

MOLSON *Coors*



RAISING THE BAR ON BEER

OUR BEER PRINT REPORT 2019



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ABOUT THIS REPORT

WELCOME TO THE MOLSON COORS OUR BEER PRINT REPORT 2019. THIS REPORT INCLUDES UPDATES ON OUR BEER PRINT 2025 GOALS, INCLUDING KEY STORIES AND RELEVANT HIGHLIGHTS ON IMPORTANT AREAS.

The reporting scope, including all data and metrics, covers Molson Coors Brewing Company's (MCBC) direct operations including: Molson Coors Canada (MCC), Molson Coors Europe (MCE), Molson Coors International (MCI) and MillerCoors in the US.

This report covers our activities in the fiscal year from January 1 to December 31 in 2018, with additional information on activities after that date where appropriate. We have continued our commitment to report against international frameworks, such as the Global Reporting Initiative (GRI) Standards, the Ten Principles of the UN Global Compact (UNGC), and alignment with the United Nations Sustainable Development Goals (UN SDGs).

Full details of our 2018 performance, aligned to these global frameworks, are available in our [Environmental, Social and Governance \(ESG\) Report](#) and our [SDGs Impact Report](#).

Our reporting, which includes our ESG Report, has been prepared in reference to the GRI Standards. Assurance of the data contained within this report has been carried out by Corporate Citizenship in accordance with ISAE 3000.

For questions, contact us at corporate.responsibility@molsoncoors.com



“I’m proud to say that year after year, our people continue to be a testament to the value and success of Our Brew culture.”

CHANGE IS BREWING BY MARK HUNTER, CEO

We know today’s markets are changing, creating new challenges for a more sustainable future. Some issues – like access to clean water and resources – continue to be a big part of the global conversation. Others – like climate change and eliminating plastic waste – have reached a tipping point and demand meaningful action. As stakeholder expectations change and the urgency for corporate action intensifies, we are amplifying our commitment to sustainability, which we believe is a key driver to how we can be First Choice for our Consumers and Customers.

Our former Coors Brewing chairman, Bill Coors, once said, “Waste is a resource that is out of place.” Eliminating waste has always been a part of how we operate. Molson Coors helped kickstart the recyclable aluminum can revolution decades ago, and this year we are stepping up our efforts to help solve this generation’s waste challenge by setting forth a set of ambitious goals to minimize the impact of our packaging. As part of our 2025 goals, we aim to drive down our packaging emissions, use more recycled content in our plastic packaging, improve recycling solutions in our priority markets and ensure 100% of our packaging is reusable, recyclable, compostable or biodegradable. We look forward to introducing more environmentally sustainable packaging across our portfolio of brands and working in collaboration with others to advance a circular economy.

Beyond our environmental stewardship, we’re also meeting our responsibilities to our consumers. We recognize their desire to be more mindful about their alcohol consumption and to drink responsibly. We’ve responded with great-tasting moderate options globally. From non-alcoholic beer to fermented tea, we’re growing our low- and no-alcohol portfolio to meet the needs of today’s markets, leveraging the trust of brands consumers know to help them explore different tastes and experiences.

Of course, none of this happens without people. I’m proud to say that year after year, our people continue to be a testament to the value and success of Our Brew culture. As a company, we’ve made great strides on our diversity and inclusion strategy, which is helping to identify the next generation of diverse leaders within our organization and promoting women- and minority-owned businesses in our supply chain. I’m thrilled that several of our diverse global leaders have been recognized for the talent and energy they bring to our communities.

With every passing year, the impact of Our Beer Print grows and our ambition to innovate, lead, protect and sustain becomes stronger. I am excited to lean into our innovations to help solve these global issues and am looking forward to tracking our progress in line with the United Nations Sustainable Development Goals (SDGs). I believe we have an opportunity – a responsibility – to rise up together to find solutions to society’s greatest challenges. I’m proud to say we’re already doing it.

Mark Hunter

Brewing Passion

Everywhere

STAYING AHEAD OF A SHIFTING LANDSCAPE

WE BELIEVE THE WORLD OF REFRESHMENT IS CHANGING: FROM EVOLVING DEMOGRAPHICS AND NEW LIFESTYLE TRENDS THAT ARE SHAKING UP OUR INDUSTRY TO GROWING CONCERN AROUND CLIMATE CHANGE, PLASTIC POLLUTION AND INCREASING DEMANDS FOR TRANSPARENCY. AT MOLSON COORS, WE'RE STRIVING TO NOT ONLY EXCEED THESE EXPECTATIONS BUT TO ANTICIPATE WHAT'S TO COME.

We Are CONNECTED

We have a presence in communities all over the world. Our engagement goes far beyond our direct operations, starting with our growers and traveling across our value chain to our suppliers, distributors and retailers. Key players in the Molson Coors value chain work with us collaboratively to bring us closer to reaching our sustainability goals.

FARMERS AND AGRICULTURAL SUPPLIERS

WE SOURCE OUR INGREDIENTS FROM **1,000+** INDEPENDENT GROWERS AND SUPPLIERS PRIMARILY IN THE US AND EUROPE.

BREWING AND BOTTLING

WE BREW IN **24** LARGE BREWERIES GLOBALLY,¹ AND **8** OTHER BREWERIES, INCLUDING CRAFT BREWERIES AND CIDERIES. APPROXIMATELY **18,000** EMPLOYEES WORK ACROSS OUR OPERATION.

TRANSPORT AND DISTRIBUTION

OUR PRODUCTS ARE DISTRIBUTED AND TRANSPORTED DIRECTLY TO **HUNDREDS OF THOUSANDS** OF RESTAURANTS, BARS, SUPERMARKETS, CONVENIENCE STORES, LIQUOR STORES AND OTHER RETAILERS.

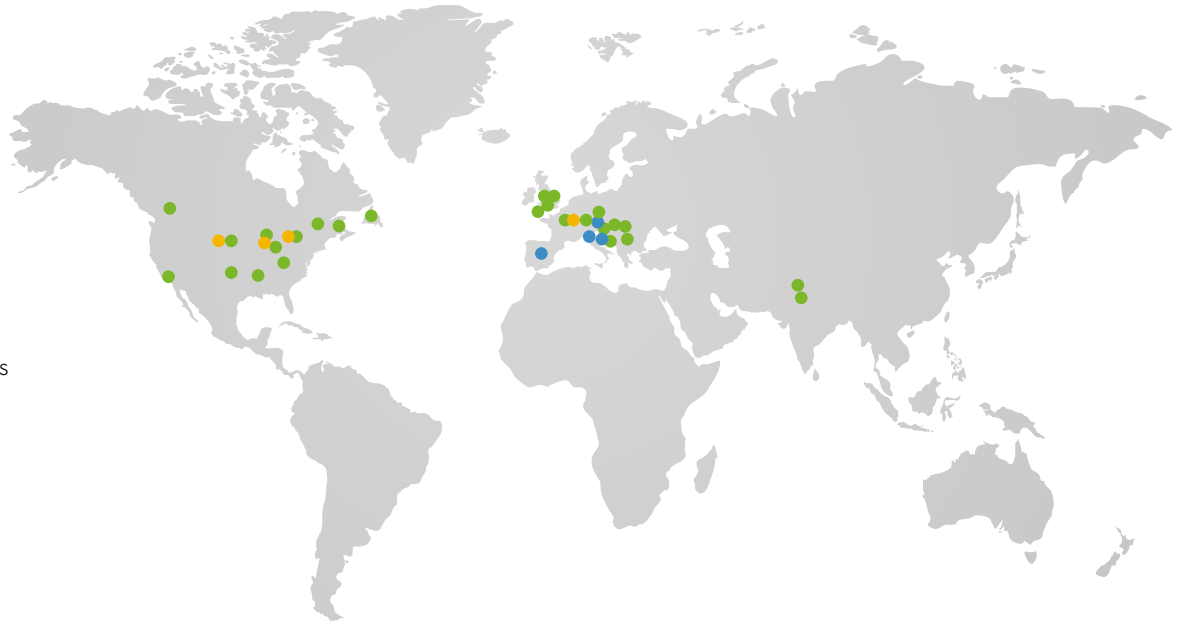


¹ We include 24 large breweries within the scope of our 2025 water goal, and 28 of our major manufacturing and brewing facilities within the scope of our 2025 zero waste to landfill goal.

² For a full list of all our Molson Coors brands, please visit our [company website](#).

KEY

- Regional HQ
- Large Breweries
- Other Brewing Operations



RETAILERS AND CONSUMERS

WE SELL **100+** BRANDS
IN MARKETS WORLDWIDE.
THIS CONTRIBUTES TO
\$11 BILLION NET SALES
REVENUE WITH **\$2.6 BILLION**
PAID IN EXCISE TAX.



BRANDS TO SUIT

Any Taste

We want to be the first choice for any occasion. We offer a broad range of brands² aimed to suit any taste so we have beer for every beer lover.





Growing Our Business

With a Positive Beer Print

WHENEVER WE BREW, SELL OR DRINK A BEER, WE LEAVE A BEER PRINT BEHIND. IT LEAVES AN IMPRINT ON OUR BUSINESS, ON OUR COMMUNITIES AND ON OUR ENVIRONMENT – SO WE’RE MAKING SURE IT’S A POSITIVE ONE.

In 2017, we set ambitious 2025 sustainability targets based on a **sustainability materiality assessment**. These targets, which are aligned with the UN SDGs, are designed to drive us toward best practice throughout our operations. They will encourage us to rise to the challenges that we see in the world, to respond to the consumer trends we see in the marketplace, to meet the expectations of our stakeholders and to build long-term value for the business.

We’re excited to share how our sustainability efforts have developed in the second year of our journey to 2025 and look forward to continuing to ensure that every beer print we leave behind is a positive one. We, like all companies, have a responsibility to step up and drive efforts to become more sustainable.

SUPPORTING THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

In 2015, the United Nations introduced 17 global goals for sustainable development, giving member states, industries and organizations around the world an important opportunity to align themselves to targets that will contribute to making the world a better place for people and the environment. By providing a robust environmental, social and economic framework, the SDGs are helping to usher in a new era of a sustainable society.

At Molson Coors, we identified the following UN SDG targets as being most relevant to our operations:

| | | |
|---|--|--|
| <p>GOAL 2: Zero Hunger: End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p>  | <p>GOAL 3: Good Health and Well-Being: Ensure healthy lives and promote well-being for all at all ages</p>  | <p>GOAL 5: Gender Equality: Achieve gender equality and empower all women and girls</p>  |
| <p>GOAL 6: Clean Water and Sanitation: Ensure availability and sustainable management of water and sanitation for all</p>  | <p>GOAL 7: Affordable and Clean Energy: Ensure access to affordable, reliable, sustainable and modern energy for all</p>  | <p>GOAL 8: Decent Work and Economic Growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>  |
| <p>GOAL 12: Responsible Consumption and Production: Ensure sustainable consumption and production patterns</p>  | <p>GOAL 13: Climate Action: Take urgent action to combat climate change and its impacts</p>  | <p>GOAL 17: Partnership for the Goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>  |



Find out more about how we are contributing to the SDGs in our [SDGs Impact Report](#).



OUR BEER PRINT 2025

| WHAT WE BELIEVE IN | 2025 GOALS ³ | PROGRESS SINCE 2016 | FIND OUT MORE |
|---|---|---|--|
| Responsibly Refreshing | <ul style="list-style-type: none"> • Prevention of alcohol-related harm in all our countries where we have brewing or selling operations^{4,5} | 10 out of 14 countries | Page 15 |
| | <ul style="list-style-type: none"> • Partner with other global alcohol producers to achieve 10% reduction globally in harmful alcohol use | In progress | Page 14 |
| | <ul style="list-style-type: none"> • Responsible marketing and advertising of all our products | 60% compliance in Digital Guiding Principles audit | Page 13 |
| | <ul style="list-style-type: none"> • Deliver nutritional information, alcohol serving facts and ingredients for all our products in countries where we have brewing or selling operations⁴ | 250+ products provide information | Page 12 |
| | <ul style="list-style-type: none"> • Low- and no-alcohol choices in all our countries where we have brewing or selling operations^{4,6} | 13 out of 13 countries | Page 11 |
| Sustainably Brewing | <ul style="list-style-type: none"> • Improve water-use efficiency by 22% in our large breweries⁷ to achieve a 2.8 hl/hl water-to-beer ratio | 3.52 hl/hl achieved | Page 21 |
| | <ul style="list-style-type: none"> • Protect local water resources in partnership with others | Programs in 3 out of 11 at-risk brewery watersheds | Page 22 |
| | <ul style="list-style-type: none"> • Reduce carbon emissions across our operations by 50% and throughout our value chain by 20% | 16% absolute emissions reduction in operations; 11.8% in value chain | Page 18 Page 23 |
| | <ul style="list-style-type: none"> • Achieve and sustain zero waste to landfill at all our brewing and major manufacturing facilities⁸ | 17 out of 28 facilities | Page 27 |
| | <ul style="list-style-type: none"> • Improve water-use efficiency in our agricultural supply chain and malting operations by 10% | 26% increase in water usage | Page 26 |
| | <ul style="list-style-type: none"> • 100% of barley and hops sourced from sustainable suppliers in key growing regions | 99% of barley farmers and 24% of hops farmers | |
| | Collectively Crafted | <ul style="list-style-type: none"> • Recognition on the Great Place to Work® (GPTW) Index | 68% positive responses to 2018 GPTW survey |
| <ul style="list-style-type: none"> • Greater health and safety in the workplace with 40% reduction in Lost Time Accident (LTA) rate | | 17% reduction | Page 31 |
| <ul style="list-style-type: none"> • \$100 million investment aiming to improve livelihoods, foster empowerment and build resilient communities | | \$32.7 million | Page 34 |
| <ul style="list-style-type: none"> • Ethical and sustainable supply chain practices | | In progress | Page 37 |
| <ul style="list-style-type: none"> • Promote supplier diversity across the business | | Spent \$1.5 billion with diverse suppliers | Page 38 |

See our [ESG Report](#) for more information on our 2018 performance.

³ Set against a 2016 baseline.

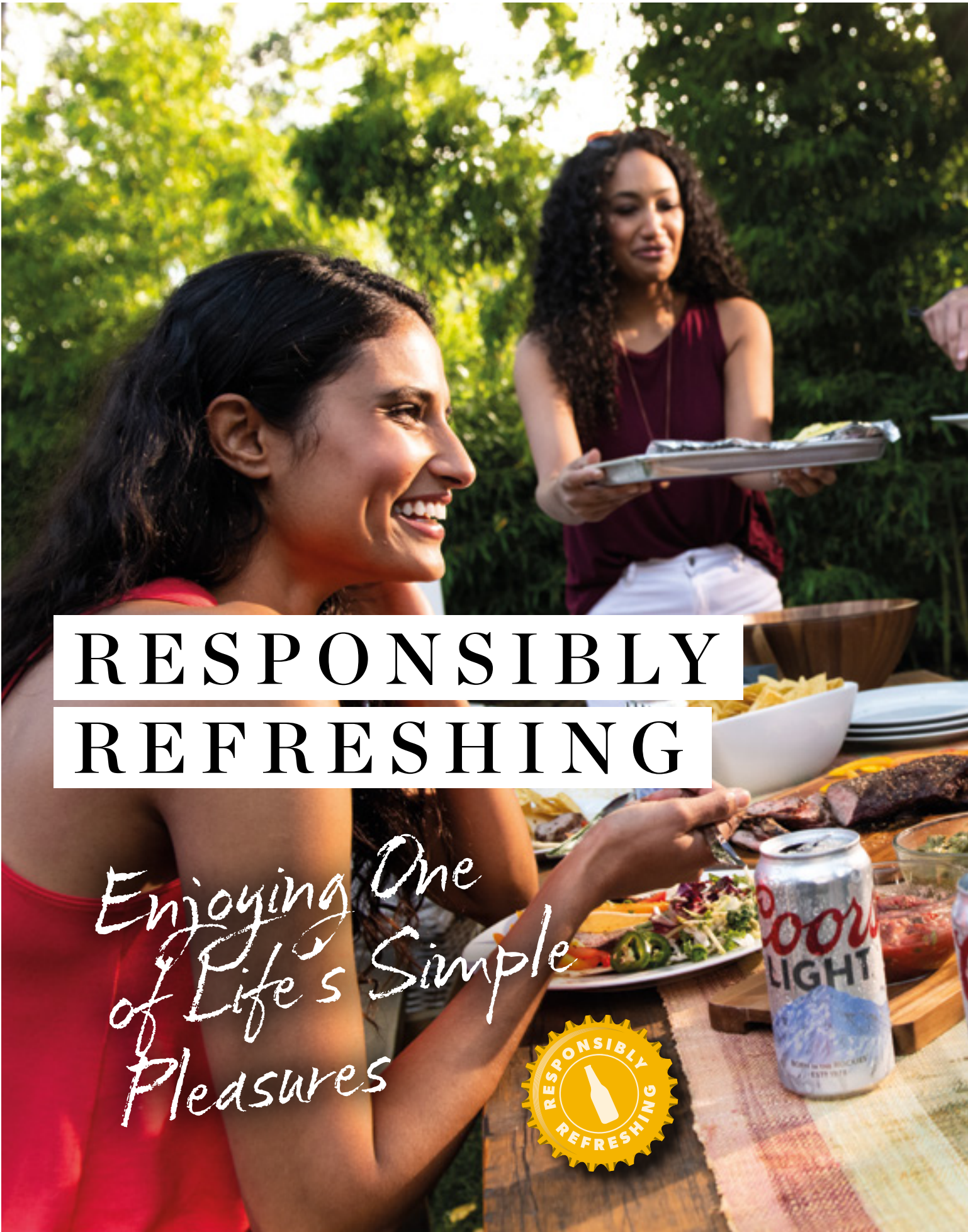
⁴ Where we have large breweries or significant selling operations.

⁵ India is the only MCI market included in the goal; it did not activate a program in 2018.

⁶ MCI currently developing strategy and is not included in the goal.

⁷ There are 24 large breweries within the scope of our 2025 water goal.

⁸ Those with 75 or more employees.



**RESPONSIBLY
REFRESHING**

*Enjoying One
of Life's Simple
Pleasures*





MAKING GREAT MEMORIES

Our products help our consumers make great memories and enjoy the most out of every moment. We want to be part of those moments – whether it’s supporting your team or relaxing with family and friends. We believe that we’re successful when our products are enjoyed in the right way.

We want to provide consumers with the information and opportunities to make smart choices around their consumption. Thanks to our growing selection of low- and no-alcohol beverages, we’ve been giving consumers more refreshing, accessible choices while making it easier to find out what’s in every bottle, can and glass.

More importantly, we’ve helped create the environment that makes it simpler to get home safely. Over the years, we’ve invested in and supported effective campaigns to prevent underage drinking and drunk driving, and we collaborate with our industry globally to reduce harmful consumption.

As we work toward Our Beer Print 2025 targets, we aim to provide better and easier ways for our consumers to enjoy our products responsibly.

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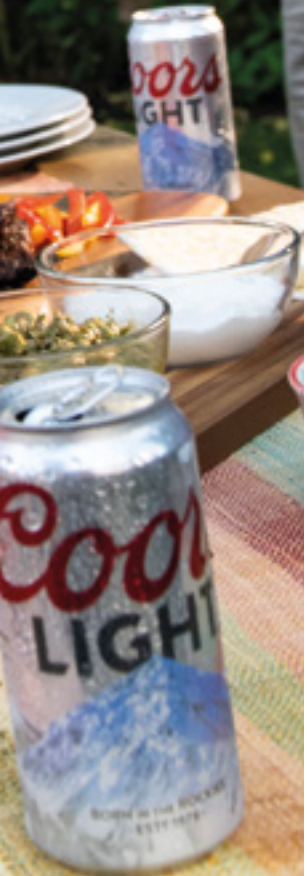
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WHAT'S TRENDING: RESPONSIBLE REFRESHMENT

Kandy Anand

CHIEF GROWTH OFFICER

“It’s our responsibility to help reduce harmful drinking and support moderation.”

KANDY ANAND

THERE’S NEVER BEEN A MORE EXCITING TIME TO BE PART OF THE BEER INDUSTRY. WE BELIEVE CONSUMERS ARE DEMANDING MORE GREAT-TASTING REFRESHMENTS TO KEEP UP WITH THEIR PREFERENCES FOR MODERATE ALCOHOL CONSUMPTION. MOLSON COORS IS LEANING INTO OUR BROAD INNOVATION PORTFOLIO TO ADD MORE LOW- AND NO-ALCOHOL PRODUCTS THAT OFFER CONSUMERS MORE CHOICE AND MORE OPPORTUNITIES FOR REFRESHMENT, RESPONSIBLY.

As part of our strategy, we’re stepping further into the low- and no-alcohol category, which we believe is ripe for innovation as more drinkers globally look to moderate their consumption. We also believe it’s our responsibility to help reduce harmful drinking and support moderation.

That’s why, by 2025, we aim to provide quality low- and no-alcohol choices in 100% of the countries where we have large brewing or significant selling operations.⁹ By providing more beverage options that are 3.5% ABV or lower, our brands can play a role in encouraging moderation.

MINDFUL DRINKING

and Moderation

According to Nielsen data,¹⁰ one-third of beer drinkers have reduced their consumption and one-quarter are looking for alcohol choices that are compatible with wellness. With an eye on wellness and moderate consumption trends, our innovation team is looking to support consumers' desire for more moderate choices through expanding offerings of established brands and introducing different products to new markets. We're especially excited about expanding our portfolio beyond beer to add more low- and no-alcohol products that support increasingly health-conscious consumers.

GOAL

Offer exceptional quality low- and no-alcohol choices in 100% of the countries where we have brewing and selling operations.^{9,11}

PROGRESS

Low- or no-alcohol choices offered in 13 countries, including the US, Canada and the UK, where we sell 90% of our global volume.

TAPPING THE UNTAPPED

We're proud to support global health and wellness trends with a range of new low-calorie and all-natural options. For example, Cape Line, our new range of cocktails that uses six simple, natural ingredients and has just 120 calories, and Movo, a 100-calorie canned wine spritzer, are made with all-natural ingredients and no added sugar. Both these options aim to help consumers looking to cut down their sugar and alcohol intake.



of global drinkers are working on moderating their alcohol consumption¹²

Beyond alcohol, we've also entered a new market with our purchase of a fermented tea brand Clearly Kombucha and are expanding distribution in the western US region.

Our pipeline offers isotonic beverages in Croatia through Hydra and the development of a sparkling hopped water in the UK. We are excited about taking steps toward this new area for Molson Coors and our ambition to offer new types of refreshment for everyone.

RE-ENERGIZING THE ESTABLISHMENT

We will also be leveraging our global brands that our consumers know and love to expand into the low- and no-alcohol category. By innovating around our core brands that consumers already trust, we can help moderate drinkers find quality low- and no-alcohol alternatives.

For example, in 2018, we launched Coors Edge, a refreshing non-alcoholic beer, in Canada with great success. After positive feedback on the product in Canada, we're ready to bring Coors Edge to the US starting at the end of 2019. Following in the footsteps of Coors Edge, we will also be launching Staropramen 0.0% in the Czech Republic. By leveraging established brand trademarks like Coors and Staropramen, we can invite old and new consumers to try great-tasting options that support moderate consumption.

Our focus going forward is to keep growing our low- and no-alcohol and responsible choice brands. As we look at 2019 and beyond, we're excited by the potential our innovation pipeline holds to take Molson Coors in new directions. By thinking outside the bottle, we're mapping the journey to a future where our portfolio includes innovative, new brewed beverages while retaining beer at its core. The result is a more diversified brewed beverage company that offers more choices that help support alcohol moderation and reduce harmful drinking.



⁹ MCI currently developing strategy and is not included in the goal.

¹⁰ The Harris Poll in partnership with Nielsen (January 7-9, 2019); US adults 21+.

¹¹ Where we have large breweries or significant selling operations.

¹² <https://www.globaldata.com/store/report/cs1705ct-top-trends-in-alcoholic-drinks-2017-balancing-novelty-and-experience-alongside-growing-health-concerns/>



Understanding

What's Inside

AS THE TREND FOR WELLNESS AND MAKING HEALTHY LIFESTYLE CHOICES GROWS, CONSUMERS ARE DEMANDING MORE INFORMATION ABOUT WHAT GOES INTO THEIR FAVORITE REFRESHMENT. WE'VE SET A GOAL TO MAKE NUTRITIONAL, INGREDIENTS AND ALCOHOL SERVING FACTS AVAILABLE FOR ALL OUR PRODUCTS EITHER ON PACKAGING OR ON OUR WEBSITES BY 2025.

We are working toward delivering nutritional information, alcohol serving facts and ingredients to consumers for 100% of our products. Currently, just over 250 products are meeting our labeling criteria, providing details on the products or also on relevant brand websites.

GOAL

Deliver nutritional information, alcohol serving facts and ingredients for all our products in countries where we have brewing or selling operations.¹³

PROGRESS

250+ products with nutritional information, alcohol serving facts or ingredients on the package or on our websites.

INSPIRING

the Industry Standard

As part of our work to lead our industry, we have been a driving force behind industry-wide voluntary guidelines on disclosing nutritional information to consumers. Our efforts go back as far as 2013, when MillerCoors helped inspire the Beer Institute's Voluntary Disclosure Initiative to encourage brands to post nutritional values, alcohol content and freshness dates on labels of bottles and cans, and ingredients on labels or websites by 2020. Now, 100% of MillerCoors brands disclose ingredients on MillerCoors.com.

¹³ Where we have large breweries or significant selling operations.

Sending the

Right Message

BEING RESPONSIBLE MEANS COMMUNICATING ABOUT OUR PRODUCTS IN THE RIGHT WAY, TO THE RIGHT AUDIENCE. WE STRIVE TO IMPLEMENT ROBUST SAFEGUARDS, STRENGTHENING OUR PROGRAMS, PROCESSES AND PARTNERSHIPS TO MARKET RESPONSIBLY ACROSS ALL OUR MEDIA CHANNELS AND ADVERTISING.

GOAL

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

PROGRESS

60% compliance in 2018 Digital Guiding Principles audit to ensure marketing codes of practice in digital spaces.

We adhere to guidelines established by governments, our industry and our own stringent marketing compliance standards. Here are a few of the ways we ensure we meet those standards:

- **Marketing Compliance Committee:** We self-regulate our marketing and advertising to ensure they primarily target legal drinking age audiences. Our regional Marketing Compliance Committees collaborate with our legal team and the teams across the commercial enterprise to restrict alcohol marketing so that it only reaches legal drinking age consumers.
- **Legal drinking age compliance across all media placements:** We work with our business unit legal teams to ensure all our communications are placed on media channels where at least 70% (71.6% in the US) of the audience comprises legal drinking age consumers.
- **Global Commercial Responsibility Policy:** Our commercial employees and agency partners receive training on our Global Commercial Responsibility Policy, which details our commitment to develop, package, market and sell our products in a responsible manner. We aim to always direct our sales and marketing activities – including on social media – to consumers of legal drinking age.

We back up our commitment to market responsibly by inviting consumers to tell us when they believe we have not fulfilled our duty to self-regulate our advertising materials. In the US, a third-party [complaint resolution process](#) is operated by the Beer Institute and is available to everyone. We received zero complaints in 2018. We also fully participate in periodic industry-wide investigations run by the Federal Trade Commission.

MARKETING RESPONSIBLY IN THE DIGITAL AGE



Social media is a fundamental part of the way brands reach their consumers – but with the constant advent of new applications and platforms and with new Gen-Z consumers joining the digital space daily, compliance requires more vigilance than ever.

As a member of the International Alliance for Responsible Drinking (IARD), we have committed to the Digital Guiding Principles (DGPs). The DGPs use five safeguards – including age affirmation, transparency statement and responsible drinking messages – to ensure that any digital-based communication portals, such as websites and social accounts, comply with responsibility frameworks and are only accessible to legal drinking age audiences.

Through our work with IARD to improve compliance on social channels, we've engaged with global digital platforms, such as Facebook, Twitter, Instagram and YouTube, to improve their age-gating features and other audience protection.

Putting the Brakes on

Drunk Driving

DRUNK DRIVING IS A GLOBAL CHALLENGE. WHILE IT REQUIRES A MULTIFACETED APPROACH, WE BELIEVE IT IS ALSO 100% PREVENTABLE. WE WORK TO CONTINUOUSLY SUPPORT ACCESSIBLE, EFFECTIVE INITIATIVES TO KEEP CONSUMERS SAFE, INCLUDING TARGETED COLLABORATIONS, CONSUMER EDUCATION, AND ENABLING ALTERNATIVE TRANSPORTATION OPTIONS.

COLLABORATING *for Impact*

By partnering with others, we aim to amplify our impact and reduce the harmful consumption of alcohol. We work with trade associations, industry groups and local partners, including governments, civil society groups and public bodies such as the police, to tackle issues related to drunk driving and preventing the harmful use of alcohol around the world.

Molson Coors is a charter member of the International Alliance for Responsible Drinking (IARD), which represents the 11 largest global brewers, distillers and vintners. IARD cooperates with governments globally to work toward a 10% reduction in harmful use of alcohol by 2025.

In 2017, our CEO, Mark Hunter, assumed the role of Vice Chair of IARD, demonstrating Molson Coors' global leadership in reducing harmful drinking. And in 2019, he will assume the position of IARD Chair.

In 2018, IARD continued to engage in dialogue and data-sharing with the World Health Organization (WHO) and the UN on key global health issues. Through these engagements, we aim to drive progress on reducing alcohol-related harm as part of the global targets established by the UN SDGs.

GOAL

Partner with other global alcohol producers in IARD to help achieve 10% reduction globally in harmful alcohol use.

PROGRESS

The partners of this alliance are currently developing global commitments toward a 10% reduction in harmful use of alcohol by 2025.

EDUCATING *Consumers*

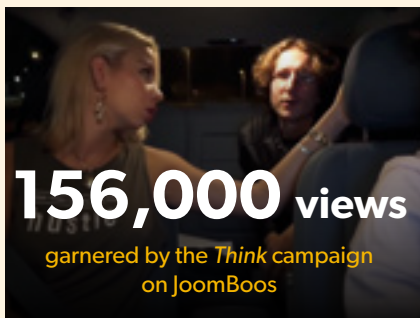
We implement programs that promote responsible consumption and reduce alcohol harm. By the end of 2018, over 50% of the countries where we have large brewing and significant selling operations had implemented programs to prevent underage access to alcohol and drunk driving. We continued our partnership with Uber in the US, providing safe rides to our consumers who commit to getting home responsibly. We also have signature programs with long-standing partners in our European markets to address drunk driving in locally relevant ways.

CASE STUDY

BUILDING AWARENESS IN CROATIA

Our Croatian team aimed to bring our responsibility messages to the digital space in a way that would resonate with millennial legal age drinkers. Developed in collaboration with the digital brand JoomBoos, the *Think* campaign called on several popular social media influencers to create videos about why their fans shouldn't drink and drive. The videos were widely promoted through all of JoomBoos's social networks and garnered over 156,000 views.

Think is Croatia's first social media campaign aimed at drunk driving prevention, reaching legal drinking age millennials on the networks they engage with and spreading the message that they can have more fun without drinking and driving home at the end of the night.



CASE STUDY

PRACTICING WHAT WE PREACH

During a four-day road safety campaign in Serbia, the Serbian Ministry of Internal Affairs found that more than 17% of motorists in Serbia tested over the legal limits, with around 8% of those drivers younger than 21 years old.¹⁴

Our Serbian team partnered with the Traffic Police Directorate and NAVAK Center, the national driving academy, to provide new drivers of legal drinking age with tools to stay safe behind the wheel. As part of the training, we provided a series of safe driving courses, preventative tips and other materials to encourage legal age drivers to drink responsibly and never get behind the wheel after drinking.

We have received positive feedback on the partnership and will look to expand this program in the future.

GOAL

Implement programs that prevent alcohol-related harm in every country where we have brewing or selling operations.^{15, 16}

PROGRESS

We have 14 countries where we have brewing and selling operations.^{15, 16}
We implemented impactful programs in 10 countries.

ENABLING *Safe Rides*

It's easier to be responsible when we plan ahead. We provide practical assistance in the moment such as offering free public transportation options and partnering with ride-sharing services to support our consumers every step of the way.

CASE STUDY

HELPING CONSUMERS TAKE THE CALL

In Paraguay, our Miller brand launched an innovative, award-winning drunk driving campaign called *Take the Call*. By surprising participants with an invite to "take the call" and assess their intoxication levels via a breathalyzer, those who were found to have been consuming alcohol were offered a free ride home.

Set up during specific events, the campaign involved using out-of-service public telephone booths fitted with motion sensors and breathalyzers that activated the phones when people walked past. When a user picked up the ringing phone and was found to be over the limit, they would be offered a free ride home. Campaigns like this are helping to raise awareness about the importance of responsible consumption and ensuring our consumers get home safely.



¹⁴ <https://www.nezavisne.com/novosti/drustvo/Pod-uticajem-alkohola-vise-od-17-odsto-vozaca/523430>

¹⁵ Where we have large breweries or significant selling operations.

¹⁶ India is the only MCI market included in the goal; it did not activate a program in 2018.

SUSTAINABLY BREWING

From Grain to Glass



CREATING CHANGE THROUGH COLLABORATION

Climate change is one of the biggest challenges facing society. As a company that relies on resources such as crops, energy and water, we're especially aware of the risks and impacts climate change brings.

So we work and collaborate across our value chain -- from our growers, who produce our high-quality barley, to our packaging suppliers, who help us reduce our carbon emissions and reach our new, ambitious packaging targets. Together, we explore opportunities to make a difference.

This work isn't about doing a nice thing, it's about doing the right thing. It's about protecting resources so that our products can be enjoyed by people for generations to come. That's why we are making a commitment to advance the principles of the circular economy and setting new targets to eliminate packaging waste.

We also verified our emissions reduction goals with a science-based target, ensuring they are ambitious enough to meet the thresholds set out by the Paris Climate Agreement.

As we continue to move closer to our goals, we'll keep exploring how to do more with less.

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Climate Change:

Supporting a 1.5°C Transition

THE POTENTIAL IMPACTS OF CLIMATE CHANGE MEAN WE MAY FACE A FUTURE WITH MORE VOLATILE WEATHER PATTERNS AND RISING TEMPERATURES. ERRATIC RAINFALL AND DROUGHTS COULD THREATEN WATER SUPPLIES. THIS POSES REAL CHALLENGES FOR OUR FARMERS, SO WE'RE STRIVING TO MAKE THE CHANGES THAT CAN SECURE THE INGREDIENTS WE NEED TO KEEP US BREWING FOR YEARS TO COME.

LEADING WITH STRONGER COMMITMENTS

Because we believe industry has a leadership role to play in the fight against climate change, Molson Coors is acting boldly to make a measurable difference now. Our emissions reduction goals, which were recently verified by the [Science Based Targets initiative \(SBTi\)](#). This makes Molson Coors part of an elite group of approximately 230 companies that are aligning their emissions reduction targets with the latest climate science and the goals of the Paris Climate Agreement.

Science-based targets offer a roadmap for companies to reduce their greenhouse gas (GHG) emissions to a level of decarbonization required to limit global temperature increase to well below 2°C compared to pre-industrial temperatures. Molson Coors' 2025 goal to lower absolute emissions by 50% within its direct operations was determined as aggressive enough to meet the requirements set forth by the Paris Climate Agreement and have been verified against the 1.5°C pathway – the latest and most aggressive recommendations set forth by the recent report by the [Intergovernmental Panel on Climate Change \(IPCC\)](#).

Our strategy is simple: we continuously look for ways to cut our energy use across our operations and achieve carbon self-sufficiency at our large breweries. At the same time, we're exploring ways to expand our use of clean energy, to significantly expand the use of renewable electricity by 2025. To cut the carbon emissions generated by our value chain, we are focused on driving down emissions in transportation, packaging, refrigeration and agriculture.

GOAL

Reduce carbon emissions across our operations by 50% and throughout our value chain by 20%.

PROGRESS

16% absolute emissions reduction in direct operations; 11.8% in value chain.



INVESTING ACROSS OUR OLDEST TO OUR NEWEST FACILITIES

We start with the emissions we have the most control over: our operations. We constantly explore efficiency opportunities in all our facilities, even doing daily utilities walkthroughs in some breweries. Here are a few examples of how we are improving resource efficiency – at one of our oldest facilities, Burton-on-Trent, and in two of our newest sites in Canada.

CASE STUDY

BUILDING BRITAIN'S BEST BREWERY AT BURTON-ON-TRENT

As part of the *Build Britain's Best Brewery* program in Burton, the home of our largest UK brewery, we invested £85 million over the last seven years to improve energy efficiency, including building a state-of-the-art energy center. These investments, alongside continuous improvement projects, have resulted in significant progress in energy efficiency and carbon dioxide (CO₂) recovery.

We invested £85 million over the last seven years to improve energy efficiency, including a state-of-the-art energy center at Burton-on-Trent.

Since 2012, we've seen a considerable reduction in overall carbon emissions as a result of cutting our electricity and gas usage. Energy consumption per hectoliter produced has decreased by 23%, with approximately half of this improvement being made in 2018.

Burton has also doubled the output from its CO₂ recovery plant, allowing us to capture up to 47 tonnes of CO₂ from the fermentation process each day. CO₂ is used by brewers to add extra carbonation in the beer and protect the product from deterioration. This vital gas helps beer maintain its shelf life, keeping it fresher for longer.

Since increasing our capacity to capture available CO₂, we purchase less CO₂ externally and, since January 2018, the site has been completely self-sufficient in CO₂ production. We went from purchasing approximately 4,800 tonnes in 2016 to 100 tonnes in 2018, the equivalent of removing 2,350 tonnes of emissions from our operations.

In 2018, the UK's food and drink supply was threatened by a CO₂ shortage, halting the production of many consumer staples. Burton was not only unaffected by the shortage but also provided other Molson Coors breweries with CO₂ supplies.

We went from purchasing approximately 4,800 tonnes of CO₂ in 2016 to 100 tonnes in 2018, the equivalent of removing 2,350 tonnes of emissions from our operations.

By achieving CO₂ self-sufficiency, we protect against future shortages and can become more flexible in our delivery.

We are proud of the strides we've made to cut energy use at one of the largest breweries in our network, supporting our enterprise-wide goal to halve our emissions from operations by 2025.

CASE STUDY
**REDEFINING
 STATE-OF-THE-ART
 IN CHILLIWACK
 AND MONTREAL**

We are proud to be opening two new breweries in Canada in the coming years. Our Chilliwack brewery is expected to be coming online in 2019, while our Montreal facility is expected to open in 2021. Both have been designed to reduce our energy consumption, CO₂ emissions and carbon footprint.

Located in British Columbia's Fraser Valley, our state-of-the-art Chilliwack brewery will be partnering with the City of Chilliwack to upgrade the municipal wastewater treatment facility, adding a biogas generation unit that will produce a carbon neutral biogas fuel source. The Chilliwack site will also include a high-strength wastewater pre-treatment facility that will use less energy than conventional systems and produce lower levels of waste

sludge, all while requiring fewer chemicals in the process. We will also be seeking LEED certification for the new brewery, and once this process is complete, our Chilliwack operations will be among the few certified industrial sites in Canada.

In Montreal, our new Longueuil production and distribution center will be one of the most significant investments in Molson Coors' long history. The ultramodern facility will feature optimized equipment layouts to reduce beer loss and waste and a state-of-the-art CO₂ recovery system to help us eliminate the need to purchase CO₂ for the manufacturing process. To help us lower emissions further, the new centralized distribution center will allow us to reduce our overall transportation and carbon footprint, eliminating the need for freight loads in between off-site distribution locations. The design of the new site will also allow us to be more agile when it comes to adapting to beverage trends and give us flexibility in our production.

We are looking to increase the use of renewables in our direct operations by 2025.

SEARCHING FOR RENEWABLES OPPORTUNITIES

Halving our direct emissions by 2025 is going to take some bold action. That's why we are looking to increase the use of renewables in our direct operations by 2025.

We already have the largest solar array installation of any US brewery at our Irwindale, California, facility, and we're expanding our search for renewable opportunities at several large sites across the US to help us transition to cleaner energy.

A number of projects and process updates have helped reduce our direct energy use from our large breweries by 6.5% this year, and cut our emissions from our direct operations by 16%. We're pleased with the result and look forward to our modernized facilities coming online to help us make even greater progress toward our carbon reduction goal.



The Global

Water Challenge

GOAL

Improve water-use efficiency in our large breweries¹⁷ by 22% to achieve a 2.8 hl/hl water-to-beer ratio.

PROGRESS

Achieved a 3.52 hl/hl water-to-beer ratio.



IT'S NO EXAGGERATION TO SAY THAT WATER IS LIFE – AND ACCESS TO A CLEAN, SUSTAINABLE SUPPLY IS ESSENTIAL FOR HEALTHY COMMUNITIES AND THRIVING BUSINESSES. TODAY, WITH A GROWING POPULATION ACCESSING MORE RESOURCES AND THE DEMANDS OF INCREASING INDUSTRY AND AGRICULTURE, WATER SUPPLIES ARE UNDER INTENSE PRESSURE. AS AN IMPORTANT INGREDIENT IN BEER, WE BELIEVE WE HAVE A RESPONSIBILITY TO LEAD IN WATER STEWARDSHIP EFFORTS, SO WE'VE SET AGGRESSIVE TARGETS TO IMPROVE WATER EFFICIENCIES AT OUR FACILITIES, AND TO PROTECT THE HIGH-RISK WATERSHEDS AT OUR BREWERIES AND IN OUR AGRICULTURAL SUPPLY CHAIN.

WHERE WATER BECOMES BEER – EFFICIENCY IN OUR FACILITIES

Water touches every part of the brewing process and we need to make the most of every drop. We have set a target to improve water-use efficiency in our large breweries¹⁷ by 22% to achieve a 2.8 hl/hl water-to-beer ratio. There are a number of ways we work toward our goal.

We've achieved water efficiency through process improvements, capacity optimization and recovering clean water for reuse.

Through the deployment of World Class Supply Chain 2.0 (WCSC 2.0), our global teams have been trained to identify opportunities for eliminating losses across their production operations.

Breweries in our European business unit demonstrated significant water efficiency improvements over the past year, particularly at our Haskovo brewery in Bulgaria and our Zagreb brewery in Croatia; these have achieved impressive 8% and 4.6% reduction in water-to-beer ratio since 2017, respectively.

These reductions in Haskovo and Zagreb were a result of the introduction of FEWER (Fuel, Energy, Water, Emissions Reduction) teams this past year. These cross-functional teams helped to bring water consumption issues to the forefront and enabled us to share new practices from across the whole of Molson Coors.

In Zagreb, a water consumption goal was set for all brewery operations teams. In Haskovo, the local FEWER team held regular meetings with managers to discuss gaps and actions that could eliminate water loss. As a result, a number of water-saving initiatives were determined and subsequently completed in 2018.

These improvements range from process improvements, capacity optimization and recovering clean water to water reuse in other parts of the brewery operations.

We will continue to encourage other local FEWER teams to conduct similar assessments at their sites and share their actions with other breweries to help drive progress across the business to achieve our 2025 water reduction goal.

Thanks to the commitment of our individual facilities to achieving our goals and implementing efficiency projects like these, we reduced our overall global water use by 1.3% to reach a water-to-beer ratio of 3.52 hl/hl. We will continue to drive water savings through our FEWER teams and undertake site visits by our subject experts so that we can apply our global learnings toward site-specific priority areas.

¹⁷ There are 24 large breweries within the scope of our 2025 water goal.

¹⁸ <https://www.worldwildlife.org/threats/water-scarcity>



We believe we need to use less water, recover it where we can and return it to society or the environment as clean, or even cleaner, than we found it.

PROTECTING THE SOURCE

We believe we need to use less water, recover it where we can and return it to the environment as clean, or even cleaner, than we found it.

Our work starts with watersheds. These are the water source for our breweries and provide the drinking and household water for the communities our sites are based in. It's vital that we manage watershed risks effectively to protect watersheds for the community, business and agriculture for the future. That's why we take a leadership role in monitoring and maintaining their health – particularly at our at-risk brewery watersheds.

To ensure effective management of these precious shared assets, we've adopted a comprehensive Watershed Risk Assessment to assess brewery watershed risk. We currently have 11 facilities in water-stressed areas in India, Europe and the US, where the watersheds are most at risk of drought, flood or access to clean water.

We revisit these assessments periodically to evaluate and track the status of the risk. We actively partner with local stakeholders, including nonprofit organizations, industry associations and other corporate users, to implement solutions aimed at sustaining the health of the watersheds and mitigating future challenges.

GOAL

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

PROGRESS

Water stewardship projects are in place at 3 out of 11 at-risk brewery watersheds.

CASE STUDY

RESTORING A SHARED ASSET

The increasing risk of wildfire and prolonged droughts in Colorado has the potential to cause significant damage to local drinking water supplies and cause major disruption to operations at our Golden Brewery. To mitigate this, in 2014 MillerCoors, PepsiCo and Wells Fargo provided a \$1 million grant to The Nature Conservancy (TNC) to restore forests and protect water security across the state. Together with a coalition of government agencies, water providers, nonprofit organizations, fire protection districts and academic institutions, we formed the Upper South Platte Partnership (USPP), which works to minimize the threat of wildfires and protect watersheds in the region.

MillerCoors, PepsiCo and Wells Fargo provided a \$1 million grant to The Nature Conservancy to restore forests and protect water security across the state.

After five years, the project has been a proven success. The teams have reduced forest density from an average 359 trees per acre to 88 to reduce the likelihood of an active crown fire with severe effects. It's a result we're proud of, but when it comes to water health, the job is never done. In fact, the project's success has only served to strengthen our commitment, which is why we pledged a further \$50,000 to TNC in 2018 to continue to support this important initiative.



A Circular

Economy for Beer

GOAL

Achieve and sustain zero waste to landfill at all our brewing and major manufacturing facilities¹⁹ (28 total).

PROGRESS

17 major manufacturing facilities achieved and sustained zero waste to landfill, and we reduced total waste to landfill overall by 17%.

THE WORLD'S RESOURCES ARE UNDER INCREASING PRESSURE. AT MOLSON COORS, WE BELIEVE WE HAVE AN OPPORTUNITY TO TRANSFORM THE WAY PRODUCTS ARE MADE, USED AND DISCARDED. IN ADDITION TO IMPROVING OUR PACKAGING TO PROMOTE THE CIRCULAR ECONOMY, WE ARE ALSO STRIVING TOWARD ADVANCING CIRCULARITY WITHIN OUR OPERATIONS. CIRCULARITY HAS ALWAYS BEEN A PART OF OUR CULTURE AND THE WAY WE OPERATE AS A BUSINESS. BILL COORS PIONEERED THE RECYCLING REVOLUTION OVER 50 YEARS AGO AND WE CONTINUE THAT SPIRIT TODAY WITH OUR COMMITMENT TO SEND ZERO WASTE TO LANDFILL AT ALL OUR MAJOR FACILITIES.¹⁹

OUR INNER CIRCLE

We're applying circular economy thinking across our value chain by constantly challenging ourselves to find worth from waste. In our operations, we're seeking new ways to recycle, like capturing clean water for reuse, turning our wastewater into an energy source by producing biogas, transforming fly ash into fertilizer and sending our spent grain to be used for animal feed.

CASE STUDY

A SECOND LIFE FOR LABELS

Our Staropramen brewery in Smichov is one of the largest in the Czech Republic and is over 100 years old. This past year, the brewery achieved zero waste to landfill status. One of the last items to be diverted from landfill were the old beer labels that were still glued on returnable glass bottles when they come back from market.

Recycling the materials used in labels is particularly difficult due to the durability of the paper quality and the aluminum foils used to make the labels more appealing. The residual

We have made solid progress on our goals to have all 28 of our brewing and major manufacturing facilities¹⁹ send zero waste to landfill. During 2018, another three facilities achieved the target, bringing the total up to 17.

solution used in the bottle-washing process also contaminates the quality of the labels for recycling purposes.

Our Czech team found a specialized recycling partner that was able to turn the waste labels into low-grade paper products, such as egg trays, even under these constraints. This gave approximately 250 tonnes of waste labels a second life each year. We're proud to continue to challenge our teams and partners to find more innovative solutions to generate value from waste.

¹⁹ Those with 75 or more employees.

Packaging:

The Next Frontier



AS A CONSUMER-PACKAGED GOODS COMPANY, WE PLAY AN IMPORTANT ROLE IN HELPING TO SOLVE THE GLOBAL PLASTICS WASTE CRISIS. THAT'S WHY, AS PART OF OUR 2025 GOALS, WE AIM TO DRIVE DOWN OUR PACKAGING EMISSIONS, USE MORE RECYCLED MATERIALS IN OUR PLASTIC PACKAGING, IMPROVE RECYCLING SOLUTIONS IN OUR PRIORITY MARKETS AND ENSURE THAT 100% OF OUR PACKAGING IS REUSABLE, RECYCLABLE, COMPOSTABLE OR BIODEGRADABLE.

MOLSON COORS' 2025 PACKAGING TARGETS

INNOVATE

100% OF OUR PACKAGING IS REUSABLE, RECYCLABLE, COMPOSTABLE OR BIODEGRADABLE

100%



ACCELERATE

30%+ RECYCLED CONTENT IN ALL CONSUMER-FACING PLASTIC PACKAGING

COLLABORATE

PARTICIPATE IN RECYCLING SOLUTIONS TO INCREASE RECYCLING RATES OR REDUCE WASTE IN PRIORITY MARKETS



26%



CLIMATE

26% REDUCTION IN PACKAGING CARBON EMISSIONS

TACKLING THE GLOBAL PACKAGING CRISIS

Packaging is a priority. Of the 8.3 billion tonnes of plastic that's been produced since the 1950s, 79% has ended up as waste.²⁰ This is a truly global crisis, on land and in oceans. In response, we've seen new regulations, tariffs and levies, and a greater demand for businesses to take a leadership role. At Molson Coors, we've developed a set of new packaging targets designed to drive real impact by 2025.

Innovate

We envision a future where there is no waste and where materials support a circular economy. To achieve this, we continue to invest heavily in innovation to ensure 100% of our packaging will be reusable, recyclable, compostable or biodegradable by 2025.

We work collaboratively with suppliers to explore alternatives that will minimize the footprint of our products and aim to quickly test, learn and implement viable solutions across our value chain.

An example of this is the fiber-based, biodegradable six-pack rings we are testing with our Colorado Native beer in Denver, CO. The ring alleviates recycling confusion as consumers can dispose of them in either a regular trash can or recycling bin. Unlike plastic, it's both fully compostable and recyclable. We are also working with our partners to assess additional fiber and other novel solutions.

Accelerate

We aim to accelerate a circular economy where plastics can be renewed and reused. With our plastic packaging partners, we are committing

to 30% minimum recycled content in all our plastic packaging by 2025, and we invest in keeping post-consumer recyclables in the system and out of the environment.

We are currently working with our suppliers to evaluate options to increase recycling content in six-pack rings, shrink-wrap and PET bottles. In the UK, we are converting to fiber board to eliminate shrink-wrap altogether. Although PET bottles make up less than 5% of our global production volume, we are working hard to investigate recyclable alternatives or materials that include more recycled content. For instance, we are exploring technologies that can upcycle all forms of PET plastic into high-purity, food-grade PET plastic, allowing us to increase recycled content.

Collaborate

Barriers to consumer recycling are leading to low plastic recycling rates globally. It's a multifaceted issue that spans industries and countries and no one company or sector can solve it alone. To help overcome this, we've made a commitment to support community recycling solutions and engage in collective action in our priority markets, including stepping up consumer education, increasing municipal recycling collection and reducing losses from sorting and processing.

We're already exploring partnerships in Canada, the UK and the US, prioritizing countries with low recycling rates, heavy regulation or the highest concentration of PET bottles. In the US, we recently joined The Recycling Partnership, a leading nonprofit aimed at transforming the

US recycling system for good. Together with 45 other leading brands, companies and organizations, we're working to establish a sustainable national recycling system that creates a stronger economy, thriving communities and a healthier planet.

An example is our community initiative in Denver, CO, where our Rocky Mountain Bottle Company facility is partnering with others to close the loop on recycled glass. Not only does the program allow us to source high-quality recycled glass directly from our neighbors and reduce the miles that the materials need to travel to get to our facilities, we can also quickly turn old bottles into new ones in just 30 days.

Climate

Packaging materials make up the largest part of our carbon footprint, so we're using our 2025 packaging goal of cutting packaging emissions by 26% to help meet our broader goal of reducing emissions by 20% in our value chain.

We're working with our top 10 packaging suppliers to obtain packaging-specific greenhouse gas (GHG) emissions data and improve our carbon footprint by packaging type and by material. This year, we achieved a 1% weight reduction on the 12-ounce aluminum cans produced by Ball Corporation's Fort Atkinson plant. We aim to continue amplifying our lightweighting efforts and convert the rest of MillerCoors 12-ounce aluminum can volume in 2020. This translates to emission reductions through less packaging material used and less fuel consumed to transport the lighter product.

CASE STUDY

A NEW GLOBAL COMMITMENT

We have joined the New Plastics Economy Global Commitment, a group of like-minded organizations that are committed to creating a circular economy for plastics.

Together with more than 400 leading organizations, this worldwide initiative led by the Ellen MacArthur Foundation aims to eradicate plastic waste and pollution at the source. The Global Commitment is in collaboration with UN Environment and is endorsed by World Wildlife Fund, the World Economic Forum and the Consumer Goods Forum, as well as academic and financial institutions.

The Global Commitment promotes a circular economy for plastic through: moving away

from single-use plastics; enabling 100% of plastic packaging to be easily and safely reused, recycled or composted by 2025; and significantly increasing the amount of plastics reused or recycled and made into new packaging or products.

Together with other businesses and governments, we are working to: eliminate the plastic items we don't need; innovate so that the plastics we do need are designed to be safely reused, recycled or composted; and circulate everything we use to keep it in the economy and out of the environment.



²⁰ <https://advances.sciencemag.org/content/3/7/e1700782>

The Future of Agriculture

WE BELIEVE AGRICULTURE TODAY FACES EXTREME CHALLENGES, INCLUDING CHANGING CLIMATES, URBAN SPRAWL AND INCREASED PRODUCTION DEMANDS FROM A GROWING POPULATION. CLIMATE CHANGE IS THREATENING WATER SUPPLY AND MAKING GROWING SEASONS UNCERTAIN. WE ARE WORKING TO ARM OUR GROWERS WITH TOOLS, RESOURCES, KNOWLEDGE AND BEST PRACTICES TO HELP THEM FUTURE-PROOF THEIR BUSINESSES AGAINST A CHANGING REALITY.

GOAL

100% of barley and hops sourced from sustainable suppliers in key growing regions.

PROGRESS

99% of our barley farmers and 24% of our hops farmers are sustainably growing their crops.

SEEDS OF CHANGE

We know that exploring sustainable practices alone can be risky and expensive for growers, so we support our barley farmers in the US, UK and Canada through our Better Barley, Better Beer program. The initiative helps us to share best practices, offer sustainability incentives, invest in technology, and provide barley variety research to help our growers improve the quality and yield of their crop.

In the US, we're collecting sustainability metrics from approximately 800 barley growers, enabling us to benchmark performance and allowing knowledge to be shared. We are investing in technology such as weather stations and soil moisture probes to help our farmers better understand relationships between our barley varieties and the environments they're grown in. We are also researching companion cropping to improve soil health, studying nitrogen rates, sprinkler nozzle changes and irrigation shutoff timing. We then share these approaches with our farmers so our network can benefit from this research at scale.

FUTURE-PROOFING OUR FARMERS

In 2018, we committed to paying growers a sustainability incentive of \$0.20 per bushel delivered, to encourage sustainable actions and metrics reporting. This year, we plan to launch a scorecard with a more comprehensive set of sustainability indicators to track and reward growers to implement best practices.

In 2008, in partnership with our major grain merchant Frontier Agriculture and facilitated by the European Food and Farming Partnership (EFPF), we set up the Molson Coors Growers Group (MCGG) in the UK. The MCGG shares knowledge, adding value on a range of issues – including agronomy, water, soil, barley varieties and biodiversity – to our UK supply base. In 2016 and 2017, Molson Coors and MCGG co-funded a bespoke Malting Barley Growers



We have invested more than **\$20 million** over the past 10 years to help our barley farmers manage climate-related risks.

training course with Artis, a specialist agricultural training company. To date, 40 growers have attended this course. Members of the MCGG are contracted on a three-year basis, and in 2018 95% of our growers chose to renew their contracts, underlining the strength of their relationship with Molson Coors.

We've invested more than \$20 million over the past 10 years to help our farmers future-proof their crops. Through the combination of all our sustainability initiatives – barley variety improvement, our soil and water partnerships with farmers, water measurement technology investments, weather monitoring and sustainability incentives – we're working with our farmers to make sure they are able to adapt to the changing conditions and have the tools and resources to mitigate the effects of climate change.

GOAL

Improve water-use efficiency in our agricultural supply chain and malting operations by 10%.

PROGRESS

26% increase in water usage due to weather-related impacts on yield.

PROUDLY SUPPORTING INGREDIENTS AND THE PEOPLE BEHIND THEM

We are proud of the high-quality ingredients we use to brew our beers and we stand behind them, as well as the hardworking men and women who grow the barley, hops and corn used in our products.

To celebrate our ingredients and the people who provide us with these high-quality grains, Coors Light in the US held a nationwide #ToastToFarmers in February 2019. Our employees, including members of the MillerCoors Senior Leadership Team, and distributors visited bars and restaurants to buy a round of Coors Light to celebrate the All-American grains that help us brew the World's Most Refreshing Beer.



We've been part of the Molson Coors Grower's Group for over seven years and being part of the group has allowed us to gain a better understanding of end-user requirements through direct dialogue. Through the network, we've also found it beneficial to share ideas and evaluate different growing techniques with fellow farmers.

To support the transfer of knowledge and help promote the importance of farming sustainably, we have been a LEAF demonstration farm since 2002. LEAF (Linking Environment and Farming) is a leading UK-based organization working to deliver more sustainable food and farming, which Molson Coors Grower's Group have worked with to develop tools around water management. Along with other farmers in this network, we host educational visits, community organizations and farming groups throughout the year to share best practices.

“The farm has seen a 6% increase in spring barley while achieving a 22% reduction in overhead costs.”

Our long-term goal is to improve soil health and fertility. We collect soil samples every four years and take tissue analysis throughout the growing, enabling us to target our inputs to crop requirements. We have also extended our crop rotations, optimizing cultural control as means to reduce our reliance on chemical inputs. We grow crops that specifically protect and enrich our soil, helping us retain vital nutrients so that we can grow quality barley for many years to come.

We have set aside over 10% of farmed area solely for conservation, with the aim of protecting and encouraging important habitats and biodiversity. This allows us to keep a healthy population of important pollinators such as bees and butterflies and provides a rich source of food for local birdlife.

Since we started making these and other sustainable changes to our farming policy seven years ago, the farm has seen a 6% increase in spring barley while achieving a 22% reduction in overhead costs.



MEET A FARMER

Chris Bayliss

FARM: HALL FARM
LOCATION: LINCOLNSHIRE, UK

“Sustainability is intrinsic to how we manage the farm. It touches every aspect of what we do.”

CHRIS BAYLISS

COLLECTIVELY CRAFTED



*For Our People
and Communities*

THE PEOPLE BEHIND OUR BEER

Our diverse and talented people help us raise the bar and realize our ambition to be First Choice for Customers and Consumers. At Molson Coors, we are dedicated to supporting our people to be their best at their work. They bring passion to our brews, working together every day to craft something quite special.

But we don't stop there – we're proud to champion diversity within our supply chain and maintain high standards of responsible sourcing in our partnerships. We continue to support and invest in a range of projects that bring shared benefits and create a real connection between our company and our communities.

That's why we're proud to share how it's our dedicated people, strong communities and close partnerships that really make us great.



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Bringing Out The Best in Our People

WHILE EACH OF OUR 18,000 EMPLOYEES HAS A UNIQUE STORY TO TELL, THEY ALL SHARE A COMMON THIRST FOR DELIGHTING THE WORLD'S BEER DRINKERS. OUR GREAT PRODUCTS START WITH OUR PEOPLE. WE WANT TO PROVIDE WORKPLACES THAT PROMOTE HEALTH AND WELL-BEING FOR OUR EMPLOYEES, CREATING A PLACE WHERE EACH PERSON CAN CONNECT, GROW AND THRIVE.

The health and wellness of our employees is fundamental to our business. So we provide our people with tools and resources needed to help bring out their best. We aim to support the physical and mental well-being of our employees, while also driving success toward achieving our goals of a greater level of workplace health and safety and being a great place to work.

CHAMPIONING HEALTH AND WELLNESS

We support healthy lifestyles throughout our global operations. Offering programs in wellness and developing a better work/life balance, we motivate our employees to bring their whole selves to work. Research has shown that feeling authentic and open at work leads to better performance, engagement, retention and overall well-being.²¹ Through initiatives such as Cheers to Your Health in the US and our Wellness Week in Canada and the UK, we're creating a culture that champions wellness in all its forms.

In the past year, we've put in place programs that actively support mental health. We know that people's mental health impacts every area of their lives, including the time they spend in the workplace. This means when our employees don't feel their best, it's reflected in their work performance. From the establishment of a three-year plan to raise awareness and tackle issues related to stress and mental health in Canada to launching a Mental Health Champions and Ambassadors program in the UK, we're creating safe environments where our people feel supported and have the tools to truly thrive at their workplace.



²¹ <https://hbr.org/2018/11/we-need-to-talk-more-about-mental-health-at-work>



GOAL

Recognition on the Great Place to Work® Index.

PROGRESS

Sent Great Place to Work® survey to employees, establishing a baseline of 68% positive responses.

GOAL

Achieve a greater level of workplace health and safety with a 40% reduction in Lost Time Accident (LTA) rate.

PROGRESS

17% reduction in Lost Time Rate per 200,000 hours worked from a 2016 baseline.

CASE STUDY

PROMOTING WELLNESS IN CANADA AND THE UK

We believe our people should feel comfortable to discuss mental health issues freely and safely while at work. Our Mental Wellness Committee in Canada was established in June 2017 to put a spotlight on mental health and facilitate open dialogue between employees. Lesley Harris, National Environment, Health and Safety Manager for Six Pints Specialty Beer Company, is just one of the mental health ambassadors leading the charge in Canada.

“Mental wellness is such a significant component of our overall well-being and by focusing on it we can help our employees achieve their best, optimal health every day. The more knowledge we have about mental health, the easier it will be to build a culture of kindness, patience, understanding and support.”

LESLEY HARRIS, NATIONAL ENVIRONMENT, HEALTH AND SAFETY MANAGER, SIX PINTS SPECIALTY BEER COMPANY

Adding to a suite of mental wellness programs, workshops and awareness sessions, Lesley recently launched a course on Mental Health First Aid, giving employees the tools and knowledge they need to respond to situations of mental distress, to identify if someone is struggling and to guide them to the necessary services.

In 2018, we launched Wellness Week in Canada and the UK as part of Our Beer Print Month to continue efforts to reduce stigma around mental health. Employees in Canada took part in Mental Wellness Awareness sessions to broaden the conversation on mental health and foster a sense of support among our workforce. Wellness is personal, and sessions should reflect this – with topics that resonate with our employees. Based on the results of a survey in Toronto, we organized three days of activities focused on high blood pressure, mental health and repetitive strains, designed to equip employees with all the tools they need to take their wellness into their own hands.

In the UK, nearly 1,000 employees participated in Wellness Week activities promoting increased understanding of mental health issues. A total of 46 employees from each of our business areas were trained as Mental Health Champions, and Tea & Talk sessions were held on World Mental Health Day to promote discussions on mental wellness and more empathetic and inclusive workspaces. We also joined the mental health charity Mind’s Workplace Wellbeing Index, which provides a benchmark of best policy and practice.



WE BELIEVE DIVERSITY AND INCLUSION ARE CRITICAL TO GROWTH. THEY HELP US TO STRENGTHEN OUR CONNECTIONS WITH OUR CONSUMERS AND CUSTOMERS, AND CREATE AN INCLUSIVE WORKPLACE IN WHICH OUR EMPLOYEES CAN FEEL ENGAGED. WE BELIEVE IT'S IMPORTANT THAT WE HAVE GENDER EQUITY REPRESENTED AT ALL LEVELS OF OUR OPERATIONS. THIS IS WHY WE AIM TO ATTRACT, DEVELOP AND RETAIN THE BEST TALENT IN OUR INDUSTRY AND EMBED AN INCLUSIVE CULTURE ACROSS OUR BUSINESS.

FOSTERING DIVERSITY

We provide a range of tools to allow all our people to connect, grow and thrive to meet their full potential. We encourage individual growth through quality one-on-ones with managers, by creating and following Personal Development Plans for every member of the company and by committing to continuous learning, supported by our First Choice Learning Center. Employee Research Groups (ERGs) also provide our employees with an internal community to connect with others that share similar affinities, needs, concerns or interests.

We provide multiple ways to enable career progression for women, including talent development programs, seminars, mentoring and coaching opportunities, flexible work schedules and fully paid parental leave in the US.

Our diverse workforce combines different backgrounds and experiences to create a more innovative and productive company.

Following the creation of our global Diversity and Inclusion strategy guide in 2018, we will be rolling out our Inclusive Leader 1.0 training globally so every new employee, regardless of whether they are a people manager, will understand why it's important to be an inclusive leader, foster diverse perspectives and build more inclusive teams across the business. The follow-up course, Inclusive Leader 2.0, will be piloting in the US to help leaders identify their conscious and unconscious biases, ensuring that inclusion is part of everyday behaviors.

SEEING RESULTS

We're pleased to see that the gender split of our external job applications matches that of our new hires, confirming that we're giving equal opportunities for men and women. In fact, in 2018, 36% of external hires in the

UK and Ireland were women, compared to our current employee population of 27% women. Using technology to help us remove unconscious bias from our internal and external job adverts, we hope to see continual increases in gender diversity in the coming years.

In 2018, our overall number of female senior leaders within Molson Coors increased to 33%, up from 29% in 2017. We are also pleased to see a reduction in our pure mean gender pay gap to -0.57% in the UK and Ireland.²²

19%

Companies that have more diverse management teams have 19% higher revenue due to innovation.²³

²² Pure pay gap is base pay only and excludes bonuses, shift allowance and car allowance.

²³ <https://www.forbes.com/sites/annapowers/2018/06/27/a-study-finds-that-diverse-companies-produce-19-more-revenue/#320cfbe7506f>

THREE WOMEN LEADING THE WAY

WE HAVE SHARPENED OUR FOCUS ON FEMALE LEADERSHIP DEVELOPMENT, BRINGING IN AND SUPPORTING WOMEN WHO ARE AT THE TOP OF THEIR GAME AND HAVE BEEN RECOGNIZED FOR THEIR EFFORTS. TO CELEBRATE THIS NEW WAVE OF LEADERSHIP, WE'RE PROFILING THREE WOMEN WHO ARE EMPOWERING OTHERS AND DRIVING A MORE INCLUSIVE CULTURE AT MOLSON COORS.



**MICHELE D'ANGELO,
VICE PRESIDENT OF
CUSTOMER EXCELLENCE**

Michele D'Angelo, VP of Customer Excellence at MCC, has been a champion in helping more women get into sales and marketing roles over the duration of her 10 years with the company. She leads the Female Council, a grassroots advisory group made up of men and women across all disciplines of marketing. The purpose of this group is to give input on our consumer-facing marketing activity with a specific lens to female inclusiveness and gender neutrality. She has been a strong supporter of key human resources initiatives, such as acting as the commercial sponsor of the Molson Coors Canada Diversity and Inclusion strategy and plans.



**MALUWA BEHRINGER, VICE
PRESIDENT OF GLOBAL RESEARCH
AND DEVELOPMENT INNOVATION**

Maluwa Behringer, our Vice President of Global Research and Development Innovation, has been honored with the 2019 Women in Manufacturing STEP (science, technology, engineering and production) Ahead Award. This award is given to women who show strong leadership in the manufacturing sector and within their companies and was awarded to Maluwa for her commitment to developing and coaching members of her team to reach their full growth potential.



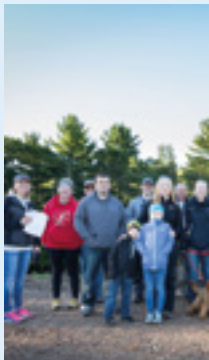
**MICHELLE ST. JACQUES, CHIEF
MARKETING OFFICER**

The beginning of 2019 saw MillerCoors hire its first female chief marketing officer (CMO), Michelle St. Jacques, who was named as one of the 20 Rising Brand Stars in Chicago in 2017 by *Adweek*. Michelle joined the company in February, bringing with her progressive approach to marketing with bold plans to take our brands to the next level. Her appointment highlights our ongoing commitment to having diverse voices at the highest levels of the business.



OUR BEER PRINT MONTH: IN PICTURES

EACH SEPTEMBER, THOUSANDS OF EMPLOYEES FROM ACROSS OUR BUSINESS PARTAKE IN A RANGE OF IMPACTFUL ACTIVITIES AND PROJECTS THAT BENEFIT THEIR LOCAL COMMUNITIES AS PART OF OUR BEER PRINT MONTH, WHICH SUPPORTS OUR WIDER APPROACH TO SUSTAINABILITY.

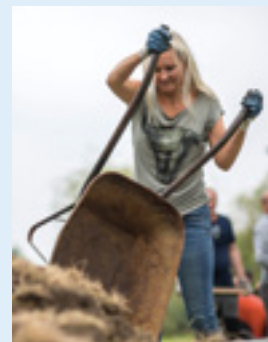


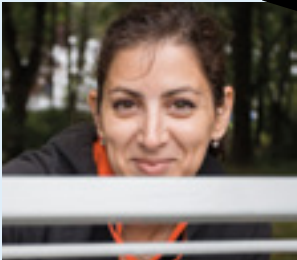
GOAL

Make the places where we work better places to live by investing \$100 million in initiatives to improve livelihoods, foster empowerment and build resilient communities.

PROGRESS

Since 2016, we have invested more than \$32.7 million in our communities.





Through Our Beer Print Month projects, our employees raised awareness for alcohol responsibility, reduced their environmental footprint, made the commitment to improve their health and well-being and contributed to the communities where they live and work.

Here are just a few of the many ways we addressed these areas:



RESPONSIBLY REFRESHING

BULGARIA: For the 11th consecutive year, Kamenitza AD organized its celebrated campaign Alcohol Is a Bad Driver. This year it has included the slogan "Don't turn the driving wheel into a fortune wheel."

In the **CZECH REPUBLIC** and **SERBIA**, we collaborated with our retail partners to share responsible drinking messages with customers and consumers.



SUSTAINABLY BREWING

Alongside colleagues from Global Business Services, our Bergenbier team in **ROMANIA** cleaned up a forested area next to the brewery.

In the **UNITED STATES**, approximately 550 employees across eight cities participated in activities to clear trash from local parks and waterways.

COLLECTIVELY CRAFTED

Employees in **MONTENEGRO** donated 46 units of blood in their 17th blood donation event and collected 55 parcels of used clothes to donate to the local Red Cross office.

In **BULGARIA**, our team engaged in the Donate a Goal project, collecting more than €5,000 (\$5,699) to renovate a local football ground.

Employees in **MONTREAL** organized a silent auction to raise funds for a local food aid charity. Molson Coors matched the funds, bringing the total donation to CAN\$6,010.

WELL-BEING

In **SERBIA**, 750 employees participated in a Step Challenge, collectively taking 3 million steps over five days to promote health and encourage employees to incorporate healthy habits into their lives.

Over 200 employees in **DENVER** participated in health screenings, including blood test-based screenings for NMR cholesterol and colorectal cancer.

In the **UK** and **IRELAND**, 766 employees completed the mental health charity Mind's well-being survey to pinpoint potential workplace mental health and wellness issues.

IN 2018

4,000 of our employees volunteered, with over 5,500 people from our communities engaged in Our Beer Print Month activities.

Activities were held in 36 cities in 14 countries.

SHARP'S BREWERY:

Making Music to Protect Cornwall's Beaches

IN APRIL 2018, OUR CORNWALL-BASED SHARP'S BREWERY IN THE UK ANNOUNCED THE LAUNCH OF A NEW CONSERVATION INITIATIVE TO PROTECT THE ATLANTIC COASTLINE. WORKING WITH UNIVERSAL MUSIC'S MERCURY KX LABEL, OUR SHARP'S ATLANTIC PALE ALE TEAM HARNESSSED THE SOUNDS OF THE OCEAN TO CREATE A NEW MUSICAL EXPERIENCE: KEYNVOR. NAMED AFTER THE CORNISH WORD FOR OCEAN, KEYNVOR'S DEBUT SINGLE "PRESERVATION" AIMS TO RAISE FUNDS TO PROTECT CORNWALL'S MUCH-LOVED BEACHES.



STREAMING FOR OCEANS

Every stream and download of "Preservation" has raised money to protect the Atlantic coastline, with royalties going to Surfers Against Sewage – a national marine conservation and campaigning charity that inspires and empowers communities to take action to protect oceans, beaches and wildlife against threats such as erosion and plastic. All royalties earned will go toward increasing awareness of coastal issues such as plastic pollution. So far, the track has received over 195,000 streams on Spotify and is available for streaming and download on Apple Music.



REDUCING WASTE INSIDE AND OUT

We know ocean health and plastic pollution are close to the hearts of many people. As part of Molson Coors' Our Beer Print 2025 goals, this partnership to raise awareness of ocean preservation forms a piece of our wider drive to cut down on waste across our business. We have set packaging targets to address waste issues, including taking collective action with stakeholders and other organizations to reduce solid waste and littering, reduce plastic leakage into oceans and increase consumer education on responsible attitudes toward plastic waste. Find out more in the [Packaging](#) section.

CASE STUDY

CELEBRATING MORE THAN A DECADE OF COMMUNITY DAYS

As a significant producer in the Czech Republic, we have made an effort to be a good neighbor and to actively participate in local events. One of our oldest projects is Community Days, also known as "days when we help," which has been running for the last 12 years.

In 2018, employees in Prague, Ostrava and Bratislava volunteered with our long-standing local partner organizations, including Hlappes, a center for training assistance dogs, The Children Rehabilitation Day Care Center in Ostrava and Community Center Prádelna.

In Ostrava, 60 representatives of the city district office joined our employees in improving the local neighborhoods. Our team in Slovakia joined the event for the first time, volunteering in the city park. Beyond this, we donated funds to each partner organization to go toward purchasing materials and protective equipment.

In 2018, we won a silver certificate in the Top Responsible Company Awards, organized by the independent Business for Society platform, in the category of Top Responsible Big Company 2018. We were also awarded a bronze certificate for corporate volunteering in the Top Responsible Company category.

In 2018, we won a silver certificate in the Top Responsible Company Awards.

This unique, independent rating of the Business for Society platform gives recognition to companies of all sizes that are committed to long-term, strategic development, reducing their environmental impact, and developing innovative solutions to address issues around business sustainability and responsibility.

What Does an

Ethical Supply Chain Look Like?

IN AN INDUSTRY LIKE OURS, SUPPLY CHAINS CAN BE LARGE AND COMPLEX, AND MAINTAINING HIGH ETHICAL STANDARDS IS AN ONGOING CHALLENGE. BUT OUR SUPPLIERS ARE CRUCIAL TO OUR BUSINESS AND AN INTEGRAL PART OF OUR WORK TO ACHIEVE OUR BEER PRINT GOALS, SO WE'RE ADOPTING WHAT WE BELIEVE ARE BEST PRACTICE STANDARDS AND WORKING WITH SUPPLIERS WHO DO THE SAME.

GOAL

Work with suppliers who adopt our supplier standards and allow us to jointly commit to an ethical and sustainable supply chain.

PROGRESS

Working with Sedex to implement Supplier Assessment Questionnaires to suppliers that have been identified as high risk.

RESPONSIBILITY AS STANDARD

We continued to roll out our updated Standards for Suppliers policy in 2018 and expect all our suppliers to meet these requirements. These standards set out our minimum compliance standards, with a focus on environmental sustainability, fair employment, community responsibilities, ethical business practices, human rights and sound commercial standards. It's what we see as the foundation for an ethical supply chain.

We have also made headway in embedding the principles of the UK Modern Slavery Act in our business. Molson Coors aims to lead the way, extending and entrenching our deep ethical values and corporate governance practices to reinforce a zero-tolerance policy toward modern slavery and human trafficking.

In early 2018, our UK team conducted a training workshop with legal, procurement, HR, supply chain and sustainability teams to educate and offer practical solutions for identifying, preventing and, where found, eliminating modern slavery in our business and supply chains. We highlighted the key takeaways from the training in communications to the broader UK and Ireland employee base, so our people can also take an active role in recognizing, identifying and reporting suspicions of modern slavery.

We continue to use Supplier Ethical Data Exchange (Sedex) – one of the world's largest collaborative platforms for sharing responsible sourcing data on supply chains – to manage supplier performance around labor rights, health and safety, the environment and business ethics,

and will begin exploring the risk profiles of our suppliers in the context of modern slavery and human trafficking.

GOING FURTHER IN 2019

As a global enterprise, we recognize the necessity to continuously monitor and encourage our suppliers to align their compliance standards and policies with ours. To ensure a responsible and ethical supply chain, we are currently working with Sedex to identify and manage risks in our supply base. Suppliers who pose a higher risk of non-compliance, whether through being located in high-conflict areas or through not enforcing sufficient ethics standards, will be identified through the initial pre-screen process.

We continuously monitor and encourage our suppliers to align with our standards.

The identification process is our first step in screening potential supply companies, following which successful suppliers will be asked to complete the Sedex Supplier Assessment Questionnaire. Through the questionnaire responses, we will be able to identify key issues and initiate audits to mitigate risks where required.

Fast Forward

Minority Enterprises in Chicago

DIVERSITY AND INCLUSION AMONG OUR SUPPLIERS, AS WELL AS OUR OWN EMPLOYEES, IS CRITICAL TO THE GROWTH OF OUR BUSINESS. BY WORKING WITH A NETWORK OF WOMEN- AND MINORITY-OWNED SUPPLIERS, WE AIM TO SUPPORT ECONOMIC OPPORTUNITIES FOR THESE SUPPLIERS AND BROADER COMMUNITY. FOR US, PROMOTING SUPPLIER DIVERSITY IS NOT ONLY THE RIGHT THING TO DO – WE ALSO BELIEVE THAT THE BEST IDEAS HAPPEN WHEN DIVERSE MINDS WORK TOGETHER, HELPING COMPANIES PERFORM BETTER.

RECOGNITION FOR OUR SUPPLIER DIVERSITY EFFORTS

The Mountain Plains Minority Supplier Development Council (MPMSDC) aims to connect US businesses with minority-owned business. In 2018, we were recognized with the Corporation of the Year award for our efforts in advancing purchasing opportunities for ethnic minority-owned businesses by the MPMSDC.

We were also awarded the Sustainable Purchasing Leadership Council Case Study Award in 2018 for our Five Forward Initiative, which we developed with Chicago United. Through this supplier diversity program, we have committed to working with five local minority firms over a period of five years.

SCALING UP OUR COMMITMENT

In 2018, MillerCoors spent a total of \$436 million with diverse suppliers. We are continuously evaluating opportunities to expand our work with diverse suppliers across our business to meet our 2025 goal.

“Molson Coors has dedicated an extraordinary amount of resources and business procurement opportunities with certified Minority Business Enterprises (MBEs), with an emphasis on supplier diversity.”

MOUNTAIN PLAINS MINORITY
SUPPLIER DEVELOPMENT COUNCIL

GOAL

Promote supplier diversity across the business and actively engage with women-owned, minority-owned and small businesses as suppliers.

PROGRESS

Spent \$1.5 billion with diverse suppliers.



MEET

Elizabeth Tran

TECHNISOURCE

SUPPORTING SUPPLIERS THROUGH OUR FIVE FORWARD INITIATIVE

Through Chicago United, MillerCoors has joined the Five Forward Initiative to work toward building a more diverse supply chain, while promoting economic growth for local Minority Business Enterprises (MBEs). The program encourages companies to work hand in hand with minority suppliers to develop them into business partners, aiming to increase capacity, growth and job creation. As part of this project, we aim to increase our spending on selected diverse suppliers by over 25% by the end of our Five Forward program in 2020.

TechniSource is one of the companies that we partner with through the Five Forward program. As an essential packaging supplier for MillerCoors, TechniSource has expanded its support to include even more breweries and more product lines over the years.

For seven years, president and CEO Elizabeth Tran has built strong relationships with our MillerCoors colleagues, and says she has always felt like an extension of the team. TechniSource has a seat at the table,

working alongside MillerCoors teams to achieve better output and cost-savings success.

Through the partnership with MillerCoors, TechniSource has carried over its collaborative consulting capabilities to other clients and has expanded the manufacturing partners it works with and operates in more distribution channels. It is now looking to bring a new warehouse space into its operations, which will help create more jobs in the

local community. As a minority- and woman-owned company, TechniSource is committed to also maintaining a diverse and local talent pool throughout its operations by supporting other women-, minority- and veteran-owned companies in its own supply chain.

“We really do collaborate and are supported from concept to distribution. Inclusion is the biggest support that we’ve felt. Being a part of the collective team has made our partnership stronger, because of our shared common goal.”

ELIZABETH TRAN, TECHNISOURCE CEO

“MillerCoors has made us a better company today, by allowing us to grow alongside them,” Tran says. “We are proud to support diverse businesses and increase prosperity in our local communities.”



MOLSON *Coors*

This report contains “forward-looking statements” within the meaning of the US federal securities laws. Generally, the words “believe,” “expect,” “intend,” “anticipate,” “project,” “working,” “striving,” “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; reuse 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 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.