



- PURA AZÚCAR DE CAÑA -

Santo Domingo, Dominican Republic
August 2015

To whom it may concern:

Almacenes Azucareros del Caribe (Almazucar) is a company that distributes, packages and sells sugar in the Dominican Republic. We are pioneers in the commercialization of white sugar and pre packaged cream sugar under the brands Almazucar and La Pardita. Almazucar is a company that commercializes over 50% of the sugar market in the Dominican Republic which has been achieved in less than four years since its founding.

From April to August 2015 we decided to carry out in conjunction with the firm **London Consulting Group** the project called "**Process Optimization**". This initiative included the redesign of the processes of the company's main areas: Sales, Production, Warehousing and Accounting.

Activities and tools that directly impact the efficiency of the processes were developed such as:

- Creation and implementation of the Inventory Management Model and Tool.
- Creation of Accounting Models including invoice balances between the sugar refineries or factories.
- Development of the Traditional Sales Model with a daily record tool and creation of reports as well as support in sales strategy development for the Presale, Direct Sales per Segment and White Sugar systems.
- Implementation of the Bundle/Pack Production Productivity Model called TVC (time, speed and quality) as well as the Preventive Maintenance and Maintenance Orders Model.
- Implementation of the governance model based on the management of productivity key indicators as well as the root cause analysis for the definition of action plans.

Some of the accomplishments achieved during the project were:

- A 100% improvement in inventory reliability.
- A 64% improvement in bundle/packs (from 206 MT in April to 578 MT in July)
- A 60% improvement in production productivity (TVC increase from 22% to 55%)
- A 47% improvement in the delivery of financial statements (from 30 days to 16 days)

The adherence to the work methodology allows us to now have planning tools, management indicators, and formal management procedures that facilitate the daily tasks of the people responsible for those areas. Additionally, through the "**Process Optimization**" project we have implemented initiatives that project an economic benefit that estimates an annual return on investment of at least 1 to 1.

Based on the above, Almazucar has the pleasure of recommending London Consulting Group as a professional and committed company with a highly effective methodology to develop these types of projects.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ramon Caceres", with a large, sweeping flourish above it.

Ramon Caceres

Director

Almacenes Azucareros del Caribe SRL.