



April, 2016
Córdoba, Veracruz

To whom it may concern:

ECOM Agroindustrial Corp. Ltd is a leading global commodity merchant and sustainable supply chain management company. As an origin-integrated business operating in over 43 major producing countries worldwide, ECOM focuses primarily on coffee, cotton, and cocoa, as well as participating in selected other agricultural product markets.

ECOM Coffee Industrial Division, integrates supply chain from origins to consumer for our customers, through operations such as decaffeination, roasting and grinding, soluble extraction, agglomeration, spray dry, freeze dry and packaging, located in 3 plants across the United States and Mexico.

DESCAMEX, part of ECOM Coffee Industrial Division, is a decaffeination plant with an annual processing capacity of 350,000 bags of coffee which has two different decaffeination processes: natural process (water) and chemical process. It is strategically located in the coffee-growing city of Cordoba, Veracruz, which directly employs 120 employees.

From January 2016 to April 2016, we conducted a project alongside the **London Consulting Group (LCG)** with the aim of designing and implementing in DESCAMEX a Management System based on KPI's standardized with the Division, which is aimed to streamline processes in the areas of Finance, Quality, Manufacturing and Supply Chain. With this project, we have achieved a change in the culture of our people, the way we manage the plant based on objectives, management tools and indicators that ultimately will help us increase productivity rates and efficiency, and optimize costs.

The project was a success. The following are some of the most important goals obtained:

Achievements:

- Design and implement 52 indicators across 6 areas of the company: Production, Maintenance, Quality, Administration and Finance, Purchasing and Inventory and Customer Service.
- Design and implement 6 scorecards for the main areas of the company.
- Design and implement a Governance Model to manage through KPI's.
- Design and implement an inventory management tool that allow us to track the inventories and make decisions based on it.

For DESCAMEX, these achievements have had a positive impact on the plant management strategy, enabling better measurement, control and improvement of critical processes and facilitating strategic decision-making.

Having worked for more than two years together, we strongly recommend London Consulting Group as an effective company implementing Management Systems. Finally, we wish to commend each of the LCG members, starting by their professionalism, attitude and commitment, knowledge of their methodology and their results-oriented approach.

Most Sincerely,

A handwritten signature in black ink, appearing to read "Luis Demetrio Arandia".

Luis Demetrio Arandia
Chief Executive Officer

A handwritten signature in black ink, appearing to read "Jorge Esteve".

Jorge Esteve
President