



Santiago de los Caballeros
Febrero 2016

TO WHOM IT MAY CONCERN

CEMENTOS CIBAO S.A. is a company that is part of the cement industry in the Dominican Republic and is the second largest producer of gray Portland cement in the country. The company has modern facilities with avant-garde technological advances which allows them to have an installed capacity to produce 1,300,000 tons of cement annually in order to fulfill the construction market's demand locally and internationally. CEMENTOS CIBAO currently directly employs approximately 600 people and indirectly 400 people and positively contributes to the economic and social stability in the region.

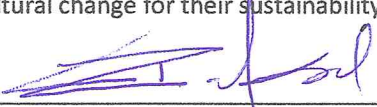
In order to continue to improve the company's efficiency, we decided to carry out an improvement project called PROMECAS along with **London Consulting Group**. The project was developed between July 20, 2015 and February 27, 2016 with the objective of strengthening the culture, the processes and the management systems of the organization focusing on the areas of Packaging, Dispatch, Commercial, Maintenance and its affiliate company which operates the area of transportation.

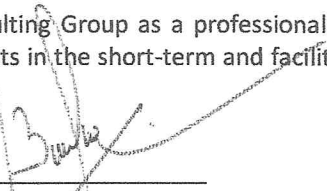
The correct change management, the dedication of the team members and in general of the company's entire personnel, the applied and transferred methodology throughout the different phases of the project contributed to the achievement of the set objectives among which we can highlight the following:

- ✓ Commercial Area:
 - A 23% increase in new and recovered clients.
- ✓ Packaging Area:
 - A 14% increase in time and efficiency of the packaging machines
- ✓ Dispatch Area:
 - A 26% decrease in the amount of time trucks spend at the plant
- ✓ Transportation Area:
 - A 13% increase in unit availability
 - A 9% increase in usage of units

In addition to the above mentioned objectives, we can affirm that our quantitative objective was duly met obtaining a ROI at the closing of the project of 0.9 to 1 and a ROI projected after 12 months of 3.7 to 1. We are convinced that this benefit can be improved and strengthened through the follow-up of initiatives implemented during this stage of the project and with the continuity of the new processes. The PROMECAS project concluded successfully on time, quantity and quality thanks to the professional help of Cementos Cibao S.A. personnel as well as London Consulting Group.

Based on the aforementioned, it is our pleasure to recommend London Consulting Group as a professional and committed consulting firm that contributes to the achievement of tangible results in the short-term and facilitates a cultural change for their sustainability.


Cruz Amalia Rodríguez de Casado
President


José Luis Brugnoli
Vice President of Operations