

# Responding to COVID-19

At Dangote Cement, the health and safety of our team members, customers, suppliers and communities is a core value. We have proactively deployed all recommended measures and implemented several rigorous protocols in all our operations across the continent.



### Responding to COVID-19

From the beginning of the COVID-19 pandemic, we activated our business continuity management processes in line with the Group policy. All employees at the Dangote Cement offices and factories implemented workplace control measures to protect against the spread of COVID-19.

These measures include the use of hand sanitisers, temperature checks, social distancing, smart working and so-on.

**24/7**  
**Medical Helpline for staff to address all COVID-19 related issues**

## Financial



### Maintaining liquidity

We proactively monitored key dimensions of our operations to prevent and mitigate the adverse effects of the pandemic on the workforce as well as prevent negative financial impacts. We closely controlled our capital expenses, working capital needs and fixed costs to maintain strong and resilient cash positions. To maintain an optimal capital structure, we constantly consider appropriate options – such as our maiden issuance of ₦100 billion series 1 fixed rate five-year bond in April of 2020.

### Link to business model

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### Link to strategy

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### Maintaining a strong business

Whilst most of our businesses remained fully operational and continued to supply customers with their needs, in a limited number of markets, such as South Africa, we were required to close our operations in order to comply with Government regulations. In such circumstances, we deployed every effort to work with customers in order to ensure business continuity while ensuring full compliance with local regulations. We remain in a strong position despite the economic downturn owing to COVID-19. Although the second quarter was greatly impacted by lockdowns and restrictions across our operations, we experienced a strong year with 8.6% Group volume growth.

### Link to business model

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**Financial** continued

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**Financial impact**

As a result of the COVID-19 pandemic, South Africa, Ghana, Congo and Nigeria experienced full or partial lockdown in most of April, which impacted our operations. In the second quarter, we experienced a 3% drop in volumes and 2% drop in EBITDA. However, business levels in May and June showed a marked improvement on those recorded in April. By the second half of the year, we experienced a strong recovery, with the cement market bouncing back and remaining very strong for the remainder of the year.

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**Supporting our communities**

We take our role of social responsibility seriously and we have taken deliberate steps to deploy resources to help our communities overcome hardships in this crisis. Dangote Cement has spent \$5.8 million in response to COVID-19 to ensure the safety and protection of its people, customers and communities.

CACOVID, an intervention initiative set up by Aliko Dangote to combat COVID-19 in Nigeria, and the Aliko Dangote Foundation (ADF) have raised over ₦38 billion in 2020. The ADF has donated ₦2.5 billion, 16 Ambulances and Rapid Response vehicles across states, whilst 1.7 million households and 10 million people have been fed in 774 Lagos Government Authorities.

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**How we are creating value**

The Group has provided isolation centres in our Obajana and Ibesse plants, face masks, thermometers, sanitisers, disinfectants and financial support for testing of suspected cases to ensure the protection of staff and customers in all our operations.

Despite the impact of the pandemic, Dangote Cement's financial performance remains strong in Nigeria and Pan-Africa. Furthermore, we paid ₦272.7 billion in dividends to shareholders and completed a successful buyback programme. Lastly, our National Consumer Promo has made 471 millionaires across all states in Nigeria.

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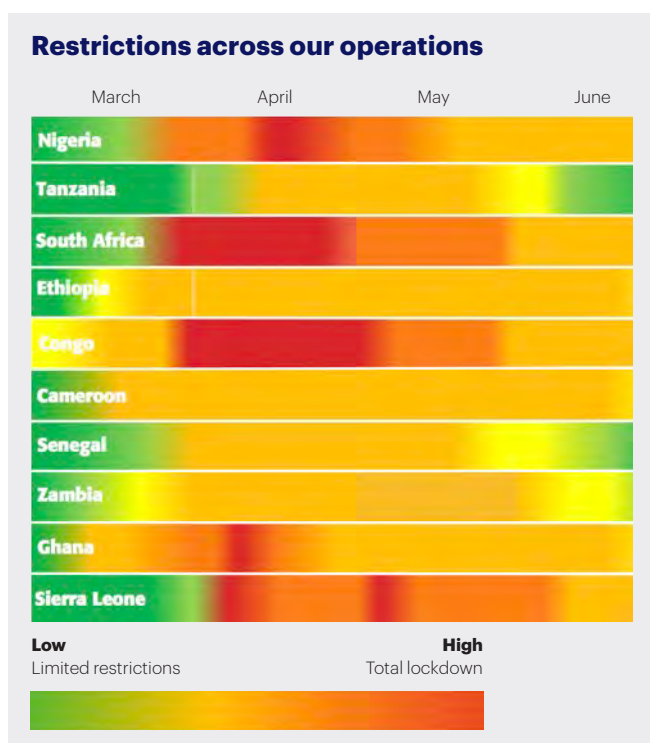
# Impact of COVID-19

We are focused on adapting to the rapidly evolving way of working and doing business in each market we operate.

The world faced an unprecedented health and economic crisis in 2020. Although the onset of the pandemic was initially delayed in Sub-Saharan Africa, and infection rates were relatively low compared to other parts of the world, there was a resurgence of new cases and repeated outbreaks across the region. Countries acted swiftly to protect their people from the worst of the crisis.

## What we did in response to COVID-19

From the beginning of the pandemic, Dangote Cement proactively deployed all recommended measures to protect the health and wellbeing of its employees, customers, suppliers and communities. As such, we implemented several rigorous protocols in all our operations across the continent to support public health policies and ensure the highest level of protection of our stakeholders. We were closely monitoring all markets according to the guidance provided by the authorities in each country.



## “Looking after our people during COVID-19 – Work from home.”

All employees at the Dangote Cement offices and factories implemented workplace control measures to protect against the spread of COVID-19, and reduce work related risk and ensure business continuity. These measures include the use of sanitisers, temperature checks, social distancing, smart working and so-on. We also enforced a strict travel restriction for all our staff. We implemented remote working and working from home in line with health and safety measures as well as regulatory compliance.



“I was pleasantly surprised at how my Team and I managed to keep up with all the deliverables and meet tight deadlines. It was quite interesting working with the collaborative tools at our disposal, and thanks to the IT team, we managed to stay connected with each other online. I am pleased and proud to be part of a successful working family at Dangote, where the health and safety of employees and clients remains at the heart of our business.”

**Mmema, HSSE**



## Building a rapid action plan

### Statement by Group HSSE Director, Massimo Bontanin

Once the World Health Organization (WHO) declared the outbreak of COVID-19 to be a Public Health Emergency, we began the potential outbreak risk identification and notification to the Executive Management of the impending risks.

Subsequently, we set up a Group COVID-19 Task Force Team made up of business units, Health, Safety, Security and Environment (HSSE), and risk management leaders. This then progressed to the development and approval of a detailed risk control prioritisation action plan. Seeing the need for additional support, we identified and engaged a competent Medical Consultant Team (epidemiologists) to oversee our strategy and afford the Group competent advisory in relation to the outbreak management and response plans.

The following key actions were developed, implemented and monitored:

- Rigorous awareness promotion/campaigns and webinars to staff, contractors, customers and local communities.
- Training of key persons (Site Medics, Security, HSE, HR etc.).
- Implementation of use of sanitisers, temperature checks including installation of thermal scanner cameras at our major locations including the manufacturing plants and other operations.
- Development of SOPs (Standard Operating Procedures) and identification of holding areas, isolation areas and quarantine locations.
- Identification and arrangements for designated holding areas and isolation centres and collaboration with suitable private healthcare institutions for critical cases.
- A Group COVID-19 Helpline went live. This functions as a dedicated 24/7 Medical Helpline for staff to address all COVID-19 related issues.

- Coordinated Group-wide COVID-19 testing. The Group COVID-19 Centre (“HQ”) facilitated liaison with local authorities and approved private labs for testing arrangements as and when required.
- Finally, a roll out of a suitable and sufficient medical aftercare and support service was provided Group-wide for identified staff. They are monitored virtually and physically depending on specific case requirements or circumstances.
- Daily reporting on the implementation of all action plans and regular management reviews with hands-on Group Executive Management oversight.

### Group COVID Centre

The Group COVID Centre was created in June and works on a 24/7 basis. The activities include scheduling staff for tests, coordinating activities at the test centre, releasing test results, monitoring aftercare services provided to staff, monitoring staff admitted at government or privately run isolation centres, engagement with internal and external stakeholders on COVID-19 management and managing the COVID-19 Helpline.

### Donations and impact

Dangote Cement has spent \$5.8 million in response to COVID-19 to ensure the safety and protection of its people, customers and communities.

- Zambia donated PPEs to the Ministry of Health and bags of cement for Ndola Central Hospital.
- Cameroon donated PPEs, thermometers etc. to the Ministry of Public Health and major hospitals in Douala.
- Nigeria made donations to the federal governments and donated COVID-19 relief packages to the communities.
- Senegal donated to the national COVID-19 fund. Donated liquid soap, distilled water and rice to communities.
- Ethiopia made donations to the Federal and Local Government plus various donations including face masks, hand sanitisers and water supply.

### CACOVID – private sector coalition against COVID-19

Our Chairman, Alhaji Aliko Dangote GCON, has been in the forefront of combatting the COVID-19 pandemic in Nigeria and several African countries. The Private Sector led Coalition Against COVID-19 (“CACOVID”) that he conveyed at the outset of the pandemic has so far raised over ₦38 billion in 2020 in support of various medical and social interventions. The Aliko Dangote Foundation contributed ₦2.5 billion to The Aliko Dangote Fund; provided two laboratories and 40,000 test supplies valued at \$1 million; refurbished Thermal Cameras at all major International Airports in Nigeria; donated 16 ambulances and several vehicles for COVID-19 rapid responses in Lagos, Kano and Jigawa States. The Foundation has also distributed food palliatives, feeding 1.7 million households across 774 LGAs in Nigeria.