

9M 2025 results

UNAUDITED RESULTS FOR NINE MONTHS ENDED
30th SEPTEMBER 2025



30th October 2025

@dangotecement



www.dangotecement.com



Key milestones in 2025



CNG trucks

- Reduction in **logistics cost** through CNG.
- Deployed over **3,000** CNG trucks to replace high-powered diesel vehicles.



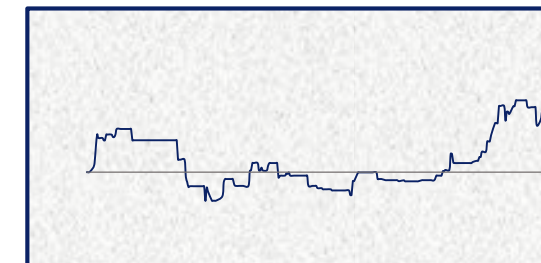
Alternative Fuel

- Significant investment in Alternative Fuels (AF)
- Over **15 AF resource feeding** systems commissioned.



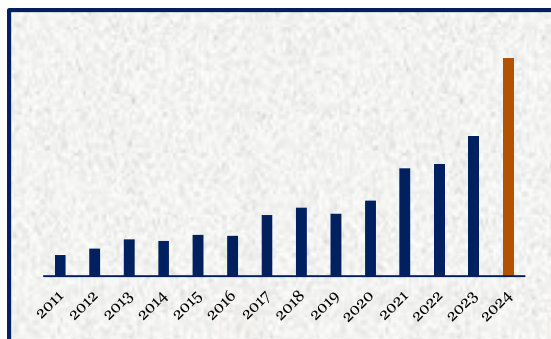
Robust export strategy

- Over **200% growth** in export sales over the last 5 years
- **\$25m** Cement Export Facility



Cost Optimisation

- **Substitution** of local coal for imported coal
- Lowest cost producer in Nigeria through **multi fuel feeding system**
- **Import substitution**
- **Waste Heat Recovery System (WHS)**



Strong profitability metrics

- **14-year CAGR:** Group revenue up at **23%**, with EBITDA at **20%**, Dividend at **23%** and PAT at **12%**
- 9M 2025 profit is **48%** higher than FY 2024 PAT



Sustainability & ESG

- CDP rating **upgraded to B**
- Group-wide AF substitution reached **10% (RSA, Congo, Senegal, Zambia: about 40%)**
- On track to implement our **road map for CO2 reduction**.



FX neutralization

- Improved FX sourcing through higher **exports** and cost-effective import substitutions
- **Negative \$22m gap vs Positive \$3m gap**



Geographical diversification

- **3Mta Côte d'Ivoire** grinding plant commissioned
- Group production capacity up at 55Mta

A global leader, proudly African



Dangote Cement is sub-Saharan Africa's largest and leading cement company, with operations in 11 African countries.

We are resolute in transforming Africa,
while creating sustainable value for all our stakeholders.

Our vision is to be a global leader in cement production, respected for the quality of our products and services and for the way we conduct business.

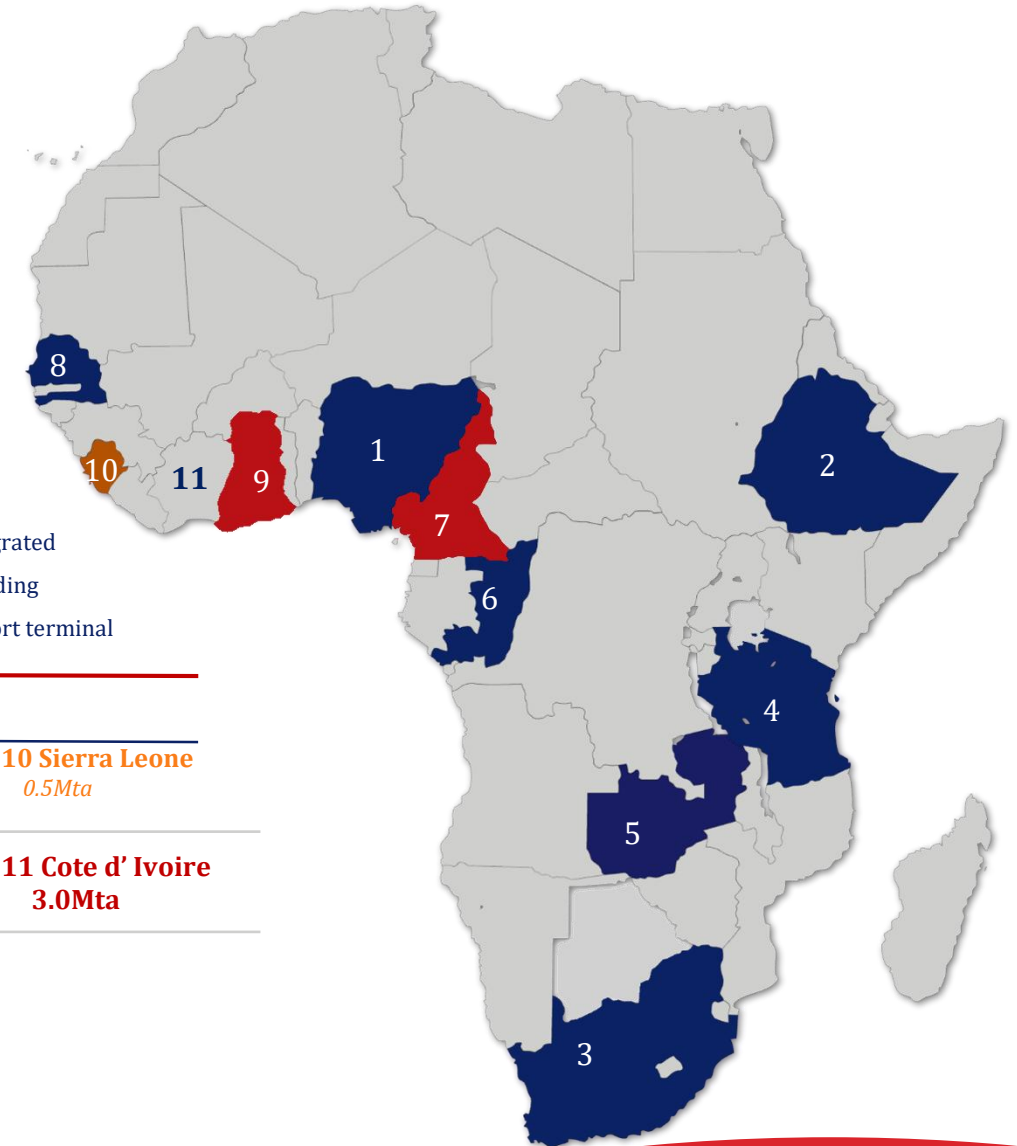
Our mission is to deliver strong returns to our shareholders by selling high-quality products at affordable prices, backed by excellent customer service.

55Mta
capacity across 11 countries

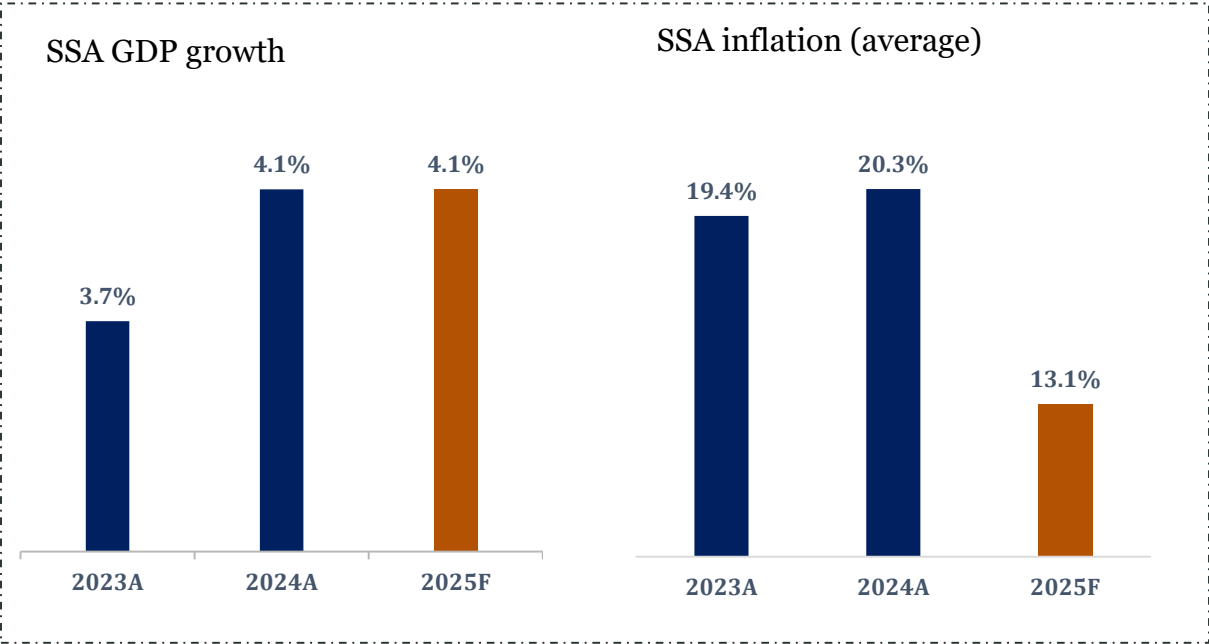
- Integrated
- Grinding
- Import terminal

Capacity

1 Nigeria 35.3Mta	4 Ethiopia 2.5Mta	7 Cameroon 1.5Mta	10 Sierra Leone 0.5Mta
2 Tanzania 3.0Mta	5 Zambia 1.5Mta	8 Senegal 1.5Mta	11 Cote d' Ivoire 3.0Mta
3 South Africa 2.8Mta	6 Congo 1.5Mta	9 Ghana 0.45Mta 1.5Mta	



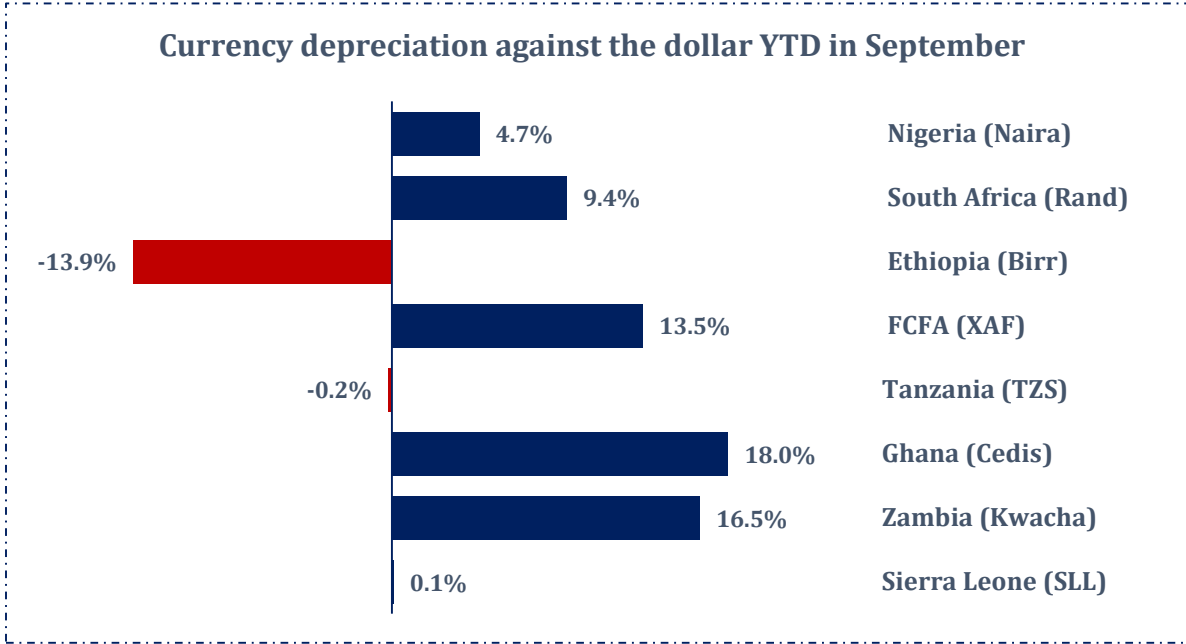
SSA – Macroeconomic environment



Source: IMF estimates

Commentary

- GDP growth in Sub-Saharan Africa is projected to remain relatively flat at 4.1% in 2025.
- This growth, though muted, is underpinned by improvements in commodity prices, ongoing infrastructure investments, and a gradual recovery in intra-African trade—Nigeria and South Africa—amid a challenging global macroeconomic environment.
- In contrast to 2024, most Sub-Saharan African regional currencies have strengthened, easing foreign currency obligations



Source: Country Central Bank

- Post-election transitions in Senegal and South Africa have introduced short-term political uncertainty, dampened investor sentiment and slowing economic momentum in the near term.
- Despite these headwinds, the region remains rich in potential, driven by a rapidly growing youthful population and vast untapped reserves of land and mineral resources.
- Ethiopia, Tanzania, and Senegal stand out as some of the fastest-growing economies in the region for 2025, signaling promising opportunities.

Domestic macroeconomic environment - Nigeria

Real GDP growth



- Nigeria's economy expanded 4.2% in Q2 2025 (vs. 3.48% in Q2 2024), led by oil sector.
- **IMF** projects growth to close at **3.9% in 2025**, pressured by falling global oil prices and fiscal sustainability concerns.
- Fitch and Moody's **upgraded** Nigeria's rating on the back of stronger external balances and fiscal improvements.

Interest rate



- The Central Bank reduced the MPR by 50 bps to 27%.
- The reduction signals confidence in a gradual decline in inflation

Oil production



- 9M 2025 oil production averaged **1.5 mbpd**, up **10%** year-on-year; NUPRC targets 2.1 mbpd by year-end.
- Negotiations are ongoing to restart oil production in oil rich **Ogoni land**.

Exchange rate



- The Naira has been **relatively stable** in 2025, strengthening against the dollar to ₦1,475.3/\$ as at end of September from ₦1549 in December.
- The appreciation is fuelled by an increase in **foreign portfolio inflows** driven by attractive yields on Nigerian Bonds and Treasury Bills.
- In 2024, the Naira lost 38.6% of its value.

Inflation



- Inflation rate **slowed** for the sixth consecutive months to 18.02% in September 2025, driven by a deceleration in both food and core indices.
- The National Bureau of Statistics in **January adjusted the base year from 2009 to 2024**.

External reserves



- Nigeria's foreign reserves increased by about **3.6%** to **\$42.5b** as at end of September 2025 from **\$40.8b** as at December 2024.
- The appreciation is fuelled by an increase in **foreign portfolio inflows** driven by attractive yields on Nigerian Bonds and Treasury Bills

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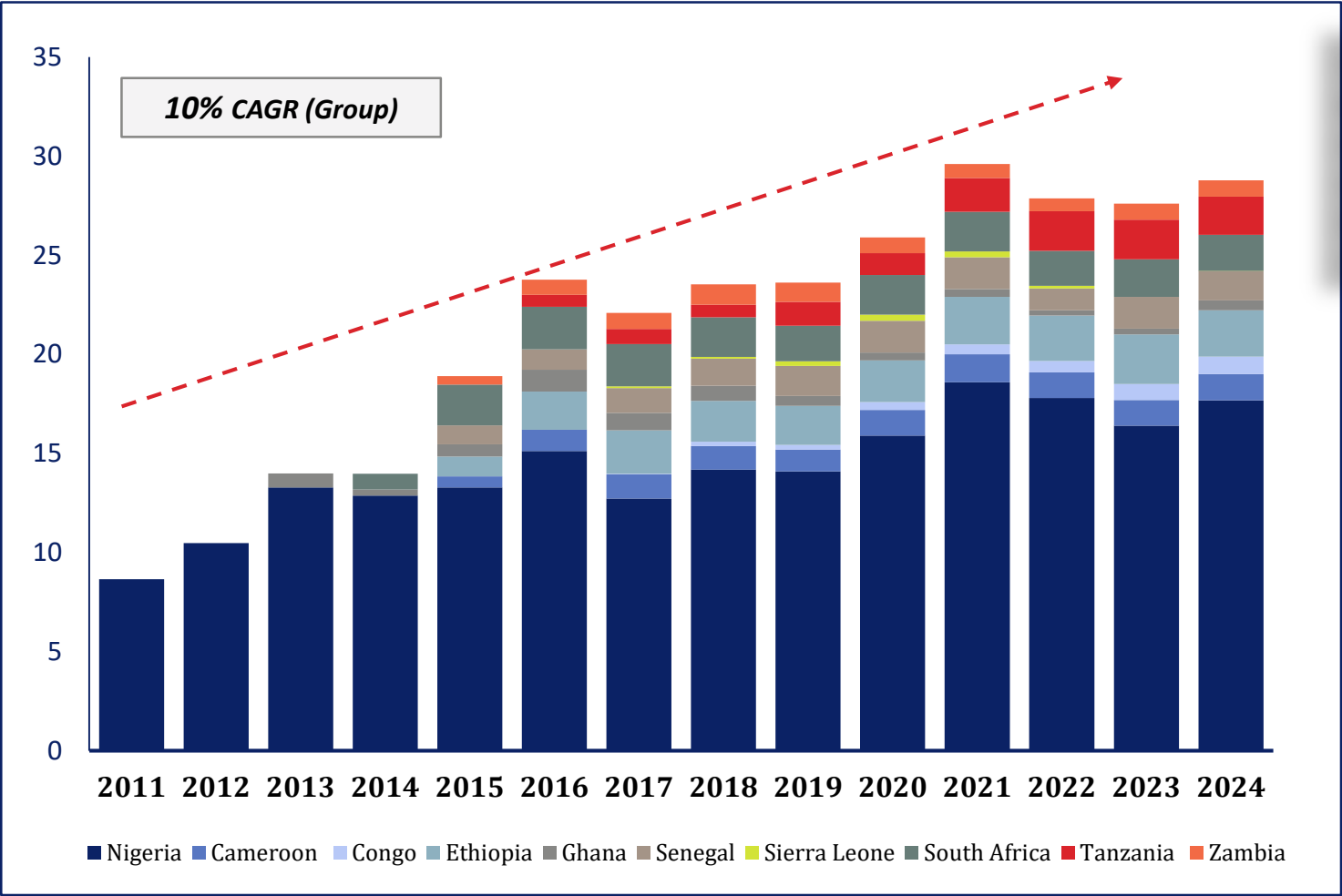
OUR STRATEGIC INITIATIVES

1. Expanding Capacity for Growth
2. Strengthening Export–Import Strategy
3. Driving Cost Efficiency
4. Leveraging Extensive Retail Coverage
5. Delivering Long-Term Shareholder Value

1. Expanding Sales Volume for Growth



Over the past decade, Dangote Cement expanded from Nigeria into 10+ African countries, with volumes growing at 10% CAGR to 27.3Mta in 2024. Operations across 11 countries reduce volatility in sales, EBITDA, and profitability, as strong markets offset weaker ones

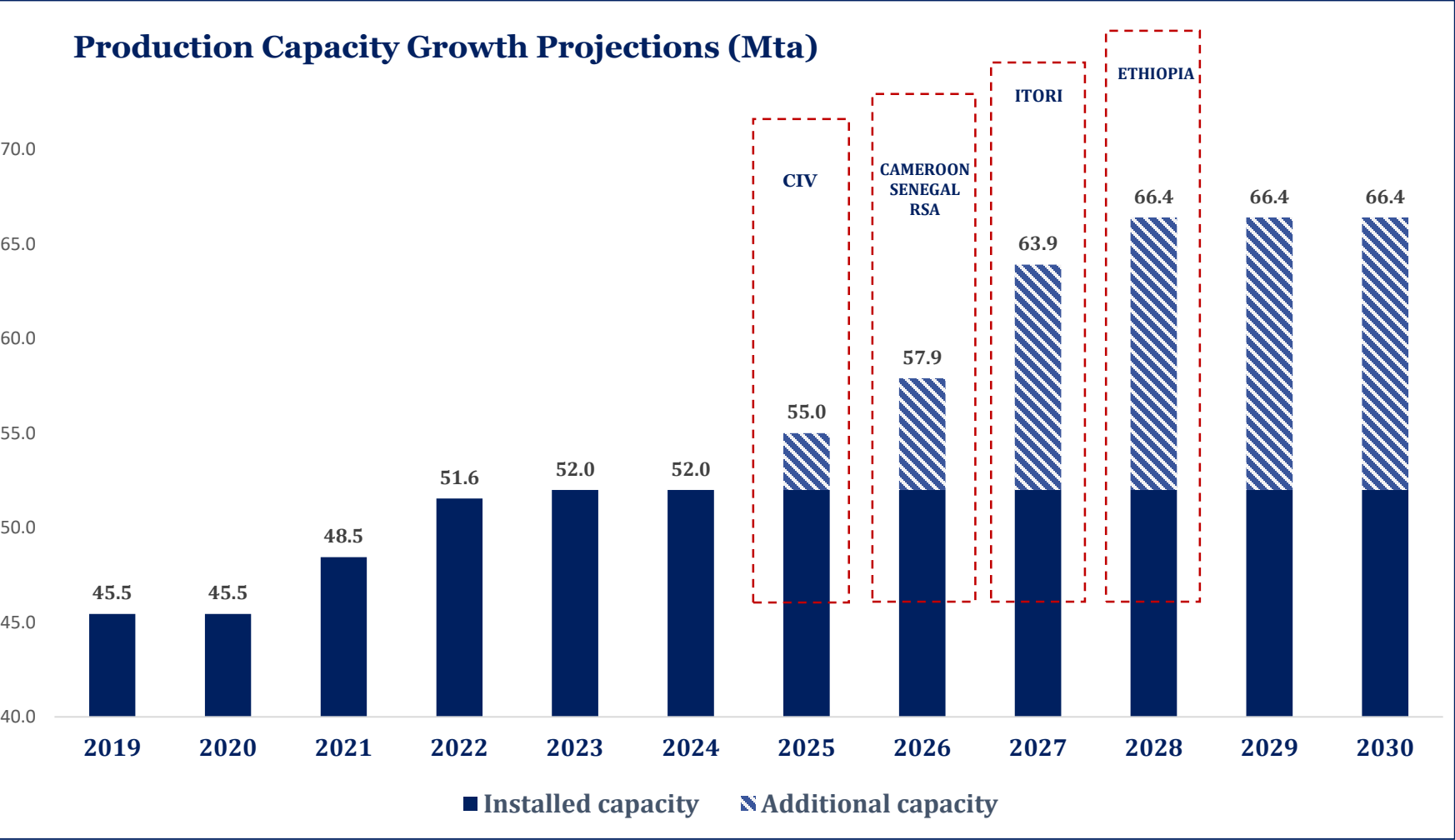


In Nigeria, cement volumes have delivered an **average growth of 8%** over the past decade. Looking ahead, we expect high single-digit growth in both Nigeria and Pan-Africa, underpinned by our strategic investments that position our business to capture opportunities in high-growth cement and clinker markets.



1. Expanding Capacity for Growth

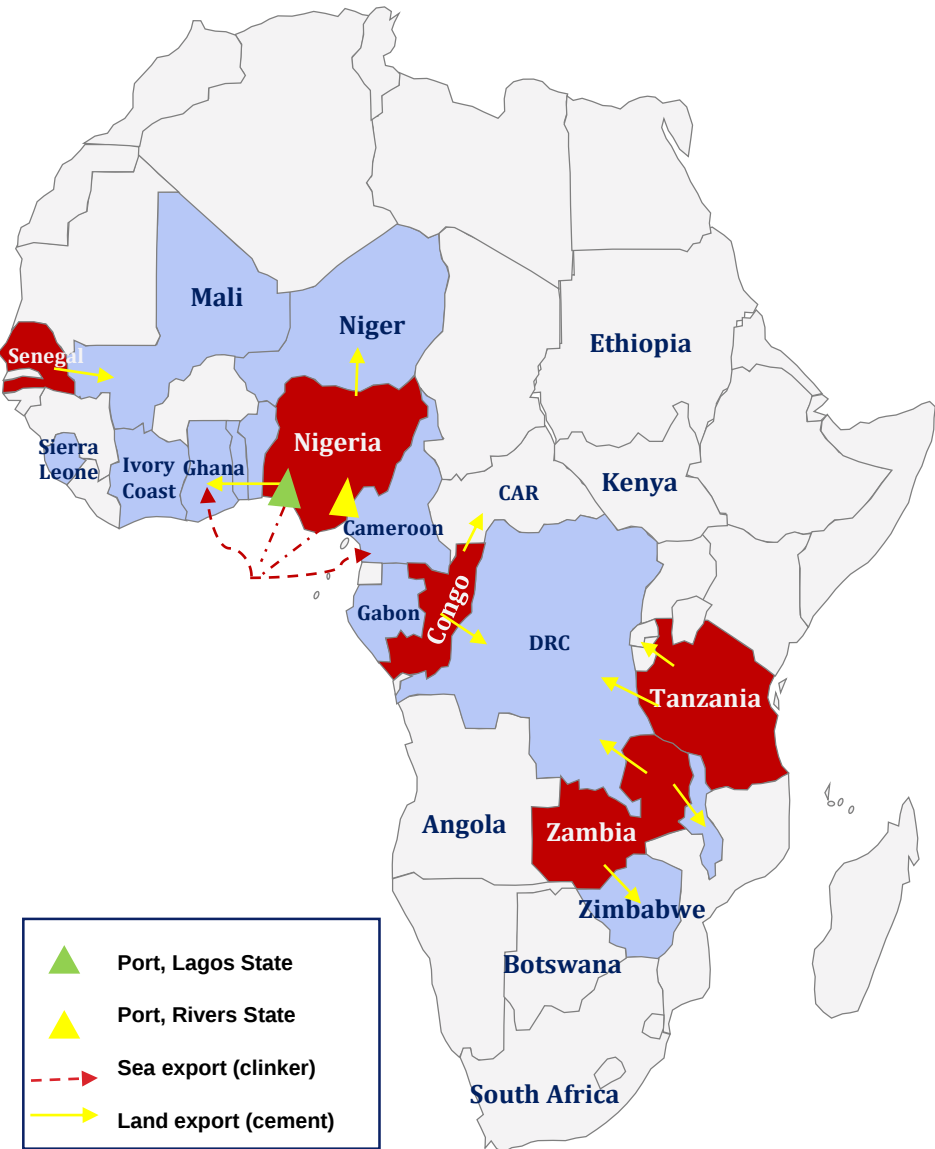
We aim to expand installed capacity to 66.4Mta by 2030, supporting our long-term vision of making Africa self-sufficient in cement and clinker production. This growth will be driven by a mix of greenfield and brownfield projects.



- We have commissioned the first phase (1.5Mta) of our 3Mta Côte d'Ivoire plant, while construction of the 6Mta integrated Itori Plant continues to advance steadily. In addition, we have announced a \$400 million investment to double our production capacity in Ethiopia.
- These strategic, capital-efficient investments reflect our commitment to capturing growth opportunities in high-potential African markets
- Over the past 15 years, DCP has committed about **\$10b in capital investments** across Africa, underscoring our long-term confidence in the region's growth prospects.
- Our spare capacity allows for rapid ramp-up in volumes to capture market opportunities.



2. Strengthening Export–Import Strategy



Categories of DCP Exports



Self Consumption: These are exports to our grinding plants and bagging plants in other countries.



Third Party Export to Competition in Operating Countries: These are exports to our competitors in countries where we operate

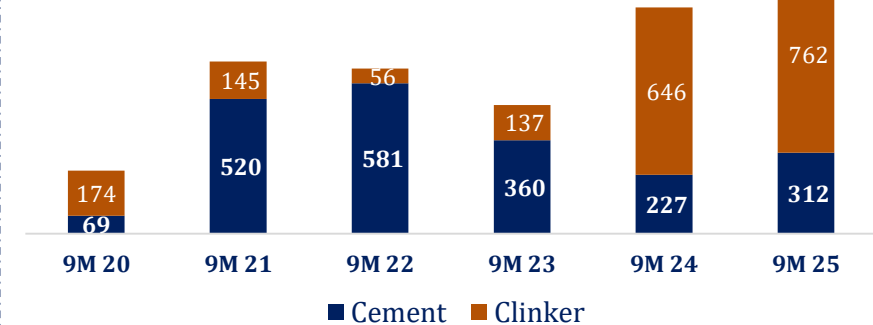


Third Party Export to Competition in non operating Countries: Exports to new markets. E.g Togo, Niger, Caribbeans (Been explored),

Our vision is for Africa to be cement and clinker self-sufficient.

Nigeria exports trend (Kt)

34.6% CAGR



- Operations now include two dedicated **port terminals** for export-import activities.
- In 2024, we dispatched over 30 ships of clinker from Nigeria to Ghana and Cameroon — up from 10 shipments three years earlier.
- We currently **export clinker from Nigeria** via our export terminals to **Cameroon and Ghana**, while we export cement to **Niger and Togo** by road
- In 9M 2025, exports from Nigeria increased by **23.0%** to 1.1Mt.
- Exports from Apapa to increase by 50% from 2026.
- **Senegal** exports to **Mali, Gambia**, etc
- **Congo** exports to **Cameroon, DRC** and Central African Republic (**CAR**)
- Our target is to reach **10 million tons** of both cement and clinker exports by 2030
- Our target is to ensure we meet the needs of West & Central Africa for clinker from Nigeria

3. Driving Cost Efficiency (Across the Group)

Significant Logistics Cost Reduction through CNG Adoption (Group wide initiative - Where Applicable)

- **Fleet Transformation:** DCP has deployed over **3,000** full CNG trucks and **1,000+** dual-fuel (CNG + AGO) trucks, with plans to transition to a fully CNG-powered fleet in Nigeria by 2026. **1,400** new mono trucks are expected in 2026/27.
- **Cost Savings:** CNG trucks deliver over **60% fuel cost reduction**, while dual-fuel trucks achieve **~25%**
- **Sustainability & Future Value:** CNG use **reduces carbon emissions** and creating potential opportunities for **carbon monetization**.
- **Fuel Theft Savings:** CNG adoption significantly curbs **AGO fuel theft** compared to AGO.

Fuel Cost Optimisation

- **Substitution of expensive fuel** inputs (Gas, AGO, LPFO, etc.) with cheaper fuel (AF, etc) is generating significant cost savings
- **First-mover Advantage:** Dangote Cement is a first mover in fuel matrix innovation, pioneering the adoption of CNG to enhance efficiency and reduce costs at this scale.

Sustained Cost Leadership Driving Market Dominance

- **Lowest-Cost Producer:** Enabled by continuous investment in multi-feed fuel systems that allow seamless switching between coal, CNG, and alternative fuels.
- **Operational Flexibility:** Plants optimise fuel mix in real time, ensuring both cost efficiency and reliability.
- **Cost Discipline:** Strict control of production and distribution costs preserves margins despite inflationary and FX pressures.
- **Competitive Advantage:** Cost leadership underpins pricing power, protects profitability, and sustains market dominance across operating regions.

FX Neutralization Strategy

- **Improved FX Liquidity:** Shift from a monthly **FX deficit of \$22M** to a surplus of **~\$1m**, strengthening operational cash flow. This has been replicated Group wide
- **Export Growth:** Over **200%** export sales growth over the last 5 years has boosted FX inflows.
- **Cost Efficiency:** Lower FX input costs achieved through **import substitution** (e.g., coal, AGO) and reduced expatriate reliance.

Alternative Fuel

- **Strategic Investments:** DCP has invested significantly in Alternative Fuels, commissioning over **15 resource-feeding systems**. South Africa, Zambia and Senegal have reached **~40% AF** usage.
- **Cost Advantage:** Substitution of expensive fuels (Gas, LPFO, AGO) with **bio mass** such as palm kernel waste and sawdust has delivered **substantial cost savings**.
- **Sustainability Impact:** AF adoption has enhanced our **sustainability footprint**, aligning with global ESG standards

4. Leveraging Extensive Retail Coverage



Strong retail coverage

- **Largest Distribution Fleet:** Over **7,000 trucks** in DCP's fleet, enabling unmatched nationwide logistics capacity.
- **Retail Coverage Leadership:** ~**65,000 retail outlets** across Nigeria, the broadest network in the industry.
- **Warehousing Capacity:** More than **165 Kt storage capacity** supports efficient supply chain management
- **Retail Expansion:** Actively growing retail universe through **6,000+ container deployments**; ~2,500 fully deployed

CTEs scheme

- **Customer Truck Empowerment:** DCP has provided over **4,000 trucks** to customers, strengthening product distribution while empowering partners - unique competitive advantage.

National Coverage

- **Outreach:** DCP is the only Cement producer in Nigeria that can reach all the remote locations in Nigeria. This is enabled by the geographically spread of her production plants, large distribution fleet, huge retail coverage and huge footprint



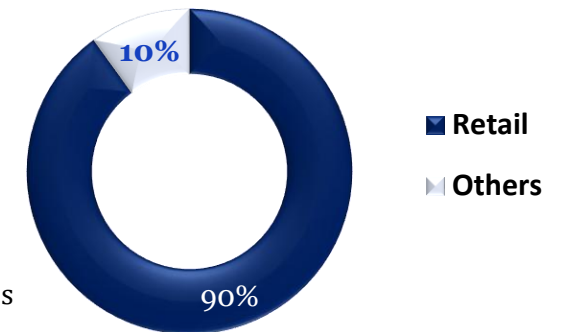
- Implemented the Distributor Management System (DMS)
- Electronic proof for delivery (ePOD)
- DDS, etc.
- Smart Sales / Handheld devices
- **Artificial Intelligence:** For both production and non-production processes



Customer adoption at over 80%, on track to reach 90% soon.

Customer profile

- Over **90%** of our sales are to retail customers, and no single customer contributes more than **5%** of total volumes.
- This diversified customer base **reduces concentration risk** and enhances the resilience of our business model.



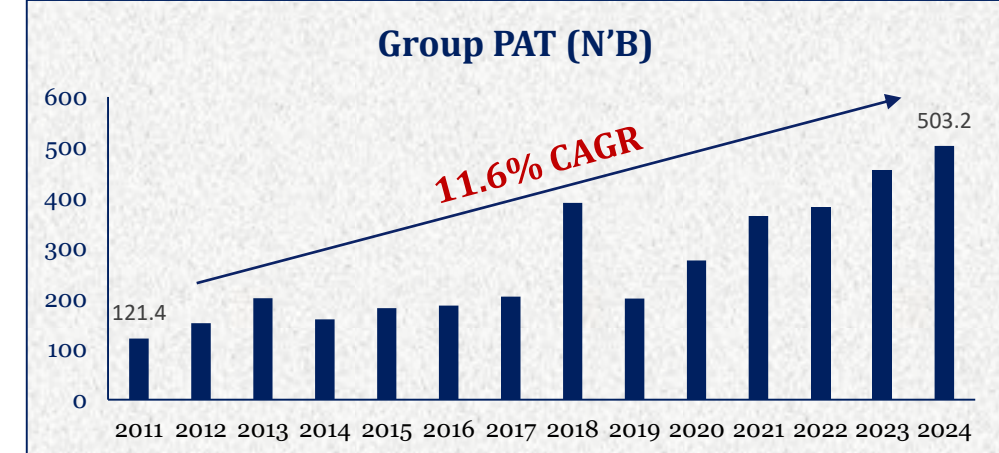
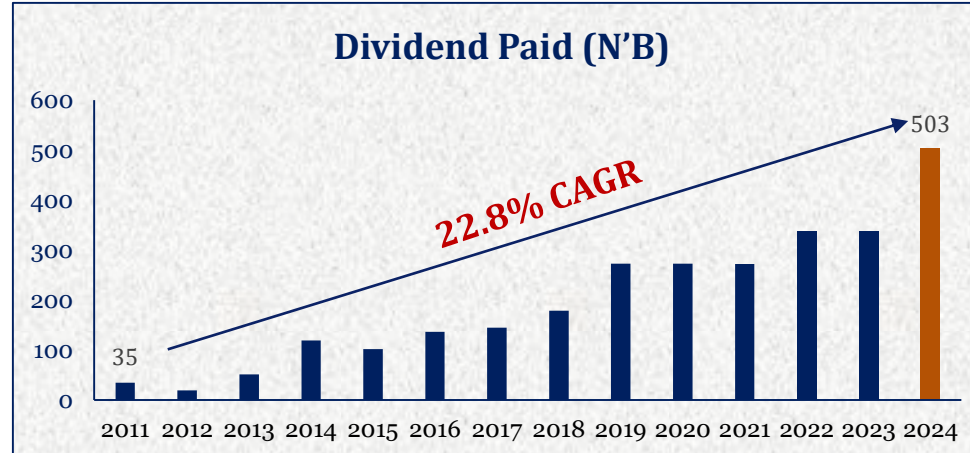
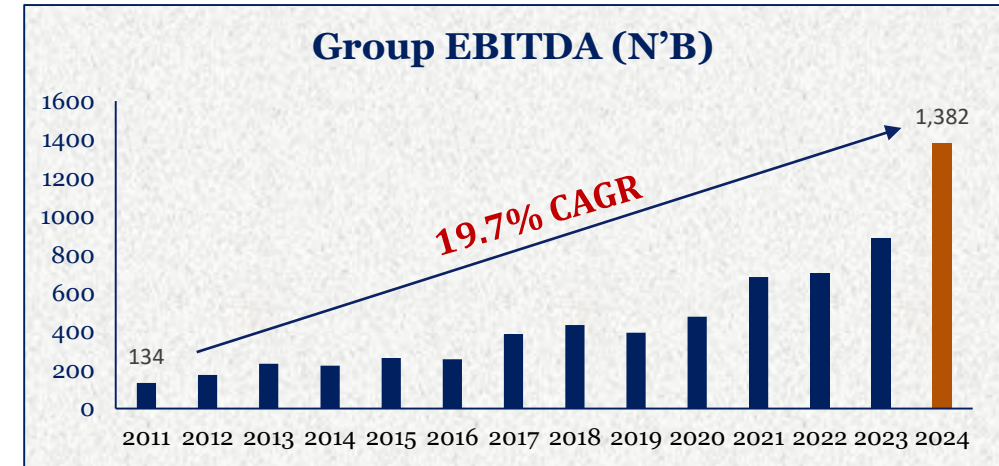
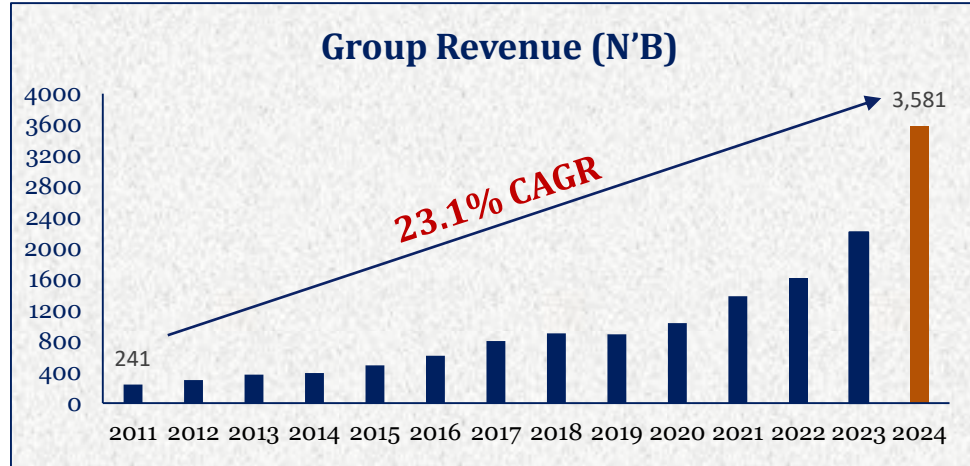
5. Delivering Long-Term Shareholder Value...

2024 Group revenue up
62.2% at
₦3,580.6B

2024 Group EBITDA up
56.0% at
₦1,382.0B

2024 PAT up 10.5% at
₦503.2B

Market capitalisation*
₦11,140.1bn



Over the past 14 years DCP has paid over ₦3,284.3 billion in dividends to shareholders

9M 2025: Resilient performance despite challenges

FINANCIAL	OPERATIONAL	SUSTAINABILITY	SDG Alignment
Group revenue up 23.2% to ₦3,154.8B	Commissioned 3Mta Cote d'Ivoire grinding plant	31% female Board representation Diverse Board with 7 different nationalities	 
Group EBITDA up 57.2% to ₦1,428.2B	Strong reduction in Nigeria cash cost due to favourable energy mix	Published 2024 combined Annual and Sustainability Report Dividend of ₦502.6B paid to shareholders	 
PAT up 166.3% to ₦743.3B EPS up 164.8% at ₦43.8	Nigeria exports up 23.0% Dispatched 27 ships of clinker from Nigeria	CDP rating upgrade to B Delivery of additional 1,600 CNG trucks to support cost saving initiatives	

Creating Sustainable Value for all Shareholders

Solid 45.3% EBITDA growth driving margin expansion

Nine months ended 30 th September	2025	2024	Change
Sales volumes*	'000t	'000t	%
Nigeria volumes	13,210	13,161	0.4%
Pan-African volumes	7,940	8,357	(5.0%)
Inter-company sales	(911)	(844)	
Total	20,239	20,674	(2.1%)
Revenues	₦m	₦m	
Nigeria	2,181,102	1,531,475	42.4%
Pan-Africa	1,056,635	1,093,606	(3.4%)
Inter-company sales	(82,980)	(64,508)	
Total	3,154,757	2,560,573	23.2%
EBITDA	₦m	₦m	
Nigeria**	1,291,444	697,422	85.2%
Pan-Africa**	201,142	247,123	(18.6%)
Inter-company and central costs	(64,419)	(35,855)	(79.7%)
Total	1,428,167	908,690	57.2%
EBITDA margin**	%	%	
Nigeria	59.2%	45.5%	13.7pp
Pan-Africa	19.0%	22.6%	(3.6pp)
Group	45.3%	35.5%	9.8pp
PAT	743,263	279,096	166.3%

* Sales volume include cement and clinker

**Before corporate costs and eliminations

Financial

- Group revenues up 23.2%, reflecting improved pricing in line with inflation realities
- Group EBITDA up 57.2% to ₦1,428.2B; with improved margin of 45.3%.
- Nigeria EBITDA up 85.2% to ₦1,291.4B; 59.2% margin
- PAT up 166.3% to ₦743.3B
- EPS up 164.8% at ₦43.8.

Operational

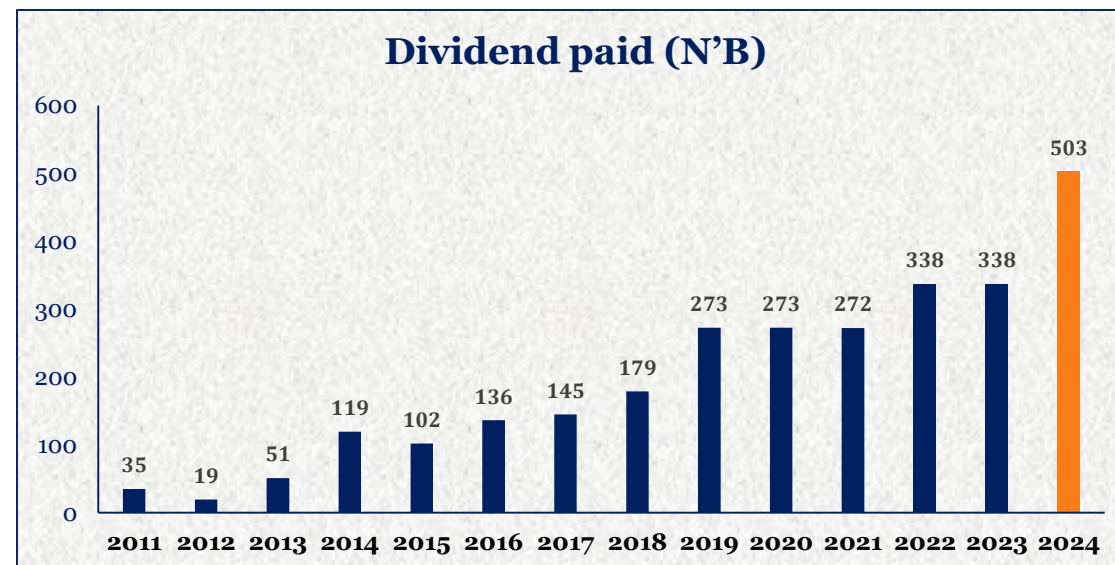
- Group volumes down 2.1% to 20.2Mt, owing to softer demand in key operating markets.
- Strong reduction in Nigeria cash cost due to favourable energy mix
- Dispatched 27 ships of clinker from Nigeria to Ghana and Cameroon.
- Nigeria cement and clinker exports up 23.0% at 1.1Mt
- Delivery of additional 1,600 full CNG trucks to drive cost saving initiatives
- ₦18.4 billion spent on CSR activities across the Group in 9M 2025

Record ₦743.3B PAT, 1.5× higher than FY 2024

Income Statement

	9M 2025 ₦m	9M 2024 ₦m	% change
Revenue	3,154,757	2,560,573	23.2%
Cost of sales	(1,286,094)	(1,236,316)	4.0%
Gross profit	1,868,663	1,324,257	41.1%
<i>Gross margin</i>	59.2%	51.7%	7.5pp
EBITDA	1,428,167	908,690	57.2%
<i>EBITDA margin</i>	45.3%	35.5%	9.8pp
EBIT	1,226,843	750,400	63.5%
<i>EBIT margin</i>	38.9%	29.3%	9.6pp
Interest income	77,096	29,129	164.7%
FX gain/(loss)	(1,131)	(222,079)	(99.5%)
Interest expense and other cost	(284,913)	(229,140)	24.3%
Share of profit from Associate	-	-	-
Gains on monetary assets	23,081	78,076	(70.4%)
Profit before tax	1,040,976	406,386	156.2%
Income tax (expense)/credit	(297,713)	(127,290)	133.9%
Profit for the period	743,263	279,096	166.3%
Earnings per share	43.82	16.55	164.8%

Rewarding shareholding



- Strong history of returning cash to investors with cumulative dividends of **₦3.3 trillion** over the last 14 years in 2024

Group financial overview (cont'd)

Balance Sheet

	As at 30/9/25 ₦m	As at 31/12/24 ₦m
Property, plant and equipment	3,600,326	3,271,322
Receivables from related parties	-	1,045,575
Other non-current assets	138,321	158,317
Intangible Assets	18,194	17,003
Current Assets	1,620,526	1,461,190
Cash and Cash Equivalents	363,952	449,831
Total Assets	5,741,319	6,403,238
Non-current liabilities	315,385	272,026
Current liabilities	1,668,273	1,444,188
Debt	1,321,719	2,511,779
Total Liabilities	3,305,377	4,227,993
Net Assets	2,435,942	2,175,245

Sustained Minimum Leverage Ratios to Support Liquidity

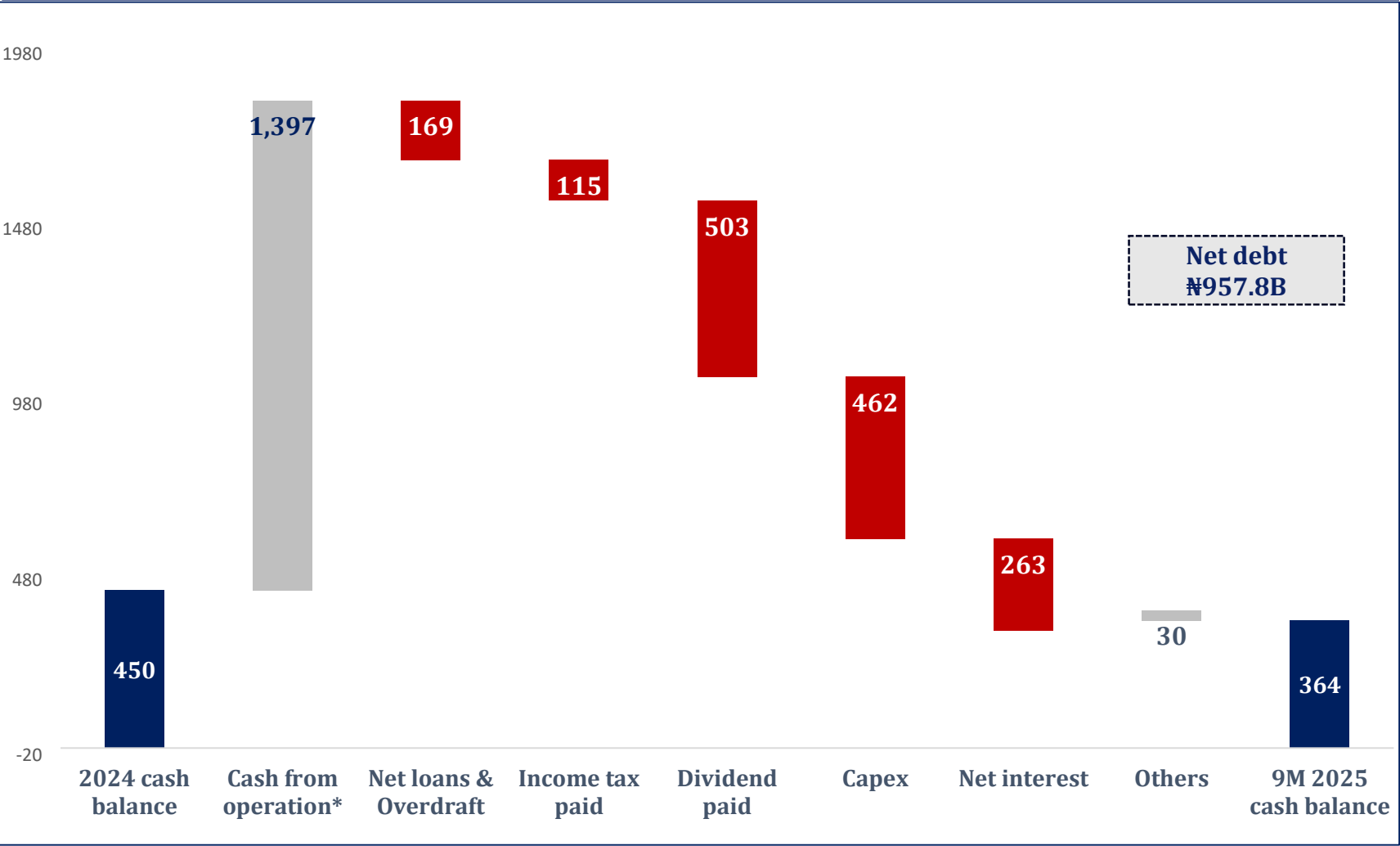
Ratios	9M 2025	FY'2024*
Current ratio	0.8x	0.7x
Debt/capital	35%	40%
Net debt/EBITDA	0.5x	0.7x
Net debt/equity	0.4x	0.5x
Interest coverage ratio	5.1x	4.3x

* Without Afriexim

Group financial overview (cont'd)



Focused on strong cash generation



- Net cash of ₦1,291.1B was generated from operations in 9M 2025
- ₦461.8B was spent on capex to fund the construction of new plants in West African countries, distribution trucks as well as improvements in our energy efficiency across our operations.
- Cash and cash equivalent increased to ₦179.7B in 9M 2025 from ₦131.7B as at FY2024.



*net working capital changes

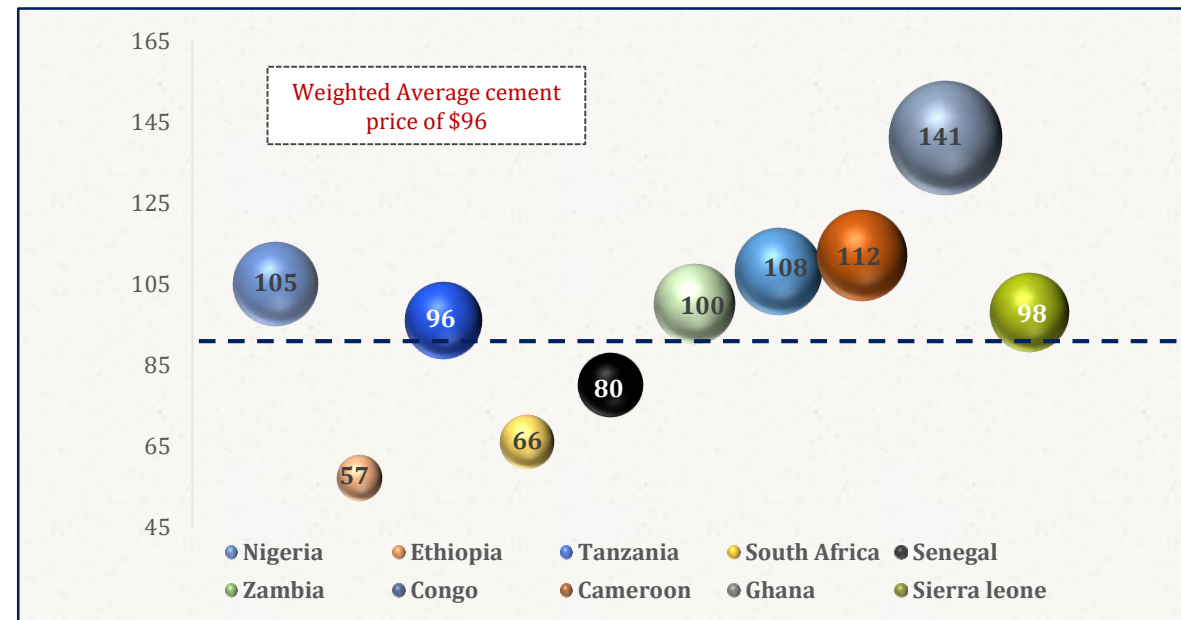
Nigeria – Robust revenue growth, improved EBITDA margins

- Sales volume recorded a modest growth of 0.4% to 13.2Mt.
- Nigeria revenues up 42.4% to ₦2,181.1B
- Nigeria EBITDA up 85.2% to ₦1,291.4B, with a margin of 59.2%
- Strong reduction in cash cost due to favourable energy mix
- Exported 27 ships of clinker from Nigeria to Ghana and Cameroon
- Nigeria cement and clinker exports up 23.0% at 1.1Mt
- To expand clinker exports to third parties in addition to supplying our grinding plants in West Africa.
- Awarded CNG trucks to celebrate top customers

Financial Summary - Nigeria	9M 2025	9M 2024	Change
Total volumes (Kt)	13,210	13,161	0.4%
Revenue (₦m)	2,181,102	1,531,475	42.4%
EBITDA** (₦m)	1,291,444	697,422	85.2%
EBITDA margin**	59.2%	45.5%	13.7pp

**Before corporate costs and inter-company eliminations

Average cement price across our operations, \$/t



- The weighted average cement price across our countries of operations for 9M 2025 was **\$96/tonne**.

Pan-Africa – Election uncertainties impact sales

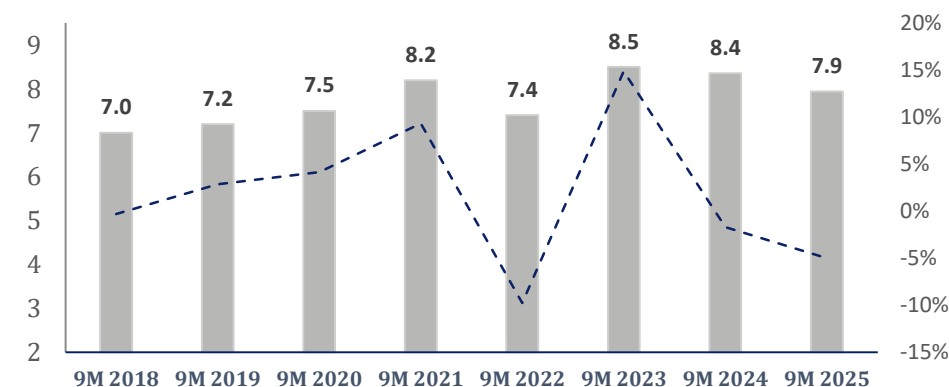
- Volumes down 5.0% to 7.9Mt, due to post-election uncertainties in Senegal and South Africa, as well as liquidity constraints in Ethiopia.
- Revenues down 3.4% to ₦1,056.6B, due to lower sales across major of our pan Africa markets
- EBITDA down 18.6% to ₦201.1B at a margin of 19.0%.
- Capacity maximisation in Senegal, while Ethiopia and Cameroon are close to full capacity
- On track to commence clinker export to Cote d'Ivoire this year
- \$400 million planned investment to double Ethiopia Cement Plant



Financial Summary – Pan-Africa	9M 2025	9M 2024	Change
Total volumes (Kt)	7,940	8,357	(5.0%)
Revenue (₦m)	1,056,635	1,093,606	(3.4%)
EBITDA** (₦m)	201,142	247,123	(18.6%)
EBITDA margin**	19.0%	22.6%	(3.6pp)

**Before corporate costs and eliminations

Volume, ₦m (LHS); growth, %(RHS)



Country updates



CAMEROON

- DCP Cameroon sales volume declined by 9.3% to 927.3Kt in 9M 2025, owing to election uncertainties.
- Ongoing infrastructural projects in various regions are expected to spur cement demand in the near term



CONGO

- DCP Congo sold 706.2Kt in 9M 2025 (including exports), up by 2.8% year-on-year.
- This was despite logistics constraints, which adversely affected export volumes during the period.



ETHIOPIA

- DCP sales of 1.6Mt in 9M 2025 was 8.8% lower year-on-year.
- The downturn in sales was driven by a combination of factors, including a temporary suspension of government infrastructure spending due to delays in budget approval.

Country updates



GHANA

- DCP Ghana sold 307.0Kt of cement in 9M 2025, down from 375.6Kt in same period last year.
- Ghana's economy showed signs of recovery in 9M 2025. However, the construction sector struggled as cement sales remained weak due to supply disruptions and rising production costs.



SENEGAL

- Post election uncertainties stalled economic and construction activities
- DCP sold 852.4Kt of cement in the period, down by 27.5% year-on-year.



SOUTH AFRICA

- Economic activities in South Africa are yet to recover from post election uncertainties.
- In 9M 2025, sales volumes declined 7.1% year-on-year, driven by the slow recovery in economic activity and unseasonably early and intense rainfall, which disrupted construction activity.

Country updates



TANZANIA

- DCP sold 1.6Mt in 9M 2025, up by 21.7%
- Ongoing infrastructure initiatives—including the Rufiji Dam, Mtwara Airport expansion, road rehabilitation in Dodoma, and the Tabora-Katavi power transmission line—are expected to drive further cement demand.



ZAMBIA

- DCP Zambia sold 674.3Kt of cement in 9M 2025, up by 3.1%
- High production costs, limited liquidity, and shrinking local and export markets, strained the construction sector

Debt and Liquidity

Robust Capital Structure



Track record of accessing debt capital market

MOODY'S

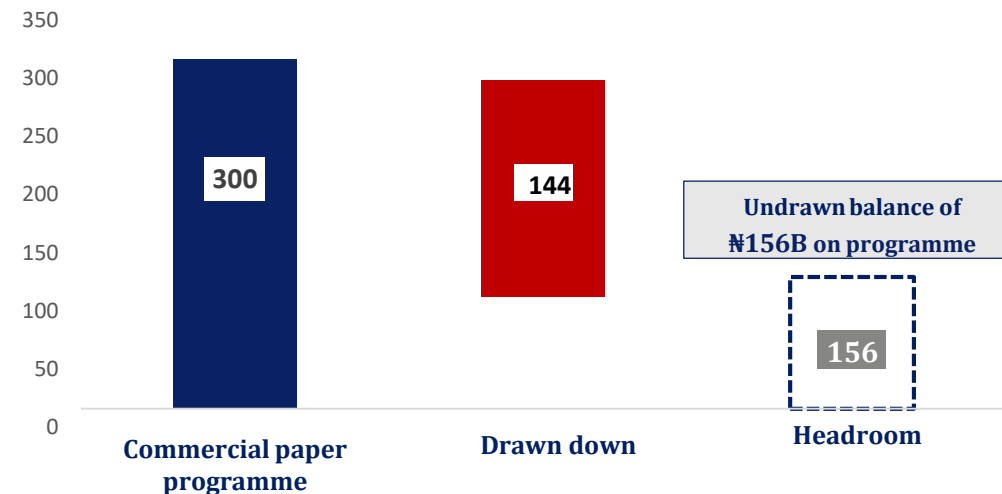
- Dangote Cement Plc's corporate family rating (CFR) upgraded to B3 from Caa1; and long-term national scale corporate family rating (NSR) to A3.ng from Baa3.ng.
- Rating upgrade reflects strong fundamentals and ability to meet short-term funding obligations
- DCP rating at par with sovereign

Bond update

Programme	Issued and Outstanding	Dated issued	Tranches (₦bn)	Pricing	Maturity
₦300B	₦46.3B	May 2021	B - 10.4	12.5%	2026
			C - 35.9	13.5%	2028
			A - 4.3	11.85%	2027
	₦116B	April 2022	B - 23.3	12.23%	2029
			C - 88.4	13.0%	2032
	₦38.2B	Dec 2024	38.2	23.5%	2034
Total	₦200.1B				

- Dangote Cement's maiden ₦100 billion bond was repaid at the end of April.
- ₦200.1 billion bond outstanding at an average interest rate of 14.9%. Issue proceeds used refinance outstanding debt obligations and support long-term expansion projects

Commercial paper programme



Series	Value (₦bn)	Tenor	Pricing	Maturity
Series 20	20.5	184 days	20.6%	17-12-25
Series 21	123.6	268 days	20.8%	11-03-26

- ₦144 billion bond outstanding at an average interest rate of 20.7 %. Issue proceeds used for working capital purposes

Sustainability & Corporate Governance



Strong Board and Governance Framework

Board of Directors (includes four Independent Directors)

Emmanuel Ikazoboh*	Ernest Ebi *
Arvind Pathak	Devakumar Edwin
Olakunle Alake	Viswanathan Shankar
Cherie Blair, CBE, KC*	Douraid Zaghouani
Abdu Dantata	Halima Aliko-Dangote
Berlina Moroole	Alvaro Poncioni Mérian*
	Mariya Aliko-Dangote

Diverse Board

- ✓ Independent Director appointed as Chairman
- ✓ 31% Female Board Members (Gender diversity)
- ✓ 7 Nationalities
- ✓ 4 Independent Non-Executive Directors
- ✓ South African appointed as Chairman of the DCP South African business

Finance & Investment Committee

V. Shankar ⁽¹⁾
Olakunle Alake
D.V.G. Edwin
Douraid Zaghouani
Halima Aliko-Dangote
Alvaro Poncioni Mérian

Audit, Compliance & Risk Management Committee

Ernest Ebi ⁽¹⁾
Cherie Blair, CBE, KC
Emmanuel Ikazoboh

Remuneration, Nominations & Governance Committee

Emmanuel Ikazoboh ⁽¹⁾
Ernest Ebi
Cherie Blair, CBE, KC
Berlina Moroole
Douraid Zaghouani
Halima Aliko-Dangote

Sustainability & Technical Committee

Douraid Zaghouani ⁽¹⁾
Olakunle Alake
D.V.G. Edwin
Abdu Dantata
Alvaro Poncioni Mérian

Statutory Audit Committee⁽²⁾

Robert Ade-Odiachi ⁽¹⁾
Nicholas Nyamali
Sheriff Yussuf
Olakunle Alake
Ernest Ebi

Note: * denotes Independent Non-Executive Directors.

Sustainability & Governance – The Dangote Way

Chairman stepped down for an Independent Director, demonstrating strong succession planning and governance.

Environment

- CDP rating was upgraded to B from C
- Commissioned 11 AF projects in 2024 and more in 2025
- Alternative Fuel Substitution at **10% (South Africa at 40%, Senegal at 38%, Zambia at 37%)**
- The usage of CNG has significant benefits on climate change compared to the AGO trucks.
- These significant benefits can be **monetized in future.**
- On track to deliver our **CO2 reduction Road map**



Social

- N13.2b spent on CSR in 2024 and over **N18.4b in 9M 2025.**
- Consistently the **largest taxpayer** in Nigeria for many years, with the same distinction in some of the other countries where we operate.
- Recognized as **the largest employer of labor** outside the government in Nigeria for numerous years



Governance

- **Chairman stepped down** for an Independent Director, demonstrating strong succession planning and governance.
- About **31% female representation** on the board.
- Diverse and experienced directors from seven nationalities.
- **ICFR** successfully implemented
- N503 billion paid as dividends



Social performance

Sustainability Week



Sustainable Progress:
Celebrating Growth and Partnerships



Sustainable Solutions Pitch-A-Thon

- where ideas meet growth!

Come and learn about sustainable solutions and cheer your favourite team on!

Date:
Wednesday, 29th October 2025

Time:
11.00am

Venue:
5th Floor, Leadway Marble House

Side attraction:
Explore the carbon footprint calculator



Exciting prizes to be won

Powered by: DCP HQ Sustainability



Leadership Programme



DANGOTE LEADERSHIP DEVELOPMENT PROGRAMME (DLDP)

Graduation Ceremony 2025

...Empowering the next generation of leaders



The event will be streamed live on these channels:

Teams &

#18.4B spent on CSR in 9M 2025, up by 171.7%



GCHRO addressing 2025 graduate trainee inductees

For further information contact:

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