

July 6, 2016
San Juan, Puerto Rico

To whom it may concern:

Universal Insurance Company is one of the largest insurance groups in Puerto Rico. It has operations in seventeen U.S. states and offers insurance products, policy financing and investment options.

We would like to highlight the work performed by London Consulting Group in the application of their methodology as well as in their commitment during the project performed in the area of insurance claims from October 2015 to May 2016, where the objective was the implementation of strategies and procedures that would allow us to improve the productivity and efficiency of our claims personnel from Universal as well as Pointguard Insurance.

The implemented strategies have generated internal improvements and efficiencies of which we would like to highlight the following:

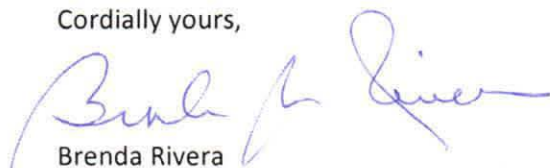
Quantitative improvements:

- Increase of inspections performed by Universal's external appraisers in the metro area.
- Increase of estimates using replacement parts.
- Increase of productivity at claims closing by Pointguard appraisers.
- Reduction of average closing days of Pointguard claims.

Qualitative Improvements:

- Greater synergy between the personnel of Universal Insurance and Pointguard Insurance.
- Greater focus on active supervision.
- Implementation of "capacity plan" personnel planning tools.
- Governance model that supports results management.

Cordially yours,



Brenda Rivera
Claims Auto VP