



## AGROCARNES, SOCIEDAD ANONIMA

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To whom it may concern:

Pollo Campechano is a company with 20 years of presence in the market, dedicated to the production of animal nutrition, whole chicken, chicken cut up product, one day chicken and kitchen egg. Over the years, it has developed a business model that has allowed a continued growth on the South Coast of Guatemala and in Guatemala City. Today, Pollo Campechano is one of the top companies in its market, satisfying the demand of national customers and international institutions, due to their focus of innovating products, natural nutrition and a human capital that exceeds 600 workers.

During the months of July 2016 to February of this year, we started a project with London Consulting Group, named "Lidera", focused in a redesign of processes and organizational structure in the supply chain of the company, as well an accountability system, with key performance indicators that allow the continued improvement.

During the 36 weeks of project we implemented the methodology of London, achieving the following results:

### Sales:

- An increase of 8% in the piece cut up chicken products sales.
- An increase of 31% in the chicken giblets sales.
- An increase of 67% the incorporation of new customers.
- An increase of 15% the active customers.

### Planning:

- A decrease of 5% in distribution cost (per truck capacity).
- An increase of 8% in distribution occupancy.
- An increase of 3% in the trucks efficiency.
- An increase of 7% the OTIF delivery (On time and In Full).
- An increase of 25% the temperature fulfillment.
- An increase of 27% the OTIF purchase.

### Incubator:

- An increase of 1.3% the incubation of egg.
- An increase of 3% the gap incubation of egg based in Cobb standard.

### Broiler Farms:

- A decrease of 37% the gap in feed conversion based in Cobb standard.
- A decrease of 2.3% the feed conversion in farms.
- A decrease of 54% the chicken mortality.
- An increase of 15% the broiler weight at the end of first week.
- A decrease of 41% the low growth chicken.
- An increase of 194% the sanitized days in farm.

### Poultry processing plant:

- An increase of 4.3% the chicken yield.
- An increase of 2.6% the chicken yield without giblets.
- A decrease of 32% the chicken weight loss in dock.
- A decrease of 94% the chicken mortality in dock.
- A decrease of 49% the returned chicken product.

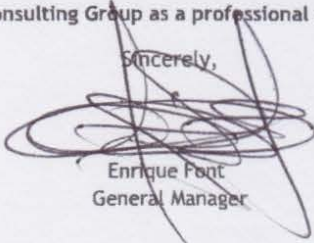
### Accounting:

- An increase of 5% in daily registry fulfillment
- A decrease of 8% in canceled registry.
- A decrease of 31% in overdue income accounts.
- A decrease of 38% in overdue pay accounts.

The project economic benefits have surpassed our expectations achieving a ROI of .8 to 1 by the end of the seven month of the project and an estimated annual ROI of 2.4 to 1 by the end of the project. It is worth noting London Consulting Group's methodology as one of the key factors for the project's success, in which their change management stands out, as well as their shoulder-to-shoulder implementation and the involvement of all levels within the organization to generate a cultural change within our personnel.

We hereby would like to highly recommend London Consulting Group as a professional company that focuses on results.

Sincerely,

  
Enrique Font  
General Manager