

# FY 2021 results

AUDITED RESULTS FOR THE YEAR  
ENDED 31<sup>ST</sup> DECEMBER 2021



1<sup>st</sup> March 2022

@dangotecement



[www.dangotecement.com](http://www.dangotecement.com)



# FY 2021: Another record year

## FINANCIAL

Profit after tax up 32.0%  
at **₦364.4B**

Group EBITDA up 43.2%  
at **₦684.6B**

Higher dividend  
recommended at  
**₦20.00**

## OPERATIONAL

Group volumes up 13.8%  
at **29.3Mt**

Nigeria volumes up 16.8%  
at **18.6Mt**

3Mt Okpella plant ramp up  
on track

## SUSTAINABILITY

SDG  
Alignment

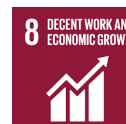
**27%** female Board  
representation

Diverse Board with **6**  
different nationalities



Accorded the long-term  
issuer rating of **AAA** by  
GCR

Highest issuer rating  
accorded by GCR



**2.6%** alternative fuel  
thermal substitution rate  
versus 1.7% in 2020

Rated **"B-"** by CDP and  
in 2021 become a CDP  
supported.



***Creating Sustainable Value for Shareholders***



# The year at a glance.....



March

## AAA rating accorded by GCR

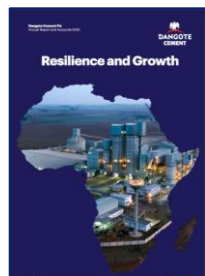
GCR upgraded DCPs long-term Issuer rating to AAA



June

## Financial results released in XBRL format

The first Nigerian listed company to report its financial results in XBRL format using IFRS taxonomy



May

## Virtual AGM

Released our 2020 combined Annual and Sustainability Report



June

## Tanzania Power Plant Commissioning

Commissioning of second gas fired power plant in Tanzania



May

## Bond Issuance

Successful issuance of Series 1 Fixed Rate Bonds under new ₦300 billion Multi-Instrument Issuance Programme



August

## Commercial Paper Programme

Establishment of a new ₦150 billion Commercial Paper Programme



May

## Resumed Clinker Shipments

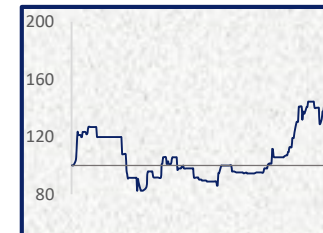
Recommended clinker shipments from Nigeria



September

## Sustainability Week

Theme: "Building a Sustainable Future: The Dangote Way"



June

## Share buy-back renewal

Buy-back programme renewal approved by the Securities and Exchange Commission



December

## Rating upgrade to B-

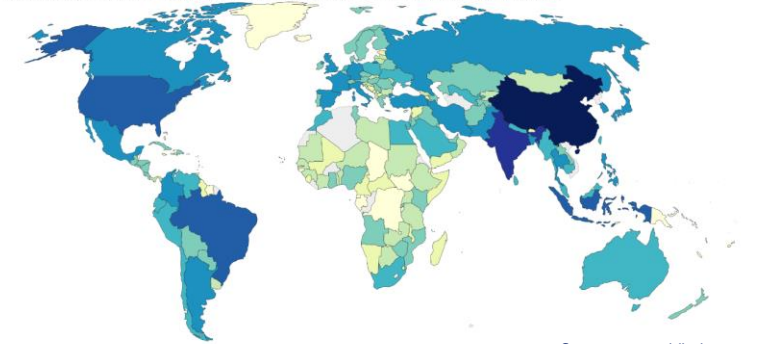
CDP climate rating upgraded to B- for our commitment to climate change. Became a CDP supporter

# Macro-economic environment

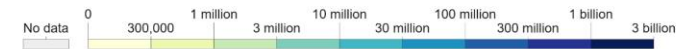
- Sub-Saharan Africa (SSA) is experiencing the welcomed economic recovery on the back of the COVID-19 pandemic and commodity market decline in 2020.
- According to the IMF, SSA grew by 4.0% in 2021. The growth largely results from a sharp improvement in global trade and commodity prices.
- Our countries of operation are estimated to all grow in 2022, with Sierra Leone, Ghana and Senegal expected to grow at the highest rates.
- According to the IMF, faster vaccine deployment would accelerate the region's growth.
- At DCP, we have continued our vaccination advocacy and roll-out across all countries of operations.

Number of people who completed the initial COVID-19 vaccination protocol, Feb 13, 2022

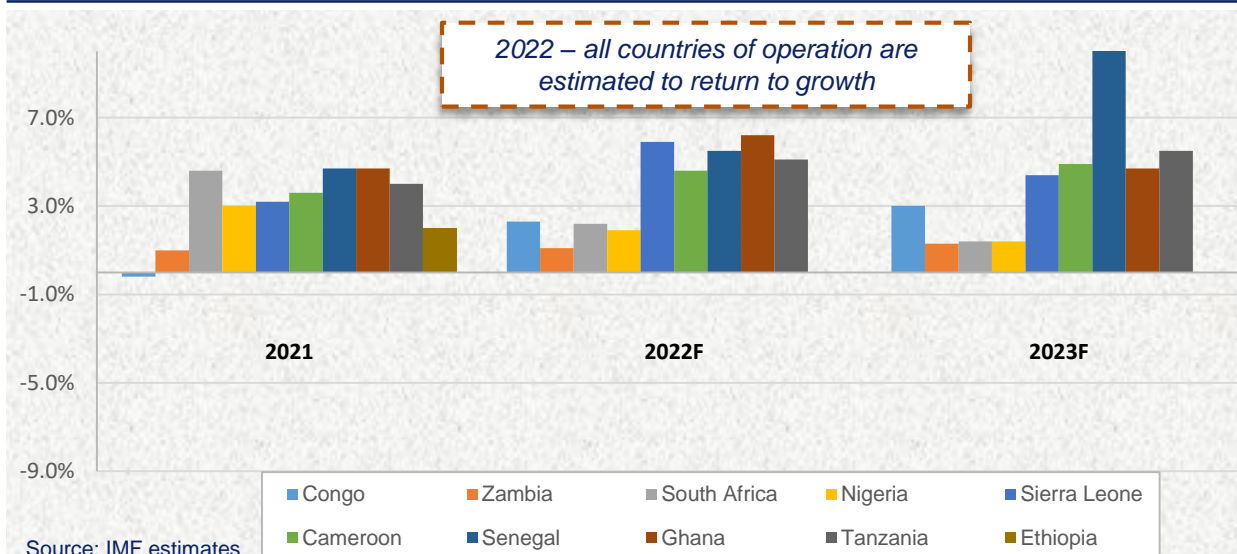
Total number of people who received all doses prescribed by the initial vaccination protocol.



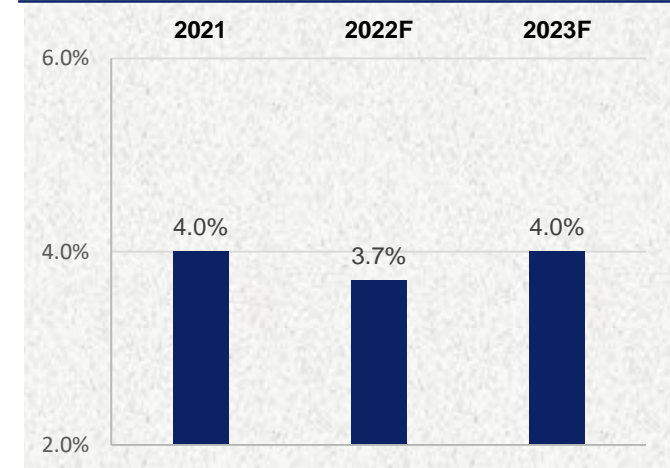
Source: ourworldindata.org



## GDP growth across our operating environment



## SSA GDP growth



Source: IMF estimates



# Financial and Operational Overview





# FY 2021 – Strong set of results

## Financial

- Group revenues up 33.8%, supported by strong volume growth
- Group EBITDA up 43.2%; with EBITDA margin of 49.5%
- Nigeria EBITDA up 44.8%; higher realised prices offset inflationary pressure on some cost lines
- Pan-Africa EBITDA up 24.6%, with an EBITDA margin of 22.4%
- Strong earnings with EPS up 31.6% at ₦21.24
- ₦20.00 dividend recommended for 2021

## Operational

- Group volumes up 13.8% to 29.3Mt, supported by strong demand across all operations
- Nigeria volumes up 16.8%, supported by an increase in housing infrastructure and commercial construction
- Pan-Africa volumes up 8.7% despite volatility in the landing cost of cement and clinker
- Another record result, with double digit growth across board
- Completion and ramp-up of the two gas turbines in Tanzania, supported strong Pan-Africa performance

Year ended 31 <sup>st</sup> December	2021	2020	Change
<b>Sales volumes*</b>	'000t	'000t	%
Nigeria	18,612	15,936	16.8%
Pan-Africa	10,856	9,982	8.7%
Inter-company sales	(197)	(197)	
<b>Total</b>	<b>29,271</b>	<b>25,720</b>	<b>13.8%</b>
<b>Revenues</b>	₦m	₦m	%
Nigeria	993,399	719,945	38.0%
Pan-Africa	397,329	318,681	24.7%
Inter-company sales	(7,091)	(4,430)	
<b>Total</b>	<b>1,383,637</b>	<b>1,034,196</b>	<b>33.8%</b>
<b>EBITDA</b>	₦m	₦m	%
Nigeria**	610,196	421,417	44.8%
Pan-Africa**	88,830	71,313	24.6%
Inter-company and central costs	(14,431)	(14,608)	
<b>Total</b>	<b>684,595</b>	<b>478,122</b>	<b>43.2%</b>
<b>EBITDA margin**</b>	%	%	
Nigeria	61.4%	58.5%	2.9pp
Pan-Africa	22.4%	22.4%	-
<b>Group</b>	<b>49.5%</b>	<b>46.2%</b>	<b>3.3pp</b>
<b>EPS</b>	<b>21.24</b>	<b>16.14</b>	<b>31.6%</b>

- \*Sales volumes include cement and clinker
- \*\*Before central costs and eliminations

# Group Financial Overview

## Income Statement

	FY 2021 ₦m	FY 2020 ₦m	% change
Revenue	1,383,637	1,034,196	33.8%
Cost of sales	(551,019)	(437,970)	25.8%
<b>Gross profit</b>	<b>832,618</b>	<b>596,226</b>	<b>39.6%</b>
<i>Gross margin</i>	<b>60.2%</b>	57.7%	2.52Pp
<b>EBITDA</b>	<b>684,595</b>	<b>478,122</b>	<b>43.2%</b>
<i>EBITDA margin</i>	49.5%	46.2%	3.3Pp
<b>EBIT</b>	<b>582,491</b>	<b>386,734</b>	<b>50.6%</b>
<i>EBIT margin</i>	42.1%	37.4%	4.7Pp
Finance income	20,765	29,814	(30.4%)
Finance cost	(65,707)	(43,988)	49.4%
Share of Associate's profit	817	750	8.9%
<b>Profit before tax</b>	<b>538,366</b>	<b>373,310</b>	<b>44.2%</b>
Income tax (expense)/credit	(173,927)	(97,242)	78.9%
<b>Profit for the period</b>	<b>364,439</b>	<b>276,068</b>	<b>32.0%</b>
<b>Earnings per share</b>	<b>21.24</b>	<b>16.14</b>	<b>31.6%</b>



# Group Financial Overview (cont'd)

## Movement in debt

	Cash ₦m	Debt ₦m	Net debt ₦m
<b>As at 31<sup>st</sup> December 2020</b>	<b>145,835</b>	<b>(483,110)</b>	<b>(337,275)</b>
Cash from operations before working capital changes	682,900	-	682,900
Change in working capital	(60,853)	-	(60,853)
Income tax paid	(33,408)	-	(33,408)
Additions to fixed assets	(184,576)	-	(184,576)
Loan repaid by related party	20,000	-	20,000
Change in non-current prepayments and payables	27,306	-	27,306
Other investing activities	(848)	-	(848)
Net Lease receivables	5,960	-	5,960
Share buyback	(9,833)	-	(9,833)
Dividend paid	(272,005)	-	(272,005)
Net interest payment	(41,309)	-	(41,309)
Net loans obtained (repaid)	4,284	(4,284)	-
Overdraft	71,679	(71,679)	-
Other cash and non-cash movements	(15,289)	(5,867)	(21,156)
<b>As at 31<sup>st</sup> December 2021</b>	<b>339,843</b>	<b>(564,940)</b>	<b>(225,097)</b>





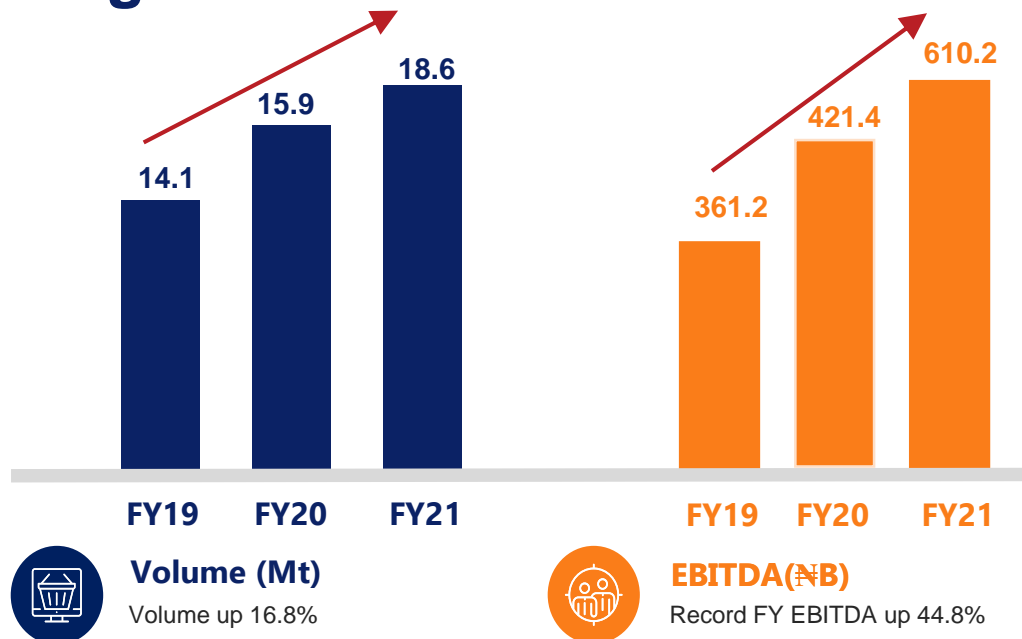
# Group Financial Overview (cont'd)

## Balance Sheet

	As at 31/12/21 ₦m	As at 31/12/20 ₦m
Property, plant and equipment	1,472,859	1,390,687
Other non-current assets	40,996	77,072
Intangible Assets	5,122	4,554
Current Assets	533,199	404,303
Cash and Cash Equivalents	339,843	145,835
<b>Total Assets</b>	<b>2,392,019</b>	<b>2,022,451</b>
Non-current liabilities	155,305	142,756
Current liabilities	688,105	505,615
Debt	564,940	483,110
<b>Total Liabilities</b>	<b>1,408,350</b>	<b>1,131,481</b>
<b>Net Asset</b>	<b>983,669</b>	<b>890,970</b>



# Nigeria – A record result across board



- Strong FY sales volumes in Nigeria of 18.6Mt, with growth at 16.8%; despite extended plant maintenance
- Robust growth trend continues with strong demand from housing and infrastructure
- Solid performance with record high FY EBITDA of ₦610.2B, up 44.8%
- Strong demand was supported by improved route to market channels and additional trucks to enhance our distribution network.
- 3mta Okpella plant production ramp up on track
- Seven clinker shipments with a total volume of 197Kt; while we exported 706Kt of cement by road

## Financial Summary - Nigeria

Year ended 31st December	2021	2020	Change
Cement (Kt)	18,415	15,739	17.0%
Clinker (Kt)	197.0	197.0	-
Total volumes (Kt)	18,612	15,936	16.8%
Revenue (₦m)	993,399	719,945	38.0%
EBITDA** (₦m)	610,196	421,417	44.8%
EBITDA margin**	61.4%	58.5%	2.9pp

\*\*Before corporate costs and inter-company eliminations



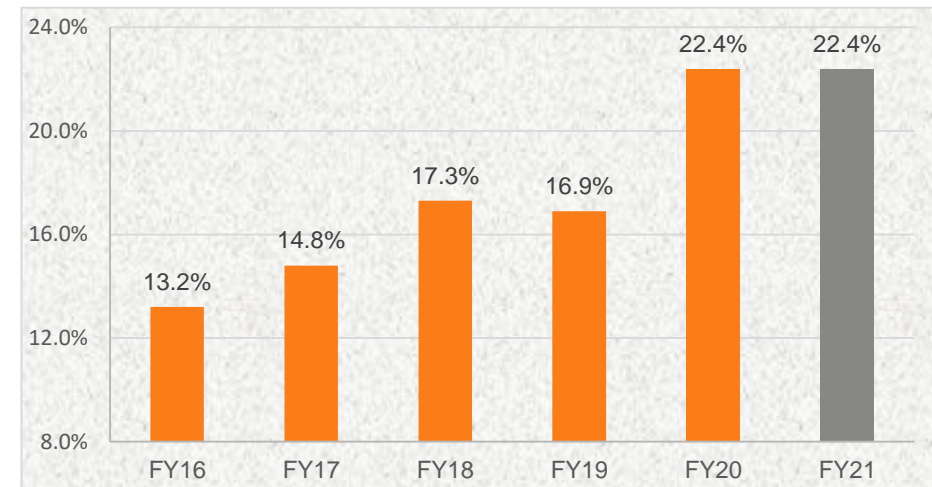
Pre-heater system cyclone at Okpella plant



# Pan-Africa – Strong volume growth

- Volumes up 8.7% to 10.9Mt as demand remains strong across all operations
- Revenues up 24.7 % to ₦397.3, supported by higher realised prices and volume growth
- Strong EBITDA of ₦88.8B, up 24.6%, EBITDA margin of 22.4%
- Strong performance in Ethiopia, Senegal and Zambia
- Cost pressure on countries importing clinker (Cameroon) and cement (Ghana, Sierra-Leone) due to freight costs and overall scarcity
- Strong performance improvement in Tanzania following the commissioning of power plant

## EBITDA trend



## Financial Summary – Pan-Africa

Year ended 31 <sup>st</sup> December	2021	2020	Change
Cement (Kt)	10,634	9,901	7.4%
Clinker (Kt)	222	82	172.4%
Total volumes (Kt)	10,856	9,982	8.7%
Revenue (₦m)	397,329	318,681	24.7%
EBITDA** (₦m)	88,830	71,313	24.6%
EBITDA margin**	22.4%	22.4%	-

\*\*Before corporate costs and eliminations



# Country updates



## CAMEROON

- Estimated 4.0Mt total market sales for FY 2021
- Increase in consumption owing to individual construction projects, including roads and bridges, and government housing estates.
- DCP Cameroon sold over 1.4Mt for FY 2021, up 3.0% compared to FY 2020
- 34% market share for the period



## CONGO

- Estimated market sales of 800Kt for FY 2021
- DCP Congo sold 486Kt of cement, a 25% increase compared to FY 2020
- 53% market share for the period



## ETHIOPIA

- Estimated 7.0Mt total market sales for FY 2021
- DCP sales of 2.4Mt for FY 2021, up 11% compared to FY 2020 owing to improved plant performance
- 34% market share for the period



# Country updates



## GHANA

- Estimated over 7.0Mt total market sales for FY 2021
- DCP Ghana sold 353Kt of cement, down 16% increase compared to FY 2020
- 5.0% market share for the period



## SENEGAL

- Estimated 7.9Mt total market sales for 9M 2021
- DCP sales of 1.6Mt for FY 2021.
- 20% market share for the period



## SIERRA LEONE

- Estimated market sales of 1.0Kt for FY 2021
- DCP sales of 247Kt for FY 2021, down 9% compared to FY 2020
- 24.5% market share for the period

# Country updates



## **SOUTH AFRICA**

- High residential housing demand since H2 2020
- Sales at DCP South Africa remain relatively flat year on year mainly due to housing and government spending programmes



## **TANZANIA**

- Estimated 6.2Mt total market sales for FY 2021
- DCP sales of 1.7Mt for FY 2021, including 222Kt of clinker
- Volumes up 56%
- 28% market share for the period
- Continuous increase in plant output leveraging on our power plant commissioning at the end of 2020



## **ZAMBIA**

- Estimated 2.5Mt total market sales for FY 2021
- DCP sales of 736Kt for FY 2021, down 5% compared to FY 2020
- 30% market share for the period



# Debt and Liquidity

Robust Capital Structure



# Track record of accessing Debt Capital Market



## Bond Programme

*In April 2020, DCP successfully completed the issuance of its maiden ₦100B series 1 fixed rate 5-year bond.*

*In May 2021, DCP successfully raised series 1, Tranche A, B and C 3-year, 5-year and 7-year unsecured fixed rate Bonds, under a fresh NGN300 billion Debt Issuance Programme.*

DCPs new ₦300B Multi-Instrument Programme enables it to issue Green Bonds and Sukuk, allowing the company to consider leveraging the depth and breadth of the Nigerian debt market.

## Bond – Key Terms

Bond	Date issued	Tranches	Pricing	Maturity
₦100B	April 2020	-	12.5%	2025
₦50B	May 2021	A - ₦3.6B	11.25%	2024
		B - ₦10.4B	12.5%	2026
		C - ₦35.9B	13.5%	2028
₦50B was issued under a new 300B Debt Issuance Programme				

## Commercial Paper Programme

*Issued an aggregate of almost NGN500 billion in Commercial Papers since 2018.*

*In August, we successfully established of a new ₦150 billion Commercial Paper Programme*

Outstanding Commercial Paper				
Series	Value (₦bn)	Tenor	Discount rate	Due date
Series 1	15.200	90 days	8.5%	24-02-22
Series 2	7.958	180 days	9.0%	25-05-22
Series 3	17.842	270 days	9.3%	23-08-22



**Bonds & Loans  
AFRICA AWARDS**

9th March 2022 | Mount Nelson, Cape Town

***Dangote Cement's ₦100bn maiden Senior Unsecured Bond has been selected as the winner of this year's Bonds, Loans & Sukuk Africa Awards for Local Currency Corporate Bond Deal of the Year.***

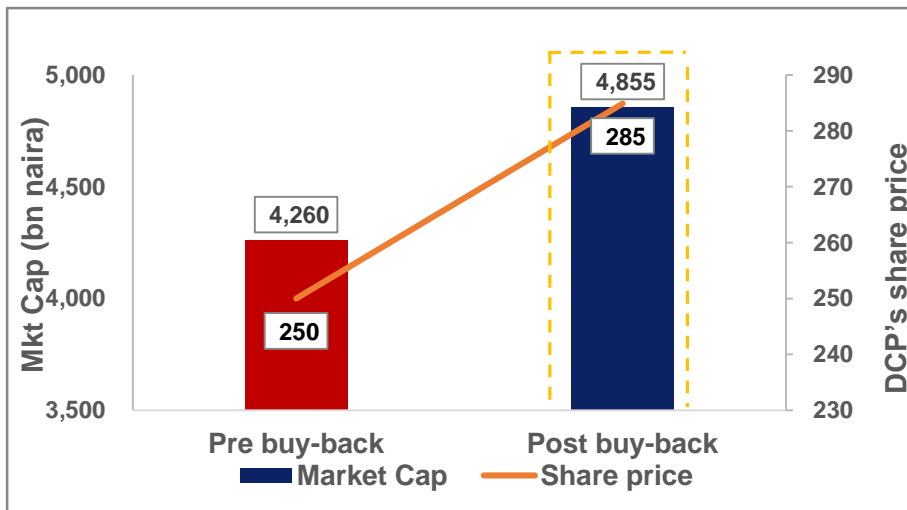


# Successful share buy-back programme

*In January 2022, DCP completed the second tranche of its buy-back programme.*

## Buy-back – tranche II

- DCP's bought back 0.74% of its issued and fully paid-up ordinary shares.
- The buy-back was exercised at an average price of ₦276.89/share.
- The overall outcome of the tranche II buy-back was successful, with DCP achieving a record share price of ₦284.9/share.
- Post buy-back market capitalization was ₦4,854.8 billion.



## Dangote Cement share buy-back summary

### Share Capital Analysis

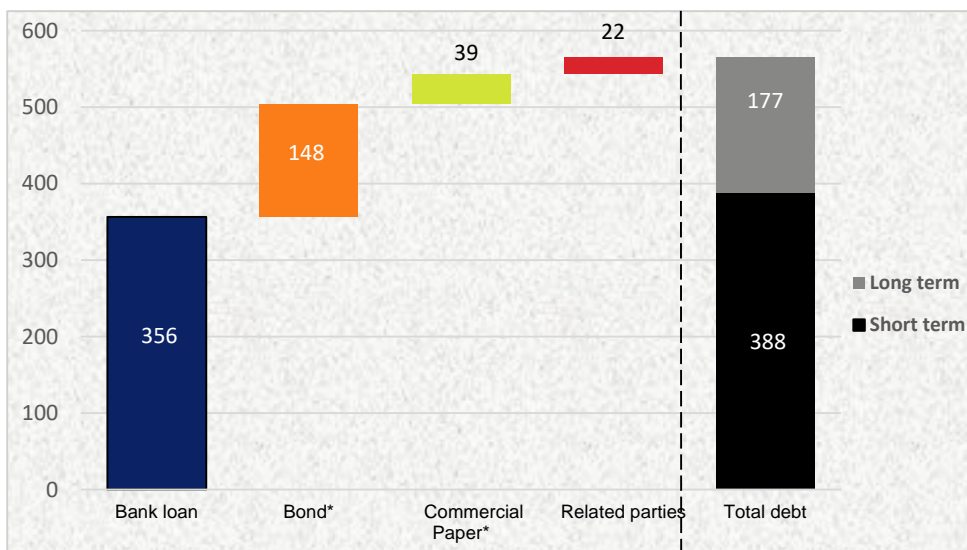
Pre-Buy-Back number of shares <sup>1</sup>	17,040,507,404
Shares bought back (Tranche I)	(40,200,000)
Shares bought back (Tranche II)	(126,748,153)
<b>Total number of residual issued and fully paid outstanding shares</b>	<b>16,873,559,251</b>
<hr/>	
Total shares bought back (Tranche I&II)	166,948,153
Percentage of shares bought back	0.98%
Number of shares cancelled	Nil

*The share buy-back programme reflects DCP's commitment to continuously improve shareholder's wealth*

# Robust Capital Structure

*Strong balance sheet with available liquidity*

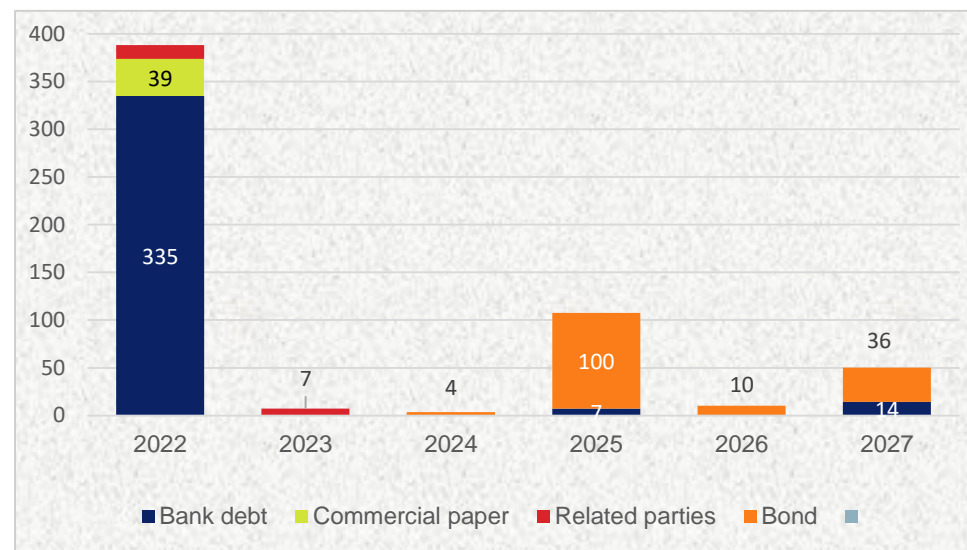
**Diverse Capital Structure, ₦B**



Bond face value - ₦150B

Commercial Paper face value – ₦41B

**Debt Maturity Profile, ₦B**



- The available liquidity, cash generation and undrawn borrowing capabilities secure DCPs short-term debt coverage
- Strong FY cash flow generation leading to cash flow from operating activities of ₦682.9B, up 41.2% year on year.

# Accorded the Highest Issuer Rating by GCR

## LENDING DIVERSIFICATION

Facility	Pricings	Draw down	Tenor
Bond	12.5%	₦100B	2025
Bond (tranche A,B&C)	11.25%-13.5%	₦50B	2024-2028
Bank debt	various	₦356B	2021-2023
Commercial Paper	8.3-9.3%	₦41B	2022
Related parties	6%-8.5%	₦22B	2021-2025

*The only Nigerian corporate to receive the AAA issuer rating by GCR*

## RATINGS

- On 30 March 2021, **Global Credit Ratings**
  - upgraded the long-term Issuer rating to AAA (NG) and affirmed the short-term issuer rating of A1+(NG), with outlook as Stable
  - upgraded the long-term Issue rating of AAA (NG) accorded to DCPs existing N100bn Series 1 Fixed Rate Bond and assigned an indicative rating of AAA (NG) to its proposed Up to N300bn Bond
- On 2 December 2021, **Moody's**:
  - affirmed (P)B2 local currency rating and Aa3.ng national scale rating (NSR) to the NGN300 billion domestic medium-term programme issued by DCP
  - affirmed DCP's B2 long term corporate family rating (CFR). The rating outlook is stable, similar to that of the sovereign





# Sustainability

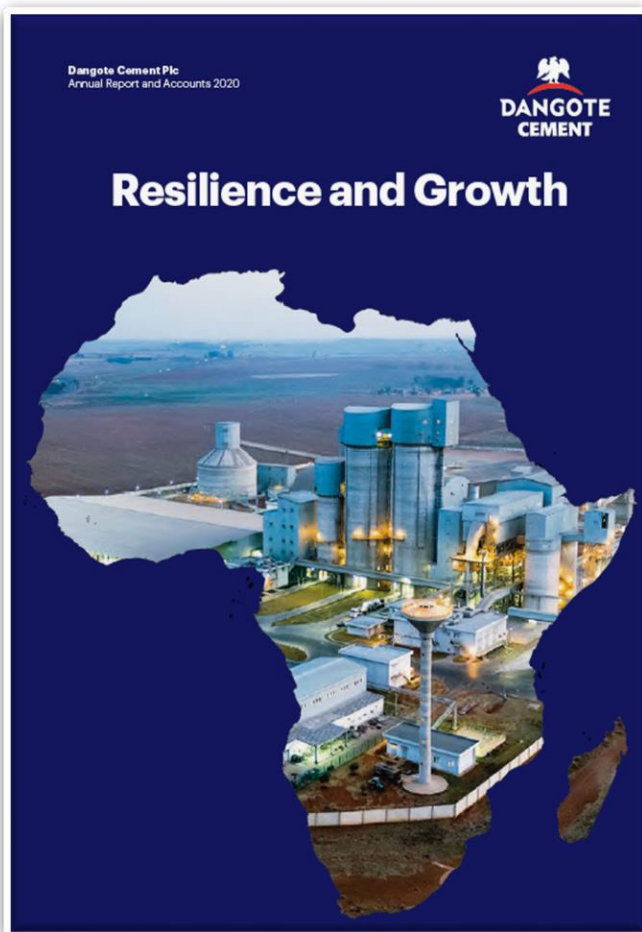


# Sustainability & Governance – The Dangote Way

Our 7 Sustainability Pillars are embedded in our culture and guide our approach to building a sustainable business.

We released our **2020 combined Annual Report and Sustainability Report** with ESG data presented as per Global Reporting Initiative (GRI) referential and external assurance by Deloitte.

**First listed company on the NGX to issue a report combining our financial and non-financial information**



## Sustainability Reporting Best Practices



Global Cement and Concrete Association



SEC Code of Corporate Governance





# Institutional Pillar – Strong Governance Framework

**5** GENDER  
EQUALITY



**10** REDUCED  
INEQUALITIES



## Board of Directors (includes five Independent Directors)

Aliko Dangote <sup>(1)</sup>	Ernest Ebi *
Michel Puchercos	Devakumar Edwin
Olakunle Alake	Emmanuel Ikazoboh *
Cherie Blair*	Philip Mathew
Sani Dangote <sup>(3)</sup>	Viswanathan Shankar
Abdu Dantata	Dorothy Ufot *
Sir Michael Davis*	Douraid Zaghouni
Berlina Moroole	Halima Aliko-Dangote

## Diverse Board

Gender diversification: **27%** female Board members

**6** different nationalities

**5** Independent Non-Executive Directors

### Finance & Investment Committee

V. Shankar <sup>(1)</sup>  
Olakunle Alake  
D.V.G. Edwin  
Douraid Zaghouni  
Sir Michael Davis

### Audit, Compliance & Risk Management Committee

Ernest Ebi <sup>(1)</sup>  
Cherie Blair  
Emmanuel Ikazoboh  
Dorothy Ufot

### Remuneration, Nominations & Governance Committee

Emmanuel Ikazoboh <sup>(1)</sup>  
Ernest Ebi  
Sir Michael Davis  
Cherie Blair

### Sustainability & Technical Committee

Sir Michael Davis <sup>(1)</sup>  
Olakunle Alake  
D.V.G. Edwin  
Dorothy Ufot  
Abdu Dantata  
Douraid Zaghouni

### Statutory Audit Committee<sup>(2)</sup>

Robert Ade-Odiachi<sup>(1)</sup>  
Nicholas Nyamali  
Sheriff Yussuf  
Olakunle Alake  
Emmanuel Ikazoboh  
Ernest Ebi

**Note:** \* denotes Independent Non-Executive Directors.

1. Chairman of Committee

2. The Statutory Audit Committee is not a Committee of the Board

3. Passed away 14 November 2021

# Environmental Pillar – Focus on Alternative Fuel project



## Circular Economy Model

*We have increased corporate focus and strategy by committing to the use of alternative fuel sources in our energy mix.*

Waste type	We are exploring fully the feasibility of increasing the use of alternative energy in our cement production, through co-processing of wastes such as: agro wastes, waste lubricants, tyre derived fuels, saw dust, packaging materials
Benefits	<ul style="list-style-type: none"> <li>• Lower CO2 emission</li> <li>• Alternative energy sourced from environment reduces cost and supports local economies</li> <li>• Lower dependence on foreign currencies</li> <li>• Sustainable waste management</li> </ul>

## Alternative Fuel Project

*So far this year, DCP's plants are installing AF equipment (Mechanical Multi-Fuel systems ) that can process diverse types of wastes*

- Thermal substitution rate is estimated at **2.6%** for FY 2021 vs. 1.7% in FY 2020.
- DCP co-processed **89,000 tons** of waste in 2021, an increase of **60%** over 2020

	Wastes co-processed include:
1	Waste lubricants
2	Biomass/Agro wastes (Rice Husks, Palm kernel shells, peanuts shell, Cashew Nut shell, Coffee Husk , Saw dust)
3	Industrial wastes (Paper waste, waste Plastics)
4	Scrap tires
5	Fly ash

	FY 2021	FY 2020	%
Energy consumption (Kcal/kg)	828	860	(3.7)
CO2 emission (kg CO2/tonne)	644	623	3.4
Water consumption (m3/tonne)	277	264	4.9



# Environmental Pillar – AF usage across our operations

## Current AF usage

**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



**13** CLIMATE  
ACTION



Carbon pellet,  
Agro waste  
peanuts,  
industrial coal

Coffee husk,  
saw dust,  
whole tires

Cut tires

PKS  
Rice husk

Cashew nut shell,  
scrap tires, paper  
waste, saw dust,  
waste plastics

Small tires,  
saw dust, PP  
bags, fly Ash

Fly ash

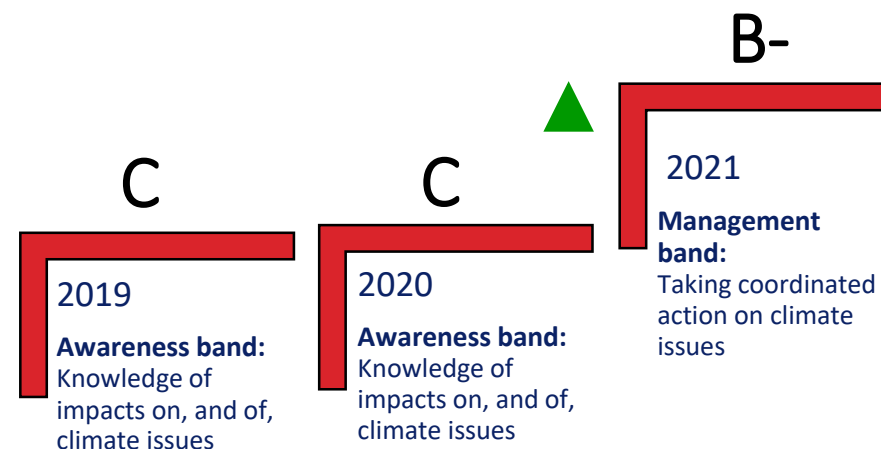
## Waste development for future use

Nigeria	Saw dust, palm shaft, maize Cobs, cashew nut shell, sugar cane bagasse
Ethiopia	Juliflora, Bagasse, RDF
Congo	Sugarcane bagasse, Elephant grass wood chips
Senegal	Industrial waste, Biomass, Fly Ash
South Africa	Scrap tires
Tanzania	Sugar Cane, Tobacco dust, plastic waste, maize husk Charcoal Briquettes, Cashew nut shell
Zambia	Agro waste, wood chip

# Environmental Pillar – CDP rating upgraded to B-



- Submission to Carbon Disclosure Project (CDP)
- Rated “B-” by CDP on our carbon disclosure for 2021
- One of the highest ratings in Sub-Saharan Africa and the only Nigeria company rated by CDP
- In 2021 DCP became a CDP supporter.



CDP™  
SUPPORTER  
2021



“As a mission-based non-profit that runs the global environmental disclosure system, CDP greatly values the support of Dangote Cement. Action this decade is critical to ensuring that we can limit global warming to 1.5°C and safeguard our planet’s natural resources. Quite simply what is measured can be managed. **Through its 2021 disclosure to CDP, Dangote Cement has demonstrated its clear commitment to transparency around its environmental impacts and its strategies for action. This benefits the company as well as its shareholders, customers, and employees alike.**”

**Sonya Bhonsle, Global Head of Value Chains & Regional Director Corporations**

## 2021 World Environment Day (WED) Commemoration

36 initiatives  
20 awareness sessions & campaigns  
829 trees planted

Over **850** employees volunteered for various environment friendly initiatives





# Financial Pillar – Creating value for shareholders

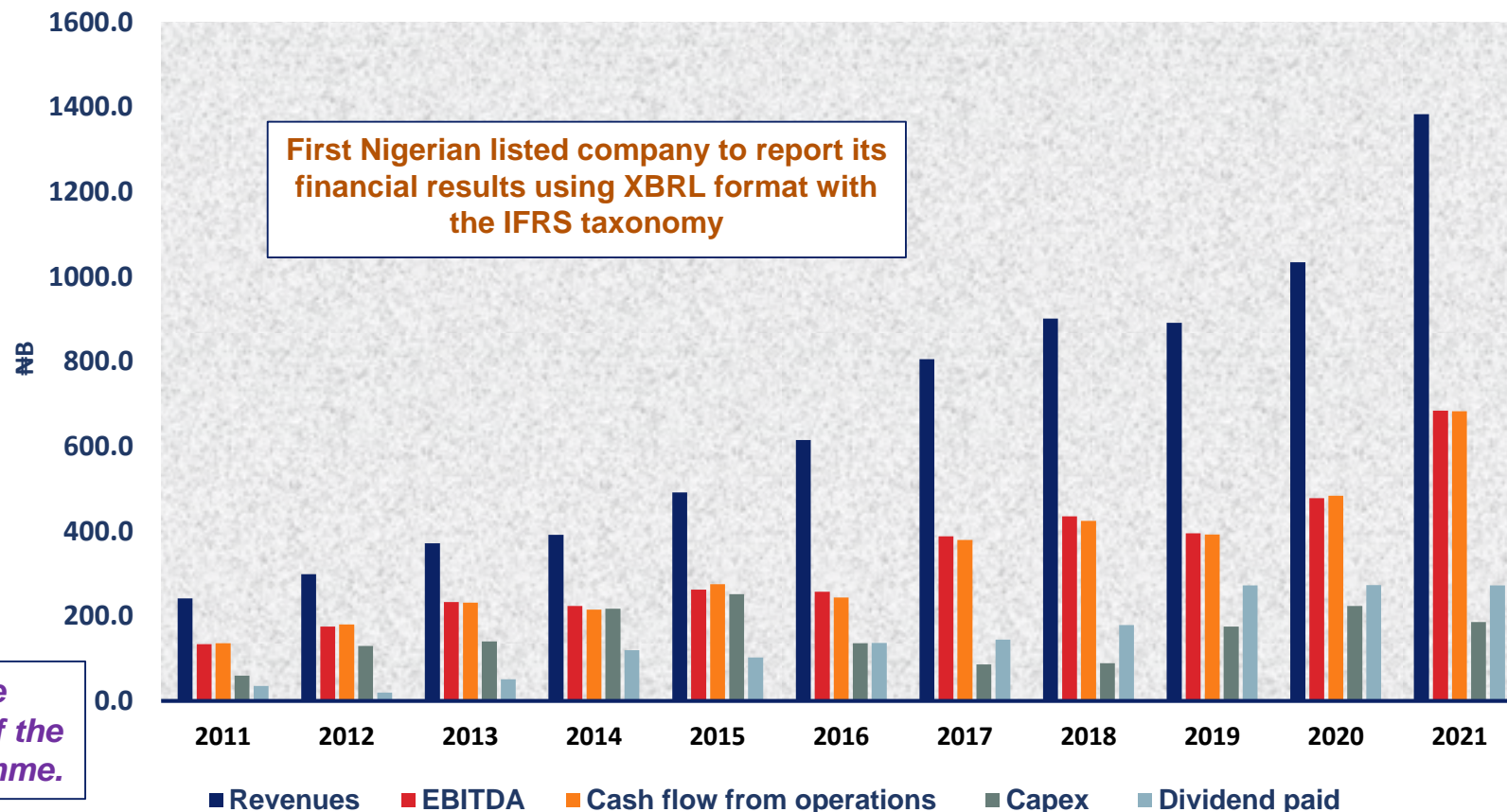
**8** DECENT WORK AND  
ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



*Completed the  
second tranche of the  
buy-back programme.*



**19%** 11-year CAGR

**REVENUE**

**18%** 11-year CAGR

**EBITDA**

**23%** 11-year CAGR

**DIVIDEND**

# Financial Pillar – XBRL Reporting

8 DECENT WORK AND  
ECONOMIC GROWTH



9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



**First Nigerian listed company to report its financial results using eXtensible Business Reporting Language (XBRL) format with the IFRS taxonomy**

## Quotes

“We believe that adopting XBRL reporting will strong benefit Dangote Cement’s existing and potential investors. It represents another step in Dangote Cement’s continuing efforts to modernise and enhance transparency of, and access to, companies’ disclosures.

It will enable our publicly available financial information to be captured accurately and promptly, thus bringing uniformity of our results on all the platforms and ensuring that investors and analysts who use these platforms have the correct information. Although XBRL reporting is not mandatory for companies listed on the Nigerian Exchange, it is becoming a universal format to exchange financial data and promotes the coordination of international reporting requirements.

The implementation of XBRL demonstrates Dangote Cement’s strong dedication to reaching international reporting and corporate governance standards. As Africa’s leading cement producer, we are leading the way with our commitment to sustainability and best practice. We are driven by the goal of achieving the highest level of governance and building a prosperous and sustainable brand for all our stakeholders. Transparency and consistency are at the core of every part of our business culture.”



Michel Puchercos  
Chief Executive Officer, Dangote Cement

# Social Pillar – COVID-19 Interventions continue in 2021

**3 GOOD HEALTH  
AND WELL-BEING**



**Lagos State Isolation Centre donated by CACOVID**

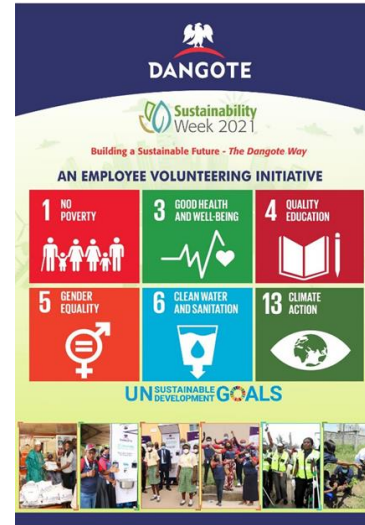


**11 SUSTAINABLE CITIES  
AND COMMUNITIES**



**148 CSR projects completed in FY 2021**

**Sustainability week**



- ✓ Key initiatives included 'Waste to Wealth' campaigns, tree planting, skills & capacity building, donations to less privileged, etc.
- ✓ All initiatives focused on advancing six core SDGs: 1,3,4,5,6 & 13.
- ✓ Hundreds of DCP volunteers, in compliance with strict COVID-19 prevention protocols.

**Theme: "Building a Sustainable Future: The Dangote Way"**  
**Focus on schools, students, vulnerable, and environment**

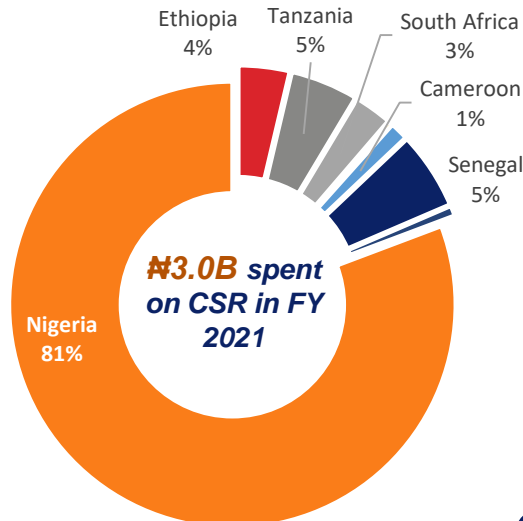


**Dangote Cement women  
plant tree**



**Presentation of food and  
other household**

**Growth in CSR  
investments, ₦mn**





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