

To whom it may concern:

San Juan, Puerto Rico, September, 2023.

B. Fernandez & Hnos., Inc. is one of the leading distributors in Puerto Rico, serving more than 5,200 customers across the island. We are known for the brands that we represent, our distribution and sales network, the creation of marketing networks, and our commitment to our customers.

With the objective of implementing new efficient models in our traditional sales channel, between December 2022 to September 2023, we carried out the second phase of our business intelligence project with London Consulting Group.

The key initiatives that we undertook during the second phase of the project were the implementation of a new variable compensation scheme for our salespeople, supervisors, Key Account Managers, and Managers, ensuring that these compensation schemes are aligned with the company's strategic needs. We also implemented a cross-selling model in the DSD routes, which enabled us to provide better customer service and increase our sales. Furthermore, we also implemented tools that strengthened the orders that our salesforce recommends to the clients, which improved our product portfolio's coverage.

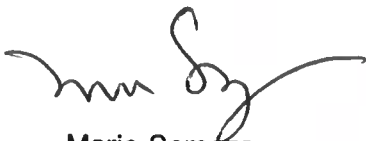
The project's most significant results were:

- 4.6% increase in portfolio penetration, compared with the base of customers and products sold in 2022.
- 8% increase in sales per customer in the last 5 months vs. the previous year.
- 48% increase in the number of routes that were complied with on a monthly basis in the last 5 months vs. the previous year.
- 66% increase in the reliability of the new compensation scheme for the Salespeople and Supervisors.

The savings obtained from this project are reflected in the **0.6 to 1** return on investment that we achieved by the end of August 2023, with a forecasted annualized return of **2.3 to 1**.

I would like to acknowledge the commitment and professional work carried out by the London Consulting Group team, who have once again exceeded our expectations. We will continue to work closely with London Consulting Group in our next project.

Sincerely yours:



Mario Somoza  
President  
B. Fernández & Hnos., Inc.



To whom it may concern:

San Juan, Puerto Rico, January 2023

B. Fernández & Hnos., Inc. is a distribution leader in Puerto Rico that services over 5,200 clients across the island. We are known for the brands that we represent, our distribution network, our sales network, our ability to create market networks, and our commitment to the service we provide our clients.

Between June 2022 and December 2022, we carried out the first phase of our sales intelligence project in conjunction with London Consulting Group. The objective of the project was to create and implement new efficiency models in our traditional sales channel.

The key initiatives that we implemented in order to finish the first phase of the project were creating a product portfolio capitalization model that is organized according to our client segments which was based on the specific needs of each client as well as an analysis carried out on time required to carry out the sales process. This enabled us to calculate the capacities required and then we were able to design an adequate structure. Another key initiative was carrying out an analysis on the current sales commissions. This analysis enabled us to create a more efficient and transparent model that is focused on our product portfolio's penetration.

Furthermore, our organization is becoming more mature in terms of analyzing and taking decisions through the implementation of **Business Intelligence tools such as Power BI** which generate information that allows us to predict our sales.

The specific initiatives that we carried out during this phase were:

- Client Segmentation Model.
- Designing product portfolio capitalization tools.
- Designing web applications that are used to register the clients' voices.
- Designing web applications that are used to register the time it takes to carry out the sales process.
- Customer Voice Dashboard.
- Capacity Plan Design.
- Designing the Organizational Structure required by the Traditional Sales Channel.
- Designing simulations for the sales commissions.
- Designing a commissions model that is linked to the personnel's career plans.

We would like to acknowledge the commitment and professional work carried out by the London Consulting Group personnel. We will continue working hand in hand with London Consulting Group during the next phase of the project.

Sincerely,

Mario Somoza  
President  
B. Fernández & Hnos., Inc.