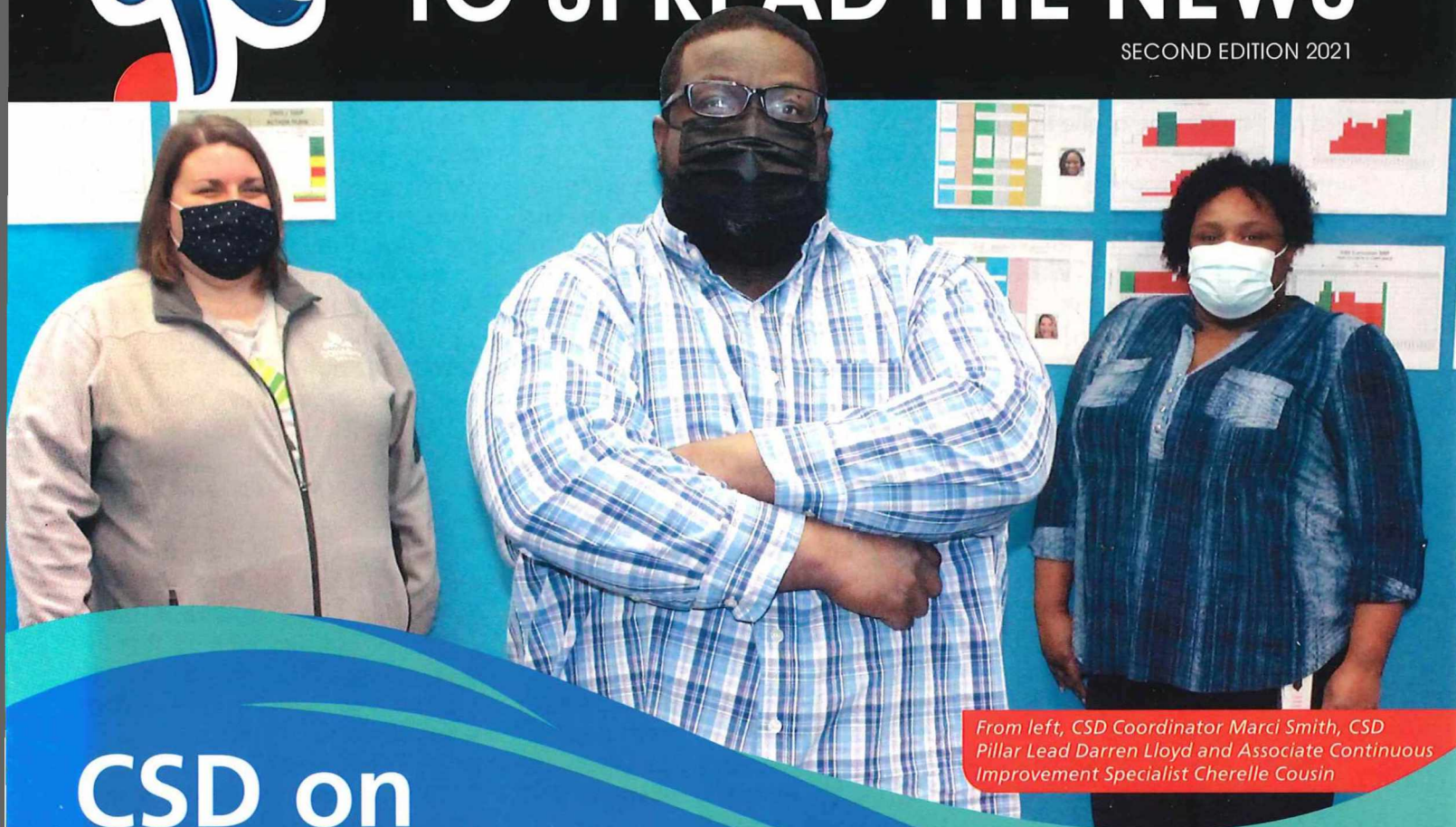




TO SPREAD THE NEWS

SECOND EDITION 2021



From left, CSD Coordinator Marci Smith, CSD Pillar Lead Darren Lloyd and Associate Continuous Improvement Specialist Cherelle Cousin

CSD on path to Phase 1

Continuous Skills Development (CSD) is on track.

Associate Continuous Improvement Specialist Cherelle Cousin, CSD Pillar Lead Darren Lloyd and CSD Coordinator Marci Smith have worked to ensure the pillar is advancing toward Phase 1.

"We're making good progress, and we're excited about that," Lloyd said. "Everything is on task."

The use of tablets and the Alchemy Coach app have aided the validation process and enhanced efficiency by reducing the potential for human error and creating reports instantly.

Full implementation of the app is expected to be complete in August due to the painstaking validation digitization process.

The CSD Pillar also has completed a brand new maintenance curriculum for tech 1 and 2 as well as stationary engineer and general maintenance. That project required a year of effort.

The pillar has collaborated with cell team members to produce skill trees, lists of tasks an employee needs to know in order to do a job. They are the building blocks for training material and validation. Smith said having input from the production floor will be valuable.

Formerly a cell lead, Lloyd believes that process failures are just as critical to identifying the root cause of downtime as breakdowns. He looks to analyzing process failures as a key to enhancing employees' skills sets and methods.

"Darren has held every single job at the plant and is well-versed in all the different tasks, Reddi-wip and Table Spreads," Cousin said. "He has a great ability to see things from different perspectives, which makes him effective in CSD."

The team will continue to drive Coach, focus on process failures and review documents to ensure they're up to date.

Majeres to lead plant

Jeremy Majeres is set to begin his tenure as plant manager May 10.

It will be a homecoming of sorts for the former Bakery operations manager, who has extensive experience with Indianapolis' core leadership team. That includes working with CPS Manager Sarah Akin, who he called "by far one of the best CPS leads in the company."

Sandwich Bros. success

Most recently, Majeres was plant manager in Milwaukee, home of the Sandwich Bros. of Wisconsin brand. Conagra acquired the former family business in February 2018. Majeres was integral to implementing Conagra Performance System (CPS) and driving home standards. The business flourished under his leadership as CPS gained traction; production volume grew 30% while profit margins doubled. Employees bought in as they saw how CPS made their jobs easier and more fulfilling. Highly lucrative, Sandwich Bros. now is a staple of the frozen platform and a shining example of CPS' effectiveness.

"Being able to come to work and see culture change was satisfying," Majeres said.

High Performance Organization (HPO) principles also were crucial to

Milwaukee's journey, including the foundational principle: respect for the capabilities of all individuals. The top HPO principle is focus on common objectives. Majeres finds HPO in direct support of CPS' tenets, including a pervasive ownership attitude among employees across the plant.

AMD

Having seen what CPS can do, and what he called "the residual affects of creating standards and doing the work to maintain them," Majeres is passionate about helping Indianapolis as it strives to reach Phase 1. Autonomous Maintenance Development (AMD) is the heart of CPS for Majeres.

"I hold it very near and dear," he said.

Majeres admires the way AMD turns employees into true subject matter experts and inspires the ownership attitude that is key to continuous improvement and lean manufacturing.

"By cultivating their abilities, it sets up people for success," he said.

Majeres intends to support the pillars by removing obstacles and filling gaps in leadership.

Safety

Majeres regards his safety philosophy as firm, fair and consistent.

"I'm not going to walk by if I see a teachable moment," he said. "I hold true to my desire to see everyone go home safe. I'm a huge proponent of coaching the whys."

The year before Majeres began his tenure in Milwaukee, the plant recorded 27 reportable injuries. After his first year, that was lowered to six — and after his most recent year it was down to four.

With Indianapolis having a more established safety profile, Majeres believes one of the keys to making gains will be pillar work, including AMD.

By eliminating the need to go into machinery, sources of contamination and hard-to-reach spaces, potential exposure also is eliminated.

Hands-on approach

Majeres looks forward to getting on the floor and meeting employees.

"I'm very hands on," he said. "It's not to audit, micromanage or step on toes, but it's about building rapport with the people I'm there to support and keeping my fingers on the pulse of the team."

He knows that the plant is held in high esteem. Majeres called Indianapolis "the heartbeat of Conagra," noting that Reddi-wip and Table Spreads have been highly lucrative. His initial focus will be to align himself with the goals of the Compelling Business Need (CBN) and site master plan.

"I know I'm walking into a facility with a high standard," he said. "I'm really going to give it everything I've got. I'm looking forward to meeting folks, diving into the business and being taught all there is to know."

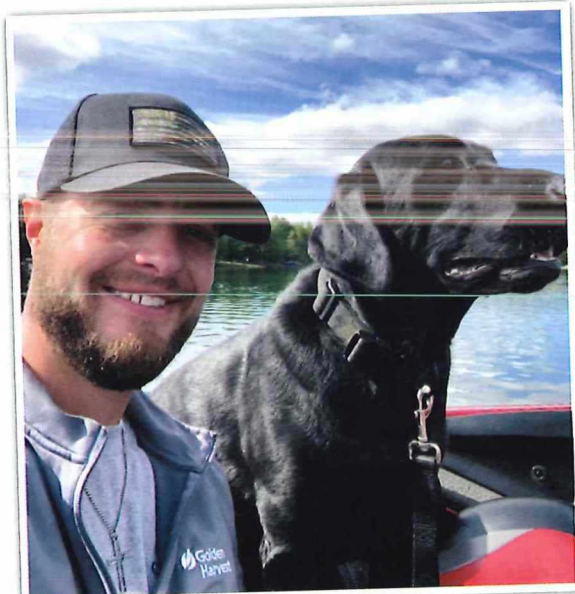
Away from work

Bass fishing tournaments offer Majeres a lot, including the ability to blow off steam and socialize. But a few aspects of the sport appeal to him above the others.

"It's mostly the competitiveness and trying to trick the fish," he said. "There's also the camaraderie, getting in the boat and melding into a community."

A native of northwest Iowa, Majeres studied political science at Briar Cliff University in Sioux City. He also served in the Army and was deployed twice. His time in Afghanistan with the 101st Airborne Division instilled in him a passion for leadership. The former staff sergeant guided an airborne infantry team.

"I led nine guys whom I was responsible for every day," he said. "It's one of the reason safety is so important to me. You want everyone to come home safe."



Jeremy Majeres is set to assume plant manager duties May 10.

Conagra Performance System (CPS) is the company's unified path to continuous improvement and lean manufacturing. By providing structure and numerous proven methodologies, CPS equips employees with fundamentals and tools to fully leverage their talents and act on the company's timeless values.

Autonomous Manufacturing Development (AMD) is a key element of CPS and centers on the belief that employees are a company's greatest asset. By teaching them the skills to take ownership of equipment on a step-by-step basis, AMD empowers employees and bolsters efficiency.

Step 4 begins



The model Step 4 team at work.

Step 4 of Autonomous Manufacturing Development (AMD) is at hand.

Composed of leadership and maintenance subject matter experts, a model team meets weekly. It has begun the work of developing standards for subsequent teams once Step 4 begins its full rollout.

"Step 4 focuses on technical training at the component level," Operations Manager Mike Roth said. "It's next-level technical training. It's very different than any other step."

He has implemented Step 4 elsewhere and is excited about the way it empowers employees and helps them take ownership.

"It's my favorite part of the Conagra Performance System," Roth said. "People get to learn the equipment at a level they've never been able to before."

By enhancing employee knowledge of components and systems, they will learn more about the core aspects of the Daily Management System (DMS), including CIL, centerlines and defect handling. It also will prepare them to perform a work point analysis. A work point is a place where equipment transforms ingredients or material. In performing the analysis, employees identify the

equipment systems that determine and maintain that work point, including fasteners, drives, pneumatics, hydraulics, electrical, controls and lubrication. They then perform general

inspections of those systems.

The company has learned a lot implementing Step 4 elsewhere and is now poised to help employees hit the ground running when they take on the step.

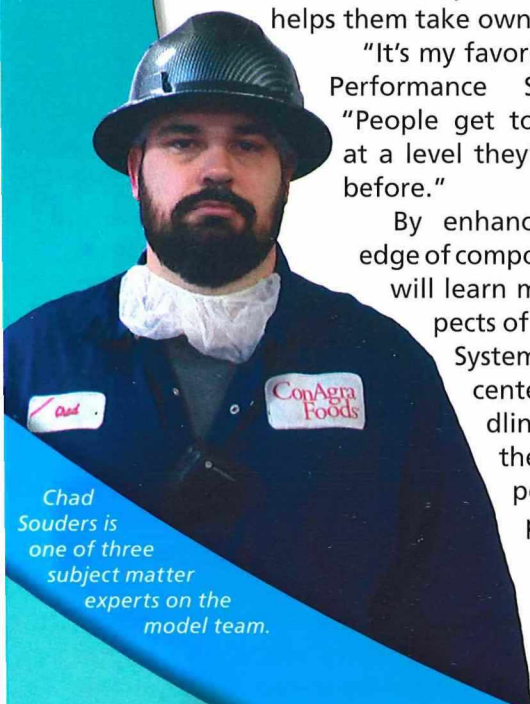
AMD, Continuous Skills Development (CSD) and Preventive Maintenance (PM) have collaborated to develop training material, specifically carts that will help demonstrate equipment systems and enable hands-on training. The pneumatics cart features an air cylinder and valve flow controls users can manually actuate. Maintenance & Facilities Manager Teddy Romano, who is also PM Pillar Lead, used similar carts in the Bakery.

Roth believes the carts are a major enhancement.

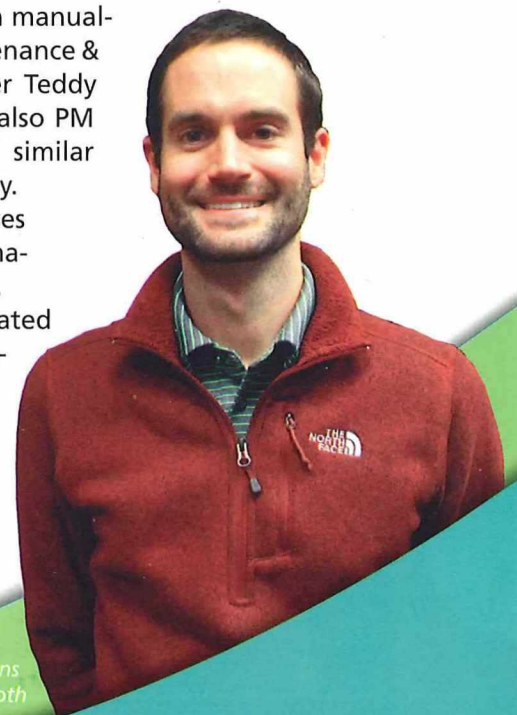
The team is slated to complete setting standards by the end of May. Soon after, the first Step 4 teams will be put together and go to work.

"It's my favorite part of Conagra Performance System."

- Operations Manager Mike Roth



Chad Souders is one of three subject matter experts on the model team.



Operations Manager Mike Roth

Model Step 4 team:

CPS Manager Sarah Akin
Supply Chain Manager Gene Bonfer
Continuous Skills Development Manager Darren Lloyd
Site Engineering Leader Jordan Panich

Maintenance & Facilities Manager Teddy Romano
Operations Manager Mike Roth
Quality Manager Jacob Shokes
Maintenance SME Bryan Smith

Maintenance SME Chad Souders
Maintenance SME Gary Stein
EH&S Manager Dia Stevenson
AMD Leader Jermell Williams

Stephens shares know-how with CSD

General Maintenance Crew Lead Garry Stephens recently shared his knowledge on wastewater treatment with the Continuous Skills Development (CSD) Pillar.

The information he provided will be the basis for standard operating practices that will inform validations. Not only are Stephens' efforts helping open a path to promotion for co-workers, but they're also helping the plant qualify for Conagra Performance System (CPS) Phase 1. Reaching the phase requires all hourly positions to have established validation criteria.

Stephens worked with Cell Lead Ellen Barkley, relaying the nuances of the job, as she turned the info into a playbook. Stephens lead Barkley through the dissolved

air flotation (DAF) facility where wastewater is treated; she was able to take photos to enhance the playbook.

"Garry knows the DAF like the back of his hand," she said.

Stephens said he's proud to transfer his 14 years of experience.

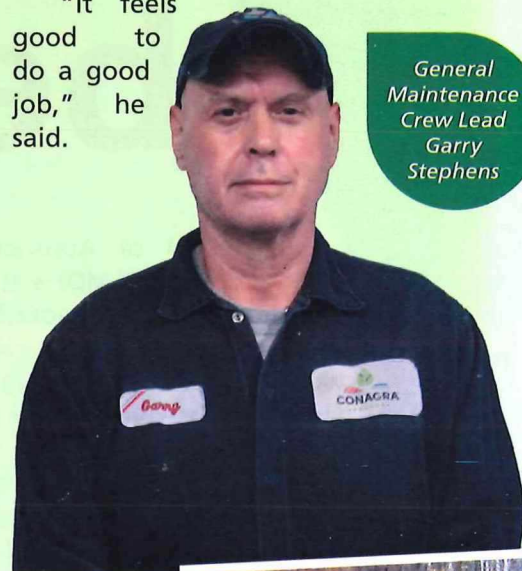
"The company has been good to me, and I like to be good to it," he said. "I just relayed how to do the job and what to look for — the ins and outs."

But Stephens also is happy to help teach co-workers a new skill that can help them succeed. He even welcomes employees to call him at home.

"If they're asking questions, I know they can do the job," said Stephens, noting that the

challenging but rewarding work requires expertise to constantly adapt to the variables of incoming wastewater.

"It feels good to do a good job," he said.



General Maintenance Crew Lead Garry Stephens



After more than two decades at the plant, General Maintenance Mike Birdwell is set to retire May 4.

"I'm looking forward to time with my wife and grandkids," he said.

Retirement also will mean a return to horseback riding. Birdwell said it's been a while since he was able to ride his 18-year-old quarter horse, Nugget.

He added that he's confident he's leaving his vocational home and the dissolved air flotation system, also known as the DAF, in good hands with General Maintenance Crew Lead Garry Stephens.

Birdwell's mission crucial to environment, water supply

A 2019 government-backed study projected that without intervention severe water shortages are inevitable.

As Birdwell points out, "We aren't making any more water, so we have to manage what we have; wastewater is a priority."

Ensuring that water returned to the city of Indianapolis meets regulations, including an acceptable pH level, has been his life's work.

"We want to give them the cleanest water we can," he said.

It's part of Conagra's commitment to environmental stewardship and a function of the company's timeless values.

During an early stage of the process, wastewater enters an equalization tank where agitators mix it; this ensures treatment is equally applied. Adjustment chemicals can be added at this point to bring the wastewater to an acceptable pH level. The target pH is 7, right around the same pH level as the human body. Keeping wastewater close to the target pH is a battle that requires constant monitoring.

Birdwell's mission was made more complicated by Reddi-wip production due to dairy waste. The sludge that dairy fats create must be separated from the water and properly disposed of. To do that, coagulants are added to the wastewater to remove solids. Flocculants are then added to turn the solids into larger, more manageable clusters.

The DAF might be the star of the wastewater equipment show. By adding microbubbles to the wastewater, it forces the solids, or sludge, to the top, so it can be separated from the water returned to the city. The end result is clear water.



Nugget



General Maintenance Mike Birdwell

Electrical training bolsters safety prowess

The last round of electrical training was completed in April.

By boosting employees skills, more troubleshooting can be performed in house.

The first of five three-day classes began in February with a target of 14 employees per class.

Maintenance technicians, stationary engineers, general maintenances and process experts were taught Basic I and II and arc flash mitigation based on the National Fire Protection Association 70E standard.

Proper use of PPE, lockout/tagout and hands-on



Employees learn safety skills.

training with meters and others tools were points of emphasis for the course.

The training is slated to be repeated annually.



From left, Sanitation Associates Malaika Slater and Buffy Crutchfield and Sanitation Manager Grant Pajak

CIPs easier after upgrade

An upgrade to a control system sanitation associates use to perform clean in places (CIPs) has made troubleshooting easier.

Sanitation Associates Buffy Crutchfield and Malaika Slater agree that when a malfunction arises during a CIP, help is more readily available. Before the upgrade, effective troubleshooting responses were averaging 40 minutes. That figure has been cut in half.

Slater called the new system more user-friendly and said it's fostered better communication between sanitation associates and managers.

Sanitation associates enter commands on programmable logical controllers (PLC) to perform CIPs. Among other duties, a control system turns their commands into actions. The former control system, PLC-5, didn't communicate well with the network's peripheral systems. ControlLogix, a modern control system that more easily integrates with other systems, replaced it.

As it's the first phase of the project, the CIP/re-melt

control system is the only one that was replaced. Because of the structure of the plant's control system network, Sanitation Manager Grant Pajak has dubbed CIP/re-melt the "Grand Central Station."

"Every piece of info flows into and out of that control system," he said. "The new system simplifies communication, enhances reliability and allows for optimization that helps us make CIP faster and more reliable. It also allows us to fix a whole bunch of problems. Instead of searching and hunting, technicians can go right to the problem."

Crutchfield said that it was gratifying to make note of an issue and see it addressed.



A CIP system screen before the change.



A CIP system screen after the change.

What are some of the things you value after 43 years of service?



Being an example and helping others. Safety is very important. You want to go home to your family, so it should be No. 1.

We need to look out for others. Safety is a daily practice. Make sure to use PPE and lock out equipment.

— Production Associate
Victoria Ann Smith

Service ANNIVERSARIES

Congratulations to employees reaching milestones between February and August!

1 year

Haley Adams
Joseph Adesida
Nusirat Alade
Wiletvaldo Calderon
Israel Calhoun
Evan Caudill
Andre Clark
Taylor Duffy
Jacob Earnest
Tracy Graham

5 years

Traice Allen
Mark Boles
Donaldo Canizales Samayoa
Joseph Coker
Ahmad Keith Debar Ikhnaton
LaVonda Ealy Blakes
Jacob Estes Shokes
Samuel Garriott Jr.
Troy Hardister
Mayco Ordonez Azanon

10 years

John Biddle
Kurstin Blake Eckert
Kevin Huel Garner
Thomas Jarred
Robin McKinney
Audrey Pugh
Mark Richmond
Teddy Romano
John Rouleau
Gerran Thomas

15 years

Amanda Cousin
Robert Green
Melissa Hall
Larry Pernell
Kent Taylor

25 years

Patty Carson
Cherelle Cousin
Jacqueline Grier-Ray
Dean Griffin
Danny Kingery

Kimberley McGill
Daryl Nibbs
Michael Person
Becky Rigdon-Jones
Tammy Schmitt
Stanley Scott
Scot Smith
Gary Stein
Lorenzo Taylor
Carmen Tyler
Gary Wampler
Jermell Williams

30+ years

Adrian Clarke
Roger Hunt
William Jefferson
John Powell
Paula Sharp

40+ years

Dennis Craig Sr.
James Boles
David Brown
Ken Heatherly
Raymond Hotseller
Jeff Parks
Donald Paul
Fred Pittman Jr.
Victoria Ann Smith

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, Mike Birdwell, Cherelle Cousin, Grant Pajak and Mike Roth.

Liddell feted in send-off

Mix Room Crew Lead Donnell Liddell received a happy send-off courtesy of the Event Team.

Employees celebrated his 42-year career April 1. The management team visited with the retiree after the daily meeting, and emotional employees wished Liddell farewell throughout the day in the break room.

As the man of the hour is an avid fisherman, the

party was appropriately decorated with nets, boots and fishing poles with Goldfish Crackers at the end of their lines.

Co-workers gave Liddell a custom Reddi-wip jacket adorned with the number 42 for his years of service. He also received a fishing basket and a T-shirt noting that he is under new management, "See wife for details."

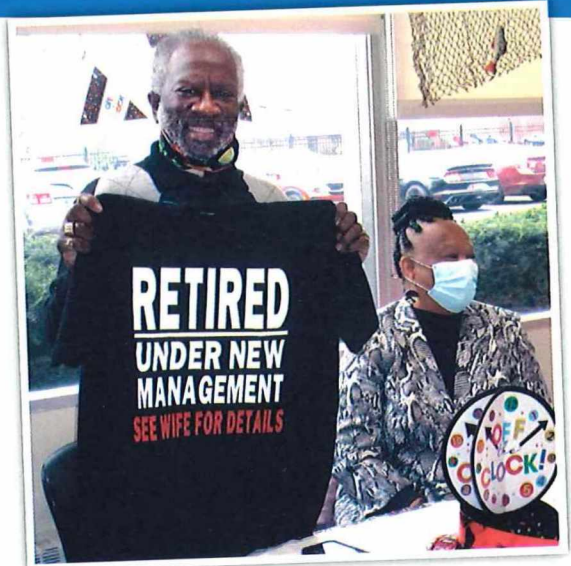
Mix Room Crew Lead Donnell Liddell enjoys a custom gift.

Liddell was presented with a commemorative plaque from Conagra as well.

Chicken, ribs, green beans, mac and cheese and cupcakes were on the menu.

"Donnell was dependable, a workaholic — a man of integrity. He did what he said he'd do and stayed consistent."

- Production Associate Amanda Cousin



Mix Room Crew Lead Donnell Liddell is under new management.

Event Team members:

LaQuonda Brooks
Amanda Cousin
Cherelle Cousin
Buffy Crutchfield

Daniel Cuttino
Carl Jordan
Larry Lloyd

Darren Lloyd
Jordan Panich
Jackie Ray
Marci Smith

Sam Thompson
Jermell Williams
Chiquita Witherspoon

What do you like about being on the Event Team?

It's a way of recognizing the plant and being a servant leader. We spent a lot of time decorating for Christmas or other events and it helps make people feel at home and at ease, kind of like a family. Fellowship is always good as is taking time to honor the accomplishments of our co-workers, from individuals, such as a retirement, to groups, such as a safety milestone. A lot of planning goes into every event, capturing the mood and making sure people are recognized.

— CSD Pillar Lead Darren Lloyd

It's nice to see people outside of their job role and take a moment just for socialization. It's a lot easier to engage with other employees as a co-worker if you develop a friendship with them. I also like helping people feel appreciated and see the fruits of their labor. I'm a pretty social person, so being able to make people smile makes me feel good.

— CSD Coordinator Marci Smith

Why is Marci an ideal Event Team member?

Due to the nature of Marci's job, everyone interacts with her. To come into contact with everyone like that, you have to have a social mindset to be able to deal with it.

— CSD Pillar Lead Darren Lloyd

COLLET MYSTERY SOLVED

Filler Operator LaDonna Templeton recently noticed an inordinate number of broken collets.

Collets are crimper components that help form the diameter on Reddi-wip cans that seals in nitrous; they generally have a lifespan of a week or greater. Preventive maintenance calls for them to be replaced every four weeks or as necessary due to breakage.

On a normal day, a line might see one collet break. But during a recent span, two Reddi-wip lines experienced 10 to 15 breakages a day. With a replacement time of eight minutes each, that translated to an hour or more of downtime per day.

Process Engineer Nick Hammes and others got to work on the mystery. After contacting the vendor, a representative was sent to the plant to inspect the collets, which they pronounced to be within specs after performing a hardness test.

Other vendors also were contacted, but their collets weren't up to the task. Low inventory subsequently made the problem worse and forced the lines to use rebuilt collets, which also lacked durability.

Hammes then contacted

THE EVIDENCE:



BROKEN COLLETS

THE DETECTIVES INCLUDED:



**PROCESS ENGINEER NICK HAMMES AND
FILLER OPERATOR LADONNA TEMPLETON**

an expert metallurgist who performed a microstructure analysis on the collets and found a flaw in the manufacturing process that explained the breaks: They had not been properly case hardened through heat treatment, making them less wear-resistant..

Faced with the truth, the vendor worked out a deal with corporate procurement that resulted in the plant receiving 160 collets at no cost.

Hammes hopes that the plant can acquire the equipment necessary to perform in-house testing to avoid the expense of seeking outside experts in the future.

A way to get more out of collets?

Templeton believes that the process of removing collets to perform sanitation might cause undue wear.

"As soon as we start up, I have broken collets," she said. "Without broken collets, we really run with no problems."

Templeton contends that if leaving the collets on during sanitation wouldn't compromise food safety, that practice should be adopted.

LCOF fosters understanding



Table Spreads lines

Leadership coaching on the floor (LCOF) continues.

Continuous Improvement Specialist Shawn Leary is part of the program and said it's helping floor personnel and management build a rapport.

Coaches discuss various topics, including Daily Management System (DMS), and offer guidance and support.

He believes that a key outgrowth of LCOF is boosting F-tag submissions. Ultimately, the goal is to raise employees' skill levels so they're more autonomous.

"We've received positive feedback," Leary said.

Continuous
Improvement
Specialist
Shawn Leary



Jordan a great teammate on and off the court

It's been a while since Reddi-wip Sanitation Crew Lead Carl Jordan donned a basketball jersey for his alma mater, the University of Southwestern Louisiana, where he once held the school's single-season assist record as a point guard. In fact, the school is now known as the University of Louisiana at Lafayette.

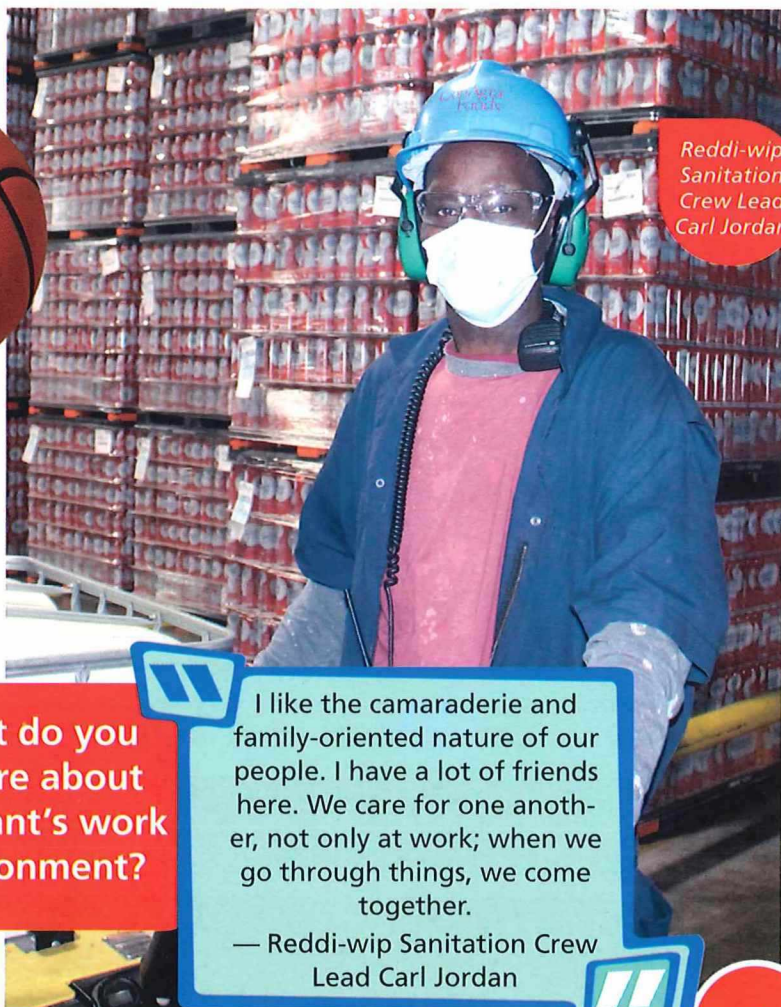
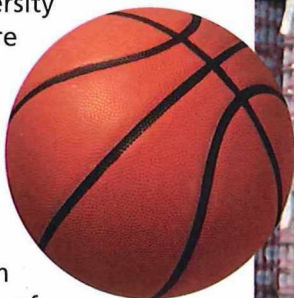
Jordan's drive to continue playing, however, has seen him travel the globe as a member of the Masters Basketball Association. The league organizes tournaments for players age 40 and older. Jordan, now 63, has been playing in the MBA for more than 20 years.

Playing basketball is ultimately a way for Jordan to get in his cardio as part of a healthy lifestyle that includes eating right.

"When you're on a treadmill, you're locked in," he said. "With basketball, you have to respond and react."

Being able to visit Australia, Brazil and Italy with his MBA teammates has been a source of wonder for Jordan. Venice was a highlight of his travels.

"The way Venetians live life on the water, it's something you think you'd only see in a movie," he said.



Reddi-wip
Sanitation
Crew Lead
Carl Jordan

**What do you
admire about
the plant's work
environment?**

I like the camaraderie and family-oriented nature of our people. I have a lot of friends here. We care for one another, not only at work; when we go through things, we come together.

— Reddi-wip Sanitation Crew Lead Carl Jordan

Foley continues development at Indy

Danielle Foley could be considered a pioneer of sorts as she was the first Conagra employee to go through its Engineering Development Program. Three other employees have since participated in program.

Prior to starting her rotation, the Kansas City, Missouri, native completed her mechanical engineering degree at Iowa State University in 2019 and moved to Omaha for an internship with Conagra. The corporate job saw her manage projects for snacks, particularly the BOOMCHICKAPOPOP brand.

In Indianapolis, she will continue as a project leader and manage capital projects.

"I'm excited to come back into work every day after working remotely," she said.

Foley notes that she appreciates the team's diversity, including its younger members. She also enjoys the various opportunities available at the Indianapolis plant, which has enabled her to participate in leadership coaching on the floor (LCOF), become a member of an Autonomous Manufacturing Development (AMD) team and work with Early Management (EM).

"I'm always trying to learn more and take advantage of the opportunities at the plant by getting involved," she said.

Foley said her LCOF on Line 7

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has boosted communication and resulted in effective conversations. She also is performing defect handling and one-point lessons for Line 32's AMD team. She said the team, which is presently on its way to passing Step 1, has been able to leverage what was learned when Line 31 completed the process.

She's currently working on a pair of safety enhancements at the oil dock. One will upgrade fall protection and make it more user-friendly. The

other will enhance the oil unload system. Foley also will manage a project that will see a new metal detecting unit on Line 6; it's slated to be installed in June.

"I really like the project management side," she said, noting that she

hopes to manage tier I projects while finding more ways to take on leadership responsibilities.

Foley credited Project Leader Rocio Hamlin and

Senior Engineer Maurytania Lagunas as being mentors.

"Having female mentors is really important and something I seek out," she said. "They can relate to some of the same challenges."

Away from work, Foley's rescue dog, Brewer, is her companion for hikes in Fort Harrison State Park and along the Monon Trail. She's also enjoying Indianapolis and making friends by playing volleyball. In addition to helping her forge social connections, the sport allows Foley a competitive outlet.



Engineering Development Associate Danielle Foley

"I'm always trying to learn more and take advantage of the opportunities at the plant by getting involved."

- Engineering Development Associate Danielle Foley