

SiCarFarms is a Mexican company with over 25 years of experience and it has become a leader in the production and distribution of limes in Mexico. Sicar Farms' seal of excellence encompasses other citrus, fruits, and vegetables, and it exports its products to the United States, Europe and Japan.

It currently has 4 packing plants in the Mexican states of Colima, Veracruz, Yucatan, and Michoacan and it has its own farms where it produces Persian and Mexican lemons.

Through this letter we would like to express our complete satisfaction with, and recommend, **London Consulting Group** for the results obtained during the "SiCarInnova" project which was developed over the last 6 months. We used agile methodologies, collaborative tools, and a focus on continuous improvement in order to carry out the following activities:

- Designing, formalizing, and implementing an Organizational Structure with defined control spans, hierarchies, functions, and responsibilities.
- Designing and implementing new models in the raw material procurement area (Mexican and Persian lime), and the packing and sales departments.
- Implementing a Sales and Operation Planning (S&OP) model which is reviewed on a daily basis and that enables us to have total control of the operation.
- Implementing a Continuous Improvement department and providing training to the SiCarfarms' personnel in order to ensure the continuity of the implemented project.
- Implementing new governance models in the departments that enable us to make decisions based on data analytics, data from the Power BI indicator dashboards, and to manage these solutions through effective work meetings.

#### Packing:

- Productivity was increased in the Veracruz plant by 31%, Michoacán by 29%, Tecomán by 53% and Yucatán by 89%.
- 5.7% reduction in overweight packaging vs. ideal packaging weight.
- Automating the weight control process, increasing our sampling from 2% to 60% in all packages. This was achieved with an investment that was recovered in 24 days.

#### Raw Material Procurement:

- 8.1% reduction in the limes' purchasing price when compared to the market price, without affecting the quality of the produce.
- Improving lemon quality at our own Farms from 2.3% below market quality to 2.3% above market quality.
- Managing the indicators with short control periods, allowing us to determine the purchasing strategies based on yield in order to obtain better quality fruit at a competitive cost.

#### Sales

- Implementing a client recovery model, 19% of the clients in our current active client portfolio are recovered clients.
- Implementing strategies to help us attract new clients, 6% of the active client portfolio is now made up of new clients.
- Formalizing the quotation system which now uses updated data in order to obtain a detailed breakdown of materials and costs by product.

The project was successfully concluded, generating a return on investment of 2 to 1 with a forecasted annualized return on 10.5 to 1. These results have surpassed our initial expectations and it is largely due to the professional work carried out by the SICAR personnel and the London Consulting Group team.



Daniel Gudiño Ochoa  
SiCarFarms General Manager