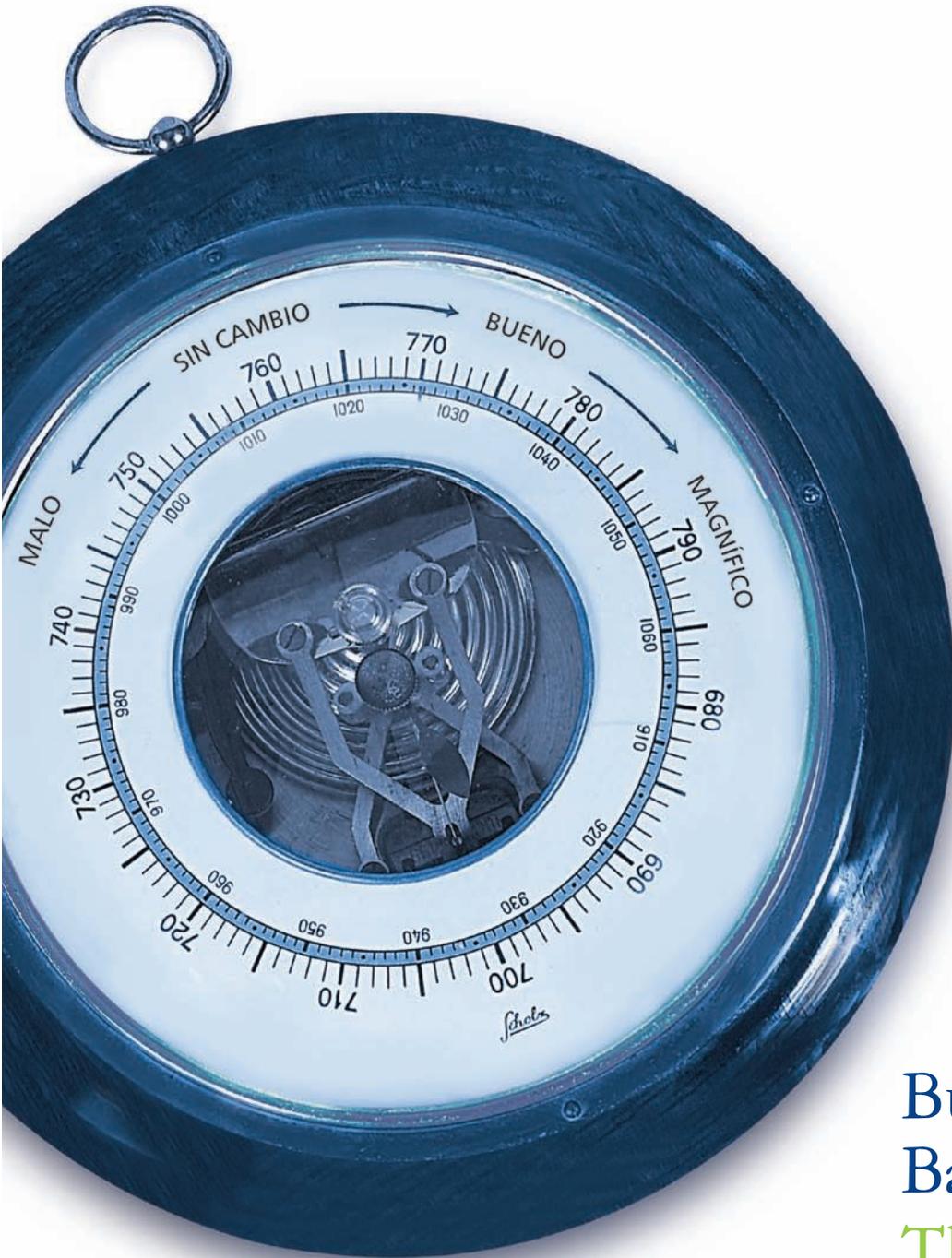


Deloitte.

 **Barómetro**
de empresas



8

January 2009

Business
Barometer Survey
The business
pulse survey

Introduction

2008 was a year full of surprises: from unprecedented complexity and uncertainty to formidable challenges for companies around the world. A broad range of issues and events shaped the global and local agendas throughout the year with critical effects at all levels worldwide.

Lessons learned from the past year signal the imperative need to keep companies in a position to be able to adapt to changes occurring within the business environment, and thus to compete more effectively under challenging markets. Therefore businesses must enhance flexibility and competitiveness not only to survive but to thrive in volatile and uncertain times.

In order to understand how businesses can deal with the challenges of today as well as those ahead, special questions were asked to review the effects of the current recession in the United States, both on the revenues/sales and the total number of employees of the companies in Mexico.

Deloitte's eighth Business Barometer Survey results are substantially different from those in September 2008, and highlight severe deterioration of the executives' expectations. The respondents' negative evaluations support the view of the economic downturn in the United States as the major hindrance to the Mexican economy, and reflect their concern regarding the increase in the exchange rate.

Other negative results refer to the respondents' decreased optimism with regard to the companies' general situation, and the increase of the expected inflation rate.

While companies cannot change what has already happened, rather than remain depressed due to turmoil and economic hardship, a large number consider it is worth to reflect upon the events of the past year to find the lessons to be learned, and forge effective solutions to the challenges they will be facing in the incoming months.

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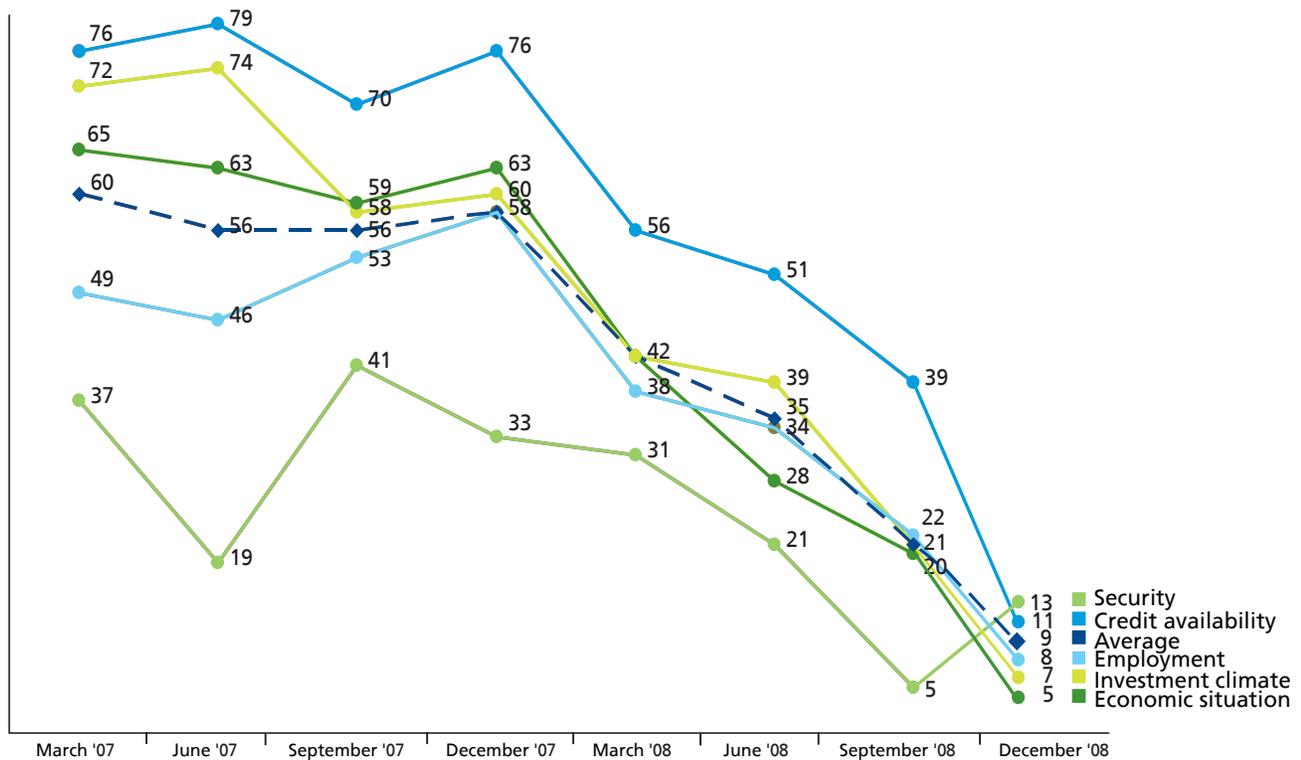
I. Business environment

Current

The eighth survey's results evince increased negative sentiments with regard to the business environment compared to one previous year, likely because Mexico has already experienced tangible effects of the declared recession in the United States.

Even though the evaluation of credit availability, employment, investment climate and economic situation has been the lowest of all surveys to date, security has shown signs of recovery.

Current situation compared to one previous year (Average scores in a 01-100 basis*)



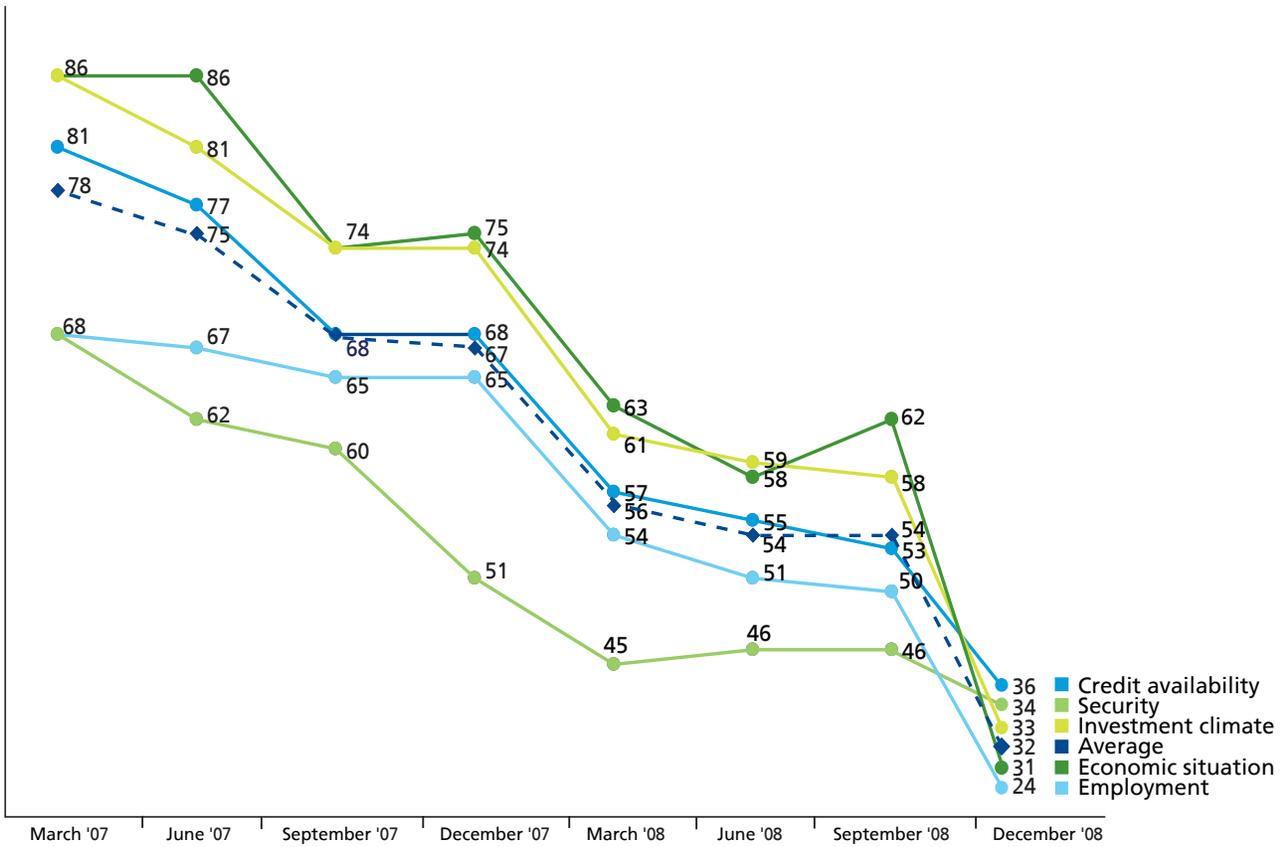
* These figures were computed by weighing percentages of responses Better, the Same or Worse by 1, 0.5 and 0.

Future

The respondents' outlook with regard to the companies' future environment within a year was the most pessimistic since the first survey was carried out two years ago. Considering a scale 0 (worse) to 100 (better), the average score of five aspects (investment climate, credit availability, employment, security and economic situation) was lower than 50 for the first time.

Unlike the results of the former surveys, the economic situation and employment were the worst evaluated issues.

Future situation within one year (Average scores in a 01-100 basis*)



* These figures were computed by weighing percentages of responses Better, the Same or Worse by 1, 0.5 and 0.

II. Company situation

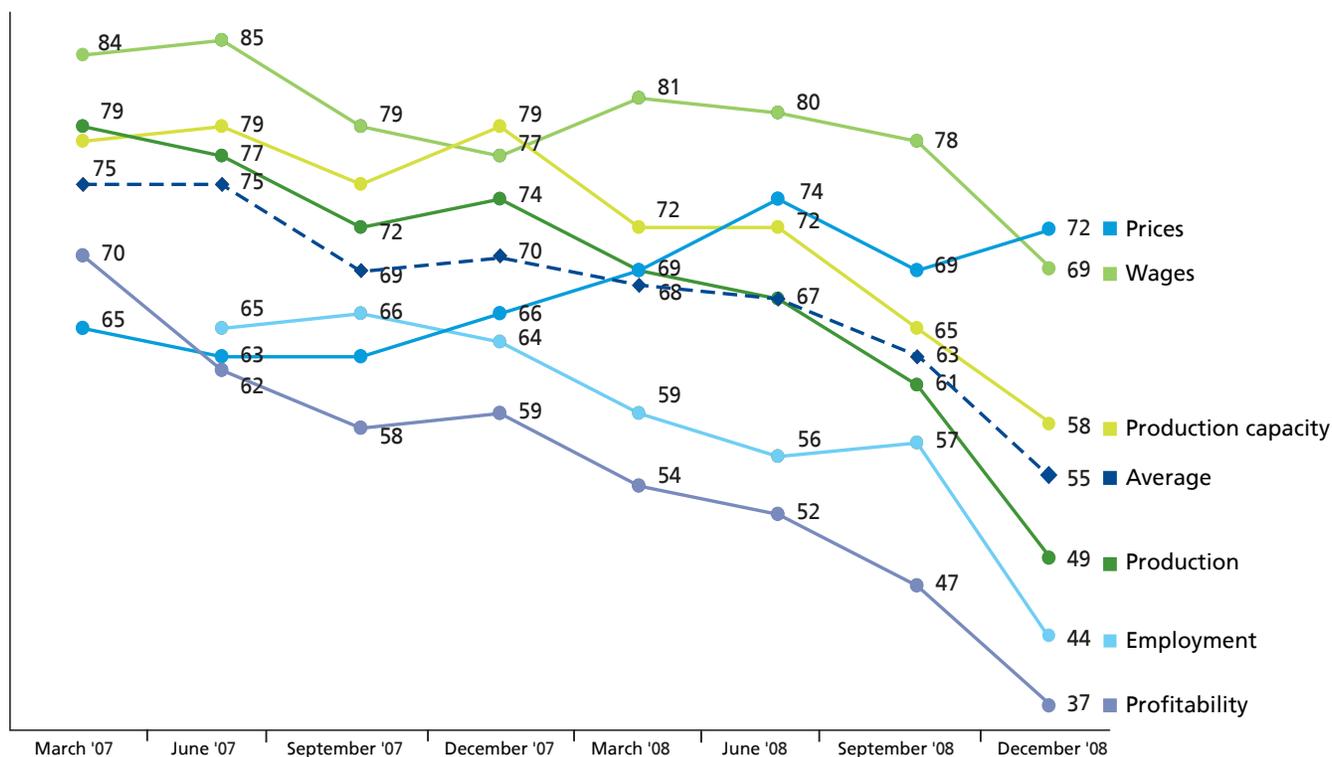
Current

On a scale 0 (worse) to 100 (better), the average score with regard to the companies' general situation was 55 by September 2008, the lowest of the eight surveys carried out to date.

Among six enterprise indicators (production capacity, employment, prices, production, profitability and wages) the perception regarding their current situation by December 2008 was the least optimistic in the last two years.

According to 29.3% of the respondents, production in their companies was higher than one previous year and only 19.2% reported increased profitability. Yet considering

Current Company Situation compared to one previous year (Average scores in a 0-100 scale basis)



* These figures were computed by weighing percentages of responses Higher, the Same and Lower by 1, 0.5 and 0.

The loss of dynamism of the demand in Mexico has been gradual, and 36.3% of the companies reported high inventories, the biggest number registered since March 2007, while only 15% reported high demand. The lowest share so far.

Future

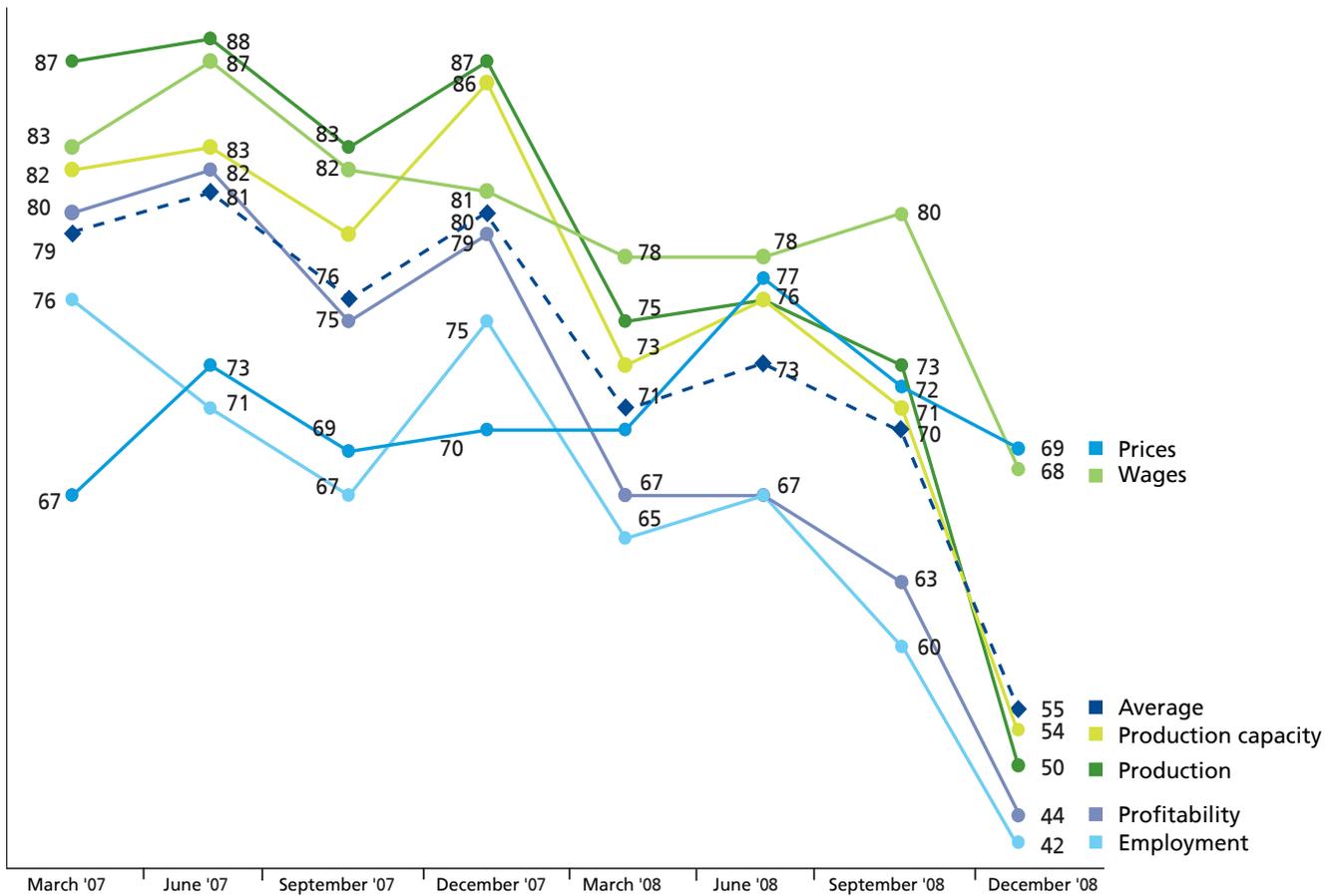
Optimismo decreciente

By December 2008, optimism regarding the companies' general situation within a year was the lowest of all surveys carried out to date (56 in a 0-100 scale).

According to the executives' opinion, only 24.2% of the companies expected production to rise over the next 12 months and 13.9% would increase employee numbers. These percentages are somewhat lower than those of

three months previous to the survey. Expectations regarding price increasing of goods and services declined (three months before 50.2% of the companies' would raise them; currently, 46.2% would do so). The executives' estimations regarding the improvement of their companies' profitability within a year decreased dramatically from 42.7% in December 2008 to 22.3% in December.

Future situation (within a year) of the companies with regard to the date of the surveys
(average scores in the 0-100 scale*)



* These figures were computed by weighing percentages of responses Higher, the Same and Lower by 1, 0.5 and 0.

The effects of the current recession on the companies in Mexico

In order to understand how businesses can deal with the challenges of today as well as those ahead, special questions were asked to review the effects of the current recession both on the revenues and the total number of employees of the companies Mexico. The responses suggest the impact will not be inconsiderable: 41.8% of the executives foresee that their revenues will decrease at least 2.6% and more than 25% of the respondents believe that they will reduce the total number of employees at least 2.6%

However, some executives have already identified opportunities to thrive within volatile times and will not reduce revenues (45.8%) or decrease employee numbers (57.7%) in their companies, despite the economic crisis in the United States.

Effects of the recession in the United States over two variables of the companies in Mexico (% of responses)

Effects in 2009	Sales or revenues	Total number of employees
Will not decrease	45.8	57.7
Will decrease between 0.1% and 2.5%	12.4	16.2
Will decrease between 2.6% and 5.0%	16.1	9.9
Will decrease between 5.1% and 10.0%	13.6	9.6
Will decrease more than 10.0%	12.1	6.6
	100	100

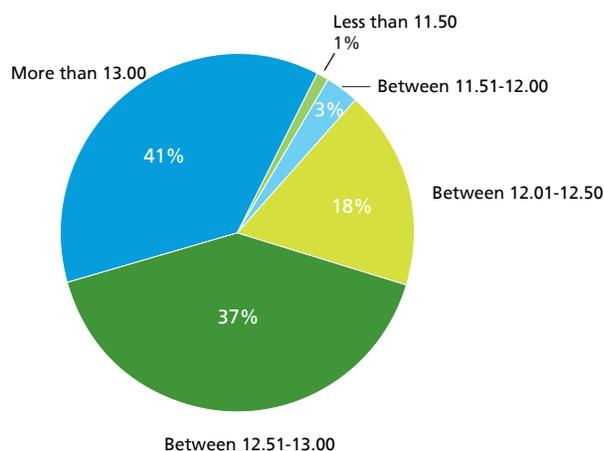
III. Exchange rate and inflation

Exchange rate within a year (% of total responses)

The three most recent surveys pointed that the executives revised their expectations downwards with regard to the exchange rate. Even though they revised them upwards in December. While in September a full 58.7% of respondents forecasted the exchange rate will be less than 11.20 pesos to the dollar within a year, in December 2008, only 1.1% forecasted an average exchange rate of less than 11.50 pesos to the dollar within a year.

In contrast, almost half of the respondents (41.3%) believe that the average exchange rate will be more than 13.00 pesos to the dollar within a year.

Exchange rate within a year (% of responses)



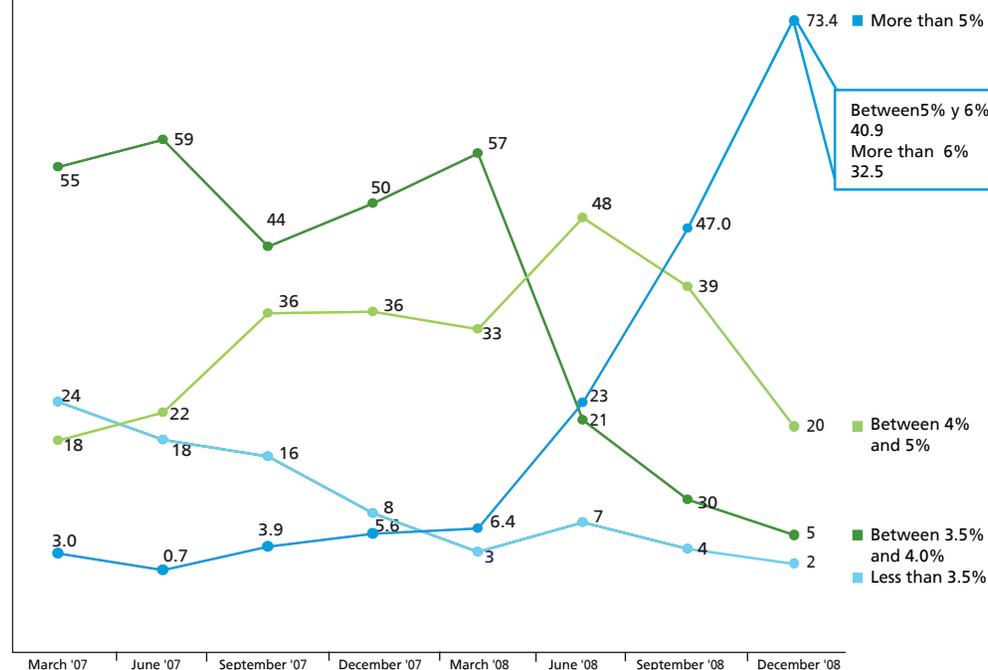
Inflation

The executives' expectations with regard to inflation for 2008 changed drastically. According to September's survey, 47% of the executives forecasted that inflation will

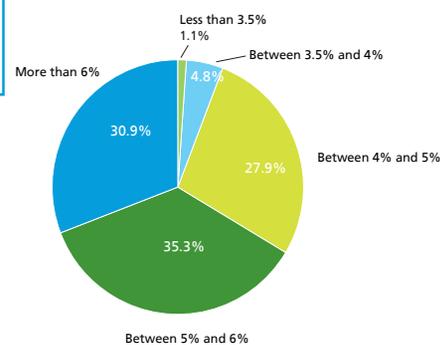
be above 5% by the end of the year, while in December a full 73.4%* of respondents believed so. Nevertheless they foresee that inflation rate could slacken in 2009.

Annual trends

Expected inflation 2008



Annual inflation forecast for 2009 (% of responses)

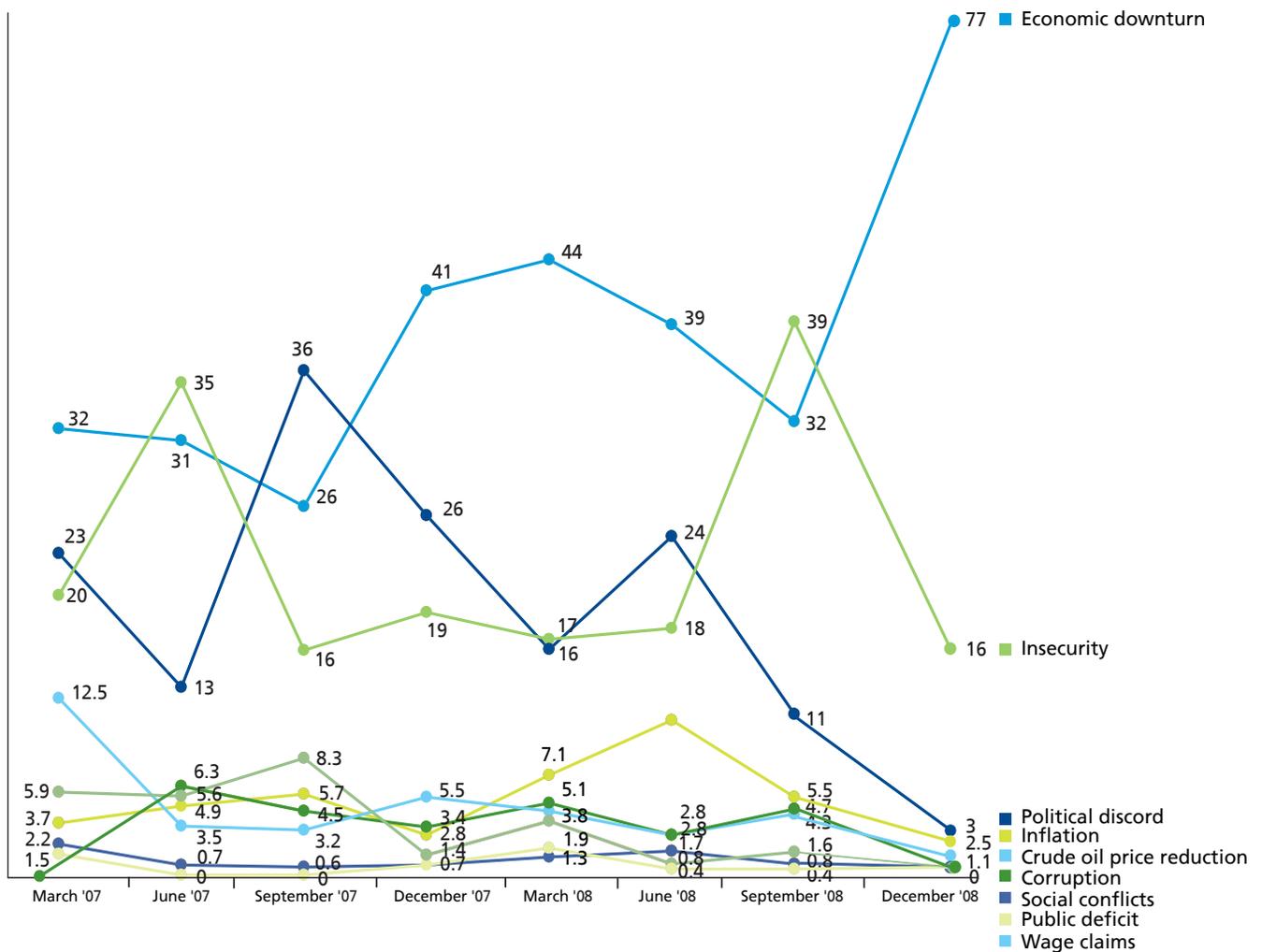


Note: More than 6% expected inflation rate was not included in former surveys.

IV. Threats to the economy

According to the surveyed executives in December 2008, the main hurdle to the Mexican economy in the incoming months is the economic downturn in the United States.

Threats to the Mexican economy within the incoming months (% of responses)



Government Administration

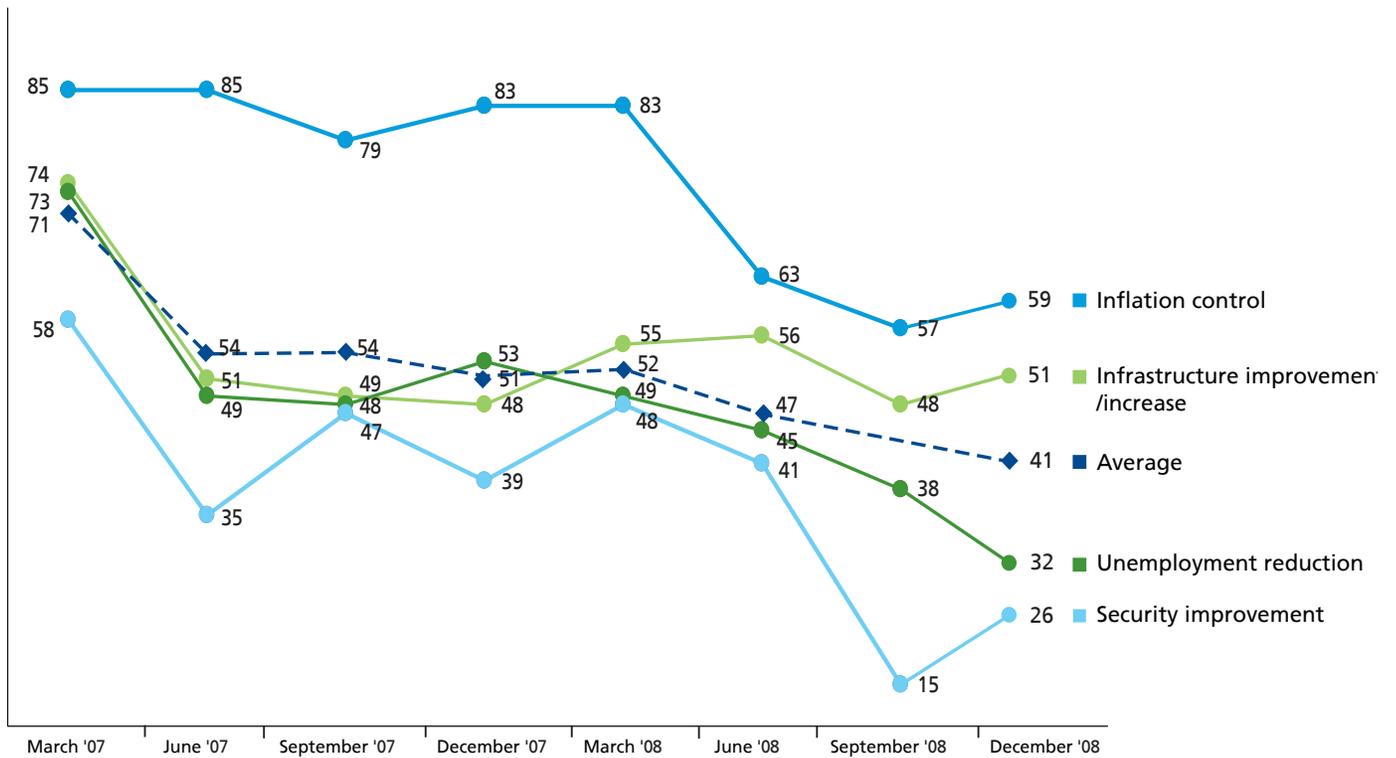
The survey results show a steep decline in positive responses. As a matter of fact, the executives' outlook evinced strong pessimism with regard to the government's performance in six out of eight issues examined (security improvement, unemployment reduction; economy growth; education improvement; poverty reduction; repositioning Mexico in the world)

They believe there has been little headway to solve structural issues that hinder Mexico's economic development, and do not perceive substantial changes to confirm that the situation has improved. Therefore the low ranking awarded by executives reflects concerns with regard to the effectiveness of government actions.

Nevertheless, inflation control continues to be the best evaluated issue and the executives surveyed rated infrastructure improvement/increase better in December 2008 than they did in September.

It is important to highlight a favorable change within the evaluation of security improvement. Although the executives have consistently ranked low the government's performance at reducing insecurity, the figures improved in December 2008 (26) compared to those in September (15)

Opinions on government performance (average scores in a 0-100 scale*)



* These figures were computed by weighing percentages of responses Better, the Same and Worse by 1, 0.5 and 0.

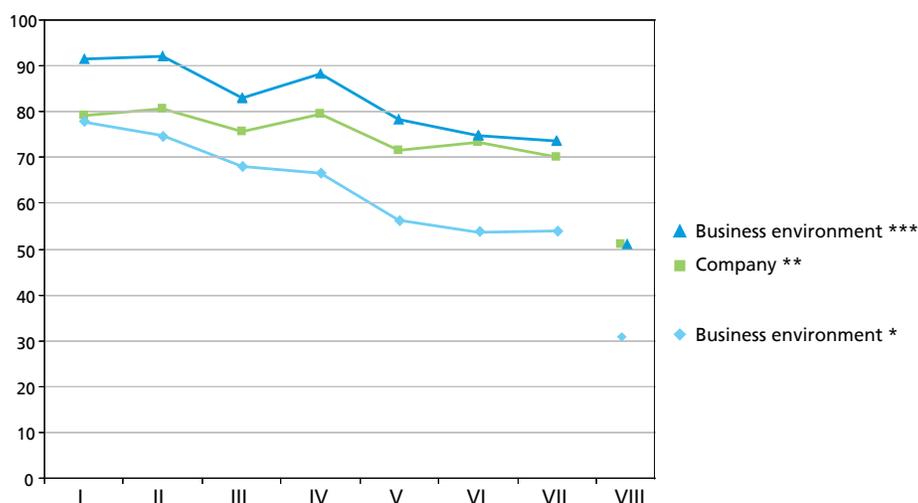
V. Conclusions

Survey results show a severe decline of the executives' expectations. The respondents' lowest scores evaluations so far, reflect widespread concern about two particular issues: the economic downturn in the United States (the major hindrance to the Mexican economy) and the increase in the exchange rate.

This represents a complicated panorama for the companies in Mexico, and although they are trying to face it with relative strength, the executives' responses show the intense optimism downward slope on the companies' results in the incoming months.

The economic perspectives show light and shade in a global and local environment influenced by an extensive financial turmoil, and Mexico is already feeling the effects of the seriousness of the international crisis.

General situation (0: pessimistic; 100: optimistic)



* Business environment: Five indicators (Investment climate, credit availability, employment, security and economic situation).

** Company: Six indicators (Production capacity, employment, prices, production, profitability and wages).

*** Companies' general situation.

As the worst of times also means the best of opportunities, there will always be companies focused on developing new ways to implement, consolidate and spread highly effective actions to overcome the challenges of a complex business environment in a timely manner.

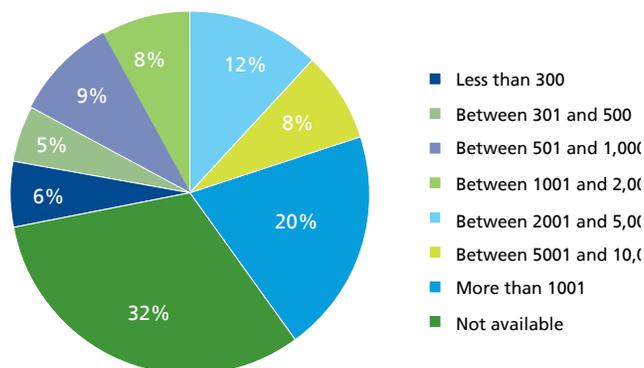
Let's not pretend that things will change if we keep doing the same things. A crisis can be a real blessing to any person, to any nation. For all crises bring progress. Creativity is born from anguish. Just like the day is born from the dark night. It's in crisis that inventive is born, as well as discoveries, and big strategies. He who overcomes crisis, overcomes himself, without getting overcome. He who blames his failure to a crisis neglects his own talent, and is more respectful to problems than to solutions. Incompetence is the true crisis. The greatest inconvenience of people and nations is the laziness with which they attempt to find the solutions to their problems. There's no challenge without a crisis. Without challenges, life becomes a routine, a slow agony. There's no merit without crisis. It's in the crisis where we can show the very best in us. Without a crisis, any wind becomes a tender touch. To speak about a crisis is to promote it. Not to speak about it is to exalt conformism. Let us work hard instead. Let us stop, once and for all, the menacing crisis that represents the tragedy of not being willing to overcome it. -Albert Einstein

VI. About the survey

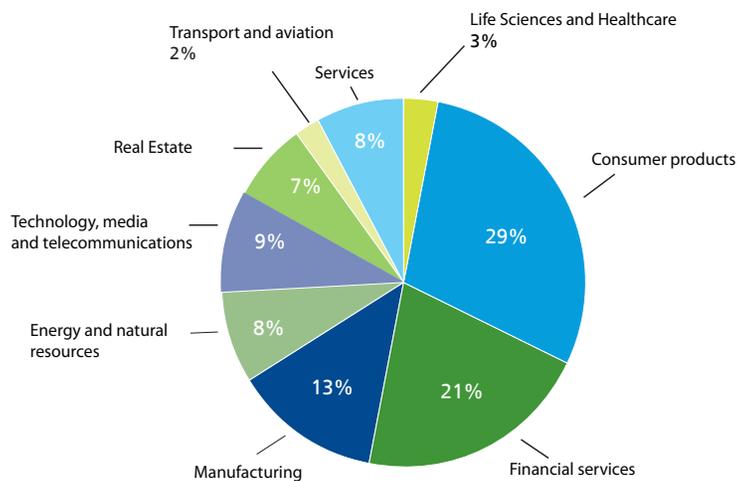
Deloitte's eighth Business Barometer survey was carried out from November 24 to December 15, 2008 and included 274 executives of the most prominent companies located in Mexico.

Considered among the most important companies in Mexico, their added income rose to \$ 326,445,563 dollars, according to the last reported period.

Average annual income of companies



Industry participation



Participating Companies

The following companies have authorized the publication of their names in the list of participants

- Aba seguros
- Accel
- Actinver
- Adhesivos y Herrajes Industriales
- Administración Portuaria Integral de Veracruz
- Aes Mérida III
- Afore Bancomer
- Agroproductos Bunge
- AIG México Compañía de Seguros de Vida
- Aisa Constructora de Puebla
- Alden Concesionaria
- Alden Servicio Irapuato
- Aldila de México
- Alfa Corporativo
- Alimentos Capullo
- Alimentos del Fuerte
- Allianz de México
- Almacenadora Mercader
- Almidones Mexicanos
- Hemex
- American Industries de Chihuahua
- Areva T&D
- Grupo Financiero Interacciones
- Asociación Nacional de Concesionarios del Grupo Volkswagen
- Autobuses México Puebla Estrella Roja
- Axtel
- Banca Afirme
- Banco del Bajío
- Banco Inxev
- Banco Regional de Monterrey
- Grupo Financiero Santander Serfín Bancomer
- Grupo Financiero Barclays México
- BCBA Impulse Ingeniería Inmobiliaria
- BCD Travel
- BDF México
- Becton Dickinson de México
- Benteler de México
- Beta San Miguel
- Bioenergía de Nuevo León
- BMW de México
- Borwarner Morse Tec de México
- Bottles & More

- Casa de Cambio Tiber
- Cervezas Cuauhtémoc Moctezuma
- Church & Dwight
- Compañía Embotelladora Herdomo
- Compañía Manufacturera de Artefactos Eléctricos
- Combustión Industrial y Control
- Comercializadora Copamex
- Comisión Federal de Electricidad
- Compusoluciones y Asociados
- Copachisa
- Copreci de México
- Corporativo Dac
- Crédito Inmobiliario
- Cyvsa
- Dal-Tile Industrias
- Danisco México
- Desarrolladora Homex
- Desc Automotriz
- Devilbiss Ransburg de México
- Domino Printing México
- Editora Paso del Norte
- Edoardos Martín
- Embotelladora Aga del Centro
- Evenflo México
- Finaccess México
- Firmenich de México
- FMC Agroquímica
- Fomento Económico Mexicano
- Fresenius Medical Care
- Alpura
- Gas Global Corporativo
- Gas Natural México
- Ge Seguros
- General Motors Corporation
- Genworth Seguros México
- Gigante
- Global Star de México
- Grupo Aeroportuario del Pacífico
- Grupo Affinia México
- Grupo Azucarero México
- Grupo Bimbo
- Grupo Burlpark
- Grupo Cementos de Chihuahua
- Grupo Embotelladoras Unidas
- Grupo Empresarial Kaluz
- Grupo Flextronics
- Grupo Industrial Zapata
- Grupo Jumex
- Grupo México
- Grupo Nacional Provincial
- Grupo PI Mabe
- Grupo Simec
- Hershey México
- Hidrosina Plus
- Hipotecaria Su Casita
- Grupo Financiero HSBC
- Imerys
- Impulsa Infraestructura
- Instant Storage de México
- Intermec Technologies de México
- ITW Syn-Tex México
- JDA Software de México
- Jugos del Valle
- Lundbeck México
- Maxcom Telecomunicaciones
- Mecalux México
- MVS Televisión
- Nacional de Acero
- Nevada Chemicals
- No Sabe Fallar
- Novartis Farmacéutica
- Operación y Conservación de Autopistas Concesionadas
- Operadora Turística y Hotelera Playa Sabalo
- Ópticas Devlyn
- Panasonic de México
- Parfumerie Versailles
- Grupo Financiero BBVA Bancomer
- Productora de Papel
- Puig Mexico
- Quimi-Kao
- Reaseguradora Patria
- Regio Empresas
- Sanmina-Sci Systems de México
- SCA Consumidor México
- Schneider Electric México
- Seguros Atlas
- Semillas y Agroproductos Monsanto
- Servicios Empresariales Zimag
- Skandia
- Smurfit Cartón y Papel de México
- Technicolor Mexicana
- Toshiba de México
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For more information, please contact us at.

www.deloitte.com/mx/barometro

barometro_mexico@deloittemx.com

Phone: +52 (55) 5080 6633, in Mexico City and the metropolitan area

01 800 4 Deloitte (01 800 4 3356 4883)

Toll free for the rest of the country.

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