WHAT SETS MOLSON COORS APART

Brewing Heritage
Drive to Succeed
Extraordinary Brands
Global Partnerships
Culture of Responsibility
350 years of pioneering spirit and family brewing heritage with Molson and Coors families retaining significant ownership in the business.
MOLSON COORS BREWING COMPANY OVERVIEW

Geoff Molson
Chairman

Mark Hunter
President & CEO

Pete Coors
Vice-Chairman

Molson Coors Canada

Molson Coors Europe

MillerCoors US

Molson Coors International

2008
JV – SAB Miller (58\%) & MCBC (42\%)
MOLSON COORS BREWING COMPANY TODAY

• Leading global brewer with ~18,000 employees*, 31 breweries*, selling brands in more than 50 countries

• Diverse portfolio of more than 90 strategic and partner brands

• Strong presence and brand momentum in three of the world’s largest markets
  • Second largest brewer in the US through MillerCoors JV with SABMiller
  • A leading brewer in Canada via Molson Coors Canada
  • Top tier brewer in UK & Ireland and Central Europe through Molson Coors Europe

• Focus on global growth, leveraging Molson Coors International as entrepreneurial global business unit with emphasis on building our brand portfolio in developing markets

* Includes MillerCoors
• 2008 joint venture created #2 brewer in world's most profitable beer market
• Superb portfolio of brands representing 28% share of US beer market
  • Coors Light, Miller Lite, Blue Moon, Leinenkugel’s, Redd’s Apple Ale
• Molson Coors maintains 42% economic interest and 50% voting interest
• 2014 Volume – 73 million hectoliters
OUR BUSINESSES: MOLSON COORS CANADA

• One of Canada’s leading brewers and North America’s oldest beer brand

• Powerful brand portfolio includes category leading brands
  • Canada’s most popular light beer - Coors Light, leading domestic lager and ale - Molson Canadian, Coors Banquet and Molson Export
  • New brands – Molson Canadian 67, 67 Sublime and Rickard’s Shandy
  • Consumer preferred crafts and imports - Rickard’s, Creemore and Granville Island, Heineken and Strongbow Cider
  • 2014 Volume – 8.1 million hectoliters
• UK’s second largest brewer and the leading brewer in Central Europe. Its portfolio of brands includes the best selling Carling, Coors Light, Staropramen and Doom Bar

• Other brands: Bergenbier, Borsodi, Caffrey’s, Cobra, Corona, Grolsch, Jelen, Kamenitza, Magners Draught Cider, Niksicko, Ozujsko & Worthington’s

• Molson Coors Europe manages 12 brewing facilities and employs ~6,400

• 2014 Volume – 21.1 million hectoliters
Focus on select markets with high growth potential and opportunities for achieving critical mass

- Partnerships with CCA in Australia, CCU in Chile, Estrella Damm in Spain, MPK in Russia, Obolon in Ukraine and Cobra in India
- Brand-led growth strategy around Coors Light, Carling, Staropramen, Cobra and Blue Moon
- 2014 Volume – 2.7 million hectoliters*
Molson Coors is focused on becoming a top global brewer in profitability.
We are committed to delivering sustainable, long-term shareholder value and to becoming a top global brewer. Our growth strategy rests on three pillars:

Maximizing the profitable growth opportunities in our core markets through focus on brands, innovation, and cost management,

Accelerating our push into new and emerging markets to grow our brands globally,

Looking for M&A opportunities that meet our criteria for generating shareholder value and that provide solid growth platforms for our business and brands.
Established Through Coors/Molson Merger

Coors acquires Bass Business in England and Wales

Molson merges with Carling O'Keefe

Acquisition of Canadian Craft Brand

JV with SABMiller Established No. 2 Player in US

Formed Cobra Beer Partnership JV

Acquired Brewery in the UK

JV to Brew and Market Cobra in South Asia

Established Through Coors/Molson Merger

Acquisition of Mt. Shivalik in India

Agreement to Distribute Brands in Canada

Agreement to Distribute Brands in UK and Japan

Continue to Expand Canadian Craft Portfolio

Launched Carling in Ukraine Through JV Agreement

Agreement to Distribute Brands in Australia/NZ

Transformative

Bolt-on

Alliance/JV
A SOLID TRACK RECORD OF PERFORMANCE

- $4.2 billion in net sales in 2014; underlying income of $769 million (after tax)
- Driving top-line and bottom-line success in challenging times through:
  - Sustaining a strong brand portfolio and consistent investment
  - Focus on innovation, quality and efficiency
- Enhancing financial position by:
  - Generating cash & strong profit trends
  - Strengthening the balance sheet
  - Capitalizing on core skills in mature, high-margin beer markets
  - Disciplined approach to growth opportunities

*Underlying EBITDA

* Non-GAAP underlying EBITDA (Earnings before interest, taxes, depreciation and amortization) is calculated excluding special and other non-core items from U.S. GAAP earnings. See reconciliation to nearest U.S. GAAP measures on our website. Includes 42% of MillerCoors.
EXTRAORDINARY BRANDS
Molson Coors is always looking for ways to bring something new and exciting to drinkers

• Our packaging innovations add ease, comfort and style to the drinking experience
  • Cold Activated Bottle/Cans
  • Aluminum Pints
  • Punch Top Cans

• Our brewmasters are also always creating recipes to delight our beer drinkers
  • Rickards’s Shandy
  • Blue Moon Cinnamon Horchata
  • Carling Zest
A successful track record of forming brewer partnerships that generate value for both parties.
### A Track Record of Successful Global Partnerships

Creating Value Through Successful Joint Ventures

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<tr>
<th>Region</th>
<th>Company A</th>
<th>Company B</th>
<th>Company C</th>
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<td>India</td>
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And Via Licensing/Distribution Agreements

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<th>Region</th>
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CULTURE OF RESPONSIBILITY

A strong sense of doing business the right way and playing our part in the communities where we operate.
At Molson Coors, we are united by our goals, vision and approach to working together – we call this “Our Brew”

In breweries and offices around the world, we are all focused on challenging the expected to deliver exceptional results and creating extraordinary brands that delight the world’s beer drinkers

Our values and shared sense of purpose are core to our culture and to the achievement of our ambitions
Every time you pick up a beer, you leave a beer print behind. At Molson Coors we want to grow our positive Beer Print and shrink our negative Beer Print.

- **Alcohol Responsibility** - We want our quality products to be enjoyed responsibly by those old enough to drink.

- **Community Cheer** - Our community investment mission is to promote the health and well being of individuals and communities where we do business.

- **Sustainable Watersheds** - We pledge to be good stewards of the drops we use and community-minded about the ripples we leave.