

Dominican Republic, March 2022

To whom it may concern:

MARDOM is a Dominican company which is a leader in the integrated logistical services market. We currently have over 1,300 employees which are committed to operative excellence, being proactive, and constantly improving the organization. MARDOM is known for our innovative initiatives and high degree of technical knowledge on Global Logistics; furthermore, we constantly seek out new value added solutions in order to meet our client's needs.

Between July 2021 and March 2022, we developed, in conjunction with London Consulting Group, an improvement project. The objective of the project was to implement strategies and procedures which improved our Purchases department, our Internal Warehouses, our Internal Workshop, and our Service Workshop.

The project has generated a Return on Investment (ROI) of 3.2 to 1, with a forecasted annualized return of 6.6 to 1, surpassing our initial estimates.

The implemented strategies have generated significant improvements in our operating and service processes. The following results stand out:

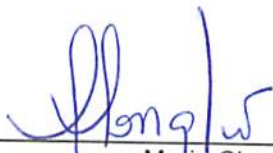
Quantitative improvements:

- Increase in the utilization of the main types of equipment.
- Reduction of rejected manufacturer guarantee claims.
- Reduction in the value of our piece warehouses' inventory.
- Reduction in the value of the obsolete pieces.
- Reduction in the purchase request service time (quotes).
- Negotiation with main suppliers from the total purchases.

Other benefits and impacts generated by the project:

- We designed and implemented over 20 tools and indicators.
- We dedicated +200 hours to training the personnel on the new work systems.
- We carried out +500 follow ups on the implementation of the new work systems.
- Implementing a Faults Committee in the internal workshops.
- Implementing an Inventory Reliability Committee.
- Designing and implementing information sheets for the equipment.
- Improving the synergy between departments in order to improve our customer centered approach.
- Analyzing and balancing the operative workloads by department and person.
- Developing and strengthening our key personnel's leadership skills.
- Implementing a management model which supports the achievements of results.

We are happy to recommend London Consulting Group as a professional and committed firm which positively changes an organization's work culture through their practical implementation of solutions, their leadership, and their commitment towards capitalizing on improvements quickly.



Mario Chong
Logistics Vice-president



Karsten Paul Windeler
Executive Vice-president

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Between July 2021 and March 2022 we developed, in conjunction with London Consulting Group, the project "Transición Abordo". The objective of the project was the design and implementation of strategies and procedures to improve efficiency. In collaboration with the digital transformation program of London Digital, we undergo an increase in information exploitation, analytical maturity model and performance management through the design and implementation of more than 15 data analytics solutions and 25 KPI's.

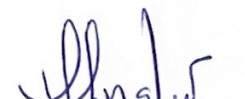
The following solutions and accomplishments stand out from the project:

- Integral assessment within the Systems and Processes Vice presidency focused in the development methodology, organizational structure, current state of information systems and current state of the technology roadmap towards identifying opportunity areas as a start point for strategy planning within the vice presidency.
- Workshop development to generate root-cause analysis and action plan deployment for continuous correction of information systems incidents.
- Development and deployment of performance management solutions in Power BI leveraging data from core business system databases within the organization.
- Development and implementation of analytical solutions to leverage data in provider negotiation, procurement order cycle management, productivity and purchase order delivery programming within the procurement department.
- Development and implementation of analytical solutions for asset management, recurrent malfunction and services analysis, mean time between failure, mean time to repair and productivity by workshop within the Workshop and Service department.
- Development and implementation of a replenishment tool and inventory health analysis, inventory value and inventory rotation analysis for the Warehousing department.
- Direct connection to organizational sources of information and collaboration for data structure development in SQL.
- Collaboration and support in supplier management in information systems to guarantee compliance and service level agreements.

We are happy to recommend London Consulting Group as a professional and committed firm that increased data oriented performance management, analytical and technological maturity level through practical application and implementation of solutions, leadership and their commitment towards capitalizing on improvements quickly.



Pilar Duverge
VP Sistemas y Procesos



Mario Chong
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