

Guatemala, March 2023

To whom it may concern,

Grupo San Diego, with more than 130 years of experience, is one of the main sugar mills in Guatemala. Currently we have more than 5,000 employees, a milling capacity in its Trinidad mill of 2.5 million tons of sugar cane during the harvest, and the operational capacity to produce 120 MW of electricity for the regional market.

Grupo San Diego is firmly committed to quality, continuously improving our processes, and optimizing our resources. As part of our Strategic Plan, we developed the "Optimus Operational Excellence" project between June 2022 and March 2023 in conjunction with London Consulting Group. The project focused on improving the results achieved by the Agricultural Production, Agricultural Workshop, and the Procurement and Inventory Management processes.

The initiatives defined and the solutions implemented in the different "Sprints" that were carried out between the different departments within the project's scope and the London team have generated the following significant improvements:

AGRICULTURAL PRODUCTION

- 31% improvement in compliance to the agricultural labor sequence, from 37.06% to 48.54%. This generated a forecasted 2.65% increase in additional production per hectare for the 2023-2024 harvest, under similar conditions.
- 98% reduction in the cost of unauthorized overtime.
- 97% reduction in excessive payments for farm labor.
- 97% reduction in agrochemicals used for the agricultural work,
- 96% reduction in errors made when capturing information on certain cost centers: the application of agrochemicals and labor.
- 0.8% reduction in the cost of leasing farms in the 2022-2023 harvest.

AGRICULTURAL WORKSHOP

- 1% improvement in the availability of agricultural machinery, from 92.11% to 93.34%.
- 45% reduction in overtime during the non-harvest season and 15% reduction in overtime during the harvest season.
- 4% improvement in the head cutters' diesel consumption (gal/km).
- 1% improvement in our own irrigation equipment's diesel consumption (gal/hr).
- 70% improvement in how long the premium tires can be used for.
- 26% reduction in preventive maintenance costs for light vehicles.

PROCUREMENT AND INVENTORY MANAGEMENT

- 5% reduction in inventory with excessive coverage.
- 94% recovery of expired materials and supplies.
- 0.8% improvement in negotiations regarding the procurement of supplies.
- 0.3% improvement in negotiations regarding the procurement of services.

DIGITAL ACCELERATION

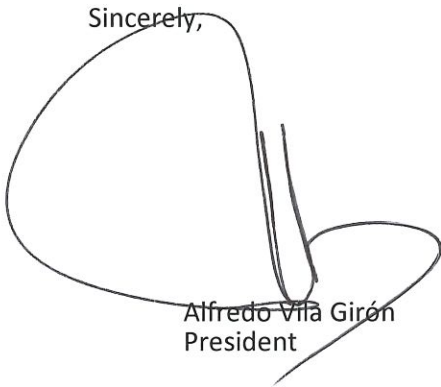
- 2 Power BI dashboards were designed and implemented that monitor the compliance and scheduling of the agricultural tasks.
- A form was developed in App Sheet for requesting agrochemicals in the field.
- We strengthened the operational locks on the intranet in order to control overpaying for labor.
- We strengthened and promoted the use of mobile applications in order to capture labor and machinery records.
- We designed and implemented 3 Power BI dashboards that monitor the compliance to the maintenance tasks, the availability of the equipment, and labor compliance.



- Operational locks were strengthened in the system that controls the overtime, tire movements, and the assignment of preventive and corrective maintenance tasks.

We would like to acknowledge the professional and effective methodology that London Consulting Group utilizes as well as the collaborative and agile work that they carried out in conjunction with our personnel. This ensured the project's success and generated a return on investment (ROI) by the end of the project of 1.4 to 1, with a forecasted return at the end of the 2023-2024 harvest of 4.8 to 1. These results have surpassed our expectations. Furthermore, we expect to achieve a ROI of 8 to 1 by the end of the 2023-2024 harvest by capitalizing on and increasing the TCH due to the compliance to the established sequence of agricultural tasks.

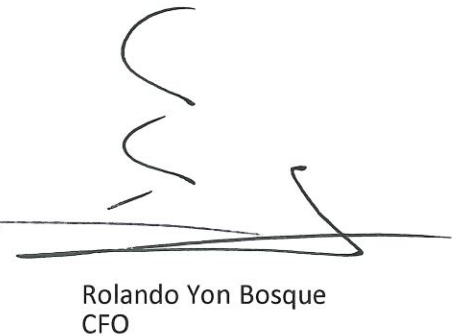
Sincerely,



Alfredo Vila Girón
President



Fraterno Vila Girón
Director



Rolando Yon Bosque
CFO