



August 25th, 2017

To whom it may concern

Competitive Dynamics International – Mission-Directed Work Teams

Cerveceria Hondureña engaged the services of Competitive Dynamics International in 2003 as part of our quest to introduce a program that would enhance People Engagement and improve our overall business performance in terms of Quality, Speed, Cost and Safety.

The program was a complete success and allowed our Brewery and Soft Drinks operations to achieve outstanding results in our region and within the SABMiller and Coca-Cola bottling groups.

In October of 2016, SABMiller and AB InBev combined to become the largest global beer company. Needless to say, the transition period leading up to the combination and the continuity of our business after the completion was more complicated than any situation we had faced before.

We strongly believe that staying true to the best practices driven by the MDW Program proved to be one of the anchors that allowed our workforce to rise to the challenge of continuing to deliver outstanding results during our transition phase. People indeed make the difference.

During the transition phase, which has lasted for about two years, since the announcement of the deal to this day, the Soft Drinks Plant has achieved, among other results:

- A factory efficiency improvement of over 1.5%
- A mechanical efficiency improvement of over 4%
- A maintenance cost reduction of over 10%
- A total energy usage reduction of over 4%

The implementation of the MDW Program allowed us to shape the culture of our Company and helped us lay the solid foundation upon which to base our pursuit of excellence. For these reasons, we continue to recommend Competitive Dynamics International to any company wishing to introduce a culture of constructive employee engagement for effective, sustainable application of lean principles on the journey to World Class performance.

Benno Micheletti

CSD Plant Director