



# A Resilient Future:

Our commitment for tomorrow

# Sustainability: follow our journey to a resilient future



**Igazeuma Adikema Okoroba**  
Group Head, Sustainability

Our journey to a resilient future has been defined by a mix of significant opportunities and challenges. In 2025, Dangote Cement navigated a dynamic sustainability landscape, and 2026 promises further progress as Environmental, Social and Governance (ESG) regulations evolve. Emerging economies are advancing sustainability through coordinated policies and decarbonisation of heavy industries. As infrastructure adapts to support a sustainable economy and a growing population, we are committed to proactive collaboration, capacity building, and investment to accelerate sustainable development. The outlook for Africa is promising, and we are dedicated to leading positive change for our customers and stakeholders. I am pleased to share Dangote Cement's progress from 2017 to 2025.

## The foundations

In 2017, we established the Dangote 7 Sustainability Pillars to guide ESG implementation and governance across the Group. That year, we began sustainability reporting aligned with GRI standards, demonstrating our commitment to transparency and global best practices. In the following year, we launched the Sustainability Champions Programme. The Sustainability Week was also launched in 2018 as our flagship initiative for building an internal culture of sustainability. Through institutional partnerships, we delivered sustainability trainings and ESG capacity-building, enhancing technical competence across operations. By 2019, sustainability reporting was combined with our Annual Report, aligning it with financial performance. We began building structures for an effective ESG governance by developing performance indicators for executive accountability. These milestones marked our shift from compliance to organisational alignment.

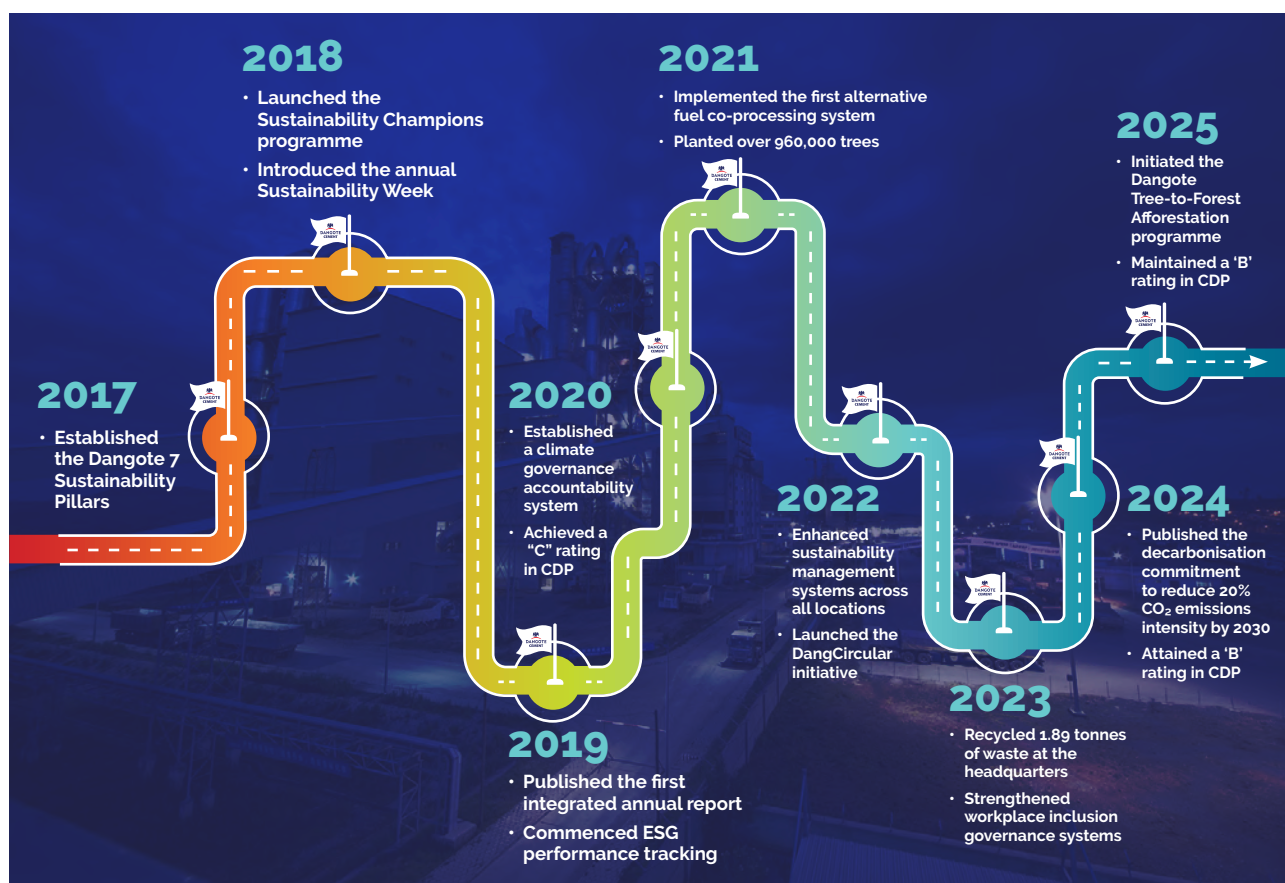
## Climate governance

From 2020 onwards, the establishment of an accountability system for climate governance became our priority. We published an Employee Volunteering Policy and made CDP disclosure, achieving a 'C' rating. This was an important step in benchmarking our climate performance. Through Executive Management and CEO-level ESG engagements

we began integrating sustainability in supply chain and procurement systems. This period also marked the inception of alternative fuel co-processing, with 89,000 tonnes of waste co-processed in 2021. By 2021, we scaled our environmental stewardship by planting over 960,000 trees across our locations, reinforcing our commitment to biodiversity rehabilitation. Our partnership with multilateral agencies this year supported our climate governance initiatives maturing them in line with evolving policy standards. These years represented a shift from compliance to measurable climate and environmental performance.

## Operational integration

Sustainability became an integrated function in our business with the approval of the company's Sustainability policy, along with other ESG policies and standard operating procedures. Enhanced management systems across plants and launch of the DangCircular initiative promoted circular economy and resource efficiency. The DangCircular pilot at the headquarters recycled 1.89 tonnes of plastic and paper waste, demonstrating measurable resource efficiency. These achievements reflect our shift from an environmental focus to broader social integration and organisational culture, paving the way to institutionalise sustainable practices in workplace wellbeing, diversity and inclusion.



## Climate resilience

In 2024, our sustainability governance matured with the Board approval of a decarbonisation roadmap that targets a 20% reduction in emissions intensity by 2030. For the first time, the business integrated climate goals into long-term capital planning. The year marked the strengthening of enterprise risk governance through a risk and control self-assessment with improved ESG oversight. As part of addressing investor's climate concerns, we worked to improve performance on disclosures, Climate Action 100+. We improved our CDP rating to 'B', reflecting progress in climate action performance. Employee participation increased with the launch of a digital volunteering platform in sustainability and an employee social responsibility initiative. In 2025, we advanced our biodiversity actions with a pilot Dangote Tree-to-Forest Afforestation Programme. The goal of this initiative is to afforest 200 hectares of land with 700 trees per hectare, per country of operation, over five years. The DangCircular initiative has expanded across plant locations, moving from pilot to systemic integration. Similarly, we improved our CDP water security ratings to B+, while maintaining a B+ rating in Climate Change for the second year.

## Looking ahead

As we expand production capacity and strengthen our export leadership across Africa, our sustainability journey ensures that growth is matched with responsibility. The 20% emissions intensity reduction target by 2030 directly influences investment decisions from 2026 onward, while our afforestation, circular economy, and workforce-inclusion initiatives reinforce long-term value creation. The milestones from 2017 to 2025 demonstrate that sustainability within our Group has moved from structure to system to strategy. Dangote Vision 2030 positions the Group as a driver of Africa's industrial transformation — strengthening regional self-sufficiency, expanding export leadership, and enabling infrastructure development. Because we know that growth with embedded sustainability creates enduring industrial leadership, the sustainability roadmap operationalises Dangote Vision 2030 by embedding resilience into industrial expansion. It translates this goal into functional priorities ensuring that growth in production capacity and financial metrics is underpinned by resilience, risk discipline, and long-term value creation.

Dangote Cement is building more than cement capacity. We are building resilience for our business, our stakeholders, and Africa's future.



## Meet our Sustainability Advisory Board

Formed in 2015, our Board Sustainability and Technical Committee comprise independent experts with experience across a broad range of sectors, including finance, law, and engineering. It provides independent strategic insight, guidance and assistance focused on sustainability and innovation in pursuit of our purpose. In 2025, the Committee focused on future-proofing our sustainability goals across our operations. It provided guidance on our specific approaches to climate change and emissions reduction. Following the approval of our decarbonisation roadmap, members have provided sustainability management expertise on safeguarding HSE and building community trust for a just transition.

## Board Competency in managing climate-related risks

In managing climate-related risks and broader sustainability matters, the Board's competence is assessed through a structured governance process and is reinforced by regular engagement with Management. This includes quarterly Board and Committee meetings, where sustainability performance, climate risk updates, decarbonisation initiatives, regulatory developments and ESG targets are reviewed, alongside ad hoc briefings on emerging climate-related risks and opportunities.

Based on these structured engagements, the Board has demonstrated a strong understanding of the Company's climate-related exposures, mitigation strategies and transition pathways. The Board has actively engaged Management on emissions reduction commitments, operational resilience, capital allocation decisions, and compliance with evolving climate disclosure standards, reflecting effective oversight of climate-related governance. The Board's capability is further strengthened by relevant experience of directors with extensive backgrounds in ESG leadership, sovereign wealth fund governance, corporate strategy, finance and large-scale industrial operations across international portfolios,



providing valuable insight into climate risk integration, transition finance, and long-term value creation.

Board competency assessment methodology and criteria include:

- frequency and quality of discussions during quarterly Board and Committee meetings on climate strategy and risk, and sustainability performance.
- the Board's engagement with climate-related KPIs, targets and mitigation actions.
- responsiveness to emerging regulatory requirements, investor expectations and industry developments.
- participation in structured briefings and extensive reviews provided by Management and external advisers.
- demonstrated ability to integrate climate considerations into broader business strategy, capital investment and risk management decisions.

The Board's climate-related oversight is continually reviewed and updated as disclosure standards and regulatory expectations evolve, with Management continuing to provide targeted briefings to further strengthen oversight capacity.



# Strategic value to Vision 2030

The sustainability roadmap is our strategy to ensure that production expansion is consistent with climate and sustainability goals. It will ensure that workforce capability matches industrial scale for our Vision 2030, risk governance strengthens enterprise resilience, and natural capital protection supports business continuity. Sustainability adds a strategic value to the vision that is hinged on people, climate, system and nature.







Across Africa, demand for resilient infrastructure is rising as developing economies pursue industrialisation, urbanisation, and regional integration. As a leading cement manufacturer, we recognise our role extends beyond production capacity and market growth. We are building the future not only through roads, bridges, and housing, but also by supporting long-term growth, environmental management, and inclusive development. This commitment has been central to embedding sustainability into our business from 2017 to 2025.

At Dangote Cement, we drive efficiency and scale with the environment in mind. We intend to leave a better environment for the next generation by viewing ourselves as custodians of the environment in trust for the coming generation - this is a debt we owe and we intend to pay off handsomely to the creditors - our children

**Folorunso Aliu**  
Group Chief Information Officer

## Key 2025 sustainability highlights

 <h3>People</h3> <ul style="list-style-type: none"> <li>• <b>625</b> direct green jobs created</li> <li>• <b>56%</b> increase in social investment spend</li> <li>• <b>74%</b> increase in Graduate Trainees recruited</li> </ul>	 <h3>Climate</h3> <ul style="list-style-type: none"> <li>• <b>6.5%</b> reduction in CO<sub>2</sub> emissions intensity from 2021 baseline</li> <li>• <b>1.7%</b> reduction in energy intensity.</li> <li>• <b>4%</b> decrease in total energy consumed</li> <li>• <b>8%</b> reduction in water consumed</li> </ul>	 <h3>Systems</h3> <ul style="list-style-type: none"> <li>• Onboarded the Artificial Intelligence Risk Management Policy</li> <li>• Onboarded <b>297</b> local vendors for ESG supply chain integration</li> <li>• Invested <b>₦2.1 billion</b> in employee trainings</li> </ul>	 <h3>Nature</h3> <ul style="list-style-type: none"> <li>• Established the Dangote Tree-to-Forest Programme in all operational locations</li> <li>• Over <b>437,000</b> tonnes of waste co-processed as alternative fuel</li> </ul>
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**DANGOTE**



# VISION 2030

ACCELERATING AFRICA'S INDUSTRIALISATION



### Reporting statement

This is the Dangote Cement Annual Sustainability Report for the 2025 financial year. The operational locations covered by this report are:

- i. Nigeria - Obajana, Ibese, Gboko and Okpella
- ii. Pan-Africa - Ethiopia, South Africa, Tanzania, Congo, Senegal, Sierra Leone, Cameroon, Zambia, Ghana and Cote d'Ivoire.

This report was prepared in accordance with the GRI Standards. It provides a comprehensive overview of our economic, environmental, and social performance. The reporting period is from 1 January 2025 to 31 December 2025, aligned with our financial reporting cycle. Dangote Cement Plc reports on its sustainability performance annually. Applicable Standards used in this report include the GRI 1: Foundation 2021, GRI 2: General Disclosures 2021, GRI 3: Material Topics 2021, and references the GRI 102: Climate Change 2025.

**Igazeuma Okoroba**  
Group Head, Sustainability  
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# Our systems for responsible sourcing

Sustainable sourcing is central to Dangote Cement's commitment to responsible growth and resilient supply chains across Africa. Our procurement approach prioritises local value creation, ethical business practices, and strong partnerships with suppliers and SMEs integrated into our value chain. Using our Dangote seven sustainability pillars, we aim to support both operational excellence and inclusive economic development.

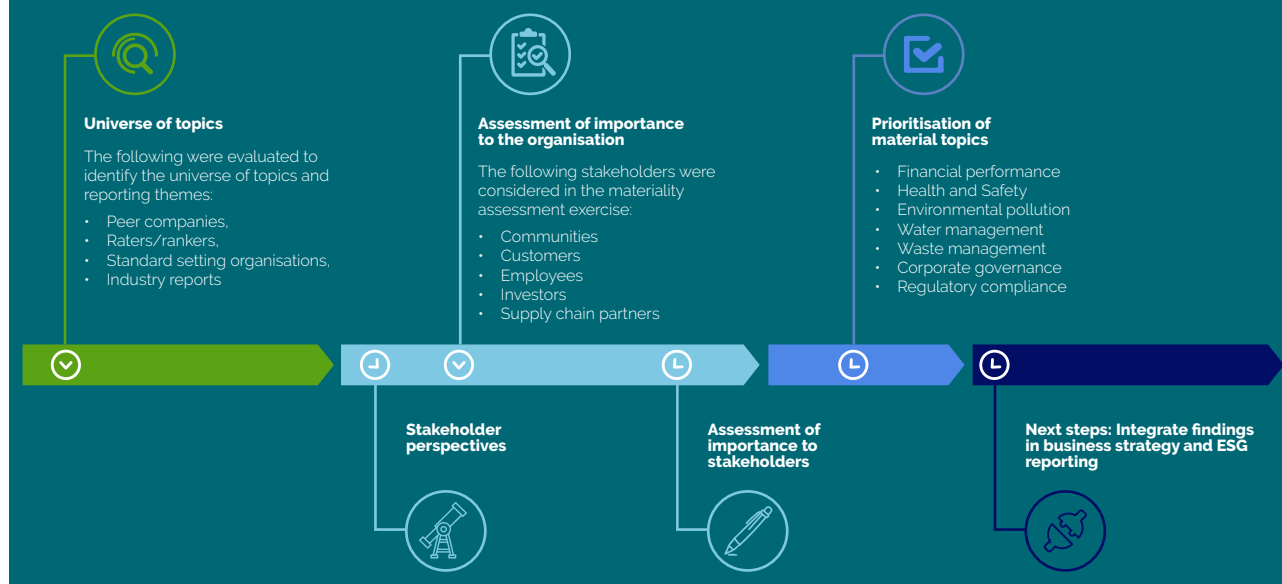


## The Dangote 7-pillar approach



### Refreshed materiality approach

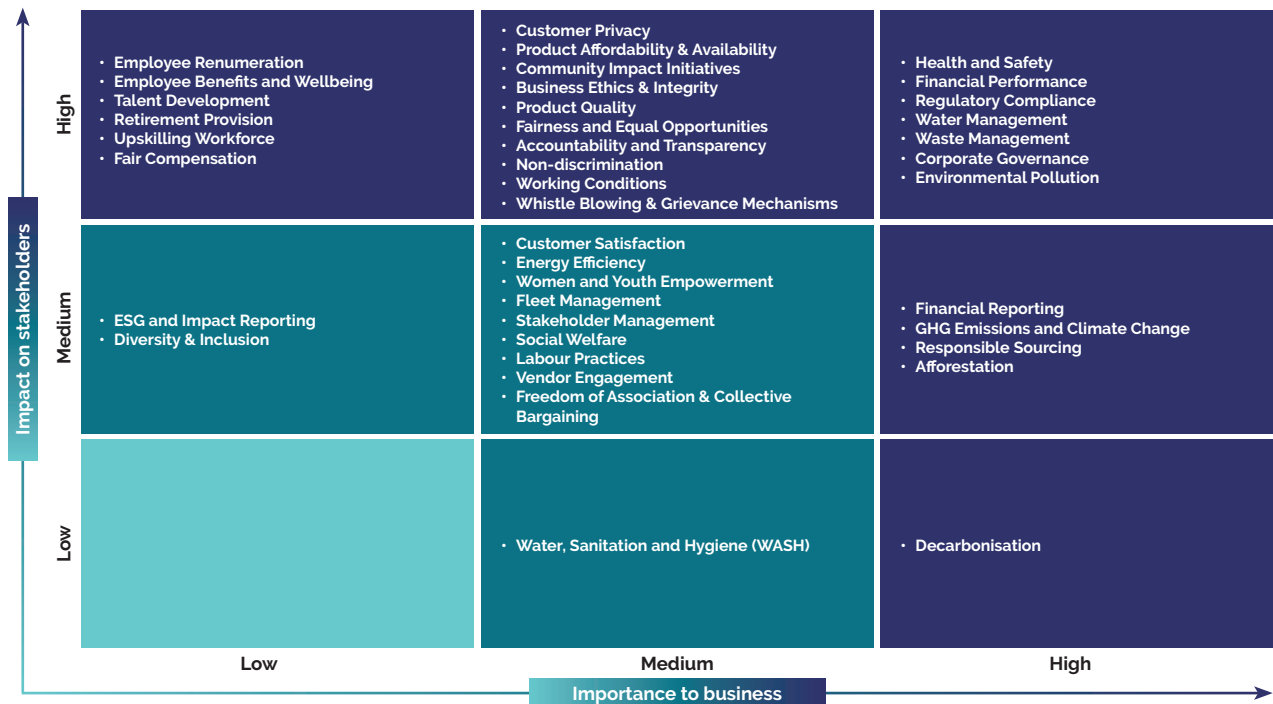
In 2025, we restated our materiality approach by updating our view on important topics. This year, we made our list of material topics clearer and more focused to better address Dangote Cement's main areas and stakeholder needs. We started by reducing 40 material matters to 7 in our initial review. Then, we used stakeholder and management feedback to define these key topics, ensuring they addressed the most important concerns.



The process begins with gathering feedback from stakeholders, which is analysed and shared with the company leadership. Thereafter, the management team reviews the ranked list of material topics and obtains the Board's approval. The 2025 assessment confirmed the seven UN SDGs where we have the most impact.

The outcome of our 2025 materiality process prioritised financial performance, health and safety, environmental pollution, water management, waste management, corporate governance and regulatory compliance. This helped us manage sustainability risks and opportunities more effectively. The prioritised topics guided the design of interventions that contributed to the UN Sustainable Development Goals and the Dangote Sustainability pillars. Our work under each SDG shows how our strategy, community investment, environmental care, and long-term value are connected.

Dangote Cement Materiality Matrix



**4 QUALITY EDUCATION**  
 Topic: **Financial performance**

Sustainability principles are fully embedded in our financial planning and capital allocation process from our annual budgets and rolling forecasts to the Vision 2030 strategy. Stakeholders view financial sustainability beyond profits earned and the economic value of products; hence, the company allocated resources for renovating schools in Cameroon and Ghana, donating learning materials in Senegal, and funding sustainability clubs in Nigeria. Among the various scholarships the company offered in various countries, it sponsored the Zambia UNDP Youth Innovation and Entrepreneurship Summit, which helped to build skills in sustainable income generation.

**8 DECENT WORK AND ECONOMIC GROWTH**  
 Topic: **Health and Safety**

Enhanced Occupational Health and Safety systems through initiatives that collectively strengthened the organisation's safety culture. Initiatives such as the DCP Safety Fair Play is aimed at rewarding positive safety behaviour, ensuring consistency in addressing at-risk actions, and encouraging open reporting of incidents, near-misses and errors.

**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**  
 Topic: **Health and Safety**


The Company made targeted infrastructural investments through projects such as renovating the Kopano Authority Office in South Africa. Community infrastructures that received facelifts in the year include Tombel road, Cameroon, Dingake and Tshofelo Primary school in South Africa and public toilets at Wasimi Imashayi community in Ibese Nigeria. Additionally, in Gboko, Nigeria, the company provided solar streetlights.

**11 SUSTAINABLE CITIES AND COMMUNITIES**  
 Topic: **Environmental Stewardship**

Efforts to improve community connections include rehabilitating roads in Gboko, the promotion of circular economy practices through the International Day of Zero Waste commemoration and a Waste-to-Fashion and Lifestyle Fair in Lagos, Nigeria. Our partnership with the Lekki Conservation Centre, Lagos, Nigeria yielded an opportunity to participate in the development of a Business Action Plan, that outlines national targets for biodiversity conservation and restoration.

**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**  
 Topic: **Environmental Stewardship**

DangCircular, a flagship circular economy initiative of Dangote Cement, promotes post-consumer responsibility, redefining the narrative around operational waste management. Community women in Obajana Nigeria were empowered to transform damaged cement bags into fabric. The DangCircular drive was also extended to community schools as extra curricular clubs.

**13** CLIMATE ACTION  
 Topic: **Environmental Stewardship**

The company incorporated climate issues into our governance through a Water Management Directive and Biodiversity policy, which have led to improvements in environmental conservation practices.

Dangote Cement implemented ecosystem restoration activities such as the One Employee, One Tree initiative in Senegal.

**17** PARTNERSHIPS FOR THE GOALS  
 Topic: **Corporate governance and regulatory compliance**

We contribute to the development of the global cement industry through our membership in the Global Cement and Concrete Association (GCCA). In Nigeria, we implemented robust readiness actions for adopting the IFRS S1 & S2 standards. In our operational countries, we promote partnership-building with international agencies, such as UNDP in Zambia, and local institutions, such as Lilungu prison in Tanzania. In 2025, the company promoted inclusion by publishing its Disability Inclusion Policy and building internal climate literacy programmes through innovation challenges and diverse training.

### Get to know our product

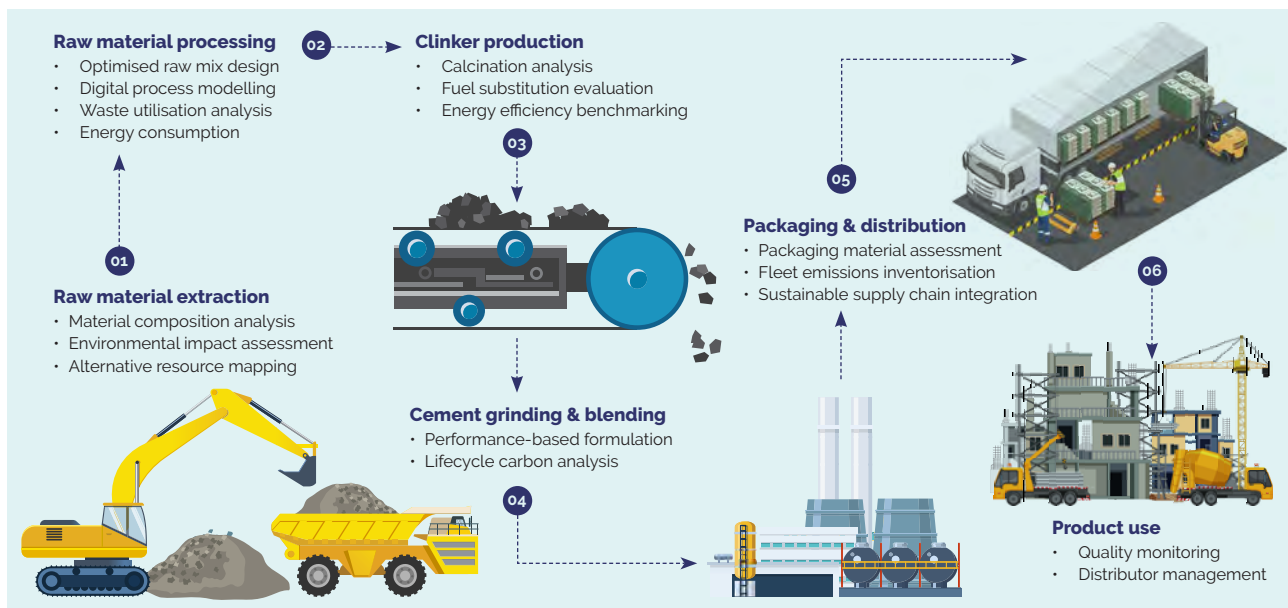
In cement manufacturing, knowing our products helps us make better decisions by linking chemistry, engineering, procurement, and sustainability data. This supports responsible sourcing from the quarry to recycling. At Dangote Cement, we use our deep understanding of materials, processes, and impacts to improve every stage of our product lifecycle.

Raw materials by weight (Tonnes)	
Limestone	35,845,151
Gypsum	1,065,569
Iron ore	131,974
Clay/Shale	2,131,542
Pozzolana	1,218,861
Laterite	1,856,007
Sand/Silica	59,073
<b>Total</b>	<b>42,308,177</b>

The Procurement department conducted supplier ESG assessments on sustainable business practices. Additionally, sustainability screening is embedded at key stages of our supplier engagement—during onboarding, tender processes and contract renewals.

Aligned with our values and sustainability expectations, these measures resulted in 43% of active suppliers participating in the CDP supplier screening, 36% of new vendors onboarded with the ESG code of conduct, and several suppliers trained on ESG integration. The vendor management systems have now been enhanced with third-party due diligence and onboarding service supported by Dun & Bradstreet. Vendor engagement activities with 297 suppliers involved volunteer employees who participated and contributed to supply chain advocacy.

The CDP Supplier Engagement Assessment (SEA) assesses companies' performance on governance, targets, Scope 3 emissions, and value chain engagement and our SEA score for 2025 was a 'B'.



## Sustainable procurement and logistics

A company's strength depends on the ecosystem it operates in, and supply chain is a key part of that. Supply chains are often seen as transactional, but they also entail significant ESG risks, including carbon emissions and human rights issues. In 2025, we conducted 8 Human Rights trainings across all Dangote Cement locations, a 100% increase from 4 in 2024. Additionally, the company sees the supply chain as an opportunity to shape how we make a difference in our work with local suppliers.

DCP has implemented processes and methodologies in supply chain management to mitigate short-term supply disruptions effectively. These include a crisis management structure in procurement and cross-departmental coordination among procurement, Quality Assurance, Production, and Logistics functions. In 2025, we established a sustainability vendor management committee to actively monitor, evaluate and enhance supplier accountability. The Procurement department's committee has conducted supplier ESG assessments for sustainable business practices. Additionally, sustainability screening is embedded at key stages of our supplier engagement—during onboarding, tender processes and contract renewals.

### How we support local businesses

Dangote Cement continues to strengthen local economies by integrating indigenous businesses and small and medium enterprises (SMEs) into its distribution networks. Our business model prioritises local content development, enabling SMEs to participate in our value chain as suppliers, distributors, transporters, and service providers.

In Nigeria, the company supported a wide range of local businesses, including haulage operators, block moulders, retailers, artisans, and maintenance service providers operating around our plants and depots. Support initiatives included capacity-building programmes on health and safety standards, technical training for contractors and mechanics, and stable off-take arrangements that provide reliable demand for locally produced inputs. Improving prompt payment cycles further supported cash flow and operational stability for small businesses.

Year	Total (Million Naira)	Local (Million Naira)	% of Local procurement spend	% of Import procurement spend
2023	1,108,083	793,620	72%	28%
2024	1,899,869	1,419,972	75%	25%
<b>2025</b>	<b>2,087,497</b>	<b>1,719,166</b>	<b>82%</b>	<b>18%</b>

In Pan Africa, similar approaches were used to engage local SMEs for quarry services, packaging materials, logistics, catering, and facility maintenance. Small distributors utilised our structured route-to-market systems and business advisory support to strengthen their operational capacity.

Through procurement, logistics partnerships, and local enterprise development, we created meaningful economic value for host countries. In 2025, ₦ 1,719,166 million was spent on local procurement, which constituted 82% of the total procurement in the year. This represents a 21% increase from 2024 at ₦1,419,972 million. This reflects deliberate supplier localisation efforts and expanded engagement with domestic businesses. Through responsible procurement and targeted SME engagement, Dangote Cement continues to promote inclusive growth, local value creation, and sustainable economic development in the communities and markets where we operate.

As a responsible cement company, we adopt methods that minimise the environmental impact of our operations by continuously seeking to conserve natural resources, improve efficiency, and balance economic prosperity

**Sunil Mahajan**  
Chief Manufacturing Officer





**Sada Ladan-Baki**  
Group Head, International Trade/Export

## Q&A

The Export Department of Dangote Cement Plc is responsible for driving regional market expansion and generating foreign exchange through cross-border sales

practices.

### In what ways did the Export department build resilience in 2025?

In 2025, the department strengthened its resilience through a multi-layered framework focused on operational stability, regulatory agility, and proactive stakeholder engagement. Key actions included optimising truck allocation to mitigate fleet shortages, improving vessel scheduling and port loading turnaround times, and enhancing coordination on clinker silo management. We monitored ECOWAS and bilateral trade protocols, reinforced customs documentation compliance and aligned export processes with new import licensing regimes such as Benin Republic's Import Authorisation requirement.

### How did Export integrate sustainability into its strategy?

Sustainability was embedded across logistics, market development, and governance. Route optimisation and improved truck turnaround reduced fuel consumption and idletime emissions, while increased reliance on maritime shipments lowered carbon intensity per tonne. The department supported regional industrialisation by supplying clinker to grinding plants across West and Central Africa, enabling local cement production, job creation, and reduced destination country emissions. Strengthened compliance culture and the integration of ESG risk considerations into new market assessments further reinforced responsible and transparent trade

### What were the major achievements or innovations recorded in 2025?

The department delivered strong commercial and operational performance with cement exports rising to 449,767 MT (58% growth) and clinker exports reaching 925,623 MT. Market expansion efforts onboarded new clients in Benin Republic, Ghana, and Gabon, while distributor networks deepened regional presence. Logistics innovations included structured truck scheduling, improved vessel nomination and cargo aggregation, institutionalised preclearing mechanisms, and a strengthened engagement platform with border agencies. Commercial resilience was enhanced through flexible pricing strategies and reinforced longterm supply contracts with key partners.

### What are Exports priorities for 2026 and beyond to enhance resilience and drive sustainable growth?

The forward strategy focuses on scalable, low-carbon, and digitally enabled growth. Market priorities include deepening penetration in existing destinations and expanding clinker supply to emerging grinding hubs across Africa and internationally, with ongoing discussions in Gabon, Italy, Guyana, and Burkina Faso. Logistics transformation will be driven by digital tools such as Electronic Proof of Delivery (ePOD), expanded multimodal integration, and improved port discharge and inland evacuation systems. Our sustainability ambition is to increase the share of maritime exports, integrate carbon tracking tools into logistics planning, and promote circular supply



## Customer engagement

Dangote Cement acknowledges that customers are the essence of the business, and we demonstrate this through various programmes. As AI and digital transformation quickly changed, it has also influenced how we interact with customers. These technologies are changing customer service, automating tasks, and raising their expectations of our service delivery. Still, trust, security, and real engagement remain as important as ever to us. To meet these needs, Dangote Cement launched a programme to improve our digital experience.

The company rolled out its AI governance system to manage the risks while leveraging the opportunities for enhancing customer experience. However, technology is only part of the story; human connections are still key to our goal of making customer experiences more personal. Our review of product quality, service, and customer experience identified opportunities to balance technology. Our bi-annual customer satisfaction survey assessed product quality, service efficiency, customer support and satisfaction, revealing that 91% of our products and services were rated good or excellent by customers.



This year, we also engaged customers through the Customer Service Week, Customer Awards, and the rollout of the Distributor Management System (DMS). The Week's theme, "Mission Possible," highlighted our focus on putting customers first. At the event, customers received monetary gifts, CNG trucks, SUVs, and cement trucks. In 2025, the DMS portal reached 80% adoption by distributors, showing strong customer engagement. Bringing 3,487 customers onto the tool helped our teams respond faster and provide real-time support.

This year, the Customer Truck Empowerment Scheme expanded economic participation among local entrepreneurs. An additional 265 trucks, valued at ₦19.1 billion, were added to the Customer Truck Empowerment Scheme (CTES) during the year. The total value of additions increased by 37% from ₦13.9 billion in 2024 to ₦19.1 billion in 2025.

We recognise that supply chains present both ESG risks and transformation opportunities. While supplier engagement has strengthened, formal ESG screening methodologies require further enhancement. In 2026, we will expand supplier risk assessment systems and strengthen human rights due diligence across our value chain.

## Partner case study

### Supporting low-carbon logistics through CNG fleet expansion

Dangote Cement continues to work closely with its logistics partners to enhance delivery efficiency while supporting the shift to lower-carbon transport solutions. An example of this collaboration is the integration of a Compressed Natural Gas (CNG) truck into the fleet of logistics partner Daolez Globalink Nigeria Limited.

Following the introduction of the CNG-powered truck, the company reported measurable operational benefits. The cleaner-burning fuel reduced routine maintenance compared with conventional diesel

vehicles, helping to lower operating costs and improve vehicle reliability. The truck has also enabled the company to meet delivery timelines more consistently.

Beyond operational improvements, the adoption of CNG technology has helped align with Dangote Cement's broader sustainability ambitions by enabling lower-emission transport solutions within the distribution network. For Daolez Globalink, the initiative has enhanced the company's business competitiveness and positioned it as a forward-looking logistics provider in Nigeria's evolving transport sector. This partnership demonstrates how collaborative initiatives across the value chain can deliver both business performance improvements and environmental benefits, supporting the transition to more sustainable logistics systems as the business continues to expand its distribution capacity.

## Engaging communities proactively

Meaningful engagement with host and indigenous communities remains central to Dangote Cement's approach to responsible operations. People with local and indigenous knowledge are key to our materiality process. In 2025, we held 856 community stakeholder meetings, up 10.7% from 2024. We completed 98 community projects, a 38% increase from 71 the previous year. Although social incidents rose from 15 to 17, the impact was much lower, with hours lost to disruptions falling by 58.9%, from 124 to 51. This shows we are resolving issues faster and managing conflicts better. DCP handles community impacts through structured risk assessments and ongoing engagement. All our sites have ways for local communities to engage, including consultations and grievance channels. The Jakura Community Development Agreement is an example of how early engagement, inclusive participation, and transparent negotiation can transform regulatory requirements into opportunities for shared value creation. By placing community priorities at the centre of development planning, Dangote Cement is strengthening long-term partnerships with host communities while supporting sustainable local development.



### Case study

#### Proactive engagement with indigenous communities — the Jakura community

The company achieved a significant milestone by successfully establishing a Community Development Agreement (CDA) with the Jakura community in Kogi State, Nigeria, which was signed on 17 September 2025 at a public ceremony with community representatives and regulators. The agreement reflects a structured approach to stakeholder engagement aligned with the Nigerian Minerals and Mining Act (2007) and demonstrates how proactive dialogue can strengthen trust and collaboration with host communities.

The process began with open consultations between Dangote Cement representatives and community leaders to explain the CDA's purpose and the company's regulatory obligations. A community needs assessment was conducted to identify local development priorities and ensure that community voices guided the design of the agreement. Stakeholder mapping ensured broad representation, including traditional leaders, youth groups, women's associations, and local government officials.

Sensitisation workshops helped stakeholders understand the legal framework and participate meaningfully in the process.

Through participatory dialogue facilitated by the traditional ruler, the Obaro of Jakura, the community identified priority development areas including education, healthcare, infrastructure improvements, electrification, skills development, and access to clean water. These priorities formed the basis of the development commitments included in the agreement. A Community Development Implementation Committee was subsequently established to oversee project delivery, monitor progress, and maintain ongoing dialogue between the company and the community.



## A glimpse of our shareholders

Dangote Cement is committed to providing transparent, high-quality insights that enable investors to make informed, long-term investment decisions. Regular engagement with shareholders and the investment community allows us to share performance updates, understand stakeholder expectations, and incorporate feedback into our strategy and governance practices.

Findings from our materiality assessment show that over 65% of investors prioritise financial performance, accountability, transparency, and strong business ethics. In response, we maintain structured engagement channels, including quarterly investor calls, where we provide updates on financial performance, operational developments, and ESG progress. In 2025, the company delivered strong value

to shareholders, with dividend per share increasing by 50% from ₦30 per share in 2024 to ₦45 per share. This performance reflects operational efficiency initiatives implemented across the business. A key contributor has been the expansion of our CNG truck fleet to more than 3,000 vehicles, which has helped optimise logistics costs while supporting our transition to lower-emission transport solutions. Investors have also recognised the progress we have made in increasing the use of alternative fuels in our production processes. These initiatives are helping lower energy costs, improve operational efficiency, and strengthen our business's long-term resilience.

Through consistent engagement and disciplined operational management, we continue to align shareholder value creation with responsible and sustainable business practices.



## Regulators and associations

Dangote Cement recognises that our role in sustainability extends beyond operational boundaries; it is about building an ecosystem where our influence can drive change at scale. Through active partnerships, strategic alliances, and thought leadership, we help shape the future of sustainable finance by engaging with key players to support a fair and just transition. We engage with regulators in accordance with relevant laws in countries of operation. Of particular note is the initiation of readiness processes in compliance with Nigeria's new regulations on the adoption of IFRS S1 and S2 standards. As part of our strategic approach to sustainability, we align our business goals with regulations.

In the reporting year, we actively participated in conferences and policy dialogues that shaped sustainability agendas at national and regional levels. Some of them include the 14th Africa CemenTrade Summit in Accra, Ghana, the Green Jobs and Skills Working Group for Sustainable Business at COP 30, and the Vuka Group Energy Storage Summit for solar power integration. The company contributes actively to the Cement Manufacturers Association of Nigeria (CMAN) in collaboration with Nigeria's cement manufacturers and advocates for Paris-aligned lobbying within the association. The CMAN is presently developing a country industry decarbonisation roadmap, with support from development



partners such as the École Polytechnique Fédérale de Lausanne, which co-hosted the LC3 conference in Lagos, Nigeria, with CMAN. Building relationships with local and international associations helps us learn and grow through partnerships.

# Social and human capital



Accelerating Africa's industrialisation requires more than expanding production capacity. It demands strong institutions, skilled people, safe workplaces, trusted community relationships, and responsible governance. At Dangote Cement Plc, social and human capital is therefore not an adjunct to our business strategy; it is foundational to business continuity and long-term value creation across our African footprint. Between 2020 and 2025, we have strengthened workforce capabilities, enhanced safety systems, expanded community investment, deepened economic inclusion, and strengthened governance controls. These efforts indicate steady progress toward embedding sustainability into the way we grow.



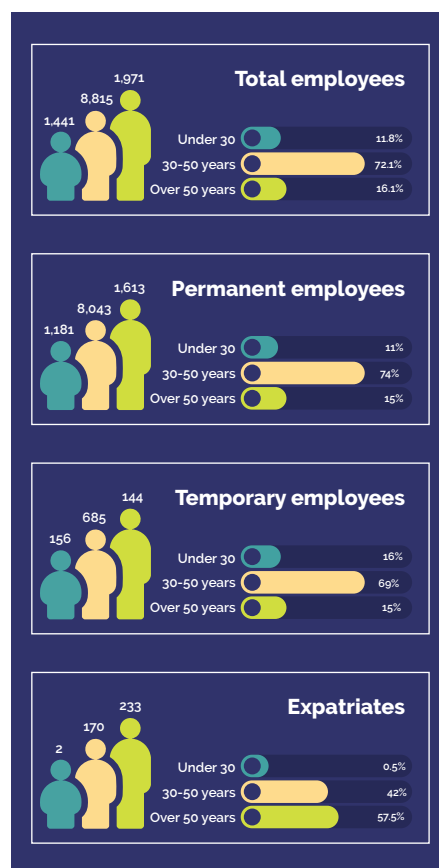
## Investing in our workforce

Our workforce is central to attaining operational excellence throughout diverse markets. In line with our growth path, total headcount (excluding the transport division) increased from 11,412 employees in 2020 to 12,227 in 2025, reflecting expansion into new markets and continued industrial scaling. 89% of our 2025 employee population are permanent employees, reflecting better employment stability and institutional continuity.

Our employee demographic profile shows a strong mid-career base, with most employees aged 30–50. While this supports operational maturity and leadership depth, it also underscores the importance of expanding youth participation to maintain long-term competitiveness. Strengthening early career recruitment and technical pipeline development remains a strategic priority.

Diversity is still an area for active improvement. Women represent approximately 9% of the total workforce, reflecting the structural realities of the heavy industry sector. At the Board level, there are 13 Board members from 6 nationalities. With a male representation of 69%, the Board female representation stands at 31%, demonstrating progress in governance inclusion. We remain committed to accelerating gender diversity in technical, operational, and leadership roles through focused recruitment, training, and succession planning initiatives.

Our employee benefits package includes life insurance, paid annual leave, maternity and examination leaves, children's education support, comprehensive welfare and health care benefits, professional body subscriptions, long service awards, paid mourning leave, marriage and birthday cash gifts.



**Our remuneration process ensures employees are rewarded based on their role, performance and experience. The male to female remuneration ratio is a 1:1 for all employment categories, ensuring no gap in gender pay.**



Population	Women	Men
Nigeria - HQ	300	824
Nigeria - Gboko	54	795
Nigeria - Ibese	89	2,585
Nigeria - Obajana	98	2,883
Nigeria - Okpella	27	878
Cameroon	84	188
Congo	21	233
Ethiopia	84	613
Ghana	18	528
Senegal	53	672
Sierra Leone	0	6
South Africa	121	251
Tanzania	80	330
Zambia	69	253
Cote d'Ivoire	12	78
<b>TOTAL *</b>	<b>1,110</b>	<b>11,117</b>

\*excluding the transport division

We maintain a zero-tolerance stance on discrimination and preserve freedom of association across our operating countries. Employees are provided with

a four weeks' notice period prior to operational changes within the Company. A total of 1,757 employees were covered by collective bargaining in 2025, representing a 67% increase from 1053 in 2024. No cases of discrimination or violations of indigenous rights were recorded during the reporting period.

## Developing talent for industrial excellence

Sustainable industrial growth depends on continuous skills development. Training investments increased by 50% in 2025 to ₦2.05 billion from ₦1.37 billion in 2024, reaching over 17,000 employees across the Group. 455,639 hours was dedicated to employee trainings in the reporting year, representing a 29% increase from 353,171 in 2024. Training hours per employee level were Executive Management/Senior Management – 11,750; Management – 39,301; Senior/Professional – 215,754; and Junior – 188,834. Senior/professional staff had the longest training hours.

The number of employees who underwent sustainability training increased by 46% from 2024 to 2025. 3,627 training hours were dedicated to sustainability topics and were delivered to employees, a 40% increase from 2024 at 2,583 training hours. This reinforces the integration of environmental and social aspects into operational roles.



The Dangote Academy continues to serve as a centre of excellence for leadership development, technical training, and vocational skills acquisition. Through both physical and digital platforms, it supports structured learning aligned with operational priorities and managerial competencies.

Our Graduate Trainee Programme has expanded steadily, from 81 trainees graduated in 2023 to 141, in 2025, strengthening workforce localisation and succession planning. By prioritising internal advancement and

transitioning expatriate roles to qualified local professionals, we are building technical capacity in the countries where we operate. This approach strengthens national capability while enhancing business continuity.

Looking ahead, we will further align workforce development programmes with digitalisation, sustainability integration, and industrial decarbonisation priorities to ensure readiness for the next phase of growth.



**We grow our people as deliberately as we grow our plants – sustainably building skills and leaders that stand the test of time, and talent pipelines that keep the business strong today and unbreakable tomorrow.**

**Adeola Oyetan**  
Head, Talent Management

### Strengthening occupational health and safety

Protecting our workforce remains fundamental to operational resilience. DCP operates a Group-wide Occupational Health and Safety system aligned with ISO 45001:2018 and ILO guidelines, with structured mechanisms for leadership accountability and worker participation across all plants. In 2025, contractor safety performance improved and no contractor fatalities were recorded. All plants recorded zero fatality in 2025 except the Obajana and Ibese plants in Nigeria and the Ethiopia plant; three fatalities were reported and several high-consequence and recordable injuries underscore the continued need for vigilance and strengthened preventive controls. No occupational disease cases were reported among employees or contractors. In response, we are reinforcing root-cause analysis processes, enhancing behavioural safety training, and strengthening contractor oversight systems. Our aspiration remains clear: zero harm throughout all operations.

### Building trust with community investment and social impact

In 2025, Dangote Cement implemented targeted Corporate Social Responsibility (CSR) initiatives across its Nigeria and Pan-Africa operations, reinforcing its commitment to sustainable development, community well-being, and responsible environmental stewardship.

In Nigeria, the company prioritised education and community development within its host communities. Initiatives included donating educational materials to public schools in Lagos State to improve access to learning resources and support youth development. At



the Ibese Plant in Ogun State, several social investment projects were implemented, alongside the award of scholarships to students from host communities during the 2025 Annual Host Community Day, reflecting structured stakeholder engagement and sustained investment in local development. Sustainability Week activities at the Obajana and Gboko plants in Nigeria also combined educational competitions, sports programmes, and skills development initiatives to promote youth empowerment and community cohesion.

Across our Pan-Africa operations, CSR initiatives aligned with our sustainability pillars focused on environmental stewardship, social development, and community engagement. These efforts complemented broader initiatives to promote responsible resource use, waste-to-wealth practices, the adoption of alternative fuels, and environmental awareness within host communities.

Year	Social investment spending (Million Naira)	Year-on-year investments
2023	2,356	43%
2024	12,421	427%
<b>2025</b>	<b>19,353</b>	<b>56%</b>

Our operations are embedded within communities that host our plants, quarries, and logistics networks, making sustained engagement and responsible investment essential to maintaining our social licence to operate. ₦19,353 million was spent on social investment projects in 2025, a 55.8% increase from ₦12,421 million in 2024. Investments supported infrastructure upgrades, electrification, healthcare facilities, vocational empowerment, and agricultural initiatives.

There was a 19% reduction in community grievances reported in 2025 compared to 2024. 34 grievance cases were reported in 2025 compared to 42 cases in 2024. However, protests over environmental and security concerns led to temporary operational disruptions throughout the year. These incidents highlight the need for continued improvement in environmental risk management and structured community dialogue.

In response, we are strengthening environmental monitoring systems and formalising grievance-resolution platforms across our operations to deepen trust and support long-term, mutually beneficial relationships with our host communities.

### Embedding the sustainability culture

The 2025 Sustainability Week, themed "Sustainable Progress: Celebrating Growth and Partnerships," served as a strategic catalyst for accelerating the transition to sustainable business.

Among the programmes implemented to strengthen ties with a broad array of stakeholders were strategic dialogues, multi-sectoral engagements, and other partnership-building efforts. In Tanzania, the Company convened government agencies and regulators for a

workshop on industrial growth to strengthen transparency and trust in compliance and CSR frameworks. The Headquarters in Nigeria hosted a Waste-to-Fashion and Lifestyle Fair, bringing together the private sector, government, and civil society to advance circular economy goals. In Congo, collaboration with local authorities led to the rehabilitation of the Bouansa community road and offices, strengthening institutional ties. In South Africa, a partnership with Aquatico focused on educating children about water conservation, while several locations delivered lectures on how sustainable partnerships drive business growth.



The programme moved beyond philanthropy to embed sustainability directly into business workflows and to promote the company's decarbonisation roadmap at events such as the Okpella Nigeria plant "Adopt-a-Decarbonisation Challenge," where cross-functional teams developed practical solutions for emissions reduction based on technical and economic feasibility. Employees at the Nigeria HQ participated in a Sustainable Solutions Pitch-A-Thon, presenting innovative ideas for sustainable packaging, transportation, and carbon abatement. In Obajana, the "Creative Waste Challenge" encouraged staff to transform discarded materials into functional items, such as energy-efficient high-intensity discharge lamps.

Other initiatives included the Okpella plant's "Lunch and Learn" sessions to celebrate year-on-year improvements in sustainability performance indicators and to strengthen a culture of common accountability among staff, while in Ethiopia, stakeholders were trained on circular economy and waste segregation. Similarly, Cameroon launched

a LinkedIn learning challenge, in which employees completed numerous courses on sustainability practices.

Amplifying green voices during Sustainability Week ensures that sustainability becomes a personal experience for the workforce, who take part in cross-departmental toolbox talks and forums to share learnings about the company's environmental progress. The Week's activities at the Ibese and Senegal plants also featured human capital-enhancing initiatives, such as wellness workshops and breast/cervical cancer screenings.

In Nigeria, the Company empowered vocational graduates. In Senegal and Cameroon, the company sponsored the community women in hosting an exhibition of locally processed goods, while the rural cooperatives received donations of agricultural equipment. Other initiatives include the rehabilitation of an ICT Centre in Ghana, the award of scholarships in Senegal and providing mentorship to students in Gboko Nigeria. Health campaigns were implemented in Ethiopia, Tanzania, and Gboko, where free malaria and HIV testing were provided alongside donations of essential medical equipment to local dispensaries. The Obajana Health Centre and the Ijako-Orile Health Centre in Ibese, both in Nigeria, were provided with solar power systems to deliver reliable, clean energy to thousands of residents.



The 2025 investment in the Sustainability Week produced 62 projects in 14 locations. During the Sustainability Week, employee volunteers increased by 55% from 1767 volunteers in 2024 to 2736 volunteers in 2025. 21,091 beneficiaries, and 10,645 volunteer hours recorded. The combination of community investments with internal operational shifts toward decarbonisation and circularity, reinforced the company's commitment to building a resilient future.

### Upholding governance and ethical practice

Strong governance and responsible tax practices remain fundamental to Dangote Cement’s long-term growth and credibility. ₦159,584 million was paid in income tax in 2025, a 9% decrease from ₦174,458 million in 2024, owing to increased tax credits in some locations, which reduced the year’s tax liabilities. In the reporting year, tax credits increased to ₦56,302 million from ₦4,075million in 2024.

During the year, we received 48 whistle blowing cases in 2025, a 4.3% increase from 46 cases in 2024 supported by 950 hours of training dedicated to employee whistleblowing and ethics, indicating stronger awareness and improved internal reporting mechanisms. Similarly, reported corruption cases increased by 25%, largely as a result of enhanced anti-corruption training and strengthened monitoring systems. No material breaches of customer privacy or product safety regulations were recorded during the reporting period.

Dangote Cement complies with applicable competition and antitrust laws and is committed to fair business practices across all its operations. During the reporting period, no

cases of anti-competitive behavior, anti-trust violations, or monopoly practices were reported.

During the reporting year, no cases of child or forced labour were reported. All employees meet the minimum legal working age requirements and we require our suppliers to uphold the same standards.

The Company paid ₦8.8 billion in regulatory fines in 2025, primarily related to tax, social security, and mining royalty matters. While these incidents were addressed, they underscore the importance of stronger regulatory oversight and cross-operation compliance coordination. In response, we are strengthening tax governance controls, introducing compliance monitoring dashboards, and increasing Board-level oversight of regulatory matters to reduce risk exposure.

Going forward, our objective is to eliminate avoidable regulatory penalties while reinforcing a culture of proactive compliance, transparency, and ethical conduct across the organisation.



**Kenneth Irabor**  
Group Head,  
Risk Management

### Q&A

The Risk Management function provides independent assurance and strategic advisory to Management by identifying, assessing, and monitoring strategic risks within mission-critical processes.

#### How do you embed operational resilience in the wave of digitalisation and cybersecurity threats?

The Risk Management function maintains a structured approach to identifying emerging technology risks. This includes targeted and one-off risk assessments of IT governance, infrastructure, networks, etc., ensuring risks are identified early and appropriate controls are designed by IT, whilst risk management tracks implementation for risk remediation. To address IT and cybersecurity risks, resilience is strengthened through enhanced governance, continuous monitoring of technology and processes for threats, and reinforced employee awareness programmes. Cybersecurity risks are monitored through dedicated Key Risk Indicators (KRIs) and these exposures continue to remain a Board agenda item. Through these measures, the business remains agile, protected, and better equipped to handle shocks resulting from evolving digital and technological risks.

#### How is the risk function aligned with the work of sustainability and strategy?

The Risk function aligns with all departments through a structured engagement framework that embeds accountability and shared ownership across the enterprise. Regular interactions, including Risk and Control Self-Assessments (RCSAs) and department-level risk reviews, enable functions to evaluate key processes, exposures, and controls, and to track risk, develop remediation plans, set KRIs, and establish tolerance levels. These recurring engagements, conducted monthly and quarterly, ensure the business maintains a clear view of both traditional and emerging risks. Risk provides strategic insights and advisory across the enterprise. This includes supporting Finance on liquidity, FX, and interest rate exposures; assessing people risks and reinforcing risk culture; advising Strategy and Operations on markets, supply chains, and geopolitical risks; and integrating climate, regulatory, and ESG considerations with Sustainability and Legal teams.

### Please share major achievements in 2025

Artificial Intelligence Risk Management Policy: Onboarded to ensure responsible AI deployment, ethical compliance, and alignment with strategic objectives.

Stress testing of growth plans: Launched under mild and moderate economic scenarios to assess organizational resilience.

Fraud risk management: Maintained a proactive approach through fraud risk assessment ensuring continuous monitoring, control reviews, and process enhancements.

Enterprise-wide resilience: Reinforced by identifying, assessing, and responding to traditional and emerging risks.

Deep-dive risk reviews: Conducted targeted deep-dive reviews across high-impact risk areas to identify risks, assess control effectiveness and recommend improvements, strengthening risk-informed decision-making.

### What are some priorities for 2026 to enhance resilience?

1. Predictive risk analysis and early warning systems; Expand scenario planning, and update KRIs across critical portfolios based on Vision 2030 agenda. Scale geo-political, supply chain assessments to ensure resilience and macroeconomic risk intelligence across African markets.
2. Enhance oversight of digital transformations and emerging technology risks through robust cybersecurity controls, integrate AI governance metrics, and technology resilience frameworks.
3. Financial and market risk resilience; Strengthen FX and interest rate risk management, liquidity buffers, hedging strategies, and margin optimisation to safeguard financial performance against market volatility.
4. Integrate climate, energy transition, regulatory, and ESG risks into enterprise risk assessments.
5. Fraud controls and continuous assessments/assurance across business to protect assets and processes.

### Delivering economic value

DCP creates substantial economic value through revenue generation, competitive employee wages and benefits, government payments, local procurement, and community investment. While we consolidate full Economic Value Generated and Distributed data, we are strengthening our reporting systems to enable comprehensive disclosure in the next reporting cycle. Greater transparency in the distribution of economic value will enhance stakeholders' understanding of our contribution to national development.

Our progress between 2020 and 2025 demonstrates that social and human capital are increasingly embedded within our business model. We have strengthened workforce capability, improved safety systems, deepened public involvement, expanded economic inclusion, and reinforced governance structures.

At the same time, we recognise areas that require continued focus, including gender diversity, youth employment pipelines, supply chain ESG integration, strengthening regulatory compliance, and advanced economic disclosure.

### Direct economic value generated and distributed

In 2025, the global cement industry experienced a gradual and uneven recovery, with demand remaining weak in developed markets due to high interest rates and subdued construction activity. The industry's focus shifted from volume growth to margin protection, supported by pricing discipline, lower energy costs and continued progress on decarbonisation initiatives.

Africa, especially Sub-Saharan Africa, remained a strong growth region, driven by urbanisation, housing deficits and public infrastructure investment. In Nigeria, the cement

sector remained steady despite inflation, foreign exchange volatility and high operating costs. Improved pricing, energy optimisation and cost discipline led to stronger profitability and margins across the sector.

Against this backdrop, Dangote Cement delivered a landmark performance in 2025, achieving strong revenue growth and exceptional profitability. Performance was driven by disciplined pricing, effective cost management and operational efficiency across its Pan African operations, with a clear strategic emphasis on margin optimisation and value creation rather than volume led growth. In 2025, DCP recorded an economic value





generated of ₦4,306,704 million in revenue. Economic value distributed in 2025 was ₦3,668,919 million. This comprised of employee wages, salaries and benefits – ₦272,210 million; operating costs – ₦2,317,193 million; Payments to providers of capital – ₦900,579 million. social/community investments – ₦19,353 million; and payments to government – ₦159,584 million.

### Understanding our indirect economic impacts

As we scale production capacity and expand across Africa, our success will depend not only on financial strength and operational functionality but on the trust we build with people and communities. Industrial leadership is sustained when growth is inclusive, workplaces are safe, governance is strong, and communities share in the value created. Through continued integration of social and human capital priorities, we are building not only cement capacity but also resilience for Africa's future. In 2025, Dangote Cement continued to invest in the social and economic development of its host communities across Nigeria and its Pan-Africa operations. In Nigeria, key initiatives included the rehabilitation of schools and health facilities, the provision of essential amenities such as water and community infrastructure, and youth skills acquisition programmes in host communities. Across its Pan-African footprint, the Company supported education and healthcare interventions, community infrastructure projects, and youth empowerment initiatives aligned with local development priorities. These investments were implemented in collaboration with community stakeholders to promote sustainable socio-economic growth and shared value creation.

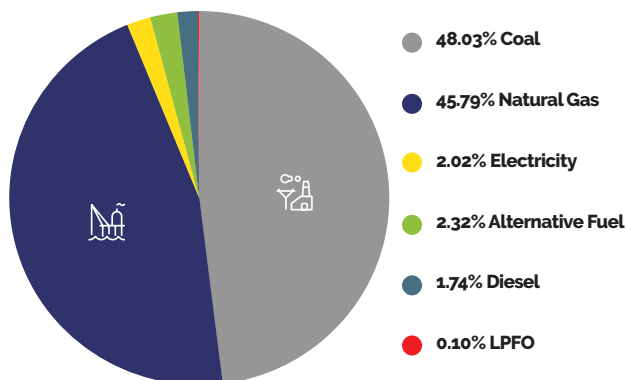


# Environmental stewardship



### Resourceful use of energy

Energy, as a key operational input in cement manufacturing, is a significant driver of greenhouse gas emissions. Energy efficiency is not only about reducing costs, but also a strategic risk management tool that strengthens resilience to economic, energy, and operational shocks. Our energy profile shows that thermal energy (coal, petcoke, alternative fuels) drives most kiln CO<sub>2</sub> emissions, which informs our approach of directly cutting thermal demand to reduce combustion emissions.



As part of energy efficiency measures, environmental data from all production sites are recorded annually through the Group's sustainability performance management system. We achieved a 1.7% reduction in our energy intensity, decreasing from 784 Kcal/Kg in 2024 to 771 Kcal/Kg in 2025, reflecting improvements in kiln efficiency, optimisation of raw material blends, and enhanced process control.

### Energy summary

Indicator	2023	2024	2025
Total plant energy (TJ)	101,530	100,445	96,539
Energy intensity (Kcal/Kg)	819	784	771

The building-materials sector has made substantial, measurable progress in energy efficiency over the past 30 years. In line with recent practices in reporting energy efficiency, the company utilises automated and smart digital systems and AI-driven analytics tools to track and report energy efficiency improvements in real time. DCP continues to explore opportunities to increase the use of alternative fuels and reduce dependence on fossil fuels while improving process efficiency in production.

### Optimising water use

Water is an indispensable resource utilised in the upstream value chain. Responsible water management is therefore an integral component of the Group's sustainability strategy. Water withdrawal, discharge, and consumption are monitored across production facilities to ensure responsible use and compliance with regulatory requirements.

### Water summary

Indicator (megalitres)	2023	2024	2025
Total water withdrawn	6,552	6,251	6,271
Total water consumed	5,985	5,682	5,231
Total water discharged	571	558	1,040



DCP aims to improve water-use efficiency and reduce water withdrawal across its plants. The Group has set a target to reduce water withdrawal by 20% by 2030 compared with the 2021 baseline, with particular attention given to operations located in water-stressed regions. In 2025, total water consumed across our operational locations amounted to 5,231 megalitres representing a 8% reduction from 5,681 megalitres in 2024. The decrease in water consumption in 2025 was driven by improved water-use efficiency, including increased recycling of process water, optimisation of cooling systems, and stronger monitoring of water use across plants.

In the comparison between production sites and the supply chain, a significant share of water withdrawal occurs upstream in the extraction and processing of raw materials. The total water withdrawn in our operational locations was 6,271 megalitres, representing a 0.3% increase from 6,251 megalitres in 2024. As a mitigation measure, Dangote Cement encourages responsible water management among its suppliers and business partners, particularly in water-scarce regions. The company does not discharge untreated wastewater into receiving waters. Wastewater generated from operations undergoes appropriate pretreatment and biological treatment before discharge.

In the reporting year, water discharge increased from 558 megalitres in 2024 to 1,040 megalitres, representing an 86% increase, largely due to expanded monitoring coverage and increased stormwater discharge during the reporting period.



### Managing waste efficiently

Effective waste management is essential for sustainable operations. Dangote Cement applies the waste hierarchy principle, prioritising waste prevention, reuse, recycling, and recovery while minimising landfill disposal. As cement manufacturing is relatively efficient, with most raw materials used in production incorporated into the final product, approximately 5–10% of input materials contribute to waste generated. These may include kiln dust, clinker rejects, off-spec cement, and packaging residues. Total kiln dust emissions recorded in 2025 were 1,378 tonnes.

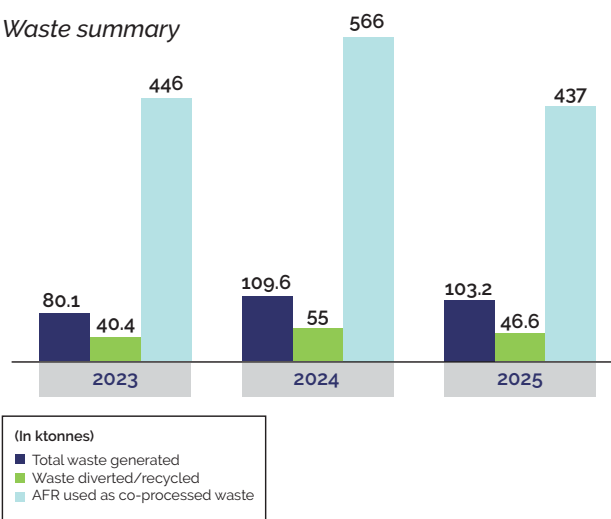
In 2025, 107,159 tonnes of packaging waste was reclaimed. In the DCP packaging take-back programme, with the underlying principles of extended producer responsibility,

producers are responsible for replacing burst bags.

The company manages these wastes through process optimisation to minimise clinker rejects, recovery and reuse of kiln dust in the production process and the reuse of cement reject materials in construction applications. The decrease in waste recycling in 2025 was mainly due to improved process efficiency and better waste minimisation practices across operations. Increased use of materials within the production cycle, such as reintroducing kiln dust and clinker rejects back into the process, reduced the volume of waste requiring recycling. As a result, less waste was generated overall, and only 3.6% of waste generated was directed to disposal.

Total waste generated during the reporting period amounted to 103,243 tonnes, with hazardous waste representing 90% of the total waste generated.

### Waste summary



A 5.8% decrease in waste generated from 109,600 tonnes in 2024 to 103,243 tonnes in 2025, highlighted improvements in waste management practices. The waste category breakdown is provided below:

Waste Category (tonnes)	2023	2024	2025
Hazardous	70,160	99,927	92,909
Non-hazardous	9,910	9,673	10,334

Hazardous waste generated decreased from 99,927 tonnes in 2024 to 92,909 tonnes in 2025 by 7%. This reduction was primarily driven by improved operational efficiency and stronger waste management practices across plant operations. Enhanced material handling, improved waste-stream segregation, and optimised production processes reduced hazardous residue generation. Co-processing waste in cement kilns remains an important waste management strategy, allowing certain non-recyclable industrial wastes to be safely utilised as alternative fuels. Dangote Cement also complies with regulations on management of plastic such as the Hazardous, Electronic and Other Waste (Classification) Control and Management Regulations, 2016, L.I 2250, Act 917.



### Circularity is responsibility

The finite nature of natural resources and the social and environmental consequences of mining raw materials make the development of a circular economy a key sustainability topic. DCP intends to increase the use of circular materials, with the increasing use of renewable resources playing a key role. The initial steps regarding the circular economy focused on plastics. The results obtained from this are used to develop the overall circular economy strategy further and to devise new business models.

Cement industries are moving toward circularity by treating equipment and scrap not as disposables but as assets whose lifespans are extended through repair rather than replacement. DCP integrates circular economy principles into its maintenance and asset management practices to improve resource efficiency, reduce waste, and extend the life of critical production equipment. This approach focuses on predictive maintenance, component refurbishment, responsible scrap management, and the reuse of production by-products.

At DCP, sensors monitor the health of critical equipment, enabling early fault detection and allowing maintenance teams to intervene before failures occur. This predictive approach reduces downtime, extends asset life, and minimises unnecessary component replacements. Where possible, worn components are refurbished or fabricated in-house rather than discarded. Approximately 10% of worn parts are



refurbished, including limestone crusher grinding segments, hydraulic cylinders, limestone reclaimer bucket components, and belt conveyor pulleys. In addition, many production systems are designed with standby units, allowing equipment to be repaired without disrupting operations and reducing the need to scrap entire machines.

Circular practices also extend to scrap and by-product management. Scrap metals, refractory materials, and worn components are systematically collected and channelled through the company's centralised asset management system for recycling or resale. Production by-products are reintegrated into operations where possible, with kiln dust returned to stockpiles for reuse in cement production and scrap cement used to support road repairs in nearby communities.

Together, these initiatives demonstrate how operational discipline and circular practices help DCP reduce material waste, optimise resource use, and support more sustainable industrial production. As we explore opportunities, we continue our research into paper-based packaging solutions and market opportunities in compliance with plastic waste management regulations in countries such as Ghana. In the coming year, we plan to proactively challenge our entire packaging portfolio and endeavour to reduce the amount of packaging materials used.

### Impact on air

Air pollution can contribute to local air quality deterioration and affect humans and the environment. In our materiality assessment, air pollution was identified as a material negative impact. At a minimum, DCP production facilities comply with the statutory requirements for air pollutants associated with their approvals. Since air emissions also occur along the upstream and downstream value chains, DCP requires its partners to work to the same high standards. 2025 recorded an 8% reduction in absolute kiln dust emissions, from 1,500 tonnes in 2024 to 1,378 tonnes in 2025. However, specific NOx emissions increased to 1,035 g/tonne, suggesting the need for improved combustion optimisation. Variations in SOx emissions are largely influenced by changes in the sulphur content of raw materials and fuels.

### Progress on mitigating air emissions

Indicator (g/tonne clinker)	2023	2024	2025
Specific dust emissions	61	73	67
Specific NOx emissions	619	923	1035
Specific SOx emissions	168	61	217

The company's actions to address the impacts of air pollution on its value chain include dust control systems, such as bag filters and electrostatic precipitators, deployed to minimise particulate emissions. Improved monitoring of pollution control equipment and efficient conveyor systems. Fuel switching also offers an opportunity to replace fossil fuels with cleaner fuels or transitional fuels such as natural gas.

### Practice to protect biodiversity

In our materiality process, communities were engaged to highlight any threats to biodiversity. In the short term, actions such as relocating endangered species to their natural habitats in Zambia, Tanzania and Nigeria and protecting flora and fauna are intended to mitigate the negative impacts. Group-wide operationalisation of these strategic focus topics, including targets across locations, is still pending. Owing to mining, manufacturing, and transportation, cement production hurts biodiversity and ecosystems, from raw material extraction through land-use change, emissions, and transportation.

The material impacts of production on soil degradation and desertification have not yet been fully assessed. However, the impact on biodiversity and ecosystems, particularly in the medium- and long-term, is addressed through the interplay of operational policies such as the Group's Biodiversity policy and location-based biodiversity actions. Formalising the biodiversity targets and expanding the actions to all sites were identified as the next steps to be implemented in the short- to medium-term. This is crucial for comprehensively addressing the impacts on biodiversity and ecosystems and for driving forward operationalisation.



### Dangote Tree-to-Forest Initiative

Afforestation and reforestation remain among the most effective nature-based solutions for climate mitigation and adaptation. Forest ecosystems sequester carbon, stabilise local climates, enhance groundwater retention, and provide critical habitat for biodiversity. Building on our previous tree-planting efforts, the Tree-to-Forest Initiative represents a strategic shift from individual planting activities to structured ecosystem restoration. Since 2021, we have rehabilitated mined-out limestone areas; 23 hectares of mined-out areas were rehabilitated in 2025. However, these efforts have not fully restored forest ecosystems. The new initiative adopts a more comprehensive, science-based approach to reforestation over a five-year implementation period beginning in 2025. This initiative ties into our decarbonisation and biodiversity strategies.

Our commitment to this programme is to reforest 200 hectares in each of our operating countries and 800 hectares in Nigeria across our four production locations. Beyond carbon capture, the programme aims to increase forest species richness by at least 30% in identified areas, prioritising indigenous species to strengthen biodiversity and ecological stability. Implementation will be undertaken in partnership with government agencies, forestry institutions, local communities, and specialised implementation partners. By prioritising sites near our operations, we enhance oversight, stakeholder engagement, and local economic participation. The initiative is also expected to create livelihood opportunities and support long-term community wellbeing through sustainable land-use practices

Recognising the importance of Agriculture, Forestry and Other Land Use (AFOLU) in supporting Nigeria's Nationally Determined Contributions (NDCs), the Dangote Tree-to-Forest Initiative aims to meaningfully contribute

to ecosystem restoration across its operating countries. The initiative strengthens our environmental stewardship by linking quarry rehabilitation, biodiversity restoration, and climate resilience. It demonstrates our commitment not only to mitigating environmental impact, but to regenerating natural capital in ways that support both ecosystem integrity and community prosperity.



## Going paperless to protect nature

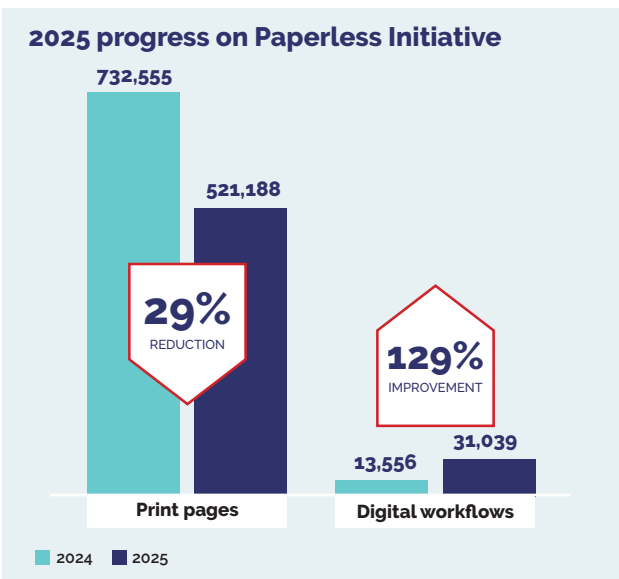
Environmental stewardship at DCP extends beyond emissions reduction and stakeholder engagement. Protecting nature requires attention to everyday practices that collectively shape our environmental footprint. In 2025, we launched the Dangote Paperless Initiative to reduce paper consumption and improve resource efficiency. The initiative aligns with the Group's sustainability goals, such as the afforestation campaign. This underscores our long-term commitment to ecosystem restoration across our operating countries. For us, protecting forests is not only about planting trees, but also about reducing the demand that drives deforestation. By digitising our workflows and reducing our reliance on paper, we ensure our internal practices reinforce our external environmental commitments. The Dangote Paperless Initiative's goals are:

1. To minimise day-to-day paper usage across business transactions and processes
2. To reduce paper waste disposed to landfill.
3. To lower enterprise-wide paper-related costs
4. To improve operational efficiency through digital workflows.
5. To encourage the adoption of secure digital approvals and archiving systems.

The paperless campaign also supports business performance, demonstrating that operational efficiency and ecological responsibility can advance together. To drive behavioural changes across the organisation, we focused on organised support and creating awareness. In 2025, we delivered 22 group-wide webinars and trainings on digital approval systems. Additionally, we implemented a Global Trade Unit digital archiving solution to improve document traceability and prevent loss of critical records. These efforts ensured that digital transformation was not only a technological development but also a cultural one. In our first year, the results show strong embracing across the enterprise. We recorded a 29% reduction in print pages, from 732,555 in 2024 to 521,188 in 2025. Digital approvals increased by 128%, from 13,556 in 2024 to 31,039 in 2025.

The reduction in paper consumption in the first year of launch signals the potential for even lower resource use, reduced waste generation, and minimised indirect pressure on forest ecosystems in the year ahead. When combined with our Tree-to-Forest Initiative, which aims to restore forest cover and rehabilitate degraded land, the Paperless Initiative serves as a supporting approach: reducing consumption while increasing regeneration. To ensure enterprise-wide participation, we will introduce a Non-Active Directory (Non-AD) Staff Solution in 2026. Employees not covered by the corporate mailing system will have access to dedicated digital approval stations, eliminating remaining manual processes and ensuring inclusivity in the digital transformation. The next phase of this campaign will extend digital workflow access to all employee categories, improving process efficiency and transparency and further reducing paper dependency across operations.

By reducing paper consumption and advancing large-scale afforestation through the Tree-to-Forest Campaign, DCP is aligning operational discipline with ecological regeneration. Planting trees restores ecosystems. Reducing paper use helps protect them. Together, these initiatives reflect our commitment to protecting natural capital while facilitating sustainable industrial growth.



# Climate action for resilience

Our stewardship on climate action recognises that climate change presents significant risks and opportunities for Dangote Cement, as it does for the global cement industry. As a leading African cement manufacturer supporting infrastructure growth and economic self-sufficiency, we recognise our responsibility to decarbonise in line with global scientific pathways while ensuring resilient industrial development across emerging markets. Our climate strategy integrates mitigation, adaptation, governance, financial risk management, and Just Transition principles into our core business model. The Board Sustainability and Technical Committee oversee our transition strategy. The Executive Committee implements decarbonisation initiatives at the Group level and provides quarterly progress reporting to the Board. Climate considerations are integrated into capital allocation decisions and long-term investment planning. We are formalising a clearer link between executive remuneration and climate KPIs, with disclosure to commence in the 2026 report. Currently, these KPIs are directly linked to remuneration through a Short-Term Incentive programme, rewarding the achievement of defined sustainability targets.



## Climate-related risks and opportunities

Possible transition risks and opportunities were identified through scenario analysis and additional in-house sources. Identified material impacts and risks are addressed using policies, actions and targets for each operational location. The focus in 2025 was to mitigate negative impacts, reinforce positive impacts, and avoid material risks. DCP policies and overarching actions to address material impacts of climate change are presented in our disclosures.

We evaluate both physical and transition risks through our Enterprise Risk Management framework. A risk is classified as substantive where its potential financial impact could affect at least 10% of EBITDA. Risks considered include carbon pricing mechanisms, regulatory changes, shifts in market preferences, technological transition risks, and acute and chronic physical impacts. The company's climate risk management approach involves capturing climate risks in the Group risk map and reviewing annually by the Board Audit, Compliance and Risk Management Committee. Quarterly updates are provided to the Executive Committee and the Board. Beginning in 2026, we will disclose quantified financial exposure ranges under defined climate scenarios and classify risks by short-, medium-, and long-term horizons.

## Transition plan for climate change mitigation

Our transition plan aligns with national climate policies across our markets, the GCCA Net Zero Roadmap, and NDCs. We have committed to a 20% reduction in CO<sub>2</sub> intensity emissions by 2030 (relative to 2021). This target covers at least 95% of our scope 1 & 2 emissions. Our transition approach prioritises direct emissions reductions through operational efficiency, fuel switching, a lower clinker factor, renewable energy integration, and circular economy practices.

While adaptation actions are implemented across sites, a formally approved standalone adaptation strategy has not yet been published. Physical risks are evaluated at the plant level using scenario analysis extending to 2050. We assess exposure to heatwaves, droughts, flooding, water stress, and supply chain disruptions. A Board-approved Climate Adaptation and Resilience Plan will be finalised and disclosed in 2026, including quantified resilience investments and time-bound adaptation targets.

We recognise that decarbonisation must be socially inclusive and economically responsible. Therefore, our transition plan seeks to minimise workforce disruption, strengthen employee reskilling, support host communities and contribute to formal consultations conducted through established stakeholder engagement processes. Currently, workforce transition metrics for our just transition are not recorded. From 2026 onward, we will report the number of employees retrained or redeployed, employment impacts of decarbonisation initiatives and structured just transition performance indicators.



## GHG emissions reduction targets and progress

It is established that Greenhouse gas (GHG) emissions contribute to climate change when generated during the use phase of our products along the DCP value chain. GHG emissions are also caused by the processing of raw materials, the use of additives, and activities in the supply chain and the company's own operations. DCP tracks progress against a 2021 base year, which recorded absolute CO<sub>2</sub> emissions of 19,131,465 metric tonnes. As of 2025, we attained absolute Total Scope 1 emissions of 17,643,357 metric tonnes CO<sub>2</sub>e and total scope 2 emission reduced from 0.4million metric tonnes in 2024 to 0.2 million metric tonnes in 2025, marking a 50% decrease in purchased power. Our biogenic emission was 332,416 metric tonnes CO<sub>2</sub>e. Our Scope 2 targets are location-based, and our report excludes biogenic CO<sub>2</sub> emissions as they are regarded as carbon-neutral. The operational control consolidation approach was applied in consolidating our GHG emissions.

The foundation for enduring resilience is laid amidst abundance such that in unprecedented times, we thrive. This has been our sustainability story, and it is a legacy we intend to sustain for generations to come.

**Oyekemi Oyelola, PhD**  
Ag. Head, Sustainability

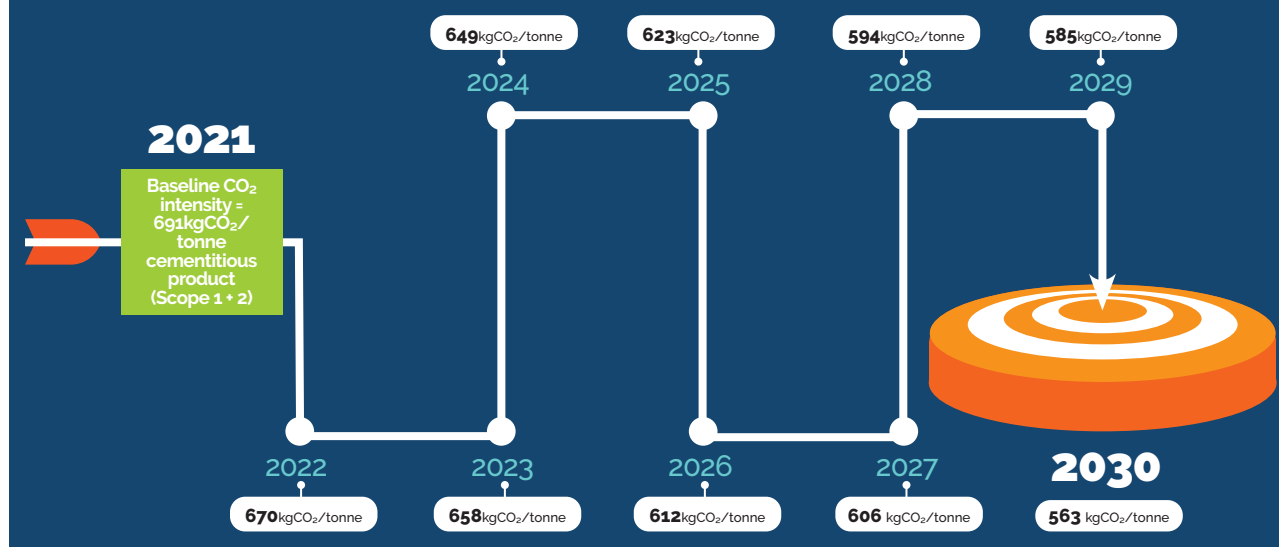
## DCP consolidates its GHG emissions using the operational control consolidation approach.

The DCP decarbonisation roadmap to reduce our emissions intensity by 20% by 2030 achieved a 6.5% reduction in CO<sub>2</sub> intensity from the base year. The reductions are driven

primarily by fuel substitution and clinker optimisation. No carbon credits or avoided emissions were used to achieve reductions. Dangote Cement aligns its emissions-reduction efforts directly with NDCs in our operating countries, in line with the broader goals of the Paris Agreement.

### Decarbonisation roadmap

The 2025 Group decarbonisation report for Dangote Cement details the company's strategic efforts to reduce Scope 1 and 2 emissions across its African operations. Key environmental drivers and decarbonisation levers include reducing the clinker factor, improving thermal energy efficiency, and increasing the use of biomass and alternative fuels. The roadmap below visualises the transition toward lower intensity levels through 2030, supported by a recovery plan to address production variances.



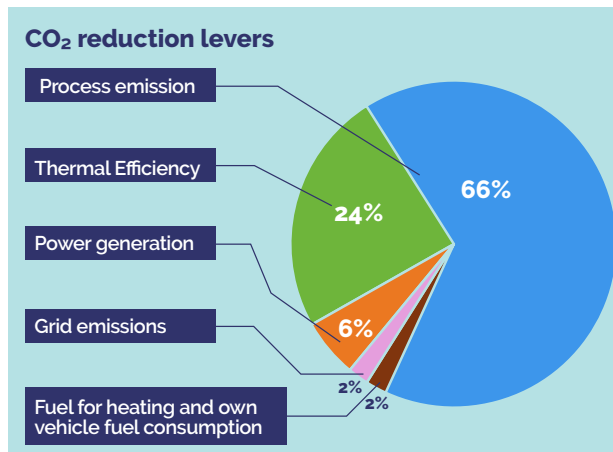
A plant-by-plant summary compares year-on-year performance, identifying specific operational successes and areas requiring further sustainability interventions. Our decarbonisation strategy is built upon four primary levers, each contributing to our overall reduction roadmap.

The major levers in focus are:

- **Process emissions (66% contribution):** This remains our most significant lever. In 2025, process emissions intensity was 399 kgCO<sub>2</sub>/tonne, 3% above the target of 386 kgCO<sub>2</sub>/tonne. This variance was primarily driven by a clinker factor of 0.74, which was below our target of 0.72.
- **Thermal efficiency and the use of alternative fuels (24% contribution):** We achieved CO<sub>2</sub> intensity of 178 kgCO<sub>2</sub>/tonne against a target of 156 kgCO<sub>2</sub>/t. The 14% variance was due to lower-than-anticipated biomass alternative fuel substitution, which reached 6% instead of the planned 16%.
- **Power generation and grid (8% combined contribution):** On-site power generation emissions stood at 56 kgCO<sub>2</sub>/tonne, exceeding the 48 kgCO<sub>2</sub>/tonne target due to increased power consumption during clinkerisation and grinding. Conversely, grid electricity emissions performed well, achieving a 49% positive variance (7.29 kgCO<sub>2</sub>/tonne actual vs 14.26 kgCO<sub>2</sub>/tonne target).
- **Fuel for both heating/drying and company vehicles**

consumption contributes a combined 2% to the roadmap.

In continuation of its commitment to Vision 2030 of 'Accelerating Africa's Industrialisation', the company intensifies efforts to reduce its carbon footprint. While the Group faced operational challenges that led to a 4% variance from our 2025 target of 623 kgCO<sub>2</sub>/tonne of cementitious product, our Scope 1 and 2 CO<sub>2</sub> intensity improved from 649 kgCO<sub>2</sub>/tonne of cementitious material in 2024 to 646 kgCO<sub>2</sub>/tonne of cementitious material in 2025, a 0.5% reduction. This performance reflects a 6.5% decline from 2021 levels (691 kgCO<sub>2</sub>/tonne) as we progress toward our 2030 goal of 563 kgCO<sub>2</sub>/tonne.



### Operational recovery plan

To bridge the gap between our 2025 performance and our 2026 target of 612 kgCO<sub>2</sub>/t, the Group has initiated a recovery plan in the areas of:

1. **Clinker factor optimisation:** Actions mapped to improve the Group clinker factor to 0.703 include increased use of supplementary cementitious materials and adoption of calcined clay.
2. **Biomass scaling:** the company commits to increasing biomass AF utilisation to 24% to compensate for the 2025 shortfall through introduction of new waste streams such as industrial wastes, Tyre derived fuel from own operations)
3. **Efficiency gains:** Efforts will focus on reducing power consumption during clinkerisation to 62.5 kWh/t and grinding to 35.5 kWh/t.
4. **Supply chain stability:** Specific actions are being taken at specific plants to secure consistent biomass AF supplies. They include optimised backhaul with trucking assets and incentivisation to optimise tonnage per truck loading in locations like Okpella in Nigeria.
5. **The company screened Scope 3 emissions** across major value chain categories. From this assessment, we disclosed 11 out of the 15 Scope 3 categories in the 2025 CDP reporting. These include purchased goods and services, capital goods, purchased fuels and electricity, upstream transport and distribution, waste generated, business travel, employee commuting, and upstream leased assets. Other scope 3 emissions disclosed were downstream transportation and distribution, processing of sold products and end-of- life treatment of sold products. A comprehensive Scope 3 inventory and a science-aligned reduction target to be disclosed in the coming reporting year.

#### Pathways for fuel substitution

Alternative fuels continue to be a key lever for reducing carbon emissions for African cement manufacturers because they directly address one of the sector's largest sources of emissions. In cement production, around 35% of total CO<sub>2</sub> emissions come from fuel combustion. Replacing fossil fuels with lower-carbon alternatives provides a practical and scalable pathway to reduce emissions while maintaining production levels.

In 2025, the Dangote Cement Group's thermal substitution rate (TSR) stood at

9.0%. This is down from a target of 15.3% and lower than the 2024 TSR. While overall TSR performance remained broadly stable year-on-year, the slight reduction in 2025 and the failure to meet the target reflect operational and market constraints rather than a reversal of the AF strategy. Total waste co-processed declined from approximately 566,255 tonnes in 2024 to about 436,900 tonnes in 2025, a 23% decrease. This reduction was primarily driven by logistics limitations, increased competition for alternative fuel streams, and constraints in local refuse-derived fuel (RDF) processing capacity at selected sites.



### Renewable energy integration

As an energy-intensive business, Dangote Cement is accelerating its transition to cleaner and more efficient energy sources to support its decarbonisation goals. The company continues to scale the use of compressed natural gas (CNG) and alternative fuels, alongside investments in renewable energy and energy efficiency.

Through its waste-to-energy approach, DCP has co-processed over 1.5 million tonnes of alternative fuels as of 2024, replacing traditional fossil fuels with agricultural, industrial, and municipal waste. Since 2021, more than 15 alternative fuel systems have been deployed across our plants, achieving up to 40% thermal energy substitution in operations in Senegal, Zambia, and South Africa.

Building on this progress, renewable energy integration is becoming a central pillar of our sustainability strategy. We are advancing plans to deploy on-site utility-scale solar installations to reduce reliance on grid electricity and diesel, while ongoing feasibility assessments will guide large-scale implementation across our operations.

In parallel, our commitment to energy efficiency continues

to drive the adoption of "Waste Heat Recovery (WHR)" systems as part of our long-term decarbonisation strategy. WHR projects are currently being implemented in Zambia, Senegal, and at the Ibese plant, enabling us to capture and reuse excess heat from production processes to generate power.

Together, these initiatives demonstrate a clear pathway toward reducing our carbon footprint while improving energy security and operational efficiency.

**Sustainable projects optimise resources, minimise long-term environmental impact, and strengthen the efficiency of operations and distribution.**

**Heinrich De-Beer**  
Dangote Cement South Africa Projects



**Marie-Christiane Kaul**  
Regional Chief Financial Officer, Pan-Africa

## Q&A

Marie oversees the Finance function across our 10 operational entities and our Projects and Commercial entities in sub-Saharan Africa.

### **Describe a time you influenced senior management to invest in sustainability despite competing priorities.**

Historically, our performance was assessed primarily by traditional financial metrics of revenue growth, operational efficiency, profitability, and cash discipline. As sustainability became a core pillar of our identity and long-term strategy, it was fully embedded across all dimensions of our business model. A key commitment was to reduce our carbon emissions by 20% by 2030, while continuing to grow the Group's profitability as a responsible, for-profit enterprise.

To deliver on this ambition, the Group embarked on a strategic energy diversification journey. In my role as CFO, Finance supported each business in identifying, assessing, and deploying locally available, sustainable energy alternatives at a lower, more predictable cost base. This required rethinking our supply-chain model—structuring fragmented sources of supply, strengthening local vendors' capabilities, and establishing long-term partnerships with host communities. We also worked closely with the business to define disciplined investment frameworks, prioritising projects that delivered positive and attractive returns alongside measurable environmental benefits. We were deliberate in ensuring that sustainability ambitions did not come at the expense of financial performance. Equally, we avoided short-term profit optimisation that would undermine long-term value creation. Each alternative fuel initiative was assessed against three clear value drivers:

- a. the reduction of CO<sub>2</sub> and greenhouse-gas emissions;
- b. improvements in fuel-mix resilience and cost efficiency;
- c. and increased local sourcing, reducing foreign-currency exposure.

This integrated approach has delivered strong results across most of our markets, reinforcing sustainability as a driver of both resilience and value creation.

### **Please share major achievements in 2025?**

Since 2021, we have deployed 15 alternative fuel systems across our plants, achieving up to 40% thermal substitution in the Pan Africa region, particularly in Senegal, Zambia, and South Africa.

In addition to our AF initiatives, we are transitioning our logistics business segment by acquiring CNG trucks and electric vehicles. We acquired 300 CNG trucks in Tanzania in 2025 and are replicating this initiative across the region.

### **What are your function's priorities for 2026 and beyond, to drive sustainable growth?**

In 2026 and beyond, Finance will continue to play a central role as a strategic business partner and decision enabler, supporting the disciplined execution of our ESG-driven investment agenda and ensuring that sustainability initiatives deliver their full expected returns. Delivering consistently on these commitments is essential to maintaining the trust of our customers, host communities, and shareholders and strengthening the Group's resilience. At the same time, the regulatory landscape is evolving rapidly.

An increasing number of our operating countries, including Tanzania, Zambia and Ghana, in addition to Nigeria, are implementing mandatory sustainability reporting or establishing phased adoption timelines for the IFRS Sustainability Disclosure Standards (ISSB S1 and S2). In response, we are aligning our systems, processes, and people's capabilities to ensure full compliance, high-quality disclosure, and decision-useful sustainability information.

**Sustainability is integral to our financial strategy, ensuring resilient performance, responsible growth, and long-term value creation for all stakeholders**



**Marie-Christiane Kaul**  
Regional Chief Financial Officer, Pan Africa

Overall, our decarbonisation performance in 2025 showed a divergence across operations relative to their targets. South Africa, Zambia, and Senegal demonstrated clear year-on-year improvement, with all three sites exceeding their 2025 TSR targets. South Africa increased its TSR from 25.1% in 2024 to 40% in 2025, while Zambia increased from 9.1% to 24.5%, and Senegal increased from 12.9% to 20.5% recorded, supported by improved feedstock availability and stable regulatory frameworks.

Investment in alternative fuels continued in 2025 with approximately US\$6.25 million deployed, building on the capacity developed in prior years. Key developments included the installation of 15 tonnes-per-hour co-processing systems in Congo, Senegal, and Zambia. In Nigeria, the receipt of a tyre granulator for commissioning in the first quarter of 2026 represents a critical enabler to address fuel-quality variability observed in 2024 and 2025. In addition, a waste shredder ordered in 2025 will support a pilot for local RDF development, with commissioning planned for 2026.

Regulatory compliance improved in 2025 relative to 2024, with Nigerian operations maintaining valid permits and certifications. Senegal and Congo strengthened their regulatory frameworks through expanded authorisations for AFR use, transport, and importation. Ethiopia remains under regulatory review, as in 2024, indicating the need

for continued government engagement to unlock future AF potential.

While 2025 presented hurdles in biomass adoption and clinker ratios, the significant gains in South Africa, Senegal and Zambia, as well as our grid energy mix demonstrate that our roadmap is effective. We remain focused on our Vision 2030 milestones, ensuring that every tonne of cement produced contributes to a more sustainable and industrialised Africa.

COUNTRY	2025 TSR% Targets	2025 TSR% actual
Nigeria - Gboko	15.0%	9.0%
Nigeria - Ibese	20.0%	6.5%
Nigeria - Obajana	10.0%	3.5%
Nigeria - Okpella	-	3.2%
Congo	10.3%	10.1%
Ethiopia	11.7%	5.7%
Senegal	19.4%	20.5%
South Africa	37.7%	40.0%
Tanzania	11.0%	6.8%
Zambia	23.0%	24.5%
Group % TSR targets	15.3%	9%

### Our benchmarked 2025 CDP sector response

CDP's benchmark of our sector response in the 2025 disclosure highlights DCP's advanced technology adoption, which is uncommon among African industrial groups. Examples of our innovation leadership in the region include the use of robotics in quality laboratory operations, the deployment of advanced monitoring systems for water and emissions, as well as circularity and alternative fuel technologies. The dataset acknowledged full value-chain visibility and supply-chain leadership, with DCP mapping all upstream and downstream emissions, supplier ESG performance (particularly Tier 1 suppliers), and plastics use across the entire value chain. This is notable as few African companies adopt this level of supply chain transparency.

### What the CDP sector response dataset shows

Leadership dimension	Evidence from the 2024 dataset	Why it's important
The biggest cement producer in Africa	52Mt capacity, multi-country network	Market dominance, scale advantage
Widest African footprint	Operations in 10 countries, integrated plants in 7	Regional influence, resilience
Global ESG alignment	UNGC, SDGs, IFRS S1 and S2, TNFD, ISO standards	Signals global-class sustainability
Governance leadership	Board ESG committees, scenario analysis	Comparable to global leaders
Technological sophistication	Robotics, monitoring systems, circularity	Operational superiority
Climate leadership	2050 scenarios, detailed risk governance	Future-proofing operations

Environmental excellence	Alternative fuels, water recycling, biodiversity programmes	Strong sustainability credentials
Supply chain visibility	Plastics mapping, Scope 3, supplier training	Advanced ESG integration
Social and economic impact	AU Agenda 2063, SDG alignment	Demonstrates continental development leadership
Value chain transparency	Plastics mapping, Scope 3 mapping, supplier training	Strong ESG integration

### Outlook for building Africa's climate resilience and growth

As the company expands production capacity and strengthens export leadership, our climate strategy ensures that growth is aligned with responsible decarbonisation. Our commitment to reducing CO<sub>2</sub> emissions intensity by 20% by 2030 directly influences investment, operational optimisation, and technology adoption decisions across all markets. Our approach to climate change has been grounded in a robust governance structure, implemented by an executive committee responsible for ESG leadership, transition finance, and large-scale industrial operations. With the integration of the Strategy and Risk management functions in 2025, the Board Audit, Compliance and Risk Management Committee (BACRMC) prioritised monitoring strategy implementation through specific key performance indicators.



# Embedding sustainability governance

Sustainability governance is embedded in our policies and procedures, ensuring ethical business conduct by supporting our employees with ESG-relevant training and demonstrating leadership's 'tone at the top'. In 2025, we convened a retreat at International Institute of Tropical Agriculture (IITA), a leading non-profit, research-for-development (R4D) organisation that focuses on generating agricultural innovations to alleviate hunger, poverty, and natural resource degradation in Africa. The retreat brought together our sustainability champions - the hearts and minds driving the sustainability agenda across our Africa operations. The core sustainability team celebrated its work in establishing and strengthening ESG practices and integrating them into our systems, as well as the success and lessons from our shared vision and advocacy with our shareholders. This team is supported by a strong governance system that provides direction to the vision.



## Benchmarking our sustainability performance

DCP benchmarks its sustainability governance against recognised global frameworks to ensure strong oversight, accountability, and transparency in managing ESG performance. Our internal control systems are aligned with the Committee of Sponsoring Organisations (COSO) Framework, which guides the design and effectiveness of enterprise-wide risk management and internal controls. A limited assurance engagement on internal controls confirmed that DCP's internal control over financial reporting is effective, in accordance with the COSO Framework and the guidance issued by the Nigeria Securities and Exchange Commission on the implementation of Internal Control over Financial Reporting.

DCP is also a signatory to the United Nations Global Compact (UNGC), reaffirming our commitment to uphold its Ten Principles on human rights, labour standards, environmental stewardship, and anti-corruption across our operations and value chain.

Our efforts to embed responsible business practices continue to be recognised across our operating markets. In Cameroon, the Port Authority of Douala recognised DCP with the Best Social Project Achievement Award for initiatives benefiting local stakeholders. In Nigeria, the American Society of Civil Engineers (ASCE) honoured the Company for Leadership and Achievements in Sustainable Engineering and Innovation in Materials Management and Industrial Processes. In collaboration with the Institute of Chartered Accountants of Nigeria (ICAN) and the Nigeria Revenue Service (NRS), the Nigerian Exchange Group also recognised DCP as the Most Tax-Compliant Organisation in Nigeria in 2025.

Across Southern Africa, our sustainability and community initiatives have also received recognition. At the 7th National ESG and Sustainability Awards in Zambia, DCP received

the Excellence in Agriculture Award, alongside additional recognitions for Best Waste Recycling Initiative, Mental Healthcare Excellence in the Workplace, and the Ndola Chamber of Commerce and Industry Excellence Award in Manufacturing. In Tanzania, the Mtwara District Council recognised the company for its contribution to community development. These recognitions reflect the progress we continue to make in strengthening sustainability governance, responsible operations, and stakeholder value creation across our African footprint.

Strategic partnerships and alliances during the reporting year included the following:

- Global Cement and Concrete Association (GCCA)
- Global Reporting Initiative (GRI)
- United Nations Global Compact (UNGC)
- International Accounting Standards Board (IASB), the issuer of International Financial Reporting Standards (IFRS)
- The Nigerian Exchange Group (NGX)
- Cement Manufacturers Association of Nigeria (CMAN)

Frameworks and policies applied were

- United Nations Framework Convention on Climate Change (UNFCCC)
- United Nations Sustainable Development Goals (UNSDGs)
- Paris Climate Change Agreement
- GCCA Sustainability Guidelines
- United Nations Global Compact (UNGC)
- United Nations Development Programme (UNDP)
- Global Reporting Initiative (GRI)
- International Labour Organisation (ILO)
- Nigeria National Policy on Climate Change
- Nigeria Code of Corporate Governance



### Strengthening governance and business continuity

Business Continuity Management (BCM) remains central to maintaining the stability and resilience of our operations. It provides a structured framework for managing disruptions, safeguarding critical business functions, and enabling informed decision-making as risk conditions evolve.

During the year, the organisation implemented strategic leadership appointments to strengthen governance and financial oversight. This was particularly important given the challenging operating environment in Nigeria, characterised by inflation, currency volatility, regulatory changes, and occasional civil unrest. While conditions improved gradually during the year, these developments underscored the importance of strong governance, adaptability, and operational resilience.

In 2025, the company recorded regulatory fines of ₦8.8 billion for non-compliance with certain laws and regulations, representing a 849% increase from ₦930,488,936 in 2024. These fines were primarily related to tax, social security, and a mining royalty penalty. Recognising the potential risks such incidents pose to business continuity, the company strengthened its compliance oversight by introducing monthly monitoring of mandatory regulatory filings and reinforcing internal controls between the Finance and Legal teams. Action plans have also been implemented in the affected jurisdictions to address compliance gaps and mitigate future risks.







To further strengthen resilience, the company conducted comprehensive reviews of its Business Impact Analysis and Risk Assessments, reassessing critical business functions and identifying potential operational threats. These reviews were complemented by internal audits that validated business continuity plans and strengthened risk management processes.

In parallel, we continued to automate key business processes for the gradual integration of emerging technologies, including artificial intelligence. Through 2025, we reinforced our commitment to proactive risk management through regular audits, system testing, incident simulations, and evacuation drills. Together, these measures ensure that business continuity remains embedded in our governance framework, protecting our operations and supporting sustainable growth in an increasingly complex operating environment.



# Sustainability priorities for Vision 2030



	2026	2027	2028	2029	2030
 <p><b>People</b></p>	<ul style="list-style-type: none"> <li>• Deepen ESG competency by ensuring suppliers in 100% of our locations are trained in ESG</li> <li>• Increase adoption of volunteering by 50%</li> </ul>	<ul style="list-style-type: none"> <li>• Implement diversity and inclusion programmes in all plants</li> <li>• Expand disability inclusion initiatives to all countries</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen sustainability leadership pipeline and internal ESG professional certification</li> </ul>	<ul style="list-style-type: none"> <li>• 100% integration of ESG into the performance management system for leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Fully embedded sustainability culture with ESG competent workplace systems</li> </ul>
 <p><b>Climate</b></p>	<ul style="list-style-type: none"> <li>• Commence institutional partnerships for low-carbon products</li> <li>• Implement waste heat recovery investments in plants</li> <li>• Transport division decarbonisation</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve at least 20% afforestation in all countries</li> <li>• Adoption of circular economy system across plants</li> <li>• Commission solar plant and waste heat recovery systems</li> </ul>	<ul style="list-style-type: none"> <li>• Launch first low-carbon cement</li> <li>• Full automation of GHG accounting and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve an A in CDP rating on Water security and Forests.</li> <li>• Harness carbon credit from qualifying projects</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver 200 hectares of forest restoration per location</li> <li>• Achieve 20% decarbonisation target</li> <li>• Validate science-based 2050 Net Zero target</li> <li>• Raise green finance of up to \$100,000</li> </ul>
 <p><b>Systems</b></p>	<ul style="list-style-type: none"> <li>• Institutionalise ESG governance in risk management framework</li> <li>• Achieve sustainability data digitisation</li> </ul>	<ul style="list-style-type: none"> <li>• Deploy supply chain sustainability performance monitoring and supplier ranking</li> <li>• Review and update sustainability policies</li> </ul>	<ul style="list-style-type: none"> <li>• 100% sustainability report automation</li> <li>• Publish IFRS S1 &amp; S2 report</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve a fully ESG-compliant supply chain and traceability system</li> </ul>	<ul style="list-style-type: none"> <li>• Full alignment of DCP sustainability policies with relevant global frameworks</li> </ul>
 <p><b>Nature</b></p>	<ul style="list-style-type: none"> <li>• Forest planting activities</li> <li>• Establish forest carbon sequestration potential</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve at least 10% compliance on mine rehabilitation commitments</li> </ul>	<ul style="list-style-type: none"> <li>• Zero waste in all plants</li> <li>• 100% water recycled by all plants</li> <li>• Achieve at least 10% compliance on mine rehabilitation commitments</li> <li>• Nature-Based Solutions (Nbs) and ecosystem restoration initiatives in all countries</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a biodiversity monitoring framework</li> <li>• Achieve at least 10% compliance on mine rehabilitation commitments</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve at least 10% compliance on mine rehabilitation commitments</li> <li>• Reduce water withdrawal by 20% by 2030 compared with the 2021 baseline</li> </ul>



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