

Costa Rica, San Isidro del General
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TO WHOM IT MAY CONCERN

Coopealianza is a Costa Rican credit union with over 50 years of experience in Costa Rica's financial sector, focused on consumer products. We hold over 940M USD in assets, 50 branches, as well as the strongest associate base on the Costa Rican credit union sector, with over two hundred thousand associates.

In the period between January and July 2019, we developed a group of projects in the Commercial departments, alongside London Consulting Group. During this stage we focused on the definition and process redesign of our Commercial Strategy, allowing us to properly align our operation to our defined sales objectives. Also, the implementation of a commercial intelligence model allowed us to greatly improve customer prospection and onboarding based on statistical analysis for customer pre-qualification.

Change management, team dedication, side-by-side implementation, and the methodology implemented throughout the project phases were all key to achieve the defined goals, some of the highlights were:

Commercial strategy design:

- Identification and definition of target sectors, establishing different affiliation goals according to each sector's characteristics.
- Target sector profiling and definition of a value proposition using CANVAS methodology.
- Definition of new credit products and services, as well as passive and complementary products, all of them aligned to each sector's requirements.
- Product portfolio pruning and substitution, optimizing 56% of the product portfolio.

Product design:

- Defined a product development methodology for new products, services, and segments, as well as a roadmap for product implementation.
 - Defined all the deliverables required on a new product value proposition: Market analysis, sales potential, cost and expected goals.
 - Defined roles and deliverables related to the design and implementation of new products for the risk, financial, operations, marketing, and training areas.

Profitability and weighted average rate management model:

- Defined a model aimed to control profitability per product with individual P&L statements that include net interest margins, loss ratios, risk adjusted rates, average financing rates and product profitability.
- Definition of a weighted average rate control model and affiliation mix by product type.
 - 60% increase in new mortgage credit affiliation within the affiliation mix by implementing focused strategies.

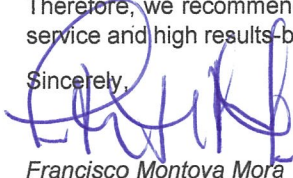
Commercial Strategy:

- Design and implementation of a commercial intelligence area, with aim on managing potential customers and associates and to define sales campaigns according to market trends and identified opportunities. Some campaign highlights were:
 - Pre-approved credit campaign implementation using pre-validation parameters on the credit policy, as well as a fast service process, generating a 20% increase in monthly credit affiliations.
 - Implemented a campaign aimed to automatically increase credit card limits for low-risk customers, generating 240% increase in credit card portfolio included in the campaign.
 - Implemented a pre-approved credit card campaign increasing credit card affiliation by 40%.

At the end of the initiative, we can attest that the Commercial area has improved processes and tools that substantially contribute to our affiliation and profitability goals.

Therefore, we recommend London Consulting Group as a professional company, with an excellent methodology, customer service and high results-based approach.

Sincerely,



Francisco Montoya Mora
General Manager