



To whom it may concern:

Uncle Charley's story started over 30 years ago when Charley Armitage started the business with his wife. Charley was a former seasoning and spice man who identified the need for a premium quality Italian sausage in Western Pennsylvania. Leveraging the great taste of its products the Uncle Charley's brand started getting distribution in local independent and as it is loyal customer base continued to expand the brand found its way into most of all retailers in Western Pennsylvania where today it is the **dominant brand in the market with a 40% market share.**

Now Uncle Charley's as part of the **Village Gourmet Group** started a project from February to July (2021), alongside the **London Consulting Group (LCG)** firm with the objective of improving the efficiency of the processes related to Production Planning and Manufacturing Execution. This project strongly pushed for culture change at all levels, for our employees to better manage their areas based on clear objectives applying user-friendly management tools and indicators towards increasing productivity and efficiency in the processes, therefore cost optimization.

The project was a success. The following are some of the most important achieved goals:

Measurable improvements:

- **12% increase in Overall Plant Productivity**, passing from a 76 lbs. produced per employee to **85 lbs. produced per employee hour.**
- **58% reduction** in the production department **overtime hours.**
- **8% increase in Plant Availability and 16% increase in Plant Performance.**
- **29% improvement in meat waste ratio** from the production process.

Qualitative Improvements:

- Development Gross Margin Analysis per SKU to drive strategic direction.
- Redesign of the operations department organizational chart.
- Development and Implementation of Key Performance Indicators and Governance Models for the Production Department.
- Implementation of an Active Supervision Model focused on both supervision and results-oriented administration effectiveness.

By the end of the project, a return on investment of **1.2 to 1** was achieved. As of now, a return on investment of **4.1 to 1** is projected. This project with LCG has been rewarding in many ways as explained above. Finally, we wish to recommend each of the LCG members, starting by their professionalism, attitude and commitment, knowledge of their methodology and their results-oriented approach. We sincerely recommend them widely.

Most Sincerely,

A handwritten signature in black ink, appearing to read "David Kemp", with a stylized flourish at the end.

David Kemp
Chief Executive Officer