Reddi TO SPREAD THE NEWS

FIRST EDITION 2020

Employees move the plant closer to Phase 1

Plant nears Phase 1

Five of the plant's 10 pillars are ready for Phase 1.

The plant will enter Phase 1 by the end of 2020 with the pre-phase stage starting as early as the second quarter of fiscal year 2021.

Zero Loss Analytics (ZLA) was the first to pass its Phase 1 assessment, followed by Early Management (EM), Food Safety Quality (FSQ), Lean Supply Chain (LSC) and Focused Improvement (FI).

Continuous Skills Development (CSD) is readying itself for a spring assessment, and Environmental Health and Safety (EHS) should follow shortly thereafter. Planned Maintenance (PM) and Autonomous Manufacturing Development (AMD) and Leadership will be among the last to be assessed.

"They have robust plans to ensure they meet requirements," FI Pillar Lead Sarah Akin said, noting that Leadership will be the final assessment due to its all-encompassing nature and the extensive data related to measuring its success.

The assessment criteria will evaluate if strategy development and deployment system (SDDS) and daily directional setting (DDS) meetings have been effectively implemented.

CPS refresher

Conagra Performance System (CPS) is the company's continuous improvement operating system.

Under CPS, there are 10 pillars. Each pillar has its own tools, skills, capabilities and metrics, which are used to drive and build capability within the site. They include:

- Autonomous Manufacturing Development (AMD)
- Continuous Skills Development (CSD)
- Early Management (EM)
- Environmental Health and Safety (EHS)
- Focused Improvement (FI)
- Food Safety Quality (FSQ)
- Leadership
- Lean Supply Chain (LSC)
- Planned Maintenance (PM)
- Zero Loss Analytics (ZLA)

The plant is in the process of reaching Phase 1 of a four-phase process. Completing each phase is a major accomplishment that takes a full team effort and universal engagement.

Conagra's ability to remain a leader in a highly competitive industry is dependent on its plants mastering CPS.

EM sets record

Early Management (EM) has set the standard as it was the first pillar within nearly 50 North American plants to post a 96% on its Phase 1 assessment.

Engineering Manager Vince Stout expressed appreciation to the Bakery's EM team for sharing their knowledge,

"They figured out the puzzle, and we used that to build a strategy over here," he said. "We learned a lot."

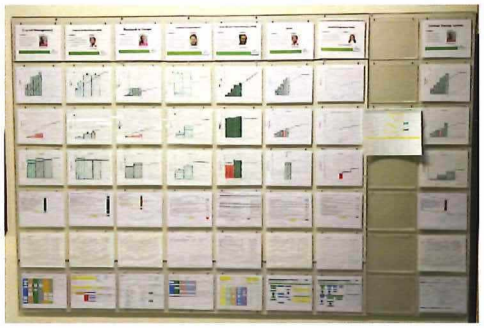
Now the Table Spreads and Reddi-wip EM team is the benchmark for passing Phase 1 and is helping other locations. Most recently, the Troy, Ohio, facility — a producer of Slim Jims — asked for help with Feedback to Design, one of five EM systems that encompass an objective or purpose, in process measure, output measure, health check, action list and process flow.

The other EM systems include Capital Management, Engineering Workflow Process, Checklist-Based Project Review and Technical Documentation.

Stout notes that multiple factors led to the successful development of the system-related tools.

"We need to thank the process engineers for Table Spreads and Reddi-wip for delivering those initiatives," he said.

System Development has proven useful in delivering successful vertical startups, such as the installation of the new CIP-D used to clean Reddi-wip fillers. An outgrowth of EM tools, a commissioning, qualification and verification (CQV) plan was used to ensure the CIP-D was delivering results as expected.



EM system board

LSC uses teamwork to pass assessment

It took a year of concerted effort, but Lean Supply Chain (LSC) recently passed its Phase 1 assessment.

The LSC team proved adept Oct. 28-30 in its knowledge of the pillar's Conagra Performance System (CPS) tools.

LSC Pillar Lead Gene Bonfer notes that Phase 1 is concerned with building and retaining knowledge of the tools, whereas Phase 2 is focused on deeper mastery.

"It's a process, and we're well positioned for the future," he said.

Lean Supply Chain Pillar Lead Gene Bonfer

Bonfer credits mapping events with helping the team exercise its skills and put CPS tools to work. He cites passing the step up cards as key, since they essentially facilitate an oral examination. Prior to the assessment, team members used the cards to make self-assessments and document their knowledge and use of CPS tools.

Lean Supply Chain Pillar team:
Trevor Adkison
Adam Bauer
Gene Bonfer
Judy Lloyd Clark
Richard Green
Colin Guntle
Jerrod Harrison
Tim Hill
Amber Napier
Ken Newman
Anita Terry

Bonfer believes the team aced the step up cards portion because they actually used the tools to enhance LSC at the plant.

Another factor in the pillar's success was that several team members went through value stream mapping boot camp.

Bonfer added that the team made a significant push on changeover daily management system (DMS). Process engineers were integral to success with changeovers, which led to the establishment of new standards.

Material Planner Trevor Adkison completed several mapping and rapid changeover events, and Warehouse Manager Ken Newman and Warehouse Team Lead Jerrod Harrison established best practices and documentation for use of the new bailer.

"A big thanks to the whole team," Bonfer said.

"It's a process, and we're well positioned for the future."

- Lean Supply Chain Pillar Lead Gene Bonfer

Plant continues positive internal audit trend

Corporate visitors recently audited the plant and gave it their highest rating, green, on a green, yellow and red scale. The rigorous Nov. 4-7 audit included the criteria of a Safe Quality Food (SQF) audit with additional scrutiny based on internal specifications.

The audit occurs annually if the plant posts a yellow or green score. The plant has steadily improved from a red to consecutive yellows. While the auditors reported multiple opportunities for improvement, reaching green is an important milestone.

Sanitation Manager Adrienne Anguiano, however, said the plant must work to sustain the result and improve upon it. The focus is now on the SQF audit. Its actual date is a surprise, but the audit will occur sometime in April.

Following sanitation programs, Good Manufacturing Practices (GMPs) and other rules to the letter of the law are required to ensure the plant passes the vital audit, which paves the way for business with key customers. Employees are reminded of the importance of GMPs, such as washing their hands and wearing hairnets properly.

Anguiano also urges employees to report breakdowns or water ingresses, and she underlined proper completion of paperwork as crucial since auditors can check records from any day and often do so at random.

She also emphasized that any employee on the floor is subject to questioning from an auditor. Employees shouldn't be afraid to answer questions correctly. An appropriate answer is never "I don't know." Instead, employees are advised to say they will get the information requested if they aren't immediately aware of it.

Strong fiscal year lifts FSQ

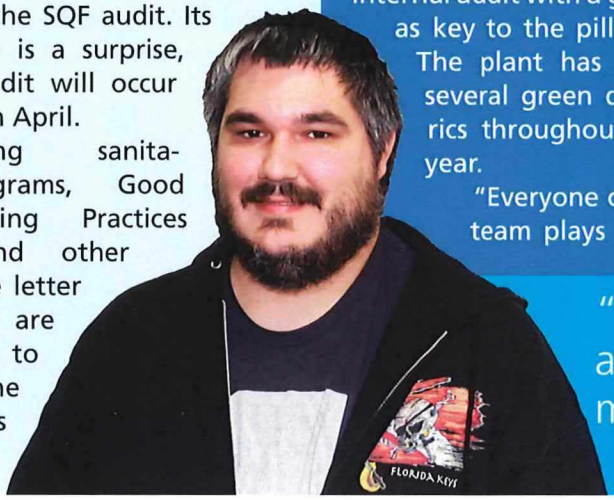
The Food Safety Quality Pillar passed its Phase 1 assessment Dec. 12th with a score of 82%.

Quality Assurance Team Lead Colin Guntle credits passing the internal audit with a green rating as key to the pillar's success. The plant has maintained several green quality metrics throughout this fiscal year.

"Everyone on the pillar team plays a role, and they've done a great job attending meetings and providing feedback," he said. "There also was great teamwork between Quality and Operations to maintain green metrics."

Guntle believes the journey to passing the phase assessment has been beneficial.

"It's allowed us to build our communication skills and work as an effective team as we press on to Phase 2," he said.



"Everyone on the pillar team plays a role, and they've done a great job attending meetings and providing feedback."

- Quality Assurance Team Lead Colin Guntle

Anguiano focused on opportunities

Less than three years ago, Adrienne Anguiano arrived at the plant with extensive experience as a quality manager.

She recently accepted a promotion to sanitation manager after working as a quality team lead for more than a year. As her previous work experience revolved around Reddi-wip, she said her biggest learning curve is Table Spreads.

"It's an entirely different beast, but I've been supported by the Table Spreads team," she said.

Anguiano looks forward to optimizing processes across the plant.

"We have a lot of opportunities, and I want to dive into addressing them with sanitors," she said.

Anguiano praised sanitors from continuing to drive improvement. There haven't been any major startup delays related to sanitation recently.

"Our sanitors are walking the walk and showing a lot of ownership," she said. "That's refreshing, and it's exciting to work with them."

In addition to assuming the new role, Anguiano remains the site's Safe Quality Food (SQF) practitioner.

Sanitation Manager Adrienne Anguiano

AMD teams march toward goal

Autonomous Manufacturing Development (AMD) teams are working to complete their phase assessment goal by the year's end.

To qualify for Phase 1, all critical machines must complete AMD Step 3. Presently 12 of 34 teams have completed Step 3, including Reddi-wip Capper 1 and 2, Reddi-wip case packers, Line 5 and Line 16.

Nine teams currently are working toward completing the steps, and the remaining 13 teams will start this spring.

Senior Continuous Improvement Manager Jermell Williams reports that the present pace of completion will support AMD's Phase 1 assessment goals. Teams are generally completing a step every eight weeks.

The process of completing the steps includes classroom and hand-on work. Step 1 involves restoring machines to base condition. Step 2 involves eliminating source contamination and hard-to-reach places, and Step 3 involves setting lubrication standards. The team must reduce stops and sustain the reduction to complete the step. For Step 1, a 25% reduction is required. Steps 2 and 3 respectively require a 50% and 75% reduction. After a team completes Step 3, sustaining the reliability gains and knowledge base becomes the focus, and sustainment teams are created.

AMD operator's desk

To meet the goal, AMD teams are being established in phases. In some cases, teams that have successfully completed Step 3 on one machine are being assigned to another in a process called "re-application." Reapplying team will expedite the process, as members will already be versed in the tenets of AMD and how to apply them.

To aid the Line 16 team, an operator's desk has been introduced. In line with 5S, the desk provides easy access to tools that operators need.

New AMD

The Autonomous Manufacturing Development (AMD) C and D Robot team is hard at work.

The team includes Material Planner Trevor Adkison, Sanitation Associate Buffy Crutchfield, MRO Manager Paul Gore, Human Resource Generalist Katlyn Hudson, Machine Operator Dave Romer and Filler Operator Shawn Turner.

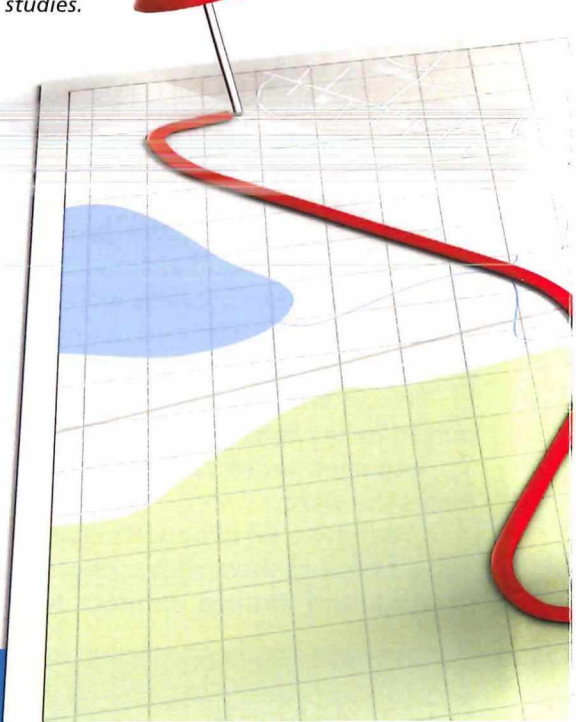
"This will make the robots run better and make our jobs easier," Turner said.

Adkison will serve as the team's leader and safety coordinator. While safety is his No. 1 value, he's focused on ensuring his teammates are exposed to the AMD practices. He praised them for having strong and varied skill sets that when combined create a formidable team.

"I want to utilize what everyone brings to the table and make sure everyone goes home the same way they came in the door," he said, noting that he expects to learn from his teammates during the project.

Hudson will serve as the activity board coordinator. A key aspect of the role is ensuring the machine's AMD binder is populated


AMD C and D Robot team studies.


The AMD C and D Robot team begins the journey to learning AMD practices.

team begins journey

with necessary materials. She also will coordinate questions posed by team members, which includes documenting responses. Hudson believes a Q&A forum will facilitate collaboration. She also will track key metrics.

"Being a part of the team gives me more exposure to the floor," Hudson said.

She believes that will help her relate more to the employees she serves in Human Resources.

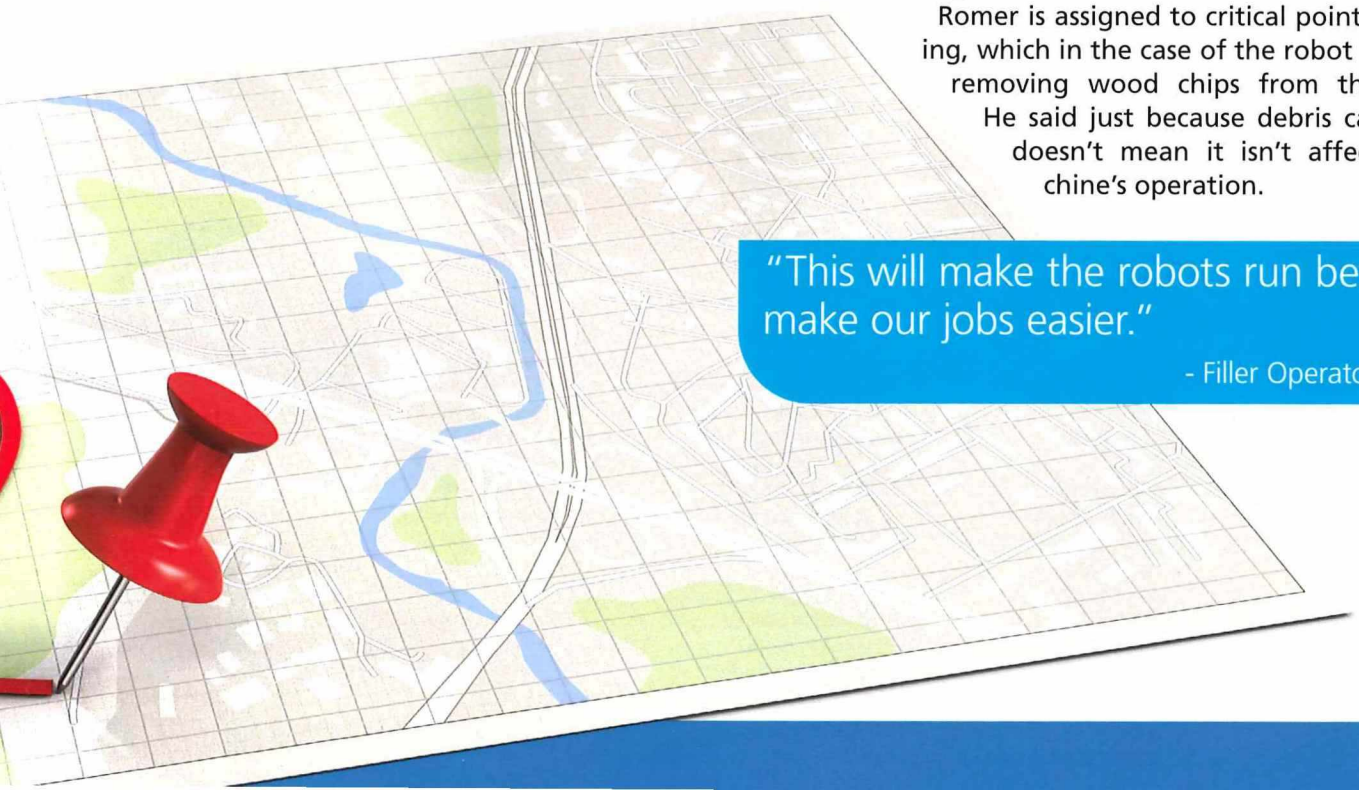
While AMD is focused on operator autonomy, there are some things they won't be able to immediately address. This includes items that merit an F-tag. Gore will be the defect coordinator, which includes overseeing F-tag submissions.

From left, Sanitation Associate Buffy Crutchfield, Filler Operator Shawn Turner, Human Resource Generalist Katlyn Hudson, Material Planner Trevor Adkison, MRO Manager Paul Gore and Machine Operator Dave Romer

Romer has worked the last two years of his 20-year career with robots. He's enthusiastic about contributing to downtime reduction and eager to share his knowledge of the machine. Romer is impressed with the robots.

"They have thousands of moving parts coming together to make the process work from beginning to end," he said, noting that he's equally impressed with a team unifying to meet a goal.

Romer is assigned to critical point deep cleaning, which in the case of the robot likely entails removing wood chips from the conveyor. He said just because debris can't be seen doesn't mean it isn't affecting a machine's operation.



"This will make the robots run better and make our jobs easier."

- Filler Operator Shawn Turner

ZLA pillar team

Lost Communication Pillar Contest to boost engagement

The Lost Communication Pillar Contest is growing.

Finance Team Lead Meredith Jones reports an increase in participants since the contest was launched in November, but she hopes for greater involvement.

The contest is intended to encourage engagement and breakdown walls between hourly employees and managers. By helping employees understand how they can fit into each pillar's mission, the contest can help them share goals and work toward achieving them.

Pillars will take turns being featured every month. An entry form with pillar-related questions will be distributed. In addition to being provided hints, employees are encouraged to engage pillar members for help answering the questions; the names and pictures of pillar members are on the form. Those correctly answering the questions are eligible to enter a drawing. Every month one winner will receive a free vacation day.

Jones believes the contest fosters communication and helps remind everyone they're on the same team.

"Getting on the same page helps us work toward the same goals," she said.

The Zero Loss Analytics (ZLA) pillar was featured in January. A contest winner will be announced Feb. 17. AMD is next to be featured, and Continuous Skills Development (CSD) and Focused Improvement (FI) are likely to follow.

Finance Team Lead Meredith Jones

Service ANNIVERSARIES

45 years
Robert Slayback

35 years
Kim McNutt

30 years
Roger Hunt
Adrian Clarke

25 years
Marvin Pegues
Kimberely Frazier
Jacquelyn Santiago

20 years
Kenneth Newman
William Romer
Judy Lloyd-Clark

15 years
Johnny Motley

10 years
Tracy Jackson
Angela Harris
Jermain Banks
Rosanne Bransford
Jon Garvey
Carl Jordan
Jennifer Johnson
Ladell Wheeler
Craig Miller
William Patton
Ronald Wess
Chad Voght
Amber Napier
David Shrake
Kyle McGuire
David Smitherman
Kednal Alexis

5 years
Tim Kettler
Moises Serrano
Xochitl Hernandez Padron
Maurytania Lagunas
LaQuonda Brooks
Stacy Lumpkin
Keenan Allen
Jerrod Harrison

1 year
Nicholas Collier
Keith Wells
Josman Fernandez
Katlyn Hudson
Brandon Guess
Paul Artis
Tony Olaimi
James Hyde
Tim Hill
James Clayton
Colin Guntle
Dustin Morris
Patrick Wolfe
Matthew Stinson
Irwin Rivera
Daniel Nipple
Michael Roth
Andrea Farries
Larry Cadwallader
Stefanie Sark
Jordan Panich
John Smith
Randy Womble
Darris Tillman
Terri Williams
Will Pena

Upcoming RETIREMENTS

Robert Slayback is set to retire this year after 46 years of service.

RCO event to enhance efficiency

A rapid changeover (RCO) event will help Table Spreads meet its goals.

Material Planner Trevor Adkison, Cell 3 Process Engineer Tim Hill and Cell 3 Lead Tim Kettler worked with the bakery's Lean Supply Chain team during the Jan. 17 event.

The group observed a changeover from 5015 to 822 on Line 15 and studied ways to simplify it. The changeover involves a change in product and packaging. The goal is for the changeover to take 30 minutes. Presently, the process takes more than 37 minutes.

Adkison noted that RCO events have helped establish standards around the plant and boosted changeover consistency. He said that even if they're above goal, consistent changeover times aid efficiency by helping the team know what to expect when planning the schedule.

Material Planner Trevor Adkison

Creative FAT saves downtime

Process Engineer Tim Hill and his colleagues were called on to get creative.

A recent factory assessment test (FAT) of a refurbished Benhil was unlike any performed before. Because they were unable to hook the machine up to a continuous supply of emulsions via the Votator, he was among those dropping fresh, cold emulsions from large boxes into a specially fitted hopper to test the recently refurbished machine. The FAT was staged in the PSA area instead of on the line.

"Once this product was used, we were able to make some small adjustments to the filler, which proved very successful," Hill said.

He credited Maintenance Supervisor Brian Boyer with finding solutions and quickly implementing them, which paved the way for success.

"The FAT worked extremely well," he said. "It helped identify numerous defects and sped up the commissioning, qualification and verification (CQV) by probably two weeks."

More than 30 defects were spotted. While that was more than anticipated, Hill was pleased to address many of the issues before the machine went live, and prepare for other adjustments that can only be addressed when the Benhil is installed and running in its permanent location.

"I don't want to find defects on the line," he said. "We did it in a way that didn't hurt the plant. The FAT was extremely successful in us meeting our vertical startup order."

During the run, glue patterns were confirmed to meet quality expectations.

Hill points out that meeting the VSU directly contributes to attaining the goals outlined in the Compelling Business Need (CBN).

Ivarson Inc., the company responsible for the refurbishment, will collaborate with the team to address the defects and also be on hand to help with the machine's installation.

"I would like to thank everyone involved with this FAT for their contributions," he said. "They did a great job!"

FAT breakdown

Results

The refurbished Benhil ran at more than 70 pounds per minute and sustained a packaging rate of 60 pounds per minute.

Defects prevented

Numerous defects were prevented. The filler's timing knife was adjusted, which allowed sustained production. Folding fingers were extended, which will reduce exposed sticks. Cell adjustment turn counters were remounted, which will allow for more robust centerlines. A shaft leak was observed on the cartoner. A seal was replaced, which will prevent breakdowns.

The FAT is successful.

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, Tim Hill and Vince Stout.

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Volume automation latest key enhancement for Reddi-wip

In the midst of the best production efficiency and output in the plant's history with Reddi-wip, the team has worked to make things even better.

Among several enhancements, fill volume automation, which began implementation in September, has aided the effort.

Low weight holds have plummeted from an average of 10 per month before the change to 2 holds in recent months. This has improved yield and reduced costs, making the project in line with the plant's Compelling Business Need.

The enhancement involves changing filler programming so that the machine automatically responds to variables that create volume inconsistencies. Previously, an operator had to check weights and work to maintain them throughout a run. The greater precision and speed at which the machine is capable of making adjustments has driven results, including reducing production time. The change also will allow for tighter fill specifications.

The project was the somewhat-surprising outgrowth of unified problem solving (UPS) on low weights for Line 1. While the hunt for details on causes of variables was inconclusive, the work led to discovering capabilities in the filler that could address the issues variables cause.

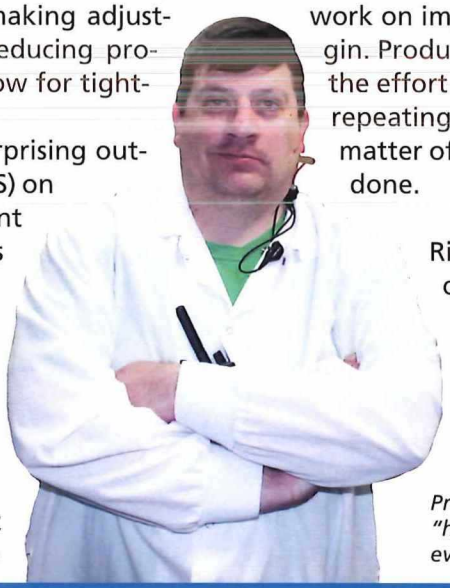
The filler has 32 heads, each capable of measuring fill rate thanks to an accurate flow meter. Each head also has a valve, and each pulse of the valve sends a precise amount of mix into a waiting can. With the help of the human-machine interface (HMI), the filler now calculates an average fill rate every three rotations, and if that average is out of specifications, adjustments are made automatically to the amount of mix dispensed.

Reddi-wip cans enter the filler

The enhancement will have a greater effect when the next phase is completed. Presently, the automation only takes place after startup and does not include changeover, but soon the automation will be extended to cover those operations as well.

As soon as Line 1 is complete and results are verified, work on implementing the project on Line 2 will begin. Production Team Lead Ben Rogers, who has led the effort along with Cell 1 Lead Grant Elsbury, said repeating the process on Line 2 should be a mere matter of copying and pasting what's already been done.

Joe Sands, a representative with Blue Ridge Global, a supply chain solutions company, works extensively at the plant. Before the project began implementation, he worked several weeks to make the adjustment to the filler's programming.



Production Team Lead Ben Rogers says Reddi-wip is "having the best production efficiency and output ever."