

## 1. COMPANY, PLANT/FACTORY PROFILE

Mondelēz International started as Kraft Foods in 1903 with James Lewis (J.L.) renting a horse and a wagon, purchasing wholesale cheese and selling it to small stores in Chicago, Illinois, U.S. Over the years Kraft has acquired other brands, increasing its portfolio, such as: Nabisco, Cadbury, Adams, Lacta and Tang. In October 2012 the brand separation became effective, creating two separate companies: Mondelēz International, Inc., the global snacks company, and Kraft Foods Group, Inc., the North American grocery products company.

Nowadays, Mondelēz International is world's biggest snack company. We are located in more than 80 countries, and we are global leader in biscuits and number 2 in chocolates, while we're growing rapidly in baked snacks. We also make and sell gum & candy as well as various cheese & grocery and powdered beverage products in certain markets.

The Curitiba plant is responsible for the production of brands such as Trident, Halls, Tang, Philadelphia, Lacta and Milka. They are divided between our four factories: Chocolates, Gums & Candies, Dry Mix and Cheese, which produce more around 221 products. At the end of 2024, Curitiba plant had 2146 employees, we were divided as follow: Director, Managers (manufacturing, quality, maintenance, TPM, human resources, engineering, safety / health and environment).



Figure 1 - Curitiba Plant Mondelez Brazil

Talking about some of our brands, we have the Tang production, a brand available in more than 30 countries, is the leading brand in our powdered beverage portfolio. Philadelphia is the world's most popular cream cheese, available in regular, light, fat-free and flavored varieties. Lacta is the one of the most loved chocolate brand in Brazil. For 100 years, Lacta have been the category leader in tablets, pralines, and bite-sized products, with varieties that include Bis, a chocolate wafer, Sonho de Valsa pralines and Laka white chocolate. Halls have been in the leadership of candies category for more than 20 years, is a freshness synonymous and is consumed on all continents. Trident has gained strength since its arrival in the country and became a market leader.

## **2. MILESTONE ON THE JOURNEY OF MANUFACTURING EXCELLENCE**

In the modern world, where the economy is on the rise, there is a great demand for products and services. As the market is highly globalized and the evolution of emerging countries sharpens even more intense international competition, companies are seeking to offer products and services at the lowest price, with full quality and fast delivery. For these companies to manage price, delivery time and quality, they must be fully structured, ensuring their low cost of production so that they can maintain a significant profit, thereby maintaining their survival. In view of the presented, it is necessary to rethink and optimize processes, to continuously improve.

To understand what could make us more competitive in the market, consequently improving our indicators, we saw other companies had a well-implemented TPM program, which made them more competitive.

With the application of TPM in industries, they can improve business results. Ensuring a safe, enjoyable, and productive work environment by optimizing the relationship between people and the equipment they work with.

The program started at Curitiba plant in 2012. At the beginning of our work, we realized it was necessary to establish the objectives, the pillars to initiate the process and who would lead our journey. So, we organized our company, trained, and contracted people and established a pilot line, where all the methodology would be applied first.

Talking about the TPM journey in our plant, since the TPM implementation new methods and tools have been developed to improve and facilitate everyone's work, in addition to creating maintenance plans, qualified leaders so they can qualify the other group members, developing a work environment for zero defects, zero accidents and zero losses.

Each pillar created in the TPM implementation was made up of a multifunctional team, specialists and operators, and their main goals were established. With a global team it was also defined the tools that the plants should be apply for each task. In the TPM pillar steps effectiveness analysis we involve directors, leaders, and operators and all our supply chain.

In twelve years since TPM implementation we have been improved our indicators, culture, execution, product innovation, consumer expectation focus and our safety, health, and environment respect.

In 2018, we had the pleasure of being awarded the TPM Excellence, in 2021 we competed for the TPM Consistency Award and now the Special Award for TPM Achievement. We intend to maintain and improve our results and processes on the Total Productive Maintenance Excellence Journey towards being recognized as a World Class Plant.

### **3. BENEFITS ACHIEVED**

Before the TPM implementation we had indicators results we knew we could improve, but we did not know how. Among them we can mention safety, quality, costs, productivity and morale.

Today we are proud to say we work with safety and always thinking about our consumer, delivering a quality product.

With TPM application on our plant, we realized we had a great learning opportunity, so we could improve our indicators. We started with the idea of all employees would need to be trained. This program taught everyone, how to be a business owner, how to defend the goal through the idea of always put the safety, quality, and health first, love our consumers and brands, grow every day and always do what is right.

With this training, new talents were discovered, collaborators were promoted, and we exported several of our team members to other Mondelez plants in other countries, such as: England, Mexico, Argentina, France and USA.

With the TPM implementation and the opportunities to improve equipment and process, people are recognized for the generated ideas or for their well-executed job.

### **4. KEY OF OUR MANUFACTURING EXCELLENCE**

The key to our success in the TPM journey lies on our employees, we want our people to become more autonomous, so that we can achieve better results, guaranteeing the safety of the workplace environment and the quality of our products for our consumers and costumers.

That is why we are always improving our workplace, our benefits, and our culture, to make them feel each time better at work, also we want to conquer our growth doing what is right. We love what we do and do for those who we love.

A strength of the plant is the commitment of the top and middle leadership maintaining the program, demonstrated through support for activities led by the TPM pillars and clarity in communication. The company's strategy planning comes from the directors and reaches all employees. All pillars go through health checks that evaluate how is the knowledge of TPM and pillar activities in all areas in our factory.

With the TPM journey we want our teams to become more autonomous, so we can achieve better results, further guaranteeing the work safety, environment, and quality of our products for our consumers. We want our suppliers and partners to be involved in TPM as well as we are, that

is the vision for our next steps, planned by our Vision 2030, envisioning health and zero losses at our supply chain. Everything we want to achieve is guided by our four premises in our vision: Growth, Execution, Culture and Sustainability.