Dangote Cement Plc
Annual Report and Accounts 2023

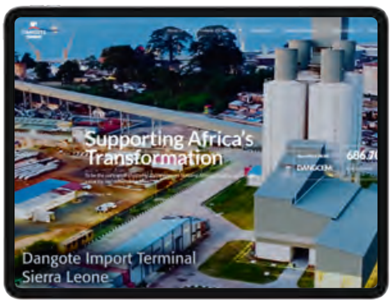
DANGOTE CEMENT

Strength in Diversity

Transforming Africa
The Dangote Way

Dangote Cement Plc is Sub-Saharan Africa's leading cement company, with operations in ten African countries.

Strategic report



Corporate governance

Responsibility statement

dangotecement.com

Financial statements

Supplementary information

Driven by *our purpose*

Through the richness in our diversity, we are leading Africa's transformation.

Our key themes

Our journey thus far

Over the last two decades, we have embarked on a journey that has been marked by immense growth and expansion. We experienced significant strides in our expansion efforts across the diverse landscapes of Africa; from commissioning our 5.3Mta Obajana Cement plant in 2007 to our current capacity of 52Mta in 10 African countries across 15 plants.

> Read more about our journey so far **pages 6 to 7**

Pan Africa diversity

We take pride in our diverse workforce, which comprises individuals from over 20 different nationalities with proficiency in over 40 languages. In 2023, we demonstrated the strength that lies in the diversity of our operations across the expansive terrains of Africa. Pan-African volume was up 12.7% and now accounts for 41.2% of Group volume, reinforcing our diversification strategy. Our diverse operations have acted as a cushion, providing resilience and support to the Group.

> Read more about our pan-Africa diversity **pages 18 to 19**

Our export strategy

Our vision is for Africa to be cement and clinker self-sufficient. We fulfilled this goal in our home country, Nigeria, which has gone from being one of the largest importers of cement to becoming self-sufficient and now an exporter of cement and clinker.

> Read more about our export strategy **pages 16 to 17**

The Dangote Way

Our values are embedded in 'The Dangote Way" representing the core beliefs that define us and the essence of who we are. These values are the driving forces that propel us towards our purpose, ensuring that every action aligns with our overarching mission of transforming Africa. Our identity is shaped by the richness of our diversity, truly making us Africa's finest.

> Read more about our people and culture **page 27**

Purpose to *value*

We are guided by our Purpose... Transforming Africa while creating sustainable value for all stakeholders.

Our vision

To be the global leader in cement production, respected for the quality of our products and services and for the way we conduct our business.

Our values

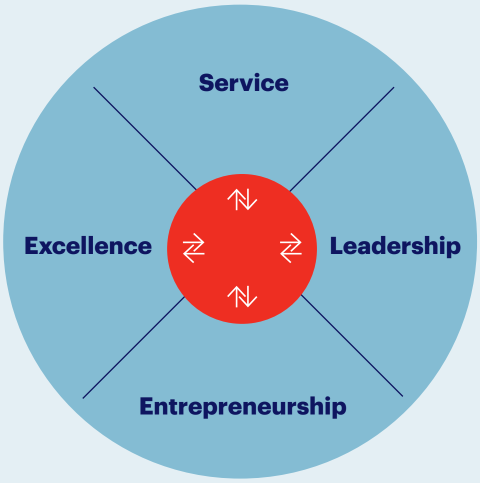
Our values are Service, Leadership, Entrepreneurship and Excellence which drive our performance. Our values are at the heart of everything we do and are linked to

The Dangote Way

Our four values

Over
21,000
employees

Over
20
nationalities



Operating in
10
countries

52Mt
capacity

Purpose-led cement manufacturer

Achieving our purpose takes an integrated approach with our values at the core of this approach, guided by our strategic priorities and long-term vision. Our values are embedded in "The Dangote Way" representing the core beliefs that define us and the essence of who we are. "The Dangote Way" has been our drive to achieve our purpose, realise our vision, and deliver sustainable value to all stakeholders. Achieving our purpose is a collective journey shaped by the consistent application of our values.

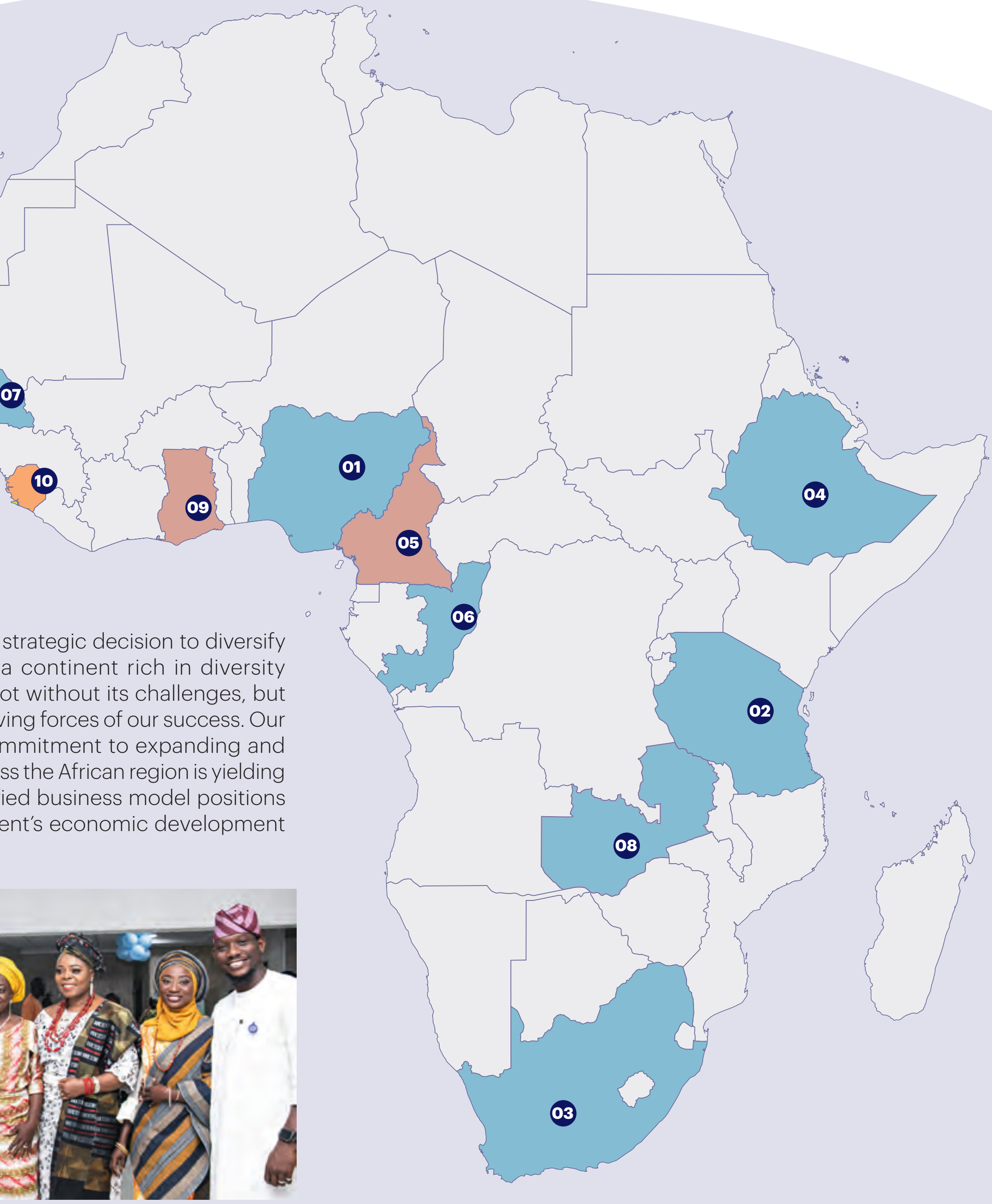
These values are the driving forces that propel us towards our purpose, ensuring that every action aligns with our overarching mission of

Transforming Africa

A global leader, *proudly African*

Dangote Cement has a production capacity of 52Mta across ten countries in Sub-Saharan Africa. These operations make us the largest and leading cement producer in Sub-Saharan Africa.

1. Nigeria Capacity **35.3Mta**	**2. Tanzania** Capacity **3.0Mta**	**3. South Africa** Capacity **2.8Mta**	**4. Ethiopia** Capacity **2.5Mta**	**5. Cameroon** Capacity **1.5Mta**
6. Congo Capacity **1.5Mta**	**7. Senegal** Capacity **1.5Mta**	**8. Zambia** Capacity **1.5Mta**	**9. Ghana** Capacity **2.0Mta**	**10. Sierra Leone** Capacity **0.5Mta**



Types of operations

- Integrated
- Import
- Clinker grinding

Diversified business model

Over a decade ago, we made a strategic decision to diversify our operations across Africa, a continent rich in diversity and potential. This move was not without its challenges, but it has proven to be one of the driving forces of our success. Our 2023 results affirm that our commitment to expanding and strengthening our presence across the African region is yielding substantial returns. Our diversified business model positions us as a key player in the continent's economic development and growth.

Growth *with Progress*

A record Group EBITDA, bolstered by diversification gains from pan-Africa Revenue.

Financial highlights

Revenue

₦2,208.1bn

+36.4%

2023	₦2,208.1bn
2022	₦1,618.3bn
2021	₦1,383.6bn

EBITDA

₦886.1bn

+25.1%

2023	₦886.1bn
2022	₦708.2bn
2021	₦684.6bn

Net debt/EBITDA

0.59x

2023	0.59x
2022	0.60x
2021	0.33x

Cash flow from operations
(before tax and working capital changes)

₦814.2bn

+18.7%

2023	₦814.2bn
2022	₦686.2bn
2021	₦682.9bn

Profit after tax

₦455.6bn

+19.2%

2023	₦455.6bn
2022	₦382.3bn
2021	₦364.4bn

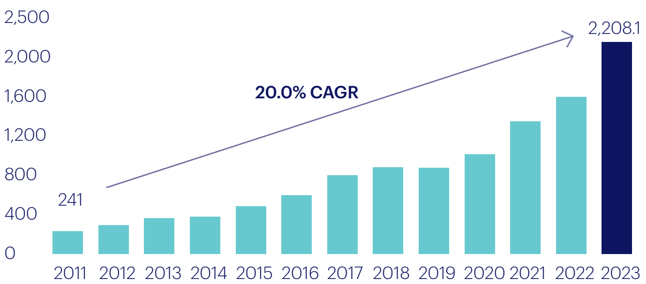
Total dividends per share

₦30.00

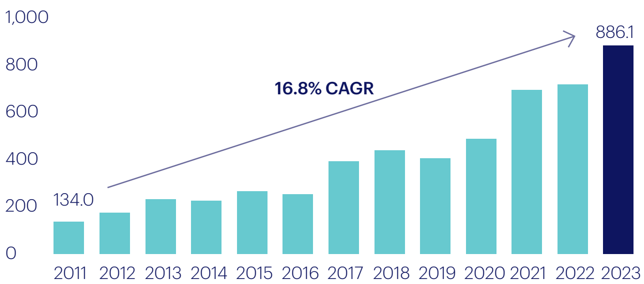
+50%

2023	₦30.00
2022	₦20.00
2021	₦20.00

Group Revenue (₦'B)



Group EBITDA (₦'B)



Group EBITDA reached an all-time high at ₦886.1bn.

Record pan-Africa EBITDA up four-folds to ₦263.7bn 28.5% margin.

Robust profit after tax of ₦455.6bn up 19.2%, with EPS at ₦26.5.

Proposed dividend up 50% at N30.00 per share.

ESG highlights

Operational highlights

Environmental
- Commissioned 10 alternative fuel projects across our operations.
- Commissioned CNG station in Tanzania.
- Phased transition from diesel power trucks to Compressed Natural Gas (CNG).

Social
- Continued our Long Service and Employee Recognition Award.
- Short-Term Incentive (STI) and DCP's employee recognition programme.
- ₦2,356 million spent on CSR intervention activities across the Group, up by 24.2%.

Governance
- AGM held in April, where shareholders approved a dividend of ₦20.00 per share.
- Appointed Mr. Alvaro Poncioni Mérian as Independent Non-Executive Director.
- Implemented an effective Internal Control over Financial Reporting (ICOFR) risk assessment.

Sustainability highlights

Increased alternative fuel use
- 455,754 tonnes of waste co-processed, representing 184% increase.
- Thermal substitution rate estimated at 9.7% for 2023 vs. 4.3% in 2022, reaching 11.0% in December 2023.

DangCircular
- 1.89 tonnes of waste recycled in DangCircular initiative.
- Reduced up to 13kgCo_2/tonne cem in Scope 1 emissions
- 4.8% reduction in water consumption

Board and management gender diversity
- 27% female Board members, with five Independent Non-Executive Directors.

CO_2 emission

580kg CO_2/tonne

2022: 590kg CO_2/tonne

Energy consumption

819 Kcal/kg

2022: 795 Kcal/kg

Water consumption

225 litres/tonne

2022: 234 litres/tonne

A true growth story

Dangote Cement's journey is indeed a compelling growth story that reflects strategic vision, resilience, and a commitment to making a substantial impact on the African continent.

An authentic tale of expansion and development

The last two decades have been marked by robust growth as we strategically broadened our footprint to new markets, contributing to the overall advancement of our presence on the continent and becoming the largest and leading cement producer in Sub-Saharan Africa. Our journey has been one of transforming Africa through job creation, skills development, infrastructure projects, and fostering economic growth and stability. As a major player in the cement industry, Dangote Cement plays a pivotal role in supporting infrastructure development across the continent.

The remarkable journey of Dangote Cement

Our journey commenced in the early 2000s with the acquisition of the Obajana Cement plant by Dangote Industries Limited. Following the successful commissioning of the 5.3Mta Obajana Cement plant in 2007, Dangote Cement entered a phase of vigorous expansion, inaugurating 6 additional plants across Africa in the subsequent two years, starting from 2014. Dangote Cement continued to expand over the years and in 2020, the Company marked a significant milestone by commissioning export terminals in Apapa and Port Harcourt. This initiative allowed for the commencement of clinker exports by sea. As of the conclusion of 2023, our total capacity has reached an impressive 52Mta with operations spanning across 10 African countries.

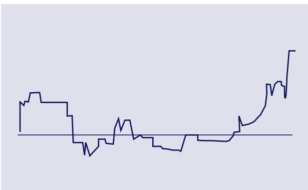
Olakunle Alake
Vice President, Dangote Industries Limited

Our journey so far

2000–2002
- Dangote Industries acquired **Benue Cement Company**
- Dangote Industries acquired **Obajana Cement Plc**

2004
- Construction of DCP's first cement production plant

2007
5.3Mta
- Commissioned **Obajana Cement Plant** with two production lines and a capacity of 5.3Mta



2010
9.3Mta
- Incorporated Dangote Cement
- The Merger between Dangote Cement and **Benue Cement**
- Listed on the Nigerian Stock Exchange

2012
21.8Mta
- Commissioned 6Mta **Ibese plant**
- **Obajana** increases capacity by 5Mta with Line 3
- **Ghana** operations consolidated to Dangote Cement

2014
35.1Mta
- **South Africa** 2.8Mta
- **Ibese** extends capacity by 6Mta
- **Obajana** increases capacity by 3Mta
- **Senegal** commissioned 1.5Mta

2015
43.6Mta
- **Cameroon** 1.5Mta commissioned
- **Ethiopia** 2.5Mta commissioned
- **Zambia** 1.5Mta commissioned
- **Tanzania** 3.0Mta commissioning

2017
45.6Mta
- New capacity commissioned in **Sierra Leone**
- **Congo** 1.5Mta commissioned

2020
48.6Mta
- Commissioned export terminals in **Apapa and Port Harcourt**
- Commenced clinker exports via shipping from Nigeria to West and Central Africa
- Commissioned **Obajana line 5**

2021
51.6Mta
- Commenced commercial production at 3Mta **Okpella Plant**

2023
52.0Mta
- 0.45Mta grinding plant in **Ghana**

Long-term value, albeit *macroeconomic challenges*

Africa is a major growth market for cement and needs to more than double its cement consumption over the next decade to address the infrastructure deficit.

African cement market

Sub-Saharan Africa is home to over 1.2 billion people. The United Nations estimates that by 2050, the region's population will reach 2.5 billion. The World Bank describes Africa as the fastest-growing and youngest region globally. As the population continues to expand, Africa urgently needs infrastructure, housing, and commercial buildings. This creates a tremendous opportunity for Dangote Cement.

On a per-capita basis, Sub-Saharan African countries have some of the lowest consumption levels worldwide. As a region, per-capita cement consumption is just 130kg compared to the global average of 541kg.

African population 2050

₦2.5bn

2050	2,489bn
2040	2,077bn
2030	1,688bn
2025	1,506bn
2023	1,426bn

Economic overview

Sub-Saharan African economies have demonstrated resilience in the recovery from the adverse effects of COVID-19, all the while grappling with difficulties in an unpredictable global landscape marked by increasingly stringent global financial conditions. The global consequences of slowing international activity, higher global interest rates, elevated spreads, and exchange rate pressures have all combined to create an acute funding squeeze.

Global inflation peaked at 6.5% in 2023, leading to actions by the Federal Reserves, European Central Bank and the Bank of England, all of which raised interest rates. Monetary authorities continued to embrace a hawkish stance, tightening interest rates to curb inflation and attain the goals of price stability. This resulted in a substantial capital outflow from emerging markets, a strengthened Dollar due to an increased flight to safety, exchange rate pressures, and a subdued global growth rate of 3%, as reported by the International Monetary Fund (IMF).

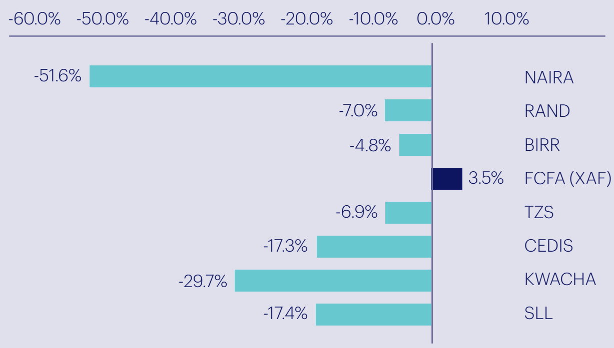
Sub-Saharan Africa faced difficulties resulting from the rapid increase in commodity prices, fiscal imbalances, reduced government revenue, and a continued depreciation of domestic currencies. These multiple shocks hindered SSA's growth, leading to a slowdown in the real gross domestic product (GDP) for the second consecutive year in 2023, at 3.3%.

After a seamless transition of power following the general elections in February, Nigeria is currently navigating through a series of policy reforms implemented by the new administration in 2023. The effects of the Naira's depreciation due to its floating exchange rate and the elimination of petrol subsidies have continued to amplify operational costs. Consequently, this has led to an escalation in inflation and the erosion of purchasing power, particularly impacting the retail segment of the market.

Impact of currency depreciation on the business

Currency depreciation in Africa has emerged as a significant factor influencing the overall economic landscape and the operational dynamics of businesses across the continent. For Dangote Cement, in 2023 all currencies in our countries of operation, except the CFA franc depreciated. The Nigerian Naira depreciated– 51.6% against the Dollar, while the Zambian Kwacha depreciated – 29.7% against the Dollar. This currency depreciation has resulted in volatile exchange rates affecting the cost of imports, disrupting trade balances and contributing to economic uncertainty and heightened inflation.

Currency depreciation against the Dollar



Source: Countries Central Banks.

Looking ahead: A rebound on the horizon

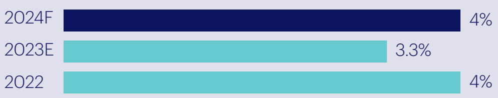
After a weak 2023 characterised by tighter monetary policy and elevated inflation, Sub-Saharan Africa looks set for a more robust outlook in 2024. Activity in the region is expected to rebound in 2024. According to the International Monetary Fund (IMF), economic growth in Sub-Saharan Africa is projected to accelerate from 3.3% in 2023 to 4.0% in 2024, with the growth to be driven mainly by non-resource-intensive countries and improving inflation. The reduction in inflation is expected to be driven by statistical base effects and a slower rate of currency depreciation.

Following yet another shock, Sub-Saharan Africa's ultimate potential remains undimmed. The region is poised to fulfil the promise of the African century, contributing to a more prosperous, greener future for the region and the world. The huge potential the region has to address and bridge this infrastructure deficit persists. Dangote Cement is determined to help the African continent achieve these infrastructural development goals through the production of strong, reliable and dependable cement.

The President, Dangote Industries Limited with Bill Gates during a visit.

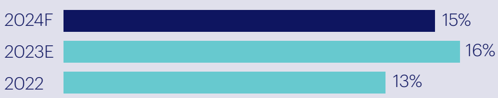
"Dangote Cement is determined to help the African continent achieve these infrastructural development goals through the production of strong, reliable and dependable cement."

SSA GDP growth



Source: IMF

Average SSA inflation



Source: IMF

Reasons to invest *in Dangote Cement*

A unique investment opportunity offering exposure to Sub-Saharan Africa's growth potential.

Strong growth in Africa

The World Bank describes Africa as the fastest-growing and youngest region globally. As the population continues to expand, Africa urgently needs infrastructure, housing and commercial buildings. This creates a tremendous opportunity for Dangote Cement.

The goal of sustainably providing access to adequate, safe, and affordable housing addresses the needs of the population expected to migrate to urban areas by 2050. This is Dangote Cement's contribution to UN SDG 11. The African Development Bank estimates Africa's infrastructure financing needs at USD130 – USD170 billion a year, highlighting a significant funding gap ranging between USD68 billion and USD108 billion.

Africa's infrastructure needs amount to

$130-$170bn

a year

Inclusive sustainability framework

Our approach to sustainability is structured around 7 pillars dubbed the "Dangote Way". These pillars align with the United Nations Sustainable Development Goals (SDGs) and provide the framework in which we have embedded our corporate culture, and guide our approach to building a prosperous and sustainable business.

The 7 Dangote Sustainability Pillars collectively embody the essence of "The Dangote Way." These pillars serve as the structural framework within which we have seamlessly integrated our values and strategic objectives. As we steadfastly pursue our goal with the highest governance standards, these pillars stand as the bedrock of our commitment to responsible, ethical, and sustainable business practices.

> Read more about our sustainability **pages 36 to 73**

Financial investment case, solid fundamentals

Dangote Cement has achieved excellent financial performance and growth over the last decade. Our volumes have grown by a compound annual rate of 10.0% over the last 13 years, while our EBITDA has increased by a compound annual growth rate of 16.8% over the same period.

We have also created additional value for our shareholders through share price appreciation, consistent dividend payments and share repurchases.

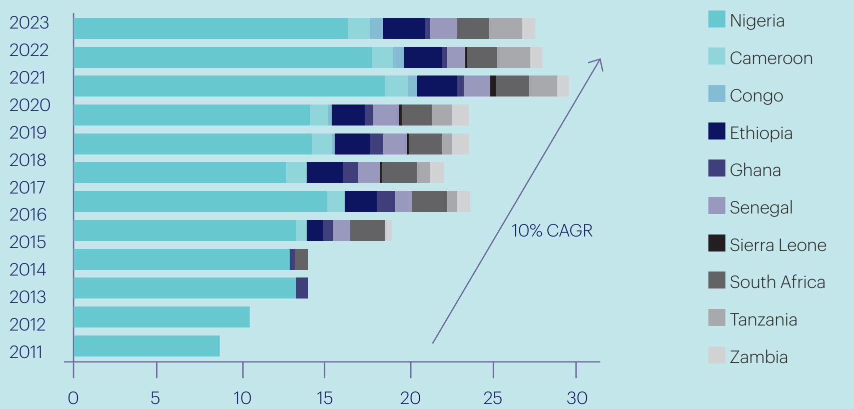
EBITDA

₦886.1bn

+25.1%

Strong volume growth

Over the last decade, Dangote Cement has grown its operations from its home country Nigeria, to operations in 10 countries across Africa. Our volumes have grown by a compound annual rate of 10%, with 2023 Group volumes at 27.3Mta.



Robust export strategy

We are focused on harnessing trade across the African continent, by building a market where Africa becomes self-sufficient in cement and clinker production.

> Read more about our export strategy **page 16**

Creating value *The Dangote way*

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At Dangote Cement, we are unwavering in our commitment to building an inclusive and sustainable business for all stakeholders across the value chain."

Dear fellow stakeholders

I am pleased to welcome you to the 15th Annual General Meeting of Dangote Cement Plc. It is with great pleasure that I present to you our Annual Report for the year ended 31 December 2023. I am delighted to confirm that despite the lingering era of volatility and uncertainty, our company has remained steadfast in its commitment to delivering value to shareholders, while upholding the highest standards of corporate governance.

During the year under review, sub-Saharan Africa was hit with sluggish growth, elevated inflation, high borrowing costs, and a cost-of-living crisis. In many cases, inflation is still too high, borrowing costs elevated, exchange-rate pressures persist, and political instability is an ongoing concern. These overarching themes resonated throughout the region during the year. However, individual countries faced distinct and specific risks. In February, Nigeria entered its 7th election cycle, resulting in a new government. The buildup to the general elections brought about uncertainties and associated risks, which stalled economic activities. Additionally, the sharp currency devaluation further exacerbated operating costs and led to pockets of foreign currency scarcity. Despite these challenges, the Nigerian economy exhibited signs of recovery, buoyed by strong investor optimism following the election outcomes, the peaceful transition of power, and a series of economic reforms implemented by the new Government.

Elsewhere in West Africa, political instability impeded economic integration. In South Africa, growth was hampered primarily due to persistent electricity supply challenges, while in Ghana, elevated inflation and fiscal prudence under the IMF program continued to burden domestic demand. Undoubtedly, the year presented significant challenges and as we navigated through these challenging times, it is crucial to acknowledge the difficulties we have faced. I am hopeful that the coming rebound will be more than just a transitory glimpse of sunshine, but a lasting and sustainable one.

The theme of our Annual Report underscores the "strength in our diversity", detailing our journey across Africa. Dangote Cement exemplifies an authentic African growth story driven by our purpose to transform Africa. Over the past two decades, we have experienced remarkable growth, strategically venturing into new markets, thereby bolstering our presence throughout the continent. From our humble beginnings in 2007 when we commissioned our 5.3Mta Obajana Cement plant, to our current capacity of 52MTA in 10 African countries, our journey has been characterised by challenges which were transformed into opportunities and achievements that have shaped our identity. As I look back on our achievements in 2023, I also reflect on the progresses made over the past two decades. With optimism, I anticipate the opportunities that await us as we strive to shape a brighter and more inclusive future for our company.

The year under review

Dangote Cement achieved double-digit growth in revenue of ₦2,208.1 billion, while Group EBITDA reached a record high of ₦886.1 billion, increasing by 25.1%. This outstanding EBITDA performance was underpinned by our robust cost control measures and our diverse pan-Africa operations. The latter acted as a cushion, providing resilience to country-specific risks, while the former enhanced our overall profitability. Our pan-Africa operations now contribute 41.2% to the Group's overall volumes.

Despite the impact of foreign exchange losses precipitated by the sharp Naira devaluation, our Group profit after tax reached ₦455.6 billion, a commendable 19.2% growth. Consequently, the Board has recommended an annual dividend payment of ₦30.00 per ordinary 50 kobo share for your approval. This represents a 50% increase in dividend compared to the 2022 dividend of ₦20.00 per share, underscoring our dedication to enhance shareholder value. If approved at the Annual General Meeting on 28 May 2024, it will be payable to shareholders whose names are on the Company's register at the close of business on 15 April 2024.

Operating performance

We made significant strides in our expansion initiatives, with the successful launch of operations at our 0.45Mta grinding plant in Ghana, increasing our total installed capacity to 52.0Mta. Furthermore, our 1.5Mta grinding plant in Côte d'Ivoire is making substantial progress and is nearing completion. Lastly, we have commenced construction on our 6Mta Itori plant in Ogun State, a crucial step in supporting our ambitious export goals.

In response to the unanchored inflationary environment, we intensified our efforts toward implementing innovative business strategies, which effectively boosted revenues and managed costs. These initiatives included fuel mix optimisation, propelling the use of alternative fuels to replace more expensive fossil fuels, while we began the phased transition from diesel power trucks to full Compressed Natural Gas (CNG) trucks.

On our business outlook, our strategic focus lies in executing our "export to import" strategy in West and Central Africa, alongside the optimisation of assets in Eastern Africa. We are committed to strengthening regional trade across the continent, maximising our existing assets' capacity while actively seeking out opportunities in regions with significant growth potential. Our ambitious export goals will generate ample foreign exchange to meet our operational requirements and enhance Nigeria's current production capacity.

Board changes

The Board approved the appointment of Mr Arvind Pathak as Group Managing Director of Dangote Cement Plc, effective 1 March 2023. Mr Pathak is an experienced business leader who worked as MD and CEO of Birla Corporation Ltd, before this appointment. He was the Chief Operating Officer and Deputy Group Managing Director of Dangote Cement Plc until 2021.

Effective 1 August 2023, the Board of Directors of Dangote Cement approved the appointment of Mr. Alvaro Poncioni Mérian as Independent Non-Executive Director.Mr. Alvaro Poncioni Mérian was the Global Head of Building Materials at Morgan Stanley Investment Banking and is the Founder & Managing Partner of EDNAM Capital.

In tandem with our strategic priorities, we have made notable advancements in enhancing the efficacy and diversity of our Board. Currently, our female representation stands at 27%, complemented by a diverse composition including six distinct nationalities and five Independent Non-Executive Directors serving on our Board.

Outlook

As we embark on the next chapter of our journey, I am confident that, with the collective efforts of our team, the strategic direction set by our leadership, and the support of our stakeholders, we will continue to create enduring value for all. Our values of excellence, entrepreneurship, leadership and service will guide us as we navigate the complexities of the business landscape.

Behind the success story are the dedicated individuals who contribute their skills and passion. I extend my heartfelt gratitude to our staff, whose hard work and commitment have been the driving force behind our growth. To our shareholders, customers, host Governments, communities, and other stakeholders, I express my sincere appreciation for your trust and collaboration. Your confidence in our vision and strategy has been instrumental in our journey. Together, we have created a legacy that extends beyond financial success to encompass a culture of excellence and sustainability.

I conclude by urging us to reflect on our journey with pride, but yet embrace our future aspirations. Our growth journey is far from over, and the best is yet to come. With innovation as our compass, values as our foundation, and diversification as our strength, I am confident that our future holds even greater achievements as we continue to transform Africa.

Aliko Dangote
Chairman
1 March 2024

Transforming Dangote *for tomorrow*

"

Our ability to remain at the forefront of our industry is owed to our agility and foresight in adapting to an ever-evolving business landscape"

Q&A with Arvind

How would you describe your first year as the CEO of Dangote Cement?

Reflecting on my first year, I am proud of the progress we have made as a company. This past year has been a transformative journey of learning and growth, both for Dangote Cement and for myself.

The year 2023 was particularly eventful, coinciding with a period marked by severe macroeconomic shocks globally. Inflationary pressures fuelled by supply chain disruptions led to a significant increase in the prices of our material inputs. However, we tackled these hurdles head-on, by strategically implementing new and innovative approaches to contain cost and drive productivity, while simultaneously enhancing value for all stakeholders across the value chain.

As a business, this strategic focus has guided our efforts in transforming what was initially a challenging year, into a year that nurtured our determination and grit. We have finished the year stronger and more resilient, with our strategic direction sharper than ever.

What have been your major obstacles and achievements in 2023?

In 2023, we faced significant challenges due to currency depreciation across Sub-Saharan Africa, particularly the sharp devaluation of the Naira against the Dollar. However, our diversified operations mitigated these risks, with strong performance in pan-African markets driving revenue and EBITDA growth.

Our Pan-African volumes saw a notable increase of 12.7%, leading to a significant surge in revenue by 123.2%. We maximised production capacity in Ethiopia and Senegal and introduced innovative strategies to drive revenue, manage costs, and protect margins. Furthermore, our commitment to sustainability remained steadfast, with substantial investments in CSR projects, Alternative Fuel initiatives, the conversion of diesel trucks to dual-fuel CNG trucks, and reductions in CO_2 emissions.

Key highlights include:

- Achieved a 19.2% growth in profit after tax despite economic challenges.
- A remarkable 400% increase in clinker exports from Nigeria compared to 2022.
- Increased focus on succession planning and implementation roadmap.
- Alternative fuel thermal substitution rate reached 9.7% in 2023, up from 4.3% in 2022, with over 455,000 tonnes of waste co-processed, representing a three-fold increase.

- Successful commissioning of various projects including AFR feeding systems, CNG Station at Dar Es Salaam, Takoradi grinding plant, and Okpella Power Plant.
- Implemented various programs such as the Graduate Trainee Program, Mentor/Mentee Program, and Leadership Development Program to foster skill enhancement and succession planning.
- Implementation of various compensation benefits for employees such as Short-Term Incentives (STI) and High Value Employee (HVE).

These achievements demonstrate our resilience, strategic focus, and commitment to sustainability amidst challenging conditions.

What were the lessons learnt from 2023?

2023 offered numerous valuable lessons. The first lesson learned is the benefit of a diverse operation, which shielded the business from looming macroeconomic risks. Secondly, continuous innovation is crucial for staying ahead in an ever-evolving consumer landscape. 2023 provided us with the opportunity to do business differently in a cost-effective and efficient manner. We've had to look inward and strategised on new ways of doing business that ensured operating costs were contained beyond outrageous levels, while still maintaining a superior quality product and delivering top-notch customer services.

What is the driving force for Dangote Cement?

Our unwavering commitment to excellence stems from the exceptional leadership provided by our Chairman and Board. Through their guidance and vision, they have set a high standard for the entire organisation. At the heart of Dangote Cement lies our diverse and dedicated workforce. Our staff, representing a multitude of backgrounds, cultures, and talents, form the very foundation of our company. Their commitment serves as a steadfast pillar that upholds our business through every challenge and triumph.

Lastly, our ability to remain at the forefront of our industry is owed to our agility and foresight in adapting to an ever-evolving business landscape.

What is the outlook for Dangote Cement?

The outlook for our business remains optimistic despite the prevailing challenges in the market. The International Monetary Fund (IMF) expects economic growth to pick up, with Sub-Saharan Africa's GDP projected at 4.0% in 2024, faster than the estimated 3.3% growth in 2023. This growth cuts across all our countries of operations, supporting cement demand.

I am very excited about the future of Dangote Cement. Following the commissioning of our 0.45Mta grinding plant in Takoradi, we are focusing on our "export to import" strategy in West and Central Africa, while concurrently optimising assets in Eastern Africa. Our 6Mta expansion in Itori, Ogun State will be of support to this ambition. Our overarching goal remains unchanged, to be the partner of choice for those transforming Africa, while creating sustainable value for our stakeholders. We are committed to not only delivering value to our stakeholders but also to doing so sustainably, in alignment with our broader mission.

No leader accomplishes anything alone and any success we have achieved has been a joint effort. I must say a big thank you to the Dangote Cement's Board of Directors, all staff and stakeholders for your dedication and hard work which enabled us to deliver on our achievements.

I extend my heartfelt gratitude to all our investors for their continued trust and support in our Company. Your trust in Dangote Cement inspires us to strive for greater accomplishments and to positively influence the communities we serve.

I look forward to an exciting year ahead.

Arvind Pathak
Chief Executive Officer
1 March 2024

A robust *export strategy*

Our vision is for Africa to be cement and clinker self-sufficient. We fulfilled this goal in our home country, Nigeria, which has gone from being one of the largest importers of cement to becoming self-sufficient and now an exporter of cement and clinker.

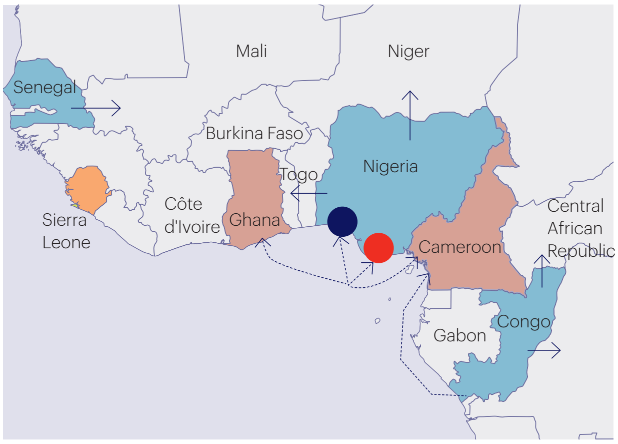
Cementing Africa's economic independence

One of our significant accomplishments is the transformation of Nigeria from a major cement importer to achieving self-sufficiency and becoming an exporter of cement. Our overarching goal is clear – we aim for Africa to achieve self-sufficiency in cement production. This is a commitment to fostering economic resilience and reducing dependence on imports. By nurturing indigenous capabilities, we aim to fortify Africa's position in the global cement industry.

To realise this goal, we have established a comprehensive 'export to import' distribution network, enabling us to efficiently cater to West and Central Africa from our Nigerian facilities via both sea and land borders. We've strategically established export terminals in Lagos and Port Harcourt to facilitate service to the region. Through our resilient export strategy, Dangote Cement is contributing positively to the development of Africa's prosperity.

Expansion strategy

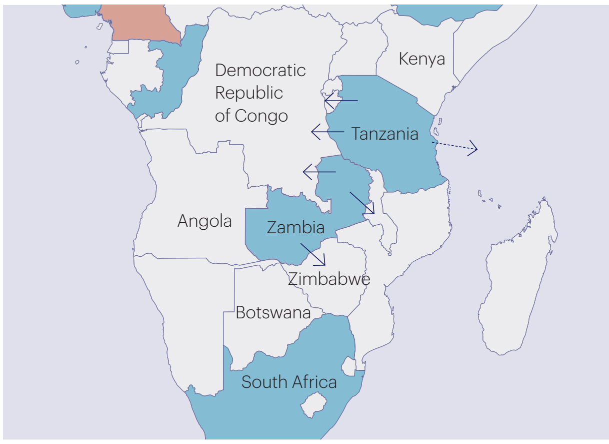
We are concentrating our expansion efforts in West and Central Africa, concurrently optimising our assets in the Eastern African region. In 2023, we commenced operations at our 0.45Mta grinding plant in Ghana and we are on track to commission our 1.5Mta grinding plant in Cote d'Ivoire in 2024, representing a significant milestone in our regional expansion strategy. We have also begun construction of our 6Mta Itori plant in Ogun State. In the long term, we plan to serve the region by building grinding plants across West and Central Africa. Simultaneously, we recognise the importance of optimising our assets in the Eastern African region. The goal is to ensure that our existing assets in the East are not only performing at their peak but are also adaptable to the evolving market dynamics.



West and Central assets

Nigeria has a relative abundance of quality limestone especially in key southern regions near demand centres and export facilities. The absence of limestone in much of West Africa, especially coastal states, forces those countries to import bulk cement or its intermediate product, clinker, usually from Asia and Europe. Dangote Cement plans an "export to import" strategy to serve West and Central Africa from Nigerian factories, exporting by sea – making the region cement self-sufficient.

Nigeria can serve a potential market of 15 countries, 350m+ people. We currently export clinker from Nigeria via our export terminals to Cameroon and Ghana, while we export cement to Niger and Togo. Senegal exports cement to Mali; while in Congo we export clinker to Cameroon and cement to the Central African Republic and the Democratic Republic of Congo.



Southern and Eastern assets

In East Africa, we export from Zambia and Tanzania. In Zambia, we export clinker/cement to Zimbabwe, Burundi, the Democratic Republic of Congo and Malawi. In Tanzania, we export cement to Burundi, the Democratic Republic of Congo and the Indian Ocean Islands. Dangote Cement is optimising its eastern assets to serve the region through increased market competitiveness and product portfolio enhancement.

Port, Lagos State

Port, Rivers State

Sea export (clinker)

Land export (cement)

Strengthening Africa's economic integration through export

According to the IMF, despite being the world's second-most populous continent, Africa finds itself near the bottom regarding global economic competitiveness. The continent is hindered by fragmented markets, impeding efficiency and restraining economic growth. It is for this reason that the Africa Continental Free Trade Agreement (AfCFTA) was established to enhance Africa's economic integration by strengthening the competitiveness and efficiency of the African market. This vision aligns with our goal.

In 2023, the Nigeria region shipped 280Kt of clinker to Cameroon and Ghana. However, cement exports via road reduced to 425Kt, due to the border closure in Niger. Looking ahead to 2024, we plan to expand our clinker exports to third parties in addition to supplying our grinding plants in West Africa. No other African cement operator possesses a comparable clinker export terminal for exporting purposes.

Benefits of our Export Strategy

- Higher capacity utilisation in Nigerian operation: An increase in production due to exports will increase capacity utilisation in the Nigerian operation and in turn reduce fixed cost per tonne.
- Duty-free intra-regional trades: Support the African Continental Free Trade Area roll-out and build on ECOWAS regional agreements incentives to strengthen the continent's cement self-sufficiency.
- Foreign exchange: Foreign exchange revenue for the Nigerian operation helps offset foreign exchange risks.
- Lower clinker cost for pan-Africa operation: Due to proximity to Nigeria, just-in-time supply enables working capital and landing costs optimisation.

Long-term

As the global community anticipates the full implementation of the African Continental Free Trade Area (AfCFTA) and explores its potential impacts and advantages, we believe it will provide Dangote Cement the opportunity to leverage high-quality limestone reserves and production assets to serve African markets. With our ambitious cement expansion plan and substantial technological investments throughout the region, Dangote Cement is strategically positioned to reap the benefits of AfCFTA.

Diverse operations across Africa

Our identity is shaped by the richness of our diversity, truly making us Africa's finest.

Transforming Africa

Our approach to diversity has become a cornerstone of our strategic decision-making, enabling us to navigate through varied market conditions, regulatory environments, and cultural landscapes across the African continent. Dangote Cement boasts of a workforce representing at least 20 nationalities, who can communicate in over 40 languages. In 2023, we demonstrated the strength that lies in the diversity of our operations across the vast and dynamic landscapes of Africa. Pan-African volumes were up 12.7% and now account for 41.2% of Group volume, reinforcing our diversification strategy. Senegal and Ethiopia operated at maximum capacity in the period, while we reached almost 90% capacity maximisation in Cameroon.

This outstanding growth not only reflects the success of our operations outside Nigeria but also stands as a testament to the effectiveness of our diversification strategy. Our diverse operations have acted as a cushion, providing resilience and support to the Group.

Our success is rooted in our ability to adapt to the diverse demands of each African market. From bustling urban centres with high construction demands to early markets with evolving infrastructure needs, we have tailored our production and distribution strategies to meet the specific requirements of each region. By hedging our operations against country-specific risks, we have not only secured our position in the market but have also contributed to the sustainable development of Africa.

Pan Africa volumes up

12.7%

Record pan-Africa EBITDA of

₦263.7bn

up 4x

Senegal

The cement market in Senegal has benefitted from a relatively stable environment, the availability of limestone and the gradual normalisation of the diplomatic relationship between Mali and its neighbours. Our plant in Pout sold 1.6Mt in 2023, up a strong 54.3% from the prior year. Our operation in Senegal is operating at full capacity and continues to contribute strongly to the Group.

Revenue

₦92.5bn +171.6%

Cameroon

The cement sector in Cameroon has displayed remarkable resilience, thanks to the re-commencement of government initiatives. This has bolstered the economy's overall growth, with the industrial segment playing a pivotal role in GDP expansion. The resurgence of government construction projects has fuelled a thriving market. Sales volume at our 1.5Mta clinker grinding facility in Douala was at 1.3Mt for 2023. We are close to full capacity in Cameroon.

Revenue

₦103.8bn +60.2%

Nigeria

Sales volume:
16.4Mt –8.1%
2022: 17.8Mt

Revenue
₦1,297.7bn +7.7%
2022: ₦1,205.4bn

Total capacity	Cement consumption
35.25 Mta	**122kg/person**

Tanzania

Sales volume:
2.0Mt +2.5%
2022: 1.95Mt

Revenue
₦128.0bn +72.1%
2022: ₦74.4bn

Total capacity	Cement consumption
3.0Mta	**107kg/person**

South Africa

Cannot be published due to local competition laws.

Revenue
₦102.4bn +58.8%
2022: ₦64.5b

Total capacity	Cement consumption
2.8Mta	**210kg/person**

Ethiopia

Sales volume:
2.5Mt +6.5%
2022: 2.3Mt

Revenue
₦354.2bn +243%
2022: ₦103.3bn

Total capacity	Cement consumption
2.5Mta	**55kg/person**

Congo

Sales volume:
807.7Kt +42.7%
2022: 566.2Kt

Revenue
₦48.9bn +110.5%
2022: ₦23.3bn

Total capacity	Cement consumption
1.5Mta	**116kg/person**

Zambia

Sales volume:
788.9Kt +20.6%
2022: 654.2kt

Revenue
₦53.3bn +70.8%
2022: ₦31.2bn

Total capacity	Cement consumption
1.5Mta	**126kg/person**

Ghana

Sales volume:
316.3Kt +19.7%
2022: 264.3Kt

Revenue
₦37.6bn +187.8%
2022: ₦13.1bn

Total capacity	Cement consumption
2.0Mta	**191kg/person**

Sierra Leone

Sales volume:
44.2Kt –65%
2022: 126.2Kt

Revenue
₦5.3bn –17.3%
2022: ₦6.3bn

Total capacity	Cement consumption
0.5Mta	**98kg/person**

Types of operations

- Integrated
- Import
- Clinker grinding

As a region, per-capita cement consumption is just 130kg compared to the global average of 541kg."

Creating value for *all our stakeholders*

We aim to create long-term value for all our customers, investors, employees, communities, and suppliers by driving opportunities in new markets.

Our input

Our people:
Strong commitment to staff development through Dangote Academy's extensive training programme, to create the talent and managers we need to sustain our business.

Our investors:
16.75 billion issued shares outstanding with a diverse mix of institutional and retail investors.

Our communities:
With operations in 10 African countries, we have a commitment to working with local communities to create jobs, procure local products and services while providing other essential benefits such as roads, water and healthcare.

Our assets:
We have modern, efficient and low-cost production plants with proximity to key natural resources.

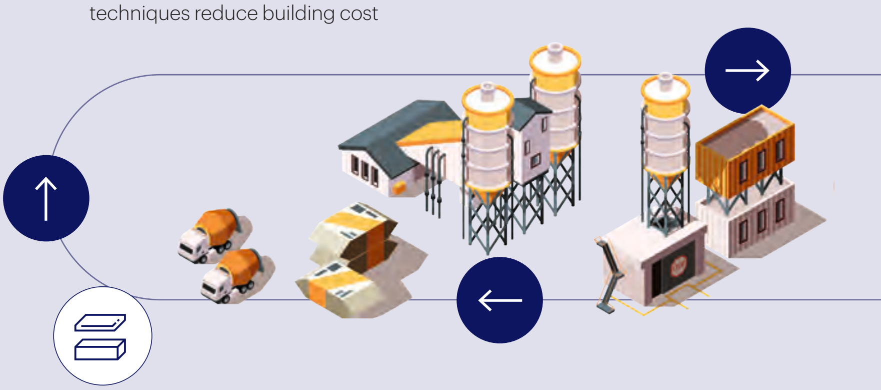
Our customers:
We focus on quality and superior products for all our customers.

Our suppliers:
Long-term and constructive partnerships with key suppliers in each market.

How we do it

Market selection and plant procurement
- Proven track record of negotiating win-win investment incentives
- Financial strength enables us to negotiate discounts on plant procurement
- Innovative plant construction techniques reduce building cost

Quarries and mining
- New mines enable optimal extraction of limestone
- Strong emphasis on quality control before transport of raw materials to factory
- Factories always near mines



Sales and distribution
- Vertical integration with long term large investments in logistics
- Good relationships with key market dealers
- Rapid loading of trucks using automated systems
- FMCG approach to sales
- Strong assistance programme for resellers

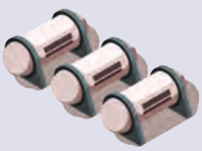
Underpinned by the Dangote Way

"The Dangote Way"

Our 7 Dangote Sustainability Pillars collectively reflect the ethos behind "The Dangote Way". These pillars provide the framework in which we have embedded our corporate values and strategic objectives.

Building a sustainable business
At Dangote Cement, "Sustainability Thinking" enables us to better balance our economic, social and environmental priorities while sustaining our financial, operational and institutional goals, safeguarding the wellbeing of present and future generations, and maintaining a holistic respect for ethical values and local cultures.

Production
- Modern, energy-efficient plants reduce costs and improve product quality
- Large size of plants enables significant economies of scale; at 16.3Mta, our Obajana plant alone has more capacity than many African countries
- High degree of automation



Premium product
- Lower cost of production
- Strong focus on quality
- Higher-grade cements serve need for stronger products as building height increases
- Product innovation for specialist needs, e.g., rapid-setting cement for block makers

The value we create for our stakeholders

1,300
employees trained across 10 countries

> Read more on **page 51**

Increasing shareholder returns
₦886.1bn
in EBITDA up 25.1%

> Read more on **page 29**

₦30.00
dividend approved, up 50%

₦2.36bn
Spent on social investment

52Mta
across 10 countries in Africa

₦793.6bn
Spent on local procurement, up 59.9% YoY

> Read more on **page 60**

Côte d'Ivoire
on track to be commissioned in 2024

Thermal substitution rate average
9.7%
in 2023

A focus on *sustainable growth*

To be the global leader in cement production, respected for the quality of our products and services and the way we conduct our business.

Focus on optimising the efficiency of our existing assets, to increase output and lower cost
We aim to be the lowest-cost producer in each market, by increasing output and thereby diluting our fixed costs. This enables us to improve margins, strengthen our balance sheet and increase returns for our shareholders.

12.7%
volume growth in Pan-Africa

Outlook
Looking ahead, we are focused on organic volume growth in both Nigeria and Pan-Africa supported by improved route-to-market channels and an enhanced distribution network. Our strategy involves an increased utilisation of cost-effective fuel sources, including alternative fuels. Furthermore, we are transitioning from diesel-powered trucks to fully adopting Compressed Natural Gas (CNG) trucks, enhancing our ability to efficiently manage costs within the business.

Increase our leadership of existing markets and become the number one supplier with at least 30% market share
Our goal is to enhance market share by scaling up cement production, supported by robust logistics, effective marketing, and innovative customer service. This strategy is designed to boost margins by maximising capacity utilisation.

Outlook 2024
We operate at full capacity in Senegal and Ethiopia, while achieving utilisation rates at almost 90% in Cameroon. In the short term, we plan to reinforce production through increased exports to meet the growing demand in the region.

Full capacity in
Ethiopia and Senegal

Tap into high-value export markets, generating useful foreign currency that we can deploy outside Nigeria
Transitioning from a cement importer to an exporter, we are extending the success achieved in Nigeria to West and Central Africa through strategic exports. In 2023, we successfully exported 1.75Mt of cement and clinker to African countries, contributing significantly to our foreign exchange earnings.

Outlook
Our ongoing efforts to strengthen exports to pan-Africa remain a priority, serving as a proactive measure to mitigate the impact of currency fluctuations resulting from supply chain disruptions.

Exported
1.75Mt
in 2023

Expand prudently into attractive and high-growth cement markets across Sub-Saharan Africa

We will continue to look for attractive markets characterised by good economic growth, large and growing populations and a small or fragmented cement industry. We are committed to fortifying our footprint across the African continent by extending into high-growth markets characterised by a burgeoning population and a substantial demand for limestone to address infrastructure challenges.

Outlook

1.5Mta grinding plants in Côte d'Ivoire is expected to be completed in 2024. Longer term, we have started constructing our 6Mta integrated plant in Ogun State Nigeria which will focus on our export strategy.

Commissioned our grinding plant in

Ghana

Adhere to high standards of corporate governance and improve our efforts in sustainability

We remain committed to upholding a strong corporate governance framework. This commitment involves maintaining a balanced and independent Board composition, providing transparent and comprehensive disclosure of both financial and non-financial information, articulating a clear code of ethics and conduct for both employees and leadership, implementing robust risk management policies, and valuing and protecting the rights of shareholders.

Outlook

Continue to demonstrate a clear commitment to transparency around environmental impacts and strategies for action. We have 5 independent Board members and 27% female Board representation.

5

Independent Board Members

Clear and consistent *capital allocation policy*

We prioritise ordinary dividends and growth investment in our distribution of capital before strategically allocating discretionary capital.

Discretionary capital may be directed towards additional growth investments, enhancements to our portfolio, or returning additional value to our shareholders through a buyback or bonus dividend. This thoughtful and prioritised approach underscores our commitment to responsible and effective capital management.

Priorities for capital

Organic growth

Over the last decade, Dangote Cement has expanded prudently into attractive and high-growth cement markets across SSA, while also tapping into high-value export markets. Capital Investment remains core to strategic growth.

2020: 3Mta Obajana line V

2021: 3Mta Okpella plant

2022: Commissioned Okpella power plant

2023: Commissioned 0.45Mta grinding plant in Ghana

2024: On track to commission 1.5Mta grinding plant in Côte d'Ivoire.

2020 2021 2022 2023

Ordinary dividend

Over the past 13 years, DCP has paid over ₦2 trillion in dividends to shareholders. With a strong pay-out ratio of over 90% in the last few years.

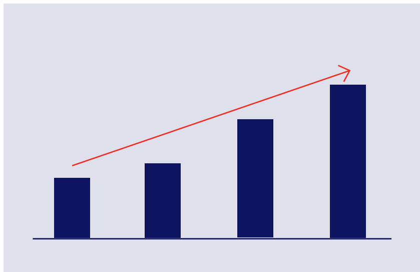
2020: N16.00/share – 99% pay-out

2021: N20.00/share – 94% pay-out

2022: N20.00/share – 90% pay-out

2023: N30.00/share – 113% pay-out

2020 2021 2022 2023



Share buyback

The share buy-back programme reflects our commitment to finding opportunities beyond dividends to return cash to shareholders.

2020: Bought back 40 million shares

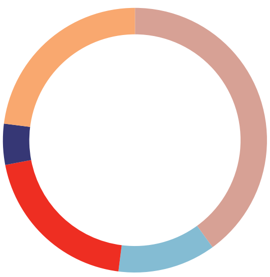
2021: Buyback programme extended

2022: Bought back 126.7 million shares

2023: Buyback programme extended and bought back 121.4 million shares

2020 2021 2022 2023

2023 Capital allocation



Our commitment to a sustainable ordinary dividend stands firm as a critical part of Dangote Cement's overall approach to capital allocation. In 2023, of the ₦838.1 billion net cash flow from operations (after changes in working capital), 40% was distributed as dividends, while 12% was used for growth investment. We spent a significant amount of our capex on the 6Mta Itori plant in Ogun State. We also returned additional capital to shareholders through our buyback programme, this was 5% of net cash flow from operation.

Net debt on 31 December 2023 was ₦521.3 billion (2022: ₦422.9 billion), resulting in a net debt/underlying EBITDA ratio of 0.59x, lower than our target ratio. Group liquidity levels remained conservative, with ₦447.1 billion of cash (2022: ₦283.8 billion). In 2023, Moody's Investors Service and GCR both reaffirmed the Group rating of Baa3.ng and AA+, respectively.

Looking ahead, we aim to create long-term value for our shareholders through shareholder returns and prudent capital investments. In 2024, our capital expenditure (capex) will be dedicated to acquiring 1,500 CNG trucks and sustaining investments in the Itori Cement Plant. At the core of our capital allocation framework is a robust balance sheet, which allows us to deliver on our commitment to ordinary dividends and enables value-accretive discretionary capital allocation.

Our five Key stakeholders

Employees

Our people are and will remain Africa's finest because it is our purpose, obligation and responsibility through our people

Our people form the driving force behind our achievements. Their professionalism, resilience, loyalty, commitment to our mission, and innovative spirit consistently oil the wheels of our progress year after year.

Our engagements:

- Graduate Trainee Development Programme
- Short-Term Bonus Incentive scheme to reward our employees who consistently excel in meeting their performance targets
- Employee engagement survey
- The Dangote Wall of Fame – Employee recognition reward programme
- Mental health and wellbeing

Over **21,000** employees

20 nationalities

Investors

Delivering sustainable value to our shareholders

Dangote Cement has a diverse base of both equity and debt investors. The support from our investors empowers us to execute our growth strategy for the benefit of all stakeholders. As such, we continue to deliver sustainable value and attractive returns for both shareholders and debt holders.

Our engagements:

- Clear and consistent communications and transparent reporting
- ESG disclosures
- Quarterly results calls and presentations, providing institutional and private investors with direct access to management
- Regular one-on-one shareholder meetings with management
- Annual General Meeting with access to Board members
- Investor conference attendance
- Management roadshows

₦30.00 per share proposed dividend

113% payout ratio

Communities

Helping to create thriving communities

We recognise that the success of our business is intertwined with the well-being of the communities we serve. Our commitment is to support these communities in meaningful ways. We are committed to delivering a lasting, positive contribution to our host communities. This starts with understanding and responding to their needs and priorities.

Our engagements:

- Annual Sustainability Week
- Inclusive CSR programme, dedicated to community development
- Livelihoods and job creation
- Community partnership in education, empowerment, and environment
- Climate action – net zero targets

₦2.36bn spent on CSR up+24.2%

Customers

Understanding our customers' needs

Our customers are at the centre of our vision; without them, we cannot exist. To serve them better, our focus is on continual improvement of our value proposition by producing the highest quality product and delivering exceptional distribution services to meet their cement needs.

Our engagements

- Optimisation of services rendered to customers
- Discounts and rebates to our customers
- Regular awareness and engagement

Regulators

Upholding the highest level of corporate governance

As a regulated entity, we remain committed to achieving the highest level of industry standard and regulatory compliance as set out by our regulators to give our customers and shareholders confidence in the business. Dangote Cement contributes to economies and society both directly and indirectly, through the taxes, the jobs we create, the local workforces we upskill, the local business opportunities we generate, and the education and community health initiatives we support.

Our engagements:

- Timely reporting and publishing of our financial results
- Payment of all corporate and personal taxes applicable by law
- Compliance with all regulatory requirements

₦166bn in tax paid in 2023

We are Africa's finest
Celebrating concrete progress

Long Service Award, Graduate Trainee Graduation and Wall of Fame

> **At the heart of Dangote Cement lies our diverse and dedicated workforce. Our staff, representing a multitude of backgrounds, cultures, and talents, form the very foundation of our company."**

Arvind Pathak
GMD Dangote Cement

Statement from Group Chief Human Resource Officer

In 2023 our staff commitment remained strong, balanced, and steadfast. We operationalised the DCP employee value proposition and continued to emphasise our values: celebrating loyalty and rewarding performance through the Long Service Award scheme and the Wall of Fame Awards. Being Africa's finest, we are quite passionate about exemplifying humanity in our business; the entrepreneurial spirit that birthed and sustains the Dangote legacy; and the richness of our cultural diversity which boasts representation from at least 20 nationalities and communicating in over 40 languages.

As a sustainable business, leadership development continued to be a major focus. The Dangote Leadership Development Program (DLDP) was launched with 100 senior leadership participants across the Group. We are also immensely proud of the achievements and pedigree of our 81 graduate trainee graduands whose learning and growth journey as trainees successfully culminated in an exquisite ceremony and deployments across the Group after an 18-month journey – setting them up as the future wave of Dangote Cement leaders. Through other robust training and development programs, mentorship initiatives, and numerous career advancement opportunities, we persistently empower our team to reach their full potential and achieve their career aspirations. In doing so, we strengthen our talent pipeline and emphasised our culture of continuous learning and excellence.

As the largest private sector employer in Nigeria, we continue to significantly impact lives and livelihoods. Moving forward, we will be cementing our dominance in the industry by purposing to be the "Employer of Choice" in all the markets we operate, remaining a trusted partner, a reliable executor as we create exceptional value for our shareholders and the African continent at large. We continue to prioritise the needs and aspirations of our employees, who remain the bedrock of our existence, fostering a workplace where every individual feels valued, respected, and empowered to contribute their best. Together, we navigate the challenges, seize the opportunities, and build a brighter, more sustainable future for Dangote Cement and all our stakeholders.

Delivering sustainable value *to our shareholders*

Gbenga Fapohunda
Acting Group Chief Financial Officer

We successfully implemented an effective Internal Control over Financial Reporting (ICOFR) risk assessment in line with our strong corporate governance framework."

Dear shareholders

Financial highlights
Summary

Year ended 31 December	FY 2023 '000 tonnes	FY 2022 '000 tonnes
Volume sold*		
Nigeria	**16,392**	17,842
Pan-Africa	**11,252**	9,981
Inter-company sales	**(364)**	(56)
Total volume sold	**27,280**	27,767

	FY 2023 ₦'million	FY 2022 ₦'million
Revenues		
Nigeria	**1,297,639**	1,205,401
Pan-Africa	**925,933**	414,830
Inter-company sales	**(15,482)**	(1,908)
Total revenues	**2,208,090**	1,618,323

	FY 2023 ₦'million	FY 2022 ₦'million
Group EBITDA**	**886,129**	708,238
EBITDA margin	**40.1%**	43.8%
Operating profit	**734,267**	585,876
Profit before tax	**553,104**	524,002
Tax charge	**(97,521)**	(141,691)
Net profit	**455,583**	382,311
Earnings per ordinary share (Naira)	**26.47**	22.27

As at 31 December	FY 2023 ₦'million	FY 2022 ₦'million
Total assets	**3,938,725**	2,615,655
Net debt	**521,287**	422,891

* Volumes include cement and clinker.

** Earnings before interest, taxes, depreciation and amortisation.

Group revenue increased by 36.4% to ₦2,208.1B from ₦1,618.3B, reflecting an increase in prices in line with inflationary realities compared to the same period last year. This is in addition to a strong volume growth from pan-Africa. Pan-Africa revenue was up by 123.2% to ₦925.9B, owing to robust demand from the region in addition to price increases.

Sales volumes from our core Nigerian operations decreased by 8.1% to 16.4Mt. This decrease was attributed to the combined impact of the cash crunch and election-related uncertainties in the first quarter. Additionally, the sharp currency devaluation and heightened transport costs resulting from the subsidy removal in the second quarter, collectively contributed to the decline in sales volume from Nigeria.

Meanwhile, pan-African volumes were up by 12.7% to 11.3Mt from around 10Mt in 2022, on the back of improved sales, especially coming from Senegal, Congo, Zambia and Ghana.

Manufacturing and operating costs

Year ended 31 December	2023 ₦'million	2022 ₦'million
Materials consumed	**278,825**	196,517
Fuel and power consumed	**399,205**	266,486
Royalties	**3,672**	2,429
Salaries and related staff costs	**71,096**	45,032
Depreciation and amortisation	**122,513**	90,757
Plant maintenance costs	**83,327**	51,351
Other production expenses	**59,812**	26,376
Increase in finished goods and work in progress	**(12,172)**	(16,058)
Total manufacturing costs	**1,006,278**	662,890

In total, manufacturing costs increased by 51.8% to ₦1,006.3B in 2023 from ₦662.9B in 2022, owing to inflationary pressure. A major driver of the increase was fuel & power consumed which increased by 49.8% to ₦399.2B.

Administration and selling expenses

Year ended 31 December	2023 ₦'million	2022 ₦'million
Administration and selling costs	**491,638**	375,113

The total selling and administration expenses rose by 31.1% to ₦491.6B in 2023, driven by the 27.6% increase in haulage expenses due to the significant rise in AGO costs Inflationary pressure and the devaluation of the currencies also drove part of this increase.

Profitability

Year ended 31 December	2023 ₦'million	2022 ₦'million
EBITDA	**886,129**	708,238
Depreciation, amortisation and impairment	**(151,862)**	(122,362)
Operating profit	**734,267**	585,876

EBITDA by operating region

Year ended 31 December	2023 ₦'million	2022 ₦'million
Nigeria	**650,311**	658,774
Pan-Africa	**263,736**	64,918
Central costs and inter-company sales	**(27,918)**	(15,454)
Total EBITDA	**886,129**	708,238

Group earnings before interest, tax, depreciation, and amortisation (EBITDA) for the year increased by 25.1% to ₦886.1B at a margin of 40.1% (FY 2022: ₦708.2B, 43.8%).

Pan-African EBITDA increased fourfold to ₦263.7B, at a record margin of 28.5% (FY 2022: ₦64.9B; 15.6%), supported by strong volume growth, and a reduction in cash cost in some of our operations in comparison to 2022.

Operating profit of ₦734.3B was 25.3% higher than the ₦585.9B for 2022 at a margin of 33.3% (FY 2022: 36.2%).

Interest and similar income/expense

Year ended 31 December	2023 ₦'million	2022 ₦'million
Interest income	**27,405**	38,715
Exchange gain/(loss)	**(164,077)**	(53,929)
Interest expense and other finance cost	**(146,885)**	(76,441)
Net finance income/(cost)	**(283,557)**	(91,655)

Interest income decreased by 29.2% to ₦27.4B due to reduced interest earning balances.

Net foreign exchange loss of ₦164.1B from our foreign currency obligations reflects the devaluation of the Naira from ₦461.1/$ at the end of 2022 to ₦951.8/$ at the end of 2023.

Taxation

Year ended 31 December	2023 ₦'million	2022 ₦'million
Tax charge	(97,521)	(141,691)

Profit after tax

The Group's profit for 2023 increased by 19.2% to ₦455.6B (2022: ₦382.3B). Consequently, earnings per share increased to ₦26.47 (2022: ₦22.27).

Effective tax rate of 17.6% in 2023 was lower (2022: 27.0%) due to higher non-taxed exchange gains in the period.

Financial position

	31 December 2023 ₦'million	31 December 2022 ₦'million
Property, plant and equipment	2,383,528	1,527,293
Other non-current assets	133,827	58,676
Intangible assets	12,356	6,225
Total non-current assets	**2,529,711**	1,592,194
Current assets	961,917	739,618
Cash and bank balances	447,097	283,843
Total assets	**3,938,725**	2,615,655
Non-current liabilities	211,889	181,525
Current liabilities	1,032,612	648,449
Debt	968,384	706,734
Total liabilities	**2,212,885**	1,536,708

Total non-current assets increased by 58.9% to ₦2,529.7B at the end of December 2023 from ₦1,592.2B on 31 December 2022.

Additions to property, plant and equipment was ₦102.2B, with ₦44.8B spent in Nigeria and ₦57.3B in pan-Africa.

Movement in net debt

	Cash ₦'million	Debt ₦'million	Net debt ₦'million
As at 31 December 2022	283,843	(706,734)	(422,891)
Cash from operations before working capital changes	814,182	—	814,181
Change in working capital	23,888	—	23,888
Income tax paid	(166,129)	—	(166,129)
Additions to fixed assets	(102,176)	—	(102,175)
Loan repaid by related party	83,802	—	83,802
Other investing activities	(118)	—	(118)
Change in non-current prepayments and payables	(38,045)	—	(38,045)
Net lease receivables	2,010	—	2,010
Share buy-back	(41,423)	—	(41,423)
Net interest payment	(95,210)	—	(95,210)
Net loans obtained (repaid)	150,700	(150,700)	—
Net dividend paid	(336,267)	—	(336,267)
Overdraft	(118,043)	118,043	—
Other cash and non-cash movements	(13,917)	(228,993)	(242,910)
As at 31 December 2023	**447,097**	**(968,384)**	**(521,287)**

Cash of ₦814.2B was generated from operations before changes in working capital. After net movement of ₦23.9B in working capital, the net cash flow from operations was ₦838.1B for FY 2023.

Excluding overdraft, financing cash flow of ₦352.0B reflected net loans obtained of ₦150.7B, interest paid of ₦119.0B, dividend paid of ₦337.5B and lease payment of ₦4.8B.

Cash and cash equivalents (net of bank overdrafts) increased to ₦432.2B from ₦150.9B as at 31 December 2022. Net debt increased by ₦98.4B from ₦422.9B at the end of 2022 to ₦521.3B at end of December 2023.

Capital expenditure by region

	Nigeria ₦'million	Pan-Africa ₦'million	Total ₦'million
Capital expenditure	44,845	57,331	102,176

Capital expenditure was mainly comprised of the construction of new plants in Nigeria and West African countries, the acquisition of distribution trucks as well as improvements in our energy efficiency across our operations.

Recommended dividend

On 29 February, 2024, the Directors recommended a dividend of ₦30.00 per share for approval at the Annual General Meeting.

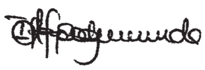
Going Concern

The Directors continue to apply the Going Concern principle in the preparation of the financial statements. After considering the liquidity position and the availability of resources, the Directors concluded that there are no significant threats to the Group's Going Concern capabilities.

The Directors believe that the current working capital is sufficient for the operations and the Group generates sufficient cash flows to fund its operations.

Share buy-back

In July 2023, Dangote Cement completed Trance 1 of the second buyback programme, repurchasing 0.71% of shares outstanding.



Gbenga Fapohunda
Acting Group Chief Financial Officer
1 March 2024

This positive full-year outcome is a combination of the strength in the diversity of our operations across Africa and our sustained drive to contain cost amidst an accelerating inflationary environment."

Winning with insightful *Risk management*

Adenike Fajemirokun
Group Chief Risk Officer

Our comprehensive risk management efforts are not just responses to business challenges but a key lever for success through the alignment of our risk mitigation strategies with our corporate objectives hence delivering innovation, resilience and adaptability."

Our Business just like several other businesses in Nigeria and Sub-Saharan Africa witnessed a subtle but consistent swing between recovery and uncertainty typified by headwinds ranging from continued geopolitical tensions, and inflationary pressures to aggressive policy tightening that saw rates move by significant basis points in advanced and emerging/developing markets. Also, the world economy in 2023 continued on a trajectory of heightened uncertainties as was visible in 2022 amid the long-drawn-out effects of the converging negative shocks of the pandemic, Russia's invasion of Ukraine, and the sharp tightening of monetary policy to contain rising inflation. These headwinds were significant showstoppers for many businesses globally. They heralded a cost-of-living crisis with household incomes significantly weakening, subduing global consumer demand for products across sectors. Whilst global food and energy prices in 2023 fell from their peak levels in mid-2022, governments continued to face difficult trade-offs in tackling high food and energy prices with experts calling for caution in ensuring fiscal policies do not work at cross-purposes with monetary policies.

For a sector that is heavily dependent on retail as its core market segment which was remarkably exposed to inflationary pressures, our performance across key measurement parameters is a testament to our ability to effectively operate at the node of innovation, resilience and adaptability. This was the wind beneath our wings as we navigated a stormy business environment that shrunk market demands significantly.

The IMF in its World Economic Outlook projected a global economic growth rate of 2.9% indicating a dip in growth for 2023, when compared to 2022-year-end growth numbers. This growth rate was reflective of factors that continued to weigh on economic activities ranging from the rise in Central Bank rates for curbing inflation to Russia's war in Ukraine. The IMF aptly described the global economy as limping along with growing divergences. By the end of 2023, global growth slowed from 3.5% in 2022 to an estimated 3.1%. Whilst the global economy in 2023 slowed, it was not stalled – The IMF.

Slowing international activity, higher global interest rates, elevated spreads, and renewed foreign exchange pressures all combined to create an acute funding squeeze across the African region. Subdued commodity prices weighed heavily on exports from Sub-Saharan Africa particularly for resource-intensive economies hence impacting the foreign exchange strides of most countries in the region. Debt levels remained elevated in most of the region's low-income countries whilst debt servicing obligations continued to hit the roof inducing debt stress that consistently reduced the headroom of fiscal space in most African countries. As a consequence of funding pressures and increasing debt interest rate burden, the pressure on most Sub-Saharan African currencies was apparent undermining the region's growth potential.

Nigeria's economy in 2023 started without a break in the clouds considering the World Bank's decelerating growth forecast to 2.9% largely premised on dwindling oil production and security challenges alongside policy uncertainties. The oil sector saw a rebound towards the end of the year following the rise in oil production level to 1.23mbpd from 1.14mbpd in 2022 although still below the output quota of 1.8 million bpd set by the Organization of Petroleum Exporting Countries (OPEC). The non-oil sector on the other hand which drove growth last year significantly lost momentum in the year amid persistently high inflation, shortage of foreign exchange and banknotes caused by currency redesign. Notable amongst these headwinds were increasing inflation and foreign exchange shortages.

The global cement industry was forecasted to exhibit rapid growth in the period 2023-2030 with a compound annual growth rate of 4.3%, which is 0.9% above the 2022 projected figure of 3.4%. Asia Pacific is expected to hold the highest share of the market while Sub-Saharan Africa was estimated to grow at a slower pace of 3.3% in 2023 from 4.0% in 2022 due to fiscal imbalances, increasing debt profile, inflationary and FX related pressure. Our Nigerian business navigated extremely soft markets during the first nine months of the year due to these headwinds. For the better part of three quarters, volume sales to our core market segment – "retail" took a dip as the market's purchasing power was significantly impaired by increasing inflation off the back of the removal of fuel subsidies which diminished household income.

For a business that is heavily dependent on import for Its input elements, our top line was impacted from two fronts – "Value erosion and increased cost following the unification of the foreign exchange market segments that saw the Naira lose significant value of 51.6% in the official FX window against the Dollar in 2023. Our Business posted an FX loss of ₦164.1 billion considering our foreign currency commitments and exposures whose fair value increased by accounting standards. On the flip side, our cost of production went up on average by 51.8%, particularly energy cost as the price of AGO continued on an upward spiral as was seen in 2022, however, exacerbated by decade-high inflation levels and Naira devaluation. This was a key risk to our EBITDA outlook.

Considering the dip in volume sales in Nigeria for the better part of three quarters, we prioritised the export of clinker and cement to key West African markets from Nigeria, just as we also did in East Africa, optimising our Eastern assets through export from Zambia and Tanzania to some key East African markets. Our Export strides were however impacted by the Niger Coup just past mid-year as Niger was and remains a key export market for our Business with no FX in-flow and zero volume dispatch for five months. Key export markets in Nigeria – Cameroon, Ghana, and Togo for the better part of the year had FX availability challenges with restricted allocation of FX to our export customers hence impacting inflows from these countries. The availability of the greenback in most of the African countries with our footprints remained a key exposure, limiting fund repatriation pan-African-wide. Our cash balances suffered exposure value depletion considering the loss of currency value of some of our host countries in pan-Africa with some currencies losing as much as 29% in value.

The cash crunch coupled with the uncertainty in the general elections curtailed growth in private and public infrastructure investments in Nigeria with our volume sales down by 24.6% in Q1 compared to the same period last year. For a Business with retail depth as ours, the impact of the cash crunch was not unexpected as retailers' ability to pay for cement in cash was curtailed and construction workers who earn and get paid daily in cash were not available at construction sites hence slowing down volume lifting and ultimately accounting for the volume dip.

Despite the stormy business environment, the Group continued on the trajectory of growth across key performance measurement parameters particularly referencing the resilience shown by our pan-African business as volume growth was up across all our pan-African footprints with incremental growth in EBITDA in Nigeria and overall revenue growth.

How did the business manage these risk impacts?

We sustained our response strategy to the market dip for cement in our dominant market – Nigeria by aggressively defending our market share using a price-balancing strategy across regions with volume growth prospects being the key lever. As always, we focused on the retail segment of our market to push volume growth across Nigeria and pan-Africa. During the period under review, we continued to stay aware of the fact that the retail channel remains a key driver of sustainable business growth hence our retail strategy remained deliberate to grow retail and this was evident as Dangote Cement universe moved from 23,000 outlets in 2017 to 68,000 outlets in 2023 indicating significant leap in the year under review whilst we kept pace with retail pulse check and boots on the streets delivering 425 outlets in 2023. All of these initiatives translated to a 71% retail contribution to Dangote Cement's volume growth – A testament to our agile commitment to retail.

To manage the risk of foreign exchange, we first sought to have a grasp of our exposure levels at every point in time through market risk reporting of "net open positions" reflective of gaps from matching assets and liabilities in foreign currencies whilst we also sought to prioritise foreign currency allocations through clinical review of FX based procurements. To manage volatilities, we utilised informed market intelligence for procuring FX at reasonable rates, whilst we worked closely with the banks to manage our LC FX requirements. The Central Bank of Nigeria continued to provide support, particularly towards the last lap of the year as it commenced clearing outstanding FX forwards.

In house, we sustained our sales efforts of cement and clinker export which is in sync with our Board's directive to organically meet our FX requirements and we continued to track this through our key risk indicator reporting to the Board Audit Compliance and Risk Management Committee. We foresee export growth opportunities in some new markets within the West Africa Region and we reckon our FX inflow from export will be better in 2024 considering our export budget numbers whilst we continue to prioritise our local markets.

We made some progress with our investment funds repatriation from pan-Africa as our cash swap efforts yielded better results this year. We hope to sustain this effort whilst we continue to seek further collaborative efforts with the central banks of our host countries pan-African-wide.

We kept faith with our cost optimisation initiative – "Build Momentum" and in 2023 we focused on energy costs for our plant and transport operations as our exposure on this cost head continued to rise largely driven by elevated inflation and FX cost globally. We sustained our investment drive on pneumatic/mechanical feeder systems for alternative fuel materials, whilst we continued diversification efforts for the supply of alternative fuel materials across Nigeria and pan-Africa. We co-processed 445.75 KTonnes of alternative materials indicating incremental growth of 184% compared to the previous year. We achieved 9.7% of thermal substitution for the year indicative of progress when benchmarked against a target of 25% by 2025 for our plants Group-wide. Thermal substitution rate remains a critical key risk indicator for the business.

Whilst we could not make the desired investment in Compressed Natural Gas (CNG) in 2023 for our transport operations, we will be making these investments in 2024 and have gone far with engagements as it relates to technical and commercial reviews. We anticipate significant savings in cost following our decision to buy 100% CNG trucks for our inbound and outbound transport operations in 2024.

In conclusion, our comprehensive risk management efforts are not just responses to business challenges but a key lever for success, hence by aligning our risk mitigation strategies (which is a key outcome from assiduous identification and assessment of risks) with our corporate objectives, we are assured of our ability to chart a course that ensures stability, growth, and value creation for all our stakeholders in the coming year and beyond.

Our principal risks *and uncertainties*

Principal risk	Impact	Mitigation	Risk direction
1. Threat to Group's EBITDA from currency devaluation and depreciation across Nigeria and pan-African markets.	• FX translation loss with financial impacts.	• Continue to stay on course with the Board's mandate to organically generate FX requirements. • Cost optimisation is driven by substituting import input elements with local sources. • Secure FX through the willing-buyer-willing-seller window towards reducing our outstanding obligation. • Sustained fund repatriation effort of investment proceeds.	⇔
2. Sales volume loss from the core retail segment following impacts on household income by inflation pull effects (28.92% headline inflation rate).	• Loss of market share.	• Ongoing implementation of reviewed retail market strategy. • Implementation of the revised Pricing Policy.	↘
3. Production volume constraints due to paucity of FX to fund import requirements.	• Loss of market share and brand confidence from the inability to meet market demands considering capacity share.	• Ongoing implementation of the Group's annual FX allocation plan. • Continuous prioritisation of the funding of critical LCs of our production function.	⇔
4. Fuel security of DCP transport and plant operations in terms of cost and availability.	• Production stoppage for unavailability of coal. • Shrinking EBITDA margins	• Continue to stay on course with regards to the Group's plan to achieve a 25% Thermal Substitution rate by 2025. • Activation of the next phase of the Group's outlook of Compressed Natural Gas (CNG) plant. • Continue to stay on course in driving a community-inclusive development of coal mines to increase local supply.	⇔
5. Loss of value of investment proceeds from delays in the repatriation of investments in some pan-African locations.	• Exposure of cash at bank to possible devaluation considering unavailability of FX In-country. • Impact on DCP Group's strategic plan to source its FX requirement organically.	• Increased engagement with central banks of countries of operation pan-African wide for more FX allocation. • Review of possible export corridors in neighbouring countries.	⇔

Key No change Increased Decreased

Principal risk	Impact	Mitigation	Risk direction
6. Threat to the Group's FX earning strides from supply related constraints of clinker and cement to export markets across pan-Africa.	• Overall impact on DCP Group's strategic plan to organically source Its FX requirements.	• Clinical monitoring of clinker and cement stock movement across locations. • Vessel chartering process re-aligned and redesigned to ensure prompt vessel availability. • On-going implementation of an effective business continuity plan with pre-determined cut-off point that trigger supplies from key sources.	No change
7. Plant and mines reliability impacting production output	• Loss of production due to equipment downtime. • Loss of market share and brand confidence from inability to meet market demands.	• Rehabilitation and procurement of mines and production machines. • Daily maintenance plan checks and strengthening of the quality of maintenance and repairs inspection at plants.	No change
8. Vulnerability exposure of the Group's IT systems and application to Ransomware/ cyber-attacks.	• Service interruption with significant impact on mission critical functions which depends on the availability of our ERP and ancillary business applications.	• Ongoing deployment of robust vulnerability assessment/ penetration testing.	No change

Sustainability
inspired diversity

As modern lifestyles continue to place an ever-increasing strain on the global environment, the potential for sustainability grows like the adaptability of Africa's iconic "tree of life".

Dr. Igazeuma Okoroba
Group Head, Sustainability

> **Our approach to advancing SDG 11 puts cities and people's well-being at the centre. As waste generation in Africa becomes significant, we aim to turn the possibility of a waste-free Africa into reality."**

Our growth story in 2023 provides irrefutable evidence that manufacturing lies at the core of industrialisation, which remains the key to the continent's economic transformation. Developing the manufacturing sector has helped us increase value addition, create jobs and promote import substitution, with positive implications for our host countries' trade balance and foreign exchange reserves.

This year's key challenge for the industry was access to clean fuels and technology. Africa's primary reliance on clean fuels and technology is substantially lower than the global adoption. This pattern mirrors the 36% of Africa's urban population (excluding North Africa), which relies on clean fuels and technology much lower than urban dwellers in advanced economies. As the prevailing economic uncertainty worldwide caused significant fluctuations in energy prices, our development strategies to address the trend leaned to climate adaption and empowering our people with tools for resilience. As Africa's largest indigenous cement manufacturer, Dangote Cement inherits these resilience traits from one of the longest-living trees in the world.

As a business with mining operations located mainly in remote regions, we adopted rural accessibility as the key to reducing poverty and promoting inclusive economic growth in our local communities. Investment in infrastructure, education and skills empowerment is crucial for sustainable and inclusive economic transformation.

We targeted communities without access to an all-season road within an approximate walking distance of 2 km and those with impeding access to critical public services, including schools, healthcare centres and other vital facilities. These formed part of the 89 social investment projects we deployed in our host communities during the year. Our approach to advancing SDG 11 puts cities and people's well-being at the centre by tackling the threat of waste on the people's livelihoods. As waste generation in Africa becomes significant, we aim to turn the possibility of a waste-free Africa into reality. Dangote Cement tackles the anticipated increase in waste production through the Alternative Fuel project and the DangCircular initiative, which promotes nature-based solutions to climate change.

Although progress in 2023 was uneven, with significant differences in our countries, Dangote Cement's accelerated efforts towards sustainable development is turning an inspiring possibility into reality, just like the baobab tree.

Sustainability performance 2023

Environmental
- 184% increase in co-processed waste as alternative fuel
- Reduced up to 13kgC)$_2$/tonne cem in scope 1 emissions
- 4.8% reduction in water consumption
- 1.89 tonnes of waste recycled in DangCircular initiative

Economic
- 60% increase in local content procurement
- 12,051 direct employment across Africa

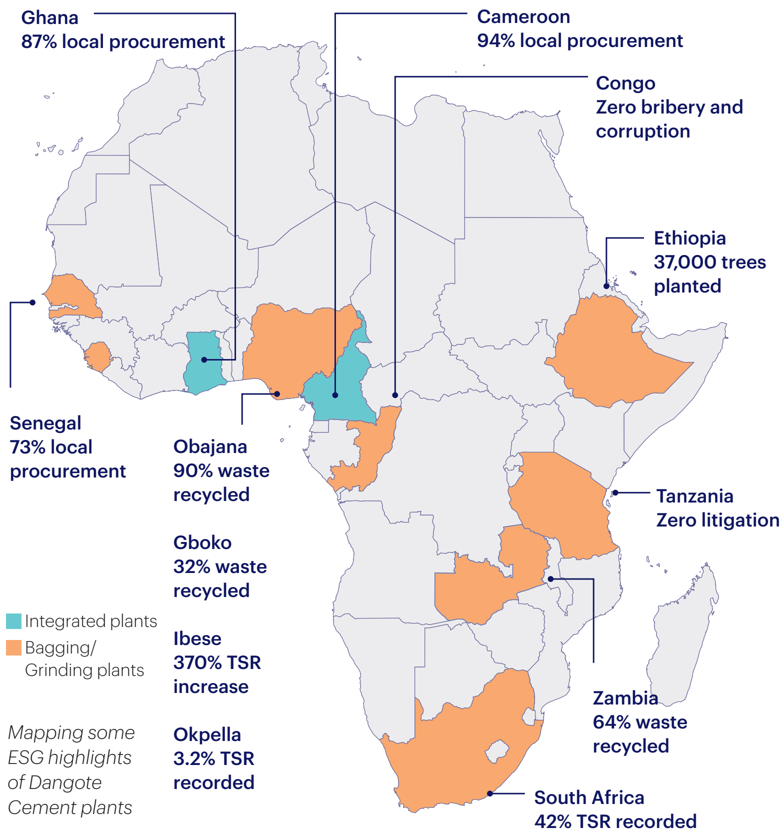
Safety
- 22% reduction in Lost Time injury (LTI)
- 495 employees certified in first aid
- Improved enforcement of the 15 golden rules yielding improved incidence reporting and resolution

Social
- 59 direct jobs and 417,700 indirect job opportunities created in the AF value chain
- 81 graduates employed through the Graduate Trainee scheme
- 5.2% increase in female workforce

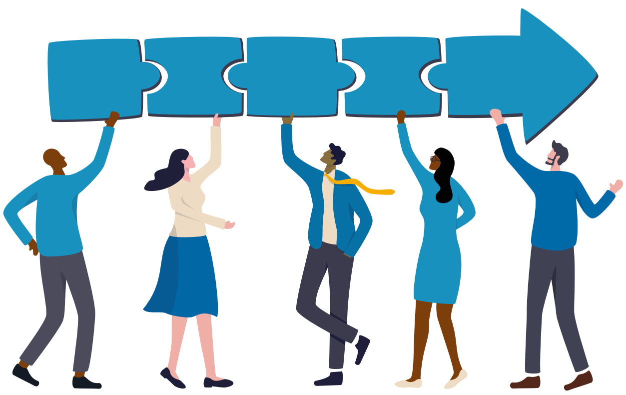
Community
- Reached up to 6,696 direct beneficiaries through climate literacy and volunteer initiatives
- 810 stakeholder engagements
- 43% increase in social investment

A growth story of purpose-driven agenda for Africa

In the context of global climate and societal challenges, the manufacturing industry strives to demonstrate its ability to create value, build trust and contribute to solving society's problems. Dangote Cement does this through a commitment to addressing environmental, social and governance (ESG) factors. Key lessons we learned on this journey to integrating ESG in our operations were the African governments cannot address all development challenges, data delivers insight informing priorities for development investment, an effective ESG approach must be operational and holistic and climate change requires urgent action. In our survey of how Dangote leaders in all operational locations approached a purpose-driven sustainability agenda, they shared strategies for leveraging opportunities to drive ESG integration. While some efforts paid off in 2023, we believe the outcome of other ESG indicators will be fully realised in the mid- to long-term. The snapshot of how the plants performed on their top ESG indicators represents just how diverse ESG priorities can be.



Mapping some ESG highlights of Dangote Cement plants



Our shared value model

A shared value model supports the redefinition of markets and productivity in the value chain to strengthen the local economy. In line with the tenets of sustainability, the integration of business success with societal well-being ensures that we source materials sustainably and that the production process considers its impact on nature and people. This model results from a fusion of the United Nations Sustainable Development Goals (UN SDGs) and the Dangote Sustainability Pillars.

Our shared value model continued

Dangote Cement identifies seven sustainability pillars: financial, institutional, economic, cultural, operational, environmental and social. These pillars influence a corporate culture deeply embedded in our business strategy. Importantly, all seven sustainability pillars align with the United Nations Sustainable Development Goals (SDGs).

At DCP, we adopted a stakeholder-oriented approach to diligently define our identity, current position, and aspirational future. By aligning with the seven sustainability pillars, we ensure that every facet of our business adheres to global sustainability principles. Through the seven pillars—institutional, cultural, operational, environmental, economic, social and financial—every business function is engaged and involved in our sustainability journey, elevating sustainability beyond risk management or compliance. Our 2023 performance in the institutional pillar reflects our steadfast focus on global standards and principles of the UN Global Compact (UNGC). Operating our business to meet the world's best standards keeps us at the forefront of competition while fortifying our corporate existence.

In the cultural pillar in 2023, our effort to cultivate a workplace with excellent leadership underscores our commitment to sustainability acculturation. At DCP, we nurture diversity, equality, values, ethics, the rule of law and active staff involvement. Our performance in the operational and environmental pillars reflects our progress in our commitment to innovation in production processes and standards, particularly in Operational Health and Safety. Likewise, we continuously strive to enhance our environmental stewardship, committing additional resources to improvements that address growing concerns about energy efficiency, resource optimisation, circular economy, carbon emissions and climate change.

Aligning the sustainability pillars to the UN SDGs

The fundamental ways that business can contribute to the powerful aspiration for improving our world is by aligning with the United Nations Sustainable Development Goals. As signatories of the United Nations Global compact, Dangote Cement commits to responsible business and adherence to universal principles of sustainability. Our alignment of Dangote Sustainability Pillars to the SDGs involved assessing our impact against the 17 goals, engagement of the Board, shareholders and employees. This report presents another opportunity to reiterate that commitment to the public. We translate the SDGs into responsible business practices, innovation and investment in material ESG key performance indicators based on the principles of the Dangote Sustainability pillars as shown below.

SDGs x 7 8 11

Financial

Attain optimal financial health by cultivating a business model that results in robust returns to our esteemed shareholders and engenders value in the economies we serve through producing and selling high-quality products at accessible price points, underpinned by a commitment to exceptional customer service.

SDGs x 7 8 16 17

Institutional

Become a world-class institution anchored in corporate governance best practices and sustainability principles by fostering legal and regulatory compliance, transparency, effective internal controls, risk management, and seamless business continuity.

SDGs x 7 1 2 8 11 16

Economic

Champion inclusive and sustainable economic growth across Africa by advancing self-reliance, self-sufficiency, and industrialisation by providing efficient production facilities and cultivating resilient local economies strategically positioned in key markets across the continent.

SDGs x 7 4 5 10 11 16 17

Cultural

Exemplify our core values in every facet of our business, consistently demonstrating our commitment to fostering respect for cultural diversity in internal and external relations. This pillar is evident through our active promotion of teamwork, empowerment, inclusion, equal opportunities, mutual respect, integrity, and meritocracy.

SDGs x 7 8 9 12 13

Operational

Dedicated service to meet and exceed the expectations of our markets through collaborative partnerships, optimisation of product value, sustained operational excellence, the pursuit of new business development opportunities, cost efficiencies, and the integration of state-of-the-art technologies and systems that deliver unparalleled products and services to our valued customers and stakeholders.

SDGs x 7 6 7 9 12 13

Environmental

Take a proactive stance in addressing the challenges and opportunities presented by climate change through optimised performance in resource and energy efficiency, water management, and carbon emissions by embracing state-of-the-art practices and technologies to ensure sustainable environmental management practices that contribute to a healthier planet.

SDGs x 7 1 3 4 5 10 15

Social

Maintain a value-based learning environment where employees realise their fullest potential and constructive conduct is encouraged and promoted while upholding the highest health and safety standards. We are committed to fostering resilient and sustainable prosperity in our host communities through direct and indirect employment opportunities, skills transfer initiatives, local entrepreneurship boosts, strategic social investments, and the implementation of best practices in corporate social responsibility.

Aligned to the UN Goals

Aligning our ESG with UN SDG priorities

DCP aligns ESG factors by analysing current practices to identify which SDGs are most relevant to operations. We set clear targets to contribute to those goals, mapping determinants and opportunities.

Approach to materiality

DCP's sustainability strategy is anchored in carefully considering our material environmental, social and governance (ESG) topics. Through open and candid dialogues with our stakeholders, we strive to ensure that our focus aligns with the most critical priorities. In 2023, we comprehensively reviewed our materiality assessment by engaging our employees, host communities, supply chain partners and investors in dialogues on their significant expectations. This process helps us feel the pulse of stakeholders and identify hot topics relevant to our sector. Using the Microsoft Customer Voice 360 (MCV 360) platform, we administered a materiality survey to our stakeholder groups. This survey delved into our sustainability performance, operational processes, responsible supply chain practices, investor decision factors and stakeholder perceptions of our yearly reporting. Anonymised survey responses obtained from the survey were analysed and presented for review.

Our materiality assessment

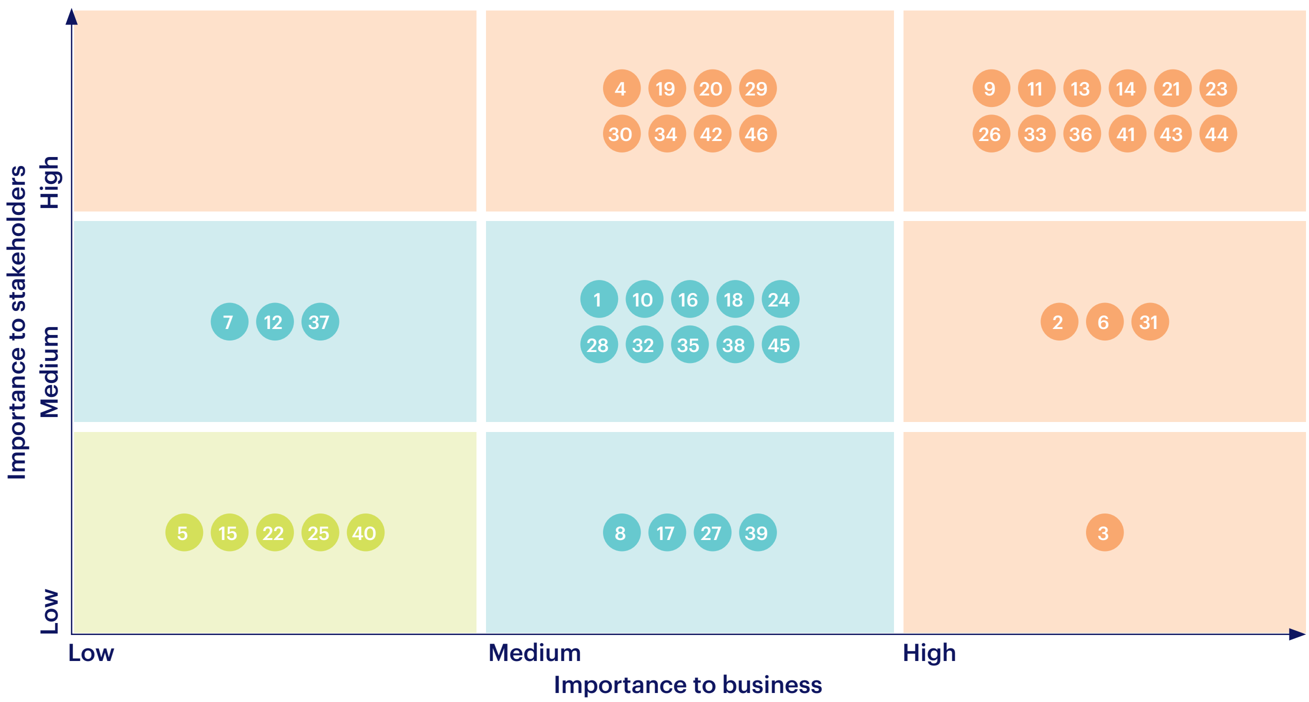
Desk review → Stakeholder mapping → Quantitative data collection and analysis → Identification of material factors → Key informant engagement → Prioritisation and ranking

Approach to materiality continued

Our Materiality Process

Our process showed that seventy-five issues emerged across the surveyed stakeholder groups. Out of these issues, forty six were deemed as material and have been categorised as high, medium and low based on their degree of impact to the business and stakeholders. Eleven issues were identified as high importance to stakeholders and profoundly impacting for our business. Key topics are employee welfare, responsible sourcing, infrastructure development, improved vendor engagement and customer privacy. The insights gained guide our sustainability commitments highlighted in this report. We actively incorporated the identified topics into our business strategy and sustainability action plans.

The materiality matrix below visually illustrates the significance of each topic, juxtaposing its importance to DCP against its importance to our stakeholders. The matrix is a robust tool for addressing our stakeholders' diverse and intricate concerns.



1. Accountability and transparency
2. Afforestation
3. Alternative fuels
4. Anti-corruption
5. Biodiversity
6. Business continuity
7. Business support
8. Child labour
9. Climate change and GHG emissions
10. Community engagement
11. Community impact
12. Community training
13. Corporate governance
14. Customer privacy
15. Credit facility
16. Digitalisation
17. Economic improvement
18. Employee engagement
19. Employment opportunities
20. Employee welfare
21. Energy management
22. Fair competition
23. Financial performance
24. Fraud and corruption
25. Green investments
26. Health, wellness and safety
27. Human rights
28. Improved communication
29. Improved vendor management
30. Infrastructure development
31. Land resettlement
32. Operational process improvement
33. Pollution control
34. Product availability and affordability
35. Reduced vibrations
36. Responsible sourcing
37. Retirement provision
38. Stakeholder engagement
39. Supply chain training
40. Sustainable infrastructure
41. Sustainability reporting and disclosures
42. Talent attraction, development and retention
43. Waste and effluent management
44. Water efficiency
45. Women and youth empowerment
46. Vendor engagement

Dangote Cement's 2023 materiality matrix

The materiality matrix reflects issues of high importance and impact, as determined by their ratings of ESG factors during the survey. For our employees, a total of twenty-three (23) ESG-related topics were identified as material to them. The material topics were derived from the analyses of responses provided by employees during the survey. Six topics (6) were ranked in the range of high importance and high impacts.

Our investors identified 14 ESG-related topics as substantially material during the surveys, categorised in a range of importance and impact. Vendors identified 21 ESG-related topics to the supply chain, of which six topics were flagged as highly important and impactful. In host communities, 17 ESG-related topics were material, with the matrix above representing the ranking of the material issues in order of importance and impact of DCP's activities.

As we look towards the future, our commitment to monitoring materiality is to continue evaluating potential impacts and our activities' environmental and social implications on stakeholders. Annual updates in our Sustainability Report will reflect our ongoing efforts to improve stakeholder engagement processes and effect further integration with global initiatives, thereby fostering long-term value creation through sustainability.

The goal of sustainably providing housing, energy, transportation, and other basic services to the rising number of Africa's urban dwellers in the face of climate change is vast."

Cross section of Pan- Africa Managing Directors.

As we look towards the future, our commitment is to continue evaluating potential impacts and our activities' environmental and social implications on stakeholders."

A baobab tree in proximity to Dangote Cement plant.

As the baobab is, so are we

Baobab trees' importance in Africa's ecology transcends their unique appearance. They adapt to different weather and climates, allowing them to thrive. Nothing epitomises the testimony of our business as this ancient tree. In Senegal and other countries where we co-habit with such native species, we believe these indigenous trees symbolise our strength in diversity. We advocate that the propagation of baobabs for climate resilience should be a priority in Africa because their products are essential for shelter, food, nutrition, and healing. Like the tree, our service, which provides multiple household benefits, demonstrates our diversified operations. Our vast trunk is expanding in Africa, taking up space in Côte d'Ivoire in the coming year. As it is believed that one baobab tree may be older than the oldest person in a community, Dangote Cement is positioned to be that witness with stories to tell about the history of African communities.

As the baobab is, so are we.

Stakeholder engagement

Vision and culture are the all-important formula for everyone rowing in the same direction and working towards a shared goal. For us, stakeholder engagement is an opportunity to share our values and bring stakeholders into our world of impact.

Listening and learning about stakeholders' expectations helps the business in decision-making and fosters collaboration and co-creation of solutions. The primary stakeholder groups are employees who deliver the Board's and management's mandates. We work with other stakeholders as partners in progress because they are interested in what we do and are affected by our decisions and activities. Distributors, customers, vendors, host communities, investors, regulators and industry peers influence our business.

Approach to stakeholder engagement

Engaging stakeholders effectively ensures everyone is on board to contribute their best efforts. We recognise that relationship-building is an ongoing process that requires time and effort. Therefore, our approach to building solid relationships with stakeholders in 2023 was prioritising the stakeholder "*value and voice.*" Stakeholder value defines the resources they contribute, while the stakeholder's voice helps us harness their influence for the benefit of the business. This approach produced positive outcomes and supported the production of this performance report.

Our engagement grid

Stakeholders' influence over our projects and organisation is substantial, making their active engagement indispensable for our success. The depth of their interest serves as a catalyst, generating powerful outcomes through clearly defined communication and engagement strategies precisely tailored to meet the unique needs of our various stakeholder groups.

Our stakeholder landscape encompasses employees, vendors, suppliers and contractors, distributors and customers, communities, media, regulatory agencies, financial institutions, external affiliations and associations, civil society, labour reflection and shareholders.

The visual representation, typically referred to as the "stakeholder engagement grid," helps ensure that resources are allocated effectively.

How we engaged our stakeholders

Category	Topic	Rationale	Frequency	Method
Employees	Career growth, compensation and benefits, learning and development, health and safety.	The key resource for competitive advantage, innovation and sustainable growth.	As required	Meetings in small groups, one-on-one engagements, notice board, emails, newsletters, sustainability reporting, surveys, awards and recognition, etc.
Vendors, suppliers and contractors	Competitive bidding, payments, pricing, after-sales support, etc.	Critical component of the value chain.	Regular	Emails, one-on-one engagements, meetings.
Distributors and customers	Customer service, inventory, trucking, packaging, delivery, etc.	Principal source of sustenance.	As required	Emails, one-on-one engagements, regular meetings, customer service week.
Communities	Philanthropy, social investment, Inclusion, provision of amenities, etc.	Key stakeholders in the business.	As required	One-on-one engagements, town hall meetings, interest group communications, surveys.
Media	Branding, communications, crisis management, etc.	Stakeholders in sustainable development.	As required	Press releases, media parley, Sustainability Report, quarterly financial reports, conferences.
Regulatory agencies	Policies, regulations, compliance.	Stakeholders in sustainable development.	As required	Official letters/emails, periodic assessments, compliance filing and reporting, quarterly financial reports, Sustainability Report.
Financial institutions	Investments, loans, etc.	Providers of capital.	As required	Quarterly financial reports, Sustainability Report, meetings.
External affiliations/ associations	Membership subscriptions, partnerships, policy reviews.	Stakeholders in sustainable development.	Monthly, biannually, annually	Letters, meetings, Sustainability Report, workshops, other fora.
Civil society, etc.	Community development, environmental impact, social initiatives, partnership for sustainable development, etc.	Stakeholders in sustainable development.	As required	Quarterly financial reports, Sustainability Report, meetings, partnerships.
Labour relations	Labour laws and regulations, productivity, employees' rights and obligation, safe working conditions, compensation, and benefits.	Stakeholders in sustainable development.	As required	Labour laws and regulations, productivity, employees' rights and obligation, safe working conditions, compensation, and benefits.
Investors	Governance, financial performance compliance, dividends.	Owners and providers of capital.	Continuous	Annual General Meeting, Extraordinary General Meeting, quarterly and annual financial report, Sustainability Report, roadshows, investor calls.

2023 stakeholder engagement grid

Employee engagement: A business's workplace culture can shape employees' productivity. In 2023, Dangote Cement's culture of care for employees was demonstrated through initiatives that targeted the heart rather than just the brain. Such activities include a quarterly rewards system where staff receive positive work feedback, mental health support in the office, ergonomics training, an end-of-year party, and long service awards. The Company also appreciated staff who maintained the Company's values while rendering exceptional customer service.

Customer engagement: Authentic customer engagement involves building long-term customer relationships at every touch point. By sharing our vision and mission statement on the Company's platforms, DCP demonstrates transparency to core values. Recognising our customers' human rights and dignity means respecting their views and providing feedback mechanisms. We maintain standards in customer privacy, health and safety in the value chain to fulfil our goal of creating a sense of community around our products and services.

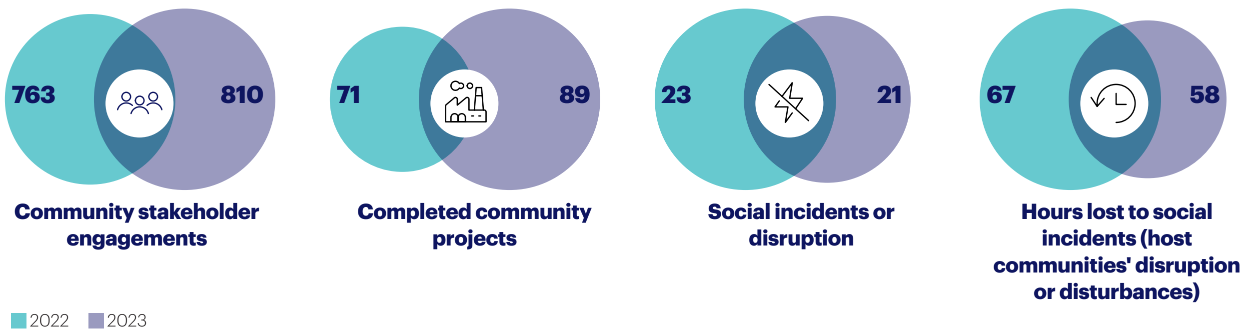
Engagement with host communities: Organisations can influence society while also enhancing their business by engaging communities effectively. Dangote Cement utilises the bottom-up approach in engaging host communities because it encourages the development of social capital and builds local capacities for active citizenship. We believe that organisations can influence society while also enhancing their business by engaging communities effectively. Community stakeholder engagement activities deployed in operational locations ranged from enterprise development, resource efficiency, health and well-being to forums to foster transformational relationships.

In 2023, our community engagement increased by 6% from 763 in 2022 to 810 in 2023. This supported reduced social incident disruption by 9%. We recorded a reduction in the hours lost to social incidents by 13% and an improvement was obvious in the reduction of grievances reported by 61%. As a result of proactive approaches in managing grievances, 71% of reported community grievance cases in 2023 were successfully closed i.e. 58 out of 82 cases, compared to 211 cases in 2022. A 25% increase in the number of community projects completed rose from 71 in 2022, to 89 in 2023. Stakeholders' projects delivered to support citizens in 2023 include infrastructural projects, education, empowerment initiatives and support for vulnerable groups.

"

Listening and learning about stakeholder expectations help the business in decision-making and fosters collaboration and co-creation of solutions."

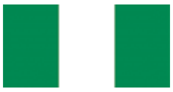
Social performance indicators



Engaging future generations on climate actions.

An engagement with elders in a care home.

Community stakeholder engagement in our countries



Nigeria
Projects
49
Stakeholder engagement
263
Disruption
12
Hours lost
24

Tanzania
Projects
2
Stakeholder engagement
49
Disruption
–

Cameroon
Projects
7
Stakeholder engagement
123
Disruption
–

Zambia
Projects
13
Stakeholder engagement
104
Disruption
–

Senegal
Projects
1
Stakeholder engagement
160
Disruption
3

Ghana
Projects
1
Stakeholder engagement
2
Disruption
–

Ethiopia
Projects
11
Stakeholder engagement
16
Disruption
–

Congo
Projects
2
Stakeholder engagement
39
Disruption
–

Sierra Leone
Projects
–
Stakeholder engagement
–
Disruption
–

South Africa
Projects
3
Stakeholder engagement
54
Disruption
6
Hours lost
34

	Projects	Stakeholder engagement	Disruption	Hours lost
Total	89	810	21	58

Maintaining successful stakeholder relationships
Engagement with investors and shareholders: Improving ESG can boost investment returns. Investors' actions that aim to promote good corporate governance, such as enhancing engagement on themes related to environmental, social and governance issues, make them strategic partners on the sustainability journey. In 2023, our engagements on themes related to environmental, social and governance issues supported a remarkable growth in equity held by our investors. It contributes also to strengthening standards and the credibility of reported data related to sustainability. Dangote Cement leverages investor engagements to establish mutual trust, which helps the Board of Directors and management better understand investor ESG expectations and supports their financial viability.

Engagement with regulators and associations: An essential part of doing business in a sector that serves diverse geographies with different regulators is the need to engage regulators regularly. The Company can limit business interruption in responding to regulators by going beyond compliance and seeking to drive value through proactive engagement.

Dangote Cement has maintained relationships with regulators across different jurisdictions by sharing information and making disclosures in a way that is consistent with our brand value and principles of responsible business. Keeping current with regulator priorities and consulting regulators on published strategic resources helps the business understand and align business decisions and operations to benefit the greater good.

"Dangote Cement has maintained its relationship with regulators across different jurisdictions by sharing information and making disclosures in a way that is consistent with our brand value and principles of responsible business."

Dangote Cement value chain

At Dangote Cement, we prioritise continuous improvement and innovation throughout our value chain. The value chain reinforces our commitment to excellence in production and value creation for stakeholders.

Our value chain commences with the extraction of raw materials, the preparation of mined materials, clinker burning, cement grinding and production, culminating in timely distribution to our customers via a structured distribution/retail system. This complex business chain empowers the Company to invest in high-quality production and innovation, which proffers opportunities for sustainable enhancements along the value chain.

Responsible sourcing

Dangote Cement works with thousands of suppliers and business partners in various locations. We count on direct and indirect service providers to manufacture responsibly. Our suppliers must commit to and uphold sustainable standards to which we hold ourselves. The conscientious sourcing of raw materials is at the core of our procurement processes. As part of the ESG integration process in the supply value chain, we delivered training of about 502 training hours to no less than 100 strategic suppliers to acquaint them with our ESG practices. The Dangote ESG code of conduct ensures vendors adopt ethical practices in material sourcing and maintain respect for human rights. DCP supports the supply of locally sourced materials which boosts SMEs, leading to job creation, increased tax revenues, and a more robust local economy. We therefore give priority to locally sourced raw materials. Permits and licenses required by vendors who provide such goods and services include those for chemicals, mining and premium motor spirit.

Vendor performance evaluation assesses supplier performance on quality, health, safety, and environment (HSE). We also support the service providers with training in the location of every operation. In the event of recurring defaults by a supplier, consequence management measures are promptly applied. Our commitment to responsible sourcing underscores our dedication to maintaining the highest standards throughout our procurement processes.

Procurement spend 2021–2023

Over the last five years, variation in procurement practice can be attributed to evolving market conditions, increased investments in local content, research and development, as well as technology upgrades. We navigated this landscape by adapting to market dynamics while focusing on our shared value model.

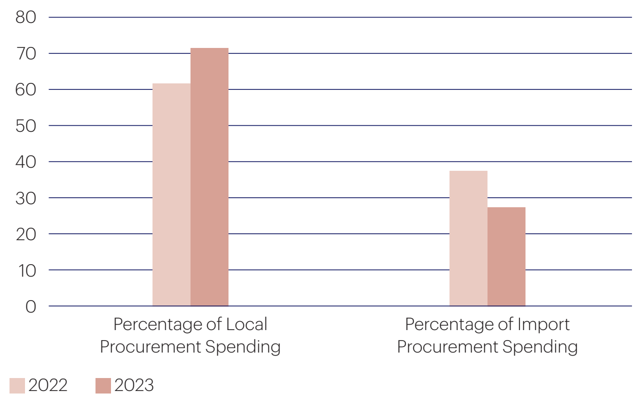
Vendor management and local content

As an integral facet of our corporate responsibility we prioritise sourcing from local markets. Our local suppliers consist of small and medium-scale enterprises (SMEs) to blue-chip companies, service providers, labour suppliers, and multinational corporations. The endorsement of local products and services aligns with our commitment to fostering local industries, nurturing entrepreneurship, strengthening a resilient local economy and advancing sustainable growth and development across the African continent.

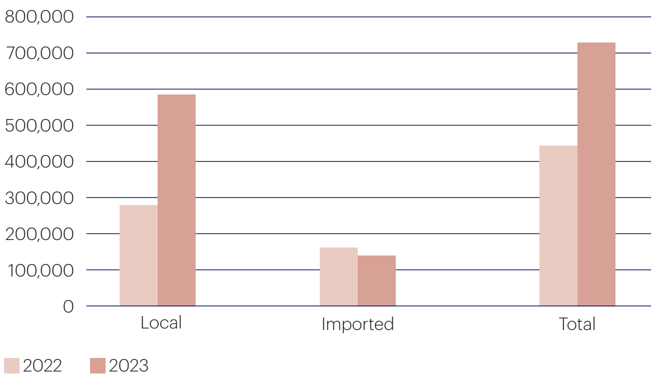
In 2023, we reviewed our vendor management system in Nigeria to understand our local vendors' geographic composition better and strengthen our relationship with our suppliers. While 90% of vendors were mapped to Nigeria's commercial capital, Lagos, 10% were drawn from other locations. The records showed an 8% growth in retailers' network from 63,641 in 2022 to 68,800 in 2023. To underscore our commitment to building self-sustaining local economies in Africa, 80% of "purchase orders" were issued to local vendors, which amounted to ₦586,916 million compared to 64% in 2022 at ₦282,814.

Providing support to artisans on our Falcon brand.

Percentage of procurement spend (%)



Purchase order issued (₦'million)



Case study: Testimonial of the Customer Trucks Empowerment Scheme (CTES)

As a cement distributor at Ibafo, in Ogun State, Nigeria, I was allocated one unit of 30 tonner truck under the Dangote CTES in December 2021 under a lease agreement. This has tremendously increased my capacity because the lease terms and conditions are business friendly. With proper control over our cement delivery plans we load and hit our markets within a few hours. The trucks are fitted with trackers to enable us to monitor our drivers' movements and our distribution plan. We look forward to more allocations of trucks to expand our business for our mutual benefit to meet the demands of our increasing customers. Kudos to Dangote Cement Management for this wonderful initiative aimed at empowering customers!

As the business landscape in Africa has implications for its populations, supply chains facilitate the fulfilment of needs. Dangote Cement reinforces ESG standards through capacity building and assessments to gauge our supply chain compliance. We enforce vendor commitments to the code of conduct for our supply chain while motivating good practices with recognitions and awards. Dangote Cement deployed an ESG code of conduct in all operational locations in 2023 to enhance sustainability performance in the supply chain and share best practices with our suppliers. This strategic approach, centred on continuous improvement, yields mutual benefits for Dangote Cement and our supply chain partners, who can learn and grow as they adopt the practices. We ensure that our offshore suppliers obtain and update their certifications for specialised services to reduce the risk of unethical practices. For environmental protection activities, practices include utilising chrome-free refractory bricks to prevent land and water contamination, lamination packing bags to minimise cement's en-route spillage, and considering the proximity of hazardous materials to minimise en-route spillages. In the coming year, we plan to evaluate suppliers and vendors using compliance criteria of environmental and social practices.

Honouring our customers

Dangote Cement is dedicated to upholding the highest standards in customer privacy. Our respect for customer privacy in an increasingly digital world ensures that we adhere to data protection policies to safeguard the personal information of our valued customers. We prioritise customers' rights and dignity, respecting their views across all our operations and value chains. Our contact centre ensures that complaints about breaches of customer privacy are promptly reported.

ESG integration engagement with Obajana plant management.

The Dangote Customer Service Week, celebrated annually, is a dedicated week to appreciate and honour the contributions of our staff in serving our customers. Annually, the Company implements the week to acknowledge the importance of customer service and reinforce the value of exceptional customer experience. The 2023 Customer Service Week was held in October 2023 with the theme "Team Service." Various activities and events recognised employees for their contribution to excellence in service delivery.

Customer awards

As consumers become increasingly conscious of their environmental impact, they seek out brands that align with their values and positively contribute to society. Towards the end of the year, Dangote Cement celebrated its customer loyalty at a grand event held in Lagos, Nigeria. This event demonstrated why sustainable business practices in marketing should be embedded to drive business growth. The distributors' award ceremony recognised the distributors' long-standing commitment and remarkable achievement in selling Dangote Cement products in 2023. At the event, the President/CEO of Dangote Group, Alhaji Aliko Dangote, who underscored reasons for the success story of the business, also remarked, "Our distributors work tirelessly to ensure that the product gets to our customers in every nook and cranny of the country, we can never thank you enough! You have been an integral and vital part of our business." As Africa's leading cement producer with 52.0Mta capacity across the continent and a production capacity of 35.25Mta in Nigeria, the business commits to continuous research and improvement in production processes to maintain the best quality cement products in the African market.

Our contribution to economic growth

The hastening growth, sustainability, and our goal of maintaining strength in diversity are tough challenges. Despite progress made in Africa, poverty remains endemic, and new threats to personal income are emerging. A way out is to create a balance for creating decent jobs that provide a social contract that enables the population to enjoy affordable housing and access to health and energy for those at the bottom of the pyramid. Achieving this requires investment, which is fuelled by solid financial performance. In the review of our financial performance for 2023, gross revenue grew by 36.4%, from ₦1,618,323 million to ₦2,208,090 million. Our value-added performance reveals that dividend per share rose from ₦20.00 to ₦30.00, a 50% increase from 2022. In our contribution to providing decent jobs, wages, salaries, and other employee benefits increased by 52%, from ₦90,323 million to ₦137,139 million. Similarly, wealth created for local suppliers and vendors across our supply chain rose by 60%, from ₦496,349 million in 2022 to ₦793,620 million in 2023. As we nurture our growth in the financial pillar, we advanced our social contract by investing ₦2,356 million in CSR interventions. We recorded 587 education beneficiaries from Nigeria operations alone. Other plants committed various amounts to enhancing socio-economic well-being in Pan-African countries.

Marketing and labelling

We are committed to ethical, responsible marketing and labelling of products to meet global best practices and regulatory standards for product transparency in the markets where we operate. Hence, we aim to establish labelling and marketing standards that instil customer trust. Our marketing approach strategically ensures we are not only meeting customers' needs but also making a positive impact on them and the entire society.

Product quality and market competitiveness

Regarding product quality, recognising the vital role of cement and concrete in our lives and tackling climate change is at the heart of everything we do. Although desirable cement properties may vary depending on the construction type, our builders and developers generally tell us they want a product that provides strength to masonry, stiffens or hardens early, possesses good plasticity, is easily workable and is moisture resistant. Maintaining and improving our product quality means we are an enabler of critical buildings and infrastructure that enhance people's lives – safe and durable homes, roads, hospitals, clean water, waste management, and providing structures for clean energy for the future. We embed quality practices in their routine methods, so instead of an afterthought, quality is ingrained in daily operations monitoring and Company performance.

Market competitiveness is about making sustainable development count in the local markets. As Africa's market grows in social consciousness, there is an increasing reward for business practices that deliver improved sustainability outcomes. Through stakeholder forums, societal norms, and citizen actions, we learn more about what the market wants, forming our strategy to win an advantage. Staying ahead of competition for the Company is about responsible competitiveness strategies that shape our business practices, leading us to take explicit account of social, economic, and environmental impacts.

Builders and developers

Builders and developers are central to the value chain of affordable housing and meeting SDG 11. Achieving affordable housing materials would play a prominent role in the aspiration of developing Africa's rural communities at a lower cost without compromising on quality. However, the primary barrier to maximising our product quality is a lack of knowledge of the properties of building materials. In 2023, Dangote Cement adopted limited knowledge about the products and additional skills as themes for engaging with builders and developers. Diverse initiatives were deployed, and some under consideration in different countries include implementing workshops at various levels, investing in research and development, providing distributors reference materials, partnerships with institutions/skilling centres and establishing new exclusive training institutes.

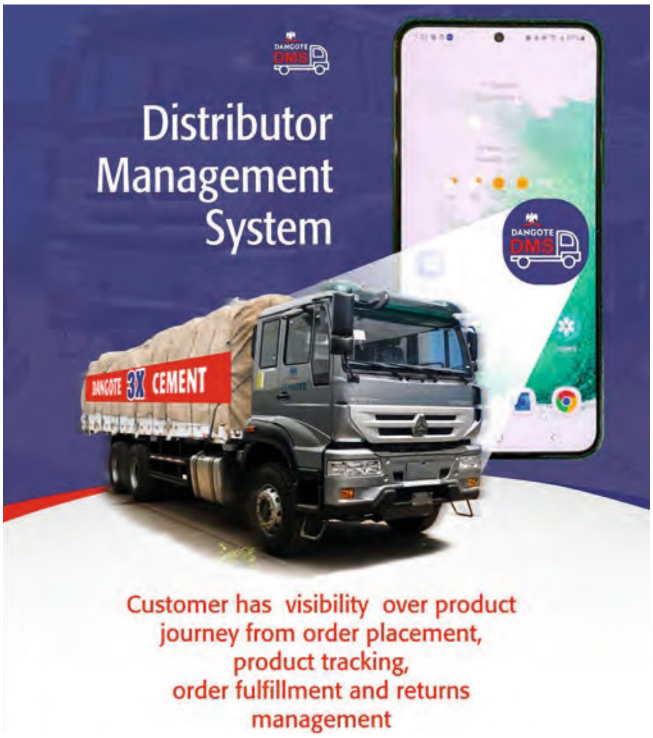
Delivering our vision through distributors

Through our interactions with trade associations, we connect with budding retailers, distributors, and potential distributors attracted to our business. This has resulted in an influx of expressions of interest for distributorship. However, our distributors' network activities reduced by 18% from 1,361 in 2022 to 1,117 in 2023. To support our distributors further, the Company introduced a Distributor Management System (DMS) in December 2023, with the rollout scheduled to commence at the end of January 2024. The DMS is a digital solution that replaces the traditional order and delivery process with an electronic system to ensure greater ease of business. The DMS will enable our distributors to place orders from mobile phones or computers, delivering more efficient service. The system also provides enhanced access to comprehensive and prompt distributor sales information.

Case study: Nigeria's strong market solidarity

As a demonstration that our value proposition goes beyond sales of our products, Nigeria's technical department implements after-sales services to educate consumers on using our different product brands. A skilled technical representative in each region engages trade associations to understand their needs and provide support. The Nigeria Sales and Marketing team partnered with the Standards Organisation of Nigeria (SON) to implement workshops this year. The sessions aimed to demonstrate the use of lower carbon products, namely the sandcrete and falcon brands, to bricklayers, tilers and others in the property development value chain. Nigeria showed solidarity with its value chain in other partnerships with the Nigeria International housing show, sponsorship of the Nigeria Institute of Architects Annual General Meeting and Lagos State Bricklayers Association end-of-year activities. Similarly, the team actively participated in the annual Trade Fairs of notable Nigeria cities of Enugu, Abeokuta, Abuja, Kaduna, Kano, Minna, and Lagos State.

Dangote Cement customer receiving award.



Distribution Management System.

Workforce experience

Human capital is the paramount asset of a future-oriented enterprise; therefore, DCP places utmost importance on its employees' physical, mental, and social well-being and continues to make deliberate efforts towards improving workplace experience.

Thus, our labour practices align with local and global labour-related frameworks, including the International Labour Organization (ILO) Labour Act, the United Nations Global Compact, and the Nigerian Labour Act. To enhance a positive workforce experience, the Company's operational human resource policies, including the Annual Leave Policy, Travel Policy, Human Rights Policy, Sexual Harassment Policy, Compensation and Benefits Policy, Manpower Planning and Recruitment Policy, and Education and Training Policy, were expanded during the reporting year.

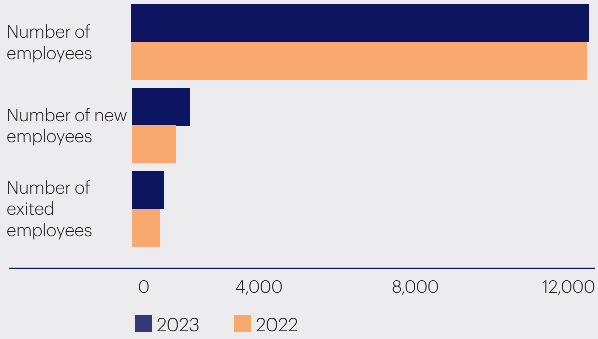
As a company with a workforce from over 20 nations, characterised by a mix of permanent, temporary, and expatriate staff from different educational backgrounds and age group. DCP had a total employee number of 12,051 in 2023 compared to 11,983 in 2022.

Employee welfare and business continuity

Recognising the vital role employees play in driving the growth and continuity of our business, we remain steadfast in providing competitive wages, benefits and support mechanisms for staff welfare. These benefits include workers' comprehensive insurance, health care, paid annual leave, maternity leave, children's education support allowance, professional body subscriptions, and wedding gifts. Other benefits include group life insurance, employee spouse group life insurance, examination leave, long-service award, staff marriage cash gift, birthday gift, and paid mourning leave. Prompt remunerating of benefits employees is a culture we have sustained. During the year, 1,478 new DCP employees joined our workforce in 2023, a 26.1% increase from the 1,172 recorded in 2022. Similarly, the transport division experienced a 93% increase in new employees in the reporting year with new employee numbers growing from 1,162 recorded in 2022 to 2,247 in 2023. However, amidst this growth, there was an increase in staff exit rate, rising by 13.7%, with 839 people leaving the Company in 2023 as against 737 recorded in 2022. This increase is as a result of the increase in migration. The Transport Division witnessed a 66% increase in exits in 2023, compared with 2022, totalling 2,197. This increase can be attributed to voluntary exits and retirements, underscoring the dynamic nature of our workforce management strategies.

The Global Business Continuity Awareness Week is an annual event designed to support professionals and organisations in raising awareness and embedding business continuity to build resilience so that they can thrive in the face of adversity.

Employee population comparison between 2022 and 2023 (excluding transport)



At Dangote, the week provided a unique platform to reflect on our preparedness for unexpected events both personally and professionally. It was commemorated with an enlightenment campaign and a webinar. As part of our commitment to upholding our business continuity strategy, we conducted a comprehensive Business Impact Analysis and Risk Assessment for the department.

We marked the annual compliance week with the theme 'Policies, Procedures & Conduct.' A major highlight of the week was a roadshow to create awareness and encourage compliance with the Company's policies and procedures.

Creating employment opportunities

Given Nigeria's standing as the largest economy on the continent, governments face the challenge of maintaining social stability, reducing migration, and increasing productivity and income. As part of Dangote Cement's vision to be the employer of choice in Africa's cement industry, the Company reintroduced its Graduate Trainee Programme in Nigeria and Zambia. In 2023, the programme inducted 94 and 24 graduates in Nigeria and Zambia, respectively. During the intensive 18-month training, the youths were exposed to an on-the-job learning structure which encouraged experimentation. Following the first six months which focused on rotational on-the-job learning, the next six months provided training on core competencies. The programme concluded with six months of leadership handholding training before 81 of the young graduates were officially absorbed into the business workforce as permanent staff.

Through this inspirational and impactful journey of moulding Africa's future generation, the ex-graduate trainees had a lot to share about their experiences.

"The induction phase was one of self-discovery and it helped me set and understand the path I would love to venture in. It was a period of self-reflection and has affected every decision I have made in life ever since."

Cross-section of DCP Zambia graduate trainees.

"My experience is a great one because I was able to learn the technical aspect of the Company which, ordinarily, I didn't know anything about before the programme because of my non-technical background, now I know all the processes of making cement and also the equipment and materials used in making it. Also, I went through almost all the departments, and I learned something new in each."

"Exceptionally engaging, adventurous, enough to prepare any person for a good career in related chosen career paths. Top-notch learning experiences and creating avenues to meet great minds, experts and good human beings. Second to none journey and a worthwhile experience."

"The highlight of my experience during the Graduate Trainee Programme was undoubtedly the exposure to diverse aspects of the Company's operations. Engaging with cross-functional teams and working on real-world projects allowed me to apply theoretical knowledge, fostering a deeper understanding of the industry."

"My experience throughout the 18 months has been an exciting one. The programme modules strategically met my development needs (technical and especially my soft skills). A major highlight was during the 3rd phase of the programme (role assignment) where I was presented with the Golden Opportunity of working as a DCS/Automation support Engineer. I termed it a "Golden Opportunity" because people rarely get to work in the DCS section due to the highly technical tasks carried out in this section. The on-the-job learning phase already laid a good technical foundation for me; hence, I was able to align with this role quickly."

Safety talks at the plant.

Occupational health and safety

Occupational health and safety practices are a prerequisite for maintaining workers' physical, mental and social well-being. Dangote Cement's Occupational Health and Safety responds to employees' OH&S needs by monitoring the Company's safety guidelines, developing risk assessment processes, and conducting safety inspections based on the 15 golden rules. Activities implemented include Job Safety Analysis (JSA), Hazard Identification, Risk Assessment and Control (HIRAC), Improved Compliance on the 15 Safety Golden Rules and Implementation of Permit to Work systems. We also implemented Firefighting Training, Healthy Living campaigns, Defensive Driving and Safety Competency Improvement for Line Managers.

Government collaboration with DCP Occupational Health and Safety.

Workplace safety is a critical issue that all businesses need to take seriously. An effective HSE management system helps us at Dangote to reduce the risks associated with work activities. By identifying hazards and implementing controls, we minimise the likelihood of accidents and injuries occurring in the workplace. Our workplace safety records showed a total work hour of 42,587,656 in 2023. During these hours, 334 first-aid injuries were reported and addressed. Additionally, 124 individuals received medical treatment. Our efforts to improve OH&S efficiency saw a 21.6% reduction in Lost Time Injuries compared to the previous year a reduction from 37 in 2022 to 29 in 2023. Over 490 employees received first aid certifications, among other initiatives to drive the responsiveness of our workforce to HSE matters. There was also an improvement in the reporting of near-misses, which amounted to 1,561 compared to 1347 in 2022.

Talent attraction, development and retention

At Dangote Cement, we prioritise the growth of our people through commitments outlined in our Learning and Development Policy. Our Employee Assistance initiatives aim to enhance employee skills in business ethics and culture, Technical, Professional, Leadership Development, Business Management, and Personal Effectiveness Programmes. These programmes adopt innovative work methodologies to enhance capabilities, collaborative and leadership skills. In 2023, 16,787 employees received tailored training addressing business and personal development needs. Notably, sustainability training targeted subject-specific competence for achieving the year's KPIs which recorded an 11% increase in training hours from 1,478 in 2022 to 1,642 in 2023. Our executive/senior management staff had a total 6,636 trainings hours, our management staff had 20,024 training hours, while our senior and junior staff had 81,680 and 76,930 training hours respectively. Time spent on employee training amounted to 185,270 hours. Although total staff training investment of ₦694,913,079.24 reduced by 14%, in 2023 female employees received more training in 2023 than the previous year. A total of 34,921 employees were trained, comprising of 25,640 employees trained physically and 9,281 trained virtually. Regular performance and career development reviews are conducted for all employee categories to facilitate continued employability and effective management of employment transitions. The Transition Assistance programmes provided avenues for mentoring and other multi-disciplinary trainings such as the "Finance for Non-finance Managers" and "HR for Non-HR managers" trainings.

Maintaining zero tolerance for forced and child labour

Dangote Cement recognises that child labour is a violation of human rights and an emerging economic concern that compounds social inequality. Businesses that have child labour in their supply chains are exposed to risks. To navigate this complex regulatory landscape in our value chain, Dangote Cement implements a clear human rights policy prohibiting child labour and setting out expectations for suppliers' ethical business. We mitigate the risk of child labour by engaging suppliers and training supplier subcontractors and recruitment agencies. In the year under review, we conducted human rights due diligence to determine how certain factors may increase the risks of child labour in our operations or supply chains. Through our Graduate Trainee scheme and internship opportunities, we provide decent work to young workers and adolescents while equipping them with the relevant skills they need to prepare for the future workforce.

The Risk department monitors and reports risk assessment findings in operations and supply chains to help increase transparency and demonstrate actions that are being taken to prevent, identify and address child labour. These initiatives supported the Company in recording no child or forced labour incidents in our operations or those of suppliers in the reporting year. Dangote Cement remains committed to robust control systems to ensure that our partners uphold the principles of the United Nations Universal Declaration of Human Rights and the International Labour Organisation (ILO) Forced Labour Convention (2014).

Non-discrimination and equal opportunity

Our commitment to fostering a workplace free from discrimination and providing equal opportunities is compliant with the United Nations Universal Declaration of Human Rights (UDHR) and relevant local regulations. This is implemented through the Dangote Human Rights Policy. Creating a respectful and inclusive environment was further reinforced by human rights training of 259 employees in DCP. There were no reported cases of discrimination during the reporting year. Our employee diversity and equal status in the year had mid-level employees (ages 31-50) constituting the most significant portion of our workforce at 70%. This mostly comprises a mix of permanent and temporary staff. The more mature workforce (over 50 years) was 17% primarily comprising permanent and expatriate employees. The ages 18-30 represent 13% of our workforce who are mainly permanent and temporary staff.

The Senior Management and Executive Management collectively constitute 2% and 0.3% of the DCP population, respectively. As more opportunities are created for local employees to assume leadership roles, we achieved a 7.2% reduction in expatriate numbers. Similarly, a 28% reduction in temporary employees was attributed to the expanding permanent roles in the Company.

Age diversity of employees

Young workforce Ages 18–30	Mid level Ages 31–50	Mature Over 50 years
1,699	**8,342**	**2,010**

Employee growth by gender for 2023

Growth in male population	Growth in female population
0.15%	**5.2%**

Fostering a diverse and inclusive workplace encourages representation from various voices and perspectives, contributing to innovation and creativity. DCP is home to people from diverse nationalities, ethnic groups, and cultural and religious orientations. On gender diversity, the DCP workforce comprises 1,028 females and 11,023 males. This marked a 5.2% increase in the female population compared to 2022 at 977. Similarly, we recorded an improvement in the female gender ratio from 8% in 2022 to 9% in 2023. This demonstrates efforts to attract and empower women in various roles in the business. As businesses globally deal with the challenges of the new world of work, we recorded lower attrition rates among our new hires in plants such as Nigeria's Okpella and Senegal.

Freedom of association and collective bargaining

Dangote Cement views collective bargaining and/or freedom of association as mechanisms to create more decent jobs and be effective in stakeholder management. At DCP, freedom of association is encouraged in line with local laws, Company policies and principles of the International Labour Organization. We support freedom of association by allowing employees to participate freely in workers' or professional organisations or unions. Our commitment to collective bargaining agreements is reflected by the 760 employees who are covered by this agreement in some of our Pan-African locations such as Ethiopia, Ghana and Senegal. In 2023, staff unions held monthly meetings to deliberate on issues of common interest to members.

Employee engagement

DCP has a well-established system for appraising employee performance and driving engagement. This system provides avenues to discuss progress, exchange feedback and recognition, identify support that may be needed, and address issues that could affect an individual's well-being. Our multifaceted engagement methods include physical or online meetings, one-on-one engagements, webinars, notice boards, emails, newsletters, sustainability reporting, surveys, awards and recognitions. Furthermore, we are committed to the holistic well-being of our employees and express this through initiatives such as the employee survey, provision of virtual medical consultation for all employees, mental health support for all employees, and weekly office exercises at the head office.

Meet the First Female Head of Production

Bretina Bialele Mackosso's career journey began as a Chemical Engineering graduate in Russia to becoming the first local and female Head of the Production in the Dangote Cement Group. Her professional career at Dangote Cement Congo began in 2016, where she served as CCR Operator and MIS Officer during the project phase. Later in 2018, her exceptional skills earned her a permanent position as a process engineer. In 2019, she was promoted to the Raw Mill Section after the expatriate's departure and served as the coordinator for the ISO certification project later in 2020. She rose to become the Head of the Production Department in April 2022. Mackosso's daily routine begins at home, managing her family before she engages in the strategic planning functions of the Congo plant.

Mackosso acknowledges the prevalence of gender bias in the society but finds comfort in implementing workplace practices to address gender stereotypes in Dangote Cement. Despite the challenges of being a woman in a leadership, Mackosso emphasises Results-Based Management (RBM) and focus on efficiency to succeed. She urges women in STEM to embrace gender matters as a blessing and an opportunity to champion and co-create solutions with men for a better society. Mackosso's success story is evidence of Dangote Cement's commitment to diversity and inclusion. The Company's invests in training and development, for building a solid workforce that is gender sensitive and inclusive.

Social performance

A corporate social performance model benefits the business and the community.

Dangote Cement's approach to social performance is to create value for the population it aims to reach. Beyond producing quality cement, we support development activities in education, self-empowerment, health and well-being and infrastructure. In 2023, our focus was to identify unmet needs in our communities. This is crucial for planning appropriate and effective programmes to meet these needs. To avoid a top-down approach which reflects what a few people perceive to be the needs of the population, we embarked on needs assessment studies in 33 communities.

Serving the underserved

Our support for underserved populations has remained unwavering despite the growing needs in our communities. Recognising the importance of this demographic helps us prioritise communities with limited access to resources, opportunities, and representation. As a socially responsible citizen we earmarked a significant investment for skills transfer, direct and indirect employment, and inclusion as local suppliers in our value chain. The Company adheres to its Community Development Agreement with all host communities. This is a way to promote cooperative and mutually respectful relationships. Such agreements are reviewed and updated periodically to accommodate emerging social development needs. An example is the five-year Community Development Agreement (CDA) of Nigeria, Ibese plant, signed in 2022.

To foster inclusivity in communities, we implemented activities targeting minority groups. Such activities include care outreach for 50 senior citizens, donation of freezers to 50 women as a source of empowerment, provision of toilet and sanitary facilities in Abule Maria, starter packs, and scholarships for students in Nigeria's Ibese plant community. In the Ele community of Nigeria's Onne, 13 canoes and fishing gear were provided to support fishermen and women in the coastal communities of the clinker terminal.

Our Ethiopia plant provided registration and school fees to needy children around the host community. Completing the staff room, renovating the school library and furnishings in neighbouring secondary schools, and installing a 5KVA solar inverter supplied to regional schools contributed to boosting education. Also on education, communities in Nigeria's Ibese plant received school starter packs and scholarships at the 2023 Ibese Community Day commemoration. In Cameroon, the Deido Hospital was the beneficiary of the emergency room and medical equipment donated.

Some social investment activities include road construction to gravel standard (Msijute (0.2 km), Naumbu (0.5 km) and Ndumbwe (0.5 km) villages) in Tanzania, infrastructural projects at DCP Obajana, including drilling of boreholes in Iwaa and Obajana, construction of culvert and drainage in Iwaa, etc., construction of classrooms in Toglou and Diass in Senegal, Installation of 500kv electricity transformer in Gboko Industrial Layout, construction of a public garden in Mbankomo and three boreholes in Limbola village, Cameroon; rehabilitation of the emergency room, Deido District Hospital, Cameroon, donation of medical equipment, beds and wheelchairs to Metropolitan Polyclinic, Ghana; scholarship awards to indigent students in Nigeria's Ibese; donation of 60 school desks to Sungabukanda Basic School, benefitting 120 students in DCP Zambia; and women's Literacy and Empowerment Programme project building constructed in DCP Congo.

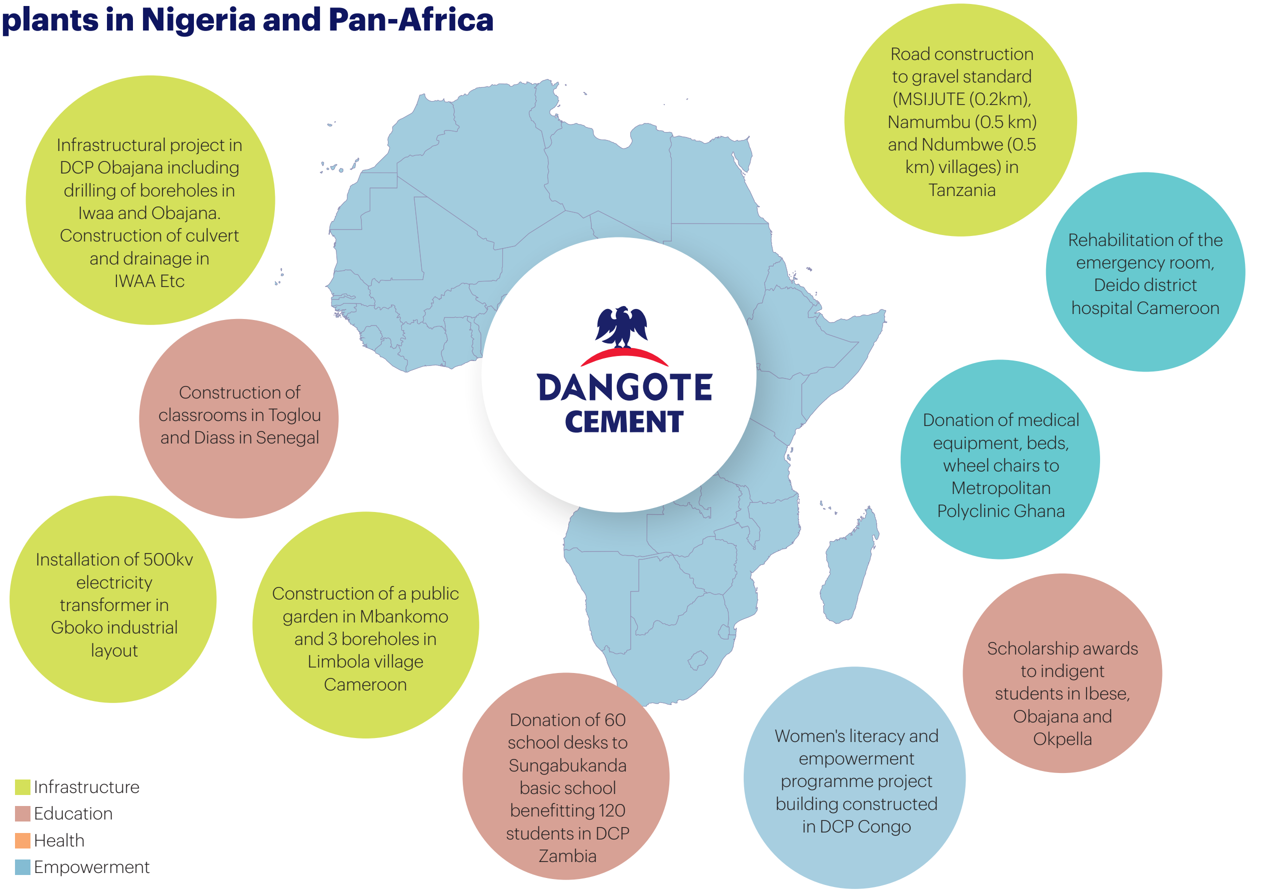
Overall, our social investment has been a deliberate commitment to our stakeholders and the communities in which we work and live. In 2023, our expenditure on CSR amounted to ₦ 2,356 million, marking a difference from previous years. This investment funded a 24.2% increase in community projects in 2023.

Year-to-year comparisons of social investment activities and expenditures per location provide transparency and accountability. The variances are thoroughly examined to ensure a comprehensive understanding of the impact and effectiveness of our social investment initiatives.

Community leaders gracing an event.

Foodstuff donation to the Holy Family Home for the elderly.

Social investment activities in DCP plants in Nigeria and Pan-Africa



CSR activities and spending

Dangote Cement's commitment to the well-being and development of its people through empowerment programmes informed our strategy of reactivating nonfunctional legacy CSR projects across the 17 host communities in 2023. The focus in the coming year shall be continuous engagement and responsiveness via various channels, with the aim of contributing meaningfully to the sustainable development of our host communities.

2023 Sustainability week footprint

"Giving back" is an integral part of our cultural pillar, which fosters a sense of purpose and empathy and encourages employees to participate in philanthropic endeavours. The Sustainability Week promotes social cohesion and teamwork and enhances employee engagement in our workforce.

Locations	Projects	Beneficiaries
12	**43**	**6696**
Volunteers	**Volunteer hours**	**Invested**
1,517	**5,984**	**$101,595**

"Our business is one of the most diverse institutions positioned for creating wealth and opportunities and helping to lift people out of poverty. Reflecting on this value proposition enables us to ensure good quality and impactful CSR initiatives."

James Adenuga
Group Chief HSSE & Sustainability Officer, DIL

Sustainability week summary

During our 2023 sustainability week themed "Sustainable Consumption and Production"- The Dangote way, several projects were implemented to reflect our commitment to responsible utilisation of natural resources as well as enhancing the well-being of our host communities. In Nigeria, projects included a Sustainable Living Fair featuring 'eco-friendly' exhibitors, a charity visit to the Regina Mundi elderly people's home in Mushin, inter-school climate innovation challenge, a visit to a juvenile correctional centre and orphanage home by DCP Gboko employees, and a community waste clean-up in DCP Obajana and surrounding communities.

Some projects in our Pan African plants included a tree planting campaign of mangrove trees at Namgogoli village Mtwara Tanzania, hosting of a green transport day to promote eco-friendly transportation in Tanzania, Tsholofelo Primary school vegetable garden tunnel construction in DCP South Africa, school uniform donation program in DCP Cameroon, entrepreneurship training and empowerment for ladies in DCP Ethiopia host communities, and sustainable waste management campaign and donation of waste segregation bins in DCP Zambia. A total of 1,517 volunteers utilised 5,984.2 volunteering hours for 43 projects in 12 locations.

Educating younger generation in commemoration of Climate Literacy Day.

Our responsibility to safeguard mining communities

Dangote complies with regulations that guide resettlement and displacement of communities. We recognise that mining-induced displacement has both positive and negative effects on indigenous mining communities. Regarding the positive effects, we have witnessed improved access to social infrastructure such as health, education, and potable water in the communities where we mine. Empowering mining communities with access to socio-economic infrastructure is vital for fostering sustainable development. By supporting socio-economic development in our mining communities, we aim to create a sustainable environment that future generations can call home. Our social intervention initiatives in mining communities include support for education and healthcare, while infrastructure support provides access to roads and transportation facilities.

Sustainability Leaders at the 2023 Sustainable Living Fair in Lagos, Nigeria.

Dust and vibration control

Dust emissions from cement plants and vibration are known to have significant environmental and health impacts in nearby communities. The cement industry addresses fugitive emissions where the clinker is stored in the silos to prevent dust when it is discharged onto the conveyor belts. We continuously monitor parameters and routine maintenance of back filters connected to exhausts beside the discharge point. Some of the measures we have implemented include using personal protective equipment (PPE) such as respirators, dust masks, and goggles and installing dust collection and control systems. Our HSE department trains employees in the safe handling and control of dust. This precautionary approach aims to mitigate the impacts of our production process on the environment.

Case study: Galane, the thriving community

The resettlement project of a community in Galane is a notable initiative of the company in Senegal which was completed in 2015. It was one of the most significant social interventions of Dangote Cement Senegal plant which cost about 1.6 billion CFA. Galane was a small village in Keur-Moussa, Senegal, mainly inhabited by indigent cattle rearers. The village lacked access to education and basic social amenities, but at the delivery of the project, the people of Galane were given a new lease of life. Dangote Cement Senegal (DCS) built 44 houses. It provided social amenities, namely potable water, electricity, a health centre, a primary school, a mosque, a market, a mortuary, a sports field and a cattle vaccination park. An access road to the village was built. As at 2023, the economic and social status of the communities has improved with the children now attending school and some of the indigenes have taken of diverse jobs at the plant. In partnership with a renewable energy company, DCS is working to provide clean energy for cooking and lighting. As the property ownership is confirmed with the issuance of title deeds to the homeowners, the Galane community members can now afford to redesign and customise their homes.

Dangote Cement employs a multifaceted approach to grievance resolution, including transparency, robust communication channels, continuous monitoring, and accessible conflict resolution mechanisms. We have institutionalised community involvement in the crucial decision-making process and grievance resolution. For 2023, 82 community grievances were recorded compared to 211 in 2021 with 58 successfully closed. Major grievances in mining communities primarily revolved around environmental impact and safety, compensation and employment concerns. The continuous improvement of our grievance resolution procedures reinforces our commitment to giving a voice to our host communities and strengthening our ties and collaborations for a sustainable future.

Dangote Cement is dedicated to steering a thorough socio-economic impact assessment of resettled communities resulting from its procedures. This assessment aims to comprehensively gauge the effects of resettlement on both the local and national communities, examining significant factors such as good living conditions, socio-economic opportunities and welfare to ensure that the resettlement process meets regulatory requirements and contributes positively to sustainable development. Through these efforts, we strive to set the standard for responsible corporate citizenship within the mining industry.

Housing units built for Galane indigenes by Dangote Cement Senegal

Partnerships for prosperity

Partnership for the goals: SDG 17 helps businesses expand their networks, boost sales, and secure access to resources.

As Dangote Cement collaborates with key stakeholders, it aims to build and strengthen relationships and share our values locally and internationally. Through thought leadership activities, we share our best practices and insights for a more sustainable industry. We utilise conferences and industry platforms to demonstrate our leadership in Africa's cement sustainability landscape. As we are in alliance with the Global Cement and Concrete Association, United Nations Global Compact, and other multi-lateral agencies and alliances, we contribute to shaping the future of sustainable business practices in Africa.

Corporate governance

DCP's corporate governance framework is underpinned by integrity, ethical conduct and accountability. These values are the cornerstone of its operations, driving sustainable decision-making and ensuring accountability. Our corporate governance is designed to monitor long-term shared value creation for our stakeholders. In 2023, we embedded our corporate governance framework into the activities of countries where we have a presence.

As an intangible resource, ethics guides our engagement with our employees, customers, communities, shareholders, regulators and other stakeholders. The Company's whistleblowing system allows for reporting suspected breaches of internal policies, laws, and regulations that may threaten our organisation. DCP has a comprehensive anti-fraud compliance programme that binds all employees regardless of position or status. Every fraud-related activity is rigorously investigated, and defaulting employees are disciplined. Nigeria office aligns with two anti-bribery laws, which are the Corrupt Practices and Other Related Offences Act of the Independent Corrupt Practices and Other Related Offences Commission (ICPC) and the Money Laundering (Prohibition) Act of the Economic and Financial Crimes Commission (EFCC). In 2022, we recorded 23 confirmed cases of bribery and corruption, which increased to 27 cases in 2023, alongside 60 whistleblowing cases. 52% of the cases were resolved, while 48% are being investigated. To proactively prevent bribery and corruption events, we initiated an educational campaign via the Company intranet to sensitise people about the detrimental effects of such practices. Simultaneously, a Board-approved policy on the referral of internal audit-investigated cases is in effect.

The Global Cement and Concrete Association (GCCA) guides our operational practices to align with global standards. We are a member of GCCA and our GMD, Mr. Arvind Pathak, is on the Board. Additionally, we hold the distinction of being the largest emerging market outside of India and China within the GCCA, we also serve as the sole representative from Africa. In reinforcement of our business ethics practices, we recorded an 11% improvement in sustainability training, a 2,2% reduction in CO_2 emissions, and a 25% increase in social investment. The plants have obtained ISO 14001 certifications for environmental protection compliance. Some plants have also seen upgrades to maintenance systems. The total number of valid environmental permits and licenses maintained in compliance with regulatory standards in 2023 for all our operations was 101.

Financial performance

Although this year's growth story has been hinged on non-financial ESG factors, financial performance remains a sustainability pillar of Dangote Cement. Sustainable economic management ensures self-sufficiency for not just business but also society. It onboards our commitment to value creation to not just shareholders but the households that we serve. We promoted household income generation through salaries, wages and benefits which amounted to ₦137,139 million in 2023. Our shareholders also received a total dividend payment of ₦337,471 million. Profit after tax increased by 19.2% from ₦382,311 in 2022 to ₦455,583 in 2923.

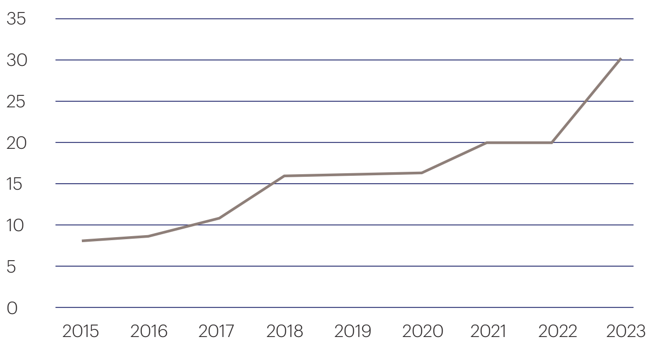
Economic value creation

Our economic value creation model focus is first to serve a diverse market and by so doing, grow the local economy through responsible procurement practices, tax payment as a responsible corporate citizen and proactive social investment practices for prosperity and advancement of local communities.

Responsible payment of tax and dividends

Taking a responsible approach to tax means that our business is open and progressive and considers all stakeholder interests in line with its tax policy. For us, responsible tax conduct does not only support funding for governance and public and social services; it helps the business deliver sustainability goals. DCP approaches tax as an essential element of the Company's environmental, social and governance agenda. In 2023, our tax payment increased from ₦150,766 million in 2022 to ₦166,129 million 2023. Like tax, our goal of long-term value creation for shareholders informs us of our responsibility for dividend payment to shareholders. Our historical performance in dividend payments can be a case study on how sustainable firms exhibit stable dividend payouts, as our dividend per share grew by 50% in 2023.

DCP tax payment and dividend declared in the last three years



SN	Parameters	2021	2022	2023
1.	Tax payments (₦million)	33,408	150,766	166,129
2.	Dividend payments per share (₦)	20.00	20.00	30.00

Contribution to job creation

As champions for sustainable development, one of the ways we contribute to the economies where we operate is through job creation. Expanding our business operations and engaging diverse value chain players and local and international partners were instrumental to achieving 12,051 staff in our direct employment in 2023. Contribution to household income is one of the impacts a business can make on the society it relies on for production resources. Development outcomes cannot be achieved without human resources, raw materials, and other inputs of production. Direct contributions to household income includes wages, salaries and dividends. With a 20% increase from ₦496,634 million recorded in 2022, our contribution to income in Nigeria Naira was ₦593,594 million. Indirect contributions, which include taxes, local procurement, and social investments, amounted to ₦962,105 million in 2023, signifying an increase of 48% from ₦648,763 million in 2022.

Contribution to household income in the last three years

Parameters	2023 ₦'million	2022 ₦'million	2021 ₦'million
Direct contributions			
1) Employee wages, salaries and benefits	**131,812**	86,328	72,824
2) Pension cost	**2,883**	2,444	—
3) Employee benefits obligation	**2,444**	1,551	—
Total	**137,139**	90,323	72,824
Payments to providers of capital			
(1) Dividend paid to shareholders ₦337,471	**337,471**	337,471	272,005
(2) Interest on all forms of debt and borrowings ₦118,984	**118,984**	68,840	52,558
	456,455	406,311	324,563
Total	**593,594**	496,634	397,387
Indirect contributions			
Tax payment	**166,129**	150,766	33,408
Local Procurements (All operations)	**793,620**	496,349	409,216
CSR intervention spend	**2,356**	1,897	2,490
Total	**962,105**	649,012	445,114

Economic value generated and distributed (EVG&D)

Strong economic performance through diversification of operations and improving operational efficiencies to meet market demands has proven to support our goal toward economic value generated and distributed. Through innovation and investment, our revenue generated increased by 36% from the previous year to ₦2,208,090 million. Similarly, economic value distributed, consisting of operating costs at ₦1,371,383 million, employee wages and benefits at ₦137,139 million, payments to providers of capital at ₦456,455 million, payments to government by country at ₦166,129 million, and CSR at ₦2,356 million, rose to ₦2,133,462 million in 2023, accounting for a 33% increase.

Year	2023 ₦'million	2022 ₦'million
Revenue	**2,208,090**	1,618,323
Employee wages, salaries and benefits	**137,139**	90,323
Operating costs**	**1,371,383**	958,819
Payments to providers of capital (dividend to shareholders plus interest payments to providers of loans)	**456,455**	406,311
CSR intervention spend	**2,356**	1,897
Local Procurements (All operations)	**793,620**	496,349
Payments to government	**166,129**	150,766

** Excluding administrative expenses

Total Procurement Spending (All DCP Operations)

Procurement Per Year	Total ₦'million	Local ₦'million	Imported ₦'million	Percentage of Local Procurement Spending	Percentage of Import Procurement Spending
2021	632,960	409,216	223,744		
2022	797,286	496,349	300,937	62%	38%
2023	**1,108,083**	**793,620**	**314,463**	**72%**	**28%**

Defining our local content

Our local content is the indigenous resources, skills, traits and capacities, including natural endowments of people in a particular area. The geographic boundaries for defining what constitutes local content of our operating countries may vary depending on culture, market trends and local regulations. Overall, local procurement spending of the business grew by 60% from ₦496,349 million in 2022 to ₦793,620 in 2023 which comprised 72% of total procurement spend of ₦1,108,083 million in the same year. Central to this improvement was the empowerment of our local suppliers through, the digitisation of certain aspects of our procurement process and the integration of sustainable supply chain practices.

"We strive for true prosperity through our sustainability efforts because we understand that true prosperity is shared prosperity."

Annabelle Umoetuk
Sustainability Lead, Ibese, Nigeria

Investing in communities

Community investment is part of our economic value proposition. As part of efforts in building sustainable communities, we invest resources in local communities to promote socio-economic development. We build strategic partnership with community-based organisations, civil society and specialised agencies to deliver impact in health, education, infrastructure and people empowerment.

Total CSR spending

Categories	Spend
Health/Water&Sanitation/Environment	₦128,340,419.59
Economic Empowerment/SME Development/Food&Agriculture	₦72,409,137.75
Infrastructure (Electricity, Road and Drainage)	₦379,816,184.03
Education and scholarships	₦379,068,370.69
Donations, support and grants to host communities/community compensation	₦320,240,860.33
Donations and grants to government (National and Sub-National)	₦262,261,564.03
Donations and grants to CSOs/NGOs and development bodies	₦200,860,777.68
Others	₦612,589,554.33
Total	**₦2,355,586,868.43**

Supporting rural initiatives in Congo.

Staff in cultural attire celebrating cultural day at HQ.

Ibese DCP day out with elders.

Nature positive future

Nature's critical role has been increasingly recognised within the business and finance community in decision-making, from operations to value chains and investments.

The concept of a nature-positive future is about our collective survival and well-being by increasing resilience to climate change. Dangote Cement's approach aims to be as comprehensive as possible in actions to assess, commit, transform and disclose impacts and dependencies on nature. We embrace this journey by highlighting contributions towards a nature-positive future rather than claiming to have arrived at the nature-positive destination.

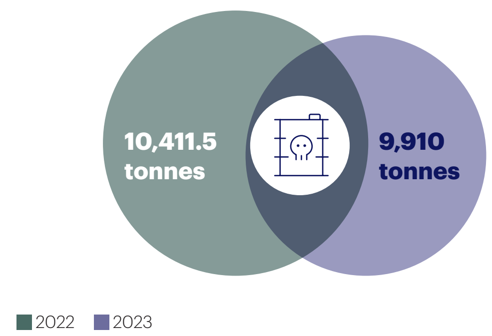
In a drive for environmental conservation supporting the Ethiopia government's Green Legacy initiative, Dangote Cement Ethiopia plc (DCE) continued its collaboration with local communities on ambitious tree-planting goals. The campaign's goal is to promote reforestation, combat deforestation, and mitigate climate change by carbon sequestration to preserve a positive future. In this direction, between 2021 and 2023, 639,200 seedlings were planted. In 2021, 502,000 trees were planted, 100,200 in 2022, and, subsequently, the plant achieved 37,000 trees planted in 2023.

Water and effluent management

Our contribution to conserving water for a nature-positive future supports our sustainable water use practices. In cement plants, water helps in the control of temperature, dust suppression and to enhance the milling and washing of equipment. We optimise water consumption by reducing freshwater withdrawal. In 2023, we implemented water efficiency campaigns for stormwater management, rainwater harvesting, and water treatment and efficiency campaigns. Accounting for water withdrawal sources and discharge also supports our contribution to SDG 6 – clean water and sanitation. Actions include utilising effluent treatment plants (ETP) for sewage treatment before reuse or discharge. Drainages help to curb waste in a closed-loop system. In 2023, we participated in the United Nations World Water Day to highlights the importance of fresh water and advocate sustainable management of water resources.

In compliance with industry guidelines, our total water consumption in 2023 for all operational locations was 5,985 megalitres, a 4.76% decrease in water consumption compared to 2022, which was 6,284 megalitres due to a reduction in the use of dam water as a water source. Water consumption per tonne of cementitious material was 225 litre/tonnes, a 3.9% decrease from 2022 figures. Water sources comprised surface water at 2.35%, groundwater at 49.87%, rainwater at 0.07%, municipal water at 2.70%, quarry at 8.84% and dam at 36.17%. In 2023, we participated in the United Nations World Water Day, celebrated every March 22. The event highlights the importance of fresh water and advocates sustainable management of water resources.

Non-hazardous waste generated

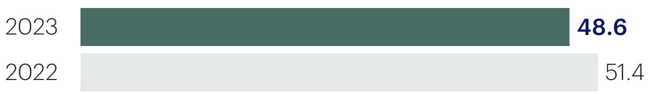


From segregation to a circular economy

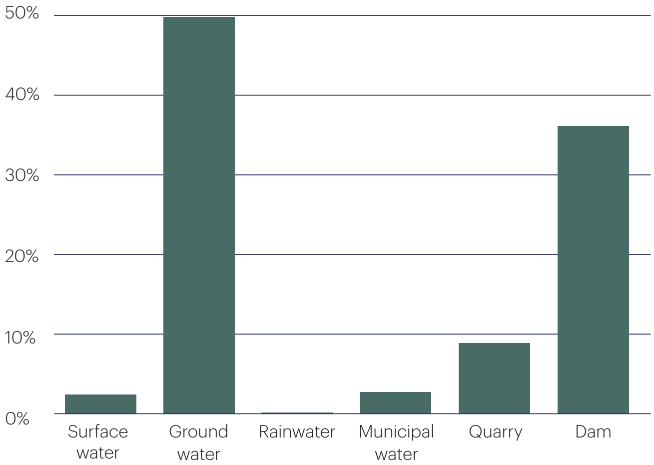
From a life cycle perspective, industrial waste collection, disposal and recycling play a pivotal role in building a circular economy model. Our waste management system aims to move away from the linear model in trying to extend the life of materials through reuse, recycling and effective disposal. One way we do this is through waste segregation. When waste is sorted correctly, it can produce new products, thereby saving on the consumption of virgin resources. In 2023, waste categorised as non-hazardous decreased by 5% from 10,412 tonnes in 2022 to 9,910 tonnes in 2023, while waste reused or recycled, which were diverted from landfill weighed 8,374 tonnes. Contributing to the 22% increase in waste diverted from landfills was the increased utilisation of waste in the pyro process of production. In total, 40,381 tonnes of waste was diverted from disposal in 2023, a record 432% increase compared to 2022 at 7,591 tonnes.

Obajana plant community cleanup.

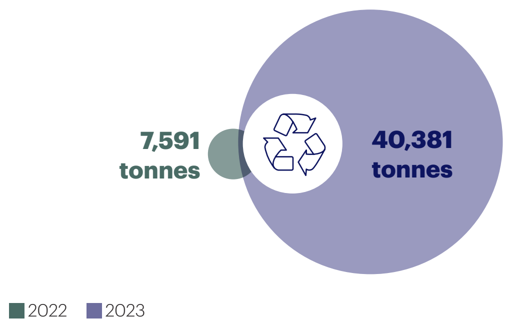
Water consumption



% Water withdrawal based on sources in 2023



Waste diverted



The future comes to us every second; therefore we must produce and consume sustainably as a lifestyle".

John Olalokun
Tanzania Sustainability Lead

DangCircular initiatives

We have learned about reintegrating materials into the economy through our model initiative, DangCircular. Effective waste disposal and resource recovery require integrating sustainability in product design, extraction, production and consumption. DangCircular stimulates life-cycling thinking for exploring innovations in recycling and upcycling production outputs, including our packaging material. Beginning with a head office pilot of paper and plastic waste, the project identified trends in paper consumption and sought to address them. Following various campaigns and advocacy, DangCircular recycle bins collected and recycled 1.89 tonnes of single-use plastic and paper waste. Through the initiative, staff volunteers explored their creativity in DCP's downstream value chain by repurposing used cement bags into items such as lunch bags, shopping bags, and shoe racks. Beyond waste management. DangCircular is a powerful force that drives positive change and combats the waste epidemic. As our staff actively engage in cleanup initiatives, spreading awareness and advocating for sustainable practices, we believe we are creating a cleaner, healthier environment for current and future generations.

DangCircular champions showcasing creative items made from cement bags.

Tanzania Plant Director at the launch of the Hali ya hewa, DCP's first Climate club.

Minimising impact on biodiversity

The impact of the cement industry on biodiversity includes the emission of pollutants and the disruption of ecosystems in the resource extraction process. Some solution to this problem is maintaining compliance with progressive mines rehabilitation plans, conservation of flora and fauna, wildlife preservation. From our experience, our quarries and mines have also provided a habitat for plants and animals that may have been displaced during the expansion of rural and urban development activities where sustainability actions are taken.

Case study: The flourishing garden of Senegal - Layti Ndiaye, Head of Mines, Senegal

As a child, Layti developed his interests for flora and fauna from living close to a classified forest in Mbao Senegal and through reading the book "Journey to the centre of the earth (1864)" by Jules Verne. These early impressions sparked up his interest and passion in planting different kinds of trees. As head of mining and production in DCP Senegal (DCS), it was only natural that part of his mine's rehabilitation was reforestation and particularly the grooming of fruit gardens. The Senegal fruit orchard now has 383 trees producing soursop, mangoes, guava and tangerine fruits. The neighbouring communities of DCS collaborate in planting a double-sided green wall of trees around the plant. The 'green wall' is made of 267 trees within an 800 meter radius. Community members appreciate the wall for supporting the ecosystem and providing habitat for wildlife.

Case study: Wildlife preservation in Pan-Africa

DCP Zambia is in the rural area of Masaiti district, an area dominated by Miyombo woodland which provides a habitat for animal species such as snakes. The snakes support the maintenance of the ecosystem as they help control the rodent population and reduces damage of crops. To prevent their extinction, DCP Zambia developed the biodiversity management plan in compliance with Zambia's Wildlife Act No. 14 of 2015, Forest Act No. 4 of 2015 and the Mines and Minerals Development Act. Among mitigation measures implemented under this programme, specialised staff were trained in snake capture and relocation to safe habitats. The snake capture emergency line was set up and progressive rehabilitation actions taken to restore habitat reported to have been disturbed. So far, 13 snakes captured include Cobras, Gabon Vipers and Puff Adders. The snakes have since been safely relocated to thrive in safe environments.

Biodiversity helps us protect ecosystem in our communities.

Sustainability has this ability to spark innovation and tailor change in everyone."

Arianne Kenne
DCP Cameroon Sustainability Lead

CNG Station in Tanzania.

Scientifically, it is established that climate and biodiversity are connected. Dangote Cement recognises that changes to one affect the other and vice versa; hence, we take measures to protect biodiversity."

Oyekemi Oyelola
DCP Sustainability Manager

Climate action

It is widely held that Africa has the least historical contribution to greenhouse gas emissions, yet it is disproportionately affected by climate change.

Some African governments have expressed concern that net zero commitments ignore historical responsibility and is likely to exacerbate inequalities between countries. Dangote Cement's position on a just energy transition in Africa supports investments in the short term to enable the continent to meet its energy needs while working to achieve development goals and eliminate poverty. Dangote Cement demonstrated leadership in climate change governance as the first concrete step on the pathway for emission reductions. In 2023, further actions for a just transition were implemented.

Transition plan for climate change mitigation

Dangote Cement recognises the global challenge climate change poses in the society particularly within the African continent which informed the launch of its climate change policy in 2023. Our transition plan for mitigating climate change involves the engagement of stakeholders in the management of potential impacts of transition plan on workers, local communities, and vulnerable groups. We are exploring ways of working across the built environment supply chain to create demand for green and low-carbon cement and concrete innovations.

In line with our countries updated NDCs, which map out emission reduction targets for different sectors, Dangote Cement set emission reduction targets in 2023 in preparation for setting science-based targets in 2024. Mitigation potentials the Company considers are energy efficiency, investments in renewable energy to reduce energy-related emissions and other industry-specific initiatives like improving the clinker factor, waste heat recovery and advanced technology-based solutions. Economic considerations and participation in the carbon market will support the cost of the transition plan. Responsible for overseeing and implementing the – transition plan will be a dedicated team of experts assigned to work with industry and government-led bodies. One such platform is the GCCA Net Zero Africa Accelerator Programme, which is an avenue for member companies to develop net zero plans. Dangote Cement participates actively in Senegal, Congo, Tanzania, and Nigeria.

Climate change adaptation

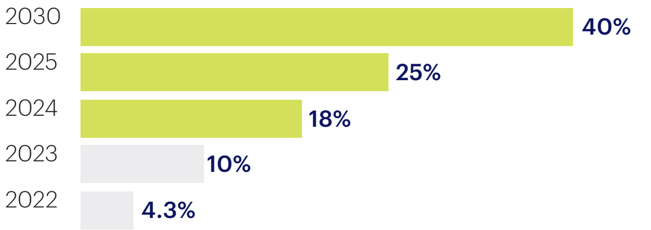
Adaptation is considered a climate business in Africa because of the reliance on climate-vulnerable sectors such as energy, tourism, water and agriculture to survive and grow the economy. Dangote Cement adopts adaptation practices related to the built sector, including nature-based solutions such as tree planting, water and biodiversity conservation, as well as waste management, including agro-waste utilisation as an alternative fuel. By their effectiveness through pilots, we assess their potential for scaling up. Soil conservation measures, water harvesting, livelihood diversification and capacity building are critical in strengthening adaptation capacities. Supporting communities' actions on land and water is already seen as a practical adaptation practice. Other adaptation actions implemented targeted youths and children in schools. In our climate literacy campaigns, we reached 50 students with resources on recognising the effects of and coping with climate change. Leveraging environmental campaigns and commemorative days, DCP creates awareness and advocates the participation of its value chain in decreasing the impact of climate change on the environment. The Hali Ya Hewa Climate Club of Tanzania is an example of actions to promote afforestation/reforestation in Tanzania. The climate club of our Tanzania plant is on a mission to plant at least 50,000 trees by 2030 while it creates climate awareness among its neighbouring communities.

Tanzania CEO and Head, Sustainability kick off mines tree planting.

Just transition

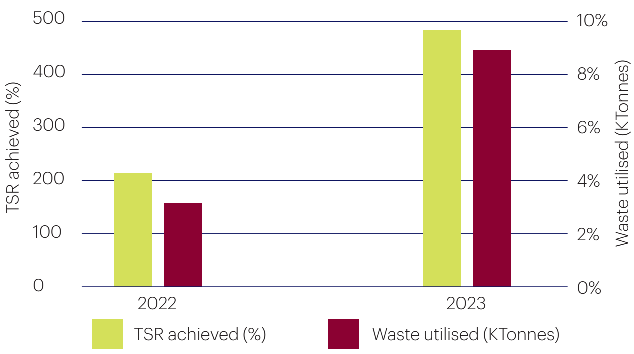
Local action needed to mitigate and adapt to climate change will have a transformative impact on all societies and communities, notably by the implications for employment creation and income opportunities for Africans. This informs Dangote Cement's strategy to reduce dependency on fossil fuels through alternative fuels. Alternative fuels are waste resources derived from non-primary materials, agro-based products or by-products of fossil fuels. This circular economy business model is not just about reducing CO_2 emissions through thermal substitution or saving the cost of energy; it is also a pathway to the just transition. Dangote Cement harnessed opportunities to transform the livelihoods of skilled and unskilled workers through the alternative fuel value chain in Zambia, Senegal, Tanzania, Ethiopia, Congo and all plants in Nigeria.

DCP Thermal Substitution Rate targets

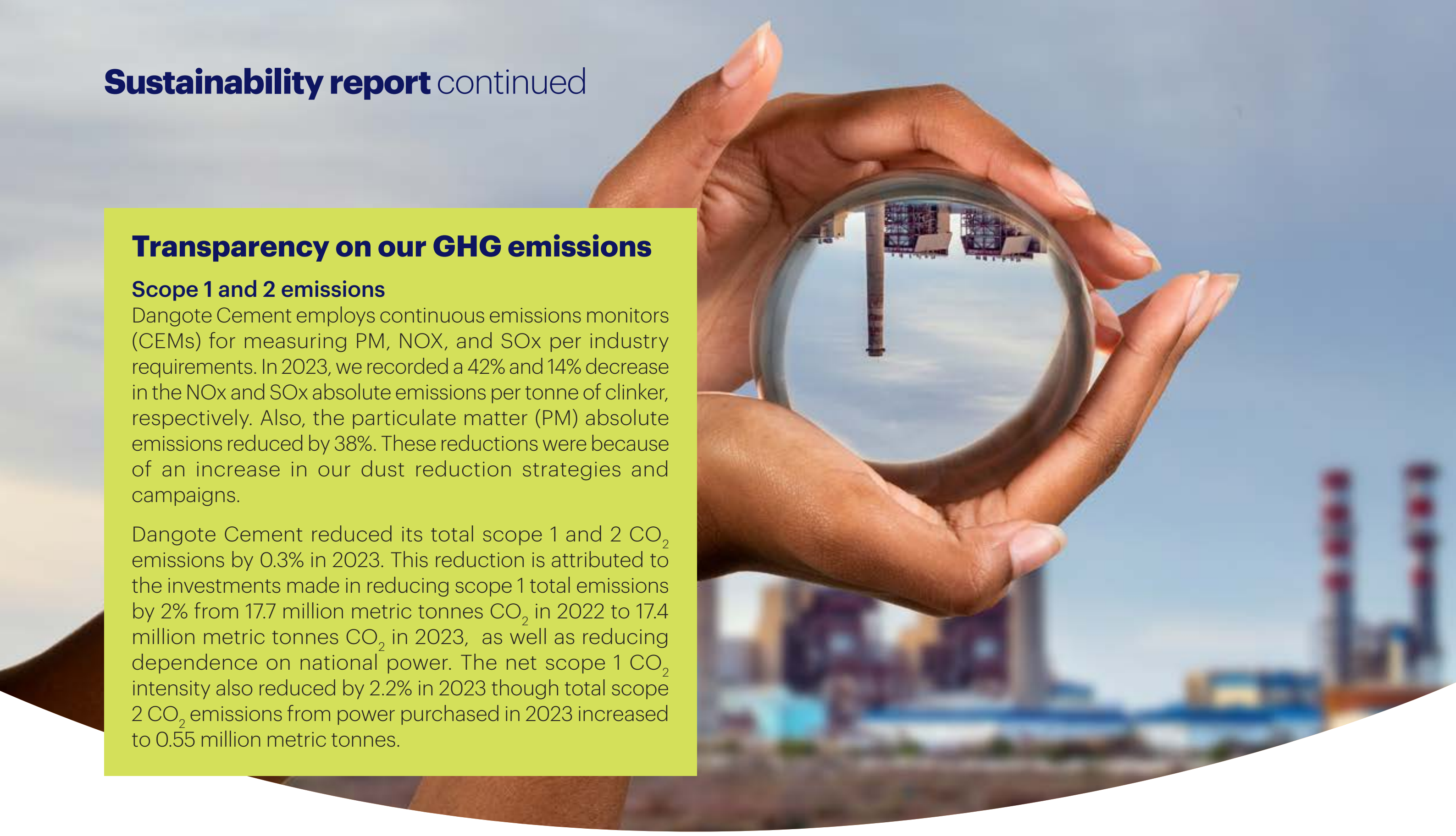


In the first phase of the alternative fuel project, we installed in-house waste feeding systems to maximise co-firing of wastes such as damaged cement bags, carbon black, sawdust, scrap tyres, fly ash, plastics, whole tyres and tyre chips, and agro-waste such as palm kernel shell, rice husk, peanut shell, cashew nutshell, coffee husk, coconut shell and sugarcane bagasse. Recent additions include paper waste, damaged cement bags and ultrafine coal waste. The technology integration phase commenced in 2022 when AF pre-processing and co-processing equipment installation was completed. Some countries' progress was stalled due to resource accessibility and other disruptions. As a result, the project's current focus is strategic engagement with government institutions to improve regulations and structures around waste management. Despite these challenges experienced in the year, the thermal substitution rate from alternative fuels attained 9.7% in 2023 compared to 4.3% in 2022, with about 446 KTonnes of waste co-processed in the kilns compared to 157 KTonnes in 2022. We achieved a 184% increase in waste utilisation compared to 2022. As the demand for more waste streams increases, logistics management requires support, and more hands are needed to source the materials. To this end, we recorded 59 direct jobs created in the Alternative Fuel value chain and 417,700 indirect job opportunities created in the AF value chain.

TSR rates vs. waste utilised



Strategic report



Transparency on our GHG emissions

Scope 1 and 2 emissions

Dangote Cement employs continuous emissions monitors (CEMs) for measuring PM, NOX, and SOx per industry requirements. In 2023, we recorded a 42% and 14% decrease in the NOx and SOx absolute emissions per tonne of clinker, respectively. Also, the particulate matter (PM) absolute emissions reduced by 38%. These reductions were because of an increase in our dust reduction strategies and campaigns.

Dangote Cement reduced its total scope 1 and 2 CO_2 emissions by 0.3% in 2023. This reduction is attributed to the investments made in reducing scope 1 total emissions by 2% from 17.7 million metric tonnes CO_2 in 2022 to 17.4 million metric tonnes CO_2 in 2023, as well as reducing dependence on national power. The net scope 1 CO_2 intensity also reduced by 2.2% in 2023 though total scope 2 CO_2 emissions from power purchased in 2023 increased to 0.55 million metric tonnes.

GHG emissions reduction target setting and progress

Cement production inherently generates emissions, making GHG reduction and pollution control pivotal aspects of cement sustainability. Production is a high thermal and electrical energy-demanding process where heat energy is predominantly generated using conventional and alternative fuels. Conventional fuels used include coal, natural gas, diesel, and low-pour fuel oil (LPFO). Total kiln and non-kiln energy consumed in 2023 was 101,530 TJ, a 6% increase from 95,786 TJ in 2022 predominantly due to increased alternative fuel consumption. The specific heat consumption (SHC) increased from 795 Kcal/kg in 2022 to 819 Kcal/kg of kiln fuels in 2023.

To mitigate the impact of our energy use and other sources of CO_2 in our operations, Dangote Cement outlined its commitment to climate change in its policy, which acknowledges the goal of the UNFCCC Paris Climate Change Agreement to limit global warming to well below 2oC. In continuation of our actions to reduce emissions in the base year of 2021, DCP developed CO_2 reduction emissions targets covering scope 1 and 2 emissions. In 2023, the implementation of CO_2 reduction initiatives focused on thermal energy substitution, alternative fuels and raw materials, clinker substitution (CK ratio), electrical energy management, operational efficiency and tree planting campaigns. Identifying potential levers and opportunities for reduction in all our plants sets us on a course to achieve Group-wide emission reductions for the short term, 2030 and ultimately reach net zero. Following the scientific validation of our emission reduction targets in 2023, the business plans to communicate its net zero roadmap in 2024. The Company roadmap will align with GCCA's Net Zero Roadmap.

While carbon offsetting offers a solution to meet GHG reduction targets by enabling companies to fund emission reduction projects. Dangote Cement's approach in the short term will rely on reducing its own emissions and scaling up removals before external efforts are introduced.

DCP Tanzania Hali ya Hewa club members.

> **"We are dedicated to addressing Africa's increasing fundamental requirements in energy, food, and infrastructure. Despite the inherently carbon-intensive nature of these industries, we strive to manufacture and distribute in the most fuel and energy-efficient manner feasible. Our steadfast commitment lies in continuous learning, development, and improvement to reduce emissions' impact on both Africa and the global environment."**

Aliko Dangote
Chairman

AFR case study

DCP Zambia implemented the fertiliser support programme in October 2022 to increase the host community cooperatives' capacity to supply biomass to the Plant Alternative Fuels (AF) project and promote food security. The programme saw an increase in annual maize production in the area from 0.25 tonnes to an impressive 3.9 tonnes per beneficiary household and created over 600 green jobs between May 2023 and December 2023. This programme empowered beneficiaries like Beatrice Alimasi, whose maize production soared from 5x50kg bags to 78 bags annually – enough to last a whole year. Now a contributor to the national food basket through the sale of surplus maize to Zambia's Food Reserve Agency (FRA), Beatrice is currently serving as a Secretary in Kamitondo Community Women's Cooperative, which was formed with support from DCP Zambia Sustainability Champions. She has also opened a grocery shop in her village, using funds raised from the sale of surplus maize and providing access to essential products that would otherwise require a trip to the nearest market, about 20km from her village.

Removals within the value chain

Africa has significant natural capital, holding 17% of the world's forests and 31% of woodlands globally. However, this natural capital is rapidly degrading due to climate change and other anthropogenic drivers. Dangote Cement believes that investment in restoring Africa's biodiversity can generate short– term and long-term social and economic benefits for countries and communities while achieving CO_2 removals in the value chain.

Case Study: Leading our Alternative Fuel Project

The Dangote Cement Alternative Fuel (AF) Project led by Peter Anagbe shows Dangote Cement's commitment to creating a sustainable environment. Peter's fervent dedication to the AF Project is driven by a commitment to mitigating DCP's carbon footprint. Beyond environmental objectives, the project emphasises sustainable production, skills development, and the empowerment of local communities, with a particular focus on the active involvement of women in the waste management value chain. Peter carefully selected a team that is committed to core values and possesses the soft skills crucial for navigating the complexities of the project. In 2023 alone, the project co-processed over 270,000 tonnes of agro-waste and biomass, underscoring its positive impact on employment and community development. The initiative has opened up new possibilities in energy recovery and positioned waste as a valuable resource, leading to cost savings and a cleaner environment. The project's impact extends beyond the workplace, positively affecting collaborators and stakeholders.

The AF Project utilises cement kiln technology to create an optimal environment for co-processing waste, ensuring the elimination of harmful emissions and residues. This eco-friendly approach not only diverts waste from landfills but also offsets fossil fuel usage, contributing significantly to resource conservation and a reduced carbon footprint.

Looking to the future, the AF Project holds immense promise for Africa. As the continent experiences population growth and infrastructural development, the project aims to harness the potential of additional waste, converting it into valuable resources for a greener and sustainable future. This forward-looking approach aligns with broader economic development goals, energy security, and technological advancement.

Dangote Cement Plc takes pride in the success of the AF Project, showcasing its commitment to sustainability, community development, and being at the forefront of innovative solutions in the cement industry.

Removing CO_2 in the value chain can also be achieved by offsetting carbon through afforestation, tree planting, and nurturing habitats which protect biodiversity. By working with the local community and the authorities, we planted 59,088 trees in 2023 to help restore degraded landscapes and increase water resources. Central to achieving this was our partnership with the Ethiopian government's bid to break a world record for the highest number of trees planted. Dangote Cement has supported this initiative, launched in 2019 with a target of planting 20 billion seedlings within four years.

Stockpiling of agro-waste to be utilised as alternative fuel at the Obajana plant.

Ratings and recognitions

As a form of social proof of our commitment to sustainability, we have leveraged our relationships with stakeholders and partners whose trust we have earned over the years. They include industry associations, business analysts and, in some cases, civil society.

Endorsement of our efforts

In a decade to deliver infrastructure for achieving net zero cement in 2050, Dangote Cement actively participates in the GCCA's actions to develop a continental Net Zero Roadmap. As a leader in the building sector of Africa's most populous country, Dangote Cement was ranked 2nd highest among Nigeria's top companies in 2023, by analysts with a 71% rating in ESG reporting. Dangote Cement's economic strength has earned the business an AA+ rating for commitment to excellence and responsible business practices. The Company aligns with the GCCA's decarbonisation roadmap and seeking ways to adopt and adapt local action in countries of operation. Other industry activities include the "From Global Commitment to Local Action" initiatives, which showcase member companies' efforts on decarbonisation. On local industry matters in Nigeria, Dangote Cement supports the Technical Committee of the Cement Manufacturers Association of Nigeria (CMAN) in developing local industry's CO_2 reduction plan. In Cameroon, the Company is part of a government-driven consortium to decarbonise the Cameroon Cement industry, including contributing to the country's Nationally Determined Contributions (NDC) of which a solar lighting project at Penja Mines Cameroon was delivered in 2023. Similar collaborations are ongoing with the GCCA Africa Net Zero Roadmap Accelerator in Tanzania and Congo.

Dangote Cement earned a suite of awards in 2023, underscoring the Company's commitment to continuous improvement and excellence. DCP was recognised as The Change Maker in Sustainability by the Industry Newspaper. We are also listed as the 2023 Sustainability Leader by SISA (Sustainability Impact and Sustainability Award), with Community Impact and Community Engagement (SITEI, CAHR) recognition. DCP was also honoured as the Most Outstanding Cement Manufacturing Company in Women Empowerment by Women in Marketing and Communications; and crowned as a Sustainability Champion in the Extractive Industry by ECOSEA (Environmental Conservative Society for Extractive Activities). The awards accentuate Dangote Cement's achievements, recognising its performance in sustainability, community impact and environmental conservation in the cement and concrete industry. Dangote Cement won the 2023 FMDQ Gold award for Largest Corporate Bond Lodgement on FMDQ, Largest Commercial Paper Quotation on FMDQ and the Most Active Corporate in the Foreign Exchange Market.

Dangote Cement management staff at the Nigerian Exchange Group.

We support the Global Association's decarbonisation mission, seeking ways to adopt and adapt local action in countries of operation. Other industry activities include the "From Global Commitment to Local Action" initiatives, which showcase member companies' efforts on decarbonisation. On local industry matters in Nigeria, Dangote Cement supports the Technical Committee of the Cement Manufacturers Association of Nigeria (CMAN) in developing local industry's CO_2 reduction plan.

Reporting practice

Dangote Cement's 2023 Sustainability Report presents the Company's sustainability performance from 1 January 2023 to 31 December 2023. This Sustainability Report provides a transparent account of how Dangote Cement addressed its material ESG exposures in 2023 and details the Company's efforts to deliver lasting value to stakeholders. The Sustainability Report is combined with Dangote Cement's 2023 financial results under statutory and regulatory reporting obligations. It focuses on reporting the ESG performance of Dangote's current operations, over which we have management control. It covers the performance of DCP in Nigeria and Pan-Africa, including Cameroon, Congo, Ethiopia, Ghana, Senegal, Sierra Leone, South Africa, Tanzania and Zambia. This Sustainability Report is prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards and aligned with the Global Cement and Concrete Association (GCCA) sustainability charter. In addition, the report is aligned with the UN Global Compact Principles and compliant with the Securities and Exchange Commission (SEC) Code of Corporate Governance and the Nigerian Exchange Group's (NGX) Sustainability Disclosure Guidelines.

In adherence to reporting requirements, we conducted materiality assessment surveys and stakeholder engagement exercises to understand issues of critical concern to our stakeholders. The problems identified and our economic, environmental, and social impact determined the material topics covered in this report. The data utilised for this report underwent multiple layers of review and validation and represents the most accurate, reasonable, and balanced representation of the DCP's material sustainability areas of impact and opportunity at publication.

For more information, please contact Igazeuma Okoroba, General Manager, Sustainability, igazeuma.okoroba@dangote.com.

Additional information

1. ESG performance dashboard
2. External assurance report
3. GRI content index

ESG performance Dashboard

Environmental indicators	2021	2022	2023
CO_2 emission (absolute)			
Total scope 1 emissions in the reporting year (million metric tonnes)	18.8	17.7	**17.4**
Gross absolute direct CO_2 emissions (million metric tonnes)*a	17.0	16.0	**15.6**
Net absolute direct CO_2 emissions (million metric tonnes)	16.9	15.9	**15.3**
CO_2 from on-site power generation (million metric tonnes)	1.8	1.7	**1.8**
Total scope 2 CO_2 emissions from power purchased (million metric tonnes)	0.2	0.3	**0.6**
Direct CO_2 emissions intensity (scope 1)			
Gross CO_2 per tonne of cementitious material (kg CO_2/tonne)	609	595	**585**
Net CO_2 per tonne of cementitious material (kg CO_2/tonne)*b	606	590	**577**
Energy (thermal and electrical)			
SHC clinker production MJ/tonne clinker *c	3,337	3,330	**3,428**
Conventional fossil fuel (% of kiln fuels)	0.979	0.961	**0.875**
Alternative fuel rate (% of kiln fuels)	0.019	0.027	**0.040**
Biomass fuel rate (% of kiln fuels)	0.002	0.012	**0.080**
Total energy consumption (Kiln) in TJ	71,118	66,247	**66,306**
Total energy consumption (Plant) in TJ	101,355	95,786	**101,530**
% of total plant energy consumed per source			
Petroleum Coke/Coal mix	0.6	0.0	**0.0**
Coal	41.0	42.6	**46**
Natural Gas	51.3	48.7	**41**
Diesel	3.7	3.2	**1.5**
Petrol	0.0	0.0	**0.0**
LPFO	0.0	0.7	**0.3**
Electricity	1.9	2.1	**2.3**
Alternative fuel (fossil and biomass based)	1.5	2.7	**8.5**
Clinker/cement (equivalent) factor (%)	0.77	0.74	**0.73**
Water management			
Total water withdrawal in (million m3)	8.16	6.81	**6.56**
Water withdrawal by source			
Groundwater (% of total)	0.51	0.51	**0.50**
Municipal water (% of total)	0.07	0.01	**0.03**
Quarry (% of total)	0.20	0.12	**0.09**
Other (Dam, etc.) (% of total)	0.21	0.36	**0.36**
Total water Consumption/utilisation in (million m3)	7.57	6.28	**6.0**
Water recycled/reused (million m3)	0.21	0.22	**0.46**
Water withdrawal per cementitious product (lit/tonne)	292	253	**246**
Water Consumption per cementitious product (lit/tonne)	271	234	**225**
Waste Management			
Total waste generated (ktonnes)	16.4	11.1	**80.1**
Total waste recycled/reused (ktonnes)	—	7.6	**40.4**
Total AFR waste consumed (ktonnes)	89	157.0	**446**
Continuous emissions monitoring systems coverage (Dust, NOx, SOx)			
% of clinker produced with CEMS coverage (dust, NOx and SOx)	0.9	0.9	**0.6**
Dust: % of production with dust measurement	1.0	1.0	**1.0**
NOx: % of production with NOx measurement	0.9	0.9	**0.9**
SOx: % of production with SO_2 measurement	0.9	0.9	**0.6**
Particulate & Gaseous Emissions			
Total absolute kiln dust emissions (tonnes)	2,973	1,937	**1,204**
Specific Dust (g/tonne of clinker)	140	97	**61**
Specific NOx (g/tonne of clinker)	—	1,073	**619**
Specific SOx in (g/tonne of clinker)	—	195	**168**
Trees planted			
Total number per annum	510,636	123,253	**59,088**

*a 2021, 2022 and 2023 data consolidated based on the Global Cement and Concrete Association's (GCCA) definition of total direct CO_2 emissions – as direct CO_2 emissions originating from fossil carbon, i.e., excluding CO_2 emissions from biomass which are considered climate neutral and CO_2 from on-site electricity production.

*b Specific CO_2 for 2021, 2022 and 2023 consolidated to CO_2/tonne cementitious product with GCCA Cement CO_2 and Energy Protocol, Version 3.1 GNR 2.0.

*c Specific heat consumption for 2021, 2022 and 2023 consolidated with GCCA Cement CO_2 and Energy Protocol, Version 3.1 GNR 2.0.

Social indicators	2021	2022	2023
Employee hire & attrition			
New hires	1,061	1,172	**1,478**
Attrition	444	737	**839**
Population			
Male population	8,726	11,006	**11,023**
Female population	782	977	**1,028**
Communities – grievances			
Community grievances reported	124	211	**82**
Community Grievances Closed	86	169	**58**
Communities – projects/engagements			
Number of Completed Community Projects	67	71	**89**
Community engagements	675	763	**810**
Total CSR intervention spending (₦'million)	2,490	1,897	**2,356**
General Training			
Number of employees trained	24,641	16,815	**34,921**
Number of training hours	156,899	313,192	**185,270**
Sustainability Training			
Number of employees trained	281	598	**337**
Number of training hours	1,188	1,478	**1,642**
HSE Training			
Number of staff trained on HSE	15,392	27,450	**30,073**
Total number of hours for staff training on HSE	30,784	109800	**120,292**

Governance indicators	2021	2022	2023
Business ethics			
Number of whistleblowing	34 (15% resolved; 85% ongoing)	71 (41% resolved; 59% ongoing)	**60 (52% resolved; 48% ongoing)**
Gender diversity			
Females at senior management level	9%	15%	**11%**
Females at Executive Management	12%	13%	**14%**
Females in total workforce (Permanent Employees)	8%	9%	**9%**
Economic performance			
Contribution to household income:			
• Direct contributions to household income (salaries, wages, and dividends) (₦'million)	397,387	496,634	**593,594**
• Indirect contributions to household income (taxes, local procurement, and social investments are) (₦'million)	445,114	648,763	**962,105**
Local content			
Local Procurement (₦'million)	409,216	496,349	**793,620**
Imported (₦'million)	223,744	300,937	**314,463**
Total procurement spending (₦'million)	632,960	797,286	**1,108,083**

Corporate governance

Corporate governance


DANGOTE
CEMENT

A culture of strong governance

Esteemed shareholders, it brings me immense pleasure to present the Corporate Governance Report, which is an integral component of the Directors Report and sets out the guiding principles that governs the operations of Dangote Cement Plc.

Corporate Governance Framework

Our Board of Directors has instituted a robust Corporate Governance Framework, addressing pivotal aspects such as the Board's mission, its composition and Committees, Directors duties and remuneration, the role and evaluation of the Group Managing Director and the strategy for Board and Executive succession. The Board consistently monitors corporate governance developments and reviews the Corporate Governance Framework as deemed necessary. Our governance ethos is tailored to foster fairness, integrity and transparency in all business endeavours.

Role of the Board of Directors

Central to our corporate governance framework is our Board of Directors, serving as the paramount decision-making body of the Company, except for matters expressly reserved for, or shared with, the shareholders. The roles and obligations of the Board and its Committees are outlined in the respective Board and Committee Charters. The Board is answerable for the Company's operations, strategy formulation, risk oversight, financial performance, and the overarching corporate governance framework.

Composition of the Board

As of December 31, 2023, the Board was comprised of 15 Directors, boasting expertise spanning manufacturing, finance, engineering, business and law. Collectively, they bring a wealth of experience vital for charting the Company's strategic course and ensuring the realisation of its business objectives. The Board consists of myself, the Group Managing Director, the Group Deputy Managing Director, five independent Non-Executive Directors and seven Non-Executive Directors.

In my capacity as the Chairman of the Board, I serve as a conduit between the Board and Management, facilitated through the Group Managing Director. I oversee the governance of the Board and collaborate with the Group Managing Director and the Company Secretary to set the agenda, drawing insights from fellow Board members. Consistent with the SEC Guidelines and the NCCG Code ("the Corporate Governance Codes"), the roles of the Chairman and Group Managing Director are distinct, each held by separate individuals. Arvind Pathak and Philip Mathew, serving as Group Managing Director and Deputy Group Managing Director, respectively, spearhead strategy execution and daily operations management of the Group, aided by the Executive Committee (ExCo).

The Board periodically evaluates the independence of the Independent Non-Executive Directors in line with the Corporate Governance Codes, affirming their autonomy in character and judgement. Non-Executive Directors contribute diverse international perspective, leveraging their senior roles across industry, finance or public service. We deem the current Board size and composition appropriate, with a commitment to enhancing gender diversity.

Company Secretary's Role

The Board is supported by the Acting Company Secretary and General Counsel, Edward Imoedemhe who provides support and guidance to the Directors on their duties, powers, and responsibilities. He ensures procedural compliance and regulatory adherence essential for the Board's operations, in addition to serving as as Secretary to all Committees meetings.

Board Committees

The Board exercises governance through dedicated Committees, each equipped with specific mandates sanctioned by the Board. All Committee Chairs furnish reports on proceedings of their Committee meetings during Board meetings. The Board currently has four Committees – the Audit, Compliance and Risk Management Committee; the Finance and Investment Committee; the Sustainability and Technical Committee; and the Remuneration, Governance and Nomination Committee. Reports from these Committees, are found on pages 90 to 94.

Delegation to Management

The Board delegates the responsibility for implementation of the Company's strategy and Group management to the Group Managing Director and Deputy Managing Director, who are supported by the Executive Committee. Profiles of the Executive Committee members can be found on pages 83 to 85.

Directors Appointment and Re-election

The Board Remuneration, Governance and Nomination Committee, spearheads the appointment process, adhering to the Board Appointment Policy and evaluating nominees against predefined membership criteria and experience. Newly appointed Directors receive appointment letters delineating their roles, tenure, responsibilities and powers. Our Tenure Policy, aligned with Corporate Governance Codes, stipulates term limits and renewal criteria, subject to satisfactory performance. According to the Policy, an Executive Director serves for initial term of three years, a Non-Executive Director for an initial term of three years with additional terms of three years each; and an Independent Non-Executive Director for an initial term of three years with additional terms of three years each. The terms are renewable, subject to satisfactory performance. Non-Executive Directors who are 70 or more years of age are disclosed to shareholders at Annual General Meetings in line with the Companies and Allied Matters Act, 2020 (CAMA).

All Directors are required to retire by rotation and stand for reappointment at least every three years in compliance with the provisions of CAMA and the Corporate Governance Codes. At the upcoming Annual General Meeting, Devakumar Edwin, Dorothy Udeme Ufot SAN, Halima Aliko-Dangote, Philip Mathew and Abdu Dantata will retire by rotation and be presented for re-election. The Board recognises the need to reinforce its effectiveness by injecting new members, fresh ideas and perspectives. We therefore, welcome Mr. Alvaro Poncioni Mérian with his wealth of experience, to the Board, and anticipate the ratification of his appointment by shareholders at the upcoming General Meeting.

Director Induction and Development

As Chairman, I oversee induction and training programmes tailored to Directors needs and identified gaps, in consultation with the respective Directors. The Board has established an Induction and Training Policy for Directors and they receive periodic trainings and inductions. The Board is confident in its members' competence to fulfil the obligations expected of director of a listed company.

Board and Committee meetings

Meeting schedules for Board and Committees are predetermined, with timely distribution of meeting notices and related documents of Directors. Working alongside the Acting Company Secretary, I coordinate an Annual Agenda Plan, facilitating the fulfilment of Board and Committee roles as outlined in their charters. Board meetings were well attended with attendance of Directors surpassing the two-thirds requirement mandated by the Corporate Governance Codes. Directors' attendances at Board and Committee meetings are detailed on pages 197 to 198.

Central to our corporate governance framework is our Board of Directors, serving as the paramount decision-making body of the Company, except for matters expressly reserved for, or shared with, the shareholders."

Key matters considered during the year

The Board met five times during 2023 and details of key matters discussed at these Board meetings are indicated below:

Appointment of new Director	The Board in consideration of its internal processes, policies and best practice appointed an Independent Non-Executive Director. The appointment will enhance the Board's effectiveness and development.
Review and approval of budget	The Board reviewed and approved the Budget for the succeeding financial year.
Board and subsidiary Board meetings	The Board reviewed and approved Board and Committee Meeting dates for the succeeding financial year.
Quarterly and full year financial statements	The Board reviewed and approved unaudited quarterly accounts and the audited financial statements and submitted the latter to the shareholders to approve at the Annual General Meeting.
Proposal of dividends	The Board proposed a dividend for the financial year, which was approved by shareholders at the Annual General Meeting.
Quality/operational efficiency	The Board reviewed and approved several initiatives to enhance quality and improve operational efficiency in the Company.
Health, Safety, Security and Environment	The Board reviewed and approved systemic and strategic approaches to improve health, safety, social and environmental matters within the Company and its subsidiaries.
Transport	The Board reviewed and approved strategic approaches to improve transport operations in the Company.
Annual General Meeting	The Board resolved on the date, venue and other modalities for the Annual General Meeting of the Company.

Review of the Governance Framework and policy formulation

The Board ensures continuous reviews of the Company's governance framework. Further to these reviews, the Board approves the formulation of policies that are in line with good governance and has taken cognisance of the regulatory and business environment. These include:

Annual Agenda Cycle	This represents the minimum agenda to be considered by the Board and Board Committees considering the current information needs of the Board. Additional matters requiring the Board's attention are added as required.
Anti-Bribery and Corruption Policy	The policy demonstrates the Group's zero tolerance for all forms of fraud including but not limited to bribery, corruption, asset misappropriation and financial fraud. The Company has established an Anti-Fraud Programme that sets out the anti-fraud prevention and detection strategies.
Board Appointment Policy	This policy sets out the standards for the appointment of the Directors and aims to achieve a balance of experience and diversity amongst its Directors.
Board Development Policy	This policy seeks to institutionalise training and development of the Directors.
Board Evaluation Policy	This policy provides a systematic method of assisting Board members in the assessment of the Board's scope of operation and responsibilities.
Board Remuneration Policy	This policy reflects the Group's desire to sustain value creation for shareholders and aims to attract the requisite people to deliver the Group's strategy.
Board Reporting Framework	This provides guidance on information to be provided by Senior Management to the Board and Board Committees, to aid the discharging of their responsibilities in line with the Framework.
Board Tenure Policy	This outlines the criteria for ensuring the rotation and appointment of Board members in order to maintain continuity of experience and introduce people with new ideas.
Communication Governance Policy	This establishes guidelines for communication of general and price-sensitive information about the Company to stakeholders in line with regulatory requirements.
Complaints Management Policy	This policy has been designed in line with the requirements of the SEC's Rules. It defines a procedure for managing complaints from shareholders.
Conflict of Interest/Related Party Transaction Policy	This provides a framework to identify, and manage actual and perceived conflicts of interest.
Dangote Safety Golden Rule	This describes mandatory safety rules and regulations applicable to all staff, contractors and visitors.
Directors' Code of Conduct Policy	This sets out the standards that each Director is expected to adhere to while conducting his/her fiduciary duties. This Code is intended to provide guidance to Directors on ethical issues and help foster a culture of integrity.
Executive Management Remuneration Framework	This policy seeks to link performance and reward by providing a variable/at risk element of executive remuneration that encourages performance.

Group Executive Committee Charter	This Charter governs the operations of the Group Executive Committee (ExCo) of DCP.
Group HSSE Standards	These Standards describe the requirements for reporting and investigating HSSE incidents. They ensure DCP adopts a rigorous risk analysis process to make informed and productive decisions.
Insider Trading Policy	This Policy provides guidelines regarding the dealing in DCP's shares or securities on the basis of potentially price-sensitive information that is not in the public domain. The Company issues "Closed Trading Period" notifications to insiders as required by capital market regulations. Having enquired, we can confirm that all Directors complied with the Insider Trading Policy during the year.
Subsidiary Governance Framework	This articulates the framework to assist the Board of Directors in the governance of subsidiary companies, with the goal of achieving the Company's vision, strategic objectives and business goals.
Succession Planning Policy	This policy describes the process of identifying and developing successors for critical positions in the Company. The focus of this policy is to ensure that qualified people are available to fill vacancies at Executive Management level as and when needed.
Whistleblowing Policy	In line with the SEC Code and international best practice in corporate governance, this policy seeks to enable stakeholders raise concerns about possible improprieties without fear of reprisal.
Sustainability Policy	This Policy guides the Group's sustainability principles and the business operations are mainstreamed through the Dangote 7 Sustainability Pillars which include the financial, institutional, operational, cultural, economic, social and environmental pillars.
Climate Change Policy	This policy recognises the risk of climate change and identifies opportunities for mitigation and adaptation. The policy is developed in compliance with the goals and targets of the United Nations Sustainable Development Goals (UN SDGs), Paris Climate Change Agreement, Carbon Disclosure Project (CDP), Global Cement and Concrete Association (GCCA), National Policy on Climate Change (NPCC) amongst others.
Diversity, Equality & Inclusion Policy	Our Diversity, Equality and Inclusion policy outlines our commitment to a diverse workforce and how we implement this across our business operations. We recognise that our openness to diversity, equality and inclusion allows us to attract and retain employees with the best minds and skills, leading to enhanced innovation, creativity, productivity, and results for DCP.
Human Right Policy	Dangote Cement Plc upholds and respects internationally recognised human rights principles. This policy is informed by the Universal Declaration of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, the United Nations Guiding Principles on Business and Human Rights, the Principles of the United Nations Global Compact, the International Covenant on Civil and Political Rights (ICCPR), the International Covenant on Economic, Social, & Cultural Rights (ICESCR) and the Nigerian Labour Law.

Code of Ethics

The Board has formalised a Directors' Code of Ethics, setting out the standards of conduct expected from Directors. To this end, the Directors attest to a Code of Conduct annually. To inculcate good ethical conduct, the Company has also established a Code of Conduct for employees, which has been disseminated to all employees through the employee handbook.

Succession planning

The Board views succession planning as important for business continuity. To ensure its success, the Board has, established a Succession Planning Policy to ensure that there are processes in place to provide for the orderly succession of senior management.

Board and Directors' evaluation

In line with the provisions of the Corporate Governance Codes and in accordance with the Board Evaluation Policy, we conduct evaluations of the Board and individual Directors, as well as the Company Secretarial function. Upon completion, the results are given to the Chairman, who in turn provides assessment feedback to each Director. The result of the evaluation indicated that the Board and Corporate Governance framework is in compliance with the Codes of Corporate Governance. The process is designed to enhance Board performance, comply with regulatory requirements and demonstrate accountability to all stakeholders.

Shareholder engagement

As a Board of a premium-listed company on the Nigerian Exchange Group, our Board attaches importance to constructive relationships with all stakeholders. We have a dedicated Investor Relations team that reports to the Group Chief Financial Officer. The team is responsible for maintaining long-term relationships with investors and analysts. As Chairman, I also had engagements with investors to discuss matters of interest.

Annual General Meeting

The Annual General Meeting is the principal opportunity for the Board to meet shareholders and for me, as the Chairman, to give a report on the Company's activities during the year, and provide clarifications on issues raised by shareholders. Shareholders have the right to ask questions at the Annual General Meeting or submit them in writing to the Acting Company Secretary no later than 24 hours before the start of the AGM. The Notice of Annual General Meeting is sent to our shareholders, at least 21 days before the AGM is held. I hope the Annual Report, which outlines the work of our Board and its Committees during the year, will be informative to you as co-owners of the Company.

Aliko Dangote
Chairman
1 March 2024

Board of Directors

Aliko Dangote, GCON
Chairman

Date of appointment:
4 November 2002

Aliko Dangote is the Chairman of the Board of Directors, Dangote Cement Plc. He is the founder and President/Chief Executive of Dangote Industries Limited, the largest conglomerate in West Africa. A Business Studies graduate from Al-Azhar University in Cairo, Egypt, he started business in 1978, trading in commodities before he ventured into full-scale manufacturing. He has been conferred several honorary doctorate degrees from various prestigious Universities across the globe, including Coventry University in the United Kingdom (2016), the University of Ibadan in Nigeria (2016), and Ahmadu Bello University (2019). He is well known for his philanthropic engagements in local and international initiatives via the Aliko Dangote Foundation; committed to improving healthcare, education, and social wellbeing. In addition, he sits on the boards of notable international bodies involved in global economic growth, sustainable development, and healthcare initiatives. These include the JP Morgan International Council, the Clinton Health Access Initiative, the McKinsey Advisory Council, the International Business Council of the World Economic Forum, and the Harvard Advisory Council. The Nigerian Government conferred on him the Grand Commander of the Niger (GCON), the first person outside government functionaries to bag this honour.

Arvind Pathak
Group Managing Director

Date of appointment:
1 March 2023

Arvind Pathak is an experienced business leader who worked as MD and CEO of Birla Corporation Ltd before his appointment to Dangote Cement Plc. Prior to this appointment, he was the Chief Operating Officer and Deputy Group Managing Director of Dangote Cement Plc until 2021. With over 37 years of experience in the cement industry, he has worked most of his tenure in turning around businesses, operations and maintenance of plants, as well as leading important greenfield projects. Mr. Arvind Pathak also worked at Reliance Cement as CEO from 2008 to 2015. He was previously the Regional CEO of Associated Cement Company Limited. He obtained a degree in Electrical Engineering in 1980 and a postgraduate degree in Industrial Engineering and Management in 1982.
He has also been trained in several international management colleges and was a Fulbright scholar.

Philip Mathew
Deputy Group Managing Director

Date of appointment:
15 September 2021

Philip Mathew has over 35 years of experience in the cement industry, with large regional and international companies. Prior to joining Dangote Cement, he was Head of Cement Manufacturing Excellence for LafargeHolcim APAC region. He has worked across various countries in Europe and Asia, in different roles, leading plant, country and regional manufacturing teams. Apart from a background in leading operational excellence, he has broad-ranging experience in establishing and stabilising new cement plants and piloting transformational change in large industrial organisations. He is a chemical engineer from the Indian Institute of Technology (IIT), Madras.

Abdu Dantata
Non-Executive Director

Date of appointment:
22 July 2005

Abdu Dantata is a Non-Executive Director in Dangote Cement Plc and an Executive Director in Dangote Industries Ltd. He is also the Chairman of Agad Nigeria Limited, a trading and transportation company operating throughout Nigeria. He is a fellow of the Nigerian Institute of Shipping. He obtained an Executive Programme Certificate in Sales and Marketing from the Kellogg Senior Management School at Northwestern University, Chicago.

Devakumar Edwin
Non-Executive Director

Date of appointment:
22 July 2005

Devakumar V. G. Edwin was previously the Chief Executive Officer of Dangote Cement Plc until he resigned as the Group CEO on 31 January 2015. Following 14 years spent in industrial management, including a stint of three years as a Managing Director in India, he joined Dangote Industries Limited in 1992 and has held several managerial positions within the Group. He is a Chartered Engineer, holding graduate and master's degrees in engineering from the Madras University, India. He holds a postgraduate diploma in Management from IITM, Holland, all obtained in 1978, 1980 and 1986 respectively. He was recently appointed Vice President (Oil & Gas), Dangote Industries Limited.

Olakunle Alake
Non-Executive Director

Date of appointment:
22 July 2005

Olakunle Alake was appointed to the Board of Dangote Cement Plc on 22nd July 2005. He is also the Vice President of Dangote Industries Limited. He was appointed to the Board of Dangote Industries Limited as Executive Director in 2001. He holds a bachelor's degree in Civil Engineering from Obafemi Awolowo University, Ile-Ife and is a Fellow of the Institute of Chartered Accountants of Nigeria. He joined Dangote Industries Limited in 1990, after six years at PricewaterhouseCoopers. He has held several management positions in Dangote Industries Limited, including Financial Controller and Head of Strategic Services.

A Audit, Compliance and Risk Management Committee
F Finance and Investment Committee
T Sustainability and Technical Committee
R Remuneration, Governance and Nomination Committee
N No Committee
Chairman

Emmanuel Ikazoboh
Independent Non-Executive Director

Date of appointment:
30 January 2014

Emmanuel Ikazoboh has over 40 years of experience in senior management roles in Nigeria, Côte d'Ivoire, Cameroon and South Africa. He was previously the Group Chairman of Ecobank Transnational Inc., the Pan-African banking group. He started his professional career at Akintola Williams Deloitte. He first became the Managing Partner for francophone offices in Cameroon and Côte d'Ivoire and later became the Managing Partner of the Deloitte firm in West and Central Africa until 2009. In 2010 he was appointed by the Securities and Exchange (SEC) as an Interim Administrator to carry out capital market reforms of the Nigerian Stock Exchange (NSE) and the Central Securities Clearing System Plc. (CSCS). He serves on several corporate boards as Chairman or Non-Executive Director. He obtained an MBA in Financial Management and Marketing from Manchester University Business School in 1979, is a Certified Accountant in the United Kingdom, and is a fellow of the Nigeria Institute of Chartered Accountants.

Ernest Ebi MFR
Independent Non-Executive Director

Date of appointment:
30 January 2014

Ernest Ebi has more than 40 years of banking experience from various leadership positions in Nigeria. He is also the former Chairman of the Board of Directors of Fidelity Bank Plc. In a very distinguished career within the financial services industry, he went on to serve in leadership positions across a number of banks. In June 1999, he was appointed as a Deputy Governor at the Central Bank of Nigeria where he covered the policy and corporate services portfolios over a ten-year period. He maintained oversight functions over Nigeria's External Reserves, International Economic Relations, Trade & Exchange and Research Department among other responsibilities. He was a key member of the banking sector reform team, especially during the major consolidation process in 2006. In recognition for his sound professional background and track record of meritorious service, the Federal Government of Nigeria in 2007 awarded him the National Honour of Member of the Order of the Federal Republic (MFR). He sits on the boards of several blue-chip companies.

Douraid Zaghouani
Non-Executive Director

Date of appointment:
29 April 2015

Douraid Zaghouani is EVP and Chief Operating Officer of Investment Corporation of Dubai - ICD, Dubai's sovereign wealth fund (a diversified and international fund with over $340 billion Total Assets). Leading the Corporate Affairs (including Finance, Corporate Strategy, ESG, Governance, HR, Technology), he is responsible for the efficient management of the organisation with the aim of optimising business performance. Douraid is a member of several boards including IHI – International Hotel Investments, Dangote Cement , SmartStream and Dubai Global Connect. Prior to joining ICD, he was with Xerox for over 25 years during which he held several board, CEO, general management, leadership and transformation roles in Europe, North America and globally. His last position was Corporate Officer and President, Channel Partner Operations for Xerox based in New York, leading an end-to-end global business generating over $10 billion in revenue.

On a social and humanitarian level, he has always been very active in the fields of education, health, innovation, and ESG. He is a member of the board of directors of IPEMED, a Euro-Mediterranean Think Tank and enjoys delivering practicum classes to Master students at different universities. Douraid attended Lycée Louis-le-Grand in Paris, holds a civil engineering degree from ENTPE (Paris) and is graduated in Business Administration – Strategy and Management – from ESSEC (Paris). He is multilingual, speaks French, English, Spanish, Italian and Arabic and has lived in France, USA, Spain, Italy, UK, and Dubai.

Dorothy Udeme Ufot, SAN
Independent Non-Executive Director

Date of appointment:
19 April 2016

Dorothy Udeme Ufot has more than 26 years' experience in commercial litigation, having been admitted to the Nigerian Bar in 1989 and then admitted to the Inner Bar as a Senior Advocate of Nigeria (SAN) in April 2009. She also qualified as a Chartered Arbitrator at the Chartered Institute of Arbitrators, London, in 2003. She obtained bachelor's degrees in Political Science in 1983 and Law in 1988 from the University of Calabar, Nigeria and the University of Lagos, respectively. She also obtained a master's degree in Law in 1996 and an Advanced Diploma in Commercial Law Practice from the University of Lagos in 1998. She is an internationally recognised expert in commercial arbitration and was appointed as a member of the International Chamber of Commerce (ICC)'s International Court of Arbitration, Paris (2006 – 2018). She became one of the eight Global Vice-Presidents of the ICC Commission on Arbitration (2014 – 2016) and won the prestigious African Arbitrator of the Year Award in 2020.

Viswanathan Shankar
Non-Executive Director

Date of appointment:
10 December 2017

Viswanathan Shankar is Co-founder and Chief Executive Officer of Gateway Partners, a private equity and alternative investments manager focused on investing in the dynamic growth markets of Africa, Asia and the Middle East. He previously served as CEO – Europe, Middle East, Africa and Americas, and member of the global board of Standard Chartered Plc. Prior to that, he served as Head of Investment Banking for the Asia Pacific at Bank of America. Mr. Shankar is currently a Non-Executive Director of Dangote Industries Limited, Nigeria; Vision Blue Resources, Guernsey; Gateway Real Estate Africa, Mauritius; and, Fund for Export Development in Africa, Egypt. His past appointments in non-executive roles include the boards of the Inland Revenue Authority of Singapore; Enterprise Singapore; Majid Al Futtaim Holdings, and Vice-Chair of the Future of Banking Global Agenda Council of the World Economic Forum. The Government of Singapore awarded him the Public Service Medal in 2014. Mr. Shankar obtained a bachelor's degree in Physics from Loyola College, Madras in 1977 and a master's degree in Business Administration in 1979 from the Indian Institute of Management, Bangalore.

Cherie Blair CBE, (KC)
Independent Non-Executive Director

Date of appointment:
20 April 2018

Cherie Blair is a leading international lawyer, arbitrator and mediator, a former judge and a committed campaigner for women's rights. She is the Founder of the Cherie Blair Foundation for Women, and the Founder and Chair of Omnia Strategy LLP, an international law firm. She is Chancellor of the Asian University for Women, Chancellor Emeritus of the Liverpool John Moores University and has served in this capacity since 2011. She is also the President of the Loomba Foundation, Honorary Vice President of Barnardo's, Patron of Scope, and a number of other charities. She was appointed Independent Director on the Board of Groupe Renault from 2015 to 2019. She was awarded a CBE in 2013 for services to women's issues and charity in the UK and overseas. She graduated with first-class honours in 1975 from the London School of Economics. She was called to the Bar of England and Wales in 1976 and appointed Queen's Counsel in 1995.

A Audit, Compliance and Risk Management Committee

F Finance and Investment Committee

T Sustainability and Technical Committee

R Remuneration, Governance and Nomination Committee

N No Committee

Chairman

Berlina Moroole
Non-Executive Director

Date of appointment:
24 July 2020

Berlina Moroole is a qualified Chartered Accountant (SA) and the Group Chief Operating Officer for Rand Mutual Assurance (RMA); she was previously the Group Chief Risk Officer. Prior to joining RMA, she held several senior management roles at different companies, Motus Holding Limited and Liberty Holding Limited, and was a partner at Deloitte. She was previously an Independent Non-Executive Board Member and member of the Audit and Risk Committee for Emira Property Fund Limited; a Board Member and Chairperson for both the Audit Committee and Social Ethics Committee; and a member of the Risk Committee at Assupol Holding and Life; Advisory Audit Committee member for the United Nations Population Fund (UNFPA) and the Board Member for the Legal Aid South Africa.

Halima Aliko-Dangote
Non-Executive Director

Date of appointment:
26 February 2022

Ms. Halima Aliko-Dangote served as Executive Director of Dangote Flour Mills, where she led the successful turnaround and recent sale of the business. Prior to then, she served as Executive Director of NASCON and continues to serve as a Non-Executive Director of NASCON. She is currently the Board President of The Africa Center (TAC) in New York, a Board member of Endeavour Nigeria and a member of the Women Corporate Directors (WCD). Ms. Dangote started off her career as an Analyst at KPMG and has over 13 years of professional experience, holds a bachelor's degree in Marketing from American Intercontinental University, London, and a Master of Business Administration from Webster Business School. She is a Trustee of the Aliko Dangote Foundation and is happily married with children.

Alvaro Poncioni Mérian
Independent Non-Executive Director

Date of appointment:
1 August 2023

Mr. Alvaro Poncioni Mérian is the Founder & Managing Partner of EDNAM Capital. He was the Global Head of Building Materials at Morgan Stanley Investment Banking. During his nearly 20-year career, he was involved in most of the cement sector's reshaping M&A transactions. Alvaro has acted as trusted adviser to senior decision makers around the globe and has advised on completed M&A and capital markets transactions totalling more than US$110 billion. Alvaro attended "Classes Preparatoires" at Lycee Chateaubriand, holds an MSc. in Management & Finance from HEC Paris and M.A. in Public Affairs & International Relations from Sciences-Po Paris. He is a "Concours General des Lycées" laureate. A Brazilian born French citizen, Alvaro was educated in Brazil, Argentina, France and Portugal. He is passionate about mountaineering, history and literature. He is a member of the Royal Philatelic Society. He speaks French, Spanish, Portuguese and English.

Executive committee

Arvind Pathak
Group Managing Director/ Chief Executive Officer

Arvind Pathak was appointed Group Managing Director/ Chief Executive Officer Dangote Cement Plc effective 1st March, 2023. Arvind Pathak is an experienced business leader who worked as MD and CEO of Birla Corporation Ltd before his appointment to Dangote Cement Plc. Prior to this appointment, he was the Chief Operating Officer and Deputy Group Managing Director of Dangote Cement Plc until 2021. With over 37 years of experience in the cement industry, he has worked most of his tenure in turning around businesses, operations and maintenance of plants, as well as leading important greenfield projects. Mr. Arvind Pathak also worked at Reliance Cement as CEO from 2008 to 2015. He was previously the Regional CEO of Associated Cement Company Limited. He obtained a degree in Electrical Engineering in 1980 and a postgraduate degree in Industrial Engineering and Management in 1982. He has also been trained in several international management colleges and was a Fulbright scholar.

Philip Mathew
Deputy Group Managing Director

Philip Mathew joined Dangote Cement in 2021, as the Deputy Group Managing Director. He has over 35 years of experience in the cement industry, with large regional and international companies. Prior to joining Dangote, he was Head of Cement Manufacturing Excellence for LafargeHolcim APAC region. He has worked across various countries in Europe and Asia, in different roles, leading plant, country and regional manufacturing teams. Apart from a background in leading operational excellence, he has broad-ranging experience in establishing and stabilising new cement plants and piloting transformational change in large industrial organisations. He is a chemical engineer from the Indian Institute of Technology (IIT), Madras.

Dr. Gbenga Fapohunda
Group Chief Financial Officer (Ag.)

Dr Gbenga Fapohunda was appointed Acting Group Chief Finance Officer of DCP on 1 July 2022. He is a multi-skilled finance professional with over 22 years experience in Financial Advisory; Risk Management; Treasury Management; Investment Management, Strategy Development, and Implementation; Corporate Governance; Corporate Finance, Internal Audit & Controls; Accounting; Auditing; and Financial Control. He joined DCP as the Regional Chief Finance Officer (CFO) in Nigeria, effective March 1, 2021. Before this, he was the Executive Finance Director (for West Africa) at Japan Tobacco International (JTI), where he was on the Board. He joined JTI from United Parcel Service (UPS), where he was the Chief Finance Officer (CFO). Prior to UPS, he was the CFO and a board member at British American Tobacco (BAT) Ghana, where he oversaw 12 countries in Africa. Earlier in his career, he was a Manager within the Financial advisory team at PricewaterhouseCoopers (PwC) and worked at KPMG Professional Services within the Assurance Team.

He holds an MBA in Finance from London Business School – UK (Full merit-based scholarship) and a Doctorate from Rome Business School (Europe). Gbenga is a Fellow Member of the Institute of Chartered Accountants of Nigeria; An Associate Member of the Chartered Institute of Taxation.

Adenike Fajemirokun
Group Chief Risk Officer

Dr Adenike Fajemirokun is the Group's Chief Risk Officer, leading the Risk Management functions for the Group and overseeing the Company's governance model and Enterprise Risk Programme. She is a renowned Risk Management & Insurance specialist with over 21 years of diverse experience in developing and implementing Risk Management strategies in Financial, Engineering, Manufacturing and other Industries. She served in top management roles at Deutsche Bank AG, UK and was Director of the Management Group for leverage finance at the Corporate and Investment Bank. Dr. Fajemirokun holds a B.Eng. in Civil, Structural and Fire Engineering and a PhD in Risk Informed Engineering, both from the University of Manchester. A Fellow of the Engineering and Physical Sciences Research Council (EPSRC), and Specialist member (SIRM) of the Global Institute of Risk Management.

Edward Imoedemhe
Ag. Company Secretary/ General Counsel

Edward Imoedemhe is the Acting Company Secretary/ General Counsel of Dangote Cement Plc. He was the Deputy Company Secretary/Legal Adviser of Dangote Cement Plc (DCP), a position he held from June 29, 2018, until his appointment on November 21, 2022. He has a master's degree in Maritime and Commercial Law. He is a Chartered Secretary, Chartered Arbitrator, and member of the Society of Corporate Governance. His over 25 years of experience spans the manufacturing, telecommunications, oil & gas and shipping industries, covering company secretarial practice, governance and corporate affairs administration, dispute resolutions, international commercial transactions and legal advisory to company management and the boards.

Gloria Byamugisha
Group Chief Human Resource Officer

Gloria Byamugisha is the Group Chief Human Resource Officer with over 20 years' experience in Human Resources, of which 15 were in C-suit roles. She has held several Director roles in leading organisations and her experience spans across different sectors: Public, Telecommunications, Banking and Manufacturing in different geographies. She holds an undergraduate degree in Business Administration & Management from Uganda Martyrs University. She has a Post Graduate Diploma in Human Resources from the University of Bedfordshire and an MBA in Finance & Management from the University of Westminster with Strategic Business Analysis at the London Business School. She is a certified trainer of the Extraordinary Leader Program by Louis Allen.

Igazeuma Okoroba
Head of Sustainability

Igazeuma Okoroba is the Head of Sustainability at Dangote Cement Plc. She is a sociologist and experienced sustainability leader with experience which spans diverse sectors, including manufacturing, energy, telecommunications, media, and civil society. She has a master's degree in sustainable development from the University of Exeter, UK, and a PhD in development sociology from the University of Port Harcourt, Nigeria. Driving business ethics and compliance is central to her role as a corporate governance leader. She manages the integration of environmental, social and governance (ESG) factors in Dangote Cement's operational locations in Nigeria and pan-Africa. Igazeuma represents the African region on the Global Sustainability Standards Board (GSSB) of the Global Reporting Initiative (GRI) as a sustainability thought leader. She serves as a member of Nigeria's Awareness Readiness Working Group of the International Sustainability Standards Board (ISSB) of the IFRS and supports other multi-stakeholder African initiatives for advancing sustainable business practices. Igazeuma is also a published author and researcher. She sits on the board of non-governmental organisations where she advocates for active citizenship, diversity and inclusion for development.

Jonathan Ogiku MBA, FCA
Group Chief Internal Auditor

Jonathan Ogiku is the Group Chief Internal Auditor for Dangote Cement. He holds a master's degree (Executive MBA) from Lagos Business School, Pan Atlantic University and is a Fellow of the Institute of Chartered Accountants of Nigeria. Mr. Ogiku started his career with the British American Tobacco (BAT) Company Plc, as a management trainee in 1989 and held various senior roles as Operations Finance Manager, Treasurer and Head of Audit. During these years he had extensive international trainings in the UK in diverse areas in finance, internal audit, investigations, corporate security management and risk management. Jonathan's professional experience combines a deep understanding of manufacturing operations, cultural sensitivity and a commercial approach to business. He is a regular paper presenter at the ICAN MCPE & CPE programmes and a member of the Board of Directors of the Institute of Internal Auditors, Nigeria.

Jonathan joined Dangote Cement Group from BAT as General Manager, Internal Audit responsible for Nigerian Operations. He was promoted to Senior General Manager, Group Head Internal Audit and Group Chief Internal Auditor over the years. He is currently leading various business improvement and transformation projects to transform Dangote Cement internal audit department to a world class internal audit function.

Kashinath Bhairappa
Director of Projects

Kashinath joined Dangote Cement in February 2001 as a General Manager and was subsequently elevated to Deputy Director of Projects, responsible for looking after Dangote Cement's projects. He previously worked with different cement manufacturers in India, including BK Birla Group (Cement), Ambuja Cements and Grasim Industries Limited at different levels in project management and execution. He obtained a BA in Mechanical Engineering from Karnataka University, Karnataka State, in 1973.

Knut Ulvmoen
Supply Chain Director

Knut joined Dangote Industries Limited in 1996 as Finance Director. He previously had extensive finance experience in companies including Norcem, Bulkcem and Scancem. As Group Managing Director of Dangote Cement, from 2002 to 2007, he was instrumental in Dangote Cement's transition from importing cement to becoming Nigeria's leading manufacturer. As part of this expansion, he was a key figure in the acquisition of Benue Cement Company and in the development of plans to build the Obajana Cement factory in Kogi State. In addition to his work in cement, he was also involved in the development of Dangote Industries Limited's flour and sugar operations.

Mr. Knut holds a degree in Environmental Management from Manchester Metropolitan University in the United Kingdom and a post-graduate degree in Organisation Leadership.

Onyekachukwu Oliver Obu
Group Financial Controller

Oliver joined Dangote Industries in 2012, specialising in Finance. After substantial in-house training , he was assigned to Dangote Cement in 2015 as Head of Internal Reporting and Planning. He is a key member of the Company's Finance team, shaping its internal reporting and planning framework and working on developing financial models for numerous projects undertaken by the Group. Oliver holds a BA in Economics and Statistics from the University of Benin and an MBA from the Lagos Business School in Nigeria. Oliver is a member of the Association of Chartered Certified Accountants, ACCA, UK.

Rajesh Kumar Kothari
Director of Operations, Pan-Africa

Rajesh joined Dangote Cements as the Director Operations (Pan Africa) in October 2019. He is a competent technical professional with 39 years of wide and varied experience in cement manufacturing process right from "quarry" to "lorry" specially, green and brownfield projects as well as plant maintenance. Rajesh has played a significant role in technical, production and maintenance while working in companies like Shree Digvijay Cement Co. Ltd for 20 years, Saurashtra Chemicals Limited for two years and Ambuja Cements Limited – a flag ship company of Lafarge Holcim for 18 years. He is a qualified Mechanical Engineer B.E. (Mechanical) from Sardar Patel University, W Nagar, Gujarat, India in 1978.

Rabiu Umar
Group Sales and Marketing Director

Rabiu Abdullahi Umar joined Dangote Cement PLC, as Group Sales and Marketing Director, with over 20 years' experience in senior and executive functions within the downstream Petroleum and Cement manufacturing sectors, with a focus on transformational leadership. Rabiu started his career in Oando PLC, and rapidly rose to hold different management roles within the marketing business and led the Sales and Marketing Transformation plan successfully. In 2014, he moved to Lafarge Africa as the Energy and Power Director, and subsequently managed Strategy and Business Development portfolios for West Africa, where he also led the development and execution of critical projects within Nigeria, Ghana and Cameroon. In 2016, he became the Managing Director/ Chief Executive Officer of Ashaka Cement PLC and spearheaded the turnaround of the business, until his departure in 2019 to join Dangote Industries Ltd., as Group Chief Commercial Officer. A graduate of accounting from Bayero University Kano and an alumnus of Harvard Business School, he is also a member of the Institute of Directors.

Sada Ladan-Baki
Head, International Trade/Export

Alhaji Sada Ladan-Baki is a graduate of Economics from Ahmadu Bello University, Zaria, Nigeria. He holds a master's degree in Business Administration. He has about 30 years of experience in public service and fund administration. In 1991, Alhaji Ladan-Baki was appointed the General Manager of NASCON and in 1994 he rose to the position of Managing Director. He joined the Dangote Group as Executive Director in charge of Logistics and Distribution in 1998. He then took over the responsibility for the Foods Division with the factories producing sugar, flour, semolina, spaghetti, and salt. In 2002, he became the Executive Director, Sales, and Marketing, Salt and Pasta. He sits on the board of several companies and belongs to many professional associations including the Institute of Logistics and Distribution (Chartered Fellow), Institute of Directors (Chartered Fellow) and the Nigerian Institute of Marketing (Chartered Member).

Satya Prakash
Group Head, Health, Safety & Environment

Satya joined Dangote Cement in 2016 as Group Head, Health, Safety & Environment. He is a qualified mining engineer with first class honours. He has over 30 years' experience in HSE and quarrying operations. He was the Health & Safety Operation Head at ACC Ltd, Holcim and LH Group. Satya brings rich operational experience in cement with excellent knowledge on Safety. He has undergone international training on safety leadership and played an important role in setting OH&S in Dangote Cement. He has certifications in IOSH, NEBOSH IGC & OTHM Level. He is currently the Group Head OHS&E (CGM) Nigeria and PAN Africa.

Temilade Aduroja
Head of Investor Relations

Temilade is an experienced debt and equity capital market professional with expertise in SSA Oil & Gas and Infrastructure sectors. She has 15 years of finance experience with a demonstrated history of working in the investment banking industry.

Temilade was appointed Head of Investor Relations in February 2020. Temilade is skilled in Capital Markets, Portfolio Management, Corporate Finance, Investments and Investor Roadshows. She has vast proficiencies in raising and structuring equity and debt capital across Africa. She has worked at Standard Chartered Bank, Price Waterhouse Coopers, and Renaissance Capital. She joined DCP from Standard Bank Group, where she was the Senior Africa Infrastructure and Oil & Gas Equity analyst. She has a first degree in Physics and Computer Science and holds an MBA in Finance from London Business School.

Wakeel Olayiwola
Head of Social Performance

Wakeel Olayiwola joined DCP as Group Head, Social Performance in November 2022. He is a professional social performance practitioner with varied experience managing stakeholder engagement, social investment and social impact management in the oil and gas sector. During his extensive career, Wakeel worked with the Shell Petroleum Development Company where he held various management positions including, Social Performance Lead for Major Projects, Community Interface Co-Ordinator, Head Community Relations Planning and Strategy and was appointed as the External Relations Manager, Western Operations. With almost 3 decades of experience, Wakeel holds a master's degree in Public Administration from the University of Benin and a degree in Agriculture from the Obafemi Awolowo University. He is a Fellow of Institute of Agricultural Management of Nigeria (FIAMN) and a member of the Nigerian Institute of Public Relations (NIPR) among others.

Directors' report

The Directors of Dangote Cement Plc present the consolidated and separate financial statements for the year ended 31 December 2023. The Directors have considered all the matters brought before them in the financial year under review, and they are satisfied that the Directors' Report represents a fair, balanced and realistic view of events.

Legal form

Obajana Cement Plc. was subsequently renamed Dangote Cement Plc by a special resolution dated 14 July 2010, was incorporated in Nigeria as a public limited company on 4 November 1992 and commenced operations in January 2007. Dangote Cement Plc listed its shares on the Nigerian Exchange Limited ("the Exchange") on 26 October 2010, and it has a market capitalisation of N5.4 trillion as of 31 December 2023.

Principal activities

The Company was incorporated for the purpose of establishing factories for the preparation, manufacture, sale and distribution of cement and related products. Our operational activities are undertaken at various plants in Nigeria and through our subsidiaries across Africa. Details of our production, grinding and import facilities in Africa can be found in note 18 of the financial statements.

Subsequent events

Other than those disclosed in note 36 of the financial statements, there were no other events after the reporting date which could have had a material effect on the financial position of Dangote Cement Plc ("the Company") and its Subsidiaries (together "the Group) as of 31 December 2023, which have not been adequately provided for in the financial statements.

Directors' responsibilities

The Directors are responsible for preparing the financial statements, which they confirm give a true and fair view of the Group and Company's state of affairs and the profit or loss for the year ended 31 December 2023. The financial statements comply with the provisions of the Companies and Allied Matters Act (CAMA), 2020, International Financial Reporting Standards (IFRS) and Financial Reporting Council of Nigeria (Amendment) Act, 2023. In so doing, they ensure that they act in accordance with the Directors' responsibilities outlined below:

1. The Board is charged with ensuring that appropriate values and ethics of the Company are agreed upon and that appropriate procedures and policies are in place to ensure that these are implemented effectively. The Board ensures leadership through oversight and review. Supported by its Committees, the Board sets the Company's strategic direction and aims to deliver a sustainable increase in shareholder value over the longer term.
2. The Board ensures that proper accounting records are maintained. The accounting policies are consistently applied, and appropriate financial statements are prepared on a going concern basis, conforming to applicable laws and standards. Most of this responsibility is delegated to the Board Finance and Investment Committee.
3. The Board ensures that internal control procedures are established to safeguard the Company's assets and detect fraud and other irregularities. It also oversees the implementation of risk assessment processes to identify, manage and mitigate the principal risks of the Company's business. Much of this work is delegated to the Board Audit, Compliance and Risk Management Committee.
4. The Board reviews the remuneration framework, performance criteria and succession planning at Board and Executive Management level. It also oversees the Group's human resources strategy, including the organisational and compensation structures. Much of these responsibilities are delegated to the Board Remuneration, Governance and Nomination Committee.
5. The Board reviews the structure of the Board and develops governance policies in line with regulatory requirements and international best practices. Many of these responsibilities are delegated to the Board Remuneration, Governance and Nomination Committee.
6. The Board ensures that the technical and operational aspects of the business are conducted in line with global best practices. It assesses the feasibility of proposed new projects and ensures that plant operations comply with local and international laws and align with our business goals. Also, it is responsible for overseeing the business's new technology and development programmes. Many of these responsibilities are delegated to the Board Sustainability and Technical Committee.

Board Committees

The Board Committees do not assume the functions of Management, which remain the responsibility of the Group Managing Director and Executive Management. Members of Senior Management are invited to attend meetings of Board Committees as required, while the Committee Chairperson hold further meetings with certain members of Executive Management to better review areas of concern. The Reports of the Committees are presented at Board meetings. As part of the review of the effectiveness of its Committees, the Board considered the qualifications and experience of Members and is satisfied that all Committee Members bring a wide range of knowledge and skills and will effectively discharge their duties. The Company Secretary is the Secretary to each Committee.

Results for The Year

- Group revenue increased by 36% to ₦2,208 billion (2022: ₦1,618 billion).
- Company revenue increased by 8% to ₦1,298 billion (2022: ₦1,205 billion).
- Group net profit increased by 19% to ₦456 billion (2022: ₦382 billion).
- Company net profit increased by 22% to ₦490 billion (2022: ₦403 billion).
- Group earnings per share increased by 19% to ₦26.47 (2022: ₦22.27).
- Company earnings per share increased by 22% to ₦29.15 (2022: ₦23.87).

Dividends

The Directors pursue a dividend policy that reflects the Company's earnings and cash flow, while maintaining appropriate levels of dividend cover. They consider the capital needed to fund the Company's operations and expansion plans. For the 2023 financial year, the Directors are pleased to recommend a dividend of ₦30.00 per ordinary 50 kobo share (2022: ₦20.00). The Board considers that the proposed dividend is appropriate and is in line with the Company's strategic growth objectives. If the shareholders approve this dividend at the Annual General Meeting, dividends will be paid to the shareholders whose names are registered in the Company's Register of Members at the close of business on the Qualification Date.

Unclaimed dividends

The total unclaimed dividends outstanding as of 31 December 2023 is ₦4.7 billion (2022: ₦4.4 billion). A list of unclaimed dividends is available on the Company's website at www.dangotecement.com. The Company notes that some dividend warrants remain unclaimed. Shareholders with unclaimed share certificates or dividends should address their claims to Coronation Registrars Ltd registrars at eforms@coronationregistrars.com or 9, Amodu Ojikutu Street, Victoria Island, Lagos, Nigeria. Members are encouraged to notify the registrars of any changes in their details.

Directors

As of 26 February 2024, Dangote Cement Plc had 15 Directors, all of whom held office as of the 31 December 2023. Michel Puchercos resigned effective 28 February 2023, while Arvind Pathak was appointed Group Managing Director effective 1st March 2023. Mr. Michael Davis resigned effective 13 April 2023, and Alvaro Poncioni Mérian was appointed Director effective 1st August 2023. The appointment, removal or reappointment of Directors is governed by the Company's Articles of Association, the Companies and Allied Matters Act (CAMA), 2020, and Board and Governance policies. These documents also set out the rights and obligations of Directors. In accordance with the Articles of Association of Dangote Cement Plc, prevailing legislation and any directions via resolution, the business of the Company is managed by the Directors, who, in good faith, exercise all such powers on behalf of the Company.

Directors' interests

In accordance with the Companies and Allied Matters Act (CAMA), 2020, the Directors' interests in the issued share capital of the Company are recorded in the Register of Members and stated below:

S/N	REG NO	Shareholder	**As at 26 February 2024**	As at 31 December 2023	As at 31 December 2022
1a	9749911	Aliko Dangote	**27,642,637**	27,642,637	27,642,637
1b	9780595, 9745479	(Indirect: Aliko Dangote) Dangote Industries Ltd.	**14,621,387,610**	14,621,387,610	14,621,387,610
2	9801662	Olakunle Alake	**8,000,000**	8,000,000	8,000,000
3	9793235	Abdu Dantata	**8,680**	8,680	8,680
4	9816994	Devakumar V. G. Edwin	**6,000,000**	6,000,000	6,000,000
5	9823752	Ernest Ebi	**100,000**	100,000	100,000
6a	9861679, 9860372	Emmanuel Ikazoboh	**600,000**	250,000.00	—
6b	9822918	Indirect: Emmanuel Ikazoboh) Arm Nom: Osigbeme, Enterprises Limited	**—**	—	58,149
7a		Douraid Zaghouani	**—**	—	—
7b	9798680	(Indirect: Douraid Zaghouani) Investment Corporation of Dubai	**243,540,000**	243,540,000	243,540,000
8a		Viswanathan Shankar	**—**	—	—
8b	9838639	(Indirect: Viswanathan Shankar) GW Grey, Pte Ltd	**128,560,764**	128,560,764	128,560,764
9	9858127	Halima Aliko-Dangote	**500,000**	500,000	—
10		Dorothy Udeme Ufot	**—**	—	—
11		Alvaro Poncioni Mérian	**—**	—	—
12		Cherie Blair	**—**	—	—
13		Arvind Pathak	**—**	—	—
14		Berlina Moroole	**—**	—	—
15		Philip Mathew	**—**	—	—

Conflicts of interest

The Company maintains a Register of Directors' interest in accordance with the requirements of the Companies and Allied Matters Act (CAMA), 2020. The Company also applies a conflict of interest Policy developed in accordance with international best practices and Corporate Governance Codes, as well as the Investment and Securities Act, 2007.

Supplier payment policy

It is the practice of the Company to agree on the terms of payment negotiated with suppliers and pay according to those terms based upon receipt of accurate invoices. Trade creditor days for the year ended 31 December 2023 were 67 days on average for the Group (2022: 38 days) and 45 days for the Company (2022: 21 days).

Property, plant and equipment

Information relating to changes in property, plant and equipment is disclosed in note 15 of the financial statements.

Donations

Sponsorship and charitable donations amounted to ₦1.7 billion (2022: ₦1.6 billion) for the Group and ₦1.2 billion (2022: ₦1.3 billion) for the Company. In accordance with Section 43(2) of the Companies and Allied Matters Act, 2020 ("CAMA"), the Company did not make any donation or give gifts to any political party, political association or for any political purpose during the year (2022: Nil).

Sustainability

Dangote Cement Plc is committed to complying with all applicable legislation, regulations and codes of practice. We integrate sustainability considerations into all our business decisions and ensure our stakeholders know our Sustainability Policy.

Corporate governance and investor relations

During the financial year under review, the Company complied with the Nigerian Exchange Limited Rules and has not been fined by the Financial Reporting Council (FRC), Securities & Exchange Commission (SEC), or Nigerian Exchange Limited (NGX) for any infringements. The Board conducted a corporate governance and Board evaluation review for the period under review. The result indicated that the Corporate Governance framework in Dangote Cement Plc complies with the extant Codes of Corporate Governance provisions. The Company pursues an active investor relations programme with annual investor meetings and earnings calls. Our website contains information about the Company's performance and strategy.

Employees

Dangote Cement Plc operates a policy of non-discrimination and considers all employment applications equitably. Efforts are made to ensure that the most qualified person is recruited for the position, irrespective of religion, ethnic Group, physical condition or state of origin. While no disabled people were employed during the year under review, it is the policy where existing employees become disabled to provide continuing employment under similar or, if possible, adjusted conditions. We review our employment policies in line with the strategic objectives of our business and ensure that information is disseminated to employees through various means, including through notice boards and Company emails. We consult employees regularly to ensure that their views are considered when making decisions that are likely to affect their interests and to achieve a shared awareness of the factors affecting the Company.

Health, safety at work and welfare of employees

Dangote Cement Plc recognises the importance of health, safety and well-being of its employees. To continue to enhance the safety culture at workplace, toolbox talks and various HSE trainings are organised to further improve awareness and competencies. Visible leadership rounds, inspections and inter departmental health and safety audits are conducted. To deal with fire emergency, heat and smoke detectors are strategically installed. Fire fighting equipment are available at strategic locations and employees are trained regularly and mock drills are conducted. Workshops on Job Safety Analysis, Hazard identification and Risk Control, Healthy lifestyle for healthy living, Visible Leadership etc. are conducted. Employees are encouraged to report unsafe acts and unsafe conditions and are empowered to stop any unsafe act. Various H&S standards, procedures are developed for the safety of DCP employees. A Personal Protective Equipment (PPE) policy is in place and all employees are provided with required PPEs. Team of competent HSE officers are available at all locations to assist line managers in working safely.

Training and development

Dangote Cement Plc is committed to supporting the development of all its employees. The fundamental purpose is to facilitate personal and professional development enabling individuals to achieve their full potential at work. Our robust Learning Management System gives employees access to learning resources anytime, anywhere to improve their skills and competencies. The Dangote Academy offers training programmes for employees across the Group, with facilitation from professionals and other training experts. The courses are designed to help employees in the performance of their designated roles and to help them to fulfil their potential. Our policy is that all employees have at least one annual performance review a year, with their head of department or line manager. Training and development needs will be assessed, and ways of meeting these will be identified, and an appropriate timescale agreed.

Retirement benefits

The Company operates a group life policy and a contributory pension scheme for its employees in Nigeria, in line with the provisions of the Pension Reform Act 2014. The scheme is funded through employees' and employers' contributions as prescribed by the Act.

Research and innovation

With rapid urbanisation and population growth in Africa, the Company realises that meeting housing and infrastructure needs will be a challenge. We are constantly looking for new product solutions to respond to these construction challenges.

Capital structure

The Company has one class of ordinary shares, which reflect the total value of the share capital. Each ordinary share carries the right to one vote at the Company's Annual General Meeting. The shareholding and transfer of shares are governed by the Company's Articles of Association and relevant regulations. There are no restrictions with respect thereto. The Articles of Association may be amended by a special resolution approved by the shareholders.

Substantial interest in shares

All shares other than treasury shares and shares held by Dangote Industries Limited (85.8%) and Aliko Dangote (0.16%) are considered free-float shares. Aliko Dangote is the ultimate owner of Dangote Industries Limited. All issued shares are fully paid, and no additional shares were issued during the year under review. As of 31 December 2023, and 26 February 2024, Dangote Industries Limited and Stanbic IBTC Nominees Nigeria Ltd held more than 5% of the Company's issued share capital, detailed below. Aside from Dangote Industries Limited and Stanbic IBTC Nominees Nigeria Limited, no other individual(s) or entity(s) hold(s) 5% and above of the Company's shares.

Date	Details	Dangote Industries Ltd.	Stanbic IBTC Nominees Ltd
As of 31 December 2022	Units	14,621,387,610	962,835,709
	%	85.8	5.65
As of 31 December 2023	Units	14,621,387,610	961,790,939
	%	85.8	5.64
As of 26 February 2024	Units	14,621,387,610	955,392,741
	%	85.8	5.61

Share Buy-Back Programme

The Company's shareholders approved the execution of the Share Buy-Back Programme at the Extraordinary General Meeting, which was held on 13 December 2022. This Programme, which involves the Company's buy-back of up to 10% of its issued shares, will be effected in tranches. In July 2023, the Company successfully completed Tranche I of its second share buy-back programme, repurchasing 0.71% of the outstanding shares. The execution of the Share Buy-Back Programme did not have any material impact on the Company's financial position. Further details are as follows:

Share capital analysis	Units
Pre-Buy-Back number of shares	17,040,507,404
Programme I	
Shares bought back from 30 to 31 December 2020 (Tranche I)	(40,200,000)
Shares bought back from 19 to 20 January 2022 (Tranche II)	(126,748,153)
Programme 2	
Shares bought back from 17 to 18 July 2023 (Tranche I)	(121,404,714)
Total number of residual issued and fully paid outstanding shares	**16,752,154,537**
Number of shares cancelled.	Nil

Independent auditors

Messrs. KPMG Professional Services, having satisfied the relevant corporate governance rules on their tenure in office, have indicated their willingness to continue in office as auditors to the Company. In accordance with Section 401(2) of the Companies and Allied Matters Act (CAMA), 2020, the Independent Auditors will be re-appointed at the Company's next Annual General Meeting without any resolution being passed. However, a resolution will propose authorising the Directors to fix their remuneration.

By the Order of the Board of Directors.

Edward Imoedemhe
Acting Company Secretary
FRC/2021/002/00000022594
Leadway Marble House,
1, Alfred Rewane Road,
P. O. Box 40032,
Falomo, Ikoyi, Lagos.
Dated 1 March 2024

Board Audit, Compliance and Risk Management Committee report

Ernest Ebi MFR
Independent Non-Executive Director

Role of the Committee

Members	Meetings attended (eligible to attend)
Ernest Ebi (Chairman)	●●●●
Dorothy Udeme Ufot	●●●●
Emmanuel Ikazoboh	●●●●
Cherie Blair	●●○○

● Attended ○ Not attended

"The Board is ultimately accountable for the risk management process, system of internal control and monitoring compliance with applicable laws and regulations. These functions have been delegated to the Board Audit, Compliance and Risk Management Committee."

Introduction

I am pleased to present to you the 2023 report of the Board Audit, Compliance and Risk Management Committee. The Board is ultimately accountable for the risk management process, system of internal control and monitoring compliance with applicable laws and regulations. These functions have been delegated to the Audit, Compliance & Risk Management Committee, in accordance with the Company's corporate governance framework.

Roles and Responsibilities

The Committee has oversight over the Audit, Compliance & Risk Management functions and assists the Board in fulfilling its oversight responsibilities regarding:

- Oversight of the Group Internal Audit function and ensuring cooperation between statutory auditors and the Group Internal Audit function;
- Oversight of the execution of risk management framework;
- Review of legal matters that could have significant impact on the Company's operations;
- Oversight of the Company's compliance and ethics programme; and
- Monitoring of the whistleblowing mechanism.

Activities during the year

The reports of the Committee are presented to the Board, providing the Board with summaries of discussions as well as its recommendations. During the year, the Committee carried out the following:

- Review of risk management reports on risk exposures;
- Monitoring of the Company's compliance with applicable laws and standards;
- Review of the Internal Audit Plan and internal audit reports; and
- Provision of recommendations to the Board on various audit, compliance and risk matters.

Composition and attendance

As an Independent Non-Executive Director, I serve as the Chairman of the Committee. Some members of our Senior and Executive Management teams were invited to meetings to provide information on directives given by the Committee. The Committee met 4 times in 2023 and its composition and attendance are stated on page 197.

Ernest Ebi MFR
Chairman of the Audit, Compliance and Risk Management Committee
1 March 2024

Board Finance and Investment Committee report

Viswanathan Shankar
Non-Executive Director

Role of the Committee

Members	Meetings attended (eligible to attend)
Viswanathan Shankar (Chairman)	● ● ● ● ●
Olakunle Alake	● ● ● ● ◉
Douraid Zaghouani	● ● ● ● ●
Devakumar V.G. Edwin	● ● ● ● ◉
Halima Aliko-Dangote	● ● ● ● ●
Alvaro Poncioni Mérian	○ ○ ○ ● ●

● Attended ◉ Not attended ○ Not a member as at date

"The Committee assists the Board in fulfilling its oversight responsibilities by advising the Board on matters relating to the Group's capital structure and the corporate finance strategy."

Introduction

I am pleased to introduce the report of the Board Finance and Investment Committee for the 2023 financial year. The Committee receives its insight into the challenges and goals of the Company from the financial and business targets set by the Board. Some members of senior and Executive Management are invited to attend meetings to provide necessary information, as well as updates on directives requested by the Committee. As Chairman of the Committee, I regularly hold meetings with the Group Chief Financial Officer, and members of the senior management team, prior to the Committee meetings to better address any areas of concern and to allow sufficient time for meaningful discussion in the Committee meetings.

Roles and Responsibilities

The Committee assists the Board in fulfilling its oversight responsibilities by advising the Board on matters relating to:

- The Group's capital structure and the corporate finance strategy, including the issuance of equity and debt securities, general financing plans, debt ratings, share repurchase philosophy and strategy, and the Company's dividend policy;
- In consultation with the independent auditors and the internal auditors, all financial statement presentations, as well as the integrity of the Company's financial reporting processes and controls;
- Treasury operations, investment strategies, banking and cash management arrangements and financial risk management;
- Major investments, or similar transactions and the policies and processes of the Company;
- Critical accounting policies and practices to be used by the Company; and
- Any major issues as to the adequacy of the Company's internal controls and any audit steps adopted in light of control deficiencies.

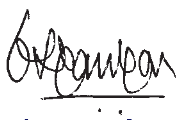
Activities during the year

The reports of the Committee are presented to the Board, providing the Board with summaries of discussions as well as its recommendations. During the year, the Committee carried out the following:

- Reviewed and recommended the financial statements to the Board for approval;
- Pricing strategy and impact on revenue and profits;
- Tax impact and tax exemption status of entities within the group, and total tax liability of the Group;
- Review of organic and inorganic expansion plans;
- Review of the carrying amount of Group assets including any potential impairment loss to be recognised during the year; and
- Review of various funding plans including issuance of bond and commercial papers.

Composition and attendance

The Committee met 5 times in 2023 and its composition and attendance are stated on page 197.



Viswanathan Shankar
Chairman of the Finance and Investment Committee
1 March 2024

Douraid Zaghouani
Non-Executive Director

Role of the Committee

Members	Meetings attended (eligible to attend)
Douraid Zaghouani (Chairman)	●●●●
Olakunle Alake	●●●●
DVG Edwin	●●●●
Abdu Dantata	●●●●
Dorothy Udeme Ufot	●●●●
Alvaro Poncioni Mérian	○○○●

● Attended ○ Not a member as at date

"The Committee assists the Board and has an oversight function over matters related to the construction, expansion of capacity, maintenance and operation of plants and sustainability of the Group's operations."

Introduction

I am pleased to introduce the report of the Board Sustainability and Technical Committee for the 2023 financial year. The Committee assists the Board and has an oversight function over matters related to the construction, expansion of capacity, maintenance and operation of plants and sustainability of the Group's operations.

Roles and Responsibilities

The Committee assists the Board in fulfilling its oversight responsibilities regarding:

- Reviewing the technical scope, feasibility and status of plant projects including risk assessment and the Quality Management Plan;
- Reviewing the status of projects according to scope, schedule, project milestones and KPIs;
- Reviewing safety, health and environmental performance and improvement plans;
- Reviewing operational, staffing and commissioning readiness plans;
- Monitoring the production budget, standards, raw material supplies, energy and key performance indicators per plant;
- Reviewing asset/plant care policy and performance;
- Ensuring effective technical, research and development programmes to continue innovation and improvement; and
- Overseeing the development of corporate social responsibility and community programmes throughout our locations.
- Monitoring and evaluating the group's sustainability initiatives to ensure they align with corporate goals and values;
- Assess risks and opportunities associated with sustainability and provide guidance on strategies to improve sustainability
- Reviewing sustainability reports, setting achievable targets, monitoring progress, and offering advice on integrating sustainability into business operations.

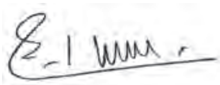
Activities during the year

The reports of the Committee are presented to the Board, providing the Board with summaries of discussions as well as its recommendations. During the year, the Committee carried out the following:

- Implemented measures across operations to achieve cost savings;
- Reviewed production targets across the Group;
- Monitored the enforcement of health, safety and environment policies;
- Ensured that sustainability strategy and policies were implemented; and
- Oversaw the implementation of transport and transport safety initiatives.

Composition and attendance

The Committee met 4 times in 2023 and its composition and attendance are stated on page 198.



Douraid Zaghouani
Chairman of the Sustainability and Technical Committee
1 March 2024

Board Remuneration, Governance and Nomination Committee report

Emmanuel Ikazoboh
Independent Non-Executive Director

Role of the Committee

Members	Meetings attended (eligible to attend)
Emmanuel Ikazoboh (Chairman)	●●●●
Ernest Ebi	●●●●
Cherie Blair	●●●●
Berlina Moroole	●●●●
Douraid Zaghouani	●●●●
Halima Aliko-Dangote	●●●●

● Attended

"The purpose of the committee is to assist the Board to discharge its oversight responsibilities."

Introduction

I am pleased to introduce the report of the Board Remuneration, Governance and Nomination Committee. The Company's remuneration principles aim to remunerate personnel commensurately in compliance with applicable law. The fixed component of remuneration is paid as a base salary; the variable components are intended to reflect, clearly and directly, the joint performance of the Board and Management, taking cognisance of interests of various stakeholders.

Roles and Responsibilities

The purpose of the Committee is to assist the Board to discharge its oversight responsibilities including:

- Establishing the criteria for Board and Board Committee memberships, and assessing candidates' qualifications and the contribution of current Directors;
- Reviewing the implementation and effectiveness of the governance policies;
- Planning the Board composition, as well as succession planning for the Board and Executive management;
- Ensuring that the performance of the Board is periodically evaluated;
- Monitor the implementation of the remuneration policy and making recommendations on the remuneration of the directors; and
- Overseeing the Group's human capital strategy and make recommendations to the Board on the Group's organisational and compensation structures.

Activities during the year

The reports of the Committee are presented to the Board, providing the Board with summaries of discussions as well as its recommendations. During the year, the Committee carried out the following:

- Reviewed proposals to train the Directors;
- Monitored the effectiveness of governance policies vis-à-vis regulatory requirements;
- Reviewed Management reports on the remuneration structure;
- Implemented succession planning initiatives; and
- Monitored the performance evaluation of the Board, and of the KPIs of the Executive Committee.

Composition and attendance

Some members of senior and Executive Management are invited to attend meetings to provide necessary information, as well as updates on directives requested by the Committee. The Committee met 4 times in 2023 and its composition and attendance are stated on page 198.

Emmanuel Ikazoboh
Chairman of the Remuneration, Governance and Nomination Committee
1 March 2024

Directors' emoluments for 2023

	Directors' fees and allowances		Sitting allowances		Other allowances		Total	
	2023 ₦'000	2022 ₦'000	2023 ₦'000	2022 ₦'000	2023 ₦'000	2022 ₦'000	2023 ₦'000	2022 ₦'000
Aliko Dangote	**35,000**	26,600	**2,000**	2,000	**39,212**	25,740	**76,212**	54,340
Olakunle Alake	**34,000**	25,600	**15,050**	15,050	**39,212**	25,740	**88,262**	66,390
Abdu Dantata	**34,000**	25,600	**4,200**	4,200	**39,212**	25,740	**77,412**	55,540
Sir Michael Davis	**11,214**	41,613	**3,350**	6,350	**6,932**	25,740	**21,496**	73,703
Ernest Ebi	**34,000**	25,600	**8,050**	8,400	**56,012**	42,040	**98,062**	76,040
Emmanuel Ikazoboh	**34,000**	25,600	**10,000**	12,200	**56,012**	42,040	**100,012**	79,840
Devakumar V.G. Edwin	**34,000**	25,600	**10,400**	10,000	**39,212**	21,450	**83,612**	57,050
Douraid Zaghouani	**60,585**	41,613	**5,850**	4,750	**39,212**	25,740	**105,647**	72,103
Viswanathan Shankar	**60,585**	41,613	**3,200**	3,200	**39,212**	25,740	**102,997**	70,553
Dorothy Udeme Ufot	**34,000**	25,600	**5,600**	5,600	**56,012**	46,940	**95,612**	78,140
Cherie Blair	**60,585**	41,613	**3,300**	4,750	**39,212**	25,740	**103,097**	72,103
Berlina Moorole	**60,585**	41,613	**3,000**	3,350	**39,212**	21,450	**102,797**	66,413
Halima Dangote	**34,000**	19,200	**7,100**	7,100	**39,212**	25,740	**80,312**	52,040
Alvaro Poncioni Mérian	**19,414**	—	**1,100**	—	**8,412**	—	**28,926**	—
Total	**545,968**	407,465	**82,200**	86,950	**536,288**	379,840	**1,164,456**	874,255
Executive Directors							**1,275,724**	969,101
Grand total							**2,440,180**	1,843,356

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Supplementary information

Report of the Statutory Audit Committee

In accordance with Section 404 (7) of the Companies and Allied Matters Act (CAMA), 2020 and Section 30.4 of the SEC Code, the members of the Statutory Audit Committee of Dangote Cement Plc hereby report as follows:

"We have exercised our statutory functions under Section 404 (7) of the Companies and Allied Matters Act (CAMA), 2020 and we acknowledge the cooperation of the Board, management and staff in the conduct of these responsibilities. After careful consideration of the report of the external auditors, we accepted the report that the financial statements give a true and fair view of the state of the Group and Company's financial affairs as at 31 December 2023.

We confirm that:

I. the accounting and reporting policies of the Group and Company are in accordance with legal and regulatory requirements as well as agreed ethical practices;

II. we reviewed the scope and planning of audit requirements and found them adequate;

III. we reviewed the findings on the management letter prepared by the external auditors and found management responses to the findings satisfactory;

IV. the accounting and internal controls system is constantly and effectively being monitored through an effective internal audit function;

V. we made recommendations to the Board on the re-appointment and remuneration of the external auditors and also reviewed the provision made in the financial statements for the remuneration of the external auditors; and

VI. we considered that the external auditors are independent and qualified to perform their duties effectively.

The Committee therefore recommends that the audited financial statements for the year ended 31 December 2023 and the External Auditors' Report thereon be presented for adoption at the Annual General Meeting."

Robert Ade-Odiachi
Chairman, Statutory Audit Committee
FRC/2013/ICAN/00000004526

1 March 2024

Members of the Statutory Audit Committee:
Robert Ade-Odiachi, Shareholders' Representative
Nicholas Nyamali, Shareholders' Representative
Sheriff Yussuf, Shareholders' Representative
Olakunle Alake, Non-Executive Director
Ernest Ebi, Independent Non-Executive Director

Statement of Directors' responsibilities for the preparation and approval of the financial statements

For the year ended 31 December 2023

The Directors of Dangote Cement Plc are responsible for the preparation of the consolidated and separate financial statements that present fairly the financial position of the Group and Company as at 31 December 2023, and the results of its operations, cash flows and changes in equity for the year then ended, in compliance with IFRS Accounting Standards issued by the International Accounting Standards Board (IFRS Accounting Standards) and in the manner required by the Companies and Allied Matters Act (CAMA), 2020 and the Financial Reporting Council of Nigeria (Amendment) Act, 2023.

In preparing the financial statements, the Directors are responsible for:

- properly selecting and applying accounting policies;
- presenting information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- providing additional disclosures when compliance with the specific requirements in IFRS Accounting Standards are insufficient to enable users to understand the impact of particular transactions, other events and conditions on the Group and Company's financial position and financial performance; and
- making an assessment of the Group and Company's ability to continue as a going concern.

The Directors are responsible for:

- designing, implementing and maintaining an effective and sound system of internal controls throughout the Group and Company;
- maintaining adequate accounting records that are sufficient to show and explain the Group and Company's transactions and disclose with reasonable accuracy at any time, the financial position of the Group and Company, and which enable them to ensure that the financial statements of the Group and Company comply with IFRS Accounting Standards;
- maintaining statutory accounting records in compliance with the legislation of Nigeria and IFRS Accounting Standards;
- taking such steps as are reasonably available to them to safeguard the assets of the Group and Company; and
- preventing and detecting fraud and other irregularities.

The Directors have assessed the Group and Company's ability to continue as a going concern and have no reason to believe the Group and Company will not remain as a going concern in the year ahead.

The consolidated and separate financial statements of the Group and Company for the year ended 31 December 2023 were approved by the Directors on 1 March 2024.

On behalf of the Directors

Aliko Dangote, GCON
Chairman
FRC/2013/IODN/00000001766
1 March 2024

Arvind Pathak
Group Chief Executive Officer/GMD
FRC/2023/PRO/DIR/003/236066
1 March 2024

Statement of corporate responsibility for the consolidated and separate financial statements

For the year ended 31 December 2023

Further to the provisions of Section 405 of the Companies and Allied Matters Act (CAMA), 2020, we, the Group Managing Director/ Group CEO and Group Chief Financial Officer, hereby certify the consolidated and separate financial statements of Dangote Cement Plc for the year ended 31 December 2023 as follows:

a) That we have reviewed the audited consolidated and separate financial statements of Dangote Cement Plc ("the Company") and its subsidiaries (together, "the Group") for the year ended 31 December 2023.

b) That the audited consolidated and separate financial statements do not contain any untrue statement of material fact or omit to state a material fact which would make the statements misleading, in the light of the circumstances under which such statement was made.

c) That the audited consolidated and separate financial statements and all other financial information included in the statements fairly present, in all material respects, the financial condition and results of operation of the Group and Company as of and for, the year ended 31 December 2023.

d) That we are responsible for establishing and maintaining internal controls and have designed such internal controls to ensure that material information relating to the Company and its subsidiaries is made known to us by other officers of the companies, during the year ended 31 December 2023.

Arvind Pathak
Group Chief Executive Officer/GMD
FRC/2023/PRO/DIR/003/236066
1 March 2024

Gbenga Fapohunda
Ag. Group Chief Finance Officer
FRC/2019/ICAN/00000019333
1 March 2024

Certification of management's assessment of internal control over financial reporting

We, Arvind Pathak and Gbenga Fapohunda, certify that:

a) We have reviewed the 2023 Annual Report and financial statements of Dangote Cement Plc ("the Company") and its subsidiaries (together ''the Group").9

b) Based on our knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report.

c) Based on our knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the Company and the Group as of 31 December 2023, presented in this report.

d) Dangote Cement Plc certifying officers:

1) are responsible for establishing and maintaining internal controls;

2) have designed such internal controls and procedures, or caused such internal controls and procedures to be designed under our supervision, to ensure that material information relating to Dangote Cement Plc, and its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

3) have designed such internal control system, or caused such internal control system to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles; and

4) have evaluated the effectiveness of the Company's internal controls and procedures as of a date within 90 days prior to the report and presented in this report our conclusions about the effectiveness of the internal controls and procedures, as of 31 December, 2023 covered by this report based on such evaluation.

e) Dangote Cement Plc certifying officers have disclosed, based on our most recent evaluation of internal control system, to the Company's auditors (KPMG Professional Services) and the Audit Committee that:

1) all significant deficiencies in the design or operation of the internal control system which are reasonably likely to adversely affect Dangote Cement Plc's ability to record, process, summarise and report financial information; and

2) there was no fraud, whether or not material, that involves management or other employees who have a significant role in the Company's internal control system.

f) Dangote Cement Plc certifying officers have identified, in the report whether or not there were significant changes in internal controls or other facts that could significantly affect internal controls subsequent to the date of their evaluation including any corrective actions with regard to deficiencies noted.

Dated this 29 day of February 2024

Arvind Pathak
Group Chief Executive Officer/GMD
FRC/2023/PRO/DIR/003/236066
1 March 2024

Gbenga Fapohunda
Ag. Group Chief Finance Officer
FRC/2019/ICAN/00000019333
1 March 2024

Management's report on the effectiveness of internal control over financial reporting as of 31 December 2023

The management of Dangote Cement Plc ("the Company") is responsible for establishing and maintaining adequate internal control over financial reporting as required by the Securities and Exchange (SEC) Act, 2007 and the Financial Reporting Council (Amendment) Act, 2023.

The management of Dangote Cement Plc assessed the effectiveness of the internal control over financial reporting of the Company and its subsidiaries (together "the Group") as of 31 December 2023 using the criteria set forth by Internal Control – Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (''the COSO Framework'') and in accordance with the SEC Guidance on Implementation of Section 60 to 63 of Investments and Securities Act 2007.

As of 31 December, 2023, the management of Dangote Cement Plc did not identify any material weakness in its assessment of the internal control over financial reporting. As a result, management has concluded that as of 31 December 2023, the Group's internal control over financial reporting was effective.

The Company's independent auditor, KPMG Professional Services who audited the consolidated and separate financial statements included in the Annual Report, issued an unmodified conclusion on the effectiveness of the Group's internal control over financial reporting as of 31 December, 2023 based on the limited assurance engagement performed by them. KPMG Professional Services' limited assurance report appears on pages 180 to 185 of the Annual Report.

Changes in internal control over financial reporting

There were no changes in our internal control over financial reporting that occurred after the date of our evaluation of the effectiveness of internal control over financial reporting that significantly affected, or are reasonably likely to significantly affect the Group's internal control over financial reporting.

Arvind Pathak
Group Chief Executive Officer/GMD
FRC/2023/PRO/DIR/003/236066
1 March 2024

Gbenga Fapohunda
Ag. Group Chief Finance Officer
FRC/2019/ICAN/00000019333
1 March 2024

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INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Dangote Cement Plc

Report on the Audit of the Consolidated and Separate Financial Statements

Opinion
We have audited the consolidated and separate financial statements of Dangote Cement Plc ("the Company") and its subsidiaries (together, "the Group"), which comprise:

- the consolidated and separate statements of financial position as at 31 December 2023;
- the consolidated and separate statements of profit or loss and other comprehensive income;
- the consolidated and separate statements of changes in equity;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes, comprising material accounting policies and other explanatory information.

In our opinion, the accompanying consolidated and separate financial statements give a true and fair view of the consolidated and separate financial position of the Company and its subsidiaries as at 31 December 2023, and of its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards) and in the manner required by the Companies and Allied Matters Act (CAMA), 2020 and the Financial Reporting Council of Nigeria (Amendment) Act, 2023.

Basis for Opinion
We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the consolidated and separate Financial Statements* section of our report. We are independent of the Group and Company in accordance with International Ethics Standards Board for Accountants *International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code)* together with the ethical requirements that are relevant to our audit of the consolidated and separate financial statements in Nigeria and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters
Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

1. Impairment assessment of investment in subsidiaries	
Refer to material accounting policies (Note 2.3.1 and 4.2.6) and related disclosures (Note 18.2 and 31.2) of the separate financial statements	
The key audit matter	**How the matter was addressed in our audit**
The carrying amounts of the Company's investment in subsidiaries and net investments in the subsidiaries disclosed in Notes 18.2 and 31.2 to the financial statements are significant. Some of the subsidiaries are currently loss-making and are dependent on financial support mostly in the form of loans and advances from the parent company for their ongoing operations (Note 31). Judgment is required in estimating the recoverable amounts of the investment in subsidiaries and long-	Our procedures included the following: • We held inquiry sessions with management to understand the process and procedures for the identification of indicators of impairment of investment in subsidiaries. • We checked that the impairment indicators were appropriately identified as at the reporting date based on our knowledge of the business, its operating

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term receivables. The estimation of recoverable amounts involves making assumptions regarding the future performance of the subsidiaries, inherent uncertainties around macroeconomic decisions and climate-related risks involved in preparing forecasts and discounted future cash flow projections and determining an appropriate discount rate and terminal growth rate. The significance of the amounts involved and the uncertainties inherent in estimating the recoverable amounts makes this a key audit matter in the separate financial statements.	environment and other information obtained during the audit. • We assessed the reasonableness of the forecasts presented for the subsidiaries with impairment triggers by comparing them with historical performance. • We challenged management's assumptions, judgements and decisions made in the calculation of the recoverable amounts by comparing them with historical performance, industry trends and future projections, considering the uncertainties around macroeconomic factors and climate change. • We engaged our valuation specialist to test the appropriateness of the discount rates and terminal growth rates used. • We assessed the appropriateness of the classification and disclosure in the financial statements required by relevant accounting standards, including disclosures about sensitivities and major sources of estimation uncertainties.
2. Restatement of the financial statements of a subsidiary whose functional currency is the currency of a hyperinflationary economy	
Refer to material accounting policies (Note 2.33) and related disclosures of the consolidated financial statements	
Dangote Industries (Ethiopia) Plc, Dangote Cement (Sierra Leone) Limited and Dangote Cement Ghana Limited and Dangote Takoradi Cement Production Limited are the subsidiaries of Dangote Cement Plc (the Company) accounting for 16%, 0.2%, 1% and 0.4% of the Group's revenue respectively. In 2023, economic environment of Ethiopia, Sierra Leone and Ghana showed characteristics which indicate the existence of hyperinflation and therefore the restatement of the financial statements in accordance with International Accounting Standards 29: *Financial Reporting in Hyperinflationary Economies* (IAS 29) was deemed necessary. The determination of the existence of hyperinflation is a matter of judgement and was based on management's assessment of the characteristics of the economic environment of the subsidiaries in 2023. Furthermore, the restatement of the financial statements in terms of the measuring unit current at the end of the reporting period is complex and required us to focus on the audit of the methodology and approach adopted. We focused on this area due to the judgement and complexities required in determining the restated amounts reported, pervasiveness across various financial statements items, as well as the nature of	Our procedures included the following: • We held inquiry sessions with management to understand the characteristics of the economic environment of Ethiopia, Sierra Leone and Ghana in 2023 which indicates the existence of hyperinflation by evaluating management's assessment of the economy. • We challenged management's assumptions and judgements applied in the assessment of the economy by comparing to publicly available information and economic analysis. • We evaluated management's methodology and approach to restatement of the financial statements in accordance with IAS 29, by checking the appropriateness of the classification of financial statements items as monetary and non-monetary items. • We checked restatement calculations prepared by management's expert used to determine the restated amounts by checking the mathematical accuracy in the computations. • We checked the reliability and reasonableness of

disclosures required in the consolidated financial statements.	the data used in restatement calculations by testing the underlying historical data and publicly available information sources. • We tested the appropriateness of the methodology and approach to restatement of the financial statements in accordance with IAS 29. • We evaluated the appropriateness and adequacy of the presentation and disclosures in the financial statements as required by IAS 29.
3. Trade and other payables	
Refer to material accounting policies (Note 2.23) and related disclosures (Note 25) of the separate financial statements	
The key audit matter	**How the matter was addressed in our audit**
Included in trade and other payables as at 31 December 2023 is an amount of ₦235 billion and ₦86 billion for Group and Company respectively related to vendors. We focused on this area due to the large volume and value of vendor transactions, the numerous reconciling items and the manual nature of the reconciliation process. This is considered a key audit matter in both the consolidated and separate financial statements.	Our procedures included the following: • We reviewed documentation and performed a walkthrough of the procure-to-pay process (PTP) to identify process risk points and related controls. • We selected a sample of high-value balances and obtained confirmations from the vendors. • We had control over the confirmation process by sending out the letters and requested that the vendors responded directly to us. • We tested reconciliation statements prepared by management at year end and checked the reconciling items to underlying supporting documents such as invoices, bank advices and confirmations, goods received note and shipping documents. • We assessed the presentation and appropriateness of related disclosures with respect to the trade and other payables in the financial statements.

Other Information

The Directors are responsible for the other information. The other information comprises the Directors Report, Report of the Statutory Audit Committee, Statement of Directors' Responsibilities for the preparation and approval of the financial statements, Statement of Corporate Responsibility for the consolidated and separate Financial Statements, Certification of Management's Assessment of Internal Control over Financial reporting, Management's Report on the Effectiveness of Internal Control over Financial Reporting and Other National Disclosures which we obtained prior to the date of this auditors' report, but does not include the consolidated and separate financial statements and our auditor's report thereon. Other information also includes Strategic report, The Dangote Way, Corporate Governance report and Supplementary information, together the "outstanding reports", which are expected to be made available to us after that date.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information and in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we have obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the outstanding reports, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of the Directors for the Consolidated and Separate Financial Statements

The Directors are responsible for the preparation of consolidated and separate financial statements that give a true and fair view in accordance with IFRS Accounting Standards and in the manner required by the Companies and Allied Matters Act (CAMA), 2020 and the Financial Reporting Council of Nigeria (Amendment) Act, 2023, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the directors are responsible for assessing the Group and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group and Company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group and Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group and Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

Compliance with the requirements of Schedule 5 of the Companies and Allied Matters Act (CAMA), 2020.

i. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit.

ii. In our opinion, proper books of account have been kept by the Company, so far as appears from our examination of those books.

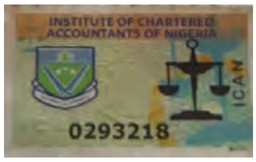
iii. The Company's statement of financial position and statement of profit or loss and other comprehensive income are in agreement with the books of account.

Compliance with FRC Guidance on Assurance Engagement Report on Internal Control over Financial Reporting

In accordance with the requirements of the Financial Reporting Council of Nigeria, we performed a limited assurance engagement and reported on management's assessment of the Company's internal control over financial reporting as of 31 December 2023. The work performed was done in accordance with ISAE 3000 (Revised) *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* and the FRC Guidance on Assurance Engagement Report on Internal Control over Financial Reporting. We have issued an unmodified conclusion in our report dated 29 February 2024. The report is included on pages 17 to 18 of the Annual Report.

Signed:

Goodluck C. Obi, FCA
FRC/2012/ICAN/00000000442
For: KPMG Professional Services
Chartered Accountants
29 February 2024
Lagos, Nigeria



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Independent Auditor's Limited Assurance Report

To the Shareholders of Dangote Cement Plc

Report on Limited Assurance Engagement Performed on Management's Assessment of Internal Control Over Financial Reporting

Conclusion

We have performed a limited assurance engagement on whether internal control over financial reporting of Dangote Cement Plc ("the Company") and its subsidiaries (together "the Group") as of 31 December 2023 is effective in accordance with the criteria established by Internal Control - Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission ("the COSO Framework") and the Securities and Exchange Commission Guidance on Implementation of Sections 60 – 63 of Investments and Securities Act 2007.

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Group's internal control over financial reporting as of 31 December 2023 is not effective, in all material respects, in accordance with the COSO Framework and the Securities and Exchange Commission Guidance on Implementation of Sections 60 – 63 of Investments and Securities Act 2007.

Basis for conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) *3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* issued by the International Auditing and Assurance Standards Board (IAASB) and the Financial Reporting Council of Nigeria Guidance on Assurance Engagement Report on Internal Control over Financial Reporting. Our responsibilities are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other matter

We have audited the consolidated and separate financial statements of Dangote Cement Plc in accordance with the International Standards on Auditing, and our report dated 29 February 2024 expressed an unmodified opinion of those consolidated and separate financial statements. Our conclusion is not modified in respect of this matter.

Responsibilities for Internal Control over Financial reporting

The Board of Directors of Dangote Cement Plc is responsible for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management's Report on the Effectiveness of Internal Control over Financial Reporting. Our responsibility is to express a conclusion on the Group's internal control over financial reporting based on our assurance engagement.

Our responsibilities

The Financial Reporting Council of Nigeria Guidance on Assurance Engagement Report on Internal Control over Financial Reporting ("the Guidance") requires that we plan and perform the assurance engagement and provide a limited assurance report on the Group's internal control over financial reporting based on our assurance engagement.

Summary of the work we performed as the basis for our conclusion

As prescribed in the Guidance, the procedures we performed included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our engagement also included performing such other procedures as we considered necessary in the circumstances. We believe the procedures performed provide a basis for our report on the internal control put in place by management over financial reporting.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Definition and Limitations of Internal Control Over Financial reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that:

(i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company;
(ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and
(iii) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect all misstatements. Furthermore, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Signed:

Goodluck C. Obi, FCA
FRC/2012/ICAN/00000000442
For: KPMG Professional Services
Chartered Accountants
29 February 2024
Lagos, Nigeria

INSTITUTE OF CHARTERED ACCOUNTANTS OF NIGERIA
ICAN
0293231

Consolidated and separate statements of profit or loss

For the year ended 31 December 2023

		Group		Company	
	Notes	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Revenue	5	**2,208,090**	1,618,323	**1,297,639**	1,205,401
Production cost of sales	7	**(1,006,278)**	(662,890)	**(623,159)**	(455,122)
Gross profit		**1,201,812**	955,433	**674,480**	750,279
Administrative expenses	8	**(126,533)**	(79,879)	**(57,761)**	(42,532)
Selling and distribution expenses	9	**(365,105)**	(295,234)	**(239,015)**	(224,925)
Other income	11	**24,953**	5,333	**19,454**	3,550
Impairment of financial assets	21 & 22	**(860)**	223	**(486)**	(705)
Profit from operating activities		**734,267**	585,876	**396,672**	485,667
Finance income	10.1	**27,405**	38,715	**981,600**	121,864
Finance costs	10.2	**(310,962)**	(130,370)	**(815,472)**	(62,541)
Gain on net monetary position	2.33	**101,163**	29,022	**—**	—
Share of profit from associate	18.3	**1,231**	759	**—**	—
Profit before tax		**553,104**	524,002	**562,800**	544,990
Income tax expense	14.1	**(97,521)**	(141,691)	**(72,477)**	(142,133)
Profit for the year		**455,583**	382,311	**490,323**	402,857
Profit for the year attributable to:					
Owners of the Company		**445,214**	375,988	**490,323**	402,857
Non-controlling interests		**10,369**	6,323	**—**	—
		455,583	382,311	**490,323**	402,857
Earnings per share, basic and diluted (Naira)	13	**26.47**	22.27	**29.15**	23.87

The accompanying notes form an integral part of these consolidated and separate financial statements.

Consolidated and separate statements of comprehensive income

For the year ended 31 December 2023

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Profit for the year	**455,583**	382,311	**490,323**	402,857
Other comprehensive income, net of tax:				
Items that may be reclassified subsequently to profit or loss:				
Exchange differences on translating net investments in foreign operations	**559,490**	23,074	**—**	—
Other comprehensive income for the year, net of tax	**559,490**	23,074	**—**	—
Total comprehensive income for the year	**1,015,073**	405,385	**490,323**	402,857
Total comprehensive income for the year attributable to:				
Owners of the Company	**994,154**	399,106	**490,323**	402,857
Non-controlling interests	**20,919**	6,279	**—**	—
	1,015,073	405,385	**490,323**	402,857

The accompanying notes form an integral part of these consolidated and separate financial statements.

Consolidated and separate statements of financial position

As at 31 December 2023

	Notes	Group		Company	
		31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Assets					
Non-current assets					
Property, plant and equipment	15	**2,383,528**	1,527,293	**476,148**	498,893
Intangible assets	16	**12,356**	6,225	**111**	114
Right-of-use assets	17	**51,319**	23,551	**1,870**	1,628
Investments in subsidiaries	18.2	**—**	—	**249,262**	249,262
Investment in associate	18.3	**2,607**	2,580	**1,582**	1,582
Lease receivables	22	**14,656**	17,085	**14,656**	17,085
Deferred tax assets	14.4	**25,933**	14,193	**—**	—
Prepayments	19.1	**39,312**	1,267	**211**	211
Receivables from subsidiaries	31	**—**	—	**1,110,750**	959,639
Total non-current assets		**2,529,711**	1,592,194	**1,854,590**	1,728,414
Current assets					
Inventories	20	**394,023**	239,563	**187,799**	132,704
Trade and other receivables	21	**73,215**	45,490	**33,076**	16,842
Prepayments and other current assets	19.2	**488,676**	447,149	**757,406**	577,474
Lease receivables	22	**4,059**	5,981	**4,059**	5,981
Current tax assets	14.2	**1,944**	1,435	**924**	911
Cash and cash equivalents	32.1	**447,097**	283,843	**232,614**	196,137
Total current assets		**1,409,014**	1,023,461	**1,215,878**	930,049
Total assets		**3,938,725**	2,615,655	**3,070,468**	2,658,463
Liabilities					
Current liabilities					
Trade and other payables	25	**619,901**	334,899	**217,387**	154,463
Lease liabilities	33	**4,099**	1,713	**82**	—
Current tax liabilities	14.3	**174,287**	167,971	**118,070**	156,940
Financial liabilities	26	**624,256**	392,378	**470,923**	327,331
Other current liabilities	27.2	**190,089**	124,724	**320,774**	137,106
Total current liabilities		**1,612,632**	1,021,685	**1,127,236**	775,840
Non-current liabilities					
Deferred tax liabilities	14.4	**161,483**	154,026	**63,009**	112,691
Financial liabilities	26	**388,364**	333,498	**259,954**	263,171
Lease liabilities	33	**16,505**	8,057	**146**	148
Provisions	28	**21,200**	10,575	**5,844**	6,834
Deferred revenue	27.1	**510**	320	**—**	—
Employee benefit obligations	29.2	**12,191**	8,547	**11,315**	8,244
Total non-current liabilities		**600,253**	515,023	**340,268**	391,088
Total liabilities		**2,212,885**	1,536,708	**1,467,504**	1,166,928
Net assets		**1,725,840**	1,078,947	**1,602,964**	1,491,535
Equity					
Share capital	23.1	**8,520**	8,520	**8,520**	8,520
Share premium	23.2	**42,430**	42,430	**42,430**	42,430
Treasury Shares	23.5	**(86,579)**	(45,156)	**(86,579)**	(45,156)
Capital contribution	23.6	**2,877**	2,877	**2,828**	2,828
Currency translation reserve	23.7	**625,160**	76,220	**—**	—
Retained earnings		**1,098,626**	969,478	**1,635,765**	1,482,913
Equity attributable to owners of the Company		**1,691,034**	1,054,369	**1,602,964**	1,491,535
Non-controlling interest		**34,806**	24,578	**—**	—
Total equity		**1,725,840**	1,078,947	**1,602,964**	1,491,535
Total equity and liabilities		**3,938,725**	2,615,655	**3,070,468**	2,658,463

The accompanying notes form an integral part of these consolidated and separate financial statements.

These financial statements were approved and authorised for issue by the Board of Directors on 1 March 2024 and were signed on its behalf by:

Aliko Dangote, GCON
Chairman, Board of Directors
FRC/2013/IODN/00000001766

Arvind Pathak
Group Chief Executive Officer/GMD
FRC/2023/PRO/DIR/003/236066

Gbenga Fapohunda
Ag. Group Chief Finance Officer
FRC/2019/ICAN/00000019333

Consolidated statement of changes in equity

For the year ended 31 December 2023

Group	Share capital ₦'million	Share premium ₦'million	Treasury shares ₦'million	Retained earnings ₦'million	Currency translation reserve ₦'million	Capital contribution ₦'million	Attributable to the owners of the Company ₦'million	Non-controlling interests ₦'million	Total equity ₦'million
Balance as at 1 January 2022	8,520	42,430	(9,833)	868,274	53,102	2,877	965,370	18,299	983,669
Profit for the year	—	—	—	375,988	—	—	375,988	6,323	382,311
Other comprehensive income for the year, net of tax	—	—	—	—	23,118	—	23,118	(44)	23,074
Total comprehensive income for the year	—	—	—	375,988	23,118	—	399,106	6,279	405,385
Dividends	—	—	—	(337,471)	—	—	(337,471)	—	(337,471)
Effect of shares buy-back	—	—	(35,323)	—	—	—	(35,323)	—	(35,323)
Gain on net monetary position (note 2.33)	—	—	—	62,687	—	—	62,687	—	62,687
Balance as at 31 December 2022	8,520	42,430	(45,156)	969,478	76,220	2,877	1,054,369	24,578	1,078,947
Balance as at 1 January 2023	**8,520**	**42,430**	**(45,156)**	**969,478**	**76,220**	**2,877**	**1,054,369**	**24,578**	**1,078,947**
Profit for the year	**—**	**—**	**—**	**445,214**	**—**	**—**	**445,214**	**10,369**	**455,583**
Other comprehensive income for the year, net of tax	**—**	**—**	**—**	**—**	**548,940**	**—**	**548,940**	**10,550**	**559,490**
Total comprehensive income for the year	**—**	**—**	**—**	**445,214**	**548,940**	**—**	**994,154**	**20,919**	**1,015,073**
Dividends	**—**	**—**	**—**	**(337,471)**	**—**	**—**	**(337,471)**	**(10,799)**	**(348,270)**
Effect of shares buy-back (note 23.5)	**—**	**—**	**(41,423)**	—	**—**	**—**	**(41,423)**	**—**	**(41,423)**
Gain on net monetary position (note 2.33)	**—**	**—**	**—**	**21,405**	**—**	**—**	**21,405**	**108**	**21,513**
Balance as at 31 December 2023	**8,520**	**42,430**	**(86,579)**	**1,098,626**	**625,160**	**2,877**	**1,691,034**	**34,806**	**1,725,840**

The accompanying notes form an integral part of these consolidated and separate financial statements.

Separate statement of changes in equity

For the year ended 31 December 2023

Company	Share capital ₦'million	Share premium ₦'million	Treasury shares ₦'million	Capital contribution ₦'million	Retained earnings ₦'million	Total equity ₦'million
Balance as at 1 January 2022	8,520	42,430	(9,833)	2,828	1,417,527	1,461,472
Profit for the year	—	—	—	—	402,857	402,857
Other comprehensive income for the year, net of tax	—	—	—	—	—	—
Total comprehensive income for the year	—	—	—	—	402,857	402,857
Dividends	—	—	—	—	(337,471)	(337,471)
Effect of shares buy-back (note 23.5)	—	—	(35,323)	—	—	(35,323)
Balance as at 31 December 2022	8,520	42,430	(45,156)	2,828	1,482,913	1,491,535
Balance as at 1 January 2023	**8,520**	**42,430**	**(45,156)**	**2,828**	**1,482,913**	**1,491,535**
Profit for the year	**—**	**—**	**—**	**—**	**490,323**	**490,323**
Other comprehensive income for the year, net of tax	**—**	**—**	**—**	**—**	**—**	**—**
Total comprehensive income for the year	**—**	**—**	**—**	**—**	**490,323**	**490,323**
Dividends	**—**	**—**	**—**	**—**	**(337,471)**	**(337,471)**
Effect of shares buy-back (note 23.5)	**—**	**—**	**(41,423)**	**—**	**—**	**(41,423)**
Balance as at 31 December 2023	**8,520**	**42,430**	**(86,579)**	**2,828**	**1,635,765**	**1,602,964**

The accompanying notes form an integral part of these consolidated and separate financial statements.

Consolidated and separate statements of cash flows

For the year ended 31 December 2023

	Notes	Group Year ended 31/12/23 ₦'million	Group Year ended 31/12/22 ₦'million	Company Year ended 31/12/23 ₦'million	Company Year ended 31/12/22 ₦'million
Cash flows from operating activities					
Profit before tax		**553,104**	524,002	**562,800**	544,990
Adjustments for:					
Depreciation & amortisation	15, 16 & 17	**151,160**	120,390	**53,811**	60,265
Write off & impairment of property, plant, equipment and intangible assets	12	**702**	1,972	**—**	129
Interest expenses	10.2	**144,530**	75,242	**106,205**	61,388
Interest & dividend income	10.1	**(27,405)**	(38,715)	**(197,093)**	(78,247)
Net exchange loss/(gain) on borrowings and non-operating assets		**82,707**	25,958	**(129,543)**	(61,327)
Gain on net monetary position	2.33	**(101,163)**	(29,022)	**—**	—
Share of income from associate	18.3	**(1,231)**	(759)	**—**	—
Change in deferred revenue	27.1	**(44)**	(332)	**2**	(299)
Provisions		**10,625**	2,147	**(990)**	1,261
Provision for employee benefits obligations		**3,644**	5,328	**3,071**	5,272
Gain on disposal of property, plant and equipment & right-of-use assets	11	**(2,447)**	(21)	**(2,238)**	—
		814,182	686,190	**396,025**	533,432
Changes in:					
Inventories	32.2.1	**(155,892)**	(70,345)	**(55,095)**	(44,283)
Trade and other receivables	32.2.2	**(37,304)**	457	**(20,811)**	(1,044)
Trade and other payables	32.2.3	**286,410**	(22,429)	**63,230**	(46,199)
Prepayments and other current assets	32.2.4	**(123,952)**	(42,316)	**136,241**	81,973
Other current liabilities	32.2.5	**54,626**	(23,570)	**36,773**	(26,877)
		838,070	527,987	**556,363**	497,002
Change in lease receivables		**6,848**	10,614	**6,848**	10,614
Income tax paid	14.3.1	**(166,129)**	(150,766)	**(156,452)**	(143,431)
Net cash generated from operating activities		**678,789**	387,835	**406,759**	364,185
Cash flows from Investing activities					
Interest received		**23,774**	37,097	**16,872**	33,280
Dividend income received	10.1	**1,204**	4,707	**1,204**	4,707
Acquisition of intangible assets	16	**(118)**	(307)	**(51)**	(19)
Additional receivables from subsidiaries		**—**	—	**(121,098)**	(53,822)
Repayment by subsidiaries		**—**	—	**131,204**	29,790
Net loan (obtained)/repaid by parent company		**83,802**	(93,812)	**83,802**	(93,812)
Proceeds from disposal of property, plant and equipment		**5,640**	106	**5,171**	—
Acquisition of property, plant and equipment		**(140,221)**	(74,613)	**(33,322)**	(38,609)
Additions to property, plant and equipment	15	**(102,176)**	(65,945)	**(33,322)**	(26,449)
Change in non-current prepayments	19.1	**(38,045)**	3,492	**—**	—
Net suppliers' credit repaid		**—**	(12,160)	**—**	(12,160)
Net cash used in investing activities		**(25,919)**	(126,822)	**83,782**	(118,485)
Cashflows from Financing activities					
Interest paid		**(118,984)**	(68,840)	**(94,224)**	(57,432)
Lease payment		**(4,838)**	(3,421)	**(1,090)**	(1,300)
Shares buy-back	23.5	**(41,423)**	(35,323)	**(41,423)**	(35,323)
Dividends paid		**(337,471)**	(337,471)	**(337,471)**	(337,471)
Loans obtained	26.5	**491,685**	338,454	**460,441**	290,107
Loans repaid	26.5	**(340,985)**	(267,178)	**(322,750)**	(239,162)
Net cash used in financing activities		**(352,016)**	(373,779)	**(336,517)**	(380,581)
Increase/(Decrease) in cash and cash equivalents		**300,854**	(112,766)	**154,024**	(134,881)
Cash and cash equivalents at beginning of year	32.1	**150,854**	263,368	**68,928**	203,809
Effects of exchange rate changes		**(19,557)**	252	**—**	—
Cash and cash equivalents at end of year	32.1	**432,151**	150,854	**222,952**	68,928

The accompanying notes form an integral part of these consolidated and separate financial statements.

Notes to the consolidated and separate financial statements
For the year ended 31 December 2023

1. General information
Dangote Cement Plc ("the Company") was incorporated in Nigeria as a public limited liability company on 4 November, 1992 and commenced operations in January 2007 under the name Obajana Cement Plc. The name was changed on 14 July 2010 to Dangote Cement Plc.

Its parent company is Dangote Industries Limited ("DIL" or "the parent company"). Its ultimate controlling party is Aliko Dangote.

The registered address of the Company is located at 1 Alfred Rewane Road, Ikoyi, Lagos, Nigeria.

The principal activity of the Company and its subsidiaries (together referred to as "the Group") is to operate plants for the preparation, manufacture and distribution of cement and related products. The Company's production activities are currently undertaken at Obajana town in Kogi State, Gboko in Benue State and Ibese in Ogun State; all in Nigeria. Information in respect of the subsidiaries' locations is disclosed in note 18.

The consolidated financial statements for the year ended 31 December 2023 comprise the results and the financial position of the Company and its subsidiaries (together referred to as "the Group" and individually as "Group entities").

The separate financial statements of the Company for the year ended 31 December 2023 comprise those of the Company only.

2. Material accounting policies
The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Statement of compliance
The Group and Company's financial statements for the year ended 31 December 2023 have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards), and in the manner required by the Companies and Allied Matters Act (CAMA), 2020 and the Financial Reporting Council of Nigeria (Amendment) Act, 2023.

2.2 Basis of preparation
The financial statements have been prepared in accordance with the going concern assumption under the historical cost concept except for the following items:

- Defined benefit obligations: Present value of the obligation.
- Non-derivative financial instruments – initially at fair value and subsequently at amortised cost using effective interest rate.
- Derivative financial instruments – measured at fair value.
- Inventory – lower of cost and net realisable value.
- Lease liabilities – measured at present value of future lease payments.
- Balances for entities in hyper-inflation economies.

Historical cost is generally based on the fair value of the consideration given in exchange for assets.

2.3 Basis of consolidation
The Group financial statements incorporate the financial statements of the parent company and entities controlled by the Company and its subsidiaries made up to 31 December 2023. Control is achieved where the investor; (i) has power over the investee entity (ii) is exposed, or has rights, to variable returns from the investee entity as a result of its involvement, and (iii) can exercise some power over the investee to affect its returns.

The Company reassesses whether or not it still controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. The accounting policies of subsidiaries have been changed when necessary to align them with the policies adopted by the Group.

Income and expenses of subsidiaries acquired or disposed of during the period are included in the consolidated statement of profit or loss and consolidated statement of comprehensive income from the effective date of acquisition and up to the effective date of disposal, as appropriate. Total comprehensive income of subsidiaries is attributed to the owners' of the Company and to the non-controlling interests even if this results in the non-controlling interest having a deficit balance.

2.3.1 Investments in subsidiaries
In the Company's separate financial statements, investments in subsidiaries are carried at cost less any impairment that has been recognised in profit or loss. The cost of an investment in a subsidiary is the aggregate of:

- the fair value, at the date of exchange, of assets given, liabilities incurred or assumed, and equity instruments issued by the Company; plus
- any costs directly attributable to the purchase of the subsidiary.

Investments in subsidiaries are eliminated on consolidation in the Group financial statements. Management performs an assessment at the end of each reporting period to determine whether there is any indication that the Investment in the subsidiaries may be impaired.

2. Material accounting policies continued

2.3 Basis of consolidation continued

2.3.2 Receivables from subsidiaries

Receivables from subsidiaries include long-term receivables which are deemed to be net investments in subsidiaries. They comprise receivables from foreign operations for which settlement is not planned nor likely to occur in the foreseeable future. They are accounted differently from trade receivables.

2.3.3 Transactions eliminated on consolidation

All intra-group balances and any gain and losses arising from intra-group transactions are eliminated in preparing the consolidated financial statements. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

2.4 Interest in associates

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The results and assets and liabilities of associates are incorporated in these consolidated financial statements using the equity method of accounting, except when the investment, or a portion thereof, is classified as held for sale, in which case it is accounted for in accordance with IFRS 5. Under the equity method, an investment in an associate is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associate. When the Group's share of losses of an associate exceeds the Group's interest in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

An investment in an associate is accounted for using the equity method from the date on which the investee becomes an associate. On acquisition of the investment in an associate, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.

The requirements of IAS 36 are applied to determine whether it is necessary to recognise any impairment loss with respect to the Group's investment in an associate. When necessary, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with IAS 36 Impairment of Assets as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount, Any impairment loss recognised forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with IAS 36 to the extent that the recoverable amount of the investment subsequently increases.

The Group discontinues the use of the equity method from the date when the investment ceases to be an associate or when the investment is classified as held for sale. When the Group retains an interest in the former associate and the retained interest is a financial asset, the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition in accordance with IFRS 9. The difference between the carrying amount of the associate at the date the equity method was discontinued, and the fair value of any retained interest and any proceeds from disposing of a part interest in the associate is included in the determination of the gain or loss on disposal of the associate. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that associate on the same basis as would be required if that associate had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by that associate would be reclassified to profit or loss on the disposal of the related assets or liabilities, the Group reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) when the equity method is discontinued.

The Group continues to use the equity method when an investment in an associate becomes an investment in a joint venture or an investment in a joint venture becomes an investment in an associate. There is no remeasurement to fair value upon such changes in ownership interests.

When the Group reduces its ownership interest in an associate but the Group continues to use the equity method, the Group reclassifies to profit or loss the proportion of the gain or loss that had previously been recognised in other comprehensive income relating to that reduction in ownership interest if that gain or loss would be reclassified to profit or loss on the disposal of the related assets or liabilities.

When a group entity transacts with an associate of the Group, profits and losses resulting from the transactions with the associate are recognised in the Group's consolidated financial statements only to the extent of interests in the associate that are not related to the Group.

In the separate financial statements for the parent company, investments in associates are recognised at cost less accumulated impairment.

2. Material accounting policies continued

2.5 Non-controlling interest

Non-controlling interest is the equity in a subsidiary or entity controlled by the Company, not attributable, directly or indirectly, to the parent company and is presented separately in the consolidated statement of profit or loss and other comprehensive income and within equity in the consolidated statement of financial position. Non-controlling interests are measured initially at their proportionate share of the acquiree's identifiable net assets at the date of acquisition. Total comprehensive income attributable to non-controlling interests is presented on the line "Non-controlling interests" in the statement of financial position, even if it creates negative non-controlling interests.

2.6 Acquisition of entities under common control

Business combinations arising from transfers of interests in entities that were under the control of the shareholder that controls the Group are accounted for prospectively as at the date that transfer of interest was effected. The assets and liabilities acquired are recognised at the carrying amounts recognised previously in the Group controlling shareholder's consolidated financial statements. The difference between the consideration paid and the net assets acquired is accounted for directly in equity.

2.7 Changes in the Group's ownership interests in existing subsidiaries

Changes in the Group's interests in a subsidiary that do not result in a loss of control are accounted for as equity transactions. The carrying amount of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the owners of the Company.

When the Group loses control of a subsidiary, a gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable IFRSs). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under IFRS 9, or when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

2.8 Revenue

The Group recognises revenue from the sale of cement and related products. Revenue is measured based on the consideration to which the Group expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of products to the customers.

2.8.1 Sale of cement and related products

The Group sells cement and related products both to distributors and directly to end user customers through its plants and depots.

For sales of products to the distributors, revenue is recognised when control of the goods has transferred, being when the goods have been delivered to the distributor's location if the agreement is for the Group to deliver. In case of self collection by distributors revenue is recognised when the distributor picks the products from the Group's factories or warehouses. Following delivery by the Group or self collection, the distributor has full discretion over the manner of distribution and price to sell the goods, has the primary responsibility when on selling the goods and bears the risks of obsolescence and loss in relation to the goods. For distributors that buy on credit, a receivable is recognised by the Group when the goods are delivered to the distributor as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due.

For sales of goods to end user customers, revenue is recognised when control of the goods has transferred, being at the point the customer lifts the goods from our factories if it's self collection or at the point at which the goods are delivered if the agreement is for the Group to deliver. Payment for the transaction price is done by the time goods are collected otherwise a receivable is recognised at that point.

2.9 Finance income

Finance income comprises interest income on short-term deposits with banks, interest on leases, dividend income, changes in the fair value of financial instruments at fair value through profit or loss, compensation for time value of money on road infrastructure tax scheme and foreign exchange gains.

Dividend income from investments is recognised in profit and loss when the shareholder's right to receive payment has been established (provided that it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably).

Interest income is recognised by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

2.10 Production cost of sales

Production cost of sales represents decreases in economic benefits during the accounting period that are directly or indirectly attributable to manufacturing inventory for sale.

2. Material accounting policies continued

2.11 Finance costs

Finance costs comprise interest expense on borrowings, unwinding of the discount on provision, foreign exchange losses except finance costs that are directly attributable to the acquisition, construction or production of a qualifying asset which are capitalised as part of the related assets. Interest is recognised in profit or loss using the effective interest method.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss in the period in which they are incurred.

However, borrowing costs that are directly attributable to the acquisition, construction or production of qualifying assets are capitalised as part of the cost of that asset. The capitalisation of borrowing costs commences from the date of incurring of expenditure relating to the qualifying asset and ceases when all the activities necessary to prepare the qualifying asset for its intended use or sale are complete. The interest rate used to determine the amount of capitalised interest cost is the actual interest rate when there is a specific borrowing facility related to construction project or the Group's average borrowing interest rate. Borrowing costs relating to the period after acquisition, construction or production are expensed. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. The borrowing costs capitalised may not exceed the actual interest incurred by the Group.

2.12 Foreign currency

2.12.1 Functional and presentation currency

These consolidated and separate financial statements are presented in the Nigerian Naira (₦), which is the Company's functional currency. All financial information presented in Naira has been rounded to the nearest million unless where otherwise stated.

2.12.2 Foreign currency transactions

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rates of exchange prevailing at the dates of the transactions.

At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences on monetary items are recognised in profit or loss in the period in which they arise except for:

- exchange differences on foreign currency borrowings relating to assets under construction for future productive use, which are included in the cost of those assets when they are regarded as an adjustment to interest costs on those foreign currency borrowings;
- exchange differences on transactions entered into in order to hedge certain foreign currency risks; and
- exchange differences on monetary items receivable from or payable to a foreign operation for which settlement is neither planned nor likely to occur (therefore forming part of the net investment in the foreign operation), which are recognised initially in other comprehensive income and reclassified from equity to profit or loss on disposal of the subsidiaries.

2.12.3 Foreign operations

In the Group's consolidated financial statements, all assets and liabilities of Group entities with a functional currency other than the Naira are translated into Naira upon consolidation. On consolidation, assets and liabilities have been translated at the closing rate at the reporting date. Income and expenses have been translated into Naira at the average rate over the reporting period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the dates of the transactions are used. For hyper-inflation economies, Income and expenses have been translated into Naira at the closing rate at the reporting date.

Exchange differences are charged/credited to other comprehensive income and recognised in currency translation reserve in equity. The exchange differences arising on the translation are taken directly to a separate component of other comprehensive income "Currency translation differences". On the partial or total disposal of a foreign entity with a loss of control, the related share in the cumulative translation differences recognised in equity is recognised in the consolidated statement of profit or loss.

2. Material accounting policies continued

2.13 Property, plant and equipment

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. The cost of an item of property, plant and equipment is recognised as an asset if it is probable that future economic benefits associated with the item will flow to the Company and Group and the cost can be measured reliably.

Cost includes expenditure that is directly attributable to the acquisition of the assets. Property, plant and machinery under construction are disclosed as capital work-in-progress. The cost of construction recognised includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, including borrowing costs on qualifying assets in accordance with the Group's accounting policy and the estimated costs of dismantling and removing the items and restoring the site on which they are located if the Group has a legal or constructive obligation to do so.

Such assets are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use. Depreciation of these assets, on the same basis as other property assets commences when the assets are ready for their intended use. When parts of an item of property, plant and equipment have different useful lives and are individually significant in relation to total cost of an item, they are accounted for as separate items (major components) of property, plant and equipment.

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefit embodied within the component will flow to the Group and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The cost of day to day servicing of the property plant and equipment is recognised in profit or loss as incurred.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

2.13.1 Depreciation

Depreciation is calculated on the depreciable amount, which is the cost of an asset, or other amount substituted for cost, less its residual value (except for freehold land and assets under construction). Depreciation is recognised within "Cost of sales" and "Administrative expenses and selling and distribution expenses," depending on the utilisation of the respective assets on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment.

Leased assets are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Group will obtain ownership by the end of the lease term in which case the assets are depreciated over their useful life on the same basis as owned assets. Strategic spare parts with high value and held for commissioning of a new plant or for infrequent maintenance of plants are capitalised and depreciated over the shorter of their useful life and the remaining life of the plant from the date such strategic spare parts are capable of being used for their intended use.

Major overhaul expenditure, including replacement spares and labour costs, is capitalised and amortised over the average expected life between major overhauls. All other replacement spares and other costs relating to maintenance of plant are charged to profit or loss on consumption or as incurred respectively.

	Useful life (years)
Land and leasehold improvement	Over the shorter of useful life and lease period
Buildings	25–50
Plant and machinery	10–25
Power plants	5–25
Cement plants	5–25
Motor vehicles	4–6
Furniture and equipment	5
Computer hardware	3
Aircraft and related components	5–25

The estimated useful lives, residual values and depreciation methods are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

2.14 Intangible assets

In accordance with criteria set out in IAS 38 – "Intangible assets", intangible assets are recognised only if identifiable; controlled by the entity because of past events; it is probable that the expected future economic benefits that are attributable to the asset will flow to the Group and the cost of the asset can be measured reliably. Intangible assets primarily include amortisable items such as software, mineral rights, as well as certain development costs that meet the IAS 38 criteria.

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Intangible assets are amortised using the straight-line method over their useful lives ranging from two to seven years. Amortisation expense is recorded in "Cost of sales" and "Selling and distribution expenses" or administrative expenses, based on the function of the underlying assets. The estimated useful lives and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

Exploration assets are carried at cost less any impairment losses. All costs, including overhead costs directly associated with the specific project are capitalised. The Directors evaluate each project at each period end to determine if the carrying value should be written off. In determining whether expenditure meets the criteria to be capitalised, the Directors use information from several sources, depending on the level of exploration.

2. Material accounting policies continued

2.14 Intangible assets continued

Purchased exploration and evaluation assets are recognised at the cost of acquisition or at the fair value if purchased as part of a business combination.

Exploration assets are amortised over a period of 30 years in line with the estimates lives of the mines.

2.14.1 Internally-generated intangible assets – research and development expenditure

Expenditure on research activities is recognised as an expense in the period in which it is incurred. An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

2.14.2 Derecognition of intangible assets

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in profit or loss when the asset is derecognised.

2.15 Prepayments

Prepayments are non-financial assets which result when payments are made in advance of the receipt of goods and services. They are recognised when the Group expects to receive future economic benefits equivalent to the value of the prepayments. The receipt or consumption of the services results in a reduction in the prepayment and a corresponding increase in expenses or assets for that reporting period.

2.16 Inventories

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

Cost is determined as follows:

Raw materials

Raw materials which include purchase cost and other costs incurred to bring the materials to their location and condition are valued using a weighted average cost basis.

Work in progress

Cost of work in progress includes cost of raw material, labour, production and attributable overheads based on normal operating capacity. Work in progress is valued using a weighted average cost basis.

Finished goods

Cost is determined using the weighted average method and includes cost of material, labour, production and attributable overheads based on normal operating capacity.

Spare parts and consumables

Spare parts which are expected to be fully utilised in production within the next operating cycle and other consumables are valued at weighted average cost after making allowance for obsolete and damaged stocks.

Packaging materials

Packaging materials which include purchase cost and other costs incurred to bring the materials to their location and condition are valued using a weighted average cost basis.

2.17 Statement of cash flows

The statement of cash flows shows the changes in cash and cash equivalents arising during the period from operating, investing and financing activities. The Group applies the indirect method for the preparation of the statement of cash flows. Changes in statement of financial position items that have not resulted in cash flows such as translation differences, fair value changes and other non-cash items have been adjusted for the purpose of preparing the statement. Dividends paid to ordinary shareholders are included in financing activities. Interest paid is also included in financing activities while interest income is included in investing activities.

2. Material accounting policies continued

2.18 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial instruments are recognised in the consolidated and separate statements of financial position when a member of the Group or the Company becomes a party to the contractual obligations of the instrument. Regular way purchases or sales of financial assets, i.e. purchases or sales under a contract whose terms require delivery of the asset within the time frame established generally by regulation or convention in the marketplace concerned, are accounted for at the trade date.

Initially, financial instruments are recognised at their fair value. Transaction costs directly attributable to the acquisition or issue of financial instruments are recognised in determining the carrying amount except for financial instruments at fair value through profit or loss. For financial instruments classified as Fair Value Through Profit or Loss (FVTPL) transaction costs incurred are recognised in profit or loss. Subsequently, financial assets and liabilities are measured according to the category to which they are assigned. The Group does not make use of the option to designate financial assets or financial liabilities at fair value through profit or loss at inception (Fair Value Option).

2.18.1 Financial assets

Classification of financial assets

Debt instruments that meet the following conditions are measured subsequently at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments that meet the following conditions are measured subsequently at fair value through other comprehensive income (FVTOCI):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The Group does not have debt instruments that are measured subsequently at fair value through other comprehensive income (FVTOCI).

Despite the foregoing, the Group may make the following irrevocable election/designation at initial recognition of a financial asset:

- the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met; and
- the Group may irrevocably designate a debt investment that meets the amortised cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

2.18.2 Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

2.19 Cash and cash equivalents

The Group considers all highly liquid unrestricted investments with less than three months maturity from the date of acquisition to be cash equivalents. Bank overdrafts that are repayable on demand and form an integral part of the Group's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows. Term deposit with tenor of 90 days or less are also included in cash and cash equivalents if they are held for short term cash commitments rather than for investment or other purposes.

2.20 Trade and other receivables

The fair value of trade and other receivables is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date. This fair value is determined for disclosure purposes. For short term trade receivables, no disclosure of fair value is presented when the carrying amount is a reasonable approximation of fair value due to the insignificant impact of discounting.

2. Material accounting policies continued

2.21 Equity instruments designated as at FVTOCI

On initial recognition, the Group may make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity instruments as at FVTOCI. Designation at FVTOCI is not permitted if the equity investment is held for trading or if it is contingent consideration recognised by an acquirer in a business combination.

A financial asset is held for trading if:

- it has been acquired principally for the purpose of selling it in the near term; or
- on initial recognition it is part of a portfolio of identified financial instruments that the Group manages together and has evidence of a recent actual pattern of short-term profit-taking; or
- it is a derivative (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument).

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the investments revaluation reserve. The cumulative gain or loss will not be reclassified to profit or loss on disposal of the equity investments, instead, it is transferred to retained earnings.

Dividends on these investments in equity instruments are recognised in profit or loss in accordance with IFRS 9, unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the "finance income" line item (note 10) in profit or loss.

2.22 Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by a member of the Group are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

2.22.1 Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs. Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. Equity instruments includes share capital, share premium, currency translation reserve and capital contribution.

2.22.2 Financial liabilities

All financial liabilities are measured subsequently at amortised cost using the effective interest method or at FVTPL.

Financial liabilities measured subsequently at amortised cost:

Financial liabilities that are not (i) contingent consideration of an acquirer in a business combination, (ii) held-for-trading, or (iii) designated as at FVTPL, are measured subsequently at amortised cost using the effective interest method. The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

2.22.3 De-recognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

2.22.4 Offsetting

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.22.5 Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

For financial assets other than purchased or originated credit-impaired financial assets (i.e. assets that are credit-impaired on initial recognition), the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. The gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

2. Material accounting policies continued

2.22 Financial liabilities and equity instruments continued

2.22.5 Amortised cost and effective interest method continued

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost and at FVTOCI. For financial assets other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset. If, in subsequent reporting periods, the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset.

For purchased or originated credit-impaired financial assets, the Group recognises interest income by applying the credit-adjusted effective interest rate to the amortised cost of the financial asset from initial recognition. The calculation does not revert to the gross basis even if the credit risk of the financial asset subsequently improves so that the financial asset is no longer credit-impaired.

Interest income is recognised in profit or loss and is included in the "finance income – interest income" line item (note 10).

2.23 Trade and other payables

Trade and other payables are recognised when the Group becomes a party to the contractual provisions, and are measured, at initial recognition, at fair value plus transaction costs, if any. They are subsequently measured at amortised cost using the effective interest method. The effective interest rate exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability. If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs. Trade and other payables expose the Group and Company to liquidity risk and possibly to interest rate risk.

2.24 Impairment

2.24.1 Financial assets

The Group recognises a loss allowance for expected credit losses on investments in debt instruments that are measured at amortised cost or at FVTOCI, lease receivables, trade receivables and contract assets, as well as on financial guarantee contracts and cash and cash equivalents. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument. The Group always recognises lifetime ECL for trade receivables, contract assets and lease receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate. For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

(i) Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Group's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information that relate to the Group's core operations.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk for a particular financial instrument, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor, or the length of time or the extent to which the fair value of a financial asset has been less than its amortised cost;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor;
- significant increases in credit risk on other financial instruments of the same debtor;
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

2. Material accounting policies continued

2.24 Impairment continued

2.24.1 Financial assets continued

(i) Significant increase in credit risk continued

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if:

(1) the financial instrument has a low risk of default;

(2) the debtor has a strong capacity to meet its contractual cash flow obligations in the near term; and

(3) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Group considers a financial asset to have low credit risk when the asset has external credit rating of "investment grade" in accordance with the globally understood definition or if an external rating is not available, the asset has an internal rating of 'performing'. Performing means that the counterparty has a strong financial position and there is no past due amounts.

For financial guarantee contracts, the date that the Group becomes a party to the irrevocable commitment is considered to be the date of initial recognition for the purposes of assessing the financial instrument for impairment. In assessing whether there has been a significant increase in the credit risk since initial recognition of a financial guarantee contracts, the Group considers the changes in the risk that the specified debtor will default on the contract.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

(ii) Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that financial assets that meet either of the following criteria are generally not recoverable:

- when there is a breach of financial covenants by the debtor; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collateral held by the Group).

Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

(iii) Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

(a) significant financial difficulty of the issuer or the borrower;

(b) a breach of contract, such as a default or past due event (see (ii) above);

(c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;

(d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or

(e) the disappearance of an active market for that financial asset because of financial difficulties.

(iv) Write-off policy

The Group writes off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner unless in case where there is sufficient security. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

2. Material accounting policies continued

2.24 Impairment continued

2.24.1 Financial assets continued

(v) Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for financial guarantee contracts, the exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Group's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate. For a lease receivable, the cash flows used for determining the expected credit losses is consistent with the cash flows used in measuring the lease receivable in accordance with IFRS 16 Leases.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date, except for assets for which the simplified approach was used.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVTOCI, for which the loss allowance is recognised in other comprehensive income and accumulated in the investment revaluation reserve.

2.24.2 Non-financial assets

The carrying amounts of the Group's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated. For intangible assets that have indefinite useful lives or that are not yet available for use, the recoverable amount is estimated at each reporting date.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in profit or loss. Impairment losses are reversed when there is an indication that the impairment loss may no longer exist and there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised. A reversal of an impairment loss is recognised immediately in the Profit or loss.

2.25 Measurement of fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability that market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated and separate financial statements is determined on such a basis, except for leasing transactions that are within the scope of IFRS 16, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in IAS 2 or value in use in IAS 36.

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred Further information about the assumptions made in measuring fair values is included in the following notes: If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement. When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

2.25.1 Derivative financial assets and liabilities fair value

Derivatives are initially measured at fair value; any directly attributable transaction costs are recognised in profit or loss as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

2. Material accounting policies continued

2.26 Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

2.26.1 Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in profit or loss because of items of income or expense that are taxable or deductible in future years and items that are never taxable or deductible. The Company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period. Current tax assets and liabilities are offset only if certain criteria are met.

2.26.2 Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Deferred tax is not recognised for the following temporary differences: (i) the initial recognition of goodwill, (ii) the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit, and (iii) differences relating to investments in subsidiaries and jointly controlled entities to the extent that it is probable that they will not reverse in the foreseeable future.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Company is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities. Deferred tax assets and liabilities are offset only if certain criteria are met.

2.26.3 Current and deferred tax for the year

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

2.27 Government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred revenue in the consolidated statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable.

The benefit of a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates. The total of the government grant is recognised as deferred revenue on the statement of financial position and is recognised in profit or loss over the period the related expenditure is incurred.

Export Expansion Grant (EEG) is recognised upon confirmation of the Group's eligibility by the relevant government departments.

2. Material accounting policies continued

2.28 Employee benefits

2.28.1 Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided by the employee. This includes wages, salaries, bonuses, paid annual leave, sick leave and other contributions. Except when they qualify for capitalisation, these benefits are expensed in the period in which the associated services are rendered by employees of the Group. A liability is recognised for the amount that is expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

2.28.2 Defined contribution plans

The Group operates a defined contribution retirement benefit scheme for its employees. A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. The assets of this scheme are held in separate trustee administered funds, which are funded by contributions from both the employee and the Group. Except when they qualify for capitalisation, obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in profit or loss in the periods during which services are rendered by employees.

2.28.3 Defined benefit plans

The Group operates defined benefit plans for certain qualifying employees. Defined benefit plans define an amount of pension benefit that an employee will receive on retirement, dependent on, years of service and compensation. The liability recognised in the statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by using actuarial methods of projected unit credit. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation. Where there is no deep market in such bonds, the market rates on government bonds are used. The estimated cost of providing such benefits is charged to the statement of profit or loss on a systematic basis over the employees' working lives. Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions (remeasurements) are recognised in other comprehensive income in the period in which they arise and accumulated in retained earnings. Current service cost is included as part of administrative expense and interest cost is included as part of finance cost in the profit or loss.

2.28.4 Other long-term employee benefits (Long service award)

The Group provides employees with Long service award benefits. The benefits are gift items, ex-gratia (expressed as a multiple of monthly basic salary), a plaque and certificate. The liability recognised in respect of these awards is computed using actuarial methods (discounted at present value). Any resulting remeasurement gain/loss is recognised in full within other income/administrative expense in the profit or loss. Current service cost is included as part of administrative expense and interest cost is included as part of finance cost in the profit or loss.

2.28.5 Termination benefit

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring. Benefits are expected to be settled wholly within 12 months of the reporting date.

2.29 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

2.29.1 Restoration costs

Environmental expenditure related to existing conditions resulting from past or current operations and from which no current or future benefit is discernible is charged to profit or loss. The Group recognises its liability on a site-by-site basis when it can be reliably estimated. This liability includes the Group's portion of the total costs and also a portion of other potentially responsible parties' costs when it is probable that they will not be able to satisfy their respective shares of the clean-up obligation. Recoveries of reimbursements are recorded as assets when virtually certain.

The Group has an obligation to restore quarry sites due to the mining activities in those areas. The provision for the site restoration is determined based on the disturbed areas and is measured at the present value of the expected future cash flows that will be required to perform the site restoration. The estimated future costs for known restoration requirements are determined on a site-by-site basis. The cash flows are discounted at a pre-tax rate that reflects the current market assessments of the time value of money and the risk specific to the site restoration liability. The unwinding of the discount is expensed as incurred and recognised in the statement of profit or loss as a finance cost. The estimated future costs of decommissioning are reviewed annually and adjusted as appropriate. Changes in the estimated future costs, timing of future cash flows, or in the discount rate applied, are accounted for in the profit or loss at each statement of financial position date.

2. Material accounting policies continued

2.30 Contingencies

Contingent liabilities are not recognised in the consolidated and separate statements of financial position but are disclosed unless the possibility of any outflow in settlement is remote. A contingent asset is not recognised in the consolidated statement of financial position but disclosed when an inflow of economic benefits is probable.

2.31 Earnings per share

The Group presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of shares outstanding during the period. The weighted average number of ordinary shares outstanding during the period and for all periods presented is adjusted for the issue of bonus shares as if the bonus shares were outstanding at the beginning of earliest period presented.

Diluted earnings per share are computed by dividing adjusted net income available to shareholders of the Company by the weighted average number of common shares outstanding during the year adjusted to include any dilutive potential common shares. The Group does not have any dilutive instruments.

2.32 Leases

Leases – as a lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the consolidated and separate statements of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under IAS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

2. Material accounting policies continued

2.32 Leases continued

Leases – as a lessee continued

The right-of-use assets are presented as a separate line in the consolidated statement of financial position.

The Group applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs.

As a practical expedient, IFRS 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has not used this practical expedient. For contracts that contain a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Leases – as a lessor

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

Amounts due from lessees under finance leases are recognised as receivables at the amount of the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

When a contract includes both lease and non-lease components, the Group applies IFRS 15 to allocate the consideration under the contract to each component.

2.33 IAS 29 Financial Reporting in Hyperinflationary Economies

The Dangote Cement Plc Group has classified Ethiopia, Sierra Leone and Ghana as hyperinflationary economies in accordance with the provisions of IAS 29 Financial Reporting in Hyperinflationary Economies (IAS 29). This is supported by the three years cumulative inflation which has reached 100% as evidenced by the official Consumer Price Index (CPI) that moved from 245.8 in 2020 to 421.98 in 2023, 100.0 in 2020 to 208.59 in 2023, and 105.61 in 2020 to 200.5 in 2023 for Ethiopia, Sierra Leone and Ghana respectively.

This is the first-time application of IAS 29 in the consolidated financial statements for Sierra Leone and Ghana. The gain on net monetary position relating to price changes in current and prior periods is recognised in the statement of profit or loss and directly in equity respectively.

The application of IAS 29 resulted in gains on monetary assets for the current year and prior periods amounting to ₦101.2 billion (2022: ₦29.0 billion) and ₦21.4 billion (2022: ₦62.7 billion) which were recorded in the statement of profit or loss and directly in equity, respectively.

The results of Dangote Cement (Ethiopia) Plc (Ethiopia Cement) with a functional currency of Ethiopian BIRR , Dangote Cement (Sierra Leone) Limited (Sierra Leone Cement) with a functional currency of Sierra Leonean Leone, Dangote Cement Ghana Limited (Ghana Cement) with a functional currency of Ghanaian Cedi and Dangote Takoradi Cement Production Limited (Takoradi Cement) with a functional currency of Ghanaian Cedi have been prepared in accordance with IAS 29 Financial Reporting in Hyperinflationary Economies (IAS 29). The Dangote Cement Plc Group applied hyperinflation accounting from 1 January 2023 for the results and financial position of the subsidiaries.

IAS 29 requires that financial statements prepared in the currency of a hyperinflationary economy be stated in terms of a measuring unit current at the balance sheet date, and that corresponding figures for previous periods be stated in the same terms to the latest balance sheet date. The restatement has been calculated by means of conversion factors derived from the consumer price index (CPI) prepared by the Ethiopia Central Statistical Office. The conversion factors used to restate the financial statements at 31 December 2023 are as follows.

	Ethiopia		Sierra Leone		Ghana	
	Index	Conversation factor	Index	Conversation factor	Index	Conversation factor
31 December 2023	421.98	1.00	208.59	1.00	200.50	1.00
31 December 2022	328.90	1.28	137.09	1.52	162.74	1.23
31 December 2021	245.75	1.72	100.00	2.09	105.61	1.90

2. Material accounting policies continued

2.33 IAS 29 Financial Reporting in Hyperinflationary Economies continued

The main procedures applied in the restatement of transactions and balances for the Ethiopia subsidiary are as follows:

- all corresponding figures as of, and for, the prior year ended, are restated by applying the change in the index from the end of the prior year to the end of the current year;
- monetary assets and liabilities for the current year, are not restated because they are already stated in terms of the measuring unit current at statement of financial position date;
- non-monetary assets and liabilities, and components of shareholders equity/funds, are restated by applying the change in index from date/month of transaction or, if applicable, from the date of their most recent revaluation to the statement of financial position date;
- property, plant and equipment and intangible assets are restated by applying the change in the index from the date of transaction, or if applicable from the date of their most recent / last revaluation, to the statement of financial position date. Depreciation and amortisation amounts are based on the restated amounts;
- profit or loss statement items / transactions, except depreciation and amortisation charges as explained above, are restated by applying the change in index during the period to statement of financial position date;
- gains and losses arising from net monetary asset or liability positions are included in the profit or loss statement; and
- All items in the cash flow statement are expressed in terms of the measuring unit current at the statement of financial position date.

The application of the IAS 29 restatement procedures has the effect of amending certain accounting policies which are used in the preparation of the financial statements under the historical cost convention. The policies affected are:

- Financing costs and exchange differences: capitalisation during construction of qualifying assets is considered to be a partial recognition of inflation and is reversed to the statement of profit or loss and replaced by indexation of cost.
- Inventories: these are carried at the lower of indexed cost and net realisable value.
- Donated assets: these are fair valued at the time of receipt, and the resultant gain is treated in the same way as any restatement gain.
- Deferred tax: this is provided in respect of temporary differences arising from the restatement of assets and liabilities.
- Property, plant and equipment: are stated at indexed cost less applicable indexed depreciation and impairment losses.

Comparative amounts in the Group financial statements have not been restated for changes in the price level as the presentation currency of the Group is that of a non-hyperinflationary economy.

The application of IAS 29 resulted in uplift for net asset value of ₦228.9 billion (2022: ₦93.60 billion), ₦26.8 billion, ₦9.0 billion and ₦₦14.6 billion for Ethiopia Cement, Sierra Leone Cement, Ghana Cement and Takoradi Cement respectively. Profit for the year was uplifted with ₦39.3 billion (2022: ₦25.79 billion), ₦30.4 billion, ₦20.9 billion and ₦2.9 billion for Ethiopia Cement, Sierra Leone Cement, Ghana Cement and Takoradi Cement respectively. The results, net assets and cash flows were translated at the closing rates on 31 December 2023 from the local currencies to Naira as shown in Note 10.2.

The table below shows the 2023 historical and inflation adjusted numbers for the entities.

	Ethiopia Cement		Sierra Leone Cement		Ghana Cement		Takoradi Cement	
	Inflation adjusted 31/12/2023 ₦'million	Historical 31/12/2023 ₦'million	Inflation adjusted 31/12/2023 ₦'million	Historical 31/12/2023 ₦'million	Inflation adjusted 31/12/2023 ₦'million	Historical 31/12/2023 ₦'million	Inflation adjusted 31/12/2023 ₦'million	Historical 31/12/2023 ₦'million
Information in respect of the profit and loss								
Revenue	354,204	232,336	5,252	2,807	29,076	18,914	8,512	6,007
Profit from operating activities	136,864	104,757	(4,633)	(1,303)	(2,375)	(906)	(1,992)	(1,072)
Gain on monetary assets	9,713	—	45,090	—	40,062	—	6,298	—
Profit before tax	140,018	100,752	12,483	(17,410)	(3,758)	(27,158)	2,400	(2,858)
Profit for the year	117,735	78,469	12,955	(17,494)	(7,150)	(28,071)	—	(2,858)
Information in respect of the financial position of the subsidiaries								
Total non-current assets	415,175	113,913	49,824	12,670	13,703	4,098	40,304	20,976
Total current assets	196,320	187,460	2,859	2,617	8,726	7,007	4,675	4,543
Total assets	611,495	301,373	52,683	15,287	22,429	11,105	44,979	25,519
Total current liabilities	221,630	213,236	90,142	3,069	190,330	187,998	30,490	30,490
Total non-current liabilities	76,371	3,530	16,933	93,406	594	594	4,832	—
Total equity	313,494	84,607	(54,392)	(81,188)	(168,495)	(177,487)	9,657	(4,971)

3. Application of new and revised International Financial Reporting Standards (IFRSs)

3.1 New and revised IFRSs/IFRICs affecting amounts reported and/or disclosures in these financial statements

In the current year, the Group has applied a number of amendments to IFRSs issued by the International Accounting Standards Board (IASB) that are mandatorily effective for accounting periods that begin on or after 1 January 2023.

IFRS 17 Insurance Contracts

This Standard establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts and supersedes IFRS 4 Insurance Contracts. The Standard outlines a General Model, which is modified for insurance contracts with direct participation features, described as the Variable Fee Approach. The General Model is simplified if certain criteria are met by measuring the liability for remaining coverage using the Premium Allocation Approach. The General Model uses current assumptions to estimate the amount, timing and uncertainty of future cash flows and it will explicitly measure the cost of that uncertainty, it takes into account market interest rates and the impact of policyholders' options and guarantees.

The implementation of this Standard has no material impact on the entity's processes, systems and financial statements as the Group does not hold insurance contracts.

Amendments to IAS 12 Income Taxes — International Tax Reform — Pillar Two Model Rules

The Standard applies to income taxes arising from tax law enacted or substantively enacted to implement the Pillar Two model rules published by the OECD, including tax law that implements qualified domestic minimum top-up taxes described in those rules.

The amendments introduce a temporary exception to the accounting requirements for deferred taxes in IAS 12, so that an entity would neither recognise nor disclose information about deferred tax assets and liabilities related to Pillar Two income taxes.

This has no material impact on the Group Financial Statements.

Amendments to IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors—Definition of Accounting Estimate

The amendments replace the definition of a change in accounting estimates with a definition of accounting estimates. Under the new definition, accounting estimates are "monetary amounts in financial statements that are subject to measurement uncertainty".

The definition of a change in accounting estimates was deleted.

Although the amendments did not result in any changes to the accounting policies themselves, the amendments require the disclosure of "material" rather than "significant" accounting policies. This has been adopted in these consolidated and separate financial statements.

Amendments to IAS 12 Income Taxes—Deferred Tax related to Assets and Liabilities arising from a Single Transaction

The amendments introduce a further exception from the initial recognition exemption. Under the amendments, an entity does not apply the initial recognition exemption for transactions that give rise to equal taxable and deductible temporary differences.

Depending on the applicable tax law, equal taxable and deductible temporary differences may arise on initial recognition of an asset and liability in a transaction that is not a business combination and affects neither accounting nor taxable profit. For example, this may arise upon recognition of a lease liability and the corresponding right-of-use asset applying IFRS 16 at the commencement date of a lease.

Following the amendments to IAS 12, an entity is required to recognise the related deferred tax asset and liability, with the recognition of any deferred tax asset being subject to the recoverability criteria in IAS 12.

This has no material impact on the Group financial statements.

Amendments to IAS 1 Presentation of Financial Statements and IFRS Practice Statement 2 Making Materiality Judgements — Disclosure of Accounting Policies

The amendments change the requirements in IAS 1 with regard to disclosure of accounting policies. The amendments replace all instances of the term "significant accounting policies" with "material accounting policy information". Accounting policy information is material if, when considered together with other information included in an entity's financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements.

The supporting paragraphs in IAS 1 are also amended to clarify that accounting policy information that relates to immaterial transactions, other events or conditions is immaterial and need not be disclosed. Accounting policy information may be material because of the nature of the related transactions, other events or conditions, even if the amounts are immaterial. However, not all accounting policy information relating to material transactions, other events or conditions is itself material.

The Board has also developed guidance and examples to explain and demonstrate the application of the "four-step materiality process" described in IFRS Practice Statement 2.

This has no material impact on the Group financial statements.

3. Application of new and revised International Financial Reporting Standards (IFRSs) continued

3.2 New and revised IFRSs in issue but not yet effective

IFRS 10 and IAS 28 (amendments)	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
Amendments to IFRS 16	Lease Liability in a Sale and Leaseback
Amendments to IAS 1	Non-current Liabilities with Covenants
Amendments to IAS 7 and IFRS 7	Supplier Finance Arrangements
Amendments to IAS 1	Classification of Liabilities as Current or Non-current

IFRS 10 Consolidated Financial Statements and IAS 28 (amendments) Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The amendments to IFRS 10 and IAS 28 deal with situations where there is a sale or contribution of assets between an investor and its associate or joint venture. Specifically, the amendments state that gains or losses resulting from the loss of control of a subsidiary that does not contain a business in a transaction with an associate or a joint venture that is accounted for using the equity method, are recognised in the parent's profit or loss only to the extent of the unrelated investors' interests in that associate or joint venture. Similarly, gains and losses resulting from the remeasurement of investments retained in any former subsidiary (that has become an associate or a joint venture that is accounted for using the equity method) to fair value are recognised in the former parent's profit or loss only to the extent of the unrelated investors' interests in the new associate or joint venture. The effective date of the amendments is yet to be set by the IASB; however, earlier application of the amendments is permitted.

Directors of the Company anticipate that the application of these amendments may have an impact on the Group's consolidated financial statements in future periods should such transactions arise.

Amendments to IFRS 16 Leases — Lease Liability in a Sale and Leaseback

The amendments to IFRS 16 add subsequent measurement requirements for sale and leaseback transactions that satisfy the requirements in IFRS 15 to be accounted for as a sale. The amendments require the seller-lessee to determine "lease payments" or "revised lease payments' such that the seller-lessee does not recognise a gain or loss that relates to the right of use retained by the seller-lessee, after the commencement date. The amendments do not affect the gain or loss recognised by the seller-lessee relating to the partial or full termination of a lease. As part of the amendments, the IASB amended an Illustrative example to illustrate the subsequent measurement of a right-of-use asset and lease liability in a sale and leaseback transaction with variable lease payments that do not depend on an index or rate. The examples also clarify that the liability, that arises from a sale and leaseback transaction that qualifies as a sale applying IFRS 15, is a lease liability. The effective date of the amendment is for years beginning on or after 1 January 2024.

These amendments are not expected to have a material impact on the Group financial statements.

Amendments to IAS 1 Presentation of Financial Statements—Non-current Liabilities with Covenants

The amendments specify that only covenants that an entity is required to comply with on or before the end of the reporting period affect the entity's right to defer settlement of a liability for at least twelve months after the reporting date (and therefore must be considered in assessing the classification of the liability as current or noncurrent). Such covenants affect whether the right exists at the end of the reporting period, even if compliance with the covenant is assessed only after the reporting date The IASB also specifies that the right to defer settlement of a liability for at least twelve months after the reporting date is not affected if an entity only has to comply with a covenant after the reporting period. However, if the entity's right to defer settlement of a liability is subject to the entity complying with covenants within twelve months after the reporting period, an entity discloses information that enables users of financial statements to understand the risk of the liabilities becoming repayable within twelve months after the reporting period. This would include information about the covenants (including the nature of the covenants and when the entity is required to comply with them), the carrying amount of related liabilities and facts and circumstances, if any, that indicate that the entity may have difficulties complying with the covenants. The amendments are applied retrospectively for annual reporting periods beginning on or after 1 January 2024. Earlier application of the amendments is permitted.

The Directors anticipate that the application of these amendments may have an impact on the Group's consolidated financial statements in future periods.

Amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures — Supplier Finance Arrangements

The amendments introduce two new disclosure objectives – one in IAS 7 and another in IFRS 7 – for an entity to provide information about its supplier finance arrangements that would enable users (investors) to assess the effects of these arrangements on the entity's liabilities and cash flows, and it's exposure to liquidity risk. Transparency is expected under existing IFRS Accounting Standards. However, the amendments introduce specific requirements for entities to provide the information users need. The effective date of the amendment is for years beginning on or after 1 January 2024.

The Directors of the Company anticipate that these amendments are expected to have a material impact on the Group financial statements.

3. Application of new and revised International Financial Reporting Standards (IFRSs) continued

3.2 New and revised IFRSs in issue but not yet effective continued

Amendments to IAS 1 Presentation of Financial Statements – Classification of Liabilities as Current or Non-current

The amendments to IAS 1 affect only the presentation of liabilities as current or non-current in the statement of financial position and not the amount or timing of recognition of any asset, liability, income or expenses, or the information disclosed about those items. The amendments clarify that the classification of liabilities as current or non-current is based on rights that are in existence at the end of the reporting period, specify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability, explain that rights are in existence if covenants are complied with at the end of the reporting period, and introduce a definition of "settlement" to make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

The amendments are applied retrospectively for annual periods beginning on or after 1 January 2024, with early application permitted.

The Directors of the parent company anticipate that the application of these amendments may have an impact on the Group's consolidated financial statements in future periods if such transactions arise.

4. Critical accounting judgements and key sources of estimation uncertainty

The preparation of financial statements in conformity with IFRSs requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. The management of the Group revises its estimates and assumptions on a regular basis to ensure that they are relevant regarding the past experience and the current economic and political environment. Estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected. The accounting for certain provisions, certain financial instruments and the disclosure of financial assets, contingent assets and liabilities at the date of the consolidated and separate financial statements is judgemental. The items, subject to judgement, are detailed in the corresponding notes to the consolidated and separate financial statements.

In particular, information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are discussed below:

4.1 Critical accounting judgements

4.1.1 Provisions and Contingencies

The Group makes judgements in recognition and measurement of provisions and contingencies especially relating to key assumptions about the likelihood and magnitude of an outflow of resources. See note 35.

4.2 Key sources of estimation uncertainty

4.2.1 Impairment of property, plant and equipment

Assumptions underlying the estimation of value in use in respect of cash-generating units for impairment testing purposes require the use of estimates such as long-term discount rates and growth rates.

4.2.2 Provision for site restoration

Where the Group is legally, contractually or constructively required to restore a site, the estimated costs of site restoration are accrued for at the present value of expected costs to settle the obligation using estimated cash flows and are recognised. The unwinding of the discount is expensed as incurred and recognised in the statement of profit or loss as a finance cost. The estimated future costs of site restoration are reviewed annually and adjusted as appropriate. The estimated future costs for known restoration requirements are determined on a site-by-site basis and are calculated based on the present value of future activities. See further details in note 28.

4.2.3 Uncertain tax treatments

Significant estimates are required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

4.2.4 Measurement of ECL allowance on trade receivables

The Group assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment should be recorded in profit or loss, the Group makes significant assumptions in line with the expected credit loss model of IFRS 9 in determining the weighted average loss rate. See further details in note 21.

4.2.5 Employee benefit obligations

The cost of the defined benefit plans and the present value of retirement benefit obligations and long service awards are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and changes in inflation rates. Due to the complexities involved in the valuation and its long-term nature, these obligations are highly sensitive to changes in assumptions. All assumptions are reviewed at each reporting date. The parameter most subject to change is the discount rate. In determining the appropriate discount rate, management considers market yield on federal government bond in currencies consistent with the currencies of the post-employment benefit obligation and extrapolated as needed along the yield curve to correspond with the expected term of the defined benefit obligation. Further information is provided in note 29.

4. Critical accounting judgements and key sources of estimation uncertainty continued
4.2 Key sources of estimation uncertainty continued
4.2.6 Impairment of investments and receivables from subsidiaries
Management estimates the recoverable amount of the Investment in subsidiaries and receivables from subsidiaries by assessing the value in use and estimated cash flows for the receivables. Estimating the recoverable amount and cash flows involve a number of assumptions, judgements and estimates regarding various inputs.

4.2.7 Deferred tax asset
Recognition of deferred tax asset: assumptions about the availability of future taxable profit against which tax losses carried forward can be utilised.

5. Revenue
5.1 Volumes

	Group		Company	
	2023 '000 tonnes	2022 '000 tonnes	**2023 '000 tonnes**	2022 '000 tonnes
Cement production and bagging capacity (for the year)	**52,000**	51,550	**29,250**	29,250
Production volume*	**26,682**	27,240	**10,497**	15,629
Trade cement purchase*	**362**	678	**4,092**	2,395
Decrease/(increase) in stocks**	**236**	(151)	**1,803**	(183)
Sales volume*	**27,280**	27,767	**16,392**	17,841

* Includes both cement and clinker volumes.

** Decrease/(increase) in stocks refers to the difference between the opening and closing stocks for the year.

5.2 Revenue from contracts with customers
An analysis of revenue in Naira is as follows:

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Revenue from sales of cement and clinker	**2,208,082**	1,618,320	**1,297,639**	1,205,401
Revenue from sales of other products	**8**	3	**—**	—
	2,208,090	1,618,323	**1,297,639**	1,205,401

Group revenue after adjusting intra-group sales as shown above are from external customers.

5.3 Information about major customers
Included in revenue arising from direct sales of cement of ₦2,208.1 billion (2022: ₦1,618.3 billion) is revenue of approximately ₦38.4 billion (2022: ₦37.2 billion) which arose from sales to the Group's largest customer.

No single customer contributed 10% or more to the Group's revenue for both 2023 and 2022 financial years.

5.4 Disaggregation of revenue from contracts with customers
The table below shows the revenue from contracts with customers disaggregated by domestic sales vis-à-vis export sales. It also shows a reconciliation of the disaggregated revenue with the Group's reportable segments.

	Nigeria		Pan-Africa		Total	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Domestic sales	**1,258,767**	1,172,865	**855,220**	389,088	**2,113,987**	1,561,953
Export sales	**38,872**	32,536	**70,713**	25,742	**109,585**	58,278
	1,297,639	1,205,401	**925,933**	414,830	**2,223,572**	1,620,231
Inter-segment sales	**—**	—	**—**	—	**(15,482)**	(1,908)
	1,297,639	1,205,401	**925,933**	414,830	**2,208,090**	1,618,323

6. Segment information
6.1 Products and services from which reportable segments derive their revenue
The Executive Management Committee is the Company's Chief Operating Decision Maker. Management has determined operating segments based on the information reported and reviewed by the Executive Management Committee for the purposes of allocating resources and assessing performance. The Executive Management Committee reviews internal management reports on at least a quarterly basis. These internal reports are prepared on the same basis as the accompanying consolidated and separate financial statements.

Segment information is presented in respect of the Group's reportable segments. For management purposes, the Group is organised into business units by geographical areas in which the Company operates. The Group has 2 reportable segments based on location of the principal operations as follows:

- Nigeria (includes Company and all subsidiaries operating in Nigeria. See note 18.1).
- Pan-Africa (includes entities operating outside Nigeria. See note 18.1).

6. Segment information continued

6.2 Segment revenue and results

The following is an analysis of the Group's revenue, results, assets and liabilities by reportable segment. Performance is measured based on segment sales revenue, earnings before interest, tax, depreciation and amortisation (EBITDA) and profit from operating activities, as included in the internal management reports that are reviewed by the Executive Management Committee. Segment revenue and operating profit are used to measure performance as management believes that such information is the most relevant in evaluating results of certain segments relative to other entities that operate within the industry.

	For the year ended 31 December 2023				
Segment results	Nigeria ₦'million	Pan-Africa ₦'million	Central administrative costs ₦'million	Eliminations ₦'million	Total ₦'million
Revenue	1,297,639	925,933	—	(15,482)	2,208,090
EBITDA*	650,311	263,736	(26,819)	(1,099)	886,129
Depreciation, amortisation, write-off and impairment	67,978	85,447	—	(1,563)	151,862
Other income	18,848	6,154	—	(49)	24,953
Profit from operating activities	582,333	178,289	(26,819)	464	734,267
Finance income	875,310	8,008	—	(855,913)	27,405
Finance costs	838,467	259,562	—	(787,067)	310,962
Gain on monetary assets	—	101,163	—	—	101,163
Income tax expense	64,829	32,692	—	—	97,521
Profit/(loss) after tax	554,347	(4,794)	(26,819)	(67,151)	455,583
Segment assets and liabilities					
Non-current assets	1,937,852	1,738,369	—	(1,146,510)	2,529,711
Current assets	1,230,822	572,904	—	(394,712)	1,409,014
Total assets	3,168,674	2,311,273	—	(1,541,222)	3,938,725
Segment liabilities	1,551,533	2,764,667	—	(2,103,315)	2,212,885
Net additions to non-current assets, excluding deferred tax	(78,318)	924,116	—	79,979	925,777

* Represents earnings before interest, taxes, share of profit from associate, depreciation, amortisation and impairment.

	For the year ended 31 December 2022				
Segment results	Nigeria ₦'million	Pan-Africa ₦'million	Central administrative costs ₦'million	Eliminations ₦'million	Total ₦'million
Revenue	1,205,401	414,830	—	(1,908)	1,618,323
EBITDA*	658,774	64,918	(16,691)	1,237	708,238
Depreciation, amortisation, write-off and impairment	72,575	51,460	—	(1,673)	122,362
Other income	3,268	2,415	—	(350)	5,333
Profit from operating activities	586,199	13,458	(16,691)	2,910	585,876
Finance income	153,321	26,767	—	(141,373)	38,715
Finance costs	97,573	174,699	—	(141,902)	130,370
Gain on monetary assets	—	29,022	—	—	29,022
Income tax expense	135,648	6,043	—	—	141,691
Profit/(loss) after tax	506,299	(111,495)	(16,691)	4,198	382,311
Segment assets and liabilities					
Non-current assets	2,004,090	814,593	—	(1,226,489)	1,592,194
Current assets	924,409	286,461	—	(187,409)	1,023,461
Total assets	2,928,499	1,101,054	—	(1,413,898)	2,615,655
Segment liabilities	1,199,177	1,361,137	—	(1,023,606)	1,536,708
Net additions to non-current assets, excluding deferred tax	56,611	112,142	—	(104,566)	64,187

* Represents earnings before interest, taxes, share of profit from associate, depreciation, amortisation and impairment.

6. Segment information continued

6.3 Eliminations and Adjustments

Elimination and Adjustments relate to the following:

- Profit/(loss) after tax of ₦67.2 billion (2022: ₦4.2 billion) is due to elimination of interest on inter-company loan, trading activities and exchange differences on net investment reclassified to other comprehensive income.
- Non-current assets of ₦1,147 billion (2022: ₦1,226.5 billion) is due to the elimination of investment in subsidiaries with the parent's share of their equity and non current inter-company payable and receivable balances.
- Current assets of ₦394.7 billion (2022: ₦187.4 billion) is due to the elimination of current inter-company payable and receivable balances.
- Total liabilities of ₦2,103 billion (2022: ₦1,023.6 billion) are due to the elimination of inter-company due to and due from subsidiaries.
- Finance income of ₦855.9 billion (2022: ₦141.4 billion) and finance cost of ₦787.1 billion (2022: ₦141.9 billion) is due to the elimination of interest on inter-company loan and exchange differences reclassified to other comprehensive income.
- Revenue of ₦15.5 billion (2022: ₦1.9 billion) represents sales by the Nigeria region to the Pan Africa regions.
  In addition to the depreciation and amortisation reported, a sum of ₦0.7 billion (2022: ₦2.0 billion) in the financial statements represents write off in respect of property, plant and equipment in Pan Africa.

The accounting policies of the reportable segments are the same as the Group's accounting policies described in note 2. Each segment bears its administrative costs and there are no allocations from central administration. This is the measure reported to the Chief Operating Decision Maker for the purposes of resource allocation and assessment of segment performance. Group financing (including finance income and finance costs) and income taxes are managed at an individual company level.

A reconciliation of Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) is presented below:

Group

	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million
EBITDA	**886,129**	708,238
Depreciation and amortisation, write-off and impairment	**(151,862)**	(122,362)
Profit from operating activities	**734,267**	585,876
Finance income	**27,405**	38,715
Finance costs	**(310,962)**	(130,370)
Gain on monetary assets	**101,163**	29,022
Share of profit from associate	**1,231**	759
Profit before tax	**553,104**	524,002
Income tax expense	**(97,521)**	(141,691)
Profit after tax	**455,583**	382,311

Non-current assets by country excluding deferred tax

	2023 ₦'million	2022 ₦'million
Nigeria	**1,921,151**	2,004,090
South Africa	**113,981**	69,043
Senegal	**178,671**	89,857
Zambia	**83,508**	59,301
Ethiopia	**415,175**	171,418
Tanzania	**338,337**	181,920
Congo	**182,065**	89,919
Cameroon	**97,007**	45,792
Ghana	**54,007**	12,467
Sierra Leone	**49,824**	8,613
Côte d'Ivoire	**206,653**	78,087

6. Segment information continued
6.3 Eliminations and Adjustments continued
Significant revenue by country (external customers)

	2023 ₦'million	2022 ₦'million
Nigeria	1,282,157	1,203,493
Ghana	37,588	13,061
South Africa	102,389	64,472
Ethiopia	354,204	103,272
Zambia	53,278	31,188
Tanzania	127,987	74,382
Senegal	92,472	34,049
Cameroon	103,820	64,804
Sierra Leone	5,252	6,349
Congo	48,943	23,253

Revenues are attributed to individual countries based on the geographical location of where the cement and clinker originated.

7. Production cost of sales

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million
Material consumed	278,825	196,517	337,512	224,774
Fuel & power consumed	399,205	266,486	163,030	133,182
Royalty*	3,672	2,429	1,811	1,297
Salaries and related staff costs	71,096	45,032	30,671	23,091
Depreciation & amortisation	122,513	90,757	41,548	41,355
Plant maintenance	83,327	51,351	35,629	26,307
Other production expenses**	59,812	26,376	16,046	9,180
(Increase)/decrease in finished goods and work in progress	(12,172)	(16,058)	(3,088)	(4,064)
	1,006,278	662,890	623,159	455,122

* Royalty payable is charged based on volume of extraction made during the year.

** Other production expenses include expenses such as insurance cost on plant and machinery, site restoration cost, equipment rental among others.

8. Administrative expenses

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million
Salaries and related staff costs	36,513	25,118	17,431	16,609
Corporate social responsibility	2,356	1,897	1,116	1,337
Management fee (refer to (a) below)	7,789	5,235	7,789	5,235
Depreciation and amortisation	14,938	8,358	2,159	2,244
Auditors' remuneration (refer to (b) below)	1,268	724	486	372
Directors' remuneration	2,440	1,843	2,413	1,813
Rent, rate and insurance	11,050	6,448	2,492	1,933
Repairs and maintenance	3,048	1,648	1,707	1,148
Travel expenses	7,731	4,413	2,474	2,232
Bank charges	6,918	3,216	3,071	1,281
Professional and consultancy fees	4,098	2,844	1,859	1,389
Security expenses	4,317	2,939	942	894
Janitorial and office cleaning	1,741	1,417	1,002	913
General administrative expenses	14,013	8,821	10,300	4,423
Others	7,611	2,986	2,520	580
Impairment of non financial assets	702	1,972	—	129
	126,533	79,879	57,761	42,532

(a) The management fee is charged by Dangote Industries Limited (DIL) for management and corporate services provided to Dangote Cement Plc. (DCP) It is an apportionment of DIL shared-service cost to DCP plus mark-up.

8. Administrative expenses continued

(b) Auditors' remuneration is detailed in the table below:

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Audit fees	**1,023**	667	**387**	347
Non-audit fees:				
Audit related services*	**245**	57	**99**	25
	1,268	724	**486**	372

* Included in audit-related services are fees for assurance services provided in connection with attestation of the internal control over financial reporting and ESG Assurance.

Other employee related disclosures

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Aggregate payroll costs:				
Wages, salaries and staff welfare	**131,812**	86,328	**61,640**	51,012
Pension costs	**2,883**	2,444	**1,988**	1,363
Employee benefits obligation	**2,444**	1,551	**1,843**	1,508
	137,139	90,323	**65,471**	53,883

	Group		Company	
	2023 Number	2022 Number	**2023 Number**	2022 Number
Full time employees remunerated at higher rate excluding allowances:				
Up to ₦250,000	**1,375**	540	**2**	—
₦250,001 – ₦500,000	**1,201**	2,799	**490**	1,901
₦500,001 – ₦750,000	**9,118**	8,842	**8,705**	8,509
₦750,001 – ₦1,000,000	**2,821**	2,203	**2,581**	1,890
₦1,000,001 – ₦1,250,000	**1,424**	1,480	**1,275**	1,273
₦1,250,001 – ₦1,500,000	**920**	648	**835**	539
₦1,500,001 – ₦2,000,000	**743**	817	**657**	635
₦2,000,001 and above	**1,915**	1,783	**1,085**	1,050
	19,517	19,112	**15,630**	15,797

The average number of full time employees employed during the year excluding Directors was as follows:

	Group		Company	
	Number	Number	**Number**	Number
Management	**1,084**	1,475	**594**	1,158
Non-management	**17,989**	17,218	**14,908**	14,265
	19,073	18,693	**15,502**	15,423

Chairman's and Directors' remuneration

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Directors' remuneration comprises:				
Emoluments	**2,440**	1,843	**2,413**	1,813
	2,440	1,843	**2,413**	1,813
Chairman	**76**	54	**76**	54
Highest paid Director	**609**	736	**609**	736

Number of Directors whose emoluments were within the following ranges:

₦-₦	**2023 Number**	2022 Number	**2023 Number**	2022 Number
1–20,000,000	**—**	—	**—**	—
Above 20,000,000	**17**	15	**17**	15
	17	15	**17**	15

9. Selling and distribution expenses

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Salaries and related staff costs	**29,530**	20,173	**17,369**	14,183
Depreciation	**13,709**	21,275	**10,104**	16,666
Advertisement and promotion	**7,797**	7,514	**6,852**	6,855
Haulage expenses	**309,392**	242,457	**202,223**	184,101
Others	**4,677**	3,815	**2,467**	3,120
	365,105	295,234	**239,015**	224,925

10. Finance income and finance costs

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
10.1 Finance income:				
Interest income	**27,405**	38,715	**89,599**	73,540
Dividend income	**—**	—	**107,494**	4,707
Others – foreign exchange gain	**—**	—	**784,507**	43,617
	27,405	38,715	**981,600**	121,864
10.2 Finance costs				
Interest expenses*	**144,530**	75,242	**106,205**	61,388
Less: amounts included in the cost of qualifying assets (note 15)	**—**	—	**—**	—
	144,530	75,242	**106,205**	61,388
Net foreign exchange loss	**164,077**	53,929	**—**	—
Other finance cost	**2,355**	1,199	**2,043**	1,153
Impairment of receivables from subsidiaries (net investments)**	**—**	—	**707,224**	—
	310,962	130,370	**815,472**	62,541

* The average effective interest rate on funds borrowed generally is 17.3% and 15.4% (2022: 11.64% and 10.56%) per annum for Group and Company respectively.

** Refer to note 31.2 for details.

All interest income and interest costs are from financial instrument measured at amortised cost.

The schedule below shows the exchange rates presented in one unit of foreign currency to Naira for the significant currencies used in the Group:

	2023		2022	
	Average rate	**Year-end rate**	Average rate	Year-end rate
Currency				
South African Rand to Naira	**36.2675**	**48.3500**	26.2650	27.0600
Central Africa Franc to Naira	**1.1144**	**1.6031**	0.6872	0.7503
Ethiopian Birr to Naira	**12.0549**	**16.6609**	8.0994	8.4752
Zambian Kwacha to Naira	**32.7150**	**37.0557**	25.2850	25.5457
Tanzanian Shilling to Naira	**0.2765**	**0.3803**	0.1847	0.1980
Ghanaian Cedi to Naira	**58.4071**	**80.3198**	50.2696	47.0510
Sierra Leonean Leone to Naira	**31.1024**	**41.5429**	30.2823	24.3592
United States Dollar to Naira	**674.6958**	**951.7900**	428.9467	461.1000

11. Other income

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Insurance claims	**1,151**	2,024	**942**	923
Government grant	**4,966**	34	**4,920**	1
Sale of scrap	**677**	509	**504**	474
Gain from disposal of property, plant and equipment	**2,447**	21	**2,238**	—
Other miscellaneous income*	**15,712**	2,745	**10,850**	2,152
	24,953	5,333	**19,454**	3,550

* Other miscellaneous income includes ₦7.0 billion generated from the sale of materials to related parties for Group and Company respectively. Also, in the Group ₦3.3 billion represents sale of electricity to third parties.

12. Profit before tax

Profit before tax includes the following charges/(credits):

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Depreciation of property, plant and equipment and right-of-use asset	**150,546**	120,029	**53,757**	60,213
Amortisation of intangible assets	**614**	361	**54**	52
Auditors' remuneration	**1,268**	724	**486**	372
Employee benefits expenses	**137,139**	90,323	**65,471**	53,883
Gain on disposal of property, plant and equipment	**2,447**	21	**2,238**	—
Lease rental expenses	**1,625**	2,414	**423**	531
Directors emoluments	**2,440**	1,843	**2,413**	1,813
Write off & impairment of property, plant, equipment and intangible assets	**702**	1,972	**—**	129
Foreign exchange loss/(gain)	**164,077**	53,929	**(784,507)**	(43,617)
Management service fee	**7,789**	5,235	**7,789**	5,235
Royalty	**3,672**	2,429	**1,811**	1,297
Impairment of financial assets	**860**	(223)	**486**	705

13. Earnings per share

The earnings and weighted average number of ordinary shares used in the calculation of basic and diluted earnings per share are as follows:

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Profit for the year attributable to owners of the Company	**445,214**	375,988	**490,323**	402,857

	Group		Company	
	Year ended 31/12/23 Units (million)	Year ended 31/12/22 Units (million)	**Year ended 31/12/23 Units (million)**	Year ended 31/12/22 Units (million)
Weighted average number of ordinary shares for the purposes of basic and diluted earnings per share	**16,818**	16,880	**16,818**	16,880
Basic & diluted earnings per share (Naira)	**26.47**	22.27	**29.15**	23.87

14. Income taxes

14.1 Income tax expense recognised in profit or loss

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Current tax				
Current year	**(178,422)**	(168,601)	**(122,159)**	(155,668)
Deferred tax				
Origination and reversal of temporary differences	**80,901**	26,910	**49,682**	13,535
Total income tax expense recognised in the current year	**(97,521)**	(141,691)	**(72,477)**	(142,133)

14. Income taxes continued

14.1 Income tax expense recognised in profit or loss continued

Reconciliation of weighted average number of ordinary shares is shown below:

The income tax expense for the year can be reconciled to the profit before tax as follows:

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Profit before tax	**553,104**	524,002	**562,800**	544,990
Income tax expense calculated at 30% (2022: 30%)	**(165,931)**	(158,152)	**(168,840)**	(163,882)
Education Tax	**(11,357)**	(13,193)	**(11,357)**	(13,193)
Effect of tax holiday and income that is exempt from taxation	**96,025**	39,849	**47,328**	10,899
Effect of expenses that are not deductible in determining taxable profit	**(11,398)**	1,946	**(168)**	(201)
Effect of previously unrecognised temporary difference now recognised as deferred tax assets.	**2,014**	3,405	**—**	—
Effect of previously recognised temporary difference now derecognised as deferred tax assets.	**(862)**	—	**—**	—
Effect of deferred tax not recognised on net investment exchange gains	**43,270**	23,792	**62,294**	21,176
Effect of prior year over provision	**2,907**	2,739	**2,935**	1,224
Effect of Investment allowance	**294**	580	**294**	580
Effect of income taxed at different rates	**(3,993)**	41	**(3,993)**	225
Effect of unused tax losses and offsets not recognised as deferred tax assets	**(48,959)**	(43,964)	**—**	—
Effect of different tax rates of subsidiaries operating in other jurisdictions	**1,451**	411	**—**	—
Others	**(982)**	855	**(970)**	1,039
Income tax expense recognised in profit or loss	**(97,521)**	(141,691)	**(72,477)**	(142,133)

The income tax rate of 30% was used for the Company income tax computation as established by the tax legislation of Nigeria effective in 2023 and 2022. Among others, the income tax rate in South Africa is 28%, in Congo, 28%, in Cameroon, 38.5%, 25% in Ghana, 25% in Sierra Leone and 30% in Zambia.

14.2 Current tax assets

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Balance at beginning of the year	**1,435**	3,051	**911**	2,542
Charge for the year	**4,143**	(374)	**—**	—
Payments during the year	**(4,214)**	386	**—**	—
Additional road infrastructure tax credit	**13**	183	**13**	183
Tax credit utilised to offset current tax payable	**—**	(1,814)	**—**	(1,814)
Effect of currency exchange difference	**567**	3	**—**	—
Balance at the end of the year	**1,944**	1,435	**924**	911

14.3 Current tax liabilities

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Balance at beginning of the year	**167,971**	153,385	**156,940**	146,517
Charge for the year	**182,565**	168,227	**122,159**	155,668
Payments during the year	**(170,343)**	(150,380)	**(156,452)**	(143,431)
Withholding tax credit and grant utilised	**(9,579)**	(1,522)	**(4,577)**	—
Tax credit utilised to offset current tax liabilities	**—**	(1,814)	**—**	(1,814)
Effect of currency exchange difference	**3,673**	75	**—**	—
Balance at the end of the year	**174,287**	167,971	**118,070**	156,940

14. Income taxes continued
14.3 Current tax liabilities continued
14.3.1 Income tax paid

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Current tax assets (note 14.2)	**(4,214)**	386	**—**	—
Current tax liabilities (note 14.3)	**170,343**	150,380	**156,452**	143,431
Income tax paid as per statement of cash flows	**166,129**	150,766	**156,452**	143,431

14.4 Deferred tax balance

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Deferred tax assets	**25,933**	14,193	**—**	—
Deferred tax liabilities	**(161,483)**	(154,026)	**(63,009)**	(112,691)
Net deferred tax liabilities	**(135,550)**	(139,833)	**(63,009)**	(112,691)

Group

	31/12/2023					
	Opening balance ₦'million	**Recognised in profit or loss ₦'million**	**Effect of currency translation ₦'million**	**Net closing balance ₦'million**	**Deferred tax assets ₦'million**	**Deferred tax liabilities ₦'million**
Deferred tax (liabilities)/assets in relation to:						
Property, plant & equipment	**(245,235)**	**32,591**	**(20,993)**	**(233,637)**	**10,676**	**(248,935)**
Unrealised exchange gains/losses	**(4,652)**	**50,594**	**—**	**45,942**	**51,747**	**—**
Employee benefits	**3,156**	**1,202**	**379**	**4,737**	**4,736**	**—**
Provision	**82,072**	**(3,277)**	**(72,325)**	**6,470**	**7,818**	**(1,010)**
Tax losses	**25,619**	**(488)**	**15,773**	**40,904**	**39,384**	**—**
Right-of-use assets	**(793)**	**279**	**548**	**34**	**45**	**(11)**
Deferred tax (liabilities)/assets before set-off	**(139,833)**	**80,901**	**(76,618)**	**(135,550)**	**114,406**	**(249,956)**
Set-off of tax	**—**	**—**	**—**	**—**	**(88,473)**	**88,473**
Net tax (liabilities)/assets	**(139,833)**	**80,901**	**(76,618)**	**(135,550)**	**25,933**	**(161,483)**

	31/12/2022					
	Opening balance ₦'million	Recognised in profit or loss ₦'million	Effect of currency translation ₦'million	Net closing balance ₦'million	Deferred tax assets ₦'million	Deferred tax liabilities ₦'million
Deferred tax (liabilities)/assets in relation to:						
Property, plant & equipment	(143,110)	1,149	(103,274)	(245,235)	7,675	(257,533)
Unrealised exchange gains/losses	(19,676)	15,024	—	(4,652)	1,154	—
Employee benefits	1,419	1,721	16	3,156	3,156	—
Provision	6,706	10,043	65,323	82,072	82,409	—
Tax losses	25,029	(570)	1,160	25,619	24,099	—
Right-of-use assets	(208)	(457)	(128)	(793)	11	(804)
Deferred tax (liabilities)/assets before set-off	(129,840)	26,910	(36,903)	(139,833)	118,504	(258,337)
Set-off of tax	—	—	—	—	(104,311)	104,311
Net tax (liabilities)/assets	(129,840)	26,910	(36,903)	(139,833)	14,193	(154,026)

14. Income taxes continued

14.4 Deferred tax balance continued

Company

	31/12/2023		
	Net opening balance ₦'million	**Recognised in profit or loss ₦'million**	**Net closing balance ₦'million**
Deferred tax (liabilities)/assets in relation to:			
Property, plant & equipment	**(119,374)**	**2,728**	**(116,646)**
Unrealised exchange gains/losses	**1,153**	**45,844**	**46,997**
Employee benefits obligations	**2,779**	**955**	**3,734**
Provision	**2,527**	**(58)**	**2,469**
Right-of-use assets	**224**	**213**	**437**
Deferred tax liabilities	**(112,691)**	**49,682**	**(63,009)**

	31/12/2022		
	Net opening balance ₦'million	Recognised in profit or loss ₦'million	Net closing balance ₦'million
Deferred tax (liabilities)/assets in relation to:			
Property, plant & equipment	(115,430)	(3,944)	(119,374)
Unrealised exchange gains/losses	(13,871)	15,024	1,153
Employee benefits obligations	1,066	1,713	2,779
Provision	2,193	334	2,527
Right-of-use assets	(184)	408	224
Deferred tax liabilities	(126,226)	13,535	(112,691)

Tax authorities in various jurisdictions where the Group operates in, reserve the right to audit the tax charges for the financial year ended 31 December 2023 and prior years. In cases where tax audits have been carried out and additional charges levied, the Group has responded to the tax authorities challenging the technical merits and made a provision it considers appropriate in line with the technical merits of issues raised by tax authorities.

Deductible temporary differences, unused tax losses and unused tax credits for which no deferred tax assets have been recognised because it is not probable that future taxable profit will be available against which the benefits can be utilised, are attributable to the following:

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Tax losses	**114,431**	79,978	**—**	—
Unused tax credits	**—**	—	**—**	—
Deductible temporary differences	**(6,645)**	(5,273)	**—**	—
	107,786	74,705	**—**	—

The unrecognised tax credits will expire as follows:

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Year 1	**—**	—	**—**	—
Year 2	**2,468**	1,545	**—**	—
Year 3	**1,970**	1,233	**—**	—
Year 4	**14,157**	11,154	**—**	—
Year 5	**14,892**	11,062	**—**	—
After Year 5	**783**	605	**—**	—
No expiry date	**73,516**	49,106	**—**	—
	107,786	74,705	**—**	—

Deferred tax liability amounting to ₦111.8 billion (2022: ₦50.1 billion) for both Group and Company was not recognised in this financial statements. This relates to exchange on inter-company loans classified as part of the net investment in subsidiaries.

15. Property, plant and equipment

15.1 The Group

	Land and leasehold improvements ₦'million	Buildings ₦'million	Plant and machinery ₦'million	Motor vehicles ₦'million	Aircraft ₦'million	Furniture & equipment ₦'million	Capital work-in progress ₦'million	Total ₦'million
Cost								
At 1 January 2022	32,987	248,128	1,215,657	273,429	4,028	14,671	378,939	2,167,839
Additions	142	719	9,887	4,531	—	448	50,218	65,945
Reclassifications	(560)	5,402	194,019	8,612	—	1,049	(208,522)	—
Transfers (note 15.1.1)	—	—	(19)	(95)	—	(10)	(24,939)	(25,063)
Disposal	—	—	—	(95)	—	—	—	(95)
Write off	(66)	(7)	(248)	(182)	—	(10)	(33)	(546)
Effect of foreign currency exchange rates differences	11,884	22,518	161,759	10,652	—	2,275	2,664	211,752
Balance at 31 December 2022	44,387	276,760	1,581,055	296,852	4,028	18,423	198,327	2,419,832
At 1 January 2023	**44,387**	**276,760**	**1,581,055**	**296,852**	**4,028**	**18,423**	**198,327**	**2,419,832**
Additions	**257**	**1,294**	**13,277**	**5,839**	**—**	**2,788**	**78,721**	**102,176**
Reclassifications	**16**	**2,640**	**172,763**	**6,432**	**—**	**1,643**	**(183,494)**	**—**
Transfers (note 15.1.1)	**—**	**—**	**1,110**	**(274)**	**—**	**(10)**	**(1,362)**	**(536)**
Disposal	**—**	**—**	**(1,425)**	**(10,459)**	**—**	**—**	**—**	**(11,884)**
Write—off	**—**	**—**	**(625)**	**(3,406)**	**—**	**—**	**(58)**	**(4,089)**
Effect of foreign currency exchange rates differences	**40,050**	**220,695**	**841,596**	**149,435**	**—**	**13,501**	**167,184**	**1,432,461**
Balance at 31 December 2023	**84,710**	**501,389**	**2,607,751**	**444,419**	**4,028**	**36,345**	**259,318**	**3,937,960**
Accumulated depreciation and impairment								
At 1 January 2022	6,894	58,229	417,571	200,232	3,132	8,922	—	694,980
Depreciation expense	1,484	11,003	72,380	30,895	403	1,690	—	117,855
Transfers (note 15.1.1)	—	—	—	(22)	—	—	—	(22)
Disposal	—	—	—	(95)	—	—	—	(95)
Impairment	(66)	—	(234)	1,733	—	(7)	—	1,426
Effect of foreign currency exchange rates differences	7,780	4,905	54,522	9,839	—	1,349	—	78,395
Balance at 31 December 2022	16,092	74,137	544,239	242,582	3,535	11,954	—	892,539
At 1 January 2023	**16,092**	**74,137**	**544,239**	**242,582**	**3,535**	**11,954**	**—**	**892,539**
Depreciation expense	**4,621**	**14,649**	**99,776**	**25,166**	**23**	**2,394**	**—**	**146,629**
Transfers (note 15.1.1)	**—**	**—**	**(14)**	**(175)**	**—**	**—**	**—**	**(189)**
Disposal	**—**	**—**	**(1,188)**	**(7,503)**	**—**	**—**	**—**	**(8,691)**
Write—off	**—**	**—**	**—**	**(3,387)**	**—**	**—**	**—**	**(3,387)**
Effect of foreign currency exchange rates differences	**17,386**	**66,199**	**301,853**	**133,412**	**—**	**8,681**	**—**	**527,531**
Balance at 31 December 2023	**38,099**	**154,985**	**944,666**	**390,095**	**3,558**	**23,029**	**—**	**1,554,432**
Carrying amounts:								
At 1 January 2022	26,093	189,899	798,086	73,197	896	5,749	378,939	1,472,859
At 31 December 2022	28,295	202,623	1,036,816	54,270	493	6,469	198,327	1,527,293
At 31 December 2023	**46,611**	**346,404**	**1,663,085**	**54,324**	**470**	**13,316**	**259,318**	**2,383,528**

15.1.1 Represents reclassification from inventories and transfers to customers, vendors and related parties.

15.1.2 No borrowing cost was capitalised to property, plant and equipment in the current year (2022: nil).

15.1.3 Some borrowings are secured by a debenture on all the fixed and floating assets (note 26).

15. Property, plant and equipment continued

15.2 The Company

	Land and leasehold improvements ₦'million	Buildings ₦'million	Plant and machinery ₦'million	Motor vehicles ₦'million	Aircraft ₦'million	Furniture & equipment ₦'million	Capital work-in progress ₦'million	Total ₦'million
Cost								
At 1 January 2022	2,923	86,994	647,146	193,065	4,028	5,198	50,693	990,047
Additions	—	32	1,942	110	—	26	24,339	26,449
Reclassifications	40	318	17,394	8,206	—	479	(26,437)	—
Transfers (note 15.2.1)	—	—	(19)	(95)	—	(10)	(22,810)	(22,934)
Balance at 31 December 2022	2,963	87,344	666,463	201,286	4,028	5,693	25,785	993,562
At 1 January 2023	**2,963**	**87,344**	**666,463**	**201,286**	**4,028**	**5,693**	**25,785**	**993,562**
Additions	**—**	**19**	**202**	**—**	**—**	**82**	**33,019**	**33,322**
Reclassifications	**—**	**943**	**14,520**	**6,182**	**—**	**638**	**(22,283)**	**—**
Transfers (note 15.2.1)	**—**	**—**	**—**	**122**	**—**	**(10)**	**(296)**	**(184)**
Disposal	**—**	**—**	**(547)**	**(9,620)**	**—**	**—**	**—**	**(10,167)**
Write-off	**—**	**—**	**—**	**(3,214)**	**—**	**—**	**—**	**(3,214)**
Balance at 31 December 2023	**2,963**	**88,306**	**680,638**	**194,756**	**4,028**	**6,403**	**36,225**	**1,013,319**
Accumulated depreciation & impairment								
At 1 January 2022	958	20,411	269,917	136,601	3,132	4,146	—	435,165
Depreciation expense	29	3,482	30,250	24,599	403	634	—	59,397
Transfers (note 15.2.1)	—	—	—	(22)	—	—	—	(22)
Impairment	—	—	—	129	—	—	—	129
Balance at 31 December 2022	987	23,893	300,167	161,307	3,535	4,780	—	494,669
At 1 January 2023	**987**	**23,893**	**300,167**	**161,307**	**3,535**	**4,780**	**—**	**494,669**
Depreciation expense	**30**	**3,502**	**31,048**	**17,636**	**23**	**589**	**—**	**52,828**
Transfers (note 15.2.1)	**—**	**—**	**—**	**122**	**—**	**—**	**—**	**122**
Disposal	**—**	**—**	**(547)**	**(6,687)**	**—**	**—**	**—**	**(7,234)**
Write-off	**—**	**—**	**—**	**(3,214)**	**—**	**—**	**—**	**(3,214)**
Balance at 31 December 2023	**1,017**	**27,395**	**330,668**	**169,164**	**3,558**	**5,369**	**—**	**537,171**
Carrying amounts:								
At 1 January 2022	1,965	66,583	377,229	56,464	896	1,052	50,693	554,882
At 31 December 2022	1,976	63,451	366,296	39,979	493	913	25,785	498,893
At 31 December 2023	**1,946**	**60,911**	**349,970**	**25,592**	**470**	**1,034**	**36,225**	**476,148**

15.2.1 Represents transfers to customers, vendors and related parties.

15.2.2 No borrowing cost was capitalised to property, plant and equipment in the current year (2022: nil).

15.2.3 Some borrowings are secured by a debenture on all the fixed and floating assets (note 26).

15.3 Capital work in progress

Capital work in progress comprises amounts incurred with respect to Leasehold improvements and buildings, Plant and machinery, Motor vehicles as well as Furniture and equipment as at year end.

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Closing capital work in progress is analysed as follows:				
Leasehold improvements and buildings	**2,439**	4,127	**991**	800
Plant and machinery	**256,251**	191,927	**35,234**	24,275
Motor vehicles	**496**	930	**—**	710
Furniture and equipment	**132**	1,343	**—**	—
	259,318	198,327	**36,225**	25,785

16. Intangible assets

	Group			Company	
	Computer software ₦'million	Exploration assets ₦'million	Total ₦'million	Computer software ₦'million	Total ₦'million
Cost					
At 1 January 2022	5,767	3,612	9,379	1,570	1,570
Additions	49	258	307	19	19
Write off	(118)	—	(118)	—	—
Effect of foreign currency exchange rates differences	732	1,288	2,020	—	—
Balance at 31 December 2022	6,430	5,158	11,588	1,589	1,589
At 1 January 2023	**6,430**	**5,158**	**11,588**	**1,589**	**1,589**
Additions	**53**	**65**	**118**	**51**	**51**
Effect of foreign currency exchange rates differences	**5,568**	**5,754**	**11,322**	**—**	**—**
Balance at 31 December 2023	**12,051**	**10,977**	**23,028**	**1,640**	**1,640**
Accumulated amortisation and impairment					
At 1 January 2022	3,973	284	4,257	1,423	1,423
Amortisation expense	281	80	361	52	52
Impairment	(118)	—	(118)	—	—
Effect of foreign currency exchange rates differences	653	210	863	—	—
Balance at 31 December 2022	4,789	574	5,363	1,475	1,475
At 1 January 2023	**4,789**	**574**	**5,363**	**1,475**	**1,475**
Amortisation expense	**438**	**176**	**614**	**54**	**54**
Effect of foreign currency exchange rates differences	**3,969**	**726**	**4,695**	**—**	**—**
Balance at 31 December 2023	**9,196**	**1,476**	**10,672**	**1,529**	**1,529**
Carrying amounts:					
At 1 January 2022	1,794	3,328	5,122	147	147
At 31 December 2022	1,641	4,584	6,225	114	114
At 31 December 2023	**2,855**	**9,501**	**12,356**	**111**	**111**

Computer software represent software which is amortised on a straight-line basis.

Exploration assets are amortised in line with the useful life of the mines.

Amortisation of intangible assets is included in note 7 and note 8.

There are no development expenditure capitalised as internally generated intangible asset.

17. Right-of-use assets

17.1 The Group

	Land and buildings ₦'million	Plant and machinery ₦'million	Motor vehicles ₦'million	Total ₦'million
Cost				
At 1 January 2022	21,343	1,166	1,586	24,095
Additions	2,076	—	3	2,079
Disposal	—	—	(300)	(300)
Write off	—	—	(121)	(121)
Effect of foreign currency exchange rates differences	6,129	52	58	6,239
Balance at 31 December 2022	29,548	1,218	1,226	31,992
At 1 January 2023	**29,548**	**1,218**	**1,226**	**31,992**
Additions	**3,674**	**629**	**114**	**4,417**
Disposal	**—**	**—**	**(1,335)**	**(1,335)**
Effect of foreign currency exchange rates differences	**33,199**	**1,168**	**558**	**34,925**
Balance at 31 December 2023	**66,421**	**3,015**	**563**	**69,999**
Accumulated depreciation				
At 1 January 2022	3,973	502	1,054	5,529
Depreciation expense	1,525	360	289	2,174
Disposal	—	—	(215)	(215)
Write off	—	—	(114)	(114)
Effect of foreign currency exchange rates differences	988	33	46	1,067
Balance at 31 December 2022	6,486	895	1,060	8,441
At 1 January 2023	**6,486**	**895**	**1,060**	**8,441**
Depreciation expense	**3,275**	**396**	**246**	**3,917**
Disposal	**—**	**—**	**(1,335)**	**(1,335)**
Effect of foreign currency exchange rates differences	**6,350**	**836**	**471**	**7,657**
Balance at 31 December 2023	**16,111**	**2,127**	**442**	**18,680**
Carrying amounts:				
At 1 January 2022	17,370	664	532	18,566
At 31 December 2022	23,062	323	166	23,551
Balance at 31 December 2023	**50,310**	**888**	**121**	**51,319**

The Group leases several assets including cement depots, residential apartments, trucks, trailers, fleet vehicles, forklifts and land. The average lease term is 10.4 years (2022: 11.5 years). The Group lease term ranges from 2 years to 99 years.

Approximately 21 (2022: 29) of the leases for the Group expired in the current financial year. The expired contracts were replaced by new leases for similar underlying assets.

17. Right-of-use assets continued

17.2 The Company

	Land and buildings ₦'million	Total ₦'million
Cost		
At 1 January 2022	3,487	3,487
Additions	1,078	1,078
Balance at 31 December 2022	4,565	4,565
At 1 January 2023	**4,565**	**4,565**
Additions	**1,171**	**1,171**
Balance at 31 December 2023	**5,736**	**5,736**
Accumulated depreciation		
At 1 January 2022	2,122	2,122
Depreciation expense	815	815
Balance at 31 December 2022	2,937	2,937
At 1 January 2023	**2,937**	**2,937**
Depreciation expense	**929**	**929**
Balance at 31 December 2023	**3,866**	**3,866**
Carrying amounts:		
At 1 January 2022	1,365	1,365
At 31 December 2022	1,628	1,628
Balance at 31 December 2023	**1,870**	**1,870**

The Company leases several assets including cement depots, residential apartments. The average lease term is 3.3 years (2022: 3.05 years). The Company lease term ranges from 2 years to 15 years.

Approximately 20 of the 83 (2022: 28 of the 60) leases expired in the current financial year. The expired contracts were replaced by new leases for similar underlying assets. This resulted in additions to right-of-use assets of ₦1.17 billion (2022: ₦1.08 billion).

17.3 Recognised in profit or loss

	Group		Company	
	Year ended 31/12/23 ₦'million	Year ended 31/12/22 ₦'million	**Year ended 31/12/23 ₦'million**	Year ended 31/12/22 ₦'million
Amounts recognised in profit or loss:				
Depreciation expense on right-of-use assets	**3,917**	2,174	**929**	815
Interest expense on lease liabilities	**590**	1,118	**25**	97
Expense relating to short-term leases	**1,035**	1,296	**398**	434

As at 31 December 2023, the Group is committed to ₦2.29 billion (2022: ₦0.98 billion) for short-term leases.

All payments for leases are fixed.

The total cash outflow for leases amount to ₦4.84 billion (2022: ₦3.70 billion).

18. Information regarding subsidiaries and associate

18.1 Subsidiaries

Details of the Group's subsidiaries at the end of the reporting year are as follows:

Direct subsidiaries	Principal activity	Place of incorporation and operation	Proportion of ownership or voting power held by the Group 31/12/23	31/12/22
Dangote Cement South Africa (Pty) Limited	Cement production	South Africa	**64.00%**	64.00%
Dangote Cement (Ethiopia) Plc	Cement production	Ethiopia	**99.97%**	99.97%
Dangote Cement Zambia Limited	Cement production	Zambia	**99.96%**	99.96%
Dangote Cement Senegal S.A	Cement production	Senegal	**99.99%**	99.99%
Dangote Cement Cameroon S.A	Cement Grinding	Cameroon	**99.97%**	99.97%
Dangote Cement Limited, Tanzania	Cement production	Tanzania	**99.70%**	99.70%
Dangote Cement Congo S.A	Cement production	Congo	**100.00%**	100.00%
Dangote Cement (Sierra Leone) Limited	Bagging and distribution of cement	Sierra Leone	**99.60%**	99.60%
Dangote Cement Côte d'Ivoire S.A	Cement Grinding	Côte d'Ivoire	**80.00%**	80.00%
Dangote Industries Gabon S.A	Cement Grinding	Gabon	**80.00%**	80.00%
Dangote Cement Ghana Limited	Bagging and distribution of cement	Ghana	**100.00%**	100.00%
Dangote Cement – Liberia Ltd.	Bagging and distribution of cement	Liberia	**100.00%**	100.00%
Dangote Cement Burkina Faso S.A	Selling and distribution of cement	Burkina Faso	**95.00%**	95.00%
Dangote Cement Chad S.A	Selling and distribution of cement	Chad	**95.00%**	95.00%
Dangote Cement Mali S.A	Selling and distribution of cement	Mali	**95.00%**	95.00%
Dangote Cement Niger SARL	Selling and distribution of cement	Niger	**95.00%**	95.00%
Dangote Industries Benin S.A	Selling and distribution of cement	Benin	**98.00%**	98.00%
Dangote Cement Togo S.A	Selling and distribution of cement	Togo	**90.00%**	90.00%
Dangote Cement Kenya Limited	Cement production	Kenya	**90.00%**	90.00%
Dangote Quarries Kenya Limited	Limestone mining	Kenya	**90.00%**	90.00%
Dangote Cement Madagascar Limited	Cement production	Madagascar	**95.00%**	95.00%
Dangote Quarries Mozambique Limitada	Cement production	Mozambique	**95.00%**	95.00%
Dangote Cement Nepal Pvt. Limited	Cement production	Nepal	**100.00%**	100.00%
Dangote Zimbabwe Holdings (Private) Limited	Investment holding	Zimbabwe	**90.00%**	90.00%
Dangote Cement Zimbabwe (Private) Limited	Cement production	Zimbabwe	**90.00%**	90.00%
Dangote Energy Zimbabwe (Private) Limited	Power production	Zimbabwe	**90.00%**	90.00%
Dangote Mining Zimbabwe (Private) Limited	Coal production	Zimbabwe	**90.00%**	90.00%
Dangote Cement Guinea SA	Cement production	Guinea	**95.00%**	95.00%
Cimenterie Obajana Sprl –D.R. Congo	Cement production	D.R. Congo	**98.00%**	98.00%
Itori Cement Limited	Cement production	Nigeria	**99.00%**	99.00%
Okpella Cement Limited	Cement production	Nigeria	**99.00%**	99.00%
Dangote Takoradi Cement Production Limited	Cement Grinding	Ghana	**99.00%**	99.00%
Dangote Cement Yaounde	Cement Grinding	Cameroon	**90.00%**	90.00%
Dangote Cement CongoD.R. S.A	Cement production	D.R. Congo	**99.00%**	99.00%
DCP Cement Limited	Cement production	Nigeria	**90.00%**	90.00%
Dangote Mines Limited, Tanzania	Cement production	Tanzania	**99.70%**	99.70%
Dangote Contracting Services Limited, Tanzania	Contracting Services	Tanzania	**99.70%**	99.70%
Dangote Mining Niger S.A	Limestone mining	Niger	**88.00%**	88.00%
Dangote Ceramics Limited	Manufacturing of ceramics products	Nigeria	**99.00%**	99.00%
Indirect subsidiaries				
Dangote Cement South Africa (Pty) Limited subsidiaries				
Sephaku Development (Pty) Ltd	Mining right holder	South Africa	**85.00%**	85.00%
Sephaku Delmas Properties (Pty) Ltd	Investment property	South Africa	**100.00%**	100.00%
Blue Waves Properties 198 (Pty) Ltd	Exploration	South Africa	**100.00%**	100.00%
Sephaku Enterprise Development (Pty) Ltd	Cement production	South Africa	**100.00%**	100.00%
Dangote Dwaalboom mining (Pty) Ltd	Investment property	South Africa	**100.00%**	100.00%
Benificial Ingenuity (Pty) Limited	Investment holding	South Africa	**80.00%**	80.00%
Benificial Ingenuity (Pty) Limited Subsidiary				
Sephaku Limestone and Exploration (Pty) Ltd	Exploration	South Africa	**52.00%**	52.00%
Dangote Cement Zambia Limited				
Dangote Quarries (Zambia) Limited	Limestone mining	Zambia	**99.997%**	99.997%
Dangote Fuels Zambia Limited	Selling and distribution of fuels	Zambia	**99.00%**	99.00%
Dangote Cement Nepal Pvt. Limited subsidiary				
Birat Cement Pvt. Limited	Cement production and distribution	Nepal	**100.00%**	100.00%

18. Information regarding subsidiaries and associate continued

18.2 Investments in subsidiaries

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
Dangote Cement South Africa (Pty) Limited	—	—	27,922	27,922
Dangote Cement (Ethiopia) Plc	—	—	40,036	40,036
Dangote Cement Zambia Limited	—	—	106	106
Dangote Cement Senegal S.A	—	—	64,782	64,782
Dangote Cement Cameroon S.A	—	—	15,160	15,160
Dangote Cement Ghana Limited	—	—	135	135
Dangote Cement Limited, Tanzania	—	—	13,851	13,851
Dangote Cement Congo S.A	—	—	86,997	86,997
Dangote Cement (Sierra Leone) Limited	—	—	18	18
Dangote Cement Côte d'Ivoire S.A	—	—	16	16
Dangote Industries Gabon S.A	—	—	31	31
Dangote Cement Burkina faso SA	—	—	3	3
Dangote Cement Chad SA	—	—	3	3
Dangote Cement Mali SA	—	—	3	3
Dangote Cement Niger SARL	—	—	7	7
Dangote Industries Benin S.A.	—	—	3	3
Dangote Cement Togo S.A.	—	—	5	5
Dangote Takoradi Cement Production Limited	—	—	141	141
Dangote Cement Madagascar Limited	—	—	2	2
Dangote Cement CongoD.R. S.A	—	—	6	6
Itori Cement Limited	—	—	1	1
Okpella Cement Limited	—	—	1	1
DCP Cement Limited	—	—	1	1
Dangote Ceramics Limited	—	—	10	10
Dangote Cement Yaounde	—	—	22	22
Dangote Mining Niger S.A	—	—	—	—
Dangote Cement – Liberia Ltd.	—	—	—	—
Dangote Cement Kenya Limited	—	—	—	—
Dangote Quarries Kenya Limited	—	—	—	—
Dangote Quarries Mozambique Limitada	—	—	—	—
Dangote Cement Nepal Pvt. Ltd.	—	—	—	—
Dangote Zimbabwe Holdings (Private) Limited	—	—	—	—
Dangote Cement Zimbabwe (Private) Limited	—	—	—	—
Dangote Energy Zimbabwe (Private) Limited	—	—	—	—
Dangote Mining Zimbabwe (Private) Limited	—	—	—	—
Dangote Cement Guinea SA	—	—	—	—
Cimenterie Obajana Sprl –D.R. Congo	—	—	—	—
Dangote Mines Limited, Tanzania	—	—	—	—
Dangote Contracting Services Limited, Tanzania	—	—	—	—
	—	—	249,262	249,262

18.3 Investment in associate

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
At 1 January	2,580	6,528	1,582	1,582
Dividend income received during the year	(1,204)	(4,707)	—	—
Current year share of profit	1,231	759	—	—
	2,607	2,580	1,582	1,582

The Group holds 43% of the voting rights in Societe des Ciments d' Onigbolo, a cement producing company incorporated in the Republic of Benin.

18. Information regarding subsidiaries and associate continued

18.4 Composition of the Group

Information about the composition of the Group at the end of the reporting year is as follows:

Principal activity	Place of incorporation and operation	Number of wholly-owned subsidiaries 31/12/23	31/12/22
Cement production	Congo	**1**	1
Bagging and distribution of cement	Liberia	**1**	1
Bagging and distribution of cement	Ghana	**1**	1
Cement production	Nepal	**1**	1

Principal activity	Place of incorporation and operation	Number of non-wholly-owned subsidiaries 31/12/23	31/12/22
Cement production	South Africa	**1**	1
Cement production	Ethiopia	**1**	1
Cement production	Zambia	**1**	1
Cement production	Senegal	**1**	1
Cement Grinding	Cameroon	**2**	2
Cement production	Tanzania	**2**	2
Contracting Services	Tanzania	**1**	1
Bagging and distribution of cement	Sierra Leone	**1**	1
Bagging and distribution of cement	Côte d'Ivoire	**1**	1
Cement Grinding	Gabon	**1**	1
Selling and distribution of cement	Burkina Faso	**1**	1
Selling and distribution of cement	Chad	**1**	1
Selling and distribution of cement	Mali	**1**	1
Selling and distribution of cement	Niger	**1**	1
Limestone mining	Niger	**1**	1
Limestone mining	Kenya	**1**	1
Cement production	Kenya	**1**	1
Cement production	Madagascar	**1**	1
Selling and distribution of cement	Benin	**1**	1
Selling and distribution of cement	Togo	**1**	1
Cement production	Mozambique	**1**	1
Holding company	Zimbabwe	**1**	1
Cement production	Zimbabwe	**1**	1
Power production	Zimbabwe	**1**	1
Coal production	Zimbabwe	**1**	1
Cement production	Guinea	**1**	1
Cement production	D.R. Congo	**2**	2
Cement production	Nigeria	**3**	3
Cement Grinding	Ghana	**1**	1
Manufacturing of ceramics products	Nigeria	**1**	1

18.5 Details of non-wholly owned subsidiaries that have material non-controlling interests

The table below shows details of non-wholly owned subsidiary of the Group that has material non-controlling interests:

Name of subsidiary	Place of incorporation and principal place of business	Proportion of ownership interests and voting rights held by non-controlling interests 31/12/23 %	31/12/22 %	Profit/(loss) allocated to non-controlling interests 31/12/23 ₦'million	31/12/22 ₦'million	Accumulated non-controlling interests 31/12/23 ₦'million	31/12/22 ₦'million
Dangote Cement South Africa (Pty) Limited	South Africa	**36.00%**	36.00%	**717**	(163)	**31,089**	16,446
DCP Cement Limited	Nigeria	**10.00%**	10.00%	**10,253**	6,935	**11,211**	11,557

18.6 Change in the Company ownership interest in a subsidiary

There are no changes to the Company's shareholding during the year. Also, no entity was incorporated.

18.7 Significant restrictions

There are no significant restrictions on the Company's or its subsidiaries' ability to access or use its assets to settle the liabilities of the Group.

18. Information regarding subsidiaries and associate continued

18.8

Summarised below is the financial information in respect of the Group's subsidiaries that have material non-controlling interests. Information below represent amounts before intra-group eliminations.

	Dangote Cement South Africa (Pty) Limited		DCP Cement Limited	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Information in respect of the financial position of the subsidiaries				
Current assets	**53,293**	18,780	**19,953**	5,942
Non-current assets	**123,202**	74,437	**125,917**	125,634
Current liabilities	**77,202**	33,347	**33,762**	16,000
Non-current liabilities	**9,786**	8,945	**—**	—
Equity attributable to owners of the Company	**89,400**	50,785	**112,108**	115,576
Non-controlling interests	**107**	140	**—**	—
Information in respect of the profit and loss and other comprehensive income				
Revenue	**102,389**	64,472	**160,045**	104,994
Expenses	**(99,513)**	(64,912)	**(61,529)**	(39,586)
Tax expense	**(883)**	(12)	**4,017**	3,944
(Loss)/Profit for the year	**1,993**	(452)	**102,533**	69,352
(Loss)/Profit attributable to owners of the Company	**1,276**	(487)	**92,280**	62,417
Profit attributable to the non-controlling interests	**717**	35	**10,253**	6,935
(Loss)/Profit for the year	**1,993**	(452)	**102,533**	69,352
Other comprehensive income for the year, net of tax	**—**	—	**—**	—
Total comprehensive income for the year	**1,993**	(452)	**102,533**	69,352
Total comprehensive income attributable to owners of the Company	**1,276**	(487)	**92,280**	62,417
Total comprehensive income attributable to the non-controlling interests	**717**	35	**10,253**	6,935
Total comprehensive income for the year	**1,993**	(452)	**102,533**	69,352
Information in respect of the cash flows of the subsidiary				
Dividends paid to non-controlling interests	**—**	—	**—**	—
Net cash inflow from operating activities	**20,535**	5,068	**113,296**	6,553
Net cash outflow from investing activities	**(1,783)**	(1,700)	**(1,915)**	(6,000)
Net cash outflow from financing activities	**(7,494)**	(9,078)	**(111,334)**	(542)
Net cash outflow	**11,258**	(5,710)	**47**	11

19. Prepayments

19.1 Non-current

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Advance to contractors	**39,312**	1,267	**211**	211
Total non-current prepayments	**39,312**	1,267	**211**	211

19. Prepayments continued

19.2 Prepayments and other current assets

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Advance to contractors	**34,852**	18,287	**9,726**	4,934
Advance payment to suppliers	**104,568**	116,164	**75,458**	98,144
Rent, rates and insurance	**9,009**	3,624	**3,028**	1,181
Prepayment for road infrastructure tax credit	**212**	212	**212**	212
Total current prepayments and other assets	**148,641**	138,287	**88,424**	104,471
Due from related parties – current (note 31)				
Parent company	**20,325**	29,522	**20,325**	29,522
Loans to parent company	**60,010**	143,812	**60,010**	143,812
Entities controlled by the parent company	**254,204**	134,612	**238,790**	128,965
Affiliates and associates of parent company	**5,496**	916	**—**	—
Subsidiaries	**—**	—	**349,857**	170,704
Total current receivables from related parties	**340,035**	308,862	**668,982**	473,003
Prepayments and other current assets	**488,676**	447,149	**757,406**	577,474

Non-current advances to contractors represent various advances made to contractors for the construction of plants while current advances to contractors represent various advances made for the purchase of AGO, coal and other materials which were not received at the year end.

20. Inventories

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Finished product	**17,910**	11,789	**6,312**	5,724
Work-in-progress	**30,232**	24,181	**5,710**	3,210
Raw materials	**25,074**	11,545	**10,900**	6,788
Packaging materials	**15,970**	11,613	**4,439**	6,024
Consumables	**47,277**	26,023	**30,340**	18,028
Fuel	**44,105**	31,891	**22,147**	24,630
Spare parts	**189,050**	104,779	**93,123**	58,468
Goods in transit	**24,405**	17,742	**14,828**	9,832
	394,023	239,563	**187,799**	132,704

The cost of inventories recognised as an expense during the year was ₦582.57 billion and ₦259.42 billion (2022: ₦447.03 billion and ₦257.11 billion) in the consolidated and separate financial statements respectively.

The amount recognised as inventories obsolescence during the year was ₦332.31 million (2022: ₦297.22 million) for Group and ₦42.17 million (2022: ₦13.60 million) for Company.

The amount recognised as inventories write off during the year was ₦158.24 million (2022: ₦97.58 million) for Group and Nil (2022: Nil) for Company.

Some borrowings are secured by a debenture on all the fixed and floating assets (note 26).

21. Trade and other receivables

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Trade receivables	**27,432**	16,045	**9,750**	8,590
Impairment allowance on trade receivables	**(2,226)**	(1,462)	**(1,641)**	(1,251)
	25,206	14,583	**8,109**	7,339
Staff loans and advances	**1,913**	857	**195**	93
Value added tax receivables	**6,478**	4,087	**—**	—
Receivables from registrar	**1,221**	1,221	**1,221**	1,221
Other receivables*	**38,397**	24,742	**23,551**	8,189
Total trade and other receivables	**73,215**	45,490	**33,076**	16,842

* Included in other receivables as at 31 December 2023 for Group and Company is ₦6.5 billion relating to promissory note from export expansion grant and ₦10.9 billion relating to dividend receivables from related party. In 2022: ₦6.04 billion for Group and ₦5.2 billion for Company relates to withholding tax receivable.

Of the trade receivables balance at the end of the year in the consolidated and separate financial statements, ₦2.77 billion (2022: ₦1.14 billion) and ₦1.07 billion (2022: ₦1.14 billion) represents the largest trade receivable balance due from a single customer at the Group and Company level respectively. There are no other customers who represent more than 10% of the total balance of trade receivables of the Group and Company after impairment.

21. Trade and other receivables continued

The Group always measures the loss allowance for trade receivables at an amount equal to lifetime expected credit loss (ECL). The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date. The Group has recognised a loss allowance of 100% against all receivables over 720 days past due, except where there is adequate security, because historical experience has indicated that these receivables are generally not recoverable.

Movement in impairment loss allowance of ₦764 million and ₦390 million relate to additional provision for Group and Company respectively. In 2022, ₦223 million and ₦233 million relate to reversal of provision for the Group and Company respectively.

There has been no change in the estimation techniques or significant assumptions made during the current reporting year.

The Group writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the trade receivables are over two years past due, except where there is adequate security. None of the trade receivables that have been written off is subject to enforcement activities.

Trade receivables are considered to be past due when they exceed the credit period granted.

The following table details the risk profile of trade receivables based on the Group's provision matrix. As the Group's historical credit loss experience does not show significantly different loss patterns for different customer segments, the provision for loss allowance based on past due status is not further distinguished between the Group's different customer segment.

Group

31 December 2023	**Not past due ₦'million**	**<30 days ₦'million**	**31–60 days ₦'million**	**61–90 days ₦'million**	**>90 days ₦'million**	**Total ₦'million**
Expected credit loss rate	**2.72%**	**1.06%**	**2.12%**	**7.65%**	**74.20%**	
Estimated total gross carrying amount at default	**15,114**	**9,831**	**87**	**108**	**2,292**	**27,432**
Lifetime ECL	**411**	**104**	**2**	**8**	**1,701**	**2,226**

31 December 2022	Not past due ₦'million	<30 days ₦'million	31–60 days ₦'million	61–90 days ₦'million	>90 days ₦'million	Total ₦'million
Expected credit loss rate	2.32%	0.22%	0.17%	6.37%	60.43%	
Estimated total gross carrying amount at default	6,755	5,663	1,067	474	2,086	16,045
Lifetime ECL	157	13	2	30	1,260	1,462

Company

31 December 2023	**Not past due ₦'million**	**<30 days ₦'million**	**31–60 days ₦'million**	**61–90 days ₦'million**	**>90 days ₦'million**	**Total ₦'million**
Expected credit loss rate	**0.00%**	**0.01%**	**0.03%**	**13.19%**	**83.78%**	
Estimated total gross carrying amount at default	**2,444**	**5,297**	**7**	**53**	**1,949**	**9,750**
Lifetime ECL	**—**	**—**	**—**	**7**	**1,634**	**1,641**

31 December 2022	Not past due ₦'million	<30 days ₦'million	31–60 days ₦'million	61–90 days ₦'million	>90 days ₦'million	Total ₦'million
Expected credit loss rate	0.00%	0.01%	0.03%	8.72%	59.74%	
Estimated total gross carrying amount at default	—	5,239	1,016	285	2,050	8,590
Lifetime ECL	—	1	—	25	1,225	1,251

22. Lease receivables

Leasing arrangements

Amounts receivable under finance leases:

	Group/Company			
	Minimum lease payments		Present value of minimum lease payment	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Year 1	**6,187**	8,139	**4,059**	5,981
Year 2	**5,554**	6,456	**3,884**	4,881
Year 3	**5,261**	4,716	**4,028**	3,530
Year 4	**5,119**	4,424	**3,895**	3,588
Year 5	**3,692**	3,791	**2,516**	3,315
Year 6	**348**	1,874	**333**	1,771
	26,161	29,400	**18,715**	23,066
Less: unearned finance income	**(7,447)**	(6,334)	**—**	—
Present value of minimum lease payments receivable	**18,714**	23,066	**18,715**	23,066
Allowance for uncollectable lease payments	**—**	—	**—**	—
Net investment in the lease	**18,714**	23,066	**18,715**	23,066
Analysed as follows:				
Recoverable within 12 months	**6,187**	8,139	**4,059**	5,981
Recoverable after 12 months	**19,974**	21,261	**14,656**	17,085
	26,161	29,400	**18,715**	23,066

The Company entered into finance lease arrangements for some of its trucks. All leases are denominated in Naira. The average term of finance leases entered into is 6.4 years (2022: 5.42 years).

During the year, the Group recognised interest income on lease receivables of ₦2.5 billion (2022: ₦2.6 billion).

Unguaranteed residual values of assets leased under finance leases at the end of the reporting year are estimated at nil.

The average effective interest rate implicit in the contracts is 14.5% (2022: 9.5%) per annum.

The Directors of the Company estimate the loss allowance on finance lease receivables at the end of the reporting year at an amount equal to lifetime ECL. Taking into account the historical default experience and the future prospects of the industries in which the leases operate, together with the value of collateral held over these finance lease receivables, the Directors consider ₦96 million finance lease receivables impaired during the year (2022: Nil).

The table below shows the aged analysis of the finance lease receivables.

	Group & Company					
31 December 2023	**Not past due ₦'million**	**<30 days ₦'million**	**31–60 days ₦'million**	**61–90 days ₦'million**	**>90 days ₦'million**	**Total ₦'million**
Estimated total gross carrying amount at default	**18,620**	**39**	**30**	**15**	**11**	**18,715**
31 December 2022	Not past due ₦'million	<30 days ₦'million	31–60 days ₦'million	61–90 days ₦'million	>90 days ₦'million	Total ₦'million
Estimated total gross carrying amount at default	22,905	38	19	24	80	23,066

23. Share capital

	Group/Company	
	31/12/23 ₦'million	31/12/22 ₦'million
Issued and fully paid		
23.1 Share capital 17,040,507,404 (2022: 17,040,507,404) ordinary shares of ₦0.5 each	**8,520**	8,520
23.2 Share premium	**42,430**	42,430

23.3 Authorised share capital as at reporting dates represents 20,000,000,000 units of ordinary shares of ₦0.5 each. Out of the total units of issued and fully paid share capital, 288,352,867 (2022:166,948,153) units are held by the Company.

Fully paid ordinary shares carry one vote per fully paid up share and a right to dividends when declared and approved.

23.4 Securities trading policy

The Board of Directors have established an Insider Trading Policy designed to prohibit dealing in Dangote Cement Plc. shares or securities on the basis of potentially price sensitive information that is not yet in the public domain. This is in line with the Rules of the NSE, the Investment and Securities Act (ISA) 2007 and the SEC Rules and Regulations. All Directors complied with the Insider Trading Policy during the year under review, and the free float of the Company is in compliance with the NSE's free float requirements, as its value is above the threshold of forty billion Naira as mandated by the NSE.

23. Share capital continued

23.5 Treasury shares

In July 2023, the Company embarked on additional share buy-back programme, buying back 121,404,714 units of its shares representing 0.74% of the Company's issued and fully paid ordinary shares at a total of ₦41.4 billion. As at 31 December 2023, the Company held 288,352,867 (2022: 166,948,153) units, representing 1.69% (December 2022: 0.98%) of its own shares amounting to ₦86.6 billion (2022: ₦45.2 billion).

23.6 Capital contribution

A subordinated loan was obtained by the Company from the immediate parent, Dangote Industries Limited in 2010. The interest on the long-term portion was waived for 2011. Given the favourable terms at which the Company secured the loan, an amount of ₦2.8 billion which is the difference between the fair value of the loan on initial recognition and the amount received, has been recognised as a capital contribution.

23.7 Currency translation reserve

Exchange difference relating to the translation of the results and net investments of the Group's foreign operations from their functional currencies to the Group's presentation currency (i.e. Currency Units) are recognised directly in other comprehensive income and accumulated in the foreign currency translation reserve. Exchange differences previously accumulated in the foreign currency translation reserve are reclassified to profit or loss on the disposal of foreign operations. As at 31 December 2023, the currency translation reserves amounts to ₦625.2 billion (2022: ₦78.2 billion).

24. Dividend

On 13 April 2023, a dividend of ₦20.00 per share was approved by shareholders to be paid to holders of fully paid ordinary shares in relation to 2022 financial year.

In respect of the current year, the Directors proposed a dividend of ₦30.00 per share (2022: ₦20.00). This dividend is subject to approval by shareholders at the Annual General Meeting and has not been included as a liability in these consolidated and separate financial statements.

25. Trade and other payables

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Trade payables	**183,861**	68,236	**77,410**	26,306
Payable to contractors	**51,744**	37,744	**8,793**	7,368
Value added tax payable	**16,322**	9,032	**7,124**	5,813
Withholding tax payable	**64,647**	29,598	**3,141**	2,873
Staff pension (note 29.1)	**1,299**	311	**12**	16
Contract liabilities – Advances from customers	**157,656**	110,251	**84,904**	83,896
Dividend payables	**4,974**	4,357	**4,745**	4,357
Accruals	**139,398**	75,370	**31,258**	23,834
Total trade and other payables	**619,901**	334,899	**217,387**	154,463

The average credit period on purchases of goods is 67 days and 45 days (2022: 38 days and 21 days) for Group and Company respectively. Normally, no interest is charged on trade payables. The Group has financial risk management policies in place to ensure that all payables are paid in line with the pre-agreed credit terms.

Contract liabilities are made up of advances from customers for cement and clinker yet to be delivered out of which ₦108.9 billion (2022: ₦92.2 billion) and ₦82.5 billion (2022: ₦77.1 billion) for Group and Company respectively relating to brought forward balances was recognised in revenue.

26. Financial liabilities

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Unsecured borrowings at amortised cost				
Bulk Commodities loans (Note 26.1)	**49,249**	23,703	**3,142**	1,522
Bond (note 26.2)	**263,597**	263,171	**263,597**	263,171
Commercial papers (Note 26.3)	**198,571**	—	**198,571**	—
Bank loans (note 26.4)	**116,661**	261,431	**86,544**	243,218
	628,078	548,305	**551,854**	507,911
Secured borrowings at amortised cost				
Bank loans (note 26.4)	**340,306**	158,429	**158,455**	73,552
	340,306	158,429	**158,455**	73,552
Total loans and borrowings	**968,384**	706,734	**710,309**	581,463
Financial liabilities (Non-current)	**388,364**	333,498	**259,954**	263,171
Current portion repayable in one year and shown as current liabilities	**565,074**	240,247	**440,693**	191,083
Overdraft balances (note 32.1)	**14,946**	132,989	**9,662**	127,209
Current portion of loans and borrowings	**580,020**	373,236	**450,355**	318,292
Interest payable	**44,236**	19,142	**20,568**	9,039
Financial liabilities (Current)	**624,256**	392,378	**470,923**	327,331

26.1 The loans from Bulk Commodities International, a related party, are denominated in USD with interest rate ranging from 6% to 8.5% per annum.

26.2 The Company's publicly issued bonds as at 31 December 2023 amount to ₦266 billion (December 2022: ₦266 billion) with coupon rate of 11.25% to 13.5%. The tenure is between three to 10 years.

26.3 Commercial papers were issued under a programme with a face value of ₦200 billion. The tenure is between 176 days and 267 days with discount ranging from 10% to 15%.

26.4 Bank loans include Letters of credit (LCs) obtained to finance inventories, property, plant and equipment, etc. The average interest rate is SOFR plus 11% (2022: Libor plus 8.5%).

				Group	
Loans	Currency	Nominal interest rate	Maturity	**31/12/23 ₦'million**	31/12/22 ₦'million
Bank overdrafts			On demand	**14,946**	132,989
Other borrowings					
Loan from Bulk Commodities Inc.	USD	6.0% – 8.5%	On demand	**49,249**	23,703
Commercial paper	Naira	10.0% – 15.0%	2024	**198,571**	—
Bond	Naira	11.25 – 13.5%	2025 – 2032	**263,597**	263,171
Short-term loans from banks	USD	SOFR + 11%	2024	**267,351**	216,240
Short-term loans from Banks	Naira	20.0%	2024	**25,000**	—
Long-term loans from banks	USD	SOFR + 5.2%	2027	**45,722**	17,100
Long-term loans from banks	CFA	7.25%	2025 – 2029	**90,922**	42,623
Loans from Nedbank/Standard Bank	Rands	JIBAR + 3.25%	2025	**13,026**	10,908
				953,438	573,745
Total borrowings				**968,384**	706,734

				Company	
Loans	Currency	Nominal interest rate	Maturity	**31/12/23 ₦'million**	31/12/22 ₦'million
Bank overdrafts			On demand	**9,662**	127,209
Loan from Bulk Commodities Inc.	USD	6.0%	On demand	**3,142**	1,522
Commercial paper	Naira	10.0% – 15.0%	2024	**198,571**	—
Bond	Naira	11.25 – 13.5%	2025 – 2032	**263,597**	263,171
Short-term loans from banks	Naira	20.0%	2024	**25,000**	—
Short-term loans from banks	USD	SOFR + 11%	2024	**210,337**	189,561
				700,647	454,254
Total borrowings				**710,309**	581,463

26. Financial liabilities continued

26.5 The maturity profiles of borrowings are as follows:

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Due within one month	**88,692**	138,789	**42,609**	128,732
Due from one to three months	**68,798**	182,141	**50,328**	167,060
Due from three to twelve months	**422,530**	52,306	**357,418**	22,500
Total current portion repayable in one year	**580,020**	373,236	**450,355**	318,292
Due in the second year	**147,318**	21,507	**100,000**	3,621
Due in the third year	**35,176**	118,226	**10,449**	98,958
Due in the fourth year	**30,345**	24,536	**4,263**	10,338
Due in the fifth year and further	**175,525**	169,229	**145,242**	150,254
Total long-term portion of borrowings	**388,364**	333,498	**259,954**	263,171
Total	**968,384**	706,734	**710,309**	581,463

The table below details changes in the liabilities arising from financing activities, including both cash and non–cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group and Company's consolidated and separate statements of cash flows as cash flows from financing activities.

	Group				
	31/12/22 ₦'million	Financing cash flows ₦'million	Exchange losses ₦'million	Others ₦'million	**31/12/23 ₦'million**
Bulk Commodities loans	23,703	—	25,546	—	**49,249**
Commercial papers	—	198,571	—	—	**198,571**
Bond	263,171	—	—	426	**263,597**
Bank loans	286,871	(47,871)	203,021	—	**442,021**
	573,745	150,700	228,567	426	**953,438**

	Company				
	31/12/22 ₦'million	Financing cash flows ₦'million	Exchange losses ₦'million	Others ₦'million	**31/12/23 ₦'million**
Bulk Commodities loans	1,522	—	1,620	—	**3,142**
Commercial papers	—	198,571	—	—	**198,571**
Bond	263,171	—	—	426	**263,597**
Bank loans	189,561	(60,880)	106,656	—	**235,337**
	454,254	137,691	108,276	426	**700,647**

	Group				
	01/01/22 ₦'million	Financing cash flows ₦'million	Exchange (gains)/losses ₦'million	Others ₦'million	31/12/22 ₦'million
Bulk Commodities loans	21,801	—	1,902	—	23,703
Power intervention loan	250	(250)	—	—	—
Commercial papers	38,974	(38,974)	—	—	—
Bond	147,789	114,591	—	791	263,171
Bank loans	279,651	(4,091)	11,311	—	286,871
	488,465	71,276	13,213	791	573,745

	Company				
	01/01/22 ₦'million	Financing cash flows ₦'million	Exchange (gains)/losses ₦'million	Others ₦'million	31/12/22 ₦'million
Bulk Commodities loans	1,400	—	122	—	1,522
Power intervention loan	250	(250)	—	—	—
Commercial papers	38,974	(38,974)	—	—	—
Bond	147,789	114,591	—	791	263,171
Bank loans	200,353	(24,422)	13,630	—	189,561
	388,766	50,945	13,752	791	454,254

Financing cashflows represent loan obtained and loan repaid during the year. Loan obtained amounts to ₦491.7 billion (2022: ₦338.45 billion) and ₦460.4 billion (2022: ₦290.11 billion) for Group and Company respectively. Loan repaid amounts to ₦341.0 billion (2022: ₦267.18 billion) and ₦322.8 billion (2022: ₦239.16 billion) for Group and Company respectively.

27. Deferred revenue and other current liabilities

27.1 Deferred revenue

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Deferred revenue arising from government grant (refer to (a) below)	**573**	354	**2**	—
	573	354	**2**	—
Current (note 27.2)	**63**	34	**2**	—
Non-current	**510**	320	**—**	—
	573	354	**2**	—

a) The deferred revenue mainly arises as a result of the benefits received from government. The income recognised in current year was recorded in other income line.

Movement in deferred revenue

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
At 1 January	**354**	670	**—**	299
Additions during the year	**2**	—	**2**	—
	356	670	**2**	299
Released to profit and loss account (other income)	**(46)**	(332)	**—**	(299)
Effect of foreign exchange differences	**263**	16	**—**	—
Closing balance	**573**	354	**2**	—

27.2 Other current liabilities

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Current portion of deferred revenue (note 27.1)	**63**	34	**2**	—
Due to related parties – current (note 31)				
Parent company	**100**	100	**—**	—
Entities controlled by the parent company	**132,933**	78,845	**78,673**	69,792
Affiliates and associates of parent company	**56,993**	45,745	**52,710**	24,818
Subsidiaries	**—**	—	**189,389**	42,496
Total current payables to related parties	**190,026**	124,690	**320,772**	137,106
Other current liabilities	**190,089**	124,724	**320,774**	137,106

28. Provisions

	Group					
	31/12/23			31/12/22		
	Site restoration ₦'million	**Others* ₦'million**	**Total ₦'million**	Site restoration ₦'million	Others ₦'million	Total ₦'million
Balance at beginning of the year	**8,212**	**2,363**	**10,575**	6,605	1,823	8,428
Effect of foreign exchange differences	**2,385**	**2,566**	**4,951**	124	(624)	(500)
Provisions made during the year	**1,718**	**2,890**	**4,608**	700	1,164	1,864
Unwinding of discount	**1,066**	**—**	**1,066**	783	—	783
Balance at the end of the year	**13,381**	**7,819**	**21,200**	8,212	2,363	10,575

	Company					
	31/12/23			31/12/22		
	Site restoration ₦'million	**Others ₦'million**	**Total ₦'million**	Site restoration ₦'million	Others ₦'million	Total ₦'million
Balance at beginning of the year	**6,834**	**—**	**6,834**	5,573	—	5,573
Reversals/provisions made during the year	**(1,913)**	**—**	**(1,913)**	509	—	509
Unwinding of discount	**923**	**—**	**923**	752	—	752
Balance at the end of the year	**5,844**	**—**	**5,844**	6,834	—	6,834

* Others include non-current withholding tax payable on interest.

The Group and Company's obligations are to settle environmental restoration and dismantling/decommissioning cost of property, plant and equipment when the Group and Company have a legal or constructive obligation to do so. The expenditure is expected to be utilised at the end of the useful lives of the mines.

The provision for site restoration represents an estimate of the costs involved in restoring production sites at the end of the expected life of the quarries. The provision is an estimate based on management's re-assessment. It is expected that the restoration cost will happen over a period of time for the Group and Company. The long-term inflation and discount rates used in the estimate for Nigerian entities were 14.5% and 16.25% (2022: 13.9% and 14%).

29. Employee benefits

Employee benefits include defined contribution plans and long service awards. These are analysed as follows:

29.1 Defined contribution plans (note 25)

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
Balance at beginning of the year	**311**	470	**16**	15
Provision for the year	**2,883**	2,444	**1,988**	1,363
Payments during the year	**(2,716)**	(2,594)	**(1,992)**	(1,362)
Effect of foreign exchange differences	**821**	(9)	**—**	—
Balance at the end of the year	**1,299**	311	**12**	16

The Group operates a group life policy and a contributory pension scheme for its employees in Nigeria in line with the provisions of the Pension Reform Act 2014 in Nigeria and in other locations, and in line with the constitutions there. The scheme is funded through employees' and employers' contributions as prescribed by the Act. The contribution from the employer is 10% while that of the employee is 8% of the basic, housing and transport allowances in Nigeria.

29.2 Employee benefit obligations

The Group operates an unfunded long service award for qualifying employees of the Group. Under the plan, the employees are entitled to benefits such as gift items, Ex-Gratia (expressed as a multiple of Monthly Basic Salary), a plaque and certificate on attainment of a specific number of years in service. The most recent actuarial valuations of the present value of the long service award were carried out as at 31 December 2022 by Ernst & Young Nigeria and signed on its behalf by Wise Chigudu (FRC registration number: FRC/2022/PRO/NAS/00000024119). The present value of the long service award, and the related current service cost and past service cost, were measured using the Projected Unit Credit Method.

The plan typically exposes the Group to actuarial risks such as; investment risk, interest rate risk, longevity risk and salary risk.

Interest rate risk A decrease in the bond interest rate will increase the plan liability.

Longevity risk The present value of the long service award liability is calculated by reference to the best estimate of the mortality of plan participants during their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

Salary risk The present value of the long service award liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

The principal assumptions used for the purposes of the actuarial valuations were as follows:

	Company	
	31/12/23 %	31/12/22 %
Discount rate(s)	**15.50**	14.00
Expected rate(s) of salary increase	**15.00**	13.00
Inflation rate	**14.50**	13.00

Movements in the present value of the long service awards are as follows:

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
At 1 January	**8,547**	3,219	**8,244**	2,972
Current service cost	**2,444**	1,551	**1,843**	1,508
Interest cost	**1,289**	416	**1,120**	401
Remeasurement loss/gain				
Actuarial loss/(gain)	**637**	3,680	**637**	3,692
Benefits paid	**(532)**	(335)	**(529)**	(329)
Effect of foreign exchange differences	**(194)**	16	**—**	—
At 31 December	**12,191**	8,547	**11,315**	8,244

The actual return on plan assets in 2023 was nil (2022: nil).

Amounts recognised in profit or loss in respect of these long service awards are as follows.

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
Current service cost	**2,444**	1,551	**1,843**	1,508
Net Interest expense	**1,289**	416	**1,120**	401
Actuarial loss/(gain)	**637**	3,680	**637**	3,692
	4,370	5,647	**3,600**	5,601

29. Employee benefits continued

29.2 Employee benefit obligations continued

The amount included in the consolidated and separate statements of financial position arising from the entity's obligation in respect of its long service awards is as follows:

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Present value of long service awards	**12,191**	8,547	**11,315**	8,244
Net liability arising from long service awards	**12,191**	8,547	**11,315**	8,244

- If the discount rate is 100 basis points higher (lower), the long service award at 31 December 2023 would decrease by ₦861.6 million (increase by ₦982.74 million) (2022: decrease by ₦627.72 million (increase by ₦715.98 million)).
- If the expected salary growth increases (decreases) by 1%, the long service award as at 31 December 2023 would increase by ₦260.37 million (decrease by ₦232.75 million) (2022: increase by ₦189.70 million (decrease by ₦169.57 million)).
- If the assumed mortality age is rated up (down) by one year, the long service award as at 31 December 2023 would decrease by ₦57.79 million (increase by ₦52.40 million) (2022: decrease by ₦42.11 million (increase by ₦38.17 million)).

The sensitivity analysis presented above may not be representative of the actual change in the long service award as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

In presenting the above sensitivity analysis, the present value of the long service award has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the long service awards liability recognised in the statement of financial position.

30. Financial instruments

30.1 Capital management

The Group manages its capital to ensure that the Group will be able to continue as a going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance.

The capital structure of the Group consists of net debt (borrowings as detailed in note 26 offset by cash and cash equivalents) and equity of the Group (comprising issued capital, reserves, retained earnings and non-controlling interests as detailed below.

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Net debt	**521,287**	422,891	**477,695**	385,326
Equity	**1,725,840**	1,078,947	**1,602,964**	1,491,535

The Finance and Investment Committee reviews the capital structure of the Group on a quarterly basis. As part of this review, the committee considers the cost of capital and the risks associated with each class of capital. The Group endeavours to maintain an optimum mix of net debt to equity ratio which provides benefits of trading on equity without exposing the Group to any undue long term liquidity risk. The Group manages its capital structure and makes adjustments to it in the light of changes in economic conditions. To maintain the capital or adjust the capital structure, the Group may adjust the dividend payment to shareholders, issue new and/or bonus shares, or raise debts in favourable market conditions.

The net debt to equity ratio as on 31 December 2023 is 30% (2022: 39%).

30.1.1 Debt to equity ratio

The debt to equity ratio at end of the reporting year was as follows:

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Financial liabilities (note 26)	**968,384**	706,734	**710,309**	581,463
Cash and cash equivalents (note 32.1)	**447,097**	283,843	**232,614**	196,137
Net debt	**521,287**	422,891	**477,695**	385,326
Equity	**1,725,840**	1,078,947	**1,602,964**	1,491,535
Net debt/Equity ratio	**0.30**	0.39	**0.30**	0.26

30. Financial instruments continued

30.2 Categories of financial instruments

31/12/2023	Group Amortised cost ₦'million	FVTPL ₦'million	FVTOCI ₦'million	Total financial ₦'million	Non-financial ₦'million	Total ₦'million
Assets						
Property, plant and equipment	—	—	—	—	2,383,528	2,383,528
Intangible assets	—	—	—	—	12,356	12,356
Right-of-use assets	—	—	—	—	51,319	51,319
Investment in associate	—	—	—	—	2,607	2,607
Lease receivables	18,715	—	—	18,715	—	18,715
Deferred tax asset	—	—	—	—	25,933	25,933
Prepayments for property, plant & equipment	—	—	—	—	39,312	39,312
Inventories	—	—	—	—	394,023	394,023
Trade and other receivables	66,737	—	—	66,737	6,478	73,215
Prepayments and other current assets	340,035	—	—	340,035	148,641	488,676
Current tax assets	—	—	—	—	1,944	1,944
Cash and cash equivalents	447,097	—	—	447,097	—	447,097
Total assets	872,584	—	—	872,584	3,066,141	3,938,725
Liabilities						
Trade and other payables	381,276	—	—	381,276	238,625	619,901
Current tax liabilities	—	—	—	—	174,287	174,287
Financial liabilities	1,012,620	—	—	1,012,620	—	1,012,620
Other current liabilities	190,026	—	—	190,026	63	190,089
Lease liabilities	20,604	—	—	20,604	—	20,604
Deferred tax liabilities	—	—	—	—	161,483	161,483
Provisions	—	—	—	—	21,200	21,200
Employees benefits obligations	—	—	—	—	12,191	12,191
Deferred revenue	—	—	—	—	510	510
Total liabilities	1,604,526	—	—	1,604,526	608,359	2,212,885

31/12/2022	Group Amortised cost ₦'million	FVTPL ₦'million	FVTOCI ₦'million	Total financial ₦'million	Non-financial ₦'million	Total ₦'million
Assets						
Property, plant and equipment	—	—	—	—	1,527,293	1,527,293
Intangible assets	—	—	—	—	6,225	6,225
Right-of-use assets	—	—	—	—	23,551	23,551
Investment in associate	—	—	—	—	2,580	2,580
Lease receivables	23,066	—	—	23,066	—	23,066
Deferred tax asset	—	—	—	—	14,193	14,193
Prepayments for property, plant & equipment	—	—	—	—	1,267	1,267
Inventories	—	—	—	—	239,563	239,563
Trade and other receivables	41,403	—	—	41,403	4,087	45,490
Prepayments and other current assets	308,862	—	—	308,862	138,287	447,149
Current tax assets	—	—	—	—	1,435	1,435
Cash and cash equivalents	283,843	—	—	283,843	—	283,843
Total assets	657,174	—	—	657,174	1,958,481	2,615,655
Liabilities						
Trade and other payables	186,018	—	—	186,018	148,881	334,899
Current tax liabilities	—	—	—	—	167,971	167,971
Financial liabilities	725,876	—	—	725,876	—	725,876
Other current liabilities	124,690	—	—	124,690	34	124,724
Lease liabilities	9,770	—	—	9,770	—	9,770
Deferred tax liabilities	—	—	—	—	154,026	154,026
Provisions	—	—	—	—	10,575	10,575
Employee benefit obligations	—	—	—	—	8,547	8,547
Deferred revenue	—	—	—	—	320	320
Total liabilities	1,046,354	—	—	1,046,354	490,354	1,536,708

30. Financial Instruments continued

30.2 Categories of financial instruments continued

	Company					
31/12/2023	Amortised cost ₦'million	FVTPL ₦'million	FVTOCI ₦'million	Total financial ₦'million	Non-financial ₦'million	Total ₦'million
Assets						
Property, plant and equipment	—	—	—	—	476,148	476,148
Intangible assets	—	—	—	—	111	111
Right-of-use assets	—	—	—	—	1,870	1,870
Investments in subsidiaries	—	—	—	—	249,262	249,262
Investment in associate	—	—	—	—	1,582	1,582
Lease receivables	18,715	—	—	18,715	—	18,715
Prepayments for property, plant & equipment	—	—	—	—	211	211
Receivables from subsidiaries	1,110,750	—	—	1,110,750	—	1,110,750
Inventories	—	—	—	—	187,799	187,799
Trade and other receivables	33,076	—	—	33,076	—	33,076
Prepayments and other current assets	668,982	—	—	668,982	88,424	757,406
Current tax assets	—	—	—	—	924	924
Cash and cash equivalents	232,614	—	—	232,614	—	232,614
Total assets	2,064,137	—	—	2,064,137	1,006,331	3,070,468
Liabilities						
Trade and other payables	122,218	—	—	122,218	95,169	217,387
Current tax liabilities	—	—	—	—	118,070	118,070
Financial liabilities	730,877	—	—	730,877	—	730,877
Other current liabilities	320,772	—	—	320,772	2	320,774
Lease liabilities	228	—	—	228	—	228
Deferred tax liabilities	—	—	—	—	63,009	63,009
Provisions	—	—	—	—	5,844	5,844
Employees benefits obligations	—	—	—	—	11,315	11,315
Total liabilities	1,174,095	—	—	1,174,095	293,409	1,467,504

	Company					
31/12/2022	Amortised cost ₦'million	FVTPL ₦'million	FVTOCI ₦'million	Total financial ₦'million	Non-financial ₦'million	Total ₦'million
Assets						
Property, plant and equipment	—	—	—	—	498,893	498,893
Intangible assets	—	—	—	—	114	114
Right-of-use assets	—	—	—	—	1,628	1,628
Investments in subsidiaries	—	—	—	—	249,262	249,262
Investment in associate	—	—	—	—	1,582	1,582
Lease receivables	23,066	—	—	23,066	—	23,066
Prepayments for property, plant & equipment	—	—	—	—	211	211
Receivables from subsidiaries	959,639	—	—	959,639	—	959,639
Inventories	—	—	—	—	132,704	132,704
Trade and other receivables	16,842	—	—	16,842	—	16,842
Prepayments and other current assets	473,003	—	—	473,003	104,471	577,474
Current tax assets	—	—	—	—	911	911
Cash and cash equivalents	196,137	—	—	196,137	—	196,137
Total assets	1,668,687	—	—	1,668,687	989,776	2,658,463
Liabilities						
Trade and other payables	61,881	—	—	61,881	92,582	154,463
Current tax liabilities	—	—	—	—	156,940	156,940
Financial liabilities	590,502	—	—	590,502	—	590,502
Other current liabilities	137,106	—	—	137,106	—	137,106
Lease liabilities	148	—	—	148	—	148
Deferred tax liabilities	—	—	—	—	112,691	112,691
Provisions	—	—	—	—	6,834	6,834
Employee benefit obligations	—	—	—	—	8,244	8,244
Deferred revenue	—	—	—	—	—	—
Total liabilities	789,637	—	—	789,637	377,291	1,166,928

30. Financial instruments continued

30.3 Financial risk management objectives

The Group's Corporate Treasury function provides services to the business, co-ordinates access to domestic and international financial markets, monitors and manages the financial risks relating to the operations of the Group and analyses exposures by degree and magnitude of risks. These risks include market risk, credit risk, and liquidity risk.

30.4 Market risk

The Group's activities expose it primarily to the financial risks of changes in foreign currency exchange rates (note 30.5.1) and interest rates (note 30.7.2).

30.5 Foreign currency risk management

The Group undertakes transactions denominated in foreign currencies; consequently, exposures to exchange rate fluctuations arise. Income is primarily earned in local currency for most of the locations with a significant portion of capital expenditure being in foreign currency. The Group manages foreign currency by monitoring our financial position in each country we operate with the aim of having assets and liabilities denominated in the functional currency as much as possible. The effective closing rate as at 31 December 2023 are ₦951.79/US Dollar, ₦1,140.77/GB Pounds & ₦988.53/Euro (2022: ₦461.1/US Dollar, ₦553.84/GB Pounds & ₦491.4/Euro). The carrying amounts of the Group and Company's foreign currency denominated monetary assets and monetary liabilities at the end of the reporting year are as follows.

	Group			
	Liabilities		Assets	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
US Dollars	**511,326**	434,877	**80,632**	16,269
GB Pounds	**13,587**	5,201	**1,367**	—
Euro	**35,617**	21,667	**239**	1,446
Total	**560,530**	461,745	**82,238**	17,715

	Company			
	Liabilities		Assets	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
US Dollars	**355,906**	283,341	**1,927,102**	947,546
GB Pounds	**12,152**	5,110	**1,367**	—
Euro	**25,580**	16,604	**5,712**	1,207
Total	**393,638**	305,055	**1,934,181**	948,753

30.5.1 Foreign currency sensitivity analysis

The Group is mainly exposed to US Dollars.

The following table details the Group and Company's sensitivity to a 30% (2022: 15%) increase and decrease in the Naira against the US Dollar, GB Pounds & Euro. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 30% change in foreign currency rates. The sensitivity analysis includes external loans as well as loans to foreign operations within the Group where the denomination of the loan is in a currency other than the functional currency of the lender or the borrower. A positive number below indicates an increase in profit or equity for a 30% change in the exchange rates. A negative number below indicates a decrease in profit or equity for a 30% change in the exchange rates.

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
Effect on Profit or loss/Equity for a 30% (2022: 15%) appreciation in Naira:				
US Dollar	**90,446**	43,954	**(329,951)**	(69,742)
GB Pounds	**2,566**	546	**2,265**	537
Euro	**7,429**	2,123	**4,172**	1,617
Total	**100,441**	46,623	**(323,514)**	(67,588)
Effect on Profit or loss/Equity for a 30% (2022: 15%) depreciation in Naira:				
US Dollar	**(90,446)**	(43,954)	**329,951**	69,742
GB Pounds	**(2,566)**	(546)	**(2,265)**	(537)
Euro	**(7,429)**	(2,123)	**(4,172)**	(1,617)
Total	**(100,441)**	(46,623)	**323,514**	67,588

30.5.2 Subsequent to year end, the Naira devalued further from ₦951.79/US Dollar as at 31 December to ₦1,616.83/US Dollar as at 29 February 2024.

30. Financial instruments continued

30.6 Credit risk management

Credit risk refers to the risk that counterparties will default on their contractual obligations resulting in financial loss to the Group. The Group has adopted a policy of only dealing with creditworthy counterparties.

The Group's and Company's business is predominantly on a cash basis. Revolving credits granted to major distributors and very large corporate customers approximate about ₦54.11 billion (2022: ₦37.69 billion) and these are payable within 30 days. Stringent credit control is exercised over the granting of credit, this is done through the review and approval by executive management based on the recommendation of the credit control group.

Credits to major distributors are covered by bank guarantee with an average credit period of no more than 15 days.

For very large corporate customers, clean credits are granted based on previous business relationships and positive credit worthiness which is performed on an on-going basis. These credits are usually payable at no more than 30 days.

The Group and the Company do not have significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The Group defines counterparties as related entities with similar characteristics.

Trade receivables consist of a large number of customers, spread across diverse geographical areas. On-going credit evaluation is performed on the financial condition of accounts receivable.

The credit risk on liquid funds financial instruments is limited because the counterparties are banks with high credit-ratings assigned by credit-rating agencies.

30.6.1 Exposure to credit risk

The tables below detail the credit quality of the Group's financial assets as well as the Group's maximum exposure to credit risk by credit risk rating grades:

		Group					
31/12/2023	Notes	**External credit rating**	**Internal rating**	**12 months or lifetime ECL**	**Gross carrying amount ₦'million**	**Allowance ₦'million**	**Net carrying amount ₦'million**
Lease receivables	22	**N/A**	**ii**	**Lifetime ECL**	**18,715**	**—**	**18,715**
Trade and other receivables	21	**N/A**	**ii**	**Lifetime ECL**	**68,963**	**(2,226)**	**66,737**
Prepayments and other current assets	19.2	**N/A**	**Performing**	**Lifetime ECL**	**340,035**	**—**	**340,035**
Cash and cash equivalents	32.1	**i**	**i**	**i**	**447,097**	**—**	**447,097**
Total					**874,810**	**(2,226)**	**872,584**

		Group					
31/12/2022	Notes	External credit rating	Internal rating	12 months or lifetime ECL	Gross carrying amount ₦'million	Allowance ₦'million	Net carrying amount ₦'million
Lease receivables	22	N/A	ii	Lifetime ECL	23,066	—	23,066
Trade and other receivables	21	N/A	ii	Lifetime ECL	42,865	(1,462)	41,403
Prepayments and other current assets	19.2	N/A	Performing	Lifetime ECL	308,862	—	308,862
Cash and cash equivalents	32.1	i	i	i	283,843	—	283,843
Total					658,636	(1,462)	657,174

30. Financial instruments continued
30.6 Credit risk management continued

31/12/2023	Notes	External credit rating	Internal rating	12 months or lifetime ECL	Gross carrying amount ₦'million	Allowance ₦'million	Net carrying amount ₦'million
		Company					
Lease receivables	22	N/A	ii	Lifetime ECL	18,715	—	18,715
Receivables from subsidiaries	31	N/A	ii	Lifetime ECL	1,817,974	(707,224)	1,110,750
Trade and other receivables	21	N/A	ii	Lifetime ECL	34,717	(1,641)	33,076
Prepayments and other current assets	19.2	N/A	Performing	Lifetime ECL	668,982	—	668,982
Cash and cash equivalents	32.1	i	i	i	232,614	—	232,614
Total					2,773,002	(708,865)	2,064,137

31/12/2022	Notes	External credit rating	Internal rating	12 months or lifetime ECL	Gross carrying amount ₦'million	Allowance ₦'million	Net carrying amount ₦'million
		Company					
Lease receivables	22	N/A	ii	Lifetime ECL	23,066	—	23,066
Receivables from subsidiaries	31	N/A	ii	Lifetime ECL	959,639	—	959,639
Trade and other receivables	21	N/A	ii	Lifetime ECL	18,093	(1,251)	16,842
Prepayments and other current assets	19.2	N/A	Performing	Lifetime ECL	473,003	—	473,003
Cash and cash equivalents	32.1	i	i	i	68,928	—	68,928
Total					1,542,729	(1,251)	1,541,478

i. All bank balances are assessed to have low credit risk at each reporting date as they are held with reputable banking institutions with good credit rating by rating agencies. Therefore no amount of impairment loss is recognised as at year end (2022: Nil).

ii. For finance leases and trade receivables, the simplified approach to measure the loss allowance at lifetime ECL has been applied.

30.7 Liquidity risk management
The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of financial assets and liabilities. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts, bank loans, debentures and preference shares. The Group has access to sufficient sources of funds directly from external sources as well as from the Group's parent.

30.7.1 Liquidity maturity table
The following tables detail the Group and Company's remaining contractual maturity for its financial liabilities with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay.

	Gross carrying amount ₦'million	Group – Contractual cash flows <1 month ₦'million	1–3 months ₦'million	3 months–1 year ₦'million	>1 year ₦'million
As at 31 December 2023					
Trade and other payables	381,276	381,276	—	—	—
Financial liabilities	1,012,620	168,363	254,713	328,482	540,065
Lease liabilities	20,604	254	508	2,288	17,554
Other current liabilities	190,026	190,026	—	—	—
Total	1,604,526	739,919	255,221	330,770	557,619

	Gross carrying amount ₦'million	Group – Contractual cash flows <1 month ₦'million	1–3 months ₦'million	3 months–1 year ₦'million	>1 year ₦'million
As at 31 December 2022					
Trade and other payables	186,018	186,018	—	—	—
Financial liabilities	725,876	161,066	188,378	78,745	550,108
Lease liabilities	9,770	141	281	1,265	55,186
Other current liabilities	124,690	124,690	—	—	—
Total	1,046,354	471,915	188,659	80,010	605,294

30. Financial instruments continued
30.7 Liquidity risk management continued
30.7.1 Liquidity maturity table continued

	Gross carrying amount ₦'million	Company Contractual cash flows <1 month ₦'million	1–3 months ₦'million	3 months–1 year ₦'million	>1 year ₦'million
As at 31 December 2023					
Trade and other payables	**122,218**	**122,218**	**—**	**—**	**—**
Financial liabilities	**730,877**	**95,980**	**233,653**	**253,201**	**387,911**
Other current liabilities	**370,772**	**320,772**	**—**	**—**	**—**
Lease liabilities	**228**	**—**	**—**	**82**	**146**
Total	**1,174,095**	**538,970**	**233,653**	**253,283**	**388,057**

	Gross carrying amount ₦'million	Company Contractual cash flows <1 month ₦'million	1–3 months ₦'million	3 months–1 year ₦'million	>1 year ₦'million
As at 31 December 2022					
Trade and other payables	61,881	61,881	—	—	—
Financial liabilities	590,502	140,635	172,787	47,042	479,781
Other current liabilities	137,106	137,106	—	—	—
Lease liabilities	148	—	—	—	148
Total	789,637	339,622	172,787	47,042	479,929

The Company guaranteed the loans in the subsidiaries amounting to ₦258.08 billion (2022: ₦125.27billion).

30.7.2 Interest risk
Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to the changes in market interest rates. The Group maintains a centralised treasury department and Group borrowing is done in order to obtain lower interest rates. The Group negotiates long-term credit facilities to reduce the risk associated with high cost of borrowing. The Group is exposed to interest rate risk because it borrows funds at both fixed and floating interest rates. The sensitivity analysis below have been determined based on the exposure to interest rates for borrowings at the end of the reporting period. For floating rate liabilities, the analysis is prepared assuming the amount of the liability outstanding at the end of the reporting period was outstanding for the whole year. 100 basis points (BP) increase or decrease are used when reporting SOFR risk internally to key management personnel and these represent management's assessment of the reasonably possible change in interest rates. Please refer to note 26 for interest rates of financial instruments.

The following sensitivity analysis has been prepared using a sensitivity rate which is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates. All other variables remain constant. The sensitivity analysis includes only financial instruments exposed to interest rate risk which were recognised at the reporting date. No changes were made to the methods and assumptions used in the preparation of the sensitivity analysis compared to the previous reporting period. The following table details the sensitivity to a 1% (2022: 1%) increase or decrease in interest rates.

	Group 31/12/23 ₦'million	Group 31/12/22 ₦'million	Company 31/12/23 ₦'million	Company 31/12/22 ₦'million
Effect on Profit or loss/Equity for a 1% (2022: 1%) increase in rate	**(1,903)**	(1,365)	**3,506**	1,645
Effect on Profit or loss/Equity for a 1% (2022: 1%) decrease in rate	**1,903**	1,365	**(3,506)**	(1,645)

30. Financial instruments continued
30.7 Liquidity risk management continued
30.7.3 Fair valuation of financial assets and liabilities
Except for bond as shown in table below, the carrying amount of trade and other receivables, cash and cash equivalents, lease receivables, lease liabilities and amounts due from and to related parties as well as trade payables, other payables approximate their fair values because of the short-term nature of these instruments and, for trade and other receivables, because of the fact that any loss from recoverability is reflected in an impairment loss. The fair values of financial debt approximate the carrying amount as the loans are pegged to market rates and reset when rates change.

	Group				Company			
	31/12/23 Fair value ₦'million	**31/12/23 Carrying amount ₦'million**	31/12/22 Fair value ₦'million	31/12/22 Carrying amount ₦'million	**31/12/23 Fair value ₦'million**	**31/12/23 Carrying amount ₦'million**	31/12/22 Fair value ₦'million	31/12/22 Carrying amount ₦'million
Bond	**246,858**	**263,597**	248,689	263,171	**246,858**	**263,597**	248,689	263,171

Fair value hierarchy
Financial instruments in Level 1

The fair value of financial instruments traded in active markets (quoted equity) is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis.

The quoted market price used for quoted equity investment held by the Company is the bid price at the reporting date. These instruments are included in level 1. There were no transfers between levels during the year.

Financial instruments in Level 2

The fair value of financial instruments that are not traded in an active market (loans and borrowings) is determined by using discounted cash flow valuation techniques. This valuation technique maximise the use of observable market data by using the market related interest rate for discounting the contractual cash flows. There are no significant unobservable inputs. There were no transfers between levels during the year. The basis of measurement has remained the same between current and prior years.

The fair value of future and forward exchange contracts is determined using quoted forward exchange rates at the reporting date and present value calculations based on high credit quality yield curves in the respective currencies.

Financial instruments in Level 3

The valuation model is based on market multiples derived from quoted prices of companies comparable to the investee and the expected revenue and EBITDA of the investee. The estimate is adjusted for the effect of non-marketability of the equity securities. The valuation model considers the present value of expected payment, discounted using a risk-adjusted discount rate.

31. Related-party transactions
Balances and transactions between the Company and its subsidiaries, which are related parties of the Company, have been eliminated on consolidation. Details of transactions between the Group and Company, and other related parties are disclosed below.

The Group and the Company, in the normal course of business, sells to and buys from other business enterprises that fall within the definition of a "related party" contained in International Accounting Standard 24. These transactions mainly comprise purchases, sales, finance costs, finance income and management fees paid to shareholders. The companies in the Group also provide funds to and receive funds from each other as and when required for working capital financing and capital projects.

31.1 Trading transactions
During the year, Group entities entered into the following trading transactions with related parties that are not members of the Group:

	Sale of goods		Purchases of goods and services	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Parent company	**—**	196	**—**	—
Entities controlled by the parent company	**2,704**	4,927	**298,685**	249,949
Affiliates and associates of the parent company	**—**	—	**104,806**	90,465

During the year, the Company entered into the following trading transactions with related parties:

	Sale of goods		Purchases of goods and services	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Parent company	**—**	196	**—**	—
Entities controlled by the parent company	**2,335**	4,927	**295,415**	248,329
Affiliates and associates of the parent company	**—**	—	**18,374**	34,269
Subsidiaries	**15,482**	1,908	**264,831**	147,521

31. Related-party transactions continued

31.1 Trading transactions continued

In addition to sales and purchases of goods, the Company charged interest amounting to ₦69.1 billion (2022: ₦38.6 billion) on loans granted to subsidiaries. This interest is eliminated on consolidation.

The Group earned a total interest income of ₦10.16 billion (2022: ₦28.14 billion) from the parent company.

In addition to the above, Dangote Industries Limited performed certain administrative services for the Company, for which a management fee of ₦7.79 billion (2022: ₦5.24 billion) was charged, being an allocation of costs incurred by relevant administrative departments. Also, the Parent company (DIL) provided a guarantee for related parties receivables.

During the year, the Company provided materials and services of ₦45.1 billion (2022: ₦37.18 billion), used in the manufacturing process of subsidiaries.

31.2 Receivables from subsidiaries

The following balances were outstanding at the end of the reporting year:

	Company			
	Amounts owed by related parties		Amounts owed to related parties	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Non-current				
Subsidiaries	**1,110,750**	959,639	**—**	—

The above balances represents expenditures on projects in African countries. These are not likely to be repaid within the next twelve months and have been classified under non-current assets.

In 2023, amount totalling ₦707.2 billion (2022: ₦938.8 million) has been recognised as impairment loss in respect of receivables from subsidiaries by the Company. This amount represents impairment on assets recognised by the Company in the year (2022: Nil). This was determined based on management's assessment of estimated future cashflows on individually significant investment and receivables from some of its subsidiaries. These receivables are considered as part of net investment on consolidation.

The Group management has continued to show its intention to provide financial support to its subsidiaries and to assist, when necessary, any subsidiary to obtain financial support in the future and does not envisage any material risk as a result of this. Interest charged to the subsidiaries on the advances extended to them during the year was between 10% to 12.5%.

During the year, the Company provided financial support to its subsidiaries of ₦121.1 billion (2022: ₦53.8 billion) for capital development and/or for operational purposes. Assistance rendered was always in the form of funds transferred to them for the normal running of their operations or on their behalf to vendors/contractors for settlement of commitments.

Other balances outstanding at the end of the reporting year were:

	Group			
	Amounts owed by related parties		Amounts owed to related parties	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Current				
Parent company	**20,325**	29,522	**100**	100
Loans to parent company	**60,010**	143,812	**—**	—
Entities controlled by the parent company	**254,204**	134,612	**132,933**	78,845
Affiliates and associates of parent company	**5,496**	916	**56,993**	45,745
	340,035	308,862	**190,026**	124,690

	Company			
	Amounts owed by related parties		Amounts owed to related parties	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Current				
Parent company	**20,325**	29,522	**—**	—
Loans to parent company	**60,010**	143,812	**—**	—
Entities controlled by the parent company	**238,790**	128,965	**78,673**	69,792
Affiliates and associates of the parent company	**—**	—	**52,710**	24,818
Subsidiaries	**349,857**	170,704	**189,389**	42,496
	668,982	473,003	**320,772**	137,106

31.3 Loans from related parties

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	**31/12/23 ₦'million**	31/12/22 ₦'million
Affiliates and associates of the parent company	**49,249**	23,703	**3,142**	1,522
	49,249	23,703	**3,142**	1,522

31. Related-party transactions continued

31.4 Compensation of key management personnel

The remuneration of Directors who are the members of key management personnel during the year was as follows:

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
Short-term benefits	2,440	1,843	2,413	1,813
	2,440	1,843	2,413	1,813

32. Supplemental cash flow disclosures

32.1 Cash and cash equivalents

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
Cash and bank balances	279,074	139,108	65,926	51,853
Short-term deposits	168,023	144,735	166,688	144,284
Cash and cash equivalents per statement of financial position	447,097	283,843	232,614	196,137
Bank overdrafts used for cash management purposes (note 26)	(14,946)	(132,989)	(9,662)	(127,209)
Cash and cash equivalents per statement of cash flows	432,151	150,854	222,952	68,928

Cash and cash equivalents include restricted cash of ₦4.86 billion for Group and ₦3.96 billion for Company (2022: ₦5.38 billion for Group and ₦4.93 billion for Company) on unclaimed dividend held in a separate bank account, letters of credit for the acquisition of inventories, property, plant and equipment as well as debt service reserve account.

32.2 Additional information on the consolidated and separate statements of cash flows

The details below show the Reconciliation of the movement in the statement of financial position (SFP) balances and the cash flows disclosed in the statements of cash flows (SCF).

32.2.1 Reconciliation of inventories

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
Movement in balances per SFP	(154,460)	(72,358)	(55,095)	(44,283)
Transfers (to)/from property, plant and equipment	(1,432)	2,013	—	—
Cash flows as per SCF	(155,892)	(70,345)	(55,095)	(44,283)

32.2.2 Reconciliation of trade and other receivables

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
Movement in balances per SFP	(27,725)	1,979	(16,234)	(1,044)
Withholding tax utilised	(9,579)	(1,522)	(4,577)	—
Cash flows as per SCF	(37,304)	457	(20,811)	(1,044)

32.2.3 Reconciliation of trade and other payables

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
Movement in balances per SFP	285,002	(36,325)	62,924	(59,948)
Reclassification of suppliers' credit	—	12,773	—	12,773
Transfers from property, plant and equipment	1,497	1,123	306	976
Reclassification of dividend payable	(89)	—	—	—
Cash flows as per SCF	286,410	(22,429)	63,230	(46,199)

32.2.4 Reconciliation of prepayments and other current assets

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
Movement in balances per SFP	(41,527)	(135,427)	(179,932)	(72,688)
Reclassification of receivables from subsidiaries	—	—	179,153	(49,184)
Reclassification of loan to parent company	(83,802)	93,812	(83,802)	93,812
Reclassification of repayment of interest on loan to parent company	—	(29,124)	—	(29,124)
Reclassification of interest charge on loan to parent company	1,109	28,143	1,109	28,143
Reclassification of trading transactions with subsidiaries	—	—	219,726	110,734
Transfers from property, plant and equipment	281	463	—	463
Reclassification of road infrastructure tax credit	(13)	(183)	(13)	(183)
Cash flows as per SCF	(123,952)	(42,316)	136,241	81,973

32. Supplemental cash flow disclosures continued

32.2 Additional information on the consolidated and separate statements of cash flows continued

32.2.5 Reconciliation of other current liabilities

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
Movement in balances per SFP	**65,365**	(23,570)	**183,668**	(24,473)
Deferred revenue reclassification	**(29)**	—	**(2)**	1
Reclassification of payables to subsidiaries	**—**	—	**(146,893)**	(2,405)
Reclassification of non cash transaction with related party	**(10,710)**	—	**—**	—
Cash flows as per SCF	**54,626**	(23,570)	**36,773**	(26,877)

33. Lease liabilities

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
Maturity analysis				
Year 1	**3,050**	1,687	**82**	—
Year 2	**3,616**	1,729	**117**	—
Year 3	**3,595**	1,355	**89**	82
Year 4	**3,269**	1,258	**—**	117
Year 5	**3,254**	1,130	**—**	—
Later than 5 years	**93,376**	49,714	**—**	—
	110,160	56,873	**288**	199
Less unearned interest	**(89,556)**	(47,103)	**(60)**	(51)
	20,604	9,770	**228**	148
Analysed as				
Current	**4,099**	1,713	**82**	—
Non-current	**16,505**	8,057	**146**	148
	20,604	9,770	**228**	148

33.1 Extension options

Some leases include extension options that are exercisable by the Group/Company up to one (1) year before the end of the non-cancellable contract period. The extension options held are not exercisable by the lessor but only by the Group/Company. The Group/Company assesses at the commencement date of lease whether or not it is reasonably certain to exercise these options. If there is a significant event or changes in circumstances within its control, the Group/Company reassesses whether it is reasonably certain to exercise the options.

34. Commitments for expenditure

	Group		Company	
	31/12/23 ₦'million	31/12/22 ₦'million	31/12/23 ₦'million	31/12/22 ₦'million
Commitments for the acquisition of property, plant and equipment	**554,985**	19,330	**6,883**	2,676

35. Contingent liabilities

The Group and Company are engaged in law suits that have arisen in the normal course of business. The contingent liabilities in respect of pending litigation and other claims amounted to ₦164.2 billion and ₦50.9 billion for the Group and Company respectively (2022: ₦133.5 billion and ₦82.9 billion for Group and Company respectively). The Group and Company have assessed these claims and believe that no material loss is expected to arise from them.

36. Subsequent Events

On 29 February 2024, a dividend of ₦30.00 (2022: ₦20.00) per share was proposed by the Directors for approval at the Annual General Meeting (AGM). There were no events after the reporting date that could have had a material effect on the consolidated and separate financial statements that have not been provided for or disclosed in these financial statements.

Five-year financial summary – other national disclosure
Group

Balance sheet	2023 ₦'million	2022 ₦'million	2021 ₦'million	2020 ₦'million	2019 ₦'million
Assets/liabilities					
Property, plant and equipment	**2,383,528**	1,527,293	1,472,859	1,390,687	1,206,749
Intangible assets	**12,356**	6,225	5,122	4,554	3,663
Right-of-use assets	**51,319**	23,551	18,566	12,594	11,956
Investments	**2,607**	2,580	6,528	5,711	4,961
Non current prepayments	**39,312**	1,267	4,759	37,213	51,233
Lease receivables	**14,656**	17,085	5,980	9,846	11,285
Net current liabilities	**(203,618)**	1,776	(203,441)	(279,679)	(224,058)
Deferred taxation liabilities	**(135,550)**	(139,833)	(129,840)	(111,272)	(49,073)
Long-term debts	**(388,364)**	(333,498)	(176,562)	(158,908)	(107,279)
Employee benefits obligations	**(12,191)**	(8,547)	(3,219)	(3,581)	—
Other non-current liabilities	**(38,215)**	(18,952)	(17,083)	(16,195)	(11,500)
Net assets	**1,725,840**	1,078,947	983,669	890,970	897,937
Capital and reserves					
Share capital	**8,520**	8,520	8,520	8,520	8,520
Share premium	**42,430**	42,430	42,430	42,430	42,430
Capital Contribution	**2,877**	2,877	2,877	2,877	2,877
Treasury shares	**(86,579)**	(45,156)	(9,833)	(9,833)	—
Currency Translation Reserve	**625,160**	76,220	53,102	52,681	55,974
Revenue reserve	**1,098,626**	969,478	868,274	779,271	776,839
Non controlling interest	**34,806**	24,578	18,299	15,024	11,297
	1,725,840	1,078,947	983,669	890,970	897,937
Turnover, profit or loss account					
Turnover	**2,208,090**	1,618,323	1,383,637	1,034,196	891,671
Profit before taxation	**553,104**	524,002	538,366	373,310	250,479
Taxation	**(97,521)**	(141,691)	(173,927)	(97,242)	(49,958)
Profit after taxation	**455,583**	382,311	364,439	276,068	200,521
Per share data (Naira):					
Earnings – (basic and diluted)	**26.47**	22.27	21.24	16.14	11.79
Net assets	**102.62**	63.92	57.86	52.29	52.69

Earnings per share are based on profit after taxation and the weighted average number of issued and fully paid ordinary shares at the end of each financial year.

Net assets per share are based on net assets and the weighted average number of issued and fully paid ordinary shares at the end of each financial year.

Five-year financial summary – other national disclosure continued
Company

Balance sheet	2023 ₦'million	2022 ₦'million	2021 ₦'million	2020 ₦'million	2019 ₦'million
Assets/(liabilities)					
Property, plant and equipment	**476,148**	498,893	554,883	551,926	545,834
Intangible assets	**111**	114	147	180	69
Right-of-use assets	**1,870**	1,628	1,365	1,164	994
Investments	**250,844**	250,844	163,850	163,828	163,653
Receivables from subsidiaries	**1,271,218**	1,087,847	1,147,797	986,423	817,906
Prepayments for property, plant & equipment	**211**	211	211	19,605	5,690
Lease receivables	**14,656**	17,085	5,980	9,846	11,285
Net current asset/(liabilities)	**(71,826)**	26,001	(129,793)	(155,525)	(146,378)
Deferred taxation liabilities	**(63,009)**	(112,691)	(126,226)	(117,762)	(75,117)
Long-term debts	**(259,954)**	(263,171)	(147,789)	(98,577)	(39,700)
Employee benefits obligations	**(11,315)**	(8,244)	(2,972)	(3,552)	—
Other non-current liabilities	**(5,990)**	(6,982)	(5,981)	(5,179)	(1,987)
Net assets	**1,602,964**	1,491,535	1,461,472	1,352,377	1,282,249
Capital and reserves					
Share capital	**8,520**	8,520	8,520	8,520	8,520
Share premium	**42,430**	42,430	42,430	42,430	42,430
Capital contribution	**2,828**	2,828	2,828	2,828	2,828
Treasury shares	**(86,579)**	(45,156)	(9,833)	(9,833)	—
Revenue reserve	**1,635,765**	1,482,913	1,417,527	1,308,432	1,228,471
	1,602,964	1,491,535	1,461,472	1,352,377	1,282,249
Turnover, profit or loss account					
Turnover	**1,297,639**	1,205,401	993,399	719,945	610,247
Profit before taxation	**562,800**	544,990	534,425	430,747	315,420
Taxation	**(72,477)**	(142,133)	(153,325)	(78,138)	(54,071)
Profit after taxation	**490,323**	402,857	381,100	352,609	261,349
Per share data (Naira):					
Earnings – (basic and diluted)	**29.15**	23.87	22.42	20.69	15.34
Net assets	**95.31**	88.36	85.97	79.36	75.25

Earnings per share are based on profit after taxation and the weighted average number of issued and fully paid ordinary shares at the end of each financial year.

Net assets per share are based on net assets and the weighted average number of issued and fully paid ordinary shares at the end of each financial year.

Statement of value added – other national disclosure

	Group				Company			
	2023 ₦'million	**%**	2022 ₦'million	%	**2023 ₦'million**	**%**	2022 ₦'million	%
Sales	**2,208,090**		1,618,323		**1,297,639**		1,205,401	
Finance income	**27,405**		38,715		**981,600**		121,864	
Other income	**24,953**		5,333		**19,454**		3,550	
	2,260,448		1,662,371		**2,298,693**		1,330,815	
Bought-in – materials and services:								
– Imported	**(314,463)**		(300,937)		**(229,517)**		(199,035)	
– Local	**(793,620)**		(496,349)		**(571,622)**		(410,101)	
Value added	**1,152,365**	**100**	865,085	100	**1,497,554**	**100**	721,679	100
Applied as follows:								
To pay employees:								
Salaries, wages and other benefits	**137,139**	**12**	90,323	10	**65,471**	**4**	53,883	7
To pay Government:								
Current taxation	**178,422**	**15**	168,601	20	**122,159**	**8**	155,668	22
Deferred taxation	**(80,901)**	**(7)**	(26,910)	(3)	**(49,682)**	**(3)**	(13,535)	(2)
To pay providers of capital:								
Finance charges	**310,962**	**27**	130,370	15	**815,472**	**54**	62,541	9
To provide for maintenance of fixed assets:								
– Depreciation	**150,546**	**13**	120,029	14	**53,757**	**4**	60,213	8
– Amortisation	**614**	**—**	361	—	**54**	**—**	52	—
Retained in the Group:								
– Non-controlling interest	**10,369**	**1**	6,323	1	**—**	**—**	—	—
– Profit and loss account	**445,214**	**40**	375,988	43	**490,323**	**33**	402,857	56
	1,152,365	**101**	865,085	100	**1,497,554**	**100**	721,679	100

Value added represents the additional wealth which the Group and company have been able to create by its own and its employees' efforts. The statement shows the allocation of that wealth to employees, government, providers of finance, and that retained for future creation of more wealth.

Share capital history

		Authorised		Issued and fully paid		Consideration/remarks
S/N	Date	Increase	Cumulative	Increase	Cumulative	Cash/bonus/others
1	1992	500,000,000	210,000,000	210,000,000	210,000,000	Cash
2	2001	0	500,000,000	290,000,000	500,000,000	Cash
3	2010	9,500,000,000	10,000,000,000	7,000,000,000	7,500,000,000	Bonus
4	2010	0	0	245,685,184	7,745,685,184	Share Exchange (Merger)
5	2011	0	10,000,000,000	0	7,745,685,184	No change
6	2012	0	10,000,000,000	774,568,518	8,520,253,702	Bonus
7	2013	0	10,000,000,000	0	8,520,253,702	No change
8	2014	0	10,000,000,000	0	8,520,253,702	No change
9	2015	0	10,000,000,000	0	8,520,253,702	No change
10	2016	0	10,000,000,000	0	8,520,253,702	No change
11	2017	0	10,000,000,000	0	8,520,253,702	No change
12	2018	0	10,000,000,000	0	8,520,253,702	No change
13	2019	0	10,000,000,000	0	8,520,253,702	No change
14	2020	0	10,000,000,000	0	8,520,253,702	No change
15	2021	0	10,000,000,000	0	8,520,253,702	No change
16	2022	0	10,000,000,000	0	8,520,253,702	No change
17	2023	0	10,000,000,000	0	8,520,253,702	No change

Shareholding range analysis

Shareholding Range Analysis as at 31 December 2023

Share Range	No. of shareholders	Total	No. of holdings	% Shareholding
1 - 1000	35,228	74.75	10,924,924	0.06
1001 - 100000	11,510	24.42	68,411,937	0.40
100001 - 500000	233	0.49	56,599,230	0.33
500001 - 1000000	57	0.12	41,424,581	0.24
1000001 - 5000000	58	0.12	129,821,345	0.76
5000001 - 10000000	16	0.03	110,282,487	0.65
10000001 - 50000000	17	0.04	322,150,530	1.89
50000001 - Above	9	0.02	16,300,892,370	95.66
	47,128	**100**	**17,040,507,404**	**100**

GRI content index

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

GRI CONTENT INDEX ESSENTIALS SERVICE 2024

Statement of use	Dangote Cement Plc has reported in accordance with the GRI Standards for the period 1st January 2023 to 31st December 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI CONTENT INDEX – 2023

GRI Standards	Disclosure	Disclosure title	UN SDGs	UNGC	NGX	Page number
	2-1	Organisational details				3
	2-2	Entities included in the organisation's sustainability reporting				3
	2-3	Reporting period, frequency and contact point				71
	2-4	Restatements of information				71
	2-5	External assurance				180
	2-6	Activities, value chain and other business relationships				46
	2-7	Employees				50
	2-8	Workers who are not employees				50
	2-9	Governance structure and composition	Goal 16		Governance	80, 83
	2-10	Nomination and selection of the highest governance body	Goal 5 and 16			77, 93
	2-11	Chair of the highest governance body				80
	2-12	Role of the highest governance body in overseeing the management of impacts	Goal 3			92
	2-13	Delegation of responsibility for managing impacts				92
	2-14	Role of the highest governance body in sustainability reporting				92
GRI 2: General Disclosures 2021	2-15	Conflicts of interest				59, 87
	2-16	Communication of critical concerns				59
	2-17	Collective knowledge of the highest governance body			Governance	93
	2-18	Evaluation of the performance of the highest governance body				93
	2-19	Remuneration policies				93
	2-20	Process to determine remuneration				93
	2-21	Annual total compensation ratio				94
	2-22	Statement on sustainable development strategy				38
	2-23	Policy commitments	Goal 16	Principle 1 and 2 – DCP Human Rights Policy		50, 78
	2-24	Embedding policy commitments				50, 78
	2-25	Processes to remediate negative impacts				59
	2-26	Mechanisms for seeking advice and raising concerns				59
	2-27	Compliance with laws and regulations				59,90
	2-28	Membership associations				58
	2-29	Approach to stakeholder engagement			Governance	42
	2-30	Collective bargaining agreements				53
MATERIAL TOPICS						
GRI 3: Material Topics 2021	3-1	Process to determine material topics				39
	3-2	List of material topics				40
Economic Improvement Financial Performance Retirement Provisions Employee Welfare			Goal 1, Goal 2, Goal 8, Goal 11			
	201-1	Direct economic value generated and distributed			Economic	59
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change				59
	201-3	Defined benefit plan obligations and other retirement plans				88
	201-4	Financial assistance received from government				125
GRI 3: Material Topics 2021	3-3	Management of material topics				51

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GRI CONTENT INDEX – 2023 CONTINUED						
GRI Standards	Disclosure	Disclosure title	UN SDGs	UNGC	NGX	Page number
BUSINESS CONTINUITY						
GRI 3: Material Topics 2021	3-3	Management of material topics				51
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage				51
	202-2	Proportion of senior management hired from the local community			Economic	60
COMMUNITY IMPACT/COMMUNITY TRAINING/COMMUNITY ENGAGEMENT/INFRASTRUCTURE DEVELOPMENT/ SUSTAINABLE INFRASTRUCTURE						
GRI 3: Material Topics 2021	3-3	Management of material topics				61
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Goal 9			61
	203-2	Significant indirect economic impacts	Goal 1, Goal 3, Goal 8, 10			60
RESPONSIBLE SOURCING/IMPROVED VENDOR MANAGEMENT/VENDOR ENGAGEMENT						
GRI 3: Material Topics 2021	3-3	Management of material topics				47, 61
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Goal 12			47, 61
CORPORATE GOVERNANCE/FRAUD AND CORRUPTION/ACCOUNTABILITY & TRANSPARENCY/SUSTAINABILITY REPORTING & DISCLOSURES/ANTI-CORRUPTION						
GRI 3: Material Topics 2021	3-3	Management of material topics				59
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption		Principle 10 Anti-corruption		59
	205-2	Communication and training about anti-corruption policies and procedures	Goal 16			59
	205-3	Confirmed incidents of corruption and actions taken				59
CORPORATE GOVERNANCE/FAIR COMPETITION						
GRI 3: Material Topics 2021	3-3	Management of material topics				59
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Goal 16			59
CORPORATE GOVERNANCE						
GRI 3: Material Topics 2021	3-3	Management of material topics				59, 125
GRI 207: Tax 2019	207-1	Approach to tax				59, 125
	207-2	Tax governance, control, and risk management				59, 125
	207-3	Stakeholder engagement and management of concerns related to tax				59, 125
	207-4	Country-by-country reporting				59, 125
POLLUTION CONTROL						
GRI 3: Material Topics 2021	3-3	Management of material topics		Principle 7		64
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Goal 6			64
	301-2	Recycled input materials used	Goal 6 and 9	Principle 9 Environmentally Friendly Technologies		64
	301-3	Reclaimed products and their packaging materials	Goal 9 and 12			64
ENERGY MANAGEMENT						
GRI 3: Material Topics 2021	3-3	Management of material topics				68
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Goal 7			68
	302-2	Energy consumption outside of the organisation	Goal 6 and 9			68
	302-3	Energy intensity				68
	302-4	Reduction of energy consumption			Environment	68
	302-5	Reductions in energy requirements of products and services	Goal 12			68

GRI CONTENT INDEX – 2023 CONTINUED

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GRI 3: Material Topics 2021	3-3	Management of material topics				63
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource				63
	303-2	Management of water discharge-related impacts	Goal 6	Principle 8 Environmental Responsibility		63
	303-3	Water withdrawal				63
	303-4	Water discharge				63
	303-5	Water consumption				63
BIODIVERSITY/AFFORESTATION						
GRI 3: Material Topics 2021	3-3	Management of material topics				64
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Goal 14 and 15			64
	304-2	Significant impacts of activities, products and services on biodiversity	Goal 14 and 15			64
	304-3	Habitats protected or restored				64
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations				64
CLIMATE CHANGE AND GHG EMISSIONS/ALTERNATIVE FUELS/GREEN INVESTMENTS/OPERATIONAL PROCESS IMPROVEMENT/DIGITALISATION						
GRI 3: Material Topics 2021	3-3	Management of material topics				68
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions				68
	305-2	Energy indirect (Scope 2) GHG emissions				68
	305-3	Other indirect (Scope 3) GHG emissions				68
	305-4	GHG emissions intensity				68
	305-5	Reduction of GHG emissions	Goal 3, 11 and 12		Environment	68
	305-6	Emissions of ozone-depleting substances (ODS)				68
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Goal 7			68
WASTE AND EFFLUENT MANAGEMENT/POLLUTION CONTROL						
GRI 3: Material Topics 2021	3-3	Management of material topics				63
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts				63
	306-2	Management of significant waste-related impacts	Goal 11 and 12			63
	306-3	Waste generated				63
	306-4	Waste diverted from disposal				63
	306-5	Waste directed to disposal				63
RESPONSIBLE SOURCING/SUPPLY CHAIN TRAINING						
GRI 3: Material Topics 2021	3-3	Management of material topics				47
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Goal 13, Goal 14, Goal 15, Goal 17			47
	308-2	Negative environmental impacts in the supply chain and actions taken				47
EMPLOYMENT OPPORTUNITIES/EMPLOYEE WELFARE/BUSINESS CONTINUITY						
GRI 3: Material Topics 2021	3-3	Management of material topics				51, 53
GRI 401: Employment 2016	401-1	New employee hires and employee turnover				51, 53
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Goal 8			51, 53
	401-3	Parental leave				51
EMPLOYEE ENGAGEMENT/IMPROVED COMMUNICATION						
GRI 3: Material Topics 2021	3-3	Management of material topics				53
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes				53

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GRI 3: Material Topics 2021	3-3	Management of material topics				52
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system				52
	403-2	Hazard identification, risk assessment, and incident investigation				52
	403-3	Occupational health services				52
	403-4	Worker participation, consultation, and communication on occupational health and safety				52
	403-5	Worker training on occupational health and safety				52
	403-6	Promotion of worker health			Social	52
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships				52
	403-8	Workers covered by an occupational health and safety management system				52
	403-9	Work-related injuries				52
	403-10	Work-related ill health				52
TALENT ATTRACTION, DEVELOPMENT AND RETENTION						
GRI 3: Material Topics 2021	3-3	Management of material topics				52, 88
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee				52, 88
	404-2	Programs for upgrading employee skills and transition assistance programs				52, 88
	404-3	Percentage of employees receiving regular performance and career development reviews				52, 88
TALENT ATTRACTION, DEVELOPMENT AND RETENTION						
GRI 3: Material Topics 2021	3-3	Management of material topics				53
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees				53
	405-2	Ratio of basic salary and remuneration of women to men				53
HUMAN RIGHTS						
GRI 3: Material Topics 2021	3-3	Management of material topics				53
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken		Principle 6 Discrimination		53
HUMAN RIGHTS						
GRI 3: Material Topics 2021	3-3	Management of material topics				53
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Principle 3 Collective bargaining		53
CHILD LABOUR						
GRI 3: Material Topics 2021	3-3	Management of material topics				52
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor		Principle 5 – Child labour	Social	52
HUMAN RIGHTS						
GRI 3: Material Topics 2021	3-3	Management of material topics				52
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		Principle 4 – Forced or Compulsory Labour	Social	52
TALENT ATTRACTION, DEVELOPMENT AND RETENTION						
GRI 3: Material Topics 2021	3-3	Management of material topics				52
GRI 410: Security Practices 2016	410-1 Security	Personnel trained in human rights policies or procedures				52
HUMAN RIGHTS						
GRI 3: Material Topics 2021	3-3	Management of material topics				52
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples				52

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GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Goal 1			54
	413-2	Operations with significant actual and potential negative impacts on local communities				54
RESPONSIBLE SOURCING/IMPROVED VENDOR MANAGEMENT/CREDIT FACILITY/BUSINESS SUPPORT						
GRI 3: Material Topics 2021	3-3	Management of material topics				47
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria				47
	414-2	Negative social impacts in the supply chain and actions taken				47
CORPORATE GOVERNANCE						
GRI 3: Material Topics 2021	3-3	Management of material topics				No contribution
GRI 415: Public Policy 2016	415-1	Political contributions				No contribution
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GRI 3: Material Topics 2021	3-3	Management of material topics				49
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories				49
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services				49
PRODUCT AVAILABILITY & AFFORDABILITY						
GRI 3: Material Topics 2021	3-3	Management of material topics				49
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling				49
	417-2	Incidents of non-compliance concerning product and service information and labeling				49
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GRI 3: Material Topics 2021	3-3	Management of material topics				48
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data				48

External assurance statement report

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Independent Limited Assurance Report to the Board of Directors of Dangote Cement Plc on selected disclosures in the Sustainability Report for the year ended 31 December 2023 ("the Sustainability information")

We were engaged by the Board of Directors of Dangote Cement Plc ("the Company") to provide limited assurance on selected statements in the Company's Sustainability Report for the year ended 31 December 2023 of Dangote Cement Plc ("the Sustainability information"). The Sustainability information are included in Appendix 1 of our report.

Directors' Responsibilities

The Directors are responsible for the preparation and presentation of the Sustainability Report for the year ended 31 December 2023 in accordance with the Sustainability Reporting Guidelines of the Global Reporting Initiative (the "GRI Standards 2021"). These responsibilities include establishing and maintaining appropriate performance management and internal controls systems as management determines are necessary to enable the preparation of the selected statements included in the Sustainability Report that are free from material misstatement whether due to fraud or error.

The Directors are responsible for preventing and detecting fraud and for identifying and ensuring that Dangote Cement Plc complies with laws and regulations applicable to its activities.

The Directors are also responsible for ensuring that staff involved with the preparation and presentation of the description and Sustainability Report are properly trained, information systems are properly updated and that any changes in reporting encompass all significant business units.

Our responsibilities

Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board.* This Standard requires that we plan and perform the engagement to obtain limited assurance about whether the Sustainability information are free from material misstatement.

Our firm applies *International Standard on Quality Management 1*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants (IESBA) *International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code)*, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

A limited assurance engagement on the Sustainability information consists of making enquiries, primarily of persons responsible for the preparation of the Sustainability information, and applying analytical and other procedures, as appropriate. These procedures included.

- **a.** Inquiries of management to gain an understanding of Dangote Cement Plc's Sustainability Reporting processes for determining the material issues for Dangote Cement Plc's key stakeholder groups.
- **b.** Interviews with senior management and relevant staff at selected business unit level concerning sustainability strategy and policies for material issues, and the implementation of these across the business.
- **c.** Interviews with relevant staff at the business unit level responsible for providing the information in the Sustainability Report to understand how the data is collated, and managed and how it eventually feeds to the numbers reported for the Group (Dangote Cement Plc and its subsidiaries).
- **d.** Inquiries and observation of some key controls put in place by the Directors over the Sustainability information.
- **e.** Inspection of relevant fact sheets and documented policies from primary process owners.

KPMG

- **f.** Comparing the Sustainability information to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources have been included in the Sustainability information.
- **g.** Checking that the Sustainability information have been correctly disclosed and presented in the Sustainability Report.
- **h.** Reading the Sustainability information to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of Dangote Cement Plc

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Limitations
Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities in the information presented in the Sustainability information may occur and not be detected. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation and presentation of the Sustainability Report, as the engagement has not been performed continuously throughout the period and the procedures performed were undertaken on a test basis.

Our Conclusion
Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report.
We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusions.

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the selected disclosures in the Sustainability Report of Dangote Cement Plc for the year ended 31 December 2023, are not presented, in all material respects, in accordance with the Sustainability Reporting Guidelines of the Global Reporting Initiative (the "GRI Standards 2021").

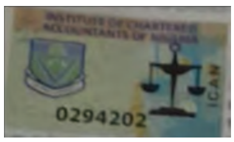
Purpose of Our Report
In accordance with the terms of our engagement, this independent limited assurance report has been prepared for the purpose of assisting the Directors in determining whether Dangote Cement Plc's selected disclosures included in the Sustainability Report, for the year ended 31 December 2023 are prepared and presented in accordance the GRI Standards 2021 and for no other purpose or in any other context.

Restriction of Use of Our Report
Our report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than Dangote Cement Plc for any purpose or in any context. Any party other than Dangote Cement Plc who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. To the fullest extent permitted by law, we accept or assume no responsibility and deny any liability to any party other than Dangote Cement Plc for our work, for this independent limited assurance report, or for the conclusions we have reached.

Our report is released to Dangote Cement Plc on the basis that it shall not be copied, referred to or disclosed, in whole (save for Dangote Cement Plc's own internal purposes) or in part, without our prior written consent.

Signed:

Toyin Ogunlowo



Olutoyin I Ogunlowo, FCA
FRC/2017/ICAN/00000015921
For: KPMG Professional Services
Chartered Accountants
9 April 2024
Lagos, Nigeria

Attachment 1: Selected disclosures include in the scope of assurance for the year ended 31 December 2023

S/N	Reporting Metrics	ESG Alignment	INDICATORS	ASSURANCE STATEMENT	Page Number	GRI CRITERIA
1.	Stakeholder Engagement	Social	Community engagement	The number of Community stakeholder engagement sessions increased by 6% year in year from 763 in 2022 to 810 in 2023.	44	2-29, 413-1
			Grievance Management	58 of total grievances (82) received were closed in the year 2023. This represents seventy one percent (71%) of the total grievance cases closed.	44	2-26, 413 -1
2.	Our Value Chain	Governance	Procurement & supply chain Management	'Local procurement spends increased year on year by 60 % from ₦496,349 million in 2022 to ₦793,620 million in 2023. which comprises 72% of total procurement spend of ₦1,108,083 million in same year. 80% of purchase orders were issued to local vendors, which amounted to ₦586,916 million in 2023	48,61	204-1
				Dangote Cement developed an ESG code of conduct policy to enhance the sustainability performance in the supply chain.	48	414-1, 414-2
			Sales & Marketing	The number of our retailers grew by 8.1% from 63,641 retailers in 2022 to 68,800 in 2023.	47	2-6
3.	Workforce Experience	Social	Employee Profile	Total number of employees excluding transport increased by 0.6% from 11,983 in 2022 to 12,051 in 2023	50	2-7
			Employee Diversity: Age Categorization	Employee diversity according to age categorization includes employees of 18 – 30 years representing 13% of the workforce, 31 – 50 years representing 70% of the workforce, and 50 years and above representing 17% of the workforce.	53	405-1
			Freedom of Association and Collective Bargaining	760 employees being covered by the collective bargaining agreement in some of our Pan-African locations such as Ethiopia, Ghana and Senegal. Monthly Staff union meetings to deliberate on issues of common interest.	53	407-1

			Management & Board Diversity	Board diversity/composition for Dangote Cement • Number of board members - 15 persons • Nationalities – 6 • Percentage female - 27% • Percentage male - 73% • Percentage of females in executive committee – 24%	5,13	2-9
			Employee Growth	New hire increased by 26.1% from 1,172 in 2022 to 1,478 in 2023.	51	401-1
			Employment opportunities	81 graduate trainee graduands employed at DCP in 2023	51	401-1
			Learning & Development	₦694,913,079.24 spent on staff training in 2023	52	404-1
				16,787 employees trained	52	404-1
				A total of 34,921 employees were trained, comprising of 25,640 employees trained physically and 9,281 trained virtually.	52	404-1
				Number of training hours provided to employees in 2023 breakdown as follows: Executive/Senior Management staff: 6,636 Management staff: 20,024 Senior staff: 81,680 Junior staff: 76,930	73	404-1
			Health & Safety	Lost time injuries reduced from 37 in 2022 to 29 in 2023	52	403-9, 403-10
			Workforce Policies	Operational HR policies include: • Annual Leave Policy • Travel Policy • Compensation and Benefits Policy • Manpower Planning and Recruitment Policy • Education and Training Policy New policies adopted in 2023 include: • Diversity and Inclusion Policy • Sexual Harassment Policy • Human Rights Policy	50,79	2-23, 2-24
4.	Social Performance	Social	Social Investment (CSR)	25% increase in community projects – 71 in 2022 as against 89 in 2023.	55	203-1, 203-2, 413-1
				₦2,356 million spent on CSR interventions	55	203-1, 203-2, 413-1
			Sustainability Week Impact	During our 2023 sustainability week, we executed 43 projects in 12 locations in Nigeria and Pan- Africa, spending a total sum of $101,594.58. • 12 locations • 43 projects executed. • $101,594.58. invested	56	413-1

5.	Partnerships for Prosperity	Governance	Anti-corruption	We received 60 whistle blowing cases, 53% resolved and 47% ongoing	59	2-16, 2-26, 205-1, 206-1
			Regulatory Compliance	A total of 101 valid environmental permits were maintained in compliance with regulatory standards.	59	2-7
			Partnerships &Alliances	The entity complies with the guidelines of the following organizations: GCCA, NGX, GRI, UNGC and IFRS.	59,71,79	2-28
			Economic Performance: Economic value generated and distributed (EVG&D)	Economic value generated in 2023 was ₦2, 208,090 million. Economic value distributed in 2023 was ₦2,133,462 million. This is comprised of: • Operating cost - ₦1,371,383 million • Employee wages and benefits - ₦137,139 million • Payments to providers of capital - ₦456,455million • Payments to government (tax) - ₦166,129million • Community investments - ₦2,356million	60	201-1
			Approach to tax	DCP's approach to tax is in line with our tax policy. In 2023, ₦166,129 million was remitted to the government as tax. This marks a 10% increase from ₦150,766 million paid as tax in 2022.	59	207-1
6.	Nature Positive Future	Environment	Water & Effluents Management	4.76% decrease in water consumption from 6,284 ML in 2022 to 5,985 ML in 2023	63	303-1
			Waste Management	Total non-hazardous waste generated in 2023 is 9,910 tonnes, a 5% decrease. compared to 10,411.5 tonnes in 2022.	63	306-2, 306-3
				In 2023, 40,381 tonnes of waste was diverted from disposal, a record 432% increase compared to 2022 at 7,591 tonnes	63	306-4
			Biodiversity	59,088 trees planted in 2023	69	304-3
			DangCircular	1.89 tonnes of waste recycled in 2023.	64	306-4
7.	Climate Action	Environment	CO_2 emissions scope 1	1.7% decrease in scope 1 emissions from 17.7 million metric tonnes CO_2 in 2022 to 17.4 million metric tonnes CO_2 in 2023	72	305-1
			Indirect CO_2 Emissions scope 2	Total scope 2 CO_2 emissions from power purchased in 2023 was 0.55 million metric tonnes.	72	305-2
			Emissions Intensity	The net scope 1 CO_2 intensity also reduced by 2.2% in 2023	68	305-4

			Circular Economy and Alternative Fuel	9.7% TSR attained in 2023 compared to 4.3% in 2022	5, 67	2-25
				Increase of 184% in total waste co-processed from 157Ktonnes in 2022 to 446Ktonnes in 2023	67	306-4
			Green Jobs	59 direct jobs created in the Alternative Fuel value chain.	67	2-6

* Operating cost is made up of Cost of sales, Selling and distribution expenses, and impairment of financial assets

Related-party transactions

Scope of our work

AG Dangote Construction Limited	The entity buys cement from Dangote Cement and is an affiliate of DCP. |AG Dangote also provides construction services to DCP.
Amaras Nigeria Limited	The entity buys cement from Dangote Cement and is guaranteed by Sani Dangote, a late Director of Dangote Cement Plc.
Bluestar shipping Ltd	The entity engages in clearing of bulk materials and imported capital goods.
Borkir International Co. ltd	Dangote Cement Plc purchased compressed gas from this entity. The entity is related to Sani Dangote, a late Director of Dangote Cement Plc
Bulk Commodities International Inc./ Bulk Commodities International Dubai	The entity, which is an affiliate of DCP, procures gypsum, coal, clinker, bulk cement and spare parts for Dangote Cement.
DANCOM Technologies Limited	The entity, which is an affiliate of DCP, provides internet services and IT support to Dangote Cement.
Dangote Agro Sacks Limited	Dangote Agro Sacks produces bags for Dangote Cement and also purchased cement from the Company during the year. Dangote Cement also shares one of its power plants with this entity.
Dangote Coal Limited	Dangote Cement buys coal from this entity, which is an affiliate of DCP.
Dangote Fertiliser Limited	Dangote Cement purchases equipment and AGO in bulk and on behalf of DFL.
Dangote Global Services	This entity, which is an affiliate of DCP, assists Dangote Cement in importing parts.
Dangote Granite Mine Ltd.	The entity buys cement from Dangote Cement and is an affiliate of Dangote Cement Plc.
Dangote Industries Limited	Dangote Industries Limited is a major shareholder of Dangote Cement Plc. The two entities DIL and DCP provide short term inter-company loans to each other. In addition, DIL assists DCP is sourcing spares and managing central services for which DCP is charged management fee.
Dangote Nasarawa Sugar	The entity buys cement from Dangote Cement and is an affiliate of Dangote Cement Plc.
Dangote Nigeria limited	The entity engages in clearing of bulk materials and imported capital goods.
Dangote Oil & Gas	This entity, which is an affiliate of DCP, imports AGO and LPFO on behalf of Dangote Cement.
Dangote Oil Refining Company	The entity is an affiliate of Dangote Industries Limited. Dangote Cement purchases AGO & equipment in bulk on behalf of DORC.
Dangote Packaging Material Plc.	Dangote Cement paid some expenses on behalf of some subsidiaries and affiliates of DIL, including this entity.
Dangote Petroleum Refinery and Petrochemical FZE	The entity is an affiliate of Dangote Industries Limited and buys cement from Dangote Cement.
Dangote Rice Ltd.	The entity buys cement from Dangote Cement and is an affiliate of Dangote Cement Plc.
Dangote Sino Truck West Africa	Dangote Cement Plc purchased Trucks from this entity which is related to Dangote Industries Limited (DIL).

Scope of our work continued

Dangote Sugar Refinery Plc.	Dangote Cement purchases LPFO and equipment in bulk and on behalf of DSR Plc. Dangote Cement is reimbursed for expenses incurred on behalf of DSR.
DANSA Foods Limited	Dangote Cement purchased products from this entity for sales promotion. The entity is related to Sani Dangote, a late Director of Dangote Cement.
SAGAS Energy Company	Dangote Cement purchases compressed gas and spares from this entity. The entity is related to Sani Dangote, a late Director of Dangote Cement Plc.
Greenview Development Nigeria Limited	This entity, which is an affiliate of DIL, assists Dangote Cement with procurement, clearing of bulk materials, imported goods and spares.
Integrated Steel Limited	Dangote Cement purchases AGO in bulk and on behalf of some subsidiaries/ affiliates of DIL, including this entity.
Kura Holdings	This company, which is an affiliate of Dangote Industries Limited, provides travel agency services to Dangote Cement.
MHF Properties	This company, which is an affiliate of Dangote Industries, provides accommodation and property services to Dangote Cement.
NASCON Allied Industries Plc	Dangote Cement purchases AGO in bulk and on behalf of this entity. In addition, Dangote Cement purchases trucks and earthen salt on behalf of this entity.
Savannah Sugar	Dangote Cement is reimbursed for payments for duties on equipment and terminal charges on behalf of this entity. The entity is controlled by Dangote Sugar Refinery Plc.

Notice of Annual General Meeting

Notice is hereby given that the 15th Annual General Meeting (AGM) of Dangote Cement Plc. will hold on Tuesday, 28 May 2024, at Balmoral Convention Centre, Federal Palace Hotel, 6-8 Ahmadu Bello Way, Victoria Island, Lagos, at 11.00 a.m. to transact the following business:

Ordinary Business

1. To lay the audited financial statements for the Year Ended 31 December 2023 together with the Reports of the Directors, Auditors and the Audit Committee thereon.
2. To declare a dividend.
3. To elect/re-elect Directors.
4. To authorise the Directors to fix the remuneration of the Auditors for the 2024 financial year.
5. To disclose the remuneration of managers of the Company.
6. To elect shareholders' representatives of the Statutory Audit Committee

Special Business

To consider and if thought fit, pass the following as ordinary resolutions of the Company:

7. To fix the remuneration of the Directors.

To consider and if thought fit, pass the following as special resolutions of the Company:

8. That the Articles of Association of the Company be and are hereby amended as follows:
    a. By adding the following as the new Article 15, without substituting the former:

       General Meetings and Virtual Participation
       "To the extent permitted by Law, all general meetings, inclusive of Annual General Meetings (AGM) and any other meetings of the Company may be held by teleconference, videoconference or other virtual or electronic means of communication, and any person so participating virtually, shall be deemed to have attended such meeting in person and shall be entitled to vote."

    b. By renumbering all the Articles consecutively from 1 to 52.
9. The Board of Directors be and is hereby authorised to take such action as may be required to give effect to the above resolutions and
10. The acting Company Secretary is hereby authorised to make any filings at the Corporate Affairs Commission that may be necessary for or incidental to giving effect to the above resolutions.

Notes:

A. **Proxies:** A member of the Company entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his/her stead. A proxy need not be a member of the Company. A proxy for an organisation may vote by a show of hand and on a poll. To be valid, executed forms of proxy should be deposited at the registered Office of the Company at 1, Alfred Rewane Road, Ikoyi, Lagos (or dcp.legal@dangote.com) or the Office of the Registrars, Coronation Registrars Ltd, at 9, Amodu Ojikutu Street, Victoria Island, Lagos, (or eforms@coronationregistrars.com) not later than 48 hours before the time for holding the meeting. A proxy form is attached to the Annual Report and may also be downloaded from the Company's website at www.dangotecement.com.

B. **Closure of Register of Members:** Notice is hereby given that the Register of Members and the Transfer Books of the Company will be closed on 16 April 2024.

Notes: continued

C. **Payment of Dividend:** If the Shareholders at the Annual General Meeting approve the dividend recommended by the Directors, dividends will be paid by Friday, 31 May 2024, to the shareholders whose names are registered in the Company's Register of Members at the close of business on 15 April 2024. A list of unclaimed dividends is available on the Company's website at www.dangotecement.com. Shareholders with unclaimed share certificates or unclaimed dividends should address their claims to the Registrars, Coronation Registrars Ltd, at customercare@coronationregistrars.com or 9, Amodu Ojikutu Street, Victoria Island, Lagos, Nigeria OR use the link https://crlselfservice.coronation.ng/ to complete the shareholder E-Mandate processing form. You can reach the Registrars via contact detail: 02012272570 (available between:8:00am to 5:00pm on weekdays).

   Please note that pursuant to the provision of Section 187 of CAMA 2020, the treasury shares are not entitled to dividend and voting rights.

D. **E-Dividend Registration:** Notice is hereby given to all shareholders to open bank accounts, stockbroking accounts, and CSCS accounts to receive dividend payments electronically. A detachable E-Mandate Activation form is included in the Annual Report to enable shareholders provide their details to the Registrar.

E. **Election and Re-election of Directors:** Pursuant to Section 285 of the Companies and Allied Matters Act 2020, the following Directors shall retire by rotation and, being eligible, have offered themselves for re-elections:

   i. Mr. Devakumar V.G. Edwin
   ii. Mrs. Dorothy Udeme Ufot, SAN
   iii. Ms. Halima Aliko-Dangote
   iv. Mr. Abdu Dantata
   v. Mr. Philip Mathew

F. **Profiles of Directors for election/re-election:** The Profiles of Directors to retire by rotation and standing for re-election are among the profiles of Directors provided in the Annual Report for the year ended 31st December 2023.

G. **Nomination to the Audit Committee:** In accordance with Section 404(6) of the Companies and Allied Matters Act 2020 (CAMA), any Member may nominate a shareholder for election as a member of the Statutory Audit Committee by giving notice in writing to the Company Secretary at least 21 days before the Annual General Meeting. Section 404(5) CAMA requires that the Statutory Audit Committee members shall be financially literate.

H. **Rights of Securities Holders to Ask Questions:** Securities holders have a right to ask questions at the Annual General Meeting and in writing before the meeting. Questions should be submitted to the Company Secretary at the Company's registered office up to two days before the date of the Annual General Meeting.

I. **Electronic Annual Report on the Company's Website**: In addition to the dispatch of physical Annual Reports to shareholders, the electronic version of the Annual Report is uploaded on the Company's website www.dangotecement.com

J. **Streaming:** The Annual General Meeting will be streamed live from our website www.dangotecement.com and our YouTube channel www.youtube.com/dangotegroup

By the Order of the Board of Directors.

Edward Imoedemhe
Acting Company Secretary
FRC/2021/002/00000022594
Dated this 1 March 2024

Registered Office
Leadway Marble House,
1, Alfred Rewane Road,
Ikoyi, Lagos

Directors and professional advisers

Directors

Aliko Dangote	GCON Chairman
Arvind Pathak	Group Managing Director
Philip Mathew	Deputy Group Managing Director
Ernest Ebi MFR	Independent Non-Executive Director
Emmanuel Ikazoboh	Independent Non-Executive Director
Dorothy Udeme Ufot, SAN	Independent Non-Executive Director
Cherie Blair, CBE, KC	Independent Non-Executive Director
Alvaro Poncioni Mérian	Independent Non-Executive Director (appointed on 1 August 2023)
Olakunle Alake	Non-Executive Director
Abdu Dantata	Non-Executive Director
Devakumar Edwin	Non-Executive Director
Douraid Zaghouani	Non-Executive Director
Viswanathan Shankar	Non-Executive Director
Berlina Moroole	Non-Executive Director
Halima Aliko-Dangote	Non-Executive Director

Company Secretary/Legal Adviser
Edward Imoedemhe

Auditors
KPMG Professional Services

Principal Bankers
Access Bank Plc.
First Bank of Nigeria Plc.
Guaranty Trust Bank Plc.
Zenith Bank Plc.
United Bank for Africa Plc.

Primary Legal Advisers
Banwo & Ighodalo
Olaniwun Ajayi & Co.
Fola Sowemimo & Co.

Corporate information

Capital market information

Dangote Cement Plc is listed on the Premium Board of Nigerian Exchange Group (NGX).

Each share carries one voting right

NSE Ticker Symbol	DANGCEM
Bloomberg Code	DANGCEM:NL
Reuters Code	DANGCEM: LG
Date Listed	26 October 2010
Issued Shares	17,040,507,404 as at 26 February 2024 (288,352,867 are held as treasury shares)
Market Capitalisation	₦11,503,704,520,557.90 as at 26 February 2024
Free Float	₦773, 316, 695 or 4.54% as at 26 February 2024

Registration information

RC Number	208767
Date of Incorporation	4 November 1992

Registered office
Leadway Marble House
customercare@dangote.com
1 Alfred Rewane Road
P.O. Box 40032
Ikoyi Lagos, Nigeria

Registrars
Coronation Registrars Limited
info@coronationregistrars.com
eforms@coronationregistrars.com
9, Amodu Ojikutu Street
Victoria Island
Lagos, Nigeria

For enquiries, please contact:

Corporate Communications
Anthony Chiejina
corporate.communications@dangote.com

Investor Relations
Temilade Aduroja
investorrelationsdangotecement@dangote.com

Donations

List of donations and sponsorships	Amount ₦
Senegal	
Construction of 2 classrooms in High school of Diass and Toglou	44,575,461
Sponsorship of scholarships for students in host communities	2,005,896
Support towards year-end event in schools in Pout	557,193
Financial support towards payment of water bills in schools in Pout	151,834
Donations of note books, shirts etc towards sustainability programme	17,346,541
Construction of a poultry for the women of Ngomene village	9,099,356
Ramadan donations to villagers in host communities	15,021,930
Ramadan donations to villagers in host communities	35,103,176
Donations of rams to local authorities in host communities	18,777,413
Sponsorship of events in Dakar	1,114,387
Sponsorship of Youth festival in Joal Fadiouth	1,114,387
Sponsorship of football cup in Ngomene village	557,193
Support granted to Pout student association	557,193
Support towards GIE RFTP fruit and vegetables processing exhibition	334,316
Donations to first baby born in the year in host communities	668,632
Sponsorship of forum for women empowerment	1,114,387
Supports towards local authorities unions	334,316
Donation of cements to mosques, schools, islamic schools, churches for rehabilitation work	20,961,611
Congo	
Support towards water borehole project for Mfila & N'dingui communities	14,182,552
Cameroon	
Sponsorship towards National youth day	1,114,387
Sponsorship of the FENASSCO event	4,457,546
Sponsorship of Cross-Mindef & Liberman National unity day	1,114,387
Sponsorship towards the commonwealth games	557,193
Sponsorship made towards the organisation of World Environment Day	1,114,387
Support towards media engagement	6,129,126
Donations towards World Consumer Day (FOCACO, CNACOC, REDCO)	3,343,160
Support towards South-west fabric festivities	2,228,773
Support towards Festival MAYI	2,228,773
Support towards Mbock Liaa Mahola & Ndom	4,457,546
Donations towards the rehabilitation of Emergence hall of Deido Hospital	11,143,865
Donations towards the Limbola project	13,372,638
Donations towards the Penja project	16,715,798
Donations towards trashbins in Garoua-Boulai communities	4,457,546
Donations towards borehole in Bamendou communities	4,457,546
Donations towards public garden in Mbankomo communities	2,785,966
Donations towards the provision of class benches to Bepanda, Mabanda & Japoma communities	14,487,025
Sponsorship of NGONDO	22,287,731
Support towards the Deido palace	2,785,966
Support towards the Elog-Mpoo communities	2,785,966
Donations towards Nyang Nyang festivals	2,228,773
Donations towards Journees Audit et Controle JAC(UCAC)	557,193
Donations in support of CCO'PAD	557,193
Donations towards the publication of dossiers du minfi	3,343,160
Donations towards the publication of Politoscope	3,343,160
Support towards Guardian post FENASSCO A	222,877
Support towards The Voice	167,158
Support towards Expression Economique FENASSCO A	167,158
Donations in support of AGORA	1,114,387
Support towards Guardian Post 66th anniversary	445,755
Support towards Expression Politique 66th anniversary	445,755
Donations towards Canal d'or 2023	2,785,966
Support towards the organisation of Finance week 2023	1,114,387
Donations towards Film 2 Avril (Part I & Part II)	3,187,145
Donations in support of Naija Diaspora	557,193

List of donations and sponsorships	Amount ₦
Zambia	
Support toward learning centre	4,407,008
Donations of school desks	651,682
Donation of cement to Ndola General Hospital	1,884,382
Donations of Fertilizer	12,012,935
Donations towards PPHPZ Housing Unit	1,374,028
Sponsorship of students graduation in host community	422,187
South Africa	
Support to Biesiesvlei Police for crime prevention	363,306
Support towards safety awareness and school nutrition for Dingake Primary School	2,229,015
Support to Ditsobotla local municipality towards safety awareness	145,070
Support to Itsoseng Police station towards safety awareness	181,338
Support to Kopano community and authority towards environment awareness, water supply, office supplies, office support and waste management	5,366,931
Donations to Springbokpan & Verdwaal farmers towards farmers empowerment and managing grazing camps	1,879,252
Support to Springbokpan community towards infrastructure maintenance, managing grazing camps, protect heritage resources and garden project	14,506,588
Support given to Springbokpan livestock farmers for water supply and water pump	3,223,093
Sponsorship of Springbokpan youth empowerment	1,762,601
Support to Tsholofelo Primary School for school support and nutrition project	3,360,280
Donations to Verdwaal & Springbokpan communities for water quality management and sustainable livestock, grazing and crop farming	13,630,022
Support to Verdwaal community and livestock farmers for electricity supply, infrastructure maintenance and water supply	4,736,401
Support towards Small, Medium and Micro Enterprises (SMME) business management and supplier development	3,018,318
Sponsorship of Verdwaal youth empowerment	54,401
Support towards Old age home vegetable garden in Centre Verdwaal	94,163
Donations towards Wellness day water donation for MHSC Tripartite Council	44,156
Support towards Safety – Service of fire extinguishers for Dingake Primary School	106,626
Equipment for school vegetable garden for Dingake & Tsholofelo Primary Schools	114,385
Tanzania	
Drilling of Borewell in Majengo Village	7,190,193
Construction of tower and provision of an overhead water storage tank (3000 Liters)	1,818,600
Construction of Community roads to gravel standard	22,125,624
Donation of 600 Cement bags to the Regional Commissioners office for the preparation of National Uhuru Torch ceremonies	2,310,873
Capacity building (Business development training) to 121 youth and women entrepreneurs from the host community	2,212,367
HIV/AIDs awareness campaign through sports and games to the host community	2,696,046
Support to the floods affected households at Kivava Village, Mahurunga Ward in Mtwara District Council	1,906,093
Scholarship provision to 4 students from the host community	1,432,729
Support to the Security Vigilant Group in Hiyari Village	3,871,643
Donations of eight tyres to support Criminal Intelligence Office in Mtwara	331,855
Support towards photography and videography	165,928
Financial contribution for the commemoration of International Labors Day in Mtwara Region	553,092
Donation of shirts to local authority to assist during the commemoration of the Education week	1,728,412
Donations of end-of-year gifts to selected local officials in the communities	10,951,909
Gift to the best high School student	69,136
Support towards engagement meetings with community coordinators	820,069
Nigeria	
Donation for the 2023 annual prayer grant for Oyo, Iwaa, Obajana, Apata community	1,400,000
Donation for the Oba of Jakuta and six representatives during exploration exercise meeting	115,000
Donation for the Wedding ceremony of Danfoum Naakin	100,000
Donation for the Wedding ceremony of the Olu Aga Son	1,109,050
Donation for women's empowerment training in Ibese Community	460,000
Donation in support of quarterly stipends for the four host community chiefs and representatives in Obajana	1,360,000
Donation in support of Gboko host community Traditional rulers stipend	15,680,000
Donation in support of Obajana Community development Fund	2,750,000
Donation of Wedding gift to the Secretary of the Oyo Community	500,000
Donation of 2 roll-up banners for the Yewa Youth Conference	86,000
Donation of 2022 Christmas gifts for the Traditional Rulers and Gov't Officials of the Gboko host Community	4,155,500
Donation of 2023 Christmas gifts for the Influential Modulers of the Oyo, Iwaa, Obajana community host communities	400,000

Donations continued

List of donations and sponsorships	Amount ₦
Nigeria continued	
Donation of 2023 Christmas gifts to the Chiefs of the four Host Communities (Oyo,Iwaa,Obajana & Apata)	400,000
Donation of 2023 gifts to the Ibese host Communities	5,405,960
Donation of 2023 Sallah Gifts for the Ibese Community	13,700,000
Donation of 2023 Sallah Gifts to the Vulnerable Muslim families of the Ibese host Community	11,538,900
Donation of 25,000 pieces of 100KG capacity bags for Agro-Waste Management	4,250,000
Donation of 5KVA Solar's inverters systems to Kuramo Senior College, Obalende Girls Junior Secondary school and Victoria Island Junior Secondary School	10,803,750
Donation of a stipend for the community representative at the Mining Development site	25,000
Donation of annual welfare package to the community's youth and some traditional rulers in Gboko	2,000,000
Donation of Easter Gifts for the vulnerable in the Ibese host Community	4,029,000
Donation of fishing equipment for Onne, Ogu and Ele host communities	5,640,000
Donation of food and refreshments during 2023 Ibese Community day celebration	4,239,800
Donation of food and refreshments for the community during Sustainability Week	376,250
Donation of Food and Waste Reduction Campaign during 2023 Sustainability week	6,836,209
Donation of food for The Police Community Relations Committee Retreat in Ibese	78,000
Donation of food to the Orphanage Home and Labour Workmanship during 2023 Sustainability week	99,000
Donation of furniture and financial support for the renovation of the staff room to Kuramo Senior College	2,609,348
Donation of furniture towards the renovation of the school library to Obalende Girls Junior Secondary School	3,612,000
Donation of gifts for the coronation of the new Obaro of Oshokosho	1,000,000
Donation of monthly allowance for Ibese Host Community Representatives	44,900,000
Donation of packaging material to Ibese Host community	4,250,000
Donation of Rams to Muslim communities leader in Gboko	483,350
Donation of refreshments and hospital equipment to the Ibese Health Centre during 2023 Sustainability week	3,280,900
Donation of refreshments for the meeting with the youth and women of Quarry community	40,000
Donation of rice to the Onne, Ogu, Ele community leaders in Port Harcourt for 2022 Christmas	2,840,000
Donation of Sallah gifts to Obajana host community Chiefs	1,050,000
Donation of Sallah Ram to the main officials of the 8-Friday Mosque in the 4 Host Communities	2,080,000
Donation of salt, canopies and branded gifts on 2023 Community Day	4,492,530
Donation of supplies and sponsorship the 2023 Women's empowerment program for the Ibese Community	12,171,016
Donation of three mobile toilets for community day celebration	97,500
Donation to Lagos Chamber of Commerce for school competition	1,000,000
Donation to support the Honorary award-"Legendary Icon of the Year"	500,000
Donation to the Aga Olo Community High School	500,000
Donation to the host community farmers for 2023	10,320,000
Donation to the Lagos Chamber of Commerce and Industry for the Sensitization Seminar	5,000,000
Donation to the Ministry of Mines and Steel Development for the annual inspection of the mining site and Explosive facilities	200,000
Donation towards 2023 Christmas Gifts for the host community chiefs	8,850,000
Donation towards celebration of Awujako of Ijako Orile	500,000
Donation towards Easter gift for the Gboko host community traditional rulers	1,818,000
Donation towards Eid-Mubarak Celebration with Obajana Community	692,600
Donation towards ICAN event booklets	100,000
Donation towards Magazine Inspection by EOD & Police	100,000
Donation towards Oworo Youth Day	500,000
Donation towards palliative care for the Quarry Community in Gboko	1,600,000
Donation towards payment of monthly Electricity for the Obajana Host Communities	5,600,000
Donation towards paying homage to traditional authorities in Ogun State	1,308,500
Donation towards Quarterly community joint consultative meeting	1,158,100
Donation towards s three 400KW electricity transformer units in Yari Abera and Tse-Kucha host community in Gboko	10,001,171
Donation towards support at the Eyinni Iboro Festival	500,000
Donation towards support for the first coronation of the Aboro of Ibese	700,000
Donation towards the 2023 Annual Rite at Festac Town, Obajana	1,000,000
Donation towards the 2023 Association of Corporate Treasurers of Nigeria conference and exhibition	5,000,000
Donation towards the 2023 Dangote student scholarship fund	3,000,000
Donation towards the 31st annual seminar, hosted by National Union of Chemical Footwear Rubber Leather and Non Metallic Products	500,000
Donation towards the advancement of safer and healthier transit communities in Gboko	8,746,947
Donation towards the construction of 3 classrooms, Principal and vice principal office and 10 toilets at Iwaa community	50,800,000
Donation towards the construction of 3 classrooms, Principal and vice principal office and 10 toilets at Oyo community	60,980,000
Donation towards the construction of Overhead tank and drilling of borehole at Oyo community	7,000,000

List of donations and sponsorships	Amount ₦
Nigeria continued	
Donation towards the promotion/facilitation of local businesses in the Obajana community	24,540,000
Donation towards the retirement of the assistant director of logistics for the Kogi state command	150,000
Donation towards the Scholarship Awards for the 2022/2023 Academic Session for Ibese host communities	10,625,000
Donation towards the Yewa Youth Leadership Conference 2023	2,395,000
Donation towards Women Empowerment Program at Obajana for the photobook/video coverage skill acquisition	100,000
Donation towards World Environment Day 2023	500,000
Donations made to Itolu Community High School during Sustainability Week 2022	2,215,000
Donations of 15 waste bin supplies to the Seme Border	593,000
Donations of gifts and refreshments to Gboko host community during World Literacy Day	310,150
Donations to the Olu of Igbogila on the 23rd Coronation anniversary	2,000,000
Donations towards Publication of Host Community Day in The StarTrend International	350,000
Financial assistance for 2023 International Women's Day Video Shoot in Obajana	445,000
Financial Assistance for Advert Placement For Onigbedu Day In Ibese	250,000
Financial assistance for the farmers of the Oyo-Iwaa community	13,000,000
Financial assistance for the installation of a 33KVA transformer at Imasayi	14,762,975
Financial assistance for the maintenance and surface grading of the road at the Obajana – Ogbado community	10,062,000
Financial assistance for the market women of the Oyo-Iwaa Community	10,000,000
Financial assistance for the purchase of twenty concrete electric poles for the Ibese host community	2,800,000
Financial assistance for the replacement of 30 yard of 3inch Hose each for three water tankers for the Obajana community	292,000
Financial assistance for the replacement of one 3-inch 40 yard water hose for the community water tankers and one oil-gas control valve	182,000
Financial assistance to host council meeting with the Nigerian Society of Mining engineers	1,000,000
Financial assistance towards construction of two one-bedroom staff clinic for Iwaa Community	9,700,000
Financial assistance towards road fixing at Kaduna junction to Zango bridge	50,000
Financial Support for construction of a perimeter fence at African Church Primary School Onigbedu	39,225,092
Financial support for fashion design vocational training for the women of the Obajana community	8,368,000
Financial support for Ijako Orile Festival 2023	750,000
Financial support for Ilaro Oronna Festival 2023	5,000,000
Financial support for school teachers' salaries in Gboko	38,430,328
Financial support for the 40 day's prayer of the late Ohinoyi of EbiraLand	1,000,000
Financial support for the annual meeting with the traditional rulers of the Mbayion Community	160,000
Financial support for the burial expenses for the wife of the community host chief in Obajana	250,000
Financial support for the burial of Dr Bernard Bemsem	300,000
Financial support for the burial of Mama Martha Unjie Adeboh	50,000
Financial support for the construction of 220M concrete drainage at the Obajana Community	15,417,432
Financial support for the construction of a mosque in Obajana	500,000
Financial support for the construction of a single-ring culvert at Atola, Ogun State	6,029,422
Financial support for the construction of Emeka Anyoku complex	25,000,000
Financial support for the construction of lavatories and overhead tanks at Abule Maria	11,422,542
Financial Support for the construction of the box culvert and drainage for the Obajana host communities	66,688,992
Financial support for the construction of the broadcast house at Mount patti top hill in Lokoja	5,000,000
Financial support for the construction of the health centre at Ijako Orile, Ibese Ogun State	22,960,694
Financial support for the Family of Engineer Bala	308,612
Financial support for the handing of the media during the Annual Ogun State/Dangote Assembly	800,000
Financial support for the Oba Idowu Isenibi for the loss of his child	1,500,000
Financial Support for the renovation and commissioning of the student library to Obalende Junior Girls Secondary School	1,486,188
Financial Support for the renovation and commissioning of the Student/Staff Toilet to Victoria Island Senior Secondary School	3,743,553
Financial support for the replacement of Wooden Doors at the DSS Lokoja Office	785,000
Financial Support to Asakanran Grammar School during the 26th Sporting Festival	250,000
Financial support to assist some AREWA Students with Scholarships to support their academics expenses	5,000,000
Financial support to the family of Tsemende	150,000
Financial support toward 2023 Entrepreneurship and Spirituality Summit	2,000,000
Financial support towards 2023 National Insurance conference	2,500,000
Financial support towards 2023 Annual Conference for the Chartered Institute of Logistics and Transport	5,000,000
Financial support towards drilling of borehole for the Ibese Community	29,147,777
Financial support towards drilling of borehole for the Obajana Community	22,174,430
Financial support towards Quarterly meeting of the Community Development Monitoring Committee	660,000

Donations continued

List of donations and sponsorships	Amount ₦
Nigeria continued	
Financial support towards the burial of Chief Jerome Haa Orpin	300,000
Financial support towards the business development for Chief Hezy Idowu	250,000
Financial support towards the implementation of sustainable living fair and Dangote Inter-School Climate Change Innovation	12,845,875
Financial Support towards the reconstruction of broken culvert on Obajana-Kabba road	50,246,835
Financial support towards the recycling of rejected materials for the construction of road in Oyo community gate	150,000
Scholarship grant to the youth of Oyo, Iwaa, Apata community	17,000,000
Sponsorship of 2023 Youth training in Poultry production and Entrepreneur Skills	295,000
Sponsorship of 51st Annual Luncheon of Manufacturers Association of Nigeria	20,000,000
Sponsorship of the 51st Annual meeting/3rdPresidental Luncheon of Manufacturers Association of Nigeria	2,250,000
Sponsorship of the Inauguration of the new executives during the Annual Law Week/Legal Year	1,000,000
Sponsorship of the media coverage of the ground breaking ceremony of the classrooms in the Oyo community	290,000
Sponsorship of Youth Assembly Meetings in the Ibese Community	100,000
Sponsorship of 2023 Bricklayers' Association Meeting	3,000,000
Sponsorship of 2023 Business day Future of Energy Conference	3,000,000
Sponsorship of 2023 Skill acquisition and empowerment training for 30 community youths	101,910
Sponsorship of 55th International Conference for Human Resource Professionals	6,000,000
Sponsorship of documentary that will capture DCP's social investments in Ibese	16,632,435
Sponsorship of Edo State Tourism Agency Event	50,000,000
Sponsorship of one day care program for senior citizens from the Ibese host communities	4,611,700
Sponsorship of Ramadan IFTAR Program by NASFAT	5,000,000
Sponsorship of Skill acquisition and empowerment training for local youths in Ibese	7,900,000
Sponsorship of the Kano Polo Tournament	5,000,000
Sponsorship of the 19th Conference for All Nigerian Editors in 2023	5,000,000
Sponsorship of the 2023 Annual General meeting of the Oworo Development Association	2,000,000
Sponsorship of the 2023 International Chamber of Commerce dinner & dance event	500,000
Sponsorship of the 29th Nigerian Economic Summit	52,501,000
Sponsorship of the 3rd Quadrennial Conference for Chemical and Non-Metallic Products	350,000
Sponsorship of the 44th Kano International Trade Fair	15,000,000
Sponsorship of the 5th Annual National Conference of the school of Applied Science, Kogi State Polytechnic, Lokoja	1,000,000
Sponsorship of the 7th annual economic summit – "Alaghodaro 2023:Edo Summit"	30,000,000
Sponsorship of the Catchment Community Street Light Project	3,800,000
Sponsorship of the CSR Project Commissioning Program at Kuramo Senior College, Obalende Girls Junior Secondary school and Victoria Island Junior Secondary School	2,686,500
Sponsorship of the media coverage of the Ibese host Community Day Celebration	1,443,000
Sponsorship of the media coverage of the Technical Skill Acquisition Program for Oyo, Iwaa, Obajana, Apata community	300,000
Sponsorship of the News Agency of Nigeria End of Year retreat/ Carol of seven lessons	500,000
Sponsorship of the Nigeria Union of Journalist Ogun State Council for press week	1,000,000
Sponsorship of the Scholarship Management Committee Awards	75,900
Sponsorship of training of 50 Journalists in the North Central Region on Climate Change	5,000,000
Sponsorship of training of 50 Journalists in the South West Region on Climate Change	5,000,000
Sponsorship of training of 60 Journalists in Lagos State on Climate Change	6,000,000
Sponsorship of training of 60 Journalists in the North East Region on Climate Change	6,000,000
Sponsorship of training of 60 Journalists in the North West Region on Climate Change	6,000,000
Sponsorship towards the Betsy Obaeski Women Football Tournament	15,000,000
Itori	
Donation towards the 19th Anniversary of the Coronation of the Olu of Itori	2,000,000
Donation towards the 2022 Ibese Youth Project	4,000,000
Donation towards community meeting with the Olu of Itori	10,800,000
Donation towards the 2023 Ibese Youth Project	43,627,500
Support towards community boundary drawings	30,000
Financial support for the enumeration of crops and economic trees in Itori	1,200,000
Donation to Itori Kabiyesi for his birthday	2,000,000
Donation towards creating an access route to Itori cement for the community	9,000,000
	1,696,180,315

Board and Committee meeting dates and attendance

Board Meetings

	Directors	Board meeting Feb 24	Apr 27	July 27	Oct 26	Dec 13
1.	Aliko Dangote, GCON	✓	✓	✓	✓	✓
2.	Arvind Pathak	Invitee	✓	✓	✓	✓
3.	Philip Mathew	✓	✓	✓	✓	✓
4.	Olakunle Alake	✓	✓	✓	✓	✓
5.	Devakumar V.G. Edwin	✓	✓	✓	✓	✗
6.	Abdu Dantata	✓	✓	✓	✓	✓
7.	Ernest Ebi	✓	✓	✓	✓	✓
8.	Emmanuel Ikazoboh	✓	✓	✓	✓	✓
9.	Douraid Zaghouani	✓	✓	✓	✓	✓
10.	Viswanathan Shankar	✓	✓	✓	✓	✓
11.	Dorothy Udeme Ufot, SAN	✓	✓	✓	✓	✓
12.	Cherie Blair, KC	✓	✓	✓	✓	✓
13.	Berlina Moroole	✓	✓	✓	✓	✓
14.	Halima Aliko-Dangote	✓	✓	✓	✓	✓
15.	Alvaro Poncioni Mérian	N/A	N/A	N/A	✓	✓

Board Audit, Compliance and Risk Management Committee

	Directors	Meeting attendance Feb 16	Apr 20	July 19	Oct 21
1.	Ernest Ebi	✓	✓	✓	✓
2.	Dorothy Udeme Ufot	✓	✓	✓	✓
3.	Emmanuel Ikazoboh	✓	✓	✓	✓
4.	Cherie Blair	✓	✓	✗	✗

Finance and Investment Committee

	Director	Meeting attendance Feb 26	Apr 26	July 25	Oct 25	Dec 13
1.	Viswanathan Shankar	✓	✓	✓	✓	✓
2.	Olakunle Alake	✓	✓	✓	✓	✗
3.	Douraid Zaghouani	✓	✓	✓	✓	✓
4.	Devakumar V.G. Edwin	✓	✓	✓	✓	✗
5.	Halima Aliko-Dangote	✓	✓	✓	✓	✓
6.	Alvaro Poncioni Mérian	N/A	N/A	N/A	✓	✓

✓ = present ✗ = apology N/A = not a member

Board and Committee meeting dates and attendance continued

Sustainability and Technical Committee

	Directors	Meeting attendance Feb 16	Apr 20	July 19	Oct 18
1.	Douraid Zaghouani	✓	✓	✓	✓
2.	Olakunle Alake	✓	✓	✓	✓
3.	Devakumar V.G. Edwin	✓	✓	✓	✓
4.	Abdu Dantata	✓	✓	✓	✓
5.	Dorothy Udeme Ufot	✓	✓	✓	✓
6.	Alvaro Poncioni Mérian	N/A	N/A	N/A	✓

Remuneration, Governance and Nomination Committee

	Directors	Meeting attendance Feb 16	Apr 20	July 19	Oct 18
1.	Emmanuel Ikazoboh	✓	✓	✓	✓
2.	Ernest Ebi	✓	✓	✓	✓
3.	Cherie Blair	✓	✓	✓	✓
4.	Berlina Moroole	✓	✓	✓	✓
5.	Douraid Zaghouani	✓	✓	✓	✓
6.	Halima Aliko-Dangote	✓	✓	✓	✓

Statutory Audit Committee

	Members	Meeting attendance Feb 22	July 26	Oct 24
1.	Robert Ade-Odiachi	✓	✓	✗
2.	Nicholas Nyamali	✓	✓	✓
3.	Sheriff M. Yussuf	✓	✓	✓
4.	Olakunle Alake	✓	✓	✓
5.	Ernest Ebi	✓	✓	✓

✓ = present ✗ = apology N/A = not a member as at date

Details of top customers

S/N	Customer Name
1	KAZAB HERITAGE LIMITED
2	GILBERT IGWEKA GLOBAL CONCEPT
3	NWA ADO RESOURCES NIG. ENTERP
4	D. C. OKIKA NIG LTD
5	A G T Business Ventures
6	ABDULLAHI FUGU
7	LAFENAX NIG LTD
8	TWINS FAJA ENTERPRISES
9	CHINEDU & SON INV. NIG. LTD.
10	JIMI LARRY VENTURES LTD.
11	RAYBALE NIG. LTD
12	KABIRU ISAH AHMED NIG. LTD.
13	CHICO TRUST VENTURES
14	KELEX MEGA INVESTMENT LTD
15	KEMSON GOP NIG LTD
16	UMAR TANKO ABDULLAHI VENTURES
17	EDEN OHIS OHIS ENTERPRISES
18	NOSAJOY GLOBAL VENTURES
19	YEMI AND SONS BUSINESS ENTERPRISES

Names and Addresses of DCP Subsidiaries

S/N	NAME	REGISTERED OFFICE
1.	**Dangote Cement Cameroon S.A.**	Base Elf Pad, Douala, Cameroon
2.	**Dangote Cement Gabon S.A.**	Centre Ville Immenble SCI.Mairie BP 7194 Libre Ville Gabon
3.	**Dangote Cement Congo S.A.**	Ndingui, Usine Dangote, RD21,Route Bouansa-Mouyondzi, Departement de la Bouenza
4.	**Dangote Industries Benin S.A.**	Carre 139 Lieu dit Akpapa Sodjeatinme Cotonou
5.	**Dangote Cement Côte d'Ivoire S.A.**	Cocody, Riviera Golf, Immeuble AGNEBY, porte 425
6.	**Dangote Cement Togo S.A.**	Angle Boulevard du Monno X augustino de Souza
7.	**Dangote Cement Guinea S.A.**	Immeuble Safricom – Constantin – Matam
8.	**Dangote Cement Madagascar**	LOT II Y 33 Fantanimora Antananarivo 101 Madagascar
9.	**Dangote Cement Mali S.A.**	Bamako, Quartier Bamako Coura, rue 357, porte 352 près du bar Mali, Immeuble GAVINANE.
10.	**Dangote Cement Burkina Faso S.A.**	Ouagadougou, Secteur 15, Ouaga 2000, 398 Av, Sare Elie
11.	**Dangote Cement Chad S.A.**	Quartier Residentiel BP 66279317 Ndjaména Tchad
12.	**Dangote Cement Yaounde S.A.**	KM13 Nomayo, 1 BP 16165, Yaounde
13.	**Dangote Mining Niger**	Quartier ISSA BERI, Plateau, Rue, YN-27-CN1
14.	**Dangote Cement South Africa (Pty) Limited**	Karee Street, Southdowns Office Parck, Block A, Irene x54, Centurion 0062 South Africa
15.	**Dangote Industries (Ethiopia) Plc**	Bole Sub City, Kebele 03/05, House No. 2014, Addis Ababa
16.	**Dangote Cement Zambia Limited**	SR.Chief Chiwala Area, Lonshi Road, Masaiti District, Ndola
17.	**Dangote Cement Senegal S.A.**	14, Bis Rue Beranger Ferraud, 4eme Etage Gauche, Dakar
18.	**Dangote Mines Limited, Tanzania**	Plot No. 25, Mahakama Road, Block 10, Commercial Area, P.O.Box 1241, Mtwara, Tanzania
19.	**Dangote Cement Congo S. A.**	Near Kinsaka Village, La Bouenza, Republic of Congo
20.	**Dangote Cement (Sierra Leone) Limited**	Queen Elizabeth II Port, Freetown, Sierra Leone
21.	**Dangote Cement Ghana Limited**	Adjacent ACS Terminal, Community Two, Tema, Ghan
22.	**Dangote Cement – Liberia Ltd.**	Suite 32, Lara Building Randall Street, Monrovia, Liberia
23.	**Dangote Cement Niger SARL**	Quartier Issa Beri, Plateau, Rue YN-27-CN1, Niamey
24.	**Dangote Industries Benin S.A.**	Carre 139 Lieu dit Akpapa Sodjeatinme Cotonou Benin
25.	**Dangote Cement Togo S.A.**	Angle Boulevard du Monno x Augustino de Souza, Lome
26.	**Dangote Quarries Kenya Limited**	P. O. Box No 181 – 00202 Nairobi, Kenya
27.	**Dangote Cement Madagascar Limited**	Lot 133 F. Ananimora, Antanarivo 101
28.	**Dangote Cement Nepal Pvt. Limited**	40/74,Shree Bishnu Marga,Balaju,Kathmandu, Nepal
29.	**Dangote Mining Zimbabwe (Private) Limited**	6th Floor Goldbridge, Eastgate, Sam Nujoma Street, Harare, Zimbabwe
30.	**Dangote Cement Guinea S.A.**	Safricom Building, Constantin, Matam Guinea
31.	**Cimenterie Obajana Sprl – D.R. Congo**	54 Avenue Colonel Ebeya dans la commune de Gombe, Kinshasa.
32.	**Itori Cement Plc.**	1, Alfred Rewane Road, Ikoyi, Lagos.
33.	**Okpella Cement Plc.**	1, Alfred Rewane Road, Ikoyi, Lagos.

Details of top customers continued

S/N	NAME	REGISTERED OFFICE
34.	**Dangote Takoradi Cement Production Limited**	Takoradi Free Zone Area.Takoradi, Western. Mc3858, Takoradi, Ghana
35.	**Dangote Cement Yaounde**	km 13, Route Yaounde Douala Nomayos 1, BP 16165 Yaounde SA
36.	**Dangote Cement Congo D.R. S.A.**	Avenue du Plateau, No 6529/6 Kinshasa/ Gombe
37.	**DCP Cement Limited**	1, Alfred Rewane Road, Ikoyi, Lagos.
38.	**Dangote Cement Limited, Tanzania**	Km 23 Mtwara – Lindi Road, Mbuo, Hiyari & Mnyundo Villages, P.O Box 1241, Mtwara, Tanzania
39.	**Dangote Contracting Services Limited, Tanzania**	Km 23 Mtwara – Lindi Road, Mbuo, Hiyari & Mnyundo Villages, P.O Box 1241, Mtwara, Tanzania
40.	**Sephaku Development (Pty) Ltd**	Block A South Downs Office Park, CNR John Voster & Karee Road, Johannesburg
41.	**Sephaku Delmas Properties (Pty) Ltd**	Block A South Downs Office Park, CNR John Voster & Karee Road, Johannesburg
42.	**Blue Waves Properties 198 (Pty) Ltd**	Block A South Downs Office Park, CNR John Voster & Karee Road, Johannesburg
43.	**Sephaku Limestone and Exploration (Pty) Ltd**	Block A South Downs Office Park, CNR John Voster & Karee Road, Johannesburg
44.	**Sephaku Enterprise Development (Pty) Ltd**	Block A South Downs Office Park, CNR John Voster & Karee Road, Johannesburg
45.	**Portion 11 Klein Westerford Properties (Pty) Ltd**	Block A South Downs Office Park, CNR John Voster & Karee Road, Johannesburg
46.	**Dangote Quarries (Zambia) Limited**	16 Katemo Rhodes park Lusaka Zambia
47.	**Dangote Fuels Zambia Limited**	16 Katemo Rhodes park Lusaka Zambia
48.	**Birat Cement Pvt. Limited**	40/74,Shree Bishnu Marga,Balaju,Kathmandu, Nepal

CORONATION

E-MANDATE ACTIVATION FORM

INSTRUCTION
Please complete all sections of this form to make it eligible for processing and return to the address below.
The completed form can also be submitted through any Access Bank Plc nearest to you.
This service costs *N150.00* per approved mandate per company.

The Registrar,
Coronation Registrars Limited RC 126257
9 Amodu Ojikutu Street, Off Saka Tinubu,
Victoria Island, P.M.B 12753 Lagos, Nigeria.

Website: www.coronationregistrars.com
E-mail: info@coronationregistrars.com

For enquiries, please call 012 272 570 or send e-mail to customercare@coronationregistrars.com

ONLY CLEARING BANKS ARE ACCEPTABLE

Coronation Registrars Limited hereby disclaims liability or responsibility for errors/omissions/misstatements in any document transmitted electronically.

AFFIX CURRENT PASSPORT PHOTOGRAPH
(to be stamped by bankers)

Please write your name at the back of your passport photograph

SHAREHOLDER ACCOUNT INFORMATION

I\We hereby request that henceforth, all my\our Dividend Payment(s) due to me\us from my\our holdings in all the companies at the right hand column be credited directly to my\our bank detailed below:

Bank Verification No.

Bank Name

Bank Account No.

Account Opening Date D D M M Y Y Y Y

SHAREHOLDER ACCOUNT INFORMATION

Surname/ Company Name

First Name

Other Name(s)

Address

City | State | Country

Previous Address (if any)

CHN (if any)

Mobile Telephone 1 | Mobile Telephone 2

E-mail

Signature(s)

Joint/ Company Signatories

Company Seal (if applicable)

Kindly tick & quote your shareholder account no. in the box below:

√	NAME OF COMPANY	SHAREHOLDER No.
	Access Bank PLC	
	Access Bank Bond	
	Access Bank Green Bond	
	Afrinvest WA Ltd – NIDF	
	AIICO Insurance PLC	
	AIICO Money Market Fund	
	Airtel Africa PLC	
	Air Liquide Nigeria PLC	
	Caverton Offshore Support Group	
	ChapelHill Denham – NIDF, NREIT	
	Coronation Asset Management Limited	
	Coronation Insurance Plc (formerly Wapic Insurance)	
	First Ally Asset Management	
	Dangote Cement Bond	
	Dangote Cement PLC	
	FirstTrust Mortgage Bank PLC	
	FSDH Asset Management Limited	
	Food Emporium International Limited	
	Gombe State Government	
	IHS Nigeria PLC	
	Lagos State Government	
	Lead Asset Management Limited	
	McNichols Consolidated PLC	
	Mixta Real Estate Bond	
	MTN Nigeria Communication PLC	
	NASD PLC	
	NDEP PLC	
	NIPCO PLC	
	Red Star Express PLC	
	SFS Capital Nigeria Limited	
	STACO Insurance PLC	
	Three Points Industries Limited	

Coronation Registrars Limited | 9 Amodu Ojikutu, VI | 012 272 570 | +234 816 288 1632 | info@coronationregistrars.com | www.coronationregistrars.com

Proxy form

Dangote Cement Plc RC: 208767: Proxy Form

The Fifteenth Annual General Meeting (AGM) of Dangote Cement PLC will be held on Tuesday, 28 May 2024, at Balmoral Convention Centre, Federal Palace Hotel, 6-8 Ahmadu Bello Way, Victoria Island, Lagos at 11.00 a.m.

I/We...

(Name of Shareholder in block letters)

Being a shareholder of Dangote Cement Plc hereby appoint ....

or failing him/her,... as my/our Proxy

to act and vote for me/us on my/our behalf at the Fifteenth Annual General Meeting of the Company to be held on Tuesday, 28 May 2024, at Balmoral Convention Centre, Federal Palace Hotel, 6-8 Ahmadu Bello Way, Victoria Island, Lagos at 11.00. a.m. and at any adjournment thereof.

Shareholder's signature .... Date ....

I/We desire this proxy to be used in favour of/ or against the resolution as indicated alongside:

S/N	Ordinary business	For	Against	Abstain
1.	To lay the Audited Financial Statements for the Year Ended 31 December 2023 together with the Reports of the Directors, Auditors and the Audit Committee thereon.			
2.	To declare a dividend.			
3.	To re-elect or appoint Directors as follows:			
3.1.	To re-elect Mr. Devakumar V.G. Edwin as a Director, who is retiring by rotation.			
3.2.	To re-elect Mrs. Dorothy Udeme Ufot, SAN as a Director, who is retiring by rotation.			
3.3.	To re-elect Ms. Halima Aliko-Dangote as a Director, who is retiring by rotation.			
3.4.	To re-elect Mr. Abdu Dantata as a Director, who is retiring by rotation.			
3.5.	To re-elect Mr. Philip Mathew as a Director, who is retiring by rotation.			
3.6.	Ratify the appointment of Mr. Alvaro Poncioni Mérian.			
4.	To authorise the Directors to fix the remuneration of the Auditors for 2024 financial year.			
5.	To elect shareholders' representatives of the Statutory Audit Committee.			
S/N	**Special business**	**For**	**Against**	**Abstain**
6.	To approve the remuneration of Directors.			
7.	That the Articles of Association of the Company be and are hereby amended as follows: a. By adding the following as the new Article 15, without substituting the former: **General Meetings and Virtual Participation** "To the extent permitted by Law, all general meetings, inclusive of Annual General Meetings (AGM) and any other meetings of the Company may be held by teleconference, videoconference or other virtual or electronic means of communication, and any person so participating virtually, shall be deemed to have attended such meeting in person and shall be entitled to vote." b. By renumbering all the Articles consecutively from 1 to 52.			
8.	The Board of Directors be and is hereby authorised to take such action as may be required to give effect to the above resolutions; and			
9.	The acting Company Secretary be and is hereby authorised to make any filings at the Corporate Affairs Commission as may be necessary for or incidental to giving effect to the above resolutions.			

Please indicate with an "X" in the appropriate column, how you wish your votes to be cast on the resolutions set out above. Unless otherwise instructed, the Proxy will vote or abstain from voting at his/her discretion.

Notes:

A. A member of the Company entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his/her stead. All proxy forms should be deposited at the registered office of the office of the Registrars (as in notice) not later than 48 hours before the time for holding the meeting.
B. In the case of joint shareholders, any of them may complete the form, but the names of all joint shareholders must be stated.
C. If the shareholder is a corporation, this form must be executed under its Common Seal or under the hand of a duly authorised officer or attorney.
D. The proxy must produce the admission slip along with the notice of the meeting to gain entrance to the meeting.
E. It is the requirement of the law under the Stamp Duties Act, Cap S8, Laws of the Federation of Nigeria, 2004 that all instruments of proxy to be used for the purpose of voting by any person entitled to vote at any meeting of shareholders must bear the appropriate stamp duty from the Stamp Duties Office (not adhesive postage stamps).

Before posting form, please tear off this part and retain it for admission to the meeting.

Admission slip

15th Annual General Meeting of Dangote Cement Plc to be held at Balmoral Convention Centre, Federal Palace Hotel, 6-8 Ahmadu Bello Way, Victoria Island, Lagos on Tuesday, 28 May 2024, at 11.00 a.m.

Please admit the Shareholder named on this Slip or his/her duly appointed proxy

Shareholder's name:	Shareholder's address:
Number of shares held:	Signature:

The Registrar,
Coronation Registrars Limited
9, Amodu Ojikutu Street,
Victoria Island,
Lagos, Nigeria

Dangote Cement Plc
Union Marble House
1 Alfred Rewane Road,
PMB 40032, Falomo Ikoyi,
Lagos, NIGERIA