



March 4, 2021

To whom it may concern:

The Church's Chicken® restaurant chain is operated in Puerto Rico by South American Restaurants Corp., a Larrea Group company. This local group operates several restaurant chains on the Island since 1978. Puerto Rico is the only market in the world where the Church's® chain is the leader in the chicken restaurant segment. Church's® is distinguished by its extensive menu of fresh products of the highest quality prepared at the moment, including breakfast. The Church's® mission is: "To serve joy in every meal".

During the period from June 2019 to February 2021, we have been using the services of the firm London Consulting Group, with the objective of carrying out several improvement projects that have contributed to a better management and performance of certain areas of our operation. The projects carried out have been the following:

- **Cash management:** Risk analysis and optimization of the volume of night cash deposits, standardization of petty cash policies and optimization of bank commissions and cash collection services.
- **Personnel planning:** Analysis and redesign of the procedure for projecting operating hours per restaurant, improving communication between the Operations and Finance Departments. Implementation of methodology for the allocation of operating hours.
- **Drive-thru:** Design and implementation of a tracking dashboard for orders served through the drive-thru and counter. Definition of service levels (service and speed) according to the vehicle stacking per store.
- **Coffee business model:** Review and update of the business model. Operational/financial analysis was performed, and recommendations were established to maximize profitability.
- **Automation of tools:** The tools developed were created under easy access and use platforms such as Power BI, Power Apps.

South American Restaurants Corp.

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London Consulting Group has been a strategic ally in the execution of our initiatives to increase the productivity and efficiency of different departments, and we continue to work together in new challenges and projects.

For all of the above, we highly recommend London Consulting Group as a committed company, with an effective and highly professional work methodology.

Sincerely,

A handwritten signature in blue ink, appearing to read "PR-Sola", with a stylized flourish extending to the right.

Pablo Rodríguez-Sola
Executive Vice President
South American Restaurants Corp.