



Citrusvil

Learnings and Results

Citrusvil's Model of Operational Excellence

At Citrusvil, the pursuit of operational excellence has been constant, and over time, it has become deeply integrated into our organizational culture. In 2024, we celebrated three years of Citrusvil's Model of Operational Excellence (MEOC), a fundamental tool that has enabled us to reach new levels of efficiency and organization. This model, inspired by the Lean Management philosophy and aligned with the Lucci Way, motivates us to keep a relentless focus on the continuous improvement of our production processes.

Since its implementation in the industry, the MEOC has helped generate an order that has already reaped tangible benefits, such as the reduction in the stoppage time in the production processes. This year, the model was

expanded to the Primary Production area with training courses in 10 citrus orchards, thus consolidating the methodology in field operations and task standardization.

Organizational culture transformation

1. Impact on the industry

At Citrusvil's Plants A and B, the MEOC has established a strong system of individual, collective and process indicators. These tools make it possible to monitor and improve key operational aspects, being a turning point in our management. One of the most significant changes has been the implementation of the Asakai morning meeting, where daily indicators are analyzed in order to plan tangible actions.

“We are doing something that we know will be positive for the future. The Asakai meeting can also be improved, but it already allows us to read the indicators in a different way and, for example, to emphasize predictive maintenance tasks,” said César Romero, Process Engineer.

2. Field progress

In the Primary Production area, the MEOC was able to involve engineers and orchard managers in the implementation of standardized practices and the development of key indicators, such as irrigation, pruning remains removal, nursery and herbicide application. The initial 10 orchards that adopted the model became learning laboratories and stood out for their commitment and technical level.

“In the field, we have seen an excellent technical level, communication and commitment. The results will be seen in the production in the short term,” said Sebastián Dopico, Industrial Process Auditor.

3. A deep-rooted cultural change

The MEOC is ordering our processes. It is creating a culture of continuous improvement that is reflected in every task we perform. The results are tangible, and the team commitment has been crucial for this success.

Continuous progress

Next year, we will continue consolidating and expanding the MEOC, setting goals that reflect our vision of sustainability and operational excellence. These initiatives will position us as leaders in the efficient management of resources and will strengthen our organizational culture focused on continuous improvement.

Next steps:

- 1. Consolidation of the model in the current orchards and expansion to new orchards**
- 2. Team strengthening**
- 3. Monitoring and assessment**



Our commitment to this model reinforces the philosophy of continuous improvement defined by Citrusvil, demonstrating that operational excellence is not an end goal but rather a constantly evolving process.



Sebastián Dopico
Industrial Process Auditor



César Romero
Process Engineer