



Jaros Consulting s.r.o.
Senovážné náměstí 978/23
110 00 Praha 1 - Nové Město

March 25, 2013

REFERENCE LETTER

Our company contacted Jaros Consulting Ltd. based on several personal references from the automotive and electronics industry in May 2012.

We hereby refer that Jaros Consulting Ltd. delivered the following services for Avia Ashok Leyland Motors, Ltd. in the period between June 2012 and January 2013:

1. Motivational training course for the international sales team of Avia Ashok Leyland Motors under the title "How to succeed in negotiation with Customers", which took place in Prague on 25 June 2012.
2. Consulting services aimed at improving efficiency in the planning, procurement, internal logistics and the production process at Avia Ashok Leyland Motors, starting from the procedural and personnel audit towards implementation through the specific improvement projects:
 - a) Revision of the of external and internal processes in the purchase (Supply Chain Management)
 - b) Revision of the of external and internal processes in the production (Operational Excellence)
 - c) Interim management of the purchasing department (Procurement)

The motivational training of the sales team as well as the realized process improvement projects have fulfilled our high expectations. Jaros Consulting Ltd. have delivered all the ambitious goals completed at 100% and thus have contributed to improving the competitiveness of our company on the European and North American truck markets.

We have evaluated the cooperation with this company as highly successful. A characteristic feature for Jaros Consulting Ltd. is the high commitment to goals, flexibility and responsiveness, professionalism arising from the deep theoretical knowledge and practical experiences, together with the strong customer centric attitude.

Ing. Tomáš Jiříčka
Chief Operating Officer, Proxy

Ing. Vít Subert
Human Resources Director, Proxy

Annex 1: List of projects delivered by Jaros Consulting for Avia Ashok Leyland Motors

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Fax:	+420 225 142 051	DIČ:	CZ27422356		RBS BANK, Praha, ČR účet č. 210817 / 5400
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Annex 1: List of projects delivered by Jaros Consulting for Avia Ashok Leyland Motors between 1 June 2012 and 31 January 2013

Project A: Revision of the of external and internal processes in the purchase (Supply Chain Management)

Period: 1.6. – 31.8.2012

Activities: The services provided include the following activities:

- (i) revision of the purchasing processes;
- (ii) revision of the purchasing links to the logistics and the production;
- (iii) revision of the organizational structure of the purchasing department;
- (iv) problems in the supply of materials.

Goals till 31.8.2012:

1. Analyse the internal and external purchasing process, including links to the production and logistics; present findings together with proposed corrective actions.
2. Stabilize the timeliness and quality of supplies from India (Ashok Leyland).
3. Prepare the new master purchase contract and have it signed with the key suppliers.
4. Present a proposal for restructuring the purchasing department.

Project B: Revision of the of external and internal processes in the production (Operational Excellence)

Period: 17.9. – 14.12.2012

Activities: The services provided include the following activities:

- (i) revision of the production processes;
- (ii) revision of the production links to the sales and the purchase;
- (iii) revision of the material flow in the production;
- (iv) revision of the organizational structure of the production department.

Goals till 14.12.2012:

1. Present a new process design in the planning and control of production orders in relation to the sales and the purchase.
2. Set the visual management in the production.
3. Propose a concept of the internal logistics and material flow in the production.
4. Present a proposal for restructuring the manufacturing sector.

Project C: Interim management of the purchasing department (Procurement)

Period: 1.11.2012 – 31.1.2013

Activities: The services provided include the following activities:

- (i) temporary management of the Purchase Department;
- (ii) active support during the recruitment and training of new purchasing manager;
- (iii) project implementation of an automated MRP system.

Goals till 31.1.2013:

1. Take over duties of the head of purchasing and manage the Purchase Department.
2. Train the new manager of purchase.
3. Ensure the implementation of an automated MRP system.

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