



Connect for Excellence.

Pennent™ was developed specifically to assist feed mill managers to improve mill efficiency by closely managing processes and production costs. Cargill used the tools integrated within Pennent™ to contribute significantly to customers following a key business acquisition.

The Pennent™ system was rapidly engaged when Agribrands became part of the Cargill family of businesses. Globally, the most immediate benefit was reducing overall cost per ton by a significant average of \$1.75. This was achieved by a variety of measures identified by Pennent™ including reducing unneeded labor, cutting overtime, improving energy efficiency and identifying key bottleneck areas.

### Helping Customers Achieve Their Best

#### ***Highest level recognition by Korean government***

Cargill businesses in Korea have received significant recognition for both safety and business productivity, enabled by elements of the Pennent™ system. Cargill was honored in 2004 by the Korean government with the country's top worker safety award, the Grand Prix. Additionally, the Korean Management Association recognized Cargill for its creative leadership that has effectively served the country's livestock industry and economy as a whole.

#### ***Efficiency impresses Chinese dairy owner***

Benefits delivered by the Pennent™ system has helped the highly productive Langfang Mill become on one of the best feed mills in China in terms of volume and operating efficiencies. Emphasis on solid management practices is helping the Langfang mill gain new customers, including one of the largest dairy operations in China.

#### ***Emerging market development***

The Pennent™ system continues to help global operations provide the precise efficiency needed in the rapidly growing aquaculture field. Following the Agribrands acquisition, Cargill applied these practices to its mills worldwide – from Central America to Southeast Asia – allowing its mills to rapidly adapt to changing opportunities in any type of market.

For more information and to discover how Pennent™ can improve mill efficiency and costs, connect to [www.pennent.com](http://www.pennent.com).

### At a Glance



#### **Cargill Delivers Significant Value to Global Customers**

In 2002, Cargill made what was then the largest acquisition in its history to merge Agribrands into the global animal nutrition business. This action increased the business unit size from annual production of 4MM tons of product to approximately 12MM.

The merger brought Agribrands focus on quality and marketing to the Cargill emphasis on core safety and managing manufacturing costs.

Along with obtaining the international Purina brand, Cargill gained the wisdom of new approaches to global businesses and customer service.

But Cargill also was given the opportunity to apply intensive management tools – components of the Pennent™ system – to its customer service offerings.

*"I visualize Pennent™ as a compass for our journey to operational excellence. It tells us exactly if we are going in the right direction or if we need to take action or make a different decision to be on track again."*

Omar Salinas  
Assistant Product Operations Manager  
Agribrands Purina Mexico