

2023 SUSTAINABILITY REPORT




Building Sustainably:
Creating Pathways for
a Greener Future

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Introduction

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About This Report

Lafarge Africa Plc 2023 Sustainability report “Creating Pathways for a Greener Future” covers January 1, 2023, to December 31, 2023. This report provides a comprehensive overview of our commitment to building a sustainable future and highlights our progress in integrating environmental, social, and governance (ESG) into our core business strategy and operations. This is because we believe that sustainability is not just a responsibility but a catalyst for innovation and long-term value creation.

This report is our 8th standalone sustainability report and is prepared with reference to the Global Reporting Initiative (GRI). It covers the ESG performance of our operations in Nigeria for 2023.

We have consistently reported on ESG metrics that are most relevant to our stakeholders and investors in alignment with GRI standards, the United Nations Sustainable Development Goals (UNSDGs), the Nigerian Exchange Group (NGX) sustainability disclosures, and the United Nations Global Compact (UNGC).



Lafarge Africa Plc is proud to have received the:

2022 NGX Award
For Sustainability Reporting

Which recognizes our contributions to Nigeria's sustainable development and recognizes our leadership in sustainability, ethical practices, and compliance with global and national regulations.

We continuously invest in building robust and comprehensive data collection structures to enhance transparency, consistency, and comprehensiveness in our sustainability reporting process. This year, we consolidated that effort and are presenting a more extensive report on our sustainability activities across our operations. This report presents Lafarge Africa Plc progress across its four key sustainability pillars: Climate and Energy, Circular Economy, Nature, and People.

Our Purpose: Building for the People and the Planet



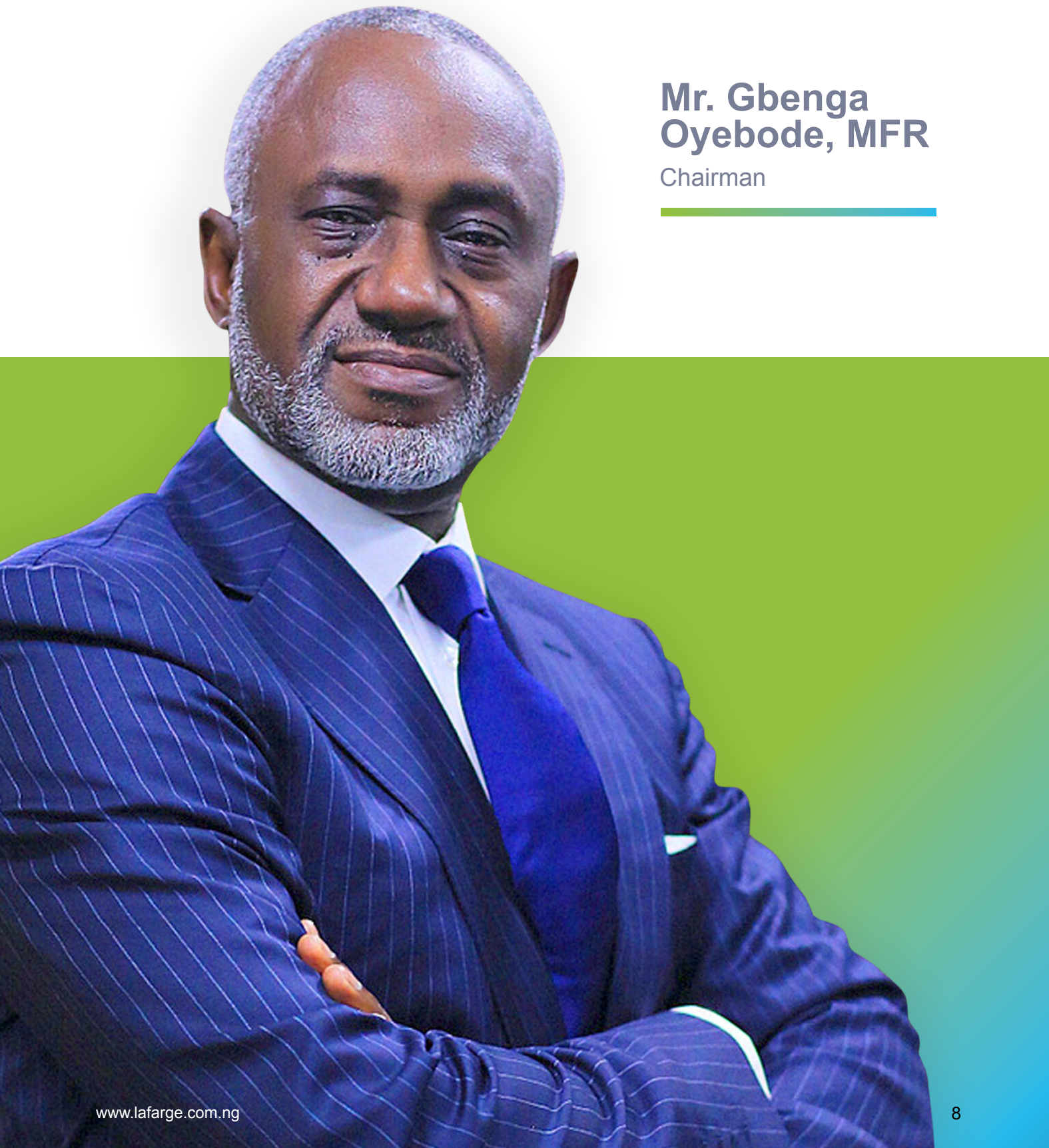
These achievements are a testament to the collective efforts of our employees, partners, and communities. Together, we have proven that sustainable business practices are not just a moral imperative, but a strategic necessity for long-term success.

CEO and Chairman of the Board of Directors, Lafarge Africa Plc

As a leader in sustainable building materials, Lafarge is taking a bold, science-based approach to reduce our carbon footprint, through our Group's ECO solutions, including ECOPact and ECOPlanet, we are driving a circular economy by recycling materials with a focus on urban mining to construct new buildings from old ones, reducing buildings' material use and footprint by empowering smart design and technologies like 3D printing, repairing and renovating buildings to make them last longer, with our range of smart green retrofitting solutions from roofing to insulation systems. Our diverse and inclusive workforce is essential to our success, as we believe that our people and communities are at the heart of what we do.

We are working to reshape the way Nigeria builds with our low-carbon materials, from ECOPact green concrete to ECOPlanet green cement. Ultimately our aim is to create healthier, more sustainable living spaces for generations to come.

Through our environmental policy, Lafarge Africa is committed to continuously improve its environmental performance and to make a positive contribution to nature and the Nigerian society. By way of circular construction, Lafarge is building new from old.



**Mr. Gbenga
Oyeboode, MFR**
Chairman

Message From the Chairman

Esteemed Stakeholders,

I am proud to present Lafarge Africa Plc latest Sustainability Report, a testament to our unwavering commitment to building a greener future. Our theme, “Building Sustainably: Creating Pathways for a Greener Future,” reflects our dedication to fostering positive environmental and social impacts while upholding the highest standards of governance.

We have implemented robust systems to ensure transparency, accountability, and ethical conduct. This strong governance foundation safeguards stakeholder interests and reinforces trust in our operations. More than just a compliance measure, our governance framework serves as a cornerstone for sustainable development, ensuring that our actions align with our values and commitments.

Our purpose is to create long-term value for all stakeholders. We believe that sustainability is not merely an option but a strategic imperative, deeply ingrained in our business model and decision-making processes. This commitment to sustainability is more than just a corporate slogan; it’s a guiding principle that informs every aspect of our operations.

In 2023, our revenue grew by approximately 9%. This demonstrates our ability to balance environmental responsibility with profitability. Our circular economy initiatives generated a remarkable N2.1 billion in cost reduction through alternative energy production. These cost savings have directly contributed to our bottom line, improving profitability, and enabling reinvestment in our business.

Our sustainability strategy focuses on four key pillars: **Climate and Energy, Circular Economy, Nature, and People.**

A cornerstone of Lafarge Africa’s sustainability strategy is our unwavering commitment to

environmental stewardship. Through innovation and technology, we are actively working to reduce our carbon footprint and mitigate climate change. By adopting clean energy sources and implementing circular economy practices, Lafarge Africa is taking decisive steps toward achieving its ambitious environmental goals.

Lafarge Africa is actively working to reduce waste, reuse materials, and recover resources. Our initiatives include recycling construction waste, using alternative fuels, and developing innovative products that promote circularity.

Biodiversity and ecosystem conservation are paramount to our sustainability goals. We are committed to protecting and restoring natural habitats, promoting sustainable land use practices, and minimizing our impact on water resources.

We remain steadfast to creating positive social impact and empowering our communities. Our initiatives focus on promoting inclusive growth, supporting education and healthcare, and fostering partnerships with local organizations.

Looking ahead, Lafarge Africa is at the forefront of sustainable innovation. Our ECOPlanet initiative, which aims to redefine the construction industry by offering sustainable and eco-friendly building solutions, is a testament to our commitment to innovation and sustainability.

Through our governance framework, sustainability initiatives, and future-focused innovations, we are committed to creating a world where building can be both sustainable and prosperous. We are confident that our efforts will contribute to a brighter, greener future for generations to come.

Thank you.

Mr. Gbenga Oyeboode, MFR
Chairman



Lolu Alade-Akinyemi
Group MD/CEO, Lafarge Africa

CEO Statement

As we navigate a world increasingly defined by climate change, economic uncertainty, and social challenges, Lafarge Africa has remained steadfast in its commitment to sustainable development. Our 2023 Sustainability Report reflects this unwavering dedication and highlights the significant milestones we have achieved.

In 2023, we have demonstrated our resilience and adaptability through innovation, collaboration, and a deep-rooted sense of purpose creating value for our stakeholders while contributing to a more sustainable future.

These achievements are a testament to the collective efforts of our employees, partners, and communities. Together, we have proven that sustainable business practices are not just a moral imperative, but a strategic necessity for long-term success.

We have made significant progress in circular economy practices, diverting 122,940 tonnes of waste from landfills through our Geocycle initiative. By converting waste into energy, we generated 14% of our energy needs, reducing our environmental footprint and contributing to a cleaner Nigeria. In 2023, our dedication to responsible quarrying was reemphasized. We diligently rehabilitated 22 hectares of quarry land by planting over 10,000 seedlings. These efforts breathed new life into the affected areas, restoring biodiversity and demonstrating our dedication to environmental stewardship.

Beyond building structures, we are committed to building a brighter future for our communities. Initiatives like the solar-powered training center in Mfamosing, Cross Rivers state, equips young people with digital skills, while life-changing surgeries in Ashaka have transformed the lives of several individuals. We are investing in future

generations through our “Adopt a School” program and the Girl Child Education initiative, empowering young girls to break free from the cycle of poverty.

Lafarge Africa continues to be a leader in sustainable solutions. With the launch of Nigeria’s first green depot and electric truck fleet, we are demonstrating our commitment to reducing emissions and building a greener future. This innovative spirit extends to our Eco Label cement brand, offering high-performance, sustainable, and circular construction materials for our customers, enabling them to contribute to the country’s carbon reduction goals.

Our dedication to sustainability goes hand-in-hand with strong financial performance. Retained earnings of ₦245,978,292 and direct economic value creation of ₦111,831,172 showcase our ability to balance profitability with sustainability goals.

We are excited about the future, particularly our partnership with Ogun State on waste management solutions. This collaboration exemplifies our commitment to addressing environmental challenges through collective action.

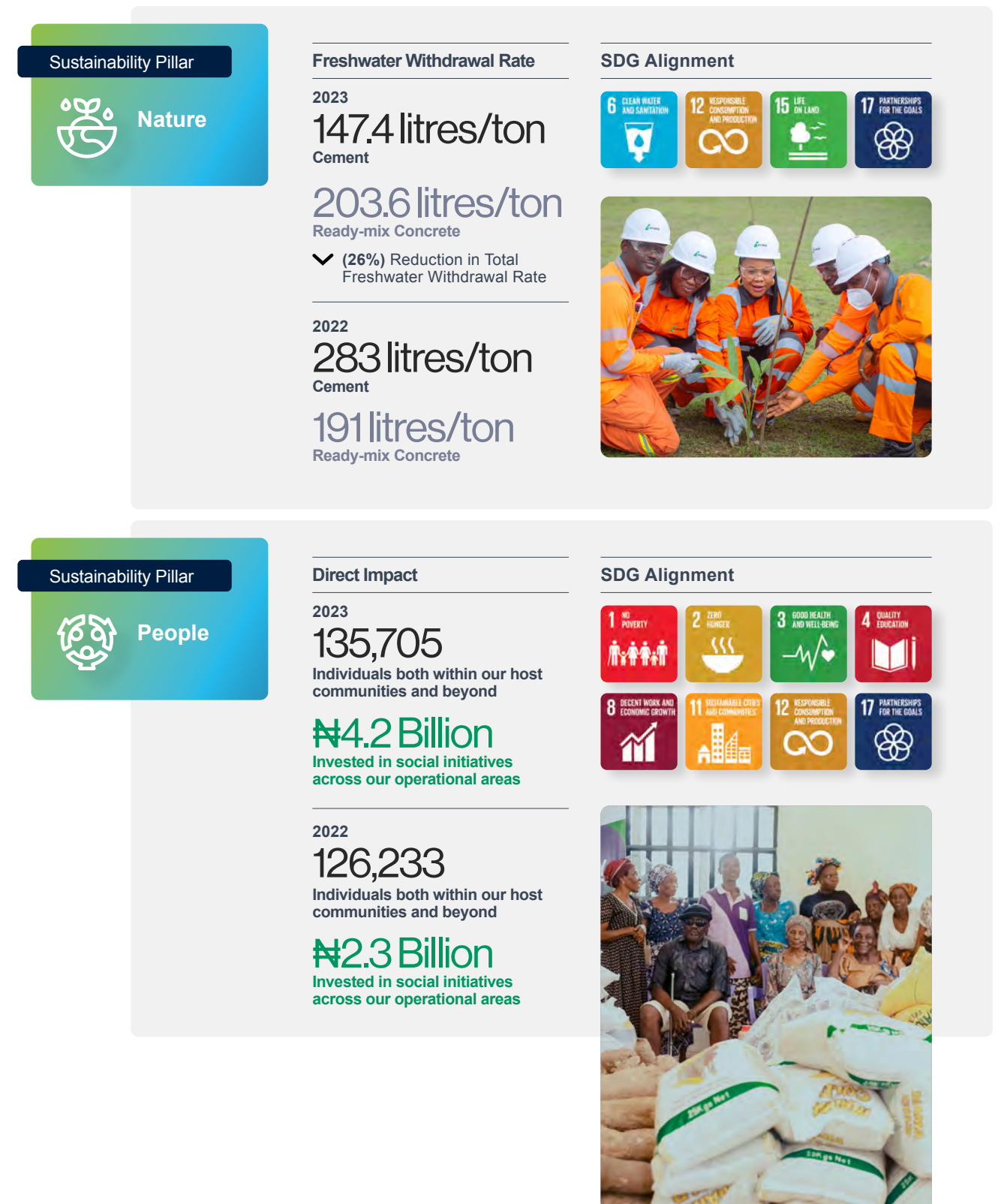
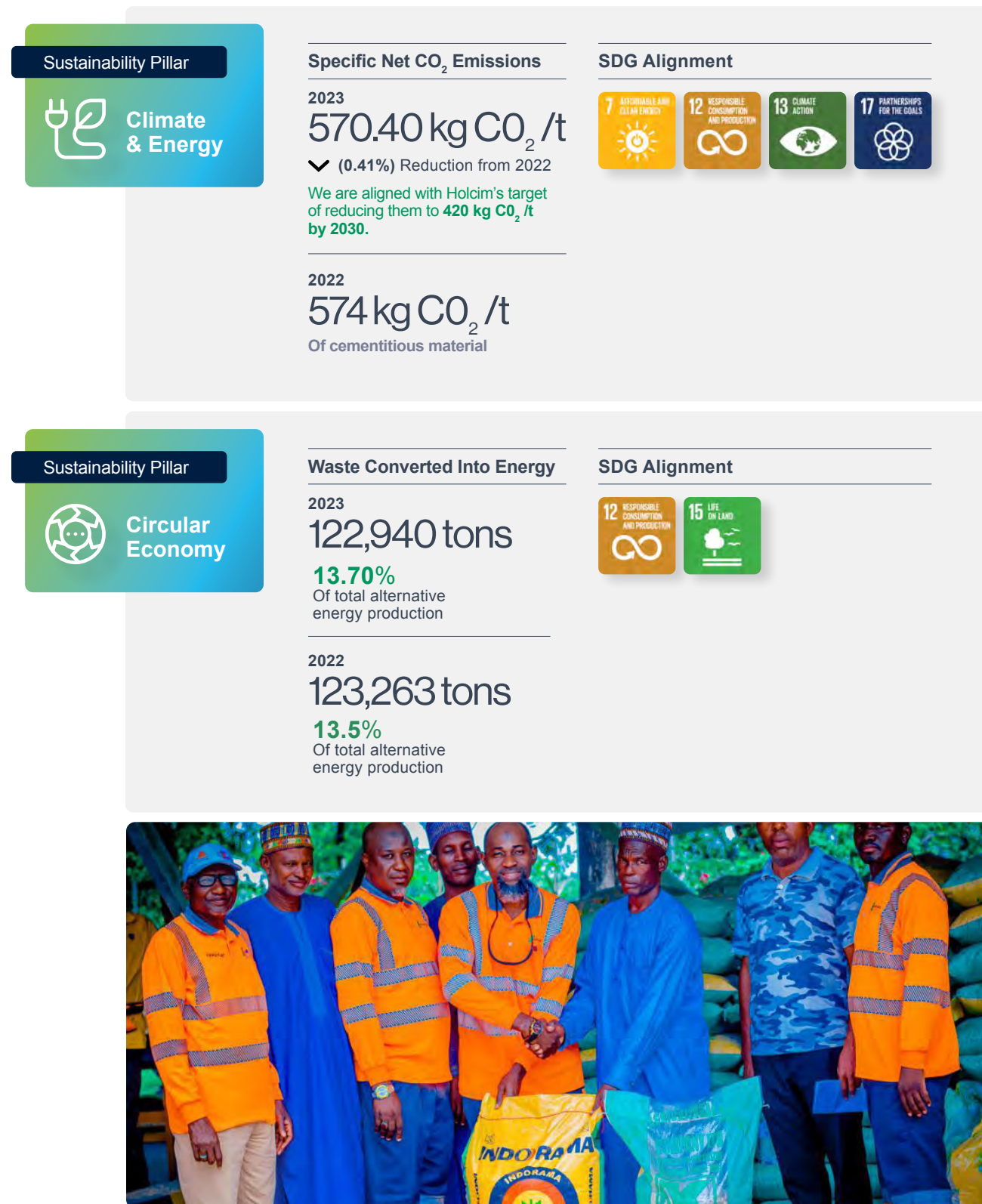
Through our 2023 achievements, we have demonstrated resilience, innovation, and dedication to making a positive impact. Together, we have overcome challenges, seized opportunities, and delivered tangible results.

I am confident that our continued efforts will position Lafarge Africa as a leading force in sustainable business practices, contributing to the growth and prosperity of Nigeria.

Thank you.

Lolu Alade-Akinyemi
Group MD/CEO, Lafarge Africa

2023 Sustainability Achievement and Performance





Lafarge Africa: Pioneering Innovative Building Solutions

Who We Are

Lafarge Africa Plc is a leading provider of innovative and sustainable building solutions in Nigeria and a member of the Holcim Group.

Our expertise spans a wide range of durable and eco-friendly construction solutions, catering to projects of all scales, from individual homes to large-scale infrastructure initiatives.

With a legacy spanning over 65 years, we have established a strong foundation in the Nigerian market, driving progress through exceptional construction solutions and a steadfast commitment

to community development. We are committed to building a stronger Nigeria by delivering exceptional construction solutions that prioritize safety, ethics, and sustainability.

By integrating sustainable practices throughout the building lifecycle, we help clients achieve their construction goals while minimizing environmental impact.



Our vision is to be a building solutions company renowned for creating a greener planet through innovation and operational excellence.



Our commitment to sustainability shapes how we collaborate with employees, customers, communities, and all stakeholders to achieve our vision.



Our core values at Lafarge Africa Plc include:



Customer:

We actively listen to and collaborate with clients to fully understand their project goals, challenges, and unique requirements.



Results:

We foster a culture of innovation and learning, constantly seeking ways to improve our processes, efficiency, and project outcomes.



Integrity:

We build with integrity, using ethically sourced materials and prioritizing responsible practices throughout the entire construction process.



Sustainability:

We design and construct projects with long-term sustainability in mind, utilizing materials that have low environmental footprints and contribute to healthy living spaces.



People, Openness, and Inclusion:

We embrace diversity in our workforce, creating an inclusive environment where everyone feels valued, respected, and empowered to contribute their unique skills and perspectives.



Health and Safety:

We conduct our business with the goal of zero harm to people and nature. We plan, design, operate and maintain our operations to exceed best-in-class standards.

Our Footprint

As a leading participant in Nigeria's construction industry, Lafarge Africa maintains a substantial operational footprint across the country. Our plants – Mfamosing in Cross River State, Sagamu and Ewekoro in Ogun State, and Ashaka in Gombe State are strategically located to meet the diverse construction demands of the Southeast, Southwest, and Northern regions, respectively. These facilities produce a comprehensive suite of building solutions, encompassing cement, mortar, and ready-mix concrete, making significant contributions to regional infrastructure development and economic growth.



5 Million

Metric Tonnes

South-East Operations:

Lafarge Africa's largest cement plant is situated in Mfamosing, Cross River State. This plant serves as a key production facility for Lafarge Africa, supplying high-quality cement to the Southeast region. This modern facility boasts an annual capacity of **5 million metric tonnes**, contributing significantly to regional infrastructure development.

4.5 Million

Metric Tonnes

South-West Operations:

Lafarge Africa maintains a strong footprint in Nigeria's South-West region, a key construction hub. Our twin production facilities in Ewekoro and Sagamu, Ogun State, have a combined annual cement production capacity of **4.5 million metric tonnes**. Additionally, the South-West serves as the central location for our Geocycle and Mortar plants, strategically positioned to serve the region's needs. This geographically concentrated presence allows us to optimize logistics and resource allocation, minimizing our environmental footprint while effectively supporting the construction sector's growth in this vital market.

1 Million

Metric Tonnes

Northern Nigeria Operations:

For over four decades, the Ashaka Cement plant in Gombe State has been a driving force behind the Northeast's economic development. Our current production capacity of **1 million metric tonnes** is just one aspect of our commitment to the region. We continuously invest in innovative technologies and sustainable practices, positioning Ashaka as a key partner in building a thriving future for the Northeast.

Lafarge Africa is not just a cement company, we offer a comprehensive range of building materials, extending beyond cement to serve all your construction needs.



Mortar Operations: Responding to customer needs, Lafarge Africa established a state-of-the-art mortar plant in Sagamu in 2019. This expansion allows us to develop innovative mortar solutions and ensure efficient delivery through optimized market routes.

Readymix Concrete Operations: Lafarge Africa is Nigeria's Trusted Partner for Ready-Mix concrete solutions. Our network of strategically located batching plants in *Lagos (Oregun, Victoria Island, Lekki)*, *Ogun State (Ewekoro)*, *Port Harcourt (Trans-Amadi)*, and *Abuja (Idu)* ensures convenient access to high-quality concrete for your construction projects. With an annual capacity exceeding 400,000 cubic meters and a central laboratory in Lagos maintaining rigorous quality control.

Geocycle: Our Geocycle plant in Sagamu, Ogun State, is a cornerstone of our sustainability efforts. By transforming waste materials, biomass, and agricultural residues into alternative energy sources, we are not only mitigating greenhouse gas emissions but also pioneering a circular economy model. This innovative approach has positioned Lafarge Africa as a leader in sustainable industrial practices. In 2023, a testament to our success, 13.7% of our total energy needs were met through waste-derived fuels and recycling. Our Geocycle

operations serve as a source of alternative fuel generation for other operations with 122,940 tonnes of waste successfully transformed into energy in 2023.

Lafarge's co-processing facility at its Ewekoro plant is designed to allow shredding and blending of various solid wastes before they are co-processed in the cement kiln. This facility allows Lafarge to use residual waste as raw material or as a source of energy, to replace natural mineral resources and fossil fuels, such as coal, petroleum, and gas in the cement manufacturing process.

Our Geocycle operation is at the forefront of Nigeria's waste management industry. As the country's first comprehensive professional waste management service provider, we offer sustainable and eco-friendly waste solutions for various sectors, including agriculture, fast-moving consumer goods (FMCG), and construction. Our partnerships with these sectors have a positive ripple effect on Nigeria. Through our Geocycle's operations, we have improved the livelihoods of thousands of people in local communities by creating jobs in areas such as waste collection, cleaning, transportation, and treatment, contributing to economic growth and development.



Our Offerings

At Lafarge, we are the leading service providers of innovative and sustainable building solutions, committed to creating high-quality products that contribute to constructing and developing resilient infrastructure in building better cities and communities.

Our unwavering focus on research and development has led to the creation of groundbreaking products designed to enhance building performance, durability, and energy efficiency and overall redefining industry standards. By combining expertise with technological advancements such as improved durability, energy efficiency, and reduced carbon footprint, we are driving sustainable construction practices and contributing to a greener future.

Lafarge is committed to providing exceptional customer service and support. Our technical expertise and innovative solutions help clients optimize their construction projects, reduce costs, and meet deadlines. We offer a comprehensive range of essential building materials, including cement, aggregates, ready-mix concrete, mortar, and admixtures. Our dedication to quality, innovation, and sustainability sets us apart as a leader in the construction industry. We strive to deliver cutting-edge building solutions that meet the evolving needs of our customers and maintain our market-leading position.

+ Cement Production

Our cement plants are strategically positioned to serve both local and international markets with premium cement that meets the highest quality standards. We prioritize the use of sustainable materials and innovative technologies to reduce our carbon footprint and enhance energy efficiency in our production processes. We offer Elephant, Ashaka, Elephant Supaset, Powermax, and Ecoplanet Unicem, serving as the essential binding agents for concrete, mortar, and other construction materials. These products support a vast range of construction projects, from residential and commercial buildings to large-scale infrastructure like roads, bridges, and dams.

+ Aggregates

Lafarge produces a wide range of aggregates, including concrete, masonry, crushed stone, gravel, and sand-recycled construction and demolition waste. These materials are fundamental to the construction of roads, bridges, and buildings. Our aggregate operations focus on resource efficiency, recycling, and responsible land use management. Lafarge works with strategic partners in the country to ensure aggregate supply is consistent.

+ Readymix Concrete

We provide tailor-made readymix concrete solutions that meet the specific needs of our customers. Our concrete is designed to ensure durability, sustainability, and performance in various applications, from residential buildings to large-scale infrastructure projects, and strong support towards environmentally friendly applications and green building. Lafarge Africa has a clear strategy as a project enabler, driving as a member of Holcim, we have a unique opportunity to draw on the expertise of our employees worldwide to bring innovative value to our Nigerian customers.

+ Mortar

: Lafarge offers a comprehensive range of mortar products tailored to diverse construction needs. Our Supafix tile adhesive is a prime example, specifically formulated for efficient floor and wall tiling. We also provide a series of C0, C1, and C2 products designed for various tile sizes. To expand our offerings, we are developing wall and floor screeds. Our commitment to innovation extends to exploring future opportunities in 3D printing, soil stabilization, and specialized mortar solutions.



In addition to our core business of producing and distributing cement and construction materials, Lafarge is committed to driving sustainable innovation and fostering positive change within the industry. We actively collaborate with industry leaders, policymakers, and communities to develop sustainable construction materials that offer superior performance while minimizing environmental impact.

To further enhance the performance and versatility of our products, we have formed strategic partnerships with leading international admixture producers. These collaborations enable us to modify concrete properties using water-reducing superplasticizers, accelerators, and retarders, tailoring our solutions to specific construction needs.

We believe that corporate responsibility extends beyond business operations. Lafarge is dedicated to fostering strong relationships with the communities where we operate. Through community development initiatives, we support local education, health, and infrastructure projects, contributing to the well-being of the people and the environment.



Accelerating Green Growth

Lafarge Africa is devoted to accelerating green growth by investing in sustainable technologies, promoting renewable energy, adopting circular economy practices, and ensuring sustainable supply chains. Having successfully surpassed the ambitious targets set forth in our Strategy 2022 well ahead of schedule, we have launched "Strategy 2025: Accelerating Green Growth." This forward-thinking strategy positions Lafarge Africa as a global leader in innovative and sustainable building solutions by capitalizing on current construction megatrends and focusing on sustainability and innovation, we aim to achieve profitable growth across all our operations. Our dedication to innovation and sustainable building solutions drives our actions, guided by our Group Strategy.

Cement is the backbone of the construction industry, we produce strong, long-lasting eco-friendly cement and cementitious materials and believe that our low-emission products will not only fortify the foundations of national infrastructure but also serve as a pivotal component in Africa's sustainable development journey.

We built our green growth strategy on four solid drivers: Accelerating Growth, Expanding Solutions and Products; Leading in Innovation and Sustainability; and Delivering Superior Performance, each with specific targets that ensure alignment with the global energy transition, continuous business growth, resilient returns, and long-term value for our stakeholders. Our parent company Holcim has demonstrated excellence by effectively utilizing its resources.

Our green growth strategy is built on four pillars which guide the implementation of Strategy 2025:

Accelerating growth, which drives the expansion of Lafarge's market share and customer base sustainably by entering new markets with a focus on green building practices, developing innovative solutions that meet the growing demand for sustainable construction materials, and Increasing efficiency and reducing costs to make green building solutions more accessible.



Expanding solutions and products for sustainable building materials by developing cement with lower embodied carbon emissions through new formulations or alternative manufacturing processes, creating products made from recycled materials or incorporating recycled content into existing products, and exploring the use of bio-based materials like bamboo or hemp in construction.



Leading in innovation and sustainability by developing and implementing new technologies and practices that are both innovative and environmentally friendly through Investing in research and development (R&D) for greener production processes and materials, collaborating with universities, research institutions, and other industry leaders to accelerate innovation and setting ambitious sustainability goals and targets to drive continuous improvement.



Delivering superior performance in our financials while maintaining our commitments to sustainability by optimizing operations to reduce costs and environmental impact, demonstrating the financial benefits of green building solutions to attract more customers, and creating a strong brand reputation for sustainability, which can lead to increased customer loyalty and market share.



During the year, we added new products to our mortar, such as wall putty, tile adhesive, and ready-mix plaster, and enabled the conversion of AOD slag to cementitious material. We also ventured into the construction chemicals sector recently, with a focus on dry-mix mortar. Our green products in this sector are currently available as dry-mix as well as liquid products. We are capitalizing on the gradual shift from conventional construction mix ratios to extracted byproduct-engineered compositions.

In 2023, the execution of Strategy 2025, resulted in the following achievements:

Value drivers	Target	Value created in 2023	Value created in 2022
Accelerating Green Growth	Increase in Sales	We achieved impressive growth in 2023, with net sales up by 8.64%, from 373,244,938 to 405,502,712. This growth is a direct result of our commitment to innovation and customer satisfaction.	In 2022, our net sales showed remarkable growth, rising by 27.3% from 293,086,183 to 373,244,938. This exceptional performance can be attributed to the positive effects of our business practices and innovative building solutions.
	Reduction in our global-specific freshwater withdrawal rate.	The Freshwater Withdrawal rate was 147.4 litres/ton for cement. The Freshwater Withdrawal rate was 203.6 litres/ton for ready-mix concrete.	The total freshwater withdrawal rate was 283 litres/ton of cement and 191 litres/ton for ready mix.
	Trees planting across the country	About 22 hectares of quarry land was rehabilitated with over 10,780 young Indigenous trees planted across the country as part of our commitment to land restoration and biodiversity enhancement.	In 2022, about 25 hectares of quarry land was rehabilitated with over 10,700 young indigenous trees planted across the country as part of our commitment to land restoration and reduction in our carbon footprints.

Value drivers	Target	Value created in 2023	Value created in 2022
Expanding solutions and products	30% less carbon emissions	Lafarge Africa further expanded the availability of its Eco-label cement, making it accessible to a wider range of projects. This expansion has contributed to a substantial reduction in carbon emissions across the region.	Lafarge Africa launched a lower carbon emissions cement Eco-label to reduce the construction industry's environmental impact, with as much as 30% less embodied carbon emissions.
	Suppliers reach	In 2023, we cultivated a robust network of 1,144 suppliers, prioritizing partnerships that align with our sustainability goals. We allocated 83% of our procurement spend to local vendors.	In 2022, we experienced continued growth in our supplier base, with a total of 1,866 suppliers. We allocated 70% of our procurement spend to local vendors.
Leading in Innovations and Sustainability	Waste reduction and use of alternative fuel	In 2023, we used 122,940 tonnes of waste in our operations to serve as alternative fuel and raw material sources, generating 13.70% of energy from alternative sources.	In 2022, we used 123,263 tonnes of waste to serve as alternative fuel and raw material sources, resulting in a 38.40% increase in the amount saved from 2021 and 2.30% reduction in the specific CO2 emissions - net (kg/tonne cementitious material) from our plants.

Value drivers	Target	Value created in 2023	Value created in 2022
Delivering Superior Performance	Female representation and diversity (Gender diversity award)	As of 2023, achievement of a gender-balanced Board of Directors with a remarkable 40–60% representation of women. In April marked the launch of the Women in Sales campaign, dedicated to honoring and promoting women in sales.	As of December 2022, our Board of Directors comprised six male members and four female members.
	Leadership and development	We have continued to invest in the development of our technical workforce. We executed certification programs for Inspectors, Planners, and CROs. Additionally, we celebrated the graduation of 14 Graduate Trainees who were recruited specifically for the industrial function.	

Through our sustainable initiatives, we have been able to streamline our operations, reduce costs, and enhance our overall efficiency. This has not only improved our financial performance but has also strengthened our commitment to environmental stewardship. By adopting sustainable practices, we have reduced our carbon footprint, minimized waste, and optimized resource consumption, demonstrating our dedication to building a more sustainable future.

2023 Group Financial Highlights



Revenue (₦ Billions)

2023	2022
405	373
Billion	Billion

Profit After Taxes (₦ Billions)

2023	2022
51	53
Billion	Billion

Retained Earnings (₦ Billions)

2023	2022
246	185
Billion	Billion



	2023	% Increase	2022
Revenue (₦ Billions)	405,502,712	8.64%	373,244,938
Profit After Taxes (₦ Billions)	51,141,070	-4.67%	53,647,456
Retained Earnings (₦ Billions)	245,978,292	33%	184,751,152

	FY23	FY22
Direct Economic Value Generated (₦ Million)	111,831,172	105,498,238
Revenue from operation	405,502,712	373,244,938
Other income	5,545,246	2,091,379
Exceptional items	-299,216,786	-269,838,079
Economic Value Distributed (₦ Million)	111,831,172	105,498,238
Operating cost	78,356,034	78,431,707
Employee wages & benefits	28,854,898	24,251,890
Payment to the provider of funds	562,397	766,862
Payment to Government	4,057,843	2,047,779
Economic value retained (₦ Million)	78,356,034	78,431,238



Sustainability at Lafarge

03



From the Sustainability Desk

Question:
Looking back at 2023, what would you say were Lafarge Africa Plc’s most significant achievements in sustainability?

Response:

It was a significant year for Lafarge in its journey because a new CEO emerged mid-year which changed the course of things. Particularly, our CEO has been instrumental in reigniting the entire team around sustainability. Under his leadership he reinforced a strong tone across the board. Our corporate strategy was articulated and shared, highlighting the commitments and our vision of becoming a building solutions company that is committed to creating a greener planet through innovation and operational excellence.

In line with our strategy, we reiterated that as an organization, Sustainability is not in our DNA, it is our DNA. We demonstrated an improved sustainability culture that enabled innovation, collaboration and fostering of partnerships across different fronts in all tiers of our organization.

We also made improvements with our circular economy model under Geocycle in our continued efforts in using waste in our manufacturing process helping to solve societal challenges of waste and sustaining about 4000 jobs.

We launched Nigeria’s first ever green depot powered by 100% renewable energy.

We launched Nigeria’s first Electric truck enabling us manage scope 3 emissions and reduce our carbon footprint.

Across our operations, we improved our sustainability risk assessment through various impact assessment initiatives.

Overall, we kept our track on our ambitious yet achievable targets empowering our stakeholders to join us in delivering stakeholder value.

Question:
Did you encounter any emerging trends or regulations in 2023 that impacted Lafarge Africa Plc? How did you adapt your strategies to address these challenges and turn them into opportunities?

Response:

As an organization, we made strides and took proactive steps in adapting to the fast paced, ever dynamic, and always evolving trends. Worthy of note is that quite a number of regulations became amplified including the EU Taxonomy, CSRD, IFRS 1 and IFRS 2 amongst others. These regulations will shape the future of governance, administration and reporting, which we as an organisation at the forefront of sustainability practices in Nigeria must be well informed of. We are equipping our teams and leveraging available resources to ensure that we do not fall short of the requirements.

Furthermore, we explored opportunities for capacity development. Through our networks in about 60 countries in the Holcim Group, we had various learning opportunities.

We are mindful of the IFRS S1 and S2 adoption roadmap that is coming up and are positioning ourselves to meet the demanded requirements at the right time.

Question:
Did Lafarge Africa Plc establish a specific theme to guide its sustainability efforts in 2023?

Response:

Innovation resonates deeply with us and we are proud of what we have been able to achieve in 2023, further laying the foundation for more sustainable products and solutions.

The theme for 2023 was underpinned by the culture of innovation, sustainability, and excellence. Analyzing what we can do as an organization, the new things we can do and how can we make existing things better to scale our impact.

How we are also collaborating with our strategic partners to be able to achieve our sustainability ambitions remained a priority.

Question:
Does the company have any new sustainability commitments for the coming years that you can share?

Response:

Firstly, we are grateful that many of the foundation blocks we laid in 2023 have crystalized and we recently launched 2 new products in 2024 that are innovative and sustainable building solutions.

In addition to our focus on decarbonization, we are already accelerating climate advocacy initiatives for 2024.

On a final note, our commitment is absolute and unwavering. We want to continue to demonstrate our pledge to creating a greener planet whilst being focused on our social sustainability targets including gender diversity, CSR and creating shared value opportunities for our stakeholders.

Project Team

Our project team comprises of seasoned professionals with the expertise and understanding necessary to align our projects with our sustainability goals, and are dedicated to achieving a sustainable future.

Viola Graham-Douglas Communication, Public Affairs & Sustainable Development	Oluyemi Bakare Communication, Public Affairs & Sustainable Development	Ginika Frank-Durugbor Communication, Public Affairs & Sustainable Development	Antaih Ini-obong Communication, Public Affairs & Sustainable Development
Brenda Apata Communication, Public Affairs & Sustainable Development	Maryann Okoli Communication, Public Affairs & Sustainable Development	Oluwaseun Fabiyi Finance	Ugochi Nede-Nwokoye Organization & Human Resources
Olufunke Madojutimi SHE (Environment)	Nyong Okon Organization & Human Resources	Adeyemi Ariyo SHE (Health & Safety)	Augustina Sobola Marketing (Commercial)
Greggs Salami Geocycle	Abubakar Ngulde Geocycle	Ogbonna Arua Logistics	Gabriel Ibiyemi Procurement
Jamiu Oriade Power & Energy (Industrial)	Lambert Ojieh Procurement	Anuoluwapo Gbadegesin Legal and Compliance	Oluwaseun Awolola Legal and Compliance

Our Approach to Sustainability

At Lafarge, we recognize that the built environment significantly impacts the planet. We are committed to decoupling our business growth from emissions and resource use while increasing our positive contribution to society and nature. Everything we do is grounded in rigorous science-based targets and measurable goals, ensuring our sustainability efforts translate into tangible progress.

Climate: We are actively pursuing net-zero emissions, taking a leadership role in decarbonizing the building sector.

Circular Economy: We champion circularity, maximizing resource efficiency and minimizing waste throughout the construction value chain.

The Four Pillars of Our Sustainability Approach:

Our comprehensive strategy focuses on four key pillars, each vital to building a resilient, inclusive, and sustainable future:



We believe in the power of innovation to drive change. Our focus on sustainable materials, life cycle thinking, and collaboration with stakeholders unlocks the potential for a greener construction sector. From low-carbon materials like ECOPact to 3D printing technology like TectorPrint, we are constantly exploring new ways to “build better with less.”

Building on established principles of sustainable development and responsible business practices, Lafarge has a proven track record of progress. We are committed to achieving our ambitious 2030 goals, which include significant reductions in CO2 emissions, increased recycling and waste utilization, and a measurable improvement in the lives of our employees and communities.

Our commitment to sustainability extends across the entire construction value chain. We strive to integrate innovative solutions that promote cleaner building practices, responsible resource utilization, energy efficiency, and the development of host communities.

A strong governance framework is essential for achieving our sustainability goals. Our Board of Directors, comprised of experienced individuals with expertise across diverse sectors, plays a vital role in ensuring ethical and sustainable business practices throughout our operations. Regular monitoring and evaluation by the Board and the Risk Management & Ethics Committee ensure we minimize potential negative environmental and social impacts.

Our Commitment to Sustainable Development Goals (UNSDG)

Lafarge Africa is dedicated to contributing to a sustainable future by aligning its business operations and CSR activities with the United Nations Sustainable Development Goals (SDGs). Our commitment is rooted in our belief that a sustainable future requires collaboration, innovation, and a focus on people and the planet.

Key SDG Alignments:



Lafarge Africa prioritizes the health and well-being of its employees and surrounding communities. In 2023, we conducted comprehensive occupational health and safety training programs for 12,129 permanent employees and 36,042 temporary employees, equipping them with the knowledge and skills to prevent workplace injuries and illnesses.

Beyond our internal initiatives, we have also focused on improving the health of our host communities. One notable example is our Ophthalmology Medical Outreach at Ashaka, which provided essential eye care services to 63 beneficiaries. These services included eye surgeries, provision of eye medication, reading glasses, and drugs for blind individuals. This outreach program has significantly impacted the lives of those in need, improving their vision and overall quality of life.



Lafarge Africa's educational initiatives have reached several beneficiaries. *Some of these initiatives include:*

Educational Materials & Scholarships: 3000+ students benefited from educational materials and scholarship awards.

School Renovations Education: 4000+ students benefited from school renovation projects across the country.

Skills & Training: Over 24,000 individuals reached through farmer sensitization programs, agric ecology projects, and capacity-building training for community stakeholders.



Lafarge Africa's commitment to gender equality is evident in our Women Empowerment Programs. One of such initiatives is our participation in Holcim's Women on Wheels program. This program has successfully developed a team of over 20 female truck drivers who excel in their roles and contribute significantly to our operations.

Key SDG Alignments:



Lafarge Africa is committed to ensuring access to clean water and sanitation for its employees, contractors, and surrounding communities. *Our initiatives include:*

Potable Drinking Water: Providing access to clean drinking water through water dispensers and bottles across our facilities.

Water Quality Monitoring: Conduct regular tests to monitor raw water quality and ensure compliance with standards.

Sanitation Facilities: Providing adequate toilets and urinals in all facilities, along with necessary sanitation materials and hygiene practices.

Water Conservation: Implementing water-saving measures such as water recirculation systems and efficient dewatering practices.

Community Outreach: Supporting community-based water projects and initiatives.



Lafarge Africa is committed to promoting sustainable energy practices and reducing our reliance on fossil fuels. *Our initiatives include:*

Green Warehouses: Operating a green warehouse powered by renewable energy.

Alternative Fuel Vehicles: Switching to CNG-powered trucks to reduce carbon emissions.



Lafarge Africa is committed to promoting sustainable infrastructure development and technological innovation. *Our initiatives include:*

Rural Road Rehabilitation: Rehabilitating rural roads in communities such as Ashaka, Juggol, Lariski, and Garin Maja.

Training Center Infrastructure: Equipping the Kasuk Training Center to offer computer, ICT and fashion designing training for youths of Kasuk community.

Solar-Powered Community Projects: Implementing solar street lighting projects in Akwa Ikot Effanga and Akpabuyo.

These initiatives have improved connectivity, access to education and training, and provided essential services to local communities.



Lafarge Africa has contributed to sustainable urban development by constructing infrastructure such as schools, roads, and drainage systems. We have also renovated school facilities and actively engaged with communities in decision-making processes. These initiatives have improved the quality of life for urban residents and promoted sustainable development.

Key SDG Alignments:



Lafarge Africa is committed to promoting a circular economy and reducing waste. Our initiatives include utilizing the AFR Platform to convert solid waste into energy through co-processing in cement kilns, collaborating with government agencies for waste management, and conducting a pilot project to study municipal waste management and promote recycling. These efforts contribute to a more sustainable and resource-efficient economy.



Lafarge Africa is committed to reducing carbon emissions and adapting to climate change. *Our initiatives include:*

Electric Truck Launch: Introducing Nigeria's first electric truck to reduce supply chain emissions.

Rail Transport Adoption: Shifting to rail transport for certain operations to minimize carbon footprint.

Through these efforts, Lafarge Africa is contributing to a more sustainable and low-carbon future.



Lafarge Africa is committed to protecting biodiversity and restoring degraded ecosystems. *Our initiatives include:*

Quarry Land Rehabilitation: Rehabilitating over 22 hectares of quarry land.

Indigenous Tree Planting: Planting over 10,000 indigenous palm kernel trees..

Creating Value for All

At Lafarge Africa Plc, we view our stakeholders not simply as external parties, but as valued partners on a shared journey towards positive business impacts and a sustainable future. From our dedicated employees to the communities we serve, and from our esteemed investors to industry leaders, we recognize the profound interdependence that shapes our collective success.

Driven by this understanding, Lafarge Africa Plc is firmly committed to cultivating strong and transparent relationships with all stakeholders. We achieve this through a comprehensive engagement strategy that prioritizes open dialogue and unwavering accountability. This ensures that stakeholder voices are not only heard, but valued and integrated into our sustainability approach, propelling us collectively towards a future of shared success.

Stakeholder	Level of Influence	Engagement Method	Frequency
Government	High	Letters & Emails	As required
		Courtesy Visits	As required
		Formal Meetings	As required
		Government Functions	Frequently, as required
Board of Directors / Shareholders	High	Annual General Meeting	Annually
		Annual Reports	Annually
		Shareholder Fora	As Required
		Website	Frequently
Suppliers / Contractors	High	Satisfactory Survey	Biennially
		Annual Meeting	Annually
		Emails	Frequently, as required
Customers / End Users	High	Meetings	Frequently, as required
		Market Activations	Quarterly
		Conferences	Annually
		Customer Satisfaction Surveys	Frequently
Employees	High	Team Meetings	Weekly
		Town Hall Meetings	Quarterly
		Newsletters	Daily & Quarterly
		Focus Group Discussions	Frequently, as required
Communities	High	Monthly Meetings	Monthly
		Ad Hoc Meetings	As Required
		Courtesy Visits	As Required
		Community Days	Annually
Competition	High	Industry Engagements	As Required
Trade Associations:			
NIOB: Nigeria Institute of Builders NIA: Nigeria Institute of Architects NSE: Nigeria Society of Engineers COREN: Council for the Regulations of Engineerings in Nigeria NACCIMA: National Association of Commerce, Industry, Mines & Agriculture	Medium	Committee Meetings	Quarterly
		Conferences	As Required



SPOTLIGHT:

Lafarge Africa's Concrete Ideas Conference: (Driving Sustainable Development and Circular Economy in Nigeria)

In June 2023, Lafarge Africa hosted its 6th annual Concrete Ideas stakeholder conference, a platform dedicated to fostering dialogue, innovation, and sustainable solutions within the building products and construction industry. The conference brought together a diverse group of industry experts, government officials, and key decision-makers to discuss pressing issues related to energy transition, circular economy, and waste management in Nigeria.

A key highlight of the conference was the showcasing of Lafarge Africa's Geocycle operations, a leader in waste management and circular economy solutions. Geocycle's innovative approach to transforming waste into valuable resources aligns with the broader goals of sustainable development.

Participants explored the challenges and opportunities presented by the transition to clean energy, discussing potential solutions for adopting renewable energy sources and reducing Nigeria's energy deficit. Additionally, the conference delved into the concept of a circular economy, examining how sustainable waste management can contribute to resource efficiency and reduce waste generation.

The Concrete Ideas conference plays a pivotal role in driving sustainable development in Nigeria by fostering collaboration, promoting innovation, and informing government policies.



2023 Materiality Analysis

Materiality assessment is key to recognizing the issues and focus areas that could potentially impact our value-creation abilities over the long term. We regularly conduct a materiality assessment to identify sustainability issues in Lafarge that greatly affect society and the environment, and which impacts are most important to our business success. Combined with our risk management process, this allows us to identify the material topics for Lafarge and our stakeholders. The outcomes inform our business strategy and key disclosures to help prioritize actions that maximize shareholder value creation and cultivate positive societal and environmental impacts.

In 2023, we completed our materiality assessment, incorporating the materiality requirements of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) as part of the process involving internal and external stakeholders and examining how external sustainability factors impact our business.

The result of the materiality assessment is the list of Lafarge material topics, classified into four equally distributed different categories (circular economy, Nature, Climate and energy and People), to be as comprehensive as possible and to outline the holistic framework in which the company operates on a day-to-day basis. Through the exercise, we identified 17 material topics across 4 pillars.

Circular Economy



- + Waste Management

Nature



- + Air Emissions
- + Water and Effluent Efficiency
- + Environmental compliance

Climate and Energy



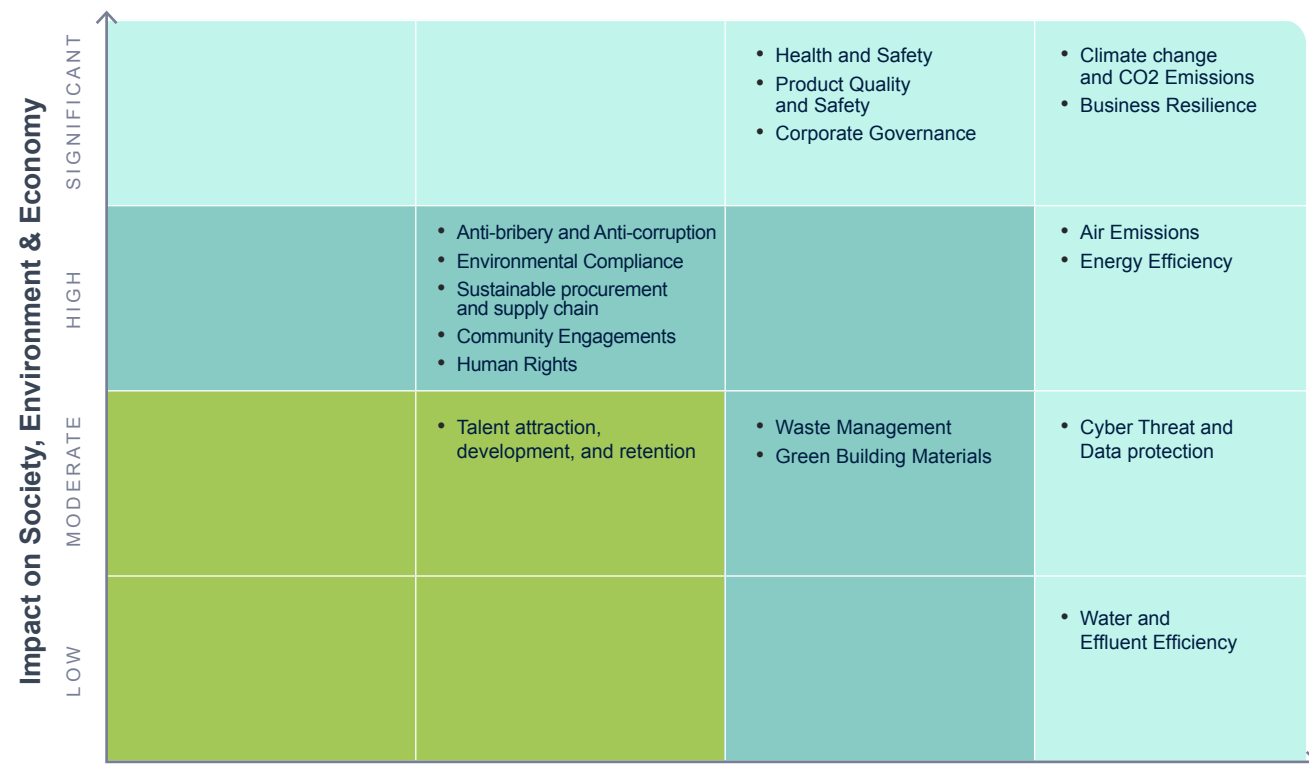
- + Energy Efficiency
- + Green Building Material
- + Climate change and CO₂ Emissions

People



- + Community Engagement
- + Corporate Governance
- + Product quality and safety
- + Antibribery and Anti-corruption
- + Human Rights
- + Business Resilience
- + Sustainable procurement and Supply chain
- + Cyber threat and data protection
- + Health and Safety
- + Talent attraction, development, and retention

Our Materiality Matrix



Topics covered in this report:

Topic	Description
Waste Management	This relates to the collection, transport, processing, and disposal of waste materials. It involves strategies to reduce the environmental impact of waste and promote sustainability.
Air Emissions	This focuses on various pollutants released into the atmosphere during the production process, the emissions of particular concern include nitrogen oxides, Sulphur dioxides, particulate matter, heavy metals (for example, mercury), dioxins, and volatile organic compounds, among others.
Water and Effluent Efficiency	This refers to practices and strategies that aim to reduce the amount of water used while achieving the same level of service or output and effectiveness of wastewater treatment processes in removing pollutants and contaminants.
Environmental compliance	This refers to adhering to all relevant environmental regulations and guidelines set forth by government agencies or industry associations.

Topic	Description
Energy Efficiency	This refers to getting the most work out of the least amount of energy. It is about using smart strategies and technologies to reduce energy consumption without sacrificing productivity or comfort.
Green Building Material	This refers to the selection and use of construction materials with a lower environmental impact throughout their lifecycle.
Climate change and CO ₂ Emissions	This refers to long-term shifts in temperature and weather patterns across the globe and the emissions of natural gas caused by human activities like burning fossil fuels (coal, oil, and natural gas)
Community Engagement	This refers to the company's efforts to build positive and productive relationships with the communities where it operates. It is about going beyond simply being a neighbor and actively fostering a sense of mutual benefit.
Corporate Governance	These are the set of principles, policies, and processes that ensure the company is managed ethically, transparently, and accountably.
Product Quality and safety	This refers to the quality of the product in meeting or exceeding customer expectations and performing its intended function effectively and reliably.
Anti Bribery and Anti-corruption	This is a set of practices and policies designed to prevent the company from engaging in or being a victim of issues like bribery, facilitation payments, fraud, extortion, collusion, money laundering, the offer or receipt of gifts, loans, fees, rewards, or other advantages as an inducement to do something dishonest, illegal, or represents a breach of trust.
Human Rights	This refers to the ethical responsibility to respect and uphold the fundamental rights of all individuals throughout the company's operations.
Business Resilience	This refers to the company's ability to withstand and adapt to various disruptions, challenges, and unforeseen events.
Sustainable Procurement and Supply chain	This refers to sourcing raw materials, goods, and services in a way that considers not only cost and quality but also environmental and social responsibility throughout the entire supply chain.
Cyber threat and data protection	This refers to the company's efforts to safeguard its critical information systems and data from unauthorized access, use, disclosure, disruption, modification, or destruction.
Health and Safety	This refers to the practices and procedures implemented to protect the well-being of employees, contractors, and anyone potentially affected by the company's operations.
Talent attraction, development, and retention	This relates to strategies implemented to attract high-caliber individuals to fill open positions and invest in their growth and skill development while motivating them to stay with the company for the long term.



Governance at Lafarge Africa

Our Approach to Governance

Lafarge Africa Plc

believes that transparent and responsible corporate governance is a fundamental pillar for achieving long-term sustainable growth and creating value for all stakeholders. By aligning our operations with local laws, regulations, and international best practices including those related to environmental protection, labour standards, and anti-corruption, we promote ethical conduct, environmental stewardship, and social responsibility in the country.

We uphold a strong culture of transparency and fair dealing in our operations. Our commitment to reporting both financial and non-financial activities aligns with globally recognized standards in ensuring accountability and trust.

Our robust risk management processes enhance our ability to identify, assess, and mitigate potential risks that could impact our business. Furthermore, the Board of Directors is responsible for ensuring a strong internal control system and risk management practices.

Board Oversight

The Board receives regular reports from the Risk Management and Ethics Committee to evaluate the effectiveness of the Company's risk management processes in alignment with its strategy and objectives. The Board determines the Company's risk appetite and sets corresponding limits. Quarterly risk assessments and reviews are conducted, while risk management reports are presented to the Board at least twice a year. Our Risk Management function focuses on minimizing the gap between expected and actual outcomes, ensuring the realization of more predictable results which is accomplished through a robust framework and a clearly defined and transparent risk management process. Our Board of Directors is composed of independent members who bring diverse perspectives and expertise to our governance.

On July 1, 2023, Lafarge Africa Plc appointed Mr. Lolu Alade-Akinyemi as its new Group Managing Director/ Chief Executive Officer (GMD/CEO). Mr. Alade-Akinyemi, a seasoned executive with extensive experience in finance, supply chain, and business development. He had previously served as the Company's Chief Financial Officer and Supply Chain Director. His appointment to the Board of Directors on April 8, 2020, endorsed his position as a key leader within the organization.

Prior to Mr. Alade-Akinyemi's appointment, Mr. Khaled El-Dokani held the position of GMD/CEO. Mr. El-Dokani,

who joined the Board in January 2020, successfully navigated Lafarge Africa through the challenges posed by the COVID-19 pandemic. His exceptional leadership resulted in consistent year-on-year financial performance despite the challenging business environment.

Mr. Alade- Akinyemi has successfully extended the Company's sustainability vision and implementation efforts to the host communities where the Company operates. This was clearly outlined during his visits to various stakeholders including His Royal Majesty, the Alake of Egbaland, Oba Adedotun Aremu Gbadebo. The Company has also continued to improve on its collaboration with its regulators through several initiatives including partnership visits to the Honourable Minister of Finance and Coordinating Minister of the Economy , Mr. Olawale Edun, the Comptroller General of Customs, Alhaji Bashir Adewale Adeniyi (MFR), and the Managing Director of Nigeria Gas Marketing Company, Mr. Justin Ezeala.

Under Mr. Alade- Akinyemi's leadership and vision on innovations, the Company launched the new Watershield cement after recognising that traditional cement has long been plagued by issues of water damage, rust and seepage. The aim of addressing these challenges led the Company to design its Watershield cement solution which offers unmatched durability and superior water resistance to ensure longevity and enhanced resistance of buildings.

Board of Directors



Mr. Gbenga Oyeboode, MFR
Chairman

Mr. Gbenga Oyeboode became the Chairman of the Board of Lafarge Africa Plc with effect from the 25th April 2024.

He is a co-founder of Aluko & Oyeboode, (Barristers & Solicitors) one of the largest integrated law firms in Nigeria, with offices in Lagos, Abuja and Port-Harcourt.

He is the Chancellor of Elizade University, Ilara Mokin, Ondo State, Nigeria.

He is a Fellow of the Chartered Institute of Arbitrators (UK) (FCIArb) and the Nigerian Leadership Initiative (NLI) and also a member of the Nigerian Bar Association, the American Bar Association, and the International Bar Association (IBA).

He is a Member of the Board of Trustees Carnegie Hall, New York; Member, Board of Trustees - Ford Foundation, New York; Member, Board of Trustees - The African Center, New York.



Mr. Adebode Adefioye

Mr. Adebode Adefioye was the Chairman of the Board of Directors from June 2020 to April 2024.

He is a trained Chemist, an entrepreneur, and a possibility thinker. His areas of interest are corporate governance, strategy, and sustainability.

He has chaired several of the Company's Board committees including the Property Committee and the Finance and Strategy Committee. He resigned from the Board on the 25th April 2024.



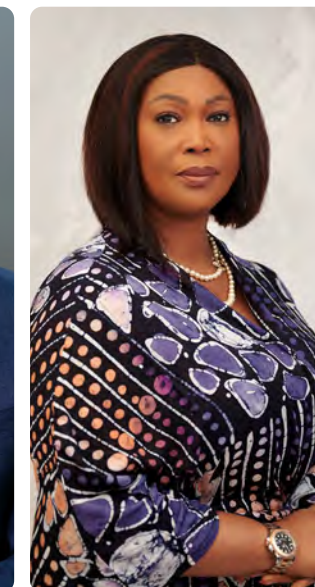
Mr. Lolu Alade-Akinyemi
GMD/CEO

Mr Lolu Alade- Akinyemi is the GMD/ CEO of Lafarge Africa plc.

He has over 20 years of cross-functional experience in finance, supply chain, business development, and sales.

He has multifaceted international experience in turnaround and business transformation. He is also a member of the Board of Pistis Foundation.

He was appointed to the Board on the 8th April 2020.



Mrs. Elenda Osima-Dokubo
Non-Executive Director

Mrs. Elenda Osima-Dokubo is the Non- Executive Director at Lafarge Africa.

She holds a B.Sc Honours in Microbiology/Zoology, from the University of Maiduguri and an Associate Degree in Design Technology from F.I.T New York.

She was appointed to the Board of Lafarge Africa Plc on the 11th of March 2015.

She is a member of the Women in Manufacturing (WIM) Africa.

Board of Directors



Mrs. Adenike Ogunlesi
Independent
Non-Executive Director

Mrs. Adenike Ogunlesi is the founder and Creative Director of Africa's leading premium children's clothing brand: Ruff 'n' Tumble, the foremost indigenous lifestyle brand operating to international standards in the design, manufacturing, and retail of children's clothing.

She is the founding member and the first president of the Network of Entrepreneurial Women (NEW) at the Nigeria Employer's Consultative Association (NECA).

She is an advisory board member and mentor at WISCAR (Women in Successful Careers), a structured mentoring programme for young women.

She was appointed to the Board of Lafarge Africa Plc on the 11th of March 2015.



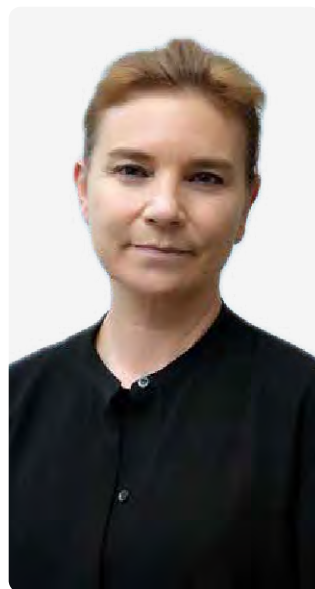
Mrs. Claudia Albertini
Non-Executive Director

Mrs. Claudia Albertini is currently the Head of Finance at Holcim Group, overseeing Asia, the Middle East, and Africa regions.

She is a finance expert with over 25 years of experience in financial growth, mergers & acquisitions, people leadership, and organizational transformation.

She is on the Board of Lafarge Holcim Maroc, Lafarge Holcim Bangladesh and Bamburi Cement Plc. She is a professional member of Aufsichtsrat Holcim, Germany.

She was appointed to the Board of Lafarge Africa Plc on the 2nd June 2023.



Mrs. Karine Uzan Mercie
Non-Executive Director

Mrs. Karine Uzan-Mercie was the Group Head of Tax for the year under review (2023). She co-chairs the investment committee of the Holcim UK pension fund. She sits on the board of Holcim Maroc, Oris- the first digital platform for sustainable roads and Puissance Elles, non-profit French organization providing education to girls in distressed areas.

She was appointed to the Board of Lafarge Africa Plc on the 21st of March 2019 and resigned from the Board on 25th July 2024.



Mrs. Oyinkan Adewale, FCA
Independent
Non-Executive Director

Mrs. Oyinkan Adewale, FCA, a qualified chartered accountant since 1984, is a highly experienced finance expert with over 30 years' track record as Executive Director/ Chief Financial Officer in various companies.

She has over 20 years' experience serving on various boards. She was appointed to the Board on the 4th of June 2020.

Board of Directors



Mr. Kaspar Theiler
Non-Executive Director

Mr. Kaspar Theiler is the Regional General Counsel, Asia, Middle East and Africa (AMEA) at Holcim Group.

Kaspar holds a Bachelor of Arts in Law from the University of Lucerne, Switzerland, Master of Arts in Banking, Corporate, Finance and Securities Law from University of St. Gallen, Switzerland, -and a Master of Laws in Common Law from Chinese University of Hong Kong in the Hong Kong Special Administrative Region of the People's Republic of China.

He was appointed to the Board of Lafarge Africa Plc on the 20th of April 2022.



Mr. Khaled El Dokani
Non-Executive Director

Mr. Khaled El-Dokani is a graduate of Commerce & Accounting from Alexandria University, Alexandria, Egypt and a Certified Public Accountant, Delaware, USA.

He has successfully achieved a turnaround in various businesses by returning it back to acceptable profit levels amongst other commendable feats in a short time.

On the 18th of January 2020, he was appointed as the Group Managing Director and Chief Executive Officer of Lafarge Africa Plc but he resigned the position on the 30th June 2023. However, he is retained on the Board as a Non-Executive Director.



Mr. Grant Earnshaw
Non-Executive Director

Mr. Grant Earnshaw holds a Postgraduate Diploma in Business Administration from Edinburgh Business School and is a qualified Civil Engineer from Peterborough Technical College UK.

He is a Fellow of the Institute of Directors (UK).

He is the Chairman of Holcim Liban S.A.L, Board member of Jordan Cement P.S.C and is currently responsible for a portfolio of countries across EMEA at Holcim Group.

Grant has held several positions at Holcim, including Senior VP & Head of Integration, CEO of Lafarge Iraq, Group Vice President of Strategy, Development, Mergers & Acquisitions and Managing Director, Lafarge Middle East.

He was first appointed to the Board of Lafarge Africa Plc on the 7th of April 2018.



Mrs. Adewunmi Alode
Legal Director &
Company Secretary

Mrs. Adewunmi Alode was appointed as the Secretary to the Board on the 12th of December 2017.

She is a Chartered Secretary, qualified by the Institute of Chartered Secretaries and Administrators, UK and Nigeria.

She obtained her Law degree from the Lagos State University and was called to the Nigerian Bar in 2004.

She has various recognitions including one of Africa's Top 30 Women shaping Africa's cement industry in the International Cement Executive, the "40 under 40" award by ESQ Nigerian Legal Awards, she is also an outstanding Member of the Business Resilience Team by the Holcim Group Security & Resilience team.

She made the Legal 500 GC Powerlist in Nigeria in 2024.

Meet Our Management Team

At Lafarge, we hold the utmost conviction in the ability of the management team to guide us towards a sustainable future, with qualities in integrity, vision, strategic thinking, and collaborative spirit, creating a world of uniformity, diversity and equality in our commitment to integrating sustainability into everything we do.

We believe in the power of collaboration to achieve our sustainability goals and vision as a Company. Meet the Management team of Lafarge Africa Plc driving the sustainability agenda and shaping a greener future for the construction industry in Nigeria.



Lolu Alade-Akinyemi
Group Managing Director/CEO



Chinedu Richard
Interim Chief Finance Officer



Yadagani Srinivasa Rao
Industrial Director



Gbenga Onimowo
Commercial Director



Gbemiga Owolabi
Organization & Human Resources Director



Saeed Ande
Procurement Director



Osaze Aghatise
Logistics Director



Rachael Ezembakwe
Head of Safety, Health & Environment



Daniel Adedokun
Head of Geocycle



Segun Shoyoye
Power & Gas Director



Ibrahim Aminu
Managing Director
AshakaCem Limited



Femi Yusuff
Head, Mortar, Innovation and New Product



Adewunmi Alode
General Counsel & Company Secretary



Simon L'Empriere
Country Security Manager

Anti-bribery and Anti-corruption

SDGs 1,2,3,4,5,6,7,8,10,16

Lafarge Africa has a robust anti-corruption framework, underpinned by its Anti-bribery and Anti-corruption policy, the Employee Handbook and the Code of Business Conduct. The Company upholds the highest ethical standards in all business dealings, adhering to both internal codes of conduct and external anti-corruption laws such as Corrupt Practices and Other Related Offences Act of 2000. Regular anti-corruption training is provided to employees and relevant third parties to reinforce these values.

We also require our business partners to share our commitment to ethical conduct through contractual obligations. To reinforce these policies, the Company in 2023, conducted anti-corruption training for 568 employees with high and medium level exposure, in both management and non-management roles. These employees received comprehensive training on the Code of Business Conduct (COBC), encompassing topics such as conflict of interest, anti-bribery and corruption, and Gifts Hospitality Entertainment and Travel (GHET). This training aligned with our 2023 Compliance Plan and was tailored to address specific risk areas.

Lafarge maintains a strict zero-tolerance policy for all forms of bribery, corruption, and improper payments. We prohibit any action that could compromise our ethical standards or violate applicable laws. We have established and maintained an effective system to prevent and detect bribery and corruption, and also developed measures to address the reception of improper benefits such as gifts, entertainment, reciprocal agreements, favours, discounts, travel, education, donations, and other forms of unethical conduct.

Our Anti-Bribery and Corruption Statement serves as a fixed point of reference for our commitment to ethical

conduct. It reinforces our accountability for both our own actions and those of our representatives. To ensure compliance, we adhere to the Company and Holcim Group Directives and relevant anti-corruption laws. Additionally, we have incorporated anti-bribery and corruption clauses into our contracts with external parties such as suppliers, service providers, customers and other stakeholders, reinforcing our commitment to ethical business practices throughout our value chain.

We are proud to report that in 2023, there were no public legal cases related to corruption brought against the organization or employees.



In 2023,

0

Public legal cases related to corruption brought against the organization or employees

In our strive towards maintaining a culture of integrity and transparency by combating bribery and corruption effectively, we will continuously review and refine our systems, collaborate with stakeholders, and promote ethical behavior throughout the organization.

Our commitment to maintaining ethical standards is evident in our practices, training initiatives, policy framework, and our Anti-Bribery and Corruption Statement.

Regulatory Compliance

SDGs 6,8,10,12,13,14,15,16



At Lafarge Africa Plc, we are dedicated to upholding the highest standards of regulatory compliance. This means strict adherence to all relevant local, regional, and international laws, regulations, and standards that govern our industry.

We prioritize constant monitoring of regulatory changes impacting our industry. Our dedication to responsible business practices extends beyond just compliance. We strive to exceed expectations whenever possible. This means constantly looking for ways to improve our environmental impact and contributing positively to the social and economic well-being of the communities we touch. By going above and beyond, we build trust and create a more sustainable future for all.

Lafarge Africa maintains a centralized dashboard, managed by the legal team, to track its regulatory permits and licenses. This dashboard serves as a comprehensive repository of all regulatory permits and licenses needed for the Company's operations nationwide, categorized per location, expiration date, and responsible department.

This system fosters a proactive approach to license renewal by providing timely notifications to responsible departments, allowing sufficient time for renewal processes to be completed before expiration dates. This collaborative approach fosters a culture of compliance and reduces the likelihood of regulatory sanctions.

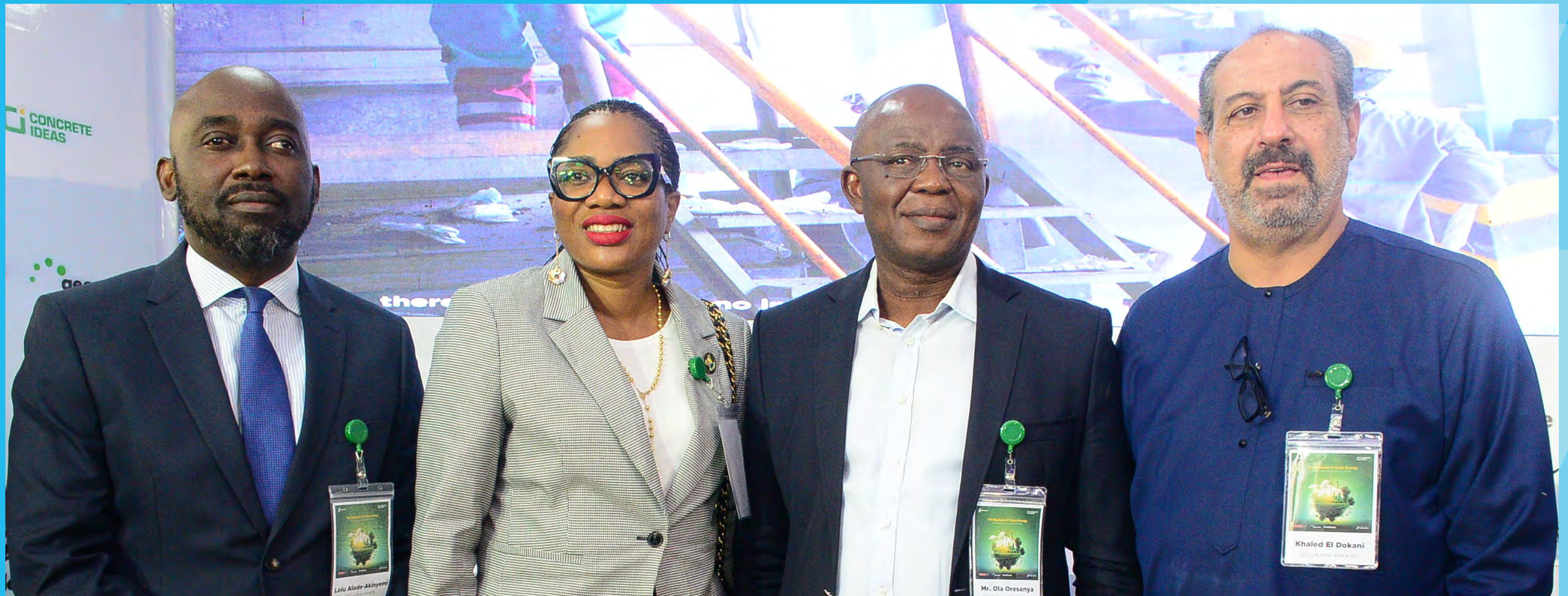
We also comply with the Federal Competition and Consumer Protection Act (FCCPA) and the Company's Pricing policies. Lafarge prioritizes fair competition and consumer protection. We compete for our customers based on the value and quality of our products, service and offerings. This ensures a level playing field for all and safeguards consumer rights. We have established a

strong corporate culture that prioritizes ethical business practices, and all our employees understand and uphold anti-competitive regulations.

All our plants maintain valid National Environmental Standards and Regulations Enforcement Agency (NESREA) certificates, demonstrating our strict adherence to environmental regulations. We are proud that our plants have ISO 14001 certification, an internationally recognized standard for environmental management systems. This signifies our dedication to continuous improvement and minimizing our environmental footprint. We undergo a quarterly emissions examination from the federal government-accredited consultant and the results are submitted to the federal government and NESREA.

Lafarge Africa prioritizes environmental responsibility by proactively managing dust emissions. We utilize a state-of-the-art online monitoring system for our kiln stacks, coupled with quarterly spot measurements by accredited consultants. This comprehensive approach ensures continuous compliance with NESREA regulations.

Beyond mere adherence, we understand the value of environmental regulations. They safeguard the environment, conserve resources, and contribute to people's well-being. We actively track progress in meeting carbon footprint and decarbonization commitments, seizing opportunities for continuous improvement.



Building a Resilient Business

05



Business Resilience

SDGs 8,9,11,13,17

In a world of constant change, Lafarge Africa Plc is committed to building long-term value through proactive business resilience practices. We have expanded our supplier network, implemented robust training programs and IT systems, and established mitigating measures to navigate unforeseen circumstances.

The Business Resilience Team (BRT), established in 2020 alongside our Health, Cost, and Cash Action Plan, plays a vital role in overseeing business continuity. The BRT tackles evolving business environments by designing, planning, and testing responses to potential disruptions, both internal and external. They update and implement country-specific Trigger Action Response Plans (TARPs), keeping stakeholders informed of progress throughout the process. The team also equips the organization to adapt to changing realities while prioritizing the safety of our people, operations, and results.

Business resilience is not just a reactive measure; it's a core component of our strategy for a sustainable future. Recognizing that disruptions are inevitable, we focus on anticipating and effectively managing risks to maintain stakeholder trust, meet customer expectations, and ensure long-term operational viability.

Our approach to business resilience is multifaceted. We proactively adopt robust strategies to minimize disruptions, address potential threats, and seize opportunities for growth and innovation. This allows us to emerge stronger from unforeseen events. The resilience and agility of our teams at all levels are crucial to our success.

Looking beyond our company, we believe in fostering resilient communities through economic, social, and environmental development. Our commitment extends to safeguarding the environment and contributing to the well-being of the communities we operate in.

By prioritizing business resilience, Lafarge Africa Plc is positioned for sustainable growth and competitiveness. We navigate uncertainties, safeguard our operations, and contribute positively to our stakeholders through our unwavering commitment to adaptation, innovation, and recovery.

Sustainable Procurement, and Supply Chain

SDGs 8,10,12,13,17

Lafarge Africa is deeply committed to sustainable practices throughout our operations, including our procurement processes.

We seek partners who share our vision of a world where business thrives in harmony with people and the planet. Our approach aligns with international standards such as the UN Global Compact and the OECD Guidelines, ensuring our supply chain adheres to the highest ethical and environmental benchmarks.

Prioritizing Sustainable Partnerships

In 2023, we cultivated a robust network of 1,144 suppliers, prioritizing partnerships that align with our sustainability goals. We invested in responsible suppliers committed to ethical and sustainable practices. We focused on local sourcing, allocating 83% of procurement spend to local suppliers, stimulating economic growth, and creating jobs within our communities. Backward integration is a key procurement strategy, as demonstrated by our local gypsum supply in Ashaka and iron ore supply for Mfamosing.



In 2023,	
Local	International
950	194
In 2022,	
Local	International
1,306	560

Highlight of supplier breakdown by Geographical location

Human Rights and Environmental Stewardship

We conducted rigorous screenings to assess 26% of our suppliers against environmental and social benchmarks. This ensured that our supply chain is built on human rights, ethical labour practices, and environmental stewardship. We identified 725 suppliers with significant environmental and social risks and engaged with them through regular reviews to drive improvement.



Sustainable Operations

To minimize our environmental impact, we have implemented innovative strategies:

CNG Trucks:

We have launched and already deployed over 250 Compressed Natural Gas (CNG) fueled trucks, and plan to reach 650 by Q4, 2024, hence, significantly reducing our carbon footprint. CNG generates 25% less carbon dioxide than fuel oil and 45% less than coal, contributing to a cleaner environment.

Rail Operations: We have restarted rail operations in the west, providing a more sustainable and efficient transportation option.

We prioritize continuous improvement in our procurement practices. Regular performance evaluations and open dialogue with suppliers enable us to optimize processes, identify emerging challenges, and capitalize on opportunities for sustainable innovation. This data-driven approach ensures our procurement practices align with our broader sustainability objectives.

Lafarge Africa's commitment to sustainable procurement is evident in our rigorous supplier screening, focus on local sourcing, and dedication to human rights and environmental stewardship. By prioritizing ethical and sustainable practices, we are contributing to a more just and sustainable future for our communities and the planet.



SPOTLIGHT:

Lafarge Africa: A Pioneer in Sustainable Transportation

Lafarge Africa, a leader in sustainable building solutions, has made a significant stride towards a greener future by launching Nigeria's first electric truck. This groundbreaking achievement demonstrates the company's commitment to reducing carbon emissions and fostering environmental responsibility.

The introduction of the electric truck offers numerous benefits, including reduced carbon emissions, improved efficiency, enhanced driver experience, and a positive impact on communities. By adopting this innovative technology, Lafarge Africa is setting a new standard for sustainable practices in the construction industry.

The electric truck, capable of traveling up to 200 kilometers on a single charge, is well-suited for Lafarge Africa's operations in urban and suburban areas. This strategic investment demonstrates the company's commitment to sustainability and its willingness to explore innovative solutions.

Lafarge Africa's pioneering efforts in electric vehicle adoption are setting a precedent for other companies in Nigeria and the region.



Responsible Tax Strategy

SDGs 1,2,3,4,5,6,7,8,10,16

At Lafarge, we recognize that through our payment of taxes, the Nigerian Government is funded with the resources needed in the pursuit of environmental, social, and governance (ESG) principles to achieve the Sustainable Development Goals (SDGs).

As a responsible corporate citizen, Lafarge adheres to all applicable tax laws and regulations in the jurisdiction where we operate, ensuring that our tax contributions align with our economic footprint. By adhering to stringent compliance standards, we contribute to economic growth and support environmentally friendly initiatives.

Our tax strategy is designed to foster sustainable development in our operating communities while building strong partnerships with governments and other stakeholders. As a member of the Holcim Group, our tax approach aligns with the Holcim 5 Pillars, ensuring that our tax practices are consistent with our overall sustainability and corporate governance principles.

This comprehensive framework guides us in effectively managing our tax obligations while ensuring strict adherence to all relevant laws and regulations. It fosters trust and enduring partnerships with communities where we operate.

To maintain the strategic alignment of our tax strategy, our Board of Directors conducts regular reviews of the comprehensive set of guidelines and plans that enable us to effectively manage our tax obligations while remaining compliant with applicable laws and regulations. These reviews ensure that our approach remains consistent with our long-term goals, optimizing our tax positions and allocating resources efficiently for initiatives such as plant upgrades or expansion into new markets.



+ Pillar 1: Alignment with Our Business Strategy

We comply with tax law in a responsible manner aligned with our business strategy.



+ Pillar 2: Tax Governance

We apply diligent care and judgement to ensure all decisions are well-considered and documented.



+ Pillar 3: Tax Transparency

We value open and constructive relationships with tax authorities and support efforts to increase public trust in tax systems.



+ Pillar 4: Tax Risk Management

We implement processes and controls to limit financial risks for Holcim.



+ Pillar 5: Tax Advocacy

We advocate for fair, effective, coherent and stable tax systems to reduce uncertainty for governments and companies.



Our tax strategy is built on a foundation of transparency and integrity.

We follow established procedures and channels when interacting with tax authority officials, maintaining open and transparent communication to address any queries or concerns promptly. This proactive approach helps to minimize the risk of tax disputes and ensures that our tax obligations are met efficiently and effectively.

At Lafarge Africa Plc, we prioritize effective tax governance and risk management to ensure the sustainability and resilience of our tax function. Our robust tax governance ensures that all tax decisions are made with meticulous care and thoughtful consideration. This includes implementing robust processes and controls to capture, analyze, and document relevant information, promoting accountability within our tax function.

We believe responsible tax practices are the cornerstone of long-term value creation. By strategically aligning our tax strategy with our overall business goals, we optimize tax positions and efficiently allocate resources across all operations. Our tax-efficient decisions ensure financial health and empower us to invest in sustainable development initiatives for the long term. This allows us to contribute to a thriving future for our company, our communities, and the environment.



Leading the Green Transition

Driving a Circular Economy

SDGs 8,10,12,13,17

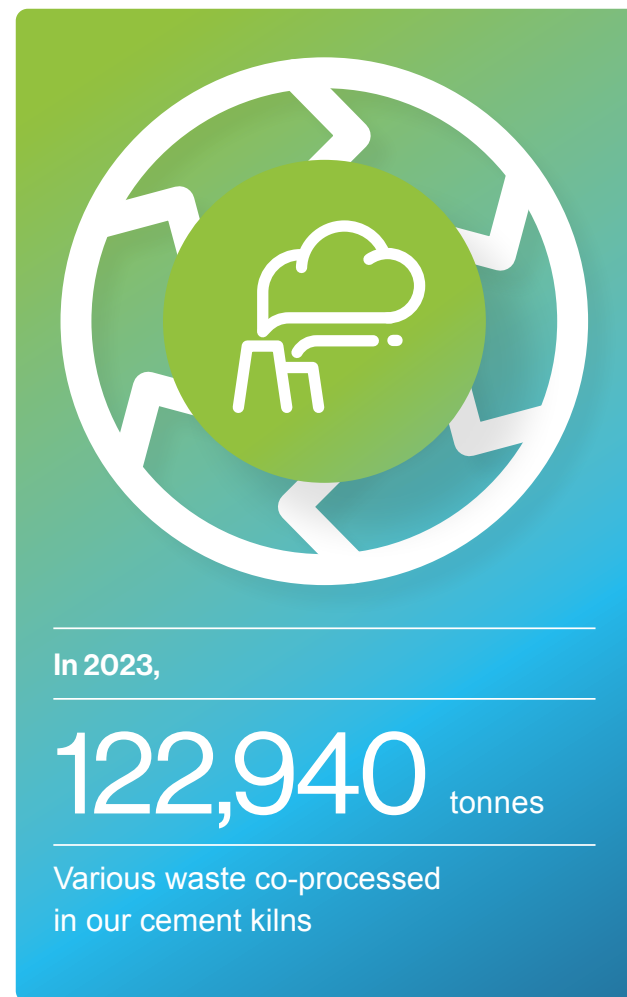
In our commitment to transforming our cement production process, we adopt the use of various non-recyclable waste materials to create a more sustainable and resilient future for the company and communities. We achieve this by implementing innovative solutions that convert waste into alternative fuels and raw materials. We harness the high temperature in the cement kilns to co-process these waste materials that hitherto end up in landfills and dumpsites.

At Lafarge Africa, our goal is to drive traditional fossil fuel substitution in our cement kilns through the sustainable use of waste and non-recyclable materials. In 2023, we made tremendous progress in substituting 13.7% of the traditional fuels used in our operations. By 2027, we plan to achieve 40% substitution of traditional fuels with alternative fuels in the cement kilns.

We are exploring new waste streams, investing in infrastructure, deploying more capital expenditure and collaborating with stakeholders in promoting circular economy principles. **During the year, we successfully co-processed a total of 122,940 tonnes of various waste in our cement kilns** and this has positioned the company as a driver of sustainable initiatives.

Lafarge is strengthening circularity along its entire value chain while embracing the increasing importance of resource efficiency and closed material cycles as an opportunity to develop new business models through sustainable processes.

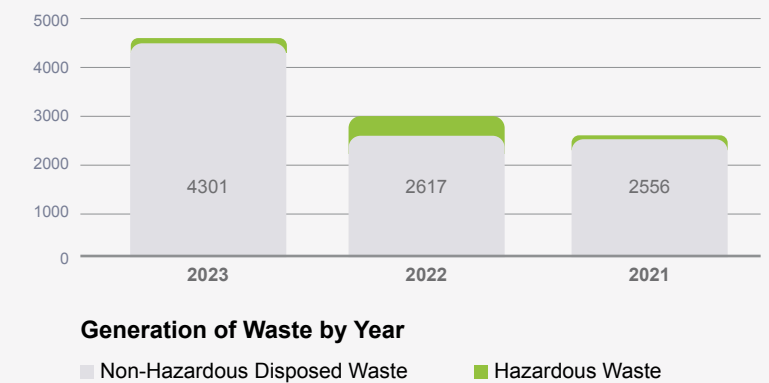
Lafarge Africa Plc is committed to making available capex required for the upgrade of its facilities to mitigate its CO₂ footprint and align with its sustainability ambitions through global best practices.



Waste Management

SDGs 9,12,13,15

At Lafarge, we recognize that effective waste management is crucial for protecting the environment and promoting sustainable development. As part of our commitment, we have implemented several initiatives to manage waste generation, improve waste collection and disposal, and promote recycling and resource recovery.



Type of Waste by Amount Recovered and Disposed

We have identified/recovered hazardous waste with characteristics like ignitability, corrosivity, reactivity, and toxicity in tonnes and non-hazardous waste and disposed of them safely to further reduce our environmental footprint through incineration, landfilling etc. The table below shows the type of waste by the amount recovered and disposed of in 2023 in comparison to 2022 figures. All waste was disposed of offsite.



Internal non-hazardous waste recycled or recovered (tonnes)

2023	2022	2021
1,865.74	15.05	10

Internal non-hazardous waste disposed (tonnes)

2023	2022	2021
2,435.62	2,602.05	2,556.25

Internal hazardous waste recycled or recovered (tonnes)

2023	2022	2021
136.95	328.69	10.2

Internal hazardous waste disposed (tonnes)

2023	2022	2021
0.94	37.65	58.7

Total Waste Materials Used/Recycled in 2023

Materials are sourced through private & public sector partnerships e.g. Agricultural Plants, Food and Beverage, Oil & Gas, FMCGs, Pharmaceuticals, Tyre & Pyrolysis, and several Small & Medium Enterprises (SMEs) in our local communities. This is the lever for driving the circular economy model of the business. We used/recycled 9 different waste materials during the year; the largest being palm kernel shells providing a total of 58,387 tonnes of waste.

Waste management through Geocycle

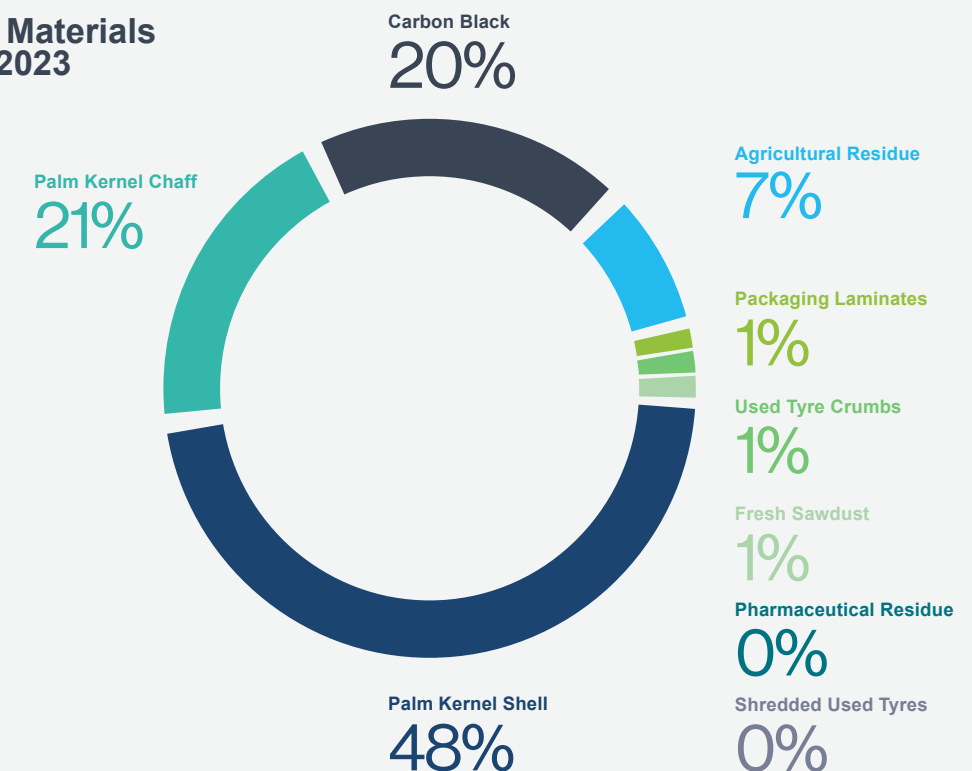
Lafarge continually works hard in improving its efforts to actively recycle waste. We constantly seek new technologies and partnerships to further reduce our waste footprint and contribute to a more sustainable future for the construction industry.

One of the key initiatives geared towards decarbonization with the ambition of reducing our CO₂ footprint with a net zero CO₂ by 2050 is the use of Alternative Fuels & Raw materials. Our Ewekoro cement plant incorporates a waste pre-processing facility that facilitates the preparation of solid waste (biomass, tyre derivatives & industrial waste) into a homogenous mix prior to feeding it into a cement kiln leaving no residue challenge that a normal incinerating facility would face. In 2023, 13.70% of the energy requirement for our cement kilns was derived from waste materials.

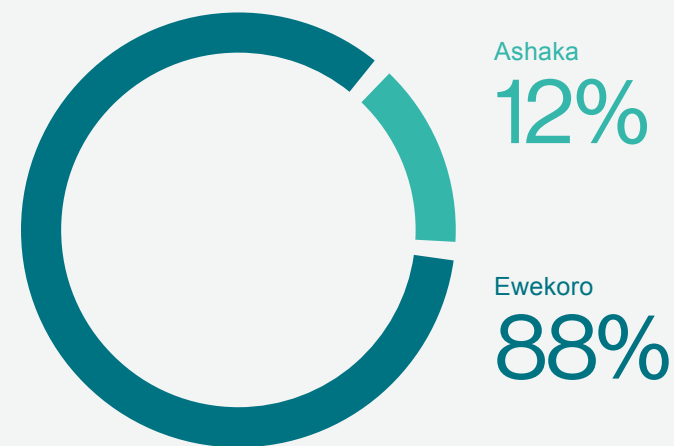
Total waste materials co-processed in 2023

Waste management at Lafarge Africa Plc is done collaboratively through private and public sector partnerships e.g. Agricultural plantations, food and beverage companies, Oil & Gas firms, FMCGs companies, Pharmaceuticals producers, Tyre & Pyrolysis companies, and several Small & Medium Enterprises (SMEs) in our local communities. These industries serve either as primary or secondary sources of these waste that we co-process sustainably within our facilities. This is the lever for driving the circular economy model of the business. We recovered and co-processed 9 different waste materials during the year; the largest being palm kernel shells providing a total of 58,387 tonnes of waste.

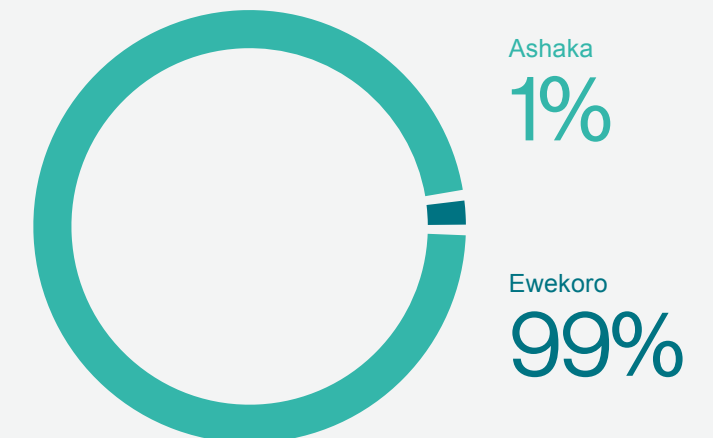
Total Waste Materials Used in FY 2023



% of waste recycled by plants in 2023



Sources of Waste Recycled in 2023 for Ewekoro, Ashaka, Mfamosing, Sagamu



SPOTLIGHT:

The World Clean-up Project

We commemorated the 2023 World Clean Up Day on the 16th of September with the goal to build a Nigeria where clean, sustainable practices are the norm, not the exception. This was championed by our Geocycle team, in conjunction with other employees, volunteers, local community members, and Lagos Recyclers Association. We embarked on a clean-up campaign at the popular Tejuosho Market in Lagos and Olabisi Onabanjo Market in Ijebu Ode, Ogun State.

A large number of our staff from Ikoyi, Opebi, and Ewekoro joined forces with representatives from Geocycle Corporate Customers to participate in this impactful initiative. Equipped with gloves, bags, litter pickers and shovels, volunteers worked with

determination to collect various types of waste, including plastic bottles, paper, cans, nylon bags, and food debris. The collected waste was carefully sorted into compostable bags for proper disposal and recycling. Beyond the physical work, volunteers also raised awareness about sustainable waste management, highlighting its benefits in improving health, creating jobs and promoting a cleaner environment.

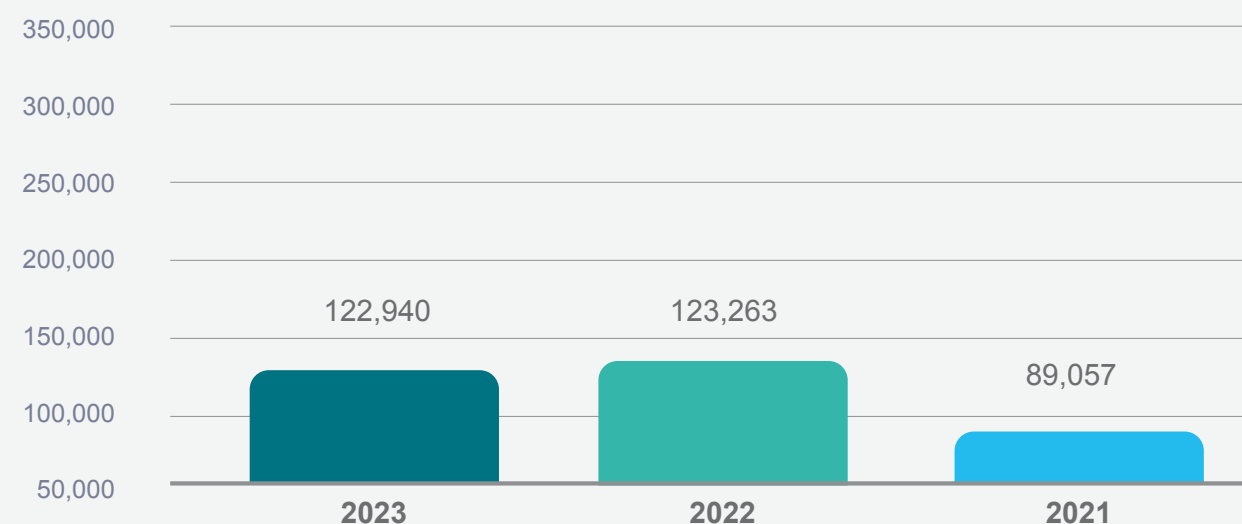
The success of the World Clean-up Day 2023 was a testament to the power of collective action and it showcased our commitment to environmental sustainability and promoting sustainable waste management practices.



Total Waste Consumed in tonnes in 2023.

We piloted a municipal waste pick-up from dumpsites in conjunction with the Ogun State Environmental Protection Agency, Ogun state environmental and waste management authorities, working collaboratively to ensure recyclable and non-recyclable waste going into dumpsites are sorted either prior to disposal at the dumpsites or after being dumped at the facility. These collaborative efforts significantly reduce and manage landfills in major areas. Our strong ties with local communities have been a game-changer. These communities provide biomass waste, which not only fuels our operations but also creates over 4,000 direct and indirect jobs.

Waste Consumed



Building a Nature-positive Future



The Earth's ecosystems are the very foundation of human well-being and economic prosperity. From fertile lands to thriving forests, a healthy environment provides us with clean air, nourishing water, and the raw materials that fuel businesses. At Lafarge, we acknowledge this profound interdependence. Our operations are intrinsically linked to the natural world, as we rely on its resources to produce essential building materials. This deep connection compels us to act as responsible stewards.

We develop comprehensive sustainability strategies aligned with the United Nations Sustainable Development Goals (SDGs) to minimize our environmental impact and contribute to a healthier planet.

Recognizing the crucial role of biodiversity in maintaining healthy ecosystems, Lafarge implements targeted initiatives in our Cement and Aggregate quarries. These actions are grounded in robust science-based research and designed to reverse habitat loss, protect natural ecosystems, and contribute to improved livelihoods for neighboring communities.

Understanding the critical nature of freshwater resources, Lafarge prioritizes responsible water management. In high-risk areas, we replenish freshwater utilized in our operations, ensuring it returns to the environment at an equal or even improved quality. Additionally, we actively promote efficient water practices across all our sites, fostering a culture of conservation within Lafarge and throughout our network.



Biodiversity and Quarry

SDGs 1,2,3,8,9,12,14,15

At Lafarge, we go beyond traditional rehabilitation and transform ecosystems – to increase the resilience of our planet and society. We adhere to the rigorous standards outlined in Holcim's Environmental Policy, which includes a specific Quarry Rehabilitation and Biodiversity Directive. This directive guides our activities in these crucial areas. Quarry rehabilitation is not an afterthought; it's a core component of our annual mining plans. We ensure the restoration of previously mined areas is prioritized and progresses alongside ongoing extraction activities. We allocate dedicated financial resources to support this critical endeavor.

Furthermore, we conduct comprehensive biodiversity surveys across all our quarry sites. These surveys serve as a baseline for developing tailored Biodiversity Management Plans.

Our rehabilitation programs, implemented across all our plants, foster favorable microclimatic conditions, mitigate soil erosion and runoff, and contribute significantly to biodiversity preservation. The results are measurable. For instance, in 2023 alone, we rehabilitated over 22 hectares of quarry land and planted over 10,000 indigenous trees- tangible demonstrations of our commitment to land restoration and carbon footprint reduction.

Transparency and accountability are paramount in our environmental initiatives. Regular statutory environmental audits and joint inspections with representatives from the Ministry of Mines and the Ministry of Environment ensure adherence to regulations. Additionally, accredited

government consultants conduct quarterly measurements and monitoring, and we submit meticulous statutory compliance reports to the state and federal regulators. Aligned with our environmental protection goals, we have developed and secured approval for an Environmental Protection and Rehabilitation Plan (EPRP), as mandated by the Ministry of Mines and Steel Development. This plan details the specific actions and steps we take to comprehensively rehabilitate mined areas. However, our commitment extends beyond compliance, we acknowledge our duty to preserve biodiversity and embrace a culture to undertake quarry rehabilitation as a core aspect of our operations within our quarry sites. Through robust systems, stringent compliance practices, and collaborative efforts with government agencies, we strive to create a positive impact on the ecosystems surrounding our quarry sites.

Looking ahead, we remain resolute in our commitment to responsible quarry operations, where biodiversity, conservation, and effective rehabilitation strategies remain at the forefront. In 2024, we plan to assess and measure biodiversity in our quarries, including the rehabilitated areas, using the Biodiversity Indicators Reporting System (BIRS). The Biodiversity Indicator and Reporting System (BIRS) was developed in partnership with the International Union for Conservation of Nature (IUCN) at Holcim. Measuring and improving biodiversity using this science-based approach across our quarries will provide valuable insights to guide our future efforts.



SPOTLIGHT:

Lafarge Africa's Maiganga Wetlands Project: A Catalyst for Biodiversity and Community Development

Lafarge Africa's Maiganga Wetlands Project is a groundbreaking initiative aimed at restoring degraded ecosystems and promoting sustainable livelihoods in Gombe State, Nigeria. The project involves the construction of a wetland system to treat acid mine drainage from the Maiganga Coal Mine, creating a healthier environment and supporting local communities.

One of the most significant impacts of the project is its contribution to biodiversity restoration. The wetland system has created a new habitat for a variety of plant and animal species, providing a refuge for wildlife and contributing to the overall ecological health of the region. By restoring biodiversity, the project helps to maintain the delicate balance of ecosystems and supports essential ecological processes.



The vegetation of the upper gradient dominated by dense Cyprus difformis (Bulrush)



Water and Effluents

SDGs 2,3,6,11,12,14,15

Lafarge remains committed to responsible water stewardship. We recognize the critical role of water in our operations and the environment. Our primary water sources include quarry dewatering at Ewekoro and Sagamu, harvested rainwater at Mfamosing, and surface water from River Gongola at Ashaka.

In 2023, Lafarge Africa achieved a significant milestone in water management by reducing freshwater consumption by 40.89% (From 1,237,911.83m3 in 2022 to 732,452.08m3 in 2023) compared to the previous year. **(A) In 2023, we achieved a Freshwater Withdrawal rate of 147.4 litres/tonne for Cement.** This was a reduced Freshwater Withdrawal rate from 283 litres/tonne for Cement recorded in 2022. This accomplishment demonstrates our commitment to sustainable practices and our ability to make a positive impact on water resources.

To achieve this reduction, Lafarge Africa conducted a comprehensive water quality assessment to identify areas for improvement. This assessment guided our implementation of various water conservation initiatives.

One key initiative was the construction of nine solar-powered boreholes in the communities surrounding our Ashaka and Mfamosing plants. These boreholes provided access to clean drinking water for local residents, reducing their reliance on contaminated water sources.

In addition, we reactivated a non-functional borehole in Ewekoro, ensuring a reliable water supply for the community. This helped to alleviate water scarcity and

improve access to clean water.

Furthermore, we decommissioned water sprinklers along the boundaries of our Ewekoro power plant. This reduced water consumption and helped to conserve water resources.

To optimize water use, we have implemented a comprehensive strategy that prioritizes conservation, efficiency, and environmental protection. Our water recirculation systems have significantly reduced our reliance on freshwater sources. The construction of an artificial lake at our Mfamosing quarry is an asset that helps us minimize our dependence on fresh water. This valuable water resource is utilised within a closed-circuit system that is purposefully constructed to meet our precise requirements. Additionally, we have adopted efficient dewatering practices in our quarry and installed sedimentation ponds to capture and treat stormwater runoff, further reducing our water footprint.

We adhere to stringent regulatory frameworks and conduct regular water discharge monitoring to ensure compliance with environmental standards. Our monitoring efforts include assessing parameters such as TSS, BOD, COD, TN, TP, Hg, TPH, pH, air, and water temperature. To prevent water pollution, we have implemented measures such as a settlement pit and annual perimeter drainage cleaning. We subject effluents to thorough treatment in chlorine tanks at selected plant locations within our sewage treatment plants and conduct comprehensive sampling and analysis of run-offs and effluent water through the use of government-accredited third-party consultants.

Beyond operational efficiency, we are dedicated to replenishing water resources and mitigating our environmental impact. We have implemented several management initiatives to address water conservation, including:

Looking ahead, Lafarge remains steadfast in its pursuit of water sustainability. We will continue to invest in research and development, explore emerging technologies, and strengthen our partnerships to drive further progress in water management.



+ Ongoing awareness campaigns and training programmes on water conservation conducted nationwide.

+ Regular checks and inspections along water lines to detect and address any leakages, performed by our dedicated utility team.

+ Implementation of an emergency response procedure to effectively manage water leaks, which undergoes periodic testing to ensure its effectiveness.

+ Installation of water flow meters to monitor and track water usage accurately.

+ Integration of water consumption, withdrawal, and discharge data into our SAP (Systems, Applications, and Products)

+ System for effective monitoring and management. As a responsible corporate citizen, we recognize the importance of collaboration with communities and stakeholders. By engaging with local communities and supporting water-related initiatives, we aim to create shared value and contribute to the overall well-being of our operating environment.



Freshwater Withdrawal Rates for Cement and Ready-mix

Cement (L/t of cementitious)

2023

147.40

2022

283

2021

157.71

Readymix (L/m3)

2023

203.59

2022

191

2021

204.42



The volume of Water Recycled

Internally Recycled Water (litres)

2023

450,727.3

2022

548,331

2021

446,507





Air Emissions

SDGs 3,7,11,12,13



Lafarge Africa Plc prioritizes air quality management and emissions reduction from all aspects of our production process. We are committed to continuously improving our air quality management practices, investing in cutting-edge technology to reduce emissions, collaborating with stakeholders to address environmental concerns, and adhering to stringent environmental regulations.

We recognize that kilns and cement mills are significant sources of dust emissions in our operations, hence we have taken proactive measures to install Dust Control Equipment on our main stacks (kilns and cement mills) and in strategic points along the production lines to combat nuisance dust. There is a preventive maintenance

system in place for maintenance of this equipment when due. We have a real-time online monitoring system that allows us to continuously measure and monitor dust emissions, enabling swift intervention and effective control measures. Also, we maintain a well-monitored inventory management process for spares and other maintenance equipment for required regular preventive maintenance of the Dust Control Equipment throughout the year. We continuously upgrade our equipment to the latest available technology i.e., replacing Electrostatic Precipitators (ESP) with Bag Filters.

We continue to invest in state-of-the-art emissions monitoring technologies to bolster environmental monitoring, reducing emissions and driving sustainable operations. Our investment in continuous emission monitoring (CEM) gas analysers at our cement plants: Ewekoro, Mfamosing and Ashaka enables us to continuously monitor and analyze the concentration of gases emitted from the stacks in real time. With the CEM, we can measure and evaluate key parameters including oxygen levels, carbon dioxide, carbon monoxide, nitrogen oxides, sulfur dioxide, and VOCs (volatile organic compounds) and proactively identify any deviations or anomalies that may indicate inefficiencies or potential environmental concerns within the combustion processes. Regular calibration of our monitoring equipment ensures data reliability and accurate emission measurement.

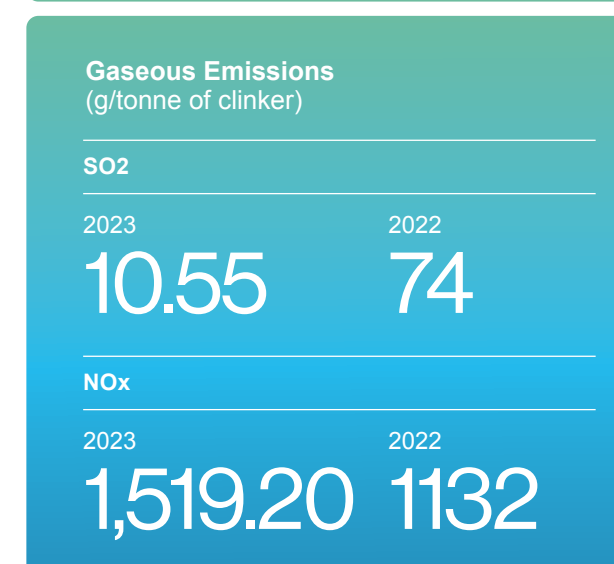
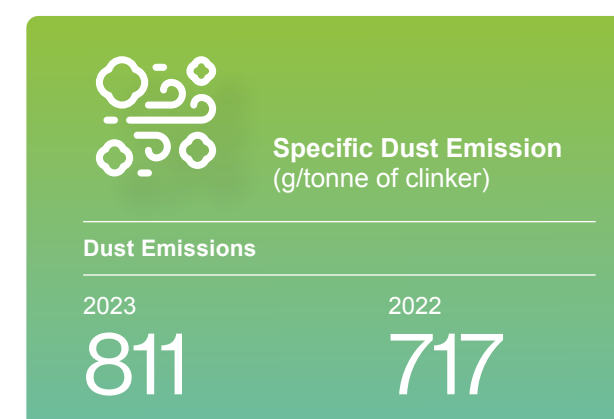
We engage in regular emission monitoring campaigns to ensure effective monitoring of operating systems and adherence to regulatory requirements. We also conduct comprehensive environmental audits that cover a wide range of topics following regulatory requirements. The findings of these audits are reported to the National Environmental Standards and Regulations Enforcement Agency (NESREA). Our thorough studies include ambient

particulate matter, ambient toxic gases, heavy metals pollution, noise and vibration impacts on water discharge analysis, and stakeholders' opinion sampling on the impact of our operations.

We are unwavering in our commitment to reducing emissions and safeguarding human health. By adhering to stringent international standards, like European Norm (EN) Standards and United States Environmental Protection Agency (USEPA) Methods, we demonstrate our commitment to transparency and environmental responsibility.

Through innovative technologies, optimized production processes, and a relentless pursuit of excellence, we are investing in a cleaner, more sustainable future.

A comprehensive environmental audit identified and addressed several areas for improvement, including optimizing production processes and enhancing equipment maintenance. We also participated in industry forums and collaborations to share best practices and promote sustainable development.



Persistent Pollutant Emissions		
	2023	2022
HM1 - specific emissions (mg/tonne clinker)	1.86	1.94
Specific Benzene emissions (mg/tonne clinker)	0.02	0.02
Specific Dioxins/ Furans emissions (ng TEQ/tonne of clinker)	7.96	2.07
Specific Mercury emissions (mg/tonne of clinker)	0.94	0.95
Specific VOC emissions (g/tonne of clinker)	2.88	2.94



Environmental Compliance

SDGs 6, 11, 12, 13, 14, 15

In 2023, Lafarge Africa Plc solidified its reputation as a leader in environmental compliance within the construction sector. Our unwavering commitment translates into tangible results, with zero environmental non-compliance fines levied throughout the year.

This achievement underscores our dedication to exceeding regulatory requirements and operating in an environmentally responsible manner.

Our regular environmental audits, conducted every three years across all plants and quarries, ensure our compliance with environmental regulations. These in-depth assessments evaluate plant design, air quality, noise levels, waste management practices, and socio-economic factors. Findings from these audits inform actionable recommendations and continuous improvement initiatives.

To further validate compliance, we conduct yearly monitoring visits with regulatory agencies. Additionally, we engage government-accredited consultants for quarterly statutory monitoring and submit reports to regulatory agencies. This comprehensive approach ensures that our operations are aligned with environmental standards and regulations.

(A) Furthermore, Lafarge Africa Plc maintains ISO 14001:2015 certification for our Environmental Management System across all cement plants.

This internationally recognized standard signifies our commitment to a systematic approach to environmental management and ongoing performance improvement.

Beyond regulatory compliance, we actively seek ways to minimize our environmental footprint. Proactive emissions monitoring allows us to identify and address potential issues swiftly, ensuring adherence to prescribed limits. Additionally, we consistently surpass regulatory requirements, demonstrating our leadership in environmental stewardship.



Lafarge Africa Plc maintains ISO 14001:2015 certification for our Environmental Management System across all cement plants.

Climate and Energy

As the urgency of climate action intensifies, businesses must adopt a flexible approach, utilizing a variety of energy sources and transitioning at different paces to address the specific energy security, affordability, and sustainability challenges of each region.

Lafarge is demonstrably committed to this transition, aligned with the Holcim Group's ambitious net-zero commitment validated by the Science Based Targets initiative (SBTi). This commitment transcends a mere aspiration; it translates to concrete actions. Holcim, being the first global building materials company to sign the UN Global Compact's "Business Ambition for 1.5°C initiative," established a clear roadmap to achieving net-zero emissions by 2050.

Our approach is comprehensive and multifaceted. We

are maximizing the deployment of existing, proven technologies while simultaneously laying the groundwork for a net-zero future. This includes accelerating the adoption of green solutions such as increasing the use of alternative materials in clinker production, leveraging automation and artificial intelligence to optimize processes, and continually seeking innovative solutions.

Lafarge Africa Plc shares this unwavering commitment to mitigating climate change. We recognize the urgency of this challenge, particularly in the context of Nigeria's projected urbanization and its consequent demand for sustainable infrastructure. As a responsible corporate citizen, we actively manage our direct and induced carbon emissions. Lafarge Africa has established ambitious short- and long-term goals to achieve significant reductions in CO₂ intensity.



Lafarge Africa has established ambitious short- and long-term goals to achieve significant reductions in CO₂ intensity.

These targets include:

+ 95%

Reduction in **Scope 1 and 2 GHG emissions** per tonne of cementitious materials by 2050 compared to a 2018 baseline.

+ Reducing absolute Scope 3 emissions

Across various categories, including purchased goods and services, fuel and energy-related activities, and downstream transport and distribution.

Through responsible consumption, production efficiency, waste reduction, and strategic energy use, we can make a significant contribution to achieving these goals. This

will lead to a tangible reduction in CO₂ and other harmful emissions, effectively turning our ambitions into reality.



CO₂ Emissions

SDGs 3, 7, 11, 12, 13

The construction industry remains a substantial contributor to global CO₂ emissions. Despite growing climate awareness, energy-intensive processes and the operational carbon footprint of buildings persist as significant challenges. To mitigate climate change, as outlined in the Paris Agreement, the sector must undergo rapid decarbonization.

As a leading building materials provider, Lafarge is committed to driving this transformation. Aligned with the Holcim Group's sustainability goals, we leverage our industry expertise and collaborate with partners to accelerate decarbonization. Our membership in the WBCSD and CSI reinforces our leadership position in sustainable construction.

Lafarge's climate strategy is centered around four key areas: operational decarbonization, resource efficiency, circular economy principles, and sustainable building solutions. This comprehensive approach underpins our efforts to reduce our carbon footprint and inspire industry-wide change.

Lafarge rigorously monitors and manages its CO₂ emissions across three scopes:



Scope 1:
Direct emissions from owned or controlled sources.



Scope 2:
Indirect emissions from purchased electricity, heating, and cooling.



Scope 3:
Indirect emissions from the value chain, including upstream and downstream activities.



[Ⓐ] In 2023, Lafarge achieved a Specific Net CO₂ emission figure of:

+ 570.40
kg/tonne

Cementitious Material

While this represents a

+ 0.41%
Reduction

Compared to the previous year, we recognize that significant challenges remain.

To further reduce our carbon footprint, we have implemented a range of initiatives, including:



Alternative Fuel Utilization

Increasing the use of biomass in the clinker production process to replace fossil fuels.



Clinker Factor Optimization

Continuously reducing the clinker factor while maintaining product quality to lower emissions.



Energy Efficiency Improvements

Implementing energy-saving measures across our operations, such as the MEA energy initiative.



Supply Chain Optimization

Reducing transportation-related emissions through efficient logistics and the use of LNG-fueled trucks.



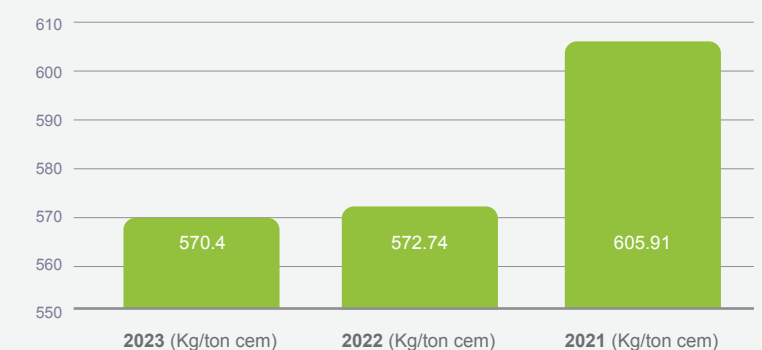
Carbon Sequestration

Supporting reforestation and afforestation projects to offset emissions.

Aligned with the Holcim group, Lafarge Africa is committed to achieving a net-zero carbon future. Our science-based targets, validated by the Science Based Targets initiative (SBTi), align with the 1.5°C global warming scenario. By 2030, we aim to reduce net CO₂ emissions to 420 kg/t cementitious material.

Achieving these ambitious goals requires ongoing innovation, collaboration, and investment. We are dedicated to exploring emerging technologies, such as carbon capture and storage while fostering partnerships with suppliers, customers, and policymakers to create a low-carbon built environment.

Specific Net CO₂ Emissions per tonne of Cementitious Material (2021-2023)





Climate Actions

SDGs 7, 11, 12, 13, 14, 15

Climate change presents a formidable challenge, demanding innovative and decisive action from businesses worldwide. Lafarge Africa is at the forefront of this global imperative, integrating ambitious climate action into the core of our operations. Our commitment extends beyond compliance to a proactive stance, driving sustainable practices and fostering a low-carbon future.

Our commitment to achieving a net CO₂ of 420 kg/t of cementitious material (Scope 1) and 13 kg/tonne of cementitious material (Scope 2) by 2030 underscores our leadership in the industry.

A testament to our forward-thinking approach is the deployment of Nigeria's first electric truck for logistics. This groundbreaking initiative signifies our commitment to cleaner transportation and reduced emissions. Complementing this, the conversion of our diesel trucks to CNG further underscores our dedication to a greener fleet. Our Ewekoro plant has also demonstrated leadership by replacing 65% of its traditional energy sources with renewable alternatives, showcasing our commitment to energy efficiency and clean energy adoption.

Central to our climate action strategy is the circular economy. Our Geocycle initiative exemplifies this commitment by transforming waste into a valuable energy resource. By utilizing alternative fuels derived from industrial, agricultural, and other waste materials in our kilns, we have successfully replaced approximately 13% of our traditional energy consumption. This innovative approach not only reduces our carbon footprint but also conserves natural resources and contributes to a cleaner environment. Aligned with Holcim's climate goals, Lafarge Africa has set ambitious targets to reduce greenhouse gas emissions. Our commitment to achieving a net CO₂

of 420 kg/t of cementitious material (Scope 1) and 13 kg/tonne of cementitious material (Scope 2) by 2030 underscores our leadership in the industry. These targets show our commitment to the United Nations Sustainable Development Goals and reflect our dedication to a sustainable future.

Collaboration is at the heart of our climate action efforts. Through partnerships with the United Nations Global Compact Nigeria Network and the Global Cement & Concrete Association (GCCA), we are actively engaged in knowledge sharing, best practice exchange, and the pursuit of innovative solutions. By working closely with our communities, we promote energy conservation, waste management, and sustainable living, fostering a shared commitment to a greener future.

Lafarge Africa is proud of its achievements in climate action, but we recognize that our journey is ongoing. We remain committed to pushing the boundaries of sustainability, exploring new technologies, and collaborating with stakeholders to create a low-carbon future.



Green Building Materials

SDGs 8, 9, 11, 12, 13



Introducing Unicem Eco Label Bags

Eco-friendly ✓

Same Price ✓

Superior Quality ✓

Global Standards ✓



Lafarge Africa Plc continues to lead the way in sustainable building solutions. In 2023, we expanded our efforts to develop innovative green building materials and drive market adoption.

A key highlight of the year was the launch of our Eco Label cement brand. This brand represents a broad range of high-performance, sustainable, and circular construction cement. By using Eco Label products, our customers can make greener choices and contribute to the country's carbon reduction goals.

The products certified under the Eco Label brand have a significantly lower carbon footprint compared to the local industry standard. This is a testament to our commitment to sustainability and our efforts to reduce our environmental impact.

In addition to our product innovations, we have continued to invest in research and development to explore emerging technologies and identify new opportunities for sustainable

product development. This commitment to innovation ensures that our products remain at the forefront of the industry and meet the evolving needs of our customers.

We have also intensified our engagement with stakeholders in the construction industry. By providing technical support, sharing best practices, and collaborating on projects, we are driving the adoption of green building materials and creating a more sustainable built environment.

Looking ahead, Lafarge Africa Plc remains dedicated to leading the way in sustainable building solutions. We will continue to invest in research and development, explore emerging technologies, and collaborate with industry partners to drive the adoption of green building materials and create a more sustainable future.

Packaging

Sustainable packaging is gaining increasing importance as consumers become more aware of environmental issues. Packaging is important to modern society, to ensure healthy and safe distribution of goods to consumers. Also, packaging is a marketing tool that allows swift communication between producers and consumers. However, packaging, mostly plastic packaging, when wrongly managed, has been identified as one of the biggest environmental problems facing today. Sustainable packaging is a pivotal aspect of sustainable development, involving multi-faceted issues such as stakeholder management and environmental policy compliance.



Lafarge Africa has taken a proactive approach to addressing this issue by partnering with MDV Sacks Ltd to open a state-of-the-art cement bag manufacturing plant at its Cement Plant at Ewekoro, Ogun State. Utilizing the best available global technology, the new bag manufacturing plant features cutting-edge and state-of-the-art machinery and equipment. It is the first of its kind in Nigeria, allowing Lafarge to ensure the availability of cement bags and manage large-scale production in a safe and efficient manner.

The new bag solution is in response to the need for a more robust packaging solution that will reduce the potential for damaged bags and wasted products. As part of its commitment to continuously drive excellence and innovation in the manufacturing industry, leading innovative and sustainable building solutions company, our cement bag manufacturing plant at Ewekoro, Ogun State, has a monthly production capacity of 8.80 million bags, with an annual output target of 105 million bags. Recognizing the environmental impact of discarded bags, we implemented bag recycling initiatives to reduce landfill waste, conserve resources, and promote a circular economy by collecting and recycling used bags to help divert waste from landfills and conserve valuable resources used in the production of new bags.

The company has adopted a climate-responsible approach by reducing the CO₂ emissions both in the bag manufacturing and distribution process and carefully addressed environmental concerns with plans in place to recycle bags and promote a circular economy model.

In addition to its environmental benefits, the new facility has also created employment opportunities for local communities, contributing to economic development and improving livelihoods, especially for the Ewekoro and adjoining communities. Currently, 254 persons out of which 60% are from the community have been employed directly and 184 people have been provided indirect jobs from the supply of building materials and logistics rentals to labour work.

Lafarge Africa's investment in a state-of-the-art cement bag manufacturing plant demonstrates its dedication to sustainable packaging, environmental responsibility, and social impact. By adopting innovative solutions and prioritizing sustainability, Lafarge Africa is contributing to a more sustainable future for both its business and the communities it serves.



Energy Consumption and Efficiency

SDGs 7,8,9,11,13

The building and construction sector is a significant contributor to global energy consumption. In 2022 alone, buildings accounted for approximately one-third of total energy-related emissions, with building operations and the embodied energy of construction materials representing 26% and 7% respectively.

As a major player in this sector, Lafarge Africa recognizes the critical role we play in driving energy efficiency and reducing our environmental footprint.

In 2023, we achieved a significant reduction in electricity consumption, totaling 661,384.44 MWh, a decrease of 6.06% compared to the previous year. While our operations are energy-intensive, we have made substantial strides in optimizing energy usage and transitioning to a low-carbon future.

A cornerstone of our strategy is the maximization of alternative fuel utilization. Through our Geocycle initiative, we have successfully transformed waste materials into valuable energy resources. This innovative approach has not only reduced our carbon footprint but also generated substantial cost savings of ₦1.8 trillion.



Electricity Used (MWh)

Ashaka

2023	2022
76,643.8	90,072.88

Ewekoro

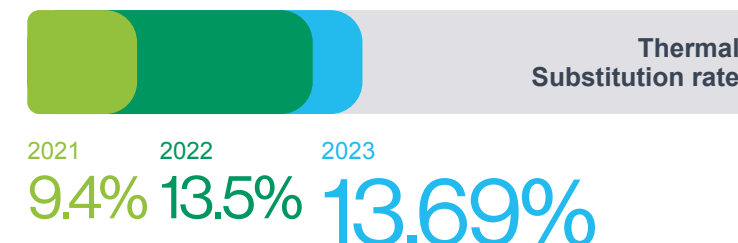
2023	2022
308,208	304,144.53

Mfamosing

2023	2022
267,283	286,814.98

Mfamosing

2023	2022
5,573.7	12,321.49



To complement our alternative fuel strategy, we have invested in energy efficiency measures across our operations **(A) leading to our achieved thermal substitution rate of 13.69%**. We have optimized energy consumption through initiatives like improving engine efficiency at our plants and leveraging our power plant's capacity to sell excess power to the national grid.

By coupling our energy efficiency initiatives with the strategic use of alternative fuels, we are not only reducing our environmental impact but also enhancing our operational resilience and competitiveness. We are committed to staying at the forefront of energy management, continuously exploring new technologies, and collaborating with industry partners to drive the transition to a low-carbon future. Our goal is to create a sustainable energy profile that benefits both our business and the communities we serve.

CASE STUDY

Solar Powering Maiganga's Future

The Maiganga operation site was grappling with the challenges of relying on diesel generators for its power supply. The intermittent power supply and increased operational costs associated with diesel fuel consumption were hindering the site's efficiency and sustainability. To address these issues, Lafarge embarked on a project to replace diesel generators with a cleaner, more reliable alternative: solar power.

Lafarge conceived a green energy solution that would meet the site's electricity needs while reducing its environmental footprint. The solution involved installing high-efficiency solar panels to harness the abundant sunlight in the region and lithium storage batteries to ensure a consistent power supply. A sophisticated system was implemented to manage energy consumption effectively and monitor the solar power system remotely.

The successful implementation of this solar power project yielded significant benefits. The site now enjoys a steady and reliable supply of electricity, eliminating the fluctuations and disruptions associated with diesel generators. The switch to solar power has resulted in annual cost savings of 46.6 KCHF (estimated at N88,388,185) thanks to the elimination of diesel fuel expenses. Moreover, by replacing diesel generators, Lafarge has significantly reduced its carbon emissions, with an estimated savings of 24.4tCO₂/yr.

This initiative demonstrates Lafarge's commitment to sustainability and its ability to implement innovative solutions that benefit both the environment and the business.





Investing in Our People

07



At Lafarge Africa, we are a catalyst for positive change. Rooted in the belief that sustainable growth is intrinsically linked to the well-being of our people and the communities in which we operate, we are committed to fostering a culture of respect, collaboration, and social responsibility.

Our people are our greatest asset. We recognize that their passion, dedication, and diverse perspectives are essential to our success. By investing in their development, empowering them to reach their full potential, and creating a supportive work environment, we cultivate a strong and engaged workforce.

Health and Safety

SDGs 3,8,11,12

Lafarge Africa: Putting Health and Safety First

In the dynamic and often hazardous world of building products and construction, safety is paramount. At Lafarge Africa, we understand the unique challenges and risks associated with our industry, and we are committed to creating a safe and healthy workplace for all our employees.

The construction industry is inherently risky, with potential hazards ranging from heavy machinery and hazardous materials to falls from heights and electrical accidents. Our goal at Lafarge Africa is to mitigate these

risks and ensure that our employees return home safely at the end of each day.

We believe that a strong safety culture is essential for preventing accidents and protecting the well-being of our workforce. Our comprehensive health and safety programs are designed to address the specific needs of the building products industry, ensuring that our employees are equipped with the knowledge, relevant skills and tools to work safely.

2023 HSE Achievements:

+ Zero Fatality:

Zero on-site fatality was achieved in the year under review. This is a demonstration of our unwavering commitment to health and safety global best practices.

+ Improved Engagement & Visibility - Boots on Ground (BOG):

A framework to engage all levels of the organization by ensuring presence in the field. About 204,000 hours was achieved and this has resulted in reduction of injuries and improvement in operational KPI.

+ Enhanced Safety Training:

Enhanced safety training and learning through visual systems. This has resulted in acquisition of new skills to improve safe systems of work at site. A total of about 117,552 training hours was achieved in the year under review.

+ A Structured Approach to Health and Safety:

Our comprehensive Health, Safety, and Environment Management System (HSEMS) provides a structured proactive approach for overall continuous improvement. Line managers own HSEMS implementation, communication, and compliance within their areas, while workers at all levels have clearly defined roles and are accountable for their individual safety and that of their colleagues.

The HSEMS covers all our operations, including cement plants, ready-mix facilities, and depots. Legally mandated requirements form the foundation of our system, including the Nigeria Factory Acts, Lifting & Allied Work Equipment Regulations, and the Nigeria Labour Law. Additionally, we adhere to the Holcim Group HSEMS requirements.

+ Identifying and Controlling Risks:

We identify work-related hazards and assess risks through a routine process based on recognized risk management guidelines. This process prioritizes risk controls using the hierarchy of controls, which emphasizes eliminating or substituting hazards whenever possible. We ensure the effectiveness of critical controls on all equipment and continually improve our Occupational Health and Safety Management System (OHSEMS).

+ Investigating and Learning:

We take all critical incidents seriously, conducting timely investigations to identify root causes. This information is used to develop action plans and communicate key learnings and corrective actions to prevent reoccurrence. Workers can report health and safety concerns through various channels, including the iCare H&S portal, Unsafe Condition forms, and the BOG Mobile App.

+ Empowering Employees:

At Lafarge Africa, we believe that every employee plays a crucial role in creating a safe and healthy workplace. Our Group HSE Policy empowers all workers to stop unsafe work without fear of reprisal. This policy fosters a culture where employees feel empowered to speak up and take action when they identify potential hazards or unsafe practices.

To provide further guidance on preventing injury and harm, we have established Group HSE Rules. These rules outline specific guidelines and procedures for various safety-related activities, ensuring that employees have a clear understanding of their responsibilities and the expected standards of behavior.

Our comprehensive occupational health services are designed to prevent health risks, promote a healthy work environment, and provide timely medical assistance.

To identify and address potential health hazards, we conduct monthly plant inspections. Our team of doctors and occupational health nurses meticulously assess different plant sections, identifying potential risks and providing recommendations for improvement. To ensure hygienic food handling practices, we conduct monthly health and hygiene inspections in our kitchens and canteens.

Recognizing the specific health risks associated with certain job functions, we conduct annual task-based medicals to screen employees for potential health issues. These screenings are particularly crucial for our hearing and respiratory protection programs.

We are prepared to respond effectively to medical emergencies through our Medical Emergency Response Plans (MERPs) and network of trained first aiders. Regular drills ensure our emergency response teams are well-prepared.

We promote health awareness through regular health talks, toolbox talks, internal communication, and departmental WhatsApp groups. This empowers our employees to make informed choices and take responsibility for their well-being.

We prioritize the confidentiality of our employees' health information. Our medical professionals are bound by professional ethics and oaths to maintain patient confidentiality. We have implemented strict contractual confidentiality clauses and data breach policies with medical vendors. All occupational health forms require explicit worker consent before undergoing any tests or procedures.

+ Fostering Worker Participation:

At Lafarge Africa, we believe that employee participation is essential for a successful health and safety program. We actively encourage workers to contribute to our safety initiatives through various processes.

Employees can use the Boot on Ground App to report safety observations and receive feedback. Regular HSE culture surveys help us identify areas for improvement. HSE Steering Committee Meetings provide opportunities for workers and management to collaborate on safety concerns. Additionally, workers can participate in incident investigations to identify root causes and prevent future occurrences. Finally, employees actively contribute to risk assessments and permit systems, ensuring that their expertise is incorporated into safety planning.

+ Effective Communication:

Clear communication is vital for ensuring that all employees are informed about health and safety matters. We utilize various channels, including notice boards, internal communication emails, social media platforms, town-hall meetings, core team meetings, and HSE committees, to disseminate important information and encourage open dialogue.

+ Comprehensive Training and Partnerships:

At Lafarge Africa, we believe that investing in our employees' health and safety is an investment in our future. We offer a comprehensive range of training programs to equip our workforce with the knowledge and skills necessary to create a safer and healthier workplace.

Our employees receive training in first aid, enabling them to provide initial care in case of accidents. Additionally, all staff of our third-party canteen managers undergo food handlers' training to prevent foodborne diseases. To promote overall health awareness, we have established "BP Corners" and trained staff to monitor and follow up on blood pressure levels.

Beyond these general training programs, we also provide specific safety training on topics such as work-at-height, energy isolation, confined spaces, risk assessment & permit systems, electrical safety, machine guarding, hot work, and lifting & supporting loads. This ensures that our employees are equipped to handle various safety-related tasks and hazards.

Our commitment to health and safety extends beyond our own operations. We recognize the importance of partnering with suppliers who share our values. Supplier pre-qualification includes an evaluation of their past health and safety performance, ensuring that our partners meet our high standards. For all projects, we require a methods statement that outlines the health and safety pre-mobilization and risk assessment procedures. This helps us ensure that our partners are committed to creating a safe working environment.



Breakdown of HSE Incidents During the Year

First Aid injuries

Employees	Contractors
1	12

Reportable injuries

2023	2022
0	11

Fatalities

2023	2022
0	0

Non-reportable injuries

2023	2022
0	0

High-consequence- work-related injuries

2023	2022
0	0



SPOTLIGHT:



Lafarge’s commitment to health and safety is deeply rooted in its Boots on the Ground initiative.

Boots on the Ground is our framework to:

- + Drive workforce engagement, through field presence of the leadership.
- + Closer perception of field challenges and constraints.
- + Frequent interactions with workers to build positive behaviors and to create effective relationships.
- + A structured approach to drive quality time in the field.
- + An engagement program that drives overall performance improvement.

The Boots on Ground Tool is an online phone app that allows managers and supervisors to log the quality time spent out on site with their teams. Using QR codes on the app, the tool provides an average time managers and supervisors are collectively spending out on site with their teams and in which areas. The Boots on the Ground tool provides several benefits including:

- + Increased Leadership visibility.
- + Increased HSE awareness.
- + Demonstrate commitment to HSE.
- + Increase interaction with workers.
- + Setting the Standard.
- + Provides a proactive approach to workplace safety.

As a framework, it is fundamental that the Country ExCo adapts its main elements to the local context, cultural aspects and on-going engagement initiatives.



Diversity and Inclusion

SDGs 4,5,8

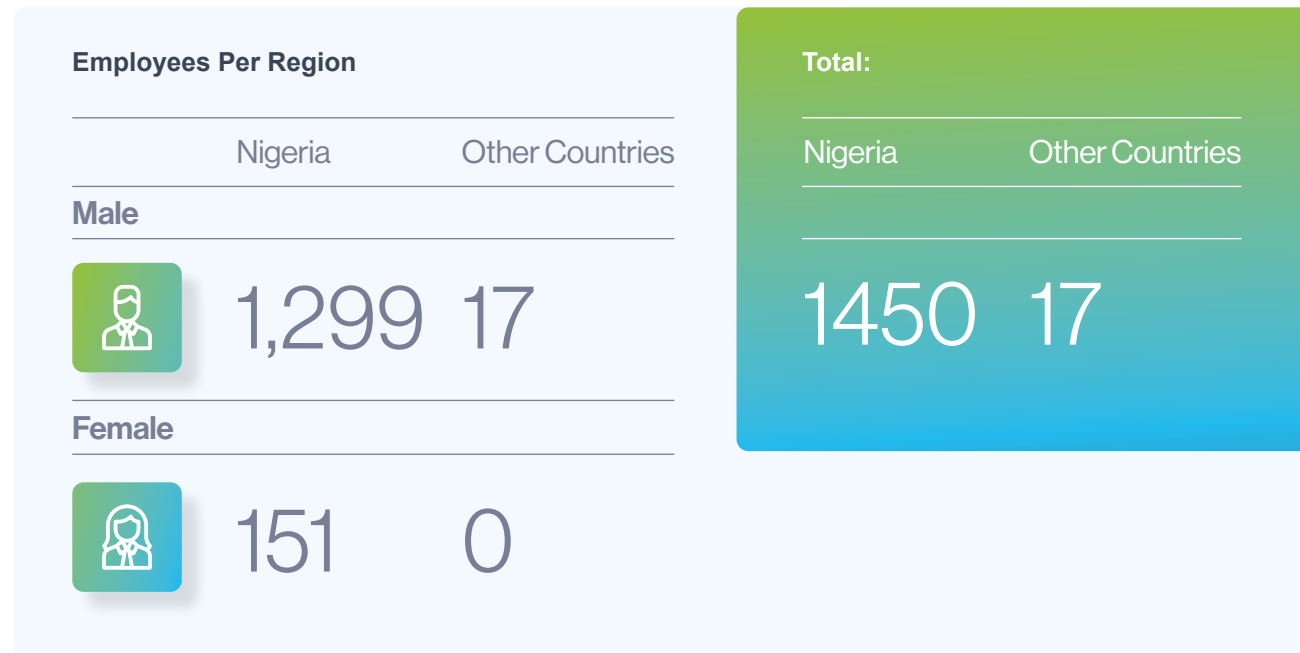
At Lafarge Africa Plc, diversity and inclusion are fundamental to our business and corporate culture. We believe that a diverse workforce is essential for fostering innovation, driving performance, and ensuring long-term success.

To create an inclusive environment where everyone feels valued and respected, we continue to implement various best in practice initiatives. Our Bullying & Harassment Policy, which addresses both in-person and online harassment, aims to create a healthier and safer workplace. Employees can confidentially report any concerns through our third-party helpline, ensuring that issues are addressed discreetly and effectively.

We continue to review the current, and roll out new policies and practices that impact diversity and inclusion. Through partnerships like the Nigeria2Equal programme (an International Finance Corporation (IFC) -led, multi-stakeholder programme in partnership with the Nigerian Exchange (NGX), we are strengthening our commitment to diversity, equity, and inclusion. We also participated in their Respectful Workplaces Survey, which has resulted in targeted workshops on respectful workplace practices, across the organization.



Employees in Nigeria			
2023		2022	
Male	Female	Male	Female
1,316	151	1,196	147
Total number of permanent employees			
2023		2022	
1,467		1,343	



Gender Equality

In line with the United Nations Sustainable Development Goals for Gender Equality (SDG 5) and Reduced Inequalities (SDG 10), Lafarge Africa Plc has established initiatives and programs to support and empower women. Our ambition is to continuously improve female representation across all levels of the organization.

The Green Women Network (GWN) is a platform dedicated to empowering women at Lafarge Africa. GWN strives to foster meaningful interactions and create an enriched environment for women, enabling them to thrive within the organization. As a valuable resource for all female employees, GWN offers support, mentorship, and opportunities for professional and personal growth.

In line with our drive towards providing an inclusive and supportive environment for our women, we support working mothers, by providing 16 weeks of paid maternity leave, crèche allowance, and flexible post-childbirth work scheduling.

Our commitment to gender equality is further demonstrated by the 40% representation of women on our Board. This leadership representation is a testament to our dedication to fostering a diverse and inclusive workplace. In recognition of our efforts, Lafarge Africa was also awarded 'Most Outstanding Company in Gender Inclusion' (Extractive Industry) in 2023 by the

Nigeria2Equal programme. This award, for our work in the fiscal year 2022, validates our dedication to breaking down barriers for women and creating a supportive environment for all employees.



Talent Attraction, Development, and Retention

SDGs 4,5,8,9,10

At Lafarge, we are committed to fostering a supportive and inclusive work environment that prioritizes employee well-being, career development, and work-life balance.

To attract and retain top talent, we offer competitive compensation, comprehensive benefits, and opportunities for professional growth. We are continually working to address the needs of our talents and enhance their experience within the organization. Through our regular surveys, focus group discussions, and stay interviews, we actively seek feedback to

identify and address specific employee concerns, ensuring that our initiatives align with their needs.

We understand the importance of flexibility and work-life balance in today's rapidly changing world. We embrace technology to minimize disruptions and provide flexible working arrangements in our corporate offices.

Our remuneration policy for Board and Senior Management includes:



+ Fixed Pay:
A competitive base salary commensurate with employees' role and responsibilities.



+ Variable Pay:
Performance-based incentives that reward contributions to the organization's success.



+ Sign-on Bonuses:
Attractive financial incentives upon joining the company.



+ Club Membership:
Covers club registration and annual subscription.



+ Retirement Benefits:
A comprehensive retirement plan to ensure financial security in retirement.

Benefits for All Full-Time Employees:

In addition to the above benefits offered to Board and Senior Management, all full-time employees at Lafarge Africa Plc are eligible for the following:

+ Additional Employer Contribution Scheme

Additional company financial contribution (Interest earning fund) for employees.

+ Medical Insurance

Comprehensive coverage that includes emergency care, primary and tertiary healthcare services.

+ Pension Contributions

Contributions made by Lafarge Africa to employee pension funds.

+ Group Personal Accident Insurance

Company insurance cover for employees who suffer injury or death as a result of accidents.

+ Group Life Insurance

Financial protection for dependents in case of unforeseen circumstances.

+ Employee Compensation Insurance

Coverage for work-related injuries or illnesses.

+ Maternity Leave

Paid time off for new mothers to care for their newborns.

+ Incentives and Bonuse

Performance-based rewards and additional financial benefits.

+ Leave Allowances

Paid time off for various purposes, including annual leave, sick leave, and bereavement leave.

+ Long Service Award

Financial recognition for employees who spend 10 to 40 years at five-year intervals.

+ Paternity Leave

Paid time off for new fathers to support their partners and bond with their children.

+ Crèche Benefits

Payment of crèche cost for new parents.

+ We experienced an overall employee turnover rate of 4% this year. Notably, employees at Lafarge Africa Plc have an average tenure of 8.61 years, demonstrating our success in retaining talent.

Training and Development

At Lafarge Africa Plc, we believe that investing in the development of our people is a cornerstone of our success. Our comprehensive Learning & Development strategy adopts the 70:20:10 model, balancing experience, mentorship, and formal training. Our Learning & Development team collaborates very closely with managers to identify specific training needs and implement targeted initiatives.

In 2023 alone, we dedicated over 78,000 hours to training initiatives covering topics such as anti-corruption, human rights, and Health, Safety, and Environment (HSE) practices. This commitment to development benefitted all employees, including contractors who receive regular technical training.

Additionally, we offer financial support for job-related qualifications, certifications and postgraduate degrees. Our e-learning platform, Percipio, offers a diverse range of courses that equip our employees with the technical skills, soft competencies, and resources necessary to excel in their roles and prepare for certification exams.

By investing in the training and development of our people, we empower them to grow their careers and contribute more effectively to the organization.



In 2023, we dedicated over:

+ **78,000**
Hours

to training initiatives covering topics such as:

- + Anti-corruption
- + Human Rights
- + Health, Safety, and Environment (HSE) practices.





Building Secure and Inclusive Communities

08

Cyberthreat and Data Protection

SDGs 8,9,11,17

The building industry thrives on collaboration, but this interconnectedness creates a complex web of data and potential vulnerabilities. Embracing digital transformations enhances our ability to manage the interconnectedness of our operations and the complex data collected and managed in our business, at the same time, we acknowledge that digital transformations expose us to an array of cyber security threats that may have a crippling impact on our operations. We therefore prioritize investment in robust cybersecurity measures.

We maintain a comprehensive IT security framework with clear policies, processes, and disaster recovery protocols to mitigate potential risks. Beyond the internal systems, we actively communicate cybersecurity and data protection practices to employees, contractors, customers, and other stakeholders. A dedicated team continually monitors the threat landscape, proactively identifies vulnerabilities, and implements robust safeguards. The mandatory cybersecurity training we conduct further equips our workforce to identify and prevent cyber threats.

We hold ourselves accountable and ensure strict adherence to relevant legislations and regulations including the Nigeria Data Protection Act 2023 ("the Act"), the Nigeria Data Protection Regulation (NDPR), and industry standards. Our compliance with relevant data protection regulations and practices is evidenced by the National Information Technology Development Agency (NITDA) approval to display the NDPR Audit Compliant Mark on our website in 2022 and 2023.

As the digital landscape evolves, so does our commitment to data governance. Data governance, privacy, and protection are not just policies but integral to our organizational culture. We believe information resilience is fundamental to overall organizational resilience. Responsible and secure data handling is essential for maintaining trust with our stakeholders, and we are committed to upholding the highest data protection and privacy standards. Our data protection policies and processes ensure the security and confidentiality of all personal information we handle.

We are committed to transparent communication regarding data processing practices. We process personal data following the Act and Lafarge Africa's data protection policies. We only process personal data when we have a legal basis to do so and ensure that we seek the consent of all relevant parties. Our processing

activities are based on a lawful basis including informed consent. Our privacy policies and procedures are regularly reviewed to reflect best practices and legal requirements. We have measures to ensure the collection and handling of personal data from all stakeholders adhere to legal and regulatory stipulations. Our privacy policy, available at www.lafarge.com.ng, outlines how we handle personal data and the rights afforded to individuals.



Yearly substantive complaints received due to betrayal of customer information

Nil
0

Yearly complaints from regulatory bodies and third parties

Nil
0



Product Quality and Safety

SDGs 3,8,9,10,12

Lafarge Africa prioritizes delivering high-quality products and services that exceed customer expectations. We invest in research and development to introduce innovative solutions and tailor our offerings to meet specific customer needs.

Our value-added concrete solutions offer a wide range of performance characteristics, including quick set, high strength, high flow, delayed set, self-compacting concrete, poly fiber, sulfate resistance, steel fiber, screed, shotcrete, low shrinkage, mortar, grout, trench fill, and lightweight options.

We maintain stringent quality control standards throughout our production process, ensuring that our products meet the highest safety and environmental standards. Our dedicated quality control team meticulously monitors each stage, from raw material selection to the final product.

We take customer complaints seriously and conduct thorough investigations to address any concerns. If necessary, we implement corrective actions, including product recalls or replacements.

Our commitment to quality extends beyond domestic standards. We adhere to stringent international quality and safety standards. The Standards Organization of Nigeria conducts regular, unannounced inspections of our production facilities, assessing our processes and randomly sampling products. Our consistent adherence to quality standards has resulted in a clean compliance record.



We prioritize continuous improvement and have implemented regular training programs for our production and quality control teams. This ensures that our employees are equipped with the latest knowledge and skills to maintain high-quality standards.

Lafarge Africa's dedication to quality is evident in our rigorous processes, customer focus, and commitment to international standards. We are committed to delivering exceptional value to our customers and maintaining our position as a leader in the sustainable construction industry.



Human Rights

SDGs 1,2,3,4,5,6,7,8,10,16

Lafarge Africa is deeply committed to upholding human rights throughout our operations and supply chain. We believe that respect for human rights is not only a moral imperative but also a fundamental principle of a sustainable business. Our approach is guided

by international standards and frameworks, ensuring that our practices align with global best practices. We recognize that human rights are interconnected and have a profound impact on individuals, communities, and societies.

Human Rights Assessment

To ensure our operations align with international human rights standards, Lafarge conducts regular human rights assessments every three years. These assessments systematically identify, understand, and address potential adverse effects on human rights.

The primary objective of these assessments is to identify and mitigate human rights risks within our operations and value chain, promote respect for human rights, and ensure alignment with international standards. Our human rights assessments encompass all operations and legal entities consolidated under Lafarge Africa. We also assess human

rights issues within our value chain, focusing on contracted employees and suppliers.

Our human rights assessments involve a multi-step process that includes stakeholder engagement, risk identification and assessment, data collection and analysis, gap analysis, and action planning. The 2023 assessment identified key areas for improvement, including workplace safety, diversity and inclusion, supplier due diligence, and community engagement. Based on these findings, we have developed targeted action plans to address these areas and enhance our human rights performance.

Key Human Rights Initiatives

Based on the assessment findings, we implemented the following initiatives:



Policy and Standards:

We ensure our Human Rights Policy aligns with international frameworks and is integrated into our operations. We adhered to International Labour Standards, particularly on child labour, and enforced the Holcim Supplier Code of Conduct.



Supply Chain Responsibility:

We screened 294 suppliers for ethical practices and safe working conditions, focusing on collaboration with those meeting our high standards. We prohibited forced labour, child labour, and discrimination, and conducted regular supplier audits.



Employee Rights:

Our Code of Conduct protects employee rights and provides confidential whistleblowing channels. We investigated all reported violations thoroughly and are proud to report zero grievances related to human rights in 2023.

We are dedicated to continuous improvement and addressing any negative impacts on human rights. Our focus remains on creating a positive and inclusive environment for all stakeholders.

Lafarge Africa's commitment to human rights is a fundamental part of our sustainability strategy. By

conducting regular assessments, implementing robust policies, and taking corrective actions, we are working to ensure that our operations respect the rights of all stakeholders.

Community Engagement

SDGs 1,2,3,4,5,6,7,11,16,17

At Lafarge Africa, we believe in building strong and sustainable communities. We achieve this through our social development programs, which positively impact over 135,705 beneficiaries across our four host communities: Ashaka, Mfamosing, Ewekoro, and Sagamu.

We initiated over 116 Corporate Social Responsibility (CSR) projects in 2023, demonstrating our commitment to enhancing and developing the communities we operate in. These projects focus on essential areas like skills development, education, infrastructure, and healthcare, directly improving the well-being and quality of life for community members. This translates to a stronger local economy, increased social cohesion, and a thriving environment for all.

Our CSR programs focus on fostering stronger connections in our local communities, as we believe they play a vital role in our success. We continuously have open dialogues and consultations to understand the needs, concerns, and aspirations of our communities to integrate their perspectives into our decision-making processes. Our systematic and measurable engagement efforts drive positive change, creating lasting value for both Lafarge and the communities we partner with.

We have a dedicated Community Relations Committee (CRC) that identifies, assesses, and addresses communal priorities. This committee plays a crucial role in our community engagements. We engage our communities through different avenues and initiatives including Annual Community Day events across the business locations, one-on-one meetings with community leadership, engagements with Youth Associations, monthly Community Relations Committee (CRC) engagements, courtesy visits to state actors, and more.

A In 2023, Lafarge Africa PLC invested ₦4.2 billion in social initiatives. These implemented social initiatives had a direct impact on over 135,705 people both within and beyond our host communities.



In 2023, we invested:

+ ₦4.2 billion

and had a direct impact on over

+ 135,705

People

both within and beyond our host communities.

CSR Expenditure Breakdown

CSR Interventions	2023	2022
	₦921,353,000	₦1,114,196,007.37
Inclusive projects (Roads)	2023	2022
	₦3,282,967,000	₦1,232,669,489.63
Sponsorships & Donations	2023	2022
	₦9,000,000	₦9,750,000
Total	2023	2022
	₦4,213,320,820	₦2,346,865,497.00

Our socioeconomic programs and initiatives are carefully aligned with the specific needs of our communities. These efforts are structured around our core Corporate Social Responsibility (CSR) focus areas.

- + Education
- + Empowerment
- + Health & Safety
- + Infrastructure

Education and Empowerment

At Lafarge Africa, we recognize the pivotal role education and empowerment play in fostering economic development. Our initiatives are designed to drive positive change and create a lasting impact in the lives of our community members.

In 2023, Lafarge reached over 32,000 beneficiaries across the country. We promoted sustainable agriculture, enhancing productivity and livelihoods for the farmers. Our education initiatives positively impacted students across all educational levels, providing essential resources and improving educational outcomes. Our programs equip beneficiaries with the technical skills necessary to boost their productivity and contribute meaningfully to their communities.



In 2023,
we reached over:

32,000
Beneficiaries

SPOTLIGHT:

Ashaka: Girl-child Education & Scholarship Scheme

Northern Nigeria faces significant challenges that disproportionately affect girls' access to education, including early marriage, cultural norms, and limited economic opportunities. To address these issues, Lafarge has implemented comprehensive initiatives aimed at empowering girls.

In Funakaye, Lafarge launched a Girl-Child Education Program that reached 90 girls. This program provided essential educational resources, mentorship, and life skills training. By equipping these young women with the tools they need to succeed, Lafarge is helping to break down barriers and create a more equitable society.



SPOTLIGHT:

Calabar: Scholarship Scheme & Education Support Program

In our host communities in Calabar, Lafarge has made a significant investment in improving the learning environment for students. By providing writing desks across Community Schools, we are enhancing comfort, productivity, and overall academic performance. These ergonomic desks offer a more supportive learning space, enabling students to focus, engage, and excel in their studies.

In addition to improving the physical infrastructure, Lafarge has also implemented a Back to School Project to provide essential school supplies to students. This project has benefited 1700 pupils who have received school uniforms, bags, sandals, and writing books. By equipping students with these necessary items, Lafarge is helping to alleviate the financial burden on families and ensure that all students have the tools they need to succeed.



SPOTLIGHT:

Ashaka: Agric-Ecology Project

Lafarge's Agric-Ecology Project, now in its sixth year, is a cornerstone of sustainable development in Northern Nigeria. This strategic initiative empowered over 5000 farmers near our Ashaka plant, delivering tangible benefits such as climate mitigation, food security, and economic empowerment.

To enhance agricultural productivity and ensure food security in 2023, we provided local farmers with essential inputs, including NPK 20:10:10 and Urea fertilizers. These fertilizers optimized crop yield, root development, and sustainable agricultural practices.

Partnering with the National Agricultural Research Institutes (NARIs), we drove agricultural innovation and sustainability. Through sensitization training, agricultural demonstrations, and interactive platforms, we empowered farmers with practical knowledge and skills. This enabled them to witness firsthand the positive impact of sustainable practices on crop yields, soil health, and overall farm management.



Elderly Support Programs & Vocational Training Programs

Lafarge is committed to empowering all members of our communities, including our elderly population. Our Elderly Care Program provides essential support, social engagement, and economic opportunities for those aged 50 and above.

In 2023, we positively impacted the lives of 342 elderly individuals in Calabar and Ewekoro through food provision, medical support, and economic empowerment. We organized social outings and workshops to foster well-being and provided essential food support to meet basic needs. Additionally, we empowered elderly individuals with business tools to enhance their economic independence.

Our skill training programs in Ashaka & Mfamosing equipped over 500 young people and women with marketable vocational skills such as furniture making, fashion designing, paint production, shoe & bag making amongst others. By addressing a critical skills gap, we are empowering individuals to become self-sufficient contributors to their communities. These skills enhance employability, earning potential, and entrepreneurship opportunities, leading to improved quality of life for individuals and their families.



In 2023, we positively impacted the lives of:

342
Elderly Individuals

In Calabar and Ewekoro through food provision, medical support, and economic empowerment.



+ Health & Safety

In many Nigerian communities, access to quality healthcare is a persistent challenge. Recognizing the critical importance of healthcare, Lafarge Africa has made significant investments to improve the lives of our host communities.

By providing essential medical services, we are saving lives, empowering individuals, and strengthening communities. In 2023 alone, our health and safety initiatives benefited over 12,281 individuals across the country, demonstrating our unwavering commitment to making a positive impact.

SPOTLIGHT:

Health and Hope: Lafarge Africa's Medical Outreach

Lafarge's 2023 medical outreach in Calabar was a beacon of hope for our host communities. The program focused on providing essential healthcare services, promoting health education, and supporting local health facilities.

Participants received valuable information on malaria prevention, underwent medical tests and consultations, and received free medications. To further strengthen community health infrastructure, Lafarge Africa equipped the Community Health Center in Akansoko and the local health facility in Essien Town and Abiati with essential drugs, equipment, and a reliable water supply.

The medical outreach program benefited over 3,000 individuals, improving their overall health and well-being.



Infrastructure

In many Nigerian communities, infrastructure deficits pose significant challenges to development and quality of life. Inadequate transportation networks, unreliable power supply, limited access to clean water and sanitation, insufficient healthcare facilities, and inadequate educational infrastructure can hinder economic growth, social progress, and overall well-being.

Recognizing these critical needs, Lafarge Africa has implemented targeted infrastructure investments in our host communities such as renovation of health centers, classrooms, rural roads, solar powered training centers, drainages, toilets and boreholes. Through these initiatives, we have made significant improvements in transportation, education, healthcare, and access to essential services.

Our infrastructure projects have benefited over 45,489 residents across the country, demonstrating our commitment to making a positive impact on the communities we serve.



In 2023, Our infrastructure projects benefited:

45,489
Residents

Across the country



SPOTLIGHT:

Infrastructural Development in Western Nigeria

Ewekoro Initiatives

In Ewekoro, we have spearheaded a groundbreaking project to construct a 100-meter reinforced concrete road in the Alagutan community. This new road has improved connectivity, reduced travel time, and facilitated access to essential services for residents. Additionally, we have constructed the Itori Magistrate Court Staff Quarters, providing a much-needed facility for the local judiciary.

Furthermore, we have invested in infrastructure projects to enhance community safety and well-being. We constructed a culvert at Wasinmi Alafia to prevent flooding and ensure safe passage during heavy rains. We also extended electrification services to the newly relocated Okeoko Egbado community, improving the quality of life and stimulating economic activity. To support local entrepreneurship, we trained and equipped 48 individuals from host communities to establish their businesses.



SPOTLIGHT:

Infrastructural Development in Western Nigeria

Sagamu Initiatives

In Sagamu, Lafarge Africa has made significant investments to improve the quality of life for over 3,500 residents. Our focus on education and community development has led to tangible results. We have renovated classrooms at Batoro High School and Ode-Lemo Community Grammar School, creating better learning environments for students.

We have also constructed a borehole in Ewu Oloja, Ogijo, to address the critical need for clean water. Additionally, our drainage systems have improved infrastructure and prevented flooding in various areas. These initiatives have enhanced road conditions, making it easier for residents to commute and access essential services.



Sustainability in Action: Lafarge's 2023 Sustainability Week

Lafarge successfully hosted Sustainability Week from August 28th to September 1st, 2023, under the theme **“Sustainability in Action: Walking the Talk.”** The event aimed to promote sustainable practices, raise environmental awareness, and engage employees in meaningful activities that contribute to a more sustainable future.

Throughout the week, Lafarge organized various activities, including workshops, community outreach projects, waste reduction campaigns, and green initiatives. These activities demonstrated the company's commitment to taking concrete steps

towards a more sustainable future. By engaging employees and raising awareness, Lafarge fostered a culture of sustainability that will continue to drive its efforts in the years to come.

Sustainability in Action

+ Circular Economy Bootcamp:

Lafarge's efforts towards a circular economy and our commitment to sustainability extend beyond operations, reaching the next generation of sustainability champions. During Sustainability Week, we hosted a creative waste transformation boot camp for the children of our employees.

These future leaders learned how to repurpose waste, crafting stunning artworks showcasing their creativity and budding eco-consciousness. By engaging young minds, we aimed to instill a deep appreciation for the environment and a sense of responsibility for its protection. By demonstrating the potential of waste materials, we hoped to inspire them to adopt sustainable habits that will last a lifetime.

The boot camp's resounding success saw 358 participants transform plastic bottles into upcycled pencil cases, artworks, and even jewelry. Their enthusiasm and ingenuity served as powerful reminders that individuals, regardless of age, can make a positive impact on the planet.



Sustainability in Action

+ Tree Planting Ceremony and Greenhouse Visit:

To foster a greener economy, Lafarge conducted a tree planting ceremony across its various plants during its sustainability week. The ceremony featured Lafarge's Chief Executive Officer and other Executive management staff participating in the tree-planting exercise. The initiative, led by the CEO and executive members, involved hands-on tree planting activities thereby contributing to environmental conservation. 135 trees were planted as part of our broader reforestation effort. By planting trees, Lafarge is actively contributing to a healthier and more sustainable planet.

The visit to the Ashaka greenhouse provided Lafarge employees with a unique opportunity to learn firsthand about sustainable practices and the importance of preserving natural resources. The greenhouse showcased various plants, including those grown using environmentally friendly methods, such as organic farming.

Our employees were engaged in an interactive session focused on becoming advocates for environmental preservation. The visit to the Ashaka greenhouse provided employees with valuable insights into sustainable practices.



Sustainability in Action

+ Agric Ecology Session:

During a sustainability week event, Lafarge organized an agricultural ecology session specifically designed for community farmers. Under the guidance of experienced experts, the farmers explored the intricacies of cultivating plantain, cassava, and tomatoes. They learned about innovative techniques that could boost their crop yields, improve soil health, and minimize their environmental impact. 25 community farmers participated in this enriching training, expanding their knowledge and skills in agricultural ecology. Armed with this newfound expertise, they are now better equipped to contribute to a more sustainable and prosperous future for their communities.



Summary of Employee Engagement and Participation:

200
Employees

Tested their knowledge and understanding of environmental issues through quizzes and other engaging activities.

190
Employees

Attended the opening session and seminar, demonstrating their commitment to learning about sustainability.

99%
Executive team

An impressive 99% of Lafarge's executive team participated in the tree planting session at NKB, showcasing their dedication to environmental conservation.

100
Staff Members

Took part in the "no meat challenge," promoting plant-based diets and reducing their carbon footprint.

358
Children

Our staff members who volunteered for the circular economy bootcamp, inspired 358 children to create artwork using upcycled materials. Thereby fostering their environmental consciousness from a young age.

135
Trees

Lafarge made a significant contribution to the environment by planting 135 trees across all locations.

Volunteering

At Lafarge Africa, we believe in giving back to the communities we serve.

We have an effective staff volunteering system called 'Legacy Champions' which allows our staff to carry out community projects including educational support, youth economic empowerment projects, and health and safety projects. The program empowers our employees to volunteer their time and skills for meaningful projects. In 2023, our volunteer force expanded by 20%, reaching 320 dedicated individuals.

Together, they executed 44 initiatives across our five locations, focusing on education, the environment, youth empowerment, health, and safety. A highlight was our '30-day impact volunteer campaign,' which engaged 148 employees in initiatives to improve education access, raise climate awareness, and enhance healthcare facilities.

Through these efforts, our volunteers contributed 9,371 hours, positively impacting 27,889 individuals. This demonstrates our unwavering commitment to making a difference in the communities where we operate.

Our employees have been actively involved in a range of social responsibilities and programs to enhance their sustainability spirit and improve collaboration among teams. These initiatives encompass environmental sustainability, education, health and safety, economic empowerment, and community development and events are spread out throughout the year.

Our volunteers significantly impacted local communities through various activities. We visited orphanages and hosted Christmas parties for children, conducted book reading sessions, and planted trees to promote environmental sustainability. Students from Papalanto High School and Bell University had the opportunity to learn about sustainable practices during the plant excursion. We also donated essential school supplies, including stationery, computers, printers, textbooks, bags, laptops, reading lamps, sanitary pads, and sandals, to local schools. Additionally, we organized a plant excursion for students from Small Ville Montessori School Lagos to visit our Lafarge Ready-mix Cement Plant.



In 2023, Our volunteer force expanded by:

20%

Reaching

320

Individuals

44

Initiatives Across
5 Locations

9,371

Hours of Volunteering

27,889

Individuals Impacted



Community Engagement: 2023 Volunteer Data

Number of employee volunteers	2023	2022
	320	242
Number of employee volunteering hours	2023	2022
	9,731	8,803
Number of employee volunteering projects conducted during the reporting period	2023	2022
	35	30



Exploring New Frontiers



Scaling Up Our Green Growth

At Lafarge, we are aligned with Holcim's Green Growth 2025 strategy which involves transitioning to a sustainable economic model that prioritizes renewable energy, energy efficiency, sustainable resource management, a circular economy, and green infrastructure.

Scaling is not merely about expanding capacity; it is about doing so in a way that maintains efficiency, controls costs, and ensures quality. Green growth refers to advancing sustainable economic growth and development.

We continue to invest in cutting-edge technology and pioneer innovative solutions, leading the way in the cement industry's clean transformation as we cater to the evolving needs of our customers.



Holcim's Strategy 2025 Accelerating Green Growth



Lafarge is dedicated to accelerating green growth through a series of ambitious initiatives. One key focus is on biodiversity conservation. The use of the Biodiversity Indicators Reporting System (BIRS) methodology for conducting a comprehensive assessment of our quarries, including rehabilitated areas, provides valuable insights into our environmental impact and informs our future conservation efforts.

In addition, we are committed to transitioning towards more alternative fuel use. By 2027, we aim to source 65% of the energy used in our cement kilns from alternative fuels, significantly reducing our reliance on fossil fuels and lowering our carbon emissions.

As part of the Holcim group, we are the first global building materials and solutions company to have our 2030 and 2050 net-zero targets validated by the Science Based Targets initiative (SBTi) for all scopes. The SBTi also approved our upgraded near-term targets in line with the 1.5°C science-based framework.

By 2030, we aim to reduce net CO2 emissions to 420 kg/t cementitious material. This ambitious goal demonstrates our dedication to environmental sustainability and our commitment to creating a more sustainable future.

We plan on completing our Pre-processing facility at the Mfamosing plant, Cross Rivers State by Q4 2024, which will handle Biomass waste for co-processing at Mfamosing Kiln. Again, the local communities will be the main beneficiaries of this circular economy initiative leading to a further expansion of the decarbonization initiative by Lafarge Africa (Holcim) in Nigeria.

As we scale up our green growth initiatives, Lafarge is committed to innovation, collaboration, and continuous improvement to drive positive environmental and social impacts. We are confident that our green growth strategy will not only enhance our business resilience but also contribute significantly to a sustainable future for all.

Collaborative Partnership for Sustainable Transformation

Lafarge actively partners with stakeholders across the value chain, including suppliers, customers, governments, and non-governmental organizations, to drive sustainable practices and policies. By working together, we amplify our impact, we can unlock the potential of a decarbonized economy while creating a lasting positive impact. We actively forge strong partnerships with key partners including:



The Nigerian Economic Summit Group (NESG)

The Nigerian Economic Summit Group is a private sector-led non-profit, non-partisan think tank with the objective of promoting and championing the transformation of the Nigerian economy into a modern internationally competitive, sustainable, inclusive, and open economy.

The NESG sustainability objectives include fighting climate change, management of marine ecosystems, and building a circular economy model that eliminates waste and ensures the continual use of resources.

We have strategically partnered with the Nigerian Economic Summit Group (NESG) and the Lagos Business School to achieve its sustainability objectives and tackle critical sustainability challenges facing the Nigerian industry.

Through this collaboration, we empower Nigerian businesses to embrace low-carbon practices, reduce waste, and operate more sustainably. This collective effort paves the way for a more sustainable and prosperous future for Nigerian industry.



Global Cement and Concrete Association (GCCA)

Founded in 2016, the Global Cement and Concrete Association (GCCA) has become the international voice of the cement and concrete industry, representing the world's leading companies. The Global Cement and Concrete Association (GCCA) leverages research and innovation to promote the development of sustainable buildings and infrastructure with longevity and resilience,

minimizing environmental impact at a global level.

Together with the GCCA, we continue to drive ingenuity in sustainable construction while contributing to international and local socioeconomic development challenges.



The Nigerian Exchange Group (NGX)

Lafarge Africa Plc. is a proud member of the Nigerian Exchange Group (NGX), consistently demonstrating our commitment to transparency and good governance. Our standing on the prestigious NGX Premium Board further underscores our position as an industry leader. The NGX's focus on

sustainability principles aligns perfectly with our own long-held goals as a responsible business. This shared commitment creates a strong foundation for us to continue driving positive change within the Nigerian economy and beyond.



United Nations Global Compact Network (UNGC)

The UN Global Compact champions responsible business practices by encouraging companies to align their strategies and operations with core values like human rights, labour standards, environmental protection, and anti-corruption. As part of our journey to

sustainable development, our dedication to upholding the Ten Principles of the United Nations Global Compact Network in our dealing and operations with the economy, environment, and people remains unshaken.



Global Reporting Initiative (GRI)

The Global Reporting Initiative (GRI) provides a valuable framework, and we are committed to using its widely recognized sustainability reporting standards. These standards cover a broad range of environmental, social, and governance (ESG) aspects, from biodiversity and emissions to diversity and

safety. By adhering to GRI standards, we utilize a common language to report on our impact across these critical areas. This transparency fosters meaningful dialogue with our stakeholders and allows them to hold us accountable for our ESG performance.



United Nations Sustainable Development Goals (UN SDG)

In September 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development that includes 17 Sustainable Development Goals (SDGs). Building on the principle of “leaving no one behind”, the new Agenda

emphasizes a holistic approach to achieving sustainable development for all. At Lafarge Africa, we are proud to be aligned with 14 SDGs and partnering with the Nigerian government to make a positive impact by achieving the 2030 targets.



Federal Road Safety Corps (FRSC)

We partnered with the Federal Road Safety Corps (FRSC) and other local government agencies to deliver road safety awareness programs in our host communities. These programs aimed to educate residents on

best practices for safe driving and proper road use. By collaborating with FRSC, we ensured our community members received valuable insights and a clear understanding of health and safety procedures on the road.





Appendix

10

2023 Performance Data Table

Indicators	Unit	2023	2022	2021
Environmental Compliance				
Number of severe non-compliance cases	Number	0	0	0
Fines and penalties paid	Number	0	0	0
Environmental Management Systems				
Plants with an ISO 14001 certification	Number	5	4	4
Biodiversity				
Quarries with rehabilitation plan in place – All	%	100	100	100
Quarries with biodiversity importance - All	Number	0	0	0
Quarries with biodiversity importance with biodiversity management plans in place – All	%	-	-	-
Total ha of rehabilitated area – All	Ha	647.1	625.01	600.79
Total ha of Disturbed area – All	Ha	1,393.40	1,306.19	1,188.25
Water (Cement and Readymix)				
CEM Specific freshwater withdrawal	L/t of cementitious	147.4	282.95	157.71
RMX Specific freshwater withdrawal	L/m3	203.59	191.25	204.42
Water discharge compliant with regulations	%	100	100	100

Indicators	Unit	2023	2022	2021
All segments (excluding CPP)				
Specific freshwater consumption	L/t of product	131.14	208.06	130.17
Total water withdrawal	Cubic meters	1,206,321.60	1,736,962.72	1,694,733.81
Total freshwater withdrawal	Cubic meters	776,450.00	1,563,146.00	949,222.43
Freshwater withdrawal from groundwater	Cubic meters	34,000.00	34,616.00	32,502.43
Freshwater withdrawal from surface water	Cubic meters	162,800.00	187,200.00	208,970.00
Freshwater withdrawal from municipal water supplies or other water utilities	Cubic meters	1,482.21	1,040.00	1,260.00
Freshwater withdrawal from quarry dewatering	Cubic meters	578,167.79	1,340,290.00	706,490.00
Non freshwater withdrawal	Cubic meters	0	172,001.03	185,097.61
Rainwater harvested	Cubic meters	429,871.60	1,815.69	560,413.77
Total water discharge	Cubic meters	215,175.16	489,481.91	450,901.35
Water discharge to ground	Cubic meters	39.23	31.18	40.29
Total water consumption	Cubic meters	991,145.67	1,247,480.81	1,243,832.46
Captive Power Plant				
Total water withdrawal	Cubic meters	20,525.47	25,077.76	25,558.30
Total freshwater withdrawal	Cubic meters	20,525.47	25,077.76	25,558.30

Indicators	Unit	2023	2022	2021
Freshwater withdrawal from groundwater	Cubic meters	0	0	0
Freshwater withdrawal from surface water	Cubic meters	15,191.26	18,458.72	19,500.00
Freshwater withdrawal from municipal water supplies or other water utilities	Cubic meters	0	0	0
Freshwater withdrawal from quarry dewatering	Cubic meters	5,334.21	6,619.04	6,058.30
Non freshwater withdrawal	Cubic meters	0	0	0
Rainwater harvested	Cubic meters	0	0	0
Total water discharge	Cubic meters	1,215.30	1,476.70	1,560.00
Water discharge to ground or soil infiltration	Cubic meters	0	0	0
Total water consumption	Cubic meters	19,310.37	23,601.06	23,998.30
Internal Waste				
Internal hazardous waste recycled or recovered	tonnes	136.95	328.69	10.2
Internal non hazardous waste recycled or recovered	tonnes	1,865.74	15.05	10.0
Internal non hazardous waste disposed	tonnes	2,435.62	2,602.05	2,556.25
Internal hazardous waste disposed	tonnes	0.94	37.65	58.70

Indicators	Unit	2023	2022	2021
CPP Only				
Internal hazardous waste recycled or recovered	tonnes	0.00	0.00	0.00
Internal non hazardous waste recycled or recovered	tonnes	0.00	0.00	0.00
Internal non hazardous waste disposed	tonnes	5.91	9.15	8.52
Internal hazardous waste disposed	tonnes	0.10	0.06	0.00
CO₂ Emissions				
Specific CO ₂ emissions (kg/tonne of cementitious material) - net - Country figure	Kg/Tonnes	570.4	573.66	597.86
Thermal substitution rate (Ewekoro)	%	28.02	28.74	20.1
Thermal energy consumption biomass-based fuels	GJ	1,343,712.62	1,622,130.02	854,117.82
Energy consumption total	GJ	2,367,750.6	6,170,226.17	5,109,253.39
Other Atmospheric Emissions				
Specific dust emissions	(g/tonne of clinker)	811.33	717.48	201.36
Specific NO _x emissions	(g / tonne of clinker)	1,519.2	1,131.59	1,549.37
Specific SO ₂ emissions	(g/tonne of clinker)	10.55	73.76	86.91

Indicators	Unit	2023	2022	2021
Specific mercury emissions	(mg/tonne of clinker)	0.94	0.95	2.09
Specific dioxins/ furans emissions	(ng TEQ/ tonne of clinker)	7.96	2.07	3.77
Employees				
Permanent employees	Number	1467	1,343	1,284
Employees under the age of 30	%	6.1	0	0
Employees between 30 and 50	%	68.4	68.8	70.8
Employees above 50	%	25.4	24.0	20.6
Gender diversity – Females management level	%	10.1	10.0	9.3
Gender diversity – Females non-management level	%	0.2	1.0	0.2
Gender diversity – Females Totals	%	10.3	11.0	9.5
Employees in senior management who had an annual performance Review	%	7.2	8.5	8.4
Employees in middle management who had an annual performance review	%	15.8	17.0	17.2
Employees in junior management who had an annual performance Review	%	52.8	60.9	60.9
Non-managers who had an annual performance review	%	18.7	13.6	13.4
Social investments	N(million)	4,213	2,346	2,388



Assurance Statement

Independent Auditor's Limited Sustainability Assurance Report on the Selected Sustainability Information in Lafarge Africa Plc's Sustainability Report for the year ended 31 December 2023

To the Directors of Lafarge Africa Plc

We have undertaken a limited assurance engagement in respect of the selected sustainability information, as described below, and presented in the 2023 Sustainability Report of Lafarge Africa Plc ("the Company") for the year ended 31 December 2023. This engagement was conducted by a multidisciplinary team including Economic, Environmental, Social and Governance assurance specialists with relevant experience in sustainability reporting.

Subject Matter

You have engaged us to provide a limited assurance conclusion in our report on the following selected

sustainability information, marked with **(A)** on the relevant pages in the sustainability report for the year ended 31 December 2023. The selected sustainability information in the table contained in this report have been prepared in accordance with the reporting criteria that accompanies the sustainability information on the relevant pages of the Sustainability Report (the "Reporting Criteria").

Lafarge Africa Plc Management's Responsibility

The Management of Lafarge Africa Plc is responsible for the selection, preparation and presentation of the selected sustainability information in accordance with the accompanying reporting criteria as set out in the Sustainability Report (the "Reporting Criteria").

These responsibilities include:

- Identification of the stakeholder requirements, material issues, and commitments with respect to sustainability performance.
- Design, implementation and maintenance of internal controls relevant to the preparation of the Sustainability performance data so that it is free from material misstatement, whether due to fraud or error.
- Determining the appropriateness of the measurement and reporting criteria, in view of the intended users of the selected sustainability information, and to ensure that those criteria are publicly available to the report users.

PricewaterhouseCoopers Chartered Accountants, Landmark Towers, 5B Water Corporation Road, Victoria Island, Lagos, Nigeria



Focus Area for Key Performance Indicator	Unit of Measurement	Selected Information (as documented in the Lafarge Africa Plc's 2023 Sustainability Report)	Page Number
Emission	kgCO ₂ /t cementitious material	In 2023, Lafarge achieved a Specific Net CO ₂ emission figure of: 570.40kg/tonne Cementitious Material.	78
Energy Efficiency	Percentage	To complement our alternative fuel strategy, we have invested in energy efficiency measures across our operation leading to our achieved thermal substitution rate of 13.69%.	85
Waste Co-Processed	Tonnes	During the year, we successfully co-processed a total of 122,940 tonnes of various waste in our cement kilns.	62
Water Withdrawal	Litres/tonne of cementitious material	In 2023, we achieved a Freshwater Withdrawal rate of 147.4 litres/tonne for Cement.	71
Environmental Compliance	Number	Furthermore, Lafarge Africa Plc maintains ISO 14001:2015 certification for our Environmental Management System across all cement plant.	76
Social Investment	Monetary spend in Naira	In 2023, Lafarge Africa Plc invested ₦4.2 billion in social initiatives.	105



Inherent Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining, calculating, sampling and estimating such information. The absence of a significant body of established practices on which to draw allows for the selection of different but acceptable measurement techniques that can result in materially different measurements and can impact on comparability. Qualitative interpretation of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine the information, as well as the measurement criteria and the precision thereof, may change over time.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants (IESBA) issued by the International Federation of Accountants, which is founded on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies the International Standard on Quality Control 1 (ISQC 1), and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Assurance Provider's Responsibility

Our responsibility is to express a conclusion on the sustainability report based on conducting a limited assurance engagement. We performed our limited assurance engagement in accordance with International Standard on Assurance Engagements (revised), Assurance Engagements Other Than Audits or Reviews of Historic Financial Information (ISAE 3000). This standard requires that we comply with ethical requirements and that we plan and perform the engagement to obtain limited assurance about whether the subject matter information is free from material misstatement.

Our assurance engagement involves performing procedures to obtain sufficient appropriate evidence about the sustainability report which is the subject of our assurance engagement. The procedures selected depend on our professional judgement, including an identification of areas where a material misstatement of the subject matter information is likely to arise whether due to fraud or error. In our identification, we considered internal control relevant to management's preparation of the sustainability report in order to design procedures that are appropriate in the circumstances.

A limited assurance is substantially less in scope than a reasonable assurance engagement in relation to both risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. The procedures we performed were based on our professional judgement and included inquiries, observation of processes followed, inspection of documents, analytical procedures, evaluating the appropriateness of qualification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, and performing the procedures listed above, we:



- Interviewed management to obtain an understanding of the internal control environment, risk assessment process and information systems relevant to the sustainability reporting process;
- Inspected documentation to corroborate the statements of management in our interviews;
- Tested the processes and systems to generate, collate, aggregate, monitor and report the selected sustainability information;
- Performed a controls walkthrough of identified key controls;
- Inspected supporting documentation on a sample basis and performed analytical procedures to evaluate the data generation and reporting processes against the reporting criteria;
- Evaluated the reasonableness and appropriateness of significant estimates and judgements made by Management in the preparation of the selected sustainability information; and
- Evaluated whether the selected sustainability information presented in the report are consistent with our overall knowledge and experience of sustainability management and performance at the Company.

The procedures performed in a limited assurance engagement vary in nature and timing and are less in extent than for a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Company's sustainability information have been prepared, in all material respects, in accordance with the accompanying Company's reporting criteria.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Limited Assurance Conclusion

Based on procedures we have performed and the evidence we have obtained, and subject to inherent limitations outlined elsewhere in this report, nothing has come to our attention that causes us to believe that the selected sustainability information as set out in the subject matter paragraph above for the year ended 31 December 2023 are not prepared, in all material respects, in accordance with the reporting criteria.



Other Matters

The maintenance and integrity of Lafarge Africa Plc's website is the responsibility of Lafarge Africa Plc's Directors. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to either the information in the Sustainability Report or our independent assurance report that may have occurred since the initial date of presentation on Lafarge Africa Plc's website.

Our work has been undertaken to enable us to express a limited assurance conclusion on the selected sustainability information to the Directors of the Company in accordance with the terms of our engagement, and for no other purpose. We do not accept or assume liability to any party other than the Company for our work, for this report, or for the conclusion we have reached.

For: **PricewaterhouseCoopers**
Chartered Accountants
Lagos, Nigeria

Engagement Partner: Ede Erhie
FRC/2013/PRO/ICAN/004/00000001143



10 December 2024

GRI Index Table

Statement of Use

Lafarge Africa has reported the information cited in this GRI context index for the period with reference to GRI Standards.

GRI 1 Used: GRI 1: Foundation 2021

Disclosure	Disclosure Title	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	
	2-2 Entities included in the organization's sustainability reporting	
	2-3 Reporting period, frequency, and contact point	
	2-6 Activities, value chain, and other business relationships	
	2-7 Employees	
	2-9 Governance structure and composition	
	2-10 Nomination and selection of the highest governance body	
	2-11 Chair of the highest governance body	
	2-12 Role of the highest governance body in overseeing the management of impacts	
	2-13 Delegation of responsibility for managing impacts	
	2-14 Role of the highest governance body in sustainability reporting	
	2-15 Conflicts of interest	

Disclosure	Disclosure Title	Location
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	
	2-17 Collective knowledge of the highest governance body	
	2-22 Statement on sustainable development strategy	
	2-23 Policy commitments	
	2-24 Embedding policy commitments	
	2-25 Processes to remediate negative impacts	
	2-26 Mechanisms for seeking advice and raising concerns	
	2-28 Membership associations	
	2-29 Approach to stakeholder engagement	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	
	3-2 List of material topics	
	3-3 Management of material topics	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	
	201-2 Financial implications and other risks and opportunities due to climate change	
	201-3 Defined benefit plan obligations and other retirement plans	
GRI 3: Material Topics 2021	3-3 Management of material topics	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	

Disclosure	Disclosure Title	Location
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	
GRI 207: Tax 2019	207-1 Approach to tax	
GRI 3: Material Topics 2021	3-3 Management of material topics	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	
GRI 3: Material Topics 2021	3-3 Management of material topics	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	
	305-5 Reduction of GHG emissions	
GRI 306: Waste 2020	3-3 Management of material topics	
	306-2 Management of significant waste-related impacts	
	306-3 Waste generated	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	
	401-3 Parental leave	
GRI 402: Labour/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	

Disclosure	Disclosure Title	Location
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-9 Work-related injuries	
	403-10 Work-related ill health	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	
	404-2 Programs for upgrading employee skills and transition assistance programs	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	

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2023 CSR Projects

S/N	Project	Pillar	Location
1	Borehole Drilling Geophysical Survey	Health & Safety	Mfamosing
2	Agric-Ecology Project 2023	Education and Skills	Mfamosing
3	Unity Football Tournament for host communities	Environment, Cultural, Recreational, Other	Mfamosing
4	Completion of Mbobui Town Hall	Infrastructure	Mfamosing
5	Supply of borehole Water Diamond	Health & Safety	Mfamosing
6	Equipping of Kasuk Training Centre	Education and Skills	Mfamosing
7	Capacity building training for CRC members/ Community Stakeholders	Education and Skills	Mfamosing
8	Medical Outreach across the Communities	Health & Safety	Mfamosing
9	Skills Training for Community Youths	Education and Skills	Mfamosing
10	Provision of writing desks across Community Schools	Education and Skills	Mfamosing
11	Children' s Day Event	Education and Skills	Mfamosing
12	Construction of Staff Quarters for Community Health Workers	Infrastructure	Mfamosing
13	Akansoko Community Health Centre	Health & Safety	Mfamosing
14	Equipping of Essien town clinic with drugs, equipment, and Water Supply	Health & Safety	Mfamosing
15	Community street lighting up project - SOLAR ENERGY	Infrastructure	Mfamosing
16	Elderly Support Program	Environment, Cultural, Recreational, Other	Mfamosing
17	Back to School Books	Education and Skills	Mfamosing
18	NYSC School Water Project	Health & Safety	Mfamosing
19	Obutong Skills Project	Education and Skills	Mfamosing
20	Akpabuyo Solar Light Project	Infrastructure	Mfamosing

S/N	Project	Pillar	Location
21	Education Support Program	Education and Skills	Mfamosing
22	Adopt the school project	Education and Skills	Mfamosing
23	Equipping of Abiati Community Health Centre with drugs and Equipments	Health & Safety	Mfamosing
24	Construction of Training centre at Ekong Anaku	Infrastructure	Mfamosing
25	Salary & Wages for RIDSCo staff	Administration	Sagamu
26	Office - maintenance	Administration	Sagamu
27	Consumables - Stationery, Toner Cartridges, Petrol,	Administration	Sagamu
28	provision for a new big Diesel Generator	Administration	Sagamu
29	Remo - Teni Radioprogram on OGBC 2 FM @ N200,000	Administration	Sagamu
30	Publications in National Dailies Community based Newspapers and magazines @ N200,000	Administration	Sagamu
31	Empowerment for the youths	Education and Skills	Sagamu
32	Bursary award for students of public tertiary institutions in Nigeria	Education and Skills	Sagamu
33	Logistics for bursary award	Education and Skills	Sagamu
34	Logistics for IT training	Education and Skills	Sagamu
35	Vigilante commander salary	Environment, Cultural, Recreational, Other	Sagamu
36	Vigilante second in command salary	Environment, Cultural, Recreational, Other	Sagamu
37	Unit head (2) salary	Environment, Cultural, Recreational, Other	Sagamu
38	Team leader (2) salary	Environment, Cultural, Recreational, Other	Sagamu
39	Operation (40)	Environment, Cultural, Recreational, Other	Sagamu
40	Group life insurance for the vigilante	Environment, Cultural, Recreational, Other	Sagamu

S/N	Project	Pillar	Location
41	fueling of security operations vehicles	Environment, Cultural, Recreational, Other	Sagamu
42	Servicing/maintenance of security vehicles	Environment, Cultural, Recreational, Other	Sagamu
43	Consumables	Environment, Cultural, Recreational, Other	Sagamu
44	CUG and communication expenses	Environment, Cultural, Recreational, Other	Sagamu
45	Security	Environment, Cultural, Recreational, Other	Sagamu
46	Supply of laboratory items to primary health center Agura	Health & Safety	Sagamu
47	Supply of medical equipment for primary health centre Isote	Health & Safety	Sagamu
48	Provision of Iron dual lockers for selected public schools 350 units	Education and Skills	Sagamu
49	Construction of Toilet and bore hole at AUD school Makun.	Infrastructure	Sagamu
50	Construction of Toilet and bore hole at Olomimeji Comm Gra school	Infrastructure	Sagamu
51	Construction of Culvert at Ibelefun Oliwo	Infrastructure	Sagamu
52	construction of Culvert at Eyinodan community	Infrastructure	Sagamu
53	Renovation of hall at ode-lemo community grammar school.	Infrastructure	Sagamu
54	Construction of culvert at Sanuyi community	Infrastructure	Sagamu
55	Renovation of Isote Primary Health Center	Infrastructure	Sagamu
56	Renovation of hall at Batoro high school	Infrastructure	Sagamu
57	Construction of culvert at Igboosoro & Fakale Ogijo	Infrastructure	Sagamu
58	Renovation of Sagamu community office	Infrastructure	Sagamu
59	Construction of drainage along Aminisan	Infrastructure	Sagamu
60	Construction of borehole at United Africa meth school, Eleja	Infrastructure	Sagamu

S/N	Project	Pillar	Location
61	Supply of 5KVA generator for NIMC	Infrastructure	Sagamu
62	Supply of glasses, medicines, surgery operations	Health & Safety	Sagamu
63	Construction of culvert at Imeko Ikenne road sagamu	Infrastructure	Sagamu
64	Construction of culvert at Fojege	Infrastructure	Sagamu
65	Secretariat Administration	Administration	Ewekoro
66	Electrification extension at Okeoko Egbado community	Infrastructure	Ewekoro
67	Construction of Culvert at Olapeleke community	Infrastructure	Ewekoro
68	Construction of Culvert at Wasinmi Alafia community	Infrastructure	Ewekoro
69	Supply of equipment to Elebute health centre staff quarter	Health & Safety	Ewekoro
70	Renovation of health centre at Egbado Ajegunle community	Infrastructure	Ewekoro
71	Construction of magistrate court's staff quarter at Itori community	Infrastructure	Ewekoro
72	Electrification extension at Okeoko Sekoni community	Infrastructure	Ewekoro
73	Construction of a block of 3 class rooms at Ewekoro community	Infrastructure	Ewekoro
74	Supply of medical equipment at Papalanto health centre	Health & Safety	Ewekoro
75	Construction of 100m reinforced concrete road at Alagutan	Infrastructure	Ewekoro
76	Construction of drainage at Olujobi community	Infrastructure	Ewekoro
77	Electrification at Akinbo	Infrastructure	Ewekoro
78	Provision of education support	Education and Skills	Ewekoro
79	Support for the farmers	Environment, Cultural, Recreational, Other	Ewekoro
80	Care for the elderly	Health & Safety	Ewekoro

S/N	Project	Pillar	Location
80	Care for the elderly	Health & Safety	Ewekoro
81	Bursary	Education and Skills	Ewekoro
82	Skill Acquisition	Education and Skills	Ewekoro
83	Health & safety	Environment, Cultural, Recreational, Other	Ewekoro
84	Stakeholders Engagements (March)	Administration	Ashaka
85	Stakeholders Engagement with Customers and Community	Administration	Ashaka
86	Stakeholders engagement (August)	Administration	Ashaka
87	Stakeholders Engagement Media Coverage	Administration	Ashaka
88	Stakeholders engagement community customers and transporters	Administration	Ashaka
89	Funakaye CDA signing Ceremony activities	Administration	Ashaka
90	2023 AshakaCem community day and CRS footprints	Administration	Ashaka
91	Grema Mustapha & CDA scholarship for 2023	Education and Skills	Ashaka
92	Girl-Child Education Program for 2023/2024	Education and Skills	Ashaka
93	Maintenance of Juggol Shelter-belt	Infrastructure	Ashaka
94	Maiganga Coal Mine Land Summit	Environment, Cultural, Recreational, Other	Ashaka
95	2023 Agric-ecology summit	Education and Skills	Ashaka
96	Supply and delivery NPK 20:10:10 and Urea Fertilizer for 2023 Farming Season	Education and Skills	Ashaka
97	2023 Agric Ecology Ecology Programme with NAERLS	Education and Skills	Ashaka
98	AshakaCem Survey	Environment, Cultural, Recreational, Other	Ashaka
99	Construction and furnishing of one block of two classrooms at Lariski	Infrastructure	Ashaka

S/N	Project	Pillar	Location
100	Sensitization training of participant farmers in five district Bajoga , Bage, Ashaka, Atiku and Piyau in both AshakaCem and Maiganga Coal mine Communities	Education and Skills	Ashaka
101	Construction of Solar borehole and steel overhead tank at Emir of Funakaye Palace	Infrastructure	Ashaka
102	Ashaka Agric-ecology demos farm preparation	Education and Skills	Ashaka
103	Community sensitization campaign	Environment, Cultural, Recreational, Other	Ashaka
104	Agric Town Halls and Field Days	Education and Skills	Ashaka
105	Renovation of Pindiga Emirate Place's Chamber Maiganga mine community	Infrastructure	Ashaka
106	Drilling of Solar Boreholes & Steel Overhead Tank	Infrastructure	Ashaka
107	Maintenance of Rural Road for Relocation Villages (S/G)	Infrastructure	Ashaka
108	Construction & furnishing of one block of 2 classrooms at Jauro Maza	Infrastructure	Ashaka
109	Construction & furnishing of one block of 2 classrooms at Anguwan Kellumi	Infrastructure	Ashaka
110	Conversion of Old Clinic to Staff's Quarters	Infrastructure	Ashaka
111	Community roads maintenance of Ashaka gari and Juggol	Infrastructure	Ashaka
112	Medical outreach at Maiganga Coal Mine communities	Health & Safety	Ashaka
113	Ophthalmology Medical Outreach at Ashaka Host Communities	Health & Safety	Ashaka
114	Renovation and upgrade of Collapsed Handpump at Anguwan Dauda Dayayi	Infrastructure	Ashaka
115	Maiganga Community youth and women empowerment	Education and Skills	Ashaka
116	Eye Surgery for Host Community Members Batch 2, 2023	Health & Safety	Ashaka





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