



Santa Cruz, 31 August 2010

To whom it may concern:

Between February and August 2010, Embotelladoras Unidas in conjunction with London Consulting Group carried out the project "Crecer" (Grow) with the aim of improving productivity in the commercial and operational areas within the company.

London assigned a team of consultants which worked together with our employees and did everything necessary to obtain the following project results from which the following stand out.

Sales and Distribution

- Consolidation of the sales and distribution force for three brands into a single commercial entity, resulting in a restructure that enabled a head count reduction of 37%.
- Increase in geographical coverage by city for pre-sales processes, rising from 42 to 68 routes and attending to 4.6% additional sales outlets.
- Redesign of the commissions model for the sales force, taking into account multiple productivity variables.
- Implementation of a product load balancing tool, which simplifies the allocation of loads to trucks by considering the variables of weight, volume and number of orders.
- Implementation of a management information system which enables constant control of the operation.

Production and Quality

- 16% total improvement in productivity on the glass bottling line was obtained.
- 20% total improvement in productivity on the pet bottling line was obtained.
- Raw material waste (syrup) was reduced from 3.9% to 1.2% on the glass line.
- Raw material waste (syrup) was reduced from 5.3% to 3.0% on the pet line.
- Achievement of the production program increased to 95%.
- Plant maintenance system was designed and implemented.
- Implementation of a management information system which enables constant control of the operation.

Managerial Skills

- Seminars to develop managerial skills were given in order to immerse leaders in strategies of change management, working methods, time management, focus towards results, teamwork and human resource skills.

The methodology allowed us to employ working methods oriented towards greater productivity and efficiency by means of management tools and indicators. The appropriate implementation of these will enable us to maintain long term results.

Through the dedication and responsibility of the team of consultants, we recommend London Consulting Group as a reliable, committed and professional company which is always focused towards results.

Yours faithfully,

A handwritten signature in blue ink, appearing to read "Roberto Alba", written over a circular stamp or mark.

Roberto Alba
General Manager