

Kingston, Jamaica, June 2021.

To whom it may concern:

Hardware & Lumber is a company that operates two main business units: **H&L Rapid True Value**, which sells a wide range of building materials, hardware, electronic supplies, houseware, and decoration goods; and **H&L Agro**, which distributes agricultural supplies, tools, equipment, as well as lawn and gardening accessories, including seeds, fertilizers, and security equipment. Between **August 2020 and June 2021**, we developed in conjunction with **London Consulting Group (LCG)**, a project consisting in the launching of initiatives to further improve our commercial processes that were implemented throughout the 15 stores within the network.

Some of the project's most relevant results were:

- **On-shelf Availability:**
 - Implementation of a new Perfect Store Program for the Retail Channel supporting the locations in having better compliance; Cleanliness, Arrangement, Pricing and Full Stock.
 - 51% Average Improvement in fully-stocked compliance throughout the 15 Stores.
 - Direct impact in Lost Sales reduction by increasing product availability (35% Global Reduction taking into account initiatives from the initial phase).
 - Physical improvement of the stores, improving the on-shelf use of space and maximizing the products displayed.
 - New procedure in place to ensure the products are forecasted, purchased, stored and showcased in order to guarantee an efficient sales process.
- **Basket Size and Average Ticket:**
 - 4.4% Average Growth of Basket Size (items) which generate an increment of 24.5% increase for the Average Ticket Value.
 - Incremental Sales indicator implementation granting the ability to drill-down to Sales Associates Level in order to track Sales Performance.
 - Implementation of Operations Meetings to review the Sales Performance compliance per location and the definition of Action Plans tailored to each Sales Associate's areas of opportunity detected to further improve Cross-Selling and Up-Selling.
- **Business Intelligence:**
 - Incursion towards Digital Transformation by implementing Business Intelligence Tools (Power BI) allowing an improved decision making process by leaders within the company.

The financial savings achieved by the project generated a Return on Investment in 2021 of **2.9 to 1** and a yearly projected ROI in 2022 of **4.7 to 1**. Therefore, we highly recommend London Consulting Group for their team's professionalism and their work methodology used throughout this project.

Sincerely,



Marcus Richards
Managing Director

Hardware & Lumber Ltd.

 **Rapid**  **Agro**

Erwin Burton (Chairman) | **Christopher Bovell** | **Joseph Bogdanovich** | **Michael Ammar Jr.** | **Michael Bernard**
Henry Reid | **Patrick Williams** | **Karen Gilbert** | **Marcus Richards** | **Harry Smith** | **Gene M. Douglas** (Secretary)

Kingston, Jamaica

April 9, 2021

To whom it may concern:

Hardware & Lumber is a company that operates two main business units: **H&L Rapid True Value**, which sells a wide range of building materials, hardware, electronic supplies, houseware, and decoration goods; and **H&L Agro**, which distributes agricultural supplies, tools, equipment, as well as lawn and gardening accessories, including seeds, fertilizers, and spray equipment. Between **January 2021 and March 2021**, we developed in conjunction with **London Consulting Group (LCG)**, the redesign of certain reports and budget indicators, seeking a better follow-up to the cost control strategies of our company:

Some of the project's most relevant results were:

- **H&L Budget Reports:**
 - Identify with the finance team the origin of the data for expenditure by each department and its specific account allocation.
 - Connectivity required to obtain the information from the H&L ERP, using data more effectively to control the Operation.
 - We have improved the capacity of our Business Intelligence team, with LCG training, for the control and management of these new platforms. Our end users have a good enough understanding of the technology and can connect for the use of these new reports.
 - Complete training for the Business Intelligence Analyst to support and monitor this process, which will allow better monitoring of the cost control of the organization.
 - Report designing in the Power BI - Business Intelligence tool, assists H&L personnel to control the most critical procedures affecting their department or business unit and enable leaders to take more timely decisions.
 - A wide range of reports were created to track the costs of our internal divisions of Administration, Finance, Human Resources, Technology, Marketing, Maintenance, etc.

With the support and training of London Consulting Group, Hardware & Lumber is now a company that uses more efficiently its technology platforms, which will allow us to continue to be the market leader and pioneer these tools in Jamaica. Therefore, we highly recommend London Consulting Group for their team's professionalism and their work methodology used throughout this project.

Sincerely,

Marcus Richards
Managing Director

Hardware & Lumber Ltd.**Erwin Burton** (Chairman) | **Christopher Bovell** | **Joseph Bogdanovich** | **Michael Ammar Jr.** | **Michael Bernard Henry Reid** | **Patrick Williams** | **Karen Gilbert** | **Marcus Richards** | **Harry Smith** | **Gene M. Douglas** (Secretary)