



GOYA[®] SANTO DOMINGO, S.A.

San Cristóbal, Dominican Republic April 28, 2023

To Whom It May Concern:

Goya is the largest Hispanic food company in the United States, founded in 1936 with national and international presence, and is a leader in the Hispanic food industry. The company offers a wide range of products including beans, rice, cooking oil, sauces, seasonings, beverages, and frozen products. Committed to sustainable development and social responsibility, they offer high-quality products to their customers at affordable prices. They have approximately 26 facilities across the United States, Puerto Rico, the Dominican Republic, and Spain.

From October to April 2023, with the aim of continuing to improve operations, we developed the design and implementation stage for management processes in the functional areas of Supply Chain and Coconut Yield for the production plant located in the Dominican Republic, in collaboration with London Consulting Group. During this period, we focused on implementing standardization and homogenization of processes, activities, and best practices, establishing, and implementing new management tools and indicators. The focus module worked in the areas is noticeable, as well as the cultural change in the area's employees, which leaves us with solid foundations to exceed the organization's goals in the medium and long term.

The following are some of the main activities and achievements:

- **49%** reduction in import management days, **86%** improvement in the unit cost of container dispatch, and **37%** improvement in the unit cost of container storage for Coconut container imports.
- **92%** reduction in the difference in Coconut yield % between quality sampling and what was reported by contractors.
- **100%** compliance with contractor supervision routines, Goya floor, and contractor supervisor.
- Design and implementation of **25** processes in the Supply Chain (Planning, Purchasing, Logistics) and Coconut Yield departments through digitalization and automation using digital tools.
- Development and implementation of digital applications to centralize and optimize the management information of the supply chain and coconut yield department: **9** information capture applications, **24** data capture submodules, **31** screens for data capture, management, and display through Microsoft PowerApps, and **22** data tables in Sharepoint Lists.
- Conceptualization and implementation of **5** new modules in the company's ERP.
- Design, extraction, transformation, and loading of information for the generation of strategic, tactical, and operational indicators and dashboards through Microsoft Power BI.
- Implementation of a governance model with **3** key forums for monitoring and feedback that leverage project results.

The project has concluded successfully within the agreed-upon timeframe, and the economic benefits of the project have generated a return on investment of **1.5 to 1** to date, with a projected return of **5.1 to 1** one year after the completion of this project, exceeding expectations and surpassing the estimated return.

Therefore, we are pleased to highlight the work of London Consulting Group as a professional and committed firm that contributes to cultural change through shoulder-to-shoulder implementation and capitalizes on tangible results in a short time.

Sincerely,



Angel B. Cairo
VP / Gerente General