

San Juan, Puerto Rico 11th of May 2021

To whom it may concern:

Colomer & Suarez is a leading wholesale distributor of food and consumer products in Puerto Rico. Over the last seven decades, we have served the consumer product distribution business exceptionally, growing consistently, and adapting to the times and anticipating our client's needs in order to help them be successful.

As part of our commitment to satisfy our client's needs, between October 2020 and May 2021, we developed the REMAR project, in conjunction with London Consulting Group, which focused on strengthening our operations and customer service. The objective of this project was to improve the management processes, optimize the work processes, create work tools, and restructure the organizational structure within the Logistics, Warehouse, and Dispatch departments.

The way change was managed, the dedication displayed by the team members, the methodology and the manner in which it was applied throughout the different stages of the project, were very beneficial to our operation and it enabled us to achieve our fixed objectives, of which we would like to highlight the following:

Purchasing and Product Portfolio:

- **0.44%** increase in the Gross Profit.
- **7%** optimization of the company's entire product portfolio.
- **1%** goods returned over the total sales for some product subcategories, by the supplier
- **2%** increase in the Suppliers' Fill Rate and **10%** increase in the Suppliers' OTIF indicator, for the entire company.

Warehouse and Dispatch:

- **10%** increase in on time deliveries.
- **25%** increase in the dispatch department's productivity and **52%** reduction in overtime costs.
- **49%** reduction in costs due to negotiations with the In Land logistics service supplier.
- **3%** reduction in cost per dollar delivered to our clients.

Digital Transformation:

- Designed and applied a key performance Indicator Control Panel by department connected directly to the company's server that updates automatically, created within Microsoft's Power BI platform.
- Carried out an evaluation of WMS (Warehouse Management System) and ERP (Enterprise Resource Planning) software and implementing partners.

Furthermore, we worked with the Human Development and Managerial Skills Program, which yielded very important results for our organization. This program increased our personnel's openness to change, and it imparted new skills, which have greatly contributed towards our personnel's development.

The project was successfully concluded within the **project's 29 programmed weeks with a generated ROI of 0.7 to 1 up to the current date** and with an **annualized forecast ROI of 3.3 to 1**. Along with the quantitative results, the changes to our work culture were very significant, which put in place a solid base from which we can achieve our medium and long-term goals.

London Consulting Group has been a strategic ally in the execution of our initiatives, which focused on increasing productivity and efficiency in the different departments. We will continue to work together to overcome new challenges and projects. Currently, we are working on the implementation of an ERP system.

For all of the above, we are pleased to recommend London Consulting Group as a professional and committed firm that has an excellent work methodology which positively changes the work culture through their shoulder-to-shoulder implementation methods and their commitment to attain tangible results in a sustainable manner.

Alfredo Suárez

President

Colomer & Suárez



San Juan, Puerto Rico, March 4th, 2021

To whom this way concern:

Colomer & Suárez is a wholesaler distributor leader in food services and products in Puerto Rico. For more than 7 decades, we've served exceptionally to the distribution in consumer goods business, growing constantly, adapting to the new ages and anticipating our clients' necessities so we can help them succeed. As part of our compromise to satisfy our clients needs, we've developed the project REMAR alongside London Consulting Group with the purpose of continue to grow and strengthen our service and operations.

We would like to express our recommendation for the **Human Development** area in **London Consulting Group**, for their collaboration as responsible of the **Management development and leadership** of the participating staff in our process improvement project ("REMAR"), that took place during the months from **October 2020 until February 2021**, in our Operations and Sales areas. The objective for this program was to established the right conditions in terms for **Methodology and Attitude** on behalf of all our staff who participated in our project.

Some of the initiatives that took place were:

▼ **Management and Operational abilities seminar:**

There were 6 workshops facilitated that generated significant learning for our staff. With this program we've impacted **21 key leaders** in which they were trained in work systems that facilitated the adoption of new tools for management and execution.

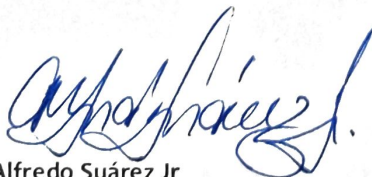
▼ **Professional Adaptability workshop:**

Twelve theoretical-practical workshops were imparted with the objective of raise awareness and prepare the participants to the technology with which we live and the changes that this may lead us to, through subjects that made way for change, the importance of self-learning and the adaption of skills focused on the technological era.

▼ **Individual Development Program:**

In these one-on-one meetings, we identified concerns and needs, such as strengths and opportunities with whom we worked to develop them and improve job performance.

Without a shadow of a doubt, this program resulted in support for our organization, since these new abilities acquired have contributed strongly to the development of our staff. Having said that, we strongly recommend the **Human Development area from London Consulting Group**, for their professionalism, compromise and efficiency to execute a program of said nature.



Alfredo Suárez Jr
President
Colomer & Suárez