



20<sup>th</sup> July 2019

**Sub: Improvement in Tata Advanced Systems performance**

Dear Mr. Gilani,

At the onset, I would like to place on record our sincere thanks to you for your invaluable contribution made over the last year towards the performance improvement made at TATA Advanced Systems Limited's (TASL's) detail parts facilities viz. TATA Sikorsky Aerospace Limited (TSAL) and the TATA Centre of Excellence (TCoE).

Our FY19-20 Q1 performance results have just been published. Through the implementation of TOC concepts and your unrelenting guidance, both plants have displayed a sea change in metrics as compared to the previous year.

At TSAL, our 13 week moving average Throughput, T/I and T/OE are at an all-time high. In parallel, the average cycle time of parts has reduced from the earlier 120 days to 60 days. The inventory levels (inclusive of raw material, WIP, and FG) have reduced by 30% reaching an all-time low even when production rates are ramping up to an all-time high. OTD across customers has increased from the earlier 60% to 85% and remains our focus area for the next year. Basis this, we now have greater certainty in meeting our delivery dates and have been able to free-up spare machine capacity within our existing infrastructure. Both these have bolstered our confidence in meeting customer expectations and seeking future work.

Additionally, I would also like to share the immense progress we have made in our new plant for GE precision parts. With the adoption of the TOC principles we were able to tweak our greenfield facility design to focus on the constraint areas. Using your concepts, we were able to remove a lot of the unnecessary shackles that would have prevented us from focussing on our key machines and processes. Consequently, we are currently ahead of our plan for the year FY19-20.

It is amazing how the inherent conditioning of trying to optimise every process distracts us from seeing what is simple and right ahead of us. Your support has been instrumental in our journey of improvements and we believe with the motto of "Better That Before" we shall be able to take on the next set of challenges for further improvements.

Sincerely,

A handwritten signature in blue ink that reads 'Masood'.

Masood Hussainy

**TATA ADVANCED SYSTEMS LIMITED**

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