



2021 HY Investor Relations Presentation

Thursday, August 5th 2021



To deliver consistently good returns to our shareholders by selling high-quality products at affordable prices, backed by excellent customer service.



To satisfy market demand by producing the very best refined granulated sugar using exceptional resources and processes that comply with international standards and industry best practices.



To help Nigeria towards self-sufficiency in sugar production by moving from importation and refining to creating new plantations with their own refining facilities, close to major centres of demand, with a target to produce 1.5 – 2.0 million tonnes of refined sugar annually, by 2024 from over 150,000 hectares of locally grown sugar cane.



To provide economic benefits to local communities by way of direct and indirect employment.



To set a good example in areas such as governance, sustainability, health and safety.

Our Business

Large Sugar Refinery Sub-Saharan Africa

- Dangote Sugar Refinery Plc “DSR” commenced business in March 2000, with operations now in Apapa and Numan.
- DSR is a leading player in the Nigerian sugar industry, driven by its combined installed refining capacity of 1.49 million tonnes per annum.
- DSR has the largest market share in Nigeria circa 60%, servicing Corporate and Trade customers nationwide.

Efficient Operations

- DSR has a dedicated jetty at Apapa ports for efficient receipt of raw sugar imported from Brazil.
- DSR has warehouses strategically located across the country to serve target markets.

Core Products & Activities

- DSR’s products are Vitamin A fortified and non-fortified refined granulated white sugar.
- in addition to Dangote Sugar Backward Integration projects from where it also produces sugar at the DSR Numan Operations.
- currently developing Greenfield sites at the Nasarawa Sugar Company Project at Tunga in Nasarawa State, amongst other sites.

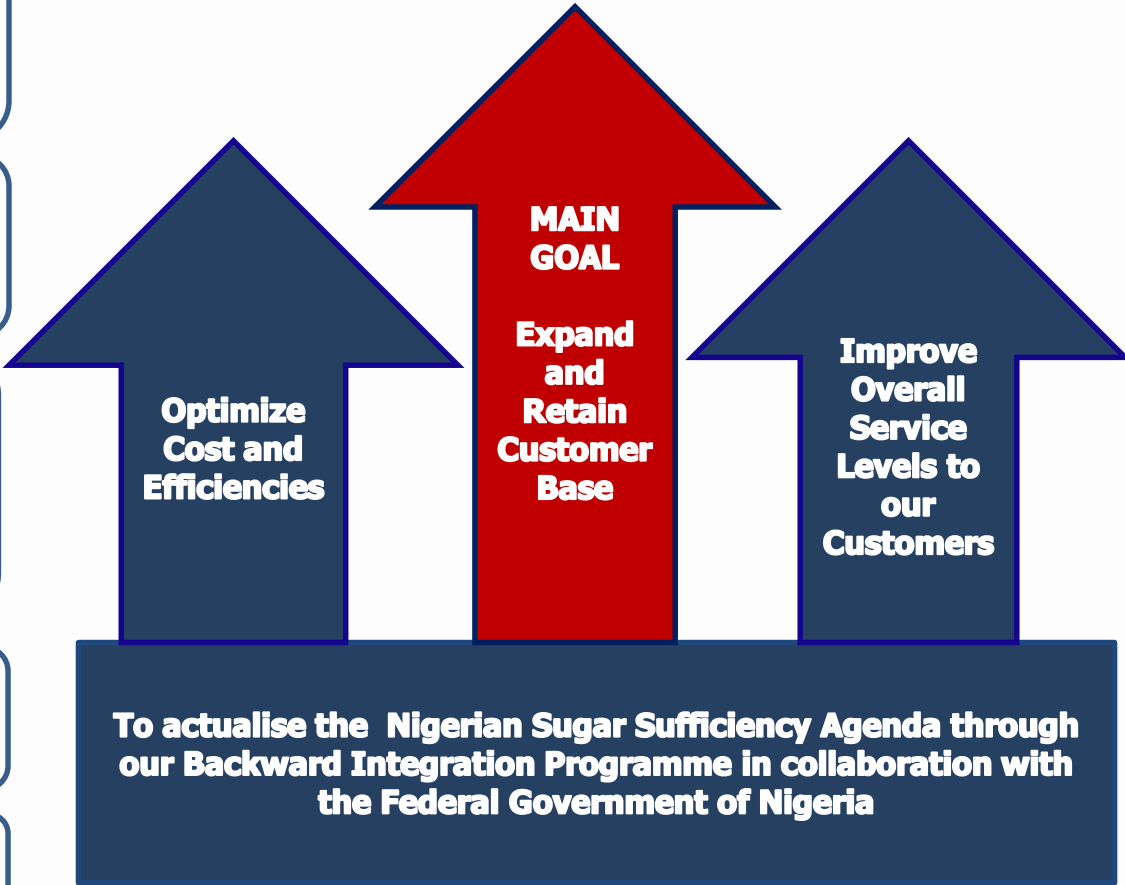
Publicly Quoted Company

- Listed and traded on the NSE since March 2007.
- Best performing stock on the NSE in 2017

Publicly Quoted Company

- Headquartered in Lagos, Dangote Sugar currently has three subsidiaries, Nasarawa Sugar Company Limited, Dangote Taraba Sugar Limited and Dangote Adamawa Sugar Limited.

Our Strategic Focus

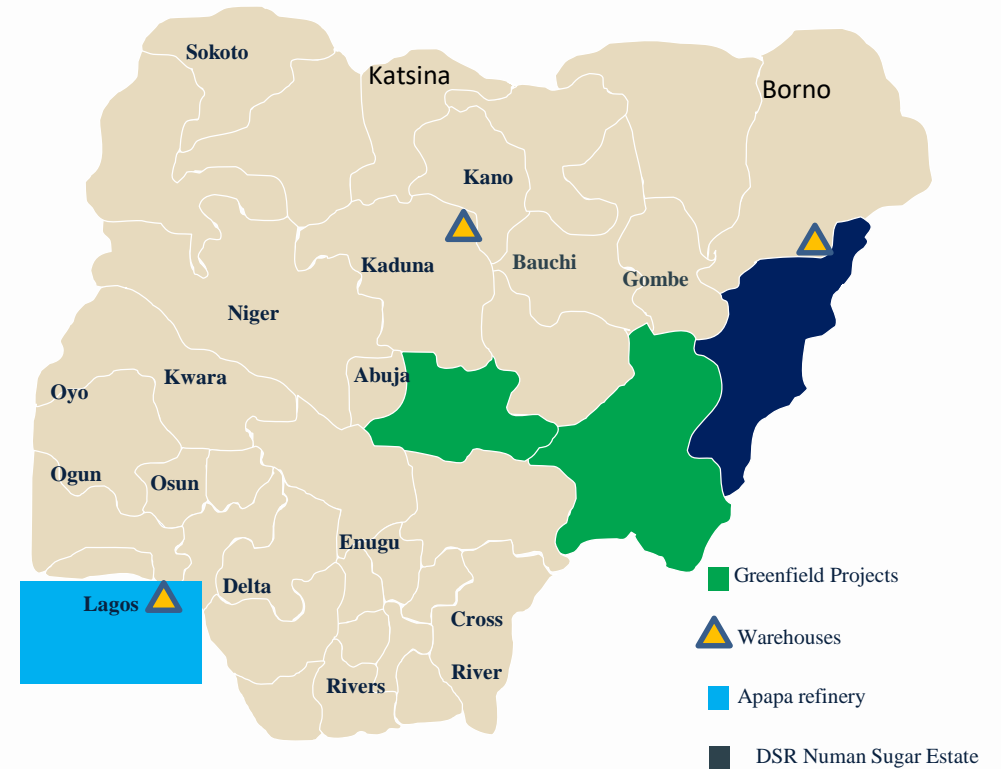


Operations

The refining of raw sugar imported from Brazil to make high quality Vitamin A fortified and non-fortified granulated white sugar

The marketing and distribution of our refined sugar grades.

The cultivation and milling of sugar cane to finished sugar from farm assets and the development of greenfield projects in line with our “Sugar for Nigeria project”.



Dangote Sugar Refinery, Apapa Operation

Apapa Refinery is a world class facility with an installed refining capacity of 1.44 million tonnes per annum, located in Apapa, Lagos that is powered by in-house turbo-alternator power generating plant with capacity of 16MW.

Apapa Refinery produces Vitamin A fortified and non-fortified refined granulated free flowing crystal white sugar, using a Talo-Phosphitation process for purification and an Ion Exchange Resin for decolourization. These products with brand name “Dangote sugar” are sold in 50kg bags, and 1kg, 500g, 250g sachets and 1 tonne bags.

Dangote Sugar Refinery, Numan Operation (“DSR Numan”)



- DSR and Savannah Sugar Company Limited (“SSCL”), was merged in September 2020 to become one entity a scheme of arrangement in September 2020 DSR merged with SSSCL was dissolved without being wound.
- DSR operates sugar cane production facility located on 32,000 hectares of land in Numan, Adamawa State, Nigeria, with a refining capacity of 50,000 tonnes of sugar per annum.
- DSR Numan (formerly Savannah Sugar) was incorporated in 1971 by the Federal Government of Nigeria for local sugar producing from own grown sugar cane.
- In 2003, the Nigerian government sold over 90% interest in the business to Dangote Industries Limited.
- DSR Numan is currently engaged in the planting and growing of sugar cane for the production and sale of refined sugar and molasses. The facility produces refined sugar from 7,333.7 hectares of sugar cane cultivated on its sugar cane fields.
- The existing factory has been upgraded and its capacity increased from 3,000 TCD (Tonnes cane crushing per day) to 3,800 TCD. Further upgrade to 6,000 TCD is ongoing.
- DSR has an out growers’ scheme which is currently being expanded.

“Dangote Sugar has a New look....Same Great Quality”



Vitamin A fortified Sugar in 50kg bag.



Non fortified Sugar in 50kg bag.

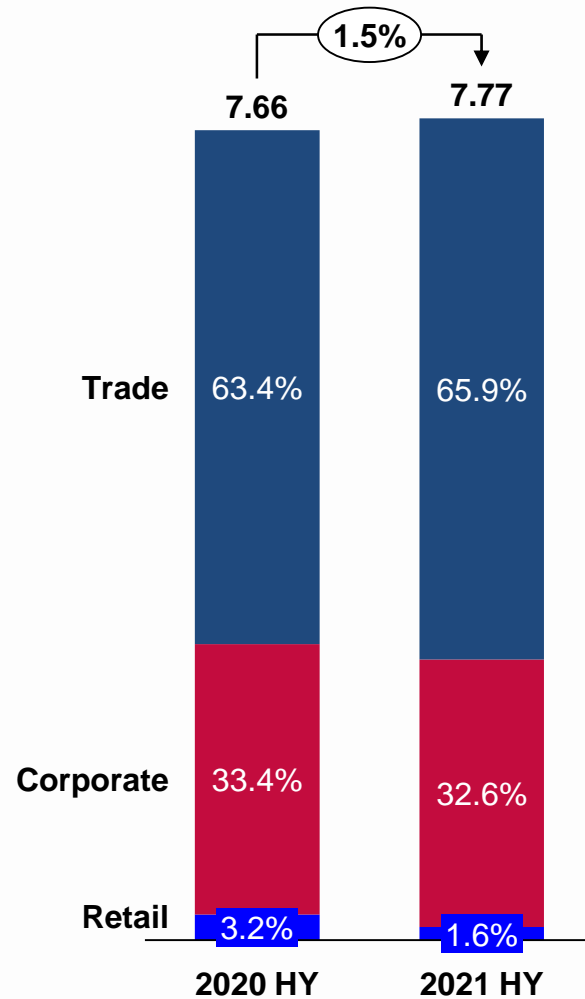


Vitamin A fortified Sugar in retail pack sizes of 1kg, 500gram and 250gram.

- *During the first half of year 2021, we launched our new packaging designs for the 50kg fortified and non-fortified sugar bags theme “Dangote Sugar has a New look....Same Great Quality”. The theme reaffirms the quality of our product and inspires a deeper connection to the Dangote Sugar brand among our valued customers and consumers, whilst refreshing our market presence as the leading sugar brand in Nigeria*



Group Sale (mil bags)



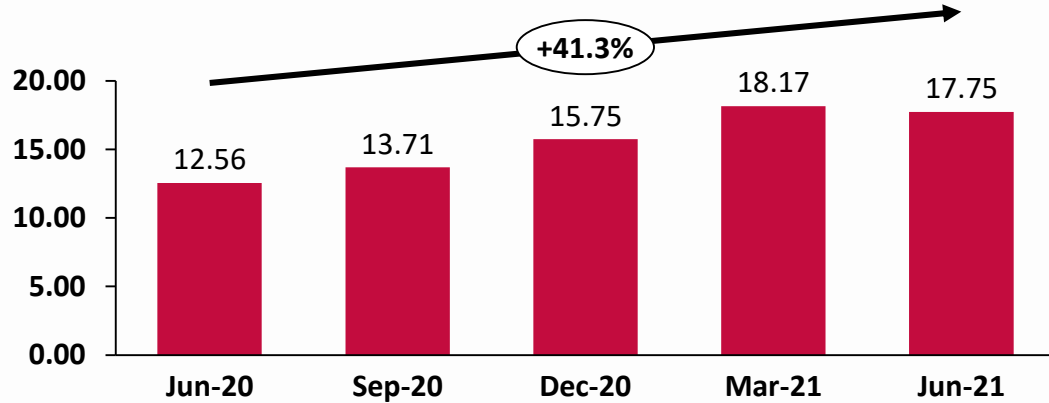
Marketing, Sales and Distribution

- Key customers include Corporate Customers, cubing companies, private label packaging, small-scale businesses and retailers.
- The corporate segment accounted for 32.6% of our sales in 2021 and buy both fortified and non-fortified sugar.
- The North and Lagos/ west regions accounted for 35% and 22% of our total sales in 2021.
- Sales of our 50kg packs accounted for 98.5% of our sales in 2021, while Retail accounts for 1.6%.
- High volume capacity warehouses at strategic locations across Nigeria.
- Formidable fleet of delivery trucks delivering to our markets nationwide.
- Fully insured warehouses across Nigeria with a cumulative capacity of 29,335 tonnes.
- Kano warehouse accounting for c.55% of DSR's total storage capacity is largest facility.

Economic Situation

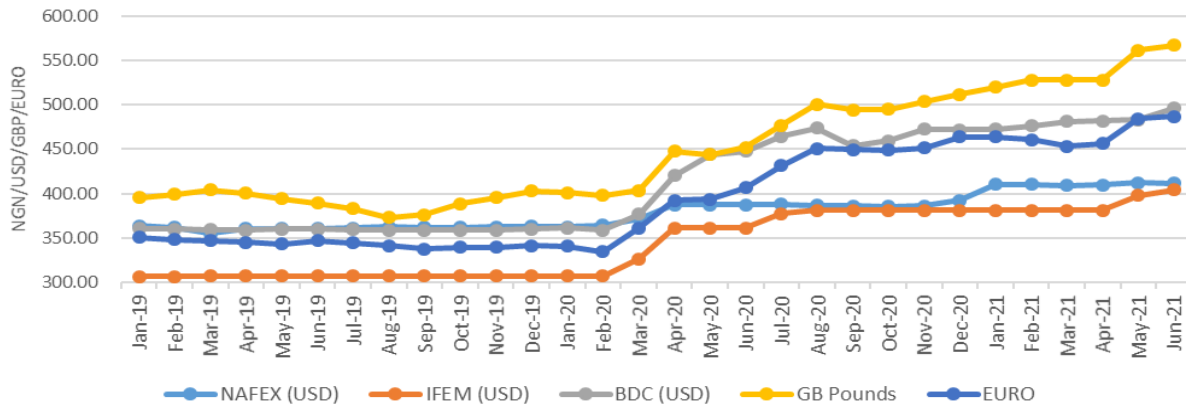
- High inflation environment. Annual growth rate of 41.3%

Inflation rate (%)



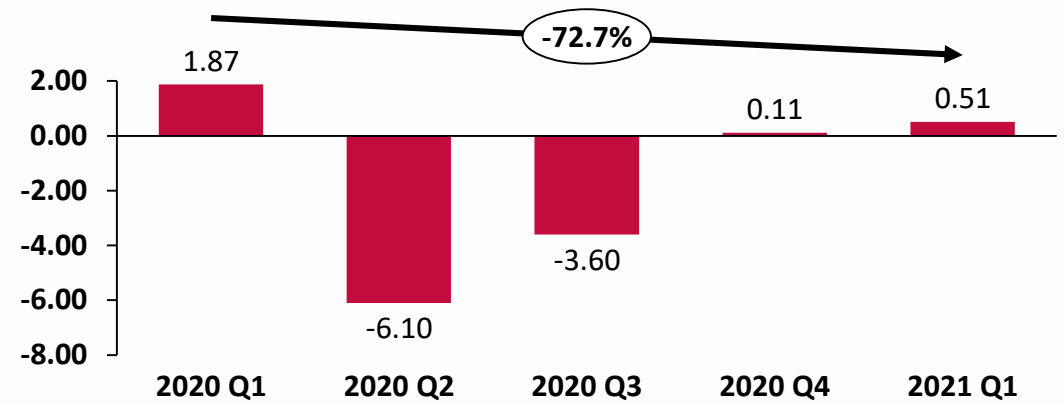
- FX rates on steady rise up to 1st half of 2021.

Monthly Average FX Rates 2019-2021



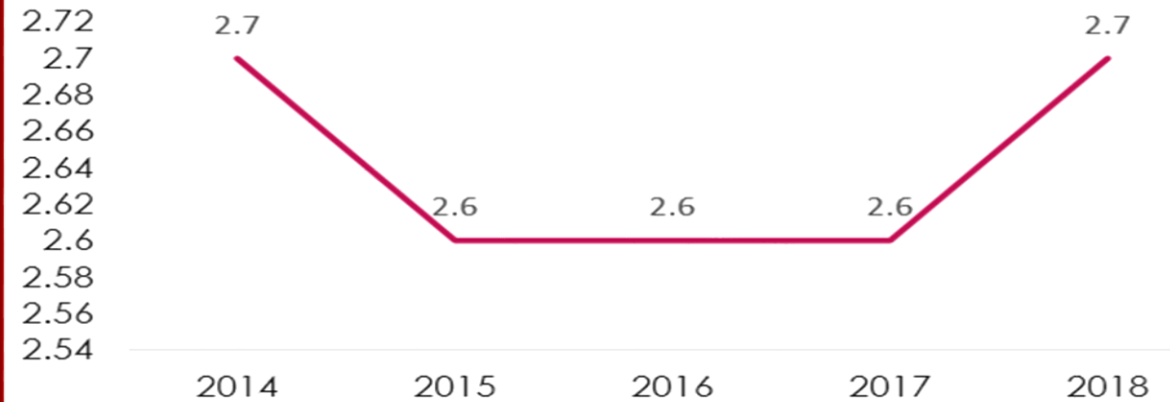
- Real GDP growth recovery continues although slowly and at 0.51% in 2021 Q1.

Annual GDP growth rate



- Population growth tracking above real GDP growth.

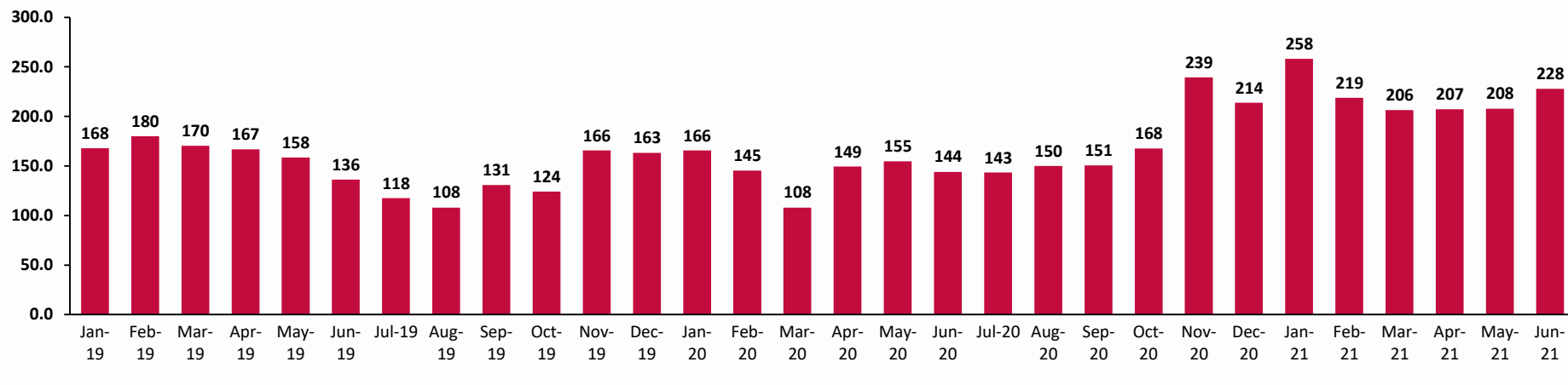
Population Growth rate (%)



Stock Market Situation - Dangote Sugar Leads Pack As Best Consumer Goods Stock

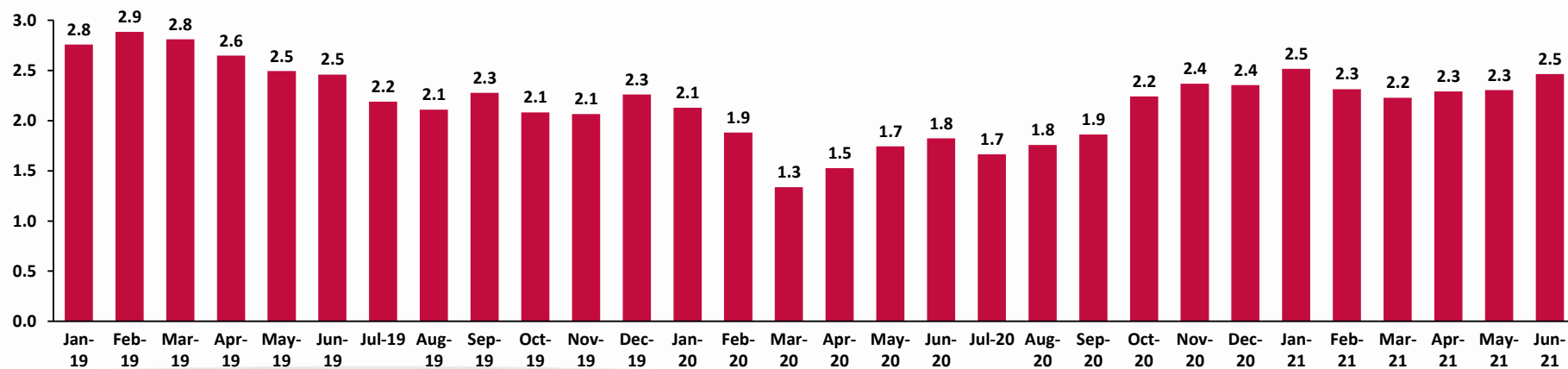
Market Cap performance from 2019 to June 2021; impact of COVID-19 pandemic, recovery and return to stability

- Dangote Sugar Market Cap impressive following sharp recovery from COVID-19 shock. Performance peaked in Jan 2021



Market Cap (N'bn)

- Main Board Consumer Goods Market Cap on recovery path and performance peaked in Jan 2021 since COVID-19 pandemic.



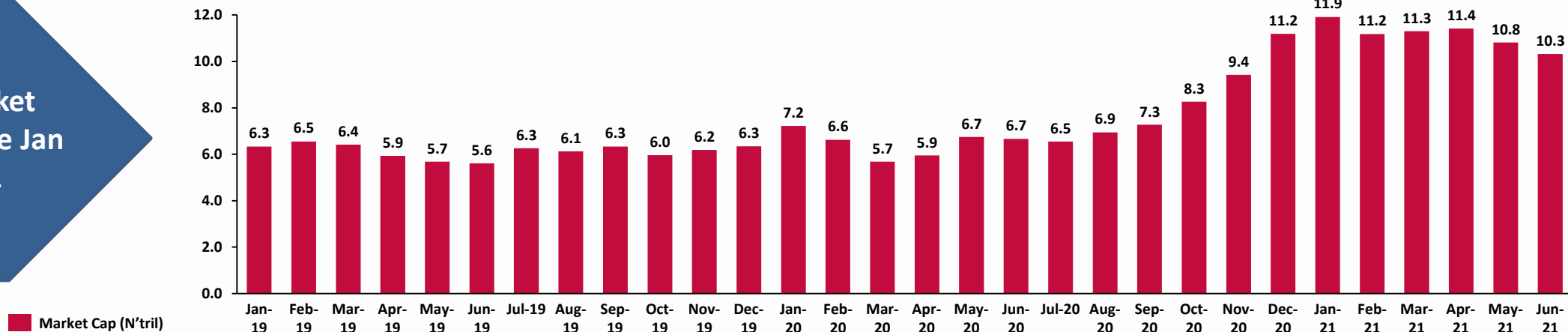
Market Cap (N'tril)

Dangote Sugar
Market Cap.
Performance Jan
2019 – June 2021

Consumer Goods –
Main Board Market
Cap Performance Jan
2019 – June 2021

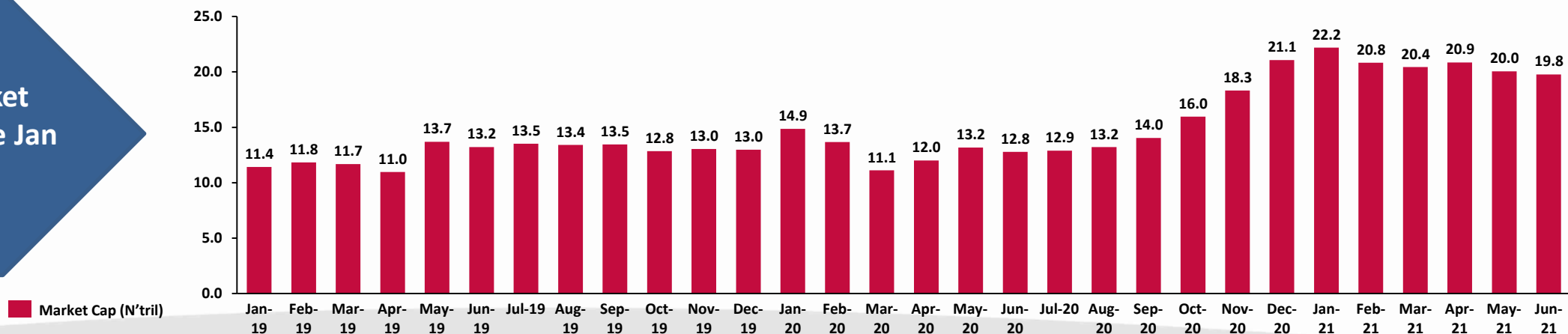
▪ Main Board Market Cap shows remarkable recovery from COVID-19 shock. Performance peaked in Jan 2021

Main Board Market
Cap. Performance Jan
2019 – May 2021



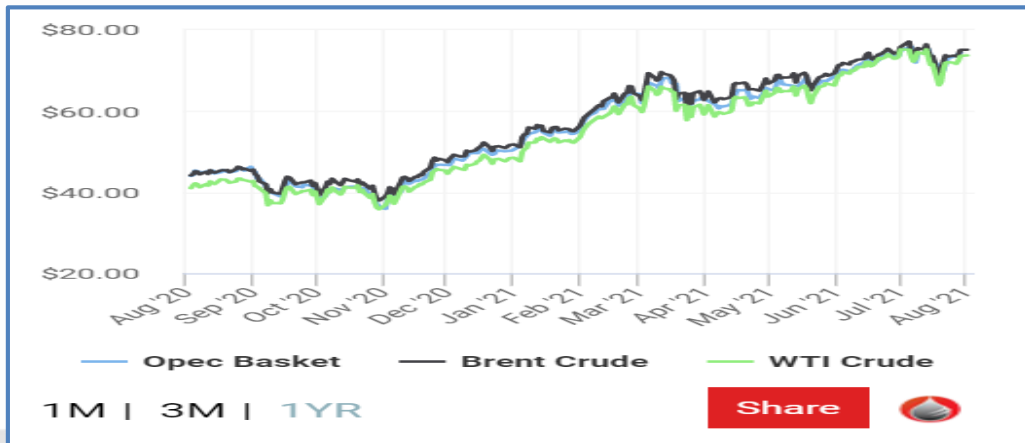
▪ Total Equity Market Cap shows remarkable recovery from COVID-19 shock. Performance peaked in Jan 2021

Total Equity Market
Cap. Performance Jan
2019 – May 2021



ISO estimates global sugar deficit of 4.8 million tons in the 2020/21 season

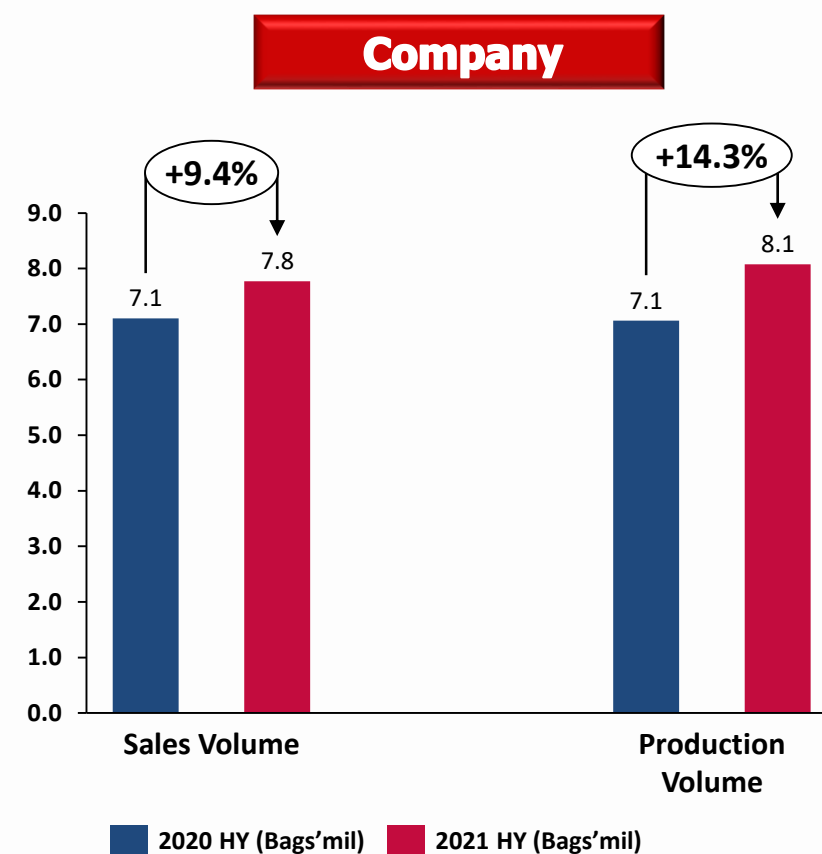
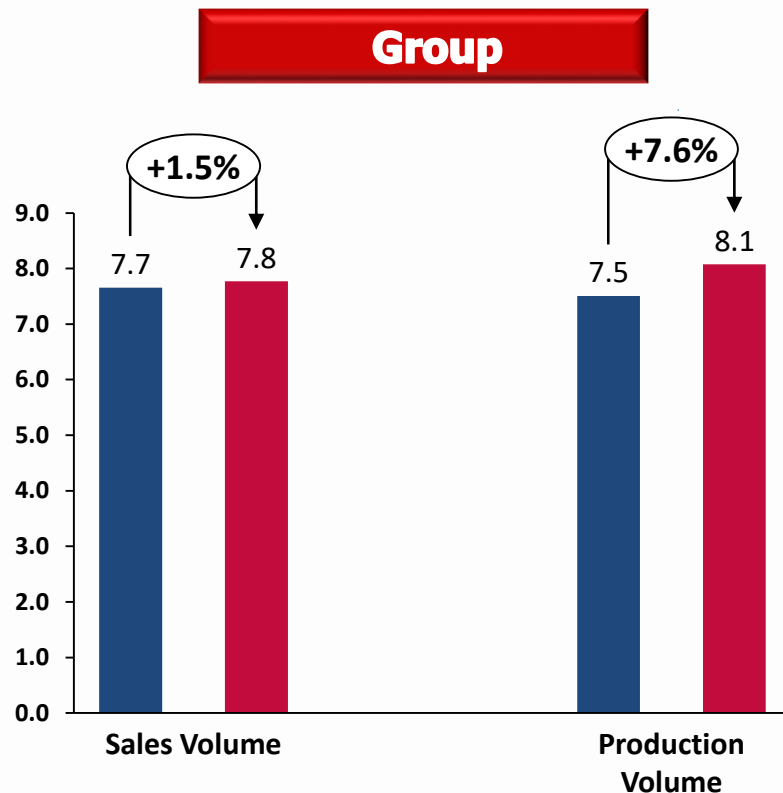
- International Sugar Organization (ISO) estimates the global **sugar output at 169 mt against the consumption of 174 mt for the current year. The projected increase in sugar deficits is due to lower production estimates (compared to forecasts) in the EU, Brazil and Thailand**
- Brazil** — rise in crude oil prices reduces increased Sugar cane share for ethanol production, whilst drier weather condition and steady grain prices encourages the shift of marginal sugarcane areas to soybeans and corn.
- Thailand** — accounting for roughly 9 per cent of the world's sugar output — may also plant less crops this year due to dry weather
- EU** — is set to witness a fall in its sugar production for the third consecutive year due to reduced acreage and high incidence of viral disease
- The focus is still on India to deliver a bumper output in the sugar.** In a global deficit output scenario, sugar prices in India are expected to remain steady to strong backed by recent rise of crude oil prices.
- Sugar demand from major Asian countries, especially Indonesia and China,** the top two importing countries, are still likely to remain higher.
- Raw Sugar price is as high as \$447.30 (as on 26th July 2021).** Price trend in H1 as shown Jan 29th - \$456.10; Feb 26th - \$455.10; Mar 31st - \$420; Apr 30th - \$448.40; May 31st - \$464.90; June 30th - \$447.70



2021 HALF YEAR UNAUDITED FINANCIAL RESULTS

2021 HY Volume Performance – Sustained growth trajectory

Group and Company Sales and Production volume performance maintained growth trajectory.



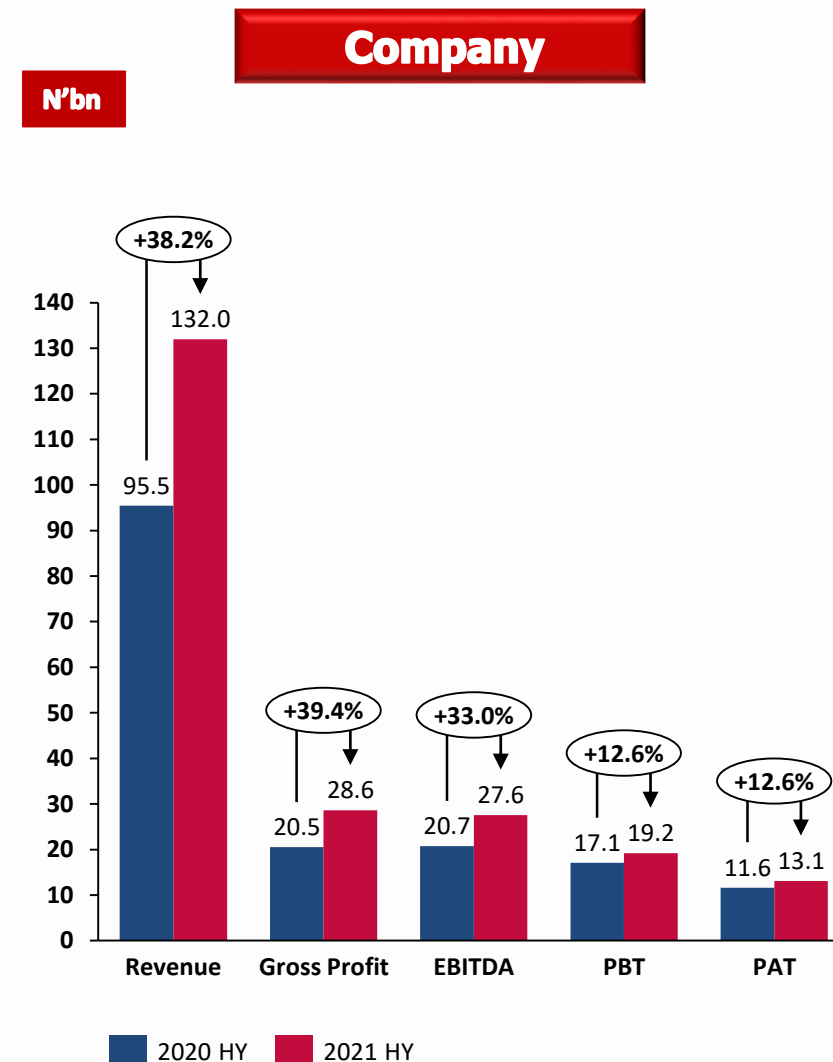
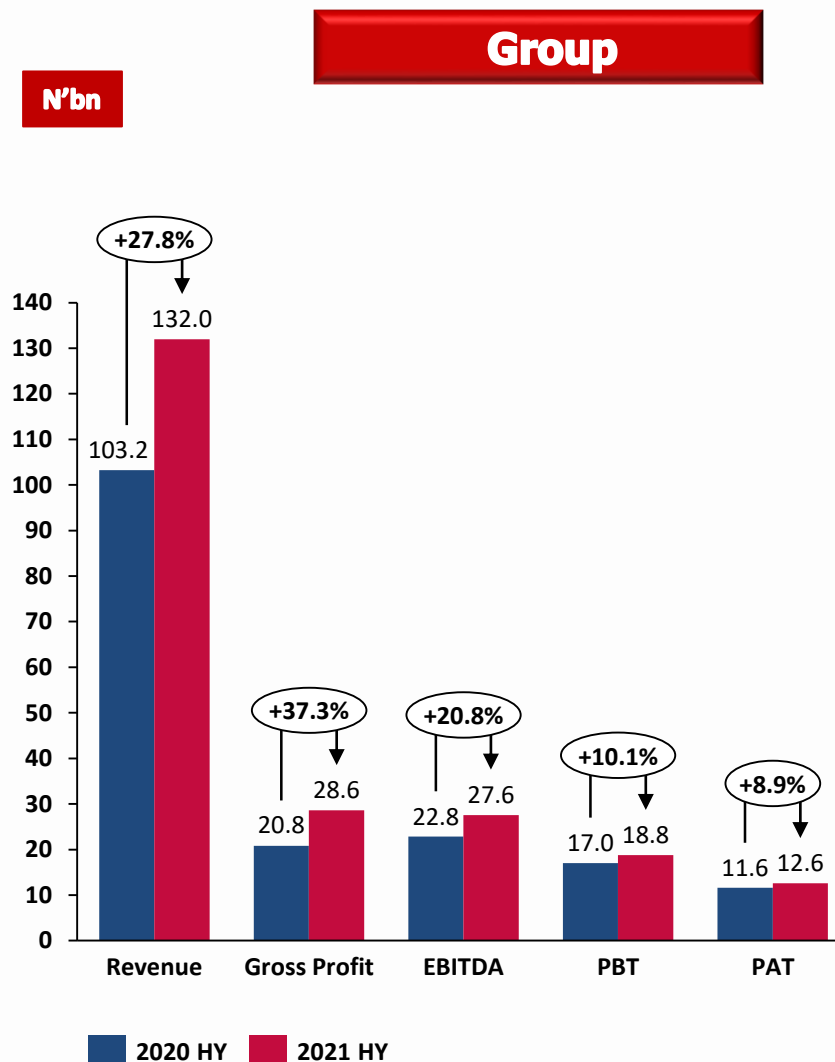
Key factors that supported performance in 2021 HY:

- Improved operational efficiency e.g. yield improvement.
- Better customer service delivery e.g. investment in trucks for effective market coverage.
- Regular one-on-one engagement with top customers.
- Improved activities of government agencies at curtailing smuggling

Key challenges faced in 2021 HY:

- Protracted Apapa gridlock with aggravated impact on distribution
- Contraction of general economic activities driven by double digit inflation, low consumer purchasing power and COVID-19 impact

Revenue : Grew double-digit 27.8% and 38.2% YoY at group and company levels respectively.
Gross Profit: GP expanded YoY on double-digit at 37.3% and 39.4% group and company levels respectively.
EBITDA: Increased 20.8% and 33% over last year at group and company levels respectively on the strength of better topline earning.
Profit Before Tax (PBT): PBT performed better at 10.1% and 12.6% group and company levels respectively impacted by high finance cost.
Profit After Tax (PAT): PAT also gained from growth in topline. Company's growth trajectory also reflects the merger of DSR and SSCL in September 2020.














2021 HY Unaudited Financial Results – Income Statement












Group

Company

Key performance drivers in 2021 HY:

- Topline growth of 27.8% in Revenue on the heels of sale growth of 1.5% at group level, supported by increased average net selling price of 26% (N16,978 vs N13,480 same period in 2020), to offset currency adjustment and inflation pressure on cost of production
- Rise in cost of raw sugar due to the adverse impact of COVID-19 on FX rates and increase in international price of raw sugar. Average cost per ton for raw sugar consumed grew 40.6% YoY.
- Increased energy cost on account of hike in gas prices driven by rise in FX rates. Price of gas per scm³ increased by 16.1% YoY
- High cost of plant maintenance caused by rise in cost of spares on account FX fluctuations.
- FX shortage and currency adjustments' combined impact represent 97% of Finance cost and 254.2% over last year.
- High rate of inflation affected cost of input materials adversely as most bought-in materials price variation average 30% over last year.
- Gross Profit, EBITDA and Profit Before Tax (PBT) in 2021 towered above 2020 amidst various challenging factors in 2021.
- Stronger performance momentum.

| | 2021 HY | 2020 HY | ▲ (%) |  |
|----------------------------|---------------|---------------|--------------|---|
| Sales (Tonnes) | 388,589 | 382,917 | +1.5 |  |
| Production (Tonnes) | 403,846 | 375,276 | +7.6 |  |
| | N'Bn | N'Bn | | |
| Revenue | 131.95 | 103.23 | +27.8 |  |
| Gross Profit | 28.59 | 20.82 | +37.3 |  |
| EBITDA | 27.57 | 22.82 | +20.8 |  |
| Net Finance Income/(Costs) | (4.29) | (1.17) | -266.7 |  |
| Profit Before Tax | 18.76 | 17.04 | +10.1 |  |
| Taxation | (6.15) | (5.46) | - 12.6 |  |
| Profit After Tax | 12.61 | 11.58 | +8.9 |  |
| EPS (Naira) | 1.04 | 0.97 | +7.2 |  |

| | 2021 HY | 2020 HY | ▲ (%) |  |
|----------------------------|---------------|--------------|--------------|---|
| Sales (Tonnes) | 388,589 | 355,233 | +9.4 |  |
| Production (Tonnes) | 403,846 | 353,196 | +14.3 |  |
| | N'Bn | N'Bn | | |
| Revenue | 131.95 | 95.47 | +38.2 |  |
| Gross Profit | 28.59 | 20.51 | +39.4 |  |
| EBITDA | 27.57 | 20.73 | +33.0 |  |
| Net Finance Income/(Costs) | (4.12) | (1.09) | -269 |  |
| Profit Before Tax | 19.22 | 17.07 | +52.9 |  |
| Taxation | (6.15) | (5.46) | -12.6 |  |
| Profit After Tax | 13.07 | 11.61 | +12.6 |  |
| EPS (Naira) | 1.08 | 0.97 | +11.3 |  |

2021 HY Unaudited Financial Results – Financial Position

Group

Company

Company:

- Increase in non-current asset YoY reflects merger of Dangote Sugar Refinery Plc (DSR) and one of its subsidiaries, Savannah Sugar Company Limited (SSCL) which became effective September 1, 2020.
- In non-current assets, a deposit for shares of N48.7bn relating to investment in backward integration projects recognized.
- Increased investments in trucks to strengthen distribution capacity, Agricultural equipment, Expansion Projects, storage facility and power generation contributed to non-current assets.
- Investments in subsidiaries of N3.3bn liquidated in 2020 Q4.
- Inventory increased due to higher stock of raw sugar, spares and Finished Goods on back of slow sales in Q2 and also reflects the merger of DSR and SSCL.
- Decline in receivables due to the consolidation and elimination of the inter company balances previously existing between DSR and SSCL on back of merger. Receivables from BIP company were reclassified to Deposits for shares as investments.
- Cash and Cash Equivalents decreased YOY mainly due to earlier payment of 2020 dividend of N18.22bn in May 2021 (2019 dividend of N13.2bn paid in July 2020)

Group:

- Non-Current Assets increased with increased investment in our Backward Integration Projects and investment of capital nature at our Apapa plant and Numan plant.
- Inventory higher mainly due to increased stock of raw sugar; Finished Goods increased on back of sales slowdown in Q2 and increased investment in spares.
- Increase in other assets driven by favourable fair valuation in Biological assets as areas under cane equally increased.
- Cash and Cash Equivalents decreased YOY mainly due to earlier payment of 2020 dividend of N18.22bn in May 2021 (2019 dividend of N13.2bn paid in July 2020)
- Equity dipped also due to earlier payment of 2020 dividend vs same period in 2020.
- Current Liabilities increased mainly as a result of current FX scarcity which affected FX-denominated trade payables coupled with increased obligation to vendors.

| | 2021 HY | 2020 HY | MOVT vs 2020 |
|---------------------------------|---------------|---------------|---------------|
| | N'Bn | N'Bn | N'Bn |
| Non-Current Assets | 116.26 | 94.64 | +21.62 |
| Inventories | 61.60 | 29.41 | +32.19 |
| Receivables | 48.64 | 36.07 | +12.57 |
| Other Assets | 6.56 | 3.92 | +2.64 |
| Cash and Cash Equivalents | 50.81 | 65.16 | -14.35 |
| Total Assets | 283.87 | 229.20 | +54.67 |
| Equity | 119.10 | 119.72 | -0.62 |
| Non-Current Liabilities | 10.52 | 6.79 | +3.73 |
| Current Liabilities | 154.25 | 102.69 | +51.56 |
| Equity & Liabilities | 283.87 | 229.20 | +54.67 |

| | 2021 HY | 2020 HY | MOVT vs 2020 |
|---------------------------------|---------------|---------------|---------------|
| | N'Bn | N'Bn | N'Bn |
| Non-Current Assets | 127.05 | 34.18 | +92.87 |
| Inventories | 50.29 | 21.93 | +28.36 |
| Receivables | 37.12 | 109.05 | -71.93 |
| Other Assets | 6.56 | 1.27 | +5.29 |
| Cash and Cash Equivalents | 50.40 | 64.94 | -14.54 |
| Total Assets | 271.42 | 231.37 | +40.05 |
| Equity | 120.15 | 129.69 | -9.54 |
| Non-Current Liabilities | 10.52 | 6.69 | +3.83 |
| Current Liabilities | 140.75 | 94.99 | +45.76 |
| Equity & Liabilities | 271.42 | 231.37 | +40.05 |

2021 HY Unaudited Financial Results – Cashflow

Group

Company

- Profit before tax (PBT) increased +1.71bn and +2.15bn for Group and Company respectively particularly affected by higher finance cost.
- Net cash from investing activities at group level largely reflects sustained investment in expansion projects, agricultural equipment, storage facility, distribution trucks and other PPE
- Net cash in financing activities mainly reflects earlier payment of 2020 dividend of N18.22bn in May 2021 (2019 dividend of N13.2bn paid in July 2020)
- Cash and cash equivalents decreased on account of impact higher cash payments from investing and financing activities.

| | 2021 HY | 2020 HY | MOVT vs 2020 |
|--|--------------|--------------|--------------------|
| | <u>N'Bn</u> | <u>N'Bn</u> | <u>N'Bn</u> |
| Profit before taxation | 18.76 | 17.04 | + 1.71 |
| Net cash from operating activities | 43.99 | 46.12 | - 2.13 |
| Net cash from investing activities | (18.56) | (5.52) | - 13.05 |
| Net cash in financing activities | (19.48) | (0.06) | - 19.42 |
| Net (decrease)/increase in Cash & Cash Equivalents | 5.95 | 40.55 | - 34.60 |
| Cash and Cash Equivalents | 50.81 | 65.16 | - 14.35 |

| | 2021 HY | 2020 HY | MOVT vs 2020 |
|--|--------------|--------------|--------------------|
| | <u>N'Bn</u> | <u>N'Bn</u> | <u>N'Bn</u> |
| Profit before taxation | 19.22 | 17.07 | + 2.15 |
| Net cash from operating activities | 30.60 | 41.41 | - 10.81 |
| Net cash from investing activities | (5.11) | (0.13) | - 4.98 |
| Net cash in financing activities | (19.48) | (0.00) | - 19.48 |
| Net (decrease)/increase in Cash & Cash Equivalents | 6.01 | 41.27 | - 35.27 |
| Cash and Cash Equivalents | 50.40 | 64.94 | - 14.53 |

2021 HY Key Financial Performance Indicator

Group

Company

- Notable shocks in the operating environment which included changes in global market dynamics fueled by hike in international prices of raw sugar, FX unavailability, currency adjustment and high inflation environment caused uptick in cost of production.
- Growth in bottom-line limited by higher finance cost.
- Resilience in face of current challenges reflective in efforts made to optimize operations and deliver efficiencies across our business.
- Committed to maximizing shareholders' wealth .
- Our shares also among well-performed shares by market value on the NGX in 2021 producing a 5.2X and 7.44X price-to-cashflow ratios for group and company respectively.
- Stronger momentum going into balance of the year expected.

| | 2021 HY | 2020 HY |
|-----------------------------------|---------|---------|
| Price – to – Cashflow Ratio | 5.18 | 2.21 |
| Price – Earning Ratio | 18.06 | 12.43 |
| Asset Turnover Ratio | 0.51 | 0.51 |
| Current Ratio | 1.09 | 1.31 |
| Quick Ratio | 0.70 | 0.99 |
| Gross Profit Margin | 21.7% | 20.2% |
| Net Profit Margin | 9.6% | 11.2% |
| Operating Margin | 17.8% | 16.9% |
| Return on Equity (ROE) | 10.6% | 9.7% |
| Return on Asset (ROA) | 4.4% | 5.1% |
| Return on Capital Employed (ROCE) | 19.4% | 15.2% |
| Net Assets per Share (N) | 9.80 | 9.98 |

| | 2021 HY | 2020 HY |
|-----------------------------------|---------|---------|
| Price – to- Cashflow Ratio | 7.44 | 3.20 |
| Price – Earning Ratio | 17.43 | 12.40 |
| Asset Turnover Ratio | 0.52 | 0.47 |
| Current Ratio | 1.03 | 2.08 |
| Quick Ratio | 0.69 | 1.84 |
| Gross Profit Margin | 21.7% | 21.5% |
| Net Profit Margin | 9.9% | 12.2% |
| Operating Margin | 18.0% | 19.0% |
| Return on Equity (ROE) | 10.9% | 9.0% |
| Return on Asset (ROA) | 4.8% | 5.0% |
| Return on Capital Employed (ROCE) | 19.4% | 14.0% |
| Net Assets per Share (N) | 9.89 | 10.81 |

DANGOTE SUGAR BACKWARD INTEGRATION PROJECTS UPDATE

DANGOTE SUGAR FOR NIGERIA MASTER PLAN

Dangote Sugar Backward Integration Projects master plan is aimed at producing 1.08M MT/PA refined sugar from locally grown sugarcane in 6 years across various sites in the country, and eventually 1.5M MT in 10 years.

- 5 large sugar factories
- 108,000 Ha of land under cultivation
- 1.08 million MT/PA of refined sugar from locally grown sugarcane p.a.
- 100 million litres of ethanol potential across all sites
- Animal feed and surplus power generation capacity to be sourced from cane fiber
- Generate over 75,000 jobs

Due to the various challenges affecting the delivery timelines of the Sugar BIP plan, the FG reviewed the targets and DSR is now required to deliver 550,000MT/PA of refined sugar by 2024.

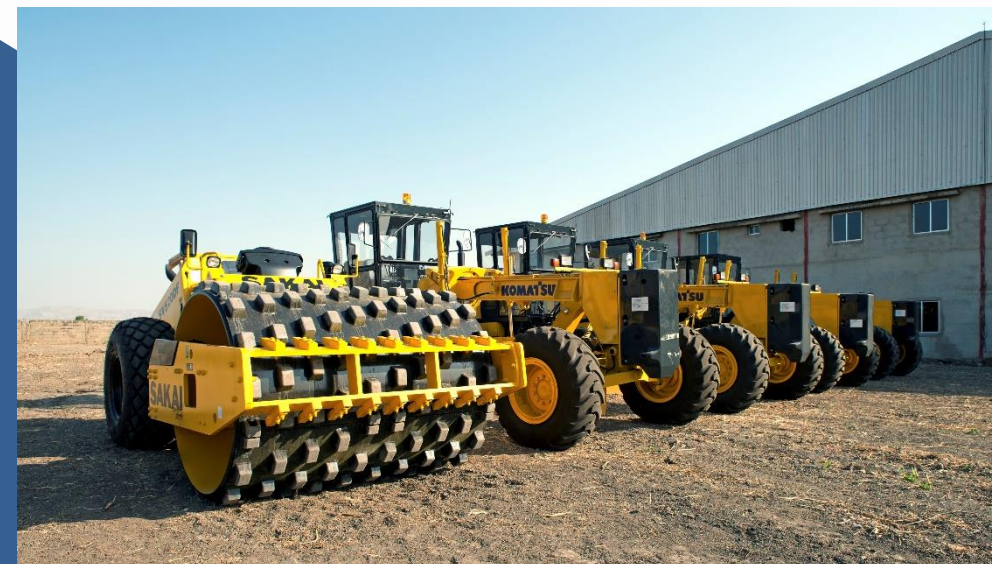


DANGOTE SUGAR REFINERY, NUMAN, ADAMAWA STATE

Dangote Sugar Refinery Plc (DSR) Numan (formerly Savannah Sugar Company Ltd), is a 32,000ha brownfield Sugar Backward Integration estate, located in Numan, Adamawa State.

The Agricultural and production summary for the HY 2021 are below:-

- Production – 174,180 bags
- Sales – 79,078 bags
- Total field Area - 7,333.7 ha
- Area under Cane – 7,333.7 ha





DANGOTE SUGAR, NUMAN CONT.

Rehabilitation, Upgrade of the facilities & Expansion of the estate continued during the year under review but the key project targets were impacted by the COVID-19 pandemic lockdown which affected equipment delivery to site.





NASARAWA SUGAR COMPANY LTD, TUNGA

Nasarawa Sugar Company Limited, is a Dangote Sugar 68,000ha greenfield Project, located in Tunga, Awe Local Government Area of Nasarawa State.

- Installation of the centre pivot irrigation system for the 665ha A & B nursery has been completed whilst Installation of the phase 1 of 6000HA of commercial development has started, though slowed by the impact of COVID 19 lockdown.
- Bush clearing is completed for the 1st Phase of the 6000ha commercial development. The planting will start in December 2022.
- Design for the bulk water supply and irrigation for the 6,000HA commercial development and tendering is ongoing. An 18-month project concluded and awarded by March 2021
- Other infrastructure development activities at the site are ongoing (Staff housing phase 1 completed, Phase 11 @ 80% completion. Comm tower, water & fuel tanks, boreholes completed. Water Treatment Plant in progress)





**NASARAWA SUGAR
COMPANY LTD CONT.**





LAU/TAU PROJECT, TARABA STATE

Lau/Tau Sugar Project, is a 25,000ha Dangote Sugar greenfield Sugar Backward Integration Project, located at Lau/Tau areas of Taraba State.

- To date there has been no action by the State Government on alleged unpaid land compensation by the community and the attack on our workers. However, the FG through the Sugar Council are planning to intervene in the matter.
- The 68ha seed cane farm at Lau is still being maintained, while we await the resolution of the issues.



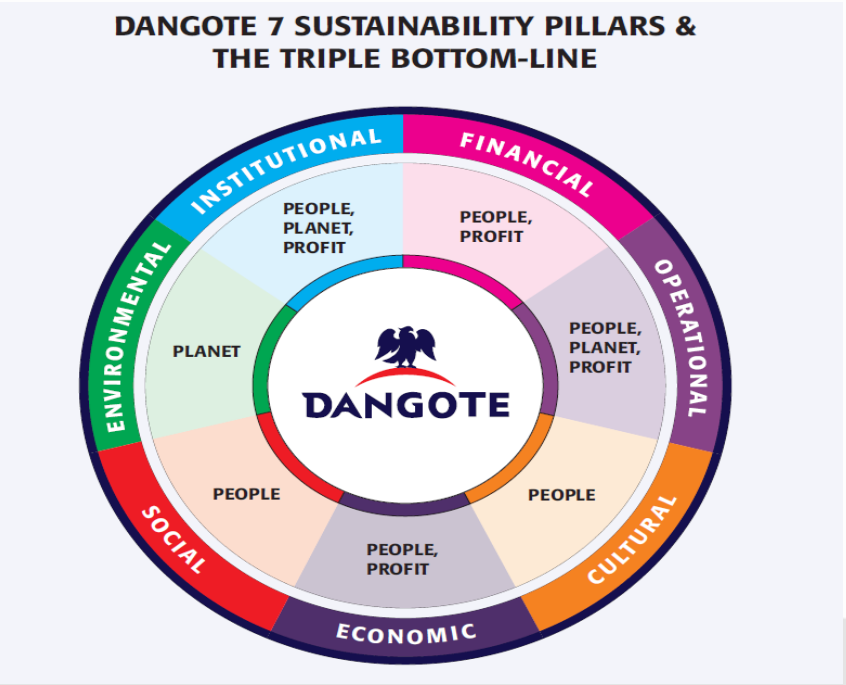
Lau seed cane farm, Variety B47-419

SUSTAINABILITY UPDATE

A Sustainable Growth Culture

The Dangote Way

- *Dangote Sugar Refinery released its 2020 Sustainability Report adopting the Global Reporting Initiatives (GRI) standards as its framework for disclosing progress in its sustainability policies and practices.*
- *Driven by the goal of achieving the highest levels of governance, the 7 Sustainability Pillars are embedded in our corporate culture and guide our approach to building a prosperous and sustainable business.*
- *Our 7 Sustainability Pillars support our unique approach to creating a world-class enterprise.*



Our 7 Sustainability Pillars



Institutional:
Effectively manage our governance, regulatory compliance, internal control and risk management issues




Financial:
Drive sustainable profit and quality return on investments for shareholders




Operational:
Manage our production processes and service delivery in line with global best practices and continuously innovate for product excellence and brand relevance.




Cultural:
Entrench our core values as a business and build a business culture where our people are prioritized, respected and empowered for enhanced productivity.




Economic:
Promote inclusive, sustainable economic growth, self-reliance, self-sufficiency and industrialisation in the different markets where we operate




Social:
Engage effectively with key stakeholders, including employees, customers and host communities and prioritize health and safety and other wellbeing issues for our internal and external stakeholders; invest in community development and effectively track and measure our socio-economic impacts




Environmental:
Manage our environmental impact, set realistic goals and targets; and effectively track our performance and report our environmental footprints. Hedge the risks and explore the opportunities in climate change.



Institutional Pillar:

- Board confirmation of Dangote Sugar Refinery Plc's (DSR) substantive Group Managing Director/CEO.
- Selection and adoption of 5 Priority UN SDGs by Dangote Sugar Refinery Plc (DSR) as key focus towards the attainment of UN SDGs by 2030 and integration of the principles across our operations.

Financial Pillar:

- Total revenue for 2020 up by 33% .
- Successful scheme of arrangement – merger of Dangote Sugar Refinery Plc (DSR) and Savannah Sugar Company Limited (SSCL) to form a unified entity for operational, administrative and governance efficiencies, and towards increased shareholder value.

Operational Pillar:

- Best Company in COVID-19 Preparedness and Response Award by the Dangote Group HSSE Audit

Cultural Pillar:

- Our staff strength of 2,881 employees remains strong
- Introduced Employee Volunteering Scheme
- COVID-19 sensitization programs held in host communities during the 2020 Sustainability Week Celebration across the DSR Group.
- Palliatives and personal protective equipment (PPEs) such as face masks, hand sanitizers, and so on, were distributed to members of our host communities.

Environmental Pillar:

- 2.50% water consumption reduction achieved.
- 7.00% reduction in thermal electrical energy consumption
- Embarked on a tree planting initiative at our DSR Numan Operations. Over 1,000 trees were planted to preserve the environment

Economic Pillar:

- 36.36% increase in dividend per share for 2020, paying shareholders N18.2 billion.

Social Pillar

- Award for Best Company in Poverty Eradication received in the Sustainability, Entrepreneurship and Responsibility Awards (SERAS) 2020 Awards
- Platinum award for excellent performance in HSE in a process industry, given by the Nigerian Ports Authority (NPA); outstanding recognition among 100 other companies
- Released the first 1st batch of recipients of our scholarship scheme for secondary schools and tertiary institutions, with beneficiaries selected from the 6 immediate communities at our Tunga, Nasarawa State Operations, thereby promoting quality education.

Summary of impact

- 158 employees volunteered during the week-long event across DSR operations at Apapa, Fleet and Numan Operations.
- 790 hours were spent by the volunteers on the planning and execution of the various activities.
- Over 700 truck drivers and motor boys were impacted.
- Over 2000 community members in about 8 immediate communities were impacted.
- The week was anchored on three initiatives (palliatives distribution, COVID-19 awareness sessions, COVID-19 Care Pack distribution and Tree planting)
- Donations: 5,000 bags of 10kg Rice, 3,000 cartons of spaghetti, 3000 bundles of sugar, 2,500 hand sanitizers and 2,500 nose masks were distributed to our immediate neighbours.
- Also achieved was increased awareness by commercial drivers and members of the host communities on the need for strict adherence to the Covid-19 safety guidelines which includes social distancing, usage of facemasks, constant hand washing and use of hand sanitizers.



2020 Sustainability Milestones

OUTLOOK

- We will continue the drive to increase our customer base with value creation activities and partnership to enhance growth through the bold execution of our various innovative trade initiatives. We would sustain brand awareness in trade through our newly launched packaging bag designs as we continue to engage and bond with our trade and channel partners.
- Our factory expansion to 6,000TCD in Numan would be commissioned by end of the year. Our yield improvement programme and other key initiatives would also be targeted for completion to support the achievement of our performance commitments.
- Amidst the various challenges, being faced in the business environment ranging from heightened insecurity, resurgence of COVID-19 pandemic (3rd wave), to high inflation rate and foreign currency challenges, we will position our business for profitability and excellent service delivery to customers.
- Despite these uncertainties, achievement of our Sugar for Nigeria Backward Integration Project goal remains a key priority, though we anticipate increase in cost to completion in Naira-terms. The focus is to achieve the Federal Government's revised sugar production target of 550,000 metric tonnes annually by 2024. We remain confident of the huge benefits the Backward Integration Programme would deliver and the positive impacts it will have on the economy.

Q & A

Investor Relations Contact

Douglas Ngharamike

Investor Relations Manager

Dangote Sugar Refinery Plc

Tel: +234 811 219 2595

**Email: Douglas.Ngharamike@Dangote.com;
srefinery@Dangote.com**