



San Nicolas de los Garza, N.L., January 2012

To whom it may concern:

In August 2011 in conjunction with London Consulting Group, we started the second stage of the project 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 second stage of our project was focused on the redesign of the supply model within the 3 test stores, ensuring a perpetual inventory with high reliability to carry out quality orders.

The methodology applied by LCG, based on analysis, 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 in all 3 test stores:

- Redesign and implementation of the perpetual inventory model.
- Design and implementation of the store's cycle counting.
- Redesign and implementation of the strategic category order model.
- Redesign and implementation of the assisted order model.
- Implementation of the management model through store indicators.
- A 14.4% increase in total sales.
- A 74.5% reduction in lost sales.
- An 8.5% reduction in inventory days.
- A 45.8% reduction in Decline vs. Sales of Fresh Foods.

It is worth mentioning that by the end of the project we achieved a projection of return on investment of 4.7 to 1. Additionally, in order to strengthen the results and to ensure the correct implementation of this methodology in the other stores, we will continue with a third stage of the Demand Chain Transformation project with LCG, specifically in the design of the Store Operation Model.

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

Sincerely,

Fernando Castilla G.
Chief Financial & Transformation Officer



Una empresa



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