



TO SPREAD THE NEWS

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Employees applaud AMD

Autonomous Manufacturing Development (AMD) is changing plant culture as intended.

The AMD filler team recently made it through step 3, and the depalletizer team is beginning step 3. Both are regarded as significant milestones in AMD development.

"The filler team has set a precedent and been influential in reducing stops," said AMD Pillar Support Kevin Wojcik.

AMD, which is critical to the plant reaching its Conagra Performance System (CPS) Phase 1 goals, allows employees the opportunity to deliberately study machines in a collaborative learning environment facilitated by templates and work sheets. It equips them to take full ownership of equipment and go beyond troubleshooting to return it to base condition. Production Associates Jim Lane and Craig Miller both agree AMD encourages ownership and accountability. Both said that it has enhanced their work experience and given them greater job satisfaction and confidence.

"It offers a deep understanding of the machine inside and out, and helps take you to another level," Miller said.

It's expanded Lane's horizons.

"I thought I knew the machines well, but it's opened my eyes to a lot of stuff. It made me more aware of the ins and outs," he said.

Miller was a member of the AMD filler team, and Lane is currently

working with the depalletizer team, which has made a number of enhancements. Safety cages on the depalletizer have been raised, which has simplified the cleaning process, reduced safety exposure and eliminated stops by allowing easier access to fallen cans. The team also decided to remove the plates from the infeed conveyor, which prevents cans from causing jams.

In contrast to previous methods, Miller said AMD helps them find more solutions to potential problems.

Lane has now participated on multiple AMD teams and appreciates the structure used and commitment to the program. AMD meetings are referred to as "drumbeats" to note their regularity; every team meets twice a week for two hours. One of the things he most likes about AMD is sharing a purpose with others.

"It's great working with dedicated folks who are determined," he said. "It snowballs and gets better with more engagement."

Both Miller and Lane encourage others to get involved.

"As an operator, it allows you to



Production Associate Jim Lane



Production Associate Craig Miller

really have a voice," Lane said.

Miller, an 8-year veteran, agrees and believes that's vital.

"Operators are the point person," he said.

Reddi-wip impresses

Reddi-wip performance for the first half of fiscal year 2018 was impressive.

Cell 2 Cell Lead Mike Grimm looks for the team to continue great results by maintaining a winning approach.

Among the highlights from the first half was safety; there were no recordable incidents. Quality was also remarkable; there was no market withdrawal. The team worked to produce 29,000 cases a day, which helped maintain a 48-day supply of product — the highest in the product's history at the plant — and supported a busy season.

Grimm believes that mechanic and production associate engagement have been crucial to Reddi-wip success.

"Our team of mechanics, operators, production associates and support staff has worked together to address our biggest losses," he said. "I don't think success is possible without their engagement, knowledge and drive."

Conagra Performance System (CPS) tools, such as Autonomous Manufacturing Development (AMD), have helped drive down losses. Grimm also praised the Supply Chain group for setting up an optimum run schedule.

"Corrective maintenance and preventive maintenance also were big factors," he said.

Reliability is up 5.4 percent compared to last year, and

"I don't think success is possible without [our team's] engagement, knowledge and drive."

– Cell Lead Mike Grimm



yield loss is down from 7.4 percent to 6.6 percent, sending the plant closer to its Compelling Business Need (CBN) goals.

The fiscal year concludes in May, and Grimm said the work of AMD teams will be important to ensure a strong finish and a stronger long-term outlook. He noted the importance of targeted maintenance and capital installs that will improve efficiency going forward and ensure that the next busy season is just as successful. He also said that continuing to refine the production schedule based on business need would be part of the equation.

Teamwork leads to high sanitation effectiveness

Sanitation effectiveness is up and Sanitation Team Lead Jessica Williams credits employees for making a difference.

As of Jan. 16, sanitation effectiveness is 98 percent fiscal year to date at the plant, which is the highest it's been in three years.

"The whole team came together as one," she said. "Everyone is on board."

The results include thousands of swabs this fiscal year. Williams noted the effort required to achieve the result, involved disassembling equipment and using flashlights and mirrors to clean out-of-the-way areas.

Recent Service Anniversaries

The following are employees who reached milestones since the publication of the most recent newsletter:

10 Years

Vetro Abernathy
Mark Clark
Billy Clark
Monica Coffey
Linda Dennis
Belinda Fanning
John Garrett
Melisa Germain
Lamar Hardy

Edwin Huggler
Clyde McFadden
Willie McKind
Corin Micou
Joseph Murphy
Justin Myers
Jacqueline Royal
Jerome Russell
Arif Shah
Garry Stephens

Shawn Turner
Melvin Washington

20 Years

Melissa Lane

40 Years

James Stevenson
Usmanghani Zakaria

Congratulations recent retirees!

Jane Long – 24 years

Stephen Ruddick – 42 years

John Schilling – 24 years

Plant prepares for audit

Employees are preparing for the annual Safe Quality Food (SQF) audit in March, as important customers require that the plant be SQF certified.

"The Quality Assurance team is working diligently to ensure we perform as expected," said Lab Technician III Stephanie Thomas.

Preparation includes the review of documents to ensure they reflect current practices, which includes standard of work for sanitation and pest control; the recipes for cleaning solutions; lab practices and chemical hygiene and any other factors that could affect consumer health.

Many internal audits will be performed in the run up to the actual audit.

"You have to prepare and you can't be complacent," she said.

Thomas notes that passing the audit is a team effort.

"It takes the entire plant to pass," she said.

Sanitation operators and production associates play a key role by performing quality checks and following good manufacturing and sanitation practices, including proper documentation. Among the many employees who are crucial to the effort are Sanitation Operators Mark Clark and Malaika Slater and Production Associates John Garvey, Larry Jones, Kay Santiago and Tamara Smith.

The commitment to safety and quality never stops at the plant. Lab technicians monitor critical control points (CCP) and critical quality points (CQP) on a daily basis. CCP ensure food safety. CQP ensure quality, such as the color of Reddi-wip and function of gassers, so that they meet customer expectations in terms of



Lab Testers Kay Santiago and Monica Coffey ensure quality.

appearance and dispensing; similarly, table spreads are tested for color. A product isn't released for shipping until it passes the tests.

"If a product doesn't meet customer expectations, they won't buy it," Thomas said.

What gives you job satisfaction?

"What we do ensures we're putting out a good product."

—Lab Tester Monica Coffey

What do you like about working in the lab?

"We're like a small family. I've been at work for 23 years and always had a job that's secure. That's been an answer to my prayers."

—Lab Tester Kay Santiago



From left, Lab Tester Monica Coffey, Lab Technician III Stephanie Thomas and Lab Tester Kay Santiago



Line Technicians Bryan Smith and Chris Bradley



From left, Line Technicians Gary Stein and Shawn Wise and Maintenance Planner Ryan Neal

Table Spreads turns challenge into opportunity

After a reformulation of Blue Bonnet was introduced in November, broken emulsions spiked. The Table Spreads team, however, took immediate action, meeting daily and deploying a Unified Problem Solving (UPS) tool to determine the root cause and come up with corrective actions.

Production Team Lead Steve Perkins reported that thanks to the hard work of many employees, including line technicians, the tide is turning and numerous enhancements have been made that will ultimately benefit the plant for years to come.

"We dove through everything," he said.

Perkins credits Focused Improvement Pillar Lead Colleen Greer for being a key to the team's efforts. She helped track broken emulsion downtime, related yield loss, and action items and improvements.

"That data drove us in the UPS process," Perkins said.

The immediate response included reverting to the old formulation, which he said required a valiant effort by the Supply Chain Team, including Senior Supply Planner Judy Lloyd-Clark and Material Planner Anita Terry. They fast tracked the procurement of the old

formulation after suppliers had already shut down production of it. Within days of approval, they were able to secure more emulsifier.

But reverting to the old formulation was only a temporary solution as the current emulsifier is set to go out of production this summer. The ultimate solution involves collaborating with Research and Development and reformulating a new emulsifier. Trials are being performed with the intent that Parkay's formulation will be changed first to contend with diminished emulsifier supply.



Material Planner Anita Terry

Table Spreads also is updating its processing systems, programming and equipment and enhancing standards. Several changes have already been made. Lines are already performing better thanks to the enhancements and more are to come, with Line 33 being a model line and receiving most of the updates.

"It's really pulled us back and allowed us to reevaluate the equipment and process," Perkins said, noting that some unrelated production issues were brought to light thanks to the process.

Moving forward, all four of the plant's square tub lines have implemented a new software program that reduces the fluctuation in emulsion tank temperatures. Now, changes in temperature as little as 3 degrees trigger a response. Programming changes to the SanLock also were made. The resulting stabilization of tank temperatures has had a significant impact on quality.

Perkins credits Cell 4 Maintenance Planner Ryan Neal and Line Technicians Chris Bradley, Gary Stein, Bryan Smith and Shawn Wise with patiently working to find solutions.

"There are a lot of positives coming out of this," Neal said. "This has been a tough one to fight through, but our people have been great and done whatever was asked of them. They've kept a positive attitude — you couldn't ask for a better team."



Open to teamwork

Less divisions in the work space mean better communication.

Cell 3 making progress

Soft product and adhesive failure may both soon be a thing of the past on the Cell 3 line.

Cell 3 Lead Glen Hughes said the developments will bring the plant closer to meeting their Compelling Business Need (CBN) goals.

Soft product

After a government mandate more than two years ago, Table Spreads changed from hydrogenated to non-hydrogenated oil, altering the product consistency. At times, it will not form a stick.

Over holiday break, the issue was addressed. A new flow meter was installed on a model line within the cell among other adjustments. The position of the flow meter was changed and resistance thermal devices (RTD) were added to each votator. This has resulted in an accurate temperature reading throughout the cooling process. Tighter temperature control also has been attained by adjusting the ammonia system. Another enhancement is a superior steam supply, which melts product as it returns to the emulsion tank and eliminates yield loss.

Initially, the team was focused on votator 3, which is used in the end stages of production, but it was found that votator 1 is equally important to the process and that a holistic approach was necessary.

Hughes praised Production Associates Brian Boyer, Ken Heatherly and Larry Jones for offering positive feedback and helping to facilitate solutions.

The plan is to replicate the findings from the model line and apply them throughout the other stick lines.

"The soft product workstream team has learned quite a bit of the science of making safe, quality product with the new formula," he said. "There's light at the end of the tunnel."



Line 15 receives a process upgrade



Members of the Cell 3 Team—including, From left, Production Team Lead Steve Perkins, AMD Pillar Lead Becca Conner, Cell Lead Glen Hughes, Operations Manager Dave Lewis, Process Lead Scott Tying, Maintenance Planner Chason Smitherman--review the previous day's top losses.



From left, Production Associates Larry Jones and Ken Heatherly

The team will continue working the remainder of the fiscal year on the issue. According to Hughes, a 4 to 6 percent gain in efficiency is possible.

Cold glue

After customer reports of adhesive failures, Cell 3 changed to a cold glue. While it kept packaging sealed, it leaked out of the nozzle that applied it and created messes and downtime.

A new formulation of the glue is performing well, Hughes said.

After working with the vendor that supplies the glue, a change in viscosity was made that proved to be the breakthrough. Stops have been reduced by two-thirds since the new formulation was introduced. Hughes credits Process Lead Scott Tying as being integral to the solution's development and added that it was a team effort.

The news gets better. Research and Development is creating a new hot melt glue that will replace the existing formula and eliminate issues entirely. It's in the final stages and may make its debut within the next two quarters, Hughes said.

THE CONAGRA WAY

OUR MISSION

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

OUR VISION

Conagra has the most... highest-impact culture... Our people persist... and disrupt market... conventions and we... respected for our gr... great food, great marg... consistent results.

What values are most important to you?

"Our vision. When dealing with food, ensuring that safe, quality food goes out the door guides us all."

—Sanitation Operator Malaika Slater

"Integrity. We have to make sure we do the right thing at all time because our name is on the line."

— Production Associate Amanda Cousin

From left, Sanitation Operator Malaika Slater and Production Associate Amanda Cousin



Production Associate Larry Lloyd is presented with his Golden Ticket item by AMD Pillar Lead Becca Connor

Lloyd honored

Production Associate Larry Lloyd recently was honored with a Golden Ticket that entitled him to his choice of a Conagra item from the plant treasure chest.

Lloyd was cited for his excellent new hire training and going above and beyond. Additionally, he led some scenario-based training, including mock-start up and mock-shut downs. He also taught troubleshooting techniques.

More than 25 golden tickets have been awarded across the plant and more will be awarded as the year continues.

L.E.M.O.N to guide safety efforts

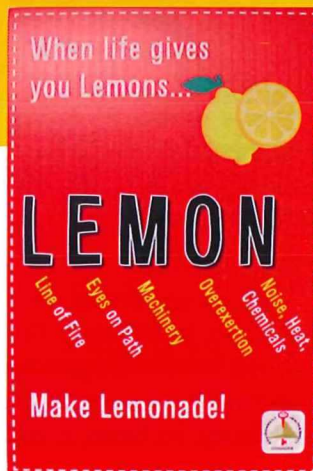
L.E.M.O.N has arrived and will enhance safety.

Representing a new strategy in safety observations, Environmental Health and Safety Manager Jeff Reinke believes it will help revitalize the process and enhance the impressive safety success the plant already has achieved.

"It will drive engagement and add another tool to move our program into a proactive one where we're catching things before they occur," he said

The acronym stands for Line of Fire, Eyes on Path, Machinery, Overexertion, and Noise, Heat and Chemicals, which represent the top five factors in recordable injuries at Conagra. The intention is to narrow the focus of observations, tackling one top factor at a time until each is addressed. Once each letter in the acronym is addressed, employees will have a more complete safety profile.

Reinke noted that observations are purely about training, data collection, and changing behavior, not discipline.



L.E.M.O.N. is implemented at other plants.

Brajdic ready to solve manufacturing puzzles

New Manufacturing Development Associate Chris Brajdic likes solving problems.

He likens food manufacturing to a multifaceted puzzle that demands a high level of skill and creativity.

"I enjoy doing things that enhance quality and efficiency," Brajdic said.

Having recently graduated from The Ohio State University with a degree in industrial and systems engineering, he has a strong foundation to build on as he begins his professional career. But Brajdic also is a veteran of the Conagra internship program, and he credits it with accelerating his personal growth, introducing him to the company culture and setting him up for success at Indianapolis.

"As an intern, you get incredible exposure to how the business operates," he said.

Brajdic was able to sit in on meetings and observe how different departments interact.

"Each department relies on the other," he said.

Brajdic called the opportunity to meet with Conagra's executive leadership team "incredibly valuable."

A Cleveland native, he used Reddi-wip as a child. He

never imagined then that he'd one day help make the product. At the time, he was more concerned with what was in the can than where it came from.

"When you're eating Reddi-wip, you're in a good mood," he said.

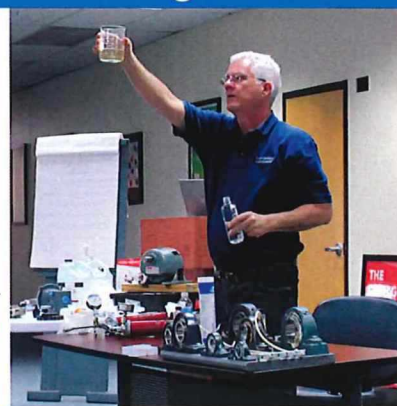
Friends know Brajdic as easygoing and always ready for a pickup game of basketball or football. He also enjoys exploring the outdoors and learning about new things through conversation.

Manufacturing Development Associate Chris Brajdic





Employees take in a presentation.



Lubriplate associate Don Wrocklage shows how oil and water interact.

Lubrication training fosters ownership

Lubriplate associate Don Wrocklage led a presentation on lubrication basics to production associates Jan. 9.

It enhanced employee skills that will lead them to becoming better equipment owners, which is a focus of Conagra Performance System (CPS). The talk was divided into sections, with the first part focused on oils and the second on chain and gearbox grease.

Wrocklage iterated that the presentation was primarily about raising awareness and not intended to make attendees experts.

Employees learned how to safely load and use grease guns and were notified that they operate at a high pressure, more than 10,000 pounds per square inch in some cases. They also learned how to prevent and handle spills.

They also were informed that the best time to fill a central lubricator is when it's almost empty.

Wrocklage gave employees a primer on viscosity and the appropriate levels for various machines. A light viscosity oil—FMO-200-AW—is the most commonly used at the plant. He cautioned that using high viscosity oils could lead to machine wear. He later offered information about grease consistency and how it's measured as well as grease compatibility.

"You don't just want to be mixing up greases," he said.

He also taught employees how to identify problems they should notify maintenance personnel about, including how to spot water contamination in gearboxes.

Vandewalle's musical background informs future

New Manufacturing Development Associate Keith Vandewalle has experienced a common dilemma.

As a student, he wondered if he should pursue his passion for art or science. While he ultimately decided to major in mechanical engineering technology at Purdue University, which he recently graduated from, he also explored his talent for music. Vandewalle was a member of the university's Varsity Glee Club.

The 70 members were challenged to master 90 different songs in various styles — from choral to pop to show tunes — any of which they could be called on to perform at a concert. That doesn't include local favorites they had to learn during a recent tour of Estonia, Latvia, Lithuania and Poland. Vandewalle and his clubmates got to perform in

churches he described as "absolutely gorgeous" and ideally engineered for sound reverberation.

Vandewalle has been told by his mother that he was singing before he could talk. Similarly, he said that math and science chose him. While those subjects clearly lend themselves to his new vocation, he adds that music also helped develop skills that he draws from today. With shows every weekend and extensive time commitments necessary for practice, being a club member required discipline and time-management skills. Harmonizing with his classmates required teamwork and a collaborative spirit.

While music will always be a passion for Vandewalle, he's ready to focus on his career at Conagra. He called the family atmosphere at the

company a key part of his decision to join the team.

"I want to learn as much as I possibly can from the people around me," he said. "It's the most valuable training I'll receive."



Manufacturing Development Associate
Keith Vandewalle

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 2201 Winthrop Rd., Lincoln, NE 68502-4158, 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, Glen Hughes and Steve Perkins

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Jordan: Jefferson is vital to plant success

CJ Jordan is ready to take on a new challenge as sanitation crew lead.

He has always had respect for fellow Sanitation Crew Lead Bill Jefferson, but that respect has grown exponentially since he began shadowing his mentor, who he credits with being detailed, direct and knowledgeable.

"I'm seeing his work from his perspective, and it's endless what he does," Jordan said. "After three weeks, I'm just scratching the surface and learning how important Bill's job is. It's an intense challenge, but when you see the before and after, it's rewarding."

Jefferson credits his mentee with being eager to learn and enthusiastic about his job.

Jordan wants to take ownership of sanitation at the plant and work in a self-directed manner. Diligent effort on a daily basis is the key to taking on the challenging role.

"That's how you stay ahead of the game," Jordan said.

He takes food safety seriously and understands that Sanitation plays a key role in protecting the public.

"It says Conagra, but our name is on everything we do, so we have to protect the public and the integrity of the company," Jordan said.

Sanitation Team Lead Jessica Williams called Jefferson and Jordan key players who command respect from their colleagues. Jefferson has earned that respect in the course of three decades on the job.

"I don't like my job; I love my job," he said. "I want to set a foundation so that this plant is here for the next generation. I don't ask anyone to do anything I wouldn't do myself."

Jordan has been on the job for 8 years and has built a reputation for being straight forward person who doesn't cut corners.

"I try to lead by example," he said. "It's important to be respectful. We're all human and we all make mistakes."

Bulk systems

As the bulk area transitions, the use of totes has temporarily

replaced the use of tanks. This has meant a more labor-intensive regimen when it comes ensuring a steady supply of sanitation chemicals to the plant. As the totes have a much lower capacity, they have to be continuously changed throughout the day, and that responsibility has been Jefferson and Jordan's for more than a year. Jordan likens it to having to replace the oil on your car every day as opposed to every three thousand miles. The two have tackled the assignment in addition to their regular duties.

The new bulk system is set to be in place this spring.



Sanitation Crew Leads CJ Jordan and Bill Jefferson