

Santa Fe, Mexico City, July 2023

To whom it may concern,

Zurich Santander is the alliance between two international financial leaders that since 2011 has introduced insurance products for individuals and companies in Latin America. For Mexico, they operate in 1,035 branches in which they serve their more than 1,500,000 customers with all their products for the different ranges of LIFE and General Insurance.

We hereby wish to express our satisfaction and highly recommend **London Consulting Group** firm, for the results obtained in the "**Agile Transformation**" project, which we developed with the aim of facing various challenges in our growth and transformation path, among which stand out: **Improving the experience of our customers, Simplifying sales and post-sales processes, Accelerating our digital transformation efforts** by improving Time to Market.

Some of the main elements developed during the project included:

Comprehensive Process Diagnosis: Creation of Value Stream Maps in the main areas of the company, identifying functions and activities with low added value that, when simplified, improve **the customer experience and the productivity of the structure**.

Macrostructure Design: Design of a **new organizational structure**, aligning its architecture to meet strategic challenges. The collaborative methodology to define this new structure included: objective alignment exercises, benchmarks, SWOT analysis, control span analysis.

Profiles and Functions: Redesign of profiles and functions for Assistant Directors, Managers, Supervisors and Analysts with the use of **360 and Card Sorting methodologies** for the inventory, leveling and weighting of strategic, functional, operational, social and interpersonal competencies in collaborative workshops.

Microstructure Design: Definition of the operating headcount for each area analyzed, based on objective time and volume metrics.

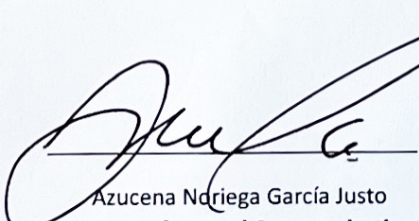
Design of the Operational Excellence area: Design of this new area to promote and **accelerate the company's transformation projects**. Definition of structure, governance model, macro processes, functions and profiles.

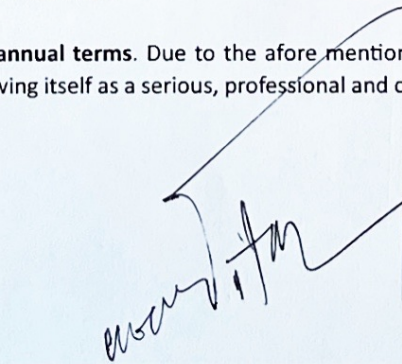
Among the benefits of the new structure are the release of time and resources that can be dedicated to projects and activities with high added value: some of the main impacts being:

- *Optimization of 22% of the organizational structure of the **Claims** area.*
- *Optimization of 12% of the organizational structure of the **Issuance and Customer Service** area.*
- *Optimization of 33% of the organizational structure of the **Process** area.*

The implementation of these changes generates a **ROI of 2.9 to 1 in annual terms**. Due to the afore mentioned, we express our satisfaction with the work carried out by London Consulting Group, showing itself as a serious, professional and committed company.

Sincerely


Azucena Nájrega García Justo
Director of HR and Communication
Zurich Santander Insurance México


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CEO México
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