



October 20<sup>th</sup> 2017  
Houston, Texas

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 (ECI) integrates supply chain from origins to consumer offering decaffeination, roast and ground, soluble extraction, agglomeration, spray dry, freeze dry, retail and food service packaging; located in 3 plants across the United States and Mexico.

From July 2017 to October 2017, we conducted a project alongside the **London Consulting Group (LCG)** to better understand the coffee market in the United States in order to identify opportunities, threats and compare ECI capabilities to customer's needs. A sales reporting tool was also implemented including commercial indicators.

The project was a success. The following are some of the most important topics covered:

- Coffee market analysis in the United States that includes:
  - Size of the market
  - Market share
  - Trends and projected growths
  - Imports and exports analysis
  - Customers and competitors
  - Distribution channels
- Identification of market opportunities based on ECI current capabilities
- Design of a sales reporting tool to include KPIs
- Sales structure reorganization

Having worked for more than four years together, we strongly recommend London Consulting Group as an effective company analyzing and expounding market research and management processes. 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,



**David Martinez**  
CEO – Atlantic Coffee Solutions