International Telecommunications Safety Conference

Jere Zimmerman

Director, Corporate Safety, Health & Environment

September 22, 2004


Coors
LIGHT


CARLING


A. Coors
Coors
ORIGINAL
ESTABLISHED 1873
BREWED IN GOLDEN · COLORADO


Worthington's


GEORGE KILLIAN'S
PREMIUM
LAGER
SLAINTE
CHEERS
IRISH RED


Grolsch
PREMIUM
LAGER


KEYSTONE


Reef


ZIMA


BLUE MOON


MOLSON

Facts & Figures

- Founded in 1873 in Golden
- Coors US Business
  - #3 US Brewer
  - 3 Breweries
    - Golden brewery is world's largest single site
    - Virginia packaging plant expansion in 2005
    - Memphis brews Zima, Blue Moon, export
  - Container Joint Operations with Ball and Owens-Illinois
  - ~5,000 employees

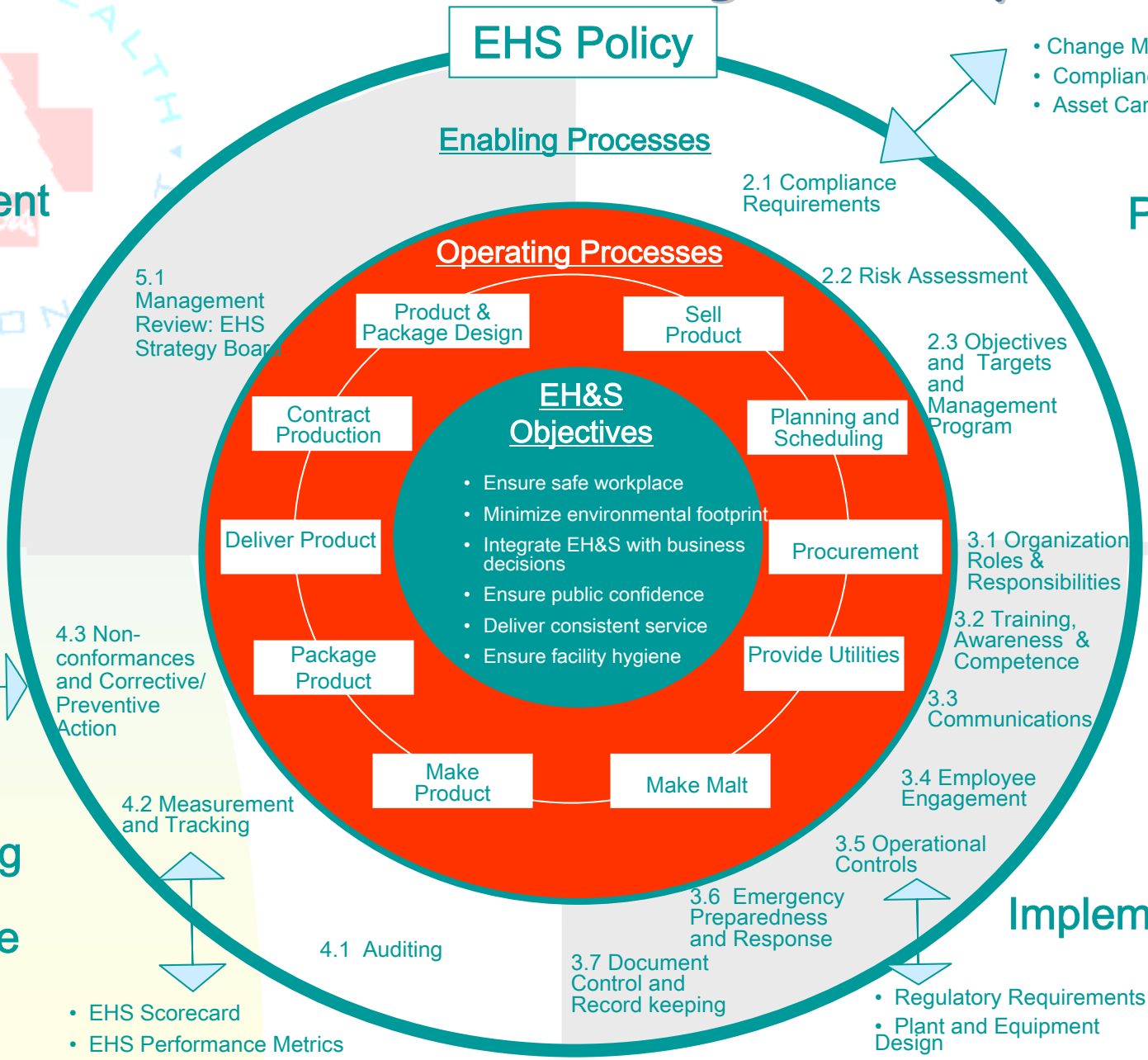
Facts & Figures

- Coors #9 Global Brewer
- Coors Brewers Ltd. is second-largest brewer in UK acquired 2002 – 3 UK facilities
- Worldwide business
  - Coors Light #1 in Puerto Rico
  - Coors Light #1 light and #4 overall in Canada
  - Coors products also sold in Latin America, Europe, Asia, and the Caribbean
- 34.3 million barrels sold in 2003
- $4 billion net sales in 2003
- 8,337 employees worldwide

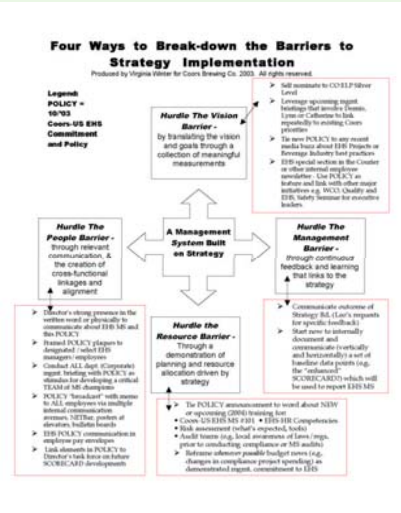
Future …?

- Proposed merger with Molson to become MolsonCoors subject to shareholder and regulatory approval
- Combined company would be #5 Global Brewer
- Molson is #1 in Canada and #3 in Brazil
- $6 billion combined sales
- 14,800 employees

Coors –US EH&S Management System



1.0 Policy



Coors

U.S. Environmental, Health and Safety Commitment and Policy

At Coors, we value positive environmental, health and safety performance as integral to excelling in the beer business.

- We believe all work injuries are preventable and are committed to safeguard human life by providing a safe and healthy workplace in the communities where we do business.
- We believe that good business practices embrace environmental stewardship and are committed to protect the environment, by applying sound economic principles to pollution prevention and conservation of resources.

A strong environmental, health and safety management system is essential to fulfill these commitments. Towards that end, the following principles are Company policy, binding on all Coors US employees, partners, contractors, and suppliers.

- We are fully committed to excellence in EHS performance and demonstrate continual improvement; we set objectives and report on our performance.
- We direct our operations and achieve productivity gains in a manner that safeguards human life and provides a safe workplace.
- We implement measures that are technically sound and economically feasible to prevent pollution and conserve resources.
- We adhere to all applicable environmental, health and safety laws, and regulations as well as Coors Policies and Procedures.
- We hold all employees and ourselves accountable for safeguarding human life and protecting the environment, with clear assignment of responsibility and regular EHS training.

Peter Coors, Chairman

Leo Kiely, President and CEO

Adopted on October 27, 2003

2.0 Planning

EHS Alerts

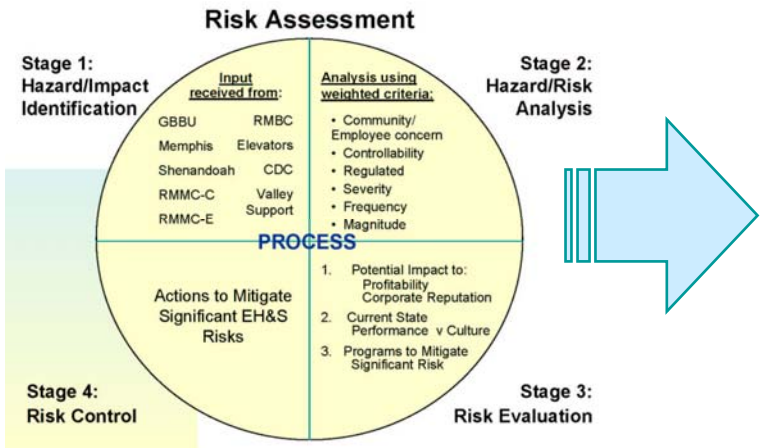
- *J.J. Keller Weekly Notifications*
- *CFR Notifications EH&S Site*
- *Selected Regulatory Action Summaries*

EH&S Information

- *J.J. Keller Online*
- *Cyber Regs*
- *BiblioLine*
- *EPA & OSHA Links*

Associations

- *ORC*
- *Food Industry Associations*
- *General Industry Groups*

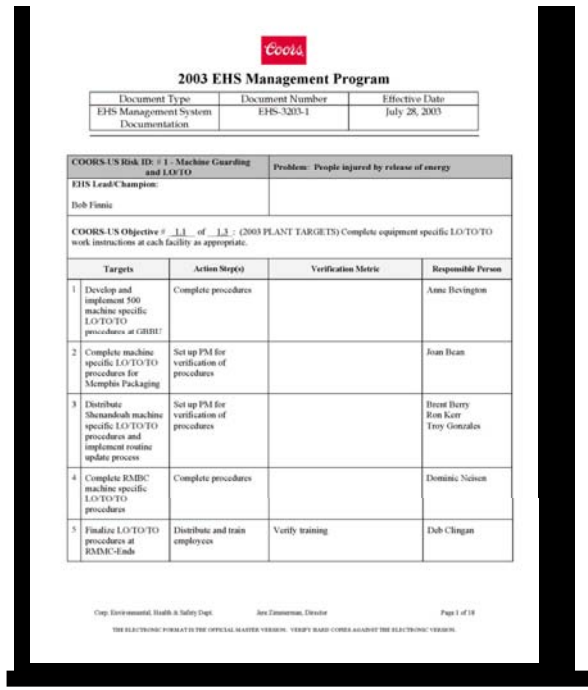


Compliance Calendars

Significant EHS Risks Identified

EHS Impact Analysis

EHS Management Program developed



Coors

2003 EHS Management Program

Document Type	Document Number	Effective Date
EHS Management System Documentation	EHS-3203-1	July 28, 2003

COORS-US Risk ID: # 1 - Machine Guarding and LO/TO	Problem: People injured by release of energy
EHS Lead/Champion: Bob Finnie	

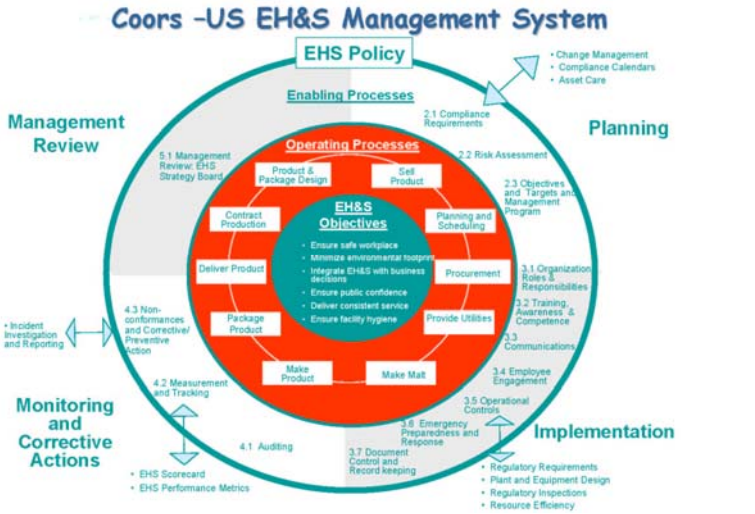
COORS-US Objective # 1.1 of 1.3 : (2003 PLANT TARGETS) Complete equipment specific LO/TO/TO work instructions at each facility as appropriate.

	Targets	Action Step(s)	Verification Metric	Responsible Person
1	Develop and implement 500 machine specific LO/TO/TO procedures at GBBU	Complete procedures		Anne Bevington
2	Complete machine specific LO/TO/TO procedures for Memphis Packaging	Set up PM for verification of procedures		Joan Bean
3	Distribute Shenandoah machine specific LO/TO/TO procedures and implement routine update process	Set up PM for verification of procedures		Brent Berry Ron Kerr Troy Gonzales
4	Complete RMBC machine specific LO/TO/TO procedures	Complete procedures		Dominic Nelsen
5	Finalize LO/TO/TO procedures at RMMC-Ends	Distribute and train employees	Verify training	Deb Clingan

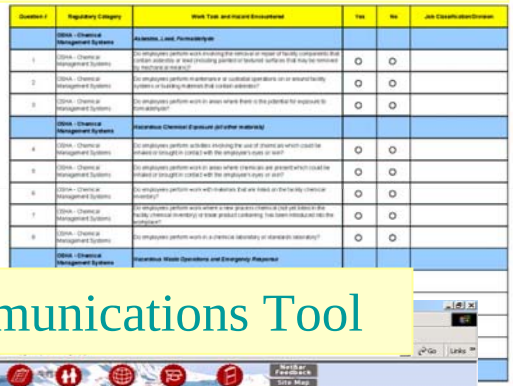
Corp. Environmental, Health & Safety Dept. Jon Zimmerman, Director Page 1 of 18

THE ELECTRONIC FORMAT IS THE OFFICIAL MASTER VERSION. VERIFY HARD COPIES AGAINST THE ELECTRONIC VERSION.

3.0 Implementation



Training Matrix



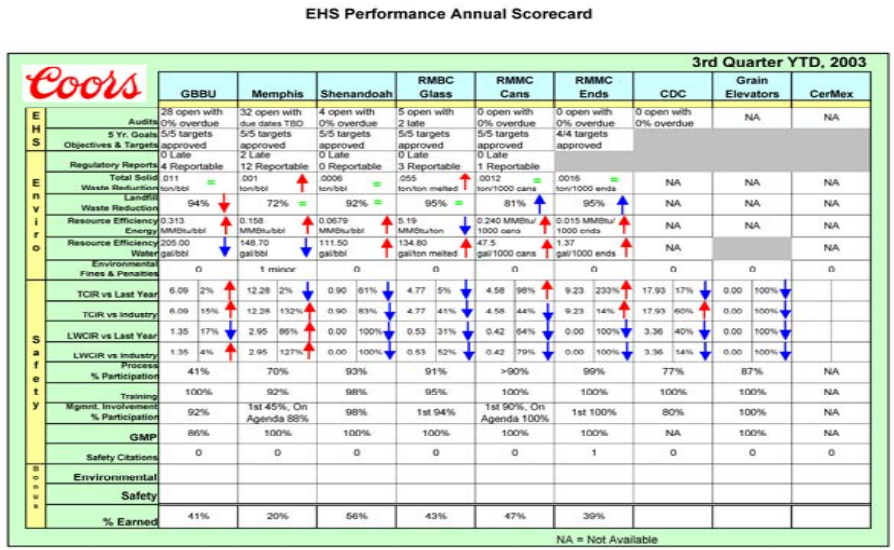
Communications Tool

Operational Control IT Tools

Media	Application Name	Platform
Air	Enviroweb (emissions)	Intranet Application
	Refrigeration Compliance Manager (CFC)	Desktop → to server in 2004
	RMP Submit (EPA)	Desktop
Chemical Management (311/312/313/chemical inventory/chemical approval)	Tinia	Oracle/server
Spill reporting/tracking (Shenandoah only)		
FDA Approvals		
Hazcom RTK (MSDS)		
All EHS compliance training tracking (WHAM)		
Medical Surveillance	Tinia/People Soft	Oracle/Server
Industrial Hygiene (asbestos, lead & heavy metals, noise surveys, employee exposures, airborne exposures, ergonomics, biological IAQ, nonionizing radiation)	MS Access Databases	
Haz Waste Tracking	Haztrack (Hazwaste Technology)	Desktop
Water	EPA Storet X	Desktop
OSHA Recordkeeping	MS Access database/PeopleSoft	Desktop/server
Radiation	MS Access database	Desktop

4.0 Monitoring and Tracking

Type of Audit	Lead	Frequency
EHS Audit	Corporate EHS	2 yrs
EHS Verification Audit	Corporate EHS	2 yrs
Management System Audit	Legal	3 yrs

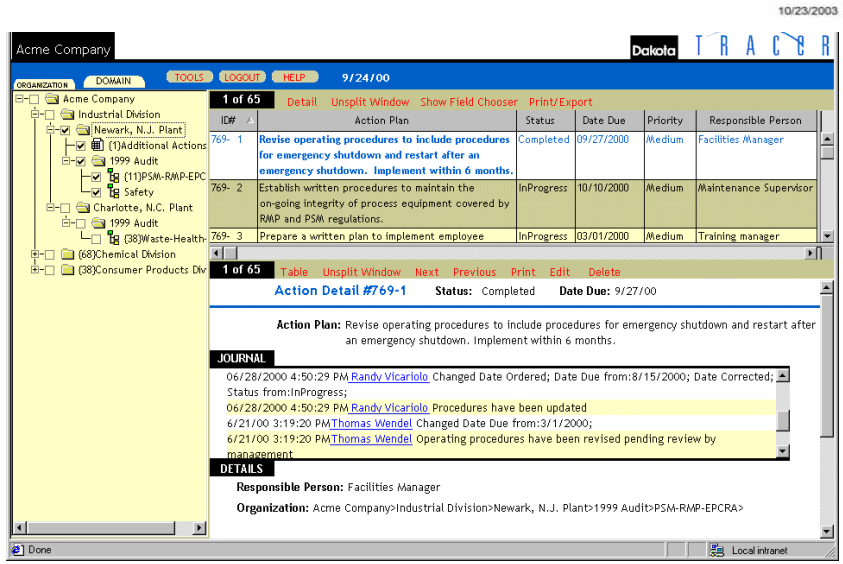


EHS Performance Annual Scorecard

Coors — 3rd Quarter YTD, 2003

		GBBU	Memphis	Shenandoah	RMBC Glass	RMMC Cans	RMMC Ends	CDC	Grain Elevators	CerMex
EHS	Audits	28 open with 0% overdue	32 open with due dates TBD	4 open with 0% overdue	5 open with 2 late	0 open with 0% overdue	0 open with 0% overdue	0 open with 0% overdue	NA	NA
	5 Yr. Goals Objectives & Targets	5/5 targets approved	5/5 targets approved	5/5 targets approved	5/5 targets approved	5/5 targets approved	4/4 targets approved			
	Regulatory Reports	0 Late 4 Reportable	2 Late 12 Reportable	0 Late 0 Reportable	0 Late 3 Reportable	0 Late 1 Reportable				
Enviro	Total Solid Waste Reduction	.011 ton/bbl =	.001 ton/bbl ↑	.0006 ton/bbl =	.055 ton/ton melted ↑	.0012 ton/1000 cans =	.0016 ton/1000 ends =	NA	NA	NA
	Landfill Waste Reduction	94% ↓	72% =	92% =	95% =	81% ↑	95% ↑	NA	NA	NA
	Resource Efficiency Energy	0.313 MMBtu/bbl ↑	0.158 MMBtu/bbl ↑	0.0679 MMBtu/bbl ↑	5.19 MMBtu/ton ↓	0.240 MMBtu/ 1000 cans ↑	0.015 MMBtu/ 1000 ends ↑	NA	NA	NA
	Resource Efficiency Water	205.00 gal/bbl ↓	148.70 gal/bbl ↑	111.50 gal/bbl ↑	134.80 gal/ton melted ↑	47.5 gal/1000 cans ↑	1.37 gal/1000 ends ↑	NA		NA
	Environmental Fines & Penalties	0	1 minor	0	0	0	0	0	0	0
Safety	TCIR vs Last Year	6.09 2% ↑	12.28 2% ↓	0.90 61% ↓	4.77 5% ↓	4.58 98% ↑	9.23 233% ↑	17.93 17% ↓	0.00 100% ↓	
	TCIR vs Industry	6.09 15% ↑	12.28 132% ↑	0.90 83% ↓	4.77 41% ↓	4.58 44% ↓	9.23 14% ↑	17.93 60% ↓	0.00 100% ↓	
	LWCIR vs Last Year	1.35 17% ↑	2.95 86% ↑	0.00 100% ↓	0.53 31% ↓	0.42 64% ↓	0.00 100% ↓	3.36 40% ↓	0.00 100% ↓	
	LWCIR vs Industry	1.35 4% ↑	2.95 127% ↑	0.00 100% ↓	0.53 52% ↓	0.42 79% ↓	0.00 100% ↓	3.36 14% ↓	0.00 100% ↓	
	Process % Participation	41%	70%	93%	91%	>90%	99%	77%	87%	NA
	Training	100%	92%	98%	95%	100%	100%	100%	100%	NA
	Mgmnt. Involvement % Participation	92%	1st 45%, On Agenda 88%	98%	1st 94%	1st 90%, On Agenda 100%	1st 100%	80%	100%	NA
	GMP	86%	100%	100%	100%	100%	100%	NA	100%	NA
	Safety Citations	0	0	0	0	0	1	0	0	0
Bonus	Environmental									
	Safety									
	% Earned	41%	20%	56%	43%	47%	39%			

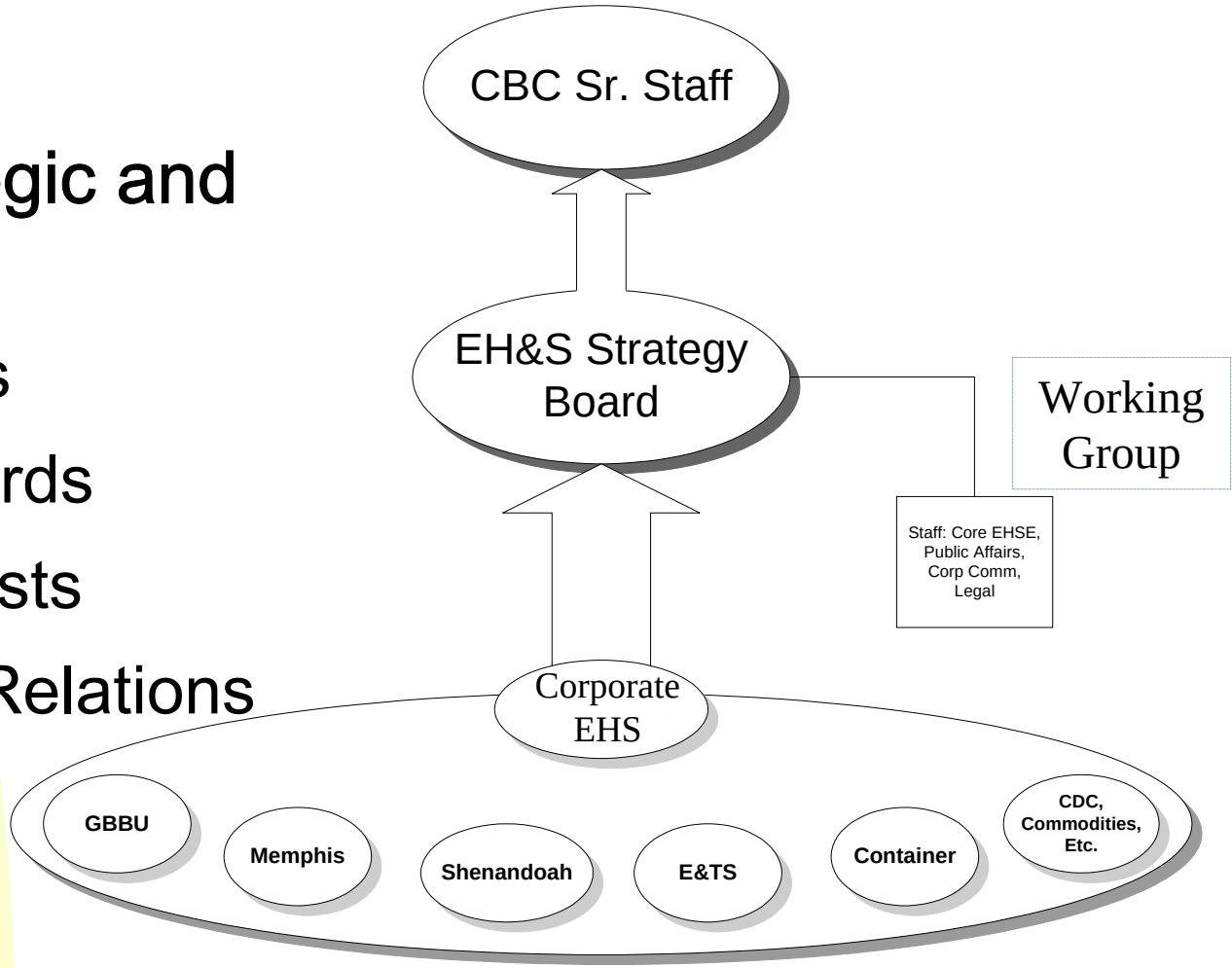
NA = Not Available



5.0 Management Review

Establish a strategic and staff focus on:

- EHS Systems
- EHS Scorecards
- Risks and Costs
- Stakeholder Relations



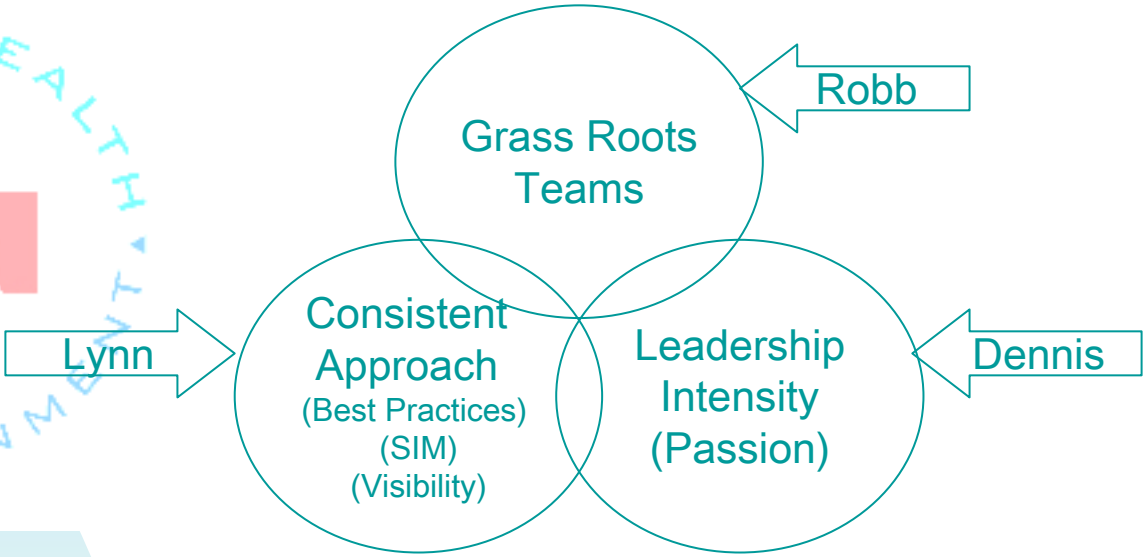
Safety Culture

- Benchmark data indicated Coors 3/3 in brewing based on incident rates
- Brought all heads of operations together last Nov. for 2 days to discuss safety
- Formed the safety culture transition team

Safety Culture Transition Team
4th meeting - August 31, 2004

KEYS TO SUCCESS

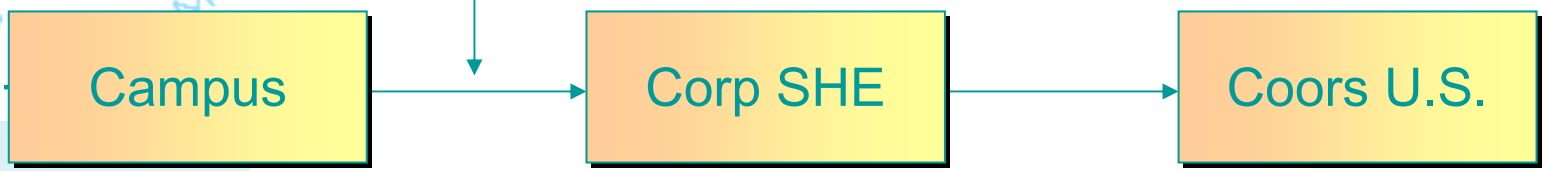
- *Dedicated structure to manage the transition*
- Work the Culture
- Leadership makes it happen!
- Driving culture change from the grassroots



Maintain SCTT essence, this team working together over time Quarterly half day meeting (long meeting) in 90 days Monthly sub-group meetings Make use of monthly teleconferences		
Consistency	Grass Roots	Leadership
Lynn Utter •Bob Merchant •Ron Schnur •Warren Quilliam •John Kester	**Robb Caseria** •Glen Opp •Colleen Reiter •Jere Zimmerman •Carolyn Hardy •Glen Freeborn	**Dennis Puffer** •Dick Key •Robert Machado •Flo Mostaccero •Bob Finnie •Mike Wukitsch

Consistent Approach

Concept approval
SHE Strategy Group



Develop concept

Standardize documentation

Integrate into Coors SHE Management System and Coors enterprise systems

Roll out company wide

Monitor progress and sustainability

Implementation

Possible Campuses:

GBBU – SMP, EMP, CBT

SBU – VPP

MBU – Grassroots safety

Container – Machine Safety, Web site tool

CDC – Safety In Motion

Grassroots Safety Leadership Methodology

Implemented through management and employee partnership:

- Maintained and guided through leadership at all levels
- Management-led Guidance Team (GT) + Employee-led Grassroots Safety Teams (GSTs)

⇨ *Principles for success*

1. Driving change from Grassroots (what & how)
2. Ongoing management support through Guidance Team
   - Active not passive
   - Coach
3. Focus on Culture
   - Tools
   - Information
4. Marathon not sprint

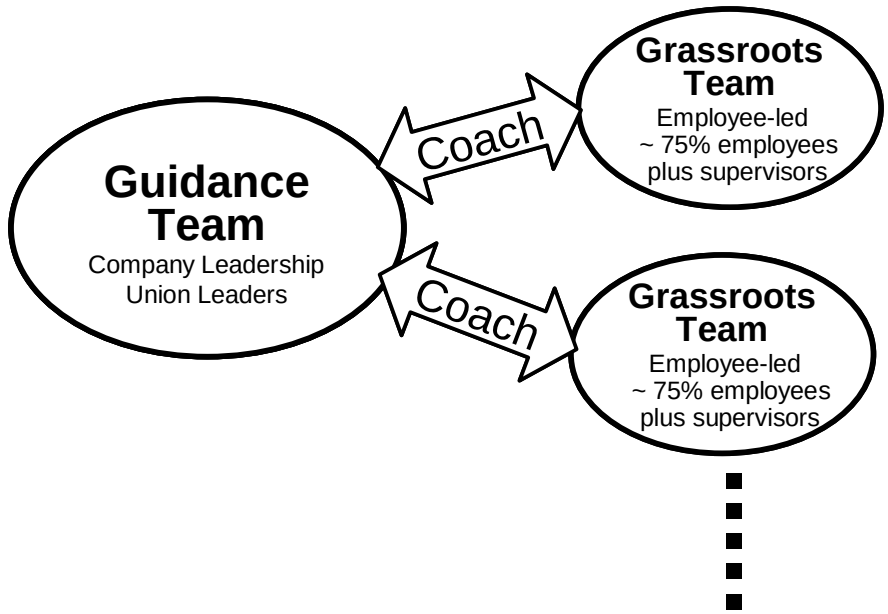
Team Charters

Guidance Team

- Make the case for change
- Share the vision
- Develop capabilities (GST, GT and organization)
- Build trust
- Recognition
- Develop management safety standards

Grassroots Teams

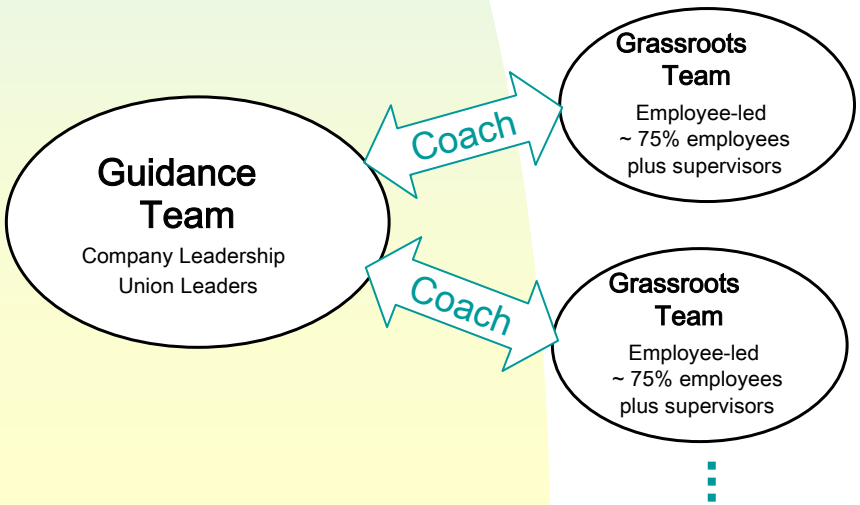
- Gather safety concerns
- Address issues from Safety Culture Survey
- Develop & propose projects
- Implement
- Enlist participation



Grassroots Safety

Suggested focus areas:

- Sr. Management support for GST's
  - Regular contact
  - Standing agenda item at SCTT
  - Plant visits, teleconference
  - Recognition
- Develop plan for expansion
- Shared learnings



Insights from Team Presentations

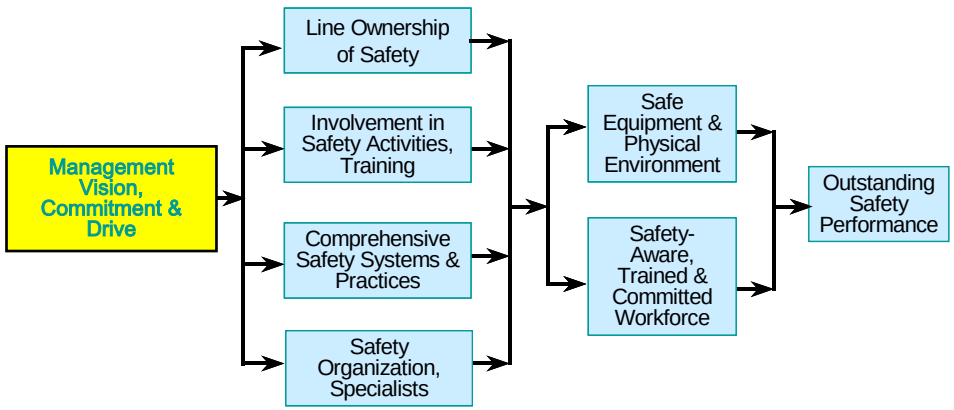
- Passion and commitment
- Employees engaged
- Floor ownership
- There's a process
- We told them same thing – not same reaction
- Real to them
- Depth of discovery
- FRAGILE
- Simple – not big and expensive projects
- Range and interactive-ness

Leadership Intensity

"If it doesn't start here, it doesn't start."

Suggested focus areas:

- Safety incorporated in company values
- Leadership training in safety
- Engage leadership outside operations
- Walk the talk
- Develop 'rallying cry'/ common message/ talking points
- Senior level review of serious incidents and shared learnings
- Safety on equal footing with cost, quality and service
- Ensuring sustainability



Safety in Motion

- Trademarked ergonomic program
- Pilot began at 250 employee company owned distributorship in January
- Incident rates 20-25 last 5 years
- Workers compensation costs $12,000 average per case

Safety In Motion® High Five Module

Introduction

- Welcome
  - Learn techniques to make everyday activities easier and safer
  - How you apply SIM Techniques off the job
- What is Safety In Motion®
  - A tool kit that gives you more control over how your body conducts forces and where forces put stress on your body.
- Prevent Soft Tissue pain & discomfort
  - Muscles, tendons, joints, and nerves
  - What are some common Soft Tissue Injuries?
- How to participate
  - We will be doing Safety Checks before demonstrations
  - All activities: slow and steady, avoid strain and pain
  - Keep an open mind and ask questions

High-Five Module

- Position Elbows Closer
- Point Your Toe and Go
- Power Grip
- Same Side Hand & Foot
- BIG LOAD, BIG TOE

Power Grip & Pinch Grip

- Power Grip

Like a pistol grip

Middle, ring, and little fingers

Relax the index finger & thumb

Power side of hand

Padded side of palm below little finger

- Pinch Grip

Like a pencil grip

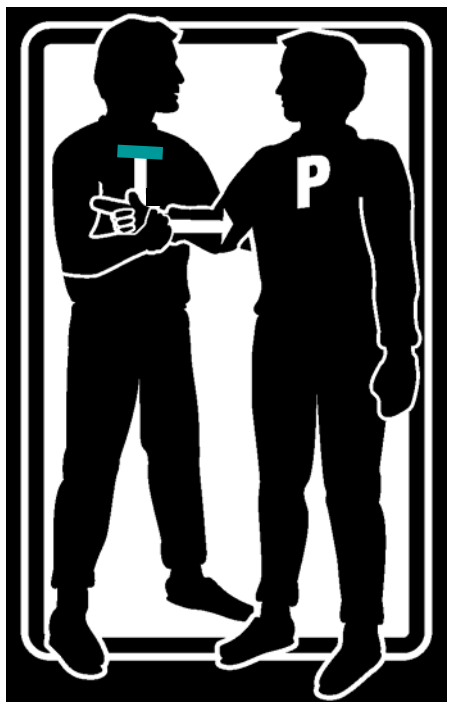
Pinch with index finger and thumb

Relax other fingers

Precision side of hand

Thumb side of hand

Power Grip Demonstration



- Safety Check
  - Slow and steady
  - Avoid strain and pain
- Participant ready position
  - Right or left handed? Visual angle.
- Trainer ready position
- Test Power Grip
  - Trainer apply steady force to limit of balance.
- Test Pinch Grip
  - Make it a fair test.
  - Trainer apply same amount of force.
- Re-test Power Grip

Everyone Tries It

- Review demonstration
  - Safety Check new participant
  - New participant ready position
    - Feet shoulder width apart, knees flexed
    - Elbow 6” straight forward from side
    - Make Power Grip - relax index finger
  - Other participant ready position
    - Feet in T position, close to shoulder
    - Hold wrist underneath
    - Other hand behind participant
  - Test Power Grip
    - Ask if they are ready
    - Slowly build up steady force toward elbow to participant’s limit of balance
  - Test Pinch Grip
    - Make it a fair test
- Pair up and try it

Power Grip
Why better strength & balance?

- Power Grip recruits larger, lower muscles

to conduct more force

down your trunk to your legs

You can feel this...

Use one hand to hold your other forearm

Squeeze your Power Grip fingers

What muscles are working?

Now squeeze Pinch Grip fingers

What muscles are working now?

Results

- Incident rates running at 12
- Workers compensation cost $3,000 per case
- If trends continue Coors will save 30x program cost in first year

Questions?