



Managua, July 2025

Corporación Agrícola, S. A.

To Whom It May Concern:

Corporación Agrícola S.A. (Agricorp) is a Nicaraguan company with over 20 years of experience in the agri-food industry, dedicated to the production, processing, and distribution of high-quality staple foods. Headquartered in Managua with national coverage, it has a robust infrastructure dedicated to various agro-industrial processes and a presence in more than 14,000 points of sale across wholesale, supermarket, convenience store, and institutional channels.

In line with its strategic vision and commitment to continuous improvement, Agricorp made the decision to launch a comprehensive transformation process to strengthen its logistical, industrial, and commercial capabilities, supported by organizational and digital transformation initiatives. In 2025, a partnership was established with **London Consulting Group** to implement the "Agricorp 2030" project—an initiative aimed at consolidating operational excellence and ensuring the company's sustainable growth for the future.

The initiatives defined and solutions implemented across the scope of work have generated the following significant improvements:

COMMERCIAL

- Development of a new specialized digital sales channel, resulting in a 46% increase in average ticket value.
- Boosted sales of A and B products by customer and channel, achieving a 33% increase in portfolio penetration and a 38% growth in the main product sold through the retail channel.
- Achieved an average 8% increase in rice volume (quintals) sold through the Retail-Semi-wholesale channel.

PLANNING

- 93% reduction in rice losses—from 3,012 QQ in 2023 to an average of 209 QQ during the project.
- The cost per retail customer stop improved from -\$1.97 to a recovery of +\$0.54, representing a 127% improvement in visit profitability.
- Implemented an advanced order process, reducing logistics costs at the Nejapa Distribution Center by 7%.

INDUSTRIAL

- Achieved a 70% reduction in unplanned stoppages due to full warehouses, from 236 hours per month to 70 hours, through the implementation of an S&OP model with weekly monitoring.
- Introduced a calculator to determine optimal labor hours based on production needs, improving personnel administration costs by 22%.
- Established an industrial committee that achieved a 39% reduction in costs through better management of energy schedule restrictions.


DIGITAL TRANSFORMATION

- Implemented over 30 Power BI dashboards, enhancing visibility of key information such as production, inventory, sales, and expiration dates.
- Developed more than 60 digital tools, contributing to increased agility in processes and data-driven decision-making.
- Increased cross-functional data visibility in the cloud by 122%, growing from 76 users to 162.

ORGANIZATIONAL DEVELOPMENT

- Delivered more than 80 hours of training to 83 organizational leaders, focusing on leadership development and change management.
- Reduced key competency gaps among organizational leaders by 24%.

We highlight the professionalism and effectiveness of London Consulting Group's methodology, as well as the collaborative and agile work carried out alongside our team. This resulted in a successful project with a Return on Investment (ROI) of 0.86 to 1 at project close, and a projected ROI of 4.2 to 1. Therefore, we recommend LCG as a valuable strategic partner in the development of business improvement projects.


AMILCAR YBARRA-ROJAS
PRESIDENT


HUGO ABELLO BANFI
COUNTRY MANAGER