

MOLSON Coors

OUR BEER PRINT REPORT 2017

Our
Beer
Print

RAISING THE BAR ON BEER

RESPONSIBLY REFRESHING

SUSTAINABLY BREWING

COLLECTIVELY CRAFTED



ABOUT THIS REPORT

Welcome to the Molson Coors Our Beer Print Report 2017. This year, we have updated our approach to our reporting to include a separate Environmental, Social and Governance (ESG) Report that details our 2016 performance and our website to provide more real-time updates about our sustainability journey.

We remain committed to reporting against international reporting frameworks, such as the Global Reporting Initiative (GRI) Guidelines, The Dow Jones Sustainability Index (DJSI) and the 10 Principles of the UN Global Compact. More details of our 2016 performance are available in our ESG Report and our sustainability website here: www.ourbeerprint.com

This report introduces our new sustainability goals that will guide our performance to 2025, providing a clear and succinct reference to our goals and progress, including a selection of key stories and relevant highlights on our most material areas: Responsibly Refreshing, Sustainably Brewing and Collectively Crafted.

The scope of this report covers Molson Coors Brewing Company's (MCBC) direct operations: Molson Coors Canada, Molson Coors Europe and Molson Coors International, as well as MillerCoors in the US, which became a fully owned Molson Coors company in October 2016 following the purchase of SABMiller plc's 58% stake in the business. The 2025 goals covered in this report have been set against a 2016 baseline that incorporates the total performance of the newly combined business, including 100% of both Molson Coors and MillerCoors. This data will be reported fully in our 2018 report.

This report details our activities in the fiscal year from January 1 to December 31, 2016. Unless otherwise noted, all data and metrics included in this report cover 100% of MCBC's activities (excluding MillerCoors) and performance and 42% of MillerCoors' activities and performance during 2016. We will cover 100% of MillerCoors data in our 2018 report, after one full year of ownership. Our reporting, which includes our full ESG Report, has been prepared in reference to the GRI G4 Guidelines. Assurance of the data contained within our ESG Report and referenced within this report has been carried out by Corporate Citizenship in accordance with ISAE3000.

For details of MillerCoors' progress toward its existing 2020 goals, please see this website: www.millercoors.com/sustainability



For full details of our 2016 performance, including the GRI Index, please see our ESG Report.



Message From Mark

Undiscovered territory is where Molson Coors has always thrived. In previous centuries, our founding families set out to brew a new generation of beer. That same pioneering spirit drives our efforts to address the challenges that face our industry today, from climate change and the growing need to protect precious resources, to behavioral change among our consumers. We've been committed to these issues and we've come a long way over years of reporting and target setting. But today, we want to do more than just get better – we want to lead on these crucial issues.

Our industry position was strengthened in 2016 with the acquisition of MillerCoors, opening a new chapter in our long history. We recognize, though, that growth brings even greater responsibility to make a positive impact on our world. In addition, we are very pleased that we were recognized in the Dow Jones Sustainability World Index for the fifth consecutive year. While recognition is always welcome, we know that we can't stand still. That's why we've launched a bold new sustainability strategy and goals to take us to 2025,¹ which will see us Raise the Bar on Beer.

With our new goals, we're aiming to Delight the World's Beer Drinkers, while encouraging them to enjoy our brands responsibly. We're working closely with government agencies, industry partners and others to reinforce responsible consumption and behavior. We recognize that we share responsibility through our marketing, and we'll be placing even greater focus on these activities through our 2025 goals. These include implementing even more impactful programs to reduce harmful effects of alcohol abuse, improving our nutritional labeling and ensuring consumers have access to low- and no-alcohol beers.

We're also ensuring that at the heart of what we do, we're sustainably brewing. With a focus on 2025, we're driving water efficiency both within our direct operations and through our supply chain. We are also setting ambitious targets for reducing absolute carbon emissions by 50% within our own business and by 20% across our value chain.¹

We're already making great strides toward these and other targets. In 2016, we reduced carbon intensity by 5.8% against the previous year and significantly reduced water usage through our Grower Direct Program in the US. We also achieved zero waste to landfill at 12 of our major manufacturing facilities, a major step toward our goal of becoming zero waste to landfill. These achievements mark real progress in our sustainability drive.

Our sense of responsibility goes even further, reaching out to our wider family – our employees and communities who help collectively craft our company and our culture. With this in mind, I want Molson Coors to be recognized as a Great Place to Work®, and one that supports our communities. In 2016, we invested more than \$12.1 million in these communities together with MillerCoors, and by 2025, we're aiming to reach \$100 million with our aggregate contributions.

For me, Molson Coors is more than just a company – we are a family of passionate beer lovers. For generations, we have devoted ourselves to helping people celebrate those moments when they catch up and connect with family and friends. Molson Coors has stood the test of time and continues to explore, change and grow. Even today, we continue to see ourselves at the frontier as we set out to reach our ambition of becoming the First Choice for Consumers and Customers, while creating a more sustainable future for our communities, our employees and our shareholders.

**Mark Hunter,
CEO and Signatory
of the Global CEO
Alcohol Commitments**



¹ Set against a 2016 baseline incorporating 100% Molson Coors and 100% MillerCoors data.



Our Beer Print 2025: Raising the Bar on Beer



Doing business the right way has always been the Molson Coors way. It's what has been guiding our business for decades. That's why we believe that every time a beer is picked up, there is a beer print left behind. Wherever we brew and sell our beer, we leave an imprint on our communities, on our environment and on our business. It's what we call Our Beer Print, and by working toward our 2020 goals, we've been making sure it's a favorable one.

Now that MillerCoors is wholly within the Molson Coors family, we recognize that our growth creates even greater responsibilities to be a leader in sustainability. It's a role that matters to us, which is why we've revised our 2020 sustainability goals and replaced them with our even more ambitious 2025¹ targets. It's our way of putting a stake in the ground with a series of aspirations that are not just nice to have, but which will shape the company we want to be. These goals aim to create a new culture throughout our organization and beyond, changing behaviors, broadening perceptions and setting new standards for our industry.

Informed by our materiality assessment in 2017 and with the UN Sustainable Development Goals (SDGs) in mind, we've identified three important areas for us to focus on, underpinned by a set of ambitious goals aligned with our key priorities. And with this, we're Raising the Bar on Beer.

SUPPORTING THE SDGs

The United Nations Sustainable Development Goals (SDGs) offer industries and organizations an opportunity to align themselves with a common plan and agenda to tackle some of the most pressing challenges facing our world such as poverty, climate change and conflict. While supporting all 17 SDGs, following a robust materiality assessment in 2017, we're focusing on the six goals shown below. These represent the areas we've identified where we believe we can make the most direct impact to advance the global goals.



➔ [See our ESG Report to read more about how we arrived at the most important issues for Molson Coors to prioritize.](#)



¹ Set against a 2016 baseline incorporating 100% Molson Coors and 100% MillerCoors data.

WE BELIEVE IN	OUR PRIORITIES	2025 GOALS ¹
<p>Responsibly Refreshing enjoying one of life’s simple pleasures</p>	<p>Inspire responsible drinking</p>	<ul style="list-style-type: none"> • Implement impactful programs to prevent underage drinking and drunk driving in every market where we sell beer. • Partner with global alcohol producers to reduce harmful alcohol use by 10% and encourage consumers to have sociable and responsible drinking occasions.
	<p>Ensure responsible marketing and consumer information</p>	<ul style="list-style-type: none"> • Make certain 100% of our advertising and marketing programs are in compliance with company, industry and applicable governmental standards. • Deliver nutritional information, alcohol serving facts and ingredients to consumers for 100% of our products.
	<p>Drive innovation</p>	<ul style="list-style-type: none"> • Offer consumers exceptional quality no-alcohol and low-alcohol choices in 100% of the markets where we sell beer.
<p>Sustainably Brewing from grain to glass</p>	<p>Make the most out of every drop</p>	<ul style="list-style-type: none"> • Improve water-use efficiency in our breweries by 22% to achieve a 2.8 hl/hl water-to-beer ratio. • Partner with others to protect valuable water resources in our high-risk watersheds where our breweries are located.
	<p>Reduce our carbon footprint</p>	<ul style="list-style-type: none"> • Reduce absolute carbon emissions from our direct operations by 50%, and achieve an absolute carbon emissions reduction of 20% across our value chain.
	<p>Promote a circular philosophy</p>	<ul style="list-style-type: none"> • Achieve zero waste to landfill at all of our major manufacturing facilities.
	<p>Grow best practice in agriculture</p>	<ul style="list-style-type: none"> • Improve water-use efficiency of our agricultural supply chain and malting operations by 10%, a volume equivalent to the entire water use of all our breweries across the world. • Source 100% of our barley and hops from suppliers who grow, produce and deliver in a manner that recognizes and embraces our sustainability standards.
<p>Collectively Crafted for our people and communities</p>	<p>Be known as a great place to work for our people</p>	<ul style="list-style-type: none"> • Achieve recognition on the Great Places to Work® Index. • Demonstrate Caring in Action by achieving 40% reduction in Lost Time Accident (LTA) rate.
	<p>Be a good global citizen</p>	<ul style="list-style-type: none"> • Invest \$100 million in initiatives that aim to improve livelihoods, foster empowerment and build resilient communities.
	<p>Strengthen our supply chain</p>	<ul style="list-style-type: none"> • Work with suppliers who adopt our supplier standards and allow us to jointly commit to an ethical and sustainable supply chain. • Promote diversity across our supply chain and actively engage with women-owned or minority-owned businesses as suppliers.

¹ Set against a 2016 baseline incorporating 100% Molson Coors and 100% MillerCoors data.

One Great Family

Beer is our passion, our heritage and our future. We combine centuries of brewing heritage with a lasting connection to drinkers and a healthy dose of modern business – that’s what makes us a leading global brewer.

WE ARE FAMILY

Our story started back in 1774, and today combines three brewing families: Molson, Coors and Miller. Together, the three branches of our global family have been crossing new frontiers to serve communities across the world.

OUR GLOBAL BRANDS

We want to be their first choice for any occasion, so we offer a broad range of brands to suit any taste – we have beer for every beer lover.

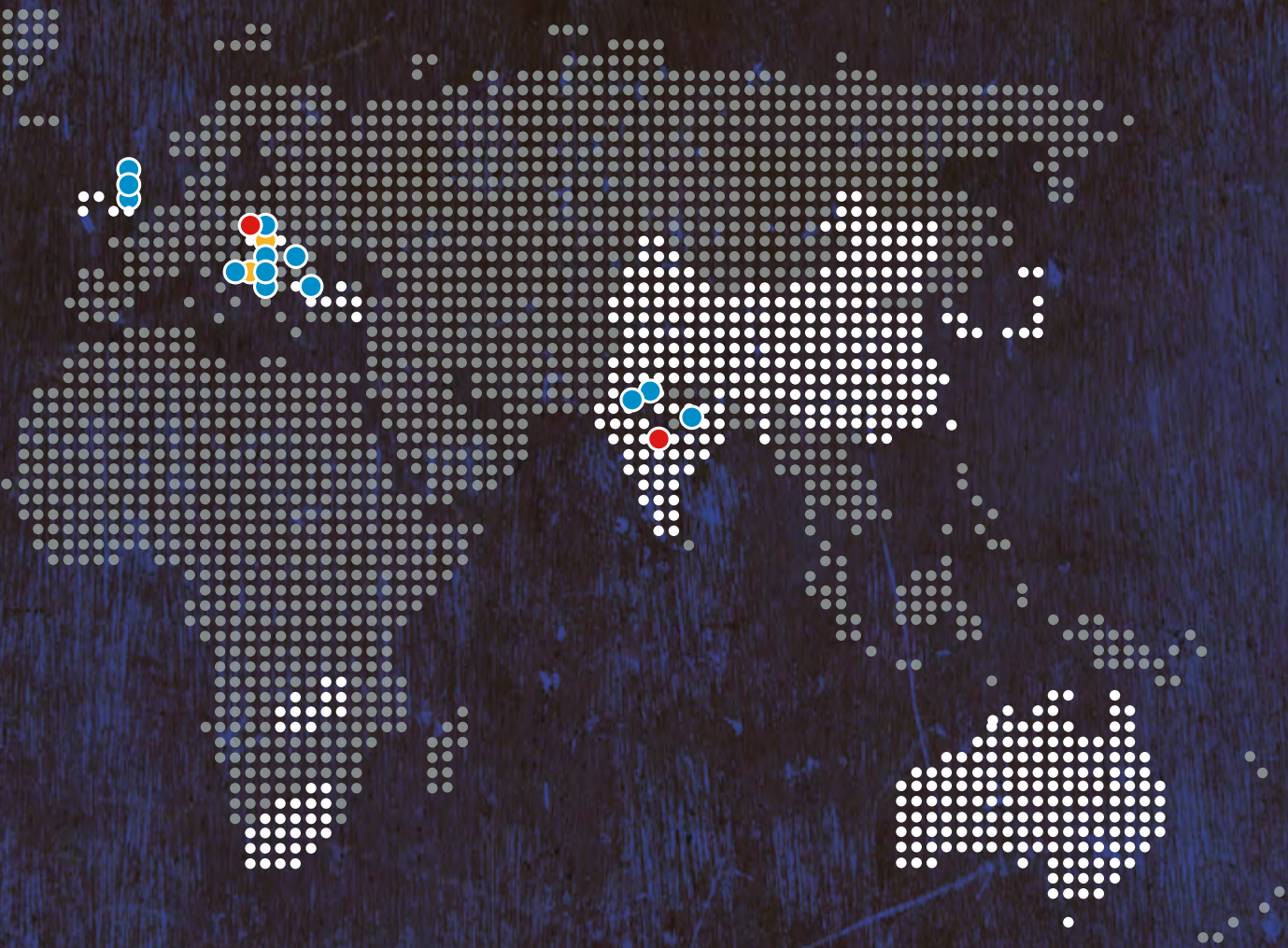


FIND US HERE

MOLSON Coors

- Offices
- Breweries
- HQ
- Other Operations
- Market Territories





 **16,397**
employees

Diverse portfolio
of more than 90 strategic
and partner brands

 **29**
breweries

Acquisition of MillerCoors

in 2016, making us one of the
world's largest brewers

\$13,545.1m

pro forma gross sales
and \$2,561.9 million
net of excise tax



Brands sold in more than
65 markets

IN THIS SECTION

P 10 Inspiring Responsible Drinking

P 15 Drive Innovation

P 14 Ensuring Responsible Marketing Practices and Consumer Information

Responsibly Refreshing

Enjoying One of Life's Simple Pleasures

Wouldn't it be great if you knew your beer was made to make the most out of every moment – from nights out with friends to unexpected adventures? That with every sip, you're not just enjoying one of life's simple pleasures, you're also making memories that last. That it was brewed and marketed responsibly, and that it helped beer fans everywhere get home safely? We think so, too.

Raising the Bar on Beer: Our 2025 Strategy and Goals

At Molson Coors, we're all about people enjoying a good time safely. That's why we are helping people get more of their refreshment in a responsible way. To do that we're expanding our low- and no-alcohol product choices, helping our beer fans make choices with responsible enjoyment in mind, and are partnering with customers, retailers and our peers in the global alcohol industry to champion responsible consumption.

As we set our sights beyond 2020, we have developed a new set of ambitious goals focused on the issues that matter most to our business, with input from our materiality assessment and discussions with our stakeholders. They are deliberately aspirational, as we aim to be leaders in bringing about real change within our industry.

CONTRIBUTING TO THE UN SUSTAINABLE DEVELOPMENT GOALS





Our 2025 Priorities and Goals



OUR PRIORITIES

2025 GOALS¹

Inspire **responsible drinking**

Implement impactful programs to prevent underage drinking and drunk driving in every market where we sell beer.

Partner with global alcohol producers to reduce harmful alcohol use by 10% and encourage consumers to have sociable and responsible drinking occasions.

Ensure **responsible marketing and consumer information**

Make certain that 100% of our advertising and marketing programs are in compliance with company, industry and applicable governmental standards.

Deliver nutritional information, alcohol serving facts and ingredients to consumers for 100% of our products.

Drive **innovation**

Offer consumers exceptional quality no-alcohol and low-alcohol choices in 100% of the markets where we sell beer.

¹ Set against a 2016 baseline incorporating 100% Molson Coors and 100% MillerCoors data.



Inspiring Responsible Drinking

We believe that we're successful when our beers and ciders are enjoyed in the right way. For us, being a sustainable company is about people drinking responsibly, not more. By innovating more responsible refreshment options and responding to the changing needs of our consumers, we believe we're offering them choices that promote enjoyment. Because for Molson Coors, putting the safety and enjoyment of our consumers first is how we create relationships that last a lifetime. So, with every glass, we're inviting our consumers to make our beer even better by enjoying it the best way – responsibly.

Our 2025 goals will ensure that we will continue to work collectively to sustain consumer confidence that beer has a proper place in society and fits within a well-balanced lifestyle. We also remain committed to providing measurable initiatives in every market to reduce the harmful misuse of alcohol and improve health and social outcomes.



OUR 2025 GOALS

- Implement impactful programs to prevent underage drinking and drunk driving in every market where we sell beer.
- Partner with global alcohol producers to reduce harmful alcohol use by 10% and encourage consumers to have sociable and responsible drinking occasions.¹

¹ Set against a 2016 baseline incorporating 100% Molson Coors and 100% MillerCoors data.





GETTING HOME SAFELY

At the end of a great night out, everyone wants to get home safely. Molson Coors supports a range of initiatives to enable our consumers to do just that, from campaigns that raise awareness of the dangers of drunk driving to safe and convenient transport options for those having a big night out.

Thanks to the explosion in great transportation apps, there are more ways than ever for people to end the night with a safe ride home. We've taken advantage of this technology to help consumers of our brew.

Through our partnership with transit companies, Uber, 1-800-TAXICAB and designated drivers, we are making sure that beer drinkers have a range of options to get home safely so that they never drive drunk.

Since its inception in 1998, our unique partnership known as TaxiGuy has helped over 5 million Canadians get home safely, with 172,900 rides in 2016. It combines the resources of 425 Canada-wide taxicab companies by linking them together through one memorable toll-free phone number and free smartphone apps. With 20,000 cabs under one contact, and services available in more than 700 cities, safety is delivered at a single touch.

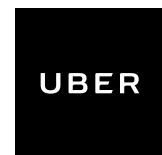
We're also partnering with local municipalities to curb drunk driving. In 2016, MillerCoors partnered with mass transit systems in 21 communities to provide Free Rides on buses and trains to over 663,000 people.

In Bosnia and Herzegovina, we reached over 500 participants with our "Happy New Year without Victims" program, which aims to increase awareness of and improve traffic safety over the holidays. In partnership with the local Ministry of Traffic and Republic Agency for Traffic Safety, we held a press conference to remind citizens about the harmful impacts of drunk driving, and reinforced the message with a radio, print, digital and PR campaign. Our team also traveled throughout the country in an educational caravan, making stops in four cities to distribute flyers and engage pedestrians in a "drunk goggle" simulator experience to remind people how dangerous it is to drive under the influence.

Toward 2025, we're looking at ways that we can partner with others to find more innovation solutions to help prevent drunk driving in 100% of the markets where we sell beer.

SUPPORTING MORE WAYS TO GET HOME

Together with Uber, tens of thousands of discounted rides were provided in cities across the US in 2016, including a holiday program that reached Minneapolis, Columbus, Miami, Denver, Atlanta, Louisville, Philadelphia, Charlotte, Houston, Pittsburgh, New York City and Dallas. During the baseball, hockey and football seasons in 2016, Uber rides were provided to professional and college sport fans from Green Bay to Austin and Charlotte to Las Vegas.





ENABLING MODERATE CHOICES

Across our portfolio, we’re finding more ways of making sure that the millions of people already enjoying the simple pleasure of our beers can do so responsibly. But we know that we can’t do this alone. We recognize that having effective quality partners is essential to successfully reducing the harmful effects of alcohol abuse. That’s why we work with nationally recognized organizations such as the Responsible Retailing Forum in the US and the Respect 21® program to team up with retailers and distributors to prevent underage access in college communities. Additionally, through the Great Plays Grants program, we work closely with university administrators to address risky drinking behavior in students through evidence-based approaches. Funding through the program surpassed \$1.2 million in 2016. In retail and stadium venues across the US and Canada, we maintain a valuable partnership with Techniques for Effective Alcohol Management to promote responsible alcohol service and consumption that helps reduce drunk driving.



BETTER TOGETHER: WORKING WITH OUR INDUSTRY

Since 2012, we’ve been working closely with 10 other leading beer, wine and spirit companies and with governments around the world to deliver a 10% reduction in harmful use of alcohol by 2025 through the IARD (International Alliance for Responsible Drinking). Together, we’ve signed Global Commitments to implement actions in five key areas:

- **reducing underage drinking**
- **strengthening and expanding marketing codes of practice**
- **providing consumer information and responsible product innovation**
- **reducing drunk driving**
- **enlisting the support of retailers to reduce harmful drinking**

The current phase of IARD CEO Global Commitments will end in 2017, and we look forward to working with our industry partners to develop the next set of ambitious targets.

We are currently conducting an audit of the rapidly changing regulatory landscape to identify locally relevant risks and opportunities, and are preparing a Commercial Responsibility Policy to be launched in 2017, with mandatory training for all commercial employees.

IARD is one of many commitments that Molson Coors is proud to support. More information and the latest progress report can be found on the CEO Producers’ Commitments site.

We currently operate 22 programs worldwide to prevent drunk driving, and 177 of our brands have consumer facing labels with responsible drinking symbols.

To support our work in this area, we partner with a number of organizations including:





A MOLSON Coors BLOCKBUSTER PRODUCTION



We believe one of the requirements for a good night out is a safe ride home. Since 2008, our Bulgarian business Kamenitza AD has run the “Alcohol is a Bad Driver” campaign. The campaign addresses responsible alcohol consumption, aiming to raise awareness about the consequences of drunk driving, promoting a zero-tolerance attitude to it and creating positive change in people’s behavior on the road.

For 2016, the campaign used an unusual approach, one that would unite and engage even more people – the cinema. The campaign started with a teaser trailer designed to attract attention and intrigue audiences.

At the campaign’s launch event, media, bloggers, partners and campaign stakeholders enjoyed a special premiere of a 30-second blockbuster – “Friday Night. There is only one rule: Don’t drink and drive.” The movie called for responsible behavior on the road and intolerance toward drunk driving, and was supported by a social media campaign and billboard ads around the country.

The campaign has since won several awards, including third place in the “Innovative campaign” category at the 2017 BAPRA Bright Awards, organized by the Bulgarian Association of PR Agencies.

The program also gained support from private and public sector partners, including the Bulgarian Ministry of Interior, Directorate Security Police, Bulgarian Association of Victims in Car Accidents, Bulgarian Red Cross, the Belgium Ambassador and the Union of the Bulgarian Automobilists.

Our partnerships have allowed Kamenitza to expand the impact of our work, including supporting the Bulgarian Red Cross with vital tools for training young drivers in safe drinking, getting more influencers involved in spreading the responsibility message across Bulgaria and inspiring behavior shifts in our consumers.

“The campaign ‘Alcohol is a Bad Driver’ proves to be a socially responsible leader in our community each year. We work together to engage young drivers in our responsibility message and make sure people are sober every time they sit behind the wheel.”

Police Commissioner at the Traffic Police Department, Head Directorate of the National Police



Ensuring Responsible Marketing Practices and Consumer Information

We want all our drinks to be enjoyed with responsible enjoyment in mind. For us, that means providing consumers in all markets with the right information on nutrition, ingredients and alcohol servings to make good choices.



PROMOTING OUR PRODUCTS RESPONSIBLY

There are hundreds of reasons to crack open a beer and celebrate, and we highlight quite a few of them in our marketing. But whatever the reason people gather with a cold brew, we want all our consumers to rest assured that we take the greatest care to promote our beers responsibly and adhere to established guidelines and regulations.

As part of our goals for 2025, we're continuing to strengthen our internal marketing governance practices across all our global business units to ensure that any proposed marketing materials comply with all applicable local laws and regulatory requirements.

Globally, we are continuing to comply with all applicable local, state and national laws. In the UK and Ireland, our Legal and Corporate Affairs department reviews the company's marketing and packaging for compliance with the UK's Advertising Standards Authority Code, the Portman Group Code of Practice and Molson Coors' internal Marketing Code. We provide rigorous training on these codes regularly with the company's marketers. In the US, our Marketing Compliance Committee reviews all proposed US marketing materials, ensuring they comply with our own internal standards, relevant local laws and industry standards such as

the voluntary, self-regulatory Beer Institute Advertising and Marketing Code (BI Code).

We also regularly conduct audits of our internal marketing practices in the US to ensure compliance. If consumers feel that our advertising doesn't comply with the BI Code, they can file a complaint, and if they feel that a violation has taken place, an independent, third-party review body will review this. In addition, we run programs like the Alcohol, Behavior and Communication (AB&C) training program to educate employees on our marketing code.

OUR 2025 GOALS

- Make certain 100% of our advertising and marketing programs are in compliance with company, industry and applicable governmental standards.
- Deliver nutritional information, alcohol serving facts and ingredients to consumers for 100% of our products.



GIVING BEER FANS THE FACTS

We want our consumers to enjoy our beers and ciders sensibly, and we’re always looking for more ways to spread the word – like our own packaging and website.

We’re working toward having 100% of our products provide nutritional information – or links to that information – by 2025. We’ve already made great strides in this area. Since 2012, we’ve included an Our Beer Print Commitment Panel (pictured below) on our packaging sold in the UK. The Panel provides a simple guide on responsible drinking and an easy overview of the environmental and social impacts of our products. It also directs consumers to our sustainability website OurBeerPrint.com to learn more about responsible consumption.

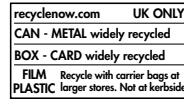
We were also the first beer company in Canada to feature a stamp of responsibility on our products.

Today, packs of Molson Canadian, Coors Light and Molson Dry in Ontario and Quebec demonstrate our commitment to the responsible production, sale and consumption of our brew. With guidelines on Drinking & Pregnancy, Drinking & Driving, Underage Drinking and Our Beer Print, it’s our way of making responsible choices simple.

In 2016, the Beer Institute, the national US trade association for major brewers, announced the launch of the Voluntary Disclosure Initiative to encourage members to display consumer information on products, packaging or websites. By 2020, participating brewers – including Molson Coors – and importers will voluntarily list calories, carbohydrates, protein, fat and alcohol by volume on their beer products and disclose ingredients via a list, website reference or a QR code on the label or secondary packaging.



Nutrition Information		
Typical values	Per 100ml	440ml Can:
Energy	133kJ 32kcal	585kJ 140kcal
Fat	0g	0g
of which saturates	0g	0g
Carbohydrate	2.4g	10.6g
of which sugars	0g	0g
Protein	0.2g	0.9g
Salt	0g	0g



Drive Innovation

We know that, to be truly successful in promoting responsible consumption, we need to pioneer new products and ways of working. That’s why we’re widening our range of low- and no-alcohol choices.

AIMING HIGH WITH LOW ALCOHOL IN EUROPE

To drive alcohol responsibility, we’ve been creating a range of delicious low- or no-alcohol beverages. These include products with a low-alcohol strength of 3.5% ABV or below, giving consumers a genuinely responsible and refreshing alternative. We’ve also expanded our flavored beer mix category by launching Staropramen Cool Cider Beer Mix, the world’s first low-alcohol cider beer mix in 2013. Since then, we have launched additional flavor variants of Staropramen Cool, including lemon, grapefruit and cherry.

In terms of zero-alcohol offerings, we’ve added Staropramen Brewer’s Lemonade to our range – a natural malt-based beverage which has been so successful that we included extra flavor variants and packaging in 2014, just a year after the original launch. So far, we’ve launched these ranges in the UK, Hungary, Czech Republic, Bulgaria, Croatia, Montenegro, Serbia and Romania.

We’re proud of what we’ve already achieved with low-alcohol options and we look forward to creating even more innovative choices, so that beer fans globally can enjoy the same great taste served with refreshing moderation. In fact, by 2025 we’re aiming to offer one low- or no-alcohol brand within every market where we sell beer.



OUR 2025 GOALS

- Offer consumers exceptional quality no-alcohol and low-alcohol choices in 100% of the markets where we sell beer.



IN THIS SECTION

P 18 Making the Most of Every Drop

P 20 Reduce Our Carbon Footprint

P 23 Promote a Circular Philosophy

P 24 Grow Best Practice in Agriculture

Sustainably Brewing

From Grain to Glass

Great beer starts in nature, from the hops and barley we harvest to the water that makes our beer exceptionally different. Throughout the brewing process, we get more from every drop so that you get the most from every brew. We collaborate with our growers to embed best practices across our supply chain so that our imprint on the world is a positive one. That means behind every bottle, there's less waste and more efficiency. The result is beer that's not just better to drink, but better for our planet.

Raising the Bar on Beer: Our 2025 Strategy and Goals

We're proud of our great beers. But we're also proud of the way they are sourced and produced. Ensuring a positive imprint means responsible agriculture to grow our quality barley and protecting precious water resources from the very beginning. It means achieving zero waste to landfill, reducing packaging, and cutting energy usage and carbon emissions in our breweries. For Molson Coors, being a great brewer goes hand in hand with being a responsible steward of the planet.

Being one of the largest brewers in the world gives us a uniquely powerful opportunity to make an impact on sustainable brewing. Our new 2025 goals push us to a new level of responsibility for our resources, using a clear focus on the issues that matter most to our business, with input from our materiality assessment and discussions with our stakeholders. Set against a 2016 baseline, these targets aren't just about us doing a little better every year – it's about starting a wave of change across industry so that considering the planet when brewing becomes the new normal.

CONTRIBUTING TO THE UN SUSTAINABLE DEVELOPMENT GOALS





Our 2025 Priorities and Goals



OUR PRIORITIES

2025 GOALS¹

Make the most out of **every drop**

Improve water-use efficiency in our breweries by 22% to achieve a 2.8 hl/hl water-to-beer ratio.

Partner with others to protect valuable water resources in our high-risk watersheds where our breweries are located.

Reduce our **carbon footprint**

Reduce absolute carbon emissions from our direct operations by 50%, and achieve an absolute carbon emissions reduction of 20% across our value chain.

Promote a **circular philosophy**

Achieve zero waste to landfill at all of our major manufacturing facilities.

Grow best practice in **agriculture**

Improve water-use efficiency of our agricultural supply chain and malting operations by 10%, a volume equivalent to the entire water use of all our breweries across the world.

Source 100% of our barley and hops from suppliers who grow, produce and deliver in a manner that recognizes and embraces our sustainability standards.

¹ Set against a 2016 baseline incorporating 100% Molson Coors and 100% MillerCoors data.



Making the Most of Every Drop

High-quality water is crucial to sustaining life. For Molson Coors, it's also the most essential ingredient in our product and plays a starring role at almost every point of our production chain.

From start to finish, water feeds the barley fields behind our brew and cleans our bottles at the end of the line. That's what gives us more accountability than most to use this resource wisely.

High-quality water supplies are at the heart of our business. Without a healthy supply, there's no way we can continue to produce some of the world's favorite beers. That's part of why we're committed to leading water stewardship by protecting watersheds and exploring more ways to make the most of every drop. To achieve this, our water strategy is focused on working with farmers, NGOs and local municipalities to:

- Improve water efficiency and manage wastewater in our **breweries**
- Lead water conservation, improve soil health and biodiversity, and advance water restoration efforts in our **brewery watersheds**
- Reduce water use in **our agricultural supply chain**

In 2016, we cut our Molson Coors water-to-beer ratio to 4.42hl/hl and reduced water consumption by 0.6% – the combined water-to-beer ratio for our combined operations with MillerCoors operations was 3.53hl/hl.

INCREASING EFFICIENCIES IN OUR BREWERIES

Water is involved in just about every part of the beer manufacturing process. By increasing water efficiency in our breweries, we're reducing the resources we use, the waste we generate and the risks involved – and keeping in line with best practice. We're constantly looking for new ways to reduce rinse cycles and treat and reuse our wastewater. The results are operations that are much more resilient. That's why, by 2025, we're aiming to improve water-use efficiency in our breweries by 22% to achieve a 2.8 hl/hl water-to-beer ratio.¹ In 2016, we reduced our overall water use. The water-to-beer ratio fell to 4.42 hl/hl at our Molson Coors breweries. While the MillerCoors breweries recorded an average of 3.2 hl/hl, the MillerCoors breweries in Trenton, Irwindale and Fort Worth all came in under 3.0 hl/hl for the year.



OUR 2025 GOALS

- Improve water-use efficiency in our breweries by 22% to achieve a 2.8 hl/hl water-to-beer ratio.¹
- Partner with others to protect valuable water resources in our high-risk watersheds where our breweries are located.

¹ Set against a 2016 baseline incorporating 100% Molson Coors and 100% MillerCoors data.

PUTTING WASTEWATER TO GOOD USE

As well as using less water in our breweries, we're recovering biogas from our wastewater through investments in anaerobic digestion (AD) to reduce wastewater discharge and increase our use of renewable energy. Currently, we operate AD facilities at 13 breweries, which include four from MillerCoors. We recover biogas for generating process heat in eight of them. As a result, in 2016 we achieved savings equivalent to 8,623 of tonnes CO₂.

We've committed over \$18 million in investments to implement AD and biogas recovery breweries in Central Europe. We're expecting these investments to reduce our carbon footprint by over 10,000 tonnes of GHG emissions by 2020.

 [Find out more about how we're reducing our carbon footprint.](#)



PROTECTING LOCAL WATERSHEDS

Water is becoming increasingly scarce in a number of regions around the world. Some of our operations are situated in water-scarce and water-stressed areas. These are places where the watershed needs focused conservation initiatives, and we are committed to doing our part to ensure the watershed is secure. But it's not just about restoring the volume of water we take out for our US operations. It's also ensuring the water we restore is high quality and that more people have access to it for a number of years to come.

In Texas, we partnered with Natural Resources Conservation Service (NRCS) and the Tarrant Regional Water District. Starting in the Chambers Creek watershed, we formed the National Water Quality Initiative (NWQI), which has facilitated almost 200 landowners to commit to improving their water use practices over 35,000 acres of land. In 2016, we expanded this partnership into the Eagle Mountain Lake and Wise County watersheds, doubling the number of gallons of water restored in the state of Texas. So far, between 2012 and 2016, the partnership has led to the restoration of 3.9 billion gallons of water to the Trinity River.



Find out how we're working with farmers to reduce water use in our supply chain.

To protect and enhance the watersheds that support our operations, we're working to improve the quantity and quality of water in the regions where we operate while also improving local access to water for communities. In water-scarce areas like California, and water-stressed regions like Texas and Colorado, this means making sure that the amount of water we restore to watersheds through community projects is the same as the final volume of product our breweries produce in the US. In Europe, we're working to reduce our discharge, while in India, we plan on addressing quality, quantity and clean water issues in our brewery watersheds.

We carry out annual watershed risk assessments across major breweries and implement environmental improvements through collaborative partnerships. These assessments focus on three key categories of water risk – quantity, quality and regulatory. Toward 2025, we hope to continue strengthening our partnerships and are looking to collaborate on safeguarding the valuable resources that our communities rely on for generations to come.

PARTNERING ACROSS OUR INDUSTRY

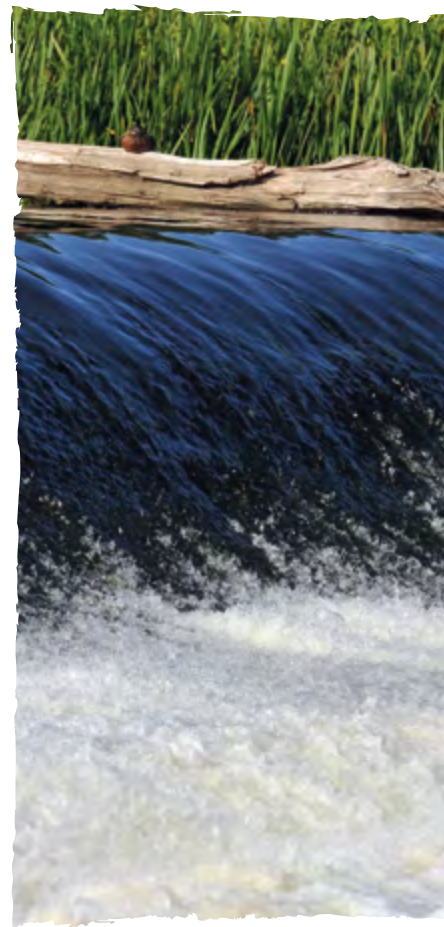
Producing world-class beer relies on high-quality water. At Molson Coors, we want that water to come from sources that are sustainable. But achieving sustainable supply isn't something we can do alone – it requires collaboration across the beverage industry. That's why we're active partners of several industry working groups to promote best practices that protect and improve water quality and resources for everyone.

We are an active member of BIER, a partnership of leading global beverage companies working together to help our industry improve its environmental stewardship. This means we also use BIER's True Cost of Water Tool that helps breweries to develop a clearer view of the cost associated with water use. Molson Coors is a signatory of the [UN Global Compact](#) and in September 2008 signed the [CEO Water Mandate](#) to add our voice and experience to the global water discussion.

In early 2017, our Milwaukee operations began piloting the Alliance for Water Stewardship (AWS) International Water Stewardship Standards and aims to be the world's first AWS certified brewery.



For full data on our water performance, see our ESG Report.



Reduce Our Carbon Footprint

We've created a culture of doing more with less across our operations, so that's why we are focused on efficient energy use and integrating renewables whenever we can. After all, it not only reduces our impact on our environment and supports positive change, it also creates savings across our production chain.

To take this work further, we launched a project in 2016 to analyze our enterprise-wide carbon and energy footprint. We conducted an audit of our operations – including our supply chain – that will help us refine and adjust our data scope as we work toward our 2025 goals.

Now, armed with more precise emissions figures for our suppliers, we're ready to reach beyond our own immediate boundaries, to reduce greenhouse gas emissions throughout our supply chain.

In 2016, Molson Coors reduced our carbon intensity by 5.8% from the previous year.¹



OUR 2025 GOALS

- Reduce absolute carbon emissions from our direct operations by 50%, and achieve an absolute carbon emissions reduction of 20% across our value chain.²



[Find out more about our emissions performance in our ESG Report.](#)



KEEPING BURTON'S LIGHTS ON

Molson Coors has spent the past five years – and more than \$75 million – upgrading our Burton Brewery in Burton-on-Trent. One of the most exciting additions to the site was our new energy center, designed to deliver significant savings in energy costs while sharply reducing our emissions. Since its opening in September 2014, the center has delivered over and above our expectations. During 2016, we recorded a reduction in carbon emissions equivalent to the annual energy use of 337 houses. That's 4.5 million kWh less electricity used – enough saved to power 7,500 street lamps.

It also earned cost savings of \$563,000 which will be utilised and reinvested into our brands, service and breweries to ensure we continue to delight the UK's beer drinkers.

REDUCING THE CARBON FOOTPRINT OF OUR BREWERIES

Besides our significant investments in anaerobic digestion facilities, we've been making exciting progress with cleaner energy sources and energy-saving initiatives to reduce the footprint of our breweries and reduce our emissions. These include a more efficient pasteurizer at our St. John's and Tadcaster breweries and a heat recovery unit in our Ploisti brewery. We've also reduced grid intensity factors at several sites through initiatives like enhanced refrigeration systems and lighting upgrades.

In the UK, our distribution fleet, with the collaboration of our customers, managed to reduce their road miles by 100,000 miles through a combination of better route mapping and backhauling.

There are still plenty of challenges ahead, but through ongoing investments in smarter and more efficient technology, we're setting even bolder targets, aiming to reduce our direct emissions by 50%, and emissions across our value chain by 20% by 2025.²

¹ Intensity data is for Molson Coors only, and excludes MillerCoors. Data will be combined in future reports.

² Set against a 2016 baseline incorporating 100% Molson Coors and 100% MillerCoors data.



BETTER BEER FOR A BETTER TOMORROW



Originally founded in 1984, Granville Island Brewing Company (Granville) is Canada's first microbrewery and now one of the greenest. In spring 2016, Granville began a partnership with Bullfrog Power, Canada's leading green energy

provider, to be powered 100% by clean, green electricity and natural gas. Granville is the first Bullfrog-powered brewery in British Columbia.

Granville purchases 649.1 MWh of green electricity and 6499.2 GJ of green natural gas annually from Bullfrog, which is equivalent to displacing more than 429 tons of CO₂ every year. That's the same as taking 90 cars off the road each year or diverting 154 tons of waste from landfill.

For Granville, sustainability is a part of the brand's purpose and core to the company's heritage. That's why the brewery has been broadening its sustainability measures. For instance, during recent renovations, the old windows and doors from the original brewery were refurbished and reused. To further reduce emissions, Granville upgraded trucks, swapped out old lightbulbs and hand dryers for more energy efficient ones and installed motion sensors in warehouses, so the lights will only be used as needed. As part of Granville Island's Zero Waste Initiative, the brewery also provides onsite recycling, composting and recycles/ reuses materials as much as possible.

Today, consumers can see the Bullfrog Power logo on all of Granville's packaging. The partnership continues to not only educate Canadians about the benefits of green energy, but also fund large-scale renewable energy projects across Canada.

"We believe it's not enough to offer great beers locally as we grow across the country. We need to be doing more to broaden our sustainability measures and even further reduce our carbon footprint."

Dave Nicholls, GM of Granville Island Brewing



PACKING UP OUR EMISSIONS

The carbon footprint of our packaging can come from some unexpected sources. After assessing our operational footprint, we found that packaging materials represented our largest source of emissions, accounting for 37% of our total value chain footprint. That’s why we’ve been redesigning our packaging, not only by adding more recycled content but also by reducing the amount of materials that go into it at the start.

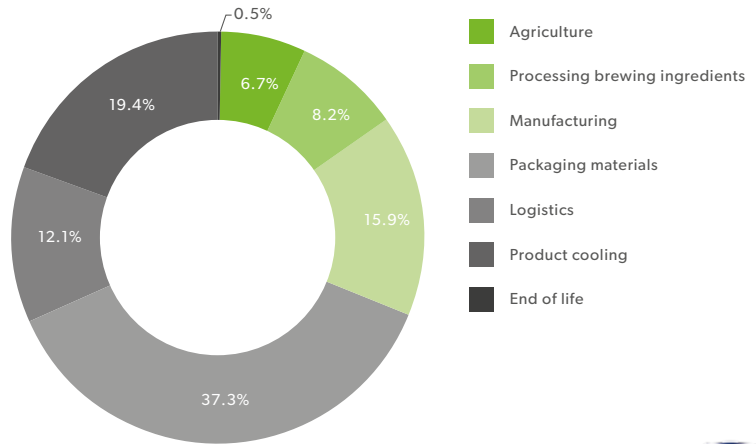
One of the key ways we’re doing this is by implementing lightweighting initiatives and changing our packaging mix, such as shifting from steel to aluminum in certain regions of the world where the majority of cans are still made with steel. Over the next four years, we anticipate a 100% switch to aluminum, which we expect will equal a substantial 43% reduction in primary packaging weight and an 18% reduction in our carbon footprint.

Converting from steel to aluminum over the next two to four years. That’s an estimated 43% reduction in primary package weight and an 18% reduction in carbon footprint.

In Canada, our volume of 710ml cans was around 200,000 hl, which equals a 65- tonne reduction in aluminum. That means that based on the US metal industry’s 68% general recycled content, Canada will save 1,388 kgCO₂e annually. Our European division has reduced can weights by 0.8 grams on its 500ml cans, which represents a 103-tonne annual reduction going forward. Additionally, we’ve reduced the can ends of our 8-, 10-, 12- and 16-ounce cans in the US for the Coors Family of Brands, reducing our use of aluminum by 4.8 million pounds and reducing GHG emissions by more than 24,700 tonnes annually.



2016 GHG emissions – Global (including MillerCoors)



Of course, it’s not just about making the cans lighter or thinner, it’s also about how we select our materials to reduce our emissions across the value chain. That’s why our packaging strategy includes increasing recycled content of materials where possible and ensuring we use sustainably certified paper material for our packaging. We have longstanding take-back programs across our operations in Canada, Europe and India. We also promote recycling to consumers with deposits for cans and bottles in these operating areas.

In the US, EveryOneCan, starting in summer 2017, will be aimed at encouraging consumers to recycle. The campaign will include rewarding consumers with cooler bags made from recycled vinyl advertisements and grills made from recycled kegs.

In non-returnable markets like Japan, our Zima 275ml bottle weight was reduced by 19.5%, utilizing the supplier’s Narrow Neck Press & Blow process. With the conversion, ZIMA has gone from having the heaviest bottle to the lightest when compared with other 275ml bottle ready-to-drink competitors in Japan. The new bottle has achieved a 46% improvement in bottle defects and is 21% stronger than its heavy predecessor, resulting in reduced losses throughout the supply chain. We’ve also achieved a 19.5% weight reduction which translates into less fuel used during glass manufacturing and transport, as well as a cost saving of 14%.



Promote a Circular Philosophy

Our commitment to true efficiency isn't just about doing more with less – it's also about making sure our operations create less waste to begin with. That's why we're working toward achieving zero waste to landfill at our major manufacturing sites¹ by 2025.²

WORKING FOR A WORLD WITHOUT WASTE

From our beginnings, we've strived to find new ways to repurpose waste streams into something new and productive.



OUR 2025 GOALS

- Achieve zero waste to landfill at all of our major manufacturing facilities.²



THE ART OF RECYCLING

As part of Our Beer Print Month in 2015, our Trebjesa Brewery in Montenegro launched a unique recycling initiative to engage employees around its waste reduction initiatives. Specifically, Trebjesa employees were asked to collect aluminum cans at home and bring them into work. Employees rallied around the challenge, encouraging their family and friends to contribute to the can collection program and ultimately gathered more than 5,000 cans throughout the course of the year.

A year later, the result of the can collection program was unveiled during Our Beer Print Month 2016. Employees were surprised by a spectacular, five-meter-tall statue called Bottle and Glass made with the 5,000 cans they had helped to collect by the entrance of the brewery. The art sculpture, featuring a bottle of beer poured into a pint glass, was created by Montenegrin artists Marko Petrović-Njogoš and Nikola Simanić. Not only does the colorful art piece impress visitors to the brewery, the sculpture also serves to remind all Trebjesa employees about our company's values and commitment to waste reduction.

SENDING ZERO WASTE TO LANDFILL

As Bill Coors once said, "waste is just a resource out of place" – and it was Bill who pioneered the use of recyclable aluminum cans in 1959 and transformed the recycling industry. Today we track waste to landfill from our major manufacturing sites.¹ In 2016, we disposed of 2,989 tonnes to landfill, a 56% reduction from the previous year.³ We think that's a pretty good start but to reach our target we recognize the need to do more.

In 2016, we reduced total waste to landfill by 56% from the previous year.³



[Find out more about our waste data in our ESG Report.](#)

¹ Our major manufacturing sites consist of facilities with over 75 employees.

² Set against a 2016 baseline incorporating 100% Molson Coors and 100% MillerCoors data.

³ Data is for Molson Coors only.

Grow Best Practice in Agriculture

Great beer needs great barley – and that means working with dedicated farmers in our supply chain, many of whom have worked with Molson Coors for generations, to produce some of the highest quality barley in the world.

From our analysis, our agricultural operations make up some of the largest portions of our water footprint, so it is important for us to partner with farmers in our supply chain to embed sustainable techniques and best practices in their operations. By 2025, we aim to source 100% of our barley and hops from suppliers who grow, produce and deliver in a manner that recognizes and embraces our sustainability standards. We will also improve water-use efficiency of our agricultural supply chain and malting operations by 10%, a volume equivalent to the entire water use of all our breweries across the world.

TRACKING FARM PERFORMANCE

We’re using the latest technology to track our barley growers’ efforts to conserve, improve and reduce water use on their farms and to contribute to greater watershed health for everyone. In the US, we developed our Grower Direct Portal in late 2015, an innovative digital platform which forms part of our Grower Direct Program. The platform collects the data of agricultural best management practices at the field level. We are able to query this data to monitor our collective progress against resource goals and seek out which farming best practices can provide the best results. In the future, the portal will allow our growers to share information and data. For example, farmers will be able compare crop outcomes, soil moisture and irrigation techniques and learn from their community of neighbors

about what really works when it comes to growing high-quality barley with less water. During 2016, we moved 800 farmers onto the portal, taking the total number of growers using the portal to 836.

CERTIFYING OUR COMMITMENT

As a company, we’re built on barley – and ensuring a sustainable supply is a big part of what we do. After all, without barley, there’s no beer. In 2008, we partnered with our major grain merchant in the UK, [Frontier Agriculture](#), and, facilitated by the [European Food and Farming Partnership](#) (EFFP), we set up the Molson Coors Growers Group (MCGG), to ensure a top-quality barley supply. The 157 members of the group now supply more than 47,000 tons of barley for Molson Coors.


Carling, the UK’s best-selling lager, and Worthington’s Ale have both received [Red Tractor certification](#) for their malt barley. Red Tractor began in 2000 and has grown to become the UK’s biggest farm and food standards scheme, covering animal welfare, food safety, traceability and environmental protection. The Red Tractor label now appears on over £12 billion worth of fresh food and drink products in the UK, independently verifying quality from farm to shelf. It now also featured on all the relevant Carling and Worthington’s packaging too.



OUR 2025 GOALS

- Improve water-use efficiency of our agricultural supply chain and malting operations by 10%, a volume equivalent to the entire water use of all our breweries across the world.¹
- Source 100% of our barley and hops from suppliers who grow, produce and deliver in a manner that recognizes and embraces our sustainability standards.

¹ Set against a 2016 baseline incorporating 100% Molson Coors and 100% MillerCoors data.

 [Find out more about the responsible sourcing standards we implement across our supply chain.](#)



REDUCING WATER USE IN AGRICULTURE

To promote integrated farm management, we've been working with LEAF (Linking Environment and Farming), a leading UK-based organization working to deliver more sustainable food and farming. Since 2011, we've been supporting the development of LEAF's Water Management Tool, which gives farmers a simple way to run a complete health check for water use on their farms.

The tool helps farmers map their water usage and distribution and provides guidance to improve irrigation and washing systems, as well as methods to advance water quality and recycling. In addition to helping farmers find smarter ways to manage water, the tool delivers important cost savings. UK members of our Molson Coors Grower Direct program can use the tool to track their sustainability commitments and find more relevant ways to support UK agriculture.

Similarly, in the US, we collected best management practices through our Grower Direct Program from our farmers across Colorado, Idaho, Montana and Wyoming. In our Showcase Barley Valley in Silver Creek, Idaho, where we pilot our water reduction practices and demonstrate best-practice irrigation techniques, farmers were able to reduce their water usage by 590 million gallons of water in 2016 with the help of MillerCoors.



[Read more about how we're reducing water use in our operations and protecting watersheds.](#)

CONNECTING WITH OUR FARMERS TO MAKE EVERY DROP COUNT

Considering that in the US, 90% of our overall water footprint happens on the farms that grow our barley, we're making sure our programs go beyond our breweries and into the fields where our farmers cultivate the high-quality crops that we use in our products. We work with generations of independent barley growers like the Stevenson family's Hillside Ranch in Silver Creek Valley, Idaho, where we've been sourcing high-quality barley for over 40 years. Through our partnership, farmers like the Stevensons have been able to better adapt to the changes in the climate and get the most out of every drop of water on their fields.

"The snowpack is our reservoir and over the last 10 years it's diminished by 10 to 15%," says farmer Justin Stevenson. "That's where The Nature Conservancy has given us the tools and then MillerCoors has paid for a lot of those tools." Those tools include digital yield monitors on combine harvesters and soil moisture probes.

In 2016, local collaborations, like the one we have with the Stevensons, saved more than 590 million gallons of water in the Silver Creek Valley, Idaho. Partnering with our farmers to embed the most efficient practices means that we're helping to ensure that communities and farms have the water they need for generations to come, but it also makes our supply chain more sustainable and resilient. For us, that's essential to ensuring that millions of beer fans around the world can keep enjoying one of life's simple pleasures.



"We can really tell how much water is in the soil so we can turn the irrigation off early. The first year we saved enough water for 16 hours of water to flow through Silver Creek."

John Stevenson, Owner

IN THIS SECTION

P 28 Recognition as a Great Place to Work

P 31 Be a Good Global Citizen

P 35 Strengthen Our Supply Chain

Collectively Crafted

For Our People and Communities

Whether they're in our breweries or in our neighborhoods, people are the heart behind our hops. Our beer is made by diverse and talented employees crafting connections with their communities and making the places where we work better places to live. That's why we're proud to share the stories of how passionate people, vibrant neighborhoods and strong partnerships are what really make us great.

Raising the Bar on Beer: Our 2025 Strategy and Goals

At Molson Coors, we recognize we operate as part of a wider community – a responsibility we take very seriously. From promoting the development, diversity and inclusion of our employees and suppliers to investing in local communities, we are committed to supporting our people, our partners and our neighborhoods.

But we're ready to do more. With our sights firmly on 2025, we've developed a set of goals designed to have a big impact on the issues that matter most to our people and communities. Using input from our materiality assessment and discussions with our stakeholders, our new goals are deliberately aspirational, ensuring we prioritize bringing about real, permanent cultural change within our industry.

CONTRIBUTING TO THE UN SUSTAINABLE DEVELOPMENT GOALS





Our 2025 Priorities and Goals

OUR PRIORITIES

2025 GOALS¹

Be known as a **great place to work** for our people

Achieve recognition on the Great Places to Work® Index.
Demonstrate Caring in Action by achieving 40% reduction in Lost Time Accident (LTA) rate.

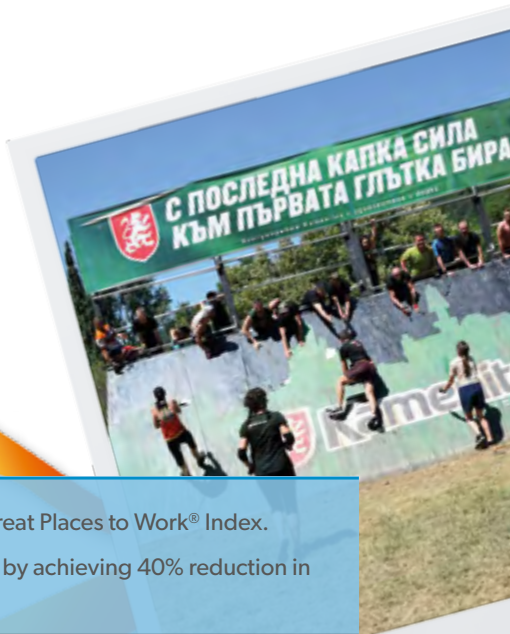
Be a good **global citizen**

Invest \$100 million in initiatives that aim to improve livelihoods, foster empowerment and build resilient communities.

Strengthen our **supply chain**

Work with suppliers who adopt our supplier standards and allow us to jointly commit to an ethical and sustainable supply chain.
Promote diversity across our supply chain and actively engage with women-owned or minority-owned businesses as suppliers.

¹ Set against a 2016 baseline incorporating 100% Molson Coors and 100% MillerCoors data.



Recognition as a Great Place to Work

Beer has always been synonymous with people coming together to celebrate the good things in life. It's a part of people's memories and that puts it right at the heart of communities. For us, that community starts with our dedicated employees. We also know that creating great brew wouldn't be possible without employees who feel valued, safe and inspired to give their best. That's why we support our employees with programs that empower them to succeed in their chosen fields.

To confirm our commitment to our people, by 2025 we're aiming to achieve recognition on the Great Places to Work® Index. The Index provides a comprehensive evaluation of our culture, leadership, performance and employment standards in relation to global peers. Because the Index is developed by surveying a company's employees, we believe that scoring high shows that we're really meeting our employees' needs and expectations for a fulfilling, challenging and exciting career in an inclusive and caring workplace.

A RECIPE FOR DIVERSITY

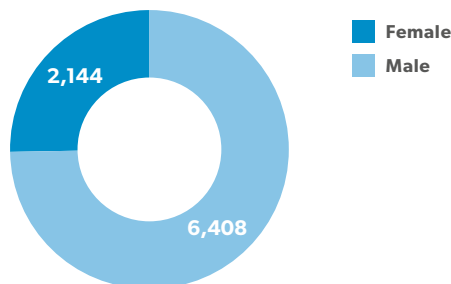
We know that when we support diversity from within our company, we find new ways of working and bright ideas. With the creation of our Molson Coors Diversity and Talent Management Team in 2016, we're continuing to promote an accepting and multicultural work environment.

We are a proudly diverse company and are constantly looking for new ways to empower women to progress in their careers and on nurturing female leadership development. In 2016, our Executive Leadership Team was strengthened by the appointment of two new female members as Chief People and Diversity Officer and Chief Financial Officer.

MillerCoors set a US people goal aimed at increasing diversity representation within senior management, to achieve 30% female and 18% people of color representation. The goal was successfully achieved in 2016. MillerCoors also continued to implement the Women in Beer program, a training program that promotes the development of high-potential female leaders, and launched regional Women's Day of Enrichment events throughout the course of the year for women in field sales roles to participate in networking and education.

MillerCoors scored 95 on the Hispanic Association on Corporate Responsibility's Corporate Inclusion Index for the third successive year. Our diversity and inclusion practices also helped us to achieve a perfect score of 100 with the Human Rights Campaign, which aims to achieve equality for the LGBTQ community, for the 14th consecutive year. US employees complete half-day Inclusive Leader training, and all people leaders at MillerCoors receive additional diversity and inclusion training.

2016 Approximate total employees by gender (number)



OUR 2025 GOALS

- Achieve recognition on the Great Places to Work® Index.
- Demonstrate Caring in Action by achieving 40% reduction in Lost Time Accident (LTA) rate.¹

¹ Set against a 2016 baseline incorporating 100% Molson Coors and MillerCoors data.

[Find out about how we're supporting diversity and inclusion within our supply chain.](#)



EMPLOYMENT PROFILE 2016

APPROX. NO. OF EMPLOYEES

Corporate center (US)	222
Canada	2,139
Central Europe	3,832
UK & Ireland	2,017
International	342
TOTAL	8,552
MillerCoors	7,845

As part of our ongoing commitment, the Inclusion and Diversity Advisory Council, a panel of distinguished HR and diversity business leaders met with Molson Coors Chief People and Diversity Officer, Michelle Nettles, and MillerCoors CEO, Gavin Hattersley, twice in 2016 to provide feedback and suggestions as to how we can advance diversity and inclusion within the company and in the future.

Training for the Future

2016 was a transformational year for us. The coming together of Molson Coors and MillerCoors as one company meant we could share best practices and develop a best-in-class training program for employees, our First Choice Learning Center. Initial course rollouts from the First Choice Learning Center include World Class Supply Chain 2.0, which aims to build our commercial excellence capabilities, and new employee onboarding, which saw a 1.6% decrease in new employee turnover in its first full year.¹

In total, more than 4,000 employees participated in online learning programs in 2016, a 17% increase on the previous year, and 1,000 live classes were delivered globally supporting our leadership, commercial and supply chain initiatives.² Depending upon job role and target audience, an employee may receive up to 40 hours of training annually. Through our efforts to standardize our global HR policies and tracking processes, we are looking at ways to define our key performance metrics for the business. This is a long-term program, and we aim to have metrics in place in 2018 based on current rollout plans.

¹ Data is for MillerCoors only.

² Data is for Molson Coors only.



PROTECTING WHAT MATTERS

The health and wellness of our people is fundamental to us. We are committed to a workplace culture across all our operations that embraces health, wellness and safety, and promotes healthy lifestyles and work-life balance. By 2025, we want to show our commitments by achieving a 40% reduction in Lost Time Accident (LTA) rate.¹

In 2016, the Lost Time Injury Frequency Rate for every 20,000 hours worked was 0.46.

 [See our full health and safety performance data in our ESG Report.](#)

CHAMPIONING SAFETY

We take the health and safety of all our employees seriously and making Molson Coors a safe place to work is more than a promise we make to employees – it’s been a part of our company since day one.

During the last year, we’ve rolled out several programs to make sure our employees can enhance their well-being in the UK.

Our Zero Harm workshops, have been spreading the message of zero harm across our supply chain management, helping to develop a more integrated and long-term safety culture. At our Burton site, we’ve also rolled out CPR training. So far more than 500 employees have been taught this vital skill.

In 2016, we ran a poster campaign, where we encouraged employees to work with their families to design posters to raise awareness of the golden rules of safety. We then used these posters across the sites to remind employees about the importance of safe behavior.

We’ve also conducted wellness roadshows, run by our internal occupational health team to educate our people on healthy lifestyles. The team has attended meetings across other departments, offering advice on a range of topics and providing key health tests such as blood pressure and cholesterol.

We’re proud of the results we achieved this year but we know a commitment to safety is ongoing. That’s why we’re always looking for opportunities to work with our employees to improve safety at every site.



¹ Set against a 2016 baseline incorporating 100% Molson Coors and 100% MillerCoors data.

Be a Good Global Citizen

Molson Coors is a family. Like all families, we're part of a wider community. We've never seen ourselves as just another business.

As the creators of a product that we believe enables togetherness and inspires connections, we know that we're a big part of the communities where we operate and where our products touch lives. That's why we're always finding more ways to invest in those same communities. Our community investment program is aligned to our sustainability strategy, called Our Beer Print. Over the course of 2016, we're proud to have invested over \$12.1 million in cash and in-kind donations¹ in the communities where we live and work, including \$2.4 million from Molson Coors and \$9.8 million from MillerCoors. By 2025, we're aiming to invest more than \$100 million in cash and in-kind donations collectively in our communities across Our Beer Print priority areas.²

ENGAGING COMMUNITIES

We believe beer is a product that inherently connects people. That's why we continue to support and invest in a wide range of community programs, events and activities that engage and inspire our neighbors, bring benefits to the communities and create a real connection between us and those communities.

Together for a Better Neighborhood

Sometimes a neighborhood needs a little love. That was the case with the City of Denver's River North Art District. Our community affairs team partnered with the Downtown Denver Partnership's CityBuild – a network of passionate young people committed to civic engagement. Together, we creatively crafted a makeover for the unlit and unloved 38th Street underpass, near our new Blue Moon Brewery.

More than 100 community and Blue Moon employee volunteers joined noted local muralist Pat Milbery and artist Knomad to paint a mural and enjoy a post-event celebration at the brewery. Geometric lighting in the underpass will provide the finishing touch. In addition, a social media charity campaign has been launched with our support. Every time legal drinking age consumers use hashtags #SomethingsBrewingRiNo and #donation with a post expressing how creativity improves their community, Blue Moon donates \$1 to a future River North Art District community project.

Of course, neighborhoods aren't always just in the urban jungle. Our Hungarian brewery is in the region of the country's Bükk National Park, which is home to a popular education trail. The four-kilometer-long trail needed new information boards but its steep cutaways made adding them difficult and the work had been neglected.

Thanks to our very own "Borsodi Superheroes," nine teams totaling 130 volunteers took on the challenge. Working carefully and collaborating across different teams, our volunteers slowly maneuvered nine new information boards into their new homes, ensuring that hikers and visitors to the park have access to plenty of fascinating information about the Bükk hills area for years to come.



OUR 2025 GOALS

Invest \$100 million in initiatives that aim to improve livelihoods, foster empowerment and build resilient communities.²

In 2016, Molson Coors and MillerCoors made a combined \$12.1 million investment in communities.

¹ This includes 100% of Molson Coors and 100% MillerCoors data.

² Set against a 2016 baseline incorporating 100% Molson Coors and 100% MillerCoors data.



REMOVING BARRIERS

The word community immediately conjures up the idea of people being together, and collectively enjoying life's good times. That's why it makes sense for us to support initiatives that remove barriers that prevent people from taking part. In the Czech Republic, that's taken the form of making music festivals easier for people in wheelchairs to enjoy.

For many people with a disability, attending a festival can seem like an impossibility. Thanks to Festivals Without Barriers, in partnership with the Czech National Disability Council, that's changing. Like all the best ideas, Festival Without Barriers is a simple one: collect as many used plastic cups and metal bottle tops as possible and use them to build ramps and pathways for disabled festival attendees. Not only does this help manage the waste that's a normal part of every festival, it also ensures more people get to enjoy the show.

In 2016, four festivals participated in the project and over 1,500 cap collectors set to work, including our customers, our employees, festival-goers and our suppliers. Together they collected 790 kg of plastic and metal caps. These were then used to construct 70 meters of movable ramps. This meant that 165 wheelchair users were able to connect and enjoy that unique festival atmosphere.

Special services such as private toilets, parking and relax zones were also provided for disabled attendees, along with educational programs about the barriers experience by those with disabilities.



OUR BEER PRINT MONTH

We think Our Beer Print provides a pretty exciting approach to sustainability but we also know it needs the support of our people to reach its full potential. That’s why each year we host Our Beer Print Month. We use one month each year to bring our employees together through a series of fun and engaging activities that celebrate Our Beer Print victories and inspire the next great leap of progress.

This past year, we also added an online employee engagement campaign, #MugShot, aimed at rallying our global employees in an effort to eliminate disposable cups and raising awareness for our waste reduction initiatives.

The campaign was a way to get our employees thinking more about the issue of personal waste and helping us meet our zero waste to landfill goals. Starting with the simple idea of bringing a mug into work instead of using disposable cups or plastic bottles, we encouraged employees to think about other ways they could inspire and support their communities.

We were amazed at the range of creative opportunities our employees implemented during Our Beer Print Month:

- In Bosnia, employees held blood drives, renovated a local city district and saved 500 plastic cups in two weeks.
- In Romania, 60 employees from five cities joined a national drive to clean community areas, with over 700 bags of garbage collected.
- Our Canadian employees partnered with liquor stores in British Columbia to help 20,000 locals get home safely during Halloween with \$5 taxi vouchers.

- Teams in Croatia took part in a public run to promote a healthy lifestyle and supported urban gardening projects that help city dwellers grow their own vegetables. The Croatian team also engaged with government departments to educate tens of thousands of young people on the dangers of drunk driving and underage drinking.
- In the Czech Republic, we have a long-term partnership with Helpes, supporting their work with individuals with mental or physical disabilities, including training helper dogs.
- In Montenegro, we donated breathalyzers to the police, supported projects to reduce waste sent to landfill and boost blood donations.

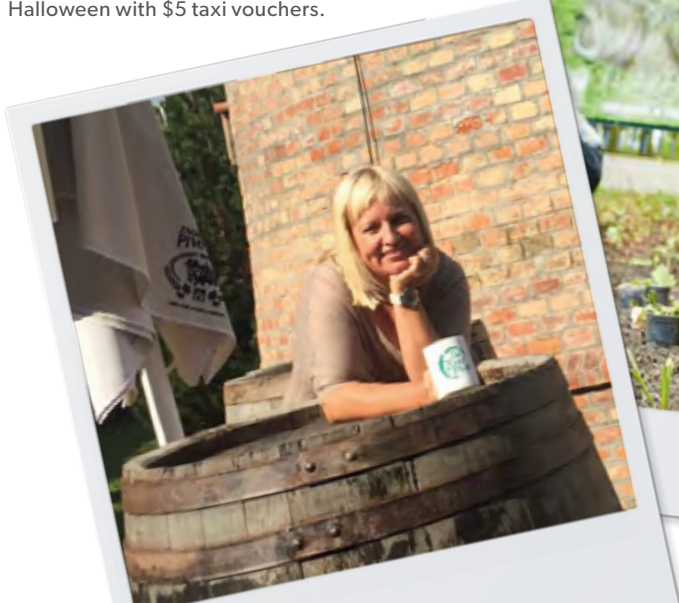
Other global initiatives included creek and river clean-ups, tree planting and encouraging our employees to collect recyclable cans and bottle caps.

A PIONEERING SPIRIT

Throughout our history we have always been pioneers, crossing new frontiers and pushing the boundaries of what we can do. That’s why we support others who share that spirit. We are proud of the support we give to entrepreneurs, helping them to pursue their dreams. And by 2025, we’re aiming to empower even more individuals by helping to create better jobs, better health and better opportunities in the communities where we operate.

MillerCoors’ total United Way donations in 2016: \$2.4 million.

6,943 volunteers participated in our 2016 Our Beer Print and Great Water Month activation.



INSPIRED BY INNOVATORS

We love investing in innovators who hold true to their passion, because that’s what we’ve always done. Over 30 years ago, we had an idea: to brew a great tasting light beer. People said it was impossible, but we believed in it wholeheartedly, never wavered, and ultimately created Miller Lite and a new category of beer. Since then, we’ve helped other entrepreneurs hold true by creating the Miller Lite Tap the Future program.

Through this program, applicants learn about financial literacy, get advice on business plans, and get a chance to pitch and get feedback from some of the sharpest business minds. Thirty finalists are coached before pitching live on stage during a number of

national events and the winners receive over \$200,000 to fund their future.

Our 2016 winners – who beat 13,000 competitors – were Ayla Bystrom-Williams and James Hill from Honeymoon Brewery. Their brewery, in Santa Fe, New Mexico, has perfected a brew that combines carbonated kombucha tea with alcohol, and contains less sugar than conventional beers, making it a healthier alternative.



“From the very beginning, we knew that we had a product that could be revolutionary. The exposure from this competition, as well as the prize money, will go a long way in getting us to the next level. And more importantly, the business knowledge we gained from the judges has given us insight on how to improve our brand and sustain it for years to come.”

**Ayla Bystrom-Williams,
Honeymoon Brewery Founder**



Strengthen Our Supply Chain

Our supply chain partners are an integral part of the Molson Coors family and play a key role in helping us meet our sustainability goals and drive positive change.

Before a company can join our supply chain, they undergo a rigorous check for us to meet our Sustainable Procurement standards. Potential suppliers are first screened and considered for risk. They are then required to provide data and feedback on any areas of concern.

We provide suppliers with the tools and support they need to keep improving. And for suppliers with a high-risk profile, we are continuing our rollout of Sedex, the world’s largest platform for sharing responsible sourcing data on supply chains. This will promote regular audits to make sure our expectations and standards are always being met.

We have codified these standards into our Standards for Suppliers and they include sustainability, ethical business practices and sound commercial standards.

SUPPORTING DIVERSE SUPPLIERS

In addition to encouraging diversity and inclusion within our company, our Supplier Diversity program encourages the use of business enterprises owned by minorities or women. As well as promoting diversity, this helps these enterprises to grow and boost the economy and the spending power of diverse communities. This helps us build a supply base that reflects the diversity of our consumers. Since 2011, we have spent a total of \$3.98 billion with women- or minority-owned suppliers and, looking forward, we’re committed to further promoting diversity across our global supply chain.

Among MillerCoors initiatives is our Minority- and Women-owned Business Enterprise (MWBE) Supplier of the Year award. In 2016, this was awarded to NEI Global, a relocation service and nationally certified Women’s Business Enterprise.

Besides exemplifying the qualities essential to our mutual success, NEI Global helped us in 2016 to take the best care we can of our people, continually review our business, and conduct comparisons against market and other clients.

Specifically, NEI Global proactively identifies opportunities for reductions, resulting in a \$410,000 saving for MillerCoors in 2016 through their program management. They also brought forward a program to help us with our sustainability efforts. Through their initiatives, they reduced 1,857 pounds of cardboard, saved 743 gallons of fuel and planted 60 trees.

Effective and reliable supplier relationships like the one MillerCoors has with NEI Global form the foundation for success for our Integrated Supply Chain.



[Find out how we’re working with our agricultural suppliers to reduce their environmental impacts.](#)



OUR 2025 GOALS

- Work with suppliers who adopt our supplier standards and allow us to jointly commit to an ethical and sustainable supply chain.**
- Promote diversity across our supply chain and actively engage with women-owned or minority-owned businesses as suppliers.**





MOLSON *Coors*

This Sustainability Report contains “forward-looking statements” within the meaning of the US federal securities laws. Generally, the words “believe,” “expect,” “intend,” “anticipate,” “project,” “will” and similar expressions identify forward-looking statements, which generally are not historic in nature. Forward-looking statements include those relating to the Company’s investments in socioeconomic programs; water management and other environmental efforts; re-use and recycling measures; and sourcing of raw materials. Although the Company believes that the assumptions upon which its forward-looking statements are based are reasonable, it can give no assurance that these assumptions will prove to be correct. Important factors that could cause actual results to differ materially from the Company’s present projections and expectations are disclosed in the Company’s filings with the Securities and Exchange Commission (“SEC”). These factors include, among others, health of the beer industry and our brands in our markets; economic conditions in our markets; stock market and commodities performance; crop yields; consumer demand; global economic conditions; changes in laws and regulations; development of new technology; costs of resources and raw materials; force majeure events; changes in our supply chain system; availability or increase in the cost of packaging materials; success of our joint ventures; risks relating to operations in developing and emerging markets; the impact of climate change and the availability and quality of water; the ability to attract, hire and retain qualified personnel; future financial and operating performance within and related to the industry; and other risks discussed in our filings with the SEC. All forward-looking statements in this Sustainability Report are expressly qualified by such cautionary statements and by reference to the underlying assumptions. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. We do not undertake to update forward-looking statements, whether as a result of new information, future events or otherwise.