

Puerto Rico, July 2021

To whom it may concern:

Plaza Provision Company, born originally in 1907 as a chocolate and candle manufacturing shop called "La Mulita", located in Old San Juan; is today a company with over 100 years of uninterrupted service, that continued to prove its success as a "best in class" service provider for major multinational consumer goods manufacturers as well as the local trade such as: Del Monte, Mondelez, Mars, Indulac, ACH Foods, Reckitt, Dannon, Kraft, among others.

Throughout time Plaza Provision Company has propelled even further to become the leading product supplier for all major food, mass merchandising, drug and hardware retailers in Puerto Rico. All of this has been achieved while preserving strong corporate values, respect for all people: customers, principals, employees and community, and the utmost business integrity.

Between January and July 2021, Plaza Provision Company developed, in conjunction with London Consulting Group, the "Abu Dhabi" improvement project. This project developed initiatives focused on productivity and optimization of the processes within the involved areas. Some of the favorable results we have obtained due to the initiatives that we implemented into the targeted departments were:

- 19% reduction in the monthly percentage of items in portfolio that go out of stock.
- 25% reduction in monthly lost sale opportunity due to out of stock.
- 31% reduction in monthly amount of registered spoilage.
- 25% reduction in the monthly percentage of "bad condition".
- 8% increase in Fill Rate to PPC customers.
- 34% reduction of discontinued items still registered as "active" on system.

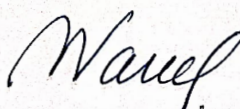
In addition to the quantitative results mentioned above, "Abu Dhabi" contributed to the creation of a new results driven culture, boosting digital transformation of the involved areas, through the incorporation of new technological solutions that provided tools for analysis, planning and execution, which helped establish new processes and strengthen existing ones.

The project was successfully concluded within the agreed timeframe, generating an annualized forecasted return on investment of **20 to 1**, surpassing our initial estimates. This was achieved due to the professional work carried out by both the Plaza Provision Company personnel and London Consulting Group's team.

The way change was managed, the training process, the dedication displayed by the team members, as well as, the methodology and the way it was applied throughout the different phases of the project, were key to achieving both qualitative and quantitative results.

Based on all that was mentioned above, we are happy to recommend London Consulting Group as a professional and committed firm which positively impacts an organization's work culture through the implementation of practical solutions, as well as through their leadership and their commitment towards capitalizing on tangible results in the short term.

Sincerely:



Ángel O. Torres

President

23 June 2021. San Juan, Puerto Rico.

To whom it may concern:

Plaza Provision Company; "Casa de Líderes", is devoted to cultivating brands and people to become true leaders. Our team works closely with our principals and the trade to develop and implement innovative and effective strategies that have led us to become the #1 distributor in Puerto Rico, as rated by our customers several times in the Performance Monitor studies.

Through this we would like to acknowledge the London People department of London Consulting Group for their excellent collaboration in the Change Management program, addressed to the managing team and the stakeholders of the project, with the following activities:

Change Management program

With this initiative, we've accomplished to inform and prepare the Sponsor team and stakeholder for the changes that have taken place in the company, promoting at the same time its values and appropriate behavior for the development of the project.

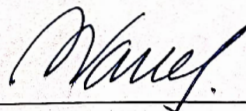
In this program 6 sponsors participated in 6 workshops to analyze and develop of the leadership strategy for the change.

In addition, 3 seminars were given to 29 stakeholders and the 8 top managers of PPC in which we created awareness and desire for the change and developed 3 competences openness to change, attachment to work systems and focus on results.

Strategic Coaching

With this individual accompaniment to the sponsor's team, we've identified needs and concerns, such as strengths and opportunities with which we've action plans of personal improvement for work.

Without any doubt, this program resulted in great importance for our organization. The disposition to change, alongside our new acquired abilities, are key factors for the development of leadership in our staff. Having said that, we express our sincerest recommendation for the London People area of London Consulting Group, for their professionalism, compromise and efficiency to execute a program of such nature.



Angel O. Torres
President