

To Whom It May Concern:

Grupo INVE is part of a visionary business group with over 60 years of history, operating across the Industrial, Agricultural, Financial, Real Estate, and Commercial sectors. Within the Commercial sector are our operations in the chemical industry, serving Central America and the Caribbean, with more than 20 years of experience delivering high-value technical solutions in raw materials, chemical specialties, food engineering, water treatment, food safety, rapid quality testing methods, medical devices, and ISO/IEC 17025-accredited laboratory services through AnalisaLab.

From January to July 2025, we developed the *Vamos X+* transformation project in collaboration with the firm **London Consulting Group**, with the objective of strengthening strategy, key processes, and our management model in the areas of Commercial, Procurement, Logistics, and Digital Transformation.

LCG's methodological approach—based on collaborative work, agile methodologies, change leadership, and “shoulder-to-shoulder” support—enabled the design and implementation of solutions aligned with both our operational reality and strategic vision. Management tools, processes, organizational roles, and digital capabilities were all strengthened. **The main achievements and results by area include:**

COMMERCIAL:

- **18%** increase in profit from recurring customers.
- **287%** improvement in conversion rate of customer service team calls.
- **311%** increase in adherence to the visit plan.

PROCUREMENT:

- **4%** improvement in the purchase invoice vs. sales cost ratio.
- **14%** reduction in inventory days.
- **60%** reduction in stockouts.
- **5%** improvement in supplier OTIF (On-Time In-Full).

LOGISTICS:

- **256%** improvement in cycle count compliance.
- **149%** increase in route plan adherence.
- **2%** improvement in on-time and in-full deliveries (OTIF).

DIGITAL TRANSFORMATION:

- Implementation of an expense control model and automation of approval workflows.
- Development of low-code applications for product creation in SAP.
- Automation of financial statements and key reporting.
- Data integration and development of unified payroll reporting.

Additionally, **the performance management model was transformed** with executive and predictive dashboards that now enable better decision-making, greater accountability, and a stronger focus on results.

The project was successfully completed within the agreed timeframe, achieving a **final ROI of 2.1:1 at the close** of the implementation phase, with a **projected ROI of 8.2:1** one year after completion.

The progress achieved during this stage provides a solid foundation for the next phase of transformation that the Group will continue to pursue in the coming years. We are confident that, with the commitment of our internal talent, the strategic clarity of our leadership team, and the right support, we will consolidate and scale the value generated.

For these reasons, we recommend **London Consulting Group** as a professional, committed, and strategic firm capable of generating tangible and sustainable value, strengthening internal capabilities, and leading transformation processes with high organizational and financial impact. We are confident that we will continue collaborating together on key future initiatives for the development of our various business units.


CEO
Gabriel De La Fuente



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