

Soyapango, 20<sup>th</sup> September 2010

To whom it may concern:

I would like to confirm that from February to September of the present year, together with London Consulting Group, we carried out the second phase of **Proyecto INNOVA** (Innova Project), with the goal of optimizing and improving our results by providing follow up and continuity to the first phase that was developed and incorporating working methods and management systems in new areas of the Organization as part of a culture of continuous improvement and focus towards results.


During this time, work was carried out in the following areas: Operations (Plant Control and Production, Maintenance) of the plants supplying raw materials to the central production plants; Quality; Automotive Maintenance; Administration (Accounting, Administration and Comptrolling); Human Resources and Informatics (Evaluation and Selection of the informatics platform); identifying opportunities in the strategic, organizational, and operational areas, resulting in redefinition, implementation, and standardization of the processes that produced these changes:

- Improved management based on the PASER methodology, which integrates the concepts of Planning, Assignment, Follow Up, Evaluation, and Feedback.
  - Greater qualitative and quantitative profit, maximizing investment by consolidating some of the following initiatives.
1. Definition of costing process. Optimization of accounts portfolio by 70%.
  2. 34% reduction in the time taken to produce an external bank reconciliation achieved by automating the process.
  3. 14.8% reduction in changeover times at the Printing Plant. 36% reduction in the number of changes.
  4. 43% reduction in analysis times at the Oil Plant.
  5. 11.11% reduction in the oil consumption per kilogram produced.
  6. 73% reduction in recorded stoppages.
  7. 16.3% increase in achievement of the maintenance plan at the Jose Max complex.
  8. 4.5% increase in the service level provided by the automotive maintenance area.
  9. 17% reduction in lost sales because of automotive maintenance support.
  10. 17% increase in production of candy corn by optimizing quality processes without affecting the product.

The return on investment for the second phase of Proyecto INNOVA at the close of the project is **0.29 to 1.0** and this is projected to rise to **1.7 to 1.0** in one year; a result that we are certain will increase if the initiatives and methodology that have been implemented are monitored correctly. To date the return on investment for the Comprehensive Innova Project is **2.4 to 1.0** with a forecast result of **4.1 to 1.0** one year after completion of the project.

It is important 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

PRODUCTOS ALIMENTICIOS  
**DIANA, S.A. de C.V.**  
 Soyapango, El Salvador