

Bogotá, Colombia. November 2018

To whom may concern:

Avianca is the commercial brand that represents Latin American airlines integrated in Avianca Holdings S.A. Its workforce of over 19,000 employees have been recognized to provide an excellent world class service. Avianca airlines, specialized in air cargo and passenger transportation, serve more than 108 direct destinations in 26 countries throughout the American and European continents with its modern fleet of 189 short, medium, and long haul aircraft.

During the month of August 2018 to November 2018, we extend the project that we were doing with **London Consulting Group**, named "Viento", focused to improve the crew planning process for Avianca S.A. **During this 15 weeks, we worked with the departments of Itinerary, Future Crew Planning and Roster.**

This new model has allowed us to identify a potential increase in effective flight hours for Captains, First Officers and Flight Attendants, optimizing the crew head count. As well, we achieved a decrease in crew aircraft changes, in hotel nights and deadheads flights among other benefits developed during the project's time frame.

The economic benefits of "Viento", including this 15 extra weeks, have surpassed our expectations **achieving an annual ROI of 7 to 1 after one year.** 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 would like to recommend London Consulting Group as a professional company that focuses on results.

Sincerely,



Eduardo Mendoza

Vice President for Operations