

CTPM 5 Level Milestone Excellence Award – 43 Awards to 19 Sites since 2002

The following information has been reported in the public domain (CTPM Annual Forums) and hence can be shared.

Our clients have also achieved many more substantial gains which, for confidentiality reasons, cannot be reported in this document.

CTPM
5 Level Milestone Excellence Award
43 Awards covering
19 sites and 12 companies

Framework for CTPM's 5 Level Milestone Excellence Award

Impact

Activity

Capability

Leadership

Est. 1996
CTPM

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Company & Site	Industry	Award (Year)	Savings / Improvements
Banpu Open Cut Coal Mine Lampang Thailand 160 personnel	Mining	Commenced: Feb 03 • Level 1: Aug 04 • Level 2: Sept 05 • Level 3: Dec 05 • Level 4: Aug 06 • Level 5: May 07 <i>The first site in the world to achieve Level 5</i> Mine ceased operations in August 2007 due to completion of coal resources.	<i>At time of Level 5 Verification Assessment in May 2007 Comparing with 2002 Baseline figures:</i> <ul style="list-style-type: none"> • 98% reduction in Plant 2 oversize product • 64% reduction in Plant 1 maintenance costs • 86% reduction in Plant 2 maintenance costs • 36% reduction in Conveyor System maintenance costs • 50% reduction in site average maintenance costs • \$138,000 savings by reducing spare parts holdings by 13% • Achieved 517 days accident free
PT Kitadin (Banpu Company) Tandung Mayang Open Cut Coal Mine Bontang Indonesia 666 personnel	Mining	Commenced: May 06 • Level 1: Sept 08 • Level 2: Aug 09 • Level 3: Jun 10 • Level 4: Jun 12 • Level 5: Dec 14	<i>At time of Level 5 Verification Assessment in December 2014 compared to 2006 Baseline figures:</i> <ul style="list-style-type: none"> • 263 Cross-functional Teams completed • 3,039 One Point Lessons created • 1,868 Improvement Sheets • 510 A3 Problem Solving Summary Sheets • 19% increase in Large Excavator Output • 27% increase in Small Excavator Output • \$29.1 million in Cost Reduction against budget (USD) to Oct 14

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PT Kitadin (Banpu Company) Indominco Coal Processing & Port Bontang Indonesia 841 personnel	Mining	Commenced: May 06 <ul style="list-style-type: none"> • Kick-off: May 08 • Level 1: Aug 09 • Level 2: Nov 10 • Level 3: Dec 12 • Level 4: Dec 14 	<i>At time of Level 4 Verification Assessment in December 2014 compared to 2007 Baseline:</i> <ul style="list-style-type: none"> • Better ownership by workforce with positive impact on culture • Big improvement in safety and cleanliness • 15% increase in ship loading OEE above budget • 23% increase in Coal Processing Plant (CPP-2) output above budget • 50% reduction in Coal Processing Plant (CPP-1) Maint cost / ton of budget • 103 Cross-functional Improvement Teams completed • 2,311 Improvement Sheets completed • 1,048 One Point Lessons created • \$25 million in Cost Reductions
New Zealand Sugar (Chelsea Refinery) - Birkenhead Auckland NZ 210 personnel	Food	Commenced: Feb 08 <ul style="list-style-type: none"> • Level 1: Mar 09 • Level 2: Jul 09 • Level 3: Nov 12 	<i>At time of Level 3 Verification Assessment in November 2012:</i> <ul style="list-style-type: none"> • Lost Time Injury Frequency rated reduced from 9.8 to Zero • Energy consumption reduced - gas & electricity • Improved engagement & ownership • Identified and rectified many safety risks • Significantly improved Housekeeping standards Significant improvement in Maintenance Performance including: <ul style="list-style-type: none"> • Significant reduction in PM and W/O backlogs, and stock levels • Now working in harmony with Production • Maintenance Rating increased from 34% to 84% Significant Improvement in Refinery Performance including: <ul style="list-style-type: none"> • Teams saved over \$150,000 p.a. Significant Improvement in Packing Area Performance including: <ul style="list-style-type: none"> • 50% improvement in Packing OEE

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Sugar Australia - Glebe Sydney NSW 25 personnel	Food	Commenced: Oct 05 <ul style="list-style-type: none"> • Level 1: Sept 08 • Level 2: Dec 08 • Level 3: Jul 11 	<i>At time of Level 3 Verification Assessment in July 2011:</i> <ul style="list-style-type: none"> • 100% engagement of employees in improvement teams • 50% improvement in OEE across site • 90% increase in output • 50% reduction in customer complaints • \$1.2million savings over 5 years
Uncle Toby's - Smithfield Sydney NSW 250 personnel	Food	Commenced: Apr 99 <ul style="list-style-type: none"> • Level 1: Feb 02 • Level 2: May 02 • Level 3: Aug 03 2004: Plant closed and relocated to main site at Wahgunyah VIC	<i>At time of Level 3 Verification Assessment in August 2003:</i> <ul style="list-style-type: none"> • 23% increase in OEE on Packing Lines • \$62,000 p.a. cost savings on Packing Lines • 31% increase in OEE on Pasta Line • \$54,000 p.a. cost savings on Pasta Line • 30% increase in OEE on special Pack Line without any money being spent • Lost Time Injury Frequency Rate reduced from 14 to 1 per Million Man hrs • Improved teamwork / relationship between departments • Improved communication between shifts

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ACI Plastics Packaging – Kirrawee Sydney NSW 80 personnel	Packaging	Commenced: Nov 01 <ul style="list-style-type: none"> Level 1: Jul 02 Level 2: Oct 02 2004: Site changed ownership and moved to Minto	<p><i>At time of Level 2 Verification Assessment in October 2002:</i></p> <ul style="list-style-type: none"> 30% increase in OEE across site 53% reduction in Tool Change Times \$178,788 p.a. savings in reduced material losses Achieved the highest ratings from their customer audits Improved communication among shifts 95% engagement of workforce in improvement activities <p><i>At the 2003 Forum a Cross-functional Team reported:</i></p> <ul style="list-style-type: none"> 16% increase in OEE 53% reduction in set-up time equating to \$135,000 p.a. cost reduction Reduced in line rejects Improved cycle-time and better start-ups
ArcelorMittal Tailored Blanks Edinburgh SA 28 personnel	Automotive	Commenced: May 08 <ul style="list-style-type: none"> Level 1: Mar 09 Level 2: Feb 10 	<p><i>At time of Level 2 Verification Assessment in February 2010:</i></p> <ul style="list-style-type: none"> 60% increase in average Site OEE

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B&D Doors & Openers – Revesby Sydney NSW 100 personnel	Building	Commenced: Feb 09 <ul style="list-style-type: none"> Level 1: July 11 Level 2: Aug 14 	<p>At time of Level 1 Verification Assessment in July 2011:</p> <ul style="list-style-type: none"> In excess of \$400,000 in savings identified after 4 cycles Significant cost reductions in the site waste / recycling initiatives Reduction of downtime across all lines by implementing OEM New Area Management Team expanded usable floor space Production & Maintenance now working as one 2 Operators and 2 Teams have been nominated for the National B&D OHS Awards 17 Students have completed Cert III in Competitive Manufacturing 5 Students have completed Cert IV in Competitive Manufacturing <p>At the 2012 Forum, a Cross-functional Team focused on Energy Reduction reported:</p> <ul style="list-style-type: none"> 19% reduction in High Bay Light energy cost 17% reduction in site electricity usage <p>At time of Level 2 Verification Assessment in August 2014:</p> <ul style="list-style-type: none"> Productivity vastly improved – lot less people from 2009 yet improved efficiencies and output. Every cycle the site gets better at something Greater sharing of learning between sites Much better at getting projects done (especially with the changes required from their new owner - Dulux) Miles ahead of the other sites regarding achieving business targets Significant traffic management improvements implemented with very little resistance to the required changes Recognition is now more consistent across the site 15 Students have completed Cert III in Competitive Manufacturing and 14 Students have completed Cert IV in Competitive Manufacturing
Simplot Australia - Devonport Devonport TAS 425 personnel	Food	Commenced: Jan 05 <ul style="list-style-type: none"> Level 1: Aug 06 Level 2: Aug 07 	<p>At time of Verification Assessment in August 2007:</p> <ul style="list-style-type: none"> Closed the gap to OEE Excellence by 54% Closed the gap (50% Reduction) on Cost / kg by 58%

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Simplot Australia - Echuca Echuca VIC 120 personnel	Food	Commenced: Sept 03 • Level 1: Feb 07 • Level 2: Aug 07	<p><i>At time of Level 2 Verification Assessment in August 2007:</i></p> <ul style="list-style-type: none"> • Closed the gap on OEE Excellence by 40% • Closed the gap to Yield Excellence by 85% • Improved delivery from 85% MPS to 92% MPS • 30% reduction in customer complaints from 10 to 7 (# per million products sold) • Improved efficiency and productivity of all workers <p><i>At the 2009 Forum a Cross-functional Team focused on the Label System of the ERCA Line reported:</i></p> <ul style="list-style-type: none"> • 80% reduction in the ERCA Label downtime-related losses • Developed a more effective label mould cleaning tool • Improved housekeeping procedures to reduce damage to label system
Simplot Australia - Ulverstone Ulverstone TAS 250 personnel	Food	Commenced: Oct 03 • Level 1 Feb 07 • Level 2 Aug 08	<p><i>A time of Level 2 Verification Assessment in August 2008:</i></p> <ul style="list-style-type: none"> • 21% production increase in crinkle-cut chip cartons per day • 6% improvement in crinkle-cut yield • \$727,000 p.a. savings in filter paper, oil loss, labour, transport, tipping fees and trade waste charges • Significant reduction in safety issues including manual handling, spillage on floors, risk of fires and injury risks

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Sugar Australia - Yarraville Melbourne VIC 100 personnel	Food	Commenced: Sept 06 • Level 1: Apr 10 • Level 2: Dec 11	<i>At the time of Level 2 Verification Assessment in Dec 2011</i> <ul style="list-style-type: none"> • \$1.2 million saving from improvements In Packing Area: <ul style="list-style-type: none"> • 80% reduction in waste generation • 80% reduction in manual lifting • Significant increase in morale • 50% reduction in packing variability • 50% increase in packing capacity • Higher level of PM attainment resulting in better availability In Refinery: <ul style="list-style-type: none"> • 73% reduction in sweet waste pumped to trade waste • \$270,000 p.a. savings
Cedenco Foods New Zealand Gisborne NZ 60 personnel plus 240 casuals during season	Food	Commenced: Jan 08 • Level 1: May 12	<i>At time of Level 1 Verification Assessment in May 2012:</i> <ul style="list-style-type: none"> • Over \$1m impact on bottom-line after first season • Reduction of downtime across all lines by implementing OEM • Maintenance WAM Team – restructure of all areas and new bench designs • Production & Maintenance now working as one • Employees are now engaged in a common goal

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Hynds Pipe Systems – East Tamaki Auckland NZ 180 personnel	Concrete	Commenced: Aug 01 • Level 1: Mar 06	<i>At time of Level 1 Verification Assessment in March 2006</i> <ul style="list-style-type: none"> • 12% reduction in operating costs over first 12 months • 20% increase in output over first 12 months Despatch Area <ul style="list-style-type: none"> • 30% increase in despatch storage space within 3 months • 23% increase in productivity over 6 months • 20% increase in loading out with the same amount of resources Maintenance <ul style="list-style-type: none"> • 30% increase in planned work being completed with no increase in labour resources • 66% reduction in reactive work
Juken New Zealand - Northland Kaitaia NZ 200 personnel	Timber	Commenced: Jan 05 • Level 1: Nov 06 2008: Sawmill closure due to downturn in Japanese marketplace	<i>At time of Level 1 Verification Assessment in November 2006:</i> <ul style="list-style-type: none"> • 88% reduction in Lost Time Injury Frequency Rate • 375% increase in Productivity • 35% increase in Sawmill Capacity (OEE) • 20% increase in Veneer Plant Capacity (OEE) • 93% increase in Sawmill Yield resulting in \$350,000 p.a. savings in Raw Material costs • 67% reduction in Sawmill Maintenance Costs • 29% reduction in Sawmill Electricity Costs • 50% reduction in Total Manufacturing Costs
Simplot Australia - Bathurst Bathurst NSW 200 personnel	Food	Commenced: Dec 04 • Level 1: Aug 08	<i>At time of Level 1 Verification Assessment in August 2008:</i> <ul style="list-style-type: none"> • 50% reduction in change-over times on the Can Line • Reduced start-up after change-over from 8 hrs to 1 hr on Can Line • Saved \$19,165 due to early commissioning of the new line, later achieving an annualised saving of \$156,578 • Improved safety conditions, communications and morale • 50% reduction in change-over times on Canning Line • 90% reduction in start-up time after change-over on Canning Line

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Simplot Australia - Kelso Bathurst NSW 175 personnel	Food	Commenced: Sept 03 • Level 1: Sept 05	<i>At time of Level 1 Verification Assessment in September 2005:</i> <ul style="list-style-type: none"> • 40% improvement in achieving production schedule • 13% increase in site OEE • 30% improvement in total plant productivity over 12-months • 25% reduction in Waste • Decreased customer complaints • 87% reduction in product spillage on one product line • \$182,000 in annual savings on one product line
Sugar Australia – Mackay Port Mackay QLD 25 personnel	Food	Commenced: Aug 06 • Level 1: Mar 10	<i>At time of Level 1 Verification Assessment in March 2010:</i> <ul style="list-style-type: none"> • 20% increase in OEE across the site resulting in reduction in the need for casuals and more ships packed • Significant reduction in cost / kg