

Santo Domingo, Dominican Republic,
May 7th, 2015



To whom it may concern:

Empresa Generadora de Electricidad Haina (EGE Haina) is the largest Dominican joint venture company and an example of a successful partnership between private investors and the state since 1999. EGE Haina is the largest electricity generator in the Dominican Republic with nine power stations of producing more than 1,100 megawatts. It is the country leader in investment for power generation, technological innovation in the electrical sector, and contribution to the diversification of the national energy matrix.

Between November 2014 and May 2015 we implemented a project called: "GEPCO: Gestión Eficiente de Procesos de Combustible". This initiative was carried out in collaboration along with London Consulting Group, which included redesigning management processes throughout the fuel supply chain: Pre-Discharge, Discharge and Inventory Control.

Some important achievements of this project:

- 92% reduction of Demurrage costs
- 88% improvement in Lay Time compliance
- 57% improvement in discharge rate due to a better active supervision

Additionally, we developed activities and tools that directly impacted the efficiency of processes, including:

- Design and implementation of a Dashboard with the area key productivity indicators
- Design of the One-Page-Report for adequate follow up on fuel discharge.
- Loading Master job description redesign.
- On-Field Shoulder-to-Shoulder implementation with area responsibilities.
- Implementation of a governance model, based on the management of key performance indicators (KPIs) as well as root cause analysis and the definition of action plans.

Although there was no financial return commitment, the economic benefits obtained through the Gestión Eficiente de Procesos de Combustible project showed an annual return on the investment at the end of the project of 1.1 to 1. Based on the aforementioned, EGE Haina is pleased to recommend London Consulting Group as a professional and committed company with a highly effective methodology to develop these types of projects.

Sincerely,

Marcelo Aicardi
General Manager