



HOYO DE LIMA
MATERIALES DE CONSTRUCCIÓN

Dominican Republic, October 2022

To whom it may concern:

Hoyo de Lima Industrial is a company dedicated to manufacturing construction products. We have over 60 years of experience in manufacturing products such as Asphalted Concrete, Breeze Blocks, Paving Stones, Concrete Pipes and Aggregates. We are pioneers in the automated manufacturing industry for construction materials at our manufacturing plant in Cibao. We have always looked ahead and we constantly evolve to meet the market's needs by extending our activities and diversifying into new products and services that surpass our clients' expectations.

Between March and October 2022, we developed an operations improvement project in conjunction with London Consulting Group. The project focused on the Supply, Production, Maintenance, and Cost departments. Some of the most significant results we achieved were:

- 27% increase in the Concrete Molding Plant's OEE.
- 26% reduction in the Concrete Molding Plant's Unprogrammed Stoppages.
- 33% increase in the Production of Hydraulic Concrete.
- 29% improvement in the Binding Vehicles' fuel utilization rate.
- 14% improvement in the Excavator fuel utilization rate.
- 8.7% reduction in the Cost of Producing Aggregates.
- 9.4% reduction in the Cost of Producing Concrete Blocks.
- 3.8% reduction in the Cost of the 210 and 280 Concrete Resistance.
- 89% compliance to Closing the Equipment Maintenance WO.
- 77% compliance to Closing the Industrial Equipment Maintenance WO.

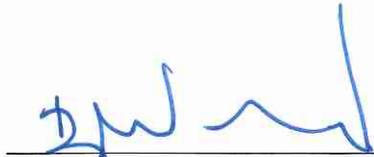
Other benefits and impacts made by the Project:

- Designing a Cost Simulator based on our Value Chain.
- Designing a Sales Budget Generator that is used to plan the operations.
- Designing and Following up on the Management Models that oversee the Profit Margins per Family.
- Designing a Replenishment Model and establishing parameters for the PT and MRO Reordering Points.
- Designing and Executing a Preventive Maintenance Plan (Heavy equipment, transportation, and Industrial equipment).
- Setting parameters for, and reimplementing, a Managerial IT System.
- Designing and Implementing 22 Digital Tools that enable visualization and the capture of information.
- Designing and Implementing 18 Control Indicators in Power BI.
- Over 50 hours were dedicated to training the personnel on how to use the implemented tools.

The Project was successfully concluded and the financial savings generated a return on investment of 0.5 to 1 by the end of the project with an annualized forecasted return of 1.8 to 1. These results have surpassed our expectations and it has surpassed the return that was estimated during the diagnostic stage.

We recommend London Consulting Group as a professional and committed firm that helps organizations reach their goals within the established timeframe.

Sincerely,



RICARDO FONDEUR VICTORIA
GRUPO MERA FONDEUR PRESIDENT