



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

1 Quarrying & Crushing



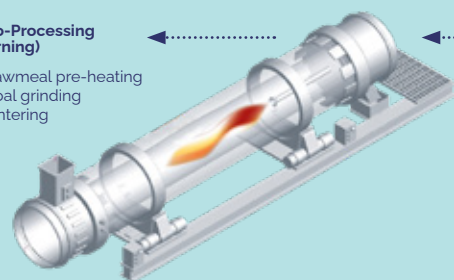
2 Raw collection

- Rawmeal homogenising & storage
- Dust Collection
- Raw grinding



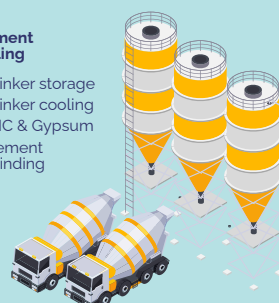
3 Pyro-Processing (Burning)

- Rawmeal pre-heating
- Coal grinding
- Sintering



4 Cement Milling

- Clinker storage
- Clinker cooling
- MIC & Gypsum
- Cement grinding



Business model continued

"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.



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



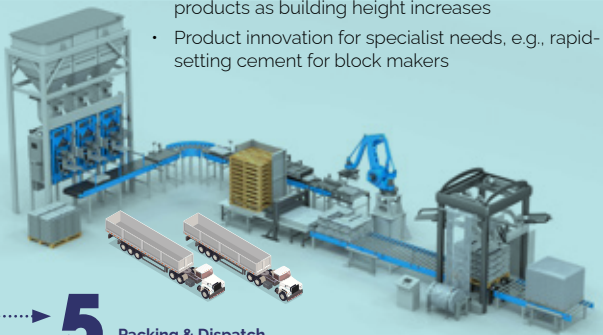
Production

- 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



5 Packing & Dispatch

The value we create for our stakeholders

13,259

employees trained across 10 countries



Increasing shareholder returns

₦1,382.0bn

in EBITDA up 56.0%



₦30.00

dividend approved



₦13.19bn

Spent on CSR activities



52Mta

across 10 countries in Africa



₦1,420bn

Spent on local procurement, up 75.9% YoY



Côte d'Ivoire

Set for commissioning in 2025

Thermal substitution rate average

10%

in 2024