



México, D.F. March 2015

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 third part of the project called "WE ARE ALL ARA", focused on increasing the company's profitability through the process reengineering of the operations area.

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

Customer Service

- Design of a weekly national plan of house deliveries per development establishing clear objectives for recurrent and delayed housing.
- Design and implementation of weekly and monthly indicators that allow us to control and detect deviations to the delivery plan in a timely manner.
- Implementation of action plans at the main developments for the reduction of delayed housing inventory.
 - A 56% to 83% increase in compliance with the weekly plan of housing deliveries.
 - A 34% reduction of inventory of delayed housing.

Legalization

- Design and implementation of an integral tool for the capture, follow-up and update of the legalization processes.
- Design and implementation of the indicators that allow management to follow-up on the most critical processes and their impact on the closing plan.
 - Expected reduction of 20% in deviations due to legalization of the 2015 opening plan.

Falsework Control

- To design and implement a falsework control operating model at the main developments, including 7 central concepts. (Falsework shipping and reception, pieceworker deliveries, section monitoring, fees and loss prevention, safety policies and procedures and indicators)
 - Expected reduction of 54% in falsework shortage.

The project's results have exceeded the initial objectives, achieving a return on investment to this date of 1 to 1 and an annual return of 8.6 to 1.

Based on the aforementioned, I hereby would like to highly recommend London Consulting Group.

Sincerely,

German Ahumada Russek
President