

Fernando de la Mora, Paraguay; June 2016

To whom it may concern:

TIMBO is a company that commercializes new and used trucks throughout Paraguay. Since 1989 it has been the leading company in the transportation sector with product alternatives that complement the business. It also has FIXIT, a business unit that supports the quality of the units through the services and spare parts it offers.

From September 2015 to June 2016 we developed the project called "JA JAPONA (Let's do it)" in conjunction with the firm **London Consulting Group**, with the objective of optimizing the processes in the following areas: Commercial, Collections, Post-Sales, Repair Shop and Management. A few of the benefits obtained were as follows:

Commercial

- Increase in profitability of unit mix by **28%**.
- Improvement in invoicing by **18%**.
- A **16%** increase in units sold compared to last year.

Collections

- A **19%** improvement in the collection of past due payments.

Post-Sales

- A **24%** decrease in the value of the inventory of units.
- A work system was implemented which allowed us to deliver to the spare parts warehouse with **99%** reliability.
- Improvement in profitability of spare parts and services through purchases and strategic negotiations by **8%**.

Repair Shop

- A **60%** decrease in the value of the inventory of units in process.
- Increase in compliance with the customer service level (OTIF) by **40%**.

Management

- A **30%** improvement in customer service at the register.
- A **40%** increase in the level of service to suppliers.

Management Skills

- Implementation of the Management Skills Development module to **37 people** (supervisors, managers and directors).
- We achieved a **17%** increase in the evaluation of management trends, which measures growth in three main approaches: teamwork, personnel management, and work through processes.

Qualitative Improvements:

- Implementation of management systems for all the project's approaches ensuring the continuous improvement of the corporation.
- Improvement in the Group's synergy through effective communication between areas and at all levels within the organization.
- Definition and implementation of the company's organizational structure.

The project concluded successfully within the scheduled 38-week period with a real ROI of **2.0 to 1**. We are projecting a ROI after 12 months of **6.9 to 1**. We would like to acknowledge the commitment and professionalism shown by London Consulting Group's personnel; their methodology promotes the participation and commitment of all levels within the organization.

Based on the above it is our pleasure to recommend London Consulting Group as a professional and committed firm that contributes to the cultural change through the shoulder-to-shoulder implementation and the achievement of tangible results in a sustainable manner.



Rolando Zuecolillo French
Chairman of the Executive Board of TIMBO