

Management Manual

Rösler Oberflächentechnik GmbH

Management Manual

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1. Foreword

This integrated management manual describes the management system of Rösler Oberflächentechnik GmbH, which is used for both internal and external purposes. It is intended to provide orientation for our employees, offer transparency to our customers and partners, and present auditors with a clear, traceable structure.

We regard our management system as a central management tool. It ensures that we align our efforts as a company, that all departments work toward the same goals, and that we consistently advance our quality, our energy-related performance, and our sustainability objectives. Standards and legal requirements are not ends in themselves — they are framework conditions that support us in achieving our objectives in the respective areas.

This documentation is supplemented by our management procedure instruction. That document contains detailed provisions covering standard requirements, processes, roles, methods, and records, and it forms an integral part of the management system. While this manual describes the fundamental principles, interrelationships, and the "Spirit" of our system, the management procedure instruction provides the precise, operational set of rules that operates in the background.

We want this manual to read like an invitation:

An invitation to understand how we think and act at Rösler, how we ensure quality and energy efficiency, and how we work together every day to improve — for our customers, for our employees, and for everyone who works with us.

1.1 Company Profile and Products

The name Rösler stands for forward-looking technologies in the field of mechanical surface finishing as well as physicochemical processes (AM Solutions). We offer our customers innovative solutions for individual challenges.

User- and application-specific solutions are our strength — they secure the highest levels of quality and cost-effectiveness for our customers and thereby enable decisive competitive advantages. Customers receive a comprehensive machine program covering the two most important areas of surface finishing (mass finishing and shot blasting) as well as post-processing, all from a single source. Based on the customer requirements provided, we develop concrete concepts at our Customer Experience Centers (CECs).

Rösler Oberflächentechnik GmbH was founded in 1933 by Richard Stephan Rösler in Dessendorf (Sudetenland) and is now in its third generation of family ownership. Approximately 980 employees are currently employed at the production sites in Germany — Untermerzbach and Hausen. Approximately 1,600 employees work for Rösler worldwide. The combined plant area at the two main German sites alone totals more than 225,000 square meters.

Untermerzbach Site



Hausen Site



The company's sustained above-average growth and expansion are attributable to its strong commitment to innovation, its renowned quality standards, and the dedication of its employees. The majority of employees come from the company's own apprenticeship program and remain up to date through continuous technical training.

Rösler Oberflächentechnik GmbH is a specialist in surface technology and the world's leading provider of surface finishing.

For more than 90 years, the name Rösler has stood for the highest quality in the manufacture of machines and system solutions for mass finishing and shot blasting, as well as in the development and production of precisely matched consumables. Simply put: Surface Finishing is our DNA!

When it comes to the processing and surface finishing of components, we are the natural first choice for numerous companies worldwide. We combine decades of experience with a unique capacity for innovation.

Building on this experience, we continue to evolve: In response to the growing use of additive manufacturing as a production technology, we have consolidated all activities of the Rösler Group in the field of additive manufacturing under the brand AM Solutions since 2018. This covers both automated post-processing solutions (3D post processing technology) and a comprehensive range of services (manufacturing service partner).

With the most recent brand Rösler Smart Solutions, digitalization has also made its way into our product portfolio.

Did you know that, on average, every person in Germany handles an object twice a day that has been processed using a machine from Rösler? We make sure everything runs smoothly for our customers. And their products shine.

Our product portfolio is unique in its scope worldwide. Only we offer our customers — thanks to our unmatched vertical integration — all the necessary components for every mass finishing and shot blasting process from a single source: from the machine to grinding media and Compounds, to blasting media, while also providing the right environmental technology for wastewater cleaning. In addition, we manufacture industrial washing plants that meet the highest standards. No other company in the surface finishing sector is positioned as broadly as we are. This makes us the world market leader — and, because we continuously improve and advance our products and services, the quality leader as well.

As a systems provider, we accompany our customers throughout the entire journey — from the initial idea through to the final start-up of the machine, system, or production line, and beyond. At our Customer Experience Centers worldwide, we define the perfect process for our customers' products. And whenever questions arise, we are available as a point of contact 365 days a year — for the entire service life of the machine.

Our greatest asset is the knowledge of our employees. For years, we have therefore consistently invested in employee training and development, because learning never stops and even the sharpest minds need an update from time to time. Since 2016, we have consolidated our training activities in our Rösler Academy. Here, in a state-of-the-art environment and with TÜV-certified trainers, we provide our customers' specialists with everything from foundational knowledge to specialized skills covering all topics in the field of surface finishing.

In our Mission & Vision, we have clearly defined what we stand for as a company, what makes us unique, and what our long-term vision for the future looks like. For our employees — from skilled workers to decision-makers — it is intended to serve as a guiding principle, a promise, and a daily compass. Because we know: we can only be successful as a company if all employees identify equally with the company and act accordingly. But we also know: our success depends significantly on the satisfaction of our customers — customers who place their trust in us, purchase our products, and use our services because we have convinced them with our overall offering.

It is therefore our vision to be the world's best customer-oriented company in surface finishing — to deliver the best quality, provide the best service, and be the most innovative. For us, this naturally also means: being present on-site, being there for our customers, and always being reachable.

The Rösler Group offers a worldwide network with 15 locations, complemented by 150 representatives who provide our customers with expert advice based on their extensive experience. This guarantees our customers the best service around the globe. In keeping with the Rösler philosophy, all subsidiaries and affiliated companies maintain appropriate inventory, service expertise, and Customer Experience Center.

Rösler Oberflächentechnik GmbH, with its two sites in Untermerzbach and Hausen, is a family-owned company rooted in the region and the central production entity within the Rösler Group. As an attractive, forward-looking employer, we strengthen the entire region. We are a reliable training partner, a magnet for skilled professionals, and a sponsor of sports, culture, and social initiatives.

Production with a limited product focus is carried out internationally at the following locations:

Rösler Italy produces systems and machines for mass finishing, centrifuges, process water treatment systems, and plastic media "Made in Italy" in three different compositions: polyester, urea, and thermoplastic (patented and manufactured using recycled PET).

AM Solutions in Italy develops and designs AM parts in collaboration with our customers and can also manufacture them as a contract producer.

Rösler France specializes in the manufacture of compressed air blast machines (dry and wet), particularly for the aerospace industry. With its "Robotics and Applications" department, it is a leader in the manufacture of automated machines and supports our customers in the development of tooling as well as the integration of robots.

Rösler USA produces a broad range of mass finishing and shot blast machines as well as spare parts. In addition, ceramic and plastic media and Compounds are manufactured at the Battle Creek facility from locally sourced raw materials using Rösler's proprietary manufacturing processes to ensure products of the highest quality.

Kromas in Turkey produces its own mass finishing systems and consumables (under its own label) while also selling Rösler products in Turkey and the surrounding market.

Rösler Brazil produces selected plastic media and mass finishing systems for the South American market.

This manual references all management systems — in particular DIN EN ISO 9001 and DIN EN ISO 50001 — whose application and implementation are a matter of course for Rösler as an innovative company.



The scope of the management systems is defined as the German sites of Untermerzbach — encompassing the manufacture of machines and consumables for surface finishing — and Hausen — as the headquarters with the production of ceramic and plastic media. All private and third-party consumers are excluded from the scope of the energy management system. The physical scope of the energy management system is set out in the documents "Übersicht Messstellen Standort Untermerzbach" and "Übersicht Messstellen Standort Hausen" in their respective current versions.

1.2 Our Understanding of Quality, Energy, Environment, Safety, and Sustainability

Quality, energy, environment, safety, and sustainability are not isolated individual disciplines treated in separate "silos" for us. We view them as interconnected topics that together determine how successful and future-ready our company is.

For us, quality means understanding our customers' requirements precisely, fulfilling them reliably, and exceeding them wherever possible. This applies not only to technical specifications, but also to on-time delivery, service, consultation, documentation, and the overall collaboration throughout the course of a project. Quality is reflected in robust processes, well-conceived products, and the way we communicate with our customers.

Energy is a key resource in our own processes and in our customers' applications. We aim to systematically monitor, analyze, and improve our energy use in our own operations. At the same time, we develop solutions that help our customers improve their own energy-related performance. Energy efficiency is a central performance characteristic of our products and, at the same time, a contribution to climate and resource protection.

We consider the environment both with respect to our own site operations and to the life cycle of our products. We aim to use resources efficiently, minimize waste, reduce emissions, and limit environmental impacts as far as possible. Legal environmental requirements represent a minimum threshold for us, not a target.

Safety refers to safe working conditions for our employees and service providers, as well as to the safety of our systems during operation at our customers' facilities. Technical, organizational, and personal protective measures are a fixed component of our processes. A safe working environment is a fundamental prerequisite for quality and motivation.

We understand sustainability as the interplay of economic, environmental, and social aspects. We aim to be economically successful while simultaneously taking long-term responsibility for the environment, society, and our employees. Our management system supports us in maintaining this balance and making decisions consciously.



1.3 Objectives and Benefits of the Integrated Management System

The integrated management system (IMS) pursues several objectives simultaneously.

For us as a company, it:

- structures processes and responsibilities,
- makes requirements transparent,
- provides the basis for well-founded decisions,
- identifies risks and opportunities,
- supports continual improvement.

For our customers, the IMS means:

- traceable, stable processes,
- reliable quality of products and services,
- documented evidence of compliance with standards,
- methodically verified energy efficiency improvements,
- a partner that addresses quality and sustainability systematically.

For auditors, it provides:

- a clear mapping of standard requirements to processes,
- documented roles, methods, and records,
- a transparent structure in which conformity and effectiveness can be readily assessed.

We do not view the IMS as an "additional task" but as an integrated component of corporate governance. It helps us achieve objectives, manage risks, and fulfill our commitment as a quality and technology provider on a daily basis.



1.4 Applicable Standards, Legal Requirements, and External Framework Conditions

Our IMS is based on the requirements of the international standards ISO 9001 (quality management systems) and ISO 50001 (energy management systems). Both standards are fully integrated into our system so that duplicate structures are avoided and synergies can be leveraged.

In addition, we take into account:

- applicable legal and regulatory requirements (e.g., environmental, energy, occupational health and safety, product safety, and plant safety law),
- industry-specific regulations and customer specifications,
- internal guidelines and directives issued by senior management.

Relevant requirements are systematically identified, evaluated, and translated into processes, objective frameworks, and measures. Changes in the legal and normative environment are monitored, and our system is adjusted as needed. This ensures that our actions remain legally compliant, standard-conformant, and future-ready.

1.5 Target Audience, Structure, and Documentation of the Management Manual

This manual is addressed to various target groups:

- employees and managers who want to understand how the IMS is structured and how to apply it in day-to-day operations,
- customers and business partners who want to understand how we ensure quality, energy efficiency, and sustainability,
- auditors and authorities who require a structured overview of our system.

It describes the fundamental structure of the IMS, the most important roles and processes, and the interrelationships between the individual system elements. It is maintained at the top-level and references more detailed documents where required.

Our management procedure instruction and additional procedure and work instructions, process descriptions, forms, and IT-supported tools supplement this manual with all operational details.

2. Organizational Context

An effective management system begins with a clear understanding of the organizational context. Only when we know the environment in which we operate, the factors that influence us, and the expectations placed on us can we align our system in a meaningful way.

This chapter shows how we analyze our context, consider interested parties, define the scope, and integrate quality, energy, environment, and sustainability into corporate strategy. It forms the foundation for all subsequent chapters and is therefore a central reference point for customers, stakeholders, and auditors.



2.1 Understanding the Organization and Its Context

Rösler Oberflächentechnik GmbH operates in a dynamic environment: markets change, technologies continue to evolve, legal requirements are adjusted, and customer requirements become increasingly differentiated. Our IMS must keep pace with these changes.

To ensure this, we regularly examine internal and external aspects that influence our ability to achieve desired results. Internal aspects include, for example:

- organizational structure and hierarchy,
- competencies of our employees,
- existing machines, systems, energy resources, and infrastructure,
- IT systems and data availability,
- organizational culture, communication channels, and decision-making structures,
- economic framework conditions, investment opportunities, and resources.

External aspects include, for example:

- market and competitive developments in our field of activity,
- technological trends (e.g., digitalization, Industry 4.0, additive manufacturing),
- developments in energy prices and energy sources,
- legislation and regulation (environment, energy, occupational health and safety, product safety, and sustainability),
- societal and ecological expectations,
- regional framework conditions at the sites.

Findings from this context analysis feed into our strategic planning, the definition of objectives, and the further development of the IMS. They are documented and reviewed on a regular basis, including in management reviews, strategy workshops, and dedicated analyses.

2.2 Interested Parties and Their Requirements

In addition to the organizational context, interested parties ("stakeholders") and their expectations are a central reference point for the IMS. We identify who our key stakeholders are, what requirements they place on us, and how these requirements are addressed within the system.

Our key interested parties include, among others:

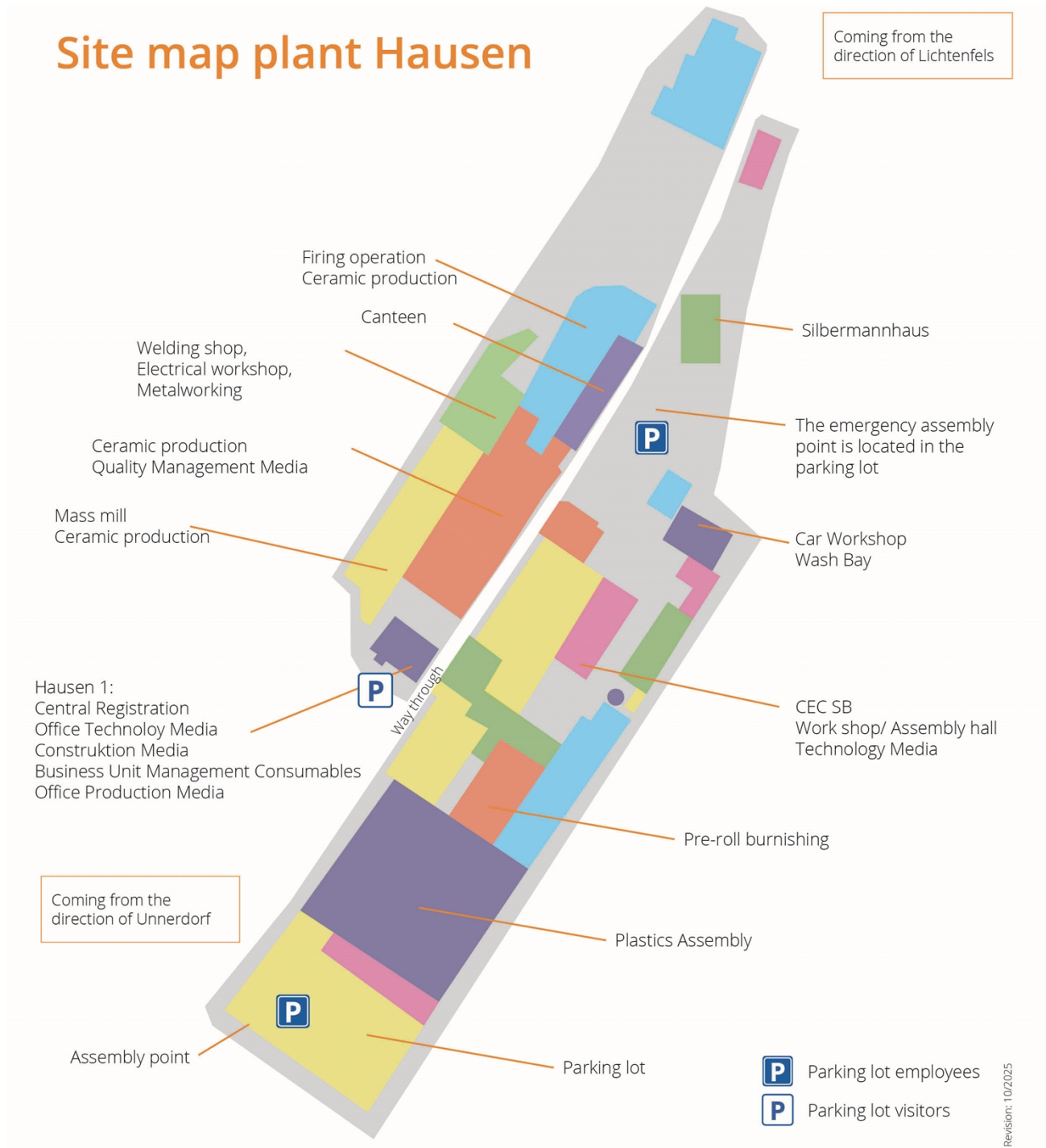
- **Customers:**
They expect high-quality, energy-efficient, safe, and cost-effective solutions, reliable deliveries, transparent service, and clear communication.
- **Employees:**
They expect safe working conditions, clearly defined tasks, recognition, opportunities for development, reliable information, and a well-organized work environment.
- **Owners and senior management:**
They expect sustained economic success, stable processes, responsible risk management, and effective corporate governance.
- **Suppliers and service providers:**
They expect reliable cooperation, clearly defined requirements, and a fair, long-term-oriented working relationship.
- **Authorities and institutions:**
They expect compliance with legal requirements, transparent communication when needed, and a willingness to cooperate.

- **Banks, insurance companies, and other financial partners:**
They expect economic stability, transparent reporting, and reliable risk management.
- **Neighbors and the general public:**
They expect responsible management of the environment, resources, and any associated emissions, as well as open, objective communication on relevant topics.

These requirements are captured in an appropriate form, evaluated for their relevance, and integrated into processes, objective frameworks, and measures. In this way, we ensure that our IMS not only responds to normative texts but also reflects the actual expectations of stakeholders.

2.3 Scope and Boundaries of the IMS and the Energy Management System

The scope for all referenced management systems has been defined as the Bad Staffelstein site (Hausen 1; 96231 Bad Staffelstein), as the headquarters, and the Untermerzsbach site (Vorstadt 1; 96190 Untermerzsbach). At these sites, machines and/or consumables for surface treatment are manufactured — see the site layout plans for both locations below:



Site map plant Memmelsdorf



In addition, the scope includes the Point of Energy Action (PoEA) in Heilgersdorf (external warehouse; Bischwinder Str. 3; 96145 Seßlach). All subleased residential units (Hausen and Gereuth) are excluded from the scope and field of application. It is ensured that the Rösler Oberflächentechnik GmbH holds the authority to control energy efficiency, energy use, and energy consumption within the defined scope and boundaries. Within the scope and boundaries, no energy sources are excluded — this includes externally purchased as well as self-generated energy (e.g., our photovoltaic systems). The technical boundaries are documented in the "Electricity Measuring Points Hausen" and Electricity Measuring Points

Untermerzbach" documents. Through the consistent implementation of these requirements, we are able to maintain our competitiveness and ensure long-term business success. The scope was established taking into account the internal and external topics already referenced in this document, as well as the interested parties, and is based on the boundaries of the energy management system (EnMS). All systems, equipment, processes, and services falling within the boundaries of the EnMS are listed separately.

2.4 Integration of Quality, Energy, Environmental, and Sustainability Aspects into the Corporate Strategy

Our management system is closely linked to the corporate strategy. Quality, energy efficiency, environmental, and sustainability aspects are not "added on" after the fact, but are incorporated into strategic considerations from the outset.

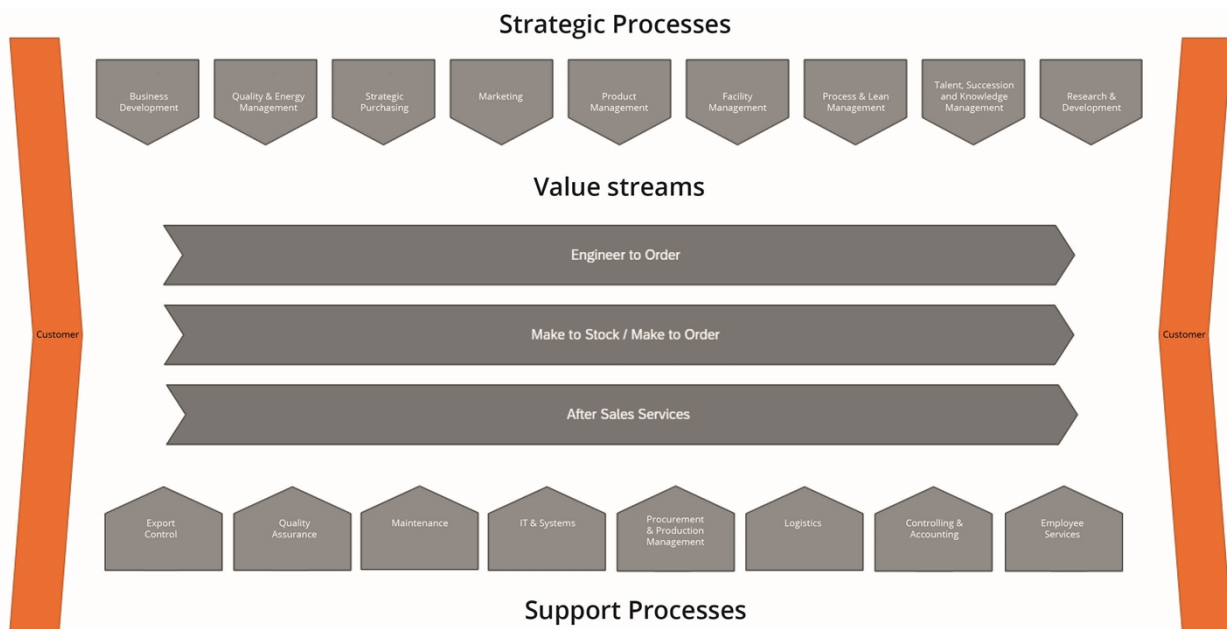
Examples of this integration include:

- Investment decisions regarding machines, equipment, or buildings, in which quality, energy efficiency, and sustainability objectives are considered alongside economic factors;
- Development projects in which requirements relating to product quality, energy consumption, safety, and environmental compatibility are an integral part of the specification;
- the allocation of resources for improvement projects in the areas of energy efficiency, process optimization, digitalization, and sustainability.

Through this linkage, the IMS becomes an active management tool: it supports the implementation of strategic objectives while simultaneously providing feedback through key performance indicators, audit results, and management reviews.

2.5 Process Landscape and Organizational Structure

The Rösler Oberflächentechnik GmbH is structured on a process-oriented basis in accordance with DIN EN ISO 9001. Our process landscape is organized into management processes, strategic processes, value-creation processes, and support processes:



Management processes include, for example, strategy development, objective planning, risk management, management review, and overarching control processes.

Strategic processes, as we define them, encompass areas such as business development, strategic purchasing, marketing, process and lean management, and research and development.

Value-creation processes map the path from the customer inquiry through quotation, order processing, development, procurement, manufacturing, assembly, inspection, shipping, and service. This is where direct value is created for our customers.

Support processes — such as human resources, IT and systems, maintenance, quality assurance/IMS, controlling and accounting, and export control — ensure that value-creation processes can operate stably and efficiently.

The process map visualizes these relationships. It shows how the individual processes are interconnected and where interfaces exist. Detailed process descriptions exist for each process, defining workflows, responsibilities, inputs, outputs, and key performance indicators.

For employees, the process landscape serves as both a reference framework and a working basis. For customers and auditors, it provides transparency into how we deliver our services in a structured manner.

3. Leadership, Strategy, and Policy

Leadership is the driving force of the management system. This chapter describes how senior management and managers assume responsibility for the IMS, which guiding principles and policies apply, and how concrete objectives and measures are derived from them. It demonstrates that the IMS does not operate "in the background", but is an integral part of corporate governance.

3.1 Role of Senior Management and Managers

Senior management bears ultimate responsibility for the effectiveness, appropriateness, and continued development of the integrated management system. It sets the strategic direction, approves the corporate, quality, and energy policies, provides the necessary resources, and regularly reviews whether the IMS is suited to achieving the defined objectives.

Managers at all levels are responsible for implementing the IMS requirements within their respective areas. They derive concrete departmental and process objectives from the corporate objectives, communicate these clearly to their teams, and ensure implementation in day-to-day operations. They support employees in fulfilling their responsibilities, promote the development of competencies, and create an environment in which suggestions for improvement are welcomed.

The active role of managers is a key indicator for customers and auditors that the management system not only exists in a formal sense, but is actively practiced throughout the organization.

3.2 Corporate Mission Statement and Organizational Culture

Our corporate mission statement describes what the Rösler Oberflächentechnik GmbH stands for: high-quality technical solutions, reliable partnerships, responsible management of resources, and a long-term perspective.

Our organizational culture is characterized by: a practical, grounded approach; openness and a willingness to engage in dialogue; accountability and reliability; and the courage to question and improve the way things are done.

We view errors as opportunities for improvement, not as grounds for assigning blame. This culture provides an important framework for the IMS: only in an environment where challenges can be discussed openly can root cause analyses, corrective actions, and genuine improvements be carried out successfully.

3.3 Quality, Energy, and Sustainability Policy

The policy adopted by senior management summarizes the key guidelines that govern our actions. It includes, among others, the following statements:

- We align our thinking and actions with the needs and expectations of our customers and pursue long-term, partnership-based relationships.
- We develop, manufacture, and deliver products and services that are high quality, safe, energy-efficient, and economically sound.
- We continuously improve our energy-related performance by measuring and analyzing energy consumption and consistently leveraging optimization opportunities.
- We comply with all applicable legal, regulatory, and normative requirements and take these into account when designing our processes and products.
- We provide safe, health-conscious working conditions and promote a strong culture of safety awareness.
- We handle natural resources responsibly and strive to minimize environmental impact to the greatest extent possible.
- We are committed to the continual improvement of our management system, our processes, and our performance.

This policy is communicated internally through this management manual, is accessible to all employees via the intranet, and is available to interested external parties on our website. It provides the frame of reference for defining objectives and measures.

3.4 Strategic and Operational Objective Framework

Based on the mission statement, the policy, and the context analysis, senior management develops a structured objective framework. This framework encompasses:

- strategic corporate objectives (e.g., market positioning, degree of innovation, energy efficiency across the equipment portfolio),
- management system objectives (e.g., complaint rates, delivery performance, specific energy key performance indicators, continual improvement process share),
- departmental and process objectives (e.g., for sales, development, production, service, and energy management).

Objectives are formulated in measurable terms wherever possible, assigned to responsible parties with defined timeframes and key performance indicators, and coordinated through appropriate committees. Progress toward objectives is reviewed regularly on the basis of key performance indicators, reports, audit results, and management reviews. In the event of deviations, root causes are analyzed, corrective measures are defined, and their implementation is tracked systematically.

This approach allows employees to see how their daily tasks connect to the company's overarching objectives. For customers and auditors, the objective framework demonstrates that we manage our development in a structured manner rather than leaving it to chance.



3.5 Planning for Objective Achievement and Programs

Objectives alone are not sufficient — what matters is implementation. Accordingly, concrete programs and action plans are developed for all significant objectives.

These describe:

- which measures are planned to achieve the objective,
- who is responsible for implementation,
- what timeframe is planned,
- what resources are required,
- how the effectiveness of the measures will be verified.

Examples include projects aimed at reducing specific types of defects, improving on-time delivery performance, optimizing energy consumption in specific systems, or introducing new technologies.

Project results are documented and evaluated in the context of internal meetings and management reviews. Successful measures are transitioned into standard operations, and new programs are initiated as needed.



3.6 Roles, Responsibilities, and Authorities within the Management System

A central element of leadership within the integrated management system (IMS) is the clear assignment of roles, responsibilities, and authorities. Our roles and responsibilities matrix in the appendix to the management procedure instruction, together with the corresponding job descriptions, clearly defines who is responsible for which processes, records, key performance indicators, and decisions.

Key roles include, among others:

- senior management, as the highest responsible authority for the IMS,
- the quality and energy management / IMS representative, with coordination and control functions,
- process owners for the company's core processes,
- departmental managers,
- internal auditors.

This ensures that responsibilities are clearly defined and that overlaps or gaps are avoided. All specific responsibilities are listed in a separate overview in the intranet and are therefore visible to all employees. This also ensures that external auditors can quickly obtain an overview of responsibilities within the system.



4. Planning and Risk-Based Approach

Planning and risk-based thinking are at the core of modern management systems and are central requirements of both ISO 9001 and ISO 50001. This chapter describes how Rösler Oberflächentechnik GmbH identifies, evaluates, and manages risks and opportunities, how sustainability aspects are integrated into this assessment, and how concrete objectives and measures are derived from this process.

Our goal is not merely to react to events, but to recognize changes at an early stage, assess them, and actively shape our response. For us, planning means establishing clarity regarding direction, priorities, and resources — while always keeping in mind that underlying conditions can change continuously.

4.1 Principles of Opportunity and Risk Management

We view risks and opportunities as two sides of the same coin. Where risks arise, opportunities are often present as well — for example, to improve processes, introduce new technologies, or strengthen customer relationships. Conversely, opportunities that go unexploited can become risks over time.

From this understanding, we derive several guiding principles:

- Risks and opportunities are addressed deliberately.
- We do not leave risks and opportunities to chance; instead, we identify them systematically and incorporate them into decision-making.

Risk and opportunity assessments are an integral part of planning.

Whether the subject is new products, investments, process changes, or projects — we consider the impacts on quality, energy efficiency, sustainability, environment, safety, cost, schedules, and reputation. Evaluations are conducted transparently.

Not every topic requires a complex methodology. What matters is that assessments are traceable and repeatable and can serve as the basis for concrete measures. Measures are proportionate to the risks involved.

We focus our attention on the most significant risks and opportunities. This allows us to avoid excessive bureaucracy and concentrate on what delivers real value.

For customers and auditors, this approach sends an important signal: we do not merely react once a problem has already occurred, but fulfill our responsibilities proactively.

4.2 Risk and Opportunity Assessment Methodology

We apply a range of methods to evaluate risks and opportunities, selected according to the subject matter, complexity, and significance. The goal is not to employ as many methods as possible, but to use the most appropriate tools for each specific question.

Examples of methods used:

- simple risk matrix (classification by probability of occurrence and impact),
- structured checklists for typical risks in product realization,
- FMEA approaches (failure mode and effects analysis) for critical processes or products,
- SWOT analyses (strengths, weaknesses, opportunities, threats) in the context of strategic assessments,
- specific evaluations within energy management, such as for prioritizing energy efficiency measures.

The key steps involved are:

- identification of relevant risks and opportunities within the applicable context (e.g., process, project, site, technology),
- assessment of the probability of occurrence and potential impacts,
- evaluation against defined criteria,
- definition of appropriate measures (e.g., avoid, reduce, accept, transfer) or exploitation of opportunities (e.g., project initiatives, investments).

Documentation and record-keeping are carried out in an appropriate form — ranging from simple risk records to detailed analysis documents for complex topics. The results of such assessments are not an end in themselves; they feed directly into planning, prioritization, and management decisions.

4.3 Sustainability and Materiality Analysis

Beyond the conventional risk and opportunity assessment, we have already conducted a sustainability and materiality analysis on our own initiative. The purpose was to understand which environmental, social, and economic topics are of particular relevance to our company and our stakeholders.

The focus areas were:

- energy consumption and energy efficiency in our processes and systems,
- emissions (direct and indirect, where applicable),
- resource utilization and waste generation,
- occupational safety and health protection,
- qualification and satisfaction of our employees,
- capacity for innovation and long-term market positioning,
- the role of our products within the context of customer processes (e.g., their contribution to customers' energy efficiency).

This analysis will be repeated at appropriate intervals in the future — for example, as part of strategic workshops or in connection with management reviews. It helps us identify the most significant sustainability topics and establish priorities.

For customers and auditors, this demonstrates that we regard sustainability not as a short-term trend, but as a strategic topic that is systematically embedded in our management system.



4.4 Planning of Quality, Energy, and Sustainability Objectives

Concrete objectives are derived from the context analysis, stakeholder requirements, risk and opportunity assessments, and sustainability analyses. These objectives represent the operational expression of our strategy and policy.

Quality objectives may relate to, for example:

- complaint rates and defect types,
- process stability and process capability,
- delivery performance and on-time delivery,
- product reliability or service quality.

Energy objectives include, for example:

- reduction of specific energy consumption (absolute or specific),
- improvement of EnPIs/EnBs (energy performance indicators and baselines),
- use of alternative energy sources,
- reduction of energy losses and standby consumption.

Sustainability objectives may include, for example:

- reduction of specific waste quantities or emissions,
- increasing the proportion of reusable or recyclable materials,
- improvement of occupational health and safety metrics,
- raising awareness and training employees on sustainability topics.

Objectives are formulated as "SMART" as possible, linked to responsibilities, timeframes, and key performance indicators, and coordinated and approved in appropriate committees. They are reviewed regularly in meetings, reviews, and management evaluations.

For external auditors, the objectives and associated measures provide clear evidence that we do not merely declare our commitment to continual improvement but back it with concrete content.

4.5 Management of Changes

Change is part of everyday life in a dynamic organization. New products, new technologies, revised customer requirements, restructuring, capital investments, or new regulatory requirements — all of these can affect our processes, resources, risks, and opportunities.

Our change management process ensures that such changes are planned, assessed, and controlled. We consider in particular:

- impacts on product and process quality,
- impacts on energy consumption and energy efficiency,
- impacts on the environment and safety,
- impacts on personnel, competencies, and resources,
- required updates to documents, IT systems, and interfaces.

Depending on the scope and significance of the change, different approaches are applied — ranging from simple change requests and checklists to structured change projects. Significant changes are documented, approved, and subsequently reviewed for effectiveness and potential side effects.

For customers, this means that even when conditions change, they can rely on our structured approach and our continued focus on quality and reliability. For auditors, it demonstrates that we consistently apply the risk-based approach to change management as well.



5. Support (Resources & Competence)

A management system is only as effective as the people who sustain it, the infrastructure in which it operates, and the information on which it relies. This chapter describes the supporting elements that ensure the IMS of Rösler Oberflächentechnik GmbH functions not only on paper, but in day-to-day practice.

Resources are evaluated not only quantitatively, but also qualitatively: the focus is on the right people with the right competencies, suitable buildings and systems, an appropriate working environment, and well-managed knowledge, communication, and documented information. All of these factors contribute to making quality, energy efficiency, sustainability, and safety a lived reality.



5.1 Resource Management and Infrastructure

Resource management means providing the necessary means to implement, maintain, and further develop the IMS.

This includes:

Human resources: a sufficient number of qualified personnel in all relevant functions,

Technical resources: machines, systems, test devices, IT systems,

Financial resources: budgets for investments, projects, training, and improvement measures,

Time resources: sufficient time for training, project work, audits, and improvement activities.

When planning and allocating resources, both short-term tasks and long-term strategic objectives are taken into account. We assess which resources are required to meet standard requirements, statutory regulations, customer projects, energy efficiency measures, and improvement projects, and plan accordingly.

The infrastructure — buildings, systems, utility supply systems, traffic routes, IT networks — is designed, operated, and maintained in a manner that satisfies process requirements. In energy management in particular, infrastructure plays a significant role, as it contributes substantially to energy-related performance.

Customers and auditors can recognize from this that we do not treat our management system as an additional task, but consistently back it with the necessary resources.

5.2 Work Environment, Electrical Power Supply, and Technical Infrastructure

The work environment encompasses the physical, social, and organizational conditions under which employees perform their activities. We ensure that this environment supports the requirements for quality, energy efficiency, sustainability, safety, and health.

Physical aspects include, for example:

- ergonomically designed workstations,
- adequate lighting and ventilation,
- temperature and noise levels within permissible limits,
- suitable storage and transport conditions for materials.

Social and organizational aspects relate to:

- clearly defined tasks and roles,
- effective work organization and scheduling models,
- an open communication climate.

The electrical power supply and technical infrastructure are designed to ensure a reliable supply and to support energy-efficient operating practices. Significant energy consumers are identified, monitored, and optimized as needed. Maintenance and modernization measures take into account both availability and energy efficiency.

For audits, particularly within the scope of ISO 50001, structured information on the electrical power supply, measuring points, primary consumers, and implementation status of energy efficiency measures constitutes important evidence. For customers, it serves as an indicator that we deliberately shape the framework conditions for our processes.

5.3 Competence, Qualification, Training, and Awareness

Competent employees are the key to an effective management system. We therefore define the qualifications and competencies required for all activities relevant to quality, energy, safety, and the environment.

This encompasses:

- technical competencies (e.g., technical knowledge, application of standards, process knowledge),
- methodological competencies (e.g., working with key performance indicators, analytical and problem-solving skills, audit techniques),
- social and personal competencies (e.g., communication skills, sense of responsibility).

We ensure that employees are deployed with the required competencies and that qualifications are kept current. New employees are onboarded in a structured manner. This includes information on processes, products, safety requirements, energy and environmental aspects, and the IMS.

Regular training sessions and briefings cover topics such as:

- process and work instructions,
- safety-relevant topics,
- quality- and energy-related requirements,
- regulatory and legislative changes,
- internal policies and roles within the management system.

Awareness is of particular importance to us: employees should understand why certain requirements exist, what personal contribution they make, and what impact their actions have on customers, energy consumption, sustainability, the environment, and safety. We promote this awareness through communication, training, employee and feedback meetings, and involvement in improvement processes.



5.4 Knowledge Management and Lessons Learned

Knowledge is a central resource for our company — particularly in an environment where technological developments, standards, and customer requirements are continuously evolving.

We distinguish between:

- explicit knowledge (e.g., documents, instructions, standards, drawings, process descriptions),
- implicit knowledge (experience, skills, and intuition of employees).

The objective of knowledge management is to identify, document, make accessible, and sustainably preserve relevant knowledge.

This includes, among other things:

- the systematic documentation of procedures, processes, and settings,
- the recording of findings from projects, audits, complaints, and improvement measures,
- the structuring and filing of information in IT systems so that it remains findable and usable,
- measures to preserve knowledge during personnel changes (e.g., handover concepts, tandem models).

An important component is lessons-learned meetings: upon completion of projects or following significant events, we analyze what worked well and what can be improved. Where relevant, these findings are incorporated into processes, instructions, or training.

For customers and auditors, structured knowledge management indicates that we do not start "from scratch" with every challenge, but instead learn systematically from experience.

5.5 Communication (Internal and External)

We define how and through which channels internal and external communication is conducted to ensure that all relevant information reaches the appropriate target groups.

Internal communication includes, among other things:

- dissemination of information on objectives, key performance indicators, and results,
- announcement of changes to processes and documents,
- communication of safety and energy information,
- feedback and dialogue formats (e.g., meetings, employee reviews, workshops).

We use appropriate media for this purpose, such as meetings, emails, intranet, notices, or company-wide assemblies. Responsibilities for the dissemination of specific information are defined.

External communication relates in particular to:

- communication with customers (e.g., projects, delivery dates, changes, complaints),
- communication with suppliers and service providers (e.g., requirements, evaluations, joint projects),
- communication with authorities, banks, and other institutions,
- public relations activities where applicable, e.g., in connection with environmental or energy initiatives.

The objective is open, transparent, and reliable communication. For auditors, a clearly defined communication policy indicates that relevant information is not "lost" within the organization.



5.6 Documented Information and Document Management

Documented information is a central element of the management system: it makes requirements, processes, and results traceable and verifiable.

We distinguish between various types of documented information, e.g.:

- management manual,
- management procedure instruction,
- process descriptions and work instructions,
- data sheets,
- inspection and test device instructions,
- forms and checklists,
- records (e.g., inspection reports, measured values, audit reports, training records).

The following applies to the control of documented information:

- creation, review, and approval are carried out by defined responsible parties,
- documents are assigned unambiguous controls (scope of validity, title, version, date, responsible parties),
- only valid, approved versions are in circulation and may be used,
- obsolete versions are removed from active circulation or clearly identified as such,
- retention periods and archiving methods are defined,
- availability and access are regulated so that employees can quickly retrieve the documents relevant to them.

Electronic systems support document control and facilitate traceability of versions and approvals. For auditors, this constitutes key evidence that the requirements of ISO 9001 and ISO 50001 regarding documented information are met. For customers, it means that our statements and services are backed by structured, traceable policies.

6. Operational Planning and Control

Operational planning and control is the core of our day-to-day business. This is where it becomes visible how we translate our customers' requirements, standards, and regulatory specifications into concrete deliverables — and what structures we have established to ensure quality, energy efficiency, safety, and sustainability in ongoing operations.

For customers and auditors, this chapter is of particular interest because it shows how we work "in practice": from the initial inquiry through development and procurement, through manufacturing and inspection, to delivery and service.

The objective is to manage all key value-creation processes in a way that delivers reproducible, reliable results — while remaining open to continuous improvement.

6.1 General Requirements for Operational Control

Our operational processes are planned and controlled to reliably deliver the required results. Every key process is clearly structured: inputs, workflows, outputs, interfaces, responsibilities, and necessary resources are defined.

For operational control, this means:

- Process objectives are established and monitored through key performance indicators and measurands.
- Requirements relating to quality, energy efficiency, sustainability, environment, and safety are an integral part of process design.
- Inspection and release steps are integrated into workflows so that errors are detected and prevented as early as possible.
- Changes to processes are subject to a controlled change management procedure (see Chapter 4.5).

This creates a structure in which employees understand their tasks, know what matters, and recognize how their work contributes to the overall result. For customers, this is the foundation for their confidence in stable and reliable processes on our part.

6.2 Sales, Quotation, and Contract Review

The sales and quotation process is often the first point of contact between our customers and our company. This is where we establish the foundation for a relationship built on trust and a clear mutual understanding.

When customers approach us with an inquiry, we capture their requirements comprehensively. These include:

- technical specifications, drawings, norms, and standards,
- expectations regarding quality, function, safety, and documentation,
- requirements relating to energy efficiency or specific energy-related characteristics,
- operating conditions at the customer's site, interfaces to existing systems,
- delivery dates, project milestones, and scope of service,
- any industry-specific or regulatory requirements that the customer must meet.

We assess whether and how these requirements can be met. Relevant departments — such as development, engineering, manufacturing, and service — are involved in this process. Where necessary, alternatives or optimization proposals are developed that better support the customer's quality or energy efficiency objectives, for example.

The contract review ensures that all requirements are understood and evaluated before an order is accepted. Ambiguities are clarified with the customer, and deviations are made transparent. The objective is to prevent misunderstandings at a later stage and to establish a reliable basis for project execution.

6.3 Development and Engineering

Development and engineering is where the solutions that our customers will ultimately use are created. This is where we have the greatest influence on product quality, energy efficiency, sustainability, safety, and life cycle costs.

Development follows clearly defined steps:

- capture and analysis of customer and market requirements,
- development of concepts and solution variants,
- evaluation of variants with respect to function, quality, energy efficiency, sustainability, safety, and cost,
- detailed engineering, dimensioning, and selection of components,
- construction and testing of prototypes or pilot systems where applicable,
- documented reviews and approvals at defined milestones.

Standards, directives, and regulatory requirements are taken into account in engineering from the outset. Likewise, experience from previous projects, customer complaints, service reports, and energy reviews is incorporated into the design.

Particular attention is given to:

- safety-relevant functions,
- the energy performance of the system (e.g., drive technology, aggregate design, control),
- ease of maintenance and accessibility,
- integration into customer processes and their energy, quality, and sustainability objectives.
- Engineering changes are planned, documented, and evaluated. This ensures that no unintended effects on quality, energy efficiency, sustainability, or safety are introduced.



6.4 Procurement and Supplier Management

Our products are the result of a combination of in-house manufacturing and purchased components. The quality and reliability of our suppliers are therefore of central importance to the overall result.

In the procurement process, we first clearly define the requirements applicable to materials, components, and services.

These include:

- technical specifications, norms, and standards,
- quality requirements (e.g., inspection certificates, certifications),
- requirements relating to safety and functional characteristics,
- energy-related or sustainability-relevant criteria where applicable (e.g., energy efficiency of drives, environmental management at the supplier's site).

Suppliers are selected according to defined criteria and evaluated on a regular basis. Criteria may include quality, on-time delivery, service, communication, and — where relevant — the handling of energy and environmental matters. For critical suppliers or components, additional measures such as on-site visits, extended incoming inspections, or specific agreements may be applied.

Incoming goods inspections ensure that only materials and components that meet the specified requirements are used in further processing. Deviations are documented, evaluated, and resolved with the supplier. In this way, quality is assured throughout the entire supply chain.



6.5 Production, Manufacturing, and Assembly

In production, manufacturing, and assembly, designs are translated into real systems, assemblies, and products. Process control is particularly critical at this stage to achieve the planned levels of quality, energy efficiency, sustainability, and safety.

Our manufacturing processes are defined in detail through work plans, manufacturing documents, and work instructions.

These documents specify, among other things:

- the sequence of work steps,
- the machines, tools, and auxiliary equipment used,
- relevant parameters and tolerances,
- inspection and measuring points,
- specific safety or energy requirements.

We ensure that only approved, current documents are used and that personnel are trained on the relevant instructions. For critical processes — such as certain welding, assembly, or adjustment operations — additional requirements apply, including qualification records, special inspections, or documentation obligations.

Manufacturing is organized so that material flow, workplace layout, and information channels support quality and efficiency. Measures to reduce waste, shorten processing times, and improve energy efficiency are part of our continuous improvement efforts.



6.6 Inspection, Measurement, and Release Processes

To ensure that our products and services meet requirements, we have established structured inspection, measurement, and release processes.

These include:

- incoming goods inspections (e.g., visual inspections, dimensional checks, document reviews),
- in-process inspections during manufacturing (e.g., dimensional and functional checks, process controls),
- final inspections prior to delivery (e.g., functional tests, trial runs, acceptance tests),
- Inspection criteria, inspection scope, responsibilities, and documentation are defined.

Inspection and measuring equipment is selected appropriately, monitored, and — where required — calibrated or verified. This ensures that measurement results are reliable and traceable.

Release processes — such as the acceptance inspection of a system prior to shipment — are documented. Customers may be included in acceptance inspections upon request. This creates a high degree of transparency and confidence in the functionality and quality of our products.



6.7 Logistics, Warehousing, and Shipping

Logistics, warehousing, and shipping are critical links between internal processes and our customers. They ensure that materials and products are available on time and in perfect condition.

In the warehousing area, we pay attention to:

- appropriate storage conditions (e.g., dryness, temperature, cleanliness),
- clear identification and traceability of materials and products,
- defined storage locations and logical structures,
- suitable protective measures for sensitive parts.

Shipping processes ensure that products are complete, correctly packaged, and transported in accordance with requirements. Packaging is selected and executed so that products are protected during transport and storage. For international shipments, we take into account export and customs requirements as well as any country-specific documentation that may be necessary.

For customers, this means they receive systems and components in the condition they expect — ready for installation or use.



6.8 Service, Start-Up, and After-Sales

For us, service, start-up, and after-sales are not peripheral activities but an integral part of our service portfolio. They play a decisive role in ensuring that our solutions remain high-performing, energy-efficient, and safe throughout their entire lifecycle.

Start-up procedures are carried out in accordance with defined workflows.

These include, among other things:

- verification of the installation,
- functional tests and trial runs,
- parameterization and fine-tuning,
- briefing of operators and maintenance personnel,
- documentation of results.

Service offerings include maintenance, inspections, repairs, modernizations, and the supply of spare parts. We operate with clearly defined processes for order intake, scheduling, execution, and documentation. Insights gained from service operations feed back into development, manufacturing, and quality management. This allows us to identify recurring issues and address them systematically.

For our customers, our service provides important assurance that their systems can be operated reliably and energy-efficiently over the long term. For us, it is a valuable source of information for the further development of our products and processes.



6.9 Operational Energy Management

Operational energy management is the practical expression of ISO 50001 requirements in day-to-day operations. It focuses on measuring, analyzing, and systematically improving energy consumption.

We have identified significant energy consumers and — where technically and economically feasible — equipped them with metering or measuring devices. The collected data are evaluated on a regular basis. On this basis, we establish EnPIs (energy performance indicators), which make it possible to assess trends over time and compare different areas or systems.

Examples of measures in operational energy management include:

- optimization of operating hours, e.g., avoiding unnecessary standby consumption,
- adjustment of process parameters to reduce energy input while maintaining consistent quality,
- use of more energy-efficient drives, units, or lighting systems,
- improvement of heat recovery,
- raising employee awareness of energy-saving behavior.

For investments and major maintenance activities, we systematically evaluate potential energy impacts and take these into account in the decision-making process. The characteristics and results of energy management are summarized in energy reviews and management reviews (see Chapter 8).

6.10 Outsourced Processes and Services

Outsourced processes and services — such as specialized manufacturing steps, inspections, or service components — are controlled in a manner that ensures our requirements continue to be met.

We clearly define:

- which processes or services are outsourced,
- what requirements apply to these services,
- how we monitor compliance with these requirements.

We ensure that outsourced processes are integrated into the IMS by including them in our process map, our risk and opportunity assessments, and our documentation. Energy-related processes are currently not outsourced; therefore, the energy-related scope falls entirely within our responsibility.

6.11 Occupational Safety, Health, and Emergency Management

Occupational safety and workplace health management are fundamental prerequisites for stable, high-quality processes. We conduct hazard assessments to identify risks to employees and third parties. On this basis, we define technical, organizational, and personal protective measures.

At all relevant workplaces, safety requirements, PPE (personal protective equipment), and behavioral guidelines are documented. Recurring training sessions ensure that employees are familiar with and apply these requirements.

Emergency and incident response plans describe the procedures to be followed in the event of specific occurrences such as fires, leaks, power outages, or other safety-relevant situations. Responsibilities, reporting channels, and measures are defined. Drills and training sessions strengthen employees' ability to act decisively in an emergency.



6.12 Environmentally Relevant Operational Aspects

Even without a standalone environmental certification, we carefully consider the environmentally relevant aspects of our operations.

These include:

- handling of hazardous substances and chemicals,
- waste prevention, segregation, and proper disposal,
- emissions to air, water, and soil,
- noise, dust, odors,
- resource use and material efficiency.

We define appropriate measures to reduce negative environmental impacts and to reliably comply with legal requirements. Disposal partners are selected deliberately and evaluated on a regular basis. Where appropriate, we align environmental objectives with energy and quality objectives, for example when optimizing production processes.



7. Customer Focus and Stakeholder Management

Beyond structured processes and key performance indicators, it is above all the relationships with our customers and other interested parties that determine the success of our company. This chapter describes how we identify customer requirements, how we communicate with our customers, how we use complaints and feedback, and how we engage with other stakeholders.

Our goal is to view customers not merely as "clients", but as partners. Together with them, we aim to develop solutions that are technically convincing, economically sound, and sustainably meet their requirements for quality and energy efficiency.

7.1 Identification and Evaluation of Customer Requirements

Customer requirements form the starting point for many processes within the company. We therefore place great importance on capturing these requirements completely, accurately, and clearly.

This is accomplished through:

- systematic capture of requirements during the inquiry and quotation phase,
- review of specifications, drawings, standards, and guidelines,
- clarification of open items in direct discussions with the customer,
- consideration of existing customer standards or framework agreements.

We assess the extent to which requirements are compatible with our capabilities and with applicable legal and normative requirements. Where discrepancies exist, we make these transparent and work together with the customer to develop possible solutions.

In this way, we ensure that customer expectations are realistic and achievable and that our engagement is based on a shared understanding.

7.2 Customer Communication and Information Provision

Transparent and open communication is a foundation for long-term customer relationships. We define clear communication channels and points of contact for different subject areas (e.g., sales, project management, service, quality).

During the quotation and project phase, we coordinate with our customers on technical details, project plans, schedules, and milestones. When relevant changes occur — such as changes to specifications, delivery dates, or general conditions — we communicate proactively and discuss solutions together.

We provide the information required for the operation and maintenance of our products, such as operating manuals, maintenance plans, safety information, or guidance on energy-efficient use.

Defined points of contact are available for questions or issues. In this way, we foster a communication culture based on trust, professionalism, and a solution-oriented approach.

7.3 Complaint Management and Customer Satisfaction

Despite all precautionary measures and structured processes, complaints or dissatisfaction cannot be entirely ruled out. What matters is how we handle them.

Complaints are:

- systematically recorded,
- evaluated promptly,
- analyzed technically and organizationally,
- addressed with clearly defined measures.

We apply proven root cause analysis methods to not only resolve the immediate issue but also to identify and eliminate underlying causes. Corrective actions and, where appropriate, preventive actions are planned, implemented, and reviewed for effectiveness.

We capture customer satisfaction not only through complaint data but also through informal feedback, project reviews, on-site visits, and — where appropriate — structured surveys. The insights gained feed into objective-setting and improvement projects.

For our customers, this demonstrates that we take their feedback seriously and view it as an opportunity for improvement. For auditors, it is evidence that we practice the PDCA cycle (Plan-Do-Check-Act).

7.4 Engagement with Other Interested Parties

In addition to our customers, there are numerous other interested parties whose requirements we consider and with whom we maintain contact.

These include in particular:

- **Employees:**
They are key contributors to our management system. We involve them in improvement processes, keep them informed of developments, and offer opportunities for participation.
- **Suppliers and service providers:**
We regard them as partners in the value chain. Their performance has a direct impact on our quality and energy efficiency. We therefore maintain an open, respectful exchange and expect the same understanding of quality, safety, and sustainability.
- **Authorities and institutions:**
We maintain a factual, cooperative working relationship, fulfill legal requirements, and communicate transparently on relevant matters.
- **Neighbors and the public:**
We act responsibly with regard to the environment, emissions, and traffic, and are available as a point of contact for questions or concerns.
- **Financial partners (e.g., banks, insurance companies):**
We provide reliable information and demonstrate through our management system that we actively manage risks and think long-term.

Conscious engagement with these stakeholders strengthens confidence in our company and our IMS — both internally and externally.

8. Performance Measurement, Monitoring, and Analysis

Delivering performance is one thing — making performance transparent, measurable, and manageable is another. This chapter describes how Rösler Oberflächentechnik GmbH systematically measures, monitors, and analyzes the quality of its processes and products, its energy-related performance, and other relevant aspects.

In doing so, we not only fulfill key requirements of ISO 9001 and ISO 50001, but also establish the foundation for well-informed decisions, targeted improvement measures, and open, fact-based communication with customers, employees, and auditors.

8.1 Measurement and Monitoring of Process and Product Quality

The quality of our processes and products is monitored using appropriate key performance indicators and measurands. The objective is to detect deviations early, understand trends, and deploy improvement measures in a targeted manner.

Key elements include:

Quality metrics:

We capture and analyze, for example, complaint rates, defect types, scrap and rework rates, on-time delivery performance, service cases, or specific process-related key figures. These metrics are updated regularly and reviewed in appropriate forums.

Process monitoring:

Processes of high significance for quality or safety are monitored more intensively. This may be accomplished through targeted process capability studies, regular process audits, defined in-process inspections, or external testing. The objective is to ensure stable, capable processes.

Product inspections:

Product quality is assured through incoming goods inspections, in-process inspections, and final inspections (see Chapter 6.6). The results of these inspections provide important data for evaluating our quality situation.

The data collected are not merely gathered but actively used. Regular comparisons across time periods, products, areas, or locations allow patterns and areas for improvement to be identified. For customers, this demonstrates that we do not leave quality to chance but monitor it in a structured and transparent manner.

8.2 Energy Measurement, EnPIs, and Energy Performance Assessment

In energy management, the systematic capture and evaluation of energy consumption is central. We identify significant energy consumers at our sites and equip them — where technically and economically feasible — with appropriate metering technology.

The core components are:

Energy measurement:

We capture energy data (e.g., electricity, gas, and other media as applicable) at meaningful time resolutions. Measurements are taken at various levels — from overall site data down to individual systems or process areas.

EnPIs (Energy Performance Indicators):

EnPIs are derived from the measurement data to reflect our energy-related performance. Examples may include: energy consumption per production unit, per operating hour, per product group, or for specific areas. These EnPIs enable comparisons over time and across different areas.

Baselines (EnBs):

Appropriate reference conditions (baselines) are defined as a basis for evaluating changes. On this basis, we can assess whether energy efficiency measures are delivering the expected results.

Energy review:

In regular energy reviews, we analyze trends in consumption and EnPIs, evaluate influencing factors (e.g., production volume, operating hours, weather), and identify new potential for improvement measures.

This systematic approach demonstrates to customers and auditors that we treat energy management not as a mere formality but as a genuine lever for improving our performance and reducing energy consumption and costs.

8.3 Data Analysis, Reporting, and Key Performance Indicator Systems

The data collected from quality, energy, sustainability, environment, safety, and other areas are analytically evaluated and presented in a clear format. The goal is not to generate as many metrics as possible, but to identify the right metrics, consolidate them, and use them in a targeted manner.

We pay attention to:

Relevance:

Metrics should enable statements about important objectives and risks — not create "data graveyards".

Transparency:

Visualizations, trend displays, comparison charts, and reports should be understandable and actionable for management and employees alike.

Regularity:

Metrics are collected and reviewed at defined intervals (at varying frequencies depending on the subject).

Responsibilities:

For each metric or group of metrics, it is defined who reports it, who interprets it, and who is responsible for related measures.

The results of the analyses are discussed in appropriate forums (e.g., departmental meetings, "energy rounds", quality meetings). On this basis, measures are initiated or existing measures are reviewed.

This is how raw data becomes active management.

8.4 Internal Audit

Internal audits are a central instrument for verifying the conformity and effectiveness of the IMS. They help us identify strengths, recognize improvement potential, and ensure that normative requirements, legal requirements, and internal regulations are adhered to in day-to-day operations.

The key elements of our audit program are:

Audit program:

An audit program is established on the basis of risk analyses, process orientation, results of previous audits, and management priorities. It defines which areas/departments, processes, and locations are to be audited and within what timeframes.

Audit planning:

A plan is prepared for each audit, describing the scope, objectives, criteria, audit team, schedule, and areas involved. This enables structured preparation and clear expectations on both sides.

Execution:

Internal auditors conduct interviews, walkthroughs, and document reviews. They verify whether requirements are understood and implemented, whether documented information is being applied, and how effectively processes are designed.

Audit reports:

Results are documented — including findings, observations, and any nonconformities. The reports are discussed with the responsible parties to ensure understanding and transparency.

Follow-up on actions:

Actions are defined for identified nonconformities and relevant improvement potential. Their implementation and effectiveness are tracked.

We view internal audits not as "fault-finding", but as a valuable feedback system. For auditors, it is a sign of a mature system when internal audits are taken seriously, conducted openly, and lead to concrete improvements.

8.5 Management Review

The management review is the central element in which senior management assesses the suitability, effectiveness, and strategic alignment of the IMS. It is far more than a formal report — it is a management tool.

As part of the management review, the following information is considered, among other things:

- results of internal and external audits,
- feedback from customers and other interested parties,
- key performance indicators for quality, energy, sustainability, environment, and safety,
- status of objective achievement and effectiveness of action programs,
- results of energy reviews,
- information on risks and opportunities, changes in context, and legal requirements,
- resource requirements and competency needs,
- proposals for improving the IMS, processes, and services.

On the basis of this information, senior management makes decisions regarding

- whether the IMS is suitable and effective,
- what adjustments to policy, objectives, or strategies are necessary,
- what resources are to be provided or reprioritized,
- which improvement projects are to be initiated or intensified.

The results of the management review are documented and communicated to relevant members of management. They form the basis for planning in the next cycle. For customers and auditors, the management review is clear evidence that the IMS is actively managed and utilized by top management.

9. Nonconformities, Corrective Actions, and Continuous Improvement

No system is perfect — what matters is how a company handles deviations, errors, and improvement potential. This chapter describes how Rösler Oberflächentechnik GmbH manages nonconformities, how we control corrective and preventive actions, and how we have embedded continuous improvement as a core principle of our operations.

For customers and auditors, this is a particularly meaningful area: it reveals whether a management system exists only "on paper" or whether it is genuinely used to learn from errors and drive further development.

9.1 Handling of Nonconformities and Deviations

Nonconformities are deviations from defined requirements — whether in products, processes, or elements of the management system.

These include, for example:

- products that do not meet specifications,
- Processes that do not proceed as described or that produce results outside of tolerances,
- failure to meet standard requirements or statutory requirements,
- deviations in key performance indicators that point to systematic problems.

We have established procedures to identify, record, evaluate, and address such deviations. In the product-related area, this may mean, for example:

- quarantining affected parts or systems,
- assessing the scope and impact,
- deciding on rework, rejection, or other corrective actions,
- notifying affected internal or external parties (e.g., customers), where necessary.

Process-related nonconformities lead to a root cause analysis and, where applicable, to adjustments of workflows, documents, training, or resources.

It is important to us that nonconformities are not concealed or "suppressed", but are addressed openly and handled constructively. Only in this way can the management system demonstrate its full strength.

9.2 Corrective Action Management, Root Cause Analysis, and Effectiveness Verification

For significant nonconformities, recurring problems, or structural issues, we initiate corrective actions and — where appropriate — preventive actions. We apply structured root cause analysis methods, such as:

- "5-Why" analyses,
- cause-and-effect diagrams (Ishikawa),
- FMEA approaches, where applicable,
- structured review sessions or team workshops for problem analysis.

The objective is not merely to treat the symptom, but to understand and eliminate the underlying root causes. The resulting actions are documented with assigned responsibilities, deadlines, and resources.

Effectiveness verification is a critical step: after an action has been implemented, it is reviewed to determine whether the problem has actually been resolved, whether it has recurred, or whether any side effects have emerged. Only when this review yields a positive result is an action considered effectively closed.

This structured approach demonstrates to customers and auditors that we address problems systematically rather than simply "fighting fires" on a case-by-case basis.

9.3 Continual Improvement and CIP Structures

Continual improvement is a core principle of our integrated management system. It is not only about responding to problems, but about proactively identifying opportunities to further optimize our processes, products, energy efficiency, and collaboration.

We use a variety of approaches and structures for this purpose:

Ideas and suggestions program (CIP management):

Employees may submit improvement suggestions, which are evaluated, implemented, and — where the benefit warrants it — rewarded.

Workshops and project work:

Teams address specific topics, such as process optimization, error reduction, shortening of processing times, or improvement of energy efficiency.

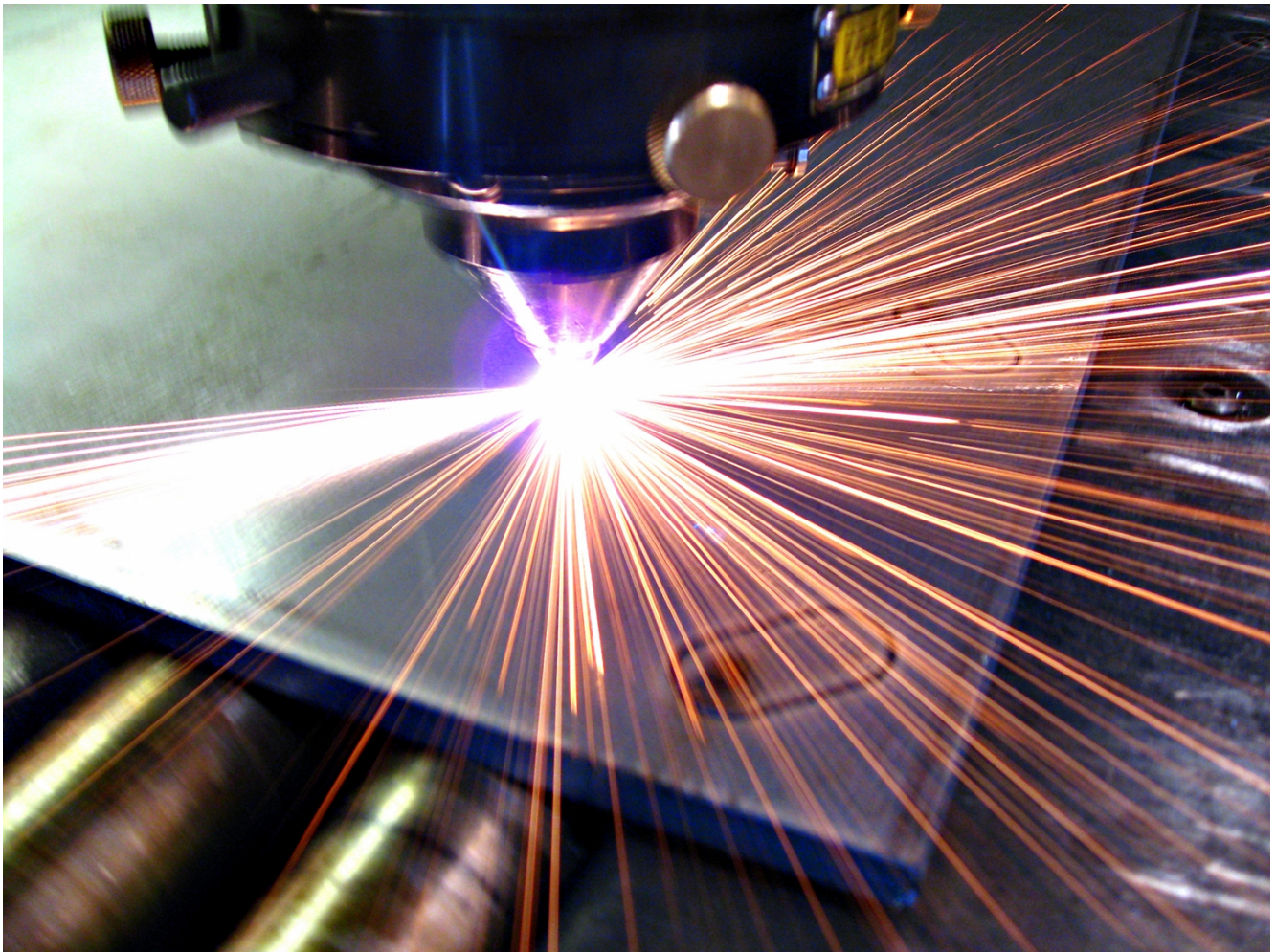
Lessons learned:

Following projects, audits, or significant events, experiences are evaluated, positive examples are highlighted, and areas for improvement are identified.

Regular reviews of key performance indicators and results:

Key performance indicators are systematically reviewed and actions are derived in departmental meetings and management forums.

Continual improvement is therefore not a one-time project, but an ongoing process. For customers, this means they are partnering with an organization that consistently works on its own development. For auditors, a visible CIP process is a strong indicator of the maturity and effectiveness of the management system.



9.4 Focus Projects on Energy Efficiency, Sustainability, and Innovation

In addition to ongoing improvements, we deliberately initiate focus projects in which topics of strategic importance are consolidated.

These may include:

- development projects aimed at increasing energy efficiency in specific production areas or systems,
- transitions to new technologies or processes with improved energy or environmental performance,
- projects to reduce waste, emissions, or specific consumables,
- innovation projects in which new product or service concepts are developed.

Clear objectives, resources, schedules, and responsibilities are defined for such projects. Where possible, energy-related and economic effects are estimated in advance and measured after implementation. Findings from these projects are in turn incorporated into standard processes and the management system.

These focus projects demonstrate — both internally and externally — that we use our management system not only to stabilize existing processes, but also to actively advance our development and pursue new directions.



10. Closing Statement

This integrated management manual describes in a structured manner how we at Rösler Oberflächentechnik GmbH think and act with regard to quality, energy efficiency, safety, sustainability, environment, and sustained economic success. It shows how we design our processes, how we assume and distribute responsibility, how we manage risks and leverage opportunities, and how we measure, review, and improve.

At the same time, this manual is deliberately more than a collection of regulatory texts. It is intended to provide orientation for our employees, to offer insight to our customers and partners, and to present auditors with a clear, structured picture of our system. It reflects the standard we set for ourselves: to act reliably, responsibly, and with a focus on the future.

We recognize that no system is ever "finished" once and for all. Markets change, technologies evolve, statutory requirements are updated, and the expectations of customers and society shift. Our integrated management system is therefore deliberately designed to be capable of further development — through new insights, through feedback, through audit results, and through the experience we gain in working together with our customers and partners.

This manual is a snapshot of a living system. It is sustained by the participation of the people who work with it every day. Every employee is invited to contribute their thinking, ask questions, submit ideas for improvement, and thereby help ensure that we are not only compliant with standards, but above all effective and compelling.

To our customers and external stakeholders, we wish to express:

You can rely on the fact that behind our products, systems, and services stands a management system that is carefully conceived, clearly structured, and consistently implemented. We are a partner that does not merely promise quality, energy efficiency, and sustainability, but has embedded them in its daily operations — and that is prepared to be measured against these standards.

To our auditors, we wish to make clear:

We regard standards and audits as valuable tools that help us identify blind spots, align ourselves with established best practices, and further sharpen our system. We are open to observations and actively use audit results to advance our IMS.

With this management manual and the associated management procedure instruction, Rösler Oberflächentechnik GmbH sets out transparently how it shapes quality, energy efficiency, and sustainability, how it assumes responsibility, and how it meets the challenges of the future.

We are convinced: a strong, lived management system is not an end in itself, but an essential building block for remaining a reliable and innovative partner for our customers — today, tomorrow, and in the years ahead.

**To live our mission and vision...
... we must say what we think,
... we must do what we say.
And we must, in what we do,
also be it.**



Oliver Grün

Geschäftsführung



Stephan Rösler

Geschäftsführender
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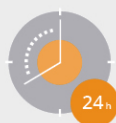
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Germany

Rösler Oberflächentechnik GmbH
Werk Memmelsdorf
Vorstadt 1
D-96190 Untermerzbach
Tel.: +49 9533 / 924-0
Fax: +49 9533 / 924-300
info@rosler.com

Rösler Oberflächentechnik GmbH
Werk Hausen
Hausen 1
D-96231 Bad Staffelstein
Tel.: +49 9533 / 924-0
Fax: +49 9533 / 924-300
info@rosler.com

USA

Rösler Metal Finishing USA, L.L.C.
1551 Denso Road
USA-Battle Creek
MI 49037
Tel.: +1 269 / 4413000
Fax: +1 269 / 4413001
rosler-us@rosler.com

France

Rösler France
Z.I. de la Fontaine d'Azon
CS 50513 - St. Clément
F-89105 Sens Cedex
Tel.: +33 3 / 86647979
Fax: +33 3 / 86655194
rosler-fr@rosler.com

Italy

Rösler Italiana S.r.l.
Via Elio Vittorini 10/12
I-20863 Concorezzo (MB)
Tel.: +39 039 / 611521
Fax: +39 039 / 6115232
rosler-it@rosler.com

Switzerland

Rösler Schweiz AG
Staffelbacherstraße 189
Postfach 81
CH-5054 Kirchleerau
Tel.: +41 62 / 7385500
rosler-ch@rosler.com

Spain

Rösler International GmbH & Co. KG
Sucursal en España
Polg. Ind. Cova Solera C/Roma, 7
E-08191 Rubí (Barcelona)
Tel.: +34 93 / 5885585
Fax: +34 93 / 5883209
rosler-es@rosler.com

Netherlands

Rösler Benelux B.V.
Reggestraat 18
NL-5347 JG Oss
Postbus 829
NL-5340 AV Oss
Tel.: +31 412 / 646600
rosler-nl@rosler.com

Belgium

Rösler Benelux B.V.
Lenniksebaan 451
B-1070 Anderlecht
Tel.: +32 2 / 3610200
rosler-be@rosler.com

Austria

Rösler Oberflächentechnik GmbH
Hetmanekgasse 15
A-1230 Wien
Tel.: +43 1 / 6985180-0
Fax: +43 1 / 6985182
rosler-at@rosler.com

Romania

Rösler Romania SRL
Str. Avram Iancu 39-43
RO-075100 Otopeni/ILFOV
Tel.: +40 21 / 352 4416
Fax: +40 21 / 352 4935
rosler-ro@rosler.com

Russia

Rösler Russland
Borovaya Str. 7, bldg. 4, office 107
111020 Moscow
Tel. / Fax: +7 495 / 247 55 80
rosler-ru@rosler.com

Great Britain

Rösler UK Ltd.
Unity Grove, School Lane
Knowsley Business Park
GB-Prescot, Merseyside L34 9GT
Tel.: +44 151 / 4820444
Fax: +44 151 / 4824400
rosler-uk@rosler.com

Brazil

Rösler Otec do Brasil LTDA
Av. Antonio Angelo Amadio, 1421
Centro Empresarial Castelo Branco
18550-000 Boituva
São Paulo - Brasil
Tel.: +55 15 / 3264-1117
Tel.: +55 15 / 3264-1112
info@rosler-otec.com.br

China

Rösler SURFACE-TECH (BEIJING) CO., LTD.
Beijing Office
Fu Hua Mansion, Office A-11-K
No. 8, Chao Yang Men North Avenue
Beijing 100027, P.R. China
Tel.: +86 10 / 6554 73 86
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