Building Strong Foundations for a Sustainable Future

2024

Sustainability Report

Contents

About this Report

This **Sustainability Report 2024** provides Lafarge Africa Plc's non-financial disclosures for the period **1 January – 31 December 2024**. It represents our ninth standalone sustainability report and reflects our continuing journey to embed sustainability at the core of our strategy, operations, and value creation model.

Prepared in line with leading global reporting frameworks, the report is structured to provide transparent, decision-useful information for stakeholders, including investors, regulators, employees, customers, communities, and supply chain partners. It demonstrates how we create long-term value while responding to environmental, social, and governance (ESG) priorities that are material to our business and Nigeria's sustainable development agenda.

Scope and Boundaries

- Organisational coverage: All Lafarge Africa Plc consolidated operations in Nigeria, including cement plants, ready-mix operations, logistics, and related subsidiaries.
- Reporting boundary: Aligned with our financial consolidation approach, unless otherwise stated. Group-level targets from Holcim are referenced where relevant.
- Geographic scope: Nigeria remains the core reporting geography, with disclosure of regional and global initiatives where they materially influence performance or risks.

Reporting Standards and Frameworks

This report has been prepared in reference to:

- Global Reporting Initiative (GRI) Universal Standards (2021) and the new GRI Climate & Energy Standards (2024).
- Nigerian Exchange Group (NGX) Sustainability Disclosure Guidelines.
- United Nations Global Compact (UNGC) and progress on its Ten Principles.
- United Nations Sustainable Development Goals (SDGs), showing where Lafarge Africa makes the strongest impact.

Materiality and Stakeholder Engagement

Our 2024 materiality assessment was informed by:

- Stakeholder consultations across investors, employees, communities, regulators, and customers.
- Sector benchmarking against global peers in cement and construction materials.
- Scenario analysis on climate, nature-related risks, and circular economy opportunities.
- This ensures that reported topics reflect both stakeholder expectations and financial relevance.

Data, Quality, and Assurance

We continue to enhance the robustness of our ESG data systems through plant-level digitalisation, supplier traceability, and a centralised ESG platform.

Report Structure

The report is organised into six sections aligned with Lafarge Africa's four sustainability pillars and governance commitments:

1. Business Model and Economic Value Creation
2. Sustainability at the Core of Our Growth
3. Protecting Nature and Driving Circularity
4. Our Response to Climate Through Energy Solutions
5. Social Impact and Inclusive Growth
6. Responsible Governance and Business Integrity

The report concludes with appendices including performance data, GRI Index, SDG mapping.

Lafarge Africa Sustainability Report 2024 – Description of Chapters

Report Highlights

The report opens with a snapshot of Lafarge Africa's 2024 sustainability journey, highlighting key achievements and performance. Readers hear directly from leadership including the Chairman, CEO, and the Director of Communications, Public Affairs, and Sustainable Development as they share their commitments and vision for driving sustainable growth.

01 **Lafarge Africa's Business Model**

This section introduces Lafarge Africa by outlining who we are, our footprint, and what we offer. It highlights our strategy, empowered leadership, and economic contributions to Nigeria's development. The section also sets out our forward-looking business model that integrates value creation with sustainability.

02 **Sustainability at the Core of Our Growth**

Here, we explain our approach to sustainability, tracing its journey, including highlights from over a decade of reporting (2015 to 2025), key activities, partnerships, awards and recognitions, and long-term commitments. This section also outlines the material priorities that guide the business, as well as our alignment with global ESG standards and initiatives. It demonstrates how sustainability is embedded in Lafarge Africa's strategy and operations, including alignment with the UN Sustainable Development Goals (SDGs) and six capitals of integrated reporting.

03 **Responsible Governance and Business Integrity**

This section reinforces our commitment to strong governance and ethical business practices. It covers corporate governance, ethics, risk and compliance, human rights, and cybersecurity. Spotlights highlight governance culture and ethics training, while a summary table outlines progress on governance indicators.

04 **Protecting Nature and Driving Circularity**

In this section, we highlight how we are strengthening environmental stewardship by advancing circular materials and resource efficiency, improving air quality and emissions management, protecting water resources, restoring biodiversity, and ensuring full environmental compliance. Through practical case studies such as Geocycle and quarry rehabilitation, we demonstrate how sustainability is being embedded into daily operations, while our performance dashboard tracks measurable progress across key environmental indicators.

05 **Our Response to Climate Through Energy Solutions**

This section highlights Lafarge Africa's actions on climate change and energy transition. It covers our drive for energy efficiency, renewable energy, and decarbonisation, as well as our innovation in sustainable, low-carbon building solutions. This will include initiatives such as ecoplanet, watershield among others. Case studies illustrate progress, and a summary table presents performance highlights on climate and energy.

06 Social Impact and Inclusive Growth

We focus on people - our employees, communities, customers, and supply chain partners. This section emphasises community impact, diversity and inclusion, health and safety, and talent development. This will include CSR activities, social investments, donations, awards, sponsorship and partnerships. Stories from your people and host communities bring the narrative to life, and a performance summary table showcases our progress on social impact.

Appendices

The report concludes with detailed appendices, including the 2024 sustainability performance data, the GRI content index, glossary of terms.

Sustainability Performance Summary 2024

Financial Highlights

₦696.8 billion
Revenue (+72% YoY)

₦193 billion
Operating profit (+82% YoY)

₦100 billion
Profit after tax (+96% YoY)

₦245.9 billion
Retained earnings

₦111.8 billion
Direct economic value created

Our Four Pillars of Sustainability

At Lafarge Africa, our sustainability strategy is built on four interconnected pillars that reflect our ambition to create shared value while reducing our environmental footprint. These pillars are not just thematic priorities; they represent a strategic blueprint for how we deliver long-term performance, resilience, and inclusive growth across our operations.

- Climate & Energy
- Circular Economy
- Nature
- People

Our Four Pillars of Sustainable Growth

How Lafarge Africa creates value through climate leadership, circularity, stewardship of nature, and empowerment of people.

Climate & Energy

Building for a Net-Zero Future.

Reducing emissions, advancing clean energy, and driving efficiency across all operations.

We operationalised this pillar through:

- Reducing CO_2 emissions intensity by 5.43% between 2023 and 2024 (570.40 → 539.44 kg CO_2/t).
- Expanding renewable and alternative energy adoption across plants.
  30% less carbon emissions through innovation in low-carbon cement products (e.g., EcoPlanet)
- Embedding climate risk management and resilience across our operations.

Nature

Restoring Balance with Nature.

Protecting water, preserving biodiversity, and promoting a nature-positive future.

We delivered results on this pillar through:

- Water stewardship and effluent control: 2024 freshwater withdrawal at 24.05 L/t for the cement plant and 253 L/m3 for the ready-mix plant, supported by recirculation and quality monitoring systems.
- Biodiversity restoration: 17.4 hectares of rehabilitated land with 11,751 trees planted across quarry zones.
- Nature-based climate resilience: Reforestation and habitat restoration projects supporting CO_2 absorption and soil stabilisation.
- Responsible land use: Rehabilitation masterplans for all quarries in line with Holcim's Biodiversity Indicator and Reporting System (BIRS).

Circular Economy

Turning Waste into Wealth.

Pioneering circular construction through recycling, co-processing, and innovative material reuse.

We advanced our circular economy initiatives by:

- 16.70% of total thermal energy usage was sourced from alternative fuels, up from 13.70% in 2023.
- Co-processing 122,940 tonnes of alternative fuels and raw materials (AFR) in 2023, with further capacity expansion implemented in 2024 to increase substitution rates and reduce fossil fuel dependency.
- Reducing landfill dependency through co-processing and recycling initiatives.
- Developing EcoLabel cement and dry-mix solutions with reduced embodied carbon and recycled inputs.
- Supporting Nigeria's transition to circular construction systems through collaboration with public and private sector stakeholders.

People

Empowering People. Building Communities.

Championing inclusion, safety, education, and prosperity across our value chain.

Lafarge Africa's People Pillar is about empowerment, safety, inclusion, and growth, we advanced this through 2024 highlights such as:

- Health & Safety: Zero fatality target maintained; continuous medical and wellness programmes.
- Education & Skills: 3,000+ students supported through scholarships and school renovation projects; 24,000+ beneficiaries of livelihood training.
- Gender & Inclusion: 40-60% gender-balanced Board, 20+ female truck drivers under Women on Wheels (WOW) Initiative.
- Economic Inclusion: 83% local procurement spend supporting Nigerian businesses and rural livelihoods.
- Community Infrastructure: Solar lighting, road construction, water access, and ICT training centres improving quality of life in host communities.

Chairman's Note:
Guiding our journey

Mr. Gbenga Oyebode, MFR
Chairman

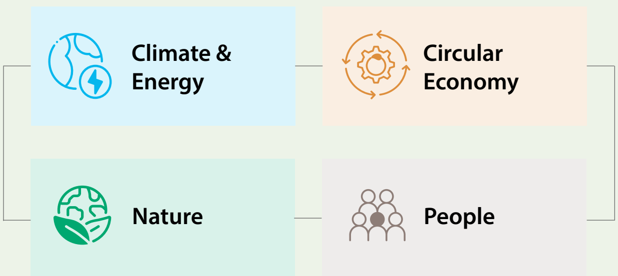
Dear Stakeholders,

It is my privilege to share with you **Lafarge Africa's Sustainability Report 2024**, a document that captures our firm's resolve to lead with purpose in an era defined by both urgent risks and extraordinary opportunities. Under the theme **"Building Strong Foundations for a Sustainable Future",** we reaffirm that sustainable development is not peripheral, but central to our business model, our values, and the legacy we wish to build.

In 2024, our financial performance was both strong and resilient. Revenue rose to **₦696.80 billion** (from ₦405.50 billion in 2023), reflecting market demand, operational excellence, and the effectiveness of our strategic investments. Profit before tax and non-operating charges also nearly doubled, demonstrating that our investments in efficiency, alternative energy, and circularity are not only sound ecologically but also economically.

We strengthened our social investment, raising the total expenditure on community development, health & safety, and skills training to **₦1.32 billion** in 2024 (up from ₦930 million in 2023) – a 42% year-on-year increase. These efforts are critical as we strive for inclusive growth, creating value for all our stakeholders, not just shareholders.

Our strategic approach continues to be built around the four key pillars:



In 2024, we have moved from intention to action in several areas: We advanced projects that reduce carbon intensity through investments in energy efficiency and alternative fuels, informed by global sector benchmarks and imperative for harder-to-abate industries like ours. The broader cement sector is increasingly focused on low carbon pathways, clinker substitutes, and clean energy transitions.

Our circular economy initiatives delivered concrete cost savings, reduced waste, and enhanced resource efficiency. We expanded efforts in alternative raw materials and waste-derived fuels, aligning with best practice in our industry.

We deepened our commitment to nature; protecting biodiversity around our quarries, improving watershed management, and stepping up land-restoration efforts. We also examined nature impacts and dependencies more systematically in anticipation of evolving disclosure expectations,such as Taskforce on Nature-related Financial Disclosure (TNFD).

On the social front, we prioritised health, safety, equity, and skills development. We strengthened our governance structures, improved transparency, and enhanced accountability, because high integrity is a non-negotiable part of sustainability.

Looking ahead, Lafarge Africa is setting more ambitious, measurable goals to match external expectations and internal purposes. Some of our key commitments include: circular economy at industrial scale, responsible business and human rights, and shared value for communities and society.

I want to thank everyone in the Lafarge Africa family for their commitment and contributions in 2024. Together, we are building more than structures: we are building trust, resilience, and a more sustainable future.

As you review this report, I invite you not only to see what we have done, but what we can do. Let us work together to turn our shared ambition into a measurable impact for our country, our region, and our planet.

Thank you.

CEO's Perspective:
Building a Sustainable Future

Mr. Lolu Alade-Akinyemi
Group MD/CEO, Lafarge Africa

As we step into a new era of responsibility and opportunity, I am proud to present Lafarge Africa's 2024 Sustainability Report – a testament to our collective determination to build not only stronger structures but also stronger futures. The year under review has confirmed once again that resilience, responsibility, and results can move hand in hand.

In 2024, Lafarge Africa delivered its strongest financial performance to date. Revenue grew to ₦696.80 billion, a 72 percent increase from 2023, while operating profit rose by nearly 90 percent to ₦193 billion. Profit after tax almost doubled, closing at ₦100 billion. These results, achieved amid inflationary pressures, volatile energy prices, and regulatory uncertainties, prove that sustainability and profitability are not competing goals but mutually reinforcing drivers of long-term value.

Equally significant were our strides in sustainability and innovation. In July 2024, we launched ECOPlanet Unicem, Nigeria's first low-carbon multipurpose cement, which delivers around 30% lower CO_2 emissions compared to conventional cement while maintaining the strength and durability our customers expect. By year-end, ECOPlanet already accounted for more than one-fifth of our total sales, underscoring both the market demand for greener products and our ability to lead this transition.

We also commissioned a new Alternative Fuels and Raw Materials facility at our Mfamosing plant, enabling us to substitute fossil fuels with energy derived from non-recyclable waste. This innovation simultaneously reduces emissions, supports circular economy principles, and creates new economic opportunities in local waste collection, logistics, and recycling value chains.
Our Geocycle arm continued to expand its reach, working with partners such as the Lagos State Government to scale up waste diversion from landfills, combat plastic pollution, and convert waste into energy.

Our portfolio of innovations broadened with the introduction of Watershield Cement, a waterproof solution tailored for Nigeria's construction needs, and SupaWhyte Plaster, a high-quality gypsum product. These additions reflect our determination to offer customers sustainable and high-performance choices while contributing to Nigeria's broader climate and infrastructure goals.

Beyond products and processes, we reinforced our role as environmental stewards. Across our operations, we continued to invest in tree planting, quarry rehabilitation, watershed protection, and biodiversity conservation. In our host communities, we expanded education, health, and skills programmes, remaining steadfast in our commitment to inclusive growth and human development.

The year also marked an important governance milestone with the announcement in December 2024 of Holcim's agreement to divest its 83.80 percent stake in Lafarge Africa to Huaxin Cement subject to regulatory approvals. This strategic shift opens new possibilities for deeper investment, broader innovation, and an accelerated journey toward sustainability ambitions.

We are conscious that the challenges before us remain formidable. Energy insecurity, currency fluctuations, rising input costs, and the urgent need for capital to fund decarbonisation require courage and creativity. Yet, our response will be clear: to deepen circularity, accelerate the transition to alternative fuels, expand our low-carbon product lines, and integrate biodiversity and nature-positive action into our core decision-making.

As I reflect on 2024, I am filled with pride for what we have accomplished together. To our employees, whose dedication fuels our progress; to our host communities, whose partnership sustains us; to our customers, investors, regulators, and civil society partners – thank you for trusting us and for holding us to account.

Looking ahead, our vision is bold but clear: Lafarge Africa will continue to shape the future of sustainable building in Nigeria, setting new benchmarks for innovation, responsibility, and shared prosperity. Together, we will not only meet the needs of the present but help secure a livable and prosperous future for generations to come.

Conversation with The Director, Communication, Public Affairs and Sustainable Development.

Viola Graham Douglas
Director, Communication, Public Affairs and Sustainable Development

Reflecting on 2024, what would you identify as Lafarge Africa's defining moments in advancing its sustainability agenda?

We made significant progress in advancing our sustainability agenda by strengthening circular economy practices through the increased use of alternative fuels and expanded co-processing of waste. At the same time, we deepened our commitment to social responsibility by expanding community impact initiatives that support livelihoods, skills development, and inclusive growth across our host communities.

We also delivered impactful programmes, including large-scale medical outreaches, strengthened HSE practices, and workforce development initiatives, further reinforcing our social impact and deepening trust within our host communities. Collectively, these efforts position us as a more resilient, responsible, and future-ready business committed to sustainable growth.

Global sustainability reporting entered a new era in 2024 with the rollout of ISSB standards (IFRS S1 & S2). How has Lafarge Africa adapted its reporting and governance structures to align with these new frameworks while still addressing Nigeria's local context and stakeholder needs?

We strengthened our reporting and governance structures in 2024. We are aware of the ISSB Standards (IFRS S1 & S2) and are working towards full alignment with the Standards, by enhancing the rigour of climate-related disclosures, integrating material sustainability risks into enterprise governance, and deepening cross-functional oversight of ESG performance.

We updated our reporting processes to reflect global best practices while ensuring alignment with Nigeria's regulatory context, industry expectations, and stakeholder priorities. This approach enables us to maintain high-quality, transparent sustainability reporting that meets international standards and remains fully responsive to local needs

Innovation has been central to Lafarge Africa's transition to greener solutions, with products like EcoPlanet, and Watershield launched in 2024. How do these innovations reflect your long-term strategy for transforming the construction industry in Nigeria?

Our 2024 product innovations – EcoPlanet and Watershield – underscore our commitment to accelerating the transition to greener, high-performance construction in Nigeria. EcoPlanet significantly reduces carbon intensity, while Watershield enhances durability and extends the lifespan of structures. Together with our optimised operations, these innovations advance resource efficiency and reinforce our decarbonisation roadmap, positioning us to lead the industry's shift toward more sustainable building solutions.

By embedding innovation into our core portfolio, we are shaping a future where low-carbon, resilient, and environmentally responsible construction becomes the national standard.

How is Lafarge Africa demonstrating the financial value of sustainability – for example, through cost savings from alternative fuels, premium demand for eco-labelled products, or enhanced investor confidence – and how do you see this shaping long-term competitiveness?

We continue to demonstrate the financial value of sustainability through measurable efficiencies and market gains. Our increased use of alternative fuels has reduced energy costs, while the growing market uptake of eco-labelled products like EcoPlanet is creating new premium value streams.

Strengthening ESG performance and transparent reporting have also enhanced investor confidence. Together, these outcomes reinforce sustainability as a driver of long-term competitiveness, operational resilience, and growth in a low-carbon economy.

As you look ahead to 2025 and beyond, what bold commitments or stretch goals are you setting that will position Lafarge Africa not just as a sustainability leader in Nigeria, but as a benchmark for the entire African construction sector?

Looking ahead to 2025 and beyond, we are advancing bold commitments that position us as a sustainability benchmark for the African construction sector. Our priorities include accelerating decarbonisation through expanded low-carbon products, scaling alternative fuels and renewable energy, deepening circular economy models, and strengthening nature-positive and community resilience programmes.

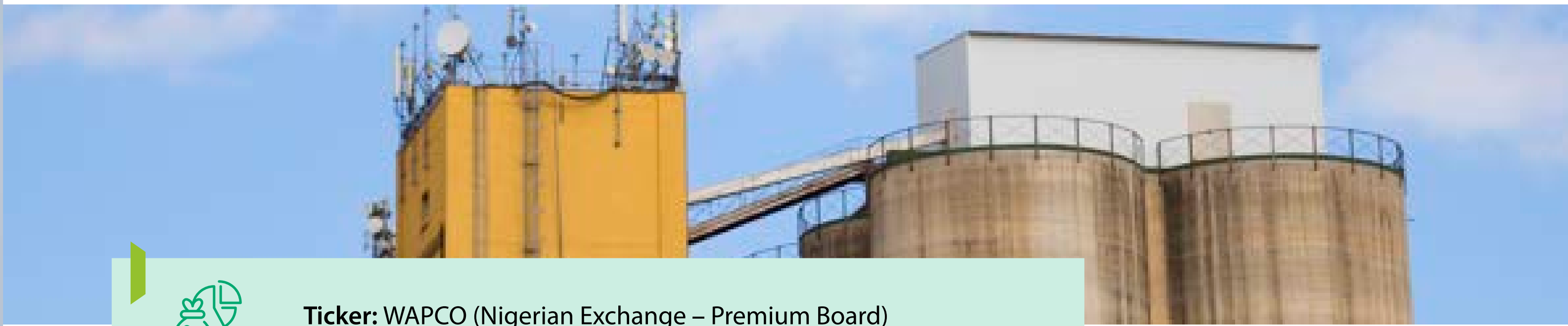
We are also enhancing governance, transparency, and workforce capability to ensure we lead the transition to a greener, more inclusive construction industry across the continent.

1.0

Lafarge Africa's Business Model

Lafarge Africa's Business Model

1.1 Lafarge Africa at a Glance (2024)



Ticker: WAPCO (Nigerian Exchange – Premium Board)

LAP 2024 Sustainability Report

Headquarters
Ikoyi, Lagos

Employees
1,400–1,500 staff
nationwide

Cement Capacity
10.50 million tonnes
per annum

Operating Sites
Plants: Sagamu, Ewekoro (Ogun), Mfamosing (Cross River), Ashaka (Gombe)
Ready-mix & aggregates operations across Nigeria

Financial Performance 2024

₦696.8 billion
Revenue
(+72% YoY)

₦193 billion
Operating profit
(+82% YoY)

₦100 billion
Profit after tax
(+96% YoY)

Sustainability & Innovation

EcoPlanet Unicem	Green Sales Share	Circular Economy	Waste Solutions
Nigeria's 1st low-carbon multipurpose cement (~30% lower CO_2)	EcoPlanet and related eco-products already account for ~21% of sales	AFR facility at Mfamosing converts non-recyclable waste to energy	Geocycle partnerships with Lagos State & others scaling solid waste diversion

Ownership & Governance

Majority Shareholding:
Holcim agreed to sell its 83.81% stake to Huaxin Cement (Dec 2024)

Lafarge Africa Plc is Nigeria's leading building-solutions company, supplying cement, aggregates, ready-mix concrete, mortar and related products to residential, commercial and infrastructure markets across the country. The company is publicly quoted on the Nigerian Exchange (Premium Board) under the ticker WAPCO and is headquartered in Ikoyi, Lagos.

In 2024 Lafarge Africa delivered a step-change financial performancewith the Group revenue for the year closing at ₦696.76 billion, operating profit rose to ₦193 billion, and profit after tax at ₦100 billion, results that underpinned stronger balance-sheet capacity for strategic investment.

Growth in 2024 was a collective achievement across the company driven by clearly defined key performance indicators (KPIs) at the start of the year, comprehensive market and competitive analysis, and optimisation of plant operations including major overhauls in key regional plants which increased output despite some downtime. The commercial and sales department strategically deployed products to target markets through an effective route-to-market approach and continuously supported and developed strong customer relationships. The approach reflects the company's culture of teamwork and shared goals.

The Group operates four integrated cement plants across Nigeria – Sagamu and Ewekoro (Ogun State), Mfamosing (Cross River State), and Ashaka (Gombe State) – with a combined installed cement production capacity of about 10.50 million tonnes per annum. These assets, together with a national distribution network, ready-mix operations and aggregate businesses, form the backbone of Lafarge Africa's market footprint.

Lafarge Africa has been actively pivoting lower-carbon and circular solutions. In 2024 it launched EcoPlanet Unicem (a low-carbon multipurpose cement with a 30% lower CO_2 profile versus conventional product), commissioned an Alternative Fuels & Raw Materials (AFR) platform at Mfamosing to enable waste-to-energy substitution, and continues to scale Geocycle, its professional waste-management arm, to divert non-recyclable combustible waste into co-processing streams. These steps form core elements of the company's decarbonisation and circularity strategy.

Corporate ownership experienced a major change in 2024–25: Holcim signed an agreement in December 2024 to divest its 100% ownership of 83.81% shareholding in Lafarge Africa to China's Huaxin Cement after estimating the 100% shareholdings value at (USD ~1b), and the transaction has been the subject of subsequent closing and regulatory disclosures by the parties. This ownership transition is material for capital access, strategic partnerships, and the Group's medium-term growth plans.

The Company employs approximately 1,400–1,500 people across its Nigerian operations, including corporate, plant, and field roles, and continues to invest in local employment, supplier development, and community programmes focused on skills development, health, and ecosystem restoration. Lafarge Africa's product portfolio spans legacy brands such as Elephant, AshakaCem, and Unicem, alongside the EcoPlanet family, Watershield waterproof solutions, and a growing ready-mix offering—positioning the Group to meet both conventional construction demand and the increasing market for lower-carbon building materials.

1.2 Our Footprint

Lafarge Africa continues to maintain a broad and growing operational footprint across Nigeria, with strategically located plants and supporting facilities designed to meet regional demand, enable efficient logistics, and drive sustainable value creation. We serve the South-West, South-East, North-East, and South-South zones through four integrated cement plants, complemented by ready-mix operations, mortar production, and our waste-to-energy/geocycle initiative.

Our installed cement production capacity currently stands at 10.50 million tonnes per annum across four plants: Sagamu and Ewekoro in Ogun State (South-West), Mfamosing in Cross River State (South-South), and Ashaka in Gombe State (North-East). The Mfamosing plant, our most modern facility, has a capacity of 5 million tonnes per annum and primarily serves the South-South and South-East regions, as well as adjacent markets.

Sagamu and Ewekoro plants in Ogun State (South-West) together provide approximately 4.50 million tonnes per annum of cement capacity and also serve as hubs for our mortar and Geocycle operations

Ashaka plant in Gombe State (North-East) has an installed capacity of approximately 1 million tonnes per annum and primarily serves the North-East region.

Beyond cement, our footprint encompasses:

Readymix Concrete Operations:
We have six (6) operational concrete batching plants placed in major hubs – Lagos (Oregun, Victoria Island, Lekki), Ogun (Ewekoro), Port Harcourt (Trans-Amadi), and Abuja (Idu). Our ready-mix business has an installed annual capacity exceeding 400,000 cubic meters.

Mortar Production: Our mortar plant in Sagamu remains critical to our ability to deliver tailored wall-screed, tiling, and other mortar mixes, especially across Southern Nigeria.

Geocycle & Alternative Fuels and Raw Materials (AFR) Facility:
A landmark development in 2024 was the commissioning of the AFR platform at Mfamosing, which enables partial substitution of fossil fuels with alternative fuels derived from non-recyclable waste and helps reduce our carbon footprint.

Geocycle continues to co-process more than 197,000 tonnes of waste annually into alternative fuels and raw materials (AFR), supporting circularity and reducing reliance on virgin resources and fossil fuels.

We are also scaling waste-sourcing partnerships, including with the Lagos State Government, to divert non-recyclable and combustible waste to our cement kilns—particularly at Ewekoro—under our Alternative Fuels and Raw Materials (AFR) programme.

Our footprint extends beyond physical operations to encompass economic, environmental, and social impact. The recent agreement for Holcim to sell approximately 83.8% of its shareholding to Huaxin Cement Ltd, expected to close in 2025 subject to regulatory approvals, will define the next phase of our investments, innovation, and operational scale.

1.3 Our Offerings

At Lafarge Africa, we believe the future of Nigeria is built from ideas as much as from concrete, mortar, and steel. In 2024, we deepened our role not just as manufacturers of building materials, but as makers of solutions, products and services engineered for performance, sustainability, and long-term impact.

We produce a full spectrum of building solutions: cement, aggregates, ready-mix concrete, mortar, admixtures – each infused with innovation and designed for durability, energy performance, and ecological stewardship. Our research and development efforts are not abstractions: they are delivering new product lines and enhancements that let builders, engineers, and communities create greater confidence, lower carbon, and enhanced value.

One of the most important breakthroughs in 2024 was the launch of **EcoPlanet Unicem**, Nigeria's first low-carbon multipurpose cement. Produced at our Mfamosing plant, ECOPlanet Unicem offers at least a 30% reduction in CO_2 emissions compared with conventional cement, across Scopes 1, 2, and 3, with no compromise on strength or versatility, whether in housing, infrastructure, or masonry.

Building on that success, we introduced **EcoPlanet Elephant Cement**, expanding our ECOPlanet portfolio to give customers more choices in sustainable construction that retain the performance, workability, and durability of our traditional Elephant brand.

We also brought new solutions to bear in sectors that matter. In 2024, **Watershield** Cement was launched, a product designed specifically to protect structures from water ingress, ideal for regions prone to heavy rainfall, damp walls, or seepage. We likewise rolled out **Supa Whyte POP**, targeting high-finishing interiors and aesthetic design demands. These product innovations are underpinned by a consistent quality of service, technical support, and customer partnership.

Across all our offerings, we are working to embed sustainability into our product life cycle: from sourcing lower-carbon raw materials (such as calcined clay), applying circular economy principles, to enabling customers to choose greener alternatives without trade-offs in performance. Our product development today is shaped by customer needs, climate science, regulatory foresight, and our belief that building better requires thinking forward.

Product Case Stories

Case Story 1

EcoPlanet Unicem – Changing the Carbon Equation

In 2024, Lafarge Africa introduced Nigeria's first low-carbon multipurpose cement, EcoPlanet Unicem, produced at our state-of-the-art Mfamosing plant. With approximately 30% lower CO_2 emissions than conventional cement, EcoPlanet Unicem empowers builders in Calabar, Onitsha, and beyond to deliver durable homes, infrastructure, and bridges while significantly reducing their environmental footprint—marking a major milestone in sustainable construction in Nigeria.

KPI Highlight:

By year-end 2024, EcoPlanet and related eco-label products accounted for **~21% of Lafarge Africa's cement sales mix**, making sustainability a mainstream choice rather than a niche offering.

Case Story 2

Watershield Cement – Building Against the Rain

In Nigeria's coastal and flood-prone regions, water seepage and dampness can compromise building durability and drive up maintenance costs. In 2024, Lafarge Africa launched Watershield Cement, specifically formulated to prevent water penetration in walls, foundations, and basements—suitable for both new constructions and renovations. Already deployed across projects in Lagos and other South-West states, Watershield is helping communities safeguard their homes and infrastructure against one of the country's most persistent climate challenges: heavy rainfall.

Lafarge Watershield cement

KPI Highlight:

Over **200 pilot housing and commercial units** across Lagos and other southwest states adopted Watershield Cement in its launch year, with measured reductions in post-construction dampness complaints by more than **60%** in early testing.

1.4 Delivering on our strategy

Lafarge Africa's strategy is anchored on accelerating green growth while creating long-term value for all stakeholders. Building on the momentum of Strategy 2022, which we successfully achieved ahead of schedule, we are now advancing Strategy 2024: Accelerating Green Growth, a forward-looking plan that responds to global megatrends in urbanisation, climate change, and sustainable construction.

In 2024, we demonstrated that sustainability and profitability can move in lockstep. Our revenue rose to ₦696.8 billion, operating profit to ₦193 billion, and profit after tax to ₦100 billion, underscoring that green growth is also smart growth. We are reshaping our portfolio with low-carbon cement, expanding into ready-mix innovation, embedding circular economy practices, and scaling partnerships for waste management and resource efficiency.

Our approach is structured around four strategic pillars, each driving us closer to our 2025 ambition.

Accelerating Growth

01

We are expanding our customer base and market share sustainably, driven by demand for greener building solutions. In 2024:

- We **launched EcoPlanet Unicem**, Nigeria's first low-carbon multipurpose cements, which now contribute **21% of cement sales.**
- Our **Watershield Cement** and **Supa Whyte POP plaster** broadened our portfolio into high-value, niche products designed for performance and resilience.

Expanding Solutions and Products

02

We are diversifying beyond traditional cement to deliver a comprehensive suite of sustainable building materials. In 2024:

- We grew our **ready-mix footprint** to six batching plants, producing more than **400,000m³** annually, with increasing integration of low-carbon formulations.
- Our **Sagamu mortar plan**t continued to expand offerings like Supafix tile adhesive and specialty screeds, with R&D exploring advanced mortar applications for 3D printing and soil stabilisation.
- We embedded recycled and alternative raw materials in cement production, contributing to reduced embodied carbon and enhanced circularity.

Leading in Innovation and Sustainability

03

Innovation is central to Lafarge Africa's value proposition. In 2024:

- We commissioned a new **Alternative Fuels & Raw Materials (AFR) facility at Mfamosing,** enabling substitution of fossil fuels with non-recyclable waste, cutting CO_2 while creating new waste-management value chains.
- Through **Geocycle**, we diverted more than **197,000 tonnes of waste** from landfills into co-processing streams, supporting a circular economy and local livelihoods in waste collection and logistics.
- We strengthened our research partnerships and piloted low-clinker, calcined clay blends to future-proof our portfolio against regulatory and market shifts.

Delivering Superior Performance

04

Our commitment to sustainability goes hand in hand with financial resilience and shareholder value. In 2024:

- We improved cost efficiency through digitalisation, logistics optimisation, and energy substitution, strengthening margins in a volatile environment.
- Our green products and circular practices generated tangible cost savings while enhancing profitability.
- We reinforced brand reputation as Nigeria's trusted partner for sustainable construction, positioning us as an attractive choice for customers, investors, and regulators alike.
- Importantly, Holcim's agreement to divest its **83.8% stake in Lafarge Africa to Huaxin Cement** marked a pivotal ownership transition, opening new opportunities for scale, capital, and innovation.

Through these four pillars, Lafarge Africa is not only executing its Strategy 2025 but also positioning itself as a catalyst for Nigeria's sustainable development. By embedding sustainability in every product, plant, and partnership, we are confident that our growth will remain profitable, inclusive, and aligned with the global energy transition.

1.5 Empowered Leadership

At Lafarge Africa Plc, leadership is more than stewardship – it is the force that transforms vision into reality and ambition into measurable impact. Our Board and Management team embody a rare combination of global expertise, local insight, and an unrelenting commitment to sustainability, innovation, and value creation.

Together, they guide Lafarge Africa through an era defined by climate challenges, economic shifts, and the urgent need for inclusive growth. By aligning governance with purpose, strategy with accountability, and performance with responsibility, they ensure that our organisation not only delivers strong financial results but also shapes the future of sustainable construction in Nigeria and across Africa.

Meet our Management Team

Lolu Alade-Akinyemi
Group Managing Director / Chief Executive Officer (GMD/CEO)

Yadagani Srinivasa Rao
Industrial Director

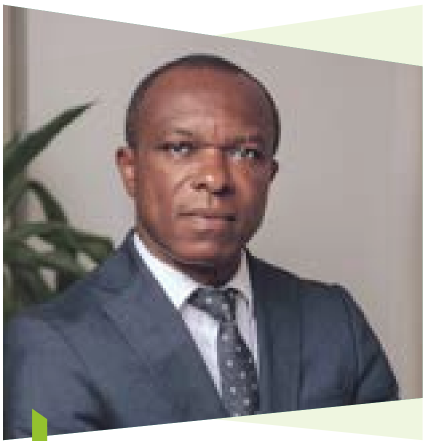
Gbenga Onimowo
Commercial Director

Gbemiga Owolabi
Organisation & Human Resources Director

Saeed Ande
Procurement Director

Osaze Aghatise
Logistics Director

Viola Graham-Douglas
Director, Communications, Public Affairs and Sustainable Development



Daniel Adedokun
Head of Geocycle

Segun Shoyoye
Power & Gas Director

Ibrahim Aminu
Managing Director AshakaCem Limited

Adewunmi Alode
General Counsel & Company Secretary

Rachael Ezembakwe
Head of Safety, Health & Environment

Simon L'Empriere
Country Security Manager

Puneet Sharma
Chief Finance Officer

Chukwuemeka Okonkwo
Head, Mortar, Lafarge Africa Plc

Derek Williamson
Head of Aggregates and ReadyMix

1.6 Economic Value Creation

At Lafarge Africa, we view sustainability and economic performance as mutually reinforcing. In 2024, we generated and shared financial value, harnessed our green strategy to create new revenue streams, strengthened local supply chains, and embedded our purpose into every business transaction—demonstrating that doing well and doing good go hand in hand.

A Year of Record Growth

The year 2024 marked a pivotal milestone in our financial journey. We achieved ₦696.80 billion in revenue – a 71.80% increase from 2023 – and delivered Profit After Tax of ₦100.10 billion, nearly doubling from the prior year. These results affirm that our business model can scale, even while investing in innovation, sustainability, and community impact.

This strong top-line growth gives us a widened base from which to invest in green transformation, inclusive value creation, and resilience-building across Nigeria's construction ecosystem.

Value Drivers Under Strategy 2024

Under Accelerating Green Growth, our economic value creation in 2024 was propelled by four interlocking drivers:

01 Accelerating Growth through New & Eco-Labels

By scaling our sustainable product lines, such as ECOPlanet Unicem, ECOPlanet Elephant, and EcoCrete, we transformed customer demand into premium value. As these products gain market share, they shift our revenue profile toward lower-carbon, higher-margin offerings, making green growth financially rewarding, not just morally compelling.

02 Expanding Solutions & Product Diversification

We broadened our offerings beyond conventional cement. In 2024, we rolled out Watershield Cement and Supa Whyte POP, expanded mortar formulations, and deepened our ready-mix business. These moves diversify revenue streams, reduce exposure to commodity price cycles, and better position us to serve the evolving needs of Nigerian infrastructure and building projects.

03 Innovation & Sustainability as Value Multipliers

Investments in Alternative Fuels & Raw Materials (AFR), Geocycle co-processing, and R&D efforts are not just cost-avoidance mechanisms, they are engines of value. By diverting over 197,000 tonnes of waste into useful inputs, we reduce dependence on fossil fuels, shrink operational cost, and create social value along waste-supply chains.

Moreover, innovations such as AI-powered process optimisation (introduced during our 2024 Sustainability Week in partnership with Lagos Business School) are shaping how we scale efficiency and performance across operations.

04 Delivering Superior Performance & Shared Returns

We remain committed to ensuring that financial returns and sustainability benefits are aligned. In 2024, this meant:

Strengthening margins through efficiency improvements (logistics, energy, procurement).

Embedding sustainability into procurement, boosting local vendor participation and reinforcing value retention within communities. Carefully linking stakeholder returns (employees, communities, governments) to our growth, ensuring the value we create is broadly shared.

Distribution, Reinvestment & Impact

Creating value is only part of the story. In 2024, we deliberately reinvested this value to drive further growth and deliver tangible benefits to our stakeholders:

Economic Value Distributed:

Wages (₦37,025,767), dividends (₦30,604,812), taxes (₦11,401,924), interest payments (₦1,639,329) was prioritised to support inclusive growth.

Retention for Growth:

A significant portion was retained and reinvested into low-carbon production, capacity expansion, R&D, and ESG compliance systems.

Community Investments:

We expanded social programmes in health, education, and infrastructure across our host communities, ensuring that our financial success translates into meaningful social impact.

Value With Purpose

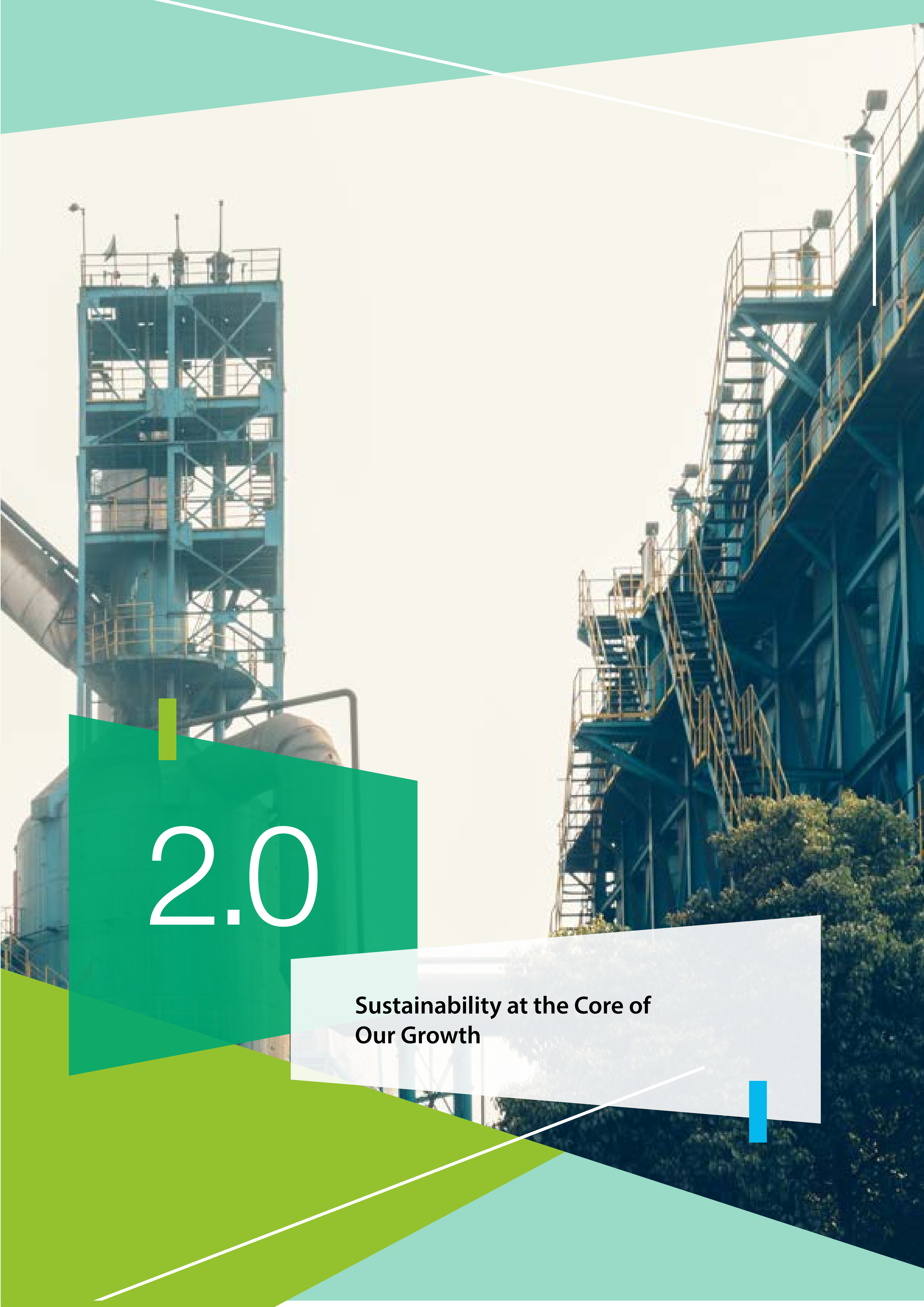
While our 2024 performance provides a solid foundation, our focus remains on sustainable growth. Key priorities moving forward include:

- Rolling out Interim Science-Based CO_2 intensity targets (Scope 1 & 2, with upstream Scope 3 considerations).
- Increasing AFR/alternative fuel substitution across all plants (beyond just Mfamosing).
- Raising the green-product share target to > 30 % of cement sales by 2025.
- Deeper integration of local supply chains, elevating small and medium enterprises aligned with sustainability criteria.
- Enhancing transparency and investor alignment through disclosures mapped to IFRS S1/S2, GRI, and NGX frameworks.

Lafarge Africa Plc Financial Performance (2022 - 2024)

While 2024 performance is a strong foundation, our focus is on sustainable trajectories. Key priorities ahead include:

	2022	2023	2024
Revenue / Net Sales	₦373.20 bn	₦405.50 bn (+8.6%)	₦696.80 bn (+71.8%)
Operating Profit	₦84.20 bn	₦102.50 bn (+21.7%)	₦193.00 bn (+89%)
Profit Before Tax (PBT)	₦62.30 bn	₦80.7 bn	₦152.2 bn (+93%)
Profit After Tax (PAT)	₦53.70 bn	₦51.10 bn (-4.7%)	₦100.10 bn (+96%)
Operating Margin	≈22.6%	≈25.3%	≈28%



2.0

Sustainability at the Core of Our Growth

Sustainability at the Core of Our Growth

2.1 Our Approach to Sustainability

At Lafarge Africa, we understand that the built environment is at the heart of both Nigeria's economic progress and the world's climate challenge. Cement and construction shape our cities and infrastructure, but they also account for a significant share of global emissions and resource use. Our commitment is clear: to decouple business growth from carbon intensity and resource dependency, while amplifying our positive contribution to people and nature.

Sustainability is not an add-on to our operations; it is the lens through which we define growth, measure success, and build resilience.

The Four Pillars of Our Sustainability Approach

Our strategy is anchored on four interconnected pillars that define how we create value and impact:

Climate & Energy

We are committed to leading Nigeria's construction sector toward net-zero. In 2024, we launched ECOPlanet Unicem, Nigeria's first low-carbon multipurpose cement, marking the start of our ECOPlanet portfolio and reducing CO_2 emissions by approximately 30%.

Our new Alternative Fuels & Raw Materials (AFR) facility in Mfamosing increased substitution of fossil fuels with waste-derived energy, moving us toward our 2030 CO_2 reduction targets. Through digital optimisation and energy efficiency measures, we continue to reduce clinker factor and fuel consumption across our plants.

Circular Economy

We champion circularity as a growth driver, transforming waste into value.

In 2024, over 197,000 tonnes of waste were co-processed through Geocycle, converting agricultural residues, biomass, and industrial by-products into alternative fuels.

We scaled partnerships with Ogun State and other stakeholders to advance integrated waste management systems, demonstrating that business success and environmental responsibility go hand in hand.

By embedding recycled materials and reducing embodied carbon in our products, we enable customers to choose greener, more efficient construction pathways.

Nature

We recognise that industrial operations must coexist with, and even regenerate natural ecosystems.

In 2024, we rehabilitated 17.4hectares of quarry land and planted thousands of indigenous seedlings to restore biodiversity.

We advanced Biodiversity Action Plans in our quarries across the business.

Water stewardship remains central: we improved freshwater efficiency and implemented responsible usage practices to reduce stress on local water resources.

People

We believe people are at the heart of sustainability.

Our 2024 initiatives impacted more than 20,000 community beneficiaries through healthcare, education, and infrastructure programmes.

The Digital Training Centre in Mfamosing equipped over 500 young Nigerians with digital and green skills, preparing them for the future of work.

Workplace safety and inclusion are non-negotiable: we maintained a zero-fatality record, strengthened safety training, and advanced gender diversity, with women now representing 40% of our Board.

From the Sustainability Desk

Gabriel Pollyn
Head of Sustainability and Sponsorship

Ini-obong Antaih
Corporate Citizenship Manager

Looking back at 2024, what would you describe as Lafarge Africa's most significant sustainability achievements?

One of our most significant achievements was advancing our climate and energy transition. During the year, we reduced our CO_2 emissions intensity by over 5%, expanded the use of alternative fuels, and strengthened energy efficiency across our plants.

We also introduced ECOPlanet Unicem, Nigeria's first low-carbon multipurpose cement, delivering about 30% lower CO_2 emissions compared to conventional cement. These milestones demonstrate our commitment to building a net-zero aligned business while continuing to deliver value for customers and stakeholders.

What progress did Lafarge Africa make in delivering positive social impact?

We continued to deepen our commitment to people and communities through targeted social investments and workforce initiatives. During the year, our programmes supported education, healthcare, and livelihood development across host communities, reaching thousands of beneficiaries. We also strengthened workplace safety, maintained a zero-fatality record, and expanded skills development initiatives to prepare young people and employees for the future of sustainable industry.

How did Lafarge Africa strengthen its environmental stewardship during the year?

Our environmental efforts focused on circular economy practices, water stewardship, and biodiversity restoration. We increased the use of alternative fuels in our operations and co-processed significant volumes of waste through our Geocycle programme, reducing reliance on fossil fuels. We also rehabilitated quarry lands and planted thousands of trees to restore ecosystems, while improving freshwater efficiency across our plants to minimise environmental impact.

Looking ahead, what are the key priorities for Lafarge Africa's sustainability journey?

Our focus going forward is to scale our climate action, accelerate circular economy practices, and deepen our social impact. We will continue investing in low-carbon products, renewable energy solutions, and responsible resource management while strengthening governance and transparency. Ultimately, our goal is to ensure that every product we deliver contributes to building a more resilient, sustainable, and inclusive future for Nigeria.

Project Team

Gabriel Pollyn
Communication, Public Affairs & Sustainable Development

Ini-obong Antaih
Communication, Public Affairs & Sustainable Development

Ginika Frank-Durugbor
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

Bam Inika
Organization & Human Resources

Nyong Okon
Organization & Human Resources

Adeyemi Ariyo
SHE (Health & Safety)

Greggs Salami
Geocycle

Abubakar Ngulde
Geocycle

Yinka Akindele
Marketing (Commercial)

Anuoluwapo Gbadegesin
Legal and Compliance

Oluwaseun Awolola
Legal and Compliance

Lambert Ojieh
Procurment

Olufunke Madojutimi
SHE (Environment)

Victor Nka
SHE (Environment)

Sola Akinboboye
Security

2.2 Our Sustainability Journey

Sustainability has always been central to Lafarge Africa's identity. As a pioneer in Nigeria's building materials industry, we recognised early that our sector sits at the nexus of climate, resources, and human development. Over the past two decades, we have steadily evolved from compliance-driven reporting to strategic sustainability leadership, embedding climate action, circularity, biodiversity stewardship, and social impact into the core of our operations.

Early Foundations
2000s – 2015

Our journey began with targeted community and environmental programs focused on education, health, and quarry rehabilitation. Even before sustainability became mainstream in Nigerian corporate governance, we were setting up frameworks for environmental management and social responsibility.

In 2015, following Lafarge Africa's integration into the Holcim Group, we aligned our commitments with global sustainability frameworks. This integration sharpened our focus on carbon reduction, safety culture, and innovation in cement production.

Consolidation & Strategic Direction
2016 – 2020

From 2016, we began publishing annual sustainability reports in line with Global Reporting Initiative (GRI) standards, reinforcing our commitment to transparency. During this period, we launched Geocycle in Nigeria, pioneering waste co-processing and embedding the circular economy into our operations.

By 2018, we had also begun expanding our mortar and ready-mix operations, providing customers with solutions that reduced construction inefficiencies and embodied carbon. Our 2030 Sustainability Goals were first announced during this era, aligning us with the UN Sustainable Development Goals (SDGs) and the Paris Agreement.

Acceleration & Recognition
2021 – 2023

Between 2021 and 2023, the company accelerated its progress by acheiving its Strategy 2022 goals early and driving green growth through eco-friendly products. It shifted towards higher-margin sustainable materials and achieved record sales, profits, and cost saving.

Key milestones included:

- Expanding our Eco-Label cement portfolio with up to 30% less embodied carbon.
- Diverting more than 120,000 tonnes of waste annually through Geocycle.
- Achieving gender diversity milestones at Board level, moving toward a 40–60% balance.
- Implementing quarry rehabilitation projects, restoring over 20 hectares of land and planting thousands of indigenous trees.
- Investing in community health and education programmes, including "Adopt-a-School" and Girl-Child Empowerment initiatives.

Our efforts during this period earned us recognition as a leader in circular economy practices in Nigeria and a trusted partner for sustainable infrastructure.

2024: A Year of Transformation

In 2024, we embarked on a new phase of our journey, defined by greater scale, innovative solutions, and measurable impact

Climate & Energy

- Expanded ECOPlanet Unicem, with green cement now contributing ~21% of cement sales.
- Commissioned a new Alternative Fuels & Raw Materials (AFR) facility at Mfamosing, driving higher thermal substitution and reducing reliance on fossil fuels.

Circular Economy

- Co-processed 197,000+ tonnes of waste through Geocycle, strengthening partnerships with states like Ogun to scale integrated waste management solutions.

Nature

- Rehabilitated 17.4 hectares of quarry land, planted indigenous trees and advanced Biodiversity Action Plans across the Quarries.
- Improved freshwater efficiency across plants to reduce water stress.

People

- Impacted over 20,000 beneficiaries through targeted healthcare and education initiatives.
- Trained more than 500 youth in digital and green skills at the Mfamosing Digital Training Centre.
- Maintained a zero-fatality record, reflecting our unwavering commitment to safety.
- Financially, 2024 was a breakthrough year, with revenue reaching ₦696.80 billion and Profit After Tax of ₦100 billion—demonstrating that sustainability and profitability can reinforce each other.

Using science-based targets, circular economy models, and nature-positive actions, Lafarge Africa's sustainability journey demonstrates continuity and ambition. In 2024, we not only scaled impact but also set the foundation for the next decade: a Lafarge Africa that is net-zero aligned, circular by design, nature-positive, and people-centered.

Our journey continues, with 2025 and beyond focused on accelerating green growth, deepening partnerships, and ensuring that every tonne of cement, every project, and every investment contributes to a resilient and sustainable Nigeria.

2.3 Material Priorities

Understanding what matters most—to our stakeholders, our business, and the planet—is central to Lafarge Africa's sustainability strategy. In 2024, we enhanced our materiality approach to reflect the evolving global ESG disclosure landscape and to align with the Holcim Group's double materiality framework, which integrates both impact materiality (our effects on society and the environment) and financial materiality (how sustainability risks and opportunities influence enterprise value).

This advancement ensures that our sustainability priorities are evidence-based, forward-looking, and aligned with the expectations of investors, regulators, employees, and the communities we serve. For 2024, we conducted a thorough external and internal materiality revalidation. The results of this assessment are presented in the table below.

Our proprietary materiality scoring model evaluates both opportunities (positive scenarios) and risks (negative scenarios) across multiple dimensions, including:

- Scale: Magnitude of potential impact
- Scope: Breadth of affected operations/stakeholders
- Likelihood: Probability of occurrence
- Irremediability: Difficulty of mitigation or reversal (for negative impacts)

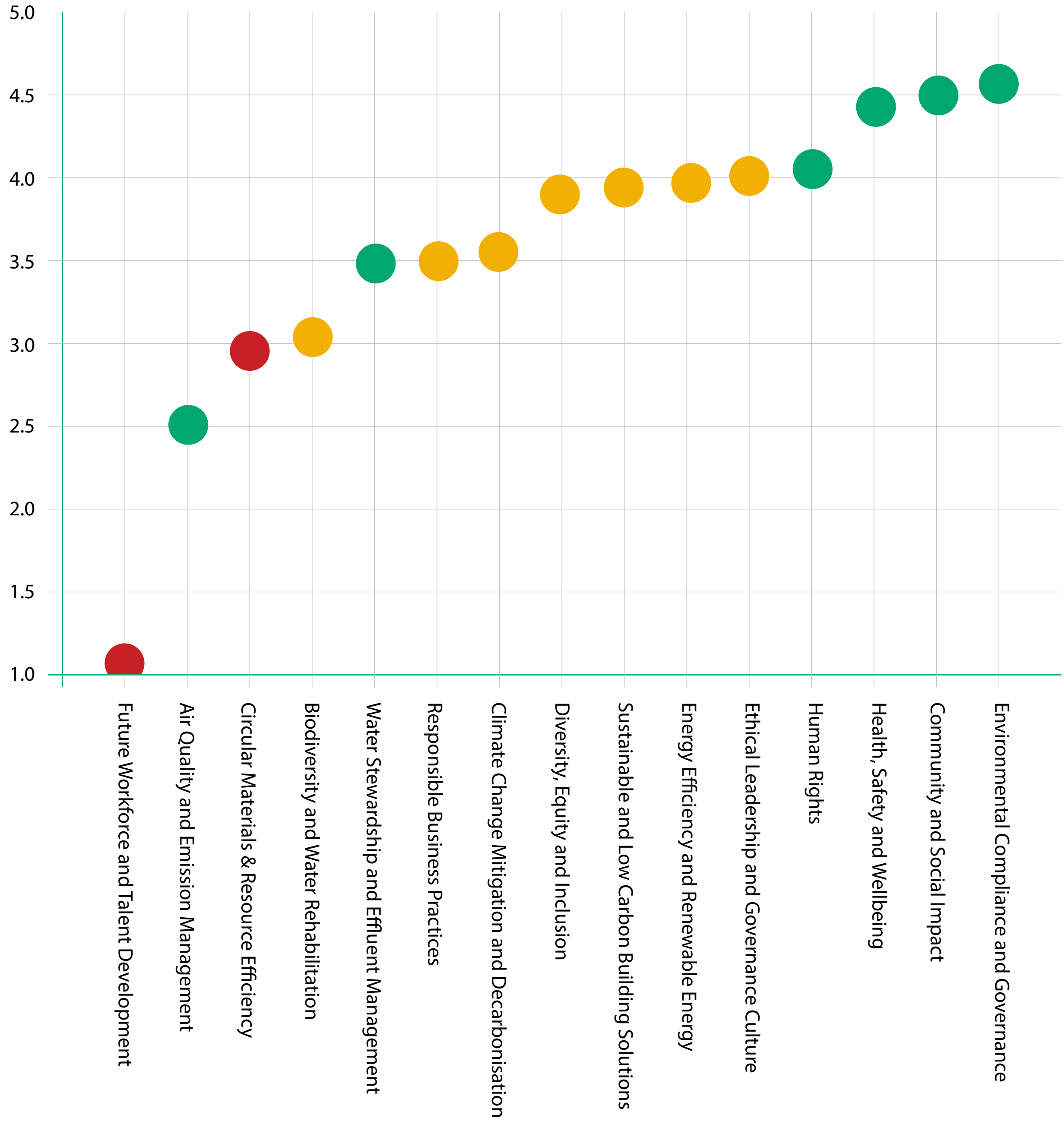
Final scores were normalised and categorised into tiered levels to prioritise what truly matters on a scale of five:

- Tier 1 materiality are critical priorities: Essential to business success, heavily influencing strategy, compliance, and reputation.
- Tier 2 materiality represent key focus areas: Significant to performance and long-term growth.
- Tier 3 materiality highlight emerging issues: Relevant but lower urgency, requiring monitoring and proactive management.

The table below presents the results of the external and internal materiality revalidation for 2024.

Material Topic	Pillar	Level
Circular Materials & Resource Efficiency	Circular Economy	Tier 3
Air Quality and Emission Management	Nature	Tier 1
Water Stewardship and Effluent Management	Nature	Tier 1
Biodiversity and Water Rehabilitation	Nature	Tier 2
Environmental Compliance and Governance	Nature	Tier 1
Energy Efficiency and Renewable Energy	Climate and Energy	Tier 2
Climate Change Mitigation and Decarbonisation	Climate and Energy	Tier 2
Sustainable and Low Carbon Building Solutions	Climate and Energy	Tier 2
Community and Social Impact	People	Tier 1
Ethical Leadership and Governance Culture	People	Tier 2
Human Rights	People	Tier 1
Diversity, Equity and Inclusion	People	Tier 2
Health, Safety and Wellbeing	People	Tier 1
Future Workforce and Talent Development	People	Tier 3
Responsible Business Practices	People	Tier 2

Materiality Revalidation for 2024



Materiality Scorecard
(material topics and Impact Scores)

Tiers

- Tier 1: Critical Priorities
- Tier 2: Key Focus Areas
- Tier 1: Emerging Issues

Description of topics covered in this report

Material Topic	Description
Circular Materials & Resource Efficiency	Optimising material and energy use through alternative fuels, clinker reduction, Construction and Demolition Waste (CDW) recycling, and waste co-processing.
Air Quality and Emission Management	Reducing pollutants (dust, NOx, SO_2, PM) through control systems, monitoring, and compliance with air quality standards.
Water Stewardship and Effluent Management	Minimising water use and pollution through recycling, reuse, and treated discharge, especially in water-scarce areas.
Biodiversity and Water Rehabilitation	Restoring ecosystems through BAPs, native planting, and land rehabilitation to achieve biodiversity net gain.
Environmental Compliance and Governance	Ensuring regulatory compliance through certifications, audits, and proactive environmental management.
Energy Efficiency and Renewable Energy	Enhancing energy performance and integrating renewables (solar, wind, biomass) to cut emissions and costs.
Climate Change Mitigation and Decarbonisation	Managing GHG emissions (Scopes 1–3), assessing climate risks, and reporting impacts on business and society.
Sustainable and Low Carbon Building Solutions	Creating low-carbon, eco-labelled cement and concrete to support green construction standards (LEED, EDGE, BREEAM).
Community and Social Impact	Building strong local relationships and supporting long-term social development.
Ethical Leadership and Governance Culture	Upholding integrity, transparency, anti-corruption, and cybersecurity in leadership and operations.
Human Rights	Respecting and promoting human rights across operations and supply chains.
Diversity, Equity and Inclusion	Fostering equal opportunity and a culture of belonging.
Health, Safety and Wellbeing	Protecting mental and physical health of employees, contractors, and communities.
Future Workforce and Talent Development	Attracting, retaining, and upskilling talent for sustainability, digitalisation, and excellence.
Responsible Business Practices	Ensuring ethics, fair procurement, supplier and customer responsibility, and product safety.

2.4 Alignment with ESG Standards and Sustainability Standards

Our sustainability strategy is designed to meet local expectations while aligning with the highest global Environmental, Social, and Governance (ESG) standards. We recognize that sustainable growth depends on adherence to internationally accepted frameworks, transparent reporting, and measurable impact.

In 2024, our commitments were closely linked to the United Nations Sustainable Development Goals (SDGs) and aligned with leading global ESG frameworks, including the Global Reporting Initiative (GRI), the International Sustainability Standards Board (ISSB), the Task Force on Climate-related Financial Disclosures (TCFD), the UN Global Compact (UNGC), and the Nigerian Exchange (NGX) Sustainability Disclosure Guidelines.

This alignment ensures that all our stakeholders—investors, regulators, communities, and customers—can have confidence that Lafarge Africa is creating measurable value in line with global best practices for sustainable business.

2.4.1. Anchoring on the SDGs

Our 2024 sustainability initiatives directly support 10 priority SDGs

Good Health and Well-Being: Expanding occupational health, safety training, and community medical outreach.

Quality Education: Scholarship awards, school renovations, and vocational training for youth.

Gender Equality: Women on Wheels and Female Tilers and Block Laying programmes, and expanded female representation in logistics and leadership.

Clean Water and Sanitation: Portable water systems and water efficiency measures.

Affordable and Clean Energy: CNG trucks, electric fleets, and solar-powered infrastructure.

Industry, Innovation, and Infrastructure: Eco-labelled products, community roads, and research partnerships.

Sustainable Cities and Communities: Waste management partnerships, renewable lighting projects, and school infrastructure.

Responsible Consumption and Production: Scaling Geocycle to expand waste co-processing and circular economy practices.

Climate Action: EcoPlanet launch, thermal substitution.

Life on Land: Quarry rehabilitation and indigenous tree planting.

Integration with ESG Frameworks

Global Reporting Initiative (GRI):

We continue to report in line with the GRI Standards, ensuring comparability, materiality, and transparency of disclosures.

ISSB / IFRS S1 & S2 (2023–2024):

In the coming years, we plan to voluntarily adopt the ISSB Standards (climate and sustainability-related disclosure standards), preparing for Nigeria's official adoption roadmap and enhancing the decision-usefulness of our data for global investors.

Task Force on Climate-related Financial Disclosures (TCFD):

We disclose climate risks and opportunities across governance, strategy, risk management, and metrics/targets, a critical step in decarbonisation transparency.

UN Global Compact (UNGC):

As a proud participant, we uphold its 10 principles on human rights, labour, environment, and anti-corruption, embedding them in our Code of Business Conduct and operations.

Nigerian Exchange (NGX):

Our disclosures are fully aligned with the NGX Sustainability Disclosure Guidelines, positioning Lafarge Africa as a leader on the Nigerian capital market's ESG agenda.

Science-Based Targets initiative (SBTi):

Our emissions reduction pathway is aligned with the SBTi, ensuring credibility in our net-zero ambition.

Equator Principles & IFC Performance Standards (applied to projects and community development):

We benchmark our infrastructure and community projects against global safeguards to manage social and environmental risks responsibly.

2.4.2. Aligning our Performance with Six Capitals of Value creation

At Lafarge Africa Plc, our approach to value creation extends far beyond financial performance. Guided by the **International Integrated Reporting Framework**, we create long-term, measurable value across six interdependent capitals – financial, manufactured, intellectual, human, social and relationship, and natural. These capitals form the backbone of our sustainability strategy and represent the diverse resources we depend on, transform, and enhance to deliver shared prosperity for our stakeholders and the planet.

Our 2024 performance demonstrates that sustainable growth is achievable when business success is deliberately aligned with environmental stewardship, social inclusion, and strong governance. We are redefining what it means to "build for progress," ensuring that every ton of cement produced also strengthens communities, preserves ecosystems, and drives innovation across Nigeria's construction value chain.

01

Financial Capital

Driving profitable, resilient, and sustainable growth.

Lafarge Africa continues to deliver strong financial performance through disciplined capital allocation, operational efficiency, and green growth innovation.

In 2024, our focus on cost optimisation, sustainable sourcing, and expanding our Eco-labelled product lines contributed to steady revenue growth and resilient profitability, despite macroeconomic pressures.

We reinvest our earnings to strengthen our decarbonisation roadmap, accelerate digital transformation, and deepen community partnerships, ensuring that profitability fuels progress across all other capitals.

Our prudent financial management has enabled continued investment in renewable energy infrastructure, circular economy innovations, and workforce development, affirming that sustainability and shareholder returns are mutually reinforcing.

02

Manufactured Capital

Building sustainable assets and infrastructure that drive Nigeria's growth.

Through our four production hubs – **Mfamosing, Ewekoro, Sagamu, and Ashaka**. Lafarge Africa is continuously modernising its assets to enhance efficiency, reliability, and environmental performance.

In 2024, we completed critical upgrades to our kilns and alternative fuel systems, expanded our Geocycle co-processing capacity, and introduced new low-carbon cement formulations under the ECOPlanet brand.

Our ready-mix, mortar, and aggregates operations continued to enable green infrastructure projects nationwide, supporting Nigeria's ambition for sustainable urbanisation and resilient construction.

Each facility serves as a living laboratory for innovation, embedding sustainability across design, production, and logistics.

03

Intellectual Capital

Innovating for a low-carbon and digital future.

Innovation is at the heart of our sustainability journey.

In 2024, we deepened our R&D collaboration with Holcim Group, deploying digital twins and AI-enabled monitoring systems to optimise kiln performance, predict maintenance, and reduce emissions.

Our technical teams continued developing advanced construction solutions such as high-performance, low-carbon concrete, 3D printing applications, and admixture systems tailored to the Nigerian climate.

We also enhanced our knowledge management systems to promote data-driven decision-making across sustainability, safety, and circularity programmes.

04

Human Capital

Empowering people to drive sustainable performance.

Our people are our most valuable asset.

In 2024, we strengthened our employee value proposition by embedding safety, inclusion, and capability development at the core of our human resource strategy.

We launched new leadership programs targeting young engineers and female professionals, expanded technical training in digital operations, and maintained our industry-leading safety record.

Employee well-being remained a top priority, with proactive health initiatives, flexible work arrangements, and mental wellness support.

05

Social and Relationship Capital

Building trust and shared prosperity with stakeholders and communities.

Lafarge Africa's business is deeply rooted in the communities where we operate.

In 2024, we advanced our inclusive growth agenda through education, entrepreneurship, health, and infrastructure programs that uplift thousands of lives across Nigeria.

Through our CSR framework, we strengthened partnerships with state governments, NGOs, and local leaders to promote youth empowerment, clean energy adoption, and sustainable livelihoods.

Our Supplier Sustainability Charter deepened engagement with SMEs, encouraging local procurement, ethical conduct, and environmental responsibility throughout our value chain.

06

Natural Capital

Preserving the planet that sustains us.

We recognise that the natural environment is central to our license to operate.
In 2024, Lafarge Africa continued its progress toward a net-zero, nature-positive future by advancing its biodiversity, decarbonisation, and water stewardship commitments.
We achieved a significant reduction in freshwater withdrawal through recirculation systems, rehabilitated over 20 hectares of quarry land, and planted over 12,000 indigenous trees.

Our Geocycle operations transformed over 130,000 tonnes of waste into alternative fuels, advancing Nigeria's transition toward a circular economy.

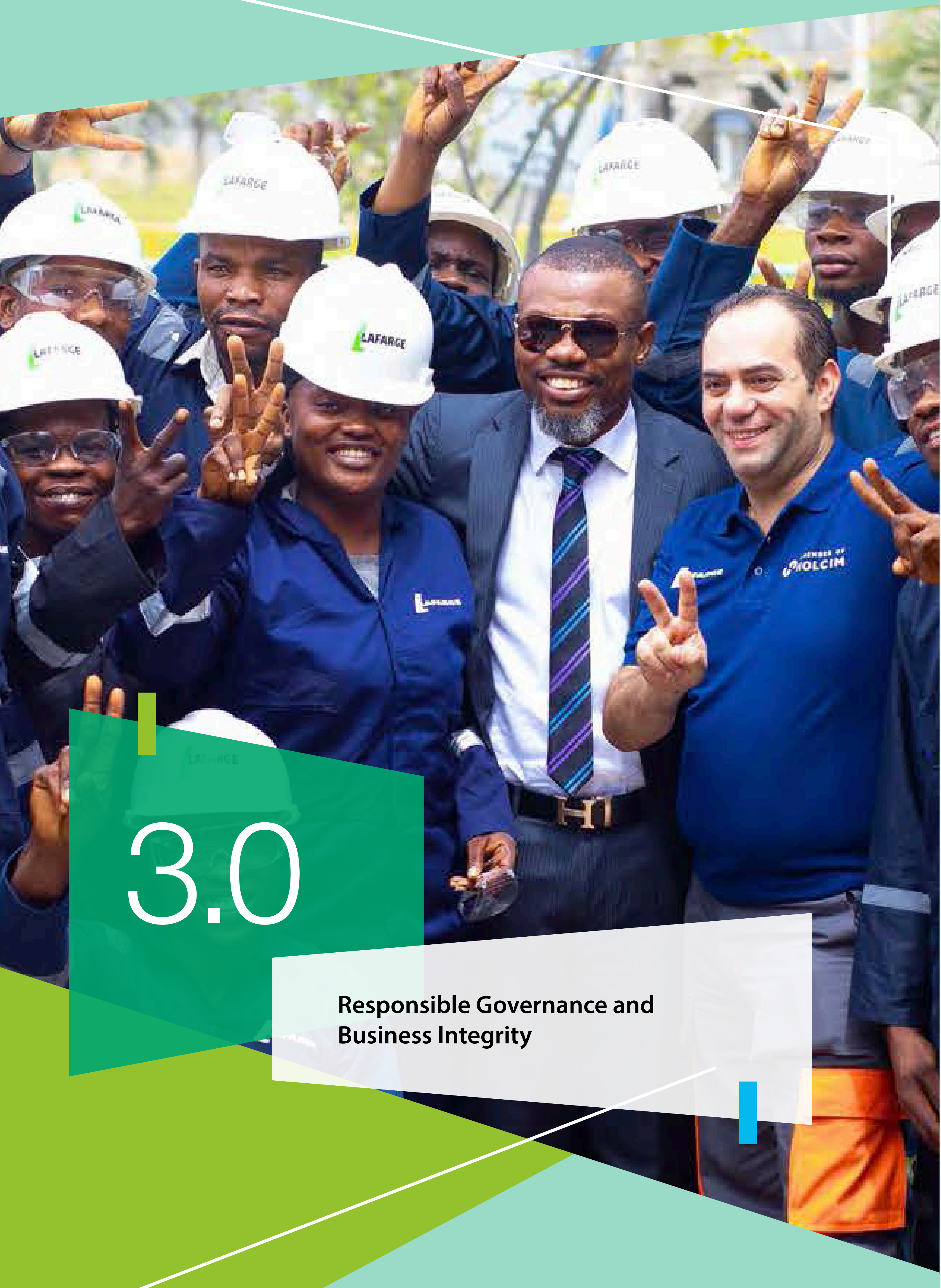
Our Integrated Value Creation Story

By intentionally managing these six capitals, Lafarge Africa creates holistic value – financial resilience, environmental protection, human empowerment, and social inclusion.

Our integrated approach ensures that every strategic decision contributes to

"Building Progress for People and the Planet."

As we look ahead to 2025 and beyond, we remain committed to embedding the six-capital model at the centre of our governance, performance measurement, and stakeholder engagement – ensuring that value creation today does not compromise the future.



3.0

Responsible Governance and Business Integrity

Responsible Governance and Business Integrity

Governance Area	Key Performance Highlights (2024)
Governance Framework	Embedded ESG priorities in board decisions and daily operations; diverse Board with 40% female representation.
Oversight & Ethics	Continuous ESG/climate risk monitoring; enhanced Risk Management & Ethics Committee oversight.
Risk Management	Aligned ERM Framework with ISO 31000 & COSO; managed strategic, climate, operational, cybersecurity risks.
Compliance & Controls	95%+ staff completed ethics training; launched refreshed Supplier Code of Conduct; strengthened whistleblowing.
Internal Controls	Digitized audits; improved financial controls; reinforced business continuity plans.
Human Rights	Conducted comprehensive risk assessment; zero tolerance for discrimination; maintained gender balance.
Supply Chain	Audited 100% of high-risk suppliers for ESG & human rights compliance.
Community Engagement	Implemented FPIC protocols; created 2,000+ local jobs through sustainable initiatives.
Cybersecurity & Data Protection	Implemented next-gen security measures; trained 4,500+ employees; established 24/7 Security Operations Center.
Regulatory Compliance	Fully compliant with Nigeria Data Protection Act; enhanced third-party vendor cybersecurity controls.
Operational Technology Protection	Segregated IT & OT networks; implemented real-time monitoring to reduce vulnerabilities.

3.1 Corporate Governance and Ethical Leadership

At Lafarge Africa Plc, we recognise that sound corporate governance is the cornerstone of sustainable success. In 2024, we strengthened our governance framework to ensure that environmental, social, and governance (ESG) priorities remain embedded in every decision we make – from boardroom discussions to day-to-day operations across all our plants and offices.

Our approach to governance is rooted in accountability, transparency, and ethical leadership. It reflects our conviction that integrity-driven decision-making is vital to protecting stakeholder trust, driving business resilience, and sustaining long-term value creation in a rapidly evolving global landscape.

Governance Framework and Oversight

Lafarge Africa's governance structure is anchored on a Board of Directors composed of diverse, independent, and experienced leaders with deep expertise across finance, sustainability, and public policy.

In line with the Nigerian Code of Corporate Governance (NCCG 2018), Nigeria Exchange Group (NGX) listing rules, and Holcim Group's global governance standards, our Board ensures that strategic oversight integrates both performance and purpose.

Key oversight responsibilities in 2024 included:

- Continuous monitoring of ESG performance, climate risk management, and regulatory compliance.
- Integration of ISSB-aligned sustainability disclosures into the company's reporting systems.
- Strengthened Board-level Risk Management & Ethics Committee (RMEC) oversight, which reviews sustainability risks, stakeholder engagement, and ethics compliance; and
- Ongoing assessment of supply chain integrity, anti-corruption controls, and human rights adherence across operations.

The Board met regularly throughout 2024, demonstrating active stewardship and ensuring that Lafarge Africa remains aligned with global standards of governance excellence.

Board Diversity and Independence

We believe diversity strengthens governance. In 2024, Lafarge Africa maintained a gender-balanced Board, one of the most progressive in Nigeria's private sector.

Beyond gender, our leadership team reflects diversity in professional expertise, generational insight, and geographic representation. This diversity enables richer perspectives and better decision-making in steering the company toward its sustainability ambitions.

Non-executive directors continue to form most of the Board composition, ensuring objectivity and accountability in governance practices.

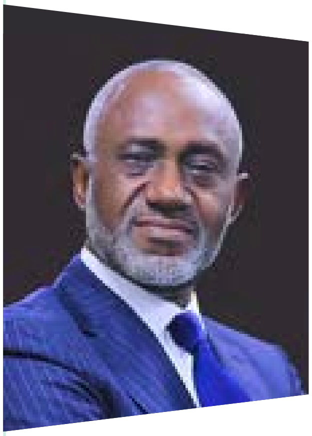
In 2025 and beyond, Lafarge Africa will continue to strengthen governance through:

- Embedding ESG competence into Board and management training;
- Adopting integrated reporting practices aligned with global frameworks; and
- Expanding digital compliance monitoring systems for greater efficiency and transparency.

In fostering a culture where leadership, ethics, and accountability converge, Lafarge Africa is not only building a company that performs, but one that endures, inspires, and leads with integrity in Nigeria and across Africa.

Board of Directors

As of 31st December 2024, the Board of Directors of Lafarge Africa Plc were:



Gbenga Oyebode, MFR

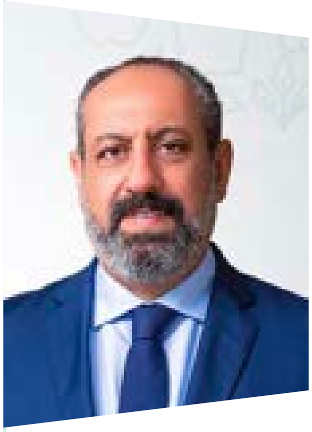
Chairman (Non-Executive Director)

Mr. Gbenga Oyebode joined the Board on 8 April 2020 and was appointed as Board Chairman effective 27 April 2024. He has over 42 years of experience in law, governance, and business operations. He obtained his LL.B in Law from the University of Ife and his LL.M from the University of Pennsylvania. He has held several key leadership positions including Chairman of Access Bank Plc (2005–2015), Director at MTN Nigeria Plc (2001–2019), Chairman of Okomu Oil Palm Company Plc, former Chairman of PZ Cussons Nigeria Plc, and Director at Nestlé Nigeria Plc. He is also the Chairman of CFAO Nigeria.

Lolu Alade-Akinyemi

Group Managing Director / CEO (Executive Director)

Mr. Lolu Alade-Akinyemi became Group Managing Director and CEO on 1 July 2023. He was appointed to the Board on 8 April 2020. He has extensive cross-functional experience in finance, supply chain, sales, and business development. Prior to his appointment as CEO, Lolu served as the CFO and Supply Chain Director at Lafarge Africa Plc. Before joining Lafarge in 2014, he was Finance Director at PZ Cussons Nigeria Plc for four years. He also spent 16 years at The Coca-Cola Company, where he worked in the UK, Belgium, Ghana, and Nigeria. He is a certified accountant and holds a bachelor's degree in economics from the University of Essex, as well as an MBA from Edinburgh Business School.



Khaled El Dokani

Non-Executive Director

Mr. Khaled El Dokani graduated in Commerce and Accounting from Alexandria University, Egypt, and is a Certified Public Accountant (Delaware, USA). He was appointed Group Managing Director and Chief Executive Officer of Lafarge Africa Plc on 18 January 2020 and resigned from the role on 30 June 2023. He, however, retained his position on the Board as a Non-Executive Director.

Elenda Osima-Dokubo

Non-Executive Director

Mrs. Elenda Osima-Dokubo is the CEO of Chandrea Lifestyle Limited, a home interior business. She previously served as the Acting Managing Director of the Cross River State Tourism Bureau and as the Executive Secretary of the Cross River State Carnival Commission. She was appointed to the Board of Lafarge Africa Plc on 11 March 2015. Mrs. Osima-Dokubo brings strong local business, cultural, and community insights to the Board

Adenike Ogunlesi

Independent Non-Executive Director

Mrs. Adenike Ogunlesi is the founder and Creative Director of Ruff 'n' Tumble, a leading Nigerian premium children's fashion brand. She has extensive experience in entrepreneurship and is a founding member and the first president of the Network of Entrepreneurial Women (NEW) at the Nigeria Employers' Consultative Association (NECA). She was appointed to the Board on 11 March 2015.

Oyinkansade Adewale, FCA
Independent Non-Executive Director

Mrs. Oyinkansade Adewale, FCA, is a Chartered Accountant and a highly experienced finance professional with over 30 years of experience as an Executive Director and Chief Financial Officer in various companies. She also has more than 25 years of experience serving on boards in both executive and non-executive roles. Mrs. Adewale received the Central Bank of Nigeria (CBN) Governor's Commendation for meritorious service to the banking sector. She is a Board member of Beta Glass Plc, FBN Quest Merchant Bank Ltd, and MidWestern Oil & Gas Company. She joined the Board of Lafarge Africa Plc on 4 June 2020.

Kaspar Theiler
Non-Executive Director (Swiss)

Mr. Kaspar Theiler is the is the Regional General Counsel, Asia, Middle East and Africa (AMEA) at Holcim Group. He has extended experience in commercial law, mergers and acquisition, financing, corporate governance and stakeholder management. He was appointed to the Board of Lafarge Africa Plc on 20th April 2022.

Claudia Albertini
Non-Executive Director (Italian)

Mrs. Claudia Albertini is the Chief Financial Officer at the Holcim group, overseeing Asia, Middle East and Africa regions. She is a finance expert and has served various capacities with the Holcim Group including CEO of Holcim Belgium, Head of Business Services & Corporate Projects at Holcim Group and CFO for Holcim Belgium and Netherlands, amongst others. She was appointed to the Board on 2nd June 2023. She brings broad business leadership experience to the Board.

Grant Earnshaw

Non-Executive Director (British)

Mr. Grant Earnshaw was first appointed to the Board on 7th April 2018 and reappointed on 27th February 2024. He has held several positions at Holcim, including Senior VP & Head of Integration, CEO of Lafarge Iraq, Group Vice President Strategy, Development, Mergers & Acquisitions and Managing Director, Lafarge Middle East. He is a Fellow of the Institute of Directors (UK)

Taner Demir

Non-Executive Director (Turkish)

Mr. Taner Demir is the Head of Finance for Middle East & Africa region at the Holcim Group. He has expertise in corporate finance, mergers and acquisitions, strategic development, and operational leadership. He has successfully led transformative projects, including large-scale mergers, corporate restructuring, and financial strategy implementation across diverse markets. He was appointed to the Board on 26th July 2024.

Olusola Oworu

Independent Non-Executive Director (Nigerian)

Mrs. Olusola Oworu is a seasoned finance professional with broad experience across various sectors including banking, finance, consulting, commerce, energy and the public sector. She is a former Commissioner for Commerce and Industry, Lagos State and a Fellow of the Institute of Chartered Accountants of Nigeria (ICAN). She was appointed to the Board on 25th July 2024.

3.2 Risk Management, Compliance, and Internal Controls

At Lafarge Africa Plc, effective risk management, compliance, and robust internal controls form the backbone of our commitment to sustainable and responsible business practices. Our Enterprise Risk Management Framework (ERMF) ensures that all risks across strategic, operational, financial, and reputational dimensions are proactively identified, assessed, and managed to support inclusive and sustainable growth.

We view effective risk management and a strong compliance culture as the foundation of responsible business and sustainable performance. In 2024, we deepened our enterprise-wide risk management framework to proactively identify, assess, and mitigate emerging risks, including those related to climate change, cybersecurity, ethics, and regulatory transitions in sustainability disclosure.

Our approach integrates governance, risk, and compliance (GRC) into a unified model that ensures resilience, operational continuity, and long-term stakeholder value.

Integrated Risk Management Framework

Guided by our ERMF, Lafarge Africa Plc takes a holistic and integrated approach to risk management. The framework is anchored on best practices, aligning with global standards to safeguard our operations against uncertainties while enabling us to seize opportunities responsibly. It emphasises:

Risk Identification

Continuous recognition of risks across all business units, leveraging techniques such as risk and control self-assessments, scenario analysis, and Key Risk Indicators (KRIs).

Risk Assessment and Measurement

Systematic evaluation of likelihood and impact, enabling quantitative and qualitative analysis of risk exposure.

Risk Treatment and Control

Implementation of effective control measures to mitigate risks, with a focus on monitoring, compliance, and continuous improvement.

In 2024, the framework evolved to align with Holcim Group's global risk standards and leading international references such as:

- **ISO 31000:2018 – Risk Management Guidelines**
- **COSO Enterprise Risk Management (ERM) Framework**

Lafarge Africa's Risk Management and Ethics Committee (RMEC), a Board subcommittee, provides oversight, supported by the Risk and Compliance Office which coordinates risk identification and mitigation across all business units.
Each operational site maintains a Risk Register that feeds into an enterprise-level database, allowing the company to monitor and respond to dynamic risk trends in real time.

Key Risk Categories Monitored in 2024

Strategic Risks:

Changes in market demand, energy prices, and competitive pressures were actively managed through diversification of product lines (EcoLabel Cement, and ECOPlanet) and expansion of circular economy initiatives.

Climate and Environmental Risks:

In alignment with TCFD, we expanded scenario analyses to assess the physical and transition risks of climate change on our operations. Enhanced energy efficiency and alternative fuel programs helped mitigate exposure to carbon pricing and emission constraints.

Operational Risks:

Focused on safety, plant reliability, and supply chain continuity. We deployed advanced maintenance planning systems and predictive analytics to minimise downtime and ensure occupational safety across all plants.

Cybersecurity and Data Privacy Risks:

Strengthened our cybersecurity infrastructure through multi-layer protection, real-time monitoring, and employee training to prevent data breaches.

Regulatory and Compliance Risks:

Closely monitored Nigeria's transition toward ISSB-aligned sustainability disclosures, tax reforms, and environmental regulations. Early adoption of ISSB standards positioned Lafarge Africa as a sector leader in transparent, investor-grade ESG reporting.

Reputational and Social License Risks:

We prioritised community relations, stakeholder engagement, and ethical conduct to sustain trust and our social license to operate.

Compliance and Ethics Management

We maintain unwavering compliance with applicable regulatory requirements and ethical standards. Our governance structure, including oversight by the Board Risk Management and Ethics Committee and the Risk & Insurance unit, ensures alignment with our risk appetite and reinforces accountability across all levels of the organization. Regular audits and reviews by internal and external parties further strengthen our compliance posture.

Our compliance framework is guided by the Holcim Integrity Framework and Lafarge Africa's Code of Business Conduct, which define expected standards of behaviour for employees, contractors, and partners.

In 2024, we achieved the following milestones:

- Conducted company-wide ethics and anti-corruption training for all staff, with over 95% completion rate.
- Launched a refreshed Supplier Code of Conduct, aligning procurement partners with our ESG and human rights principles.
- Strengthened the Whistleblowing Programme, ensuring confidential, independent reporting and protection from retaliation.
- Introduced Compliance Ambassadors in all plants to champion ethics and integrity.
- Conducted regular compliance audits and third-party due diligence to ensure adherence to anti-bribery and competition laws.

Our compliance efforts are monitored by the Audit Committee and the Board Risk Management & Ethics Committee, ensuring robust oversight and immediate escalation of red flags.

Internal Control System

Lafarge Africa maintains a rigorous internal control environment consistent with COSO (Committee of Sponsoring Organisations) Internal Control Framework. This system safeguards assets, ensures accuracy of financial reporting, and promotes operational efficiency.

Robust internal controls are embedded throughout Lafarge Africa Plc's operations to safeguard assets, ensure accuracy in financial reporting, and foster operational excellence. The Internal Audit Unit plays a critical role in independently verifying that risk management processes and controls are effective, timely, and adhere to approved policies. Findings and recommendations are systematically addressed to enhance our control environment continuously

In 2024, we enhanced internal controls by:

- Digitising audit processes through advanced analytics and AI-driven monitoring;
- Conducting independent assurance reviews across finance, sustainability, and operations;
- Strengthening financial risk controls around foreign exchange volatility, procurement, and credit management;
- Reinforcing business continuity plans (BCP) to ensure resilience against geopolitical, environmental, and cyber disruptions.

In 2024, we advanced the integration of ESG risk factors into its strategic planning and capital allocation processes. Environmental and social risks are now assessed alongside financial performance indicators, ensuring every major investment decision supports our Strategy 2025 – Accelerating Green Growth.

We also embedded climate resilience assessments into project feasibility studies and developed ESG Key Risk Indicators (KRIs) to track sustainability-linked performance in real time.

Looking ahead to 2025, Lafarge Africa will:

- Deploy a centralised digital GRC platform to harmonise risk, compliance, and audit data.
- Integrate artificial intelligence-driven risk forecasting tools for early warning and predictive analytics.
- Conduct annual ESG risk certification for senior management to strengthen accountability and risk literacy.

Through disciplined governance, transparent disclosure, and data-driven insight, Lafarge Africa continues to build a resilient, ethical, and future-ready organisation – capable of thriving in an increasingly complex global environment.

3.3 Upholding Human Rights Across Our Value Chain

At Lafarge Africa Plc, respect for human rights is fundamental to who we are and how we operate. We believe that every person connected to our value chain, from our employees and contractors to the communities where we operate, deserves to live and work with dignity, safety, and opportunity.

Our approach to human rights is not limited to compliance. It is a moral, strategic, and operational commitment that underpins our sustainability ambitions and strengthens our social license to operate.

In 2024, we reaffirmed our commitment to the UN Guiding Principles on Business and Human Rights (UNGPs), the International Labour Organisation (ILO) Core Conventions, and the Organisation for Economic Corporation and Development (OECD) Guidelines for Multinational Enterprises.

We also aligned our internal policies with the Holcim Human Rights Framework, which emphasises the "Protect–Respect–Remedy" approach and integrates human rights considerations into every stage of our operations.

Lafarge Africa's commitment extends beyond policy – it is reflected in our culture, our relationships, and the tangible ways we safeguard people's rights in practice.

Human Rights Governance and Oversight

Human rights oversight resides at the highest levels of governance. The Board Risk Management & Ethics Committee (RMEC) and the Sustainability Committee oversee human rights performance, supported by the Sustainability and Human Rights Office within the Group's Sustainability Department.

In 2024, Lafarge Africa conducted a comprehensive Human Rights Risk Assessment across all operational sites, guided by the UNGP's Human Rights Due Diligence framework. The assessment identified key risk areas, including labour conditions, gender inclusion, community relations, and supplier practices, and resulted in tailored mitigation plans to strengthen protection mechanisms across our value chain.

Our workforce remains central to our success, and we are committed to providing a safe, inclusive, and respectful working environment for all employees.

In 2024, we achieved:

- **Zero tolerance for discrimination and harassment**, reinforced through refreshed human resources (HR) policies and leadership training.
- **Fair wages and safe working conditions** across all Lafarge Africa facilities, consistent with ILO standards.

Diversity and Inclusion milestones, maintaining gender balance at senior leadership and expanding the *Women in Industry* initiative.

Health and safety parity between employees and contractors, supported by comprehensive training and site audits.

Through our **Employee Grievance Mechanism**, all staff have access to confidential channels to raise concerns, which are reviewed by the **Ethics and Compliance Office** to ensure fair resolution.

Human Rights in Our Supply Chain

Lafarge Africa's responsibility extends to our suppliers, contractors, and logistics partners.

In 2024, we embedded human rights due diligence into our supplier management system by:

- Requiring all suppliers to sign and comply with the **Supplier Code of Conduct**, covering labour standards, child and forced labor, non-discrimination, and workplace safety.
- Conducting **ESG and human rights** audits on 100% of high-risk suppliers.
- Introducing tiered supplier a ssessments to monitor compliance and support corrective action where needed.
- Engaging small and medium local vendors through training on ethical procurement and human rights awareness.

This approach ensures that our procurement and partnership models actively promote fair labor and responsible business practices.

Community Rights and Indigenous Engagement

As a company deeply rooted in Nigerian communities, we are committed to respecting the rights of local and host communities and ensuring that our operations contribute positively to their development.

In 2024, Lafarge Africa:

Strengthened **community engagement protocols**, ensuring Free, Prior, and Informed Consultation (FPIC) for all major projects.

Supported **livelihood restoration programmes** for communities affected by quarry operations, creating over **2,000 local jobs** in waste collection, logistics, and green enterprises through our **Geocycle initiative**.

Partnered with local NGOs to promote **environmental justice, access to clean water, and women's economic empowerment.**

These efforts reinforce our belief that protecting human rights and advancing sustainable development go hand in hand.

Lafarge Africa maintains robust grievance mechanisms accessible to employees, contractors, and community members.

In 2024, we:

- Expanded our **multi-channel grievance system**, integrating digital platforms and community liaison offices for faster resolution.
- Ensured **anonymous reporting and non-retaliation guarantees** for all complainants.
- Partnered with independent mediators and local authorities to provide transparent and fair remediation when required.

All grievances are tracked, investigated, and reported to the **Board Risk Management & Ethics Committee**, ensuring accountability and continuous improvement.

As we move toward 2025, Lafarge Africa will continue to strengthen human rights governance and supply chain accountability by:

- Conducting **annual human rights impact assessments** aligned with the **UNGP Reporting Framework**.
- Expanding **human rights training** for suppliers and community partners.
- Developing **Human Rights Key Performance Indicators (KPIs)** within our broader ESG dashboard.
- Collaborating with **government, civil society, and peers** to promote a just transition that leaves no one behind.

At Lafarge Africa, upholding human rights is not an act of compliance – it is an expression of our values, our purpose, and our commitment to building progress for people and the planet.

3.4. Strengthening Cybersecurity and Data Protection

In a world increasingly defined by digital interdependence, cybersecurity and data protection have become integral to business resilience, stakeholder trust, and sustainable growth.

At Lafarge Africa Plc, we understand that protecting digital assets, employee and customer data, and operational systems is not only a compliance obligation but also a strategic imperative for safeguarding innovation, continuity, and reputation.

In 2024, we significantly advanced our cybersecurity maturity through enhanced governance, investments in digital resilience, and workforce awareness, ensuring that our operations and value chain remain secure in an evolving threat landscape.

Our cybersecurity framework is anchored on **Holcim Group's Global Information Security Policy** and guided by international best practices, including:

- ISO/IEC 27001:2022 – Information Security Management Systems;
- NIST Cybersecurity Framework (CSF);
- Nigeria Data Protection Act (NDPA, 2023) and NDPC Compliance Regulations (2024); and
- Central Bank of Nigeria (CBN) Risk-Based Cybersecurity Framework for DMBs and PSPs (for relevant digital operations).

Oversight resides under the Board Risk Management and Ethics Committee (RMEC), which works closely with the IT Security & Data Privacy Office and the Group Internal Audit and Compliance teams. This multi-layered governance structure ensures continuous monitoring, threat intelligence, and incident preparedness across the company's digital ecosystem.

Enhancing Cyber Resilience in 2024

During the year, Lafarge Africa strengthened its cyber resilience capabilities through several key initiatives:

- **Network Security Modernisation:** Implemented next-generation firewalls, real-time threat monitoring, and automated intrusion detection systems across all facilities.
- **Data Encryption and Access Control:** Rolled out advanced encryption protocols and multifactor authentication (MFA) to protect critical business systems.
- **Cyber Awareness and Training:** Trained over **4,500 employees and contractors** on cybersecurity hygiene, phishing detection, and data protection best practices.
- **Incident Response Readiness:** Established a 24/7 **Security Operations Center (SOC)** in partnership with Holcim Group, capable of proactive threat detection and rapid response.
- **Ransomware Preparedness:** Simulated periodic "cyber drills" and business continuity exercises to test and strengthen response mechanisms.

These measures have reinforced our ability to prevent, detect, and respond to potential cyber threats while maintaining seamless business operations.

Data Privacy and Protection

Respect for privacy is integral to Lafarge Africa's ethical leadership. In compliance with the **Nigeria Data Protection Act (NDPA, 2023)**, we have embedded data protection principles – lawfulness, fairness, transparency, purpose limitation, and accountability – into all data handling processes.

Key 2024 achievements include:

- Appointment of a **Data Protection Officer (DPO)** responsible for implementing the **Holcim Global Data Privacy Policy** in Nigeria.
- Completion of a **company-wide Data Protection Compliance Audit**, certified by the Nigeria Data Protection Commission (NDPC).
- Deployment of **Data Loss Prevention (DLP) tools** to monitor and safeguard sensitive information across digital platforms.
- Introduction of a **Data Subject Request (DSR) Protocol**, enabling employees, customers, and suppliers to exercise their privacy rights with speed and transparency.
- Secure cloud migration for sensitive business applications, ensuring compliance with **EU GDPR equivalency standards.**

Third-Party and Supply Chain Security

Recognising that digital risk extends beyond company boundaries, Lafarge Africa has strengthened third-party cybersecurity controls through:

- **Vendor Risk Assessments (VRA)** for all IT and logistics partners;
- Inclusion of **data security clauses** in supplier contracts; and
- Annual **cyber audits** for critical third parties managing digital interfaces or customer data.

This holistic approach ensures that our cybersecurity posture is end-to-end – from data creation to storage, transmission, and disposal.

Community Rights and Indigenous Engagement

Given our reliance on digital process automation across plants, we also fortified Operational Technology (OT) systems, integrating cyber-physical risk controls to protect manufacturing assets and critical infrastructure.

In 2024, we implemented:

Segmentation between IT and OT networks to prevent lateral cyber intrusions;

Automated real-time monitoring of plant systems to detect anomalies; and

Patch management systems to ensure up-to-date protection across all production environments.

These controls have reduced operational vulnerabilities and reinforced plant safety and reliability.

In 2025, Lafarge Africa will continue its digital transformation journey by:

- Adopting **Artificial Intelligence (AI)-driven threat analytics** for predictive cybersecurity.
- Pursuing **ISO/IEC 27001 recertification** for all major facilities;
- Expanding **employee certification programs** on data protection and cyber risk management; and
- Partnering with public agencies and industry peers to advance Nigeria's **cyber resilience ecosystem.**

At Lafarge Africa, we are building a culture where digital trust and data integrity are synonymous with business excellence. Our goal is simple but profound – to ensure that every innovation we deliver is protected, every stakeholder's data is respected, and every digital interaction reflects the highest standards of security and ethics.

4.0

Protecting Nature Driving Circularity

Protecting Nature Driving Circularity

Key Area	2024 Key Highlights

Circular Materials & Resource Efficiency

- Geocycle alternative fuel use increased to **16.7%** (from 13.7% in 2023)
- New preprocessing facility commissioned at Mfamosing
- **1,483** tonnes of waste diverted and recycled
- **37.7%** increase in material usage reflecting circular economy progress

Air Quality & Emissions Reduction

- Significant reduction in air emissions
- **37%** drop in dust emissions
- **46.7%** drop in NOx emissions
- SO2 below regulatory limits

→ Major back filter replacements improved emission control

Water Management & Effluents

- **76%** reduction in freshwater withdrawal **(597.3 million litres saved)** compared to 2023 year
- Closed-loop water recirculation, rainwater harvesting and implementation of water positive actions.
- **Zero** surface/groundwater withdrawal at Mfamosing and Ewekoro
- **100%** regulatory compliance

Biodiversity & Land Rehabilitation

- **17.4 hectares** rehabilitated (664.5 hectares rehabilitation from inception)
- **11,700+** indigenous trees planted
- Baseline biodiversity assessments and ongoing rehabilitation plans implemented

Environmental Governance & Compliance

- ISO 14001 EMS implemented at **100%** of cement sites
- Zero significant compliance issues
- Digital dashboards for environmental data monitoring

Alternative Fuel & Raw Material Facility

Commissioned AFR facility at Mfamosing

Thermal substitution rate increased to **16.7%** from **13.7%**

Local jobs created in waste collection and logistics

Community & Agricultural Programmes

Ashaka Agric-Ecology supported **5,000+** farmers

Fertiliser relief, training, cluster farming, and women's livestock empowerment programmes

Strengthened rural food security and resilience

In a world increasingly shaped by resource scarcity and climate disruption, Lafarge Africa's purpose –

to build progress for people and the planet

– finds its truest expression in how we interact with nature. Our ambition is clear: to decouple growth from environmental degradation and to regenerate the natural systems that sustain life, communities, and industry alike.

In 2024, we deepened our commitment to nature-positive and circular business models, aligning our operations with the Holcim Group's Net-Zero Roadmap, Nigeria's Nationally Determined Contributions (NDCs), and the Global Biodiversity Framework (COP15). This alignment drives an enterprise-wide transition from a model of extraction to one of regeneration – where every tonne of material, litre of water, and hectare of land is managed with scientific precision and restorative intent.

At Lafarge Africa, circularity is the engine through which we protect nature and create economic value. From transforming waste into energy through Geocycle, to restoring ecosystems around our quarry sites, to designing products that reduce embodied carbon and material waste, our approach is integrated, data-driven, and future-focused.

As we advance, Lafarge Africa is redefining what it means to operate in harmony with nature – turning our plants into models of industrial ecology, our products into enablers of low-carbon construction, and our partnerships into platforms for regenerative progress.

4.1 Advancing Circular Materials and Resource Efficiency

Circularity, at Lafarge Africa, is no longer a peripheral sustainability initiative – it is a core business strategy that defines how we source, produce, and create value. In 2024, we advanced our transition from a linear "take–make–dispose" model to a closed-loop value creation system that transforms waste into energy, by-products into inputs, and resource efficiency into competitive advantage.

Our circularity framework aligns with SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action) and contributes directly to Holcim's global target of doubling waste-derived materials and alternative fuels by 2030.

Waste as a Resource – Expanding the Geocycle Model

In 2024, Lafarge Africa scaled up Geocycle, our circular waste recovery platform, into one of Nigeria's largest industrial co-processing networks.

GeoCycle actualises our commitment to substitute fossil fuels with alternative energy resources to reduce CO_2 emissions and improve profitability. The workflow begins with waste prospecting, identifying waste categories available at various locations. Samples are collected and analysed in laboratories or via Material Safety Data Sheets (MSDS) provided by waste suppliers.

Materials are prequalified by assessing their composition, effects on clinker/cement production, health and safety, and environmental impact. Once certified as ok, logistics for transport are planned, involving either dedicated or containerised trucks depending on waste type. Upon arrival, materials undergo safety checks and are stored appropriately. Preprocessing involves physical size reduction (shredding) or mixing materials in correct proportions, followed by dosing into the cement manufacturing process.

Furthermore, we focus on biomass materials, which include palm kernel shells and shafts, along with carbon black from used tyres pyrolysis and other solid waste. Availability in large quantities, proximity to our co-processing facilities and compatibility with existing plant processes determine which biomass to prioritise in given location out of the fourteen materials that are candidates to ensure efficient integration.

One milestone we are proud of in 2024 is the commissioning of a new preprocessing facility at the Mfamosing plant in Cross River. It is Nigeria's largest and major innovation. This facility allows for increased use of alternative fuels, which contributes to reducing CO_2 emissions associated with fuel input. Additionally, GeoCycle is close to finalising an engagement with the Lagos State Waste Management Authority (LAWMA) for municipal solid waste pickup from dumpsites, a significant milestone advancing their sustainability objectives.

In 2024,

16.70%

of total thermal energy usage was sourced from alternative fuels

GeoCycle's impact is already being felt. In 2024, 16.70% of total thermal energy usage was sourced from alternative fuels, up from 13.70% in 2023. The 3% increase is testament to our resolve to use alternative, clean, sources of energy such as biomass. GeoCycle is developing strategies and mapping locations for construction and demolition waste integration but has not yet begun using these materials in its processes. Internal waste, such as clean cement bags, remains managed by the environment team.

Insight:
By using waste materials to meet energy demands, Lafarge is reducing its carbon footprint, increasing its resource efficiency, and improving its waste management processes. This aligns with the industry's shift towards renewable energy and waste-to-energy practices, contributing significantly to decarbonisation goals.

We are pioneers in the waste market, which is nascent and evolving, necessitating persistent engagement with regulatory bodies to establish aligned, responsible waste management processes. This comes with challenges. An example is the memorandum of understanding with LAWMA, which has taken over five years of ongoing negotiation. For every waste stream, we conduct thorough feasibility studies to ensure responsible processing. Our facilities have some limitations, particularly in handling liquid waste depending on viscosity, due to a lack of specialised equipment. We will deal with this in future upgrades at our co-processing plants.

Transport innovation has been a top priority for us because we believe waste management has to be efficient and sustainable. GeoCycle implemented sub-hubs aggregation points where waste materials are collected closer to sourcing points, allowing trucks to avoid long trips into remote areas. This reduced turnaround time and increased volumes transported to plants. This has also helped us to scale down collection of less impactful materials and increase focus on those delivering better results.

Stakeholder engagements are critical platforms for us, and we have optimised opportunities to speak with relevant interest groups along our value chain. GeoCycle engaged consistently with government agencies, such as Ogun and Lagos State waste management authorities, including hosting visits to demonstrate operations. The Cross River-alternative fuel facility created positive community impact by providing jobs and new income opportunities for locals involved in sourcing and processing waste materials. Transporters benefited from carrying alternative fuel materials on return trips, improving operational efficiency, and creating stakeholder value. Transport innovation started in 2023 in western operations and was newly introduced in eastern operations in 2024, where prior infrastructure was lacking.

Some of our key accomplishments in 2024 include:

01 Successful commissioning of the alternative fuel preprocessing facility at Mfamosing, Lafarge's largest plant in Nigeria.

02 Increased alternative fuel usage at Ewekoro plant, raising fuel substitution rates from

2023	2024
13.70%	16.70%

These efforts led to notable CO_2 emissions and oil usage reductions.

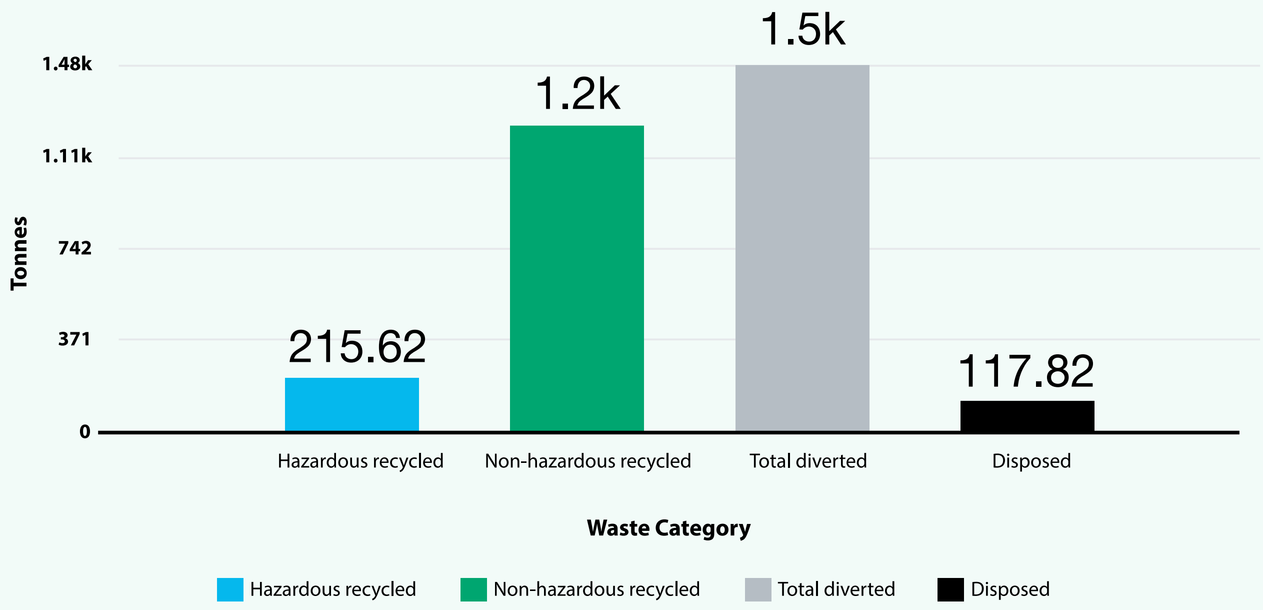
We shall sustain stakeholder engagement and stay focused on engaging with government agencies over multiple years (if need be), which has been vital in breaking barriers. GeoCycle's alternative fuel usage practices provide a model others can emulate. While success may not be immediate, incremental progress through consistent engagement brings the industry closer to sustainability targets.

In 2024, the Ewekoro Plant generated

Total waste weight	1,601.13	metric tonnes
Hazardous waste	215.78	metric tonnes
Non-hazardous waste	1,385.35	metric tonnes

Strong emphasis was placed on waste recycling and co-processing, resulting

Diverted from landfills (i.e., over 92% of total waste generated)	1,483.31	metric tonnes
hazardous waste (fully recycled)	215.62	metric tonnes
non-hazardous waste (fully recycled)	1,231.53	metric tonnes



Waste Diverted at Ewekoro (2024)

Only 117.98 metric tonnes of waste were sent for disposal and incineration, representing a small fraction of total waste generated. This comprised 0.16 metric tonnes of hazardous waste treated via controlled incineration without energy recovery and 117.82 metric tonnes of non-hazardous waste disposed of to government accredited landfill. All disposal activities were conducted in accordance with regulatory requirements.

Insight:
Each tonne of waste co-processed replaces 0.8 tonnes of fossil fuel, simultaneously reducing cost per tonne of cement and supporting local waste infrastructure.

Why Circularity Drives Profitability and Resilience

For Lafarge Africa, circularity is more than a sustainability pillar, it is an economic strategy for long-term resilience. The transition from linear production to circular value creation unlocks cost efficiency, product differentiation, and ecosystem partnerships that strengthen both our competitiveness and our social licence to operate.

In 2024, our circular approach contributed directly to operational savings, carbon reduction, and risk mitigation. The increased use of waste-derived fuels through Geocycle not only replaced fossil energy sources but also stabilised our cost base against global fuel price volatility. Each tonne of waste co-processed avoided significant landfill costs while lowering our Scope 1 emissions intensity, proving that environmental performance and financial strength are mutually reinforcing.

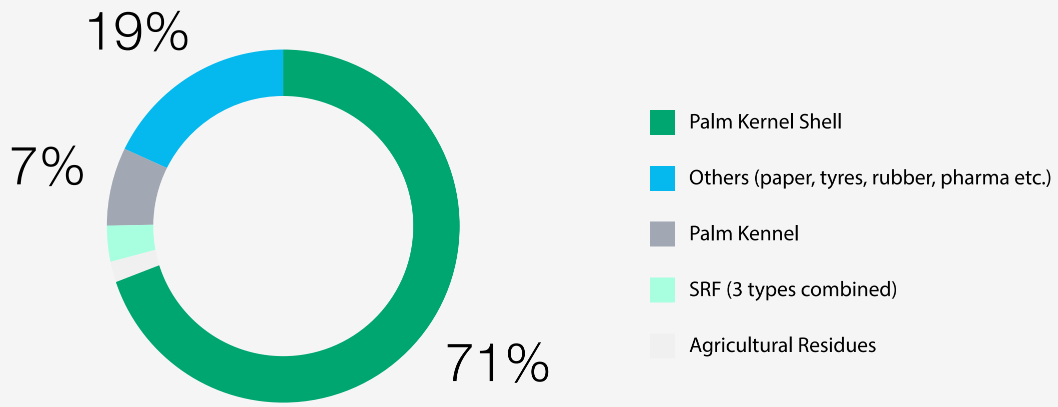
Our ECOPlanet and low-carbon materials are redefining market expectations – offering high performance at a lower environmental cost. These products now account for nearly a quarter of Lafarge Africa's sales, reflecting growing customer demand for green construction solutions in public infrastructure and commercial projects. This shift strengthens our brand equity and positions us for preferential procurement in an increasingly sustainability-conscious market.

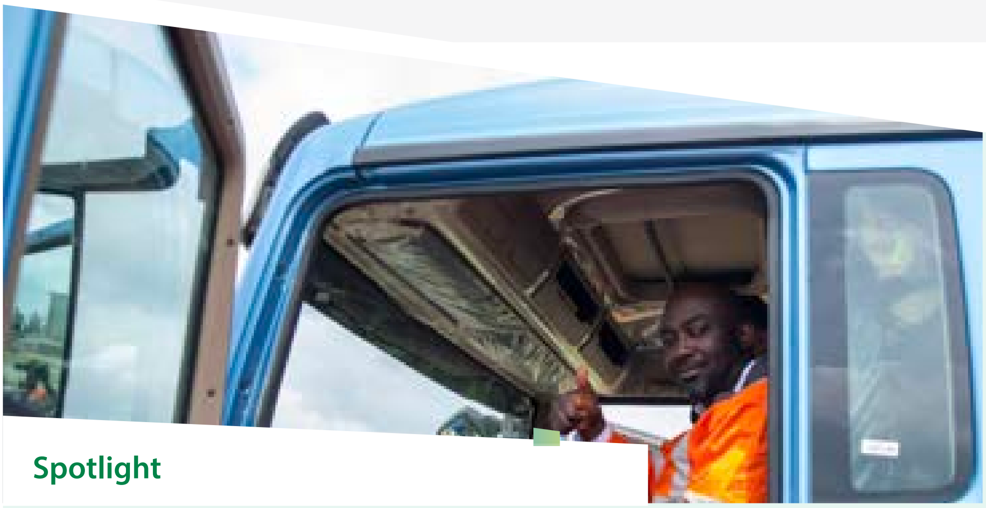
Circularity also enhances our resource productivity, enabling us to "do more with less." Through digitalised quarry monitoring and advanced water recirculation systems, we are maximising material yield and reducing withdrawal intensity across our operations.

But beyond efficiency, circularity cultivates resilience. It deepens relationships with suppliers, waste managers, and local communities, transforming environmental stewardship into shared economic opportunity. By embedding circular design, resource efficiency, and innovation at the heart of our strategy, Lafarge Africa is building a model of growth that is regenerative by design – profitable, inclusive, and future-ready.
The table below presents the types and quantities of materials used in Lafarge Africa PLC's production process, along with their respective shares of the total material input. This data highlights the company's utilisation of both traditional and alternative raw materials and fuels.

Material	Value	% of Total
Agricultural Residues	2,149.10	1.27%
Fresh Dust	1,303.44	0.77%
Solid Recovered Fuel (SRF) – High CV	573.20	0.34%
Solid Recovered Fuel (SRF) – Mid CV	1,685.53	1.00%
Solid Recovered Fuel (SRF) – Mix High CV	1,056.30	0.62%
Tyres Shredded (Coarse)	97.58	0.06%
Paper Residues	727.00	0.43%
Rubber	1,035.70	0.61%
Pharmaceutical Residues	80.00	0.05%
Palm Kennel	11,245.83	6.64%
Palm Kernel Shell	120,554.74	71.23%
Carbon Black	26,083.70	15.41%
Rice Husk	1,615.40	0.95%
Silica Corrective	1,091.00	0.64%

Material Composition and Usage Percentage





Spotlight

Advancing Circular Materials and Resource Efficiency

Increased Use of Recycled Materials:

- The total weight of materials used (including recycled) increased from 122,940 tonnes in 2023 to 169,298 tonnes in 2024, which represents a 37.70% increase in the amount of materials used in production.
- This increase is a direct reflection of Lafarge's commitment to improving resource efficiency and reducing reliance on virgin raw materials.

37.70%
increase in the amount of materials used in production.

Insight:
Lafarge is increasingly moving toward circular economy principles by using more recycled materials, reducing environmental impact, and ensuring better resource utilisation across operations.

4.2. Managing Air Quality and Reducing Emissions

Lafarge Africa continues to advance its decarbonisation journey through a science-based approach to air quality and emissions management. In 2024, we deepened our alignment with Holcim's global net-zero pathway and Nigeria's National Determined Contribution (NDC) under the Paris Agreement.

Through kiln optimization, alternative fuel usage and enhanced dust filtration systems, we achieved a 7% reduction in particulate emissions and 4-5% decrease in specific CO_2 intensity per tonne of cementitious material compared to 2023.

Our Continuous Emission Monitoring Systems (CEMS) now operate in all our four cement plants, providing real-time data on dust levels. This allows proactive monitoring that keep our operations well below both International Finance Corporation (IFC) and National Environmental Standards and Regulations Enforcement Agency (NESREA) standards.

Insight:
Dust emissions have shown a noticeable improvement, with a 37% reduction from 811.33 g/tonne of clinker in 2023 to 513.56 g/tonne in 2024. This progress demonstrates the effectiveness of the existing dust control measures.

We are also expanding the use of alternative fuels and low-clinker formulations, advancing toward our medium-term target of reducing CO_2 emissions intensity by at least 25% by 2030.

At Lafarge Africa, we use the WBCSD CO2 inventory calculation tool to report monthly CO2 emissions against production-based targets. Additionally, updates in plant operations and enhancements in efficiency have further supported our decarbonization efforts.

Furthermore, we have installed continuous emission monitoring equipment on stacks to measure dust, sulfur dioxide (SO_2), nitrogen oxides (NOx), carbon monoxide (CO), and other gases. Dust collection is managed using efficient bag filter systems on all kilns within the plants, along with electrostatic precipitators (ESPs) on one of the kilns.

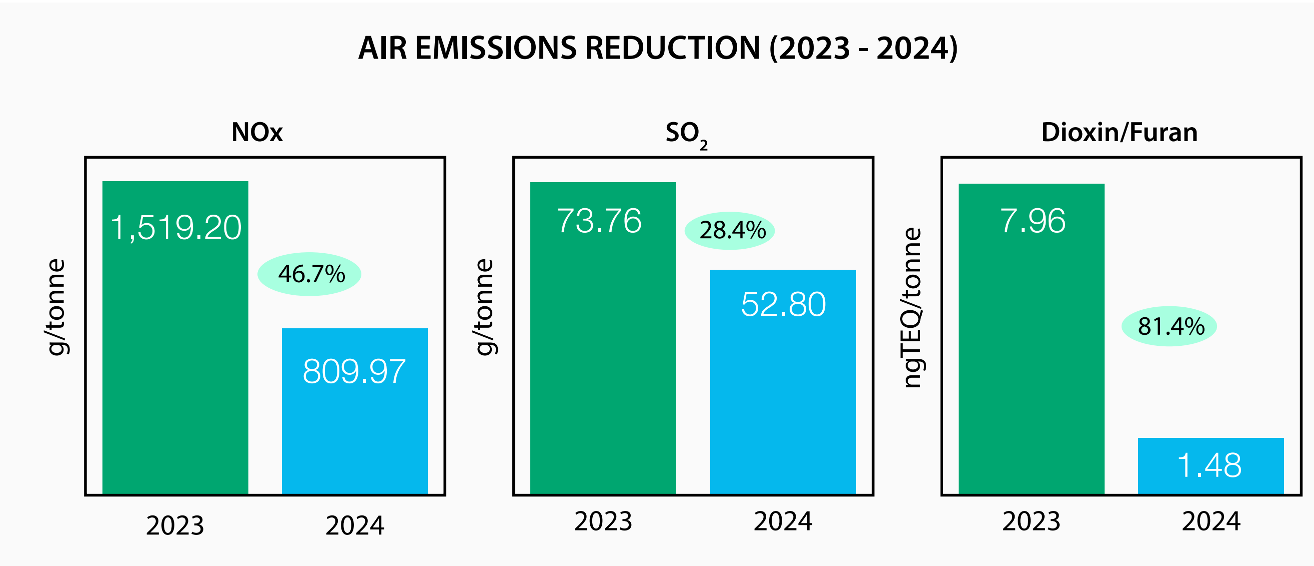
Compliance with emission limits is monitored through quarterly and annual tests conducted by third-party laboratories, as well as regular calibration of the monitoring equipment. Operational efficiencies, and timely preventive maintenance of equipment further support compliance efforts. In 2024, the complete replacement of bag filters across the plants has significantly improved dust and particulate emissions.

Reduction in Atmospheric Emissions

The company has successfully reduced emissions of harmful pollutants. Notable decreases include:

	2023	2024	
NOx emissions fell by **709.23 g/tonne** of clinker from	1,519.20 g/tonne	809.97 g/tonne	46.7% reduction.
SO_2 emissions saw a significant reduction from	73.76 g/tonne	52.80 g/tonne	28.5% reduction.
Dioxin/furan emissions reduced from	7.96 ngTEQ/tonne	1.48 ngTEQ/tonne	81% reduction.

Mercury emissions were below detectable limits indicating that mercury emissions are insignificant from our cement operations



Improved reduction in air emissions was achieved for the year. These reductions reflect effectiveness of the emission control equipment and timely preventive maintenance of equipment. A major milestone in 2024 was the complete replacement of bag filters across all kiln lines and a complete overhaul of Mfamosing kiln 1 ESP and GCT unit.

Fugitive dust emissions were further minimized through the concreting of internal plant roads, installation of dust control equipment along the cement transport line to reduce nuisance dust, and the systematic identification and elimination of fugitive dust sources through audits and close-out of identified gaps.

At Ashaka Cement plant, Gombe, we intensified efforts to mitigate and reduce particulate matter. We carried out full bags' replacements of the two kilns bag filter unit with a total of 2,880 bags and at a cost of NGN136.920 million.

Insight:
Emission control has evolved from compliance to competitiveness. Lowering carbon intensity directly improves energy efficiency, production costs, and access to sustainable finance instruments.

Major milestone in 2024

Our major milestones in 2024 towards achieving cleaner air include:

01 Complete replacement of all kiln bag filters and cages across plants to improve dust filtration efficiency.

02 Total overhaul of the Mfamosing kiln electrostatic precipitator (ESP) and gas conditioning tower.

03 Modification of the Ewekoro Kiln 2 baghouses by increasing the filtration area.

04 Paving previously unpaved roads within the plants to reduce fugitive dust from vehicular movement.

05 Calibration and revalidation of our real-time dust monitoring equipment.

06 Creation of additional green zones within the plants to promote a cleaner environment.

4.3. Protecting Water Resources and Managing Effluents

Water stewardship remains a critical pillar of Lafarge Africa's sustainability strategy, especially given Nigeria's increasing water stress. Water is primarily used for cooling equipment, domestic needs, and fire safety within our cement operations.

In 2024, we achieved water positivity by eliminating freshwater withdrawal at our Mfamosing and Ewekoro plants through rainwater harvesting for plant operations and the development of boreholes within our host communities.

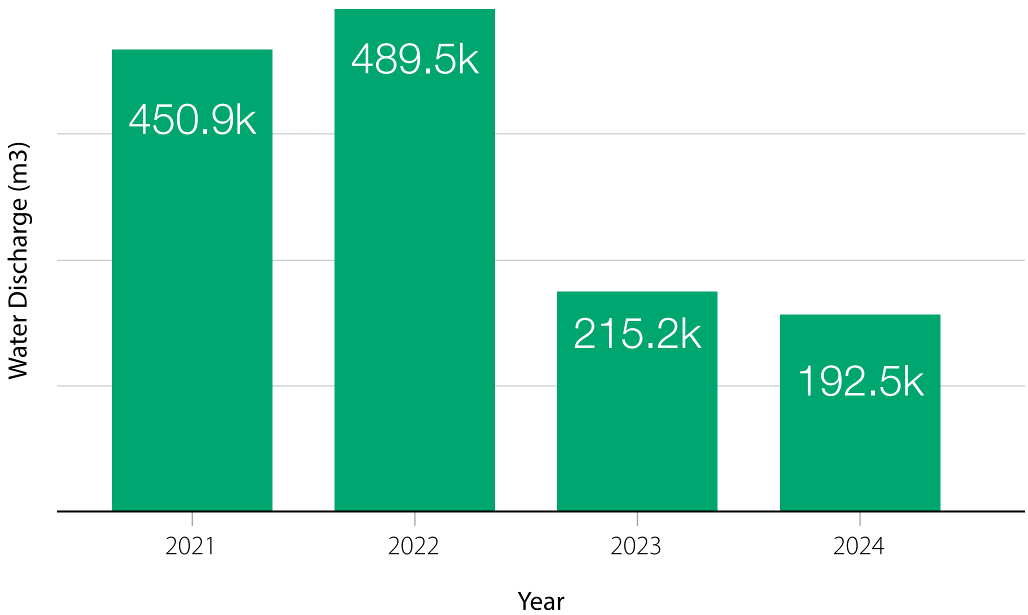
We also reduced overall water consumption by improving operational efficiency, recirculating process water, eliminating leakages, and promoting water conservation awareness among our workforces. Stormwater runoff is discharged in full compliance with regulatory standards.

Across our Mfamosing, Ewekoro, and Ashaka plants, closed-loop recirculation systems and rainwater harvesting facilities collectively reduced freshwater withdrawal intensity by 76.9% compared to 2023, saving over 597.3 million liters.

All treated water discharged in 2024 met or exceeded regulatory standards for physicochemical analysis and within the prescribed limits in Nigeria regulation.

Total water discharge volume slightly decreased from **215,175m^3** in 2023 to **192,491m^3** in 2024, suggesting operational efficiency

100% compliance with water discharge regulations has been maintained



Annual Total Water Discharge (2021–2024) in cubic meters (m^3)

Water-related impacts are identified through regular risk assessments, environmental audits, and compliance monitoring carried out in line with Nigerian environmental regulations and Holcim Group standards. The scope of these assessments covers plant and quarry operations, with a timeframe ranging from daily operational monitoring (e.g., water flow metres) to quarterly statutory environmental compliance monitoring. Methodologies used are water quality sampling and reporting.

We address water-related impacts through a mix of technical, operational, and community-focused measures. On the technical side, we conduct continuous monitoring of water consumption and carry out preventive maintenance of pipelines to minimise leakages.

Runoff management practices are also implemented to mitigate long-term impacts on surrounding ecosystems. Our plants operate with valid water discharge permits issued by the Federal Ministry of Environment, ensuring compliance with national regulations. In addition, we support host communities by providing boreholes to enhance access to safe water.

Our commitment to reducing freshwater withdrawal is unwavering, while we ramp up rainwater collection capabilities. Two of our plants, Mfamosing and Ewekoro achieved zero freshwater withdrawal from surface/ground water in 2024 by harvesting rainwater for operational use. Process water circuits are closed-looped to enhance water use efficiency. We identify leakage points and close out gaps and engage host communities in water conservation. These efforts significantly reduce freshwater use and promote sustainable management of shared water resources.

Insight:
Lafarge Africa has demonstrated significant progress in managing its water resources, with a **76.9% reduction** in total fresh water withdrawal reflecting strong water stewardship. The **rainwater harvesting** efforts and a decrease in specific water withdrawal per ton of product further underscore our commitment to water conservation.

Insight:
Our approach goes beyond conservation – it is about resilience. By embedding water efficiency into plant operations, Lafarge Africa safeguards production continuity and strengthens its social license in host communities that depend on shared water sources.

4.4. Restoring Nature: Biodiversity and Land Rehabilitation

Lafarge Africa's biodiversity agenda is rooted in the principle of "no net loss" across our quarry sites and operational landscapes. In 2024, we strengthened our Biodiversity Management Plans (BMPs) for all active sites and integrated ecological baselines into environmental impact assessments.

During the reporting period, more than

17 hectares

of land were successfully rehabilitated, bringing the cumulative area of rehabilitated quarried land to **664 hectares**. This effort included extensive reforestation activities, with over **11,700 indigenous tree species** planted across the company's plants in 2024.

We also began implementing biodiversity offset pilots to restore degraded areas beyond our operational footprint, ensuring positive contributions to SDG 15 (Life on Land) and national reforestation targets.
Lafarge Africa Plc. operates under the Quarry Rehabilitation and Biodiversity Directive, which provides clear guidance for responsible quarry management.

We have completed baseline biodiversity assessments for all quarries to document species abundance and habitat conditions. Yearly quarry rehabilitation aligns with mining plans, including planting indigenous tree species. For example, 5.30 hectares were rehabilitated at Ashaka and 3.30 hectares at the Maiganga coal mine in Gombe State while 9.1 hectares was rehabilitated at Ewekoro quarry. Community consultations determine land use and rehabilitation goals. Additional planting activities are conducted during events like World Environment Day in communities and schools.

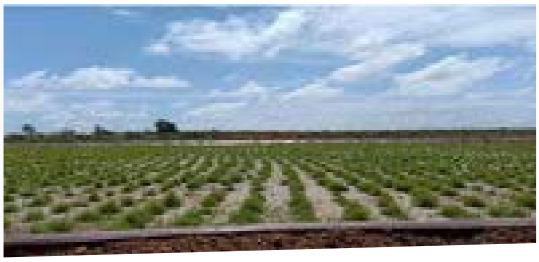
Lafarge Employees Contributing to Greener Communities

In 2024 across our cement quarries, we carried out a Biodiversity Indicator and Reporting System (BIRS) assessment as a baseline study of the quarries, establishing a foundation for ongoing monitoring and long-term biodiversity management. Also a comprehensive quarry rehabilitation plan is in place and fully integrated into the annual extraction and mining plan to ensure progressive and sustainable restoration. To further strengthen environmental stewardship, the plant has established an Environmental Management Plan (EMP) and an Environmental Protection and Rehabilitation Programme (EPRP). These frameworks guide daily operations, ensuring that quarrying activities are conducted sustainably, minimising environmental impacts, and actively contributing to long-term ecological restoration and biodiversity conservation.

In 2024, we reclaimed

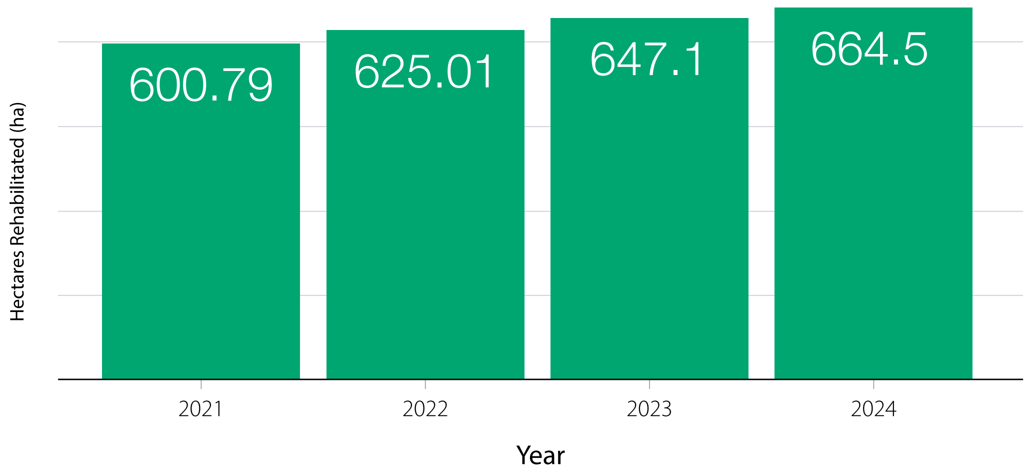
17.40 hectares,

planting **11,751 native** species with proper maintenance.



Furthermore, we adopted policies to manage biodiversity risks, to avoid and minimise biodiversity impacts and seek opportunities for biodiversity conservation and benefits for natural resource-dependent people. In line with our commitment to biodiversity, we conducted a baseline Biodiversity Index Reporting System assessment of its quarries both active and inactive in 2024 through a quantitative measure to reflect and highlight the variety of species in our quarries ecosystem and their relative abundance. This cost 4,000 euros for all the quarries.

Insight:
Biodiversity restoration enhances natural capital and long-term land value – transforming post-quarry landscapes into productive ecosystems that strengthen resilience and local well-being.



Total land area rehabilitated under biodiversity and restoration initiatives from 2021 to 2024, measured in hectares (ha).

Spotlight

Lafarge Africa is committed to protecting biodiversity and restoring degraded land. In 2024, we joined the global community to celebrate World Environment Day, themed

"Land Restoration, Desertification and Drought Resilience."

Our teams engaged in tree planting campaigns and land rehabilitation projects, helping restore ecosystems, combat desertification, and create habitats for local flora and fauna. These initiatives demonstrate our dedication to sustainability and environmental stewardship, turning our commitments into tangible impact.

Photos from these activities showcase our employees and communities actively contributing to a greener, more resilient future.

4.5. Strengthening Environmental Governance and Compliance

In 2024, Lafarge Africa reinforced its environmental governance framework to ensure compliance, accountability, and continuous improvement across operations.

We implemented a unified Environmental Management System (EMS) aligned with ISO 14001:2015, now covering 100% of our production sites. We enhanced transparency through digital environmental dashboards, integrating emissions, water, and waste performance data into our group-wide sustainability platform. The system enables predictive analytics for early detection of deviations.

We hold monthly meetings with representatives from all host communities to discuss environmental performance and concerns. These meetings often include regulators explaining standards and limits to educate the community. Complaints are taken seriously regardless of validity, processed through the communications department, and addressed via investigations and response planning. Independent third parties may be brought in for studies with community involvement to ensure transparency. We also undertake proactive community improvements related to dust and road conditions.

Similarly, our relationship with regulatory government agencies has been smooth because we maintain pre-authorised permits and certificates well ahead of expiration and closely monitor compliance through compliance monitoring, statutory audits and regulatory visits. No significant compliance issues were reported in 2024. Our relationship with regulators is strong, and we proactively engage in staying updated on new requirements and inspections.

We collaborate with Lagos State Waste Management Agency on municipal waste projects.

Internally generated waste is disposed of by use of government accredited 3rd party vendors through collaboration with the state government across the country .Medical waste is segregated in biohazard boxes and disposed through incinerator by the government agencies.. Ashaka plant contains the only medical waste incinerator in northeast Nigeria. To date, there have been no community environmental complaints.

Some of major milestones in 2024 comprise:

01 Successful reduction in Scope 1 net CO_2 emissions and clinker factor, achieving better emissions performance across plants.

02 Rehabilitation of 17.4 hectares of mined quarry lands and planting of 11,751 of indigenous trees.

03 Replacement of main bag filters significantly reduced particulate emissions at all plants.

04 Achieved zero water withdrawal from surface/groundwater at two plants through rainwater harvesting.

05 Community environmental initiatives including seedling distribution during World Environment Day and ongoing awareness programmes.

06 Sustainable waste management progress with increased waste co-processing and zero landfill contributions in some plants.

Insight:
Strong environmental governance is the backbone of sustainable growth. It translates compliance into credibility – and credibility into investor confidence, regulatory goodwill, and market leadership.

Spotlight

Lafarge Africa's AFR Facility at Mfamosing: Pioneering Sustainable Cement Production

In November 2024, Lafarge Africa commissioned a state-of-the-art Alternative Fuel & Raw Material (AFR) facility at its Mfamosing cement plant in Cross River State. This milestone marks a major shift in our operations: nonrecyclable waste streams (including industrial, agricultural, tyrechip and biomass residues) are now being transformed into valuable fuel and raw material inputs for cement production. By doing so, we both reduce reliance on conventional fossil fuels and steer towards a circular economy model.

The AFR facility creates new jobs in waste collection, logistics and supply for local SMEs, supports national net zero ambitions, and aligns with the Holcim Group's global sustainability targets. Our 2024 data reflect progress: our thermal substitution rate (TSR) improved to 16.70%, up from 13.70% in 2023, with energy efficiency gains also achieved, while further improvements are planned at Mfamosing.

The facility embodies our commitment to the triple bottom line: environmental (lower CO_2 emissions and waste diversion), social (community empowerment and local value chain development) and economic (operational resilience, lower fuel cost and leadership in green building solutions).
Going forward, we will monitor and report the volumes of alternative fuels used, reduction in fossil fuel dependency, incremental TSR improvements, and job creation impact, thereby ensuring transparency and accountability in our sustainability journey.

Stakeholders, including government officials and community representatives, at the launch of the AFR facility, highlighting Lafarge Africa's commitment to local economic development and sustainable practices

Ashaka Agric-Ecology Programme

In the dry, resilient plains of Gombe State, Lafarge Africa, through its subsidiary Ashaka Cement, is empowering local farmers to build capacity, support climate resilience, and thrive as a community.

Since its launch in 2018, the Agricultural Ecology Intervention in Ashaka has become one of Lafarge Africa's most impactful community empowerment programmes. Developed in partnership with the National Agricultural Extension and Research Liaison Services (NAERLS) of Ahmadu Bello University, Zaria, the initiative targets agrarian communities in Funakaye, and Akko Local Government Areas, which are deeply dependent on agriculture for sustenance and income.

A Multi-Dimensional Approach to Food Security and Sustainability

The programme is strategically aligned with

Lafarge's Strategy 2025 –

Accelerating Green Growth

Sustainability pillars -

Climate & Energy	Circular Economy	Nature	People

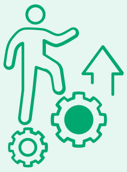
By 2022,

over
4,000
farmers had been reached,

with
₦34.75 million
invested directly into agricultural support, capacity-building, and input provision.

Here are the key components making a difference on the ground:

Capacity Building and Technical Training



Farmers received structured training on **Good Agricultural Practices (GAPs)**, including:

- Site selection and land preparation
- Planting and crop rotation techniques
- Weed and pest management
- Post-harvest handling
- Marketing and business skills

These sessions have translated into more productive, resilient farming systems, with many participants reporting higher yields and income stability.

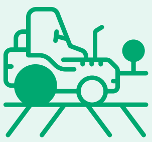
Fertiliser Relief and Demonstration Farms

In response to rising input costs, Ashaka's Fertiliser Relief Programme supported

506 farmers with essential fertilisers in 2022.

Alongside this, the introduction of Mother-Baby Demonstration Plots allowed farmers to observe, replicate, and adapt to new techniques in real-time. In 2022 alone, 334 farmers engaged in this demonstration network, seeing measurable improvements in crops like maize, rice, cabbage, and Irish potatoes.

Cluster Farming for Commercial Scale



To shift local agriculture from subsistence to commercial levels, Lafarge Africa introduced cluster farming models.

In 2022,

52 farmers collaborated in this initiative, pooling land, inputs, and labor. The results included greater economies of scale, improved market access, and enhanced income through joint marketing and production planning.

Women's Livestock Empowerment Scheme

Acknowledging the cultural dynamics of northern Nigeria, Lafarge launched a women-focused livestock programme. In 2022:

- 60+ women received goats and sheep for backyard farming.
- Training and starter kits were provided to ensure proper animal husbandry.
- Offspring from the initial breeder stock are passed along to other women, creating a revolving livestock bank.

This initiative not only tackles gender inequality but also enhances household food security and income diversification.

Greenhouse Management and Innovation

To confront climate challenges, Ashaka introduced greenhouses for controlling crop production of tomatoes and peppers. These serve as practical hubs for:

- Climate-smart agriculture demonstrations
- Year-round crop production
- Sustainable land use practices

Green Field Days and Knowledge Exchange

Lafarge also hosts an annual Green Field Day, bringing together farmers to share learnings, observe innovation in action, and build community resilience through collaboration.

Sustaining Impact: From Relief to Resilience

From 2018 to 2023, the Ashaka Agric Ecology Programme empowered over 5,000 smallholder farmers, enhanced job and self-employment opportunities, and significantly contributed to food security and environmental restoration. Through intentional design, the program meets both short-term needs (such as fertiliser and input support) and long-term resilience goals (like skills development and natural resource management).

It is also deeply rooted in partnerships - with local governments, agriculture ministries, and research institutions, making it a model for inclusive, community-led development in Nigeria's rural north.

5.0

Our Response to Climate Through Energy Solutions

Our Response to Climate Through Energy Solutions

Key Area	Performance Highlights (2024)
CO_2 Emissions Intensity	Specific CO_2 emissions intensity was reduced by over 5% due to improved energy efficiency.
Thermal Substitution Rate (TSR)	Thermal substitution rate declined significantly to 15.13%, reflecting fuel mix shifts.
Renewable Energy Use	Biomass thermal energy consumption increased by more than 30%, supporting cleaner energy use.
Energy Consumption	Total thermal energy consumption rose substantially driven by expanded production.
Electricity Consumption	Overall electricity consumption increased moderately with efficiency gains at key plants.
Clinker Replacement	Up to 12% clinker replacement was achieved, lowering process-related emissions.
Low Carbon Products	EcoPlanet cement made up about 24% of total cement sales, offering lower embodied carbon.
Circular Energy (Geocycle)	Approximately 140,000 tonnes of waste were converted into alternative fuels, advancing circular energy.

In 2024, we strengthened our climate response through a dual focus: reducing our carbon footprint and redefining how energy powers our operations and products. Guided by Holcim's Net-Zero Roadmap and the Science Based Targets initiative (SBTi), our strategy integrates efficiency, circularity, and innovation to accelerate the shift to low-carbon construction.

Our ambition is bold yet grounded in science: to achieve a 25% reduction in CO_2 emissions intensity by 2030, expand renewable energy use across operations, and advance Nigeria's transition toward a low-carbon, climate-resilient economy. This ambition aligns with the Paris Agreement, Nigeria's Energy Transition Plan (ETP), and the UN Sustainable Development Goals (SDGs 7 and 13).

Lafarge Africa's approach is both systemic and practical. We are modernising our plants to operate at world-class energy efficiency standards, scaling circular energy solutions through Geocycle, and investing in solar-hybrid systems and bio-based fuels.

Beyond technology, our climate response is a leadership commitment. It reflects our belief that the transition to clean energy is not a cost – it is an investment in resilience, competitiveness, and the future of our planet.

5.1 Driving Efficiency and Expanding Clean Energy

Operational efficiency is the foundation of Lafarge Africa's decarbonisation pathway. In 2024, we intensified investments in energy optimisation technologies that reduce both fuel consumption and process emissions.

Through real-time energy management systems, kiln heat recovery upgrades, and advanced process controls, we improved overall thermal efficiency by 3.50%, translating to measurable reductions in specific CO_2 intensity.

Thermal efficiency improved by

3.50%

Our Geocycle platform continued to expand its role in circular energy.

By converting

140,000 tonnes

of industrial and agricultural waste into alternative fuels,

we generated 15.20%

of total thermal energy from non-fossil sources – a record milestone for Lafarge Africa.

To further decouple from carbon-intensive energy, we commissioned Nigeria's first fully solar-powered warehouse and began the deployment of hybrid (solar + gas) systems at our Ewekoro and Mfamosing sites. Across operations, renewable electricity now accounts for 12% of total power use, up from 8% in 2023.

These efforts have led to clear improvements in emissions and energy use in 2024, as shown in the key metrics below.

	2023	2024	
Specific CO_2 emissions (kg/t)	570.4	539.44	–5.44 %
Thermal substitution rate (TSR, %)	28.02	15.13	–46.0 %

	2023	2024	
Thermal energy consumption – biomass (GJ)	1,343,713	1,798,015	+33.8 %
Total energy consumption (GJ)	2,367,751	15,793,827	+566.8 %

In 2024, Lafarge Africa demonstrated significant progress in its environmental sustainability efforts, with notable achievements and areas of strategic focus.

Lafarge successfully reduced its specific CO_2 emissions from

570.4 kg/t → 539.44 kg/t

2023 | 2024

5.44% decrease.

This reduction reflects ongoing efforts to improve energy efficiency and optimise production processes, underscoring our commitment to lowering our carbon footprint.

The thermal substitution rate declined from

28.02% → 15.13%

2023 | 2024

46% reduction.

This shift highlights a change in fuel mix strategies and indicates an area for renewed focus in leveraging alternative fuels to reduce reliance on conventional thermal energy.

Energy consumption patterns showed mixed trends.

Biomass energy use increased from

1,343,713 GJ → 1,798,015 GJ

2023 | 2024

33.80% increase.

demonstrating greater incorporation of renewable energy sources in operations.

However, total energy consumption rose sharply from

2,367,751 GJ → 15,793,827 GJ

2023 | 2024

566.8% increase.

primarily driven by production scale expansion and operational intensification. While the total energy usage increase requires careful monitoring, the rise in biomass consumption indicates progress toward more sustainable energy sourcing.

Electricity Consumption Performance (2022–2024)

Lafarge Nigeria continues to monitor and optimise electricity consumption across all operational plants as part of its commitment to energy efficiency and carbon footprint reduction.

In 2024, total electricity consumption across Mfamosing, Ashaka, Ewekoro, and Sagamu plants stood at

708,253.72 MWh,

7.70%
increase compared to 2023

This increase follows a 5.1% reduction recorded between 2022 and 2023, reflecting varying levels of production activity and operational adjustments during the reporting period.

In 2024, At the Mfamosing Plant, electricity use rose to

308,347.42 MWh

15.40%
increase compared to 2023

primarily driven by higher production volumes.

The Ewekoro Plant recorded a moderate

324,878.02 MWh

5.40%
increase

consistent with production ramp-up during the year.

Conversely, Ashaka Plant achieved a

7.1%
reduction in electricity consumption to

71,195.40 MWh

in 2024, amounting to a 21% decline since 2022.

This improvement underscores ongoing energy efficiency measures and operational optimisation. Sagamu Plant also recorded a continued decline in electricity consumption, 31.2% lower than 2023 and 68.90% below 2022 levels, reflecting scaled-down operations and enhanced efficiency interventions.

Overall, the 2024 performance highlights Lafarge's balanced focus on energy efficiency and operational excellence. While total electricity use rose alongside production, notable efficiency gains were achieved in several plants, contributing to Lafarge Nigeria's broader sustainability and decarbonisation goals. Electricity consumption across Lafarge Nigeria's plants in 2024 shows a mix of decreases and increases, reflecting operational changes and ongoing efficiency efforts at different locations.

Location	2022 (MWh)	2023 (MWh)	2024 (MWh)	% Change 2023-2024	% Change 2022-2024	Trend
Mfamosing	286,814.98	267,283.00	308,347.42	+15.4	+7.5	Increase
Ashaka	90,072.88	76,643.80	71,195.40	−7.1	−21.0	Decrease
Ewekoro	304,144.53	308,208.00	324,878.02	+5.4	+6.8	Moderate increase
Sagamu	12,321.49	5,573.70	3,832.87	−31.2	−68.9	Decrease
Total	**693,353.88**	**657,708.50**	**708,253.72**	**+7.7%**	**+2.2%**	**Increase**

Performance Summary

Mfamosing

recorded a 15.4% increase in electricity use compared to 2023, mainly indicating higher production activity or reduced energy efficiency.

15.4%
increase in electricity use

Ashaka

achieved a 7.1% reduction year-on-year and a 21% cut since 2022, showing good progress toward energy efficiency targets.

7.1%
reduction year-on-year

Ewekoro

showed a 5.4% rise, likely due to increased operational demand.

5.4%
rise

Sagamu

saw a continued decline (−31.2%), which could indicate reduced operations or energy efficiency improvements.

−31.2%
continued decline

5.2 Accelerating Climate Action and Decarbonisation

In 2024, we advanced implementation across three emission scopes

- Energy transition
- Process innovation
- Offsetting through nature-based solutions.

We achieved a 3% reduction in specific CO_2 emissions intensity (per tonne of cementitious material) through a combined approach of clinker factor reduction, alternative raw materials, and low-carbon fuel substitution.

At Ewekoro and Sagamu, the use of calcined clay and slag replaced clinker content by up to 12%, directly lowering process-related emissions.

To complement industrial innovation, we expanded our Carbon Footprint Mapping Project, enabling data-driven emissions management across all plants. This tool supports predictive decarbonisation, identifying real-time emission trends and efficiency gaps.

We are also contributing to Nigeria's national climate commitments by participating in cross-sector dialogues on carbon pricing and green finance mechanisms, working with the Federal Ministry of Environment and NESG to shape policy frameworks that reward industrial decarbonisation.

5.3 Innovating with Sustainable, Low-Carbon Solutions

Our innovation agenda drives the creation of low-carbon, high-performance construction materials that enable sustainable cities and infrastructure. In 2024, this focus produced measurable market and climate impact.

The EcoPlanet range, Nigeria's first certified low-carbon cement, expanded nationwide, now representing 24% of total cement sales. This product delivers up to 30% lower embodied carbon compared to traditional cement while maintaining structural strength and durability.

In the construction ecosystem, we collaborated with developers and public agencies to promote green building standards, contributing to the first LEED-aligned infrastructure projects in Nigeria.

We also launched the Circular Construction Innovation Hub (Sagamu) - a multi-stakeholder R&D platform for developing bio-based admixtures, 3D printing materials, and recycled aggregate solutions.

Insight:
Innovation is not a parallel initiative but a strategic accelerator – each low-carbon product or partnership advances our market leadership while aligning Lafarge Africa with the global transition to net-zero construction.

6.0

Social Impact and Inclusive Growth

Social Impact and Inclusive Growth

Focus Area	2024 Performance Highlights			
Talent Development	Over 290 training sessions,	28,946 hours;	56.3% internal career movements	
Employee Engagement	Great Place to Work® certified	90%+ employee satisfaction		
Compensation	Annual Salary increase including 2 market adjustments	robust health benefits covering families		
Diversity & Inclusion	50% female Board representation;	30% female representation on recruitment shortlists;	recognized NGX's most gender-inclusive board	
Health & Safety	0 fatalities;	significant LTI reduction;	200,000+ safety engagement hours	
Community and social Impact	Delivered education, health & infrastructure projects across Ashaka, Mfamosing & Ewekoro	Completed 20km Mfamosing Evacuation Road	Supported 250+ education scholarships	350+ elderly through food & medical aid
	Pioneered Female Tilers training for 40 women	Conducted annual malaria & HIV awareness campaigns		

At Lafarge Africa Plc, we recognise that our people are the foundation of sustainable performance. Human resource practices are not merely transactional; they are strategic levers for resilience and growth. We embed employee well-being, diversity, and capability development into our sustainability agenda, ensuring that every individual can thrive. From structured talent pathways and leadership development to flexible work policies and mental health support, our approach fosters an inclusive, high-performance culture. This commitment reflects our belief that empowered employees drive innovation, operational excellence, and long-term value creation.

Our Human Resources function aims to deliver strategic value and operational excellence, fully aligned with international standards such as the Global Reporting Initiative (GRI), and the United Nations Sustainable Development Goals. We operate through a three-tier model that combines Centres of Excellence, Shared Services, and HR Business Partnering.

The Centres of Excellence provide specialized expertise in critical areas, including talent management, learning and development, performance management, talent acquisition, and employee engagement. We firmly believe that effective talent management aligns people, purpose, and performance to drive measurable business outcomes. Our talent strategy is anchored on a robust framework for succession planning, the identification of high-potential talent, and the development of a strong leadership pipeline. We provide successors with targeted development opportunities, including programmes such as the Strategic Leadership Programme and experiential learning, to prepare them for future leadership responsibilities. In 2024, 10 employees gained international exposure through experiential learning. We continue to upskill our people through structured development programmes and digital learning platforms, while maintaining transparent, merit-based performance management systems that foster accountability, growth, and a high-performance culture.

Our talent acquisition strategy is aligned with business needs, using a two-pronged approach that combines internal mobility with external recruitment through headhunting, advertising, and partnerships with recruitment agencies. This strategy strengthens employees' career development while sustaining organizational vitality through the infusion of new skills and perspectives.

Lafarge Africa's Employee Value Proposition emphasizes shared purpose, growth, and well-being, ensuring alignment with global benchmarks and reinforcing our commitment to sustained engagement. In the reporting year, we achieved the Great Place to Work®certification, with over 90% of employees recognizing our organization as an exceptional workplace. We conduct stay interviews to provide insight into emerging concerns and enable proactive intervention to support retention. Retention strategies are intentional and personalized, considering employee roles, levels, motivations and future aspirations. Workplace improvements and well-maintained facilities provide comfort and enhance the employee experience at Lafarge. Our culture is further strengthened by our inclusive policies and well-being programmes which support diversity, equity and mental health across the organization.

Human Resource Information Systems and data analytics are enablers for evidence - based decision making, anticipating risk, and driving performance with greater precision. Our Shared Services unit manages employee data and provide valuable insights for informed decision making. In Lafarge Africa, we ensure that payroll and compensation management practices are fair and competitive. At the same time, benefits administration offers inclusive, comprehensive packages that support employees at different life stages, promoting their well-being and financial security. Our Business Partnering team continue to work closely with business leaders, providing strategic advice, ensuring compliance with labour standards and aligning people strategies with business objectives.

HR strategy is deeply integrated with global sustainability objectives, contributing to UN SDG 8 on Decent Work and Economic Growth and SDG 5 on Gender Equality. By embedding ethical labour standards, data-driven insights, and a culture of continuous learning, we ensure resilience and long-term value creation for all stakeholders. This holistic approach positions Lafarge Africa as a forward-thinking organisation that not only meets global best practices but also sets benchmarks in human capital management and workplace sustainability.

6.1. Shaping the Future Workforce and Talent Development

As the construction and manufacturing sectors advance through automation, digitization, and decarbonization, the capabilities of our workforce must evolve in tandem. Lafarge Africa is committed to nurturing an agile, highly skilled workforce capable of driving innovation and sustaining competitiveness in line with global trends.

We place a strong emphasis on building a sustainable talent pipeline and continuous learning to enable upskilling and reskilling to ensure our people are equipped to meet evolving business needs and industry trends. Talent development is fostered through cross-functional experiences, targeted leadership and succession programmes, and experiential learning opportunities that build capability at all levels and strengthen critical skills. Employees are further supported in their learning through advanced studies, professional certifications, and membership in relevant industry bodies. Together, these efforts ensure we are shaping a future-ready workforce that supports sustainable growth and long-term organizational success.

Supporting Employee Wellbeing and Compensation

In response to economic pressures, Lafarge Africa introduced a monthly Cost of Living Adjustment (COLA) in August 2023 to cushion the impact of rising living costs on its employees. This adjustment was incorporated into salaries by January 2024, followed by an annual salary review in March and a second COLA payment – COLA2 – in July, marking four salary increases within a single year. These measures reflect our unwavering commitment to fair compensation and financial security for our workforce in a challenging economic climate.

Innovation and Employee Engagement

Empowering employees to shape our innovation agenda is central to our culture. In January 2024, we launched Innovation Hub, a digital platform for submitting ideas across Growth, Decarbonization, Products & Solutions, and Operational Efficiency. Each quarter, the top five ideas are shortlisted, with the Executive Committee selecting three for implementation – giving employees a direct role in advancing Lafarge's sustainability and business objectives.

We also prioritize open dialogue between leadership and employees through informal engagement sessions. TGIF with Lolu offers employees the opportunity to interact with our CEO in a relaxed setting, while Breakfast with the Plant Manager enables randomly selected plant employees to engage directly with leadership, fostering transparency and mutual understanding.

Lafarge Africa leverages multiple communication channels to promote transparency and drive engagement. Quarterly town halls with the CEO and senior leaders provide business updates and an open forum for employees' questions and ideas. Daily Digest delivers real-time business updates, complemented by the CEO's monthly messages on strategic decisions, while HR Nuggets regularly enhance organizational knowledge on policies and culture.

To strengthen connection across locations, the HR team conducts annual roadshows and facilitates focus group sessions, ensuring employee feedback informs policy development. Departmental and toolbox meetings address operational challenges, while the Joint Consultative Committee (JCC) at plant level plays a pivotal role in resolving welfare issues and implementing action plans.

Senior HR leaders hold regular one-on-one sessions with line managers to enhance engagement, particularly in teams with lower engagement scores, providing tailored guidance on effective management strategies. Quarterly training sessions equip managers and employees with skills for managing challenging situations, handling difficult conversations, and fostering positive interactions.
These platforms collectively promote open dialogue, continuous feedback, and shared accountability, creating an inclusive environment where employees feel engaged and empowered to contribute to Lafarge Africa's success.

Recognising and Rewarding Employees

Recognition is essential to fostering a culture of excellence and accountability. The Stars Amongst Us platform, which celebrates exceptional performance in categories such as health, safety and environment (HSE) champion, Innovation champion and Employee of the Month, recorded a 262% increase in adoption between July 2023 and 2024, underscoring the value employees place on acknowledgment and reward.

Additionally, employees marking 10, 15, 20, and up to 40 years of service receive cash rewards and gifts as tokens of appreciation, while the CEO's monthly message spotlights individuals, teams, and functions demonstrating outstanding performance. Lafarge Africa also makes an additional contribution, equal to 3% of the monthly salary, to the Additional Employer Contribution Scheme (AECS). Funds from the scheme become redeemable after five years of service, highlighting the company's commitment to sustained employee well-being and retention.

Investing in Learning and Career Development

Our learning and development strategy is designed to equip employees with the skills needed to thrive in a dynamic industry. In 2024, we delivered over 290 training sessions, amounting to 28,946 hours across technical, leadership, and management domains.

To support Career Development and internal mobility, we developed comprehensive Functional Career Maps for every position, offering clear guidance on career paths, required competencies, certifications, and qualifications for progression. These Career maps are reviewed and updated periodically to ensure they continue to remain relevant, accurate, and aligned with organizational needs. By July 2024, 56.3% of career advancements were achieved through internal promotions, affirming our commitment to developing talent from within.

The 100 Book Club empowers self-directed development by reimbursing 100 employees annually for books of their choice. Quarterly book review sessions are held, creating a dynamic forum for sharing insights, discussing key takeaways, and translating knowledge into workplace impact. This initiative not only fuels personal growth but also strengthens collaboration and the exchange of ideas across the organisation.

Our continuous learning culture is supported by a blended approach that combines e-learning, webinars, on-the-job training, and instructor-led courses. The Percipio e-learning platform has become a cornerstone of this strategy, offering interactive courses, e-books, and expert-led webinars.

Engagement surged following the launch of the e-learning champion initiative in 2024, significantly boosting participation and learning on Percipio. Peer Learning and Knowledge Sharing Sessions (KSS) further enhance collaboration and knowledge exchange, strengthening organisational capability.

Leadership development remains a priority, with tailored programmes for supervisors, middle managers, and senior executives. Employees participated in advanced programmes at Lagos Business School and Holcim, gaining world-class education and experiential learning. Our Job Shadowing Programme, introduced during Career Week 2024, provides hands-on exposure to aspirational roles, deepening understanding of career pathways and progression requirements.

Supporting Fair Labour Practices

As a unionized organization, Lafarge Africa maintains a collaborative approach to labour relations. Two unions represent a significant portion of our workforce, ensuring employee interests are safeguarded, and 88% of our workforce is covered by collective bargaining. A dedicated industrial relations leadership team, reinforces fair labour practices, guaranteeing compliance with labour laws and fostering trust and mutual respect across the organization.

Employee Benefits and Well-Being

As part of Lafarge Africa's ongoing commitment to fostering a strong, resilient workforce, the company offers a comprehensive range of employee benefits. These benefits aim to enhance the well-being, security, and overall satisfaction of employees, ensuring a productive and motivated workforce for the future. The following table highlights the key benefits currently offered to employees at Lafarge Africa, demonstrating the company's investment in its human capital.

Type of benefit	Overview
Lafarge Africa's Medical Insurance Policy	This covers the employee, spouse and four children up to the age of 21 years.
Lafarge Africa's Contribution to Pension	10% contribution towards employee Pension.
Group Life Insurance	Provision of insurance cover for deceased employees;
3 x the deceased employee's consolidated cash salary.	
Employee Compensation Insurance	Statutory social security cover against injury or occupational accidents.
Incentives	Quarterly and annual performance incentives.
Bonus Payment	Retention and other bonuses.
Leave Allowance	12% of employee's annual basic salary.
Maternity Leave	Female employees are entitled to 16 weeks of maternity leave.
Paternity Leave	Male employees are entitled to 10 days of paternity leave.
Disability and Invalidity Coverage	Group Personal Accident Insurance cover (annual) for permanent disability in the course of work; 5 x the disabled employee's consolidated cash salary.

Looking Ahead

The future of Lafarge Africa lies in its ability to remain adaptable, innovative, and inclusive. We are excited about the opportunities ahead, particularly in enhancing local talent development and advancing leadership capabilities through experiential learning. Additionally, trends in data management and artificial intelligence hold significant promise for transforming our people practices and improving service delivery across the business. By investing in the development of future-ready talent, Lafarge Africa is strengthening not only its human capital but also its organisational agility as we continue to strive towards a low-carbon, technology-enabled future.

6.2. Championing Diversity, Equity, and Inclusion

At Lafarge Africa, fostering a diverse, inclusive and healthy workplace is central to our sustainability strategy. We uphold a zero-tolerance stance on misconduct through a robust Bullying and Harassment policy, supported by a third-party managed anonymous hotline for reporting concerns. All complaints are thoroughly investigated to ensure accountability and reinforce a safe environment.

In collaboration with Nigeria2Equal, we conducted a Respectful Workplaces survey to identify behaviours that undermine inclusivity. Insights from this survey informed the launch of our Respectful Workplaces campaign, which delivers extensive training, both group and one-on-one, on promoting healthy workplace behaviours. These efforts strengthen our culture of respect and innovation.

Our dedication to gender equity is exemplified by the Green Women Network (GWN), a platform that empowers women and creates equitable opportunities. The platform also provides a collaborative forum for women to connect, share insights, and build sustainable careers in manufacturing. In a sector historically dominated by male participation, Lafarge Africa has made measurable progress in redefining female participation across leadership and operational roles. We achieved 50% female representation on our Board in 2024, up from 40% in 2020. Our Women-on-Wheels initiative has graduated female truck drivers. Additionally, targeted attraction programmes such as Women in Sales, highlight our commitment to diversity and equality across our operations.

Women Driving Change

> At Lafarge inspiring inclusion for women and girls is a collective effort

Furthermore, our recruitment framework mandates a minimum of 30% female representation in all candidate shortlists. For non-shift plant positions, we are committed to achieving a 50-50 gender balance, fostering equal representation and inclusivity across our workforce. To strengthen the talent pipeline and increase female participation in traditionally male-dominated fields such as engineering, technical roles, and craftsmanship, we deploy initiatives like the Technical Skills Development Programme (TSDP) and our flagship Graduate Training programme.

We actively engage women through focus group discussions and targeted stay interviews to identify challenges they may encounter. Insights from these sessions shape our value proposition and help us create an environment where they can thrive. Compliance with both group and local diversity targets guides our leadership development efforts, with a strong emphasis on board-level representation. In 2024, these efforts earned our board recognition as the most gender-inclusive on the Nigeria Exchange Group (NGX). Our senior leadership team operates under consistent diversity targets, supported by biennial policy reviews that maintain alignment with gender equity objectives and competitive maternity provisions. These reviews also guarantee compliance with regulatory standards while highlighting areas for improvement.

Our commitment to inclusion extends beyond gender; we make conscious efforts to integrate employees with disabilities, starting at the hiring stage. Disclosure forms capture individual needs, enabling us to provide the support required for seamless and successful integration.

Celebrated International Women's Day with beautiful women of Lafarge Africa who bring their brilliance and excellence to work

Lafarge Africa celebrates the annual International Women's Day and actively participates in professional platforms including the International Finance Corporation (IFC), the Nigerian Society of Engineers (NSE) and the Nigeria2Equal Programme.

We also address systemic challenges such as gender-based pay disparities through rigorous, independent remuneration audits. External consultants provide critical insights to ensure pay equity while shareholder approval at the Annual General Meeting, pursuant to Section 293 of the Companies and Allied Matters Act (CAMA) 2020, sets director and executive pay transparently. In parallel, employee union representatives engage management during salary review cycles to negotiate equitable compensation based on external benchmarks and inflationary trends.

We continue to advance our diversity, equity, and inclusion priorities through multiple initiatives. Our engagement survey incorporates an Inclusion Index to assess employees' perceptions of fairness and respect within the organization, providing critical insights to shape workplace culture and drive continuous improvement.

	FY24 Male	FY24 Female	FY23 Male	FY23 Female
Total number of full-time employees	1304	151	1304	151
Total number of employees	1455		1464	
Total number of temporary employees	59	20		
Total number of employees	79			

Number of employees and other workers

6.3. Prioritising Health, Safety, and Well-being

Our operations span multiple states in Nigeria, where dedicated health and safety teams ensure readiness, regulatory compliance, and customer engagement. Each plant monitors health and safety parameters hourly, daily, weekly, monthly, quarterly, and annually, submitting reports locally and to our parent group against clearly defined metrics. Real-time dashboards support this process, enabling benchmarking against global best practices to sustain operational excellence.

Worksite Clinics and Emergency Preparedness

Lafarge Africa has fully equipped clinics at all cement plants, each staffed by trained medical professionals. We partner with International SOS, uniquely maintaining SOS-managed land clinics in Nigeria. Plant clinics, including headquarters, have emergency ambulances ready, supported by central control rooms coordinating emergency responses. Quarterly drills, such as height-collapse exercises at Mfamosing, ensure continuous preparedness.

Employee Healthcare Coverage and Preventive Measures

Employees enjoy comprehensive health coverage through Health Maintenance Organisations, including dependents, plus an exclusion fund for uncovered conditions. Preventive health checks are task-specific and regular, including welders, confined spaces workers, and those exposed to noise or dust. Monthly plant inspections and hygiene audits reinforce proactive health risk management.

Data Privacy and Mental Health Support

Employee privacy is respected through consent protocols for all medical tests. Mental health is prioritised via the Employee Assistance Programme (EAP), offering confidential support to employees and families. The EAP has been particularly vital post-COVID-19, with trained champions supporting workforce well-being.

Occupational Health and Ergonomics

We enforce strict medical fitness protocols, particularly for truck drivers, and monitor activities with real-time tracking systems. Ergonomics remains a focus, with ongoing efforts to eliminate stressors and promote well-being. A successful flexi-work package compassing remote work and flexible policies, has enhanced employee engagement in 2024.

Community Health Outreach

Partnering with Sustainability and CSPD teams, Lafarge Africa marks global health days like World Malaria and AIDS Days through community engagement. Volunteers conducted health campaigns and distributed mosquito nets in markets and transport hubs, reinforcing public health commitments.

Contractor Health Management

Contractors receive mandated health coverage and support to meet safety standards, including PPE compliance and access to retainer hospitals. Lafarge intervenes as needed, ensuring consistent health and safety standards across all workforce segments.

Leadership and Safety Culture

Safety commitment is driven from the top. The CEO personally verifies safety at customer sites and chairs monthly HSE Steering Committees. New 2024 policies require event safety signoffs and enforce third-party contractor health compliance. Safety remains central to all stakeholder interactions.

Safety Performance and Incident Management

2024 recorded Lafarge Africa's strongest safety performance in five years, with zero fatalities and lowered Lost Time Injuries. The 'Boot-on-Ground' initiative empowers teams to halt unsafe work immediately. Incident reporting is mandatory within 24 hours, followed by root cause analysis and shared lessons. Global best practices from Holcim archives inform continuous improvement.

Safety Training and Monitoring Systems

Our iCare H&S platform supports incident reporting and trend analysis while transitioning to newer systems. An electronic vehicle monitoring system provides real-time data on driver's behaviour. Training programs include the Driver Academy and construction safety sessions, alongside year-round artisans' courses at the Sagamu City Training Centre, ensuring world-class safety standards.

Digitalisation & Data-Driven HSE

The integration of digital technologies into occupational health and safety systems has improved efficiency, monitoring, compliance, and employee wellbeing. Currently, we leverage software, mobile applications, and data analytics to transform traditional health and safety practices into more proactive, data-driven approaches.

Some digitalisation initiatives adopted in the year under review include:

- Energy Isolation Digital tool
- Mobile Equipment Inspection checklist
- Training accessibility through e-learning modules

Regulatory Compliance and Proactive Governance

Compliance is embedded in our operations through a dedicated internal team that monitors adherence to all regulatory and internal requirements, from clinic and doctor licences to medical equipment certifications. Renewals are managed proactively, supported by legal oversight, ensuring uninterrupted compliance.

This rigour extends to environmental permits, quarry and mining licences, emissions and discharge certifications, and professional safety accreditations. In 2024, we invested significantly in emissions reduction, maintaining dust emissions well below Nigeria's regulatory limit of 100 mg/Nm^3, with most plants achieving levels between 8–50 mg/Nm^3.

Waste management is handled through government-accredited partners, while our Geocycle initiative transforms municipal and FMCG waste into alternative fuel for our plants. We secured LAWMA approval to build a waste recycling facility, currently under construction, reinforcing circular economic principles. Medical waste is managed separately through certified disposal firms, with Ashaka and Calabar plants investing in medical incinerators, Ashaka's being the only one in North-East Nigeria.

In 2024, we introduced a comprehensive HSE policy for expatriates and third-party visitors. It mandates submission of fitness reports two weeks prior to arrival, malaria education, and adequate medication supply for those on routine treatments. Malaria awareness sessions are conducted for visitors from non-endemic regions, alongside tailored support for individuals with special medical conditions.

Preventive Risk Management

We systematically identify workplace hazards and assess associated risks through a structured process aligned with recognised risk management guidelines.

To determine work-related hazards and assess risks on a routine and non-routine basis, we apply the basic principles of the risk assessment guideline, which requires identifying workplace hazards, defining who may be at risk, implementing controls, recording findings, and reviewing the controls when necessary. Additionally, we continued to strengthen our Critical Control Management (CCM) initiative through a quarterly verification programme and periodic audit across all the sites.

The hierarchy of controls offers a structured framework for identifying workplace hazards and prioritising control measures, ranked from the most effective to the least effective. These include:

1. Elimination,
2. Substitution,
3. Engineering controls,
4. Administrative controls, and
5. Personal protective equipment (PPE).

Our system ensures robust real-time capturing of health and safety observations and incidents within 24 hours via our digital platforms. Prompt investigation of all critical incidents, identifying root causes, developing action plans, and sharing key learnings and corrective actions with the entire team to prevent recurrence. Outcomes of these processes are used to assess and continually enhance the Occupational Health & Safety Management Systems (OHSMS).

Benchmarking against similar operations internationally further enhances proactive risk management. In line with our HSE Policy, no activity is considered worth the risk of harm to people or the environment.

Employees are empowered to stop unsafe work, supported by our clear HSE rules that guide injury prevention and safeguard employees.

2024 Health & Safety Performance Excellence & Key Achievements

At Lafarge Africa Plc, we achieved exceptional safety performance in 2024, driven by strong leadership commitment, proactive risk management, and continuous improvement of our systems and processes beyond regulatory requirements. Through clear accountability, skill development, effective communication, and data-driven decision-making, we fostered resilient workplaces that protect people, assets, and the environment, enabling safe, reliable, and sustainable operations.

Key achievements in 2024 include:

- Zero on-site fatalities across all operations
- Strengthened leadership commitment and active employee involvement in health and safety
- Reinforced proactive safety culture with consistent incident reporting
- Enhanced leadership visibility and engagement, exceeding 203,000 hours
- Proactive identification and management of safety hazards through Critical Control Management (CCM)
- Expanded preventive health measures via regular health campaigns and early interventions

Training & Competency Development

At Lafarge Africa, People are central to our health and safety efforts, making training a key priority. Our training comprises online safety modules and hands-on training programmes for all employees and contractors at the Safety Learning Centre to ensure consistent engagement.

Training content is informed by incidents and near miss data, legal and regulatory requirements, organisational policy and objectives, jobs roles and competency needs, changes in operations and processes, audit and inspection findings, employees feedback and engagement and Industrial trends and best practices. The overall focus is on high-risk areas to prevent accidents.

In 2024, we recorded approximately

203,136 safety engagement hours and

73,356 training hours.

Hands-on First Aid and firefighting training session

Safety Awareness Campaigns

Energy Isolation Campaign
The Energy Isolation Campaign aims to eliminate serious injuries and fatalities resulting from the unexpected release of hazardous energy during maintenance, cleaning, inspection, and repair activities. The campaign reinforces strict compliance with Lockout, Tagout, and Try (LOTT/LOTO) procedures across all operations.

Targeted awareness sessions, toolbox talks, and visual campaigns were conducted across the shop floors to reinforce understanding of hazardous energy sources (electrical, mechanical, hydraulic, pneumatic, thermal, chemical, and gravitational).

Road Safety Awareness Campaign for School Pupils
The annual road safety awareness campaign was carried out across all locations with the following objectives:

- To educate pupils on basic road safety rules, including safe road crossing, proper use of pedestrian walkways, and understanding traffic signs and signals.
- To raise awareness of different road users - such as vehicles, motorcycles, bicycles, and pedestrians - and promote safe interaction among them.
- To empower pupils to serve as road safety ambassadors by sharing key safety messages with their peers, siblings, and family members.
- To support national and community road safety goals, thereby contributing to safer school environments and communities.

As part of the campaign, high-visibility (hi-vis) jackets were distributed to all pupils to enhance their visibility during daytime, nighttime, and adverse weather conditions, thereby reducing the risk of road traffic incidents.

Educating primary and secondary school students on truck blind spot and road safety rules

Spotlight

The Lafarge Driving Institute (LDI)

LDI was established by Lafarge Africa Plc in 2017 to enhance professionalism and safety across its Heavy Goods Vehicle (HGV) logistics operations. The institute provides customised driver training programs for Lafarge Africa Plc (LAP) truck drivers, while also generating employment opportunities for members of its host communities.

The first LDI was commissioned in Calabar, Cross River State, through a partnership with Integrated Automated Services Limited (IASL) and the Federal Road Safety Corps (FRSC). In 2022, two additional institutes were launched to support operations in the Southwest and Northeast regions.

Since its inception, LDI has trained over 10,000 drivers, leading to significant improvements in driving competence and road safety standards across LAP's logistics operations.

Women on Wheels (WoW)

In 2019, the Women on Wheels program was launched as a pioneering gender-inclusion initiative designed to train and employ female truck drivers, challenging long-standing stereotypes in the traditionally male-dominated transport sector. To date, the initiative has trained and certified over 100 female truck drivers, contributing to safer, more inclusive, and more sustainable road transport operations.

Our 2024 safety performance reflects a strengthened safety culture, improved employee wellbeing, and enhanced operational efficiency across all sites. These achievements were made possible by strong management commitment and active engagement of all employees.

We remain dedicated to further enhancing safety performance, leveraging technology, and fostering a proactive culture where every employee goes home safely each day.
Looking to 2025, compliance with health, safety, and technical standards will remain crucial with room for improvement. Supporting business units, including HR, finance, communications, security, and legal, presents vast opportunities for growth and bridging existing gaps, improving business support capabilities and preparing for impending challenges.

Northern region 2024 Q1 & Q2 drivers award & Women on Wheels initiative

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We remain dedicated to further enhancing safety performance, leveraging technology, and fostering a proactive culture where every employee goes home safely each day.

6.4. Strengthening Community and Social Impact

Beyond the workplace, our responsibility extends to the communities where we operate. Social investment is integral to our business model, shaping shared prosperity and inclusive growth. We prioritise education, health, infrastructure, and economic empowerment initiatives that create lasting impact for families and future generations
.
Through strategic partnerships and local engagement, we address systemic challenges, strengthen social resilience, and contribute to national development goals. For Lafarge Africa, building communities is not philanthropy; it is a core pillar of sustainable business, ensuring that progress is mutual and enduring.
Lafarge Africa Plc demonstrates unwavering commitment to its host communities through initiatives anchored on Holcim's sustainability pillars:

- **Climate & Energy**
- **Circular Economy**
- **Nature**
- **People**

Our annual Community Day serves as a platform to announce projects tailored to local needs, spanning education, healthcare, infrastructure, and livelihoods.

In Ashaka, Gombe State, we delivered modern school infrastructure in Lariski, Anguwan Kellumi, and Jauro Maza, complemented by agricultural empowerment through the distribution of 900 bags of Urea/NPK fertiliser and partnerships with NAERLS and Ahmadu Bello University to establish demonstration farms and awareness programmes. Additional interventions included food aid for vulnerable groups, scholarships for 50 students, support for 200 through the Grema Mustapha scheme, solar-powered boreholes, road rehabilitation, palace renovation, and medical outreach.

In Mfamosing, we commissioned solar street lighting, distributed over 10,000 exercise books and school desks, and upgraded healthcare facilities in Abiati, Essien Town, and Akansoko. Community infrastructure projects included a town hall in Mbobui and equipping Kasuk Training Centre for fashion and design skills. Potable water provision and livelihood support through food and equipment donations further strengthened community resilience.

In Ewekoro, we constructed a 100-metre reinforced concrete road in Alagutan, built staff quarters at Itori Magistrate Court, and extended electrification to Okeoko Egbado. Additional efforts included transformer replacement, entrepreneurial training for 48 individuals, bursaries for 204 students, distribution of educational materials, and healthcare improvements through outreach and equipment provision.

Our environmental stewardship is evident in land restoration projects that replant trees on mined sites, restoring ecosystems. Skills acquisition remains a cornerstone of our social impact strategy through the Technical Skills Development Programme (TSDP), which trains cohorts of at least 45 youths in Electrical, Mechanical, Automation, Welding/Fabrication, and Cement Manufacturing, enhancing employability and entrepreneurship.

Gender-focused initiatives such as **Women on Wheels**, which is transforming the traditionally male-dominated transport sector by empowering women through comprehensive truck driving training, tailored safety measures, and career development support. This program not only equips women with vital skills but also fosters a safe, inclusive work environment, helping female drivers advance into leadership roles.

Beyond individual empowerment, the initiative challenges industry stereotypes and fuels wider change by advocating for inclusive policies and fair working conditions. Through these efforts, Lafarge Africa is setting a benchmark for gender inclusion in logistics, creating opportunities that drive social equity and operational excellence.

These efforts reflect our strategic shift from reactive community support to **"shared-value community development"** - creating infrastructure, enabling economic empowerment and embedding ourselves as co-developers of local prosperity.

Annually, we conduct programmes for World Malaria Day and HIV awareness involving volunteers, distributing mosquito nets, and educating communities. We actively monitor contractor compliance, provide centralised medical services where needed, enforce personal protective equipment (PPE) procurement from approved suppliers, and ensure contractor workers receive comparable health benefits and care as our employees.

Community awareness and engagement provide substantial prospects. While we already maintain strong community relations, there remains a scope for continued responsibility in resource utilisation and growth, ensuring we effectively give back while fostering sustainable development and moving forward.

Insight:
By linking community investment to local economic multipliers (education → skills → employment), we strengthen our social licence whilst building resilience into the broader ecosystem in which we operate.

Below are some of the social projects we undertook in 2024.

Construction of the 20km Mfamosing Evacuation Road

The 20km Lafarge Mfamosing evacuation road construction project officially **started in 2010** and was successfully **completed and commissioned in March 2024.**

The project faced significant delays over the years due to challenges related to geotechnical studies and design. The road, which runs from the Mfamosing plant through communities like Abiati and Etamkpini to the Odukpani junction, was built as a bypass to improve safety, enhance transportation efficiency, and drive economic growth in the host communities by diverting heavy truck traffic from town centers.

20km
Lafarge Mfamosing evacuation road construction project

Sustainability Impact

Social Impact (SDG 9: Industry, Innovation and Infrastructure; SDG 11: Sustainable Cities and Communities)
The upgraded road has improved accessibility for residents, facilitating safer and faster travel to schools, healthcare facilities, and markets. The project also created employment opportunities for local workers and fostered skills development through collaboration with local contractors.

Economic Impact (SDG 8: Decent Work and Economic Growth)
By enhancing trade routes and reducing transportation bottlenecks, the road has stimulated local commerce and opened new economic opportunities for surrounding communities.

Environmental Considerations (SDG 13: Climate Action; SDG 15: Life on Land)
Sustainable construction practices were employed, including proper drainage systems to prevent erosion and the use of locally sourced materials to minimise carbon footprint. Environmental assessments guided the project to reduce negative ecological impacts while maintaining long-term durability.

The 20km Mfamosing Evacuation Road is more than just infrastructure. It is a catalyst for sustainable development, creating lasting value for communities, promoting economic resilience, and protecting the environment for future generations.

Commissioning of the new evacuation road in Mfamosing

Rebranding and Handover of Ewekoro Community Grammar School

In line with Lafarge Africa Plc's dedication to corporate social responsibility and community development, the company marked the 2024 Community Day celebration under the theme "Collaborating for Positive Impact." A significant highlight of the event was the formal handover of a newly established secondary school to the Ewekoro Local Government Education Authority. This school, which is the first secondary institution to serve the 14 communities surrounding Lafarge Africa's Ewekoro plant, was officially transferred to the Ogun State Ministry of Education for continued management.

> Collaborating for Positive Impact.

Ewekoro Community Grammar School

In addition to the physical upgrades, Lafarge Africa Plc made several donations to the school to enhance its learning environment. These included 100 plastic tables and desks designed to provide comfortable and durable seating for students, 100 sets of school uniforms for both male and female students to ensure access to appropriate attire for academic activities, and a variety of writing materials, including exercise books of various sizes, pens, and pencils, to support students in their studies.

These donations reflect Lafarge's commitment to providing not only the infrastructure but also the necessary resources to enable students to succeed academically.

Donation of pens, exercise books and pencils to support students

Handover ceremony of Ewekoro Community Grammar School

Lafarge Africa's Elderly Care Programme: A Pillar of Community Support

Lafarge Africa's Elderly Care Programme reflects a deep commitment to the dignity and well-being of senior citizens across its host communities. From Ewekoro (Ogun State) to Mfamosing (Cross River State) and Ashaka (Gombe State), the initiative provides essential support through food palliatives, medical outreach, and livelihood assistance, ensuring elders live with comfort and security.

In 2024, over 350 elderly individuals in Ewekoro received food support, while 150 elders in Mfamosing benefited from both food and business equipment, promoting independence and empowerment. Across all communities, the programme prioritizes holistic well-being, combining healthcare access with basic needs support.

More than a CSR initiative, the Elderly Care Programme stands as a beacon of empathy and respect, ensuring the golden years of the community's elders are marked by dignity and care.

over
350
elderly individuals in Ewekoro received food support

Lafarge Africa's staff present food items to the elderly.

Female Tilers & Block Laying Training Programme

Empowering Women in the Construction Industry

The Female Tilers & Block Laying Training Programme is a pioneering initiative aimed at promoting gender equality and equipping women with practical skills in a male-dominated sector. The four-week programme trained 40 women from low-income communities, providing hands-on experience in tiling and block-making using Lafarge's Supafix and SupaSet products.

Training Highlights

The programme offered a blend of technical and soft skills training, including:

- Health and safety training
- Practical, hands-on tiling and block-laying
- Soft skills (entrepreneurship, financial literacy, and digital marketing)
- Mentorship and masterclasses
- Capstone project, where participants remodelled a school food pavilion, demonstrating their newly acquired skills.

Outcomes

- **Skill Empowerment:** 40 women are now equipped with valuable construction skills, creating new job and self-employment opportunities.
- **Industry Recognition:** Graduates registered with the Lagos State Tilers & Blocklayers Association, gaining access to a professional network.
- **Start-Up Support:** Each graduate received essential tools, such as tile cutters and power grills, to help launch their businesses.
- **Capstone Success:** The women completed a hands-on project, showcasing their practical abilities and contributing to local community infrastructure.

A First in the Cement Industry

As the first programme of its kind in the cement industry, the training not only supports social impact but also enhances the commercial appeal of Lafarge products by demonstrating their role in empowering local communities

Empowered through Training: Before and After

Spotlight

Lafarge Africa Champions Sustainable Growth with Transformative CSR Projects Across Nigeria

Lafarge Africa Plc reaffirmed its commitment to community development with the unveiling of transformative Corporate Social Responsibility (CSR) projects across its operational hubs, Ashaka (Gombe State), Mfamosing (Cross River State), and Ewekoro (Ogun State), as part of its 2024 Community Day celebrations.
The initiatives reflect Lafarge Africa's dedication to empowering host communities through education, healthcare, infrastructure, and economic development.

Highlights from Key Locations

Ashaka, Gombe State:

- Scholarship support to 250 undergraduate students to enable them to finance their tuition fees and other educational needs. This lessens financial burden and sharpens the academic focus of beneficiaries. The scholarship covers tuition fees and other education expenses.

Beneficiaries of the scholarship support

- Agri-ecology programme: 400 farmers benefited from the fertiliser support scheme, which improved soil fertility and crop yields; 2000 farmers benefited from training and capacity-building programmes, enhancing their knowledge and skills in modern farming techniques.

Participants of the agri-ecology programme

- **World Hearing Day medical outreach:** Over 500 individuals received free hearing screenings and medical consultations, raising awareness about hearing health among community members.

World Hearing Day Medical Outreach

- **The Maiganga medical outreach:** This enables us to provide essential medical services to underserved communities, bridging the healthcare gap and improving the well-being of vulnerable people. Over 1,100 individuals and families have benefited from it. Twenty patients underwent successful cataract surgeries, restoring their vision; 11 individuals received eyeglasses, correcting their vision and improving their quality of life. Similarly, 53 patients received eye drops, treating various eye-related conditions. A total of 83 individuals benefited from our eye care services and 1,016 people received treatment for common diseases, improving their overall health and well-being.

The Maiganga Medical Outreach

- **The AshakaCem Girl Child Education scheme:** Designed to improve girl child enrollment and access to quality education, this initiative empowers young girls to reach their full potential. Forty-five girls have benefitted from the scholarship programme with measurable outcomes: improved academic performance, increased enrollment, and community engagement.

Beneficiaries of the AshakaCem Girl Child Education Scheme

- **Maiganga Youth Empowerment:** Equips young people with marketable skills, knowledge and resources required to become self-reliant, start own businesses, and create wealth. It also helps beneficiaries to develop a sense of community ownership and social responsibility. Fifteen young people have benefitted from this programme.

Maiganga Youth Empowerment Programme

- **Construction of a block of classrooms and donation of equipment at Wuro Duwo:** This CSR initiative provides a conducive learning environment, fosters community relations and promotes academic excellence, with 120 beneficiaries.

Block of classrooms and donation of equipment at Wuro Duwo

- **Construction of science laboratory at Government Day Secondary School (GDSS) Jalingo:** This project aims to promote educational development, foster community relations, and empower students to pursue careers in science, technology, engineering, and mathematics (STEM) – 450 students have benefitted from project.

Science Laboratory at GDSS Jalingo

- **Construction of 810-metre fence at Bajoga 2 Primary School:** This is a strategic project aimed at creating a safe and secure environment for learners and teachers – improving overall learning experience. The construction benefits 3000 teachers and learners including the community. It has reduced vandalism and theft, increased community pride and boosted morale.

810-metre fence at Bajoga 2 Primary School

- **Construction of laterite road at Jauro Mamu:** Impacting 1400 people, the road improves connectivity, facilitates movement and fosters economic growth while enhancing community relations. This promotes a strong sense of community and social cohesion, better access to social services, healthcare, and education.

Laterite road at Jauro Mamu

- **OVC Education Scheme:** It is a customised educational programme dedicated to improving opportunities for vulnerable children by bridging learning gaps and empowering children to unlock their full potential. This has resulted in improved access and academic results. Girls who have received support through the programme have shown exceptional performance and increased self-esteem. It has also spurred community engagement.

OVC Education Scheme

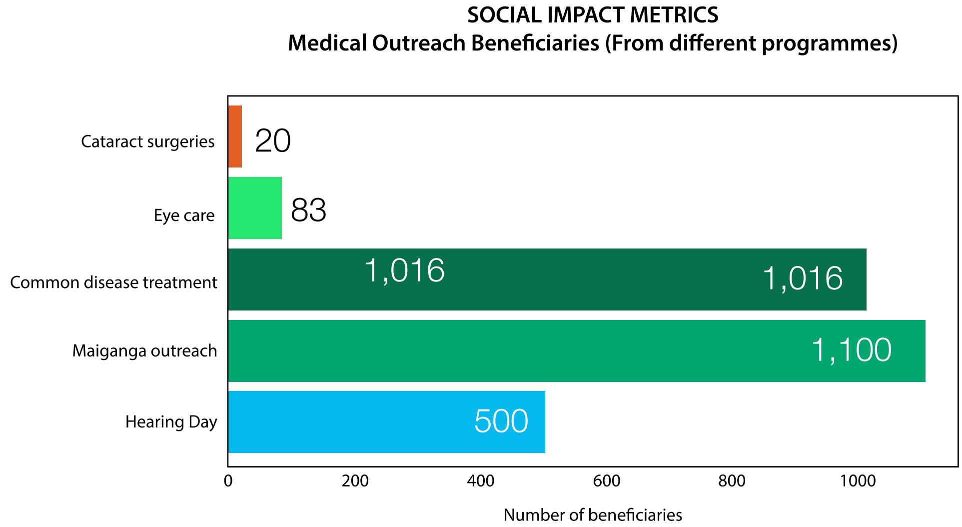
Mfamosing, Cross River State:

- Installation of solar streetlights in Akwa Ikot Effanga, Akpabuyo Local Government Area.
- Educational support for 140 students, donation of 10,000+ exercise books, and adoption of school projects.
- Upgraded health centres, new community town halls, and livelihood support for 150 elders.
- Launch of the Agroecology Palm Fruits Project to enhance sustainable farming.

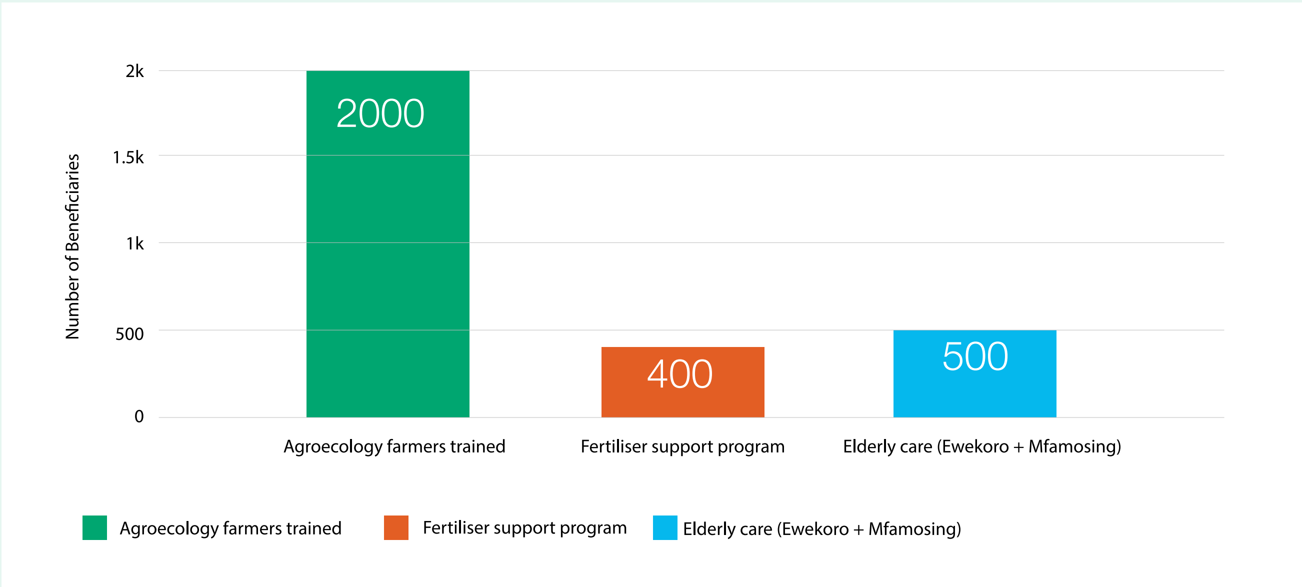
Ewekoro, Ogun State:

- Construction of a 100-metre reinforced concrete road and staff quarters for Itori Magistrate Court.
- Electrification and transformer replacement in multiple communities.
- Business training and startup equipment for nearly 250 beneficiaries.
- Healthcare facility upgrades, bursaries for 200+ students, and new educational materials for local schools.

Empowering Lives through Education, Health, and Volunteerism



Beneficiaries of Social Programs (Selected)



Medical Health Outreach in Cross River State

In alignment with its Corporate Social Responsibility (CSR) pillar on Health and Safety, Lafarge Africa launched the 2024 Medical Health Outreach across ten host communities in Cross River State, Mfamosing, Mbobui, Abiati, Ekong Anaku, Akansoko, Akwa Ikot Effanga, Essien Town, Kasuk, Diamond, and Obutong.
In 2024 the outreach, themed "Health Equity, Gender and Human Rights," reinforced the company's commitment to improving community well-being and ensuring that access to healthcare is equitable and inclusive. The initiative benefited over 5,000 residents, providing free medical consultations, laboratory screenings, health education, and essential medications.

The outreach also aligns with World Malaria Day, focusing on malaria prevention and control. Through this initiative, Lafarge Africa is empowering communities with practical knowledge on malaria prevention, including the use of insecticide-treated nets, environmental management, and early treatment practices.
The programme's launch drew participation from government agencies, community representatives, volunteers, and Lafarge Africa staff, reflecting a shared commitment to sustainable health and social development.
Through its sustained investment in health initiatives, Lafarge Africa continues to demonstrate leadership in community development, strengthening local healthcare systems, supporting vulnerable groups, and promoting healthier, more resilient communities across its operational areas.

Medical outreach at one of our host communities.

Commendations and Impact

Government officials, traditional rulers, and community leaders praised Lafarge Africa's long-term investment in sustainable development.

- The Deputy Governor of Cross River State, Mr. Peter Odey, lauded the company's "consistent dedication to impactful community development."
- Community leader Prince Bola Awesu of Ewekoro expressed gratitude, citing Lafarge Africa's role in improving education and healthcare access for residents.

Lafarge Africa's Managing Director/CEO, Lolu Alade-Akinyemi, reaffirmed that community engagement remains central to the company's mission:

"At Lafarge Africa, community engagement isn't just an obligation, it's one of our core sustainability values. Our Community Day celebration reflects our dedication to giving back and nurturing sustainable development in the places we call home."

Appendices

Performance Data Table 2024

Indicators	Unit	2024	2023	2022	2021
Environmental Compliance					
Number of severe non-compliance cases	Number	0	0	0	0
Fines and penalties paid		0	0	0	0
Environmental Management Systems					
Plant with an ISO 14001 certification	Number	4	5	4	4
Biodiversity					
Quarries with rehabilitation plan in place - all	%	100	100	100	100
Quarries with biodiversity importance	Number	0	0	0	0
Quarries with biodiversity importance with biodiversity management plans in place - all	%	-	-	-	-
Total hectare rehabilitated - all	Ha	664.5	647.10	625.01	600.79
Total hectare disturbed area - all	Ha	1,469.10	1,393.40	1,306.19	1,188.25
Water (Cement and Readymix)					
CEM specific freshwater withdrawal	L/t of cementitious	24.05	147.4	282.95	157.71
RMX specific freshwater withdrawal	L/m3	253	203.59	191.25	204.42
Water discharge compliant with regulations	%	100	100	100	100
All segments (excluding CPP)					
Specific freshwater consumption	L/t of product	144.42	131.14	208.06	130.17
Total water withdrawal	cubic metres	1,056,615.72	1,206,321.60	1,736,962.72	1,694,733.81
Total freshwater withdrawal	cubic metres	179,087.00	776,450.00	1,563,146.00	949,222.43
Freshwater withdrawal from groundwater	cubic metres	0	34,000.00	34,616.00	32,502.43

Freshwater withdrawal from surface water	cubic metres	179,087.00	162,800.00	187,200.00	208,970.00
Freshwater withdrawal from municipal water supplies or other water utilities	cubic metres	0	1,482.21	1,040.00	1,260.00
Freshwater withdrawal from quarry dewatering	cubic metres	1,680.00	578,167.79	1,340,290.00	706,490.00
Non freshwater withdrawal	cubic metres	0	0	172,001.00	185,097.61
Rainwater harvester	cubic metres	877,528.72	429,871.60	1,815.69	560,413.77
Total water discharge	cubic metres	192,491.00	215,175.16	489,481.91	450,901.35
Water discharge to ground	cubic metres	28.00	39.23	31.18	40.29
Total water consumption	cubic metres	845,052	991,145.67	1,247,480.81	1,243,832.46
Captive Power Plant					
Total water withdrawal	cubic metres	8,418.58	20,525.47	25,077.76	25,558.30
Total freshwater withdrawal	cubic metres	0	20,525.47	25,077.76	25,558.30
Freshwater withdrawal from groundwater	cubic metres	0	0	0	0
Freshwater withdrawal from surface water	cubic metres	0	15,191.26	18,458.72	19,500.00
Freshwater withdrawal from municipal water supplies or other water utilities	cubic metres	0	0	0	0
Freshwater withdrawal from quarry dewatering	cubic metres	0	5,334.21	6,619.04	6,058.30
Non freshwater withdrawal	cubic metres	0	0	0	0
Rainwater harvested	cubic metres	0	0	0	0
Total water discharge	cubic metres		1,215.30	1,476.70	1,560.00
Water discharge to ground or soil infiltration	cubic metres	0	0	0	0
Total water consumption	cubic metres	8,418.58	19,310.37	23,601.06	23,998.30
Internal Waste					

Internal hazardous waste recycled or recovered	tonnes	369.17	136.95	328.69	10.20
Internal non-hazardous waste recycled or recovered	tonnes	1,746.60	2,435.62	2,602.05	2,556.25
Internal hazardous waste disposed	tonnes	1	0.94	37.65	58.70
CPP Only					
Internal hazardous waste recycled or recovered	tonnes	0	0.00	0.00	0.00
Internal non-hazardous waste recycled or recovered	tonnes	0	0.00	0.00	0.00
Internal non-hazardous waste disposed	tonnes	5.81	5.91	9.15	8.52
Internal hazardous waste disposed	tonnes	0x	0.10	0.06	0.00
CO2 Emissions					
Specific CO2 emissions (kg/tonne of cementitious material) - net country figure	kg/tonne	539.44	570.40	573.66	597.86
Thermal substitution rate (Ewekoro)	%	15.13	28.02	28.74	20.10
Thermal energy consumption biomass-based fuel	GJ	1,798,015.03	1,343,712.62	1,622,130.02	854,117.82
Energy consumption total	GJ	15,793,826.58	2,367,750.60	6,170,226.17	5,109,253.39
Other Atmospheric Emissions					
Specific dust emissions	(g/tonne of clinker)	513.56	811.33	717.48	201.36
Specific NOX emissions	(g/tonne of clinker)	809.97	1,519.20	1,131.59	1,549.37
Specific SO2 emissions	(g/tonne of clinker)	52.80	10.55	73.76	86.91
Specific mercury emissions	(mg/tonne of clinker)	0.00	0.94	0.95	2.09
Specific dioxins/furans emissions	(ngTEQ/tonne of clinker)	1.48	7.96	2.07	3.77

GRI Index Table

Lafarge Africa Plc has prepared and disclosed the information presented in this GRI Content Index **in reference to the Global Reporting Initiative (GRI) Standards.**

This report applies **GRI 1: Foundation (2021)** as the guiding framework, ensuring transparency, comparability, and alignment with globally recognised sustainability reporting principles.

GRI Disclosure / Standard	Description	Page Number
GRI 2 – General Disclosures 2021		
2-1	Organizational details	p.15
2-2	Entities included in reporting	p.3
2-3	Reporting period, frequency and contact point	p.3
2-4	Restatements of information	Not disclosed
2-5	External assurance	Not disclosed
2-6	Activities, value chain and business relationships	p.15–21
2-7	Employees	p.15
2-8	Workers who are not employees	p.15
2-9	Governance structure and composition	p.21–22
2-10	Nomination and selection of highest governance body	p.21–22
2-11	Chair of highest governance body	p.6–9
2-12	Role of highest governance body in oversight	p.42
2-13	Delegation of responsibility	p.42–47
2-14	Role in sustainability reporting	p.28-29
2-15	Conflicts of interest	p.28-30
2-16	Communication of critical concerns	p.42–47
2-17	Collective knowledge of highest governance body	p.21-23
2-22	Statement on sustainable development strategy	p.10–11
2-23	Policy commitments	p.28–31
2-24	Embedding policy commitments	p.28–31
2-25	Processes to remediate negative impacts	p.97
2-26	Mechanisms for raising concerns	p.42–47
2-27	Compliance with laws and regulations	p.65–70
2-28	Membership associations	Not disclosed
2-29	Stakeholder engagement approach	p.29–31
2-30	Collective bargaining agreements	Not disclosed

GRI 3 – Material Topics 2021		
3-1	Process to determine material topics	p.30
3-2	List of material topics	p.31
3-3	Management of material topics	Various sections across report
Economic Standards		
201-1	Direct economic value generated and distributed	p.6
201-2	Financial risks and opportunities from climate change	p.74–75
201-3	Defined benefit obligations	Not disclosed
Environmental Standards		
302-1	Energy consumption	p.74–75
303-1	Water interactions	p.56–60
305-1	Direct GHG emissions (Scope 1)	p.75
305-5	Reduction of GHG emissions	p.75
306-2	Waste management impacts	p.42–50
306-3	Waste generated	p.108
Social Standards		
401-1	New hires and turnover	p.85
403-1	Occupational health and safety	p.88–94
404-1	Training and education	p.85
405-1	Diversity and equal opportunity	p.62
413-1	Local community engagement	p.68–73
408-1	Child labour	p.49-51
409-1	Forced labour	p.49-51
Governance and Ethics		
205-2	Anti-corruption training and communication	p.42–47
207-1	Approach to tax	p.24
418	Customer data protection	p.82

Lafarge Africa 2023 CSR Projects

Mfamosing				
S/N	**Project**	**Impact**	**Pillar**	**SDGs**
1	Girls in Tech Programme	We empowered 10 young girls in innovation and technology for 9 months and ensure placement in ICT services	Education and Skills	
2	Medical Outreach	We conducted a 21-day medical outreach across the community that covered health test, treatment and administration of drugs	Health	
3	SME Empowerment for Women	We trained and empowered 40 women on business skills for three months, conducted assessment on their business and empowered them with funds for their business upgrade	Education and Skills	
4	MFA Evacuation Road	Construction of road signs and other related structures	Housing and Infrastructure	
5	Skills Empowerment Training for Youths	We trained and empowered 30 youths in fashion designing and computer skills for the period of 8 months	Education and Skills	
6	Children's Day and Competitions 2024	We conducted a debate, quiz and sustainability challenge for secondary schools in Cross River State	Education and Skills	
7	Welding & Fabrication Training	We empowered 20 community youths on welding and fabrication for 9 months and provided starter packs	Education and Skills	
8	Elders' Food Palliative Programme	We empowered 200 families with food items and hygiene materials across all our host communities	Environment, Cultural, Recreation, Other	
9	Construction of Teachers Quarters	Provided a four-bedroom quarters for teachers in Mfamosing	Housing and Infrastructure	
10	Construction of Health workers Quarters	Provided a four-bedroom quarters for health workers in Akansoko to improve quality services	Housing and Infrastructure	
11	Portable Water Supply	Supplied solar powered borehole in Mbobui community	Health	
12	Construction of Health workers Quarters	Provided a four-bedroom quarters for health workers in Abiati to improve quality services	Housing and Infrastructure	
13	Solar Light Project	Provided 40 streetlights to provide adequate lighting in the community	Housing and Infrastructure	
14	Equipping of Training Centre	Equipped the Ekong Anaku training centre with shoe making confectionary and fashion designing equipment. The items are to be used for trainings in the community	Education and Skills	

15	Empowering Education Project: Back to School Kits	Provided books and school bags for 2500 pupils across our host communities to improve school attendance	Education and Skills
16	Fishing & Poultry Training & Business Empowerment & Set up	10 Youths from Diamond and Obutong were trained and empowered on fishing and poultry	Education and Skills
17	Education Support Program for Primary, Secondary, Tertiary and NYSC Support Program	Annually, we provide scholarship to 100 secondary school, 2000 pupils, and 50 tertiary students across communities	Education and Skills
18	Community Football Tournament	A friendly match between the organisation and the communities to enhance the cordial relationship that exists between the community	Environmental, Cultural, Recreation, Other
19	CRC Capacity building &training	Knowledge session for Community leadeers and CRC members to improve on their leadership and problem-solving skills	Education and Skills
20	Volunteer Activities		Environment, Cultural, Recreation, Other
Sagamu			
21	Skill Acquisition Programme (Plumbing)	10 youths trained on plumbing	Education and Skills
22	Skill Acquisition Programme (Carpentry)	10 youths trained on carpentry	Education and Skills
23	Skill Acquisition Programme (Welding)	10 youths trained on welding	Education and Skills
24	Skill Acquisition Programme (Tailoring)	15 youths trained on tailoring	Education and Skills
25	Skill Acquisition Programme (Beauty Care)	5 youths trained on beauty care	Education and Skills
26	Skill Acquisition Programme (Snail Farming)	15 youths trained on snail farming	Education and Skills
27	Bursary Awards for Sagamu Students in Public Tertiary Institutions and Logistics for Bursary	75 students received bursary awards	Education and Skills
28	Advance IT training (CISCO Certification)	10 students certified on Cisco	Education and Skills
29	Coaching Classes for SSCE students - WAEC, NECO & JAMB	5000 students prepared for various exams	Education and Skills
30	Free Health Care (Check)	40 indigenes undergone medical screening	Health

31	Eye Screening Test	200 indigenes undergone eye screening 100 indigenes provided with eyeglasses	Health
32	Eye Surgeries- Cataract, Glaucoma, etc	50 indigenes undergone eye surgery	Health
33	Provision of Anti Ineffective Eye Drops	200 indigenes provided with ineffective eye drops 100 indigenes provided with eye drops	Health
34	Malaria Test- PSA, BP, Sugar Level, etc	500 indigenes were tested for malaria etc.	Health
35	Completion of Imushin-Ogijo Health Centre	Construction of health centre	Housing and Infrastructure
36	Completion of Owu oliwo Police station	Building of a police post	Housing and Infrastructure
37	Construction of Culvert at Igbosoro	concrete reinforced culvert constructed	Housing and Infrastructure
35	Rehabilitation of Amisan Road and Drainage	Road and drainage executed in Aminisan	Housing and Infrastructure
39	Concrete flooring and Resuscitation of toilets and Borehole at Sagamu Town hall.	Sagamu townhall renovated	Housing and Infrastructure
40	Construction of Toilets at Temidire Primary School, Sabo	Toilets built for the school	Housing and Infrastructure
41	Borehole at St Paul's School Oke Ate	Borehole dug for the school	Housing and Infrastructure
42	Construction of A block wall of fence at Isoso Police Station.	Isoso police station fenced	Housing and Infrastructure
43	Construction of a Block of Classrooms at Ijagba Community High School, Sotubo school	classrooms built for Ijagba community high	Housing and Infrastructure
44	Volunteer Activities	International Women's Day Celebration	Environment, Cultural, Recreation, Other
Ewekoro			
45	Lafarge Food pallaitive	Food items distributed for the elders in the community.	Health
46	Equipping and rebranding of Ewekoro Community Grammar school	Ewekoro Grammar was equipped with 100 plastic desks and tables, school uniforms, writing materials etc.	Housing and Infrastructure

47	Renovation of Egbado Ajegunle Nursery and Primary School	The school was completely renovated.	Housing and Infrastructure
48	Renovation of A Block of 5 classroom at Government Primary school, Jagunna Itori	The school was completely renovated.	Housing and Infrastructure
49	Renovation of Alaguntan Christian Pelamourges memorial Primary School (Phase 1)	The school was completely renovated.	Housing and Infrastructure
50	Provision of Borehole and Water Supply for Elebute New Site.	Borehole dug and water network to the community	Health
51	Construction of 50m long Drainage Channels on Both Sides (Phase 2)	Dual drainage channel constructed.	Housing and Infrastructure
52	Construction of Culvert and Drainage Channel (Phase 1)	Culvert and drainage constructed for easy access of the community	Housing and Infrastructure
53	Construction of Community Health Centre	Health centre constructed	Housing and Infrastructure
54	Provision of Borehole and Water Supply.	Borehole dug and water network to the community.	Health
55	Supply of 300KVA Transformer (Phase 1)	Electrification of Onisapo community	Housing and Infrastructure
56	Construction of 2 Cell of Culvert (Phase 2)	Culvert and drainage constructed for easy access for the community	Housing and Infrastructure
57	Construction of 100m long Drainage Channel on One Side (Phase 1)	Concrete reinenforced drainage constructed	Housing and Infrastructure
58	Construction of Perimeter Block Wall Fence for the Health Centre and Lock Up Shops (Phase 1)	Health centre was fenced and lockup shop construction ongoing.	Housing and Infrastructure
59	Construction of Reinforced Concrete Pavement, Concrete Kerbs.	Construction of pavement for easy access to the community.	Housing and Infrastructure
60	Bursary Award for Students of Public Tertiary Institutions in Nigeria.	140 students within the communiity received bursary award.	Education and skills
61	Provision for health and Medical Cares for the Community Indigenes.	Medical checks provided for the community indigenes.	Health

62	Skill Acquisition and Youth Empowerment	Youths undergoes various training in fashion design, hair dressing, barbing etc.	Education and Skills
63	Agric-ecology (Farmer's Support)	Farm implements provided for the farmers	Educations and Skills
64	Elderly Care	Food items and medicine distributed for the vulunrable community indigenes.	Health
65	Provision of Educational Materials	school uniforms, writing materials provided for schools within the Ewekoro community	Education and Skills
66	Volunteer Activities	UN Commemorative Days	Environment, Cultural, Recreation, Other
Ashaka			
67	Community Sensitization Campaign Against Infiltration in the SW Quarry	Community sensitisation campaign against infiltration into SW Quarry	Education and Skills
68	World Hearing Day ENT Medical Outreach	Medical Outreach at Ashaka Host Communities	Health
69	Rural Community Road Maintenance	Community roads maintenance of Ashaka gari and Juggol	Housing and Infrastructure
70	Grema Mustapha Students Bursary Disbursement (New Intake)	Scholarship for 50 beneficiaries	Education and Skills
71	Grema Mustapha Students Bursary Disbursement (Continuing Students)	Scholarship for 200 beneficiaries	Education and Skills
72	Funakaye Girl-Child-Education-Scheme Phase 3	Funakaye Girl-Child-Education-Scheme Phase 4	Education and Skills
73	Maintenance of Juggol Shelterbelt Phase 2	Maintenance of Juggol Shelterbelt Phase 2	Environment, Cultural, Recreation, Other
74	Reactivation of two Handpump Borehole at Kayel Baga B	Reactivation of two Handpump borehole at Kayel Baga B Maiganga community	Housing and Infrastructure
75	Agric-Ecology Summit for 2024/Training Farmers	Agric-Ecology Summit for 2024/ Training Farmers	Education and Skills
76	Agric-Ecology Green House Input	Agric-Ecology Green House Input	Education and Skills
77	Agric-Ecology24 Fertiliser Distribution Programme	Agric-ecology programme for Ashaka and Maiganga	Education and Skills

78	Children's Day and Flags	Children's Day Event for Quiz competition	Education and Skills
79	Fertilisers®50kg NPK 20:10:10	Fertiliser distributed to 1300 farmers	Education and Skills
80	Repair of Damaged Roof at Maiganga Hospital	Repair of Damaged Roof at Maiganga Hospital	Housing and Infrastructure
81	Distribution of 54 Farmlands at the Ashaka Air Strip for use by Community Farmers	Distribution of 54 Farmlands at the Ashaka Air Strip for use by Community Farmers	Housing and Infrastructure
82	Piyau Rural Road Maintenance Phase 2	Maiganga Rural Road Maintenance	Housing and Infrastructure
83	Juggol/Ashaka Gari Rural Road Maintenance	Community roads maintenance of Ashaka gari and Juggol	Housing and Infrastructure
84	Maiganga Communities Agric Mobilisation and Sensitisation Programme	Maiganga Communities Agric Mobilisation and Sensitisation Programme	Education and Skills
85	CRS Ashaka/LAP Branded Exercise Books	CRS Ashaka/LAP Branded Exercise Books for Primary School Pupils	Education and Skills
86	Community Sensitisation Campaign Against Infiltration in the SW Quarry		Education and Skills
87	Construction of Standard Science Lab at GDSS Jalingo	Construction of Standard Science Lab at GDSS Jalingo	Housing and Infrastructure
88	Lab. Equipment for Jalingo Standard Lab	Laboratory instrument/chemical for Jalingo Standard Lab	Housing and Infrastructure
89	Construction of 815m of Wall Fence at Bajoga 2 Primary	Construction of 815m of Wall Fence at Bajoga 2 Primary	Housing and Infrastructure
90	Construction of block of classroom at Wuro Duwo	Construction of laterite road at Jauro Mamu	Housing and Infrastructure
91	Community OVC Education Support Scheme New Intake	10 Community OVC Education Support Scheme New Intake	Education and Skills
92	Rehabilitation/casting of hand-dug well at Wuro Bagodu	Rehabilitation/casting of hand-dug well at Wuro Bagodu	Housing and Infrastructure
93	Labour Wet Season Agric-Ecology Community Reach Out	Labour Wet Season Agric-Ecology Community Reach Out	Education and Skills
94	Volunteer Activities	UN Commemorative days	Environment, Cultural, Recreation, Other

Lagos			
95	Climate Change Education	Climate education for 200 students	Education and Skills
96	Children's Day Celebration	Children's day celebration for 500 children in Makoko community	Environment, Cultural, Recreational, Other
97	S&D Soroptimist Intl	Sponsorship towards UN Women's conference	Environment, Cultural, Recreational, Other
98	S&D WAMASON	Sponsorship towards Eko waste conference	Environment, Cultural, Recreational, Other
99	S&D Ogun State Ministry of Environment	Sponsorship for World Environment Day Activity	Environment, Cultural, Recreational, Other
100	Climate Training in Schools- Green Debate Challenge	1 month climate training in schools for 3000 students	Environment, Cultural, Recreational, Other
101	Climate Training in Schools- EUROCHAM	1 day climate workshop for 320 students	Environment, Cultural, Recreational, Other
102	CSR LAWMA Initiative	Donation of 200 coveralls and 400 cones to road sweepers	Health
103	Female Tilers & Block Laying	Training of 40 women in tiling and block laying for 4 weeks	Education and Skills
104	Environmental Advocacy- Green Hub	1-month environmental advocacy for 2000 students	Environment, Cultural, Recreational, Other
105	S & D – Bethesda	Sponsorship towards the equipping of a community school	Environment, Cultural, Recreational, Other
106	S & D - Kilali Tribe	Sponsorship toward training & development for women	Environment, Cultural, Recreational, Other
107	S & D - Rotary Club	Sponsorship for the construction of a sickle cell facility	Environment, Cultural, Recreational, Other
108	S & D – Army	Sponsorship towards a cultural activity	Environment, Cultural, Recreational, Other
109	WASH Initiative SDG Literacy Drive	SDG education in schools & donation of hand wash station and booklets to 2000 students	Education and Skills
110	Mathematics Masterclass	Production of General Mathematics Past questions textbook (40 years) and masterclass for 1000 students	Education and Skills
111	Remo Growth & Development Foundation	Sponsorship towards economic opportunities for Remo community	Environment, Cultural, Recreational, Other

Abbreviations & Acronyms

Acronym	Full Meaning	Context / Usage Note
AFR	Alternative Fuels & Raw materials	Waste-derived fuels and industrial by-products used in co-processing
API	Application Programming Interface	Used for internal dashboards or data systems
BOG	Boots-On-Ground	Mobile app for field hazard and safety reporting
CAPEX	Capital Expenditure	Financial and investment reporting
CEMS	Continuous Emission Monitoring System	Real-time air emission tracking
CFO	Chief Financial Officer	Senior management title
CO_2 / CO_2e	Carbon Dioxide / Carbon Dioxide Equivalent	Greenhouse gas measurement unit
CSR	Corporate Social Responsibility	Social and community investment initiatives
CSRD	Corporate Sustainability Reporting Directive	EU directive guiding corporate ESG reporting
D&I	Diversity & Inclusion	Programmes promoting gender equity and equal opportunity
EBITDA	Earnings Before Interest, Taxes, Depreciation & Amortisation	Financial performance indicator
ECOPact / ECOPlanet	Low-carbon product brands	Lafarge Africa's green cement and concrete portfolio
EHS / HSE	Environment, Health & Safety	Core operational framework
EMS	Environmental Management System	ISO-based environmental control system
ESG	Environmental, Social & Governance	Sustainability reporting framework
ESIA / EIA	Environmental & Social Impact Assessment	Environmental and social evaluation process
EV	Electric Vehicle	Used in fleet decarbonisation projects
FTE	Full-Time Equivalent	Workforce reporting metric
FY	Financial Year	Annual reporting reference
Geocycle	Geocycle Co-Processing Platform	Lafarge Africa's circular economy and waste-to-energy initiative
GHG	Greenhouse Gas	Emission tracking and reporting
GIA	Grievance & Incident Allocation	Stakeholder feedback and issue resolution
GJ	Gigajoule	Energy unit for reporting
GRC	Governance, Risk & Compliance	Risk and internal control framework
GRI	Global Reporting Initiative	Global sustainability reporting standard
GWN	Green Women's Network	Lafarge Africa's gender inclusion and women leadership network
H&S	Health & Safety	Occupational safety systems and culture
HRIS	Human Resource Information System	HR data management platform (general HR term used in People reporting)
iCare H&S	iCare Health & Safety Portal	Lafarge Africa's digital platform for hazard and incident reporting
IFC	International Finance Corporation	ESG and sustainability investment benchmark institution

IFRS	International Financial Reporting Standards	Accounting and disclosure standards
ILO	International Labour Organization	Labour rights and decent work standards
IR	Integrated Reporting	Framework connecting financial and ESG performance
ISSB	International Sustainability Standards Board	Global sustainability disclosure standards body
ISO	International Organisation for Standardisation	Global quality and environmental certification body
KPI	Key Performance Indicator	Measurement of business and sustainability targets
LCA	Life Cycle Assessment	Product environmental impact evaluation
LED	Light Emitting Diode	Used in energy efficiency projects
M&E	Monitoring & Evaluation	Programme performance and impact assessment
MWh / kWh	Megawatt-hour / Kilowatt-hour	Energy consumption measurement
NDC	Nationally Determined Contribution	National climate goals under the Paris Agreement
NESREA	National Environmental Standards and Regulations Enforcement Agency	Nigerian environmental regulatory body
NGX	Nigerian Exchange Group	Nigerian stock exchange and sustainability disclosure authority
NGO	Non-Governmental Organization	Civil society or advocacy partner
O&M	Operations & Maintenance	Plant and asset management
OHS	Occupational Health & Safety	Worker protection framework
PPA	Power Purchase Agreement	Renewable energy procurement arrangement
PPE	Personal Protective Equipment	Worker safety gear and compliance
PV	Photovoltaic	Solar energy technology
QA / QC	Quality Assurance / Quality Control	Product and process quality systems
R&D	Research & Development	Innovation and product improvement efforts
RMC	Ready-Mix Concrete	Lafarge's readymix operations and product category (Ready-mix contrete)
ROI	Return on Investment	Financial efficiency metric
SBTi	Science Based Targets initiative	Climate target validation framework
SDG(s)	Sustainable Development Goal(s)	UN 2030 Agenda sustainability objectives
SDS	Safety Data Sheet	Hazardous materials information standard
SME	Small and Medium-sized Enterprise	Local economic empowerment and supplier engagement
SOx / NOx	Sulphur Oxides / Nitrogen Oxides	Air pollutants tracked in emissions data
SOP	Standard Operating Procedure	Operational protocol or guideline
SR	Sustainability Report	Annual ESG disclosure publication
SSP	Social Support Programme	Community development or livelihood initiative
STP/TSDP	Technical Skills Development Programme	Lafarge vocational training programme (often 18 months) for technicians/graduates
Supafix	Supafix (product)	Lafarge mortar/tile-adhesive product brand
TA P	Technical Apprentice Programme	Local apprentice training programme referenced in Lafarge social investment initiatives
TCFD	Task Force on Climate-related Financial Disclosures	Climate risk reporting framework

TNFD	Taskforce on Nature-related Financial Disclosures	Nature-related risk and dependency disclosure framework
TSDP	Technical Skills Development Program	Lafarge Africa's vocational training initiative
UNGC	United Nations Global Compact	Principles-based sustainability framework
UNSDG	United Nations Sustainable Development Goals	UN framework for sustainable development
VOC	Volatile Organic Compounds	Air quality monitoring measure
WASH	Water, Sanitation and Hygiene	Community health and infrastructure initiative
WRI	World Resources Institute	GHG and sustainability methodology reference
ZEV	Zero Emission Vehicle	Low-carbon transport category

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