



BIOTECNOLOGIA EN AGROALIMENTOS SPR DE RL DE CV

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Zamora de Hidalgo, Michoacán, December 2023

Biotecnología en Agroalimentos SPR de RL de CV is a proudly Mexican family-owned company established in the Zamora Valley, standing as one of the leading agricultural companies nationwide and a significant producer of Berries within the region. The company's core operations lies around the cultivation and production of Strawberries, Blackberries, Raspberries, and Blueberries, spanning over 250 productive hectares. It engages a workforce of more than 2,500 collaborators across the Zamora Valley and Lagunillas, Michoacán.

Biotecnología en Agroalimentos SPR de RL de CV is renowned for its export-quality products in international markets. Moreover, the company is committed to sustainable agricultural practices, fostering a profound respect for life and nature. With over **15 years** of industry expertise, **Biotecnología en Agroalimentos SPR de RL de CV** stands as a leading force in the agricultural sector.

Through this letter, we wish to express our utmost satisfaction and extend our recommendation to **London Consulting Group** for their outstanding performance during "**BIO-EVOLUTION**" project developed from May 2023 to December 2023. Throughout this project, employing agile methodologies, collaborative tools like Monday, and a strategic emphasis on digitalization, the following key initiatives were undertaken:

- **Design, formalization, and implementation** of the **Organizational Structure** defining spans of control, hierarchies, functions, responsibilities, and key performance indicators for leadership roles.
- **Design and implementation** of operational models within production and supply chain areas.
- **Implementation** of a **management model** centered on creating and managing company-wide key performance indicators, supported by Power BI dashboards (Business Intelligence).
- **Implementation** of a **governance model** in the **departments scope** of the **project, enabling data-driven decision-making**, visualized through **Power BI** dashboards, and **effectively managed** during **productive work sessions**.
- **Successful deployment** of, both Leadership programs, "**Agile Leadership**" and "**Leadership Accelerators**", fostering a transformative mindset among employees, crucial for driving continuous improvements within the company.

The company has experienced a significant **increase** within the **Organizational Maturity Level**, **progressing** from an initial 28% to a **Managed and Predictable level of 72%**. This qualitative leap has positioned **Biotegro** as a leading organization in process management based on metrics. Through an efficient **digital transformation, data collection, analysis, and prediction**, we have achieved more **rigorous control**, continuous improvement on performance, and results such as:

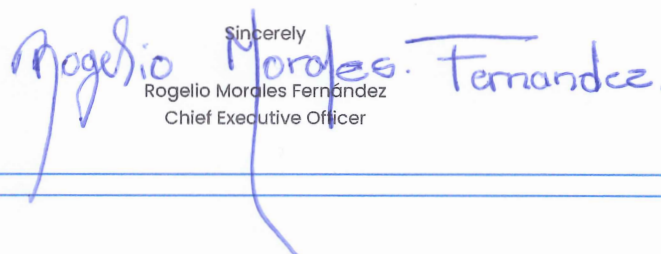
Production:

- **Development** of detailed **catalog of Critical Farming Tasks** tailored made to each Crop.
- **Development** of specifics **annual plans** outlining the necessary **Critical Farming Tasks** for each Crop.
- **Establishment** of a **work system** for the development of **weekly activity schedules, field application control**, and adherence to the **forecasted** requirements and utilization of operational personnel
- Implementation of review and **control systems** for **nutrition and phytosanitation**, including **rigorous monitoring** of critical **irrigation variables** and **traceability of pests and diseases**".
- **82%** Compliance with the Weekly Farming Tasks Plan.
- **66%** Increase in productivity of Critical Farming Tasks.

Supply Chain:

- **7.5%** Reduction in total purchase amount.
- **16%** Reduction in low-rotation inventory and expired products.
- **98%** Compliance with suppliers OTIF KPI in "Delicias Warehouse" and **100%** Compliance with suppliers OTIF KPI in "Conos Warehouse".

The project concluded remarkably, yielding an executed return on investment of **5 to 1**, projecting to reach **10 to 1** within 12 months, exceeding initial expectations. This success was achieved through the collaborative and professional efforts between **Biotegro's team** and **London Consulting Group**.

Sincerely

Rogelio Morales Fernández
Chief Executive Officer