



September, 2016  
Chiapas, México.

To whom it may concern:

*Cafés de Especialidad de Chiapas SAPI de CV (Cafesca)*, a subsidiary of ECOM Group, is the only plant of its kind in México and Central America for processing soluble coffee with Freeze Dried technology. Is located in a strategic fiscal area of Tapachula Chiapas, México.

CAFESCA plant is in its 5th year of industrial activity, operating technology on Roasting, extraction and Freeze Dried supported by prestigious providers in the worldwide industry.

From March to September 2016, we conducted a second project with the support of the firm London Consulting Group (LCG) with the objective of analyze and improve our business model focusing on five areas: Sales, Human Resources, Quality, Back Office and Engineering Projects.

The company's culture went through fundamental change in the way we manage such areas, based now on objectives and indicators supported with management tools and a Governance model that helped increase productivity rates, efficiency and optimize cost.

The project objectives were achieved successfully. Where some of the collaborative results are:

**Quantitative improvements:**

- **164% improved in net income** as of July 2016 (YTD) compared to YTD July 2015.
- **91% Conforming Production.** 9-percentage points improvement.
- **43% reduction** in nonconforming product inventories.
- **23% reduction** in Transformation cost.
- **14% increase in production volume.**
- **35% reduction in overtime.**

**Qualitative improvements:**

- Maturity of management information system and focus on action plans.
- 100% of CAPEX Projects under control and with ROI calculation.
- Robustness in automating records and process indicators.
- Cultural transformation, strengthen the focus on achieving results and teamwork.

At the end of the project a ROI of **1 to 1** was achieved, with a projection of **3.7 to 1** one year after.

Having completed two successful projects and worked together for more than one year we have decided to start a third project with LCG, which will work with the continuity of the business model and specific targeted projects.

Finally, We wish to highlight the work done by each of the members of London Consulting Group, and widely recommend them for their great commitment, high professionalism and focus on results.

Sincerely,

Renan Chueiri.  
CAFESCA. Chief Executive Officer

Jorge Esteve.  
President