

**September 10<sup>th</sup>, 2016**

**To whom it may concern**

**Competitive Dynamics International – Mission-Directed Work Teams**

Cerveceria Hondurena 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 introduced first in the Manufacturing areas (Brewery and Soft Drinks) and later in Distribution, Sales and Finance. All modules were implemented in Manufacturing, and the other areas selected appropriate modules to support their successful drive for World Class performance.

The results have exceeded our original expectations and have really been nothing short of spectacular. Among the improvements observed since embarking on the program are:

- Water usage reduction of 54% in the Brewery and 37% in CSDs
- Energy usage reduction of 32% in CSDs
- Factory Efficiency improvements of 27% in CSDs and 7% in the Brewery
- Machine Efficiency improvements of 34% in CSDs and 9% in the Brewery
- Syrup Yield losses halved in CSDs
- Macro Extract Losses halved in the Brewery

The CSD (carbonated soft drinks) Plant was acknowledged as the best Coca-Cola bottler in the Central America Region for three years in a row, and the best bottler in the Coca-Cola Latin Center Division twice, while also winning the Excellence Cup in 2014. The Brewery has been recognized as the top performer in World Class practices for over six years in SABMiller's bi-annual GEMS audit.

But the most significant change has been the collaboration mindset that has developed as we have shaped a new culture. People Make the Difference, and the workforce has embraced this new way of working and have made continuous improvement a way of life. The morale is high, and the site has also been recognized as a top site by the "Great Places to Work" Institute.

We would not hesitate 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