



Ref. No. MD092024

18th March, 2024

To whom it may concern:
Recommendation Letter for London Consulting

Caribbean Airlines Limited (CAL) offers a genuine Caribbean experience, operating more than 600 weekly flights to destinations in the Caribbean and North and South America. Jointly owned by the people of Trinidad & Tobago and Jamaica, CAL employs more than 1600 employees. The airline is a member of the International Air Transport Association (IATA) and is recognized as an IATA Operational Safety Audit-qualified airline.

CAL's strategy is based on expanding connections, as well as improving the customer experience; one of the transformation initiatives is the automation and digitization of manual processes in flight management. Between January and October 2023, London Consulting Group worked side by side with our leaders and staff on the following initiatives:

- Design and implement standard processes to consolidate all variable operating expenses of flights in 24 airports where the airline operates.
- One hundred twenty-seven contracts were reviewed to record more than 3000 expense items and associated fees by airport.
- In conjunction with CAL's IT department and SAP support team, a process was defined to automate the creation of purchase orders for the variable operating expenses per flight.
- An application was designed and developed using PowerApps to digitize and standardize data collection and storage required in the accounting of flight expenses, where data was not already available in CAL's Datawarehouse or digitally captured throughout the process. The app development involved gathering the requirements per airport and designing the process and policies associated with its use.

We would like to recognize the effort shown by the staff of London Consulting Group. Its in-person business model promote involvement and commitment at all organizational levels.

Should you require further information, please contact the undersigned at email garvin.medera@caribbean-airlines.com.

Yours faithfully

CARIBBEAN AIRLINES LIMITED

Garvin Medera
Chief Executive Officer