

## Building the Lean House in Operations

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# Transforming Operations

## The lean journey



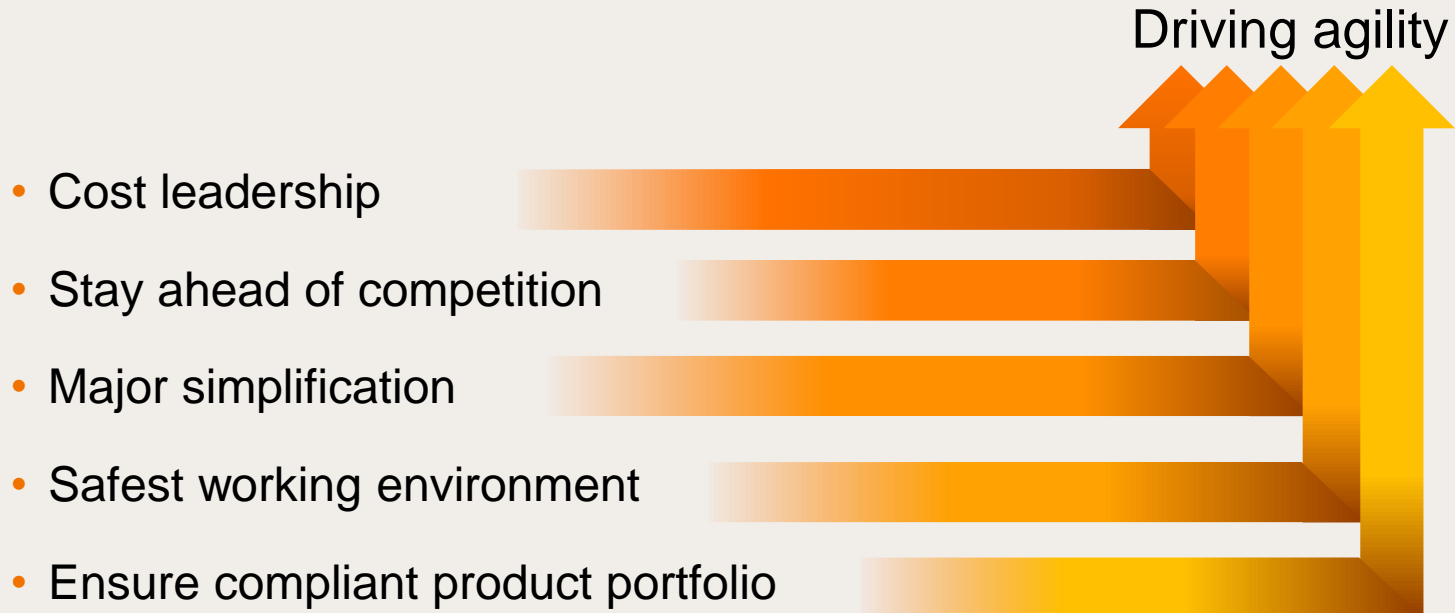
Lean drives cost leadership by  
empowering people to seek continuous improvement



Generating £25 million annualised savings

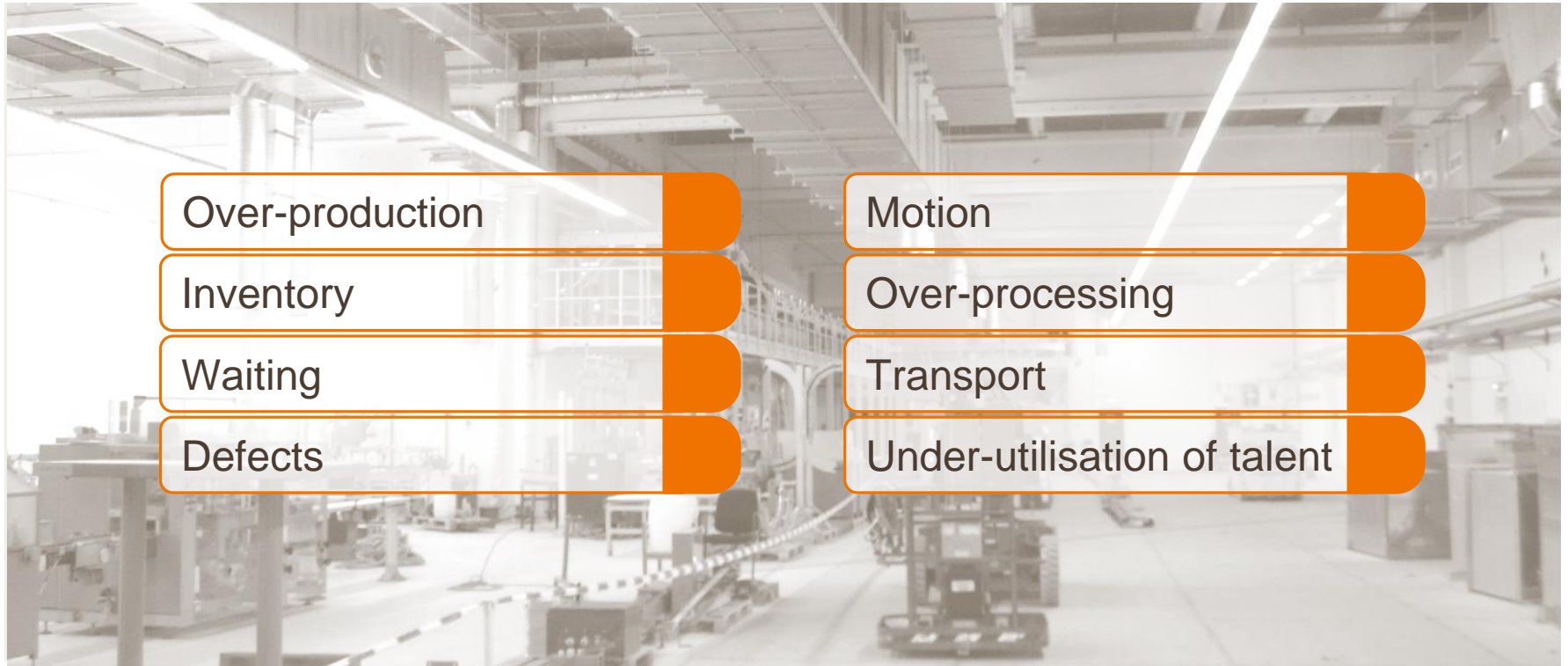
# The Lean Way of Working

## Driving agility



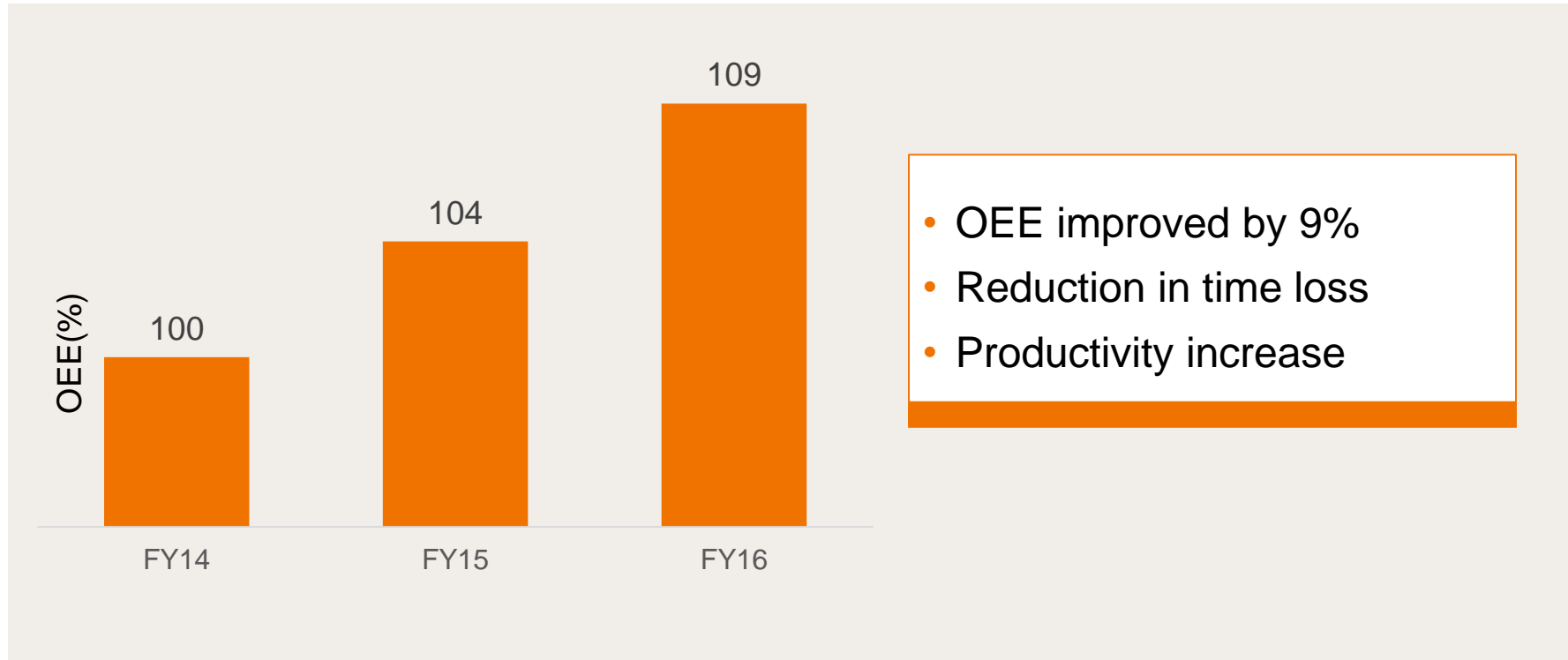
# What is Lean?

Maximising value, minimising waste



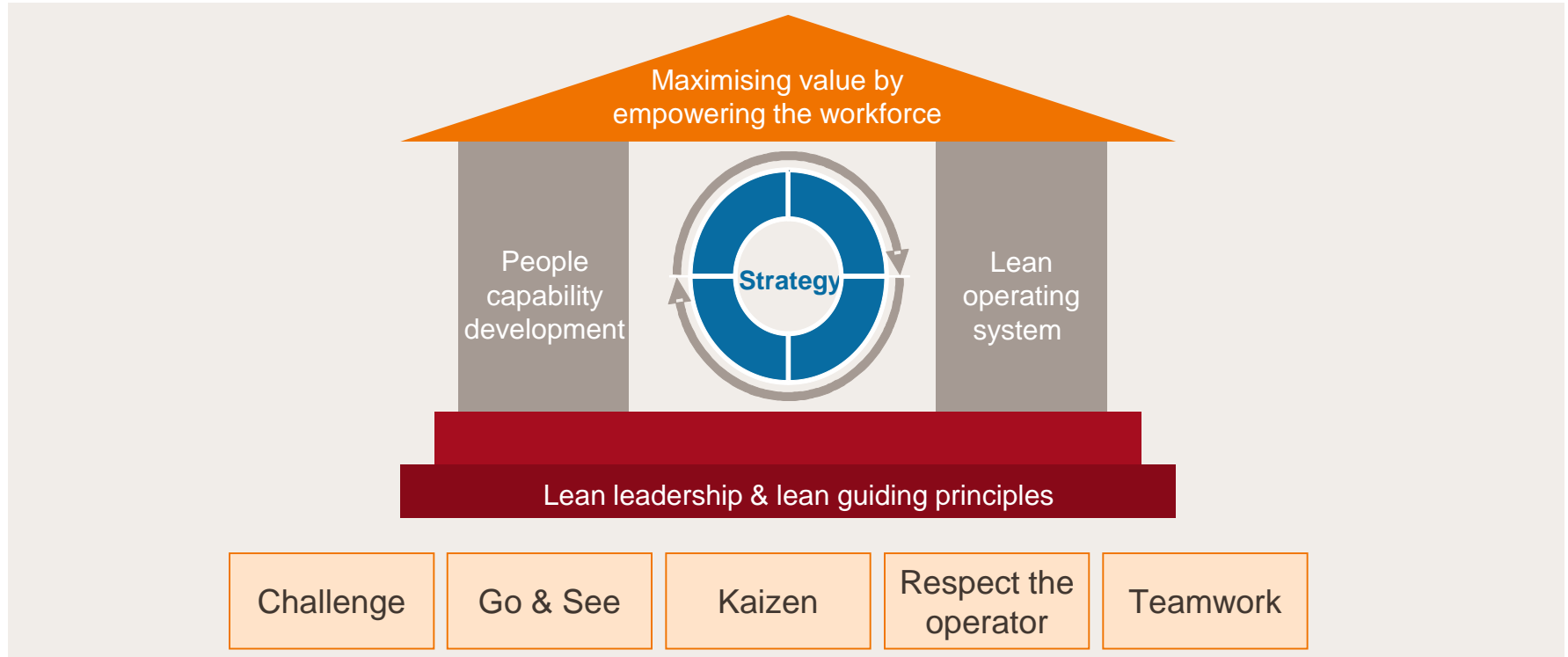
## Waste Elimination

### Overall Equipment Effectiveness improvement



# The Lean Journey

Mindset change driver for building a lean house



# The Lean Journey

How is it impacting our people?



Doing



Operator process control

Improving



Improve visual information

Solving



Good visibility of priorities  
Selective use of tools



# The Lean Journey

## Agile operations



Lean drives cost leadership by  
empowering people to seek continuous improvement



**COST LEADERSHIP**



**EMPOWER**

- Unique for the tobacco industry
- Delivers strong sustainable financial benefits
- Maximising value by empowering the workforce



IMPERIAL  
**BRANDS**