

Manta, Ecuador, February 19, 2016

To whom it may concern:

TADEL is one of the leading companies in the production of steam dried fishmeal and fish oil and has vast experience in the industry. Our products are a nutritional and energy source that meets the most strict international quality standards which has allowed us to reach the most demanding markets.

As a company that competes and strives to be on leading edge, we developed in conjunction with the firm **London Consulting Group** the project called "NORTH II". The project started in September 2015 and under their methodology we developed and implemented an Integral Maintenance Model at our plant where the structure is focused on ensuring the availability of machines and equipment allowing us to increase productivity and optimize the use of resources. Likewise, we implemented a culture based on formal work systems and an indicator analysis for preventive and corrective action-taking.

After completing the project "NORTH II", we can affirm that the set objectives were adequately met, qualitatively and quantitatively, within the established timeframe. These achievements were reached thanks to the effort from all of **TADEL's** collaborators along with the support from **London Consulting Group** with whom we implemented each and every one of the Maintenance processes designed shoulder-to-shoulder.

Some of the most important operational results at the end of the project were:

- A 39% reduction in unscheduled downtime.
- A 66% increase in preventive maintenance vs. corrective maintenance.
- A continuous prevention system was implemented between the operating and maintenance personnel which reduced the risk failure in machines and equipment by 81%.
- Generation of a maintenance plan and a management system that allows the verification of compliance, result evaluation and feedback for continuous improvement.
- A 5% increase in the plant's services efficiency (fuel, electric power, water).

These optimization improvements are equivalent in financial terms to a ROI at the end of the project of 1:1 with a projection after one year of the project's completion of 3.2:1.

Due to the above, I hereby recommend **London Consulting Group** as a professional and reliable company committed to reaching the set goals within the established timeframe and creating an excellent working relationship with the personnel of the company they consult.



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