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San Juan, Puerto Rico
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To whom it may concern:

MCS Healthcare Holdings, LLC, a leader in Puerto Rico's health insurance market, developed, in conjunction with LONDON CONSULTING GROUP, the "IMAS Implementation MA Simple Service Standardization" improvement project between April 2019 and January 2020. MCS offers a wide range of products and services that encourage healthy lifestyle choices which promote physical and emotional well-being to its 370,000+ clients.

During the project we implemented work systems that enabled us to align the processes to the company's objectives. The project's key objectives were the design and implementation of the Operative Plan for the launch of the MCS Medicare Advantage 2020 products/benefits, and the coordination of the different Special Projects through a management model based on indicator results and active supervision. This model minimized incidents and ensured that we began the year on the right foot.

Some of the improvements we obtained during the project were:

- Redesigning the work plans for the operative departments which are involved in the implementation of the MCS Medicare Advantage 2020 products.
- Increasing the number of key departments involved in the Work Plan, from 13 to 22.
- Designing and automating the Tracking System in order to follow up on the work plans.
- Reducing the amount of activities that generate no value by 18%.
- Increasing the amount of activities which are key to the plan by 58%.
- Designing and implementing an Operations Committee, which involved experts from different departments, in order to ensure the correct execution of the Special Projects 2020.
- Designing the KPI's which tracked activities that were either overdue or about to be.
- Designing and implementing a Management Model in order to review the progress made by the work plan, the results, and the action plans. This ensured the involvement of the leadership level.
- 55 percentage points increase in the amount of activities completed On-Time.

The way change was managed, the training process, the dedication displayed by the members of the team, along with the methodology and the way it was applied throughout the different phases of the project, were key in the attainment of these results. The project was successfully concluded within the agreed time frame. We are happy to recommend London Consulting Group as a professional and committed firm which positively changes an organization's work culture through the implementation of practical solutions, their leadership, and their commitment to capitalizing on tangible results in a short period of time.

Sincerely,

A handwritten signature in blue ink, appearing to read "Roberto Torres", is placed over the word "Sincerely".

Roberto Torres
Chief Operating Officer