

Dear Shareholders:

The year 2011 marked a watershed in the Group's history. All our businesses presented very solid performances, with robust growth and results above our expectations. The Group's total sales increased 14% to Ps. 11.467 million pesos, while EBITDA grew 12% to reach Ps. 2,227 million.

Also, significant advances in our asset divestment processes resulted in a much stronger balance sheet, having met the commitments established with the market and our creditors for 2011 and recent months.

In particular, and beginning with operational results, it is important to note that CIE Entertainment had a larger and more diversified portfolio of events for new and existing audiences, which was characterized by presentations and formal tours in large and medium-sized cities throughout Mexico. As a result, the number of tickets sold by Ticketmaster increased with a greater network and sales channels, which deepened our coverage to reach a greater population audience in Mexico. Income from sponsorships, food and beverages, and souvenirs has also increased.

On the other hand, CIE Commercial quickly assures its status as the first destination receiving advertising and promotional investment not traditional in the country. Today, as a result of a transformation in the Group's commercial vision, it now has commercially privileged spaces in all regions of the country. Our advertising media offer was complemented by innovative concepts under a national platform, such as open spaces in shopping malls, convenience stores, kiosks and public means of transport; along with the sale of innovative consumer technologies, and technologies based on mobile advertising, social networks, and digital solutions.

Furthermore, and as we have mentioned earlier, we are still focused on perfecting important initiatives for the divestment of assets. In this perspective, our shareholding in Time 4 Fun, our Entretenimiento en Vivo partner in Argentina, Brazil and Chile, decreased 9.8% because of an Initial Public Offer of its shares in the international and Brazilian stock markets. We believe that this initiative will provide with great benefits in terms of institutionalization and regionalization as a professional company in the sector.

Likewise, we carried out the sale to Codere, our partner in CIE Las Américas, of the majority control in said division, a process that began with the signing in August 2011 of an option purchase option by the former. Recently, last February, Codere acquired from CIE 35.8% of the share capital of Impulsora de Centros de Entretenimiento Las Américas, a CIE company, with which it now owns 84.8% of its property.

As a consequence of these divestments there was a significant reduction in the level of indebtedness of the Group. At today's debt, the Company's debt stands at Ps. 2,335 million, a figure that compares very favorably with the debt of Ps. 7.307 million registered in 2009, which represents a reduction of 68%.

The initiatives we have carried out have allowed us to capitalize on opportunities in such dynamic industries as those in which we participate. Today we have attractive opportunities through a renewed vision, a more agile and solid balance sheet, a better operative and directive discipline, as well as new and renewed entertainment contents and innovative marketing platforms.

We thank and acknowledge the committed work of our collaborators, consumers, advertisers, sponsors, authorities, partners and strategic allies, and to anyone who deposits their trust in the Group every day.

Luis Alejandro Soberón Kuri  
President of Board of Directors and General Manager