



CONSORCIO AZÚCARERO
DE EMPRESAS INDUSTRIALES

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To whom it may concern:

By means of this letter we would like to share our experience during the project "ProAzúcar," which was developed in conjunction with the company London Consulting Group over a 28 week period with the aim of increasing the profitability of the company by optimizing departmental procedures.

This project focused on the following areas: Field, Harvest-Gathering-Transport, Workshop and Factory Maintenance, Purchasing, Warehousing, Cost Control, and Organizational Structure. These are some of the most important results that were obtained:

Harvest-Gathering-Transport

- 72% reduction in Processing Time for Machine Harvested Sugar Cane
- 41% reduction in Processing Time for Hand Harvested Sugar Cane
- 31% improvement in Fulfillment of Harvesting Plan

Workshop Maintenance

- 7% increase in availability of Harvest Equipment
- 15% increase in availability of Tractor Equipment
- 20% improvement in Fulfillment of Preventive Maintenance Plan

Factory Maintenance

- 8% increase in Factory Availability
- 25% increase in Fulfillment of Predictive Maintenance Plan

Field

- 18% improvement in Accomplishment of Weekly Plan
- 15% improvement in Efficiency of Machinery

Costs

- 2% improvement in Productivity through Organizational Structure

Purchasing and Warehousing

- 44% increase in Reliability of Inventory
- 29% increase in Standard of Supplier Service
- 17% reduction in Backlog of Purchasing Requisitions

In order to guarantee the success of the project, Management Skills were improved, which has enabled us to promote an organizational culture that fosters teamwork and a focus towards results within an environment of motivation. To date a return on investment of 2.5 to 1.0 has been achieved and this is projected to rise to 9.8 to 1.0 in one year's time.

The project was completed within the predicted time frame and exceeded our expectations both in terms of financial returns and in the improvement of critical processes within our business.

For this reason, it gives us pleasure to recommend the firm London Consulting Group as a committed company that has an excellent working methodology and is extremely professional, and whose highly involved consultants were able to identify with the business operation and the CAEI employees, thus successfully implementing a working culture focused towards management, action, and results.

Yours faithfully,

Rafael Velez
General Manager