

TO SPREAD THE NEWS

SECOND EDITION 2019

AMD Line 30 filler team completes Step 3 audit

Teamwork has helped bring a two-year journey to a close.

The AMD Line 30 filler team was led by CSD Specialist Karen Coe and included Filler Operator Dorothy Hill, Sanitation Associates Buffy Crutchfield and Kyle McGuire and CSD Specialist Marci Smith. They long ago completed Steps 1 and 2 by returning the machine to base condition, eliminating sources of contamination and addressing hard-to-reach spaces while reducing stops for each step. The team established lubrication standards in compliance with Step 3, but it was unable to reduce stops to complete the step until recently. Solving material issues cleared the way for completion of Step 3.

Leading an AMD team for the first time, Coe was

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Focus key to Line 30 beating efficiency goals

A successful Autonomous Manufacturing Development (AMD) audit for Line 30 filler on March 27 required diligence.

"The main thing was re-focusing and watching every single day to close gaps and ensure we met our goals," said Maintenance Planner Ryan Neal.

Recent efficiency for the line was 85 percent, well above goal.

To complete an AMD step, a line must be kept stable for four weeks after a requisite reduction in stops. Extra effort was required to accomplish the feat. The loss tree, which lists planned and unplanned downtime, was pulled daily instead of weekly to aid focus. AMD tools were used to reduce stops, including a UPS on film breaks.

Neal credits line monitoring and time management as major factors in the team's success. He believes having the right focus involves realizing that every detail can't be

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From left, Filler Operator Dorothy Hill, Sanitation Associate Kyle McGuire, CSD Specialists Karen Coe and Marci Smith, and Sanitation Associate Buffy Crutchfield

What are you taking away from this AMD journey?

"AMD teaches you to look at the line a little differently, keep your eye out for certain defects and go a step further."

— Sanitation Associate Kyle McGuire

"We came together as a team and learned not to put limitations on what we can accomplish."

— Sanitation Associate Buffy Crutchfield

"F-tags have been important in helping to reduce stops. It's satisfying to see the line run better. The filler — that's my baby."

— Filler Operator Dorothy Hill

Servo project eliminates stops

After an extended development process, the servo project on Lines 30 and 33 is complete.

Communication faults on Line 30 and 33's fillers, which previously accounted for more than half of the line's faults, have been eliminated. Thermal overload faults, nearly a third of previously documented issues, have been 94 percent eliminated.

Cell 4 Maintenance Planner Johnny Henry said substantially addressing those faults should boost efficiency and help the plant reach its Compelling Business Need (CBN) goals. Before the project, expensive servos and related equipment were frequently replaced, so those costs should be greatly decrease.

Last fall, a new servo assembly featuring a separate actuator was put to use on Line 33's filler. Once the replacement was deemed successful, the machine's three



Line 33 filler actuators and servos

other servos, and their power and communication cables, were replaced in October. Line 30 filler's four servos and power and communication cables were later replaced in January.

Most recently, Lines 30 and 33's control cabinets were reconfigured with shunt modules to prevent high-voltage spikes from damaging the communication cables between the servos and the control cabinet.

The old painted carbon steel servos were previously combined with actuators. Now separated, the new servos and actuators are all stainless steel, which enhances food safety by eliminating exposure to possible contamination.

A filler programming issue that caused the servos to over amp while in idle also was addressed.

The last part of the project was double-checking the system on April 11.



Maintenance Planner Johnny Henry

AMD Line 30 filler team completes Step 3 audit

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proud of her teammates.

"We worked hard to get to this point," she said. "It's continued to run well. We're on the right path."

A sustaining team will be formed to be in charge of ensuring the line continues to progress, as is the case with other machines that have completed Step 3.

Employees will be aided by a foundation of data and processes; they now can draw on Line Event Data System (LEDS) data to address issues. Coe believes continued buy-in from employees will be necessary to ensure AMD's success.

The team credited Line Technician Garry Stein, Sanitation Associate Malaika Slater, Maintenance Planner Ryan Neal and AMD Pillar Lead Jermell Williams for their support.

It was a rewarding journey for Smith, who is now part of a new AMD team, Line 15 Benhil.

"I gained a lot of knowledge," she said. "It was neat seeing everyone pitch in ideas and have the same drive for success."

Focus key to Line 30 beating efficiency goals

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immediately addressed. Neal regards prioritizing top losses and proper allocation of resources as keys to reducing stops.

Getting Line 30 filler to pass the audit was a challenge.

"It's a long-standing goal and was satisfying to achieve it," he said. "Step 3 is monumental and speaks directly to reaching the [Compelling Business Need] goals. It was a team effort."

Neal will now focus on Line 31 filler and case packer, which will simultaneously undergo the AMD journey. It's a new development he believes will be beneficial.

Service ANNIVERSARIES

45 years
Raymond Hotseller

25 years
Clayton Kierce

15 years
Joe Ingle

10 years
Gary Kientz
Larry Lloyd
Gary Taylor

5 years
Nichelle Wise

1 year
Fatima Adedeji
Jeffrey Bendt
Carla Brouwer
Sulema Clayton
Sean Corkhill
Gabriel Craig
Zerome Curry
Jim Dobbs

Koramanti Hayden
Scott Jenson
Kevin Mathis
Raymond Smith
Dywayne Smith
Hollie Webb
Tiya Woods

Recent RETIREMENTS

45 years of service
Fred Ward

39 years of service
Belinda Evans

22 years of service
Lucretia Harden

15 years of service
Joe Ingle

11 years of service
Lamar Hardy

Baler a green, cost-saving machine

An environmentally greener option should help the plant save some greenbacks as a powerful new cardboard baler is now the centerpiece of its developing recycling center.

Warehouse Manager Ken Newman said he is impressed by the baler because it enhances safety, boosts efficiency, cuts costs and lowers the plant's carbon footprint. He also called its location an "ideal point of use," as it's situated in the FMC corridor, which is central to Table Spreads and Reddi Wip.

Newman noted the baler can turn as many as seven Gaylord containers of cardboard into a single 2,000-pound bale, allowing a semi-trailer to be packed closer to its 45,000-pound capacity.

Fuller loads should mean fewer trips to the recycling facilities, reducing transportation expenses and carbon emissions from trucks. It also saves on the cost of purchasing more Gaylord boxes, as the cardboard is no longer transported in these containers.

Newman also said the labor

previously used on cardboard handling can now be directed to productivity increasing activities.

Senior Safety Specialist Troy Weber, in turn, described the baler as user-friendly and a tremendous safety enhancement. He notes that it reduces the

potential for overexertion injuries and point of contact incidents.

Newman and Weber agreed that Dry Goods/Warehouse Team Lead Trevor Adkison has been instrumental in coordinating operator training and material flow.

"It's exciting," Adkison said. "It's a great opportunity to save a lot of money."

To date, a group of Table Spreads



The baler

and Warehouse employees and sanitators have viewed a manufacturer's demonstration and participated in a training presentation. CSD Pillar members also trained the Reddi Wip employees who will work with the baler.

A job safety analysis, commissioned well before the final testing, determined the need for high-impact LED lights and concave mirrors. Angle irons also were removed from the nearby floor, and traffic patterns were established to ensure the highest level of safety.

In addition to Adkison, Newman, and Weber, EHS manager Jeff Reinke and Plant Inventory Lead Richard Green were closely involved with the project.



From left, Senior Safety Specialist Troy Weber, Dry Goods/Warehouse Team Lead Trevor Adkison and Warehouse Manager Ken Newman

Boot camp a success

Learning Congra Performance System's (CPS) various tools is key to achieving the Compelling Business Need (CBN) goals.

That's why the Focused Improvement (FI) Team identified and invited several employees across various work groups to attend a FI boot camp that occurred Feb. 11-14. Other employees who also were interested in learning more about capability-boosting tools such as UPS, WPI, workpoint analysis and failure mode, effects and criticality analysis (FMECA)

attended as well.

One of the boot camp's goals was for attendees to become Subject Matter Experts (SMEs) and teach others.

"These are problem-solving skills anyone can use, and it was really good to get hourly employees involved," said Continuous Improvement Specialist Elena Schneiderhan

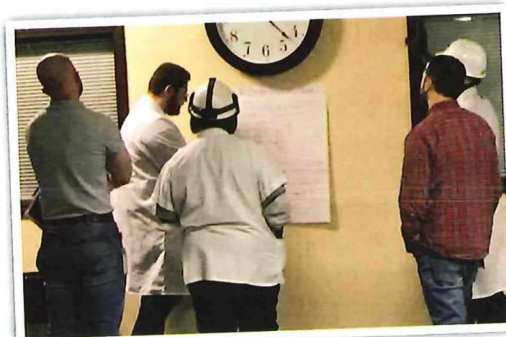
The FI Team, including Schneiderhan and fellow Continuous Improvement Specialists Jen Richardson and Robert Wade, and FI Pillar Lead Sarah Akin, led employees in class-

room-style presentations in Town Hall West.

Afterward, attendees applied



Employees discuss Line 22 capper kick-offs.



Employees take part in a Focused Improvement boot camp.

their recently learned knowledge to solve actual problems on the production floor and make enhancements as part of ongoing projects targeting key losses.

"It went really well," Schneiderhan said. "There were a lot of key take-aways for attendees and facilitators."

In addition to equipping employees with efficiency enhancing tools, Schneiderhan believes the boot camp was a learning experience for FI Team, which should boost the effectiveness of their future training events.

New condensers installed

Three-hundred-and-fifty tons of crane power were used to remove and replace four rooftop condensers that were nearing the end of their useful life.

Project Manager Curt Sutton said the new high-efficiency units have a larger capacity and fit within the previous equipment's existing footprint. The new condenser fans also feature variable frequency drives, ensuring they run at the minimum speed necessary to maintain the refrigeration system's proper discharge pressure.

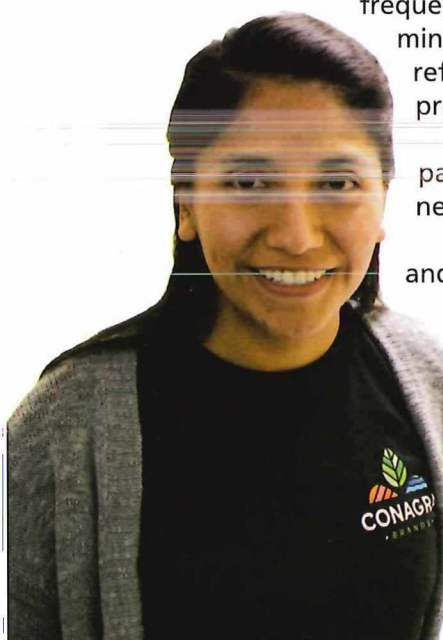
Sutton called the efficiency and capacity boosts a bonus in replacing the nearly 25-year-old equipment.

Crane preparation began March 14 and required a barricade. The plant was shutdown March 15-16. All 10 of the required lifts for the condensers and related scaffolding were completed March 15. Project Manager Maurytania Lagunas led the effort, and the plant's stationary engineers also were on hand to help.

Project Manager Maurytania Lagunas



One of 10 lifts



Serrano arrives from Bakery

While Production Associate Moises Serrano arrived from the Bakery with leadership experience, his new role in Table Spreads provided him with the opportunity to learn from tenured employees such as Production Associate Alex Reyes.

But, in a matter of a few short months, Serrano was up to speed and mentoring others, including Trainee Xochitl Hernandez, while working the tub lines.

"I'm still learning, but I can run this line," Serrano said. "I look forward to teaching others."

Serrano noted he's been fortunate to have had good mentors in the Bakery and Table Spreads, and now desires to pay employees' personal investments in him forward by helping the company grow and meet its goals. He believes his communication skills, which includes being bilingual, are an asset that will help

Fast facts:

Moises Serrano

- A Philadelphia native.
- Has lived in Indianapolis since 1998. "It's a good culture and growing city," he said.
- Has one grandson, Camaron, 3.

him successfully teach others and ensure they're all on the same page. Properly using lockout tagout procedures and wearing PPE are among the first things he wants to instill in newer employees.

"Safety is No. 1," he said.

Quality and efficiency also are important to Serrano. Diligently scanning his line is one way to help ensure both. Every half hour, he checks weights and code dates.

Having worked as a coordinator in the Bakery,

Serrano is still adjusting to new atmosphere, culture and product. His goal is to earn a management role.

"This is a good place to gain experience," he said.

From left,
Trainee Xochitl
Hernandez and
Production
Associate
Moises Serrano



In
CONVERSATION

with Alex Reyes

What are you up to?

"I'm teaching two new people from the Bakery. I enjoy taking a leadership role. I also helped train Moises Serrano on Table Spreads. He's friendly and respectful. He picks things up quickly, and he wants to work."

What's the most important thing to running the line well?

"There are a lot of things, such as positioning the bowls properly. If you do it right, the line will run well. If you do it wrong, you're going to get a stop. When the line is stopped, it's important to let the heaters rise to avoid film breaks. To avoid a longer

stop or loss, you have to take your time."

What can you do to avoid stops or minimize stops when they happen?

"I just try to find the problem. I'll ask Maintenance. You look for solutions and do what you can to control it."

Why is it important to make sure the product is sealed properly?

"If a customer takes a product home and it's already open, no one will want to buy it again. You want to avoid the consumer having a bad experience."

What do you teach others about safety?

"Always lock it up. If anything jams, even if it's a simple thing, always take the time to do it the safe way."

What's something you enjoy about work?

"I enjoy learning new things every day."

What do you do on your time off?

"I fix things in my house. Recently, I did the tile. I also built a fence for my 2-year-old husky, Frosty. My shift ends at 3 a.m., and when I get home, he still wants to play."

Morris enjoys problem-solving

Cell 2 Process Engineer Dustin Morris knows food manufacturing, people and machines.

Having initially gravitated toward engineering as a vocational focus, his most recent job was, as he described it, a "hybrid role." Developing and utilizing his people skills in a management position, he helped produce the modified cornstarch that's used in many products. Morris welcomes the opportunity to hone and expand his engineering skills while engaging employees.

"I enjoy taking measurable steps to solving a problem."

-Cell 2 Process Engineer Dustin Morris

As the main engineering support for the Reddi Wip mix room, he aids the reception of liquid ingredients, preparation of the mix and pasteurization, and its delivery to the fill room.

"I enjoy taking measurable steps to solving a problem," he said.

One of his recent successes involved correcting a batching process-related issue as an important heat exchanger, which keeps the mix in the batch tanks at an appropriate heat to properly dissolve ingredients, was getting too hot.

Morris investigated the issue and developed a plan with a contractor who programs related controls.

They were able to correct the issue by adding an additional water flush, which cooled down the heat exchanger.

Morris enjoys communicating with operators to troubleshoot problems.

"I can learn more by drawing on others," Morris said. "They have a lot of observational knowledge and can tell you exactly what's going on in a process."

With many veterans on staff, from operators to mechanics, he appreciates the plant's supportive culture.

"Operations and maintenance work so well together, and everyone takes an ownership attitude," Morris said.

New Golden Ticket program

The Golden Ticket program has been updated.

As the program now allows peer-to-peer and hourly-to-salaried nominations, any Conagra employee can nominate any fellow Conagra employee.

Employees are encouraged to nominate someone who has gone above and beyond in demonstrating Conagra Values.

To nominate someone, simply fill out one of the Golden

Ticket program submission cards in the break rooms and put it in the nearby drop box. Briefly describe why the person you'd like to nominate deserves a golden ticket. The submissions will be reviewed every Thursday.

THE CONAGRA WAY

OUR VISION

Conagra has the most-energized, highest-impact culture in food. Our people persistently challenge and disrupt marketplace/business conventions and we are respected for our great brands, great food, great margins and consistent results.

OUR MISSION

Overhaul Conagra's portfolio, capabilities and culture to accelerate growth, improve margins, strengthen brand equities and maximize value creation.

OUR TIMELESS VALUES

INTEGRITY	EXTERNAL FOCUS	BROAD-MINDEDNESS	AGILITY	LEADERSHIP	RESULTS
<i>Doing the right things and doing things right.</i>	<i>Centering on the consumer, customer, competitor and investor.</i>	<i>Rejecting silos and embracing disciplined curiosity.</i>	<i>Converting insights into action with the speed of an entrepreneur.</i>	<i>Simplifying, making decisions, inspiring others and acting like an owner.</i>	<i>Leveraging a "refuse to lose" obsession with impact and value creation.</i>

OUR VALUES IN ACTION

*Be courteous and use insights to deliver value • Trust and inspire trust • Play the role of teacher, coach and students
Collaborate, debate and decide • Commit and deliver with impact over activity • Focus on what's right vs. who's right
Have a bias for action and course correct when you miss the mark • Leverage differences to make the difference*

In addition to being able to select a Conagra item from the treasure chest, all hourly Golden Ticket winners will be placed into a drawing each quarter, and the winner will receive one paid day off!

Quality, people give Hill 'purpose'

While technological advancements have changed the ins and outs of her workday throughout the past decade, some things, such as quality teammates, have remained a constant for Filler Operator Dorothy Hill.

For example, Hill said she enjoys working with fellow Filler Operator Ton Unrue, who she's teamed up with for the last year.

"He's awesome," she said. "He loves to work, pays attention and has picked things up so well."

It's the plant's work environment that Hill values most. In addition to making table spreads, she's made a number of friends. She credits strong relationships with helping to build a quality environment.

"It's important to trust your co-workers," she said. "You might need them one day."

Hill reports that Line 30's filler, her

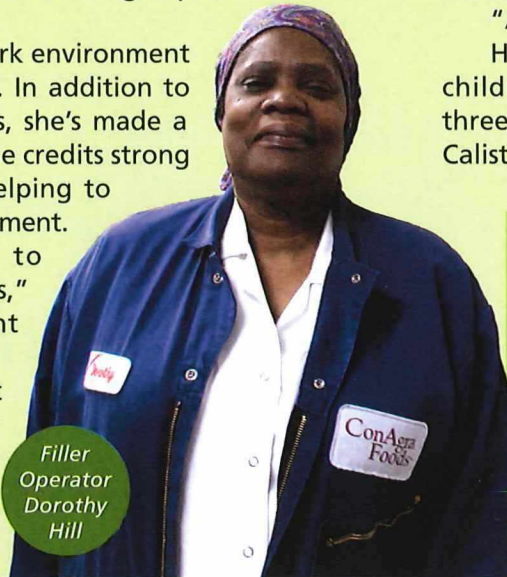
machine, is running well, which has her especially enthusiastic.

"My job gives me purpose," she said. "For me, it's a dream job. Producing quality products, that's my pride. I'm investing in myself. I want to see all the machines pass [Autonomous Manufacturing Development], so there are plaques everywhere."

Hill credits her parents with instilling a strong work ethic, noting she entered the workforce at 16.

"And I haven't stopped," she said.

Her hard work has helped her provide for her children, Carl Sanders and Toniecha Ross. She has three grandchildren, Orlando, 12; Alexander, 10; and Calista, 3.



Filler
Operator
Dorothy
Hill

"Producing quality products, that's my pride. I'm investing in myself. I want to see all the machines pass AMD so there are plaques everywhere."

-Filler Operator Dorothy Hill

In
CONVERSATION

with Chad Souders

What do you enjoy about your work?

"We try to make a more reliable product with regularly scheduled maintenance."

What do you like about your work environment?

"The people and diversity — we have a big group of people from different backgrounds who all come together for a single task."

What's a good day at work like?

"A good work day is one where we don't have to fight fires, and we're moving product, so you know you've done your job."

What would you like to say about safety?

"It's the most important part of our job. If we don't perform in a

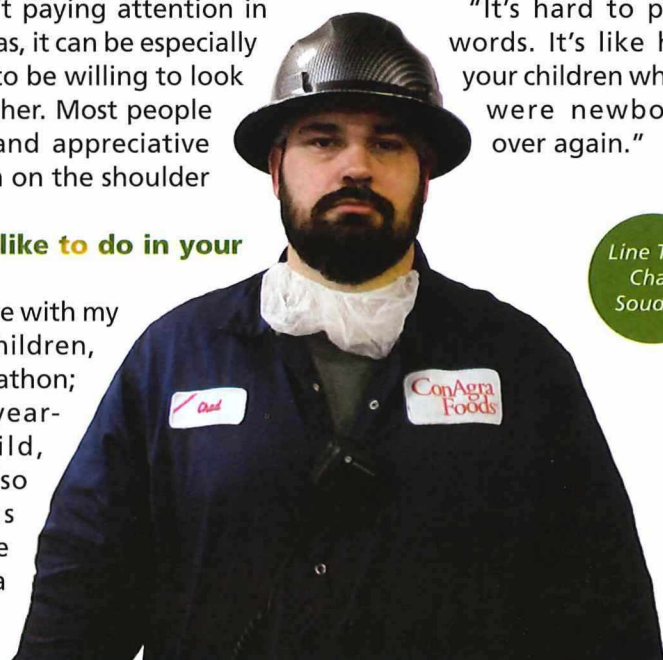
safe manner, someone can get hurt. If someone isn't paying attention in high-traffic areas, it can be especially risky. We have to be willing to look out for each other. Most people are receptive and appreciative if you tap them on the shoulder about safety."

What do you like to do in your time off?

"I enjoy time with my wife, Linda; children, Alyssa and Jonathon; and my one-year-old grandchild, Aleena. I'm also a big sports guy, and I love cars. They're a passion."

What's being a grandfather like?

"It's hard to put into words. It's like holding your children when they were newborns all over again."



Line Tech
Chad
Souders

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, Carla Brouwer, Johnny Henry and Elena Schneiderhan.

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Panich envisions 'world-class maintenance'

PM Pillar Lead Jordan Panich is ready to take ownership in his new role.

"My responsibility is to own the systems and processes associated with equipment maintenance," said Panich, who plans to champion best practices, Conagra Performance System (CPS) tools and consistency.

Panich has a varied vocational background anchored in engineering, and previously worked for a family-owned popcorn company, a global conglomerate and pharmaceutical giant.

He credits strong mentors and his professors at Purdue University, where he studied mechanical engineering, with helping him develop his talents and leadership skills. His experiences have him well versed in the plant's technologies and techniques.

"I've learned a lot about how to make aggressive changes, influence a business and adapt to the market," he said.

Panich recently has honed in on maintenance reliability as an area of focus.

"It's what I've gravitated toward," he said. "I'm a hands-on, practical person."

Having benefited from mentors, Panich

has a strong interest in guiding those interested in advancement. He believes that teaching someone how to understand day-to-day challenges and approach new ideas and tools are keys to being a quality mentor.

"It boils down to saying 'here's what we're trying to do and here's why it matters,'" Panich said. "As a resource, I want to make sure what I do adds value."

Driving culture enhancement efforts is important to Panich, who believes a proactive approach typifies the Conagra Performance System (CPS).

"You have to envision, 'what does world-class maintenance look like'," he said.



PM Pillar Lead Jordan Panich believes being proactive through planned maintenance is central to CPS and keeping lines running efficiently.

"I've learned a lot about how to make aggressive changes, influence a business and adapt to the market."

-PM Pillar Lead Jordan Panich

PM Pillar Lead
Jordan Panich