



## FFI HOLDINGS, INC.

San Juan, Puerto Rico, December 2016

To whom it may concern:

Founded in 2009, La Familia Pawn & Jewelry is a pawn chain with stores in Florida and Puerto Rico, offering the most comprehensive suite of financial services in the industry, including fast cash loans, money transfers, bill pay and pre-paid debit cards, in addition to jewelry and general merchandise retail stores.

Working with London Consulting Group, we carried out our "All In Project" between May and December 2016. The project was focused on improving the efficiency of the sales system, pawn system, category management, inventory management and productivity of each store that is part of "La Familia". Some of the main results achieved were:

- ✓ 10% increase in PSC (Pawn Service Charge) in Puerto Rico.
- ✓ 8% increase in PSC (Pawn Service Charge) in Florida.
- ✓ 6% increase in Sales transactions in Puerto Rico.
- ✓ 33% increase in warranty saturation in Puerto Rico.
- ✓ 13% increase in warranty saturation in Florida.
- ✓ 8% increase in Items Per Ticket in Florida
- ✓ 4% reduction in Salaries and Wages in Florida and Puerto Rico.

Additionally, key activities were carried out to improve productivity, such as:

- Restructuring of the regional manager positions in Puerto Rico.
- Restructuring staff in stores by position in Florida and Puerto Rico.
- A management by indicators system and corresponding governance model were implemented which facilitated the analysis and setting of action plans allowing us to concentrate our efforts on the areas that require it the most.

As a result of the implemented initiatives we have quantified economic benefits that represent a return on investment (ROI) to date of **0.6 to 1** with a projection of benefits of **2.5 to 1** one year after the project's completion.

Based on the previously mentioned results, we are pleased to recommend London Consulting Group as a professional, committed company with a highly effective methodology for the development of this type of improvement project.

Sincerely,

David Ashe  
President & CEO