

Costa Rica, San Isidro del General.
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TO WHOM IT MAY CONCERN

Coopealianza is a Costa Rican credit union with over 50 years of experience in Costa Rica's financial sector, focused on consumer products. We hold over 940M USD in assets, 50 branches, as well as the strongest associate base on the Costa Rican credit union sector, with over two hundred thousand associates.

Between January and July 2019, we developed four projects in the Credit and Collections departments alongside a dedicated team from London Consulting Group. Our goal was to create an extensive redesign of the administrative, legal, and written-off debt collection models, as well as to select, configure, and implement a predictive dialing system.

Change management, team dedication, side-by-side implementation, and the methodology implemented throughout the project phases were all key to achieve the defined goals. Some of the highlights are as follows:

Administrative Collection:

- Redesign of collection strategies and procedures, helping us focus on maximizing fee collection and minimizing loan loss provisioning expenses.
- Increased volume of outgoing collection calls by 215%, 33% increase in effective calls.
- Management of collection portfolio improved by 109%, guaranteeing full coverage of all transactions.
- 70% increase in collection department productivity.
- Design of a model to define the ideal headcount in the collection department, with a 12% reduction in positions.
- Improved 6 percentage points on current loans portfolio balance.
- Improved 1 percentage point on current loans portfolio balance for associates with payroll deduction service.
- 24% deceleration on the loan loss provisioning expenses growth trend.

Judicial Collection:

- Redesigned the legal collection proceedings follow up and control process.
- Defined a legal collection pipeline, increasing 56% in attorneys' service levels by defining standard times per process stage.

Written Off accounts collection:

- Redesigned the written off accounts policy, reducing 15% in written off balance.
- 75% increase in written off portfolio management, ensuring total portfolio coverage.
- 26% increase in written off debt collection.

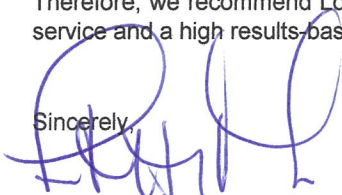
Dialing system / Collection strategy:

- An optimal collection process was designed, considering a predictive dialing system to manage the collection portfolio through collection campaigns targeted by payment behavior, default causes, and payment settlement strategies.
- Evaluated and selected a predictive dialing system according to process requirements.
- Implemented the dialing system in over 50 collection agents.
- Defined the contact information data base update strategies, with a 63% improvement in contact information quality for defaulted and unlocated customers.

Economic benefits achieved by project end represent an annualized ROI of 3 to 1.

Therefore, we recommend London Consulting Group as a professional company, with an excellent methodology, customer service and a high results-based approach.

Sincerely,



Francisco Montoya Mora
General Manager