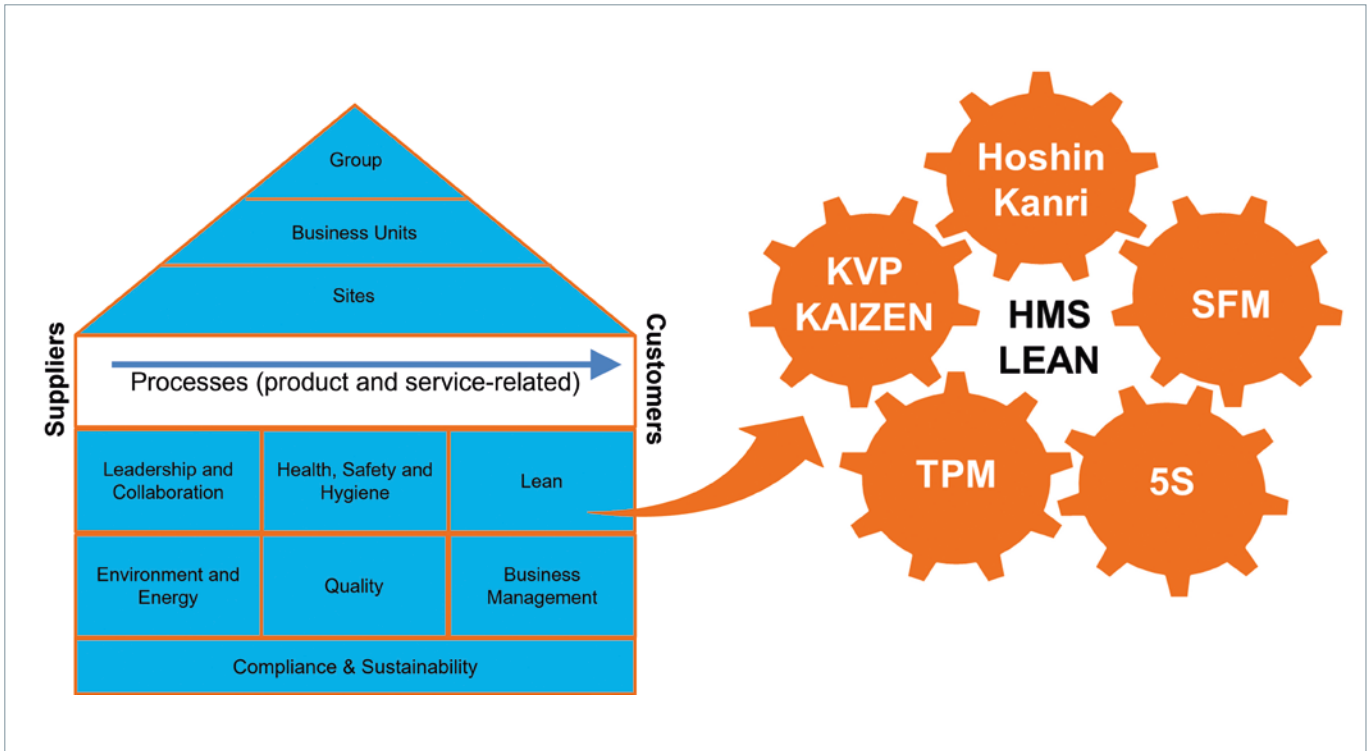


Lean and Ideas Management



Lean - Our Improvement System

Lean Management is a central component of our Management System and supports our sustainability activities. At Heimbach, all employees work systematically to align our processes with customer value and to eliminate waste.



The core elements of our Lean Philosophy:

Hoshin Kanri

Our strategic goals are visualised with the Hoshin Kanri method and broken down to the different functional areas and locations. In this way, we ensure a collaborative alignment of our goals.

In recent years, sustainability has gained in importance. Therefore, its promotion is a top-level goal and is broken down into the individual departments via concrete projects. For example, a concept for the use of renewable energies at our production sites is being developed. You can find out more in the Energy Management chapter.

Shop Floor Management (SFM) - On-site Management

Shop Floor Management is a management tool based on communication, visualisation, standardisation and problem solving. It connects the management level with the operational processes and employees. This method helps us to observe and analyse compliance with the company's goals and thus to derive measures in the short term.

5S - workplace organisation and cleanliness

5S creates the necessary transparency to identify and eliminate waste. The continuous increase of self-organisation in production and administration is part of the continuous improvement process. At the same time, 5S sensitises employees to a safe working environment.

Total Productive Maintenance (TPM) - Preventive Maintenance

The added value of Heimbach products is largely generated by our machines. They are indispensable for fulfilling customer requirements. Our machines are complex and have a high replacement value. TPM helps us to maintain and optimise the condition of the machines in the long term.

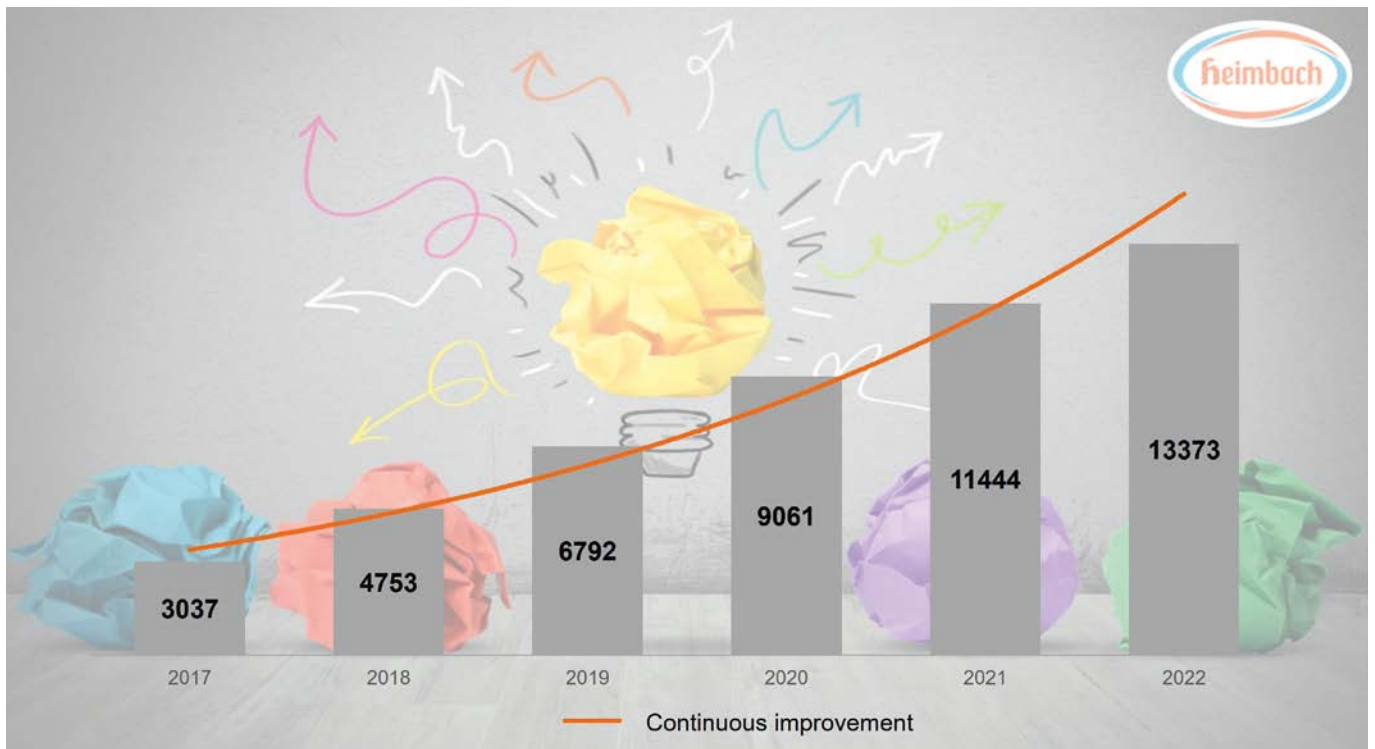
CIP - Continuous Improvement Process

CIP is the engine that constantly drives our organisation. Lean Management encompasses various methods and tools, but above all it is the philosophy of constantly improving and developing. Every employee is therefore an important part of a cultural change and contributes to a positive change. Continuous Improvement is necessary to survive in the market in the long term and to stand out from the competition.

Ideas Management

The Idea Management at Heimbach enables the staff to actively contribute to the optimisation of the company. A distinction is made in particular between product, technology and process suggestions as well as invention reports in the areas of operational improvement, occupational safety and health protection. In addition, the category environmental protection and energy was integrated this year in order to transparently document and specifically promote improvements in terms of ecological sustainability. Targets ensure the quality and quantity of the proposals.

The following graph shows the increasing number of submitted idea cards. In the last 5 years, we were able to implement a total of 12,658 ideas from employees.



In order to design our processes quickly, efficiently and sustainably, it is important that employees can contribute their ideas. This is the only way we can find creative and modern solutions to meet today's challenges. That is why we include all locations as well as interfaces

in the supply chain, such as customer / Heimbach or Heimbach / supplier, in the brainstorming process.



"Every idea from occupational safety to climate protection is important to us. Every employee has the opportunity to actively and sustainably shape the company and their own processes through Ideas Management."

Kerstin Esser, Lean Coordinator