

Expanding capacity for growth



Expanding capacity

Strategic expansion: Building a resilient future

Our expansion strategy is anchored in a clear and enduring objective to build a self-reliant African cement industry that reduces dependence on distant imports, strengthens regional trade, and supports sustainable industrial growth across the continent.

This ambition extends well beyond increasing output. It reflects a broader commitment to building economic resilience through infrastructure that enables development, supply chains that create local value, and industrial capacity that positions Africa as a competitive force in global markets.

Advancing our 2030 capacity vision

Our target of reaching 80 million tonnes per annum of cement capacity by 2030 is both ambitious and deliberate. We are executing this goal through a carefully sequenced expansion programme across multiple African markets, balancing growth with operational discipline and financial prudence.

In 2025, we marked a key milestone with the successful commissioning of a 3Mta grinding plant in Côte

d'Ivoire, strengthening our presence in West Africa. With this addition, Dangote Cement now operates fully commissioned assets in 11 African countries, with total installed capacity of 55Mta—comprising 35.3Mta in Nigeria and 19.7Mta across our pan-African operations. This diversified footprint enhances resilience to localised market shocks while providing a stable platform for long-term growth in volumes, earnings, and cash flows.

Key projects driving the next phase of growth

At the centre of our current expansion pipeline is the 6Mta Itori Integrated Plant, which continues to progress in line with schedule. Designed to serve both domestic consumption and export markets, the facility will play a pivotal role in positioning Nigeria as a regional hub for cement and clinker supply across West and Central Africa.

Beyond Nigeria, we are progressing a \$400 million

investment to double capacity at our Ethiopian plant, reflecting strong long-term demand fundamentals in one of Africa's fastest-growing economies. We are also expanding capacity in Cameroon, South Africa, and Senegal, markets where infrastructure development, housing demand, and increased use of cement-based road construction continue to drive sustained consumption growth.

A proven record of disciplined execution

Our ability to execute at scale is supported by a proven track record. The foundation of our growth was laid in the early 2000s with the acquisition of the Obajana Cement plant by Dangote Industries Limited. The commissioning of the 5.3Mta Obajana facility in 2007 marked the

beginning of a period of disciplined expansion. From 2014 onward, we successfully delivered six additional plants across Africa, demonstrating consistent execution capability and reducing project delivery risk relative to less experienced industry participants.



The journey so far...

TRUE GROWTH STORY



2000-2002

- Dangote Industries acquired Benue Cement Company
- Dangote Industries acquired Obajana Cement Plc



2007 - 5.3Mta

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



2012 - 21.8Mta

- Commissioned 6Mta Ibese plant
- Obajana increases capacity by 5Mta with Line 3
- Ghana operations consolidated to Dangote Cement (1st Pan Foot)
- Commissioned 4.0Mta capacity plant in Gboko, Benue State



2004

- Construction of DCP's first cement production plant



2010 - 9.3Mta

- Incorporated Dangote Cement
- Merger between Dangote Cement and Benue Cement
- Listed on the Nigerian Stock Exchange



2014 - 35.1Mta

- South Africa 2.8Mta
- Ibese extends capacity by 6Mta
- Obajana increases capacity by 3Mta
- Senegal commissions 1.5Mta



In 2020, we further strengthened our value chain by commissioning dedicated export terminals in Apapa and Port Harcourt, enabling seaborne exports of cement and clinker. Over the past 15 years, DCP has committed over \$10b in capital investments across Africa, underscoring our long-term confidence in the region's growth prospects. These investments have materially enhanced our regional reach.



2015 - 43.6Mta

- Cameroon 1.5Mta commissioned
- Ethiopia 2.5Mta commissioned
- Zambia 1.5Mta commissioned
- Tanzania 3.0Mta commissioning



2020 - 48.6Mta

- Commissioned export terminals in Apapa and Port Harcourt
- Commenced clinker exports via shipping from Nigeria
- Commissioned Obajana line 5



2023 - 52Mta

- 0.45Mta grinding plant in Ghana



2025 - 55Mta

- 3Mta grinding plant in Cote d'Ivoire



2017 - 45.6Mta

- New capacity commission in Sierra Leone
- Congo 1.5Mta commissioned



2021 - 51.6Mta

- Commenced commercial production at 3Mta Okpella Plant



2030F - 80Mta

- Increased capacity with commissioning of Itori, and expansion in Ethiopia, and Senegal

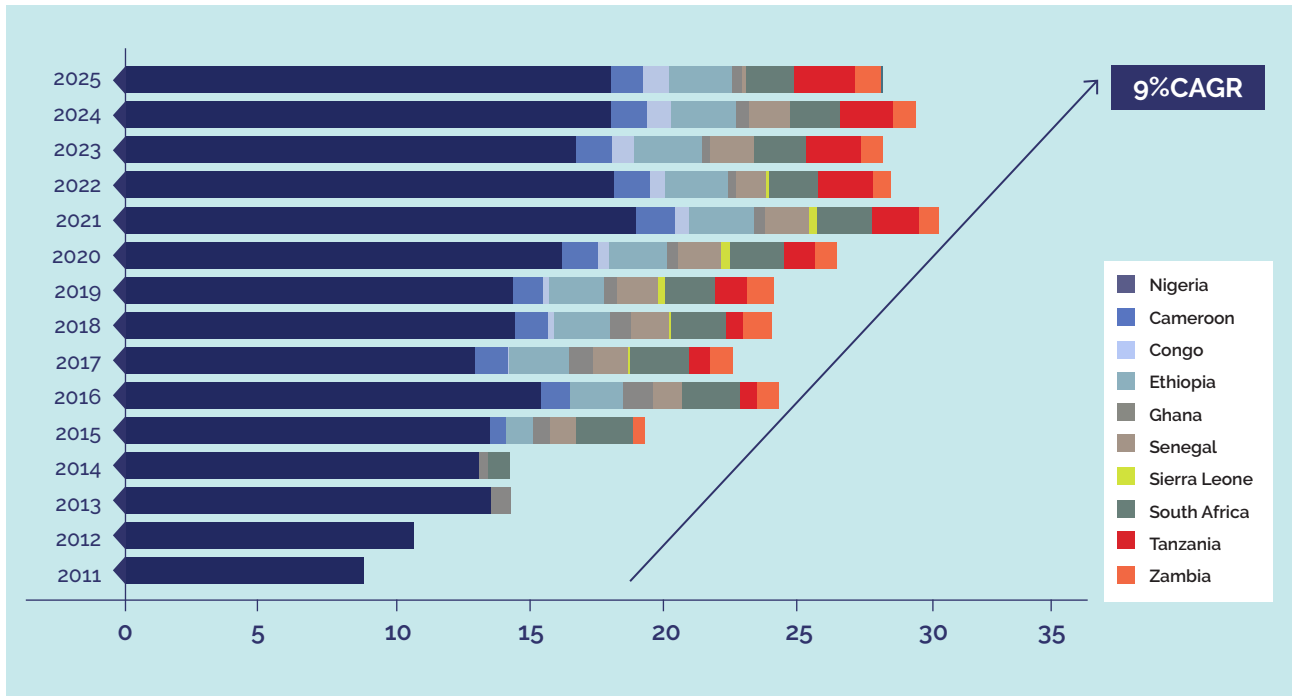
Strategic rationale: scale, cost leadership, and regional integration

Across West and Central Africa, substantial volumes of cement and clinker continue to be imported annually from Europe and Asia at considerable cost. Our expansion strategy directly addresses this imbalance by replacing high-cost imports with regionally produced alternatives. This reduces transport and tariff inefficiencies, strengthens intra-African trade flows, and supports broader economic integration.

Scale remains a core competitive advantage. Higher installed capacity and increased kiln throughput reduce fixed costs per tonne, enhancing margin resilience across economic cycles. Our integrated plant model combining production, grinding, and captive power generation reinforces cost leadership. Investments in captive energy

infrastructure and local raw material sourcing further mitigate exposure to energy price volatility and input cost fluctuations.

Early investment in capacity secures market share ahead of demand realisation. With industry forecasts pointing to robust medium-term growth across our core markets, our proactive expansion and first-mover positioning provide meaningful offtake and competitive advantages. For instance, in 2021, cement demand in Nigeria recorded a strong double digit growth following resumption of activities from the Covid 19 pandemic. Dangote Cement was able to meet this increased demand, thanks to our increased capacity.



Additional capacity also supports cement and clinker exports, strengthening Nigeria's role as a regional export hub under AfCFTA. These dynamics are underpinned by rapid population growth and urbanization trend. Sub Saharan Africa remains the fastest region globally, with

population projected to reach 2.5 billion by 2050. This transformation will sustain long term demand for housing, infrastructure, transport networks, and industrial facilities, cement intensive sectors that will define the continent's development for decades.

Building Africa's foundation



Our expansion strategy reflects a deep understanding of Africa's long term trajectory and our responsibility within it. By steadily building capacity, investing in logistics infrastructure, and executing projects with consistency and discipline, we are creating a resilient and competitive platform capable of meeting the continent's rising cement needs while delivering sustainable value to our shareholders.

As we progress toward our 80Mta capacity target by 2030, we remain firmly committed to operational excellence, financial discipline, and our founding mission enabling Africa to meet its cement requirements from within. This is how we build for the future, strengthening Dangote Cement and contributing meaningfully to the development of the continent we serve.