



March, 2016  
Houston, Texas

To whom it may concern:

ECOM Agroindustrial Corp. Ltd is a leading global commodity merchant and sustainable supply chain management company. As an origin-integrated business operating in over 43 major producing countries worldwide, ECOM focuses primarily on coffee, cotton, and cocoa, as well as participating in selected other agricultural product markets.

ECOM Coffee Industrial Division, integrates supply chain from origins to consumer for our customers, through operations such as decaffeination, roasting and grinding, soluble extraction, agglomeration, spray dry, freeze dry and packaging, located in 3 plants across the United States and Mexico.

From September 2015 to March 2016, we conducted a project alongside the **London Consulting Group (LCG)** with the aim of designing and implementing, for the Coffee Industrial Division, a reporting and tracking budget system, an integrated financial reporting model, and lay the foundation for costing processes standardization. Tools and processes focused on tracking and analyze the costs of the different processes and products were designed, enabling the implementation of operational and accounting strategies to reduce such costs in the Division.

The project was a success. The following are some of the most important goals obtained:

**Achievements:**

- Implement a standardized budget structure for the three Division Business Units.
- Implement a budget generation process with scenarios and sensitivity analysis.
- Implement a budget financial analysis system for the Division
- Design and implement a process to load Division's financial budget to the corporate ERP
- Design and implement a standardized system of financial, commercial and operational executive indicators for the Division.
- Implement a financial standardized system for tracking and evaluate the Division current performance against the budget.
- Design and implement a financial analysis system based on financial ratios for the Division.
- Design and implement a tracking system for fixed assets.
- Implement a reporting model for packaging material waste
- Implement a tool for report and analyze costs by process and product type.

For the Industrial Division Coffee, these achievements have had a positive impact on the standardization of financial information, which has resulted in a greater integration and synergy of the business units, thereby facilitating the strategic decision-making.

Having worked for more than two years together, we strongly recommend London Consulting Group as an effective company implementing financial reporting and management processes. Finally, we wish to commend each of the LCG members, starting by their professionalism, attitude and commitment, knowledge of their methodology and their results-oriented approach.

Most Sincerely,



**Pedro Tabares**  
Managing Director



**Jorge Esteve**  
President