



Mexico City, April 2025

To whom it may concern:

GIM DESARROLLOS is a leading company in the **design, construction, development, and commercialization of housing** across 8 states in Mexico. As part of our strategic plan, we developed the “**EFI100**” project in collaboration with **London Consulting Group**, with the aim of improving our **profitability**, increasing operational **efficiency**, and strengthening the **competencies of our leadership team**. The project was structured around the following **key components**:

- **Strategic Sourcing:** An integrated **Strategic Sourcing** model was designed and implemented, structured in stages including: spend analysis, category segmentation, strategy definition by family, market assessment, multivariable negotiation, and key supplier development. This allowed us to **transform the traditional procurement approach**, **optimize the supplier base**, and achieve **sustainable improvements** in costs, **commercial terms**, service levels, and risk mitigation.
- **Innovation and Continuous Improvement:** A cost control model for construction sites was developed and implemented, enabling better asset management and material consumption. In addition, the **Innovation and Continuous Improvement** department was established, aimed at fostering an organizational culture focused on ongoing innovation and improvement throughout the company. This department is primarily responsible for driving initiatives focused on **process optimization**, increased operational **efficiency**, and **value generation** for the business.
- **Value Proposition and Revenue Management:** A **benchmarking and market analysis-based model** was developed, enabling us to systematically identify opportunities to enhance our value proposition. As a result, **differentiation strategies** were defined, and **revenue management** principles were applied to **optimize profitability** by unit type. This approach allowed us to align our offering with market expectations and the financial objectives of each development.
- **Organizational Mindset:** We implemented the Growth Management program to **develop leaders** within our Executive and Management teams. Additionally, we created the **Innovation Hub**, a space that promotes the adoption of high-impact projects using **agile methodologies**.

Some of the key impacts from the implementation of these models include:

- **14%** reduction in the cost of categories impacted by the **strategic sourcing** model.
- **7%** reduction in the cost of categories impacted by the **material optimization** model.
- **6%** reduction in the cost of categories impacted by the **product reengineering** model.
- These improvements had a financial impact representing **8% of the company's 2025 EBITDA**.

The outcomes achieved have exceeded our initial expectations, delivering a return on investment of **6.3 to 1**. For these reasons, we strongly recommend **London Consulting Group** as a strategic partner for the development of business improvement, innovation, and transformation projects.

Sincerely,

Isaac Metta Cohen
Chief Executive Officer
GIM Desarrollos