



San Nicolás de los Garza, N.L., August 2011

To whom it may concern:

In January 2011 we started a project with London Consulting Group called UNO which is focused on the reengineering of our demand Chain with the objective of increasing the level of service on every level of the chain up to the final customer in our stores.

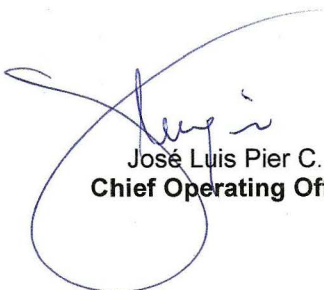
The methodology applied by LCG, based on planning and execution managed by indicators and numerical objectives, as well as the dedication and effort of the members of the team that worked shoulder-to-shoulder helping our personnel allowed us to generate the following qualitative and quantitative benefits:

- Redesign of the Order in Store Model including: redesign of order windows, redesign of the inventory reliability model, store sequencing process in order to facilitate the order, and implementation of assisted order in test stores.
- Design of a methodology for store's daily management such as lost sales, inventory quality and waste.
- An 18% reduction of waste in fresh products in stores.
- An 8% reduction in inventory coverage in stores.
- A 50% reduction in lost sales in test stores.

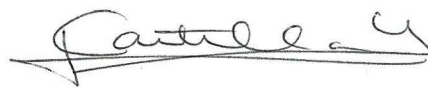
It is worth mentioning that by the end of the project we achieved a return on investment of 4.2 to 1. Additionally, in order to strengthen the results we will continue with a second stage of the Demand Chain Transformation project with LCG.

Based on the above, it is our pleasure to fully recommend London Consulting Group as a group of professionals ideal for these types of projects focused on improving other company's competitiveness.

Sincerely,



José Luis Pier C.
Chief Operating Officer



Fernando Castilla G.
Chief Finance and Transformation Officer

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