

# WELCOME



**NEW BELGIUM BREWING'S  
PEOPLE FIRST CRISIS  
RESPONSE**



NEW  
BELGIUM.

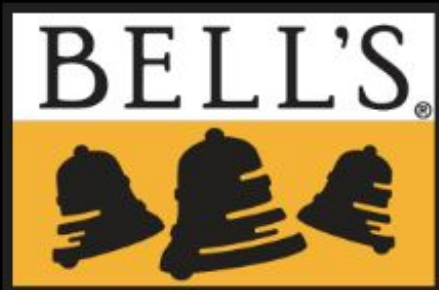




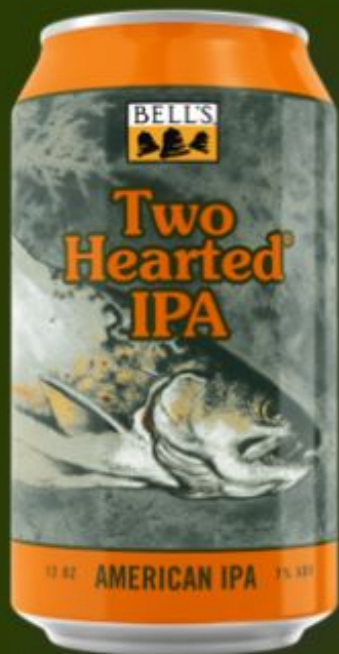
# BUILDING RESILIENCE THROUGH DISRUPTION

**NEW BELGIUM BREWING**  
**CHIEF SUPPLY CHAIN OFFICER**  
**TOM O'CONNELL**

**#1**  
**IN GREAT LAKES**  
**CRAFT SHARE**  
**GROWTH**



**#1**  
**IPA IN**  
**GREAT LAKES**



**#1**  
**CRAFT LAUNCH IN**  
**GREAT LAKES**



**#2**  
**BRANDS**



WERED

BE

ALE

# BUSINESS SNAPSHOT



**FORT COLLINS, CO**

- Brewery and Liquid Center
- Established 1991
- 400+ coworkers
- Produces up to 970,000 barrels annually



**ASHEVILLE, NC**

- Brewery and Liquid Center
- Established 2016
- 190+ coworkers
- Produces up to 530,000 barrels annually



**KALAMAZOO, MI**

- Original Brewery and Eccentric Café
- Established 1993
- 90+ coworkers



**COMSTOCK, MI**

- Brewery
- Established 2001
- 280+ coworkers
- Produces up to 525,000 barrels annually



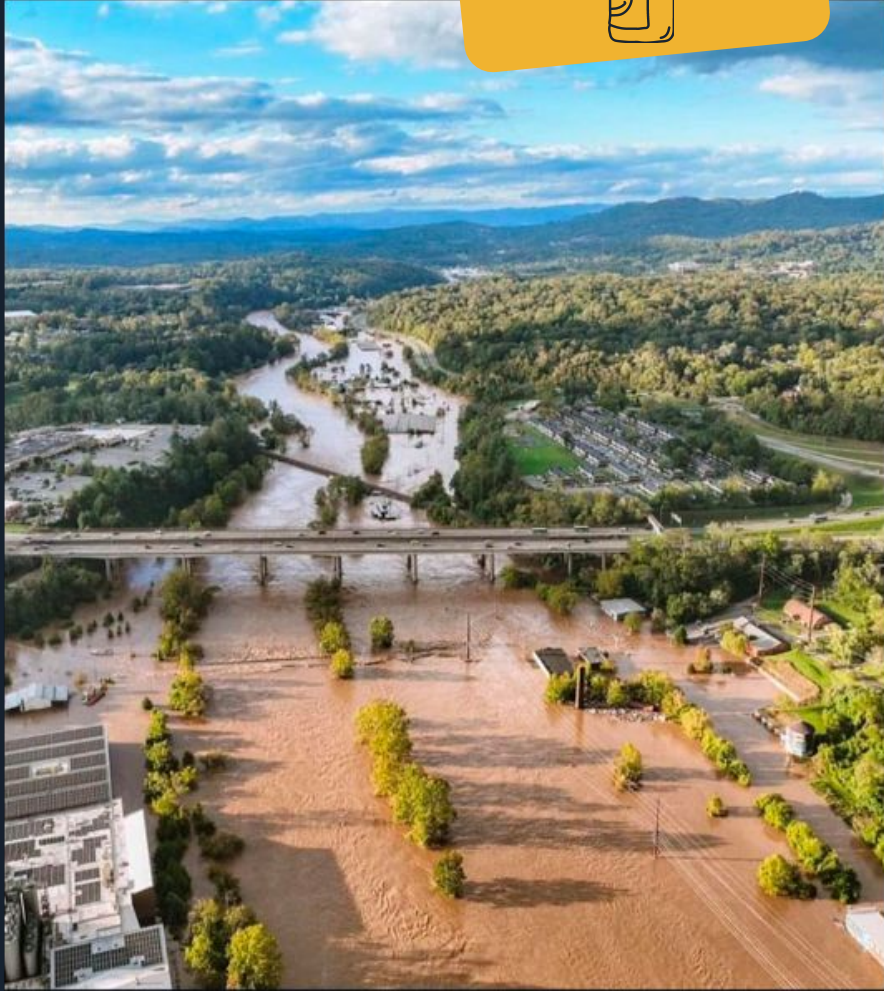
**DALEVILLE, VA**

- Brewery
- Established 2023
- 70+ coworkers
- Produces up to 300,000 barrels annually



**1,300+ EMPLOYEES**  
at year end 2025  
**~1.8M BARRELS SOLD**  
in 2025

business throughout 2024.



# Septembe r 2024

**HURRICANE HELENE**  
**IMPACTS TO ASHEVILLE**

# COWORKER IMPACT



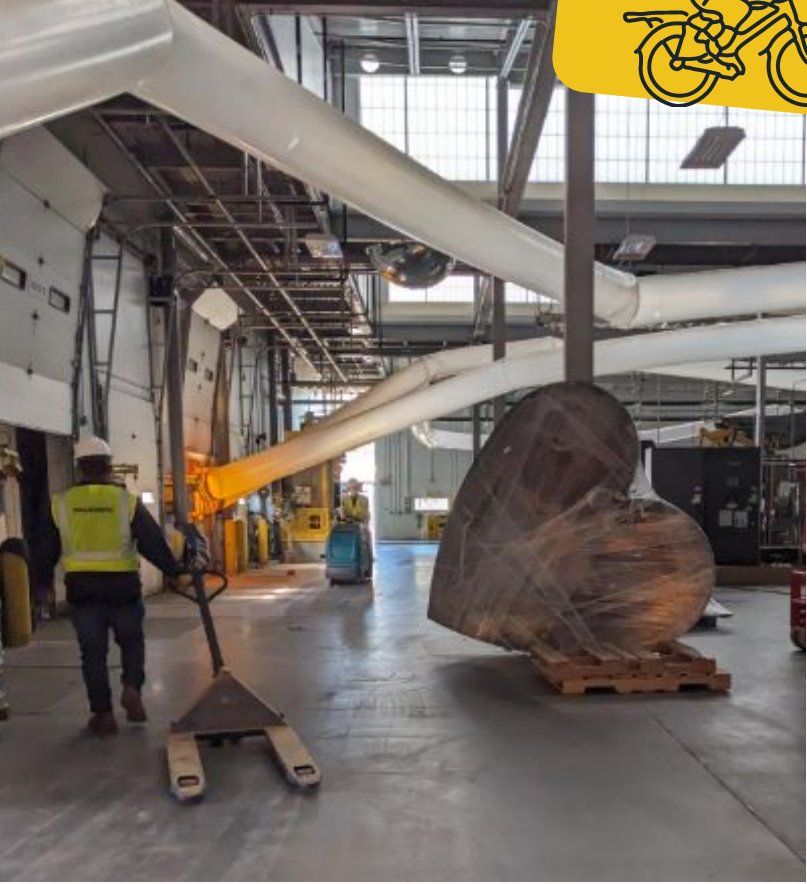
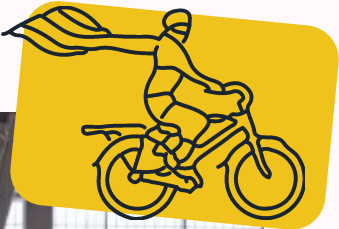
# BREWERY IMPACT



# SHIFT INTO ACTION



# RESTORING OPERATIONS



# MY KEY TAKEAWAYS

Support your  
people

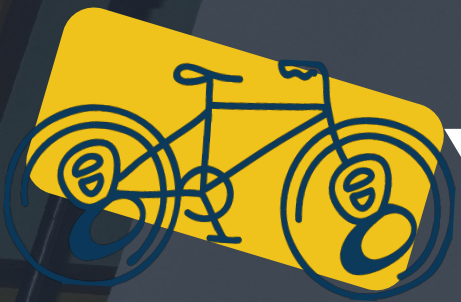
Turn to the  
enterprise

3  
Lean on  
relationships

4  
Set lofty goals



THANK



YOU

NEW  
BELGIUM.

