



December 2011  
Veracruz, Veracruz, Mexico

To whom it may concern:

We hereby would like to share our experience during the project called "Avante" which we developed along with the firm London Consulting Group over a period of 25 weeks with the objective of increasing the profitability of the company's businesses through the optimization of procedures in different areas.

The aforementioned project was focused on the areas of Traffic and Maintenance for **Union Veracruzana** and **Express Anahuac**; Operations and Maintenance for **Constructora Rio Medio**, as well as the Operations area of **Auto Consumo del Golfo**. Among the most relevant results achieved were:

**Union Veracruzana**

- A 2% increase in invoicing.
- A 7% reduction of direct operating costs.
- An 8% improvement in truck rotation.
- A 14% reduction in operating expenses.
- A 15% reduction of the administrative expenses.

**Express Anahuac**

- A 12% reduction of direct operating costs.
- A 27% reduction in operating expenses.
- A 20% reduction of the administrative expenses.
- A 32% improvement in mechanical availability.

**Constructora Rio Medio**

- A 20% reduction of direct building costs.
- A 53% increase of building invoicing.
- An 8% reduction in operating expenses.
- A 17% improvement in mechanical availability.

**Auto Consumo del Golfo**

- A 30% increase of the company's EBITDA (Earnings before interest, taxes, depreciation and amortization)
- A 53% reduction of past due receivables
- A 44% client portfolio increase

In order to ensure the project's success, Managerial Skills were strengthened, which has allowed us to stimulate an organizational culture where teamwork and an orientation towards results in a motivating environment are promoted. To this date we have achieved a return on investment of 1.3 to 1, and we are expecting a return of 5.1 to 1 within a year.

The project concluded within the established timeframe and surpassed our expectations in financial return as well as in the improvement to the company's critical processes.

Due to the aforementioned, we gladly recommend London Consulting Group as a highly professional committed company with an excellent work methodology and whose highly involved consultants identify with our business operation as well as with the personnel from **UNION VERACRUZANA, EXPRESS ANAHUAC, CONSTRUCTORA RIO MEDIO, AND AUTO CONSUMO DEL GOLFO**, allowing the implementation of a work culture focused on managing, action and results.

Sincerely,

Ricardo Exsome Zapata  
GENERAL MANAGER  
GRUPO UNION VERACRUZANA

**Unión Veracruzana, S.A. de C.V.**

Av. Matamoros No. 333 Col. Nueva Veracruz, Ver. Mexico C.P. 91830 R.F.C. UVE630207TS6  
Tel. (229) 938 52 15, 938 52 23, 989 37 00 Fax: 938 59 02 unionver@unionveracruzana.com.mx