NATURE'S RESILIENCE

IN THIS CHAPTER

At Dangote Cement, we are dedicated to sustaining our efforts to manage any potential negative environmental impacts and risks that could crystalise due to our operations. In line with our Group Environment Management Standard as well as leadership commitment, we adopt a holistic perspective to managing our potential environmental impact by prioritising and controlling our air emissions, land and water effluents. We do these by conducting effective environmental and social impact assessments as well as having considerations for resource efficiency and pollution prevention and mitigation across our manufacturing processes.

Importantly, Dangote Cement is committed to ensuring legislative compliance to environmental laws in the countries where we operate. Across our plants, we had 107 applicable environmental permits and licenses in 2024 with 74 in place and 33 undergoing processing, due to the development of new processes and renewal of existing permits/licenses. This way we safeguard the environment, ensuring that our host communities are not adversely affected by our operations.

Specifically, to curtail the environmental impact of the business, we have established processes, policies, resources, metrics and targets to manage our Green House Gas (GHG) emissions (CO_2, Sulfur Oxides - SOx and Nitrogen Oxides - NOx), particulate matter (PM) emissions, waste, water and biodiversity impacts. In addition, the business also prioritises measuring, monitoring, emergency preparedness, auditing, reporting and management reviews as integral components of our environmental management system.

Aligning efforts with global climate goals

At Dangote Cement, we recognise climate change as a pressing global challenge, with Africa facing a disproportionate share of its impacts. As a Pan-African organisation, we are committed to aligning with global efforts to manage GHG emissions. We remain steadfast in our dedication to climate responsibility and action, ensuring that our efforts contribute not just global, but also regional, and national climate goals.

Understanding the potential challenges of transitioning to a low-carbon economy, we are intentional about adopting a Just and Equitable Transition approach. This ensures that our climate action strategy supports both environmental sustainability and socio-economic development.

We are translating our commitments into tangible actions, implementing strategic measures to align our operations with global climate best practices. Our Climate Change Policy is guided by the Nigeria National Policy on Climate Change as well as key international frameworks, including the UN SDGs (SDG 11 – Sustainable Cities and Communities, UN SDG 12 – Responsible Consumption and Production, and UN SDG 13 – Climate Action), the Paris Agreement, and the GCCA Net-Zero Roadmap. Additionally, we actively contribute to global alliances that drive climate action.

At Dangote Cement, we believe that meaningful climate action requires collaboration. Strategic partnerships, alliances, and collective efforts are essential to advancing global climate objectives. In line with the United Nations Framework Convention on Climate Change (UNFCCC) Paris Agreement's goal of limiting global warming to well below 2°C, we have set decarbonisation targets to reduce our carbon footprint. As an active member of the GCCA, we are committed to sustainability progress and leveraging our influence to encourage climate adaptation and mitigation across our value chain.

Setting climate goals

Building on the progress made in the previous year, we developed our near-term decarbonisation roadmap, for Scopes 1 and 2, until 2030. This roadmap aligns with the GCCA Industry Net-Zero Roadmap and the UNFCCC Nationally Determined Contributions (NDCs) of the countries where we operate. It outlines our science-based emissions reduction targets along with various potential levers for CO_2 reduction—all of which have been validated by an independent third-party expert. Setting climate goals underscores our unwavering commitment to driving meaningful climate action.

To ensure effective implementation, we have integrated climate goals into performance management, cascading Key Performance Indicators (KPIs) to select Management and Team Leads as well as relevant departments. This structured approach enhances accountability and translates our climate ambitions into tangible results.

To enhance the measurability and tracking of our climate performance, we have established robust internal monitoring systems and processes for emissions data collection. As in previous years, we prioritise data quality

validation and assurance to maintain completeness and accuracy. Additionally, we are implementing internal controls to improve the precision of emissions measurement, including routine maintenance and calibration of measurement equipment. These measures will enable us to accurately track real-time emissions performance and compare progress against predefined targets and goals.

Advancing decarbonisation in our business

Cement manufacturing is inherently CO_2 intensive, primarily due to the high-temperature processing of quarried limestone in kilns. This process results in process emissions, which account for approximately 60% of total emissions. The remaining emissions stem from fuel combustion for heating and electricity generation during production. As the cement industry faces increasing pressure to decarbonise, it has become imperative to adopt strategies that address process, direct, and indirect emissions.

At Dangote Cement, we are actively working to manage and reduce our emissions, with a firm commitment to redefining and optimising our cement manufacturing processes. Sustainability is a core business imperative, and both our Board and Management are dedicated to implementing environmentally responsible practices. Our precautionary approach to climate change aligns with Principle 7 of the UNGC, emphasising preventive measures to minimise environmental impact. Furthermore, we are committed to exploring nature-based solutions as an effective way to mitigate climate change.

Tracking our GHG emissions: progress and performance

In 2024, our Scope 1 CO_2 emissions totalled 17,761,856 tonnes CO_2, reflecting a 1.86% increase from 17,437,052 tonnes CO_2 in 2023. This increase was attributed to clinker and cement production processes. Despite this, we made significant progress in our emissions reduction efforts. Net Scope 1 CO2 intensity reduced by 1.2% from 577 $kgCO_2$/ tonne cementitious material in 2023 to 570 $kgCO_2$/tonne cementitious material in 2024. We anticipate that these efforts will yield substantial short- and long-term benefits as we continue to optimise our operations.

Our Scope 2 CO_2 emissions for 2024 amounted to 418,370 tonnes CO_2, compared to 554,819 tonnes CO_2 in 2023, representing a 25% decrease due to reduction in grid power consumption. Our Scope 1 and 2 CO_2 intensity improved from 658 $kgCO_2$ per tonne of cementitious material in 2023 to 649 $kgCO_2$ per tonne cementitious material in 2024, 1.37% reduction. This reduction in Scope 1 and 2 emissions underscore our ongoing commitment to lowering our carbon footprint and enhancing sustainability across our operations and value chain.

We are actively expanding the use of environmentally friendly technologies by redefining our processing techniques, optimising input materials, and incorporating reused materials. These efforts align with Principle 9 of the UNGC, which emphasises innovation for sustainable industrialisation. Our GHG emissions management strategy is primarily focused on reducing emissions in the short term before exploring options to offset residual emissions. To effectively minimise our carbon footprint, we are implementing a range of CO_2 emissions reduction initiatives and adopting energy management best practices across our operations. Key initiatives include:

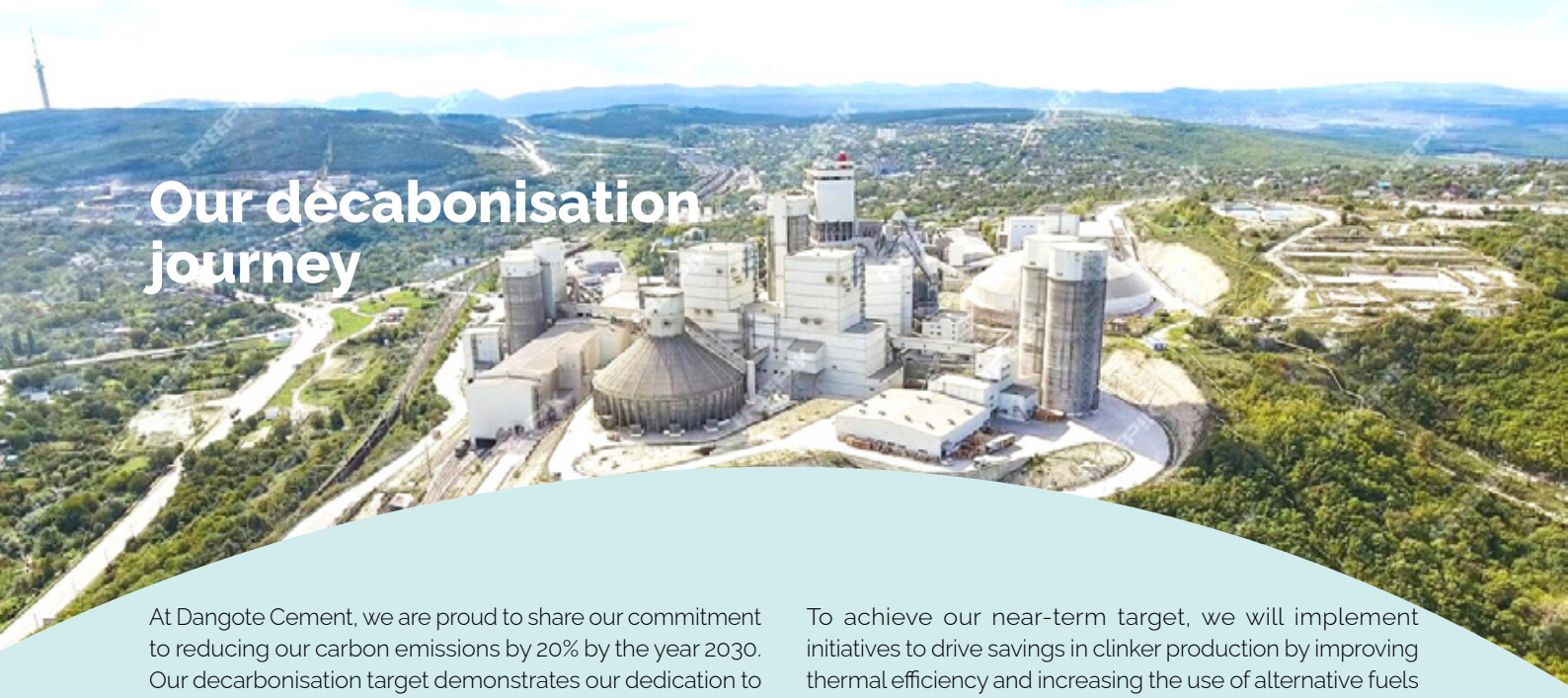
- Thermal energy substitution
- Utilisation of alternative fuels and raw materials
- Progressive mine rehabilitation
- Clinker substitution (CK ratio optimisation)
- Electrical energy efficiency measures
- Operational efficiency enhancements
- Afforestation and carbon sinks assessments

Air emissions

We continue to employ continuous emissions monitors (CEMs) for measuring PM, SOx and NOx, in tandem with our industry requirements, this way we are better equipped to manage potential negative air pollution, air quality and public health concerns across our operational locations. In 2024, we recorded 19,057 tonnes for our annual average NOx emissions (a 57% increase from 2023). This was as a result of some control and operational deficiencies which have been highlighted for improvement in the coming year. A 62% decrease was reported for SOx emissions in 2023, though a 25% increase in absolute dust emission was recorded.

Enhancing climate resilience through tree planting

As part of our commitment to CO_2 removal, we planted about 45,414 trees during the reporting year. To maximise the impact of our afforestation and reforestation efforts, we strategically focused on engaging students, fostering environmental awareness and empowering the next generation in the fight against climate change. As part of our efforts, DCP executed several tree planting projects in schools to enhance climate awareness and tree planting consciousness amongst the next generation of African leaders.



Our decabonisation journey

At Dangote Cement, we are proud to share our commitment to reducing our carbon emissions by 20% by the year 2030. Our decarbonisation target demonstrates our dedication to reducing our environmental footprint while maintaining the standards of our industry. This is part of our ongoing efforts to lead Africa's transition towards a more sustainable future.

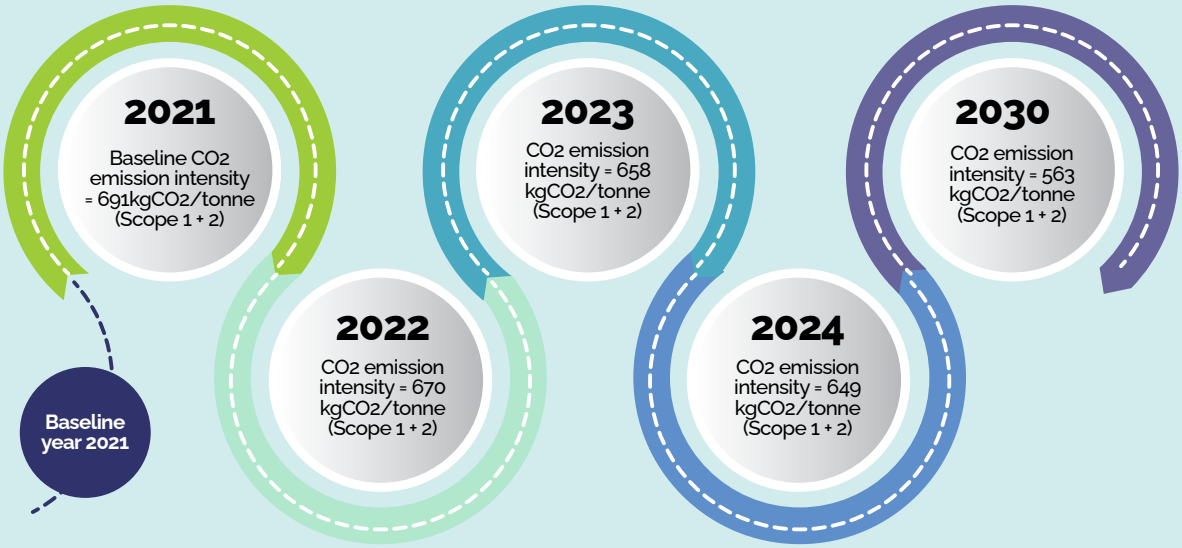
As a resource-intensive business, we experience the challenge of climate change first-hand, including its impact on biodiversity, floods, supply chain disruptions and higher production costs. As part of our response, we address climate change and its effect on the planet, communities, and future generations. Dangote Cement's target is to reduce the Scope 1 &2 GHG intensity from a 2021 base year emissions of 691 $kgCO_2$ per tonne cementitious material to 563 $kgCO_2$/tonne by 2030. Our reduction target is based on the Global Cement and Concrete Association framework, which relies on the GHG Protocol methodology and is verified by third-party experts. In our calculation, we have estimated emissions from various stages of cement production, including fuel combustion, raw materials, and energy consumption. While we continue our efforts towards carbon offsets to compensate for emissions that cannot be avoided, we work towards our ambition to be Net Zero by 2060. This ambition aligns with our parent country, Nigeria's, Nationally Determined Contribution. We rely on investments and opportunities in emerging technologies to achieve this ambition.

To achieve our near-term target, we will implement initiatives to drive savings in clinker production by improving thermal efficiency and increasing the use of alternative fuels in the fuel mix. We have developed binders with a lower clinker factor to reduce our product's clinker content. We also reduce energy intensity by utilising efficiency in design and technology for specific heat recovery.

Other actions to enhance energy efficiency across all aspects of our business include investments in alternative and renewable energy to power our operations. In the Transport Division, we are transitioning from diesel-powered trucks to CNG trucks while leveraging innovation to develop new solutions to promote a circular economy.

Our group-wide emissions targets in all countries reflect the leadership's commitment to transparency as we report on our progress towards a low-carbon economy. To ensure we keep this commitment, the Board Sustainability and Technical Committee conducts quarterly reviews, evaluating our CO_2 performance on the key reduction levers and assessing related CAPEX requirements.

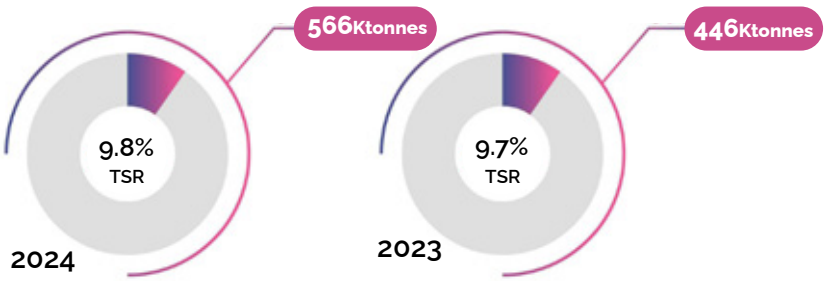
The cement industry in Africa can make a significant difference with greater operational efficiency under a business-as-usual scenario towards more ambitious targets for deep decarbonisation. Decarbonisation is an opportunity for innovation for the African market, and we look forward to collaborating with partners, investors, and stakeholders to accelerate sustainability and a greener future throughout our value chain.



Our strides towards a greener future

We are charting the course to a greener industrial practice at Dangote Cement. Our continuous efforts to integrate a diverse range of waste materials into our fuel mix reinforces our commitment to reducing reliance on conventional fossil fuels. Dangote Cement's AF project is driven by the objective to increase alternative fuel consumption and raise TSR to 25% by 2030, within regulatory requirements. Key milestones include the installation of AF feeding systems at various plant stages, though challenges such as sourcing costs, transportation inflation, and price volatility persist. We also developed resource sourcing strategies and actively engaged local communities to strengthen waste collection networks.

Despite challenges in sourcing for AF in the reporting year, our in-house waste feeding systems utilised the following waste steams in 2024: industrial wastes, biomass, waste tyres, agro-wastes, commercial wastes, fly ash, refuse-derived fuel, ultrafine coal waste, pozzolanic sand and solid recovered fuel. This led to an increase in our TSR from 9.7% in 2023 to 9.8% in 2024. Additionally, the volume of waste co-processed recorded a 27% increase, from 446KTonnes in 2023 to about 566KTonnes in 2024.



Our alternative fuel usage and co-processed waste in numbers

Energy efficiency

Energy efficiency is key to successfully attaining sustainable growth and combating climate change. We prioritised this by optimising our processes to achieve more output with less energy, minimising energy waste, and sourcing alternative clean energy. Our CO_2 reduction initiatives, including TSR, alternative fuel and raw materials, clinker substitution (CK ratio optimisation), energy management and operational efficiency improvements continued throughout 2024. While our total energy consumption increased by 3.5% in 2024 from 97,062 TJ in 2023 to 100,445 TJ in 2024, we achieved a 4.2% reduction in our energy intensity, decreasing from 819 Kcal/Kg in 2023 to 784 Kcal/Kg in 2024. This improvement is attributed to the use of alternative fuels, and improvements in operational efficiency.

Climate adaptation & resilience

As climate change continues to pose increasing challenges, we have taken bold steps to not just enhance our business resilience but also contribute to the climate change-readiness of our communities. For us at DCP, climate adaptation and resilience exceed operational goals, they are important for sustainable business growth and social transformation. In line with our climate resilience and adaptation strategy, we implemented multiple tree-planting initiatives, reinforcing our commitment to environmental conservation and ecosystem restoration. To improve water conservation and management, DCP implemented community-driven initiatives, such as the construction of water reservoirs in Tsholofelo, SA Aganang and needs assessment water interventions for communities. These enhanced water security and strengthened the resilience of host communities against climate-induced water challenges.

Additionally, in 2024, we created climate awareness and sensitisation of employees via webinars and campaigns on Sustainable Cities and Communities and Climate Action. In Okpella, students participated in climate change and climate action awareness sessions, while employees at DCP

plants received training on integrating climate adaptation strategies into daily operations. These initiatives encourage our employees and local communities to adopt sustainable practices, reduce their carbon footprint, and contribute to sustainability.

Climate partnerships

To fully harness the benefits of climate partnerships, we have anchored our climate action efforts and think-tank framework on four key areas: Policy, Cost, Technology, and Reputation. These efforts are driving our commitment on how we tackle climate related issues at DCP. We also recognise the financial implications of climate change adaptation and mitigation and we plan to leverage on strategic partnerships in FMCG, energy, and related industries, to assess climate funding and innovations. Our commitment to SDG 13 has positioned us to integrate climate-conscious practices into our operations, innovation, and collaborations to create lasting social and environmental impact. In 2024, we reaffirmed our dedication to climate action during our Sustainability Week, where we actively engaged in partnerships across our operations. As we continue to leverage collaboration, DCP remains committed to shaping a more sustainable, low-carbon future, reinforcing our role as a responsible corporate leader in global climate efforts.

To further broaden our decarbonisation strategy, DCP is an active participant and member of the GCCA Net-Zero Accelerator Initiative, an initiative designed to assist national cement and concrete industries in developing country-specific roadmaps aligned with the GCCA's 2050 Net-Zero Global Industry Roadmap. This initiative helped us reinforce our commitment to achieving net-zero emissions and driving sustainability across the cement sector.

In collaboration with external certification bodies and regulatory authorities, we conducted environmental audits, accreditations and certifications to ensure full compliance with both local and international environmental regulations. These audits, carried out alongside our internal environmental teams and strategic partners, reinforced our commitment to transparency, accountability, and continuous improvement in environmental management. Our strong internal and external partnerships have reinforced our commitment to environmental stewardship, ensuring full compliance with regulations across our operations.

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Just transition

As Dangote Cement transitions to a low-carbon economy, we are committed to ensuring that this shift is fair, inclusive, and beneficial to both employees and communities. A Just Transition means equipping workers with the necessary skills, protecting livelihoods, and fostering sustainable economic growth while reducing environmental impact. Green jobs play a crucial role in this transformation, creating employment opportunities in areas such as energy efficiency, alternative fuels, and carbon reduction technologies. Through targeted reskilling, workforce development, and inclusive policies, we are ensuring that employees and host communities can actively participate in and benefit from the green economy. Our approach aligns with global sustainability goals, reinforcing our commitment to environmental responsibility and social progress.

Upskilling workers for the just transition

The Company's Just Transition journey is an inclusive one, ensuring the workforce is equipped with the requisite skills for a seamless transition. A key dependency for our Just Transition strategy is our workforce upskilling, recognising the importance of preparing our employees to thrive in the future of work. We have a commitment to progressively decarbonise in line with the Just Transition principle while recognising the social impact of decarbonisation efforts. Also, we advocate for the participation of our value chain in climate change mitigation and adaptation initiatives through capacity building, and awareness creation.

Green jobs

Through our Just Transition commitment, we are actively reshaping our business model to align with sustainable and low-carbon operations, ensuring that economic growth and social equity go hand-in-hand. Our efforts are geared towards mitigating the impact of climate change by developing a green job model with the aim of recording and scaling the number of green jobs in the organisation. At Dangote Cement, we define green jobs as decent roles that directly contribute to preserving, restoring, and supporting the transition to a sustainable future, while mitigating negative environmental impacts. In the process of developing an effective and accurate green job model, the Company conducted a detailed survey targeted at all employees. The ILO's guidelines of what constitutes a green job were used to develop this survey and we have identified five categories of green jobs in DCP. These are: Energy Efficiency, Alternative Fuel, Water Treatment, Waste Recycling and Environment and Energy Systems Auditors.

Synthesis of insights from the survey revealed several patterns and areas of opportunity for scaling green jobs within the Company. Some of the key findings from the survey showed that:

- A significant portion of employees already engage in activities that support environmental sustainability, these would be incorporated into their KPIs.
- A majority of employees do not formally identify as holding green jobs, suggesting that there is potential for increasing green jobs in the Company.
- There is a need to increase awareness amongst employees and how their roles could contribute to sustainability goals.

The green job model is currently being implemented to estimate the number of green jobs in DCP. In 2024, the Company had created a total of 575,655 indirect green jobs, reinforcing our commitment to building a value chain that is equipped for the evolving demands of a greener economy. Looking ahead, we have strategic plans to scale our green jobs model by monitoring data collated, creating awareness amongst employees and validation of our green jobs model by a third party verifier.

> **A Just Transition means equipping workers with the necessary skills, protecting livelihoods, and fostering sustainable economic growth while reducing environmental impact.**

Eco-positive future

Nature-Based Solutions (NBS) are a key part of our sustainability approach while driving ecosystem restoration, biodiversity conservation, and climate resilience across operations. These projects have also enabled us to build strong partnerships and engage with communities and key stakeholders, reinforcing our contribution to environmental sustainability.

DCP is committed to sustainability, environmental restoration and social development. Over the past four years (2021–2024), our tree-planting projects have contributed to carbon sequestration, supported livelihoods, strengthened community resilience, and enhanced local ecosystems.

Ethiopia Tree planting journey in the last 4 years

In 2024, we collaborated with the government and local communities to plant 20,481 trees in Ethiopia. This number of trees planted has decreased over the last three years i.e, 502,500 in 2021, 100,200 in 2022 and 37,000 in 2023. This shift was intentional, driven by the Company's need to focus on reforestation efforts, enhancing tree survival rates, and expanding the initiative to ensure long-term impact. This success of our tree planting projects is driven by the site selection, careful species selection, and continuous maintenance efforts by both our employees and the local community.

In 2024, trees species planted included Grevillea, Acacia and other species. The selected species were indigenous fast-growing varieties that can sequester carbon effectively. They were selected to restore degraded landscapes and to provide long-term economic and environmental benefits, such as soil enrichment, shade, and income opportunities through fruit-bearing trees. These trees were planted across key locations, including the DCP Ethiopia plant and transport premises, limestone mine sites, and surrounding local communities. The social impact of this initiative has been significant through active local communities in afforestation efforts. We have fostered environmental awareness and created opportunities for skills development. Additionally, newly forested areas will function as carbon sinks, wildlife habitats, and sources of ecosystem services, enhancing biodiversity while mitigating the effects of climate change.

Tree planting in Dangote Cement Ethiopia

Biodiversity conservation

Biodiversity is crucial for ecosystem resilience and climate stability. Its conservation is also vital for maintaining ecological balance and ensuring a sustainable future for all. At DCP, we are committed to minimising our environmental impact and promoting sustainable management and ecosystem services. We have an Environmental Management Standard (EMS) to ensure our operations align with best practices in land management and biodiversity conservation. To effectively safeguard ecosystems and enhance biodiversity, we have implemented key initiatives that contribute to sustainable environmental stewardship, including impact mitigation, screening assessments, Environmental Impact Assessments (EIA), no net loss commitments, erosion and land rehabilitation, and awareness and engagement programmes. In addition, we support sustainable land use and apply dust suppression techniques. We promote community nursery projects for reforestation and practise selective clearing of mining areas to preserve surrounding habitats. Our ecosystem restoration efforts are reinforced through afforestation, the establishment of rehabilitation gardens, and continuous monitoring. Specifically, in Obajana, we maintained periodic engagement with key regulators, including the National Oil Spill Detection and Response Agency (NOSDRA), the National Environmental Standards and Regulations Enforcement Agency (NESREA), the Federal Ministry of Environment, and the Ministry of Solid Minerals Development (MSMD). This was achieved through regular inspections and meetings.

To this end about 83 hectares of land is currently either being restored/ rehabilitated or has been restored/ rehabilitated in our operational locations. Dangote Cement Senegal (DCS) mine successfully introduced and cultivated Pomelo Scions, a citrus fruit not native to Africa. This was originally sourced from Costa Rica, and the scions were grafted onto local lemon tree rootstocks. They have flourished under the careful management of DCP's mine rehabilitation team. This project is in line with our drive for biodiversity conservation and our commitment to environmental sustainability. The mine team also made the first harvest of 24 kilograms of Pomelo. The Pomelo Garden is operated by young people from the village of Ngomène (very close to the Pout mine) under the supervision of Layti Ndiaye, Head of Mines.

Dangote Cement Senegal mines fruit garden

DCP Zambia wildlife conservation initiatives in 2024

DCP Zambia made good progress in integrating wildlife conservation into its operations, especially in and around its Plant and mining areas. Recognising the potential impact of mining on local ecosystems, DCP Zambia adopted an approach aligned with Zambia's Wildlife Act No. 14 of 2015 and international standards. The project engaged all departments to ensure staff and contractor participation in wildlife conservation and preservation. Key initiatives deployed include staff training on wildlife capture and relocation, the planting of 8,947 trees to restore habitats, and collaboration with the Zambia Wildlife Authority (ZAWA) for sensitisation programmes in Muwaya village and surrounding communities.

These efforts led to zero wildlife loss onsite and the successful relocation of several species, including 7 Gaboon Vipers, 4 Puff Adders, 3 Black-Necked Spitting Cobras, 4 Dwarf Snakes, and 6 Black-Tempered Cat Snakes. Additionally, 5 beehives were relocated with the support of expert beekeepers from the local community. The collaboration with ZAWA and local beekeepers further enhanced the overall impact of the conservation initiatives. Moving forward, we plan to scale up our conservation efforts by initiating community forest restoration projects, sensitising communities against charcoal production (a key driver of deforestation), and providing alternative livelihoods, such as beekeeping, for surrounding communities.

Relocation of captured snake to forest reserve outside Zambia Plant .

Responsible consumption of natural resources

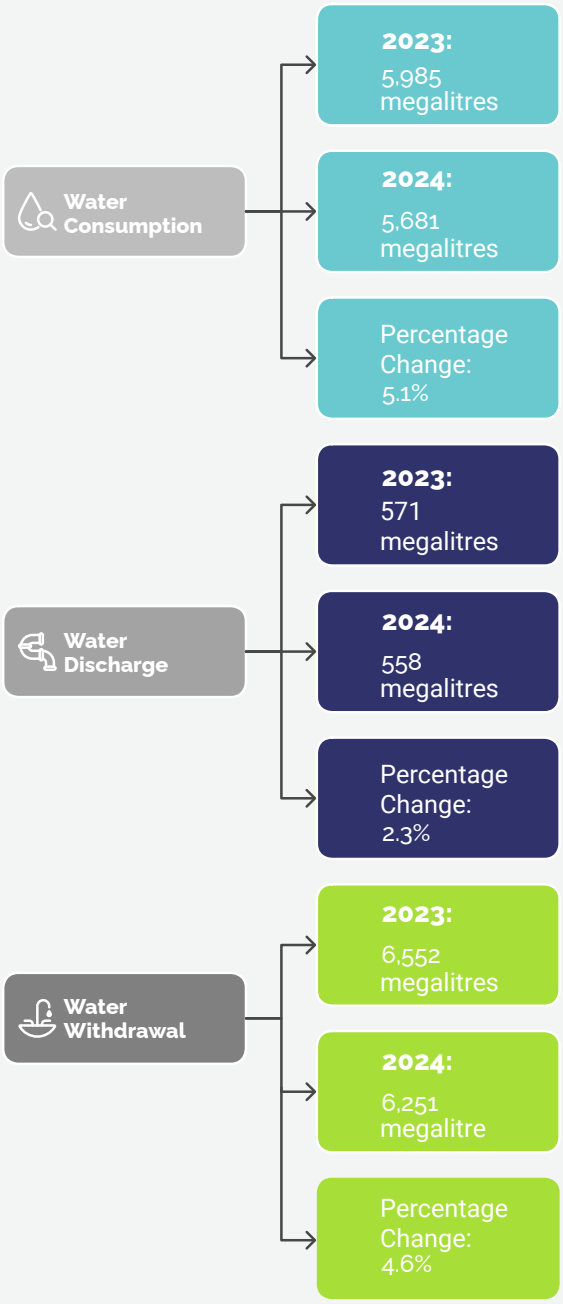
Integral to our Environmental Pillar is the responsible utilisation of natural resources as part of our manufacturing processes. In 2024, our commitment to the responsible and efficient use of natural resources remained a fundamental aspect of our operational strategy. We implemented measures to minimise waste and optimise resource utilisation (raw materials, water, and waste) across our production processes. We made significant progress in the responsible consumption of both renewable and non-renewable materials in cement production and packaging.

Water efficiency and management

We are committed to responsible water stewardship, recognising its critical role in both our operations and the well-being of the communities surrounding our facilities. Our approach to water efficiency and management reflects a comprehensive understanding of our interactions with local water basins, ensuring a balance between operational requirements and environmental sustainability. In 2024, we made significant progress in reducing water withdrawal, consumption, and discharge.

Our water management strategy, which included efficient metered monitoring, water recycling and re-use, extends beyond volume reduction to include the protection of surrounding ecosystems. We actively monitor discharge points to ensure that treated water supports, rather than harms, local habitats such as wetlands and fishes connected to our water basins. In 2024, environmental assessments found no significant decline in water quality or biodiversity near our sites, demonstrating the effectiveness of our filtration systems and spill prevention measures. Ensuring high-quality discharge is a key priority. Before release, all water undergoes stringent treatment to remove contaminants such as sediments and chemicals, in full compliance with national regulations and our internal benchmarks. Regular testing confirms adherence to these standards, with no significant adverse impacts reported on water bodies or local habitats in 2024.

In 2024, total water withdrawal in our operational locations was 6,251 megalitres representing a 4.6% reduction from 6,552 megalitres in 2023. This decline reflects our continuous efforts to optimise water usage across our plants. Similarly, water consumption dropped from 5,985 megalitres in 2023 to 5,681 megalitres in 2024, a decrease of 5.1%. Additionally, water discharge was reduced from 571 megalitres in 2023 to 558 megalitres in 2024, a decrease of 2.3%.



At Dangote Cement, we embrace the principles of a circular economy, striving to turn waste into opportunity while minimising our environmental footprint. Efficient waste management is central to our sustainability strategy, reflecting our commitment towards reducing landfill reliance, improving reuse of resources, and fostering innovation across our operations. In 2024, we intensified our efforts to manage waste responsibly, leveraging campaigns, partnerships, and practical solutions to drive a thriving, eco-positive future.

Our approach to waste is guided by a clear policy: prevent generation where possible, recover what we can, and dispose of the rest responsibly. Key commitments and actions in 2024 included optimising production processes to reduce waste, shifting to bulk cement deliveries to cut packaging waste, expanding recycling and reuse initiatives, and collaborating with local waste handlers and recyclers to ensure safe treatment of hazardous waste. For instance, in Nigeria, our "Waste to Wealth" programme trained local cooperatives to upcycle waste into household products. These efforts mitigate impacts by shrinking our waste footprint and fostering a circular mindset among employees and stakeholders. Our "DangCircular" campaigns, launched across our operational regions, raised awareness, and drove action. DangCircular is a Dangote Circular Economy programme aimed at minimising waste generation, promoting recycling, and fostering a circular economy within the Company. A Waste Management Lifecycle Standard Operating Procedure with guidelines for fulfilling the DangCircular initiative was developed in the reporting year.

Converted waste bins, painted by some of Zambia's renowned artists

Our operations, spanning cement production, logistics, and facility management—generate a variety of waste streams, from industrial by-products to packaging materials. In 2024, we generated 109,599 tonnes of waste, a 37% increase from the 80,070 tonnes generated in 2023. 91% of this waste comprised of hazardous wastes such as used oils, chemicals, and batteries from maintenance activities. This rise stemed largely from production and construction activities across our locations. These waste types pose potential contamination risks to soil and water and contribute to landfill pressure in local communities. Recognising these risks, we prioritised rigorous waste management to curb environmental harm and maximise resource recovery. Based on improved waste segregation and recycling practices and subject to regulatory compliances, there was a 36% increase in waste diverted from disposal in 2024 comprising of 88% hazardous waste and 12% non-hazardous waste. 55,030 tonnes of waste was diverted in 2024 compared to 40,381 tonnes of waste diverted in 2023. Waste directed to disposal by incineration, landfilling, and other disposal operations in 2024 was 3,755 tonnes.

Based on improved waste segregation and recycling practices, and subject to regulatory compliances, there was a 36% increase in waste diverted from disposal in 2024 compared to 2023.