET

CERVEZA
PACIFICO
CLARA

- ~**20** MILLION CASES SHIPPED
- #20** BRAND IN U.S. BEER MARKET
- #9** HIGH-END BEER IN U.S. MARKET

DELIVERING ON OUR COMMITMENTS DRIVING RELENTLESS GROWTH IN OUR BEER BUSINESS

Conviction and execution in our Beer Business have maintained its momentum



+331BPS +391BPS

DOLLAR SALES
SHARE OF BEER
Q2 FY24 LTM vs FY19

DOLLAR SALES
SHARE OF BEER
FY19 vs FY11



+46BPS +98BPS

DOLLAR SALES
SHARE OF BEER
Q2 FY24 LTM vs FY19

DOLLAR SALES
SHARE OF BEER
FY19 vs FY11



+35BPS +14BPS

DOLLAR SALES
SHARE OF BEER
Q2 FY24 LTM vs FY19

DOLLAR SALES
SHARE OF BEER
FY19 vs FY11

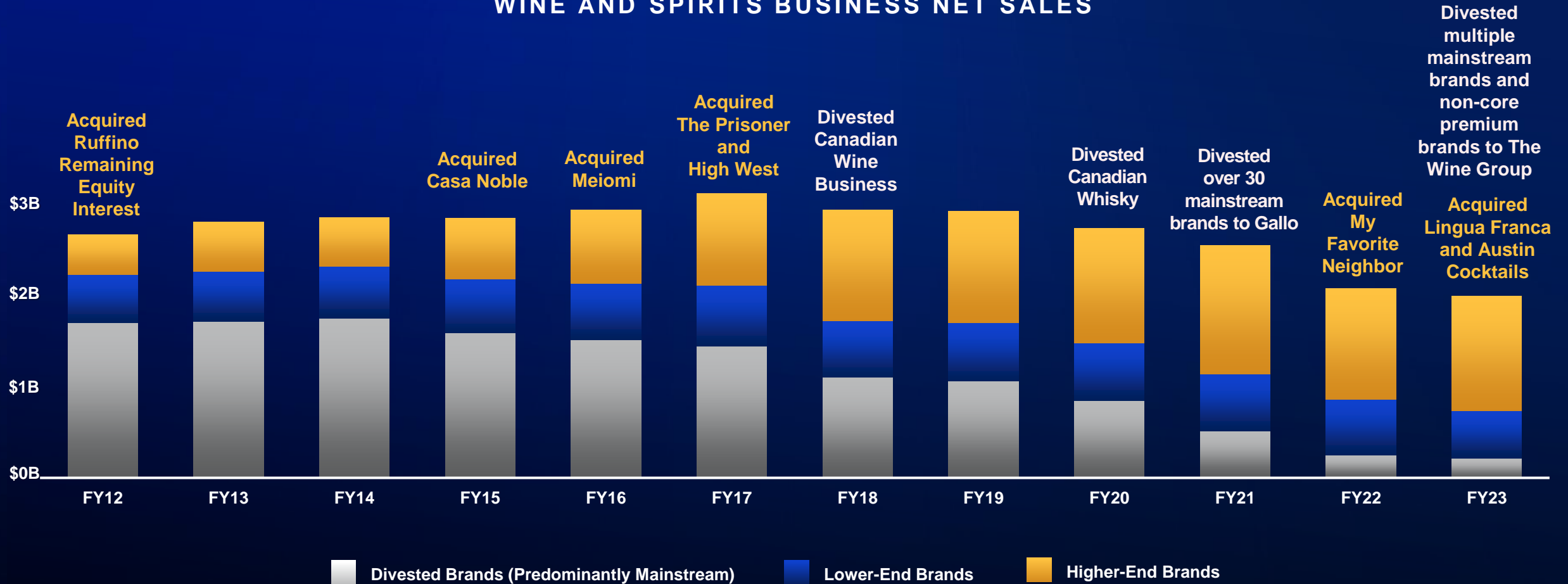


Source: Circana, Total U.S. Multi-Outlet + Convenience, 52 weeks ending September 3, 2023, 52 weeks ending March 3, 2019, and 52 weeks ending February 28, 2010.

DELIVERING ON OUR COMMITMENTS

TRANSFORMING OUR WINE AND SPIRITS BUSINESS

WINE AND SPIRITS BUSINESS NET SALES



Source: Company reported annual net sales from FY12 through FY23.

DELIVERING ON OUR COMMITMENTS

TRANSFORMING OUR WINE AND SPIRITS BUSINESS

Our investments in scalable Wine and Spirits higher-end brands are delivering strong growth



+30%

DOLLAR SALES
CAGR SINCE
ACQUISITION

MEIOMI®

+25%

DOLLAR SALES
CAGR SINCE
ACQUISITION



+28%

DOLLAR SALES
CAGR SINCE
ACQUISITION

HIGH WEST

+33%

DOLLAR SALES
CAGR SINCE
ACQUISITION



+23%

DOLLAR SALES
CAGR SINCE
ACQUISITION

DELIVERING ON OUR COMMITMENTS

TRANSFORMING OUR WINE AND SPIRITS BUSINESS

More recent Wine and Spirits actions have accelerated the transformation of the Business

	LARGEST BRANDS	GROWTH PROFILE	MARGIN PROFILE	SCALE & DISTRIBUTION	STRATEGIC RELEVANCE
FY21 DIVESTITURES					
FY23 DIVESTITURES					

Weak Intermediate Strong

DELIVERING ON OUR COMMITMENTS

TRANSFORMING OUR WINE AND SPIRITS BUSINESS

More recent Wine and Spirits actions have accelerated the transformation of the Business

	CURRENT PORTFOLIO	LARGEST BRANDS	GROWTH PROFILE	MARGIN PROFILE	SCALE & DISTRIBUTION	STRATEGIC RELEVANCE
HIGHER-END	CRAFT SPIRITS	HIGH WEST, TEQUILA Mi CAMPO, CASA NOBLE TEQUILA	Strong	Strong	Intermediate NOW → Strong GOAL	Strong
	FINE WINE	The Prisoner WINE CO., ROBERT MONDAVI WINERY, MY FAVORITE NEIGHBOR	Strong	Strong	Intermediate NOW → Strong GOAL	Strong
	PREMIUM WINE	MEIOMI, KIM CRAWFORD, ROBERT MONDAVI PRIVATE SELECTION	Strong	Strong	Strong	Strong
LOWER-END	MAINSTREAM WINE & SPIRITS	SVEDKA, WOODBRIDGE	Weak NOW → Intermediate GOAL	Weak NOW → Intermediate GOAL	Strong	Intermediate

● Weak
 ● Intermediate
 ● Strong

DELIVERING ON OUR COMMITMENTS

TRANSFORMING OUR WINE AND SPIRITS BUSINESS

		FY19			FY24 Q2 LTM		
HIGHER-END	FINE WINE & CRAFT SPIRITS	11 BRANDS	8% OF NET SALES	~11% 1-YEAR DOLLAR SALES GROWTH	22 BRANDS	23% OF NET SALES	~13% 1-YEAR DOLLAR SALES GROWTH
	PREMIUM WINE	12 BRANDS	44% OF NET SALES	~9% 1-YEAR DOLLAR SALES GROWTH	5 BRANDS	42% OF NET SALES	~3% 1-YEAR DOLLAR SALES GROWTH
LOWER-END	MAINSTREAM WINE & SPIRITS	34 BRANDS	58% OF NET SALES	~0% 1-YEAR DOLLAR SALES GROWTH	4 BRANDS	35% OF NET SALES	~(5)% 1-YEAR DOLLAR SALES CHANGE

Source: Net Sales percentage represents portion of the Wine and Spirits Business; Circana, Total U.S. Multi-Outlet + Convenience, 52 weeks ending March 3, 2019 and September 3, 2023.

DELIVERING ON OUR COMMITMENTS A SOLID TRACK RECORD OF FOCUSED INNOVATION

Two clear consumer-led focus areas established to drive our innovation efforts

FY19

BETTERMENT OFFERINGS

Corona
Light



Corona
PREMIER



FLAVOR OFFERINGS

SVEDKA



CERVEZA
Modelo
CHELADA



Corona
REFRESCA



DELIVERING ON OUR COMMITMENTS A SOLID TRACK RECORD OF FOCUSED INNOVATION

Significantly expanded innovation offerings aligned with two consumer-led focus areas

NOW

BETTERMENT OFFERINGS

Corona
Light

Corona
PREMIER

MEIOMI
BRIGHT
KIM CRAWFORD
ILLUMINATE

Modelo
Ore

Corona
NON-ALCOHOLIC

SIMI



FLAVOR OFFERINGS

SVEDKA

TEQUILA
Mi CAMPO

Modelo
CHELADA

Corona
HARD
SELTZER

FRESCA
MIXED

HIGH
WEST

AUSTIN
SMALL STAR BATCH
COCKTAILS™

Modelo
RANCH WATER

Corona
REFRESCA
Hard
TROPICAL
PUNCH

WOODBIDGE
Fruitful Blends



DELIVERING ON OUR COMMITMENTS

A SOLID TRACK RECORD OF FOCUSED INNOVATION

Strong share of growth delivered by focused, consumer-led innovation efforts

BEER BUSINESS INNOVATION

95%
CAGR

FIVE-YEAR
TRACKED CHANNELS
ANALYSIS

WINE & SPIRITS BUSINESS INNOVATION

81%
CAGR

FIVE-YEAR
TRACKED CHANNELS
ANALYSIS

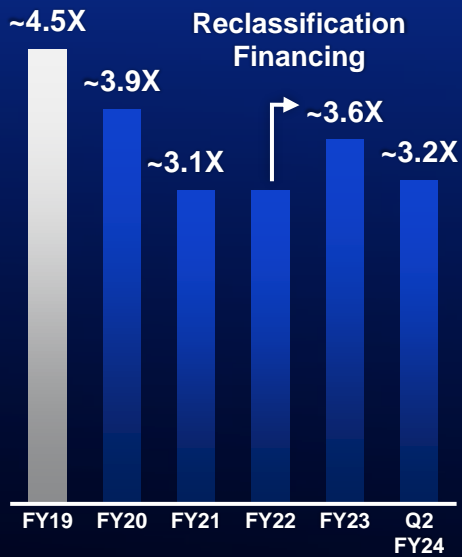
DELIVERING ON OUR COMMITMENTS

CONSISTENT, DISCIPLINED CAPITAL ALLOCATION

Firm delivery against our capital allocation priorities introduced in FY20

SOLID INVESTMENT GRADE RATING

Reduced net leverage ratio to 3-3.5x



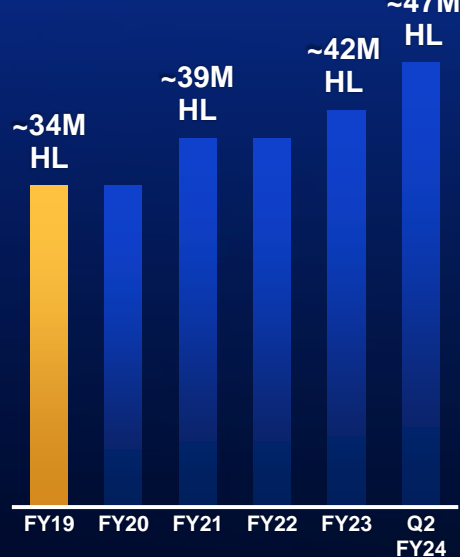
DIVIDEND GROWTH IN-LINE WITH EARNINGS

Dividend payout ratio at ~30%



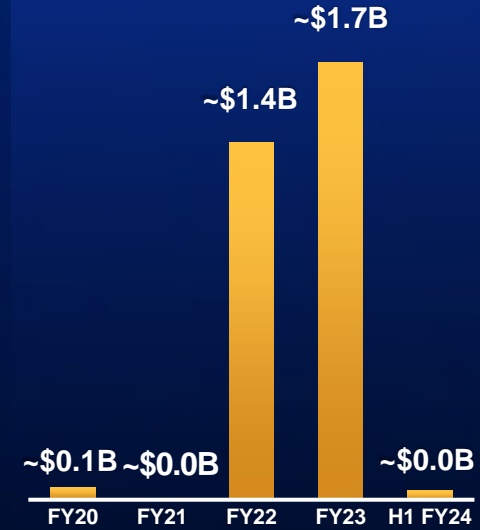
ORGANIC INVESTMENTS TO SUPPORT GROWTH

Material uplift in brewing capacity



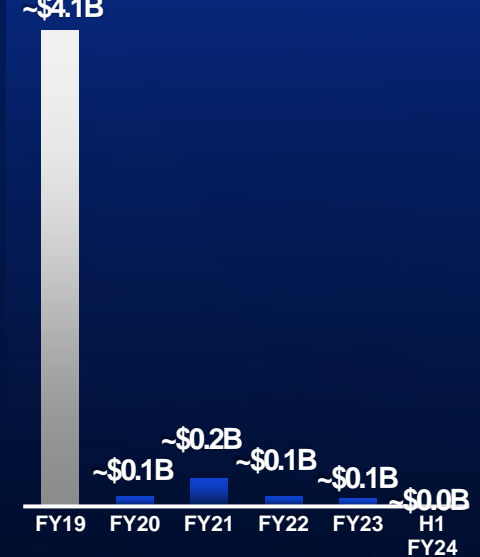
SHARE REPURCHASES TO ENHANCE RETURNS

Total \$3B+ in share repurchases



SMALLER / TUCK IN ACQUISITIONS

Fundamental shift in M&A spend



Note: Net leverage ratio defined as debt net of cash divided by comparable basis EBITDA excluding Canopy EIE. EBITDA is calculated on a comparable basis and is a non-GAAP financial measure. A reconciliation to the most directly comparable GAAP financial measure is included within the appendix. Payout ratio defined as dividend per share divided by comparable basis earnings per share excluding Canopy EIE.

DELIVERING ON OUR COMMITMENTS

DOING GOOD FOR THE WORLD AND FOR OUR BUSINESS

Environmental and social initiatives more closely designed to align with our business objectives

Elevated accountability for corporate social responsibility to executive level role



FY21



Enhanced alignment of corporate social responsibility priorities to business objectives

Board formalized committee oversight of environmental, sustainability & social responsibility programs



FY22



Established first water stewardship & greenhouse gas emissions targets

Published first *ESG Impact Report* inclusive of reporting aligned with SASB and TCFD frameworks



FY23



Achieved & exceed first water stewardship target ahead of schedule

Established waste reduction & circular packaging targets



FY24



Established updated water stewardship target

DELIVERING ON OUR COMMITMENTS

EVOLVING OUR GOVERNANCE STRUCTURE

Significant governance enhancements introduced in the last year

RECLASSIFICATION OF CLASS B COMMON STOCK

Alignment of shareholder
voting power and
economic ownership

RETIREMENT OF PREVIOUSLY CONTROLLING SHAREHOLDER (ROB SANDS) AS BOARD CHAIR

Appointment of
interim independent Chair

RESIGNATION OF CONTROLLING SHAREHOLDER (ROB SANDS) AS NON-VOTING BOARD COMMITTEE MEMBER

Sands Family waives any future non-
voting Board committee participation

RETIREMENT OF TWO LONGEST TENURED NON-EXECUTIVE DIRECTORS

Retirements also resulted in
appointment of new chairs for
HR and CGN&R committees

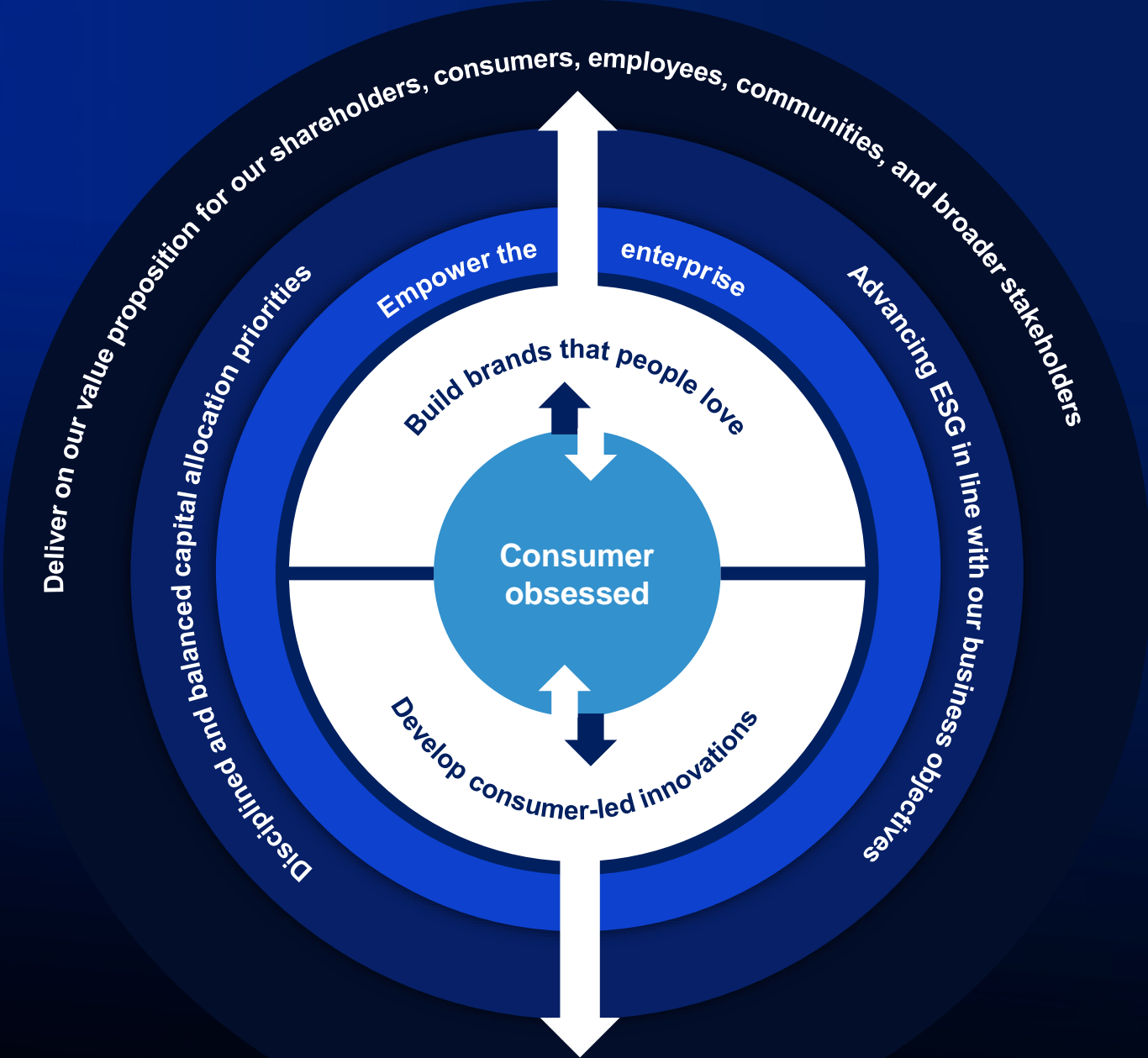
APPOINTMENT OF TWO NEW INDEPENDENT DIRECTORS

Strong financial expertise,
as well as CPG and
retail sector experience

BOARD ADOPTED ANTI-PLEDGING POLICY FOR DIRECTORS AND EXECUTIVE OFFICERS

Capped carve-out
for Sands Family
and affiliated entities

OUR PATH FORWARD
OUR STRATEGIC
INITIATIVES
UPHOLD OUR
COMPELLING VALUE
PROPOSITION



OUR PATH FORWARD

ONGOING FOCUS ON KEY CONSUMER TRENDS



OUR PATH FORWARD

CONTINUED RUNWAY FOR OUR BEER BUSINESS

We remain confident in our medium-term strategy and plans for our Beer Business to keep delivering best-in-class growth and profitability

MAINTAINING
STRONG VOLUME
GROWTH

ADDING

**100M+
CASES**

FY28 vs FY23

MAINTAINING
~7-9% NET SALES
ANNUAL GROWTH

UPLIFT OF

**~\$3B -
~\$4B**

FY28 vs FY23

RETURNING TO
~39-40%
OPERATING MARGINS

UPLIFT OF

**~\$1.2B -
~\$1.7B**

FY28 vs FY23

OPTIMIZING
MODULAR CAPACITY
GROWTH

ADDING

**~22M
HL**

FY24 to FY28

OUR PATH FORWARD

PIVOTAL MOMENT FOR OUR WINE AND SPIRITS BUSINESS

We continue to anticipate sequential improvement from the strategic transformation of our Wine and Spirits Business to accelerate growth and drive higher profitability

LIFTING
HIGHER-END
MIX GROWTH

**+2000
BPS**

HIGHER-END
NET SALES
FY28 vs FY23

REVISED TARGET
NET SALES ANNUAL
GROWTH TO ~1-3%

UPLIFT OF
**~\$40M-
~\$220M**

FY28 vs FY23

CONTINUING TO DRIVE
MSD OPERATING INCOME
ANNUAL GROWTH

UPLIFT OF
**~\$60M-
~\$130M**

FY28 vs FY23

REVISED
OPERATING MARGIN
EXPANSION TO ~25-26%

UPLIFT OF
**~2.7%-
~3.7%**

FY28 vs FY23

OUR PATH FORWARD PUSHING OUR INNOVATION PLANS AND CAPABILITIES EVEN FURTHER

DISTINCTIVE APPROACH TO EMERGING BRANDS

- 1 Ownership & Accountability**
Dedicated resources & funding
- 2 Multi-year Journey**
Adapt over multiple years
- 3 Targeted Testing Approach**
Initial launch in smaller markets

R&D FACILITIES AT NAVA AND WOODBRIDGE



DIFFERENTIATED LIQUIDS NOW BEING TESTED

**Patented
Nitrogen
Technology**



**Patented
Flavor Change
Technology**



OUR PATH FORWARD

REINFORCED CAPITAL ALLOCATION PRIORITIES

SOLID INVESTMENT GRADE RATING

Expect to
achieve target of

~3.0x
net leverage ratio
during FY25

DIVIDEND GROWTH IN-LINE WITH EARNINGS

Expect to
maintain target of

~30%
annual dividend
payout ratio

ORGANIC INVESTMENTS TO SUPPORT GROWTH

Expect total growth and
maintenance Capex of

~\$4B
in Beer Business
from FY24 to FY28

SHARE REPURCHASES TO ENHANCE RETURNS

Total board
authorization of

~\$2.8B
for share buybacks
now in place¹

TUCK IN ACQUISITIONS

Disciplined and
rigorous process to

assess with
strict criteria any
M&A considered

Note: Net leverage ratio defined as debt net of cash divided by comparable basis EBITDA excluding Canopy EIE. EBITDA is calculated on a comparable basis and is a non-GAAP financial measure. A reconciliation to the most directly comparable GAAP financial measure is included within the appendix. Payout ratio defined as dividend per share divided by comparable basis earnings per share excluding Canopy EIE.

¹ \$2B represents authorization approved by Board of Directors November 2023; \$0.8B represents remaining portion of authorization approved by Board of Directors in January 2021 to repurchase up to \$2.0B of the company's publicly traded common stock as of August 31, 2023.

OUR PATH FORWARD

ESG PROGRESS ALIGNED WITH OUR BUSINESS OBJECTIVES

MODELING WATER STEWARDSHIP

**Increasing our
restoration target**

**from 1.1B to ~5B
gallons of water
between FY23
and FY25**

REDUCING GHG EMISSIONS

**Continuing to work
toward target of**

**15% reduction
in Scope 1 and 2
GHG emissions
by FY25**

REDUCING WASTE AND ENHANCING PACKAGING

**Expecting
to attain**

**TRUE Certification
for Zero Waste
to landfill
and enhance
circular packaging
by FY25**

FOSTERING AN INCLUSIVE CULTURE

**Continuing to work
toward our ambition for**

**a more diverse,
equitable workforce**

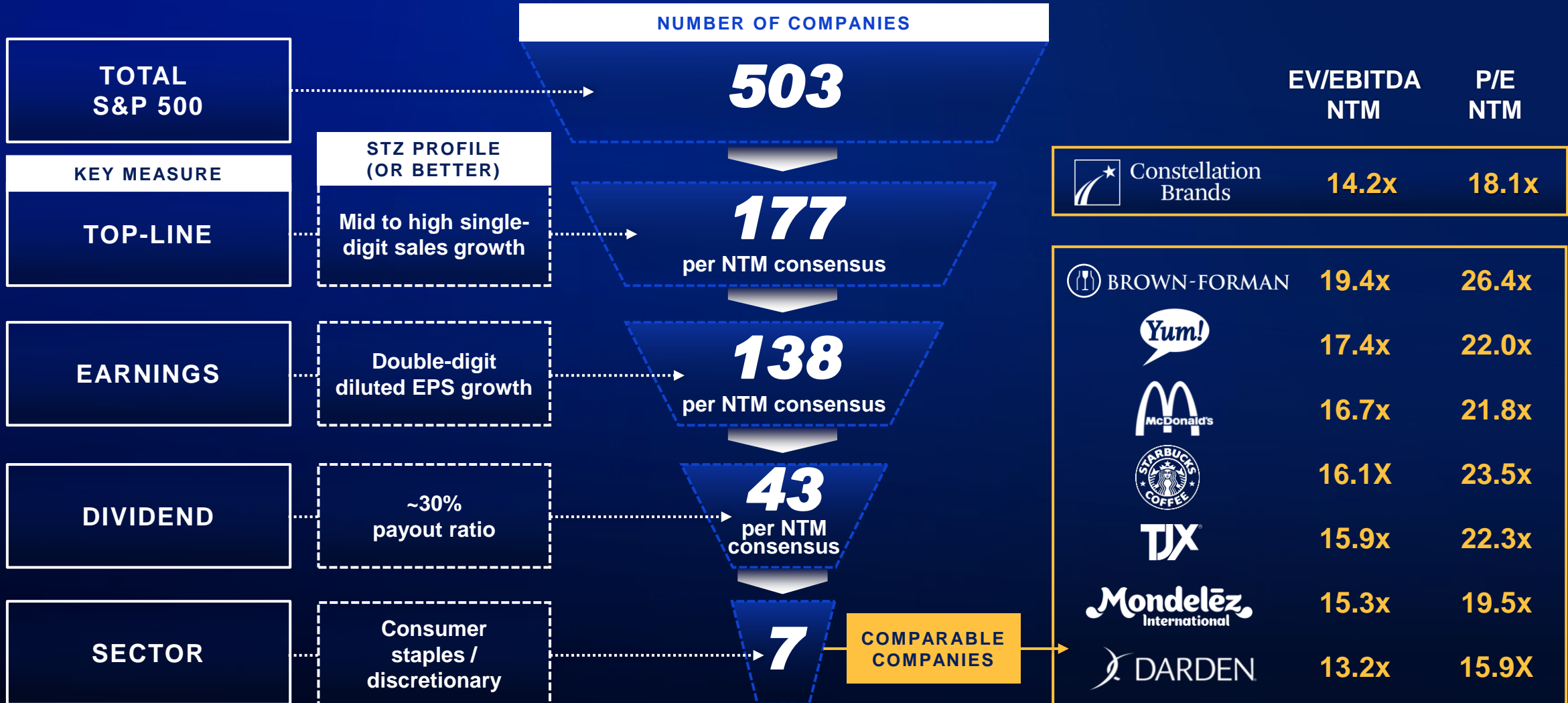
FURTHER ENHANCING OUR BOARD

**Process underway
to appoint**

**new
independent
Board Chair**

OUR PATH FORWARD

SIGNIFICANT VALUE UPLIFT OPPORTUNITY



OUR PATH FORWARD
COMMITTED LEADERSHIP
DRIVING A CONSISTENT STRATEGY TO DELIVER RESULTS



BILL NEWLANDS
President & Chief
Executive Officer



JIM BOURDEAU
EVP & Chief Legal
Officer



KRIS CAREY
EVP & Chief Human
Resources Officer



GARTH HANKINSON
EVP & Chief Financial
Officer



ROBERT HANSON
EVP & President
Wine & Spirits



MICHAEL MCGREW
EVP & Chief Communications,
CSR and Diversity Officer



MALLIKA MONTEIRO
EVP & Chief Growth, Strategy
& Digital Officer



JIM SABIA
EVP & President
Beer



Constellation Brands

INVESTOR DAY 2023



MALLIKA MONTEIRO

EVP, CHIEF GROWTH, STRATEGY & DIGITAL OFFICER

CONSUMER INSIGHTS AND INNOVATION

WE ARE FOCUSED ON GROWTH



**CULTURE OF
CONSUMER OBSESSION**



**NEXT GENERATION
TOOLS & CAPABILITIES**



**INNOVATION & EMERGING
BRANDS**



CONSTELLATION BRANDS IS CONSUMER OBSESSED



BUILT ON DEEP CONSUMER UNDERSTANDING, INSIGHTS AND ANALYTICS

+300K

LDA CONSUMER
CONVERSATIONS

2.5M

CONSUMERS

240M

U.S. LDA
ADULTS¹

AND GROUNDED IN THE NEEDS AND MOTIVATIONS OF TODAY'S CONSUMER

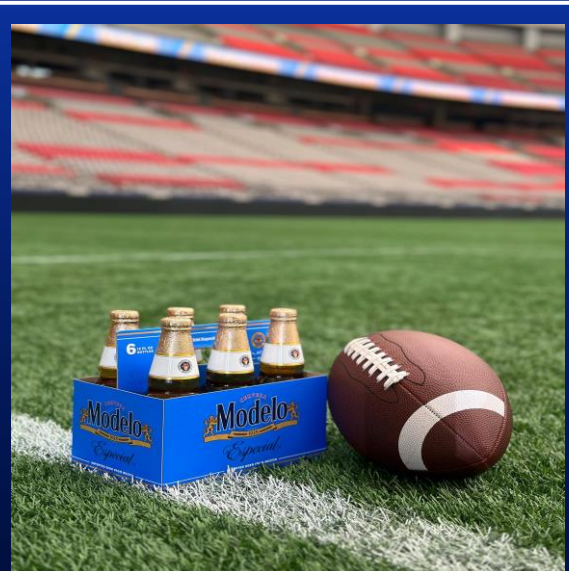


WITH ON-THE-GROUND MARKET INTELLIGENCE

CULTURE



CONSUMER
BEHAVIOR



ON-PREMISE
TRENDS



CONSUMER
EXPECTATIONS



WE UNDERSTAND LUXURY WINE DRINKERS



HISPANIC CONSUMERS CONTINUE TO BE A CRITICAL GROWTH DRIVER FOR CONSTELLATION BRANDS

60%

OF TOTAL
U.S. POPULATION
GROWTH

\$2T

PURCHASING
POWER

LARGEST
AFFLUENT
U.S. GEN Z
CONSUMERS

50M

U.S. LDA
DRINKERS
BY 2030



GENERAL MARKET CONSUMERS CONNECT TO OUR BEER BRANDS

+50%

CONSTELLATION
BEER
DOLLARS¹



~70%

CONSTELLATION
BEER
GROWTH¹



¹ Circana Hispanic Insights Advantage (HIA) database and Total US Food-Convenience L52W ending 9/10/23.

TURNING OUR CONSUMER OBSESSION INTO ACTION



TURNING OUR CONSUMER OBSESSION INTO ACTION

CERVEZA
Modelo
SPIKED
AGUAS
FRESCAS

#1
NEW FMB
IN LAS VEGAS¹

150
HISPANIC
CONSUMER INDEX
#1 AHEAD OF TOP 5
NATIONAL FMBs²

NITRO
TECHNOLOGY

AUTHENTIC
FLAVOR &
TASTE



¹ Circana L12W ending 9/10/23

² Circana H1A, Total US Food+Conv; L52W week ending 10/15/23

TURNING OUR CONSUMER OBSESSION INTO RESULTS



NEW & EXISTING
BRAND EXTENSIONS

\$3B

CIRCANA
DOLLAR SALES
SINCE 2018¹

+18%

HH PENETRATION
GROWTH OVER
LAST 3 YEARS²

#1

REPEAT RATE
AMONG HISPANICS²

SINCE ACQUISITION :

+260%

NET SALES

~40%

NET SALES
BEYOND RED BLEND³

¹ Circana MULO+C L52 Weeks ending 7/22/18 through 7/16/23

² Circana Consumer and Shopper Insights Advantage (CSIA) database; L52W ending 9/10/23

³ Constellation Brands data, analyses, and plans.

WE ARE FOCUSED ON GROWTH



**CULTURE OF
CONSUMER OBSESSION**



**NEXT GENERATION
TOOLS & CAPABILITIES**

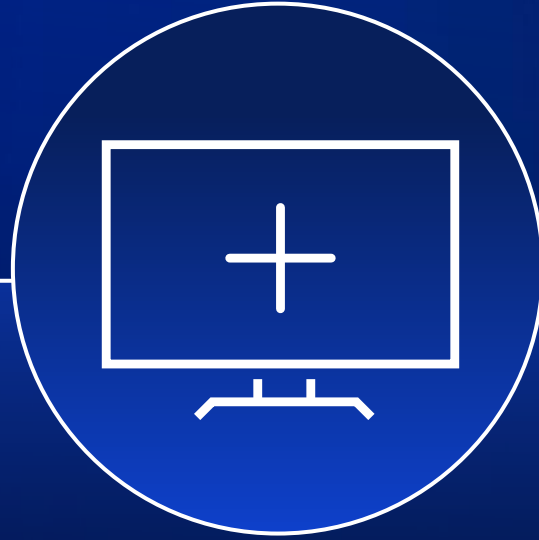


**INNOVATION & EMERGING
BRANDS**

NEXT GENERATION TOOLS AND CAPABILITIES



***INNOVATION
AND R&D***



***BRAND BUILDING
AND MEDIA***

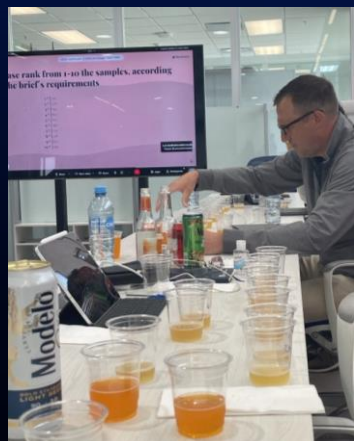


***DIGITAL BUSINESS
ACCELERATION***

OPERATIONAL AND R&D INVESTMENTS



NEARLY
\$550M
INVESTMENT
OVER LAST
5 YEARS



ACCELERATED INNOVATION AGENDA DRIVING GROWTH



2018



2019



2020



2021



2022



2023



2024



Over last 5 years,
Innovation at CBI delivered:

\$3.4B OF TOTAL CBI INNOVATION
DOLLAR SALES¹

~30% OF CBI PORTFOLIO
DOLLAR SALES GROWTH¹

Note: Commercialized CBI Innovation in market in 2023 and select upcoming 2024 launches. Examples not exhaustive.
¹ Circana, Total U.S. – Multi-Outlet + Convenience, L52 Weeks 7-22-18 through 7-16-23

BRAND BUILDING AND MEDIA



CONSTELLATION BRANDS' BRAND BUILDING



LDA CONSUMER



CREATIVITY



CONSISTENCY

CONSTELLATION BRANDS' BRAND BUILDING = HIGH MEDIA ROI IN BEER¹



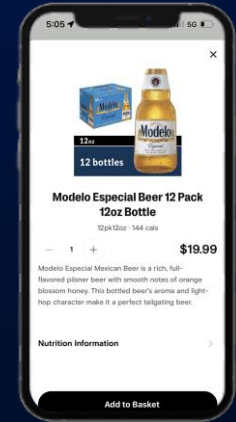
\$2.50
ROI

~\$750M
PROFIT

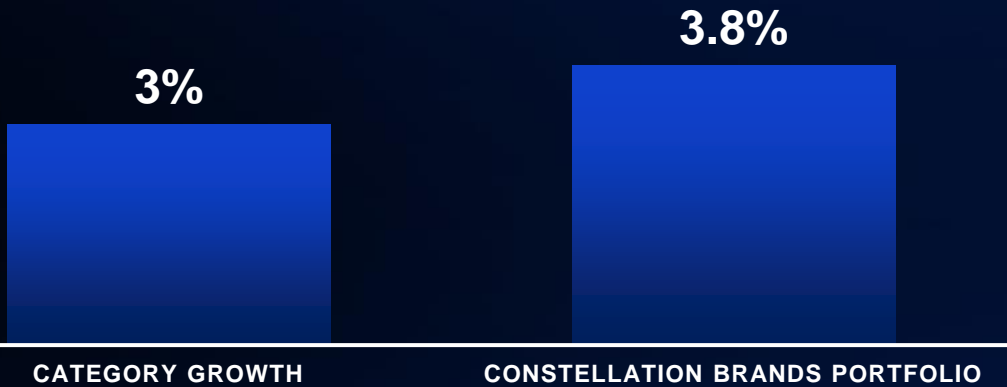


¹ Source: Constellation Brands data, analyses, and plans.

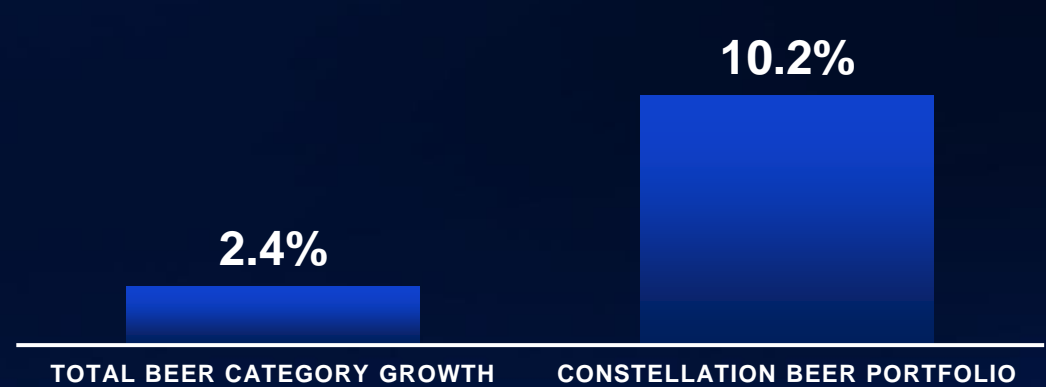
CONSTELLATION BRANDS WAS AN EARLY ADOPTER IN DIGITAL COMMERCE



BEVERAGE ALCOHOL CATEGORY PERFORMANCE¹
3-Tier eCommerce



BEER CATEGORY PERFORMANCE¹
3-Tier eCommerce



¹ Circana L52 Wks Ending 9/10/23. Circana ePOS tracked accounts = Albertsons, Amazon, Lowes Foods, Giant Eagle, Kroger, Meijer, Raley's, Schnucks, SEG, Target, Total Wine & More, and Walgreens

ACCELERATING OUR DIGITAL LEADERSHIP



- **\$60M - \$80M** planned investment in first 2 years of program
- **Technology, Data and Analytics, Talent and Agile Delivery**



PROCUREMENT



SUPPLY CHAIN



MARKETING

ACCELERATING OUR DIGITAL LEADERSHIP



PROCUREMENT

- Data Transparency and Automation
- \$60M savings (FY23 and FY24)



SUPPLY CHAIN

- Sustained OTIF improvement
- \$0.02 per case efficiency savings



MARKETING

- 8% sales uplift for Pacifico
- Expansion to Corona and Modelo



CERVEZA
PACIFICO

WE ARE FOCUSED ON GROWTH



CULTURE OF
CONSUMER OBSESSION

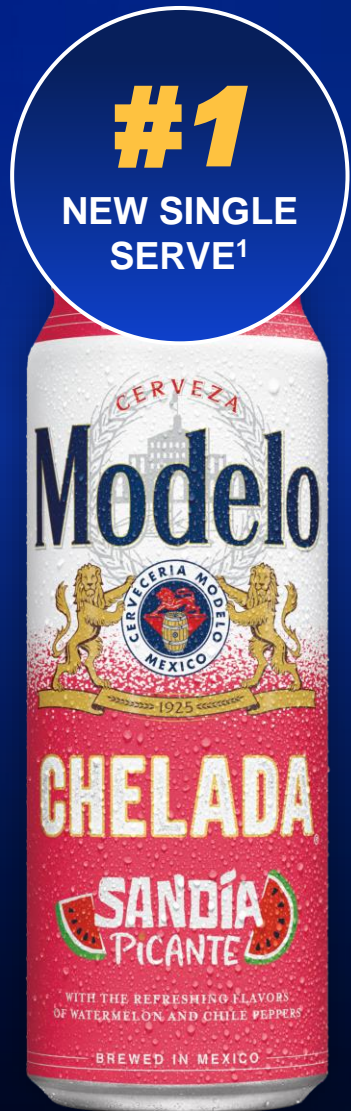


NEXT GENERATION
TOOLS & CAPABILITIES



INNOVATION & EMERGING
BRANDS

INNOVATION AND EMERGING BRANDS



¹Source: Circana, Total U.S. Multi-Outlet + Convenience, 12 weeks ending 9/10/23; Ranking based on brands introduced nationally this year.

²Circana L52W ending 6/18/23.

Note: Betterment Wine is defined as still wine, in a bottle, popular+ price segment, below 10% ABV, including core varietals but excluding flavored wines

INNOVATION AND EMERGING BRANDS

Ventures investments outgrowing segments¹

+43pp

GIN



+6pp

MEZCAL



+71pp

ULTRA PREMIUM WINE



+101pp

NA BEER



+136pp

LUXURY WINE



¹ Circana, Total U.S. – Multi-Outlet + Convenience, L52W ending 6/18/23; Outperformance compares Circana segment growth to Ventures brand Internal Net Sales data

CURRENT STRATEGY DRIVING GROWTH

CBI TOTAL PORTFOLIO CORE AND INNOVATION VS COMPETITIVE SET²

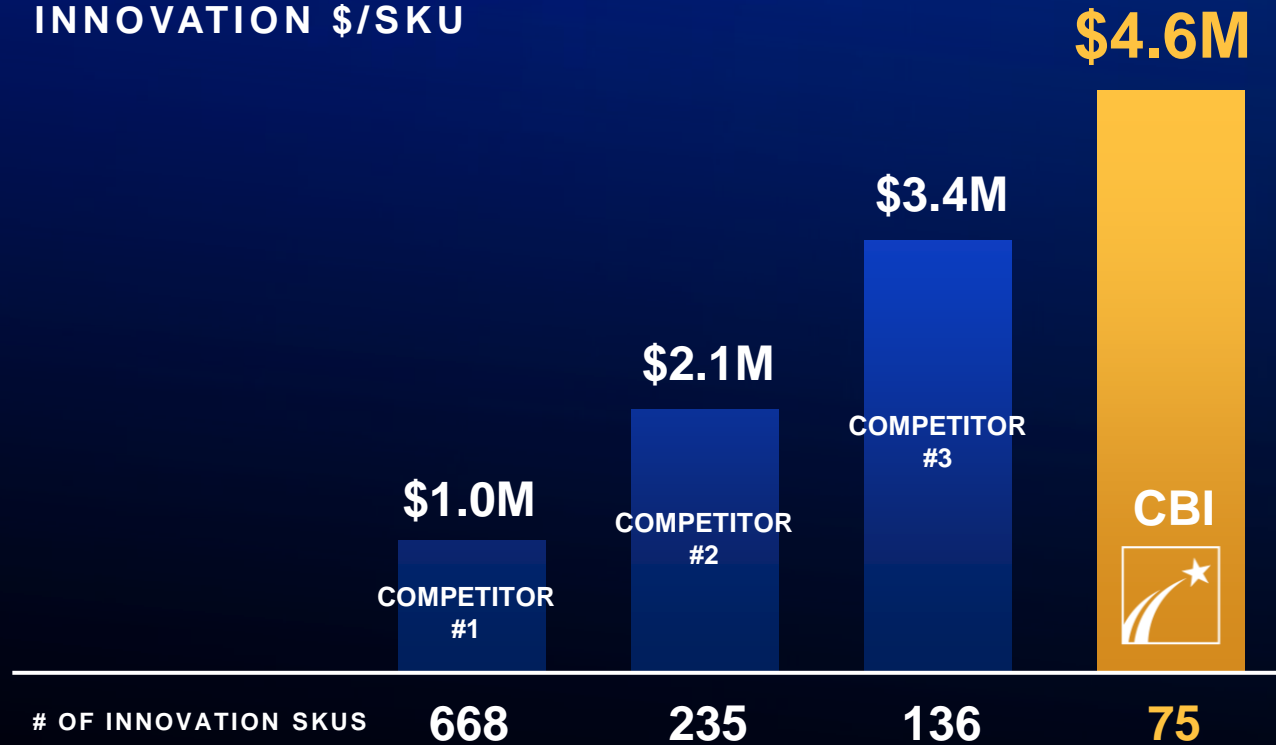


¹ Circana, Total U.S. – Multi-Outlet + Convenience, L52 Weeks 7-22-18 through 7-16-23.

² Circana, Total U.S. – Multi-Outlet + Convenience, L52 Weeks through 7-16-23

OUR BEER INNOVATION DELIVERS MORE DOLLARS PER SKU THAN OUR LARGE BEER COMPETITORS

INNOVATION \$/SKU



CURRENT STRATEGY DRIVING GROWTH

ORGANIC INNOVATION



INCUBATION OF EMERGING BRANDS



VENTURE INVESTING



TUCK IN M&A



CURRENT STRATEGY DRIVING GROWTH

ORGANIC INNOVATION

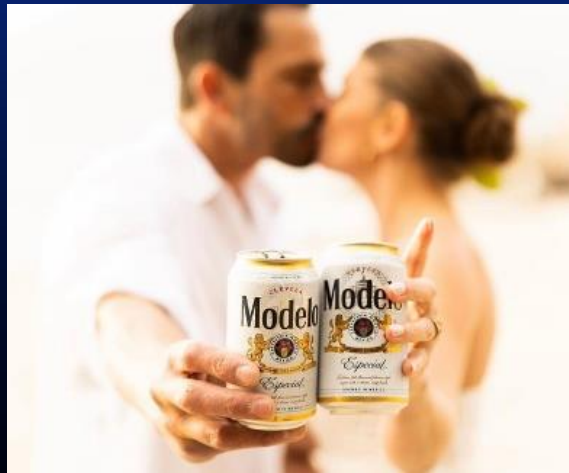


INCUBATION OF EMERGING BRANDS





CONSUMER OBSESSED





HIGH GROWTH MARKET SEGMENTS

FLAVORS & BETTERMENT

Corona Non-Alcoholic is the **#1 share-gaining brand** in non-alcoholic Beer category¹



READY TO SERVE & BETTERMENT

KC Illuminate + Meiomi Bright **up 56%** vs Betterment Category **up 21%**²



Note:

For Flavors: Beer Flavors segment defined as flavored malt beverages, malt/sugar seltzers, flavored beer, and cider.

For Beer Betterment: Beer Betterment segment defined as high-end light beers and non-alcoholic beers.

For Wine Betterment: Wine Betterment segment defined as still wine, in a bottle, popular+ price segment, below 10% ABV, including core varietals but excluding flavored wines

¹ Circana, Total U.S. – Multi-Outlet + Convenience, L12 Weeks through 9-10-23

² Circana, L52 Weeks through 6-18-23



PRIORITIZE BRAND EXTENSIONS

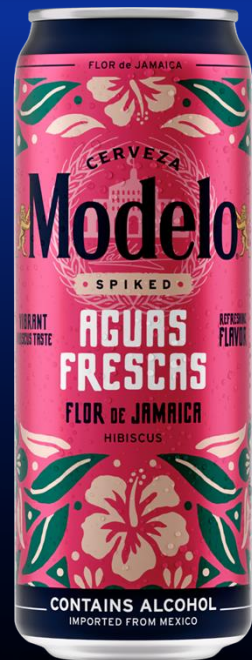


CBI INNOVATION
GENERATES
20x
INNOVATION GROWTH
OF 2 OTHER TOP BEER
SUPPLIERS¹

¹ Circana, L52 Weeks through 7-16-23



AUTHENTIC & UNIQUE LIQUIDS





TEST TO LEARN





DISCIPLINED

CBI
GENERATES

5x

THE SALES PER SKU
OF THE TWO OTHER
TOP BEER SUPPLIERS¹

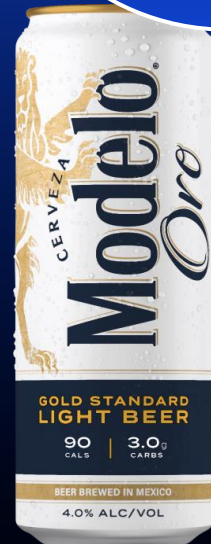
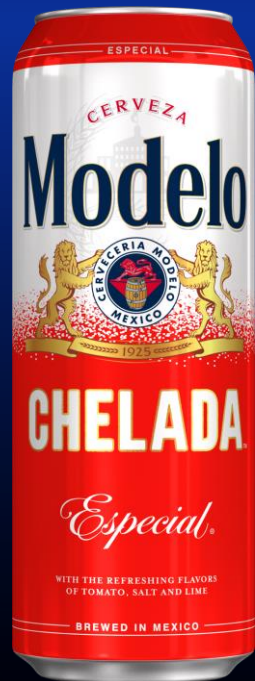


¹ Source: Circana, Multi-Outlet + Convenience across entire Beer Imports Portfolio, L52 weeks through 9/17/2023



INCREMENTAL VALUE CREATION

CBI
INCREMENTALITY
ABOVE
30-40%
INDUSTRY
AVERAGE¹



¹ Circana Custom Study provided to Constellation Brands, Inc

EMERGING BRANDS AT CONSTELLATION



EMERGING BRANDS AT CONSTELLATION



***OWNERSHIP &
ACCOUNTABILITY***



***PATIENCE &
MULTI-YEAR
JOURNEY***



***TARGETED
TEST MARKETS***

Shyft

flavor shifting cocktail



Shyft flavor shifting cocktail

from citrus

to cherry

Shyft flavor shifting cocktail

A flavor flip in every sip

A flavor flip in every sip

Shyft flavor shifting cocktail

Shyft flavor shifting cocktail

How Shyft Works

Designed to hit different taste buds at different times

Shyft flavor shifting cocktail™

from raspberry

to watermelon

Shift the flavor 6.0% ALC/VOL Shift the vibe

CONTAINS ALCOHOL

MALT BEVERAGE WITH NATURAL FLAVORS AND ARTIFICIAL COLOR

Shyft flavor shifting cocktail™

from peach

to ginger

Shift the flavor 6.0% ALC/VOL Shift the vibe

CONTAINS ALCOHOL

MALT BEVERAGE WITH NATURAL FLAVORS AND ARTIFICIAL COLOR

Shyft flavor shifting cocktail™

from citrus

to cherry

Shift the flavor 6.0% ALC/VOL Shift the vibe

CONTAINS ALCOHOL

MALT BEVERAGE WITH NATURAL FLAVORS AND ARTIFICIAL COLOR

WE ARE FOCUSED ON GROWTH

**CULTURE OF
CONSUMER OBSESSION**



**WE ARE INVESTING
IN THE FUTURE**



**WE HAVE A CONSUMER-DRIVEN
& DISCIPLINED APPROACH
TO INNOVATION**





Constellation Brands

INVESTOR DAY 2023



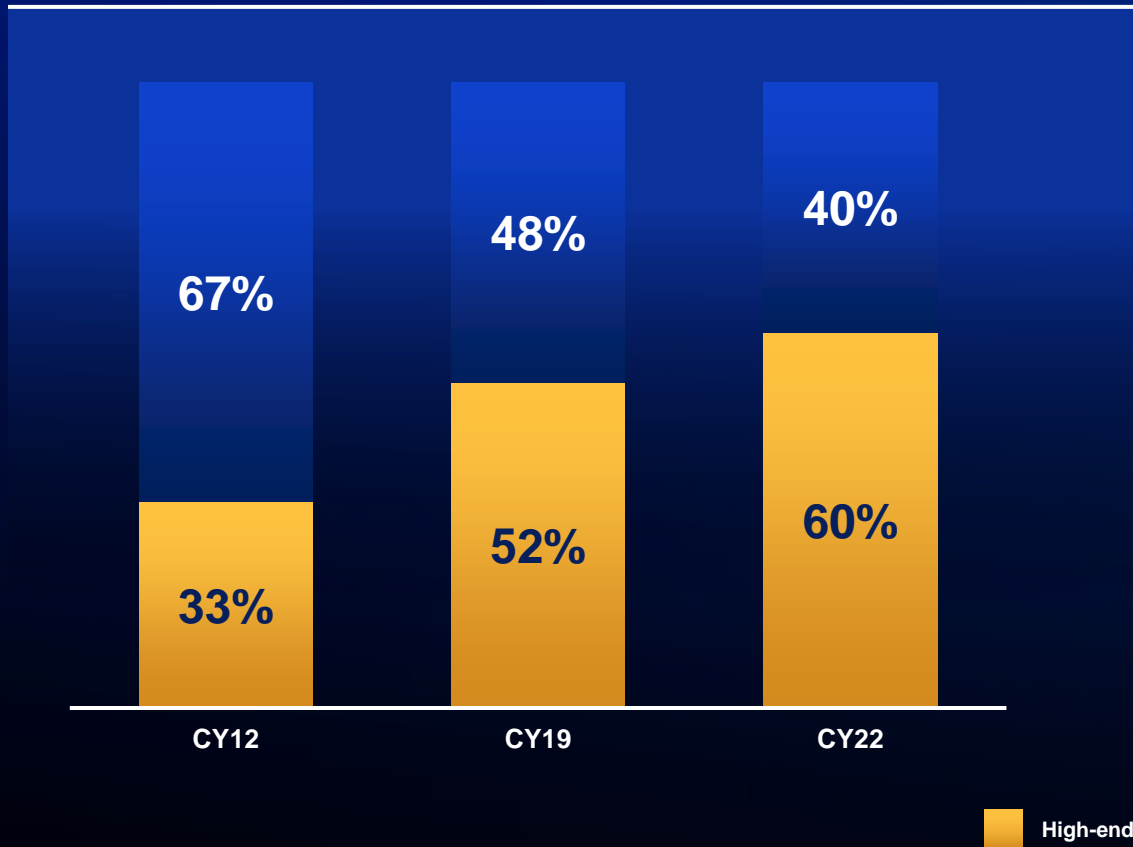
JIM SABIA

EVP & PRESIDENT, BEER DIVISION

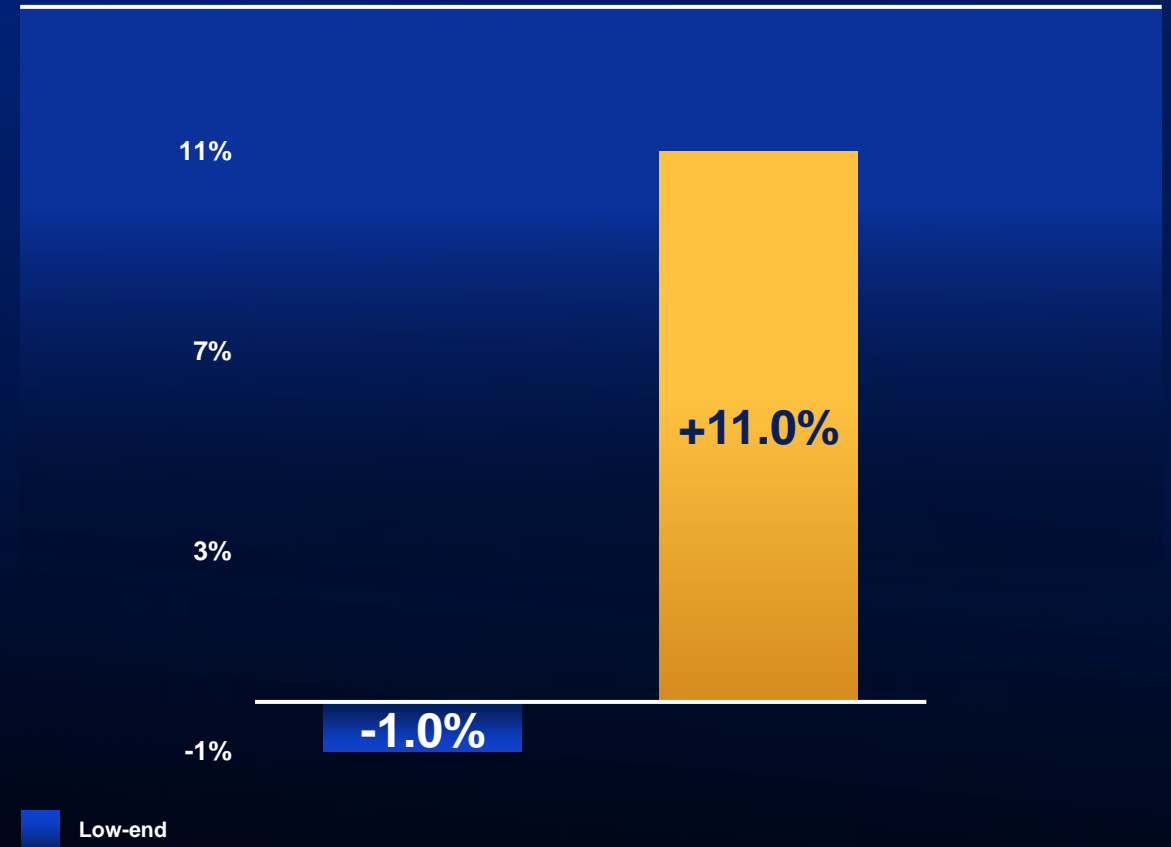
BEER BUSINESS

CONSUMER-LED PREMIUMIZATION HAS SHIFTED GROWTH IN THE U.S. BEER MARKET TO THE HIGH-END...

U.S. BEER \$ SALES



U.S. BEER \$ SALES CAGR CY12-CY22






Source: Circana, Multi-Outlet + Convenience, Calendar Years 2012, 2019, and 2022.

Source: Circana, Total U.S. Multi-Outlet + Convenience, Calendar Year 2012 and 2022.

...AND OUR HIGH-END PORTFOLIO HAS BEEN WINNING THE PREMIUMIZING LDA CONSUMER FOR OVER A DECADE...

CHANNEL DOLLAR SALES - LARGEST SUPPLIERS U.S. BEER MARKET

	INDUSTRY			HIGH-END	
	CY12 - CY22 CAGR	CY12 SHARE	CY22 SHARE	CY12 HE SHARE	CY22 HE SHARE
 Constellation Brands	+14%	7%	16%	21%	27%
 AB InBev	+1%	50%	36%	26%	22%
 MOLSON COORS beverage company	0%	25%	17%	7%	5%

Source: Circana, Multi-Outlet + Convenience, Calendar Years 2012-2022. Note: Constellation Brands CAGR figures are Import trends only.

...WITH OUR CORE BRANDS ACHIEVING STRONG GROWTH WITH LEADERSHIP POSITIONS ACROSS KEY U.S. MARKETS...



#1 MARKETS

Miami
New York City
Orlando

#2 MARKETS

San Francisco

#3 MARKETS

Portland
Jacksonville
Richmond
Seattle
Hartford
Tampa



#1 MARKETS

Los Angeles
Austin
Denver
Raleigh
Houston
Sacramento
Seattle
San Francisco
Salt Lake City
Dallas

#2 MARKETS

Miami
New York City
Portland
Boise

#3 MARKETS

San Antonio
Atlanta

...AND OUR LARGEST BRAND RECENTLY RISING TO THE OVERALL #1 SPOT IN THE U.S. BEER MARKET...

The New York Times

How a Mexican Lager Quietly Rose to Become America's Best-Selling Beer

A decade before Bud Light faced a conservative-led boycott over a transgender influencer, **Modelo Especial** was on track to take the No. 1 spot.

Modelo's rise to No. 1 beer was no fluke, even with the Bud Light controversy

THE WALL STREET JOURNAL

Bud Light Loses Title as Top-Selling U.S. Beer

Modelo rides demographic wave to top of US beer sales

Savvy marketing and a growing Hispanic population helped **Modelo Especial** overtake Bud Light as the top-selling U.S. beer in May, experts say.

Modelo Extends Its Lead Over Bud Light And Budweiser In The U.S.

SCIENCE OF SUCCESS

How America's New Favorite Beer Hammered the Competition

Modelo Especial dethroning Bud Light was a decade in the making—and its coronation began with one man blocking a \$20 billion deal

THE WALL STREET JOURNAL

CMO TODAY

How **Modelo's Marketing Beat Bud Light (It Wasn't Just the Boycott)**

Shifting demographics and Bud Light's decline are only part of the reason that **Modelo Especial** has risen to the top

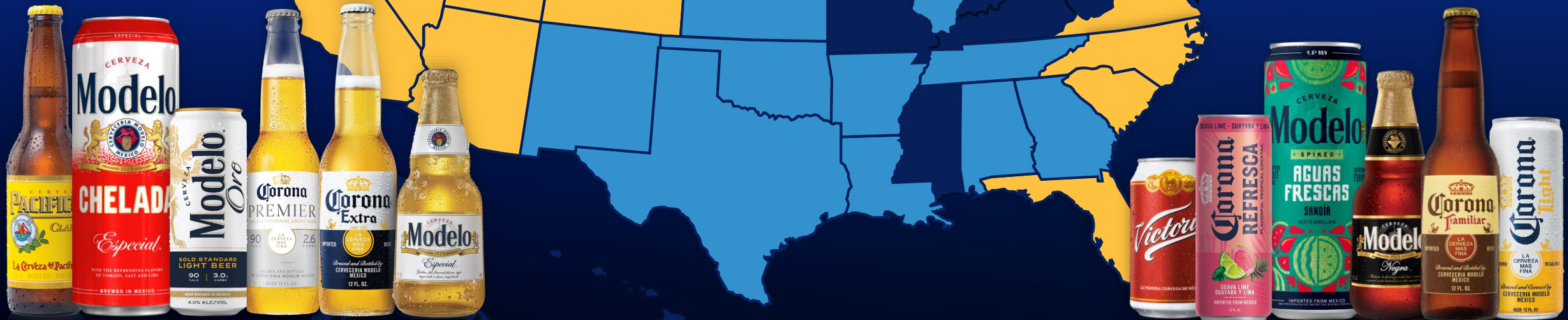
How **Modelo dethroned Bud Light to become the top-selling U.S. beer**

...PREMIUMIZATION REMAINS A DRIVING FORCE AND WE STILL SEE PLENTY OF OPPORTUNITY AHEAD!

THE U.S. CONTINUES TO PREMIUMIZE

STATES WITH
+60%
HE SHARE

STATES ADDING
3+
HIGH-END
SHARE POINTS
OVER LAST
TWO YEARS



Source: Circana, Multi-Outlet + Convenience, L52 weeks through 9/17/2023.
Source: Circana, Multi-Outlet + Convenience, Calendar Years 2021 and 2022.

~40-50% OF EXPECTED VOLUME GROWTH

~20-30% OF EXPECTED VOLUME GROWTH



GROWTH DRIVERS



SIMPLE



EFFECTIVE



LIQUID

~20-40% OF EXPECTED VOLUME GROWTH

30% OF GROWTH OVER THE LAST 5 YEARS



HISPANIC LDA CONSUMER

50%

OF CURRENT CONSUMER MIX



LDA GENERAL MARKET

50%

OF CURRENT CONSUMER MIX



PRICE-PACK

STRATEGIC GROWTH IMPERATIVES

GO-FORWARD VISION



DRIVE GROWTH

WITH THE CORE

Lead the high-end
and drive differentiated,
incremental portfolio growth



BUILD FOCUSED APPROACH

TO FLAVORS

Unlock new occasions and
LDA consumers in order to diversify our
long-term sources of growth



ACCELERATE GROWTH

IN BETTERMENT

Leverage portfolio breadth to
address shifting consumer demands
for betterment options

STRATEGIC GROWTH IMPERATIVES

GO-FORWARD VISION

MAXIMIZE MOMENTUM

- Large-scale, mature brands
- Market-leading share & equity
- Commercial prioritization
- Majority of investment



ACCELERATE MOMENTUM

- Developing, mid-scale brand with high growth potential
- Emerging equity & awareness
- Over-index investment & commercial prioritization



DRIVE GROWTH

WITH THE CORE

Lead the high-end and drive differentiated, incremental portfolio growth

FY23 DEPLETIONS

~180M
CASES

~120M
CASES

~19M
CASES

FY24-28 OUTLOOK

MSD-HSD ANNUAL GROWTH

LSD ANNUAL GROWTH

LDD ANNUAL GROWTH

STRATEGIC GROWTH IMPERATIVES

GO-FORWARD VISION

DEVELOPING, MID-SCALE BRANDS

with high growth potential

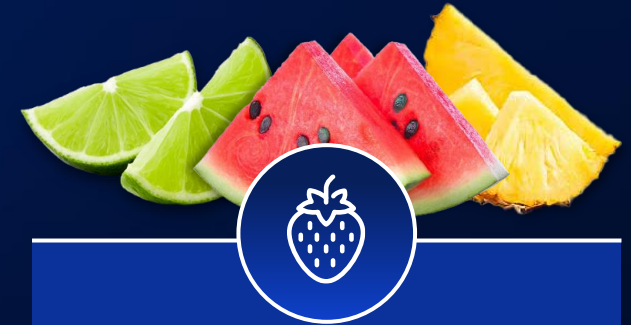


SMALL-SCALE BRANDS

with growth upside in high potential segments

FOCUSED INVESTMENT

in key tactics, regions, and DMAs



BUILD FOCUSED APPROACH TO FLAVORS

Unlock new occasions and LDA consumers to diversify our long-term sources of growth

FY23 DEPLETIONS

18M
CASE MILESTONE

FY24-28 OUTLOOK

LDD ANNUAL GROWTH

STRATEGIC GROWTH IMPERATIVES

GO-FORWARD VISION

50%+

CONSUMERS SEEKING

**HEALTHIER
OPTIONS***

**10%
CAGR**

OVER LAST 10 YEARS
(HIGH-END LIGHT)**

**113 OF
INDUSTRY**
IN "LIGHT"
OFFERINGS***



**ACCELERATE
GROWTH**

IN BETTERMENT

Leverage portfolio breadth to
address shifting consumer demands
for betterment options

EFFICIENCY & EARNINGS DRIVERS GO-FORWARD VISION



FOCUSED & DISCIPLINED

PORTFOLIO ARCHITECTURE

Maintain an efficient set of brands and SKUs while developing new price points for the LDA consumer to access our brands



EFFECTIVE & ENHANCED

MARKETING INVESTMENTS

Continue to grow investments in marketing while enhancing their effectiveness and returns



EVOLVED & OPTIMIZED

SUPPLY NETWORK

Advance modular brewing capacity expansions while optimizing production and supply chain footprint and capabilities

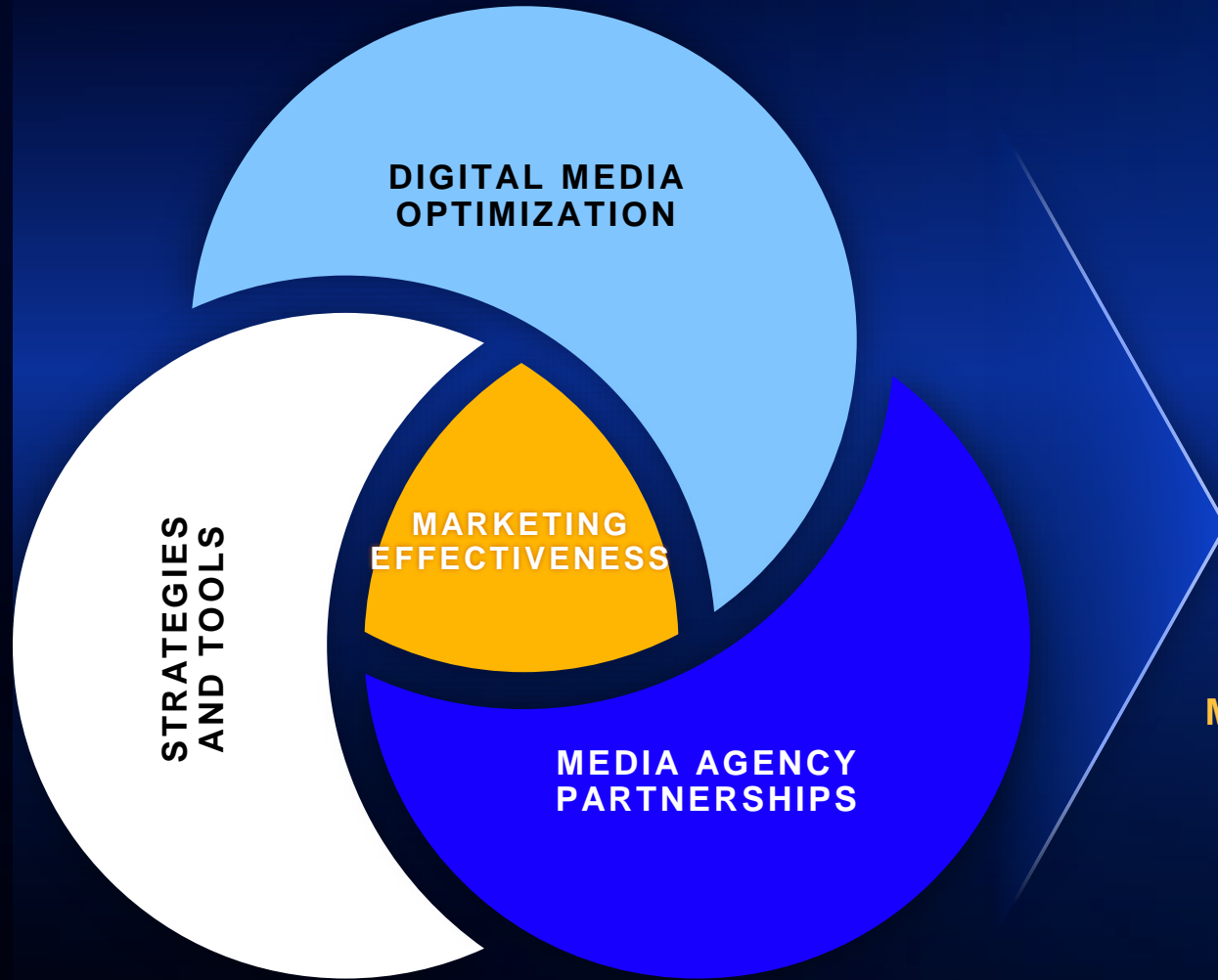
FOCUSED PORTFOLIO OF BRANDS AND SKUs

	BRAND FAMILIES	SKUs	NET SALES PER SKU
	 Constellation Brands	5	\$54M/SKU
	ABInBev	100	\$10.25M/SKU
	MOLSON COORS <small>beverage company</small>	50	\$10.9M/SKU

DISCIPLINED GO-FORWARD APPROACH TO RECENT SKU EXTENSIONS



ACHIEVING EVEN GREATER MARKETING EFFECTIVENESS



**ENHANCED
GO-FORWARD
APPROACH**

**TO GROWTH IN
MARKETING INVESTMENTS**

~9%

**OF ANNUAL NET SALES
TO BE REINVESTED
IN MARKETING
FY24 - FY28**



BILL RENSPIE
Chief Customer Officer



JOHN KESTER
SVP, Operations Services



TOM McCORRY
SVP, Beer Finance

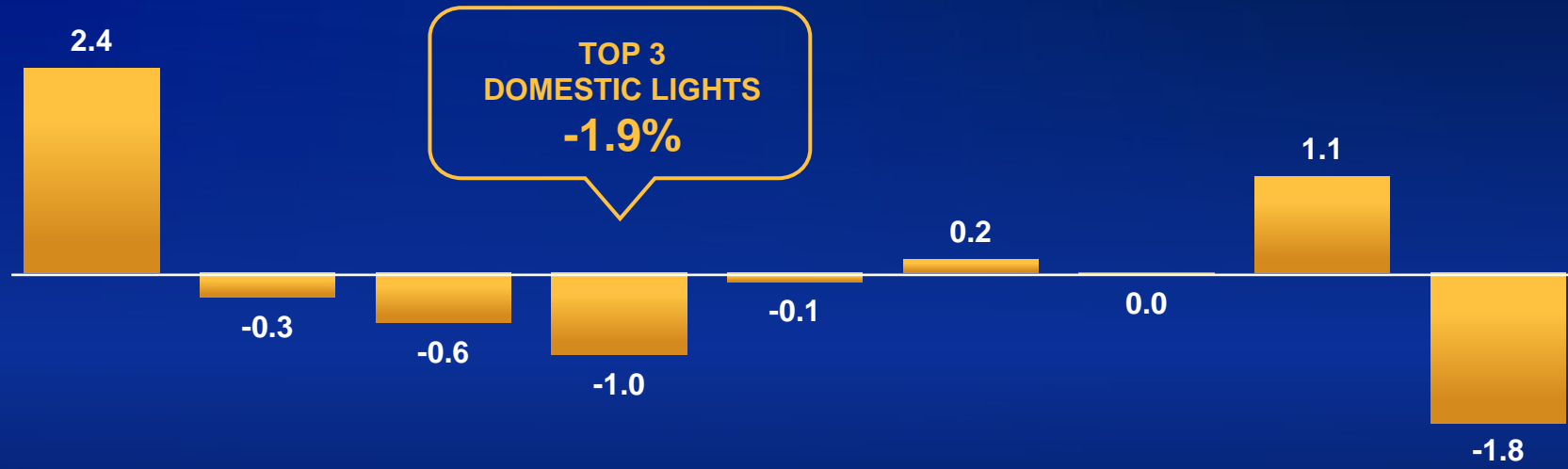


BILL RENSPIE

CHIEF CUSTOMER OFFICER

BEER INDUSTRY SEGMENT DYNAMICS

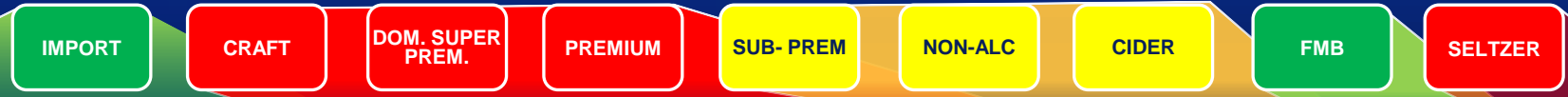
DOLLAR SHARE CHANGE 13WK ENDING 9/10/2023



TOP 3 DOMESTIC LIGHTS
-1.9%

Expected Fall & Spring Retail Space Impact

- EXPAND
- OPTIMIZE
- CONTRACT



CONSTELLATION BEER WEEKLY SHARE GAINS

FYTD 2024



Source: Circana Total MULO + C-Store, Constellation Fiscal Year 2024 Ending 09-24-2023

SALES INITIATIVES - DISTRIBUTION & SPACE

Robust Goal Setting of Top-two Sales Priorities Expected to Lead to the Delivery of Volume Plan & Achievement of Strategic Objectives

ALIGNMENT TO COMPANY GOALS

- Top-Line Sales & Bottom-Line Return Expectations
- Strategic Goals & Innovation Objectives for Sustained Growth



DATA DRIVEN TARGETS

'Precise Targets, Exact Execution'



COLLABORATION



TARGETED GOALS



CONSISTENT TRACKING



EXPECTED TO LEAD TO...

+25%

Increase in
On-Prem Simple
PODs Since
Covid

700K+

Incremental
Off-prem
Effective PODs
Since 2019

101.5%

Avg. Volume
Plan Attainment
for the Past 3yrs

+100K

Linear Feet
Gained since
2021

+57K

SFS Three-Pillar
Resets since
2018

Distribution & space are embedded in every conversation, action, and activity by the sales team and our Gold Network partners.

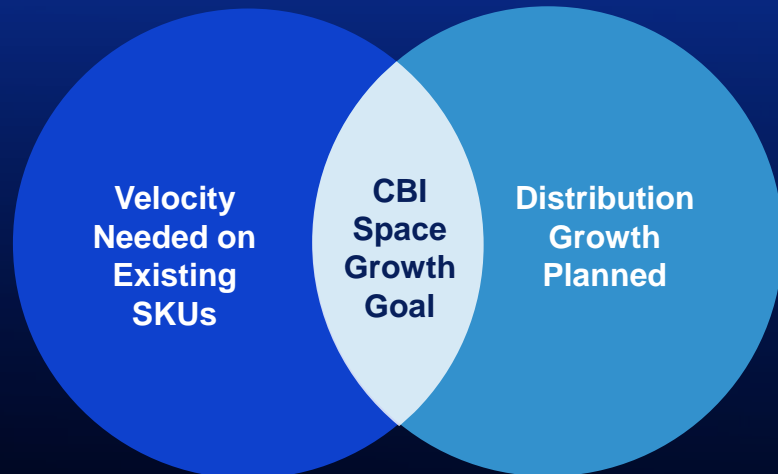
SPACE INITIATIVE: STRATEGIC GOAL SETTING

Utilizing velocity and distribution runway to build targeted goals designed to deliver on volume plan



GOAL SETTING OBJECTIVE

Set space growth goals to achieve overarching volume plan



SUPPLEMENTAL PLANNING FACTORS

- Cold Linear Feet per Account
- Average CBI PODs per Account
- Gap between CBI Volume Share & Cooler Share
- Market Nuances, Risks & Dependencies
- Historical Space Growth



SPACE STRATEGIC IMPERATIVES

- 1** Defend & Grow The Core
- 2** Win With Innovation Adjacencies
- 3** Balancing Retailer Incrementality & Consumer Access

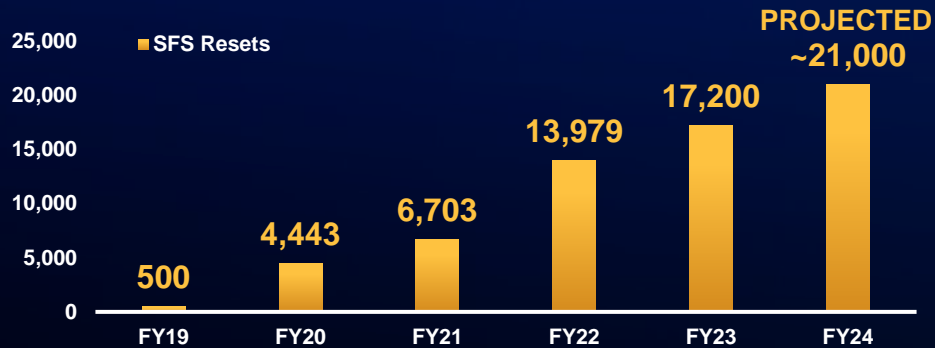
SHOPPER-FIRST SHELF

A truly objective approach to category management with proven results for CBI's Distributors & Retailers

SFS OFF-PREMISE BEER CATEGORY PROGRAM



TOTAL ~60,000 SFS RESETS FOR CHAIN AND INDEPENDENT ACCOUNTS



SFS STRATEGIC RETAILER PARTNERSHIPS



BEFORE



AFTER



STRATEGIC CATEGORY PARTNERSHIPS

BROADENING OUR POSITION AS THE LEADING CATEGORY PARTNER

TOP 25 BEER RETAILERS

Retailer Count by Partnership Position and Share of Depletions in Retailers Counted in Each Partnership Position

FY19	CAPTAIN	CO-CAPTAIN	VALIDATOR	INFLUENCER	→	CAPTAIN	CO-CAPTAIN	VALIDATOR	INFLUENCER	FY23
	2	1	8	14		11	1	8	5	
6%	2%	44%	48%	51%	2%	25%	22%			

CAPTAIN	CO-CAPTAIN	VALIDATOR
---------	------------	-----------

ALL GEOGRAPHIES



SELECT AREAS



ALL GEOGRAPHIES



SELECT AREAS



SPACE FY23 RESULTS & FY24 PROGRESS

FY23 RESULTS

INDEPENDENT ACCOUNT SPACE RESULTS



+2.2 Pts

CBI COOLER SHARE GROWTH



CONNECT

SHOPPERFIRST

by Constellation Brands

17,200

SHOPPER-FIRST SHELF RESETS ACROSS
CHAIN & INDEPENDENT ACCOUNTS

FY24 PROGRESS YTD

INDEPENDENT ACCOUNT SPACE RESULTS



+3.1 Pts

CBI COOLER SHARE GROWTH



CONNECT

SHOPPERFIRST

by Constellation Brands

18,400

SHOPPER-FIRST SHELF
RESETS ACROSS CHAIN &
INDEPENDENT ACCOUNTS



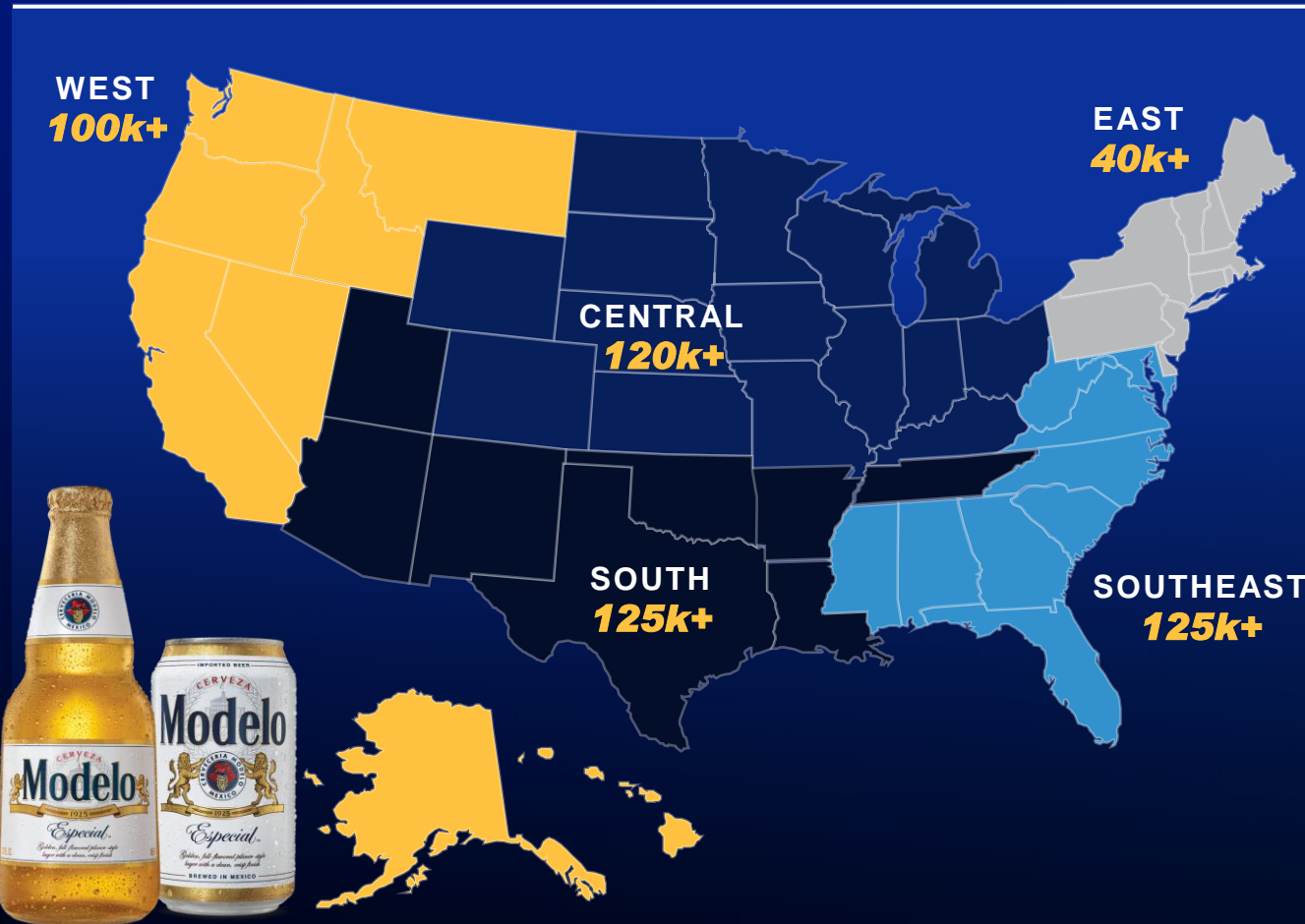
~21,000

PROJECTED RESETS
BY YEAR-END

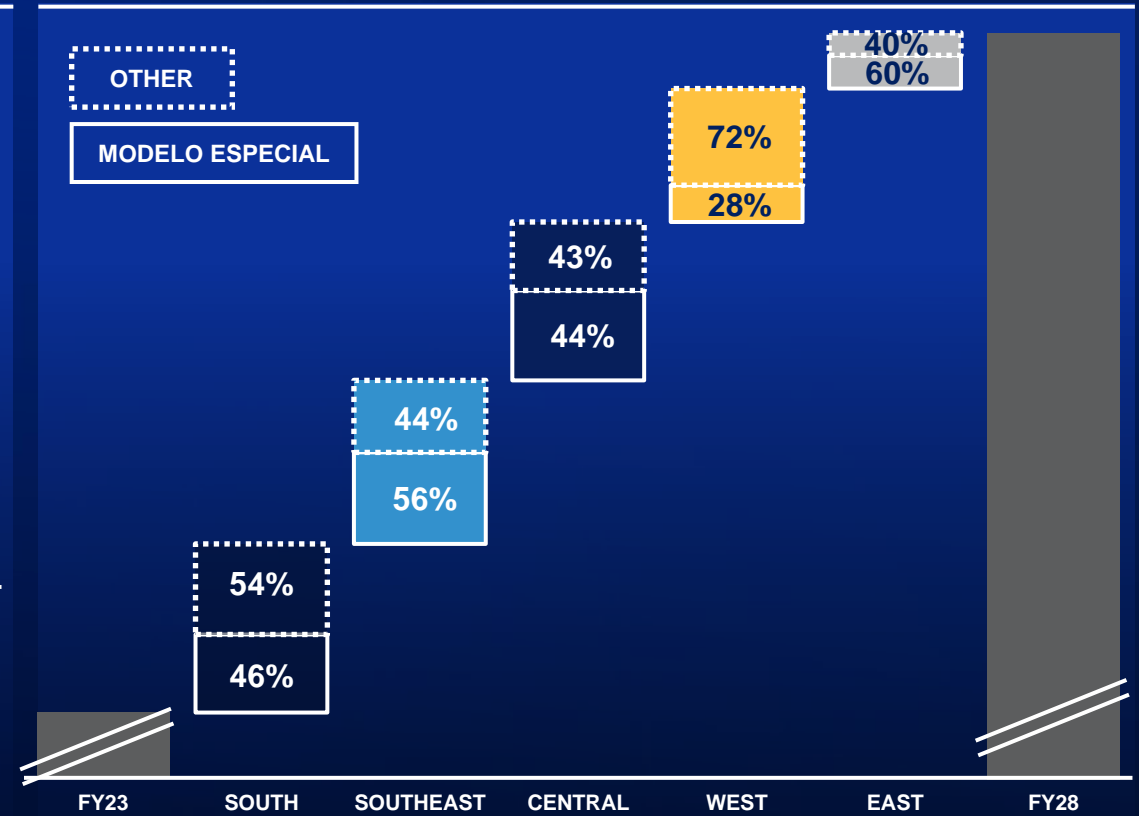
DISTRIBUTION GROWTH RUNWAY

FY24-FY28 DISTRIBUTION GAIN OUTLOOK

INCREMENTAL POINTS OF DISTRIBUTION BY BUSINESS UNIT REGIONS



INCREMENTAL SHARE OF POINT OF DISTRIBUTION GAINS



Incremental points of distribution, inclusive of respective modeled velocities, expected to contribute ~40-50%+ of anticipated volume growth

Future innovation + Oro, Aguas Frescas & Fresca Mixed not considered part of existing brands and provide additional distribution upside
 Source: Constellation Brands data, analyses, and plans.



JOHN KESTER

SENIOR VICE PRESIDENT, OPERATIONS SERVICES

FROM IMPORTER TO BREWER

2013 - 2023

235M

CASES
ADDED



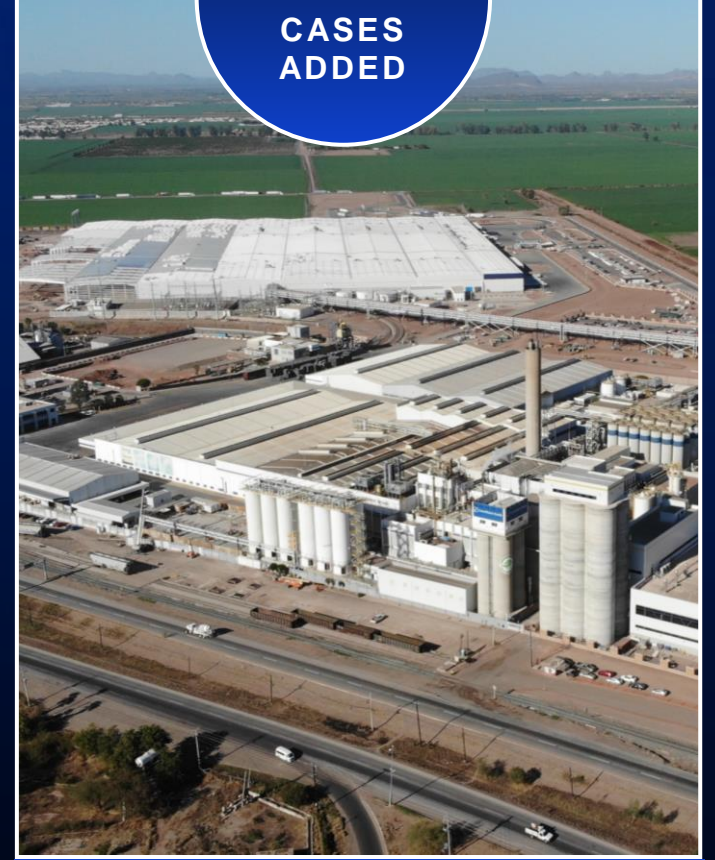
NAVA THEN



NAVA NOW

110M

CASES
ADDED



OBREGON BREWERY

FROM BUILDER TO OPERATOR



Continuing to Invest Beyond Our Hard Assets



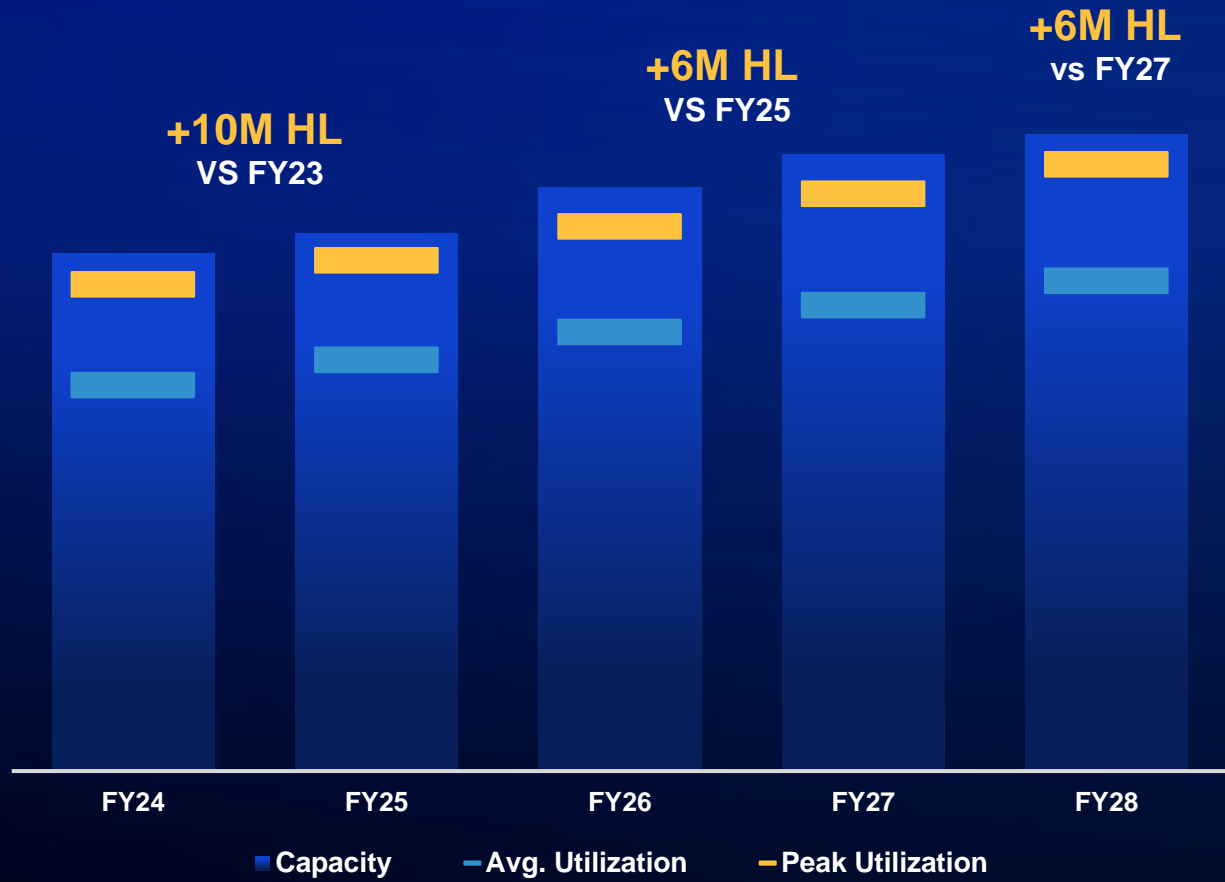
Moving Into Next Phase of Optimization



Unlocking Further Efficiencies & Flexibility



EXECUTING OPTIMIZED MODULAR BREWERY CAPACITY ADDITIONS TO SUPPORT GROWTH



VERACRUZ BREWERY RENDERING

ENHANCING DIGITAL CAPABILITIES TO TRANSFORM OUR BUSINESS

CLOUD-BASED TRACK AND TRACE TOOLS



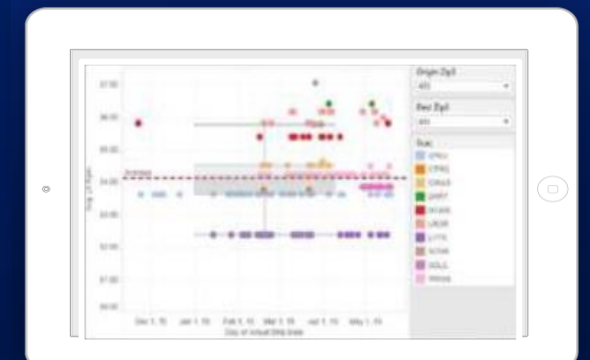
PREDICTIVE ANALYTICS TOOLS



PRESCRIPTIVE ANALYTICS TOOLS



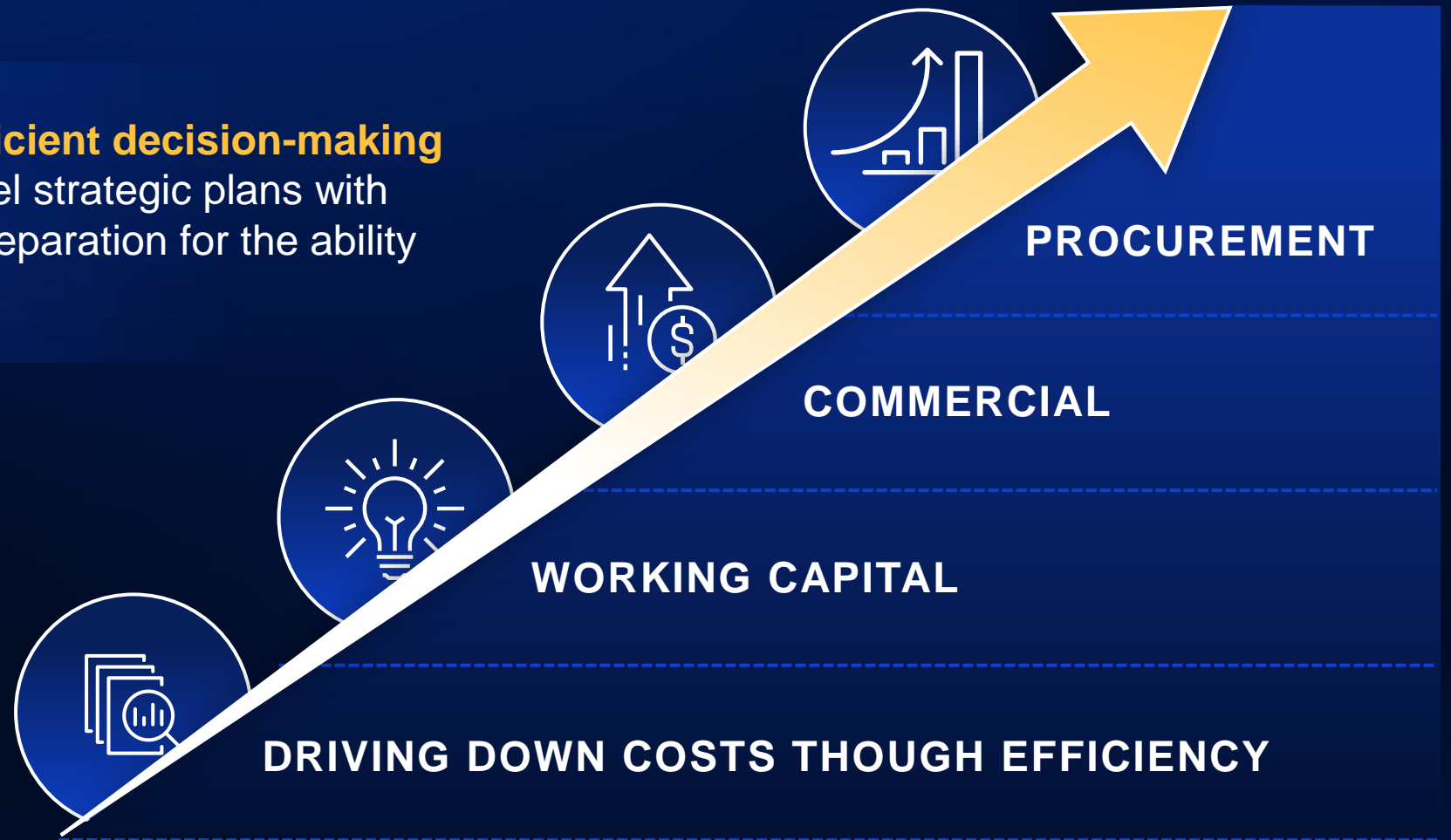
COMMERCIAL BENCHMARKING TOOLS



FY24 investments in digital platforms to support logistics are expected to have full net savings payback in less than 3 years

END TO END PLANNING & FULFILLMENT OPTIMIZATION STRATEGY

Deliver a quantitative, efficient decision-making process that links high level strategic plans with day-to-day operations in preparation for the ability to deliver **+100M cases**



UNLOCKING GREATER VALUE THROUGH DBA AND BEYOND

PROCUREMENT

Implemented
organizational
reset

Accelerating savings
through data transparency
and automation

LOGISTICS

Undergoing
transformation following
procurement model

Delivering efficiencies
and savings through
TMS & WMS

INTEGRATED BUSINESS PLANNING & EXECUTION

Drastic
advancement of all
facets of IBP&E

Improved demand
forecast accuracy by
15-20% nationally

CROSS-FUNCTIONAL COLLABORATION

Implementation
of reusable pallets and
double-stacking

Conversion
from 50 to 60' railcars

At least \$300M

in savings anticipated FY24 - FY28

THE FRAMEWORK FOR OUR FUTURE SUPPLY CHAIN

TRUE END TO END



CUSTOMER CENTRICITY & AGILITY



PROFITABILITY



RESILIENCY



QUALITY & SUSTAINABILITY



TOM McCORRY

SENIOR VICE PRESIDENT, BEER FINANCE

CONSISTENT AND SUSTAINABLE GROWTH, PROFITABILITY, AND CASH GENERATION

Volume growth + pricing increases + efficiency and cost initiatives expected to offset expansions' depreciation and fixed costs + inflation to drive positive operating leverage near-term and maintain profitability over medium-term



SUSTAINABLE NET SALES GROWTH

ACHIEVED
9.4% CAGR

TARGET
~7-9% Annually

FY19-
FY23

FY24-
FY28

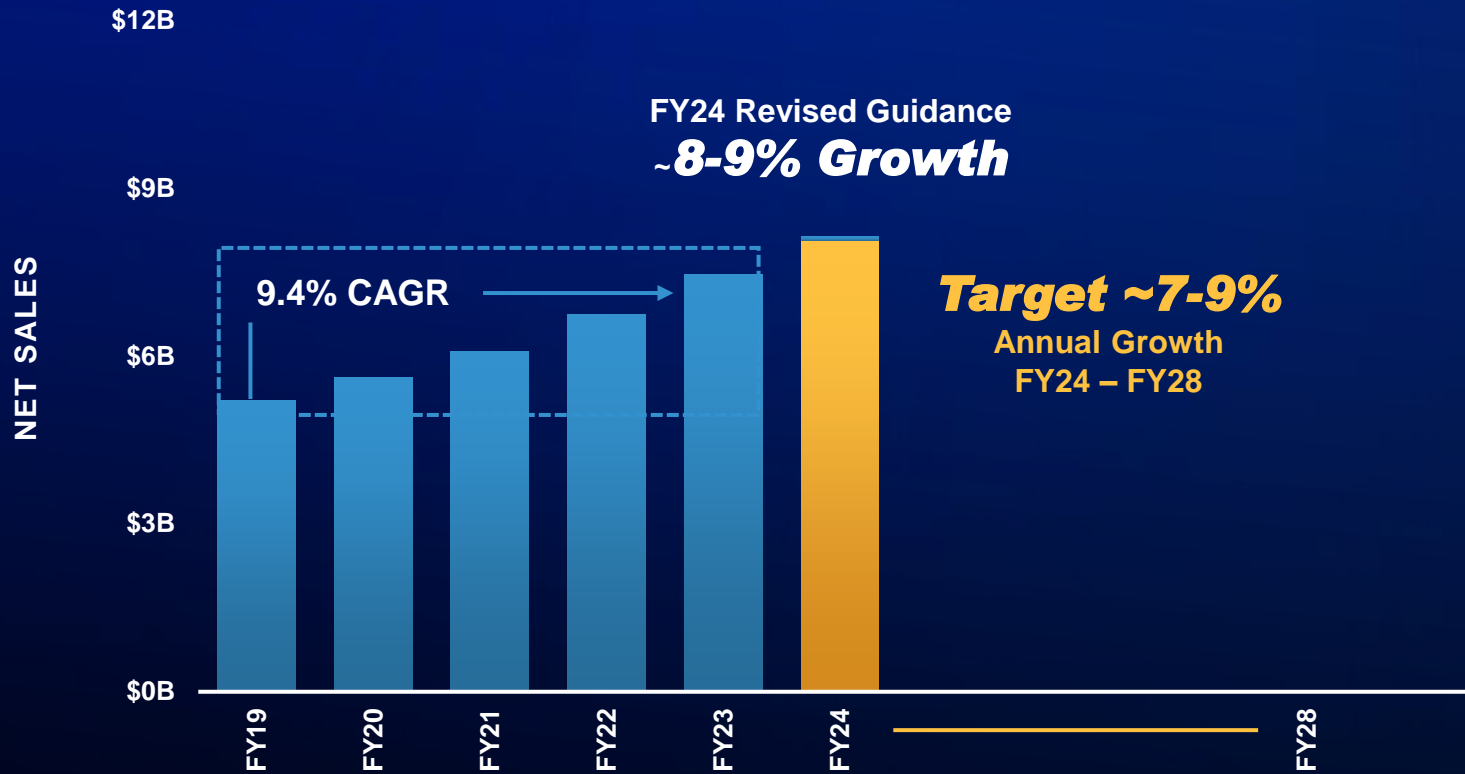


BEST-IN-CLASS OPERATING MARGINS

ACHIEVED
39.7% Avg.

TARGET
~39-40%

CONTINUE TO TARGET ~7-9% ANNUAL NET SALES GROWTH OVER THE NEXT FIVE YEARS



KEY GROWTH DRIVERS

- 1 Continued growth of core brands
- 2 Contributions from consumer-led innovation (Flavors & Betterment)
- 3 Consistent ~1-2% annual average price increases

BEST-IN-CLASS ~39-40% OPERATING MARGIN

STILL EXPECTED ON AVERAGE OVER NEXT FIVE YEARS

ANNUAL MARGINS AFFECTED BY VARIABLES BUT
AVERAGE EXPECTED TO REMAIN WITHIN TARGETED RANGE

Margin favorability
FY19-FY22 driven by materials
costs, FX impact, glass joint
venture, and optimization projects

Material costs and general inflation
impacts expected to be mitigated
though renegotiation with suppliers
and cost savings agenda



KEY MARGIN VARIABLES

DRIVERS

- Volume growth
- Annual pricing increase
- Cost / ops. efficiencies

DRAGS

- Incremental capacity depreciation
- COGS inflation

OTHER FACTORS

- Marketing investment
- SG&A
- MXN-USD FX rate

PROACTIVE EFFICIENCY AND COST INITIATIVES EXPECTED TO MITIGATE INFLATION AND DEPRECIATION IMPACTS

EFFICIENCY AND COST SAVINGS INITIATIVES

Optimization of operations and supply chain intended to continue being a key driver of margin improvement



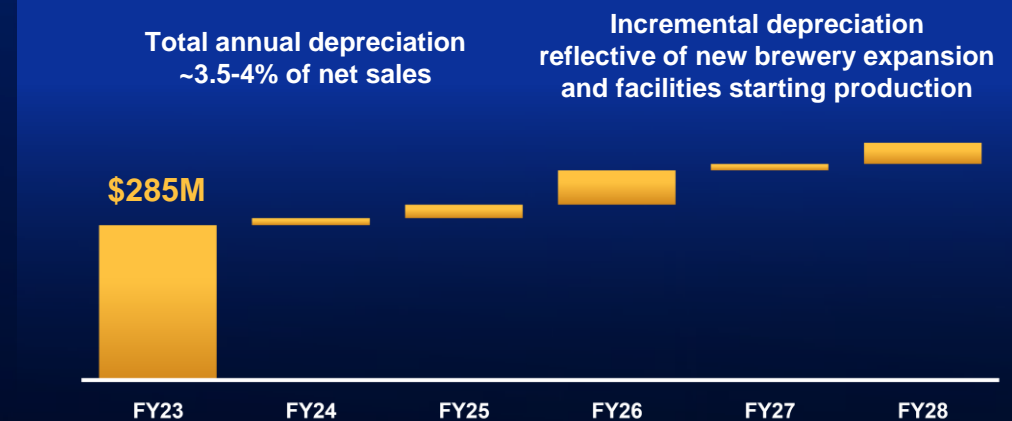
Initiatives expected to deliver at least \$300M in savings FY24-FY28

MATERIALS, LOGISTICS, AND LABOR INFLATION

After experiencing elevated inflation over last 2 years, expect to return to prior historical levels in next 4 years

FY19 – FY22	FY23 – FY24	FY25 – FY28
FY19 and FY20 Low-single digits	FY23 Low to mid-teens	FY25 – FY28 Low-single digits
FY21 Low to mid-single digits	FY24 High-single digits to low-teens	
FY22 Mid to high-single digits		

INCREMENTAL DEPRECIATION



TARGETED, EFFICIENT MARKETING INVESTMENTS AND DISCIPLINED APPROACH TO SG&A



MARKETING

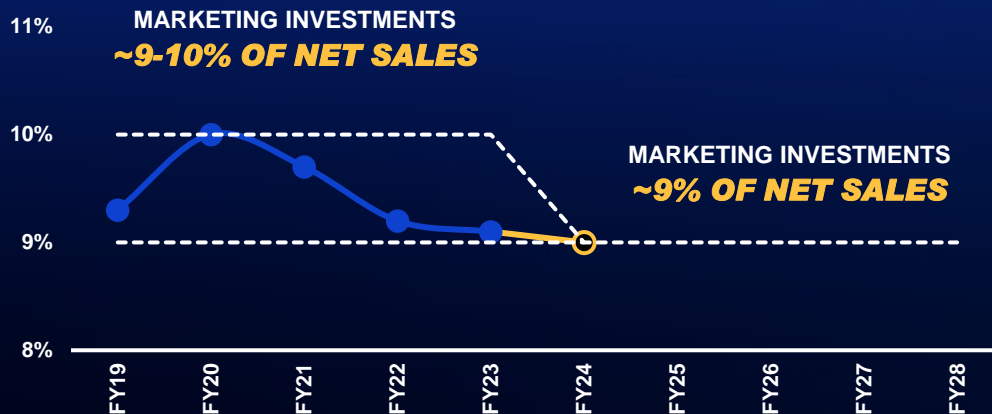
Still expecting marketing investment growth at 8% CAGR for FY24 - FY28 but anticipate higher effectiveness to reduce marketing spend relative net sales to ~9%

BRAND PRIORITIZATION

Grow icons & next wave investment, moderate investment in seed brands

EFFICIENCIES

Leverage buying power, target geographies and demographics, and optimize balance of channels

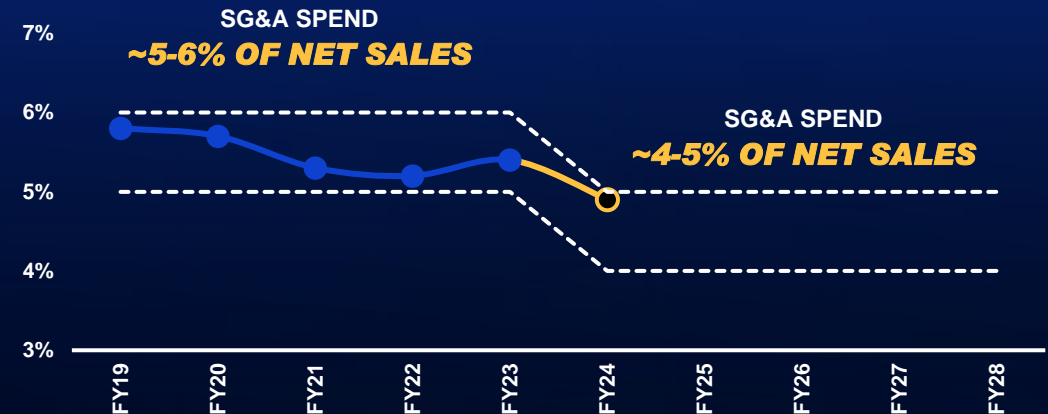


OTHER SG&A

Expect to realize SG&A leverage shifting from ~5-6% of net sales in FY19 - FY23 to ~4-5% of net sales in FY24 - FY28

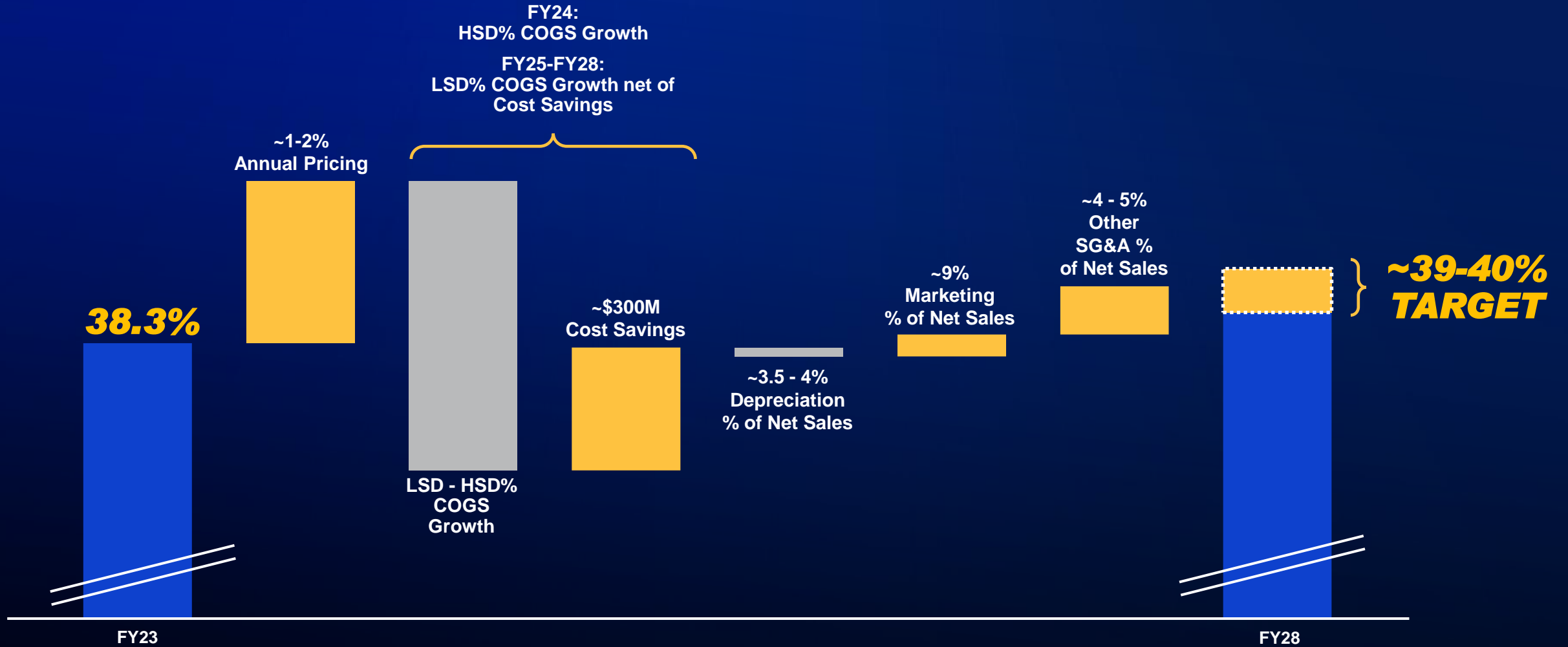
DISCIPLINED INVESTMENTS

Net sales growth projected to outpace organizational growth as category management and supply chain optimization investments setup to support higher productivity from sales and administrative teams



PATH TO SUSTAINED BEST-IN-CLASS

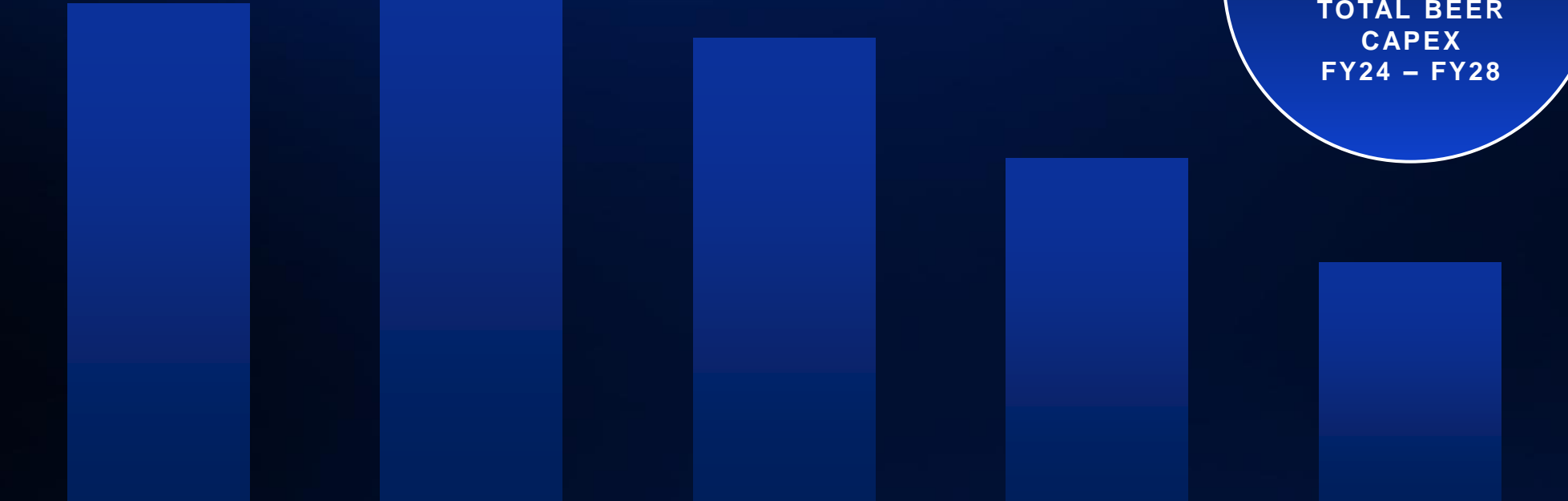
BEER OPERATING MARGINS



BREWERY EXPANSION TO SUPPORT BEER GROWTH MOMENTUM

~\$1B

PER FY24 GUIDANCE



~\$4B
TOTAL BEER CAPEX
FY24 – FY28

FY24

FY25

FY26

FY27

FY28

DELIVERING ENHANCED GROWTH AND PROFITABILITY

We expect sustainable net sales growth of 7-9% combined with ongoing optimizations efforts and disciplined investment back into the business to deliver enhanced growth and profitability

	FY19 – FY23		FY24 – FY28	
NET SALES	9.4% CAGR	\$31.1B TOTAL	~7 – 9% GROWTH ANNUALLY	
OPERATING INCOME	39.7% MARGIN	\$12.3B TOTAL	~39 – 40% MARGIN	
DEPRECIATION	3.7% OF NET SALES	\$1.1B TOTAL	~3.5 – 4.0% OF NET SALES	
CAPITAL EXPENDITURE		\$3.6B TOTAL	~\$4B TOTAL	



Constellation Brands

INVESTOR DAY 2023



ROBERT HANSON

PRESIDENT WINE & SPIRITS

WINE & SPIRITS BUSINESS

FY24 GUIDANCE

REVISED ORGANIC NET SALES OUTLOOK, MAINTAINED OPERATING MARGIN



(2)-(1)%
REVISED ORGANIC
NET SALES DECLINE

2-4%
MAINTAINED
OPERATING INCOME GROWTH

NET SALES DRIVERS

- Mature Canadian, Australia, New Zealand, and Italian markets performing similarly to decelerating U.S. wholesale market
- Competitor pricing environment putting pressure on full pricing realization
- Changes in Canadian Liquor Control Board inventory regulation driving destocking

MARGIN DRIVERS

- Positive price and mix across higher-end portfolio
- Sustained market outperformance of higher-end portfolio
- Return-focused marketing and SG&A leverage
- Distributor contractual performance obligations

OUR KEY HIGHLIGHTS FOR YOU TODAY

- 1 Our strategic portfolio actions have premiumized our business and we expect **our higher-end brands to be an even larger part of our mix and drive growth**
- 2 We have diversified our route-to-market beyond U.S. wholesale and expect **our DTC and international efforts to deliver growth outperformance**
- 3 The optimization and efficiency initiatives underway across our business are expected to **deliver margin enhancement while supporting our higher-end shift**
- 4 We are committed to achieving our medium-term financial targets of **~1 - 3% net sales growth and ~25 - 26% operating margins**

OUR STRATEGIC FOCUS IS THE FOUNDATION OF OUR FUTURE SUCCESS

Largest premium still wine producer globally with omni-channel route-to-market capabilities

FY23

~27M CASES SOLD

~21% OF CONSTELLATION BRANDS NET SALES

~16% OF CONSTELLATION BRANDS OPERATING INCOME

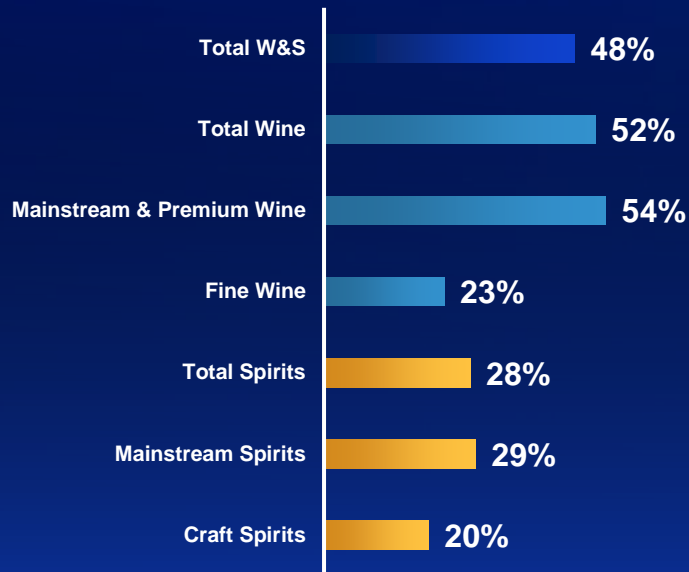


OUR TRANSITION TO A HIGHER-END PORTFOLIO AND A GLOBAL OMNI-CHANNEL ROUTE-TO-MARKET REQUIRES A DIFFERENT APPROACH TO TRACK OUR BUSINESS

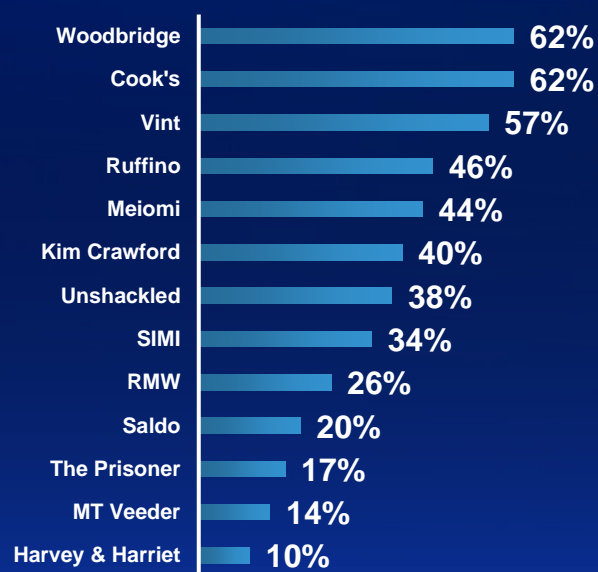
Circana tracked channel data is constrained in the tracking of fine wine and craft spirits brands

Circana tracked channels remain relevant to assess directional performance of mainstream and premium wine brands; IWSR & NABCA are sourced for our higher-end wines and spirits globally; and Sovos ShipCompliant is sourced for DTC

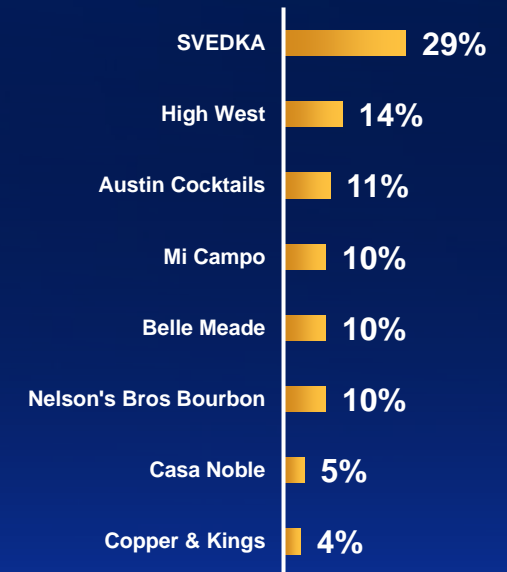
**CIRCANA COVERAGE
STZ WINE & SPIRITS BUSINESS**



**CIRCANA COVERAGE
STZ WINE BRANDS**



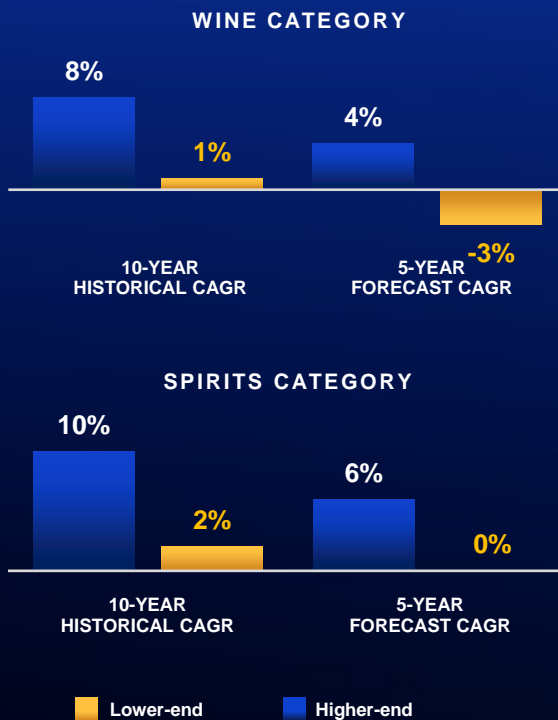
**CIRCANA COVERAGE
STZ SPIRITS BRANDS**



OUR STRATEGY IS ALIGNED TO KEY CONSUMER-LED TRENDS

PREMIUMIZATION

U.S. Wine & Spirits Categories
\$ Sales Growth (IWSR)



DTC + DIGITAL

DTC shipment value CAGR of >12%
of total winery sales in U.S.

DTC VALUE
12.3%
CAGR
(CY12 – CY22)



BETTERMENT

Growth in the Better-for-You Category
in the U.S.

25%
CAGR
(CY19 – CY22)



INTERNATIONAL MARKET GROWTH

Wine Industry CAGR
(CY12-CY22)

1.4%
CAGR
GLOBAL

FLAT CAGR
APAC

2% CAGR
EMEA

10% CAGR
LATAC

2% CAGR
CANADA

LEVERAGING CATEGORY PREMIUMIZATION, WE HAVE RESHAPED OUR BUSINESS TO A HIGHER-END AND HIGHER-VALUE PORTFOLIO

WINE & SPIRITS PORTFOLIO (FY19)



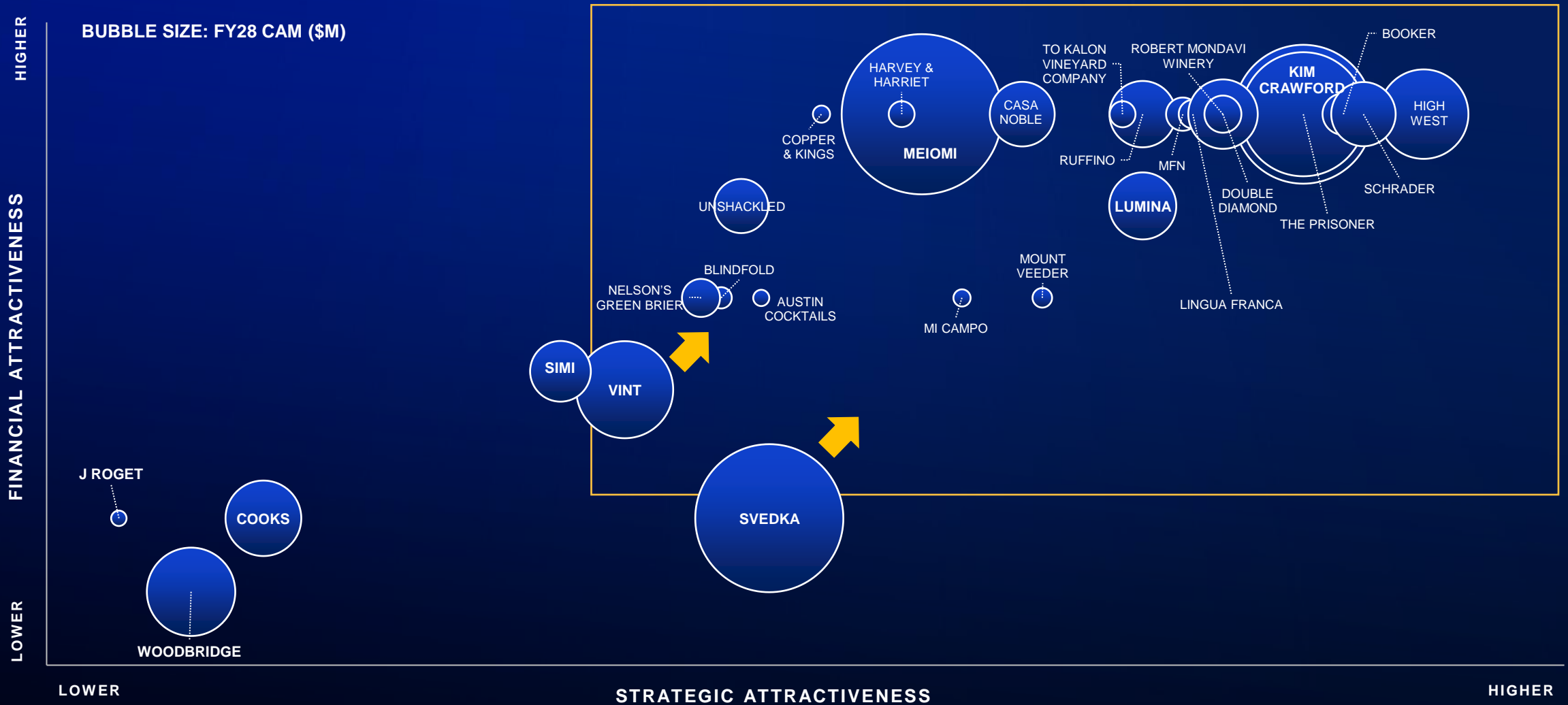
Lower-end, volumetric portfolio

WINE & SPIRITS PORTFOLIO (FY23 AND BEYOND)



Higher-end, higher-value portfolio

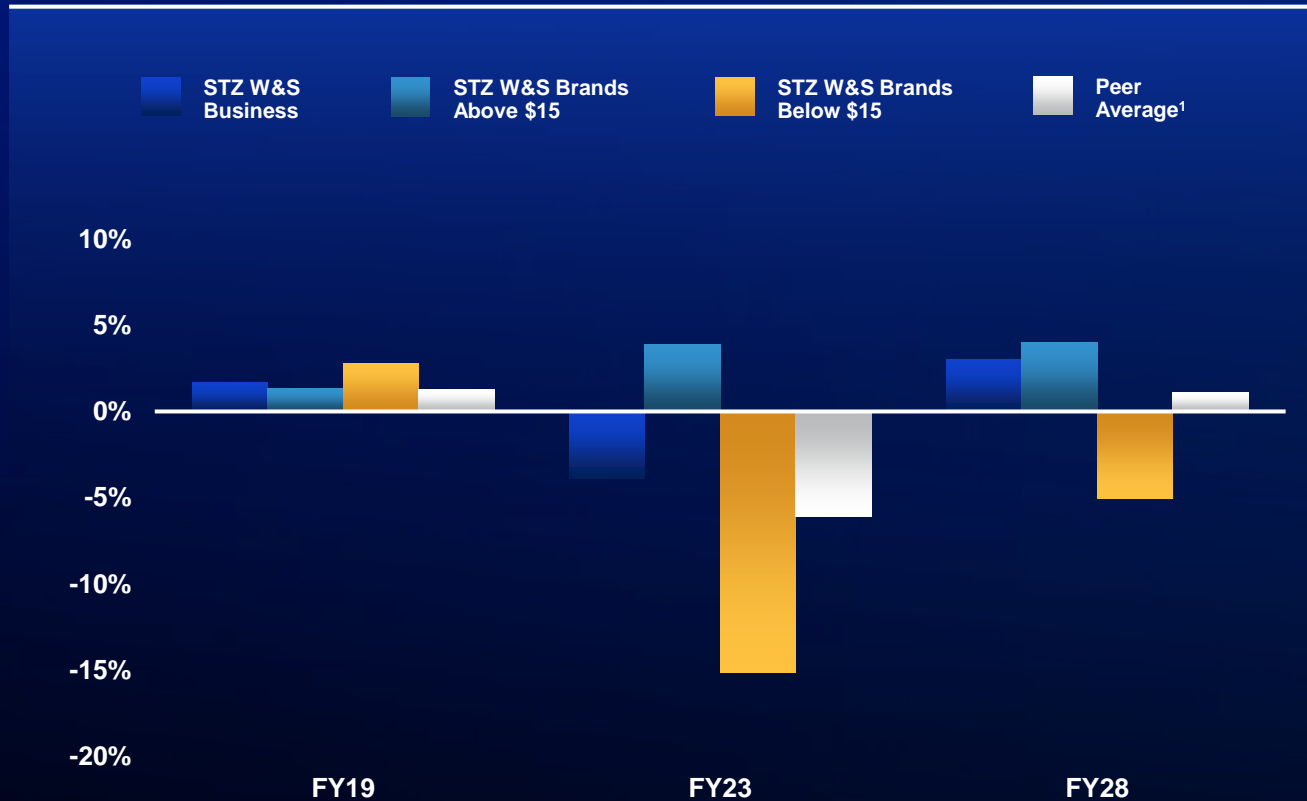
CAM PROFITABILITY ANALYSIS REINFORCES OUR HIGHER-END PORTFOLIO HAS FURTHER GROWTH AND SCALE MOMENTUM



OUR CONSUMER-LED PREMIUMIZATION STRATEGY IS SUCCESSFUL

From FY19-FY23, our premiumization has enabled our total business to outperform the category;
Our higher-end shift will continue

STZ W&S BUSINESS PERFORMANCE VS SELECT COMPETITORS



SHIFT IN STZ W&S BUSINESS NET SALES MIX



¹ Net Sales Weighted Peer Average of Treasury Wine Estates, Gallo, Duckhorn Portfolio, and Beam Suntory; 2019 peer group average excludes Gallo as growth rate unavailable; sources public filings and market research estimates for competitors. Three wine portfolios and one spirits portfolio included in competitive set to reflect CBI's ~85% Wine and ~15% Spirits mix.

WE HAVE A PROVEN AND SUCCESSFUL M&A AND INNOVATION TRACK RECORD

M&A TRACK RECORD

Proven ability to integrate
and scale acquisitions

NET SALES CAGR SINCE ACQUISITION¹

MEIOMI
WINES

+13% FY17 - FY23

The Prisoner

+16% FY18 - FY23

HIGH WEST
DISTILLERY
PARK CITY - UTAH

+29% FY17 - FY23

Schrader
DOUBLE DIAMOND

+9% FY19 - FY23



MY FAVORITE NEIGHBOR

+121% FY23

INNOVATION / ORGANIC GROWTH

Net sales from NPD over last three years
represents 7% of our FY23 organic net sales

NET SALES CAGR OVER RECENT PERIODS²

BETTERMENT

KIM CRAWFORD
ILLUMINATE

+138% FY21 - FY23

MEIOMI
BRIGHT

+46% EXPECTED THROUGH FY24

SHOULDER EXTENSIONS



+46% FY21 - FY23

READY-TO-SERVE
TEQUILA
Mi CAMPO

+52% EXPECTED THROUGH FY24

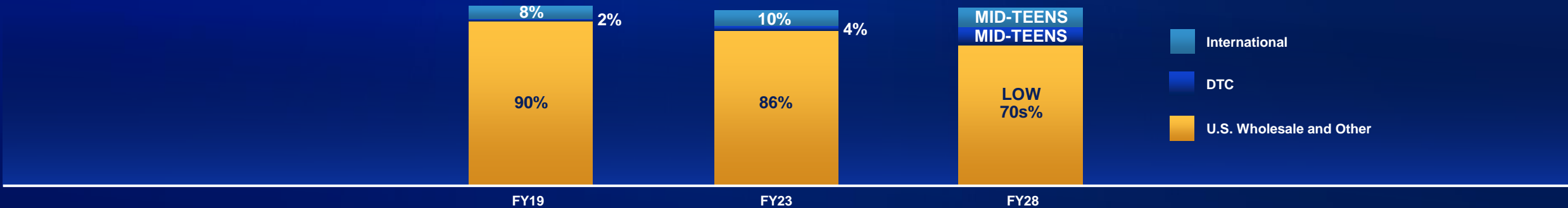
¹ Net Sales CAGR from first full year since acquisition date to FY23.

² Meiomí Bright and Mi Campo RTS CAGRs include full-year growth estimate for FY24 as both brands launched within FY23.

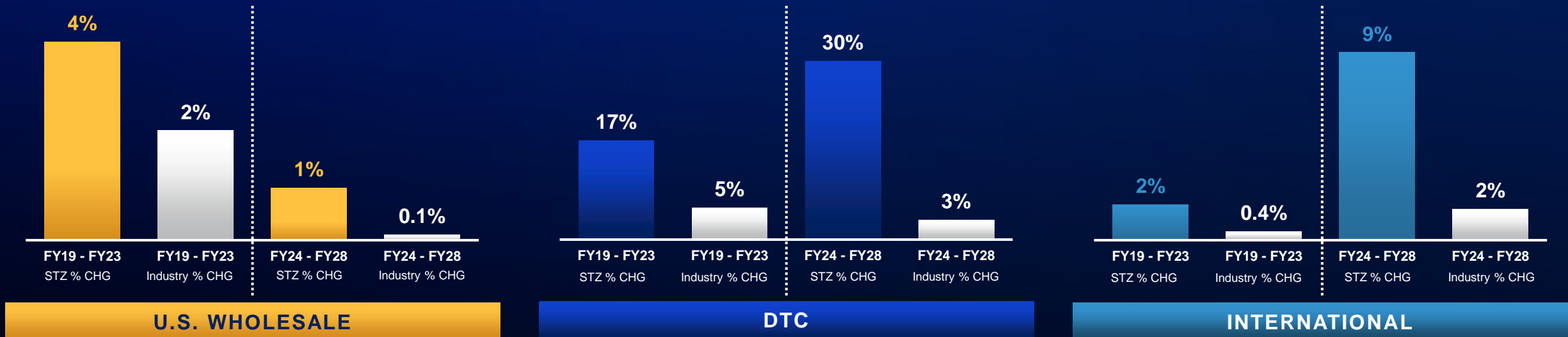
SHIFTING OUR GEOGRAPHIC AND CHANNEL MIX

To emphasize international and DTC growth aligned with consumer preferences and category tailwinds

SHIFT IN STZ W&S BUSINESS NET SALES MIX



NET SALES GROWTH



CBI is actual and long-range plan; 2) Market: IWSR for wholesale and international, Sovos ShipCompliant for DTC

OUR GLOBAL OMNI-CHANNEL STRATEGY

POSITIONS US FOR FUTURE GROWTH

US WHOLESALE

Scaling underpenetrated channels

- Built key account plans for top 10 key national accounts
- Plan to shift mix to underpenetrated channels
 - General market off-premise share of mix +500Bps
 - On-premise share of mix +600Bps
 - 3-tier ecommerce share of mix +200bps



DTC

Optimizing multi-channel DTC capability

Hospitality: Investing in key visitor centers and scaling corporate, private and trade

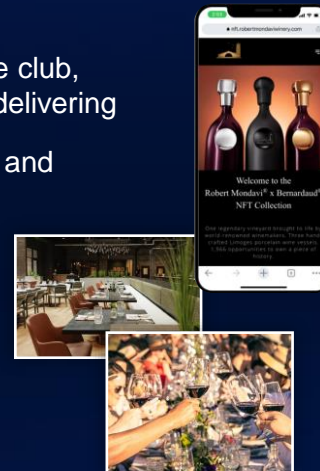
- ~10% net sales CAGR and 60%+ gross margin

Ecommerce: Investing in underdeveloped channel, affiliate marketing, and personalization

- ~Mid-40s% net sales CAGR and 40%+ gross margin

Loyalty: Category-leading wine club, corporate and events strategy delivering

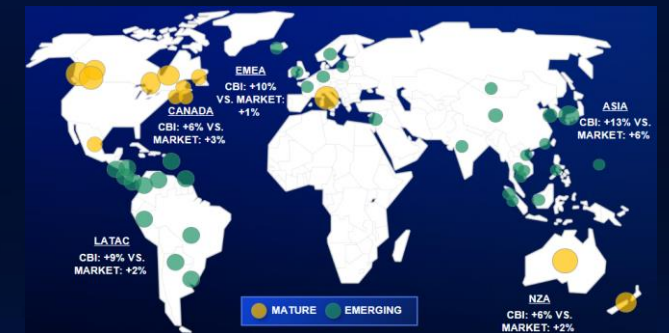
- ~Mid-40s% net sales CAGR and 55%+ gross margin



INTERNATIONAL

Key cities strategy driving meaningful, profitable net sales growth

- Shift toward higher-end portfolio in FY20-FY23 resulted in 38% operating income growth
- \$200M net sales poised to double in the medium-term
- Higher-end wine portfolio expected to represent >90% of mix from 65% today



OUR STRATEGY SUPPORTS AND IS ALIGNED TO OUR MEDIUM-TERM ALGORITHM



~1-3%
NET SALES GROWTH

~25-26%
OPERATING MARGIN

NET SALES DRIVERS

- Higher-End Brand and Product Mix
- Innovation
- U.S. Wholesale National Accounts, General Market, On-Premise and 3TE Penetration
- Combined DTC & International Double-Digit Growth

MARGIN DRIVERS

- Consumer-Led Premiumization
- End-To-End Supply Chain
- Cost Optimization
- Optimized Marketing



MATT McHARGUE

SENIOR VICE PRESIDENT
BRAND MANAGEMENT

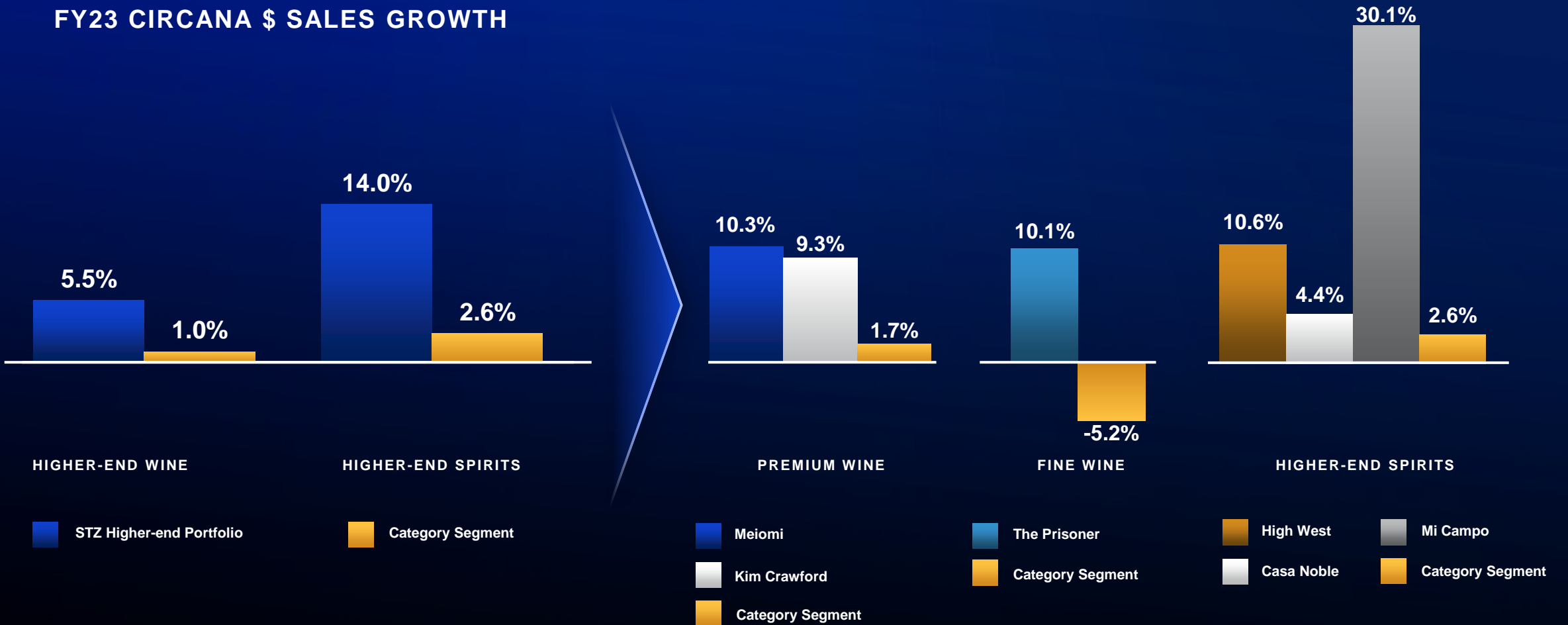
SAM GLAETZER

SENIOR VICE PRESIDENT
GLOBAL OPERATIONS & INTERNATIONAL SALES

PORTFOLIO & OMNI-CHANNEL ROUTE-TO-MARKET OUTLOOK

OUR HIGHER-END PORTFOLIO AND KEY BRANDS HAVE OUTPERFORMED

FY23 CIRCANA \$ SALES GROWTH



Source: W&S FY23 results, Market - Circana

CONTINUING THE SUCCESS OF OUR HIGHER-END WINE BRANDS

THE PRISONER WINE COMPANY NOW

BUILDING UPON OUR SUCCESSFUL HOUSE OF BRANDS INNOVATION STRATEGY

GROWTH
30% CAGR
 FY19 - 23 (U.S. NET SALES)

PROFITABILITY
62% GROSS MARGIN
 FY23



#1
 SUPER LUXURY
 RED BLEND
 (THE PRISONER)
 IN U.S.

#1
 LUXURY
 RED BLEND
 (UNSHACKLED)
 IN U.S.

#1
 SUPER LUXURY
 ZINFANDEL
 (SALDO)
 IN U.S.



OPTIMIZE | **ACCELERATE**

<i>The Prisoner</i>	UNSHACKLED	SALDO	BLINDFOLD
DRIVERS	DRIVERS	DRIVERS	DRIVERS
• Volume: +Mid 20s%	• Volume: +Low 30s%	• Volume: +High Teens%	• Volume: + >100%
• Net Sales: +Mid 20s%	• Net Sales: +Mid 30s%	• Net Sales: +Mid 20's%	• Net Sales: + >100%
• Price/Mix: +LSD%	• Price/Mix: +MSD%	• Price/Mix: +MSD%	• Price/Mix: +HSD%
• Distribution: +Mid Teens%	• Distribution: +Low 30s%	• Distribution: +MSD%	• Distribution: + >70%
• Velocity: +HSD%	• Velocity: +MSD%	• Velocity: +Low Teens%	• Velocity: +Mid 20s%
• Innovation: +MSD% annually	• Innovation: +MSD% annually	• Innovation: +LSD% annually	• Innovation: +Mid Teens% annually

The Prisoner and Blindfold are market makers leading ACV penetration
Unshackled has significant opportunity with 88% of Decoy penetration gap
Saldo targeting to maintain lead over Rombauer Zinfandel penetration

Source: Constellation Brands data, analyses, and plans.

CONTINUING THE SUCCESS OF OUR HIGHER-END WINE BRANDS

Continued success in our market leading and incremental betterment innovation

MEIOMI®

DRIVERS

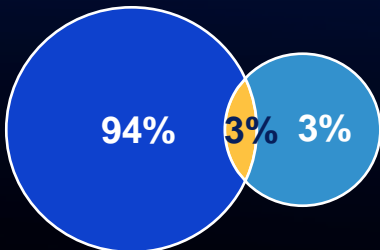
- Volume: +LDD%
- Net Sales: +High Teens%
- Price/Mix: +MSD%
- Distribution: +MSD%
- Velocity: +LSD%
- Innovation: +MSD% annually
- Penetration: Close distribution gap to Josh

GROWTH
15% CAGR
 FY19 - 23 (U.S. SALES)

PROFITABILITY
60% GROSS MARGIN
 FY23



BUYER OVERLAP



50%
 of Meiomí Bright PN Buyers
 bought Meiomí Bright PN
 exclusively and not Meiomí PN

#1

ULTRA-PREMIUM
 WINE BRAND
 IN THE U.S.

#1

PINOT NOIR
 IN U.S.

#5

ULTRA-PREMIUM
 CHARDONNAY
 IN U.S.

KIM CRAWFORD

DRIVERS

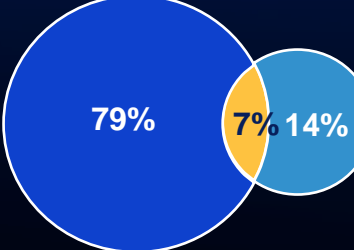
- Volume: +LDD%
- Net Sales: +Low 20s%
- Price/Mix: +HSD%
- Distribution: +MSD%
- Velocity: +LSD%
- Innovation: +MSD% annually
- Penetration: Close distribution gap to Josh

GROWTH
14% CAGR
 FY19 - 23 (U.S. SALES)

PROFITABILITY
56% GROSS MARGIN
 FY23



BUYER OVERLAP



65%
 of KC Illuminate SB Buyers
 bought KC Illuminate SB
 exclusively and not KC SB

#1

NEW ZEALAND
 WINE BRAND
 IN THE U.S.

#1

SAUVIGNON
 BLANC
 IN U.S.

#3

SUPER PREMIUM
 PROSECCO
 IN U.S.

CONTINUING THE SUCCESS OF OUR HIGHER-END WINE BRANDS

TEQUILA – CASA NOBLE | MI CAMPO

CASA NOBLE®
TEQUILA

DRIVERS

- Volume: + >40%
- Net Sales: + >50%
- Price/Mix: + HSD%
- Distribution: + 20s%
- Velocity +Mid-Teens%
- Innovation: +MSD% annually
- Penetration: Close distribution gap to Don Julio

TOP TRENDING
TEQUILA
IN U.S.



TEQUILA Mi CAMPO

DRIVERS

- Volume: + >100%
- Net Sales: + >100%
- Price/Mix: +MSD%
- Distribution: + >50%
- Velocity: +30s%
- Innovation: +Low Teens% annually
- Penetration: Close distribution gap to Espolon

59%

DEPLETION
GROWTH
IN FY23



COMBINED GROWTH
19% CAGR
FY19 - 23 (U.S. SALES)

COMBINED PROFITABILITY
43% GROSS MARGIN
FY23

WHISKEY – HIGH WEST

DRIVERS

- Volume: +30s%
- Net Sales: +Mid 30s%
- Price/Mix: +MSD%
- Distribution: +LDD%
- Velocity: +Mid-Teens%
- Innovation: +MSD%
- Penetration: Close distribution gaps to Basil Hayden & Angel's Envy

#3

HIGHER-END
AMERICAN RYE
WHISKEY
IN U.S.



GROWTH
21% CAGR
FY19 - 23 (U.S. SALES)

PROFITABILITY
57% GROSS MARGIN
FY23

TRANSFORMING OUR MAINSTREAM BRANDS

SVEDKA AND WOODBRIDGE

SVEDKA

Returning to SVEDKA's original essence: **PURE SEDUCTION**

Targeting LDD net sales growth, beating price segment, and improving margin from Mid 40s% to 50s%

FROM

- Unfocused and dilutive flavor innovation
- Mainstream and commoditized vodka

TO

- Focused and elevated 80 Proof & SVEDKA Martini Collection
- Distinctive affordable luxury vodka
- Channel growth in on-premise, liquor, key states and cities



WOODBRIIDGE

Transforming into a **modernized & accessible wine brand**

Hold share in a declining market segment

FROM

- Traditional mainstream wine brand
- Heritage sensory misaligned with target consumer expectations
- Margin-dilutive at low 20% GP

TO

- Contemporary broadly appealing wine brand
- Sweeter sensory aligned with target consumer preferences
- Channel growth in grocery and convenience
- Margin improvement to Mid 20s% GP



STRENGTHENING OUR POSITION

IN MATURE U.S. WHOLESALE MARKET

FOCUSED ON UNDERPENETRATED CHANNELS OUTPERFORMING TOTAL U.S. WHOLESALE

- Ultra-Premium grow HSD; Mainstream decline MSD
- Core SKU ACV to 85-90% from 60-65%
- Triple shoulder SKUs ACV from >20% to >60%
- RGM driving 50-100bps of annual pricing
- Targeting innovation growing at HSD% annually

KEY ACCOUNT PLANS IN PLACE FOR ALL NATIONAL CUSTOMERS



**GROW GENERAL MARKET >500BPS
GROW ON-PREMISE >600BPS**



OUR OMNI-CHANNEL STRATEGY

POSITIONS US FOR GROWTH AHEAD

Our new cross-channel DTC strategy drove +29% growth in FY23 through brand awareness, recurring net sales, customer engagement, and first-person data; optimizing this strategy aims to sustain ~20-30% net sales CAGR

HOSPITALITY

- Net Sales +>10%
- Gross Margin >60%
- Capex for Robert Mondavi Winery, The Prisoner, Lingua Franca, High West, Nelson's Green Brier and Casa Noble
- Scaling corporate, private and trade events
- High avg. order value: Tasting Room >\$300

ECOMMERCE

- Net Sales +>40%
- Gross Margin >40%
- Accelerating affiliate marketing and personalization

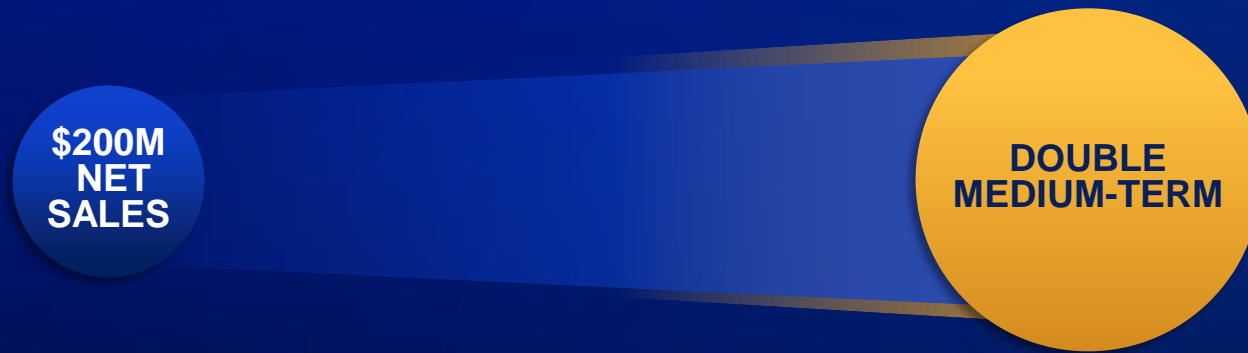
LOYALTY

- Net Sales +>40%
- Gross Margin >55%
- Enhancing personalization across Wine Club, Corporate, Ambassador Programs, Events
- High Club avg. order value of >\$250 | Corporate >\$600



TARGETING OUTSIZED GROWTH WITH OUR INTERNATIONAL STRATEGY

Scaling our international business with prioritized markets and brands to deliver strong growth

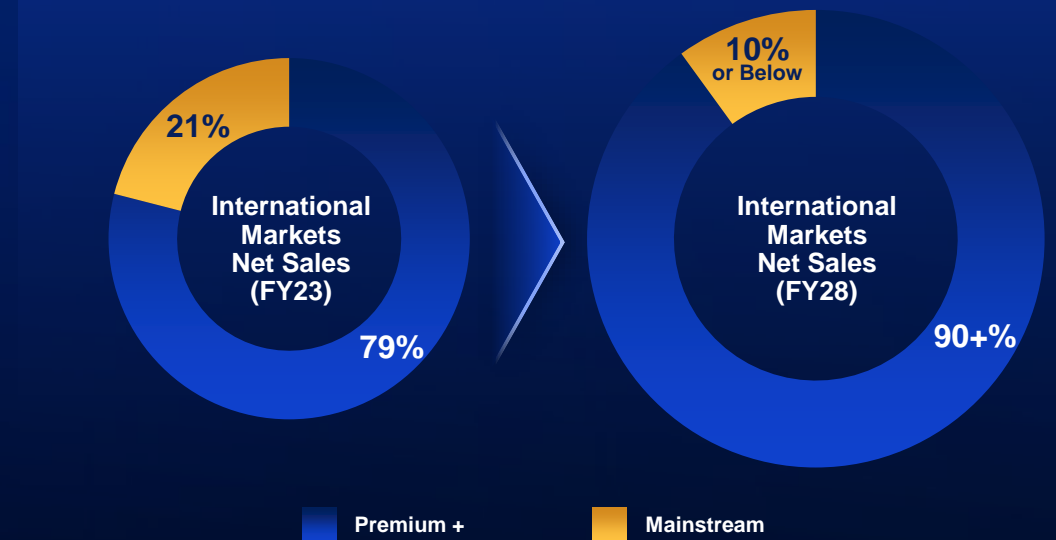


PRIORITIZING OUR HIGHER-END BRANDS

We are strategically focused on expanding our higher-end brands across our targeted international markets



- Prioritize fine wine investment
- Launch craft spirits in key markets
- Develop ecommerce, DTC in key markets
- Implement global RTM, shift to net pricing
- Invest in ultra-premium wine portfolio
- Accelerate growth of fine wine
- Global brand management
- Grow cross-functional process

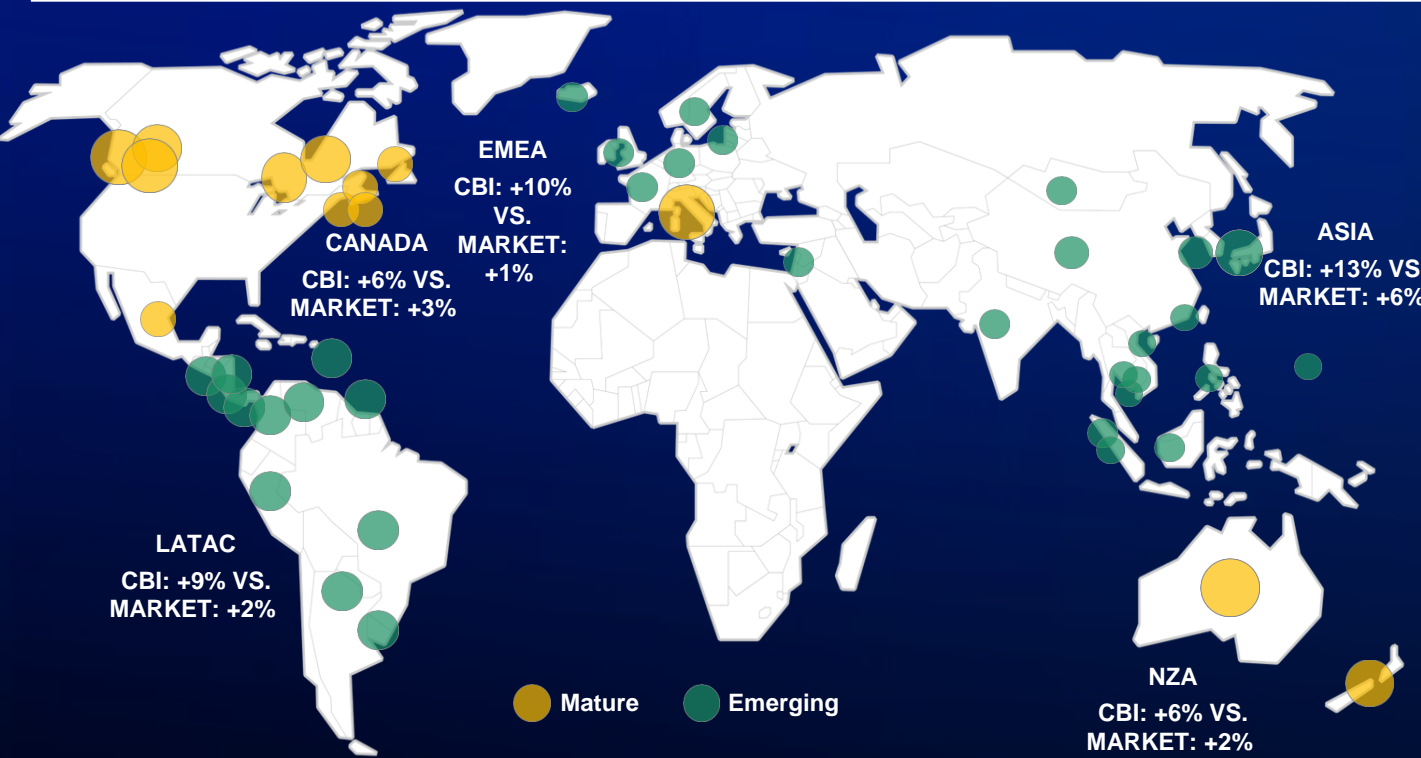


OUR KEY CITIES EXPANSION STRATEGY

PROVIDES FOCUS AND RUNWAY FOR GROWTH

OUR GLOBAL FOOTPRINT PROVIDES OPPORTUNITY IN HIGHER-GROWTH EMERGING MARKETS AND RUNWAY TO FURTHER SCALE MORE MATURE MARKETS

OUR FOCUSED CITY GROWTH STRATEGY



Expect HSD annual growth in international business for FY25-FY28 (outpacing expected average LSD growth for corresponding markets)





SAM GLAETZER

SENIOR VICE PRESIDENT
GLOBAL OPERATIONS & INTERNATIONAL SALES

LISA BROWN

SENIOR VICE PRESIDENT SUPPLY CHAIN

OPERATIONS & SUPPLY CHAIN OUTLOOK

OUR GLOBAL TERROIR AND PRODUCTION DIVERSIFICATION ENABLES ASSET OPTIMIZATION AND RISK MITIGATION

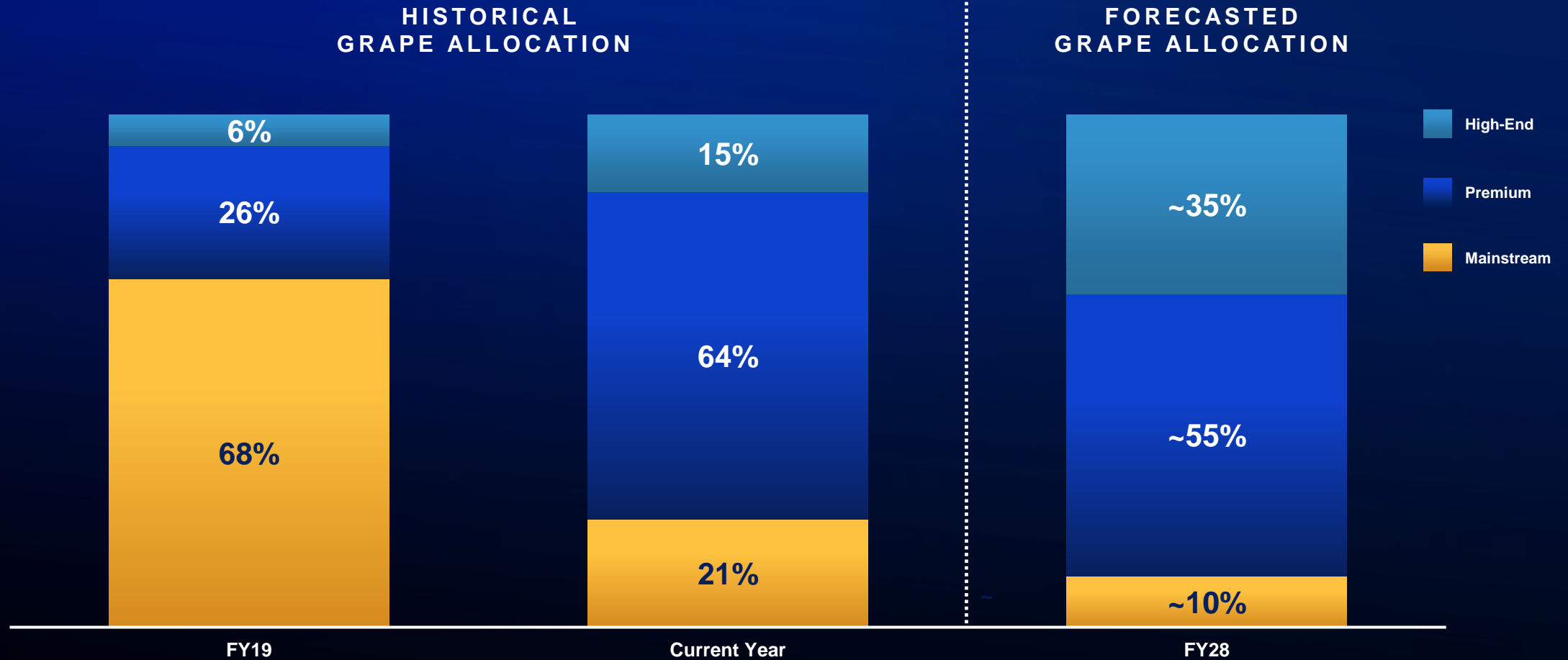
CALIFORNIA AVAS

REGION	CBI BRAND PORTFOLIO
NAPA	    
SONOMA	   
PASO ROBLES	  
SAN LUIS OBISPO	 
CENTRAL VALLEY	  
CENTRAL COAST	   
NORTH COAST	 

REST OF WORLD AVAS

REGION	CBI BRAND PORTFOLIO
ITALY	  
AUSTRALIA / NEW ZEALAND	 
OREGON	
FRANCE	

OUR ASSET ALLOCATION IS ALIGNED WITH MIX SHIFTS THAT SUPPORT HIGHER RETURNS



Source: Constellation Brands data, analyses, and plans.

WE HAVE WIDE-RANGING OPERATIONAL AND SUPPLY CHAIN EFFICIENCY INITIATIVES

SUSTAINABLE DESIGN ACCELERATION + SKU RATIONALIZATION

+50-75 BPS GROSS PROFIT MARGIN EXPANSION OPPORTUNITY

INITIAL PHASE (FY23-FY24)

COST SAVINGS
~\$12-14M
CUMULATIVE

SCOPE
23 BRANDS

NEXT PHASE (STARTING FY25)

COST SAVINGS
~\$5-8M
CUMULATIVE

SCOPE
9 BRANDS

LIGHTWEIGHT GLASS



CAPSULE REMOVAL



CLOSURE OPTIMIZATION



LABEL AND CORK OPTIMIZATION

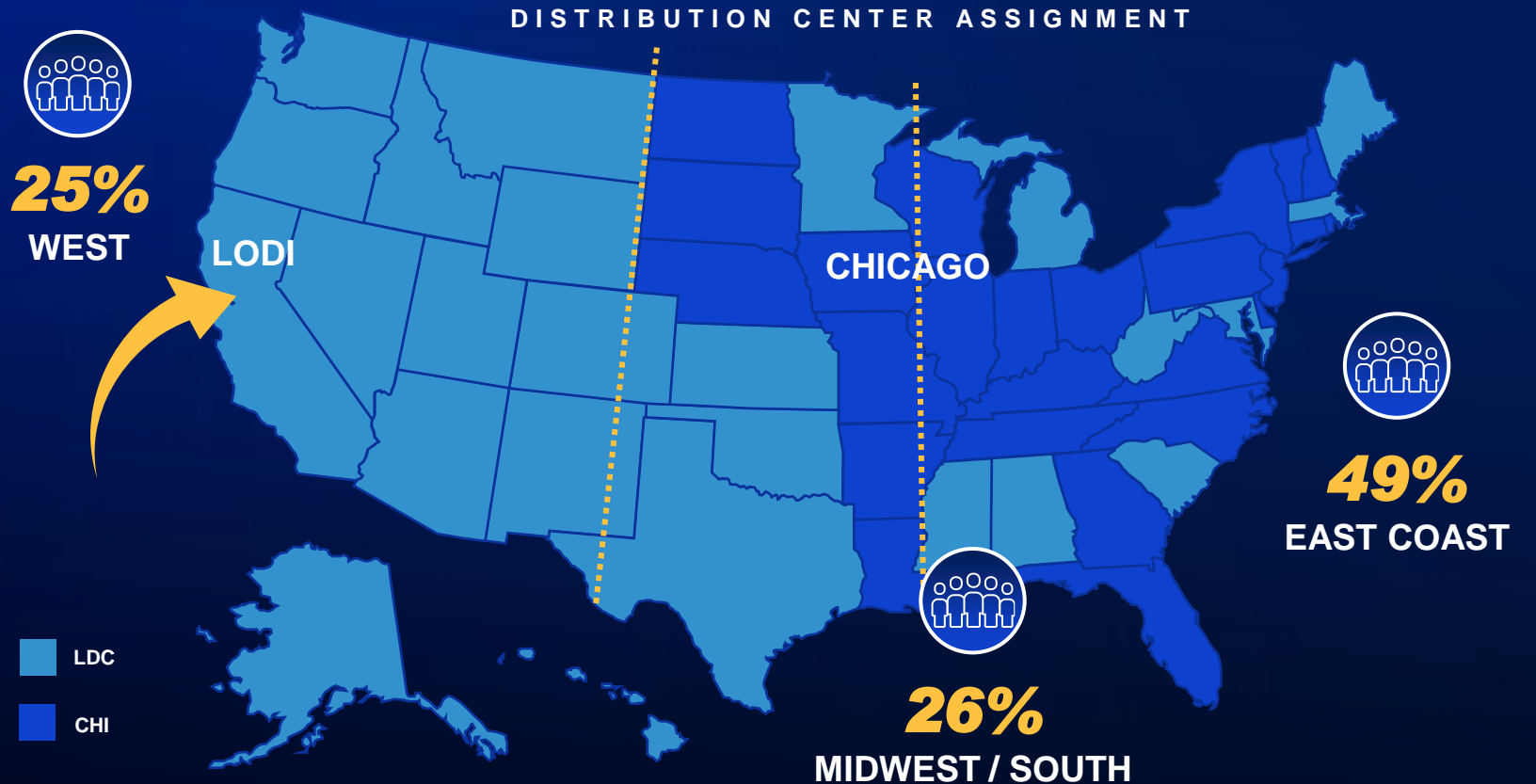


WE HAVE WIDE-RANGING OPERATIONAL AND SUPPLY CHAIN EFFICIENCY INITIATIVES

PRODUCTION FACILITY & SUPPLY CHAIN NETWORK OPTIMIZATION

+25-35 BPS GROSS PROFIT MARGIN EXPANSION OPPORTUNITY

- Recommissioning Napa Bottling Center, insourcing our bottling capability to reduce cost 20% versus outsourcing
- Supply chain network rationalized from multi-location CA warehouses to Lodi and Chicago, driving a rate per case reduction of \$0.11/case
- Further opportunity to optimize cellar capacity and supplement with third-party crush during variable harvest conditions



WE HAVE WIDE-RANGING OPERATIONAL AND SUPPLY CHAIN EFFICIENCY INITIATIVES

SPIRITS PRODUCTION AND DTC INSOURCING

+45-55 BPS GROSS PROFIT MARGIN EXPANSION OPPORTUNITY

- Spirits production optimization by relocating High West bottling and insourcing components of SVEDKA production; \$7-10M annual savings opportunity
- Joint investment in Tequila capacity to scale the tequila portfolio with production benefits driving 25% ROIC
- Insourcing supply chain for Schrader results in \$1-1.5M average annualized savings, implying \$7-10M cumulative opportunity when scaled across DTC portfolio

SVEDKA Dry Goods & Product Optimization

- \$1-1.5M annualized savings from FY26
- \$22M in capex cost avoidance via 3rd party business model



CURRENT 80P

FUTURE 80P AND FLAVORS

DTC Internalization - Schrader Example

- In FY24 Schrader DTC was insourced to Lodi Distribution Center
- Annualized savings from \$560K in FY24 to \$1-1.5M FY25+
- Extending across total DTC implies \$7-10M cumulative savings opportunity





KEN METZ

SENIOR VICE PRESIDENT FINANCE

FINANCIAL OUTLOOK

COMMITTED TO ACHIEVING OUR MEDIUM-TERM FINANCIAL TARGETS

Growth and operating leverage expected over the medium-term driven by mix and channel shift + pricing increases + efficiency and cost initiatives more than offsetting mainstream U.S. Wholesale headwinds + inflation

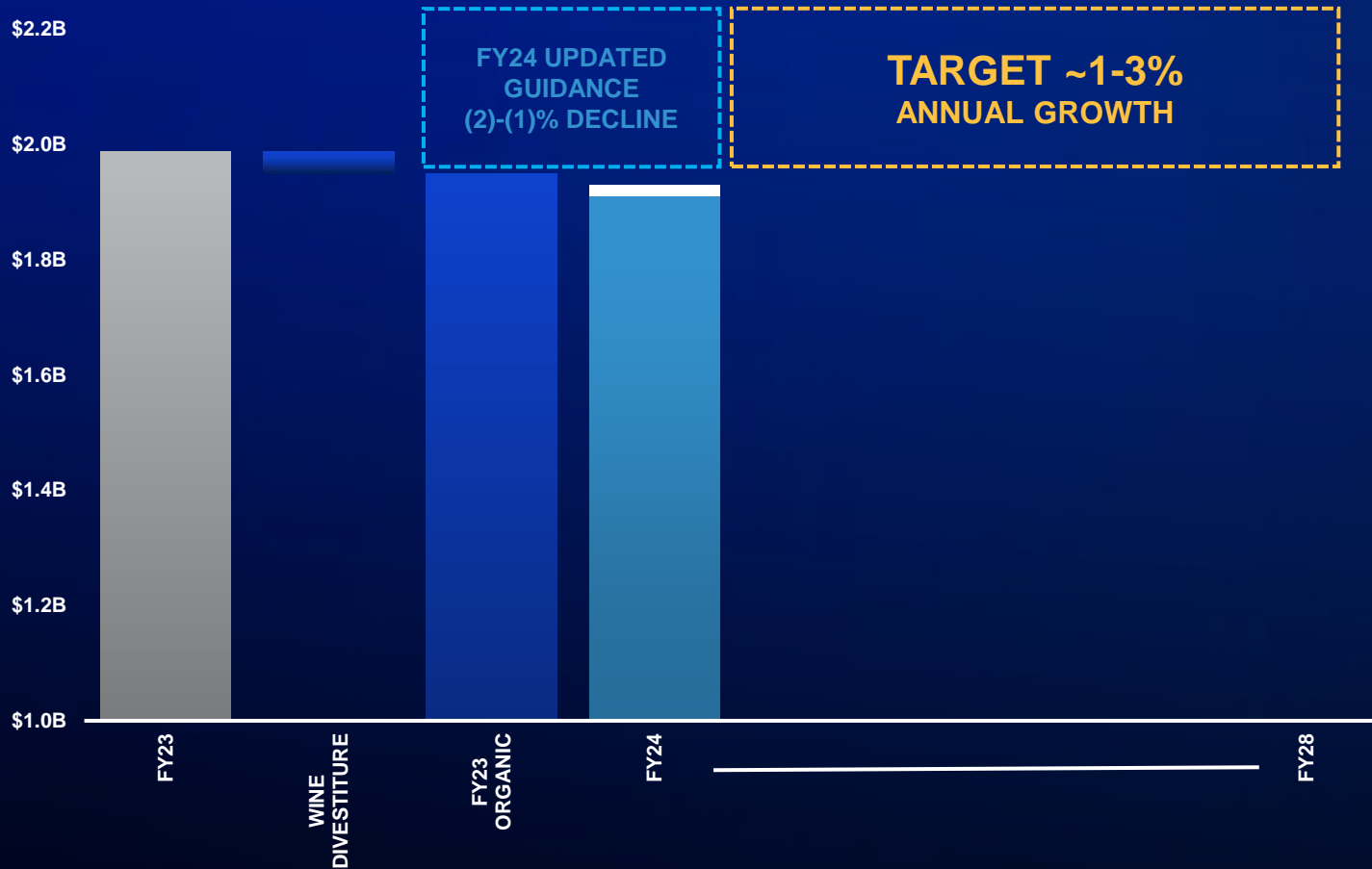
PIVOT TO
NET SALES GROWTH

TARGET
~1-3%
ANNUALLY

CONTINUED OPERATING
MARGIN IMPROVEMENT

TARGET
~25-26%

TARGETING ~1-3% ANNUAL NET SALES GROWTH



KEY GROWTH DRIVERS

- 1 Continued growth of higher-end brands
- 2 Contributions from higher growth DTC & International
- 3 Consistent ~1% annual average price increases

TARGETING ~25-26% OPERATING MARGINS

ANNUAL MARGINS AFFECTED BY VARIABLES BUT EXPECTED TO BE WITHIN TARGETED RANGE ON AVERAGE



KEY MARGIN VARIABLES

DRIVERS

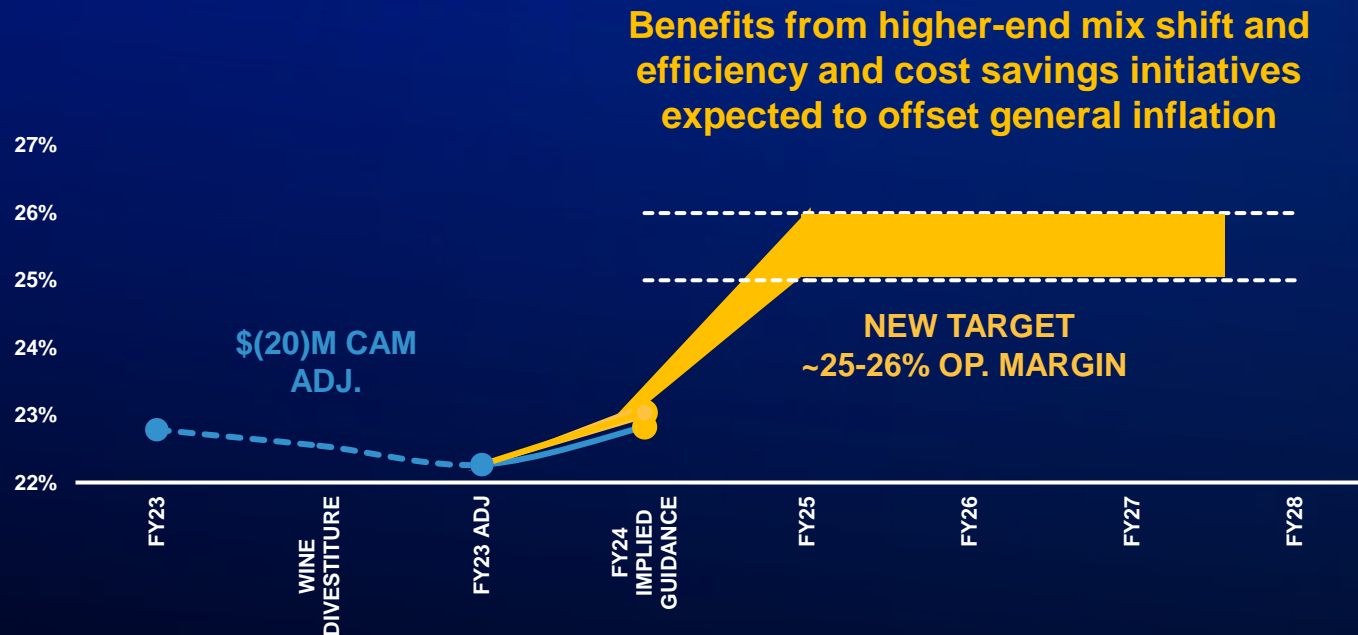
- Continued mix shift to higher-end
- Annual pricing increase
- Cost / ops. efficiencies

DRAGS

- COGS inflation
- Depreciation

OTHER FACTORS

- Marketing investment
- SG&A
- EUR-USD | NZD-USD FX rates



INCREASED PRODUCTIVITY

EXPECTED TO SUPPORT MARGIN EXPANSION

EFFICIENCY AND COST SAVINGS INITIATIVES

Optimization of operations and supply chain will continue being a key driver of margin improvement

Sustainable design acceleration	Spirits production and DTC insourcing	Production facilities optimization
Supply chain network optimization	Tail SKU and targeted low margin SKU rationalization	Other initiatives

Initiatives Expected to Deliver
~\$125-150M in Cumulative Savings FY24-FY28

MATERIALS, LOGISTICS, AND LABOR INFLATION

After experiencing elevated inflation over last 2 years, expect to return to prior historical levels in next 4 years

AVERAGE ANNUAL INFLATION

FY19 - FY21

LSD

FY22 - FY24

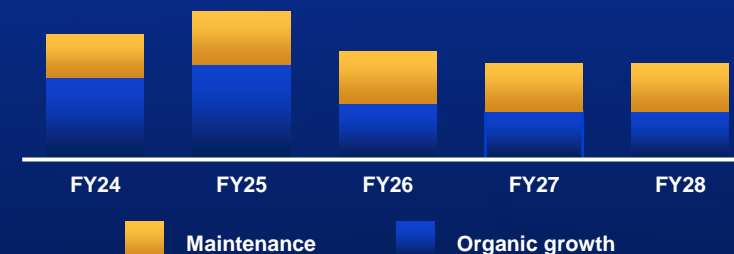
HSD-LDD

FY25 - FY28

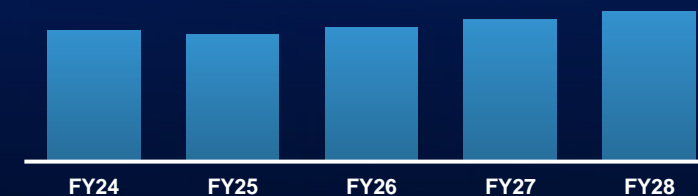
LSD-MSD

MAINTENANCE & HOSPITALITY INVESTMENTS DEPRECIATION

CAPEX TARGET
~\$0.8B TOTAL FY24-FY28



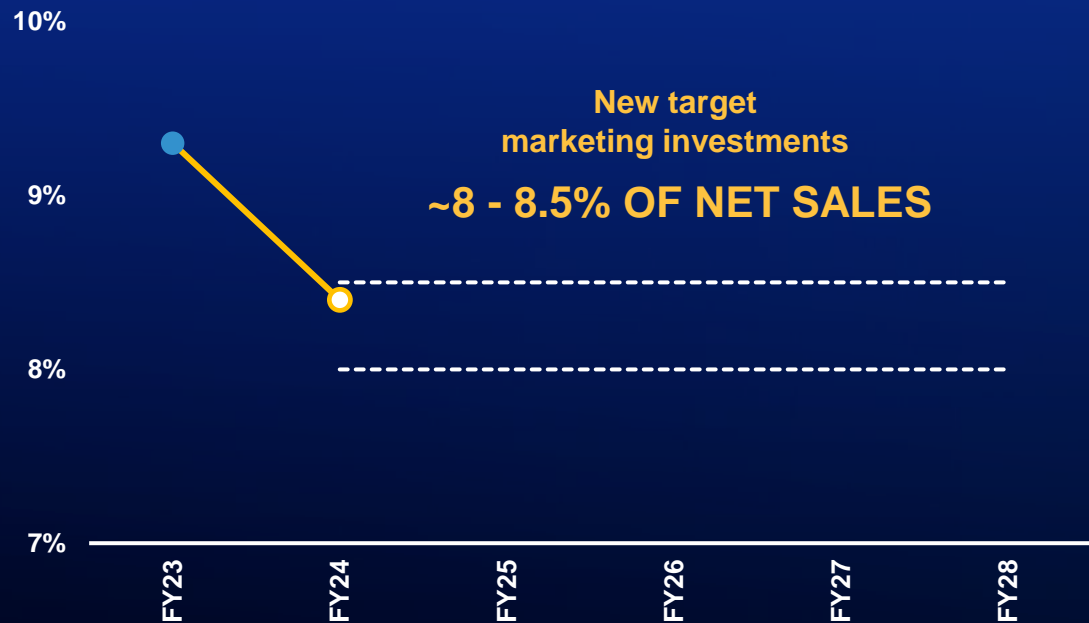
DEPRECIATION TARGET
~\$85-105M ANNUALLY



EFFICIENT APPROACH TO MARKETING INVESTMENTS AND SG&A

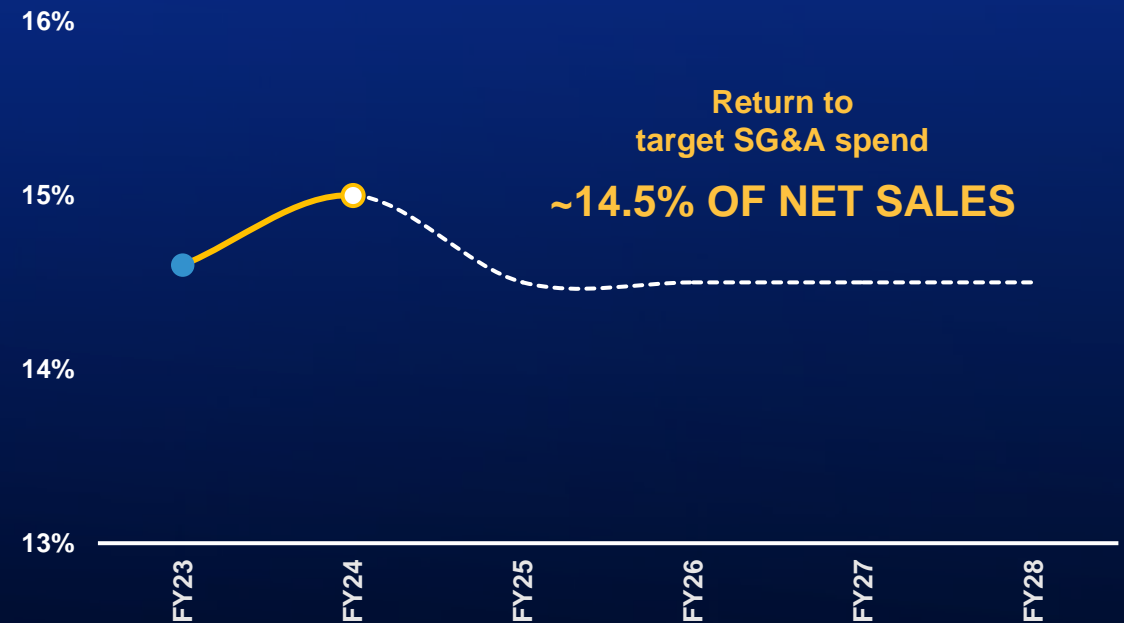
MARKETING

Expect marketing spend relative to net sales to decline to ~8-8.5% with greater alignment to higher-end portfolio but overall investment still above industry average



OTHER SG&A

Expect non-marketing SG&A spend relative to net sales to decline to ~14.5%, despite inflation



DELIVERING ENHANCED GROWTH AND PROFITABILITY

We expect sustainable net sales growth combined with ongoing margin expansion efforts and focused investment back into the business to support improved performance

	FY24	FY25 - FY28
NET SALES	~(-2) – (-1)% DECLINE	~1 – 3% GROWTH ANNUALLY
OPERATING INCOME	~2 – 4% GROWTH	~25 – 26% AVG. MARGIN
DEPRECIATION	~\$80 - 85M	~\$85 - 105M ANNUALLY
CAPITAL EXPENDITURE	~\$0.2B TOTAL	~\$0.6B TOTAL



INVESTOR DAY 2023



MIKE MCGREW

CHIEF COMMUNICATIONS, CSR & DIVERSITY OFFICER

ESG

EVOLVING OUR APPROACH
RAISING THE BAR OVER THE YEARS



CENTRALIZED
RESPONSIBILITY



BOLSTERED
SUPPORT



ELEVATED
OVERSIGHT



EMBEDDED
INTO BUSINESS
PLANNING

EVOLVING OUR APPROACH HONING OUR FOCUS

CONSUMER
OBSESSED

CONSUMERS
EXPECT MORE

BRANDS ALIGNED
WITH VALUES
AND PASSIONS

CREATE AND
PROTECT VALUE
FOR OUR BUSINESS



83%
OF CONSUMERS THINK
COMPANIES SHOULD BE
ACTIVELY SHAPING ESG
BEST PRACTICES¹



¹ PwC Consumer Intelligence Series June 2, 2021

CREATING A FUTURE WORTH REACHING FOR

1



SAFEGUARDING OUR ENVIRONMENT AND NATURAL RESOURCES

Improving water availability

Reducing greenhouse
gas emissions

Commitment to waste reduction
and circular packaging

2



ENHANCING SOCIAL EQUITY WITHIN OUR INDUSTRY AND COMMUNITIES

Championing
professional development

Enhancing economic development

Fostering an inclusive culture

3



ADVOCATING FOR RESPONSIBLE BEVERAGE ALCOHOL CONSUMPTION

Ensuring responsible
promotion and marketing

Empowering responsible
alcohol consumption choices
by LDA adults

IMPROVING WATER AVAILABILITY

EXCEEDED PREVIOUS TARGET OF
~1.1 BILLION GALLONS
OF WATER WITHDRAWAL RESTORATION
FROM FY23 TO FY25

Built 3 dams in agricultural district near Obregon Brewery which increased **irrigation efficiency from 88% to 92%**

Nava Brewery collaborated with local and state governments in Mexico to **improve water access for ~4,000 families in the city of Zaragoza**

Implemented new irrigation technologies to **enhance water efficiency at our California vineyards**



NEW TARGET
5 BILLION GALLONS
OF WATER WITHDRAWAL RESTORATION
FROM FY23 TO FY25

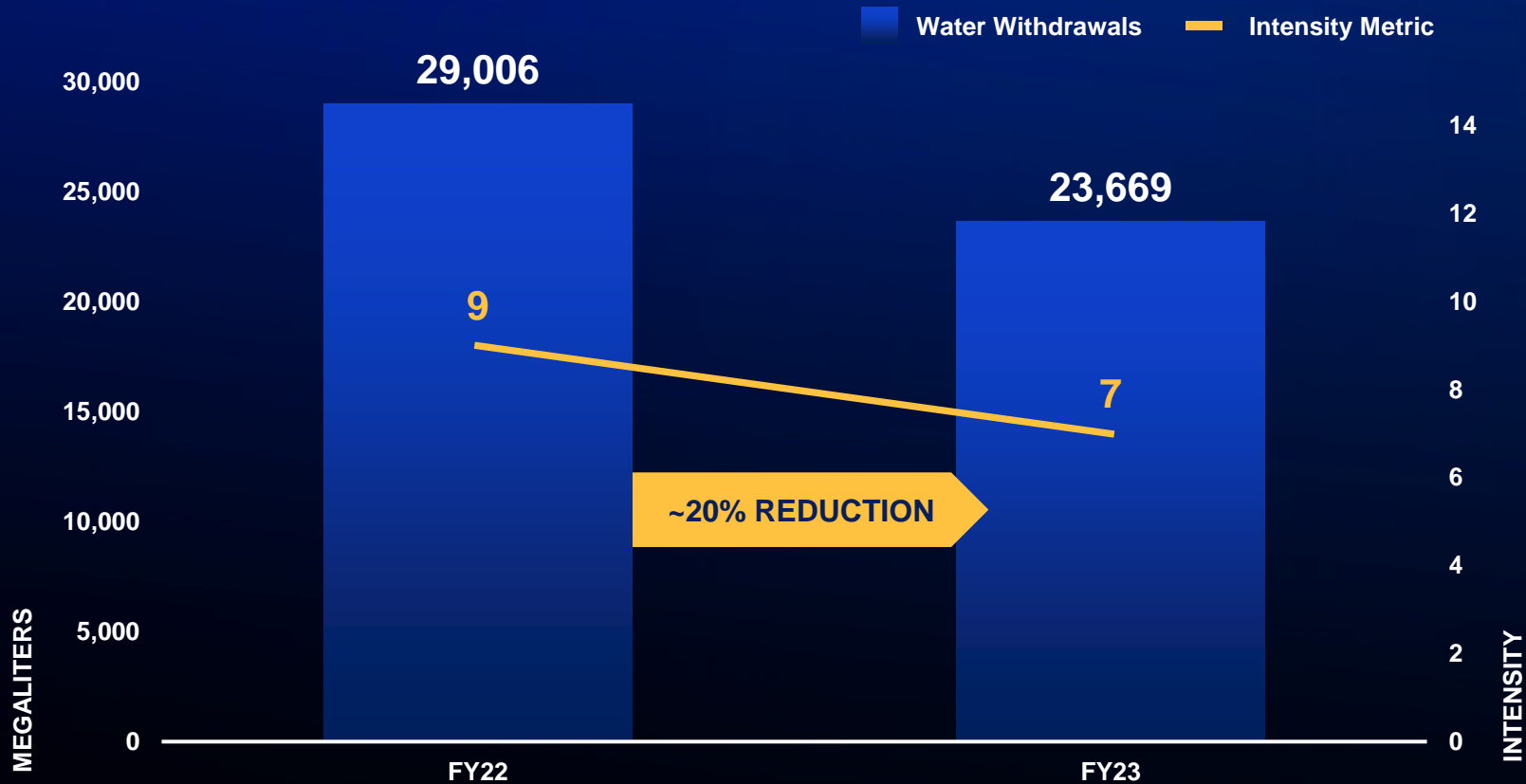
Irrigation district projects expected to yield continued reduction of water loss and new water recovery plant at Obregon expected to provide **720 cubic meters of clean water per day**

Multi-year project with Pronatura to **restore the hydrological region** in the Serranía del Burro near Nava Brewery

Multi-year investment with The Nature Conservancy to **support Global Resilient Watersheds program** in California's San Joaquin Valley

REDUCING WATER WITHDRAWALS AND RESTORING IT TO LOCAL TO WATERSHEDS

In FY23 restored **50% of total water withdrawals** through discharges and restoration efforts



REDUCING GREENHOUSE GAS EMISSIONS

SCOPE 1 & SCOPE 2
GHG emissions continuing to work toward target of
~15% reduction by FY25

Maturing our
SCOPE 3
Data collection & analysis

SCOPE 1

SCOPE 2

SCOPE 3

Introduction of zero and low emission vehicles
across our facilities worldwide

Including over 80 vehicles added to the fleet
at our Obregon Brewery

Implementation of solar technology
at our Ruffino winery and the Prisoner Wine Company

Transitioning energy procured to cleaner options
offered by suppliers available to our breweries in Mexico

100% of electricity from renewable sources
at our Woodbridge winery

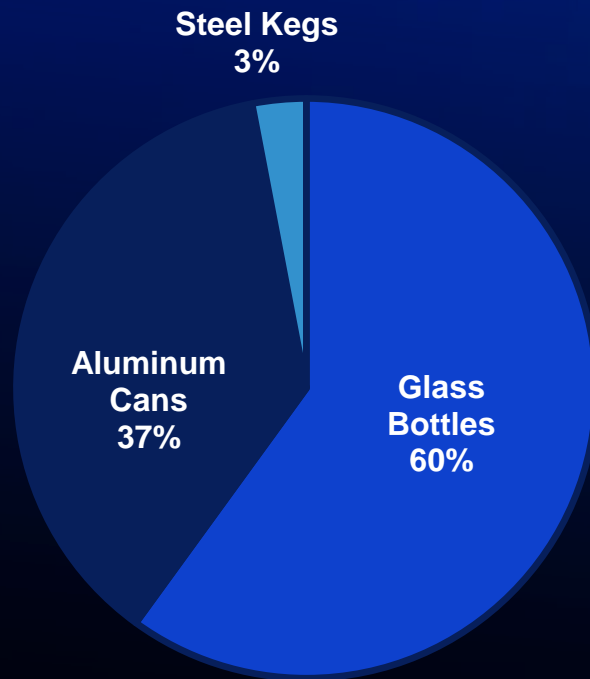
Enhancing processes and controls,
including to meet mandatory reporting requirements and implemented an upgraded Scope 3 **data calculation** methodology to enhance data accuracy

Progress towards
aligning with science-based targets initiative

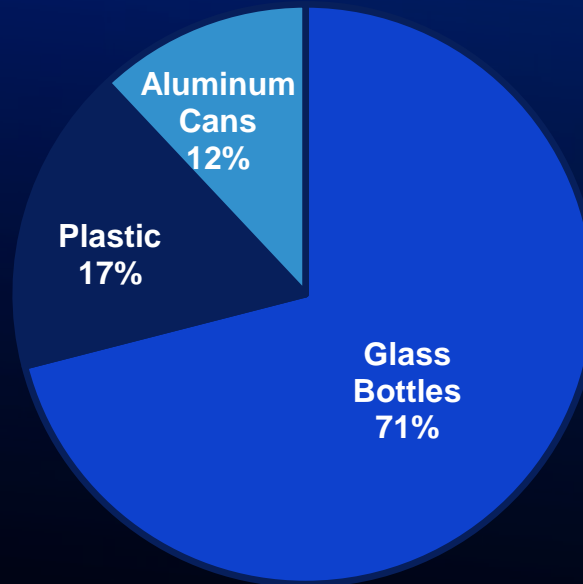
COMMITMENT TO WASTE REDUCTION AND CIRCULAR PACKAGING

SEEK TO ATTAIN TRUE CERTIFICATION FOR ZERO WASTE¹

BEER PACKAGE FORMAT MIX



WINE AND SPIRITS PACKAGE FORMAT MIX



ENHANCED CIRCULAR PACKAGING TARGETED PLANS

- 1 Reduce ratio² of packaging weight to product weight by 10% across wine and spirits portfolio by end of FY25³
- 2 Ensure 80% of wine and spirits packaging is returnable, recyclable, or renewable
- 3 Replace hi-cone plastic rings with recyclable paperboard for all applicable 4-pack and 6-pack beer SKUs



¹ True Certification for Zero Waste sought for key operating facilities which, for the purposes of this target, consist of our major production facilities (i.e., our breweries in Mexico and our U.S. wineries generating the vast majority of waste).

² Total packaging weight vs weight of wine or spirits liquid.

³ From baseline fiscal year 2022 ratio of packaging weight to product weight in Wine & Spirits portfolio.

ENHANCING SOCIAL EQUITY WITHIN OUR INDUSTRY

Female and minority led or founded

>\$98M INVESTED SINCE FY19

DURHAM
Distillery
TRADITIONAL SPIRITS of the NEW SOUTH™

·KERR·
CELLARS

SAPERE
we make bubbles

PRESS
PREMIUM ALCOHOL SELTZER

AncherRoose

4 of 5 previous
venture investments outpacing
their respective categories

AUSTIN
★
COCKTAILS™



Full acquisition from ventures portfolio in
FY23 and delivering **+6% dollar sales**
CAGR in tracked channels since transaction

DOMAINE
Curry



Continuing to invest in
female and minority
ventures in FY24

ENHANCING SOCIAL EQUITY

WITHIN OUR COMMUNITIES



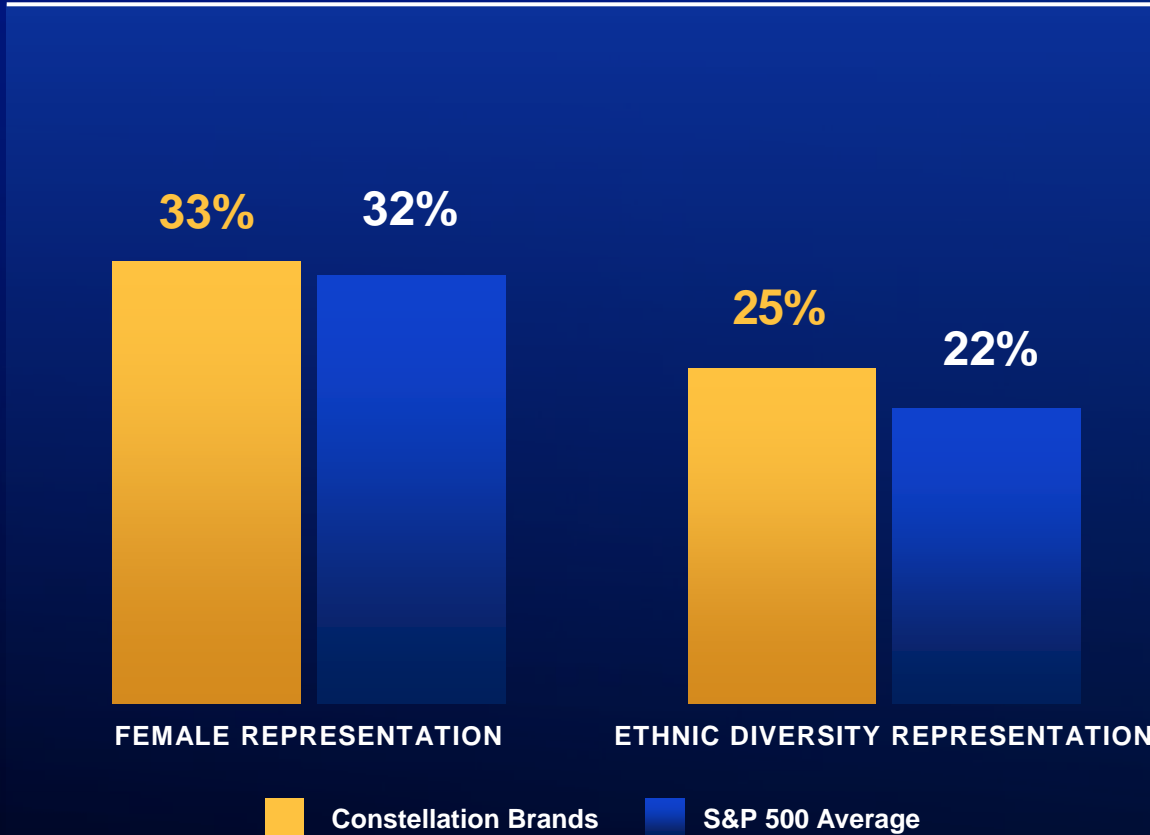
CY21 - CY23

\$4.1M INVESTED



DIVERSITY, EQUITY AND INCLUSION

BOARD OF DIRECTORS¹



COMMITMENT TO DEI AT ALL LEVELS

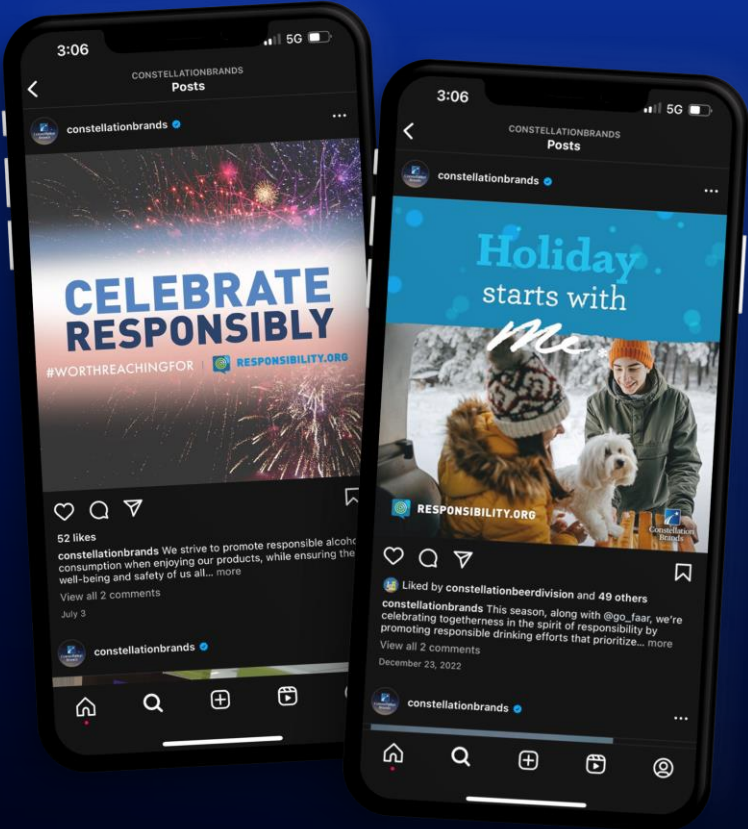


- 1 **Global DEI strategy in place to drive** consistent efforts across the organization
- 2 **Over 60% employee engagement** in business resource groups²
- 3 **Executive team members directly involved** in DEI strategy and each sponsoring a business resource group

¹ Diversity data is as of February 28, 2023, is based on self-disclosed information, and includes independent and non-management board members, which excludes Constellation Brands' CEO.
² U.S. Full Time Salaried employees as of 8.31.23.

PROMOTING RESPONSIBLE BEVERAGE ALCOHOL CONSUMPTION

RESPONSIBLE BEVERAGE ALCOHOL CONSUMPTION PROMOTIONS & MARKETING



BETTERMENT LOW-ALCOHOL AND NON-ALCOHOL OPTIONS

From our breweries



From our wineries



From our ventures



DELIVERING ON OUR COMMITMENTS

EVOLVING OUR GOVERNANCE STRUCTURE

Significant governance enhancements introduced in the last year

RECLASSIFICATION OF CLASS B COMMON STOCK

Alignment of shareholder
voting power and
economic ownership

RETIREMENT OF PREVIOUSLY CONTROLLING SHAREHOLDER (ROB SANDS) AS BOARD CHAIR

Appointment of
interim independent Chair

RESIGNATION OF CONTROLLING SHAREHOLDER (ROB SANDS) AS NON-VOTING BOARD COMMITTEE MEMBER

Sands Family waives any future non-
voting Board committee participation

RETIREMENT OF TWO LONGEST TENURED NON-EXECUTIVE DIRECTORS

Retirements also resulted in
appointment of new chairs for
HR and CGN&R committees

APPOINTMENT OF TWO NEW INDEPENDENT DIRECTORS

Strong financial expertise,
as well as CPG and
retail sector experience

BOARD ADOPTED ANTI-PLEDGING POLICY FOR DIRECTORS AND EXECUTIVE OFFICERS

Capped carve-out
for Sands Family
and affiliated entities

CREATING A FUTURE WORTH REACHING FOR

1



SAFEGUARDING OUR ENVIRONMENT AND NATURAL RESOURCES

Improving water availability

Reducing greenhouse
gas emissions

Commitment to waste reduction
and circular packaging

2



ENHANCING SOCIAL EQUITY WITHIN OUR INDUSTRY AND COMMUNITIES

Championing
professional development

Enhancing economic development

Fostering an inclusive culture

3



ADVOCATING FOR RESPONSIBLE BEVERAGE ALCOHOL CONSUMPTION

Ensuring responsible
promotion and marketing

Empowering responsible
alcohol consumption choices
by LDA adults



Constellation Brands

INVESTOR DAY 2023



Constellation Brands

GARTH HANKINSON

CHIEF FINANCIAL OFFICER

FINANCIAL OUTLOOK

KEY FINANCIAL HIGHLIGHTS

1

Enterprise-wide financial targets over the medium term

- Mid to high single-digit net sales growth
- Operating income margin ~33-35%
- Low double-digit earnings per share growth¹

2

Commitment to consistent, disciplined capital allocation

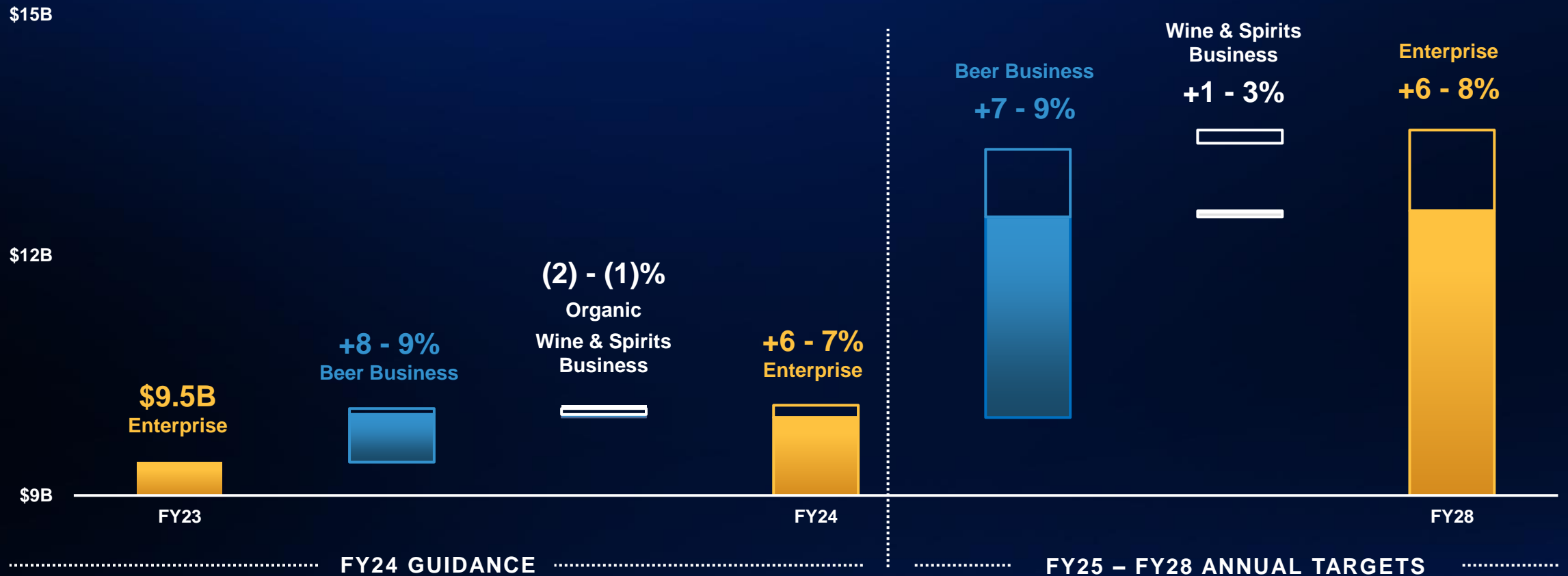
- Refined Beer Capex investment to ~\$4B from FY24 - FY28
- Incremental \$2B share repurchase authorization²
- Expect to achieve target ~3.0x¹ net leverage ratio during FY25



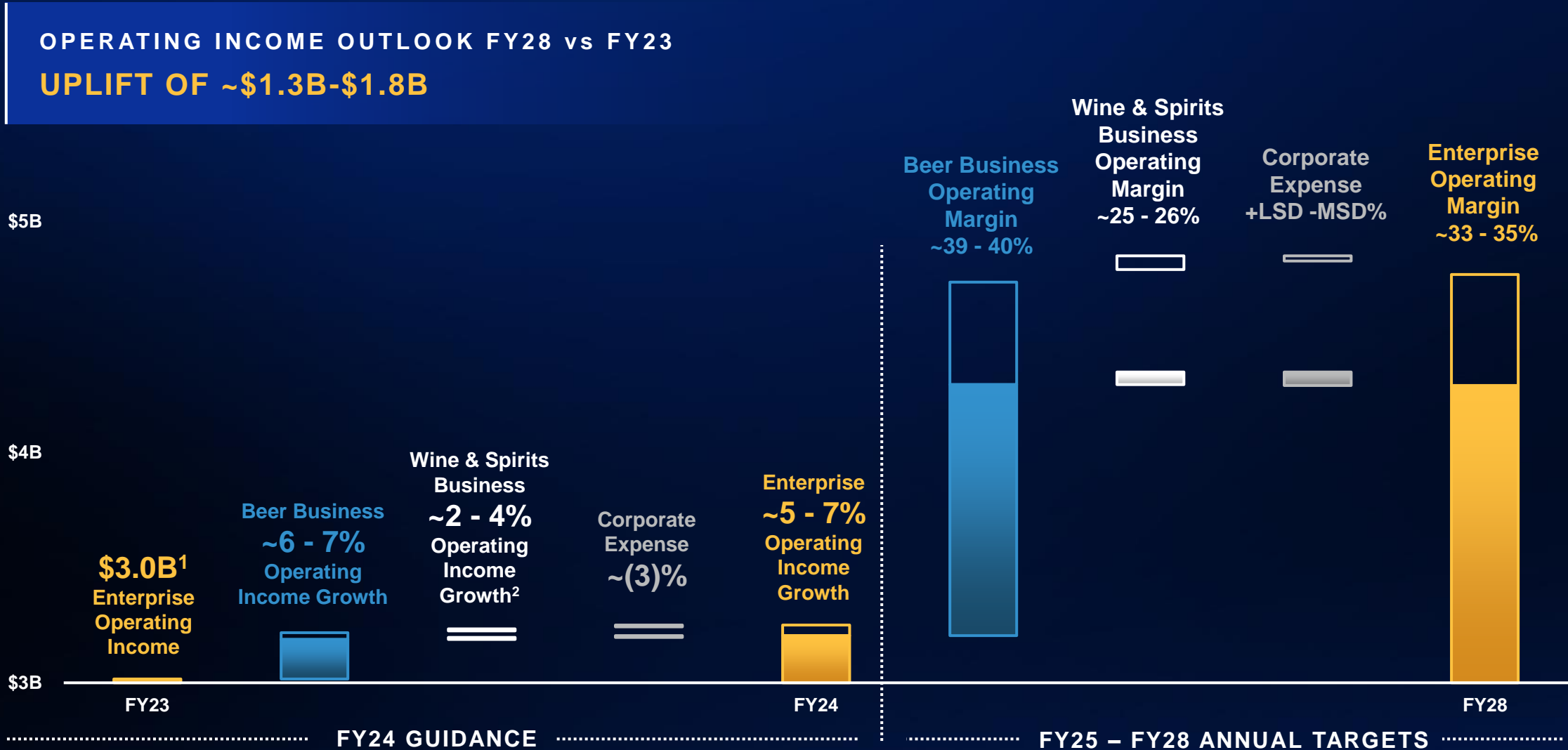
ENTERPRISE NET SALES GROWTH TARGET OF ~6-8%

NET SALES OUTLOOK FY28 vs FY23

UPLIFT OF ~\$3B - \$4B



ENTERPRISE OP. INCOME MARGIN TARGET OF ~33-35%



¹ Comparable basis excluding Canopy EIE

² The year ended February 28, 2023 includes \$19.5M of gross profit less marketing that are no longer part of the wine and spirits segment results due to the Wine Divestiture.

DILUTED EPS GROWTH TARGET OF LOW-DOUBLE DIGITS OVER MEDIUM TERM

FY25 – FY28

Enterprise Net Sales: ~6-8% Growth

BEER: ~7-9% GROWTH

- Momentum of core and next wave brands
- +1-2% average pricing

WINE & SPIRITS: ~1-3% GROWTH

- Mix shift to higher-end | higher-end brands momentum
- +1% average pricing

Enterprise Operating Income Margin: ~33-35%

WINE & SPIRITS: ~25-26% OPERATING MARGIN

BEER: ~39-40% OPERATING MARGIN

- + Operational efficiencies & savings
- +/- FX & commodity trends

- + Marketing optimization & efficiencies
- Depreciation ramp-up

- + SG&A leverage
- Inflationary pressures

CORPORATE EXPENSE: +LSD-MSD% GROWTH

Ongoing investments in technology and talent

EFFECTIVE TAX RATE: ~20-22%

INTEREST EXPENSE: \$450-600M

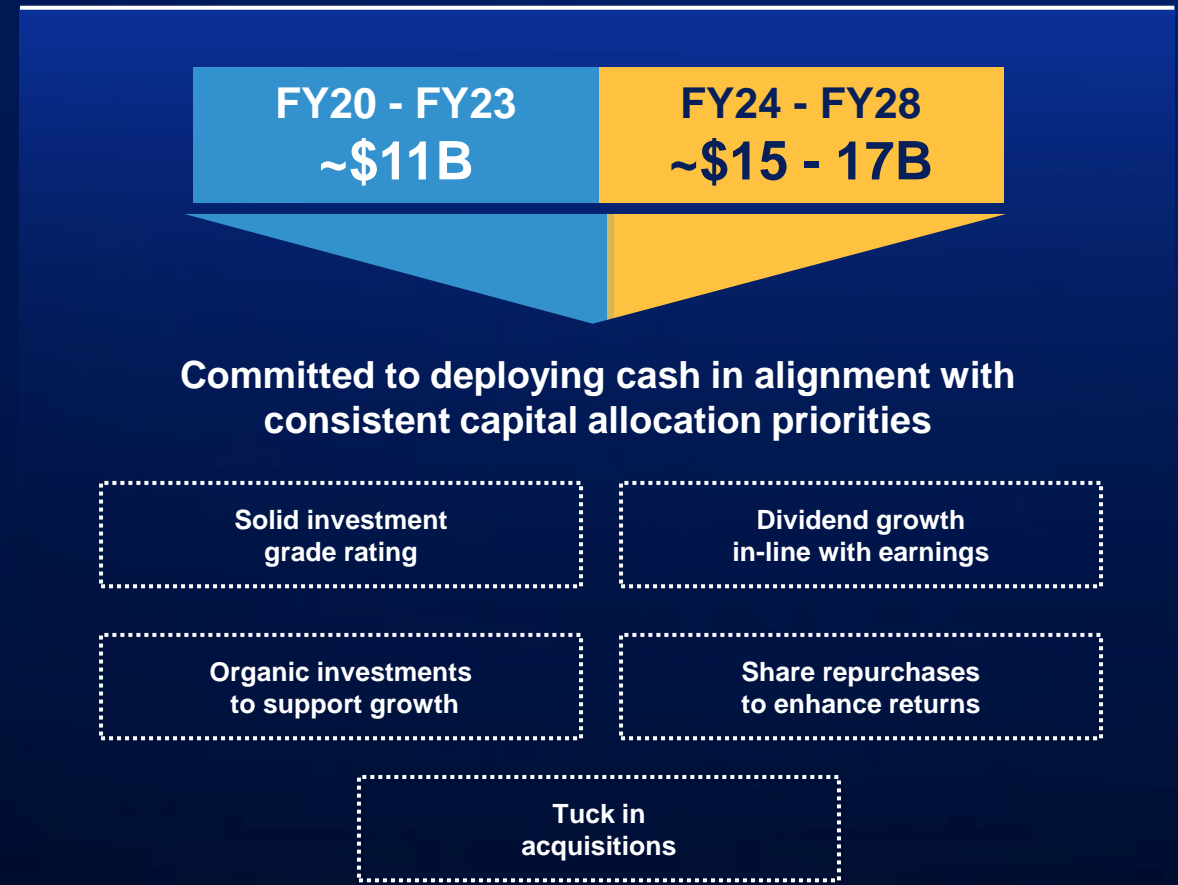
DILUTED EPS TARGET: +LDD% GROWTH

EXPECTED STRONG CASH GENERATION & DISCIPLINED CASH USE

ANNUAL OPERATING CASH FLOW



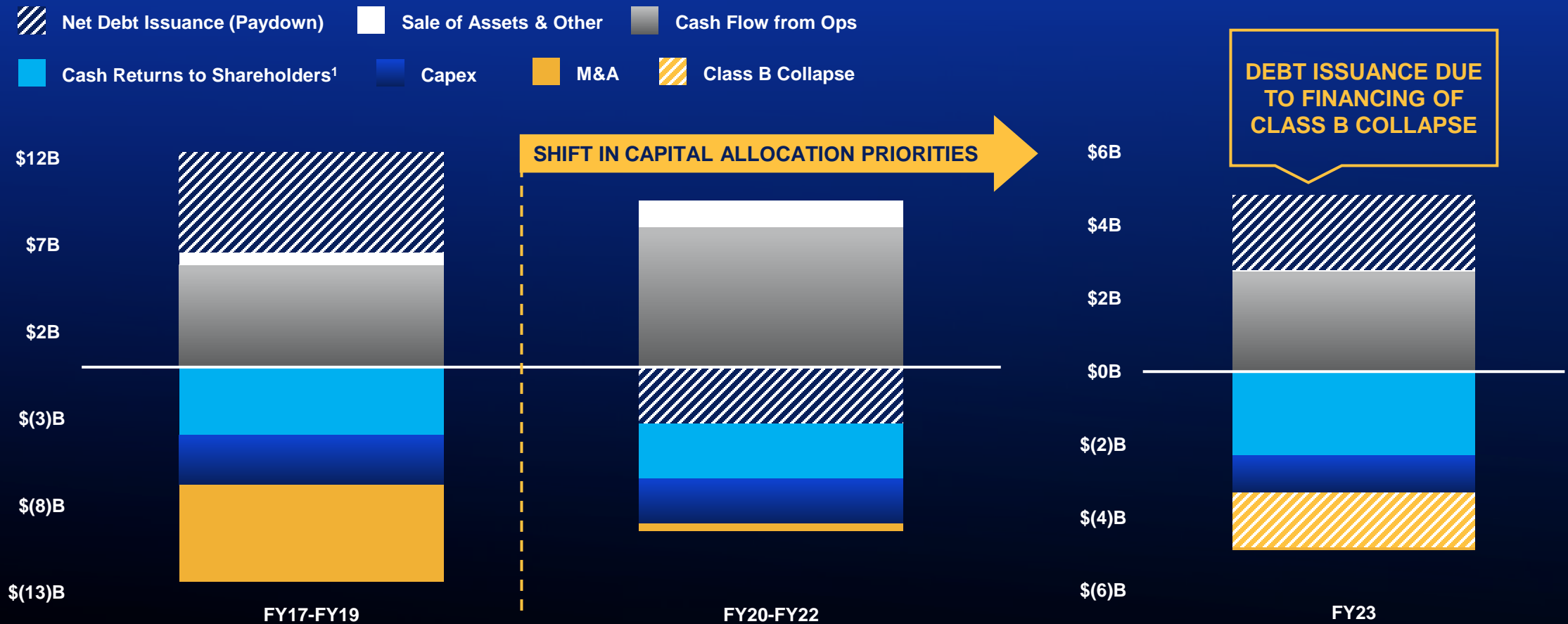
CUMULATIVE OPERATING CASH FLOW



NOTABLE CHANGE IN CAPITAL ALLOCATION

WITH CURRENT LEADERSHIP

SOURCES AND USES OF CASH



¹ Cash returns to shareholders includes dividends and share repurchases.

ADVANCING OUR CAPITAL ALLOCATION PRIORITIES

SOLID INVESTMENT GRADE RATING

Expect to
achieve target of

~3.0x¹
net leverage ratio
during FY25

DIVIDEND GROWTH IN-LINE WITH EARNINGS

Expect to
maintain target of

~30%
annual dividend
payout ratio²

ORGANIC INVESTMENTS TO SUPPORT GROWTH

Expect growth and
maintenance CAPEX of

~\$5B
across enterprise
from FY24 to FY28

SHARE REPURCHASES TO ENHANCE RETURNS

Total board
authorization of

~\$2.8B for
share buybacks
now in place³

TUCK IN ACQUISITIONS

Disciplined and
rigorous process to

assess with
strict criteria any
M&A considered

¹ Excludes Canopy EIE.

² Payout ratio defined as dividend per share divided by comparable basis earnings per share excluding Canopy EIE.

³ \$2B authorization approved by Board of Directors in November 2023; \$0.8B represents remaining portion of authorization approved by Board of Directors in January 2021 to repurchase up to \$2.0 billion of the company's publicly traded common stock as of August 31, 2023.

A CONSIDERED APPROACH TO CAPITAL ALLOCATION

SOLID INVESTMENT GRADE RATING

Near-term Considerations

Interest Expense
Reduction
Macroeconomic
Backdrop

Medium-term Considerations

Credit Rating Impact
Cost Of Capital Benefit

DIVIDEND GROWTH IN-LINE WITH EARNINGS

Near-term Considerations

Return vs Organic
Investments
Return vs Share
Repurchases

Medium-term Considerations

Dividend Payout
Relative to Peers

ORGANIC INVESTMENTS TO SUPPORT GROWTH

Near-term Considerations

Mid-Teen IRR Threshold
Return vs Share
Repurchases and / or
Dividends

Medium-term Considerations

Strategic Benefit to
Business

SHARE REPURCHASES TO ENHANCE RETURNS

Near-term Considerations

Temporary
Share Price
and / or Market
Dislocation

Medium-term Considerations

External vs Internal
Valuation
Return vs Organic
Investments

TUCK IN ACQUISITIONS

Near-term and Medium-term Considerations

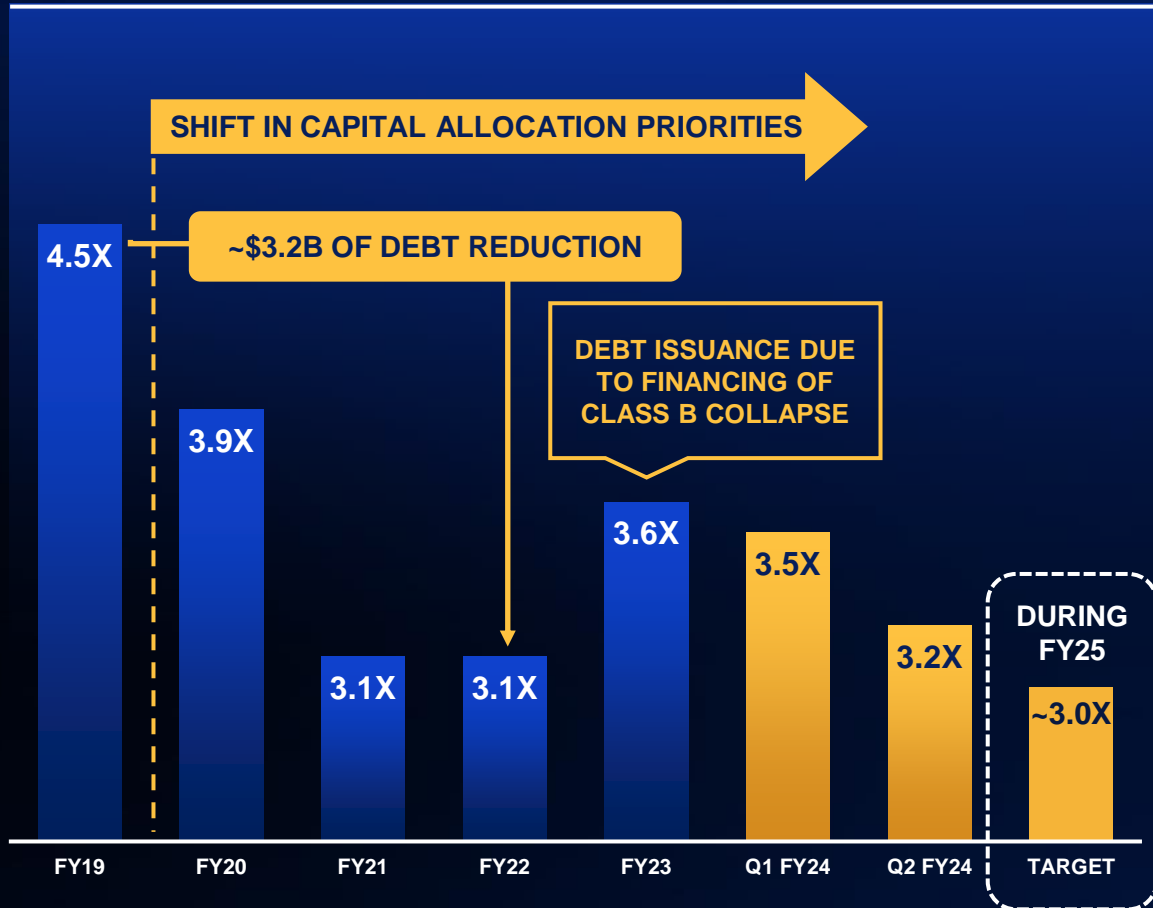
Fulfillment of Financial
and Strategic
M&A Criteria

Return vs Organic
Investments and / or
Share Repurchases
and / or Dividends

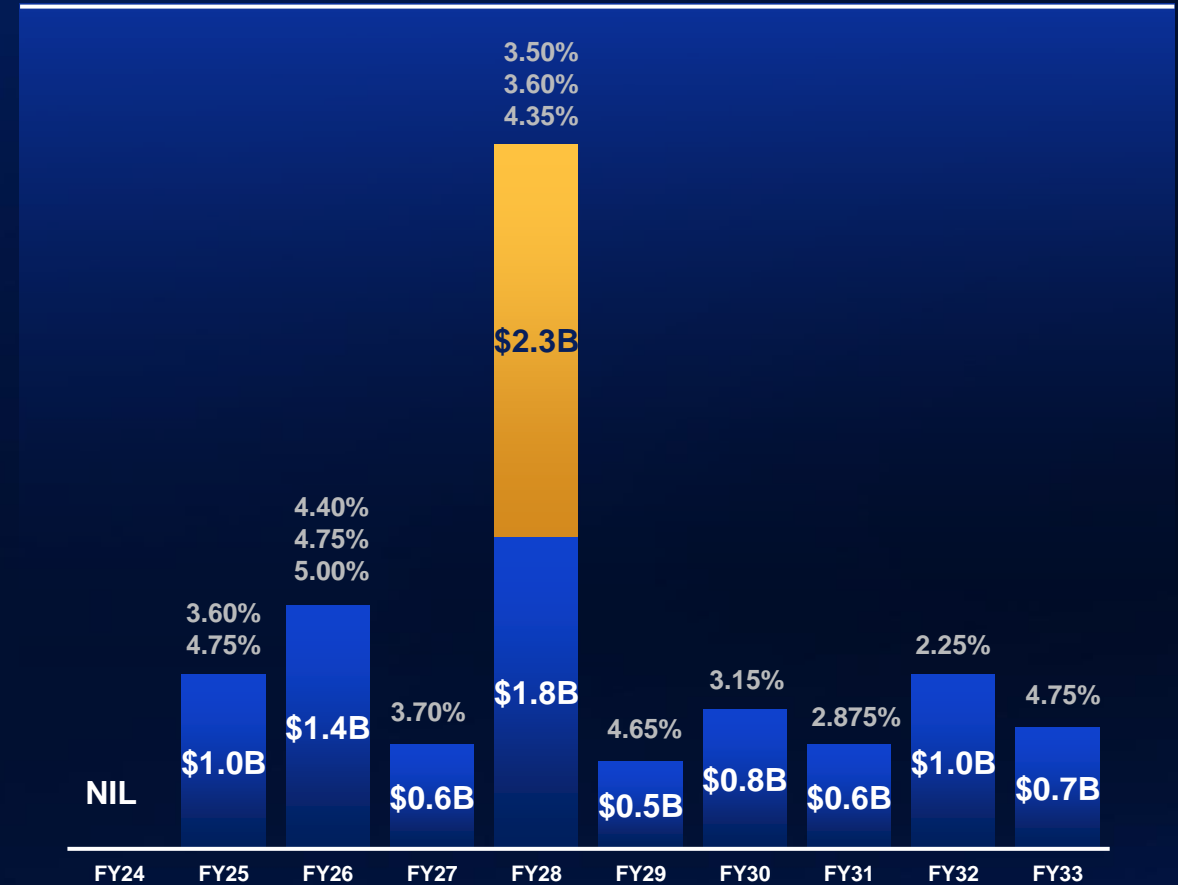
MAINTAINING A SOLID INVESTMENT GRADE RATING

■ Revolver Capacity
■ Senior Notes

NET LEVERAGE RATIO¹



DEBT MATURITY PROFILE²



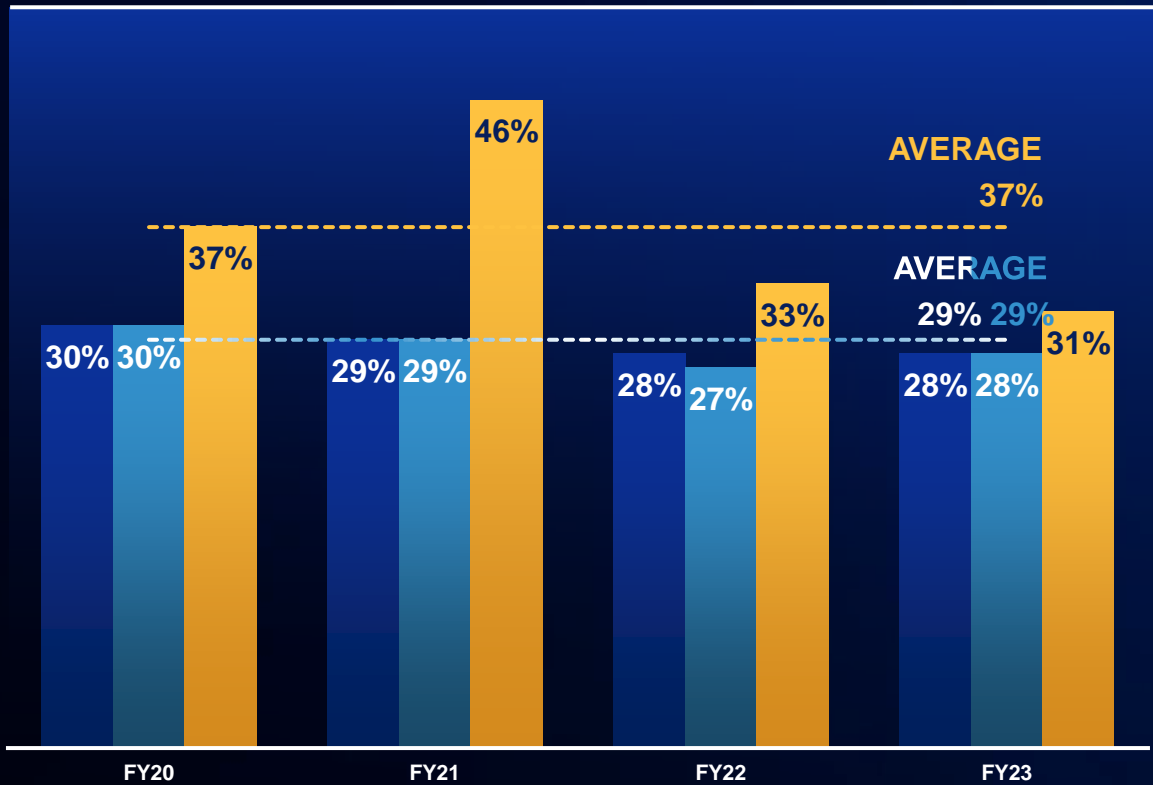
¹ Net leverage ratio defined as debt net of cash divided by comparable basis EBITDA excluding Canopy EIE. EBITDA is calculated on a comparable basis and is a non-GAAP financial measure. A reconciliation to the most directly comparable GAAP financial measure is included within the appendix

² Debt maturity profile with corresponding interest rates, excluding commercial paper of \$468M (excluding unamortized discount) as of August 31, 2023, working capital lines, letters of credit, and senior notes maturing in FY48, FY49, and FY51.

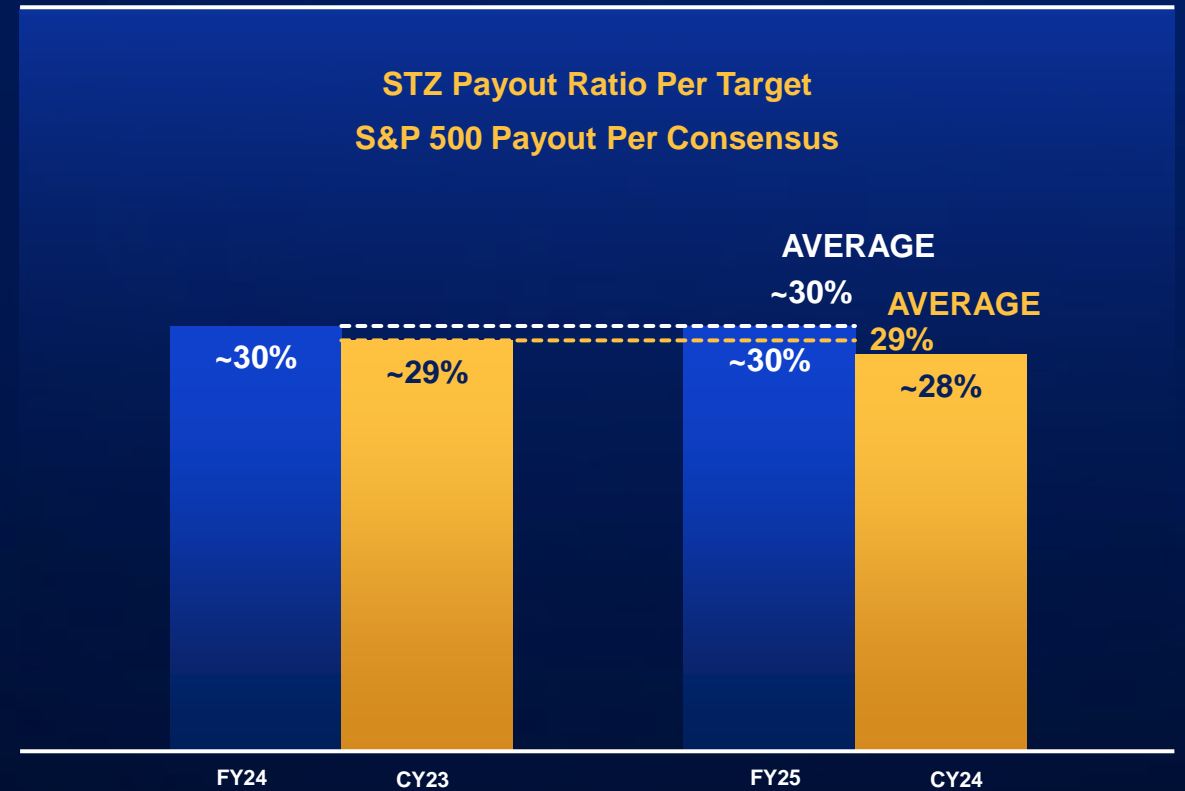
PROVIDING A COMPETITIVE DIVIDEND PAYOUT RATIO



HISTORICAL DIVIDEND PAYOUT RATIO



EXPECTED DIVIDEND PAYOUT RATIO

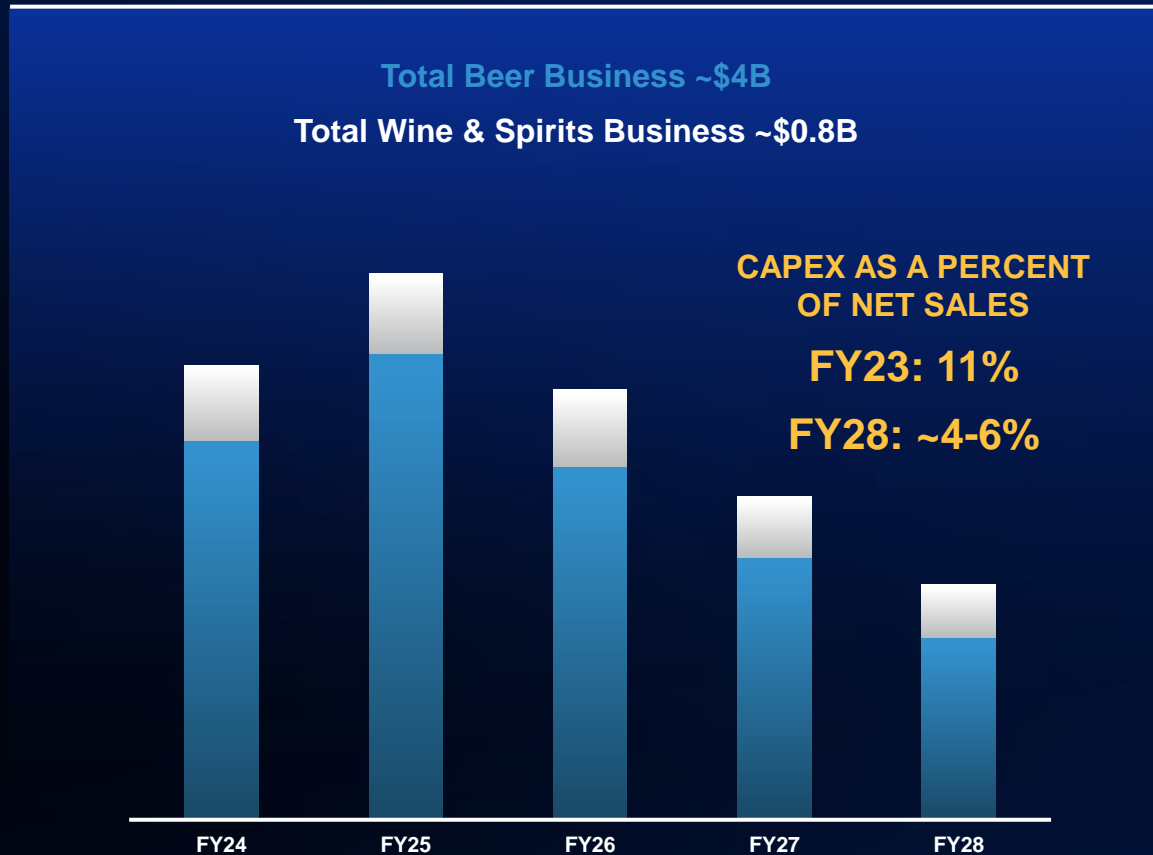


Sources: Payout ratio for Constellation Brands defined as dividend per share divided by comparable basis earnings per share excluding Canopy EIE and for others payout ratio calculated as dividend per share divided by adjusted earnings per share. Historical calculation data sourced from financial results press release of Constellation Brands and competitors and NASDAQ IR Insights. Consensus data sourced from FactSet. Constellation Brands historical data reflects 03/01/19 to 02/28/23 period. Competitor historical data reflects fiscal year or cumulative quarterly / half-yearly periods amounting to a year immediately preceding the corresponding Constellation Brands fiscal year period(s). Consensus estimates only available for competitors on their corresponding fiscal year basis resulting in disparate April 30, June 30, December 31 year-end estimates. Consensus estimates available for S&P 500 on a calendar year basis.

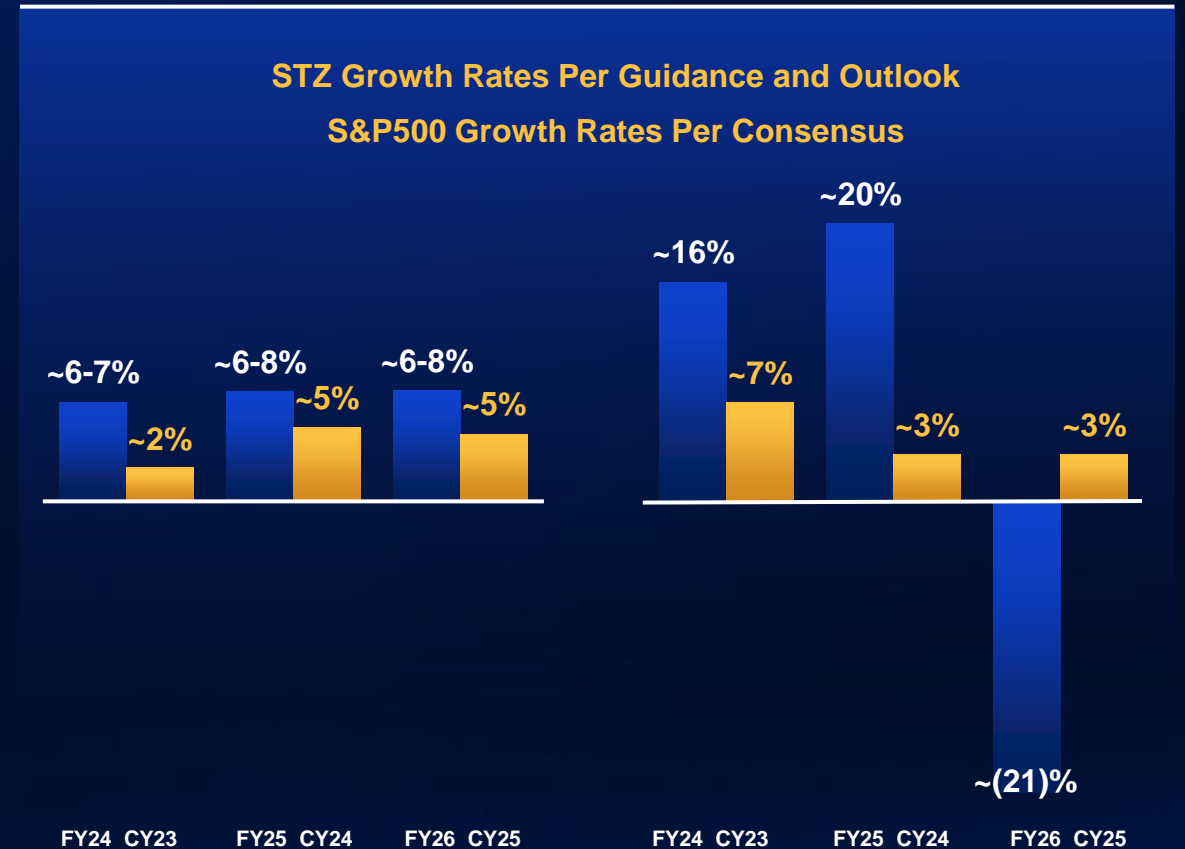
INVESTING THOUGHTFULLY IN ORGANIC GROWTH

- Beer Business
- Wine & Spirits Business
- S&P 500
- Constellation Brands

CAPITAL EXPENDITURES



NET SALES GROWTH

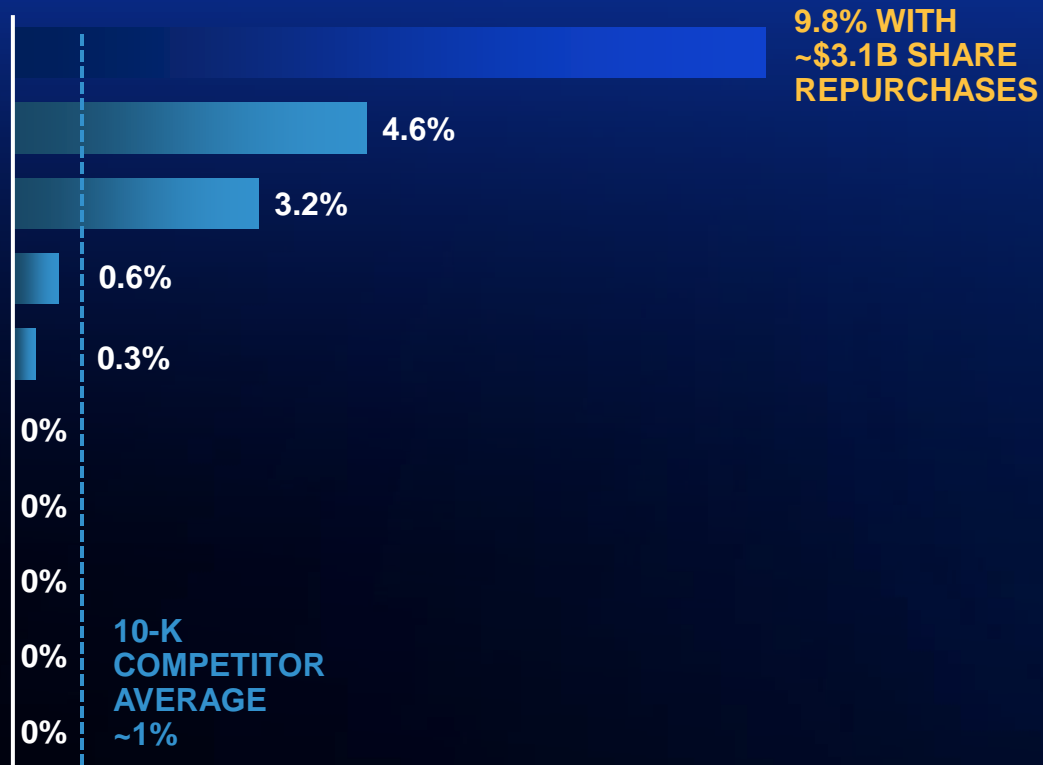


Sources: Constellation Brands net sales and capital expenditure data per company guidance and outlook. S&P 500 net sales and capital expenditure data per FactSet.
Note: Direct operational capex spend for Constellation Brands business segments only, excludes corporate allocations.

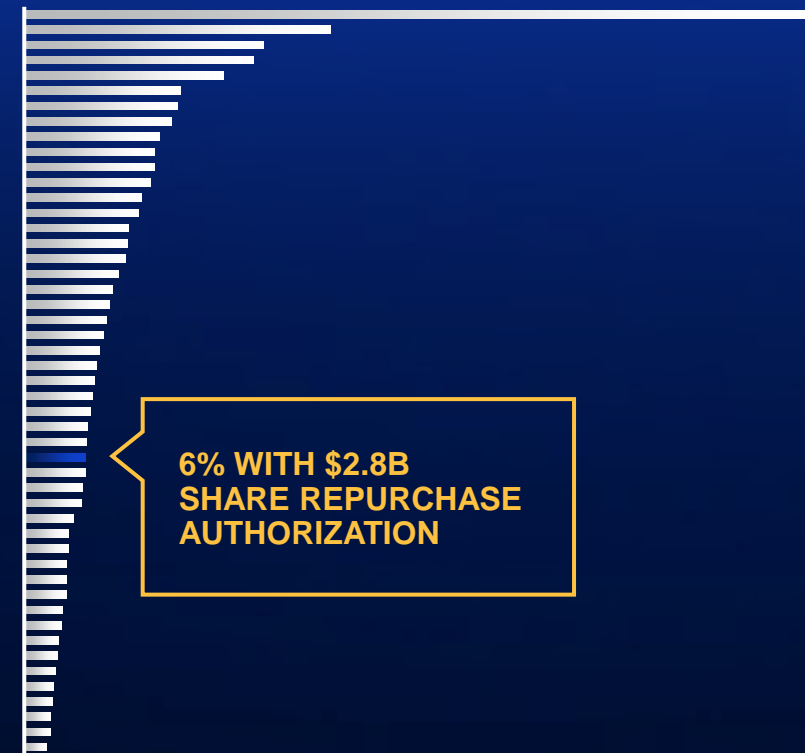
CONDUCTING MEANINGFUL BUT PRUDENT SHARE REPURCHASES

■ Constellation Brands
 ■ 10-K Competitors
 ■ Other Announcements

SHARE REPURCHASE RATIO FY20 - FY23



SHARE REPURCHASE RATIO FOR CY23 SHARE REPURCHASE ANNOUNCEMENTS



Sources: Constellation Brands data reflects 03/01/19 to 02/28/23 period. Competitor data reflects the fiscal year immediately preceding the corresponding Constellation Brands fiscal year period(s) for publicly traded 10-K competitors. Share repurchase ratio calculated as share repurchases divided by market capitalization. Calculation data sourced from Bloomberg. Share repurchase announcement data sourced from MarketBeat for all companies with CY23 disclosures on new or incremental repurchases.

ASSESSING TUCK IN M&A OPPORTUNITIES

WITH RIGOR

<4% of operating cash flow between
FY20 - FY23 spent on M&A expenditures

Recent acquisitions of high-growth brands almost entirely self-funded through sale of successful venture investment

MY FAVORITE NEIGHBOR

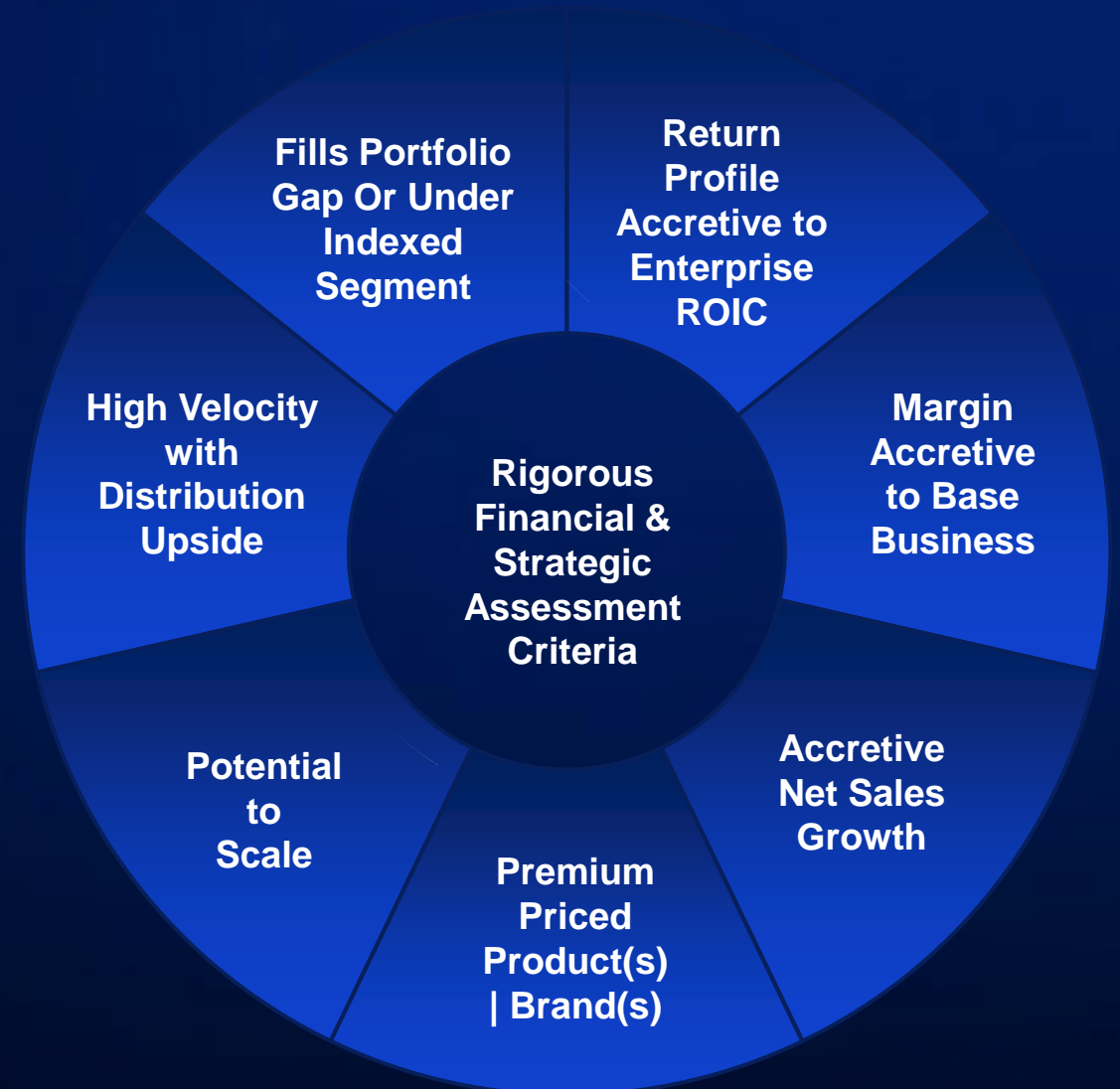
Higher-end wines from Paso Robles, California,
with strong DTC business, including ecommerce



Higher-end wines from
Willamette Valley, Oregon



Premium brand in
high-growth RTD segment



COMPELLING MEDIUM-TERM OUTLOOK

CONSOLIDATED NET SALES

Mid to High Single-Digit Growth

CONSOLIDATED OPERATING INCOME

High Single-Digit Growth
~33-35% Operating Margin

DILUTED EPS TARGET

Low Double-Digit Growth

DOUBLE DIGIT OPERATING CASH FLOW GROWTH

Expect to
achieve target of

~3.0x¹
net leverage ratio
during FY25

Expect to
maintain target of

~30%
annual dividend
payout ratio

Expect growth and
maintenance Capex of

~\$5B
across enterprise
from FY24 to FY28

Total board
authorization of

~\$2.8B for
share buybacks
now in place²

Disciplined and
rigorous process to

assess with
strict criteria any
M&A considered

¹ Excludes Canopy EIE

² \$2B represents authorization approved by Board of Directors in November 2023; \$0.8B represents remaining portion of authorization approved by Board of Directors in January 2021 to repurchase up to \$2.0 billion of the company's publicly traded common stock as of August 31, 2023.



Constellation Brands

INVESTOR DAY 2023

APPENDIX

GLP-1 DRUGS CURRENT CONSUMER INSIGHTS

~1%
OF U.S.
POPULATION
Currently has a GLP-1
prescription

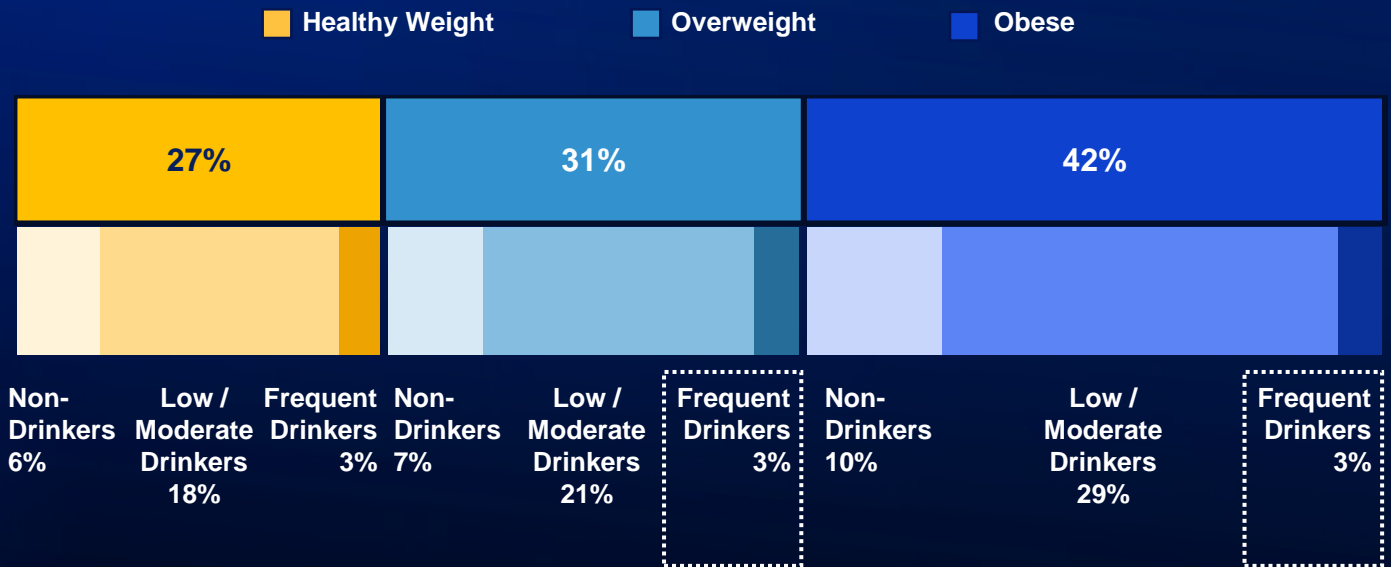
> 2/3
OF PATIENTS
No longer taking GLP-1
after 1 year in 4,000
people study

\$1,000
OR MORE
Monthly cost per patient
for GLP-1 treatment

~71%
OF PEOPLE
In over 2.6M GLP-1 social
conversations indicated they
would not try GLP-1 even if
price is accessible

ONLY **2%**
Of those same social
conversations raised the topic of
reduced alcohol consumption

GLP-1 IMPACT ON BEVERAGE ALCOHOL POTENTIALLY LIMITED TO SMALL SUBSET OF U.S. LDA CONSUMERS



COMPARABLE MEASURES AND OTHER NON-GAAP FINANCIAL MEASURES

- We report our financial results in accordance with GAAP. However, non-GAAP financial measures are provided because management excludes items that affect comparability ("Comparable Adjustments") in evaluating the results of the core operations of the Company and/or internal goal setting. In addition, the Company believes this information provides investors, financial analysts covering the Company, rating agencies, and other external users ("our investors") valuable insight on underlying business trends and results in order to evaluate year-over-year financial performance. As such, certain items, when appropriate, are excluded from comparable results. Please refer to the Company's investor relations website at ir.cbrands.com/financial-information/financial-results for a more detailed description and further discussion of these non-GAAP financial measures.
- See the following tables for supplemental financial data and corresponding reconciliations of these non-GAAP financial measures to GAAP financial measures for the periods presented. Non-GAAP financial measures should be considered in addition to, not as a substitute for, or superior to, our reported results prepared in accordance with GAAP.
- Canopy equity earnings (losses) and related activities ("Canopy EIE") - The measures that exclude all of our equity in the earnings (losses) of Canopy and related activities on a reported basis are defined as "excluding Canopy EIE." Financial measures excluding Canopy EIE are non-GAAP and are provided because management uses this information to monitor our investment in Canopy. In addition, we believe this information provides our investors valuable insight to understand how management views the Company's performance and on underlying business trends and results in order to evaluate year-over-year financial performance of our ongoing core business, including relative to industry competitors.
- Adjusted Earnings before Interest and Taxes ("Adjusted EBIT") is defined by the Company as net income (loss) attributable to CBI plus (i) net income (loss) attributable to noncontrolling interests, (ii) provision for (benefit from) income taxes, (iii) loss on extinguishment of debt, and (iv) interest expense. Comparable Basis EBIT is defined by the Company as Adjusted EBIT on a comparable basis. Adjusted EBIT and Comparable Basis EBIT are considered performance measures, and the Company considers net income (loss) attributable to CBI the most comparable GAAP measure for each. Adjusted EBIT and Comparable Basis EBIT are used by management in evaluating the results of the core operations of the Company including, the results of its equity method investments. In addition, the Company believes this information provides our investors valuable insight on underlying business trends and results in order to evaluate year-over-year financial performance.
- Comparable Basis Earnings before Interest, Taxes, Depreciation, and Amortization ("Comparable Basis EBITDA") is defined by the Company as net income (loss) attributable to CBI plus (i) net income (loss) attributable to noncontrolling interests, (ii) provision for (benefit from) income taxes, (iii) loss on extinguishment of debt, (iv) interest expense, (v) depreciation, and (vi) amortization, all on a comparable basis. The Company has disclosed its debt to Comparable Basis EBITDA ratio and net debt to Comparable Basis EBITDA ratio. These are financial measures that management believes are of interest to our investors and lenders in relation to the Company's overall capital structure and its ability to borrow additional funds. The Company considers Comparable Basis EBITDA a measure of liquidity and considers net cash provided by operating activities the most comparable GAAP measure.
- Free cash flow is defined by the Company as net cash flow from operating activities prepared in accordance with GAAP less capital expenditures for property, plant, and equipment. Free cash flow is considered a liquidity measure and provides useful information to our investors about the amount of cash generated, which can then be used, after required debt service and dividend payments, for other general corporate purposes. A limitation of free cash flow is that it does not represent the total increase or decrease in the cash balance for the period.

REPORTED STATEMENTS OF OPERATIONS (GAAP)

	FISCAL YEAR 2019	FISCAL YEAR 2020	FISCAL YEAR 2021	FISCAL YEAR 2022	FIRST QUARTER 2023	SECOND QUARTER 2023	THIRD QUARTER 2023	FOURTH QUARTER 2023	FISCAL YEAR 2023	FIRST QUARTER 2024	SECOND QUARTER 2024	SIX MONTHS 2024
(IN MILLIONS, EXCEPT SHARE AND PER SHARE DATA)												
Net sales	\$ 8,116.0	\$ 8,343.5	\$ 8,614.9	\$ 8,820.7	\$ 2,363.2	\$ 2,655.1	\$ 2,436.5	\$ 1,997.8	\$ 9,452.6	\$ 2,514.9	\$ 2,836.8	\$ 5,351.7
Cost of product sold	(4,035.7)	(4,191.6)	(4,148.9)	(4,113.4)	(1,108.2)	(1,329.2)	(1,209.6)	(1,036.6)	(4,683.6)	(1,257.1)	(1,386.9)	(2,644.0)
Gross profit	4,080.3	4,151.9	4,466.0	4,707.3	1,255.0	1,325.9	1,226.9	961.2	4,769.0	1,257.8	1,449.9	2,707.7
Selling, general, and administrative expenses	(1,668.1)	(1,621.8)	(1,665.1)	(1,711.4)	(438.6)	(512.8)	(480.2)	(494.5)	(1,926.1)	(493.1)	(471.2)	(964.3)
Impairment of brewery construction in progress	—	—	—	(665.9)	—	—	—	—	—	—	—	—
Impairment of assets held for sale	—	(449.7)	(24.0)	—	—	—	—	—	—	—	—	—
Gain (loss) on sale of business	—	74.1	14.2	1.7	—	—	—	—	—	—	—	—
Operating income (loss)	2,412.2	2,154.5	2,791.1	2,331.7	816.4	813.1	746.7	466.7	2,842.9	764.7	978.7	1,743.4
Income (loss) from unconsolidated investments	2,101.6	(2,668.6)	150.3	(1,635.5)	(187.9)	(1,719.1)	(37.2)	(92.2)	(2,036.4)	(415.4)	(20.2)	(435.6)
Interest expense	(367.1)	(428.7)	(385.7)	356.4	(88.5)	(94.3)	(98.7)	(117.2)	(398.7)	(118.2)	(110.6)	(228.8)
Loss on extinguishment of debt	(1.7)	(2.4)	(12.8)	(29.4)	(15.3)	(8.0)	—	(0.9)	(24.2)	(0.7)	—	(0.7)
Income (loss) before income taxes	4,145.0	(945.2)	2,542.9	310.4	524.7	(1,008.3)	610.8	256.4	383.6	230.4	847.9	1,078.3
(Provision for) benefit from income taxes	(685.9)	966.6	(511.1)	(309.4)	(125.4)	(132.4)	(131.1)	(33.2)	(422.1)	(91.2)	(147.2)	(238.4)
Net income (loss)	3,459.1	21.4	2,031.8	1.0	399.3	(1,140.7)	479.7	223.2	(38.5)	139.2	700.7	839.9
Net (income) loss attributable to noncontrolling interests	(23.2)	(33.2)	(33.8)	(41.4)	(9.8)	(10.5)	(12.0)	(0.2)	(32.5)	(3.3)	(10.7)	(14.0)
Net income (loss) attributable to CBI	\$ 3,435.9	\$ (11.8)	\$ 1,998.0	\$ (40.4)	\$ 389.5	\$ (1,151.2)	\$ 467.7	\$ 223.0	\$ (71.0)	\$ 135.9	\$ 690.0	\$ 825.9
Diluted net income (loss) per common share attributable to CBI	\$ 17.57	\$ (0.07)	\$ 10.23	\$ (0.22)	\$ 2.06	\$ (6.30)	\$ 2.52	\$ 1.21	\$ (0.11)	\$ 0.74	\$ 3.74	\$ 4.49
Diluted weighted average common shares outstanding	195.532	168.329	195.308	167.431	189.333	161.730	185.291	184.534	169.337	183.863	184.277	184.074
CASH DIVIDENDS DECLARED PER COMMON SHARE:												
Class A Common Stock	\$ 2.96	\$ 3.00	\$ 3.00	\$ 3.04	\$ 0.80	\$ 0.80	\$ 0.80	\$ 0.80	\$ 3.20	\$ 0.89	\$ 0.89	\$ 1.78
Class B Convertible Common Stock	\$ 2.68	\$ 2.72	\$ 2.72	\$ 2.76	\$ 0.72	\$ 0.72	\$ 0.72	NA	\$ 2.16	NA	NA	NA
Effective tax rate	16.5%	102.3%	20.1%	99.7%	23.9%	(13.1%)	21.5%	12.9%	110.0%	39.6%	17.4%	22.1%
ITEMS AS A PERCENT OF NET SALES:												
Cost of product sold	49.7%	50.2%	48.2%	46.6%	46.9%	50.1%	49.6%	51.9%	49.5%	50.0%	48.9%	49.4%
Gross profit	50.3%	49.8%	51.8%	53.4%	53.1%	49.9%	50.4%	48.1%	50.5%	50.0%	51.1%	50.6%
Selling, general, and administrative expenses	20.6%	19.4%	19.3%	19.4%	18.6%	19.3%	19.7%	24.8%	20.4%	19.6%	16.6%	18.0%
Operating income (loss)	29.7%	25.8%	32.4%	26.4%	34.5%	30.6%	30.6%	23.4%	30.1%	30.4%	34.5%	32.6%

NA - Not Applicable

RECONCILIATION OF REPORTED AND COMPARABLE NON-GAAP INFORMATION

	FISCAL YEAR 2019	FISCAL YEAR 2020	FISCAL YEAR 2021	FISCAL YEAR 2022	FIRST QUARTER 2023	SECOND QUARTER 2023	THIRD QUARTER 2023	FOURTH QUARTER 2023	FISCAL YEAR 2023	FIRST QUARTER 2024	SECOND QUARTER 2024	SIX MONTHS 2024
(IN MILLIONS, EXCEPT PER SHARE DATA)												
NET SALES												
Reported Net Sales	\$ 8,116.0	\$ 8,343.5	\$ 8,614.9	\$ 8,820.7	\$ 2,363.2	\$ 2,655.1	\$ 2,436.5	\$ 1,997.8	\$ 9,452.6	\$ 2,514.9	\$ 2,836.8	\$ 5,351.7
Comparable Net Sales	\$ 8,116.0	\$ 8,343.5	\$ 8,614.9	\$ 8,820.7	\$ 2,363.2	\$ 2,655.1	\$ 2,436.5	\$ 1,997.8	\$ 9,452.6	\$ 2,514.9	\$ 2,836.8	\$ 5,351.7
COST OF PRODUCT SOLD												
Reported Cost of Product Sold	\$ (4,035.7)	\$ (4,191.6)	\$ (4,148.9)	\$ (4,113.4)	\$ (1,108.2)	\$ (1,329.2)	\$ (1,209.6)	\$ (1,036.6)	\$ (4,683.6)	\$ (1,257.1)	\$ (1,386.9)	\$ (2,644.0)
Comparable Adjustments ⁽¹⁾	29.9	162.3	51.6	(82.4)	(24.4)	46.4	25.2	48.8	96.0	34.8	(23.9)	0.9
Comparable Cost of Product Sold	\$ (4,005.8)	\$ (4,029.3)	\$ (4,097.3)	\$ (4,195.8)	\$ (1,132.6)	\$ (1,282.8)	\$ (1,184.4)	\$ (987.8)	\$ (4,587.6)	\$ (1,222.3)	\$ (1,410.8)	\$ (2,633.1)
GROSS PROFIT												
Reported Gross Profit	\$ 4,080.3	\$ 4,151.9	\$ 4,466.0	\$ 4,707.3	\$ 1,255.0	\$ 1,325.9	\$ 1,226.9	\$ 961.2	\$ 4,769.0	\$ 1,257.8	\$ 1,449.9	\$ 2,707.7
Comparable Adjustments ⁽¹⁾	29.9	162.3	51.6	(82.4)	(24.4)	46.4	25.2	48.8	96.0	34.8	(23.9)	0.9
Comparable Gross Profit	\$ 4,110.2	\$ 4,314.2	\$ 4,517.6	\$ 4,624.9	\$ 1,230.6	\$ 1,372.3	\$ 1,252.1	\$ 1,010.0	\$ 4,865.0	\$ 1,292.6	\$ 1,426.0	\$ 2,718.6
SELLING, GENERAL, AND ADMINISTRATIVE EXPENSES												
Reported Selling, General, and Administrative Expenses	\$ (1,668.1)	\$ (1,621.8)	\$ (1,665.1)	\$ (1,711.4)	\$ (438.6)	\$ (512.8)	\$ (480.2)	\$ (494.5)	\$ (1,926.1)	\$ (493.1)	\$ (471.2)	\$ (964.3)
Comparable Adjustments ⁽¹⁾	174.1	40.0	35.6	22.3	0.5	23.2	(2.2)	76.3	97.8	27.7	13.0	40.7
Comparable Selling, General, and Administrative Expenses	\$ (1,494.0)	\$ (1,581.8)	\$ (1,629.5)	\$ (1,689.1)	\$ (438.1)	\$ (489.6)	\$ (482.4)	\$ (418.2)	\$ (1,828.3)	\$ (465.4)	\$ (458.2)	\$ (923.6)
IMPAIRMENT OF BREWERY CONSTRUCTION IN PROGRESS												
Reported Impairment of Brewery Construction in Progress	\$ —	\$ —	\$ —	\$ (665.9)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Comparable Adjustments ⁽¹⁾	—	—	—	665.9	—	—	—	—	—	—	—	—
Comparable Impairment of Brewery Construction in Progress	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —

(1) Please refer to the Company's investor relations website at ir.cbrands.com/financial-information/financial-results for a more detailed description and further discussion of these non-GAAP financial measures.

RECONCILIATION OF REPORTED AND COMPARABLE NON-GAAP INFORMATION

(CONTINUED)

(IN MILLIONS, EXCEPT SHARE AND PER SHARE DATA)

	FISCAL YEAR 2019	FISCAL YEAR 2020	FISCAL YEAR 2021	FISCAL YEAR 2022	FIRST QUARTER 2023	SECOND QUARTER 2023	THIRD QUARTER 2023	FOURTH QUARTER 2023	FISCAL YEAR 2023	FIRST QUARTER 2024	SECOND QUARTER 2024	SIX MONTHS 2024
IMPAIRMENT OF ASSETS HELD FOR SALE												
Reported Impairment of Assets Held for Sale	\$ —	\$ (449.7)	\$ (24.0)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Comparable Adjustments ⁽¹⁾	—	449.7	24.0	—	—	—	—	—	—	—	—	—
Comparable Impairment of Assets Held for Sale	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
GAIN (LOSS) ON SALE OF BUSINESS												
Reported Gain (Loss) on Sale of Business	\$ —	\$ 74.1	\$ 14.2	\$ 1.7	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Comparable Adjustments ⁽¹⁾	—	(74.1)	(14.2)	(1.7)	—	—	—	—	—	—	—	—
Comparable Gain (Loss) on Sale of Business	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
OPERATING INCOME (LOSS)												
Reported Operating Income (Loss)	\$ 2,412.2	\$ 2,154.5	\$ 2,791.1	\$ 2,331.7	\$ 816.4	\$ 813.1	\$ 746.7	\$ 466.7	\$ 2,842.9	\$ 764.7	\$ 978.7	\$ 1,743.4
Comparable Adjustments ⁽¹⁾	204.0	577.9	97.0	604.1	(23.9)	69.6	23.0	125.1	193.8	62.5	(10.9)	51.6
Comparable Operating Income (Loss)	\$ 2,616.2	\$ 2,732.4	\$ 2,888.1	\$ 2,935.8	\$ 792.5	\$ 882.7	\$ 769.7	\$ 591.8	\$ 3,036.7	\$ 827.2	\$ 967.8	\$ 1,795.0
INCOME (LOSS) FROM UNCONSOLIDATED INVESTMENTS												
Reported Income (Loss) from Unconsolidated Investments	\$ 2,101.6	\$ (2,668.6)	\$ 150.3	\$ (1,635.5)	\$ (187.9)	\$ (1,719.1)	\$ (37.2)	\$ (92.2)	\$ (2,036.4)	\$ (415.4)	\$ (20.2)	\$ (435.6)
Comparable Adjustments ⁽¹⁾	(2,084.9)	2,480.1	(265.2)	1,488.2	135.4	1,685.5	31.5	55.3	1,907.7	384.4	7.4	391.8
Comparable Income (Loss) from Unconsolidated Investments	\$ 16.7	\$ (188.5)	\$ (114.9)	\$ (147.3)	\$ (52.5)	\$ (33.6)	\$ (5.7)	\$ (36.9)	\$ (128.7)	\$ (31.0)	\$ (12.8)	\$ (435.6)
INTEREST EXPENSE												
Reported Interest Expense	\$ (367.1)	\$ (428.7)	\$ (385.7)	\$ (356.4)	\$ (88.5)	\$ (94.3)	\$ (98.7)	\$ (117.2)	\$ (398.7)	\$ (118.2)	\$ (110.6)	\$ (228.8)
Comparable Adjustments ⁽¹⁾	(20.1)	—	—	—	—	—	—	—	—	—	—	—
Comparable Interest Expense	\$ (387.2)	\$ (428.7)	\$ (385.7)	\$ (356.4)	\$ (88.5)	\$ (94.3)	\$ (98.7)	\$ (117.2)	\$ (398.7)	\$ (118.2)	\$ (110.6)	\$ (228.8)

(1) Please refer to the Company's investor relations website at ir.cbrands.com/financial-information/financial-results for a more detailed description and further discussion of these non-GAAP financial measures..

RECONCILIATION OF REPORTED AND COMPARABLE NON-GAAP INFORMATION

(CONTINUED)

(IN MILLIONS, EXCEPT SHARE AND PER SHARE DATA)

	FISCAL YEAR 2019	FISCAL YEAR 2020	FISCAL YEAR 2021	FISCAL YEAR 2022	FIRST QUARTER 2023	SECOND QUARTER 2023	THIRD QUARTER 2023	FOURTH QUARTER 2023	FISCAL YEAR 2023	FIRST QUARTER 2024	SECOND QUARTER 2024	SIX MONTHS 2024
LOSS ON EXTINGUISHMENT OF DEBT												
Reported Loss on Extinguishment of Debt	\$ (1.7)	\$ (2.4)	\$ (12.8)	\$ (29.4)	\$ (15.3)	\$ (8.0)	\$ —	\$ (0.9)	\$ (24.2)	\$ (0.7)	\$ —	\$ (0.7)
<i>Comparable Adjustments</i> ⁽¹⁾	1.7	2.4	12.8	29.4	15.3	8.0	—	0.9	24.2	0.7	—	0.7
Comparable Loss on Extinguishment of Debt	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
(PROVISION FOR) BENEFIT FROM INCOME TAXES												
Reported (Provision For) Benefit From Income Taxes	\$ (685.9)	\$ 966.6	\$ (511.1)	\$ (309.4)	\$ (125.4)	\$ (132.4)	\$ (131.1)	\$ (33.2)	\$ (422.1)	\$ (91.2)	\$ (147.2)	\$ (238.4)
<i>Comparable Adjustments</i> ⁽¹⁾	278.6	(1,270.7)	103.9	(121.5)	(12.5)	(23.2)	2.5	(39.2)	(72.4)	(49.0)	(4.7)	(53.7)
Comparable (Provision For) Benefit From Income Taxes	\$ (407.3)	\$ (304.1)	\$ (407.2)	\$ (430.9)	\$ (137.9)	\$ (155.6)	\$ (128.6)	\$ (72.4)	\$ (494.5)	\$ (140.2)	\$ (151.9)	\$ (292.1)
NET (INCOME) LOSS ATTRIBUTABLE TO NONCONTROLLING INTERESTS												
Reported Net (Income) Loss Attributable to Noncontrolling Interests	\$ (23.2)	\$ (33.2)	\$ (33.8)	\$ (41.4)	\$ (9.8)	\$ (10.5)	\$ (12.0)	\$ (0.2)	\$ (32.5)	\$ (3.3)	\$ (10.7)	\$ (14.0)
Comparable Net (Income) Loss Attributable to Noncontrolling Interests	\$ (23.2)	\$ (33.2)	\$ (33.8)	\$ (41.4)	\$ (9.8)	\$ (10.5)	\$ (12.0)	\$ (0.2)	\$ (32.5)	\$ (3.3)	\$ (10.7)	\$ (14.0)
NET INCOME (LOSS) ATTRIBUTABLE TO CBI												
Reported Net Income (Loss) Attributable to CBI	\$ 3,435.9	\$ (11.8)	\$ 1,998.0	\$ (40.4)	\$ 389.5	\$ (1,151.2)	\$ 467.7	\$ 223.0	\$ (71.0)	\$ 135.9	\$ 690.0	\$ 825.9
<i>Comparable Adjustments</i> ⁽¹⁾	(1,620.7)	1,789.7	(51.5)	2,000.2	114.3	1,739.9	57.0	142.1	2,053.3	398.6	(8.2)	390.4
Comparable Net Income (Loss) Attributable to CBI	\$ 1,815.2	\$ 1,777.9	\$ 1,946.5	\$ 1,959.8	\$ 503.8	\$ 588.7	\$ 524.7	\$ 365.1	\$ 1,982.3	\$ 534.5	\$ 681.8	\$ 1,216.3
DILUTED NET INCOME (LOSS) PER COMMON SHARE ATTRIBUTABLE TO CBI												
Reported Diluted Net Income (Loss) Per Common Share Attributable to CBI ⁽²⁾	\$ 17.57	\$ (0.07)	\$ 10.23	\$ (0.22)	\$ 2.06	\$ (6.30)	\$ 2.52	\$ 1.21	\$ (0.11)	\$ 0.74	\$ 3.74	\$ 4.49
<i>Comparable Adjustments</i> ⁽¹⁾	(8.29)	9.18	(0.26)	10.40	0.60	9.36	0.30	0.77	11.03	2.17	(0.04)	2.12
Comparable Diluted Net Income (Loss) Per Common Share Attributable to CBI ⁽³⁾	9.28	\$ 9.12	\$ 9.97	\$ 10.20	\$ 2.66	\$ 3.17	\$ 2.83	\$ 1.98	\$ 10.65	\$ 2.91	\$ 3.70	\$ 6.61
Diluted weighted average common shares outstanding	195.532	194.881	195.308	192.222	189.333	185.737	185.291	184.534	186.199	183.863	184.277	184.074

(1) Please refer to the Company's investor relations website at ir.cbrands.com/financial-information/financial-results for a more detailed description and further discussion of these non-GAAP financial measures.

(2) EPS was computed using the two-class method, until such conversion took place pursuant to the reclassification, conversion, and exchange of our Class B Convertible Common Stock into our Class A Common Stock on November 10, 2022 (the "Reclassification"). Amount includes an adjustment for income allocated through the date of the Reclassification.

(3) Comparable Diluted Net Income (Loss) Per Common Share Attributable to CBI may not sum as comparable amounts are calculated on a fully diluted basis and Reported Diluted Net Income (Loss) Per Common Share Attributable to CBI may be calculated excluding issuable shares if the effect of including these would have been anti-dilutive. May not sum due to rounding as each item is computed independently.

CANOPY EQUITY EARNINGS (LOSSES) AND RELATED ACTIVITIES ("CANOPY EIE")

	FISCAL YEAR 2019	FISCAL YEAR 2020	FISCAL YEAR 2021	FISCAL YEAR 2022	FIRST QUARTER 2023	SECOND QUARTER 2023	THIRD QUARTER 2023	FOURTH QUARTER 2023	FISCAL YEAR 2023	FIRST QUARTER 2024	SECOND QUARTER 2024	SIX MONTHS 2024
(IN MILLIONS EXCEPT PER SHARE DATA)												
COMPARABLE NET INCOME (LOSS) ATTRIBUTABLE TO CBI - CANOPY EIE CALCULATION												
Equity earnings (losses) and related activities, Canopy EIE	\$ (2.6)	\$ (575.9)	\$ (679.0)	\$ (73.6)	\$ (165.0)	\$ (650.7)	\$ (60.8)	\$ (72.8)	\$ (949.3)	\$ (219.8)	\$ (12.0)	\$ (231.8)
Comparable Adjustments, Canopy EIE ⁽¹⁾	(13.9)	354.2	532.8	(104.6)	113.0	615.9	24.1	38.1	791.1	189.0	(7.5)	181.5
Comparable equity earnings (losses) and related activities, Canopy EIE	(16.5)	(221.7)	(146.2)	(178.2)	(52.0)	(34.8)	(36.7)	(34.7)	(158.2)	(30.8)	(19.5)	(50.3)
Benefit from income taxes Canopy EIE ⁽¹⁾	3.9	73.2	52.8	25.3	7.2	4.5	3.4	3.3	18.4	6.5	1.7	8.2
Comparable net income (loss) attributable to CBI, Canopy EIE	\$ (12.6)	\$ (148.5)	\$ (93.4)	\$ (152.9)	\$ (44.8)	\$ (30.3)	\$ (33.3)	\$ (31.4)	\$ (139.8)	\$ (24.3)	\$ (17.8)	\$ (42.1)
COMPARABLE DILUTED NET INCOME (LOSS) PER COMMON SHARE ATTRIBUTABLE TO CBI - CANOPY EIE CALCULATION												
Reported Diluted Net Income (Loss) Per Common Share Attributable to CBI - Canopy EIE	\$ (0.01)	\$ (2.22)	\$ (2.62)	\$ (0.22)	\$ (0.78)	\$ (3.35)	\$ (0.31)	\$ (0.38)	\$ (4.80)	\$ (1.16)	\$ (0.06)	\$ (1.21)
Comparable Adjustments, Canopy EIE	(0.05)	1.39	2.09	(0.58)	0.53	3.19	0.13	0.21	4.05	1.03	(0.04)	0.99
Comparable Diluted Net Income (Loss) Per Common Share Attributable to CBI, Canopy EIE ⁽²⁾	\$ (0.06)	\$ (0.76)	\$ (0.48)	\$ (0.80)	\$ (0.24)	\$ (0.16)	\$ (0.18)	\$ (0.17)	\$ (0.75)	\$ (0.13)	\$ (0.10)	\$ (0.23)
COMPARABLE DILUTED NET INCOME (LOSS) PER COMMON SHARE ATTRIBUTABLE TO CBI, EXCLUDING CANOPY EIE CALCULATION												
Comparable Diluted Net Income (Loss) Per Common Share Attributable to CBI	\$ 9.28	\$ 9.12	\$ 9.97	\$ 10.20	\$ 2.66	\$ 3.17	\$ 2.83	\$ 1.98	\$ (10.65)	\$ 2.91	\$ 3.70	\$ 6.61
Comparable Diluted Net Income (Loss) Per Common Share Attributable to CBI, Canopy EIE	(0.06)	(0.76)	(0.48)	(0.80)	(0.24)	(0.16)	(0.18)	(0.17)	(0.75)	(0.13)	(0.10)	(0.23)
Comparable Diluted Net Income (Loss) Per Common Share Attributable to CBI, excluding Canopy EIE ⁽²⁾	\$ 9.34	\$ 9.89	\$ 10.44	\$ 10.99	\$ 2.90	\$ 3.33	\$ 3.01	\$ 2.15	\$ 11.40	\$ 3.04	\$ 3.80	\$ 6.84

(1) The Comparable Adjustments Canopy EIE effective tax rate applied to each Comparable Adjustments Canopy EIE amount is generally based upon the jurisdiction in which the adjustment was recognized. The benefit from income taxes effective tax rate applied to our Canopy EIE is generally based on the tax rates of the legal entities that hold our investment.

(2) May not sum due to rounding as each item is computed independently. The comparable adjustments and comparable basis diluted net income (loss) per common share are calculated on a fully dilutive basis.

ADJUSTED EBIT, COMPARABLE BASIS EBITDA CALCULATION AND RECONCILIATION & FREE CASH FLOW RECONCILIATION (NON-GAAP)

(IN MILLIONS)	FISCAL YEAR 2018	FISCAL YEAR 2019	FISCAL YEAR 2020	FISCAL YEAR 2021	FISCAL YEAR 2022	FIRST QUARTER 2023	SECOND QUARTER 2023	THIRD QUARTER 2023	FOURTH QUARTER 2023	FISCAL YEAR 2023	FIRST QUARTER 2024	SECOND QUARTER 2024	SIX MONTHS 2024
COMPARABLE BASIS EBITDA CALCULATION													
Net income (loss) attributable to CBI	\$ 2,303.4	\$ 3,435.9	\$ (11.8)	\$ 1,998.0	\$ (40.4)	\$ 389.5	\$ (1,151.2)	\$ 467.7	\$ 223.0	\$ (71.0)	\$ 135.9	\$ 690.0	\$ 825.9
Net income (loss) attributable to NCI	11.9	23.2	33.2	33.8	1.4	9.8	10.5	12.0	0.2	32.5	3.3	10.7	14.0
Provision for (benefit from) income taxes	22.7	685.9	(966.6)	511.1	309.4	125.4	132.4	131.1	33.2	422.1	91.2	147.2	238.4
Loss on extinguishment of debt	97.0	1.7	2.4	12.8	29.4	15.3	8.0	—	0.9	24.2	0.7	—	0.7
Interest expense	332.0	367.1	428.7	385.7	356.4	88.5	94.3	98.7	117.2	398.7	118.2	110.6	228.8
Adjusted EBIT	2,767.0	4,513.8	(514.1)	2,941.4	696.2	628.5	(906.0)	709.5	374.5	806.5	349.3	958.5	1,307.8
Comparable adjustments	(263.9)	(1,880.9)	3,058.0	(168.2)	2,092.3	111.5	1,755.1	54.5	180.4	2,101.5	446.9	(3.5)	443.4
Comparable Basis EBIT	2,503.1	2,632.9	2,543.9	2,773.2	2,788.5	740.0	849.1	764.0	554.9	2,908.0	796.2	955.0	1,751.2
Comparable Depreciation	293.8	324.2	318.9	293.7	337.3	92.7	90.8	94.9	105.4	383.8	105.3	108.4	213.7
Comparable Amortization	5.9	6.0	5.7	5.3	5.1	1.0	0.9	0.9	0.4	3.2	0.4	0.3	0.7
Total Depreciation and Amortization	299.7	330.2	324.6	299.0	342.4	93.7	91.7	95.8	105.8	387.0	105.7	108.7	214.4
COMPARABLE BASIS EBITDA	\$ 2,802.8	\$ 2,963.1	\$ 2,868.5	\$ 3,072.2	\$ 3,130.9	\$ 833.7	\$ 940.8	\$ 859.8	\$ 660.7	\$ 3,295.0	\$ 901.9	\$ 1,063.7	\$ 1,965.6

(1) Certain items, when material, are reported as part of the Change in Operating Assets and Liabilities in the Company's quarterly filings. If not material, these same items are reported as part of Other Items. Additionally, non-recurring items are included herein.

ADJUSTED EBIT, COMPARABLE BASIS EBITDA CALCULATION AND RECONCILIATION & FREE CASH FLOW RECONCILIATION (NON-GAAP)

(CONTINUED)

(IN MILLIONS)

	FISCAL YEAR 2018	FISCAL YEAR 2019	FISCAL YEAR 2020	FISCAL YEAR 2021	FISCAL YEAR 2022	FIRST QUARTER 2023	SECOND QUARTER 2023	THIRD QUARTER 2023	FOURTH QUARTER 2023	FISCAL YEAR 2023	FIRST QUARTER 2024	SECOND QUARTER 2024	SIX MONTHS 2024
COMPARABLE BASIS EBITDA RECONCILIATION													
Net Cash Provided By Operating Activities	\$ 1,931.4	\$ 2,246.3	\$ 2,551.1	\$ 2,806.5	\$ 2,705.4	\$ 758.2	\$ 896.1	\$ 626.3	\$ 476.3	\$ 2,756.9	\$ 665.4	\$ 956.6	\$ 1,622.0
<i>Debt to LTM Net Cash Provided by Operating Activities</i>	5.3	6.1	4.8	3.7	3.9	4.0	3.9	4.8	4.5	4.5	4.6	4.3	4.3
Provision for (Benefit from) Income Taxes	22.7	685.9	(966.6)	511.1	309.4	125.4	132.4	131.1	33.2	422.1	91.2	147.2	238.4
Interest Expense	332.0	367.1	428.7	385.7	356.4	88.5	94.3	98.7	117.2	398.7	118.2	110.6	228.8
Change in Operating Assets and Liabilities ⁽¹⁾	323.4	237.5	85.1	(148.3)	303.6	43.8	60.5	35.2	147.8	287.3	146.0	(59.1)	86.9
Equity in Earnings (Losses) of Equity Method Investees, Net of Distributed Earnings	3.6	(13.5)	(560.8)	(673.4)	(61.6)	(165.5)	(650.1)	(29.8)	(126.4)	(971.8)	(220.6)	(5.9)	(226.5)
Unrealized Net Gain (Loss) on Securities Measured at Fair Value	464.3	1,971.2	(2,126.4)	802.0	(1,644.7)	(22.4)	(9.3)	(7.4)	(6.8)	(45.9)	(71.8)	(2.6)	(74.4)
Deferred Tax Provision (Benefit)	237.4	(389.3)	1,153.7	(336.4)	(84.8)	(21.5)	(187.1)	(9.8)	10.6	(207.8)	0.3	(26.6)	(26.3)
Stock-Based Compensation Expense	(60.9)	(64.1)	(60.4)	(63.0)	(44.9)	(16.8)	(21.0)	(18.3)	(12.4)	(68.5)	(14.5)	(18.0)	(32.5)
Noncash Lease Expense	—	—	(88.3)	(83.3)	(81.9)	(21.6)	(22.8)	(22.3)	(22.6)	(89.3)	(22.0)	(21.3)	(43.3)
Comparable Adjustments	(263.9)	(1,889.8)	3,050.4	(168.3)	2,092.3	111.5	1,755.1	54.5	180.4	2,101.5	446.9	(3.5)	443.4
Other Items	(187.2)	(188.2)	(598.0)	39.6	(718.3)	(45.9)	(1,107.3)	1.6	(136.6)	(1,288.2)	(237.2)	(13.7)	(250.9)
COMPARABLE BASIS EBITDA RECONCILIATION	\$ 2,802.8	\$ 2,963.1	\$ 2,868.5	\$ 3,072.2	\$ 3,130.9	\$ 833.7	\$ 940.8	\$ 859.8	\$ 660.7	\$ 3,295.0	\$ 901.9	\$ 1,063.7	\$ 1,965.6

(1) Certain items, when material, are reported as part of the Change in Operating Assets and Liabilities in the Company's quarterly filings. If not material, these same items are reported as part of Other Items. Additionally, non-recurring items are included herein.

ADJUSTED EBIT, COMPARABLE BASIS EBITDA CALCULATION AND RECONCILIATION & FREE CASH FLOW RECONCILIATION (NON-GAAP)

(CONTINUED)

(IN MILLIONS)

	FISCAL YEAR 2018	FISCAL YEAR 2019	FISCAL YEAR 2020	FISCAL YEAR 2021	FISCAL YEAR 2022	FIRST QUARTER 2023	SECOND QUARTER 2023	THIRD QUARTER 2023	FOURTH QUARTER 2023	FISCAL YEAR 2023	FIRST QUARTER 2024	SECOND QUARTER 2024	SIX MONTHS 2024
LTM COMPARABLE BASIS EBITDA	\$ 2,802.8	\$ 2,963.1	\$ 2,868.5	\$ 3,072.2	\$ 3,130.9	\$ 3,208.2	\$ 3,362.5	\$ 3,347.0	\$ 3,295.0	\$ 3,295.0	\$ 3,363.1	\$ 3,486.0	\$ 3,486.0
TOTAL DEBT	\$ 10,186.7	\$ 13,616.5	\$ 12,184.6	\$ 10,442.3	\$ 10,416.5	\$ 10,977.3	\$ 10,950.2	\$ 12,172.3	\$ 12,461.3	\$ 12,461.3	\$ 12,357.0	\$ 11,706.5	\$ 11,706.5
Debt to LTM Net Cash Provided by Operating Activities	5.3	6.1	4.8	3.7	3.9	4.0	3.9	4.8	4.5	4.5	4.6	4.3	4.3
Debt to LTM Comparable Basis EBITDA	3.6	4.6	4.2	3.4	3.3	3.4	3.3	3.6	3.8	3.8	3.7	3.4	3.4
FREE CASH FLOW RECONCILIATION													
Net Cash Provided By Operating Activities	\$ 1,931.4	\$ 2,246.3	\$ 2,551.1	\$ 2,806.5	\$ 2,705.4	\$ 758.2	\$ 896.1	\$ 626.3	\$ 476.3	\$ 2,756.9	\$ 665.4	\$ 956.6	\$ 1,622.0
Purchase of Property, Plant, and Equipment	(1,057.6)	(886.3)	(726.5)	(864.6)	(1,026.8)	(196.6)	(238.4)	(248.8)	(351.6)	(1,035.4)	(277.0)	(305.0)	(582.0)
FREE CASH FLOW	\$ 873.8	\$ 1,360.0	\$ 1,824.6	\$ 1,941.9	\$ 1,678.6	\$ 561.6	\$ 657.7	\$ 377.5	\$ 124.7	\$ 1,721.5	\$ 388.4	\$ 651.6	\$ 1,040.0
NET DEBT TO LTM COMPARABLE BASIS EBITDA													
Total Debt	\$ 10,186.7	\$ 13,616.5	\$ 12,184.6	\$ 10,442.3	\$ 10,416.5	\$ 10,977.3	\$ 10,950.2	\$ 12,172.3	\$ 12,461.3	\$ 12,461.3	\$ 12,357.0	\$ 11,706.5	\$ 11,706.5
Cash	(90.3)	(93.6)	(81.4)	(460.6)	(199.4)	(101.8)	(165.1)	(185.0)	(133.5)	(133.5)	(192.5)	(83.3)	(83.3)
NET DEBT	\$ 10,096.4	\$ 13,522.9	\$ 12,103.2	\$ 9,981.7	\$ 10,217.1	\$ 10,875.5	\$ 10,785.1	\$ 11,987.3	\$ 12,327.8	\$ 12,327.8	\$ 12,164.5	\$ 11,623.2	\$ 11,623.2
Net Debt to LTM Net Cash Provided by Operating Activities	5.2	6.0	4.7	3.6	3.8	4.0	3.8	4.7	4.5	4.5	4.6	4.3	4.3
Net Debt to LTM Comparable Basis EBITDA	3.6	4.6	4.2	3.2	3.3	3.4	3.2	3.6	3.7	3.7	3.6	3.3	3.3

COMPARABLE BASIS EBIT AND COMPARABLE BASIS EBITDA CALCULATION AND RECONCILIATION, EXCLUDING CANOPY EIE (NON-GAAP)

	FISCAL YEAR	FISCAL YEAR	FISCAL YEAR	FISCAL YEAR	FISCAL YEAR	FIRST QUARTER	SECOND QUARTER	THIRD QUARTER	FOURTH QUARTER	FISCAL YEAR	FIRST QUARTER	SECOND QUARTER	SIX MONTHS
(IN MILLIONS)	2018	2019	2020	2021	2022	2023	2023	2023	2023	2023	2024	2024	2024
COMPARABLE BASIS EBIT, Excluding Canopy EIE Calculation													
Comparable Basis EBIT		\$ 2,632.9	\$ 2,543.9	\$ 2,773.2	\$ 2,788.5	\$ 740.0	\$ 849.1	\$ 764.0	\$ 554.9	\$ 2,908.0	\$ 796.2	\$ 955.0	\$ 1,751.2
Less: Comparable Canopy EIE		(16.5)	(221.7)	(146.2)	(178.2)	(52.0)	(34.8)	(36.7)	(34.7)	(158.2)	(30.8)	(19.5)	(50.3)
Comparable Basis EBIT, excluding Canopy EIE		\$ 2,649.4	\$ 2,765.6	\$ 2,919.4	\$ 2,966.7	\$ 792.0	\$ 883.9	\$ 800.7	\$ 589.6	\$ 3,066.2	\$ 827.0	\$ 974.5	\$ 1,801.5
COMPARABLE BASIS EBITDA, Excluding Canopy EIE Calculation													
Comparable Basis EBITDA	\$ 2,802.8	\$ 2,963.1	\$ 2,868.5	\$ 3,072.2	\$ 3,130.9	\$ 833.7	\$ 940.8	\$ 859.8	\$ 660.7	\$ 3,295.0	\$ 901.9	\$ 1,063.7	\$ 1,965.6
Less: Comparable Canopy EIE		(16.5)	(221.7)	(146.2)	(178.2)	(52.0)	(34.8)	(36.7)	(34.7)	(158.2)	(30.8)	(19.5)	(50.3)
Comparable Basis EBITDA, excluding Canopy EIE	\$ 2,802.8	\$ 2,979.6	\$ 3,090.2	\$ 3,218.4	\$ 3,309.1	\$ 885.7	\$ 975.6	\$ 896.5	\$ 695.4	\$ 3,453.2	\$ 932.7	\$ 1,083.2	\$ 2,015.9
LTM Comparable Basis EBITDA, excluding Canopy EIE	\$ 2,802.8	\$ 2,979.6	\$ 3,090.2	\$ 3,218.4	\$ 3,309.1	\$ 3,394.1	\$ 3,553.3	\$ 3,506.1	\$ 3,453.2	\$ 3,453.2	\$ 3,500.1	\$ 3,607.8	\$ 3,607.8
Total Debt	\$ 10,186.7	\$ 13,616.5	\$ 12,184.6	\$ 10,442.3	\$ 10,416.5	\$ 10,977.3	\$ 10,950.2	\$ 12,172.3	\$ 12,461.3	\$ 12,461.3	\$ 12,357.0	\$ 11,706.5	\$ 11,706.5
Debt to LTM net cash provided by operating activities	5.3	6.1	4.8	3.7	3.9	4.0	3.9	4.8	4.5	4.5	4.6	4.3	4.3
Debt to LTM comparable basis EBITDA, excluding canopy EIE	3.6	4.6	3.9	3.2	3.1	3.2	3.1	3.5	3.6	3.6	3.5	3.2	3.2
NET DEBT TO LTM COMPARABLE BASIS EBITDA, Excluding Canopy EIE Reconciliation													
Total Debt	\$ 10,186.7	\$ 13,616.5	\$ 12,184.6	\$ 10,442.3	\$ 10,416.5	\$ 10,977.3	\$ 10,950.2	\$ 12,172.3	\$ 12,461.3	\$ 12,461.3	\$ 12,357.0	\$ 11,706.5	\$ 11,706.5
Cash	(90.3)	(93.6)	(81.4)	(460.6)	(199.4)	(101.8)	(165.1)	(185.0)	(133.5)	(133.5)	(192.5)	(83.3)	(83.3)
Net Debt	\$ 10,096.4	\$ 13,522.9	\$ 12,103.2	\$ 9,981.7	\$ 10,217.1	\$ 10,875.5	\$ 10,785.1	\$ 11,987.3	\$ 12,327.8	\$ 12,327.8	\$ 12,164.5	\$ 11,623.2	\$ 11,623.2
Debt to LTM net cash provided by operating activities	5.2	6.0	4.7	3.6	3.8	4.0	3.8	4.7	4.5	4.5	4.6	4.3	4.3
Net debt to LTM comparable basis EBITDA, excluding canopy EIE	3.6	4.5	3.9	3.1	3.1	3.2	3.0	3.4	3.6	3.6	3.5	3.2	3.2

BUSINESS SEGMENT INFORMATION

Management excludes items that affect comparability (“Comparable Adjustments”) from its evaluation of the results of each operating segment as these Comparable Adjustments are not reflective of core operations of the segments. Segment operating performance and incentive compensation of segment management are evaluated based upon core segment operating income (loss) which do not include the impact of these Comparable Adjustments.

(IN MILLIONS)	FISCAL YEAR 2019	FISCAL YEAR 2020	FISCAL YEAR 2021	FISCAL YEAR 2022	FISCAL YEAR 2023	FIVE YEAR AVERAGE
NET SALES ⁽¹⁾						
Beer	\$ 5,202.1	\$ 5,615.9	\$ 6,074.6	\$ 6,751.6	\$ 7,465.0	\$ 6,221.8
Wine and Spirits						
Wine	2,532.5	2,367.5	2,208.4	1,819.3	1,722.7	2,130.1
Spirits	381.4	360.1	331.9	249.8	264.9	317.6
Wine and Spirits	2,913.9	2,727.6	2,540.3	2,069.1	1,987.6	2,447.7
Comparable Adjustments	—	—	—	—	—	—
Consolidated Net Sales	\$ 8,116.0	\$ 8,343.5	\$ 8,614.9	\$ 8,820.7	\$ 9,452.6	\$ 8,669.5
GROSS PROFIT						
Beer	\$ 2,830.7	\$ 3,125.2	\$ 3,402.4	\$ 3,677.0	\$ 3,937.8	
Wine and Spirits	1,279.5	1,189.0	1,115.2	947.9	927.2	
Corporate Operations and Other	—	—	—	—	—	
Comparable Adjustments	(29.9)	(162.3)	(51.6)	82.4	(96.0)	
Consolidated Gross Profit	\$ 4,080.3	\$ 4,151.9	\$ 4,466.0	\$ 4,707.3	\$ 4,769.0	
SELLING, GENERAL, AND ADMINISTRATIVE EXPENSES						
Beer	\$ 787.8	\$ 877.3	\$ 908.1	\$ 973.7	\$ 1,076.3	\$ 924.6
Wine and Spirits	508.3	480.6	492.8	477.2	474.1	486.6
Corporate Operations and Other	197.9	223.9	228.6	238.2	277.9	233.3
Comparable Adjustments	174.1	415.6	45.4	686.5	97.8	283.9
Consolidated Selling, General, and Administrative Expenses	\$ 1,668.1	\$ 1,997.4	\$ 1,674.9	\$ 2,375.6	\$ 1,926.1	\$ 1,928.4

(1) Please refer to the Company's investor relations website at ir.cbrands.com/financial-information/financial-results for a more detailed description and further discussion of organic net sales and shipment and depletion volumes.

BUSINESS SEGMENT INFORMATION

(CONTINUED)

(IN MILLIONS)

OPERATING INCOME (LOSS)

	FISCAL YEAR 2019	FISCAL YEAR 2020	FISCAL YEAR 2021	FISCAL YEAR 2022	FISCAL YEAR 2023	FIVE YEAR AVERAGE
Beer	\$ 2,042.9	\$ 2,247.9	\$ 2,494.3	\$ 2,703.3	\$ 2,861.5	\$ 2,470.0
Wine and Spirits	771.2	708.4	622.4	470.7	453.1	605.2
Corporate Operations and Other	(197.9)	(223.9)	(228.6)	(238.2)	(277.9)	(233.3)
Comparable Adjustments	(204.0)	(577.9)	(97.0)	(604.1)	(193.8)	(335.4)
Consolidated Operating Income (Loss)	\$ 2,412.2	\$ 2,154.5	\$ 2,791.1	\$ 2,331.7	\$ 2,842.9	\$ 2,506.5

INCOME (LOSS) FROM UNCONSOLIDATED INVESTMENTS

Beer	\$ —	\$ —	\$ —	\$ —	\$ —	
Wine and Spirits	33.4	36.4	31.7	34.4	41.6	
Corporate Operations and Other	(16.7)	(224.9)	(146.6)	(181.7)	(170.3)	
Comparable Adjustments	2,084.9	(2,480.1)	265.2	(1,488.2)	(1,907.7)	
Consolidated Income (Loss) from Unconsolidated Investments	\$ 2,101.6	\$ (2,668.6)	\$ 150.3	\$ (1,635.5)	\$ (2,036.4)	

DEPRECIATION AND AMORTIZATION

Beer	\$ 203.5	\$ 204.3	\$ 194.7	\$ 248.7	\$ 285.4	\$ 227.3
Wine and Spirits	98.4	98.7	89.9	80.7	83.2	90.2
Corporate Operations and Other	28.3	21.6	14.4	13.0	18.4	19.1
Comparable Adjustments	8.9	7.6	0.1	—	—	3.3
Consolidated Depreciation and Amortization	\$ 339.1	\$ 332.2	\$ 299.1	\$ 342.4	\$ 387.0	\$ 340.0

BUSINESS SEGMENT INFORMATION

(CONTINUED)

(IN MILLIONS)

GROSS PROFIT AS A PERCENT OF NET SALES:

	FISCAL YEAR 2019	FISCAL YEAR 2020	FISCAL YEAR 2021	FISCAL YEAR 2022	FISCAL YEAR 2023	FIVE YEAR AVERAGE
Beer	54.4%	55.6%	56.0%	54.5%	52.8%	
Wine and Spirits	43.9%	43.6%	43.9%	45.8%	46.6%	
Consolidated Gross Profit	50.3%	49.8%	51.8%	53.4%	50.5%	

SG&A EXPENSES AS A PERCENT OF NET SALES:

Beer	15.1%	15.6%	14.9%	14.4%	14.4%	14.9%
Wine and Spirits	17.4%	17.6%	19.4%	23.1%	23.9%	19.9%
Consolidated SG&A Expenses	20.6%	23.9%	19.4%	26.9%	20.4%	22.2%

OPERATING INCOME (LOSS) AS A PERCENT OF NET SALES:

Beer	39.3%	40.0%	41.1%	40.0%	38.3%	39.7%
Wine and Spirits	26.5%	26.0%	24.5%	22.7%	22.8%	24.7%
Consolidated Operating Income (Loss)	29.7%	25.8%	32.4%	26.4%	30.1%	28.9%

DEPRECIATION AND AMORTIZATION AS A PERCENT OF NET SALES:

Beer	3.9%	3.6%	3.2%	3.7%	3.8%	3.7%
Wine and Spirits	3.4%	3.6%	3.5%	3.9%	4.2%	3.7%
Consolidated Depreciation and Amortization	4.2%	4.0%	3.5%	3.9%	4.1%	3.9%

FREE CASH FLOW GUIDANCE

Free cash flow, as defined in the reconciliation below, is considered a liquidity measure and is considered to provide useful information to investors about the amount of cash generated, which can then be used, after required debt service and dividend payments, for other general corporate purposes. A limitation of free cash flow is that it does not represent the total increase or decrease in the cash balance for the period. Free cash flow should be considered in addition to, not as a substitute for, or superior to, cash flow from operating activities prepared in accordance with GAAP.

(IN MILLIONS)

RANGE FY24 - FY 28

Net cash provided by operating activities (GAAP)	\$ 15,000.0	\$ 17,000.0
Purchase of property, plant and equipment	(5,000.0)	(5,000.0)
Free cash flow (Non-GAAP)	\$ 10,000.0	\$ 12,000.0

DEFINED TERMS



DEFINED TERMS

TERM	MEANING
\$ USD	U.S. dollars
10-K Competitors	10-K competitors, which are both private and public companies, consist of Anheuser-Busch InBev, The Boston Beer Company, Heineken, Mark Anthony, Molson Coors, Deutsch Family Wine & Spirits, Duckhorn Portfolio, E. J. Gallo Winery, Ste. Michelle Wine Estates, Treasury Wine Estates, Trinchero Family Estates, The Wine Group, Bacardi USA, Beam Suntory, Brown-Forman, Diageo, Fifth Generation, Pernod Ricard, Sazerac Company
ACV	All Commodity Volume
APAC	Asia-Pacific
B	Billions
Beverage Alcohol	Total beverage alcohol, includes beer, wine and spirits segments
BPS	Basis points
CA	California
CAGR	Compound annual growth rate
CAM	Contribution after marketing, which equals gross profit less marketing expenses
Canopy	Canopy Growth Corporation, an Ontario, Canada-based public company
Canopy Strategic Transaction(s)	Any potential acquisition, divestiture, investment, or other similar transaction made by Canopy, including but not limited to the Canopy Transaction
Canopy Transaction	Proposed corporate transaction by Canopy, including the creation of Exchangeable Shares, designed to consolidate its U.S. cannabis assets into Canopy USA
Capex	Capital expenditure
CGN&R	Corporate Governance, Nominating & Responsibility
CHG	Change
Class B Collapse	Reclassification, exchange, and conversion of our common stock to eliminate our Class B Common Stock pursuant to the terms and conditions of the reclassification agreement, dated June 30, 2022, among the Company and the members of the Sands stockholder group



DEFINED TERMS

TERM	MEANING
COGS	Cost of goods sold
Common Shares	Canopy's common shares
Comparable Basis EBIT	EBIT reflecting certain items affecting comparability that have been excluded by management
CPG	Consumer packaged goods
Craft Spirits	Spirits that generally sell above \$14.00 to \$17.00 per bottle at retail
CY	Calendar year
DEI	Diversity, equity, and inclusion
DMA	Designated market area
DTC	Direct-to-consumer
EBIT	Earnings before interest and taxes
EBITDA	Earnings before interest, taxes, depreciation, and amortization
EIE	Equity in earnings
EMEA	Europe, Middle East, and Africa
EPS	Earnings per share
ESG	Environmental, social, and governance
EV	Enterprise value
EVP	Executive Vice President
Exchangeable Shares	Proposed new class of non-voting and non-participating exchangeable shares in Canopy which will be convertible into common shares of Canopy
Fine Wine	Includes wines that sell above \$25.00 per bottle at retail and sparkling wines that sell above \$35.00 per bottle at retail



DEFINED TERMS

TERM	MEANING
FMB	Flavored malt beverage
Free cash flow	Net cash provided by operating activities less purchases of property, plant, and equipment
FX	Foreign exchange
FY	Fiscal year
FYTD	Fiscal year to date
GAAP	General accepted accounting principles in the U.S.
Gen Z consumers	Consumer that were born between 1997 and 2012
GHG	Greenhouse Gas
GP	Gross profit
H1	First half of the fiscal year
HE	High-end
HH	Household
High-End Beer	Beer that sells above \$27.00 a case at retail
Higher-End Spirits	Spirits that generally sell above \$14.00 to \$17.00 per bottle at retail
Higher-End Wine	Wine that sells above \$11.00 per bottle at retail for table wine and above \$13.00 for sparkling wine
HL	Hectoliters
HR	Human Resources
HSD	High single digits
IBP&E	Integrated business planning and execution



DEFINED TERMS

TERM	MEANING
IRR	Internal rate of return
IWSR	International wine and spirits research
LATAC	Latin America and the Caribbean
LDA	Legal drinking age
LDD	Low double digits
Lower-End Spirits	Spirits that generally sell for less than \$14.00 to \$17.00 per bottle at retail
Lower-End Wine	Wine that sells for less than \$11.00 per bottle at retail for table wine and less than \$13.00 for sparkling wine
LSD	Low single digits
LTM	Last 12 months
M	Millions
M&A	Mergers and acquisitions
Mainstream	Includes wine that sells less than \$11.00 per bottle at retail, sparkling wine and all other wine that sells less than \$13.00 per bottle at retail, and spirits that sell less than \$14.00 per bottle at retail
Mainstream Vodka	Vodka that sells less than \$11.00 per bottle at retail
Medium Term	Medium term is a forward looking view of 3 to 5 years
Mexicali Brewery	canceled brewery construction project located in Mexicali, Baja California, Mexico
MSD	Mid single digits
MXN	Mexican peso
Near Term	Near term is a forward looking view of 1 to 3 years

DEFINED TERMS



TERM	MEANING
NTM	Next 12 months
OTIF	On time in full
P/E	Price to earnings
POD	Point of distribution
PP	Percentage points
Premium +	Includes wine that sell above \$11.00 per bottle at retail, sparkling wine that sells above \$13.00 per bottle at retail, and spirits that sell above \$14.00 per bottle at retail.
Premium Wine	Includes wine that sells between \$11.00 to \$24.99 per bottle at retail and sparkling wine that sells between \$13.00 to \$34.99 per bottle at retail
R&D	Research and development
Reclassification	The reclassification, exchange, and conversion of the Company's common stock to eliminate the Class B Common Stock pursuant to the terms and conditions of the reclassification agreement, dated June 30, 2022, among the Company and the members of the Sands stockholder group
RMW	Robert Mondavi Winery
ROI	Return on investment
ROIC	Return on invested capital
RTD	Ready to drink
RTM	Route to market
RTS	Ready to serve
Scope 1	direct GHG emissions from sources that are owned or controlled by a company, such as emissions associated with furnaces or vehicles
Scope 2	indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling
Scope 3	GHG emissions that are not produced by the company itself and are not the result of activities from assets owned or controlled, but is indirectly responsible for within their value chain
SFS	Shopper first shelf
SG&A	Selling, general, and administrative expenses



DEFINED TERMS

TERM	MEANING
SKU	Stock keeping unit
Sparkling Super Premium Wine Price Segment	Wine that sells between \$13.00 to \$17.99 per bottle at retail
Super Luxury Wine Price Segment	Wine that sells above \$25.00 per bottle at retail
SVP	Senior Vice President
T	Trillion
TMS	Transportation management system
True Certification for Zero Waste	The first zero waste certification program dedicated to measuring, improving, and recognizing zero waste performance by encouraging the adoption of sustainable materials management and reduction practices which contribute to positive environmental, health, and economic outcomes
U.S.	United States of America
Ultra Premium Wine Segment	Wine that sells between \$15.00 to \$19.99 per bottle at retail
Wine Divestiture	Sale of certain mainstream and premium wine brands and related inventory
WMS	Warehouse management system
YTD	Year to date



Constellation Brands

INVESTOR DAY 2023