



Agadir, Morocco, June 2022

To whom it may concern:

African Red S.A.R.L. was founded in 2012 and has headquarters in Agadir and Moulay Bouselham. The company has several farms for a total area of more than 200 hectares, and two warehouses. It is the Moroccan subsidiary company of the transnational SUREXPORT Compañía Agrararia, S.L. The group specializes in producing and exporting fresh and frozen berries and is currently one of the largest independent producers of berries in Europe. They are known for their wide range of products, including exclusive varieties for 4 berry categories (strawberries, blueberries, raspberries, and blackberries), their strong relationships with the main distributors in Europe, and their highly complementary farms in Spain, Portugal and Morocco.

As part of African Red's continuous improvement initiatives, between March and June 2022, we developed the "AFR New Chapter" project in conjunction with London Consulting Group. The objective of the project was to strengthen our Field and Production processes, improve the production department's structure, strengthen the controls over the production processes, and improve the farm-warehouse logistic process. These improvements were based on the group's best practices, and they've been adapted to the labor-cultural aspects presented by the Moroccan branch.

Having concluded the project, we can state that we have achieved the established objectives. This is due to the efforts made by the different departments within African Red and SUREXPORT, mainly by the Production, Warehouse, and IT departments, along with London Consulting Group's guidance and methodology. We analyzed, designed, and implemented all the changes together to significantly improve our processes.

Some of the main results that we achieved during the project were:

- Redesigning and implementing a new harvesting process, which strengthened:
  - The process of organizing the crews within the greenhouses.
  - The harvesting techniques by developing guidelines for the workers and implementing training sessions for the managers, supervisors, and harvesters.
  - Changing how the tools are used when harvesting raspberries and accompanying the personnel through this process.
  - Creating a delivery point for the fruit where we can monitor the workers' productivity and provide them with feedback on their speed, fruit quality, and weight.
  - Increasing the quality of supervision at all hierarchical levels within the farms.
- Redesigning the production department's structure to optimize our resources, implementing the first stage of the new organization.
- Improvements in the implementation of the Agromobile system which enabled us to improve the way we control the personnel's productivity and manage the operations on the farm.
- Improvements in the logistic process between the farm and the warehouse strengthening our control over the dispatch and delivery points.
- Accompanying the warehouse personnel to ensure that the data that they are reporting, regarding the control of the operations, is accurate.



- We improved and increased the communication between the different departments within the company.

It is important to acknowledge that London Consulting Group does not limit itself to only making recommendations, but rather they worked in conjunction with our personnel to design and implement, shoulder to shoulder, the changes using a methodology that permeated throughout the entire organization.

We highly recommend London Consulting Group as a firm that is committed to achieving the objectives within the established timeframe whilst creating an excellent work relationship with the organization's personnel.

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