



Purpose to *value*

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



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 operates with a production capacity of 52Mta across ten countries in Sub-Saharan Africa, leveraging this extensive footprint to drive operational efficiency and scale

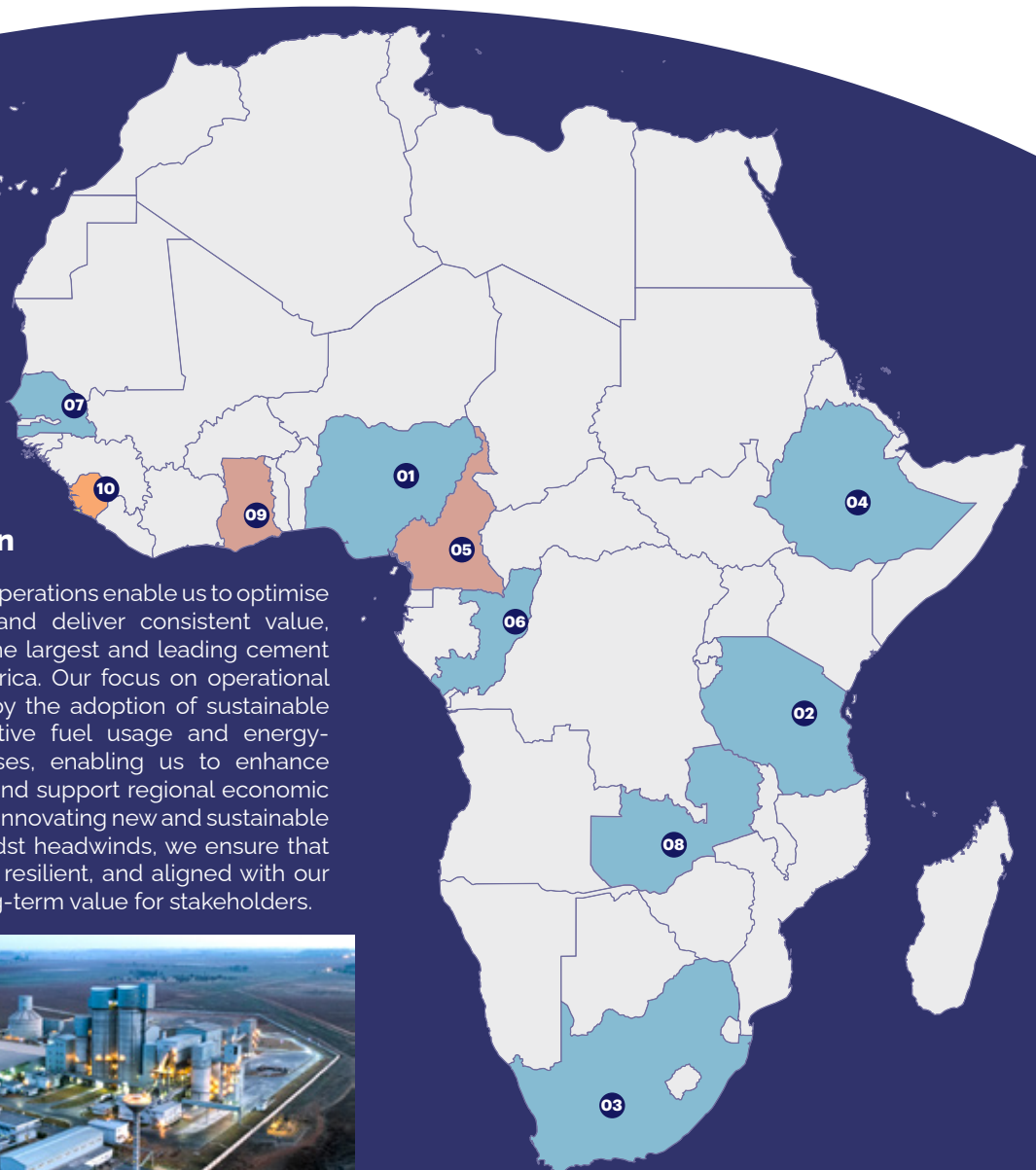
1 Nigeria Capacity 35.3Mta	2 Tanzania Capacity 3.0Mta	3 South Africa Capacity 2.8Mta	4 Ethiopia Capacity 2.5Mta	5 Cameroon Capacity 1.5Mta
6 Congo Capacity 1.5Mta	7 Senegal Capacity 1.5Mta	8 Zambia Capacity 1.5Mta	9 Ghana Capacity 2.0Mta	10 Sierra Leone Capacity 0.5Mta

Types of operations

- Integrated
- Clinker grinding
- Import

Strategy of Operation

Our strategically positioned operations enable us to optimise production, reduce costs, and deliver consistent value, reinforcing our position as the largest and leading cement producer in Sub-Saharan Africa. Our focus on operational excellence is underscored by the adoption of sustainable practices, including alternative fuel usage and energy-efficient production processes, enabling us to enhance productivity, reduce waste, and support regional economic development. By continually innovating new and sustainable ways of doing business amidst headwinds, we ensure that our operations remain agile, resilient, and aligned with our commitment to creating long-term value for stakeholders.





Sustained growth with progress

Another year of record EBITDA growth,
underpinned by increased operational efficiency

Financial highlights

TOTAL DIVIDENDS PER SHARE

₦30.00

2024	₦30.00
2023	₦30.00
2022	₦20.00

REVENUE

₦3,580.6bn

2024	₦3,580.6bn	+62.2%
2023	₦2,208.1bn	
2022	₦1,618.3bn	

PROFIT AFTER TAX

₦503.2bn

2024	₦503.2bn	+10.5%
2023	₦455.6bn	
2022	₦382.3bn	

EBITDA

₦1,382.0bn

2024	₦1,382.0bn	+56.0%
2023	₦886.1bn	
2022	₦708.2bn	

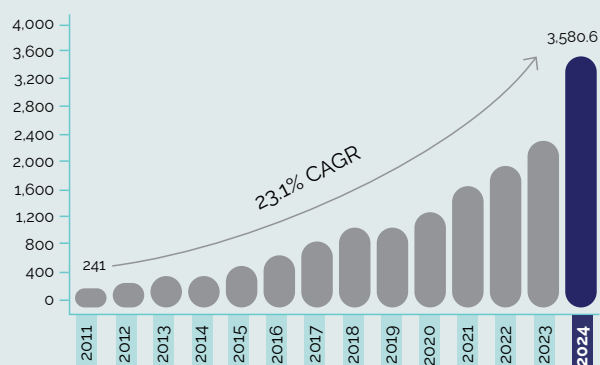
CASH FLOW FROM OPERATIONS

(before tax and working capital changes)

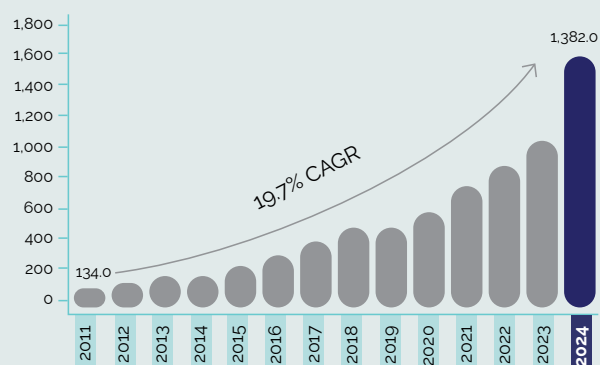
₦1,215.6bn

2024	₦1,215.6bn	+49.3%
2023	₦814.2bn	
2022	₦686.2bn	

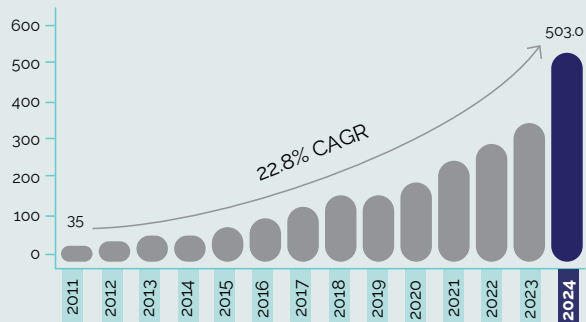
Group Revenue (₦'B)



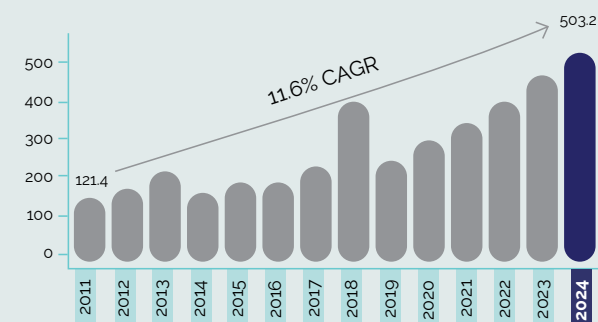
Group EBITDA (₦'B)



Dividend Paid (₦'B)



Group PAT (₦'B)



Over the past 14 years DCP has paid over ₦2,781.7 billion in dividends to shareholders

Operational



Group volumes
up 1.6% to 27.7Mt



Rebound in Nigeria
volumes,
up 7.9%



Dispatched
31 ships of clinker from
Nigeria to Ghana
and Cameroon



Nigeria exports
up 69.1%



Deployed
1500 full CNG trucks
to support cost
saving initiatives



CDP rating
upgrade to B

Sustainability



Environmental

- Commissioned **11** alternative fuel projects across our operations.
- Deployed **1500 full CNG trucks** to support cost saving initiatives.
- Alternative Fuel Thermal Substitution Rate (TSR) at **10%**.
- **566,306 tonnes** of materials co-processed in DCP kilns.



Social

- **₦13,190** million spent on CSR activities across the Group in **2024, up 459.8% year-on-year.**
- **75%** procurement spend directed toward local vendors, up **459.8% in 2023.**
- Launched Disability Inclusive Programme
- **90%** of workforce comprising local employees



Governance

- Strengthened our Internal Control over Financial Reporting (ICOFR) risk assessment processes.
- Diverse Board with **6 different nationalities**
- **₦502.6 billion** paid as dividend to shareholders
- **29% female** Board representation

Reduction in Scope 1 CO₂ emission
570kg CO₂/tonne

Reduction in energy consumption
784 Kcal/kg

Reduction in water consumption
204 litres/tonne