



To whom it may concern:

JAMAICA PUBLIC SERVICE COMPANY LIMITED (JPS) is an integrated electric utility company, engaged in generation, transmission, and the sole distributor of electricity in Jamaica. For the past 11 months in 2021, we have undertaken an operational improvement project with a comprehensive approach in conjunction with London Consulting Group, which provided digital, operational, and organizational breakthrough solutions in all key areas of the business. The most relevant improvements and results achieved during the project are:

Improvements in Technology:

Data Analytics. Development and implementation of business intelligence system based on the digitization of key processes, single source data integration with data governance guidelines, and configuration of dynamic dashboards to visualize strategic and operational indicators across the board and by hierarchy.

Improvements in Operations:

Customer service. Development of a customer journey strategy seeking to reduce the cost per transaction and improve service levels. The objective was to transfer transactions to the low-cost service channels. Migration from face-to-face offices to digital channels, mainly driven by the increase in the number of mobile app users. Increase in digital billing instead of paper. Implementation of a resource planning process to assign staff based on the volume of transactions per channel, increasing productivity and improving customer service levels.

Business development. Development of business intelligence to identify customers at-risk of defection. Implementation of a customer service model based on identifying and preventing customers to churn from the grid.

Revenue management. Implementation of a dunning process based on executing interventions according to the age of the debt. Increase in the number of manual disconnections. Increase in the number of audits to speed up collection. Increase in the collection of inactive accounts through external collection agencies.

Transmission and distribution. Implementation of a planning and assignment process focused on complying with the preventive maintenance program by increasing staff productivity. Improvement of the SAIDI and SAIFI indicators by channeling the investment of resources in the feeders with the greatest number of incidents.

Non-technical losses. Implementation of a daily loss monitoring system based on the analysis of the energy balance between the transformers and the registered consumption of the connected smart meters. Increased productivity in the execution of work orders to reduce losses through better planning and job assignment.

Generation. Heat rate improvement and pressure reduction through monitoring and compliance of the maintenance program.

Procurement and logistics. Implementation of a procurement model based on the replenishment of inventory levels. Development of an annual procurement planning of materials for operation and for capital projects. Improvement in the negotiation of unit prices.

Improvements in Human Resources:

People operations. Analysis of the organizational structure identifying opportunities for efficiency, redundant positions, and gaps in the span of control. Centralization of Human Resources processes through an omnichannel capable of measuring response times. Digitization of key processes streamlining the case approval flow and improving the user experience. Development of a talent management program to identify key positions and manage their training and succession plan.

Change management. Development and implementation of a change management program focused on developing management skills with each key group in the transformation, including the executive, management, and operative teams.

Due to the aforementioned improvements, the transformation achieved financial benefit in income and expenses visible in our income statement. We consider the investment made in **London Consulting Group** successful and we thank the entire team for the support provided through its methodology to successfully implement this type of project.

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