

3M Germany Site Kamen

Lutz Konze

Juni 9th, 2015

Overview 3M Manufacturing in Germany

Site	SVOT 2014 [\$ M]	HC Manufacturing	HC Div. Engineering	HC Lab
Hilden *	640	725	26	35
Kamen *	287	304	2	1
Gendorf	352	489	8	47
Seefeld/Landsberg	444	516	9	149
Bad Essen	24	123		6
Meerbusch	59	165		43
Niederstetten	21	99		2
Hameln	6	18		3
Jena	2	8		
Kempton	133	527	2	27
Total	1968	2974	47	313

10 Locations (* => strategic sites)

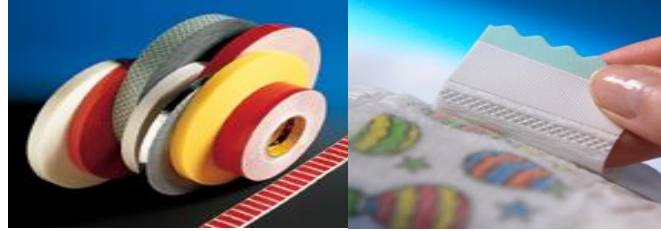
Wuppertal	155	340	10	60
Obernburg	10	24		
Total	165	364	10	60



Products Made In German Plants



Bad Essen



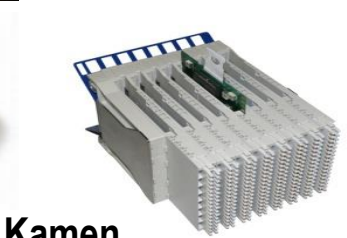
Hilden



Gendorf



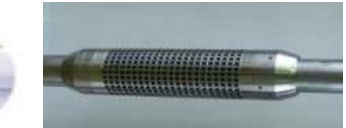
Meerbusch



Kamen



Seefeld



Kempten



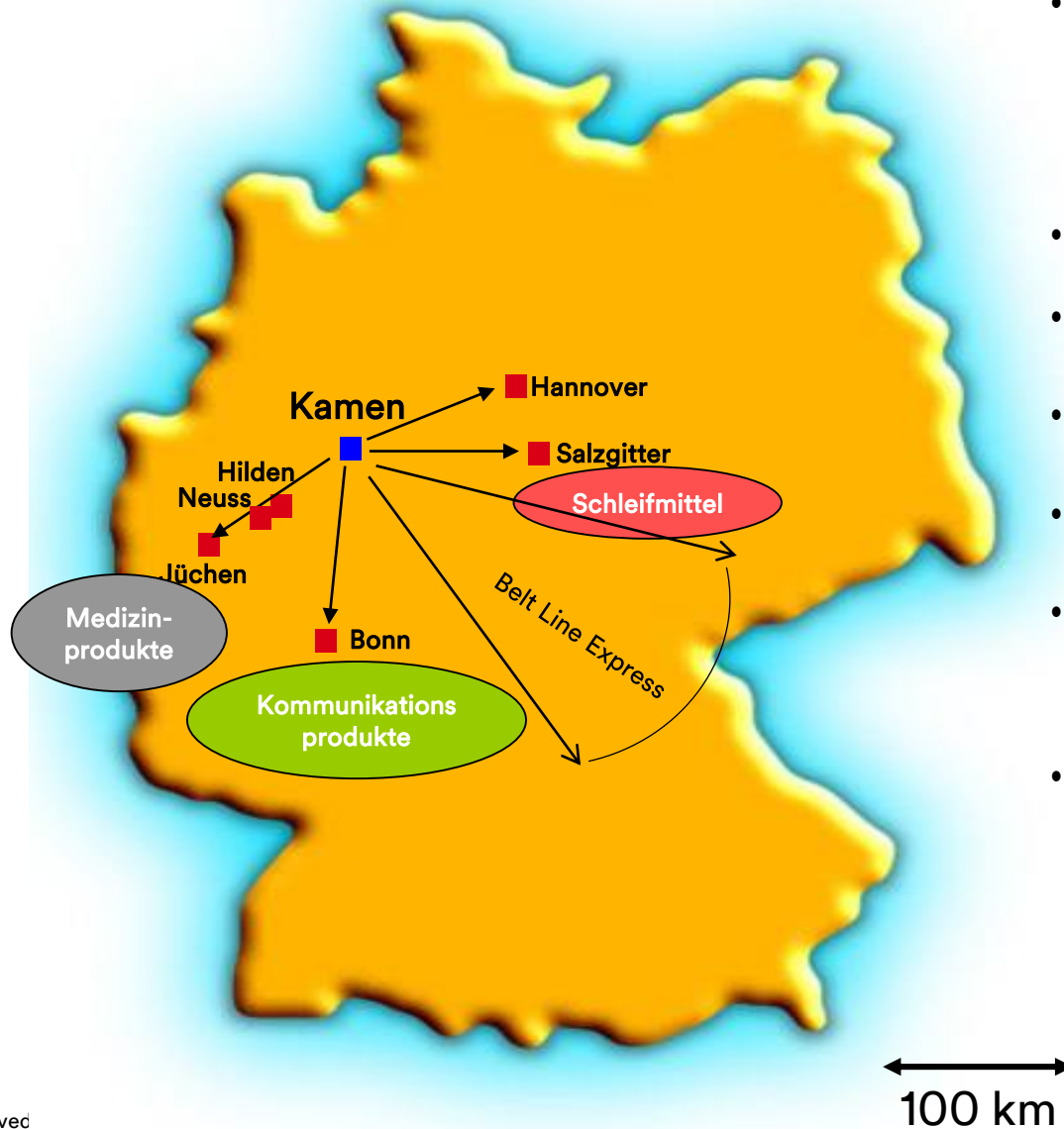
Werkshistorie Kamen

Konstruktion	1968 – 1969
Produktion	
▪ Office Informations Systems	1969 – 1984
▪ Abrasives Converting	since 1970
▪ 5 ¼" Diskettes	1983 – 1987
▪ VHS Video Cassette Assembly	1984 – 1993
▪ Interam Converting	1985 – 2001
▪ Data Cartridge	1987 – 1996
▪ Filtration Products	1993 – 2012
▪ Molding Service Center	1995 – 2002
▪ Biotechnology Project (Empore)	1998 – 2006
▪ Medical Manufacturing	since 2001
▪ Net Components	since 2005
▪ Shine LP	2006 – 2007
▪ Safety Walk	2010
▪ Patient Warming	2014

Prioritäten Kamen Manufacturing

1. Umwelt-, Gesundheitsschutz,
Arbeitsicherheit
2. Qualität
3. Service
4. Produktivität / Kosten

Werk Kamen Manufacturing



Infrastruktur:

- Enge Zusammenarbeit mit Labor, Division Engineering, Manufacturing Technology Development und der Hauptverwaltung in Neuss
- Sehr gute Anbindung an das Autobahnnetz
- 8 Universitäten im Umkreis einer Fahrstunde
- Hoch qualifizierte Mitarbeiter verfügbar
- Schlanke Organisation (Lean Manufacturing)
- Enge Beziehung zur globalen 3M Manufacturing Organisation
- Enge Beziehung zum Hildener Werk
 - Mitarbeiteraustausch in Produktion, Logistik, Instandhaltung, Verfahrenstechnik
 - Eineitliche Organisation HR, IT, EHS
 - Permanenter Wissenstransfer

Kamen, Germany

Plant Data 2014

SVOT:	\$287M	HC Site:	304
Year Opened:	1969	Land:	41.3 Acres
Invest. Plan 15:	\$30M	unused	(15 Acres)
Plant Manager:	Lutz Konze	Space:	409,000 sq ft
		unused	(43,000 sq ft)
		Certifications:	ISO 14001, 50001, 9001/2008, 13485, FDA Registr., CMDCAS Canadian, Pharmaceutical Affairs Law Ordinance 169

Customers

- EMEA Hospitals
- Health Care Purchasing Cooperatives






Competitors





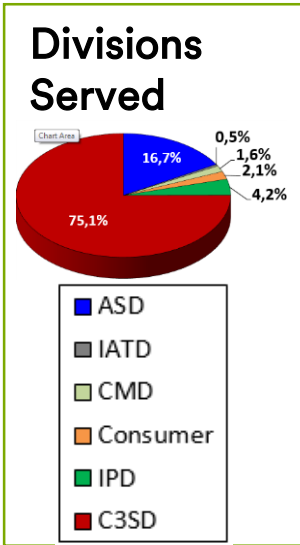







Core Technologies

- making/ coating
- solventless adh coating
- autm. 1”slitting
- rotory die cutting & laminating
- autm. assembly
- rapid stamping
- manual & autm. belt converting
- robotic



Products

	Tegaderm	Medical Tapes	Coban/Vetrap	Patient Warming
C3SD				IPD 
ASD	Coated Abrasives (eg. Cubitron 2, Scotch Brite, Trizac)			
			CMD	Net Components 

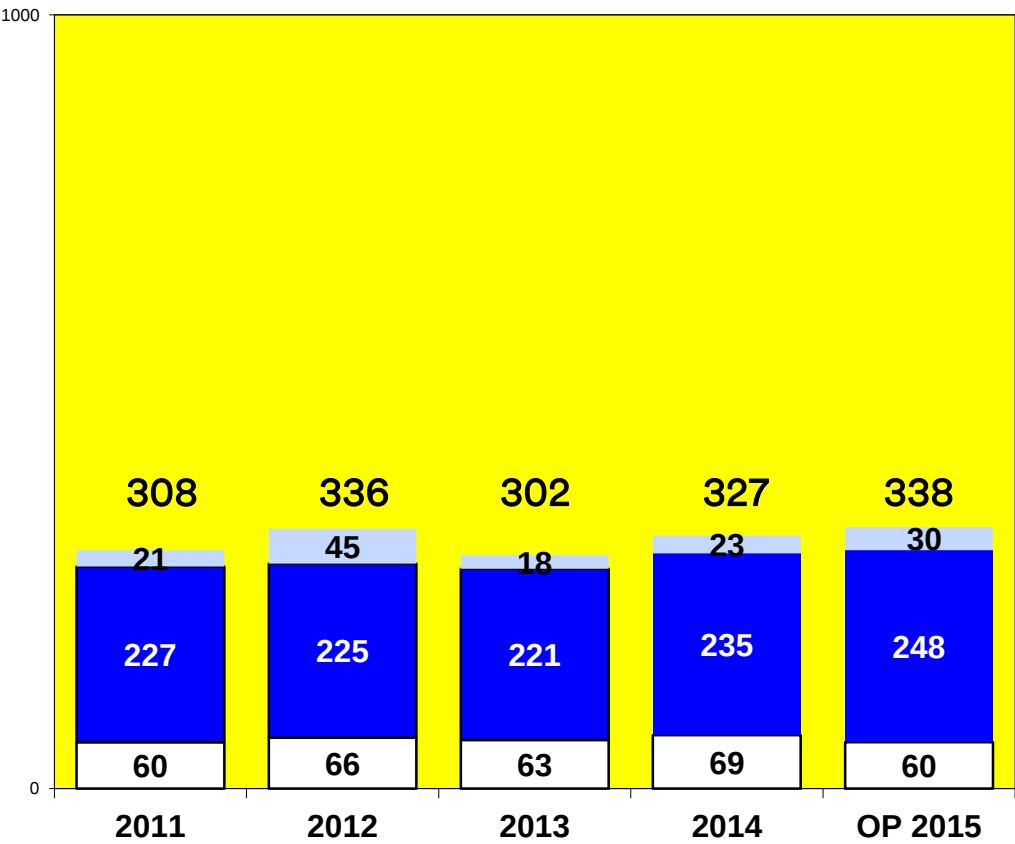
Other Info

- Strengths:
- Workforce Flexibility, Education
 - High Quality Level Due To PPU & LSS Performance
 - Sustainable Productivity Development
 - Disruptive Technologies Automation / Robotic

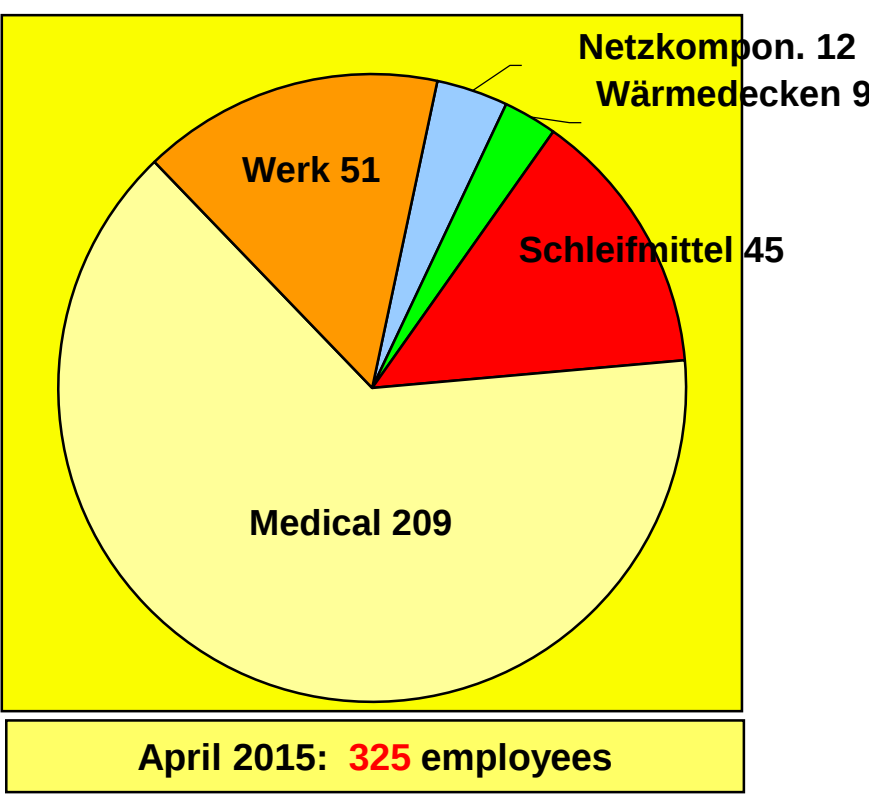


Personalstand Entwicklung

Mitarbeiter
2010 - 2015

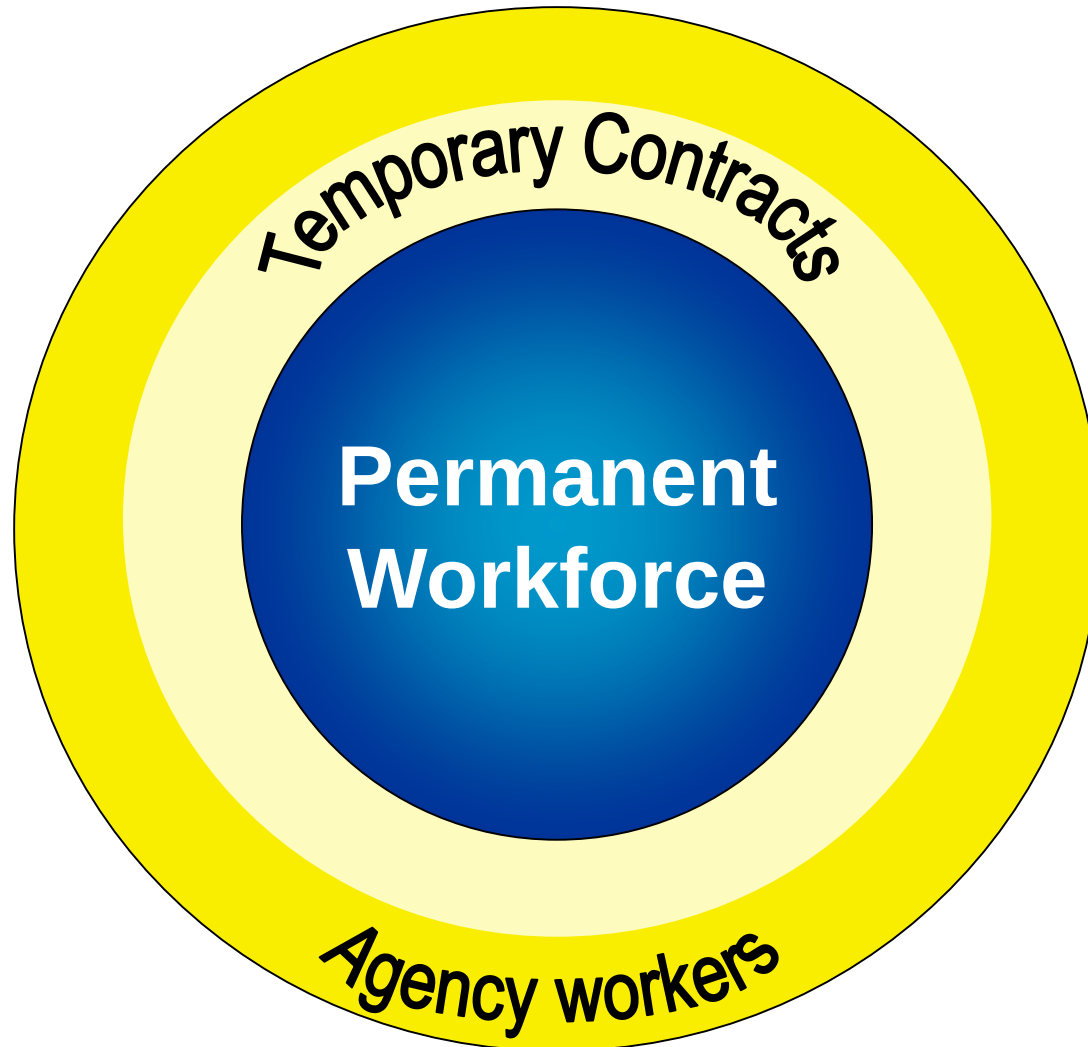


Mitarbeiter / Bereich
April 2015



Manufacturing Worktime Model

(response to volatility of demand)



- up to 50 hours a week
- annual working time account
- no overtime payment
- extra shifts
- different shift models per working area
- 5-21 shifts working time model

Temporary Contracts:

- from 3 to 24 months
- max. 4 years
- max. 3 extensions

Agency Workers

- support within 24 hours
- restricted to non IP areas
- up to 18 months

Flexibilität in Kamen

• Flexible Ausbildung der Mitarbeiter

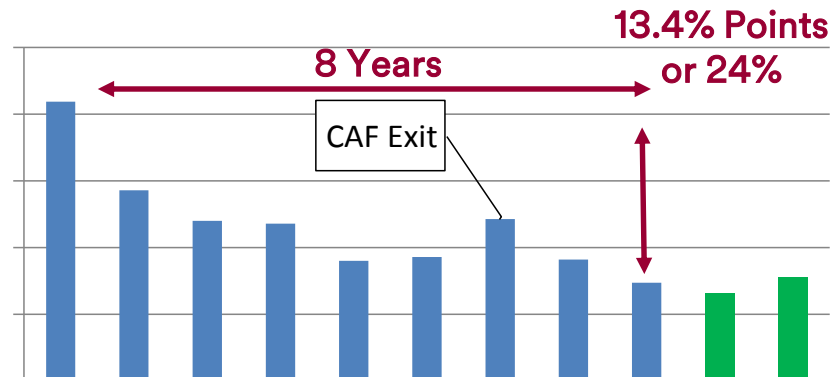
- 78% der Mitarbeiter sind an verschiedenen Anlagen trainiert
- Kombinierte Produktionsmodelle: 9K/M5; 10K/M5; Tegaderm / Master Roll Slitter
- Mitarbeiteraustausch zwischen den Produktionsbereichen
- Mitarbeiterwechsel zwischen Kamen und Hilden
- CAF Exit: 46 Mitarbeiter wurden in andere Bereiche versetzt → 108 Positionswechsel

• Identifikation / Mentale Flexibilität

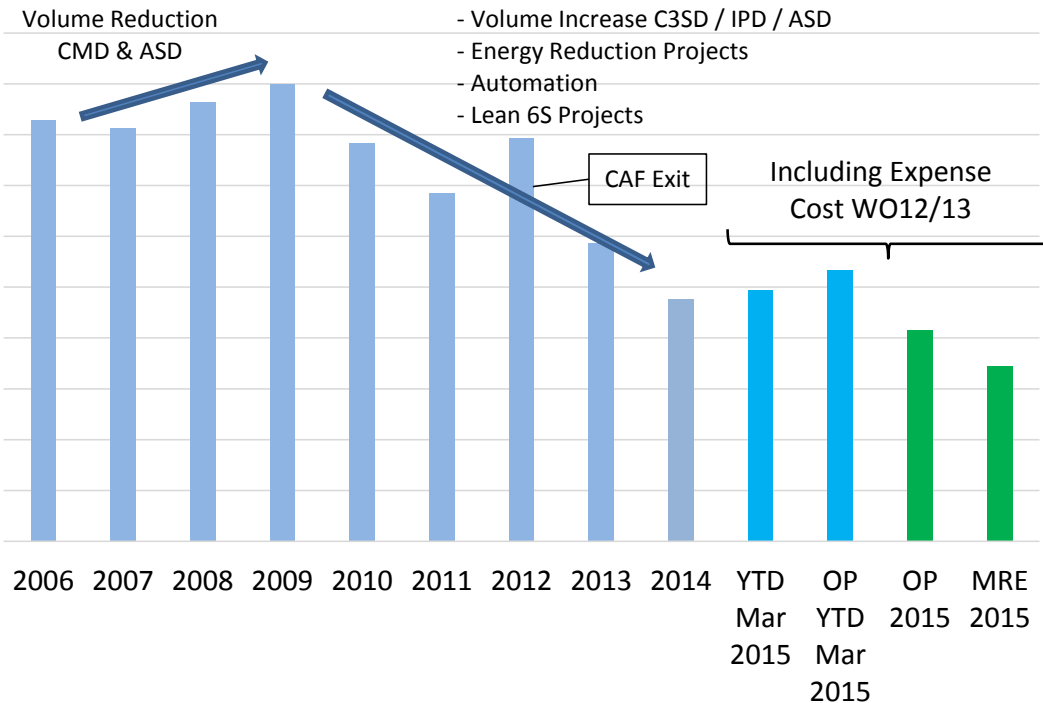
- Alle Mitarbeiter nehmen am EPR Prozess teil. 2 Management Team Review pro Jahr
- Allgemeine Mitarbeiterbefragung alle 2 Jahre
- Hohe Motivation an KVP / Kaizen. 700 Ideas → 400 realized
 2009 – 2014: 3,0 mil \$
- Lean Management System 2.0

Nachhaltige Produktivitätsentwicklung

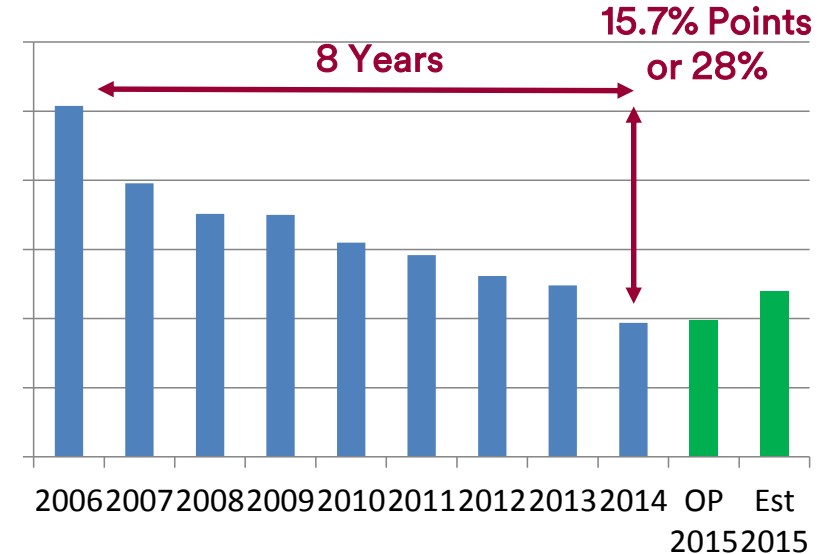
Factory Cost Kamen



OPEX vs SVOT Incl. Special Items



Factory Cost Medical Manufacturing Kamen

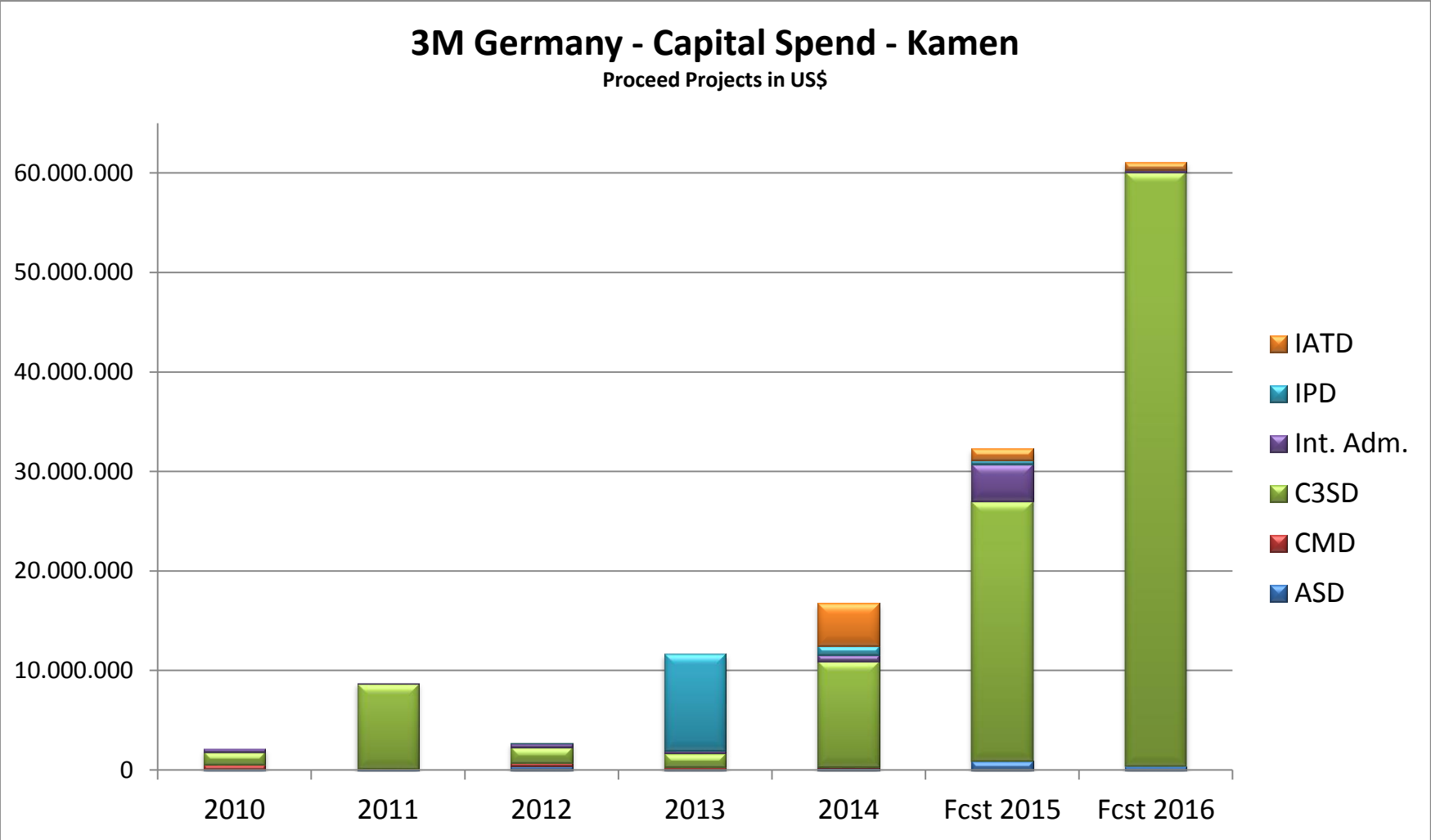


Hauptfokus:

- Organisations- & Mitarbeiterentwicklung
- Tiefes Prozess und Produktverständnis & Lean Six Sigma Methodik
- COPQ (Qualitätskostenreduzierung)
- Automatisierung

CAPEX Kamen

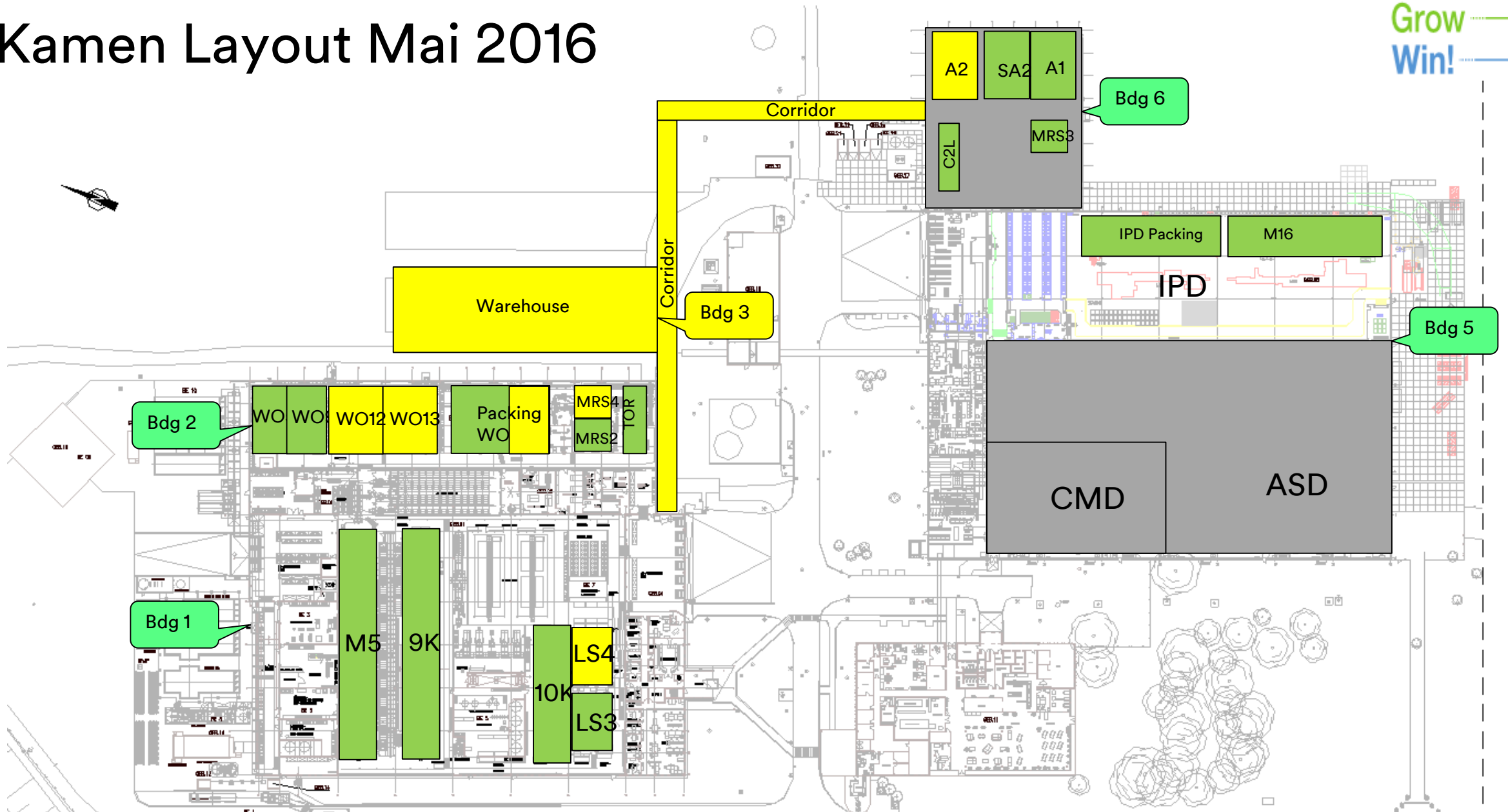
2010	WO9
2011	WO9
2012	C2L, Free Air Cooling
2013	M16
2014	LS4, A2, IATD M5
2015	WO12, MRS4 Bld3, Apollo
2016	WO13, Apollo



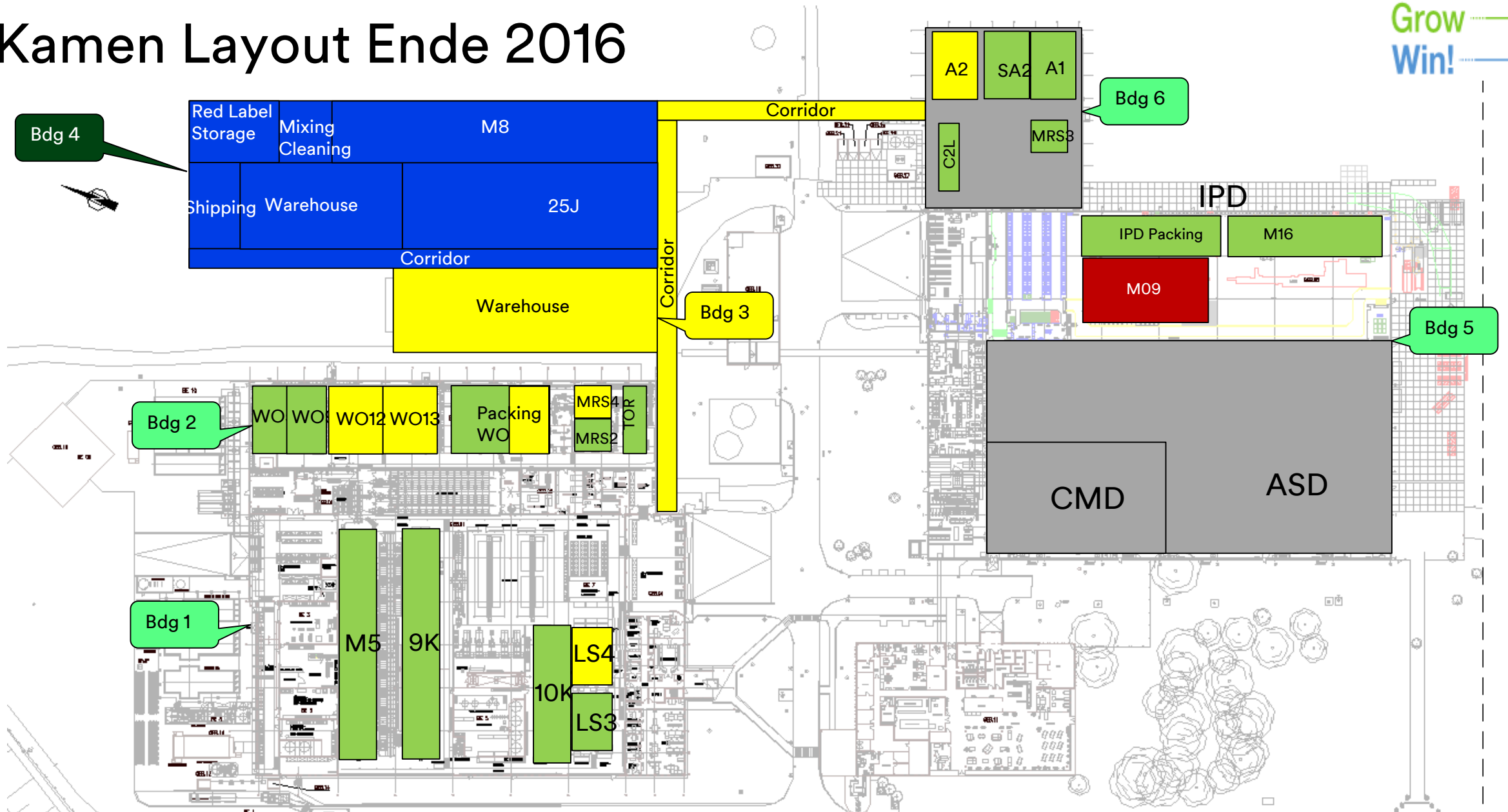
Compete →
Grow —+
Win! —*



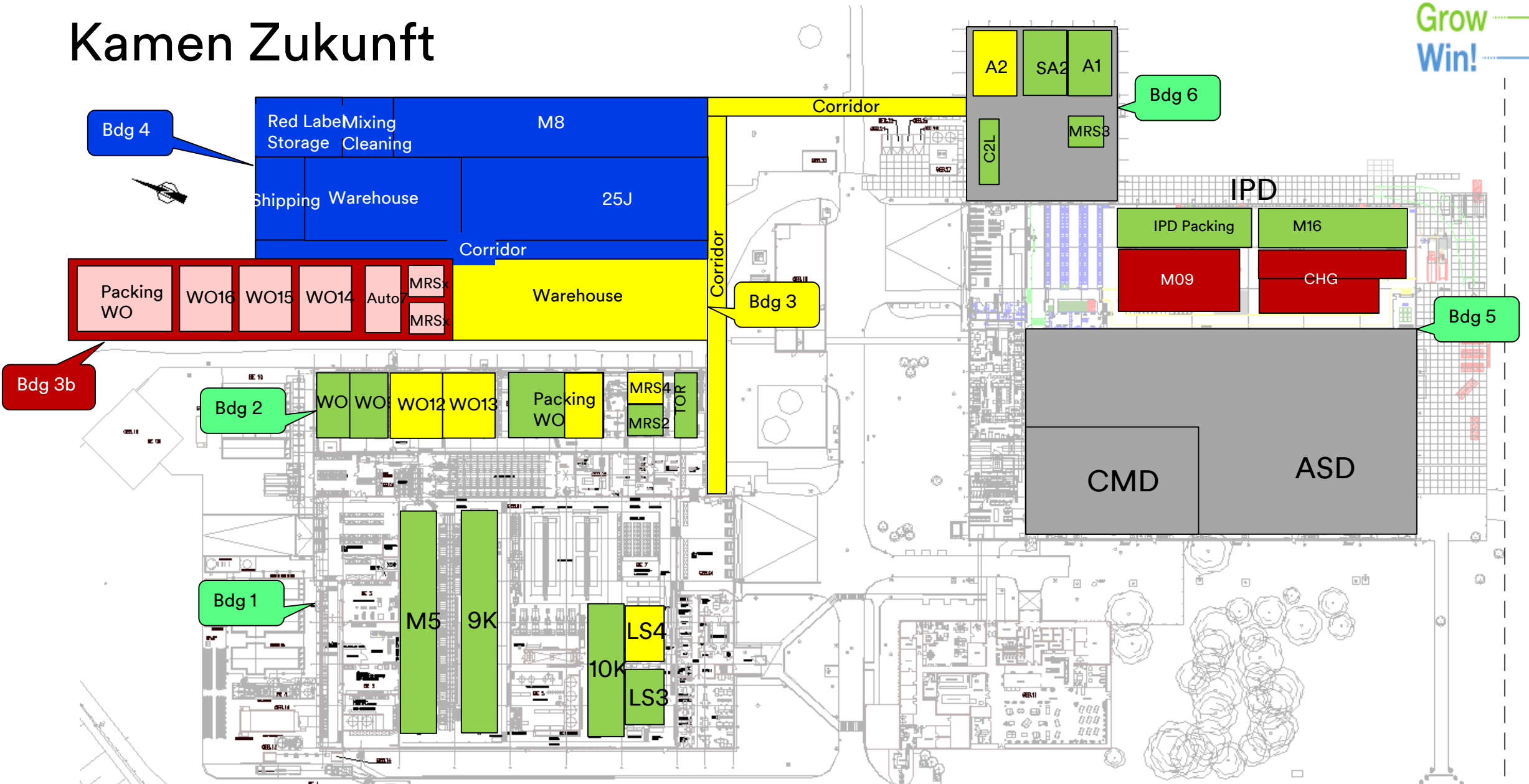
Kamen Layout Mai 2016



Kamen Layout Ende 2016



Kamen Zukunft





Our Vision

3M Technology Advancing Every Company

3M Products Enhancing Every Home

3M Innovation Improving Every Life