

The operation of Cheminova's factory in Denmark has been improved by more than 50 million DKK

In 2008, LEAN was initiated and an annual improvement of Cheminova's operating economy by more than 100 million DKK is expected from the end of 2010.

In the autumn 2007, Cheminova's management decided to introduce LEAN in the production area. LEAN is to contribute to maintaining a competitive production site in Denmark.

In January 2008, co-operation with the consultancy McKinsey concerning the introduction of LEAN at selected plants was initiated. The purpose was development of in-house qualifications to be able to continue the LEAN work in future besides total savings of 100 million DKK annually from the end of 2010. More than 100 employees were directly involved in the assignment including several persons full-time.

Pilot project for the LEAN work

The facility for production of glyphosate - Cheminova's most important herbicide - is one of our largest production plants. Therefore, it was obvious to test the improvement potential by introducing LEAN at this plant.

The implementation of LEAN at the glyphosate plant became one long seminar for the involved employees at Cheminova. An intensive program with analyses of technical, management and attitudinal conditions lead to objectives and continuous implementation of im-

provements. The results are impressive. In 2008, the plant produced above 10% more than earlier - that is without large investments. In 2009, the high production rate has been maintained without assistance from external consultants. In 2010, the capacity is expected to be further improved through the continued LEAN work.

Current improvements

Current improvements have to be reached through anchoring of LEAN in the organization where "a good beginning" and "persistence" are important key words.

Ideas of improvements arise everywhere but the road from idea to reality is paved with challenges. At Cheminova, a steering system "measure sheets" has been introduced in order to capture the ideas and secure a systematic assessment and implementation. The steering system is suitable for handling ideas demanding large investments, alterations of production equipment, development work etc.

At present, 17 fulfilled comprehensive ideas account for more than half of the attained result of 50 million DKK, and further improvements have been identified.

LEAN culture

A LEAN culture has been born when the LEAN tools have been incorporated as a natural part of the day and the employees constantly have an eye for improvements. At Cheminova's workshops and filling departments we work intensively with the LEAN tools 5S, SOP, SMED, Kaizen, PMS and KPI*. The departments today appear with clear objectives for the work, visible registration of performance and well-organized planning leading to improved efficiency.

LEAN future

At Cheminova, we are well prepared for the future LEAN work. A team of four employees has been trained through "learning by doing" in co-operation with McKinsey. A comprehensive training program has given all involved employees competences on our LEAN tools.

Current improvements and introduction of LEAN in further areas and at more plants will continuously be of highest priority. LEAN is not a project in common sense because LEAN never ends. There will always be improvements to tackle everywhere in the organization.

*See more at www.cheminova.com.



KPI boards are important tools for the LEAN work at the glyphosate plant.

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