

## Introduction - Company profile

### Corporate overview

Rexam is a global consumer packaging company. We are one of the leading global beverage can makers and a major global player in rigid plastic packaging for healthcare applications. We are business partners to some of the world's most famous and successful consumer brands. Our vision is to be the best global consumer packaging company. We have 67 manufacturing plants in 24 countries and employ around 11,000 people. Our sales from continuing operations in 2012 were in the region of £4.3billion. Rexam is a member of the FTSE 100 and its ordinary shares are listed with the UK Listing Authority and trade on the London Stock Exchange under the symbol REX. For further information, visit [www.rexam.com](http://www.rexam.com)

### Neuenburg plant

The original Neuenburg (Germany) site was built in 1961 by the company Leitz. The plant developed its product range through the years and delivered many plastic packages such as nasal spray devices, sweetener dispensers, flasks... In 1999 the plant started to focus mainly on the production of pharmaceutical products.

This strategy led especially to the creation of clean rooms in order to fulfill the healthcare customers' expectations. The plant knew its bigger transformation from 1999 to 2009 and went from 82 to 341 employees while the buildings area rose from 6,300 m<sup>2</sup> to 20,700 m<sup>2</sup>.

In 2003 the plant became a part of Rexam PLC and started its Lean journey to reach the operational excellence. Investing in capacity and Lean practices, the Neuenburg plant delivered in 2012 more than 175 million finished products to its 25 customers with a growing tendency.

Nowadays, Neuenburg operates twenty four hours a day, seven days a week, driving a Lean culture to improve constantly all of our processes and focusing on the quality, innovation and sustainability.

### Processes and products

Nowadays Rexam Neuenburg produces a wide range of drug delivery systems with a strong focus on pulmonary and parenteral devices. In 52

year of operation we developed a strong knowledge concerning our three main processes:

- The injection of plastic parts. Billions of parts are produced yearly on the 106 injection molding machine of the plant.
- The printing of plastic parts. 19 printing machine are available to print some key components of our products.
- The assembly of plastic products. A wide product range can be produced on the 41 dedicated assembly machines. Our most sophisticated product is made of 27 parts.

### Continuous improvement process

Rexam has operated a global system of Lean Enterprises since 2003, structured around building capability in specific tool sets of culture, VSM, 5S, TPM, SMED and Six Sigma. Progress is reviewed annually and awarding a merit of bronze / silver / gold depending on performance. Since 2009 the best Lean plants can also challenge for the "Beyond Gold audit" awarding a merit of emerald / sapphire / diamond.

Challenging these audits Rexam Neuenburg won the bronze in 2005 and improved since its score each year. After two consecutive years at Gold level, Neuenburg moved to the 'Beyond Gold' audit in 2011 achieving directly 'Diamond' level (Highest level for the Rexam audits) and maintaining its ranking in 2012.

### Achievements

Lean Enterprise achievement:

- 2004-2010: Bronze to gold status at the Rexam Lean audit.
- 2011 and 2012: Beyond gold diamond status
- 2012: Rexam Lean awards (for the best performing sites among the 67 Rexam plants): nominated in both categories "Best Lean plant" and "Most improved Lean plant" (4 nominated in each category)

### Safety and environmental

~ 300 Near Miss registered in 2012

~ 120 Management Safety Visits done in 2012

*ISO 14001 certified (environment)*

*ISO 50001 certified (energy management)*

*Zero environmental accident since...*

*78 employees of the plant are first aiders*

### **Quality**

Focus on the end customer with the Rexam Healthcare motto "we put patients first"

ISO 9001 certified (Quality system)

ISO 15378 certified (Primary packaging)

ISO 13485 certified (Medical devices)

ISO 14644 certified (Clean rooms)

Assured quality through customer audits

3 employees certified Six Sigma Black Belt and 4 certified Green Belt DFSS

### **Employee morale**

Training possibilities: More than 100 intern trainings covering 54 subjects are proposed to all the employees in 2013. The Rexam Business School offers as well a wide range of trainings for all the associates.

Lean team of the Quarter to recognize the best Lean initiatives

Yearly Kick-Off days are organized by the departments to discuss achievements, lessons learned, targets, and matters of strategy.

Events are organized on a regular basis to celebrate successes (ex: 50 years jubilee/ 300 million pens delivered to our biggest customer)

### **Delivery performance and cost reductions**

OTIF performance has remained consistently above 90% since 2009

Waste has reduced by more than 20% since 2009

Energy consumption (kWh/kg) has reduced significantly and consistently since 2009