



PUMA ENERGY GUATEMALA, S. A.

18 CALLE 24-69 ZONA 10, EDIFICIO EMPRESARIAL ZONA PRADERA, TORRE IV, NIVEL 15, GUATEMALA, GUATEMALA

Puma Energy is a subsidiary of Trafigura Beheer B.V., one of the world's largest independent distributors of oil products, which operates in over 25 countries with over 1.600 employees. Puma Energy Guatemala S.A. is a company whose activities are the storage and distribution of oil products and is one of the main suppliers of oil in Guatemala.

Between May and November 2013 we developed an improvement project called "Leader 360" in conjunction with the firm **London Consulting Group**, with the objective of optimizing the commercial and support processes as well as organizing the management system for the *Retail, BtB, Wholesale and Business Support*. The change management, the dedication of the team members, and the methodology applied and transferred within all stages of the project were highly helpful to our business and for the achievement of the set objectives. Among those objectives are the following:

Commercial Department:

- An increase in the purchase volume from our client base of 4.91% and 5.82% from agencies.
- A 7.09% reduction of the fuel evaporation rates from agencies.
- A 56.4% increase in the fulfillment of commercial visits in Retail and 118.7% in BtB.
- A generation of 17.6% in additional income from Convenience Stores due to the management of advertising spaces.

Business Support and Operations:

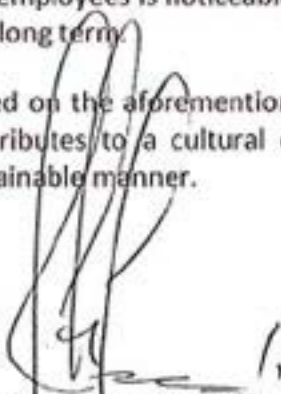
- A 10.33% reduction of freight costs.
- An increase of 2.76% of usage of the fleet's capacity.
- An increase of 13.49% of utilization of transportation agreements.
- A 6.48% increase of the average cargo volume.
- A 5.70% increase of the average order volume.
- A 29.1% increase in the level of service in Customer Service and a 61.1% reduction in abandonment.

Qualitative Improvements:

- Redesign and implementation of the commercial model with Roles for the Territory Manager, maximizing the relationship with our clients through commercial routes and client segmentation with a customer care model that ensures the service.
- Redesign of the freight programming process through the optimization of routes, cargo and distribution of the product.
- Incorporation of activities in the support area that allowed us to provide backup to the commercial area and provide an integral service to the client.
- Implementation of active supervision for payment control to carrier's through the design of tools that allows us to see costs online.
- Design and implementation of indicator control panels facilitating the management per results through Key Performance Indicator's (KPI).
- Implementation of management tools for client relationship to ensure the level of service and client's traceability in the processes (EasyQuery).

The project concluded successfully within the estimated 28 week period with a return on investment (ROI) of **1.46 to 1** to this date, and a projected ROI after 12 months of **6.08 to 1** surpassing our expectations. In addition to the qualitative results, the cultural change in our employees is noticeable, which leaves us with a solid foundation to fulfill the goals Puma Energy Guatemala has set for the medium and long term.

Based on the aforementioned, it is our pleasure to recommend London Consulting Group as a professional and committed firm that contributes to a cultural change through the shoulder-to-shoulder implementation and the achievement of tangible results in a sustainable manner.


Juan Ángel Díaz Cotero
General Manager Puma Energy Guatemala