

Power Conversion Division - IEC LD, ANEMA

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Siemens Energy and Automation
Power Conversion Division USA

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Joseph Lindsay Chief Engineer
Lindsay Engineering
4709 Paseo Maravilla
Camarillo, CA 93012

Dear Mr. Lindsay:

Condition monitoring as part of a predictive maintenance process, is in my professional opinion, an asset to any business that cultivates a continuous improvement idealogy releasing tremendous untapped asset utilization, capacity, quality and ultimate profitability. These are the items of interest that we are measured by today and using solid professional people in the upfront planning for given equipment is value add.

Prior to 2001, Siemens Solar Industries, Camarillo (now Shell Solar Industries) experienced moderate to low equipment OEE ratios resulting in poor quality and run rate efficiency in production and facilities support equipment. The business was losing money and continued operation was in jeopardy.

A team of experienced operations people were brought in by Siemens to introduce more sophisticated but basic technology oriented *process* changes. Serving as Director of Equipment and Facilities Maintenance, and with your services, an integrated team introduced enhanced equipment maintenance and facilities systems to this end. Note that this was after an interval of due diligence search for a Southern California based company with extensive experience in signature vibration analysis (SVA) resulting in the selection of Lindsay Engineering. Lindsay Engineering's efforts directly contributed results as witnessed by the following:

- **Exceed PM/Downtime ratio for all areas as measured 2.5/1**
- **Achieve uptime average of 96% in 2.5 years**

This in part was achieved through interpretation of a data base of equipment "signatures" and management of the PM process incorporating parts replacement and scheduled interval overhaul prior to catastrophic failure. In addition, Mr. Lindsay's 25 year experience in condition monitoring was proactive in achieving cost reduction goals and objectives associated with maintenance and facilities budgets. Mr. Lindsay's personal attention to His customer's needs is value added with all projects at hand. If any prospective business customers would like additional information about how Lindsay Engineering created a success story at Siemens/Shell Solar Industries, you can telephone me at (909) 229-2774.

Sincerely,
Michael A. Miskus Project Manager, IEC LD Motors,
Power Conversion Division, Norwood, OH 45212

Siemens Energy and Automation,
909-229-2774