THE GLOBAL CONTRARIAN

November 8, 2011

Grupo Bimbo, SAB de CV

(BUY)

Price: MXN27.04
52-Week Range: MXN22.88- MXN29.00
Shares Outstanding: 4,703.2 million
Market Capitalization: MXN127 billi0n ($9.5 billion)[1]

Ticker[2]: BIMBOA MM
Dividend: MXN0.54
Yield: 2.0%

Data as of November 3, 2011

[1]One Mexican Peso(MXN) is equivalent to $0.075, as of November 1, 2011.
[2]The common shares of BIMBOA MX trade on the Mexico Stock Exchange.

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Investment Thesis

Grupo Bimbo, SAB de CV ("Grupo Bimbo") is the largest bakery company in the world by total revenues. The company has doubled its revenues since 2005 and has quadrupled in size since 1997, due largely to a steady pace of acquisitions throughout the US and South and Central America. Its proven track record of growing in this manner bodes well for its future, as the industry in which it operates is fragmented, thus leaving a number of potential acquisition candidates going forward. Further, there are significant opportunities for the company to improve the operating margins of its consolidated business by scaling and optimizing its recent acquisitions. In this manner, Grupo Bimbo represents an attractive value on an absolute basis, while on a relative basis, the company trades at a discount to other global food companies that have much lower expected growth rates. Because of this, shares of Grupo Bimbo are recommended for purchase.

Grupo Bimbo's success in acquiring businesses is reflected in its returns on invested capital, which have ranged from 10%-15% over the last five years. These returns are well in excess of the company's cost of capital, especially when considering that its acquisitions have been financed by a combination of debt and cash on the company's balance sheet. When one considers this demonstrated ability to grow by acquisition, and further considers that the company's industry is still quite fragmented (large scale companies account for less than 12% of the global market), it is reasonable to believe that Grupo Bimbo can continue to create shareholder value (book value per share plus dividends) at a compounded annual rate approximating the 18% rate it has earned since 2005. When one further considers that Grupo Bimbo currently trade at a price-to- book value multiple that is near the low end of its historical range, the investment thesis becomes even more compelling.

This thesis, however, ignores a potentially significant source of value creation. As will be shown, the company's newer markets – i.e., everything outside of Mexico – exhibit significantly lower operating margins than its more mature segment. In the US, for example, the company posted operating margin of 8.5% in 2010 versus 11.4% in Mexico, while operating margins for its Latin America segment were negative. If Grupo Bimbo were able to bring its consolidated margin up to a level on par with its Mexico segment, the company could experience a 20%-45% increase in operating income.

Grupo Bimbo could also generate an acceptable rate by simply paying down its debt. If one assumed that the company's current EV/EBITDA multiple can be maintained going forward and that it is able to pay down its debt within five years, investors could earn a total return of nearly 10% per year while assuming no growth to EBITDA above the current consensus 2012 estimate.

Lastly, it is worth noting that the founders of Grupo Bimbo, their families and management own 76% of the company. This includes Daniel Servitje Montul, the current CEO and son of the company's original founder, who, with his family, owns 37% of Grupo Bimbo. While this is not an owner/operated company in the strictest sense of the definition (the original founder is no longer running the company), investors may view the significant ownership stake of the CEO, and the fact that his future net worth is aligned with shareholder interests, as a positive characteristic of this company.

Company Description

Grupo Bimbo SAB de CV was founded in Mexico City in 1945 as Panificadora Bimbo. Lorenzo Servitje is credited as the primary founder, having started the company with his brother Roberto Servitje, his uncle Jamie Sendra, Jose T. Mata, Jaime Jorba and Alfonso Velasco. Lorenzo Servitje retired as Chairman in 1994 and this position is now held by his brother, Roberto. Lorenzo's son, Daniel Servitje Montul, took over as CEO of Grupo Bimbo in 1997 and continues to hold this office today. The company is 76% owned by a control group consisting of the founders, their families and management. Although this does not fit our definition of an owner/operator company in the strictest sense as we typically like to see that the original founder is still running the company, the fact that the current CEO (who, with his family, owns 37% of Grupo Bimbo) has a significant portion of his net worth tied to the company's performance is a positive characteristic for investors.

Under Daniel Servitje Montul, Grupo Bimbo has grown to become the largest bakery company in the world by total revenues. The company, which manufactures and distributes such items as packaged bread, sweet baked goods, muffins, confectionery, salty snacks, tortillas and tostadas in 17 countries across the Americas and Asia, consists of over 150 brands (see Exhibit 1) and is supported by an asset base that includes over 100 production facilities and more than 42,000 distribution centers, which service approximately 1.8 million points of sale.

Exhibit 1 Grupo Bimbo: Select Brands

Source: Company reports.

The company's scale has contributed to its owning leading market positions, highlighted in Exhibit 2, across a number of product segments and geographies.

Exhibit 2 Grupo Bimbo: Leading Market Positions by Segment and Geography

United States	Mexico	Central and South America
#1 in premium breads	#1 in packaged baked goods	#1 in packaged baked goods in 13 countries
#1 in English muffins	#1 in pastry chain	#2 in packaged baked goods in Argentina
#1 portfolio of Hispanic brands	#2 in cookies and crackers	
	#2 in salty snacks	
	#2 in confectionery	

Source: Company reports.

Throughout its history, Grupo Bimbo has supported its growth with strategic acquisitions, having integrated more than thirty acquisitions over the past nine years. Recently, these have included the $2.5 billion acquisition of Weston Foods, Inc., which manufactures such products as Thomas' English Muffins, Arnold bread and Entenmann's sweet baked goods, and the pending acquisitions of Sara Lee's fresh bakery businesses in the US, Spain and Portugal, which will give the company an entry into the European market and expand its presence in North America (see Exhibit 3).

Exhibit 3 Grupo Bimbo: Acquisitions; 2008-Present

					Historical 12-Month Results	
Announced	**Closed**	**Company Acquired**	**Country**	**Consideration**	**Sales**	**EBITDA**
12/10/2008	1/22/2009	Weston Foods, Inc.	Canada	$2.5 billion	$2.2 billion	$275 million
6/22/2010	12/6/2010	Dulces Vero	Mexico		MXN 1.1 billion	MXN 220 million
11/9/2010	Pending	Sara Lee N. America Fresh Bakery	US	$709 million[1]	$1.8 billion[1]	$108 million[2]
	9/19/2011	Compania de Alimentos Fargo, S.A.	Argentina		$150 million	
10/10/2011	Pending	Sara Lee Fresh Bakery Business	Spain & Portugal	€115 million	€290 million[3]	€17 million[3]

[1]Figures adjusted to reflect assets being divested in order to obtain regulatory approval. The company originally reported total consideration of $959 million and trailing twelve-month sales of $2 billion.

[2]Represents trailing twelve-month EBITDA including assets to be divested to obtain regulatory approval.

[3]Company's forward estimates.

Source: Company reports.

One could argue that the company's recent acquisitions exemplify the types of decisions that an owner/operator company makes in order to create value, as the stakeholders have a greater motivation to create shareholder wealth and are less concerned with simply preserving their jobs. In this case, Grupo Bimbo has taken advantage of an economy characterized by low interest rates and cheap assets to aggressively expand and enhance the long-term value of its company during a period where most public companies have simply been hoarding cash. For example, the Weston Foods acquisition was financed largely by a $1.7 billion bank loan at floating rates consisting of TIIE plus 1.0% and LIBOR plus 1.25%. The company then refinanced $800 million of this debt on June 30, 2010 at a fixed rate of 4.875%. As shown in Exhibit 4, the company is earning a return on invested capital well in excess of its cost of debt, which bodes well for the company's ability to create shareholder wealth going forward.

Exhibit 4 Grupo Bimbo: Historical Returns on Equity and Invested Capital; 2005-2010
(Mexican pesos in millions)

	2005	2006	2007	2008	2009	2010
Controlling Stockholders' Equity	20,274	24,439	27,916	34,264	40,104	43,710
Net Debt	4,409	3,029	2,122	3,794	31,759	29,885
Net Operating Profit After Tax	3,657	3,957	4,031	4,805	7,426	7,322
Net Income of Controlling Stockholders	2,975	3,681	3,811	4,320	5,956	5,395
Return on Invested Capital		**15.2%**	**14.0%**	**14.1%**	**13.5%**	**10.1%**
Return on Equity		**16.5%**	**14.6%**	**13.9%**	**16.0%**	**12.9%**

Figures before 2008 are based on inflation accounting. Results for 2006 and 2007 are based on the purchasing power of the Mexican peso in 2007 and 2005 results are based on 2006 purchasing power.

Source: Company reports, *The Global Contrarian* estimates.

These acquisitions have contributed to the company's doubling in size over the last five years, with revenues growing at a compound annual rate of 15% since 2005. Perhaps not surprisingly, Grupo Bimbo's net margins have contracted in recent years as the company expanded (see Exhibit 5). While a significant portion of this contraction is due to higher interest expenses related to the debt financing for its Weston Foods acquisition, it is reasonable to assume that there have also been expenses related to the integration of these new businesses and that there are efficiencies to be gained once Grupo Bimbo slows the pace of new acquisitions and focuses on optimizing the efficiency and profitability of its new assets.

Exhibit 5 Grupo Bimbo: Historical Margins and Growth Figures; 2005-2010
(Mexican pesos in millions)

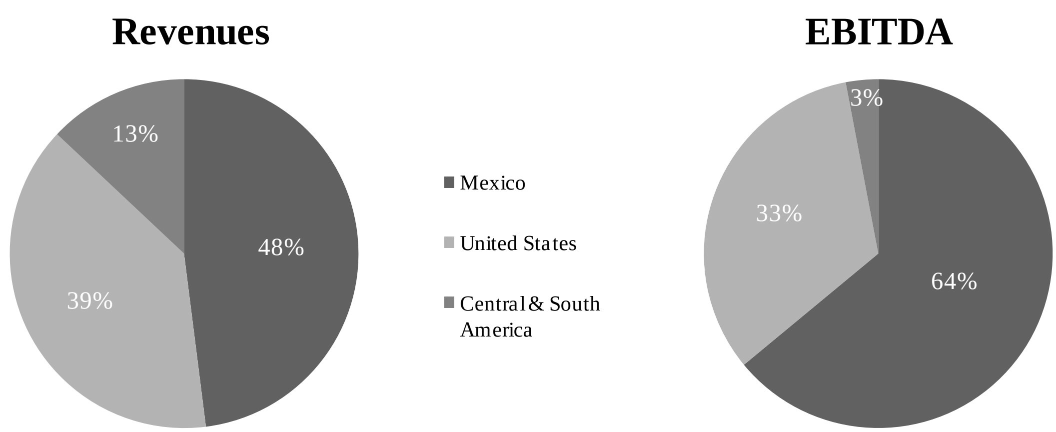
	2005	2006	2007	2008	2009	2010	5-Yr. CAGR
Revenues	58,643	66,836	72,294	82,317	116,353	117,163	**14.8%**
Operating Income	5,446	6,091	6,408	7,328	12,054	11,393	**15.9%**
Operating Margin	*9.3%*	*9.1%*	*8.9%*	*8.9%*	*10.4%*	*9.7%*	
Consolidated Net Income	3,053	3,775	3,914	4,444	6,081	5,544	**12.7%**
Net Income Margin	*5.2%*	*5.6%*	*5.4%*	*5.4%*	*5.2%*	*4.7%*	

[1]Figures before 2008 are based on inflation accounting. Results for 2006 and 2007 are based on the purchasing power of the Mexican peso in 2007 and 2005 results are based on 2006 purchasing power.

Source: Company reports, *The Global Contrarian* estimates.

The company's potential to improve margins can be seen by looking at its breakdown of revenues and EBITDA by geography. As shown in Exhibit 6, Grupo Bimbo's operations in Mexico account for 48% of sales, yet, perhaps because these operations are both more mature and efficient, this region accounts for 64% of EBITDA. The US accounts for 39% of revenues, but lower margins leads to a slightly lower EBITDA contribution of 33%. Finally, the company's operations throughout the rest of Central and South America account for 13% of revenues, but only 3% of EBITDA. It is reasonable to believe that, if Grupo Bimbo is able to grow its business in Central and South America and generate economies of scale, the margins in this region could improve greatly. The company currently generates less than 1% of its revenue from China and the sales from this region are included in the Mexico segment.

Exhibit 6 Grupo Bimbo: Revenue and EBITDA Contribution; Trailing 12 Months



Source: Company reports.

A closer look at the company's operating margins reveals how significant this margin potential could be. In Exhibit 7, one sees that the Latin America (Central and South America) segment does not yet earn an operating profit. Therefore, to the degree that Grupo Bimbo is valued on an EV/EBITDA basis, the company could boost its enterprise value by simply closing down this segment. However, the potential to create value over the long term is far more significant if the company is able to bring the margins for the consolidated company closer inline to margins being realized in Mexico. If Grupo Bimbo were able to achieve a consolidated operating margin of 13.8%, as was earned in its Mexico segment in 2010, the company's operating income would increase 46% based on 2010 sales figures. If one were to assume that the 11.4% operating margin posted by the Mexico division during the first nine months of 2011 is a more realistic target for the consolidated company, operating income would increase 20%

Exhibit 7 Grupo Bimbo: Operating Margin Improvement Potential
(Mexican pesos in millions)

	2010	First Nine Months 2011			
Net Sales					
Mexico	57,870	47,112	2010 Sales	119,952	
United States	47,875	34,555	Operating Profit @ 13.8% Margin	16,609	
Latin America	14,207	12,547	Actual 2010	11,410	46% Upside Potential
Operating Profit					
Mexico	8,013	5,371	2010 Sales	119,952	
United States	3,739	2,932	Operating Profit @ 11.4% Margin	13,675	
Latin America	(342)	(322)	Actual 2010	11,410	20% Upside Potential
Operating Margin					
Mexico	13.8%	11.4%			
United States	7.8%	8.5%			
Latin America	-2.4%	-2.6%			

Source: Company reports, *The Global Contrarian* estimates.

Given the impact that acquisitions have had on Grupo Bimbo's results in recent years, it is difficult to analyze how the company's business has performed throughout the recent economic downturn. However, there are a number of qualitative factors that point to the company's resiliency. For example, Grupo Bimbo's products can largely be classified as non-discretionary consumer products that have a high consumption frequency, which are factors that contribute to a significant degree of revenue stability. Further, these products have short shelf lives, which, because of spoilage, can be said to contribute to demand. More importantly, however, the short shelf lives of these products cause this industry to be highly localized and, as a result, largely fragmented. Grupo Bimbo states that major scale companies account for less than 12% of the global market, which means that Grupo Bimbo will have no shortage of acquisition candidates going forward. When one considers the company's long track record of profitably growing by acquisition, investors can consider Grupo Bimbo to be roll-up play with opportunities to create value for years to come.

Valuation Analysis

Grupo Bimbo has a long track record of successfully integrating acquisitions, which has lead to an attractive growth profile throughout the company's history. Given how fragmented this industry continues to be, the company will likely have significant growth opportunities for years to come. In addition, via a combination of adding scale and increasing the efficiency of existing operations, Grupo Bimbo should be able to increase its operating margins and greatly enhance its profitability. These growth prospects, combined with strong operating fundamentals, the resiliency of its business and its portfolio of market-leading brands, would seem to warrant a premium equity valuation. Instead, the company trades at roughly a 10% discount to the US-based global food companies on an EV/EBITDA basis based on 2012 estimates, despite the fact that Grupo Bimbo is forecast to grow EBITDA 2x-3x faster than these competitors (see Exhibit 8). It will also be shown that the company represents an attractive investment on an absolute basis. Because of this, shares of Grupo Bimbo are recommended for purchase.

Exhibit 8 Grupo Bimbo: Valuation Metrics Relative to Comparable Companies

(Local currency in millions, except per share amounts)

	Grupo Bimbo (BIMBOA MM)	Kraft Foods Inc. (NYSE: KFT)	Kellogg Co. (NYSE: K)	Yamazaki Baking Co. (2212 JP)
Share Price (11/3/11)	MXN 27.30	$35.78	$49.91	¥1,036
Shares Outstanding (millions)	4,703	1,771	363	220
Market Capitalization	**MXN 128,397**	**$63,366**	**$18,117**	**¥228,213**
Net Debt, incl. Minority Int.	28,998	26,902	5,455	(7,540)
Enterprise Value	**MXN 157,395**	**$90,268**	**$23,572**	**¥220,673**
2011 Consensus EBITDA Estimate	MXN 15,280	$8,944	$2,381	¥70,954
EV/2011 EBITDA	10.3x	10.1x	9.9x	3.1x
2012 Consensus EBITDA Estimate	MXN 18,286	$9,653	$2,480	¥71,642
EV/2012 EBITDA	8.6x	9.4x	9.5x	3.1x
Forecast EBITDA Growth '11-'12	19.7%	7.9%	4.2%	1.0%
2011 Consensus EPS Estimate	MXN 1.20	$2.28	$3.43	¥47.99
P/2011 Earnings	22.8x	15.7x	14.6x	21.6x
2012 Consensus EPS Estimate	MXN 1.52	$2.53	$3.65	¥69.80
P/2012 Earnings	18.0x	14.1x	13.7x	14.8x
Forecast EPS Growth '11-'12	26.7%	11.0%	6.4%	45.4%
Controlling Shareholders' Equity	MXN 46,998	$36,700	$2,283	¥228,052
Price/Book Value	2.7x	1.7x	7.9x	1.0x

Source: Company reports, *The Global Contrarian* estimates.

It should be noted that the valuation metrics cited in Exhibit 8 for Yamazaki Baking Co. (2212 JP) are skewed due to events related to the recent earthquake in Japan, which negatively impacted both revenues and expenses.

When one considers the pending acquisitions of the Sara Lee assets, the company's 2012 consensus projections do not appear to be unreasonable. Further, given the company's track record, it is fair to argue that Grupo Bimbo's growth going forward will continue to outpace its peers, both of which would support a premium relative valuation. For those not swayed by the company's relative attractiveness, however, investors can look to more absolute measures such as Grupo Bimbo's ability to create shareholder equity.

Since 2005, Grupo Bimbo has grown book value per share at a compound annual rate of nearly 17%, while total shareholder value (book value per share growth plus dividends) has grown at over 18% during this same period (see Exhibit 9). Further, investors are arguably paying a fair price for this performance, as Grupo Bimbo's price to book value multiple of 2.7x, while higher than Kraft Foods (NYSE: KFT) at 1.7x, is near the low end of its historical trading range of 2.6x-3.2x. The company has traded within this range since 2006, excluding the market crash of 2008-2009.

Exhibit 9 Grupo Bimbo: Shareholder Value Creation; 2005-2010
(Mexican pesos in millions)

	2005	**2006**	**2007**	**2008**	**2009**	**2010**	**5-Yr. CAGR**
Controlling Stockholders' Equity[1]	20,274	24,439	27,916	34,264	40,104	43,710	
Shares Outstanding (millions)[2]	4,703.2	4,703.2	4,703.2	4,703.2	4,703.2	4,703.2	
Book Value per Share	4.31	5.20	5.94	7.29	8.53	9.29	
Growth		20.5%	14.2%	22.7%	17.0%	9.0%	**16.6%**
Dividends[1]	351	778	483	541	541	588	
Dividends per Share		0.17	0.10	0.12	0.12	0.13	
Total Return per Share[3]		1.05	0.84	1.46	1.36	0.89	**18.1%**

[1]Figures before 2008 are based on inflation accounting. Results for 2006 and 2007 are based on the purchasing power of the Mexican peso in 2007 and 2005 results are based on 2006 purchasing power.
[2]Adjsuted for 4 for 1 stock split in April 2011.
[3]Measured as increase in book value per share plus dividends per share.

Source: Company reports, *The Global Contrarian* estimates.

Grupo Bimbo's record of growing book value per share while paying a modest dividend (the company's current dividend yield is 2%) certainly warrants a price-to-book value multiple for the company that is well above par. Although investors may argue whether book value growth at this rate justifies a multiple of ~3x, the company's recent returns on equity of 14%-16% imply a payback period of seven to eight years at current multiples. This is reasonable for a company of this stature and there is no doubt that the company's ability to create shareholder value lends significant downside protection to this investment over the long term.

The company can also create shareholder value on an absolute basis by simply paying down its debt, which has grown in recent years in order to fund the company's acquisitions. As shown in Exhibit 10, the company had approximately MXN3.5 billion available to pay down debt after making capital expenditures to fund both maintenance and growth and paying dividends to shareholders. This is down from an estimated MXN6.3 billion in cash that was available to pay down debt in 2009, the decline due largely to changes in working capital. Considering the company's current net debt position of MXN29 billion, its recent cash generating potential and the growth to be captured from its pending acquisitions, it is reasonable to believe that Grupo

Bimbo could pay down this debt within five years, especially if the company were to limit capital expenditures to only maintenance levels.

Should Grupo Bimbo achieve this, the company could realize significant share price appreciation if one simply assumed that the company's valuation on an EV/EBITDA basis remains constant. For example, if one assumed that Grupo Bimbo, at some point over the next five years, can earn EBITDA of MXN18.2 billion (this is the current consensus forecast for 2012) and further assumed that the company were to trade at 10x EBITDA (the current EBITDA multiple for Grupo Bimbo and its peers), investors could achieve a compound annual return of nearly 9% per year in share price appreciation plus dividends. Again, this scenario assumes only that the company pays down its debt within these five years and assumes no growth in earnings other than what has been projected for the company in 2012. This scenario further assumes that the company continues to pay, but does not grow, its current dividend of MXN0.54 per share.

Exhibit 9 Grupo Bimbo: Estimated 5-Yr. Return Earned by Paying Down Debt
(Mexican pesos in millions, except per share values)

	2009	2010
Net Cash from Operations	13,449	11,375
Acquisition of Property, Plant and Equipment	(3,613)	(4,091)
Interest Paid	(2,682)	(2,675)
Payments of Interest Rate Swaps	(523)	(853)
Interest Collected	295	460
Dividends Paid	(619)	(714)
Cash Available to Service Debt	**6,307**	**3,502**

2012 Consensus EBITDA Estimate	18,286
Target EV/EBITDA Multiple	10.0x
Target Enterprise Value	182,860
Target Net Debt	0
Target Market Capitalization	**182,860**
Shares Outstanding (millions)	4,703
Fair Value Estimate	MXN 38.88
Current Share Price	MXN 27.30
Compounded Return, 5-Yrs.	7.3%
Compounded Return inc. Div., 5-Yrs.	8.8%

Source: Company reports, *The Global Contrarian* estimates.

While the company's ability to both grow book value per share while paying dividends and to increase equity value by simply repaying debt are attractive characteristics of this investment, it should be stressed that the company's margin potential contributes significant optionality to this investment. As noted earlier in Exhibit 7, should Grupo Bimbo be able to bring the operating margins for its consolidated business in line with the margins it is currently posting in its Mexico segment, the company could boost its equity valuation by 20%-45% assuming constant valuation multiples on an EV/EBITDA basis. If one assumed that this process could be achieved over a period of five years, this would add an additional 4%-8% to shareholders' returns per year. If Grupo Bimbo were able to achieve this in conjunction with paying down its debt, the total returns to shareholders begin to approach 15% before assuming any revenue growth in the business.

Conclusion

Grupo Bimbo, as a producer of non-discretionary consumer products, operates in an industry that has proven to be resilient to economic downturns. The company's fundamentals, as measured by returns on invested capital, returns on equity and growth in revenues, earnings and book value per share, are strong, and its growth profile, driven by a demonstrated aptitude for growing by acquisition combined with the fragmented industry in which it operates, should fuel the company's ability to generate shareholder value going forward. Lastly, there is significant optionality in the company's shares as represented by Grupo Bimbo's potential to improve the consolidated company's operating margins to levels that are on par with its Mexico segment and increase operating earnings by 20%-45%. When one further considers that the company trades both at a discount to peers and at a price-to-book value multiple that is near the low end of its historical range, investors are presented with the opportunity to invest in this company at a reasonable price. Because of this, shares of Grupo Bimbo are recommended for purchase.

Grupo Bimbo has created shareholder value at a compounded annual rate of 18% over the last five years, yet the company trades at 2.7x book value, which is at the low end of its recent range of 2.6x-3.2x book value. If one assumes that the company can continue both pay a dividend and grow book value per share at this rate, while simply maintaining its current book value multiple, investors could achieve annual returns of over 15% going forward. A less optimistic forecast shows that investors can still earn an acceptable rate of return if Grupo Bimbo were to simply pay down its debt. This lends a significant margin of safety to these shares, which, when considered along with its owner/operator characteristics, represents an attractive investment opportunity.

Exhibit 14 Grupo Bimbo: Consolidated Income Statement
(Mexican pesos in millions)

	2009	2010
Net Sales	116,353	117,163
Cost of Sales	54,933	55,317
Gross Profit	**61,420**	**61,846**
Distribution and Selling	41,724	42,933
Administrative	7,642	7,520
Other Expenses, net	1,176	950
Operating Income	**10,878**	**10,443**
Interest Expense, net	2,318	2,574
Exchange Loss (Gain), net	(207)	94
Monetary Position Gain	(99)	(45)
Equity in Income of Assoc. Companies	42	87
Income Before Income Taxes	**8,908**	**7,907**
Income Tax Expense	2,827	2,363
Consolidated Net Income	**6,081**	**5,544**
Net Income of Controlling Stockholders	5,956	5,395
Net Income of Noncontrolling Stockholders	125	149
Basic Earnings per Share	5.07	4.59

Source: Company reports.

Exhibit 15 Grupo Bimbo: Consolidated Balance Sheet

(Mexican pesos in millions)

	2009	2010
Cash and Cash Equivalents	4,981	3,325
Accounts and Notes Receivable, net	12,430	13,118
Inventories, net	2,969	3,149
Prepaid Expenses	499	440
Derivative Financial Instruments	146	180
Total Current Assets	**21,025**	**20,212**
Notes Receivable from Ind. Operators	1,940	2,140
Property, Plant and Equipment, net	32,763	32,028
Inv. in Shares of Assoc. Companies and Other	1,479	1,553
Derivative Financial Instruments	159	393
Deferred Income Taxes	635	1,539
Intangible Assets, net	19,602	19,372
Goodwill	20,394	19,884
Other Assets, net	1,669	1,948
Total Assets	**99,666**	**99,069**
Current Portion of Long-Term Debt	4,656	1,624
Trade Accounts Payable	5,341	5,954
Other Accounts Payable and Accrued Liabilities	6,228	6,302
Due to Related Parties	238	802
Income Taxes	3,272	624
Statutory Employee Profit Sharing	637	709
Derivative Financial Instruments	74	0
Total Current Liabilities	**20,446**	**16,015**
Long-Term Debt	32,084	31,586
Derivative Financial Instruments	54	231
Employee Labor Obligations and Workers' Comp.	4,644	4,621
Deferred Statutory Employee Profit Sharing	290	249
Deferred Income Taxes	266	622
Other Liabilities	925	1,208
Total Liabilities	**58,709**	**54,532**
Controlling Stockholders' Equity	40,104	43,710
Noncontrolling Interest in Con. Subsidiaries	853	827
Total Stockholders' Equity	**40,957**	**44,537**
Total Liabilities and Stockholders' Equity	**99,666**	**99,069**

	3Q11
Cash and Cash Equivalents	12,478
Accounts and Notes Receivable, net	12,893
Inventories, net	3,682
Other Current Assets	1,273
Total Current Assets	**30,326**
Property, Plant and Equipment, net	34,366
Intangible Assets and Deferred Charges, net and Investments in Shares of Assoc. Companies	48,048
Other Assets	3,185
Total Assets	**115,925**
Trade Accounts Payable	7,624
Short-Term Debt	2,137
Other Current Liabilities	10,141
Total Current Liabilities	**19,901**
Long-Term Debt	38,487
Other Long-Term Non-Financial Liabilities	9,687
Total Liabilities	**68,075**
Controlling Stockholders' Equity	46,998
Noncontrolling Interest in Con. Subsidiaries	852
Total Stockholders' Equity	**47,850**
Total Liabilities and Stockholders' Equity	**115,925**

Source: Company reports.