

MOLSON COORS BREWING COMPANY
2015 NEW YORK INVESTOR/ANALYST MEETING

JUNE 17, 2015

MARK HUNTER, PRESIDENT & CEO
MOLSON COORS BREWING COMPANY

FORWARD LOOKING STATEMENT

This presentation includes estimates or projections that constitute “forward-looking statements” within the meaning of the U.S. federal securities laws. Generally, the words “believe,” "expect," "intend," "anticipate,” “project,” “will,” and similar expressions identify forward-looking statements, which generally are not historic in nature. Although the Company believes that the assumptions upon which its forward looking statements are based are reasonable, it can give no assurance that these assumptions will prove to be correct. Important factors that could cause actual results to differ materially from the Company’s historical experience, and present projections and expectations are disclosed in the Company’s filings with the Securities and Exchange Commission (“SEC”). These factors include, among others, impact of increased competition resulting from further consolidation of brewers, competitive pricing and product pressures; health of the beer industry and our brands in our markets; economic conditions in our markets; additional impairment charges; our ability to maintain manufacturer/distribution agreements; changes in our supply chain system; availability or increase in the cost of packaging materials; success of our joint ventures; risks relating to operations in developing and emerging markets; changes in legal and regulatory requirements, including the regulation of distribution systems; fluctuations in foreign currency exchange rates; increase in the cost of commodities used in the business; the impact of climate change and the availability and quality of water; loss or closure of a major brewery or other key facility; our ability to implement our strategic initiatives, including executing and realizing cost savings; our ability to successfully integrate newly acquired businesses; pension plan costs; failure to comply with debt covenants or deterioration in our credit rating; our ability to maintain good labor relations; our ability to maintain brand image, reputation and product quality; lack of full-control over the operations of MillerCoors; and other risks discussed in our filings with the SEC, including our Annual Report on Form 10-K for the year-ended December 31, 2014, which is available from the SEC. All forward looking statements in this press release are expressly qualified by such cautionary statements and by reference to the underlying assumptions. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. We do not undertake to update forward looking statements, whether as a result of new information, future events or otherwise.

TODAY'S AGENDA

Mark Hunter, CEO, Molson Coors

- Introductions, strategic overview and growth opportunities

Gavin Hattersley, CFO, Molson Coors

- Strategies to grow profit, cash, total shareholder return

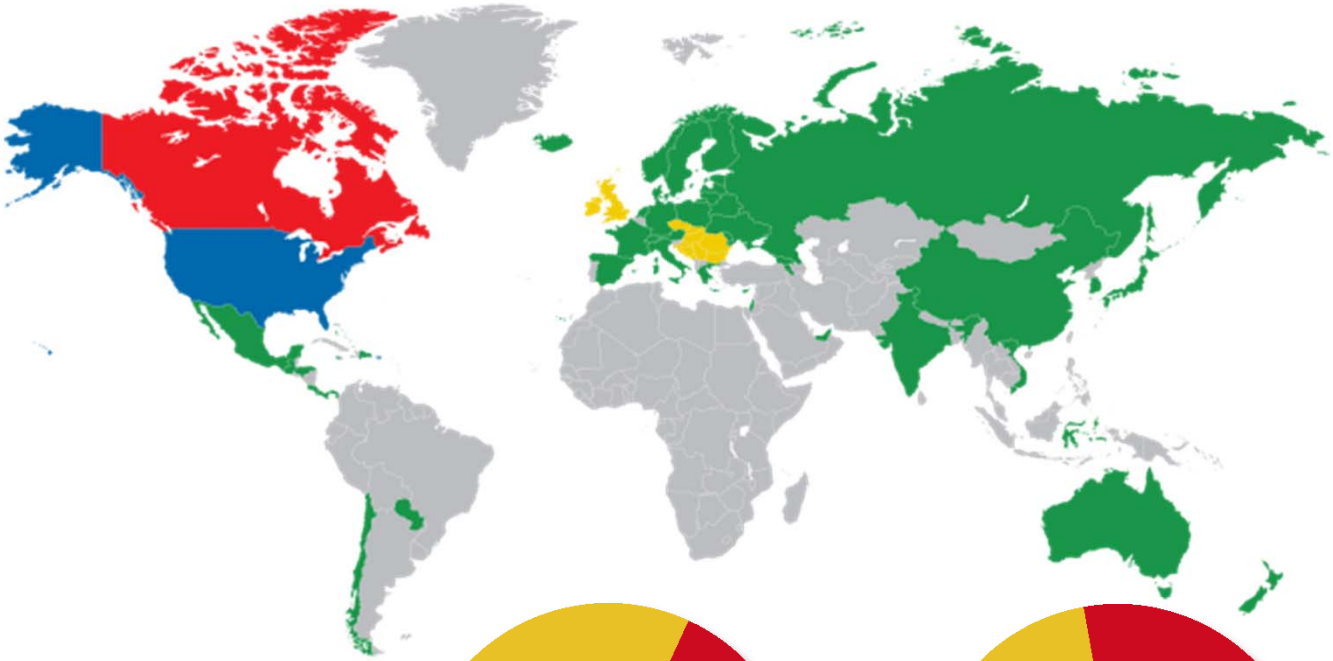
Closing Remarks

Q&A with Full Leadership Team

- Mark Hunter, CEO, Molson Coors
- Gavin Hattersley, CFO, Molson Coors
- Tom Long, CEO, MillerCoors
- Simon Cox, CEO, Molson Coors Europe
- Stewart Glendinning, CEO, Molson Coors Canada
- Kandy Anand, CEO, Molson Coors International

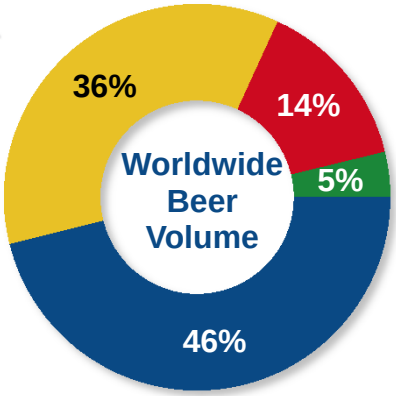
Reception

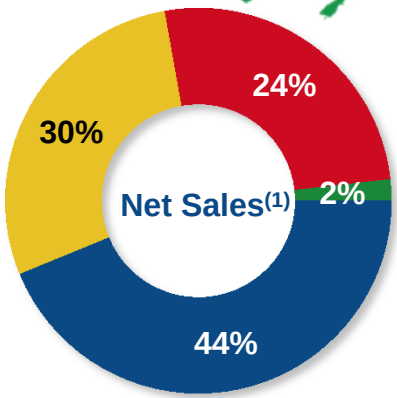
MOLSON COORS OVERVIEW

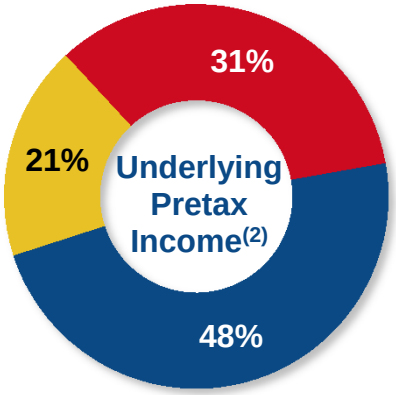


- UNITED STATES (42%)
- CANADA
- EUROPE
- INTERNATIONAL MARKETS

2014 FY







MOLSON Coors

Totals may not sum due to rounding.

(1) Excludes Corporate and Eliminations from the total.

(2) Does not include underlying operating losses for Corporate and MCI. Non GAAP underlying income is calculated by excluding special and other non-core items from the nearest U.S. GAAP earnings. See reconciliation to nearest U.S. GAAP measures on our website.

#1 OR #2 MARKET & BRAND POSITIONS IN MOST OF OUR MARKETS

Market	Market Position*	Brand Position*	Brand
USA	#2	#2 & #4	Coors Light, Miller Lite
Canada	#2	#2 & #3	Coors Light, Molson Canadian
UK	#2	#1	Carling
Bulgaria	#1	#1	Kamenitza
Croatia	#1	#1	Ozujsko
Serbia	#1	#1	Jelen
Czech Republic	#2	#4	Staropramen
Hungary	#3	#2	Borsodi
Romania	#3	#5	Bergenbier
Bosnia	#1	#1	Jelen
Slovakia	#3	#5	Staropramen
Montenegro	#1	#1	Niksicko

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* Company/Industry Estimates

PROVEN STRENGTH IN BUILDING ICONIC BRANDS, ENGAGED CONSUMERS AND STRONG CUSTOMER PARTNERSHIPS

- Iconic brands in all of our markets
- Strong, distinctive brand propositions
- Enriching brand equity through new creative and innovation
- Engaging consumers though new social/digital channels
- Strong customer partnerships

MOLSON Coors



A STRONG RECORD OF SHAREHOLDER RETURNS

- Gaining traction against our commercial strategy
- Continue to improve the efficiency of our operations
- Strategic discipline driving improved financial performance

TSR	TAP Shares
5 year	104%
3 year	106%
1 year	14%



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Total Shareholder Return (TSR) = TAP stock price, plus dividends

OUR STRATEGIC PLATFORMS DRIVE OUR BUSINESS PRIORITIES

Develop Great People

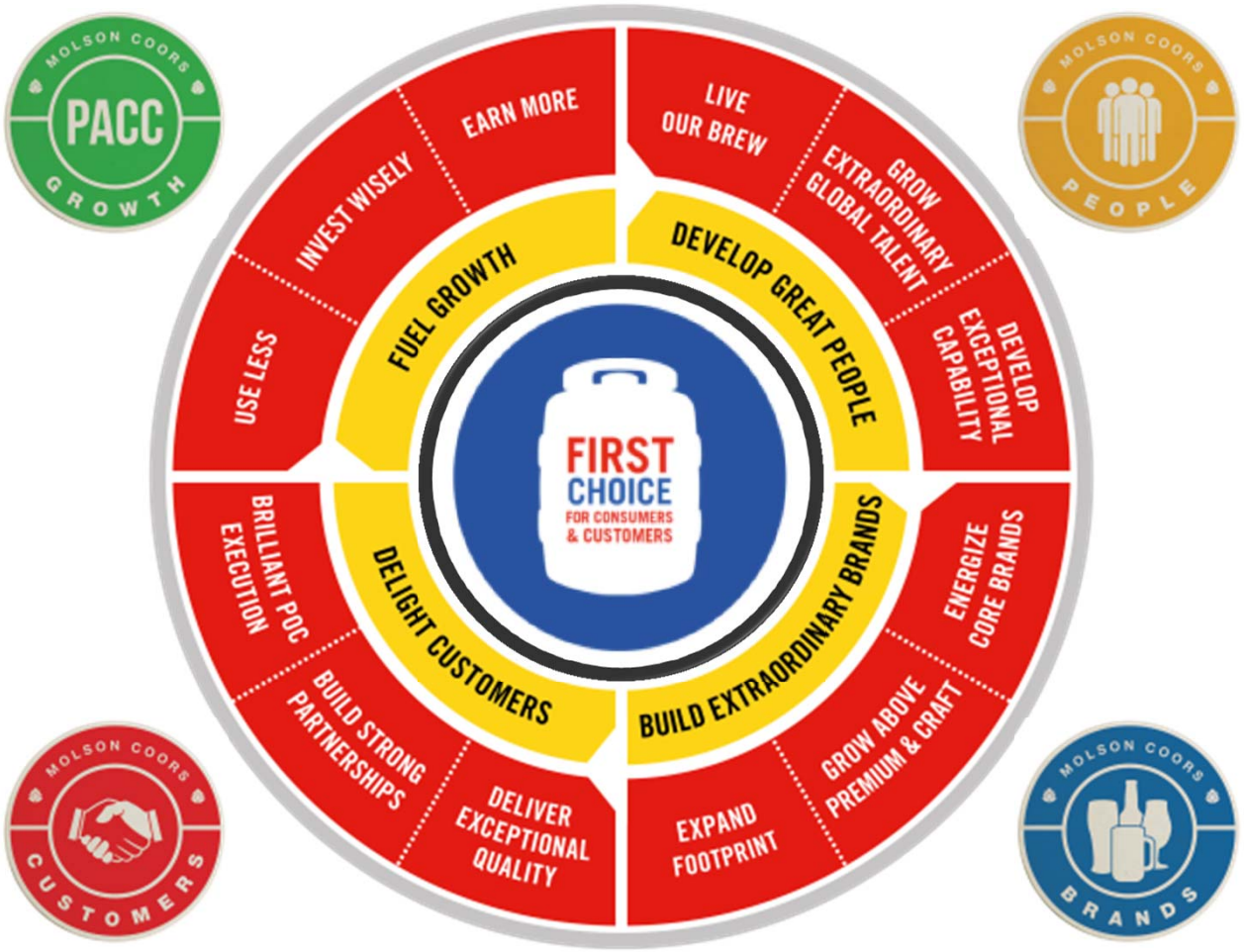
Build Extraordinary Brands

Delight Customers

Fuel Growth

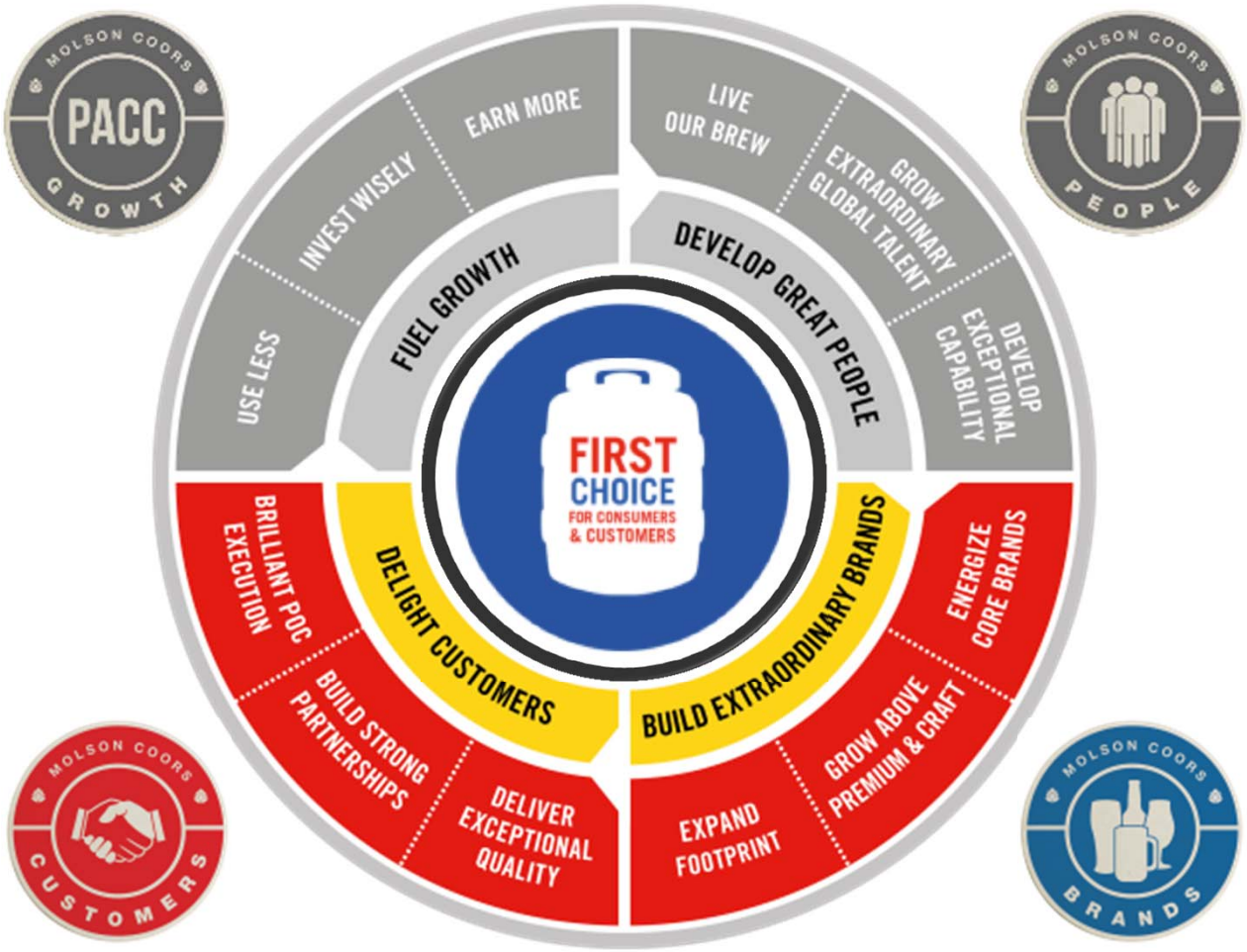
Consumer Excellence + **Customer Excellence** = **Molson Coors Commercial Excellence Program**

OUR STRATEGIC PLATFORMS DRIVE OUR BUSINESS PRIORITIES AND DEFINE OUR OPERATING MODEL…THE MCBC BREWHOUSE



MOLSON Coors

OUR STRATEGIC PLATFORMS DRIVE OUR BUSINESS PRIORITIES AND DEFINE OUR OPERATING MODEL…THE MCBC BREWHOUSE



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CHANGES IN CONSUMER PREFERENCES ARE ACCELERATING… HIGHLIGHTING THE NEED TO ENHANCE BRAND RELEVANCE AND INNOVATION

Changing Demographics

Health & Wellness / Lifestyle

- Millennials - sweeter profiles / higher alcohol / more choice / technology
- Aging population - health and wellness focused






Local / Authentic / Quality

Ultimate Choice & Customization

- Real ingredients / fresh / feels handmade / made with care





People & Planet Friendly

Premium Experiences / Expertise

- Sustainable / fair trade / green / positive impact to society






Value Seeking

Convenience / Ease

- Shoppers use technology and tools to research and compare





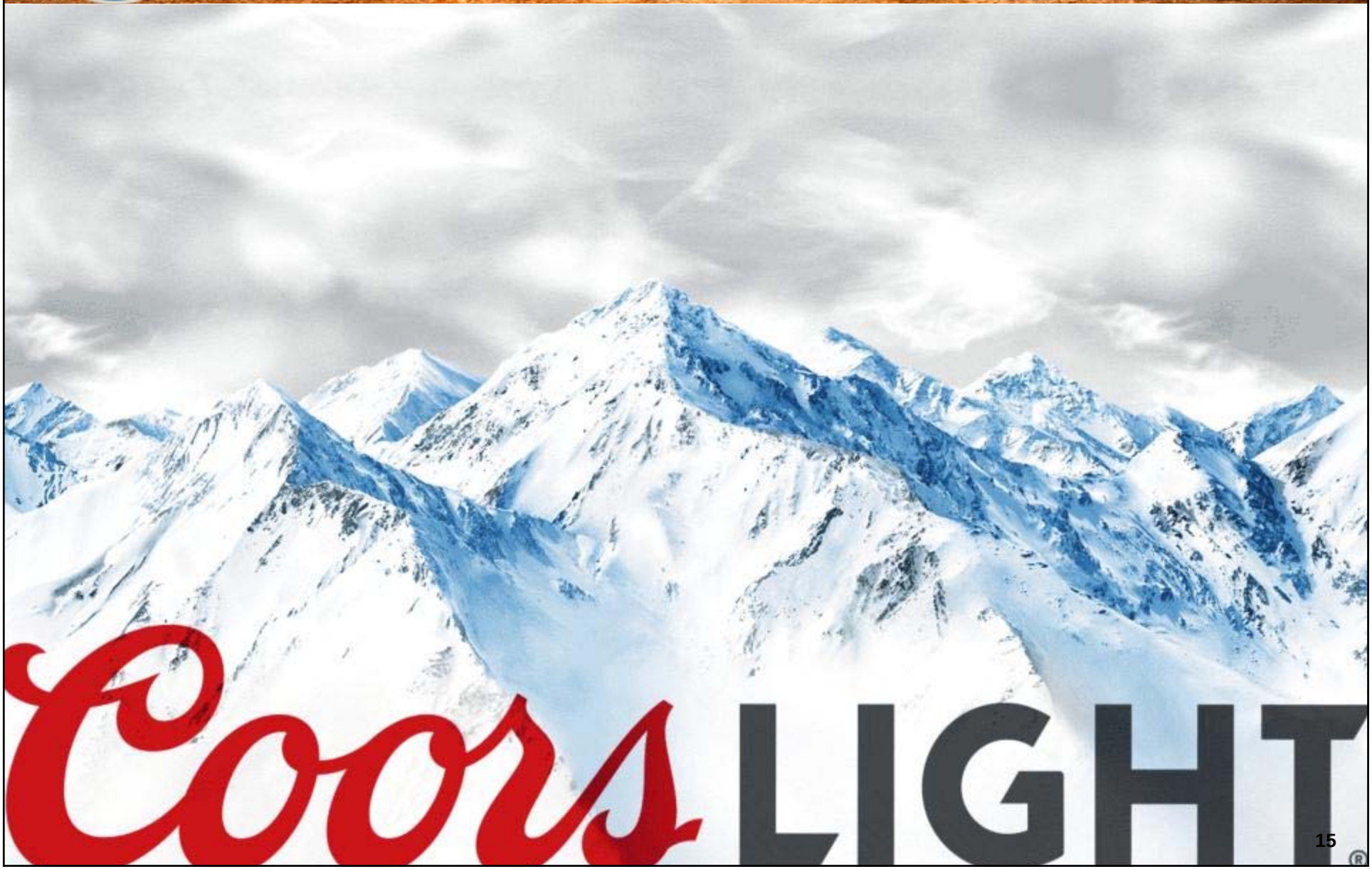

BUILDING EXTRAORDINARY BRANDS
ENERGIZING OUR CORE BRANDS

MAINSTREAM PREMIUM SEGMENT AND OUR CORE BRANDS REMAIN THE ECONOMIC ENGINE

- Nearly half of all beer volumes in the US and Canada – and more than 60% in Europe– are premium or premium light beers.
- US premium light category alone is more than 3 times larger than craft category.
- The #1, #2 and #4 beer brands in America are premium lights. And Coors Light and Miller Lite drive over 50% of our US volume.
- Top four brands in Canada are premium or premium light. Coors Light is #2 and Molson Canadian is #3. These two brands make up approximately 50% of our overall Canada volume.
- The #1 brand in the UK is ours – Carling.

We are building our distinctiveness, relevance and share of segment

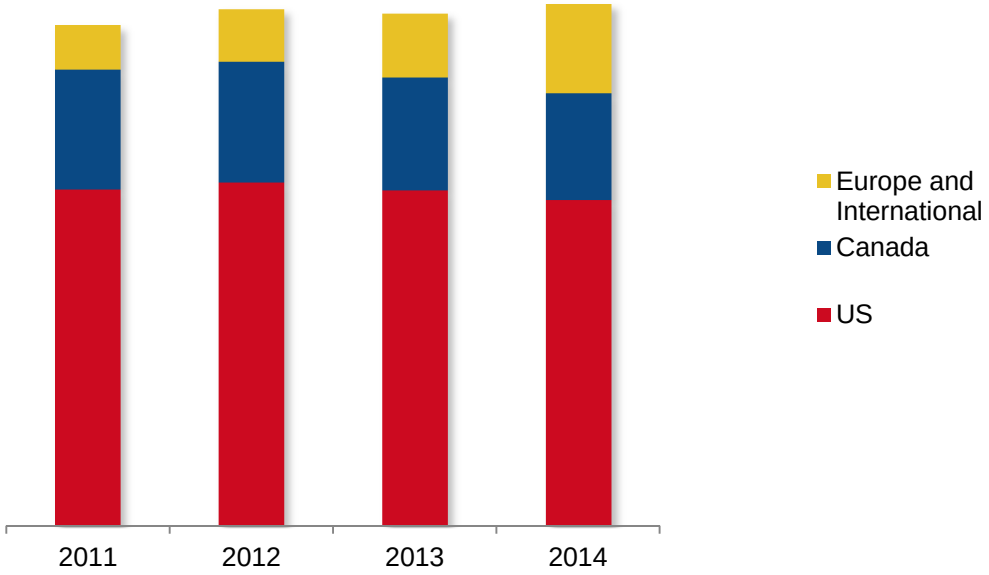
BUILDING DISTINCTIVENESS, RELEVANCE AND SHARE OF SEGMENT



COORS LIGHT
EMERGING AS GLOBAL EXTRAORDINARY BRAND

Coors LIGHT

Global Volume



- Available in over 30 countries
- One of the largest growing global brands
- Distinctive Rocky Mountain Cold Refreshment positioning
- Strong historical growth across International markets
- MCI + UK & Ireland growth of 30% since 2011

MOLSON Coors

Coors Light worldwide volume, including royalty and license volume, with MillerCoors volume at 42%

"ROCKY MOUNTAIN COLD REFRESHMENT"



reFRESH





















MOLSON Coors

BUILDING DISTINCTIVENESS, RELEVANCE AND SHARE OF SEGMENT



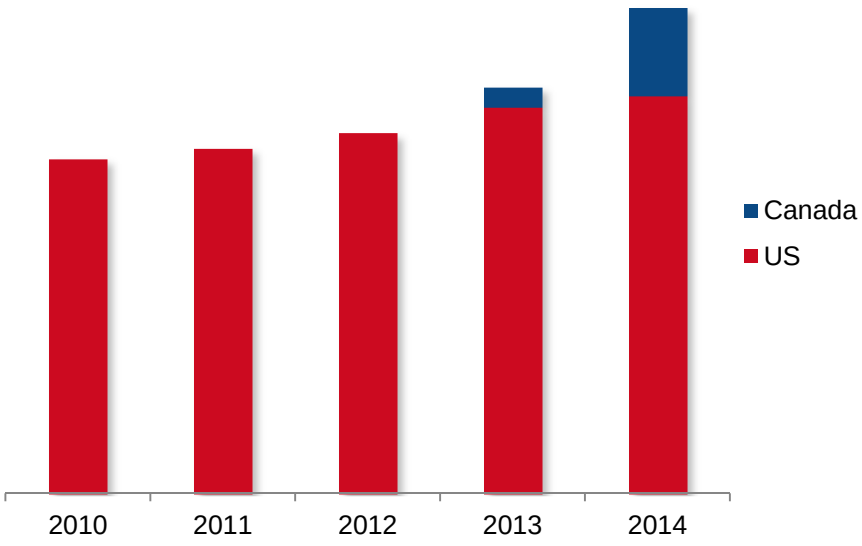
Coors®

Banquet

SINCE 1873

COORS BANQUET
GROWING STRONGLY IN US AND CANADA

Volume



- 9 years of unbroken growth in US
- Share growth in Canada and US
- Return to Western roots: Timeless Western masculinity
- Quality ingredients, brewing story
- Distinctive advertising campaign
- Heritage packaging, Stubby bottle

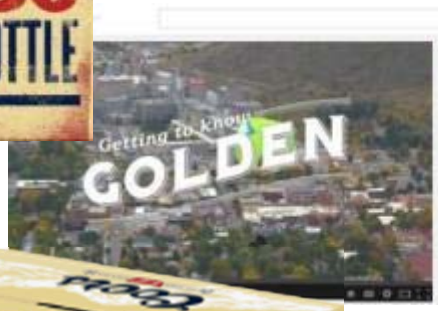
Coors Banquet volume, with MillerCoors volume at 42%

“THE LEGEND SINCE 1873”







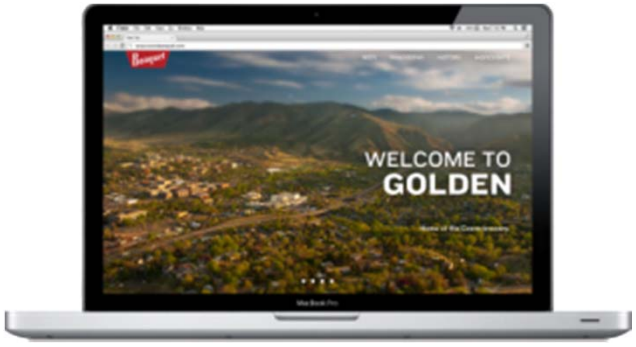












MOLSON Coors

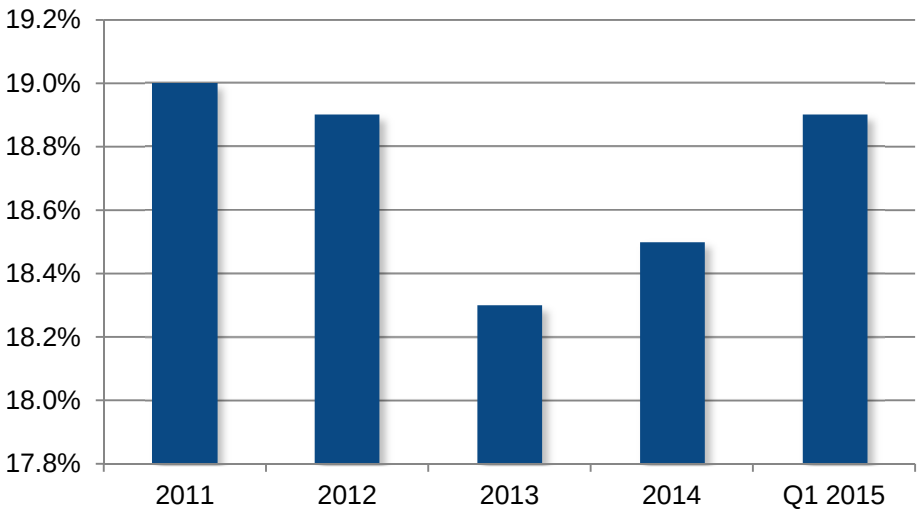
BUILDING DISTINCTIVENESS, RELEVANCE AND SHARE OF SEGMENT



MILLER LITE
STABILIZING AND RECOVERING

Miller Lite

Miller Lite Market Share of Segment*



- The original: established the category in 1975
- Authentic, timeless
- Brewed to be a great tasting light pilsner
- Full visual ID makeover
- "As long as you are you, it's Miller Time"

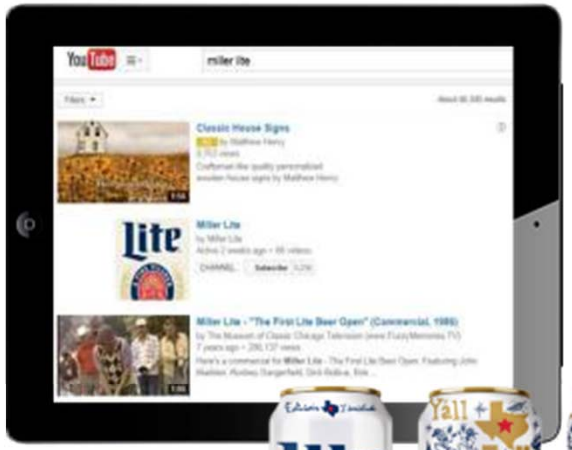
MOLSON Coors

* Share of premium light segment, per Nielsen cross-channel data

“THE ORIGINAL LIGHT BEER”





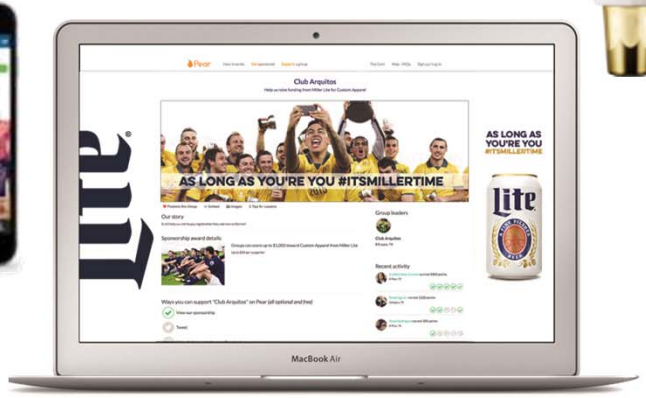












MOLSON Coors

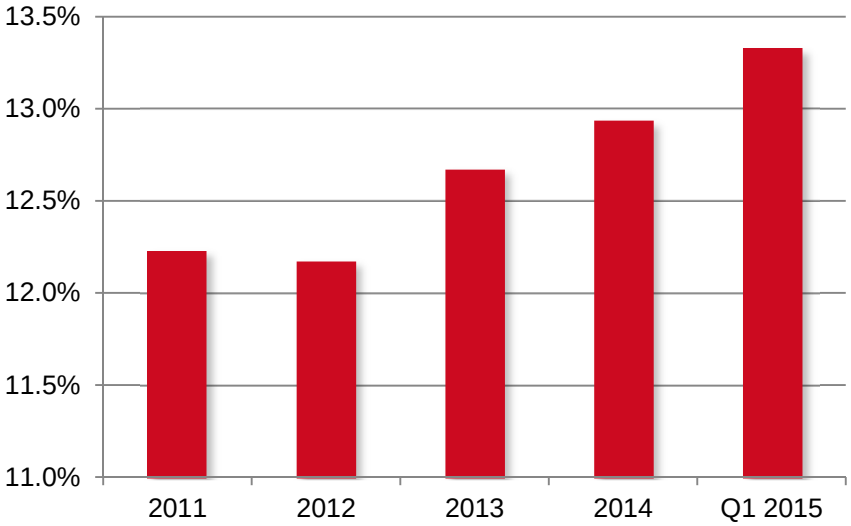
BUILDING DISTINCTIVENESS, RELEVANCE AND SHARE OF SEGMENT



"MADE FROM CANADA"

MOLSON CANADIAN

Molson Canadian Market Share of Segment*



- Strong creative execution and integrated supporting programs
- Expanded distribution to Quebec
- Building brand reach through innovation – Molson Canadian 67 and Molson Canadian Cider
- Fully leveraged Hockey and Canada Day pillars

MOLSON Coors

* Share of premium segment, based on industry and company sources

MOLSON CANADIAN
LEADING THE CATEGORY IN SOCIAL ENGAGEMENT

Beer Fridge campaigns have driven global acclaim in Social, Digital and PR

Ranked #2 Social Marketer in Canada for 2014	Canadian Campaign of the year Bronze Lion @ Cannes	Generated $160M in PR Value Globally	Coverage from all of the Top 10 News Networks in the World
Earned over One Billion free impressions	Social Interactions increased 980%	Held 20% of the social conversation during the Olympics	Over 8M online video views

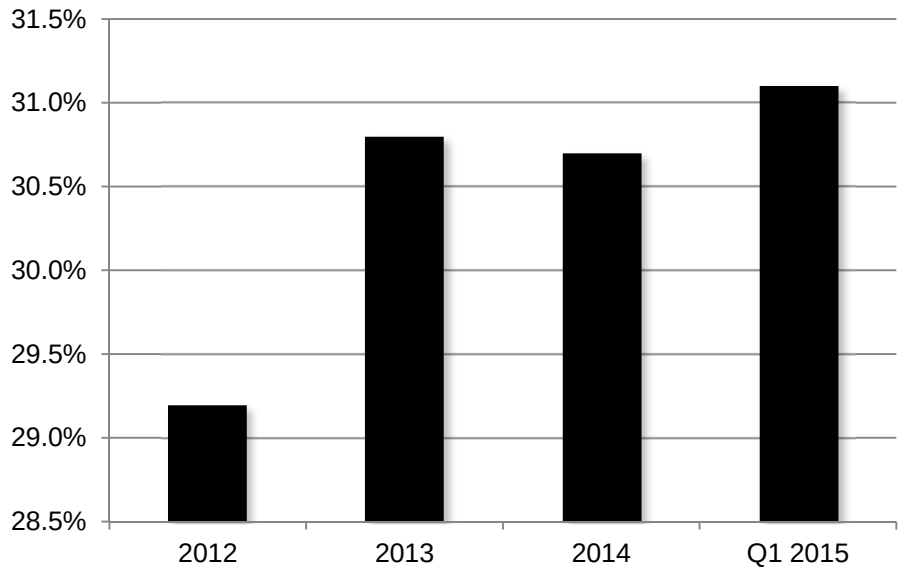


BUILDING DISTINCTIVENESS, RELEVANCE AND SHARE OF SEGMENT



CARLING GREW & MAINTAINED SHARE

Carling Market Share* - UK



- UK's #1 beer brand for 40 years
- Strong momentum in Scotland and Ireland
- Building brand reach through innovation – Carling Zest and Carling Cider

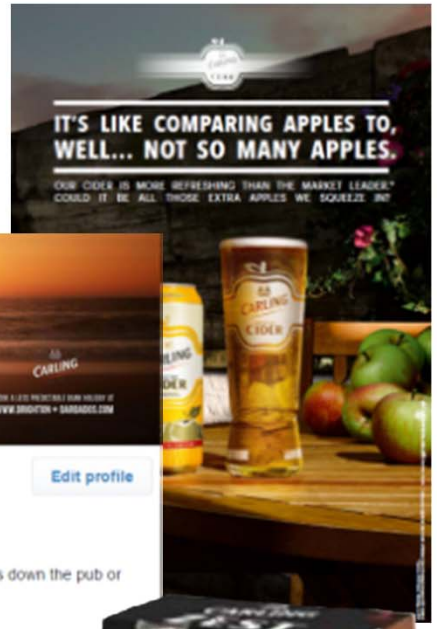
Source: UK Industry Data

* Share of mainstream segment

“BRILLIANTLY BRITISH, BRILLIANTLY REFRESHING”

















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BUILDING EXTRAORDINARY BRANDS DRIVING SHARE IN ABOVE PREMIUM, CRAFT & CIDER

STRONGEST CRAFT PORTFOLIO OF ANY GLOBAL BREWER

- **#1 CRAFT BREWER** in the US with Tenth and Blake
- **#1 CRAFT BRAND** in the US with Blue Moon
- **#1 SHANDY** in the US with Leinenkugel's
- **#1 CASK ALE** in the UK with Doom Bar
- **#1 CRAFT BRAND** in Ireland with Franciscan Well
- **LEADING CRAFT BRANDS** in Canada with Creemore and Granville Island

AMERICA'S LARGEST CRAFT BREWER – TENTH AND BLAKE



TENTH AND BLAKE BEER COMPANY

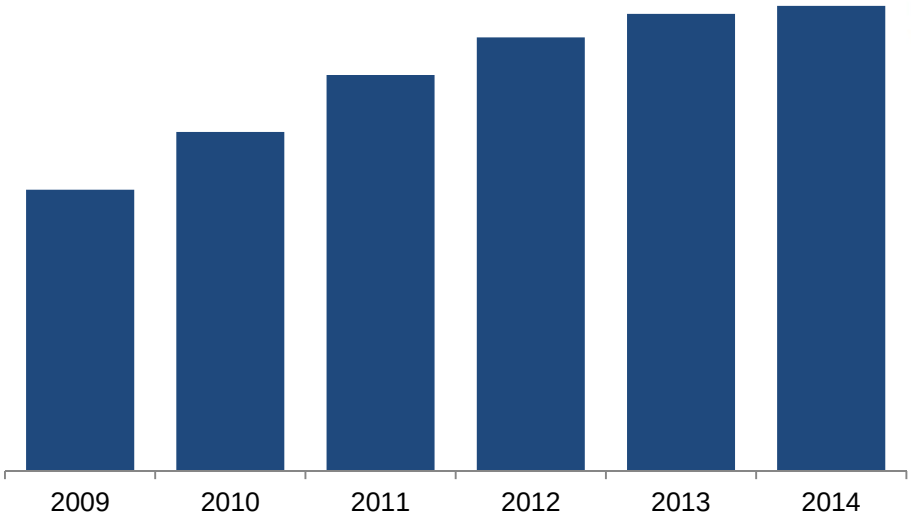


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BLUE MOON – AMERICA'S #1 CRAFT BEER

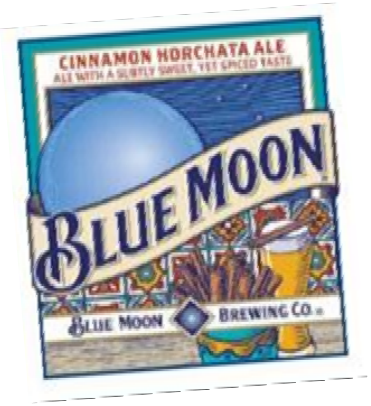


Blue Moon Volume (STRs)













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UK'S #1 CASK BRAND AND IRELAND'S #1 CRAFT BREWERY

We are focused on beer styles that can deliver scale

Pilsner

Premium Cask

IPA

White

Stout / Black

Cider





















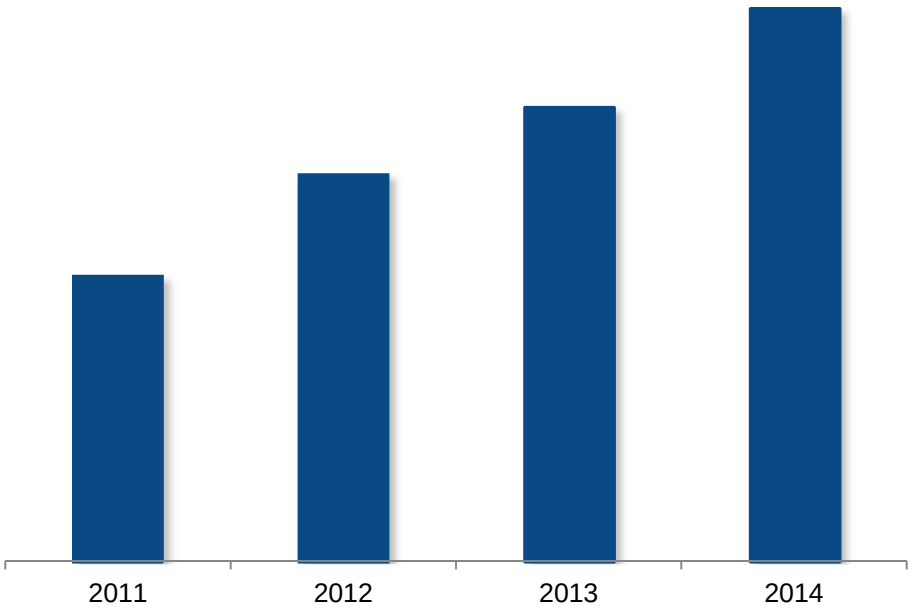


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DOOM BAR – UK'S # 1 CASK ALE

Over the past 3 years, Doom Bar has grown over 80%

Doom Bar Volume (HLs)



… And opened the Mariners as we attempt to develop a concept, the "Atlantic Beer Kitchen", capable of rolling out elsewhere in the South West.



CANADA'S CRAFT & ABOVE PREMIUM PORTFOLIO
BUILDING MOMENTUM

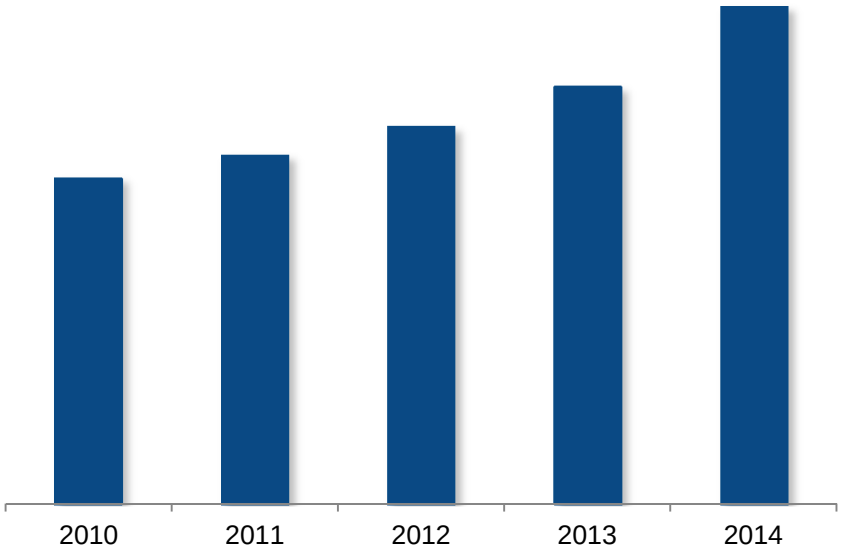




CREEMORE – BIG TASTE FROM A TINY PLACE

Over the past 5 years, Creemore has grown more than 50%

Creemore Volume (HLs)





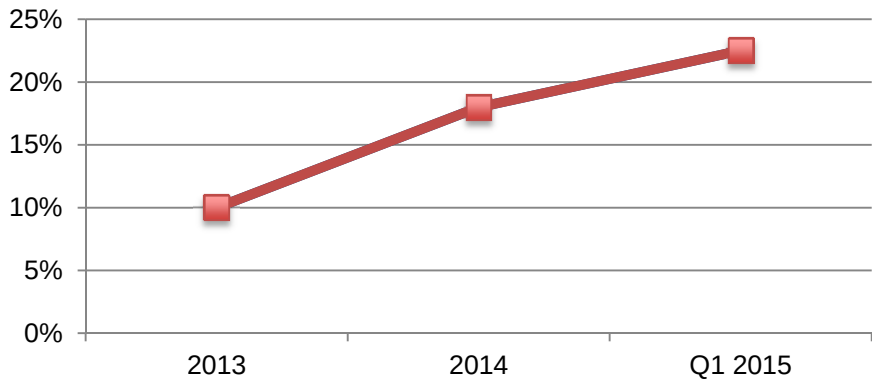
TAPPING INTO FLAVOR AND NEW OCCASIONS

MILLERCOORS IS A LEADER IN FMBs



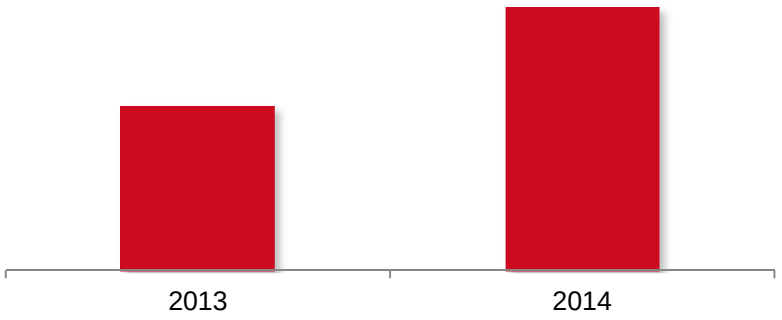
Data source: Nielsen cross-channel

US Market Share of FMBs



Growing at nearly 60%

Redd's Volume (HLs)



WE HAVE ESTABLISHED CIDER IN ALL KEY MARKETS WITH EXPANSION PLANNED IN 2015

	UK	CANADA	USA	CE
Total Cider market 2014 (HL)	9.5M	0.3M	1.3M	0.1M
MCBC share 2014	1.2% ↑	23% ↑	11% ↑	30% ↑

2015 Innovation				
Current portfolio	CARLING BRITISH CIDER	MOLSON CANADIAN CIDER, STRONGBOW	SMITH FORGE HARD CIDER, CRISPIN SUPER-PREMIUM NATURAL HARD APPLE CIDERS	

Source: Euromonitor, 2014-2017, Globe

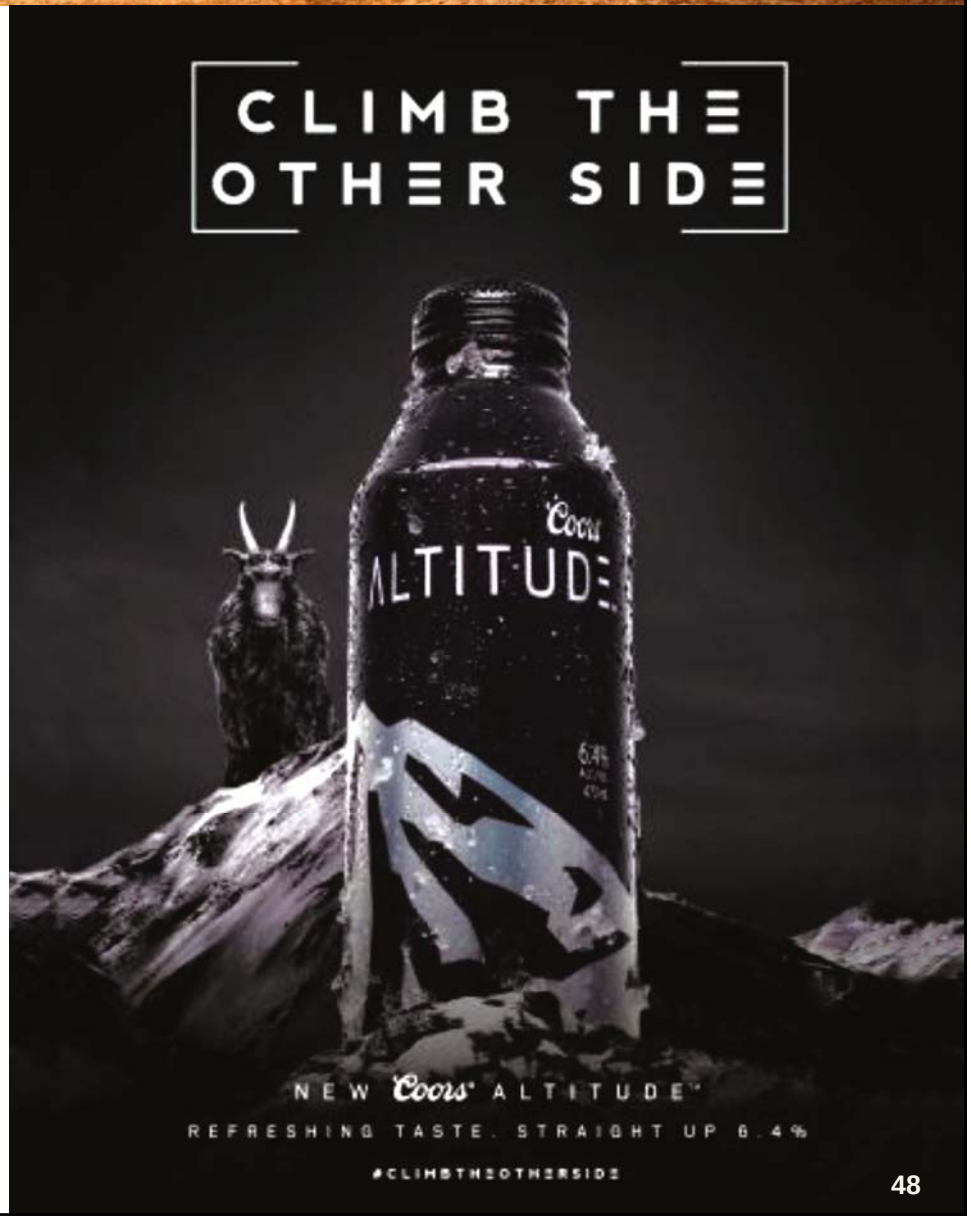
US – COORS PEAK
TAPPING GROWING GLUTEN-FREE OPPORTUNITY



- Tapping into gluten-free awareness and interest
- Recently introduced into Pacific Northwest of the US
- Building Coors brand reach

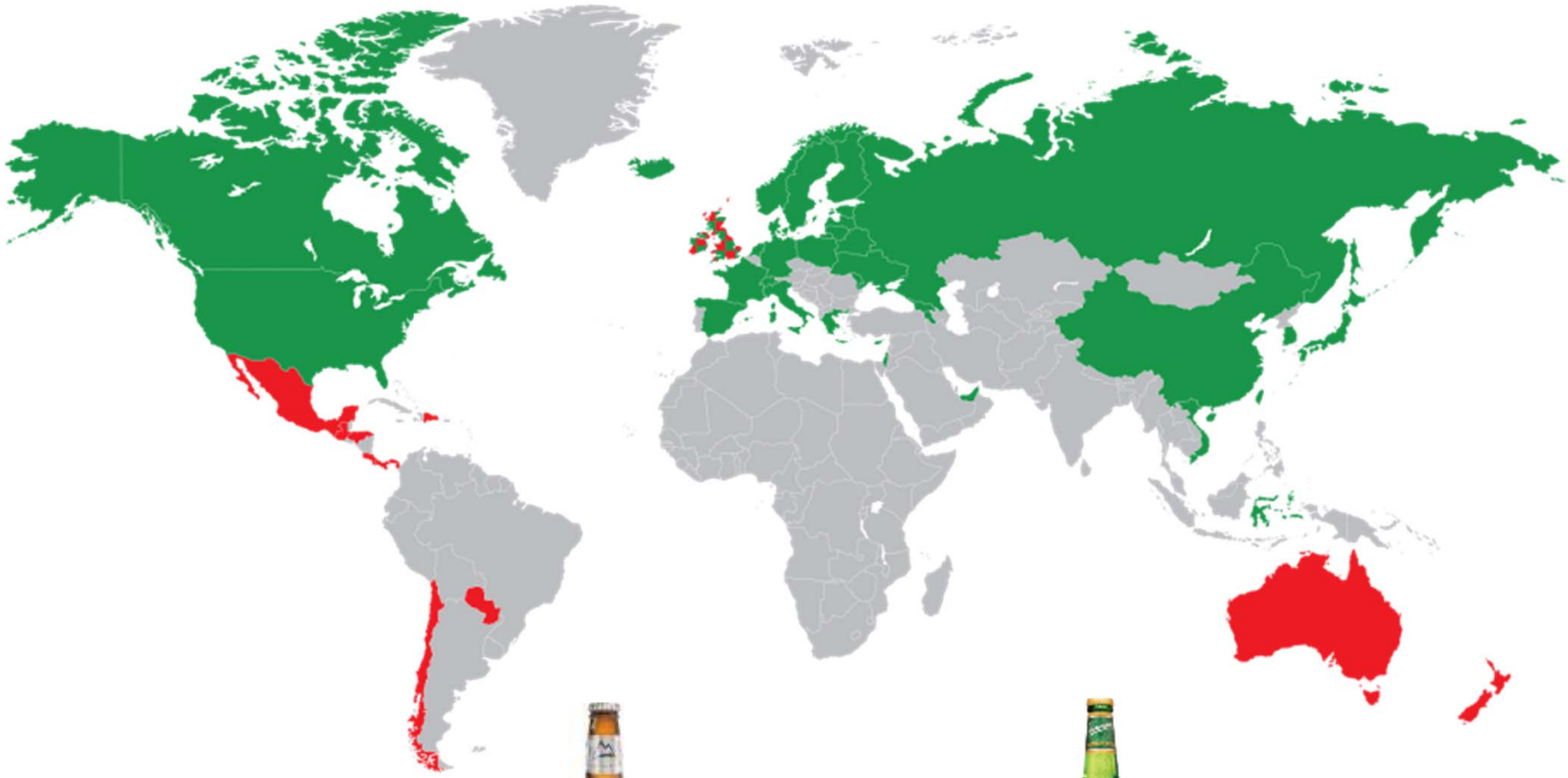
CANADA – COORS ALTITUDE
TAPPING INTO MILLENNIAL HIGH-ENERGY OCCASION

- Designed specifically for Millennial audience
- Media plan driving strong levels of brand awareness
- Unique digital launch approach resonating with Millennial consumers



BUILDING OUR INTERNATIONAL BRAND PORTFOLIO

COORS LIGHT AND STAROPRAMEN LEAD MCI PORTFOLIO





Core CL Markets:
Mexico, Central America/Caribbean, S. America , China, Japan, and Australia



Core MCI Staropramen markets:
Ukraine, Sweden, Russia, Germany, UK, US

COORS LIGHT – 4 YEARS OF INTERNATIONAL GROWTH

Factors driving success:

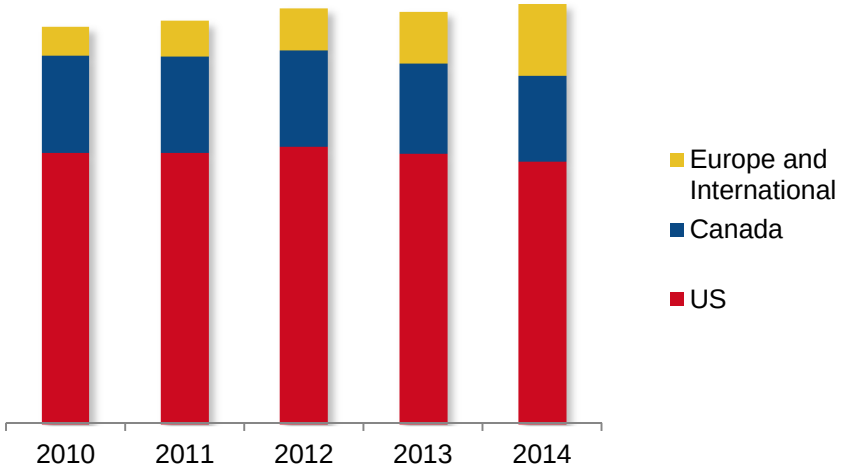
1. **Authenticity**
2. **Rocky Mountain Cold Refreshment positioning**
3. **Innovation**
4. **Perfect outlet execution**



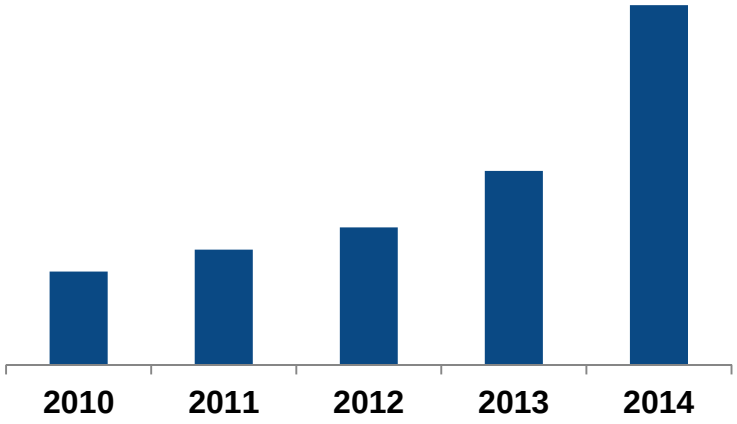
+ New Coors 1873

MOLSON Coors

Coors Light Global Volume*



Coors Light Growth in Latin America*



*Including royalty and license volume, with MillerCoors volume at 42%

STAROPRAMEN EMERGING AS A GLOBAL BRAND

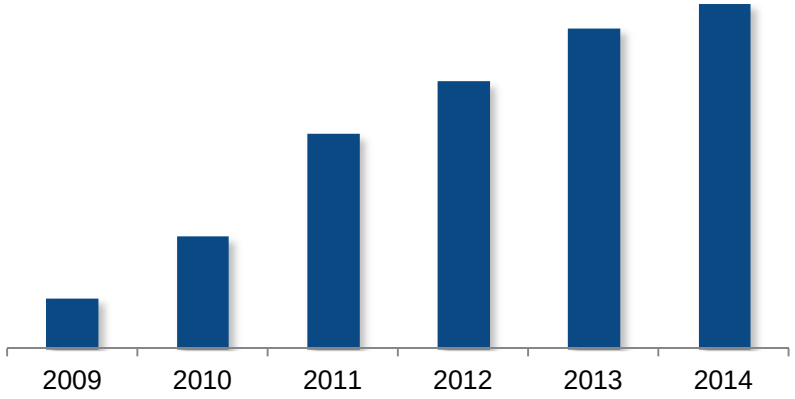
Factors driving success:

1. Spirit of Prague brand positioning
2. Full brand support with 360° activation
3. Geographic expansion
4. Strong on-on trade proposition
5. New packaging

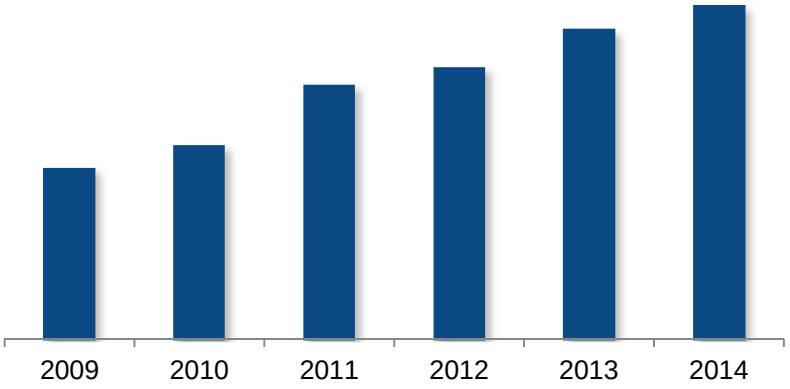
Design Evolution



Europe Sales Volume, excl. Czech (KHL)



Global Volume, excl. Czech, Russia and Ukraine (KHL)



STAROPRAMEN ADDED TO UK PORTFOLIO





- Carlsberg distribution contract terminated
- Owned in all channels from January 2016
- Rounds out UK portfolio

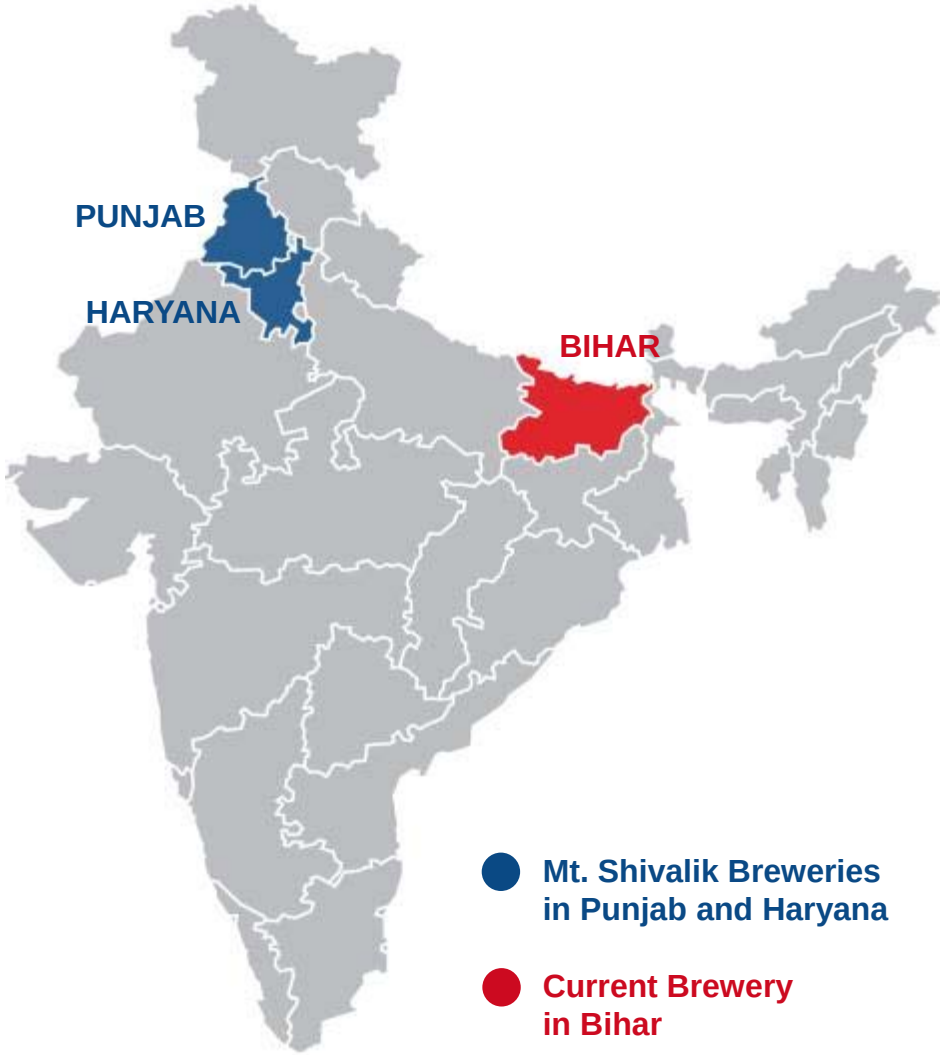
Historically, Staropramen UK volume has been reported in MCI.

BUILDING SHARE IN FAST GROWING BEER MARKET

MOUNT SHIVALIK ACQUISITION IN INDIA

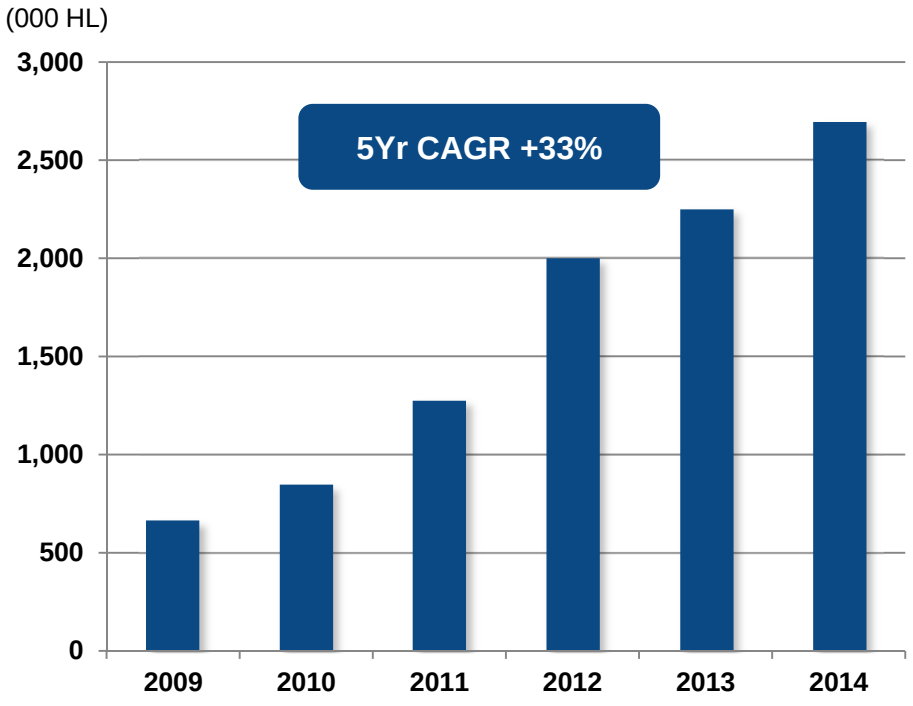
- Acquired two breweries in Punjab and Haryana
- Doubles our total India capacity
- Acquired leading brand – Thunderbolt
- Builds market share in North
- Creates new opportunities to introduce MCBC brands into fast growing market



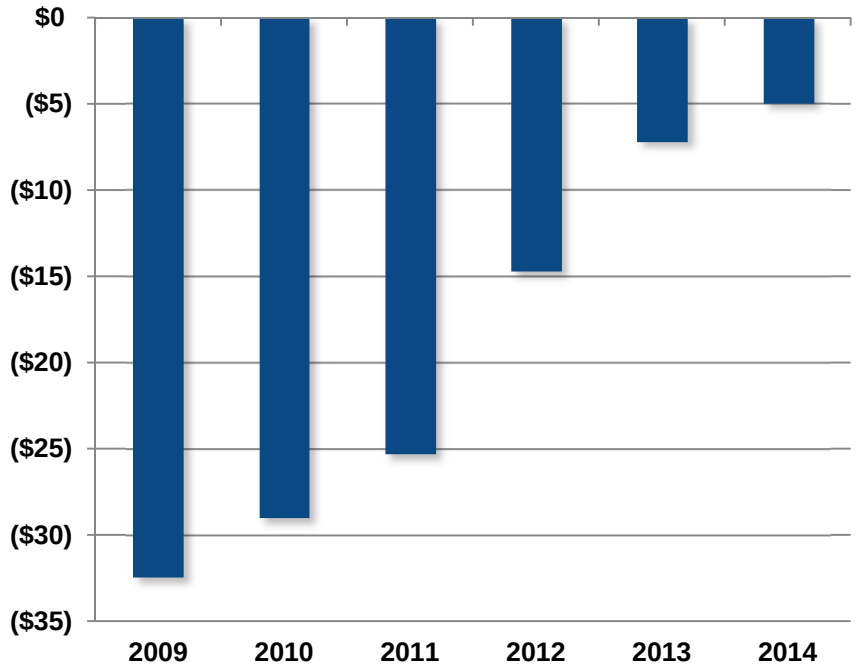


MCI MOMENTUM TOWARD BREAKEVEN IS BUILDING

Volume



Underlying Pretax/HL[(1)]



MCI to contribute to top and bottom line beyond 2016

[1] Non-GAAP underlying pretax income (loss) is calculated by excluding special and other non-core items from the nearest U.S. GAAP earnings. See reconciliation to nearest U.S. GAAP measures in our 10-K. HL includes financial and royalty volume.



DELIGHTING OUR CUSTOMERS VIA GREAT QUALITY, STRONG PARTNERSHIPS AND BRILLIANT EXECUTION

MOLSON Coors

ADDING CAPABILITIES AT THE FRONT END OF OUR BUSINESS TO MEET THE EVOLVING CUSTOMER LANDSCAPE

Customer Expectations[1]…

- **76%** "**Understand our strategy** and commercial model"
- **64%** "**Launch innovation** that contributes to category growth"
- **60%** "**Understand** the total category and its **future trends**"
- **44%** "**Jointly plan,** manage and implement promotions"
- **44%** "**Consistently meet** our service level **expectations**"

MOLSON Coors

Our Response[1]…

Commercial Excellence Capabilities

1. Field Sales Management
2. Revenue Management
3. Customer & Category Management
4. Commercial Excellence Academy

1. Source – I.G.D. retailer engagement survey

SHARPENING & ENERGIZING PERFORMANCE THROUGH FIELD SALES MANAGEMENT (FSM)

- Standard sales force processes implemented in Canada and UK
- 630 front-line Canadian and UK sales force now operating FSM
- Successful deployment of SAP ReX, sales force automation & iPads
- Route planning helping to reduce drive time
- UK daily call rate has grown 40%
- Simplified tasks, clear targets and monthly bonus
- Continuous capability improvement across Central Europe for 1,350 front-line sales people



DRIVING CUSTOMER VALUE THROUGH REVENUE AND CATEGORY MANAGEMENT

Revenue Management

- Improved pricing capability and discipline
- Leveraging mix management
- Optimizing trade promotion
- Improved global support tools

Category Management

- Improved customer engagement, including increased category captaincy
- Strengthen category insight
- Better wholesale management



OUR JOURNEY TO BECOME 1ST CHOICE FOR CUSTOMERS

Sainsbury's live well for less

LEADING FROM PURPOSE TO PERFORMANCE — FIRST CHOICE FOR CONSUMERS & CUSTOMERS

Molson Coors ranked #1 supplier in Beer, Wine and Spirits in 2014

MARKET SHARE +7%

Sainsbury's is the UK's second-largest Grocery Retailer with 12.5% Value Share*

*Annual Retail Sales of £23bn from 1200 stores***

Online sales of £1bn

RESULTS***

RANKED 1ST in Beer, Wine and Spirit

2014 MCBC ranked 4 OUT OF 186 suppliers

2012 MCBC ranked 92 OUT OF 136 suppliers

MOLSON COORS

*Source :IGD 2015 **Sainsbury Annual Report 2014, ***as measured by ACNielsen

DELIVERING A WORLD CLASS SUPPLY CHAIN & INFRASTRUCTURE

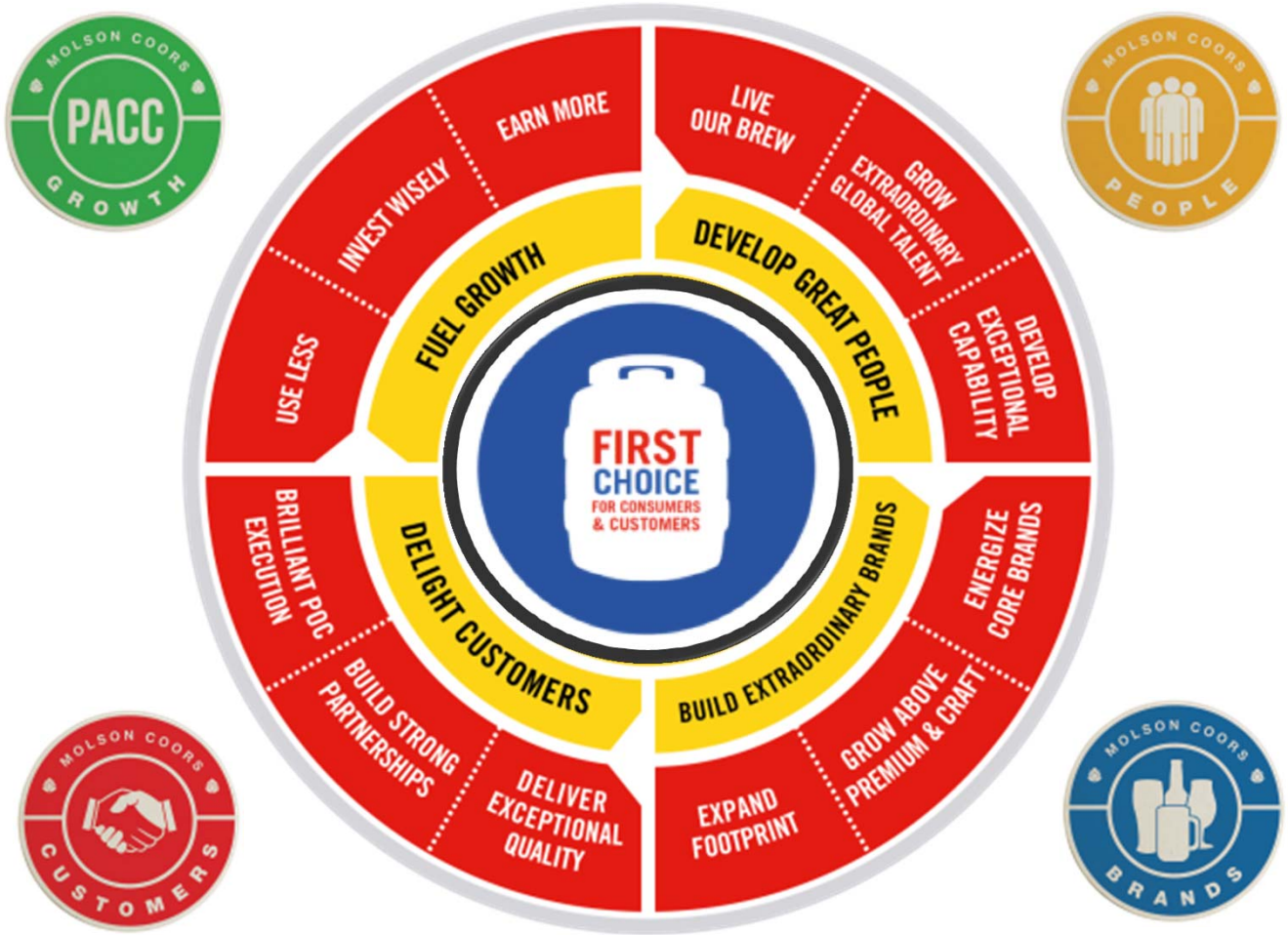
- ✓ UK Supply Chain Master Plan
- ✓ Canadian Supply Chain Network of the Future
- ✓ MillerCoors Business Transformation
- ✓ MCBC One Way Approach
- ✓ World Class Supply Chain
- ✓ Molson Coors Commercial Excellence Program

Delivering increased efficiency, flexibility, quality and cost savings



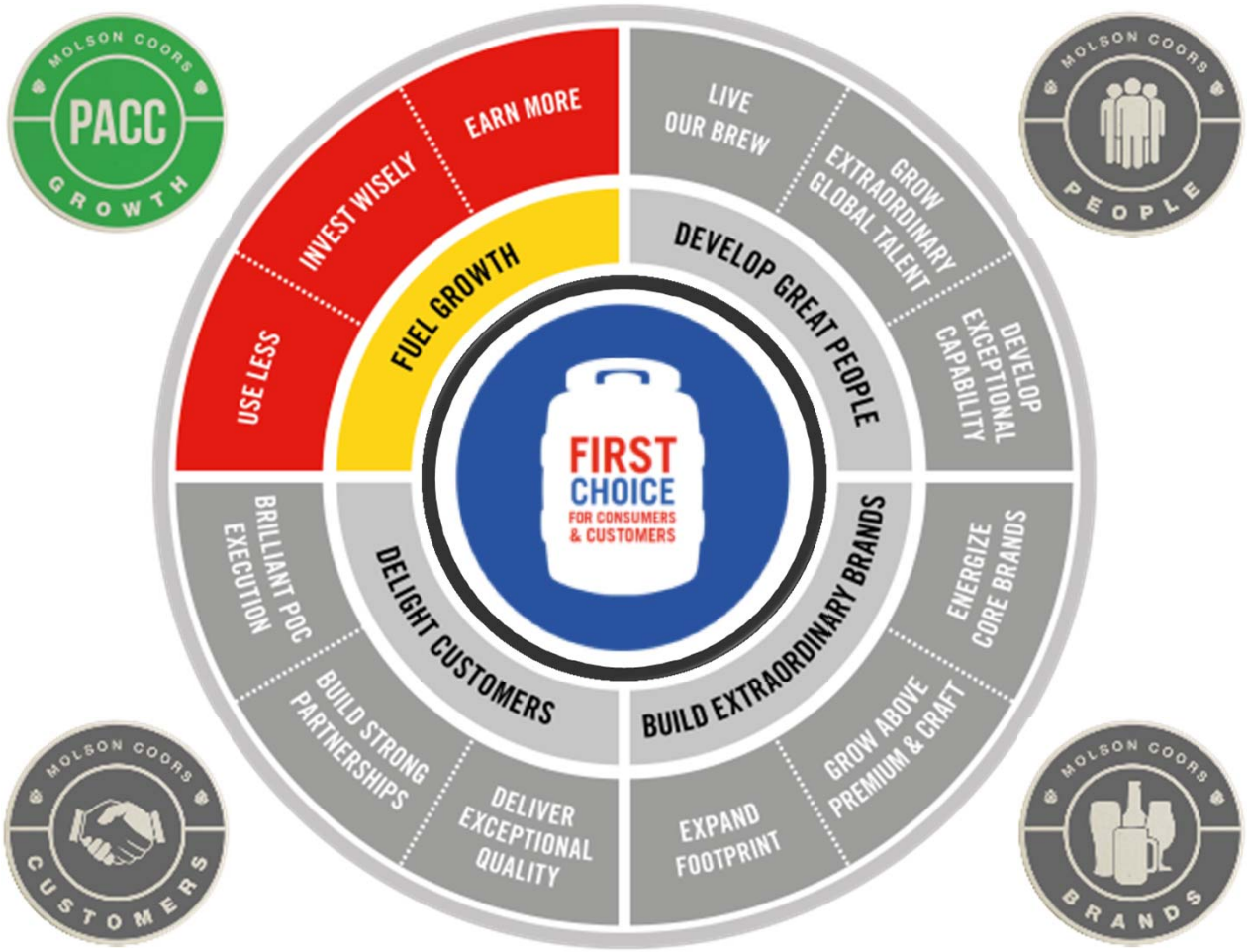
FINANCIAL UPDATE: GAVIN HATTERSLEY, CFO
MOLSON COORS BREWING COMPANY

DRIVING GROWTH THROUGH FOCUS ON STRATEGIES AND PACC MODEL



MOLSON Coors

THE PACC MODEL



MOLSON Coors

DRIVING TOTAL SHAREHOLDER RETURN WITH PACC MODEL

BRAND-LED PROFIT GROWTH

- Investing behind core brands
- Driving share in above premium
- Delivering value-added innovation
- Commercial excellence

CASH GENERATION

- Cost reductions
- Capital expenditure driving efficiencies
- Working Capital improvements
- Sale of non-core assets

CASH AND CAPITAL ALLOCATION

- Disciplined cash use
- Return-driven criteria
- Balanced priorities



MOLSON COORS

DRIVING TOTAL SHAREHOLDER RETURN WITH PACC MODEL

EARN MORE

USE LESS

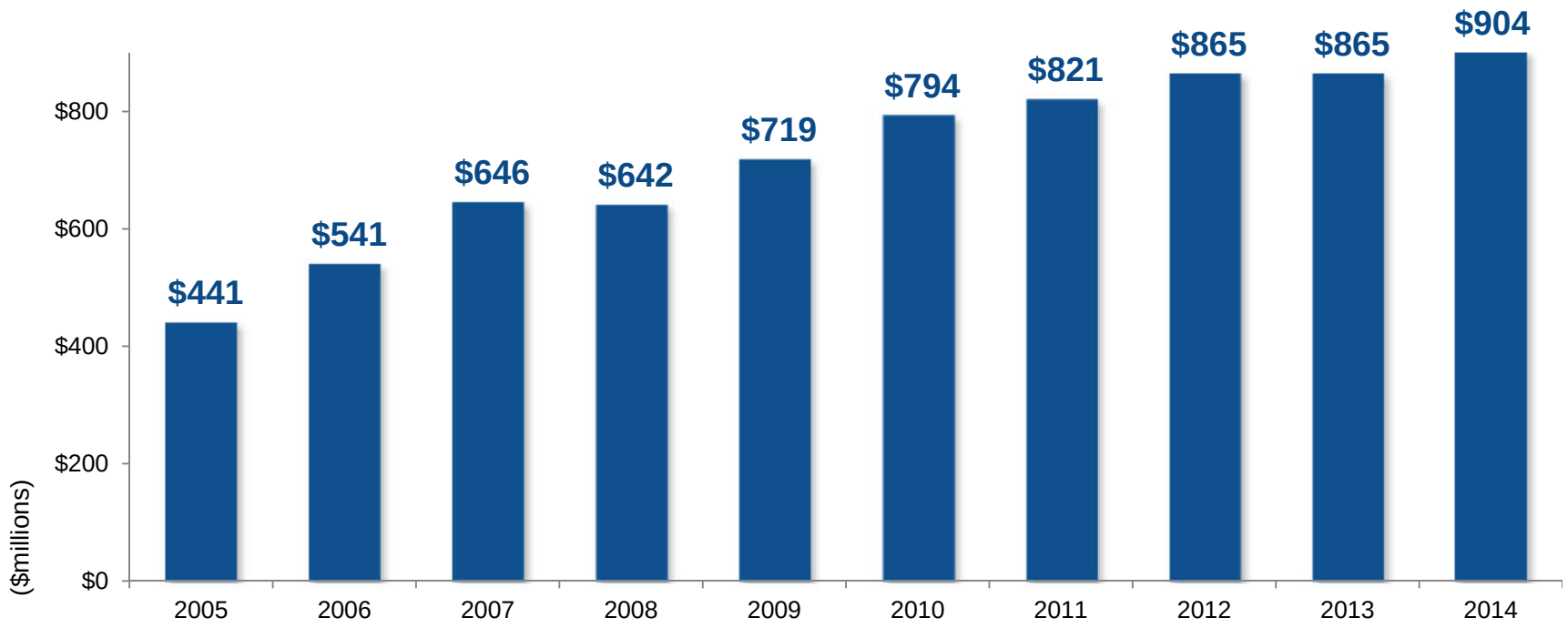
INVEST WISELY



UNDERLYING EARNINGS GROWTH EVEN IN TOUGH TIMES…

EARN MORE | USE LESS | INVEST WISELY

MCBC Underlying Pretax Income [1]



Underlying pretax income growth over the past 9 years totaled 105%

[1] Non-GAAP underlying pretax income is calculated by excluding special and other non-core items from the nearest U.S. GAAP earnings. See reconciliation to nearest U.S. GAAP measures in our 10-K.

…AND STEADY, STRONG, GROWING EBITDA

EARN MORE | USE LESS | INVEST WISELY

Underlying EBITDA[(1)]



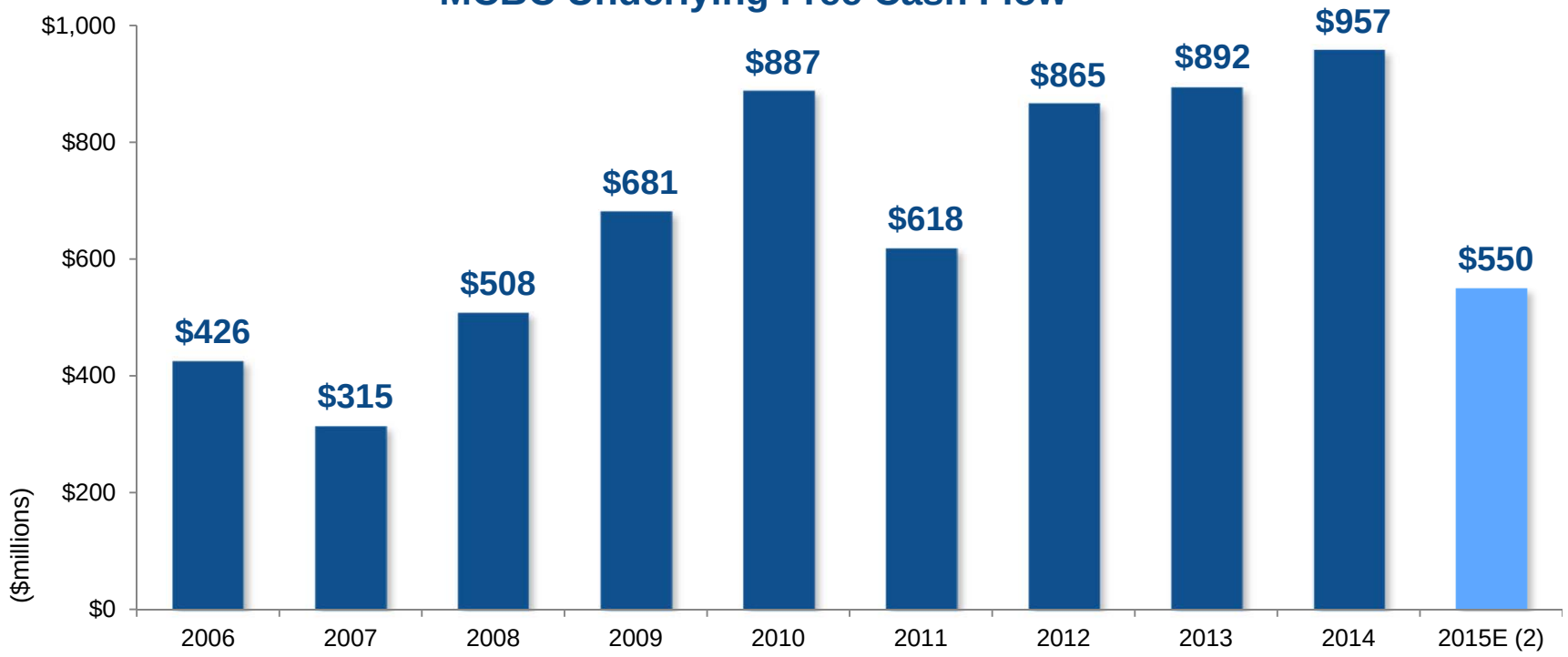
Nearly $8 per share (2014)

[(1)] Non-GAAP underlying EBITDA (Earnings before interest, taxes, depreciation and amortization) is calculated excluding special and other non-core items from U.S. GAAP earnings. See reconciliation to nearest U.S. GAAP measures in our 10-K. Includes 42% of MillerCoors underlying EBITDA.

PROFIT, CAPITAL EFFICIENCY & STRUCTURE DRIVE CASH FLOW

EARN MORE | USE LESS | INVEST WISELY

MCBC Underlying Free Cash Flow [1]



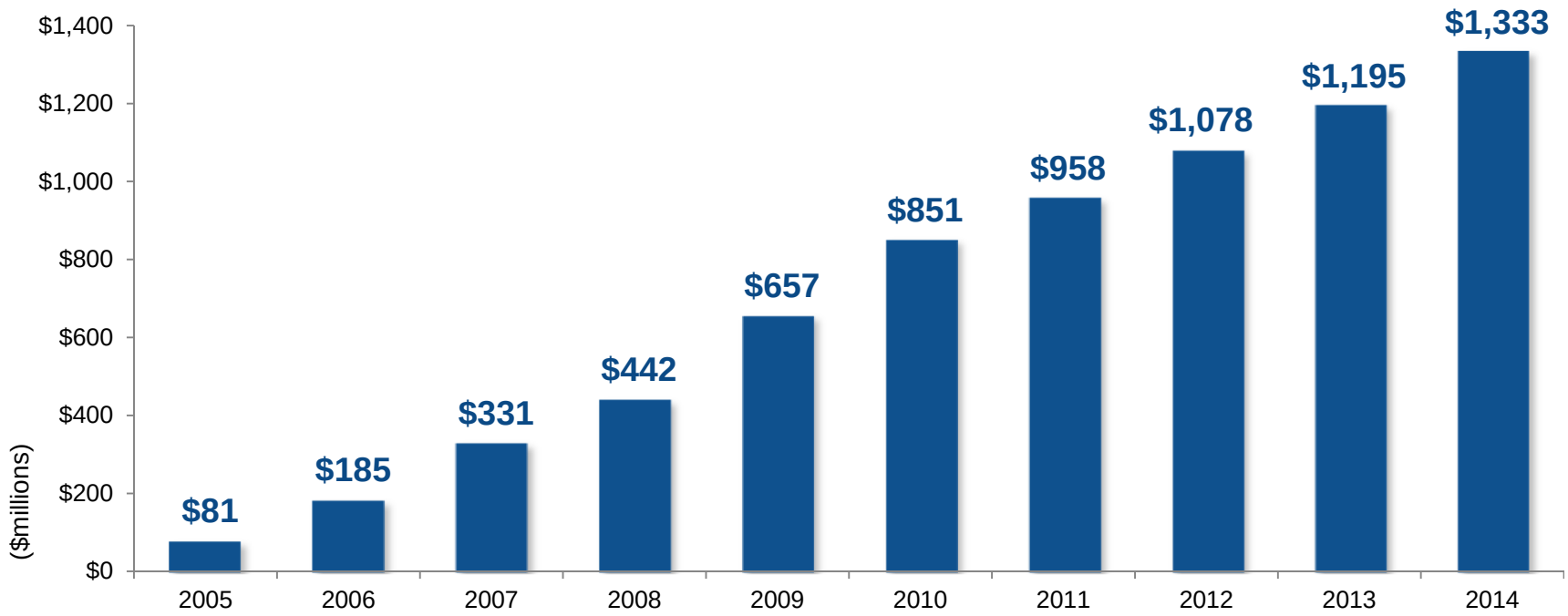
2014 & 2015 Underlying FCF total: more than $1.5 billion

[1] Underlying free cash flow is defined as operating cash flow, less capital spending, plus or minus investing cash from/to MillerCoors and plus or minus the cash impact of special and other non-core items. See reconciliation to nearest U.S. GAAP measures in our 10-K.
[2] Forecast of $550 million, plus or minus 10%, guidance as of 5/7/15.

COST REDUCTIONS HELP TO DRIVE TOP LINE AND BOTTOM LINE

EARN MORE | USE LESS | INVEST WISELY

Cumulative Annualized Cost Savings [1]



Over $1.3 billion of cost savings delivered in past 10 years

[1] Includes 42% of MillerCoors cost savings

ONGOING COST EFFICIENCIES WILL FUEL GROWTH INVESTMENTS

EARN MORE | USE LESS | INVEST WISELY

Long-term sustainability

- Captured more than $70 million of savings in 2013 and 2014(1)
- Expect cost savings of $40-$60 million/year for at least the next 3 years(1)

Driven through efficiency and effectiveness

- Restructuring U.K. and Canada
- Reduced overhead/supply chain expenses, primarily Canada
- Global procurement

Substantial % of savings reinvested for profitable growth

(1) Excludes MillerCoors cost savings.

CAPITAL EFFICIENCY DRIVES CASH AND VALUE

EARN MORE | USE LESS | INVEST WISELY

Capital Spending

- 2015 outlook: $300 million[(1)]
  - Supply chain work in Canada
  - Keg purchases in Europe
  - Innovation in Canada and Europe

Maintaining working capital improvements

- Accounts payable
- Accounts receivable
- Inventories

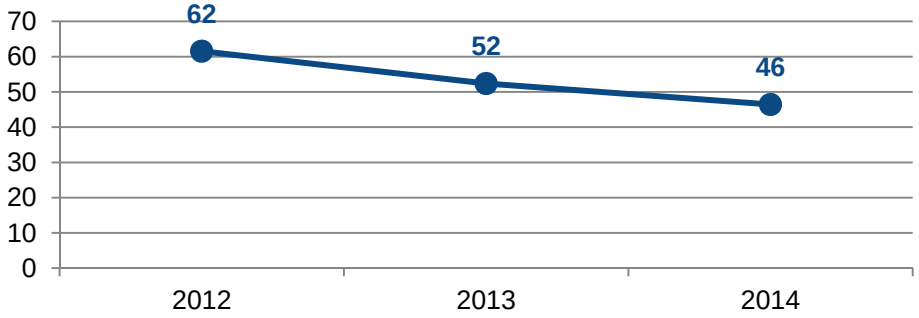
PACC drives focus on cash and capital efficiency

[(1)] Excludes MillerCoors capital spending.

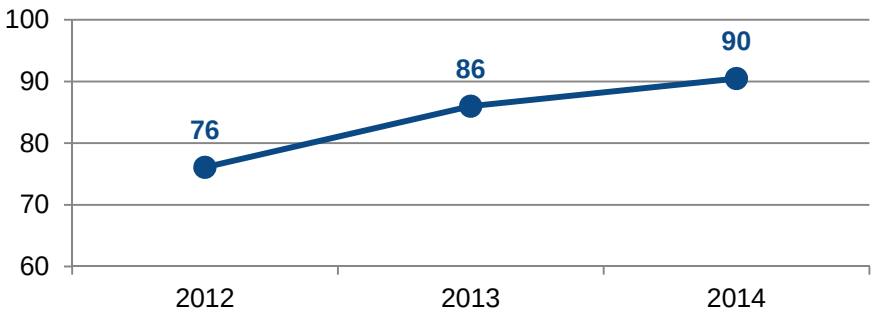
INCREASING WORKING CAPITAL EFFICIENCY

EARN MORE | USE LESS | INVEST WISELY

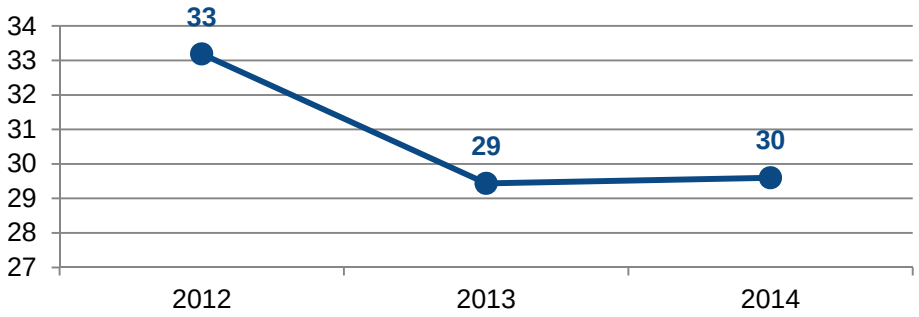
Days Sales Outstanding



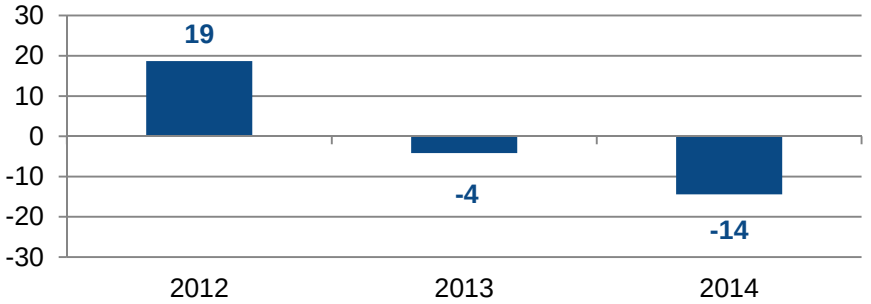
Days Payables Outstanding



Days Inventory Outstanding



Cash Conversion Cycle [1]

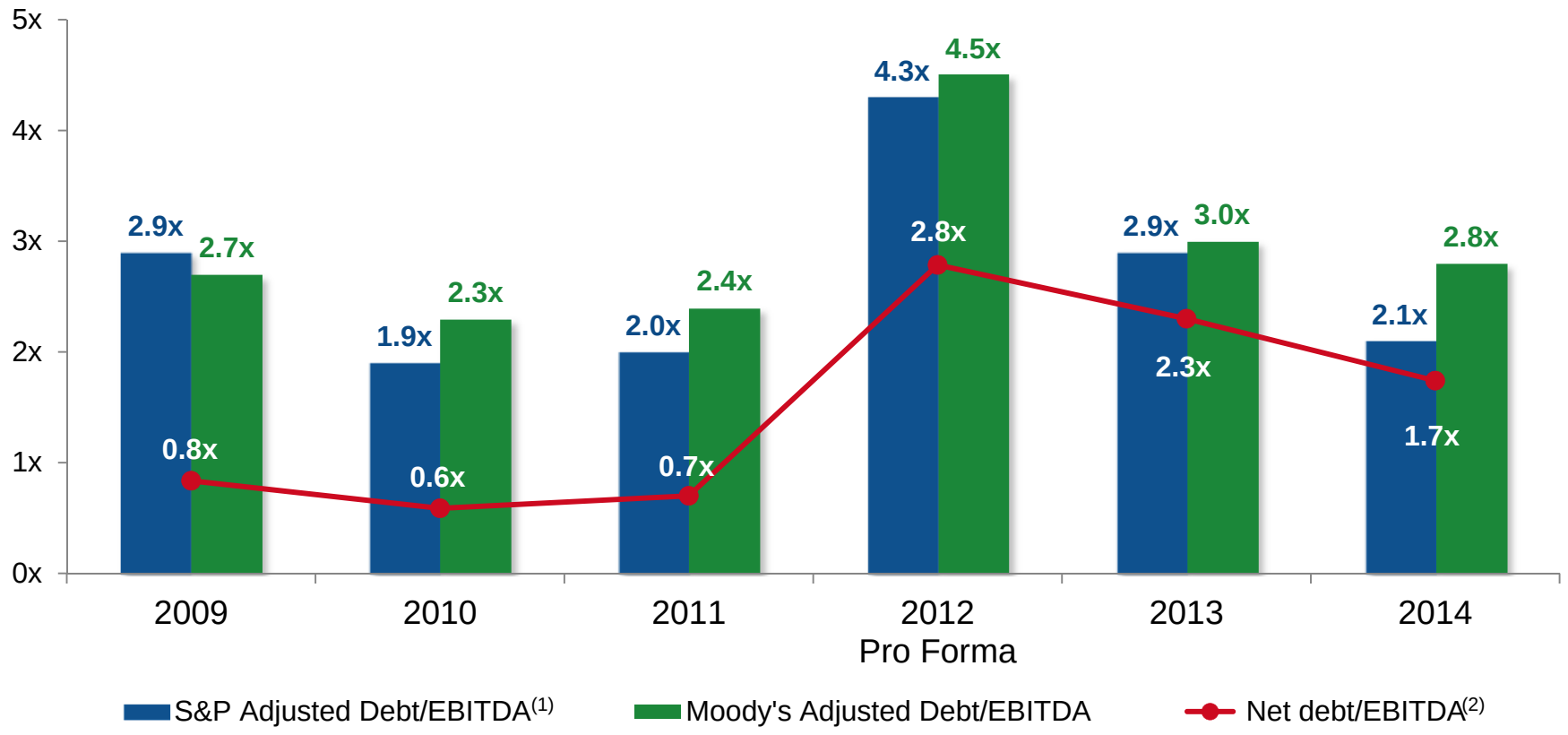


Driving future improvements, including supply chain financing

[1] Note: Cash Conversion Cycle = DSO+DIO-DPO
Totals may not sum due to rounding.

STRONGER BALANCE SHEET, BALANCED CASH-USE PRIORITIES

EARN MORE | USE LESS | INVEST WISELY

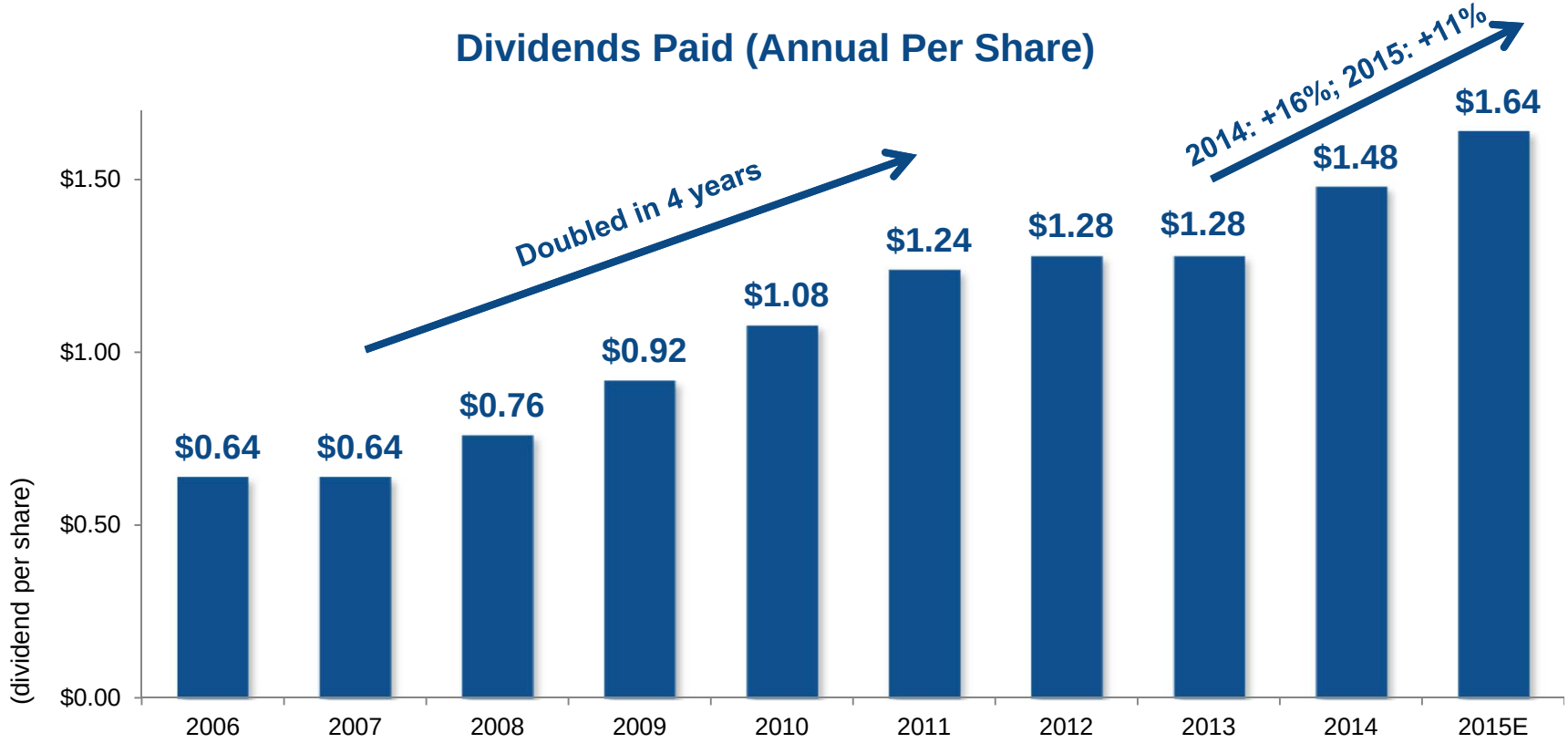


(1) In August 2014, S&P changed its rating methodology to include proportional consolidation of MillerCoors results and give MCBC credit for 90% of balance sheet cash (rather than 75% of balance sheet cash previously). S&P's YE 2009-2013 ratios reflect this change in methodology.

(2) Total debt less cash, divided by the sum of underlying pretax income, plus interest and depreciation & amortization expense (incl. 42% of MillerCoors), using our debt covenant calculation. See reconciliations to nearest US GAAP measures in our 10-K.

GROWING CASH RETURNS VIA DIVIDENDS AND STOCK REPURCHASES

Dividends Paid (Annual Per Share)



Stock repurchases: $321 million in 2011 and $50 million in 2nd quarter 2015

DISCIPLINED CASH USE

EARN MORE | USE LESS | INVEST WISELY

Cash use priorities

1. Strengthen balance sheet by reducing liabilities
   - 2014: $796 million reduction in net debt, $75 million of pension contributions(1)
   - 2015: $227 million discretionary U.K. pension contribution and $73-93 million of other pension contributions globally(1)
2. Return cash to shareholders
   - 11% increase in dividend 1st Quarter 2015
   - New $1 billion, four-year share repurchase program -- $50 million in 2nd quarter
3. Brand-led growth opportunities
   - Mount Shivalik Breweries in India
   - Staropramen in the U.K.
   - Increased marketing investments in Latin America

Consistent return-driven criteria, anchored by PACC

(1) Includes 42% of MillerCoors pension contributions

CONTINUE TO EXPAND PACC

EARN MORE

USE LESS

INVEST WISELY



STRONG BASE, DRIVING TSR

BRAND-LED PROFIT GROWTH

CASH GENERATION

CASH AND CAPITAL ALLOCATION

Strategy, PACC Model Drive Value, Alignment

2014 Results:

- Higher underlying pretax and EPS
- Grew underlying EBITDA
- Exceeded cost savings targets
- Improved cash conversion cycle
- Generated $957 million in underlying free cash flow
- Double-digit dividend increase
- $1 billion share repurchase program

Consistent focus on strategy, committed to embedding PACC

MARK HUNTER, PRESIDENT & CEO
MOLSON COORS BREWING COMPANY

WELL POSITIONED TO DELIVER GROWTH & TOTAL SHAREHOLDER VALUE

BRAND-LED PROFIT GROWTH

- Investing behind core brands
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- Cost reductions
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CASH AND CAPITAL ALLOCATION

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MOLSON COORS BREWING COMPANY
2015 NEW YORK INVESTOR/ANALYST MEETING

JUNE 17, 2015