



Los Altos Food Products Inc.

Los Angeles, CA, March 8th 2019

To whom it may concern:

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

During the period between July 2018 and February 2019 we developed a process improvement project called "UPLAF" led by the LONDON CONSULTING GROUP firm in the areas of: Sales, Logistics and Commercial Strategy.

After implementing different processes, tools and policies, the following results could be evidenced:

Commercial

Increase in cross-selling on independent clients by **4.83%** over billing.
Increase in cross-selling on chains & distributors clients by **2.3%** over billing.
Increase of **1.9** percentage points on billing in the company
Reduction of returns / credits at the company by **23%**.
Design of tools to determine **sales forecast** at an operational and tactical level.
Design and implementation of **the new Pre-Sales service model**.
Implementation of the **supervision model**.
Implementation of operational, tactical and strategic indicators in the Sales Department.
Implementation of a governance model for the sales department.

Logistics

The level of service was improved, reducing missing boxes with respect to what was ordered by **57%**.
Improvement of reliability of inventory by product by **37%**.
Reduction of **57%** of boxes that leave with short life according to policy.
Design of procedure for determination of **optimal routes**.

Commercial strategy

Design of **commercial direction** proposal.
Implementation and design of **margin measurement tools** by client / product.
Implementation and design of **price control tools by Lb and price** strategies.
Implementation and design of tools for measurement of **promotions effectiveness**.

London Consulting Group has worked hand in hand with the Los Altos Foods team and within the demonstrated improvements there has been a projected **return on investment of 2.96: 1** a year after the project's ending.

We would like to recognize the commitment and professionalism shown by the staff of London Consulting Group. Its methodology promotes the involvement and commitment of all levels within the organization and guarantees a long-term impact.

Jesus Lizaran
Senior VP

Corin Andrade
CFO