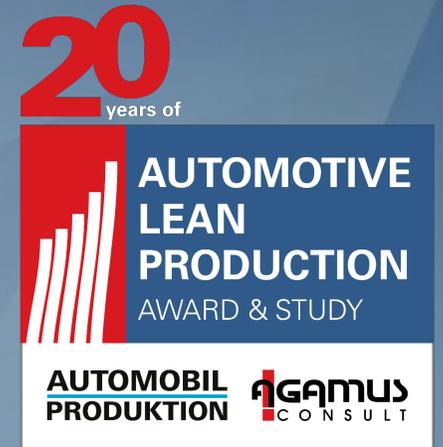


Automotive Lean Production – Award & Study Learning from the best!

Overview

Munich, March 2026



LET'S CREATE VALUES FASTER TOGETHER



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Overview of the initiative

02

From study participant to winner

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Brief introduction Agamus Consult

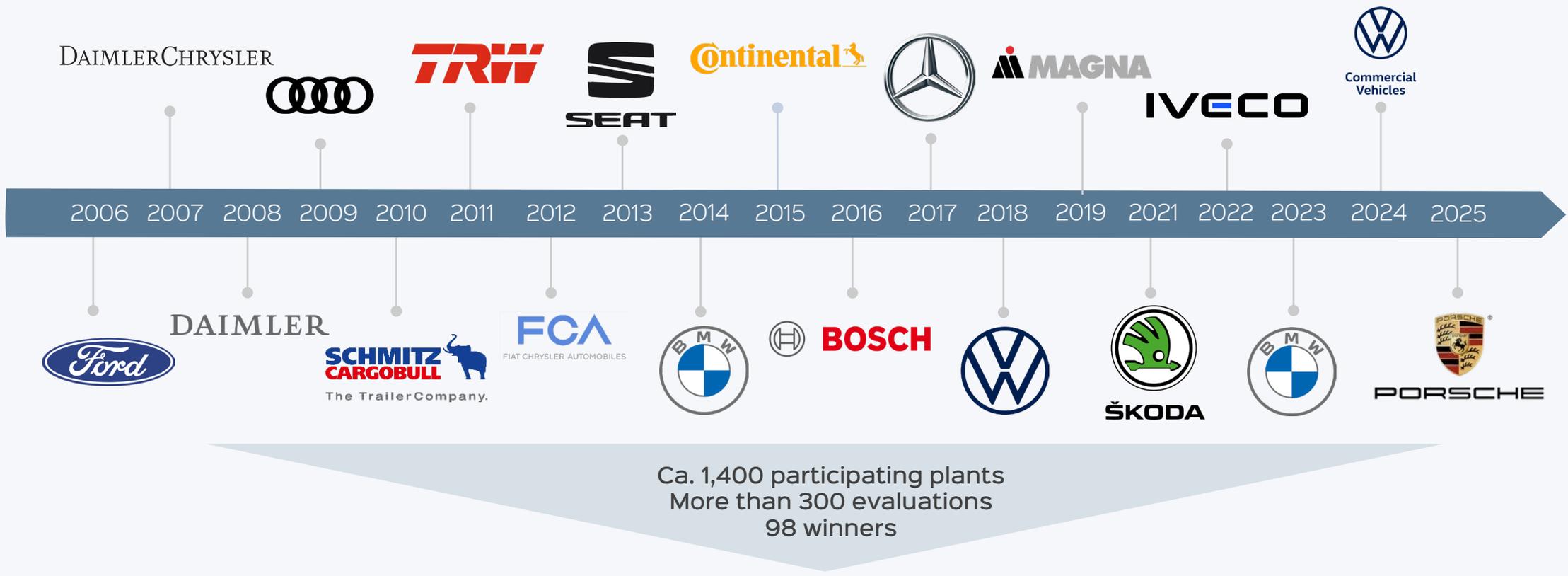
01

Overview of the initiative

We have been running the Automotive Lean Production – Award & Study initiative with Automobil Produktion since 2006



The Hall of Fame – winners of the coveted awards



With this study, we provide a Europe-wide benchmark in the fields of lean and management systems

Automotive Lean Production Award Categories

Category	Companies/Plants	Scope	Criteria for awarding the award
OEM	Vehicle plants in the automotive or commercial vehicle industry	Entire vehicle plant or selected technologies	Living Lean (Lean Leadership, CIP, Best Practices, Consistency) Process Improvements with Digitalization Process Performance
Supplier	Suppliers in the automotive or commercial vehicle industry <ul style="list-style-type: none"> • Parts or Systems • Independent suppliers or component plants of OEMs 	Complete plants	Living Lean (Lean Leadership, CIP, Best Practices, Consistency) Process Improvements with Digitalization Process Performance
Digital Use Case OEM	Vehicle plants in the automotive or commercial vehicle industry	Single use case or multiple use cases with impact on the same value stream section	Innovative content Range of applications: Scalability & transferability Business Case - Impact on Value Stream Implementation status
Digital Use Case Supplier	Suppliers in the automotive or commercial vehicle industry <ul style="list-style-type: none"> • Parts or Systems • Independent suppliers or component plants of OEMs 	Single use case or multiple use cases with impact on the same value stream section	Innovative content Business Case - Impact on Value Stream Implementation status Breadth of Application: Scalability & Transferability
Special Award "Lean Transformation"	Companies in the automotive and commercial vehicle industry	Complete plants	Sustainable and significant increase in performance through the application of lean

Automotive Lean Production Award & Study – Winners since 2006



History



More than
1,400 participating
plants



More than
300 on-site visits



98 Award
Winners

Selection of Winners



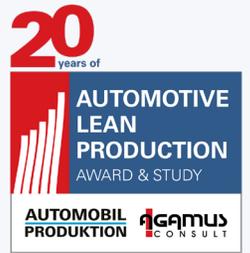
AWARD Categories 2025

- OEM
- Supplier
- Digital Use Case OEM
- Digital Use Case Supplier
- Special AWARD:
Lean Digital Mindset
- Special AWARD:
Rapid Transformation

02

From study participant to winner

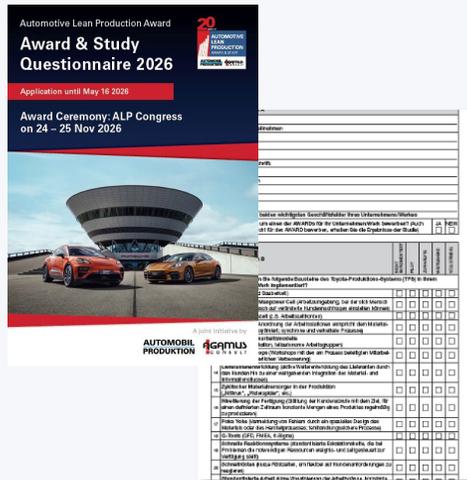
The Automotive Lean Production initiative involves three phases



Procedure of the Automotive Lean Production Initiative - Award & Study

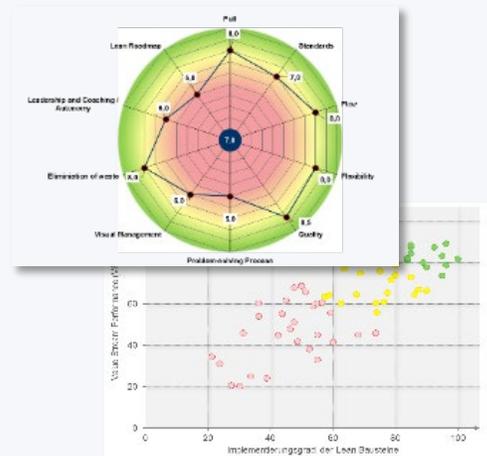
1. Data acquisition

Data is collected via a structured questionnaire to be completed by the production managers.



2. On-site evaluation

The Agamus team of experts visits the nominated companies to get an additional reliable picture of the implementation on site.



3. Award ceremony

The leanest participants will be presented with the Lean Award at the Automotive Lean Production Congress..



Publication of selected results



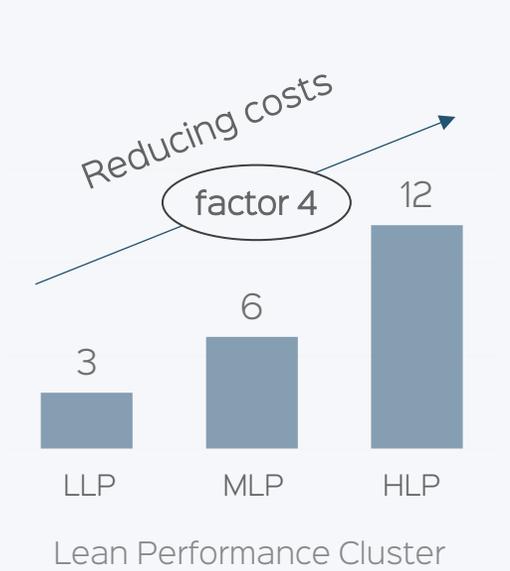
Ongoing media partner coverage

Our study confirms: the better the maturity level in Lean, the higher the improvements achieved



"What was the relative improvement in % that you have achieved through your Lean activities in the past two years?"

Source: Automotive Lean Production Study 2015-2025

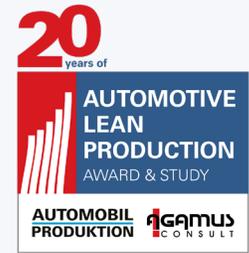


Using Lean methods the right way creates measurable competitive advantages

2.1

Application Award & Study

Based on the questionnaire, the nomination for the individual categories will be made



Questionnaire

- Target group: Plants or plant units with more than 250 employees and a focus on sales in the automotive industry.
- 8-page questionnaire with repetitive parts (e.g. lean and digitalisation modules, key figures) and new focus areas (e.g. lean leadership)

A. Kontaktdaten			
1	Name und Position Studententeilnehmer:		
2	Firma und Anschrift:		
3	Telefonnummer:		
4	E-Mail:		
5	Wie lautest du dich?		
D. Entwicklung der Lean-Kompetenz			
34	Seit wann (Jahreszahl) führen Sie in nemenswertem Umfang Lean-Prinzipien und -Tools ein?	JA	NEIN
35	Haben Sie eine Lean Roadmap?		
36	Führen Sie Reifegradmessungen zum Status Ihres Produktionssystems durch?		
G. Value Stream Performance			
69	Wie hoch ist der Materialanteil (Rohstoffe und Einkaufsteile) am Gesamtumsatz?	%	
70	Wie verteilt sich dieses Material auf die folgenden Lieferarten? (Angabe bitte jeweils in Prozent nach Warenwert)	%	
71	Wie hoch ist die durchschnittliche Reichweite (Eigen + Kons) von Fertigwaren in Tagen?		
72	Wie hoch ist die durchschnittliche Reichweite (Eigen + Kons) von Rohmaterialien in Tagen?		
73	In welchem Rhythmus produzieren Sie Ihre A-Erzeugnisse? (Bitte nur eine Antwort)		
74	Wie ist der Liefergrad Ihres Werks aus Sicht Ihrer Kunden? (Bestelltermin, Liefertermin)	%	
75	Wie ist der Liefergrad Ihrer Lieferanten aus Sicht Ihres Werks? (Bestelltermin, Liefertermin)	%	
76	Bezogen auf Ihre Engpass-Prozesse/-Maschinen: Wie hoch ist die durchschnittliche Overall Equipment Effectiveness (OEE) bezogen auf die Gesamtproduktionszeit?	%	
77	Wie hoch ist die Reklamationsquote bei Ihren direkten Kunden? (nur Produkt- und Logistikfehler)	PPM	

Participation in study

- Participation in the study is also possible without applying for an award
- Questionnaire will be made available in February
- Submission possible until April/May
- Individual evaluation upon request

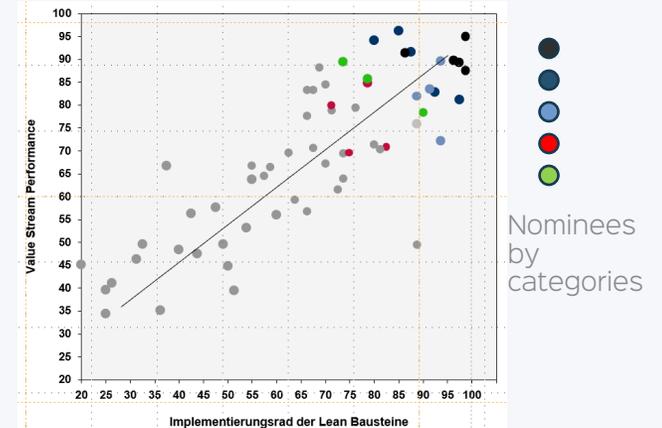
Q#	Lean modules	Average value of all participants (2019)	Average value High Performer (2019)	Your plant	Key
14	SS	3,8	4,3	5	
15	FMC - Flexible Manpower Cell	3,3	4,5	5	
16	Flexible working hours	3,1	4,2	4	
17	Flow production	3,8	4,6	5	
18	Group / team work models	3,5	4,4	5	
19	Kaizen- /CIIP-Workshops	3,4	4,7	5	
20	Supplier development	2,6	4,1	5	
21	Cyrtal materials supply in production	3,3	4,5	5	
22	Level production	3,8	4,7	5	
23	Poka				
24	Q-To				
25	Fast				
26	Fast				
27	Stanz				
28	Stanz				
29	TPM				
30	Pafl				
31	Visu				
32	Valu				
33	Shop				

Q#	Value Stream Performance	Goal	Average value all participants (2019)	Average value High Performer (2019)	Your plant	is of
71	Stock range finished goods [d]	Min.	3,6	1,1	1,0	is of
72	Stock range raw materials [d]	Min.	14,2	5,3	4,0	
73	EPEI-A-products - "Every Part every interval" [d]	Min.	1,5	0,6	0,5	
74	Service level f		0,7	0,4	1,0	
75	Suppliers's cu					

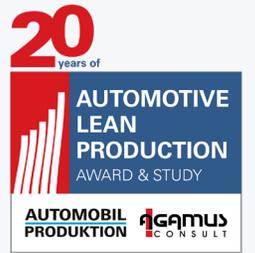
Q#	Digitization - structure and status of implementation	Average value all participants (2019)	Average value High Performer (2019)	Your plant
40	Culture of change	2,7	3,8	5
41	Training programs for employees	2,5	3,2	5
42	Virtual reality for designing workplaces and training of operators	1,3	1,5	4
43	The use of supporting systems for operators	2,6	3,4	4
44	The use of mobile supporting systems for the first line management on the shop floor	1,8	2,6	2
45	Usability/operation of complex equipment by normal operators based on a user-centered software environment and user-friendly human-machine-interfaces (semiotics).	2,1	2,5	4
46	Human-robot-collaboration	1,6	1,8	1
47	Intuitive methods of robot-programming	1,4	1,6	1

Nomination

- Evaluation of lean performance as an average of value stream performance and degree of implementation of lean components
- Nomination per category based on Lean Performance
- With consideration of further criteria (e.g., digitalization modules) in the selection of finalists for the Special Awards



Participation in the study provides the plants with a high benefit that far exceeds the effort involved



Automotive Lean Production Award

Award & Study Questionnaire 2026

Application until May 16 2026

Award Ceremony: ALP Congress on 24 – 25 Nov 2026

A joint initiative by

AUTOMOBIL PRODUKTION **AGAMUS CONSULT**

Benefits for participants

Benchmarking

On the basis of the individual evaluation, each participating plant can draw its own benchmark regarding application of lean methods and achieved results.

Critical self-reflexion

Beyond benchmarking the questionnaire focusses on a variety of success factors (e.g. communication and change management, trainings, planning of resources, Lean Roadmap), which were developed based on the experience of twenty years Automotive Lean Production – Award & Study by Agamus Consult. The critical analysis helps to identify blind spots at the approach in every stage of Lean implementation.

External feedback

For all participants, which do not belong to the group of finalists, Agamus Consult sends an individual benchmark report on request. Individual visit is also possible.

2.2 On site evaluation

Proper preparation is half the battle for an effective and efficient evaluation



Preparation

- Agreement on focal points
- Pre-evaluation checklists
- Value stream overviews
- Detailed plan

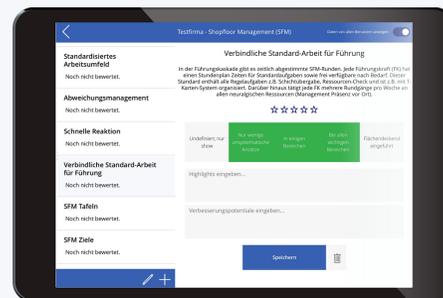
Fragebogen zur Vorab-Datenerhebung ALP 2020

E. Montage	Wert	Einheit	Kommentar
Anzahl Hauptbänder		Anzahl	
Anzahl Derivate pro Hauptband		Anzahl	
Art der Förderung? (BTS, EHB, FTS, etc.)			
Konkrete (Werkersebstfreigabe) oder kontinuierliche Förderung			
Bandgeschwindigkeit		m/min	Bezeichnung Band eingeben
Anzahl der Takte ohne Mitarbeiter (z.B. Vollautomatischer Prüfung)			
Anzahl der Mitarbeiter/ Takte		Anzahl	Bezeichnung Band eingeben
Anzahl bandnaher			
Anzahl Vormontag			
erfordern			
Bestandsreichweite			
Aufteilung Taktzeit			
General			

Zeit	TOP	Dauer	Ort	Anmerkungen
08:00	0	30 Min.	Sala de Actos	
08:30				
08:30	1	15 Min.	Sala de Actos	Agamus
08:45				
08:45		20 Min.		NN
10:00	2	25 Min.	Sala de Actos	NN
		20 Min.		NN
		10 Min.		NN
10:00	3	30 Min.	Sala de Actos	Agamus
10:30				
10:30	4			
10:40				
10:40		60 Min.	Presswerk	TN
(+15')	5	95 Min.	Karobau	
13:30				

Implementation

- In addition to the classic assessment of the lean system, the value stream performance and the improvement gradient are also included in the assessment
- "Go & See" on the shopfloor is preferable to a pure "paper audit" whenever possible
- Presentation on the shopfloor by employees



- Evaluation based on documents & on-site examination
- Check lists based on observed best practices and updated regularly
- Supported by visual graph for better comprehension

Feedback

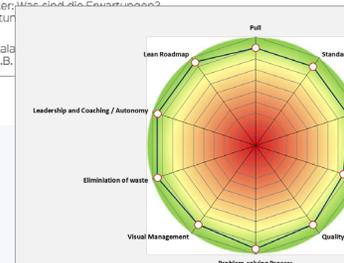
- Results of self-assessment according to questionnaire
- Results of the evaluation
- Highlights, potential for improvement
- Scoring of the evaluation criteria

Gesamteindruck des Evaluierungsteams

- Motiviertes Management Team
- Konsequente Trennung von Wertschöpfung und Logistik
- Vormontage Hängeschrank
- 1er Lose / Carset
- Logistische Versor
- Grober Materialflul

Gesamteindruck des Evaluierungsteams

- Sandwichfertigung
 - Status Betriebszustand; Eskalationspyramide
 - CapEx intensiv – fehlende OEE-Orientierung
 - Mitarbeiter mit Leerzeiten
 - Plattenversorgung noch stärker nach ABC-xyz differenzieren
- Holzzuschnitt
 - Ausschließliche Werkstattorientierung
 - „Viel Bewegung“ bei den Mitarbeitern
- Kompetenz-Mgt
 - Meister-Teameleiter; Was ist die Erwartung?
 - Eigenverantwortun
- Qualität
 - Regelkreise, Eskala
 - Visualisierung (z.B.



2.3 Award ceremony

Since 2006, our Lean Initiative has examined and awarded Lean Performance in Top Companies



Venues

 <p>2016 bigBOX, Kempten 300 Participants</p>	 <p>2017 Audi Forum, Neckarsulm 300 Participants</p>	 <p>2018 Mercedes Benz Bremen 250 Participants</p>	 <p>2019 Neuer Hafen Wolfsburg 250 Participants</p>	 <p>2021 ŠKODA Museum Mladá Boleslav 200 Participants</p>	 <p>2023 BMW Welt, München 250 Participants</p>	 <p>2024 VW Autoeuropa Palmela Plant 120 Participants</p>	 <p>2025 VWCV Poznań Plant 200 Participants</p>
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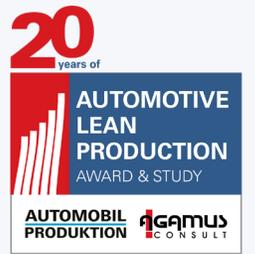
Key Note Speaker

 <p>Dr. S. Toyoda</p>	 <p>O. Zipse</p>	 <p>Dr. M. Keicher</p>	 <p>Dr. H. Diess</p>	 <p>Dr. C. Vollmer</p>	 <p>Dr. M. Nedeljković</p>	 <p>Steffen Reiche</p>
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2026
Porsche Leipzig
GmbH

Agamus Consult and Automobil Produktion invite you to the 20th Congress at Porsche Leipzig



Event in November 2026

The Porsche plant in Leipzig, which received the ALP Award 2025 in the "OEM" category, invites visitors to an exclusive plant tour and a get-together in November 2026.

Date of event

- | | |
|------------------------------|-------------------------|
| • Congress & awards ceremony | <i>24 November 2026</i> |
| • Plant tour Porsche Leipzig | <i>25 November 2026</i> |

Speakers & topics

- Keynote Speaker Porsche
- Award Winners 2026
- Results of the 2026 Automotive Lean Production initiative



Find all information on: www.automotive-lean-production.de/en

03

Brief introduction Agamus Consult

Agamus has been standing for Operational Excellence for over 30 years

About Agamus



Established 1994 in Starnberg



Locations: Munich and Lyon



Worldwide deployments



Knowledge-based consulting



High implementation strength



Highly skilled consulting teams with long-time expertise in the industry

The achieved results are the bottom line

- Conceptual design by experts in analysis and strategy
- Pragmatical, operational implementation by experienced industrial experts
- Professional supervision and moderation as well as qualification by „change“ experts

References

Proven successes in more than 850 global projects:



Automotive



Mechanical engineering & plant construction



Metal working industry



Aerospace



Electronics/ Optics



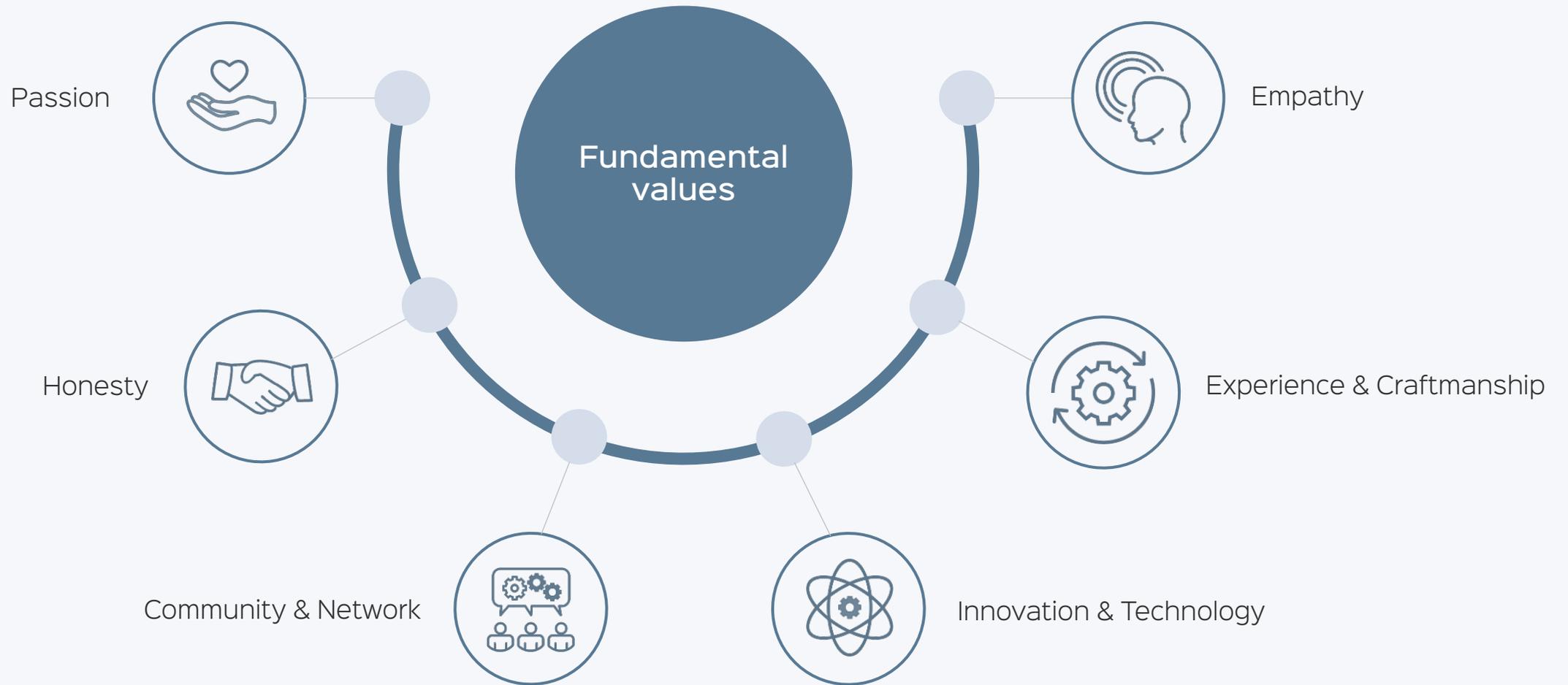
Medical technology



Process industry



What we stand for



With our Operational Excellence Competencies, we increase the performance of your company.

Efficiency Improvement

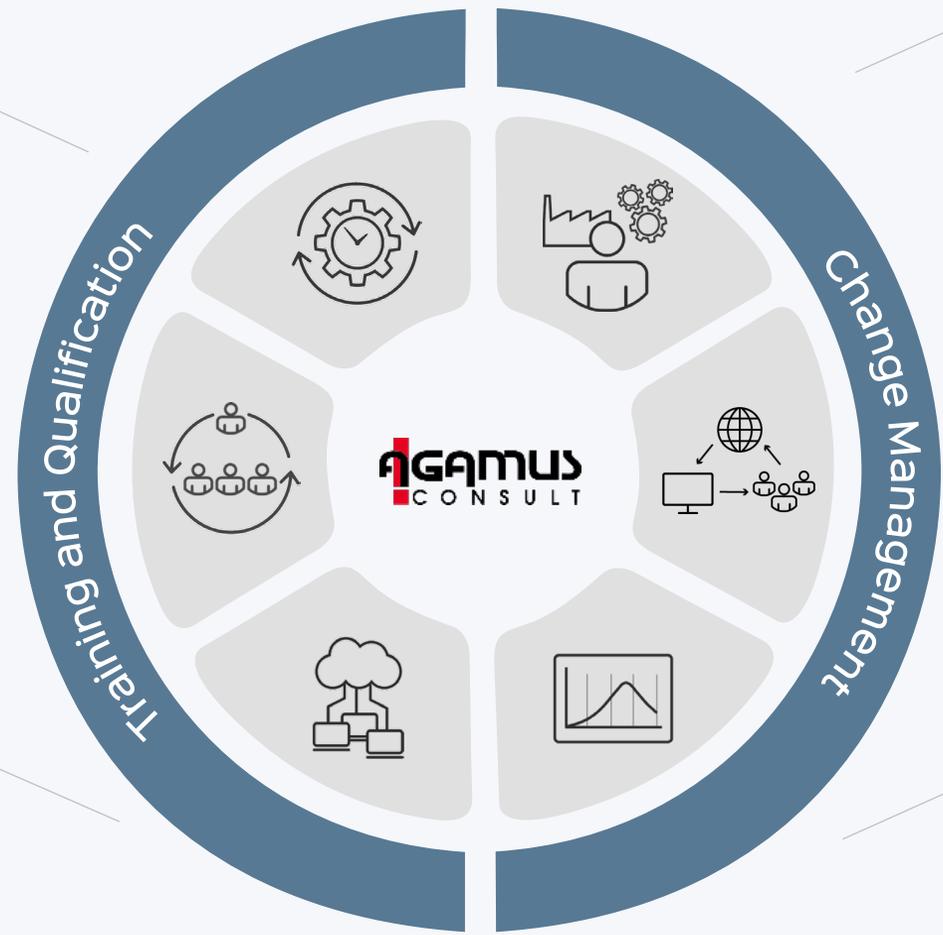
- Earnings improvement programs
- OpEx projects (short- and midterm)
- Production / quality optimisation
- Headcount reduction in indirect areas
- Outsourcing / shared services
- Production footprint
- Target costing

Organisational Development

- Agile organisation
- Change management and mobilisation
- People and team development
- Design thinking
- Agile project management

Smart Digital Operations

- Digital sales & customer
- Digital supply chain
- Digital factory planning
- Digital production
- Digital maintenance & service
- Digital transformation



Excellence in Lean

- Implementation of Lean production systems
- Factory structure planning
- Process-oriented work organisation
- Industrialisation and start-up management
- Lead time reduction

Supply Chain Excellence

- Supply chain strategy and roadmap
- Global Integrated Business Planning (IBP)
- S&OP – Sales and Operations Planning
- Production planning and control / material management
- Perfect Order Fulfillment – (Order-to-Cash)
- Supply network management
- SCM Organisation and structure
- Procurement / supplier management

Product Lifecycle Excellence

- Design and implementation of lean development systems and product launch processes
- Value engineering and asset innovation for economically optimal investments
- Project management for industrialisation launch and supply chain management

For many years we are a reliable partner for our customers in the automotive and commercial vehicle industry

Automotive



Commercial vehicles



We are committed to you

Automotive Lean Production – Award & Study

Our European initiative together with the industry magazine „Automobil Produktion“ to identify and disseminate Best Practices in Manufacturing Excellence



Manufacturing Excellence 4 Executives

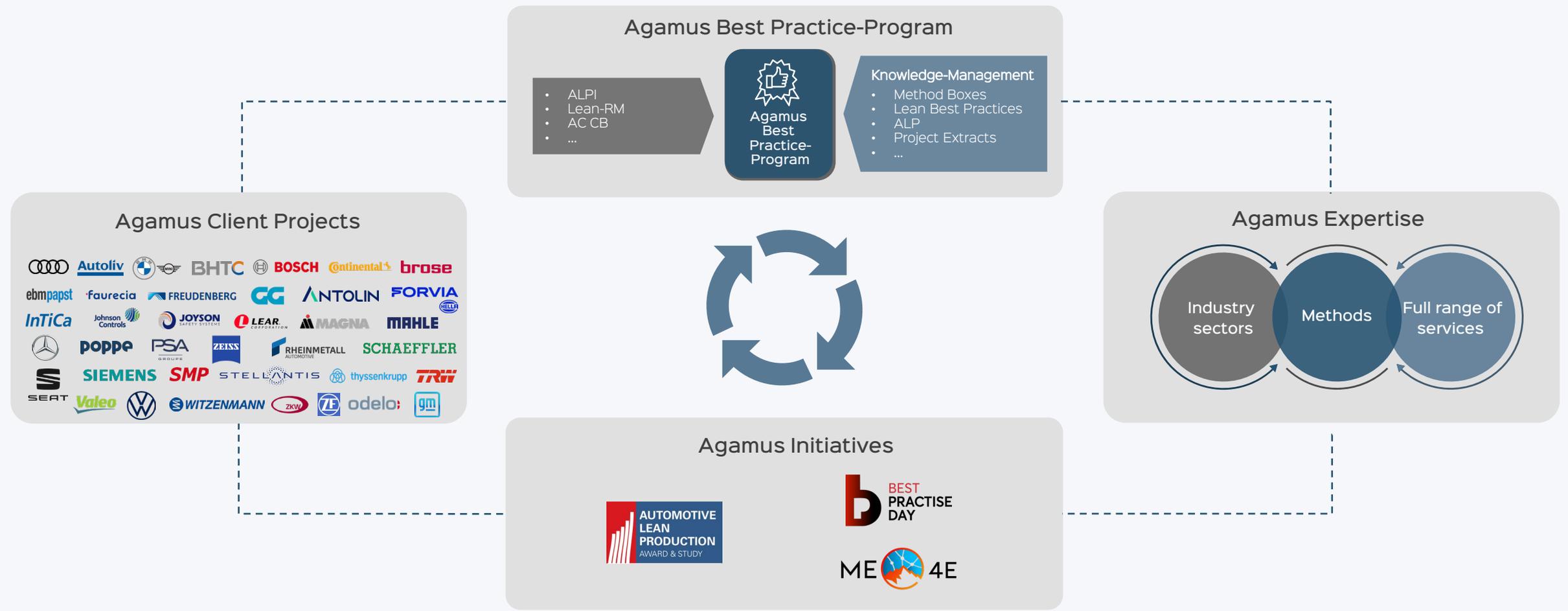
Dialogue, Networking, Input – we bring together managers of the industry to support „Network Thinking“



Best Practice Day

We bring together technical experts on different subjects – Join the discussion!

With our Agamus Best Practice Control Loop, you will benefit from the best solutions for your industry at all time



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