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Appleton, MN, August 12<sup>th</sup>, 2022

To whom it may concern,

Eat Just is a food technology private company headquartered in Alameda, CA with Operations in Appleton, MN. Born with a mission to build a healthier, safer, and more sustainable food system, the company's expertise, from functionalizing plant proteins to culturing animal cells, is powered by a world-class team of scientists and chefs spanning more than a dozen research disciplines. Eat Just created America's fastest-growing egg brand made entirely of plants, and the world's first-to-market meat made from cultured animal cells.

Between February and August of 2022, the company conducted a transformational project called "Eat Just Pro Team" with the aim to transition into a results-oriented organization able to manage and use data for an effective decision-making. With the help of LONDON CONSULTING GROUP our Operations and Maintenance departments experienced a re-design of their processes and procedures that optimized our production chain. Their systematic approach and assertive Change Management methodology, which included shoulder to shoulder implementation with our staff on the floor, ensured an early buy-in from our collaborators, a continuous improvement spirit, and that results will stick in the long run.

The following are the achieved results after the implementation:

### Operations

- Increased efficiencies by implementing a continuous improvement methodology for operational excellence by following the PDCA cycle.
- Improved our production efficiency by controlling and reducing CIP, downtime and increasing yield %. We implemented a management and decision-making culture in the day-to-day operations by creating an essential tool using Power BI to track production attainment, production results, OEE and downtime.
- Increased production availability by reducing 14% downtime.

### Maintenance

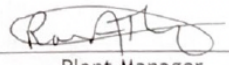
- Introduced a continuous improvement methodology for operational excellence by following the PDCA cycle.
- Structured the department databases by formatting the Master Data, Assets List, Preventive Maintenance Schedule, Critical Spare Parts List, among others.
- Enhanced the CMMS utilization by correctly setting up the system.
- Optimized the Maintenance operations by designing and implementing the to-be processes that aligned with the CMMS.
- Tracked the performance improvement by defining and monitoring the KPIs within the CMMS.
- Ensured long-term adoption of the new processes by documenting the new materials and training the Maintenance and operations staff.

### Change Management

- Increased the organization accountability by implementing a Governance model for reporting.
- A continuous evaluation of performance and agreement on action plans through a Weekly Production recap.
- Promoted a forum for setting and following up on non-conformances by a Weekly Results meeting.
- Enhanced daily production planning and scheduling by establishing a Daily Direction Setting meeting.
- Facilitated inter-shift communication, operability, and continuity by implementing a beginning of shift stand-up meeting.
- Smoothened shift transition by establishing an end-of-shift reporting meeting.

Working with LONDON CONSULTING GROUP during this period has been a satisfying experience for us, full of learning and improvements on our path to achieve our strategic objectives. Their team of consultants was very professional and always provided exceptional support. We are certain that their team can support any company seeking to implement process improvements, digital tools and change management into the organization. We would happily consider LCG as a business partner for future projects and initiatives that Eat Just pursues.

  
VP Upstream Manufacturing  
Julien Grascoeur

  
Plant Manager  
Ron Athey