



ConsorcioARA®

Mexico, D.F., September 2014

To whom it may concern:

I hereby would like to share our experience with the firm London Consulting Group with whom we carried out the second part of the project called "WE ARE ALL ARA", focused on increasing the company's profitability through process reengineering in different areas.

Some of the main models developed and the results obtained in this second phase were as follows:

Profitability Management in Construction

- Automation of the tools to record, measure and control construction work progress (Automation of the UNOs model).
- Design and implementation of the indicators to manage the diversions in construction direct costs through COPAC (Planning and Corrective Action Committees).
 - A 12% reduction in inventory with slow or non-existent movement in constructions.
 - An 80% reduction in diversions in the use of concrete while improving the daily control in pilot developments.

Indirect Expenses

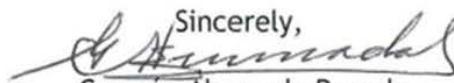
- Continuation of the COPAC Expenses methodology. Multidisciplinary committee for the analysis and elaboration of proposals for expense reduction.
 - A 16% reduction in security expense
 - A 32% reduction in maintenance expenses
 - A 10% reduction in club and lake expenses
 - A 22% reduction in condominiums expenses

Human Resources

- Design of the indicators model to measure the area's compliance regarding: workforce coverage, rotation, training, level of service at hiring.
 - A 19% reduction in overtime establishing policies and control methods.

The results of the project have exceeded the initial objectives, achieving a return on investment to this date of 7 to 1 and an annual return of 15 to 1.

Based on the aforementioned, I hereby would like to highly recommend London Consulting Group, thus we have decided to start a third project with the firm to strengthen the results obtained to this date.

Sincerely,

German Ahumada Russek
President