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San Pedro Sula, Honduras, February 2015

To whom it may concern:

Grupo Jaremar operates in the agroindustry sector with over 15,000 cultivated acreage and two Crude Palm Oil extraction plants under the brands Clover Brand, Doral, Pickford's, Gold Star and Max.

From July 2014 to January 2015 we developed, along with the firm **London Consulting Group**, a project called "TRANSFORM YOURSELF" which was focused on improving the crude palm oil harvesting and extraction process and where we achieved the following results:

A 0.73% increase in crude oil extracted at the Agrotor plant which represents a 3.66% increase.

A 0.36% increase at the Caicesa plant which represents a 1.8% increase.

EXTRACTION PLANTS

- Active supervision which allows us to follow-up on the process' key variables.
- Floor control to improve the manipulation of the fruit inside the plant.
- Impregnation and homologation of the above within the different extraction plants.
- 5's methodology for the follow-up of fruit and oil non quantifiable loses (Leaks).
- Loss analysis on each of the key stages of the process to establish control points.
- Governance model within the plants for accountability.

FIELD

- Increase in compliance with cycle days on each of the farms where 47% of the farms improved with regards to the base period.
- A 42% increase in performance of the harvesting work plan at Caicesa.
- A 35% increase in the evaluation of the field supervision activities at each farm.
- A 12% increase in performance of the harvesting work plan at San Alejo.

QUALITY

- Increase in compliance with quality parameters at the San Alejo farms by 152%, foreign farms by 110% and by 39% at the Caicesa farms, allowing a 14% decrease in green fruit at the collection centers.
- Additionally, the organizational structure for the quality department was redesigned.
- Implementation of the sampling process with a digital signal and military standard tables.
- Homologation and training of quality criteria.

Finally, we achieved a return on investment of 3.17:1 at the end of the project and a projected return on investment of 9.71:1 within one year.

Based on the above, it is our pleasure to recommend London Consulting Group as a professional and committed firm that contributes to the cultural change through shoulder-to-shoulder implementation and the achievement of tangible results in a sustainable way.



Rene Becerra
Executive President Grupo Jaremar