












Allsteel's Manufacturing Performance: Rapid Continuous Improvement Reduce, Reuse, Recycle

| Resource | Accomplishments | Result |
|--|---|---|
| Packaging of Worksurfaces, Tiles, and Overheads | <ul style="list-style-type: none"> Bulk packaging densely packages products, reducing shipping "cubes" over 60% and saving transportation, storage, and installation time Protective packaging for overhead storage reduced over 90% and expanded polystyrene foam eliminated completely Over 25 major product lines designed to be bulk packed |  |
| Blanket Wrapping | <ul style="list-style-type: none"> Reusable blanket wrap eliminates corrugated packaging One truckload accommodates 400 blanket-wrapped chairs compared to 184 boxed chairs, eliminating more than two tons of corrugated packaging per load 9.5 tons of CO₂ saved per truckload due to less packaging and fewer trucks on the road (All CO₂ calculations performed using EPA methods) |  |
| Cartoning and Space | <ul style="list-style-type: none"> Single-point base attachment on Sum® and Relate® seating allows smaller containers and higher cube utilization for shipping and storage One truckload holds 345 chairs compared to 184 chairs packed conventionally, an 88% increase in shipping density For Sum, 64-ton reduction in corrugate waste and a reduction of 54 outbound trailer loads annually, diverting 100 tons of CO₂ |  |
| Transport Impacts of Shipping | <ul style="list-style-type: none"> Shipping density of outgoing products and consolidation of shipping routes were increased through Rapid Continuous Improvement (RCI) initiatives Allsteel reduced the number of truckloads required, yielding a 2 million pound reduction in CO₂ output from carriers from 2004-2006 |  |
| Water Usage Through Conservation | <ul style="list-style-type: none"> Implemented reverse-osmosis (RO) systems in the washing processes within several paint lines in 2006 RO systems keep water fresh for a week, with no need to replenish daily Resulted in annual water savings of 1.87 million gallons (equivalent to drinking water needs of 9,800 people for one year) |  |
| Material Waste | <ul style="list-style-type: none"> RCI practices remove waste from manufacturing processes and improve material yield State-of-the-art software and technology optimize material use and minimize scrap Laser cutting led to a 1,158-ton annual reduction in steel scrap, reducing 3,439 tons of CO₂ annually |  |



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| Paint Reclamation | <ul style="list-style-type: none"> Reclaimed wet paint and overspray powder is re-blended into new paint The interior drawer bodies of Reach® storage units are finished with reclaimed paint Reclaimed paint must meet Allsteel quality standards |  |
| Production Waste | <ul style="list-style-type: none"> Recycling waste materials from manufacturing processes uses resources more wisely and reduces landfill volume 12,200 tons of materials recycled in 2007 included: 5,695 tons steel; 6,164 tons wood; 290 tons fabric; 32 tons aluminum Reduces 35,178 tons of CO₂ annually |  |
| Corrugated Packaging | <ul style="list-style-type: none"> Corrugated packaging from suppliers is baled, delivered to a local recycling center, and converted into paper products Allsteel is researching systems to decrease amount of corrugated received 462 tons recycled in 2007 Reduces 1,372 tons of CO₂ annually |  |
| Scrap Fabric Waste | <ul style="list-style-type: none"> Fabric cutting is highly efficient but some waste is generated Waste fabric is converted into "shoddy," the base material used in acoustical automotive interiors, such as trunk liners 290 tons converted to shoddy in 2007 Reduces 861 tons of CO₂ annually |  |
| Wood Waste | <ul style="list-style-type: none"> Wood processing waste is ground and sent to an energy co-generation facility instead of the landfill Grinding optimizes shipping volume and reduces delivered cost Diverted approximately 6,164 tons (367 truckloads) of wood waste from the landfill in 2007 Reduces 18,307 tons of CO₂ annually |  |

