

## 1. Company and Plant Profile

### 1.1 Company Profile

#### 1.1.1 CPV History

C.P. Corporation (Charoen Pokphand Group) was established in 1921 in Bangkok, Thailand. Now it is a multi-industry manufacturing corporation and one of Thailand's strongest corporations in the field of industry - agriculture and food processing. C.P. Group started in Vietnam in 1988, has representative office in Ho Chi Minh city. In 1993 C.P Breeding ltd., Co was established. Its Head office is in Industrial zone Bien Hoa 2, located in Bien Hoa city, Dong Nai province. In 2011, it is changed name to C.P. Vietnam Corporation (CPV).

Major business sectors include:

- Animal Feed
- Aqua Feed
- Breeding livestock and poultry.
- Aquaculture
- Food processing
- Distribution and retail food

CPV has a closed multidisciplinary production system according to 4F model "FEED-FARM-FOOD - FOOD OUTLETS" is a strength of CPV in producing high quality and safe food for consumers.



Fig. 1: Integrated Food Production Chain of 4F



Fig. 2: Logo CP

Lotus is a symbol of greatness, love and sharing. Lotus is holy virtue, love, tolerance, kindness and nobility. Therefore, C.P. Corporation chose lotus as a symbol.

### 1.1.3 CPV Vision

“Kitchen of the World”

### 1.1.4 CPV Mission

C.P. invested in Vietnam with the missions:

1. Expanding the business of industrial and agricultural and closed foods.
2. Create growth potential towards world level.
3. Leading in quality and safe food.
4. Promote initiatives and increase efficiency.
5. Focus on developing human resources.
6. Socially and environmentally responsible.

### 1.1.5 CPV Values

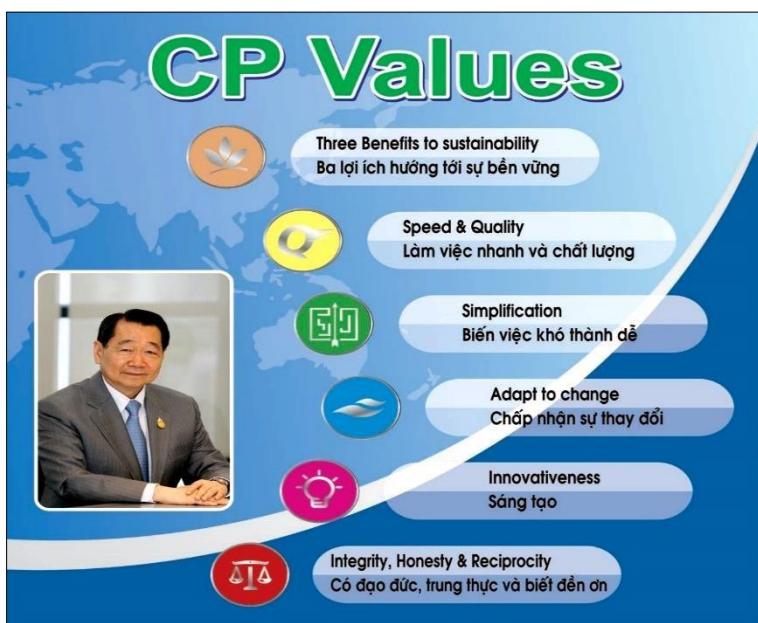


Fig. 3: CPV Values

C.P. Corporation has built a working culture to encourage everyone to participate in work and make decisions based on trust, honesty, morality, and the desire to create value for society by communicating six core values of the C.P Group, including:

1. Three benefits towards sustainability: Benefits for the country, benefits for peoples and company benefits.
2. Speed and Quality
3. Simplification
4. Adapt to change.
5. Innovativeness
6. Integrity, honesty, reciprocity

### 1.1.6 CPV Organization

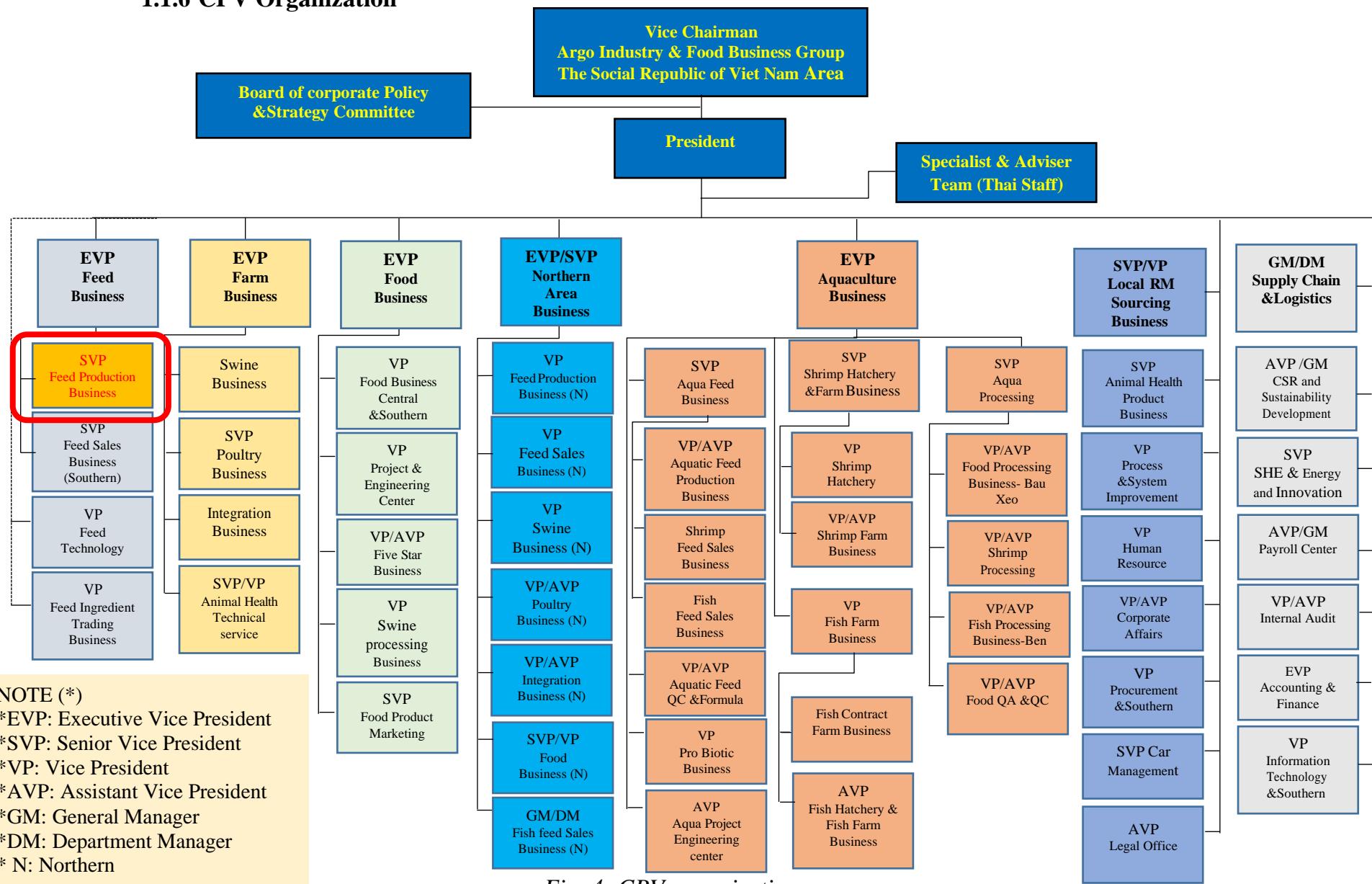


Fig. 4: CPV organization

## 1.2 Feed Business Unit Profile

### 1.2.1 History



*Fig. 5: Feed Business Unit*

Animal feed production is the first in the integrated food production chain the 4F model of CP Vietnam. In 1993, CPV invest building the first animal feed factory in Vietnam at Bien Hoa Industrial Zone 2, Dong Nai Province.

Now, CPV is a pioneer and leader in production and sale of animal feed in Vietnam. The major products include cattle feed (pigs, beef cows, dairy cows), poultry feed (chicken feed, duck, quail), aqua feed (shrimp, fish). CPV produces various form of feed, such as concentrate, mash and pellet appropriate to the characteristics and development stage of each animal type. Products are distributed to farm and dealer systems across the country.

CPV's feed and aquatic products are produced from strictly controlled raw materials and has a modern laboratory system to control the nutritional value and the residue of banned substances in the raw materials.

### 1.2.2 Market share in Vietnam

In 2019, the market share of CPV accounted 20%, and increased to 22% in 2023. The trend of CPV market share increase year by year and now we are the lead of the animal feed industry Vietnam.

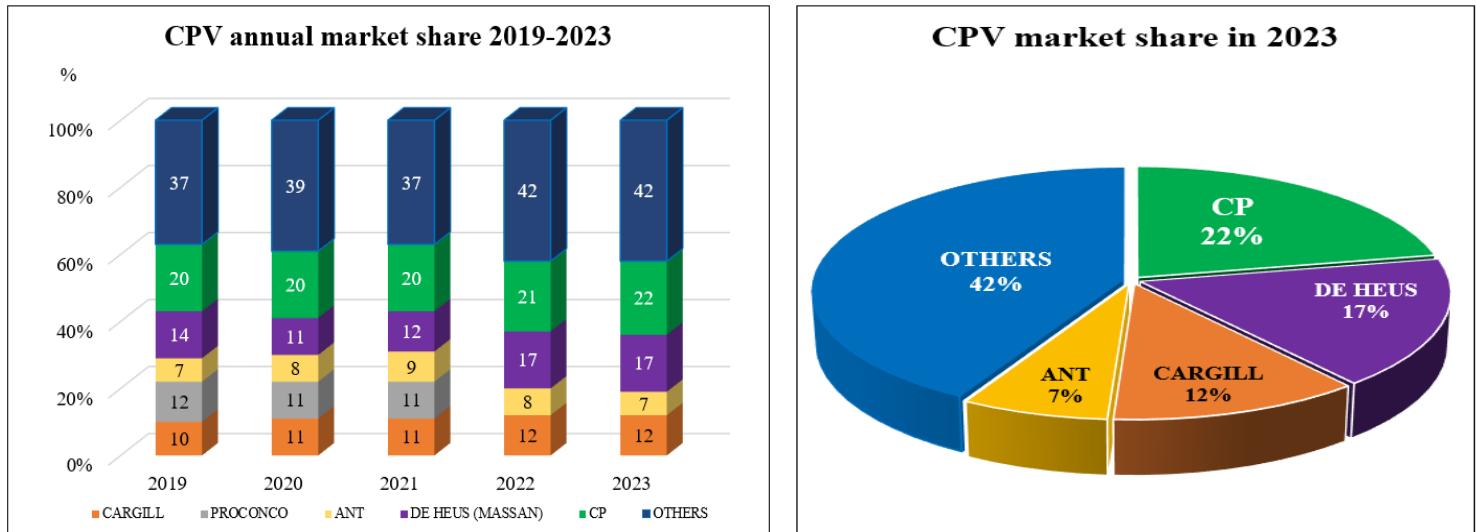


Fig. 6: Market share of Agro feed in Vietnam 2023

### 1.2.3 CPV Feed Business Unit Vision

“Agro Feed Manufacturer Leader in Vietnam”

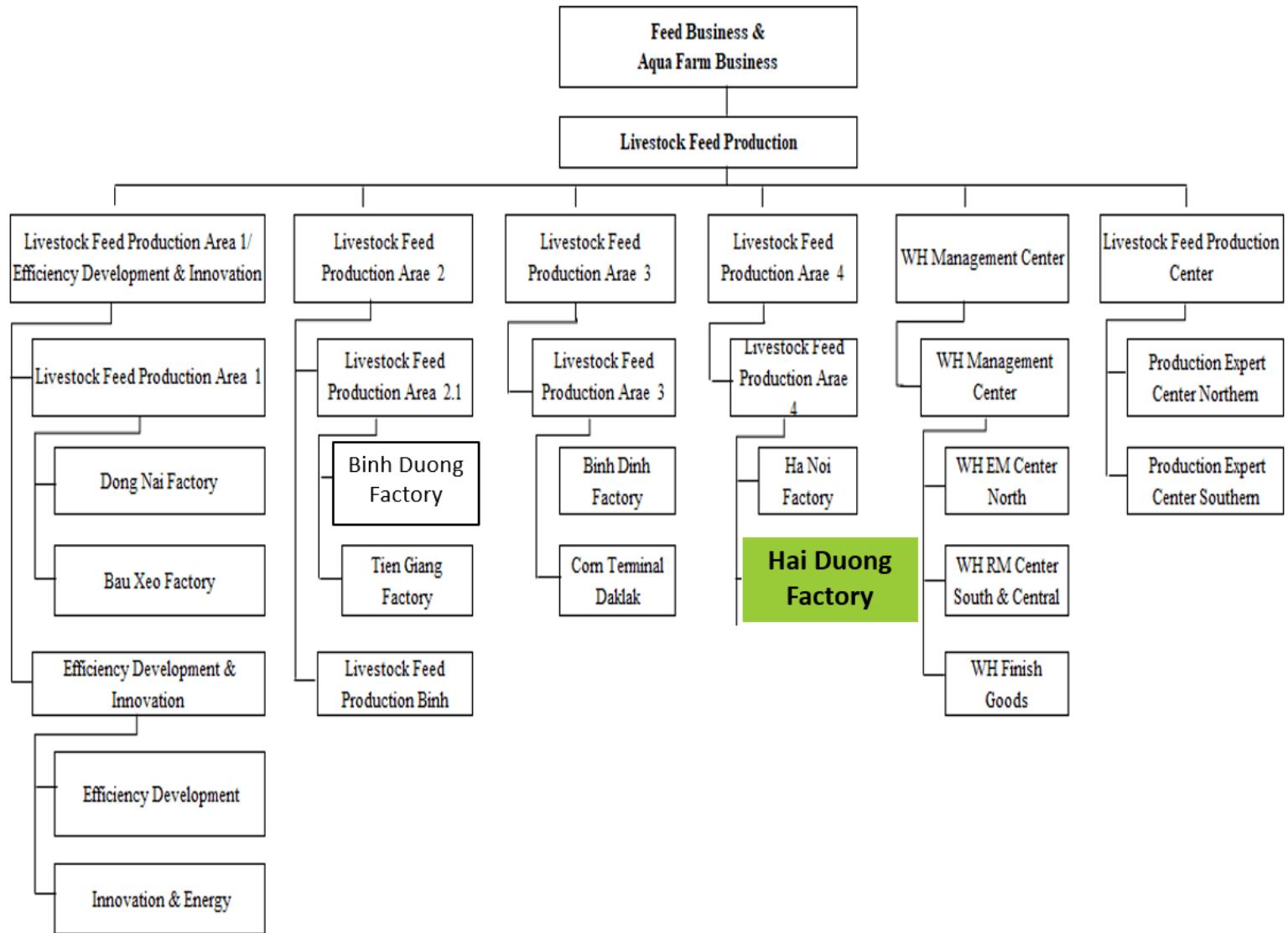
### 1.2.4 CPV Feed Business Unit Policy

Product good quality and safety feed with competitiveness cost; increase feed capacity to support growth of integrated business Feed-Farm-Food-Food outlets with high technology, environmentally friendly and sustainable.

### 1.2.5 Feed Business Unit Strategy

- ✓ Implement TPM (Total Productive Maintenance) to increase production efficiency, reduce production cost, develop knowledge and skill for employee.
- ✓ Create standard systems (ISO and HACCP) to provide good quality, safety feed, customer satisfaction service and build safety-healthy workplace, friendly environment.
- ✓ Create continuous improvement system (3i) to increase competitiveness.

## 1.2.6 Feed Business Unit Organization



*Fig. 7: Feed Business Unit Organization*

### 1.2.7 CPV Feed Mill in Vietnam

C.P. have 08 feed mills along the country, from the North to the South of Vietnam (Hanoi, Hai Duong, Binh Dinh, Binh Phuoc, Binh Duong, Dong Nai, Tien Giang and Bau Xeo). With a total annual production capacity of 5.5 million tons/year.



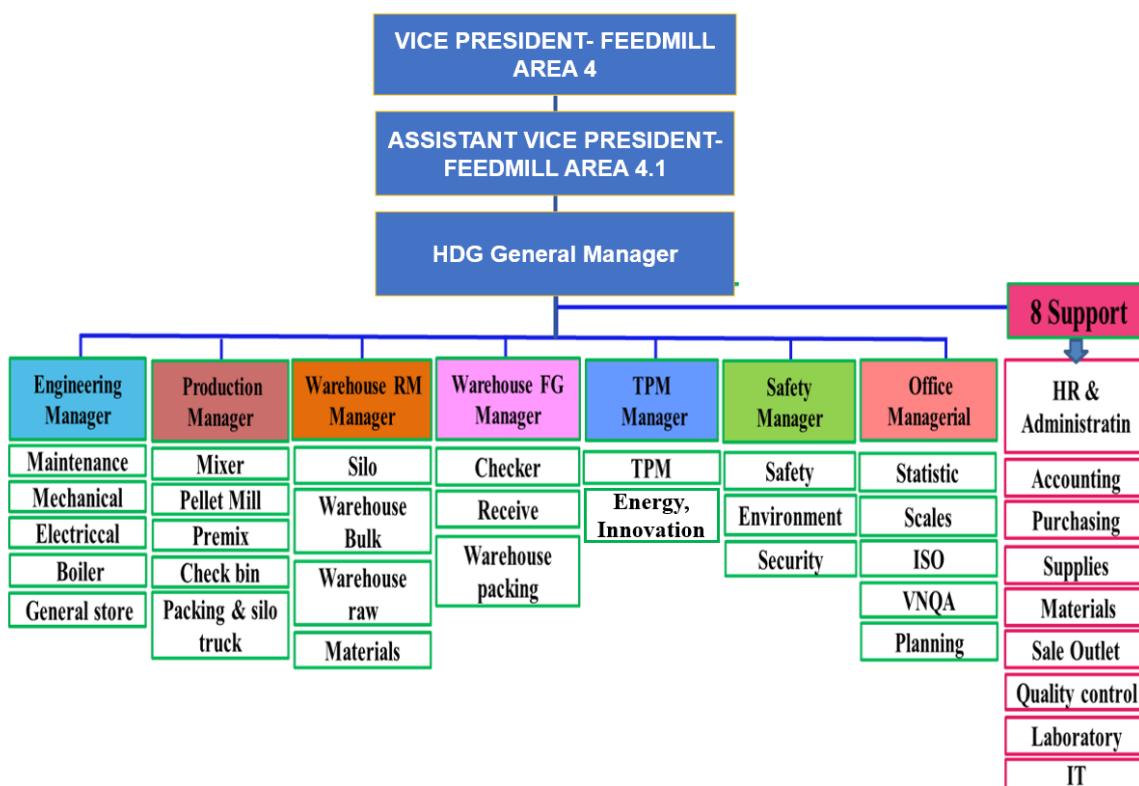
Start Operation	1993	1996	2001	2009	2013	2015	2016	2020	Total
Plant	Dong Nai	Ha Noi	Tien Giang	Binh Duong	Hai Duong	Binh Dinh	Bau Xeo	Binh Phuoc	
Symbol	DNI	HNI	TGG	BDG	HDG	BDH	BXO	BPC	
Capacity	554,400	720,000	540,000	720,000	720,000	720,000	500,000	1,032,000	5,506,400

Fig. 8: CPV Feed Mill in Vietnam

### **1.3.1 History of Plant**

- Plant Name: C.P. Vietnam Corporation – Hai Duong Factory
- Address: Tan Truong Industrial Zone, Tan Truong commune, Cam Giang District, Hai Duong Province, Vietnam.
- Area: 110,216 m<sup>2</sup>
- Construction: 01/2011
- Start Operation: 03/2013
- Product: Animal Feed
- Brands: HIGRO, CP, STAR, NUVO, BELL
- Production: 60,000 Ton / Month
- Employees: 222

### **1.3.2 Organization**



*Fig. 9: HDG Organization*

### 1.3.3 Work Force

C.P. Vietnam Corporation always focuses on training to developing skills and knowledge for employees at all levels. Especially, the development of Vietnamese managers at the management level in order to create opportunities for Vietnamese managers demonstrate their full potential, knowledge and management capacity in managing C.P's comprehensive business activities.

Employee Classified by Department								
No	Department	Gender		Age				Total
		Male	Female	21-30	31-40	41-50	51-60	
1	Production	61	2	7	48	7	1	63
2	Engineering	33	2	6	27	2	0	35
3	Finish Goods	5	14	1	14	2	2	19
4	Raw Material	14	1	3	10	1	1	15
5	Managerial	7	3	1	6	1	2	10
6	TPM	2	0	0	2	0	0	2
7	SHE	3	0	1	2	0	0	3
8	ISO, VNQA	0	2	0	2	0	0	2
9	QC & Laboratory	14	8	10	10	1	1	22
10	Warehouse center	6	1	0	2	4	1	7
11	Marketing & Sales office, ACC, HRM, IT, Car, PUR, NUR,...	20	24	4	29	8	3	44
Total		165	57	33	152	26	11	222

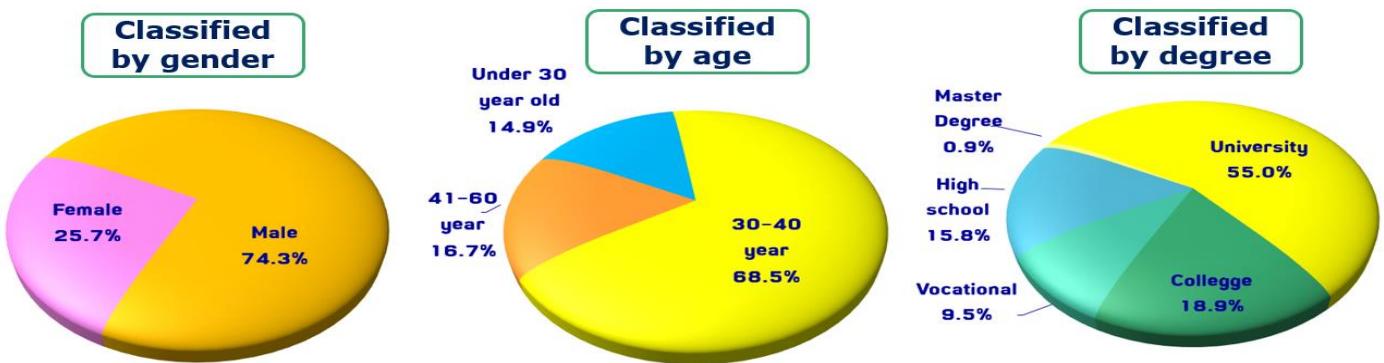


Fig. 10: Workforce

#### 1.4 Main product

Main product of the HDG factory is animal feed. The most of them is Pig feed account 64.6%, besides are other feeds (Chicken, Duck, Quail and Cow). About feed shape, the most of them is pellets accounts 96.7%. Currently, we have two customer groups: direct farm 46.1% and dealer 53.9% with mainly packaging is bag, accounts 96.2%.

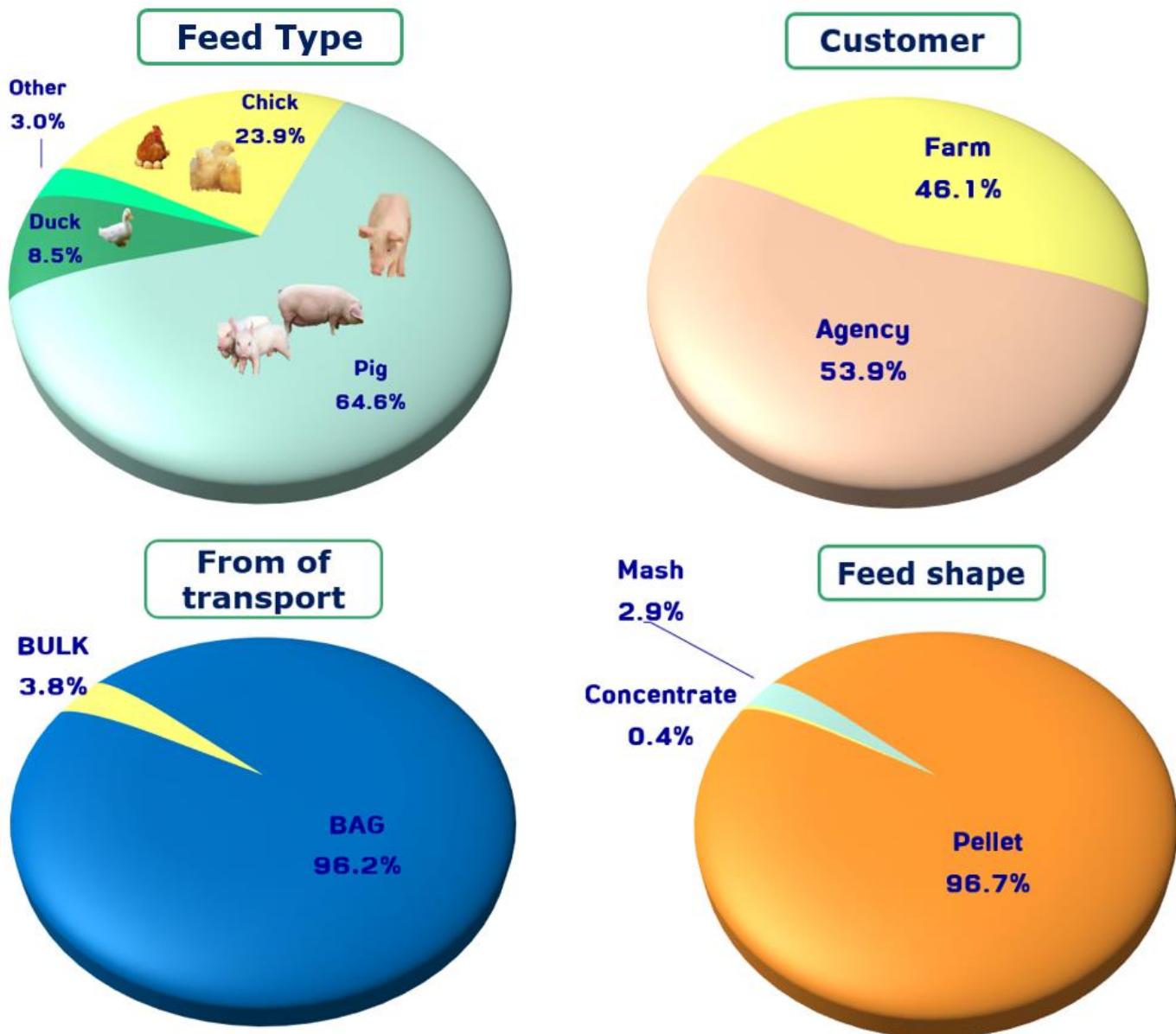


Fig.11: Main product

## C.P. Vietnam Corporation – Hai Duong Factory

### 1.5 Production Process

The production system of the factory has 7 main processes including: Receiving, Storing, Raw material preparing, Mixing, Pelletizing, Packing, Delivery. In which the mixing process is the most important because it determines the consistency of the feed as well as the high accuracy of nutrient content in the feed to suit each period of growing of each animal.

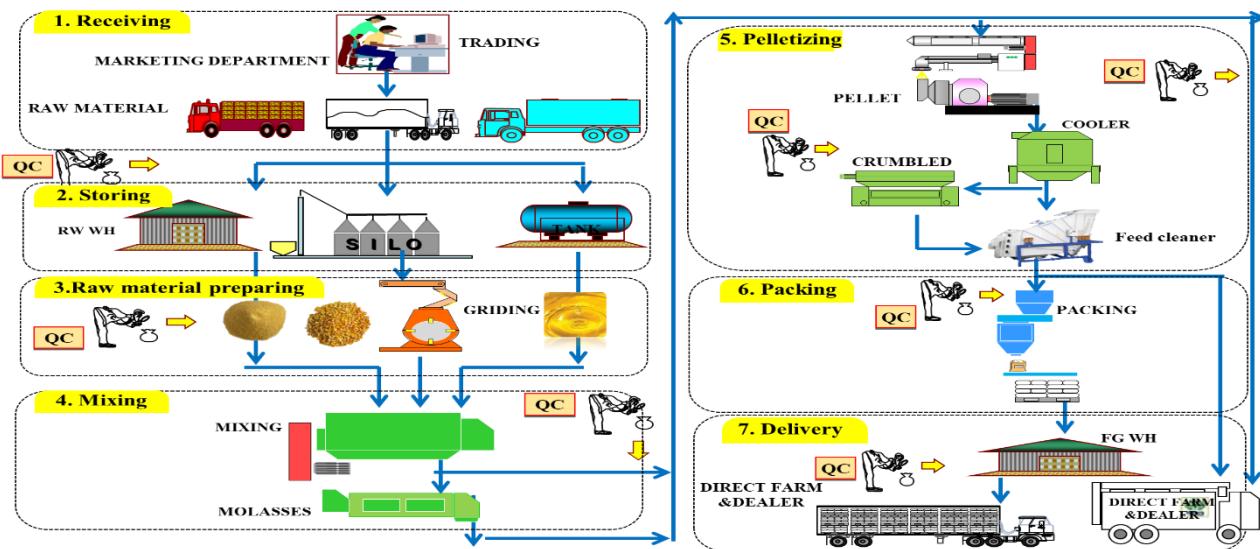


Fig. 12: Production Process

### 1.6 Main Machine

To implement the production system through the 10 processes above, there are 1,389 machines in factory. Machines in Feed mill has been used for 10 years.

Process	Line	Rank A	Rank B	Rank C
Receiving	Intake	2	10	19
Storing	Silo	9	95	234
Preparing	Hammer mill	19	51	202
	Extruder	2	3	8
Mixing	Mixer	44	163	113
Pelletizing	Pellet mill	39	48	160
Packing	Packing	32	18	84
Delivery	Belt conveyors	0	16	0
	Air compressor	5	0	0
	Boiler	2	2	0
	Generator	3	0	0
	Sampling house	4	0	0
Support	Fire pump	2	0	0
	Quantify	163	406	820
	Machine total		1389	
	%	12	29	59

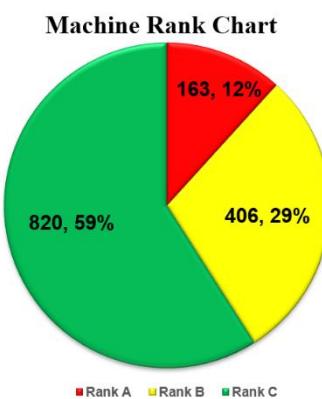


Fig. 13: Main Machine

## 2. 2. Milestone on the Journey of Manufacturing Excellence

C.P. Hai Duong was built in 2011 and start operating in 2013. In 2014 to 2018 the factory achieved the system certifications such as ISO 9001, ISO 14001, ISO 22000 HACCP, ISO 50001.

By 2017, Hai Duong Feed mill had operated for 4 years, there were problem 5Ds (Danger, Difficulty, Dirt, Down time, Defect), 8 Leaks (Leak Feed, Leak Oil, Leak Liquid, Leak Pneumatic, Leak Steam, Leak Electricity, Leak Dust, Leak Raw material). At the same time, during this period, feed mills of CP Viet Nam, such as Dong Nai, Binh Duong..., have adopted the TPM-JIPM activity and have achieved in correcting 5Ds & 8 Leaks. Therefore, the Top managers decided to implement TPM-JIPM at Hai Duong feed mill with the following main goals:

1. Zero Accident
2. Zero Defect
3. Zero Breakdown
4. Improve service quality
5. Zero environmental and health hazards
6. Build the human development system

The top managers always follow up and monitor the progress of the TPM system, realizing that TPM activities of the Hai Duong factory has achieved positive results meet the policy objectives of the managers and decided to challenge the TPM Excellence Award- Category A year 2021.

After conducted 2 stages assessment from JIPM assessors, we passed and won the TPM Excellence Award - Category A. From 2022, we have replicated TPM implementing to phase 2, focus on expanding collection and solving losses in the supply chain. After 3 years of implementing TPM phase 2, we have achieved many good results, so top manager has agreed for Hai Duong Feed mill apply Award for Excellence in Consistent TPM Commitment in 2025.

## 3. BENEFITS ACHIEVED

### 3.1. Benefits Tangible

- 3.1.1. Accidents: Zero from 2021
- 3.1.2. Reduce defects from 0.001% (2021) down 0 (2024)
- 3.1.3. Cost savings 800 M.USD (2021-2024)
- 3.1.4. Increase DIFOT (Delivery in full on time) from 93.8% (2021) to 97% (2024)

3.1.5. 19,273 cases kaizen

3.1.6. 89,612 tags

3.1.7. 23,252 cases OPL

(Benchmark: 2021 – Present: 2024 - Oct)

## **3.2. Intangible Result**

3.2.1. Knowledge and skills of employees are improved.

3.2.2. Employees have the spirit and motivation to work better.

3.2.3. Employees have more confidence in the company.

3.2.4. Products are safer and high quality.

3.2.5. Machine is cleaner and safer.

3.2.6. Friendly working environment.

## **4. Key of our manufacturing Excellence**

With the consensus of all employees combining with young- qualified-studious human resource well applied knowledge into actual works. When applying TPM, we have created an internal training system to develop staff knowledge and skills. Moreover, with the support of spirit, workforce as well as finances from Top managers help improvement idea implement successfully, contribute to the growth of company.