



Manta, Ecuador, June 2015

To whom it may concern:

TADEL, S.A. is one of the leading fishmeal production and export companies in Ecuador with over 13 years of experience in the national and international markets. The company has been distinguished by producing a high standard fishmeal product, being a pioneer in the field due to the drying method they use (Steam dried) and their high level of commitment to the environment. The company has a production capacity of 25 MT per hour and to this date has a large portfolio of clients in the American, European and Asian markets.

In June 2015 we completed the Productivity Improvement project called "North", after 7 months of work in conjunction with the firm London Consulting Group. During this project we developed procedures, tools and policies based on the methodology of Solution Implementation of London Consulting, and the areas of Production and Planning were positively impacted. The methodology applied and the dedication of TADEL's personnel along with a change management program, were key factors for the achievement of the set objectives. Shoulder-to-shoulder our personnel and the consulting team carried out the implementation of new operation, measurement and management models. These changes have generated in our personnel a culture of achievement of results that has allowed us to achieve the following qualitative and quantitative results during the project:

Quantitative

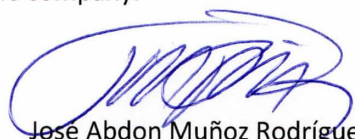
- ✓ We achieved an increase in performance equivalent to 6,000 sacks of finished product annually (300 MT), when obtaining a higher conversion rate of finished product sacks per ton of processed raw material.
- ✓ A 72% reduction in waiting time to receive raw material which helps reduce its decomposition.
- ✓ An 8% reduction in bunker consumption per processed ton.
- ✓ A 28% reduction of the cost of overtime through a better programming of schedules/shifts.

Qualitative

- ✓ Implementation of an active supervision culture focused on the company's objectives and equipped with the control and management tools for its daily work.
- ✓ Implementation of an online indicator system (dashboard) with a clear definition of what to measure and control to facilitate the establishment of action plans for deviations regarding the day to day objectives.
- ✓ Implementation of the Production Committee which is focused on seeking continuous improvement (increase in productivity and performance).
- ✓ Implementation of the Expenses Committee which is focused on seeking negotiations with new and current suppliers in order to obtain a higher benefit for the company.

We can confirm with satisfaction that our objective was adequately met achieving a ROI of 1.2:1 when completing the project and a projected ROI of 4.3:1 after one year, and we are expecting these results to be reinforced with the maturity of the processes implemented.

Finally, we would like to highlight the work performed by London Consulting Group in the application of their methodology as well as the commitment and the high level of professionalism shown by their personnel, thus we are pleased to highly recommend the company.


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