digit ops

BEL OPERATION

Leveraging Operation Excellence Model for Higher Value Creation

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EUROPEAN FOOD MANUFACTURING SUMMIT

Dusseldorf June 2025

bel for all for good

Agenda

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BMM
Bel Manufacturing Model

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From Lean Manufacturing to Digital Excellence

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01

BEL GROUP

Introduction

BEL Group in a Nutshell….

One Ambition: Becoming a worldwideLeader in Healthy snacks

DAIRY PRODUCTS	FRUIT PRODUCTS	PLANT-BASED PRODUCTS

Our historic territory, constantly innovating to adapt recipes and formats

Major diversification, with the acquisition of MOM

A strategic turning point, essential in the face of consumer expectations and socio-environmental challenges

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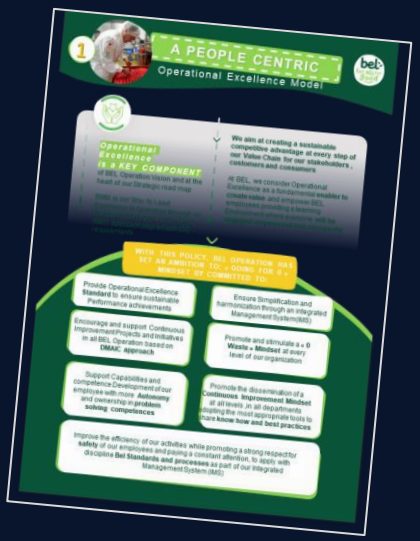
02

BEL MANUFACTURING MODEL

Few words of History: BMM has started in 2017 Starting with a Pre Requisite….. Building Standards

BMM: A Global Lean Manufacturing Program@ BEL



A 2 level Model securing robust foundations with factory Audits

LEVEL 2

BMM ADVANCED




« The WAY To Manufacturing Excellence »

LEVEL 1

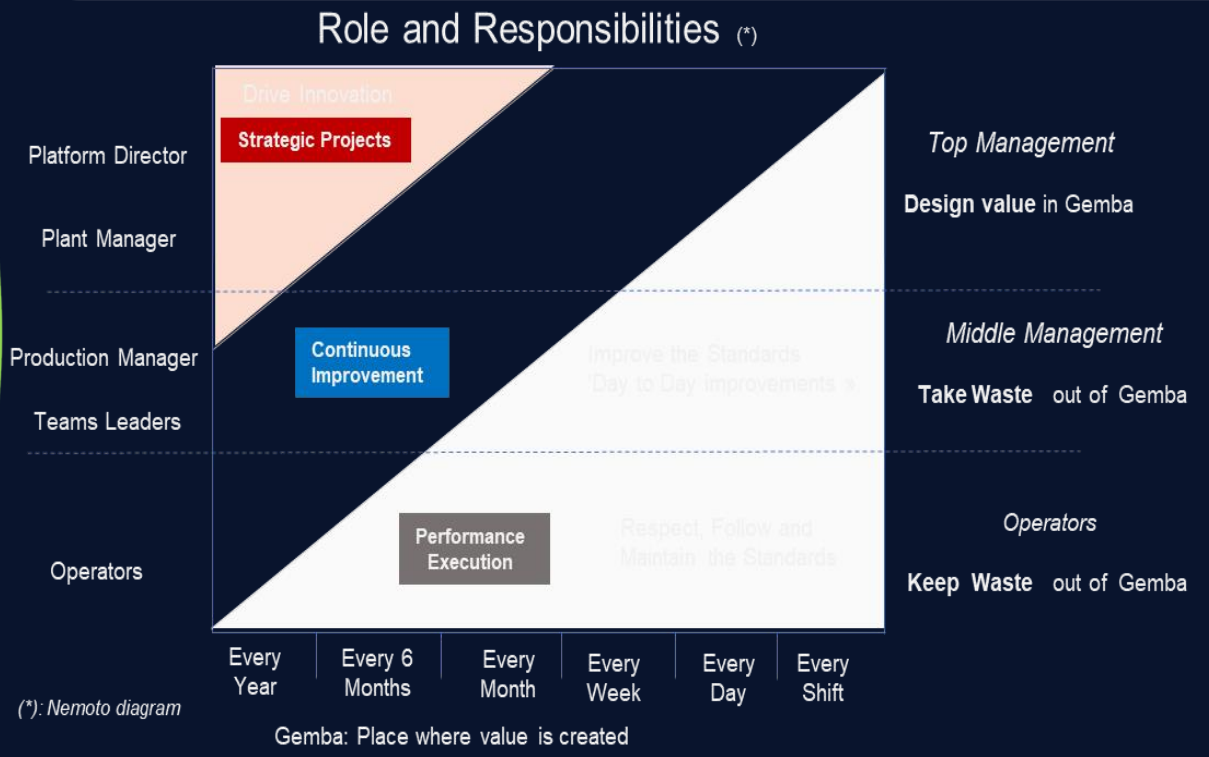
BMM FOUNDAMENTALS

1 « The WAY We Operate

2 « The WAY We drive and lead performance »

3 « The WAY We leverage Expertise and Best Practises »

Connecting Standards and Best Practises with Performance Achievements



Top Management

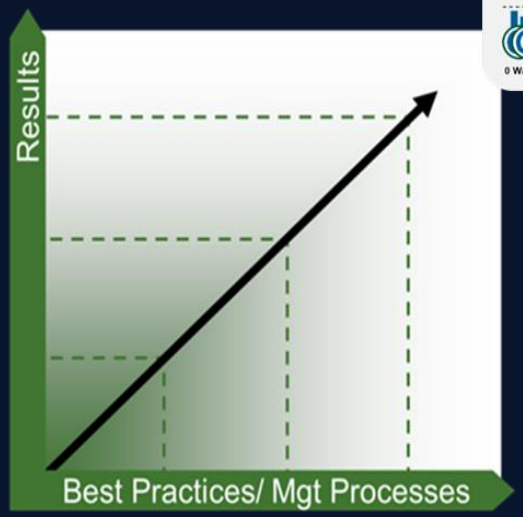
Design value in Gemba

Middle Management

Take Waste out of Gemba

Operators

Keep Waste out of Gemba



03

FROM LEAN MANUFACTURING TO DIGITAL EXCELLENCE

External Insight From Mc Kinsey

We surveyed >1.000 senior executives from all core industries and major regions highlighting global trends around 3 dimensions ...

Productivity targets

45% of companies target >3% p.a. increase in labor productivity

60% believe R&D and innovation will improve productivity more than cost cutting

70% define digitization, artificial intelligence and automation as top 3 productivity lever

Investment levels

57% will increase their CAPEX budget after COVID

McKinsey & Company 4

Digitization

Digital investments were done as planned during the last 12 months and **even exceeded** original plans across most industries.

Most SC leaders invested in digital solutions for better **E2E SC visibility** and performance management.

Digitization approach differs by industry

% of respondents

85% of **consumer** companies that are already digital are still planning to invest more

67% of **automotive** companies plan to increase investments into digital technologies

50% of **commodity** companies that already invested significantly last year will continue to do so

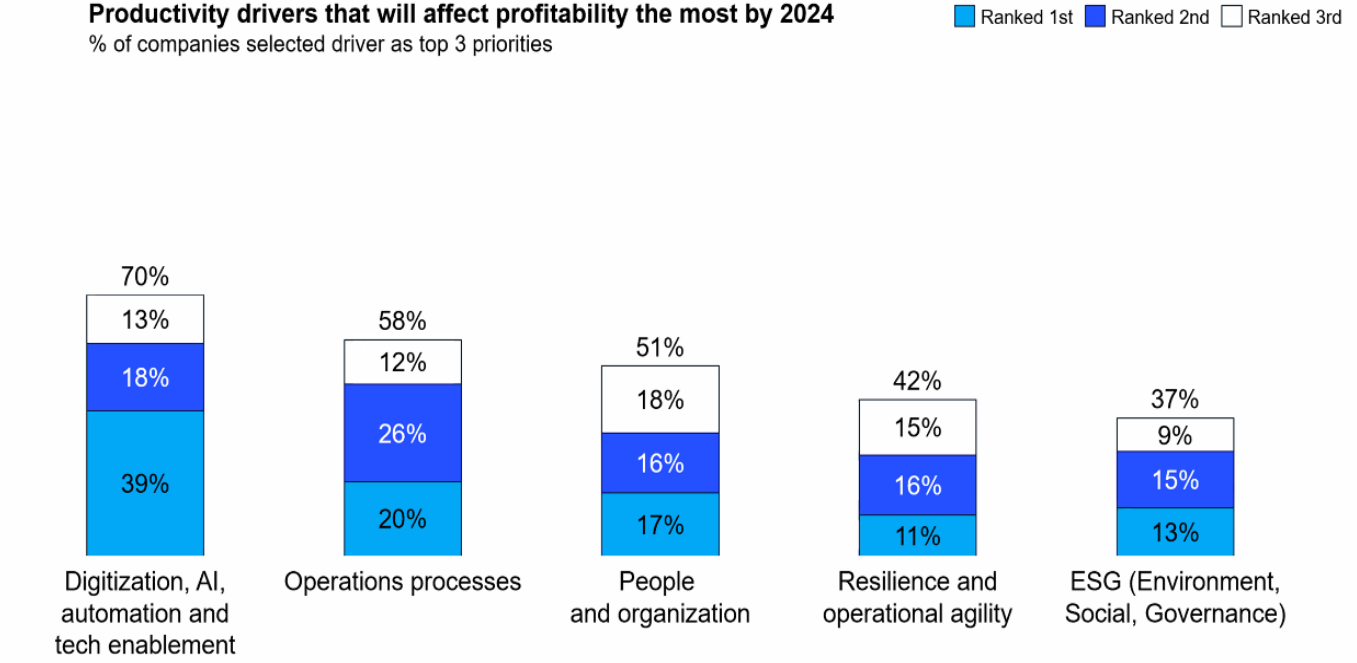
20% of **chemical** companies with extra investments last year plan to increase digital spend

McKinsey & Company 10

Top productivity drivers for companies across all industries are "Digitization / Artificial Intelligence", "Operations processes", "People & Organization"

Productivity drivers that will affect profitability the most by 2024

% of companies selected driver as top 3 priorities

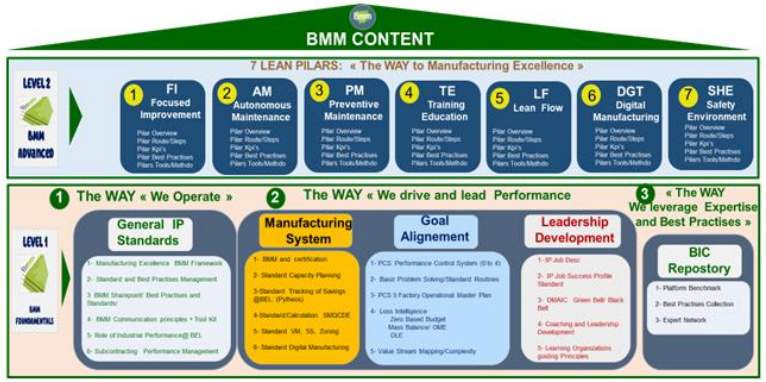


Source: Q5:Which of the following productivity drivers do you believe will most positively affect your company's or business line's profitability in the next 3 years?

McKinsey & Company 5

We have connected our Manufacturing Excellence Program to Digital improving our Maturity with external Benchmarks

DIGITAL IS FULLY PART OF OUR OPERATION EXCELLENCE MODEL (BMM ADVANCED)



Starting to build standards and measuring Our Digital Maturity

SHARING EXTENSIVELY WITH EXTERNAL COMPANIES AND PARTNERS

External Events, Learning Expéditions, Factory tours External Benchmarks, Digital Calls

CONSULTING
EY
McKinsey & Company
Roland Berger
Capgemini
accenture
opeo
Gartner
bpifrance

CPG
Dior
L'ORÉAL OPERATIONS
L'OCCITANE EN PROVENCE
SOLVAY
SANOFI
COTY

FOOD and BEV
DANONE
Nestlé
SAVENCIA FROMAGE & DAIRY
BARRY CALLEBAUT
Tereos
Moët Hennessy
SODIAAL
Délifrance
ANDROS

INDUSTRY AUTOMOTIVE
MICHELIN
faurecia
PSA GROUPE
RENAULT
lisi
Schneider Electric
dalkia GROUPE EDF
Nexans

EDITORS
SAP
SAP Signavio
AVEVA
Creative IT
o9
aws amazon
DASSAULT SYSTEMES
servicenow
BALYO

Connecting Lean and Digital: BMM standards
must be implemented before going to Digital: “Digital Ready”

No digitalization without **standardization/SIMPLIFICATION**

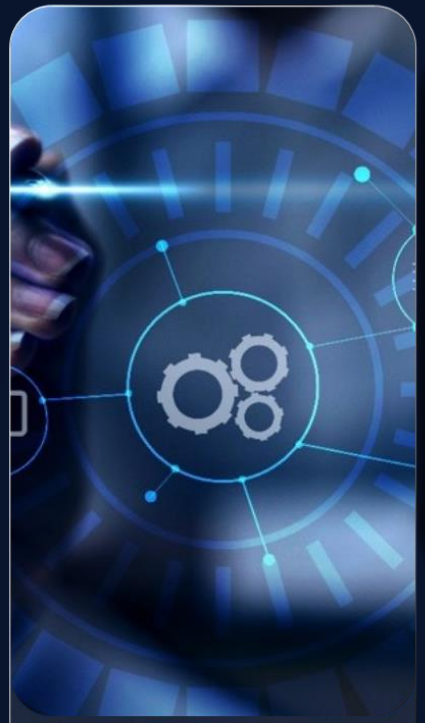
« All starts from shopfloor »

« Middle Mangement is the transmission belt »

« Being Excellent in standard routines»

« Exc = Operators Involvement X IP Standard

Lean / CI Maturity/ BMM Fundamentals



Digitalization

- Digital in Manufacturing is a Performance acceleration enabler and will ensure that BMM will achieve its full potential: We don’t digitalize the complexity, we need to standardize and simplify first

Our digital Model is fully connected to Lean Manufacturing (BMM) with 4 pilars part of our factory of the future

OPERATION EXCELLENCE MODEL

We are connecting our Digital Strategy with our Manufacturing Excellence standards

We have prioritized investments on shopfloor where the performance is made

4 Digital Manufacturing pilars

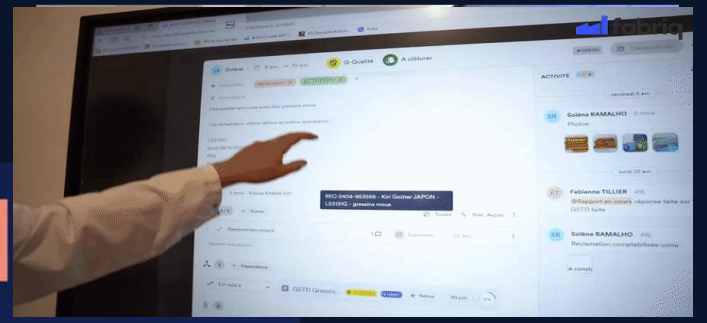
Digital Workforce
Connected Operator

Intelligent Manufacturing
Datas Analytics

Automatized Tasks
RPA and NVA out

Flows Simplification
Digital Flexibility

A people centric digital Manufacturing Core Model



DELMIA

Digital Performance Routines
« Go to Gemba »

Quality Controls
Digitalized Autocontrols, NC..

Training & Empowerment
Instruction, Efficiency…

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Defects & Stops
OEE, Reporting...

Poka

Workorder & Traceability
Production Order, Centerlining..

DELMIA

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Making Sure we identify Business case that create value and can be scaled

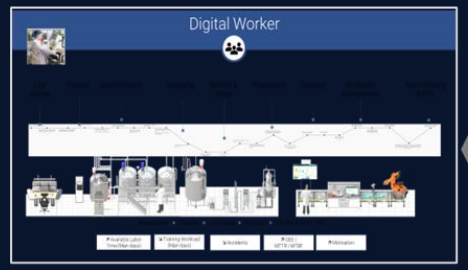
We aligned on 4 « Strategic » Corporate Digital Streams with 1 project/stream
To be evaluated: Value creation/ROI

« DIGITAL LEAN »

User Case Defined: POC Started

- Lean Standard Routine:
- Digital Training/ Knowledge Management

KPI's: OEE- Lean Kpi's
Training Hours reductopn



COBOT « STRATEGY

Business Case Built (Low Cost Labor country: Asia, Middle East and Africa)
CAPEX approved

Digital Workforce
Connected Operator

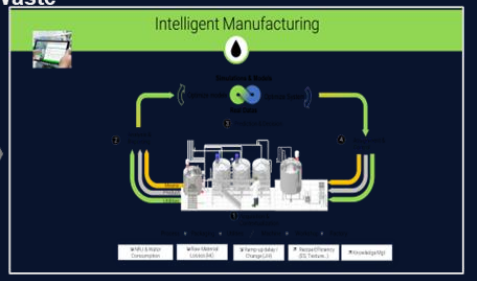
Intelligent Manufacturing
Datas Analytics

Automatized Tasks and RPA
NVA: Non Added Value Out

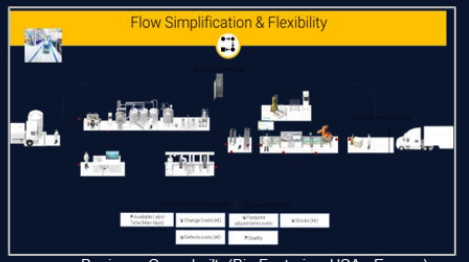
Flows Simplification
Digital Flexibility

PRIORITY N°1: MES

« Data Value Acceleration plan to « 0 Waste
KPI's Line OEE; QA Controls/Tracability and Waste



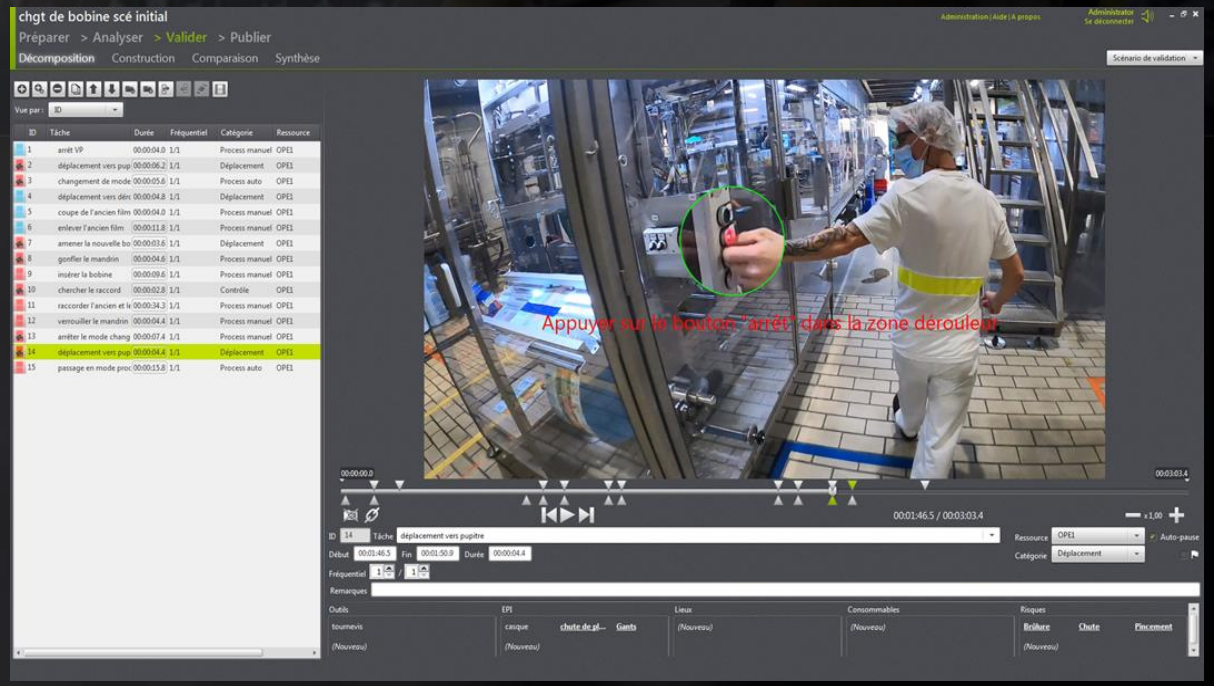
AGV « STRATEGY »



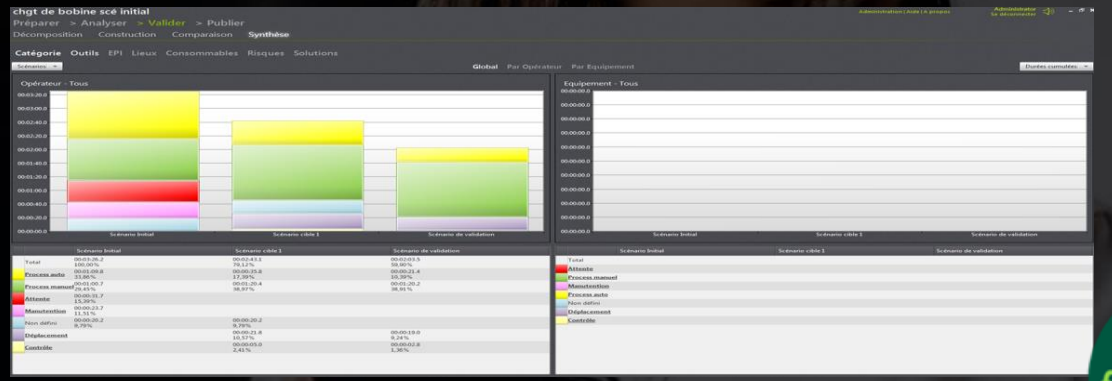
Business Case built (Big Factories: USA; Europe)
CAPEX approved

2023 IMPROVING CAPACITY UTILIZATION WITH SMED

“ G17 PILOT DIGITAL SMED LINE BOUE FACTORY”



Before SMED	Changeover		
Separate	Changeover	External	
Convert	Changeover	External	
Streamline	Changeover	External	Streamlined



04

FACTORY OF THE FUTURE
The way Foward

Technologies are setting new boundaries moving to intelligent factories in Food and Beverage Industry

HYPER CONNECTIVITY

- Connected products
- Advanced Connectivity
- Next Gen Networks

HYPER INTELLIGENCE

- New AI & Gen AI wave
- Autonomous Systems
- Modeling & Simulation

Building the factory of the future is a long term transformation requesting to be excellent in pre requisites

Digitization

is transforming WOW

between OT and IS/IT

Data Leadership

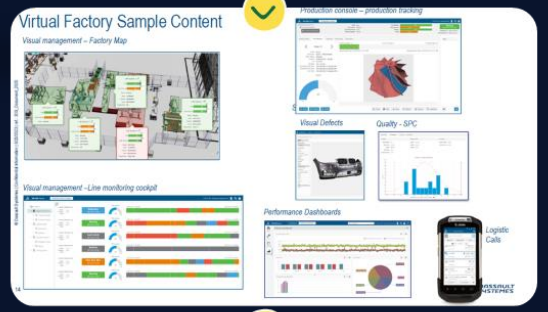
Core foundation.

All starts with Datas

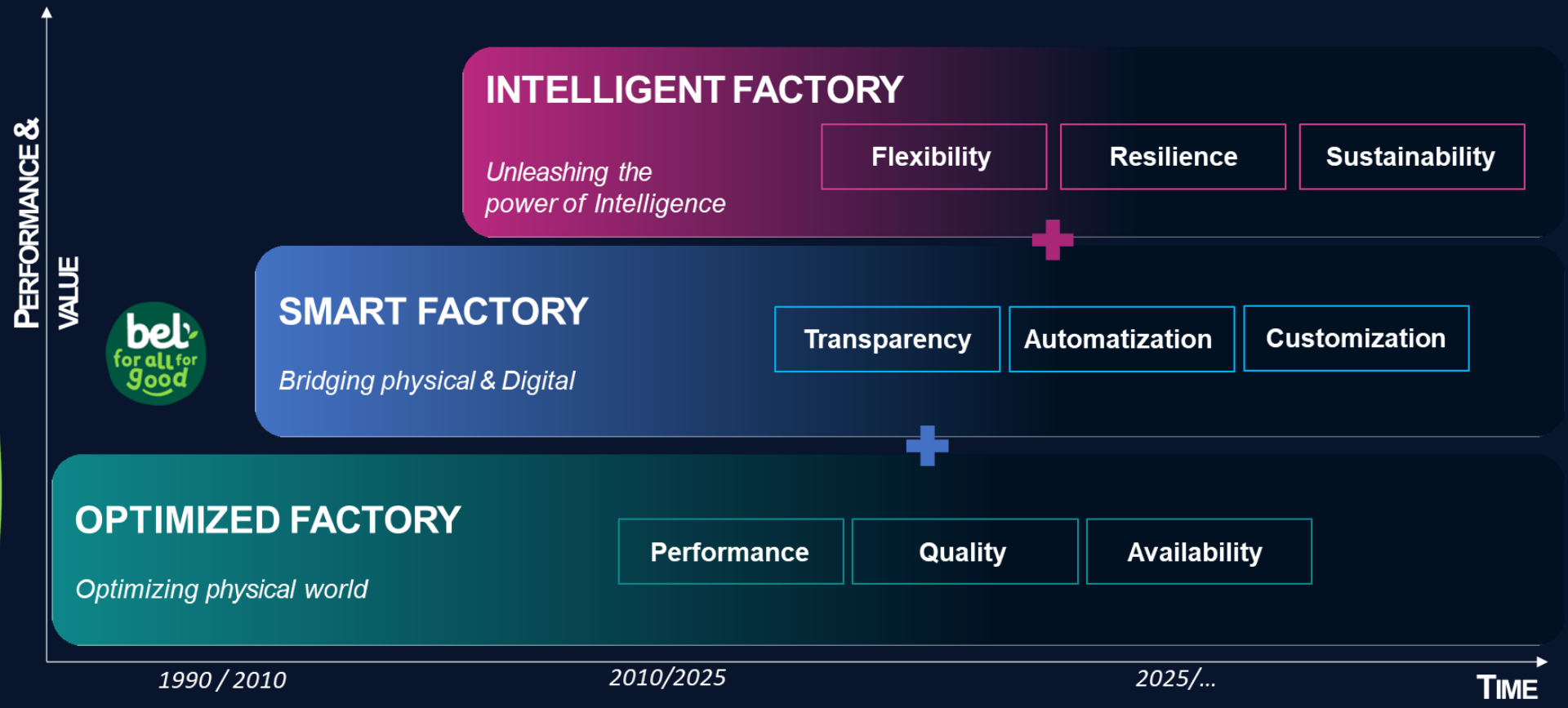
Digitization without

Simplifying , standardizing

And building Robust core Model



Factory of the future long term target:
….Moving to Intelligent Factory

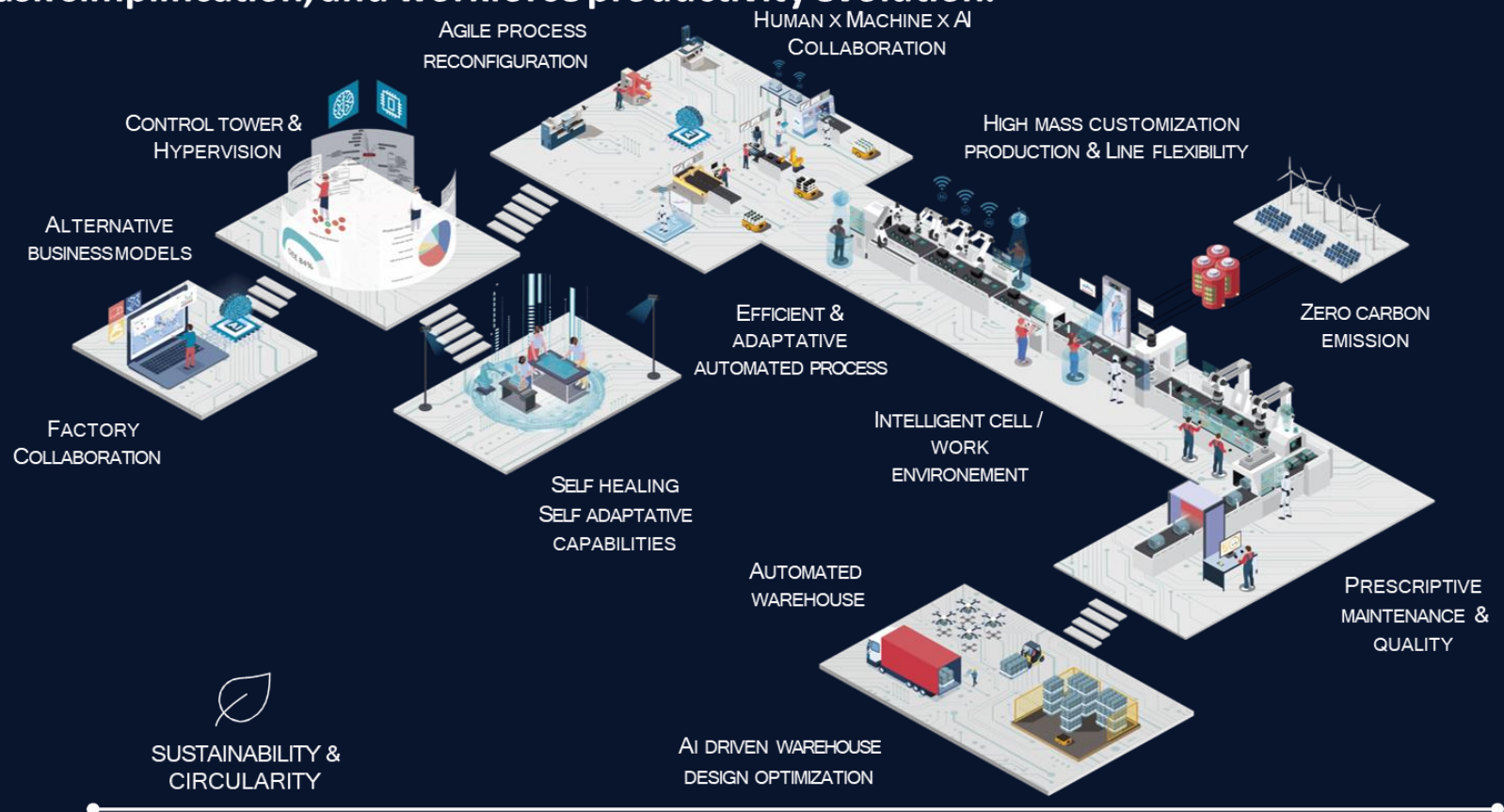


Digital potential to build the factory of the future is uge….

INTELLIGENT FACTORY business cases offer considerable earnings potential

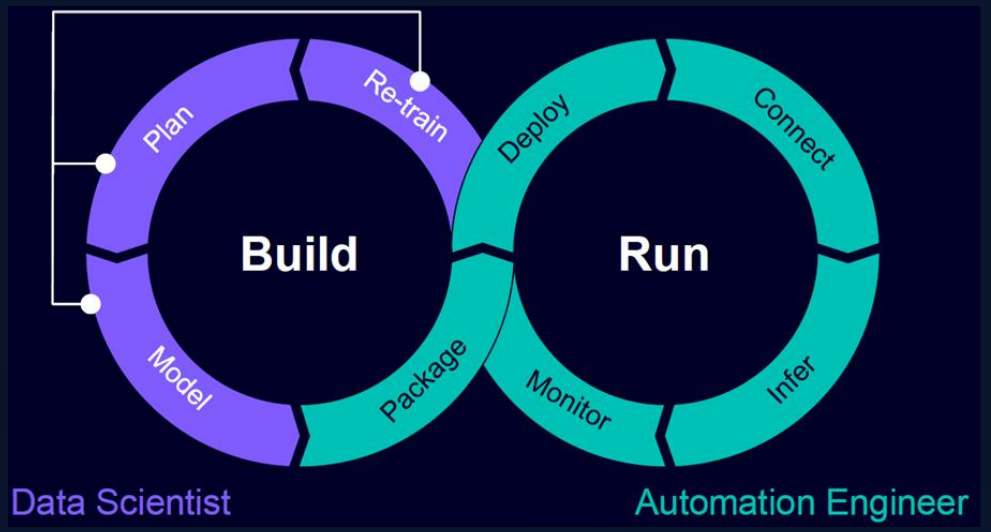
Process acceleration, task simplification, and workforce productivity evolution.

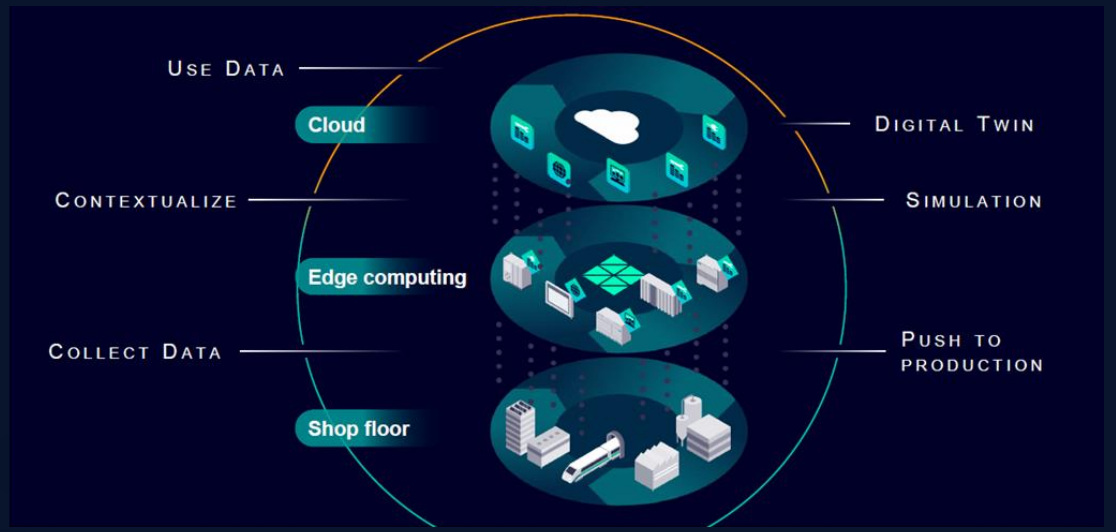
10%-30%	OEE increase
10%-20%	Supplier services increase
+20%	Takt time
10%-30%	Inventory decrease
30-40%	Labor productivity increase
30-40%	Lead time increase
+35%	Quality increase
40%	Time to market decrease
NetZero, water consumption, scrap reduction trajectory acceleration	
Intelligent factory attractivity improvement / Attrition reduction	

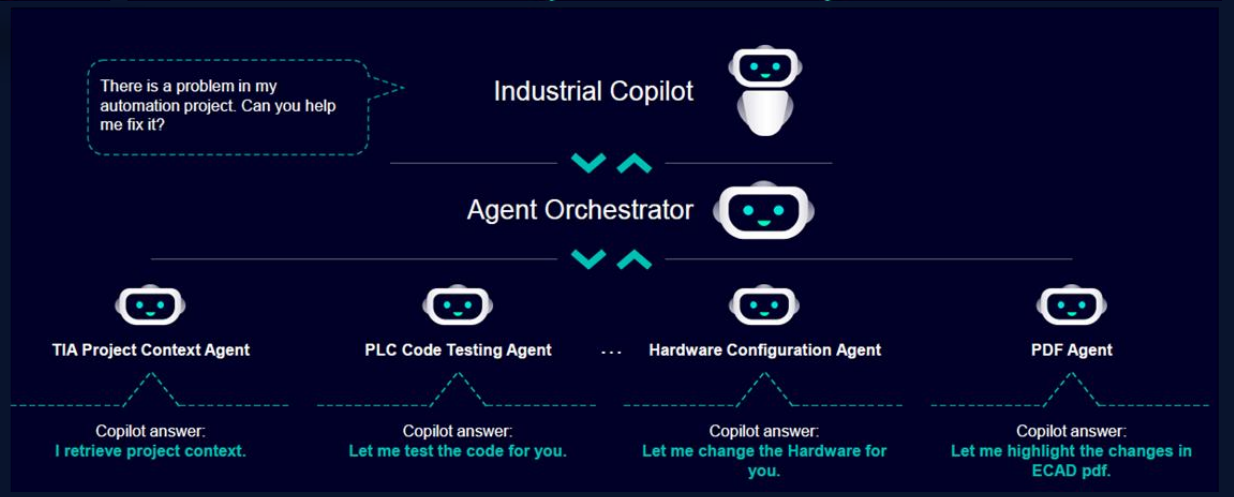


C2 - Internal

From Gen AI to AI Agents to automatize processes and decision making







The biggest Challenge to suceed in Digital Transformation is not the Technology but the People

70%

of manufacturing companies expect that digital access broadening will transform their business by 2030, and have a massive impact on future skills required

TOP 3 FASTEST-GROWING SKILLS BY 2030

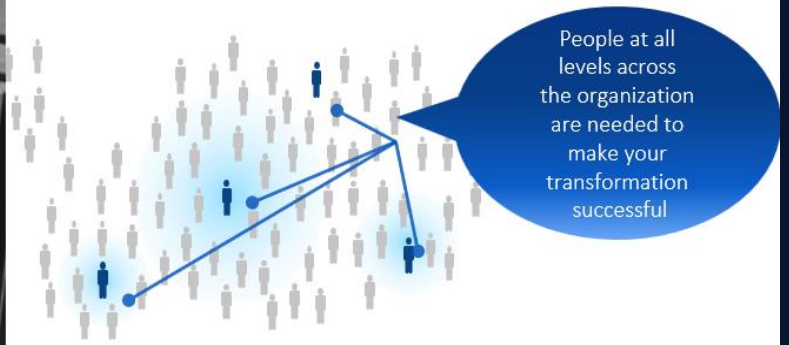
#Data and AI

#Networks and cybersecurity

#Technological literacy

WORLD ECONOMIC FORUM

As Bel is already on the right track in terms of technology building blocks, the major challenge a had to make this transformation a successful is **HUMAN**



1. Assessing potential skills gaps and opportunities to secure new specific skills
2. Developing a skills strategy to ensure we are future-ready
3. Reimagining resources for skilling at scale through tailored learning journeys

05

Q and A

THANK YOU