

GREAT BEER GREAT RESPONSIBILITY®



MillerCoors



GREAT BEER
GREAT RESPONSIBILITY

MILLERCOORS
2016 SUSTAINABILITY REPORT

This Sustainability Report contains certain “forward-looking statements” relating to MillerCoors LLC investments in socioeconomic programs; water management and other environmental efforts; reuse and recycling measures; and sourcing of raw materials. These statements are based on MillerCoors reasonable expectations and assumptions as of the date the statements are made. Such statements may involve certain risks and uncertainties including, but not limited to, the following: stock market and commodities performance; crop yields; consumer demand; domestic taxation policies; global economic conditions; changes in laws and regulations; development of new technology; costs of resources and raw materials; force majeure events; the ability to attract, hire and retain qualified personnel; and future financial and operating performance within and related to the industry. These factors may cause actual future results to differ materially from the projections contained in this report.

Questions and Comments: Please send any questions or comments related to the MillerCoors 2016 Sustainability Report to sustainability@millercoors.com.

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ABOUT THIS REPORT

The MillerCoors 2016 Sustainability Report provides an update on our activities from January 1 to December 31, 2015. We have reported annually on our sustainability activities since our company was formed in 2008.

The data in the 2016 report represents business activities over which MillerCoors has direct control or ownership. We adopted the same scope, boundaries and measurement methods used to develop previous reports, unless otherwise specified. The data in this report was included in the SABMiller plc and the Molson Coors Brewing Company annual reports on a segment or geographic basis.

This report does not include extensive information on our financial performance because that information is disclosed at length in the annual reports of our parent companies and during our quarterly earnings releases.

Molson Coors references the MillerCoors Sustainability Report within its 2015 Corporate Responsibility Report and on its website. Additionally, the MillerCoors 2016 Sustainability Report serves as a supplement to the SABMiller 2016 Sustainable Development Summary Report. PricewaterhouseCoopers LLP provided a limited assurance of selected information set out in SABMiller’s Summary Report.

MillerCoors used Global Reporting Initiative (GRI) G4 Guidelines as a guide when developing this report. GRI’s reporting framework enables greater organizational transparency and provides companies with a consistent means of reporting their economic, environmental, and social performance and impacts. The GRI G4 Sustainability Guidelines are widely accepted by diverse organizations around the world and are recommended by the UN Global Compact; reporting against these Guidelines is voluntary. A GRI Content Index is available at the end of this report.

LETTER FROM LEADERSHIP

As we continue on our path to creating America's best beer company, MillerCoors is taking an aggressive approach to growth, remaining steadfastly focused on our volume and financials while furthering our sustainability commitments. This year opened a new chapter in MillerCoors history, marking the first time that we measured our performance against our 2020 sustainability goals and welcoming several new members to our Senior Leadership Team (SLT), including Chief Executive Officer Gavin Hattersley.

In 2015, we made significant progress against all of our 2020 goals, and we will continue to bolster our efforts to brew a more sustainable future.

As a brewer, alcohol responsibility is at the core of our sustainability commitment. Our 2020 goal to stand 20 million strong against drunk driving is the cornerstone of our efforts. In 2015, we reached 15.1 million strong, meaning more than 15 million people have taken advantage of our drunk driving prevention programs. We also made great strides working with our college alliances to help prevent underage access at college athletic events as they prepared to serve alcohol for the first time at general concessions.

Conserving and improving water resources across our value chain remains a critical focus of our environmental stewardship efforts. We work directly with our barley growers to help reduce the amount of water used for irrigation, identify opportunities to reduce water use in our breweries, and partner with other corporations and organizations to help maintain and protect water resources throughout our brewing communities. As a result, in 2015 we reduced our water usage by 128.8 million gallons across our breweries.

We are committed to promoting diversity throughout our workforce and supply chain. Through innovative training and mentoring programs, we support the career advancement of our employees who are women and people of color, and provide an inclusive culture. Additionally, we spent \$529 million with diverse suppliers last year, including woman- and minority-owned businesses.

We have come a long way in eight years, and we have our people to thank for our success. Their passion and commitment to sustainability are a testament to our desire to brew the highest-quality beer. While this report highlights a number of successes in 2015, we will continue to bolster our efforts in brewing a more sustainable future, and we look forward to updating you again next year on our progress.

MillerCoors Senior Leadership Team (from left): Tracey Joubert, Executive Vice President and Chief Financial Officer; Pete Marino, Chief Public Affairs and Communications Officer; Kevin Doyle, President, Sales and Distributor Operations; Fernando Palacios, Executive Vice President and Chief Integrated Supply Chain Officer; Gavin Hattersley, Chief Executive Officer; Kelly Grebe, Chief Legal and Corporate Services Officer; David Kroll, Chief Marketing Officer; Michelle Nettles, Chief Human Resources Officer; Scott Whitley, President and Chief Executive Officer, Tenth and Blake Beer Company



GREAT IMPACT

The United Nations (UN) issued its Sustainable Development Goals (SDGs) in September 2015. The SDGs are part of the UN's 2030 agenda to address the world's biggest challenges and promote sustainable development. According to the UN, all nations and all stakeholders, acting collaboratively, have a role in meeting the SDGs. MillerCoors 2020 goals support nine of the 17 SDGs, and our overarching commitment to brewing a sustainable future will help contribute to this larger global effort.



United Nations

MillerCoors Sustainability Pillars:

- Great Times
- Great Environment
- Great People & Communities

3 GOOD HEALTH AND WELL-BEING	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	15 LIFE ON LAND

ABOUT MILLERCOORS

MillerCoors stands for beer. In 2008, global brewers Molson Coors Brewing Company and SABMiller plc combined their U.S. and Puerto Rico operations to create the second-largest beer company in the U.S. Building on the heritage and high quality standards of brewers Frederick J. Miller (founder of Miller Brewing Company, 1855) and Adolph Coors (founder of Coors Brewing Company, 1873), MillerCoors was born. With more than 450 years of combined brewing expertise, MillerCoors remains steadfast to the vision of its founders through our commitment to quality, innovation and sustainability.

MillerCoors leadership in sustainability is world-class. Coors Brewing Company helped launch the recycling revolution by pioneering the aluminum can, and we have been building on that legacy ever since. We invented the American light lager category, helped transform the American craft beer movement and changed the way Americans drink beer. We proved that building strong ties within our workforce, suppliers and communities is what makes us leaders; it's how we are creating America's best beer company.

To learn about our full product portfolio, visit our website.

REVENUE

By brewing quality beers, we're supporting the economy of our country and communities. In 2015, MillerCoors generated total gross sales of nearly \$8.82 billion and returned approximately \$7.60 billion to society through compensation for employees, taxes to the government, goods and services provided by suppliers, and grants to nonprofit organizations. We have approximately 8,000 employees and pay more than \$1 billion in compensation and benefits. We pay more than \$1 billion annually in federal, state and local taxes, and we spend more than \$5 billion annually for goods and services from thousands of suppliers.

GOVERNANCE

MillerCoors Senior Leadership Team (SLT), Board of Directors and sustainability leaders are committed to creating America's best beer company. We expect every employee to act with integrity. We self-regulate our practices, set guidelines for compliance and outline our responsibilities through our Code of Business Conduct. Please visit our website for more information on MillerCoors leadership, governance structure, and ethics and integrity programs and policies.

BREWING A SUSTAINABLE FUTURE

MillerCoors defines sustainability as making a positive and meaningful impact on the social, environmental and economic issues that affect our business, employees and other stakeholders. We focus on the positive effect we can create and challenge ourselves to build upon our heritage to advance our commitment to sustainability. We also seek ways to create value for our people, communities and the environment through our three sustainability pillars: Great Times, Great Environment, Great People & Communities.

STAKEHOLDER ENGAGEMENT & MATERIALITY

When setting our goals, tracking our progress and reporting on sustainability, we focus on the issues that are most material to the long-term success of MillerCoors and our stakeholders. We rely on periodic assessments of materiality to inform our strategy and goals. We plan to revisit materiality in 2017, midway through our goal period, to evaluate whether any adjustments are needed.

Please visit our website to learn more about our approach to stakeholder engagement and view our materiality map.

CORPORATE OFFICES AND MAJOR BREWERIES



MILWAUKEE

Corporate Office and Major Brewery
Opened in **1855**
Landfill-free since **2014**
Celebrated its 160th anniversary in 2015



FORT WORTH, TEXAS

Major Brewery
Opened in **1966**
Landfill-free since **2016**
First to brew Miller Lite®



ALBANY, GEORGIA

Major Brewery
Opened in **1979**
Landfill-free since **2013**
Sits on a former Army air base



ELKTON, VIRGINIA

Major Brewery
Opened in **1987**
Landfill-free since **2011**



CHICAGO

Headquarters
Opened in **2008**
LEED Silver Certified



GOLDEN, COLORADO

Corporate Office and Major Brewery
Opened in **1873**
Landfill-free since **2013**



EDEN, NORTH CAROLINA

Major Brewery
Opened in **1978**
Landfill-free since **2013**
First to brew Miller® Genuine Draft



IRVINDALE, CALIFORNIA

Major Brewery
Opened **1980**
Landfill-free since **2010**
Home to the largest solar array of any U.S. brewery



TRENTON, OHIO

Major Brewery
Opened in **1991**
Landfill-free since **2009**
Sits on 1,100 acres, including more than 2 acres of wetlands and 30 acres of prairie grass

2020 GOALS

We identified goals for each of the three pillars within our sustainability strategy based on the results of our 2014 materiality assessment and ongoing conversations with stakeholders. Our 2020 goals focus on the areas where we believe we can have the greatest impact. We look forward to reviewing our progress annually.



GREAT TIMES

2020 GOAL	2015 PROGRESS*
Stand 20 million strong against drunk driving by encouraging people to take a safe ride home (<i>Cumulative; Baseline 2008</i>)	Reached 15.1 million people strong
Activate one signature alcohol responsibility program in each of our top 100 priority markets every year	Activated programs in all top 100 priority markets



GREAT ENVIRONMENT

2020 GOAL	2015 PROGRESS*
Reduce our water-to-beer ratio across all our direct operations to achieve an average ratio of 3.0:1.0	Achieved a 3.29:1.0 water-to-beer ratio; a 2.1 percent reduction from 2014
Restore a volume of water equal to the final product volume from our breweries and cidery located in water-stressed watersheds through projects that directly contribute to the sustainability of the local water resource	Delivered a restore benefit of approximately 137 million gallons, which represents 19.47 percent of our production volume
Expand our sustainability programs to manage and reduce agricultural resource risks, including water risks, in 100 percent of our key barley-growing regions (<i>Baseline 2014</i>)	Provided growers in all key barley-growing regions with access to digital data-sharing and expanded agricultural water conservation projects in Colorado and Idaho
Reduce our carbon footprint per barrel of beer produced across our value chain by 25 percent (<i>Baseline 2010</i>)	Reduced greenhouse gas emissions (GHG) across our value chain by 18 percent since 2010
Achieve landfill-free operations at all major manufacturing facilities	Achieved at 8 major breweries and 2 major manufacturing facilities



GREAT PEOPLE & COMMUNITIES

2020 GOAL	2015 PROGRESS*
Increase diversity among management, with women comprising 35 percent and people of color comprising 21 percent, respectively	Increased diversity among management: 28 percent women and 17 percent people of color
Commit to spending \$5.1 billion with diverse suppliers (<i>Cumulative; Baseline 2008</i>)	Spent \$3.48 billion since 2008
Invest \$137 million in our brewing communities through corporate and employee donations (<i>Cumulative; Baseline 2008</i>)	Invested more than \$11.8 million in 2015; totaling more than \$94.2 million since 2008

*All data is reported as of December 31, 2015



GREAT TIMES

RESPONSIBILITY AND COLLEGE FANS

Hundreds of thousands of fans attend college sporting events every year, and we want them all to enjoy the games responsibly. When the University of Texas at Austin (UT-Austin) and University of Maryland (UMD) expanded alcohol sales during athletic events, MillerCoors stepped in as a trusted partner to help ensure fans enjoy responsibly.

Since 2012, we have supported UT-Austin in the responsible sale and marketing of our products in stadium club and suite areas. We intensified these efforts and leveraged our partnership with Techniques in Effective Alcohol Management (TEAM) Coalition when sales expanded to the general concessions last year. Together, MillerCoors and TEAM Coalition helped the University implement strict alcohol sales policies and provided training to more than 300 concessionaires. In tandem, MillerCoors responsibility ambassadors engaged fans to take our designated driver pledge during six home football games.

UMD leveraged its 2015 MillerCoors Great Plays Grant to train more than 1,100 servers on TIPS® (Training for Intervention ProcedureS) prior to selling alcohol at its football stadium and basketball arena. We also brought our designated driver program to all football and basketball games, increased on-site responsibility messaging at the venues, and made almost 700 discounted Uber rides available to fans.

During the 2015 football season, we are proud to report no recorded alcohol-related incidents at UT-Austin games, and UMD stadium ejections due to intoxication decreased by 72 percent from the previous season. We look forward to more opportunities to collaborate, share our expertise and connect our partners to ensure fans enjoy game day responsibly.

Photo Credit: The University of Texas at Austin

Our alcohol responsibility strategy focuses on preventing drunk driving and underage access to alcohol. We are committed to the safety of our consumers and those around them, and we work collaboratively with a variety of stakeholders to meet that charge.

DRUNK DRIVING PREVENTION

Drunk driving is 100 percent preventable. Between 1994 and 2013, drunk driving fatalities decreased by 36 percent, even while total vehicle miles traveled increased by 26 percent¹. We continue to work with law enforcement, community organizations, government, distributors and retailers to educate the public about the issue and develop initiatives to help prevent drunk driving.

We focus on three signature alcohol responsibility programs to help us achieve our 2020 Great Times goals: Free Rides programs, Uber/taxi partnerships and designated driver programs.

In 2015, an additional 1.34 million people joined us in standing against drunk driving, and, in partnership with our distributors, we activated at least one signature program in all 100 of our priority markets. Priority markets were identified through a review of states with the highest number of drunk driving incidents, where our top 100 distributors operate, and our key sales areas.

“HUNDREDS OF THOUSANDS OF FANS HAVE PLEDGED TO BE RESPONSIBLE AT SPORTING EVENTS, CONCERTS AND OTHER EXHIBITIONS THANKS TO MILLERCOORS AND ITS BRANDS’ COMMITMENT TO RESPONSIBILITY.”

JILL PEPPER, EXECUTIVE DIRECTOR,
TEAM COALITION

FREE RIDES

MillerCoors flagship Free Rides program works in partnership with public transit systems to provide safe rides home for fans and consumers. Since its inception 28 years ago, MillerCoors has provided safe rides for more than 5 million people in 26 cities.

In 2015, we provided 683,704 Free Rides and launched nine new programs in partnership with Miller Lite, Coors Light and Leinenkugel's.

- Leinenkugel's Summer Shandy® provided its first Free Rides program to help fans enjoy professional baseball's star-studded exhibition game in Cincinnati.
- Miller Lite teamed up with professional football and stadium alliances during the 2014–2015 regular season to help more than 100,000 fans enjoy the games responsibly. Fans in Atlanta; Chicago; Cincinnati; Green Bay, Wisconsin; Nashville, Tennessee; and Philadelphia had the opportunity to take a safe ride.
- Coors Light Free Rides® were provided for select College Town Throwdown concert events, including Fayetteville, Arkansas; Oxford, Mississippi; and Auburn, Alabama; and on key college football game days in Eugene, Oregon and Madison, Wisconsin.
- Coors Light, the official beer of the National Hockey League (NHL), in partnership with the Washington Regional Alcohol Program, provided 1,250 free round-trip Metro Smart Trip cards at retail locations and D.C. Metro stations to help hockey fans get to and from the NHL's Bridgestone Winter Classic safely.
- Free Rides were offered on New Year's Eve in 11 communities: Chicago; Dallas; Denver; Duluth and the Twin Cities, Minnesota; Milwaukee, Madison and Green Bay, Wisconsin; Nashville, Tennessee; Phoenix; and Washington, D.C.

¹ Fatality Analysis Reporting System, NHTSA, US DOT, May 2015: nhtsa.gov



UBER/TAXI PARTNERSHIPS

We have established partnerships with alternative transportation companies, including taxi services and Uber, to help us provide safe rides to more people in more communities.

In 2015, MillerCoors teamed up with Uber in more than 100 markets and more than 23,000 consumers took advantage of a discounted ride.

- Discounted Uber rides were available to fans in Charlotte, North Carolina; Chicago; Dallas; Green Bay, Wisconsin; and New Orleans through MillerCoors professional football team alliances.
- College football fans had the opportunity to take a discounted Uber ride in Indianapolis during the conference championship games.
- Coors Light and Miller Lite offered Uber discount codes for safe rides on Thanksgiving weekend in more than 20 cities through social media and at retail locations.
- Attendees at 55 independent U.S. Marine Corps Birthday Ball events nationwide received discount codes for Uber rides.

MillerCoors also continued our relationship with 1-800-TAXICAB, a national dispatch service that connects callers to locally owned cab companies to provide easy access to safe transportation and discounted fares.

DESIGNATED DRIVER PROGRAM

Together with professional sports leagues and event venues, MillerCoors promotes designated driver programs and encourages fans to enjoy the game responsibly. Throughout 2015, 222,735 fans pledged to be designated drivers online and at our sponsored sports and entertainment venues.

- Nearly 2,300 hockey fans pledged to be a designated driver during the NHL's Bridgestone Winter Classic and NHL All-Star Game.
- More than 40,000 consumers pledged to be responsible through our third annual Miller Lite Ford F-150 Designated Driver Sweepstakes and our first Coors Light online designated driver sweepstakes.

Read about all the ways we are helping prevent underage access to alcohol, including TIPS training, Respect21® and the Great Plays Grant program on our website.



GREAT TIMES

2015 BY THE NUMBERS

Activated flagship
responsibility programs in

100+ PRIORITY MARKETS



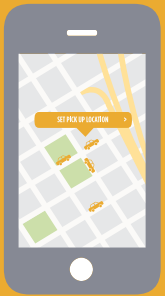
15.1 MILLION

people strong against
drunk driving



30 COMMUNITIES

have Respect 21 programs;
651 retail locations participate

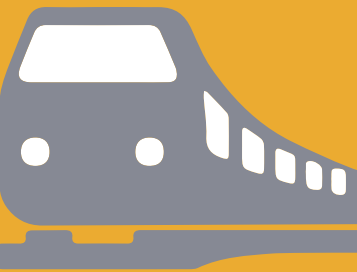


23,507

Uber rides
provided

385,550

connections to rides
via 1-800-TAXICAB



683,704

Free Rides
provided

9

new Free Rides
programs launched



THE POWER OF PARTNERSHIPS

California, home to the Irwindale Brewery, Saint Archer Brewing Company and Crispin Cider Company, is experiencing one of the worst droughts in recorded history. Our water conservation strategy is focused on leveraging the power of partnerships to tackle our greatest challenges because we know we can have a bigger impact when we collaborate with others. In California, we brought together stakeholders who share our passion for water conservation and recognize the need for action.

In 2014, MillerCoors helped convene a summit of major manufacturers, government agencies, NGOs and consultancies to discuss the growing crisis surrounding California's water supply. Together, we formed the California Water Action Collaborative (CWAC), a partnership that today includes MillerCoors, along with Anheuser-Busch InBev, The Campbell Soup Company, The Coca-Cola Company, General Mills, Inc., Nestle USA, Pacific Institute and The Nature Conservancy, among others.

CWAC's mission is to find collaborative solutions that benefit California's watersheds. As part of our leadership in and commitment to CWAC, in 2015, MillerCoors provided more than \$200,000 to help identify and implement three California projects, including floodwater management in the San Joaquin Valley, forest management at the American River headwaters, and invasive species management in the San Gabriel River watershed.

We're excited to witness the impact of our collective action as we move closer to a secure water future in California.

Our environmental stewardship strategy strives to reduce environmental impacts at every stage of the brewing process while creating positive value for us and our stakeholders.

WE FOCUS ON THREE MAIN AREAS



REDUCING WATER USE IN OUR BREWERIES AND AGRICULTURAL SUPPLY CHAIN, AND RESTORING WATER IN STRESSED WATERSHEDS



REDUCING OUR CARBON FOOTPRINT ACROSS OUR VALUE CHAIN



ELIMINATING WASTE-TO-LANDFILL AT ALL MAJOR MANUFACTURING FACILITIES

WATER

High-quality water is critical to MillerCoors at every point in our value chain, from the barley and hops fields to the bottling line. We are committed to using water resources sustainably both in our agricultural supply chain and in our breweries to ensure we have access to this important resource for years to come.

EFFICIENT WATER USE IN OUR BREWERIES

REDUCING OUR WATER USAGE

Our goal is to reduce our average water-to-beer ratio across all major breweries to 3.0:1.0 by 2020. In 2015, MillerCoors reduced our water usage by 128.8 million gallons across our breweries, achieving an average water-to-beer ratio of 3.29:1.0, a 2.1 percent reduction from 2014.

- Our Irwindale Brewery continued to reduce its water-to-beer ratio, averaging just 3.01 barrels of water for every barrel of beer brewed, a 3.0 percent improvement over 2014.
- Our Fort Worth Brewery continues to reduce its

water use, winning a "Leading By Example" award for outstanding water conservation efforts from the Tarrant Regional Water District and reaching a 3.16:1.0 water-to-beer ratio, a 2.7 percent decrease over 2014.

- Our Eden Brewery recorded the company's lowest water-to-beer ratio for the second year in a row, achieving a 2.86:1.0 water-to-beer ratio, a 5.3 percent reduction over 2014.

MANAGING WASTEWATER

Where possible, we capture and reuse a portion of our wastewater after brewing for processes such as equipment cooling and utilities operations that do not come into contact with any of our products. When we discharge treated wastewater directly to rivers or streams, we do so carefully to minimize the potential effects on the environment.

In 2015, we installed a tertiary water reuse system at our Shenandoah Brewery and continued to optimize and enhance the capabilities of these systems at our Albany, Eden and Trenton Breweries. By increasing the capabilities of these systems, we are able to collect more water reuse streams in a central location, treat the streams to a higher level of quality, and expand the use of this water to more non-production uses. For more information, visit our website.



The CEO Water Mandate

IN 2013, MILLERCOORS OFFICIALLY ENDORSED THE UN GLOBAL COMPACT'S CEO WATER MANDATE AND HAS INTEGRATED A COMMUNICATION ON PROGRESS REPORT IN ACCORDANCE WITH THE MANDATE'S ANNUAL TRANSPARENCY POLICY.

SUSTAINABLE BREWERY WATERSHEDS

Following our first watershed risk assessment in 2011, MillerCoors focused water conservation efforts within our brewery watersheds where water was stressed or scarce. We prioritize water stewardship beyond our own operations because we are committed to helping ensure everyone, especially those in our brewery watersheds, has access to high-quality water for years to come.

Our strategy centers around our 2020 goal to restore a volume of water equal to the final product volume produced at our breweries and cidery located in water-stressed watersheds: Fort Worth, Golden and Irwindale Breweries, Saint Archer Brewing Co. and Crispin Cider Co.

We define “restore” as the amount of water returned to natural sources through initiatives in the water-stressed watersheds such as:

- Landowner water conservation projects, including wetlands, filter strips, cover crops and planting native vegetation
- Agricultural improvements that reduce the need for supplemental irrigation; and
- Forest management to protect natural water filtration systems and reduce soil erosion.

“THE SAN GABRIEL MOUNTAINS NATIONAL MONUMENT PROJECT DEMONSTRATES THAT THOUGHTFUL CORPORATE LEADERSHIP CAN PRODUCE MEASURABLE IMPROVEMENTS AND ENSURE THAT THESE LANDS CONTINUE TO PROVIDE HIGH-QUALITY WATER SUPPLIES FOR FUTURE GENERATIONS.”

**MARCUS SELIG, INTERIM PRESIDENT,
NATIONAL FOREST FOUNDATION**

In partnership with LimnoTech, one of the world’s leading water sciences and environmental engineering consulting firms, we utilized a methodology for calculating the restore benefits of our watershed sustainability projects. This methodology was also the subject of scientific technical peer review and is based on several years of best practices shared by other leading sustainable organizations.

Projects implemented through the end of 2015 provided a restore benefit of approximately 137 million gallons per year, representing 19.47 percent of the production volume generated by our breweries and

cidery located in water-stressed watersheds. The 2015 restore benefits are expected to continue to be realized through the year 2020, provided that the projects remain in productive service. MillerCoors will continue to implement additional projects, and benefits will be verified by LimnoTech before reporting. Read more about our restore projects on our website.

**RESILIENT AGRICULTURAL
SUPPLY CHAIN**

Because more than 90 percent of our water footprint occurs in our agricultural supply chain, we focus significant energy and resources in this area. We work with our barley growers to help conserve, improve and reduce water use on their farms, which leads to greater watershed health for all stakeholders.

We made progress in 2015 toward our 2020 goal to expand our sustainability programs to manage and reduce agricultural resource risks in 100 percent of our key barley-growing regions. We focused on expanding current programs to improve water efficiency throughout our supply chain and launched a Grower Portal, a digital platform for information and data sharing among growers. We also commissioned our second water risk assessment of our key barley-growing regions. The assessment results will direct MillerCoors focus and investments in program expansions over time. We look forward to reporting the results of the assessment in our 2017 Sustainability Report.

Read about all the ways we are helping growers and partners produce a more sustainable yield on our website.

CARBON

We assess the carbon footprint of our entire value chain, including GHG emissions from our breweries. We also review emissions from upstream activities such as growing barley and hops, malting and sugar

processing, and downstream activities such as the manufacturing of our packaging, distribution to retailers, and recycling or disposal of empty bottles and cans at end of life.

This assessment shaped our 2020 goal to reduce our value chain carbon footprint per barrel of beer by 25 percent (from a baseline of 2010). In 2015, MillerCoors reduced GHG emissions across our value chain by 18 percent since 2010—a 4.9 percent decrease from 2014.

**ENERGY REDUCTIONS
AT OUR BREWERIES**

In 2015, MillerCoors consumed 115 megajoules (MJ) of energy per hectoliter (hl) of beer brewed, a 4.7 percent reduction from 2014.

- The Shenandoah Brewery set a new MillerCoors annual record, using only 93 MJ/hl.
- The Irwindale Brewery reduced its energy use to 100 MJ/hl, a 3.2 percent reduction over 2014.
- The Albany Brewery achieved the largest year-over-year reduction of all our major breweries, decreasing energy use by 12 percent compared to 2014.

In 2015, the Irwindale Brewery went live with a 3.2 megawatt direct current solar photovoltaic array. Installed across more than 10 acres of brewery land, the 10,620 solar PV panels generate enough electricity to brew more than 7 million cases of beer annually. This is the largest solar PV array installed at any U.S. brewery.

The Irwindale Brewery generated 7,918 megawatt hours of renewable energy in 2015, which equates to 13.5 percent of the site’s consumption.

Our 2015 energy reductions translate into carbon reductions of 16 percent. Converting our breweries from coal-fired to natural gas boilers played a major role in the reduction of our carbon footprint in 2015.

Our Albany, Eden, Trenton and Golden Breweries have all completed the conversion to natural gas boilers. In 2014, emissions from our breweries were 10.88 kgCO2e/hl in comparison to 2015 emissions at 9.14 kgCO2e/hl. We reduced approximately 91,333 MT CO2e by switching from coal to natural gas.

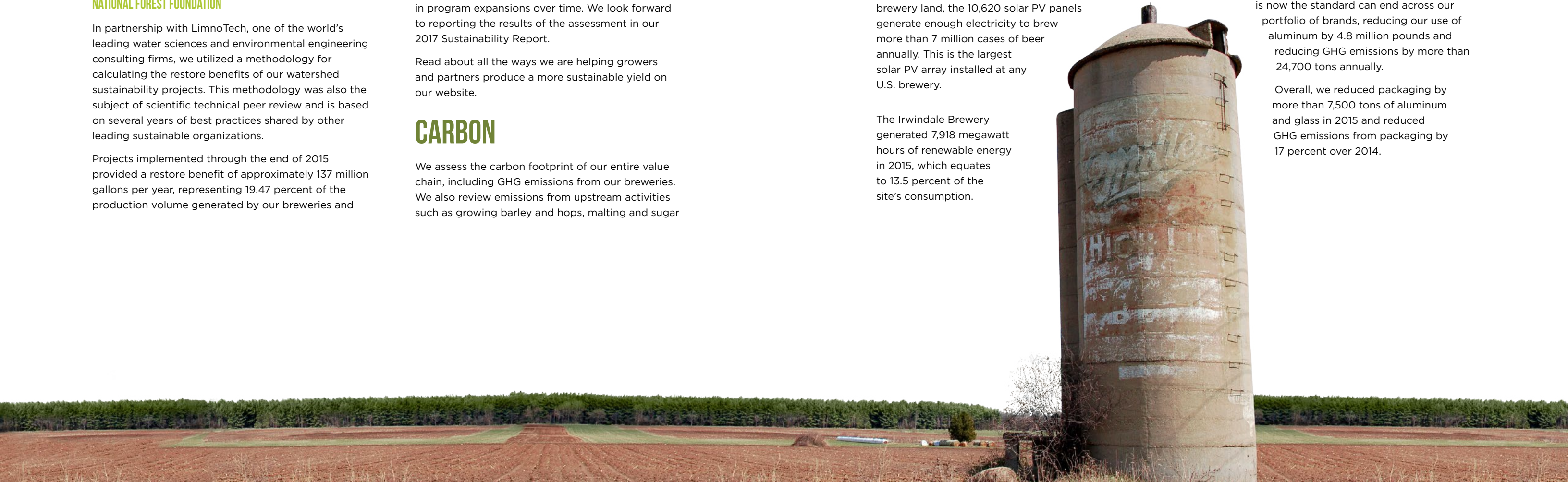
Looking ahead, we will focus on driving down the total amount of electricity purchased and procuring more energy from renewable sources. These activities will help us continue to decrease our energy consumption and GHG emissions.

PACKAGING REDUCTIONS

As a major component of our value chain carbon footprint, packaging is a key area of focus of our GHG reduction activities. Our global packaging suppliers have committed to reducing the overall carbon footprint of our bottles and cans.

In 2015, we completed the conversion of our Coors Light aluminum can packaging to a smaller end design, which reduces the can’s weight by 13 percent. The new can ends are approximately one-eighth of an inch smaller in diameter. This smaller size is now the standard can end across our portfolio of brands, reducing our use of aluminum by 4.8 million pounds and reducing GHG emissions by more than 24,700 tons annually.

Overall, we reduced packaging by more than 7,500 tons of aluminum and glass in 2015 and reduced GHG emissions from packaging by 17 percent over 2014.



WASTE

Thanks to a group of sustainability-minded employees who led education initiatives throughout the facility, MillerCoors Fort Worth Brewery achieved landfill-free status in 2015. The brewery reduced waste by 65 percent over 2014 by increasing recycling and finding new ways to reuse materials. Nearly 100 percent of brewery waste is reused or recycled, and the remaining waste is sent to a waste-to-energy facility. The practices used at the Fort Worth Brewery are best practices across the company.

With this accomplishment, we are one step closer to achieving our 2020 goal of reaching landfill-free operations at all of our major manufacturing facilities by 2020. We are working toward obtaining third-party certification for our 11 planned landfill-free sites.

MillerCoors defines landfill-free as regulated and non-routine waste amounting to less than 1 percent by weight of the total waste generated. We currently reuse or recycle 99.99 percent of our brewery waste, including protein-rich residual brewer’s grain and spent yeast, glass cullet, aluminum, plastic, wood and other materials. We turn waste into energy, compost and soil conditioner or we send the byproducts to companies that use them for other beneficial purposes.

MillerCoors defines major manufacturing facilities as those with 75 or more employees. In 2015, major manufacturing facilities included our eight major breweries, as well as the Jacob Leinenkugel

Brewing Co. in Chippewa Falls, Wisconsin, and the Rocky Mountain Metal Container (RMMC) Can and End plants in Golden, Colorado. When the number of employees at our other manufacturing facilities reaches 75 or more, these facilities will be added to the scope of this goal.

In 2015, the RMMC Can plant became the second facility that manufactures our packaging to achieve landfill-free status. The plant eliminated 68 tons of waste that had previously gone to landfill and recycled 82 percent of all waste. Residual waste that could not be reused or recycled was sent to a waste-to-energy facility. Plastic recycling stations were added to the production floor and there was a focused effort by employees to increase cardboard recycling. As a result, production floor recycling increased 57 tons over 2014, and cardboard recycling increased 15 tons. Meanwhile, office and production floor waste was reduced by 25 tons and 38 tons, respectively.

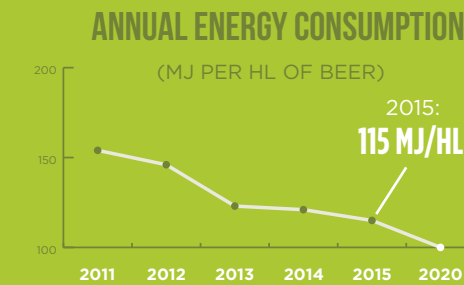
Overall, MillerCoors sent only 732.6 tons of waste to landfill last year, a 50 percent reduction compared to 2014. Since 2009, we have reduced waste sent to landfill by 4,581 tons.

MillerCoors is also working to reduce the total amount of waste we generate. In 2015, we generated 2,090 tons of waste—a reduction of more than 20 percent from 2014.



GREAT ENVIRONMENT

2015 BY THE NUMBERS



MILLERCOORS VALUE CHAIN GHG EMISSIONS, 2015

SOURCE OF EMISSIONS	GHG EMISSIONS INTENSITY				TOTAL GHG EMISSIONS			
	Scope 1 kgCO ₂ e/hl	Scope 2 kgCO ₂ e/hl	Scope 3 kgCO ₂ e/hl	Total kgCO ₂ e/hl	Scope 1 tCO ₂ e/hl	Scope 2 tCO ₂ e/hl	Scope 3 tCO ₂ e/hl	Total tCO ₂ e/hl
Agriculture			2.8	2.8	0	0	197,217	197,217
Malting	0.0	1.4	2.3	3.7	0	94,875	160,641	255,517
Beer production	3.1	6.2	1.8	11.0	215,418	425,582	122,304	763,304
Packaging materials	1.0	2.4	24.5	27.9	67,389	170,007	1,705,163	1,942,559
Shipping and distribution			12.6	12.6	0	0	874,720	874,720
Trade refrigeration			9.0	9.0	0	0	630,195	630,195
End of life			0.4	0.4	0	0	27,956	27,956
Other			0.8	0.8	0	0	59,208	59,208
Total	4.1	9.9	54.2	68.2	282,807	690,464	3,777,405	4,750,676



GREAT PEOPLE & COMMUNITIES

WOMEN IN BEER

At MillerCoors, we value all talent and we believe diversity adds value, and research confirms it. We are dedicated to building an inclusive culture throughout MillerCoors and recognize the strengths of gender differences. We want to empower women to progress in their careers. That's why we're sharpening our focus on female leadership development through a new strategy for growth based on supporting and elevating women.

As part of this commitment, in 2015 we strengthened internal training and advocacy programs. We updated and expanded our diversity and inclusion training to help participants recognize their own unconscious gender biases and launched a mentoring development program for female employees. Through targeted education, assessment, coaching and feedback, participants began building relationships with company leadership and gained skills to grow in their careers.

We have received positive feedback from our entire workforce, but we know that our strategy will take time to execute and perfect. We look forward to helping more women realize their professional potential with us.

Our people and communities strategy focuses on supporting the growth and development of our people, our suppliers and our local communities, each of whom plays a vital role in creating America's best beer company.

DEVELOPING OUR PEOPLE

We depend on great people to brew great beer. Some employees spend their entire careers with us, and many are the next generation of their family to work for us. Our employees are our heritage as well as the key to our future.

DIVERSITY & INCLUSION

We are dedicated to fostering a diverse and inclusive workplace. Succeeding in today's competitive business environment requires a diverse team of innovators, thought leaders, problem-solvers and influencers committed to growth and delivering results.

One of MillerCoors 2020 goals is to increase diversity among management, with women comprising 35 percent and people of color comprising 21 percent, respectively. As of December 31, 2015, MillerCoors management was comprised of 28 percent women and 17 percent people of color.

We have seven site Employee Resource Groups (ERGs) and eight cultural ERGs that drive how we grow diverse talent and strengthen inclusion through member development, commercial impact, talent attraction and retention, and community involvement.

In 2015, 99 percent of MillerCoors leadership completed Inclusive Leader 2.0 (Unconscious Bias Training), our half-day diversity and inclusion training, offered through MillerCoors University. We have seen a direct correlation between the program and engagement results related to diversity and inclusion.

LGBT SUPPORT

Through our diversity and inclusion program, we support the needs of lesbian, gay, bisexual and transgender (LGBT) employees. For the 12th consecutive year, MillerCoors has achieved a rating of 100 percent on the Human Rights Campaign Foundation's Corporate Equality Index, which rates U.S. workplaces on LGBT equality.

"MILLERCOORS EXEMPLARY WORK IN PROMOTING LGBT EQUALITY AND ACTIVE PARTICIPATION IN OUR PARTNERSHIP MAKES OUR WORK POSSIBLE. WE CANNOT UNDERSTATE THE IMPORTANCE OF THE RELATIONSHIP WE HAVE WITH MILLERCOORS AND THE OPPORTUNITIES THEY HAVE CREATED FOR MEMBERS OF THE LGBT COMMUNITY."

**JUSTIN NELSON, CO-FOUNDER & PRESIDENT,
NATIONAL GAY & LESBIAN CHAMBER OF COMMERCE**

In addition to supporting the LGBT community within MillerCoors, we champion the greater LGBT community through our support of the Matthew Shepard Foundation to build awareness of LGBT issues. MillerCoors also collaborates with bars and restaurants to promote diversity through our Great Cents program, where we donate a percentage of sales to nonprofit organizations that support the LGBT community. In 2015, MillerCoors donated more than \$30,000 to Chicago organizations, including The Legacy Project, Center on Halsted, the Howard Brown Health Center and the Illinois Safe Schools Alliance, as well as \$9,228 to SMART Ride in South Florida, which provides funding for AIDS education and prevention.

Read the other ways we are investing in our employees' professional development, engagement and safety on our website.



SUPPORTING DIVERSE SUPPLIERS

The MillerCoors Supplier Diversity Program is a driving force behind our growth and an integral part of our heritage. We are actively engaged with 1,258 diverse suppliers including woman- and minority-owned businesses. In 2015, we increased our spending with diverse suppliers by 1 percent to \$529 million. Since 2008, our cumulative spending with diverse suppliers has totaled more than \$3.48 billion, bringing us closer to our 2020 goal of spending \$5.1 billion. MillerCoors is actively involved and we hold board seats with local and national supplier diversity organizations, such as the National Gay and Lesbian Chamber of Commerce (NGLCC), which advocates for LGBT businesses.

In 2015, MillerCoors was proud to be named Corporation of the Year by the NGLCC for our dedication to workplace diversity, equitable customer and community engagement and inclusive initiatives for LGBT suppliers, customers and employers.

Please visit our website for more information on how we support diverse suppliers.

INVESTING IN OUR COMMUNITIES

By 2020, our goal is to invest a cumulative total of \$137 million in our brewing communities through corporate and employee donations. In 2015, MillerCoors donated more than \$11.8 million to nonprofits (comprised of in-kind and monetary donations) and our employees volunteered 55,834 hours in their communities. Since 2008, our investment totals more than \$94.2 million, including a \$2.3 million donation to United Way in 2015.

Our community investments with charitable organizations are focused on economic empowerment and community water programs. We strengthen our hometown and multicultural communities through higher education, entrepreneurship, job creation and workforce readiness initiatives that empower people for economic success. We also help protect water resources through programs addressing water quality, availability and watershed management.

ECONOMIC EMPOWERMENT

MILLER LITE TAP THE FUTURE

Miller Lite Tap the Future provides economic opportunities to aspiring entrepreneurs by providing access to financial literacy education, business advice and a chance to win funding. With prizes totaling \$320,000 annually, this national business plan competition is designed to award entrepreneurs with original and innovative business ideas.

In 2015, 30 semifinalists were selected from more than 4,300 applicants to compete in six live pitch events. The winners of the live pitch events were each awarded \$20,000. Chicago-based Edovo was the grand-prize (\$200,000) winner of the third annual Miller Lite Tap the Future program, taking home a total of \$220,000 for their business. This innovative company provides a self-driven educational and vocational platform for correctional facilities.

¡ADELANTE!

MillerCoors is a founding sponsor of the ¡Adelante! U.S. Education Leadership Fund, which invests in Latino students over the age of 21 through scholarships, internship opportunities and leadership training programs. ¡Adelante! is paving the future for academic success by breaking the trend of Hispanic students dropping out of college.

Since 1993, MillerCoors has invested \$5.8 million in ¡Adelante!, including \$250,000 in 2015 to fund 30 scholarships and support national and regional leadership institutes in five U.S. cities. Participants attended career fairs where MillerCoors posted full-time positions, received leadership training and development, and were trained in resume and job interview skills. See some of our scholarship winners in the Miller Lite Brewed to Be Bright Video Series.

COORS LIGHT LÍDERES

The Coors Light Líderes program was launched in Denver in 2006 to recognize and encourage local leaders who “Climb On” to bigger challenges and opportunities that positively impact their communities. Each year, a Coors Light Líder of the Year

is chosen through an online public voting completion and receives \$25,000 to implement a community program. Over the last decade, MillerCoors has invested a total of \$250,000 and recognized 148 Latino leaders.

THURGOOD MARSHALL COLLEGE FUND

MillerCoors is the founding corporate sponsor of the Thurgood Marshall College Fund (TMCf), an organization that supports and represents nearly 300,000 students attending its 47 member-schools that include historically black public colleges and universities and law schools. MillerCoors provides funds for four-year scholarships to undergraduate students and supports TMCf’s Teacher Quality and Retention Program.

Additionally, MillerCoors supports TMCf’s Leadership Institute, where hundreds of students come together to engage in workshops and interact with corporations, like MillerCoors, seeking top-tier candidates for employment. MillerCoors has extended its partnership with TMCf through 2018 and will invest \$1.2 million over the next three years.

COORS LIGHT FULL COURT REFRESH

Basketball courts are an important community and cultural center for many neighborhoods. The courts are about more than just sports—they’re a place to connect with the community and create camaraderie.

For the second year in a row, Coors Light and former professional basketball player Kenny Smith encouraged basketball fans to help refresh their community basketball courts. In 2015, the program expanded to five additional cities. With the help of the National Urban League, an organization dedicated to elevating the standard of living in historically underserved urban communities, 17 community basketball courts were chosen to be refreshed in 2015.



COMMUNITY WATER PROGRAMS

GREAT WATER MONTH

For the sixth consecutive year, we focused our largest volunteer event on our most important resource—water. Each year, we designate September as “Great Water Month,” when thousands of MillerCoors employees participate in projects across the country to protect local water resources and promote water stewardship. Throughout September 2015, 13 breweries and regional sales offices worked in partnership with a variety of local organizations to execute Great Water Month projects, including a new partnership with the John G. Shedd Aquarium in Chicago.

CANOES FOR A CAUSE

Since 2011, Jacob Leinenkugel Brewing Co.’s Canoes for a Cause has supported efforts across the country to improve and protect our shared water resources by encouraging people to get out onto the rivers. Leinenkugel’s encourages field marketing teams to build partnerships with local nonprofit organizations to protect waterways in communities across the country and encourage consumers to volunteer.

In 2015—our most successful year yet—we activated 37 waterway events, three more than in 2014, and involved more than 25 partner organizations. We donated 20,500 total volunteer hours and cleared 271 bags of trash from waterways.

WATER QUALITY MANAGEMENT PROGRAM AT EMILY GRIFFITH TECHNICAL COLLEGE

For the second year, MillerCoors provided funding to the MillerCoors Water Quality Management Program at Emily Griffith Technical College (EGTC). In 2015, 13 students completed the program, which boasts an 85 percent job placement rate with Colorado’s water municipalities.

MillerCoors received EGTC’s 2015 Legacy of Learning Corporate Award, as well as the Greenway Foundation’s 2015 Friend of the River award for being an integral partner in preserving and protecting the South Platte River watershed in Colorado through its partnership with Emily Griffith Technical College.



GREAT PEOPLE & COMMUNITIES

2015 BY THE NUMBERS

COMMUNITY INVESTMENT



Invested more than
\$11.8 MILLION
in 2015 in our brewing communities through corporate and employee donations

SUPPLIER DIVERSITY



spent cumulatively with diverse suppliers since 2008

EMPLOYMENT AT MILLERCOORS

8,077

Number of employees overall
(hourly, salaried, Office and Professional Employees International Union)

12.27%

Total turnover

914

Number of permanent new hires
(hourly, salaried, Office and Professional Employees International Union)

DIVERSITY BREAKDOWN (SALARIED EMPLOYEES ONLY)

28% Women in management in 2015



1,365
Women



2,131
Men

17% People of color in management in 2015



1.4% Other (American Indian or Alaska Native, Native Hawaiian or other Pacific Islander, Two or More Races)

78.6%
White

8.9%
Hispanic/Latino

7.7%
Black or African American

3.1%
Asian

GRI CONTENT INDEX

	STANDARD DISCLOSURE	STANDARD DISCLOSURE LOCATION
GENERAL DISCLOSURES		
Strategy and Analysis		
G4-1	Statement from the most senior decision-maker	Letter From Leadership
G4-2	Key impacts, risks and opportunities	Great Impact; Brewing a Sustainable Future; 2020 Goals; Website: http://www.millercoors.com/content/stakeholder-engagement-and-materiality-l-sustainability
Organizational Profile		
G4-3	Name of the organization	MillerCoors LLC
G4-4	Primary brands	Website: http://www.millercoors.com/beers/great-beers
G4-5	Location of the organization's headquarters	About MillerCoors: Corporate Offices and Major Breweries
G4-6	Countries where the organization operates	About MillerCoors
G4-7	Nature of ownership and legal form	About MillerCoors
G4-9	Scale of the organization	About MillerCoors: Revenue, Corporate Offices and Major Breweries; Great People & Communities: 2015 By The Numbers
G4-10	Total number of employees by gender	Great People & Communities: 2015 By The Numbers
G4-12	Description of the organization's supply chain	Great Environment: Resilient Agricultural Supply Chain, Carbon/Packaging Reductions
G4-15	Externally developed charters, principles or other initiatives to which the organization subscribes or endorses	Great Impact; UN CEO Water Mandate
G4-16	Memberships of associations and advocacy organizations	Great People & Communities: Supporting Diverse Suppliers; Website: http://www.millercoors.com/sustainability/people-and-communities/our-suppliers
Identified Material Aspects and Boundaries		
G4-19	List of all material aspects	Website: http://www.millercoors.com/content/stakeholder-engagement-and-materiality-l-sustainability
Stakeholder Engagement		
G4-24	List of stakeholder groups engaged by the organization	Great Times (stakeholders are noted in each section); Great Environment: The Power of Partnerships, Water/Sustainable Brewery Watersheds; Great People & Communities: Supporting Diverse Suppliers, Investing in Our Communities; Website: http://www.millercoors.com/sustainability/environmental-stewardship
Report Profile		
G4-28	Reporting period	About This Report
G4-29	Date of most recent previous report	About This Report
G4-30	Reporting cycle	About This Report
G4-31	Contact point for questions regarding the report	Questions and Comments: Please send any questions or comments related to the MillerCoors 2016 Sustainability Report to sustainability@millercoors.com
G4-32	GRI Content Index	This table serves as the GRI Content Index. The report contains information related to the Standard Disclosures listed in this table.
Governance		
G4-34	Governance structure of the organization	About MillerCoors: Governance; Website: http://www.millercoors.com/content/governance-l-sustainability-0
G4-36	Whether the organization has appointed an executive-level position for sustainability	Website: http://www.millercoors.com/content/governance-l-sustainability-0
G4-38	Composition of the highest governance body and its committees	Website: http://www.millercoors.com/about/board-of-directors

G4-39	Whether the chair of the highest governance body is an executive officer	Website: http://www.millercoors.com/about/board-of-directors
G4-42	Highest governance body and senior executive roles in sustainability strategy	Website: http://www.millercoors.com/content/governance-l-sustainability-0
Ethics and Integrity		
G4-56	Description of the organization's values, principles, standards and norms of behavior	Website: http://www.millercoors.com/content/governance-l-sustainability-0
ECONOMIC DISCLOSURES		
G4-EC1	Direct economic value	About MillerCoors: Revenue
G4-EC8	Indirect economic impacts	Great People & Communities: Supporting Diverse Suppliers
ENVIRONMENTAL DISCLOSURES		
G4-EN1	Materials used by weight or volume	Great Environment: Carbon/Packaging Reductions
G4-EN5	Energy intensity	Great Environment: Carbon/Energy Reductions at Our Breweries, Great Environment 2015 By The Numbers
G4-EN6	Reduction of energy consumption	Great Environment: Carbon/Energy Reductions at Our Breweries
G4-EN8	Water withdrawal	Great Environment: Water/Efficient Water Use in Our Breweries, By The Numbers
G4-EN15	Direct GHG emissions (Scope 1)	Great Environment: 2015 By The Numbers
G4-EN16	Indirect GHG emissions (Scope 2)	Great Environment: 2015 By The Numbers
G4-EN17	Other indirect GHG emissions (Scope 3)	Great Environment: Carbon/Packaging Reductions; Great Environment By The Numbers
G4-EN18	GHG emissions intensity	Great Environment: Carbon; Great Environment By The Numbers
G4-EN19	Reduction of GHG emissions	Great Environment: Carbon
G4-EN23	Total waste	Great Environment: Waste; Website: http://www.millercoors.com/sustainability/environmental-stewardship/waste-reduction
G4-EN33	Negative environmental impacts in the supply chain	Great Environment: Water/Resilient Agricultural Supply Chain, Carbon/Packaging Reductions; Website: http://www.millercoors.com/sustainability/environmental-stewardship
SOCIAL DISCLOSURES		
G4-LA1	Number and rate of new hires and turnover	Great People & Communities: 2015 By The Numbers
G4-LA6	Injury rates	Website: http://www.millercoors.com/sustainability/people-and-communities/millercoors-workforce
G4-LA9	Hours of training per year	Website: http://www.millercoors.com/sustainability/people-and-communities
G4-LA10	Programs for skills management and lifelong learning	Website: http://www.millercoors.com/careers/career-opportunities/millercoors-university
G4-LA12	Diversity	Great People & Communities: Developing Our People/Diversity & Inclusion, By The Numbers
G4-SO1	Local community engagement programs	Great People & Communities: Investing in Our Communities
G4-SO4	Communication and training on anti-corruption	Website: http://www.millercoors.com/content/governance-l-sustainability-0
G4-SO9	Suppliers screened for impacts on society	Website: http://www.millercoors.com/about/our-values
G4-PR1	Products for which health and safety impacts are assessed	Great Times; Website: http://www.millercoors.com/sustainability/alcohol-responsibility/underage-drinking-prevention
G4-PR3	Product labeling information	Website: http://www.millercoors.com/content/governance-l-sustainability-0



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