

INDUSTRY

BENCHMARKING

GUIDELINES 2026 – FOR YEAR 2025

NOTE: PARTICIPATION IS RESTRICTED TO EPMA MEMBER COMPANIES!
ANY ENTRY FROM NON-MEMBER COMPANIES WILL NOT BE CONSIDERED.
 Please refer to the EPMA website for membership conditions.

SUMMARY OF DATA REQUIRED

Ref		
1	General	
11	Information on Entry	
111	Company	
112	Site	
113	Holding Company	
12	Coordinator	
121	Name	
122	Position	
123	Phone	
124	Fax	
125	e-mail	
13	Information on Site	
131	Employees	
132	Turnover (euro)	
134	Location	
135	Product Category	
2	Operating Business Performance Measures	Units
21	Delivery Achievement	%
22	Customer Returns	ppm
23	Not right first time	ppm
24	Productivity	euro per person
25	Inventory Stock turn	number
26	Production space utilisation	euro/sq metre

27	OEE		%
28	Training per employee		hours per person
29	Cost of non conforming product after final stage		%
30	Energy usage		%
31	Average price		euro per kilo
32	Turnover with new parts		%
33	Mean time required for tool changing		
331	<100 ton presses		hours
332	100-250T presses		hours
333	250-850T presses		hours
34	Production personnel		
341	Participation		number
342	Paid hours per person		hours
343	Gross yearly average wage		euros
35	Absenteeism		%

6	Customer Profile	% of your sales to automotive market by each Tier below:	Notes
60	Tier 0		
61	Tier 1		
62	Tier 2		
63	Tier 3		
64	Total sales to automotive market as % of your total turnover		

Guidelines for completion

112 Site: Where companies have more than one site or more than one product, the benchmarking return may be made either by **Product Category** or by **Site**.

135 Product Category: select from: (please insert the nearest category):

Equipment supplier:	EQ
powder manufacturer:	POW
sintered component manufacture:	
Ferrous Parts:	SF
Hardmetals:	HM
semi-finished products:	SEMI
other (please specify)	

21 Customer Delivery Achievement

Customer Delivery Achievement measures how well a supplier matches the planned delivery requirements of the customer on a yearly basis

Unit: % - percentage

Definition: total quantity supplied during **2025** (defective parts or powder included) against customer schedule (to be defined by each individual site/company) being the requirement less

a) the quantity shipped early or late

b) incorrect quantity

For consignment stock: quantity late = (number of days below minimum agreed stock level) x (average customer consumption)

(Note: you may wish to ignore small orders)

22 Customer Returns

(product condition after shipment)

The number of Customer Returns is a measure of how the customers perceive the quality of the delivered products on a yearly basis

Unit: ppm (parts per million)

Definition: total quantity of unacceptable products supplied to the customer and agreed as reject by both the customer and the supplier in **2025** - divided by the total quantity of components or powder delivered in **2025** to all customers - multiplied by one million

23 Not Right First Time

(product condition immediately prior to shipment)

Not right first time is a measure of the product meeting the agreed specification. It counts the number of defective parts, not the number of defects (e.g. a single part with several defective aspects is to be counted as one Not Right First Time part/powder unit)

Unit: ppm (parts per million)

Definition: total quantity of parts or product produced in **2025** which are not right first time (i.e. both scrap and rework quantity; rework includes repairs at the production line) divided by the total quantity of parts/powder produced in **2025** multiplied by 1 million.

24 Productivity - Value Added per Employee

Value added per employee is a financial measure that relates the value added to the product to the number of direct people involved in the conversion process

Unit: Euro/person

Definition: sales value of all products manufactured in **2025** less cost of raw materials, bought out components, subcontracted processing, consumable stores, loose tools, repairs and maintenance of plant and equipment, heat, light and power, transport, packaging, production services and other purchased services (i.e. added value is the sum of profit, depreciation, rent and insurance, payroll and benefits, financial charges and administration overhead including in-house R&D) divided by the total number of employees (see Notes A and B below)

Note: in past years this has caused some confusion. Typical figures might be expected to be in the range 30 000 to 200 000 euros per person

25 Inventory Stock Turn

Inventory Stock Turn measures how frequently the stock, raw material, work in progress and finished goods are turned over in relation to the sales revenue of a product. Inventory levels are key indicators of the "leanness" of the process and are directly related to the simplicity of production flows.

Unit: number

Definition: sales value of all products manufactured in **2025** divided by the appropriate* value of total inventory (raw materials, work in progress, finished goods). This indicator should be calculated on a calendar year basis i.e. from 1 January to 31 December. All products owned or controlled should be taken into account even if they are not physically located on site e.g. consignments stocks held at customers.

**(preferably average, but if this is not available, end of year)*

26 Production Space Utilisation

Production space utilisation relates the plant space to the generation of sales and demonstrates how the effective use of space can reduce the fixed cost element of the unit

Unit: Euro per sq. metre (see Note B below)

Definition: sales value of all products produced during **2025** divided by the total production space including all storage areas but excluding specialist R&D facilities etc. Areas currently not in use but already owned/constructed in view of future expansion should be included in the calculation.

27 Overall Equipment Effectiveness (OEE)

OEE is a total measure of performance that relates the availability of the process to productivity and quality. It shows how well the company is utilising resources, which include the equipment, the labour and the ability to satisfy the customer in terms of matching the quality specification

Unit: %

Definition: OEE is the product of the theoretical availability of the equipment multiplied by its performance level and its quality rate, as per attached flowchart (see Note C below). The calculation is made for the average performance across key equipment within a plant (it is not intended that equipment not in volume or in normal production is included in the calculation of the average). The definition of "key equipment" being that equipment which is of major importance to the manufacturing capability of the plant, as defined per the relevant plant manager. The OEE should be average performance during **2025** for the relevant key equipment.

28 Training per Employee

average time spent on training each employee

Unit: hours per person

Definition: training per employee expressed as total training hours per year divided by number of employees. Employees are the same as those included in the productivity per employee calculation (see Note B below). Includes both external training courses and internal training courses.

29 Cost of Internal non-conformities

Cost of internal non-conformities considers the costs arising from products or processes not in compliance with quality requirements. For ease of use, only defects found internally in the company are considered.

Unit: % percentage

Definition: total annual units in **2025** of internal scrap and internal rework divided by the total annual manufacturing cost in **2025** and multiplied by 100. Internal scrap includes all defective products - resulting from faulty manufacturing or assembly that (1) does not meet quality requirements after being reworked and (2) reasonably cannot be used for any other purpose. The overall costs including labour, material and overheads must be considered. Revenues from selling scrap shall not be deducted. Internal rework encompasses the activities aimed at making a non-compliant product meet the quality requirements. Unsuccessful rework is also considered rework; it does however usually generate scrap costs in addition to rework costs. The manufacturing cost is defined as the sum of labour, machine costs, tool change costs and special costs on a yearly basis.

30 Energy usage

energy costs as % of total turnover

Unit: %

Definition: (Cost of electricity) + (cost of gas used for energy purposes only) divided by turnover

31 Average price

average selling price per kg

Unit: euros per kg

Definition: sales turnover divided by weight of parts/powder equal to that sales turnover

32 Turnover with new parts

fraction of turnover which has come from new business

Unit: %

Definition: turnover of parts made and sold from toolsets new during the year/ quantity of powder blends made and sold which are to new specifications as a fraction of total turnover. This does not include minor modifications to old specifications.

33 Mean time required for tool changing

Unit: hours

Definition: measured from the moment whereon the previous production run stops up to the first "good" piece (green part to specification: right densities, right dimension, no cracks) is produced and full-scale production starts after the tool change. The part should have a complexity of "class VI": Multilevel parts of any thickness and contour. Figures to be stated for three classes of presses.

34 Production personnel

The figures 341-343 refer to direct production personnel including line supervision, highly skilled and those with more general engineering training. Excludes maintenance, design and all other categories.

341 Participation of production personnel

Unit: number

Definition: number of ideas per year received and implemented divided by number of production personnel.

Note: Typical figures might be expected to be in the range 0 to 6

342 Paid hours of production personnel

Unit: hours

Definition: total hours paid, including overtime, divided by total employees.

Note: Typical figures might be expected to be in the range 1 500 to 2 500 hours

343 Gross yearly skilled production personnel average wage

Unit: euros

Definition: gross salary in euros paid but excluding social costs.

Note: Typical figures might be expected to be in the range 30 000 to 45 000 Euros in West Europe.

35 Absenteeism

This refers to personnel from production and all other departments including design, sales, and administration.

Unit: %

Definition: total number of hours lost for any reason without any exception divided by total legal working days (but not including overtime) in **2025**.

6 Customer Profile

How much of your total turnover goes finally to the automotive market; of this, how much goes directly to the Vehicle Manufacturers defined as follows:

- Tier 0 = OEM Vehicle Manufacturers including (1) Vehicle Assembly plants (2) Powertrain Assembly Plants (Engine and Transmission) (3) Replacement or Spare Parts divisions of the major OEMs
- Tier 1 = the component makers that ship direct to Tier 0.
- Tier 2 = the companies that ship to Tier 1
- Tier 3 = the companies that ship to Tier 2

Notes

A) The total number of employees includes all personnel directly involved in and contributing to the site performance but excludes all corporate staff and central company specialist areas such as a corporate R&D activity.

B) The financial values in other currencies must be converted into Euro at a fixed exchange rate (rates on 31st December **2025**) in order to eliminate the effect of currency variations from the Benchmarking. Consult the table below.

Table 1 Exchange rates from the European Central Bank¹ for 31 Dec 2025

Code	Currency	1€=
USD	US dollar	1.1750
JPY	Japanese yen	184.09
BGN	Bulgarian lev	1.9558
CZK	Czech koruna	24.237
DKK	Danish krone	7.4689
GBP	Pound sterling	0.87260
HUF	Hungarian forint	385.15
PLN	Polish zloty	4.2210
RON	Romanian leu	5.0968
SEK	Swedish krona	10.8215
CHF	Swiss franc	0.9314
ISK	Icelandic krona	147.20
NOK	Norwegian krone	11.8430
TRY	Turkish lira	50.4838
AUD	Australian dollar	1.7581
BRL	Brazilian real	6.4364
CAD	Canadian dollar	1.6088
CNY	Chinese yuan renminbi	8.2262
HKD	Hong Kong dollar	9.1464
IDR	Indonesian rupiah	19640.83
ILS	Israeli shekel	3.7471
INR	Indian rupee	105.5965
KRW	South Korean won	1696.94
MXN	Mexican peso	21.1180
MYR	Malaysian ringgit	4.7682
NZD	New Zealand dollar	2.0380
PHP	Philippine peso	69.266
SGD	Singapore dollar	1.5105
THB	Thai baht	37.218
ZAR	South African rand	19.4439

¹ https://www.ecb.europa.eu/stats/policy_and_exchange_rates/euro_reference_exchange_rates/html/index.en.html

(C)

OVERALL EQUIPMENT EFFECTIVENESS (OEE)

