

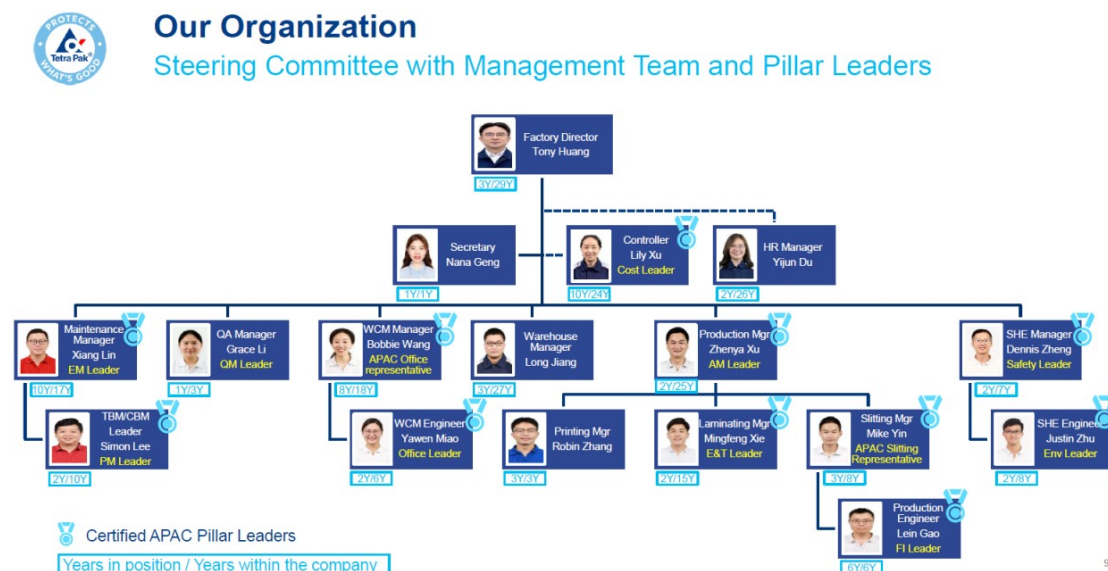


ORGANIZATION PROFILE

Tetra Pak is a leading manufacturer in the world who can provide integrated processing, packaging, distribution lines and plant solutions for liquid food manufacturing. We have sales in more than 160 countries, and we have 24,391 employees. We have 8,426 packaging machines and 108,396 processing units in operation.

Tetra Pak (Kunshan) Co., Ltd is one of packaging material factories in Tetra Pak APAC Region. It locates in Kunshan city of Jiangsu province which is a famous hygiene and environmental city. The plant offers more than 90 different combinations of package size, printing technique and coating specification. There are about 245 employees in the factory.

ORGANIZATION CHART

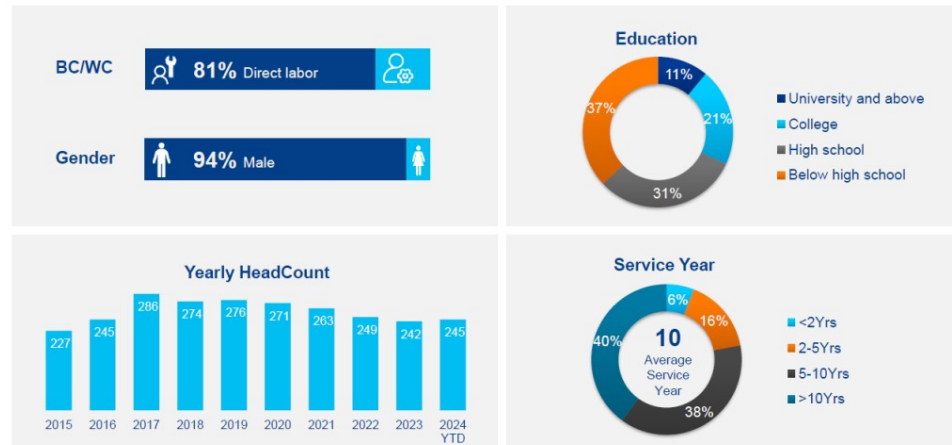


LATEST STAFF STRUCTURE



Our People

Competent Employees with Good Mix of Youth and Experience



* Updated to YTD (SEP)

Our products were produced through 3 main processes:

- Step 1 Printing and Creasing

The customer designs are printed on the raw board rolls. The board is creased according to package size and shape.

- Step 2 Laminating

The printed and creased rolls are taken to the laminating line, aluminum foil is laminated to the board by using polyethylene (PE) as glue layer, and then total inside plastic layers is extruded and coated on the roll. In the end the décor PE is coated,

- Step 3 Slitting and Palletizing

The Laminated roll goes to slitting where the roll is slit into package width reels. Slit reels will be sent for shrink-wrapping through ovens on the conveyor platform.

The wrapped reels will be picked up by the robot arm and palletized.

Finished pallet will be stretch wrapped and send to warehouse waiting for delivery to our customers.

MILESTONE OF THE EXCELLENCE JOURNEY

1996-Aug	Started commercial production
2000-Mar	Started TPM (WCM) Pilot phase
2001-Oct	TPM (WCM) kick off
2003-Sep	New production process starts up/ TPM (WCM) expansion phase
2007	TPM Excellence Award
2009	TPM Consistency Award
2011	TPM Special Award
2015	TPM Advanced Special Award
2024-Nov	Passed Tetra Pak Green Light Audit for TPM Advanced Special Award

BENEFITS ACHIEVED

Since Tetra Pak Kunshan has launched the TPM(WCM) program in 2000, the factory Key Performance Indicators related to productivity, quality, cost and so on have been continuously improved. With the accomplishment, the factory won the best performing factory in global Tetra Pak in 2006. With the continuously TPM activities, the achievement has been sustained. After 2015, we have managed several remarkable changes, including the installation of laminator #22. During the COVID-19 pandemic, we've overcome numerous difficulties to hit our factory targets and finished the integrated site expansion on time in full. In 2023, we completed the 1A expansion project, boosting our capacity from 5.08 to 6.67 billion standard packs. We can meet the demand in the market and increase the sales by offering a wide range of products.

At the meantime, the factory obtained significant benefits which cannot be physically measured. For example: the bright workshop has been recognized by customers, the team-work culture has been developed in the factory, the TPM commitment at all levels in the organization has increased, the skill level has obviously improved and so on.

TPM Award Assessment Achievement Sheet						
Company & plant name		Tetra Pak (Kunshan)Co., Ltd				
TPM Slogan/Objectives		“We strive for perfection!”/Advanced Special Award for TPM Achievement				
			Please fill in the range of data you are collecting			
Category	Index	Unit	BM (TPM Started or last time awarded)	Actual Status	Target	Improvement index
Enter the year →			2015	2024 YTD(Oct)	2024	
S	Number of work-related accidents requiring days off work	Case	1	0	0	-100%
P	Productivity	000 standard packs/Operator hours	949	1301	NA	37%
P	EE(Printing)	%	56.25%	62.27%	63%	11%
P	EE(Laminating)	%	78.12%	86.77%	90%	11%
P	Number of breakdowns	Case	178	115	114	-35%
P	MTBF(Breakdown) -Printing	Hour	102	135	NA	32%
P	MTBF(Breakdown) -Laminating	Hour	132	291	NA	120%
P	MTTR	Hour	1.95	1.7	1.75	-13%
Q	Number of customer complaints	Case	86	10	11	-88%
Q	In-line defect rate (scrap) (total waste)	%	3.80%	3.29%	2.70%	-13%
Q	In-line defect rate (rework) (Doctor rate without 503)	%	14.84%	14.67%	12%	-1%
C	Cost index	Index	100	70	74	-30%
D	Production Lead time	Days	3.91	2	2.2	-49%
D	Delivery performance (Perfect Order)	%	69.45% Start from 2018	86.70%	90%	25%
S	Frequency rate	Number of occupational accidents with leave for 1 000 000 worked hours	0	0	0	
M	Number of Employee Suggestions	Case	117	512	245	338%
Environment	CO2 Efficiency	kg CO2e /MSP	8262	5370	5555	-35%

KEY TO OUR MANUFACTURING EXCELLENCE

With the experience gained so far on TPM journey, the key items in to manufacturing excellence progress were:

- Implemented plant strategy which aligned with Tetra Pak company strategy.
- Insist TPM principle like full employee involvement, earlier management, zero losses and pursue high-reliability machine, and continuous improvement in shop floor.
- Developed loss intelligence and cost management system to identify losses in material flow and information flow within whole supply chain
- Utilized advance tools like Statistics Process Control, FMEA, Ergonomics and Safety Stock management
- Skill development system in place to continuously improve the people capability
- Improved people's motivation; encouraged people on more innovation in shop floor; Developed high countermeasure ladder solutions, like Poke-yoke and Low Cost Autonomous to reduce human error risk.

Employee involvement, motivation and other intangible improvement

- Now, 100% shop floor employees were involved in Autonomous Maintenance teams and 97% tags were removed by the operators. We have total 11 AM teams, 3 AM teams are in step7, 6 AM teams are in step6, 2 AM teams are in step 4 (Warehouse AM team applies 4-step team route; 56# is new machine installed in December 2023, the AM team started in 2024). Why-Why analysis and PM analysis become a basic language in the plant.
- Everyone engaged in TPM(WCM) every day. We have 10 pillars and total 73 pillar members in Kunshan. In 2024, we have launched 19 Kaizen teams and involved 81 team members, 37% are led by operators, 100% shopfloor colleagues are dedicated to raise suggestions to support improvement activities.
- People are respected, motivated and developed in our factory. The Employee Engagement Survey results in 2022 showed a significant improvement compared to 2015, the score increased by 22%, from 76 to 93.

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