



Santa Marta, Colombia January 2021

Grupo Daabon is a pioneer and leader in the production of organic ingredients in South America. It was founded in 1914 with a vision to work the land in a responsible way, and based on the principles of respect, integration, sustainability, and love. We currently have over 3,000 employees and a presence in 4 continents. Our operations are based on a solid relationship with our clients, confidence, and having a long-term vision. The four big areas of our business are:

- **Agriculture:** Palm, banana, avocado, coffee, livestock.
- **Industry:** Extraction, refining, and fractioning oils, biofuels, and generating renewable biomass energy.
- **Logistics:** Liquid bulk cargo terminals, port services, logistics, and transportation.
- **Real Estate:** Projects and civil engineering works, machinery and equipment, free zones, international hotels and marinas.

Between June 2020 and January 2021, we developed the first phase of the Optimus Project. In conjunction with **London Consulting Group** we established objectives in order to improve the operation's profitability, optimize the tools and processes, implement more efficient structures, and increase our personnel's managerial skills in the following departments: Planning, Logistics, Supply, Expenses and Budgeting, and Human Resources.

The implemented methodology and knowledge transference throughout the different phases of the project were very beneficial to our Group and it enabled us to achieve our fixed objectives. We would like to highlight some of those achievements:

Planning

- Increase in our commercial assertiveness. 9%
- Increase in the planning's level of service to internal clients. 32%
- Reduction in manufacturing plant stoppages due to lack of planning. 31%
- Increase in the level of service (OTIF) provided to final export clients. 25%
- Increase in the level of service (OTIF) provided to final bottling clients. 28%

We managed to achieve an OTIF of 94% for export clients and 91% for bottling clients.

Logistics

- Reduction in the average time taken to load the tankers at the industrial park. 30%
- Reduction in the average time taken to unload the tankers at the industrial park. 14%
- Reduction in the average time taken to load the tankers at the terminal. 26%
- Reduction in the average time taken to unload the tankers at the terminal. 42%

Supply

- Reduction in the inventory's coverage. 21%
- Reduction in price variations. 35%
- Reduction in inventory with very slow turnover, no turnover, or obsolete. 16%
- Increase in the purchasing department's level of service provided to internal clients. 35%
- Increase in the OTIF level of service provided to suppliers. 28%

We managed to achieve an OTIF of 95% with suppliers.

Expenses and Budgeting

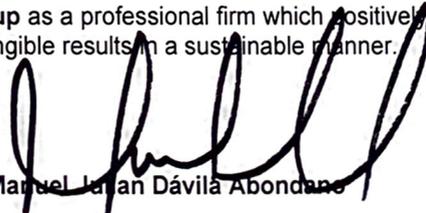
- Reduction in additional total expense budgets. 49%

Human Resources

- Reduction in employee turnover. 28%
- Reduction in the rate of absenteeism. 41%
- Increase in the level of service for recruitment and selection. 187%

The project has up till now generated a ROI of 1.9 to 1, with a forecasted annualized ROI of 5.4 to 1. This return has surpassed our expectations. Outside of the quantitative results, we would like to acknowledge the manner in which London worked shoulder to shoulder with our people and convinced them to embrace the changes.

We highly recommend **London Consulting Group** as a professional firm which positively changes an organization's work culture through implementation, and the attainment of tangible results in a sustainable manner.


Manuel Juan Dávila Abondano
President Grupo Daabon