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LUCAS-TVS LTD., PADI, CHENNAI-600 050, INDIA.

22 April 2014

Chinmaya Institute of Management #7 D'Cost Layout, 1 st Cross, (Close to ITC Factory), Bangalore -560084

Atten: Mr. H.V. Vasuki

Dear Sir,

Sub: Letter of Appreciation

We are really thankful to you for long association with our TVS group for nearly 14 years to make our manufacturing process lean. You have helped us a great deal in changing not only our process and also all our key suppliers towards Lean in the last 14 years. Your guidance has helped us to achieve during application & implementation the DEMING application and excellence awards, which have strengthened our delivery commitment, reduce lead times, reduce quality defects and reduce cycle time.

You always believe in hand holding sessions and with this, we have travelled to excellence in our journey. We have summarised below the major improvements that the lean initiative has brought about.

GRADUAL PERFORMANCE IMPROVEMENTS DURING LAST 5YEARS

- Cost to produce down 20%
- Manufacturing lead time decreased by 50%
- Overall cycle time decreased by 60%+
- WIP down by 30%

Contd.:2





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- Cost of quality reduced by 60%+
- Factory floor space reduced by 30 40%
- Purchasing costs down 5% every year
- On-time performance to promise improvement by 40%
- On-time performance to request improvement by 60%
- 5S Score 50% TO 95%

I trust that we will continue working together in this Lean journey and will recommend your services to other companies and associations looking to improve their performance.

Regards,

Yours sincerely

Dr N Ravichandran Executive Director