



**ANNUAL  
REPORT  
& ACCOUNT  
2025**

*25 Years Of*  
**SUSTAINABLE GROWTH  
AND IMPACT**





**Dangote Sugar remains one of the largest sugar refineries in sub-Saharan Africa, and the leading player in the Nigerian sugar industry, driven by its combined installed refining capacity of 1.49 million tonnes per annum.**

**We believe in sustainable value creation, evidenced in the positive impact that we continue to create in our host communities at large. This is in addition to Dangote Sugar’s inputs towards the attainment of food security in the country with its Dangote Sugar Backward Integration Master Plan. Based on the full alignment of our operations to the 7 (seven) Dangote Sustainability Pillars – Institutional, Financial, Social, Economic, Operational, Cultural and Environmental, which this 2025 Annual Report is structured around, we continue to strive to meet the needs of our customers and all stakeholders in the markets and environment we operate in.**

**This 2025 Annual Report combines our financial and sustainability performance into a whole that explains Dangote Sugar’s ability to create and sustain value for shareholders during the year under review and beyond.**

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### **Vision**

To be one of the world's leading integrated sugar producers, respected for the quality of our products and the way we conduct our business.

### **Mission**

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

### **Our Values**

- Customer Service
- Entrepreneurship
- Excellence
- Leadership

### **Our Desired Outcome**

To consolidate our leadership position locally and become a leading integrated sugar company in Africa, with world class standards.



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



- b. 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.



- c. 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, from over 150,000 hectares of locally grown sugar cane



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



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

## 2025 Results a Glance

	<b>Group 2025</b>	<b>Group 2024</b>	<b>Company 2025</b>	<b>Company 2024</b>
Turnover (N'000)	829,214,876	665,689,763	829,214,876	665,689,763
Loss before taxation(N'000)	(72,278,633)	(270,894,179)	(66,257,193)	(269,143,810)
Taxation (N'000)	8,161,737	78,277,361	7,446,316	78,277,361
Loss after taxation(N'000)	(64,116,896)	(192,616,818)	(58,810,877)	(190,866,449)
Other comprehensive income net of tax (N'000)	(19,130,610)	325,598,705	(10,670,014)	288,752,005
Total comprehensive income (N'000)	(83,247,506)	132,981,887	(69,480,891)	97,885,556
Dividend paid	NIL	NIL	NIL	NIL
Share capital (N'000)	6,073,439	6,073,439	6,073,439	6,073,439
Ordinary share capital (in units of 50 kobo each)('000)	12,146,878	12,146,878	12,146,878	12,146,878
Shareholders' funds (N'000)	129,081,129	212,275,575	110,214,575	179,695,466
Shareholders fund per 50k share data	10.6	17.5	9.1	14.8
Loss per shares (Kobo)	(528)	(1,586)	(484)	(1,571)

**Dangote Sugar Refinery Plc is Nigeria's leading sugar refinery with focus on achieving its strategic sugar production Backward Integration Master Plan to produce 1.5 million metric tonnes of refined granulated sugar from locally grown sugar across various sites in Nigeria.**

- Dangote Sugar owns and operates one of the largest sugar refinery in Sub – Saharan Africa, a 1.44 million metric tonnes refining capacity at the same location; with focus on regional markets.
- Listed on the Nigerian Stock Exchange (NGX) since March 2007 with over 100,000 shareholders Refining of raw sugar to make high quality Vitamin A fortified and non-fortified granulated white sugar, sold under the brand name "Dangote Sugar".
- Marketing and distribution of our refined sugar grades in 1000kg, 50kg, 25kg, 1kg, 500g, 250g and 100g packages.
- Cultivation and milling of sugarcane to finished sugar from our integrated sugar production project at Dangote

Sugar Numan Operations.

- Development of Greenfield projects in line with our "Sugar for Nigeria Project," strategic plan.
- Employs over 12,000 direct and indirect staff with a target 75,000 job opportunities from the Sugar Backward Integration.
- Generates 16MW of power at its Apapa Refinery and 6 MW at DSR Numan Operations from Bio renewable source (cane fibre) – bagasse
- Administers free Medicare, Nursery, Primary and Secondary schools' education at the DSR Numan Estate
- Operates the most successful Outgrower Scheme in Nigeria with over 757 small holder farmers.
- Established Dangote Sugar (Ghana) LTD, as a subsidiary to expand the Company's presence and frontiers across Africa.



## 2014

DSR obtained the Food Safety Management System certification (ISO 22000:2005).

## 2015

- Obtained ISO 18001:2007 & FSSC 22000.
- Cultivated the first set of seed cane for greenfield backward integration projects.

## 2024

- Micronutrient fortification index top five tier Award.
- Fortification Excellence Award.
- Dangote Sugar Scores High in the CDP SDG 6 & 13.

## 2022

SERAS Award for Food Security.

## 2017

- Obtained ISO 18001:2007 & FSSC 22000.
- Cultivated the first set of seed cane for greenfield backward integration projects.

## 2020

- DSR and Savannah Sugar merged in 2020 to become one entity via a scheme of arrangement.
- SERAS Award for Poverty Eradication.

## 2021

- Launched new packaging for the 50kg fortified and non-fortified sugar bags.
- SERAS Award for Promotion of Good Health & Wellbeing.

## 2025

- Launched new package (100G retail & 25kg fortified)
- National Sustainability awards for the best Sugar Manufacturing Company of the Year 2025

## Notice of Annual General Meeting

**NOTICE IS HEREBY GIVEN**, that the 20th Annual General Meeting of **DANGOTE SUGAR REFINERY PLC** (the "Company") will be held at the Jewel Aeida, No. 105, Hakeem Dickson Link Road, Lekki Phase I, off Lekki-Epe Expressway, Lagos at 10:00am prompt on Wednesday, 15th April 2026 to transact the following businesses:

### ORDINARY BUSINESS: BY ORDINARY RESOLUTION

1. To lay before the Meeting the Audited Financial Statements for the year ended December 31, 2025, the Reports of the Directors, Auditors and the Statutory Audit Committee thereon.
2. To elect/re-elect Directors retiring by rotation.
3. To authorise the Directors of the Company to Fix the remuneration of the Auditors.
4. To disclose the remuneration of Managers of the Company.
5. To elect/re-elect Members of the Statutory Audit Committee.

### SPECIAL BUSINESS: BY ORDINARY RESOLUTION

To consider and if thought fit, pass the following resolutions as ordinary resolutions of the Company:

6. To approve the remuneration of Non-Executive Directors.
7. To approve Capital Raising by way of Rights Issue:
  - 7.1 That subject to obtaining the approval of the relevant regulatory authorities, the Directors of the Company be and are hereby authorized to raise capital of up to ₦500 billion (**Five Hundred Billion Naira**) by way of Rights Issue, through the issuance of ordinary shares, on such terms and conditions and at such time, as the Directors may deem fit or determine;
  - 7.2 That the Rights Issue referred to in resolution (7.1) above may be underwritten on such terms as may be determined by the Directors, subject to obtaining the approvals of relevant regulatory authorities;
  - 7.3 That any shares not taken up by existing shareholders within the period stipulated under the Rights Issue may be offered to shareholders of the Company that have indicated interest in purchasing additional shares not taken up by the shareholders entitled to do so in the Rights Issue, on such terms and conditions as may be determined by the Directors, subject to complying with relevant regulatory requirements;
  - 7.4 The Company's share capital be increased by the exact number of shares which will be required to accommodate the new ordinary shares to be issued to shareholders upon the determination of the terms of the Rights Issue by the Directors in accordance with resolutions (7.1) above;
  - 7.5 Further to the above approvals, the Directors be, and are hereby, authorized to (a) pass the relevant

resolutions increasing the Company's share capital by the specific number of new ordinary shares required for the Rights Issue, (b) allot such said number of new ordinary shares upon completion of the Rights Issue including dealing with fractional shares in accordance with applicable law, (c) where necessary, cancel any unallotted shares upon completion of the Rights Issue; and

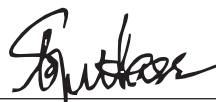
To consider and if thought fit, pass the following as special resolutions of the Company:

7.6 *That the Directors be and are hereby authorised to apply any outstanding amounts advanced to the Company by existing shareholders, whether recorded as shareholder loans or other funding arrangements, as may be agreed between the Company and such shareholders, towards payment for any shares subscribed for by such shareholders under the Rights Issue.*

7.7 After the increase of the Company's share capital and allotment of the new ordinary shares in accordance with the resolutions above, the Memorandum and Articles of Association of the Company be amended as necessary to reflect the Company's new issued share capital.

Dated this 18th day of March 2026

### BY ORDER OF THE BOARD



**MRS. TEMITOPE HASSAN (FCIS)**  
**COMPANY SECRETARY/LEGAL ADVISER**  
**FRC/2017/PRO/NBA/002/00000016669**  
**3RD FLOOR, GREENVIEW DEVELOPMENT NIG. LTD.**  
**BUILDING TERMINAL E, NPA**  
**APAPA PORT COMPLEX, APAPA**  
**LAGOS, NIGERIA**

### NOTES

#### 1. Explanatory Note on the Proposed Rights Issue

The Board considers the proposed Rights Issue to be in the best interests of the Company and its shareholders, as it provides an equitable and cost-effective means of raising capital to support the Company's long-term growth and financial sustainability while providing existing shareholders with the opportunity to maintain their proportionate shareholding, to the extent that they elect to fully exercise their rights.

The proceeds of the Rights Issue are intended to be

applied towards deleveraging the Company's financial position, strengthening the Company's capital base and funding identified strategic and operational initiatives, including the backward integration projects.

Subject to obtaining the approval of the relevant regulatory authorities, shareholders will receive a detailed Rights Circular setting out the terms and conditions of the Rights Issue, including the Issue Ratio and Issue Price which is expected to be offered at a discount to the prevailing market price amongst other relevant information.

### 2. Unclaimed Share Certificates and Dividend Warrants

All shareholders are hereby informed that the Registrars of the Company are holding Share Certificates and Dividend Warrants which have been returned by the post office as 'unclaimed'. Some Dividend Warrants sent to shareholders' registered addresses are yet to be presented for payment or returned to the Registrars for validation.

A schedule of the members who are yet to claim their dividends for previous years will be circulated to shareholders along with the Annual Report & Financial Statements and published on the Company's website at [www.sugar.dangote.com](http://www.sugar.dangote.com).

### 3. Statutory Audit Committee

In accordance with *Section 404(6) of the Companies & Allied Matters Act 2020*, a shareholder may nominate another shareholder for appointment for election as a member of the Audit Committee. Such nomination should be in writing and shall reach the Company Secretary not later than twenty-one (21) days before the Annual General Meeting.

*The Nigerian Code of Corporate Governance 2018* stipulates that members of the Audit Committee should have basic financial literacy and should be able to read and understand financial statements. **Thus, a detailed Curriculum Vitae and copies of relevant credentials confirming the nominee's qualification should be submitted with each nomination.**

### 4. Election/Re-election of Directors

4.1 To ratify the appointments of Mr. Thabo Solomon Mabe and Mr. Mulhim Eltaeb appointed by the Board as Directors since the last Annual General Meeting of the Company.

4.2 To re-elect the following Directors – Mrs. Yabawa Lawan Wabi, Ms. Bennedikter Molokwu and Mr. Olakunle Alake retiring by rotation and being eligible, offer themselves for re-election pursuant to Article 63 (a) (b) & (c) of the Company's Articles of Association.

The profiles of all Directors are provided in the Annual Report and on the Company's website.

### 5. Rights of Shareholders to Ask Questions

Shareholders reserve the right to ask questions at the Annual General Meeting and may submit their questions in writing prior to the meeting; such questions should be submitted to the Company ahead of the Annual General Meeting in line with Rule 19.12© of the Listing Rules of the Nigerian Exchange Limited. The questions may be submitted by electronic mail to

[DSRCompanySecretariat@dangote.com](mailto:DSRCompanySecretariat@dangote.com)

The Company's Annual Reports are available online for viewing and downloading from our website at [www.sugar.dangote.com](http://www.sugar.dangote.com) or the Registrars' website at [www.veritasregistrars.com](http://www.veritasregistrars.com)

### 6. Proxy

Only Members (shareholders) of the Company entitled to attend and vote at the Annual General Meeting can appoint proxies to vote in their stead by completing the detachable Proxy Forms in the Annual Report. To be valid, the duly executed Proxy Form should be stamped and deposited at the office of the Company's Registrars, Veritas Registrars Limited, Plot 89A, Ajose Adeogun Street, Victoria Island, Lagos as shown on the Proxy Form, or sent to the Registrars by email to [enquiry@veritasregistrars.com](mailto:enquiry@veritasregistrars.com) not later than forty-eight (48) hours before the time appointed for the Annual General Meeting.

### 7. Abstinance From Voting by Related Parties

In line with the NGX Rules on Related Party Transactions, Dangote Industries Limited has undertaken to abstain from voting at the Annual General Meeting on the proposed resolutions for item 7.6 on the agenda.

### 8. Viewing of the Proceedings of the Annual General Meeting

The Annual General Meeting will be streamed live online to enable shareholders and other stakeholders who will not be attending the meeting physically to follow the proceedings. The link for the live streaming of the meeting will be made available on the Company's website at [www.sugar.dangote.com](http://www.sugar.dangote.com) at least forty-eight (48) hours before the meeting.

### 9. Closure of Register of Members

In accordance with Section 114 of CAMA, please note that the Register of Members will be closed from 2nd to 7th April 2026, (both dates inclusive) to enable the Registrars update records in preparation for the Annual General Meeting.



**ARNOLD EKPE**  
Chairman

**Our Backward Integration Programme—“Sugar for Nigeria”—remains the cornerstone of our strategy. Once fully implemented, it will become the key driver of profitability and value creation.**

”

“

### Dear Shareholders,

It is my pleasure to welcome you and all our stakeholders to the 20th Annual General Meeting of Dangote Sugar Refinery Plc— my first as chairman of the board, having been elected in June 2025.

I believe I speak for everyone when I express our deepest gratitude to our former chairman, Alhaji Aliko Dangote, for his leadership and vision. We look forward to his continued support in the future.

### A Year of Significant Improvement

The year under review saw a marked improvement in performance, despite a challenging economic environment. The Group posted a turnover of ₦829.2 billion, a 25% increase over 2024. Loss for the year improved to ₦64.1 billion from ₦270.9 billion in the prior year, while EBITDA rose to ₦149.6 billion, up from ₦43.0 billion.

These results reflect the resilience of our business and the dedication of our teams. We expect to continue this momentum into the current year.

### Operating Environment

Globally, 2025 was marked by moderate expansion, though volatility in commodity and financial markets persisted. In Nigeria, the economy showed gradual improvement. The manufacturing sector continued to face structural constraints—elevated production costs, power supply challenges, and imported inflation—yet sub sectors such as food processing and cement recorded gradual growth. Overall, the economy remained in a transitional phase, with strengthening fiscal fundamentals and improving investor confidence alongside moderating pressures.

### Financial Performance and Strengthening the Balance Sheet

While our top line growth and EBITDA improvement demonstrate operational progress, profitability was impacted by a foreign exchange loss of ₦46.7 billion and other finance costs of ₦128.6 billion. Effective steps are being taken to enhance operational efficiency and grow revenues.

To further strengthen our balance sheet and position the company for future growth, the directors will be seeking shareholders' approval for a rights issue in the near term.

### Backward Integration: The Cornerstone of Our Strategy

Our backward integration programme—"Sugar for Nigeria"—remains the cornerstone of our strategy. Once

fully implemented, it will become the key driver of profitability and value creation. The programme will reduce import dependence, lower foreign exchange exposure, generate employment, strengthen our supply chain, and support local farmers through our outgrower scheme.

Our goal is to produce 1.5 million metric tonnes of sugar annually from locally grown sugarcane. This requires cultivating approximately 45,000 hectares—2.7 million tonnes of cane in Numan and 3.35 million tonnes in Nasarawa. Delivering this ambitious plan demands significant investment over the next five years in land development and factory expansion.

### Sustainability and Community Impact

Our commitment to sustainability extends beyond our operations. We believe that our presence must benefit the communities where we operate, strengthening both our business performance and our social impact. Through Vision 2030—recently launched by the Dangote Group—we aim to achieve our sustainability goals via operational improvements and strategic partnerships.

I am proud to note that our progress in environmental, social and governance (ESG) milestones earned Dangote Sugar the National Sustainability Award for Best Sugar Manufacturing Company of the Year 2025 at the Nigeria ESG Summit.

### Board and Management Changes

During the year, we welcomed several changes to the board and executive leadership. Following the retirement of Alhaji Aliko Dangote on 16 June 2025, I was elected chairman. Two non-executive directors, Ms. Maryam Bashir and Professor Konyinsola Ajayi, also retired from the board. We thank them sincerely for their invaluable contributions.

The board has since appointed Mrs. Oluyemisi Ayeni as a non-executive director. Our Group Managing Director/CEO, Mr. Ravindra Singhvi, resigned effective 30 November 2025, and we are pleased to welcome Mr. Thabo Mabe as his successor—bringing extensive experience from his leadership roles at NASCON Allied Industries Plc and Dangote Flour Mills Plc. Additionally, Mr. Mulhim Eltayeb, an experienced sugar executive, has joined the board as an executive director to oversee the backward integration programme.

We warmly welcome our new colleagues and look forward to their contributions. The directors retiring by rotation, being eligible, will offer themselves for re election at this meeting.

## Chairman's Statement continued

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### Looking Ahead

Our focus remains clear: driving sustainable growth, impact, and profitability. We will continue to optimise efficiencies, explore market expansion opportunities, and increase our footprint nationwide. In line with the Dangote Group's Vision 2030, we will sustain investment in our people and technology to consistently deliver quality products and superior customer satisfaction.

### Acknowledgements

I thank my colleagues on the board, management, and staff for their hard work, dedication, and commitment. I also extend our appreciation to our customers, shareholders, suppliers, partners, and other stakeholders

for their continued support and confidence in Dangote Sugar.

Together, we will steer Dangote Sugar back to profitability and sustainable growth.



**ARNOLD EKPE**

Chairman  
April 2026



**DANGOTE  
SUGAR**

**1KG, 500G, 250G  
& 100G CONVENIENT  
PACK SIZES**



# Group Managing Director/Chief Executive Officer's Report

For The Year Ended December 31, 2025.



**THABO MABE**

GROUP MANAGING DIRECTOR/CEO

## Distinguished Shareholders,

Dear Directors, Regulators, All Stakeholders, Gentlemen of the Press, Ladies and Gentlemen. With pleasure, I welcome you to the 20th Annual General Meeting of Dangote Sugar Refinery Plc.

I joined the Dangote Sugar team in December 2025 and before I present the key highlights of the Company's performance during the year under review, I would like to thank the Board of Directors for this opportunity to contribute to the growth journey of Dangote Sugar.

As a responsible business and leading industry player, our commitment to create long-term stakeholder value remains priority. With our sustainability mindset and focus on the just launched Vision 2030 project, by Dangote Group, my focus is to work with the team to deliver our ambition to be the world's leading integrated sugar business. Every stakeholder also has a role to play in delivering our part on this vision, which cuts across every aspect of our operations and the environment wherein we operate.

To this end, we have set a series of action in motion to revamp our processes for continuous improvement

which will sustain and support our performance by 2030 and beyond. We understand these commitments are ambitious, but they represent the next steps of our journey towards becoming the world's leading sustainable sugar business.

## YEAR 2025 PERFORMANCE

Distinguished shareholders, during the year under review, our Group Turnover stood at ₦829.2 billion, being 25% increase over ₦665.7 billion in 2024. Loss Before Tax (LBT) of ₦72.28 billion and Loss After Tax of ₦64.12 billion recorded, also reduced significantly from N270.9 billion and ₦192.6 billion losses respectively in 2024. Group EBITDA increased from ₦42.98 billion in 2024 to ₦149.6 billion in 2025, a 248% increase with an EBITDA margin of 18.04% in 2025 rising from 6.46% recorded in 2024, a 179% margin increase. The foreign exchange loss of ₦46.7 billion for the period and other finance costs of ₦128.6 billion also impacted profitability. Despite the challenges and external pressures faced during the year, we took strategic steps that led to the results we have posted, and a clear indication that the company is on the path to recovery.

## THE BACKWARD INTEGRATION PROJECTS

During the year, our backward integration delivery timelines continued to be delayed due to several challenges ranging from handover of land for the expansion of our cane farms, high forex rates, delayed clearance of equipment imports, skills gap etc. However, we continued the journey with efforts made to resolve these issues through engagements with the National Sugar Development Council and other relevant authorities with a view to find lasting solutions to the challenges towards the delivery of our project goals. Beyond these challenges, notable improvements were recorded in cane transportation which improved cane supply to the factory, increased harvesting capacity by over 200% during the ongoing 2025/26 harvest operations over the 2024/2025 season. Also, Dangote Sugar is still the only company producing edible refined granulated white vitamin A fortified sugar, sold in the markets from its backward integration site at Numan.

Efforts are being made to ensure DSR source the approximately USD1.3 billion, required to deliver its revised commitment to achieve production of 600,000 tonnes minimum per annum by 2030. We redeveloped our strategic development plan for the 2030 target to be delivered through the combined development of DSR Numan Operation and Nasarawa Sugar Company Limited estates. The plan targets a total cane production of about 6.05 million tonnes, from a total land of 45,000 hectares from both locations. To support these volumes, the program includes major factory capacity expansions to 9,800 TCD to be ramped up to 18,000 TCD mills at the

Numan Operations and a large integrated factory complex of 27,000 Tonnes Cane per Day (TCD), at Nasarawa Sugar. This will be supported with fast-paced land development, irrigation systems, drainage, and other infrastructure at the estates to support the project delivery, maximise throughput and sugarcane recovery efficiency.

### **CORPORATE SOCIAL RESPONSIBILITY & SUSTAINABILITY**

Corporate Social Responsibility and Sustainability are fully integrated into our business, with focus on building stronger relationships with our host communities, partnerships and sustained security of our operational license.

As a responsible corporate citizen, our sustainability actions are aligned with the global and national sustainability frameworks which continues to foster our sustainability culture. Beyond this, our sustainability practices are underpinned by the United Nations Sustainable Development Goals (SDGs), UNGC principles and the Dangote Group seven (7) sustainability pillars, which help us set targets, measure and report on our performance as required by the frameworks.

We have identified six (6) SDG goals that are most aligned to our operations and help us meet the needs of our communities and embodies our commitment. This is evidenced with our increased social responsibility, investments in projects and activities during the year under review. This further confirms our commitment to the achievement of our sustainability goals and the socio-economic development of the communities we operate in. Focus was on improved healthcare and wellbeing, provision of quality education and learning, infrastructure development, stakeholder engagement, local entrepreneurs support and employment generation. Our community engagements was further strengthened and better structured with the Group's Stakeholder Engagement Standard, now an integral part of our operations.

Also, our employees are a key part of our sustainability journey, they are encouraged to drive the whole process and take part in activities like the annual sustainability week celebration, charity day amongst other activities that encourage their volunteerism and position Dangote Sugar as a people driven business.

### **GOVERNANCE & RISK MANAGEMENT**

Dangote Sugar remains a responsible corporate citizen, which applies global best practice through an Enterprise-Wide Risk Management Framework. The Board and Management views corporate governance as paramount to the sustainability of our business, as such, our risk management policy and framework incorporate guidelines that ensure the Company's operations are

carried out in line with best practices monitored by designated committees of the Board of Directors.

All through our operations, a risk-based internal controls and systems designed to provide reasonable assurance to the integrity is maintained, which ensures reliability of our operations, product quality and reports. The controls and systems are based on established policies and procedures implemented by a team of qualified professionals in our Controls, Risk Management and Internal Audit departments.

The underlying objective of our governance and risk management practice is to balance the interests of investors, consumers, producers, employees, communities, government and any other groups impacted by our operations.

We are all mindful of the demands and obligations inherent in our operating environment; and therefore, have entrenched global best practices in every area of our operations. Our practices are anchored on good corporate governance, robust risk management appetite and a high sense of corporate social responsibility.

### **FUTURE OUTLOOK**

We look forward to the future with optimism as we remain focused on our goals, pragmatic execution and commitment to the Health, Safety, Environment and Sustainability of our people and business. Despite the obvious challenges we remain steadfast to our commitment to surpass our current position. We will build on our strengths, reevaluate any weaknesses, and build on the lessons learned to arrive at our goals. Every opportunity for growth will be maximised, and we are confident that our strategies will provide us with the enabling steps required towards the achievement of excellence in the current year and beyond.

Finally, Ladies and gentlemen, thank you for the continued vote of confidence in us, and stay on this journey with company over the past 25 years. My sincere and most profound appreciation goes to our Directors, Management and Staff for their dedication, commitment and hard work all through these years. My sincere thanks also goes to our valued shareholders, customers, partners and all stakeholders for their support. We are confident and with your support, we will rise to the challenge and grow a sustainable future for Dangote Sugar and all stakeholders.

**Thank you.**



**Thabo Mabe**  
Group Managing Director/CEO



# 01.

## Operations Review





# Sugar for Nigeria Project

As Nigeria's largest sugar producer, Dangote Sugar Refinery Plc has developed and implementing the "Sugar for Nigeria Project", a Sugar Backward Integration Projects Development Master Plan to produce 1.5 million metric tonnes of sugar per annum from locally grown sugarcane.

The sugar for Nigeria project will consolidate Dangote Sugar's leadership in the sector as a leading integrated sugar company in Africa. Dangote Sugar owns and operates its Sugar Backward Integration Projects sites at Dangote Sugar Numan Operations, a brownfield sugar production estate at Numan, Adamawa State, Dangote Adamawa Limited a new sugar development project, in Numan Adamawa State, Nasarawa Sugar Company Limited, Tunga Nasarawa State Nigeria, and Dangote Taraba Limited, Lau/Tau project in Taraba State, both greenfield sugar production project.



The "Sugar for Nigeria Project" will generate over 75,000 direct and indirect employment opportunities, and other benefits derived from the extended value chain in sugar production. To achieve this, DSR has made huge investments in land acquisition, machinery, land development, human resources, and community development, amongst others over the last 13 years.

Dangote Sugar has re-evaluated its plans, continued our strategic growth plan to accelerate the implementation of our Backward Integration Program (BIP) targeting an annual production of 600,000 tons of refined sugar by 2030; from Dangote Sugar Refinery Operations, Numan in Adamawa State and Nasarawa Sugar Company Limited, Tunga, Nasarawa State.

## **DANGOTE SUGAR REFINERY, NUMAN OPERATIONS (DSR NUMAN)**

During the year under review, we have faced community issues at DSR Numan Operations, which brought about delays in restricted access to land and delays in achieving our land development targets during the year under review.

Despite these delays, we continued our efforts to coordinate with the State Government and other stakeholders to find a lasting resolution to the community issues and have continued to operate.

The 9800 TCD factory expansion is progressing including 32.5 MW power plant to supply the operation and export



## Sugar For Nigeria Project continued

the excess power, a 6000 TCD mill tandem to add to the existing 3800 TCD mill and a process house capable of processing 150,000 tons of refined sugar annually. Plans are also underway for the expansion of an additional 8,200 TCD factory to meet our annual target of 292,000 tons of refined sugar from DSR Numan operation.

Currently, DSR Numan operations employ over 7,000 staff (permanent, seasonal, and non- permanent), and 757 farmers now under the out growers' scheme. The goal is to ensure creation of sustainable livelihood for persons in the immediate communities through various activities that arise from the company's operations. This includes development of a robust outgrower scheme for

farmers in the communities where the Backward Integration Projects are located.

Dangote Sugar Numan operations also operate the most successful outgrower scheme in the Nigeria sugar industry. The outgrower Scheme is part of the Dangote Sugar Master Plan's employment generation, empowerment and enterprise drive aimed at the socio-economic development of its immediate communities.

The out-growers are provided with the support required to achieve a sustainable scheme that positively impacts the community and company, detailed below:

PARTICULAR	DESCRIPTION
Land/Farm Development.	Land preparation & development support is handled by DSR Numan for the support of 1 plant + 4 ratoons, [5 years crop].
Out grower scheme, no of farmers and area	Currently, we have 757 farmers in the scheme operating their cane plot and land area under the farmers' command is 970 ha.
Technical Assistance and Training	All through the crop cycle, free training, and Agric Extension services to be offered to the farmers. In- house training and on the farm training with crop monitoring on the Good Agricultural Crop Management Practices for the targeted productivity of 100 MT/ha for plant crop and a ratoon average of 80 MT/ha.
Target/Achievement	The target is to grow the scheme beyond the status as stated above. However, the scheme has witnessed the following results: <ul style="list-style-type: none"> <li>• It has become a major source of revenue to the farming communities.</li> <li>• It has helped to improve the harmony and support between the local communities and the factory.</li> <li>• It has become a source of self-employment mostly for those already in the scheme.</li> <li>• It augments the cane to the factory mill.</li> <li>• It helps to reduce the poverty level of the populace</li> </ul>
Future	Through negotiation with the local Communities, arrangements are ongoing to take the scheme to 1000 ha, which will be expanded over the years.

### NASARAWA SUGAR COMPANY LIMITED

During the year under review, development activities at the site continued to be impacted, due to the economic situation especially the lack of Foreign Exchange which led to the continued delay of equipment required for the project.

However, the project targets were reviewed and the proposed annual production targets revised to 430,000 tons of refined sugar by installing a 24,000 TCD factory

and planting 29,000 hectares of sugarcane.

A suitable site for the factory within the 68,000 hectares project land has been identified, and arrangements to secure funding for the project have progressed. The due diligence and necessary documentation have been completed with the African Finance Corporation targeting \$200 million (USD) which is expected to be mobilised starting from the second quarter of this year.

# 02.



2025

## Sustainability Report



01

# Introduction



# 01. INTRODUCTION



## Our Reporting Practice

Dangote Sugar Refinery Plc's (DSR) 2025 Sustainability Report addresses our significant social, environmental, economic, and governance issues for the 2025 financial year, which runs from January 1 to December 31, 2025. The Report covers activities carried out in our headquarters in Apapa, Lagos, including locations of Backward Integration Projects (BIP) in Numan, Adamawa State, and Tunga, Nasarawa State. The Report is issued annually and is published complementary to our 2025 Annual Report and Financial Statements.

### This Report:

- has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards
- aligns with the International Financial Reporting Standards (IFRS) Sustainability Disclosure Guidelines S1 and S2
- summarises our accomplishments in incorporating the ten (10) principles of the United Nations Global Compact (UNGC) into our business practices
- meets the requirements of the Nigerian Exchange Group's Sustainability Disclosure Guidelines (NGX-SDGs)
- showcases our contributions to the United Nations Sustainable Development Goals (UN-SDGs)
- abides by the Securities and Exchange Commission (SEC) Code of Corporate Governance
- complies with the Sustainability Principle in the Financial Reporting Council of Nigeria Code of Corporate Governance (NCCG)
- adheres to the SEC's Nigerian Sustainable Finance Principles for the Capital Market

Additionally, working with a third-party sustainability expert (Dupht Consults Limited), we conducted stakeholder engagement activities and materiality assessment surveys with our key stakeholders (employees, host communities, and supply chain). These, along with our business impact, informed the material topics disclosed in this report.

OUR IMPACT

<p><b>Cultural</b></p> 	<ul style="list-style-type: none"> <li>• 6.4% increase in total number of employees</li> <li>• 238 staff training programmes/sessions</li> <li>• Average training hours per employee was 15.3 hours</li> <li>• 194 employees volunteered 266 hours during 2025 Sustainability Week</li> </ul>
<p><b>Economic</b></p> 	<ul style="list-style-type: none"> <li>• Economic value created increased by 19.7%</li> <li>• Employees' wages, benefits, and salaries increase by 37.3%</li> <li>• About 65,000 direct, indirect, and induced jobs created</li> </ul>
<p><b>Operational</b></p> 	<ul style="list-style-type: none"> <li>• Increase in sugar production by 26.4%</li> <li>• Increase in local procurement spending by 7.5%</li> <li>• 601 (56% increase) Distributors and 220 (10% increase) Retailers</li> <li>• 100% compliance with food safety requirements</li> </ul>
<p><b>Social</b></p> 	<ul style="list-style-type: none"> <li>• Spending on social investment projects increased by over 600%</li> <li>• 541 community engagements (430% increase)</li> <li>• One (1) whistleblowing case reported and resolved</li> <li>• Zero cases of discrimination and human rights abuse</li> <li>• HSE: 240 (186% increase) training sessions, 5,646 employees trained</li> </ul>
<p><b>Environmental</b></p> 	<ul style="list-style-type: none"> <li>• Natural gas accounts for 55% of our fuel mix and bagasse accounts for 18%</li> <li>• GHG emission intensity decreased by 20%</li> <li>• Water intensity stood at 4.79m<sup>3</sup>/tonne, which falls within the typical industry range</li> <li>• Zero environmental compliance fines, penalties, or sanctions for non-compliance</li> </ul>
<p><b>Institutional</b></p> 	<ul style="list-style-type: none"> <li>• Executed stakeholders' survey and materiality assessment for Employees, Communities, and Supply Chain Partners</li> <li>• Zero non-compliance on ESG and other regulatory matters</li> <li>• CDP score on Climate Change improved from "D" to "C", while Water Security Performance score remained at "C".</li> </ul>



## DSR Sustainability Context



**“The Dangote Way”**

# Our Approach to Sustainability

**Our organisation is committed to a sustainable future by implementing innovative business practices that enhance economic, social, and environmental well-being. Our objective is to become the premier sugar manufacturer in Nigeria and to generate substantial value, thereby addressing global challenges such as food insecurity and climate change.**

**Dangote Sugar Refinery Plc aligns with the Dangote Group Sustainability Strategy, based on seven (7) strategic pillars, aptly termed “The Dangote Way”. The Dangote Way promotes responsible business practices, embedding best practices into all aspects of the value chain.**

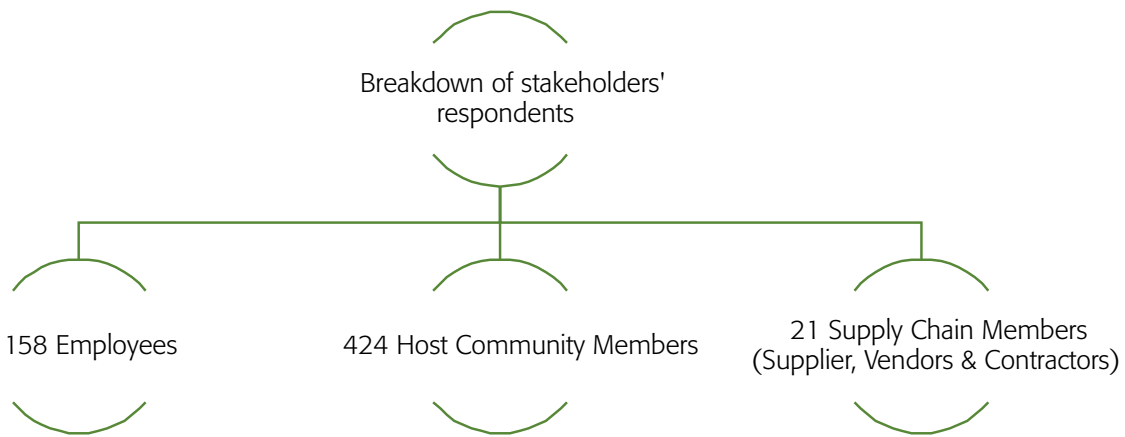
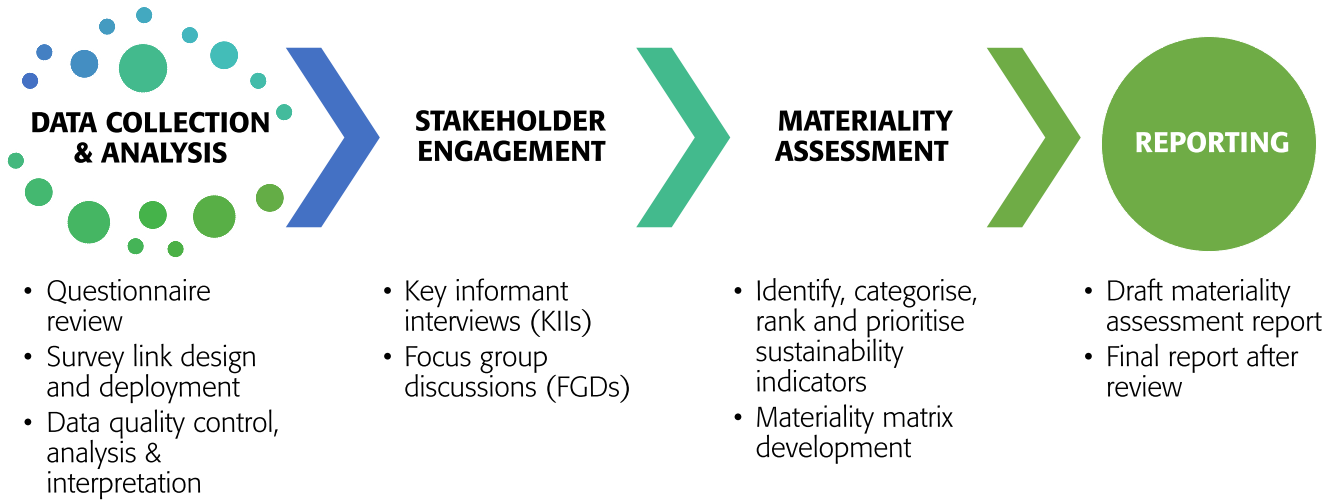


## DANGOTE 7 SUSTAINABILITY PILLARS & THE TRIPLE BOTTOM-LINE



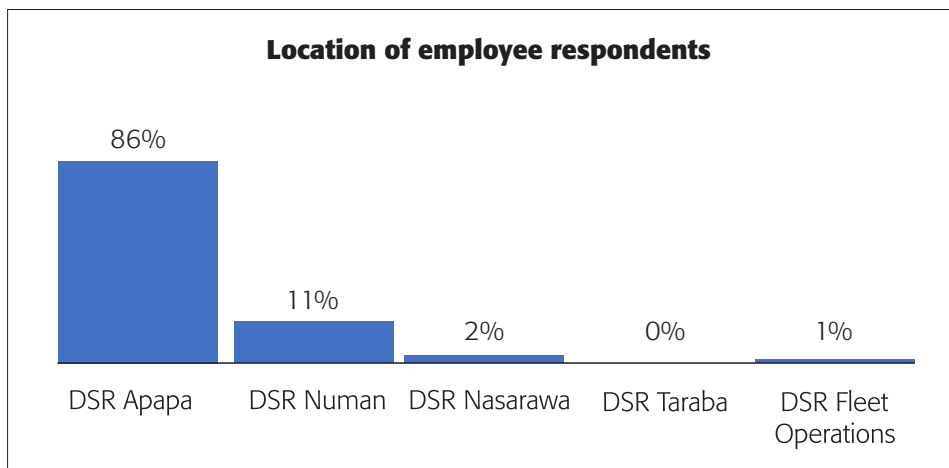
# DSR MATERIALITY ASSESSMENT AND STAKEHOLDERS' SURVEY FOR 2025

## Materiality Assessment Process

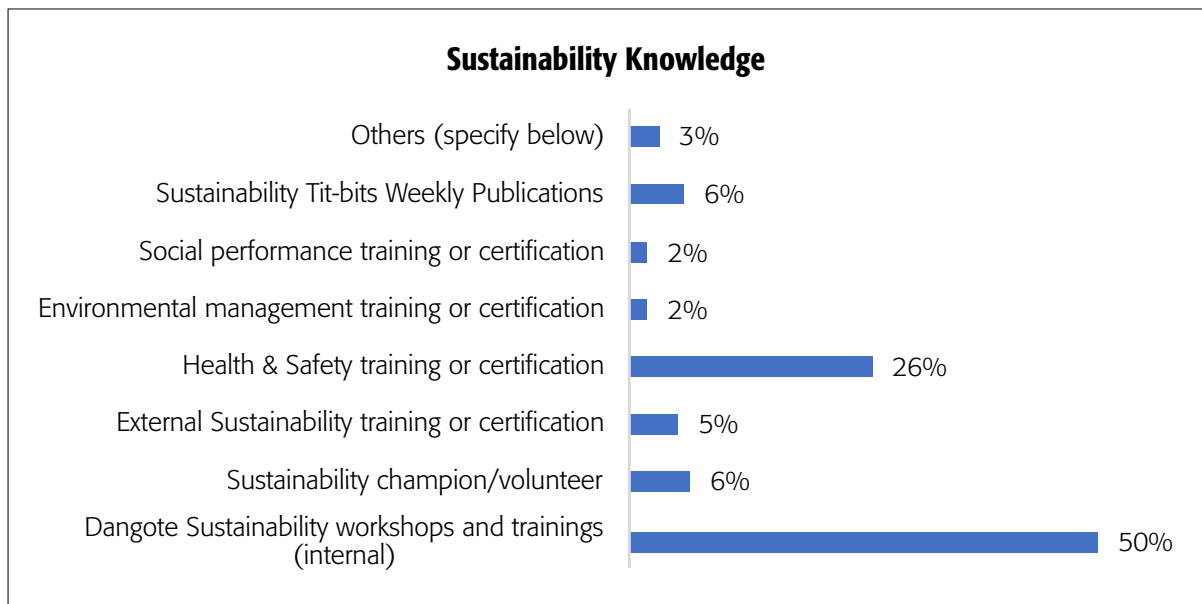


### Employees' Survey

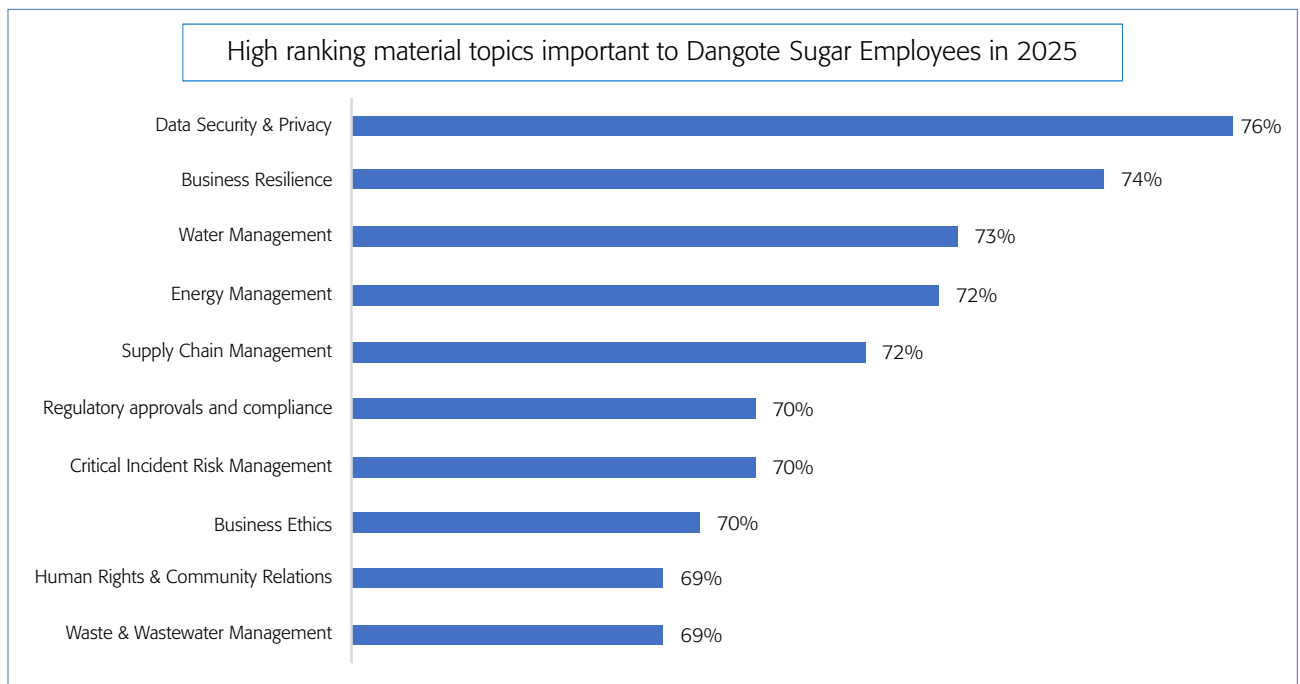
The 2025 survey included respondents from several operations and locations, with DSR Apapa recording the highest participation.



The level of sustainability awareness among respondents was a key consideration in the materiality assessment, and just 3% of respondents reported no knowledge of sustainability at DSR.

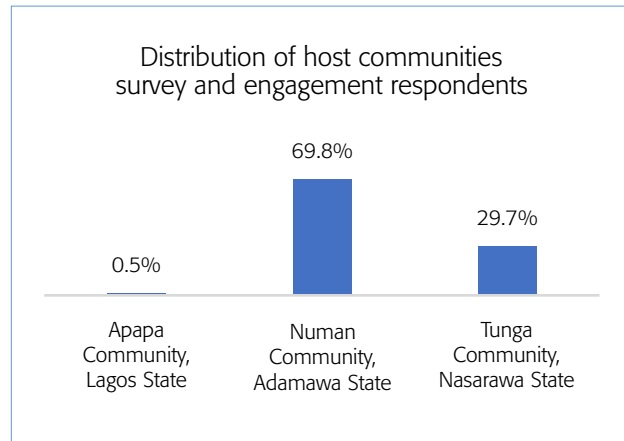
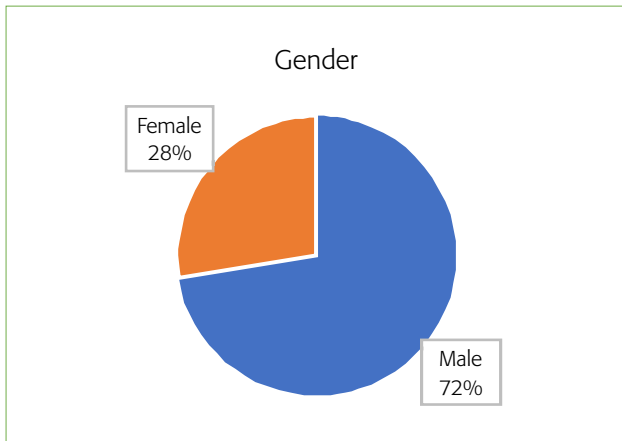


In 2025, the highest-ranking material topic important to employees is “Data Security & Privacy”.

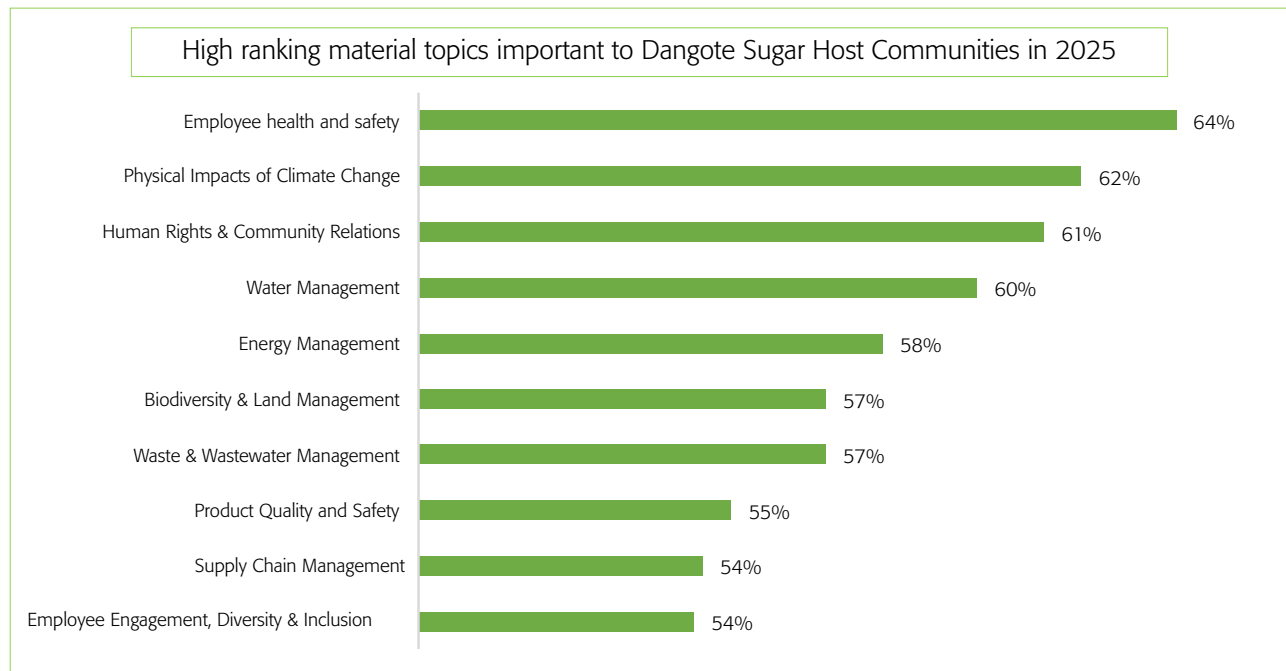


**Communities Survey**

Of the respondents from DSR host communities, 28% were women and 72% were men, and about 70% of the communities surveyed were located around the DSR Numan site.

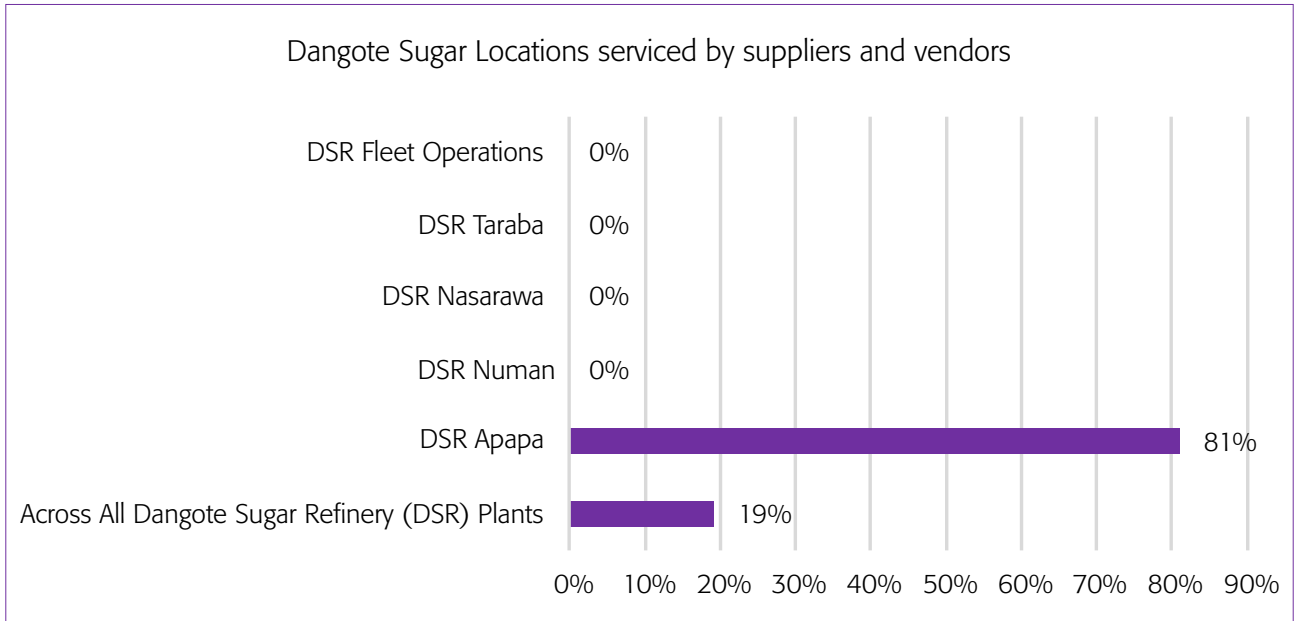


The highest-ranking material topic important to host communities is "Employee Health & Safety".



**Supply Chain Partners Survey**

For supply chain partners, the highest number of respondents for the 2025 survey are those who provided services to DSR Apapa.



The highest-ranking material topic important to suppliers is "Supply Chain Management".



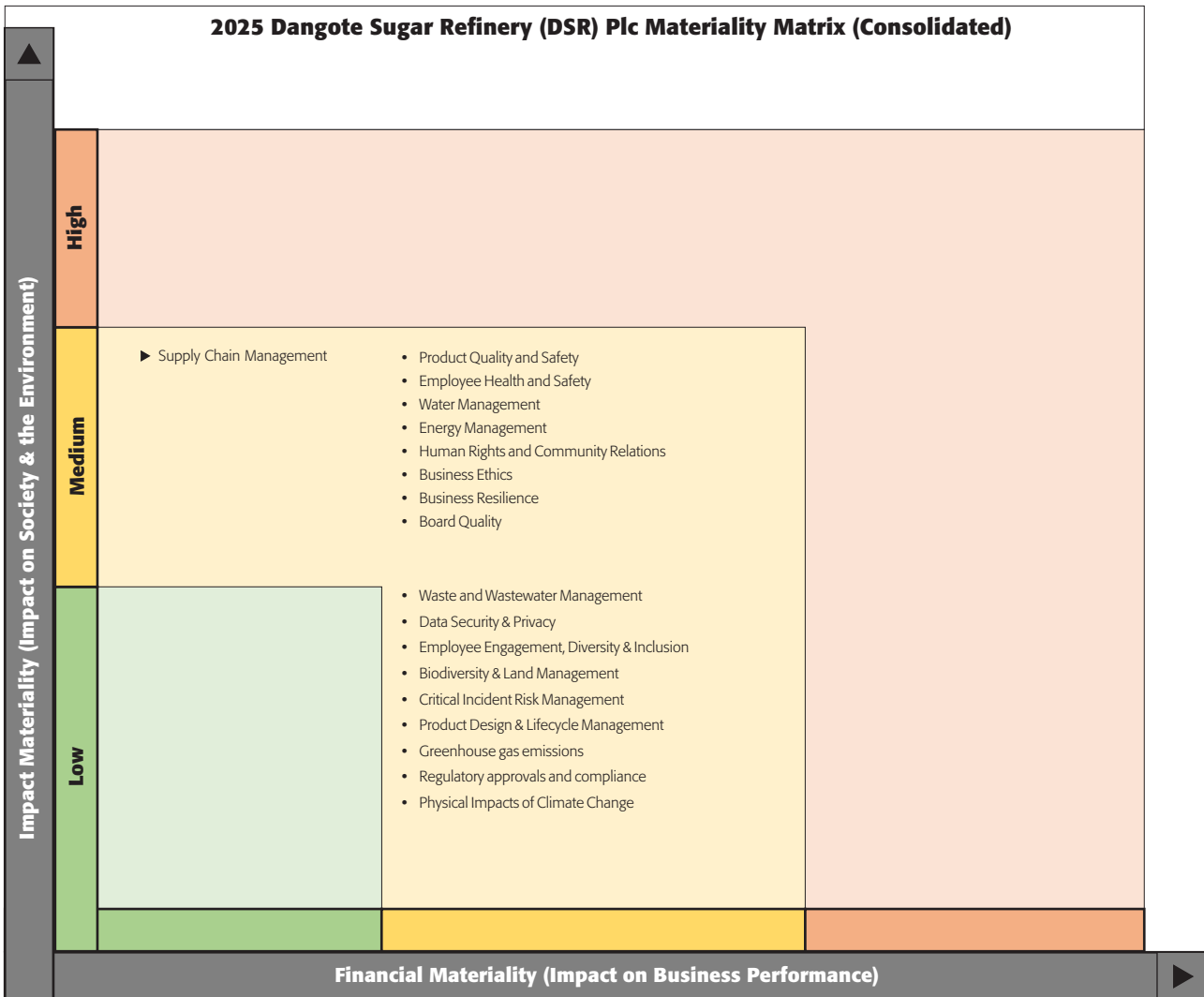
**DSR 2025 Materiality Matrix**

Stakeholder inputs informed the development of the 2025 consolidated materiality matrix. The material topics included in the survey were derived from the Sustainability Accounting Standards Board (SASB) materiality indices applicable to the two (2) industries within the Food & Beverage Sector relevant to DSR's operations: Agricultural Products and Processed Foods. In line with the requirements of the GRI Sustainability

Reporting Standards and IFRS S1 and S2, the identified material topics are directly related to the sustainability-related risks and opportunities disclosed in this Report. Following the consolidation of the materiality matrix, a total of eighteen (18) material topics were identified, and all 18 were moderately critical (Medium rank).



**2025 Dangote Sugar Refinery (DSR) Plc Materiality Matrix (Consolidated)**

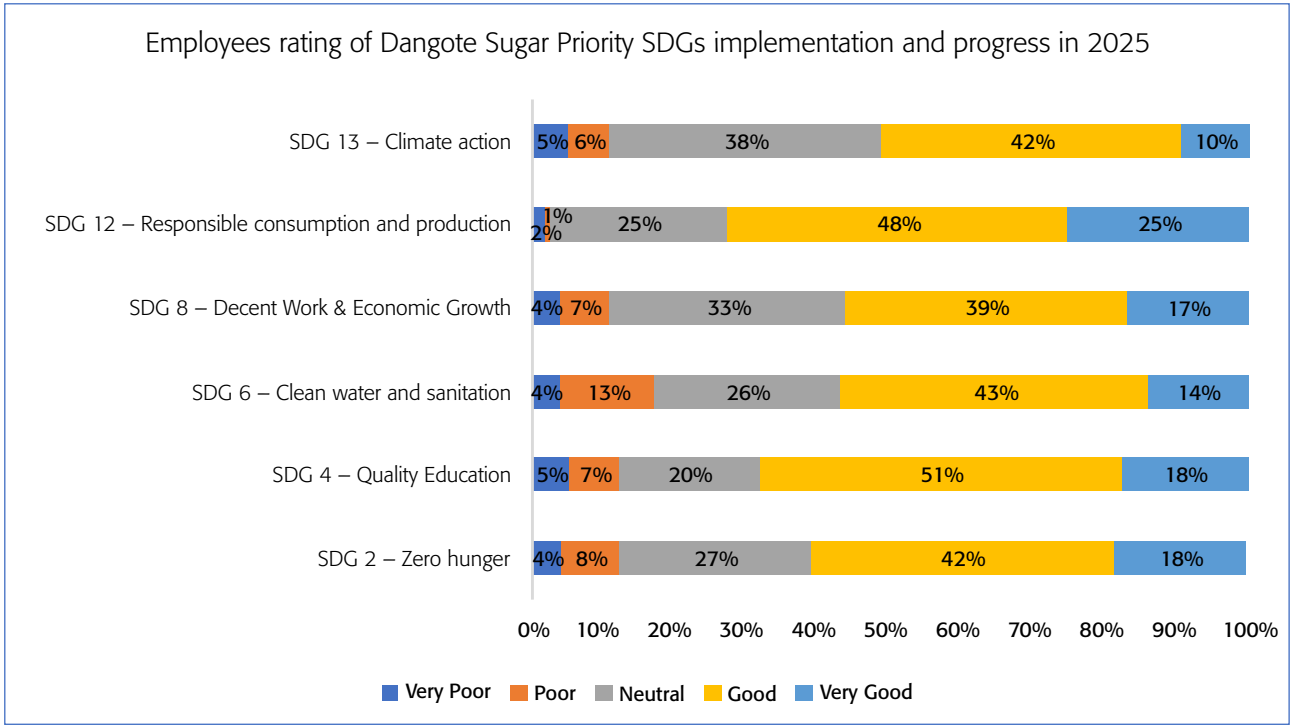


DSR STRATEGIC PRIORITY SDGS

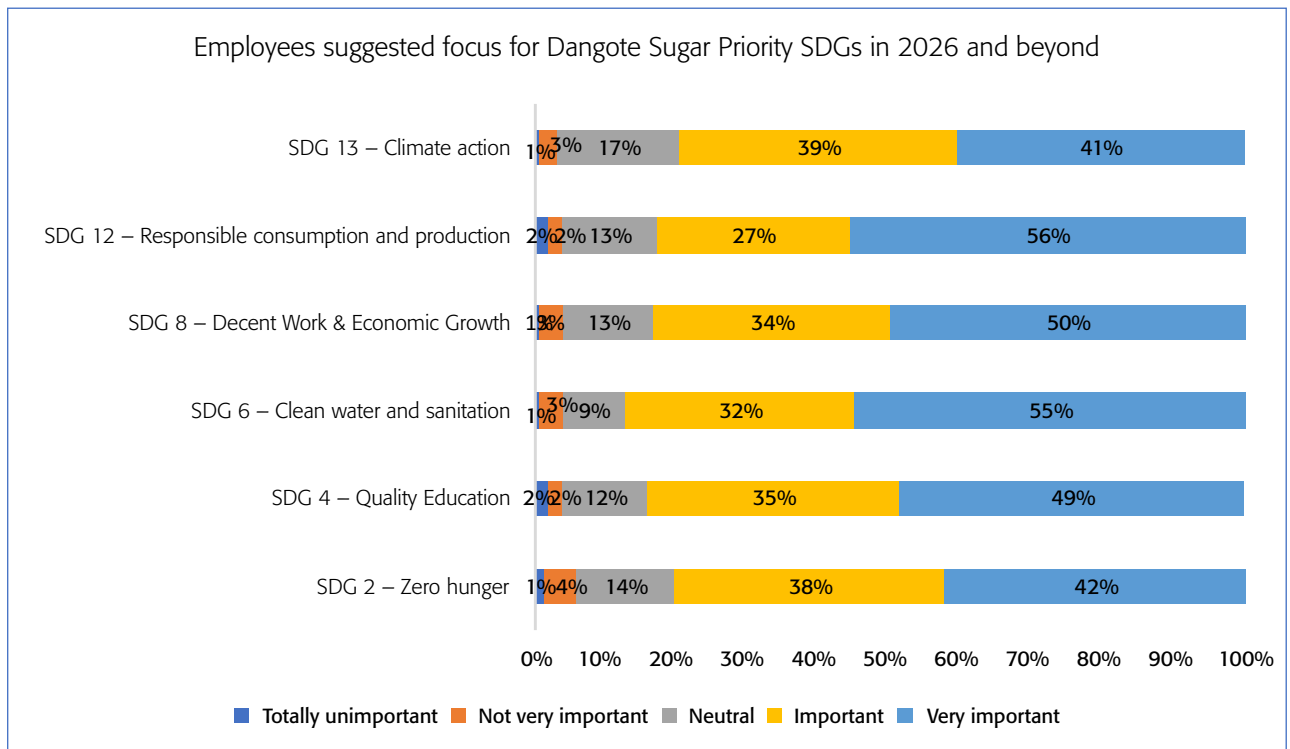


Through surveys and stakeholder engagements, employees shared their perspective on the implementation, progress, and impact of our Strategic Priority SDGs. Majority of the employees think DSR has

made the most progress and contribution to SDG 12 - Responsible Consumption and Production, with 73% of respondents ranking performance as good and very good.



For 2026, about 87% of employees suggested that DSR should focus more on contributing to achieving the targets in SDG 6 (Clean water and sanitation).



03

# Governance



## 03. GOVERNANCE



### SUSTAINABILITY GOVERNANCE

#### Oversight of Sustainability and Climate Matters

The Board Technical and Sustainability Committee (BTSC) was established in 2023 and commenced operations in February 2024 to oversee the Company's operations in areas of Production, Sustainability, Health, Safety, Security and Environment, Transportation and Logistics, and New Projects. During the period, the Committee reviewed the reports on Operations, Health, Safety, Security and Environment, Sustainability and Logistics and the Backward Integration Projects, and monitored the implementation of the key recommendations by the Committee.

#### The actions of the Committee are guided by a term of reference:

- Review key performance indicators (volumes, unit production rates, unit conversion cost component, unit utilisation, energy consumption, energy mix, product mix, extension, dispatch turnaround).
- Oversee the Company's sustainability strategy, programmes and practices with regard to its economic, social and environmental obligations.
- Oversee the Company's health, safety and environment (HSE) policies and practices.
- Oversee required reporting and disclosure with respect to sustainability including technical, operational, health, safety, environmental and corporate social responsibility matters, including the review of this 2025 Sustainability Report.

- Review Management's proposals for improved truck availability, dedicated trailer park/workshop and various other strategies for efficiency in the Company's Fleet operations.

To improve the strategic oversight of the Committee and the general Board, the Board, Senior Management, and Executive Management teams undergo continuous training and re-training.

#### Governance Body Diversity & Roles

The Board of DSR comprises ten (10) members as of December 31, 2025, and is diverse in terms of gender, nationality, and professional expertise to ensure effective oversight and decision-making. Women represent 40% of the Board, while men account for 60%. The Board comprises 80% Nigerian, with additional representation from South Africa and Sudan. The average age of board members is 63 years. Sustainability oversight is carried out through the BTSC, with six directors serving on the committee to ensure sustainability considerations are integrated in strategic decision-making and board-level governance. The Corporate Governance Report section of our Audited Financial Statement contains details on the Board members, their names and designations, committees, and attendance.

### Transparent Board Performance

To ensure transparency and accountability in board performance, we have established key governance policies, including the Conflict of Interest and Related Party Transactions Policy and the Insider Trading Policy, with full disclosure made to the Board and relevant regulators where required. To improve oversight on emerging sustainability issues, board members are continuously trained on sustainability and governance matters.

evaluations, which include annual internal assessments and independent external evaluations conducted every three years in compliance with applicable governance codes. We take appropriate measures to ensure that our Board structure aligns with the national Corporate Governance Framework. On Board remuneration, the company has a Board Remuneration Policy and a Clawback Policy for Executive Directors and Senior Management, and directors' remuneration is transparently disclosed in our Annual Report.

The Board is subjected to regular performance



04

# Strategy







# 04. STRATEGY

## OUR STRATEGIC VALUE CHAIN

DSR is a prominent brand in the sugar refining sector of Nigeria's food and beverage industry. Our Apapa sugar refinery (located in Shed 20 Nigerian Ports Authority [NPA] Apapa Wharf Complex, Lagos), possessing an

installed capacity of 1.44 million tonnes per annum, is the largest in Sub-Saharan Africa commencing operations since the year 2000. Our principal competencies are as follows:

<p style="text-align: center;"></p> <p>Refining of raw sugar to make high quality Vitamin A fortified and non-fortified granulated white sugar</p>	<p style="text-align: center;"></p> <p>Marketing and distribution of our refined sugar grades in 50kg, 25kg, 1kg, 500g, 250g &amp; 100g packages</p>	<p style="text-align: center;"></p> <p>Cultivation and milling of sugar cane to finished sugar from our sugar backward intergration projects located at Numan, in Adamawa state.</p>	<p style="text-align: center;"></p> <p>Development of Greenfield projects in line with our "Sugar for Nigeria Project," strategic plan</p>
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We offer our customers a range of essential value-added support services, such as supply-chain management, sales, merchandising, credit and risk consulting, and logistics. With the help of our strategically placed warehouses across the nation, more than 500 trucks carry our finished items to the market. The refinery can generate 16 megawatts (MW) of electricity internally,

mostly using gasoline and/or low-pour fuel oil (LPFO). The refinery produces 45 ICUMSA (International Commission for Uniform Methods of Sugar Analysis) Vitamin A Fortified refined granulated free-flowing crystal white sugar packed in 50kg, 25kg, 1kg, 500g, 250g and 100g package sizes and non-fortified granulated sugar packaged in 50kg and 1000kg bags.

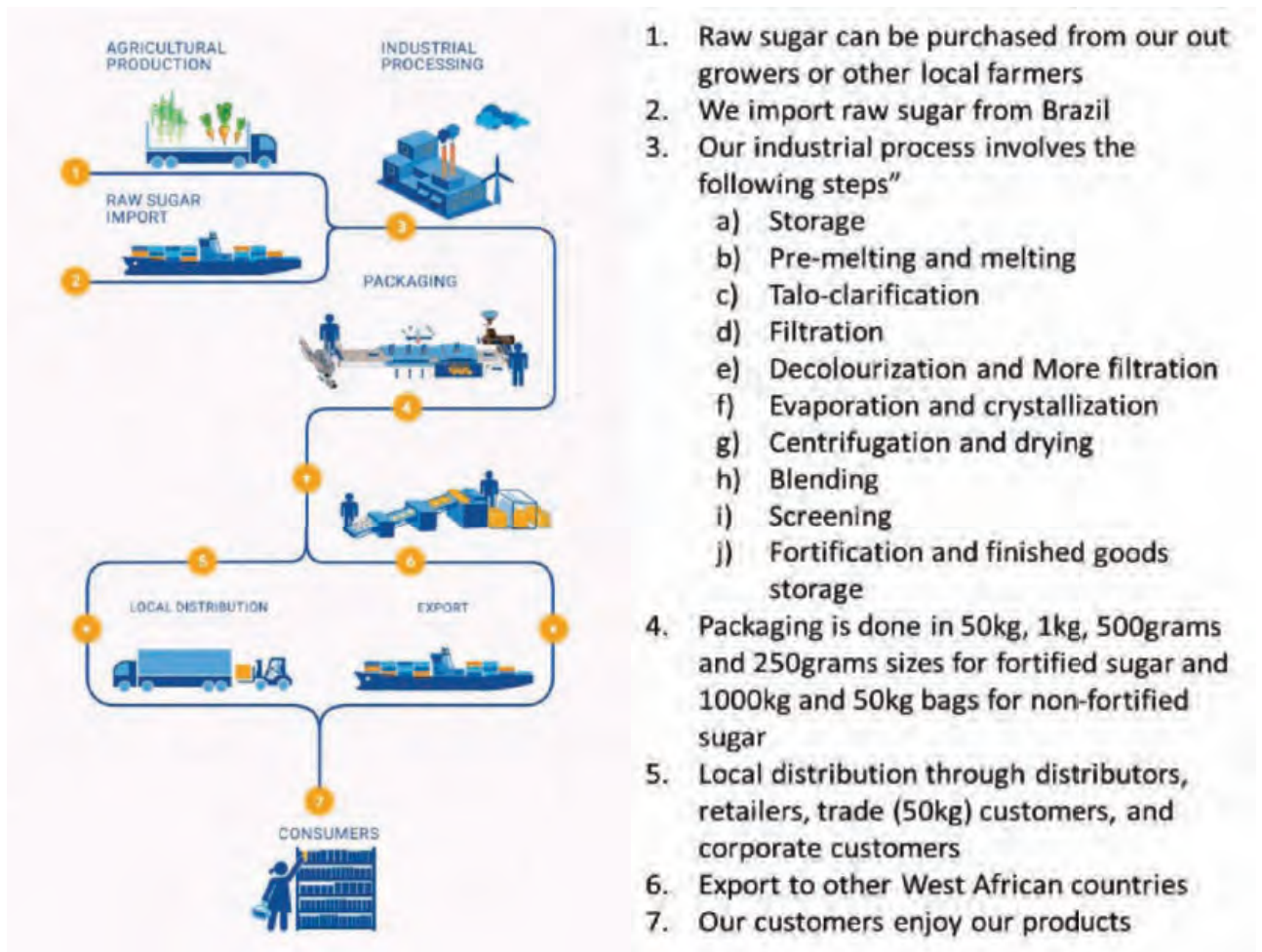


Product Information		
Parameters	Fortified	Non-Fortified
Raw sugar origin	Brazil	Brazil, Nigeria
Specification	Vitamin A fortified refined granulated white sugar	Refined granulated white sugar
Polarisation	Not less than 99.9%	Not less than 99.9%
Moisture	0.04% of weight (max.)	0.04% of weight (max.)
Granulation	Fine, 100% soluble, dry, and free flowing	Fine, 100% soluble, dry, and free flowing
Colour	Sparkling white, less than ICUMSA 45	Sparkling white, less than ICUMSA 45
Odour and taste	Odourless, sweet, pure taste	Odourless, sweet, pure taste
Packaging	50kg, 1kg, 500g, and 250g	50kg

DSR has obtained certifications for its Quality Management System (QMS - ISO 9001:2015), Food Safety Management System (FSMS - ISO 22000:2018), Occupational Health and Safety Management System (OHSMS (ISO 45001:2018)), and the Food Safety System Certification (FSSC 22000).



The following diagram depicts the value chain for our production:



## 2025 Sales Performance

We recorded strong revenue growth in 2025, with total revenue increasing by 24.6% to 829.2 billion. This performance was largely driven by increased sales from the company's core bulk sugar segment - 50kg sugar bags. The company's primary product category rose by 25.4% to 807.4 billion, up from 643.7 billion in 2024. Overall, the company's revenue growth reflects continued demand for refined sugar products and the strength of its core distribution network across key markets.

Year	2025	2024	Percentage Increase
	₦ '000 (Thousand Naira)		(+)/decrease (-)
Revenue from the sale of sugar - 50kg	807,389,509	643,735,203	+25.4%
Revenue from the sale of sugar - Retail	17,737,898	17,454,099	+1.6%
Revenue from the sale of molasses	4,021,021	4,161,935	-3.4%
Freight income	66,448	338,526	-80.4%
<b>Total Revenue</b>	<b>829,214,876</b>	<b>665,689,763</b>	<b>+24.6%</b>

We sell unfortified sugar mainly to pharmaceuticals, food and beverage manufacturers, while Vitamin A-fortified sugar is sold to distributors who sell to small wholesalers, confectioners and other smaller value-adding enterprises who provide the distribution network to the Nigerian retail market. We also sell a small amount of sugar directly to retail customers. Nonetheless, sales to distributors account for 70% of our revenue.

## SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

DSR operates in a resource-intensive sector that depends heavily on agricultural resources, energy, logistics networks, and national food supply chains. As a result, these factors present both risks that could affect operational continuity and financial performance, as well as opportunities for operational efficiency gains, innovation, and long-term value creation. These risks and opportunities are considered across the company's value chain and influence our business strategy, operational planning, and investment decisions.

We have identified the potential sustainability and climate-related risks and opportunities, their potential impact on our business, both operationally and financially, as well as the potential mitigation measures we are implementing to address the risks and leverage the opportunities now, and in the long term. The various sustainability-related risks and opportunities that have an impact on our business have been captured in our Materiality Assessment Report, and each topic is discussed throughout this report. While our climate-related risks and opportunities are captured in the paragraphs that follow.

## Climate Risks and Opportunities

### Climate Risks

DSR identify climate risks as the potential negative impacts that climate change can have on the organisation's operations, assets, supply chain, workforce, markets, and financial performance. Such impacts are categorised into:

**Physical-Risks:** These arise from climate-related events and long-term climate shifts, such as:

- Flooding
- Extreme heat
- Drought and water scarcity
- Storms and heavy rainfall
- Sea-level rise
- Wildfire (bush burning – majorly during dry season).

Physical risks can disrupt operations, damage infrastructure, affect crop yields (e.g., sugarcane supply), and increase production costs.

**Transition-Risks:** These arise from the shift toward a low-carbon economy and include:

- New climate policies and regulations (e.g., carbon taxes, emissions limits)
- Technology shifts toward cleaner alternatives
- Market and customer preference changes
- Investor expectations for climate disclosures (e.g., IFRS)
- Reputational pressures
- Energy transition-related cost changes.

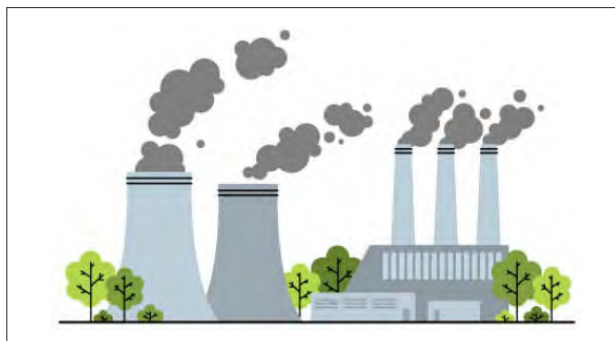
Transition risks can affect competitiveness, compliance, production costs, and access to financing.



**Climate-Opportunities**

Climate opportunities in DSR are the potential positive impacts or advantages that arise from responding effectively to climate change. They include strategic, financial, technological, and operational benefits such as:

- Energy efficiency improvements; leading to cost savings
- Renewable energy adoption; reducing emissions and energy dependence
- Resource efficiency and circular economy solutions
- New low-carbon products or markets
- Access to green financing and climate-related incentives
- Enhanced resilience and reduced downtime from climate-proofed infrastructure
- Stronger brand reputation and stakeholder trust.
- Agricultural improvements, climate-smart sugarcane farming, biomass utilisation, and improved supply-chain resilience.



**Climate-Risks and Opportunities Register**

The Climate-Risks and Opportunities Register is DSR's central tool for identifying, assessing, prioritising, and monitoring climate-related risks and opportunities. It covers physical and transition risks and highlights opportunities in energy efficiency, renewable energy, process optimisation, low-carbon innovation and more. The register supports informed decision-making, regulatory compliance, and long-term climate resilience.

Climate Risk Register			
S/N	Risk Description	Category	Mitigation/Adaptation Measures
<b>Physical Risks</b>			
1	Flooding: Such from heavy rainfall, sea surge or dam overflow at DSR Apapa, DSR Numan, DSR Tunga or other locations	Physical	Elevate equipment, improve drainage, flood barriers
2	Droughts reducing cane yield at BIPs	Physical / Agri Supply Chain	Drip irrigation, water reuse, drought-tolerant cane
3	Heat stress reducing workers productivity	Physical / Occupational Health	Cooling shelters, hydration, shift redesign
4	Storm surge delays supplies, or delivery access to refinery	Physical / Supply Chain	Stockpiling, alternative routes, contingency plans
5	Electricity supply disruptions from the national grid or hydro issues	Physical / Operational	Solar deployment, electricity cogeneration, energy efficiency
6	Water conflict with local communities	Physical / Env/Social	Water stewardship, WASH (Water, Sanitation, and Hygiene)-related issues, community engagement
7	Rising pests/diseases in cane plantations	Physical / Agri Risk	Integrated Pest Management (IPM), pest-resistant cane R&D
8	Floodwater contamination reducing water quality	Physical / Environmental	Water pre-treatment, real-time monitoring, emergency protocols
9	Chronic water stress limiting operations	Physical / Water Risk	Water recycling, rainwater harvesting, closed-loop systems
10	Gradual temperature rise affecting processing/storage efficiency	Physical / Operational	Heating, Ventilation, and Air Conditioning- HVAC upgrades, heat-insulated storage, cooling IMPROVEMENTS
11	Trapped rainwater in items like fleet tyres, leading to increase mosquito breed	Physical / Operational	Fumigation, disposal of tyres/tires or assembled in an enclosed area

Transition Risks			
12	Carbon pricing	Transition / Policy	Emission reduction, Monitor emissions in operations, monitor regulations
13	Fuel regulation raises costs	Transition / Regulatory	Natural gas, audits, solar/biomass
14	Stricter environmental regulations increase costs	Transition / Regulatory	Upgrade ETPs, filters, improve ESG reporting
15	Outdated equipment due to tech transitions	Transition / Technology	Efficiency retrofits, asset lifecycle planning
16	Missed renewable energy benefits	Transition / Tech Opp.	Solar feasibility, hybrid pilots, power purchase agreements (PPAs)
17	Market demand shifts to sustainable sugar	Transition / Market	Sustainable certification (e.g., Bonsucro), traceability
18	Media/community backlash on environmental footprint	Transition / Reputation	Engagement, impact assessments, transparent disclosures
19	Reputational risk from poor ESG or disclosure standards	Transition / Reputational	Improve ESG reporting (IFRS S2, TCFD), CDP alignment
20	Legal liability from emissions or water pollution claims	Transition / Legal	Environmental audits, grievance redress, legal compliance

Climate Opportunity Register				
S/N	Opportunity Description	Opportunity Type	Potential Benefit	Action Plan
1	Installation of solar PV on green building projects and other facilities	Renewable Energy	Lower energy cost, emissions reduction, improved ESG ratings	Feasibility studies, phased rollout, green financing applications (e.g. grants)
2	Utilise bagasse for biomass energy generation	Circular Economy / Energy Efficiency	On-site clean energy, waste reduction	Bagasse-to-energy pilot, cogeneration upgrade, long-term biomass planning
3	Climate-resilient cane development and farming techniques	Agricultural Innovation	Yield stability, resilient supply chain	R&D programs, cane breeding, farmer training under BIP schemes
4	Green finance access via ESG improvements	Financial / Strategic	Lower borrowing costs, investor attraction	Align with ESG ratings, IFRS/TCFD/CDP compliance, explore carbon markets
5	Enhanced water stewardship reputation in local communities	Social License to Operate	Strengthened CSR profile, reduced social conflict	Implement WASH programs, water reuse infrastructure, community engagement
6	Data-informed smart agriculture and weather planning via NiMet partnerships	Strategic Planning	Improved risk anticipation, operational planning	Subscribe to NiMet seasonal outlooks, integrate forecasts into BIP decisions



### DSR Under Climate Scenarios

#### Shared Socio-economic Pathway - SSP1-2.6:

- Climate Risks: Lower warming (<2 °C), fewer extreme heat or weather disruptions.
- Policy Environment: Support for sustainability, possible incentives for emissions reductions and renewables.
- Social & Institutional Support: Better infrastructure, workforce health and education; easier access to green finance.
- Overall Outlook: Favourable to long-term resilience, sustainable production upgrades, and market access.

#### Strategic Opportunities:

Operating under a supportive policy and climate-resilient environment, Dangote Sugar Refinery leverages sustainable technologies and green financing to enhance production efficiency, reduce emissions, and expand into global low-carbon markets.

#### Shared Socio-economic Pathway -SSP2-4.5:

- Climate Risks: Higher warming (~2.7 °C) brings increased heat stress, more extreme weather risks.
- Policy Environment: Weaker climate policy; fewer incentives to decarbonize.
- Social & Institutional Context: Slower improvements, persistent inequality; more operational constraints.
- Overall Outlook: Moderate risk exposure, higher adaptation needs, less favourable environment for green transition investments.

#### Strategic Risks and Needs:

Facing higher climate stress and limited policy incentives, Dangote Sugar Refinery contends with rising operational risks and adapts incrementally, constrained by slower infrastructure development and tighter access to green capital.



05

# Risk Management



# 05. RISK MANAGEMENT

## RISK MANAGEMENT APPROACH

At Dangote Sugar Refinery (DSR), we continue to operate within a complex and evolving risk environment shaped by macroeconomic volatility, regulatory reforms, competitive pressures, and shifting consumer dynamics. Building on the activities of 2024, our 2025 risk management approach is deliberately forward-looking, positioning the organization to anticipate, absorb, and adapt to both known and emerging risks while supporting sustainable growth.

In 2025, risk management remains a core enabler of strategy execution. Under the oversight of the Board and the Board Audit, and Risk Management Committee, we have strengthened our enterprise-wide risk framework to ensure that risk considerations are embedded into strategic planning, capital allocation, operational execution, and performance management. This disciplined approach allows DSR to protect stakeholder value, preserve operational resilience, and pursue growth opportunities with confidence in an uncertain operating environment.

### RISK GOVERNANCE

Effective risk governance remains fundamental to DSR's ability to manage uncertainty, protect value, and deliver sustainable growth. In 2025, the Company continues to operate a robust governance structure that ensures clear accountability, independent oversight, and alignment between risk management and strategic objectives.

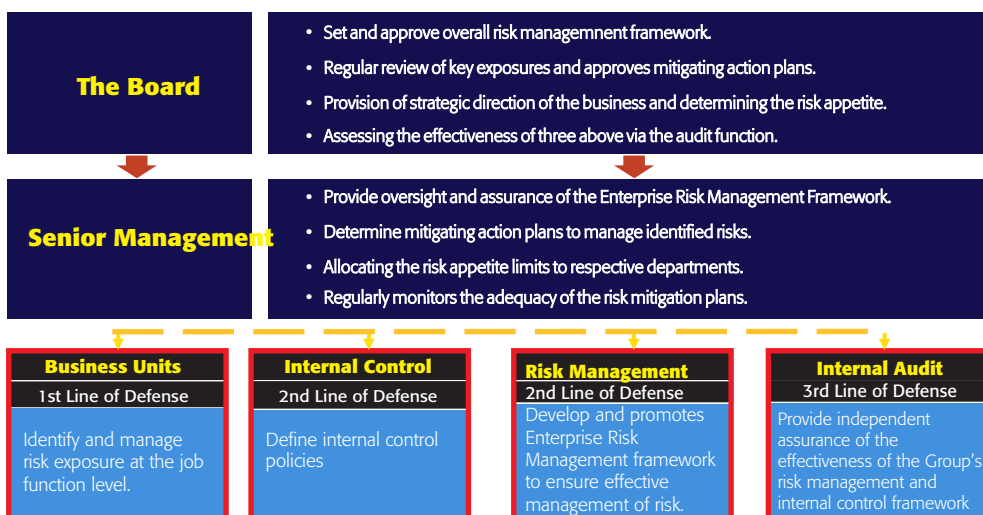
The Board retains ultimate responsibility for risk oversight and is supported by the Board Audit, and Risk Management Committee, which provides focused supervision of the risk management framework, principal

risk exposures, internal controls, and compliance with regulatory and Group requirements. The Committee receives regular updates on risk trends, emerging risks, and the effectiveness of mitigation strategies, enabling informed challenge and guidance.

Executive Management is responsible for implementing the Board's risk governance directives and ensuring that risk considerations are embedded across business planning, operational execution, and performance management. The Executive Risk Committee provides a forum for cross-functional risk discussions, escalation of material issues, and coordination of mitigation actions across the organization.

The Risk Management function acts as the second line of defence, providing independent oversight, facilitating enterprise-wide risk assessments, monitoring adherence to risk appetite, and supporting management with risk analytics and reporting. Internal Audit, as the third line of defence, provides independent assurance to the Board on the adequacy and effectiveness of governance, risk management, and internal control processes.

This governance structure reinforces a strong risk culture, promotes transparency, and ensures that risk management remains an integral part of decision-making at all levels of the organization. The framework defines the level of risk DSR is willing to accept in pursuit of its objectives, balancing growth ambitions with financial discipline and operational resilience. The Board periodically reviews and refines risk appetite thresholds to reflect changes in the macroeconomic environment and strategic priorities



## OUR APPROACH TO MANAGING RISK

In alignment with the Dangote Group's evolving risk governance standards, DSR has further matured its integrated risk management framework in 2025. Our approach continues to combine qualitative judgment with robust quantitative analytics, enabling a holistic view of risks across the value chain. Enhancements to our Risk and Control Self-Assessments (RCSAs), Key Risk Indicator (KRI) frameworks, and incident reporting processes have strengthened our ability to detect early warning signals and respond proactively.

A key focus in 2025 is the increased use of scenario analysis and stress testing to evaluate the potential impact of adverse macroeconomic, operational, and regulatory developments. These forward-looking tools support management in making informed decisions under uncertainty and in prioritizing mitigation actions that align with our risk appetite.

### Risk Identification

Risk identification remains embedded within core business processes, including budgeting, capital expenditure approval, new product development, and major operational changes. In 2025, we have expanded our focus on emerging risks, including climate-related risks, ESG expectations, cybersecurity threats, and supply chain concentration risks. Regular engagement with business units, combined with external environmental scanning, ensures that risks are identified early and escalated appropriately.

### Risk Analysis

Once identified, risks are subjected to detailed analysis to assess their financial, operational, reputational, and strategic implications. Depending on the nature of the risk, analysis may include financial modeling, sensitivity analysis, counterparty assessments, or operational impact reviews. This structured analysis ensures that management has a clear understanding of risk drivers, transmission channels, and potential second-order effects.

### Risk Evaluation

In 2025, risk evaluation continues to be guided by a multidimensional assessment of likelihood, severity, and velocity. Leveraging enhanced management information systems and dashboards, risk exposures are aggregated and reviewed across plants and business units. This enables management to identify risk concentrations, interdependencies, and systemic vulnerabilities, supporting more effective prioritization and decision-making.

### Risk Treatment

Risk treatment strategies are designed to ensure that exposures remain within the Board-approved risk appetite. Mitigation actions may include risk avoidance, reduction through controls, transfer via insurance or contractual arrangements, or acceptance where risks are within tolerance levels. In 2025, greater emphasis has been placed on preventive controls and resilience-building measures, particularly in critical operational and supply chain areas.

### Risk Monitoring

Ongoing monitoring of risk exposures is achieved through a combination of KRIs, loss event tracking, and management reviews. Threshold breaches and adverse trends are promptly escalated, enabling timely intervention. Continuous monitoring ensures that controls remain effective and that changes in the external environment are reflected in our risk assessments.

### Risk Reporting

Risk reporting in 2025 continues to support transparency, accountability, and informed decision-making. Regular risk reports are presented to Executive Management and the Board, highlighting key risk trends, emerging issues, and the status of mitigation actions. Enhanced reporting supports alignment with regulatory expectations, investor requirements, and internal governance standards.

### THE DSR ACCOUNTABILITY MATRIX

DSR continues to operate a robust Three Lines of Defense model to ensure clear accountability and effective oversight of risks. Business units retain primary ownership of risks, supported by the Risk Management function, while Internal Audit provides independent assurance. This structure ensures strong checks and balances and reinforces a culture of risk ownership across the organization.

### RISK APPETITE

Our risk appetite framework remains central to strategic and operational decision-making in 2025. The framework defines the level of risk DSR is willing to accept in pursuit of its objectives, balancing growth ambitions with financial discipline and operational resilience. The Board periodically reviews and refines risk appetite thresholds to reflect changes in the macroeconomic environment and strategic priorities.

### Advancements in the Risk Appetite Framework

In 2025, the framework has been further enhanced to incorporate a broader range of financial and non-financial indicators, including liquidity resilience, operational uptime, ESG considerations, and people-related risks. This ensures that risk appetite remains relevant, measurable, and actionable across the organization.

**Principal Risks**

The principal risks identified for 2025 reflect both the external operating environment and internal strategic priorities. These risks are reviewed regularly by Management and the Board to ensure that mitigation strategies remain effective and responsive.

Updated Principal Risks Table (2025)			
S/N	Principal Risks	Potential Impact	Mitigations
1	Foreign Exchange Volatility	Continued exposure to currency fluctuations impacting input costs and margins.	Hedging, pricing discipline, and currency diversification.
2	Supply Chain Disruption	Risks arising from FX constraints, logistics bottlenecks, and supplier concentration	Supplier diversification and strategic inventory buffers
3	Macroeconomic Uncertainty	Inflation, interest rates, and consumer demand pressures.	Cost optimization and flexible pricing strategies.
4	Competitive and Market Share Risk	Intensifying competition and changing consumer preferences	Innovation, brand investment, and market intelligence
5	Operational Reliability	Risk of production downtime due to equipment or energy constraints.	Preventive maintenance and infrastructure investments
6	Talent Retention and Capability Risk	Competition for skilled talent	Succession planning, training, and employee engagement
7	Health, Safety, and Environmental Risk	Operational and regulatory exposure	Strict compliance, monitoring, and safety culture reinforcement
8	Cybersecurity and Data Risk	Increasing digitalization exposure	System controls, awareness, and incident response readiness.
9	Regulatory and Compliance Risk	Evolving regulatory landscape.	Proactive engagement with regulators and compliance monitoring

Through disciplined risk management and a forward-looking mindset, DSR is well positioned in 2025 to navigate uncertainty, protect value, and support sustainable long-term growth.

**RISK OUTLOOK FOR 2026**

Looking ahead to 2026, DSR anticipates a risk environment characterized by continued macroeconomic volatility, evolving regulatory expectations, accelerated digitalization, and heightened stakeholder focus on sustainability and governance. While inflationary pressures and foreign exchange dynamics are expected to remain key external risks, the organization is increasingly focused on second-order impacts, including consumer affordability, supply chain resilience, and working capital efficiency.

Operationally, 2026 will place greater emphasis on asset reliability, energy security, and production efficiency as

cost pressures persist and competition intensifies. Cybersecurity and data protection risks are expected to increase alongside expanded digital integration across operations, requiring continued investment in controls, monitoring, and staff awareness.

From a strategic perspective, climate-related and ESG risks are expected to feature more prominently in regulatory scrutiny, financing considerations, and stakeholder engagement. DSR will continue to strengthen its capability to identify, assess, and manage these risks, ensuring alignment with long-term sustainability objectives and Dangote Group standards.

To address the 2026 outlook, management will prioritize proactive scenario planning, enhanced stress testing, and tighter integration of risk appetite into strategic and capital decisions.

This forward-looking posture will enable DSR to remain resilient under adverse conditions while preserving the flexibility to capture growth opportunities as the operating environment stabilizes.

### INTERNAL CONTROL AND OPERATING PROCEDURES

Management of Dangote Sugar Refinery Plc. ("DSR" or the "Firm") is responsible for establishing and maintaining adequate internal control over financial reporting. Internal control over financial reporting is a process designed by, or under the supervision of, the Firm's principal executive and principal financial officers, or persons performing similar functions, and effected by DSR's Board of Directors, management and other personnel, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with the generally acceptable accounting principles (GAAP).

#### The key parties involved in DSR internal control system are as follows:

**The Board of Directors:** Primarily defines the policies governing the Company's business activities and ensures their application. It strives to examine the accounting and financial documents and to determine the risks in relation with the Company's internal controls. It ensures the efficiency of the mechanisms and procedures applied as part of the internal controls. To this end, it has access to all documents and reports required to perform this task. Each director may independently require additional information from the GMD, who is always available to provide relevant information and explanations to the Board of Directors.

**The Group Managing Director/Chief Executive Officer (GMD/CEO):** Defines and directs the Group's strategy. He is responsible for establishing the procedures and mechanisms employed to ensure both the functioning and monitoring of the internal control system. He takes charge of the internal control system, more specifically as part of his duties as Chief Executive Officer with the Board of Directors and the assistance of the Internal Control department, the internal and external auditors.

**Executive Management:** In collaboration with senior management, is involved in setting the key accounting, finance, legal, tax, IT, and human resources policies, and supporting the business units with their implementation. Specific visits are made to the business units to carry out audits and training and to make recommendations so as to ensure that the internal control system is sufficient.

### CONTROL ACTIVITIES

In addition to the risk management system, the Group has many control processes at all levels of the company. Functional departments at head office play a critical role by ensuring that business units' initiatives comply with the Group guidelines and by providing support for risk management, especially when local teams lack sufficient expertise. The centralized organization of these support functions enables consistent dissemination of the major policies and goals of the senior management:

**The financial control unit** monitors the Company's performance, using operational monitoring based on monthly reports from all Group business units. It also coordinates meetings between senior management and the operational and finance departments at which the various reporting indicators are reviewed, the differences between actual performance and budget forecasts are analyzed, and the interim and annual budgets can be fine-tuned based on actual figures and the market outlook as received from business units and other operational teams. The financial controllers monitor the whole financial reporting cycle and constantly query subsidiaries on their performance levels, earnings, and business activity.

**The management accounts unit** draws up the Group's monthly consolidated accounts, centralizing all advice on their preparation and analysis. It publishes the accounting procedures applicable within the Group, particularly via the Group's accounting policies manual. It ensures compliance with applicable standards and regulations to provide a true picture of the Group's business activities and position.

**The treasury unit** arranges foreign-exchange contracts and coordinates cash flow management at corporate and business unit levels, by overseeing the dissemination of cash pooling solutions and cash flow forecasting. It checks the suitability and smooth interaction of exchange-rate and liquidity risk management policies, as well as the publication of financial information, and also manages off-balance sheet commitments (bank guarantees relating to purchase financing or L/Cs, comfort letters, share price guarantees, deposits, etc.). It centralizes and verifies the authorizations granted to a limited number of employees, who are exclusively authorized by senior management to handle certain financial transactions – subject to predefined thresholds and authorization procedures – and helps implement tools to ensure effective control (dual signature procedure, secure payment mechanisms, frequently updated authorization and signature system, controlled IT access, etc.)

**The tax unit** assists and advises the Group and business units within the companies with the analysis of the tax aspects of their projects and transactions. In coordination with the various internal departments, it ensures the Group's tax security by organizing risk prevention, identification, and management. It implements the Group's transfer price policy and ensures that this is applied correctly.

**The Legal departments**, which is specialized in company law, contract law, litigation, and intellectual property, assists and advises the group and business units on legal matters (acquisitions, contracts, leases, stock market regulations, corporate governance, etc.). It coordinates joint studies or those of interest for the Group and supports local entities on legislative issues to control the risks.

**DSR INTERNAL CONTROL SYSTEM**

The DSR internal control system is an ongoing process supported by a programme that ensures the testing, evaluation, and monitoring of key controls across the business units, key processes, and functions. Continuous test of design adequacy and operating effectiveness is performed and reported by the internal control department for insights and risk remediation. This is in addition to the test of the internal control environment performed by internal audit during its review of key processes and that of the statutory auditors during their review and annual certification of the company's financial statements. Furthermore, the responses to internal control questionnaires and the risk and control self-assessment questionnaires serve as a basis for picking up useful signals of the group's control environment. Their goal is both to contribute to establishing and updating procedures and, above all, to help managers pinpoint the fundamental issues regarding the effectiveness of the processes and controls in question.

**Limitations:**

However, because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. In addition, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate. Management has completed an assessment of the effectiveness of the Firm's internal control over financial reporting as of December 31, 2025. In making the assessment, management used the "Internal Control – Integrated Framework" ("COSO 2013") promulgated by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO").

**The information systems department** is involved in selecting the Group's IT solutions and ensuring their technical and functional compatibility. One of its principal aims is to integrate those solutions, and it oversees changes to the ERP applications (SAP and other applications) deployed in all the business units. It also regularly monitors IT projects and ensures that they are in line with the requirements identified by the functional teams and the budgets approved by management. The IT security unit is responsible for ensuring and organizing the protection of the company's information system as concerns the security of the various applications, server architecture, the premises, etc.

**INTERNAL AUDIT**

At Dangote Sugar Refinery Plc., the approach to internal audit is centered on an Enterprise Risk Management (ERM) Framework and a Risk-Based Audit Approach, both of which strengthen and complement how we manage risk. This approach provides an assurance that the processes that manage risks to a level considered acceptable by the Board, are working effectively and efficiently, whilst focusing on key processes, governance, and controls.

The Board of Directors of DSR Plc. recognises the importance of internal auditing and has adopted the definition of internal auditing by the Institute of Internal Auditors. Consequently, the Board documented its operating model for carrying out internal audit activities.

Dangote Sugar Refinery Plc's outlook for the future is based on an intentional and entrepreneurial vision for growth, sustainability, and value creation. As it continues to grow and expand its business, a more dynamic methodology would be employed in the management of the company risk profile



## WHISTLE BLOWING

The Company has set up regulations to identify noncompliant events, as well as the implementation of a whistle blowing policy, which allows all employees and business partners to raise genuine concerns, in good faith, without fear of retaliation. Guiding principles over the Whistle-Blowing process include ensuring that the confidentiality of the whistleblower is maintained and not disclosed without his/her formal consent. Furthermore, if the whistleblower raises a concern in good faith, he or she will not be held liable, should the whistleblower be proven to be incorrect thereafter.

To maintain the integrity of the Whistle-blowing process, a consultant was engaged in 2016 to receive whistleblower information or complaints. The consultant has continued to provide whistle blower complaints to identified individuals within the Company based on the category of persons involved in the whistle blowing complaint.

In addition, the company also set up a strong internal reporting process and create awareness to encourage speak - up on non – compliance situations.

The Internal Audit department has developed a process to carry out necessary investigations on relevant items and provide recommendations and reports to the Board Risk Management & Assurance Committee, Statutory Audit Committee on the results of these investigations. In addition, the Internal Audit department continued to engage with various process owners in a proactive manner to further improve the control environment.

# 06

## Metrics & Targets

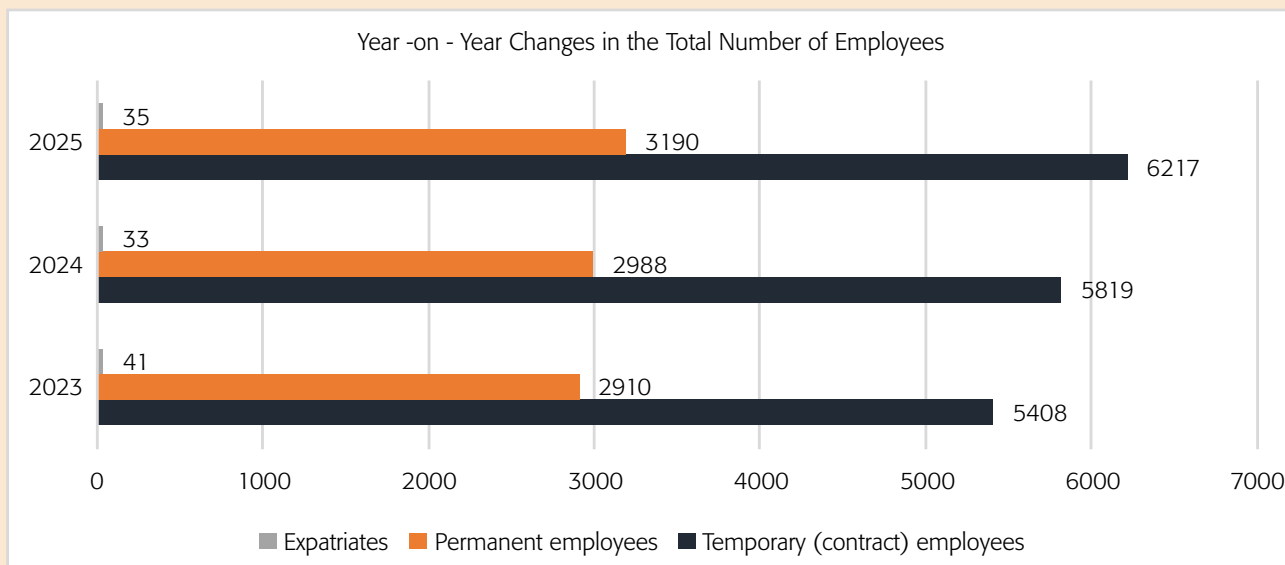




## CULTURAL PILLAR

Embody our core values in the way we do business, including fostering respect for cultural diversity both in our internal and external relations. To achieve this, we actively encourage teamwork, empowerment, inclusion, equal opportunities, mutual respect, integrity, and meritocracy in our organisation.

### Our Workforce



Our employee categorisation by age and gender per location for 2025 is shown below:

Location	Permanent Employees					
	Women	Men	Women	Men	Women	Men
	18 -30 Years		31 -50 Years		Over 50 Years	
DSR Apapa	18	40	41	517	13	297
DSR Numan	8	85	45	759	10	449
DSR Fleet Operations	1	30	11	746	-	120
<b>TOTAL</b>	<b>27</b>	<b>155</b>	<b>97</b>	<b>2022</b>	<b>23</b>	<b>866</b>
	Expatriates					
DSR Apapa	-	-	-	5	-	5
DSR Numan	-	-	-	11	-	14
<b>TOTAL</b>	-	-	-	<b>16</b>	-	<b>19</b>
	Senior Management = 58					
DSR Apapa	-	-	4	11	4	24
DSR Numan*	-	-	-	5	-	10
<b>TOTAL</b>	-	-	<b>4</b>	<b>16</b>	<b>4</b>	<b>34</b>
	Executive Management = 15					
<b>DSR HQ (All Operations)</b>	-	-	-	-	3	12

\*Three (3) senior management staff (male) working in DSR Adamawa are from the local communities

### Employee Growth and Turnover



**New Hires: 101**



**Exits: 212**

### Year-on-Year Comparison

Year	New Hires	Exits
<b>2025</b>	101	212
<b>2024</b>	205	93
<b>2023</b>	15	44

Overall, DSR recorded 101 new hires in Apapa and 212 staff exits (51 from Apapa, 83 from Numan, and 78 from Fleet Operations) in 2025.



**Labour Practices and Benefits**

Our wages and salaries are competitive, and all our employee cadres are paid above the local minimum wage. In 2025, our spending on employees' wages, benefits, and salaries increased by 37.5%. Our working conditions and commitment to compliance are based on our human resources policies, which are described below.

<ul style="list-style-type: none"> <li>• Child Labour Abolition &amp; Prevention Policy</li> <li>• Compensation and Benefits Policy</li> <li>• Dress Code Policy</li> <li>• Employee Car Advance</li> <li>• Employment of Spouse and Children Policy</li> <li>• Harassment Policy</li> <li>• Leave Policy</li> <li>• Manpower Planning and Recruitment Policy</li> <li>• Travel Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-bribery and corruption Policy</li> <li>• Anti-slavery Policy</li> <li>• Car Policy</li> <li>• Education and Training Policy</li> <li>• Employee Data Privacy Policy</li> <li>• Generator Policy</li> <li>• Long Service Award Policy</li> <li>• Mandatory Training Hours Policy</li> <li>• Policy for Travels and Related Costs for External Training Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Data Protection Policy</li> <li>• Health &amp; Safety Environment and Social Corporate Policy</li> <li>• HIV AIDS Policy</li> <li>• HSE Golden Rules &amp; Consequences Management</li> <li>• Human Rights Policy</li> <li>• Malaria Prevention and Control Policy</li> <li>• Policy on our New Work Culture</li> <li>• Whistleblowing Policy</li> </ul>
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The policies are primarily governed by and comply with the provisions of the Labor Act (1990), the Pension Reform Act (2004), the Factories Act (2004), the Employee's Compensation Act (2010), the National Policy on Occupational Health and Safety (2020), among others. We comply with the mandatory contributory pension scheme as outlined in the Nigeria Pension Reform Act (2014), contributing 11% of the employee's salary, while the employee contributes 9% to their pension account. We consistently ensure that our related policies are in harmony with the standards set by the

International Labour Organization (ILO) and the International Financial Corporation (IFC) Performance Standard (PS) 2 (Labour and Working Conditions), which we regard as our benchmark for best practices regarding employee responsibility.

Beyond statutory requirements, our employees benefit from comprehensive health coverage, annual medical check-up exercises, children's education support allowances, professional body subscriptions, among others.

<p><b>Insurance &amp; Health Coverage</b></p> <ul style="list-style-type: none"> <li>• Group Life Insurance</li> <li>• Employee Spouse Group Life Insurance</li> <li>• Workmen's Comprehensive Insurance</li> <li>• Comprehensive Health Care</li> </ul>	<p><b>Rewards &amp; Recognition</b></p> <ul style="list-style-type: none"> <li>• Birthday Present</li> <li>• Long Service Awards</li> <li>• Wedding Cash Gifts</li> </ul>	<p><b>Leave &amp; Time Off</b></p> <ul style="list-style-type: none"> <li>• Paid Annual Leave</li> <li>• Parental Leave (Maternity Leave)</li> <li>• Examination Leave</li> <li>• Paid Mourning Leave</li> </ul>	<p><b>Family &amp; Professional Support</b></p> <ul style="list-style-type: none"> <li>• Children Education Support Allowance</li> <li>• Professional Body Subscriptions</li> </ul>
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Additionally, we are engaged in facilitating the transition for our retirees. The retirement age for DSR is set at 65 years or after completing 20 years of service. Following this period, employees may be offered a contract, subject to approval from Executive Management. Retirement may also occur voluntarily prior to a designated age.



We aim to facilitate meaningful interactions between employees and management to serve as a channel for gathering feedback on our labour-related policies and practices.

### 2025 Employee Engagements

- Annual medical check-up exercise for all staff
- Charity Work
- End of Year Gift to all employees
- International Women's Day
- Long Service Award
- Monthly meetings by Heads of Departments with Workers' Forum
- Quarterly Motivational Award
- Staff Long Service Award
- Sustainability week
- Team Building
- Workplace learning activities
- Retirement Ceremony
- Ask (Human Resources) HR
- Workplace Learning Activities



### Learning and Development

In 2025, DSR trained 8,166 employees, spending a total of 124,526 training hours, which is an average of 15.3 hours per employee. We conducted 238 training programmes (153 physical and 85 virtual) at a cost of 58.5 million. Our overall learning catalogue in 2025 covered over 200 different unique training titles, with sessions focused on critical areas including compliance and governance, internal controls, fraud prevention, and financial reporting. We also placed a strong emphasis on leadership and professional development, featuring programs such as the Dangote Leadership Development Programme and workforce planning training. Technical and industry-specific training included workshops on sugar processing, industrial boiler operations, SAP modules, and artificial intelligence applications.

Additionally, health and safety remain a key focus with courses on workplace hygiene, hazardous energy isolation, and mental health awareness. DSR also prioritises sustainability and ESG, with training on greenhouse gas accounting, sustainability in business, and environmental policies. Finally, employee well-being and productivity are reinforced through sessions on wellness, stress management, and effective workplace communication.



## 2025 Sustainability Training and Awareness Creation in DSR

**40**  
sessions (82% increase from 22 sessions in 2024)

### Sustainability Training

- 24 physical sessions
- 16 virtual sessions
- 1,127 total attendees (over 100% increase from 562 employees in 2024)
- 1,237 training hours at an average of 2 hours per person
- N1.74million spent

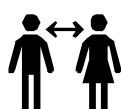
The sustainability trainings conducted covered key areas such as ESG integration, environmental management, occupational health and safety, GHG accounting, climate risk assessment, decarbonization, and sustainability reporting. These programmes were delivered to all staff and targeted teams including HSSE, management, procurement, and graduate trainees to strengthen sustainability awareness and technical capacity.

### Upgrading Employee Skills and Career Development

We have a career review procedure to ensure that employees' activities align with our overall company strategy as well as their own personal and professional growth goals. Every employee has a career review every year, and we made sure that every employee received a regular performance assessment and career growth in 2025. We also provide technical training, plant attachment programs, graduate trainee programs, and both in-plant and off-plant on-the-job training to fresh graduates. To support smooth career progression, employees get reimbursed for approved professional programmes and additional educational qualifications obtained.

### Employee Volunteering: Supporting Our Local Communities – 2025 Sustainability Week

DSR employees alongside their counterparts in other Business Units within the Dangote Group participated in the 2025 Sustainability Week – an annual event designed as an employee volunteering initiative to make a sustainable impact in host communities.



194 Employees Volunteered  
111% increase from 92 in 2025



N6,865,750.00 Spent  
324% increase from N1.62m in 2024



266 Volunteered Hours  
41% increase from 188 in 2024



**Beneficiaries:** 169 Community Out growers, 3 Schools (135 students & teachers), 150 fleet drivers



## ECONOMIC PILLAR

Promote inclusive, sustainable economic growth, self-reliance, self-sufficiency, and industrialization across Nigeria; establishing efficient production facilities and developing resilient local economies in strategic locations and key markets where we play.

### DSR's Direct Economic Impact & Performance in 2025 Economic Value Created and Distributed (EVC&D)

Year	2025	2024	2023
	'000 (Thousand Naira)		
<b>Economic Value Created (EVC)</b>	<b>829,214,876</b>	<b>665,689,800</b>	<b>441,452,953.00</b>
Revenue	829,214,876	665,689,800	441,452,953.00
<b>Economic Value Distributed (EVD)</b>	<b>907,498,306</b>	<b>865,424,256</b>	<b>523,969,288</b>
Operating costs**	706,586,072	634,580,279.00	355,149,111.00
Employee wages, salaries and benefits	21,081,242	15,359,263.00	12,649,536.00
Payments to providers of capital	175,347,989	293,665,125.00	191,103,708.00
Tax payment	4,185,136	(78,277,361.00)	(35,161,798.00)
Social investments	297,867	96,950.00	228,731.00
<b>Economic Value Retained (EVC-EVD)</b>	<b>(78,283,430)</b>	<b>(199,734,493)</b>	<b>(82,516,335.00)</b>
**Excluding administrative expenses			

#### Responsible Tax Payment

DSR is committed to complying with all legal requirements for tax payments and other statutory returns. Just recovering from making a loss in FY2024, improvements in revenue and operating costs in FY 2025 allowed us to incur a tax liability of 4.19 billion. Our 2025 Audited Financial Statement provides explanations and details on our tax returns.

#### The Outgrower's Scheme

DSR has developed and runs an outgrower scheme for local farmers in the host communities. Dangote Sugar Numan operations operate the most successful outgrower scheme in the Nigerian Sugar Industry.

The outgrower Scheme is part of the Dangote Sugar Backward Integration Projects (BIP) Plan for employment generation, empowerment, and enterprise drive aimed at the socio-economic development of its immediate communities. The out-growers are provided with the support required to achieve a sustainable scheme that positively impacts the community and company. Currently, we have 757 farmers in the scheme operating their cane plot, and the land area under the farmers' command is 970 hectares.





**Contribution to Sustainable Job Creation**

We were able to record a 7% rise in the number of direct employments generated, which went from 8,807 in 2024 to 9,407 in 2025. Furthermore, according to the estimates provided using Social Accounting Matrix

multipliers for Nigeria’s agrifood system, our business operations were responsible for the creation of more than 65,000 jobs in 2025 (direct, indirect, and induced labour).



**Contribution to Household Income**

In 2025, our financial performance improved, and this translated into stronger direct and indirect economic contributions. Local procurement spending increased by

7.5%, which indicates our desire to continuously support the local economic activities.

Parameters	2025	2024	2023
	'000 (Thousand Naira)		
<b>Direct household income contributions</b>			
Employee wages, salaries, and benefits	21,081,242	<b>15,346,992</b>	12,649,536.00
Dividend paid to shareholders	-	-	-
<b>Indirect household income contributions</b>			
Tax Payment	4,185,136	<b>(78,277,361)</b>	(35,161,798.00)
Local Procurements (All operations)	91,920,044	<b>85,531,290</b>	54,727,915.86
Social Investments	297,867	<b>96,951</b>	228,731.00

**Dividend Payment History**

Since our 2007 debut on the Nigerian Stock Exchange (now part of the Nigerian Exchange Group), we have maintained a history of dividend payments. However, in FY2025, as seen from the Economic Value Retained above, the company recorded a loss primarily due to increased operating costs driven by high foreign exchange, even though the exchange rate stabilized during the period. Due to this reason, we were not able to pay dividends to shareholders for 2025.

**Other Indirect Economic Impacts**

Raising debts through commercial papers and bonds provides an avenue for the public to invest and support DSR’s ambitious growth. Through interest and coupon payment we ensure our retail and corporate investors have more capital for other economic activities. While our debt burden has remained fairly constant between 2024 and 2025, there is an increased negativity for equity because our accumulated retained losses exceed share capital and reserves.



Year	2025	2024	2023
	'000 (Thousand Naira)		
Total Capitalization (Debt)	829,402,894	831,802,597	531,563
Total Capitalization (Equity)	(167,867,416)	(89,062,133)	79,245,787

**Anti-competitive Behaviour, Anti-trust, and Monopoly Practices**

In 2025, DSR incurred no financial liabilities from related litigations, fines, or penalties arising from anti-competitive conduct, antitrust violations, or monopolistic practices.

DSR continues to be a responsible company, contributing its share to national development as an industry leader and innovator.



# OPERATIONAL PILLAR

Serve and satisfy our markets by working together with partners to deliver the best products and services to our valued customers and stakeholders through continuous product improvement, new business development, and employing state-of-the-art technologies and systems to constantly optimise our product value and cost-efficiencies



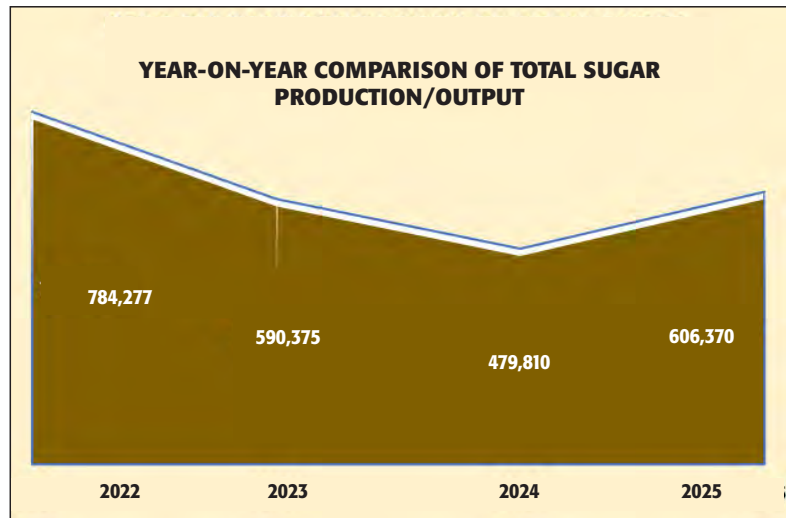
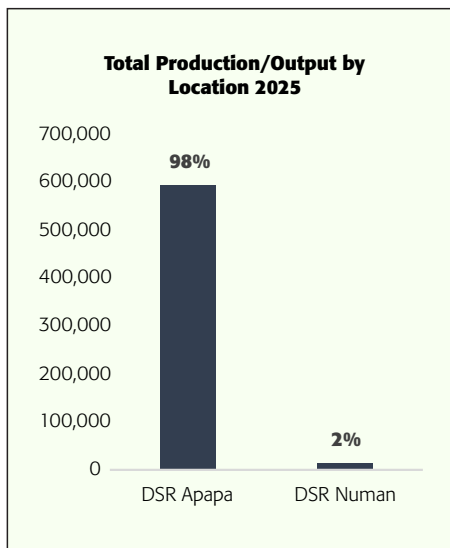
## Our Material Utilization Landscape

### Materials Used to Produce/Package DSR Products

As much as possible, we strive to increase the use of recyclables in our production process, especially during packaging. For production, we used about 649,908 tonnes of renewable raw sugar externally sourced, while for packaging, we used about 11,637,117 tonnes internally sourced 50kg recyclable bags. During the production process, we utilised 2,138.27 m3 of water, indicating a 2% decrease in water consumption from 2,171.45 m3 in 2024.

In 2025, our production output increased by 26.38% to 606,370 tonnes. Of the total output recorded in 2025, 2% (13,301 tonnes) was produced at our Numan operations, while 98% (593,069 tonnes) was produced at our Apapa refinery.

### Non-renewable production materials and quantity used in 2025 include:



### Operational Efficiency

In 2025, we continued to implement efficiency measures to reduce our environmental footprint and costs associated with energy and water consumption across our operations. Our primary source of thermal and electrical energy remains natural gas. During the reporting period, our refining process consumed a total of 3.02 million GJ of energy and 2,138.27 m3 of water.

At our Numan operations, we operate a gravity-fed, closed-loop surface irrigation system where water is



drawn from our dam and distributed across our sugarcane fields through structured canals. Excess irrigation water is then recaptured through a drainage

network and returned to the dam to promote circular water use and improve overall irrigation efficiency.

Energy Efficiency Initiatives Implemented at DSR in 2025	
<ul style="list-style-type: none"> <li>Continued use of energy-efficient lighting</li> <li>Increased use of LNG and CNG fuels</li> <li>Phased transition to 100% CNG fleet trucks</li> <li>Enhanced fuel tracking and allocation systems</li> </ul>	<ul style="list-style-type: none"> <li>Deployment of VFDs to optimise motor</li> <li>CAPEX projects for steam and process optimisation</li> <li>Increased use of bagasse for biomass energy in BIPs</li> <li>Approval of a structured Decarbonisation Plan</li> </ul>

### Building a Sustainable Supply Chain

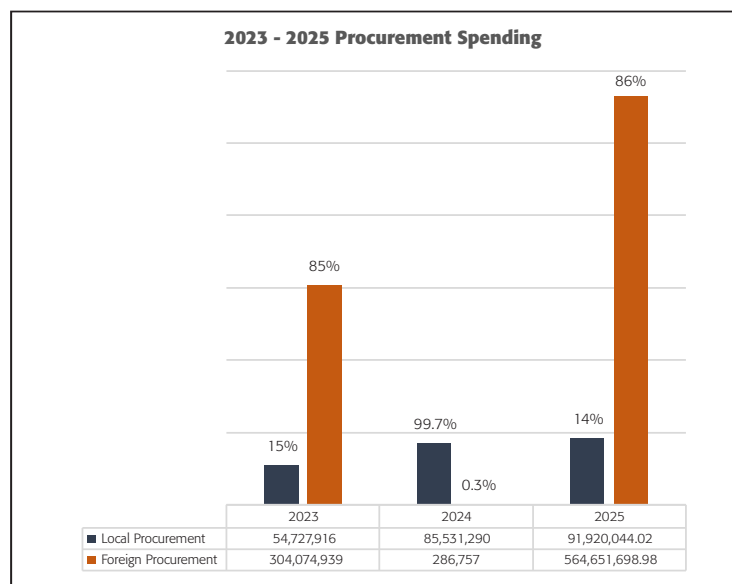
The DSR procurement process is organised according to our Procure-To-Pay framework to ensure optimal transparency and value enhancement. In 2025, we have completed a review of our procurement practices to align with the ISO 20400 Sustainable Procurement Guidelines. This initiative was further supported by an internal restructuring to separate the Procurement function from Supply Chain operations to improve segregation of duties and strengthen procurement controls.

During the reporting year, we assessed a few vendors on their environmental and social practices with plans to expand this further in 2026. Presently, the environmental assessment of our suppliers is conducted using the following criteria: Environmental Policy, HSSE statistics, Certification of registration with relevant agencies about their specialisation, such as ISO 14001:2015, ISO 9001:2015, and ISO 45001:2018, and Competence level. As part of our ongoing sustainable procurement strategies, training was conducted on understanding sustainability (Environmental and Social impact) for suppliers, and the suppliers were notified of DSR

expectations, and the rollout of our environmental impact assessment screening, which commenced in 2025

### Promoting Local Content in our Procurement

Our spending on local businesses that provide us with goods and services often serves as a significant driver of economic activities in their respective communities' micro-economies. We understand that doing business with them helps the Nigerian economy expand by promoting productivity, reducing inequality, and boosting local purchasing power. One major strategy we employed in 2025 was indigenisation of some of the foreign purchases to increase local content promotion and improve the economy, and to reduce foreign exchange exposures. This resulted in an increase (7.5%) in local purchases. However, the foreign exchange shock in 2024 that prevented us from importing food was much better in 2025. This meant that we were able to bring the goods we had ordered in 2024 plus the goods for 2025; therefore, this resulted in a relatively high foreign procurement spend in FY 2025. We believe the spending numbers will normalise in 2026.





**Food Safety, Product Quality Assurance, and Customer Health & Safety Strategy**

We employ the best food-grade production facilities in hygienic settings, and we keep effective lines of communication open with stakeholders regarding food safety issues. The following goals guide the monitoring, evaluation, and measurement of compliance with the Company's Food Safety Policy:

- To provide wholesome and nutritious sugar that supports healthy living.
- To achieve 100% compliance with all relevant customers', statutory and regulatory food safety requirements (NISARS 58:2019).
- To ensure that all relevant parties in the food production chain are aware of; and comply with the company's food safety requirements.

The DSR production process is FSSC 22000 (Food Safety System Certification) certified and the FSSC 22000 system is based on ISO Standards recognised by the Global Food Safety Initiative (GFSI). As part of our campaigns and initiatives deployed during the year to boost product quality control, quality assurance, and food safety, we re-certified our product to FSSC version 6.0, the latest international food safety standard awarded by the General Society of Surveillance (SGS).



**Our Product Packaging and Labelling**

To enable our consumers to make informed decisions, we give clarity and transparency about the ingredients in our products. All nutritional information is clearly displayed on our packaging in strict compliance with all applicable regulatory labelling formats. We ensure that the fortification logo, indicating that our sugar is fortified, is strategically placed in the label as required by the National Agency for Food and Drug Administration and Control (NAFDAC) Food (labelling) Regulations, 2022 gazetted in 2023.



We stepped up our training by conducting training on Continuous Good Manufacturing Practices, Food Safety Lead Auditors, and also trained all our staff on best practices on sugar refining. We also trained Quality Assurance staff specifically on best practices in sampling and laboratory analysis. We now have a food safety culture tagged **"do it right the first time"**. Our product not only supported the health of the consumers but also received an award from Technoserve as the best company in sugar fortification, enhancing the health and wellbeing of the consumers.

During the reporting year, we introduced two new pack sizes of our product weighted 25kg and 100g respectively, to broaden market accessibility and enhance affordability.

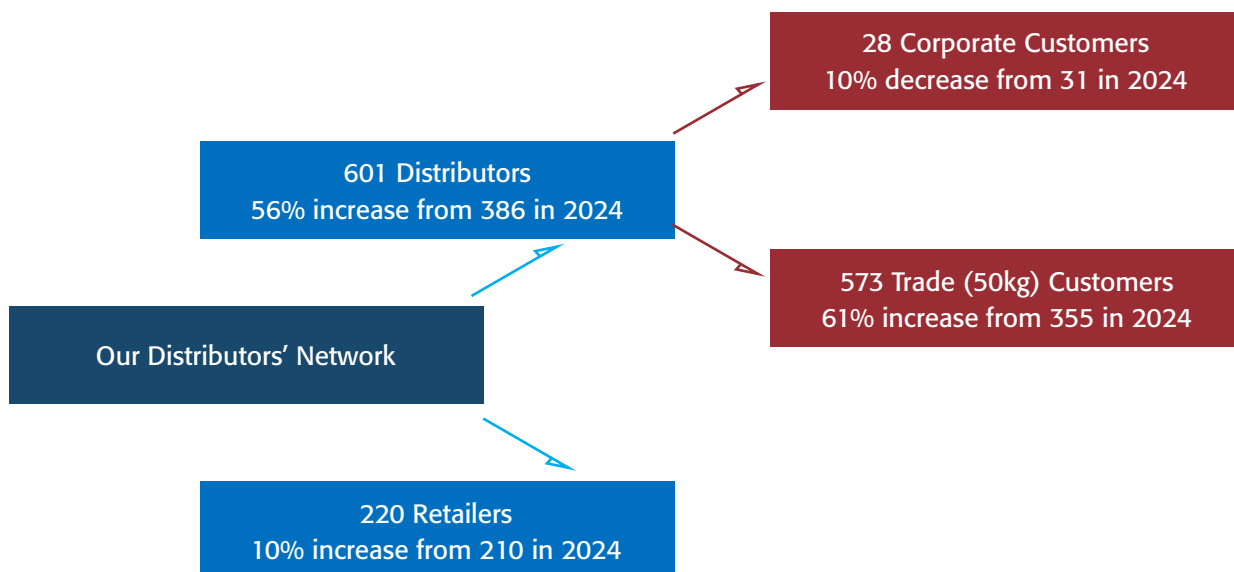
Regarding the promotion, marketing, labelling, and sales of our products, we abide by all applicable rules and regulations. We also make sure that our communication is accurate, true, balanced, fair, thorough, and does not contain any misleading information.



### Sales and Promotional Activities

In pursuit of our objective to be the most reliable and high-quality supplier of refined sugar products, we want

to maintain proximity to our clients. This is facilitated by our robust and client-centric distribution network:



In 2025, we officially launched the newly introduced 25kg and 100g pack sizes at the Dangote International Trade Fair to introduce the new SKUs to the market. All related marketing and promotional activities were conducted in strict alignment with our internal marketing policies and applicable regulatory labelling guidelines.

### Customer Engagement and Survey

We held a Customer Service Week during the reporting year, where members of our top management team and Heads of Units visited top-tier trade customers across major markets. These visits included customer engagement sessions, presentation of branded souvenirs, and other interactive activities.

To keep current customers and attract new ones, we conduct an annual Customer Satisfaction Survey, which helps us gauge how satisfied our customers are. The result of our 2025 survey helped us identify three recurring concerns, including product lumping and caking, occasional shortages in product grammage in market, and production of granule sizes that match customer needs. We maintained a structured complaint management system, with all customer complaints addressed and closed within 48 hours of receipt.

### Data Privacy

DSR is fully committed to compliance with Nigeria's Data Protection Regulation (NDPR), ensuring the lawful, fair, and transparent processing of personal data. We have implemented robust data protection policies, secure processing systems, and strict access controls to safeguard customer and employee information. The Business Customer Master Database is stored in our ERP system (SAP) and is regularly updated at the instance of the customer's formal request. Access to the Master Data is restricted to only SAP Administrator. Our data handling practices align with the principles of purpose limitation, data minimisation, accuracy, and accountability, as required by the Regulation. Additionally, we have appointed a Data Protection Officer (DPO) to oversee adherence to NDPR guidelines and ensure that data subjects can exercise their rights to access, rectification, and erasure of personal data. There is no reported incidence of customer and employee data breaches in 2025.



# SOCIAL PILLAR

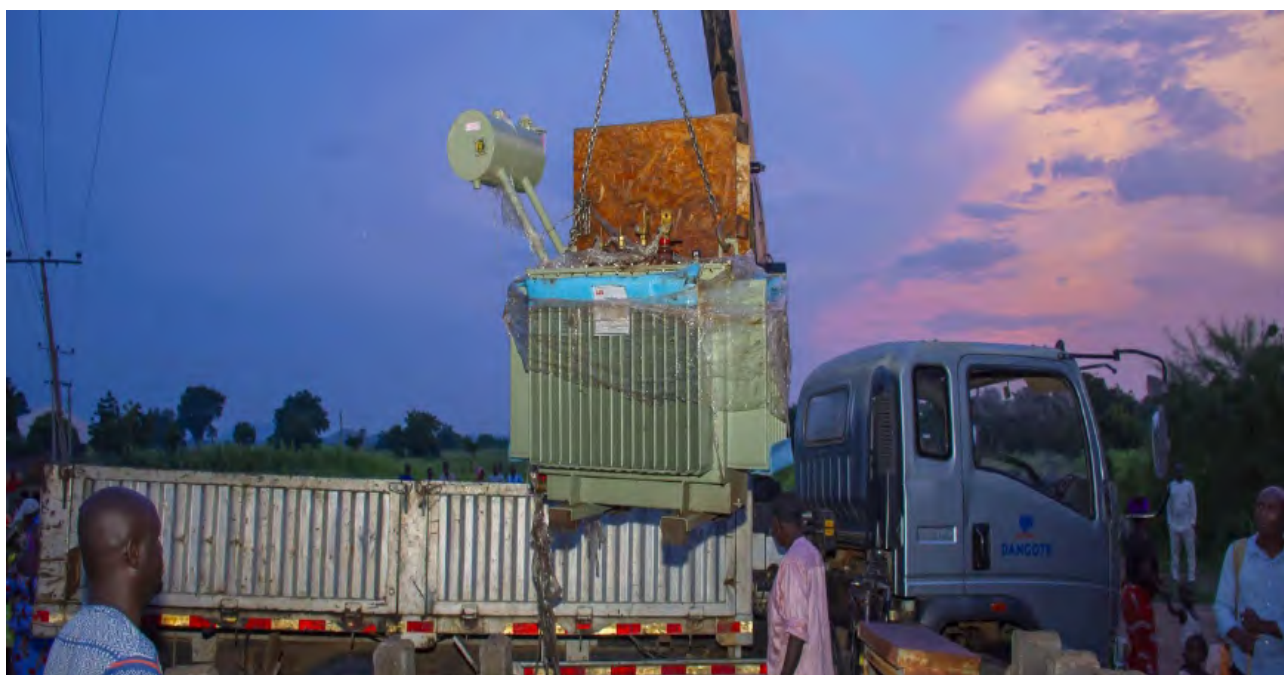
Create a learning environment and platform for our employees to grow and achieve their fullest potential, whilst adhering to the highest standards of health and safety. In our host communities, we strive to develop resilient and sustainable prosperity through direct and indirect employment, skills transfer, local entrepreneurial development, social investments, and corporate social responsibility best practices.

## Community and Social Investments

We are constantly evolving and deploying approaches to make our social and community investments more impactful. To this end, we executed some social investment projects in the reporting year to address some critical community needs as identified by our host communities. We have adopted a participatory approach to executing our community projects to put in place competent local governance structures to ensure our projects are sustainable in the long term and our

communities' institutions have the capacity to harness their local resources in driving their own development.

In 2025, we spent N755.8m on community investment projects, representing over 600% increase in our spending from N96.95m spent in 2024. This significant increase reflects our improved financial position and ongoing commitment to driving long-term impact within host communities across our operational areas.



Year	Total community investment spending (N'000)	Profit After Tax (PAT) or Loss (-) (N'000)	% of PAT as total community investment spending (/ Year)
2025	228,731	(73,760,308)	-
2024	96,950	(192,616,818)	-
2023	755,869	(64,116,896)	-

Investment Areas	Cost (N'000)	UNSDGs Alignment	% of Total
Health	88,864	2, 11, 17	12
Food and agriculture	25,615	1, 2, 3, 14, 15	3
Water/sanitation	102,637	3, 6	41
Security and safety	265,557	3, 11	35
Economic/SME development	10,851	1, 2, 8, 9	1
Education and scholarships	150,230	4, 8, 10, 11, 16	20
Donations, support, and grants to host communities	76,593	1, 11, 16, 17	10
Donations and grants to CSOs/NGOs and development bodies	35,522	17	5



DSR did not make any political contributions or donations (financial and in-kind) directly or indirectly to any political organisation in all our operations. See our Annual Report for a comprehensive list of the names of all beneficiaries and the amounts given.

**Anti-corruption, Grievance Mechanism and Whistleblowing**

DSR maintains a zero-tolerance policy against bribery and corruption, and we are dedicated to adhering to relevant anti-bribery and anti-corruption legislation throughout all our operations, as we take pleasure in our high ethical business standards. We consistently convey this to all our stakeholders via training sessions, webinars, and awareness initiatives. In 2025, we documented no instances of bribery or corruption inside our value chain.

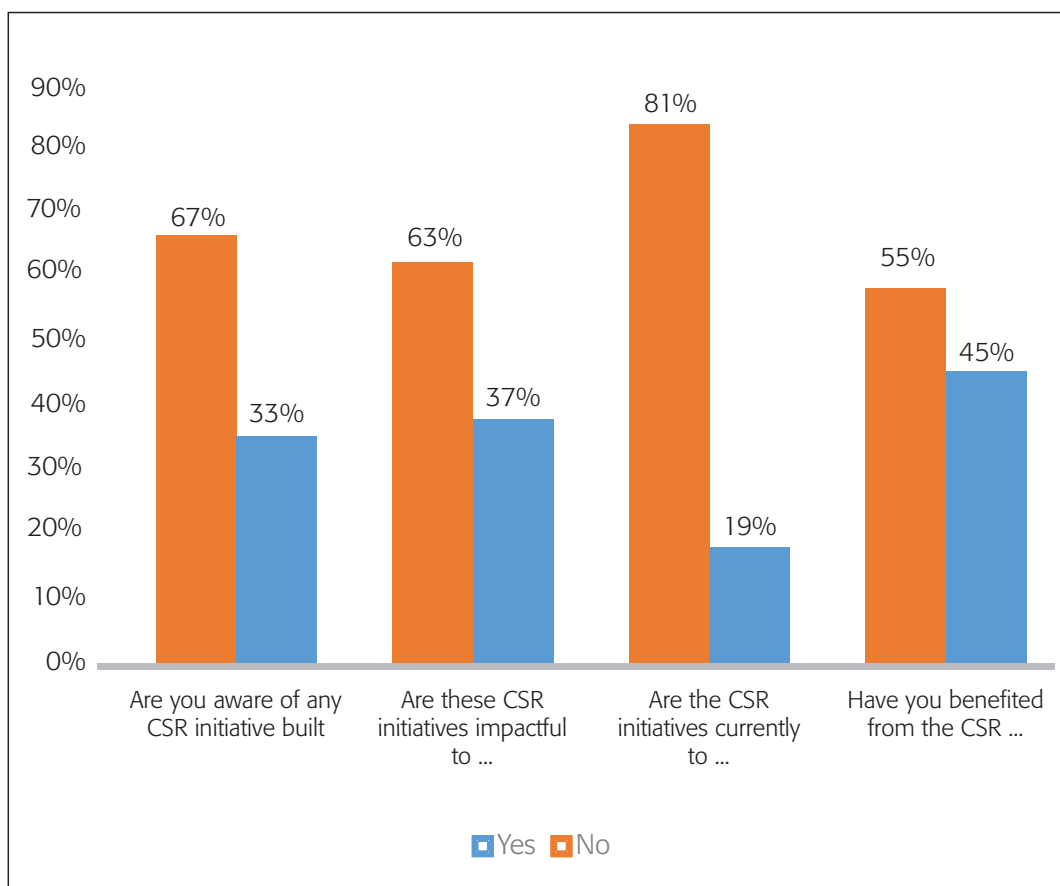
Our publicly accessible whistleblowing policy requires that any detected instances of fraud and corruption be disclosed to the appropriate authority without fear of retaliation. Our whistleblowing policy undergoes frequent review, and all stakeholders recognise the significance and necessity of reporting any sort of misbehaviour against any individual. During the reporting year, one (1)

whistleblowing case was reported and resolved. No whistleblowing case was under investigation as of the end of the reporting period.

**Host Community Engagement**

Over the years, we have maintained structured and consistent engagement with our host communities through our Community Relations Managers across our operational sites. In 2025, we took this a step further by conducting a Community Materiality Assessment and Stakeholder Engagement Survey at our Tunga and Numan operations. The engagement was carried out physically by a team of consultants to ensure direct interaction, transparency and meaningful dialogue. The consultant visited five (5) communities each in Tunga and Numan. During this exercise, we gathered community perceptions of our operations, documented grievances where applicable and identified priority areas where communities expect improved performance and support from DSR. The findings were communicated to our management team to inform strategic decision-making, strengthen community development planning and maintain our social licence to operate.

**Community feedback from CSR initiatives:**





Our 2025 host community engagement chart is shown below:

Location	Number of engagements	Number of completed projects	Number of social incidents or disruptions	Reported grievances	Grievances closed
<b>2025 Total</b>	541	8	10	5	5
<b>2024 Numbers</b>	102	37	0	10	6
<b>Comparisons</b>	<b>430%</b>	<b>-78%</b>			

**Health and Safety**

The health and safety of employees is fundamental to every successful organisation; therefore, at DSR, we establish and execute a comprehensive occupational health and safety management system that adheres to national and international safety requirements, as well as

our internal 15 Golden Rules. Continuing to enhance understanding of the 15 Golden Rules in 2025 resulted in better compliance relative to the prior year. Employees are strongly urged to report all incidents and are authorised to halt any harmful actions via the SAF-T Card and other applicable means.

Key initiatives taken to advance safety in the operational sites include:

Operational Sites	Fleet
<ol style="list-style-type: none"> <li>Conducted training on various safety topics.</li> <li>Root cause analysis for all critical incidents and high potential near misses.</li> <li>Management review of incidents conducted.</li> <li>Periodic sharing of HSE statistics with employees and management to show trends and justify corrective action plans.</li> <li>Promotion of participation in sustainability initiatives - tit-bit sharing, weekly quizzes, etc.</li> <li>Structured management review of incidents.</li> <li>Tracking, follow up and monthly review of all critical recommended actions from incident investigations.</li> <li>Development of HSE systems and SOPs for critical safety processes.</li> <li>Sharing of learnings within and amongst Group(s).</li> </ol>	<ol style="list-style-type: none"> <li>Appointment of a dedicated Head of HSSE to Fleet Operations to directly manage HSE operations</li> <li>Engagement of vendors to install in-car dual monitoring cameras on trucks to monitor truck activities and ensure accurate information for Root Cause Analysis in event of accidents.</li> <li>Intensification of Pep talks for drivers and motor boys.</li> <li>Structure Journey Management Plans. Improvement in Pre-trip Inspections - acquisition of needed space for truck inspections.</li> <li>Installation of speed limiter and recalibration of speed limits on trucks to control speed.</li> <li>Training of Fleet operators on Incident reporting, response to incidents, and incident investigation</li> <li>Visible and felt safety leadership by the executive via regular meetings and communications on safety</li> <li>Structured incident investigation process to determine root cause of incidents as well as SMART recommendations to prevent recurrence which includes the use of specific Terms of Reference for each incident investigation, and sharing of lessons learned.</li> <li>Application of positive and negative consequence management based on performance and compliance/noncompliance such as speed violation, harsh breaking, driving under the influence of</li> </ol>

**Summary of Health and Safety Performance for Plant & Operations (2023-2025)**

Types of incidents	2023	2024	2025	%Increase (+) or Decrease (-) [2024 vs 2025]	
Total Number of Work Hours	18,531,831	18,495,131	24,964,540		
Total Number of Near Misses	20	10	8	-20%	↓
Total Number of First Aid Injuries	23	13	6	-54%	↓
Total Number of Medical Treatment	8	7	4	-43%	↓
Total Number of Lost Time Injuries (LTI)	3	3	1	-67%	↓
Total Number of Fatalities	2	1	0	-100%	↓



Summary of Health and Safety Performance for DSR Fleet Operations (2023-2025)				
Types of incidents	2023	2024	2025	%Increase (+) or Decrease (-) [2024 vs 2025]
Total Number of Work Hours	3,192,922	2,969,980	6,268,053	
Total Number of Near Misses	14	8	16	100% ↑
Total Number of First Aid Injuries	14	3	1	-67% ↓
Total Number of Medical Treatment	1	0	0	-
Total Number of Lost Time Injuries (LTI)	-	-	-	-
Total Number of Fatalities	0	8	13	63% ↑

**240** HSE training sessions were conducted in 2025. 186% increase from 84 in 2024.

**5,646** employees were trained on HSE in 2025. 156% increase from 2203 in 2024

S/N	Specific & Targeted Health and Safety Awareness in 2025	Categories of Employees Trained
1.	Sustainability Awareness, GHG Accounting	All staff
2.	Beat Plastic Pollution webinar (Environmental Training)	All staff
3.	IMS Internal Auditors Training	IMS Internal Auditors cross-functional
4.	Human factor accountability decision tree	All staff
5.	Fall Distance Calculation	General Services, Maintenance Engineering
6.	Health Surveillance- The Roles of Employees	All staff
7.	PPE Maters	All staff
8.	COSHH Training	Chemical Handlers
9.	HSSE Contractor Evaluation & Selection Process Training	Procurement & HSSE
10.	Revised HSE golden rules policy	All staff
11.	Chemical risk management guidelines	Agric, Factory & Inventory
12.	Workplace drug and alcohol awareness training	All staff
13.	Confined space entry training	Factory & Estate
14.	Chemical spraying and handling safety awareness training	Agric, Factory & Inventory
15.	Malaria prevention and control	All staff
16.	Chemical hazard awareness	Factory, Inventory & Agric
17.	Health Risk Assessment	All staff

**Promoting Diversity, Equal Opportunity and Women Empowerment in DSR**

We endeavour to integrate diversity and inclusion into every facet of our company operations, fostering an inclusive workplace that honours employee diversity and rejects harassment or discrimination based on protected characteristics. At DSR, employment decisions, compensation structures, training opportunities,

promotions, and employee transfers are determined by merit, emphasising experience, performance, credentials, and skills. We recognise the gender disparity in the workforce and are dedicated to transforming the existing conditions inside our internal operations and value chain, while promoting women's participation in pivotal roles within the business via a support platform - The Dangote Women Network.



Furthermore, the women distributors in our supply chain are essential to making sure that our products are accessible wherever they are required.

DSR prioritises the care and rehabilitation of personnel who may, unfortunately, become disabled while doing their duties. We ensure that, alongside the benefits and rehabilitation offered by the Company, the Nigeria Social Insurance Trust Fund (NSITF) furnishes workers with equitable compensation in cases of illness, injury, disability, or death arising from or occurring while employment. Currently, we have 13 employees with physical disabilities such as partial stroke, amputated legs, amputated hands, hip dysfunction and speech impairment across our operations. We are always improving our location infrastructure to ensure it is conducive for people living with disabilities (PWDs).



The establishment of a diverse tone originates from leadership; DSR cultivates an inclusive culture by maintaining a balanced composition of seasoned professionals on our Board. These individuals embody many geographic regions and originate from distinct

backgrounds encompassing age, gender, colour, and nations. For 2025, our Board of Directors consisted of four (4) females (40%) and six (6) males (60%). The average age of our Board is 63 years.



**Non-Discrimination**

We unequivocally denounce any form of discrimination, harassment, bullying, or abuse within our workforce, and we endeavour to collaborate with suppliers who uphold

analogous principles. We underscore the significance of equitable and non-discriminatory treatment of individuals in our recruitment processes, operations, and interactions with communities and other essential stakeholders.



In 2025, we documented no instances of discrimination regarding hiring, promotion, training, etc., among the workforce and supplier chain.

### **Freedom of Association and Collective Bargaining**

To further support and foster a healthy work environment, we currently have Junior Staff Union National Union of Food, Beverage and Tobacco Employees (NUBFTE) and Senior Staff Food, Beverage and Tobacco Senior Staff Association (FOBTOB) associations officially recognised by the Management. In the reporting year, we periodically meet with these associations to discuss staff related issues and NJICs. Additionally, over 926 of our employees are covered under collective bargaining agreements.

### **Child Labour and Forced or Compulsory Labour**

We acknowledge the enduring damage that child labour inflicts on our community, thus regarding it as a serious transgression. We do not employ child labour in any of our operations, nor do we engage with vendors or suppliers who do so. We adhere to the International Labour Organization's (ILO) guidelines on child labour and the principles of the United Nations Global Compact (UNGC). DSR closely scrutinises this, particularly in businesses susceptible to child labour, such as fleets and agriculture-based supply chains. We likewise condemn any form of coerced or mandatory employment that results in bonded labour, slavery, or servitude inside our supply chain and activities. We encourage all stakeholders and employees to report any suspicious incidents. No reports of child labour, forced labour, or compelled labour were received during the reviewed year.

### **To build capacities on the subject matter, we conducted training sessions on human rights including:**

#### **1. Child Labour / Social Protection**

- Harvesting Sustainably: The Impact of Child Labour in the Agric Sector

### **Human Rights and Indigenous Peoples Right**

At DSR, we respect human rights and are committed to the principles set out by the UNGC and other international organisations such as the Universal Declaration of Human Rights, the ILO's Declaration on the Four Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights, and the UN-SDGs. To further strengthen the corporate management of human rights-related issues, the company reviewed and updated its Human Rights Policy in line with international frameworks as mentioned above. We have deployed awareness sessions to our local supply chain on the updated policy and our approach to the management of human rights issues. This is aimed at supporting our supply chain to entrench management systems that will ensure a holistic approach to managing the subject matter and reducing exposure for all.

To further fortify oversight of our human rights related issues, there is now a Board Committee with the mandate to oversee human rights related issues for the business. Also, we are working towards undertaking a human rights due diligence to have a comprehensive understanding of our human rights impact on our stakeholders and potential risks and exposure points within our value chain. On reporting, we are aligned with the Dangote Industries Limited 'Whistle Blowing' channel to report all human rights and related issues. This platform is being independently managed by PwC in line with best practices. No case of human rights abuse was recorded within our operation in 2025.

#### **2. Human Rights in Community & Social Impact**

- Land Acquisition & Involuntary Resettlement
- Human Social Risk Assessment Training
- Community Engagement for Corporate Success
- Stakeholders Engagement Plan
- Nigeria Sustainable Sugar Workshop



# ENVIRONMENTAL PILLAR

Create a learning environment and platform for our employees to grow and achieve their fullest potential, whilst adhering to the highest standards of health and safety. In our host communities, we strive to develop resilient and sustainable prosperity through direct and indirect employment, skills transfer, local entrepreneurial development, social investments, and corporate social responsibility best practices.

## Energy Consumption

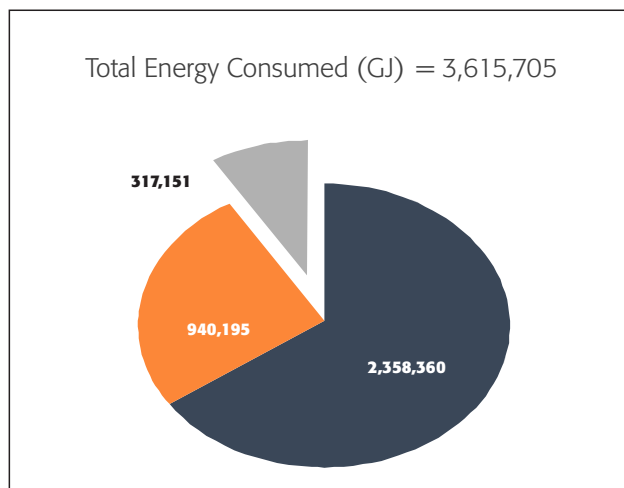
Reducing our carbon footprint has remained a priority and this has been the driving force behind the efforts we continually put into enhancing our operational efficiency.

Year-on-year comparison of total energy consumption across the factory location			
Year	Total production (tonnes of product)	Total energy consumption (GJ) across factory locations	% +/- [Year-on-Year]
2023	590,375	6,777,387	-21.15
2024	479,810	4,973,205	-26.62
2025	<b>606,370</b>	<b>3,615,705</b>	<b>-27.30</b>

While total energy consumption across our operations amounted to 3,615,705 GJ, energy used specifically for production activities was 3,020,019 GJ, representing 84% of the total energy consumed. This resulted in an energy intensity of 4.98 GJ per tonne of product, which tells the amount of energy required to produce each

tonne of output. DSR's energy intensity of 4.98 GJ per tonne of product is below the United Nations Industrial Development Organization (UNIDO) benchmark of approximately 5.9 GJ per tonne for sugar refining, indicating comparatively higher energy efficiency.

Year-on-year comparison of energy consumption by source across the factory locations						
Energy Source	2025		2024		2023	
	Energy (GJ)	Energy (GJ)	%	Energy (GJ)	%	%
Steam	-	-	-	-	-	-
Natural Gas	1,855,229	55%	65%	3,230,299	65%	87.9
Diesel	739,750	22%	14%	705,016	14%	8.9
Electricity	85,058	3%	1%	35,059	1%	0.7
LFPO	80,629	2%	1%	38,059	1%	2.5
Alternative Fuel (Bagasse)	611,582	18%	19%	938,142	19%	-
Petrol	8,5313	1%	-	-	-	-



## GHG Emissions

Our Scope 1 emissions are those produced using fossil fuel-powered generators (natural gas, diesel, and LPFO), while Scope 2 emissions are from electricity purchased from the national grid.

Emissions intensity for 2025 was calculated using production data only, representing the total GHG emissions from the DSR Apapa and Numan sites divided by the total production output. Emissions intensity figures for 2023 and 2024 have also been recalculated using the same methodology to ensure consistency and alignment in the emissions intensity data reported across all years.

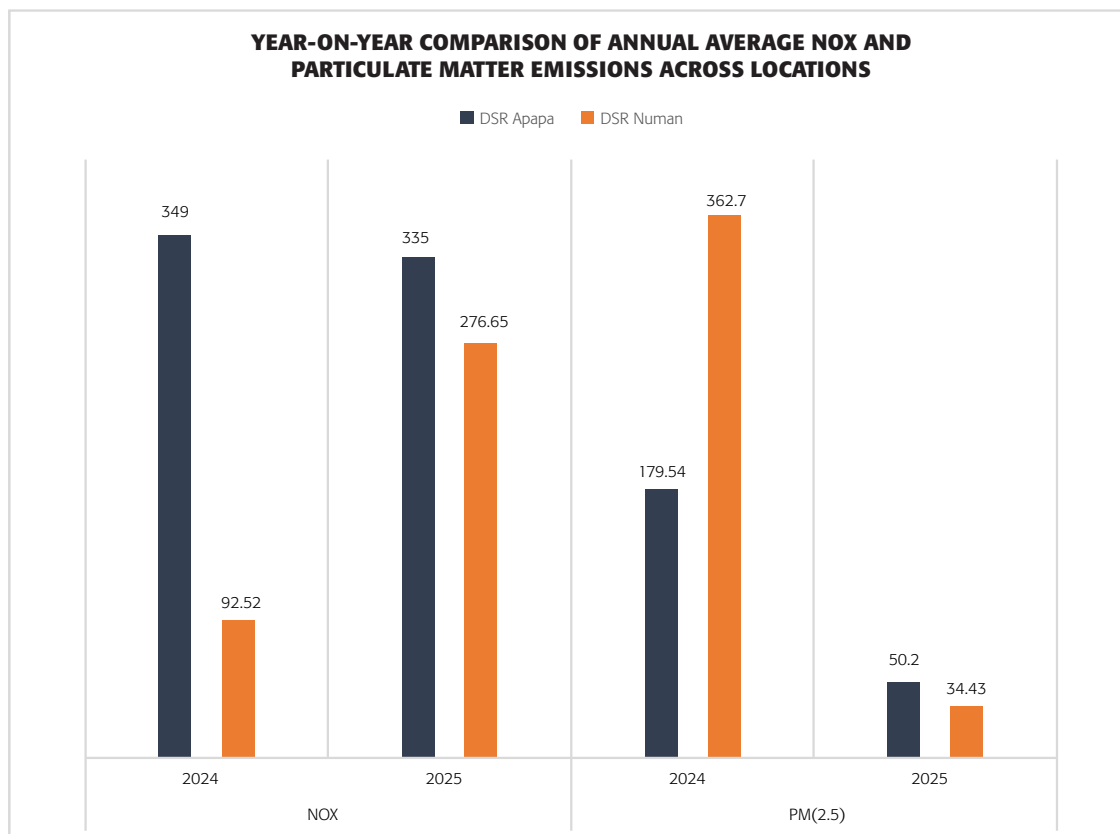


Location	2023	2024	2025	Percentage of Total (2025) for Each Location
	Scope 1 Emission (tCO <sub>2</sub> e)			
DSR Apapa	204,836	182,394	179,618	82.5%
DSR Numan	15,005	12,450	16,364	7.5%
DSR Fleet Operations	35,772	24,928	21,654	9.9%
Scope 1 Emissions (tCO <sub>2</sub> e)	255,613	219,772	217,636	100%
% increase/decrease	-59%	-14%	-0.95%	
	Scope 2 Emission (tCO <sub>2</sub> e)			
DSR Apapa	100	30	161	6.3%
DSR Numan	3,159	2,028	2,028	92.6%
DSR Fleet Operations	3	3	3	0.1%
Scope 2 Emissions (tCO <sub>2</sub> e)	3,261	2,061	2,213	100%
% increase/decrease	-88%	-37%	7.37%	
Total Emissions (Scope 1+2) (tCO <sub>2</sub> e)	258,874	221,833	219,849	
Emission Intensity (kgCO <sub>2</sub> e/tonnes of product produced)	377.90	410.37	326.85	
% increase/decrease	-64%	+9%	-20%	

Following the implementation of our GHG tracking and accounting framework in alignment with the GHG protocol calculation tool and the ISO 14064-1, with 2023 set as the base year, our GHG data inventory has been standardised across the organization, and the emission

status of each unit or facility is being determined more efficiently. Also, we completed the development of our Decarbonisation Strategy, setting a near-term target to reduce our emissions by 42% by 2030 in line with the Science-Based Targets initiative.

### Air Emissions





In DSR Apapa, we recorded a 4% decrease in NOx emissions from 2024 to 2025 and 72% decrease in particulate matter emissions, while in DSR Numan, we recorded a 199% increase in NOx emissions from 2024 to 2025 and a 90% decrease in particulate matter emissions. SOx level for DSR Apapa was 268 mg/Nm<sup>3</sup>, while SOx level for DSR Numan was too low to detect. Also, we ensured that our air-conditioning systems and chillers do not run on any ozone-depleting substances (ODS) and we do not import, export, or generate ODS as a byproduct of our business. In 2025, we had no instances of violation of the emission restrictions.

For stack emissions, an annual average concentration of 335 mg/Nm<sup>3</sup> was recorded at DSR Apapa, while 277 mg/Nm<sup>3</sup> was recorded at DSR Numan during the reporting period.

### Implementing Efficient Water Management System

Water is essential to both our production process and supply chain. At DSR Numan, water is used from a dam which has an active storage of 185,007,240 m<sup>3</sup> (6% increase) of water compared to 174,135,600 m<sup>3</sup> in 2024; at DSR Apapa, we solely use groundwater that is recovered from our industrial boreholes, and there was an increase (about 34%) in extracted water from 2,171,448 m<sup>3</sup> in 2024 to 2,909,422 m<sup>3</sup> in 2025, putting our water intensity figure at 4.79m<sup>3</sup>/tonne of sugar produced. We utilise water for irrigation of our cane field, steam generation, cooling towers, cleaning, and housekeeping tasks. We also recognise that the way we interact with water will have an impact on it, which is why we intensified our water conservation and management initiatives in 2025.

For wastewater management, we have an Effluent treatment plant (ETP). There is effluent analysis and monitoring carried out monthly and quarterly to monitor and ensure compliance, which DSR did not default on in 2025.

### Biodiversity Assessment, Interaction, and Protection

Our Apapa facility is located on 7.49 hectares of leased land solely for production purposes. In contrast, the 32,000-hectare Numan complex and the 68,290-hectare Tunga site are exclusively dedicated to production and extractive purposes and are situated in a terrestrial habitat. Neither facility is situated on, adjacent to, or in close proximity to protected areas or high conservation values (HCV) as defined in the IFC PS 6 on Biodiversity Conservation and Sustainable Management of Living Natural Resources Guidance Note (2019 update).

Effluent quality is monitored through periodic laboratory analysis to ensure compliance with regulatory discharge limits.

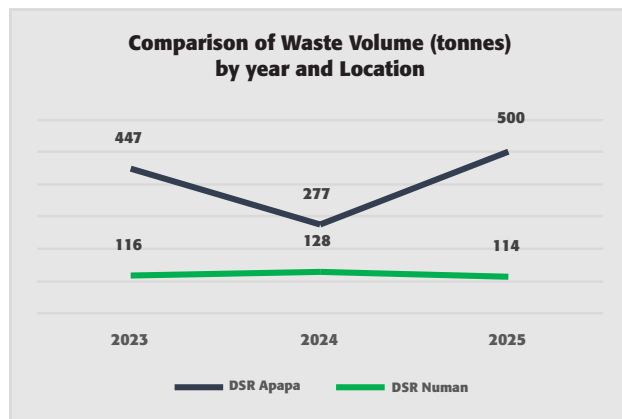
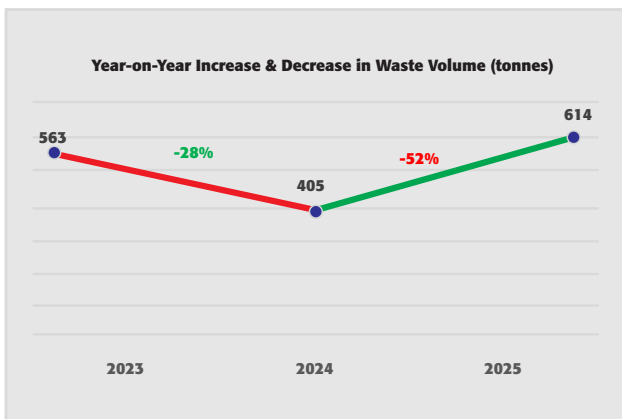
We acknowledge, however, that the cultivation of sugarcane as a component of our supply chain has the potential to have a substantial impact on our biodiversity. The reason for the heightened emphasis on our Numan facility is that we have discovered that the expansion of the cane field has the potential to displace the local flora and fauna, in addition to contaminating surface water with effluent. Our suppliers are consistently encouraged to adopt ethical business practices to mitigate their environmental impact. More specifically, channelling of water has played a role in managing surface runoff, helping to reduce flooding. We have ensured controlled irrigation is consistently implemented for community farmlands. Also, for effluent management, the oxidation pond has been dredged to increase the size and depth, and properly channelled.

Across our Backward Integration Project sites, we are taking measures to align our sugarcane production and processing activities with the Bonsucro Sustainability Standard. In 2023, we obtained a provisional membership certificate with Bonsucro and subsequently subscribed to independent verification of our sustainable agricultural and sugar production processes. Following this, the next step is to achieve full Bonsucro Production Certification and implement the Bonsucro Chain of Custody standard. We are currently working with Bonsucro-accredited consultants and certification bodies to guide our operation toward achieving full certification.

### Implementing Efficient Waste Management System

The kinds of wastes generated by our operations have been categorised as non-hazardous, for which we employ the services of waste disposal vendors accredited by the Lagos State Waste Management Authority (LAWMA). We completed a production year without any non-compliance with waste management regulations. A significant portion of the waste generated within our operations has economic value. These include molasses, filter cake (press mud), and ash residues.

In 2025, total waste volume increased to 614 tonnes. Based on location, the increase is attributed to DSR Apapa, while DSR Numan recorded a slight decrease year-on-year, mainly due to improved utilisation of bagasse for juice production and other on-site value-added applications.



### Environmental Management and Compliance

Our approach to environmental management is precautionary (in line with the UNGC Principles) and centred on minimising the negative environmental impacts of our operations and safeguarding natural resources (specifically sugarcane and water) for future generations.

During the reporting year, we recorded no instances of fines, penalties, or sanctions for environmental compliance across our operating areas. To avoid penalties, we also work to guarantee that our environmental and social compliance permits and licenses have been obtained, which are:

licenses have been obtained, which are:

- National Agency for Food and Drug Administration and Control (NAFDAC) Chemical Import Permit

- Environmental Impact Assessment (EIA) for both Apapa and Numan sites
- Environmental Audit Report (EAR) issued by the National Environmental Standards and Regulations Enforcement Agency (NESREA) – Numan
- EAR issued by NESREA – Apapa
- Quality Permit – Apapa, issued by NESREA
- Waste and Toxic Substances Permit – Apapa, issued by NESREA
- Lagos Waste Management Authority (LAWMA) Dumpsite Permit
- Fire Safety Certificate
- Fumigation and Pest Control Permit





In addition to ongoing initiatives on environmental management and new technologies of 2024, we have made the following improvements in 2025 as follows:

- Introduced phased deployment of 100% CNG trucks to reduce diesel consumption in fleet operations
- Completed development of a structured Decarbonisation Plan to guide emissions reduction
- Developed an Environmental Management Plan and Waste Management Plan
- Established a Climate Risk and Opportunities Guideline
- Set Science-Based Target to align long-term emissions reduction with global climate goals
- Installed plastic collection cages across facilities and donation of same to schools to promote responsible waste segregation
- Installed solar-powered lighting systems at Fleet facilities to reduce grid electricity dependence
- Achieved 75% completion of a Triple-Effect Evaporator (TEE) to replace the single-effect system to significantly reduce energy consumption, lower greenhouse gas emissions, and enhance water recycling efficiency.

**Understanding and Managing our Carbon Footprint**

Key greenhouse gases associated with our operations include carbon dioxide (CO<sub>2</sub>) and methane (CH<sub>4</sub>). In an effort to mitigate this, we have put initiatives in place to reduce our GHG footprint as much as is practical:

- Natural gas is now used instead of LPFO to power the boilers
- The Apapa Plant is fully disconnected from the national power grid and is instead powered by steam turbines driven by the boilers
- DSR Numan uses bagasse as a renewable energy source to power the boilers (which is the reason for the higher particulate matter emissions)
- Significantly improved our tree planting initiative from 120 trees in 2024 to 2,525 trees in 2025 across schools and communities around our facilities, to absorb carbon from the atmosphere. In 2025, 25 trees were planted in Numan and 2,500 in Nasarawa, bringing the total number of trees planted since 2021 to 5,709.

**ESG Recognitions**



In 2025, DSR received a rating from the Carbon Disclosure Project (CDP) for its Water Security performance and disclosures, earning a "C" score compared to a "B" score in 2024. Our Climate Change performance and disclosures improved from "D" score in 2024 to "C" in 2025.





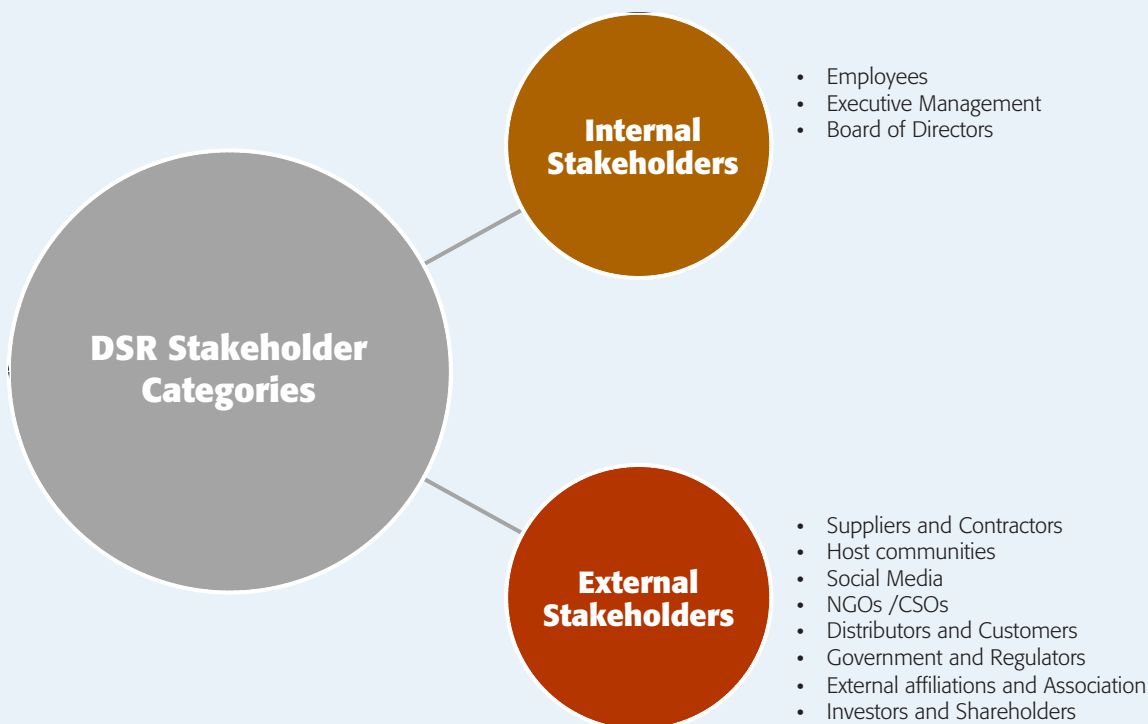
# INSTITUTIONAL PILLAR

Build a world-class institution centred on corporate governance best practices and sustainability principles that promote legal and regulatory compliance, transparency, effective internal controls, risk management and business continuity.

## Stakeholder Engagement

Drawing from the categorisation of our business stakeholders in our stakeholder matrix, we embarked on a strategic and holistic approach to engaging with our diverse groups of stakeholders in the reporting year. Our

one critical goal was to achieve a sense of shared value with our stakeholders in taking the business forward and integrating their input into our corporate decision-making process. The principal groups of stakeholders for DSR are as follows:





Influence	High		Host Communities		Investors & Shareholders	Government & Regulatory Agencies
	Medium	Competitors	Employees		Media	Customers & Distributors
	Low	External Affiliations & Associations	Suppliers & Contractors	Financial Institutions	NGOs/CSOs	
			Low			Medium
Interest						

Stakeholder	Engagement Method	Frequency	Key Topics Raised
<b>Employees</b>	Meetings in small groups, one-on-one engagement, notice board, emails, newsletters, sustainability reporting, surveys, awards, recognition, HSE site meetings. etc.	Monthly, Quarterly, and as required	<ul style="list-style-type: none"> <li>• Career growth and development, compensation and benefits, Sustainability performance and reporting,</li> <li>• Equal opportunities for all employees, skills/ knowledge development, health and safety, etc.</li> <li>• Other thematic topics include DSR values, corporate goals and objectives; sustainability targets and expected outcomes; strategic Initiative &amp; BIP; DSR Priority SDGs.</li> <li>• Employee volunteerism initiative; brand consistency &amp; compliance; corporate communications &amp; other policies</li> </ul>
<b>Suppliers and contractors</b>	Emails, letters, meetings, one-on-one engagements, engagement by proxy via the Procurement Department.	Regular and as required	<ul style="list-style-type: none"> <li>• Requirements, products and service quality, workers' security, pricing, invoices and payments, aftersales support, and efficiency; brand consistency &amp; compliance</li> </ul>
<b>Distributors and customers</b>	Emails, letters, visits/one-on-one engagements, meetings, customer service week	As required	<ul style="list-style-type: none"> <li>• Meeting targets, value creation, ensuring production continuity,</li> <li>• Credit line, distributors' award initiatives, customer experience, brand promise &amp; equity</li> </ul>
<b>Host communities</b>	One-on-one engagements, town hall meetings, Community engagement exercise, interest groups' communications, surveys, empowerment programs	Weekly and as required	<ul style="list-style-type: none"> <li>• Youth employment, social investments, environmental impacts, safety, scholarships, patronage of local vendors and suppliers.</li> <li>• Impacts on existing infrastructure and skill acquisition, community needs &amp; projects, empowerment scheme, outgrowers schemes, sports, infrastructure development &amp; management, security of life &amp; property</li> </ul>



Stakeholder	Engagement Method	Frequency	Key Topics Raised
<b>Government</b>	Official letters/emails, periodic assessments, compliance filing and reporting, annual financial report, sustainability report	As required	<ul style="list-style-type: none"> <li>Formal notices, applications, policies and regulations, compliance, interventions and applications, etc.</li> </ul>
<b>Social Media</b>	Press releases, media parley, sustainability report, annual financial report, conferences, notifications, seasonal messages,	Weekly, Monthly, Quarterly, and as required	<ul style="list-style-type: none"> <li>Governance restructuring, Advertisement, public service announcements, social and environmental impacts.</li> <li>Company's strategic initiatives, new package design, product usage, seasonal greetings, corporate updates</li> </ul>
<b>Financiers/ Banks</b>	Annual financial report, sustainability report, meetings	As required	<ul style="list-style-type: none"> <li>Investments opportunities, loan financing, credit negotiations, interest rates</li> </ul>
<b>Labour Unions</b>	Meetings, emails, letters, sustainability report, courtesy Visits	As required	<ul style="list-style-type: none"> <li>Labour laws and regulations, productivity, employees' rights &amp; obligations, safe working conditions, compensations, and benefits.</li> </ul>
<b>External Affiliations/ Associations</b>	Letters, meetings, sustainability report, workshops, other forums.	Monthly, biannually, annually and as required	<ul style="list-style-type: none"> <li>Membership subscriptions, partnerships, policy reviews</li> </ul>
<b>Investors/ Shareholders</b>	Annual General Meetings, investors relations forum, quarterly and annual financial report, sustainability report, newsletters	Continuous	<ul style="list-style-type: none"> <li>Quality of leadership, business strategy and updates, financial performance, dividends, corporate governance,</li> <li>Board composition, external reporting, ESG compliance, company performance</li> </ul>
<b>Non-Governmental Organisations/ CSOs</b>	Annual financial report, sustainability report, meetings, partnerships, courtesy Visits	As required	<ul style="list-style-type: none"> <li>Community development, environmental impacts, social initiatives, partnership for sustainable development and goals</li> </ul>



**ESG and Regulatory Compliance**

We had no penalties or non-compliance incidents during the year under review as we continue to adhere to the ESG Principles, Guidelines, and Nigerian laws in which we operate such as:

- United Nations Global Compact (UNGC)
- The United Nation’s Sustainable Development Goals (UN SDGs)
- Global Reporting Initiative Sustainability Reporting Standards (GRI)
- The Nigerian Exchange Group’s (NGX) Sustainability Disclosure Guidelines
- Securities & Exchange Commission Code of Corporate Governance (SEC CCG)
- Nigerian Code of Corporate Governance (NCCG)
- National Environmental Standards and Regulations Enforcement Agency (NESREA)
- Federal & States Ministry of Environment
- Federal & States Ministry of Agriculture and Rural Development
- Federal & States Ministry of Labour and Productivity
- Federal & States Environmental Protection Agencies (e.g., LASEPA)
- Federal Road Safety Corps (FRSC)
- Host Local Government Areas
- Industrial Training Fund (ITF)
- International Financial Reporting Standards (IFRS) on Sustainability (S1 – General Disclosures and S2 – Climate-related Disclosures)
- National Agency for Food and Drug Administration and Control (NAFDAC)
- Standards Organisation of Nigeria (SON)
- Manufacturers Association of Nigeria (MAN)
- Nigerian Port Authority (NPA)
- Global Food Safety Initiative (GFSI)
- Nigerian Sugar Master Plan (NSMP) - Nigerian Sugar Development Council (NSDC)



Furthermore, we ensure strict compliance with our internal policies on governance matters such as Anti-Bribery & Corruption Policy, Board Appointment Policy, Board Code of Conduct Policy, Board Succession Policy, Conflict of Interest Related Party Transactions Policy, Dividend Policy, Executive Management Succession Planning Policy, Board Training Policy, Insider Trading Policy, Whistle Blowing Policy, Communication Policy, IT Data Governance Framework, and the Enterprise Risk Management Framework.

**Culture-based Ethics and Integrity**

Dangote Sugar Refinery Plc has long been a pillar of ethical business practices and sustainability within the Nigerian industrial landscape. Our company culture is deeply rooted in a commitment to integrity, transparency, and social responsibility, which guides every aspect of our operations. We continuously embrace practices that protect the environment and contribute to the well-being of local communities.

**Association and Membership**

DSR continues to use its alliances and membership in the Manufacturers Association of Nigeria (MAN) and the National Sugar Development Council (NSDC) to promote modern operational efficiency and operationalisation of sustainability in the sugar manufacturing sector/industry. We also indirectly support the UNGC and the World Economic Forum (WEF), as pledged by our parent firm, Dangote Industries Limited. Our Bonsucro membership offers us access to certifications, best practices, and a network of industry leaders, helping us improve efficiency, reduce environmental impact, and meet ESG commitments, ultimately enhancing DSR’s market access and brand reputation



### ESG Awards and Recognitions

We obtained three major awards in 2025 in recognition of our commitment to operational excellence, product quality, and improved sustainability performance, including:

- National Sustainability Awards – Best Sugar Manufacturing Company of the Year 2025
- National Sustainability Achievements Awards 2025
- MFI Award – Best Sugar Fortification Company (Technoserve)





## FINANCIAL PILLAR

Achieve sustainable financial health through a business model that delivers strong returns to shareholders, whilst creating value in the economies where we operate by producing and selling high-quality products at affordable prices, supported by excellent customer service.



### Isiaka Bello, PhD.

Chief Finance Officer

#### Revenue Growth

The company recorded a higher revenue growth of 25% moving from N665.7 billion to N829.2 billion. This was largely complimented by higher prices. The company continued to grow and develop its supply chain footprint in Nigeria complimented by excellent customer care that sustained customer loyalty to sustain the revenue growth. The company's primary focus remains adding value to its customers and growing stakeholders' wealth with high quality sugar.

#### Impact of Naira Devaluation

The company continues to depend heavily on imported raw materials, spare parts, and critical chemicals to sustain its sugar production. This also precipitates a major risk to the company because of persistent dearth of foreign exchange to procure imports. The year 2025 witnessed an improvement of the Naira against the USD and major currencies when compared with 2024. Despite this, the accelerating costs of procuring foreign exchange escalated the inputs and conversion costs for the company, due to dependence on imported critical materials. The exchange loss incurred due to the appreciating currency fell impressively by 78% moving from N208.7 billion in 2024 to N46.7 billion in 2025 arising from re-pricing of dollar denominated obligations, and the stabilisation of the exchange rate between Naira and USD from the second half of 2025 that resulted in

## Chief Finance Officer's Review

much lower foreign exchange devaluation losses and gains. The Naira appreciated against US Dollars by 7% in the year ended from a spot rate of N1,549 in 2024 to N1,440 in 2025. This nonetheless has been influenced by the prevailing national macroeconomic factors affecting Nigeria and consequently impacting on manufacturing organisations in the country.

#### Strong Reporting Governance Framework

The company maintains a strong internal control environment and continued to increase the usage of its SAP ERP systems to automate critical processes and improve internal controls, that contribute to financial reporting and operational efficiency. For the Year ended 31 December 2025, the company has been successfully compliant with the requirements of ICFR (Internal Controls Over Financial Reporting) as required for all listed and affected companies in Nigeria, in compliance with directives of the SEC, Investments and Securities Act, 2007 the Sections 60 to 63, for all listed companies in Nigeria which are required to implement relevant internal controls over financial reporting and Auditors are required to review the same and issue a statement on the existence, adequacy and effectiveness. Consequently, the auditors have issued clean and satisfactory reports on the company's internal control adequacy.

#### Good Relationships with Banking, Financing Partners, and Investors

Our financing and banking partners continue to play a commendable critical role of supporting DSR's financing needs and securing customers' collections. The company continued in 2025 to issue Commercial Papers to compliment its financing during the year ended 2025 and on all outings, the offers were fully taken till date.

#### Profitability and Cashflow

The Group's gross Profit grew by 294% from N31.1 billion in 2024 to N122.6 billion in 2025, majorly due to easing exchange rate by 7% while the group's operating profit grew from N12.7 billion in 2024 to N96.1 billion in 2025, an increase of 659%. However, the impact of losses on CBN invalidated forwards resulted a FX devaluation loss of N66 billion, that is not included as part of the operating profit.

The business recorded an increase in cash generated from operations by 104% from a 376 billion deficit in 2024 to a N13.7 billion surplus in 2025. Capital Investment activities also rose from N22.3 billion in 2024 to N40.2 billion in 2025, an 80% increase.

Being the market leader in the industry sector, with about 50% market share, DSR will continue to strive for



continuous improvements in all areas of its business. DSR Management remain cautiously confident about the company's future financial performance and is ready to face the prospects and challenges that year 2026 presents.

Below are the 2025 financial performance summary highlights.

## Financial Highlights

### Sales Volume

Year ended	31st December 2025	31st December 2024
Volume sold	000 bags	000 bags
Lagos	6,406	5,309
North	4,333	3,069
West	768	787
East	404.6	296
<b>Total volume</b>	<b>11,912</b>	<b>9,461</b>

### Revenue

Year ended	31st December 2025	31st December 2024
Revenue	N'm	N'm
Lagos	462,881	373,531
North	293,137	215,909
West	53,493	55,457
East	19,703	20,793
<b>Total Revenue</b>	<b>829,215</b>	<b>665,690</b>

Revenue increased by 25% from N665.7 billion to N829.2 billion on account of a combination of both volume and price increases in the year

### Manufacturing and Operating costs

Year ended	31st December 2025	31st December 2024
	N'm	N'm
Raw material	573,374	546,051
Direct labour cost	11,940	9,132
Direct overheads	60,327	52,023
Depreciation	24,242	9,048
Freight expenses	36,703	18,328
<b>Total manufacturing costs</b>	<b>706,586</b>	<b>634,580</b>

Manufacturing costs increased by 11% between 2024 and 2025 from N634.6 billion to N706.6 billion mainly from increased landed cost of materials and increased gas cost due to rate charged in the first half of 2025.

### Administration and Selling Expenses

Year ended	31st December 2025	31st December 2024
Administration and Selling Expenses		
Administration expenses	60,327	52,023
Selling expenses	24,242	9,048
Total Administration and Selling expenses	36,703	18,328
<b>Total Administration and Selling expenses</b>	<b>706,586</b>	<b>634,580</b>

### Focus on Nigeria Sugar Master Plan and BIP Performance

DSR's continued to support the development of the Nigerian Sugar Master Plan, DSR's Backward Integration Projects (BIP). Our company remains the leader in the BIP performance. A BIP Unit has been created to accelerate the pace of development in this regards, More financial resources is also being committed to this cause.

Total Administration and Selling expenses increased by 45% from N19.7 billion to N28.6 billion majorly due to increased employee, legal/professional fees and maintenance.

### Finance Income and Finance Costs

Year ended	31st December 2025	31st December 2024
Interest and similar income/expense		
Interest income	4,526	7,613
Exchange loss	(46,723)	(208,903)
Finance cost on Letter of Credit	(38,361)	(53,020)
Interest on lease payments	(254)	(476)
Interest on bank loan	(33,531)	(7,255)
Interest Commercial Paper	(40,087)	(19,585)
Interest on Overdraft Issuance Cost	(15,075)	(11,282)
Commercial Paper	(1,317)	(756)
Net finance income/(cost)	(170,822)	(293,665)

Interest income decreased by 27.9% mainly due to reduced investment in deposit placements.

The decrease in finance cost by 42% is due to decreased negotiation charges due on LC obligations, reduced FX revaluation loss on LC obligations and a marginal increase in interest on borrowing on banks credit facilities and on commercial papers

### PROFITABILITY

Year ended	31st December 2025	31st December 2024
EBITDA by operating region	N'm	N'm
Lagos	107,670	37,489
North	29,487	2,463
West	9,869	2,983
East	2,562	47
<b>Total EBITDA</b>	<b>149,589</b>	<b>42,982</b>

Group earnings before interest, tax, depreciation, and amortization (EBITDA) for the year increased by 248% to N149.6 billion up from N42.9 billion in 2024 because of decreased cost of raw material and conversion cost.



**Year ended 31st December 2025 31st December 2024**

	N'm	N'm
Group EBITDA	149,589	42,982
Depreciation, amortization, and impairment	(46,520)	(12,598)
<b>EBIT</b>	<b>103,069</b>	<b>30,384</b>
EBITDA margin (%)	18.04%	6.46%
Operating profit (N'm)	96,130	12,671
Loss before tax (N'm)*	(72,279)	(270,894)
Loss after tax (N'm)	(64,117)	(192,617)
EPS(Kobo)	(528)	(1,586)

\*Loss before tax is inclusive of change in fair value of biological asset

	2,413	10,100
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The Groups Loss after tax decreased from a Loss of N192.6 billion in 2024 to a loss of N64.1 billion in 2025 majorly because of reduction in exchange loss and revaluation gain net effect, the reduction of 78% from a 2024 position of N208.7 billion to N46.7 billion in 2025 arising from the stable Naira to USD exchange rates.

The loss before tax for the year was further exacerbated by an FX revaluation loss of N66bn incurred on invalidated FX forwards of \$58m returned as invalidated by the CBN.

**Taxation**

Taxation comprises corporate income tax, tertiary education fund, police trust fund levy, and deferred tax. The tax charge decreased in the year because of increase in deferred tax asset balance at 31 December 2025. The total tax charged on all tax components in 2024 was N78.3 billion while N8.2 billion was charged on the loss of 2025, a decrease of 90%.

**FINANCIAL POSITION**

**Year ended 31st December 2025 31st December 2024**

	N'm	N'm
Property, Plant and Equipment	613,409	616,645
Other non-current assets	9,193	8,231
<u>Intangible assets</u>		
<b>Total Non-Current Assets</b>	<b>622,602</b>	<b>624,876</b>
Current assets (excluding cash)	290,743	317,790
Cash and bank balances	52,580	108,167
<u>Total Current Assets</u>	<u>343,324</u>	<u>425,957</u>
<b>Total Assets</b>	<b>965,926</b>	<b>1,050,833</b>

and impairment		
Non-current liabilities	45,097	39,807
Current liabilities	791,849	798,798
<u>Total Liabilities</u>	<u>836,945</u>	<u>838,605</u>
<b>Equity</b>	<b>128,980</b>	<b>212,228</b>
<b>Total Equity and Liabilities</b>	<b>965,926</b>	<b>1,050,833</b>

**Capital expenditure**

**Capital expenditure by assets class**

	31st December 2025	31st December 2024
	N'm	N'm
Land & Building	381	4,686
Plant & Machinery	2,557	1,887
Motor Vehicles	5,434	7,786
Others	583	426
Capital WIP	26,984	1,309
Bearer Plant	8,484	10,888
<u>Total</u>	<u>44,424</u>	<u>26,980</u>

Capital expenditure comprised of assets procured to sustain and develop the Apapa sugar refinery operations in Lagos for production of refined sugar for sales; while the Land and Building and the Bearer Plant were mainly for the Backward Integration Projects in Numan and Nasaraawa.

**Recommended Dividend**

In view of the loss situation of the company, The Board of Directors have not recommended any dividend at the Annual General Meeting.

**Going Concern**

The Management continue to apply the Going Concern principle in the preparation of the Financial Statements. With the improving signals from all financial indicators, the Directors are of the opinion that there are no significant threats to the Group's going concern capabilities.

**Working Capital**

The current working capital is sufficient for the Company's operations and the Directors continue to closely monitor the operations of the company to ensure that sound working capital strategies are applied by Management to generate cashflows to fund the Company's operations; and avail funds needed to support the ongoing BIP.

**Isiaka Bello, PhD.**

Chief Finance Officer  
Dangote Sugar Refinery Plc

# 03.



## Corporate Governance



# Visionary Leadership



## Arnold Ekpe Chairman

Arnold Ekpe, a seasoned international banker with an illustrious career which spanned over 30 years, retired as the Group CEO, Ecobank Group in 2012. He began his working career with Schlumberger SA as Wireline Logging Engineer in 1977 and moved to Alcan Aluminium Nigeria as Executive Assistant to the CEO in charge of purchasing and labour relations, 1979-1980. Mr. Ekpe joined the banking sector as Head of Strategy, International Merchant Bank (affiliate of First Chicago); then Operations Manager and subsequently General Manager of IMB Securities, the stockbroking and investment banking arm of IMB from 1980-1986. He became the Head of Corporate Finance and General Manager of City Securities Limited, First City Monument Bank, 1986-1987, and then General Manager, Nigeria International Bank (Citibank Nigeria), 1987-1990. Mr. Ekpe holds a BSc First Class Honours from Manchester University (Shell Scholar) 1973-1976, and an MBA from Manchester Business School (1977-1979). Among his achievements were the Lifetime Achievement Award, African Bankers Award, 2011, and Distinguished Alumni Award, Manchester University, 2019. He serves on several Boards as Chairman or Non-Executive Director. He was appointed as Chairman of the Board of Directors of Dangote Sugar Refinery Plc in June 2025.



**Thabo Mabe**  
Group Managing Director/CEO

Thabo Mabe was appointed the Group Managing Director/Chief Executive Officer of Dangote Sugar Refinery Plc in December 2025. Prior to his appointment, Mr. Mabe was the Managing Director of Nascon Allied Industries Plc. Mr. Mabe joined the Dangote Group in 2014 as Managing Director/CEO of Dangote Flour Mills Plc., where he successfully transformed the company from a declining business into a highly profitable enterprise. Following the Group's divestment from the flour business in 2019, he was seconded to Dangote Rice Limited as Managing Director, and later appointed Managing Director of NASCON Allied Industries Plc. in 2022, a position he held until his current appointment as GMD/CEO, Dangote Sugar Refinery Plc. Mr. Mabe holds a Bachelor of Science Degree in Chemistry and Mathematics from Fort Hare University, South Africa, with international working experience in diverse areas, managing businesses in South Africa, Germany as well as Nigeria. He began his career at Unilever as a Graduate Trainee, serving in various capacities and gaining extensive cognitive experience across Manufacturing, Production, Sales, and Supply Chain Management. In 1999, he was appointed Works Director, Personal Wash Factory in Mannheim, Germany, which is the global factory that supplied Dove soap to Unilever operations worldwide. He rose to the position of Vice President, Supply Chain for Unilever HPC in 2004, and following the consolidation of Unilever's HPC and Foods divisions, he became Vice President, Homecare. In 2010, Mr. Mabe was appointed to the Unilever Board of Directors and became the Chief Executive Officer of Unilever Nigeria Plc. During his tenure, he significantly expanded Unilever's market share and optimised production line utilisation, achieving substantial business growth for the company.

**Committee Membership**

- Board Finance & Strategy Committee



**Mariya Aliko Dangote**  
Executive Director

Mariya Aliko Dangote is the Group Executive Director, Commercial Operations, Cement and Foods for Dangote Industries Limited. Prior to the announcement in January 2026, she was the Executive Director, Operations for Dangote Sugar Refinery Plc, a position she held from July 2023 to December 2025. She also served as the Strategy/BIP Support Lead for Dangote Sugar Refinery Plc, with several years' experience in Risk Management and Business Strategy. Mariya holds a bachelor's degree in law from the Bayero University, Kano, and a master's degree in business administration from the Coventry University, United Kingdom. She was a Group Strategy Lead; Dangote Industries Limited a position she held until her redeployment to Dangote Sugar Refinery Plc in 2019. Mariya also serves on the Board of Dangote Cement Plc, Dangote Packaging Limited, Dangote – Peugeot Automobiles Nigeria Limited (DPAN), and a trustee of Aliko Dangote Foundation among others. She is a fellow of the National Institute of Credit Administration and has attended many local and international professional training programmes on Leadership such as Cambridge Senior Management Programme (CSMP), Business Development and Law.

**Committee Membership**

- Board Technical & Sustainability Committee
- Board Finance & Strategy Committee



**Mulhim Eltayeb**  
Executive Director, Backward Integration Projects Operations

Mulhim Eltayeb was appointed Executive Director (Backward Integration Projects (BIP) Operations) of Dangote Sugar Refinery Plc in December 2025. Mr. Eltayeb provides strategic guidance on business improvement and project implementation of the Company's BIPs, with a commitment to advancing development and fostering sustainable growth within the sugar industry. From January 2024 till his appointment, Mr. Eltayeb was the Sugar Backward Integration Program Advisor to Dangote Industries Limited, providing strategic guidance on business improvement and project implementation within the Group's sugarcane operations. Prior to joining Dangote Industries Limited, he was the Chairman at Knowledge Enterprise for Project Management (KEPM) in Dubai, providing high-level consulting and project management services within the sugarcane industry. Mr. Eltayeb holds a master's degree in Civil and Environmental engineering from Washington State University, USA, and a postgraduate degree in Agribusiness from Middlesex University, UK. With over 35 years of extensive experience in strategic and operational management, project delivery, and consulting, with particular focus on the sugarcane agribusiness sector throughout Africa and globally, Mr. Eltayeb has been involved in managing complex projects spanning multiple continents, including North and South America, Africa, and Asia. He joined Kenana Engineering and Technical Services (KETS) company, Sudan, in 2001 and led the company in various capacities, and as the General Manager between 2007 and 2017. Under his leadership, KETS undertook numerous high-profile projects, expanding its business in many countries in East and West Africa in engineering and project delivery consulting services in agribusiness, with focus on the sugarcane industry in Sudan, Ethiopia, Kenya, Nigeria, and Mauritania. He also worked at CH2M Hill in the USA for six years, executing various projects in the USA, Canada, South America, Russia, and the Far East. He ran KEPM Projects, providing consulting services in the sugarcane industry for various companies in Africa and the Gulf Area, and the co-founder of the Africa Sugar Development Taskforce Initiative, where he has served as the Interim Executive Officer, under the International Sugar Organization (ISO); collaborating with government agencies, industry stakeholders, and development partners to promote policies and programs that strengthen the sugar sector across Africa. He is also the Agribusiness Strategy Advisor for ICCIA, the Chamber of Commerce, Industry and Agriculture for 57 countries around the globe.

**Committee Membership**

- Board Finance & Strategy Committee



**Olakunle Alake**  
Non – Executive Director

Olakunle Alake is the Vice President, Dangote Industries Limited, a position which he assumed on March 1, 2024. Under this newly created executive position, he is responsible for all the businesses in DIL excluding the Oil & Gas business. Prior to this position, Mr. Alake was the Group Managing Director of DIL, a position he held since 2018. He holds a Bachelor's degree in Civil Engineering from Obafemi Awolowo University, Ile-Ife (1983) and is a Fellow of the Institute of Chartered Accountants of Nigeria. Mr. Alake started his career with PriceWaterhouseCoopers (PwC), a firm of Chartered Accountants, in September 1984 and resigned in 1990 to join Liberty Merchant Bank Limited, a financial institution of the Dangote Group, as the Financial Controller. In August 1993, he was appointed Managing Director/Chief Executive of Liberty Merchant Securities Limited. He was the Management Consultant and part of the team that provided turnaround services for a smooth take-over of International Trust Bank Plc by the Dangote Group in August 1996. In July 1997, he moved to the Group Corporate office as the Financial Controller and Head of Strategic Services. He was appointed to the Board as Executive Director and given the responsibility for the Group strategy in 2001. In January 2007, he was appointed the Chief Operating Officer (COO) of the Group.

#### Committee Membership

- Board Governance Committee
- Board Finance & Strategy Committee
- Board Risk Management & Assurance Committee



**Ms. Bennedikter Molokwu Dfioid**  
Non – Executive Director

Ms. Bennedikter China Molokwu continues to add strong oversight, leadership and an independent perspective since her appointment to the Board of Dangote Sugar Refinery Plc. She has served on several committees of the Board including but not limited to the Governance, Technical and Sustainability, Risk Management, Finance, and Statutory Audit Committees, during critical stages of the company's transformational ascent. Ms. Molokwu is a Corporate Governance and Strategy Professional with over 4 decades of experience across multi-sectoral companies. She is a Balanced Scorecard Institute Certified Professional, a Fellow of the Chartered Institute of Directors (CIoD) and the Institute of Construction Industry Arbitrators. She consistently contributes to the development of Corporate Governance in Nigeria specifically in the drafting of three Codes including the SEC Code of Corporate Governance (2011) and the Nigerian Code of Corporate Governance (2016 & 2018). She was the 8th President of the CIoD and is a Member of the Nigerian Bar Association, International Federation of Women Lawyers (FIDA), Women Corporate Directors (WCD) amongst others. Her passion for continuous learning has seen her participate in local and international Executive Management and Leadership programmes at leading Institutions such as Harvard Business School, Columbia University, IMD, Wharton, Citibank and LBS.

#### Committee Membership

- Board Governance Committee - Chairperson
- Board Risk Management & Assurance Committee



**Uzoma Nwankwo**  
Non – Executive Director

Uzo Nwankwo holds a Bachelor of Engineering from University of Nigeria, Nsukka, a Masters of Engineering from Michigan State University and MBA from University of Michigan, Ann Arbor. Mr. Nwankwo is an accomplished and outstanding financial executive, with over 40 years' experience across several sectors of the economy. In January 2020, he retired from Amni International Petroleum Development Company Limited as Executive Director/Chief Financial Officer after six (6) years of meritorious service, where he re-organized the Finance Department and raised over \$1 billion for the company's operations. Mr. Nwankwo began his career with Citibank-Citicorp in New York in 1987 as a Management Trainee and rose to become a Vice President in the asset-based finance division of the bank structuring and executing multi-million transactions in the airline, computer and FMCG industries. In 1994 he returned to Nigeria to join Citibank Nigeria as Executive Director, Corporate Banking and was later transferred to Citibank Africa Division in 1997 as Africa Head of Structured and Asset Based Finance in Johannesburg. In 2000 he joined First Bank of Nigeria Plc as Executive Director, Risk and Management Control, and in joined the Dangote Group in 2002 as the Group Executive Director, Corporate Finance and Strategy. Mr. Nwankwo oversaw the unbundling of the Dangote Group business into operating subsidiaries and managed the subsequent listing of the Dangote Sugar Refinery and Dangote Cement.

#### Committee Membership

- Board Technical & Sustainability Committee – Chairman
- Board Finance & Strategy Committee
- Statutory Audit Committee



**Abdu Dantata**  
Non – Executive Director

Alhaji Abdu Garba Dantata is a Non-Executive Director. He has attended various local and international trainings, including the famous Kellogg School of Management, United States of America. He had served as the Executive Director, Sales and Marketing at Dangote Group, with the responsibility for coordinating the sales and marketing of all the Groups' products. He is currently the Group Executive Director, in charge of Logistics. He is a Fellow of the Nigerian Institute of Shipping.

**Committee Membership**

- Board Risk Management & Assurance Committee
- Board Technical & Sustainability Committee



**Yabawa Lawan Wabi (mni)**  
Independent Non-Executive Director

Yabawa Lawan Wabi (mni) is a graduate of the Ahmadu Bello University, Zaria, and a Fellow of the Association of National Accountants of Nigeria. Mrs. Wabi is a versatile professional with experience in various finance and administrative functions in the public and private sectors. She has served as Permanent Secretary in various Ministries, was a Director of Finance & Accounts at the Ministry of Works & Housing, and Accountant General of Borno State. Also, Mrs. Wabi served as a Minister of Finance of the Federation from 2010 – 2011. She is a Member of the National Institute of Policy and Strategic Studies (NIPSS) and a member of the Board of several companies including Unity Bank Plc, Veritas Kapital Assurance and Veritas Healthcare Ltd. Mrs. Wabi is a member of several Professional Bodies and Associations and has attended many local and international professional training programmes on Leadership, Business Development and Finance.

**Committee Membership**

- Board Risk Management & Assurance Committee - Chairperson
- Board Governance Committee
- Statutory Audit Committee



**Oluyemisi Ayeni**  
Independent Non-Executive Director

Mrs. 'Yemisi Ayeni is a 1985 honors graduate of Economics from the prestigious University of Manchester, UK, and a 1989 Chartered Accountant and Fellow of the Institute of Chartered Accountants in England and Wales. She started her professional career with Price Waterhouse (PW) (now PricewaterhouseCoopers), London in 1985. Following her return to Nigeria in 1991, she worked with PW Lagos and as a Partner in a privately owned financial consultancy firm until 1994 when she joined Shell Nigeria. During her 21 years with Shell, she held a variety of roles across different Shell companies, and in 2004, she was appointed Finance Director of Shell Nigeria Exploration & Production Co. Ltd (SNEPCo) becoming the first Nigerian woman to be appointed to the Board of a Shell Company in Nigeria. Mrs. Ayeni was Managing Director of Shell Nig. Closed Pension Fund Administrator Limited from 2005 until her retirement in 2015. She was also the Vice-Chair of the Pension Fund Operators Association of Nigeria and Chair of its Institute Committee; Council Member of the Nigerian Stock Exchange (now NGX Regulation Limited) and Chair of its Demutualization and Technical Committees. Since retirement, she has served as a Non-Executive Director of Stanbic IBTC Pension Managers Ltd; an Independent Non-Executive Director of Guinness Nigeria Plc and Chairperson of NASCON Allied Industries Plc. She sits on the Leadership Council of the Aig-Imoukhuede Foundation and is the Vice Chairperson of the Board of Trustees of Queen's College Old Girls' Association.

**Committee Membership**

- Board Finance & Strategy Committee - Chairperson
- Board Governance Committee
- Board Technical & Sustainability Committee



**Thabo Mabe**  
Group Managing Director/CEO

Thabo Mabe is the Group Managing Director/Chief Executive Officer of Dangote Sugar Refinery Plc. Prior to his appointment, Mr. Mabe was the Managing Director of NASCON Allied Industries Plc. Mr. Mabe joined the Dangote Group in 2014 as Managing Director/CEO of Dangote Flour Mills Plc., where he successfully transformed the company from a declining business into a highly profitable enterprise. Following the Group's divestment from the flour business in 2019, he was seconded to Dangote Rice Limited as Managing Director, and later appointed Managing Director of NASCON Allied Industries Plc. in 2022, a position he held until his current appointment as GMD/CEO, Dangote Sugar Refinery Plc. Mr. Mabe holds a Bachelor of Science Degree in Chemistry and Mathematics from Fort Hare University, South Africa, with international working experience in diverse areas, managing businesses in South Africa, Germany as well as Nigeria. He began his career at Unilever as a Graduate Trainee, serving in various capacities and gaining extensive cognitive experience across Manufacturing, Production, Sales, and Supply Chain Management. In 1999, he was appointed Works Director, Personal Wash Factory in Mannheim, Germany, which is the global factory that supplied Dove soap to Unilever operations worldwide. He rose to the position of Vice President, Supply Chain for Unilever HPC in 2004, and following the consolidation of Unilever's HPC and Foods divisions, he became Vice President, Homecare. In 2010, Mr. Mabe was appointed to the Unilever Board of Directors and became the Chief Executive Officer of Unilever Nigeria Plc. During his tenure, he significantly expanded Unilever's market share and optimised production line utilisation, achieving substantial business growth for the company.



**Mariya Aliko Dangote**  
Executive Director, Operations

Mariya Aliko Dangote is the Group Executive Director, Commercial Operations, Cement and Foods for Dangote Industries Limited. Prior to the announcement in January 2026, she was the Executive Director, Operations for Dangote Sugar Refinery Plc, a position she held from July 2023 to December 2025. She also served as the Strategy/BIP Support Lead for Dangote Sugar Refinery Plc, with several years' experience in Risk Management and Business Strategy. Mariya holds a bachelor's degree in law from the Bayero University, Kano, and a master's degree in business administration from the Coventry University, United Kingdom. She was a Group Strategy Lead; Dangote Industries Limited a position she held until her redeployment to Dangote Sugar Refinery Plc in 2019. Mariya also serves on the Board of Dangote Cement Plc, Dangote Packaging Limited, Dangote – Peugeot Automobiles Nigeria Limited (DPAN), and a trustee of Aliko Dangote Foundation among others. She is a fellow of the National Institute of Credit Administration and has attended many local and international professional training programmes on Leadership such as Cambridge Senior Management Programme (CSMP), Business Development and Law.



**Mulhim Eltayeb**  
Executive Director, Backward Integration  
Projects Operations

Mulhim Eltayeb is the Executive Director, Backward Integration Programme (BIP) for Dangote Sugar Refinery Plc. Mr. Eltayeb provides strategic guidance on business improvement and project implementation of the Company's BIPs, with a commitment to advancing development and fostering sustainable growth within the sugar industry. From January 2024 till his appointment, Mr. Eltayeb was the Sugar Backward Integration Program Advisor to Dangote Industries Limited, providing strategic guidance on business improvement and project implementation within the Group's sugarcane operations. Prior to joining Dangote Industries Limited, he was the Chairman at Knowledge Enterprise for Project Management (KEPM) in Dubai, providing high-level consulting and project management services within the sugarcane industry. Mr. Eltayeb holds a master's degree in Civil and Environmental engineering from Washington State University, USA, and a postgraduate degree in Agribusiness from Middlesex University, UK. With over 35 years of extensive experience in strategic and operational management, project delivery, and consulting, with particular focus on the sugarcane agribusiness sector throughout Africa and globally, Mr. Eltayeb has been involved in managing complex projects spanning multiple continents, including North and South America, Africa, and Asia. He joined Kenana Engineering and Technical Services (KETS) company, Sudan, in 2001 and led the company in various capacities, and as the General Manager between 2007 and 2017. Under his leadership, KETS undertook numerous high-profile projects, expanding its business in many countries in East and West Africa in engineering and project delivery consulting services in agribusiness, with focus on the sugarcane industry in Sudan, Ethiopia, Kenya, Nigeria, and Mauritania. He also worked at CH2M Hill in the USA for six years, executing various projects in the USA, Canada, South America, Russia, and the Far East. He ran KEPM Projects, providing consulting services in the sugarcane industry for various companies in Africa and the Gulf Area, and the co-founder of the Africa Sugar Development Taskforce Initiative, where he has served as the Interim Executive Officer, under the International Sugar Organization (ISO); collaborating with government agencies, industry stakeholders, and development partners to promote policies and programs that strengthen the sugar sector across Africa. He is also the Agribusiness Strategy Advisor for ICCIA, the Chamber of Commerce, Industry and Agriculture for 57 countries around the globe.



**Oscar Mbeche**  
Group Chief Finance Officer

Oscar Mbeche is the Group Chief Finance Officer of Dangote Sugar Refinery Plc. An astute Finance Executive who is also experienced in Business Development and Organizational Management, with over 30 years of work experience, spanning FMCG, Oil & Gas, Hi-Tech, Banking & Finance, Accounting, Auditing, and NGO. Oscar is a proven executive with laudable achievements in Financial Reporting, Corporate and Trade Finance, Governance, SOX and ICFR (Nigerian SOX equivalent), International Taxation, Integrate Risk Management, Compliance, Internal Audit, IT, Process Optimization, Large Projects Management, and Business Development. Oscar trained with PwC and Deloitte and went on to develop a successful career working in 7 industry sectors with private and publicly listed companies, that includes internationally known brand names like Unilever, UDV Diageo, HSBC, Royal Bank of Scotland, Take Two Interactive, and Petroplus AG. His international experience includes having worked or managed projects in 25 EMEA countries including Nigeria, Kenya, Switzerland, the UK, France, Germany, Singapore, Australia, India, China and Hong Kong. Prior to joining Dangote Group, Oscar was the Group CFO for Philia Group based in Geneva, Dubai, and Singapore. Oscar's professional experience includes having held positions of Finance Director, Compliance Director, Chief Risk Officer, Internal Audit Director, and Chief Information Officer for international publicly listed and private companies he worked for in Africa, Europe and Asia. Within the Dangote Group (DIL), Oscar has held GCFO positions in Dangote Sugar Refinery Plc and Dangote Petroleum Refinery and Petrochemical FZE. Oscar successfully led DIL's Group companies' first ICFR implementations. Oscar is a qualified chartered accountant, CPA, and holds an MBA from the University of Oxford, United Kingdom.



**Isiaka Bello**  
Chief Finance Officer

Isiaka Bello is the Chief Finance Officer of Dangote Sugar Refinery Plc. With over 30 years' experience in external auditing and taxation services, internal auditing, financial and management accounting and reporting, budgeting and treasury activities, corporate financial reporting and administration, management consulting/training in finance and strategy in Nigeria, South Africa, and Tanzania. Dr. Bello holds a degree in Business Administration from The Federal Polytechnic Ado-Ekiti and was the best graduating student in the class, a Master of Business Administration degree from the University of Ibadan, and a PhD in Accounting and Taxation from Babcock University, Ogun State. He joined Dangote Industries Limited in 2013 as the Chief Finance Officer of Dangote Packaging Limited, where he worked until his deployment to Dangote Sugar Refinery Plc, as the Chief Finance Officer in June 2023. Prior to his joining Dangote Group, Dr. Bello had worked in Audit, the Manufacturing sector at CarnaudMetalBox/Nampak Nigeria Plc, SCOA Nigeria Plc and in Management Consulting at Phillips Consulting. Dr. Bello is a fellow of the Institute of Chartered Accountants of Nigeria (FCA), and the Chartered Institute of Taxation of Nigeria (FCIT), and a Member, Nigerian Institute of Management (MNI M). He has attended various courses in Advanced Management (AMP 19) of The Lagos Business School and is a Certified Management Trainer of the Centre for Management Development, Lagos since 2011.



**Thiru Rajaseker**  
General Manager, Refinery Operations.

Mr. Thirumangai Rajasekar is the General Manager, Refinery Operations of Dangote Sugar Refinery Plc. He has over 43 years sterling work experience in management positions in Sugar Refinery Operations, Energy and Chemical industries in India. Prior to joining Dangote Sugar Refinery Plc, Mr. Rajasekar was a Senior Vice President & Head Manufacturing, EID Parry (India) Ltd, Chennai, India; responsible for the implementation and conceptualisation of new engineering concepts and operational strategies to cut down conversion cost of Raw Sugar processing in the refinery amongst other initiatives. He joined Dangote Sugar Refinery Plc in August 2019 as the Chief Executive Officer of Dangote Sugar, Numan Operations (formerly Savannah Sugar Company Limited, Numan) in Adamawa State, before he was reassigned to Dangote Sugar Refinery Plc, Apapa, Lagos, as the General Manager, Refinery Operations in April 2020. Mr. Rajasekar holds a B.Tech. (Hons.) in Engineering from Madras Institute of Technology, Anna University, Chennai, India and Bachelor's degree in Mathematics from Madras University, India.



**Bello Dan - Musa**  
Group GM Stakeholder Management, BIP Operations

Bello Dan-Musa is the Group General Manager Stakeholder Management, Dangote Sugar Refinery Plc, BIP and Operations. He holds a Bachelor's degree in Accounting from Bayero University Kano, and a Master of Science (MSc) in Accounting and Finance from the Ahmadu Bello University, Zaria, Kaduna State. Mr. Dan Musa's experience spans over two decades that cuts across banking, public sector, consulting, real estate manufacturing, and government relations in several local and international organisations. He started his career at the United Bank for Africa (UBA) Plc, as a Business Development Officer in 1997, and later proceeded to the Federal Civil Service Commission (FCSC) as Senior Accountant in year 2000. In 2006, he joined Accenture, an International Management Consulting, IT and Outsourcing company, as a Lead Consultant and Project Manager for many transformation projects for companies in Nigeria, South Africa, and several government organisations. In 2013, he became the Founding Lead for Accenture Development Partnership (ADP) Practice for Nigeria and West Africa, and led implementation of many development projects between Accenture and Development Partners like the World Bank, USAID, Oxfam, VSO, GAIN, Bill & Melinda Gates Foundation, Cherie Blair Foundation, Tony Elumelu Foundation, TY Danjuma Foundation etc. In 2014 he joined MHF Properties Ltd., a subsidiary of Dangote Group, as the Chief Operating Officer. In 2016, he was transferred to Dangote Industries Limited as General Manager Stakeholder Management. In 2017, he was deployed to Dangote Industries Ltd, Abuja Regional Office to head Finance, HR, and Administration and subsequently the Head, State Liaison & Project Support Department. Until his deployment to Dangote Sugar Refinery Plc, Numan Operations as Group General Manager Operations in March 2023. On June 1, 2025, he was deployed as Group General Manager Stakeholder Management of the DSR Plc Backward Integration Program (BIP) and its Operation (Apapa). Mr. Dan Musa was the Group General Manager Government and Strategic Relations, overseeing the development of Dangote Group Agribusiness in Nigeria, and led technical teams responsible for the establishment of Six Dangote Integrated Rice Mills that are currently at different levels of implementation.



**Hassan Salisu**  
General Manager Human Resources/Admin

Hassan Salisu is the General Manager Human Resources & Administration, Dangote Sugar Refinery Plc. He has several years of work experience in Financial Services and Manufacturing. Mr. Salisu holds a BSc in Business Administration from Ahmadu Bello University, Zaria and MSc in Technology and Development from Olabisi Onabanjo University, Ago-Iwoye in Ogun State. He was GM, Corporate Services at the Bank of Industry (with responsibilities for Human Resources, Administration, Finance & Treasury, and Information Technology) and later GM, Organization Resourcing at Federal Mortgage Bank of Nigeria. Mr. Salisu joined Dangote Industries Limited in 2012 as Head Management Development. He later became the GM Dangote Academy and Group Lead, Learning & Development, a position he held until his redeployment in 2018 to Dangote Sugar Refinery Plc as the General Manager Human Resources and Administration. He is a professional member of CIPMN and NIM, and a Fellow of the Nigerian Institute of Training & Development, the Institute of Management Consultants of Nigeria, and the Institute of Credit Administration.



**Bello Saddiq**  
General Manager, Sales & Marketing

Bello Alkali Saddiq is the General Manager, Sales & Marketing of Dangote Sugar Refinery Plc. He holds a Master's degree in Marketing, A postgraduate diploma in management from the Bayero University, Kano, and a Higher National Diploma in Business Administration from the Kaduna State Polytechnic, both in Nigeria. Prior to joining Dangote Sugar Refinery Plc, Bello was the Head of Sales and Key Accounts at Lafarge Africa Plc. He also worked with UACN (A J Seward) and Unilever Nigeria Plc. With over 30 years' post work experience, out of which 18 years were in the FMCG sector, he held various sales, marketing, and project management positions across multinational companies, where he also facilitated various change programmes. Bello was the pioneer project manager of Unilever Trade Resource Automation. He is a fellow of the National Institute of Marketing of Nigeria and a Fellow of the Institute of Professional Managers and Administration of Nigeria.



**Temitope Hassan (Mrs)**  
Company Secretary/Legal Adviser

Temitope is a multi-disciplinary lawyer. She holds a Bachelor's degree in Law from the London South Bank University, U.K., a Bachelor's degree in Insurance from the University of Lagos, Akoka and a Master's degree in Business Administration from the Obafemi Awolowo University, Ile-Ife. She joined Dangote Sugar Refinery Plc in January 2020 as the Company Secretary/Legal Adviser from UBA Pensions Custodian Limited where she was also the Company Secretary/Legal Adviser and previously the Head of the Company Secretariat of Skye Bank Plc (now Polaris Bank Limited). With over 26 years work experience, she has developed valuable cognitive skills and expertise in Legal Advisory & Drafting, Company Secretariat Practice, Dispute Resolution, Corporate Governance Advisory, Investor Relations, Regulatory Compliance and Corporate Services. She has attended several courses overseas and within Nigeria. She has worked in several Law firms including Olaniwun Ajayi LP and has advised Boards on Governance over the years and has been involved in major transactions such as Mergers and Acquisitions, Schemes of Arrangement and Company Restructures. She is a certified Trainer and an Accredited Mentor of the National Mentoring Pilot Project, U.K., and a Fellow of the Institute of Chartered Secretaries & Administrators of Nigeria.



**Babafemi Gbadewole**  
Head, Internal Audit

Femi Gbadewole is the Head of Internal Audit, Dangote Sugar Refinery Plc. He has over 25 years' experience in the Fast-Moving Consumer Goods (FMCG) sector, where he worked in various Finance functions across Finance Operations, Planning and Corporate Finance. Mr. Gbadewole was the Head of Internal Audit and Control of Cadbury (West Africa), before he joined Dangote Sugar in October 2020. Mr. Gbadewole holds a Master's degree in Business Administration (MBA) from the University of Ado Ekiti, Ekiti State and a Higher National Diploma (HND) in Accounting from Yaba College of Technology Lagos, both in Nigeria. He is a Fellow of the Institute of Chartered Accountants of Nigeria (FCA) and Associate of Chartered Institute of Taxation of Nigeria (ACIT)



**Itoro Unaam**  
Head, Health, Safety,  
Social & Environment/Sustainability

Itoro Unaam is the Head, Health, Safety, Social & Environment/Sustainability for Dangote Sugar Refinery Plc. He has over 25 years work experience in the oil and gas sector in Nigeria and sub-Saharan Africa where he worked in various capacities. Prior to joining Dangote Sugar Refinery on December 14, 2020; he was the Managing Director of Treadsafe Consults, HSSEQ Manager, Seadrill Africa, HSSE Manager, Seadrill Africa North, Shore Base QHSE Advisor 111, Safety Performance Coach, Offshore HSE Advisor, Transocean – Gulf of Guinea amongst others. Mr. Unaam has BSc. Public Health from the University of Nigeria, MPhil in Environmental Management Rivers State University of Science and Technology, Port Harcourt, and Diploma in General Nursing from St. Margaret School of Nursing, Calabar, Cross River State. He is a professional Health and Safety expert with vast trainings globally and holds membership in the National Institute of Safety Professionals of Nigeria (NISPON), Institute of Occupational Safety and Health (IOSH), and a OSHA Association United Kingdom.



**Adenike Olaoye**  
Head Social Performance

Adenike Olaoye is a practical, experienced, and well-presented Social Sustainability professional with 28 years working experience in diverse capacities in both the Private/Corporate and non-profit sectors with extensive experience in Stakeholder Management, Social Performance & Sustainability Management, Investor Management, strategic Social Investments, Social Impact Management to mention a few. Adenike is a certified Social Performance Practitioner from the SPSC Certification Service-UK, a Chartered Management Consultant from the Chartered Institute of Management Consultant, Canada/USA, and a Member & Fellow of the Institute of Management Consultants, Nigeria. She is also a certified Lead Auditor on ISO 26000(Social Responsibility) and a certified Lead Implementer on ISO 37101(Management Systems for Sustainable Development in Communities) from Professional Evaluation & Certification Board (PECB), Canada. Adenike has gained invaluable experience in developing and implementing fit-for-purpose Social Management Systems to support diverse businesses, having coordinated and led several technical social studies for the Energy, Oil & Gas, Manufacturing industries. She also possesses extensive knowledge in foreign investor management and International Performance Standards having managed investors and international financial institutions such as the IFC, AFDB, Export Credit Agencies, AFC amongst others. Adenike Olaoye is a certified training facilitator and social auditor who has delivered several training sessions to build capacities on diverse social development subject matters and led social audits for corporations.



**Ngozi Ngene**  
Head, Corporate Affairs

Ngozi Ifesinachi Ngene is the Head Corporate Affairs of Dangote Sugar Refinery Plc. An experienced Corporate Communications professional, Ngozi oversees corporate reputation, CSR, regulatory relations, and brand compliance, CSR, regulatory relations, and brand compliance management. With over 29 years multi-industry work experience in Corporate Communications, Reputation Management and Media Relations, Sales & Marketing, Journalism, Regulatory and Government Relations; in addition to Company Secretariat, Stakeholder Engagement, and Sustainability Reporting in the public and private sectors of the manufacturing and oil & gas industry in Nigeria. Ngozi has a proven track record of driving strategic initiatives, managing change and enhancing organizational reputation. She holds a master's degree in public administration, Postgraduate Diploma Business Administration from the Nnamdi Azikiwe University, Awka, Anambra State, and a degree in Mass Communication from the Federal Polytechnic, Oko, in Anambra State. She has attended various Local and international programmes on Reputation Management, Corporate & Strategic Communications, Stakeholders Engagement & Social Impact Management, Corporate Governance, Sustainability and Leadership. Ngozi is a member of the Nigerian Institute of Public Relations (NIPR), Chartered Institute of Public Relations UK (CIPR), and the Society for Corporate Governance Nigeria.



**Ayokunle Ushie**  
Head, Risk Management

Ayokunle Ushie is the Head Risk Management of Dangote Sugar Refinery Plc. He was a Corporate Finance and Risk Management practitioner with several local and international banks. He joined the Dangote Group Risk Management Department in 2016 and subsequently NASCON Allied Industries in 2018 and most recently Dangote Sugar Refinery Plc in 2021. Ayokunle has a bachelor's degree in Geography from the University of Ilorin and a Master's in Business Administration from the University of Nicosia, Cyprus. He is a member of the Institute of Operational Risk (IOR) and an Alumni of the Risk Certification Program of the Global Association of Risk Professionals (GARP). Ayokunle's core experiences are within data mapping, risk modelling (Operational, Credit and Market), estimated loss projections and engineering risk surveys.



**Aderemi adepoju**  
Head Quality Assurance

Aderemi Adepoju is the Head Quality Assurance of Dangote Sugar Refinery Plc, with over 24 years' work experience in Quality Assurance and Control. He was the Special Analysis Chemist before his appointment as the Head Quality Control. Prior to joining Dangote Sugar Refinery Plc Aderemi was a Shift Laboratory Analyst, at Oregon Cocoa Mills Ltd, Oregon Ikeja Lagos. Aderemi holds a Higher National Diploma (HND) in Biochemistry from Yaba College of Technology, Yaba Lagos; a BSc in Accounting from Olabisi Onabanjo University, Ago-Iwoye; and a Certified Cane Sugar Refiner from Nicholls State University, Thibodaux Louisiana, USA. He is a Certified Public Analyst in the Federal Republic of Nigeria, a Lead Auditor in ISO 14001:2015, ISO 45001:2018, ISO 9001:2015, ISO 17025:2017, FSSC 22000 and ISO 22301.



# DANGOTE SUGAR





**Guaranteed Sweetness**

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## Report of the Directors

In compliance with the Companies and Allied Matters Act, 2020, the Directors of Dangote Sugar Refinery PLC (DSR/the Company) are pleased to present this Report on the affairs of the Company and the Audited Financial Statements for the financial year ended 31st December, 2025.

### 1. Corporate structure and business history

Dangote Sugar Refinery PLC was established in 1999 and commenced its sugar business in 2000 as a division within the Dangote Group held through its holding company, Dangote Industries Limited (DIL).

Following a strategic decision of DIL to unbundle its various operations, DIL decentralized its various operations into Business units. Consequently, DSR was incorporated as a public limited liability company in 2005, and its restructuring was completed in January 2006 following the court sanction of the scheme of arrangement wherein all the assets, liabilities and undertakings of the erstwhile sugar division of DIL were transferred to DSR.

DSR was listed on the Nigerian Stock Exchange (now the Nigerian Exchange Limited) in March 2007 following an initial public offering of its shares in 2006. Pursuant to obtaining requisite shareholders and regulatory approvals, on September 1, 2020, DSR completed a Scheme of Arrangement, which successfully effected the merger of DSR and its former subsidiary Savannah Sugar Company Limited. In view of the merger, the company now has approximately 108,810 Shareholders.

The principal business activity of DSR is the refining of raw sugar to produce fortified and non-fortified granulated white sugar. The Company distributes refined white sugar to consumers and industrial customers in Nigeria. Its Headquarters is in Lagos State, Nigeria and has an installed capacity of 1.44 million metric tons (MT) per

annum with expansion plans in place.

### 2. Backward Integration Project (BIP)

In alignment with the Federal Government of Nigeria policy guidelines, DSR continues to focus on its Backward Integration Project (BIP) by deploying and reviewing project strategies from time to time. The 10-year sugar development plan to produce 1.5 million MT Sugar per annum from locally grown sugarcane remains a critical roadmap to attainment of the company's objectives.

Currently, the Company is channeling resources towards ongoing BIP in Dangote Taraba Sugar Limited, Dangote Adamawa Sugar Limited and Nasarawa Sugar Company Limited. In line with the core objective of the National Sugar Master Plan which is for Nigeria to attain self-sufficiency in sugar production, the Company is working on enhancing its existing refinery operations in Numan, Adamawa State, as well as developing its greenfield sites at the Nasarawa Sugar Company Project, amongst other sites. The Company intends to achieve 1.5MT annually from locally grown sugarcane. Furthermore, upon completion of the ongoing refinery upgrade in Numan, this operation is anticipated to generate 32 megawatts of electricity through the installation of new turbines and 2 high-pressure boilers capable of producing 90 tonnes of steam per hour. Additionally, the Company intends to produce ethanol and animal feed from by-products such as molasses and bagasse. The improvement from ethanol derived from sugarcane contributes to the reduction of greenhouse gas emissions as well as strengthening the capacity of sugar production to 9,800 metric tonnes per day.

On 29th June, 2023, Dangote Sugar (Ghana) LTD was established in Ghana as a subsidiary of the Company in line with the mandate to expand the Company's presence and frontiers across Africa.

### Share Capital Structure Since Incorporation

Below is a summary of the authorized and issued share capital history of the Company since incorporation:

Year	Authorised (N)		Issued and fully paid (N)		Consideration	Cancelled	Cumulative
Date	Increase	Cumulative	Increase	Cumulative			
2004	50,000,000	50,000,000	500,000	500,000	Cash		
2006	-	50,000,000	49,500,000	50,000,000	Scheme Shares		
2006	5,950,000,000	6,000,000,000	4,950,000,000	5,000,000,000	Bonus and Stock Split		
2008	-	6,000,000,000	1,000,000,000	6,000,000,000	Bonus		
2020	1,500,000,000	7,500,000,000	73,439,121	6,073,439,121	Scheme Shares		

#### 4. Analysis of Shareholding as at 31st December 2025

Range (Units)	No of Holders	Holders %	Holders Cum	Units	Units%	Units Cum
1	16,259	14.94%	16,259	2,386,704	0.02%	2,386,704
501	23,193	21.32%	39,452	15,541,482	0.13%	17,928,186
1001	43,685	40.15%	83,137	93,024,940	0.77%	110,953,126
5,001	10,233	9.40%	93,370	71,877,825	0.59%	182,830,951
10,00 1	11,641	10.70%	105,011	236,706,125	1.95%	419,537,076
50,0	1,875	1.72%	106,886	127,515,108	1.05%	547,052,184
100,001	1,520	1.40%	108,406	285,476,618	2.35%	832,528,802
500,001	185	0.17%	108,591	138,377,946	1.14%	970,906,748
1,000,001	152	0.14%	108,743	346,521,526	2.85%	1,317,428,274
5,000,001	27	0.02%	108,770	212,368,726	1.75%	1,529,797,000
10,000,001	28	0.03%	108,798	605,894,975	4.99%	2,135,691,975
50,000,001	5	0.00%	108,803	585,062,277	4.82%	2,720,754,252
100,000,001	5	0.00%	108,808	650,582,694	5.36%	3,371,336,946
1,000,000,001	1	0.00%	108,809	653,095,014	5.38%	4,024,431,960
5,000,000,001	1	0%	108,810	8,122,446,281	66.87%	12,146,878,241
<b>Grand Total</b>	<b>108,810</b>	<b>100%</b>		<b>12,146,878,241</b>	<b>100%</b>	

Shareholder	No. of Ordinary Shares Held	Percentage (%)
Dangote Industries Limited	8,122,446,281	66.87
Alhaji Aliko Dangote	653,095,014	5.38
Other Shareholders	3,371,336,946	27.75
<b>TOTAL</b>	<b>12,146,878,241</b>	<b>100.00</b>

\*Except as stated above, no shareholder holds more than 5% of the issued share capital of the company.

#### 5. Operating results

The Group and Company's Results for the year ended December 31, 2025 are set out on page 30 of this Report.

The summarised results are presented below:

	Group 31/12/2025 N'000	Group 31/12/2024 N'000	Company 31/12/2025 N'000	Company 31/12/2024 N'000
Gross profit	122,628,804	31,109,484	122,628,804	31,109,484
Loss before tax	(72,278,633)	(270,894,179)	(66,257,193)	(269,143,810)
Taxation	8,161,737	78,277,361	7,446,316	78,277,361
Loss for the year	(64,116,896)	(192,616,818)	(58,810,877)	(190,866,449)
Other comprehensive income	-	432,167,516	-	395,320,816
Tax on comprehensive income	(19,130,610)	(106,568,811)	(10,670,014)	(106,568,811)
Total comprehensive (loss)/income for the year	(83,247,506)	132,981,887	(69,480,891)	97,885,556
Loss for the year attributable to owners	(64,063,836)	(192,599,314)	(58,810,877)	(190,866,449)
Non-controlling interest	(53,060)	(17,504)	-	-
Loss for the year	(64,116,896)	(192,616,818)	(58,810,877)	(190,866,449)

As at the date of approval of the consolidated Financial Statements of the company, Dangote Sugar Refinery Plc's outlook for 2026 and beyond shows there is no going concern threat to the enterprise.

### 6. Board of directors

The following persons served as the Directors of the Company during the year under review and to the date of this report:

S/N	Director	Role
1	Alhaji Aliko Dangote (GCON)	Chairman (Retired from the Board with effect from 16th June 2025)
2	Mr. Arnold Ekpe	Chairman (Independent Non-Executive Director) Appointed with the effect from 17th June 2025.
3	Mr. Ravindra Singhvi	Group Managing Director/CEO (Retired from the Board with effect from 30th November, 2025)
4	Mr. Thabo Solomon Mabe	Group Managing Director/CEO (Appointed with effect from 1st December, 2025)
5	Mr. Olakunle Alake	Non-Executive Director
6	Ms. Bennedikter Molokwu	Non-Executive Director
7	Prof. Konyinsola Ajayi, SAN	Non-Executive Director (Retired from the Board on 16th June, 2025)
8	Mr. Uzoma Nwankwo	Non-Executive Director
9	Alhaji Abdu Dantata	Non-Executive Director
10	Ms. Maryam Bashir	Non-Executive Director (Retired from the Board on 16th June, 2025)
11	Ms. Mariya Aliko Dangote	Executive Director
12	Mr. Mulhim Eltaeb	Executive Director (Appointed to the Board with effect from 1st December 2025)
13	Mrs. Yabawa Lawan Wabi	Independent Non-Executive Director
14	Mrs. Oluyemisi Ayeni	Independent Non-Executive Director (Appointed to the Board with effect from 20th March 2025)

The Directors' biographical details appear on pages 85 to 88 of this Report.

### 7. Appointment of Directors

Mrs. Oluyemisi Ayeni was appointed as an Independent Non-Executive Director on 20th March 2025 and her appointment was ratified at the last Annual General Meeting.

Mr. Thabo Solomon Mabe was appointed as Group Managing Director/Chief Executive Officer and Mr. Mulhim Eltaeb as Executive Director on 1st December 2025. Both Board appointments are subject to the ratification of Members at the next Annual General Meeting of the Company.

The new Directors were appointed in line with the provisions of the Company's Articles of Association, the Board Appointment Policy, the extant Corporate Governance Codes and relevant policies, the Companies and Allied Matters Act, 2020 and other applicable Regulations that govern the appointment of Directors.

### 8. Retirement of Directors

Having diligently served on the Board with integrity, professionalism, and commitment, the following directors retired from the Board with effect from 16th June 2025:

- Aliko Dangote (GCON)
- Prof. Konyinsola Ajayi, SAN
- Ms. Maryam Bashir

- No Director's service contract is indeterminable within five years.

In accordance with the Company's Articles of Association, the Directors retiring by rotation are Mrs. Yabawa Wabi (mni), Ms. Bennedikter Molokwu (FClod) and Mr. Olakunle Alake and being eligible, hereby offer themselves for re-election..

### 9. Directors' Fees

- The Non-Executive Directors were paid N4,000,000 (Four Million Naira) each as Directors' fees.
- For the 2026 financial years, the annual fees for the Non-Executive Directors is proposed at N4,000,000 (Four Million Naira) per Director. Only Non-Executive Directors are entitled to Annual fees.

A resolution will be proposed to approve payment of the Directors fees for the 2026 financial year.

### 10. Directors Code of Conduct & Ethics

The Company has a Code of Conduct and Ethics for Director's business which sets out the standards that Directors are expected to adhere to while conducting their fiduciary duties.

### 11. Corporate Governance

The Board of Directors is committed to continually ensuring sustainable long-term success and implementation of corporate governance best practices within the Company. Through its oversight functions, the Board is committed to delivering value to all stakeholders in the Company whilst also driving initiative to actualise the Company's sustainability goals.

The Company is very intentional at ensuring compliance

with applicable laws and regulations in Nigeria such as but not limited to the Listing Rules of the Nigerian Exchange Limited, the Securities & Exchange Commission, the Nigerian Code of Corporate Governance 2018 and any other applicable corporate governance guidelines and rules promulgated from time to time.

**12. Property, plant and equipment**

Details of changes in property, plant and equipment during the year are shown in Note 16 to the financial statements. In the opinion of Directors, the market value of the Company’s property, plant and equipment is not less than the value shown in the financial statements.

**13. Statement of Directors’ responsibilities for financial statements**

In compliance with the provisions of Sections 377 and 378 of the Companies and Allied Matters Act 2020, the Directors are responsible for the preparation of the Financial Statements which give a true and fair view of the state of affairs of the Group and the profit or loss for the year.

In so doing the Directors ensure that:

- i. Adequate internal control procedures are instituted to safeguard the assets, prevent and detect fraud and other irregularities

- ii. Proper accounting records are maintained
- iii. Applicable accounting standards are adhered to.
- iv. Suitable accounting policies are adopted and consistently applied.
- v. Judgments and estimates made are reasonable and prudent and;
- vi. The financial statements are prepared on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

**14. Statement of Affairs**

In the opinion of the Directors, the state of the Company’s affairs is satisfactory and there has been no material change since the reporting date which would affect the financial statements as presented.

**15. Direct and Indirect Interest of Directors**

The direct interest of Directors in the issued share capital of the Company as stated in the Register of Directors Shareholding and as notified by the Directors, in compliance with Sections 301 of the Companies and Allied Matters Act (CAMA) 2020 and the listing requirements of the Nigerian Exchange Limited is as follows:

S/N	Director	31st December 2025		31st December 2024	
		Direct	Indirect	Direct	Indirect
1	Alhaji Aliko Dangote (GCON)	653,095,014	Nil	653,095,014	Nil
2	Mr. Ravindra Singhvi	Nil	Nil	Nil	Nil
3	Mr. Olakunle Alake	7,194,000	Nil	7,194,000	Nil
4	Ms. Bennedikter Molokwu	1,483,400	Nil	1,483,400	Nil
5	Prof. Konyinsola Ajayi, SAN	Nil	Nil	Nil	Nil
6	Mr. Uzoma Nwankwo	Nil	Nil	384,692	Nil
7	Mr. Abdu Dantata	1,044,000	Nil	1,044,000	Nil
8	Ms. Maryam Bashir	Nil	Nil	Nil	Nil
9	Mrs. Yabawa Lawan Wabi	Nil	Nil	Nil	Nil
10	Ms. Mariya Aliko-Dangote	Nil	Nil	Nil	Nil
11	Mrs Yemisi Ayeni	180,000	Nil	Nil	Nil
12	Mr. Arnold Ekpe	Nil	Nil	Nil	Nil
13	Mr. Thabo Mabe	Nil	Nil	Nil	Nil
14	Mr. Mulhim Eltayeb	Nil	Nil	Nil	Nil

**16. Directors’ interest in contracts**

In compliance with Section 303 of CAMA, all contracts with related parties during the year were conducted at arm’s length. Information relating to related party transactions are contained in Note 35 of the Financial Statements

**17. Employment and Employee relationship**

**a. Employment and Employees**

Dangote Sugar Refinery PLC had a total of 3,181

staff as at 31st December, 2025. The Company reviews its employment policy in line with the needs of business, and remains an equal opportunities employer, with policies that prohibit discrimination against gender, race, religion or disability to its existing and potential employees. The Company focuses on attracting and retaining outstanding talents that will add value and ensure that all stipulated high-performance indices are met.

### b. Health, Safety and Environment

The Company enforces strict health and safety rules and practices in the work environment. It maintains a high standard of hygiene in all its premises by upholding excellent sanitation practices and regular fumigation exercises, which have been enhanced by the installation of pest and rodent control gadgets. Fire-fighting prevention and drills are carried out periodically, while fire-fighting equipment and alerts have been installed in the offices and plants. In addition, personal protective equipment (PPE) are provided for individual employees to enhance safety measures while at work. Health, Safety, Security and Environment (HSSE) workshops and other health awareness programs are organized for all employees from time to time to engender a safety culture on an ongoing basis. The Company operates canteen facilities where fully paid nutritionally balanced meals are provided for all staff. The Company maintained a communication line giving regular updates to staff on mental health as well as other physical health issues relating to diseases including HIV/AIDS, High Blood Pressure, Diabetes and other serious diseases through health talks, health assessments and information sharing.

### c. Employee Training and Development

The Company remains consistent in its value proposition on human capital development for improved efficiency whilst maintaining strategic manpower advantage over competition. During the year under review, the Company invested in the training and development of its workforce through in-house and external trainings.

### d. Industrial/Employees Relations

The Company places premium on ensuring effective channels of communication with its employees by keeping them informed on matters affecting them and the performance of the Company. To this end, Management maintains an open-door policy whilst also ensuring accurate and timely dissemination of information through all available communication channels with the Company. The relationship between Management and the in-house employee Unions remains very cordial. Regular dialogue takes place at informal and formal levels, and the Unions help to foster employee motivation and welfare initiatives.

### e. Employment of Physically Disabled Persons

Dangote Sugar Refinery PLC is an equal opportunity employer. It acknowledges that physically challenged people can participate in and contribute to the society in

all aspects of life as much as the rest of the workforce. The Company provides equal opportunities for disabled persons, ensuring that there is no discrimination against them on recruitment for employment, determination of salaries, promotion and other benefits. The Company also considers of utmost importance, the welfare and rehabilitation of staff members who may unfortunately become disabled during the course of their duties, and ensures that in addition to compensation and rehabilitation by the Company, the Nigeria Social Insurance Trust Fund (NSITF) pays a fair, guaranteed and adequate compensation to employees in case of any injury, disease, disability or death arising out of, or in the course of employment. Currently, there are 11 physically challenged employees in the Company with disabilities such as speech impairment and mobility (limb) impairment.

### f. Staff Welfare

The Company has retainerhip agreement with several private hospitals for its employees' health management. It provides subsidies to employees in respect of transportation, lunch, housing and health care. Incentive schemes include awards, bonuses, promotions and salary/wage review. During the period and on a quarterly basis, the best staff in each Department were given Awards of Recognition.

### g. Retirement Benefits

In line with the provisions of the Pension Reform Act of 2014, the Company operates a uniform contributory pension scheme for all employees, the scheme is funded by the employees and the Company's contribution of 10% each of the employees' monthly basic, housing and transport allowances. This is remitted to the employee's Pension Fund Administrator of choice on a monthly basis.

## 18. Donations and Charitable Gifts

At Dangote Sugar Refinery PLC, we believe our impact on the communities we operate in is as important as the products we offer. We are committed to being thoughtful stewards of the environment and an empathetic corporate citizen in the communities where we operate. We are passionate about our support for charitable and worthy causes in the areas of education, health, skills acquisition, poverty alleviation and sports amongst others. During the year under review, the beneficiaries of our Corporate Social Responsibility (CSR) were as follows:

S/N	BENEFICIARY	AMOUNT N
1	Sponsorship of the Induction program of the Chartered Institute of Directors of Nigeria	3,500,000
2	May Day Celebration of the Maritime Workers Union of Nigeria	150,000
3	Support to Sage shareholders association of Nigeria	100,000
4	Financial Support to Methodist Primary School, Apapa	100,000
5	Sallah gifts to Tunga community members	2,000,000
6	Medical support to Sarkin Tunga	1,621,750
7	2024/2025 Schorlaship payment for students at NSCL Tunga host communities	5,625,000
8	Support to Federal University, Lafia for hosting of international technologist association conference	1,000,000
9	DSR Numan Schools (Free Education) 2024/2025 Scholarship Scheme for host communities Nursery, Primary and Secondary Schools students.	6,610,000
10	Logistics support for traditional council stakeholders meeting	200,000
11	Support for Bachama Kingdom annual Kwete festival	1,000,000
12	Logistics support for community members stakeholders meeting	250,000
13	Financial Support for Coronation of Shelleng District Head	100,000
14	Revolving Special Scholarship for 44 DSR Numan High School Students.	3,500,000
15	Donations of 70 schools chairs to GDSS Ngbalang	5,460,000
16	PMS support to Fadama Police Station, Numan	22,155,000
17	2025 DSR Annual Secondary Schools Quiz Competition	1,966,528
18	Support for the hosting of Vayato Annual Wrestling Festival, Gyawana	200,000
19	Support to Bwazza, Cultural festival at DSR Numan host Community	500,000
20	Support to Kiri traditional council for Mandamu festival, Shelleng LGA	500,000
21	DSR Numan Back to School Medical Outreach for Ages 5 - 15 across the 5 LGAs	3,967,775
22	Fencing of Murum Mbula Palace, Demsa local government area	8,812,000
23	Financial Support for Humto Annual Cultural festival Gyawana, DSR Numan host community	200,000
24	Support to Menjauli annual cultural festival in Shelleng LGA	1,000,000
25	Support for the hosting of Vonnum Annual Cultural Festival, Demsa LGA	1,000,000
26	Support for the hosting of Mbapur Annual Cultural Festival (Murum Mbula), Demsa LGA	1,000,000
27	Homto Annual Cultural Festival (Nyedwodei Gyawana	200,000
28	Zekun Annual wrestling festival, Lamurde LGA	200,000
29	Support to Lunguda Traditional Council for the hosting of the Similalama annual cultural festival.	1,000,000
30	Donation of Transformation to Bare Community at DSR Numan	17,900,000
31	Scholarship for 160 Students across the five Local Government Areas	7,200,000
32	2025 Ramadan (Ram) gifts to DSR Numan Stakeholders	7,500,000
33	Support for Renovation of Nigeria Police Force Yola BASE 3 Special Protection Unit Office Renovation	3,000,000
34	Support for Nigerian Army 23 Amoured Brigade Yola Tombola Festival	200,000
35	Support of Command Secondary School, Numan Annual Graduation Ceremony	150,000
36	Support for Nigeria Society of Engineers Yola Chapter annual Conference	150,000
37	2025 Biannual DSR Numan Stakeholders Townhall Meeting	2,100,000
	<b>TOTAL</b>	<b>112,118,053</b>

\*No donation was made to any political party or organization

## Report of the Directors continued

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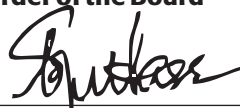
### 19. Events after reporting date

There are no post audit events that could have an effect on the state of affairs of the Company as at 31st December, 2025 which have not been adequately provided for or disclosed.

### 20. Auditors

The Auditors, Messrs. PricewaterhouseCoopers (PwC), having indicated their willingness to continue in office, will do so in accordance with Section 401 of the Companies and Allied Matters Act, 2020, a resolution will be proposed at the Annual General Meeting to authorize the Directors to determine their remuneration.

### By Order of the Board



### MRS. TEMITOPE HASSAN, FCIS

Company Secretary/Legal Adviser  
FRC/2017/PRO/NBA/002/00000016669  
3rd Floor, Greenview Development Nigeria Ltd Building  
Terminal "E" NPA Complex, Apapa  
Lagos State, Nigeria

Dated February 24, 2026

**Board Structure & Composition**

The Board of Directors of the Company was composed of the following eleven (11) members during the 2025 Financial Year:



**Aliko Dangote** GCON  
Chairman



**Mr. Arnold Ekpe**  
Chairman  
Independent Non-Executive Director  
■ (from 17th June 2025)



**Mr. Ravindra Singhvi**  
Group Managing Director/CEO  
■ (Retired from the Board with effect from 30th November, 2025)



**Mr. Thabo Solomon Mabe**  
Group Managing Director/CEO  
■ Appointed with effect from 1st December, 2025



**Mr. Olakunle Alake**  
Non-Executive Director



**Ms. Bennedikter Molokwu**  
Non-Executive Director



**Prof. Konyinsola Ajayi, SAN**  
Non-Executive Director  
■ (Retired from the Board on 16th June, 2025)



**Mr. Uzoma Nwankwo**  
Non-Executive Director



**Alhaji Abdu Dantata**  
Non-Executive Director



**Ms. Maryam Bashir**  
Non-Executive Director  
■ (Retired from the Board on 16th June, 2025)



**Mariya Aliko-Dangote**  
Executive Director Operations



**Mr. Mulhim Eltayeb**  
Non-Executive Director  
■ (Appointed to the Board with effect from 1st December 2025)

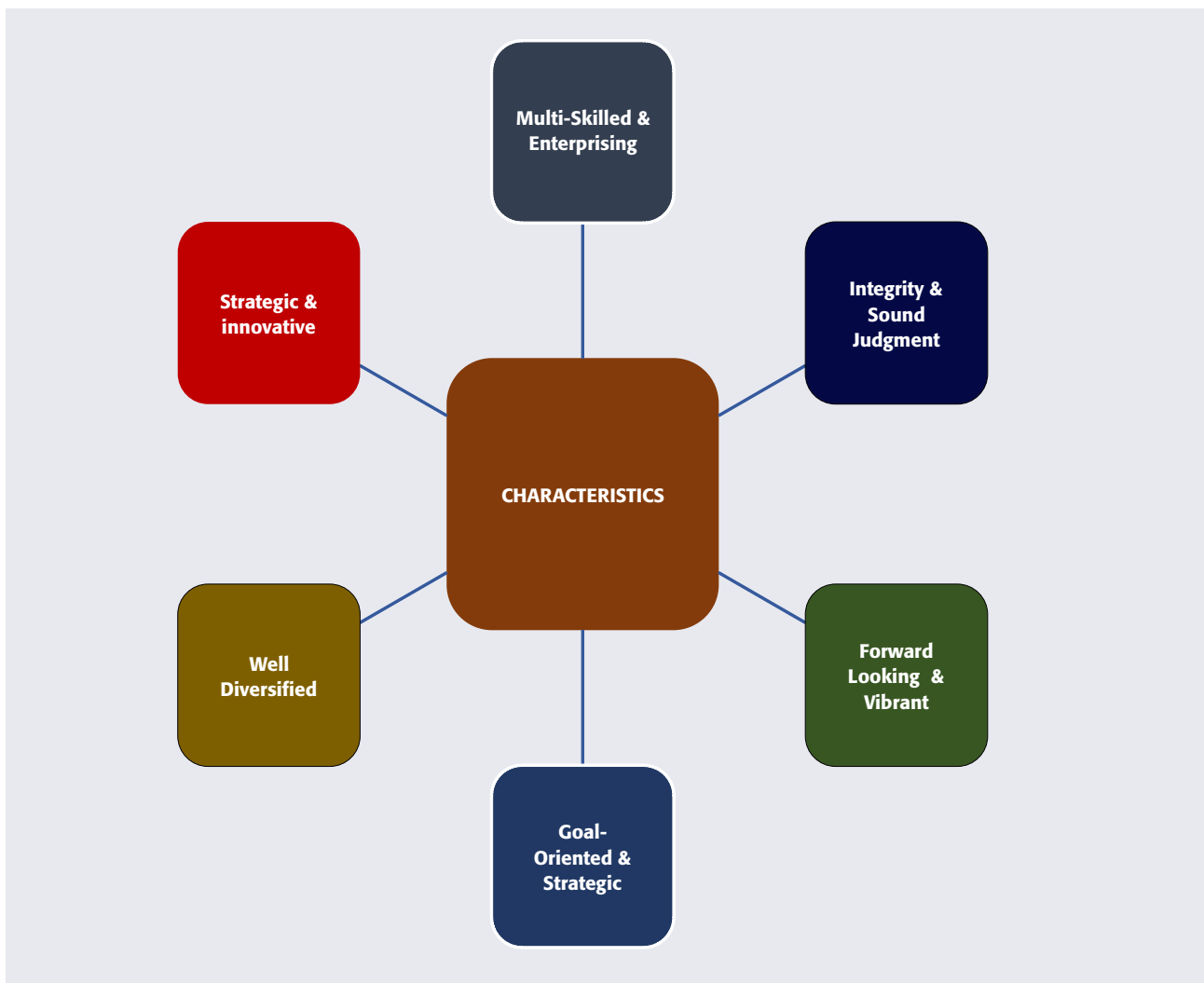
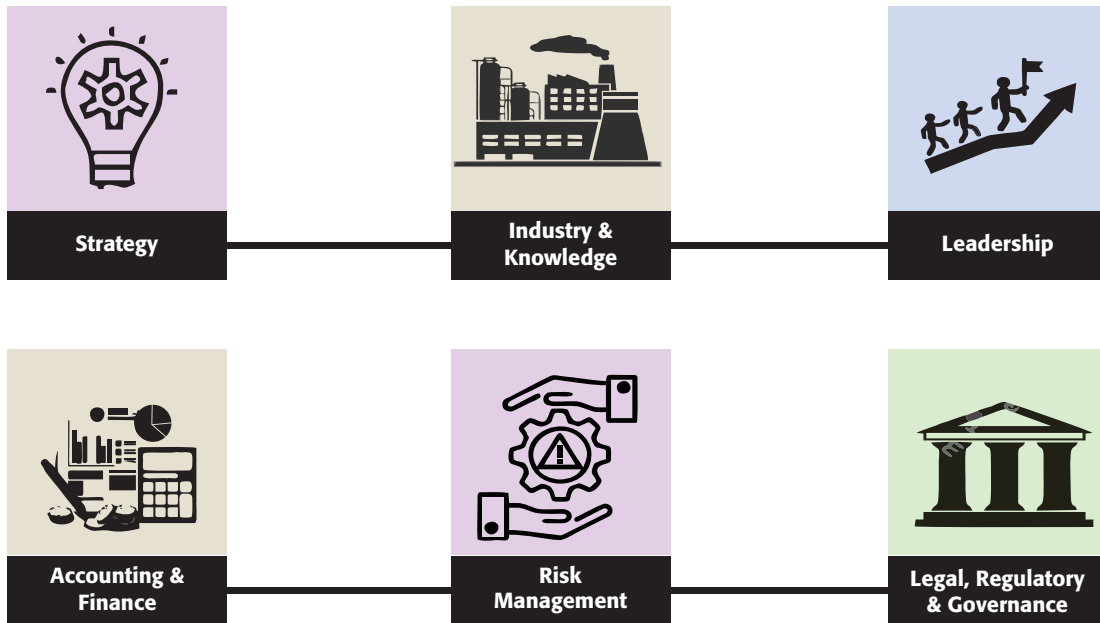


**Mrs. Yabawa Lawan Wabi** (mni)  
Independent Non-Executive Director



**Mrs. Oluyemisi Ayeni**  
Independent Non-Executive Director  
■ Appointed to the Board with effect from 20th March, 2025)

Board Characteristics & Skill Sets



### Changes in the Structure and Composition of Board

- The Board exercises leadership, enterprise, integrity and judgment in its oversight and control of the Company.
- No member has unfettered powers of decision making and there is no cross-membership on the Board of competing companies.
- Mrs. Oluyemisi Ayeni was appointed as Independent Non-Executive Director on 20th March, 2025. Her appointment was ratified at the last general meeting.
- Mr. Thabo Solomon Mabe was appointed as Group Managing Director/CEO and Mr. Mulhim Eltaeb as Executive Director on 1st December 2025 both appointments are subject to the ratification of the Members of the Company at its next General Meeting.
- The Board has a gender balance of approximately 40% female, with four (4) female directors on the Board..
- The Board Committees were reconstituted for fresh injection of ideas.
- As at 31st December 2025, the Board was composed of ten (10) directors.
- The four (4) Board Committees were reconstituted during the period.

### The Roles & Responsibilities of the Board

The Board is the highest governing body in the Company with oversight of the strategic goals of the Company. The Board considers the long-term and short-term strategies of the Company and monitors the implementation by Management.

The primary responsibilities of the Board are the performance, oversight of affairs and direction of the Company. It is responsible for defining the Company's strategic goals and deploying the relevant personnel for the attainment of these goals. In addition, the Board has supervisory oversight in ensuring that the Company's affairs are run in compliance with the law, its Articles of Association and principles of good corporate governance.

The Board defines the vision, goals, objectives and strategic priorities of the Company, monitors the integrity of financial and internal control policies and management information systems. It presents the audited financial statements to the Shareholders and ensures the accuracy and efficiency of the accounting and financial management.

### The Roles of the Officers of the Board



**CHAIRMAN**  
**Arnold Ekpe**

The Chairman provides overall leadership and direction to the Board. His primary responsibility is to ensure effective operation of the Board such that it works towards achieving the Company's strategic objectives and enhancing shareholder value..



**GROUP MANAGING DIRECTOR/CEO**  
**Thabo Solomon Mabe**

The Group Managing Director/CEO is the Head of Management and is responsible for the day-to-day operations of the Company. He has a broad understanding of the Company's business and delegates duties to Management and Management Committees to ensure the achievement of the Company's goals and strategic objectives.



**COMPANY SECRETARY**  
**Temitope Hassan (FCIS)**

The Company Secretary is accountable to the Board as a whole and advises the Board through the Chairman and the Group Managing Director on all matters of governance and ethics, including their duties and responsibilities.

## The role of the NED, INED & ED

### INDEPENDENT NON-EXECUTIVE DIRECTOR (INED)

- The Independent Director provides objective and independent advice and guidance to the Board on various issues, and ensures that the interests of all stakeholders, including those of minority shareholders, are well considered in decisions taken by the Board.

### NON-EXECUTIVE DIRECTOR (NED)

- The Non-Executive Directors bring to bear their knowledge and expertise on issues of strategy and performance on the Board.
- The Non-Executive Directors are not involved in the day-to-day management of the Company, but have unfettered access to the Company Secretary, the Internal Auditor, and other senior Management Staff.

### EXECUTIVE DIRECTOR (ED)

- Executive Directors support the Chief Executive Officer in the operations and management of the Company.
- Executive Directors have a broad understanding of the Company's business in addition to having the requisite skills, knowledge, experience and qualification required for their specific roles and responsibilities.

### Appointment to the Board

The Board Governance Committee (BGC) has the primary responsibility for initiating Board appointments. The criteria for the appointment of members to the Board are laid down in the Board Succession Planning and Board Appointment Policies which is through a formal, transparent and rigorous process.

New members to the Board are selected based on their wealth of experience, relevant leadership skills, and competence amongst others. The process of Board appointments is well defined and helps to ensure continuity in the operations of the Company thereby enhancing stakeholders' confidence. The process is concluded when the nominees are duly approved by Shareholders at the Annual General Meeting.

Mrs. Oluyemisi Ayeni, Mr. Thabo Solomon Mabe and Mr. Mulhim Eltaeb were appointed to the Board of the Company during the year. Mrs. Ayeni as an Independent Non-Executive Director on 20th March 2025 while Mr. Thabo Solomon Mabe as the Group Managing Director/Chief Executive Officer and Mr. Mulhim Eltaeb as Executive Director on 1st December 2025. The Board appointments of Mr. Mabe and Mr. Eltaeb are subject to the ratification of Members at the next Annual General Meeting of the Company.

### Induction of New Board Members

The Company has in place a robust Induction and Onboarding Programme to familiarize newly appointed Directors with their role, duties and responsibilities; the Company's business and operations; and the nature of the sugar refinery industry amongst others. The Induction programme includes meetings with key officers of the Company, and a tour of the Refinery, Backward Integration Project sites, and the Subsidiaries. Newly appointed Directors are also provided with a library of useful reports, policies, and relevant extant laws and regulations amongst others to help them in their new roles.

### Board Training and Retreat

To improve the strategic oversight of the Board, enhance governance and compliance, effective risk management and Board dynamics amongst others, the Board subscribed to various trainings during the period on Artificial Intelligence, Board Leadership, Enterprise Risk Oversight and Taxation.

The mid-year and full year Board Retreats held in July and December 2025 respectively for members to explore emerging issues, address concerns, set goals and priorities, and develop a cohesive Board. The focus of the Board Retreat was the Strategy for Achieving the 2025FY Budget and 2026FY respectively."

### The Annual General Meeting of the Company

The Annual General Meeting (AGM) to consider the Annual Report and the Financial Statements for the year ended December 31, 2024 was held on 29th April, 2025 at the Balmoral Convention Centre, Federal Palace Hotel, Victoria Island, Lagos.

The Meeting was very well attended by Shareholders and representatives of the Securities & Exchange Commission (SEC), Corporate Affairs Commission (CAC), Nigerian Exchange Limited (NGX), the Financial Reporting Council of Nigeria (FRCN). The Chairman of the Statutory Audit Committee and other members of the Committee were present.

The Meeting was streamed live online to enable shareholders and other stakeholders who were unable to physically attend the meetings to follow the proceedings. The link for the live streaming of the Meeting was made available on the Company's website at [www.sugar.dangote.com](http://www.sugar.dangote.com).

At the AGM, eight (8) items were proposed - 5 Ordinary and 3 Special Businesses and all resolutions were passed, and the necessary post-AGM filings completed within time.

### Shareholder's Rights and Investor Relations

General Meetings are important platforms for the Board to engage shareholders to facilitate greater understanding of the Company's business, governance and performance.

Shareholders were encouraged to send their comments and questions to the Company Secretary ahead of the AGM, and responses were provided to every question received.

The AGM was conducted in an open manner and sufficient time was allocated to shareholders present as they participated fully and contributed effectively at the Meeting. The venue of the Meeting was accessible to shareholders, and the Notice of Meeting was published on 28th March 2025 in two (2) leading newspapers more than 21 days before the Meeting. Copies of the Annual Reports, Audited Financial Statements and all other information pertaining to the resolutions to be voted upon; including voting or proxy instructions and relevant papers were dispatched to shareholders along with the Notice of Meeting. All relevant information about the Meeting and the Audited Financial Statements were also hoisted on the Company's website and published on the Issuers' Portal of the NGX.

The Board ensures that dealings of the Company with Shareholder Associations are transparent and in the best interest of the Company and that all Shareholders are treated fairly and equitably, and adequate information is provided to facilitate their investment decisions.

### Investor Relations

The Company publishes its annual results, quarterly forecasts and interim results on its website at [www.sugar.dangote.com](http://www.sugar.dangote.com). Other relevant investor information such as questions about shareholding or share certificates, (including the replacement of lost certificates or the consolidation of several certificates into one), or guidance to notify a change of address or to mandate dividend) are provided by the Company's Investor Relations Team. Investors are encouraged to send emails to [InvestorRelationsDSR@dangote.com](mailto:InvestorRelationsDSR@dangote.com) or contact our Registrars for answers to their enquiries

### Adoption of IFRS Sustainability Disclosure Standards

The Financial Reporting Council of Nigeria (FRCN) is actively advancing the implementation of the IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2) in line with its 2024–2030 Sustainability Reporting Roadmap. Nigeria remains a continental leader in this space, having formally launched the standards to enhance corporate transparency, with particular emphasis on climate related disclosures.

Under the roadmap, the voluntary adoption phase runs until 2027, after which mandatory reporting for Public

Interest Entities (PIEs) will commence on 1st January 2028. To support organisations in preparing for compliance, the FRCN has issued draft Sustainability Reporting Guidelines No. 1 (2025/2026), providing detailed technical instructions on reporting expectations. Dangote Sugar Refinery Plc has put in place the necessary structures to commence the Sustainability reporting ahead of the mandatory commencement date.

In late 2025, the FRCN also updated its stance on IAS 29 (Financial Reporting in Hyperinflationary Economies), a key requirement for entities operating in Nigeria's high inflation environment.

The FRCN continues to mandate that Public Interest Entities report on the effectiveness of their Internal Control over Financial Reporting. Dangote Sugar Refinery Plc has fully complied with the requirements as it relates to the 2025 Financial Year End."

### Conflict of Interest and Insider Related Transactions

The Board has a policy of openness and transparency. Conflict of interest situations are well addressed by the Conflict of Interest and Related Party Transaction Policy. Insiders are precluded from buying and selling any security in breach of their fiduciary duty and other relationship of trust and confidence while in possession of material, privileged, non-public and price-sensitive information about the Company.

- The Company's 'Closed Periods' are triggered in compliance with the Rules of the Nigerian Exchange Limited.
- Insiders are precluded from engaging in unlawful or improper transfers of assets and profits for their personal benefits or for the benefit of related parties.
- Disclosure of all transactions between related parties, (natural persons or company) are made to the Board, and controls triggered to ensure that the transactions are carried out at arms-length and on normal market terms.

### Whistle Blowing Policy

The Company has an effective whistle-blowing framework pursuant to which its employees and stakeholders can raise their concerns relating to any illegality or unethical behavior, fraud, malpractice or any other activity or event which is against the interest of the Company or society as a whole. The Statutory Audit Committee at its quarterly meetings reviews the whistle-blowing reports and procedure in line with the approved Whistle-Blowing Policy.

The whistle-blowing facility is managed by an independent Ethics Line Provider, Messrs. KPMG and has the assurance of confidentiality which is required to

protect the identity and interest of the Whistle-blower. The Board ensures that the Whistle-blower is not subject to any detriment on the grounds of the disclosure made in good faith.

Information on the whistle blowing procedure is available to staff and stakeholders and is published in conspicuous places in the Company's premises and circulated to staff online via the Company's intranet.

### Code of Conduct and Ethics

The Company's Code of Business Conduct and Ethics commits the Board, Management, employees, contractors, suppliers and the Company's controlled entities to the highest standards of professional and ethical behaviour, business conduct and sustainable business practices.

The Board is responsible for monitoring adherence to the Code of Business Conduct and Ethics to ensure that breaches are effectively sanctioned. The Directors annually attest to the Code of Conduct for Directors and the Anti-Bribery and Corruption Policy which has a zero tolerance for all forms of fraud including but not limited to bribery and corruption, asset misappropriation and financial statements fraud.

### Annual Board Evaluation and Corporate Governance Evaluation

The Board is required to establish a system to undertake a formal and rigorous evaluation of its own performance, that of its Committees, and individual Directors as well as a review of its Corporate Governance practices annually. The aim of the assessment is to provide the Board with the opportunity to reflect and obtain feedback on its performance.

In line with the provisions of the Nigerian Code of Corporate Governance 2018 (NCCG), the annual Board and Corporate Governance Evaluation for the year ended December 31, 2025 was conducted externally by Messrs. DCSL Corporate Services Limited.

### Our Commitment to a Sustainable Future

At the heart of our mission lies a steadfast dedication to sustainability. Over the past few years, we have taken bold steps to embed sustainability into every facet of our operations. Beginning with the baseline year of 2020, we laid the groundwork for our sustainability vision. By 2021, we solidified this vision, and in 2022, we deepened our commitment. By 2023, we proudly aligned our efforts with six of the United Nations' Sustainable Development Goals (SDGs) including SDG 13 (Climate Action), marking a significant milestone in our journey toward a greener, more responsible future.

In 2023, we intensified our focus on reducing greenhouse gas (GHG) emissions through science-based targets and placed a strong emphasis on building a sustainable supply chain. This involved a comprehensive review of internal

processes, particularly in agriculture, to identify opportunities for improvement and foster a culture of sustainability across both upstream and downstream operations. To ensure alignment with global best practices, we joined Bonsucro, a leading international organization that verifies sustainable agricultural practices.

We are thrilled to share that we are the first Nigerian organization to achieve Bonsucro membership—a testament to our leadership in sustainable sugar production. This milestone not only positions us as a pioneer in the industry but also underscores our commitment to producing sugar through entirely sustainable agricultural processes.

In 2024, we doubled down on our sustainability efforts by launching an ambitious capacity-building initiative. We brought on board, top-tier sustainability experts, initiated full-scale tracking of Scope 1 and 2 GHG emissions, and saw a 14% reduction in emissions from our operations. We organized a vendors' forum to share our sustainability vision with our supply chain partners. Additionally, we verified the Bonsucro certification status of our raw sugar supplies and began collaborating with Bonsucro accredited consultants and certification bodies to guide us toward full certification.

In 2025, we intensified our journey toward Bonsucro certification, while taking more decisive climate action through the development of a comprehensive Decarbonization Plan. This plan provides a clear, shared roadmap with defined responsibilities, guiding our pathway toward Net Zero.

During the year, we achieved and exceeded our science-based GHG emissions reduction target and recorded a notable improvement in our Carbon Disclosure Project (CDP) climate score, reflecting stronger climate governance, performance, and transparency.

In 2025 our CDP rating for Water Security, and Climate Action was "C" each, an improvement over 2024 rating in climate action.

These efforts reflect our unwavering commitment to creating a sustainable future - one where environmental responsibility, social impact, and economic growth go hand in hand.

Together, we are not just building a better business; we are building a better world.



### Board Meetings

The Board of Directors held six (6) meetings during the period. At Board meetings, the Board received reports on the implementation of its strategic initiatives and the financial performance of the Company and its subsidiaries and other matters for the Board's notification and/or approval. The agenda for each meeting and the supporting Board papers are sent to Directors at least seven (7) days before the meeting to give them sufficient time to review the Papers and request for additional information, where necessary.

Directors had access to Management through the Company Secretariat and obtained independent advice from Consultants at the expense of the Company where required.

At the commencement of the year, Board Members attested to their compliance with the various governance codes and policies and provided information on their interest on other Boards as well as information on relevant changes.

### Board of Directors Meetings Attendance (6 Meetings)

S/N	DIRECTORS	ATTENDANCE						%
		Feb 27	April 29	June 11	July 22	Oct 30	Nov 17	
1	Alhaji Aliko Dangote, GCON (Chairman, retired in June, 2025)	√	√	√	-	-	-	100
2	Mr. Olakunle Alake	√	√	√	√	√	√	100
3	Alhaji Abdu Dantata	√	√	√	√	√	√	100
4	Ms. Bennedikter Molokwu	√	√	√	√	√	√	100
5	Ms. Maryam Bashir (retired in June, 2025)	√	√	√	-	-	-	100
6	Prof. Konyinsola Ajayi, SAN (Retired in June 2025)	√	√	√	-	-	-	100
7	Mr. Uzoma Nwankwo	√	√	√	√	√	√	100
8	Mr. Ravindra Singhvi	√	√	√	√	√	√	100
9	Mrs. Yabawa Lawan Wabi (mni)	√	√	√	√	√	√	100
10	Ms. Mariya Aliko-Dangote	√	√	√	√	√	√	100
11	Mr. Arnold Ekpe (Chairman from June 2025)	√	√	√	√	√	√	100
12	Mrs. 'Yemisi Ayeni (Appointed 20th March 2025)	-	√		√	√	√	80
13	Mr. Thabo Solomon Mabe (Appointed on 1st Dec. 2025)	-	-	-	-	-	√	100
14	Mr. Mulhim Mohamed Elhassan Eltaeb (Appointed on 1st Dec. 2025)	-	-	-	-	-	√	100

### Board Committees

The Committees of the Board as at December 31, 2025 were as follows:

- Board Governance Committee
- Board Finance & Strategy Committee
- Board Risk Management & Assurance Committee
- Board Technical & Sustainability Committee

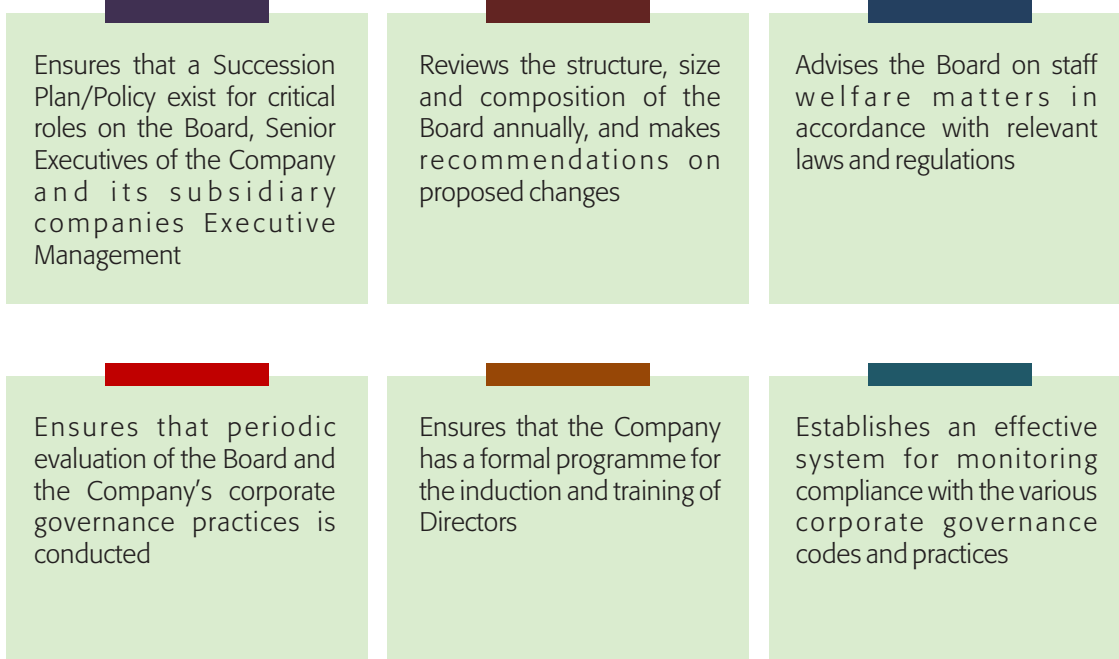
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### Board Governance Committee (BGC)

The primary purpose of the Board Governance Committee is to exercise oversight on all governance matters and to ensure that the procedures for appointments to the Board are formal and transparent.

During the period, the Committee carried out its role and duties including oversight of governance matters, policies

and practices, and oversight of the human resources strategy amongst others. At each meeting of the Committee, the Company's compliance with governance codes and best practices was reviewed. The main functions of the Committee are as follows:



S/N	DIRECTORS	ATTENDANCE					
		Feb 13	April 16	July 16	Oct 13	Nov 12	%
1	Mr. Arnold Ekpe (Board chairman from June 2025)	√	√	-	-	-	100
2	Ms. Bennedikter Molokwu	√	√	√	√	√	100
3	Mrs. Yabawa Lawan Wabi (mni)	√	√	√	√	√	100
4	Alhaji Abdu Dantata	√	√	√	√	√	100
5	Prof. Konyinsola Ajayi, SAN (Retired in June 2025)	√	√	-	-	-	100
6	Ms. Maryam Bashir (retired in June, 2025)	√	√	-	-	-	100
7	Mrs. 'Yemisi Ayeni (Appointed 20th March 2025)	-	-	√	√	√	100
8	Mr. Olakunle Alake	-	-	-	√	√	100

1. Ms. Maryam Bashir and Prof. Konyinsola Ajayi (SAN) retired from the Board of Directors in June 2025.
2. Mr. Arnold Ekpe exited the Committee in June following his appointment as Board Chairman
3. Mrs. 'Yemisi Ayeni was admitted as a Member in July 2025.
4. Ms. Bennedikter Molokwu was appointed as Chairman in July 2025.
5. Mr. Olakunle Alake was admitted as a member in July 2025.

**Board Finance & Strategy Committee (BFSC)**

The nomenclature for Finance Committee was changed to Board Finance & Strategy Committee during the period to properly reflect the Board’s oversight of Strategy. The Committee is established to assist the Board in fulfilling its oversight responsibilities with respect to strategic, financial and corporate development matters. The Committee’s key performance indicators include monitoring capital projects, capital expenditures and the

Company’s major investments and subsidiaries. During the year, the Committee extensively reviewed the Backward Integration Projects and the on-going expansions projects and monitored the Capital Expenditure Budget to ensure efficient deployment of resources. The Committee’s major terms of reference include the following:



S/N	DIRECTORS	ATTENDANCE					
		Feb 25	April 23	July 18	Oct 24	Dec 22	%
1	Mr. Arnold Ekpe	√	√	-	-	-	100
2	Mr. Ravindra Singhvi	√	√	√	√	-	100
3	Mr. Thabo Solomon Mabe	-	-	-	-	√	100
4	Mr. Mulhim Mohamed Elhassan Eltaeb	-	-	-	-	√	100
5	Ms. Bennedikter Molokwu	√	√	√	-	-	100
6	Mr. Uzoma Nwankwo	√	√	√	√	√	100
7	Mr. Olakunle Alake	√	√	√	√	√	100
8	Ms. Mariya Aliko- Dangote	√	√	√	√	√	100
9	Mrs. 'Yemisi Ayeni	-	-	√	√	√	100

- Mrs. Ayeni was appointed to the Board and admitted to the BFSC (in the capacity of the Committee Chairman) in July 2025 in place of Mr. Arnold Ekpe who was appointed Board Chairman in June 2025
- Ms. Bennedikter Molokwu exited the Committee in October 2025
- Mr. Ravindra Singhvi retired from the Company on 30th November 2025
- Mr. Thabo Mabe and Mr. Mulhim Eltaeb were admitted as Members on 1st Dec. 2025

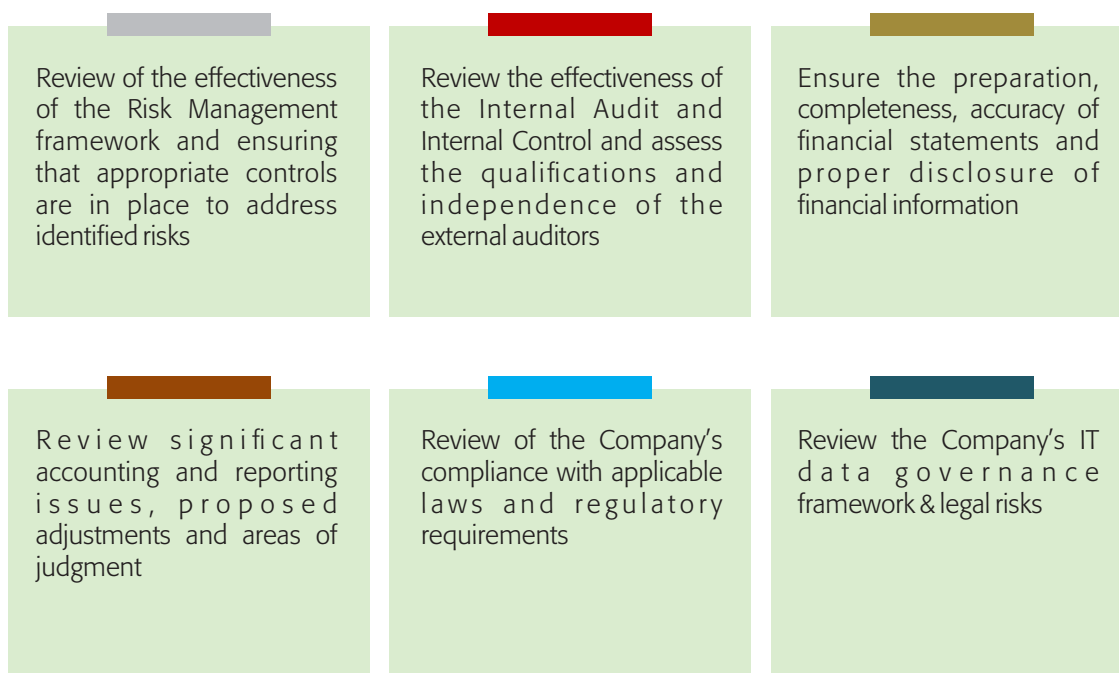
### Board Risk Management and Assurance Committee (BRMAC)

The Board Risk Management and Assurance Committee is established to ensure oversight by the Board of Directors regarding the risk appetite and risk tolerance levels of the Company and provide assurance of the process and system of internal control.

During the period, the Committee reviewed the Risk Management, Internal Audit and Legal Risk Reports and monitored the implementation of the key

recommendations of the external assessment of the Internal Audit and Internal Control functions. It approved the Audit Plan and requested Management to conduct special reviews where required.

The Committee's major terms of reference include the following:



The schedule of the composition of the Committee and meeting attendance is as follows:

### Board Risk Management and Assurance Committee - Composition and Meetings (4 Meetings)

S/N	DIRECTORS	ATTENDANCE				
		Feb 25	April 23	July 18	Oct 24	%
1	Mrs. Yabawa Lawan Wabi (Chairman)	√	√	√	√	100
2	Ms. Maryam Bashir	√	√	-	-	100
3	Mr. Olakunle Alake	√	√	√	√	100
4	Alhaji Abdu Dantata	√	√	√	√	100
5	Prof. Konyinsola Ajayi, SAN	√	√	√	√	100
6	Ms. Bennedikter Molokwu	-	-	√	√	100

- Ms. Maryam Bashir and Prof. Konyinsola Ajayi (SAN) retired from the Board in June 2025.
- Ms. Bennedikter Molokwu was admitted to the Committee in July 2025.

**Board Technical and Sustainability Committee (BTSC)**

The Board Technical and Sustainability Committee is established to oversee the Company’s operations in areas of Production, Sustainability, Health, Safety, Security and Environment, Transportation and Logistics and New Projects.

on Operations, Health, Safety, Security and Environment, Sustainability and Logistics and the Backward Integration Projects, and monitored the implementation of the key recommendations by the Committee.

During the period, the Committee reviewed the reports

The Committee’s major terms of reference include the following:

- Review key performance indicators (volumes, unit production rates, Unit Conversion cost component, unit utilisation, energy consumption, energy mix, product mix, extension, dispatch turnaround
- Oversee the Company’s sustainability strategy, programmes and practices with regards to its economic, social and environmental obligations.
- Oversee the Company’s health, safety and environment (HSE) policies and practices.
- Oversee required reporting and disclosure with respect to sustainability including technical, operational, health, safety, environmental and corporate social responsibility matters.
- Review Management’s proposals for improved truck availability, dedicated trailer park/workshop and various other strategies for efficiency in the Company’s Fleet operations.

**Board Technical and Sustainability Committee- Composition and Meetings Attendance (4 Meetings)**

S/N	DIRECTORS	ATTENDANCE				
		Feb 13	April 16	July 16	Oct 13	%
1	Mr. Uzoma Nwankwo (Chairman)	√	√	√	√	100
2	Mr. Ravindra Singhvi	√	√	√	√	100
3	Ms. Mariya Aliko-Dangote	√	√	√	√	100
4	Alhaji Abdu Dantata	√	√	√	√	100
5	Ms. Bennedikter Molokwu	√	√	√	-	100
6	Prof. Konyinsola Ajayi (SAN)	√	√	-	-	100
7	Mrs. Yemisi Ayeni	-	-	-	√	100

- Ms. Molokwu exited the Committee in July 2025.
- Prof. Konyinsola Ajayi retired from the Board in June 2025.
- Mrs. Ayeni was admitted to the Committee in July 2025

### Statutory Audit Committee (SAC)

The Statutory Audit Committee was established in accordance with the provisions of the Companies and Allied Matters Act 2000 (CAMA) and its functions are as

prescribed under Section 404(7) of the Act. The Statutory Audit Committee has responsibility for the following:

1

Ascertain whether the accounting and reporting policies of the Company are in accordance with the legal requirements and agreed ethical practices.

2

Review the scope and planning of audit requirements.

3

Review the findings on management matters in conjunction with the external auditors and Management responses thereon.

4

Keep under review the effectiveness of the Company's system of accounting and internal control.

5

Make recommendations to the Board in regard to the appointment, removal and remuneration of the external auditors of the Company.

6

Authorize the internal auditor to carry out investigations into any activities of the Company which may be of interest or concern to the Committee.

The Committee is composed of two (2) Non-Executive Directors and three (3) Ordinary Shareholders elected at the Company's Annual General Meeting in line with CAMA. The Chairman of the Committee is an Ordinary Shareholder.

In line with S.11.4.8 of the Nigerian Code of Corporate Governance 2018, the Statutory Audit Committee invited the External Auditors and the Head of Internal Audit for discussions (without the presence of Management), to facilitate an exchange of views and concerns that may not

be appropriate for open discussion. The exchange was useful for the Committee's oversight role.

In furtherance of continuous capacity building, the members of the Audit Committee attended a training facilitated by Messrs. Ernst & Young during the review period.

The schedule of the Committee composition and meeting attendance is as follows:

**Statutory Audit Committee - Composition and Meetings Attendance (4 Meetings)**

S/N	DIRECTORS	ATTENDANCE				
		Feb 26	April 24	July 18	Oct 27	%
1	Mr. Olusegun Olusanya (Chairman)	√	√	√	√	100
2	Hadjia Muheebat Dankaka	√	√	√	√	100
3	Mallam Dahiru Ado	√	√	√	√	100
4	Mr. Uzoma Nwankwo	√	√	√	√	100
5	Ms. Maryam Bashir	√	√	-	-	100
6	Mrs. Yabawa Lawan Wabi	-	-	√	√	100

- Mrs. Yabawa Lawan was admitted to the Committee in July 2025 as replacement for Ms. Maryam Bashir who retired from the Board of Directors in June 2025.
- In line with Rule 10 of the Financial Reporting Council of Nigeria (FRC), the Company informed the FRC of the changes in the composition of the Committee.

**Remuneration of Directors**

The Board ensures that the Company remunerates fairly, responsibly, and transparently in line with its Remuneration Policy. Only Non-Executive Directors are paid Annual Fees as well as Sitting Allowances for attendance at Board and Committee meetings, they are

however not entitled to be paid any performance-based compensation. The schedule of Annual Fees and Sitting Allowances payable to Non-Executive Directors for the year ended December 31, 2025 is as follows:

S/N	ANNUAL FEES	N
1	Non-Executive Directors	4,000,000
2	Independent Non-Executive Directors	4,000,000

S/N	SITTING ALLOWANCES	N
1	Member Board of Directors Meeting - Chairman	500,000
2	Board of Directors Meeting -Members (NEDs)	400,000
3	Board Committee Meetings (Chairman)	500,000
4	Board Committee Meetings -Members	400,000

**Statement on Compliance with the Securities & Exchange Commission’s Code of Corporate Governance for Public Companies, 2011 and Nigerian Code of Corporate Governance 2018**

The Directors are responsible for ensuring compliance with the extant Codes of Corporate Governance. The Board has reviewed both the Nigerian Code of Corporate Governance 2018 and the Securities and Exchange Commissions’ Code of Corporate Governance for Public Companies 2011 and is satisfied that the Company has achieved significant improvement in its compliance with their provisions.

The Board will continue to closely monitor the company’s compliance with best governance practices with a view to improving its governance practices.

We are pleased to inform our esteemed stakeholders that during the period, there were no regulatory sanctions, fines or penalties on the company.

**By Order of the Board**



**TEMITOPE HASSAN,  
FRC/2017/PRO/NBA/002/00000016669  
Company Secretary/Legal Adviser**

3rd Floor, Greenview Development Nigeria Ltd Building  
Terminal “E” NPA Complex, Apapa  
Lagos, Nigeria

Dated February 24, 2026



CORPORATE SERVICES LIMITED

20<sup>th</sup> February 2026

## REPORT OF THE EXTERNAL CONSULTANTS ON THE PERFORMANCE EVALUATION OF THE BOARD OF DIRECTORS AND CORPORATE GOVERNANCE AUDIT OF DANGOTE SUGAR REFINERY PLC FOR THE YEAR-ENDED 31<sup>ST</sup> DECEMBER 2025

DCSL Corporate Services Limited (DCSL) was engaged by Dangote Sugar Refinery Plc (“the Company”) to conduct a performance evaluation of the Board of Directors and a Corporate Governance Compliance Audit for the year ended 31<sup>st</sup> December 2025. This assessment was carried out in accordance with the provisions of the **Nigeria Code of Corporate Governance 2018 (“NCCG”), the Companies and Allied Matters Act 2020 (CAMA), the Securities and Exchange Commission Corporate Governance Guidelines 2020 (“SCGG”)** as well as global best practices.

The evaluation involved a review of the Company’s corporate and statutory documents, Minutes of Board and Committee meetings, policies, and other relevant materials provided to us. Additionally, we administered questionnaires to Directors to assess compliance with corporate governance principles and evaluate Board performance. The Company’s corporate governance structure, policies, and processes were benchmarked against the above-mentioned regulations and best practices, focusing on the following seven (7) corporate governance themes:

1. Board Structure and Composition
2. Strategy and Planning
3. Board Operations and Effectiveness
4. Measuring and Monitoring Performance
5. Risk Management and Compliance
6. Corporate Citizenship
7. Transparency and Disclosure

Our review indicates that the Board continues to uphold strong corporate governance practices, demonstrating adherence to the principles enshrined in the NCCG, SCCG and globally recognized best practices.

We have highlighted the few areas for improvement and provided recommendations for implementation. Details of our key findings and recommendations are contained in our Report.

Yours faithfully,

**For: DCSL Corporate Services Ltd**

Bisi Adeyemi

**Managing Director**

**FRC/2013/NBA/00000002716**

Directors: Abel O. Ajayi (Chairman) – Bisi Adeyemi (Managing Director) – Adeniyi Obe – Dr Anino Emuwa – Lekan Belo – Anne Agbo (Executive Director)

DCSL Head Office  
235 Ikorodu Road, Ilupeju  
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RC NO: 352393

✉ info@dcsl.com.ng  
🌐 www.dcsl.com.ng

# 04.



## Financial Statements



## Report of the Audit Committee

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### To the Members of Dangote Sugar Refinery Plc

In compliance with Section 404(7) of the Companies and Allied Matters Act, 2020, we have reviewed the consolidated and separate Financial Statements of Dangote Sugar Refinery PLC for the year ended 31st December, 2025 and hereby state as follows:

- a We have exercised our statutory functions under Section 404(7) of the Companies and Allied Matters Act, 2020;
- b We deliberated with the external Auditors, who confirmed that necessary cooperation was received from Management in the course of their statutory audit and we are satisfied with Management's responses on the Auditors' Memorandum of recommendations, and with the effectiveness of the Company's system of accounting and internal control;
- c The accounting and reporting policies of the company for the year ended 31st December, 2025 are in accordance with legal requirements and agreed ethical practices, and the scope and planning of both the external and internal audits were adequate in our opinion;
- d In our opinion, the scope and planning of the audit for the year ended 31st December, 2025 were adequate, and the Management Responses to the Auditors' findings were satisfactory.



**Mr. Olusegun Olusanya**

Chairman, Audit Committee

FRC/2018/ICAN/00000018192

Dated February 24, 2026

### Members of the Audit Committee are:

- 1 Mr. Olusegun Olusanya – Chairman/Shareholder
- 2 Mallam Dahiru Ado - Shareholder
- 3 Hadjia Muheebat Dankaka (OON) - Shareholder
- 4 Mr. Uzoma Nwankwo – Non-Executive Director
- 5 Mrs. Yabawa Lawan-Wabi - Independent Non-Executive Director

## Statement of Directors' Responsibilities

The Companies and Allied Matters Act, 2020 requires the Directors to prepare financial statements for each financial year that give a true and fair view of the state of financial affairs of the Group and Company at the end of the year and of their profit or loss.

The responsibilities include ensuring that the Group:

- a) keeps proper accounting records that disclose, with reasonable accuracy, the financial position of the Group and Company and comply with the requirements of the Companies and Allied Matters Act;
- b) establishes adequate internal controls to safeguard its assets and to prevent and detect fraud and other regularities; and
- c) prepares its financial statements using suitable accounting policies supported by reasonable and prudent judgements and estimates, and are consistently applied.

The Directors accept responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Financial Reporting Standards as issued by international Accounting Standards Board (IFRS Accounting standards) and both the requirements of the Financial Reporting Council of Nigeria (Amendment) Act 2023 and the Companies and Allied Matters Act.

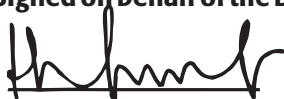
The Directors are of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the Group and Company and of their profit. The Directors further accept responsibility for the maintenance of accounting records that may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial controls.

### Going Concern

The Directors have made an assessment of the group's and company's ability to continue as a going concern and have no reason to believe the group and company will not remain a going concern for at least twelve months from the date of this statement.

The consolidated and separate financial statements of the group and company for the year ended December 31, 2025 were approved by the Directors on February 24, 2026.

### Signed on behalf of the Board of Directors By:



**Arnold Ekpe**

Independent Non-Executive Director/ Chairman  
FRC/2025/PRO/IODN/008/774324



**Mr. Thabo Solomon Mabe**

Group Managing Director/CEO  
FRC/2013/ODN/00000001741

## Statement of Corporate Responsibility for the Financial Statements

In compliance with Sections 405 of the Companies and Allied Matters Act (CAMA) 2020, we certify that:

- a) We have reviewed the audited financial statements, and based on our knowledge:
  - i) the audited financial statements do not contain any untrue statement of material fact or omit to state a material fact, which would make the statements misleading;
  - ii) the audited financial statements and all other financial information included in the statements fairly present, in all material respects, the financial condition and results of operation of the company as of and for, the periods covered by the audited financial statements.
- b) We are responsible for establishing and maintaining internal controls and we have:
  - i) designed internal controls to ensure that material information relating to company and its subsidiary is made known to us during the year ended 31 December 2025;
  - ii) evaluated the effectiveness of the company's internal controls within 90 days prior to the date of the audited financial statements; and
  - iii) we certify that the company's internal controls are effective as of that date.
- c) We disclosed to the auditors and audit committee:
  - i) that there are no significant deficiencies in the design or operation of internal controls which could adversely affect the company's ability to record, process, summarise and report financial data; and has identified for the company's auditors, any material weaknesses in internal controls; and
  - ii) that there is no fraud that involves management or other employees who have a significant role in company's internal controls; and
- d) That there are no significant changes in internal controls or in other factors that significantly affected internal controls subsequent to the date of evaluation, including any corrective actions with regard to significant deficiencies and material weakness.

**Mr. Thabo Solomon Mabe**

Group Managing Director/CEO  
FRC/2013/ODN/00000001741

Dated this 24th day of February, 2026

**Isiaka Dada Bello, PhD**

Chief Financial Officer  
FRC/2013/ ICAN/00000005105

Dated this 24th day of February, 2026

## Management’s Report on the Assessment of Internal Control over Financial Reporting

Management of Dangote Sugar Refinery Plc. (“DSR” or the “Company”) is responsible for establishing and maintaining adequate internal control over financial reporting. Internal control over financial reporting is a process designed by, or under the supervision of, the Company’s principal executive and principal financial officers, or persons performing similar functions, and effected by DSR’s Board of Directors, management and other personnel, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with the Generally Accepted Accounting Principles (GAAP).

DSR’s internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records, that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the Company’s assets; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with GAAP, and that receipts and expenditures of the Company are being made only in accordance with authorizations of DSR’s management and directors; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of the Company’s assets that could have a material effect on the financial statements.

However, because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. In addition, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate. Management has completed an assessment of the effectiveness of the Company’s internal control over financial reporting as of December 31, 2025. In making the assessment, management used the “Internal Control – Integrated Framework” (“COSO 2013”) promulgated by the Committee of Sponsoring Organizations of the Treadway Commission (“COSO”).

Based upon the assessment performed, management concluded that as of December 31, 2025, DSR’s internal control over financial reporting was effective based upon the COSO 2013 framework. Additionally, based upon management’s assessment, the Company determined that there were no material weaknesses in its internal control over financial reporting as of December 31, 2025.

The effectiveness of the Company’s internal control over financial reporting as of December 31, 2025, has been audited by PricewaterhouseCoopers (PwC), an independent registered public accounting firm, as stated in their report, which appears herein.



**Mr. Thabo Solomon Mabe**  
Group Managing Director/CEO  
FRC/2013/ODN/00000001741

Dated this 24th day of February, 2026



**Isiaka Dada Bello, PhD**  
Chief Financial Officer  
FRC/2013/ ICAN/00000005105

Dated this 24th day of February, 2026

## Certification of management's assessment on internal control over financial reporting

We, Thabo Solomon Mabe (the Group Managing Director) and Mr Isiaka Dada Bello (the Chief Financial Officer) of Dangote Sugar Refinery Plc, certify that:

- a) We have reviewed this Management's Report on the Assessment of Internal Control Over Financial Reporting of Dangote Sugar Refinery Plc;
- b) Based on our knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
- c) Based on our knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the company as of, and for, the periods presented in this report;
- d) We:
  - 1) Are responsible for establishing and maintaining internal controls;
  - 2) Have designed such internal controls and procedures, or caused such internal controls and procedures to be designed under our supervision, to ensure that material information relating to the company, is made known to us by others, particularly during the period in which this report is being prepared;
  - 3) Have designed such internal control system, or caused such internal control system to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - 4) Have evaluated the effectiveness of the company's internal controls and procedures as of a date within 90 days prior to the report and presented in this report our conclusions about the effectiveness of the internal controls and procedures, as of the end of the period covered by this report based on such evaluation.
- e) Have disclosed, based on our most recent evaluation of internal control system, to the company's auditors and the audit committee of the company's board of directors:
  - 1) There were no significant deficiencies and material weaknesses in the design or operation of the internal control system which are reasonably likely to adversely affect the company's ability to record, process, summarize and report financial information; and
  - 2) There were no fraud, whether or not material, that involves management or other employees who have a significant role in the company's internal control system.
- f) We have identified, in the report whether or not there were significant changes in internal controls or other facts that could significantly affect internal controls subsequent to the date of their evaluation including any corrective actions with regard to significant deficiencies and material weaknesses.

Dated this 24th day of February 2026.



**Mr. Thabo Solomon Mabe**  
Group Managing Director/CEO  
FRC/2013/ODN/00000001741

Dated this 24th day of February, 2026



**Isiaka Dada Bello, PhD**  
Chief Financial Officer  
FRC/2013/ ICAN/00000005105

Dated this 24th day of February, 2026



## Independent practitioner's report

To the Members of Dangote Sugar Refinery Plc

### Report on an assurance engagement performed by an independent practitioner to report on management's assessment of controls over financial reporting

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#### Our opinion

In our opinion, nothing has come to our attention that the internal control procedures over financial reporting put in place by management of Dangote Sugar Refinery Plc ("the company") and its subsidiaries (together "the group") are not adequate as at 31 December 2025, based on the SEC Guidance on Implementation of Sections 88 – 91 of The Investments and Securities Act 2025 issued by The Securities and Exchange Commission.

#### What we have performed

We have performed an assurance engagement on Dangote Sugar Refinery Plc's internal control over financial reporting as of December 31, 2025, based on FRC Guidance on Assurance Engagement Report on Internal Control Over Financial Reporting ("the Guidance") issued by the Financial Reporting Council of Nigeria. The group's management is responsible for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management's Report on the Assessment of Internal Control over Financial Reporting. Our responsibility is to express an opinion on the group's internal control over financial reporting based on our assurance engagement.

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#### Basis for opinion

We conducted our assurance engagement in accordance with the Guidance, which requires that we plan and perform the assurance engagement and provide a limited assurance report on the group's internal control over financial reporting based on our assurance engagement. As prescribed in the Guidance, the procedures we performed included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our engagement also included performing such other procedures as we considered necessary in the circumstances. We believe the procedures performed provide a basis for our report on the internal control put in place by management over financial reporting.

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#### Definition and Limitations of Internal Control over Financial Reporting

A group's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A group's internal control over financial reporting includes those policies and procedures that (i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the group; (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the group are being made only in accordance with authorizations of management and directors of the group; and (iii) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the group's assets that could have a material effect on the financial statements.

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Because of its inherent limitations, internal control over financial reporting may not prevent or detect all misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

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### Other matter

We also have audited, in accordance with the International Standards on Auditing, the consolidated and separate financial statements of Dangote Sugar Refinery Plc and our report dated 3 March 2026 expressed an unqualified opinion.

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For: **PricewaterhouseCoopers**  
Chartered Accountants  
Lagos, Nigeria  
FRC/2023/COY/176894



3 March 2026

Engagement Partner: Yinka Yusuf  
FRC/2013/PRO/ICAN/004/00000005161



## Independent auditor's report

To the Members of Dangote Sugar Refinery Plc

### Report on the audit of the consolidated and separate financial statements

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#### Our opinion

In our opinion, the consolidated and separate financial statements give a true and fair view of the consolidated and separate financial position of Dangote Sugar Refinery Plc (“the company”) and its subsidiaries (together “the group”) as at 31 December 2025, and of their consolidated and separate financial performance and their consolidated and separate cash flows for the year then ended in accordance with international financial reporting standards as issued by the International Accounting Standards Board (“IFRS Accounting Standards”) and the requirements of the Companies and Allied Matters Act and the Financial Reporting Council of Nigeria (Amendment) Act, 2023.

#### What we have audited

Dangote Sugar Refinery Plc’s consolidated, and separate financial statements comprise:

- the consolidated and separate statements of financial position as at 31 December 2025;
- the consolidated and separate statements of profit or loss and other comprehensive income for the year then ended;
- the consolidated and separate statements of changes in equity for the year then ended;
- the consolidated and separate statements of cash flows for the year then ended;
- the notes to the consolidated and separate financial statements, which include a summary of material accounting policies.

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#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the consolidated and separate financial statements section of our report.

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

#### Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards), i.e. the IESBA Code issued by the International Ethics Standards Board for Accountants. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

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#### Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of our audit of the consolidated and separate financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

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Key audit matter	How our audit addressed the key audit matter
<p><i>Valuation of biological assets (N18.3 billion)</i></p> <p>Biological assets comprise growing sugar cane held for harvesting purposes. In accordance with IAS 41 - Agriculture, they are valued at fair value less cost to sell. We focused on the valuation of the biological assets due to the materiality of the balance. Furthermore, the determination of the fair value estimates is complex and involves a significant amount of judgement.</p> <p>The directors have developed a model using the multi-period excess earnings method (MPEEM) under the income approach for the valuation of growing sugar cane. In order to generate a stream of cash flows to be used in this model, the directors calculate tonnage using information on hectares of farmland planted, the age of growing sugar cane per hectare and the yield rate per hectare.</p> <p>The cane price is then applied on the tonnage and discounted to arrive at the fair value of the sugar cane. The cane price is based on the industry out-grower price.</p> <p>The directors exercise significant judgement in determining the yield rate per hectare, the discount rate, cost of sales, selling and distribution expenses, administrative expenses and contributory assets charges.</p> <p>This is considered a key audit matter in the consolidated and separate financial statements.</p> <p>See notes 2.22, 3ii and 17 to the consolidated and separate financial statements.</p>	<p>We adopted a substantive approach to testing this balance by obtaining and performing audit procedures on the directors' valuation of the biological assets.</p> <p>With the help of our Deals experts, we reviewed the group's model for calculating the fair value of biological assets. We assessed the valuation methodology against the criteria in IAS 41-Agriculture and IFRS 13 - Fair value measurement.</p> <p>We reviewed the forecast cash flows, discount rates applied and underlying assumptions adopted by management against internal projections and publicly available information.</p> <p>We tested the farm information used in the valuation model (such as the yield rate per hectare, hectare of farmland planted and age of growing cane per hectare) by comparing with data from the farm and factory reports. Furthermore, we assessed information on yield rate by comparing it against our expectation based on relevant industry data available. We tested the tonnage used in the valuation model by applying the yield rate per hectare on the hectare of farmland planted.</p> <p>We checked the determination of cane price by comparing to the industry out-grower price for the year. We assessed the reasonableness of the discount rate used by comparing to the independent calculation done by our valuation experts.</p> <p>We assessed the reasonableness of costs of sales, selling and distribution expenses, administrative expenses and contributory assets charges by comparing to historical information and amounts determined using the company's current operational work standards.</p> <p>We tested the mathematical accuracy of the valuation model used by the directors.</p> <p>We assessed the reasonableness of disclosures in the consolidated and separate financial statements.</p>



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## Other information

The directors are responsible for the other information. The other information comprises General Information, Report of the Directors, Corporate Governance Report, Report of the Audit Committee, Statement of Directors' Responsibilities, Statement of Corporate Responsibility for the Financial Statements, Management's Report on the assessment of Internal Control over Financial Reporting, Certification of management's assessment on internal control over financial reporting, Statement of value added and Five-year Financial Summary (but does not include the consolidated and separate financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and the other sections of the Dangote Sugar Refinery Plc 2025 Annual Report, which are expected to be made available to us after that date.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not and will not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the other sections of the Dangote Sugar Refinery Plc 2025 Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

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## Responsibilities of the directors and those charged with governance for the consolidated and separate financial statements

The directors are responsible for the preparation of the consolidated and separate financial statements that give a true and fair view in accordance with IFRS Accounting Standards and the requirements of the Companies and Allied Matters Act, the Financial Reporting Council of Nigeria (Amendment) Act, 2023, and for such internal control as the directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

## Auditor's responsibilities for the audit of the consolidated and separate financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.



As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated and separate financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



## Report on other legal and regulatory requirements

The Companies and Allied Matters Act requires that in carrying out our audit we consider and report to you on the following matters. We confirm that:

- i) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
- ii) the company has kept proper books of account, so far as appears from our examination of those books and returns adequate for our audit have been received from locations not visited by us;
- iii) the company's statement of financial position and statement of profit or loss and other comprehensive income are in agreement with the books of account and returns.

In accordance with the requirements of the Security and Exchange Commission, we performed a limited assurance engagement and reported on management's assessment of Dangote Sugar Refinery Plc's internal control over financial reporting as of 31 December 2025. The work performed was done in accordance with FRC Guidance on Assurance Engagement Report on Internal Control Over Financial Reporting issued by the Financial Reporting Council of Nigeria, and we have issued an unqualified opinion in our report dated 3 March 2026.

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

Engagement Partner: Yinka Yusuf  
FRC/2013/PRO/ICAN/004/00000005161



3 March 2026

## Consolidated and separate statements of financial position as at 31 December

	Note(s)	GROUP 31/12/2025	GROUP 31/12/2024	COMPANY 31/12/2025	COMPANY 31/12/2024
<b>Assets</b>					
<b>Non-current assets</b>					
Property, plant and equipment	16	613,409,032	616,644,816	511,373,219	511,552,199
Deferred tax assets	13	9,192,826	8,231,388	9,192,826	8,231,388
Investment in subsidiaries	20	-	-	1,954,176	1,658,280
Deposit for shares	21	-	-	75,550,647	72,596,256
<b>Total non-current assets</b>		<b>622,601,858</b>	<b>624,876,204</b>	<b>598,070,868</b>	<b>594,038,123</b>
<b>Current assets</b>					
Inventories	22	157,563,899	179,825,100	156,491,959	178,778,130
Biological assets	17	18,318,686	19,189,380	18,318,686	19,189,380
Trade and other receivables	23	97,875,464	102,762,826	97,660,573	102,483,484
Other assets	18	16,116,789	15,144,041	15,823,662	14,980,906
Asset held for sale	19	868,642	868,642	868,642	868,642
Cash and cash equivalents	24	52,580,229	108,166,527	52,383,079	108,005,605
<b>Total current assets</b>		<b>343,323,709</b>	<b>425,956,516</b>	<b>341,546,601</b>	<b>424,306,147</b>
<b>Total assets</b>		<b>965,925,567</b>	<b>1,050,832,720</b>	<b>939,617,469</b>	<b>1,018,344,270</b>
<b>Equity</b>					
<b>Attributable to owners of Parent company</b>					
Share capital	25	6,073,439	6,073,439	6,073,439	6,073,439
Share premium	25	6,320,524	6,320,524	6,320,524	6,320,524
Revaluation surplus	26.1	306,468,095	325,598,705	278,081,991	288,752,005
Accumulated loss	26	(189,780,929)	(125,717,093)	(180,261,379)	(121,450,502)
		<b>129,081,129</b>	<b>212,275,575</b>	<b>110,214,575</b>	<b>179,695,466</b>
<b>Non-controlling interest</b>	27	(100,962)	(47,902)	-	-
		<b>128,980,167</b>	<b>212,227,673</b>	<b>110,214,575</b>	<b>179,695,466</b>
<b>Liabilities</b>					
<b>Non-current liabilities</b>					
Lease liability	32	97,755	2,553,490	103,601	2,672,011
Deferred tax liabilities	13	7,745,175	-	-	-
Financial liabilities	30	37,253,788	37,253,788	37,253,788	37,253,788
		<b>45,096,718</b>	<b>39,807,278</b>	<b>37,357,389</b>	<b>39,925,799</b>
<b>Current liabilities</b>					
Current tax liabilities	12.3	5,219,177	4,410,858	5,224,112	4,415,793
Lease liability	32	2,642,224	2,741,881	2,766,320	2,732,220
Trade and other payables	29	87,841,308	98,677,520	87,909,100	98,638,753
Financial liabilities	30	688,055,482	680,253,734	688,055,482	680,222,463
Employee benefits	28	625,007	681,823	625,007	681,823
Contract liabilities	31	7,465,484	12,031,953	7,465,484	12,031,953
<b>Total current liabilities</b>		<b>791,848,682</b>	<b>798,797,769</b>	<b>792,045,505</b>	<b>798,723,005</b>
<b>Total liabilities</b>		<b>836,945,400</b>	<b>838,605,047</b>	<b>829,402,894</b>	<b>838,648,804</b>
<b>Total equity and liabilities</b>		<b>965,925,567</b>	<b>1,050,832,720</b>	<b>939,617,469</b>	<b>1,018,344,270</b>

The accompanying notes on pages 134 to 191 form an integral part of the consolidated and separate financial statements.

The consolidated and separate financial statements, the notes on pages 130 to 190, and other national disclosures on pages 192 to 193 were approved and authorised for issue by the board of directors on February 24, 2026 and were signed on its behalf by:



**Arnold Ekpe**  
Independent Non-Executive Director/ Chairman  
FRC/2025/PRO/IODN/008/774324



**Mr. Thabo Solomon Mabe**  
Group Managing Director/CEO  
FRC/2013/ODN/00000001741



**Isiaka Dada Bello, PhD**  
Chief Financial Officer  
FRC/2013/ ICAN/00000005105

## Consolidated and separate statements of profit or loss and other comprehensive income

	Note(s)	GROUP 31/12/2025	GROUP 31/12/2024	COMPANY 31/12/2025	COMPANY 31/12/2024
<b>Continuing operations</b>					
Revenue	5	829,214,876	665,689,763	829,214,876	665,689,763
Cost of sales	7	(706,586,072)	(634,580,279)	(706,586,072)	(634,580,279)
<b>Gross profit</b>		<b>122,628,804</b>	<b>31,109,484</b>	<b>122,628,804</b>	<b>31,109,484</b>
Other income	11	558,693	2,213,001	499,625	2,061,075
Administrative expenses	8	(27,878,559)	(18,922,120)	(21,779,640)	(17,208,994)
Selling and distribution expenses	8.1	(729,437)	(821,864)	(729,437)	(821,864)
Decrease/(increase) in impairment on financial assets	23.2	1,550,515	(907,121)	1,550,515	(907,121)
<b>Operating profit</b>		<b>96,130,016</b>	<b>12,671,380</b>	<b>102,169,867</b>	<b>14,232,580</b>
Finance income	9	4,526,376	7,612,562	4,526,376	7,612,562
Finance charges	10	(175,347,989)	(301,277,687)	(175,366,400)	(301,088,518)
<b>Finance costs - net</b>		<b>(170,821,613)</b>	<b>(293,665,125)</b>	<b>(170,840,024)</b>	<b>(293,475,956)</b>
Change in fair value of biological assets	17	2,412,964	10,099,566	2,412,964	10,099,566
<b>Loss before tax</b>		<b>(72,278,633)</b>	<b>(270,894,179)</b>	<b>(66,257,193)</b>	<b>(269,143,810)</b>
Taxation	12.1	8,161,737	78,277,361	7,446,316	78,277,361
<b>Loss for the year</b>		<b>(64,116,896)</b>	<b>(192,616,818)</b>	<b>(58,810,877)</b>	<b>(190,866,449)</b>
<b>Other comprehensive income</b>					
Revaluation surplus	26.1	-	432,167,516	-	395,320,816
Income tax on revaluation surplus	13.1	(19,130,610)	(106,568,811)	(10,670,014)	(106,568,811)
		<b>(19,130,610)</b>	<b>325,598,705</b>	<b>(10,670,014)</b>	<b>288,752,005</b>
<b>Total comprehensive (loss)/income for the</b>		<b>(83,247,506)</b>	<b>132,981,887</b>	<b>(69,480,891)</b>	<b>97,885,556</b>
<b>Loss for the year attributable to:</b>					
Owners of the parent		(64,063,836)	(192,599,314)	(58,810,877)	(190,866,449)
Non-controlling interest		(53,060)	(17,504)	-	-
		<b>(64,116,896)</b>	<b>(192,616,818)</b>	<b>(58,810,877)</b>	<b>(190,866,449)</b>
<b>Total comprehensive (loss)/income for the year</b>					
Owner of the parent		(83,194,446)	132,999,391	(69,480,891)	97,885,556
Non-controlling interest		(53,060)	(17,504)	-	-
		<b>(83,247,506)</b>	<b>132,981,887</b>	<b>(69,480,891)</b>	<b>97,885,556</b>
<b>Total comprehensive income for the year</b>		<b>(64,116,896)</b>	<b>(192,616,818)</b>	<b>(58,810,877)</b>	<b>(-190,866,449)</b>
<b>Loss per share</b>					
Basic and diluted loss per share (Naira)	15	<b>(5.28)</b>	<b>(15.86)</b>	<b>(4.84)</b>	<b>(15.71)</b>

The accompanying notes on pages 134 to 190 form an integral part of the consolidated and separate financial statements.

## Consolidated and separate statements of changes in equity

Group	Share Capital	Share Premium	Revaluation Surplus/(Deficit)	Retained Earnings	Attributable to owners of parent company	Non-controlling interest	Total
	N'000	N'000	N'000	N'000	N'000	N'000	N'000
<b>Balance as at 1 January 2024</b>	<b>6,073,439</b>	<b>6,320,524</b>	-	<b>66,882,221</b>	<b>79,276,184</b>	<b>(30,398)</b>	<b>79,245,786</b>
Loss for the year	-	-	-	(192,599,314)	(192,599,314)	(17,504)	(192,616,818)
Other comprehensive income	-	-	325,598,705	-	325,598,705	-	325,598,705
<b>Total comprehensive loss for the year</b>	-	-	<b>325,598,705</b>	<b>(192,599,314)</b>	<b>132,999,391</b>	<b>(17,504)</b>	<b>132,981,887</b>
<b>Transaction with owners:</b>							
Dividend paid	-	-	-	-	-	-	-
<b>Balance as at 31 December 2024</b>	<b>6,073,439</b>	<b>6,320,524</b>	<b>325,598,705</b>	<b>(125,717,093)</b>	<b>212,275,5750</b>	<b>(47,902)</b>	<b>212,227,673</b>
Loss for the year	-	-	-	(64,063,836)	(64,063,836)	(53,060)	(64,116,896)
Other comprehensive income	-	-	(19,130,610)	-	(19,130,610)	-	(19,130,610)
<b>Total comprehensive income/(loss) for the year</b>	-	-	<b>(19,130,610)</b>	<b>(64,063,836)</b>	<b>(83,194,446)</b>	<b>(53,060)</b>	<b>(83,247,506)</b>
<b>Transaction with owners:</b>							
Dividend paid	-	-	-	-	-	-	-
<b>Balance as at 31 December 2025</b>	<b>6,073,439</b>	<b>6,320,524</b>	<b>306,468,095</b>	<b>(189,780,929)</b>	<b>129,081,129</b>	<b>(100,962)</b>	<b>128,980,167</b>
Note(s)	25	25		26		27	

Company	Share Capital	Share Premium	Revaluation Surplus/(Deficit)	Retained Earnings	Total
	N'000	N'000	N'000	N'000	N'000
<b>Balance as at 1 January 2024</b>	<b>6,073,439</b>	<b>6,320,524</b>	-	<b>69,415,947</b>	<b>81,809,910</b>
Loss for the year	-	-	-	(190,866,449)	(190,866,449)
Other comprehensive Income	-	-	288,752,005	-	288,752,005
<b>Total comprehensive loss for the year</b>	-	-	<b>288,752,005</b>	<b>(190,866,449)</b>	<b>97,885,556</b>
<b>Transaction with owners:</b>					
Dividend paid	-	-	-	-	-
<b>Balance as at 31 December 2024</b>	<b>6,073,439</b>	<b>6,320,524</b>	<b>288,752,005</b>	<b>(121,450,502)</b>	<b>179,695,466</b>
Loss for the year	-	-	-	(58,810,877)	(58,810,877)
Other comprehensive Income	-	-	(10,670,014)	-	(10,670,014)
<b>Total comprehensive income/(loss) for the year</b>	-	-	<b>(10,670,014)</b>	<b>(58,810,877)</b>	<b>(69,480,891)</b>
<b>Transaction with owners:</b>					
Dividend paid	-	-	-	-	-
<b>Balance as at 31 December 2025</b>	<b>6,073,439</b>	<b>6,320,524</b>	<b>278,081,991</b>	<b>(180,261,379)</b>	<b>110,214,575</b>
Note(s)	25	25	25	26	

No dividend was declared in the current year (2024: Nil)

The accompanying notes on pages 134 to 191 form an integral part of the consolidated and separate financial statements.

## Consolidated and separate statements of cash flows

	GROUP Note(s)	GROUP 31/12/2025	GROUP 31/12/2024	COMPANY 31/12/2025	COMPANY 31/12/2024
<b>Cash flows for operating activities</b>					
Loss before taxation		(72,278,633)	(270,894,179)	(66,257,193)	(269,143,810)
<b>Adjustments for non-cash income and expenses:</b>					
Depreciation of property, plant and equipment	16	46,519,550	12,598,078	43,615,427	11,555,811
Lease interest eliminated on lease discontinuation	16.3	(605)	-	-	-
CWIP reclassified to profit or loss	16	702,483	-	-	-
Property, plant and equipment transferred	16.8	782,992	-	955,666	(526,570)
(Decrease)/increase in impairment loss on financial assets	23.2	(1,550,515)	907,121	(1,550,515)	907,121
Lease reassessments	32	382,990	4,218,796	382,990	4,411,886
Grant income	11	(8,604)	(28,739)	(8,604)	(28,739)
Property, plant and equipment scrapped	16.4	-	2,337	-	2,337
Profit on sale of assets	11	(15,767)	(17,161)	(15,767)	(17,161)
Interest income	9	(4,526,376)	(7,612,562)	(4,526,376)	(7,612,562)
Interest on lease	10	253,761	476,406	253,761	474,191
Interest on bank loan	10	33,531,023	7,254,901	33,531,023	7,254,901
Exchange (gain)/loss	10.2	(18,392,307)	201,886,871	(18,392,307)	201,403,944
Fair value gain on biological assets	17	(2,412,964)	(10,099,566)	(2,412,964)	(10,099,566)
<b>Changes in working capital</b>					
Decrease/(increase) in Inventory		22,261,201	(131,908,247)	22,286,171	(131,716,881)
Net usage of biological assets		3,283,658	5,374,613	3,283,658	5,374,613
Decrease in trade and other receivables		6,437,877	28,134,234	6,373,426	28,179,067
Increase in other assets		(972,749)	(14,399,033)	(842,756)	(14,237,294)
Decrease in contract liabilities		(4,566,470)	(5,799,878)	(4,566,469)	(5,799,878)
Increase/(decrease) in trade and other payables		7,677,746	(183,055,817)	7,488,419	(181,573,742)
<b>Cash generated from/(used in) operations</b>		17,108,291	(362,961,825)	19,597,590	(361,192,332)
Finance cost paid		-	-	-	-
Tax paid	12.3	(3,376,817)	(13,412,266)	(3,376,817)	(13,412,260)
Gratuity paid	28	(56,816)	(30,224)	(56,816)	(30,224)
<b>Net cash generated from/(used in) operating activities</b>		13,674,658	(376,404,315)	16,163,957	(374,634,816)
<b>Cash flows from investing activities</b>					
Purchase of property, plant and equipment	16.2	(44,793,282)	(29,934,830)	(44,395,689)	(26,942,652)
Deposit for shares	21	-	-	(2,954,391)	(5,560,965)
Proceeds on disposal of property, plant and equipment	11.1	47,323	22,512	47,323	22,512
Interest received	9	4,526,376	7,612,562	4,526,376	7,612,562
<b>Net cash used in investing activities</b>		(40,219,583)	(22,299,756)	(42,776,381)	(24,868,543)
<b>Cash flows from financing activities</b>					
Unclaimed dividend received	24.1	-	39,535	-	39,535
Lease liabilities payment	32	(3,022,205)	(226,251)	(3,022,205)	(226,251)
Proceed from commercial papers	30	125,841,826	95,855,046	125,841,826	95,855,046
Movement in letters of credit	30	(44,037,702)	(12,615,061)	(44,006,431)	(11,891,471)
Interest payment on bank loans	30.1	(33,522,419)	(7,513,968)	(33,522,419)	(7,513,968)
Proceeds from bank loans	30	249,550,195	157,190,472	249,550,195	157,190,472
Loan from Dangote Petroleum and Petrochemical Limited	30	-	3,659,480	-	3,659,480
Repayment of borrowings	30.1	(278,866,377)	(11,141,149)	(278,866,377)	(11,141,149)
<b>Net cash generated from financing activities</b>		15,943,318	225,248,104	15,974,589	225,971,694
<b>Net decrease in cash and cash equivalents</b>		(10,601,607)	(173,455,967)	(10,637,835)	(173,531,665)
Effect of exchange rate changes on cash and cash equivalents		(781,527)	4,308,926	(781,527)	4,308,926
Cash and cash equivalents at beginning of year		35,615,662	204,762,703	35,454,740	204,677,479
Effect of exchange rate changes on cash and cash equivalents		-	-	-	-
Cash and cash equivalents at end of the year	24	24,232,528	35,615,662	24,035,378	35,454,740

The accompanying notes on pages 134 to 191 form an integral part of the consolidated and separate financial statements.

# Notes to the Consolidated and Separate Financial Statements

## 1 General information

Dangote Sugar Refinery Plc (the Company) (DSR) was incorporated as a Public Limited Liability company on 4 January 2005, commenced operation on 1 January 2006 and became quoted on the Nigerian Stock Exchange in March 2007. Its current shareholding is 67% by Dangote Industries Limited and 33% by the Nigerian public.

The ultimate controlling party is Greenview International Corporation, Cayman Island.

The registered address of the Company is located at GDNL Administrative Building, Terminal E, Shed 20 NPA Apapa Wharf Complex, Apapa, Lagos

The consolidated financial statements of the Group for the year ended 31 December 2025 comprise the Company and its subsidiaries - Dangote Taraba Sugar Limited, Dangote Adamawa Sugar Limited and Nasarawa Sugar Company Limited.

### 1.1 The principal activity

The principal activity of the Group is the refining of raw sugar into edible sugar and the selling of refined sugar. The Group's products are sold through distributors across the country.

### 1.2 Reporting entity

Dangote Industries Limited was incorporated as a private limited liability company on 18 April 1985 and commenced business in July, 1999. Dangote Nigeria Limited owns 0.01% and Greenview International Corp. of Cayman Island owns 99.99%. However, Alhaji Aliko Dangote is the ultimate controlling party.

### 1.3 Going Concern status

The Group has consistently been making profits until recently. The Directors believe that there is no intention or threat from any party to curtail significantly its line of business in the foreseeable future. Thus, these financial statements are prepared on a going concern basis.

Despite the operational performance, the net profit is impacted by significant devaluation of the naira. The company believes that as macroeconomic situation stabilizes, the same would yield positive impact to the overall economy as well as company results.

The company has taken robust margin management and cost management initiatives to address significant forex volatility and cost inflation. The returns from our Apapa and Numan operations have been positive and the company is poised to increase the pace in its backward integration efforts. Other specific actions are being reviewed by management and board of the company management to improve the overall operational and profitability of the company in a very difficult operating environment.

The financial statements of Dangote Sugar Refinery Plc have been prepared on a going concern basis which assumes the Company will be able to realise its assets and discharge its liabilities in the normal course of business for the foreseeable future as the Company has the continuing support from her Group holding company.

### 1.4 Operating environment

Emerging markets such as Nigeria are subject to different risks than more developed markets, including economic, political and social, and legal legislative risks. As has happened in the past, actual or perceived financial problems or an increase in the perceived risks associated with investing in emerging economies could adversely affect the investment climate in Nigeria and the country's economy in general. The global financial system continues to exhibit signs of deep stress and many economies around the world are experiencing lesser or no growth than in prior years. These conditions could slow or disrupt Nigeria's economy, adversely affecting the Group's access to capital and cost of capital for the Group and more generally, its business, result of operation, financial condition and prospects.

### 1.5 Financial period

These financial statements cover the financial year from 1 January 2025 to 31 December 2025 with comparative for the year ended 31 December 2024.

### 1.6 Functional and presentation currency

For the purpose of these financial statements, the results and financial position of the Group and Company are expressed in Naira, which is the Group's functional and presentation currency.

All amounts have been rounded to the nearest thousand, unless otherwise indicated.

## 2 Material Accounting Policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

### 2.1 Statement of compliance

These consolidated and separate financial statements have been prepared in accordance and in compliance with IFRS Accounting Standards and interpretations issued by the IFRS Interpretations Committee (IFRIC Interpretations) applicable to companies reporting under IFRS Accounting Standards. The financial statements comply with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IASB") and the requirements of the Companies and Allied Matters Act of Nigeria and the Financial Reporting Council (FRC) Act 2011 of Nigeria.

### 2.2 Basis of preparation

The consolidated and separate financial statements have been prepared on the historical cost basis except for the following:

- Financial instruments: Initially measured at fair value and subsequently measured at amortised cost.
- Defined benefits obligations: Present value of the obligation
- Biological assets: Fair value less costs to sell
- Inventories: Lower of cost and net realisable value
- Lease liabilities- measured at present value of future lease payments.

### 2.3 Consolidation of subsidiaries

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss from the date the Company gains control until the date when the Company ceases to control the subsidiary. Profit or loss is attributed to the owners of the Company and to the non-controlling interests. Total profit for the year of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation. The results of subsidiaries acquired or disposed of during the year are included in the Group statement of comprehensive income from the effective date of acquisition or up to the effective date of disposal as appropriate.

In the Company's separate financial statements, investments in subsidiaries are carried at cost less any impairment that has been recognised in profit or loss.

### 2.4 Revenue recognition

#### a) Accounting policy

Revenue is measured at the fair value of the consideration received or receivable for goods or services, in the ordinary course of the Group's activities and it is stated net of value added tax (VAT), rebates and returns. A valid contract is recognised as revenue after;

- The contract is approved by the parties.
- Rights and obligations are recognised.
- Collectability is probable.
- The contract has commercial substance.
- The payment terms and consideration are identifiable.

#### a) Accounting policy

he probability that a customer would make payment is ascertained based on the evaluation done on the

customer as stated in the credit management policy at the inception of the contract. The Group is the principal in all of its revenue arrangement since it is the primary obligor in all of the revenue arrangements, has inventory risk and determines the pricing for the goods and services.

#### Sale of goods

Revenue is recognised when the control of the goods and service are transferred to the customer being at the point when the goods are delivered to the customer and customer's acceptance is received or when goods are picked up by the customers. Payment for the transaction price is done by the time goods are collected otherwise a receivable is recognised at that point

Revenue from sale of sugar and molasses is recognised based on the price specified in the contract, net of the estimated rebates and returns. Rebates are estimated at the inception of the contract except where the time lag between the recognition of revenue and granting rebates is within one month. Returns on goods are estimated at the inception of the contract except where the timing between when the revenue is recognised and when the returns occur is considered immaterial. In these instances, the returns are accounted for when they occur.

#### Freight Income

The delivery service provided by the Group is a sales fulfilment activity and the revenue earned is recognised at the point in time when the goods are delivered to the customer.

Delivery occurs when the goods have been shipped to the specific location, the risks of obsolescence and loss have been transferred to the customer, and when the customer has accepted the products in accordance with the sales contract, or the acceptance provisions have lapsed, or the group has objective evidence that all criteria for acceptance have been satisfied.

Contract liability is recognised for consideration received for which the performance obligation has not been met.

#### Disaggregation of revenue from contract with customers

The Group recognises revenue from the transfer of goods and services at a point in time in the following product lines. The product lines in which the group derives revenue are from the sale of sugar (50kg, retail) , molasses and freight services.

#### Significant financing component

Using the practical expedient in IFRS15, the Group does not adjust the promised amount of consideration for the effects of a significant financing component since it expects, at contract inception, that the period between the

transfer of the promised good or service to the customer and when the customer pays for that good or service will be one year or less. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

### 2.5 Interest income recognition

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Group and the amount of inflow can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

### 2.6 Segment reporting

An operating segment is a distinguishable component of the Group and Company that earns revenue and incurs expenditure from providing related products or services (business segment) or providing products or services within a particular economic environment (geographical segment), and which is subject to risks and returns that are different from those of other segments.

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision-maker who is responsible for allocating resources and assessing performance of the operating segments has been identified as the Managing Director of Dangote Sugar Refinery Plc.

The Group and Company's primary format for segment reporting is based on business segments. The business segments are determined by management based on the Group's internal reporting structure.

Segment results that are reported to the Company's Executive Management Committee include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets, head office expenses and tax assets and liabilities.

### 2.7 Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

#### Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the statement of profit or loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted.

Current income tax is the expected amount of income tax payable on the taxable profit for the year determined in accordance with the Companies Income Tax Act (CITA) using statutory tax rates of 30% at the reporting sheet date. Education tax is calculated at 3% of the assessable profits in accordance with the Tertiary Education Tax Act.

Current and deferred tax are recognised in profit and loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are recognised in other comprehensive income or directly in equity respectively. Where current tax and deferred tax arises from the initial accounting for a business combination, the tax effect is included in the computation.

#### Deferred tax

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net Current basis and deferred tax are recognised in profit and loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are recognised in other comprehensive income or directly in equity respectively. Where current tax and deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

### 2.8 Property, plant and equipment

#### i. Recognition and measurement

##### IAS 16 permits two accounting models:

Cost model: The asset is carried at cost less accumulated depreciation and impairment. [IAS 16.30]

Revaluation model: The asset is carried at a revalued amount, being its fair value at the date of revaluation less subsequent depreciation and impairment, provided that fair value can be measured reliably. [IAS 16.31]

To ensure the Group's financial position reflects current economic realities, the directors decided during the year to change the basis of measuring some property, plant and equipment from historical cost model to revaluation model as at 31 December 2025. Under the revaluation model, revaluation will be carried out regularly, so that the carrying amount of an asset does not differ materially from its fair value at the balance sheet date. The asset cost and accumulated depreciation are grossed up so that the net book value as at revaluation date will reflect the revalued amount. Revalued assets are depreciated in the same way as under the cost model.

If an item is revalued, the entire class of assets to which that asset belongs will be revalued. The following asset classes are excluded from revaluation; bearer plants, furniture and fittings, computer equipment, tools and equipment and capital work in progress. These asset classes will continue to be measured at cost less accumulated depreciation and impairment losses.

If a revaluation results in an increase in value, the revaluation surplus, net of tax, will be credited to other comprehensive income and accumulated in equity under the heading "revaluation surplus" unless it represents the reversal of a revaluation decrease of the same asset previously recognised as an expense, in which case it will be recognised in profit or loss. A decrease arising as a result of a revaluation will be recognised as an expense to the extent that it exceeds any amount previously credited to the revaluation surplus relating to the same asset.

When a revalued asset is disposed off, any revaluation surplus will be transferred directly to retained earnings. The transfer to retained earnings will not be made through profit or loss.

The Group will engage external, independent and qualified valuers to perform independent valuations for its property, plant and equipment at sufficient regular period, between 2 to 5 years, to ensure that the fair value of the revalued asset does not differ materially from its carrying amount. At the end of each reporting period, the directors update their assessment of the fair value of each property, taking into account the most recent independent valuations. The directors would determine a property's value within a range of reasonable fair value estimates. The best evidence of fair value will be current prices in an active market for similar properties.

Under the cost model, the asset cost includes expenditure that is directly attributable to the acquisition of the asset.

### ii. Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of the day-to-day servicing of property, plant and equipment are recognized in profit or loss as incurred.

Depreciation is calculated on the depreciable amount, which is the cost/revalued cost of an asset, or other amount substituted for cost, less its residual value.

Depreciation of an assets starts when the asset is available for use. Depreciation is recognized in profit or loss on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment which reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

The estimated useful lives for the current and comparative periods are as follows:

Item	Depreciation method	Average useful life
Buildings	Straight line	50 years
Plant and machinery	Straight line	15 -50 years
Furniture and fixtures	Straight line	5 years
Motor vehicles	Straight line	4 years
Tools and equipment	Straight line	4 years
Computer equipment	Straight line	3 years
Aircraft	Straight line	25 years
Bearer plants	Straight line	6 years

Land is not depreciated. Depreciation methods, useful lives and residual values are reviewed at each financial year end and adjusted if appropriate.

Capital work-in-progress is not depreciated. They are carried at cost less any recognised impairment loss. Cost includes direct cost, professional fees and, for qualifying assets, borrowing costs capitalised in accordance with the Company's accounting policy. The attributable cost of each asset is transferred to the relevant asset category immediately the asset is available for use and depreciated accordingly.

Depreciation is recognised so as to write off the cost of assets (other than properties under construction) less their residual values over their useful lives, using the straight-line method.

### iii Derecognition of Property, Plant and equipment

An item of property, plant and equipment are derecognised upon disposal or when no future economic

benefits are expected to arise from the continued use of the asset.

A gain or loss on disposal is recognised as the difference between the disposal proceeds and the carrying amount of the asset at the date of disposal. This gain or loss is included in the other income on the statement of profit or loss and other comprehensive income.

The Group operates a defined contribution based retirement benefit scheme for its staff, in accordance with the amended Pension Reform Act of 2014 with employee contributing 8% and the employer contributing 10% each of the employee's relevant emoluments. Payments to defined contribution retirement benefit plans are recognised as an expense in statement of profit or loss when employees have rendered the service entitling them to the contributions.

### 2.9 Pensions and Other post-employment benefits

#### 2.9.1 Employee benefits

A liability is recognised when an employee has rendered services for benefits to be paid in the future, and an expense when the entity consumes the economic benefit arising from the service provided by the employee.

#### Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of profit sharing and bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

#### Long-term employee benefits (Defined contribution plan)

The Group operates a defined contribution retirement benefit scheme for its employees. A defined contribution plan is a post employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. The assets of this scheme are held in separate trustee administered funds, which are funded by contributions from both the employee and the Group.

Except when they qualify for capitalization, obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in profit or loss in the periods during which services are rendered by employees.

#### 2.10 Government grants

Government grants are recognised when there is reasonable assurance that:

- i) the group will comply with the conditions attached to them; and
- ii) the grants will be received.

Government grants are recognised as income over the periods necessary to match them with the related costs that they are intended to compensate. Grants related to income are presented as a credit in the profit or loss (separately).

#### 2.11 Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

- the contract involves the use of an identified asset – this may be specified explicitly or implicitly. If the supplier has a substantive substitution right, then the asset is not identified;
- the Group has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- the Group has the right to direct the use of the asset. The Group has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used.

In rare cases where the decision about how and for what purpose the asset is used is predetermined, the Group has the right to direct the use of the asset if either:

- the Group has the right to operate the asset; or
- the Group designed the asset in a way that predetermines how and for what purpose it will be used.

The Group primarily leases land and building (used as office space, outlets, warehouse and residential use). The lease terms are typically for fixed periods ranging from 2 years to 25 years but may have extension options. On renewal of a lease, the terms may be renegotiated.

Contracts may contain both lease and non-lease components. The Group has elected to separate lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

Lease terms are negotiated on an individual basis and contain different terms and conditions, including extension and termination options. The lease agreements do not impose any covenants, however, leased assets may not be used as security for borrowing purposes.

Leases in which the Group is a lessee

The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

### Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the consolidated and separate statements of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

### Right of use Assets

Right-of-use assets are presented within the property, plant and equipment on the consolidated and separate statements of financial position.

Lease payments included in the measurement of the right

of use comprise the following:

- Initial measurement of the lease liability.
- Any lease payments made at or before the commencement date;
- Any initial direct costs incurred;
- Any estimated costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, when the Group incurs an obligation to do so, unless these costs are incurred to produce inventories.
- Less any lease incentives received.

Leased assets are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Group will obtain ownership by the end of the lease term in which case the assets are depreciated over the useful life.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated using the straight-line method from the commencement date to the shorter period of lease term and useful life of the right-of-use asset. Depreciation starts at the commencement date of a lease. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability."

For right-of-use assets which are depreciated over their useful lives, the useful lives are determined consistently with items of the same class of property, plant and equipment. Refer to the accounting policy for property, plant and equipment for details of useful lives.

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate. Each part of a right-of-use asset with a cost that is significant in relation to the total cost of the asset is depreciated separately.

The depreciation charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

### Leases in which the Group is a Lessor

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases. Lease classification is made at inception and is only reassessed if there is a lease modification.

Assets held under finance leases are depreciated over

their expected useful lives on the same basis as owned assets or, where shorter, the term of the relevant lease.

### Sub-leases

When the Group is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease. If the head lease is a short-term lease to which the Group applies the exemption described previously, then it classifies the sub-lease as an operating lease.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated by applying IFRS 15.

### (I) Operating lease

Lease payments from operating leases are recognised on a straight-line basis over the term of the relevant lease, or on another systematic basis if that basis is more representative of the pattern in which the benefits from the use of the underlying asset are diminished. Operating lease income is included in other income.

Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and are expensed over the lease term on the same basis as the lease income.

Modifications made to operating leases are accounted for as a new lease from the effective date of the modification. Any prepaid or accrued lease payments relating to the original lease are treated as part of the lease payments of the new lease.

### (ii) Finance lease

Amounts due from lessees are recognised from commencement date at an amount equal to the Group net investment in the lease. They are presented as lease receivables on the statement of financial position.

The interest rate implicit in the lease is used to measure the net investment in the lease. If the interest rate implicit in a sublease cannot be readily determined for a sublease, then the discount rate used for the head lease (adjusted for any initial direct costs associated with the sublease) is used to measure the net investment in the sublease.

The interest rate implicit in the lease is defined in a manner which causes the initial direct costs to be included in the initial measurement of the net investment in the lease.

Lease payments included in the measurement of the net investment in the lease comprise the following:

- Fixed lease payments, including in-substance fixed payments, less any lease incentives payable.
- Variable lease payments that depend on an index or

rate, initially measured using the index or rate at the commencement date.

- The amount expected to be receivable by the Group from the lessee, a party related to the lessee or a third party unrelated to the Group under residual value guarantees (to the extent of third parties, this amount is only included if the party is financially capable of discharging the obligations under the guarantee).
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the option
- Penalties for early termination of a lease, if the lease term reflects the exercise of an option to terminate the lease.

The Group recognises finance income over the lease term, based on a pattern that reflects a constant periodic rate of return on the net investment in the lease. Finance income recognised on finance leases is included in investment income in profit or loss.

The Group applies the impairment provisions of IFRS 9 to lease receivables. Refer to the accounting policy for trade and other receivables as lease receivables are impaired on a consistent basis with that accounting policy.

### 2.12 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost of raw materials, packaging materials, engineering spares and consumable stock is determined on a weighted average basis. Cost of finished goods is determined on the basis of standard costs adjusted for variances. Standard costs are periodically reviewed to approximate actual costs.

Goods in transit are valued at the invoice price. Cost of inventory includes purchase cost, conversion cost (materials, labour and overhead) and other costs incurred to bring inventory to its present location and condition. Finished goods, which include direct labour and factory overheads, are valued at standard cost adjusted at year-end on an actual cost basis.

Costs, including an appropriate portion of fixed and variable overhead expenses, are assigned to inventories by the method most appropriate to the particular class of inventory, with the majority being valued on an average cost basis. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale.

### 2.13 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation (when the time value of money is material).

The amount recognised as a provision is the best estimate

of the consideration required to settle the present obligation at the end of the reporting period taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

### 2.14 Financial instruments

Financial instruments held by the Group are classified in accordance with the provisions of IFRS 9 Financial Instruments. On initial recognition, a financial asset is classified and measured at: amortised cost; fair value through other comprehensive income; or fair value through profit or loss.

Broadly, the classification possibilities, which are adopted by the Group, as applicable, are as follows:

#### Financial assets which are equity instruments:

- Designated as at fair value through other comprehensive income. (This designation is not available to equity instruments which are held for trading or which are contingent consideration in a business combination).

#### Financial assets which are debt instruments:

- Amortised cost. (This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is met by holding the instrument to collect contractual cash flows); or
- Mandatorily at fair value through profit or loss. (This classification automatically applies to all debt instruments which do not qualify as at amortised cost or at fair value through other comprehensive income); or

Derivatives which are not part of a hedging relationship:

- Mandatorily at fair value through profit or loss.

Financial liabilities of the Group are classified and measured at fair value on initial recognition and subsequently at amortised cost net of directly attributable transaction costs. The Group's financial liabilities include trade and other payables and interest bearing loans and borrowings.

On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost of FVOCI as at FVTPL if doing so eliminates or significantly reduces

an accounting mismatch that would otherwise arise.

### Business model assessment

The Group make an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realizing cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated – e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

### Assessment of whether contractual cash flows are solely for payments of principal and interest

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Company considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate features;

- prepayment and extension features; and
- terms that limit the Group's claim to cash flows from specified assets (e.g. nonrecourse features).

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract.

### Trade and other receivables

#### Classification and measurement

Trade and other receivables, excluding, when applicable, VAT and prepayments, are classified as financial assets subsequently measured at amortised cost.

They have been classified in this manner because their contractual terms give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the Group's business model is to collect the contractual cash flows on trade and other receivables.

#### Impairment

The Group recognises a loss allowance for expected credit losses on trade and other receivables, excluding statutory receivables and prepayments. The amount of expected credit losses is updated at each reporting date.

The Group measures the loss allowance for trade and other receivables at an amount equal to lifetime expected credit losses (lifetime ECL), which represents the expected credit losses that will result from all possible default events over the expected life of the receivable using a simplified impairment methodology adjusted for current conditions and forward looking information.

#### ii) Trade and other payables Recognition and measurement

They are recognised when the Group becomes a party to the contractual provisions, and are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost using the effective interest method.

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs.

Trade and other payables expose the Group to liquidity risk and possibly to interest rate risk. Refer to note 33 for details of risk exposure and management thereof.

### Impairment of financial assets

Recognition of impairment provisions under IFRS 9 is based on the expected credit loss (ECL) model. The ECL model is applicable to financial assets measured at amortised cost or at fair value through other comprehensive income (FVOCI). The measurement of ECL reflects an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes, time value of money and reasonable and supportable information that is available without undue cost or effort at the reporting date, about past events, current conditions and forecasts of future economic conditions.

The simplified approach is applied for trade receivables while the general approach is applied to staff loans, amounts due from related parties that are not trade related and balances with banks.

The simplified approach requires lifetime expected credit losses to be recognised on initial recognition of the Group's receivables. This involves determining the expected loss rates using a provision matrix that is based on the historical default rates observed over the expected life of the receivable and adjusted for forward-looking estimates. This is then applied to the gross carrying amount of the receivable to arrive at the loss allowance for the period.

The three-stage approach assesses impairment based on changes in credit risk since initial recognition using the past due criterion and other qualitative indicators such as increase in political concerns or other macroeconomic factors and the risk of legal action, sanction or other regulatory penalties that may impair future financial performance. Financial assets classified as stage 1 have their ECL measured as a proportion of their lifetime ECL that results from possible default events that can occur within one year, while assets in stage 2 or 3 have their ECL measured on a lifetime basis.

Under the three-stage approach, the ECL is determined by projecting the probability of default (PD), loss given default (LGD) and exposure at default (EAD) for each receivables. The PD is based on default rates determined by external rating agencies for the counterparties. The LGD is determined based on management's estimate of expected cash recoveries after considering the historical pattern of the receivable, and assessing the portion of the outstanding receivable that is deemed to be irrecoverable at the reporting period. The EAD is the total amount outstanding at the reporting period. These three components are multiplied together and adjusted for forward looking information, such as the gross domestic product (GDP) in Nigeria, inflation and exchange rate, to arrive at an ECL which is then discounted back to the reporting date and summed. The discount rate used in the ECL calculation is the original effective interest rate or an approximation thereof.

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the related financial assets and the amount of the loss is recognised in profit or loss.

### **Significant increase in credit risk and default definition**

The Group assesses the credit risk of its financial assets based on the information obtained during periodic review of publicly available information, industry trends and payment records. Based on the analysis of the information provided, the Group identifies the assets that require close monitoring.

Furthermore, financial assets that have been identified to be more than 30 days past due on contractual payments are assessed to have experienced significant increase in credit risk. These assets are grouped as part of Stage 2 financial assets where the three-stage approach is applied.

In line with the Group's credit risk management practices, a financial asset is defined to be in default when contractual payments have not been received at least 90 days after the contractual payment period. Subsequent to default, the Group carries out active recovery strategies to recover all outstanding payments due on receivables. Where the Group determines that there are no realistic prospects of recovery, the financial asset and any related loss allowance is written off either partially or in full.

### **Derecognition Financial assets**

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party or in which the Company neither transfer nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

### **Financial liabilities**

The Group derecognises a financial liability when it is extinguished i.e. when the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an

exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised immediately in the statement of profit or loss.

### **Financial liabilities at fair value through profit or loss Classification**

Financial liabilities which are held for trading are classified as financial liabilities mandatorily at fair value through profit or loss.

When a financial liability is contingent consideration in a business combination, the Group classifies it as a financial liability at fair value through profit or loss.

The Group, does, from time to time, designate certain financial liabilities as at fair value through profit or loss. The reason for the designation is to reduce or significantly eliminate an accounting mismatch which would occur if the instruments were not classified as such; or if the instrument forms part of a group of financial instruments which are managed and evaluated on a fair value basis in accordance with a documented management strategy; or in cases where it forms part of a contract containing an embedded derivative and IFRS 9 permits the entire contract to be measured at fair value through profit or loss.

### **Recognition and measurement**

Financial liabilities at fair value through profit or loss are recognised when the Group becomes a party to the contractual provisions of the instrument. They are measured, at initial recognition and subsequently, at fair value. Transaction costs are recognised in profit or loss.

For financial liabilities designated at fair value through profit or loss, the portion of fair value adjustments which are attributable to changes in the Group's own credit risk, are recognised in other comprehensive income and accumulated in equity in the reserve for valuation of liabilities, rather than in profit or loss. However, if this treatment would create or enlarge an accounting mismatch in profit or loss, then that portion is also recognised in profit or loss.

Interest paid on financial liabilities at fair value through profit or loss is included in finance costs. Exchange difference on borrowings is included in finance costs."

### **Offsetting of financial assets and financial liabilities**

Financial assets and liabilities are offset and the net amount is reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts, and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

The legally enforceable right is not contingent on future events and is enforceable in the normal course of business, and in the event of default, insolvency or bankruptcy of the Company or the counterparty.

### 2.15 Asset Held for Sale

Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset (or disposal group) is available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

Non-current assets and disposal groups are classified as held for distribution to owners when the entity is committed to distribute the asset or disposal group to the owners. This condition is regarded as met only when the distribution is highly probable and the asset (or disposal group) is available for immediate distribution in its present condition, provided the distribution is expected to be completed within one year from the classification date.

Non-current assets (or disposal groups) held for sale (distribution to owners) are measured at the lower of their carrying amount and fair value less costs to sell (distribute).

A non-current asset is not depreciated (or amortised) while it is classified as held for sale (held for distribution to owners), or while it is part of a disposal group classified as such.

### 2.16 Cash and cash equivalent

In the statement of financial position, cash and bank balances comprise cash (i.e. cash on hand, treasury bills and demand deposits) and cash equivalents. Cash equivalents are short-term (generally with original maturity of three months or less), highly liquid investments that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value. Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

Bank balances for which use by the group is subject to third party contractual restrictions are included as part of cash unless the restrictions result in a bank balance no longer meeting the definition of cash. Contractual restrictions affecting use of bank balances are disclosed. If the contractual restrictions to use the cash extend beyond 12 months after the end of the reporting period, the related amounts are classified as non-current in the statement of financial position.

For the purposes of the statement of cash flows, cash and

cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts which are repayable on demand and form an integral part of the group's cash management. Such overdrafts are presented as short-term borrowings in the statement of financial position.

### 2.17 Share capital and Equity

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

The Company has only one class of shares namely ordinary shares. Ordinary shares are classified as equity. When new shares are issued, they are recorded in share capital at their par value. The excess of the issue price over the par value is recorded in the share premium reserve.

All ordinary shares rank equally with regard to the Company's residual assets. Holders of these shares are entitled to dividends as declared from time to time and are entitled to one vote per share at general meetings of the Company.

Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

### 2.18 Earnings/(loss) per share

The Group presents basic and diluted earnings/(loss) per share (EPS/LPS) data for its ordinary shares. Basic EPS/LPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Group by the weighted average number of ordinary shares outstanding during the period, adjusted for own shares held, if any. Diluted EPS/LPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding, adjusted for the effects of all dilutive potential ordinary shares.

### 2.19 Functional and presentation currency

Items included in the consolidated and separate financial statements of each of the Group entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency).

The consolidated and separate financial statements are presented in Naira which is the Group's functional and presentation currency.

### Foreign currency transactions and translation

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign

currencies are recognized in the statement of profit or loss.

Non-monetary assets and liabilities in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the transaction date and are not restated.

Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated to the functional currency at foreign exchange rates prevailing at the dates the fair value was determined and are not restated.

### 2.20 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction, or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Interest income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

### 2.21 Segment information

An operating segment is a component of an entity:

- that engages in business activities from which it may earn revenue and incur expenses (including revenues and expenses relating to transactions with other components of the same entity);
- where operating results are regularly reviewed by the entity's chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance;
- for which discrete information is available. Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker who is responsible for allocating resources and assessing performance of the operating segments has been identified as the Managing Director of Dangote Sugar Refinery Plc

### 2.22 Biological assets

A biological asset is defined as a living animal or plant while biological transformation comprises the processes of growth, degeneration, production and procreation that cause qualitative or quantitative changes in biological asset.

### Recognition of assets

The Group recognises biological assets or agricultural produce when, and only when, all of the following conditions are met:

- the Group controls the asset as a result of past events;
- it is probable that future economic benefits associated with the asset will flow to the Group; and
- the fair value or cost of the asset can be measured reliably.

Biological asset consists of growing cane which are yet to be harvested as at year end, and these are measured at fair value less cost to sell.

The basis of fair value determination of growing canes have been included in Note 17.

### 2.23 Business combination under common control

Business combinations under common control occur when combining entities/businesses are ultimately controlled by the same party(ies) both before and after the business combination, and that control is not transitory.

The Group applies the "predecessor method" of accounting for business combinations under common control because such transactions are outside the scope of the reporting standard on Business Combinations (IFRS 3). The assets and the liabilities of the acquiree are recorded at the predecessor carrying values from the financial statements of the highest entity that has common control for which financial statements are prepared. Therefore, no goodwill is recorded in the consolidated financial statements of the acquirer.

Any difference arising between the acquirer's cost of investment and the acquiree's net assets is recorded directly in equity. Any non-controlling interest is measured as a proportionate share of the book values of the related assets and liabilities. Comparative amounts are not restated but the transaction is accounted for prospectively, i.e., from the effective date of the transaction (transfer of control). Any expenses incurred as a result of the combination are written off immediately in the statement of profit or loss.

### 2.24 Non-Controlling Interest

Non-controlling interests in subsidiaries are identified separately from the group's equity therein. Those interests of non-controlling shareholders that are present ownership interests entitling their holders to a proportionate share of net assets upon liquidation may initially be measured at fair value or at the non-controlling interests' proportionate share of the fair value of the

acquiree's identifiable net assets. The choice of measurement is made on an acquisition-by-acquisition basis. Other non-controlling interests are initially measured at fair value. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.

Total comprehensive income of the subsidiaries is attributed to the owners of the parent company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

### 3. Critical judgements and sources of estimation uncertainty

The following are the critical judgements, apart from those involving estimations, that the directors have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the consolidated financial statements.

The key assumptions concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

#### l) Significant estimates

#### Impairment of financial assets Increase/(decrease) in trade and other payables

The loss allowances for financial assets are based on assumptions about risk of default, expected loss rates and

maximum contractual period. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period. Details of the key assumptions and inputs used are disclosed in note 33.

#### Sensitivity of estimates used in IFRS 9 ECL

#### Estimation uncertainty in measuring impairment loss

In establishing sensitivity to ECL estimates for trade receivables and related parties receivables, two variables (GDP growth rate and inflation) were considered. The Company's receivables portfolio reflects greater responsiveness to both variables considered.

The table below shows information on the sensitivity of the carrying amounts of the Company's financial assets to the methods, assumptions and estimates used in calculating impairment losses on those financial assets at the end of the reporting period. These methods, assumptions and estimates have a significant risk of causing material adjustments to the carrying amounts of the Company's financial assets.

#### Trade receivables

##### a. Expected cash flow recoverable:

The table below demonstrates the sensitivity to a 20% change in the expected cash flows from trade receivables, with all other variables held constant:

#### i) Trade receivables from external customers

		GDP growth rate		
		-10%	Held constant	10%
		N'000	N'000	N'000
<b>Inflation</b>	-10%	(19,954)	(13,228)	(6,503)
	Held constant	(10,786)	(4,060)	2,666
	10%	(1,617)	5,108	11,834

#### ii) Trade receivables from related party

		GDP growth rate		
		-10%	Held constant	10%
		N'000	N'000	N'000
<b>Inflation</b>	-10%	(59)	(18)	22
	Held constant	(4)	36	77
	10%	51	91	132

3 Critical judgements and sources of estimation uncertainty (continued)

b) Other (Non-trade) receivables

Related parties receivables

Significant unobservable inputs

	Effect on profit before tax 2025	Effect on profit before tax 2024
	N'000	N'000
<b>Probability of default (PD)</b>		
Increase/decrease in probability of default		
10%	1,150	(67,289)
-10%	(1,150)	68,902

**Loss Given Default (LGD)**

Increase/decrease in loss given default

	Effect on profit before tax 2025	Effect on profit before tax 2024
	N'000	N'000
10%	157,859	(106,367)
-10%	(142,935)	100,984

**Staff Loans**

Significant unobservable inputs

**Probability of default (PD)**

	Effect on profit before tax 2025	Effect on profit before tax 2024
	N'000	N'000
Increase/decrease in probability of default		
10%	1,563	(-3,340)
-10%	(1,604)	3,414

**Loss Given Default (LGD)**

Increase/decrease in loss given default

	Effect on profit before tax 2025	Effect on profit before tax 2024
	N'000	N'000
10%	2,205	(5,209)
-10%	(2,167)	4,948

**Forward looking indicators**

	Effect on profit before tax 2025	Effect on profit before tax 2024
Forecast Default Rate		
Increase/decrease in loss given default		
10%	(1,824)	(2,271)
-10%	1,802	2271

### Impairment testing

Assumptions underlying the estimation of value in use in respect of cash-generating units for impairment testing purposes require the use of estimates such as long-term discount rates and growth rates.

### Useful lives of property, plant and equipment

The Company's management determines the estimated useful lives and related depreciation charge for its items of property, plant and equipment on an annual basis. The Company has carried out a review of the residual values and useful lives of property, plant and equipment as at 31 December 2025 and the management has not highlighted any requirement for an adjustment to the residual lives and remaining useful lives of the assets for the current or future periods.

### ii) Critical judgements

#### Fair values of biological assets

The directors have developed a model using the multi-period excess earnings method (MPEEM) under the income approach for the valuation of sugar cane. In order to generate a stream of cash flows to be used in this model, the directors calculate tonnage using information on hectares of farmland planted, the age of growing cane per hectare and the yield rate per hectare.

The cane price is then applied on the tonnage and discounted to arrive at the fair value of the sugar cane. The cane price is based on the industry out-grower price.

The directors exercise significant judgement in determining the yield rate per hectare, the discount rate, cost of sales, selling and distribution expenses, administrative expenses and contributory assets charges. See note 17.

### iii) Lease liability

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). For leases of properties, the following factors are normally the most relevant:

- If there are significant penalties to terminate (or not extend), the Company is typically reasonably certain to extend (or not terminate). 'If any leasehold improvements are expected to have a significant remaining value, the Company is reasonably certain to extend (or not terminate). 'Otherwise, the Company considers other factors, including historical lease durations and the costs and business disruption required to replace the leased asset.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Company becomes obliged to exercise

### iv) Net realisable value of inventory

IAS 2 requires that inventory should be measured at the lower of cost and net realizable value. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. Inventory consists of raw materials, chemicals and consumables, packaging materials, production supplies, work-in-progress and finished goods. Allowance is made for excessive, obsolete and slow-moving items. Write-downs to net realizable value and inventory losses are expensed in the period in which the write-downs or losses occur.

### v) Tax

Taxes are paid by Companies under a number of different regulations and laws, which are subject to varying interpretations. In this environment, it is possible for the tax authorities to review transactions and activities that have not been reviewed in the past and scrutinize these in greater detail, with additional taxes being assessed based on new interpretations of the applicable tax law and regulations.

Accordingly, management's interpretation of the applicable tax law and regulations as applied to the transactions and activities of the Companies within the Group may be challenged by the relevant taxation authorities. The Group's management believes that its interpretation of the relevant tax law and regulations is appropriate and that the tax position included in these financial statements will be sustained.

### vi) Useful life of property, plant and equipment and investment property

The Company calculates depreciation of property, plant and equipment and investment property on a straight-line basis so as to write off the cost of the assets over their expected useful lives. The economic life of an asset is determined based on existing wear and tear, economic and technical ageing, legal or other limits on the use of the asset and obsolescence. If some of these factors were to deteriorate materially, impairing the ability of the asset to generate future cash flow, the Company may accelerate depreciation charges to reflect the remaining useful life of the asset or record impairment.

The Company considers this to be a critical accounting estimate because any material change in the useful lives of the Company's property, plant and equipment and investment property would significantly impact the Company's ability to generate future cash flows, and depending on the asset, would have a material impact on

the value of property, plant and equipment and may decrease/increase the Company's net loss. The changes in useful lives of some items of property, plant and equipment were not significant.

### vii) Estimation of fair values of property, plant and equipment

The Company engages external, independent and qualified valuers to perform independent valuations for its property, plant and equipment at sufficient regularity to ensure that the fair value of the revalued asset does not differ materially from its carrying amount. At the end of each reporting period, the directors update their assessment of the fair value of each property, taking into account the most recent independent valuations. The directors determine a property's value within a range of reasonable fair value estimates. The best evidence of fair value is current prices in an active market for similar properties.

All resulting fair value estimates for properties are included in level 2. The level 2 fair value of land held for resale has been derived using the Depreciated Replacement Cost (DRC) method. This method equates the open market value of an asset to the estimated total cost of the items as new at the date of valuation less allowance for depreciation to account for age, wear and tear and obsolescence.

## 4. New standards and amendments

### a New standards and amendments applicable 1 January 2025

Amendments to IAS 21 - Lack of Exchangeability 'The Effects of Changes in Foreign Exchange Rates'

In August 2023, the IASB amended IAS 21 to add requirements to help entities to determine whether a currency is exchangeable into another currency, and the spot exchange rate used where it is not. Prior to these amendments, IAS 21 set out the exchangeable rate to use when exchangeability is temporarily lacking, but not what to do when lack of exchangeability is not temporary. These new requirements apply for annual reporting periods beginning on or after 1 January 2025. Early application is permitted (subject to any endorsement process). Dangote Sugar refinery plc determined that the amendments did not have a material impact on the group's financial statements.

Effective date : 1 January 2025

### b Forthcoming requirements

### ii Amendments to the Classification and Measurement of Financial Instruments Amendments to IFRS 9 and IFRS 7

In May 2024, the IASB issued targeted amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities. These amendments:

- clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the sole payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and
- update the disclosures for equity instruments designated at fair value through the other comprehensive income (FVOCI)

The amendments to IFRS 9 and IFRS 7 will be effective for annual reporting periods beginning on or after 1 January 2026, with early application permitted subject to any endorsement process.

These amendments will primarily impact the level of detail at which the group discloses information about strategic equity investments whose changes in fair value the group has elected to present in other comprehensive income.

The group has not yet decided whether – and, if so, to what extent – it will elect to derecognise financial liabilities before the settlement date where they are settled in cash using an electronic cash transfer system eligible for this election. The group is currently assessing whether the election should be applied to any of its electronic transfer payment systems.

The rest of these amendments are not expected to have a material impact on the consolidated financial statements of the group.

Effective date : 1 January 2026

### iii Annual Improvements to IFRS Accounting Standards – Volume 11

The IASB has made the following improvements in September 2024:

IFRS 1, 'First-time Adoption of International Financial Reporting' – to improve consistency between IFRS 1 and IFRS 9, 'Financial Instruments', in relation to the requirements for hedge accounting, and to improve the understandability of IFRS 1;

IFRS 7, 'Financial Instruments: Disclosures' – to improve consistency in the language used in IFRS 7 with the language used in IFRS 13, 'Fair Value Measurement';

IFRS 9 – to clarify how a lessee accounts for the derecognition of a lease liability when it is extinguished, and to address an inconsistency between IFRS 9 and IFRS 15, 'Revenue from Contracts with Customers', in relation to the term 'transaction price';

IFRS 10, 'Consolidated Financial Statements' – to clarify the requirements in relation to determining de facto agents of an entity; and

IAS 7, 'Statement of Cash Flows' – to replace the term 'cost method' with 'at cost', since the term is no longer defined in IFRS Accounting Standards.

Dangote sugar refinery Plc determined that the amendments are not expected to materially impact the group's financial statements.

#### **iv Contracts Referencing Nature-dependent Electricity – Amendments to IFRS 9 and IFRS 7**

In December 2024, the IASB issued targeted amendments to IFRS 7 and IFRS 9 to allow entities to better reflect nature-dependent electricity contracts in the financial statements. The amendments:

- (a) clarify the application of the 'own-use' criteria to nature-dependent electricity contracts;
- (b) permit hedge accounting if these contracts are used as hedging instruments; and
- (c) add new disclosure requirements to enable users of financial statements to better understand the effect of these contracts on an entity's financial performance and cash flows.

The amendments to IFRS 9 and IFRS 7 will be effective for annual reporting periods beginning on or after 1 January 2026, with early application permitted."

#### **v IFRS 19, 'Subsidiaries without public Accountability: Disclosure**

In May 2024, the IASB issued IFRS 19, which allows eligible entities to elect to apply its reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS Accounting Standards.

To be eligible, at the end of the reporting period an entity must be a subsidiary as defined in IFRS 10, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements, available for public use, which comply with IFRS Accounting Standards. IFRS 19 will become effective for reporting periods beginning on or after 1 January 2027, with early application permitted.

Accordingly, for Dangote sugar refinery Plc, the parent

entity in its separate financial statements and in its consolidated financial statements of the group cannot apply IFRS 19.

Effective date: 1 January 2027

#### **vi IFRS 18, 'Presentation and Disclosure in Financial Statements'**

In April 2024, the IASB issued IFRS 18 in response to investors' concerns about comparability and transparency of entities' performance reporting. The new presentation requirements introduced in IFRS 18 will increase comparability of the financial performance of similar entities, especially related to how 'operating profit or loss' is defined. The new disclosure requirements for 'management-defined performance measures' will enhance transparency. IFRS 18 is effective from 1 January 2027 and has not yet been adopted by the group.

Dangote sugar refinery Plc is in the process of determining the impact on the group of applying IFRS 18. The group has prepared a transition plan and is on track to report our first IFRS 18-compliant interim financial statements for the period ending 30 June 2027 and annual financial statements for the period ending 31 December 2027.

It is anticipated that the group will conclude that it has a specified main business activity of investing in assets which is the investment property portfolio. It is also expected that the cash flow statement will be impacted, because interest and dividends received and finance costs paid are required to each be presented in a single category.

The group currently presents an operating profit subtotal. The group is performing a detailed assessment to determine the appropriate classification of items to ensure that the operating profit subtotal will comply with the requirements of IFRS 18. The group expects significant changes in this regard, especially as a result of reclassifying foreign exchange gains and losses within operating activities as well as the reclassification of income from associates as part of a new subtotal within a new 'investing' category. Furthermore, the new aggregation and disaggregation requirements will lead into changes to present the most useful structured summary.

The group currently reports an adjusted EBITDA measure to our investors. The group expects that this measure will meet the definition of a

management-defined performance measure. The group is performing an assessment of other measures that are currently being reported outside the financial information and whether or not these meet the definition of a management-defined performance measure.

At each subsequent reporting period, the group will

provide an update on the progress towards transition to IFRS 18.

Effective date : 1 January 2027"

### Note on IFRS 18:

As noted in the table above, this new Standard will be applicable for annual periods beginning or after 1 January 2027, with early adoption possible, subject to local endorsement where required.

For the year ending December 2025, as outlined above for Dangote sugar refinery Plc applying IAS 1 and not IFRS 18 at this point, disclosures should include:

- the nature of the changes;
- the fact that IFRS 18 application is required for annual periods beginning on or after 1 January 2027;
- the planned adoption date; and
- either:
  - known or reasonably estimable information relevant to assessing the possible impact that application of IFRS 18 will have on the entity's financial statements in the period of initial application; or
  - if that impact is not known or reasonably estimable, a statement to that effect; in such a case, it would be considered best practice to indicate the status of the entity's evaluation process, together with a timeline as to when users can expect updating disclosures on the implementation process.

More generally, in order to comply with paragraphs 30–31 of IAS 8, entities should consider the following principles when preparing disclosures related to the adoption of IFRS 18:"

- a) Disclosures are expected to become increasingly detailed as the implementation process for entities progresses toward 2027.

The level of detail that an entity includes in its disclosures will depend on the progress of its implementation activities, including those related to internal controls. For the year ending December 2025, entities that have yet to make significant progress in implementation might only disclose that they are actively assessing the impact of IFRS 18 and that more comprehensive disclosures cannot reasonably be provided.

- b) Where appropriate and reliable, consider including quantitative information.  
It might be appropriate to disclose preliminary figures, where the company has an appropriate and reliable basis for making such disclosures and provides clear explanations regarding their provisional nature. For example, an entity might quantify the effects on profit and loss subtotals. If the quantitative impact is not reasonably estimable, a statement to that effect should be included. An entity may disclose known and reasonably quantifiable impacts, but it is not expected to early provide IFRS 18 disclosures, such as an MPM reconciliation, before the application date.
- c) Consider alignment with other public communications.  
If management has publicly detailed anticipated impacts, such as in an investor presentation, the IAS 8 financial statement disclosures should be consistent with these communications.
- d) Disclosures should be based on the information available at the date of issuance of the financial statements, not only at the end of the reporting period.

## 5. Revenue

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
Revenue from the sale of sugar - 50kg	807,389,509	643,735,203	807,389,509	643,735,203
Revenue from the sale of sugar - Retail	17,737,898	17,454,099	17,737,898	17,454,099
Revenue from the sale of molasses	4,021,021	4,161,935	4,021,021	4,161,935
Freight income	66,448	338,526	66,448	338,526
	<b>829,214,876</b>	<b>665,689,763</b>	<b>829,214,876</b>	<b>665,689,763</b>

All revenue is earned at a point in time.

### 6 Segment information

Segment information is presented in respect of the group's reportable segments. For management purpose, the Group is organised into business units by geographical areas in which the group operates and the locations that comprise such regions represent operating segments.

The Group has 4 reportable segments based on location of the principal operations as follows: Northern Nigeria, Western Nigeria, Eastern Nigeria and Lagos.

#### 6.1 Segmental revenue and results

Revenue from external customers by region of operations is listed below.

Group and Company	Segment Revenue		Segment Cost of Sales		Segment Gross Profit	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024	31/12/2025	31/12/2024
	N'000	N'000	N'000	N'000	N'000	N'000
<b>Nigeria:</b>						
Lagos	462,880,797	373,530,894	(374,615,544)	(346,396,756)	88,265,253	27,134,138
North	293,137,350	215,909,081	(268,964,524)	(214,126,630)	24,172,826	1,782,451
West	53,493,243	55,457,161	(45,402,573)	(53,298,370)	8,090,670	2,158,791
East	19,703,486	20,792,627	(17,603,431)	(20,758,523)	2,100,055	34,104
	<b>829,214,876</b>	<b>665,689,763</b>	<b>(706,586,072)</b>	<b>(634,580,279)</b>	<b>122,628,804</b>	<b>31,109,484</b>

#### 6.2 Segment assets and liabilities

The amount provided to the chief operating decision maker with respect to total assets are measured in a manner consistent with that of the financial statements. These assets are allocated based on the operations of the segment and the physical location of the asset.

The amounts provided to the chief operating decision maker with respect to the total liabilities are measured in a manner consistent with that of the financial statements. These liabilities are allocated based on the operations of the segment.

Investments in shares held by the group and deferred taxes are not considered to be segment assets and are not allocated to segments.

The table below provides information on the segment assets and liabilities as well as a reconciliation to total assets and liabilities as per the balance as at 31 December 2025.

Capital expenditure reflects addition to non-current assets, other than financial instruments, deferred tax assets, post employment benefit assets and rights arising under insurance contracts.

Group	Total Segment Assets		Total Segment liabilities	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
	N'000	N'000	N'000	N'000
<b>Nigeria:</b>				
Lagos	485,344,057	582,977,152	650,073,691	692,322,907
North	480,581,510	467,855,568	186,871,709	146,282,150
<b>Sub-total</b>	<b>965,925,567</b>	<b>1,050,832,720</b>	<b>836,945,400</b>	<b>838,605,057</b>
Unallocated deferred tax	-	-	-	-
<b>Total</b>	<b>965,925,567</b>	<b>1,050,832,720</b>	<b>836,945,400</b>	<b>838,605,057</b>

Company	Total Segment Assets		Total Segment liabilities	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
	N'000	N'000	N'000	N'000
<b>Nigeria:</b>				
Lagos	562,685,271	657,074,444	651,572,278	693,531,953
North	376,932,198	361,269,827	177,830,616	145,116,852
<b>Sub-total</b>	<b>939,617,469</b>	<b>1,018,344,271</b>	<b>829,402,894</b>	<b>838,648,805</b>
Unallocated deferred tax	-	-	-	-
<b>Total</b>	<b>939,617,469</b>	<b>1,018,344,271</b>	<b>829,402,894</b>	<b>838,648,805</b>

Included in the Lagos segment is asset held for sale of N868.6 million (2024: N868.6 million).

#### Information about major customers

The company has one customer whose sales make-up 29.36% of total revenue. Total revenue from the customer within the year is N237.6 billion and revenue from the customer is included in the Lagos region.

#### Distributors

The Group sells unfortified sugar mainly to pharmaceutical, food and beverage manufacturers, while Vitamin A-fortified sugar is sold to distributors who sell to

small wholesalers, confectioners and other smaller value-adding enterprises who provide the distribution network to the Nigerian retail market. The Group sells a small amount of sugar directly to retail customers. Retail packaging comes in various sizes of 250g, 500g and 1kg under the brand name "Dangote Sugar". Sales to distributors account for 70% of the Group's revenue.

The Group provides a delivery service to customers by transporting refined sugar to other destinations. Freight income represents revenue earned in this respect during the year. The associated cost of providing this service is included in Cost of sales

7. Cost of sales	GROUP	GROUP	COMPANY	COMPANY
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
	N'000	N'000	N'000	N'000
Raw material	573,374,115	546,050,652	573,374,115	546,050,652
Direct labour cost (note 36)	11,940,313	9,131,642	11,940,313	9,131,642
Direct overheads	60,326,570	52,022,872	60,326,570	52,022,872
Depreciation (note 16)	24,241,742	9,047,595	24,241,742	9,047,595
Freight expenses	36,703,332	18,327,518	36,703,332	18,327,518
	<b>706,586,072</b>	<b>634,580,279</b>	<b>706,586,072</b>	<b>634,580,279</b>

## Notes to the Consolidated and Separate Financial Statements continued

Included in freight expenses is the depreciation charge on the company's fleet of trucks . The amount so included is as stated below:

Depreciation charge on trucks (note 16)	18,455,222	1,979,003	18,455,222	1,979,003
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### 8 Administrative expenses

Management fees	2,941,031	2,435,625	2,941,031	2,435,625
Assessment rates and municipal charges	60,693	50,815	60,673	50,815
Auditors fees and remuneration	172,500	150,000	161,000	140,000
Cleaning and fumigation	83,119	80,852	82,269	80,852
Legal, consulting and professional fees	763,070	563,349	332,472	562,599
General office expenses	19,753	23,121	16,683	22,079
Depreciation (note 16)	3,822,586	1,571,480	918,463	529,213
Scrap	-	2,337	-	2,337
Donations	112,118	96,950	101,871	96,950
Scholarship and sponsorships	151,227	146,230	123,056	117,870
Employee costs (note 36)	9,140,929	6,227,621	7,458,064	6,227,621
Entertainment	34,919	37,568	34,814	37,568
Insurance	777,033	798,566	733,053	798,566
Bank charges	1,822,360	704,735	1,821,649	704,150
Rental expenses	33,677	-	-	-
Magazines, books, print and periodicals	32,176	43,175	29,178	43,175
Utilities	521,706	424,589	521,095	424,589
Petrol and oil	340,247	202,971	319,099	202,971
Repairs and maintenance	3,935,271	3,005,925	3,206,729	2,433,961
Secretarial fees	450,864	67,000	450,864	67,000
Security expense	687,824	503,924	621,725	503,924
Staff welfare	95,132	122,624	88,917	73,480
Subscriptions	37,749	30,898	36,680	30,891
Sustainability expenses	35,522	16,670	35,522	16,670
Telephone and fax	371,535	260,813	361,820	260,813
Training	205,937	143,464	202,026	143,464
Travel-local	729,370	947,472	705,667	938,465
BIP Abuja expenses	80,182	-	80,182	-
Travel-overseas	420,029	263,346	335,038	263,346
	<b>27,878,559</b>	<b>18,922,120</b>	<b>21,779,640</b>	<b>17,208,994</b>

No non-audit services were rendered by the external auditor in the year.

### 8.1 Selling and Distribution expenses

Selling and marketing expenses	729,437	821,864	729,437	821,864
	<b>729,437</b>	<b>821,864</b>	<b>729,437</b>	<b>821,864</b>

	<b>GROUP</b> <b>31/12/2025</b> <b>N'000</b>	<b>GROUP</b> <b>31/12/2024</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2025</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2024</b> <b>N'000</b>
<b>9 Finance income</b>				
Interest income on bank deposits	4,526,376	7,612,562	4,526,376	7,612,562
	<b>4,526,376</b>	<b>7,612,562</b>	<b>4,526,376</b>	<b>7,612,562</b>

Interest is earned on bank deposits at an average rate of 9.41 % p.a. on short term (30 days) bank deposits.  
(2024: 5.9 % p.a.)

**10 Finance charges**

Finance cost on letter of credit	38,360,651	53,020,164	38,359,377	53,019,933
Exchange loss on letters of credit	46,722,800	208,903,088	46,742,485	208,716,365
Interest on lease payments (Note 32)	253,761	476,406	253,761	474,191
Accrued Interest on bank loan (Note 30.1)	33,531,023	7,254,901	33,531,023	7,254,901
Interest - Commercial Paper	40,087,069	19,585,494	40,087,069	19,585,494
Interest on overdraft	15,075,463	11,281,723	15,075,463	11,281,723
Issuance cost – Commercial Paper	1,317,222	755,911	1,317,222	755,911
	<b>175,347,989</b>	<b>301,277,687</b>	<b>175,366,400</b>	<b>301,088,518</b>

**10.2** The exchange loss above is analysed below:

Realised	65,115,107	7,016,217	65,134,793	7,312,421
Unrealised	(18,392,307)	201,886,871	(18,392,307)	201,403,944
	<b>46,722,800</b>	<b>208,903,088</b>	<b>46,742,486</b>	<b>208,716,365</b>

An FX revaluation loss of N66bn was incurred on FX forwards of \$58m returned as invalidated by the CBN. Otherwise, a revaluation gain would have been recorded for the year.

**11 Other income**

Insurance claim income	166,640	313,960	166,640	264,011
Sale of scrap	267,883	258,393	208,815	156,416
Grant income	8,604	28,739	8,604	28,739
Rental income	92,915	275,452	92,915	275,452
WHT credit from interest income	-	1,148,388	-	1,148,388
ITF refund on training	-	19,430	-	19,430
Compensation from resolution of legal dispute	-	150,860	-	150,860
Discount received	6,061	-	6,061	-
Profit on sale of asset (Note 11.1)	15,767	17,161	15,767	17,161
Miscellaneous income	823	618	823	618
	<b>558,693</b>	<b>2,213,001</b>	<b>499,625</b>	<b>2,061,075</b>

Grant income arises as a result of the benefit received from below-market interest rate

**11.1** Profit on sale of asset is arrived at as below:

	<b>GROUP</b> <b>31/12/2025</b> <b>N'000</b>	<b>GROUP</b> <b>31/12/2024</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2025</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2024</b> <b>N'000</b>
Cost of assets disposed	121,982	22,508	121,982	22,508
Accumulated depreciation of assets disposed	(90,426)	(17,157)	(90,426)	(17,157)
<b>Net book value disposed</b>	<b>31,556</b>	<b>5,351</b>	<b>31,556</b>	<b>5,351</b>
Sales proceed received in consideration	(47,323)	(22,512)	(47,323)	(22,512)
<b>Profit on sale of assets</b>	<b>(15,767)</b>	<b>(17,161)</b>	<b>(15,767)</b>	<b>(17,161)</b>

### 12 Taxation

#### 12.1 Major components of the tax expense

##### Current Tax

Income tax	4,185,136	3,377,543	4,185,136	3,377,543
	<b>4,185,136</b>	<b>3,377,543</b>	<b>4,185,136</b>	<b>3,377,543</b>

##### Deferred tax credit

Deferred tax credit recognised in the current year	(13,977,909)	(81,651,471)	(13,262,488)	(81,651,471)
Adjustments recognised in the current period in relation to the deferred tax of prior periods	1,631,036	(3,433)	1,631,036	(3,433)

<b>Total deferred tax credit</b>	<b>(12,346,873)</b>	<b>(81,654,904)</b>	<b>-</b>	<b>(11,631,452)</b>	<b>(81,654,904)</b>
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<b>Total tax credit recognised in profit or loss for the year</b>	<b>(8,161,737)</b>	<b>(78,277,361)</b>	<b>(7,446,316)</b>	<b>(78,277,361)</b>
<b>Recognised in other comprehensive income</b>	19,130,610	106,568,810	10,670,014	106,568,810

The tax rates used in the above comparative figures are the corporate tax rate of 30% (2024: 30%) payable by corporate entities in Nigeria. Education Tax rate is also payable at 3% of assessable profit (2024: 3% of assessable profit) while Police

Trust Fund Levy is 0.005% (2024: 0.005%) of the net profit of the companies operating business in Nigeria.

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>

#### 12.2 Reconciliation of the tax expense

Reconciliation between accounting (loss)/profit and tax expense

Accounting loss before tax	(72,278,633)	(270,894,179)	(66,257,193)	(269,143,810)
Income tax expense calculated at 30% of PBT	(19,877,158)	(80,743,143)	(19,877,158)	(80,743,143)
Tertiary education tax expense calculated at 3% of assessable profits	-	-	-	-
Effect of income that is exempt from taxation	(906,661)	(67,875)	(906,661)	(67,875)
Effect of investment allowance	-	-	-	-
Effect of expenses that are not deductible in determining taxable profit	904,221	774,368	904,221	774,368
Effect of change in TET rate	-	-	-	-
Adjustments recognised in the current period in relation to the deferred tax of prior periods	1,631,036	(3,433)	1,631,036	(3,433)
Effect of tax adjustments (minimum tax, dividend tax etc)	2,228,431	3,375,268	2,228,431	3,375,268
Adjustment recognised due to difference in tax rate	(240,569)	(1,612,546)	(240,569)	(1,612,546)
<b>Total tax credit recognised in profit or loss for the year</b>	<b>(16,260,700)</b>	<b>(78,277,361)</b>	<b>(16,260,700)</b>	<b>(78,277,361)</b>

### 12.3 Current tax liabilities

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
At January 1	4,410,858	14,445,581	4,415,793	14,450,510
Charge for the year (note 12.1)	4,185,136	3,377,543	4,185,136	3,377,543
Payment made during the year	(3,376,817)	(13,412,266)	(3,376,817)	(13,412,260)
<b>Balance end of the year</b>	<b>5,219,177</b>	<b>4,410,858</b>	<b>5,224,112</b>	<b>4,415,793</b>

### 13 Deferred tax balances

Deferred income taxes are calculated on all temporary differences under the liability method using an effective tax rate of 30% (2024: 30%). The deferred tax assets and the deferred tax liability relate to income tax in the same jurisdiction and the law allows net settlement.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
<b>Deferred tax assets/( liabilities)</b>				
Deferred tax assets/(liabilities) are attributable to the following:				
Property plant and equipment @ 30%	(118,455,985)	(16,367,299)	(112,854,432)	(16,367,299)
Property plant and equipment @ 10%	(365,633)	(121,878)	(365,633)	(121,878)
Revaluation surplus on land @10%	(24,099,984)	(6,013,764)	(15,639,389)	(6,013,764)
Revaluation surplus on property, plant and equipment @10% ex land	-	(100,554,953)	-	(100,554,953)
Unutilised tax credits	16,909,441	5,635,987	11,533,048	5,635,987
Tax losses	133,628,093	60,977,236	132,696,132	60,977,236
Provisions	905,510	1,545,614	896,891	1,545,614
Exchange difference @ 32%	(6,253,383)	66,463,302	(6,253,383)	66,463,302
Fair value adjustment	(820,408)	(3,332,857)	(820,408)	(3,332,857)
<b>Net deferred tax assets</b>	<b>1,447,651</b>	<b>8,231,388</b>	<b>9,192,826</b>	<b>8,231,388</b>
Deferred tax assets	9,192,826	8,231,388	9,192,826	8,231,388
Deferred tax liabilities	(7,745,175)	-	-	-
<b>Net</b>	<b>1,447,651</b>	<b>8,231,388</b>	<b>9,192,826</b>	<b>8,231,388</b>

<b>13.1 Deferred tax reconciliation</b>	<b>Opening balance</b>	<b>Movement recognised in the year-SPL</b>	<b>Movement recognised in the year -OCI</b>	<b>Closing balance</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
<b>Group as at 31 December 2025</b>				
<b>Deferred tax (asset)/liabilities in relation to:</b>				
Property, plant and equipment @ 30%	116,922,252	1,533,733	-	118,455,985
Property, plant and equipment @ 10%	121,878	-	243,755	365,633
Revaluation surplus on land @10%	6,013,857	(800,635)	18,886,855	24,100,077
Unutilised tax credits	(5,635,987)	(11,273,454)		(16,909,441)
Tax losses	(60,977,236)	(72,650,859)		(133,628,095)
Provisions	(1,545,614)	640,104		(905,510)
Exchange difference	(66,463,302)	72,716,687	-	6,253,385
Fair value adjustments	3,332,764	(2,512,449)	-	820,315
	<b>(8,231,388)</b>	<b>(12,346,873)</b>	<b>19,130,610</b>	<b>(1,447,651)</b>
Deferred tax asset				9,192,826
Deferred tax liabilities				(7,745,175)
<b>Net Group</b>				<b>1,447,651</b>

<b>Deferred tax reconciliation</b>	<b>Opening balance</b>	<b>Movement recognised in the year-SPL</b>	<b>Movement recognised in the year -OCI</b>	<b>Closing balance</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
<b>Company as at 31 December 2025</b>				
<b>Deferred tax (liabilities)/assets in relation to:</b>				
Property, plant and equipment @ 30%	116,922,252	(4,067,820)	-	112,854,432
Property, plant and equipment @ 10%	121,878	-	243,755	365,633
Revaluation surplus on land @10%	6,013,857	(800,635)	10,426,259	15,639,481
Unutilised tax credits	(5,635,987)	(5,897,061)	-	(11,533,048)
Tax losses	(60,977,236)	(71,718,897)	-	(132,696,133)
Provisions	(1,545,614)	648,723	-	(896,891)
Exchange difference	(66,463,302)	72,716,687	-	6,253,385
Fair value adjustments	3,332,764	(2,512,449)	-	820,315
	<b>(8,231,388)</b>	<b>(11,631,452)</b>	<b>10,670,014</b>	<b>(9,192,826)</b>

<b>Company and Group as at 31 December 2024</b>	<b>Opening balance</b>	<b>Movement recognised in the year-SPL</b>	<b>Movement recognised in the year -OCI</b>	<b>Closing balance</b>
<b>Deferred tax (liabilities)/assets in relation to:</b>				
Property, plant and equipment @ 30%	13,667,444	2,699,855	100,554,953	116,922,252
Property, plant and equipment @ 10%	121,878	-	-	121,878
Revaluation surplus on land @10%	-	-	6,013,857	6,013,857
Unutilised tax credits	-	(5,635,987)	-	(5,635,987)
Tax losses	-	(60,977,236)	-	(60,977,236)
Provisions	(1,123,365)	(422,249)	-	(1,545,614)
Exchange difference	(48,944,928)	(17,518,374)	-	(66,463,302)
Fair value adjustments	3,133,677	199,087	-	3,332,764
	<b>(33,145,294)</b>	<b>(81,654,904)</b>	<b>106,568,810</b>	<b>(8,231,388)</b>

**Operating profit**

Profit for the year is arrived at after charging/(crediting):

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
Depreciation of property, plant and equipment (note 16)	46,519,550	12,598,078	43,615,427	11,555,811
Profit on sale of property, plant and equipment (note 11)	(15,767)	(17,161)	(15,767)	(17,161)

**15 Loss per share**

Basic and diluted loss per share

Basic loss per share is determined by dividing loss attributable to the ordinary equity holders by weighted average number of ordinary shares outstanding during the year.

The weighted average number of ordinary shares used in the calculation of earnings per share are as follows:

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
Loss for the year	(64,116,896)	(192,616,818)	(58,810,877)	(190,866,449)
Weighted average number of ordinary shares.	12,146,878	12,146,878	12,146,878	12,146,878
Basic and diluted loss per share from continuing operations (Naira)	(5.28)	(15.86)	(4.84)	(15.71)

Group	Bearer Plant	Land	Building	Plant & Furniture &	Motor Vehicles	Computer	Aircraft	Tools &
COST:	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
<b>Balance, 1/1/2024</b>	<b>19,984,209</b>	<b>6,226,712</b>	<b>25,328,862</b>	<b>50,940,350</b>	<b>34,956,789</b>	<b>565,562</b>	<b>899,828</b>	<b>9,464,281</b>
Additions during the year	10,887,948	232,901	4,970,276	2,417,002	8,084,248	88,894	-	516,239
Revaluation	-	81,407,926	16,629,957	428,278,912	309,231,491	-	5,025,966	-
Reclassifications	-	-	-	723,972	-	5,790	-	-
Transfer	-	-	-	-	(302,623)	-	-	-
Disposal	-	-	-	-	-	-	-	-
Scrap	-	-	-	-	-	-	-	-
<b>Balance, 31/12/2024</b>	<b>30,872,157</b>	<b>87,867,539</b>	<b>46,929,095</b>	<b>482,360,235</b>	<b>351,969,905</b>	<b>660,246</b>	<b>5,925,794</b>	<b>9,980,520</b>
Addition	8,484,364	-	381,085	2,557,493	5,434,780	118,267	-	399,428
Reclassifications	-	(29,576)	62,191	3,189,362	-	-	-	-
Transfer (Note 16.8)	-	(575,494)	-	100,490	(207,498)	-	-	105,427
Disposal (Note 11.1)	-	-	-	-	(121,981)	-	-	-
Scrap	-	-	-	-	-	-	-	-
Reversed right of use assets (Note 32)	-	-	(20,478)	-	-	-	-	-
Reclassifications to profit or loss (Note	-	-	-	-	-	-	-	-
<b>Balance, 31/12/2025</b>	<b>39,356,521</b>	<b>87,262,469</b>	<b>47,351,893</b>	<b>488,207,580</b>	<b>357,075,206</b>	<b>778,513</b>	<b>5,925,794</b>	<b>10,485,375</b>
<b>DEPRECIATION:</b>								
<b>Balance, 1/1/2024</b>	<b>10,767,668</b>	<b>115,273</b>	<b>7,913,799</b>	<b>22,671,745</b>	<b>22,065,534</b>	<b>406,188</b>	<b>362,890</b>	<b>9,230,861</b>
Charge for the year	4,211,075	128,615	2,476,736	2,032,633	3,201,971	93,779	35,993	350,471
Transfer	-	-	-	-	-	-	-	-
Revaluation	-	-	7,205,440	153,548,001	245,626,385	-	2,026,914	-
Disposal	-	-	-	-	(294,935)	-	-	-
Scrap	-	-	-	-	-	-	-	-
<b>Balance, 31/12/2024</b>	<b>14,978,743</b>	<b>243,888</b>	<b>17,595,975</b>	<b>178,252,379</b>	<b>270,598,955</b>	<b>499,967</b>	<b>2,425,794</b>	<b>9,581,332</b>
Charge for the year	5,250,771	24,501	2,917,011	12,951,680	23,751,997	107,333	464,430	996,549
Transfer	-	-	-	-	-	(0)	-	-
Disposal	-	-	-	-	(90,426)	-	-	-
<b>Balance, 31/12/2025</b>	<b>20,229,514</b>	<b>268,389</b>	<b>20,512,986</b>	<b>191,204,059</b>	<b>294,260,526</b>	<b>607,300</b>	<b>2,890,224</b>	<b>10,577,881</b>
<b>NET BOOK VALUE:</b>								
<b>Balance, 31/12/2024</b>	<b>15,893,415</b>	<b>87,623,651</b>	<b>29,333,120</b>	<b>304,107,856</b>	<b>81,370,950</b>	<b>160,278</b>	<b>3,500,000</b>	<b>399,189</b>
<b>Balance, 31/12/2025</b>	<b>19,127,007</b>	<b>86,994,080</b>	<b>26,838,908</b>	<b>297,003,521</b>	<b>62,814,680</b>	<b>171,213</b>	<b>3,035,570</b>	<b>(92,506)</b>

16.1 There are no property, plant and equipment listed above that has been pledged as security for any other loan and there are no contractual commitment for the acquisition of property, plant and equipment in the schedule above.

**16. Property, Plant and Equipment**

Company	Bearer Plant	Land	Building	Plant & Furniture &	Motor	Computer	Aircraft	Tools &
COST:	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
<b>Balance, 1/1/2024</b>	<b>19,984,209</b>	<b>5,621,959</b>	<b>19,238,923</b>	<b>42,365,663</b>	<b>33,126,514</b>	<b>543,440</b>	<b>899,828</b>	<b>7,638,938</b>
Additions during the year	10,887,948	-	4,685,709	1,886,932	7,785,586	73,137	-	333,522
Revaluation	-	52,131,295	21,012,217	498,860,823	311,388,952	-	5,025,965	-
Reclassifications	-	-	-	723,971	-	5,790	-	-
Adjustment (Note 16.5)	-	-	-	-	786,333	-	-	-
Transfer (Note 16.8)	-	-	-	-	(302,623)	-	-	-
Disposal	-	-	-	-	-	-	-	-
Scrap	-	-	-	-	-	-	-	-
<b>Balance, 31/12/2024</b>	<b>30,872,157</b>	<b>57,753,254</b>	<b>44,936,849</b>	<b>543,837,389</b>	<b>352,784,762</b>	<b>622,367</b>	<b>5,925,793</b>	<b>7,972,460</b>
Additions during the year	8,484,364	-	381,085	2,557,493	5,433,550	118,267	-	399,075
Reclassifications	-	(29,576)	62,191	3,189,362	-	-	-	-
Transfer (Note 16.8)	-	(575,494)	-	-	(103,548)	-	-	-
Disposal	-	-	-	-	(121,981)	-	-	-
Scrap	-	-	-	-	-	-	-	-
<b>Balance, 31/12/2025</b>	<b>39,356,521</b>	<b>57,148,184</b>	<b>45,380,124</b>	<b>549,584,244</b>	<b>357,992,783</b>	<b>740,634</b>	<b>5,925,793</b>	<b>8,371,535</b>
<b>DEPRECIATION:</b>								
<b>Balance, 1/1/2024</b>	<b>10,767,668</b>	<b>66,245</b>	<b>7,342,397</b>	<b>22,289,237</b>	<b>22,522,288</b>	<b>390,015</b>	<b>362,890</b>	<b>6,828,642</b>
Charge for the year	4,211,075	128,615	2,307,896	1,650,101	2,759,382	89,972	35,992	336,510
Transfer (Note 16.8)	-	-	-	-	259,768	-	-	-
Revaluation	-	-	8,045,413	237,516,676	245,509,437	-	2,026,911	-
Disposal	-	-	-	-	(294,935)	-	-	-
Scrap	-	-	-	-	-	-	-	-
<b>Balance, 31/12/2024</b>	<b>14,978,743</b>	<b>194,860</b>	<b>17,695,706</b>	<b>261,456,014</b>	<b>270,755,940</b>	<b>479,987</b>	<b>2,425,793</b>	<b>7,165,152</b>
Charge for the year	5,250,771	-	2,878,222	12,683,848	21,924,860	100,644	464,430	276,056
Transfer	-	-	-	-	70,707	-	-	-
Disposal	-	-	-	-	(90,426)	-	-	-
<b>Balance, 31/12/2025</b>	<b>20,229,514</b>	<b>194,860</b>	<b>20,573,928</b>	<b>274,139,862</b>	<b>292,661,081</b>	<b>580,631</b>	<b>2,890,223</b>	<b>7,441,208</b>
<b>NET BOOK VALUE:</b>								
<b>Balance, 31/12/2024</b>	<b>15,893,415</b>	<b>57,558,393</b>	<b>27,241,143</b>	<b>282,381,375</b>	<b>82,028,822</b>	<b>142,380</b>	<b>3,500,001</b>	<b>807,308</b>
<b>Balance, 31/12/2025</b>	<b>19,127,007</b>	<b>56,953,323</b>	<b>24,806,196</b>	<b>275,444,381</b>	<b>65,331,702</b>	<b>160,003</b>	<b>3,035,570</b>	<b>930,327</b>

**16.1** There are no property, plant and equipment listed above that has been pledged as security for any other loan and there are no contractual commitments for the acquisition of property, plant and equipment in the schedule above.

The depreciation expenses have been charged as follows:

	Group	Company
	31/12/2025	31/12/2025
	N'000	N'000
Depreciation charge per Cost of sales (Note 7)	24,241,742	24,241,742
Depreciation charge per Freight expenses (Note 7)	18,455,222	18,455,222
Depreciation charge per Administrative expenses (Note 8)	3,822,586	918,463
	<b>46,519,550</b>	<b>43,615,427</b>

16 Property, Plant and Equipment (continued)

	GROUP	GROUP	COMPANY	COMPANY
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
	N'000	N'000	N'000	N'000
<b>Purchase of PPE per schedule and cashflow</b>				
16.2 Purchase of PPE per schedule (note 16)	44,821,273	30,000,257	44,423,680	26,980,392
Addition to lease liabilities (note 32.1)	(27,991)	(65,427)	(27,991)	(37,740)
<b>Purchase of PPE per cashflow statement</b>	<b>44,793,282</b>	<b>29,934,830</b>	<b>44,395,689</b>	<b>26,942,652</b>
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
	N'000	N'000	N'000	N'000
16.3 Lease liability	21,083	-	-	-
Right of use asset	(20,478)	-	-	-
<b>interest expense released on lease termination</b>	<b>605</b>			

16.4 Property, plant and equipment scrapped in 2024 is the netbook value of N2,337,000. The cost being N280,115,000 and the accumulated depreciation is N277,778,000

16.5 Adjustment relates to Cost of investment in Ghana sugar earlier captured in capital work in progress, now reclassified to the subsidiary

16.6 Borrowing cost capitalised to property, plant and equipment for the group was nil (2024: nil).

16.7 Management has assessed its items of property, plant and equipment for impairment and has not identified any impairment. Therefore, no impairment loss was recognised during the year (2024: nil).

16.8 Transfer of Property, plant and equipment are as below:

The reclassification to profit or loss relates to the cost of seed cane burnt which was initially capitalized to capital work in progress"

	2025					
Asset transferred (to)/from (2025):	Apapa	Numan	Ghana Sugar	Company	Nasarawa	Group
Cost	31/12/2025	31/12/2025	31/12/2025	31/12/2025	31/12/2025	31/12/2025
To Dangote industries	(575,494)	-	-	(575,494)	-	(575,494)
To Dangote Fertilizer	(207,498)	-	-	(207,498)	-	(207,498)
To Nasarawa	-	(205,917)	-	(205,917)	205,917	-
From Nasarawa	62,370	41,580	-	103,950	(103,950)	-
<b>Total</b>	<b>(720,622)</b>	<b>(164,337)</b>		<b>(884,959)</b>	<b>101,967</b>	<b>(782,992)</b>

Asset transferred (to)/from:	Apapa	Numan	Ghana Sugar	Company	Nasarawa	Group
Accumulated depreciation	31/12/2025	31/12/2025	31/12/2025	31/12/2025	31/12/2025	31/12/2025
From Nasarawa	42,424	28,283	-	70,707	(70,707)	-
<b>Net book value transferred</b>	<b>(763,046)</b>	<b>(192,620)</b>		<b>(955,666)</b>	<b>172,674</b>	<b>(782,992)</b>

	2024					
Asset transferred (to)/from (2024):	Apapa	Numan	Ghana sugar	Company	Nasarawa	Group
Cost	31/12/2024	31/12/2024	31/12/2024	31/12/2025	31/12/2024	31/12/2024
Interplant transfer	(1,349,522)	1,349,522	-	-	-	-
From Nasarawa	-	786,333	-	786,333	(786,333)	-
<b>Total</b>	<b>(1,349,522)</b>	<b>2,135,855</b>		<b>786,333</b>	<b>(786,333)</b>	

Asset transferred (to)/from:	Apapa	Numan	Ghana sugar	Company	Nasarawa	Group
Accumulated depreciation	31/12/2024	31/12/2024	31/12/2024	31/12/2024	31/12/2024	31/12/2024
Interplant transfer	(1,320,622)	1,320,622	-	-	-	-
From Nasarawa	-	259,763	-	259,763	(259,763)	-
<b>Net book value transferred</b>	<b>(28,900)</b>	<b>555,470</b>		<b>526,570</b>	<b>(526,570)</b>	

16.9 The following Right-of Use assets have been included in the property, plant and equipment movement schedules above:

	GROUP Land	GROUP Building	GROUP Total	COMPANY Land	COMPANY Building	COMPANY Total
	31/12/2025	31/12/2024		31/12/2025	31/12/2024	
<b>COST:</b>						
<b>Balance as at 1 January 2024</b>	228,865	3,773,973	4,002,838	306,725	3,672,879	3,979,604
Addition during the year	76,538		76,538	37,740	-	37,740
Modifications/reassessments during the year	172,873	4,221,608	4,394,481	190,278	4,221,608	4,411,887
<b>Balance as at 31 December 2024</b>	<b>478,276</b>	<b>7,995,581</b>	<b>8,473,857</b>	<b>534,743</b>	<b>7,894,487</b>	<b>8,429,231</b>
Addition during the year	-	45,691	45,691	-	45,691	45,691
Modifications/reassessments during the year	207,956	204,496	412,452	150,025	149,302	299,327
<b>Balance as at 31 December 2025</b>	<b>686,232</b>	<b>8,245,768</b>	<b>8,931,999</b>	<b>684,768</b>	<b>8,089,480</b>	<b>8,774,249</b>
<b>DEPRECIATION:</b>						
<b>Balance as at 1 January 2024</b>	192,011	3,591,615	3,783,626	192,011	3,419,282	3,611,293
Depreciation charge for the year	128,615	1,759,356	1,887,971	128,615	1,907,540	2,036,156
<b>Balance as at 31 December 2024</b>	<b>320,626</b>	<b>5,350,971</b>	<b>5,671,597</b>	<b>320,626</b>	<b>5,326,822</b>	<b>5,647,449</b>
Depreciation charge for the year	205,311	2,141,334	2,346,645	205,311	2,007,140	2,212,450
<b>Balance as at 31 December 2025</b>	<b>525,937</b>	<b>7,492,305</b>	<b>8,018,242</b>	<b>525,937</b>	<b>7,333,962</b>	<b>7,859,899</b>
<b>NET BOOK VALUE:</b>						
<b>Balance as at 31 December 2024</b>	<b>157,650</b>	<b>2,644,610</b>	<b>2,802,260</b>	<b>214,117</b>	<b>2,567,665</b>	<b>2,781,782</b>
<b>Balance as at 31 December 2025</b>	<b>160,295</b>	<b>753,463</b>	<b>913,757</b>	<b>158,831</b>	<b>755,518</b>	<b>914,350</b>

17 Biological assets

	GROUP 31/12/2025 N'000	GROUP 31/12/2024 N'000	COMPANY 31/12/2025 N'000	COMPANY 31/12/2024 N'000
Carrying value at the beginning of the year	19,189,380	14,464,427	19,189,380	14,464,427
Net usage	(3,283,658)	(5,374,613)	(3,283,658)	(5,374,613)
Fair value adjustments	2,412,964	10,099,566	2,412,964	10,099,566
Carrying amount at the end of the year	<b>18,318,686</b>	<b>19,189,380</b>	<b>18,318,686</b>	<b>19,189,380</b>

Description of biological assets and activities

Biological assets comprise of growing cane. The growing cane represents biological assets which are expected to be harvested as agricultural produce, intended for production of sugar. The biological assets have been measured at fair value less cost to sell. As at 31 Dec 2025, the group has a total of 8,748.81 hectares of growing canes.

Basis for measurement of fair value

The group adopted the multi-period excess earnings method (MPEEM) under the income approach to estimating the fair value of the biological assets. The MPEEM estimates the fair value of an asset based on the cash flows

attributable to the asset after deducting the cash flows attributable to other assets (contributory assets). This approach is commonly used for sugarcane considering that land, plant and machinery and the bearer plant are accounted as PPE in line with IAS 16 and considered as contributory assets for the purpose of MPEEM valuation.

The fair value of biological assets are determined based on unobservable inputs, using the best information available in the circumstances and therefore falls within the level 3 fair value category. Growing cane were valued using the income approach.

	GROUP	GROUP	COMPANY	COMPANY
Key assumptions and inputs	31/12/2025	31/12/2024	31/12/2025	31/12/2024
Industry out-grower price. (N per ton)	41,023	44,979	41,023	44,979
Average yield per hectare (tonnes)	83.18	80.08	83.18	80.08
Discount rate (%)	10.69%	12.45%	10.69%	12.45%

Changes in fair value of the biological assets are recognised in the statement of profit and loss.

the key assumptions, holding other assumptions constant, would have affected the biological assets valuation by the amount shown below.

### Sensitivity to changes in key assumptions and inputs

Reasonably possible changes at the reporting date to one of

	31/12/2025	31/12/2024
	N'000	N'000
<b>Industry out-grower price</b>		
<b>impact of change</b>		
-10%	(1,945,463)	(1,997,815)
+10%	1,945,463	1,997,815
<b>Average yield per hectare (tonnes)</b>		
<b>impact of change</b>		
-10%	(1,883,507)	(1,942,636)
+10%	1,883,507	1,942,636
<b>Discount rate</b>		
<b>impact of change</b>		
-10%	46,079	45,700
+10%	(45,162)	(44,970)
<b>Gross profit</b>		
<b>impact of change</b>		
-10%	(1,922,984)	(1,970,824)
+10%	1,922,984	1,970,824

The Company currently does not have biological assets with restricted titles.

procedures in place to comply with environmental and other laws.

### Financial risk management strategies for biological assets

The group is exposed to risks arising from environmental and climatic changes, commodity prices and financing risks. The group has strong environmental policies and

The group is exposed to risks arising from fluctuations in the price and sales volume of sugar. The group closely monitors the market demand for sugar and makes relevant adjustments to price and production volumes. "

	GROUP 31/12/2025 N'000	GROUP 31/12/2024 N'000	COMPANY 31/12/2025 N'000	COMPANY 31/12/2024 N'000
<b>18 Other assets</b>				
Prepaid rent	55,280	2,613,684	55,280	2,613,684
Prepaid insurance	193,450	277,716	185,230	277,026
Prepaid housing allowances	47,160	56,242	47,160	56,242
Prepaid medicals	85,837	39,309	85,837	39,309
Issuance cost and discount on commercial paper	15,082,704	11,060,446	15,082,704	11,060,446
Issuance cost - \$200m facility for Nasarawa Sugar	284,907	162,445	-	-
Prepaid discount on bond	-	82,350	-	82,350
Prepaid cost on merger	-	578,860	-	578,860
Prepaid Interest - bank loan	-	134,375	-	134,375
Others	367,451	138,614	367,451	138,614
	<b>16,116,789</b>	<b>15,144,041</b>	<b>15,823,662</b>	<b>14,980,906</b>
Current	16,116,789	15,144,041	15,823,662	14,980,906
	<b>16,116,789</b>	<b>15,144,041</b>	<b>15,823,662</b>	<b>14,980,906</b>
	GROUP 31/12/2025 N'000	GROUP 31/12/2024 N'000	COMPANY 31/12/2025 N'000	COMPANY 31/12/2024 N'000
<b>19 Asset held for sale</b>	868,642	868,642	868,642	868,642

The Management of DSR assess that the land's value has not been impaired or diminished since the last valuation carried out on 19th August 2021 by international Land Economists, KNIGHT FRANK LLP, as the opportunities presented in the valuation remain valid. The political stability of the country, Algeria, where the land is located has also improved since the valuation. The DSR Management

therefore assess the fair value of the land remains the same as the value presented in the valuation report by KNIGHT FRANK LLP.

Prepayment others represent prepaid software maintenance cost paid for 2026 services

## 20 Investment in subsidiaries

The following table lists the entities which are controlled by the Group, either directly or indirectly through subsidiaries.

Company Name of Company	Held by	% interest	Carrying amount	
			December 2025 N'000	December 2024 N'000
Dangote Taraba Sugar Limited	Dangote Sugar Refinery Plc	99	99,000	99,000
Dangote Adamawa Sugar Limited	Dangote Sugar Refinery Plc	99	99,000	99,000
Nasarawa Sugar Company Limited	Dangote Sugar Refinery Plc	99	99,000	99,000
Dangote Sugar (Ghana ) Limited	Dangote Sugar Refinery Plc	100	1,657,176	1,361,280
			<u>1,954,176</u>	<u>1,658,280</u>

## Notes to the Consolidated and Separate Financial Statements continued

Dangote Sugar Refinery Plc provides financial support to Dangote Taraba Sugar Limited, Dangote Adamawa Sugar Limited and Nasarawa Sugar Company Limited in terms of payment of salaries and wages, purchase of assets and settlement of liabilities.

### Subsidiaries with non-controlling interest

The following information is provided for subsidiaries with non-controlling interest which are material to the reporting company. The summarized financial information is provided prior to intercompany elimination.

Subsidiaries	Country of Incorporation	% Ownership Interest held by non-controlling interest	
		2025	2024
BIP - Dangote Adamawa Sugar Limited	Nigeria	1%	1%
BIP - Nasarawa Sugar Company Limited	Nigeria	1%	1%
BIP - Dangote Taraba Sugar Limited	Nigeria	1%	1%
Dangote Ghana Sugar Limited	Ghana	Nil	Nil

### 2025

Summarised consolidated and separate statements of financial position	Non current asset	current asset	Total assest	Non current liabilities	Current liabilities	Total liabilities
	N'000	N'000	N'000	N'000	N'000	N'000
BIP - Dangote Adamawa Sugar Limited	28,116,901	5	28,116,906	(602,260)	(479,948)	(1,082,208)
BIP - Nasarawa Sugar Company Limited	68,468,267	2,238,946	70,707,213	(3,904,773)	(669,882)	(4,574,655)
BIP - Dangote Taraba Sugar Limited	1,998,476	62	1,998,538	-	(17,044)	(17,044)
BIP-Ghana sugar Limited	889,932	767,244	1,657,177	-	-	-
<b>Total</b>	<b>99,473,576</b>	<b>3,006,257</b>	<b>102,479,834</b>	<b>(4,507,033)</b>	<b>(1,166,874)</b>	<b>(5,673,907)</b>

### 2024

Summarised consolidated and separate statements of financial position	Non current asset	current asset	Total assest	Non current liabilities	Current liabilities	Total liabilities
	N'000	N'000	N'000	N'000	N'000	N'000
BIP - Dangote Adamawa Sugar Limited	28,046,666	5	28,046,671	(597,803)	(482,374)	(1,080,177)
BIP - Nasarawa Sugar Company Limited	38,156,309	2,595,286	40,751,595	(10,987)	(818,799)	(829,786)
BIP - Dangote Taraba Sugar Limited	1,998,476	62	1,998,538	-	(18,962)	(18,962)
<b>Total</b>	<b>68,201,451</b>	<b>2,595,353</b>	<b>70,796,804</b>	<b>(608,790)</b>	<b>(1,320,135)</b>	<b>(1,928,925)</b>

Summarised consolidated and separate statement of profit or loss and other comprehensive income	Revenue	Loss before tax	Tax expense	Loss after tax	Other comprehensive income	Total Comprehensive loss
	N'000	N'000	N'000	N'000	N'000	N'000
BIP - Dangote Adamawa Sugar Limited	-	(4,863)	-	(4,863)	-	(4,863)
BIP - Nasarawa Sugar Company Limited	-	(1,260,082)	-	(1,260,082)	-	(1,260,082)
BIP - Dangote Taraba Sugar Limited	-	(2,258)	-	(2,258)	-	(2,258)
<b>Total</b>	<b>-</b>	<b>(1,267,203)</b>	<b>-</b>	<b>(1,267,203)</b>	<b>-</b>	<b>(1,267,203)</b>

**21 Deposit for shares**

The Board of Directors of Dangote Sugar Refinery Plc (DSR) resolved that the total funding of its Backward Integrated Project entities (Dangote Taraba Sugar Limited, Dangote

Adamawa Sugar Limited and Nasarawa Sugar Company Limited) shall be converted to deposit for shares in the books of both DSR and the respective entities.

<b>Total funding to date</b>	<b>Company</b>	<b>Company</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>
Nasarawa Sugar Company Limited	46,630,827	43,772,192
Dangote Adamawa Sugar Limited	27,015,141	26,921,800
Dangote Taraba Sugar Limited	1,904,679	1,902,264
	<b>75,550,647</b>	<b>72,596,256</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>
Funding during the year is as follows:		
Nasarawa Sugar Company Limited	2,858,635	5,270,263
Dangote Adamawa Sugar Limited	93,341	287,878
Dangote Taraba Sugar Limited	2,415	2824
	<b>2,954,391</b>	<b>5,560,965</b>

**22 Inventories**

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
Raw materials	72,900,314	106,374,044	72,848,531	106,283,347
Raw material in transit	52,010	78,545	52,010	78,545
Work-in-process	11,597,145	10,794,489	11,597,145	10,794,489
Finished goods	24,680,035	23,495,906	24,680,035	23,495,906
Finished goods in transit	2,863,004	7,490,506	2,863,004	7,490,506
Production supplies	36,422,801	23,738,159	35,468,529	23,007,125
Chemicals and consumables	8,200,962	7,073,956	8,135,077	6,848,717
Packaging materials	1,011,323	1,123,571	1,011,323	1,123,571
	<b>157,727,594</b>	<b>180,169,176</b>	<b>156,655,654</b>	<b>179,122,206</b>
Allowance for obsolete inventory	(163,694)	(344,076)	(163,694)	(344,076)
	<b>157,563,899</b>	<b>179,825,100</b>	<b>156,491,959</b>	<b>178,778,130</b>

## Notes to the Consolidated and Separate Financial Statements continued

23 Trade and other receivables	GROUP	GROUP	COMPANY	COMPANY
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
	N'000	N'000	N'000	N'000
Trade receivables	44,915,218	20,738,670	44,915,218	20,738,670
Allowance for doubtful debts and impairments (Note 23.2)	(270,725)	(196,322)	(270,725)	(196,322)
	<b>44,644,493</b>	<b>20,542,348</b>	<b>44,644,493</b>	<b>20,542,348</b>
Staff loans and advances	284,330	329,525	270,649	328,745
Allowance for impaired staff advances	(196,110)	(80,773)	(196,110)	(80,773)
Allowance for impaired staff loans (Note 23.2)	(19,962)	(43,914)	(19,962)	(43,914)
Other financial assets	-	39,353,280	-	39,341,695
Advance payment to contractors	26,802,962	16,373,471	26,601,752	16,106,494
Negotiable Duty Credit Certificates (Note 23.1)	593,973	602,238	593,973	602,238
Other receivables	22,125,759	19,169,014	22,125,759	19,169,014
Amount due from related parties (Note 35)	4,399,436	8,878,021	4,399,436	8,878,021
Allowance for impaired -related parties Trade(Note 23.2)	(1,681)	(40,869)	(1,681)	(40,869)
Allowance for impaired -related parties Non-Trade( Note 23.2)	(757,736)	(2,319,515)	(757,736)	(2,319,515)
	<b>97,875,464</b>	<b>102,762,826</b>	<b>97,660,573</b>	<b>102,483,484</b>

Trade receivables inherently expose the company to credit risk, being the risk that the company will incur financial loss if customers fail to make payments as they fall due. Trade receivables are non-interest bearing and are generally on terms of 0 - 30 days.

Other financial asset is in respect of the deposit for open Letters of Credit with the banks.

Other receivables is in respect of spares that are still in transit as at the end of the reporting year

### 23.1 Negotiable duty credit certificate

The Company has received certificates for N602.2 million termed as Negotiable Duty Credit Certificate (NDCC). However, N8.3 million matured during the year which

reduced the balance to N594 million. The NDCC is an instrument of the government for settling EEG receivables. The NDCC is used for the payment of Import and Excise duties in lieu of cash. The recently issued Government promissory notes that relate to the last tranches of export carried out by the company are being converted to cash based on the maturity dates indicated on the instruments. However, the old NDCC which ought to be utilized for payment of import and excise duty in lieu of cash is yet to be enjoyed just like other players within the industry.

In view of the age of the NDDC/EEG receivable which have been outstanding for more than ten years, an impairment provision has been recognized by the Company for the balance in the current year even though they are regarded as statutory receivables with indefinite life.

### 23.2 Allowance for impairment of financial assets

Group and Company	Impairment losses					Total
	Insurance claim	Trade receivables	Related party		Staff loans	
			Trade-related	Non-trade related		
	N'000	N'000	N'000	N'000	N'000	
Balance as at 1/1/2024	373,388	435,350	79,396	767,613	37,752	1,693,499
Increase in impairment allowance	(373,388)	(239,028)	(38,527)	1,551,902	6,162	907,121
Balance as at 31/12/2024	-	196,322	40,869	2,319,515	43,914	2,600,620
Balance as at 1/1/2025	-	196,322	40,869	2,319,515	43,914	2,600,620
(Write back of)/ increase in impairment allowance	74,403	(39,188)	(1,561,779)	(23,952)	(1,550,515)	
Balance as at 31/12/2025	-	270,725	1,681	757,736	19,962	1,050,105

**24 Cash and cash equivalents**

For the purpose of the statement of cash flows, cash and cash equivalents include cash on hand and in banks, short term deposits and treasury bills with a 90 day tenure. Cash and cash equivalents at the end of the reporting period as

shown in the statement of cash flows can be reconciled to the related items in the statement of financial position as follows:

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
Cash in hand	4,512	2,709	2,650	2,650
Bank balances	22,901,331	31,343,746	22,706,043	31,182,883
Short term deposits	29,674,386	73,820,072	29,674,386	73,820,072
Nigerian Treasury bill	–	3,000,000	–	3,000,000
<b>Total cash and bank balance</b>	<b>52,580,229</b>	<b>108,166,527</b>	<b>52,383,079</b>	<b>108,005,605</b>
<b>Bank overdraft (Note 30)</b>	<b>(28,347,701)</b>	<b>(72,550,865)</b>	<b>(28,347,701)</b>	<b>(72,550,865)</b>
<b>Cash and cash equivalent for cashflow purpose</b>	<b>24,232,528</b>	<b>35,615,662</b>	<b>24,035,378</b>	<b>35,454,740</b>

**24.1** In line with Security Exchange Commission Regulations, No unclaimed dividend was received from the registrars in 2025 (2024:NGN 39,535,444.55 )

**25 Share capital and premium**

The balance in the share capital account was as follows:

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
<b>Minimum share capital:</b>				
Balance at January 1 (12,146,878,239 Ordinary shares of N0.50 each)	6,073,439	6,073,439	6,073,439	6,073,439
<b>Balance at December 31</b>	<b>6,073,439</b>	<b>6,073,439</b>	<b>6,073,439</b>	<b>6,073,439</b>
<b>Allotted, called up, issued and fully paid:</b>				
Balance at January 1 (12,146,878,241 Ordinary shares of N0.50 each)	6,073,439	6,073,439	6,073,439	6,073,439
<b>Balance at December 31</b>	<b>6,073,439</b>	<b>6,073,439</b>	<b>6,073,439</b>	<b>6,073,439</b>
There are no issued but not fully paid Ordinary shares				
<b>Share premium</b>				
12,000,000,000 ordinary shares of N0.5 each issued at N0.5267	6,320,524	6,320,524	6,320,524	6,320,524

Share premium represents the excess of the shareholders' value over the nominal share capital at the point of the commencement of operations in January 2006.

**26 Retained earnings**

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
Balance at January 1	(125,717,093)	66,882,221	(121,450,502)	69,415,947
Loss for the year	(64,063,836)	(192,599,314)	(58,810,877)	(190,866,449)
Dividend paid during the year	–	–	–	–
<b>Balance at December 31</b>	<b>(189,780,929)</b>	<b>(125,717,093)</b>	<b>(180,261,379)</b>	<b>(121,450,502)</b>

## Notes to the Consolidated and Separate Financial Statements continued

26.1 Revaluation surplus (note 16)	306,468,095	325,598,705	278,081,991	288,752,005
	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
Revalued property, plant and equipment at cost	840,574,253	840,574,253	888,419,253	888,419,253
Revalued property, plant and equipment at accumulated depreciation	(408,406,737)	(408,406,737)	(493,098,437)	(493,098,437)
	<b>432,167,516</b>	<b>432,167,516</b>	<b>395,320,816</b>	<b>395,320,816</b>
Income tax on revaluation surplus 2024	(106,568,811)	(106,568,811)	(106,568,811)	(106,568,811)
<b>Balance as at 31 December 2024</b>	<b>325,598,705</b>	<b>325,598,705</b>	<b>288,752,005</b>	<b>288,752,005</b>
Income tax on revaluation surplus 2025	(19,130,610)	-	(10,670,014)	-
<b>Balance as at 31 December 2025</b>	<b>306,468,095</b>	<b>325,598,705</b>	<b>278,081,991</b>	<b>288,752,005</b>
	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
<b>27 Non-controlling interest</b>				
Balance brought forward	(47,902)	(30,398)	-	-
Share of loss for the year	(53,060)	(17,504)	-	-
<b>Balance at December 31</b>	<b>(100,962)</b>	<b>(47,902)</b>	-	-

### 28 Employee benefits Defined benefit plan

The Group operated a defined benefit plan for all qualifying employees up till 30 September 2013. Under the plan, the employees were entitled to retirement benefits which vary according to length of service. At the date of discontinuation, qualified staff as at this date are to be paid their retirement benefit at the point of exit hence the recognition as a current liability as it is payable on demand. The amounts stated in the financial statement as at 2013 were based on actuarial

valuation carried out in 2013. For the purpose of comparison the present value of the defined benefit obligation, and the related current service cost and past service cost stated in the books up till 30 September 2013 were measured using the Project Unit Credit Method.

The last actuarial valuation was carried out in 2013 using the staff payroll of 30 September 2013.

Movement in gratuity	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
Balance as at 1 January	681,823	712,047	681,823	712,047
Benefits paid from plan	(56,816)	(30,224)	(56,816)	(30,224)
<b>Balance as at 31 December</b>	<b>625,007</b>	<b>681,823</b>	<b>625,007</b>	<b>681,823</b>

### Defined contribution plan

The Group operates a defined contribution retirement plan for all qualifying employees. The assets of the plans are held separately from those of the Group in funds under the control of trustees.

The employees contribute 8% of their gross salary (basic, housing and transport) while the Group contributes 10% on behalf of the employees to the same plan.

	<b>GROUP</b> <b>31/12/2025</b> <b>N'000</b>	<b>GROUP</b> <b>31/12/2024</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2025</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2024</b> <b>N'000</b>
<b>29 Trade and other payables</b>				
Trade payables	40,488,313	52,341,999	40,081,293	52,099,308
Deferred grant income	-	8,604	-	8,604
Dividend Payable	378,840	1,674,316	378,840	1,674,316
Accruals and sundry creditors	9,880,064	11,752,002	9,825,552	11,722,295
Other credit balances	7,738,413	8,348,833	7,727,692	8,338,314
Due to related parties (Note 35)	29,355,678	24,551,766	29,895,723	24,795,916
	<b>87,841,308</b>	<b>98,677,520</b>	<b>87,909,100</b>	<b>98,638,753</b>

	<b>GROUP</b> <b>31/12/2025</b> <b>N'000</b>	<b>GROUP</b> <b>31/12/2024</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2025</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2024</b> <b>N'000</b>
<b>30 Financial liabilities</b>				
Letters of Credit	355,082,610	399,120,312	355,082,610	399,089,041
Borrowings (Note 30.1)	117,014,241	146,321,819	117,014,241	146,321,819
Commercial paper (30.2)	221,696,872	95,855,046	221,696,872	95,855,046
Credit advance from Dangote Petroleum and Petrochemical Limited	3,167,846	3,659,480	3,167,846	3,659,480
Bank overdraft	28,347,701	72,550,865	28,347,701	72,550,865
	<b>725,309,270</b>	<b>717,507,522</b>	<b>725,309,270</b>	<b>717,476,251</b>
Non-current liabilities	37,253,788	37,253,788	37,253,788	37,253,788
Current liabilities	688,055,482	680,253,734	688,055,482	680,222,463
	<b>725,309,270</b>	<b>717,507,522</b>	<b>725,309,270</b>	<b>717,476,251</b>

### 30.1 Movement of borrowings

Opening balance	146,321,819	531,563	146,321,819	531,563
Addition during the year	249,550,195	157,190,472	249,550,195	157,190,472
Accrued interest on bank loan (Note 10)	33,531,023	7,254,901	33,531,023	7,254,901
Interest payment on bank loans	(33,522,419)	(7,513,968)	(33,522,419)	(7,513,968)
Principal repayment	(278,866,377)	(11,141,149)	(278,866,377)	(11,141,149)
<b>Closing balance</b>	<b>117,014,241</b>	<b>146,321,819</b>	<b>117,014,241</b>	<b>146,321,819</b>
Non-current liabilities	37,253,788	37,253,788	37,253,788	37,253,788
Current liabilities	79,760,453	109,068,031	79,760,453	109,068,031
	<b>117,014,241</b>	<b>146,321,819</b>	<b>117,014,241</b>	<b>146,321,819</b>

### Details of borrowings

"In 2016, the Group received a 10-year agric loan of N2 Billion from Zenith Bank Plc, towards the expansion of its agricultural activities with two years moratorium on principal, at an interest of 9% per annum payable quarterly. The interest rate was reduced to 5% in Q2 2020 as part of COVID 19 palliative. However, it was subsequently reviewed back to 9% in Q3 2022. It is secured on fixed and floating

assets of Dangote Sugar Refinery, Numan operations. The total assets of Dangote Numan for 2024 is N368,527,831,000 (2023 120,330,222,000)

In 2025, the company used the following sources: Commercial papers, term loans and bank overdrafts, to finance its expanding working capital requirements."

### 30.2 Commercial papers

	<b>GROUP</b> <b>31/12/2025</b> <b>N'000</b>	<b>GROUP</b> <b>31/12/2024</b> <b>N'000</b>	<b>GROUP</b> <b>31/12/2025</b> <b>N'000</b>	<b>GROUP</b> <b>31/12/2024</b> <b>N'000</b>
Opening balance				
Addition	95,855,046	-	95,855,046	-
Discount and charges	280,363,621	176,761,864	280,363,621	176,761,864
Repayment	43,879,862	31,031,993	43,879,862	31,031,993
Issuance cost	(196,079,647) (2,322,010)	(111,938,811) -	(196,079,647) (2,322,010)	(111,938,811) -
<b>Closing balance</b>	<b>221,696,872</b>	<b>95,855,046</b>	<b>221,696,872</b>	<b>95,855,046</b>

There was a significant increase in commercial papers issuances in 2025, with nine (9) series issued (Series 8 through 16). These issuances amounted to a total face value of approximately 321 billion and a discounted value of 278 billion. The total discount payable on these series was about 43.8 billion, in addition to issuance costs of 2.3 billion. During the year under review, total commercial

papers instrument repayments amounted to 196 billion. In addition, the effective yield on the 180 day commercial papers declined from 25% in February to 19% by October. For the 270 day instruments, the effective yield reduced slightly from 26% to 25% over the same period.

	<b>GROUP</b> <b>31/12/2025</b> <b>N'000</b>	<b>GROUP</b> <b>31/12/2024</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2025</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2024</b> <b>N'000</b>
<b>31 Contract liabilities</b>				
Opening balance as at 1 January	12,031,953	17,792,296	12,031,953	17,792,296
Net movement	(4,566,469)	(5,760,343)	(4,566,469)	(5,760,343)
<b>Closing balance as at 31 December</b>	<b>7,465,484</b>	<b>12,031,953</b>	<b>7,465,484</b>	<b>12,031,953</b>

### 32 Lease liabilities

	<b>GROUP</b> <b>31/12/2025</b> <b>N'000</b>	<b>GROUP</b> <b>31/12/2024</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2025</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2024</b> <b>N'000</b>
<b>32 Lease liabilities</b>	<b>2,739,979</b>	<b>5,295,371</b>	<b>2,869,922</b>	<b>5,404,231</b>
<i>Lease liabilities</i>				
Opening balance as at 1 January	5,295,371	200,208	5,404,231	145,880
Additions	27,991	65,427	27,991	37,740
Modifications/reassessments during the year	382,990	4,218,796	382,990	4,411,886
Interest expense (note 10)	253,761	476,406	253,761	474,191
Exchange difference	(176,847)	560,785	(176,847)	560,785
Lease reversal	(21,082)	-	-	-
Payments made during the year	(3,022,205)	(226,251)	(3,022,205)	(226,251)
<b>Closing balance as at 31 December</b>	<b>2,739,979</b>	<b>5,295,371</b>	<b>2,869,921</b>	<b>5,404,231</b>
Current	2,642,224	2,741,881	2,766,320	2,732,220
Non-current	97,755	2,553,490	103,601	2,672,011
	<b>2,739,979</b>	<b>5,295,371</b>	<b>2,869,921</b>	<b>5,404,231</b>

The exchange difference on lease liability is arising from revaluation of United State Dollar (USD) denominated lease balance from a related party, Greenview Development Nigeria Limited.

**32.2** Reversed right of use asset relates to leases for which the extension period was not renewed, hence the liabilities reversed.

**32.3 Amounts recognised in the statement of profit or loss**

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
Depreciation charge on right of use assets				
Land	205,311	53,123	205,311	53,123
Buildings	2,141,334	788,267	2,007,140	742,676
	<b>2,346,645</b>	<b>841,390</b>	<b>2,212,451</b>	<b>795,799</b>
Interest expense (included in finance cost)	253,761	476,406	253,761	474,191
Foreign exchange difference	(176,847)	560,785	(176,847)	560,785
Expense related to short term leases (included in administrative expenses)	10,010	2,410	10,010	2,410

**32.3 Liquidity risk (maturity analysis of lease liabilities)**

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
Lease liability - Undiscounted cashflows				
0-3 months	8,800	19,911	8,800	8,800
3-12 months	2,807,792	3,013,114	2,807,792	3,002,003
1-2 years	174,145	2,683,311	174,145	2,683,311
	<b>2,990,737</b>	<b>5,716,336</b>	<b>2,990,737</b>	<b>5,694,114</b>

**32.4 Leases where the group is a lessor**

The Group has leased two of its buildings and a staff quarter to a related party and employees respectively. These are classified as operating leases.

Lease rental recognised in profit or loss as rental income in which the group acts as a lessor is as shown below:

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
<i>Other income</i>				
Rental income on operating lease (Note 11)	92,915	275,452	92,915	275,452

**33 Risk management**

**Capital risk management**

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholder and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

The capital structure of the Group is made up of equity comprising issued capital, share premium and retained earnings. The Group is not subject to any externally imposed capital requirements.

The Group's risk management committee reviews the capital structure of the Group on an annual basis. As part of this review, the committee considers the cost of capital and the risks associated with each class of capital.

The Group monitors capital utilising a number of measures, including the gearing ratio. The gearing ratio is calculated as net borrowings (total borrowings less cash) divided by shareholders' equity.

i. Debt is defined as both current and non-current borrowings.

ii. Equity includes all capital and reserves of the Company that are managed as capital.

This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including 'current and noncurrent borrowings' as shown in the statement of financial position as at 31 December 2025) less cash and cash equivalents. Total capital is calculated as 'equity' as shown in the as at 31 December 2025 plus net debt.

The gearing ratio at 2025 and 2024 respectively were as follows:

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
<b>Total borrowings</b>				
Borrowings (Note 30)	117,014,241	146,321,819	117,014,241	146,321,819
Less: Cash and cash equivalent (Note 24)	(52,580,229)	(108,166,527)	(52,383,079)	(108,005,605)
Net borrowings/(cash)	<b>64,434,012</b>	<b>38,155,292</b>	<b>64,631,162</b>	<b>38,316,214</b>
Total Equity	<b>128,980,167</b>	<b>(99,245,656)</b>	<b>110,214,575</b>	<b>(130,037,972)</b>
Gearing ratio	50.0%	-38.4%	58.6%	-29.5%

### Financial risk management

The Group's activities expose it to a variety of financial risks: market risk (including currency risk and interest rate risk), credit risk and liquidity risk.

The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. The Group uses derivative financial instruments to hedge certain risk exposures.

Risk management is carried out by a central treasury department (Group treasury) under policies approved by the board. Group treasury identifies, evaluates and hedges financial risks in close co-operation with the Group's operating units. The board provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity.

### Liquidity risk management

Ultimate responsibility for liquidity risk management rests with the board of directors, which has established an appropriate liquidity risk management framework for management of the group's short, medium and long-term funding and liquidity management requirements.

The Company monitors its risk to a shortage of funds by maintaining a balance between continuity of funding and by continuously monitoring forecast and actual cash flows and by matching the maturity profiles of financial assets and liabilities. To manage liquidity risk, our allocation of Letters of Credit on raw sugar and spares/chemicals are spread over dedicated banks. Therefore, the establishment of these Letters of Credit which are commitments by the banks provide security to our funds placed on deposit accounts. In other words our funds placed are substantially tied to our obligations on raw sugar and spares.

**Group**

**At 31 December 2025**

	<b>Less than one year N'000</b>	<b>More than one year N'000</b>	<b>Total N'000</b>
Borrowings (Note 30)	79,760,453	37,253,788	117,014,241
Letters of credit (Note 30)	355,082,610	-	355,082,610
Lease liability (Note 32.3)	2,816,592	174,145	2,990,737
Commercial papers (Note 30)	221,696,872	-	221,696,872
Related parties (Note 29)	29,355,678	-	29,355,678
Bank overdraft (Note 30)	28,347,701	-	28,347,701
Trade and other payables (Note 29)	77,582,404	-	77,582,404
	<b>794,642,310</b>	<b>37,427,933</b>	<b>832,070,243</b>

**At 31 December 2024**

Borrowings (Note 30)	109,068,030	37,253,788	146,321,818
Letters of credit (Note 30)	399,120,312	-	399,120,312
Lease liability (Note 32.3)	3,033,025	2,683,311	5,716,336
Commercial papers (Note 30)	95,855,046	-	95,855,046
Related parties (Note 29)	24,551,766	-	24,551,766
Bank overdraft (Note 30)	72,550,865	-	72,550,865
Trade and other payables (Note 29)	85,242,609	-	85,242,609
	<b>789,421,653</b>	<b>39,937,099</b>	<b>829,358,752</b>

**Company**

**At 31 December 2025**

	<b>Less than one year N'000</b>	<b>More than one year N'000</b>	<b>Total N'000</b>
Borrowings (Note 30)	79,760,453	37,253,788	117,014,241
Letters of credit (Note 30)	355,082,610	-	355,082,610
Lease liability (Note 32.3)	2,816,592	174,145	2,990,737
Commercial papers (Note 30)	221,696,872	-	221,696,872
Related parties (Note 29)	29,895,723	-	29,895,723
Bank overdraft (Note 30)	28,347,701	-	28,347,701
Trade and other payables (Note 29)	77,704,708	-	77,704,708
	<b>795,304,659</b>	<b>37,427,933</b>	<b>832,732,592</b>

**At 31 December 2024**

Borrowings (Note 30)	109,068,030	37,253,788	146,321,818
Letters of credit (Note 30)	399,089,041	-	399,089,041
Lease liability (Note 32.3)	3,010,803	2,683,311	5,694,114
Commercial papers (Note 30)	95,855,046	-	95,855,046
Related parties (Note 29)	28,347,701	-	28,347,701
Bank overdraft (Note 30)	72,550,865	-	72,550,865
Trade and other payables (Note 29)	85,233,539	-	85,233,539
	<b>793,155,025</b>	<b>39,937,099</b>	<b>833,092,124</b>

Financial liabilities that can be repaid at any time have been assigned to the earliest possible time period. It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

### Credit risk

In order to minimise credit risk, the group has adopted a policy of only dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults.

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss.

The Group is exposed to credit risk from its investing activities (primarily for trade receivables) and from its financing activities, including deposits with banks and other financial institutions. The Group has a credit management committee that is responsible for carrying out preliminary credit checks, review and approval of bank guarantees to credit customers. A credit controller also monitors trade receivable balances and resolves credit related matters.

Before accepting any new customer to buy on credit, the customer must have purchased goods on cash basis for a minimum period of six months in order to test the financial capability of the customer. Based on good credit rating by the credit committee of the Company, the customer may be allowed to migrate to credit purchases after the presentation of an acceptable bank guarantee which must be valid for one year.

Credit approvals and other monitoring procedures are also in place to ensure that follow-up action is taken to recover overdue debts. Furthermore, the group reviews the

recoverable amount of each trade debt and debt investment on an individual basis at the end of the reporting period to ensure that adequate loss allowance is made for irrecoverable amounts.

### Concentration of risk

68% of the trade receivables are due from a single customer whose credit history is good. The Group evaluates the concentration of risk with respect to trade receivables as low, as its customers are otherwise diverse including both corporate entities and lots of individual end users. The requirement for impairment is analysed at each reporting date on an individual basis for corporate and individual customers.

### Deposits with banks and other financial institutions

Credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with its corporate treasury policy that spells out counterparty limits, lists of financial institutions that the Group deals with and the maximum tenure of fixed term funds. Surplus funds are spread amongst these institutions and funds must be within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Corporate Treasurer periodically and may be updated throughout the year. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through the potential counterparty's failure.

### Maximum exposure to credit risks

The carrying value of the Group's financial assets represents its maximum exposure to credit risk. The maximum exposure to credit risk at the reporting date was:

Financial instrument	<b>GROUP</b> <b>31/12/2025</b> <b>N'000</b>	<b>GROUP</b> <b>31/12/2024</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2025</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2024</b> <b>N'000</b>
Trade receivables (Note 23)	44,644,493	20,542,348	44,644,493	20,542,348
Other receivables (Note 23)	22,194,017	19,373,851	22,180,336	19,373,072
Deposit for open Letters of Credit with the banks -other financial assets (Note 23)	-	39,353,280	-	39,341,695
Amount due from related party (Note 23)	3,640,019	6,517,637	3,640,019	6,517,637
Cash and cash equivalents (Note 24)	52,580,229	108,166,527	52,383,079	108,005,605
	<b>123,058,758</b>	<b>193,953,643</b>	<b>122,847,927</b>	<b>193,780,357</b>

Excluded from the other receivables balance shown above are the VAT, advance to vendors, withholding tax receivables and NDCC receivables as these are not financial instruments.

Impairment of financial assets

The company's financial assets that are subject to IFRS 9

expected credit loss model are:

- Trade receivables
- Amount due from related parties
- Staff loans and;
- Cash and cash equivalent.

### a) Trade receivables

The Company applies the IFRS 9 simplified approach in measuring the expected credit losses (ECL) which calculates a lifetime expected loss allowance (ECL) for all trade receivables. Trade receivables represent the amount receivable from third-party customers for the sale of goods. The expected credit loss rate for this receivable is determined using a provision matrix approach.

The provision matrix approach is based on the historical

credit loss experience observed according to the behaviour of customers over the expected life of the receivable and adjusted for forward-looking estimates of relevant macroeconomic variables. The macroeconomic variables considered include inflation and gross domestic product (GDP) growth rate.

The expected loss rates as at 31 December 2025 for Group and Company are as follows:

Age of trade receivables	0-30 days	31-60 days	61-90 days	91-365 days	Over 365 days	Total
	N'000	N'000	N'000	N'000	N'000	N'000
Gross carrying amount	37,442,425	4,917,610	-	-	-	42,360,035
Default rate	0.3%	6.51%	0.00%	0.00%	0.00%	
Lifetime ECL	(106,695)	(164,030)	-	-	-	(270,725)
<b>Total</b>	<b>37,335,730</b>	<b>4,753,580</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>42,089,310</b>

The expected loss rates as at 31 December 2024 for Group and Company are as follows:

### Age of trade receivables

Age of trade receivables	0-30 days	31-60 days	61-90 days	91-365 days	Over 365 days	Total
	N'000	N'000	N'000	N'000	N'000	N'000
Gross carrying amount	20,601,270	137,400	-	-	-	20,738,670
Default rate	1%	7%	0.00%	0.00%	0.00%	
Lifetime ECL	(187,382)	(8,940)	-	-	-	(196,322)
<b>Total</b>	<b>20,413,888</b>	<b>128,460</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,542,348</b>

Revenue is measured at the fair value of the consideration received or receivable for goods or services, in the ordinary course of the Company's activities and it is stated net of value added tax (VAT), rebates and returns. A valid contract is recognised as revenue after;

- The contract is approved by the parties.
- Collectability is probable.

### b) Amounts due from related parties

Amounts due from related parties arises from both sales made to sister companies and expenses incurred on behalf of related parties that are expected to be reimbursed.

Amounts due from related parties that are related to trade have no significant financing component, therefore, the provision matrix approach has been applied in determining

the expected credit loss on these receivables.

The general approach has been adopted for recognizing expected credit loss on amounts due from related parties that arise as a result of expense incurred on behalf of related parties that are expected to be reimbursed as they do not meet the criteria for applying the simplified approach.

#### i) Amounts due from related parties (trade related)

The provision matrix approach is based on the historical credit loss experience observed according to the behavior of customers over the expected life of the receivable and adjusted for forward-looking estimates of relevant macroeconomic variables. The macroeconomic variables considered include inflation and gross domestic product (GDP) growth rate.

## Notes to the Consolidated and Separate Financial Statements continued

The expected loss rates as at 31 December 2025 for Group and Company are as follows:

Age of receivables	0-30 days	31-60 days	61-90 days	91-365 days	Over 365 days	Total
	N'000	N'000	N'000	N'000	N'000	N'000
Gross carrying amount	(21,300)	50,409	-	-	-	29,109
Default rate	0.00%	3.34%	0.00%	0.00%	0%	
Lifetime ECL	-	(1,681)	-	-	-	(1,682)
<b>Total</b>	<b>-</b>	<b>48,728</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27,428</b>

The expected loss rates as at 31 December 2024 for Group and Company are as follows:

Age of receivables	0-30 days	31-60 days	61-90 days	91-365 days	Over 365 days	Total
	N'000	N'000	N'000	N'000	N'000	N'000
Gross carrying amount	136,180	-	-	-	-	136,180
Default rate	0.91%	0.00%	0.00%	0.00%	0%	
Lifetime ECL	(1,430)	-	-	-	(39,439)	(40,869)
<b>Total</b>	<b>134,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(39,439)</b>	<b>95,311</b>

ii) Amounts due from related parties (non-trade related)

This requires a three-stage approach in recognising the expected loss allowance for amounts due from related parties. The ECL recognised for the period is a probability-weighted estimate of credit losses discounted at the effective interest rate of the financial asset. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference

between the cash flows due to the Company in accordance with the contract and the cash flows that the Company expects to receive).

The expected loss rates as at 31 December 2025 for Group and Company are as follows:

### December 31 2025

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL	Lifetime ECL	
	N'000	N'000	N'000	N'000
Gross EAD*	1,592,701	-	-	1,592,701
Loss allowance as at 31 December 2025	(757,736)	-	-	(757,736)
<b>Net EAD</b>	<b>834,965</b>	<b>-</b>	<b>-</b>	<b>834,965</b>

The expected loss rates as at 31 December 2024 for Group and Company are as follows:

### December 31 2024

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL	Lifetime ECL	
	N'000	N'000	N'000	N'000
Gross EAD*	3,060,172	-	-	3,060,172
Loss allowance as at 31 December 2024	(2,319,515)	-	-	(2,319,515)
<b>Net EAD</b>	<b>740,657</b>	<b>-</b>	<b>-</b>	<b>740,657</b>

The parameters used to determine impairment for amounts due from related parties that are not related to trade are shown below. For all receivables presented in the table, the respective 12-month Probability of Default (PD) equate the

Lifetime PD for stage 2 as the maximum contractual period over which the Company is exposed to credit risk arising from the receivables is less than 12 months.

	<b>Amounts due from related parties (non-trade related)</b>
Probability of Default (PD)	The rating of each related party receivable is used to determine the PD. All facilities have been assigned a C rating with an associated year 1 PD of 25.98%
Loss Given Default (LGD)	The LGD was applied on unsecured exposures. The LGD was determined using the Moody's average corporate debt recovery rate of 75.80%.
Exposure at Default (EAD)	EAD is an estimation of the extent to which a financial entity may be exposed to a counterparty in the event of a default and at the time of the counterparty's default.
Forward Looking Information	The EAD at every point in time is the balance from the previous month accumulated with interest and deducted for contractual repayments.
	In incorporating forward looking information, macroeconomic variables - GDP growth rate and inflation rate were considered to determine how default rates should move over time.
Probability weightings	The Z score was used to calculate the probability of having a best, downturn and optimistic scenarios by comparing Nigeria GDP growth rate and Brent crude oil price from 2010 - 2024. 34% weight was assigned to upturn, 40% for downturn and 27% for base case.

The Company considers both quantitative and qualitative indicators (staging criteria) in classifying its related party receivables into the relevant stages for impairment calculation.

Impairment of related party receivables are recognised in three stages based on certain criteria such as:

1. Days past due
2. Credit rating at origination
3. Current credit rating

ü Stage 1: This stage includes receivables at origination and receivables that do not have indications of a significant increase in credit risk.

Stage 2: This stage includes receivables that have been assessed to have a significant increase in credit risk using the above mentioned criteria and other qualitative indicators such as the increase in political risk concerns or other micro-economic factors and the risk of legal action, sanction or other regulatory penalties that may impair future financial performance.

Stage 3: This stage includes financial assets that have been assessed as being in default (e.g. receivables that are more than 90 days past due) or that have a clear indication that the imposition of financial or legal penalties and/or

sanctions will make the full recovery of indebtedness highly improbable.

### Staff loans

The company provides interest free loans to its employees. The Company applies the IFRS 9 general model for measuring expected credit losses (ECL). This requires a three-stage approach in recognising the expected loss allowance for staff loans.

The ECL recognised for the period is a probability-weighted estimate of credit losses discounted at the effective interest rate of the financial asset. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the Company in accordance with the contract and the cash flows that the Company expects to receive).

The following analysis provides further detail about the calculation of ECLs related to these assets. The Company considers the model and the assumptions used in calculating these ECLs as key sources of estimation uncertainty. See notes 3 and 23.2 for further details.

The expected loss rates as at 31 December 2025 for Group and Company are as follows:

## Notes to the Consolidated and Separate Financial Statements continued

December 31 2025	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL	Lifetime ECL	
	N'000	N'000	N'000	
Gross EAD*	184,880	-	0	184,880
	(18,061)	-	(1,900)	(19,961)
Net EAD	<b>166,819</b>	-	<b>(1,900)</b>	<b>164,919</b>

The expected loss rates as at 31 December 2024 for Group and Company are as follows:

December 31 2024	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL	Lifetime ECL	
	N'000	N'000	N'000	
Gross EAD*	310,623	-	667	311,290
Loss allowance as at 1 January 2024	(43,550)	-	(364)	(43,914)
Net EAD	<b>267,073</b>	-	<b>303</b>	<b>267,376</b>

The parameters used to determine impairment for employee loan and advances are shown below.

### Staff Loans

Probability of Default (PD)	The rating of each related party receivable is used to determine the PD. All facilities have been assigned a C rating with an associated year 1 PD of 25.98%
Loss Given Default (LGD)	The LGD was applied on unsecured exposures. The LGD was determined as 55% for all staff loans.
Exposure at Default (EAD)	EAD is an estimation of the extent to which a financial entity may be exposed to a counterparty in the event of a default and at the time of the counterparty's default.
Forward Looking Information	The EAD at every point in time is the balance from the previous month accumulated with interest and deducted for contractual repayments. In incorporating forward looking information, macroeconomic variables - GDP growth rate and inflation rate were considered to determine how default rates should move over time.
Probability weightings	The Z score was used to calculate the probability of having a best, downturn and optimistic scenarios by comparing Nigeria GDP growth rate and Brent crude oil price from 2010 - 2024. 34% weight was assigned to upturn, 40% for downturn and 27% for base case.

#### d) Cash and cash equivalents

The Company also assessed the cash and cash equivalents to determine their expected credit losses. Based on this assessment, they identified the expected losses on cash as at 31 December 2024 and 31 December 2025 to be insignificant, as the loss rate is deemed immaterial. Cash are assessed to be in stage 1.

credit with banks to determine their expected credit losses. Based on this assessment, they identified the expected losses on this financial asset as at 31 December 2025 and 31 December 2024 to be insignificant, as the loss rate is deemed immaterial. Deposit for open Letters of Credit with the banks are assessed to be in stage 1.

#### e) Deposit for Open Letters of Credit with the banks

The Company also assessed its deposits for open letters of

Cash at bank and short-term bank deposits  
Counterparties with external credit rating (Fitch)\*\*\*\*

	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
BBB-	99,815	-	99,815	-
BB-	-	3,715	-	3,715
B-	-	21,084,975	-	20,977,046
B	-	7,920,080	-	7,920,021
B+	3,779,733	643,643	3,779,733	643,642
BBB	-	13,508,648	-	13,455,715
BBB+	1,716,138	264,898	1,716,138	264,898
A	3,431,169	370,672	3,431,169	370,672
A-	1,169,841	6,201,357	1,169,841	6,201,357
A+	3,940,650	2,214,608	3,940,650	2,214,608
AA	5,584,080	53,242,711	5,441,725	53,242,711
AA+	1,815,017	-	1,815,017	-
AA-	9,733,919	2,711,220	9,733,919	2,711,220
AAA	6,662	-	6,662	-
No rating	21,303,205	-	21,248,410	-
	<b>52,580,229</b>	<b>108,166,527</b>	<b>52,383,079</b>	<b>108,005,605</b>

B+, B and B-: Highly speculative, indicate that material default risk is present, but a limited margin of safety remains. Financial commitments are currently being met; however, capacity for continued payment is vulnerable to deterioration in the business and economic environment.

BBB: Good credit quality, denotes expectations of default risk are currently low, The capacity for payment of financial commitments is considered adequate, but adverse business or economic conditions are more likely to impair this capacity.

A & A-: High credit quality, denotes expectations of low default risk, capacity for payment of financial commitments is considered strong, but may more vulnerable to adverse business or economic conditions than is the case for higher ratings.

AAA: Highest credit quality, denotes the lowest expectations of default risk, exceptionally strong capacity for payment of financial commitments.

### Interest rate risk management

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group is exposed to

fluctuations in interest rates on its borrowings. The Group pays fixed interest on its borrowings. The company actively monitors interest rate exposures on its investment portfolio and borrowings so as to minimise the effect of interest rate fluctuations on the income statement. The risk on borrowings is managed by the company by maintaining an appropriate mix between fixed and floating rate borrowings. All loans, cash and cash equivalent are fixed interest based and therefore the company does not have any exposure to the risk of changes in market rates.

### Foreign currency risk management

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates is limited to foreign currency purchases of operating materials (e.g. finished equipment and other inventory items) and trade receivables that are denominated in foreign currencies. Foreign exchange exposure is monitored by the Group's treasury unit.

The Naira carrying amounts of the Group's foreign currency denominated monetary assets and monetary liabilities at the reporting date are as follows:

## Notes to the Consolidated and Separate Financial Statements continued

Company	31/12/2025			31/12/2024		
	Euro (€)	GBP (£)	USD (\$)	Euro (€)	GBP (£)	USD (\$)
	N'000	N'000	N'000	N'000	N'000	N'000
Cash and cash equivalents	-	-	1,679,808	-	-	5,884,584
Letters of Credit	-	-	362,603,270	-	-	(394,209,069)
Trade payables	(749)	(1,862)	(23,580)	(692,907)	(272,936)	(58,120)
Amount due from/(to) related parties	376,133	(2,259,808)	(837,865)	530	(1,183)	(346)
<b>Net exposure</b>	<b>375,384</b>	<b>(2,261,670)</b>	<b>363,421,633</b>	<b>(692,377)</b>	<b>(274,119)</b>	<b>(388,382,951)</b>
<b>Group</b>						
Cash and cash equivalents	-	-	1,679,808	-	-	5,884,584
Letters of Credit	-	-	362,603,270	-	-	(394,209,069)
Trade payables	(749)	(1,862)	(33,542)	(692,907)	(272,936)	(57,918)
Amount due from/(to) related parties	376,133	(2,259,808)	(837,865)	530	(1,183)	(346)
<b>Net exposure</b>	<b>375,384</b>	<b>(2,261,670)</b>	<b>363,411,671</b>	<b>(692,377)</b>	<b>(274,119)</b>	<b>(388,382,749)</b>

The Group's exposure to foreign currency risk is largely concentrated in the US Dollar. The Group reviews its foreign currency exposure, including commitments on an ongoing basis. The Company expects its foreign exchange contracts

to hedge foreign exchange exposure.

The following significant exchange rates applied during the year:

	Average rate		Reporting date spot rate	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
	N	N	N	N
Euro (€)	1,637.74	1,288.42	1,687.18	1,588.30
GBP (£)	1,926.51	1,530.82	1,932.14	1,920.87
USD (\$)	1,494.47	1,250.40	1,439.93	1,549.00

### Sensitivity analysis on foreign currency

A Thirty Nine percent (39%) weakening of the Naira against the Dollar, Euro and GBP at 31 December 2025 (31 December 2024: 39%\*) would have decreased the profit before tax and retained earnings by the amounts shown below. This analysis is based on foreign currency exchange rate variances that the Group and Company considered to be reasonably possible at the end of the reporting period.

There are challenges faced in sourcing for adequate quantity of foreign currencies from the official markets resulting in slowdown of business operations when foreign currencies required to purchase production materials are not available. The analysis assumes that all other variables, in particular interest rates, remain constant.

### Effect of 39% increase on profit before tax

	GROUP		COMPANY	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
	N'000	N'000	N'000	N'000
Euro (€ )	150,819	(270,027)	150,819	(270,027)
GBP (£)	(884,631)	(106,906)	(884,631)	(106,906)
USD (\$)	136,558,617	(151,469,272)	136,562,360	(151,469,351)

## 33 Risk management (continued)

### 33.1 Fair Value Information

Group 31 December, 2025 Amounts in (N'000)	Carrying amount			Fair Value			
	Fair value - through - PL	Financial assets measured at amortised cost	Fair value through-OCI	Total	Level 1	Level 2	Level 3
<b>Financial assets not measured at fair value</b>							
Trade and other receivables	-	70,478,529	-	70,478,529	-	70,478,529	-
Cash and cash equivalents	-	52,580,229	-	52,580,229	52,580,229	-	-
	-	<b>123,058,758</b>	-	<b>123,058,758</b>	<b>52,580,229</b>	<b>70,478,529</b>	-
<b>Financial liabilities not measured at fair value</b>							
Financial liabilities	-	500,444,552	-	500,444,552	-	500,444,552	-
Trade and other payables	-	87,841,308	-	87,841,308	-	87,841,308	-
Lease liabilities	-	2,739,979	-	2,739,979	-	2,739,979	-
	-	<b>591,025,839</b>	-	<b>591,025,839</b>	-	<b>591,025,839</b>	-
<b>Group 31 December, 2024 Amounts in (N'000)</b>							
<b>Financial assets not measured at fair value</b>							
Trade and other receivables	-	85,787,116	-	85,787,116	-	85,787,116	-
Cash and cash equivalents	-	108,166,527	-	108,166,527	108,166,527	-	-
	-	<b>193,953,643</b>	-	<b>193,953,643</b>	<b>108,166,527</b>	<b>85,787,116</b>	-
<b>Financial liabilities not measured at fair value</b>							
Borrowings	-	617,961,724	-	617,961,724	-	617,961,724	-
Trade and other payables	-	98,677,531	-	98,677,531	-	98,677,531	-
Lease liabilities	-	5,295,371	-	5,295,371	-	5,295,371	-
	-	<b>721,934,626</b>	-	<b>721,934,626</b>	-	<b>721,934,626</b>	-

### 34.1 Financial assets by category

The accounting policies for financial instruments have been applied to the line items below

	<b>GROUP</b> <b>31/12/2025</b> <b>N'000</b>	<b>GROUP</b> <b>31/12/2024</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2025</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2024</b> <b>N'000</b>
<b>Assets</b>				
Trade and other receivables (Note 23)	70,478,529	85,787,116	70,464,848	85,774,752
Cash and cash equivalents (Note 24)	52,580,229	108,166,527	52,383,079	108,005,605
	<b>123,058,758</b>	<b>193,953,643</b>	<b>122,847,927</b>	<b>193,780,357</b>

### 34.2 Financial liabilities by category

	<b>GROUP</b> <b>31/12/2025</b> <b>N'000</b>	<b>GROUP</b> <b>31/12/2024</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2025</b> <b>N'000</b>	<b>COMPANY</b> <b>31/12/2024</b> <b>N'000</b>
<b>Liabilities</b>				
Financial liabilities (Note 30)	725,309,270	717,507,522	725,309,270	717,476,251
Lease liabilities (Note 32)	2,739,979	5,295,371	2,869,921	5,404,231
Trade and other payables (Note 29)	87,841,308	98,677,520	87,909,100	98,638,753
	<b>815,890,557</b>	<b>821,480,413</b>	<b>816,088,291</b>	<b>821,519,235</b>

## 35 Related party information

### 35.1 Related parties and Nature of relationship and transactions

#### Related parties

NASCON Allied Industries Plc  
 Bluestar Shipping Lines Limited  
 Dangote Taraba Sugar Limited  
 Dangote Adamawa Sugar Limited  
 Nasarawa Sugar Company Limited  
 Dangote Sugar (Ghana) Limited  
 Dangote Global Services Limited  
 Dangote Oil and Gas Company Limited  
 Dangote Industries Limited  
 Greenview International Corp.  
 Dancom Technologies Limited  
 AG Dangote construction Limited  
 Dangote Rice Limited  
 Dangote Petroleum and Petrochemical Limited  
 MHF Properties Limited  
 Greenview Development Nig. Limited  
 Kura Holdings Limited  
 Aliko Dangote Foundation  
 Dangote Sinotruk West Africa Limited  
 Dangote Cement Plc  
 Dangote Fertiliser Limited  
 Dangote Packaging Limited

#### Nature of relationship and transactions

Fellow subsidiary from which the Company purchases raw salt as input in  
 Fellow subsidiary Company that provides clearing and stevedoring  
 Subsidiary- Backward integrated project  
 Subsidiary- Backward integrated project  
 Subsidiary- Backward integrated project  
 Fully owned subsidiary  
 Fellow subsidiary- Payment for foreign procurements  
 Fellow subsidiary - Supply of AGO and LPFO  
 Parent company that provides management support and receives 7.5% of  
 Ultimate parent company  
 Fellow subsidiary - Supply of IT services  
 Entity under common control  
 Entity under common control  
 Entity under common control  
 Fellow subsidiary - Property rentals.  
 Fellow subsidiary - Property rentals.  
 Fellow subsidiary - Travel services  
 Under common control- Incurs expenses on each other's behalf  
 Fellow subsidiary- Supply of fleet trucks  
 Fellow subsidiary - exchange of diesel and LPFO  
 Fellow subsidiary- Supply of fleet trucks  
 Fellow subsidiary- Supplies empty for bagging of finished sugar.

35 Related party information (continued)

	GROUP 31/12/2025 N'000	GROUP 31/12/2024 N'000	COMPANY 31/12/2025 N'000	COMPANY 31/12/2024 N'000
<b>35.2 Related party transactions and balances</b>				
<b>i) Sales of goods and services</b>				
Dangote Industries Limited	197,004	597,889	197,004	597,889
NASCON Allied Industries Plc	649,568	1,037,538	649,568	1,037,538
Dangote Fertiliser Limited	248,000	-	248,000	-
Greenview Development Nig. Limited	271,719	303,755	271,719	303,755
Aliko Dangote Foundation	351,709	900,523	351,709	900,523
Dangote Cement Plc	264,936	343,588	264,936	343,588
	<b>1,982,936</b>	<b>3,183,293</b>	<b>1,982,936</b>	<b>3,183,293</b>
	<b>GROUP 31/12/2025 N'000</b>	<b>GROUP 31/12/2024 N'000</b>	<b>COMPANY 31/12/2025 N'000</b>	<b>COMPANY 31/12/2024 N'000</b>
<b>ii) Purchase of goods and services</b>				
Dangote Cement Plc	126,001	4,087,455	126,001	4,087,455
Greenview Development Nig. Limited	9,837,347	9,972,977	9,837,347	9,972,977
Dangote Packaging Limited	6,329,257	3,918,139	6,329,257	3,918,139
Kura Holdings Limited	132,796	176,811	132,796	176,811
Bluestar Shipping Lines Limited	1,861,776	1,530,914	1,861,776	1,530,914
Dangote Oil and Gas Company Limited	3,011,167	6,928,661	3,011,167	6,928,661
Dangote Global Services Limited	2,988,713	963,802	2,988,713	963,802
NASCON Allied Industries Plc	1,320,443	872,277	1,320,443	872,277
Dancom Technologies Limited	281,376	153,880	281,376	153,880
Dangote petroleum and petrochemical Limited	2,385,505	51,420,198	2,385,505	51,420,198
MHF Properties Limited	23,864	77,341	23,864	77,341
Dangote Sinotruk West Africa Limited	3,828	177,750	3,828	177,750
Dangote Industries Limited	14,213,466	2,399,836	14,213,466	2,399,836
	<b>42,515,539</b>	<b>82,680,041</b>	<b>42,515,539</b>	<b>82,680,041</b>
<b>iii) Rental services</b>				
Dangote Adamawa Sugar	90,000,000	90,000,000	90,000,000	90,000,000
NASCON Allied Industries Limited	67,500,000	67,500,000	67,500,000	67,500,000
	<b>157,500,000</b>	<b>157,500,000</b>	<b>157,500,000</b>	<b>157,500,000</b>
<b>iv) Management fees</b>				
Dangote Industries Limited	2,941,031	2,435,625	2,941,031	2,435,625
	<b>2,941,031</b>	<b>2,435,625</b>	<b>2,941,031</b>	<b>2,435,625</b>

## Notes to the Consolidated and Separate Financial Statements continued

iv) Amount owed by related parties	GROUP	GROUP	COMPANY	COMPANY
	31/12/2025 N'000	31/12/2024 N'000	31/12/2025 N'000	31/12/2024 N'000
Dangote Sugar (Ghana ) Limited	-	166	-	166
NASCON Allied Industries Plc	-	354,898	-	354,898
Dangote petroleum and petrochemical Limited	-	4,585,158	-	4,585,158
Kura Holdings Limited	68,693	241	68,693	241
MHF Properties Limited	309	309	309	309
Dangote Oil and Gas Company Limited	212,159	-	212,159	-
Dangote Fertilizer Limited	97,807	97,807	97,807	97,807
AG Dangote Construction Limited	959,130	959,130	959,130	959,130
Aliko Dangote Foundation	21,600	51,150	21,600	51,150
Dangote Cement Plc	3,039,738	2,829,162	3,039,738	2,829,162
<b>Gross amount due from related parties (Note 23)</b>	<b>4,399,436</b>	<b>8,878,021</b>	<b>4,399,436</b>	<b>8,878,021</b>
Allowance for impaired -related parties Trade(Note 23.2)	(1,681)	(40,869)	(1,681)	(40,869)
Allowance for impaired -related parties Non-Trade(Note 23.2)	(757,736)	(2,319,515)	(757,736)	(2,319,515)
<b>Net amount due from related parties</b>	<b>3,640,019</b>	<b>6,517,637</b>	<b>3,640,019</b>	<b>6,517,637</b>

### v) Amount owed to related parties

Dangote Cement Plc	6,911,557	6,844,627	6,687,589	6,620,659
Dangote Packaging Limited	1,862,531	1,575,513	1,862,531	1,575,513
Dangote Global Services Limited	139,723	739,174	139,723	739,174
Dangote Oil and Gas Company Limited	-	1,323,588	-	1,323,588
Dangote Sugar (Ghana ) Limited	-	-	767,244	471,348
NASCON Allied Industries Plc	247,268	-	247,268	-
Dangote petroleum and petrochemical Limited	1,725,493	-	1,725,493	-
Bluestar Shipping Lines Limited	1,070,607	262,046	1,070,607	262,046
Greenview Development Nig. Limited	2,891,147	3,759,088	2,891,147	3,759,088
Dancom Technologies Limited	222,814	69,761	219,583	66,530
Dangote Sinotruk West Africa Limited	5,430	1,602	5,430	1,602
Dangote Industries Limited	14,279,108	9,976,367	14,279,108	9,976,367
	<b>29,355,678</b>	<b>24,551,766</b>	<b>29,895,723</b>	<b>24,795,915</b>

## 35 Related party information (continued)

**35.3** Sales of goods to related parties were made at the Company's usual market price without any discount to reflect the quantity of goods sold to related parties.

The amounts outstanding are unsecured and will be settled in cash. No guarantees have been given or received.

Dangote Industries Limited (DIL) in recognition of the requirement of transfer pricing regulations that all

transactions between connected taxable persons shall be carried out in a manner that is consistent with arm's length principle has come up with basis of computing its management fees and royalty taking into cognizance certain principles.

Dangote Sugar refinery paid management fees is payable to Dangote Industries Limited during the year

<b>35.4 Advance from related parties</b>	<b>Group and Company</b>	<b>Group and Company</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>
Advance from Dangote Petroleum and Petrochemical Limited	3,167,846	3,659,480
<b>Related party loans</b>	<b>3,167,846</b>	<b>3,659,480</b>

### 35.5 Key Management Personnel

#### List of Directors of Dangote Sugar Refinery Plc

1	Alh. Aliko Dangote (GCON)	Chairman (Retired 16th June 2025)
2	Mr. Arnold Ekpe	Independent Non-Executive Director/Chairman (Appointed as Chairman on the 17th June, 2025)
3	Mr. Thabo Mabe	Board Member (Group Managing Director/CEO) (Appointed 1st December 2025)
4	Mr. Ravindra Singhvi	Board Member (Group Managing Director/CEO) (Retired 30th November 2025)
5	Ms. Mariya Aliko-Dangote	Board Member (Executive Director)
6	Mr. Olakunle Alake	Board Member (Non-Executive Director)
7	Mr. Uzoma Nwankwo	Board Member (Non-Executive Director)
8	Ms. Bennedikter Molokwu	Board Member (Non-Executive Director)
9	Dr. Konyinsola Ajayi (SAN)	Board Member (Director) (Retired 16th June 2025)
10	Alh. Abdu Dantata	Board Member (Non-Executive Director)
11	Ms. Maryam Bashir	Board Member (Director) (Retired 16th June 2025)
12	Mrs. Yabawa Lawan-Wabi (mni)	Independent Non-Executive Director
13	Mrs. Yemisi Ayeni	Independent Non-Executive Director (Appointed 20 March 2025)

#### List of key management personnel

	<b>2025</b>	<b>2024</b>
1	Group Managing Director/CEO	Mr. Thabo Mabe (Appointed 1st December 2025)
2	Group Managing Director/CEO	Mr. Ravindra Singhvi (Retired 30th November 2025)
3	Executive Director, Operations	Ms. Mariya Aliko- Dangote
4	Group Chief Finance Officer	Mr. Oscar Mbeche
5	Divisional General Manager, DSR Numan Operations	Mr. Chinnaya Sylvian
6	Chief Finance Officer	Dr. Isiaka Bello
7	Company Secretary/Legal Adviser	Mrs. Temitope Hassan
8	GGM Operational Services, DSR Numan Operations	Mr. Bello Dan-Musa Abdullahi
9	General Manager, Human Resources and Admin.	Mr. Hassan Salisu
10	General Manager, Sales and Marketing	Mr. Saddiq Bello
11	General Manager, Refinery Operations	Nil
12	Chief Internal Auditor	Mr. Babafemi Gbadewole
13	Head, HSSE/Sustainability	Mr. Itoro Unaam
14	Head, Corporate Affairs	Ms. Ngozi Ngene
15	Head, Risk Management	Mr. Ayokunle Ushie
16	Head Quality Assurance	Mr Aderemi Adepoju
17	Head, DSR Logistics and Transport	Mr. Rasheed Azeez
18	Head, Social Performance	Mrs. Adenike Olaoye
19	Head, Internal Control	Mr. Godfrey Ojo
20	Head of Procurement	Mr. Patrick Okolie
21	Head, Material Management	Mr. Oluyemi Ogunyemi
22	GM, Projects	Nil
23	Executive Director, BIP Operations	Mr. Mulhim Eltaeb

### 35.6 Compensation to key management personnel

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
Short-term employee benefits	2,021,090	2,113,402	2,021,090	2,113,402
	<b>2,021,090</b>	<b>2,113,402</b>	<b>2,021,090</b>	<b>2,113,402</b>

### 36 Employee costs

The following items are included within employee benefits expenses:

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
<b>Direct employee costs (note 7)</b>				
Basic	6,632,007	4,601,293	6,632,007	4,601,293
Medical claims	317,476	253,813	317,476	253,813
Leave allowance	403,797	354,199	403,797	354,199
Short term benefits	2,397,484	2,085,921	2,397,484	2,085,921
Other short term costs	1,696,324	1,432,347	1,696,324	1,432,347
Pension	493,225	404,069	493,225	404,069
Termination benefits	-	-	-	-
	<b>11,940,313</b>	<b>9,131,642</b>	<b>11,940,313</b>	<b>9,131,642</b>

	<b>GROUP</b>	<b>GROUP</b>	<b>COMPANY</b>	<b>COMPANY</b>
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
<b>Indirect employee costs (note 8)</b>				
Basic	1,790,764	1,454,026	1,731,742	1,454,026
Medical claims and allowance	159,196	100,354	158,142	100,354
NSITF and ITF levies	373,343	124,681	370,436	124,681
Short term benefits	3,821,770	3,121,637	3,682,967	3,121,637
Other short term costs	2,717,498	1,192,833	1,244,577	1,192,833
Pension	278,358	234,090	270,200	234,090
Termination benefits	-	-	-	-
	<b>9,140,929</b>	<b>6,227,621</b>	<b>7,458,064</b>	<b>6,227,621</b>

### Total employee costs

Direct employee cost	11,940,313	9,131,642	11,940,313	9,131,642
Indirect employee cost	9,140,929	6,227,621	7,458,064	6,227,621
	<b>21,081,242</b>	<b>15,359,263</b>	<b>19,398,377</b>	<b>15,359,263</b>

### Average number of persons employed during the year was:

	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
	<b>Number</b>	<b>Number</b>	<b>Number</b>	<b>Number</b>
Management	171	160	165	152
Senior staff	686	644	675	634
Junior staff	2,324	2,174	2,306	2,154
	<b>3,181</b>	<b>2,978</b>	<b>3,146</b>	<b>2,940</b>

### 36 Employee costs (continued)

The table below shows the number of employees (excluding Directors), whose earnings within the year, fell within the ranges shown below:

	GROUP 2025 Number	GROUP 2024 Number	COMPANY 2025 Number	COMPANY 2024 Number
N200,000 - N600,000	-	-	-	-
N600,001 - N700,000	-	-	-	-
N700,001 - N800,000	-	-	-	-
N800,001 - N900,000	-	336	-	336
N900,001 - N1,000,000	670	94	670	94
N1,000,001 - N2,000,000	314	477	302	464
N2,000,001 - N3,000,000	848	801	837	790
N3,000,001 - N4,000,000	448	387	444	383
N4,000,001 - N5,000,000	237	240	235	238
N5,000,001 - N6,000,000	120	137	118	134
N6,000,001 - N7,000,000	95	89	94	88
N7,000,001 - N8,000,000	100	82	100	82
N8,000,001 - N9,000,000	82	72	82	72
N9,000,001 - N10,000,000	22	27	22	27
N10,000,001 and above	245	236	242	232
	<b>3,181</b>	<b>2,978</b>	<b>3,146</b>	<b>2,940</b>

### 37 Directors' emoluments

	31/12/2025 N'000	31/12/2024 N'000	31/12/2025 N'000	31/12/2024 N'000
Fees	27,510	16,000	27,510	16,000
Salaries	165,996	165,996	165,996	165,996
Others	987,563	579,386	987,563	579,386
	<b>1,181,069</b>	<b>761,382</b>	<b>1,181,069</b>	<b>761,382</b>
Emoluments of the highest paid Director	165,996	165,996	165,996	165,996

The number of Directors excluding the chairman with gross emoluments within the bands stated below were:

N'000	31/12/2025 Number	31/12/2024 Number	31/12/2025 Number	31/12/2024 Number
0 - 19,000	8	9	8	9
32,000 and above	1	1	1	1
	<b>9</b>	<b>10</b>	<b>9</b>	<b>10</b>

### 38 Capital commitments

As at 31 December 2025, there were no capital commitments (2024: nil).

### 39 Contingent assets and Contingent liabilities The Nigerian Tax Act (NTA) 2025

The tax year of assessment is a matter of contention for the NTA 2025, which became effective from 1 January 2026. The Nigeria Revenue Service (NRS) has updated its tax

portal to reflect the application of NTA 2025 to financial periods ended 31 December 2025. This position appears inconsistent with the prior year basis principle in tax of the Federal Republic of Nigeria. Our current and deferred tax positions have therefore been determined on the basis of the Companies Income Tax Act (as amended). If the NTA 2025 is ultimately adopted by the NRS, then the impact on the tax positions of the Company would be as follows:

1. Company income tax charge – decrease by N4.2 billion,

## Notes to the Consolidated and Separate Financial Statements continued

2. Tertiary Education Tax – No impact
3. Development levy – No impact, and
4. Deferred tax assets – decrease by N0.8 million

and an increase in the net assets by N4.1 billion. The recognition of these assessments is contingent upon confirmation of the basis of assessment which may be decided in court."

The net impact is a decrease in loss after tax by N4.1 billion

### 40 Free Float Computation

Company Name:	Dangote Sugar Refinery Plc
Board Listed:	Main Board
Year End:	December
Reporting Period:	Period Ended 31 December 2025 (Q4)
Share Price at end of reporting period:	N60.00 (2024:N32.50.00)

### Shareholding structure/Free Float Status

Description	31 December 2025		31 December 2024	
	Unit	Percentage	Unit	Percentage
Issued Share Capital	12,146,878,241	100%	12,146,878,241	100%
Substantial Shareholdings (5% and above):				
Dangote Industries limited	8,122,446,281	66.87%	8,122,446,281	66.87%
Aliko Dangote	653,095,014	5.38%	653,095,014	5.38%
<b>Total Substantial Shareholdings</b>	<b>8,775,541,295</b>	<b>72.25%</b>	<b>8,775,541,295</b>	<b>72.25%</b>

### Directors' Shareholdings (direct and indirect), excluding directors with substantial interest:

Mr. Olakunle Alake (Direct)	7,194,000	0.06%	7,194,000	0.06%
Ms Benedicta Molokwu (Direct)	1,483,400	0.01%	1,483,400	0.01%
Alhaji Abdu Dantata (Direct)	1,044,400	0.01%	1,044,400	0.01%
Mr. Uzoma Nwankwo (Direct)	-	-	384,692	0.00%
Yemisi Ayeni	180,000	0.00%	-	-
<b>Total Directors' Shareholdings</b>	<b>9,901,800</b>	<b>0.08%</b>	<b>10,106,492</b>	<b>0.08%</b>

<b>Free Float in Units and Percentage</b>	<b>3,361,435,146</b>	<b>27.67%</b>	<b>3,361,230,454</b>	<b>27.67%</b>
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<b>Free Float in Value ( N)</b>	<b>201,686,108,760</b>	<b>109,239,989,755</b>
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### Declaration:

(A) Dangote Sugar Refinery PLC with a free float percentage of 27.67% as at 31 December 2025, is compliant with The Exchange's free float requirements for companies listed on the Main Board.

(B) Dangote Sugar Refinery PLC with a free float value of N109,239,989,755.00 as at 31 December 2024, is compliant with The Exchange's free float requirements for companies listed on the Main Board.

Issuers' Shares, Rulebook of The Exchange 2015 (Issuers' Rule), Dangote Sugar Refinery Plc maintains a Security Trading Policy (Policy) which guides Directors, Audit Committee members, employees and all individuals categorized as insiders in relation to their dealings in the Company's shares. The Policy undergoes periodic review by the Board and is updated accordingly. The Company has made specific inquiries of all its directors and other insiders and is not aware of any infringement of the Policy during the period.

### 41 Securities Trading Policy

In compliance with Rule 17.15 Disclosure of Dealings in

		<b>2025</b>		<b>2024</b>	
		<b>N'000</b>	<b>%</b>	<b>N'000</b>	<b>%</b>
<b>GROUP</b>					
<b>Value Added</b>					
Revenue	5	829,214,876		665,689,763	
Bought - in materials and services		(666,042,761)		(627,274,043)	
Fair Value adjustment	17	2,412,964		10,099,566	
Other income	9,11	5,085,069		9,825,563	
		<b>170,670,148</b>	<b>100</b>	<b>58,340,849</b>	<b>100</b>
<b>Value Distributed</b>					
<b>To Pay Employees</b>					
Salaries, wages, medical and other benefits	36	21,081,242		15,359,263	
		<b>21,081,242</b>	<b>12</b>	<b>15,359,263</b>	<b>26</b>
<b>To Pay Providers of Capital</b>					
Finance costs	10	175,347,989		301,277,687	
		<b>175,347,989</b>	<b>103</b>	<b>301,277,687</b>	<b>516</b>
<b>To Pay Government</b>					
Income tax	12	4,185,136		3,377,543	
		<b>4,185,136</b>	<b>2</b>	<b>3,377,543</b>	<b>6</b>
<b>To be retained in the business for expansion and future wealth creation:</b>					
<b>Value reinvested</b>					
Depreciation, amortisation and impairments	16	46,519,550		12,598,078	
Deferred tax	12.1	(12,346,873)		(81,654,904)	
		<b>34,172,677</b>	<b>20</b>	<b>(69,056,826)</b>	<b>(118)</b>
<b>Value retained</b>					
Retained loss	26	(64,063,836)		(192,599,314)	
Non-controlling interest	27	(53,060)		(17,504)	
		<b>(64,116,896)</b>	<b>(38)</b>	<b>(192,616,818)</b>	<b>(330)</b>
<b>Total Value Distributed</b>		<b>170,670,148</b>	<b>100</b>	<b>58,340,849</b>	<b>100</b>

"Value added" is the measure of wealth the Group has created in its operations by "adding value" to the cost of products and services. The statement below summarises the total wealth created and shows how it was shared by employees and other parties who contributed to its creation. Also set out below is the amount retained and re-invested in the Group for the replacement of assets and the further development of operations.

Other National Disclosures  
**Statement of Value Added** continued

COMPANY		2025	2025	2024	2024
		N'000	%	N'000	%
<b>Value Added</b>					
Revenue	5	829,214,876		665,689,763	
Bought - in materials and services		(664,530,830)		(626,603,183)	
Fair Value adjustment	17	2,412,964		10,099,566	
Other income	9,11	5,026,001		9,673,637	
		<b>172,123,011</b>	<b>100</b>	<b>58,859,783</b>	<b>100</b>
<b>Value Distributed</b>					
<b>To Pay Employees</b>					
Salaries, wages, medical and other benefits		19,398,377		15,359,263	
		<b>19,398,377</b>	<b>11</b>	<b>15,359,263</b>	<b>26</b>
<b>To Pay Providers of Capital</b>					
Finance costs	10	175,366,400		301,088,518	
		<b>175,366,400</b>	<b>102</b>	<b>301,088,518</b>	<b>512</b>
<b>To Pay Government</b>					
Income tax	12	4,185,136		3,377,543	
		<b>4,185,136</b>	<b>2</b>	<b>3,377,543</b>	<b>6</b>
<b>To be retained in the business for expansion and future wealth creation:</b>					
<b>Value reinvested</b>					
Depreciation, amortisation and impairments	16	43,615,427		11,555,811	
Deferred tax	12	(11,631,452)		(81,654,904)	
		<b>31,983,975</b>	<b>19</b>	<b>(70,099,093)</b>	<b>(119)</b>
<b>Value retained</b>					
Retained loss	26	(58,810,877)		(190,866,449)	
Non-controlling interest	27	-		-	
		<b>(58,810,877)</b>	<b>(34)</b>	<b>(190,866,449)</b>	<b>(324)</b>
<b>Total Value Distributed</b>		<b>172,123,011</b>	<b>100</b>	<b>58,859,783</b>	<b>100</b>

Value added represents the additional wealth which the Group has been able to create by its own and employees efforts.

"Value added" is the measure of wealth the Group has created in its operations by "adding value" to the cost of products and services. The statement below summarises the total wealth created and shows how it was shared by employees and other parties who contributed to its creation. Also set out below is the amount retained and re-invested in the Group for the replacement of assets and the further development of operations.

## Five Year Financial Summary

	GROUP 31/12/2025 N'000	GROUP 31/12/2024 N'000	GROUP 31/12/2023 N'000	GROUP 31/12/2022 N'000	GROUP 31/12/2021 N'000
<b>Group as at December 31, 2025</b>					
<b>Assets</b>					
Non-current assets	622,601,858	624,876,204	200,228,107	157,761,632	144,678,056
Current assets	342,455,067	425,087,874	399,693,177	333,804,092	213,959,067
Assets of disposal groups held for sale	868,642	868,642	868,642	868,642	868,642
<b>Total assets</b>	<b>965,925,567</b>	<b>1,050,832,720</b>	<b>600,789,926</b>	<b>492,434,366</b>	<b>359,505,765</b>
<b>Liabilities</b>					
Non-current liabilities	45,096,718	39,807,278	330,057	13,769,637	12,331,269
Current liabilities	791,848,682	798,797,769	521,214,082	307,438,317	218,543,345
<b>Total liabilities</b>	<b>836,945,400</b>	<b>838,605,047</b>	<b>521,544,139</b>	<b>321,207,954</b>	<b>230,874,614</b>
<b>Equity</b>					
Share capital and premium	12,393,963	12,393,963	12,393,963	12,393,963	12,393,963
Retained earning	(189,780,929)	(125,717,093)	66,882,222	158,845,239	116,253,935
Non-controlling interest	(100,962)	(47,902)	(30,398)	(12,790)	(16,747)
<b>Total equity</b>	<b>(177,487,928)</b>	<b>(113,371,032)</b>	<b>79,245,787</b>	<b>171,226,412</b>	<b>128,631,151</b>
<b>Total equity and liabilities</b>	<b>659,457,472</b>	<b>725,234,015</b>	<b>600,789,926</b>	<b>492,434,366</b>	<b>359,505,765</b>
<b>Profit and loss account</b>					
Revenue	829,214,876	665,689,763	441,452,953	403,245,988	276,054,781
<b>(Loss)/Profit before taxation</b>	<b>(72,278,633)</b>	<b>(270,894,179)</b>	<b>(108,922,106)</b>	<b>82,302,820</b>	<b>34,021,212</b>
<b>(Loss)/Profit for the year</b>	<b>(64,116,896)</b>	<b>(192,616,818)</b>	<b>(73,760,308)</b>	<b>54,742,135</b>	<b>22,052,291</b>
<b>Per share data (Naira)</b>					
(Loss)/Earnings per share (Basic and diluted)	(5.28)	(15.86)	(6.07)	4.51	1.82
Net assets per share	10.62	17.47	6.52	14.10	10.59

(Loss)/Earnings per share are based on profit or loss after tax and the weighted number of issued and fully paid ordinary shares at the end of each financial year.

## Five Year Financial Summary continued

	COMPANY 31/12/2025 N'000	COMPANY 31/12/2024 N'000	COMPANY 31/12/2023 N'000	COMPANY 31/12/2022 N'000	COMPANY 31/12/2021 N'000
<b>Company as at December 31, 2025</b>					
<b>Assets</b>					
Non-current assets	598,070,868	594,038,123	201,655,443	158,018,083	141,210,336
Current assets	340,677,959	423,437,505	398,516,439	332,083,111	207,303,891
Assets of disposal groups held for sale	868,642	868,642	868,642	868,642	868,642
<b>Total assets</b>	<b>939,617,469</b>	<b>1,018,344,270</b>	<b>601,040,524</b>	<b>490,969,836</b>	<b>349,382,869</b>
<b>Liabilities</b>					
Non-current liabilities	37,357,389	39,925,799	330,057	13,769,637	12,331,269
Current liabilities	792,045,505	798,723,005	518,900,557	305,170,514	207,221,431
<b>Total liabilities</b>	<b>829,402,894</b>	<b>838,648,804</b>	<b>519,230,614</b>	<b>318,940,151</b>	<b>219,552,700</b>
<b>Equity</b>					
Share capital and premium	12,393,963	12,393,963	12,393,963	12,393,963	12,393,963
Retained earning	(180,261,379)	(121,450,502)	69,415,947	159,635,722	117,436,206
<b>Total equity</b>	<b>(167,867,416)</b>	<b>(109,056,539)</b>	<b>81,809,910</b>	<b>172,029,685</b>	<b>129,830,169</b>
<b>Total equity and liabilities</b>	<b>661,535,478</b>	<b>729,592,265</b>	<b>601,040,524</b>	<b>490,969,836</b>	<b>349,382,869</b>
<b>Profit and loss account</b>					
Revenue	829,214,876	665,689,763	441,452,953	403,245,988	276,054,781
<b>(Loss)/Profit before taxation</b>	<b>(66,257,193)</b>	<b>(269,143,810)</b>	<b>(107,161,258)</b>	<b>81,907,076</b>	<b>34,629,037</b>
<b>(Loss)/Profit for the year</b>	<b>(58,810,877)</b>	<b>(190,866,449)</b>	<b>(71,999,460)</b>	<b>54,346,391</b>	<b>22,660,116</b>
<b>Increase/(decrease) in trade and other payables</b>					
(Loss)/Earnings per share (Basic and diluted)	(4.84)	(15.71)	(5.93)	4.47	1.87
Net assets per share	9.07	14.79	6.74	14.16	10.69
(Loss)/Earnings per share are based on profit or loss after tax and the weighted number of issued and fully paid ordinary shares at the end of each financial year.					

# 05.



## Shareholding & Other Information



## Corporate Information

### Directors, Officers, and Professional Advisers

#### BOARD OF DIRECTORS

Mr. Arnold Ekpe	Chairman
Mr. Thabo Mabe	Group Managing Director/CEO
Hajia Mariya Aliko Dangote	Executive Director
Mr. Mulhim Eltayeb	Executive Director
Mr. Olakunle Alake	Non-Executive Director
Alhaji Abdu Dantata	Non-Executive Director
Ms. Bennedikter Molokwu	Non-Executive Director
Mr. Uzoma Nwankwo	Non-Executive Director
Mrs. Yabawa Lawan Wabi (MNI)	Non-Executive Director
Mrs. Oluyemisi Ayeni	Independent Non-Executive Director

#### COMPANY SECRETARY/LEGAL ADVISER

Temitope Hassan (Mrs.)

#### AUDITORS

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

Jaiz Bank Plc

#### BANKERS

Access Bank Plc.	ProvidusBank Plc
Coronation Merchant Bank Limited	Rand Merchant Bank Nigeria Limited
Ecobank Nigeria Limited	Stanbic IBTC Bank Limited
Fidelity Bank Plc.	Standard Chartered Bank Nigeria Limited
First Bank of Nigeria Limited	Sterling Bank Limited
First City Monument Bank Limited	United Bank for Africa Plc.
FSDH Merchant Bank Limited	Union Bank of Nigeria Plc
Keystone Bank Limited	Unity Bank Plc
Guaranty Trust Bank Nigeria Limited	Wema Bank Plc
Globus Bank Limited	Zenith Bank Plc.
Greenwich Merchant Bank Limited	

#### CAPITAL MARKET INFORMATION

##### NSE TICKER SYMBOL

DANSUG

##### DATE LISTED

8TH MARCH 2007

##### FINANCIAL CALENDAR (YEAR END)

December 31

#### AUTHORIZED/PAID UP SHARE CAPITAL

12,146,878,241 ordinary shares of 50 kobo each

#### SHAREHOLDER INFORMATION

RC Number	613748
Date of Incorporation	4th January 2005

#### FRC NUMBER

FRC/2014/00000003835

#### REGISTERED OFFICE

3rd Floor, GDNL Building  
Terminal E, Shed 20  
NPA Wharf Port Complex  
Apapa, Lagos

**FACTORY**

Shed 20 Apapa Wharf  
Apapa, Lagos

**DSR NUMAN OPERATIONS**

Km 81, Yola – Gombe Road,  
Numan, Adamawa State

**SUBSIDIARIES**

- **Nasarawa Sugar Company Limited**  
1, Anguwan Kaura, Tunga Central Chiefdom,  
Tunga, Awe Local Government Council,  
Nasarawa State.
- **Dangote Adamawa Sugar Limited.**  
1, Alfred Rewane Road, Falomo Ikoyi,  
Lagos
- **Dangote Taraba Sugar Limited**  
1, Alfred Rewane Road, Falomo, Ikoyi Lagos.
- **Dangote (Sugar) Ghana Limited**  
Adjacent Acs Terminal Communities Two,  
Tema, Greater Accra, Ghana

**REGISTRAR AND TRANSFER OFFICE:**

**VERITAS REGISTRARS LIMITED**

PLOT 89A, Ajose Adeogun Street, Victoria Island, Lagos.  
Telephone: (01) 27089304, 2784167-8; Fax: (01)2704085  
enquiry@veritasregistrars.com  
www.veritasregistrars.com

**INVESTOR RELATIONS**

Olugbenga Adeniyi  
08052000245  
Olugbenga.adeniyi@dangote.com

**CORPORATE COMMUNICATIONS CONTACT**

Ngozi Ngene  
+234 8150983259  
srefinery@dangote.com  
sugar.dangote.com

## Share Holding Information

Your shareholding in Dangote Sugar Refinery Plc entitles you, as a part owner of the company, to certain rights including the right: -

- To attend, speak, vote at general meetings either in person or by proxy.
- To receive dividends when declared/approved on your ordinary shares
- To receive certain company documents, e.g the annual reports and accounts/the Annual General Meeting documents where applicable each year.

If you do not have your name on the shareholder register because you hold your shares through a nominee, your nominee will receive any company documents sent to shareholders. Please arrange with your nominee if you wish to receive such documents and to be able to attend and, on a poll, vote at general meetings.

### Financial Reports

Any shareholder has the right to be furnished, on demand, free of charge, a copy of the company's financial statements. The annual report and financial statement is available for download on our website, [www.sugar.dangote.com](http://www.sugar.dangote.com), or the Registrars' website [www.veritasregistrars.com](http://www.veritasregistrars.com).

### E-Report

To improve delivery of our Annual Report, a detachable Form has been inserted in the Annual Report and hereby request Shareholders who wish to receive the Annual Report of the Company in an electronic format to complete and return the Form to the Registrars for further processing.

### Share Certificates

Your Dangote Sugar Refinery Plc Share certificate is evidence of your shareholding in the company and should be kept in a safe place. If you hold your shares through a nominee account or through the Central Securities Clearing System (CSCS) you will not have a share certificate. The nominal or 'par' value of a Company's shares is shown on the share certificate. The current nominal value of Dangote Sugar Refinery Plc's one ordinary shares is 50k each.

### Shareholder Queries

If you have any questions about your shareholding or share certificates, (including the replacement of lost certificates or the consolidation of several certificates into one); or if you require any other guidance (e.g. to notify a change of address or to give dividend instructions to a bank account), please contact our Registrars at: -

### VERITAS Registrars Limited

Plot 89A AJOSE ADEOGUN STREET,  
P. O Box 753 15  
Victoria Island  
Lagos.

Unclaimed Dividends and Share Certificates  
Shareholders have been informed that some dividend warrants and share certificates have been returned to the Registrars' office unclaimed, because the addresses could not be traced. The unclaimed dividend list is published on the website, [www.dangotesugar.com.ng](http://www.dangotesugar.com.ng), for the shareholders attention. Affected shareholders should please contact the Registrars at the address indicated above in respect of the share certificates, and unclaimed dividends.

### Changes in Personal Circumstances

All shareholders should advise the Registrars in writing of any of the following: -

- Change of address
- Change of name
- Change in bank details if your dividends are mandated
- If a shareholder dies

### Shareholder Relations/Corporate Contacts

Registrars  
VERITAS REGISTRARS LIMITED  
PLOT 89A, AJOSE ADEOGUN STREET,  
VICTORIA ISLAND,  
LAGOS

Company Secretary and Registered Office  
Dangote Sugar Refinery Plc  
3rd Floor, GDNL Building  
Terminal E, Shed 20  
NPA Wharf Port Complex  
Apapa, Lagos  
[mydsr.shares@dangote.com](mailto:mydsr.shares@dangote.com)  
[srefinery@dangote.com](mailto:srefinery@dangote.com)  
<https://sugar.dangote.com>

Year	Authorized(N)		Issued (N)		Consideration (N)	
	Increase	Cumulative	Increase	Increase	Called	Cumulative
2004	50,000,000.00	50,000,000.00	500,000	500,000	Cash	
2006		50,000,000.00	49,500,000.00	50,000,000.00	Scheme share	
2006	5,950,000,000.00	6,000,000,000.00	4,950,000,000.00	5,000,000,000.00	Bonus & Stock Split	
2008		6,000,000,000.00	1,000,000,000.00	6,000,000,000.00	Bonus	
2020	1,500,000,000.00	7,500,000,000.00	73,439,120.50	6,073,439,120.50	Scheme share	6,073,439,120.50

Year	Issued = Authorized [N]





**The Registrars  
VERITAS Registrars Limited  
Plot 89A Ajose Adeogun Street,  
P. O Box 75315  
Victoria Island  
Lagos**



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P. O Box 75315  
Victoria Island  
Lagos**

# DANGOTE SUGAR REFINERY PLC. RC: 613748

TWENTIETH (20TH) ANNUAL GENERAL MEETING TO BE HELD AT Jewel Aeida, No. 105, Hakeem Dickson Link Road, Lekki Phase I, off Lekki-Epe Expressway, Lagos ON THE 15TH OF APRIL, 2026, AT 12NOON PROMPT.

I/WE\*.....of.....being Shareholder(s) of Dangote Sugar Refinery PLC hereby appoint ..... or failing him/her, the Chairman of the Meeting as my/our Proxy to act and vote for me/us on my/our behalf at the 20th Annual General Meeting of the Company to be held on the 15th of April, 2026 and at any adjournment thereof.

DATED THIS .....DAY OF..... 2026

## SHAREHOLDER'S SIGNATURE

	NO.	ORDINARY BUSINESS	FOR	AGAINST
I/We desire this proxy to be used in favour of/ or against the resolution as indicated alongside	1.	To lay before the Meeting the Financial Statements for the year ended December 31, 2025, the Reports of the Directors, Auditors and the Audit Committee thereon.		
	2.	To elect the following Director: a. Mr. Thabo Mabe b. Mr. Mulhim Eltayeb  To Re-elect the following retiring Directors c. Mrs. Yabawa Lawan Wabi d. Ms. Bennedikter Molokwu e. Mr. Olakunle Alake		
	3..	To authorize the Directors to fix the Remuneration of the Auditors.		
	4.	To disclose the remuneration of Managers.		
	5.	To elect/re-elect members of the Audit Committee		
	NO.	SPECIAL BUSINESS	FOR	AGAINST
	6 .	To fix the remuneration of Directors	-	-
	7 .	To Approve Capital Raising by way of Rights Issue:		
	7.1	"That subject to obtaining the approval of the relevant regulatory authorities, the Directors of the Company be and are hereby authorized to raise capital of up to 500 billion (Five Hundred Billion Naira) by way of Rights Issue, through the issuance of ordinary shares, on such terms and conditions and at such time, as the Directors may deem fit or determine;		
	7.2	That the Rights issue referred to in resolution (7.1) above may be underwritten on such terms as may be determined by the Directors, subject to obtaining the approvals of relevant regulatory authorities;		
	7.3	That any shares not taken up by existing shareholders within the period stipulated under the Rights Issue may be offered to shareholders of the Company that have indicated interest in purchasing additional shares not taken up by the shareholders entitled to do so in the Rights Issue, on such terms and conditions as may be determined by the Directors, subject to complying with relevant regulatory requirements;		
	7.4	The Company's share capital be increased by the exact number of shares which will be required to accommodate the new ordinary shares to be issued to shareholders upon the determination of the terms of the Rights Issue by the Directors in accordance with resolutions (7.1) above;		
	7.5	Further to the above approvals, the Directors be, and are hereby, authorized to (a) pass the relevant resolutions increasing the Company's share capital by the specific number of new ordinary shares required for the Rights Issue, (b) allot such said number of new ordinary shares upon completion of the Rights Issue including dealing with fractional shares in accordance with applicable law, (c) where necessary, cancel any unallotted shares upon completion of the Rights Issue; and		
	7.6	That the Directors be and are hereby authorised to apply any outstanding amounts advanced to the Company by existing shareholders, whether recorded as shareholder loans or other funding arrangements, as may be agreed between the Company and such shareholders, towards payment for any shares subscribed for by such shareholders under the Rights Issue.		
	7.7	To consider and if thought fit, pass the following as special resolutions of the Company: After the increase of the Company's share capital and allotment of the new ordinary shares in accordance with resolutions the above, the Memorandum and Articles of Association of the Company be amended as necessary to reflect the Company's new issued share capital."		
Please indicate with an "X" in the appropriate column, how you wish your votes to be cast on the resolutions set out above. Unless otherwise instructed, the Proxy will vote or abstain from voting at his/her discretion.				

**This Proxy Form should NOT be completed and sent to the Registrar's office if the member will be attending the meeting.**

- i. Please sign this Proxy Form and deposit it at the office of the Company's Registrars Veritas Registrars Limited, Plot 89A, Ajose Adeogun Street, Victoria Island, Lagos or send to the Registrars by email to enquiry@veritasregistrars.com not later than 48 hours before the time appointed for the Meeting.
- ii. If the Shareholder is a Corporation, this form must be executed under its Common Seal or under the hand of some Officers or an Attorney duly authorized.
- iii. The Proxy must produce the Admission Card sent with the Notice of the Meeting to gain entrance to the meeting.
- iv. By virtue of the Stamp Duties Act, Cap S8, Laws of the Federation of Nigeria, 2004, any instrument of proxy to be used for the purpose of voting by any person entitled to vote at any meeting of Shareholders must be stamped by the Commissioner for Stamp Duties.

**Before posting this form, please tear off this part and retain it for admission to the Meeting.**

## ADMISSION CARD

I, Mr./Mrs./Miss

\*Please complete in BLOCK LETTERS

ACCOUNT NO.:
SHAREHOLDER'S NAME:
No. OF SHARES:

Please admit..... to the 20TH Annual General Meeting of Dangote Sugar Refinery PLC, to be held at Jewel Aeida, No. 105, Hakeem Dickson Link Road, Lekki Phase I, off Lekki-Epe Expressway, Lagos on the 15th of April 2026 at 12noon prompt.

Signature of Person Attending: .....

Proxy ( ) Shareholder ( ) [Please tick appropriate box]

THIS CARD IS TO BE SIGNED AT THE VENUE IN THE PRESENCE OF THE REGISTRAR.

The Shareholder or his /her/its proxy is required to produce this Admission Card in order to obtain entrance to the Annual General Meeting.

**The Registrars  
VERITAS Registrars Limited  
Plot 89A Ajose Adeogun Street,  
P. O Box 75315  
Victoria Island  
Lagos**




**HEAD OFFICE:**

3rd Floor, GDNL Administrative Building, Terminal E Shed 20 NPA Wharf Complex, Apapa, Lagos  
Tel: + 234 815 098 3259, +234 807 049 5773  
Email: [srefinery@dangote.com](mailto:srefinery@dangote.com), [sugar@dangote.com](mailto:sugar@dangote.com)  
Website: [sugar.dangote.com](http://sugar.dangote.com)

**FACTORY/REFINERY:**


Shed 20, Apapa Wharf, Lagos

 [dangotesugarrefinery](https://www.facebook.com/dangotesugarrefinery)

 [Dangote Sugar Refinery PLC](https://www.linkedin.com/company/Dangote%20Sugar%20Refinery%20PLC)

 [dangote\\_sugar](https://twitter.com/dangote_sugar)

 [dangotesugar](https://www.instagram.com/dangotesugar)

 [0815 098 3259](https://wa.me/08150983259)