



San José, Costa Rica, 2024

To whom it may concern,

Enjoy Group is a hospitality company in operation since 1973, managing and developing projects in Costa Rica and the Central American markets. We own and operate a diversified portfolio of hotel companies of both proprietary and international brands, such as Marriott Autograph Collection and Hilton Garden Inn, with 6 hotels and more than 800 rooms; our own brand restaurants as well as franchises, and also communities and real estate developments in the hospitality sector.

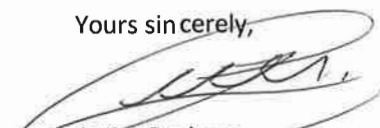
From May 2023 to August 2024, we carried out Project Dakúanuk in our organization, in partnership with London Consulting Group, across three phases. The project focused on a thorough review of our entire operation to prepare for growth across our strategic business lines. The Project's main achievements are as follows:

- **Organizational Structure in Sales:** We implemented an organizational structure with a strategic focus on the commercial function, conducting a comprehensive process review and introducing management tools that tailor the commercial approach to different segments.
- **Hotels Sales and Marketing:** 19% increase in room nights for group stays, a 7% rise in transient stays, and a 14% boost in the Average Daily Rate (ADR) for groups.
- **Development and Procurement:** We conducted an in-depth review of processes, roles, and organizational structure to formalize project control mechanisms, aligning them with the best practices of the Procore tool. This effort strengthened the department's ability to manage internal projects and seize new business opportunities with third-party projects in a growing market.
- **Restaurants:** A governance model, control dashboards, and redesigned operational processes were implemented, along with tools and supervision models that ensure adherence to operational and service standards in our restaurants. This led to a 62% increase in sales to corporate clients and groups.
- **Shared Services:** We centralized accounting support processes, consolidating the complexity of 216 process instances across 36 companies into 6 standardized core processes. This initiative resulted in a 19% reduction in headcount and a 24% decrease in projected operational costs.
- **Business Intelligence:** A BI platform was created for comprehensive business management, including the implementation of an organizational structure that ensures the successful oversight of the process. This included 12 integrations with various in-house and external platforms, the development of a Data Warehouse, and the creation of 82 Power BI dashboards across 10 different business areas, integrated into a SharePoint portal for easy access

The overall benefits of all the initiatives resulted in a projected return of more than 2 million dollars.

It is with great pleasure that we do not hesitate in recommending London Consulting Group as a highly professional company that has demonstrated the ability to generate profound changes in our way of working, in collaboration with our employees and ensuring their involvement in the initiatives developed.

Yours sincerely,



Javier Pacheco
CEO



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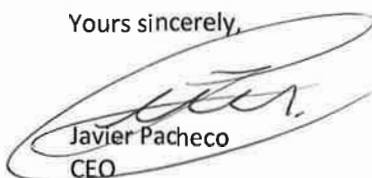
Between November 2023 and August 2024, we carried out Project Dakúanuk in our Sales and Marketing department in collaboration with London Consulting Group, where we conducted a comprehensive review of the operation, achieving the consolidation of efficient practices and the standardization of processes. Our main achievements accomplished in the project are listed below:

- The organizational structure was redesigned around a VP specializing in sales and marketing functions, enabling a more robust coordination with our properties, and creating greater agility in the execution of sales strategies.
- Definition of our commercial strategy based on six key points: markets, international representatives, PR, affiliations, digital strategy, and distribution channels.
- Implementation of a CRM for managing group sales, agencies, PR, and the customer care department.
- 19% increase in room nights and a 14% increase in the Average Daily Rate (ADR) for group stays.
- 7% increase in room nights while maintaining the ADR for transient stays.
- Implementation of a dashboard and a process to manage marketing requests, reducing the delivery time of creative requests by over 50%.
- An outgoing communications management process was implemented, along with an in-house procedure to manage digital advertising, resulting in a CTR that is up to 5.5 times higher than the industry standard.
- Email marketing campaigns were implemented, based on the consolidation and cleanup of existing databases, moving from 133 isolated data sources to a unified and categorized database, with a management process ensuring the orderly maintenance and growth of the contact base.
- The Customer Care service protocol was redesigned, and service indicators were implemented, reducing overflow by 65% and increasing contactability by 74%.
- Redesign of the on-property service model for groups, creating a single integrated flow with sales.
- Implementation of a governance model and a set of KPI dashboards for the area that formalize communication and reporting lines.

The sum of these actions generated over 2 million dollars in the annualized projection.

Considering the project's achievements, it is with great pleasure that we recommend London Consulting Group as a highly professional company that has demonstrated the ability to generate profound changes in our way of working, in collaboration with our employees and ensuring their involvement in the initiatives developed.

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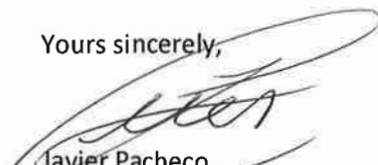
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From May 2023 to September 2024, we collaborated with London Consulting Group on the Dakúanuk Project with a Business Intelligence initiative. The project was centered on developing a BI platform to facilitate thorough management of our businesses, alongside establishing the organizational structure required to efficiently oversee the process. The main achievements of the project are listed below:

- Redesign of the IT department organizational structure transitioning from a purely operational role to the incorporation of a strategic focus on digital transformation.
- Development of 12 integrations with key platforms like Avaya, Oracle, Opera, SFA, MenuLink, Procore, and Monolith, among others, enabling the consolidation of the required data for the management of our hotels and restaurants, as well as our real estate development branch through four integration models:
 - Automation of ETL workflows using AWS Glue, expediting data extraction and transformation in connections with marketing systems like Facebook and operational platforms like Opera PMS.
 - API Integrations and direct connections, centralizing real-time information from diverse sources and improving operational visibility.
 - Daily reports automation with Python, providing updated and accurate information on key business areas such as hotel occupancy and lead tracking.
 - Power Automate to process notifications sent by Cloud systems without direct integration methods and reports sent via email, streamlining the handling of external information.
- Implementation of Data Warehouse Centralized Management via SQL tables that consolidate data from various sources, enabling detailed and segmented analysis to support real-time decision-making.
- A total of 82 dashboards across 10 different areas were developed and were integrated into our SharePoint KPI portal, enabling the strategic management of the core processes in our organization.

With great pleasure, and considering the project's achievements, we don't hesitate in recommending London Consulting Group as a highly professional company that has demonstrated the ability to generate profound changes in our way of working, in collaboration with our employees and ensuring their involvement in the initiatives developed.

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Javier Pacheco
CEO