

To whom it may concern:

I would like to confirm that from May 2009 to January of the present year we worked with London Consulting Group to develop **Proyecto INNOVA**, with the goal of optimizing and improving our results through the task of process reengineering, focused towards improving both the service and operation of the company.

During this time, work was carried out with the General Management, in the Commercial areas (Marketing and Sales), Operations (Planning, Plant Control and Production, Maintenance) and Supply (Purchasing, Warehousing, and Dispatch). The working processes were analyzed and redefined, identifying areas of opportunity and generating new processes in order to implement best practices.

The project focus covered all aspects of the methodology that was implemented: establishing the guidelines for the commercial strategy, based on key market information; defining the structure that provides the support for the strategy; analyzing and optimizing key processes in all areas; reinforcing the use of indicators; and generating a working culture based on clear objectives by means of the implementation of the PASER system methodology that integrates the concepts of Planning, Assignment, Follow Up, Evaluation, and Feedback. This comprises a Management System for Continuous Improvement.

The project concentrated on optimizing synergies that improve our focus towards the internal and external customer, simplifying our operational processes and creating a culture of constant follow up of results, carried out at intervals established on the basis of the importance of each process.

We can now assert that we have achieved our proposed objectives, both functionally and financially. Some of these are summarized below:

1. 65% reduction in en-route lost sales.
2. 16% reduction in processing time in the drum section.
3. 36% increase in productivity (pounds per man-hour.)
4. 22% reduction in labor cost.
5. 11% reduction in plant dead-time.
6. 0.38% reduction in waste.
7. 20% reduction in raw material use at sugar refinery plant three.
8. 56% reduction in downtime at plant two.
9. 31.8% reduction in filtration stoppage hours at plant one.
10. 23% reduction in Energy ratios (Kw/Lb.)
11. 3.4% reduction in fuel oil ratios (Gal/Lb.)
12. 30% reduction in the administrative workload of the department for local purchasing through the implementation of a system to handle purchases of less than \$100 dollars.
13. 2% reduction in inventory at parts warehouse inventory brought about by implementation of consignment warehousing.
14. 28% reduction in raw material inventory



14 /05/2010  
REFERENCE LETTER – LONDON

15. 6% recovery of cardboard boxes
16. 56% reduction in vehicles received by Distribuidores del Salvador
17. 53% reduction in the time taken to attend to suppliers at the main warehouse
18. 20% reduction in time taken to dispatch to sales team

To date a return on investment of 2.74 to 1.0 has been achieved and this is projected to rise to 5.56 to 1.0 one year after completion of the project. We anticipate that these results will continue to increase as the working culture is improved and the methodology is implemented, whilst also being supported by the audit system that London will carry out in conjunction with DIANA at the 3, 6, and 12 months stages after completing the project.

In addition the management skills of the employees were incremented, through awareness programs and training, which has had a positive influence on our organizational culture and has also enabled us to reach goals that are important to our organization but difficult to measure quantitatively.

We would like to emphasize the commitment and professionalism displayed by the employees of London, as well as the effectiveness of the methodology that uses side-by-side design and implementation, which guarantees commitment at all levels of the organization and long term permanence of the results obtained.

Yours faithfully,



HUGO BARRERA

GENERAL MANAGER