

To whom it may concern:

Bogotá, Colombia, July 2020

Gerda Diaco is a leading steel manufacturer in Colombia, with manufacturing plants and sales outlets in over 15 provinces within the country. We have over 1300 employees and invoice over \$350 USD million a year. We manufacture and sell long steel products under the country's qualitative and earthquake-resistance standards. Within our business strategy we have developed innovative and sustainable practices in order to generate value to all of our stakeholders. In 2017, Gerda Diaco was consolidated into a joint venture called Gerda-Putney.

Between January and June 2020, with a team from the planning area in charge of the Chief Financial Officer, as well as participation of more than forty multidisciplinary collaborators from different areas of the company and accompanied for two London Consulting Group Consultants for [24 calendar weeks](#), we have Developed our strategic planning **Road Map 2020-2025**. The plan included the fundamental and tactical definition of our strategic objectives and strategic action lines, detailed operative plans for each department, and our guidelines for evaluating and aligning our business model in order to maximize our profitability and spur on our growth. Within the development methodology that we consolidated together, we carried out the following key activities:

- Over 16 man hours dedicated to interviewing executives, 233 surveys were carried out by the organization in order to identify the expectations and the strategic alignment. We also approached external groups which provided us input for the Roadmap.
- Generating internal and external analysis by using tools such as PESTEL, CANVAS, and PORTER, as well as processing information which generated over 290 statistical analysis which were consolidated into one report in order to better understand the current situation and identify relevant findings for the strategic diagnostic.
- The teams realized presentations in which the findings were reported. The SWOT analysis were carried out over more than 10 hours with over 50 attendees, which generated a consolidated SWOT analysis with 1,075 variables (168 Threats, 515 Weaknesses, 132 Strengths, and 260 Opportunities).
- Sessions were developed over 2 days in order to prioritize and plan the initiatives with the executive committee team members. These sessions yielded over 30 defined strategies.
- Over 60 guided sessions were carried out in which several discussion forums and project presentations were developed in order to strengthen the strategies.
- Virtual workshops were developed in which the new initiatives and the new model's strategies and algorithms were categorized, along with the new business model and the operational changes.
- The viability of each initiative and strategy was evaluated in order to quantify the impact and implementation matrixes for each activity, for the following time periods.
- Several analysis tools for the evaluation of each project's viability were developed, including their 5 and 10 year projections, and guided sessions with those responsible for each initiative.
- The roadmap, along with the implementation and monitoring plan, was documented and communicated.

The dedication displayed by the members of the team, as well as the methodology used by Gerda Diaco and London Consulting Group, has enabled us integrate all of the organization's leaders in order to complete this Roadmap 2020-2025. We recommend London Consulting Group as a professional and committed company which has managed to meet our expectations.

Sincerely,



Carlos F. Vanegas Ramírez
CFO - Gerda Diaco & Gerda Metaldom