



## INGENIOS SANTOS, S.A. DE C.V.

Monterrey, N.L., January 2014

To whom it may concern:

We hereby would like to share our experience during the second stage of the project called "Todos por el Cambio" at the sugar factory CIASA, which we implemented in conjunction with London Consulting Group with the objective of optimizing our internal processes during this inter-harvest repair stage.

During the project the following models were redesigned and implemented with the objective of improving the use of human resources and materials during this inter-harvest period.

- Activity planning and critical route definition model to ensure the fulfillment of repair time.
- Implementation of the work order system and follow-up panels to ensure personnel's supervision and efficiency.
- Purchase Plan Model to ensure the fulfillment of the established budgets and supply timelines/cycles.

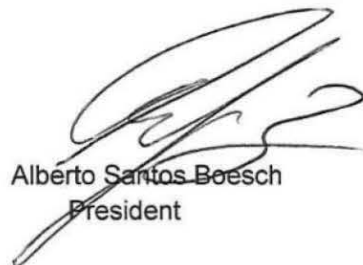
Some of the results obtained jointly at the end of the repair period and during the first third of the sugar cane harvest of 13-14 were:

- A 26% (57 days) reduction in repair time compared to last year.
- A 26% reduction in repair payroll versus 2012.
- A 61% reduction in factory lost time.
- A 62% reduction in consumption of fuel oil.
- A 5.4% reduction in consumption of biomass.

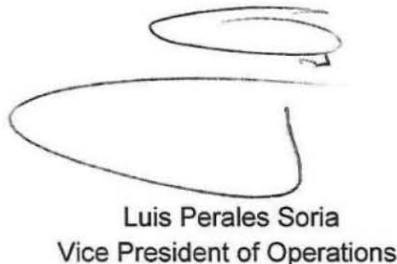
The return on investment to this date is 1.2 to 1 and we project a return on investment at the end of the harvest 13-14 of 7 to 1.

It is worth mentioning the commitment showed by London Consulting Group's personnel, as well as the effectiveness of the design methodology and the shoulder-to-shoulder implementation they utilize as it ensures compliance from all levels within the organization and continuity of the results obtained.

Sincerely,



Alberto Santos Boesch  
President



Luis Perales Soria  
Vice President of Operations

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