



Guatemala, 8<sup>th</sup> of October 2020

To whom it may concern,

Levaduras Universal is a 100% Guatemalan company which is a leader in the production of Yeast, Baking Powder, and Glass sugars for the baking industry. Levaduras Universal has 57 years of experience in both national and international markets.

Through this letter we would like to acknowledge **London Consulting Group** for their valuable contribution during the development of the **"Gestión Estratégica, Navegando Hacia el Futuro"** (Strategic Management, Navigating towards the Future) project which lasted for 32 weeks. Their methodology and experience in analyzing and implementing solutions, shoulder-to-shoulder, as well as, working in conjunction with department heads, has generated comprehensive solutions to our value chain in regards to our customer service model, from the manufacturing process up to the delivery of the products, and through an increased utilization of technological tools.

As a result, **Levaduras Universal** has become more productive and efficient in its Sales, Logistic, and Production processes. This has enabled us to focus our resources towards better planning, administration, and control over the business parameters, along with, strengthening our tools, and our management and decision-making processes.

These are some of the results we achieved by the end of the **"Gestión Estratégica, Navegando Hacia el Futuro"** project:

#### SALES

- 3.8% increase in the gross margin through improved price allocation.
- 4% increase in cross sales through an increase in products promoted by segment.
- 29% reduction in over overdue payment accounts.
- 36% reduction in fuel consumption through optimized routes.
- 8% reduction in payroll costs due to a redesigned customer service model.

#### LOGISTICS

- 5% increase in sales through a reduction in unmet demand for sold products.
- 15% increase in sales due to a reduction in unmet demand for manufactured products.
- 75% reduction in excessive inventory coverage by aligning the purchases with the demand.
- 51% reduction in the warehouse's rental expenses through better supply planning.
- 17% reduction in the transport's operating costs through outsourcing.

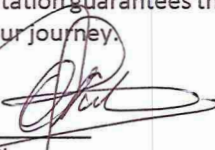
#### PRODUCTION

- 15% reduction in the labor costs per unit, and overtime by 69%.
- 18% reduction in the Kwh per unit.
- 11% reduction in the use of yeast seeds for the production of yeast.
- 94% reduction in waste generated by the press.
- 25% reduction in the center for baking powder's labor costs

The project was successfully concluded with a **ROI of 2.1 to 1 to date**, and a **forecasted ROI of 7.2 to 1 in 12 months**, surpassing our expectations. Along with the quantitative results, our employees have been also been very involved in changing the work culture, and they have adopted new practices, sharpened their skills, and adopted a sustainable methodology which will help us reach new objectives in the future.

Due to what has been mentioned, I consider London Consulting Group as an extremely professional company which can undertake high impact projects. Their methodology can be adapted to each client's needs, and their shoulder-to-shoulder implementation guarantees the involvement of the whole organization which, in our case, generated a positive and long-lasting effect in our journey.

Sincerely,

  
Otto Archila  
General Manager

**CENTRAL PRODUCTOS ALIMENTICIOS UNIVERSAL, S.A.**  
Kilómetro 16.5 Carretera Roosevelt 4-81, zona 1 de Mixco  
Directo: 2470-9666 Fax: 2438-9808 PBX: 2470-9696 Ext. 2701 al 2716