



Los Angeles, CA, August 13th 2019

Los Altos Food Products Inc.

To whom it may concern:

Los Altos Foods is a family owned business committed to the production of authentic Mexican dairy products of the highest quality, flavor and freshness. We have more than 30 years of experience with presence in more than 19 states in the US. During this time, we have served our customers with excellent service.

Between September of 2018 and July of 2019 we developed a process improvement project called "EDC" led by the firm **LONDON CONSULTING GROUP** in the areas of: Operations and Costs.

During the mentioned period and until today we have implemented a business intelligence solution (Microsoft Power BI). This tool has become essential for management and decision making in Operations, Finance and other departments, and at different organizational levels from Supervisors to Management.

Having the right tools to make informed decisions is a priority for Los Altos Foods. With the implemented business intelligence solution, we all benefit from having information from consolidated, accurate, up to date and friendly source, available through desktop, web and mobile formats.

After implementing in the different business processes and with these new tools, we had the following results:

Operations

- Production process flow mapping and definition of controls for mass balance
- Implementation of corrective action committees
- Design and automation of mass balance reports
- Design and implementation of operational, tactical and strategic indicators including:
 - Variations between theoretical and real yields
 - Variations in the use of raw materials
 - Deviations from finished product specifications
 - Productivity in pounds per man hours
 - Overtime per department

Costs

- Creation of product catalogs and BOM for ingredients and packaging material
- Design and automation of finished product costing structure
- Design and implementation of operational, tactical and strategic indicators including:
 - Variation in costs per finished product
 - Variation in raw material costs per production run
 - Breakdown of finished product cost (Ingredients, direct labor, indirect costs, etc.)
 - Costs and quality of raw material by supplier

London Consulting Group has worked hand in hand with the Los Altos Foods team and we want to recognize the commitment and professionalism demonstrated by the London Consulting Group staff. Its methodology promotes the involvement and commitment of team members at all levels of the organization and guarantees a long-term sustainability.

Corin Andrade
CFO

Jesus Lizaran
Senior VP