



October 19th, 2012

San Juan, Puerto Rico

To whom it may concern,

Suiza Dairy, the dominant dairy industry in Puerto Rico, in conjunction with London Consulting Group, implemented a continuous improvement project from February 2012 to October 2012 under the name of *Project Transformación Total*.

The expertise and commitment to assure the success of *Project Transformación Total* have satisfied our expectations. At this time, with the improvements that took place in the Operational areas, the expected annual return is **1.5 to 1**. There are two more months before the project ends, as there are improvements that will be deployed in Sales and Distribution which will generate an expected annual return of **3.2 to 1**.

By applying the London Consulting Methodology to the company working systems, improvement opportunities were identified and comprehensive solutions were developed across different departments.

Below are some of the most representative benefits gained out of *Project Transformación Total* in the Operational areas:

- **Raw milk pick-up: 4 % cost reduction**
- **Purchasing & Warehousing: 53 % increase on supplier service level (OTIF)**
- **Manufacturing: 23 % reduction on bottling labor cost**
- **Maintenance: 2 % reduction on supply & parts expenses**

Based on all this, I am able to recommend the services offered by London Consulting Group.

Yours,

A handwritten signature in blue ink, appearing to read "Francisco Pérez Corujo", written over a horizontal line.

Francisco Pérez Corujo

General Manager