

Lean Enterprise at Coherent

A key aspect of our approach to quality is waste reduction in all forms. We do this in two ways: through our Cost of Quality (COQ) program and our Coherent Lean System (CLS) program. By reducing waste, we can better protect the environment, improve safety, increase employee and customer satisfaction, and reduce costs.

At many of our manufacturing facilities around the world, our COQ program collects and studies data monthly, allowing us to categorize, identify, and reduce waste streams. Results include opportunities for cost savings and to enable higher quality levels in our manufactured and shipped products. The program also includes a measure for the social cost of carbon emissions, which represents the GHG impact of our business operations. This puts further business focus on the need to drive emissions reductions.

Building a Culture of Continuous Improvement and Lean Thinking

Through our CLS program, we are building a sustainable Lean culture across Coherent. This includes using less energy and fewer resources. Coherent sites and teams establish annual CLS productivity improvement activities and projects, with employees encouraged to take on two Lean activities each year. To support them, we offer in-depth Lean onboarding training. While all aspects of performance are candidates for Lean projects, we place special emphasis on the following:

- Water consumption reduction
- Solid waste generation reduction
- Energy use reduction
- GHG emissions reduction
- Yield improvements
- Labor optimization
- Work-in-process inventory reduction
- Increased inventory turns
- Lead time reduction
- Shorter design-to-manufacturing cycles
- Design-to-cost optimization
- Quality enhancement
- Capital optimization
- Cash flow optimization
- Overhead optimization

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Revision History

Revision	Date	Description of Change	Requested By
Original	July 20, 2026		