



Uruguay, October 2022.

To whom it may concern:

DARNEL is a company that for more than 30 years has been at the forefront of a wide line of food packaging products and recyclable tableware, always made with quality in mind. They have operations in countries such as Colombia, the United States, Brazil, Uruguay, Spain, Russia, among others.

After completing two first stages of the project in Colombia from November 2019 to March 2020, September 2020 to March 2021, a project was carried out in Darnel Uruguay from August to December 2021 in conjunction with the **London Consulting Group** firm, aimed at streamlining our processes. in the supply chain, in search of achieving optimizations in the management of supply planning and purchases.

During the 17 -week duration of the project, the **London work methodology was implemented, highlighting the following results:**

Logistics:

- Reduction of 69% in Customer Returns.
- Reduction of 67% in Undelivered Orders.
- Reduction of 60% in Transfers between Warehouses.
- 30% reduction in Red Channels - internal measure to register orders outside the established hours.
- Increase of 5% in OTIF, achieving 95% at the end of the project Nov. 2021.
- Increase of 8% in Deliveries on Time, achieving 99% at the end of the project Nov. 2021.
- Increase of 2% in Complete Orders. With an average 95% during the project.
- 4% increase in Vehicle Occupancy.

Planning:

- Reduction of 81% in Out-of-Stock Products.
- Reduction of 55% in Lost Sale.
- 50% reduction in Slow Movers - Low turnover items.
- Increase of 33% in Assertiveness to the Forecast.

The economic benefits of the project have exceeded our expectations, **reaching at the end of the project, a ROI of 4 to 1 and a projected ROI of 8.2 to 1 one year after the conclusion of the project.** It is worth **highlighting the London Consulting Group methodology** as one of the key success factors of the project, the change management process, shoulder-to-shoulder implementation and the **involvement of all levels of the organization to generate a change culture in the staff.**

We allow ourselves to highly recommend London Consulting Group as a professional company focused on results; for that we continue to develop other improvement initiatives within the organization.

Sincerely

A handwritten signature in black ink, appearing to read "Alberto Brause".

ALBERTO BRAUSE
GERENTE GENERAL
DARNEL PACKAGING S.A.