



Lima, December 2015

To whom it may concern:

San Fernando, a national leading company in the poultry meat, eggs, pork and cold cuts market carried out along with London Consulting Group a consulting project focused on optimizing and making the processes in the Planning, Logistic (Delivery Live Chicken) and Live Chicken Breeding areas more efficient from the months of May to December 2015.

Some of the main results achieved were as follows:

Planning:

- Planning tools were developed such as: productive capacity adjustment, incubation plant programming, order predictions from distributors and wholesalers, balanced food distribution, daily programming and Live Chicken Delivery projection.
- Decrease in accumulative percentage variation at the finishing pellets vs the plan.
- The use of incubation plants was optimized achieving a decrease in the cost of third-party plant rentals.
- Logistics improvement to decrease the cost of transportation of baby chicks from south to north of the country.

Logistic (Delivery Live Chicken):

- Definition and implementation of typical days for the area's main operative and supervision positions.
- Design and implementation of a loss calculation tool for each stage of the process.
- Decrease in wasted time.

Breeding:

- Definition and implementation of typical days for the area's main operative and supervision positions.
- Calculation of optimal operative and supervision personnel for the operation of each facility according to their physical conditions.
- Design and management of operative indicators.
- Compliance in the execution of the personnel's proper cleaning and disinfection periods.

Management Skills Development:

- Seminars for management and agents of change skills development were provided for people from tactical to operative positions at San Fernando.

As a result of the operative improvements we have achieved an accumulative return on investment (ROI) at the end of the project of 0.8:1 with an annual projection of 5.3:1.

Based on the above, we recommend London Consulting Group as a professional company with a high level of commitment in achieving the set goals along with our personnel.

Sincerely,

Eliot Chahuan
General Manager

Luis Raúl Puiggros
Management and Finance
Corporate Manager

Carlos Izaguirre
Operative Management and
Purchasing Manager