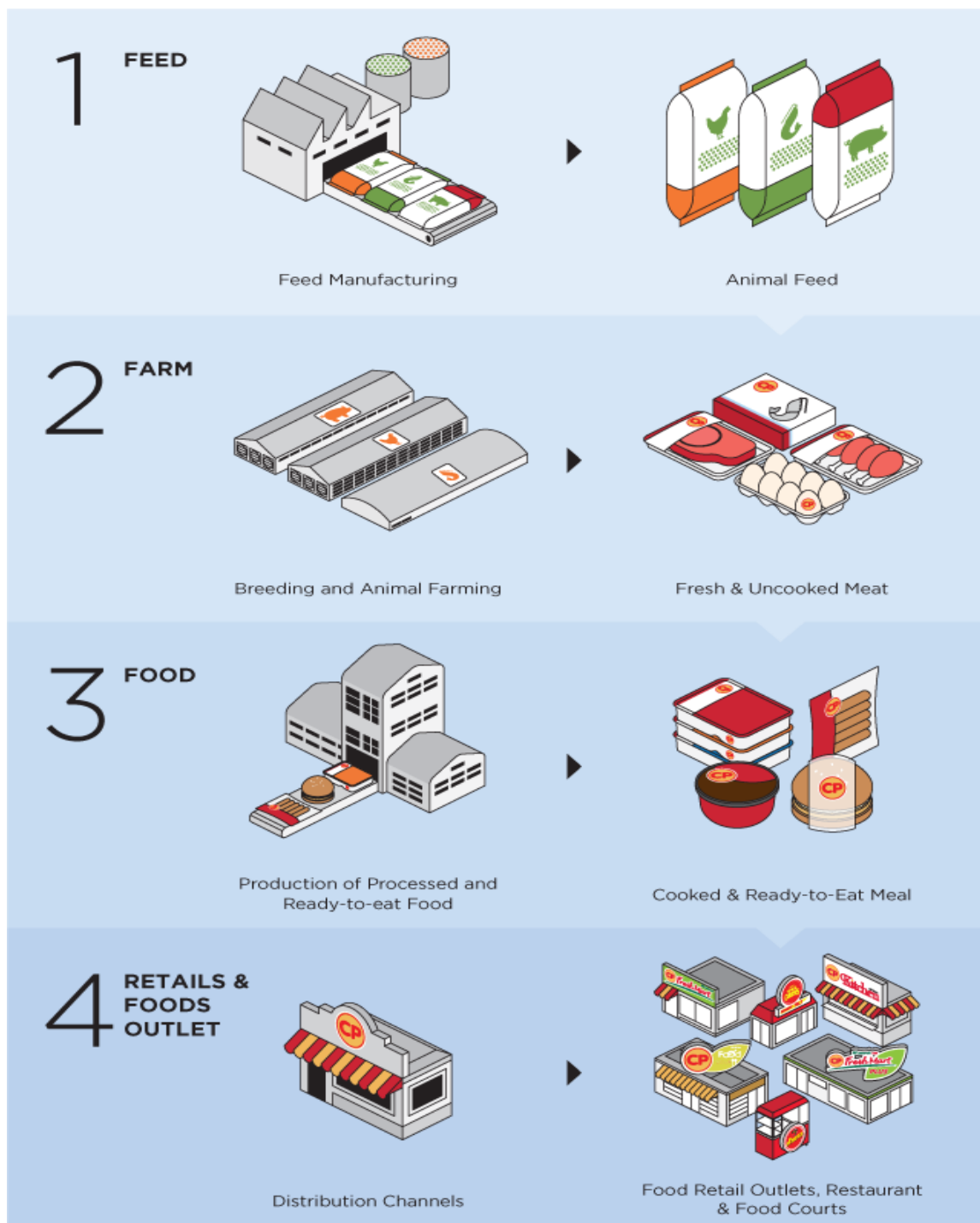


1. Company, Plant/Factory profile

1.1 PROFILE OF COMPANY: CPF(Thailand) PLC.

Charoen Pokphand Foods Public Company Limited is the leading agro-industrial and food conglomerate in the Asia Pacific region. The Company operates in both the livestock (swine, broilers, layers, and ducks) and aquaculture (shrimp and fish) businesses. The vertically integrated businesses incorporate the manufacturing of animal feed, animal breeding and animal farming; meat processing, the manufacturing of semi-cooked meat and fully-cooked meat; food products and ready meal products, as well as the meat and food retailer and restaurant businesses.

Operations in Brief



1.2 CPF LOGO



The meaning of CPF Logo; Blooming Lotus with Spike of rice. Lotus is a symbol of morality so Blooming lotus represents all achievement of all enlightenment while Spike of rice is a symbol of plentiful.

1.3 VISION & MISSION

CPF engages in vertically integrated agro-industrial and food businesses and commits to providing products and services that are high quality, nutritious, tasty, safe and traceable and is dedicated to operating our business with strict adherence to corporate social responsibility and environment conservation as a means of achieving sustainable growth.

CPF VISION



As we determine to fulfill the vision of becoming the “**Kitchen of the World**”, we significantly place importance on research and development to improve production efficiency at every step of operations as well as develop products to meet our customers and consumer’s satisfaction. We are additionally committed to operating business with environment friendliness and contribute back to society at large.

CPF VALUES

The Company strives to build a work culture that encourages everyone to participate in the decision making process, based on trust, honesty, moral principles, business ethics, and desire to create value for society. This is done through communicating the Company’s core value



Three Benefits to
Sustainability
for the Country, the People
and the Company



Speed
and Quality



Simplification



Adaptation
to Change



Innovativeness



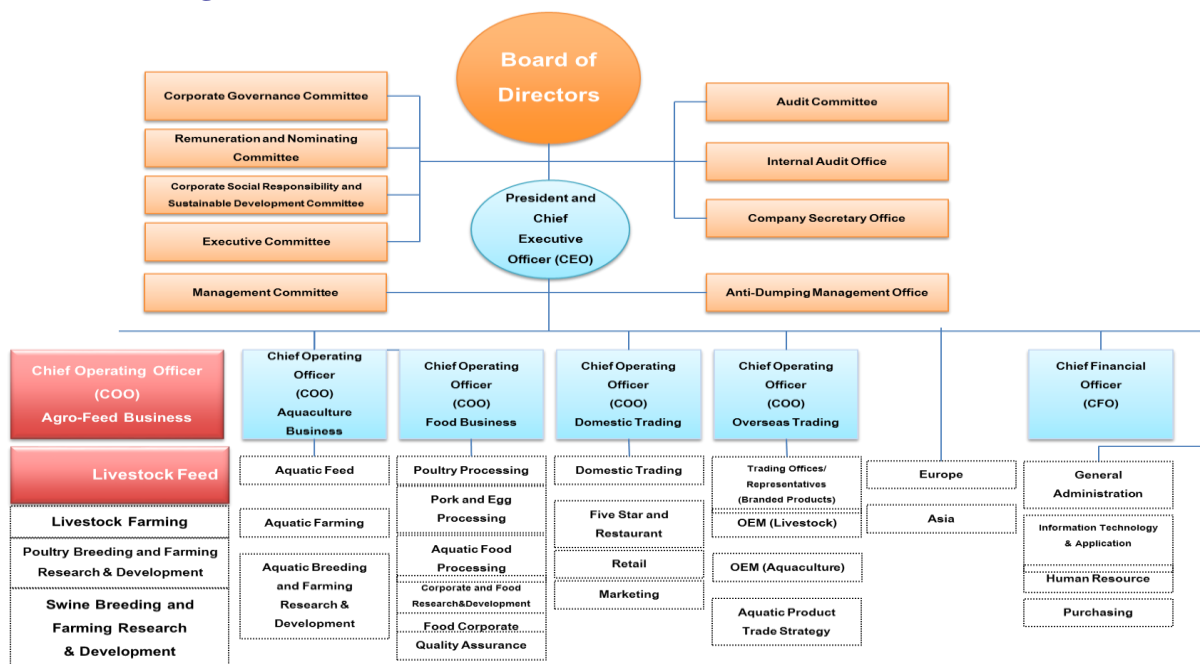
Integrity, Honesty
& Reciprocity

1.4 Corporate Strategic Direction

The strategic into 3 main strategies which include “Sustainable growth, Aiming for excellence, and Building solid foundation” along with building a corporate value called the CPF Way under good management framework, including corporate governance structure, internal audits and enterprise-wide comprehensive risks management.

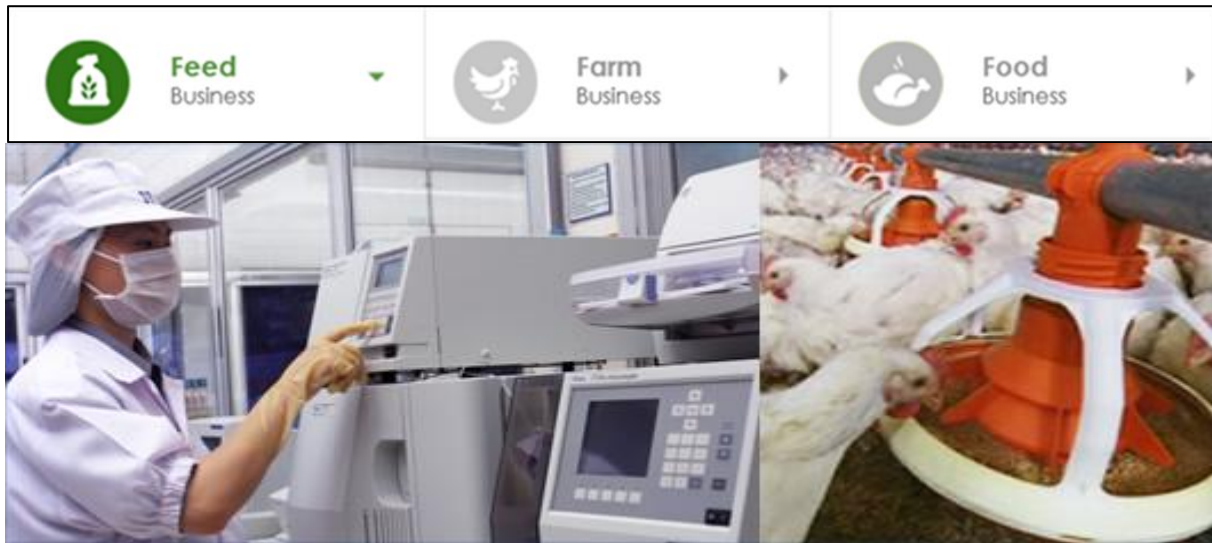


1.5 CPF Organization



CPF’s Board of Directors consisted of the following 15 directors, five independent directors, five executive directors and five non-executive directors. The chairman is Mr.Dhanin Chearavanont. The Board of Directors have been entrusted by shareholders to manage the Company’s business honestly and fairly, as indicated in the Objects of the Company and in compliance with the Articles of Association of the Company, as well as all resolutions made at shareholders’ meetings and according to relevant regulations. The Board of Directors appointed Chief Executive Officer (CEO) to supervise and ensure that the CEO performs his duties in accordance with the Company’s corporate governance policy. CEO also appoints Chief Operating Officer (COO) to operate agro-feed business and consequently appoints Executive Vice President (EVP), Senior Vice President (SVP), Vice President (VP), Assistant Director of feedmill (AVP), General Manager (GM) and following positions.

1.6 CPF Feed BUSINESS UNIT



CPF is a pioneer and leader in the production and sale of animal feed in Thailand. The major products include swine feed, chicken feed, duck feed, shrimp feed and fish feed. CPF produces various form of feed, such as concentrate, powder and pellet, with feed-mill plants located in every region throughout Thailand. The Company sells to small independent farmers and large farms, both directly and via appointed agents or distributors across the country.

CPF's feed formulas are produced with adherence to the nutrition requirements specified for each animal type and its stage of growth. All production processes are computer controlled to ensure the uniformity of quality and compliance with exacting standards. As a result, CPF is able to produce feed of a high quality and a low feed conversion ratio to help farmers reduce their farming costs. These feeds are distributed under Company-owned brands such as CP, Hyprovite, Hi-Gro and Star Feed; Novo, Safe Feed and Erawan; Hogtonal, C.F. and Anvipro; Marine, Hi-Grade, Turbo and Hilac, Blanca, Stargate, Safe Fo and Safe Fish.

CPF's feed has established 14 plants throughout Thailand with total capacity 7.5 million metric tons per year aimed for domestic sales.

1.7 CPF Feed BUSINESS UNIT VISION

“World leader in Integrated Feed Business Operational excellence to deliver customers success”

1.8 CPF Feed BUSINESS UNIT POLICY

1. Product Strategy / Affordability of Products

- Good product.
- Append Group organization.
- Develop unaffiliated partner.

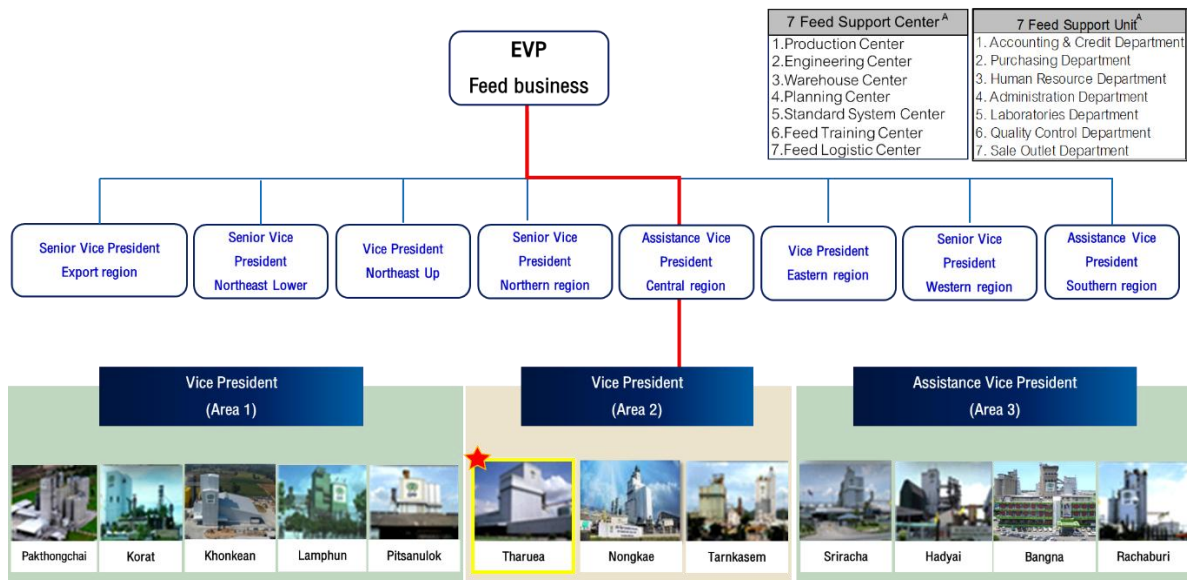
2. Strategic Operations

- Increase capacity of production.
- Reduce value chain cost.
- Technology Systems Enhance Work.

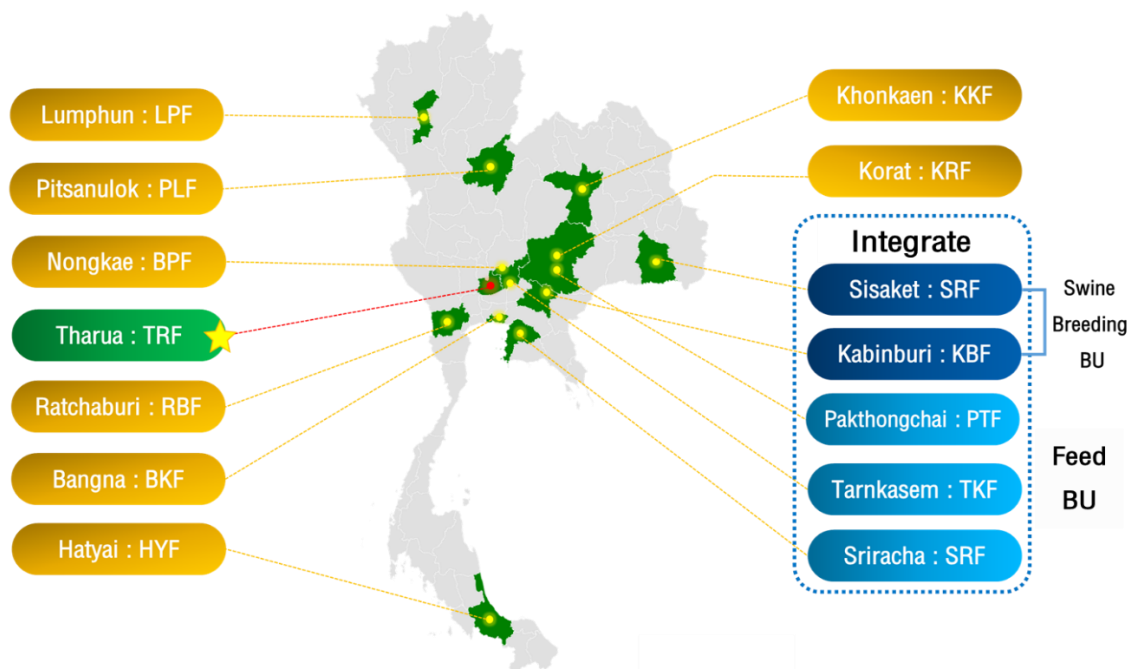
3. Solid Strategy foundation

- Develop employees to be adept and growth.
- The Best Company in Thailand.

1.9 CPF Feed BUSINESS Organization

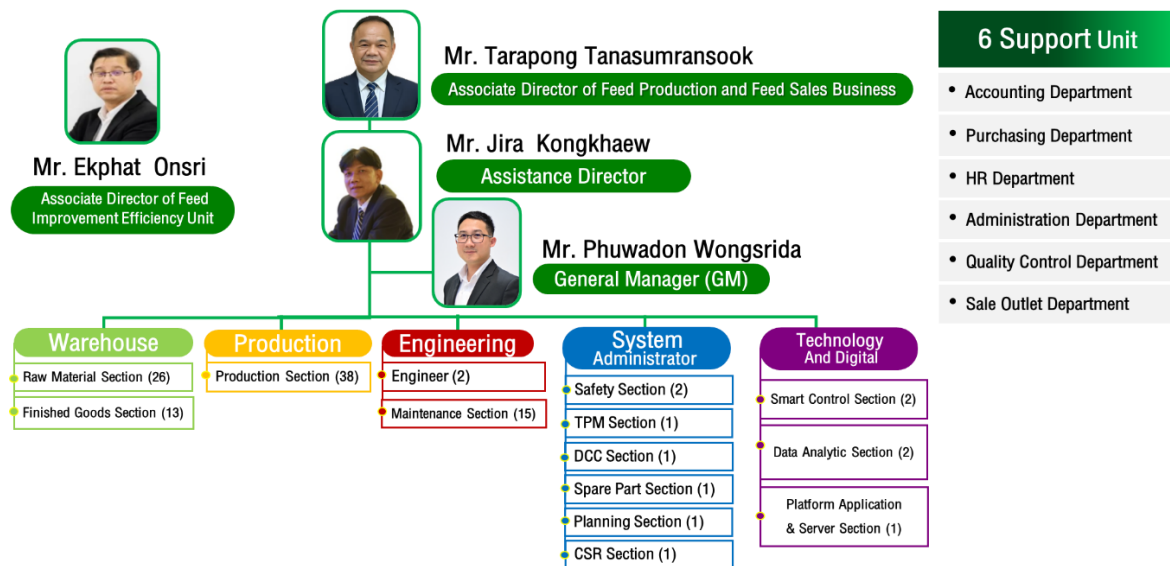


CPF 14 Feed mill in Thailand



14 Feed Mills Capacity : 7,600,000 Tons/Year

1.10 TRF Organization



PROFILE OF PLANT : Tharua Feedmill



Tharua Feed mill

Address : 63 Moo 7, Jumpa, Tharua, Pranakorn Sri Ayutthaya 13130

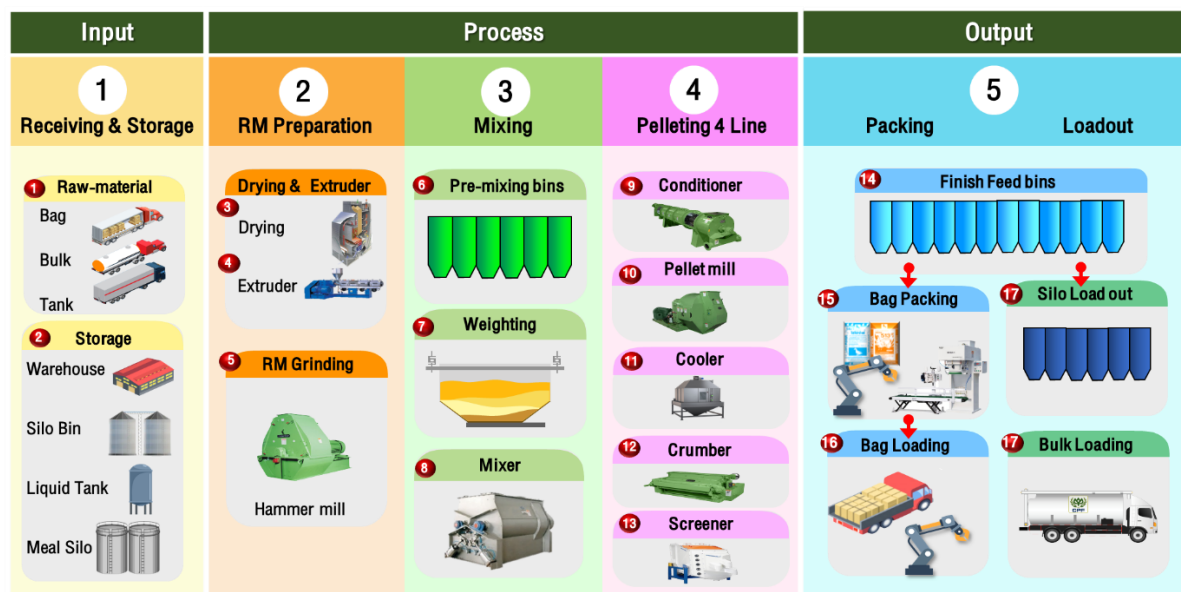
Area : 100,800 m² (24.91 acres)

Start Operation : in 2000

Product : 1) Swine feed
2) Chicken feed
3) Duck feed

Capacity : 379,000 ton/years

1.11 TRF Production Process



2. Milestone on the Journey of Manufacturing Excellence

In the year before 2011, the self-maintenance activities in TRF solely focused on cleaning and inspections, an engagement awareness had not been created. Consequently, the staffs did not know the importance of the activities and their relevant to TPM activities. Moreover, knowledge of the machines, including maintenance skills were not studied effectively, resulting in improper self-maintenance. Such the activity was resulting in unsuccessful implementation.

Thus, in 2012 TRF announced a new policy and introduced TPM-JIPM application. This aimed for the skill development of staffs and increase their ability on improvement skills in order to eliminating loss and create a system to prevent the problem recurring.

In committing such actions, TPM system under the JIPM (Japan Institute of Plant Maintenance) method is applied as management and administration tools, emphasizing on the following topics:

1. Loss elimination throughout the organization
2. Staffs' skills and capability development at every level.
3. Operation methods and machines maintenance is more effective.
4. Improvement for Zero Breakdown, Zero Defect, and Zero Accident target.
5. Improve working places and operation areas in best conditions suitable for working and all other related activities.

And in 2016, TRF passed TPM assessment from TPM-JIPM and received the Award for TPM Excellence Award Category A. TRF has maintained and enhanced the results achieved at the time the Award for TPM Excellence. Then TRF has established measures for their maintenance and continuation, which ready to be audited the Award for Excellence in Consistent TPM Commitment.

3. Benefits Achieved Intangible result

Category	Index	Unit	Benchmark (2016)	Actual Status (2025)
P	Labor Productivity	Ton/man.year.	2,200	3,364
	OEE of Pelleting Process	%	83	92
Q	Product complaint	Case	17	0
	In-Line Defect	Case	48	0
C	Manufacturing cost	%Decrease	100	96
D	Delivery in full on-time (Difot)	%	N/A	100
	Service complaint	Case	N/A	0
	Customer lead time (Feed bag)	Hr.	N/A	13
	Customer lead time (Feed silo)	Hr.	N/A	12
S	Lost time accident	Case	0	0
	Non-Lost time accident	Case	0	0
	No. First aid	Case	30	0
M	No. of Kaizen	Issue	14,904	26,407
	No. of Patent	Issue	2	25
	No. of innovator	Person	N/A	21
E	CO2 Emissions	Kg CO ₂ Eq/Ton	N/A	16.53
	Environment complaint	Case	0	0

Intangible result

- Skill of systematic thinking, problem solving have been improved, and increase technology skill.
- Encourage the employee to become part of the company.
- Improve learning organization, resulted from cooperative culture.
- Workplace has been more desirable for working and safety.

4. Key of our Manufacturing Excellence

Base on TPM concept focuses on everyone's participation. bring about to culture of cooperation and company ownership. and strength confidently in team management on all employee levels to support the team. In terms of manpower, time, and budget, also essential resources.

in addition, a learning system for development consistent with employees and machines achieving 3 zeros is the important key to success. To drive the company's growth sustainably.