



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 March to September 2021 in conjunction with the **London Consulting Group** firm, aimed at streamlining our processes in search of achieving optimizations in the management of production, quality and maintenance.

During the 30-week duration of the project, the **London work methodology was implemented, highlighting the following results:**

Production:

- **Foamed:**
 - 5% increase in OEE achieving 90% - Thermoforming (Availability, Performance and Quality)
 - 3% increase in OEE reaching 89% - Extrusion (Availability, Performance and Quality)
 - Increase of 1% in the Production OTIF.
 - Decrease of 51% in Change of Rolls.
- **PVC:**
 - Increase of 6% in the OEE reaching 87% - Extrusion (Availability, Performance and Quality)
 - 24% increase in OEE reaching 89% - Refiling (Availability, Performance and Quality)
 - Increase of 4% in the Production OTIF.
 - Increase of 3% in Extrusion Quality.

Quality:

- **Foamed:**
 - Increase of 6% in compliance with the Quality Plan in XPS.
 - 100% decrease in quality claims.
- **PVC:**
 - Increase of 4% in compliance with the PVC Quality Plan.
 - Decrease of 81% in quality claims.

Maintenance:

- **Foamed:**
 - Increase of 8% in Compliance with the Maintenance Program.
 - Decrease of 54% in the Bag Log of Scheduled Operations.
 - Decrease of 55% in the DAM (Availability affected by Maintenance).
- **PVC:**
 - Increase of 13% in Compliance with the Maintenance Program.
 - Decrease of 54% in the Bag Log of Scheduled Operations.
 - Decrease of 62% in the DAM (Availability affected by Maintenance).
 - Increase of 8% in the Maintenance OTIF.

The economic benefits of the project have exceeded our expectations, **reaching at the end of the project, a ROI of 1 to 1 and a projected ROI of 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, 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

ALBERTO BRAUSE
GERENTE GENERAL
DARNEL PACKAGING S.A.