

Campo 9, March 14, 2016

To whom it may concern:

TRANSAGRO S.A.E. is a private company that started its operations in the year 2000 distributing commodities such as corn, wheat, and soy mainly and distributed them through 5 different distribution centers in Paraguay.

From July 29, 2015 to March 09, 2016 we developed a process improvement project called "PCI Project" lead by the firm LONDON CONSULTING GROUP in the logistics, workshop, credit and collections, silos operation and organizational structure areas.

After implementing the different processes, tools and policies we were able to achieve the following results:

**Logistics and Workshop Area:**

- Increase of fuel performance: **4.1%**
- Increase in profitability of fleet with respect to January 2015: **1,4%**
- Increase in spare parts inventory reliability: **41%**
- Reduction in spare parts inventory by: **18%**
- Increase in support on loading orders (LO) to **100%**

**Silos Operation:**

- Definition of follow-up routines for critical variables such as daily grain humidity, as well as a decision tree to decide whether or not to air the grains.
- Implementation of humidity monitoring in order to measure differences between soy humidity at entry and exit.
- A **100%** analysis of the defined distribution agreements, as well as a follow-up of **100%** of additional distribution for each silo.

**Credit and Collections Area:**

- Compliance of agreements. Implementation of monitoring for grains contracts performance (distribution): **90%**
- Compliance of clients, implementation of monitoring for agreements with suppliers in critical situation of credit (five customers): **84%**

**Organizational Structure:**

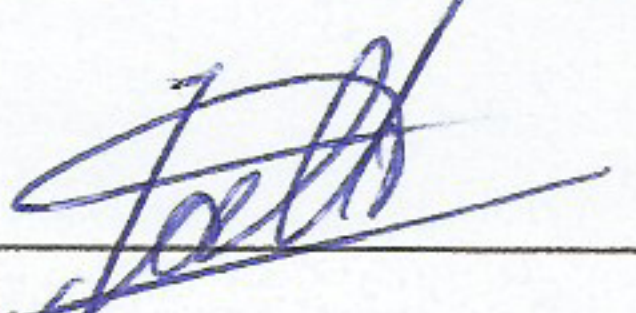
- Definition of the ideal structure for the company's operation.
- Definition of the operating SPAM for each of the areas.

**Management Skills Development:**

- Training and coaching to a total of 17 people on Management Skills Development, on subjects such as team work, change management, effective communication, amongst other.

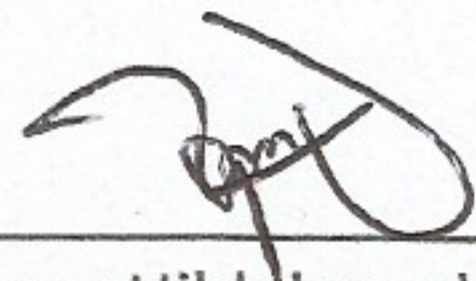
London Consulting Group has worked alongside with the entire TRANSAGRO team and among the improvements shown we have achieved a return on investment of **1,4:1** to this date and an annual projected return of **5,5:1**.

We would like to acknowledge the commitment and professionalism shown by London Consulting Group's personnel. Their methodology promotes the involvement and commitment of all levels within the organization and ensures a long term impact on savings as well as on the work systems.



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Jacob Falk.  
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