

Naveen Jindal
Chairman

Dear Gilani Sahab,

It gives me immense pleasure in sharing the improvements we all have achieved together at JSPL through the implementation of Theory Of Constraints (TOC) in the last financial year 2016-17.

We have been able to increase our JSPL India Sales by about 2%, & EBIDTA by 17% in 2016-17 over 2015-16.

You have helped us in understanding the criticality of improving cash through reduction in receivables, inventories, export incentives etc. The net impact of all these concentrated efforts has been a reduction in our gross working capital by Rs. 1100 Crores in 2016-17. This reduction is over and above the reduction of Rs. 2500 Crores achieved in the 2015-16. In all in the last two years we have reduced our gross working capital by about 56% in spite of increasing sales.

This has resulted in increasing not only our financial performance but also teamwork and self-confidence in our management team.

I appreciate your energy and relentless focus on reviewing all aspects of our operations week after week.

I wish you all the very best in your crusade for quantum improvement in the performance of organizations in India through TOC.

Kind regards



Naveen Jindal

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