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**Constellation Brands**

# **DRIVING AND IMPROVING SUPPLY CHAIN PERFORMANCE WITH INNOVATION AND SUSTAINABILITY**

**European Food Manufacturing Summit 2025**

# Agenda

## Implementing New Operational Model

Enhance Agility, Reduce Cost, Improve Efficiency

## Utilizing Digitization Initiatives

Optimize Real Time Data Visibility, Decision Making

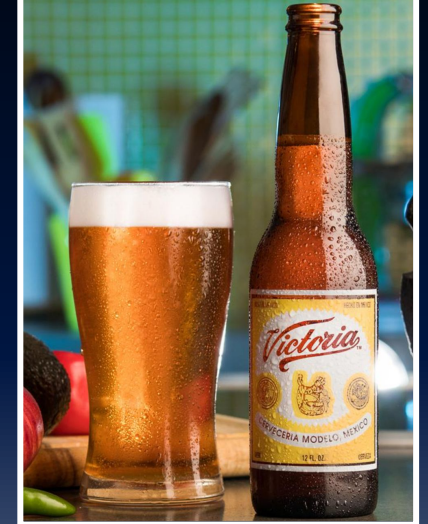
## Enhancing Sustainability Actions

Reduce Environmental Impact

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# COMPANY PROFILE

## Beer Division



**Largest Beer Import Company in the US, measure by Sales**

**59 Consecutive Quarters of Growth for the Beer Business**

**Modelo Especial is the # 1 Beer in dollar sales in the US**

**Two Production Facilities in Mexico and 24 DC's in the US**

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# DESIGN A NEW OPERATIONAL MODEL

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# SUPPLY CHAIN STRATEGIC VISION

What we  
want to  
change?

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▪ The Way... How we are Operating ?



▪ The Way ... How we Solve our Problems ?



▪ The Way ... How we Prevent & Mitigate Risks ?



▪ The Way ... How we Continually Improve?

# SUPPLY CHAIN STRATEGIC VISION

What we  
want to  
achieve?

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- Strengthen Technical & Human Capabilities



- Use and Share “World Class Best Practices”



- Optimize our Processes to Achieve Better Results



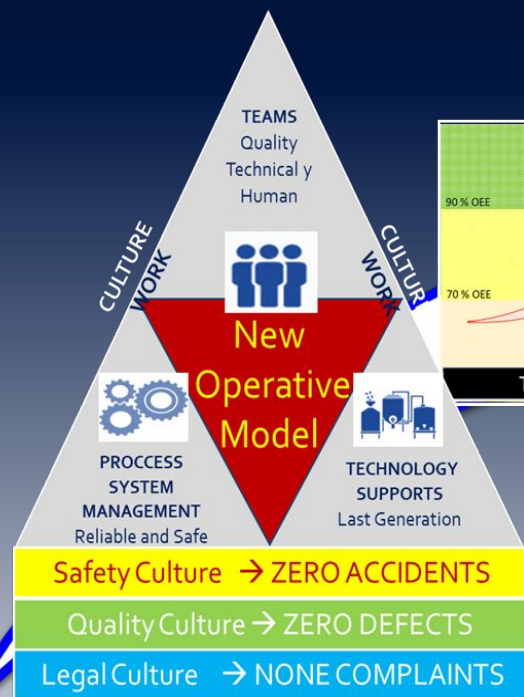
- Have “Best Technology” According to our Needs

# DESIGN A NEW OPERATIONAL MODEL

Journey the Excellence

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Vision = Excellence



- \* Outstanding Performance
- \* Zero Losses / Wastages
- \* Zero Accidents
- \* Improve

Excellence Execution  
High Performance Teams



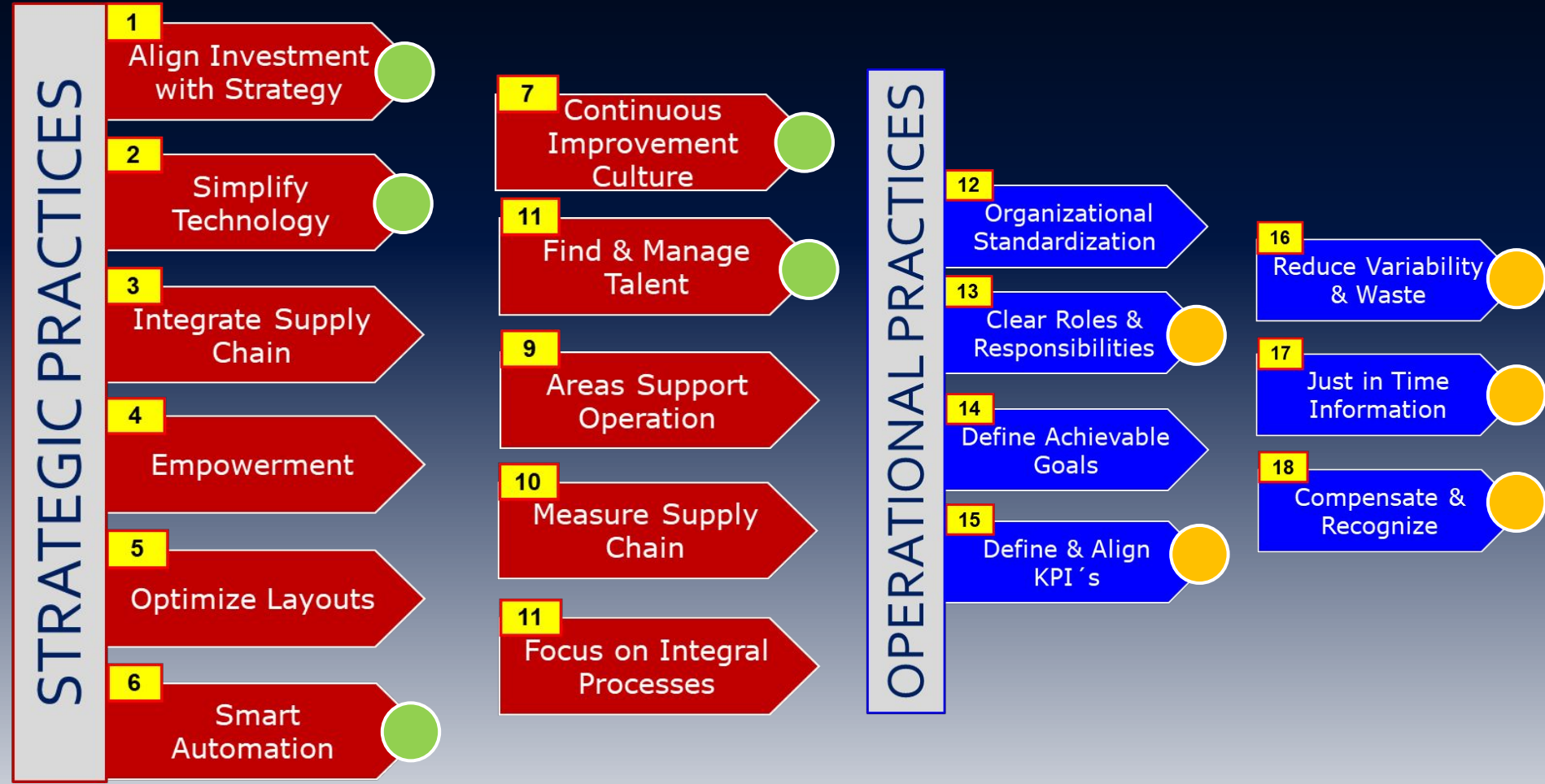
- \* Improve Skills Teams
- \* More Autonomy
- \* More Coaching
- \* Delegate Responsibilities



# DESIGN A NEW OPERATIONAL MODEL

## World Class Practices

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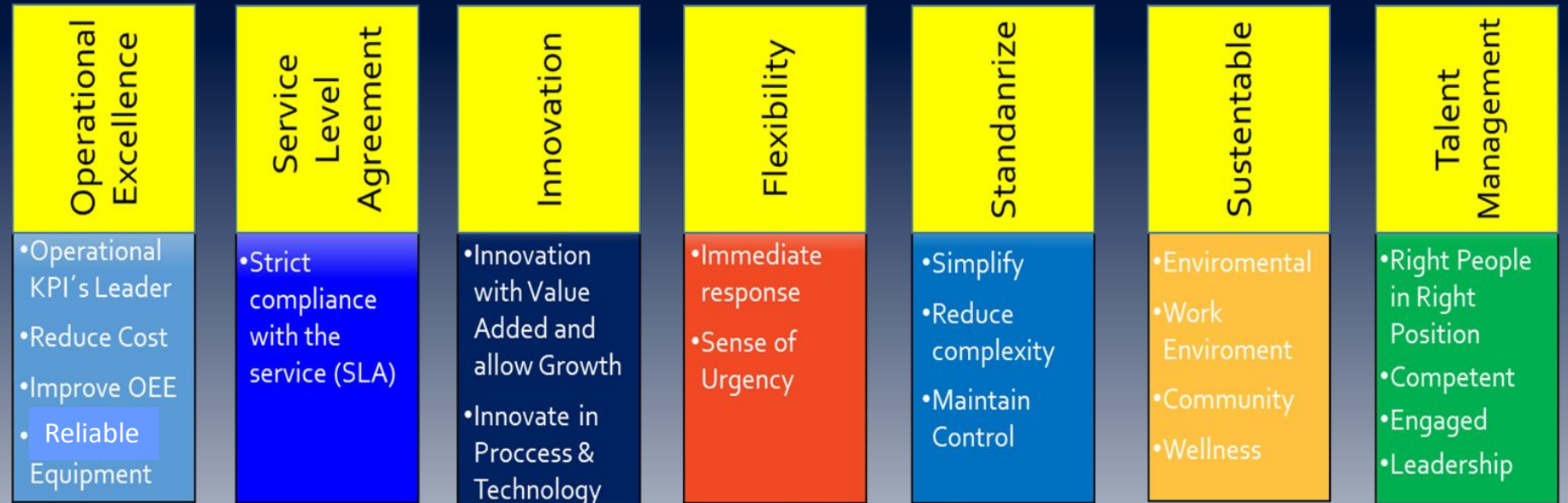


# DESIGN A NEW OPERATIONAL MODEL

Be “**Best Facility**” of the World recognized for  
“Operational Excellence Performance”

## Strategic Pillars

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# DESIGN A NEW OPERATIONAL MODEL

Traditional  
to a  
New Model

Traditional

+ SUPPORT AREAS

LOGISTICS  
HUMAN RESOURCES  
FINANCE  
EHS

**PRODUCTION  
(Operate)**

**MAINTENANCE  
(Maintain)**

**QUALITY  
(Control)**

New  
Model

+ SUPPORT AREAS

LOGISTICS  
HUMAN RESOURCES  
FINANCE  
EHS

**MANUFACTURE**

**Operate, Maintain  
in  
Control, Improve**

**MANUFACTURING  
SERVICES**

**Planning, Reliability  
Analysis**

**QUALITY  
ASSURANCE**

**Standards, Statistics  
Certifications**

**CONTINUOUS IMPROVEMENT**

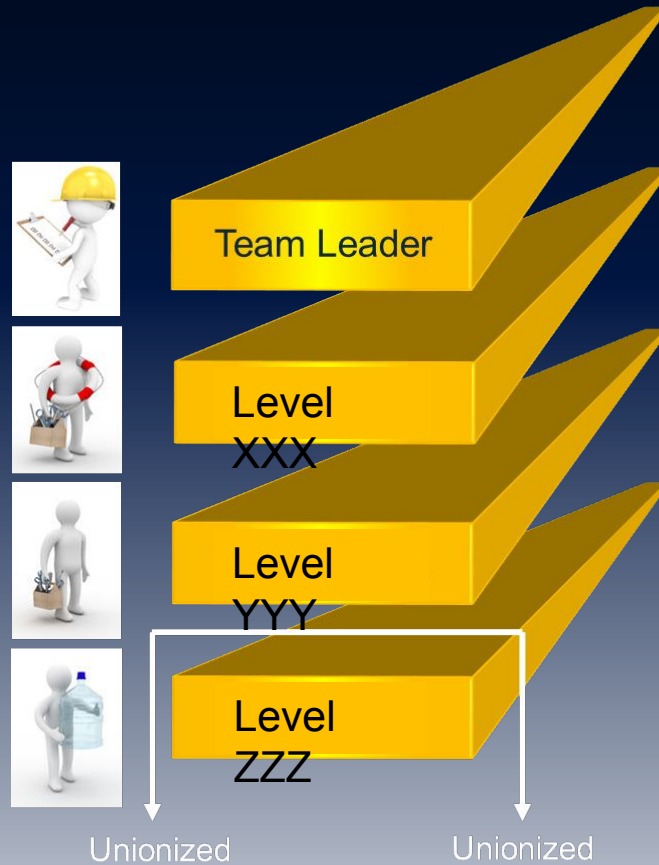
**LSS Training Programs, Technical Summits**

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# DESIGN A NEW OPERATIONAL MODEL

## Levels Production Cell

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Main Responsibilities

# ACHIEVE AN EXCELLENCE EXECUTION

Operative Discipline

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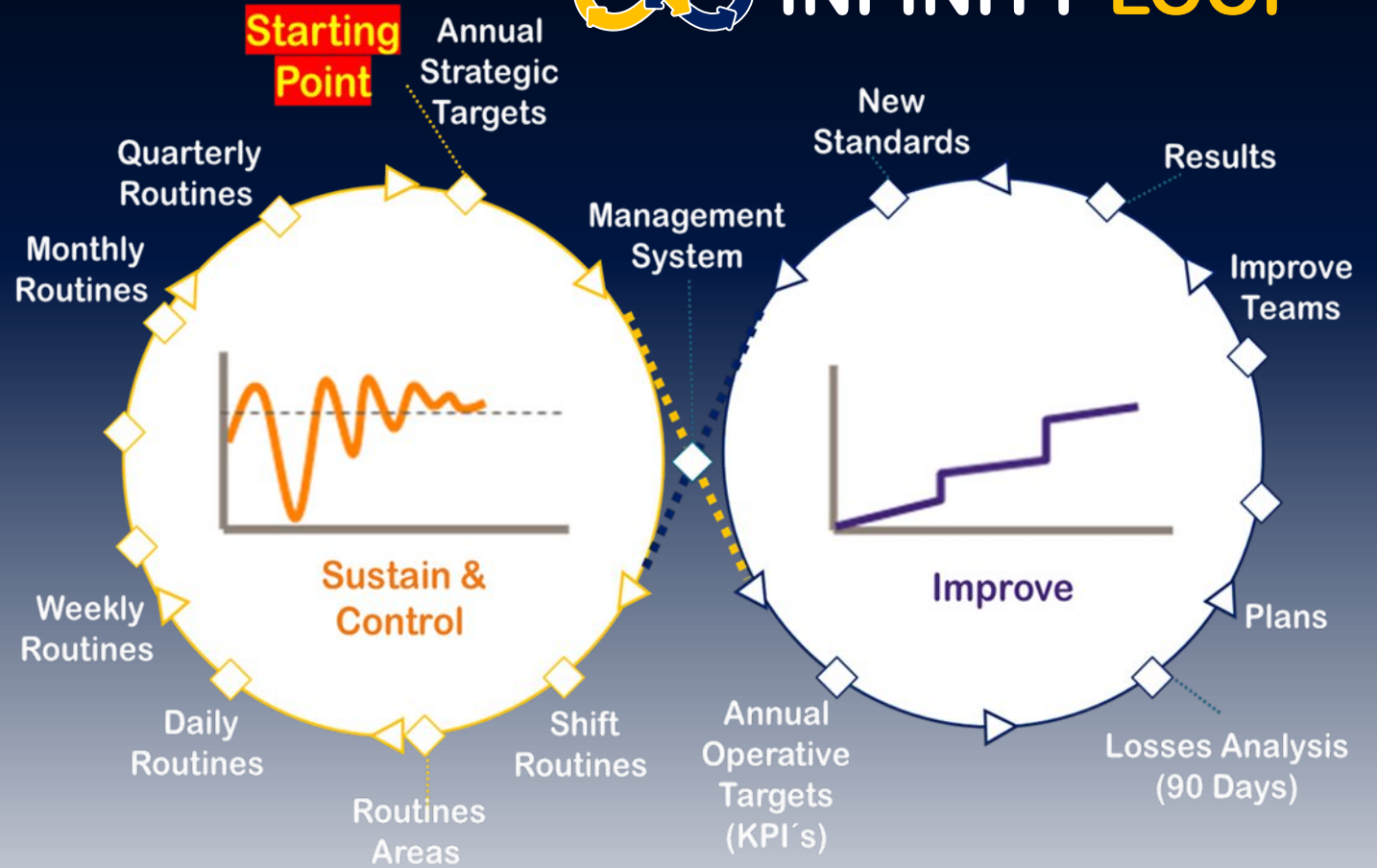
Identify

Eliminate

Prevent

LOSSES






## INFINITY LOOP



# ACHIEVE AN EXCELLENCE EXECUTION

## Implement 5 Systems

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IMPLEMENT 5 SYSTEMS	 Change Over	Change Overs	Format	Liquid	Material
	 Centerline	Centerline	Define	Adjust	Control
	 Root Cause Analysis	Root Cause Analysis	Failure > 60 m	Safety Event	Quality Event
	 TAG	TAG	M1 Planned	M2 Corrective	M3 Administr.
	 CILT	CILT	Cleanin g	Inspecti on	Lubricati on

# PREPARE HIGH PERFORMANCE TEAM

## Training Program



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FORKLIFT  
SIMULATOR



VARIATOR - SERVOS  
SIMULATOR



CONVEYOR  
CONTROL SYSTEM



HEIGHT WORKS  
SIMULATOR

# PREPARE HIGH PERFORMANCE TEAM

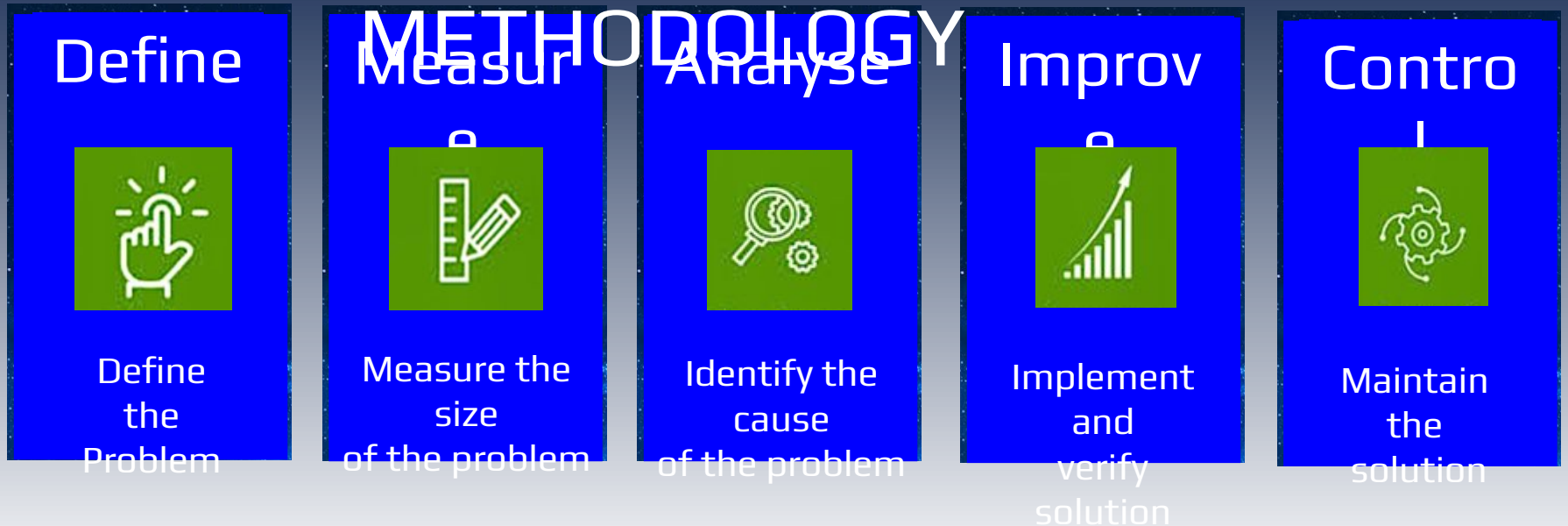
We develop our own people with the goal to work at their optimal capacity

improving their effectiveness and efficiency

**"ALWAYS, DO THE JOB BETTER TODAY THAN YESTERDAY"** DMAIC

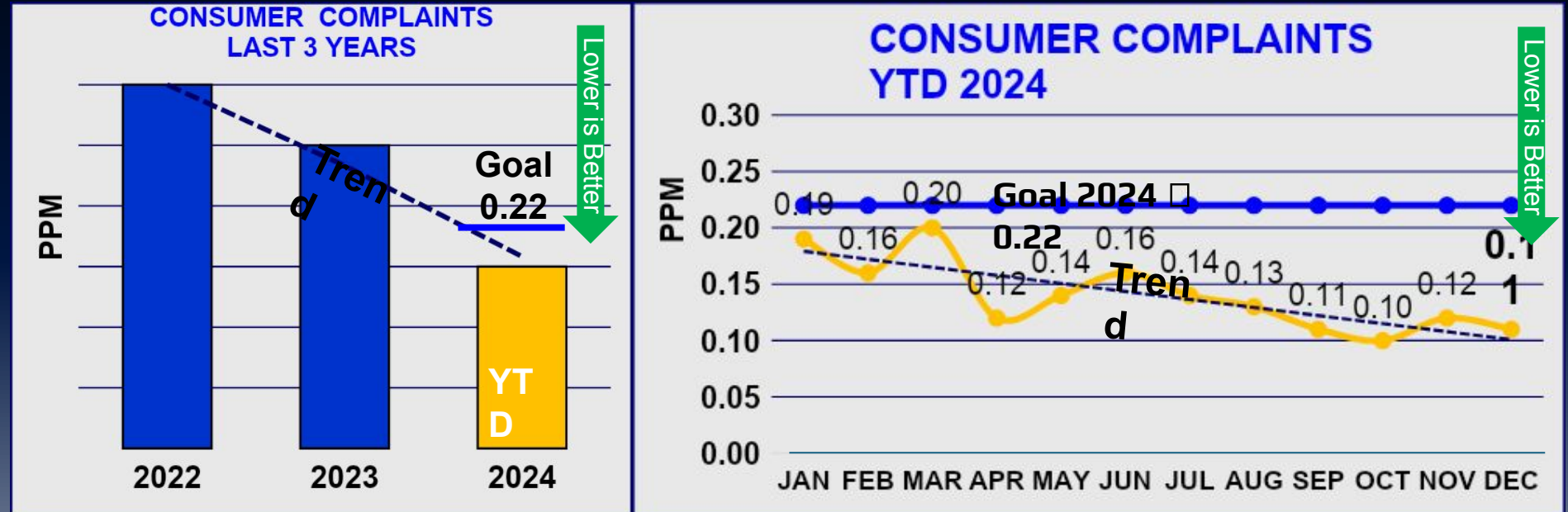
**LSS  
Program**

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# DEFINE GOALS & FOCUS IN RESULTS

## Define KPI's Measure & Reports

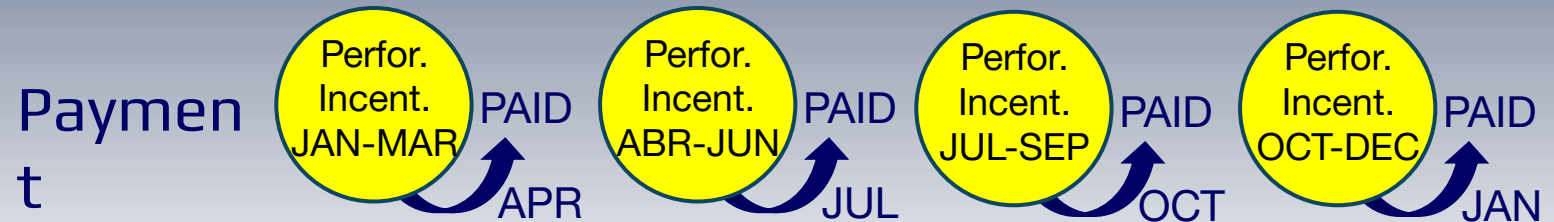
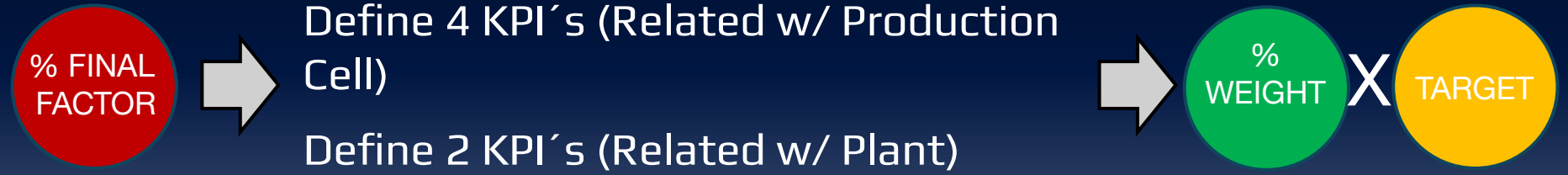
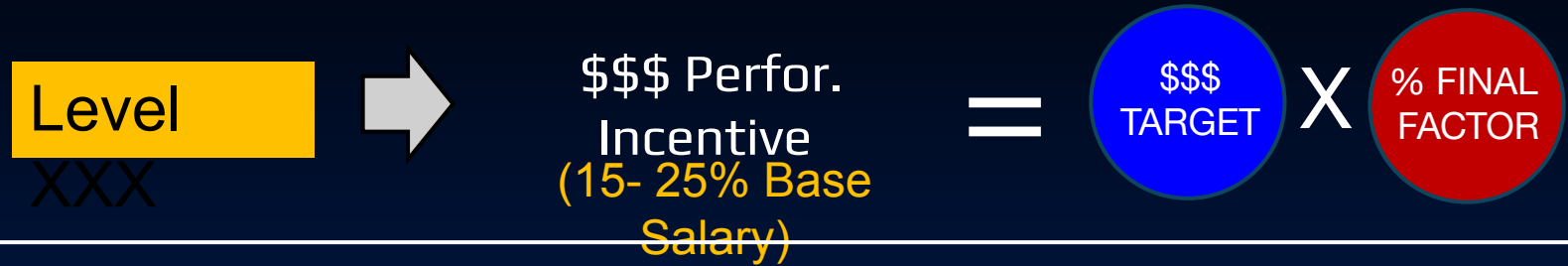


- The result of previous year define the base for current year
- Staffing needs to do follow up KPI's in a monthly meeting
- The TREND represents the improvement in a period of time
- Use statistics programs to define new targets based on

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# DEFINE GOALS & FOCUS IN RESULTS

## Performance Incentive



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# UTILIZING DIGITALIZATION INITIATIVES

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# DIGITALIZATION INITIATIVES

## Scoreboards & Kiosks

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KIOSK



SCOREBOARD

## BENEFIT

- Information "On Line" to take decisions
- Monitoring " On Line" Performance
- Analyze Statistical Failures
- Easy Access to Different Information

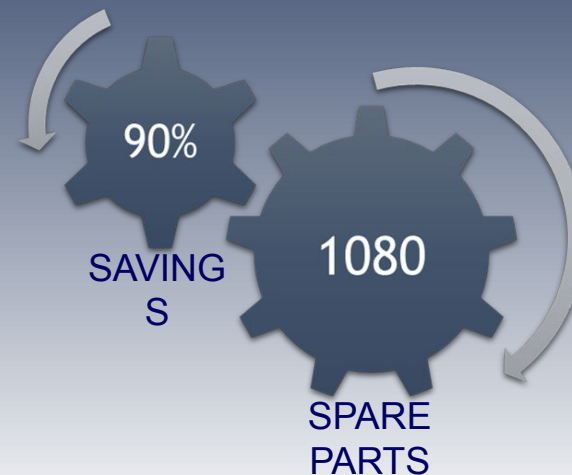
# DIGITALIZATION INITIATIVES

3D Scanner  
3D Printer

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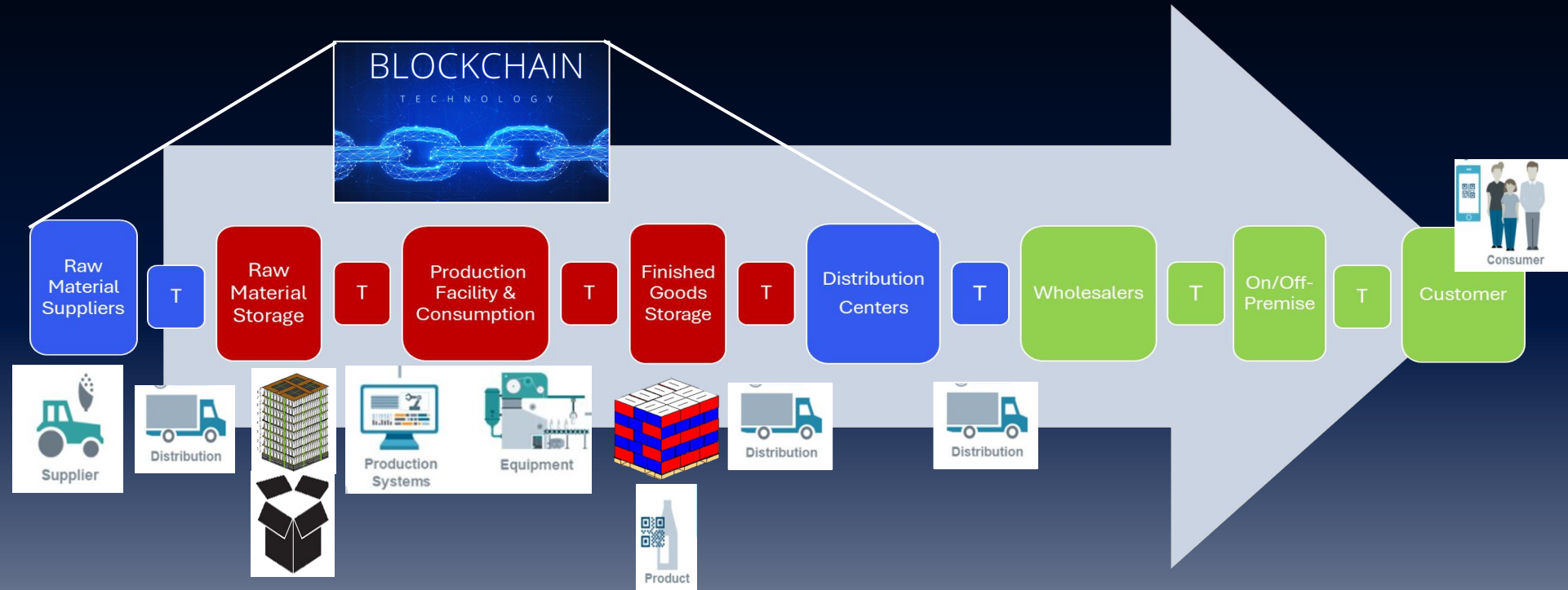
## BENEFITS



- Reduced Lead Times vs External Suppliers
- Quick respond to any issues that might happens

# DIGITALIZATION INITIATIVES

## Traceability



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## BENEFIT

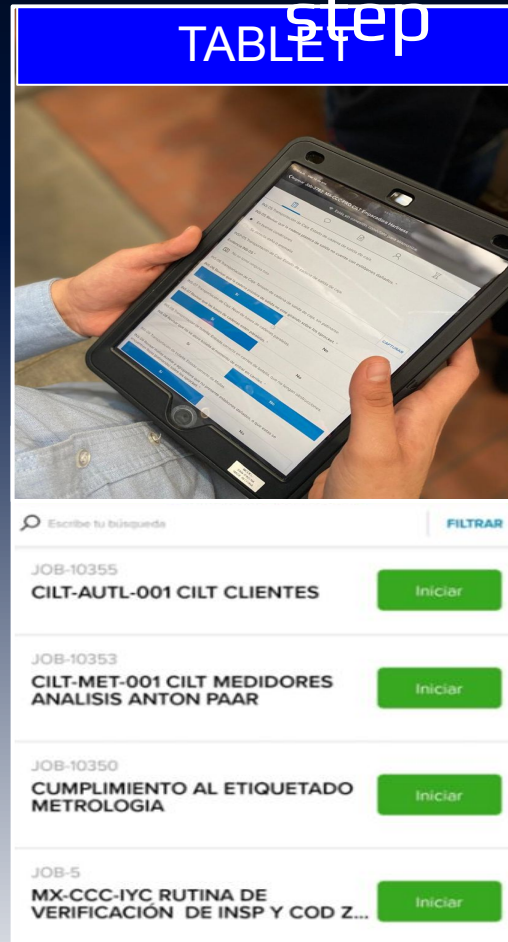
- Quick reaction in case of Recall
- Customer Transparency
- Customer Engagement and Experience

# DIGITALIZATION INITIATIVES

Digitalize all the routines step by

Digitalize  
CILT

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BENEFIT

5

- Optimize Time and avoid Mistakes
- Eliminate Paper Reports
- Allow notices from shopfloor
- All Information can be protected
- Provides Tutorials & Visual Guides
- Generate Reports with POWER BI

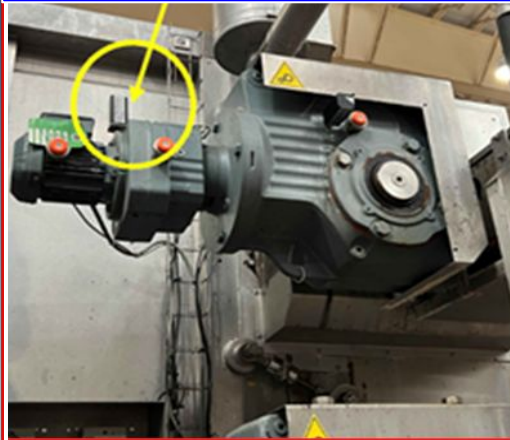
# DIGITALIZATION INITIATIVES

## Predictive Maintenance

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SENSOR



On Line monitoring system using 1500 sensors for 600 critical equipment

- 3-axis Vibration and Temp. Sensors
- Cloud Platform + Control Room

## BENEFITS

- Monitoring the Condition of Asset in Real Time
- Use Machine Learning and AI to Predict
- Alert when Assets Require Maintenance
- Early Indication of Machine Failure



# ENHANCING SUSTAINABILITY ACTIONS

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# SUSTAINABILITY ACTIONS

## Innovative Ideas

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### Water

#### LONG-TERM AVAILABILITY

Ensure sustainable supply of water from aquifers / watersheds where we operate



FARMERS

 **KILIMO** Climate Tech Company

- \* Farmers Adopt Kilimo's Platform for Water Prac.
- \* Design and implement efficient Irrigation Plan
- \* Analyze Efficiency Plan during agriculture cycle
- \* Farmers who Changed Practices get a Comp.

### Energy

#### CO<sub>2</sub> EFFICIENCY

Optimize energy consumption at the facilities.  
Impact in the thermo and electrical power

#### ELECTRICAL



### Waste

#### ENCOURAGE RECYCLING

Uniforms (pants, shirts) which become stained, torn or suffer damages,



RECYCLED UNIFORMS

# SUSTAINABILITY ACTIONS

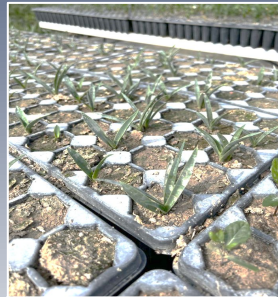
## Eco-System Ideas

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### Eco-System

#### NURSERY GARDEN

Is based on the exchange of recyclable waste from home and they receive a small tree  
Promote segregation at home



ASH TREE



OAK TREE

### Eco-System

#### COMPOST DONATION

Start using compost for nursery garden and green areas. Employees can use this Compost at home



COMPOST

### Eco-System

#### WATERMELON & PUMPKIN HARVEST

Intention is to produce fruits to donate to general dining room and to share with colleagues. Use our compost



PUMPKIN



WATERMELON

# REAL IMPROVEMENT

## Key Performance Drivers

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Q&A  
THANK YOU