FY 2022 results

AUDITED RESULTS FOR YEAR ENDED 31st DECEMBER 2022

27th February 2023







FY 2022: Strong results, despite elevated inflation



FINANCIAL

OPERATIONAL

SUSTAINABILITY

SDG Alignment

Group revenue up 17.0% at ₩1,618.3B

Group volumes down 5.1% at 27.8Mt

27% female Board representation

Diverse Board with 6 different nationalities





Group EBITDA up 3.5% at ₩708.2B

Commissioned alternative fuel feed systems at Obajana and Ibese

Issuance of *116B series 2 Bond.

Under the ¥300 billion Multi-Instrument Issuance Programme





PAT up 4.9% at \$\frac{1}{2}382.3B

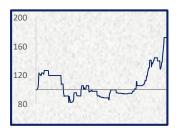
Cement and clinker exported to 8 African countries

100,770 green jobs created through our alternative fuel value chain Second-consecutive CDP rating upgrade to "B"



The year at a glance.....













January

Buy-Back

Completed the 2nd tranche of the

buy-back programme.

February
New female Board Member

Ms. Halima Aliko-Dangote appointed to the Board of Dangote Cement as Non Executive Director.

Okpella Plant

March

Continued ramp up on our 3Mt
Okpella plant

April

Bond Issuance

Successful issuance of ₩116B series 2 Bond.

Under the ₩300 billion Multi-Instrument Issuance Programme

June

Released our 2021 combined
Annual and Sustainability Report

AGM







October



November



November

December

National Consumer Promotion

Dangote Cement's National Consumer Promotion "Bag of Goodies - season 3"

Sustainability Week

Theme: 'People, Planet and Profit –
The Dangote Way'

Alternative fuel feed systems

Commissioned alternative fuel feed systems at Obajana lines I and V; and Ibese line II

Consecutive CDP rating upgrade

CDP rating upgrade from B- to B, second consecutive upgrade in two years

EGM

Share buyback programme II approved by shareholders at EGM in December

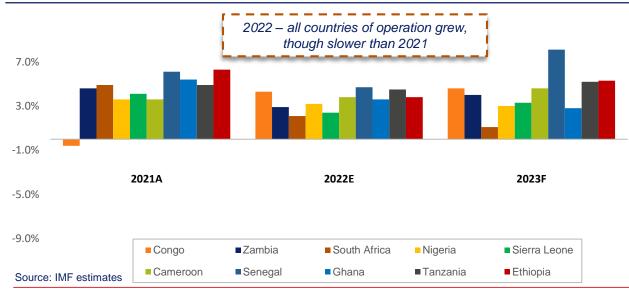
Dangote Cement | Page 3

SSA - Macro-economic environment

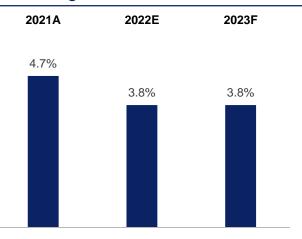
- Sub-Saharan Africa (SSA) is estimated to have grown at 3.8% in 2022, slower than the 4.7% rebound in 2021.
- The slower than expected growth is premised on the huge supply shocks from the Russia-Ukraine crisis and accelerating inflation at a pace not seen in decades.
- For our operations, Dangote Cement experienced a surge in prices of our inputs costs; significant foreign exchange fluctuation in our countries of operation; and a drop in gas availability in Nigeria.
- However, our countries of operation all grew in 2022, with Tanzania, Congo and Senegal growing at the highest rates. This growth supported cement demand across our operations.



GDP growth across our operating environment



SSA GDP growth



Dangote Cement | Page 4

Investor Presentation

Nigeria - Macro-economic environment





- The Nigerian economy expanded by 3.1% in 2022, according to National Bureau of Statistics (NBS), almost at par with the 3.2% growth forecast by the IMF.
- Growth in 2022 was driven by development in the non-oil sector, particularly telecommunication, trade and manufacturing, and supported by the uptick in oil prices.
- The non-oil sector grew by 4.8%, while the oil sector contracted by 19.2%.

Interest Rate

- The CBN hiked MPR four-consecutive time to 16.5%, in a sustained move aimed at taming accelerating inflation and achieving price stability.
- One year T-bills rate closed at 8.5% in 2022, compared to 4.9% the prior year.



Exchange Rate

- The Nigerian naira weakened by 8.6% to ₦461.1/\$1 in 2022, as high demand for dollar asset continue to weigh on the domestic currency.
- Pressure on the naira remains, given the backlog of unmet demand despite increased supply from the CBN.

Fiscal Policy

- The Federal Government approved ₦21.8trillion budget for the 2023 fiscal year, at an oil benchmark of \$75 per barrel, oil production at 1.7mb, and an exchange rate of N435.6/\$
- A total of ₦11.1 trillion is expected as revenue from oil and non oil sources, leaving a deficit of N10.8trillion to be financed through borrowing.
- Total debt rose to ₩44.1 trillion as at end of September 2022.



Inflation

- Headline inflation rate accelerated to 21.3% YoY in 2022, on the back of disruption in food supply and increases in import costs.
- Food inflation quickened to 23.8% whilst core inflation rose 18.5% in December.



Oil Production

- Nigeria's oil production averaged 1.14mb/d in 2022, down by 18.2% from the average production of 1.4mb/d a year earlier.
- Oil production was impacted by oil theft, declining offshore investments and a fall in rig counts.

Nigeria's GDP growth for eight-consecutive quarters, through Q4 2022, highlights its resilient economy and recovery post COVID 19 pandemic.

Source: IMF, CBN, OPEC, NBS



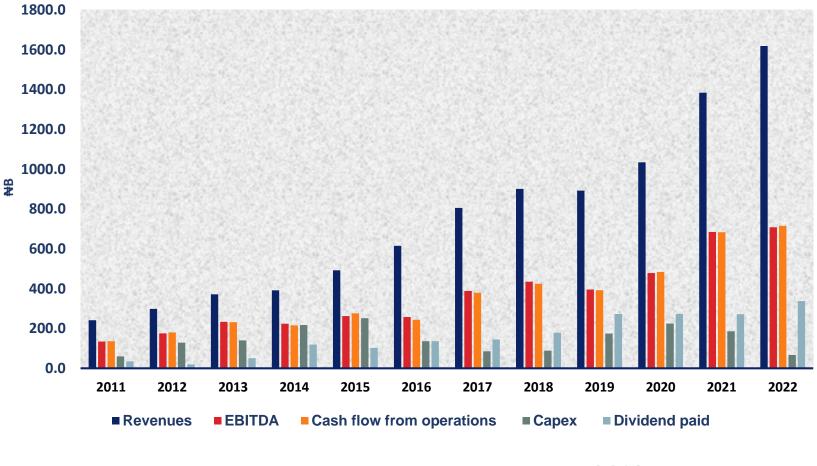


Creating value for all shareholders









18% 12-year CAGR

REVENUE

15% 12-year CAGR

EBITDA

33% 12-year CAGR

DIVIDEND

FY 2022 – Strong Performance



Solid results amidst a tough macro economic environment

Financial

- Group revenues up 17.0%, largely due to better price realisation to offset rising costs
- Group EBITDA up 3.5%; with EBITDA margin of 43.8%
- Nigeria EBITDA up 8.0%; supported by our robust cost control measures offsetting some inflationary pressure
- Rapidly increasing prices of AGO resulted in a 54.0% increase in our selling and distribution cost
- Net debt of ₦422.9B; net gearing of 39.2%
- EPS up at ₩22.27, despite ₩53.9B in unrealised foreign exchange losses
- ₦20.00 dividend recommended for 2022

Operational

- Group volumes down 5.1% to 27.8Mt
- The lower volume, elevated by the high base of 2021, was due to inflation and energy supply disruptions
- Pan-Africa volumes down owing to extended plant maintenance in Senegal and Congo and volatility in cement/clinker landing costs in Cameroon, Ghana and Sierra-Leone
- Commissioned alternative fuel feed system at Obajana lines I and V; and Ibese line II, with thermal substitution rate reaching 7.5% in December
- On track to commission grinding plants in Ghana and Cote d'Ivoire in 2023

Year ended 31st December	2022	2021	Change
Sales volumes*	'000t	'000t	%
Nigeria	17,841	18,612	(4.1)
Pan-Africa	9,982	10,856	(8.1)
Inter-company sales	(56)	(197)	(71.5)
Total	27,767	29,271	(5.1)
Revenues	₩m	₩m	
Nigeria	1,205,401	993,399	21.3%
Pan-Africa	414,830	397,329	(4.4%)
Inter-company sales	(1,908)	(7,091)	(73.1%)
Total	1,618,323	1,383,637	17.0%
EBITDA	₩m	₩m	
Nigeria**	658,774	610,196	8.0%
Pan-Africa**	64,918	88,830	(26.9%)
Inter-company and central costs	(15,454)	(14,431)	7.1%
Total	708,238	684,595	3.5%
EBITDA margin**	%	%	
Nigeria	54.7%	61.4%	-6.8pp
Pan-Africa	15.6%	22.4%	-6.7pp
Group	43.8%	49.5%	-5.7pp
EPS			
	22.27	21.24	4.8%

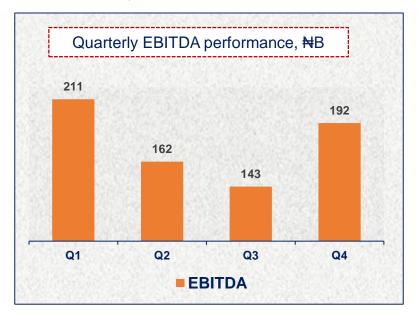
- *Sales volumes include cement and clinker
- **Before central costs and eliminations

FY 2022 – Strong Performance (cont'd)



Quarterly financial review

- The surge in prices of our input costs and significant foreign exchange fluctuations from Q2 impacted our operations.
- However, we proactively implemented a robust cost reduction strategy and a performance improvement plan across the Group.
- This resulted in significant improvement in EBITDA in Q4. Group EBITDA increased by 34.8% on a QoQ basis in Q4
- Following the successful National Consumer Promotion in Q3, we saw a QoQ 5.8% increase in volumes in Q4.



QoQ analysis	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q4 QoQ change
Sales volumes*	'000t	'000t	'000t	'000t	%
Nigeria	4,834	4,508	4,139	4,361	5.4%
Pan-Africa	2,414	2,450	2,508	2,609	4.0%
Inter-company sales	-	-	56	-	-
Total	7,248	6,958	6,591	6,970	5.8%
Revenues	₩m	₩m	₩m	₩m	
Nigeria	321,918	301,063	267,673	314,747	17.6%
Pan-Africa	91,263	93,793	103,453	126,321	22.1%
Inter-company sales	-	-	(1,908)	-	-
Total	413,181	394,856	369,219	441,067	19.5%
EBITDA	₩m	₩m	₩m	₩m	
Nigeria**	196,548	152,838	130,538	178,850	37.0%
Pan-Africa**	18,225	13,495	16,124	17,074	5.9%
Inter-company and central costs	(3,752)	(4,191)	(3,946)	(3,565)	-
Total	211,021	162,142	142,716	192,359	34.8%
EBITDA margin**	%	%			
Nigeria	61.1%	50.8%	48.8%	56.8%	8.1pp
Pan-Africa	20.0%	14.4%	15.6%	13.5%	-2.1pp
Group	51.1%	41.1%	38.7%	43.6%	-5.0pp

 ^{*}Sales volumes include cement and clinker

Dangote Cement | Page 9

 ^{**}Before central costs and eliminations

Group Financial Overview



Income Statement

	FY 2022 ≒ m	FY 2021 ¥ m	% change
Revenue	1,618,323	1,383,637	17.0%
Cost of sales	(662,890)	(551,019)	20.3%
Gross profit	955,433	832,618	14.8%
Gross margin	59.0%	60.2%	-1.1pp
EBITDA	708,238	684,595	3.5%
EBITDA margin	43.8%	49.5%	<i>-5.7pp</i>
EBIT	585,876	582,491	0.6%
EBIT margin	36.2%	42.1%	<i>-5.9pp</i>
Finance income	38,715	20,765	86.4%
Finance cost	(130,370)	(65,707)	98.4%
Share of profit from Associate	759	817	-7.1%
Profit before tax	524,002	538,366	-2.7%
Income tax (expense)/credit	(141,691)	(173,927)	-18.5%
Profit for the period	382,311	364,439	4.9%



Earnings per share 22.27 21.24 4.8%

Group financial overview (cont'd)



Movement in debt

	Cash N m	Debt ¥ m	Net debt ¥m
As at 31st December 2021	339,843	(564,940)	(225,097)
Cash from operations before working capital changes	686,190	-	686,190
Change in working capital	(158,203)	-	(153,203)
Income tax paid	(150,766)	-	(150,766)
Additions to fixed assets	(65,945)	-	(65,839)
Loans to related party	(93,812)	-	(93,812)
Change in non-current prepayments and payables	(8,668)	-	(8,668)
Other investing activities	(307)		(307)
Net Lease receivables	7,193	-	7,193
Share buyback	(35,323)	-	(35,323)
Net dividend received	(332,764)		(332,764)
Net interest payment	(31,743)	-	(31,743)
Net loans obtained (repaid)	71,276	(71,276)	-
Overdraft	56,514	(56,514)	-
Other cash and non-cash movements	358	(14,004)	(13,646)
As at 31 st December 2022	283,843	(706,734)	(422,891)



Investor Presentation Dangote Cement | Page 11

Group financial overview (cont'd)



Balance Sheet

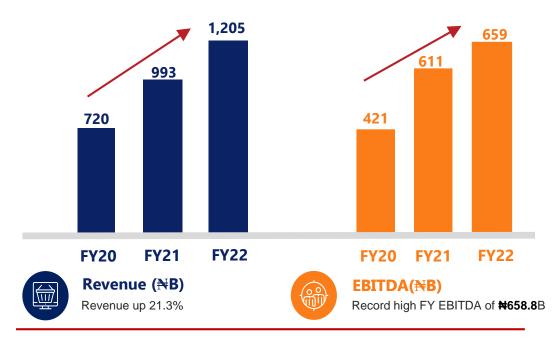
	As at 30/12/22 ₩m	As at 31/12/21 ₩m
Property, plant and equipment	1,527,293	1,472,859
Other non-current assets	58,676	40,996
Intangible Assets	6,225	5,122
Current Assets	739,618	533,199
Cash and Cash Equivalents	283,843	339,843
Total Assets	2,615,655	2,392,019
Non-current liabilities	181,525	155,305
Current liabilities	648,449	688,105
Debt	706,734	564,940
Total Liabilities	1,536,708	1,408,350
Net Asset	1,078,947	983,669





Nigeria – Record high EBITDA at #658.8B





Financial Summary - Nigeria

Year end 31st December	2022	2021	Change
Cement (Kt)	17,786	18,415	-3.4%
Clinker	56	197	-71.5%
Total volumes (Kt)	17,8421	18,612	-4.1%
Revenue (N m)	1,205.4	993.4	21.3%
EBITDA** (Nm)	658,774	610,196	8.0%
EBITDA margin**	54.7%	61.4%	-6.8pp

- Nigeria FY sales volume was down 4.1%, mainly due to inflation and gas supply disruption.
- Revenues increased by 21.3% to ₹1,205.4B, supported by price increases to offset inflationary pressures
- Significant increase in distribution cost due to our national coverage which results in longer distance served
- Despite these challenges in the period, we achieved growth of 8.0% in EBITDA to ₹658.8B.
- Exports remain strong, during the period we exported 748Kt of cement from Nigeria.
- Alternative fuel feed systems commissioned at Obajana lines I and V: and Ibese line II
- The National Consumer Promotion has made 238. millionaires and multimillionaires across the country



Dangote Cement | Page 13

^{**}Before corporate costs and inter-company eliminations

Pan-Africa – Extended plant maintenance and repairs



- Volumes down 8.1% to 10.0Mt due to plant maintenance and supply chain challenges
- with accelerating inflationary trends
- EBITDA of N64.9B with a margin of 15.6%
- Extended plant maintenance and repairs activities in Congo and Senegal limited Pan-Africa production volume
- Our Pan-African operations were impacted by currency depreciation and a surge in coal and diesel prices.
- Commenced clinker exports from Congo to Cameroon
- On track to deploy grinding plants in Ghana and Cote d'Ivoire in 2023

Financial Summary – Pan-Africa

Year ended 31st December	2022	2021	Change
Cement (Kt)	9,630	10,634	-9.4%
Clinker	350	222	57.8%
Total volumes (Kt)	9,981	10,856	-8.1%
Revenue (₦m)	414,830	397,329	4.4%
EBITDA** (#m)	64,918	88,830	-26.9%
EBITDA margin**	15.6%	22.4%	-6.7pp





Dangote Cement | Page 14 Investor Presentation

^{*}Before corporate costs and eliminations

Country updates







- Estimated market sales of 705Kt in 2022
- Shutdown of Congo plant for 2 months due to maintenance limited production
- DCP Congo sold 566Kt in 2022, a 16% increase from prior year

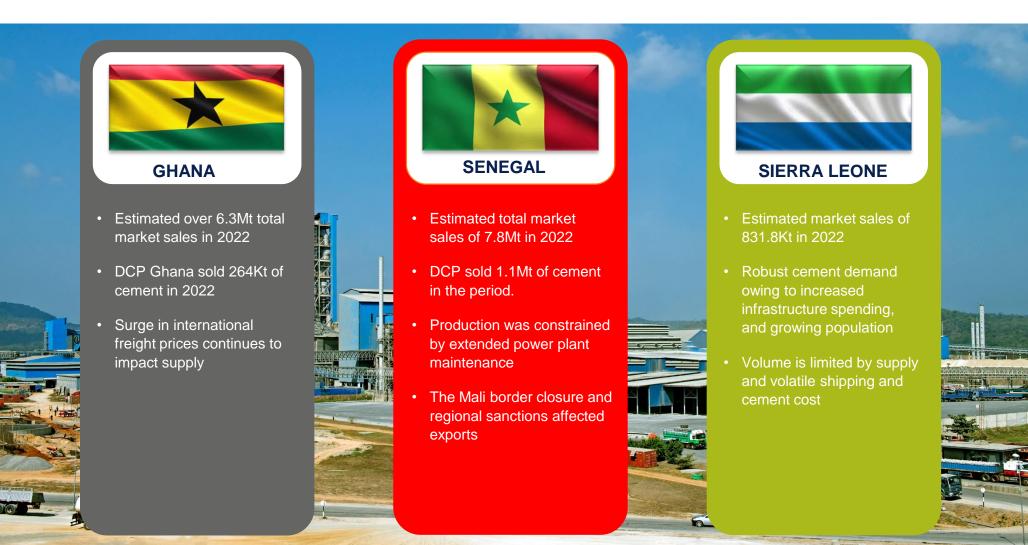


- Estimated 5.5Mt total
- market sales in 2022
- DCP sales of 2.3Mt for 2022 is down 3.1% compared to 2021
- 42.1% market share for the period
- Despite the security challenges, the Ethiopian cement market remains an attractive one.



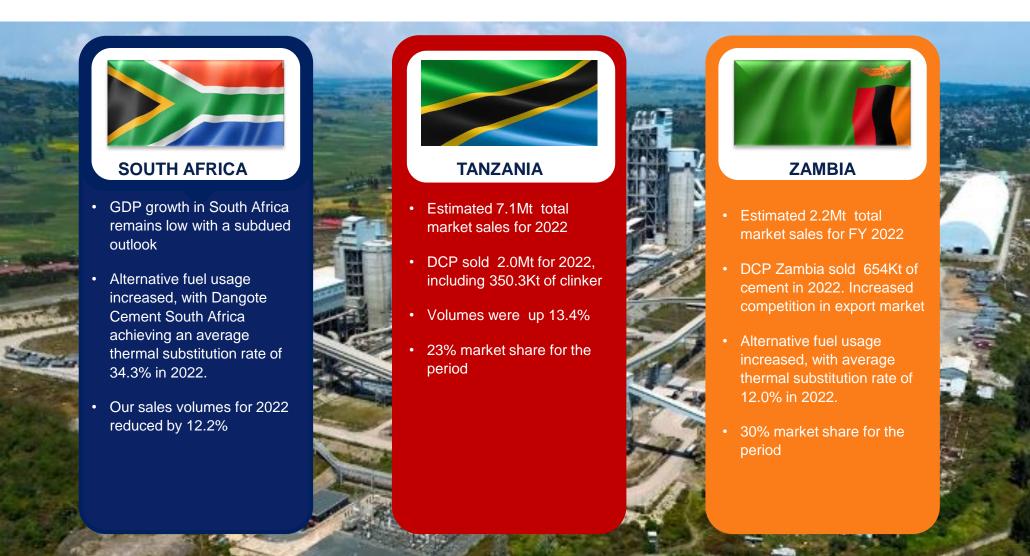
Country updates





Country updates





Debt and Liquidity





Track record of accessing Debt Capital Market



Bond Programme

Bond - Key Terms

Bond	Date issued	Tranches	Pricing	Maturity
₦ 100B	April 2020	-	12.5%	2025
		A - ₩3.6B	11.25%	2024
₩ 50B	#50B May 2021	B - ₩10.4B	12.5%	2026
		C - ₦35.9B	13.5%	2028
		A - ₩4.3B	11.85%	2027
₦ 116B	₦ 116B April 2022	B - N 23.3B	12.23%	2029
		C - N 88.4B	13.0%	2032

Undrawn balance of ₩134 billion on our Bond Programme

DCP Bond Issuances timeline

Commercial Paper Programme

- In August 2021, we successfully established a new ₩150 billion Commercial Paper Programme
- Issued an aggregate of over #500 billion in Commercial Papers since 2018.

	Outstand	ling Comm	ercial Paper	
Series	Value (₦bn)	Tenor	Discount rate	Due date
Series 4	44.0	183 days	13.0%	09-08-23
Series 5	46.0	267 days	14.0%	01-11-23

April 2020

May 2021

Successfully raised #50B series 1, 3, 5 and 7-year Bonds, under a fresh NGN300 billion Debt Issuance Programme.

May 2021

April 2022

Issuance of maiden ₩100B series 1 fixed rate 5-year Bond.

New #300B Multi-Instrument Programme enabling DCP to issue Green Bonds and Sukuk

rogramme.

Issuance of ₩116B Series 2 Bond, largest corporate Bond issuance at the time



₩100B maiden Bond selected as the winner of 2021 Bonds; Loans & Sukuk Africa Awards

Bonds & Loans
AFRICA AWARDS
9th March 2022 Mount Nelson, Cape Town

₩50B series 1 Bond selected as best local currency bond in EMEA

Largest Corporate Bond lodgment on FMDQ NGX Made of Africa (MOA) Awards

Successful share buy-back programme



Dangote Cement's shareholders authorized the Company to undertake a fresh share buyback of up to 10% of its issued shares, during the Extraordinary General Meeting held on 13 December 2022.

In January 2022, DCP completed the second tranche of its buy-back programme.

Buy-back - tranche II

- DCP's bought back 0.74% of its issued and fully paidup ordinary shares in the second tranche of its buyback programme
- The buy-back was exercised at an average price of #276.89/share.



Dangote Cement share buy-back summary

Share Capital Analysis	
Pre-Buy-Back number of shares ¹	17,040,507,404
Shares bought back (Tranche I)	(40,200,000)
Shares bought back (Tranche II)	(126,748,153)
Total number of residual issued and fully paid outstanding shares	16,873,559,251
Total shares bought back (Tranche I&II)	166,948,153
Percentage of shares bought back	0.98%
Number of shares cancelled	Nil

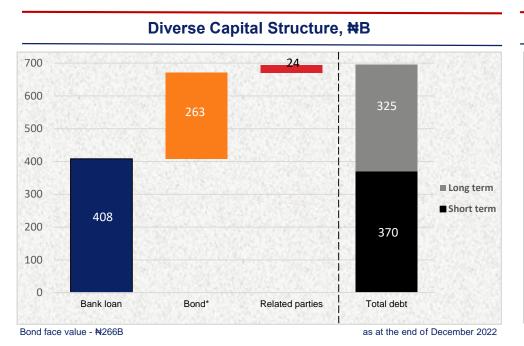
The share buy-back programme reflects DCP's commitment to finding opportunities beyond dividend to return cash to shareholders.

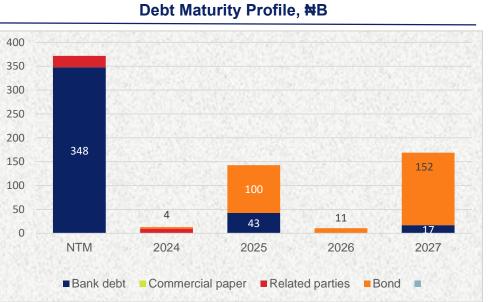
Investor Presentation Dangote Cement | Page 20

Robust capital structure



Strong balance sheet with available liquidity





The available liquidity, cash generation and undrawn borrowing capabilities secure DCPs short-term debt coverage

Strong full year cash flow generation leading to cash flow from operating activities of ₩686.2B

Dangote Cement | Page 21 Investor Presentation

as at the end of December 2022 *NTM - Next Twelve Months

Robust capital structure



LENDING DIVERSIFICATION

Facility	Pricings	Draw down	Tenor
Bond - April 2020	12.5%	₦ 100B	2025
Bond – May 2021 (tranche A,B&C)	11.25%- 13.5%	₦ 50B	2024-2028
Bond – April 2022 (tranche A,B&C)	11.85%- 13.0%	₦ 116B	2027-2032
Bank debt	various	₩408B	2021-2023
Commercial Paper	-	-	-
Related parties	6%-8.5%	₦ 24B	2021-2025

Bond face value - ₩263B

as at the end of December 2022

RATINGS

- On 29 December 2022, Global Credit Ratings
 - long-term Issuer rating affirmed at AA+ (NG), with a stable outlook, while the short-term issuer rating at A1+(NG) was with a negative outlook
 - long-term Issue rating of AA+ (NG) accorded to DCPs existing Bond issues and DCPs new N116bn Series 2 Bond, with the outlook accorded stable.
- On February 2023, Moody's:
 - (P)B3 local currency rating and Baa3.ng national scale rating (NSR) to the NGN300 billion domestic medium-term programme issued by DCP.
 - ➤ Caa1 long term corporate family rating (CFR). The rating outlook is stable, similar to that of the sovereign.



Sustainability



Sustainability & Governance – The Dangote Way



Our 7 Sustainability Pillars our embedded in our culture and guide our approach to building a sustainable business.

We released our 2021 combined Annual Report and Sustainability Report with ESG data presented as per Global Reporting Initiative (GRI) referential and external assurance by Deloitte.

Dangote Cement Plc Annual Report and Accounts 2021





Sustainability Reporting Best Practices







SEC Code of Corporate Governance













Institutional Pillar – Strong governance framework





Note: * denotes Independent Non-Executive Directors.

Chairman of Committee

Investor Presentation

The Statutory Audit Committee is not a Committee of the Board

Institutional Pillar – Board changes and partnerships







Michel Puchercos



Arvind Pathak



Mr Michel Puchercos will be retiring from the Board of Directors and as the Group Managing Director/ CEO of Dangote Cement Plc effective 28 February 2023.

The Board would like to thank Mr Michel Puchercos for his commitment and contributions to the Board and wishes him well in his future endeavours

The Board has approved the appointment of Mr Arvind Pathak as Group Managing Director of Dangote Cement Plc, effective 1 March 2023. Mr Pathak is an experienced business leader who worked as MD and CEO of Birla Corporation Ltd before this appointment. He was the Chief Operating Officer and Deputy Group Managing Director of Dangote Cement Plc until 2021.

The Board would like to welcome Mr Arvind Pathak back to the Dangote family and wishing him success in his new role.

Partnerships and Alliances



Dangote Cement sponsored and participated in the 9th Lagos state Climate Change Summit

Stakeholder Engagement



Conducted stakeholder materiality assessment surveys of communities, investors, employees and vendors

Environmental Pillar – Focus on Alternative Fuel project







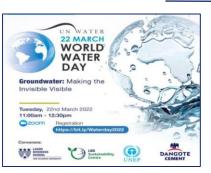


Circular Economy Model

We have increased corporate focus and strategy by committing to the use of alternative fuel sources in our energy mix.

Waste type	We are exploring fully the feasibility of increasing the use of alternative energy in our cement production, through co-processing of wastes such as: agro wastes, waste lubricants, tyre derived fuels, saw dust, packaging materials
Benefits	 Lower CO2 emission Alternative energy sourced from environment reduces cost and supports local economies Lower dependance on foreign currencies Sustainable waste management

Alternative Fuel Project



DCP's plants are installing AF equipment (Mechanical Multi-Fuel systems) that can process diverse types of wastes

100,770

Green jobs created through alternative fuel value chain

- DCP co-processed 157,000 tons of waste in 2022, a 76.4% increase over 2021
- AF Thermal Substitution Rate (TSR) increased to
 4.3% in 2022 from 2.6% in 2021

	Top wastes co-processed in 9M include:				
1	Palm kernel shell	Palm kernel shell			
2	Coffee Husk				
3	Paper waste	PAPER			
4	Coconut husk				

		FY 2022	FY 2021	%
↑ ↑↑↑ En	ergy consumption (Kcal/kg)	795	797	(0.3%)
(CO ₂)	CO2 emission (kg CO2/tonne)	590	606	(2.6%)
- W	/ater consumption (lt/tonne)	234	271	(13.7%)

Investor Presentation Dangote Cement | Page 27

Environmental Pillar – CDP rating upgraded to B



B

2022

RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION

2021







- Submission to Carbon Disclosure Project (CDP)
- Rated "B" by CDP on our carbon disclosure for 2022, second consecutive upgrade
- One of the highest ratings in Sub-Saharan Africa and the only Nigeria company rated by CDP
- In 2021 DCP became a CDP supporter.

" As a mission-based non-profit that runs the global environmental disclosure system, CDP greatly values the support of Dangote Cement. Action this decade is critical to ensuring that we can limit global warming to 1.5°C and safeguard our planet's natural resources. Quite simply what is measured can be managed. Through its 2021 disclosure to CDP. Dangote Cement has demonstrated its clear commitment to transparency around its environmental impacts and its strategies for action. This benefits the company as well as its shareholders, customers, and employees alike."

Sonya Bhonsle, Global Head of Value Chains & **Regional Director Corporations**



Sustained progress in climate and environmental sustainability disclosure

2020

Awareness band: Knowledge of impacts on, and of, climate issues

2021

band:

Taking

Management

coordinated action

on climate issues

Action to Protect Nature

- Biodiversity awareness in all countries
- Tracking of mines rehabilitation plans using, EPRP, GCCA Sustainability Charter, and IUCN Integrated **Biodiversity Management** System (IBMS)



Social Pillar – Diversity and Integration







International Women's Day celebration





Diversity and Integration



- Launch of Dangote Cement crèche to support workplace childcare.
- To promote gender diversity, Dangote Cement joined Nigeria2Equal programme through the Dangote Women Network (DWN).

Sustainability week



Theme: "People, Planet and Profit -The Dangote Way"

₩1,648 spent on CSR in 2022



Dangote Cement women plant tree



Presentation of food and other household items









