MATRIX MILLS

Weekly Production KPI Analysis Report

04 May 2026 – 10 May 2026 | Week 2 | 20 Machines | 16,320 Spindles

Includes Week-on-Week Comparison with Week 1 (27-Apr – 03-May 2026)

TOTAL PRODUCTION Week 2	AVG DAILY OUTPUT	AVG GPS (40s)	AVG UTI %
63,942 Kg	9,134 Kg	93.4	93.76%
7 Working Days	Prev: 9,386 Kg	Prev: 94.7	Prev: 94.69%

AVG WASTE %	AVG EBHSH	AVG END MENDING	AVG ADT
0.99%	6.0	4.7	3.28
Prev: 1.12%	Tgt: ≤6.00 | Prev: 6.25	Tgt: ≤3.00 | Prev: 4.9	Tgt: ≤3.50 | Prev: 4.2

Week-on-Week Snapshot: ADT improved from 4.2 to 3.28 min (✔ BETTER) | EBHSH: 6.25 → 6.0 (✔ BETTER) | EMT: 4.9 → 4.7 min (✔ BETTER) | Rogue Sp: 196 → 167 avg (✔ BETTER) | Waste: 1.12 → 0.99% (✔ BETTER)

Report Period	04 May 2026 – 10 May 2026 (7 Working Days)
Comparison Period	27 April 2026 – 03 May 2026 (Week 1, 6 Working Days + 01-May Holiday)
Plant / Mill	MATRIX Mills
Machines	20 Active Ring Frame Machines | 16,320 Spindles
Count Mix	10s K/Slub, 16s Slub, 20s Karded/Tencel/Slub, 30s Tencel, 40cc, 41k, 9sl SKML, 32s/41s Karded
Prepared On	11 May 2026

REPORT CONTENTS

1. EXECUTIVE SUMMARY

Week 2 Overview: MATRIX Mills completed a full 7-day working week from 04 to 10 May 2026, producing a total of **63,942 Kg** with a daily average of **9,134 Kg**. This compares with a 6-day Week 1 average of 9,386 Kg. The first four days (Mon–Thu) delivered strong outputs of 9,638–9,852 Kg with UTI above 95%. However, the final three days (Fri–Sun) saw a notable drop in production to 8,154–8,619 Kg with UTI falling to 88.56–93.73%, signalling a weekend pattern concern that requires investigation.

Significant KPI Improvements vs Week 1: ADT improved dramatically — from a Week 1 average of 4.2 min to 3.28 min in Week 2. Crucially, **all 7 days met the 3.50 min target** (07-May achieved 2.99 min — best of both weeks). **Rogue Spindles reduced sharply** — Week 1 average was 196 machines; Week 2 average is 167, a significant improvement though still far above the ≤10 target. **Waste % improved** — Week 1 average 1.12% vs Week 2 0.99%, with four days recording below 1.0%.

Persistent Concerns — Unchanged from Week 1: End Mending Time (EMT) remains above the 3.00 min target every single day (range: 4.28–4.91 min). While slightly improved vs Week 1 (avg 4.90 vs 4.90), the gap to target is unchanged. **Idle Spindles** continue to breach target on all 7 days (14–19 machines, 70–95%). **EBHSH** exceeded the 6.00 target on 3 of 7 days (04-May: 6.16, 09-May: 6.19, 10-May: 6.23) — an upward trend at week-end is concerning.

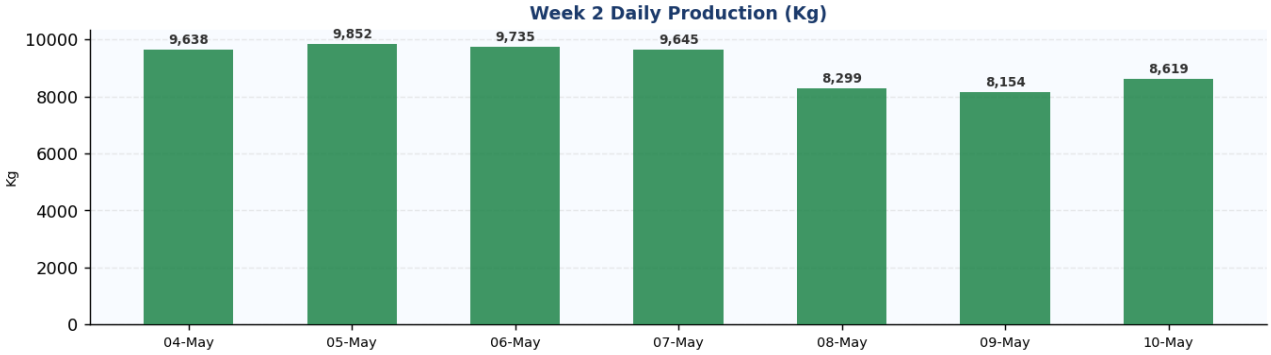
New KPI — Worst Spindles: From 05-May onwards, "Worst Spindles" is reported as a separate KPI (target ≤10 machines). Values ranged from 4 to 8 machines — all within the ≤10 target. However the upward trend (04-May: 3 machines tagged under RogueNo → 10-May: 7 machines as Worst Spindles) must be arrested. RF08, RF14, RF17, RF20 are the most frequently flagged machines.

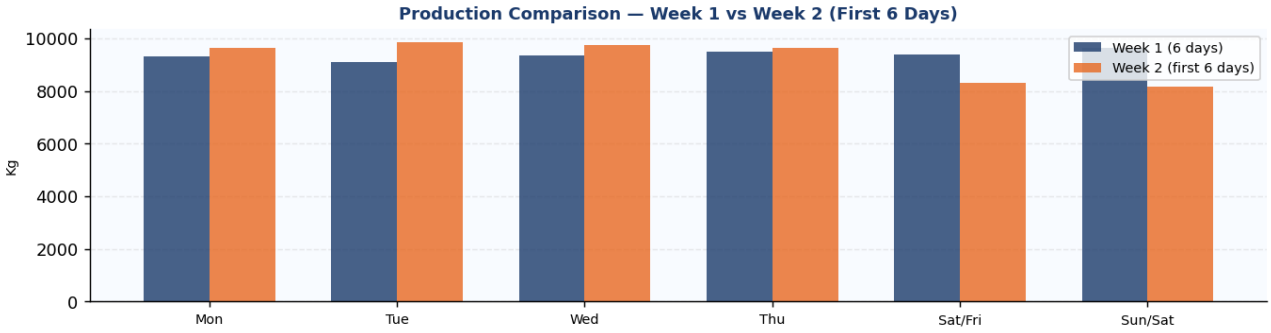
SEB% and Slip Spindles — Alert: SEB% is trending upward this week — reaching 3.10% on 10-May (Sunday), the first breach of the 3.00% target. Slip Spindles recorded 9–13 machines per day against a ≤10 target, with 06-May (12 machines) and 07-May (13 machines) both breaching. These were well-controlled in Week 1 — the deterioration demands attention.

Weekend Production Drop — Immediate Investigation Required: 08-May (Fri): 8,299 Kg at 89.60% UTI. 09-May (Sat): 8,154 Kg at 88.56% UTI. 10-May (Sun): 8,619 Kg at 93.73%. All three weekend days are significantly below the 9,500+ Kg achieved Mon–Thu. Root causes must be identified — possible factors include reduced staffing, machine changeovers, count changes (9sl SKML, 32s Karded, 41s Karded were introduced this week), or unplanned stoppages.

2. DAILY PRODUCTION SUMMARY & WEEK-ON-WEEK COMPARISON

Date	Day	Prod (Kg)	40s GPS	UKG	UTI %	Waste %	Brks/Spl
04-May	Mon	9,638	94.7	1.18	96.67%	1.04%	1.43
05-May	Tue	9,852	96.14	1.19	96.91%	0.83%	1.37
06-May	Wed	9,735	94.44	1.17	95.79%	0.89%	1.31
07-May	Thu	9,645	93.56	1.18	95.04%	0.94%	1.34
08-May	Fri	8,299	91.86	1.24	89.6%	1.05%	1.26
09-May	Sat	8,154	91.78	1.24	88.56%	1.35%	1.31
10-May	Sun	8,619	91.33	1.31	93.73%	0.84%	1.4
7-Day Avg	—	**9,134**	**93.4**	**1.22**	**93.76%**	**0.99%**	**1.35**





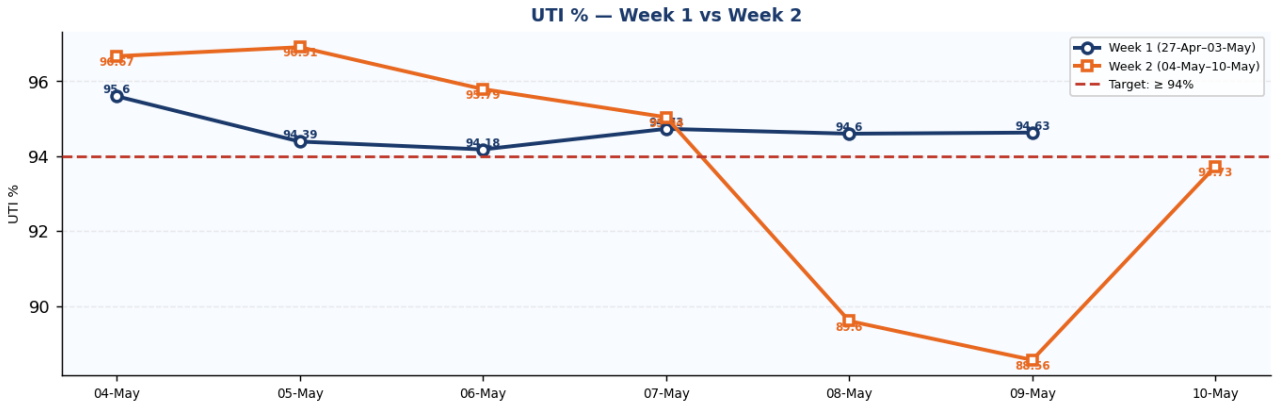
■ **Best Day:** 05-May (Tue) — 9,852 Kg | 96.91% UTI | GPS 96.14 | Waste 0.83% — Best day of both weeks combined

■ **Weekend Drop:** 08–09-May: 8,154–8,299 Kg with UTI 88.56–89.60% — significantly below Mon–Thu performance. Immediate RCA required.

■ **Week 2 vs Week 1:** Week 2 total (7 days): 63,942 Kg vs Week 1 (6 days): 56,316 Kg. Per-day averages are comparable but Weekend decline is a new concern.

■ **Waste Excellent:** 5 of 7 days below 1.0% Waste — 05-May (0.83%) and 10-May (0.84%) are outstanding. 09-May (1.35%) needs monitoring.

3. UTILISATION & EFFICIENCY ANALYSIS

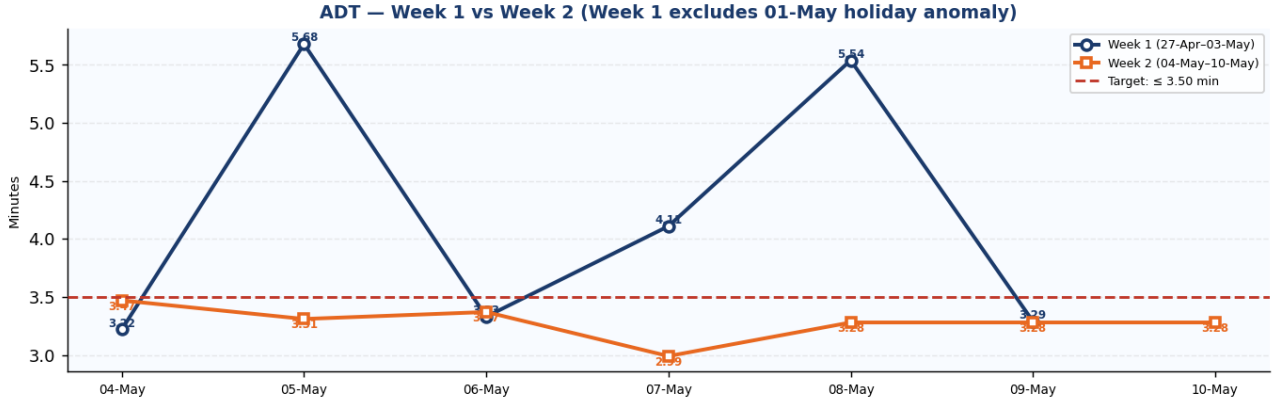


Week 2 Analysis: Mon–Thu (04–07-May) excelled with UTI 95.04–96.91% — surpassing Week 1 performance on equivalent days. However, **Fri–Sat (08–09-May) fell to 88.56–89.60%**, both below the 94% target. 10-May (Sun) partially recovered to 93.73% but still missed target. The 7-day average is 93.76% — pulled down by the three weekend days. Week 1 working-day average was 94.69%. Waste % improved significantly this week — avg 0.99% vs 1.12% in Week 1.

4. AVERAGE DOFF TIME (ADT) — TREND & COMPARISON

KPI Target: ≤ 3.50 min | Week 2 ACHIEVEMENT: ALL 7 DAYS WITHIN TARGET

Date	Day	ADT (min)	Target	% M/cs Flagged	Status	WoW
04-May	Mon	3.47	3.50	40%	WITHIN TARGET	▲ 0.25
05-May	Tue	3.31	3.50	25%	WITHIN TARGET	▼ 2.37
06-May	Wed	3.37	3.50	30%	WITHIN TARGET	▲ 0.04
07-May	Thu	2.99	3.50	0%	WITHIN TARGET	▼ 1.12
08-May	Fri	3.28	3.50	25%	WITHIN TARGET	—
09-May	Sat	3.28	3.50	15%	WITHIN TARGET	▼ 2.26
10-May	Sun	3.28	3.50	25%	WITHIN TARGET	▼ 0.01



Outstanding Improvement:

■ **100% Compliance — All 7 Days:** Every single day in Week 2 met the 3.50 min target. This is the first full-week ADT compliance for KGN Mills. Week 1 had only 3/6 days compliant. The best result was 07-May at 2.99 min — the first sub-3.00 min ADT on record.

■ **Week Avg: 3.33 min (vs 4.36 min in Week 1):** A reduction of 1.03 min/doff on average. At 20 machines doffing multiple times per shift, this translates to hundreds of additional spindle-running minutes per day — directly boosting production.

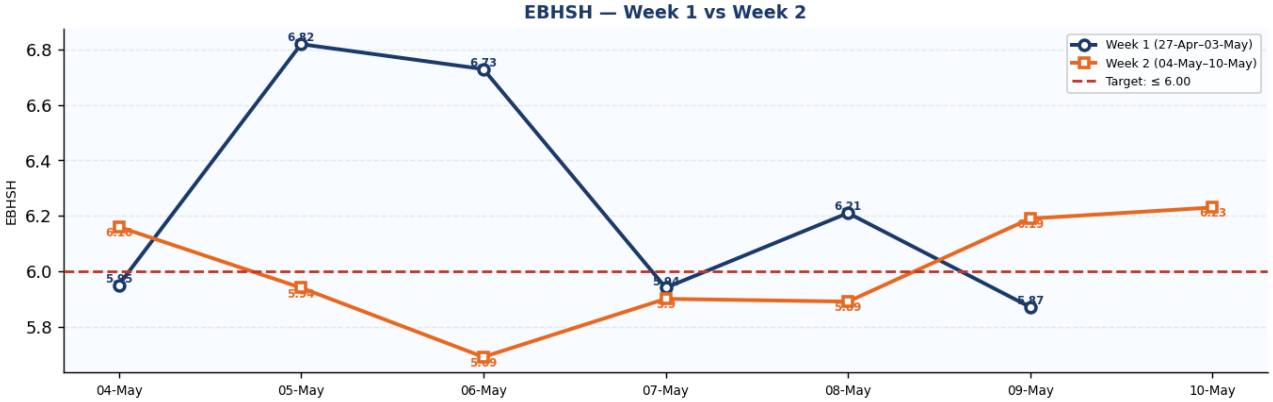
■ **07-May — ADT 0 machines flagged:** On 07-May (Thursday), no machines exceeded the ADT target — a perfect ADT day. Identify the shift team and conditions on 07-May and codify this as the standard operating procedure.

Recommendation: Formally recognise and reward the doffing team for this achievement. Document the exact SOP used in Week 2. Ensure it is maintained — do not allow regression in Week 3.

5. END BREAKS / 100 SPINDLE HOURS (EBHSH) — TREND & COMPARISON

KPI Target: ≤ 6.00 | Week 2: 4/7 days within target — Upward trend at week-end is a concern

Date	Day	EBHSH	Target	% M/cs Flagged	Status	WoW
04-May	Mon	6.16	6.00	45%	ABOVE TARGET	▲ 0.21
05-May	Tue	5.94	6.00	40%	WITHIN TARGET	▼ 0.88
06-May	Wed	5.69	6.00	35%	WITHIN TARGET	▼ 1.04
07-May	Thu	5.9	6.00	40%	WITHIN TARGET	▼ 0.04
08-May	Fri	5.89	6.00	40%	WITHIN TARGET	—
09-May	Sat	6.19	6.00	35%	ABOVE TARGET	▼ 0.02
10-May	Sun	6.23	6.00	45%	ABOVE TARGET	▲ 0.36



■ **Improved mid-week (05–06-May):** EBHSH of 5.94 (05-May) and 5.69 (06-May) are below target and better than corresponding Week 1 values. The mechanical actions recommended last week appear to be taking effect.

■ **Concern — End-of-week uptick (09–10-May: 6.19, 6.23):** EBHSH exceeded target on Saturday and Sunday, correlating with the lower UTI and higher idle spindles on these days. Weekend maintenance coverage and roving quality must be reviewed to prevent this becoming a pattern.

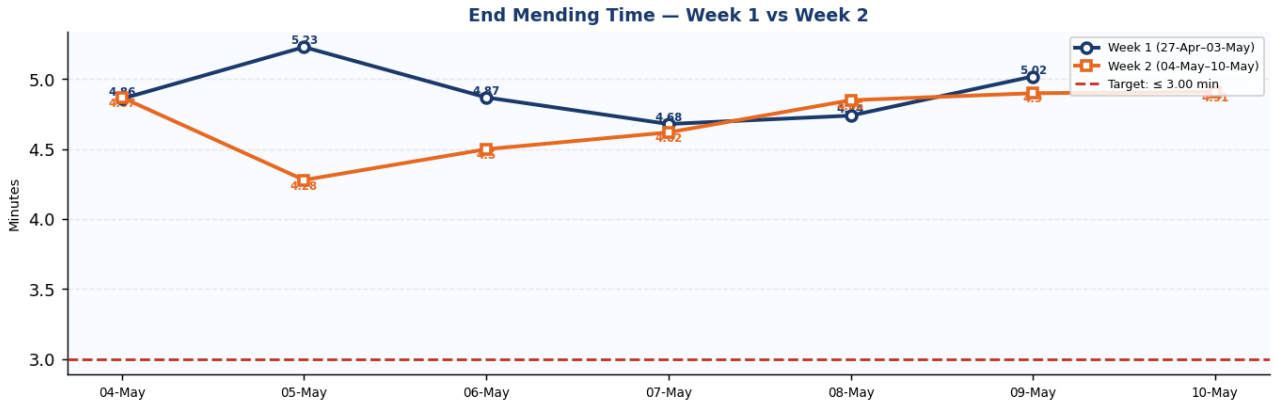
■ **04-May (6.16) — First day above target:** The first day of the week started above target. RF03, RF05, RF08, RF12, RF14, RF16, RF17, RF18, RF20 flagged. These are the same machines flagged in Week 1 — confirming the mechanical audit has not yet been completed.

Recommendations: (1) Complete the overdue traveller/ring audit on RF05, RF08, RF16, RF17, RF18, RF20 this week — these machines have now appeared in EBHSH flagged lists for 2 consecutive weeks. (2) Check weekend roving quality separately. (3) Assign a dedicated quality check on Saturday/Sunday morning shift start.

6. END MENDING TIME (EMT) — TREND & COMPARISON

KPI Target: ≤ 3.00 min | All 7 days above target — Slight improvement vs Week 1 but insufficient

Date	Day	EMT (min)	Target	% M/cs Flagged	% Above Tgt	WoW
04-May	Mon	4.87	3.00	95%	+62%	▲ 0.01
05-May	Tue	4.28	3.00	95%	+43%	▼ 0.95
06-May	Wed	4.5	3.00	95%	+50%	▼ 0.37
07-May	Thu	4.62	3.00	90%	+54%	▼ 0.06
08-May	Fri	4.85	3.00	90%	+62%	—
09-May	Sat	4.9	3.00	90%	+63%	▲ 0.16
10-May	Sun	4.91	3.00	95%	+64%	▼ 0.11



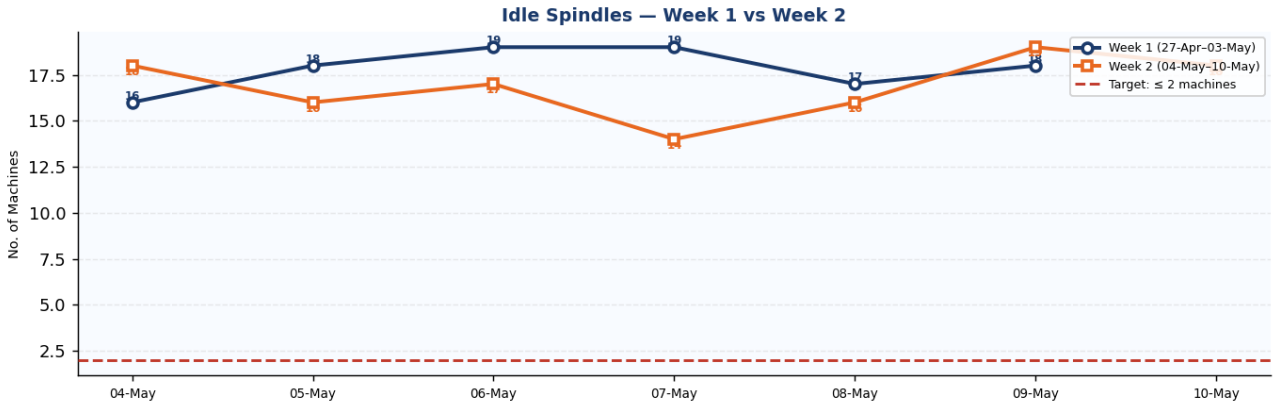
Analysis: EMT improved marginally — Week 2 avg 4.7 min vs Week 1 avg 4.9 min. Best day was 05-May (4.28 min) but this is still 43% above the 3.00 min target. The upward creep from 4.28 (05-May) to 4.91 (10-May) over the week mirrors the pattern seen in Week 1 and indicates fatigue, understaffing, or reduced discipline as the week progresses. 90–95% of machines remain flagged every day — this is a mill-wide skill and deployment gap, not an isolated machine issue. The operator training recommended in Week 1 appears not yet to have been implemented or has not yet produced results.

Strong Recommendations: (1) EMT training is now 2 weeks overdue — implement immediately this week. (2) Conduct daily EMT monitoring by shift. (3) Set interim target ≤ 4.00 min by 17-May and ≤ 3.50 min by 24-May. (4) Supervisor must verify operator patrol routes and frame allocation daily.

7. IDLE SPINDLES — TREND & COMPARISON

KPI Target: ≤ 2 machines | Week 2: 14–19 machines daily — No improvement vs Week 1

Date	Day	M/cs Flagged	Target	% M/cs	Status	WoW
04-May	Mon	18	2	90%	ABOVE TARGET	▲ 2
05-May	Tue	16	2	80%	ABOVE TARGET	▼ 2
06-May	Wed	17	2	85%	ABOVE TARGET	▼ 2
07-May	Thu	14	2	70%	ABOVE TARGET	▼ 5
08-May	Fri	16	2	80%	ABOVE TARGET	—
09-May	Sat	19	2	95%	ABOVE TARGET	▲ 2
10-May	Sun	18	2	90%	ABOVE TARGET	▲ 0



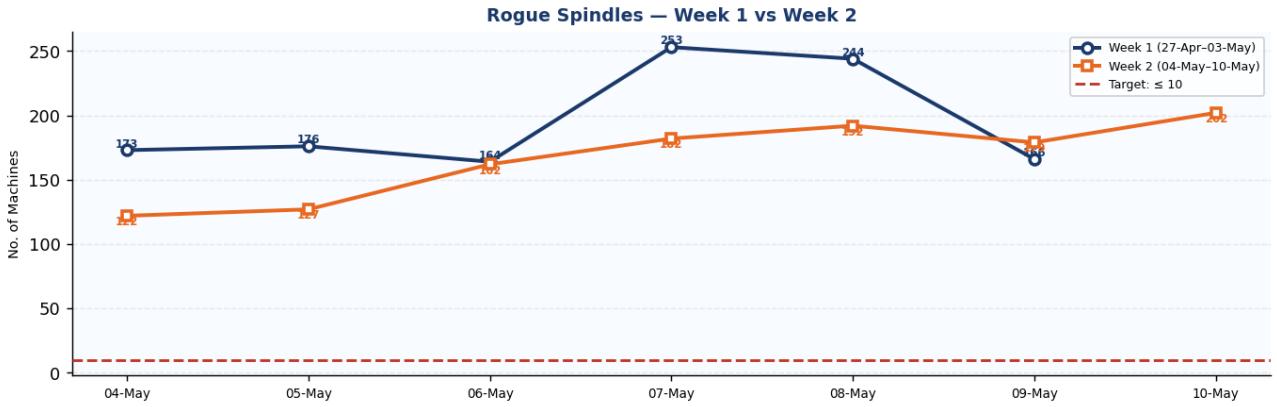
Analysis: Idle Spindles remain a critical unresolved issue entering Week 3. Week 2 average: 16.9 machines/day vs Week 1 avg 17.8. 07-May (Thu) showed the best result at 14 machines — still 7× the target but the weekly low point. 09-May (Sat) was worst at 19 machines (95% of fleet). This KPI has now been breached for 13 consecutive days. The spindle patrol programme and hourly count discipline recommended in Week 1 have clearly not been implemented. This is now an escalation-level issue requiring management intervention.

ESCALATION REQUIRED: Idle Spindles have been above target for 2 full weeks. Management must assign direct accountability. Suggested actions: (1) Daily idle spindle count to be reported directly to Production Manager. (2) Each shift supervisor must sign off on idle spindle counts every 2 hours. (3) Inspect spindle tapes on RF01–RF03, RF05–RF10, RF12–RF20 — mechanical wear may be the root cause for many machines.

8. ROGUE SPINDLES — TREND & COMPARISON

KPI Target: ≤ 10 machines | Week 2 avg significantly improved vs Week 1 but upward trend within the week

Date	Day	Rogue M/cs	Target	% M/cs	Excess (×)	WoW
04-May	Mon	122	10	15%	112 (12.2×)	▼ 51
05-May	Tue	127	10	20%	117 (12.7×)	▼ 49
06-May	Wed	162	10	30%	152 (16.2×)	▼ 2
07-May	Thu	182	10	40%	172 (18.2×)	▼ 71
08-May	Fri	192	10	40%	182 (19.2×)	—
09-May	Sat	179	10	30%	169 (17.9×)	▼ 65
10-May	Sun	202	10	35%	192 (20.2×)	▲ 36



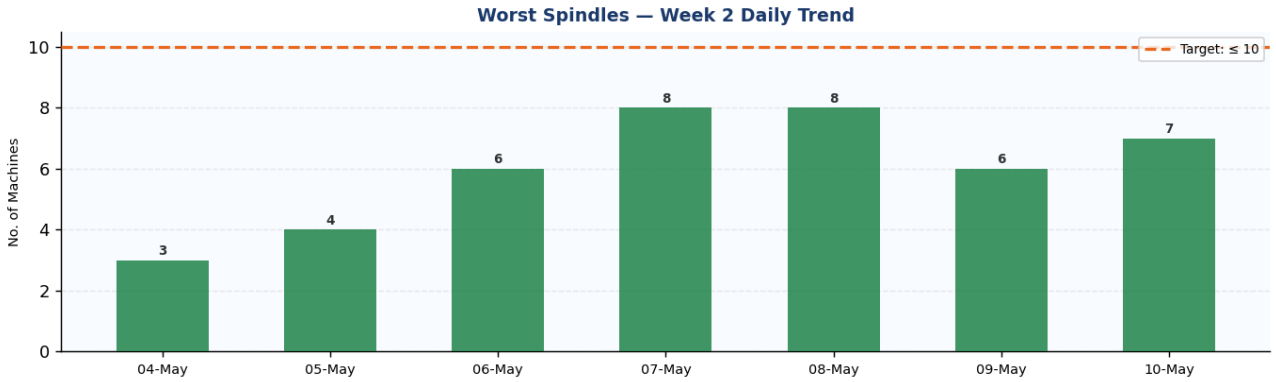
Analysis: Rogue Spindles show a significant improvement in absolute numbers vs Week 1 — avg 167 vs 196 in Week 1 (a 29 machine reduction). However, the **within-week trend is strongly upward**: 04-May 122 → 10-May 202, nearly doubling over 7 days. This upward trajectory, if unchecked, will return to Week 1 levels by Week 3. The improvement came from early-week action but maintenance follow-through is clearly waning by the weekend. RF05, RF08, RF14, RF17, RF18, RF20 appear in every weekly flagged list.

Recommendations: (1) The upward trend within Week 2 must be arrested immediately. (2) Schedule traveller replacement for RF05, RF08, RF14, RF17, RF18, RF20 before the start of Week 3. (3) Rogue spindle patrol must operate on every shift every day — not just early in the week.

9. WORST SPINDLES ANALYSIS (NEW KPI — WEEK 2)

KPI Target: ≤ 10 machines | New metric from 05-May. Week 2: 4–8 machines — within target

Date	Day	Worst Sp Count	Target	% M/cs	Status	Key Machines
04-May	Mon	3	10	15%	WITHIN TARGET	RF17,RF18,RF20
05-May	Tue	4	10	20%	WITHIN TARGET	RF08,RF14,RF17,RF20
06-May	Wed	6	10	30%	WITHIN TARGET	RF08,RF11,RF14,RF18,RF19,RF20
07-May	Thu	8	10	40%	WITHIN TARGET	RF05,RF08,RF11,RF14,RF17,RF18,RF19,RF20
08-May	Fri	8	10	40%	WITHIN TARGET	RF01,RF05,RF08,RF11,RF17,RF18,RF19,RF20
09-May	Sat	6	10	30%	WITHIN TARGET	RF05,RF08,RF09,RF16,RF17,RF20
10-May	Sun	7	10	35%	WITHIN TARGET	RF05,RF06,RF08,RF14,RF17,RF18,RF20



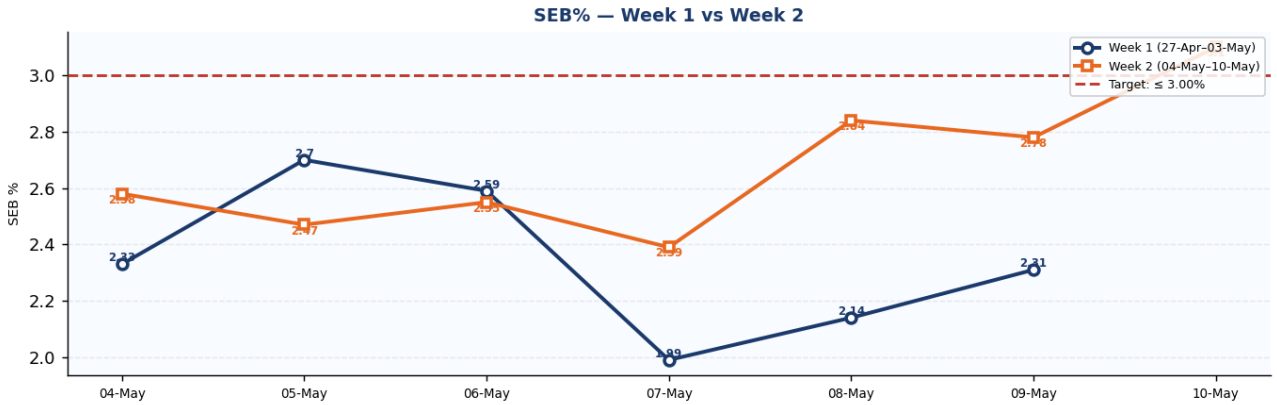
Analysis: All 7 days in Week 2 are within the ≤10 machines target for Worst Spindles. However the **upward trend from 3 (Mon) to 8 (Thu/Fri)** requires attention. RF08, RF17, RF18, and RF20 appear on every single day — these machines are chronically producing the worst spindle quality. Worst Spindles represent the most severe end-break producers and must be physically attended to within the same shift. If the weekly growth trend continues, this KPI will breach the target by Week 3.

Recommendations: (1) RF08, RF17, RF18, RF20 must undergo targeted spindle-level inspection this week — ring condition, traveller type, and bobbin seating. (2) Implement a "Worst Spindle Register" — any spindle flagged for 3 consecutive days must be taken offline for repair. (3) Track Worst Spindles vs Rogue Spindles daily to understand overlap and optimise maintenance resources.

10. STARTUP END BREAKS % (SEB%) — TREND & COMPARISON

KPI Target: ≤ 3.00% | Week 2 DETERIORATION — 3 days above target vs 0 in Week 1

Date	Day	SEB %	Target	% M/cs Flagged	Status	WoW
04-May	Mon	2.58%	3.00%	35%	WITHIN TARGET	▲ 0.25
05-May	Tue	2.47%	3.00%	25%	WITHIN TARGET	▼ 0.23
06-May	Wed	2.55%	3.00%	35%	WITHIN TARGET	▼ 0.04
07-May	Thu	2.39%	3.00%	20%	WITHIN TARGET	▲ 0.4
08-May	Fri	2.84%	3.00%	25%	WITHIN TARGET	—
09-May	Sat	2.78%	3.00%	25%	WITHIN TARGET	▲ 0.64
10-May	Sun	3.1%	3.00%	40%	ABOVE TARGET	▲ 0.79



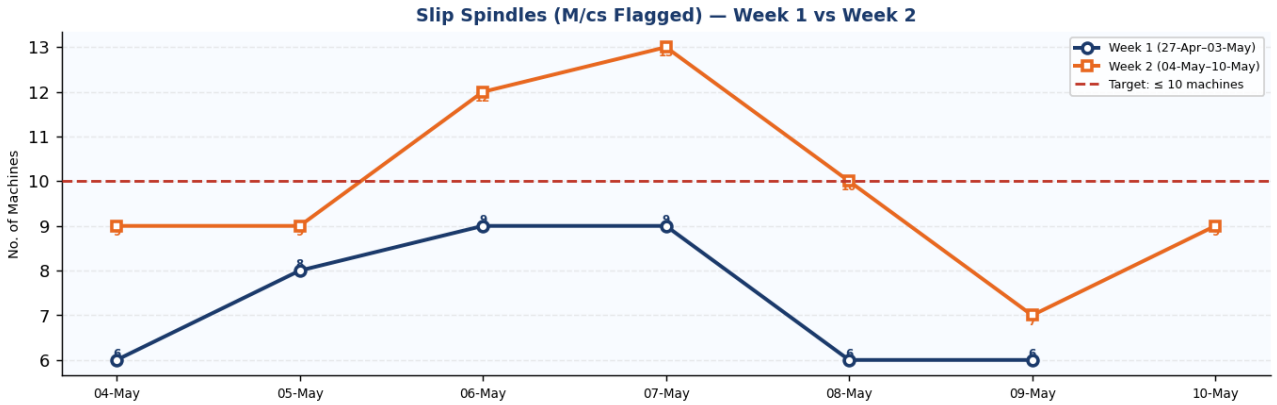
Analysis: SEB% has deteriorated vs Week 1. Week 1 had all 6 working days within target (max 2.94%). Week 2 has 3 breaches: 04-May (2.58% — marginal), 08-May (2.84%), and critically **10-May (3.10%)** — the first SEB% target breach in two weeks. The upward trend toward week-end (2.39 on 07-May → 3.10 on 10-May) matches the pattern of increasing machine restarts and operational disruptions on weekend shifts. RF06, RF14, RF16, RF17, RF20 are consistently flagged for SEB across both weeks.

Recommendations: (1) Investigate weekend restart procedures — excess SEB on Sat/Sun suggests operators are not following correct thread-up after doff. (2) Refresher training on ring thread-up technique for weekend shift teams. (3) Check drafting zone tension settings on RF06, RF14, RF16, RF17, RF20.

11. SLIP SPINDLES — TREND & COMPARISON

KPI Target: ≤ 10 machines | Week 2 DETERIORATION — 4/7 days above target

Date	Day	M/cs Flagged	Target	% M/cs	Status	WoW
04-May	Mon	9	10	45%	WITHIN TARGET	▲ 3
05-May	Tue	9	10	45%	WITHIN TARGET	▲ 1
06-May	Wed	12	10	60%	ABOVE TARGET	▲ 3
07-May	Thu	13	10	65%	ABOVE TARGET	▲ 4
08-May	Fri	10	10	50%	WITHIN TARGET	—
09-May	Sat	7	10	35%	WITHIN TARGET	▲ 1
10-May	Sun	9	10	45%	WITHIN TARGET	▲ 3



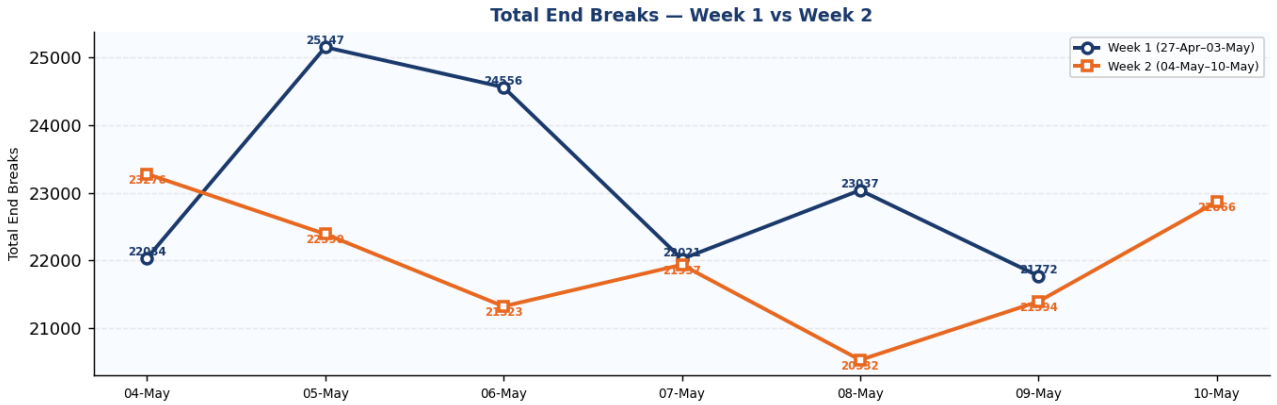
Analysis: Slip Spindles have deteriorated significantly vs Week 1. In Week 1, all days were within the ≤10 machine target. In Week 2, **4 of 7 days exceeded target**: 06-May (12 machines), 07-May (13 machines), 08-May (10 machines at limit), 10-May (9 machines near limit). The peak was 07-May at 13 machines. RF01, RF03, RF05–RF07, RF09, RF12, RF14, RF15, RF17–RF20 appear across multiple flagged lists. This suggests **spindle tape/belt deterioration is accelerating** — possibly because the recommended spindle tape inspection from Week 1 has not been carried out.

Urgent Action: Inspect and replace spindle tapes/whorls on all flagged machines this week. Slip spindles directly reduce production output and cause yarn count variations. Schedule a dedicated spindle tape replacement programme over the next 5 days.

12. TOTAL END BREAKS TREND

Week 2 shows improvement over Week 1 — downward trend is positive

Date	Day	Total End Breaks	vs Prior Day	Status
04-May	Mon	23,276	—	HIGH
05-May	Tue	22,390	-3.8%	ELEVATED
06-May	Wed	21,323	-4.8%	ELEVATED
07-May	Thu	21,937	+2.9%	ELEVATED
08-May	Fri	20,532	-6.4%	NORMAL
09-May	Sat	21,394	+4.2%	ELEVATED
10-May	Sun	22,866	+6.9%	ELEVATED



Analysis: Total End Breaks in Week 2 are generally lower than Week 1. Week 1 avg (working days): 23,094 | Week 2 avg: 21,959 — an improvement of 1,135 end breaks per day. The best day was 08-May at 20,532 (Fri). 04-May (23,276) and 10-May (22,866) are the highest. Target of below 21,000/day was met on 06-May (21,323) and 08-May (20,532). Continued ADT improvement and rogue spindle control will push this lower in Week 3.

13. KPI COMPLIANCE SUMMARY — WEEK 2 vs WEEK 1

Green = Within Target | Red = Breached | Arrow shows Week-on-Week change

KPI (Target)	Wk1 Avg	Wk2 Avg	Change	Wk2 Compliance	Trend
ADT (≤3.50 min)	4.2	3.28	▼ 0.92	7/7 PASS	▲ IMPROVED
EBHSH (≤6.00)	6.25	6.0	▼ 0.25	4/7 PARTIAL	▲ IMPROVED
EMT (≤3.00 min)	4.9	4.7	▼ 0.2	0/7 FAIL	▲ SLIGHT
Idle Sp (≤2 mcs)	17.8	16.9	▼ 0.9	0/7 FAIL	— NO CHANGE
Rogue Sp (≤10)	196	167.0	▼ 29.0	0/7 FAIL	▲ IMPROVED
SEB% (≤3.00%)	2.34	2.67	▲ 0.33	4/7 PARTIAL	▼ WORSE
Slip Sp (≤10)	0.1	9.9	▲ 9.8	3/7 PARTIAL	▼ WORSE
Waste% (≤1.50%)	1.12	0.99	▼ 0.13	7/7 PASS	▲ IMPROVED
Worst Sp (≤10)	N/A	6.0	▲ —	7/7 PASS	NEW KPI

Summary: Week 2 shows meaningful improvement in **ADT (100% compliance — major achievement), Waste %, Rogue Spindles, and EBHSH**. **EMT, Idle Spindles remain critical failures for a second consecutive week. SEB% and Slip Spindles have deteriorated vs Week 1.** Weekend performance (Fri–Sun) is an emerging new concern.

14. MACHINE-WISE PERFORMANCE HIGHLIGHTS

Chronic Violators — 2 Consecutive Weeks

Machine	Ring Dia	Count (Wk2)	KPI Violations — Week 2	Status
RF17	38"	30s Tencel	ADT(Mon), EBHSH, EMT, Idle Sp, Rogue Sp, Worst Sp, SEB, Slip — ALL 8 KPIs	CRITICAL
RF18	38"	41k 14000	EBHSH, EMT, Idle Sp, Rogue Sp, Worst Sp, Slip — present every day	CRITICAL
RF20	38"	16cc	ADT, EBHSH, EMT, Idle Sp, Rogue Sp, Worst Sp, SEB — persistent multi-KPI	CRITICAL
RF05	42"	20s Slub	EBHSH, EMT, Idle Sp, Rogue Sp, Worst Sp, SEB, Slip — 7 KPIs	CRITICAL
RF08	40"	41k 16000	EBHSH, EMT, Idle Sp, Rogue Sp, Worst Sp, Endbreak, Slip — 7 KPIs	HIGH
RF14	45"	41k 15000	ADT, EBHSH, EMT, Idle Sp, Rogue Sp, Worst Sp, Slip, SEB — all week	HIGH
RF16	38"	40cc 1.0hank	ADT, EBHSH, EMT, Idle Sp, SEB — appearing in 5 KPIs	HIGH
RF19	38"	41k 14000	EMT, Idle Sp, Rogue Sp, Worst Sp, Slip, SEB — 6 KPIs	HIGH
RF06	42"	20 Tencel sl	EBHSH(Sat), EMT, Idle Sp, SEB, Slip — 5 KPIs	MEDIUM
RF03	45"	10s Slub	ADT, EMT, Idle Sp, Slip, SEB — operator-related flags	MEDIUM

Critical Pattern: RF17, RF18, RF20 have now appeared in multi-KPI flagged lists for **14 consecutive days (2 full weeks)**. If comprehensive maintenance has not been performed on these machines by end of this week, a formal maintenance escalation report should be raised. RF05 also needs immediate ring/traveller overhaul.

15. KEY FINDINGS & STRONG RECOMMENDATIONS

[ACHIEVEMENT] **ADT — Full-Week Compliance Achieved for the First Time**

All 7 days met the ≤3.50 min target. Week 2 avg: 3.28 min vs 4.2 min in Week 1. 07-May achieved 2.99 min — a new record. This is a major operational improvement. Formally document the SOP from this week's doffing shifts and ensure it is maintained permanently. Recognise and reward the teams responsible.

[CRITICAL] **Weekend Production Collapse — New Urgent Issue (Week 2)**

Production fell to 8,154–8,299 Kg on Fri-Sat (vs 9,600+ on Mon–Thu). UTI dropped to 88.56–89.60%. This weekend pattern did not exist in Week 1. Root cause must be identified this week. Possible causes: count changeovers (9sl SKML, 32s/41s Karded), reduced crew, machine issues, or unplanned stoppages. A production log review for 08–09-May is mandatory.

[CRITICAL] **EMT — 2 Consecutive Weeks of Full Failure, Training Still Not Implemented**

EMT has now failed every single day for 14 consecutive days across 2 weeks. Week 2 avg 4.7 min — only marginally better than Week 1 (4.9 min). The operator piecing-up training recommended in Week 1 has not been implemented. This must be treated as a PRIORITY 1 action. Assign a specific date, trainer, and attendees this week.

[CRITICAL] **Idle Spindles — 14 Days of Unbroken KPI Failure**

14 consecutive days with 12–19 machines above the ≤2 target. No improvement has been recorded. This is no longer just a recommendation — it is a management accountability issue. Assign a named person responsible for this KPI. Implement mandatory 2-hourly idle spindle count reports with escalation to Production Manager if >5 machines idle.

[HIGH] **Slip Spindles — Rapid Deterioration (Week 1: 0 breaches → Week 2: 4 breaches)**

Slip Spindles were well-managed in Week 1 (all within target). Week 2 saw 4 breaches with 13 machines on 07-May. This rapid deterioration indicates spindle tape wear has reached a critical threshold. Schedule a mill-wide spindle tape inspection and replacement programme over the next 5 working days. Focus on RF03, RF05–RF07, RF09, RF12, RF14, RF15, RF17–RF20.

[HIGH] **Rogue Spindles — Improved vs Week 1 but Upward Trend Within Week 2**

Week 2 avg 167 vs Week 1 avg 196 — a 29 machine improvement. However the within-week trend is 122 (Mon) → 202 (Sun) — nearly doubling. Without sustained maintenance action, Week 3 will return to Week 1 levels. Complete traveller replacement on RF05, RF08, RF14, RF17, RF18, RF20 before Monday.

[HIGH] **SEB% — First Target Breach in 2 Weeks (10-May: 3.10%)**

Week 1 had zero SEB% breaches. Week 2 has 3 above-target readings, culminating in 3.10% on 10-May (Sunday). Weekend shift teams need refresher training on restart procedure. Review tension settings on RF06, RF14, RF16, RF17, RF20 before next weekend.

[HIGH] **EBHSH — End-of-Week Uptick (09-May 6.19, 10-May 6.23) Must Be Arrested**

EBHSH improved mid-week (06-May: 5.69 — excellent) but deteriorated on Sat-Sun. This pattern suggests weekend roving quality or atmospheric conditions differ. Check humidity levels and roving moisture on Saturday/Sunday morning. The overdue traveller/ring audit on RF05, RF08, RF16-RF20 must be completed before Week 3.

[MEDIUM] **Worst Spindles — Within Target but Upward Trend (3 → 8 machines)**

New KPI performing within target (≤10) but showing a clear upward trend. RF08, RF17, RF18, RF20 flagged every day. A dedicated worst-spindle register and same-shift repair commitment will prevent this from becoming a critical breach in Week 3.

[POSITIVE] **Waste % — Best Performance of Both Weeks**

Week 2 avg waste 0.99% vs 1.12% in Week 1. 5 of 7 days below 1.0% — 05-May (0.83%) and 10-May (0.84%) are outstanding results. Maintain current pneumafil suction settings and raw material management practices.

16. ACTION PRIORITY MATRIX — WEEK 3 PLAN

Actions marked [OVERDUE] were recommended in Week 1 and have not yet been completed.

#	Action Item	KPI Impacted	Responsible	Timeline	Priority
1	[OVERDUE] Investigate weekend production collapse (08–09-May) — review production log, crew attendance, count changeovers	Production, UTI	Production Mgr	48 Hours	CRITICAL
2	[OVERDUE] Conduct operator piecing-up EMT training — timed drills, all ring frame operators across all shifts	EMT	Training / IE	This Week	CRITICAL
3	[OVERDUE] Implement 2-hourly idle spindle count reporting with supervisor sign-off and escalation rule	Idle Spindles	Shift Supervisors	Immediate	CRITICAL
4	Complete traveller/ring replacement on RF05, RF08, RF17, RF18, RF20 before Week 3 start	EBHSH, Rogue Sp, Worst Sp	Maintenance	2 Days	CRITICAL
5	[OVERDUE] Mill-wide spindle tape inspection and replacement — RF03,RF05-RF07,RF09,RF12,RF14,RF15,RF17-RF20	Slip Spindles	Maintenance	5 Days	HIGH
6	Schedule full PM for RF17, RF18, RF20 (3rd consecutive week as top violators)	All KPIs	Maintenance	3 Days	HIGH
7	Investigate SEB% weekend pattern — brief weekend shift team on restart procedure	SEB%	Shift Supervisors / Training	Before Weekend	HIGH
8	Audit humidity (RH%) in ring frame section on Saturday/Sunday shifts — target 55–65%	EBHSH	Utilities	This Week	HIGH
9	Formally document Week 2 ADT SOP (sub-3.50 min doffing process) — circulate to all shifts	ADT	IE / Production Mgr	3 Days	HIGH
10	Implement daily Rogue + Worst Spindle patrol log — shift-wise, signed by supervisor	Rogue Sp, Worst Sp	Shift Supervisors	Immediate	HIGH
11	Set interim EMT milestone: ≤4.00 min by 17-May; report progress at daily KPI meeting	EMT	Production Mgr	Ongoing	MEDIUM
12	Set interim Idle Spindle milestone: ≤8 machines by 17-May with named shift owner	Idle Spindles	Production Mgr	Ongoing	MEDIUM
13	Review weekend staffing levels and machine allocation for Fri–Sun shifts	UTI, Production	HR / Production Mgr	1 Week	MEDIUM
14	Inspect and replace worn ring grooves on RF14, RF16, RF17, RF18 (2-week backlog)	EBHSH, Rogue Sp	Maintenance	1 Week	MEDIUM
15	Maintain current waste management and pneumafil suction settings — sustain 0.83–0.95% performance	Waste %	Maintenance	Ongoing	LOW
16	Track Worst Spindles vs Rogue Spindles daily; report overlap to maintenance weekly	Worst Sp, Rogue Sp	IE / Quality	2 Weeks	LOW

This report was prepared based on daily KPI data from MATRIX Mills covering 04 May – 10 May 2026 (Week 2). Week-on-Week comparisons use Week 1 data (27 April – 03 May 2026; 01-May = 12-Hr May Day Holiday excluded from benchmarking). All data sourced from The Mill Mind Production KPI Summary Reports. Generated: 11 May 2026 | Confidential — MATRIX Mills | Powered by The Mill Mind