

Lima, 17th April 2022

**Messrs.  
UNACEM Corp**

Attn: Mr Ricardo Rizo Patrón de la Piedra – Chairman of the Board of Directors

Dear Ricardo:

I hereby certify the various elements used to evaluate the board of directors of UNACEM Corp over the course of 2022.

**I. Interviews with the directors**

- Consisted of personal interviews with the 11 directors of UNACEM Corp.
- These interviews were confidential and conducted by Hugo Alegre, RTM Partner.
- Date carried out: January 2023

**II. Review of meetings in 2022**

- This procedure consisted of an examination of the documents produced for meetings held in 2022 - agendas, presentations and minutes - contained in the due diligence, for all board meetings and a sample of committee meetings.
- The review was carried out by Hugo Alegre from RTM.
- Date carried out: January-February 2023

**III. Observation of a board meeting**

- An observer was present at a meeting of the board of directors to witness the dynamics of the proceedings.
- A prior review was carried out of material provided in advance.
- The observer was Hugo Alegre from RTM.
- Date carried out: February 2023 board meeting

**IV. Survey of directors regarding the board of UNACEM Corp**


- This consisted of electronic surveys sent to the 11 directors of UNACEM Corp.
- These surveys were confidential and conducted by Hugo Alegre, RTM Partner, with the help of a consultant.
- The following subjects were addressed:
  - Goals of the board of directors and compliance
  - Matters discussed and sufficiency level
  - Composition of the board and committees and their suitability
  - Timeliness and quality of the information submitted
  - Characteristics of the meetings

- Evaluation of the board of directors
- Opportunities and risks
- Date carried out: March 2023
- Presentation of the results and plan of action: at the March 2023 board meeting

**V. Surveys of directors' performance and that of their colleagues**

- These consisted of electronic surveys sent to the 11 directors of UNACEM Corp.
- These surveys were confidential and conducted by Hugo Alegre, RTM Partner, with the help of a consultant.
- The following points were evaluated:
  - Knowledge of good corporate governance practices
  - Knowledge of the business
  - Preparation prior to meetings
  - Participation in meetings
  - Collaboration outside board meetings
  - Strengths and aspects requiring improvement
- Date carried out: March-April 2023
- The results were revealed only to each individual director as feedback, while maintaining absolute confidentiality.

Yours sincerely,



Hugo Alegre Brousset  
Real Time Management  
Partner and CEO