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Kingston, Jamaica

April 2023.

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 **June 2022 and April 2023**, we developed in conjunction with **London Consulting Group (LCG)**, a project consisting of the redesign and implementation of Business intelligence reports and productivity related tools. Some of the project's most relevant results were:

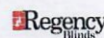
Redesign of reporting datasets

- Bypassing of intermediate data tables, and reducing reliance on user generated datasets, resulting in both a lower data maintenance requirement and reduced user dependency
- Consolidation of datasets, reducing the maintenance requirements of the formats while preparing the datasets for report expansions.
- Normalization of data, and implementation of incremental data loads, reducing the data loading time, reducing data load requirements which prior resulted in data load errors.
- Review, redesign, integration and validation of 50+ data sources.

Report redesign and data access facilitation

- Enhanced functionality of existing tools, consolidating data requirements according to end-user needs
- Integration of dataset into excel formats, facilitating users to combine system data with user generated analysis.
- Data segregation through the implementation of RLS, allowing for user specific data access and report views.
- Design of customer facing tools, allowing for system data to be used to enhance customer experience.
- Training of core users in report and dataset maintenance, with the aim of assuring continuity of implemented systems.
- Training of core end users in data integration, facilitating users to use the datasets to enhance their currently generated analysis.

Hardware & Lumber Limited



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



The redesign and implementation of the datasets are expected to enhance the company's ability to use its data to enhance decision-making, while reducing maintenance requirements to assure continuous availability of reliable data analysis. Therefore, we congratulate London Consulting Group for their team's professionalism and their work methodology used throughout this project.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Oliver Gayle'.

Oliver Gayle
Chief Financial Officer