

To whom it may concern,

I hereby would like to express our complete satisfaction and highly recommend the firm **London Consulting Group**, for the results achieved during the "**Speed**" project developed with the **objective of improving the Credit Approval processes in our PYME (Small and medium-sized enterprises) and Consumer areas.**

Some of the main activities that were carried out were:

- Definition of time and level of service objectives at each stage of the process.
- Process transverse reengineering eliminating activities with a low added-value and automating recurring activities in the workflow.
- Definition of an optimal personnel structure for the operation of each process. Rebalancing of workloads between the analysis, validation and control table areas.
- Design and implementation of indicators to measure and manage the performance at each stage of the process. Workflow implemented in google drive for collaborative recording and management.
- Design of new job profiles and alignment of the new work system.

The implementation of the new work system, in conjunction with the areas commercial plans have generated the following results:

- **PYME (Small and medium-sized enterprises)**
 - A 62% reduction in the total process time for credit approval.
 - A 28% increase in the productivity of credit analysts.
 - A 29% increase in the area's credit placement.
- **Credit Card**
 - An 83% reduction in time of approval.
 - A 34% increase in placement.
- **Auto:**
 - A 56% reduction in time of approval.
 - A 20% increase in placement.
- **Mortgage**
 - A 66% reduction in time of approval.
 - A 63% increase in placement

The project's economic benefits have surpassed our expectations obtaining at the end of the project an **annual return on investment of 6 to 1.**

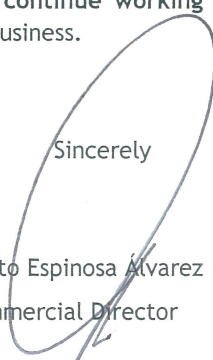
It is worth noting London Consulting Groups' methodology as one of the key factors in the project's success, where the change management, the shoulder-to-shoulder implementation and the participation of all levels within the organization to generate a cultural change in the personnel stand out.

Based on the above, we have **decided to continue working with them on a new project** in order to implement this model in other areas of our business.



Manuel Rivero Zambrano
General Director

Sincerely



Roberto Espinosa Alvarez
Commercial Director



Elías Perry Arizpe
Director of Transformation