MOLSON COORS 4TH QUARTER & FULL YEAR 2017 EARNINGS

FEBRUARY 14, 2018

FORWARD LOOKING STATEMENTS

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, our ability to successfully integrate the acquisition of MillerCoors; our ability to achieve expected tax benefits, accretion and cost savings and synergies; 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 and other post retirement benefit 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; and other risks discussed in our filings with the SEC, including our most recent Annual Report on Form 10-K and our Quarterly Reports on Form 10-Q. All forward-looking statements in this presentation 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.

Non-GAAP Information

Please see our most recent earnings release or visit the investor relations page of our website – www.molsoncoors.com – to find disclosure and applicable reconciliations of non-GAAP financial measures discussed in this presentation.

MARK HUNTER

PRESIDENT AND CEO

MOLSON COORS BREWING COMPANY

FOCUS: DELIVERING GROWTH & LONG-TERM SHAREHOLDER VALUE

MAINTAIN FLEXIBILITY TO INVEST – AND PROTECT BOTTOM LINE

EARN MORE

- Drive Top Line
- Energize Core, AP & Craft
- Expand Portfolio and Geographic Footprint
- Build Strong Customer Partnerships

USE LESS

- Drive Synergies & Cost Savings
- Increase Productivity-Shared Services, Global Procurement & World Class Supply Chain

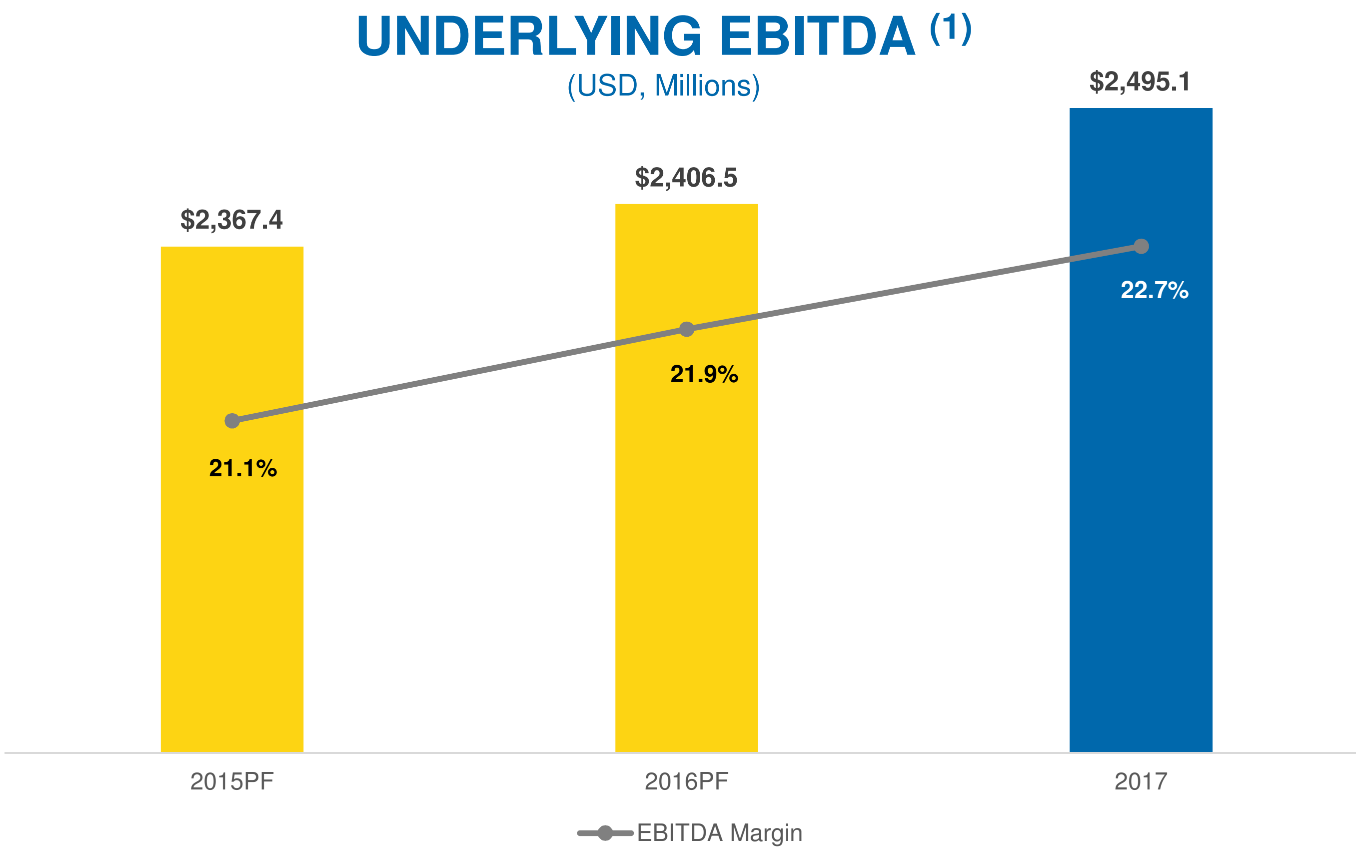
INVEST WISELY

- Deliver FCF Target
- Pay Down Debt/Pay Dividends
- Leverage PACC Approach
- Invest in Enterprise Growth

TOP-LINE GROWTH + EXPAND EBITDA MARGINS = TOTAL SHAREHOLDER RETURN

CONSISTENT FINANCIAL PERFORMANCE

STRONG BOTTOMLINE PERFORMANCE



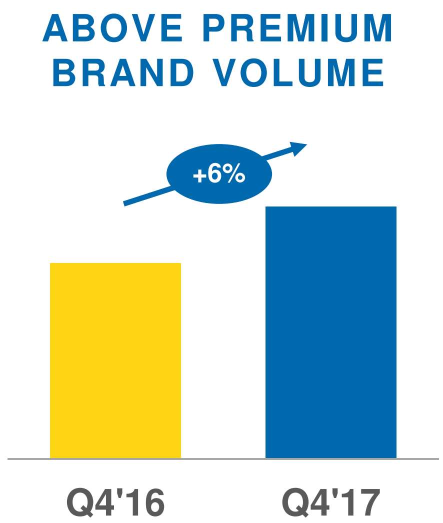
(1) Non-GAAP underlying earnings before interest, tax, depreciation and amortization (EBITDA) is calculated by excluding special and other non-core items from the nearest U.S. GAAP earnings. 2015 and 2016 results are pro forma for the MillerCoors transaction. See reconciliation to nearest U.S. GAAP measures on our website.

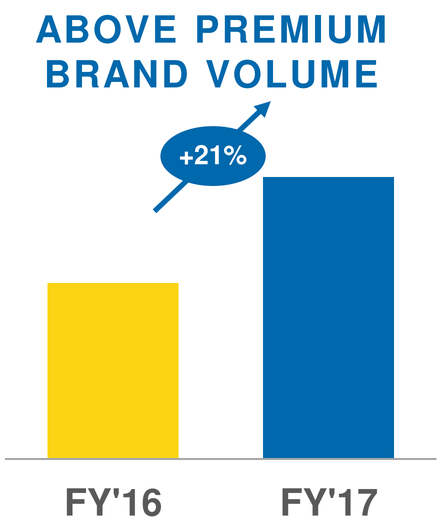
Note: Underlying EBITDA margin is calculated by dividing underlying EBITDA by net sales

MOLSON Coors

PORTFOLIO PREMIUMIZATION ACROSS THE GLOBE

STRONG 2017 PERFORMANCE





KEY TAKEAWAYS

1. **Above premium represents 20% of total brand volume** for full year 2017, up from 18% in 2016
2. **Global priority brands** helped drive performance
3. **Strong craft growth across all regions**

Note: 2016 volume results are pro forma

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TOP-LINE GROWTH + **EXPAND EBITDA MARGINS** = **TOTAL SHAREHOLDER RETURN**

TRACEY JOUBERT

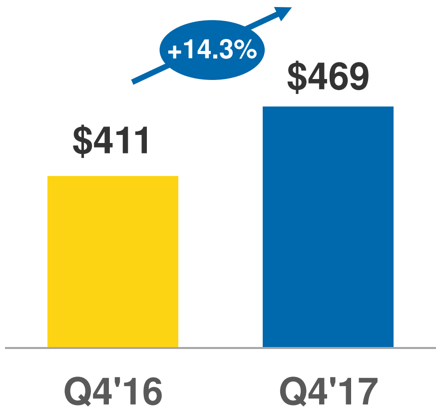
CFO

MOLSON COORS BREWING COMPANY

BUILDING MOMENTUM ON TOP- AND BOTTOM-LINE RESULTS

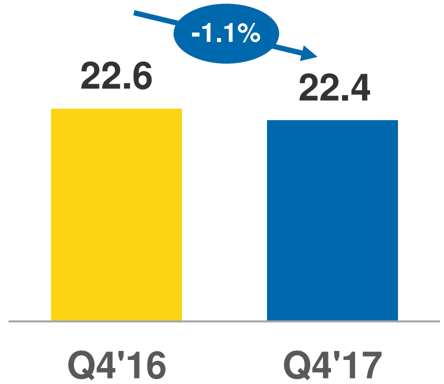
Q4 2017 CONSOLIDATED PERFORMANCE

UNDERLYING EBITDA
(USD millions, constant currency)



+17.0% REPORTED

WW BRAND VOLUME
(millions HL)



FINANCIAL VOLUME -1.2%

NSR/HL
(USD, constant currency)

+5.8% REPORTED

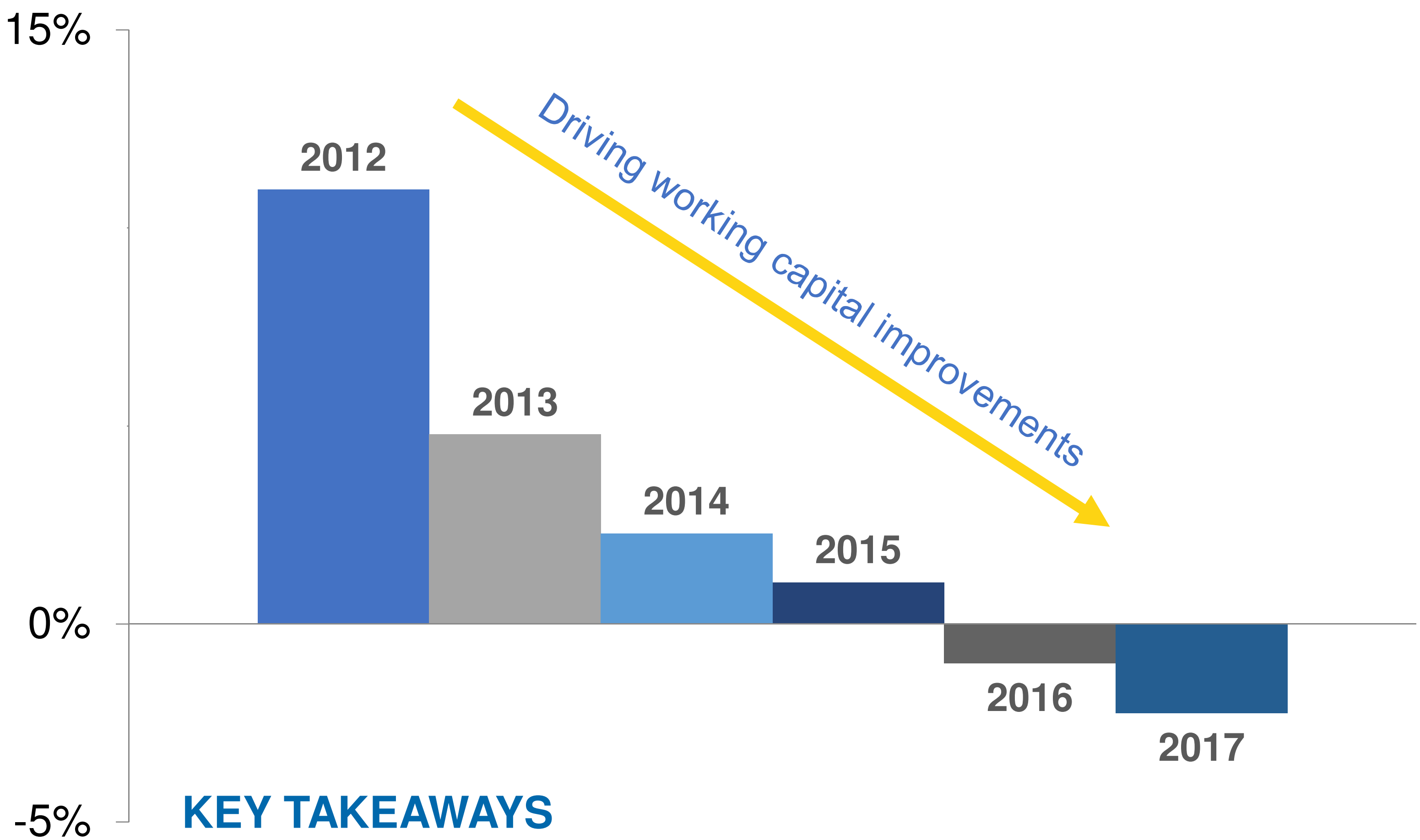
KEY TAKEAWAYS

1. Solid growth in NSR/HL
2. Underlying free cash flow up 68% versus last year (actual)
3. EBITDA benefited from underlying growth, as well as cycling the 2016 indirect tax provision and net pension benefit
4. Strengthened balance sheet

Note: 2016 volume and underlying EBITDA results are pro forma

WORKING CAPITAL AS % OF NET SALES

CONSISTENT IMPROVEMENT SINCE 2012



KEY TAKEAWAYS

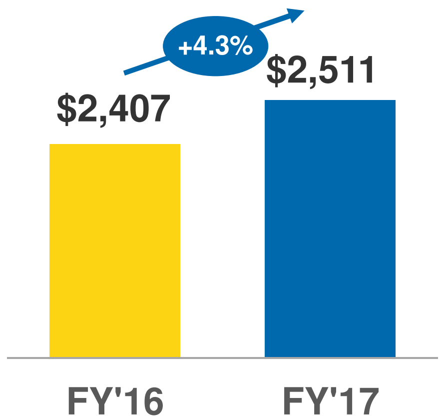
1. Strong track record of improving working capital
2. Driving higher cash returns on our assets

Annual Net Sales. Core Working Capital includes Trade A/R, Inventory and Trade A/P

BUILDING MOMENTUM ON TOP- AND BOTTOM-LINE RESULTS

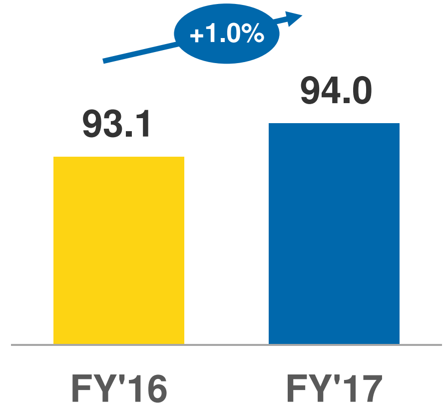
FY 2017 CONSOLIDATED PERFORMANCE

UNDERLYING EBITDA
(USD millions, constant currency)



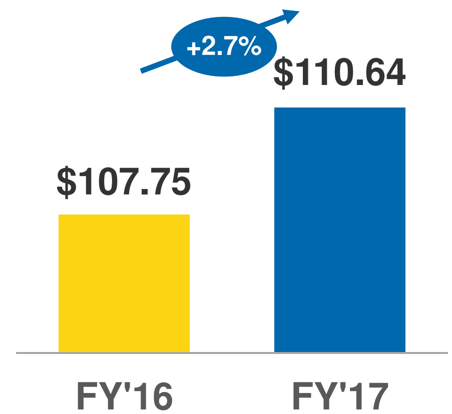
+3.7% REPORTED

WW BRAND VOLUME
(millions HL)



FINANCIAL VOLUME -2.3%

NSR/HL
(USD, constant currency)



+2.6% REPORTED

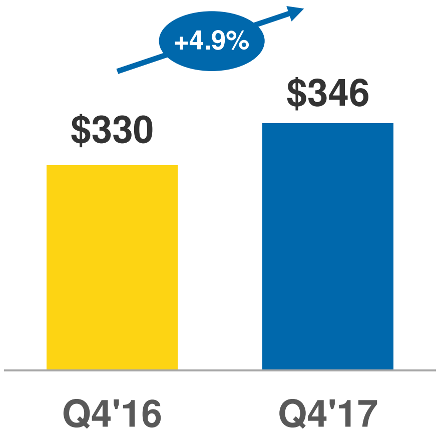
KEY TAKEAWAYS

1. Underlying EBITDA margin expansion of 77 basis points
2. EBITDA benefited from underlying growth, as well as cycling the 2016 indirect tax provision and net pension benefit
3. NSR/HL performance driven by strength in all geographies

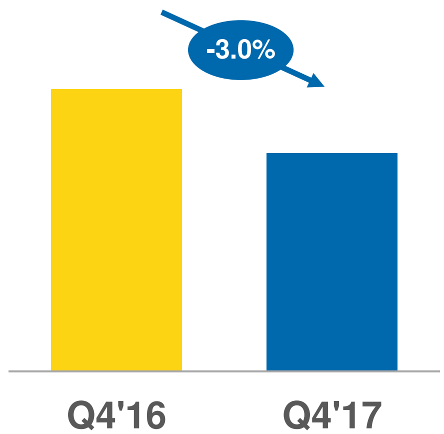
UNITED STATES

Q4 2017 PERFORMANCE

UNDERLYING EBITDA
($ millions)

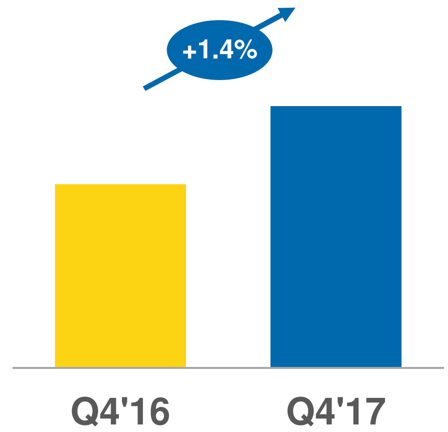


STR VOLUME
(millions HL)



STW VOLUME -1.5%

DOMESTIC NSR/HL



KEY TAKEAWAYS

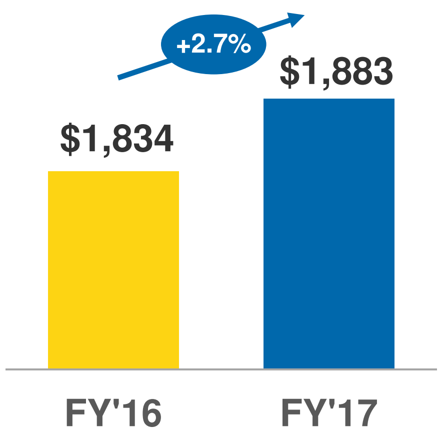
1. Higher underlying EBITDA
2. NSR/HL growth driven by net pricing
3. STWs down 1.5%

 Note: 2016 volume and underlying EBITDA results are pro forma. STR and STW volumes based on domestic volume

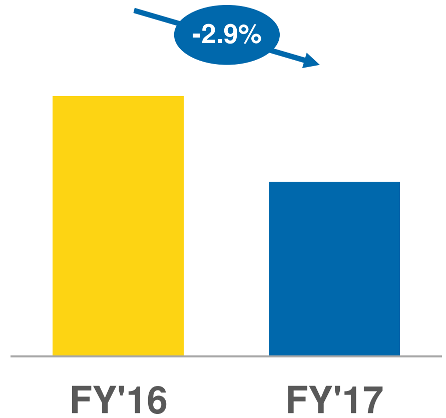
UNITED STATES

FY 2017 PERFORMANCE

UNDERLYING EBITDA
($ millions)

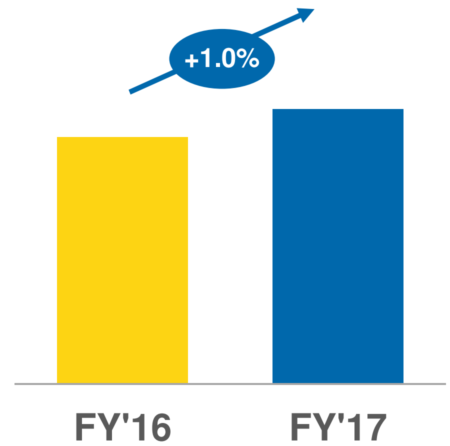


STR VOLUME
(millions HL)



STW VOLUME -3.3%

DOMESTIC NSR/HL



KEY TAKEAWAYS

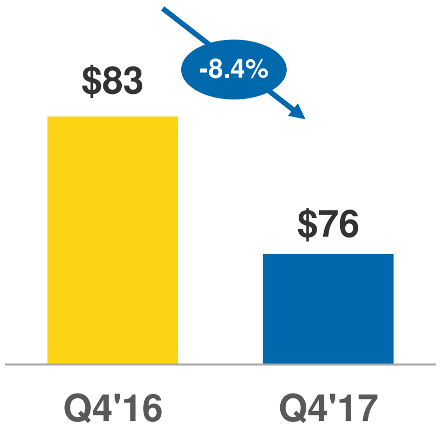
1. Higher underlying EBITDA
2. NSR/HL growth driven by net pricing
3. Gained share of segment in Premium Light and Regular
4. Held share within the Below Premium segment

Note: 2016 volume and underlying EBITDA results are pro forma. STR and STW volumes based on domestic volume

CANADA

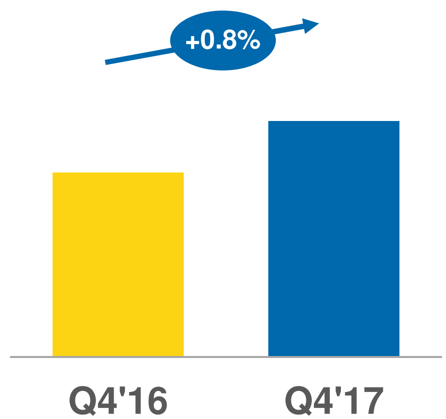
Q4 2017 PERFORMANCE

UNDERLYING EBITDA
(millions, constant currency)



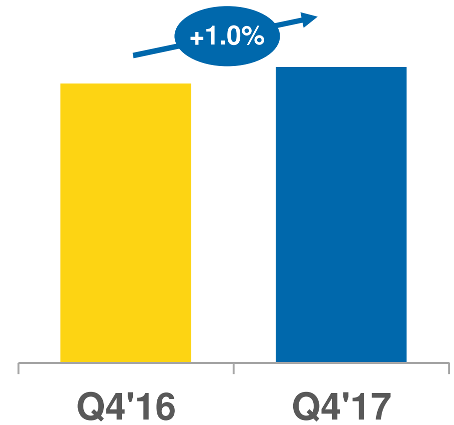
-4.2% REPORTED

BRAND VOLUME
(millions HL)



FINANCIAL VOLUME +1.0%

NSR/HL
(local currency)



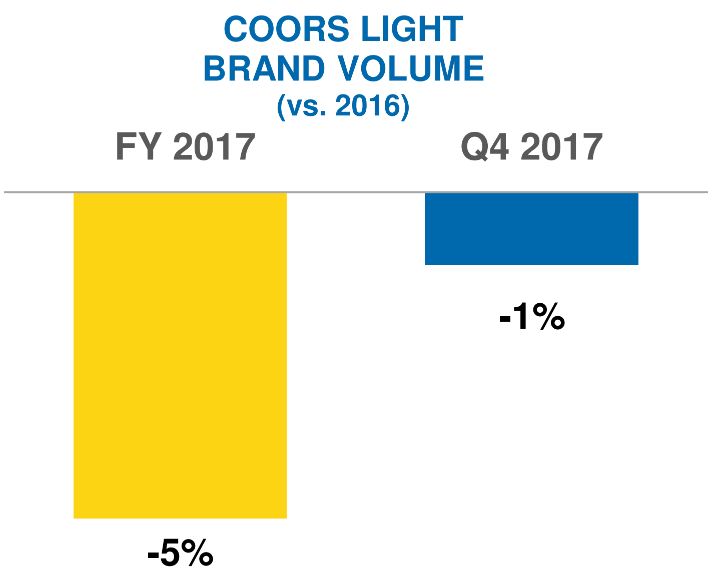
+6.0% REPORTED

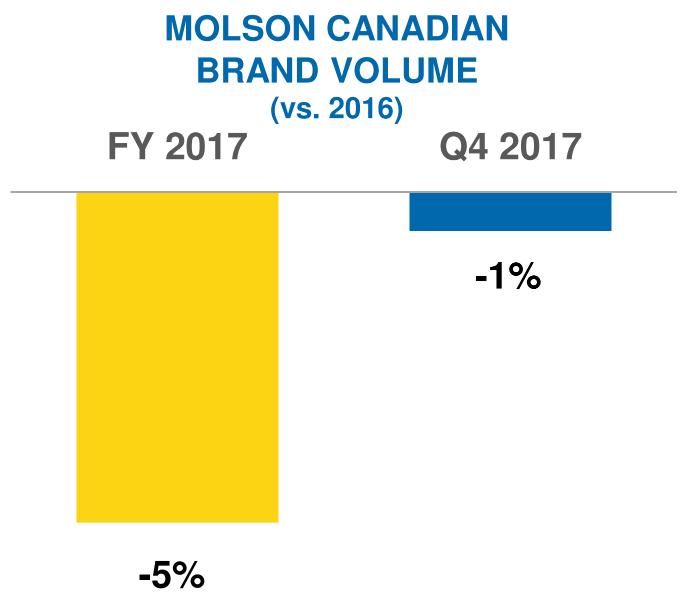
KEY TAKEAWAYS

1. Significant trend improvement from a top-line and share perspective
2. Consistent market share
3. NSR/HL driven by net pricing and positive sales mix
4. Above premium growth

CANADA PERFORMANCE OF PREMIUM SEGMENT

SEQUENTIAL VOLUME IMPROVEMENT





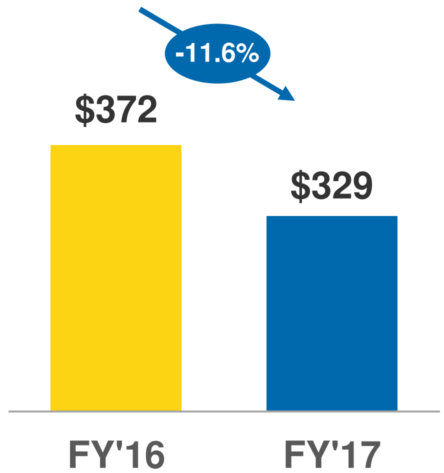
KEY TAKEAWAYS

1. Brand performance driven by business focus and improved execution
2. Flat volumes in the Premium segment in Q4 2017

CANADA

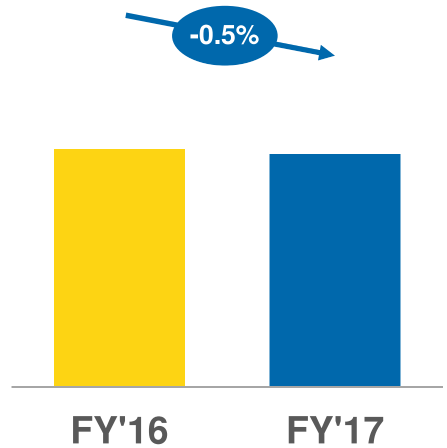
FY 2017 PERFORMANCE

UNDERLYING EBITDA
(millions, constant currency)



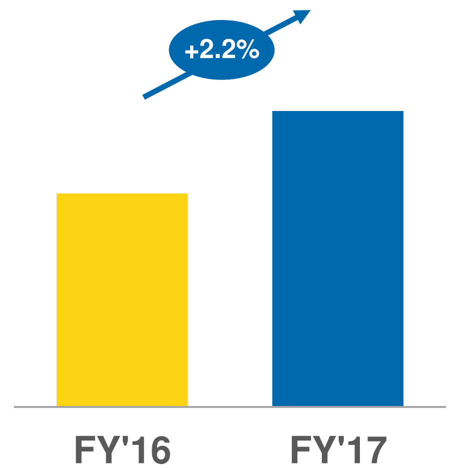
-9.5% REPORTED

BRAND VOLUME
(millions HL)



FINANCIAL VOLUME -1.6%

NSR/HL
(local currency)



+3.9% REPORTED

KEY TAKEAWAYS

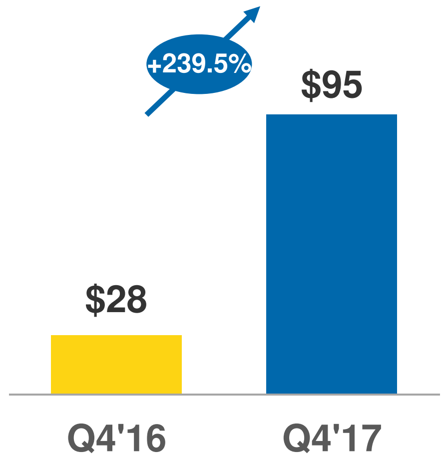
1. Full year benefited from improving trends in Q4
2. NSR/HL driven by net pricing and positive sales mix

MOLSON Coors

EUROPE

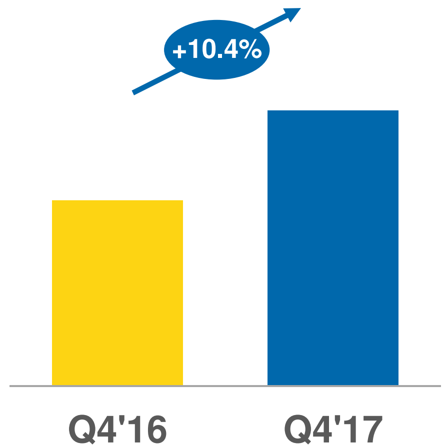
Q4 2017 PERFORMANCE

UNDERLYING EBITDA
(millions, constant currency)



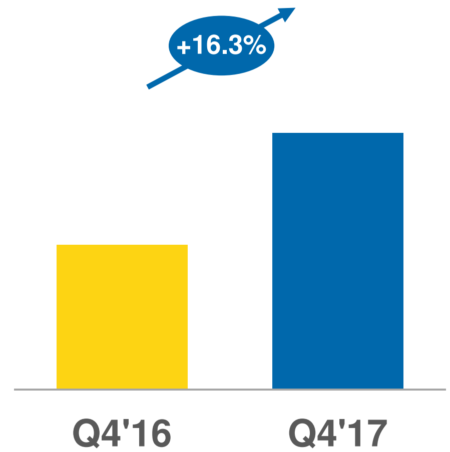
+265.5% REPORTED

BRAND VOLUME
(millions HL)



FINANCIAL VOLUME +2.7%

NSR/HL
(local currency)



+25.6% REPORTED

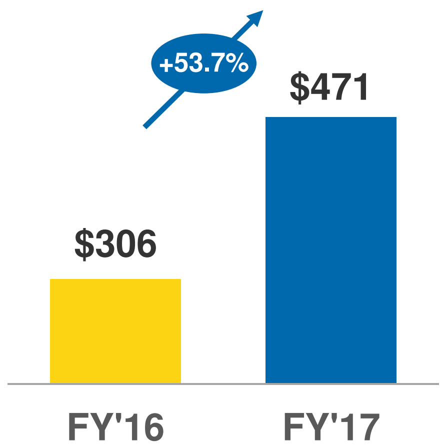
KEY TAKEAWAYS

1. Strong top and bottom line performance, enhanced by indirect tax provision and higher net pension benefit
2. Strong brand volume performance
3. Continued progress with portfolio premiumization

EUROPE

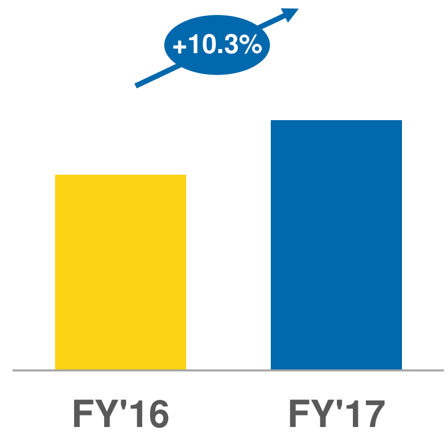
FY 2017 PERFORMANCE

UNDERLYING EBITDA
(millions constant currency)



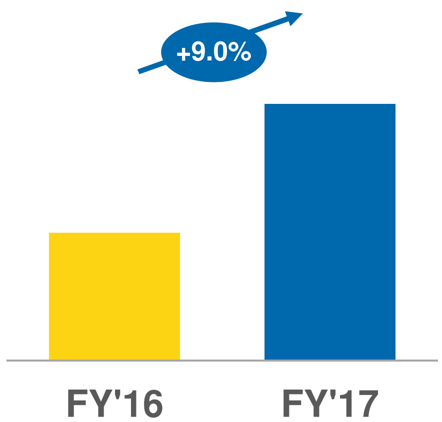
+50.0% REPORTED

BRAND VOLUME
(millions HL)



FINANCIAL VOLUME +3.1%

NSR/HL
(local currency)



+6.9% REPORTED

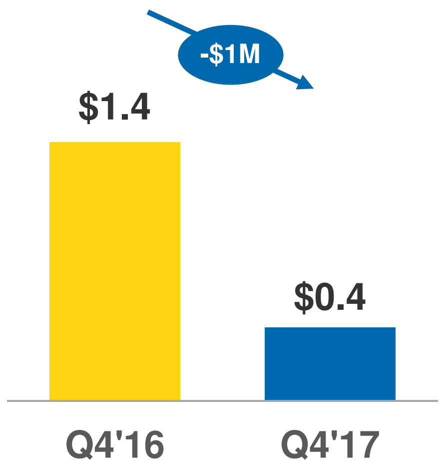
KEY TAKEAWAYS

1. Strong top and bottom line performance, enhanced by indirect tax provision and higher net pension benefit
2. Strong brand volume performance
3. Grew market share

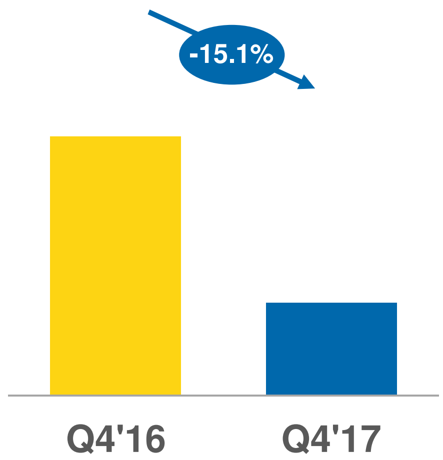
INTERNATIONAL

Q4 2017 PERFORMANCE

UNDERLYING EBITDA
(millions)

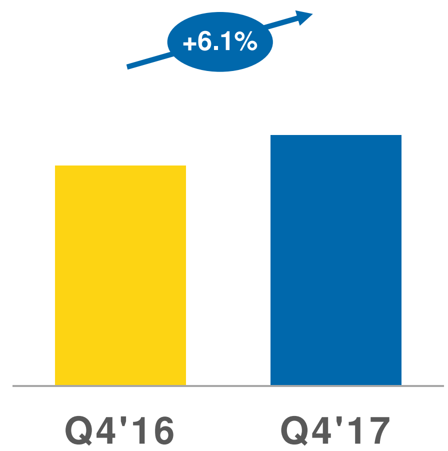


BRAND VOLUME
(millions HL)



FINANCIAL VOLUME +12.1%

NSR/HL
(based on financial volume)



+40.1% (BASED ON TOTAL BRAND VOLUME)

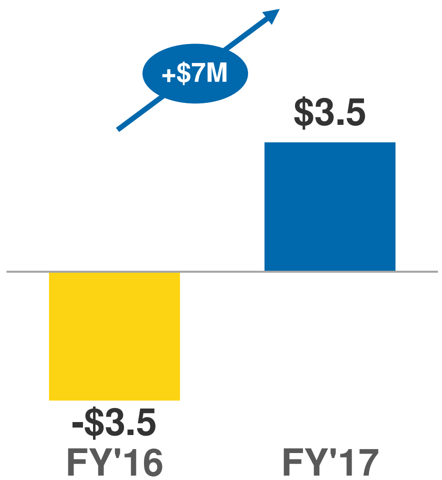
KEY TAKEAWAYS

1. Organic growth in existing markets, offset by transfer of royalty and export volume to Europe and Modelo contract termination
2. NSR/HL up due to favorable sales mix and positive pricing

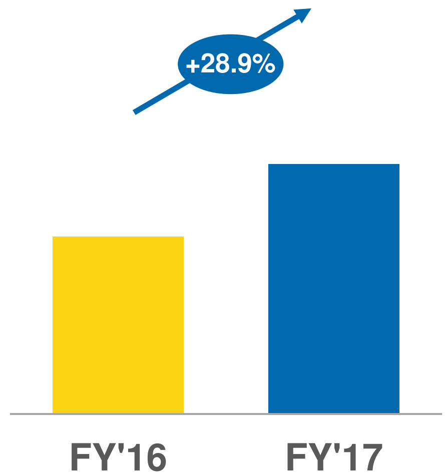
INTERNATIONAL

FY 2017 PERFORMANCE

UNDERLYING EBITDA
(millions)

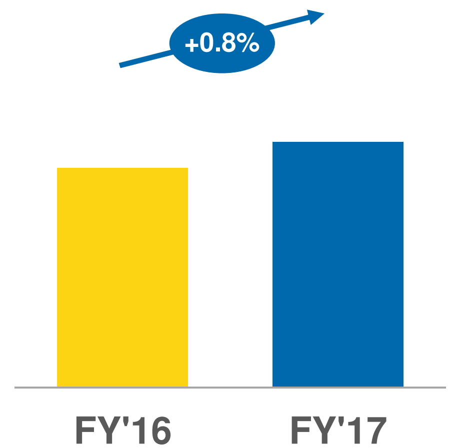


BRAND VOLUME
(millions HL)



FINANCIAL VOLUME +60.1%

NSR/HL
(based on financial volume)



+25.3% (BASED ON TOTAL BRAND VOLUME)

KEY TAKEAWAYS

1. Delivered positive full-year underlying EBITDA
2. Underlying gross profit up more than 50% to $87.1 million
3. Positive NSR/HL performance

MOLSON Coors

2018 GUIDANCE

Underlying Free Cash Flow: approximately **$1.5 billion, +/- 10 percent**

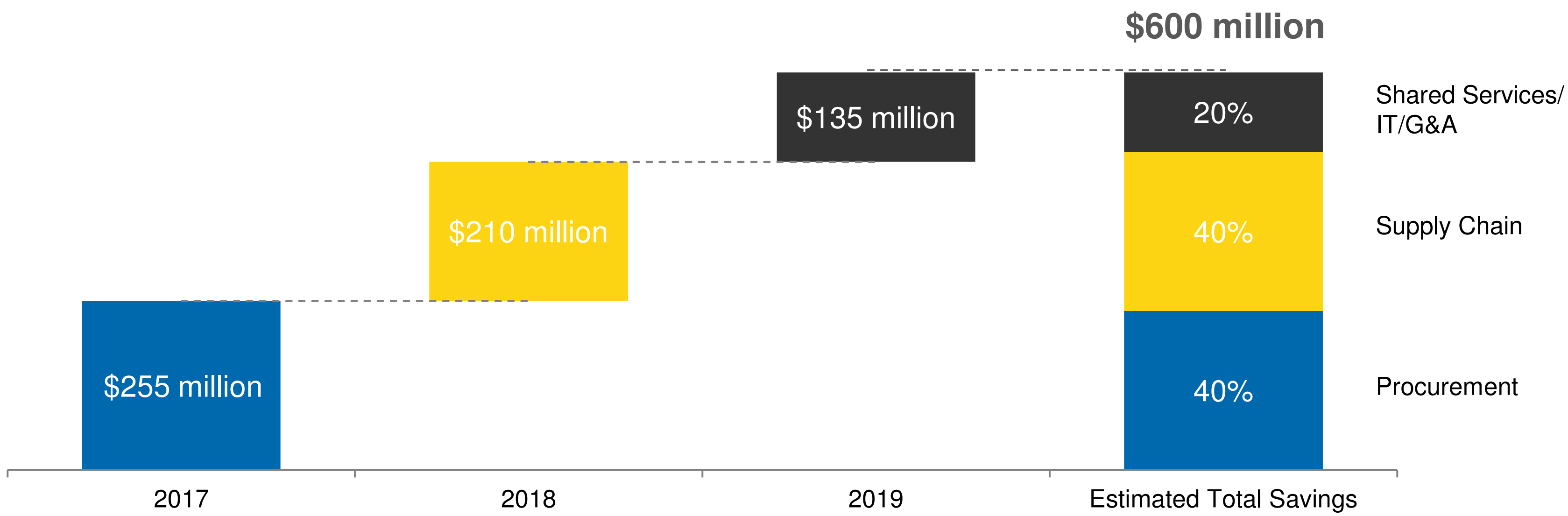
Transaction-Related Cash Tax Benefits: approximately **$200 million**

Cost Savings: approximately **$210 million**, part of increased 2017-2019 cost savings target of **$600 million** (from $550 million)

Underlying effective tax rate:
- 2018 in the range of **18 to 22 percent**
- Long-term (after 2018) in the range of **20 to 24 percent**

Underlying depreciation and amortization: approximately **$850 million**

INCREASED COST SAVINGS



KEY TAKEAWAYS

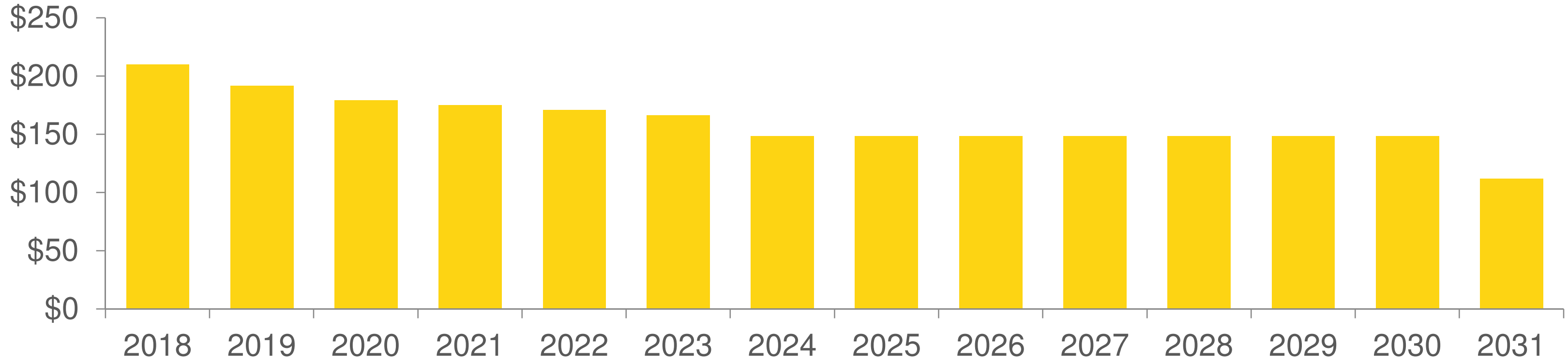
1. Increasing three year program target to $600 million (previously $550 million)
2. Inflation headwind in 2018: >$50 million higher than 2017
3. Improved efficiency in cost to capture savings
    - Reduced cost to capture to $250 million from $350 million
    - ~60% - 'Non-Core' Expense- excluded from underlying EBITDA and FCF
    - ~40% - Capital spending- included in underlying capital spending and FCF guidance

US TAX REFORM

NET BENEFICIARY

PROJECTED TRANSACTION-RELATED CASH TAX BENEFITS BY YEAR

(in millions - USD)



Deal-related cash tax benefits are subject to change.
Updated for tax reform for years 2018-2031 based on 24% tax rate (federal and state)

Underlying Effective Tax Rate	FY 2017A	FY 2018 Guidance
	27.1%	18%-22%

Note: Additional anticipated benefits include the 100% expensing of U.S. Capital Expenditures

2018 GUIDANCE

Underlying Free Cash Flow: approximately **$1.5 billion, +/- 10 percent**

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Cost Savings: approximately **$210 million**, part of increased 2017-2019 cost savings target of **$600 million** (from $550 million)

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MARK HUNTER

PRESIDENT AND CEO

MOLSON COORS BREWING COMPANY

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MAINTAIN FLEXIBILITY TO INVEST – AND PROTECT BOTTOM LINE

EARN MORE

USE LESS

INVEST WISELY

DRIVE TOTAL SHAREHOLDER RETURNS

UNITED STATES GROWTH IMPERATIVE

FLAT BY 2018, GROWTH BY 2019

COMMERCIAL EXCELLENCE

CONSUMER EXCELLENCE

- Continue growing share in Premium
- Accelerate Above Premium and craft
- Stabilize Below Premium to expand beer category
- Innovation driving incremental placements

CUSTOMER EXCELLENCE

- Expand Building with Beer
- Continue improving field sales execution
- Ranked #1 in Tamarron Survey…2 years running

BUILDING WITH BEER™ ON-PREMISE

TAMARRON CONSULTING

No.1 SUPPLIER

MOLSON Coors

UNITED STATES 2018 INNOVATION

COMMERCIAL EXCELLENCE

- Incremental placements
- Additional drinking occasions
- Import opportunity…1-2 punch

PERONI
ITALY

CANADA GROWTH IMPERATIVE

TOP-LINE GROWTH COUPLED WITH COST EFFICIENCIES

COMMERCIAL EXCELLENCE

CONSUMER EXCELLENCE

- Expand Miller brands & introduce two brands from U.S. portfolio
- Reenergize Coors Light and Molson Canadian
- Accelerate share gains in Above Premium, Craft & FMBs

CUSTOMER EXCELLENCE

- Accelerate field sales management impact
- Embrace Building with Beer
- Enhance revenue management approach

EUROPE GROWTH IMPERATIVE

STRENGTHENING THE CORE AND DRIVING PREMIUMIZATION

COMMERCIAL EXCELLENCE

CONSUMER EXCELLENCE

- Energize core brands
- Accelerate Above Premium & craft
- Push harder into cider

CUSTOMER EXCELLENCE

- Maintain and develop First Choice for Customer reputation
- Accelerate Field Sales management impact
- Enhance Revenue Management approach

ADVANTAGE	2016	2017
Mult On Premise	#2	#1
Mult Grocers	#1	#1

BUILDING WITH BEER

No.1 SUPPLIER
ASDA
co op
TESCO
BARGAIN BOOZE

MOLSON Coors

INTERNATIONAL: YESTERDAY VS. TODAY

SUBSTANTIAL GROWTH

	FY 2016	FY 2017
Net Sales	$164 MILLION	$264 MILLION
Underlying EBITDA	($3.5) MILLION	$3.5 MILLION
WW Brand Volume	3.4 MILLION HLs	4.4 MILLION HLs

INTERNATIONAL GROWTH IMPERATIVE

DRIVING GROWTH FROM A STRONG PLATFORM

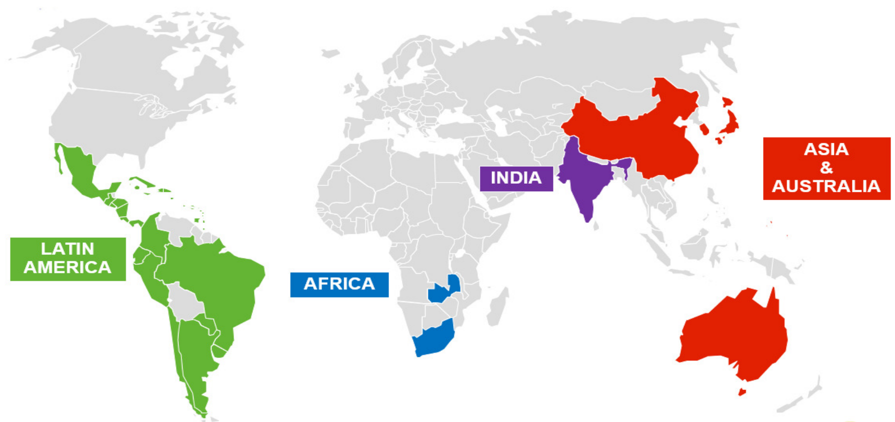
COMMERCIAL EXCELLENCE

CONSUMER EXCELLENCE

- Leverage global brand portfolio
- Rapidly expand Blue Moon
- Expand portfolio footprint

CUSTOMER EXCELLENCE

- Utilize global segmentation approach
- Deliver world class in-outlet tools
- Strengthen distributor partnerships



FOCUS: DELIVERING GROWTH & LONG-TERM SHAREHOLDER VALUE

MAINTAIN FLEXIBILITY TO INVEST – AND PROTECT BOTTOM LINE

EARN MORE

- Drive Top Line
- Energize Core, AP & Craft
- Expand Portfolio and Geographic Footprint
- Build Strong Customer Partnerships

USE LESS

- Drive Synergies & Cost Savings
- Increase Productivity-Shared Services, Global Procurement & World Class Supply Chain

INVEST WISELY

- Deliver FCF Target
- Pay Down Debt/Pay Dividends
- Leverage PACC Approach
- Invest in Enterprise Growth

TOP-LINE GROWTH + EXPAND EBITDA MARGINS = TOTAL SHAREHOLDER RETURN

MOLSON COORS 4TH QUARTER & FULL YEAR 2017 EARNINGS

FEBRUARY 14, 2018