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Corporate Responsibility Overview

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Corporate Responsibility Overview

Our vision is to be a top-performing brewer winning through inspired employees and great brands. As an innovative, brand-led company, we will drive growth, deliver results, reinvest in productivity, and build a winning, value-based culture.

We are committed to reach this vision by living our shared values: Integrity and Respect, Quality, Excelling, Creativity and Passion.

For Molson Coors, “corporate responsibility” is another way of saying that we will strive to achieve our vision while staying true to our shared values. In other words, corporate responsibility is imbedded in all of our business strategies.

The accountability for corporate responsibility rests with our corporate and division leaders who are committed to work towards these results:

- To be ethical and accountable in our business practices
- To make quality products that we advertise and sell responsibly
- To brew and package our products with care for the environment
- To support the development, engagement and wellness of our people and invest in the communities where we live and work

Our commitment to corporate responsibility and many of our policies are corporate-wide, but our strategies and tactics are not always the same across the company. Our business units are responsible for crafting policies and programs that are meaningful and meet the different needs of their communities. The beer business is a local business, and our work in this area reflects the diversity of culture and institutions in our markets.

In this section of our website, you can learn more about our corporate responsibility performance and our current objectives. We view our efforts in this area, and our reporting here, as work in progress. We will review this site against the Global Reporting Initiative (GRI) and other global standards, and seek greater alignment. We invite your comments to help us to establish reporting boundaries, scope and priorities for the future. We will take your [comments and suggestions](#) into account as we update and enhance this site.

Corporate Responsibility Governance

The Corporate Responsibility Steering Group, chartered by the Executive Leadership Team, was initiated in 2008. It meets quarterly and is established to enhance the company's performance towards and reputation for brewing and building great brands the right way – the Molson Coors Way. The Group is made up of representatives from the corporate centre and the business units responsible for delivering performance on 1) Ethics & Governance 2) Product Responsibility 3) Environmental Stewardship 4) People & Community 5) Supply Chain. The Group sets targets, measures & reports performance and builds on the company's vision to be a top-performing brewer winning through inspired employees and great brands.

Steering Group Membership

The Group includes the following members –

Chief Legal Officer
Chief Supply Chain Officer
Chief People Officer
VP, Alcohol Policy & Corporate Responsibility
VP, Public Affairs
President, Global Brand & Market Development
Chief Legal & Corporate Affairs Officer, Molson Coors (Canada)
Director of Communications, Molson Coors UK
Director Corporate Social Responsibility, MillerCoors

This Group reports to the Executive Leadership Team twice a year and annually through the Audit Committee to the Board. The day to day management of corporate responsibility is carried out in the relevant functions across the business units and overseen by business unit Corporate Responsibility Councils.

Reporting Scope

Our online report features quantitative data for the calendar year 2009 with additional qualitative material from previous years.

In 2007, we conducted a benchmarking exercise of our CR performance against global standards including the GRI. Led by Future 500, senior executives, regional businesses, leaders from CR functions and leaders with key stakeholder relationships participated in the exercise. The 2009 online report builds on this work and highlights the issues that matter most to our stakeholders: our people, our consumers, our customers, our suppliers, the communities in which we live and work, governments and interest groups and explains the importance we place on them.

The reporting scope is global and covers Molson Coors Brewing Company's business units: Molson Coors (Canada). Molson Coors Brewing Company (UK), MillerCoors in the US, and our international business. For MillerCoors we report legacy Coors (Jan 1, 2009 – July 1, 2009) data combined with 42% of MillerCoors data (July 1, 2009 – Dec 31, 2009).

Assurance



We have worked with the Corporate Citizenship Company to provide third party assurance of our environmental data. See their [Assurance Statement](#) for more details.

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CEO PERSPECTIVE



Molson Coors is poised to grow like never before and take its place as a top-performing brewer in today's global beer business. Our shared values of Integrity and Respect, Quality, Excelling, Creativity and Passion drive our decisions and our actions as we work to make our mark on the world. They make "corporate responsibility" part of everything we do.

So, when we say "corporate responsibility," we mean business! And that business is brewing and building our great brands the right way - the Molson Coors way.

- * It starts with a devotion to ethical performance and treating our employees, our customers, and all of our stakeholders with integrity and respect.
- * It means brewing high quality products that are marketed and sold responsibly, for legally-aged adults to drink and enjoy responsibly.
- * It requires us to carefully consider environmental stewardship in all of our operations and our packaging.
- * We support the development, engagement and health of our employees, and invest in the communities where we live and work.
- * And we're striving to extend our best practices throughout our supply chain.

We take seriously the challenges that go hand in hand with our business, so these commitments are embedded in all of our business strategies, in every market.

– Peter Swinburn, CEO

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Molson Coors Shared Values



Integrity & Respect

Being honest, ethical and open as a basis for building trusting relationships

- Being honest, ethical, open and respectful in dealing with each other and with all our stakeholders
- Treating others as we would like to be treated
- Ensuring our employees have a safe and clean work environment
- Promoting only responsible drinking by legal-aged adults, by marketing and selling our products responsibly and modeling responsible drinking ourselves
- Being committed to and respectful of the communities and the environment in which we live and work
- Being true to Molson Coors [Code of Business Conduct](#)

Quality

Being obsessive about the quality of our products and everything we do to better serve our customers and consumers

- Feeling driven by the need to delight our customers and consumers at every opportunity with the best product quality
- Each of us being a champion and safe keeper of the quality of our beers in our neighborhoods and communities through:
 - the robustness of our brewing processes
 - the effectiveness of our distribution, and
 - the “ownership” of the freshness of our beer and the integrity and appearance of our packaging at retail

Excelling

Committing ourselves to doing the things that are key to winning and doing them better than anyone else

- Identifying the processes and activities that are key to winning in beer, and doing them better than anyone else in the business
- Continuously exceeding our targets and raising the bar on our standards and performance
- Beating our competitors by being proactive and decisive in our business and markets

- Driving a winning team spirit... within and across functions and divisions... and with our strategic partners
- Expecting each other to be the best at what we do, individually and as a team

Creativity

Supporting the development and execution of fresh ideas that will make us win in the beer business

- “Thinking outside the box” to develop and implement quickly and effectively the innovative ideas that will move our business forward
- Driving the implementation of winning ideas, while balancing the need for business discipline and core processes
- Using creativity as a way to **win** in the market... and not for its own sake

Passion

Displaying and evoking extraordinary enthusiasm and commitment to delight our customers and consumers

- Having a relentless desire to win in the beer business
- Celebrating team work, successes and exceeding goals
- Being proud of and determined to build a great beer company
- Believing in the vision that we will become the best in the global beer business

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Progress Against 2009 Targets & Proposed 2010 Targets

Following a benchmarking exercise of our CR performance against global standards including the GRI (see [Reporting Scope](#)) we have picked and sent targets in those issues we think are most relevant to our stakeholders and our business. We would welcome your thoughts on the priorities we have set ([see Feedback](#)).

Issue	What We Said: 2009 Target	How We Did	What's Next: 2010 Target
Governance Ethics	Join the UN Global Compact	We joined the UN Global Compact. See our first Communication on Progress	Disclose climate change, water risk & alcohol policy risk in our financial reporting
	Carry out annual ethics training across the enterprise and report complaints/resolutions	See our Ethical Culture section	
Environmental Responsibility	Improve energy efficiency by 4% (MJ/hl)	Target: 141.4 mj/hl Actual: 137.7 mj/hl	15% reduction in energy use (Mj/hl) by 2013 based on 2008 baseline
	Improve water efficiency by 4% (hl/hl)	Target: 4.91 hl/hl Actual: 4.71 hl/hl	15% reduction in water use (hl/hl) by 2013 based on 2008

baseline

Complete first year of environmental data verification

Completed first year of environmental data verification. See our [Assurance Statement](#)

Complete 2nd year of environmental assurance

Wellness Safety

10% improvement in both Lost Time Accident & Severity Rate

Lost Time Accident - 1.40 vs. target of 1.34
Severity Rate - 21.5 vs. target of 23.5

Continue 10% improvement in Health & Safety performance

Community Investments

Set up a committee to coordinate volunteering across the enterprise

A committee has been established and an approach will be approved & communicated later this year

Publish a corporate wide volunteer policy including tracking of hours

People

Increase transparency in Employee Opinion Survey results

See [Employee Engagement](#)

Report against Employee Opinion Survey action plans from 2009 results

Supply Chain

Implement Responsible Sourcing Principles

See [Responsible Sourcing Principles](#)

Establish an auditing system against our Responsible Sourcing Principles

Ask 10 suppliers to report to The Carbon Disclosure Project Supply Chain Project

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Performance

The score card below details our key performance data for Molson Coors' global operations and provides a breakdown of environmental performance for our business units in the US, Canada and the UK.



CLICK ON A CATEGORY TO VIEW INFORMATION

Data Performance Table

Economic *

	Unit	2007	2008	2009
Total beer and malt beverages sold ⁽²⁾				
<i>Barrels</i>	Millions	421	56.2	22
<i>hectoliters</i>	Millions	493	57.6	19
Gross Sales	USD Thousands	8,319,673	6,551,800	4,426,000
Net Sales	USD Thousands	6,190,592	4,774,300	3,032,400
Total Number of Breweries	Number	11	18 ⁽⁵⁾	18

Environmental Performance

	Unit	2007	2008	2009
Water Usage	hl	256,344,906	246,910,119	251,442,012
Water Abstracted	hl	-	-	126,187,726
Water Purchased	hl	-	-	126,254,286
Solid waste	Tonnes	104,921	77,010	83,524
Energy Usage	MJ	10,794,565,592	10,570,577,758	9,707,076,328
GHG Emissions	Tonnes CO ₂ -e	1,269,281	1,118,636	951,759
Scope 1	Tonnes CO ₂ -e	-	-	407,654 ⁽⁶⁾
Scope 2	Tonnes CO ₂ -e	-	-	544,105

Community Contributions (USD) ***

	2007	2008	2009
Total Contributions (USD)	13,633,843	7,074,151	10,528,034
Cash Contributions (USD)		5,092,599	8,086,099
In-kind giving: employee volunteering during working hours (USD)		312,535	659,876
In-kind giving: product or service donations (USD)		1,669,017	1,782,059 ⁽⁷⁾

Wellness & Safety

	Unit	2007	2008	2009
Lost Time Frequency (LTA)	no./100 FTE	0.95	1.48	1.4
Lost Time Severity	days/100 FTE	24.82	25.9	21.5

(1) In July 2008, Molson Coors and SABMiller plc combined their US and Puerto Rico operations to form a joint venture called MillerCoors LLC. For financial reporting under US accounting standards, MillerCoors LLC is accounted for by us under the equity method. Therefore, MillerCoors' revenues and expenses are not reported in Molson Coors' consolidated results. Molson Coors does receive and report 42% of the net profits of MillerCoors (while our partner in MillerCoors, SABMiller, receives 58% of the net profits). In 2009 and beyond, no revenues from US and Puerto Rico operations will be reported by Molson Coors.

(2) Includes 2009 volume from the UK & Canada and 42% of US volume brewed by MillerCoors LLC

(3) Includes 2009 data from the UK & Canada and 42% of US data from MillerCoors LLC

(4) Includes 2009 data from the UK & Canada and 42% of US data from MillerCoors LLC

(5) This includes breweries at all partially and wholly owned subsidiaries

(6) Scope 1 includes directly operated leased vehicles (used at facilities & by sales teams); Purchased CO₂. In 2009, we increased the boundaries of our GHG emission inventory in the UK and Canada, fleet vehicles, offices and warehouses were included this year that were previously excluded. To avoid misinterpretation of performance trends and to aid comparison, we report a like for like GHG figure in the table above. For absolute figures of new scope please see the

Background to Data section below.

(7) This does not include MillerCoors as they did not separate this out from total contributions in 2009

Employment Profile

EMPLOYMENT PROFILE AS OF DECEMBER 31, 2009	Approx. No. of Employees	% Under Union Agreements
Molson Coors Corp Center	185	0%
International (Asia)	341	0%
Molson Coors (UK)	2,206	26%
Molson Canada	2,772	62%
TOTAL	5,504	42%
MillerCoors (joint venture with SABMiller)	8,636	36%

DEMOGRAPHIC DATA	Canada	UK	Corp Center (US)	Int'l (Asia)	Molson Coors Global
Employee-turnover rate	-	-	-	-	5.34*
Total head-count	2,772	2,206	185	341	5,504
Total - Male	2,335	1,616	100	233	4,285
Total - Female	436	590	85	108	1,219
Percentage of senior mgmt that is female	-	-	-	-	GLT = 24% ELT = 0% Board = 15%**
Percentage of company's employees that are female	16	27	46	32	22
# under union agreement	62	26	0	0	42
Fatalities for employees (including contractors)***	0	0	0	0	0

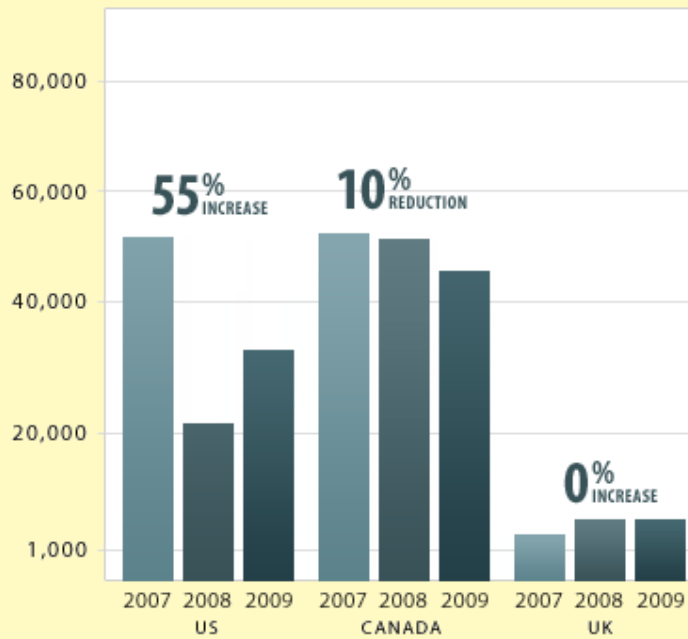
* Includes regular permanent employees

** Global Leadership Team, Executive Leadership Team

*** Whilst MillerCoors employees are not Molson Coors employees, it is noted that there was one work related fatality at MillerCoors in 2009

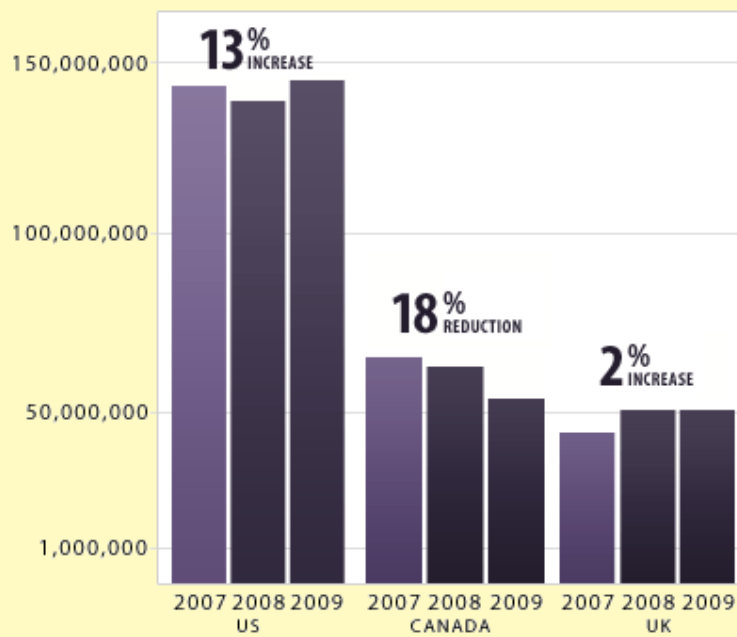
Solid Waste

Total Solid Waste (tonnes)

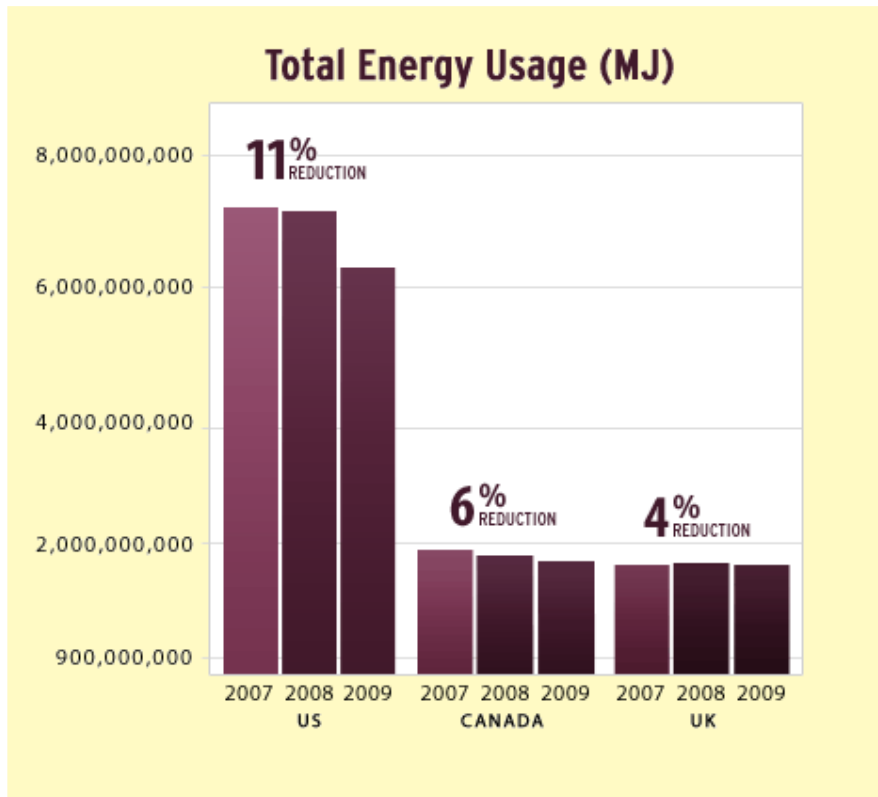


Water Usage

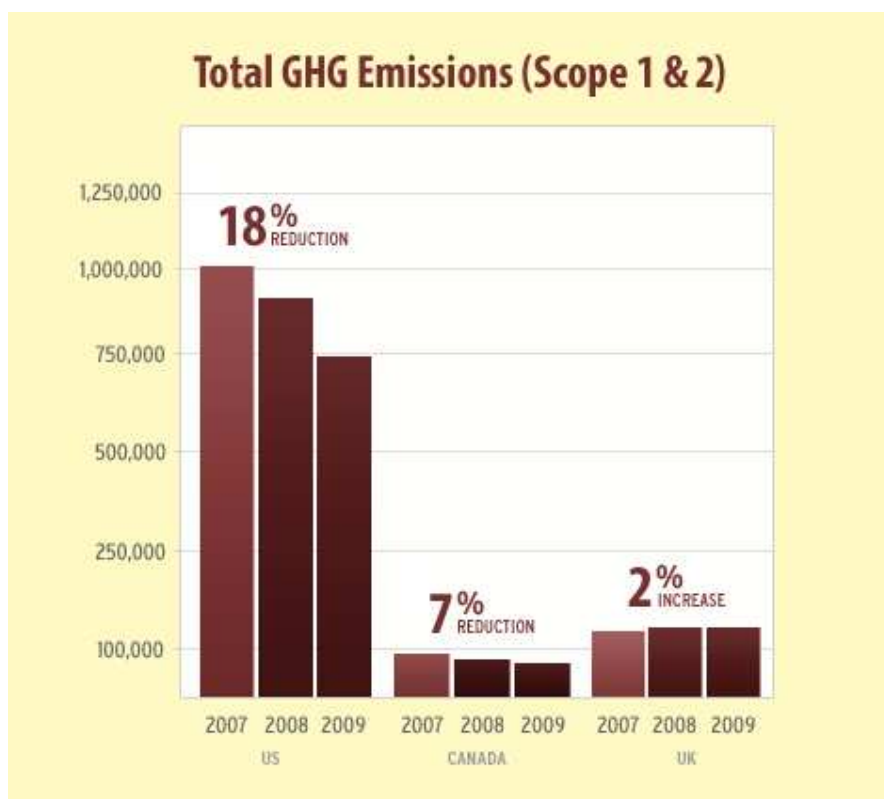
Total Water Usage (hl)



Energy Usage



CO2 Emissions



BACKGROUND TO DATA

Readers should note that we are reporting the first full year of data for our US operations MillerCoors LLC. In July 2008, Molson Coors and SABMiller plc combined their US and Puerto Rico operations to form a joint venture called MillerCoors LLC. For financial reporting under US accounting standards, MillerCoors LLC is accounted for by us under the equity method. Therefore, MillerCoors' revenues and expenses are not reported in Molson Coors' consolidated results. Molson Coors does receive and report 42% of the net profits of MillerCoors (while our partner in MillerCoors, SABMiller, receives 58% of the net profits). In 2009 and beyond, no revenues from US and Puerto Rico operations will be reported by Molson Coors. In our reporting we report 42% of MillerCoors' corporate responsibility data. Last year we reported 100% of legacy Coors operations in the first six months of the year and 42% of the joint venture operations for the latter six months.

Emissions

In 2009, we increased the boundaries of our GHG emission inventory in the UK and Canada, fleet vehicles, offices and warehouses were included this year that were previously excluded. To avoid misinterpretation of performance trends and to aid comparison, we report a like for like GHG figure in the table above. The 2% increase in UK emissions is due to a rise in the electricity emission factor used. Full details of our GHG reporting, including Scope 3 and a breakdown by GHG type, are available on the [Carbon Disclosure Project](#) website.

We are also reporting the total absolute GHG number (Scope 1 & 2) for the new expanded scope for the UK and Canada.–

Canada: 103,430 tonnes CO₂e
UK: 146,937 tonnes CO₂e

Looking at the like for like data our overall GHG emissions (Scope 1 & 2) decreased by 15% in 2009.

Waste

Our total solid waste figure is comprised of solid waste sent to landfill, solid waste incinerated and solid waste recycled. Spent grain is currently not included in consolidated group reporting as a waste stream, but rather treated as a co-product. However, in the case of Canada, spent yeast is included in the solid waste stream, while in the US and the UK it is not. We are striving to align our waste data across our business units but this does affect the comparability of 2008 and 2009 data. In the US, 29,973 tonnes of the reported 32,793 tonnes are recycled.

Water

Molson Coors water usage in 2009 was up 3% over last year, attributable primarily to the increased water required to facilitate the regular changeover of multiple brands being produced across the MillerCoors network. Although this optimization of the MillerCoors network resulted in a net increase in water usage in 2009 vs. 2008, it allowed for a reduction in CO₂ emissions resulting from lower route-to-market transportation costs that the joint venture makes possible. For example, by reconfiguring railway shipments to increase the amount of beer each railcar carries, MillerCoors reduced by nearly 40% the number of railcars, an estimated savings of 3,000 metric tons of carbon dioxide.

The Corporate Citizenship Company provided third party assurance of our environmental data. See their [Assurance Statement](#) for more details.

For find out more about our environmental responsibility program see the [Environmental Stewardship](#) section.

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Economic Impact

Who Benefits From Our Revenues?

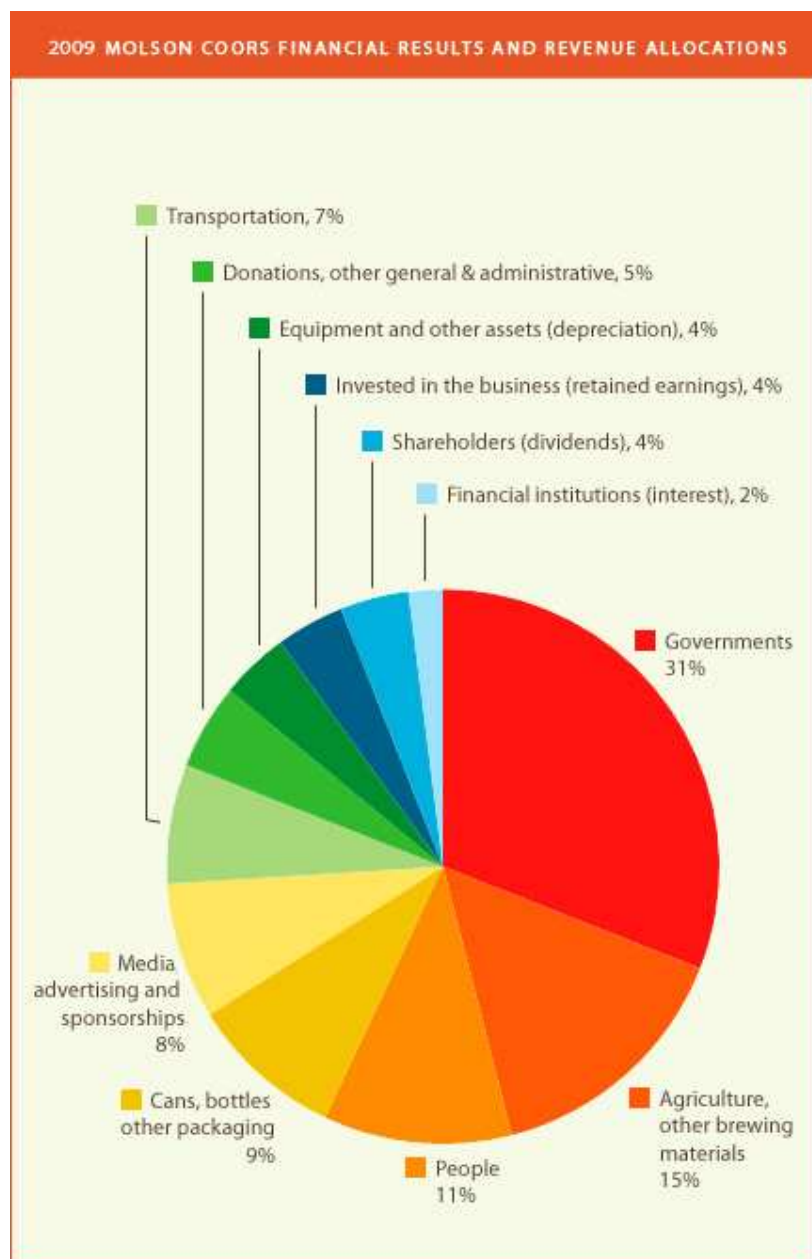
If you look at our [financial results](#), it is clear how much profit the company generated and the resulting earning per share of stock. This is the format that is required by the Generally Accepted Accounting Principles in the US (US GAAP).

Less clear from standard financial reporting are the many other economic impacts inherent in the distribution of our revenues. The chart below shows how 2009 revenues were allocated. These

figures are fully consistent with our standard financial reporting, but provide additional perspectives on the many individuals and communities who benefit from our enterprise.

In 2009, Molson Coors Brewing Company received US\$4.4 billion in revenue*, over 99% from beer sales. Governments, through taxes, took the biggest slice of the revenue, 31% or US\$1.3 billion. Our employees received 11% or US\$495 million in compensation and benefits. Another 24% or US\$1 billion went to agriculture, other brewing materials, cans, bottles and other packaging. 4% was invested back in the business and 4% returned to shareholders in the form of dividends.

Of course, as our employees, vendors, governments and communities use these revenues, the overall economic impact of our business is multiplied several times over. This analysis also does not include the significant jobs and value created by wholesalers and retailers who sell our products to consumers.



Revenue Allocation 2007-2009

	2007	2008	2009
Governments	26	30	31
Agriculture, other brewing materials	10	7	15
People	13	12	11
Cans, bottles other packaging	14	17	9
Media, advertising and sponsorships	10	9	8
Transportation	8	9	7
Donations, other general & administrative	7	5	5
Equipment and other assets (depreciation)	4	4	4
Invested in the business (retained earnings)	4	3	4
Shareholders (dividends)	4	2	4
Financial institutions (interest)	2	2	2

Footnotes

* 2009 revenues represent full year revenues from Molson Coors Brewing Company operations around the world, with the exception of the US and Puerto Rico. In July 2008, Molson Coors and SAB Miller plc combined their US and Puerto Rico operations to form MillerCoors LLC. For financial reporting under US accounting standards, MillerCoors LLC is accounted for under the equity method of accounting. Therefore, revenues and expenses are not reported in the financial results of Molson Coors. Molson Coors does receive and report 42% of the net income of MillerCoors. In 2009 and beyond, no revenues from US and Puerto Rico operations will be reported by Molson Coors.

**Changes between 2008 and 2009 in the revenue allocation of brewing and packaging materials were primarily due to deconsolidation of the US business.

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Performance With Integrity



The governance of Molson Coors embraces both strong family traditions and performance-based management, all built upon the foundation of absolute integrity.

The Board of Molson Coors is a highly cohesive, effective and aligned group with a variety of perspectives and business backgrounds, including marketing, finance, law and other fields. The Board is united behind the company's vision: to be a top-performing brewer, winning through inspired employees and great brands. With two generations of family shareholders on the Board, we are able to do this with a long-term perspective. While recognizing the importance of continuous value creation, we are able to extend our horizon to implement and sustain long-term strategies for success.

The Board is acutely aware of its responsibility to be good stewards of all shareholders' long-term economic interests. The Board, its committees and its policies are structured to ensure that we meet the highest standards of corporate governance.

The management team at Molson Coors comprises a balanced mix of proven leaders from the former Molson and Coors businesses as well as our UK organization. Our business units are brand and market focused, and able to take advantage of the best talent and practices from throughout the organization.

Our corporate [Code of Business Conduct](#) reflects our insistence to achieve performance with integrity and respect to each other and all of our diverse stakeholders.

Finally, our Board, management team, and people in all our business units are united by a passion for the beer business. We celebrate the pleasure and sociability our products bring to beer consumers around the world. And we take seriously the challenges that go hand-in-hand with our business, demonstrated by our commitments to responsibility in alcohol issues, environmental concerns and investment in our people and the communities where they live and work.

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ETHICAL CULTURE

In business, there is winning at all costs and there is winning the right way. For Molson Coors, the way we do business is what matters most to us. While we celebrate diversity of background and thought, it is our shared values that unite us and guide our actions. No matter where you work in Molson Coors, these values -- Excelling, Passion, Integrity & Respect, Creativity and Quality -- drive everything we do. We firmly believe this is the only way we can achieve our ambition to be a top performing global brewer. When we are living our values, we are performing at our very best, and winning the right way.

This belief is the cornerstone of our Ethics and Compliance program. It's more than following the rules, it is a reflection of our passion for excelling and acting with integrity. The program is focused on guiding our behavior in a way that is consistent with our values and an ethical culture and has the full support of our senior leadership. Our Audit Committee of the Board of Directors and our internal Ethics and Compliance Committee, comprised of our CEO and his direct reports, help set the direction of our program and hold themselves accountable to the same standards of ethical behavior.

At the heart of our program is the Molson Coors Code of Business Conduct, [Living Our Values](#). Living Our Values or 'the Code' is a guide to making decisions that are consistent with our values. It outlines the standards and acceptable behavior for all Molson Coors employees worldwide and,

as such, is available in English, French Canadian, Spanish, Chinese and Japanese. All of our employees and our Board of Directors affirm the Code upon joining the organization and biannually thereafter.

In support of the Code, we have an interactive online training tool that helps employees understand what it means to them and how they might apply it every day. All employees receive periodic training on the Code. Additional in-person training focused on ethical leadership and ethical decision-making in key areas of the Code is delivered to targeted employees based on their responsibilities.

Our Code acts as an umbrella of principles under which we have more detailed compliance policies for each business unit. These policies are available to employees on our intranet and training is delivered to target audiences based on relative risk in the organization.

Our employees also have access to an Ethics and Compliance Helpline through [Ethics Point](#) via the internet and telephone 24 hours a day. The helpline allows employees, or any stakeholder, to ask a question or raise a concern in their native language in a confidential and/or anonymous manner. All questions and issues raised through this channel are responded to through the Ethics and Compliance Office at Molson Coors.

In 2009, we had 24 reports through this channel as compared to 45 in 2008. The reduction in number of reports was due in large part to the split off of MillerCoors at the end of 2008. This resulted in a reduction of approximately 4,000 employees who previously would have reported issues through our Ethics and Compliance Helpline. Of the 2009 reports where investigative action was necessary, 58% were substantiated and resulted in disciplinary action, up from only 50% in 2008. 38% of reports in 2009 were anonymous vs. 37% % in 2008.

Reports were made in the following categories:



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Ownership Structure

The Molson Coors Brewing Company (NYSE: TAP) has a dual-class ownership structure. The majority of Class A shares are held directly and indirectly by the Molson and Coors families, and Class B shares are held by institutions and the general public. Class A shares hold the majority of voting rights, although Class B shareholders are entitled to elect three members of the Board of Directors as well as to vote on extraordinary transactions such as the sale or merger of the company or of a significant business unit.

Our bylaws grant the Board power to fix the number of directors, and it has currently set the number at 15. Class A shareholders elect 12 of the 15 members of the Board of Directors, with the remaining three directors elected by Class B shareholders. At this time, the Board has resolved to maintain one Class A director vacancy, which it does not currently plan to fill.

Because more than 50% of the voting power of Molson Coors is controlled by the Coors and Molson families, Molson Coors is defined as a “controlled company” under the NYSE listing standards. The listing standard permits controlled companies to rely on exemptions from certain corporate governance-related requirements, including the requirement that the board have a nominating committee composed entirely of independent directors with a written charter addressing matters specified by the NYSE. Molson Coors has elected to rely on this exemption. Accordingly, nominees for election to the Board are selected by the full Board, and by a Nominating Committee and nominating subcommittees established pursuant to the Molson Coors certificate of incorporation. The chart below illustrates how our directors are nominated and who is entitled to elect them:

Nominating Body	Director Nominees
<i>Class A-C</i>	
<i>Nominating Subcommittee:</i>	5 director nominees to be elected by Class A common stock and special Class A voting stock (3 of whom shall be independent)
Peter H. Coors	
Melissa Coors	
Osborn	
<i>Class A-M</i>	
<i>Nominating Subcommittee:</i>	5 director nominees to be elected by Class A common stock and special Class A voting stock (3 of whom shall be independent)
Andrew T. Molson	
Geoffrey E. Molson	
<i>Nominating Committee:</i>	
Peter H. Coors	2 director nominees to be elected by Class A common stock and special Class A voting stock (must include Chief Executive Officer (currently Peter Swinburn) and one member of management approved by at least two-thirds of authorized number of directors (currently vacant))
Melissa Coors	
Osborn	
Geoffrey E. Molson	
Andrew T. Molson	
John E. Cleghorn	
<i>Molson Coors Brewing Company:</i>	
Board of Directors	3 director nominees to be elected by Class B common stock and special Class B voting stock (all of whom shall be independent)

For further information, please visit [Eric Molson: A Generational Perspective](#).

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Our Business Units

Molson Coors Business Units Fact Sheets

Molson Coors beer is available in more than 30 countries around the world and the company has major operations in three core markets - each with its own history and extraordinary brands. Molson, founded by John Molson in 1786, serves Canada. In the UK, Molson Coors (UK) continues the brewing legacy established by William Worthington in 1744. The newly formed MillerCoors brings together two great brewing icons, Coors and Miller, to create the second largest brewer in the US. Coors was founded by Adolph Coors in 1873 while Miller began brewing in 1855.

- [MillerCoors Fact Sheet](#)
- [Molson Coors \(Canada\) Fact Sheet](#)
- [Molson Coors \(UK\) Fact Sheet](#)

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BREWERY LOCATIONS

Here is where brewing greatness begins - at each one of our eighteen breweries, where heritage and craftsmanship meet the finest ingredients, stringent quality standards and some of the most advanced brewing technology. Our brewery network provides more than 65 brands of Molson Coors beer to the 30 countries.

USA

- Albany, GA,
Albany Brewery
- Chippewa Falls, WI
Leinenkugel Brewery
- Eden, NC
Eden Brewery
- Fort Worth, TX
Fort Worth Brewery
- Golden, CO
Golden Brewery
- Irwindale, CA
Irwindale Brewery
- Milwaukee, WI
Milwaukee Brewery
- Shenandoah Valley, VA
Shenandoah Brewery

- Trenton, OH
Trenton Brewery

CANADA

- Creemore, ON
Creemore Brewery
- Montreal, QC
Montreal Brewery
- Moncton, NB
Moncton Brewery
- St. Johns, NL
St. Johns Brewery
- Toronto, ON
Toronto Brewery
- Vancouver, BC
Vancouver Brewery

UK

- Alton
Alton Brewery
- Burton on Trent
Burton Brewery
- Tadcaster
Tower Brewery

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Responsibility to Our Consumers



The traditions of quality brewing at Molson Coors date back more than two centuries in North America and several centuries in the UK. With their names on many of our product labels, the Molson and Coors families are passionately committed to quality products that are advertised and sold responsibly.

Meticulous [commitment to quality](#) is maintained throughout our supply chain, from grain to glass. Our quality management extends from the careful selection of barley and hops and other agricultural products we buy, throughout the brewing process, in our packaging, and management of our distribution to ensure that consumers drink only fresh beer.

As proud as we are of our products, we know they are sometimes misused and abused. We're deeply concerned about excessive, irresponsible and underage drinking. We want our quality products to be enjoyed responsibly by those old enough to drink.

We're committed to do our part, and encourage others to do their's as well. Therefore, we are engaged with public health agencies, governments, retailers and distributors, and other stakeholders to promote responsible drinking and reduce harmful drinking. Our [company policies](#) and participation in industry self-regulation ensure that responsibility is embedded in our sales and marketing culture. Because drinking patterns vary with culture, our [alcohol responsibility programs](#) are customized to reflect local conditions.

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Quality



For nearly four centuries, the Molson Coors breweries have been using time-honored traditions to craft the highest quality beer. Our heritage is tied to producing distinct brews that have a cold, refreshing character. Molson Coors brands are brewed and packaged to our exacting standards of product integrity, to continually delight and refresh our consumers.

We brew with high quality water and fine raw materials, using proven methods under the oversight of skilled brew masters. We conduct exhaustive checks on every brew for product quality and consistency. Highly trained employees perform analysis at each brewing stage. In fact, our expert tasters sample and approve each and every tank of beer before it is packaged and sold. This constant attention to detail ensures that we maintain a high standard of quality at every step in the brewing process.

We continue to monitor our bottled, canned and draught beer to assure the quality and safety of our products and packages after they leave our breweries. We check products for freshness,

examine packaging and monitor stock rotation to ensure that the products purchased by consumers meet our exacting standards of quality and product integrity.

Our products are packaged and labeled truthfully and accurately, following government regulations applicable to the market. If you ever have a question about our products, please contact one of our [consumer information centers](#).

So the next time you select one of our products, please enjoy all of the pride that went into making it the freshest-tasting beer available, and please drink responsibly.

Learn more from our corporate-wide [Quality, Environmental Health & Safety Policy](#), first adopted in 2005 and revised in 2008.

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Our Global Alcohol Responsibility Policy



Molson Coors is committed to alcohol responsibility in all of our business practices. We brew the highest quality products, package and label them in accordance with applicable laws and regulations, and market them responsibly. We promote responsible sales practices throughout the supply chain. We promote responsible drinking by legally aged adults, and strive to reduce excessive, irresponsible or underage drinking.

All of our business units adopt local policies and procedures that, at a minimum, conform to this Molson Coors policy.

In order to promote beneficial patterns of drinking and discourage harmful patterns of drinking, we will:

- Strive to base our alcohol policy on the fullest possible understanding of the available scientific evidence.
- Participate in appropriate global industry activities that encourage legal and responsible drinking and discourage irresponsible drinking.
- As appropriate to local culture, conditions and priorities, implement company responsible drinking programs in those markets where we have a significant business presence and market share, in order to:
- Discourage and reduce drunk driving or drinking before high-risk activities

- Discourage and reduce irresponsible drinking or drinking to intoxication or illegal activity or violence associated with drinking
- Discourage and reduce underage drinking
- Promote our products ethically and responsibly in all of our markets:
- Advertise and sell our products honestly and in accordance with all applicable laws and regulations
- Follow the letter and spirit of industry self-regulatory codes that are consistent with the Molson Coors commitment to responsibility
- Target our sales and marketing activities to individuals who are at least the legal drinking age (LDA) or age 18, whichever is higher
- Neither condone nor promote drunk driving or drinking before high-risk activities, irresponsible drinking or drinking to intoxication or illegal activity or violence associated with drinking
- Avoid language or images considered to be lewd or indecent based on contemporary standards in the applicable market
- Avoid claims that consumption of our products is necessary for social, sexual, academic or economic success
- Neither condone nor promote littering or other improper disposal of packaging or containers
- Participate in industry responsible drinking programs and promote effective alcohol abuse reduction legislation, as appropriate
- Make this policy available on our corporate website, as an encouragement to others in the industry, our business partners and supply chain to adopt similar policies

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Environmental Stewardship

At Molson Coors, we believe that good business practices embrace environmental stewardship. For that reason, we are committed to manufacture and package our products with care for the environment. It is an integral part of excelling in the beer business and living our values. In order to fulfill this commitment we are putting systems into place that expand our ability to measure our performance as we continually seek opportunities for improvement.

Since the merger of Molson Brewing Company with Coors Brewing Company in 2005, we have been working to establish overall standards for energy conservation, water stewardship and waste reduction/recycling at our 18 breweries in the United States, Canada and the United Kingdom. We recognize that our full impact also includes assessing issues such as operating administrative offices and U.S. container and malting operations more efficiently and looking at ways in which we can offer employee commuting options and decrease travel. Although we have made some progress in these areas in the way of reduced energy use in offices, office materials recycling, use of teleconference facilities, providing public transportation passes and telecommuting options, we have not yet addressed all of these issues in a comprehensive manner.

“We are setting internal targets that will help us achieve continuous improvement throughout the enterprise,” said Greg Wade, Molson Coors Brewing Company Global Chief Supply Chain Officer. “Some of our infrastructure is older, which presents certain challenges for us. We have many opportunities to improve our environmental performance.”

We have implemented an Environmental, Health and Safety (EH&S) Management System in each of our business units which apply to all operations and processes involved in the manufacture and delivery of Molson Coors products, from procurement of materials through delivery to the consumer, including contract operations. Our EMS in the UK is certified to ISO 14001.

Our overall objectives commit us to:

- Continually reduce environmental impacts
- Ensure regulatory compliance
- Follow good manufacturing practices
- Deliver process and product consistency
- Assure package appearance and integrity
- Ensure consumer safety
- Prevent EH&S incidents

A technical compliance scorecard is in place to record corrective action reports, environmental incidents, energy and water usage, solid waste generation and recycling, lost time severity and incident rates and safety participation.

A corporate-wide [Quality, Environmental, Health & Safety Policy](#) was first adopted in 2005 and revised in 2008.

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Water Stewardship



[**Molson Coors & Water**](#)
[**Operational Commitments**](#)
[**Global Partnerships**](#)
[**Our Heritage and Experience**](#)
[**A History of Commitment to Water**](#)

Molson Coors & Water

Preserving clean water and ensuring it as a sustainable resource is part of Molson Coors' heritage and future. The quality of our beer is directly tied to the quality of the water we use to produce it. With over 350 years of combined brewery heritage in the US, Canada and the UK, we have developed and implemented real-world solutions for water use and conservation in our breweries and watersheds.

In the brewing process, water usage is measured as the total volume of water used for each volume of beer produced. Molson Coors water use ratio is about 4.55 hl/hl. Water is used in the brewing process, for cleaning brew kettles, fermenting and aging tanks, and in the packaging lines. It is also needed for rinsing bottles and cans prior to packaging and some is used for cooling machinery. Also included in the equation is water used in buildings to support needs of the workforce. The vast majority of cleaning and rinsing water is treated to meet or exceed regulated standards, and then discharged. A small percentage is lost to evaporation.

Molson Coors [score cards](#) water usage at each of our breweries in an effort to identify strategic ways in which we can use less water in production areas, thus reducing our impact on the environment and ensuring sustainable water sources.

We are an active member of the [Beverage Industry Environmental Roundtable](#) (BIER). Formed in August 2006, the objective of this working group is to bring together leading global beverage companies to define a common framework for stewardship, drive continuous improvement in industry practices and performance, and inform public policy in the areas of Water Conservation and Resource Protection, Energy Efficiency and Climate Change Mitigation.

Operational Commitments

Molson Coors has set the global target to reduce water use by 15%, per unit of production, by the end of 2012 (baseline year 2008). Water and our overall environmental performance data is verified by an [independent third party](#) prior to publication.

In 2009 we established a global water strategy. To determine the strategy's scope and work plan, we commissioned studies of water resources, water use and water disposal at each of our facilities. The findings fed into the global strategy.

The focus for the UK operations in 2010 is to develop an structured water management approach, by agreeing robust site specific targets and establishing 'Water Champions' to monitor progress. Also a prioritized water metering role out plan has been agreed, and robust process improvements around water usage are being reviewed.

Canada is due to complete a watershed assessment at the Vancouver Brewery and utilize the process and outputs as a model for planning and completing assessments at all breweries in 2010. Also, a review of existing water-related training materials will be carried out with the aim of providing more consistent and comprehensive water training and awareness materials for brewery employees.

During 2010 Molson Coors will be rolling out a water awareness campaign for all employees and introducing a company-wide water community volunteering month of action.

Global Partnerships

Molson Coors is a signatory of the [UN Global Compact](#) and in September 2008 signed the [CEO Water Mandate](#). Progress on global commitments will be reported through an annual Communication on Progress, Corporate Responsibility report, public forums and conferences and direct employee engagement communications.

In April 2010, Molson Coors announced our sponsorship of [CDP Water Disclosure](#) that will provide critical water-related data from the world's largest companies to inform the global market place on investment risk and commercial opportunity. A survey will be sent to over 300 of the largest companies in water intensive industries. Molson Coors contributed to the development of the survey and will be reporting to CDP.

In July 2009, Molson Coors announced a strategic collaboration with [Circle of Blue](#) in support of our mutual and long-term commitment to protecting global fresh water supplies. Circle of Blue is an international network of leading journalists, scientists and communicators focused on global water issues.

The collaboration's first initiative was to launch an independent survey of public awareness and concern for fresh water issues in 25 countries around the world, with a deeper evaluation of attitudes about fresh water conservation in a smaller subset of seven countries. The research and survey analysis was conducted by GlobeScan, a nonpartisan research and polling firm, and provides the first substantive global benchmark for civic engagement on fresh water issues. The [global survey results](#) were announced at World Water Week in Stockholm, September 18 2009, and they are presented in a downloadable report [Human Perspectives on the Global Water Crisis](#).



**Webcast from World Water Week
Stockholm 18 August 2009**



[Molson Coors at World Water Week](#)

Our Heritage and Experience

- Molson Coors maintains a dedicated, enterprise-wide water management team, which is responsible for the company's water resource supply, management and sustainability.
- In addition, each of our 18 breweries has a dedicated water and environmental sustainability manager.
- In the US, we have established community partnerships in each brewery location that encourage employee and community engagement in solving local water issues.

- Also in the US, Molson Coors directly operate 8 waste water treatment facilities and 3 water treatment facilities that meet all applicable regulatory standards.
- Our Golden, Colorado USA brewery is completely self-sufficient, managing the water supply provided from the Clear Creek Watershed from source to treatment. The complete water resources system of storage reservoirs, water rights and water treatment capacity could support a city of over 200,000 people.
- The Golden brewery diverts 50,000 acre feet of water per year for its operations, but returns approximately 90% to the watershed for beneficial use by other stakeholders.
- Coors constructed the first industrial waste treatment plant in Colorado in 1953.
- Molson Coors has unique water expertise in the US in that water in Colorado is a real property right, for which Coors has rights dating back to the 1860s.
- In the UK, Molson Coors operates one water treatment facility in Burton on Trent and one waste water treatment facility in Tadcaster.
- Our Tadcaster treatment plant is partnering with the UK Environment Agency to meet its river quality targets. It has been designed to help safeguard important fish spawning areas and increase the quality of the water in the local river.
- In the UK, the water in the Burton area is considered the optimum water for brewing and the process of adding salts to brewing water to mimic the makeup of this water is still widely known as 'Burtonising'.
- Two of our UK breweries are self sufficient for brewing water reducing the pressure on the municipal supplies in the areas.

A History of Commitment to Water

We have been a champion and advocate for water management, protection and sustainability in our local watersheds as a matter of course. Typical activities include strong participation in robust and established open forums to share lessons learned and collaborate on solutions to ongoing water challenges (quality and quantity) within our communities. We have also been directly involved with various local technical and community based boards and committees. Experts within the fields of engineering, hydrology and the environmental sciences are directly employed and leveraged by MCBC to provide this leadership and expertise. These efforts have improved local community educational outreach, networking and collaboration of diverse stakeholders and the completion of real infrastructure, environmental and "good Samaritan" projects.

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Energy Conservation



Energy represents a significant part of our cost structure and is the source of most of our carbon emissions. Our business strategy calls for continually seeking cost-effective improvements in our operations that result in more efficient use of energy, thus reducing our emissions of greenhouse gases (GHG), and improving our environmental performance. One such example is the Solar Bee, a water storage aeration unit which eliminates the need for an electrical compressed air system.

Since the merger of Molson Brewing Company and Coors Brewing Company in February 2005, we have been developing corporate-wide measures and targets to conserve energy and share best practices throughout the organization. In 2008, we set the global year on year [target](#) of improving our energy efficiency by 4%. Through a corporate wide Energy Council, we have a sustainable energy management program that focuses on continuous improvement of both technical and management factors. The technical approach uses focused brewery energy assessments and industry benchmarking to identify opportunities for energy efficiency and reduction. The management approach focuses on employee awareness and engagement, policies and procedures, management review, and brewery energy teams.

For the past four years, we have participated in the [Carbon Disclosure Project](#), an independent, non-profit organization that collects climate-related information from leading global companies and provides it to the investment community and the public. In our submission, we describe risks and opportunities that are posed by climate change. In the US, MillerCoors is a member of the [Environmental Protection Agency's Climate Leaders Program](#), an industry-government partnership that works with companies to develop long-term comprehensive climate change strategies. In the UK, Molson Coors (UK) is partnering with the [Carbon Trust](#), a government sponsored organization committed to helping companies reduce their carbon emissions and develop low-carbon technologies. We also participate in Wal-Mart and Tesco programs to determine the carbon footprint of our products from "grain to glass," including the distribution chain, in an effort to reduce inefficiencies.

Although we have made some strides in reducing energy use in offices and brewing operations and curtailing employee transportation by providing public transportation passes, telecommuting options and use of teleconference facilities in lieu of travel, we have yet to address all of these issues in a comprehensive manner.



Earth Hour

[Earth Hour](#) was a global initiative in March 2009, encouraging individuals and businesses around the world to turn off their lights for one hour to show their support for taking action on climate change. Molson Coors participated in Earth Hour 2009 for the second year internationally, with its Canadian, U.S. and U.K. breweries and offices all taking part. Energy conservation is an important issue for Molson Coors, and participation in Earth Hour was not only a chance to play our part, but also a great way to raise awareness among our employees.

Following are highlights of energy reduction activities by country:

United Kingdom

Molson Coors (UK) continually reduced emissions over the last ten years. Between 2001 and 2005, energy use decreased by 5%, despite a 4% increase in production volume. Specific management and physical improvements include:

- International Standard for Environmental Management (ISO 14001) certification in 2002
- Replacement of a coal-fired boiler to a high-efficiency dual-fired installation in 1995
- Removal of all CFC refrigeration

United States

[MillerCoors](#) is proactively seeking to reduce energy usage as part of a corporate business strategy to protect the environment. They are investing in alternative energy and continually replacing and upgrading equipment and systems to improve energy efficiency. MillerCoors' emissions meet or beat federal standards, and they are urging all work teams and employees to change the ways they work and live, so that everyone is contributing.

MillerCoors is a member of the United States Environmental Protection Agency Climate Leaders Program and has set the target to reduce total energy use by 15% by 2015, baseline year 2009.

Canada

**THE POWER TO MAKE
A DIFFERENCE**

A national energy committee was created in 2008 within Molson that is committed to reduce energy use by setting targets and developing strategies to meet those targets.

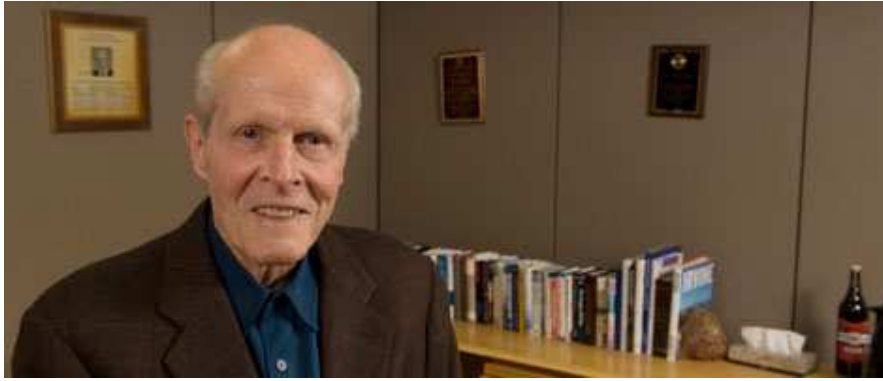


Brewery Energy Conservation Program: The Power to Make a Difference

- Molson believes that energy conservation is the “right thing to do” for the planet. In 2008 they launched an annual Brewery Energy Conservation Week, part of their energy conservation program, The Power to Make a Difference, in all their breweries across Canada.
- The ongoing program is focused on encouraging employees to conserve energy in simple ways such as turning on and off equipment, and always being aware of their use of water, electricity and natural gas – both at work and at home.

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Waste Reduction and Recycling



Molson Coors Brewing Company strives to reduce our environmental impact by minimizing the amount of waste we generate and recycling and reusing materials wherever possible. In the words of Bill Coors, grandson and third generation to the Coors Brewing Company founder, “Waste is a resource out of place.”

Our priority areas are: Packaging, By-Products and Recycling

Packaging

The majority of our primary packaging materials are either recyclable, refillable, and/or light weighted, which reduces materials used to package and ship our products into the marketplace and also results in cost savings associated with transportation. When designing new products and packages, environmental considerations are part of the process. Employees at all levels are encouraged to share ideas for improving processes and reducing our impact on the environment.

Canada

- An average of 98% of Molson Breweries bottles and 83% of cans are returned to points of sale by consumers, who are also invited to return the cardboard packaging
- Returned materials are either reused or recycled. Each year this saves landfills from millions of pounds of glass, aluminum, and corrugated cardboard
- Molson bottles are reused 15–20 times after which they are sold to glass manufacturers
- The loops holding six-pack cans together are photodegradable and are designed to break so small animals can't become ensnared in them
- The Packaging Association of Canada (PAC) gave Molson the [Leader Among Leaders Award](#), as well as honors in five categories at the annual [Leadership Awards](#), 2009.



United States

- Historically, the first commercially-produced aluminum beverage can in America was made at Coors' plant in Golden, Colorado, in 1959. At that time the beverage industry was using tin cans, which imparted an unpleasant aftertaste in beer and were known to leak. This technology ultimately became the industry standard
- That same year, the company also launched the first large-scale recycling program which offered one penny for every returned aluminum beverage can

United Kingdom

In 2006 CBL redesigned the Grolsch bottle to be narrower, more tapered and with a smaller label. All MolsonCoors brands are now packaged in this redesigned bottle, which has reduced the package weight by 13 percent.

By-products

Canada

- Carbon dioxide released during fermentation is collected and reused in the carbonation process
- Liquid waste has no toxins and is 100% treatable by today's treatment facilities
- Spent grains are sold to local farmers for livestock feed or fertilizer

United States

- Our Golden facility recycles or reuses an average of 95 percent of its solid waste
- Each year, Coors sells about 3 million gallons of ethanol, a byproduct of the brewing process, to Colorado refineries
- We also sell 600 million pounds of wet cattle feed, another brewing byproduct, to Front Range ranches
- Both breweries have wastewater treatment facilities
- Carbon dioxide is collected and reused in our breweries

United Kingdom

- A highly efficient effluent treatment plant is coming on line by early 2008 at the Tadcaster brewery
- Spent grain and other waste products from the brewing process are sold for cattle feed
- Brewing by-products are harnessed to create methane gas, which is sent back into the brewery to fuel the boilers
- In Tadcaster, methane produced from the effluent stream in the new effluent plant will be used as fuel for the boilers

Recycling

Depending on the country, different community programs are available for recycling containers and packaging materials.

Canada

- All Molson offices throughout Canada practice recycling programs for glass, cans, and fine paper.
- Molson uses industry return glass bottles which allows for the bottles to be reused an average of 12-15 times, and broken bottles are then recycled and used to make new ones.
- In addition to the bottle recycling and reuse, Molson recycles its corrugated containers and aluminum cans (in some cases, the crowns and labels are recycled too). The cartons are returned to the brewery and in turn recycled through paper mills, and all secondary material like the boxboard or corrugate are baled and returned to mills where they are recycled back into linerboard.
- 98% of Molson Breweries bottles and 83% of cans are returned to points of sale by consumers.
- In June 2008 Molson announced that the company would only use No 1 recyclable polyethylene (PET) plastic glasses at events across Québec where company brand products are sold. The new glasses, widely accepted by municipal recycling facilities in the province, replace the No 6 polystyrene plastic glasses traditionally used in the brewing industry.

United States

- Last year MolsonCoors recycled a total of 4,357 tons of cardboard and paper, 3,310 tons of glass, 1,107 tons of aluminum and 264 tons of plastics.
- Initiatives are underway to expand office recycling to include other materials beyond paper.
- We support community-based, voluntary recycling initiatives to capture beverage containers and other packaging material.

United Kingdom

- MolsonCoors recycles scrap metal and major material waste, in addition to office paper and cardboard. Several years ago the 5S program was adopted companywide. This Japanese-based concept for continuous improvement in the workplace emphasizes classification, organization, cleanliness, maintenance and discipline. It is a disciplined, formal approach to “good housekeeping” practices

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Our approach

Investing in Our People and their Communities

Molson Coors supports the development, engagement and wellness of our people and invests in the communities where we live and work. We invest in our people and their communities in ways that reflect the shared values of the company: integrity and respect, quality, excelling, creativity and passion.

Our focus on people and corporate culture is integral to our vision, to be a top-performing brewer winning through inspired employees and great brands. As an innovative, brand-led company, we will drive growth, deliver and reinvest productivity, and build a winning, value-based culture.

We know that attracting, developing and retaining the best talent – talent that reflects the diversity of our marketplace – is key to our success. We actively listen to and act upon the views of all our employees through our annual People Survey, knowing that highly engaged teams deliver superior business results. We strive to create a workplace where people who are passionate about the beer business can thrive.

Our community investment mission is to promote the health and well being of individuals and communities where we do business. Our investments treat all people and resources with integrity and respect. Through community investment, Molson Coors aspires to have a positive and meaningful impact by supporting:

1. Active engagement of people in their communities
2. Responsible enjoyment of our products
3. Environmental stewardship

Our resources extend far beyond corporate giving. Much of this investment happens in the course of doing business, through our employment practices, our purchase of materials and services within communities, and our investment in sports and music and other activities that promote our brands. For Molson Coors, community investment also encompasses the company's leadership engagement in the community and our employees' time, talent and commitment.

Molson Coors is proud to employ more than 9,500 people worldwide, pay \$2 billion in excise taxes globally, support agriculture and industrial sectors locally and internationally and support responsible enjoyment of our products.

Molson Coors has a long history of making charitable investments in the communities where we do business. Throughout its history in the United States, the UK and Canada, Molson Coors is proud of its heritage as a responsible corporate citizen both locally and globally.

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Community Investment Principles



Our Mission

Our community investment mission is to promote the health and well being of individuals and communities where we do business. Our investments treat all people and resources with integrity and respect.

Through community investment, Molson Coors aspires to have a positive and meaningful impact by supporting:

1. Active engagement of people in their communities
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Our resources extend far beyond corporate giving. Much of this investment happens in the course of doing business, through our employment practices, our purchase of materials and services within communities, and our investment in sports and music and other activities that promote our brands. For Molson Coors, community investment also encompasses the company's leadership positioning and our employees' time, talent and commitment to being a good corporate neighbor.

We invest in our communities in ways that reflect the core values of the company: integrity and respect, quality, excelling, creativity and passion.

Molson Coors is proud to employ more than 9,500 people worldwide, pay \$2 billion in taxes globally, support agriculture and industrial sectors locally and internationally and support responsible enjoyment of our products.

Molson Coors has a long history of making charitable investments in the communities where we do business. Throughout its history in the United States, the UK and Canada, Molson Coors is proud of its heritage of being a responsible corporate citizen both locally and globally.

The *Community Investment Principles and Processes* below describe how each division reflects the corporate mission in their community investment activities.

Our Principles

To be effective community investors, Molson Coors adopts standards, ethics and sponsorship practices that represent the company as an active and valued member of the communities where we do business. Our investments are made by our divisions, reflecting the different needs and practices in our markets and communities.

To be effective community investors, the Company's divisions:

- Define and articulate a community-investment mission consistent with the overall corporate mission and regional conditions
- Establish a clear, logical and consistent community investment process that unites with the global company vision and respects the division's specific cultural sensitivities
- Communicate openly, respectfully and in a timely manner with the public and our employees about our investments and the value created for the community and all involved through annual reporting

- Disclose all investments/relationships with charity
- Adopt policies and programs to promote active involvement of employees in community activities consistent with company and individual values
- Monitor changing societal conditions and the diverse viewpoints in the communities where we do business and make investments
- Provide information about their community investment guidelines, including program interests, resource limitations, and information about the process of applying for contributions
- Measure each investment in terms of its positive impact on the community, its alignment with values of the company, our employees and its impact on the community perception of the company

Our Processes

Each division has established a governing board made up of staff and executives that exercise active fiscal oversight.

Expectations:

- Know and ensure compliance with local law
- Approve an annual budget and assess and report to the CEO on the company's community investment performance relative to the approved budget. *Practice Option:* Consider a visual report and measure against number of requests, number of requests filled, media effectiveness of request against favorable and negative media and finally employee satisfaction numbers
- Ensure that administrative expenses for community investment and community relations are reasonable and in proportion to amounts spent on community investing
- Ensure that each division has a written community investment policy adequate for its size and complexity. This written policy should be posted on the web site of each division

Effective Use of These Principles and Processes

The *Community Investment Principles* and *Processes* correspond with an array of philosophical and practical issues faced by all divisions. They provide a framework that enables Molson Coors to not only understand our commonalities in community investment, but also enabling each division to build on their cultural roots and to develop thoughtful policy and practices that improve over time.

The implementation by divisions will depend upon:

- History and philosophy
- Lifecycle
- Requirements and restrictions in its host country's governing laws
- Profitability
- Staffing
- Research that defines the gift

This is not a static undertaking. As each division's community investment practices evolve, so too its implementation strategy. The most significant ongoing reward to both community and

corporation will go to the divisions that approach community investment with research, study, commitment, and consistent evaluation.

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Our Values In Action: Ethical and Responsible Sourcing



Molson Coors strives to be a top performing global brewer recognized for world class corporate responsibility. In 2009 we established [Responsible Sourcing Principles](#) (Principles), based on Molson Coors' [shared values](#): Excelling, Passion, Integrity & Respect, Creativity and Quality. The Principles extend our values and corporate responsibility practices through our complex supply chain.

Our supply chain consists of direct suppliers (1st tier) and their suppliers (2nd tier) involved in the packaging, brewing, logistics and transportation, administration and marketing of our products around the world. Our Principles apply to both 1st and 2nd Tier suppliers.

The Principles outline what we deem important and relevant to all suppliers of goods and services to our company and its subsidiaries. These Principles also apply to the suppliers to any company where we have majority ownership or governance share. The Principles address ethical business practices, working conditions, human rights, environmental impact, as well as alcohol responsibility standards.

Molson Coors is seeking to work with an independent third party to enable the sharing of responsible sourcing data. This platform will generate transparency and provide a secure and robust exchange of data beneficial to both Molson Coors and our suppliers.

Molson Coors expects its suppliers to assist in the fulfillment of the Principles by reflecting them in their own business practices. Suppliers must be able to demonstrate their compliance and Molson Coors will seek to test the requirements to their satisfaction including inspecting any facility producing goods and services for Molson Coors. If for any reason suppliers to Molson Coors are not complying with the required Principles, Molson Coors will take urgent steps to ensure compliance and may terminate its agreements with suppliers who do not comply.

For our brewing and packaging materials, we have adopted basic [Purchasing Standards](#) focused on quality and performance. In the US, we also have a model program for [supplier diversity](#) as well as a program of recognizing sustainable agricultural practices.

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