

To whom it may concern,

Dos Pinos is the leading company in dairy, beverages, juices, and ice cream products in Central America and the Caribbean, with more than one billion dollars in revenue, five thousand employees and nine production plants. We have a portfolio of more than nine hundred products that extends over twenty categories, including our new meat and candy product lines, with which we serve our customers with great focus on quality and innovation.

Starting in November 2020 we kicked off project Chirripo, hand in hand with London Consulting Group. This two-year project is a comprehensive effort, set out to transform our operations in Costa Rica by deeply improving our working ways along the main processes of the value chain, giving us the opportunity to reinvent our company and to achieve extraordinary results.

Having completed the project, I am very glad to confirm that we have generated 48.1 million US dollars in benefits in the two-year span of our endeavor, 43% above project target, both in increased sales and in the optimization of costs and expenses.

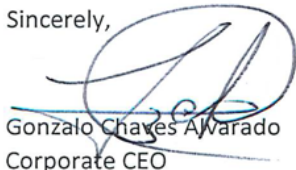
It is very important to point out that these benefits were generated on top of the internal improvement plans that we already had either in plan or in progress. This makes the result even more outstanding and gives a fresh perspective of the value and contribution that the external vision of the consulting team generates in our organization. This project helped us to substantially improve our bottom line during the previous two fiscal years. Our most exceptional achievements in the project to date are:

- Increase in sales volume due to the implementation of cross-selling strategies in the traditional channel.
- Implementation of a more profitable customer service model, through innovative penetration models, allowing us to increase sales and profitability on the target customer base.
- Improvement of our fill rate, allowing us to reduce lost sales and capture additional sales volumes.
- Efficiency improvement and greater use of production assets in our Costa Rica production plants, resulting in a reduction in cost per metric ton produced.
- Reduction in production costs, achieved through the implementation of diverse operational strategies.
- Reduction of logistics expenditure.
- Efficiencies in purchasing and reduction of corporate expenses.

By 2023 the projection of financial benefits is sustainable, and we expect to surpass this year's achievement. With this target, we are aiming to attain a total impact of more than threefold versus our investment in the project during the full 3 year committed time span.

In view of the results achieved so far, it is my pleasure to recommend London Consulting Group as a very professional company, which has thoroughly demonstrated their capability to generate excellent results, working hand in hand with our collaborators and ensuring their conviction and involvement in the initiatives developed.

Sincerely,

A handwritten signature in blue ink, appearing to read "Gonzalo Chaves Avarado", is written over a circular blue stamp. The signature is fluid and cursive.

Gonzalo Chaves Avarado  
Corporate CEO