



San Juan, Puerto Rico, July 2016

To whom it may concern:

Puerto Rico Telephone Company (DBA Claro) is a telecommunications services company that is a part of the Mexican company group América Móvil.

From March 2015 to July 2016, London Consulting Group participated on the implementation of the project "SAP" project which was focused on the implementation and standardization of the configuration of the SAP modules based on the best practices from the countries that make up America Móvil operations. Some of the main results achieved were:

- ✓ Standardization of accounts between subsidiaries
- ✓ Standardization and integration of new processes
- ✓ Standardization of indicators and reports sent to corporate
- ✓ Improvement of reports for internal management
- ✓ Optimization of the information systems
- ✓ Compliance with the country's regulatory and fiscal laws

Planning and follow-up activities were carried out to ensure the implementation of such systems, such as:

- Definition of reports, formats and catalogs that need to be migrated
- Cleaning and migration of data to the SAP system
- Planning and execution of the test cycles and integration testing
- Planning of the final user training
- Transition plan, cut over, black out and system start up
- Stabilization of the post startup system

Based on the aforementioned, we are pleased to recommend London Consulting Group as a professional, and committed company for the development of this type of improvement project.

Sincerely,

Ana María Betancourt
Vice President of Finance