

Integration of KaiNexus into a Manufacturing Operating Model



April 29, 2025

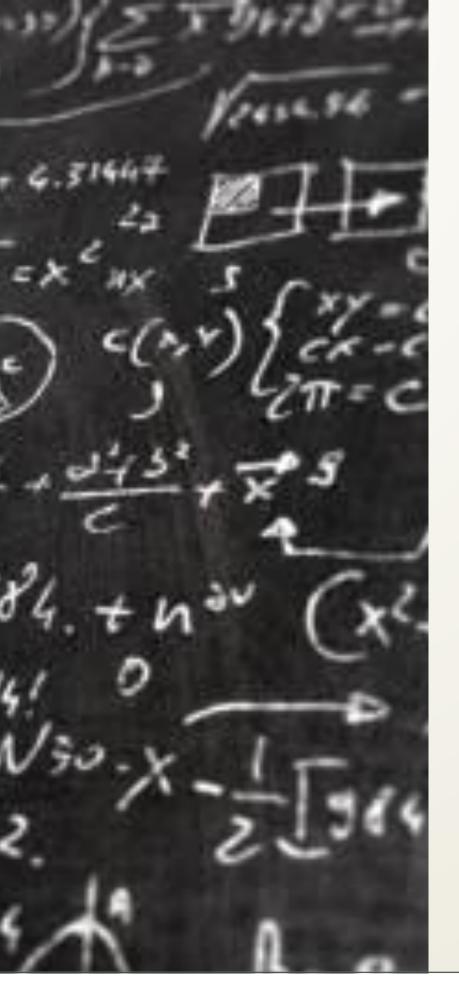
3:15 p.m.



Sivadas Menon

Sr. Director, Continuous Improvement Winland Foods

www.kainexus.com/kainexicon



"Every system is perfectly designed to produce the results it does"

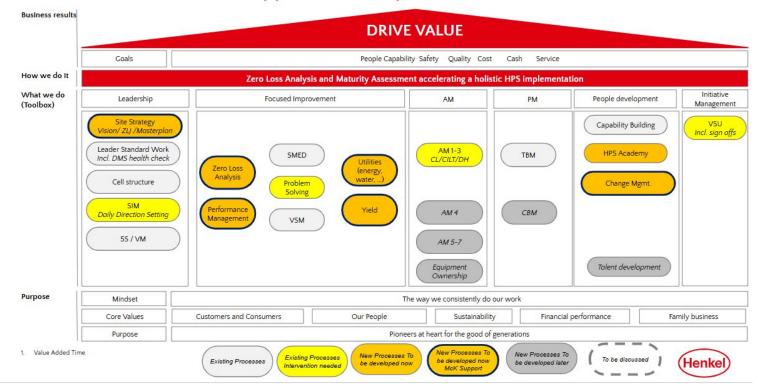


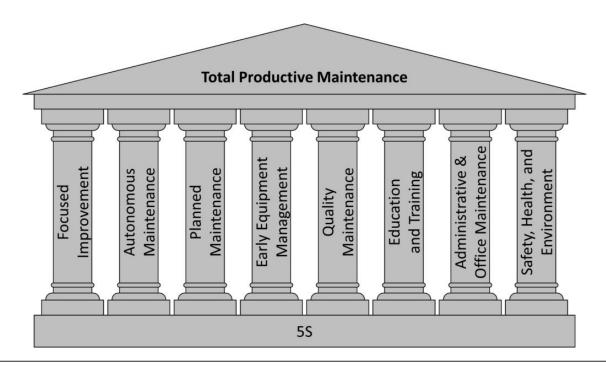
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What's an Operating Model?

We aim to leverage process pillars to unlock goals and drive value through a structured transformation approach in the pilot sites





VISION:

To be the most agile factory in DSM, by developing high performing people who are empowered to make decisions.

> Plant: Bi-Monthly Round Tables **Bi-Monthly Supervisor** Meeting Monthly Plant meetings Monthly Union meetings Monthly dept. 1:1

Operations: Bi-weekly team meeting Weekly Expired FG& RM Weekly maintenance and sanitation meeting

Maintenance: Weekly shop meeting

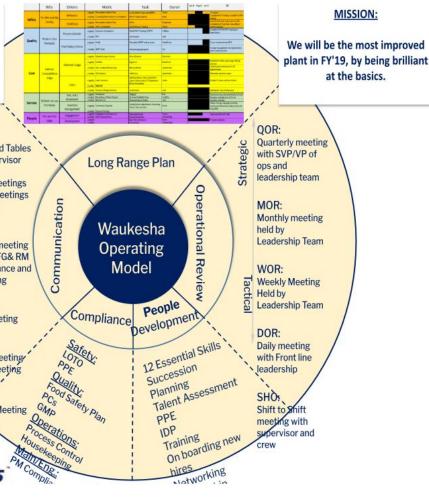
Quality: Monthly Team meeting Weekly Holds meeting HR: Mont

Ventura Foods

WE SYSTEMS COMPONENTS

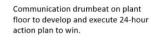


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Daily MOS Meetings





Defect Handling (DH)

Identify, monitor, repair, and eliminate equipment defects.



Maintenance Planning and Scheduling (MP&S)

Develop the capacity to perform preventive and corrective tasks planned in the framework of the daily execution cycle.



Problem Solving

Develop and train associates to analyze failures, determine the root cause, and eliminate recurring failures.





Thorough cleaning of Equipment to restore to base condition.



Clean, Inspect, Lubricate (CIL)

Reduce unscheduled shutdowns by maintaining the equipment in its original state.





Eliminate/decrease the variability of critical process parameters.



& Coaching Stand up systems and ownership

that will drive sustainability across the core capabilities.



My Operating Model

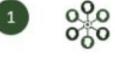
- Engineer (by education • only)
- Worked in manufacturing my whole career (Operations and Continuous Improvement)
- Principle based philosophy







PSQSC



Daily MOS Meetings

Communication drumbeat on plant floor to develop and execute 24-hour action plan to win.



WE SYSTEMS

COMPONENTS

Defect Handling (DH)

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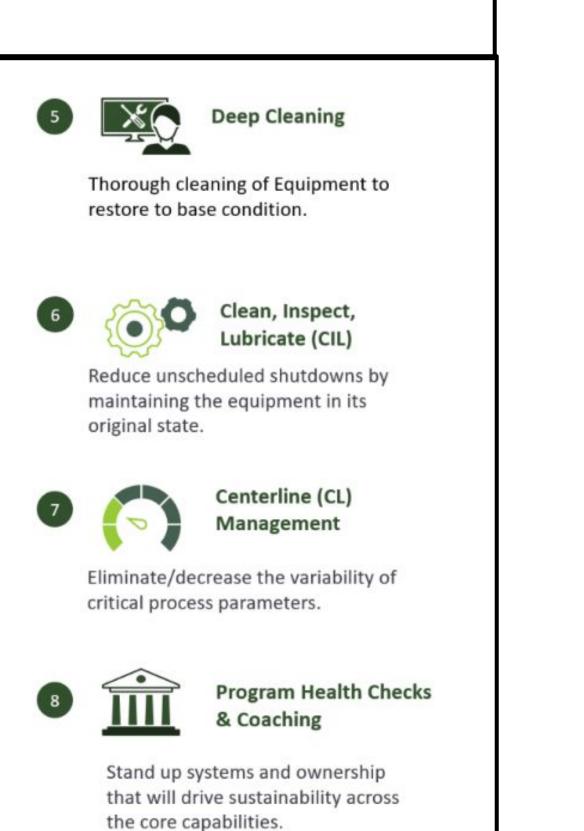


Problem Solving

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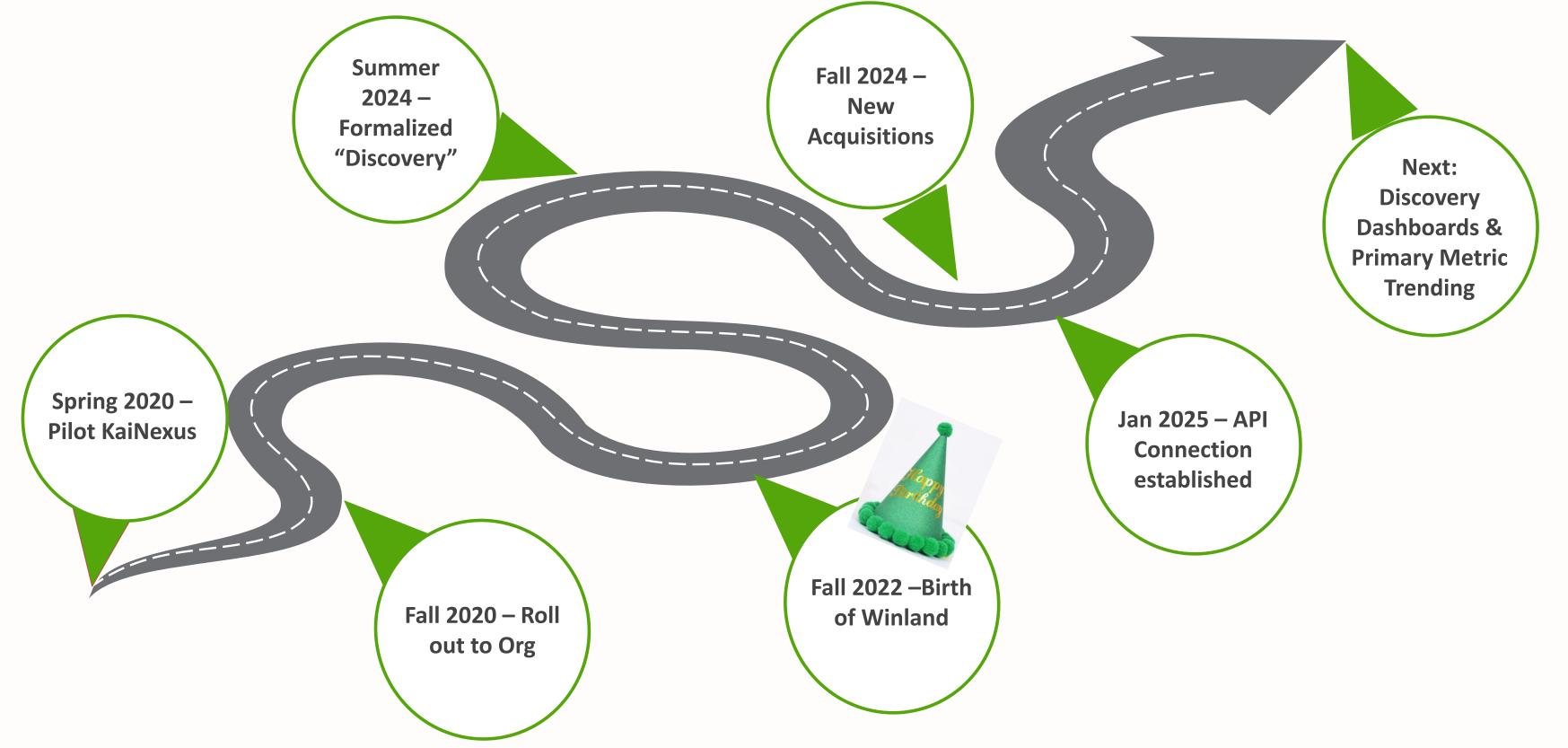


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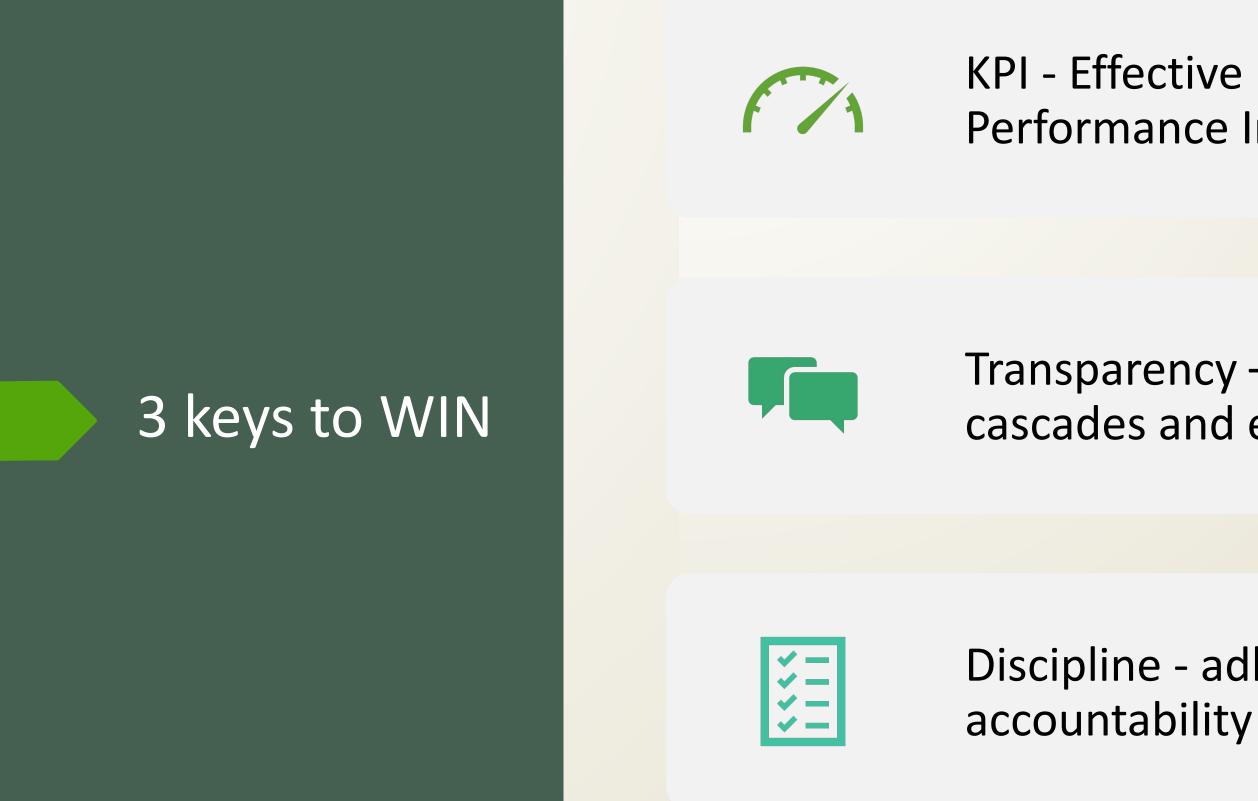
Winland's KaiNexus Journey





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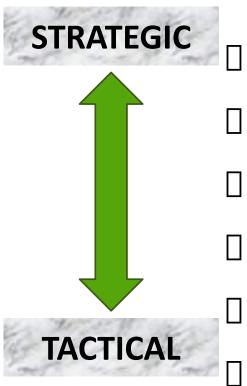
KPI - Effective use of Key Performance Indicators

Transparency – seamless handling of cascades and escalations

Discipline - adhering to a cadence of



Discipline = Freedom



Cadences of accountability

- Annual Discovery
- Annual budget setting
- Quarterly CI Community Calls
- Monthly Review with CMO
- Monthly Review with Ops Directors
- Weekly Steering CSI Reviews

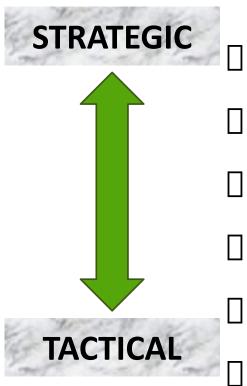


Numbers for illustrative purposes only; not actual results





Discipline = Freedom



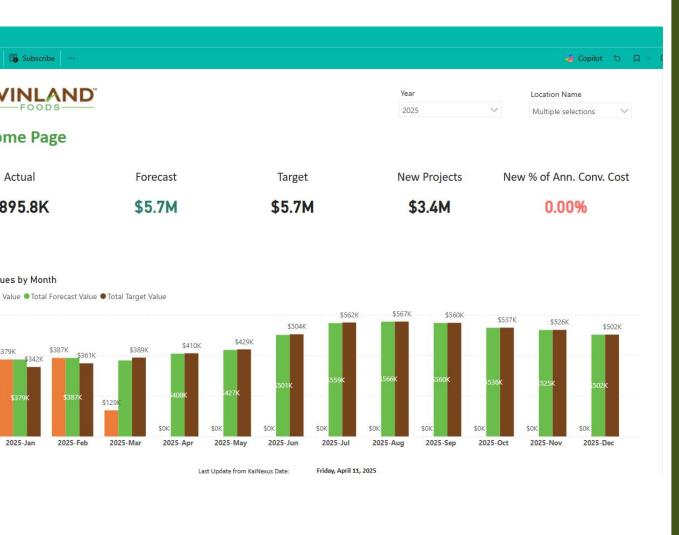
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MOS EA		
Weekly Steering Deck	^	CSI H
CPMP & CPMU (Steerin		CSIT
KaiNexus KPIs	^	
CSI - Home Page		
CSI - Project Details		
CSI - Monthly Savings		
Maintenance Metrics	~	
Weekly Steering Deck	~	Project
Monthly Business Review	~	Total Act
♦ Current Reports	~	\$0.6M ····
Defect Log Report	~	\$0.4M ·····
Environmental Sustaina	~	\$0.4M
Health Check Report	~	\$0.2M
Inspections	~	John .
OEE Reporting	~	\$0.0M
Performance - Plant Perf	~	

Numbers for illustrative purposes only; not actual results







Discipline = Freedom

Q Line 6 Missing Cap Reduction	dd • Actions • Q Line 6 Missing Cap Reduction (* Reports • + Add • #3231315	Actions •
Improvement Resolution Comments Tasks Timeline	Beekly S Improvement Resolution Comments Tasks Timeline	
Project Details	Project Track Overview CPMP Resolution Local F	inance ONL)
Improvement Description Reduce number of missing and misaligned caps. Focusing on capper changeover parts, alignment, and	Actual Monitoring Phase	g In/Out of Standard
change over procedures. Value Proposition Annualized 265,830	Team Impact(s): MUV None Sponsor Summary: MUV Summary: MUV Summary: MUV Scott Videll CSI Total of \$31,462.00 over 1 reported month(s). Schedule None	None
Project Type Included in AOP MFG Capital None	Project Owner Forecast 0	
Team Lead Rich Massey	Marci Mitchum Weekly Impact(s): MUV Follower onthly I David Bingham Summary: MUV Go I Calculation Basis: raw material loss reduction	
Project Metrics	+ Follow Target	
Primary MetricBaselineTargetNoneNoneNone	Dates Impact(s): MUV Summary: MUV Total of \$245,870,000 querel 0 reported month(a). Schoolula	
Metric Updates Date Actual Target Metric Status	Created Oct 04, 2024	



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