



San Juan, Puerto Rico, February 2023

To whom it may concern:

The restaurant chain Church's Chicken® has been operating in Puerto Rico by South American Restaurants Corp. (SARCO) since 1978. Puerto Rico is the only market in the world in which Church's® holds the leading position in the chicken restaurant market. SARCO is also affiliated with Krispy Kreme, Baskin Robbins, and Pollo Tropical, which amount to over 160 stores across the island.

With the objective of designing, digitalizing, and implementing an operating model that is focused on maximizing productivity and improving the level of service provided by the Technical Services Department, we carried out a reengineering and digitalization project in conjunction with London Consulting Group between March 2022 to February 2023.

The key initiatives that have enabled us to reach these results were the analysis, design, and implementation of the service routes and the development of a digital and mobile application, which has eliminated 100% of the manual processes that were carried out by the department.

The most significant results that we achieved during the project were:

- Redesigning and implementing service routes for the technical services which increased the average number of restaurants visited during a day by a technician from 2.5 to 5.
- Developing the Technical Services App on Microsoft Power Apps, which is now used by all of the restaurants, Area Managers, and the Technical Services Department.
- The relationship between preventive and corrective services increased by 14% to 56%.
- The fulfillment of the preventive maintenance plans increased from 20% to 40%.
- The average amount of days taken to execute a Corrective Job was reduced from 8 days to 4 days, representing a 50% increase in the speed of the service.
- Digitalizing the invoicing process for spare parts, which reduced the time between the execution and the invoicing from 7 days to 1 day (Technical Services App).

Furthermore, we created an Indicators and Reports Dashboard on Microsoft Power BI, which enabled the Technical Services Department to have an overview of the work carried out and to provide adequate supervisory activities, such as monitoring the productivity and ensuring compliance to Department's objective.

I would like to acknowledge the commitment and professional work carried out by the London Consulting Group's personnel. They continuously surpassed our expectations and therefore we will contemplate to employ London Consulting Group's services in the future.

Sincerely,

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

South American Restaurants Corp.

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