

STRATASPHERE

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ISSUE 8

STRATA **القطارات**

A Mubadala Company





Editor in chief:
Mohammed Shaban

Assistant editor:
Maitha Al Eisaei

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 STRATAUAE

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 Strata Manufacturing PJSC



 www.starta.ae

 communications@strata.ae

 +971 3 7071300

MESSAGE FROM CEO



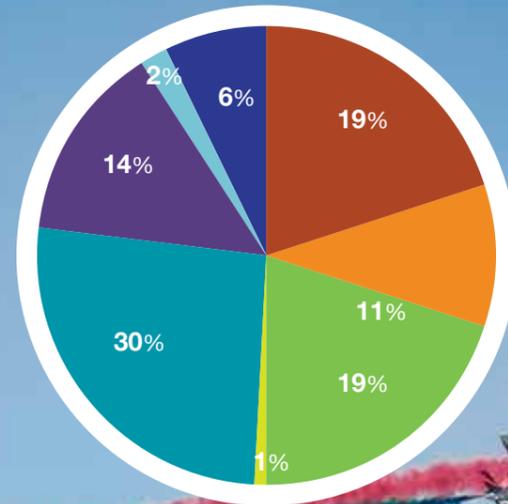
By: Badr Al Olama
CEO, Strata

"Under the umbrella of Mubadala, Strata showcased its capabilities at the Dubai Airshow in November. The event provided us with an opportunity to highlight our work and investment approach which aims to support the economic and social development in the Emirate of Abu Dhabi and the UAE. During the airshow, we announced the establishment of a new Research & Development (R&D) unit to offer support to our growing portfolio of products and capabilities and to drive the long-term competitiveness through the development of breakthrough technologies. This pragmatic and practical approach to R&D will drive us towards our vision of becoming one of the top three composite aero-structure manufacturing companies globally."

STRATA ANNOUNCES NINE PERCENT GROWTH IN THIRD QUARTER REVENUE

Strata's third quarter financial results have been released, with a nine percent increase to AED 220 million, compared to AED 201 million during the same period last year.

Revenue by program - Jan to Sep 2015



- A330/340 FTF
- A330 Spoiler
- A380 FTF
- Aileron Skin
- Aileron Assembly
- B777 Ribs
- B787 Ribs
- ATR Rudder

By the end of the third quarter of 2015, Strata delivered 378 shipsets consisting of 6,543 composite aero-structure parts to OEM's around the world. This is an increase of 40% in comparison to the same period in 2014.



EMIRATIZATION, TRAINING AND DEVELOPMENT

Ministry of Social Affairs and Strata sign MoU in skill development of UAE National talent

In line with UAE Vision 2021 and Abu Dhabi Economic Vision 2030, the Ministry of Social Affairs and Strata signed a Memorandum of Understanding (MoU) to build a leading Emirati workforce in the aerospace industry, and strives to enhance the standard of living for people on social assistance by providing them with professional career opportunities.

During the signing ceremony, Strata held the graduation of 41 UAE nationals from its eight and ninth classes of the Aerostructures Technical Programme. Created in partnership with UAEU and Lockheed Martin in 2010, the programme was established to develop the knowledge base and skill set of young Emirati technicians in a hands-on and engaging environment.

Maryam Al Roumi, Minister of Social Affairs,

said: "The UAE is focused on the development of the latest generation of Emiratis. As a result of their hard work, the new Strata graduates are now able to join the local workforce. Through our new agreement, in the future we will be able to train and develop even more UAE nationals to join the thriving aerospace industry. We believe our agreement with Strata will encourage more UAE nationals to engage in these training courses, eventually joining the UAE workforce."

HUMAN CAPITAL

- Human Capital (HC) policy amendments have been approved and are available to all employees on the HC page on Strata's Portal and Enovia.
- Migration from Oracle HRIS to Success Factor and SAP's new HRMS is completed

RESEARCH AND DEVELOPMENT

Strata unveils new R&D offering to drive technology development in aerostructures

Strata recently announced a new Research & Development (R&D) unit to offer support to its growing portfolio of products and capabilities, as well as drive the long-term competitiveness through the development of breakthrough technologies.

The primary mission of the new R&D unit is to develop manufacturing technologies for current and future work packages. The

R&D initiatives will be run in collaboration with Strata's international partners and local research facilities that are set up within leading academic institutions.

Strata is currently working on six R&D initiatives with local and international partners, including the Masdar Institute, Khalifa University, and Petroleum Institute, covering specific technologies related to

robotic assembly of aircraft structures, advanced inspection techniques and optimized processing and machining of composite parts. These initiatives focus on developing innovative composite aerostructure manufacturing solutions that aim to enhance Strata's competitiveness for the next generation aircraft and expand the applications to support other industrial sectors within Abu Dhabi and the UAE.



PROGRAM UPDATE

AIRBUS A380 FTF

Strata is delivering new modifications known as TEEM3, TEEM 4 and TEEM 6

AIRBUS A330 WV80 FTF

Strata is meeting the agreed Customer Requirements schedule. The project is also modified by the A330 NEO (New Engine Option) program

AIRBUS A330 SPOILERS

Strata is meeting the agreed Customer Requirements Schedule

SABCA- AIRBUS A350 - 900 FTF

The SABCA work package has started to transition. Strata delivered the first shipset of Assembled Forward Fairings in November

SAAB - AIRBUS A350 - 1000 FSF

The SAAB tooling has started to arrive and fabrication of the qualification part is currently underway

AIRBUS A330 AILERON NEO

The aileron NEO project is progressing and Strata has contracts in place with key manufacturers who will design and deliver the new tooling to support the lay-up, machining and assembly

AIRBUS A330 AILERON

Strata is delivering to the agreed Customer Requirements Schedule. The team have proposed new processes and tooling which will assist in the assembly of the Aileron. One of these tools assists in locating the correct area to drill when removing fasteners. The second is an electronic drill which will assist in the removal of the fasteners. Both of these will reduce the rework that is currently seen on the Aileron Assembly when fasteners have to be removed



KAIZEN

Since Henry Ford launched the world's first large scale moving assembly line to build the Ford Model-T in 1923, the moving assembly line has become common place around the world. With the initial assistance of Shingijutsu, Strata's Kaizen Consultant, the A330 Spoiler CCA team began the process of laying-up the spoiler on a pulse line in July of this year. While not the same as a moving line, the concept is similar in nature and moves the build process from an employee based setup to a process based one.

Mr. Dan Whittaker, the A330 Spoiler CCA Supervisor, was determined to move the Spoiler assembly process to a pulse line. "After seeing the way that Hitachi builds air-conditioning units on a moving line, or GE

Healthcare building giant MRI machines on the same, I knew that Strata could change our process to a pulse line," said Whittaker. "Using the techniques we learned in Japan, we began to study the process to understand how we could divide the work into time specific blocks which would be the same for each station. The Spoilers must start at the beginning of the line, and at the same time intervals, be pushed to the next station/process."

By allocating Aerostructure Technicians to a specific process in the build, rather than an entire product, the Spoiler team has reduced the time required to build an entire Spoiler and greatly increased the First Time Quality of the Spoiler program to over 98%. "The team

worked to pull the kaizen knowledge from all Technicians, to continuously improve not only the process, but their working area. Using a 'Mobile Moonshine' Trolley created by the KPO, the Technicians are allocated several hours every week to design and build their own solutions to challenges they face".

With the assistance of Shingijutsu, the Strata CCA team plans to continue the development of the Spoiler line to include a live Andon system, material delivery by Automated Guided Vehicle, and ultimately move the pulse line to a moving line. "This has shown us that we are capable of building any product in the CCA on a pulse line and we intend to continue applying this concept on other programs in the very near future," says Whittaker.

INFORMATION SECURITY AWARENESS

As part of the Information Security Group's plan to raise awareness in Strata, the first Information Security Workshop was conducted on July, 23 2015. The objectives of the workshop were to:

- Establish a solid foundation of Information Security knowledge and skills.
- Create a stimulating environment that facilitates the discussion of Information Security topics and concerns.



ENGINEERING

Capability Milestones in Design Engineering

The design engineering department in Strata is wholly dedicated to supporting manufacturing operation. Under the supervision of Mr. Paul Durham, the design team grew from a single person in 2013 to seven people today. With increased size came increased capability. We are pleased to share two increased capabilities as they represent significant milestones in Strata's design engineering development.



1) Creation of a digital manufacturing definition for a given composites product definition. This capability gives us full control over our laser projection files, flat-ply geometry, nesting, splicing, ply book and lay-up optimization. Operators are excited about the ability to tailor laser projection to their needs, which include visual cues for inspection and compaction. In June, Aysha al Ameri completed the ply definition for the very first fairing ever in Strata (A350 FSF Fixed Forward ("POD Panel")) to a very challenging schedule. The work is done in Catia with extensive use of the Composites Workbench (CPD). Today the team is well on their way to completing all ply definition for both A350 Flap Support Fairings.

2) Delegated Design Assessment for Concessions. In October, Reem al Awlaqi and Huda al Nuaimi were the first UAE National Engineers to receive design delegation for concessions assessment from our customer FACC. This recognizes the work both have been doing in the field of designing repairs

for our flap track fairing and spoiler programs. With this delegation they were granted access to the Airbus E-concession tool in which all manufacturing non-conformance and resolution are submitted to the customer for their approval.

QUALITY

Non-Destructive Testing
 NADCAP Audit completed
 with zero findings

In September 2015, The NADCAP NDT audit was completed with zero findings in a row, including the initial accreditation in 2012. The results demonstrate the work done to develop and maintain the high standards set by NADCAP and original equipment manufacturers (OEMs). A special congratulations to Mr. Mohammed Al Nuaimi, Mr. Gomathi Nayagam Sankaran and the entire NDT team for their hard work ensuring continuous compliance with the requirements set by NADCAP/PRI and the OEMs in the aerospace industry.

Lead Auditor training and formal examination per AS/EN9100 completed successfully for 9 Strata employees

INTRODUCTION TO QMS LEAD AUDITOR
 There are over 90 IRCA-approved training organizations operating in over 100 countries. TEC is the only organization that offers an IRCA-certified QMS Lead Auditor based on AS9100 training course and examination.

Lead Auditor training and formal examinations per AS/EN9100 have been successfully completed by nine Strata employees. Congratulations to Ahmed Bulteour, John Paul, Mohd Shazwan Bin Mohd Zaki, Sultan Mohamed Abdul Kader, Narjes Lafi Al Muhairi, Erika Kevina Guduff, Salah Eddine Lakhel, Marcin Lesicki, and Naseefa Slayem Hamada Al Ameri.

Strata receives approval from Boeing for CMM inspection

Strata has received approval from Boeing for CMM inspection which enables Strata to automate the dimensional verification of the current B777 and B787 parts manufactured at Strata.



NEW PORTAL

Strata's new portal will be launched in the first quarter of 2016 and we invite all employees to participate in the competition to name the new portal.

Competition guidelines:

- 1 All entries must be submitted by 4:30 P.M. on January 14th, 2016
- 2 The portal name must fit the UAE culture and the aerospace industry
- 3 The portal name should be unique, simple and represents Strata's identity

AL AIN ATTRACTION SITES

Qasr Al Muwajji, the birthplace of President His Highness Shaikh Khalifa Bin Zayed Al Nahyan, open its doors as a museum in Al Ain.

Under the patronage of His Highness Shaikh Mohammad Bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, and following an elaborate conservation process undertaken by the Abu Dhabi Tourism and Culture Authority (TCA Abu Dhabi), the museum will be host to a permanent exhibition which celebrates the President's life and explores Al Ain's influence on the culture and history of the UAE

More information on the museum can be found on www.qasralmuwajji.ae



STRATA'S EVENTS

Ice Cream Day 4 October 2015

Strata celebrated its first "Ice Cream day" to reflect on the close relationship between our senior management and employees



AL AIN SME 2015 Forum and Exhibition, 27 – 28 October 2015

Strata sponsored and participated in the Al Ain SME 2015 Forum and Exhibition at Al Ain Convention Center as a founding partner. Strata seeks to engage with the Emirati community in Al Ain to inspire them towards becoming future entrepreneurs. Sara Al Ahabbi, Senior Procurement Manager at Strata, presented at the SME Forum Strata's support in transforming local companies to become part of a global aerospace value chain.



Sheikh Hazza bin Tahnoon Al Nahyan, Under-Secretary of the Diwan of the Ruler's Representative in the Eastern Region visited Strata's stand

Najah Career Fair 27 – 29 October 2015

The Emiratisation, training and development team participated in Najah Career Fair at Abu Dhabi National Exhibition Centre



His Highness Sheikh Nahyan bin Mubarak Al Nahyan, Minister of Culture, Youth, and Social Development visited Strata's stand

Flag Day 3 November 2015

Strata celebrated the "Flag day" to pledge their loyalty to the UAE and to His Highness Shaikh Khalifa Bin Zayed Al Nahyan as President of the UAE



Breast Cancer Awareness: Pink Day 1 November 2015

Strata organized its first "Pink Day" event in collaboration with The Specialized Medical Care Hospital to raise awareness on Breast Cancer. The day included workshops aimed at encouraging a healthy life style.



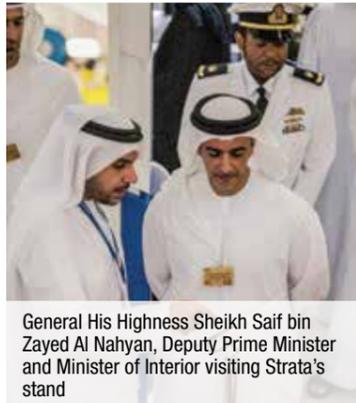
Make it Challenge
 2 & 4 November 2015

Strata supported the "Make It Challenge" in cooperation with Abu Dhabi Education Council (ADEC) and BAE Systems. School students were challenged with the task of creating their own product and presenting it to a panel of judges which consisted of two engineers from Strata our colleagues Mohammed Saif Al Nuaimi, NDT lead and Aseel Bin Kuwair, Senior Project Officer, plus two members from BAE Systems.



Dubai Airshow
 8 – 12 November 2015

Strata participated at Dubai Airshow 2015 to showcase its capabilities in manufacturing composite aero-structure components.



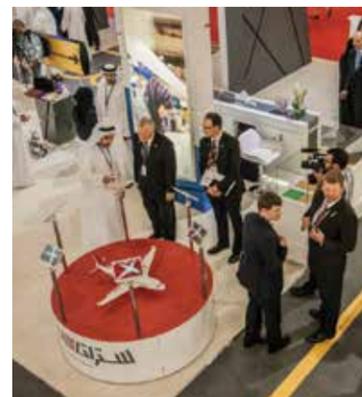
General His Highness Sheikh Saif bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Interior visiting Strata's stand



His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai visiting Strata's stand



His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan visiting Strata's stand



Blood Donation
 22 October 2015

Strata hosted its first blood donation campaign, together with Nibras Al Ain Aerospace Park and Tawam Hospital. We are proud to announce that more than 100 employees donated blood on that day.



Strata formed and sponsored its first cricket team to promote a healthy life style

Al Hajj trip
 17 – 27 September 2015

For the first time at Strata, the Emiratisation, training and development department arranged Al Hajj trip for 6 of its employees and their companions.



Production Team accomplishment
 17 September 2015

The A380 FTF team celebrated the delivery of 200 shipset



STRATA'S VISITORS

زوار ستراتا



SANAD
27 OCTOBER



زيارة سند
27 أكتوبر
THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT
19 OCTOBER
كلية تدريب لإدارة العالمية
19 أكتوبر



AMERICAN FEDERAL AVIATION
AUTHORITY (FAA) – 9 NOVEMBER

هيئة الطيران الاتحادية الأمريكية
9 نوفمبر



GOVERNOR NATHAN DEAL, STATE OF
GEORGIA – 10 NOVEMBER

نathan Deal، حاكم ولاية جورجيا
10 نوفمبر



HCT ABU DHABI MEN'S COLLEGE
28 SEPTEMBER

كليات التقنية العليا، كلية أبوظبي
للطلاب - 28 سبتمبر



US CONGRESSIONAL STAFF DELEGATION
13 OCTOBER
وفد من أعضاء مجلس الشيوخ الأمريكي
13 أكتوبر



ORBITAL ATK
10 OCTOBER

أوربيتال إيه تي كيه
10 أكتوبر



AAR
11 NOVEMBER

شركة AAR
11 نوفمبر