

Panamá, December 11<sup>th</sup> 2009

To whom it may concern,

On March 2009 we started "Project AXION" along with London Consulting Group aiming to improve (external and internal) customer service while improving company's Supply Chain integration.

The London Consulting Team, along with the managerial team and individuals of SAB Miller worked in the Supply Chain, Planning and Procurement Areas on the followings topics:

- Assessment of SAP 's capabilities to support Supply Chain processes.
- Definition of Inventory Management model and tools.
- Design and implementation of Suppliers Management Model.
- Re-design of Procurement Models aiming to automate Purchase Orders.
- Definition of Inbound Logistics Model.
- Design and implementation of KPIs Model for Planning and Procurement.
- Definition of Procurement Organizational Structure and Capacity Plan Tool design.

Some of the most important results achieved are:

- 57% reduction of lost sales caused by product stock outs in the distribution centers.
- 5% cost reduction of the selected NPS accounts throughout supplier negotiations.
- Automatization of Purchase Orders: Expected 60% manual work reduction for the NPS Buyers, when the negotiation is finished for all the selected suppliers.
- Projected Annual ROI of 3.7 : 1

In conclusion, we recommend the London Consulting Group, which proved to be an organization of professionals that can successfully improve the competitiveness of organizations.

Cordially



Nigel Walker

Vice President of Supply Chain

