

Company Profile to Excellence Award of TPM Achievement

Tetra Pak Food Equipment (Kunshan) Co., LTD.



Dec 24th, 2025

Outline of the Company and the Factory

1. Organization Profile

Tetra Pak was founded in 1951 by Dr Ruben Rausing, who was known as the world's leading company for End-to-End Solution to our Customers, including Processing, Service and Packaging. Working closely with customers and suppliers, Tetra Pak provides safe, innovative, and environmentally friendly products that each day meet the needs of millions of people in more than 160 countries around the world. With 24,391 employees based worldwide, we believe in responsible industry leadership and a sustainable approach to business to realize our promise PROTECTS WHAT'S GOOD and make food safe and available everywhere. To realize the company promise, the company set up and kept optimization organization structure. The company is divided into the following structure, and we belong to Processing Solution & Equipment.

(Figure 1-1)

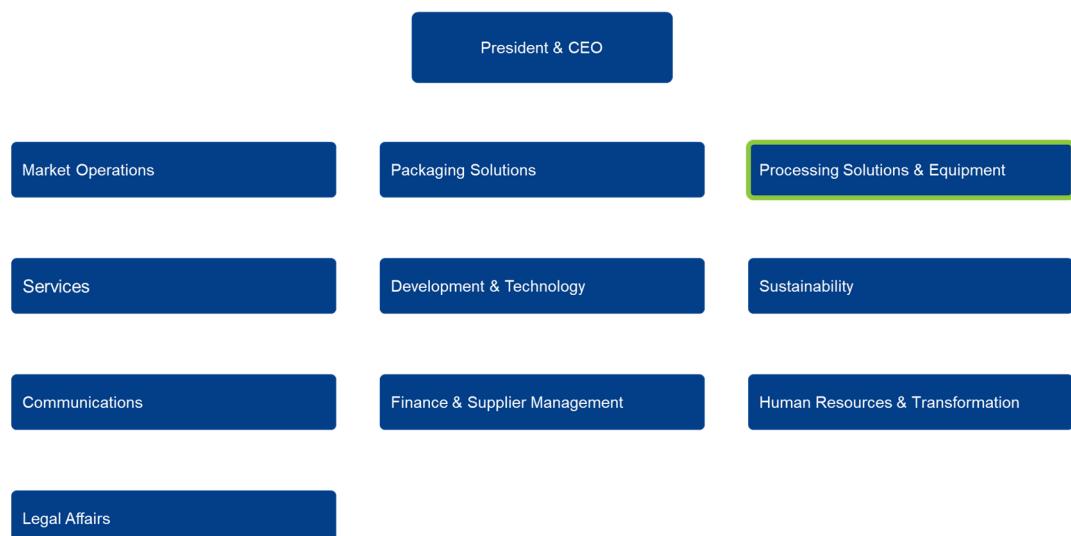


Figure 1-1 Tetra Pak Organization

1.1 PSE

PSE (Processing Solution & Equipment) drives global processing solution business; Mission is to be the integrated industrial food solution leader.

It's one of the top-tier organizations under the CEO, comprising 4 business sectors and 4 supporting functions. The 4 business sectors each focus on distinct food categories or relevant technologies, while the 4 supporting functions provide specialized operational support to the business sectors, covering Processing Portfolio Management, Manufacturing & Supply Chain Integration, Strategic Programs, and Capital Equipment Projects. In addition, PSE is supported by 5 cross-functional operating units (Finance, Supplier management, Legal, Communication, Human Resource), which together ensure efficient business collaboration and the achievement of strategic objectives. (Figure 1-2)

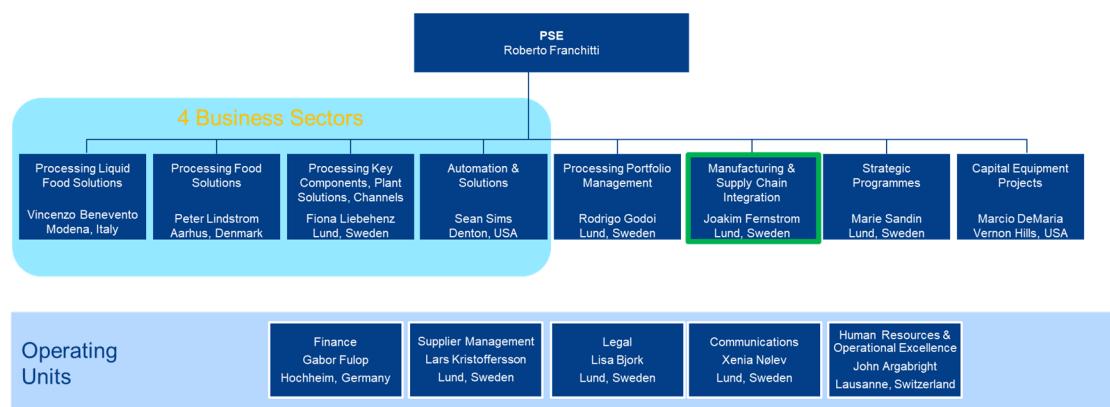


Figure 1-2 PSE Organization

1.2 MSCI

MSCI (Manufacturing and Supply Chain integration) provides Tetra Pak food processing and packaging equipment to our customers. MSCI has a global production footprint including 11 production sites covering equipment supply to all regions in the world with over 1000 employees, and consolidated into 6 production centers, including PC Kunshan, PC Chakan, PC Lund-Modena, PC Winsted, PC Olsztyn and PC Aarhus, as shown in Figure1-3. Our factory is called Production Centre Kunshan, which is located in Kunshan, JiangSu Province China. Our local legal entity is Tetra Pak Food Equipment Kunshan (TPFEK).



Production footprint

Flexibility in the sweet spot of lead time, cost and supply chain risk



20
General

Figure 1-3 Tetra Pak MSCI Production Global Footprint in the World

1.2 Tetra Pak Food Equipment Kunshan (Production Centre Kunshan), organization, product range and process technology

Tetra Pak Food Equipment Kunshan (Production Centre Kunshan) is in the yellow area, about 18,189 square meters, as shown in Figure 1-4.



Figure 1-4 Production Centre Kunshan

We have an organization structure as below:



Figure 1-5 Organization Structure of Production Centre Kunshan

We have 8 pillars consisting of the WCM house and the Steering Committee structure.



Figure 1-6 WCM House

The structure of WCM Governance is shown in Figures 1-7.



Figure 1-7 Steering Committee

The Tetra Pak Food Equipment Factory dates to 1999 and relocated to Kunshan in 2021.

We are a multi-purposes production site, producing food equipment for Liquid Food Solution, Ice cream, Key Components and Plant Solutions. In addition, we also produce Packaging Filling Machines. The main products of the equipment factory are shown in Figure 1-8.



Figure 1-8 Main Products of Production Center Kunshan

We have different production processes for different categories of products, as shown in Figure 1-9.

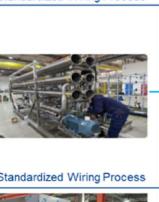
Main Products Manufacturing Process						
Product	Process	Fabrication	Assembly	Wiring	Testing	Packing
Liquid Food Solution (Tetra Pak® Indirect UHT)						
Ice Cream (Tetra Pak® Ice Cream Filler)						
Key Components (Tetra Pak® Homogenizer)						
Filtration (Tetra Pak® Filtration)						
Packaging Filling Machines (A1)						

Figure 1-9 Main Products Manufacturing Process

Using Liquid Food Solutions Indirect UHT as an example, our products are produced through the following five main steps:

Step 1: Fabrication

The general process flow of fabrication can be divided into bending, pipe cutting, T-drilling, welding, polishing and cleaning.

Step 2: Assembly

Technicians assemble the piping and components according to standardized work processes based on design drawings.

Step 3: Wiring

Electricians perform electrical wiring to transmit electricity or signals between devices on our produced products according to standardized work procedures.

Step 4: Testing

According to procedures or checklists, the test team conducts equipment testing.

Step 5: Packing

Final product packing is accomplished through a standardized process to ensure safe

storage and transportation.

2. Milestone on the Journey of Manufacturing Excellence

- 2011 WCM Officially Roll Out starting with 6 pillars
- 2012 1st Improvement Team Successfully Close
- 2015 BPM Pillar Set Up
- 2019 1st Workshop AT Start-Up
- 2020 1st Office AT Start-Up
- 2024 EM Pillar Set Up, signifies the integrity of the WCM house.

3. Benefits Achieved

TPM (WCM) is a continuing improvement to excellence, guiding us toward our world-class goals. We have set up a steering committee consisting of organization leaders and 8 Pillar leaders who are responsible for the overall operation of TPM (WCM). Since the introduction of the TPM (WCM) program in 2011, the factory has witnessed sustained improvements in safety, quality, delivery, and efficiency indicators.

In addition, there are important intangible benefits that cannot be measured in physical terms but play a key role in the development of the plant.

- Factory Strategy: To Be Customer Preferred Choice, protect what's good and our competitiveness
- 100% participation in WCM
- 100% workshop autonomous team covering and all reached pilot team reached step 6, and the office autonomous team all reached step 5.
- Developed 17 internal trainers

- Launched 350+ Improvement teams
- Sharing and benchmarking WCM continuous improvement with other sites and business sectors

The performance of each indicator in term of PQCDSME, refer to the following index table of TPM Award Assessment Achievement.

4. Key of our Manufacturing Excellence

After reviewing the tremendous tangible and intangible benefits achieved through WCM activities at our factory, we plan to:

- Secure a structural governance of WCM
- Continuously drive WCM Journey Evolution
- Towards Zero Loss through loss management
- Engage & motivate employee to reach 100% involvement

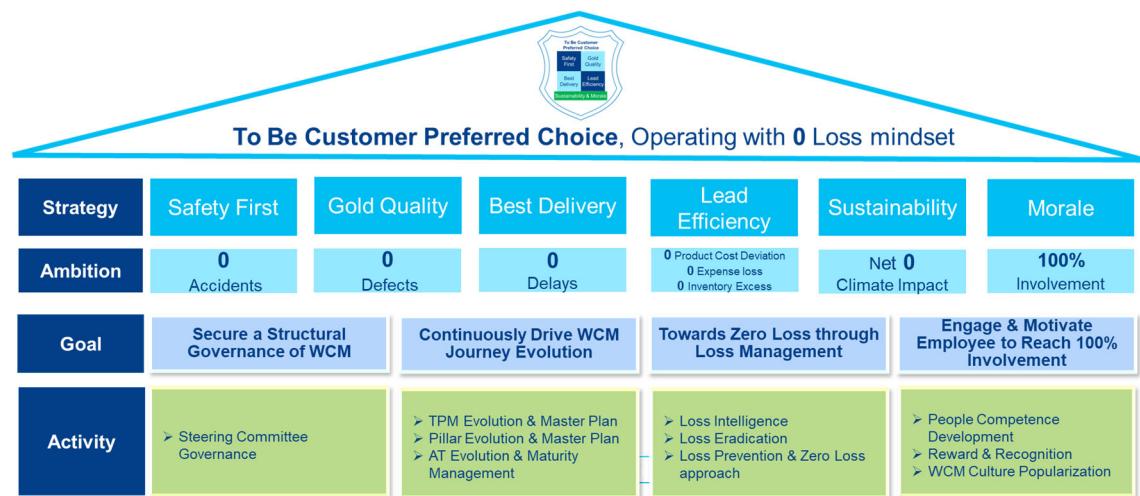


Figure 1-10 WCM House Of Change

5. Achievement Record

TPM Award Assessment Achievement Sheet						
Company & plant name	Production Center Kunshan, Tetra Pak Food Equipment (Kunshan) Co., LTD					
TPM Slogan/Objectives	To Be Customer Preferred Choice					
▼ Please fill in the range of data you are collecting ▼						
Category	Index	Unit	BM (TPM Started or last time awarded)	Actual Status 2024 Year End	Actual Status (2025 Mar)	Target
Enter the year			2021	2024	2025	2025
S	TRAR	Ratio, TRAR = (LTA + RW + MT + PD) / Total hours worked x 1,000,000	0	0	0	0
S	Number of Lost Time Accident	Number	0	0	0	0
S	First Aid	Number	1	1	0	0
Q	Customer Relevant TI	Number	4	0	0	0
D	Order Fulfillment	%	NA	70.1%	70.5%	70.0%
D	Proxy Product Lead Time_CF 1000	Week/Unit	18	12	12	12
D	Proxy Product Lead Time_Indirect UHT D (DTG1,2)	Week/Unit	21.2	20	20	20
D	Proxy Product Lead Time_Homogenizer M300	Week/Unit	15	12	12	12
D	Proxy Product Lead Time_Filtration	Week/Unit	NA	20	20	20
P	OLI (Operational Loss Index)	%	26.4%	13.6%	13.5%	13.0%
P	Productivity for Proxy Product_Homogenizer M300	Hours/Unit	98	81	70	78
P	Number of Breakdowns	Number	103	69	17	67
P	MTBF (A Class Machine)	Hour	253	278	683	292
C	Total Expense	%	95%	93%	87%	100%
C	Hour Rate of Variable Expense	TCNY/Hour	272.6	324.0	305.0	318.0
C	Strategic Saving	K€	182	639	681	947
M	Average of Employee Suggestions	Number/Operator/Month	1.3	3.0	3.4	3.1
M	Engagement Engagement	%	NA	87.0	NA	NA
E	Climate Efficiency	tCO2e	NA	3346.0	687.0	3178.7

Figure 1-11 WCM House Of Change

6. Contact

Ms. Aimee Wang

Telephone: +86 159 8309 0501

Email: Aimee.Wang @tetrapak.com

URL:www.tetrapak.com.cn

Address: No.208, Shun Fan Road(S), Economic&Technical Development Zone,

Kunshan, Jiangsu, P.R.China.