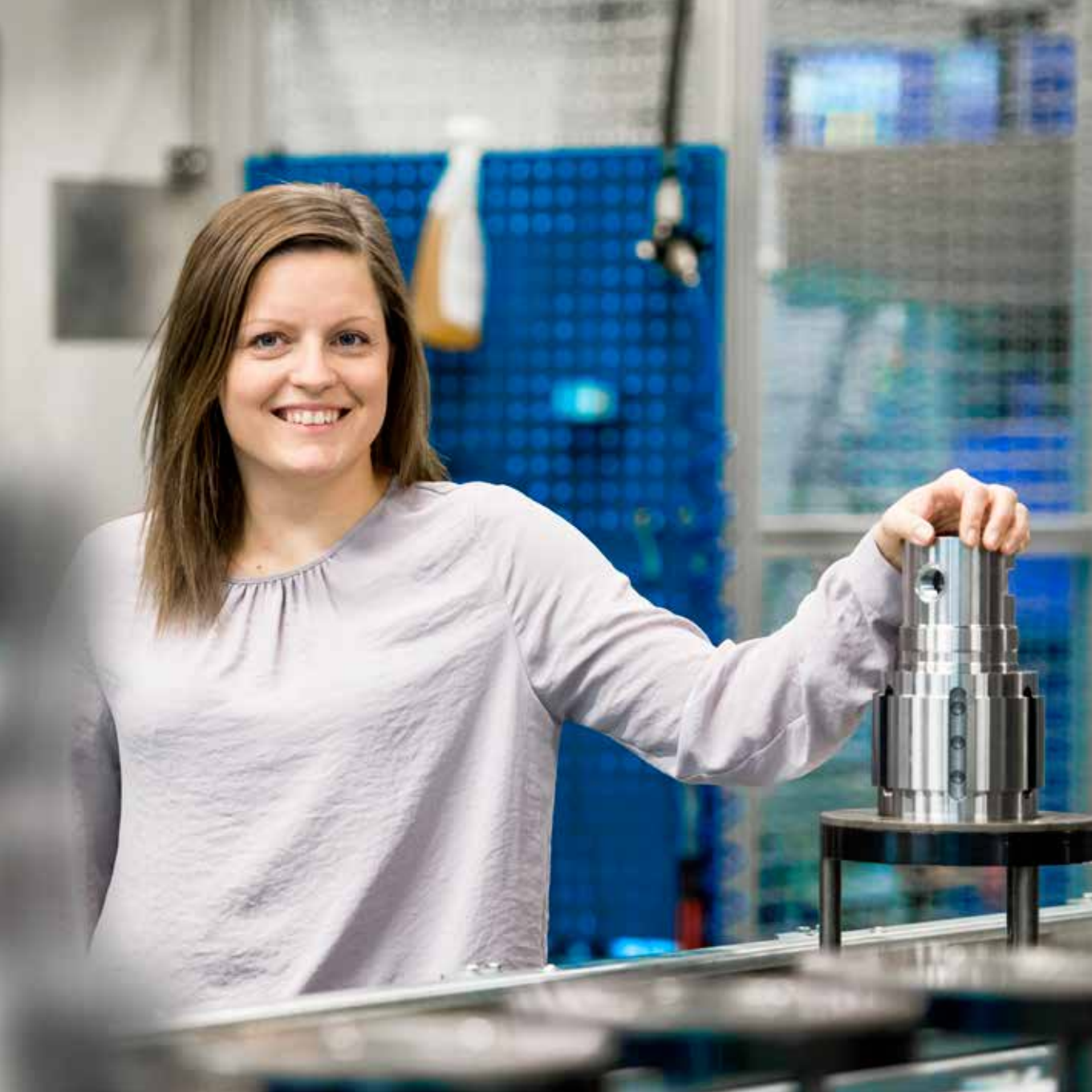
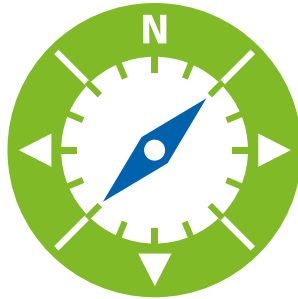




Indexator's philosophy





Indexator, you and I

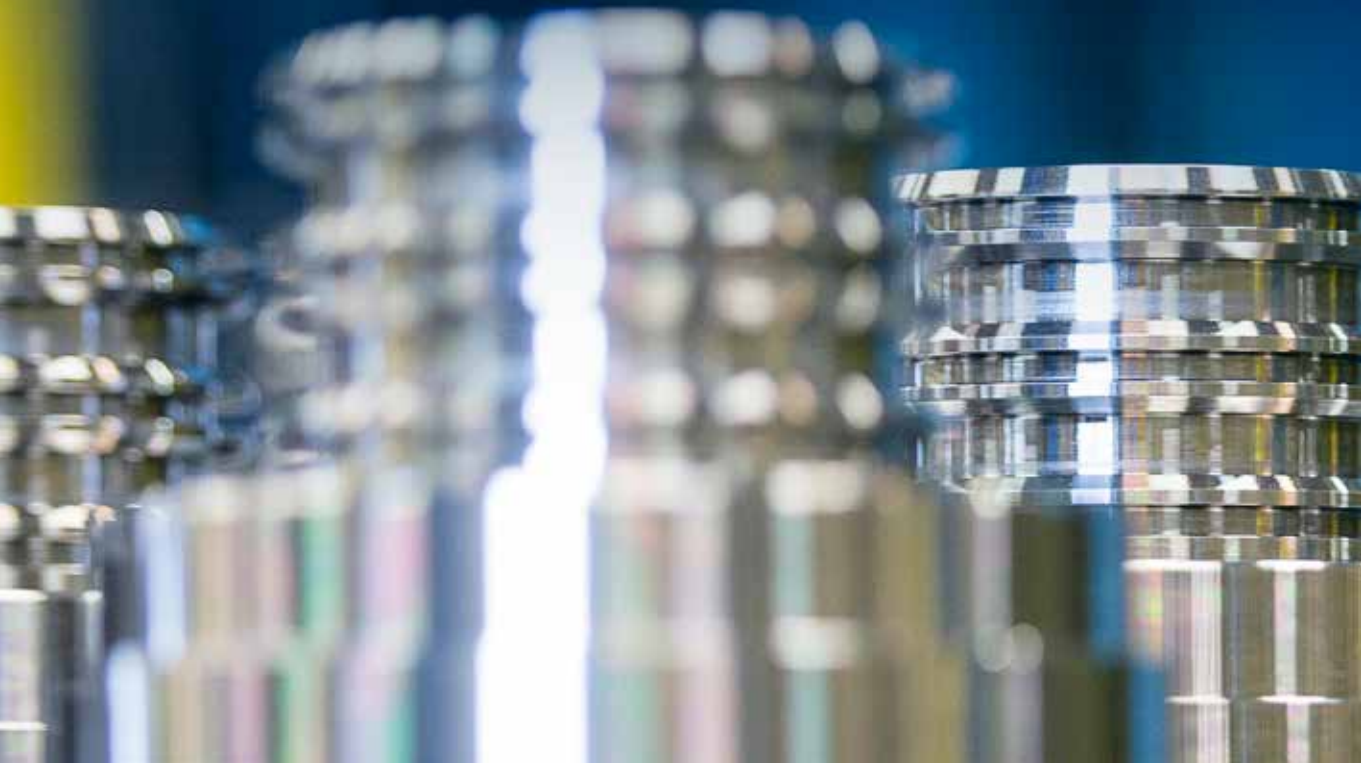
VISIONS and strategies have always been an integral part of Indexator. They act as a support for decision making at all levels of the business.

Prioritising is often required in decision making. In what direction should we move? What is most important? What do we stand for? Indexator's philosophy is a useful aid in these situations.

This must also be a representation of our common method of looking at how our business should be run, regardless of where in the organisation, what country or in what market we operate.

The business concept

INDEXATOR ROTATOR SYSTEMS offers rotators and accessories for tools on working machines. We have customers all over the world. Through continuous development, we meet customers' high expectations for functionality and total economy.



The vision

WE WANT TO BE recognised by our customers as a world-leading supplier and development partner for rotator solutions. By offering the best products and the strongest brand, we will provide our customers with clear added value.



Being an employee and leadership





Being an employee

INDEXATOR IS A WORKPLACE that strives to ensure job satisfaction and personal development. In order for us to keep our promises to our customers and to lead development we need creative, committed and proactive employees.

Every employee is responsible for contributing to the development of the workplace and to their own development.

We act responsibly and respect our surroundings, as well as consider how our actions affect our work colleagues, business partners, customers and suppliers. We are convinced that the group's combined abilities are greater than the input of individuals.







 **Indefor**
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The leadership



OUR LEADERSHIP is based on a positive view of people, where their potential will be taken into consideration. Diversity and gender equality in the workplace are viewed as strengths that contribute towards efficiency, profitability and well-being.

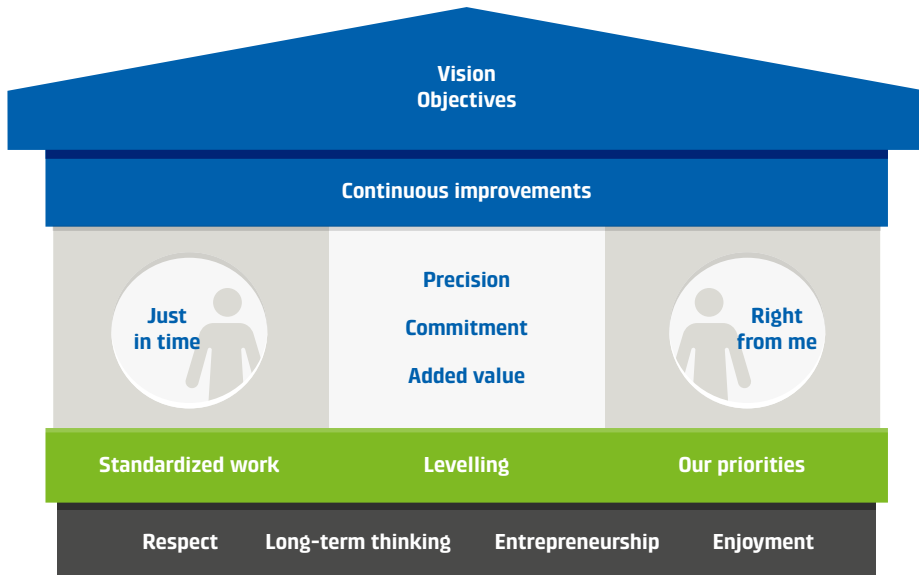
An Indexator manager in the company must stimulate and motivate his or her employees to continue to develop and improve, as well as setting a good example. A mutual respect

between the manager and the employee is a basic requirement for this development.

A manager is respected for being honest and assuming responsibility and at the same time daring to act with courage and integrity. Through means of open communication and constructive feedback, you generate participation and clarity in what is expected from every employee.

Our explanation model

Indexator's philosophy is the heart of our business and we describe this as a house, an explanation model for how we must think and work to attain our goals and visions.







**Our core values
– the basic
prerequisites**

Our core values

- the basic prerequisites

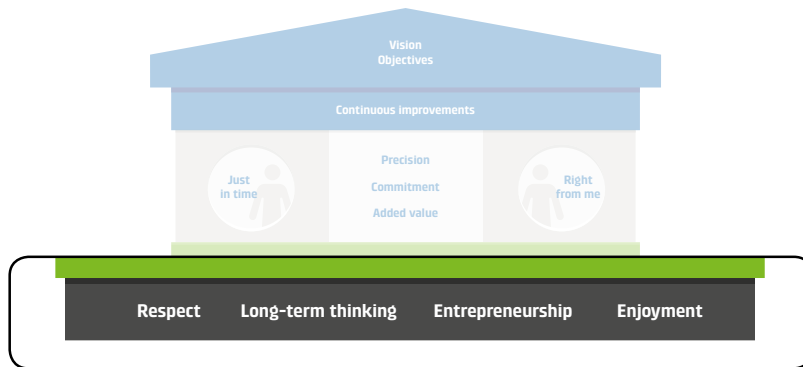
When building a house, a strong foundation is a prerequisite for the continued construction. At Indexator the foundation is the basis of our values and it is the values that will guide us when making decisions.

Respect

Respect is a basic prerequisite that enable us to thrive in the workplace. Respect covers many different things, such as all people being of equal value, a positive view of people as well as equality and diversity. Respect is a value we carry with us in everything we do and is something that characterises our business culture.

Long-term thinking

Indexator thinks long-term. We always strive to do what is right, even if it sometimes is not profitable in the short term. Decisions must be well-founded and based on substantiated facts. By keeping our promises to customers, suppliers, society, the environment and each other, our work will generate long-term advantages for us and our surroundings.



Entrepreneurship

Indexator was founded by Allan Jonsson, and his entrepreneurship has been a success factor for our company. This spirit of enterprise is something we wish to preserve and something all our employees are encouraged to use during their day-to-day work. To be an entrepreneur at Indexator is to see new possibilities and challenge ingrained work practices.

Enjoyment

It is important to thrive at work since work represents a major part of our time. When we enjoy our time at work we also generate conditions for a workplace where development and continuous improvements are at the centre.

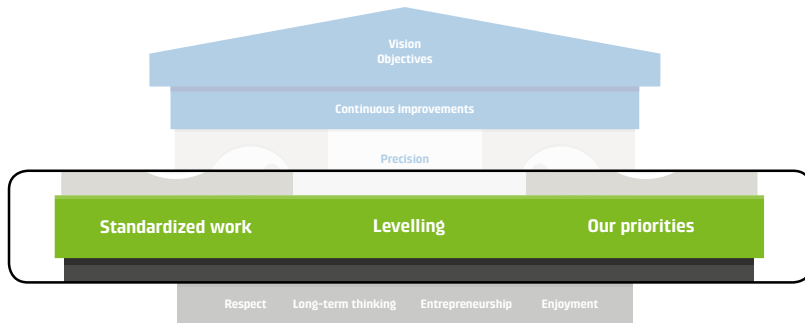


**Our supportive
principles**



Our supportive principles

By working with our supportive principles – the floor of the house – we generate conditions for success in raising the walls of the house, just in time and right from me.



Standardized work

The definition of standardized work is “the best known working method right now, according to our priorities”. Meaning we must always follow the standardized working methods, but also strive to improve them.

Levelling

Levelling serves to even out the workload in terms of work content and quantity. Levelling is a prerequisite for success with Indexator’s main principles “Just in time” and “Right from me”.

Our priorities

We meet situations daily where we need to prioritise. This is why we have developed an order of priority for important issues before a decision is made. This approach generates increased value for the customer, employees and the company's owners.

1. Safety and the environment

We are continuously seeking new and creative working methods to fulfil our obligations. But we always put safety first. Before we proceed with our decisions or actions, we must ensure that we do not compromise the safety of our employees, the customer or the environment.

2. Quality

Before we make deliveries we must ensure that the quality of the product is what the customer expects. The quality must be right from the beginning and therefore ease the functions further on in the chain. Continuous improvement should permeate the whole company and is one of the tools we use to maintain the right quality.

3. Delivery

Our customers must trust that we deliver what we promised, when they want it and in the right quantity.

The work to shorten lead times to satisfy customers needs must always be in focus.

4. Finance

Long-term thinking in all parts of the company is important for the profitability of Indexator. Our finance does not come before safety, quality or delivery in the short term, but it is built instead by everyone's long-term work for continuous improvement.





**Just in time,
right from me**

Just in time

The left wall of the house of our philosophy consists of the principle “Just in time”, and is intended to improve the flow. There are five underlying principles to “Just in time”.

Takt time

Takt time means striving to achieve levelling for each manufacturing process and to deliver a product at a predetermined takt time interval.

At the right phase

The right phase is in line with administrative processes. By fine tuning we can stick to agreed time frames and equalise the work.

Continuous flow

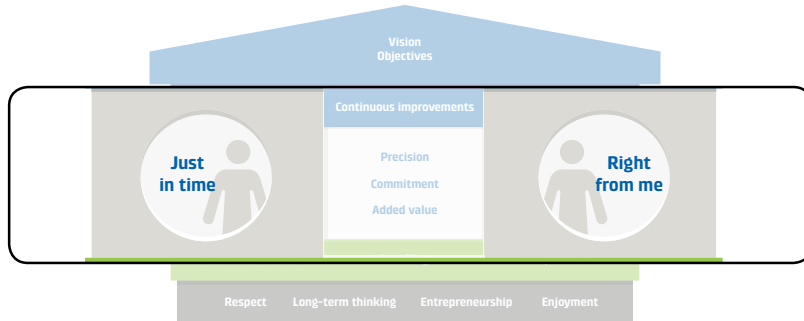
Means that materials and information must move in an even flow, like running water. In this way we avoid buffers that lead to waiting time.

Pull system

Ensures that all the manufacturing processes are known to each other instead of acting as independent units. The customer is the core of the pull system and sends a signal to the delivery process about the requirement for a delivery of a certain product.

Requested work

Requested work is similar to the pulling system and means that there must be a demand for what we do.



Right from me

The right wall of the house of our philosophy refers to providing high and consistent quality. There are four underlying principles to “Right from me”:

Stop and solve the problem

Means that all employees have a mandate and responsibility to take immediate action when a problem occurs. Problems in products or services must not be sent on in the flow, the operation must be stopped and the problem investigated.

Find the root cause

If a non-conformance occurs in the flow it is important to do an analysis to find the underlying cause of the problem. It is only then that long-term action can be put in place, and stop the non-conformance occurring again.

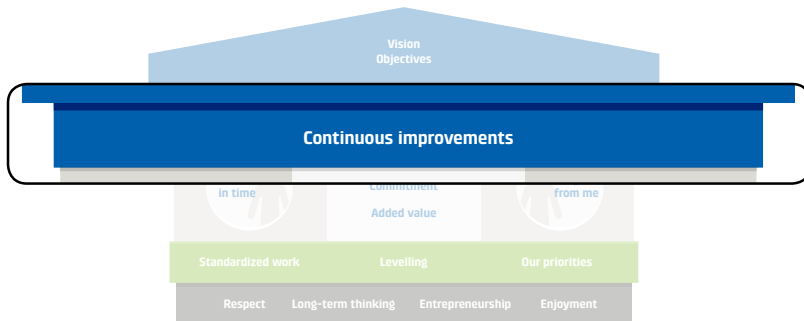
Built-in quality

This is about building quality into the product or service before or during the process, instead of checking the quality at the end of the process.

Follow the standardized work

Is extremely important to achieve the required quality. To follow the standardized working methods is also to live by our common values.





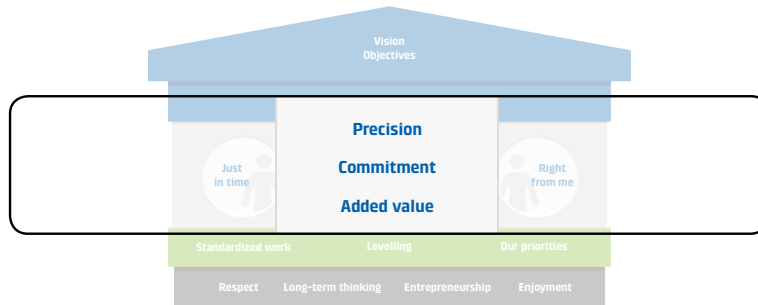
Continuous improvements

CONTINUOUS IMPROVEMENTS MAKES UP THE CEILING of the house and is an important principle in reaching our goals and thereby our visions. Continuous improvements is about learning and finding new and better working methods in order to achieve better results. We should always ask the question "is there a better way to do this task?"



**Our promises
to the customer**





Our promises to the customer

In the centre of our house are our internal and external customers and stakeholders. Indexator always gives three promises:

Precision

- Our products are technologically a world leader and have the promised quality.
- We deliver the right product just in time and to the right place.
- We keep our promises and promise no more than we can keep.

Commitment

- We show understanding of and commitment to the customer's own business.
- We listen to our customers' wishes and points of view.
- We are professional and efficient problem solvers.

Added value

- Our products give the best total economy for the customer.
- Our products increase flexibility for the customer.
- We generate new business opportunities for the customer.



Indexator Rotator Systems AB is a global leader in the manufacture of rotators, swivels and accessories. Today, Indexator is an extremely strong brand in the forestry, material handling and recycling industries all over the world. The company conducts world-class R&D that includes a dedicated, in-house test lab that international equipment manufacturers also turn to to develop new products and functions. A high proportion of our sales goes to export, with around 80 percent of production being sold to more than 40 markets around the world.

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