Reddi TO SPREAD THE NEWS
CONAGRA BRANDS
FIRST EDITION 2022

REDDI-WIP FEELS THE NEED FOR SPEED

Finding the right balance is the challenge for Automation Engineer Jacob Earnest and his colleagues.

In January, they began to increase Line 2's speed from 264 cans per minute to 288 on a trial basis. Filler Operator LaDonna Templeton helped the line run in excess of 300 cans per minute during her Jan. 19 shift, resulting in more than 10,000 cans produced during that shift.

"It was running great all day," she said, noting that while there were small issues, machine efficiency was greater than 90% during the run.

Templeton congratulated her teammates over her radio during the strong performance. She credited employees across the line, from depalletizer to palletizer.

Earnest said he was "very encouraged" in the trial's early going but added there are "obviously a lot of challenges" related to increasing line speed.

One of the main concerns is synchronizing machines and matching the conveyors' speeds. The line's filler sets the tempo. The conveyor feeding the filler has to be fast enough not to starve the machine. The speed of cans exiting the filler also is an important consideration; if cans exit too fast, they can jam the crimper, which is immediately down line.

Earnest is most encouraged by the teamwork he's seen from operators, maintainers and other personnel.

"Everyone is cooperating and willing to take challenges head-on and help one another," he said.

Earnest is charged with programming machines and collaborating with control technicians who he called "very valuable" in helping make decisions and fine-tuning conveyor speeds. He cited Control Technician Gary Kientz with being highly knowledgeable and experienced.

Pushing machines to their limit is part of continuous improvement. As limits move, employees strive to take them further.

"Its' fun walking that line," Earnest said. "Where there's a will, there's a way; and I am willing to find out how fast we can get the line to run."

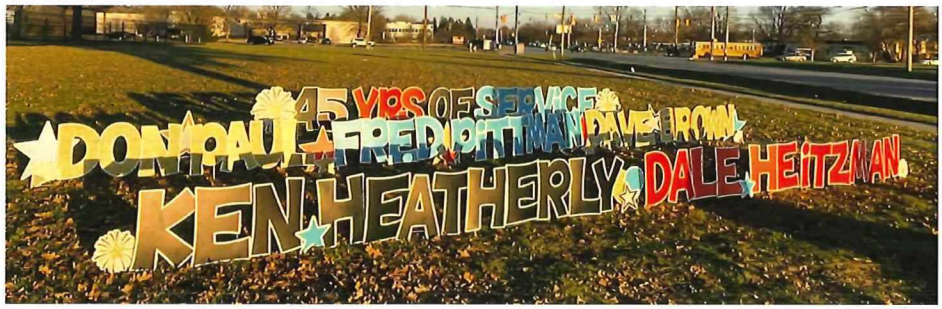
The present trial is for small cans only. As the trial concludes, data will be used to set new standards that will be transferred to Line 1.

From left, Automation Engineer Jacob Earnest and Filler Operator LaDonna Templeton

Members of the 45 CLUB honored

While the pandemic changes the plan, Associate Continuous Improvement Specialist Cherelle Cousin and the Event Team weren't going to let huge milestones go uncelebrated.

Normally, employees who reach 45 years of service fly to corporate headquarters. COVID-19 altered those plans. Instead, five employees with more than 45 years of service were honored at Town Hall West on Dec. 9 with a surprise party.



Employees are honored with a sign recognizing their milestone.

Production Associates Dave Brown, Ken Heartherly and Fred Pittman, Distribution Center Associate Dale Heitzman and Production Supervisor Don Paul all started in 1975. Pittman will be the first to reach 47 years of service; he'll do so July 17. Paul recently retired.

When the honorees arrived, a thank you display was waiting for them outside the plant.

Edible Arrangements were served during all three shifts.

Corporate sent a gift of Omaha Steaks, and the Event Team added a barbecue accessories set for each honoree.

The honorees spoke, and a common theme was appreciation for their co-workers and the significance of respect.

Cousin believes recognition is important to morale and encourages the team.

"We definitely want to honor those who have been so dedicated," she said.

Work stream and committee formed to enhance communication

A communication work stream has been established.

It includes FI Pillar Lead Sarah Akin, Distribution Center Custodian Jim Boles, Human Resources Manager Carla Brouwer, Sanitation Crew Leads John Garrett and Bill Jefferson, and Warehouse Team Lead Jerrod Harrison.

The work stream is the outgrowth of a survey conducted last summer. The feedback received provided a foundation from which enhancements to communication methods will be made. Some action items include the establishment of a communication committee, new bulletin board content posting practices and a focus on Food Safety & Quality (FSQ) and safety communication, including incident investigations.

Plans include leveraging monitors across the plant to aid communication. Ensuring that outlying points of the facility — such as the Distribution Center, Maintenance and Sanitation — are reached with communication also will be a point of emphasis.

The surveys also showed that most employees had positive opinions of town halls and the newsletter.

Brouwer called enhancing communication a joint effort and praised the strong working relationship that's been established between management and labor.

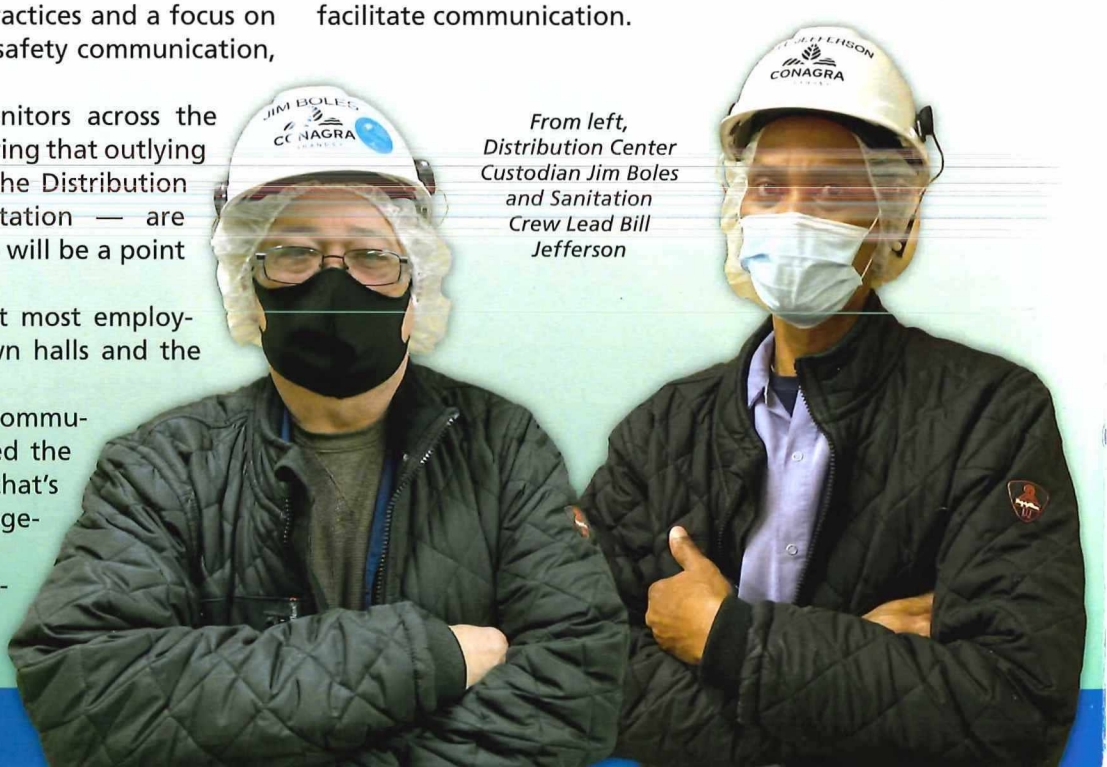
"People have good intentions," she said.

Boles says the present leadership is forthcoming.

"We're in this together," Jefferson said. "Everyone brings something beneficial to the work stream, and everyone wants to be involved."

Boles was motivated to participate, because he wants to ensure everyone is on the same page and receives the same information.

As a union steward, Jefferson often is asked by his co-workers if he can clarify information. He said being a part of the work stream and committee will help him facilitate communication.



From left, Distribution Center Custodian Jim Boles and Sanitation Crew Lead Bill Jefferson

Yield work stream resolving issues

The yield work stream has focused on two projects and have provided strong results.

Nitrous loss tackled

Continuous Improvement Engineer Taylor Duffy describes nitrous loss as a chronic issue throughout the last several months.

She and Engineering Development Associate Danielle Foley, Environmental Engineer Evan Caudill, Second Shift Reddi-wip Team Lead Nick Hammes and Cell 1 Cell Lead Keith Vandewalle set out to address the issue.

New valves reduce yield loss.

Despite small wins, a consistent loss persisted. The team examined the gassers to monitor how many parts per million of nitrous was in the air in their immediate proximity using a detection tool. With Foley operating the tool, they were able to determine significant leaks from the gassers' valves.

During winter break shutdown, replacement parts arrived.

"We saw a huge reduction in parts per million after the valves were replaced," Duffy said. "We've tried a lot of different things, so to track the issue down and address the problem is significant."

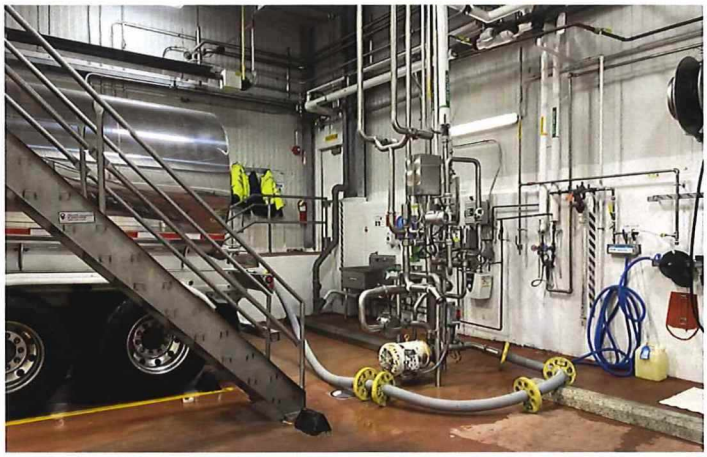
In a corresponding move, the nitrous alarm level was raised from 30 parts per million to 1,000. She said the alarm sounding will be a more novel occurrence and do a better job indicating when an emergent issue actually is at hand.

> "We saw a huge reduction in parts per million after the valves were replaced."
>
> - Continuous Improvement Engineer Taylor Duffy

Cream loss discovery made

A sudden cream yield loss set employees in motion.

In what Duffy described as an "a-ha moment," Finance Team Lead Meredith Jones provided data indicating fat percentage is vital in understanding cream use. When cream has a higher fat percentage, less needs to be used to produce Reddi-wip. What's more, the fat content of cream delivered to the plant in tanker trailers is seasonal. An extended run of high fat content cream helped hide the extent of the yield loss experienced. When fat percentage suddenly dropped, it revealed the issue.



Cream receiving truck bay

In addition to Duffy and Jones, the yield work stream addressing the issue also includes Automation Engineer Jacob Earnest, Cell 2 Process Engineer Allyson Gower, Early Management Team Lead Jordan Panich, Cell 2 and Cell 5 Cell Lead Andrew Saling and Cell 1 Cell Lead Keith Vandewalle.

The employees looked at the entire system and determined that given the extent of the loss any leaks in the raw tank system would be readily apparent in the mix room. The problem had to lie elsewhere.

With Saling having a strong grasp on the history of this issue and work required to tackle it, the team shifted attention to the delivery point, where every day two to three trucks each deliver 48,000 pounds of cream. He knew the challenges of getting all of the cream out of those trucks. It was determined a significant loss was occurring during offloading.

Former Operations Manager Mike Roth had learned from a contact that when cream is transferred, it foams. This prevents full transfer. A pressurized steam push could reduce foam, but there were concerns it would introduce water into the Reddi-wip system, which is problematic. Nevertheless, Duffy and Foley performed trials in which they shook containers of cream and used Sanitation steamers in an attempt to reduce foam.

"We didn't see any benefit," Duffy said. "We felt like we were back in college doing labs."

Presently, the team is considering an air push system to be used during the cream unloading process. After reaching out to truck vendors, they have been advised that other manufacturers have shied away from using an air push system inside tanker trailers due to quality and safety concerns.

Duffy said the team decided the air push would occur as the cream exits the tanker trailer and noted that Panich's expertise was leveraged throughout the process. Quality Team Lead Jordan Strand is ensuring the method is carried out in a sanitary manner that meets regulations.

ENTERING THE SHORTENING GAME

Part of continuous improvement is striving to add value.

Producing shortening used by three Conagra facilities, including the Indianapolis Bakery, is a great way to add value.

With the goal of producing 30 million pounds of shortening annually, Cell 1 Lead Andrew Kozel began work on the project late last summer. More recently, the first sensory trial of plant-produced shortening was conducted at the Bakery, where shortening is used in pie crusts.

Trials at the Bakery proved encouraging.

In addition to being a massive cost savings for Conagra, a successful shortening production operation will help the company control quality and supply chain for a crucial ingredient. The move also will keep Line 6 running routinely.

The process of producing shortening is straightforward. It involves injecting nitrogen into soybean oil and allowing it to crystallize. The mix is then blended, homogenized, bagged and boxed. The challenge: Efficiently producing shortening on a mass scale that is of equal quality to that presently being used and doing it without experience.

Kozel, who essentially was charged with figuring out how to make shortening along with the Early Management team, said the first attempts at production were far from where they needed to be. However, the team is now at a stage where production of shortening is inevitable and only fine-tuning remains. He said the plant presently could handle the 10,000 pounds of shortening that the Bakery needs and that he expects full production capability by fall, which will allow the plant to supply facilities in Russellville, Arkansas, and Council Bluffs, Iowa.

With Research and Development in attendance and a vendor offering advice, Kozel and teammates started with a best estimate of what set points to use.

"An immense amount was learned; and after initial challenges, we now can produce quality shortening," he said.

Engineering Development Associate Danielle Foley has led the trial process and interfaced with the Bakery to create plans. She's pleased with the progress. Her colleagues credit her with ensuring the data that has been the foundation of the project's progress was captured.

While initial trials involved limited SKUs, future trials will be more extensive.

Project Leader Adam Bauer's role now will become more prominent as he leads the effort to upgrade processes. The crystallization process of production requires the product to rest, so readying a massive temperature controlled storage area is necessary.

Line 6 has never had nitrogen hooked up to it, so readying it for mass production is also crucial as are upgrades to blender motors and gearboxes that will aid in efficiently processing the dense product.

Love leverages experience and passion to lead FSQ

Food Safety & Quality (FSQ) Manager Suzanne Love has a passion for food manufacturing and quality that extends back to her time at Purdue University.

The proud Boilermaker earned a degree in food science at her beloved alma mater.

"My studies there are the reason I'm in this career," she said. "I was fascinated by the whole idea of how food is made on a large scale. The industry is very interesting to me, because it based on the chemistry of food."

Her love of science combines with a strong sense of mission.

"Food safety and quality is important to customers and consumers, my family being among those," Love said. "My job requires understanding the product and allows me to make a difference."

In addition to Conagra's reputation, accepting her role at the plant allowed her to move closer to family. After more than a decade with Kraft Foods, Love worked for renowned spice manufacturer McCormick & Company for 15 years, first as a quality manager and then as director of quality operations, which required much travel.

Her time with McCormick has her versed in lean manufacturing, so many of the concepts of Conagra Performance System (CPS) are familiar.

"In my experience, it demonstrates how engaged people can be at all levels of an organization, solving problems and driving results," she said.

Love praised her new teammates for being open and engaging.

"This plant has a great foundation," she said. "We will continue to build on that and act on some opportunities for the sanitation and food safety fronts."

FSQ Manager Suzanne Love

"Food safety and quality is important to customers and consumers, my family being among those."
- FSQ Manager Suzanne Love

Strong sanitation makes extended runs possible

Enhanced quality and sanitation practices aren't just good for consumers.

This also can allow for extended runs, which can boost productivity. Food Safety & Quality (FSQ) Manager Suzanne Love is helping lead the effort to extend Reddiwip runs from 24 to 48 hours by refining and enhancing present practices.

"We have a great foundation with the right programs in place to get there, as well as the knowledge to enhance processes," she said.

An extended run plan was developed in November. While runs are slated to be extended by mid-March, doing so will require executing some final steps and making sure processes are well documented with verified results.

Sanitation procedures and their execution across all shifts are being examined. A sanitation work stream was created and includes Cell 1 Lead Andrew Kozel, Sanitation Manager Grant Pajak and Quality Team Lead Alisha Hull.

"Everyone performing Sanitation tasks has been open to showing us how and why they do things," Love said, noting that they've been accepting of feedback about how to make enhancements.

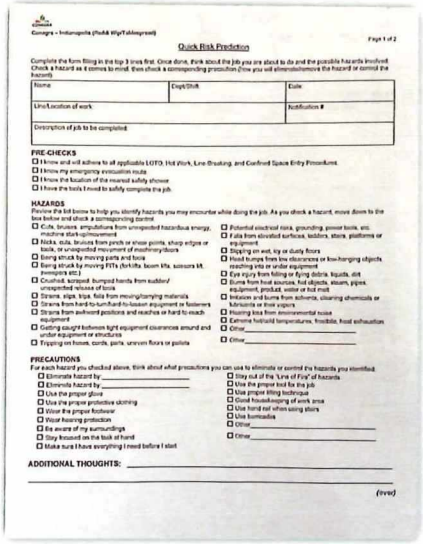
The goal is running a standard process with results that are validated to eliminate food safety risks. Once that's established, contingencies for the unexpected, such as unscheduled maintenance activity, can be developed.

"Everyone performing Sanitation tasks has been open to showing us how and why they do things."
- FSQ Manager Suzanne Love

Quick risk predictions help techs envision safety

Before starting jobs, maintenance technicians are being asked to warm up their brains and prepare to work safely.

Environmental, Health & Safety (EHS) Manager Braylon Perry said quick risk predictions have a strong track record of enhancing safety; he's presently training technicians on their use.



Quick Risk Prediction

Page 1 of 2

Complete the form filling in the top 3 lines first. Once done, think about the job you are about to do and the possible hazards involved. Check a hazard as it comes to mind, then check a corresponding precaution (how you will eliminate/remove the hazard or control the hazard).

Name	Dept/Shift	Date
Line/Location of work		Notification #
Description of job to be completed		

PRE-CHECKS

- ☐ I know and will adhere to all applicable LOTO, Hot Work, Line Breaking, and Confined Space Entry Procedures.
- ☐ I know my emergency evacuation route.
- ☐ I know the location of the nearest safety shower.
- ☐ I have the tools I need to safely complete the job.

HAZARDS

Review the list below to help you identify hazards you may encounter while doing the job. As you check a hazard, move down to the box below and check a corresponding control.

- ☐ Cuts, bruises, amputations from unexpected hazardous energy, machine start-up/movement
- ☐ Nicks, cuts, bruises from pinch or shear points, sharp edges or tools, or unexpected movement of machinery/tools
- ☐ Being struck by moving parts and tools
- ☐ Being struck by moving FITs (forklifts, boom lifts, scissors lift, pumpjacks etc.)
- ☐ Crushed, scraped, bumped hands from sudden/unexpected release of tools
- ☐ Strains, slips, trips, falls from moving/carrying materials
- ☐ Strains from hard-to-turn/hard-to-loosen equipment or fasteners
- ☐ Strains from awkward positions and reaches or hard-to-reach equipment
- ☐ Getting caught between tight equipment clearances around and under equipment or structures
- ☐ Tripping on hoses, cords, parts, uneven floors or pallets
- ☐ Potential electrical risks, grounding, power tools, etc.
- ☐ Falls from elevated surfaces, ladders, stairs, platforms or equipment
- ☐ Slipping on wet, icy or dusty floors
- ☐ Head bumps from low clearances or low-hanging objects reaching into or under equipment
- ☐ Eye injury from falling or flying debris, liquids, dirt
- ☐ Burns from heat sources, hot objects, steam, pipes, equipment, product, water or hot melt
- ☐ Irritation and burns from solvents, cleaning chemicals or lubricants or their vapors
- ☐ Hearing loss from environmental noise
- ☐ Extreme hot/cold temperatures, frostbite, heat exhaustion
- ☐ Other_____
- ☐ Other_____

PRECAUTIONS

For each hazard you checked above, think about what precautions you can use to eliminate or control the hazards you identified.

- ☐ Eliminate hazard by_____
- ☐ Eliminate hazard by_____
- ☐ Use the proper glove
- ☐ Use the proper protective clothing
- ☐ Wear the proper footwear
- ☐ Wear hearing protection
- ☐ Be aware of my surroundings
- ☐ Stay focused on the task at hand
- ☐ Make sure I have everything I need before I start
- ☐ Stay out of the "Line of Fire" of hazards
- ☐ Use the proper tool for the job
- ☐ Use proper lifting technique
- ☐ Good housekeeping of work area
- ☐ Use hand rail when using stairs
- ☐ Use barricades
- ☐ Other_____
- ☐ Other_____

ADDITIONAL THOUGHTS: _____

(over)

A quick risk predictions form

Perry said the nature of their work makes using the tool a good fit, but the potential for expanding the use exists.

Perry believes the forms' greatest value is in aiding employees in identifying potential hazards with potentially high-risk and unfamiliar tasks and helping them think though corrective actions or solutions to mitigate or eliminate exposure.

"It increases safe behaviors and promotes stronger decision making," he said.

Are you engaged in Environmental, Health and Safety?

Drive engagement by becoming a...

- Safety Committee Member
- EHS Pillar Member
- Sustainability Team Member

And drive engagement through the following activities:

- Taking on a AMD EHS role
- Conducting Daily Risk Predictions
- Updating EHS procedures
- Reporting a near miss
- Creating or updating a Job Safety Analysis
- Reporting EHS defects
- Leading daily stretches
- Getting involved with EHS Unified Problem Solving
- Conducting Safety Inspections
- Training/mentoring EHS tasks
- Obtaining or renewing first aid/CPR certification
- Lead a Shift Huddle Safety Topic
- Perform Ergonomic Assessments

Thank you cards are here! Do you have a co-worker whose done something you appreciate? Stop by Human Resources and pick up a thank you card and share how you feel with them.

Congratulations to those celebrating milestones between January and June

Service ANNIVERSARIES

40+ Years

Dennis Craig Sr.
Jeff Parks
Victoria Smith

30+ Years

Adrian Clarke
William Jefferson
John Powell

25 Years

Cherelle Cousin
Jacqueline Grier-Ray
Dean Griffin
Danny Kingery
Kimberley McGill
Daryl Nibbs
Michael Person
Becky Rigdon-Jones
Stanley Scott
Scot Smith
Carmen Tyler
Gary Wampler

15 Years

Amanda Cousin
Robert Green

10 Years

Kevin Garner
Alisha Hull
Fanny Macias
Robin McKinney
Mark Richmond
John Rouleau
Robert Wilson

5 Years

Trevor Adkison
Donaldo Canizales
Joseph Coker
Samuel Garriott Jr.
Troy Hardister
Kenneth Jones
Mayco Ordonez Azanon
Marshall Starks
Dan Witt

1 Year

Israel Calhoun
Taylor Duffy
Tony Geib
Tracy Graham
Patrick Meadors
Katelyn Race
Michael Steadman
Evodio Velasquez

Employee RECOGNITION

Recognition list for individuals or teams

Richard Aung
David Brunner
Evan Caudill
DC Team
Carson DeJoode
Mike Gray
Richard Green
Tamara Hollis
Bill Jefferson
Carl Jordan
LDR Pillar Team
& Cell Teams
Sara Mengsteab
Johnny Motley
Angela Murray
John Powell
Mark Richmond
Brian Sanders
Dave Smitherman
Gary Taylor
Kimberly Wafford
Eric Wagner
Robert Wilson
Sharon Woods

Recent/ Upcoming RETIREMENTS

Pam White
Richard Loyal
Ken Heatherly
Bruce Brown

Staniszeski joins HR

Human Resources Specialist Rebecca Staniszeski has found her calling.

The May graduate developed a taste for human resources after deciding to major in health sciences and administration at Indiana State University. During two consecutive summer internships with a food manufacturing company, she decided to try something different: human resources.

"I really liked the recruiting aspect," she said.

Staniszeski also enjoyed working in a food manufacturing environment. When she became aware of an opportunity with Conagra, it appealed to her for more reasons than one.

"Diversity in the world is very important, and I wanted to work for a company that values it," she said. "Here at the plant, we have people from different backgrounds working in different positions."

Staniszeski, who notes integrity also is a value she holds in common with the company, was familiar with Conagra's brands before joining the company. Healthy Choice is her personal favorite.

"Working for a company that makes a product I really enjoy makes me feel good about myself," she said. "My family enjoys Conagra products as well."

Staniszeski hopes someday to become a human resources generalist and possibly continue her education.

Away from work, she enjoys camping with her parents and other outdoor activities such as hiking and kayaking.

Human Resources Specialist Rebecca Staniszeski

Team comes together to celebrate

Winter Celebration was Dec. 15.

All three shifts celebrated the holiday season and time with their work family.

While employees enjoyed an ugly sweater contest, the Pictionary-like game Winter Song Riddle Game was the hit of the party. Numerous prizes, such as Conagra swag and treat-filled gift bags, were won either through the games or drawings.

Exempt employees

Continuous Improvement Engineer Taylor Duffy in her ugly sweater.

While the food selections were modified due to the pandemic, a new caterer was welcomed and served smoked meatloaf, garlic cream chicken, mac and cheese, salad and rolls.

Due to staffing issues, the caterers were short-staffed.

"Without hesitation, the Event Team members gloved up and helped them serve to keep the lines moving," Associate Continuous Improvement Specialist Cherellle Cousin said. "The Event Team never ceases to amaze me."

The celebration, which occurred in Town Hall West, started on third shift, which had two sessions to allow for social distancing. First shift had three sessions, and second shift had two as well.

Continuous Improvement Engineer Taylor Duffy volunteered for all sessions to help ensure the celebration was fun for everyone.

"That's just who she is," Cousin said.

Production Supervisor Don Paul's retirement also was recognized during the event.

Event Team Members:

Continuous Improvement Manager Jermell Williams
CSD Coordinator Marci Smith
Continuous Improvement Engineer Taylor Duffy
Maintenance Manager Jordan Panich
Production Associate Amanda Cousin
Sanitation Associate Buffy Crutchfield
Production Associate Carl Jordan
Production Associate LaQuonda Brooks
Production Associate Jackie Ray
Sanitation Crew Lead Sam Thompson
Production Associate Larry Lloyd
Production Associate Chiquita Witherspoon
Associate Continuous Improvement Specialist Cherelle Cousin
Honorary member who assists with set up and teardown
Reddi-wip Crew Lead Bill Jefferson

Conagra Brands Indianapolis appears under direction of Ken Dobin, plant manager. For news coverage, contact Tom at the newsletter office by phone 402-475-6397, fax 402-475-6398, mail information to 122 S. 29th St., Lincoln, NE 68510-1403, or email tom.johns@newslink.com. This material is intended to be an overview of the news of the plant. If there are any discrepancies between this newsletter and any collective bargaining process, insurance contracts or other official documents, those documents will govern. Conagra Brands continues to maintain and reserves the right, at any time, to alter, suspend, discontinue or terminate all plans and programs described in this newsletter. This newsletter is not an employment contract or any type of employment guarantee. Thanks to everyone at the Indianapolis plant for taking time to contribute to this newsletter, including but not limited to, Sarah Akin, Cherelle Cousin, Taylor Duffy, Danielle Foley, Suzanne Love and Leidy Trujillo.

RISE and shine

It's time for employees to RISE and submit their ideas.

Open to all employees, the Reduce Incidents Sustain Excellence (RISE) program is designed to drive innovation and continuous improvement through collaboration and networking with the goal of sustaining program excellence and reducing cost and incidents that lead to recall risk.

RISE provides the opportunity for ideas from hourly employees to rise to the top to support and drive food safety culture.

"I think it's a fantastic opportunity for folks to help resolve issues and get recognition," FSQ Manager Suzanne Love said. "Employees know the plant and product and where there are opportunities for enhancement."

Five food safety categories have been identified for program focus:

- Report Risk and Respond
- Clean and Sanitize
- Inspect, Label, Separate and Store
- Wash and Wear
- Identify, Protect and Defend

Employees can submit ideas via an idea card. Once received, the RISE committee will review its scope and application. Subject matter experts may be assigned or partners recommended.

Employees with ideas for program improvement are encouraged to partner with someone from another department or plant to develop their idea.

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Discovery saves day

Environmental Engineer Evan Caudill saw a major problem on the horizon.

Regulators cap emissions the plant can produce; he calculated that the plant would breach its ethanol limit requiring it to shut down.

While production was slowed in response to the issue, Caudill's actions helped significantly mitigate it and pave the way for a much brighter future.

The synthetic vanilla flavoring used in many SKUs that saw increased production includes ethanol, which helps bond the ingredients. Ethanol volatilizes into the atmosphere where it reacts with existing particles and creates ozone. While ozone is part of the upper atmosphere, at lower levels it is problematic and must be limited.

Caudill, who tracks emissions and reports them quarterly to the Indiana Department Environmental Management, saw in August that the plant was headed for major unplanned downtime in January and February. He sounded the alarm. In November, a mass balance test was performed; it indicated 20% of the ethanol the plant was believed to be emitting actually remains in cans. This opened the door for a successful permit revision soon after.

"It was a good exercise," Caudill said. "There was a whole lot of math. We received significant help from the corporate team and were very fortunate to get it done. A crisis was averted, and we did not have to shut down."

The process was a joint effort with Platform Environmental Director Adam Platt, who is based in Omaha. Caudill also praised regulators for quickly processing the permit revision.

Research is being performed to source a vanilla flavoring that has less ethanol.