

## NEW BUREBA PLANT: COMPANY PROFILE

### 1. COMPANY, PLANT / FACTORY PROFILE

History of the Campofrío Food Group, belonging to Sigma Alimentos, owners of the Nueva Bureba plant.

Group's origin:



The plant under study:

Nueva Bureba, based in Burgos, was the first plant of the Campofrío Food Group, currently owned by the parent company Sigma in Europe, for the production of meat products,. It was founded in 1952 in the same locality, in response to the need for meat preservation.

Campofrío FG, starting from this factory, initiated its national and international expansion, acquiring new markets and similar companies within and outside the national territory, reaching multinational status in the early years of this century.

The location of the first Bureba plant can be seen on the following map, situated in the central-northern region of Spain.



We are talking about the first plant since the current subject of this award application is the reconstruction of the old one at the same location, which was unfortunately affected by a fire in November 2014.



From this unfortunate event, a frenetic race began to set up processes as soon as possible to avoid the loss of customers, recovering 85% of the volume in one month by producing in other factories of the group, and 95% in the following 4 months.

Simultaneously, another goal was tackled: the reconstruction of the new Bureba plant. The objective was to build the current factory, the subject of the excellence award application, in less than two years.

### STEPS FOR REBUILDING

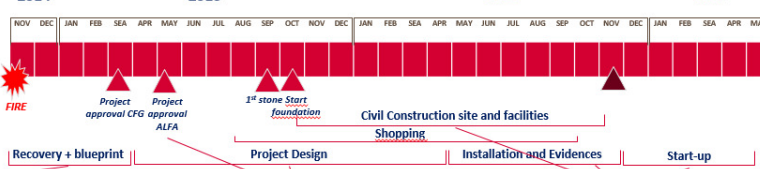
**2015-16**

- Building NEW Bureba
- 2 years in ERTE for the staff

**AS A RESULT THE NEW BUREBA**

- HIGH STANDARD SLICING LINES
- TOTAL AUTOMATION OF DRY SAUSAGES
- THE MOST MODERN TECHNOLOGY FOR COOKING
- HIGH QUALITY STANDARDS AND HIGH DEVELOPMENT IN STORAGE

### Bureba History



#### STEP 1. SERVE OUR CLIENTS

WE ACHIEVED THE **85% OF THE VOLUME** IN A MONTH AND THE **95% IN 4 MONTHS** TO CONTINUE SERVING OUR CLIENTS

From 1 plant... to 27 plants



#### STEP 2. MAINTAIN THE JOB POSITIONS AND PROJECT THE NEW FACTORY IN BURGOS

COMMITMENT TO OPERATE IN 2 YEARS AND RECOVER THE **100% OF THE STAFF**

#### STEP 3. NEW BUREBA FACTORY BUILDING AND START UP

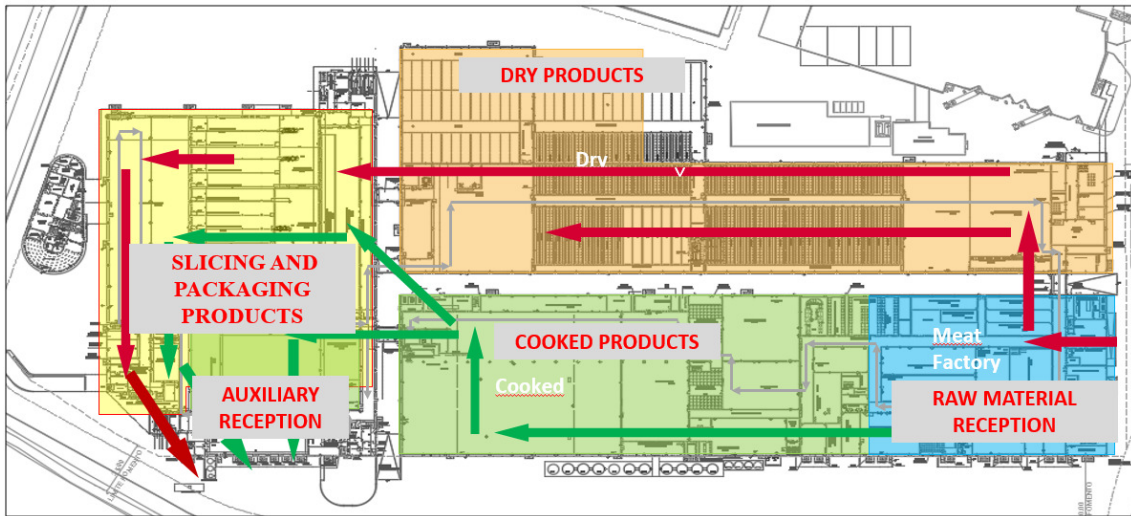
LEADING TECHNOLOGY TO BE MORE COMPETITIVE HELPING TO COMPLY WITH THE KPIs GUARANTEEING **SAFETY AND QUALITY**

Once constructed, the most important aspect was defining how to manage the work processes and the people. **NEW FACTORY - NEW WORK METHODOLOGY-TPM.**

## 1.1 PRODUCT RANGE VOLUMES MANAGEMENT ORGANIZATION.

### 1.1.1 PRODUCTS AND VOLUME.

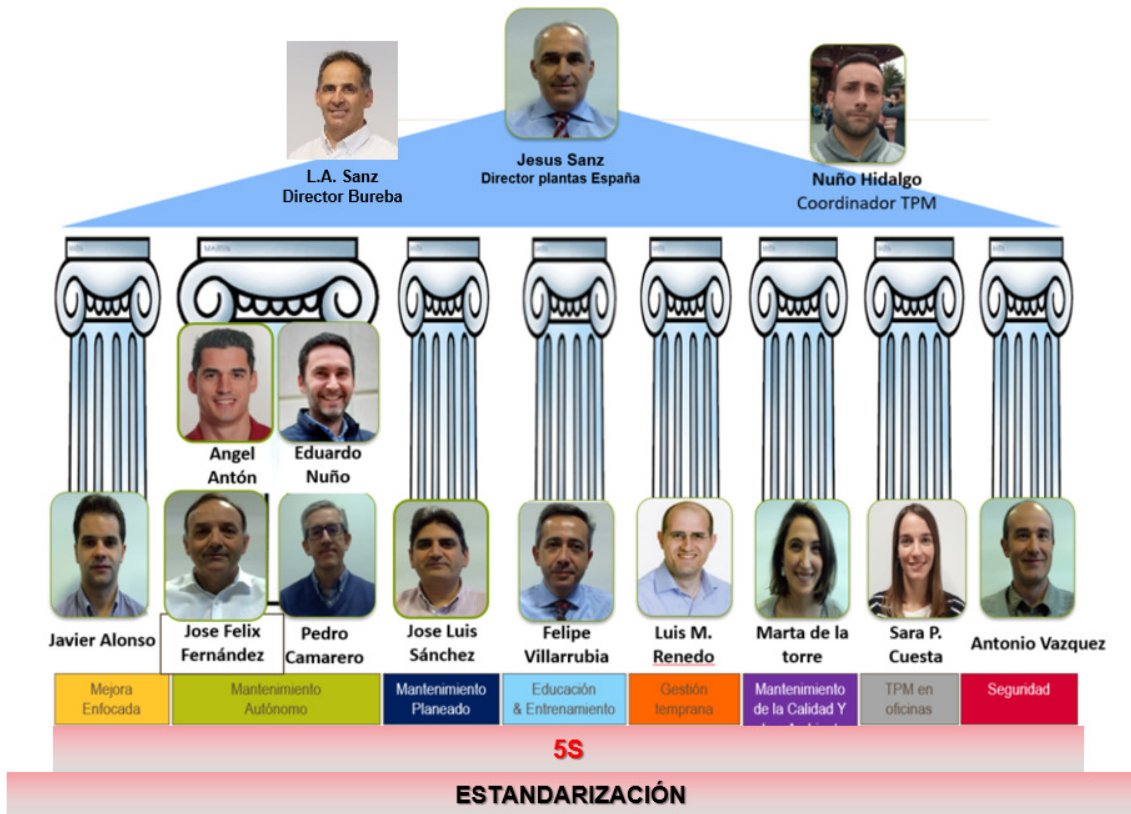
Cooked Product	Dry Product	Sliced Product
<p>205 Jamón Cocido Extra 6.450 tons</p>	<p>1903078 Chorizo Tradición Lonchear 1.518 tons</p>	<p>31304 Pechuga Pavo 80g 1.555 tons</p>
<p>26309 Maxipectuga Pavo BD 3.434 tons</p>	<p>1500011 Salchichón Gran Serrano p/lonchear 1.740 tons</p>	<p>31288 Jamón Cocido 90g 1.221 tons</p>
<p>728 Fiambrer Carne York 1.447 tons</p>	<p>1580 Chorizo Tradición C80 810 tons</p>	<p>31288 Chorizo Tradición Revilla 70g 1.063 tons</p>
	<p>Fuet 1.887 tons</p>	



**1.1.2 MANAGEMENT ORGANIZATION** This is how we structure ourselves to ensure the success of the methodology and cultural change

**652** Employees,

**8** Pillars Launched: AM, PM, SyH, Q, TyE, GT, ME, OF



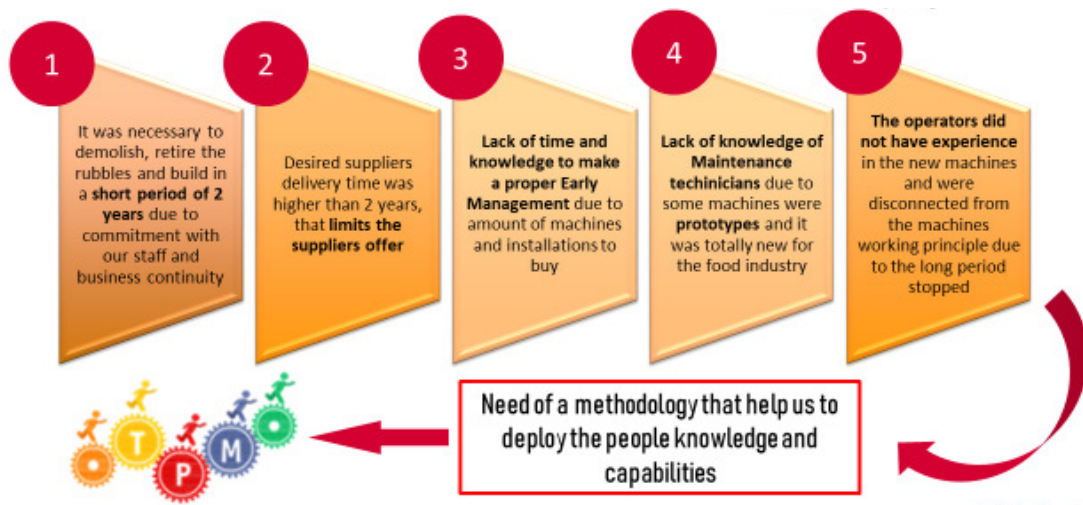
## 2. MILESTONES ON THE JOURNEY OF MANUFACTURING EXCELLENCE.

The establishment of a new factory entailed a new cultural mind-set to achieve levels that would ensure the viability of the business.

We encountered several challenges that provided us the opportunity to implement the TPM methodology to address the excellence in business. Also, we consider that it was the best starting point for the TPM journey of our company, with this new plant, with new teams and new dreams.

We started with the overall organization based on the TPM methodology, managing through pillars to de-escalate indicators and support Autonomous Maintenance through the development of self-directed teams.

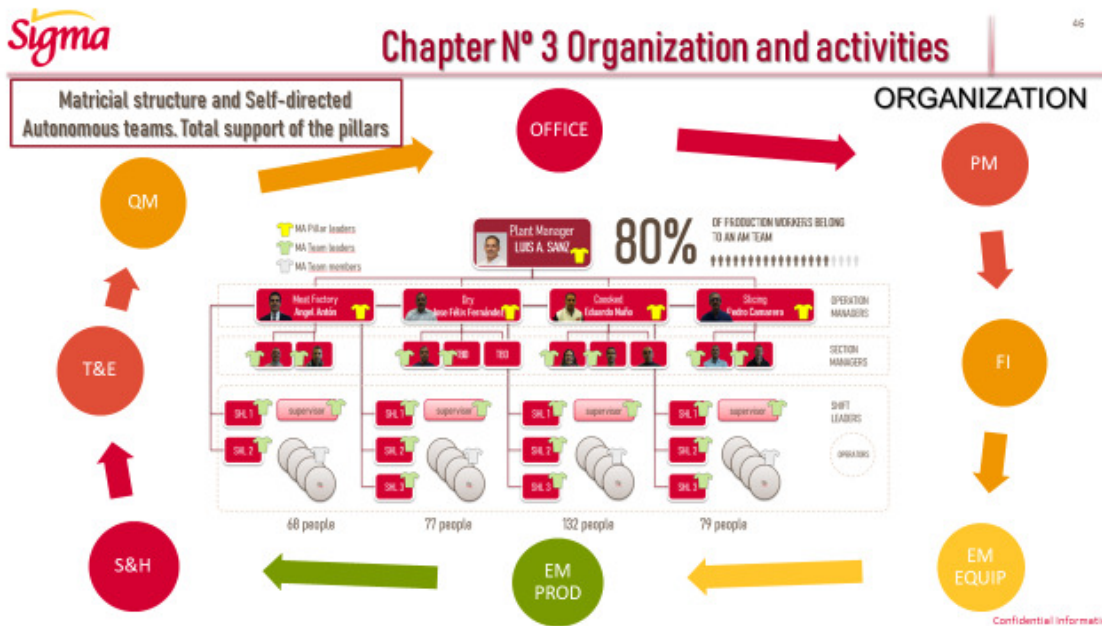
All pillars operate under a common alignment of objectives, with an unique strategy to achieve the excellence.



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We no longer work through independent departments but through interconnected pillars, providing comprehensive support to all self-directed teams in the Gemba.

As we can see here:



**8** Launched Pillars: Autonomous Maintenance, Planned Maintenance, Safety & Health, Quality, Training & Education, Early Equipment Management, Early Product Management, Logistic & Offices.

**44** Autonomous Maintenance teams, focused on production lines with multiple machines. 800 machines under TPM methodology.

### 2.1 New activities and main TPM elements.

- Creation of the TPM promotion Office.
- Study of the current situation to know the starting point.
- Training leaders for TPM implementation.
- Creation of the Plan for the 5-Year Excellence Award Application.
- New TPM Pillar Management Structure. TPM Follow-up Meetings.
- Launching of the pillars and initiation of TPM management.
- Expansion of the methodology in Gemba through self-directed teams.
- TPM pillars 100% integration.

### 3. BENEFITS ACHIEVED EXPLAIN THE BENEFITS THAT HAVE OCCURRED FROM:

The operators in the self-directed Autonomous Maintenance teams are familiar with their machines, and the cultural change is tangible. They take care of their machines by performing the necessary standards to achieve the 5 Zeros.

Operators raise and manage their own tags, addressing and resolving issues

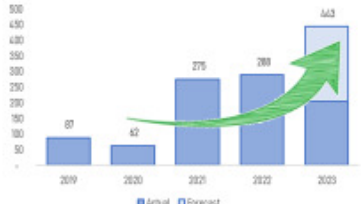
**General Inspection**

1. Building of new DOJO for Step4 trainings
2. Creation of KW Sheets
3. Creation of specific DPLs
4. Increasing number of blue tags

**915** BLUE TAGS OPENED

**>1000** TRANSFERRED ACTIVITIES MANAGED BY KW SHEETS

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Also, they manage the use of the LILAs, and we have 100% of the LILAs implemented on all plant equipment.

The AM standards, are actively improving their utilization and implementing various measures to reduce the time required for them within Autonomous Maintenance, such as:

**Tentative CILAS**

1. Centralized lubrication points
2. Visual control AIDS
3. Lubrication optimization
4. Visual control AIDS

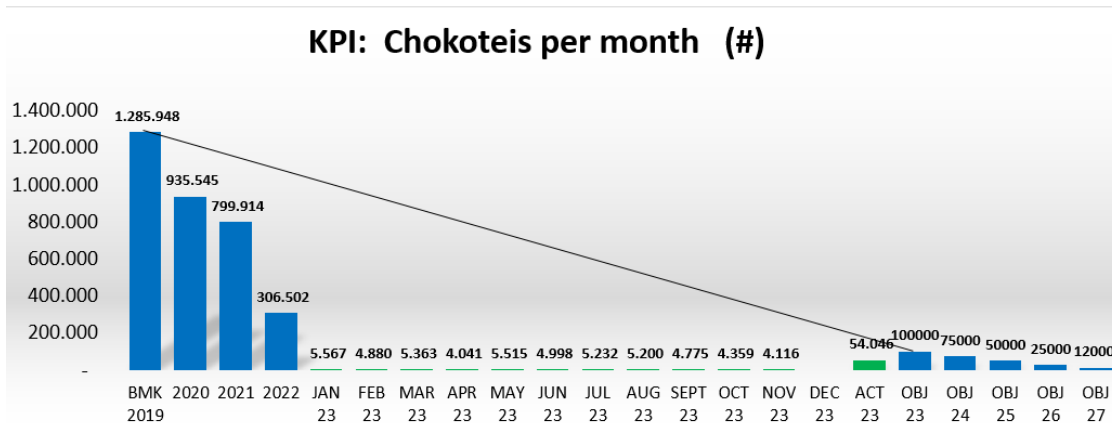
**45%** CILA TIME REDUCTION

**>1000** VISUAL CONTROL AIDS

- ✓ Homogenization of the type of oil in all lines
- ✓ Systematic cleaning and spraying oil over pneumatic pusher stems

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Due to this excellent management of Autonomous Maintenance standards, we have achieved a reduction in chocketeis, an AM KPI, by more than **95%**.



We can observe the improvement in the plant in terms of pillars supporting the self-directed Autonomous Maintenance teams, such as:

### 7.3 Pilar Activities

#### Food Safety Certifications: BRC, IFS

**IFS: Higher level desde 2018**

Calificación nota BRC

Year	Calificación
2020	B+
2021	B covid
2022	A
2023	A+

Evolución NC BRC- IFS

Year	NC
2020	14
2021	12
2022	9
2023	8

TPM

1. Improvement of the quality culture
2. Integration of quality across different areas
3. Enhancement of root cause analysis – Focused improvement
4. Solved of SOC and HRAs

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- 1.- Improvement in food safety certification, moving from a B+ category to an A+ category.
- 2.- The evolution of non-conformities under the BRC-IFS standard, achieving a reduction based on the plant's strategy.

## 4. KEY OF OUR MANUFACTURING EXCELLENCE.

The key elements are the **cultural change**; autonomous collaborators work under the same methodology, creating a **strong connection between Planned Maintenance (MP) and Autonomous Maintenance (MA)**. This connection allows us to decrease the plant's key performance indicators and brings us closer to achieving the 5 Zeros.

We have a fully **integrated management of all pillars** and a robust TPM tracking system with all the KPIs and KAIs.



Autonomous Maintenance operators, are capable of managing their own standards, showing a high awareness of the methodology that enables us to reach shared objectives.

There has been a transformation in the plant's maintenance, transferring standard activities to Autonomous Maintenance, transforming reactive tasks into planned ones. The ultimate goal is to achieve Condition-Based Maintenance.

As an example of this manufacturing excellence, we have the transfer of skills through Step 4 in different subsystem.

**6.7 Support for AM Skills Transfer**

OPC. Opciones espino 14091445

Mantenimiento Planificado  
Fabricación y Entrenamiento

+ 6500 hours of training

Human Error Breakdowns -73%

Training to familiarize oneself with the machine using real-life elements

Mechanical Panel  
Pneumatic Panel  
Lubrication Panel  
Fixation Elements Panel  
Electrical Panel

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An example of skills transferred in lubrication:

**6.7 Support for AM Skills Transfer**

1. Maquina lista para trabajar

2. Checklist lista

3. Cintas de transporte

4. Para engrasar siletas de rodamientos circulares se necesita: Pistola de engrase y papel

5. Abrir vallado de seguridad

6. Engancher boquilla de la bomba de engrase, dar los bombazos necesarios hasta que la grasa saiga limpia

7. Limpiar restos de grasa y poner el tapón

8. Maquina lista para trabajar

**CIRCULAR BEARINGS LUBRICATION**

Reduction in breakdowns due to poor lubrication -40%

Partes de un Rodamiento

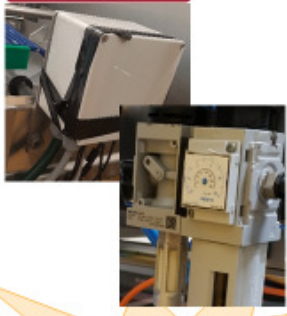
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Elimination of all anomalies that lead to Autonomous Maintenance, filthy, exhausting, and risky activities:

### 6.7 Support for AM

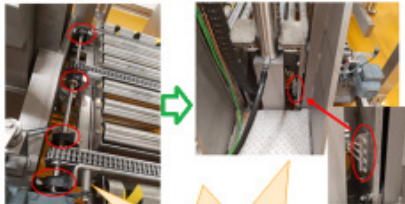
Elimination of Anomalies, ADA & FDS

**ANOMALIES DETECTION**




**RED CARDS**  
Raised: 17.156  
Closed: 16.402  
**95,6% Resolved**  
(Total from 2019 to date)

**THE GREASE FITTINGS ARE MOVED TO AN ACCESSIBLE POINT**



Resolved ADAs : **90%**

**CHANNELING OF MEAT JUICE TO THE DRAIN**



Resolved FDS: **98%**

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## 5. ACHIEVEMENT RECORD.

### PRODUCTIVITY

DATA: OEE

FORMULA: AVAILABILITY x PERFORMANCE x QUALITY

BMK 2019	YTD 2023	YTD vs BMK	TGT 2024
49,7	61,3	<b>23%</b>	65,4

### QUALITY

DATA: N° OF COMPLAINTS COSTUMER AND CLIENT.

FORMULA: N° OF COMPLAINTS (ABSOLUTE UNITS)

BMK 2019	YTD 2023	YTD vs BMK	TGT 2024
49,9	19,1	<b>-60%</b>	12

### COST

DATA: CONVERSION COST

FORMULA: DIRECT LABOR COST + MANUFACTURING OVERHEAD COST

BMK 2019	YTD 2023	YTD vs BMK	TGT 2024
0,85	0,84	<b>-1%</b>	0,82



**DELIVERY**

DATA: **SERVICE LEVEL**

FORMULA: DELIVERED / REQUIRED x 100

<b>BMK 2019</b>	<b>YTD 2023</b>	<b>YTD vs BMK</b>	<b>TGT 2024</b>
97,9	98,9	1%	99,2

**SAFETY**

DATA: **LOST TIME CASES**

FORMULA: NUMBER LOST TIME CASES

<b>BMK 2019</b>	<b>YTD 2023</b>	<b>YTD vs BMK</b>	<b>TGT 2024</b>
20	4	- 80%	0

**MORALE**

DATA: **TURN OVER**

FORMULA: LOSSES / ALL STAFF X 100

<b>BMK 2019</b>	<b>YTD 2023</b>	<b>YTD vs BMK</b>	<b>TGT 2024</b>
5,17	0,66	-87%	1,65