

Buenos Aires, January 6, 2014

To whom it may concern:

Ultramar Argentina, S.A. is a leading independent maritime agency that offers services such as maritime agency services, domestic and international logistics, among others from where the ULOG and Intermodal businesses generate, respectively.

Thanks to the positive results obtained from the previous project, London Consulting Group works in conjunction once again with Ultramar to develop the Reengineering Project for Logistics Processes and Commercial Productivity Improvement.

The project lasted 26 weeks and its objective was the implementation of a commercial management system geared towards increasing sales with a methodology focused on results, as well as improving the quality of the customer service while optimizing the operation and billing processes.

The improvements were achieved by implementing the following initiatives:

- Functional organization of the work teams in Customer Service and Operations, standardizing a single work methodology in ULOG and Intermodal.
- Activity, functions and account redistribution with the purpose of balancing the work load and speed up the processes as well as the communication among the personnel.
- Definition and mapping of optimal processes, commercial as well as operations.
- Generation of standards and policies for the proper operative and commercial development.
- Implementation of management tools and control reports that decrease errors and improve the control of the operations.
- Establishment of management, productivity and response time indicators.
- Design and application of quarterly customer satisfaction surveys.
- Scheduling of weekly internal audits to ensure the continuity of the implemented initiatives during the reengineering.
- Implementation of the cross selling methodology to maximize client's potential.
- Presentation of results and operational programming in daily/weekly meetings.
- Design and application of a new variable compensation system.

As a result of the initiatives implemented during the project, we generated savings for Ultramar before the project's completion. The investment made in London Consulting Group had a return on investment (ROI) of 1 to 1 in November 2013 with an annual projection of 4.4 to 1, surpassing the established goals and expectations.



Sincerely,  
Fernando Maggi  
Director



Sincerely,  
Juan Pablo Finocchiaro  
Director



Santo Domingo, Dominican Republic, July 16, 2012

To whom it may concern,

**AGEPORT** is a company that provides agency services, shipping company representations and port service management within the country's main ports.

We hereby would like to highly recommend the company **London Consulting Group**, for the services rendered during the project called "**SAR**", which was carried out between February and July of 2012.


During the project, the Commercial and Documentation areas and their respective improvement initiatives for the organization were worked on.

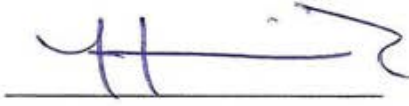
Quantitative improvements:

- Implementation of a **commercial system** with a proactive follow-up of the relationship with our clients, based on an activity management tool.
- Implementation of the **intercompany communications model (War Room)**, that allows us to coordinate all commercial tasks and work for each company, improving the services' cross-selling.
- Improvement of the **operations record system** for imports, exports, customs and other services, while coordinating with the entire company to reduce the time taken to enter information when received from the source.
- **Coordination** with the IT department for the kick-off of the Booking System, which eliminated the duplicating of duties and tasks between the commercial and the documentation areas.
- **Standardization** of the **customer service and customer care** concepts by the commercial area through a commercial skills seminar.
- Redesign of the **organizational architecture, structure and job profiles** for the commercial and the documentation areas.
- Implementation of a **management system** based on operative and financial indicators.
- Collaboration in the establishment of the **medium and long term strategic objectives**.

The project fulfilled and surpassed our expectations providing us with tools, work systems and information that will allow us to meet our goals. We are confident that the initiatives implemented will allow us to recuperate the investment in the short term.

Based on the aforementioned, it is our pleasure to recommend **London Consulting Group** as a consulting firm that is able to carry out projects that will positively impact the entire organization and that can commit to deliver an attractive return on investment for the organization.

  
Máximo Mella García  
Commercial Vice president  
Agentes y Estibadores Portuarios, S.A.

  
Manuel Francisco Arias Román  
General Manager  
Agentes y Estibadores Portuarios, S.A.



A quien corresponda:

Por medio de la presente compartimos nuestra experiencia del proyecto nombrado "Proavance<sup>88</sup>", el cual llevamos a cabo en conjunto con la firma London Consulting Group con una duración de 24 semanas, con el objetivo de realizar una reingeniería de procesos que generará bases sólidas para continuar con el crecimiento de nuestra compañía.

El proyecto fue realizado en las áreas de Logística de carga y Almacenaje (Considerando las cuentas Nestlé, Kraft/Cadbury, United Brands/Diageo y HP/Dell). Entre los resultados más relevantes que logramos fueron:

#### Logística de carga

- Incremento en la penetración de clientes tipo B en un 2%
- Incremento en la cantidad de visitas comerciales en un 87%
- Incremento en el nivel de servicio de aduanas aéreas en un 30%
- Incremento en el nivel de servicio de aduanas marítimas en un 61%
- Mejora en control de tarifas de exportaciones aéreas en 8 puntos porcentuales

#### Almacenaje (Nestlé)

- Incremento en el on time de recepción de un 25%
- Incremento en el on time de putaway de un 2%
- Incremento en el on time de replenishment de un 21%
- Incremento en el on time de picking de un 42%
- Incremento en el on time de despacho de un 60%
- Incremento en la eficiencia de picking de un 51%
- Incremento en la eficiencia de despacho de un 24%
- Incremento en la exactitud del almacén de un 29%

También durante el proyecto se impartió el seminario para mandos medios y altos con el objetivo de fortalecer las habilidades gerenciales de nuestro personal y así alinear a nuestra organización en los conceptos de trabajo en equipo, planeación efectiva, enfoque a resultados y liderazgo.

El proyecto alcanzó nuestras expectativas tanto en mejora de los procesos clave de nuestro negocio y alineación del personal a objetivos de productividad.

Debido a esto, recomendamos ampliamente a London Consulting Group como una empresa comprometida, con una excelente metodología de trabajo y sumamente profesional, con un alto involucramiento de los consultores que lograron una correcta identificación de la operación de nuestro negocio e hicieron un gran equipo de trabajo con nuestro personal, logrando implementar el sistema de gestión a los diferentes niveles de nuestra compañía.

Atentamente,



Alexander Schad

Vicepresidente de logística