



Monterrey, November 2015

To whom it may concern:

FEMSA, a leading consumer goods company in Latin America with worldwide operations and 125 years of experience in the market developed, along with the support of **London Consulting Group's** team, the project called **DONE** focused on improving the development and management model for sustainability projects. The project joins efforts with management to make the Sustainability Culture a business tool for the company.

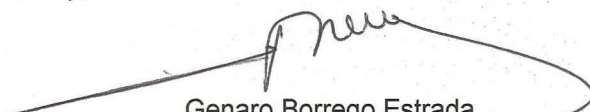
During the project that was carried out between June and November of this year, the following models and management tools were designed and implemented shoulder-to-shoulder:

- Design and implementation of the sustainability management macrostructure under the approach of key processes of the area.
- Design and implementation of the Sustainability Project Management Process (*Macro PASER*). This procedure provides clear guidelines for the planning, design and implementation of any project generated by management.
- Design and implementation of the Indicator Management Model. Construction of Project Progress Indicators.
- Design and implementation of a dynamic tool for the sizing of workloads and microstructure.
- Design of the Business Unit Management Model. Creation of the Business Unit Strategic Advisor Profile.
- Design of the Management Model with the Corporate areas.
- Implementation of a collaborative tool for the management and documentation of projects.
- Design of Processes for the Macro PASER, formats and tools derived from the new processes.

It is worth highlighting the methodology implemented by London Consulting Group as one of the key factors in the project's success, in which stand out the shoulder-to-shoulder work, the involvement of all levels of management and the change management towards a management model oriented to results.

Based on the aforementioned we hereby highly recommend London Consulting Group as a professional company that is focused on obtaining results, which is why we have decided to continue with them on this improvement process in the sustainability area.

Sincerely,



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