

Universal Group Inc.

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August 12, 2015

To whom it may concern:

Universal Group Inc. is one of the largest insurance groups in Puerto Rico. It has operations in 17 U.S. states and offers insurance products, policy financing and investment options.

From October 2014 to June 2015 along with the firm **London Consulting Group (LCG)** we carried out the project called "Agents of change" with the objective of implementing strategies and procedures that will allow us to improve the productivity and efficiency of our agency personnel and to focus on improving the level of service to our subscribers and clients.

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

Quantitative improvements:

- Increase in endorsements processed in the Back Office Personal Lines.
- Reduction in pending requests at Ponce.
- Reduction in out-of-standard pending requests in Metro Commercial Lines.
- Reduction in finance aging.
- Reduction of unapplied aging.

Qualitative Improvements:

- Synergy between the Back Office departments of the different agencies.
- Focus on active supervision.
- Reduction of finance risk due to control on payment on delivery.
- Implementation of "capacity plan" personnel planning tools.
- Implementation of control panels that include level of service indicators (KPI's).
- Governance model that supports results management.

For change management we carried out a Management Skills Seminar which was able to change leaders from surviving to being functional and team trainers. This was fundamental in helping us achieve the project's objectives.

Finally, I would like to highlight the work performed by LCG, in the application of their methodology as well as their commitment, therefore it is my pleasure to highly recommend the company.

Sincerely,



Josely Vega, Esq.
Chief Legal Counsel,
Chief Operations Officer & VP