



Cochabamba, Bolivia, June 22nd, 2017

Certification

Industria Molinera de Alimentos Balanaceados, IMBA S.A, is a poultry producer that has been in the Bolivian market for 50 years as one of the biggest three companies in the industry. IMBA currently has a capacity of over 2,400,000 birds in farms, a weekly production of 340,000 birds at its plant and a feed production of 1,500 tons per week.

During the period from October 2016 to June 2017 and accompanied by London Consulting Group, we have developed the operational improvement project focusing on enhancing a culture of measurement and focus on results through the optimization of processes in the areas of Poultry Production, Sales, Account Collection, Feed Production and Processing Plant.

During the above-mentioned project, London assigned a team of consultants who worked in conjunction with our personnel and took the necessary measures to achieve the project's results. Among the most relevant outcomes were the following:

Poultry Production:

- Reduction in the Feed Conversion Ratio: **3.4%**
- Reduction in mortality rate: **47.8%**
- Reduction in the total cost of meat production: **3.9%**

Processing Plant:

- Reduction in B-class chicken: **60%**.
- Reduction in production waste: **7%**.
- Reduction in over-time payroll: **15%**.
- Reduction in suffocated chickens: **47%**.

Feed Production:

- A **0%** difference between the amount of feed produced and the amount of feed sent to farms.
- New control systems to regulate the warehouse inputs and outputs were developed.

Sales:

- Increase in sales based on kg of chicken sold in the La Paz and El Alto branches: **20%**.
- Increase in sales from cross-selling: **7%**.

Account Collection:

- Reduction in defaulting accounts with more than 30 days: **18%**.
- Increase in weekly collection: **5%**.

By the end of June 2017, the financial benefits obtained from the different initiatives implemented represents a return on investment of **2.7 to 1**, with a projection over the first year of **8.6 to 1**. Based on the aforementioned and the dedication and responsibility of their team of consultants, we highly recommend London Consulting Group as a committed and professional company which always works towards results.

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