



Santiago de los Caballeros, December 2021

To whom it may concern:

Cementos Cibao S.A. is a company that belongs to the sector of the cement industry in the Dominican Republic, with an important human capital, it is the second largest producer of gray cement, type Portland in the country. It is the main cement company with purely Dominican capital, founded in the early 60's.

During the period between August to December 2021, we developed the second process improvement project called **Continuous Cement** led by **London Consulting Group** firm with the aim of optimizing and strengthening our results, analyzing, and redefining work processes, identifying areas of opportunity, and generating new processes focused on improving the operation of the company. After implementing different processes, tools and policies, the following results could be evidenced:

#### **Governance**

- Development of the Macro Organizational Structure.
- Design of the organizational architecture, structure, 48 job descriptions and competencies in all areas.

#### **Business Process Design**

- Implementation of management culture based on processes and collaboration between all areas of the organization
- Establishment of the processes of each functional axis of the organization, aligning to the structure with the management models.
- Implementation of tools to manage the commercial, maintenance, quality control and production plan in geology, mining, and cement.
- Implementation of the support model through an automated Help Desk.
- Implementation of an automated tool to plan, organize and manage teamwork, from start to finish.

#### **Management Model**

- Implementation of management model with 44 KPI's and 15 dashboards in Power BI.
- Implementation of 27 forums and governance models that facilitate performance evaluation and feedback on management models.

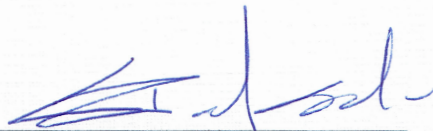
#### **Change Management**

- 6 development sessions were held with 61 leaders of the organization (732 man hours) to promote Leadership, Focus on results, Management by KPI's, Communication, Confrontation and Motivation.
- Individual and group accompaniments unifying the concepts and culture of management by processes and interrelation between the areas of the organization.

The project was developed in the agreed time and exceeded our expectations in the improvements of the critical processes of the company, and from the success of the Continuous Cement project, the continuity within other areas of the company has been authorized.


We would like to recognize the commitment and professionalism shown by the staff of **London Consulting Group**. Their methodology promotes the involvement and commitment of all levels within the organization and guarantees a long-term impact.

Sincerely,



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Cruz Amalia Rodríguez de Casado  
President



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José Luis Brugnoli  
Vice President of Operations