



Our Vision: Carbon-Neutral Manufacturing of Reliable Engineering Solutions

LEAN COE NEWSLETTER

Our Lean Journey Foot steps..
Since May 2022....



alshirawiequipment.com



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FOOTSTEPS

The Lean Centre of Excellence (Lean CoE) is our dedicated hub for promoting and implementing lean management principles throughout the organization. Lean management focuses on streamlining processes, cutting out waste, and continuously improving to deliver maximum value to our customers. By adopting these principles, we aim to enhance efficiency, boost productivity, and foster a culture of constant improvement.

Thanks to the visionary leadership of our company, we saw the pandemic as an opportunity to hone our skills and sharpen our axes. Through focused training sessions during this period, we prepared our teams to tackle new challenges and adapt to a rapidly changing business environment.

Our journey towards establishing the Lean CoE was significantly supported by external consultants who provided comprehensive training and certification to our trainers. Their expertise ensured that our lean practices adhere to the highest global standards, enabling us to maintain a robust and effective lean framework.

Creating the Lean CoE was a team effort, with contributions from various departments and stakeholders. This collaborative approach ensured that lean management became an integral part of our organizational culture, driving improvements across all areas.

The Lean CoE brings significant value to both our customers and our organization. For our customers, it means higher quality products, quicker delivery times, and competitive pricing. For us, it translates to enhanced operational efficiency, reduced costs, and a more motivated workforce. By continually refining our processes and eliminating waste, we strive to exceed customer expectations and achieve sustainable growth and success.



ACKNOWLEDGEMENTS

We extend our heartfelt gratitude to everyone who has contributed throughout the journey of our Lean Centre of Excellence initiatives. First and foremost, top management for their visionary leadership and steadfast support. Their belief in the power of lean management and commitment to providing the necessary resources and training has been instrumental in our journey.

Our sincere appreciation also goes to all the Kaizen Champions, Team Leaders and Team Members who have put in their time and efforts in reaching this milestone to embrace lean principles and work towards achieving results.

We also recognize and thank all employees who have embraced the lean culture, contributing to a more efficient and productive workplace. Your participation and feedback are invaluable in refining our processes and driving continuous improvement.

Together, as a team, we are demonstrating that by focusing on continuous improvements and setting short-term goals, we can achieve our long-term objectives. This collective effort not only fosters growth and sustainability but also ensures that we remain proficient and competitive in our industry. We look forward to continuing this journey of growth and excellence, united by our commitment to lean principles and the shared goal of achieving greatness.

Best Regards,
Lean COE (Center of Excellence)

AL SHIRAWI EQUIPMENT CO. L.L.C.



BEGINNING

The Beginning of Lean COE

Excerpts from our President - Email Dated 24/05/2022



We are just about ending the first phase of Lean deployment activities that were supported by SSA over the course of the last 8 months. As SSA winds down the launch phase of Lean, we need to gear up to take control, keep the momentum going on the initiatives that have been started and internalize the culture.

Rapid continual improvement can only be achieved if we foster a culture where employees are empowered to identify and solve problems. For this we must establish methods and ground rules that are well communicated in the organization and continually reinforced through training. To be able to do this, we are going to establish a few teams that will lead the collaborative participation of all in embedding Lean into everything we do. Here are some of the people who will lead this effort for us.

Uday will be responsible for our LEAN Center of Excellence (CoE). He will be assisted by **Manikandan** and **Ramakumar** in this effort. The purpose of this CoE is to spearhead training and adoption of Lean in our organization which will include:

- Establishing & sustaining the Lean CoE
- Internal Training & Communication (Newsletter)
- Facilitating Lean Project initiation and Kaizen events
- Sustaining Lean culture through revised KPIs
- Facilitating a few Obeya Room meetings to kick start the use of the space for ongoing collaboration.
- 5S audits etc.

Sashi will continue leading specific Lean efforts with focus on:

- Developing and implementing new Kaizen projects in Design/Production areas.
- Recognition and rewards (with Robert)
- Ensuring continuity of 2s and moving to 5S over a period of time.

Gopa will lead the Transport & Waste Management pilots/implementation of:

- Lean planning & scheduling (with **Vivek**)
- Lean layout to cover all product families
- Improvement suggestion and process standardization for overall reduction in lead time and labour hours.

On the past efforts, all functional heads, please review and update the SLA and Kaizen charter implementation and monitoring. Similarly any RCA which has not been completed needs immediate attention. I am requesting Uday via this email to follow up with you and push the open items to close.

This by no means is an exhaustive list of steps to organize for becoming a truly Lean organization. It's a start. People taking the lead will seek your help, form teams that will collaborate on the areas they have volunteered to lead. Please reach out to them (or me) if you want to lead, support, collaborate on any of these or other Lean related initiatives.

Looking forward to active participation from all in this transformational effort.

Best Regards,

Ram Srivastav | President

Certification for Lean Awareness Workshop



During the pandemic, while the world slowed down, our leadership saw an opportunity to incorporate Lean Management into the organization. A strong foundation was laid by investing in external consultants who provided essential training to our trainers and awarded them certifications. This strategic move was akin to sharpening our axes during the pandemic, preparing us to reap the fruitful benefits in the post-pandemic world.

Our team's dedication and commitment during this period were truly commendable. They embraced the training wholeheartedly, achieved their certifications, and embraced the lean culture within the organization. This collective effort has significantly contributed to the effective utilization of our time and resources, setting us on a path to continuous improvement.

We are proud of the strides we've made, but it's important to acknowledge that while we have the capabilities to reach the low-hanging fruits, there are still moments when we fall short. However, this is part of our journey. We recognize these gaps and are committed to bridging them, knowing that our potential is limitless. Together, we've laid the groundwork for a more efficient, productive, and resilient organization. The journey ahead is filled with opportunities, and with our sharpened axes, we're ready to seize them.



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VALUES & CULTURE

Al Shirawi Equipment Values & Culture



At Al Shirawi Equipment, our core values guide our actions and decisions.

Adherence to Health, Safety, Environment & Quality (HSEQ), reflecting our commitment to the highest standards.

Sustainability, focusing on long-term environmental and social responsibility.

Employee Engagement, Education & Empowerment, recognizing the importance of investing in our people.

Collaboration with Customers & Suppliers, fostering strong, innovative partnerships.

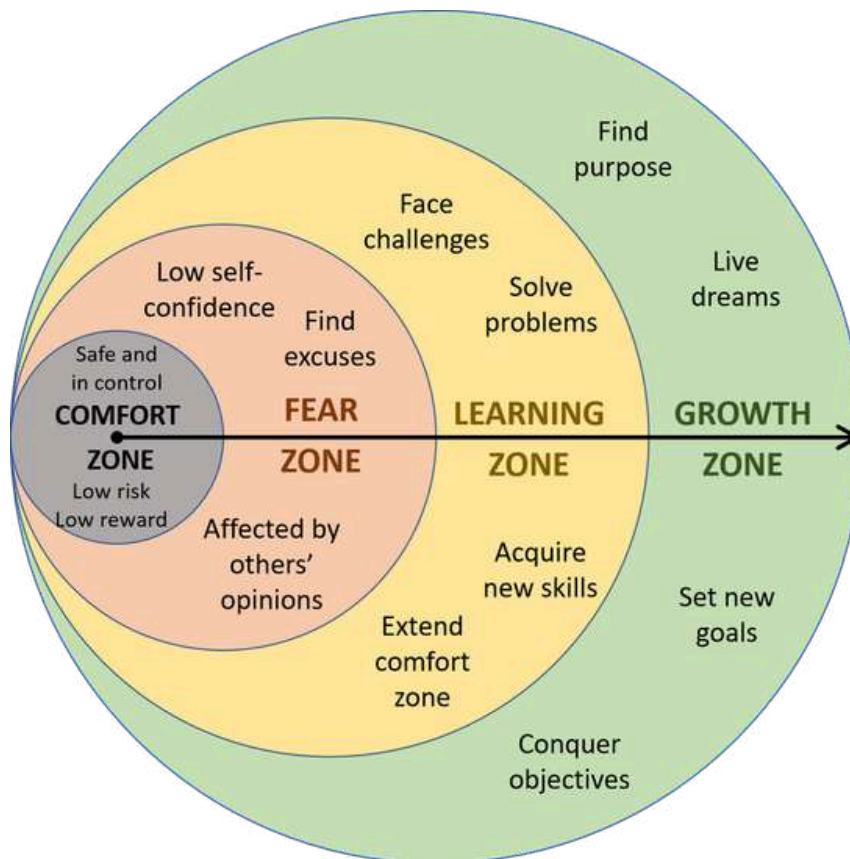
Operational Excellence, emphasizing efficiency and continuous improvement.

Focus on creating a LEAN CULTURE for a GREAT PLACE TO WORK



Values & Culture

Transitioning from Comfort Zone to Learning Zone



At the heart of our lean culture lies a set of core values and a supportive environment that encourages continuous growth and improvement. We understand that the journey towards lean excellence begins with our employees stepping out of their comfort zones. To this end, we actively encourage our team members to move beyond their fear zones, fostering a mindset that views challenges as opportunities for growth. Embracing the fear zone is crucial in our lean journey, as it transforms fear into a driving force for innovation and improvement. We create a safe space where employees feel empowered to take risks, make mistakes, and learn from them without fear of retribution.

Transitioning to the learning zone is where the real progress happens. Here, we provide our employees with the tools, training, and support they need to acquire new skills and knowledge.

We cultivate a culture of curiosity and continuous learning, where every experience, whether a success or a setback, is a valuable lesson. Collaboration and open communication are paramount in this learning zone, encouraging employees to share their insights, ideas, and feedback.

By nurturing these values and fostering a culture that embraces lean principles, we empower our employees to become proactive problem solvers and innovators, building a resilient organization ready to tackle any challenge and seize every opportunity for growth and improvement.

Values & Culture

Naming Our Meeting Rooms with Lean Ideologies



DIC facility Ground floor Layout with Assigned Lean Names

To deeply embed the lean culture into our daily operations, we have strategically named our meeting rooms with lean nomenclature such as Kaizen, JIT, Gemba, Poka Yoke, 5S, ANDON, PDCA, Six Sigma, and Lean Room. Each room's name serves as a constant and powerful reminder of its corresponding lean principle, sparking meaningful conversations and reflections on its importance, meaning, and practical application whenever people enter these spaces.

This initiative not only reinforces a deeper understanding and integration of lean practices within our organization but also creates a pervasive environment focused on continuous improvement and operational excellence. By consistently emphasizing these principles, we ensure that lean methodologies are at the forefront of our daily activities and interactions. This approach encourages everyone, from employees to clients visiting us, to embrace and contribute to a culture of efficiency, effectiveness, and perpetual growth.

Values & Culture

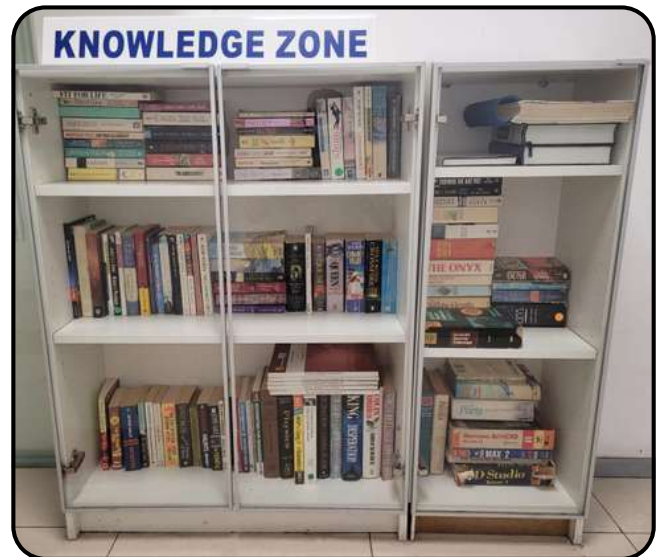
“Coming together is the beginning , keeping together is progress; working together is success”

Setting up of Knowledge Zones

We are dedicated to sustaining a learning culture that empowers everyone to step out of their comfort zones. By providing continuous learning opportunities and encouraging curiosity, we enable our team members to grow and innovate. Embracing lifelong learning helps us tackle new challenges with confidence and creativity, ensuring we remain agile and forward-thinking.

We extend our heartfelt gratitude to our President Mr. Ram Srivastav, who generously donated his personal collection of books at both plants to enrich our knowledge-sharing resources, further supporting our commitment to learning.

Our commitment to learning is reflected in the resources and support we offer, from workshops and training programs to mentorship and collaborative projects. By nurturing this culture, we enhance individual skills and drive collective success, positioning us as leaders in our field.



Team Work Works

This graph focuses on the journey from comfort to growth, illustrating the emotional stages individuals and teams undergo during change. Starting in the Comfort zone, teams are stable but not necessarily progressing. Moving into the Change phase brings discomfort as new processes and ideas are introduced. This discomfort is crucial for breaking old habits and fostering innovation. As teams accept these changes, they enter the Acceptance phase, where they start to adapt and integrate new methods.

This acceptance leads to the Growth phase, characterized by significant improvement in performance and achievement of higher goals. Together, these graphs underscore the importance of embracing change, navigating through discomfort, and fostering continuous improvement to build a resilient and high-performing team culture.

These graphs illustrate the stages of team development and the journey from comfort to growth, emphasizing the importance of teamwork. Effective teamwork involves navigating initial challenges, adapting to change, and embracing continuous improvement. By working together through these phases, teams can achieve high performance, resilience, and significant growth, highlighting the critical role of collaboration and collective effort in reaching organizational goals.



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FORMATION



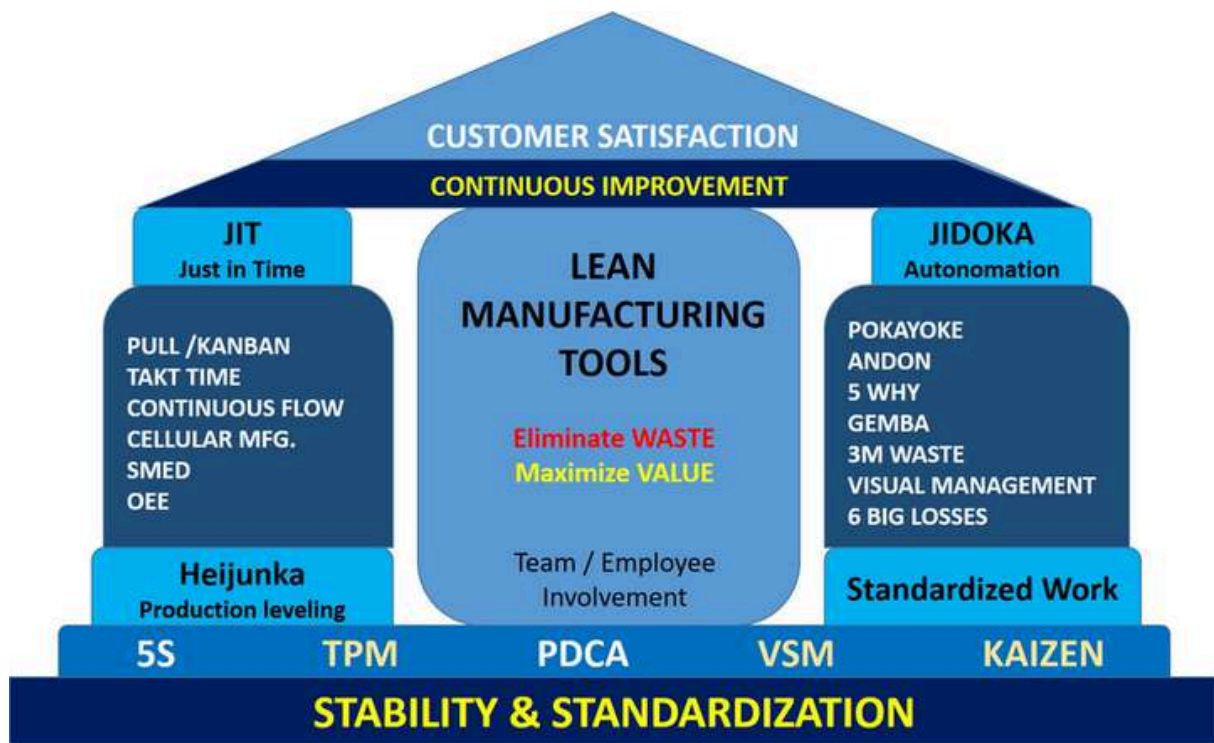
Formation of Lean COE (Centre of Excellence)



The APS (Al Shirawi Production System) - Operational Excellence Model forms the foundation of the Lean Centre of Excellence within our organization. This model is built on the principles of efficiency and effectiveness, focusing on key elements such as Man, Machine, Material, Method, Measurement, and Milieu (HSE). It emphasizes learning and knowledge sharing among suppliers, partners, employees, and customers, fostering a culture of continuous improvement.

Central to the model are the components of leadership, vision, strategy, and creativity and innovation, all driving customer delight. The APS framework prioritizes people, product, process, and profitability, ensuring that every aspect of our operations aligns with our strategic goals. Lean thinking and strong values and cultures underpin our approach, guiding us toward achieving outstanding results.

Our commitment to sustainability is also integral to this model, with a vision of carbon-neutral manufacturing of reliable solutions. By embedding these principles into our daily operations, the APS model ensures we maintain high standards of quality, cost efficiency, delivery, after-sales service, technology, and scalability. This holistic approach to operational excellence enables us to meet and exceed customer expectations while driving growth and innovation.



The Lean Manufacturing framework, often referred to as the House of Lean, is the foundation of our continuous improvement and operational excellence initiatives.

This framework is built on stability and standardization, utilizing tools like 5S, Total Productive Maintenance (TPM), Plan-Do-Check-Act (PDCA), Value Stream Mapping (VSM), and Kaizen to create a robust base.

Key components of the Lean House include focuses on pull systems, Kanban, Takt time, continuous flow, Single-Minute Exchange of Dies (SMED), and Overall Equipment Effectiveness (OEE).

Jidoka emphasizes error-proofing (poka-yoke), visual management (andon), problem-solving (5 Whys), Gemba walks, identifying and reducing the 3Ms (muda, mura, muri).

Central to this framework is the involvement of our team and employees, who are crucial in eliminating waste and maximizing value. By implementing TPM & TQM and standardized work, we ensure that processes are smooth, predictable, and efficient.

The ultimate goal of the House of Lean is to achieve customer satisfaction through continuous improvement. By integrating these lean manufacturing tools, we create a culture of ongoing enhancement, driving our organization towards greater efficiency, quality, and customer delight.

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LEARNING & KNOWLEDGE SHARING

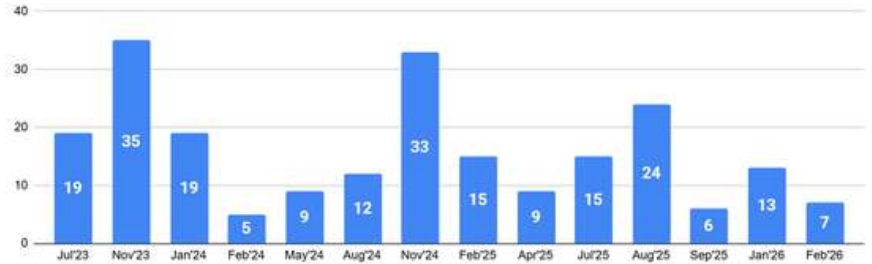
Learning & Knowledge Sharing

Lean Training Programs



2023-26
Lean & 5S Training given for New Staff

211*

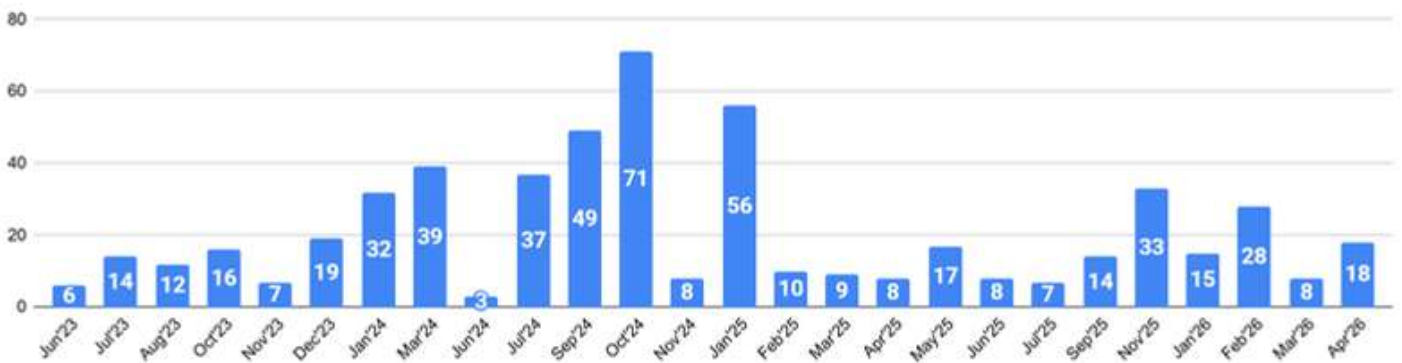


Since 2022, Al Shirawi Equipment Co. has made Lean training the cornerstone of our onboarding process, ensuring that every new employee is initiated into our Lean culture from their very first day. Our comprehensive Lean training programs are designed to instill Lean principles across all functions, encompassing both office staff and shop floor workers. New office staff are trained in essential Lean tools and techniques, such as Value Stream Mapping and 5S methodologies, to create organized, efficient workspaces and standardized processes from the start.



2023-26
Lean & 5S Training given for New Workers

544*



Simultaneously, new shop floor workers receive hands-on training in practical Lean tools like 5S, Kaizen - Continuous Improvements enabling them to observe, analyze, and improve workflows directly on the shop floor. Both Newly joined staff and workers are encouraged to raise Kaizens, fostering a culture of continuous improvement and proactive problem-solving.

*As of May 2026

Learning & Knowledge Sharing

2024-26

Knowledge & Information Sharing Session (KISS)



KISS Email communications

172*

We organize Knowledge and Information Sharing Sessions to leverage the expertise of our employees. Conducted online, these sessions allow knowledgeable team members to share insights on specific subjects with their colleagues. This initiative promotes continuous learning, encourages collaboration, and ensures that valuable information is disseminated across the organization. By discussing industry trends, best practices, and innovative solutions, we enhance overall competency and foster a culture of shared knowledge. This commitment empowers our employees to stay updated and apply new insights to their work, driving continuous improvement and organizational growth.



Anyone in the organization is encouraged to perform KISS programs on any topic that would create a positive impact to the organization.

We have introduced the KISS email communications which is being shared with all employees on a daily basis.

AL SHIRAWI EQUIPMENT CO. L.L.C.



OUR LEAN JOURNEY



4 Years of Lean Journey

Our lean journey at Al Shirawi Equipment Co. began during the pandemic with the foundational efforts of our top management to hire external consultants who introduced us to lean management principles. In late 2022, our senior management took the helm, driving the lean transformation forward. Since then, we have conducted comprehensive training programs on lean methodologies and executed various activities, including Value Stream Mapping to identify and eliminate waste, implementing 5S methods to enhance workplace organization, conducting Gemba Walks to observe and improve processes directly on the shop floor, and raising Kaizens to encourage continuous improvement.

Additionally, we introduced TPM (Total Productive Maintenance) to maximize equipment efficiency and recognized star performers to motivate and reward excellence. Progressing steadily, we have also begun implementing TQM (Total Quality Management), integrating all these elements into a cohesive, ongoing commitment to quality and efficiency.



As we continue our Lean journey at Al Shirawi Equipment Co., we are excited to see the tangible benefits of our efforts. Our Lean initiatives have resulted in significant improvements in operational efficiency, reduced lead times, and enhanced product quality. We have fostered a culture of continuous improvement, where every team member is empowered to contribute ideas and take ownership of processes. This collaborative approach has not only increased employee engagement but also driven innovation across the organization. Looking ahead, we are committed to sustaining this momentum by continually refining our practices, investing in advanced training, and exploring new Lean methodologies to ensure we remain at the forefront of excellence and industry leadership.

Lean Journey - Roadmap

Our lean journey began in **Delta Phase 1 (2022)** with the handover from SSA, where we focused on laying a strong foundation through comprehensive training programs. These programs were designed to equip our teams with essential lean principles, setting the stage for a culture of continuous improvement. The training emphasized key lean methodologies, ensuring that every member of our organization understood the importance of lean practices and how to apply them effectively in their daily operations.

Moving into **Delta Phase 2 (since 2023)**, we advanced our lean initiatives by conducting thorough audits and implementing Total Productive Maintenance (TPM). These efforts were aimed at enhancing operational efficiency and ensuring the reliability of our equipment. The audits helped us identify areas for improvement, while TPM focused on maximizing equipment effectiveness and reducing downtime.

In **Delta Phase 3 (2024)**, we took a significant step by rolling out Total Quality Management (TQM) training programs. These programs were designed to foster a culture of continuous improvement and excellence, providing our teams with advanced tools and methodologies to enhance quality and drive operational efficiency across the organization.

Delta Phase 4 (2025), It was a phase of our digital transformation, wherein we implemented Industry 4.0 IoT AI based Predictive Maintenance System. This integrated solution combines IoT sensors and AI-driven analytics to monitor real-time operating conditions such as vibration, temperature, pressure, and run-time hours.

Delta Phase 5 (2026) - Our management encouraged every employee to complete the Google AI Essentials and Google Prompting Essentials certifications. The team / individuals those who developed Projects that demonstrate time savings, output improvement, or enhanced decision-making were awarded.

Artificial Intelligence / Automation - Improvements

Delta - Phase 5

2026

Google AI Essentials and Google Prompting Essentials certifications. The team / individuals those who developed AI / Automated Projects that demonstrate time savings, output improvement, or enhanced decision-making were awarded.

Industry 4.0 IOT - AI Predictive Maintenance Software

Delta - Phase 4

2025

As part of our digital transformation journey, we have successfully implemented an Industry 4.0-enabled IoT-AI Predictive Maintenance system across critical equipment and machinery. This integrated solution combines IoT sensors and AI-driven analytics to monitor real-time operating conditions such as vibration, temperature, pressure, and run-time hours.

Total Quality Management

Delta - Phase 3

2024

In Delta Phase 3, we implemented Total Quality Management training programs to foster a Quality mindset and collaborative working for continuous improvement and excellence.

Total Productive Maintenance

Delta - Phase 2

KANBAN / RED TAG

In this phase we conducted internal audits, training programs and implemented Total Productive Maintenance to enhance operational efficiency and equipment reliability,

2023

Value Stream Mapping

Delta - Phase 1

Kaizens

We began our lean journey with a handover from SSA, focusing on comprehensive training programs to sustain the learnings and equip our teams with essential lean principles.

5S

2022

Start

May 2022 to May 2026 Roadmap

Training & Development: Ensuring that all the employees are aware of Lean Principles. Kaizen Initiation of new Kaizens, Tracking & Reporting, Preparation of Project Charters



Implementation of Lean Principles such as 5S, Value Stream Mapping, Conducting 5S Audits, Brain Storming & Knowledge & Information Sharing Sessions.

Creation of the Kaizen dashboard to monitor the current project and status. Conducting GEMBA walks with the President and functional heads around the shop floor.



Ensuring Shop floor / Office has LEAN communication posters , updated APS Dashboards and Standardization of VISUAL Displays

Award Ceremony conducted to honor the star performers, the initiators and all the people who helped in the contribution of continuous improvement.



Implementation of Total Productive Maintenance (Autonomous Maintenance) in the shop floor by giving training to the maintenance and material processing dept. workers and monitoring the maintenance by making TPM charts.

Implementation of Total Quality Management by giving training to all the employees in the company.



Implementation of Industry 4.0-enabled IoT-AI Predictive Maintenance system across critical equipment and machinery. This integrated solution combines IoT sensors and AI-driven analytics to monitor real-time operating conditions such as vibration, temperature, pressure, and run-time hours.

The team / individuals developed AI / Automated Projects that demonstrate time savings, output improvement, or enhanced decision-making.



Digital Knowledge Bank

We're excited to announce the launch of our Digital Knowledge Bank, now available to everyone through a shared Google Drive. This platform supports continuous learning and encourages open knowledge sharing across all teams and departments.

The repository includes a wide range of ebooks, learning articles, and insights—covering both technical and soft skills to help employees grow personally and professionally. Key categories include:

- Leadership: Strategy, decision-making, and team management
- Soft Skills: Communication, emotional intelligence, and productivity
- Functional Knowledge: Domain-specific technical insights and resources



In addition, to the physical Knowledge Bank Library at both AIQuoz & DIC locations, we now have all previous KISS (Knowledge Information Sharing Sessions) recorded video sessions and email communications, making it easier for everyone to access internal best practices and learning material anytime.

Whether you're enhancing your behavioral skills or deepening your technical knowledge, the Digital Knowledge Bank is your go-to resource for growth and development.

Knowledge Sharing by our Supply Chain Partner

- SUPPLIER FACTORY visit & by JC Valves on 18th April 2025



The team expressed sincere thanks to JC Valves and Mr. Vinu for hosting a factory visit and training session on 18th April 2025. The visit provided valuable insights into valve manufacturing processes, product specifications, and testing procedures. The team appreciated the detailed explanation of valve datasheets, the live testing demonstration, and the opportunity to view the extensive valve inventory.

The session significantly enhanced the Design team's understanding of materials, testing methods, and datasheet interpretation (VTA/VTC). Special thanks were extended to Mr. Raja from the Procurement team for organizing the visit. The team looks forward to similar collaborative sessions involving more stakeholders in the future.

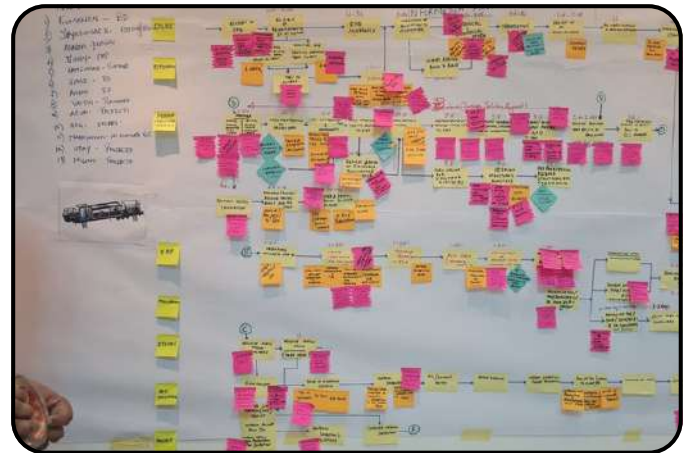
Our Lean Journey

Value Stream Mapping (VSM)



The implementation of Value Stream Mapping at Al Shirawi Equipment Co. has been transformative in identifying and eliminating waste. The process starts with mapping all steps involved in a product's production, from raw materials to delivery, to visualize material and information flow. By involving cross-functional teams, we gain comprehensive insights, highlighting bottlenecks and inefficiencies accurately.

After creating the current state map, we identify non-value-added activities and develop a future state map for optimized processes. Implementing these improvements involves cross-departmental collaboration, training, and continuous monitoring. The VSM implementation has led to significant improvements in lead times, production costs, and overall efficiency, reinforcing our commitment to operational excellence.



5S

Implementing 5S at our organization has significantly enhanced our workplace organization and efficiency. The 5S methodology—Sort, Set in Order, Shine, Standardize, and Sustain—was systematically applied across all departments. We began by sorting and removing unnecessary items, then organizing tools and materials for optimal accessibility.



Our Lean Journey

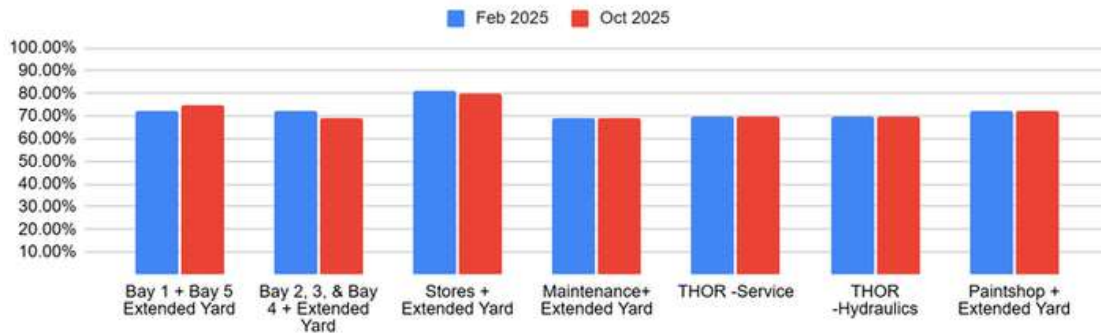
5S Audits

We conduct regular 5S Audits to ensure our workspaces are organized, efficient, and safe. These audits involve evaluating the implementation of the 5S principles: Sort, Set in order, Shine, Standardize, and Sustain. By systematically inspecting each area, we identify opportunities for improvement, eliminate unnecessary items, and maintain a clean and orderly environment.



5S Audit Scores - DIC

The audits help reinforce the importance of maintaining high standards and ensure that best practices are consistently applied. This ongoing commitment to 5S principles not only enhances operational efficiency but also fosters a culture of continuous improvement and pride in our workplace.



Kaizen 改善



Kaizen, the practice of continuous improvement, is a fundamental principle at ASECO. We encourage all employees to regularly identify and suggest small, incremental changes that can enhance efficiency, quality, and workplace safety. Through structured Kaizen events and daily practice, teams collaborate to analyze processes, pinpoint inefficiencies, and implement practical solutions.

This bottom-up approach not only fosters a culture of proactive problem-solving but also empowers employees to take ownership of their work environment. The cumulative effect of these ongoing improvements leads to significant advancements in our operational performance and overall organizational excellence.

Our Lean Journey

Delta Sheet & Suggestion Box for Kaizen Initiation

As a part of our lean initiatives we have introduced a Delta Sheet to empower our staff in contributing to continuous improvement. This allows any employee to document and share their ideas for enhancing processes, reducing waste, and improving efficiency. By regularly reviewing and discussing these suggestions in weekly review meetings, we foster a collaborative environment where everyone can participate in our journey towards operational excellence.

To engage shop floor workers in improving workflows and safety, we've placed Kaizen Suggestion Boxes in key areas. Employees can easily submit ideas, which are reviewed by management for implementation. This initiative empowers workers to contribute to our continuous improvement efforts and enhances our operational effectiveness.



Kaizen Dashboard



To enhance our continuous improvement culture, we developed a Kaizen dashboard using Google Looker Studio, linked with our Delta sheet. This real-time dashboard tracks all Kaizen initiatives, providing transparent monitoring of improvement activities. By integrating it with the Delta sheet, we seamlessly measure the impact of each Kaizen on key performance metrics. Google Looker Studio allows us to create engaging, accessible reports, empowering employees to actively participate in our Lean journey and fostering a data-driven approach to improvement.

The KAIZEN INITIATION LOG SHEET continues to be a key platform for our continuous improvement efforts.

Open to all staff and supported by a Kaizen Suggestion Box for shop floor workers, it serves as a platform where anyone can share ideas or highlight problems they observe in their daily work.

What makes this process effective is the collaborative approach to finding solutions.

Every Friday, entries are reviewed during the Weekly Kaizen Review Meetings, where cross-functional teams come together to evaluate the suggestions and the KAIZEN Champions takes the lead by jointly developing actionable improvements.

This structured yet inclusive system not only promotes open communication but also reinforces a culture where problems are solved together, and every team member plays an active role in driving operational excellence. All entries, progress updates, and outcomes are displayed on a central Kaizen Dashboard, providing Kaizen champions, functional heads and team members with clear visibility and alignment across departments. Continuous improvement isn't a one-time event it's an ongoing process with collaboration and collective effort. Let's keep building on it, together.

Below are the summary of no. of kaizen initiated and completed.

Average Kaizens/Month

17.8* *As of May 2025



Year	No. of KAIZEN	No. of KAIZEN implemented	% of Implementation
2022-23	211	153	72.51%
2023-24	222	110	49.55%
2024-25	170	70	41.18%
2025-26	168	211	125.59%
TOTAL	771	544	70.5%

Kaizen Infographics



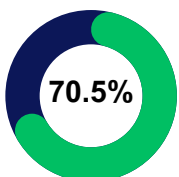
Kaizens Raised (Since 2022)

771*



Total Initiators (Since 2022)

185*



Project Completion Status

70.5 %*



Charters Submitted & Signed

141*

Gemba Walk



A Gemba Walk is a Japanese management technique related to Kaizen and Lean Management, used to improve business processes and operations. The term Gemba is derived from the Japanese word for “the actual place” or “the real place” and refers to the philosophy that the best way to learn and understand a business process is to go to the source and observe it in action instead of theoretical modeling. It is an important tool in lean production methodology, as it helps identify opportunities for improvement in operational efficiency, quality, safety, and customer satisfaction.



Our top management takes an active part in Gemba Walks, demonstrating their commitment to continuous improvement and leading by example. Additionally, we reward star performers on the shop floor for their work and ingenuity, recognizing their contributions to our ongoing success and fostering a culture of excellence.



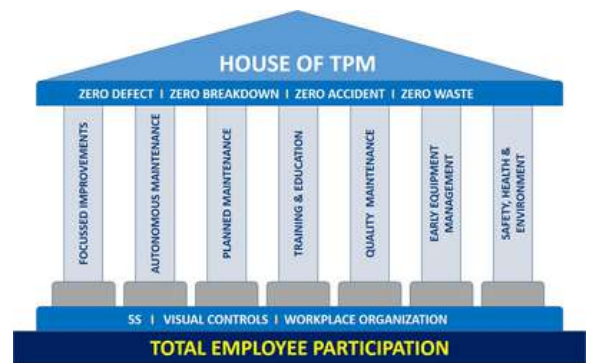
Our Lean Journey

Total Productive Maintenance



Total Productive Maintenance (TPM) is a holistic approach focused on maximizing the efficiency and effectiveness of equipment through proactive maintenance and employee involvement. By implementing TPM, we aim to minimize downtime, reduce defects, and enhance overall productivity. This approach involves regular maintenance activities, continuous monitoring, and training programs to empower employees to take ownership of the equipment they use. TPM is one of the eight pillars of our commitment to operational excellence, ensuring that our machinery and processes operate at peak performance levels.

The 8 pillars of Total Productive Maintenance (TPM) are key to our operational excellence. They include Autonomous Maintenance, Focused Improvement, Planned Maintenance, Quality Maintenance, Early Equipment Management, Education and Training, Safety, Health, and Environment, and Office TPM. Each pillar targets different maintenance aspects to ensure efficient and reliable equipment operation. By embracing these pillars, we foster a culture of continuous improvement, enhancing productivity, quality, and safety across our organization.



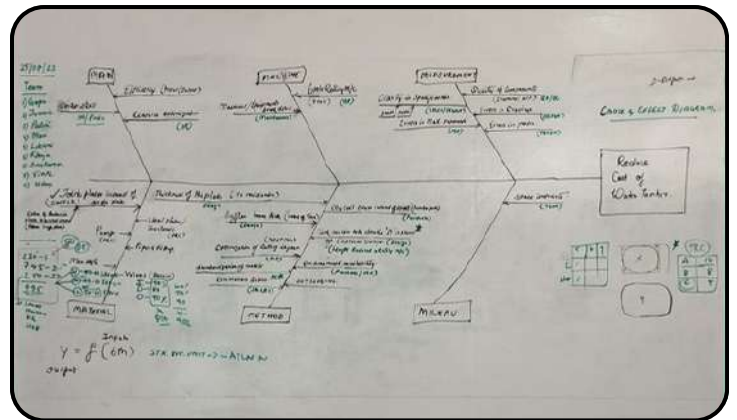
Our Lean Journey

Brain Storming



At Al Shirawi Equipment Co., brainstorming sessions are crucial for fostering creativity and innovation. These sessions bring together employees from various departments to generate ideas and solutions collaboratively. By encouraging open and inclusive discussions, we ensure diverse perspectives and spark creative thinking.

Our structured brainstorming sessions have clear objectives, time limits, and action plans. Ideas are documented, evaluated, and the best ones are implemented. This approach ensures productive outcomes, driving continuous improvement and fostering a culture of innovation across the organization.



Effective usage of Teflon - Awareness Training

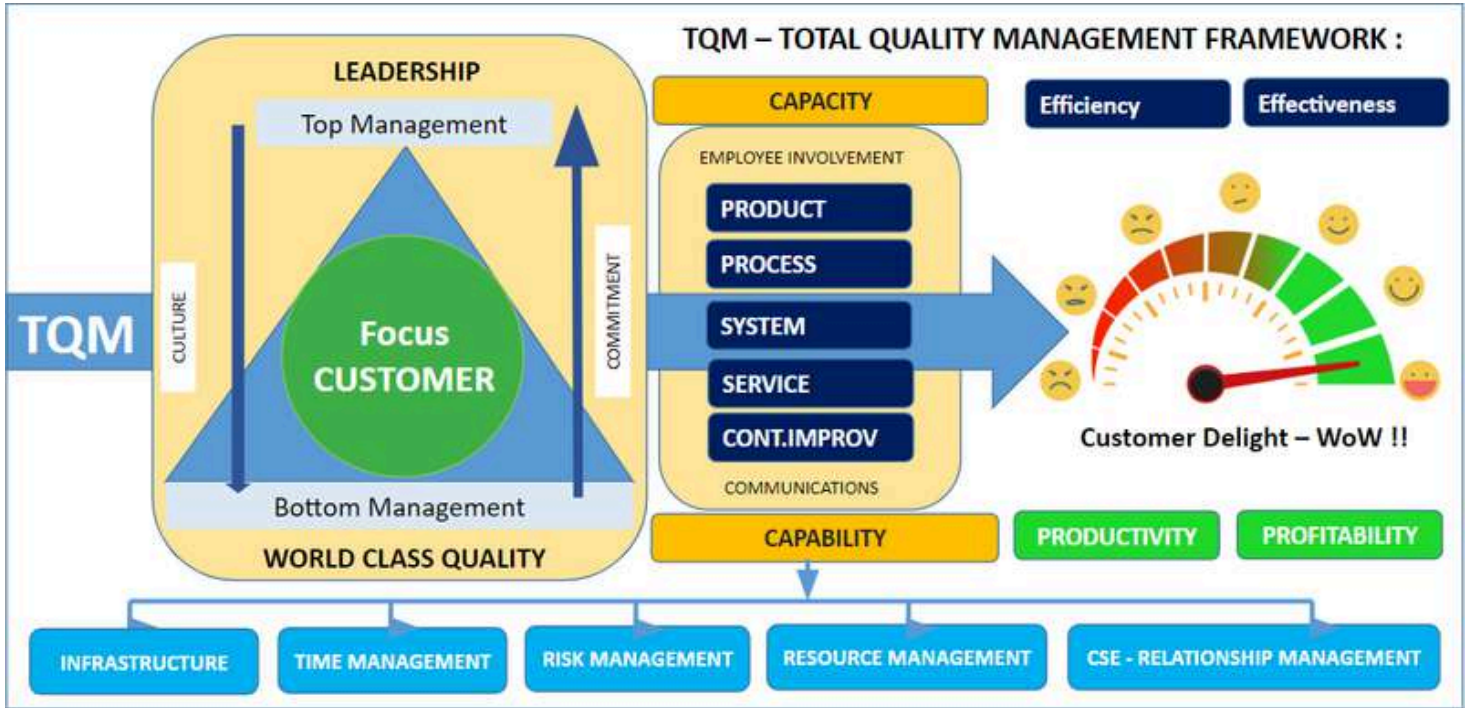


An awareness training session was held on the usage of Teflon, involving our experienced shop floor workers who provided invaluable practical insights. The session aimed to explore innovative ways to integrate Teflon into our production processes to enhance efficiency and product quality. Workers shared their experiences and ideas, highlighting the benefits of Teflon's non-stick properties and its potential to reduce friction and wear on machinery parts.

The discussion also addressed the challenges of applying Teflon coatings and the need for precise application techniques to maximize its effectiveness. The collaborative atmosphere of the brainstorming session engaged the shop floor workers, allowing their hands-on knowledge to form the basis for practical solutions and potential improvements. Several actionable ideas emerged, including specific machinery components that could benefit from Teflon coatings and methods to ensure consistent application. The session concluded with a plan to conduct small-scale tests and gather further data on the performance of Teflon in various applications. This proactive approach underscores our commitment to continuous improvement and leveraging the collective expertise of our team to drive innovation.

Our Lean Journey

Total Quality Management



TQM Approach

Our approach to continuous improvement begins with the Voice of the Customer, forming Quality Circles, SGA, and Kobetsu Kaizen teams. We start by collecting data and conducting Pareto analysis to identify critical projects for quality improvements (CTQ). We define the problem statement, measure details related to the problem, and analyze it using brainstorming, 7 QC tools, 5 Whys, cause & effect diagrams, DOE, and Six Sigma methodologies.

Once the analysis is complete, we improve the process through Quality Function Deployment (QFD) and control the improvements by standardizing SOPs, documenting lessons learned, and using check sheets. We record the before and after results to measure impact. This cycle is reinforced through PDCA (Plan-Do-Check-Act) and continual improvements, with horizontal deployment of best practices across the organization.

To keep teams motivated, we implement a reward and recognition program. We also monitor the Net Promoter Score (NPS) and Customer Satisfaction Index to gauge the effectiveness of our improvements and maintain a customer-centric focus. This structured approach ensures sustained quality and efficiency, driving our commitment to excellence.

Our Lean Journey

TQM Training



No. of Employees Attended TQM Training

102*

Our Total Quality Management (TQM) training program fosters a culture of continuous improvement and customer focus. Through interactive workshops and hands-on exercises, participants learn essential TQM tools like process mapping, root cause analysis, and statistical process control. Emphasizing practical insights and teamwork, this program equips employees to drive quality improvements and deliver exceptional customer value, ensuring that quality becomes everyone's responsibility and sustaining our commitment to excellence.

The program emphasizes the importance of quality at every stage of our operations, from product design to delivery, and empowers employees to identify opportunities for improvement and implement sustainable solutions.

By equipping our team with TQM principles and practices, we aim to enhance customer satisfaction, drive operational excellence, and achieve long-term business success.

TQM Summary

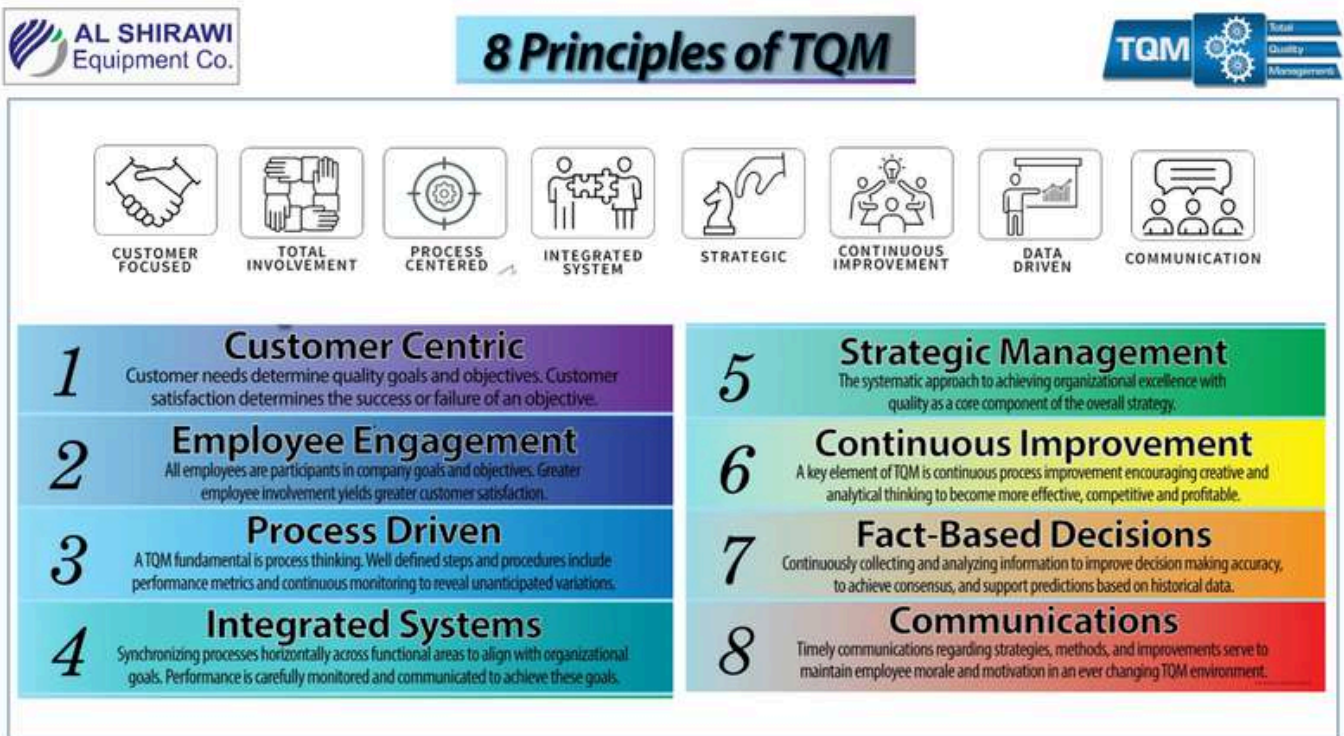
- Receive Voice of the Customer
- Form Quality Circles Teams / SGA / Kobetsu Kaizen
- Data Collection & Conduct Pareto analysis.
- Identify Projects for Quality Improvements – CTQ (Critical To Quality) .
- Define the Problem Statement
- Measure the details related to the problem.
- Analyze the problem – Brain Storming / 7 QC Tools / 5 Whys, Cause & Effect Diagrams / DOE/ Six Sigma approach

- Improve the Process , Conduct QFD.
- Control & Sustain the Improvements - Standardize SOP / Lessons learned. / Check Sheets
- Record BEFORE & AFTER Results
- PDCA / Continual Improvements
- Horizontal Deployment of Best practices.
- Team Reward & Recognition.
- Monitor NPS / Customer Satisfaction Index.

Our Lean Journey

Total Quality Management (TQM)

Al Shirawi Equipment has embraced Total Quality Management (TQM) as a core philosophy across the organization, systematically implementing its eight fundamental principles. This commitment has delivered encouraging results, fostering a strong quality-driven mindset and embedding a culture of excellence at every level of the organization.



Summarize : TQM approach :

1. Voice of the Customer
2. Form Quality Circles / SGA / Kobetsu Kaizen
3. Data Collection & Conduct Pareto analysis.
4. Identify Projects for Quality Improvements – CTQ .
5. Define the Problem Statement
6. Measure the details related to the problem.
7. Analyze the problem – Brain Storming / 7 QC Tools / 5 Whys, Cause & Effect Diagrams / DOE/ Six Sigma approach
8. Improve the Process , Conduct QFD.
9. Control & Sustain the Improvements
- Standardize SOP / Lessons learned. / Check Sheets
10. Record BEFORE & AFTER Results
11. PDCA / Continual Improvements
12. Horizontal Deployment of Best practices.
13. Team Reward & Recognition.
14. Monitor NPS / Customer Satisfaction Index.



AL SHIRAWI EQUIPMENT CO. L.L.C.



CREATIVITY & INNOVATION

Creativity & Innovation

Horizontal Deployment of Best Practices

At Al Shirawi Equipment Co., Horizontal Deployment is integral to our collaborative culture. It represents the seamless spread of best practices and innovations across the organization, fostering cross-functional collaboration and shared success. By leveraging collective expertise, we standardize processes, drive innovation, and accelerate our journey towards operational excellence. Through Horizontal Deployment, we amplify our impact, propelling us towards our goals with efficiency and agility. Some of our notable horizontal deployment practices are as follows.

KAIZEN - Vertical Storage Racks

ALQ

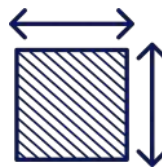
Kaizen Initiator & Champion : V. Rajasekaran

Team Members : Gopakumar N, Mohamed Khaja, V. Rajasekaran, Joseph, Atul Chowdhery, Lakshminarayan V, Tarachand M & Rajan K

Before Implementation



Materials were horizontally spread on the ground, occupying excessive space and creating a disorganized layout. This made it difficult to locate items quickly, causing delays in operations and posing safety hazards due to cluttered walkways. This inefficiency led to wasted time and increased the risk of accidents.



Area Saved: 6,000 sqft

After Implementation

The installation of vertical racks improved storage organization and efficiency, freeing up floor space and enhancing safety. Employees can now locate and retrieve items quickly, leading to faster operations and increased productivity. This setup also effectively utilizes space and repurposes steel scrap and unused materials, turning waste into valuable assets while optimizing storage capabilities.



KAIZEN on Walkie Talkie



ALQ

DIC

Kaizen Initiator : Ram Srivastav

Kaizen Champion : Prabhu Shivanna

Team Members : Prabhu, Atul, Gopakumar, Nasir, Khaja, Sasikaran, Sreekumar, Jeyakumar M, Kamlesh, Sivakumar, Rohit, Rajith, Kaushik, Mohammed Shariff & Rajasekaran

Before Implementation

Previously, communication concerning forklift requests was primarily conducted through direct face-to-face interactions or by contacting supervisors using mobile phones. This approach often led to substantial delays in task completion across various operational sites within the facility, impacting overall efficiency and workflow coordination.

After Implementation

Implementing walkie-talkies for forklift operators has significantly reduced waiting times and improved communication effectiveness in our operations. Previously, operators had to rely on visual cues or physically locate each other, leading to delays and inefficiencies. With walkie-talkies, operators can communicate instantly and coordinate tasks more efficiently. This has streamlined workflows, minimized idle time, and enhanced overall operational efficiency.



ALQ



Usage of Recycled Materials



At the Al Quoz branch, we have embraced sustainability and innovation by utilizing recycled wood to craft a stunning entrance that captivates arriving customers. This eco-friendly approach not only underscores our commitment to sustainability but also enhances the aesthetic appeal of our facility. By repurposing recycled wood, we have created a unique and visually appealing entrance that welcomes visitors with warmth and character. This initiative not only beautifies our space but also communicates our dedication to environmental responsibility, leaving a positive impression on customers who value sustainability and creativity in design.

Usage of Recycled Materials

DIC



Championing Sustainability through 3R Principles and Kaizen Initiatives

At Al Shirawi Equipment Co., we actively embrace the Sustainability 3R principles – Reduce, Reuse, and Recycle – in alignment with our Vision program.

These principles are embedded into our daily operations and maintenance activities, reaffirming our unwavering commitment to environmental preservation and resource optimization.

Our dedicated workmen have exemplified these values through impactful Kaizen (continuous improvement) initiatives using scrap and unused materials to enhance efficiency, safety, and sustainability on the shop floor. Some noteworthy examples include:

Pump Servicing Jig for HT400 Halliburton Triplex Pump:

Faced with challenges in pump handling, safety, and operator fatigue during servicing, our team innovatively fabricated a rotating jig using only scrap materials. This solution not only improved ergonomic safety but also led to significant manhour savings and reduced physical strain, showcasing a perfect blend of creativity and functionality.



Circular and 90-Degree Bending Jig:

Another team member developed a bending jig using discarded rods and plates, simplifying the process of achieving precise circular and right-angle bends. This reduced reliance on conventional tools and improved productivity.



Drill Bit Storage Stand:

A practical storage solution was devised using scrap material to organize and safely store drill bits. This stand enhances accessibility and tidiness, contributing to a more efficient workspace.



Scrap Drum Converted into Toolbox:



Demonstrating true recycling spirit, an old, empty drum was repurposed into a functional toolbox using various leftover materials. This creative reuse minimized waste while adding value to everyday operations.

These Kaizen activities not only reflect our employees' innovation and ownership but also reinforce our culture of sustainability and continuous improvement. By turning waste into utility, we continue to drive operational excellence while protecting the environment.

AL SHIRAWI EQUIPMENT CO. L.L.C.



SYSTEM IMPROVEMENTS



System Improvements

System improvements are essential for optimizing our operational efficiency and maintaining high standards of quality. By continually assessing and refining our processes, we identify areas for enhancement and implement effective solutions. These improvements may involve upgrading technology, streamlining workflows, or adopting best practices to ensure smoother operations. Our commitment to system improvements not only boosts productivity but also enhances customer satisfaction and drives sustainable growth across the organization.

Red Tag

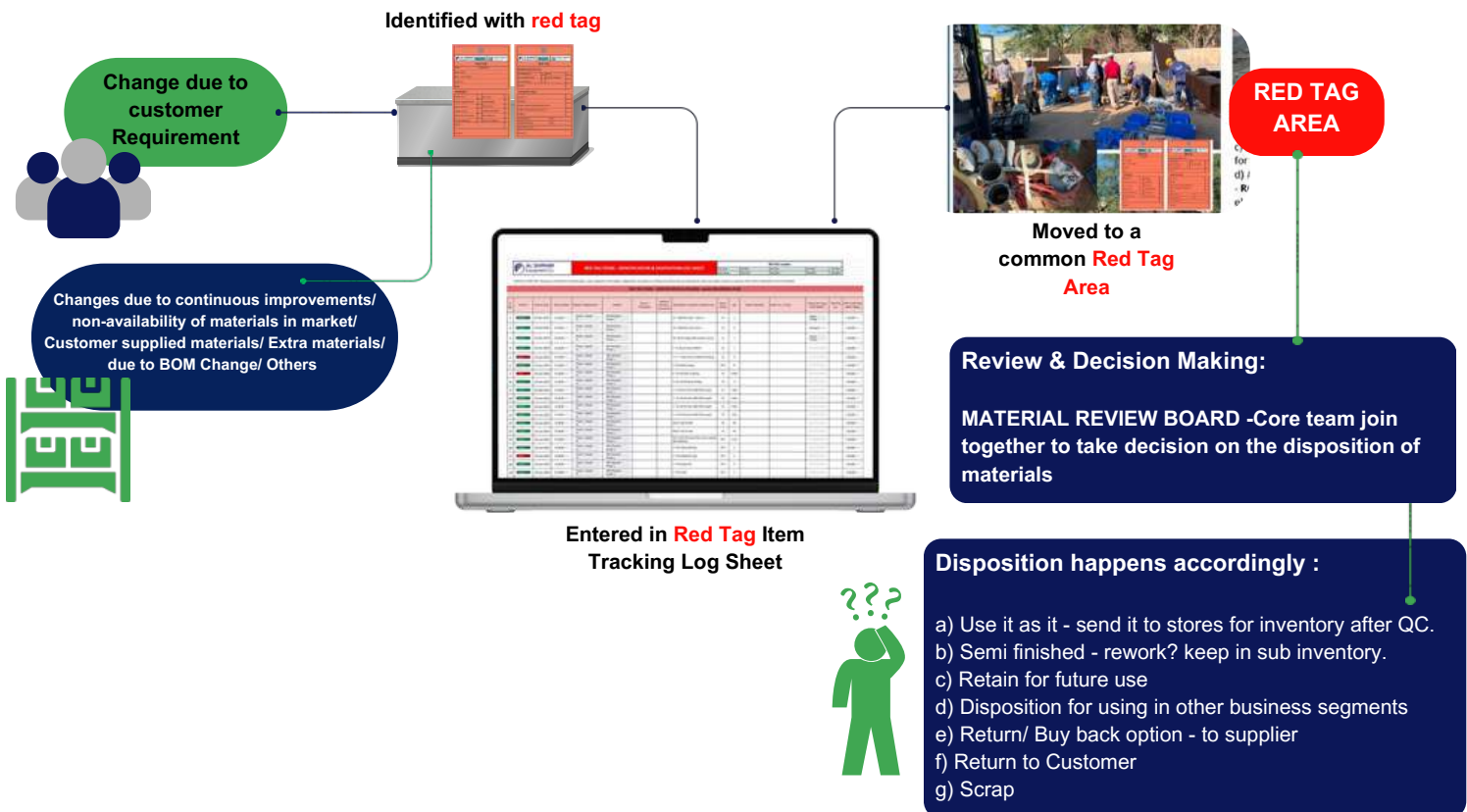
ALQ

DIC

CATEGORY	
Equipment	Electricals
Tools / Jigs & Fixtures	Consumables
Raw materials	Fasteners
Machining parts	Cardinals/brakes
Valves & Instruments	Miscellaneous
Finished products	Work In Progress
Others	

The implementation of the red tag system for materials has been a crucial step in streamlining our inventory management. By tagging items that are unneeded, damaged, or misplaced, we can quickly identify and address inefficiencies in our storage areas. This system not only helps in clearing out clutter and optimizing space but also ensures that only essential and usable materials are retained. As a result, we have improved organization, reduced waste, and enhanced overall operational efficiency.

Red Tag Material Identification & Disposition System



System Improvements

Kaizen (Kanban Board)



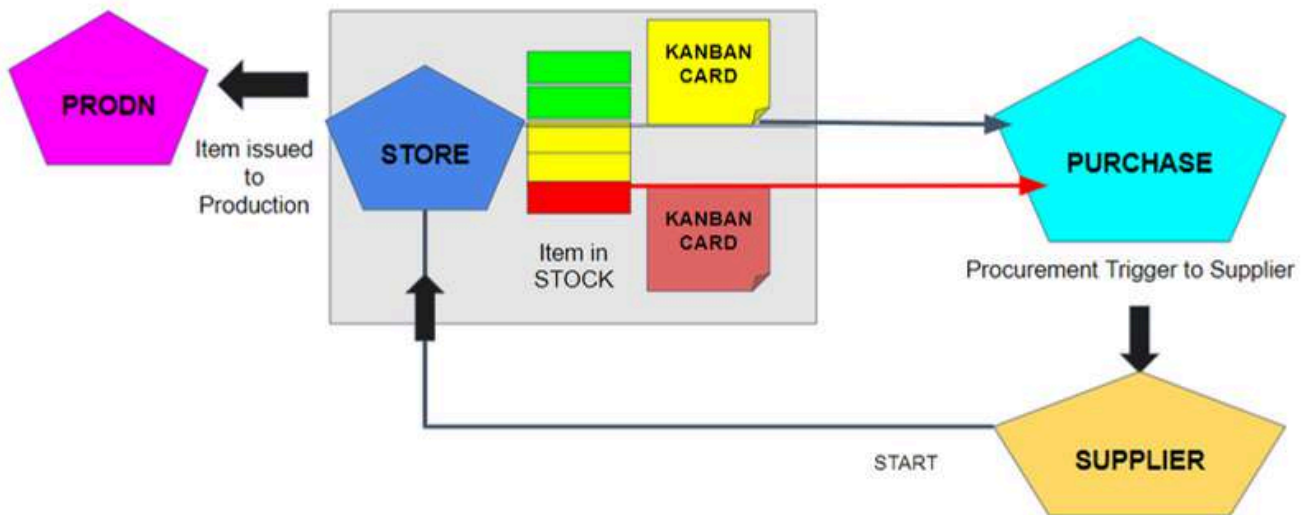
Kaizen Initiator : Lakshmi V (Atul Chowdhery)

Kaizen Champion : V. Rajasekaran

Team Members: Lakshmi V, Abijith K, Yash Santhosh, Chowdhary, Umar Ansari, Okil Ansari & V Rajasekaran

Before Implementation

During the bulk issue of materials to production or delays in deliveries from suppliers, there was a notable lack of checkpoints or effective communication channels between the stores and the purchasing department. This gap made it challenging to ensure the consistent availability of materials. Without a reliable system to track and communicate material status, both departments struggled to manage inventory levels efficiently, leading to potential disruptions in the production process.



After Implementation



The implementation of the LEAN tool - Kanban cards - has significantly improved our ability to maintain visual control over material availability. This system has enhanced communication between the Stores and Procurement departments, allowing us to better manage the criticality of inventory levels and ensure smoother operations.

System Improvements

DIC

Shadow Board

we continuously strive for operational excellence and customer satisfaction. Recently, we faced a customer complaint arising from a manual error—a hammer was mistakenly left inside a pressure vessel during fabrication. While the issue was swiftly addressed, it prompted a deeper review of our processes and the need for robust preventive measures.

As a corrective and preventive action (CAPA), we have implemented the Shadow Board system—a visual management and Poka-Yoke (error-proofing) tool that aligns with Lean Manufacturing principles. This initiative not only addresses the root cause of the issue but also builds process reliability and reinforces our commitment to quality and safety.

What Changed?

Each employee entering a confined space (such as a vessel) to carry out internal work is now required to follow this standardized procedure:

1. Pick tools from the Shadow Board, which clearly outlines each tool's silhouette and location.
2. Log the tool(s) taken into a confined space entry register.
3. On exiting the vessel, the employee must:
4. Return all tools to the Shadow Board, placing each item in its designated outline.
5. Re-enter tool return confirmation in the logbook.

Results:

- Zero missing tools inside vessels post-implementation.
- Enhanced traceability and accountability.
- Improved visual control and workplace organization.
- Boosted customer confidence by demonstrating proactive quality assurance.



One Point Lesson (OPL)

An improper crimping technique resulted in the tube connection failing to meet quality standards. While the issue was corrected and the product reworked, the event revealed a gap in skill and standardization, especially among newer or less experienced operators.

Our Response: Implementing OPL

The One Point Lesson (OPL) is now used to communicate key instructions, techniques, or insights—particularly for tasks where precision is critical, like tube crimping.

Each OPL includes:

A clear visual representation of the correct and incorrect method.

Brief, easy-to-understand instructions on the right procedure.

Information authored by experienced team members, drawing from real-world knowledge.

These OPLs are displayed in workstations and used in toolbox talks, skill refreshers, and onboarding sessions.



AL SHIRAWI EQUIPMENT CO. L.L.C.



AI BASED IMPROVEMENTS



AI and Automation at AI Shirawi: A New Chapter Begins

AI Adoption in Action: From Learning to Implementation:

Following the inspiring message from our Executive Director, Mr. Sumeet Valrani, many team members have completed the Google AI Essentials and Prompting Essentials courses—marking the beginning of a company-wide transformation toward smarter, AI-driven work practices.

This momentum has sparked a wave of innovative, AI-based KAIZENS and improvement ideas from across teams.



Here are a few standout examples:

- ◆ **Material Inspection Report Automation** : Using Document Studio and Google Apps Script, the team streamlined the creation of material inspection reports—cutting down significant manhours.
 - ◆ **Smart QR Code System for Traceability** : QR codes were generated via Google Script containing key item information (Item Code, Description, Qty, GRN, PO, Project No.), enhancing traceability and inventory control.
 - ◆ **Mobile QR Scanning Web App** : A custom web application was developed to scan QR codes and display live item stock across our DIC and ALQ locations.
 - ◆ **AI-Powered Lessons Learned Repository** : Project and product family-wise lessons learned were consolidated using AI scripts, generating proactive checklists for RFQ and kickoff stages. A Notebook LLM-powered podcast was also created to serve as a knowledge repository.
 - ◆ **E&I Punch Point Automation** : Punch point tracking was automated using Google AppSheet, improving accuracy and reducing manual follow-up.
 - ◆ **Live Industry Intelligence Reports** : An automated script pulls hourly updates from oil & gas news websites to report newly awarded projects to EPCs—keeping our business development team always informed.
- These initiatives showcase how AI can simplify processes, save time, and empower smarter decision-making. Let's continue this journey—learn, apply, and innovate.

Industry 4.0 IOT - AI Predictive Maintenance Software (+ hardware) for predictive maintenance implemented on machines



On the shopfloor, an advanced IoT-based system, Intellivibe, was deployed on two DIC compressors. This intelligent solution continuously monitors vibration and performance parameters, enabling early detection of potential issues and supporting a shift toward predictive and prescriptive maintenance. The implementation marks a key milestone in enhancing equipment reliability and operational efficiency through real-time insights.

Empowered by the training gained through both Google AI Essentials and Google Prompting Essentials courses and inspired by the leadership team's message, our associates have taken proactive steps to implement AI-driven improvements across various functions. Here are a few notable AI-based implementations that have taken place as a result of this initiative.



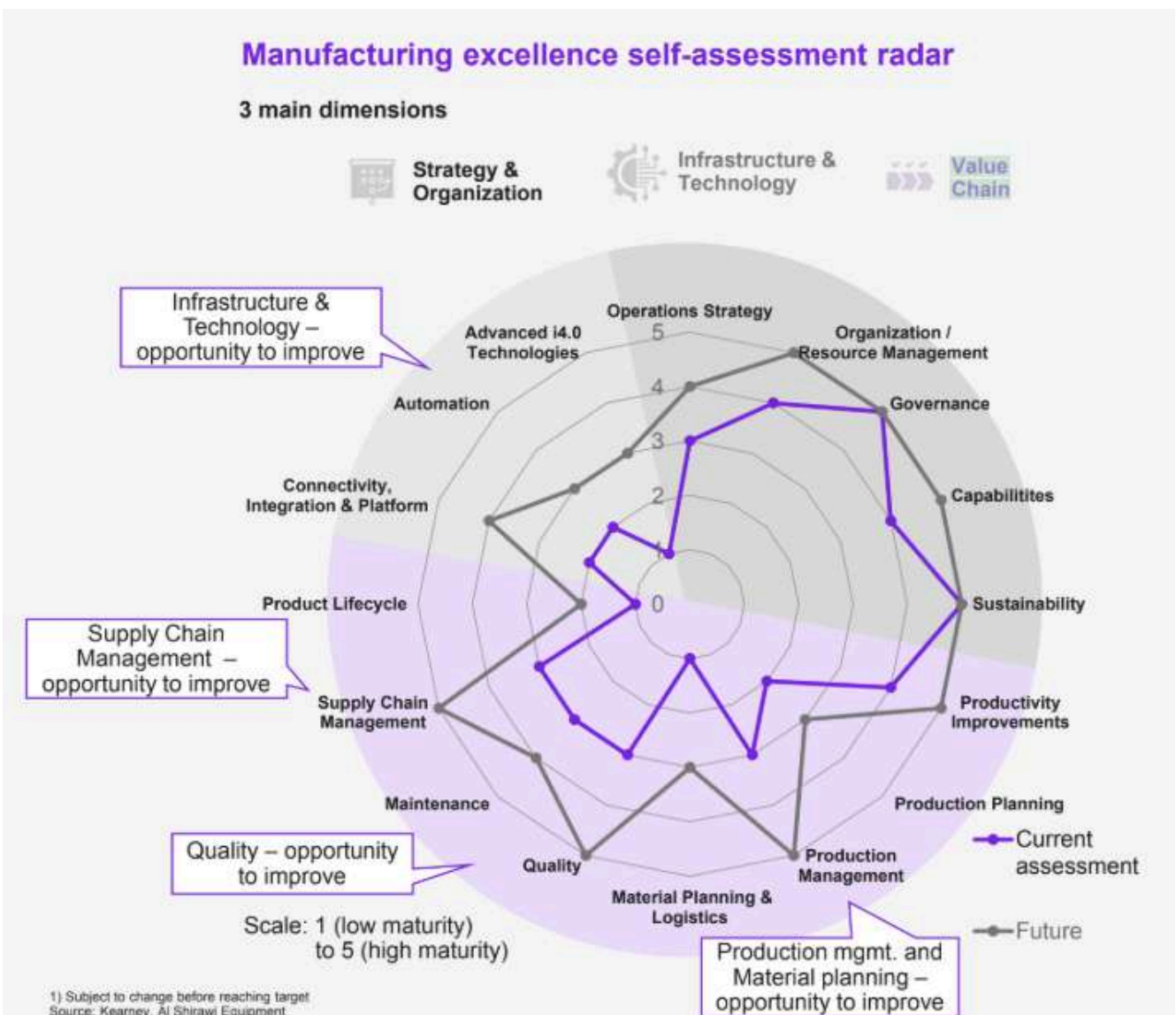
Manufacturing Excellence Audit:

by Kearney & Dubai Economy and Tourism at Al Shirawi Equipment

As part of the Dubai Industry 4.0 Program, Kearney Dubai, in collaboration with Dubai Economy and Tourism (DET), conducted a Manufacturing Excellence Audit at Al Shirawi Equipment Co. on May 31st, 2024. This strategic initiative supports the UAE’s vision to drive industrial advancement and global competitiveness through digital transformation and operational excellence.

The plant visit focused on understanding our manufacturing processes, defining ambition levels, and aligning strategic goals. The expert team collected a comprehensive overview of the factory’s operations, reviewed current initiatives, and discussed ecosystem needs to develop a tailored roadmap for improvement.

Al Shirawi Equipment was benchmarked against the global “Factory of the Year” standards. While notable strengths were acknowledged, the assessment highlighted improvement opportunities across key dimensions, particularly in Value Chain and Infrastructure & Technology.





KEARNEY



AL SHIRAWI
Equipment Co.

Manufacturing Excellence Audit

by Kearney & Dubai Economy and Tourism at Al Shirawi Equipment

The audit team proposed a comprehensive set of improvement initiatives, including:
Key Improvement Areas and Recommendations:

A) Strategy & Organization

1. Operations Strategy : A clear operations strategy (Manufacturing, Supply Chain, Procurement) aligned with Industry 4.0 principles should be reinforced to drive productivity improvements beyond peer benchmarks over the next three years.
2. Organization / Resource Management : Strengthen dedicated manufacturing excellence teams across production, quality, maintenance, and logistics to deliver impactful outcomes.
3. Governance : Establish a structured governance model with defined roles, responsibilities, and progress-tracking mechanisms to guide the Industry 4.0 journey.
4. Capabilities : Continue building employee capabilities through regular training and exposure to the latest trends in productivity and Industry 4.0 technologies.
5. Sustainability : Advance the strategy toward a net-zero factory through initiatives in sustainable materials, renewable energy use, and emissions reduction.

B) Value Chain

1. Manufacturing Process/Productivity Improvements : Deploy mature lean practices and integrate Industry 4.0 technologies where impact is most significant.
2. Production Planning : Introduce integrated advanced planning systems using AI to forecast and adjust production schedules dynamically.
3. Production Management : Leverage real-time data to monitor KPIs and optimize processes across platforms using digital tools.
4. Material Planning & Logistics : Improve intra-logistics through automation (e.g., Automated Guided Vehicles) and AI-driven material handling analytics.
5. Quality Management : Implement predictive quality analytics to identify and prevent quality issues in real time.
6. Maintenance : Adopt an ideal mix of scheduled, preventive, and predictive maintenance to reduce downtime and enhance equipment reliability.
7. Supply Chain Management : Digitally integrate supply chain operations end-to-end, with automated inventory management and real-time visibility.
8. Product Lifecycle Management : Digitally manage products across their lifecycle with manufacturing input from design through aftermarket services.

C) Infrastructure & Technology

1. Connectivity & Integration : Ensure seamless machine and process data collection and eliminate data silos through integrated systems.
2. Automation : Increase the level of automation across all production processes, minimizing manual intervention through remote monitoring.
3. Advanced Industry 4.0 Technologies : Expand implementation of technologies like IoT, digital twins, augmented reality, robotics, cobots, and 3D printing across all production areas.

These recommendations underscore significant opportunities for Al Shirawi Equipment to strengthen its position as a forward-looking, digitally enabled manufacturing organization. By adopting these initiatives, we aim to accelerate our Lean transformation, enhance operational resilience, and deliver long-term value to our stakeholders.

Based on the 5 Focus Areas, the prioritized dimensions for the company to consider on are:

Reference	Category	Focus Areas
1	Manufacturing / Production	Production Execution
2	Manufacturing / Production	Utilities Management
3	Strategy & Organization	I4.0 Strategy & Governance
4	Manufacturing / Production	Maintenance
5	Sustainability	Sustainability Strategy
6	Manufacturing / Production	Quality Management
7	Manufacturing / Production	Production Planning & Scheduling
8	Strategy & Organization	Digitally Fit Organization
9	Enterprise Administration	Business Process & Intelligence
10	Enterprise Administration	Technology Management
11	R & D	Product Lifecycle Management
12	Sustainability	Material Circularity
13	Sustainability	Water and Waste Water Management
14	Sustainability	Emissions Management
15	Supply Chain	Supply Chain Planning
16	Supply Chain	Warehouse Management
17	Supply Chain	Logistics Management
18	Customer Service	Customer Care & Service
19	Marketing & Sales	Marketing & Sales
20	Supply Chain	Sourcing & Procurement

Table 3: Prioritized dimensions

AL SHIRAWI EQUIPMENT CO. L.L.C.



AWARDS & RECOGNITION

Awards & Recognition



Lean Initiatives & Kaizen Awards

Recently, we held Lean Initiatives & Kaizen Awards ceremonies at both our DIC and Al Quoz locations, celebrating the outstanding contributions of our teams. These events highlighted the innovative solutions and continuous improvement efforts implemented throughout the year, showcasing our commitment to operational excellence and lean principles.

The Lean Initiatives & Kaizen Awards not only celebrated individual and team achievements but also inspired a culture of continuous improvement across the organization. These events motivated employees to keep striving for excellence, fostering a collaborative and innovative environment that drives our success forward



“Go back to your children, tell them you are also saving the environment by making sure that there is no waste and waste is the worst thing that we can do”

Sumeet Valrani - CEO

Our CEO Mr. Sumeet Valrani & Mr. Ram Srivastav personally attended both ceremonies, underscoring the importance of these initiatives to our organization. By handing out the awards himself, Mr. Sumeet demonstrated his support and appreciation for the hard work and ingenuity of our employees. This gesture reinforced the value we place on recognizing and rewarding excellence within our teams.



Awards & Recognition



5S Awards

The 5S Awards were presented to the Stores and Procurement Team in recognition of their exceptional commitment to workplace organization and efficiency. Their diligent application of the 5S principles—Sort, Set in order, Shine, Standardize, and Sustain—resulted in a streamlined, clutter-free environment that enhanced productivity and safety. This award acknowledges their hard work in maintaining high standards and setting a benchmark for operational excellence within the organization.



Long Service Awards

We were honored to celebrate the dedication of our team through our Long Service Awards, recognizing 24 outstanding individuals with an impressive average of 26 years of service. Among them, some have been with us for up to 33 years, exemplifying the steadfast loyalty that drives our organization forward. These awards celebrate not just the passage of time, but the invaluable contributions and relationships that have shaped our success. We deeply appreciate their unwavering commitment and reaffirm our dedication to fostering an environment where long-term careers are celebrated and valued.



Kaizen Initiator Awards

We were thrilled to honor 11 exceptional individuals with the Kaizen Initiator Awards. These team members exemplify our culture of continuous improvement, consistently seeking and implementing process enhancements. Their dedication to innovation and proactive problem-solving has significantly advanced our operational excellence and inspired their colleagues. We commend their commitment to driving positive change and are proud to celebrate their achievements.

Awards & Recognition - felicitated on Funday 2025

Star Performer



The Star Performer award is a prestigious recognition given to team members who have consistently demonstrated outstanding performance, professionalism, and a results-driven approach in their respective roles. These individuals set themselves apart by exceeding expectations, showing initiative, and making significant contributions to their department's success and the overall goals of the organization.

Their ability to take ownership, solve challenges proactively, and inspire those around them reflects the core values of our company. By acknowledging their hard work and dedication, we aim to foster a culture of excellence and continuous motivation across all teams.

Kaizen Initiatives

The Kaizen Initiatives recognition highlights employees who have actively engaged in improving operational efficiency, safety, and quality through innovative ideas and process enhancements. Rooted in the Japanese philosophy of "continuous improvement," Kaizen reflects our commitment to evolving through small, incremental changes that collectively lead to significant impact.

Many workmen have identified and implemented solutions that reduce waste, optimize workflow, and add measurable value to our operations on the shop floor. These initiatives not only improve day-to-day performance but also encourage a culture where every employee feels empowered to contribute towards meaningful change.



Quality First: Joint Inspection & Feedback Session for Separator Packages

As part of our ongoing commitment to delivering reliable and high-quality solutions, we recently conducted a joint inspection and internal customer feedback session for the three Separator packages scheduled for dispatch. This initiative was undertaken in response to a few concerns raised by one of our prestigious customers. The primary objective was to re-validate the quality of the packages and to gather valuable insights from our internal stakeholders across departments. Their observations and suggestions played a key role in ensuring that the final product met the high standards expected by our clients.



The session proved to be highly productive, with consolidated feedback highlighting areas for improvement and affirming many of our best practices. Such collaborative reviews not only reinforce our quality focus but also drive continuous improvement across teams.

As a gesture of appreciation, all participating team members were felicitated with a small token of thanks for their time, effort, and commitment to excellence.

AL SHIRAWI EQUIPMENT CO. L.L.C.



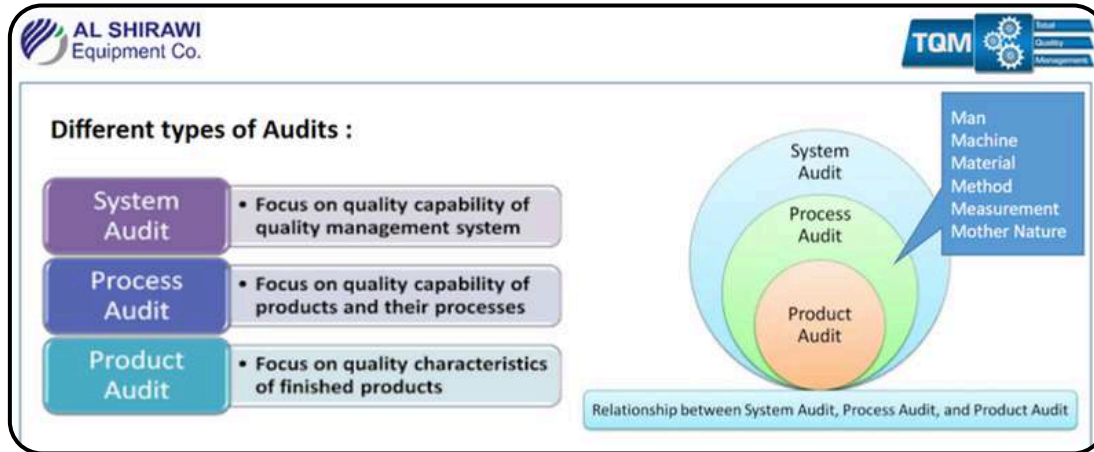
THE WAY FORWARD



The Way Forward

Lean Center of Excellence (CoE) is planning to focus more on Process & Quality improvements going forward. A few improvements include :

Process Audit

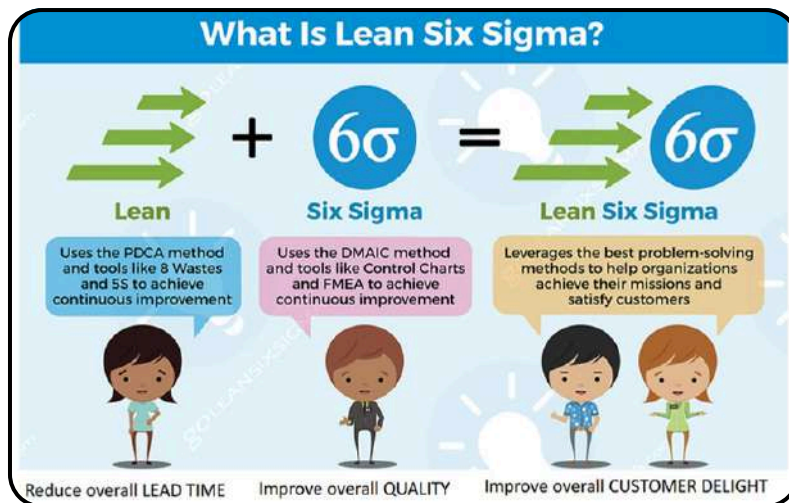


Conducting process audits will be a vital component of the Lean Center of Excellence (CoE).

These audits will be done by trained auditors who will systematically evaluate our operational procedures, identifying inefficiencies and areas for improvements in terms of **MAN, MACHINE, MATERIAL, METHOD, MEASUREMENT & MOTHER NATURE.**

By regularly assessing our processes, we will ensure adherence to lean principles and maintain high standards of quality and efficiency. Process audits will provide actionable insights that drive continuous improvement, enabling us to refine workflows, reduce waste, and enhance productivity. They will also foster a culture of accountability and transparency, where team members actively engage in identifying and implementing best practices. Moving forward, the Lean CoE will use process audits to sustain our commitment to operational excellence and innovation.

Six Sigma training & Implementation



The implementation of Six Sigma will be driven by comprehensive training programs. These programs will equip our employees with the skills and knowledge necessary to identify, analyze, and eliminate defects in our processes. By focusing on data-driven decision making and statistical analysis, Six Sigma training will empower our teams to improve quality, reduce variability, and enhance efficiency.

Through these structured training sessions, we will develop a cadre of Six Sigma practitioners who will lead projects aimed at optimizing our operations and driving continuous improvement. This initiative will not only bolster our commitment to excellence but also foster a culture of precision and innovation throughout the organization.

The Way Forward

Horizontal Deployment of best practices

The horizontal deployment of best practices will be a key strategy at our organization to ensure consistency and excellence across all departments. By systematically incorporating successful methodologies and innovations from one area into others, we can standardize processes and elevate overall performance. This approach allows us to leverage the collective expertise and experiences of our teams, ensuring that proven solutions are effectively shared and implemented company-wide.

Horizontal deployment will enhance operational efficiency, reduce variability, and foster a unified culture of continuous improvement. By embedding best practices across the organization, we position ourselves to achieve greater synergy, innovation, and sustained success.



Improvements in Visual Factory



The visual factory concept will play a crucial role in enhancing communication and efficiency on the shop floor. By implementing visual management tools such as color-coded charts, performance dashboards, and clear signage, we will create an environment where critical information is easily accessible at a glance. This approach will enable employees to quickly identify the status of operations, spot potential issues, and understand key metrics without the need for verbal instructions or lengthy reports. The visual factory will not only streamline workflows and reduce errors but also empower team members to take proactive actions, fostering a culture of transparency and continuous improvement. This visual clarity will be instrumental in driving operational excellence and ensuring that everyone is aligned with organizational goals.

The Way Forward

Time and Motion Study

The implementation of time and motion studies is instrumental in optimizing efficiency and productivity in our operations. By meticulously analyzing the sequence of tasks, movement of materials, and utilization of resources, we gain valuable insights into how to streamline processes and eliminate unnecessary steps. This data-driven approach allows us to identify bottlenecks, reduce cycle times, and allocate resources more effectively. Time and motion studies also enable us to standardize workflows and set realistic performance benchmarks, ensuring consistency and quality in our outputs. Through continuous monitoring and refinement based on study findings, we aim to achieve higher levels of operational efficiency, improve overall productivity, and drive sustainable growth.



Digitization , Low Cost Automation & Industry 4.0 Manufacturing Excellence AI Solutions



Digitization and low-cost automation are transforming industries by streamlining processes and enhancing productivity. Digitization utilizes data analytics, cloud computing, and IoT to improve decision-making and resource allocation. Meanwhile, low-cost automation leverages robotics, AI software, and smart sensors to automate tasks and boost accuracy. Together, these strategies enable businesses to stay competitive, achieve operational efficiency, and ensure quality while meeting evolving market demands. Embracing digitization and low-cost automation positions can provide us for a sustainable growth and continued success in a dynamic business environment.

The Way Forward

TPM OEE (Overall Equipment Effectiveness)

Total Productive Maintenance (TPM) focuses on maximizing Overall Equipment Effectiveness (OEE) by minimizing downtime, improving efficiency, and optimizing asset performance. At our organization, TPM has already been successfully implemented as one of the foundational pillars of our operational strategy. By systematically addressing equipment maintenance, TPM aims to reduce breakdowns, improve preventive maintenance practices, and enhance equipment reliability. OEE, a key metric within TPM, measures the utilization of equipment, capturing factors such as availability, performance rate, and quality rate. As we continue to strengthen our TPM initiatives, ensuring high OEE across our operations remains a critical objective among the eight pillars of excellence that drive our continuous improvement efforts.



As an organization, we have harnessed the "low-hanging fruits" by implementing 5S and Kaizen, establishing a solid structure and gaining valuable insights. Now, our path forward involves reaching higher, striving for the advanced stages of Six Sigma and DfSS. By targeting these upper levels, we aim to enhance our capabilities, achieve greater stability, and ensure robust, high-quality processes that will drive us towards continuous improvement and operational excellence.

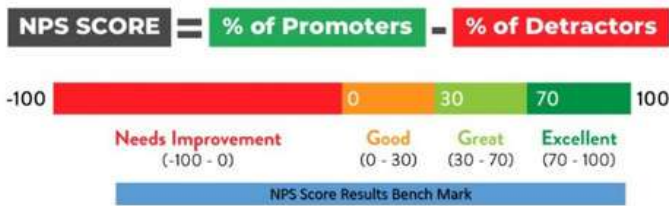
NET PROMOTER SCORE (NPS)

The NPS Governance Framework

In 2025, we further strengthened our oversight by launching a centralized NPS (Net Promoter Score) Real-Time Dashboard. This platform serves as a critical governance tool, allowing leadership to monitor customer sentiment across various dimensions, including business segments and individual projects.



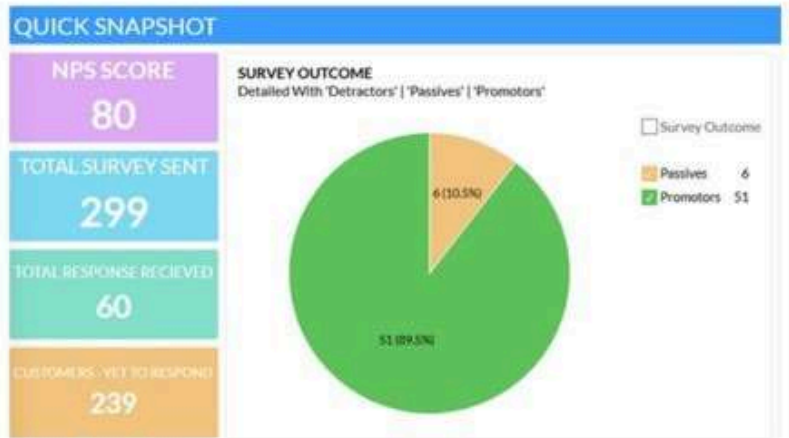
Net Promotor Score Results Benchmark



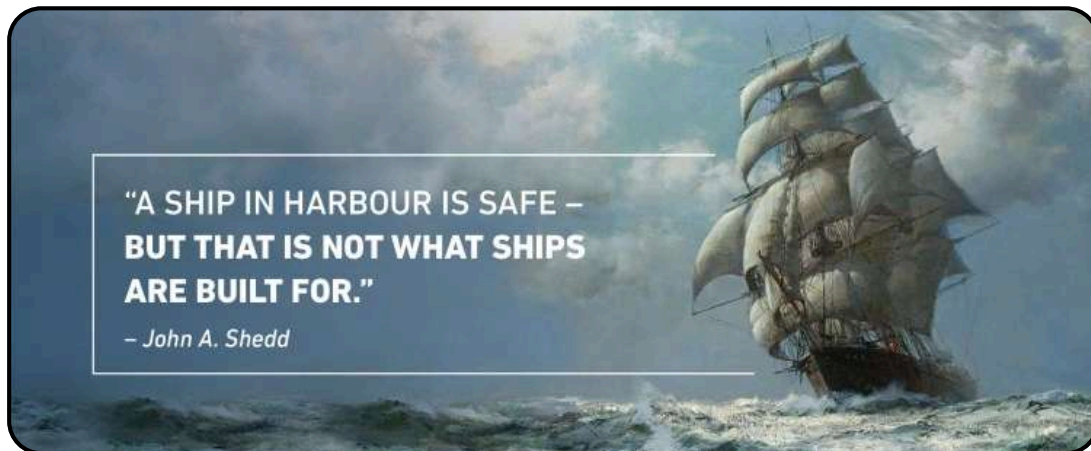
Accountability & CAPA Integration

Our approach to NPS goes beyond data collection; it is a mandate for action. To ensure high standards of service and reputation management, we have institutionalized a formal response protocol:

- **Continuous Monitoring:** Results are audited year-wise and segment-wise to identify systemic trends.
- **Corrective & Preventive Actions (CAPA):** For any project resulting in a "Passive" (7-8) or "Detractor" (0-6) score, the concerned project leads are required to submit a Factsheet/CAPA report.
- **Closing the Loop:** This formal governance process ensures that unhappy customers are heard and that operational gaps are bridged through documented, verifiable improvements.



Conclusion



Implementing lean ideas and sustaining these principles has significantly contributed to enhancing the overall effectiveness and efficiency of our operations. By focusing on continuous improvement, we have laid a strong foundation and are steadily progressing towards achieving greater operational excellence. Our efforts in horizontal deployment have ensured that best practices are shared and adopted across all departments, driving consistent process improvements and refining procedures.

The tangible benefits of these lean initiatives are evident in the streamlined workflows, reduced waste, and improved productivity we experience daily. Each step forward reinforces our commitment to sustainability, aligning with our broader vision of creating an environmentally responsible and efficient organization. As we continue on this journey, we remain dedicated to embedding lean principles deeply into our culture, fostering an environment where innovation and improvement are constant, and ensuring that our long-term goals are met with resilience and foresight



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Everyone has Unrealized Potential. Improvement is about understanding and capturing ideas and possibilities, reformulating and restructuring those ideas into usable form and then transforming them into actions and behaviors

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Thank You

for any suggestions / changes, please contact

uday.bala@equipment.ae
sreekumar.v@equipment.ae

