

Process Optimization

Scaling Food Manufacturing To Drive Sustainable Growth

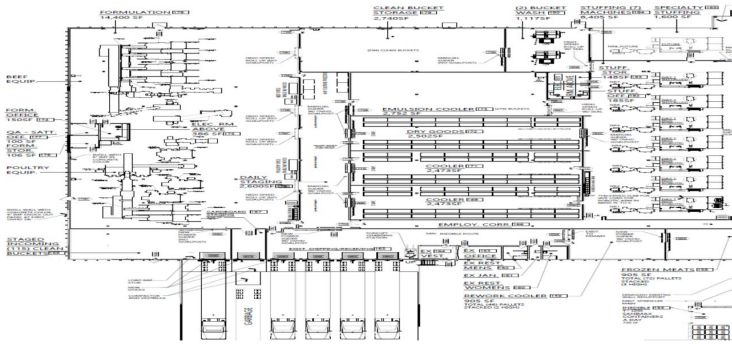


2025 American Food Manufacturing summit

My experience of scaling operations



NEW/ORGANIC GROWTH



TURNAROUNDS



Two different types of experiences, two different methods

Scaling Mantra



Think Big

- Begin with the end in mind
- Planning for the Future

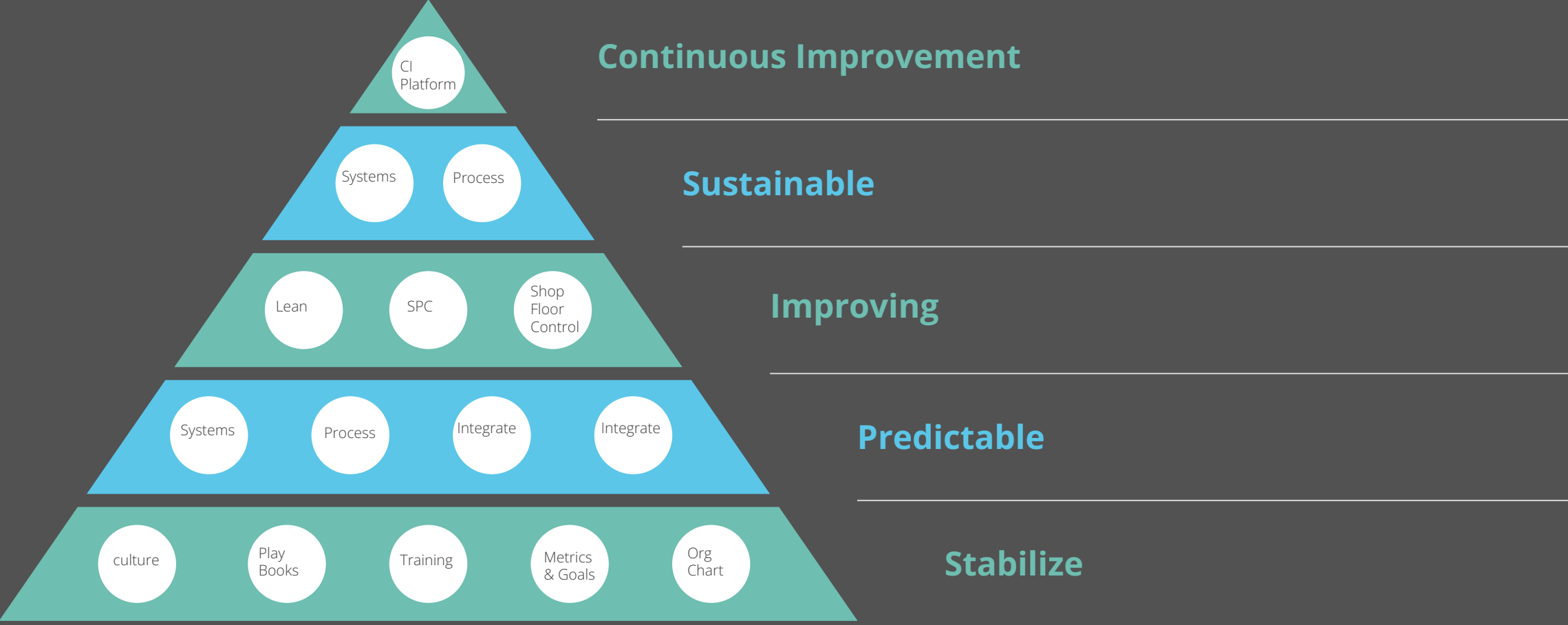
Start Small

- Pilot line mentality
- Start planning to scale
- System & Process Driven

Scale Fast

- What works-move forward
- Continuous Improvement

Key Turnaround Components



Labor (example)

Mission
Operations Mission supporting Vision.



Producing **safe, consistent, high quality** products to meet customer specifications at **minimal cost**.

Strategies
3 Focal Points on how we'll deliver the mission.



Process

People

Technology

Tactics
Milestones to implement the strategy.



Shop Floor Control System

Supply Chain Alignment

Teams within Teams

Talent Mostly Hired – Now Train / Systematize

Execute Capital Plan

Digital Transformation

Goals



2022 Full install/ Standards completed
2023 Active implementation/ Root Cause Analysis
2024 Continuous Improvement

2022 Daily schedules developed/Syspro/Reduce CO
2023 Maximize runs, shelf life optimization
2024 Complete OEE review

2022 Playbooks, Centerline, 5S, Vertical Silo Integration
2023 Develop Root Cause/ CA system
2024 SPC/Lean phase 1 rollout

2022 Training all levels – maintenance, production, quality. Resources/classes to support
2023 Manufacturing 2.0 topics – Statistical process control, lean manufacturing
2024 Fully Hired/Trained

See 3 YR CAP PLAN SLIDE

Deliver Reduction in Annual Labor/lb □ Average from \$0.XX/lb to \$0.XX/lb in 3 years



“What Good Looks Like”...

KPIS

Safety / Food Safety
Customer Service
Productivity

Financial Performance

COGS
Cost Savings
Revenue Growth

Other

Culture
Celebration

One Scorecard that Ties All Together

Operational Excellence

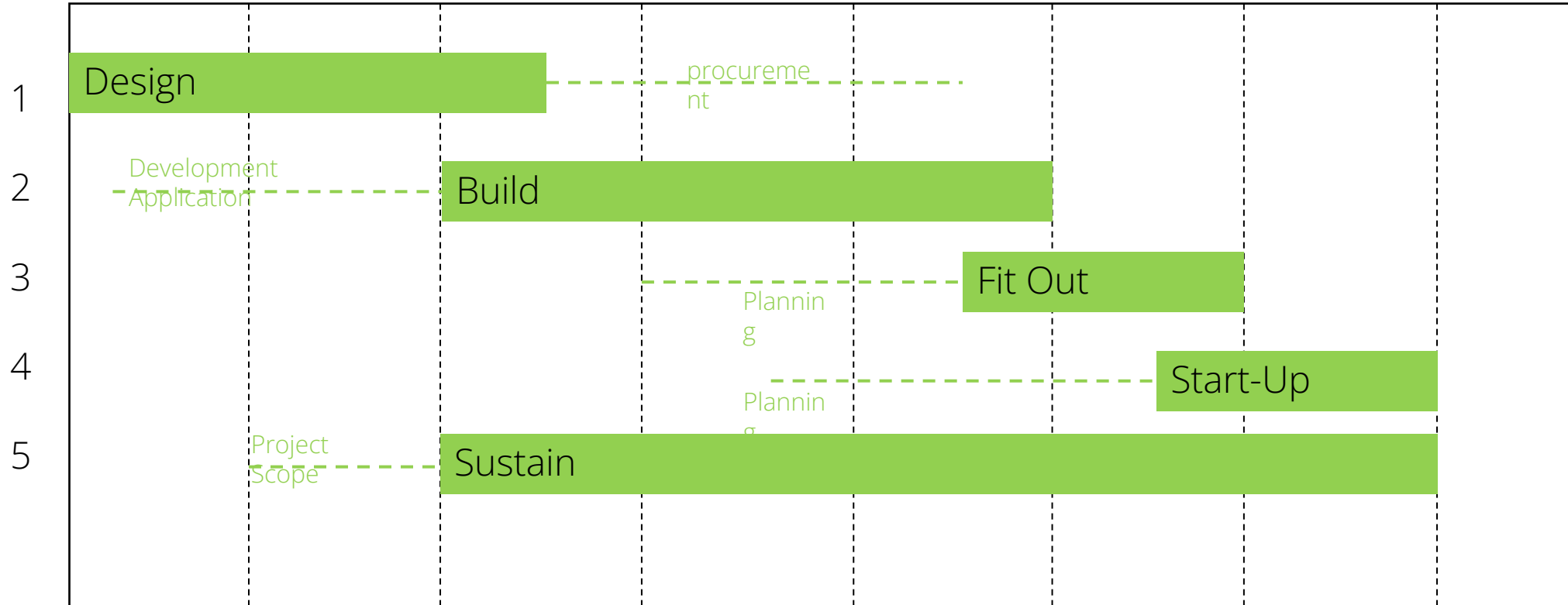
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Key Growth Components

Top line Project Roadmap - Time





“What Good Looks Like”...

KPIS

COST
SCHEDULE
PERFORMANCE

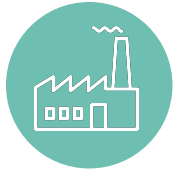
Financial Performance

Deliver Capital Budget
Hit Proforma P&L
COGS Delivered

Other

Culture
Continuos Improvement
Adaptable

One Scorecard that Ties All Together



Commonalities

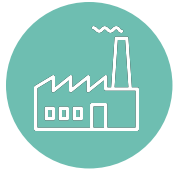
Develop agile operational framework that adapt to shifting market and demand trends

- Remain Nimble/Flexible
 - Share customer/consumer demands early
-

Strengthen cross-site consistency while empowering local plant-level leadership

- Sharing of best practices accelerates growth
- Organizational structure to allow for common practices that still embrace plant/team autonomy

Speed Wins



Commonalities

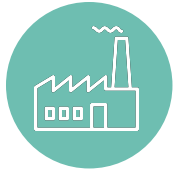
Optimizing workforce training and engagement to reduce turnover and increase productivity

- Culture eats strategy for lunch
- Celebrate wins Often

Building integrated supply chain visibility to improve planning and performance

- Aligning production/capabilities to customer needs
- Doing it right the first time saves time, money, total resources

Culture and Alignment drive Change



Commonalities

Strategy with long-term business and customer service goals

- Forward thinking
- Customers/Consumer adapt, we must learn how to quickly adapt

Driving efficiency without sacrificing food safety, compliance or product quality

- Utilizing Industry Information (usually free, best practice, latest trends)
- Doing it right the first time saves time, money, total resources

Begin with the end in mind