NIGERIA

LAFARGE AFRICA PLC

2020

ANNUAL REPORT
& ACCOUNTS

BUILDING A WORLD OF NEW POSSIBILITIES

LAFARGE

A member of LafargeHolcim

CGRS

Better For Business

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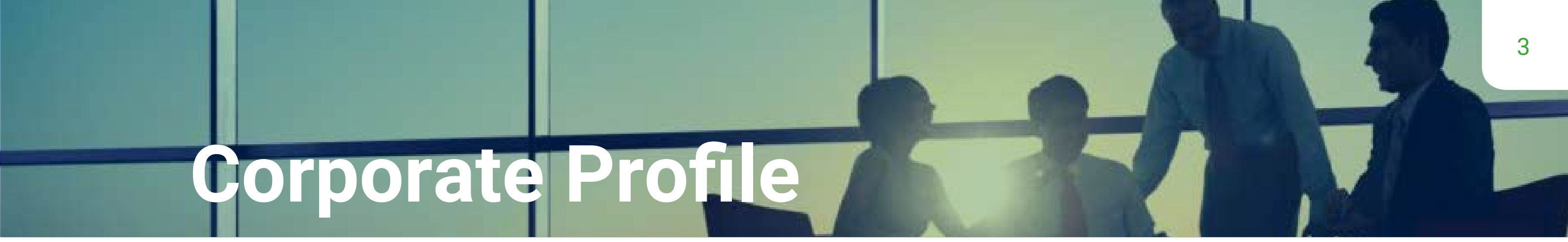


Corporate Profile

Lafarge Africa Plc is a member of LafargeHolcim – the leading global construction materials and solutions company in the world. Lafarge Africa Plc is a publicly quoted company on the Premium Board of The Nigerian Stock Exchange (NSE) and serves Nigeria with a wide range of building and construction solutions designed to meet housing and construction needs; from small projects like individual home buildings to major construction and infrastructure projects.

With four plants in Nigeria, spread across the country: Sagamu and Ewekoro (South-West), Ashaka (North-East) and Mfamosing (South-East), Lafarge Africa Plc currently has an installed cement production capacity of 10.5 million metric tons per annum.

CEMENT OPERATIONS

South-West Operations:

We have two plants located in Sagamu and Ewekoro, both in Ogun State with a combined production capacity of 4.5MTPA. The Geocycle and Mortar plants are also located in the South-West.

Our product portfolio includes five brands - Elephant Cement, a general purpose cement - a multi-use product suitable for majority of the applications: Supaset, a fast-settingand rapid strength gaining cement specifically designed for the needs of the block-makers; Powermax, a high strength cement for the sophisticated contractor segment; Etex, a high performance cement designed to specification for the manufacturing of roof tiles and SRC, a sulphate resistant cement for coastal construction.

Northern Nigeria Operations:

Ashaka Cement plant in the North-East region focuses on providing creative and qualitative solutions to meet the needs of both small, medium and large-scale projects. In the last four decades, Ashaka Cement plant has contributed immensely to the economic growth and development of North-Eastern Nigeria and is well positioned to impact the ecosystem of the region.

Ashaka Cement was incorporated in August 1974 and commenced production in 1979 as a cement manufacturing and marketing company under the name Ashaka Cement Plc. The company was founded by the defunct Nigerian Industrial Development Bank (NIDB) Limited, the Nigerian Bank for Commerce and Industry (NBCI), Northern Nigeria Investment Limited (NNIL) and the government of the then North-Eastern State (now Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe States). The current annual installed cement capacity production of the plant is 1 million metric tons per annum, with plans for expansion.

AshakaCem was fully integrated into Lafarge Group in July 2002 after the acquisition of Blue Circle Industries, UK. Consequently, AshakaCem became a subsidiary of Lafarge Africa Plc.

Ashaka Cement produces the 32.5 and 42.5 types of cement which stands out for consistent high quality.

South-East Operations:

Our Southern Nigeria operations comprise of a cement plant in Mfamosing, Cross River State and a product distribution hub in Port-Harcourt, Rivers State. The Mfamosing plant is a modern production facility with an annual cement production capacity of 5MTPA. It was originally established in 2002 as United Cement Company Nigeria (UNICEM) Limited, after the acquisition of the assets of moribund Calabar Cement Company (CalCemCo).

In 2012, the plant's product portfolio was expanded to offer customers two cement products catering for general purpose and specialized applications. An additional manufacturing line with a production capacity of 2.5MTPA was commissioned in 2016 to bring the total production capacity of the plant to capacity of the plant to 5MTPA and is now the single largest cement production site for Lafarge Africa.

Corporate Profile

READY MIX CONCRETE OPERATIONS

Lafarge Africa Plc (Ready Mix Operations) is a pioneer and leading player in Commercial Ready Mix Concrete Operations in Nigeria. The Ready Mix operations currently has installed annual capacity of over 400,000 cubic meters and a network of commercial batching plants in the main geographical hubs of Lagos, Ogun, Port Harcourt and Abuja - comprising of six (6) Ready Mix Concrete Plants and a Central Laboratory in Lagos.

The Ready Mix Operations has in place a team of well trained and professional staff across all its operating sites. All aspects of its operations are guided strictly by the LafargeHolcim Quality Management System, which ensures a high level of consistency in our processes and product quality with Technical support from Lafarge Research Centre (LCR) in Lyon, France.

Ready Mix offers a wide range of concrete products that are designed to address diverse strength specifications and durability requirements in line with project-specific needs or site related challenges. Our quality standards conforms with the European Standard (EN206).

Our Standard Concrete offering for normal applications is in strengths of 10MPa to 50MPa with guaranteed cubic strength at 28 days. Through our Value Added Product (VAPs), we offer the opportunity to work with clients/contractors in developing the right concrete solution to address durability, aesthetics and timing requirements at different project stages. Examples of our VAPs are Fast Strip, Ultra Delay, Ultra Early, Low Heat, Water proofing, Self- Compacting, Ultra Fiber, Shotcrete and Lightweight Concretes. Others are Standard Screed, Piling Concrete for Continuous Flight Auger (CFA), Bore Piles and Sulphate Resistant Concrete Solution for marine environments.

Ready Mix also provides Mobile Plant Services which can be set up within short lead time to support projects in remote and logistically challenging sites, anywhere in Nigeria.

With the support of the LafargeHolcim Research and Development team, Lafarge Ready Mix seeks to constantly innovate and promote high-quality concrete products and solutions to our customers nationwide - whether individual homebuilders or developers of major infrastructure projects.

Corporate Profile

MORTAR

Mortar is at the heart of Lafarge Africa Plc's innovation. Customers of Lafarge Africa Plc enjoy pre-mixed dry mortars like tile adhesives and floor screeds for the finishing stage of building construction. The Lafarge Africa Plc dry-mixed mortars are cost efficient, easy to use and meet international quality standards.

The two-year old Mortar business unit provides the new range of construction solutions tailored to the needs of the local Nigerian market with benefits from LafargeHolcim's global expertise. A family of tile adhesive and substrate leveling products has been launched to cater to customers' requirements.

Lafarge Supafix Tile Adhesive is a range of cement-based tile adhesives made of cement, aggregates, as well as organic and inorganic additives. The products are designed specifically for interior and exterior tiling and have proven to be efficient for floor and wall applications. A family of three bagged products for different tiling applications - Supafix Basic, Supafix Pro and Supafix Premium - is available to meet customer needs.

Lafarge Supaplast Floor Screed is a ready-to-use screed mortar used for levelling floors. The Supaplast Floor Screed is easy to use to achieve rapid leveling and high strength floors which are ready for tiling in 24 hours. Supaplast Floor Screed is a bagged product made of cement, screened aggregates and additives.

The Mortar business will continue to develop a range of innovative dry and pre-mixed solutions for the finishing stage of building construction in line with Lafarge Africa Plc's vision to be the preferred innovative building solutions partner in Nigeria.

GEOCYCLE

geocycle

Geocycle Nigeria, the waste treatment and management operation of Lafarge Africa Plc in its quest for cleaner and zero waste communities took steps to consolidate on its activities in 2020. This is in line with Lafarge Africa Plc's commitment to preserve our planet's future, having launched the sustainable waste management solution in 2018. Geocycle has continued over the years to provide a model of sustainable waste management with material and energy recovery from waste. This is the true model of circular economy, reusing waste and promoting a zero-waste future agenda.

In line with this agenda, a new waste treatment and co-processing facility was commissioned in Ewekoro line II in 2020. This is the first and only cement facility in Nigeria that is able to replace 50% of the kiln fuel with energy derived from wastes. We utilize biomass, used tyre, municipal and industrial waste (renewable energy) in generating energy for our operations, thereby reducing CO2 emissions and creating cleaner environment. In 2020, our plant in the North-East, AshakaCem successfully replaced 18% of fossil fuel with energy derived from its Geocycle project.

Geocycle is currently supporting and co-processing waste from some industries through waste diversion from landfills. In addition, we are partnering with regulatory agencies (NAFDAC) and pharmaceutical companies to stop open burning of expired medicines. This is practical circular economy practice in action. Following receipt of approval from the Department of Petroleum Resources (DPR), Geocycle now offers waste management service to the Oil & Gas industry. Our first contract was signed in Q4 2020 with an International Oil Company operating in Nigeria to eliminate and prevent hazardous operational waste from being dumped in a landfill. This will help preserve the environment with no impact on emissions. The contract execution has commenced in January 2021.

With Geocycle, Lafarge Africa Plc in partnership with government agencies is on a mission to manage waste generation in the country sustainably. Re-using of waste through circular economy model will impact society by creating thousands of jobs, reducing CO2 impact and supporting climate change initiatives of the country.

OUR SOLUTIONS & PRODUCTS

CEMENT

The Company has a wide range of cement solutions designed to meet all building and construction needs, from small projects like individual home buildings to major construction projects.

Our Cement Product Portfolio includes 5 brands: Elephant Cement, a multi-purpose product suitable for a variety of building applications; Supaset, a fast setting and rapid strength gaining cement specifically designed for the needs of block-makers; Powermax; a high strength cement for the sophisticated contractor segment; Etex, a cement product designed to specification for manufacturing roof tiles and SRC, a sulphate resistant cement for coastal construction.

READYMIX

Leveraging the Group's over 50 years of global experience in the readymix business, Lafarge Africa produces quality and innovative concrete and aggregates solutions for small and large construction projects.

Lafarge Ready Mix operates currently in Lagos, Ogun, Abuja and Port-Harcourt, as a project enabler, driving quality and innovation as well as promoting a sustainable environment for generations to come.

MORTAR

We recently launched a new product line for special building mortar-based solutions, starting with Supafix Tile Adhesive. The first of its kind in the Nigerian market, Lafarge Supafix is a cementitious tile adhesive made of cement, aggregates, as well as organic and inorganic additives. The solution is designed specifically for tiling and has proven to be particularly efficient for floor and wall applications.

GEOCYCLE

Through our Geocycle business, we collect waste directly from municipals and industries, pre-process it in platforms and co-process it in our cement plants. Through co-processing (the complete destruction of waste in our cement kilns) we recover energy and recycle materials from different types of waste, ranging from household plastics to industrial chemicals. The activities of Geocycle have strong environmental benefits for communities; as it helps to reduce the volume of landfilled waste, save public funds and create a cleaner living environment.

CONTACT DETAILS AND LOCATIONS

Head Office:
27B, Gerrard Road, Ikoyi,
Lagos State
Tel: +234 (1) 2713990

Oregun Office:
No. 38 Kudirat Abiola Road,
Off Adebayo Akande Street,
Oregun, Ikeja, Lagos.
Tel: +234(0)7088604659

Abuja Liaison Office:
No. 9 Julius Nyerere Crescent,
Asokoro, Abuja

PLANT LOCATIONS

AshakaCem:
Ashaka Works,
Gombe, Gombe State
Tel: +234(0)8022924941-2

Ewekoro I & II:
Km 64, old Lagos-Abeokuta Road,
Ewekoro, Ogun State
Tel: +234 (0) 7015834347

Mfamosing:
Mfamosing Akampka LGA,
Cross River State
Tel:+234(0)7034167567

Sagamu:
KM 64, Old Lagos-Ikorodu Road,
Sagamu, Ogun State
Tel: +234 (1) 2713990

READYMIX LOCATIONS

Abuja Plant (Idu):
763, Cadastral Zone C16,
Opposite Salini Quarters,
Idu Industrial Estate, Abuja FCT Abuja
Tel: +234(0) 7088604651

Ewekoro Plant:
Km 64, old Lagos-Abeokuta Road,
Ewekoro, Ogun State
Tel: +234 (0) 7015834347

Onne Plant:
Atlas Road FOT,
Onne Port Complex,
Port Harcourt,
Rivers State, Nigeria
Tel: +234(0)7088604662

Oregun Plant:
No. 38 Kudirat Abiola Road,
Off Adebayo Akande Street,
Oregun, Ikeja, Lagos.
Tel: +234(0)7088604659

Trans Amadi Plant:
17/19 Danjuma Drive,
Trans-Amadi Industrial Layout,
Port Harcourt, Rivers State
Tel: +234(0)7088604657

OUR CORE VALUES

CUSTOMERS:

Our focus is to build and deliver solutions that meet customers expectations.

We encourage diverse thinking to promote and nurture innovation.

We collaborate with our customers to achieve shared objectives.

RESULTS:

Through business insights and the quality of our decision making, we introduce new ways of looking at challenges in order to achieve excellent results while ensuring accountability.

INTEGRITY:

We operate a compliance focused organization and act with a clear sense of ownership.

SUSTAINABILITY:

We demonstrate leadership in environment stewardship while role modeling responsibility to future generations. We look towards the broadest possible views on any issue or challenge.

PEOPLE, OPENNESS AND INCLUSION:

We truly care for and respect every individual. We place a high priority on developing our people and building effective teams.

HEALTH AND SAFETY:

Health and Safety is our core value. We believe in visible leadership and personal accountability for Health and Safety at all levels and throughout our organization.

ONE TEAM

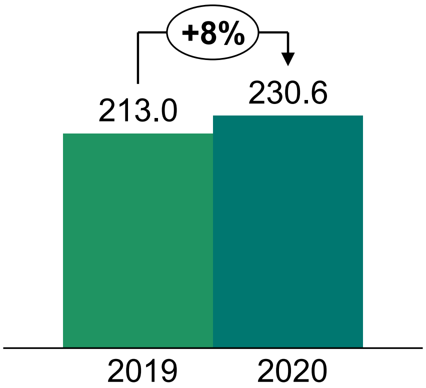
ONE DIRECTION

We are building a high performing organization, with one team moving in the same direction.

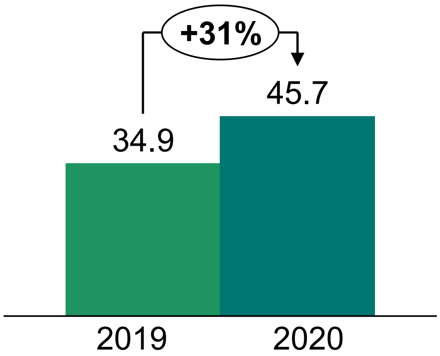
Financial Highlights

All figures in ₦ billions
[1]Continuing Operations

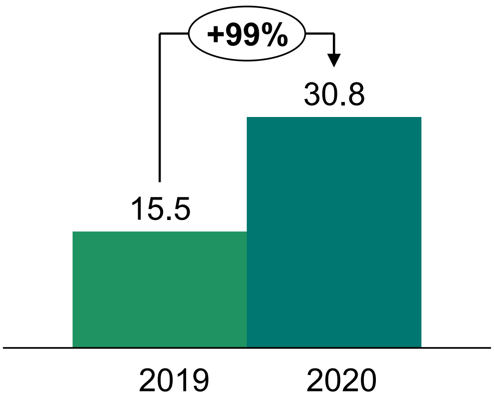
Revenue



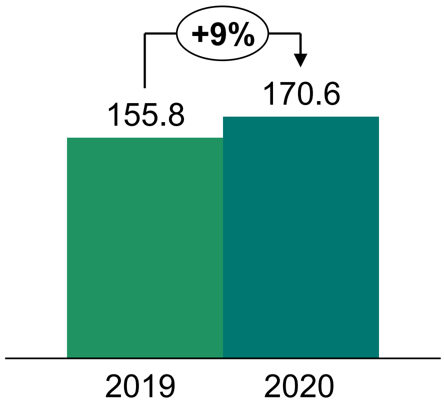
Operating Profit



Profit After Taxes[1]



Retained Earnings



Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the 62nd Annual General Meeting (AGM) of Lafarge Africa Plc ("the Company") will hold at the Civic Centre, Ozumba Mbadiwe Road, Victoria Island, Lagos State on Tuesday, 25th May 2021 at 10am to transact the following business:

ORDINARY BUSINESS:

1. To lay before the shareholders the Audited Financial Statements for the year ended 31st December, 2020 together with the Reports of the Directors, External Auditors and Audit Committee thereon.
2. To declare a dividend.
3. To approve the appointment of the following Directors:
   a. Mrs. Oyinkan Adewale (Independent Non-Executive Director);
   b. Mrs. Virginie Darbo (Non-Executive Director)
4. To re-elect the following Non-Executive Directors, who being eligible, offer themselves for re-election:
   a. Mr. Adebode Adefioye;
   b. Mrs. Elenda Giwa-Amu, and
   c. Mrs. Adenike Ogunlesi.
5. To authorize the Directors to fix the remuneration of the Independent Auditors.
6. To elect members of the Audit Committee.
7. To disclose and fix the remuneration of Directors.

SPECIAL BUSINESS

8. To consider and, if thought fit, pass this resolution as an ordinary resolution:
   a. 'Pursuant to Rule 20.8 of The Nigerian Stock Exchange Issuers Rule, that a general mandate be and is hereby given authorising the Company during the 2021 financial year and up to the date of the next Annual General Meeting, to procure goods and services and enter into such incidental transactions necessary for its day to day operations from its related parties or interested persons on normal commercial terms.'

NOTES:

1. PROXY

A member of the Company entitled to attend and vote at the Annual General Meeting is entitled to appoint a proxy to attend and vote in his/her stead. In view of the Covid–19 pandemic, restrictions on public gatherings and in accordance with the Corporate Affairs Commission's Guidelines on the Holding of Annual General Meetings (AGM) of Public Companies, attendance shall be by **PROXY ONLY**.

A member of the Company entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his/her place. A proxy need not be a member of the Company. Consequently, members are required to appoint a proxy of their choice from the list of proposed proxies to represent them at the meeting. The designated proxies listed in the proxy form attached to the Annual Report are: Mr. Adebode Adefioye (Chairman), Mr. Khaled El-Dokani (GMD/CEO), Mr. Lolu Alade-Akinyemi (CFO) and Mrs. Adewunmi Alode (Company Secretary).

A proxy form is enclosed in the Annual Report. For the instrument of proxy to be valid, it must be completed and duly stamped for the purpose of this meeting. The Company has made arrangements at its cost for the stamping of the duly completed proxy forms which must be deposited at the office of the Registrar, CardinalStone Registrars Limited, 335/337 Herbert Macaulay Street, Sabo, Yaba, Lagos or by email to registrars@cardinalstone.com, not less than 48 hours before the time fixed for the meeting.

2. CLOSURE OF REGISTER OF MEMBERS

The Register of Members and Transfer Books of the Company will be closed from Tuesday, 4th May 2021 to Friday, 7th May, 2021 (both dates inclusive) to enable the Registrar update its records.

3. DIVIDEND

If the dividend recommended by the Directors is approved, dividend will be paid on Tuesday, 25th May 2021 to shareholders whose names are registered in the Register of Members as at the close of business on Friday, 30th April, 2021.

4. UNCLAIMED DIVIDEND

The list of unclaimed dividend will be circulated with the Annual Reports and Accounts. The list of unclaimed dividend can also be accessed at the Company's registrar's office at No. 335/337 Herbert Macaulay Way, Sabo, Yaba, Lagos or via the Company's website: www.lafarge.com.ng

5. E-DIVIDEND

Notice is hereby given to all shareholders to open bank accounts, stockbroking accounts and CSCS accounts for the purpose of dividend payment. Detachable application forms for the e-dividend is attached to the Annual Report to enable all shareholders furnish particulars of their bank accounts to the Registrar as soon as possible.

The e-dividend form is also available on the website of our Registrar: www.cardinalstoneregistrars.com

6. NOMINATION FOR THE AUDIT COMMITTEE

In accordance with Section 404 (6) of the Companies and Allied Matters Act, 2020, any shareholder may nominate another shareholder for appointment to the Audit Committee. Such nomination should be in writing and should reach the Company Secretary at least twenty-one (21) days before the Annual General Meeting.

7. RIGHT TO ASK QUESTIONS

It is the right of shareholders to ask questions, not only at the Annual General Meeting, but also in writing prior to the meeting. Such questions should be addressed to the Company Secretary and submitted at the registered office of the Company not later than one week before the Annual General Meeting. .

8. DIRECTORS' PROFILE

The profile of Directors for re-election can be accessed on the Company's website: www.lafarge.com.ng and is also provided on pages 19 to 23 of this Annual Report.

9. ELECTRONIC ANNUAL REPORT

The electronic version of the Annual Report is available online for viewing and download from our website: www.lafarge.com.ng. Shareholders who have provided their email addresses to the Registrars will receive the electronic version of the Annual Report via email. Furthermore, shareholders who are interested in receiving the electronic version of the Annual Report should request via email to registrars@cardinalstone.com

10. LIVE STREAMING OF THE AGM

The Annual General Meeting will be streamed live. This will enable Shareholders and other relevant Stakeholders who will not be attending the meeting physically to also be part of the proceedings. The link to the live streaming of the Annual General Meeting proceedings will be made available on the Company's website: www.lafarge.com.ng and by the Registrar, in due course.

BY ORDER OF THE BOARD

Adewunmi Alode (Mrs.)
General Counsel & Company Secretary
FRC/2018/ICSAN/00000017796
Dated this 19th of March 2021
27B Gerrard Road
Ikoyi, Lagos.

Chairman's Statement

Prince Adebode Adefioye
Chairman, Board of Directors

> In the last quarter of 2020, we committed nearly US$5 million to a project that will result in dust emission control in line with global and sector best practice.

Fellow shareholders, it is with delight that I welcome you all to this meeting, being my first Annual General Meeting ("AGM") as the Chairman of our Company, Lafarge Africa Plc. I am pleased to present to you the agenda for this meeting - the results of the stewardship of the Board of Directors and Management as contained in the Annual Report and Accounts of the Company for the financial year ended 31st December 2020.

Firstly, let me thank my fellow Directors for appointing me into the role of Chairman. I am grateful for this opportunity and the confidence reposed in my ability to lead the work of the Board at such a crucial time for the Company. I commit to working with my fellow Directors to sustain the growth trajectory which we now see ahead for our Company.

Secondly, I like to acknowledge Mr. Bolaji Balogun, the immediate past Chairman of the Board. Mr. Balogun led the Board and the Company through difficult periods and the 2016 economic recession in Nigeria which saw the significant deleveraging of the balance sheet of the Company, following several inorganic production capacity expansions between 2014 and 2016, which became a major drag on performance and profitability. We are grateful for the 15 years he devoted to the service of the Company as a Director and Chairman. We continue to wish him well in all his endeavour.

NIGERIA OPERATIONS

The Corona Virus (Covid–19) pandemic harmed the global economy with a significant impact on travels, logistics, and prices of commodities. In the case of most economies, 2020 will remain a year of social and economic turmoil on a scale never seen before. In Nigeria, the impact of the pandemic was dire, as is now reflected in a remarkably high inflation rate at 17.3% as of the end of February 2021. This led the economy into its second recession within 5 years with negative Gross Domestic Product (GDP) recorded for the second and the third quarters of 2020. Thankfully, global trade has begun a gradual reversal of the impact of the pandemic with commodity prices on the rise and international travels somewhat less restricted.

The impact of this gradual resurgence in global trade was reflected in Nigeria's GDP for Q4 2020 which turned positive and the economy is now forecast to end 2021 with a positive GDP from a previous negative forecast. It was amid this circumstance that Lafarge Africa operated in 2020, but it is a pleasure to note that our Management demonstrated resilience and agility in the successful implementation of our Health, Cash and Cost action plan in managing the pandemic situation to ensure a positive outcome for our company. With the roll-out of vaccination against Covid–19 in Nigeria and strong government commitment to resource the roll-out to ensure a wider coverage within the next year, it is hopeful that the impact of the pandemic on public health and the economy will gradually wane and international travels will fully open up.

DIVESTMENT OF CBI GHANA LIMITED

In January 2021, the Board of Directors decided to divest the Company's 35% equity interest in Continental Blue Investment Ghana Limited (CBI Ghana), a cement grinding operation located in the Tema port of Accra, Ghana. This decision was predicated on the need to focus on the growing Nigerian cement market. In line with the listing requirement, this decision was notified to The Nigerian Exchange, the successor listed equities trading market of the now demutualized Nigerian Stock Exchange Group Plc. The divestment process is ongoing and expected to be completed near-term.

RESULTS FOR THE YEAR

Domestic demand defied the impact of Covid–19, demonstrating a strong market growth amidst the pandemic. On the back of this, the Company grew sales volume. This is despite a prolonged production stoppage at its Ewekoro plant in the last quarter of the year to ensure that we comply with global standards on dust emission control. This is despite a prolonged production stoppage at its Ewekoro plant in the last quarter of the year to ensure that we comply with global standards on dust emission control.

In line with the general market increase, sales revenue grew by c.8.3% to 230.6 billion. Compared with the prior year, Earnings Before Interest and Tax (EBIT) improved by 31% to ₦45.8 billion largely driven by production cost optimization and improved operational efficiency resulting from the Company's Health, Cash, and Cost action plan in 2020. These savings effectively mitigated the foreign exchange impact on the cost of energy and raw materials. Following actions to deleverage the Company's balance sheet, finance costs continue to reduce and in 2020 decreased by c.50% to ₦8.5 billion compared with 2019. Consequently, the Company closed the year with profit after tax on continuing operations at ₦30.8 billion representing 99% achievement compared to the previous year, 2019.

Cash generation for the year was equally strong with Earnings Before Interest, Depreciation, and Amortization (EBITDA) at ₦73.3 billion and Free Cash Flow (FCF) at ₦47.4 billion. Covid 19 slowed capital expenditure on several capacities enhancing projects (Ewekoro and Ashaka Plant debottlenecking) and cost reduction project (Ashaka Captive Power Plant). However, Management is determined to do a catch-up on time lost to ensure that these projects are completed and commissioned as planned.

PROPOSED DIVIDEND

Based on the financial results laid before shareholders, the Board of Directors can propose for shareholders approval at this meeting a gross dividend pay-out of 100 Kobo per share similar to the pay-out for 2019. The proposed dividend if approved by shareholders, is payable out of the pioneer profits of the Company on 25th May 2021 and therefore not subject to the deduction of withholding tax. The proposed dividend pay-out amounting to ₦16.1 billion represents 52% of net income after taxation for the year.

CORPORATE SOCIAL RESPONSIBILITY

LafargeHolcim Group, our majority shareholder is the global leader in building materials solutions and is reinventing how the world builds in a sustainable way to make it greener, smarter, and for all. Lafarge Africa is committed to this goal and our ambition is to become net-zero in carbon emission in the near term. Our quarry rehabilitation efforts together with initiatives to reduce the use of fossil fuel are aimed at sustaining biodiversity in our operations.

In the last quarter of 2020, we committed nearly US$5 million to a project that will result in dust emission control in line with global and sector best practices. In this respect, the Electrostatic Precipitator (ESP) at the Ewekoro Plant is being changed to a modern system of a "Bag House" dust collection system. Similarly, execution is advanced with our Agric-Ecology project, one of our sustainability initiatives aimed at addressing the interlinked challenges of poverty, food insecurity, climate change, and natural resource degradation. Our focus is on proximate communities located in Funakaye and Akko Local Government areas of Gombe State where the Ashaka Cement production plant and coal mine are respectively located. This initiative is having a positive impact on the lives of these communities with improved yield in farm produce and expanded employment opportunities.

During the peak of the Covid–19 pandemic and the lockdown that disrupted economic activities and income flow especially for those at the bottom of the pyramid, the Company committed the sum of ₦500 million towards the provision of palliative materials including medical infrastructure, food, and other essential items for residents within our host communities and states.

The Lafarge Africa's National Literacy Competition continues to be the flagship of our Corporate Social Responsibility (CSR) initiatives given its reach and positive impact on public school pupils in our nation. The overarching theme of the initiative is to 'Bridge the Literacy Gap Together'. Due to the pandemic, the 7th edition of the literacy competition was an essay competition with the theme 'Building the Nigeria of our Dreams' and had about 1,600 pupils in public primary and secondary schools participate. Since the inception of this initiative in 2014, nearly 700,000 pupils have been impacted and it has grown to become a national initiative positively impacting children and teachers across the country.

> "...the Company committed the sum of ₦500million towards the provision of palliative materials including medical infrastructure, food, and other essential items for residents within our host communities and states."

A detailed report on key CSR activities during the year under review is set out on page 48 of this Annual Report and Accounts.

BOARD CHANGES

At the last AGM, Mr. Bolaji Balogun retired as Director and Chairman of the Board of Directors. We remain grateful to Mr. Balogun for his long years of service to the Company and the opportunity to benefit from his solid experience and stature within the financial advisory services and assets management sector of the Nigerian economy. Mr. Olivier Guitton on the 10th of December, 2020 resigned from the Board. Mr. Guitton was the Head of Finance, Middle East & Africa (MEA) region for LafargeHolcim Group. We thank him for the benefit of his experience while he served on the Board.

Chairman's Statement

On the 4th of June 2020 and 11th December 2020 respectively, Mrs. Oyinkan Adewale and Mrs. Virginie Darbo joined the Board as Independent Non-Executive and Non-Executive Directors respectively. Mrs. Adewale brings to the Board a rich experience in corporate finance, control, and treasury services, having served Citibank Group and Union Bank Plc at senior executive levels before her retirement. Mrs. Darbo has been with LafargeHolcim Group for 17 years serving in various roles across regions and is currently Head of Finance, MEA region. We offer our warm welcome to Mrs. Adewale and Mrs. Darbo and look forward to their active participation on the Board. The profiles of Mrs. Adewale and Mrs. Darbo are on pages 22 to 23 of this Annual report.

> "During 2020 domestic demand for cement rose by c.14.3%; the fastest annual growth seen in more than a decade."

FUTURE OUTLOOK

In June 2021, the N33 billion corporate bond which currently represents the major leverage on the balance sheet of the Company will come to the end of its tenor and will be repaid in full to bondholders. This will significantly lighten the balance sheet and lead to a substantial reduction in interest expense, but more importantly, make the Company ready for further investments to expand production capacity to satisfy growing domestic demand. Consideration is ongoing in this direction but meanwhile, Management's attention will be focused on executing its strategy on Health and Safety, reduction of production costs, and cash generation.

A significant housing deficit, requirements for the construction of unpaved roads, repair of damaged roads, new hospitals, primary and secondary school classrooms which all lag behind sub-Saharan Africa peers, continue to support a favorable outlook for an increase in domestic demand for cement. Our business strategy will continue to be tailored to benefit from this outlook thereby create value for our shareholders.

CONCLUSION

The resilience and agility of our Management and staff are pivotal to the improved results which are presented to shareholders today, and on behalf of the Board of Directors and shareholders, I thank them for their commitment and focus in the wake of the global disruptions to business activities in the last one year. Our host communities, distributors, customers, transporters, suppliers, bankers, and other service providers also deserve our appreciation for their support in 2020.

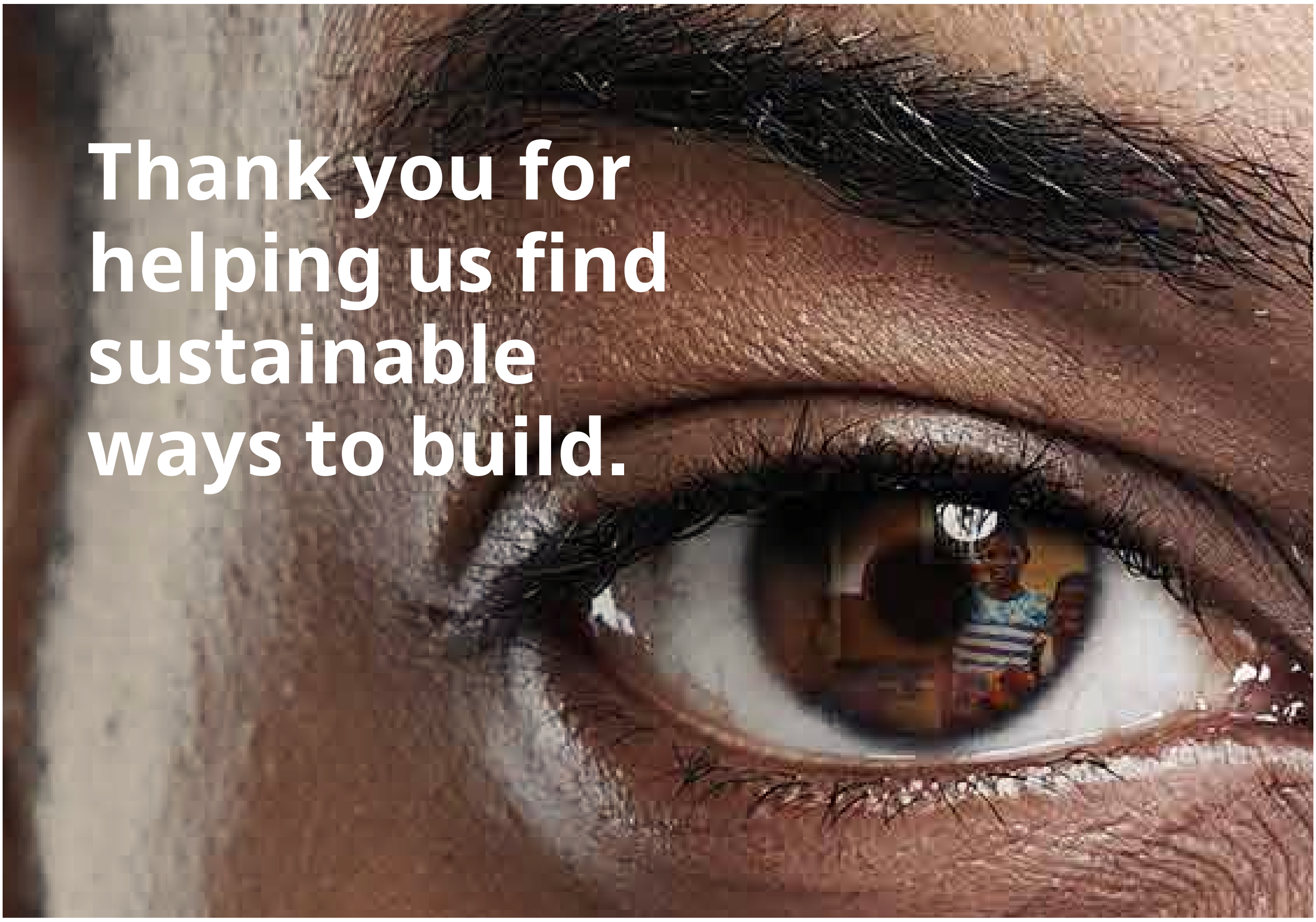
My sincere gratitude to all shareholders for their continued support. LafargeHolcim Group, our largest shareholder and partner continues to provide commercial and technical support, which increasingly is a major source of resilience for our operations and for which we remain grateful.

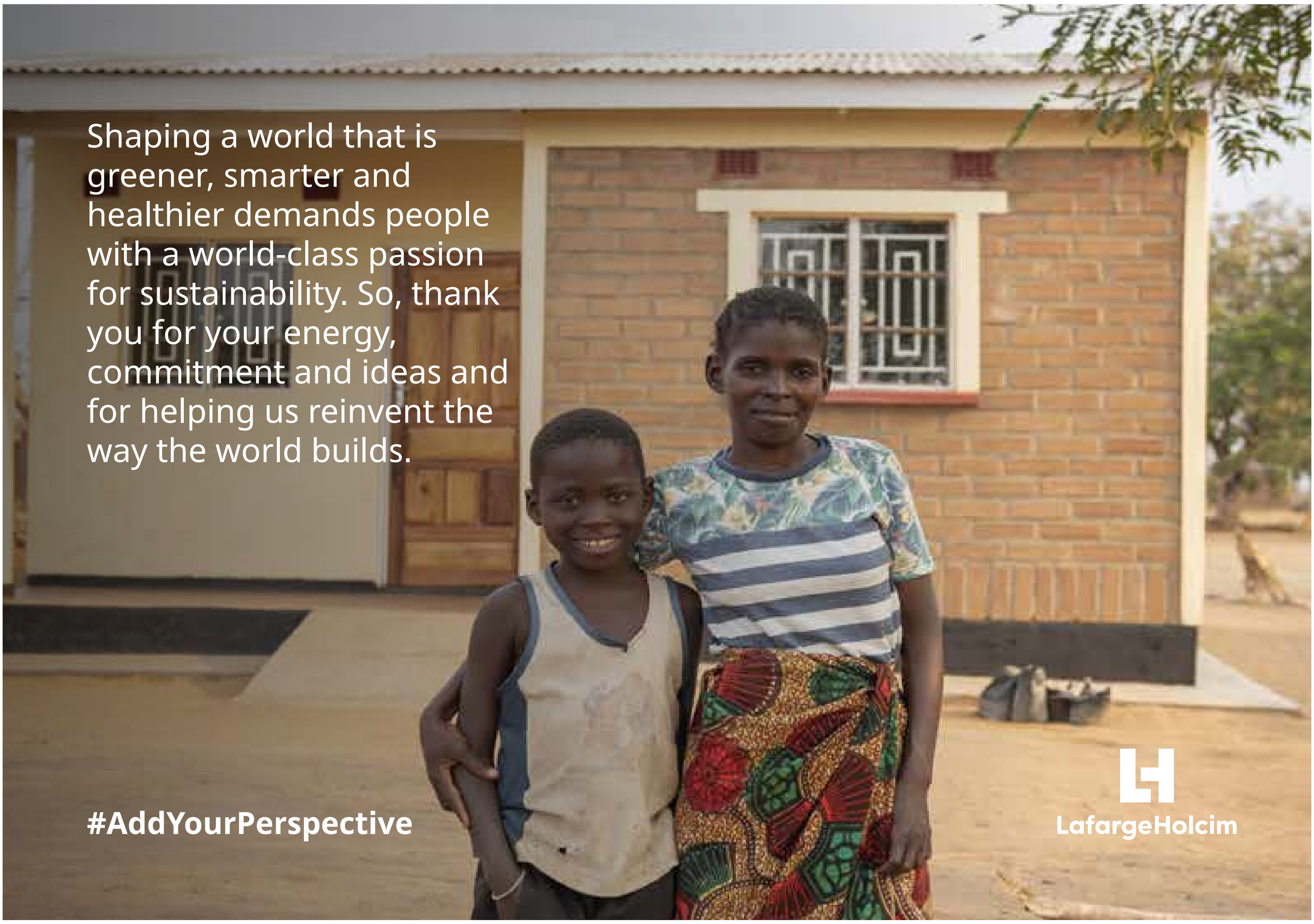
Finally, I am grateful for the opportunity to lead the Board of Directors of our Company and I thank my colleagues on the Board for their support, commitment, and insights which have continued to guide the Company through this challenging time.

My colleagues on the Board, distinguished shareholders, ladies, and gentlemen, once again, I welcome you to the 62nd AGM of your Company and invite you to participate actively in the proceedings of the meeting.

Thank you.

Prince Adebode Adefioye
Chairman
Lafarge Africa Plc


Thank you for helping us find sustainable ways to build.


Shaping a world that is greener, smarter and healthier demands people with a world-class passion for sustainability. So, thank you for your energy, commitment and ideas and for helping us reinvent the way the world builds.
#AddYourPerspective
LafargeHolcim

Corporate Information

DIRECTORS

Mr. Adebode Adefioye (appointed as chairman w.e.f. 4th June 2020)	Chairman
Mr. Mobolaji Balogun (resigned w.e.f 3rd June 2020)	Past Chairman
Mr. Khaled El Dokani (appointed w.e.f. 18th January 2020)	Group Managing Director/CEO
Mr. Lolu Alade-Akinyemi (appointed w.e.f 8th April 2020)	Chief Financial Officer
Mrs. Elenda Giwa-Amu	Non-Executive Director
Mrs. Adenike Ogunlesi	Independent Non-Executive Director
Mr. Grant Earnshaw	Non-Executive Director
Mrs. Karine Uzan Mercie	Non-Executive Director
Mr. Marco Licata	Non-Executive Director
Mr. Jean-Philippe Benard (resigned w.e.f 24th January 2020)	Non-Executive Director
Mr. Christof Hassig (resigned w.e.f.7th April 2020)	Non-Executive Director
Mr. Rossen Papazov (resigned w.e.f 7th April 2020)	Non-Executive Director
Mr. Gbenga Oyebode, MFR (appointed w.e.f 8th April 2020)	Independent Non-Executive Director
Mrs. Oyinkan Adewale (appointed w.e.f 4th June 2020)	Independent Non-Executive Director
Mr. Olivier Guitton (resigned w.e.f 10th December 2020)	Non-Executive Director
Mrs. Virginie Darbo (appointed w.e.f 11th December 2020)	Non-Executive Director

COMPANY SECRETARY

Mrs. Adewunmi Alode

INDEPENDENT AUDITOR

KPMG Professional Services
KPMG Tower,
Bishop Aboyade Cole Street,
Victoria Island, Lagos.

COMPANY REGISTRATION NUMBER

RC 1858

PRINCIPAL BANKERS

Access Bank Plc
Citibank Nigeria Limited
First Bank of Nigeria Limited
Guaranty Trust Bank Plc
Standard Chartered Bank Plc
Stanbic IBTC Bank Plc
United Bank for Africa Plc
Wema Bank Plc
Zenith Bank Plc
First City Monument Bank Limited

REGISTERED OFFICE

Lafarge Africa Plc
No 27B Gerrard Road,
Ikoyi, Lagos

REGISTRAR

Cardinal Stone (Registrars) Limited
Formerly City Securities (Registrars) Limited
335/337 Herbert Macaulay Road,
Yaba, Lagos.

Board of Directors & Company Secretary's Profile

Mr. Adebode Adefioye
Chairman

Mr. Adebode Adefioye joined the Board of the Company in December 2012 and was appointed as the Chairman, Board of Directors on the 4th of June 2020. He is an entrepreneur, a possibility thinker and a Chemist by training. He sits on the boards of a number of companies, both private and publicly quoted in Nigeria, including Eterna Plc and Wema Bank Plc, with focus on continuous improvement, good governance and long-term sustainability of these organizations. He has chaired a number of the Company's Board committees including the Property Committee and the Finance and Strategy Committee.

Mr. Adefioye has over 35 years of diverse experience serving clients in manufacturing, agriculture, and finance. He joined John Holt Plc. (a conglomerate) as a Management trainee in 1987, serving in diverse managerial positions and fields which include: sales, marketing, quality assurance and control, human resources administration and general management.

He started his career at the University of Lagos, as a Graduate Assistant and Demonstrator in the Department of Chemistry, where he had a brief stint lecturing, before leaving academia for industry and the business world.

He is an alumnus of the University of Lagos, where he obtained B.Sc. (Hons) degree in Chemistry and M.Sc. degree in Analytical Chemistry. He attended Olivet Baptist High School, Oyo and is a member of the Institute of Directors of Nigeria and the Institute of Public Analysts.

Mr. Khaled El Dokani
GMD/CEO

Mr. Khaled El-Dokani is a graduate of Commerce & Accounting from Alexandria University, Alexandria, Egypt and is a Certified Public Accountant, Delaware, USA. He started his career with Coopers & Lybrand Deloitte where he worked as Audit Manager, after which he assumed the following roles from 1997-1998 as Finance Manager, Egyptian American Company, Egypt; from 1992-2002 as Chief Financial Officer, Diamond Bort, Belgium and as Chief Financial Officer, Egypt Cyber Center, Egypt from 2002-2004.

He joined the LafargeHolcim Group in 2004 where he assumed various Senior Executive positions as follows: Country Chief Financial Officer, Lafarge Algeria, VP Business Development & Strategy for East North America, Country General Manager, Ready-mix, Aggregates & Gypsum Saudi Arabia and Country General Manager, Qatar.

In 2018, he was appointed as Country CEO, Iraq where he successfully achieved a turnaround in the business by returning it back to acceptable profit levels amongst other commendable feats within 18 months.

He was appointed as the Chief Executive Officer of Lafarge Africa Plc on the 18th of January 2020.

Governance

Board of Directors & Company Secretary's Profile

Mr. Lolu Alade-Akinyemi
Chief Financial Officer

Mr. Lolu Alade-Akinyemi is a certified accountant with 20 years of experience leading and transforming Finance & Supply Chain teams in complex, multinational companies in the United Kingdom, Belgium, Ghana and Nigeria. He holds a Bachelor's degree in Economics from the University of Essex, UK and a Masters degree in Business Administration from the Edinburgh Business School, Scotland, UK and is currently the Chief Financial Officer and Supply Chain Director of Lafarge Africa Plc.

Prior to joining Lafarge in 2014, he was Finance Director, PZ Cussons Nigeria Plc, Head of Business Operations & Development Strategy, New Business and Head of Supply Chain & Operations, Coca-Cola Bottling Company, Accra, Ghana, Finance Manager (Group Office), Coca-Cola Europe, Eurasia & Middle East Group, London, Finance Manager (Africa Group), Coca-Cola Africa, Windsor, UK, Europe Group Financial Shared Service Center in Belgium, Assistant Budget & Planning Manager, Financial Accountant and Treasury Officer at Coca-Cola Nigeria Limited and Management Trainee at Mobil Oil Nigeria.

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

Mrs. Elenda Giwa-Amu
Non-Executive Director

Mrs. Elenda Giwa-Amu is the CEO, Chandrea Lifestyle Limited, an Interior design company. She was the MD (Acting) Cross River State Tourism Bureau and Executive Secretary, Cross River State Carnival Commission, the prime driver of Calabar Carnival, which is regarded as Cross River State's most enduring brand.

She holds a B.Sc Honours in Microbiology/Zoology, from the University of Maiduguri and an Associate Degree in Design Technology from F.I.T New York. She is a member of the Women in Manufacturing (WIM) Africa and previously, Head, Private Banking, Chartered Bank now Stanbic IBTC.

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

Mr. Grant Earnshaw
Non-Executive Director

Mr. Grant Earnshaw holds a Postgraduate Diploma in Business Administration from Edinburgh Business School, and is a qualified Civil Engineer from Peterborough Technical College UK. Grant has held several positions at LafargeHolcim, including Senior VP & Head of Integration, CEO of Lafarge Iraq, Group Vice President Strategy, Development, Mergers & Acquisitions and Managing Director, Lafarge Middle East. Prior to joining LafargeHolcim group, Grant worked in Infrastructure Project Management for 10 years with Balfour Beatty Plc in the UK.

He is the Chairman of Holcim Liban S.A.L, Board member of Jordan Cement P.S.C and a Fellow of the Institute of Directors (UK). Grant is currently responsible for a portfolio of countries across EMEA at LafargeHolcim.

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

Board of Directors & Company Secretary's Profile

Mrs. Adenike Ogunlesi
Independent Non-Executive Director

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

She is an alumnus of the prestigious Lagos Business School. She is the founding member and the first president of the Network of Entreprenurial Women (NEW) at the Nigeria Employer's Consultative Association (NECA).

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

Mrs. Ogunlesi has received several awards. She was a finalist at CNBC AABLA (All Africa Business Leaders Awards) in the category of the Business Woman of the year 2014 and 2015.

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

Mrs. Karine Uzan Mercie
Non-Executive Director

Mrs. Karine Uzan Mercie is currently the Group Head of Tax at LafargeHolcim. Prior to joining LafargeHolcim in 2018, she occupied different positions in Coca-Cola Enterprises Inc., Atlanta, USA, the world largest Coca-Cola bottler, including Vice-President Corporate Initiatives, Group Head of Tax, Treasurer Europe and Vice-President Public Affairs & Communication, France.

She was also Vice-President Tax at Alstom in Paris, France and International Tax lawyer at Ernst & Young in Paris, France.

She is a lawyer and member of the Paris Bar. She is a knight of the legion of honor of France. She co-chairs the investment committee of the LafargeHolcim UK pension fund, and is a board member of Puissance Elles, non-profit French organization.

She was appointed to the Board of Lafarge Africa Plc on the 21st of March 2019.

Mr. Marco Licata
Non-Executive Director

Mr. Marco Licata is currently the General Counsel for the Middle East and Africa Region at LafargeHolcim in Zug, Switzerland.

Prior to joining LafargeHolcim in 2019, Marco was General Counsel Offshore Wind and Sourcing Executive Counsel for General Electric in Paris, France. Previous roles include General Counsel Onshore Wind for General Electric, in Schenectady, New York, USA; General Counsel Renewable Power for Alstom in Paris, France; Chief Counsel Legal & Contract Management Wind Business for Alstom in Barcelona, Spain; Director of the Legal Department for Alstom Power Italia in Milan, Italy.

He holds a Master of Laws (LLM) degree (Magna cum Laude) from Albany Law School, Albany New York, USA. He acquired his University Law degree (Summa cum Laude) in Milan, Italy. He was appointed to the Board on the 21st of July 2019.

Governance

Board of Directors & Company Secretary’s Profile

Mr. Gbenga Oyebode, MFR
Independent Non-Executive Director

Mr. Gbenga Oyebode, MFR is a lawyer with over 35 years of experience in corporate and commercial law practice and holds an LL.M from the University of Pennsylvania, Philadelphia, an LL.B from the University of Ife. He is a fellow of the Chartered Institute of Arbitrators (UK) (FCIArb) and the Nigerian Leadership Initiative and a member of the Nigeria Bar Association, the American Bar Association, and the International Bar Association (IBA) amongst others. He was conferred Doctor of Laws (Honoris Causa) by the Ekiti State University, Ado Ekiti (2016) and Elizade University, Ilara Mokin, Ondo State, Nigeria (2017). He is the Chancellor of Elizade University, Ilara Mokin, Ondo State, Nigeria.

Mr. Oyebode, MFR was conferred with one of Nigeria’s highest honours, the Member of the Order of the Federal Republic of Nigeria (MFR) in 2000. He was also conferred with the Belgian Royal Honour of ‘Knight of the Order of Leopold’ in 2007. He was the Chairman of Access Bank Plc (2005-2015), Director, MTN Nigeria Plc (2001-2019) and Chairman, Okomu Oil Palm Company (all listed on the Nigerian Stock Exchange) and now serves on the Boards of Nestle Nigeria Plc and Socfinaf S.A (listed on the Luxemburg Stock Exchange).

He is the Chairman of CFAO Nigeria Plc. Mr. Oyebode MFR also sits on the Africa Advisory Committee of the Johannesburg Stock Exchange (JSE). He is the Chairman of Teach for Nigeria, Director Teach for All, New York, Member of the Global Advisory Council of the Africa Leadership Academy, Johannesburg, Director Jazz at the Lincoln Centre, New York and Director African Philanthropy Forum. Member Board of Trustees Carnegie Hall, New York, Member Board of Trustees Ford Foundation, New York and Director International Lawyers for Africa (ILFA), London. He is the founder and Chairman of the management board of Aluko & Oyebode (one of the largest integrated law firms in Nigeria).

He was appointed to the Board of Lafarge Africa Plc on the 8th of April 2020.

Mrs. Oyinkan Adewale
Independent Non-Executive Director

Mrs. Oyinkan Adewale is a highly experienced finance expert with over 30years’ track record as Chief Financial Officer in various companies and 20 years’ experience serving on various boards.

She was the Executive Director/Chief Financial Officer of Union Bank Nigeria Plc. Mrs. Adewale was also the CBN-appointed intervention Executive Director/CFO at Oceanic Bank where she supervised all the bank’s subsidiaries and also served as a director of some of the subsidiaries. She was also the ETI Group Head of MIS following the acquisition of Oceanic Bank by ETI and its merger with Ecobank Nigeria in 2012 where she managed the integration.

Previous roles occupied by her includes: Executive Director/CFO, Citibank where she had responsibility for Finance across 7 West African countries, including Nigeria. She has successfully led bank turnarounds and transformations, establishing world class finance functions.

She was the Pioneer MD/COO at Renaissance Capital Africa. She co-founded SIAO, a leading indigenous accounting firm that played a key role in the banking sector consolidation under then CBN Governor, Charles Soludo in 2005 and led SIAO to win several due diligence and financial advisory mandates that subsequently led to M&A transactions.

She is a recipient of the Central Bank of Nigeria (CBN) Governor’s commendation for meritorious service to the banking sector and was also a member and treasurer of the board and management of St. Saviour’s School, Ikoyi, Nigeria’s prominent British curriculum school.

She holds a B.A French Hons from the University of Ibadan and is a fellow of the Institute of Chartered Accountants of Nigeria (ICAN). She is an alumnus of INSEAD, Fontainebleu, IMD, Lausanne and Oxford Said Business School. A member of the faculty of the Institute of Directors Nigeria. Mrs Adewale also teaches financial literacy and has been a guest lecturer of Ethics and Corporate Governance at the Lagos Business School.

She was appointed to the Board on the 8th of April 2020.

Board of Directors & Company Secretary's Profile

Mrs. Virginie Darbo
Non-Executive Director

Mrs. Virginie Darbo is currently the Head of Finance, Middle East and Africa at the LafargeHolcim Group. She is a high caliber CFO with 24 years of international experience, dealing with complex environments in various finance positions.

Virginie has worked with the LafargeHolcim Group for a period of 17 years, during which she led five strategic assignments across France, China, Russia, and Algeria. She had occupied various positions as Chief Financial Officer, Algeria; Chief Financial Officer, Russia; Project Controller, Russia; Internal Control Director, China and Asia among others.

Virginie has extended experience in crisis management. She is a change agent, greatly contributing to digital and commercial transformation, with exceptional skills in dealing with delicate situations and strategic issues. She is an inspirational leader and talent developer, managing multicultural teams with empathy, passion and drive.

She was appointed to the Board of the Company on the 11th of December 2020.

Mrs. Adewunmi Alode
General Counsel &
Company Secretary

Mrs. Adewunmi Alode holds a Masters in Business Administration (MBA) from Business School Netherlands. She is a Chartered Secretary, qualified by the Institute of Chartered Secretaries and Administrators, UK and Nigeria. She obtained her Law degree from the Lagos State University and was called to the Nigerian Bar in 2005.

She has over 15 years work experience spanning legal practice, corporate transactions, project management, company secretariat, regulatory and ethical compliance, litigation, claims and dispute resolution among others.

She was Company Secretary of Unicorn Holdings Limited before joining the Company (then Lafarge Cement WAPCO Nigeria Plc) in 2008 as a Legal Officer. She rose to assume several roles within the Company including Company Secretary of the previously wholly-owned subsidiary, Lafarge Ready Mix Nigeria Limited, Compliance Officer, Legal Manager and Senior Legal Counsel for Commercial Contracts.

She was appointed as the Company Secretary to the Board on the 12th of December 2017 and General Counsel in June 2019. In 2019, she was recognized and awarded with the "40 under 40" award by ESQ Nigerian Legal Awards. She was equally ranked among the top 50 General Counsels in 2019. In 2020, she was recognised by the International Cement Executive as one of Africa's Top 30 Women shaping Africa's cement industry.

She is currently the General Counsel and Company Secretary.

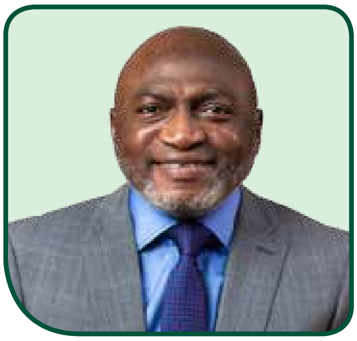
Leadership Team


Khaled EL-DOKANI
GMD/CEO


Lolu ALADE-AKINYEMI
Chief Financial Officer/Supply Chain Director


Olusegun SHOYOYE
Industrial Director


Gbenga ONIMOWO
Commercial Director


Gbemiga OWOLABI
Organization & Human Resources Director


Ibrahim AMINU
Managing Director, Ashaka


Adewunmi ALODE
General Counsel & Company Secretary


Bestow AKEZE
Head of Aggregates & Concrete


Folashade AMBROSE-MEDEBEM
Communications, Public Affairs & Sustainable Development Director


Olajumoke ADEGUNLE
Head of Mortar


Daniel ADEDOKUN
Head of Geocycle Nigeria


Olufolake ODEGBAMI
Head of Safety, Health & Environment


Saeed ANDE
Procurement Director


Helmut KORAK
Country Security Manager

Directors' Report

The Directors are pleased to present the Annual Report of Lafarge Africa Plc ("the Company") and its subsidiaries (together as "the Group") along with the Consolidated Financial Statements of the Group for the year ended 31st December, 2020.

1. LEGAL FORM

Lafarge Africa Plc, a publicly quoted company on The Nigerian Stock Exchange was incorporated in Nigeria under the Companies Act (now Companies and Allied Matters Act 2020) on the 24th of February 1959. The Company became listed on the Nigerian Stock Exchange in 1979. The name of the Company was changed from Lafarge Cement WAPCO Nigeria Plc to Lafarge Africa Plc on the 9th of July 2014.

2. SUBSIDIARIES

The Company has full ownership of Ashaka Cement Limited and Wapsila Nigeria Limited.

3. PRINCIPAL ACTIVITIES

The principal activities of the Company are manufacturing and marketing of cement, concrete and aggregates products, including the provision of building solutions.

4. SUMMARY GROUP FINANCIAL RESULTS FOR THE YEAR

	Group		Company	
	31 Dec 2020 ₦'million	31 Dec 2019 ₦'million	31 Dec 2020 ₦'million	31 Dec 2019 ₦'million
Revenue from continuing operations	**230,572,922**	212,999,066	**202,530,359**	188,407,004
Profit before minimum tax from continuing operations	**37,572,131**	17,892,285	**34,319,046**	24,318,017
Minimum tax	**(377,593)**	(677,319)	**(377,593)**	(677,319)
Income tax expense	**(6,352,400)**	(1,697,180)	**(5,226,569)**	(919,082)
Profit after tax from continuing operations	**30,842,138**	15,517,786	**28,714,884**	22,721,616
Profit after tax from discontinued operations	**-**	99,586,566	**-**	-
Other comprehensive loss for the year	**(53,714)**	(65,148)	**(53,714)**	(65,148)
Total comprehensive income for the year	**30,788,424**	115,039,204	**28,661,170**	22,656,468

5. DIVIDEND

The Board of Directors is proposing a gross dividend of 100k (2019: 100K) on every ordinary share in issue amounting to ₦16,107,795,721.00 (2019: ₦16,107,795,721.00). The total dividend proposed if approved by shareholders at the Annual General Meeting, is payable from the pioneer profits hence not subject to deduction of withholding tax. The dividend income for Group and Company is shown in Note 10.4 of the financial statements.

6. SHAREHOLDING AND SUBSTANTIAL SHAREHOLDERS

The issued and fully paid-up Share Capital of the Company as at 31st December 2020 was 16,107,795,721 ordinary shares of 50kobo each. The Register of Members show that two companies: Caricement BV holding 56.04% and Associated International Cement Limited (AIC UK) holding 27.77% held more than 5% of the Company's Issued share capital as at 31st December 2020. The remaining 16.19% of the issued shares were held by other institutions and individuals. LafargeHolcim is an international investor holding its shares in the names of its subsidiaries: Caricement BV (56.04%) and AIC UK (27.77%).

SHAREHOLDING STRUCTURE AS AT 31 DECEMBER 2020

Paid Up Share Capital:		16,107,795,721
Major Shareholders	**Holdings**	**% Holdings**
Foreign		
Caricement BV	9,027,365,874	56.04
Associated Intl Cements Ltd U.K	4,473,044,718	27.77
Sub-Total	**13,500,410,592**	**83.81**
Stanbic IBTC Nominees Limited	251,552,468	1.56
Odua Investment Company Limited	364,616,366	2.26
Sub-Total	**616,168,834**	**3.83**
Other Shareholders	1,991,216,295	12.36
Grand-Total	**16,107,795,721**	**100.00**

7. PROPERTY, PLANT AND EQUIPMENT

Information relating to changes in property, plant and equipment is disclosed in Note 15 to the Financial Statements.

8. UNCLAIMED DIVIDEND AND SHARE CERTIFICATES

Shareholders are hereby informed that a number of share certificates and dividend warrants have been returned to the Registrars as "unclaimed". Any member affected by this notice is advised to write to the office of the Company's registrar, CardinalStone Registrars Limited. The list of unclaimed dividends can be accessed at the Registrar's office or via the Company's website: www.lafarge.com.ng.

The Company's Registrars has advised that the total amount outstanding as at 31st December 2020 is the sum of ₦1,266,294,173.63 and the sum of ₦1,353,247,326.75 was returned to Lafarge Africa Plc in line with the Rules of the Securities and Exchange Commission leaving cash balance of ₦66,286,193.11 with the Company's Registrars. Details of the unclaimed dividend can be seen on page 149 of this Annual Report.

9. DIRECTORS' INTEREST IN SHARES

In accordance with sections 301 and 385 of the Companies and Allied Matters Act, 2020 and in compliance with the Listing Rules of the Nigerian Stock Exchange, the interest of Directors in the issued share capital of the Company are as recorded in the Register of Members and/or notified by them are as follows:

Directors' Report

Names	No of Direct Shares 19.03.2021	No of Indirect Shares 19.03.2021	No of Direct Shares 31.12.20	No of Indirect Shares 31.12.20	No of Direct Shares 31.12.19	No of Indirect Shares 31.12.19
Mr. Adebode Adefioye	Nil	Nil	Nil	Nil	Nil	Nil
Mr. Mobolaji Balogun*	10,000,000	Nil	10,000,000	Nil	10,000,000	Nil
Mr. Khaled El Dokani	Nil	Nil	Nil	Nil	Nil	Nil
Mr. Lolu Alade-Akinyemi	Nil	Nil	Nil	Nil	Nil	Nil
Mrs. Elenda Giwa-Amu	203,550	Nil	203,550	Nil	203,550	Nil
Mrs. Adenike Ogunlesi	Nil	Nil	Nil	Nil	Nil	Nil
Mr. Grant Earnshaw	Nil	Nil	Nil	Nil	Nil	Nil
Mrs. Karine Uzan Mercie	Nil	Nil	Nil	Nil	Nil	Nil
Mr. Marco Licata	Nil	Nil	Nil	Nil	Nil	Nil
Mr. Jean-Philippe Benard*	Nil	Nil	Nil	Nil	Nil	Nil
Mr. Christof Hassig*	Nil	Nil	Nil	Nil	Nil	Nil
Mr. Rossen Papazov*	Nil	Nil	Nil	Nil	Nil	Nil
Mr. Gbenga Oyebode, MFR	Nil	Nil	Nil	Nil	Nil	Nil
Mrs. Oyinkan Adewale	Nil	Nil	Nil	Nil	Nil	Nil
Mr. Olivier Guitton*	Nil	Nil	Nil	Nil	Nil	Nil
Mrs. Virginie Darbo	Nil	Nil	Nil	Nil	Nil	Nil
Grand Total	10,203,550		10,203,550		10,203,550	

Except as disclosed, none of the Directors has notified the Company of any disclosable interests in the Company's share capital and none of the Directors has an indirect shareholding in the Company.

** The Director resigned from the Board in 2020.*

10. DIRECTORS' INTEREST IN CONTRACTS

None of the Directors have notified the Company, for the purpose of Section 303 of the Companies and Allied Matters Act 2020, that they were members or held shareholding of some specified companies which could be regarded as interested in any contracts with which the Company was involved as at 31st December, 2020.

11. SOCIAL INVESTMENTS

In 2020, Lafarge Africa Plc expended ₦1,260,962,021.00 (2019: ₦993 million) on COVID–19 support and diverse social investment programs and initiatives in our immediate communities. The Company's investments directly impacted over 250,000 beneficiaries within and beyond our host communities. The breakdown of our CSR investments is as follows:

COVID–19 Relief Intervention Fund Pan-Nigeria (including host communities)	₦500,000,000
Other CSR Interventions	₦329,868, 021
Donations and Sponsorships	₦1,094,000
Inclusive projects (roads)	₦430,000, 000
Total	₦1, 260, 962, 021

In accordance with the provisions of Section 43 (2) Companies and Allied Matters Act 2020 and the LafargeHolcim Group Donations Policy, the Company did not make any donation or gift to any political party, political association or for any political purpose during the year in review.

12. STATUTORY AUDIT COMMITTEE

An Audit Committee of the Company was constituted at the 61st Annual General Meeting held in Lagos on the 3rd June 2020 comprising of three (3) shareholders and three (3) Non-Executive Directors namely: Mr. Adebayo Adeleke, Mr. Adekanmbi Timothy Ademola, Mr. Adejuwon David Ademola, (shareholders' representatives) and Mrs. Oyinkan Adewale, Mrs. Karine Uzan Mercie and Mr. Marco Licata (Board members).

In compliance with the provisions of Section 404 (3) of the Companies and Allied Matters Act 2020, the composition of the Audit Committee shall consist of five members comprising three (3) shareholders and two (2) Non-Executive Directors.

13. INDEPENDENT AUDITORS

KPMG acted as the Company's Independent Auditor during the year under review. KPMG has indicated their willingness to continue in office as Independent Auditor in accordance with Section 401 (2) of the Companies and Allied Matters Act 2020. A resolution will be proposed to authorize the Directors to fix their remuneration.

14. ORGANISATION AND TALENT

In 2020, our business priorities - health, cost reduction, cash generation - formed the baseline for our people decisions. The disruptive nature of 2020 provided us with opportunities to review and design safe ways of working, build strong relationships with our people, and enhance internal capability to prepare for future business challenges.

Despite the unique challenge 2020 posed to the business and its resourcing needs, building internal capacity remained a priority with over 150 internal movements comprising promotions, appointments and job rotations.

We also reviewed key functional organisations to improve on their effectiveness and agility; this reflects our commitment to building a resilient and agile workforce that will continue to thrive post Covid–19.

15. RESOURCING AND DIVERSITY

Lafarge Africa Plc remains an equal opportunity employer and does not discriminate on any grounds. Our employment opportunities are open to everyone who is suitably qualified and meets the requirements of the role.

2020 saw the culmination of two huge talent development programs, the AshakaCem Graduate Trainee Program and Cement Professional Technician Program (CPTP). Both programs graduated their first set of graduates, who were all successfully absorbed into the business as part of our continued strategy to build sustainable pipelines for future business critical roles in the organisation.

As part of our commitment to improving diversity, concrete steps were taken in 2020 to review the scope and gender diversity ratio of these programs in order to aggressively work towards reflecting diversity and inclusion in gender, ethnicity and employee experiences. The revised Lafarge Graduate Trainee program and Advanced Technical Development Program are scheduled to begin in Q2 2021.

The need to fill business critical roles due to resignations, retirements and other vacancies created by movements and re-organisation also led to the recruitment of strategic hires during the year.

16. LEARNING AND DEVELOPMENT

2020 created opportunities to explore creative and alternative ways of developing employees to prepare them for the future. From a people perspective, capacity building and employee development efforts were focused on critical skills – such as digital dexterity, problem solving and collaboration which are needed to excel in the 'new normal' work environment. We are also committed to building our leaders' capability to motivate, engage and manage a blended workforce of "physical and remote" workers.

Moving from in-person learning to e-platforms for sustained learning became inevitable due to the pandemic. Employing our e-learning platforms such as Learn@LH, Percipio, Academy@LH, as well as leveraging on webinars and other e-learning resources/platforms helped to keep refreshing our employees and moved the e-learning to over 75% of our total training hours for the year. Among these were the successful completion of various technical certification programs for key roles in the industrial function, competency development for our commercial workforce and the 6-month mini-MBA program for our graduate trainees (run by the Lagos Business School).

These platforms have also aided our support functions, i.e. Legal & Compliance, IT and Health & Safety, in the deployment of mandatory training sessions and accreditations, thus enlightening employees and influencing shifts in behavior on these elements of our business sustainability.

17. HEALTH, SAFETY AND WELFARE

This was paramount in 2020, especially with the onset of the COVID–19 pandemic and its direct impact on the business, with 'Health' as one of the key business priorities for 2020.

From the institution of the Business Transformation Team (BRT) to direct and monitor the situation of the business; the establishment of safety protocols in all our operations, the adoption of new ways of working to cater to employee's physical and mental needs, and the business' commitment to meeting all its financial obligations to its employees, the organisation demonstrated in strong terms its commitment to employee safety, well-being and financial security throughout the year.

At the peak of the pandemic, and all through the year, daily COVID–19 briefings and information sessions were critical in heightening the awareness of employees across the business and educating them on the disease symptoms, precautionary measures and other vital information.

Prompt and proactive support to employees and their families, especially in the face of increasingly hard-to-access medical care, for both COVID–19 related cases and non-related medical situations was also a key priority of the occupational health team.

18. EMPLOYEE ENGAGEMENT

Employment of Physically-Challenged Persons

Lafarge Africa Plc is an equal opportunity employer and does not discriminate on any grounds. Therefore we provide employment opportunities to physically challenged persons bearing in mind the respective abilities of the applicants concerned. In the event that an employee becomes physically challenged while in the employment of the Company, every effort is made to ensure that their employment with the Company continues and that appropriate training and support is given to them. The Company has one physically challenged person in its employment.

Employee Engagement and Training

Lafarge Africa continued to strengthen its commitment to building a culture where employees are aligned with corporate outcomes and are able to perform at their very best. In spite of the COVID–19 challenges, several virtual programmes were implemented to foster a culture that promotes frequent interaction and accessibility across all levels of the organisation.

Programmes such as regular virtual engagement meetings with teams, individual check in sessions and virtual team bonding sessions were designed to strengthen the integral communication structure of the business, thereby providing clarity on business direction, increasing participation and involvement of employees in business improvements drive and encouraging innovation and creativity of our workforce.

As the organization continues to evolve, we continue to equip our employees with both technical and management skills to hone their competencies, to prepare them to cope with challenging environments and a sustainable future.

Corporate Governance Report

Governance is central to the operations and structure of Lafarge Africa Plc. The Board of Lafarge Africa Plc remains committed to the highest standards of corporate governance, in order to achieve long-term value and success for all stakeholder groups comprising customers, shareholders, employees, creditors, suppliers and the communities in which the Company operates.

Our Corporate Governance principles and practices are further strengthened by adherence to the LafargeHolcim Code of Business Conduct, which articulates the values, ethics and business principles and also serves as the ethical road map for the Company, its directors, employees and stakeholders. The Code of Business Conduct is supplemented with appropriate mechanisms for reporting any concerns pertaining to non-adherence.

Corporate Governance Evaluation was conducted by the company in 2019 and the result was considered by the Board. The Company continues to adhere to the provisions of its Memorandum and Articles of Association, the Companies and Allied Matters Act 2020, rules of the Nigerian Stock Exchange, the Securities and Exchange Commission (SEC), the Nigerian Code of Corporate Governance 2018 ("the Nigerian Code"), International Best Practices and other applicable regulations. This report describes how the Board has been complying with the applicable codes as well as best practices in corporate governance.

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1. THE BOARD COMPOSITION AND ITS COMMITTEES

In accordance with the SEC and Nigerian Codes that the Board should be of a sufficient size relative to the scale and complexity of the Company's operations, the Company's Articles of Association provides that the Company's Board shall consist of not more than Eleven Directors.

The composition of the Board is diverse and gender inclusive, with a mix of Executives, Non-Executives and Independent Non-Executive Directors, who possess high level of competencies and experience, with impressive records of achievement, spanning across various industries including: manufacturing; sales, marketing and branding; law; finance and accounting; business administration; taxation; sciences; risk management; banking and entrepreneurship.

The Company has a Diversity and Inclusion Policy. As at December 2020, the Board comprised Six (6) Non-Executive Directors, Three (3) Independent Non-Executive Directors and Two (2) Executive Directors, out of which Five (5) are female directors and Six (6) are male directors.

Information regarding Directors holding concurrent Directorships have been disclosed to the Board and are available on pages 19 to 23 of this Report. The names of directors holding concurrent directorships are: Mr. Adebode Adefioye, Mr. Grant Earnshaw, Mrs. Karine Uzan-Mercie, Mr. Gbenga Oyebode, MFR, Mrs. Oyinkan Adewale, Mr. Marco Licata, and Mrs. Virginie Darbo.

EXECUTIVE DIRECTORS

The position of the Group Managing Director (GMD/CEO) and the Chairman are held by separate persons. The GMD /CEO is not a chair of any of the Board Committees, neither is the Board Chairman a member or chair of any of the Board Committees. Also, the Executive Directors do not chair any Board Committee.

The Executive Directors have contracts of employment and letters of appointment. The roles and responsibilities of Executive Directors are specified in their letters of appointment. They declare conflict of interest on appointment, annually and as they occur. None of the Executive Directors serve as Non-Executive Directors in any other company.

NON-EXECUTIVE DIRECTORS

The roles and responsibilities of Non-Executive Directors are clearly defined in their letters of appointment, Board charter and the Board induction pack. The appointment letters clearly specify their duties, liabilities and terms of engagement. Non-Executive Directors declare conflict of interest on appointment, annually and as they occur. They are provided with detailed information relating to management and on all Board matters in a standard format that ensures completeness. Non-Executive Directors have unfettered access to Executive Directors, the Company Secretary and the Internal Auditor.

INDEPENDENT NON-EXECUTIVE DIRECTORS

The Independent Non-Executive Directors meet the criteria prescribed under section 7.2 of the Nigerian Code of Corporate Governance. They are selected in accordance with the Company's Board Selection and Appointment Policy, which prescribes a rigorous process involving: consideration of available and required skill-set on the board; consideration of the recommended practices under the Nigerian Code; assessment, screening and shortlisting of candidates; recommendation of eligible and suitable candidate by the Nominations, Governance and Remuneration Committee to the Board for approval.

The appointment letters of Independent Non-Executive Directors clearly specifies their duties, liabilities and terms of engagement. Independent Non-Executive Directors declare conflict of interest on appointment, annually and as they occur. The Board ascertains and confirms independence of the Independent Non-Executive Directors annually, through the declaration of conflict and review by the Nominations, Governance and Remuneration Committee. The Independent Non-Executive Directors do not own shares in the Company or any of its affiliates. They have no other relationship with the Company apart from directorship. Independent Non-Executive Directors receive director's fees and allowances only.

All Directors have access to independent professional advice in the discharge of their duties. This is documented in the Company's Board Charter and Independent Professional Advice Policy. The Company bears the cost of the Independent Professional Advice.

The Board has an approved Selection and Appointment Policy. The criteria considered for appointment to the Board are as follows:

- diversity requirements of the Board (including gender, age, skills and such other diversity consideration as deemed appropriate).
- integrity and ethical values of the prospective director.
- capacity and the required expertise needed for the board to effectively fulfil its responsibilities, including:
  - educational qualification.
  - industry and corporate experience.
  - business development and risk management skills and experience.
  - time availability of the prospective director.

In determining whether the prospective directors are fit and proper persons, due diligence and consideration prior to the appointment of directors is conducted. The process in ensuring that the Board is refreshed periodically is captured in the Company's succession planning policy.

2. ROLE OF THE BOARD

The Board has an Approved Charter containing the roles, terms of reference and responsibilities of all Directors and Officers of the Board. The Board Charter was last reviewed in 2020.

The Board met regularly to consider matters reserved for it, set broad policies for the Company's business and operations and ensure that a professional relationship is maintained with the Company's auditors in order to promote transparency in financial and non-financial reporting. Furthermore, the Company has a conflict of interest policy adhered to by the Board and Management

The role of the Board as contained in the Board Charter is summarized as follows:

- To review and align goals, annual budget and business plans with the overall strategy of the Company.
- To set performance objectives; monitor implementation and oversee major capital expenditure in line with approved budget.
- To ensure the integrity of the Company's accounting and financial reporting systems and that appropriate systems are in place for monitoring risk, financial control and compliance with the laws.
- Through Board Committees, to make recommendations and take decisions on issues of expenditure that may arise outside the normal meeting schedule of the Board.
- Ratify duly approved recommendations and decisions of the Board Committees.

- The Board has supervisory responsibility for overall budgetary planning, major treasury planning, scientific and commercial strategies. The Board is responsible for satisfying itself that the planning procedure and the Company's overall objectives are appropriate.
- Periodic and regular review of actual business performance relative to established objectives.
- Review and approve internal controls and risk management policies and processes.
- Performance appraisal and compensation of Board members, succession planning and appointment, training, remuneration and replacement of Board members and senior executives.

3. THE BOARD CHAIRMAN

The Chairman was appointed on the 4th of June 2020. He is a Non-Executive Director and he is not a former GMD/CEO or Executive Director of the company. The roles and responsibilities of the Chairman are clearly defined in his appointment letter, Board charter and the Board induction pack.

4. THE COMPANY SECRETARY

The Company Secretary is an in-house counsel. She is a lawyer and a Chartered Secretary (UK and Nigeria). The Company Secretary is a member of the senior management. She reports to the Board Chairman with a communication line to the GMD/CEO. She was appointed by the Board through a rigorous selection process involving interview of candidates, shortlisting and consideration by the Board Nominations, Governance and Remunerations Committee. The Board and the GMD/CEO undertakes and approves the performance appraisal of the Company Secretary. In accordance with the Companies and Allied Matters Act 2020, removal of the Company Secretary is a matter reserved for the Board.

5. BOARD CHANGES

The under-listed Directors resigned from the Board of the Company since the last Annual Meeting General:

- Mr. Mobolaji Balogun (w.e.f 3rd June 2020).
- Mr. Olivier Guitton (w.e.f 10th December 2020).

To fill the vacancies created by the resignation of the above Directors and upon the due consideration and recommendation of the Board Nomination Governance and Remuneration Committee, the following Directors were appointed by the Board:

- Mr. Adebode Adefioye was appointed Chairman with effect from 4th June 2020.
- Mrs. Oyinkan was appointed as an Independent Non-Executive Director with effect from 4th June 2020 and;
- Mrs. Virginie Darbo was appointed a Non-Executive Director with effect from 11th December 2020.

The profiles of Mrs. Oyinkan Adewale and Mrs. Virginie Darbo are available on pages 22 to 23 of this Annual Report. Their appointment as Directors will be presented for ratification by the Shareholders at the Annual General Meeting scheduled to hold on the 25th May 2021.

6. RETIREMENT BY ROTATION

In accordance with Articles 97 to 99 of the Articles of Association of the Company, one-third of all Non-Executive Directors (rounded down) are offered for re-election every year (depending on their tenure on the Board) together with Directors appointed by the Board since the last General Meeting.

Pursuant to this, the Directors to retire by rotation and who being eligible, offer themselves for re-election are Mr. Adebode Adefioye, Mrs. Elenda Giwa-Amu and Mrs. Adenike Ogunlesi.

The profiles of the retiring Directors standing for re-election are set out on pages 19 to 23 of this Annual Report.

7. THE BOARD OF DIRECTORS' ATTENDANCE

In accordance with Section 284 (2) of the Companies and Allied Matters Act 2020 and the Nigerian Code of Corporate Governance 2018, the record of Director's attendance and meetings held during the year 2020 are detailed below and will be available for inspection at the venue of the Annual General Meeting.

8. BOARD MEETINGS

The Board has a formal schedule of meetings for each year. In 2020, the Board met four (4) times, in line with the formal schedule and met four (4) times for unscheduled emergency meetings to consider the Company's 35% equity investment in Continental Blue Investment Ghana Limited (CBI Ghana) among other topics. The record of attendance of the Directors at the meetings is as follows:

Dates of Board meetings held in 2020: 24th January 2020, 30th March 2020, 23rd April 2020, 15th May 2020, 2nd June 2020, 23rd July 2020, 22nd October 2020 and 10th December 2020.

S/N	Names	No. of Meetings
1.	Mr. Adebode Adefioye	8/8
2.	Mr. Mobolaji Balogun*	5/8
3.	Mr. Khaled El Dokani	8/8
4.	Mr. Lolu Alade-Akinyemi	6/8
5.	Mrs. Elenda Giwa-Amu	8/8
6.	Mrs. Adenike Ogunlesi	6/8
7.	Mr. Grant Earnshaw	8/8
8.	Mrs. Karine Uzan Mercie	8/8
9.	Mr. Marco Licata	8/8
10.	Mr. Gbenga Oyebode, MFR	6/8
11.	Mrs. Oyinkan Adewale	3/8
12.	Mr. Olivier Guitton*	5/8
13.	Mrs. Virginie Darbo (appointed 11th December 2020)	0/8

** Resigned from the Board.*

Minutes of Board meetings are prepared and sent to Directors at least 7 days prior to scheduled meetings. Minutes are, thereafter, approved at the subsequent scheduled meetings of the Board. Attendance at meetings are taken into consideration prior to the Directors' recommendation for re-election.

9. COMMITTEES OF THE BOARD

All Board Committees have approved Terms of Reference setting out their responsibilities, composition and matters to be considered. Minutes of Board Committee meetings are prepared and sent to the Directors at least (Seven) 7 days prior to scheduled meetings. The minutes are adopted at the subsequent scheduled Committee meeting. The Company Secretary acts as secretary to the Board Committees. The Chair of each Committee (except the Statutory Audit Committee) is appointed by the Board.

i) Finance and Strategy Committee

In accordance with the Committee's Terms of Reference, the Finance and Strategy Committee has the responsibility to review and make recommendations to the Board of Directors with respect to the Company's periodic and long-term financial strategies and objectives.

The Committee held six (6) scheduled meetings and one (1) emergency meeting in 2020; the table below shows the attendance of the members of the Committee at the scheduled meetings held during the year:

Dates of the scheduled Finance and Strategy Committee meetings held in 2020: 23rd January 2020, 30th March 2020, 22nd April 2020, 22nd July 2020, 21st October 2020 and 9th December 2020.

S/N	Names	Designation	No. of Meetings
1.	Mrs. Oyinkan Adewale**	Chairperson	3/6
2.	Mr. Khaled El Dokani	Member	5/6
3.	Mrs. Elenda Giwa-Amu	Member	6/6
4.	Mrs. Karine Uzan Mercie	Member	6/6
5.	Mr. Gbenga Oyebode, MFR**	Member	3/6
6.	Mr. Olivier Guitton	Member	2/6
7.	Mr. Adebode Adefioye*	Member	3/6

** Ceased to be a member of the Committee in June 2020.*
*** Became a member of the Committee in June 2020.*

(ii) Nominations, Governance and Remuneration Committee

This Committee has oversight of nominations, governance and remuneration matters. The Committee selects and reviews the skills and experience required to be on the Board and meets as the need arises to deliberate and make recommendations on the Board skill mix and diversity, and remuneration of Directors and senior executives of the Company in line with best practices of Corporate Governance.

The Nominations, Governance and Remuneration Committee consists of two (2) Independent Non-Executive Directors and three (3) Non-Executive Directors. The Chairman of the Committee is an Independent Non-Executive Director.

The Company has a succession plan policy. Review is done as needs arise to ensure it remains consistent with the company's objectives and relevant standards of corporate governance. Board and Committee Charters including other governance policies are reviewed as the need arises. The Committee reports on its activities at the Board meeting subsequent to the committee's meeting and through other channels of communication including memo and reports.

The Committee held eight (8) meetings in the year 2020. The table below shows the attendance of the members of the Committee at the meeting:

Dates of Nominations, Governance and Remuneration Committee meetings held in 2020: 27th March 2020, 30th March 2020, 7th May 2020, 2nd June 2020, 22nd July 2020, 22nd October 2020, 10th December 2020, and 17th December 2020.

S/N	Names	Designation	No. of Meetings
1.	Mr. Gbenga Oyebode, MFR**	Chairman	4/8
2.	Mrs Elenda Giwa-Amu	Member	8/8
3.	Mrs. Adenike Ogunlesi	Member	5/8
4.	Mr. Grant Earnshaw	Member	8/8
5.	Mr. Marco Licata**	Member	3/8
6.	Mr. Adebode Adefioye*	Member	4/8

** Ceased to be a member of the Committee in June 2020.*
*** Became a member of the Committee in June 2020.*

iii) Risk Management & Ethics Committee

The Risk Management and Ethics Committee is saddled with the responsibility of risk management and ensuring that the Company's policy on ethics adequately impacts positively on its business partners and stakeholders e.g. Customers, Shareholders, Community, Government, Suppliers and the public. The Committee also considers the nature, extent and categories of the risks facing the Company, and the likelihood of such risks materializing, the Company's ability to reduce the incidence and the impact on its business, if the risks do materialize.

The Risk Committee Chairperson is an Independent Non-Executive Director. The company has a Board-approved Risk Management Framework. The Committee reviews adequacy and effectiveness of risk management controls at least twice a year. The Chief Risk Officer is a member of senior management and has relevant experience for the role. The Chief Risk Officer attended all meetings of the Risk Management and Ethics Committee in 2020.

The Committee met twice in the year. The table below shows the attendance of the members of the Committee at the meetings.

Dates of Risk Management and Ethics Committee meetings held in 2020: 21st July 2020 and 20th October 2020.

S/N	Names	Designation	No. of Meetings
1.	Mrs Adenike Ogunlesi	Chairperson	2/2
2.	Mr. Gbenga Oyebode MFR	Member	1/2
3.	Mr. Lolu Alade-Akinyemi	Member	2/2
4.	Mr. Olivier Guitton *	Member	2/2
5.	Mrs. Oyinkan Adewale	Member	2/2

** Resigned from the Board.*

(iv) Property Optimization Committee

This Committee is charged with the responsibility to ensure the Company's properties are fully optimized. The Committee met twice in the year. The table below shows the attendance of the members of the Committee at the meetings:

Dates of Property Optimization Committee meetings held in 2020: 22nd April 2020 and 9th December 2020.

S/N	Names	Designation	No. of Meetings
1.	Mrs. Elenda Giwa-Amu**	Chairperson	1/2
2.	Mr. Khaled El Dokani	Member	2/2
3.	Mr. Lolu Alade-Akinyemi	Member	1/2
4.	Mrs. Adenike Ogunlesi	Member	2/2
5.	Mr. Grant Earnshaw	Member	2/2
6.	Mr. Adebode Adefioye*	Member	1/2

** Ceased to be a member of the Committee in June 2020.*
***Became a member of the Committee in June 2020.*

(v) Statutory Audit Committee

The Audit Committee was established by virtue of Section 359 of the repealed Companies and Allied Matters Act cap C20, Laws of the Federation of Nigeria 2004 (now section 404 Companies and Allied Matters Act 2020). Shareholders and Directors of the Committee were elected and nominated pursuant to Section 359 (4) of the repealed Act. In compliance with the provisions of Section 404 (3) of the Companies and Allied Matters Act (CAMA) 2020, the Audit Committee now consist of five members comprising three (3) shareholders and two (2) Non-Executive Directors with effect from 19th March 2021 namely: Mr. Adebayo Adeleke, Mr. David Adekanmbi, Mr. Timothy Adejuwon, (shareholders' representatives) and Mrs. Oyinkan Adewale and Mrs. Karine Uzan Mercie (Board members).

Details of the Committees' function is in accordance with Section 404 (7) of the Companies and Allied Matters Act 2020.

The Committee held five (5) meetings during the year. The table below shows the attendance of the members of the Committee at the meetings:

Dates of Audit Committee meetings held in 2020: 9th January 2020, 27th March 2020, 21st April 2020, 21st July 2020 and 20th October 2020.

S/N	Names	Designation	No. of Meetings
1.	Mr. Adebayo Adeleke	Chairman	5/5
2.	Mr. Adekanmbi David Ademola	Member	5/5
3.	Mr. Adejuwon Timothy Ademola	Member	5/5
4.	Mrs. Elenda Giwa-Amu*	Member	2/5
5.	Mrs. Karine Uzan Mercie	Member	5/5
6.	Mr. Marco Licata	Member	5/5
7.	Mrs. Oyinkan Adewale**	Member	2/5

** Ceased to be a member of the Committee in June 2020.*
*** Became a member of the Committee in June 2020.*

The Company has a Statutory Audit Committee ("the Audit Committee"). Members of the Audit Committee have qualifications and experience in accounting, finance, banking, tax, risk management, business administration and law. The Audit Committee reviews the internal auditor's reports quarterly. The Company has an approved internal control framework and compliance is monitored through quarterly updates presented to the Audit Committee. The Audit Committee also reviews the external auditor's management letter, key audit matters and management's response quarterly. The Company has an approved non-audit services policy. The Audit Committee held discussions with the head of internal audit function and external auditors without the management.

The Company has an Internal Audit Function and a Board Approved Internal Audit Charter. The head of Internal Audit is a member of Senior Management with 13 years of senior management experience in internal audit, control and forensics, within the manufacturing and financial services sectors. The Company also has an annual risk based internal audit plan. The head of the Internal Audit Function reports quarterly to the Audit Committee on the adequacy and effectiveness of management, governance, risk and control environment; deficiencies observed and mitigation plans. An external assessment of the effectiveness of the Internal Audit Function was conducted in December 2020 by a qualified independent reviewer appointed by the Board. The Audit Committee and the GMD/CEO undertakes the performance evaluation of the head of Internal Audit.

The Audit Committee makes recommendations to the Board for the appointment, re-appointment or removal of external auditors. The Board approves the appointment, re-appointment or removal of external auditors, subject to ratification by the shareholders. The first date of appointment of the external auditors was 19th July 2017.

10. BOARD PERFORMANCE EVALUATION

The Company has adopted recommendations of the Nigerian Code of Corporate Governance on the Evaluation of Board Performance. Required actions and areas of improvement identified during the Board's performance evaluation, facilitated by DCSL Corporate Services Limited, an independent external consultant in 2019, were extensively considered and implemented by the Board in 2020.

The Board evaluation was presented to the full Board in 2020. The Chairman discussed the evaluation report with each Director. The appraisal of each Director's evaluation was considered in the re-election process.

11. INDUCTION & CONTINUING TRAINING FOR DIRECTORS

The Company has a formal induction programme for new Directors. Five (5) new directors were appointed in 2020.

S/N	Names	Induction Dates
1.	Mr. Khaled El Dokani	20th January 2020
2.	Mr. Lolu Alade-Akinyemi	9th April 2020
3.	Mr. Gbenga Oyebode, MFR	1st, 8th July 2020
4.	Mrs. Oyinkan Adewale	30th June, 1st & 8th July 2020
5.	Mrs. Virginie Darbo	19th January – 9th February 2021

All newly appointed directors participated in the Company's formal orientation program. This orientation includes presentations intended to familiarize new Directors with the Company's operations, strategic plans, its compliance programs, its Code of Business Conduct and Ethics, its principal officers, its internal and independent auditors, the Company's shareholding structure, Board plan, health and safety policy among others.

The Board formalized and approved the Board Training Policy in accordance with requirements of the Nigerian Code and best practices. Training needs are assessed through outcomes of the Board performance and peer assessment evaluations, in line with the Board Training Policy.

12. REMUNERATION OF DIRECTORS

The Company has a Remuneration Policy. The policy is reviewed as the need arises. Details of Directors' fees and allowances for 2020 are stated on Note 39 of this report.

Key Performance Indicators (KPIs) have been set by the Board for executive management and performance was measured against the KPIs. The GMD/CEO, Executive Directors, Company Secretary and other senior management staff do not receive fees and sitting allowance.

13. LEADERSHIP TEAM

The Group Managing Director/CEO has the overall responsibility for executing the Company's long term strategy with a view to creating sustainable shareholder value. The GMD/CEO manages the day-to-day operations of the Company and ensures that the operations are consistent with the policies approved by the Board.

The GMD/CEO oversees the Leadership Team and is responsible for ensuring that a culture of integrity and legal compliance is imbibed. He ensures that the Directors are provided with sufficient information to support their decision making.

The GMD/CEO's appointment letter sets out his authority and relationship with the Board. The Company has a policy and requirement for the GMD/CEO to make a conflict of interest declaration on appointment, annually, and/or as they occur. So far, no conflict has been disclosed. The GMD/CEO is not serving as a Non-Executive Director in any other company. The GMD/CEO is not a member of any other Board.

The Leadership Team is made up of the Company's Executives. They meet often to deliberate on critical issues affecting the day-to-day running of the Company. The list of the Leadership Team is available on page 24 of this Annual Report.

14. DEALING IN COMPANY SECURITIES

The Company formulated an Insider Trading Policy, in line with the provisions of the Investment & Securities Act 2007, the Nigerian Stock Exchange Post-Listing Rules, the Nigerian Code of Corporate Governance and the LafargeHolcim Directive on Trade Restriction and Market Disclosure. The policy prohibits Directors, employees and any other person in possession of insider information from dealing in the Company's shares at least 14 days before its publication and 24hours after its publication (Non-Authorised Trading Periods).

The Company's Directors and employees are therefore notified and prohibited from dealing in the Company's shares during the Non-Authorised Trading Periods, in accordance with the Investment and Securities Act, 2007, the Post Listing Rules of the Nigerian Stock Exchange and the Company's policy on Insider Trading.

15. WHISTLE BLOWING POLICY

The Company is committed to conducting its affairs ethically and responsibly. Accordingly, the Company reviewed and updated its Whistleblowing Policy in 2020 and have established a culture where employees feel comfortable raising concerns about potential and actual breaches of our Code of Business Conduct or policies. A breach may be reported either through our integrity line (https://integrity.lafargeholcim.com) or external whistle blowing process available on the Company's website.

The whistleblowing mechanism is reliable, accessible and guarantees anonymity and protection of the whistleblower. The Audit Committee is regularly provided with reports of reported cases, including the process and results of investigated cases.

16. ENTERPRISE RISK MANAGEMENT

The Board has the responsibility of safeguarding the maintenance of a sound system of internal control and risk management, and regularly receives reports from the Risk Management and Ethics Committee on the effectiveness of the Company's risk management processes to support its strategy and objectives.

The Board defines the Company's risk appetite and limit. Risk assessments and reviews are conducted at least quarterly. The Board receives and reviews risk management reports at least twice annually.

Enterprise Risk Management Framework

In line with good corporate governance practice, Lafarge Africa Plc has established a sound framework for the management of Enterprise Risk. The Enterprise Risk Framework was developed in accordance with the Company's commitment to establish and sustain risk management in line with international standards and best practices.

Lafarge Africa's Risk Management function primarily ensures minimisation of the divergence between expectation and outcome, thus ensuring the realisation of more predictable results, which can only be achieved through a robust framework, and clearly defined and transparent risk management process.

At Lafarge Africa, we adopt risk assessment and mitigation steps comprising of:

- Risk Identification;
- Risk Assessment/Measurement;
- Risk Treatment/Control;
- Risk Monitoring and Review;
- Risk Reporting; and
- Risk Communication and Consultation

Our risk management process ensures better management, prevention, and compliance with laws and regulations relevant to our business operations.

Risk Appetite

Lafarge Africa's risk appetite is defined by the Board to ensure that risk is proactively managed across the Company. The Board regularly reviews the Company's risk appetite to ensure consistency with its strategy, business environment and stakeholders' requirements.

Typically, a significant part of the Company's business involves the acceptance and management of risk. The Company operates a formal risk management framework to ensure that its exposure to all risks are properly identified and managed.

Risk Oversight

Lafarge Africa's Risk & Insurance ("R & I") provides a central oversight of risk management to ensure the identification, measurement, monitoring and control of the full spectrum of risks, to minimise adverse outcomes.

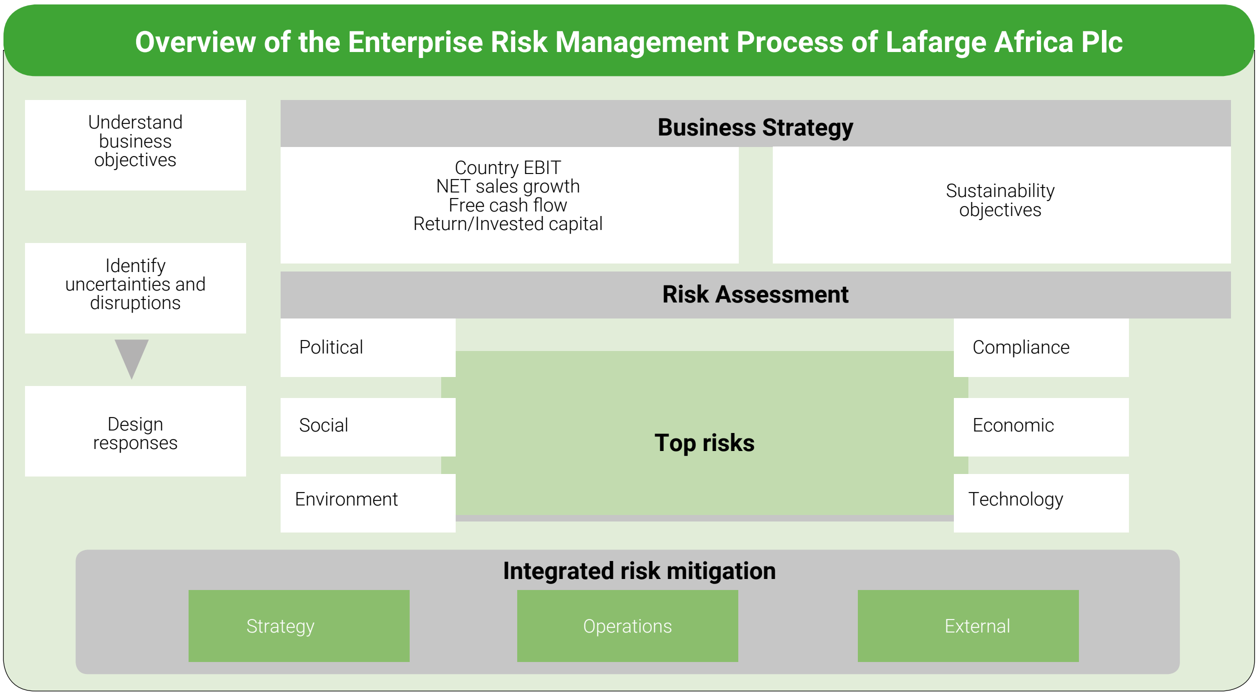
The R & I co-ordinates the monitoring and reporting of all risks across the Company. Furthermore, the Internal Audit function regularly audits the R & I, to ensure that all units charged with risk management perform their roles effectively on a continuous basis. In addition, the Internal Audit function tests the adequacy of Internal Controls and makes appropriate recommendations where weaknesses are identified. These measures ensure that identified threats to the objectives of the Company are nipped in the bud at the earliest stage.

Scope of Risks

The scope of risks directly managed by Lafarge Africa includes strategic, operational, and external risks.

Covid–19 Related Risks

The year 2020 kicked off with peculiar challenges as a result of Covid–19 pandemic. The Company re-strategized and inculcated Covid–19 risks into its Enterprise Risk Management process; this enabled Lafarge Africa effectively address the short to mid-term threats posed by the pandemic.



17. RELATIONSHIP WITH SHAREHOLDERS

The Board and Management of the Company ensures that communication and dissemination of information regarding the operations of the Company to shareholders, stakeholders, potential investors and the general public is timely, accurate and continuous.

At least 21 days prior to the last Annual General Meeting, notices, annual reports and any other relevant information were dispatched to shareholders. The Board Chairman and the Chairman of the Audit Committee were present to respond to shareholders' enquiries at the last Annual General Meeting. Adequate information is also provided to shareholders through the Company's website and on the Nigerian Stock Exchange issuers portal.

In compliance with the requirements of the Securities and Exchange Commission's Rules Relating to the Complaints Management Framework of the Nigerian Capital Market issued on 16th February, 2015 and The Nigerian Stock Exchange Directive issued on 22nd April, 2015 to all listed Companies, the Company has put in place a Complaints Management Framework Policy.

The Complaints Management Framework Policy sets out the broad framework by which the Company and its Registrar will provide assistance regarding shareholder issues and concerns. It also provides the opportunity for the Company's shareholders to send feedback to the Company on matters that affect them.

This Policy is directly accessible on the Company's website; www.lafarge.com.ng. In addition, information on the performance of the Company and other major corporate information are also available to shareholders in particular and the general public on the Company's website:www.lafarge.com.ng

18. STAKEHOLDERS' ENGAGEMENT

The Board has adopted the provisions of the Nigerian Code of Corporate Governance in relation to shareholder engagement. The Company has a Stakeholder Management and Communication Policy.

In accordance with the Company's Stakeholder Management and Communication Policy, the Company strives to proactively engage her stakeholders through regular and constructive dialogues, in order to anticipate and manage changes and, ultimately, partner together in order to create shared values.

The Company considers its stakeholders as those who have influence over its activities as well as those who are impacted by them. The Company interacts and engages in sustained dialogues with a broad spectrum of stakeholders, at all levels, through meetings and investor calls.

The Company has an up to date investor relations portal - https://www.lafarge.com.ng/investor-relations

19. ETHICS AND CODE OF BUSINESS CONDUCT

The Company has a code of business conduct and ethics for internal and external stakeholders. The Company has adopted the LafargeHolcim Code on Ethics and Business Conduct which ensures that all directors, officers and employees share LafargeHolcim's commitment to conducting business with integrity, and provides guidance on how to put this commitment into practice.

This code has been communicated to all internal and external stakeholders. The code of business conduct is applicable to the board, senior management, other employees and third parties. We strive to ensure all suppliers adhere to principles set forth in the LafargeHolcim Supplier Code of Conduct, particularly principles on human rights, labor related issues, environment, anti-bribery and corruption.

The code of business conduct was last reviewed in 2018. The Board has incorporated a process for identification, monitoring, reporting and adherence to the Company's code of business conduct. Disciplinary sanctions including written warning, suspension and termination were imposed for non-compliance with the Company's code of business conduct in accordance with the Company's employee handbook and consequence management procedure.

20. ETHICAL CULTURE

The Board has an approved Insider Trading Policy in accordance with The Nigerian Stock Exchange rules. Compliance is monitored through disclosures and regular communication with insiders. Also, the Board adopted the Nigerian Stock Exchange rules on related party transactions. Compliance is monitored through the Company's robust due diligence process and third-party due diligence. The policy is applicable to the Board, senior management, employees and the Company's parent company or associated companies. The Board ensures adequate disclosure through the periodic declaration of conflict and conduct of third party due diligence. The Company has a Board-approved policy on conflict of interest. Compliance is monitored through regular reminder/training and evaluation of conflict of interest disclosures. The policy is applicable to senior management and all employees.

21. SUSTAINABILITY POLICY

The Company has an approved sustainability policy. The sustainability policy is in line with LafargeHolcim Group policy applicable to the group companies including Lafarge Africa Plc. Compliance is monitored through regular updates on sustainability.

22. ANTI-BRIBERY AND CORRUPTION STATEMENT

The Board of Directors adopted the Anti-Bribery and Corruption Statement below in accordance with global best practices and the Company's commitment to upholding the highest standards of Corporate Governance. The Anti-Bribery & Corruption Statement provides that:

Lafarge Africa Plc (the "Company") is committed to:

- Conducting its business dealings and relationships in an ethical manner and with the highest level of integrity, in accordance with the Group's Anti-Bribery and Corruption policies included in the LafargeHolcim´s Code of Business Conduct, as well as applicable laws;
- Complying with relevant Anti-Bribery and Corruption laws such as Corrupt Practices and other Related Offences Act of 2000 and the UK Bribery Act of 2010 regardless of the business environment we operate in;
- Ensuring the implementation and enforcement of effective systems to counter the risks of bribery and corrupt practices in the form of gifts and entertainment, reciprocal agreements, favours, discounts, travel, education, donations and other forms of improper benefits for which the Company could be held liable;
- Prohibiting the Company as well as third parties acting on its behalf from engaging in fraudulent acts, corrupt practices and all forms of bribery, gratification, attempting to obtain gratification, facilitation payments, and improper payments or benefits to public officials, their family members and other individuals.

Lafarge Africa commits to comply with the Group Directives and comply with applicable laws on anti-bribery and corruption as well as ensure that its business practices reflect this commitment.

23. DATA PROTECTION STATEMENT

In line with the Nigerian Data Protection Regulation, 2019 (NDPR), the Company has put in place mechanisms to ensure that the collection and processing of personal data from customers, suppliers, stakeholders as well as employees of the Company comply with the requirements of the NDPR. The Company's privacy policy, which can be found on its website https://www.lafarge.com.ng/privacy-policy, explains how Lafarge processes personal data in its possession and the rights and options available to data subjects. The Company is committed to ensuring full compliance with the NDPR and has deployed requisite resources towards its achievement.

BY ORDER OF THE BOARD

ADEWUNMI ALODE (MRS.)
FRC/2018/ICSAN/00000017796
General Counsel & Company Secretary
Dated this 19th March 2021

DCSL Corporate Services Limited
235 Ikorodu Road
Ilupeju
Avenue,

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Lagos, Nigeria

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Fax: +234 1 2717801
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Abuja, Nigeria
Tel: +234 9 4614902-5

March 2020

REPORT OF THE EXTERNAL CONSULTANTS ON THE PERFORMANCE OF THE BOARD OF DIRECTORS OF LAFARGE AFRICA PLC FOR THE YEAR ENDED DECEMBER 31, 2019

DCSL Corporate Services Limited (DCSL) was engaged by Lafarge Africa Plc ("Lafarge", "the Company") to carry out an evaluation of the performance of the Board of Directors for the year-ended 31st December 2019 in line with the provisions of **Section 15.6 of the Securities and Exchange Commission Code (the SEC Code) and Principle 15.1 of the Nigerian Code of Corporate Governance 2018 (NCCG Code),** as well as global best practices on Corporate Governance. The appraisal entailed a review of the Company's corporate and statutory documents, minutes of Board and Committee meetings, policies and other ancillary documents made available to us, and the administration of questionnaires. To ascertain the extent of compliance with relevant corporate governance principles, and the performance of the Board in general, we benchmarked the Company's corporate governance structures, policies and processes against the provisions of the SEC and NCCG Codes as well as global best practices and considered the following seven key corporate governance themes:

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

Our review confirms that the Board has taken significant steps towards complying with the provisions of the SEC and NCCG Codes, as well as other relevant corporate governance best practices. The Peer Assessment undertaken indicates that individual Directors performed satisfactorily against the parameters used for the appraisal and remain committed to enhancing the Company's growth.

Whilst commending the Board for its efforts thus far towards ensuring compliance with the Codes we have brought to the attention of the Board, areas which require improvement and we are confident that the Board will heed our recommendations in respect of these.

Details of our key findings and recommendations are contained in our detailed Report.

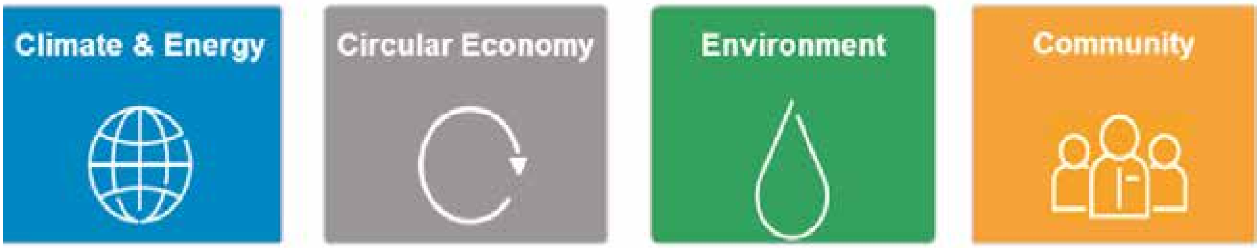
Yours faithfully,

For: DCSL Corporate Services Ltd

Bisi Adeyemi
Managing Director
FRC/2013/NBA/00000002716

Sustainability Performance Report

In 2020, we repositioned sustainability to be at the core of our strategy, consolidated our performance and strengthened our sustainability leadership position. We remain committed to alignment with the sustainability ambitions and Strategy 2022 – "Building for Growth" and channeled all efforts and resources to the four sustainability pillars



The global COVID–19 pandemic further reaffirms that our initiatives are aligned with the United Nations Sustainable Development Goals. As a leader in sustainability, we continually strive for excellence through innovation and building resilience, demonstrating shared value in our operating communities and partnering with stakeholders to reinforce positive social, environmental and environmental footprints within and beyond our fence.

We benchmark our efforts and initiatives against the 17 United Nations Sustainable Development Goals (SDGs) and partner with organizations and agencies to complement the Federal Government of Nigeria's efforts to create value for our shareholders, customers, employees, and communities.

COVID–19: Our strategic response to a global pandemic

In response to the global COVID–19 pandemic, Lafarge Africa swiftly committed a Five Hundred Million Naira Fund to support and complement government's efforts to mitigate the impact of the pandemic by working with local and state government stakeholders to impact the grassroot level. These investments touched diverse stakeholder groups within and beyond its host communities.

The interventions provided to support the pandemic include equipment, infrastructure, food and medical supplies and telemedicine as outlined below:

- Equipment comprising of six (6) units of ambulance and two (2) units of generating sets.
- Infrastructure through the provision and equipping of one building in Ashaka to the Gombe State Government as isolation centre.
- Five Thousand units of COVID–19 test kits, Personal Protective Equipment ("PPE") such as disposable nose masks, gloves, hazmat suits.

CPASD Director, Lafarge Africa, Folashade Ambrose-Medebem presenting covid–19 relief materials to one of the beneficiaries at Marina, Lagos.

CEO, Lafarge Africa, Khaled El Dokani and Non-Executive Director, Elenda Giwa-Amu presenting relief materials to Sotunde Sopeju, a shareholder of Lafarge Africa Plc.

Sustainability Performance Report

- Approximately 1,000 units hand wash stations, sanitisers and infrared thermometres across Lafarge's host communities and operating sites.
- Food Relief packages for 11,000 families and targetting over 60,000 people worth ₦150m (One Hundred and Fifty Million Naira) across Lagos, Ogun, Cross River, Gombe, Rivers States as well as the Federal Capital Territory, Abuja.
- Donations of ICT Information and Communications Technology equipment to support telemedicine.
- Donations of over 15,000 units of reusable nose masks across Nigeria in partnership with the Nigerian Stock Exchange.
- Community awareness intervention and enlightenment programmes: preventive health and awareness posters available in five languages.

Lafarge Africa is also committed to the building of an 80 bed isolation centre for the Ogun State Government and over 100,000 direct beneficiaries recorded from the initiatives and over 100,000 direct beneficiaries were recorded from the above-mentioned initiatives.

Grassroot Impact

One of the ambulances donated by Lafarge Africa in support of the Government's efforts against the spread of Covid–19

Climate and Energy

As a core sustainability pillar in our operations, energy contributed to the ambitions on climate action in line with the sustainable development goals on affordable and clean energy, responsible consumption and production as well as climate action. This alignment enabled the achievement of reduction in CO2 emissions through various initiatives. Major highlights of the activities in the year include:

- Conceptualisation of Energy SMART Metering system for real time decision making and energy efficiency improvement through artificial intelligence and machine learning framework to reduction in CO2 emission.

- With a new business goal focused on health, cash and cost, the existing gas contract was reviewed and renegotiated to allow for AF introduction & CO2 emission reduction.

- Additionally, strategic partnership opportunities were achieved with coal suppliers and local modular refineries for AGO & LPFO and CO2 emission reduction through optimized supply chain.

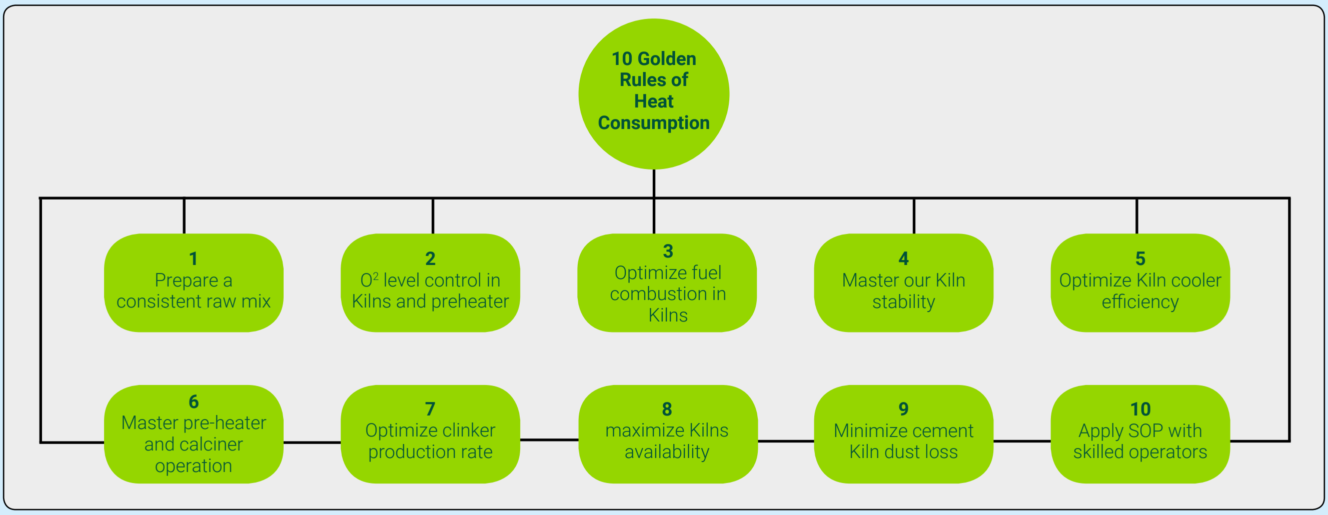
- Several initiatives for specific heat consumption optimization were deployed while our operations advanced the Power project through Grid to supply excess power capacity in order to optimize our power generation capability whilst achieving significant reduction in our CO2 emission footprint.

To further entrench our commitment to environmental sustainability, we implemented a focused reduction of heat consumption & adaptation of multiple fuel streams in 2020 after successful deployment of the power reduction initiative in the 2019. One major intervention in this regard is the deployment of the 10 golden rules which enables an effective monitoring of heat consumption reduction in the day to day cement plant operations encapsulated as follows:

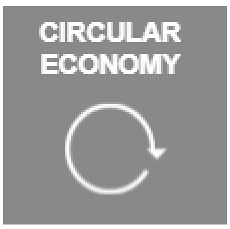
The impact of this is improved efficiency in the cement manufacturing process.

While Naira devaluation and foreign exchange rate on Natural Gas and other fuel stream (AGO, Coal & LPFO) was a major challenge, effective and strategic stakeholder engagement remained a means through which the business experienced minimal disruption across our cement operations, and ensured natural gas pipe line connected directly to our South West and South East cement plants experienced minimal disruption. To strengthen our ambitions in climate, water management was sustained at our Maiganga coal mines operations with improved performance of our dewatering and wetland system while LAP Captive Power Plants (CPP) supported the management of power generation issues in the country.

Commissioning of the long-term AF project on one of our kilns was also completed in 2020 and enables us to increase alternative fuel substitution hence reduction in consumption of fossil fuel and C02 emission which also includes Co-Processing of industrial waste and expired pharmaceutical product in the Kiln, thereby helping other industries and the nation at large to solve waste management issues. We also commenced replacement of one of our Kiln's Electro-Static Precipitator (ESP) with bag filter to reduce dust emission. Furthermore, the enforced pandemic lock down in Nigeria means lower carbon emissions through transportation with Work from Home (WFH) and the exploration of 2MW Solar energy power (Low Voltage) model for our cement operations to enable achievement of significant CO2 emissions reduction and our 2030 sustainability ambition.



Circular Economy



Repurposing waste for business efficiency

The full integration of the circular economy model through Geocycle, the waste treatment and management enable the achievement of the agenda of a zero-waste future. Further to this commitment, Geocycle sources waste that are co-processed for alternative fuel and raw material from different sectors in a sustainable manner.

A new waste treatment and co-processing facility was commissioned in 2020. This facility is designed to allow shredding and blending of various solid waste, used tyres etc. before co-processing in the cement kiln. Furthermore, the biomass project continued to sustain over 3000 jobs in various local communities that supplied about 35,853 tons of biomass to the plants at Ewekoro, Sagamu and Ashaka. The partnership with the Food and Beverage Recycling Alliance (FBRA) of Nigeria was further consolidated to offer eco-friendly waste management solutions to members of the Alliance, thereby reducing the quantity of waste that goes to landfills. This has continued to support a corresponding positive impact on our society through creation of over 100 direct and indirect jobs amongst other benefits.

Also, the industrial sector and SMEs were not left out as notable manufacturing, pharmaceuticals and used tyres Pyrolysis companies committed their waste management to Geocycle. Consequently, the motivation to embrace sustainable waste management devoid of the dumpsites model as the current practice remains the driving force. A total of 17,686 tons of these waste came into Ewekoro and Ashaka plants for co-processing. This supported hundreds of formal and informal employment opportunities along the value chain.

Sustainability Performance Report

A total of 9% of our energy was derived from wastes through fossil fuel substitution of 18%, 24%, and 18% at Ewekoro, Sagamu and Ashaka Plants respectively. Comparatively, the alternative energy used in the plants in 2020 showed a decline of 3% against 2019 levels as a result of disruptions enabled by the COVID–19 pandemic and repair work at our Ewekoro kilns. Our ambition for the Nigerian operations is to achieve energy derived waste of 25% in the immediate short term. This will transcend environmental effect to social and economic impact.

Environment

Unwavering Commitment to Environmental Sustainability

Our commitment to the environment is premised on the Group's environmental and biodiversity directives. All operational sites implement a robust environment management system which supports the management and reduction of negative environmental footprints. Accordingly, we proactively ensure compliance with all regulatory and statutory assessment from the federal and respective operating state governments.

30tons/h pre-processing shredder machine at our Ewekoro site.

As a core pillar of our Sustainability ambition, we devised innovative and pragmatic solutions to conserve the natural resources at our disposal. Some of the strategies we deployed include the use of synthetic gypsum waste from other industries as an alternative raw material, agricultural biomass, and different industrial wastes (shredded PET bottles) as alternative fuel.

In 2020, an alternative fuel firing installation was commissioned in our Ewekoro plant to enhance the co-processing of 30t/h industrial and other wastes at the plant kilns as alternative fuels, thus reducing the emission of greenhouse gases arising from combustion of fossil fuels, eliminate unsafe environmental practices such as open burning of waste while supporting the achievement of a cleaner environment.

Waste tyres recycling for plant beautification in our Ashaka site.

Also, our Ashaka plant demonstrates the value of reducing and reusing, such as redirecting waste tyres from their logistics and transport lines to beautify the plant.

We are committed to the conservation of biodiversity and implement initiatives that are beneficial to ecosystems. All our quarry operations across the country have an established rehabilitation and reclamation plan implemented in partnership with an internationally recognized earth and environment consultant to ensure benchmark with global best standards. Despite the limitations imposed by COVID–19, we remain committed to promoting afforestation and carbon sinks through tree planting exercises and within the environment that we operate. About 7,000 new seedlings were planted in 2020, while sustained maintenance was carried out on 39,500 young trees.

Health and Safety

In Lafarge Africa, Health & Safety continues to be a core value, and we continue to live the ideas of our commitment to a responsible conduct of our business in a manner that creates a healthy and safe environment for all our stakeholders – employees, contractors, communities and customers. We remain committed to our goal of zero harm, and seek opportunities to continually improve our practices.

Our leadership team leads and engages the workforce, through visible presence and "boots on ground". Visible personal commitment (VPC) program is sustained to recognize and commend good work practices, and to also intervene in areas of concern. Our leaders walk the talk and display duty of care with time spent in the field.

In the previous year, our annual health & safety days were about recognizing and sharing best practices, given that this is a tool for continuous improvement. Furthermore, we continue to invest in competency development and risk elimination to improve on our operational practices in industrial, on the road and logistics, as well as in the marketplace. We also continue to support our customers in the construction sector with shared training and good practices, to enhance their health & safety and operational performances.

Our annual practice on gap assessment and audits remains in place to help us identify new priorities for today, and for years to come. We will continue to embrace the benefits that comes with having Health & Safety as a bedrock.

Community

Partnering for impact

In 2020, Lafarge Africa leveraged its networks with multiple stakeholders to deliver impact. The stakeholder management framework is inclusive and creates opportunities for building more resilient communities. Through effective communication and various initiatives, employees supported and participated in interventions such as webinars and other sustainability initiatives.

Greenhouse farming is encouraged as a modern farming technique and has been adopted under the Agricultural Ecology scheme.

The Corporate Social Responsibility (CSR) for host communities remain hinged on four thematic areas - education, economic empowerment, health and infrastructure. The community development interventions provided support during the pandemic while underpinning direct positive impact on in the communities.

As part of our Economic Empowerment projects for 2020, 18 women were selected across the six host communities to be trained on Poultry Farming to boost women's economic status and reduce over dependency on family. Beneficiaries were trained on rudiments of poultry farming, business management, cooperative management and other related entrepreneurship skills.

As a sustainable outcome of the programme, beneficiaries were empowered with business start-up grants and materials for poultry farming and as well as registered as cooperative.

Over the years, members of Mbobui community travelled more than 1000k/m to access medical health care services and this caused high rate in infant mortality and other related problems. In line with our Health and Safety CSR mandate, the health centre is to respond to the health need of the people.

Sustainability Performance Report

2020 CSR Projects - 98% completion rate with 254,000 beneficiaries

Project	Location
Lafarge Africa National Literacy Competition	Nigeria
COVID -19 relief programme: Food packages, sanitisers, hand wash stations, nose masks, thermometres etc	All host communities
Construction of one block of 4 classrooms (Jalingo Community Primary School	Ashaka
Provision of equipment for Dayayi Community Maternity Centre	Ashaka
Renovation & equipping of Isolation Centre	Ashaka
Electrification of Feshingo Community	Ashaka
Fencing of Ashaka Community Maternity Clinic	Ashaka
Agricultural Ecology intervention	Ashaka
Provision of stationeries for primary and secondary schools, Ewekoro	Ewekoro
Bursary awards for tertiary institution students	Ewekoro
Provision of medical and personal supplies for the Community Seniors	Ewekoro
Provision of medical supplies to Olujobi community	Ewekoro
Construction of a block of 3 classroom with head teacher's office and toilets	Ewekoro
Electrification and provision transformer base at Egbado Ajegunle	Ewekoro
Renovation of Okeoko Egbado town hall,supply of electric metres, chairs etc	Ewekoro
Construction of Alagutan community town hall	Ewekoro
Construction of Itori customary court	Ewekoro
Construction of 14 bed Papalanto community health centre	Ewekoro
Construction of 14 bed Wasinmi Alafia community health centre	Ewekoro
Electrification and provision of transformer base at Akinbo community	Ewekoro
Construction of 100m concrete reinforced road and drainage	Ewekoro
Construction of 14 bed Okeoko Sekoni health centre	Ewekoro
Laying of pipes for pipe borne water	Ewekoro
Farmers Support Programme: seedlings, equipment etc	Ewekoro
Renovation of Govt, sch, Abiaiti	Mfamosing
Fencing of Community Centre (paramount rulers house)	Mfamosing
Construction of Town Hall	Mfamosing
Construction of Teachers Quarters, Ekong Anaku	Mfamosing
Vocational training in Welding and Fabrication	Mfamosing
Training of Women in Poultry Farming	Mfamosing
Educational Support Programme (bursaries) for secondary and tertiary students Beneficiaries	Mfamosing
NYSC Support Programnme	Mfamosing
Construction of town hall Akwa Ikot Effanga	Mfamosing
Construction of toilets	Mfamosing
Community Town Hall	Mfamosing
Construction of Social Service centre	Mfamosing
Renovation of St Paul's School Aiyepe	Sagamu
Provision of school furniture for renovated schools	Sagamu
Medical equipment for the 2 medical centres (Latawa &Ewu-Oliwo)	Sagamu
Vocational skill acquisition programme	Sagamu
Construction of culvert at Ahaji Sabintu, Ajegunle	Sagamu
Construction of culvert at Erungben	Sagamu
Construction of culvert at Ololo	Sagamu
Renovation of Latawa Health centre	Sagamu
Community Infrastructure	Sagamu

Sustainability Performance Report

Volunteering

In 2020, employees, as part of 'Friends of the Communities' - the company's employee volunteering initiative dedicated over 3,600 work hours to initiatives that support awareness, mitigating the impact and the flattening the curve of COVID–19 across our host communities. In line with the realities enforced by COVID–19, there were virtual volunteering sessions which enabled our employee volunteers support education and other interventions.

The Lafarge Africa Sustainability Series

The Lafarge Africa Sustainability Series was developed to inspire action for the Sustainable Development Goals from 2020. The theme of the Series: 'The decade of Action: Advancing the SDGs in a post pandemic era is in line with the Sustainability Thought Leadership Agenda. The keynote address was delivered by the Senior Special assistant to the President on Sustainable Development Goals, Mrs Adejoke Orelope Adefulire. Other global thought leaders including LafargeHolcim's Chief Sustainability Officer, Ms Magali Anderson gave strategic insights on achieving the SDGs during a global recovery phase.

Major highlights from the Series include: institutionalising Environmental and Social Governance, co -creating value through private and public partnerships, the impact of corporate social investments on national development as well as the role of circular economy and Sciece, Technology, Engineering and Mathematics (STEM) as roadmaps to progressing the SDGs.

Social Investments

In 2020, Lafarge Africa Plc expended ₦1,260,962,021 on COVID–19 and diverse social investment programs and initiatives in our communities pan-Nigeria, and directly impacted over 250,000 beneficiaries within and beyond our host communities.

The breakdown of our CSR investments is as follows:

COVID 19 Relief Intervention Fund pan Nigeria (including host communities)	₦500,000,000
Other CSR Interventions	₦329,868, 021
Donations and Sponsorships	₦1,094,000
Inclusive projects (roads)	₦430,000,000
Total	**₦1, 260, 962, 021**

Governance

Statement of Directors' Responsibilities

in relation to the Financial Statements for the year ended 31 December 2020

The Directors accept responsibility for the preparation of the annual consolidated and separate financial statements that give a true and fair view in accordance with the International Financial Reporting Standards (IFRS) and in the manner required by the Companies and Allied Matters Act 2020 and the Financial Reporting Council of Nigeria Act 2011.

The Directors further accept responsibility for maintaining accounting records as required by the Companies and Allied Matters Act 2020 and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatements whether due to fraud or error.

The Directors have made an assessment of the 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 in the year ahead.

SIGNED ON BEHALF OF THE BOARD OF DIRECTORS BY:

Adebode Adefioye
Chairman
FRC/2017/IODN/00000016512
Date: 19th March 2021

Khaled El Dokani
Group Managing Director/CEO
FRC/2020/003/00000020762
Date: 19th March 2021

Audit Committee's Report

In accordance with Section 404(7) of the Companies and Allied Matters Act (CAMA), 2020, we, the members of the Audit Committee have reviewed and considered the Auditors' Report required to be made in accordance with Section 404 (7) of CAMA and report as follows:

i. The scope and planning of internal audit for the year ended 31 December 2020 are satisfactory. The internal audit programs reinforce the Company's internal control system;

ii. The scope and planning of statutory audit for the year ended 31 December 2020 are satisfactory;

iii. Having reviewed the independent auditors' management letter on accounting procedures and internal controls, we are satisfied with management's responses thereof;

iv. The accounting and reporting policies for the year ended 31 December 2020 are in accordance with International Financial Reporting Standards and applicable regulatory requirements

In our opinion, the scope and planning of the audit for the year ended 31 December 2020 were adequate and Management's responses to the Auditors' findings were satisfactory.

Mr. Adebayo Adeleke
FRC/2013/NIM/00000002317
Chairman, Audit Committee
Dated 18th of March 2021

Audit Committee Members

Mr. Adebayo Adeleke	Shareholder Representative
Mr. Adekanmbi David Ademola	Shareholder Representative
Mr. Adejuwon Timothy Ademola	Shareholder Representative
Mrs. Karine Uzan Mercie	Non-Executive Director
Mr. Marco Licata*	Non-Executive Director
Mrs. Oyinkan Adewale	Independent Non-Executive Director

** By virtue of the provisions of the Companies and Allied Matters Act 2020 regarding the composition and number of the Audit Committee members, the Directors' representatives on the Committee has been reduced to two (2) Directors. Therefore, Mr. Marco Licata is no longer a member of the Audit Committee.*

Certification of the Audited Financial Statements

Further to the provisions of section 405 of the Companies and Allied Matters Act (CAMA), 2020 , we the Group Managing Director and Chief Financial Officer of Lafarge Africa Plc (“the Company”) and its subsidiaries (together as “the Group”) respectively hereby certify as follows:

(a) We have reviewed the audited financial statements of the Group and Company for the year ended 31 December, 2020.

(b) The audited financial statements represents the true and correct financial position of our Group and Company as at the said date of 31 December, 2020.

(c) The audited financial statements does not contain any untrue statement of material fact or omit to state a material fact, which would make the statements misleading.

(d) The audited financial statements fairly presents, in all material respects, the financial condition and results of operation of the Group and Company as of and for the year ended 31 December, 2020.

(e) That we are responsible for establishing and maintaining internal controls and affirm that we have made an assessment of the Group and Company’s internal controls as at 31 December, 2020 and significant deficiencies in the design or operation of internal controls which could adversely affect the Group and Company’s ability to record, process, summarise and report financial data have been disclosed to the Independent Auditor and the Audit Committee.

Khaled Abdel Aziz El Dokani
Group Managing Director
FRC/2020/003/00000020762
Date: 19th March 2021

Lolu Alade-Akinyemi
Chief Financial Officer
FRC/2020/001/00000020157
Date: 19th March 2021

Report of the Independent Auditor

KPMG Professional Services
KPMG Tower
Bishop Aboyade Cole Street
Victoria Island
PMB 40014, Falomo
Lagos

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234 (1) 271 8599
Internet home.kpmg/ng

INDEPENDENT AUDITOR'S REPORT
To the Shareholders of **Lafarge Africa Plc**

Report on the Audit of the Consolidated and Separate Financial Statements

Opinion

We have audited the consolidated and separate financial statements of Lafarge Africa Plc ("the Company") and its subsidiaries (together, "the Group"), which comprise:

- the consolidated and separate statements of financial position as at 31 December 2020;
- the consolidated and separate statements of profit or loss and other comprehensive income;
- the consolidated and separate statements of changes in equity;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying consolidated and separate financial statements give a true and fair view of the consolidated and separate financial position of the Company and its subsidiaries as at 31 December 2020, and of its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs) and in the manner required by the Companies and Allied Matters Act (CAMA), 2020 and the Financial Reporting Council of Nigeria Act, 2011.

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 are independent of the Group and Company in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the consolidated and separate financial statements in Nigeria and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, 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 financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters

Report of the Independent Auditor

KPMG

1. Other Assets – Prepaid gas assets

Refer to significant accounting policies (Note 2) and Other assets note (Note 20) on the separate financial statements.

The key audit matter	How the matter was addressed in our audit
The Company has a gas supply contract which requires that on a monthly basis, an agreed sum known as the base amount is paid by the Company for the supply of a specified quantity of gas in future regardless of the Company's ability to utilise the gas. Any excess of the base amount over the value of actual gas utilised is recognised as prepaid gas assets which is included in other assets in the financial statements. The Company finalized the contract renegotiations with the vendor in November 2020 with an effective date of 1 January 2020. The key changes in the new contract are aimed at further ensuring the prepaid gas balance is fully utilised within the contract period. Management performed an assessment to determine if the prepaid gas asset is recoverable since the amount has continued to increase over the years and has shown a significant increase in current year due to additional payments made in line with the terms of the re-negotiated contract. This assessment involved a determination of future gas utilization based on assumptions such as future production volumes, forecasted growth rate and utilization levels as well as the ability of the vendor to fulfil its obligations under the terms of the contract. This is a key audit matter due to the significant amendments to the existing contract in the current year and the significant estimation uncertainty and judgments applied in the recoverability assessment.	Our audit procedures included the following: ● We made inquiries of management to understand if any significant changes have been made to the assumptions used in estimating the utilization plan for the prepaid gas amount. ● We inspected the amended contract finalized during the year 2020 and evaluated the key terms to ascertain the impact on the value and recoverability assessment of the prepaid gas asset as at year end. ● We evaluated the appropriateness of the accounting treatment for the prepaid balance, considering the terms of the amended contract. ● We evaluated the appropriateness of the assumptions applied to key inputs such as production volumes, forecasted growth rates, projected utilisation levels and the ability of the vendor to fulfil its obligations under the terms of the amended contract, among other assumptions and compared these with our own assessments based on our knowledge of the Company and the industry. ● We performed a retrospective review of the forecasted cement production volume and forecasted gas consumption volumes for the year 2020 and compared these with the actual volumes for the year. ● Evaluated the sensitivity analysis around the key judgments relating to the forecasted growth rates and forecasted annual gas consumption. ● We obtained and inspected the vendor's confirmation and reconciliation to ascertain the accuracy of the prepaid gas asset balance at year end. ● We assessed the appropriateness of the classification/disclosure of the prepayment for gas in the financial statements in line with the relevant accounting standards.

Report of the Independent Auditor

KPMG

Other Information

The Directors are responsible for the other information. The other information comprises the Directors' and Other Corporate information, Directors' Report, Audit Committee's report, Statement of Directors' responsibilities in relation to the financial statements, Certification of the audited financial statements, Other national disclosures [but does not include the consolidated and separate financial statements and our audit report thereon], which we obtained prior to the date of this auditor's report. It also includes financial and nonfinancial information such as the Notice of Annual General Meeting, Financial Highlights, Chairman's Statement, Corporate Governance Report, Board of Directors' Profile, Leadership Team, Sustainability Report, Corporate Social Responsibility Report, amongst others (together "Outstanding reports"), 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 express 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 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, 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 Outstanding reports, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of the Directors for the Consolidated and separate Financial Statements

The Directors are responsible for the preparation of consolidated and separate financial statements that give a true and fair view in accordance with IFRSs and in the manner required by the Companies and Allied Matters Act (CAMA), 2020 and the Financial Reporting Council of Nigeria Act, 2011, and for such internal control as the directors determine is necessary to enable the preparation of 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 and Company'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 and Company or to cease operations, or have no realistic alternative but to do so.

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 financial statements.

Report of the Independent Auditor

KPMG

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism 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, but not for the purpose of expressing an opinion on the effectiveness of the Group and Company's internal control.

- 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 and Company'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 Group and 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 activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with Board of Directors and Audit Committee 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 the Audit Committee 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 Board of Directors/Audit Committee, 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 of the Independent Auditor

KPMG

Report on Other Legal and Regulatory Requirements

Compliance with the requirements of Schedule 5 of the Companies and Allied Matters Act (CAMA), 2020

i. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of the audit

ii. In our opinion, proper books of account have been kept by the Company, so far as appears from our examination of those books and proper returns adequate for the purpose of our audit have been received.

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.

Signed

Oluwatoyin A. Gbagi, FCA
FRC/2012/ICAN/00000000565
For: KPMG Professional Services
Chartered Accountants
24 March 2021
Lagos, Nigeria

Consolidated and Separate Statements of Profit or Loss and Other Comprehensive Income

for the year ended 31 December 2020

		Group		Company	
	Notes	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Continuing operations:					
Revenue	6	**230,572,922**	212,999,066	**202,530,359**	188,407,004
Cost of sales	7	**(163,332,552)**	(157,046,768)	**(139,054,949)**	(132,507,527)
Gross profit		**67,240,370**	55,952,298	**63,475,410**	55,899,477
Selling and marketing expenses	8	**(4,221,185)**	(5,095,600)	**(4,221,003)**	(5,078,123)
Administrative expenses	9	**(18,301,776)**	(17,559,792)	**(17,507,420)**	(16,927,429)
Other income	10	**976,151**	2,351,701	**963,731**	10,041,175
Impairment reversal on trade receivables	11.2	**20,605**	25,862	**19,316**	34,180
Other operating expenses	11	**(41,026)**	(764,261)	**(41,026)**	(689,846)
Operating profit		**45,673,139**	34,910,208	**42,689,008**	43,279,434
Finance income	12.1	**1,176,002**	3,158,586	**1,099,608**	2,826,859
Finance costs	12.2	**(9,710,156)**	(20,176,509)	**(9,902,716)**	(20,950,366)
Loss on disposal of investment in subsidiary	17.2.4	**-**	-	**-**	(837,910)
Share of profit from joint venture accounted for using the equity method	17.2.8	**433,146**	-	**433,146**	-
Profit before minimum tax from continuing operations	14	**37,572,131**	17,892,285	**34,319,046**	24,318,017
Minimum tax expense	13.1	**(377,593)**	(677,319)	**(377,593)**	(677,319)
Profit after minimum tax from continuing operations		**37,194,538**	17,214,966	**33,941,453**	23,640,698
Income tax expense	13.2	**(6,352,400)**	(1,697,180)	**(5,226,569)**	(919,082)
Profit after tax from continuing operations		**30,842,138**	15,517,786	**28,714,884**	22,721,616
Discontinued operation:					
Profit after tax from discontinued operation	17.2.1	**-**	99,586,566	**-**	-
Profit after tax for the year		**30,842,138**	115,104,352	**28,714,884**	22,721,616
Other comprehensive income:					
Items that are or may be reclassified subsequently to profit or loss:					
Exchange differences on translation of foreign joint ventures (share of OCI)	17.2.8	**(53,714)**	-	**(53,714)**	-
		(53,714)	-	**(53,714)**	-
Items that will not be reclassified to profit or loss:					
Remeasurements of defined benefit obligations	33.3	**-**	(95,807)	**-**	(95,807)
Related tax	13.4	**-**	30,659	**-**	30,659
		-	(65,148)	**-**	(65,148)
Other comprehensive loss for the year, net of tax		**(53,714)**	(65,148)	**(53,714)**	(65,148)
Total comprehensive income for the year		**30,788,424**	115,039,204	**28,661,170**	22,656,468
Profit attributable to:					
- Owners		**30,842,138**	115,104,352	**28,714,884**	22,721,616
		30,842,138	115,104,352	**28,714,884**	22,721,616
Total comprehensive income for the year is attributable to:					
- Owners		**30,788,424**	115,039,204	**28,661,170**	22,656,468
		30,788,424	115,039,204	**28,661,170**	22,656,468
Earnings per share attributable to the ordinary equity holders of the Company:					
Continuing operations & discontinued operation					
Basic earnings per share (Kobo)	26	**191**	715	**178**	141
Diluted earnings per share (Kobo)	26	**191**	715	**178**	141
Continuing operations					
Basic earnings per share (Kobo)	26	**191**	96	**178**	141
Diluted earnings per share (Kobo)	26	**191**	96	**178**	141

The accompanying notes and significant accounting policies form an integral part of these financial statements.

Consolidated and Separate Statements of Financial Position

as at 31 December 2020

	Notes	Group 31 Dec 2020 ₦'000	Group 31 Dec 2019 ₦'000	Company 31 Dec 2020 ₦'000	Company 31 Dec 2019 ₦'000
ASSETS					
Non-current assets					
Property, plant and equipment	15	**348,328,150**	369,797,229	**287,447,215**	308,650,770
Intangible assets	16	**1,939,210**	3,202,068	**1,524,264**	2,506,810
Investments in subsidiaries	17.1	**-**	-	**63,906,867**	63,906,867
Investment in joint ventures	17.2.8	**379,432**	-	**379,432**	-
Other financial assets	18	**964,796**	767,253	**964,796**	767,253
Other assets	20	**29,127,048**	20,345,783	**28,657,973**	18,772,032
Deferred tax assets	13.7	**23,404,073**	27,994,154	**23,404,073**	27,994,154
Total non-current assets		**404,142,709**	422,106,487	**406,284,620**	422,597,886
Current assets					
Inventories	21	**31,052,596**	32,440,770	**22,466,615**	25,679,521
Trade and other receivables	22	**5,028,913**	8,193,050	**26,255,784**	20,452,686
Other assets	20	**11,916,440**	6,302,759	**8,846,892**	4,958,939
Other financial assets	18.2	**1,731,432**	1,005,200	**1,729,090**	1,001,586
Derivative assets	19	**18,905**	-	**-**	-
Cash and cash equivalents	23	**53,322,980**	27,103,942	**39,749,715**	25,391,035
Total current assets		**103,071,266**	75,045,721	**99,048,096**	77,483,767
Total assets		**507,213,975**	497,152,208	**505,332,716**	500,081,653
LIABILITIES					
Non-current liabilities					
Loans and borrowings	30	**5,139,600**	52,664,863	**2,774,394**	45,899,963
Employee benefit obligations	33.1	**2,284,688**	1,876,124	**2,009,182**	1,651,651
Deferred income	32	**1,683,008**	2,307,466	**1,234,307**	1,345,039
Provisions	31.1	**1,510,577**	1,011,285	**817,124**	547,403
Deferred tax liabilities	13.7	**9,401,523**	9,966,699	**-**	-
Total non-current liabilities		**20,019,396**	67,826,437	**6,835,007**	49,444,056
Current liabilities					
Loans and borrowings	30	**44,593,230**	11,520,252	**44,458,963**	14,666,562
Deferred income	32	**381,646**	539,263	**110,732**	110,732
Bank overdrafts	23.2	**-**	27,552	**-**	27,552
Trade and other payables	34	**76,857,775**	69,717,897	**76,438,447**	72,577,646
Provisions	31.2	**2,644,965**	677,349	**2,405,497**	604,451
Current tax liabilities	13.5	**3,078,461**	1,929,457	**1,109,137**	1,229,095
Total current liabilities		**127,556,077**	84,411,770	**124,522,776**	89,216,038
Total liabilities		**147,575,473**	152,238,207	**131,357,783**	138,660,094
EQUITY					
Share capital	24	**8,053,899**	8,053,899	**8,053,899**	8,053,899
Share premium	25	**435,148,731**	435,148,731	**435,148,731**	435,148,731
Retained earnings		**170,579,540**	155,801,325	**124,464,893**	111,857,805
Foreign currency translation reserve	28	**(14,611)**	39,103	**(14,611)**	39,103
Other reserves arising on business combination and re-organisations	29	**(254,129,057)**	(254,129,057)	**(193,677,979)**	(193,677,979)
Capital and reserves attributable to owners		**359,638,502**	344,914,001	**373,974,933**	361,421,559
Total equity		**359,638,502**	344,914,001	**373,974,933**	361,421,559
Total equity and liabilities		**507,213,975**	497,152,208	**505,332,716**	500,081,653

The accompanying notes and significant accounting policies form an integral part of these financial statements.

These financial statements were approved and authorised for issue by the board of directors on 19th March 2021 and were signed on its behalf by:

Adebode Adefioye
Chairman
FRC/2017/IODN/00000016512

Khaled Abdel Aziz El Dokani
Group Managing Director
FRC/2020/003/00000020762

Lolu Alade-Akinyemi
Chief Financial Officer
FRC/2020/001/00000020157

Consolidated and Separate Statements of Changes in Equity - Group

for the year ended 31 December 2020

Group	Notes	Attributable to equity holders of the parent							
		Share capital ₦'000	Share premium ₦'000	Retained earnings ₦'000	Foreign currency translation reserve ₦'000	Other reserves arising on business combination and re-organisations ₦'000	Total ₦'000	Non-controlling interests ₦'000	Total equity ₦'000
Balance at 1 January 2020		**8,053,899**	**435,148,731**	**155,801,325**	**39,103**	**(254,129,057)**	**344,914,001**	**-**	**344,914,001**
Profit for the year		**-**	**-**	**30,842,138**	**-**	**-**	**30,842,138**	**-**	**30,842,138**
Other comprehensive income (Net of tax)	17.2.8	**-**	**-**	**-**	**(53,714)**	**-**	**(53,714)**	**-**	**(53,714)**
Total comprehensive income for the year		**-**	**-**	**30,842,138**	**(53,714)**	**-**	**30,788,424**	**-**	**30,788,424**
									-
Transaction with owners:									
Dividends declared	34.3	**-**	**-**	**(16,107,796)**	**-**	**-**	**(16,107,796)**	**-**	**(16,107,796)**
Forfeited dividend		**-**	**-**	**43,873**	**-**	**-**	**43,873**	**-**	**43,873**
Total transaction with owners		**-**	**-**	**(16,063,923)**	**-**	**-**	**(16,063,923)**	**-**	**(16,063,923)**
Balance at 31 December 2020		**8,053,899**	**435,148,731**	**170,579,540**	**(14,611)**	**(254,129,057)**	**359,638,502**	**-**	**359,638,502**
Balance at 1 January 2019		4,336,715	350,945,748	135,333,469	9,364,261	(368,683,312)	131,296,881	305,322	131,602,203
Profit for the year		-	-	115,104,352	-	-	115,104,352		115,104,352
Other comprehensive income (Net of tax)		-	-	(65,148)		-	(65,148)	-	(65,148)
Total comprehensive income for the period		-	-	115,039,204	-	-	115,039,204	-	115,039,204
Transactions with owners:									
Issue of shares	25,26	3,717,184	85,495,223	-	-	-	89,212,407	-	89,212,407
Reserves released upon disposal of subsidiary company		-	-	(94,571,348)	-	114,554,255	19,982,907	-	19,982,907
Elimination of FCTR on loss of control of subsidiary		-	-	-	(9,325,158)	-	(9,325,158)	-	(9,325,158)
Elimination of NCI on loss of control of subsidiary		-	-	-	-	-	-	(305,322)	(305,322)
Right issue costs	25	-	(1,292,240)	-	-	-	(1,292,240)	-	(1,292,240)
Total transaction with owners		3,717,184	84,202,983	(94,571,348)	(9,325,158)	114,554,255	98,577,916	(305,322)	98,272,594
Balance at 31 December 2019		8,053,899	435,148,731	155,801,325	39,103	(254,129,057)	344,914,001	-	344,914,001

The accompanying notes and significant accounting policies form an integral part of these financial statements

Consolidated and Separate Statements of Changes in Equity - Company

for the year ended 31 December 2020

Company		Attributable to equity holders of the parent					
	Notes	Share capital ₦'000	Share premium ₦'000	Retained earnings ₦'000	Foreign currency translation reserve ₦'000	Other reserves arising on business combination and re-organisations ₦'000	Total equity ₦'000
At 1 January 2020		**8,053,899**	**435,148,731**	**111,857,805**	**39,103**	**(193,677,979)**	**361,421,559**
Profit for the year		**-**	**-**	**28,714,885**	**-**	**-**	**28,714,885**
Other comprehensive income (Net of tax)		**-**	**-**	**-**	**(53,714)**	**-**	**(53,714)**
Total comprehensive income for the period		**-**	**-**	**28,714,885**	**(53,714)**	**-**	**28,661,171**
Transaction with owners:							
Dividends declared	34.3	**-**	**-**	**(16,107,796)**	**-**	**-**	**(16,107,796)**
Total transaction with owners		**-**	**-**	**(16,107,796)**	**-**	**-**	**(16,107,796)**
Balance at 31 December 2020		**8,053,899**	**435,148,731**	**124,464,893**	**(14,611)**	**(193,677,979)**	**373,974,933**
Balance at 1 January 2019		4,336,715	350,945,748	89,201,337	39,103	(191,718,064)	252,804,838
Profit for the year		-	-	22,721,616	-	-	22,721,616
Other comprehensive income (Net of tax)		-	-	(65,148)	-	-	(65,148)
Total comprehensive income for the period		-	-	22,656,468	-	-	22,656,468
Transaction with owners:							
Issue of shares	25, 26	3,717,184	85,495,223	-	-	(1,959,915)	87,252,492
Right issue costs		-	(1,292,240)	-	-	-	(1,292,240)
Dividends declared		-	-	-	-	-	-
Total transaction with owners		3,717,184	84,202,983	-	-	(1,959,915)	85,960,252
Balance at 31 December 2019		8,053,899	435,148,731	111,857,805	39,103	(193,677,979)	361,421,559

The accompanying notes and significant accounting policies form an integral part of these financial statements

Consolidated and Separate Statements of Cash Flows

for the year ended 31 December 2020

	Notes	Group 31 Dec 2020 ₦'000	Group 31 Dec 2019 ₦'000	Company 31 Dec 2020 ₦'000	Company 31 Dec 2019 ₦'000
Cash flows from operating activities:					
Profit after tax		**30,842,138**	115,104,352	**28,714,884**	22,721,616
Adjustments to reconcile Profit for the year to net cash flows:					
Profit after tax from discontinued operation	17.2.1	**-**	(99,586,566)	**-**	-
Depreciation	15.6	**28,526,416**	29,497,370	**26,132,270**	27,160,431
Impairment losses on property, plant and equipment	15	**1,193,025**	389,911	**1,193,026**	389,911
Amortization of intangible asset	16	**1,262,858**	672,260	**982,546**	518,036
Other non-cash items	35.3	**(76,302)**	235,915	**(110,885)**	273,133
Net unrealized foreign exchange loss		**148,854**	938,439	**46,952**	1,156,074
Finance costs	12.2	**8,821,234**	20,176,509	**9,298,055**	20,950,366
Finance income	12.1	**(1,176,002)**	(3,158,586)	**(1,099,608)**	(2,826,859)
Dividend income	10.4	**-**	-	**-**	(7,934,772)
Share of profit from joint venture		**(433,146)**	-	**(433,146)**	-
Income tax expense	13.2	**6,352,400**	1,697,180	**5,226,569**	919,082
Minimum tax expense	13.1	**377,593**	677,319	**377,593**	677,319
Provisions and net movement on employee benefits	35.1.6	**2,111,797**	(877,418)	**1,923,461**	(494,675)
Change in net working capital	35.1	**(12,659,044)**	15,539,626	**(22,462,135)**	13,766,030
Cash flow generated from operations		**65,291,821**	81,306,310	**49,789,581**	77,275,692
Income taxes paid	13.6	**(1,556,084)**	(1,078,785)	**(1,134,041)**	-
Net cash flow generated from operating activities		**63,735,737**	80,227,525	**48,655,540**	77,275,692
Cash flows from investing activities					
Acquisition of property, plant and equipment	15.1	**(9,935,846)**	(22,306,615)	**(7,585,750)**	(15,777,938)
Acquisition of intangible assets	16	**-**	(531,386)	**-**	(531,386)
Interest received	12.3	**638,705**	2,686,767	**584,730**	2,355,040
Disposal of discontinued operation, net of cash disposed	17.2.5	**-**	38,317	**-**	38,317
Dividend received from subsidiaries	10.4	**-**	-	**-**	7,934,772
Proceeds from sale of property, plant and equipment	35.2	**475,059**	62,221	**458,662**	62,221
Net cash flow used in investing activities		**(8,822,082)**	(20,050,696)	**(6,542,358)**	(5,918,974)
Cash flows from financing activities					
Interest paid	12.4	**(7,540,737)**	(13,986,540)	**(7,622,970)**	(13,996,970)
Dividend paid to equity holders of the company	34.4	**(7,512,967)**	(4,220,596)	**(7,512,967)**	(4,220,596)
Transaction cost on rights issue	27.1	**-**	(589,856)	**-**	(589,856)
Cash paid from futures and forward contracts		**-**	(1,231,189)	**-**	(1,231,188)
Net proceed from rights issues	27.1	**-**	89,212,408	**-**	89,212,408
Proceeds from loans and borrowings	30.5	**1,834,067**	5,358,703	**1,499,886**	2,500,000
Repayment of lease liabilities	30.5	**(7,488,596)**	(9,435,820)	**(7,488,596)**	(9,429,245)
Repayment of loans and borrowings	30.5	**(7,759,060)**	(92,301,404)	**(6,403,645)**	(101,903,582)
Net cash inflow used in financing activities		**(28,467,293)**	(27,194,294)	**(27,528,292)**	(39,659,029)
Net increase in cash and cash equivalents from continuing operation		**26,446,362**	32,982,535	**14,584,890**	31,697,689
Cash and cash equivalents at the beginning of the year	23.2	**25,700,556**	(23,808,042)	**23,987,649**	(7,762,363)
Net bank overdraft arising from deconsolidation of discontinued operation		**-**	16,527,094	**-**	-
Cash and cash equivalents arising from merger		**-**	-	**-**	50,645
Effects of exchange rate changes on cash and cash equivalents		**(90,231)**	(1,032)	**(89,118)**	1,678
Cash and cash equivalents at the end of the year	**23.2**	**52,056,686**	25,700,556	**38,483,421**	23,987,649

The accompanying notes and significant accounting policies form an integral part of these financial statements

Notes to the Consolidated and Separate Financial Statements

for the year ended 31 December 2020

1 Business description

Lafarge Africa PLC (Lafarge Africa) was incorporated in Nigeria on 26 February, 1959 and commenced business on 10 January, 1961. The Company, formerly known as Lafarge Cement WAPCO Nigeria PLC, changed its name after a special resolution was passed by the shareholders at an Annual General Meeting held on Wednesday, 9 July, 2014. The change of name became effective with the acquisition of shares in Lafarge South Africa Holdings (Proprietary) Limited (LSAH), United Cement Company of Nigeria Limited (UNICEM), AshakaCem PLC (AshakaCem) and Atlas Cement Company Limited (Atlas). The Company's corporate head office is situated at 27B Gerrard Road, Ikoyi, Lagos, which is same as the registered office.

Lafarge Africa is in the business of manufacturing and marketing of cement and other cementitious products such as Ready-Mix Concrete, Aggregates, Fly-Ash etc. On 15 July, 2016, Lafarge S.A. France and Holcim Limited, Switzerland, two large global players, merged to form LafargeHolcim Group based in Zurich, Switzerland. Consequently, Lafarge Africa is now a subsidiary company of Lafarge Holcim.

The term 'Group' as used in this report refers to Lafarge Africa, its subsidiaries and investment in joint venture. Lafarge Africa Group comprises of Lafarge Africa Plc and its subsidiaries below:

AshakaCem Limited was incorporated in Nigeria on 7 August, 1974 as a private limited liability company and was converted to a public limited liability company in July 1990. In April 2017, the shareholders of AshakaCem, at an Extraordinary General Meeting (EGM), passed a resolution to delist the company from the official list of the Nigerian Stock Exchange (NSE). Subsequent to the delisting of the company, the shareholders of AshakaCem, at a meeting ordered by the Court, held an EGM on 23 October, 2017, at which a Scheme to re-organize the issued share capital of the company was passed. The resolution passed at the court ordered meeting was subsequently filed and sanctioned by the Federal High Court and the sanction officially gazetted. At the conclusion of the scheme, Lafarge Africa owns 100% of the issued share capital of AshakaCem. AshakaCem's main business is the manufacturing and marketing of cementitious materials. Ashaka Cem has a production capacity of 1.0mtpa.

Wapsila Nigeria Limited was incorporated in Nigeria on 1 December, 2014 as a wholly owned subsidiary of Lafarge Africa Plc. Its main business is the generation and sale of power. The Company is yet to commence operations as at 31 December 2020.

In November 2019, through a shareholder meeting ordered by the Federal High Court and the resolutions sanctioned by it, Lafarge Readymix Nig Ltd. was merged into Lafarge Africa effectively from 30th November, 2019.The Court Sanction was registered with the CAC and published in the official Gazette of the Federal Government of Nigeria.

Lafarge Africa Plc owns a 35% interest in Continental Blue Investment (CBI), a Company involved in development, financing and operation of a cement grinding plant in Ghana.

The Group's subsidiaries are as stated below;

31 December 2020	31 December 2019
AshakaCem Limited	AshakaCem Limited
Wapsila Nigeria Limited	Wapsila Nigeria Limited

2 Summary of significant accounting policies

2.1 Introduction to summary of significant accounting policies

The note provides a list of the significant accounting policies adopted in the preparation of these consolidated and separate financial statements to the extent they have not already been disclosed in other notes. These policies have been consistently applied to all the years presented unless otherwise stated.

2.2 Basis of preparation

i) Compliance with IFRS

These consolidated and separate financial statements of Lafarge Africa Plc have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards

Board (IASB) and the requirements of the Companies and Allied Matters Act (CAMA), 2020 and the Financial Reporting Council of Nigeria Act, 2011. The financial statements, which were prepared on a going concern basis, were authorized for issue by the Company's board of directors on 19th March, 2021.

ii) Basis of measurement

The financial statements have been prepared in accordance with the going concern assumption under the historical cost concept except for the following items, which are measured on an alternative basis on each reporting date:

- non-derivative financial instruments – initially at fair value and subsequently at amortized cost using effective interest rate
- derivative financial instruments – measured at fair value
- defined benefit pension plans - plan assets measured at fair value
- inventory - lower of cost and net realisable value
- lease liabilities- measured at present value of future lease payments

The historical financial information is presented in Naira, which is the Group's functional currency, and all values are rounded to the nearest thousand (₦'000), except where otherwise indicated. The accounting policies are applicable to both the Company and Group.

iii) Use of judgements and accounting estimates

In preparing these consolidated and separate financial statements, management has made judgments, estimates and assumptions that affect the application of the Group/Company's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

Judgements

Information about judgments made in applying accounting policies that have the most significant effects on the amounts recognised in the consolidated and separate financial statements is disclosed in Note 3.2.

Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties at 31 December, 2020 that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities in the next financial year is disclosed in Note 3.1.

2.2.1 Going concern

These financial consolidated and separate statements have been prepared on a going concern basis. Management believes that the going concern assumption is appropriate.

2.2.2 Changes in accounting policies and disclosures

i) New and amended standards and interpretations adopted by the Group

The Group has initially adopted Definition of a Business (Amendments to IFRS 3) and Interest Rate Benchmark Reform (Amendments to IFRS 9, IAS 39 and IFRS 7) from 1 January, 2020. A number of other new standards are also effective from 1 January, 2020 but they do not have a material effect on the Group's financial statements which are stated below;

i) Amendments to References to Conceptual Framework in IFRS Standards
ii) Definition of Material (Amendments to IAS 1 and IAS 8)

ii) Standards issued but not yet effective

A number of new standards are effective for annual periods beginning after 1 January 2021 and earlier application is permitted; however, the Group has not early adopted the new or amended standards in preparing these consolidated financial statements

A. Onerous contracts – Cost of Fulfilling a Contract (Amendments to IAS 37)

The amendments specify which costs an entity includes in determining the cost of fulfilling a contract for the purpose of assessing whether the contract is onerous. The amendments apply for annual reporting periods beginning on or after 1 January 2022 to contracts existing at the date when the amendments are first applied. At the date of initial application, the cumulative effect of applying the amendments will be recognised as an opening balance adjustment to retained earnings or other components of equity, as appropriate. The comparatives will not be restated. The Group has determined that all contracts existing at 31 December, 2020 will be completed before the amendments become effective.

B. Interest Rate Benchmark Reform – Phase 2 (Amendments to IFRS 9, IAS 39,IFRS 7, IFRS 4 and IFRS 16) IFRS 7, IFRS 4 and IFRS 16)

The amendments address issues that might affect financial reporting as a result of the reform of an interest rate benchmark, including the effects of changes to contractual cash flows or hedging relationships arising from the replacement of an interest rate benchmark with an alternative benchmark rate. The amendments provide practical relief from certain requirements in IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 relating to:

- changes in the basis for determining contractual cash flows of financial assets, financial liabilities and lease liabilities; and
- hedge accounting.

i. Change in basis for determining cash flows

The amendments will require an entity to account for a change in the basis for determining the contractual cash flows of a financial asset or financial liability that is required by interest rate benchmark reform by updating the effective interest rate of the financial asset or financial liability.

ii. Hedge accounting

The amendments provide exceptions to the hedge accounting requirements in the following areas.

- Allow amendment of the designation of a hedging relationship to reflect changes that are required by the reform.
- When a hedged item in a cash flow hedge is amended to reflect the changes that are required by the reform, the amount accumulated in the cash flow hedge reserve will be deemed to be based on the alternative benchmark rate on which the hedged future cash flows are determined.
- When a group of items is designated as a hedged item and an item in the group is amended to reflect the changes that are required by the reform, the hedged items are allocated to subgroups based on the benchmark rates being hedged.
- If an entity reasonably expects that an alternative benchmark rate will be separately identifiable within a period of 24 months, it is not prohibited from designating the rate as a non-contractually specified risk component if it is not separately identifiable at the designation date.

iii Disclosure

The amendments will require the Group to disclose additional information about the entity's exposure to risks arising from interest rate benchmark reform nd related risk management activities.

iv Transition

The Group has begun to apply the amendments from 1 January, 2021. Application will not impact amounts reported for 2020 or prior periods.

2.3 Principles of consolidation and equity accounting

The financial statements of the consolidated subsidiaries were used to prepare the consolidated financial statements as at the parent company's reporting date.

i) Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when the Group is exposed to, or has the right to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group and unconsolidated from the date that control ceases.

Common control business combination and re-organization:
The Group uses the pooling of interest method to account for business combinations involving entities ultimately controlled by LafargeHolcim group. A business combination is a “common control combination” if:

- The combining entities are ultimately controlled by the same party both before and after the combination and
- Common control is not transitory

Under a pooling of interest-type method, the Group accounts for the combination as follows:

a) The assets and liabilities of the acquiree are recorded at book value and not at fair value.
b) Intangible assets and contingent liabilities are recognised only to the extent that they were recognised by the acquiree in accordance with applicable IFRS (in particular IAS 38: Intangible Assets).
c) No goodwill is recorded. The difference between the acquirer’s cost of investment and the acquiree’s equity is recorded directly in equity.
d) Any non-controlling interest is measured as a proportionate share of the book values of the related assets and liabilities.
e) Any expenses of the combination are written off immediately in the statement of profit or loss and comprehensive income.
f) For business combinations, comparative amounts are restated as if the combination had taken place at the beginning of the earliest comparative period presented. For capital re-organisations between entities already controlled by Lafarge Africa, transactions are effected as though they started at the beginning of the year of merger using the book value of the entities. Comparatives are not restated.
g) Adjustments are made to achieve uniform accounting policies.

Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities.

Inter-company transactions, balances, income and expenses on transactions between Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

ii) Non-controlling interests (NCI)

NCI is measured at their proportionate share of the acquiree’s identifiable net assets at the date of acquisition. Changes in the Group’s interest in a subsidiary that does not result in a loss of control are accounted for as equity transactions.

iii) Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary and any related NCI and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

iv) Joint arrangements

The Group’s joint arrangements are classified as joint venture. A joint venture is an arrangement in which the Group and other parties have joint control, whereby the group has rights to the net assets of the joint arrangement. The classification is based on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement.

Interests in joint ventures are accounted for using the equity method (see (v) below).

v) Interest in equity-accounted investees

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group’s share of the post-acquisition profits or losses of the investee in profit or loss, and the Group’s share of movements in other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from joint ventures are recognised as a reduction in the carrying amount of the investment.

When the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity.

Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity accounted investees have been changed where necessary to ensure consistency with the policies adopted by the Group.

The carrying amount of equity-accounted investments is tested for impairment in accordance with the policy described in Note 2.11.
Interests in the joint ventures are derecognised when the Group loses joint control over the joint venture. Any resulting gain or loss is recognised in profit or loss.

vi) Impairment assessment of investments in subsidiary

Interests in the equity of subsidiaries not attributable to the parent are reported in equity as non-controlling interest. Profits or losses attributable to non-controlling interests are reported as profit or loss attributable to non-controlling interests.

In the separate financial statements of Lafarge Africa Plc (the Company) investments in subsidiaries is recognised at cost and dividend income is recognised in other income in the statement of profit or loss.

The Group assesses at the end of each reporting period whether there is objective evidence that an investment is impaired. An investment is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the investment and has an impact on the estimated future cash flows of the financial asset or Group of financial assets that can be reliably estimated.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the reversal of the previously recognised impairment loss is recognised in profit or loss.

vii) Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated. Unrealised gains arising from transactions with equity accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

2.4 Discontinued operations

A discontinued operation is a component of an entity that either has been disposed of or is classified as held for sale, and represents a separate major line of business or geographical area of operations, and is part of a single coordinated plan to dispose a separate major line of business or geographical area of operations or is a subsidiary acquired exclusively with a view to resale.

Classification as a discontinued operation occurs at the earlier of disposal or when the operation meets the criteria to be classified as held-for-sale. When an operation is classified as a discontinued operation,the comparative statement of profit or loss and OCI is represented as if the operation had been discontinued from the start of the comparative year.

2.5 Revenue recognition

The specific recognition criteria described below must also be met before revenue is recognised:

The Group recognises revenue when (or as) it satisfies a performance obligation by transferring a promised good or service to a customer (which is when the customer obtains control of that good or service). The amount of revenue recognised is the amount allocated to the satisfied performance obligation. A performance obligation may be satisfied at a point in time (typically for promises to transfer goods to a customer) or over time (typically for promises to transfer services to a customer or for construction related activities).

2.6 Investment income

Investment income arising on dividends from subsidiaries and un-listed investments are usually classified as part of other income. Dividend income from investments is recognised when the shareholders' rights to receive payment have been established.

2.7 Finance income and expenses

For all financial instruments measured at amortised cost and interest-bearing financial assets classified as fair value through other comprehensive income, interest income is recorded using the effective interest rate (EIR). The EIR is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset. Interest income is included in finance income in profit or loss. Foreign exchange gains and losses on transactions are presented in net finance income or finance expense.

Finance expense is recognised in profit or loss and would normally include; bank charges, interest expense calculated using the effective interest rate method, exchange differences arising from foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs and the unwinding of the effect of discounting provisions.

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis

2.8 Government grants

The Group's government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attached to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred revenue in the consolidated statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets. Grants that compensate the Group for expenses incurred are recognised in profit or loss on a systematic basis in the periods in which the expenses are recognised.

The benefit of a government loan at a below-market rate of interest is treated as government grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates. The unwinding of the discount is recognised each year as a finance cost in the profit or loss.

2.9 Income tax

Income tax expense comprises current tax (company income tax, tertiary education tax and Nigeria Police Trust Fund levy) and deferred tax. It is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income. The Group had determined that interest and penalties relating to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore are accounted for under IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

a) Current tax

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year, and any adjustment to tax payable or receivable in respect of previous years.

The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any. It is measured using tax rates enacted or substantively enacted at the reporting date and is assessed as follows:

- Company income tax is computed on Taxable profit
- Tertiary education tax is computed on assessable profits
- Nigeria Police Trust Fund levy is computed on net profit (i.e. profit after deducting ALL expenses and taxes from revenue earned by the Group during the Year)

Total amount of tax payable under CITA is determined based on the higher of two components namely Company Income Tax (based on taxable income (or loss) for the year); and minimum tax. Taxes based on profit for the period are treated as income tax in line with IAS 12.

b) Minimum tax

The Group and Company are subject to the Company Income Tax Act (CITA). Total amount of tax payable under CITA is determined based on the higher of two components namely Company Income Tax (based on taxable income (or loss) for the year); and Minimum tax (determined based on 0.5% of the gross turnover of the Group and Company). Taxes based on taxable profit for the period are treated as income tax in line with IAS 12; whereas Minimum tax which is based on a gross amount is outside the scope of IAS 12 and therefore, are not presented as part of income tax expense in the profit or loss.

Where the minimum tax charge is higher than the Company Income Tax (CIT), a hybrid tax situation exists. In this situation, the CIT is recognized in the income tax expense line in the profit or loss and the excess amount is presented above the income tax line as Minimum tax.

The Group offsets the tax assets arising from withholding tax (WHT) credits and current tax liabilities if, and only if, the entity has a legally enforceable right to set off the recognised amounts, and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. The tax asset is reviewed at each reporting date and written down to the extent that it is no longer probable that future economic benefit would be realised.

c) Deferred tax

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss;
- temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences.

If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans of the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be used.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date, and reflects uncertainty related to income taxes, if any.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities. Deferred tax assets and liabilities are offset only if certain criteria are met.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities. For this purpose, the carrying amount of investment property measured at fair value is presumed to be recovered through sale, and the Group has not rebutted this presumption.

Deferred tax assets and liabilities are offset only if certain criteria are met.

2.10 Leases

A) Definition of a lease

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 uses the definition of a lease in IFRS 16.

This policy is applied to contracts entered into, on or after 1 January 2019

B) As a lessee

The right-of-use assets were in general measured at the present value of the lease liability, adjusted for any prepaid and accrued leases before the date of initial application. For certain leases, the right-of-use asset was measured at its carrying amount as if the standard had been applied since the commencement date, discounted with the incremental borrowing rate at the date of initial application. Lafarge Africa Plc does not recognise right-of-use asset and record lease liability for the payments for short-term leases, that is, leases with a lease term assessed to be 12 months or less from the commencement date, and for leases of low value assets, that is, assets which fall below the capitalization threshold for property, plant and equipment as the impact is immaterial. These payments are included in operating profit on a cost incurred basis and reported in the cash flow from operating activities. Information regarding the financial impacts of the initial application of IFRS 16 is stated below. Since January 1, 2019, the Group assesses at inception of a contract whether it contains a lease under IFRS 16 and accordingly recognizes a right-of use asset and a lease liability if it meets the definition of a lease, with the exception of short-term leases and leases of low value assets as described above.

The lease liability is measured at commencement date at the present value of the future lease payments, discounted with the interest rate implicit in the lease or, if not readily determinable, with the lessee's respective incremental borrowing rate. Future lease payments include in-substance fixed payments, variable lease payments depending on an index or rate and, if assessed as reasonably certain to be exercised, payments for purchase options, termination options and extension options. The lease term comprises the non-cancellable lease term together with the period covered by extension options, if assessed as reasonably certain to be exercised, and termination options, if assessed as reasonably certain not to be exercised. Non-lease components in contracts are separated from lease components and accordingly accounted for in operating profit on a cost incurred basis. The right-of-use asset is recognized at the commencement date at cost, which includes the amount of the lease liability recognized, any lease payments made at or before the commencement date of the lease, initial direct costs incurred and an estimate of costs to be incurred in dismantling and removing the underlying asset or restoring the asset to the condition agreed with the lessor. Unless the Group is reasonably certain to exercise a purchase option, the right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and lease term. Right-of-use assets are subject to the impairment requirements under IAS 36 Impairments of Assets.

The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The Group has tested its right-of-use assets for impairment on the date of transition and has concluded that there is no indication that the right-of-use assets are impaired.

In the cash flow statement, the portion of the lease payments reflecting the repayment of the lease liability and interest portion is presented within financing activities.

2.11 Impairment of non-financial assets

At each reporting date, the Group reviews the carrying amounts of its non-financial assets (other than inventories and deferred tax assets) to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. Goodwill is tested annually for impairment
For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash generating units (CGUs). Goodwill arising from a business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of the combination.

The recoverable amount of an asset or CGUs is the greater of its value in use and its fair value less costs to sell. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGUs.

An impairment loss is recognised if the carrying amount of an asset or CGUs exceeds its recoverable amount. Impairment losses are recognised in profit or loss. They are allocated first to reduce the carrying amount of any goodwill allocated to the CGUs, and then to reduce the carrying amounts of the other assets in the CGUs on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. For other assets, an impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised if any, in profit or loss.
Debt investments at FVOCI	These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.
Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

2.12 Cash and cash equivalents

Cash and cash equivalents as shown in the statement of financial position comprise cash in hand or bank, deposit held at call with banks and time deposits which are readily convertible to cash with original maturities of three months or less.

Bank overdrafts that are repayable on demand and form an integral part of the Group/Company's cash management are included as a component of cash and cash equivalents for the purpose of statement of cash flows.

2.13 Inventories

Inventories are valued at the lower of cost and net realisable value. The cost of raw materials, spare parts, other supplies (consumables) and purchased finished goods is the weighted average cost less amount written down to net realizable value.

In the case of manufactured inventories and work in progress, cost includes an appropriate share of production overhead based on normal operating capacity.

Net realisable value of inventories is the estimated selling price of the inventories in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

Slow moving and obsolete inventory items are written off to profit or loss.

2.14 Financial instruments

2.14.1 Financial assets

Non-Derivative financial assets:

i. Recognition and initial measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus or minus, for an item not measured at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

ii. Classification and subsequent measurement

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI) – debt investment; FVOCI – equity investment; or FVTPL. Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at fair value through profit or loss (FVTPL):

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.
Debt investments at FVOCI	These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.
Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

2.14.2 Financial liabilities

Non-Derivative financial liabilities:

i) Classification

Financial liabilities are classified as financial liabilities at amortised cost. The Group has no financial liabilities in any other category. Management determines the classification of financial liabilities at initial recognition.

a) Financial liabilities at amortised cost

These includes trade and other payables, loan payables and borrowings. Trade payables are classified as current liabilities due to their short term nature while borrowings are spilt into current and non current liabilities. Borrowings included in non-current liabilities are those with maturities greater than 12 months after the reporting date.

ii) Recognition & measurement

Financial liabilities are recognised initially at fair value, net of any transaction costs. Loan payables and borrowings are recognised on the date when they are originated. All other financial liabilities are initially recognised on the trade date when the entity becomes party to the contractual provisions of the instrument. Subsequently, they are measured at amortised cost using the effective interest method.

2.14.3 Derecognition

Financial assets are derecognised when the contractual rights to receive the cash flows from these assets have ceased to exist or the assets have been transferred and substantially all the risks and rewards of ownership of the assets are also transferred (that is, if substantially all the risks and rewards have not been transferred, the Company tests control to ensure that continuing involvement on the basis of any retained powers of control does not prevent derecognition).

Financial liabilities are derecognised when they have been redeemed or otherwise extinguished.

2.14.4 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount 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 legal enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in event of default, insolvency or bankruptcy of the Group or Company.

2.14.5 Impairment of financial assets

(i) Non-derivative financial

The Group recognises loss allowances for expected credit losses (ECLs) on financial assets measured at amortised cost. The Group measures loss allowances at an amount equal to the 12 month ECLs.

The ECLs for trade and other receivables are estimated using a provision matrix based on the Group's historical credit loss experience adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both current as well as the forecast direction of conditions at the reporting date When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information. The Group has identified the change in annual gross domestic product (GDP) to be the most relevant factors and accordingly adjusts the historical loss rates if a significant change in GDP is expected within the next 12 months.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 90 days past due. The Group considers a financial asset to be in default when:

- the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument. 12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months). The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost and debt securities at FVOCI are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or being more than 90 days past due;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;
- it is probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

Presentation of allowance for ECL in the statement of financial position

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

Write-off

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. For individual customers, the Group has a policy of writing off the gross carrying amount when the financial asset is 180 days past due based on historical experience of recoveries of similar assets. For corporate customers, the Group individually makes an assessment with respect to the timing and amount of write-off based on whether there is a reasonable expectation of recovery. The Group expects no significant recovery from the amount written off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

Derivative financial instruments

The Group holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Derivatives are initially measured at fair value; any directly attributable transaction costs are recognised in profit or loss as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

2.15 Property, plant and equipment

All property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items. If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost can be measured reliably. All other repairs and maintenance costs are charged to profit or loss during the financial period in which they are incurred.

Spares expected to be in use for more than one year with material values as determined by the Directors are capitalised and depreciated over a period of 3-10 years.

Construction work in progress (Construction expenditure) is not depreciated, it is carried at cost less any recognised impairment losses. Cost includes professional fees and for qualifying assets, borrowing costs capitalised in accordance with the company accounting policies. All such assets, once available for use are capitalised within the appropriate class of property, plant and equipment and subjected to the applicable depreciation rate in the year they are used.

Freehold or leasehold land with indefinite extension is not depreciated by the Group. Depreciation of property, plant and equipment is calculated using the straight-line method to write down the cost to the residual values over the estimated useful lives, as follows:

	Useful life
Leasehold land	Depreciated over the lease term (years)
Buildings	20-35
Production plant	20-30
Capitalised spares	3-10
Furniture	3-10
Motor vehicles	3-10
Computer equipment	4-10
Ancillary plant and machinery	10-20

The assets' residual values, useful lives and depreciation method are reviewed and adjusted if appropriate, at the end of each reporting date.

Property, plant and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of the estimated selling price in the ordinary course of business less costs to sell and value in use.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

The Group require minimum levels of inventory to be able to operate the plant, such inventories were capitalised in line with recognition criteria in IAS 16.16(b) as costs that are necessary to bring the assets to its working condition.

Right-of-use assets
On transition to IFRS 16 on January 1 2019, the Group elected to apply the practical expedient to grandfather the assessment of which transactions are leases and recognise right of use assets which is now being included in property, plant and equipments.

The right-of-use assets were in general measured at the present value of the lease liability, adjusted for any prepaid and accrued leases before the date of initial application. For certain leases, the right-of-use asset was measured at its carrying amount as if the standard had been applied since the commencement date, discounted with the incremental borrowing rate at the date of initial application. The group does not recognise right-of-use asset and record lease liability for the payments for short-term leases, that is, leases with a lease term assessed to be 12 months or less from the commencement date, and for leases of low value assets, that is, assets which fall below the capitalization threshold for property, plant and equipment as the impact is immaterial. The right of use assets is being depreciated over the lease term on a straight line basis and recorded as depreciation in profit or loss statement.

2.15.1 Major maintenance and repairs

Expenditure on major maintenance refits or repairs comprises the cost of replacement assets or parts of assets and overhaul costs. Where an asset, or part of an asset, that was separately depreciated and is now written off is replaced, and it is probable that future economic benefits associated with the item will flow to the Group through an extended life, the expenditure is capitalised.

Where part of the asset was not separately considered as a component and therefore not depreciated separately, the replacement value is used to estimate the carrying amount of the replaced asset(s) which is immediately written off. All other day-to-day maintenance and repairs costs are expensed as incurred.

2.15.2 Inspection costs

Where an asset requires an inspection after a specified interval then the Group recognises the cost of such inspection in the carrying value of related asset, if its economic benefits are for more than one accounting period.

2.16 Intangible assets

Initial recognition and measurement
In accordance with criteria set in IAS 38, intangible assets are recognised only if:
- they are identifiable,
- they are controlled by the entity because of past events, and
- It is probable that the expected future economic benefits that are attributable to the asset will flow to the Group and the cost of the asset can be measured reliably.

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition.

Subsequent recognition
Intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred. Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Group.

Amortisation methods and periods
The useful lives of intangible assets are assessed as finite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit or loss in the expense category that is consistent with the function of the intangible assets.

Derecognition
Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of profit or loss when the asset is derecognised. An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal.

2.16.1 Software
Intangible assets primarily include software costs and are amortized using the straight-line method over their estimated useful life of 3years which is based on management estimation. This expense is recorded in administrative expenses based on the function of the underlying assets. An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal.

2.17 Borrowing costs
General and specific borrowing cost directly attributable to the acquisition, construction or production of a qualifying assets, which are assets that necessarily takes a substantial period of time to get ready for their intended use or sale, are added to the cost of those asset, until such time as the assets are substantially ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. Other borrowing costs are expensed in the period in which they are incurred.

Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. These include interest expenses calculated using the effective interest rate method, finance charges in respect of finance leases and exchange differences arising from foreign currency borrowings. Where a range of debt instruments is used to borrow funds, or where the financing activities are coordinated centrally, a weighted average capitalization rate is applied.

2.18 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 obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date taking into account the risks and uncertainties surrounding the obligation.

The amount of provisions are at the present value of expected costs to settle the obligation using estimated cash flows and are recognised as part of the cost of the relevant asset. The cash flows are discounted at a current pre-tax rate that reflects the current market assessments of the time value of money and the risk specific to the liability. The increase in the provision due to passage of time is recognised as interest expense.

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.

2.18.1 Contingent liabilities

A contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the group and company, or a present obligation that arise from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or the amount of the obligation cannot be measured with sufficient reliability. Contingent liabilities are only disclosed and not recognised as liabilities in the statement of financial position. If the likelihood of an outflow of resources is remote, the possible obligation is neither a provision nor a contingent liability and no disclosure is made.

2.18.2 Site restoration provisions

In accordance with the Group's policy and general commitment to respect the environment, the Group has a constructive obligation to restore all quarry sites. The provision for such site restoration is recorded in Statement of financial position and charged to finance cost on commencement of mining activities. This provision is recorded over the operating life of the quarry on the basis of production levels and depletion rates. The estimated future costs for known restoration requirements are determined on a site-by-site basis.

Site restoration costs are provided for at the present value of expected costs to settle the obligation using estimated cash flows. The cash flows are discounted at a current pre-tax rate that reflects the risks specific to the site restoration liability. The unwinding of the discount is expensed as incurred and recognised in the statement of profit or loss as a finance cost. The estimated future costs of decommissioning are reviewed annually and adjusted as appropriate. Changes in the estimated future costs, or in the discount rate applied, are included in profit or loss.

2.19 Exploration and evaluation

(a) Pre-licence costs

Pre-licence costs relate to costs incurred before the Group has obtained legal rights to explore in a specific area. Such costs may include the acquisition of exploration data and the associated costs of analysing that data. These costs are expensed in the period in which they are incurred.

(b) Exploration and evaluation expenditure

Exploration and evaluation activity involves the search for mineral resources, the determination of technical feasibility and the assessment of commercial viability of an identified resource

Exploration and evaluation activity includes:

- Researching and analysing historical exploration data
- Gathering exploration data through geophysical studies
- Exploratory drilling and sampling
- Determining and examining the volume and grade of the resource
- Surveying transportation and infrastructure requirements
- Conducting market and finance studies

Licence costs paid in connection with a right to explore in an existing exploration area are capitalised and amortised over the term of the permit.

Once the legal right to explore has been acquired, exploration and evaluation expenditure is charged to profit or loss as incurred, unless the Group concludes that a future economic benefit is more likely than not to be realised. These costs include directly attributable employee remuneration, materials and fuel used, surveying costs, drilling costs and payments made to contractors. In evaluating whether the expenditures meet the criteria to be capitalised, several different sources of information are used. The information that is used to determine the probability of future benefits depends on the extent of exploration and evaluation that has been performed.

2.20 Employee benefits

a) Short-term employee benefits

This includes wages, salaries, bonuses, paid annual leave, sick leave and other contributions. These benefits are expensed in the period in which the associated services are rendered by employees of the Group. A liability is recognised for the amount that is expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably. The Group ensures that each employee is paid his/her annual leave entitlement at the end of each reporting period.

b) Other long-term employee benefits (Long service award)

The group provides employees with two (2) Long Service Award Benefits. The benefits are gift items, Ex-Gratia (expressed as a multiple of Monthly Basic Salary), a plaque and certificate. The liability recognised in respect of these awards is computed using actuarial methods (discounted at present value). Any resulting remeasurement gain/loss is recognised in full within other income/administrative expense in the profit or loss. Current service cost is included as part of administrative expense and interest cost is included as part of finance cost in the profit or loss.

c) Post-employment benefit obligations

Defined contribution scheme

The Group operates a defined contribution retirement benefit scheme for its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. In a defined contribution plan, the actuarial risk falls 'in substance' on the employee. For Nigerian entities, the employee contributes 8% while the Group contributes 10% of the emoluments (basic, housing and transport allowance). The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

The assets of this scheme are held in separate trustee administered funds, which are funded by contributions from both the employee and the Group. The contributions are recognised as employee benefit expense as the related service is provided. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

d) Termination benefits

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the reporting date, then they are discounted.

2.21 Share capital

The Company has only one class of shares; ordinary shares. Ordinary shares are classified as equity. 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.

Income tax relating to transaction costs of an equity transaction is accounted for in accordance with IAS 12

2.22 Dividends

Dividends are recognised as liability in the period they are declared.

Dividends which remain unclaimed for a period exceeding twelve (12) years from the date of declaration and which are no longer actionable by shareholders in accordance with Section 432 of the Companies and Allied Matters Act (CAMA), 2020, are included in the profits that should be distributed to the other shareholders of the Company.

2.23 Earnings per share

Basic earnings per share is computed by dividing the profit or loss attributable to owners of the Company by the weighted average number of shares outstanding during the period.

Diluted earnings per share is calculated by dividing the profit or loss attributable to the owners of the Company, by the weighted average number of shares outstanding after adjusting for the effects of all dilutive potential ordinary shares.

2.24 Prepayment for gas

The Company has a gas supply contract which requires that on a monthly basis, an agreed sum, known as the base amount, is paid by the Company for the supply of a specified quantity of gas in future, regardless of the Company's ability to utilise the gas. Any excess of the base amount over the value of actual gas utilised is recognised as prepaid gas assets, which is included in other assets in the financial statements.

Prepaid gas are capitalised when it is determined that the company will be able to utilise such amounts in the future and expensed as incurred. As the prepaid gas assets are utilised, they are expensed and recorded in the income statement in the period in which they are utilised.

2.25 Statement of cash flows

The statement of cash flows shows the changes in cash and cash equivalents arising during the period from operating activities, investing activities and financing activities.

The cash flows from operating activities are determined by using the indirect method. Net income is therefore adjusted by non-cash items, such as changes from receivables and liabilities. In addition, all income and expenses from cash transactions that are attributable to investing or financing activities are eliminated for the purpose of preparing the statement. In the statement of cash flows, cash and cash equivalents includes cash in hand, deposit held at call with banks, other short term highly liquid investments with original maturities of three months or less and bank overdrafts.

The cash flows from investing and financing activities are determined by using the direct method.

2.26 Fair value measurement

'Fair value' is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

The Group has an established control framework with respect to the measurement of fair values. This includes a valuation team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values, and reports directly to the Chief financial officer. The valuation team regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then the valuation team assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of IFRS, including the level in the fair value hierarchy in which the valuations should be classified.

Significant valuation issues are reported to the Group's audit committee.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

- Level 1 — quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 — inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3 — inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred

Further information about the assumptions made in measuring fair values is included in the following notes: Note 4.3.1 – Financial Instrument – Fair value measurement.

The Group only has assets measured on re-curring basis in each reporting period. There were no non-recurring assets measured at fair value. Further information about the assumptions made in measuring the fair value is included in Note 4.3.1 - Financial Instruments Fair Value measurement.

2.27 Operating profit

Operating profit is the result generated from the continuing principal revenue producing activities of the Group as well as other income and expenses related to operating activities. Operating profit excludes net finance costs, share of profit or loss of equity accounted investees and income taxes.

3 Accounting estimates and judgments

The preparation of financial statements requires management to make certain judgments, accounting estimates and assumptions that affect the amounts reported for the assets and liabilities as at the reporting date and the amounts reported for revenues and expenses during the year. The nature of the estimation means that actual outcomes could differ from those estimates. The key source of estimation uncertainty that have a significant risk of causing material adjustments to the carrying amounts of assets and liabilities are discussed below.

3.1 Judgements

Leases

The judgement on whether the Group is reasonably certain to exercise extension options is disclosed in Note 2.10

3.2 Key sources of estimation uncertainty

3.2.1 Site restoration provisions

Where the Group is legally, contractually or constructively required to restore a site, the estimated costs of site restoration are accrued for at the present value of expected costs to settle the obligation using estimated cash flows and are recognised as part of the cost of the site. The unwinding of the discount is expensed as incurred and recognised in the statement of profit or loss as a finance cost. The estimated future costs of site restoration are reviewed annually and adjusted as appropriate. Changes in the estimated future costs, or in the discount rate applied, are added to or deducted from the cost of the site,. The estimated future costs for known restoration requirements are determined on a site-by-site basis and are calculated based on the present value of future activities. See further details in Note 31.1.

3.2.2 Trade receivables

The Group assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment should be recorded in profit or loss, the Group makes significant assumptions in line with the expected credit loss model of IFRS 9 in determining the weighted average loss rate. See further details in Note 22.3

3.2.3 Rate for translation of foreign operations

The Group determines the rate to be used for translation of its foreign operations based on the rate available for immediate delivery.

3.2.4 Staff gratuities and Long Service awards

The cost of the defined benefit plans and the present value of retirement benefit obligations and long service awards are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and changes in inflation rates. Due to the complexities involved in the valuation and its long-term nature, these obligations are highly sensitive to changes in assumptions.

All assumptions are reviewed at each reporting date. The parameter most subject to change is the discount rate. In determining the appropriate discount rate, management considers market yield on federal government bond in currencies consistent with the currencies of the post-employment benefit obligation and extrapolated as needed along the yield curve to correspond with the expected term of the defined benefit obligation. The rates of mortality assumed for employees are the rates published in 67/70 ultimate tables, published jointly by the Institute and Faculty of Actuaries in the UK. Further information is provided in Note 33.

3.2.5 Impairment of Property, Plant and Equipment

The Group assesses its property, plant and equipment, for possible impairment if there are events or changes in circumstances that indicate that carrying values of the assets may not be recoverable, or at least at every reporting date.

The assessment for impairment entailed comparing the carrying value of the cash generating unit with its recoverable amount. The recoverable amount is based on an estimate of the value in use of these assets. Value in use is determined on the basis of discounted estimated future net cash flows. During the year, the Group recognised impairment losses in respect of two projects in Mfamosing and Ewekoro Plants. The value in use for all impaired items during the period is estimated to be zero as the Group does not expect any positive net cash flows arising from use or abandonment. These assets cannot be sold or transferred. See further details in Notes 15.2.

3.2.6 Exploration and evaluation

The application of the Group's accounting policy for exploration and evaluation expenditure requires judgement to determine whether future economic benefits are likely from either future exploitation or sale, or whether activities have not reached a stage that permits a reasonable assessment of the existence of reserves.

In addition to applying judgement to determine whether future economic benefits are likely to arise from the Group's exploration and evaluation assets or whether activities have not reached a stage that permits a reasonable assessment of the existence of reserves, the Group has to apply a number of estimates and assumptions.

The estimates directly impact when the Group defers exploration and evaluation expenditure. The deferral policy requires management to make certain estimates and assumptions about future events and circumstances, particularly, whether an economically viable extraction operation can be established. Any such estimates and assumptions may change as new information becomes available. If, after expenditure is capitalised, information becomes available suggesting that the recovery of expenditure is unlikely, the relevant capitalised amount is written off to the statement of profit or loss and other comprehensive income in the period when the new information becomes available.

3.2.7 Provisions and Contingencies

The Group makes judgements in recognition and measurement of provisions and contingencies especially relating to key assumptions about the likelihood and magnititude of an outflow of resources. See note 2.18

3.2.8 Prepayment for Gas

The Company has a gas supply contract with a vendor. The contract requires that a base amount is paid (take-or-pay (TOP)) by the Company regardless of its gas utilisation. The excess of the base amount over the value of actual gas utilised is recognised in the financial statements as prepayment for gas. Based on the contract, any quantities of Gas forming part of the TOP quantity paid for by the Company and not utilised during a contract year shall be designated as Make-up Gas (MUG) and the Company shall be entitled to utilise the remaining balance of the accrued Make-up Gas in any subsequent period in the chronological order in which it is accrued during the contract period.

The Company performs an assessment to determine whether the prepaid gas asset is recoverable within the contract period. This assessment contains elements based on judgments and assumptions that are impacted by future production volumes, forecasted growth rates and gas utilisation levels as well as the ability of the vendor to fulfill its obligations under the terms of the contract. There is a risk that actual outcomes may differ from expectations. Further details are included in Note 20.1 on Prepayment for Gas.

4 Financial risk management

The Group has exposure to credit, liquidity and market risk arising from financial instruments.

4.1 Financial risk factors

The Corporate Investment and Treasury function provides services to the business, co-ordinates access to domestic and international financial markets, monitors and manages the financial risks relating to the operations of the Group through internal risk reports which analyse exposures by degree and magnitude of risks. These risks include market risk (including currency risk and interest rate risk), credit and liquidity risk.

The Group seeks to minimise the effects of these risks by aligning to parent company's policies as approved.

Compliance with policies and established controls is reviewed by the internal auditors on a continuous basis.

The Corporate Investment and Treasury function reports monthly to the executive committee and periodically to the Risk and Ethics committee of the Board of Directors, for monitoring and implementation of mitigating policies.

The Internal Audit Department provides an independent assurance of the risk frame work. They assess compliance with established controls and recommendations for improvement in processes are escalated to relevant management, Audit Committee and Board of Directors.

(a) Credit risk management

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 to the Group. The Group is exposed to credit risk from its operating activities (primarily trade receivables) and from its investing activities, including deposits with banks and financial institutions, foreign exchange transactions and other financial instruments.

The Group has adopted a policy of only dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. This information is supplied by independent rating agencies where available, and if not available, the Group uses other publicly available financial information and its own trading records to rate its major customers. The credit limit is determined on an individual customer basis and as approved by the Credit Committee based on a assessment of each customer's credit worthiness. Bank guarantees are required from every customer that is granted credit.

The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets. The Group's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties. Credit exposure is controlled by counterparty limits that are reviewed and approved by the executive committee periodically.

The average credit period on sales of goods is 30 days. No interest is charged on trade receivable by the Group.

Before accepting a new customer with no historical information on their credit worthiness, the Group ensures that bank guarantees are in place in order to limit its credit risk exposure. The bank guarantees mitigates 90% of the credit risk exposure.

The Group does not have a single customer with a contribution of more than 5% of the total balance of trade receivables.

The Group does not require collateral in respect of trade and other receivables. The Group does not have trade receivables for which no loss allowance is required because of collateral.

The financial assets of the Group and Company are stated below:

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Trade receivables - Net (Note 22)	**2,094,834**	2,219,293	**4,462,570**	2,751,989
Other receivables (Note 22)	**2,934,079**	5,973,757	**21,793,214**	17,700,697
Other financial assets (Note 18) **	**2,696,228**	1,772,453	**2,693,886**	1,768,839
Cash and cash equivalents (Note 23)	**53,322,980**	27,103,942	**39,749,715**	25,391,035
Derivative assets	**18,905**	-	**-**	-
	61,067,026	37,069,445	**68,699,385**	47,612,560

Financial assets exclude prepayment, VAT receivable and withholding tax recoverable as these are non financial instruments.

** Other financial assets exclude available for sale assets.

Trade receivables:
Trade receivables are further broken down into:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Neither past due nor impaired (Stage 1)				
0 - 30 days	**1,513,272**	780,371	**3,911,160**	1,408,012
Past due but not impaired (Stage 2)				
The ageing of amounts past due but not impaired is as follows:				
31 - 60 days	**233,402**	761,170	**206,426**	710,604
61 - 90 days	**121,968**	245,384	**119,951**	179,473
Over 90 days	**226,192**	432,368	**225,033**	453,900
	581,562	1,438,922	**551,410**	1,343,977
Impaired (Stage 3)				
Credit impaired	**254,892**	275,494	**244,970**	264,283
Total amount exposed to credit risk (Gross)	**2,349,726**	2,494,787	**4,707,540**	3,016,272
Impairment allowance (Note 22.3)	**(254,892)**	(275,494)	**(244,970)**	(264,284)
Total amount exposed to credit risk (Net)	**2,094,834**	2,219,293	**4,462,570**	2,751,988

Management believes that the unimpaired amounts that are past due by less than 90 days are still collectible in full, based on historical payment behaviour and extensive analysis of customer credit risk, including underlying customers' credit ratings as available. Amounts due from related parties are considered recoverable by management as the Group has not suffered significant impairment losses in the past on related party receivables.

Impairment of trade receivables
An impairment analysis is performed at each reporting date and the calculation is based on actual incurred historical data. Individual receivables which are known to be uncollectible are written off by reducing the carrying amount directly. The other receivables are assessed collectively to determine whether there is objective evidence that an impairment has been incurred but not yet identified. For these receivables the estimated impairment losses are recognised in a separate provision for impairment. The Group considers that there is evidence of impairment if any of the following indicators are present:

- significant financial difficulties of the debtor
- probability that the debtor will enter bankruptcy or financial reorganisation, and
- default or delinquency in payments (more than 30 days overdue).

Receivables for which an impairment provision was recognised are written off against the provision when there is no expectation of recovering additional cash.

Impairment losses are recognised in profit or loss. Subsequent recoveries of amounts previously written off are credited to profit or loss.

Reconciliation of changes in the allowance for credit losses impairment account is disclosed in Note 22.3.

Expected credit loss assessment for corporate customers as at 31 December 2020
The Group allocates each exposure to a credit risk grade based on data that is determined to be predictive of the risk of loss (including but not limited to external ratings, audited financial statements, management accounts and cash flow projections and available press information about customers) and applying experienced credit judgement. Credit risk grades are defined using qualitative and quantitative factors that are indicative of the risk of default and are aligned to external credit rating definitions from agencies.

Exposures within each credit risk grade are segmented by geographic region and industry classification and an ECL rate is calculated for each segment based on delinquency status and actual credit loss experience over the past two years. These rates are multiplied by scalar factors to reflect differences between economic conditions during the period over which the historical data has been collected, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Expected Credit Loss Assessment

Group	As at 31 December 2020			
	Weighted average loss rate	Gross carrying amount ₦'000	Loss Allowance ₦'000	Credit Impaired
0-30	**1%**	**1,278,557**		**No**
31-60	**2%**	**224,149**		**No**
61-90	**4%**	**119,951**		**No**
Over 90days	**113%**	**484,469**	**254,768**	**Yes**
		2,107,126	**254,768**	

	As at 31 December 2019			
	Weighted average loss rate	Gross carrying amount ₦'000	Loss Allowance ₦'000	Credit Impaired
0-30	1%	780,371		No
31-60	2%	761,170		No
61-90	4%	245,384		No
Over 90days	113%	707,862	275,494	Yes
		2,494,787	275,494	

Company	As at 31 December 2020			
	Weighted average loss rate	Gross carrying amount ₦'000	Loss Allowance ₦'000	Credit Impaired
0-30	**2%**	**1,196,890**		**No**
31-60	**6%**	**205,604**		**No**
61-90	**10%**	**119,951**		**No**
Over 90days	**29%**	**474,657**	**244,956**	**Yes**
		1,997,102	**244,956**	

	As at 31 December 2019			
	Weighted average loss rate	Gross carrying amount ₦'000	Loss Allowance ₦'000	Credit Impaired
0-30	2%	1,408,012		No
31-60	6%	710,604		No
61-90	10%	179,473		No
Over 90days	37%	718,183	264,283	Yes
		3,016,272	264,283	

The Group holds bank guarantees to cover its credit risks associated with its financial assets.

(c) Credit quality

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates. The Group mitigates its credit risk of its bank balance and derivative financial assets by selecting and transacting with reputable banks with good credit ratings and a history of strong financial performance. Bank ratings are based on Fitch national long term rating (2020). The credit ratings of the banks with the bank balances are shown below.

	Group		Company	
Cash at bank	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
AAA	**4,704,692**	1,699,833	**4,694,264**	1,633,201
A+	**3,760,193**	-	**3,760,192**	-
A-	**12,747,955**	-	**4,213,780**	-
B+	**-**	138,605	**-**	135,494
B	**2,071,788**	20,630,414	**1,668,303**	19,143,125
B-	**28,772,059**	-	**24,146,882**	-
F1	**-**	1,976,911	**-**	1,922,558
	52,056,686	24,445,763	**38,483,421**	22,834,378
Restricted cash at bank	**1,266,294**	1,375,834	**1,266,294**	1,375,834
Others**	**-**	1,282,345	**-**	1,180,823
Total cash and cash equivalents	**53,322,980**	27,103,942	**39,749,715**	25,391,035

**Others include cash in hand which have not been assessed for credit risk.

“AAA’ ratings denote the lowest expectation of credit risk. They are assigned only in cases of exceptionally strong capacity for payment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.

‘AA’ ratings denote expectations of very low credit risk. They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.

‘A’ ratings denote expectations of low credit risk. The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings.

‘BBB’ ratings indicate that expectations of credit 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.

‘BB’ ratings indicate an elevated vulnerability to credit risk, particularly in the event of adverse changes in business or economic conditions over time; however, business or financial alternatives may be available to allow financial commitments to be met.

‘B’ ratings indicate that material credit risk is present.

The modifiers “+” or “-” may be appended to a rating to denote relative status within major rating categories.

Impairment on cash and cash equivalent has been measured on a 12- month expected loss basis and reflects the short maturities of the exposure. The group considers that it’s cash and cash equivalent have low credit risk based on the external credit rating of the counterparties

The Group uses a similiar approach for assessment of ECL for cash and cash equivalent to those used for debt securities.

The impairment loss was assessed as nil (2019: niil) at year end.

Trade receivables	Group 31 Dec 2020 ₦'000	Group 31 Dec 2019 ₦'000	Company 31 Dec 2020 ₦'000	Company 31 Dec 2019 ₦'000
Counterparties without external rating				
Group 1 - New customers < 1 year	**66,207**	283,601	**64,202**	176,801
Group 2 - Existing customer with no default	**1,196,625**	229,148	**3,606,588**	974,378
Group 3 - Existing customer with default	**250,440**	267,622	**240,370**	256,833
	1,513,272	780,371	**3,911,160**	1,408,012

The derivatives are entered into with bank and financial institution counterparties, which are rated AA+ to B- based on Fitch ratings

4.1.2 Liquidity risk

(a) Management of liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

The Group and Company manage liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of financial assets and liabilities.

The Group maintains the following lines of credit:

- ₦19.5 billion overdraft facilities that is unsecured. Interest payable ranges from 11% - 15%.
- ₦49.5 billion revolving credit facilities that is unsecured and can be drawn to meet short-term financing needs. Interest payable ranges from 0.5% - 15%.

(b) Maturities of financial liabilities

Ultimate responsibility for liquidity risk management rests with the board of directors, which has established an appropriate liquidity risk management framework for the management of the Group's short-, medium- and long-term funding and liquidity management requirements. The Group and Company manage liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of financial assets and liabilities.

The Group maintains the following lines of credit:

- ₦19.5 billion overdraft facilities that is unsecured. Interest payable ranges from 11% - 15%.
- ₦49.5 billion revolving credit facilities that is unsecured and can be drawn to meet short-term financing needs. Interest payable ranges from 0.5% - 15%.

Group	31 December 2020				
	Carrying amount ₦'000	Contractual cash flows ₦'000	0 - 12 months ₦'000	1-3 years ₦'000	Above 3 years ₦'000
Non derivative financial instruments					
Interest-bearing loans and borrowings	**49,732,830**	**58,197,983**	**48,911,800**	**8,361,755**	**924,428**
Trade and other payables**	**49,297,732**	**49,297,732**	**49,297,732**	**-**	**-**
	99,030,562	**107,495,715**	**98,209,532**	**8,361,755**	**924,428**

Group	31 December 2019				
	Carrying amount ₦'000	Contractual cash flows ₦'000	0 - 12 months ₦'000	1-3 years ₦'000	Above 3 years ₦'000
Non derivative financial instruments					
Interest-bearing loans and borrowings	64,185,115	81,583,307	22,026,857	55,610,893	3,945,557
Trade and other payables**	46,709,084	46,709,084	46,709,084	-	-
Bank overdraft	27,552	27,552	27,552	-	-
	110,921,751	128,319,943	68,763,493	55,610,893	3,945,557

Company	31 December 2020				
	Carrying amount ₦'000	Contractual cash flows ₦'000	0 - 12 months ₦'000	1-3 years ₦'000	Above 3 years ₦'000
Non derivative financial instruments					
Interest-bearing loans and borrowings	**46,429,629**	**54,095,742**	**47,869,320**	**5,521,112**	**705,309**
Trade and other payables**	**54,321,390**	**54,321,390**	**54,321,390**	**-**	**-**
	100,751,019	**108,417,132**	**102,190,711**	**5,521,112**	**705,309**

Company	31 December 2019				
	Carrying amount ₦'000	Contractual cash flows ₦'000	0 - 12 months ₦'000	1-3 years ₦'000	Above 3 years ₦'000
Non derivative financial instruments					
Interest-bearing loans and borrowings	55,984,112	71,436,334	18,862,919	51,639,929	933,485
Trade and other payables**	50,951,185	50,951,185	50,951,185	-	-
Bank overdraft	27,552	27,552	27,552	-	-
	106,962,849	122,415,071	69,841,656	51,639,929	933,485

The amounts disclosed in the tables above are the contractual undiscounted cash flows of the liabilities. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

** Trade and other payables exclude VAT payable, advance rent received, customer deposits and withholding tax payable as these are non financial instruments.

4.1.3 Market risk

The Group takes on exposure to market risks, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Group is exposed to interest rate risk and foreign exchange rate risk.

(I) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to the changes in market interest rates. The Group's main interest rate risk arises from long-term borrowings with variable rates, which expose the group to cash flow interest rate risk.

The Group is not exposed to fair value interest rate risk because its fixed interest rate borrowings are not carried at fair value. Interest rate risk is managed by the Group by maintaining an appropriate mix between fixed and floating borrowings. The sensitivity analysis below have been determined based on the exposure to interest rates for borrowings at the end of the reporting period. For floating rate liabilities, the analysis is prepared assuming the amount of the liability outstanding at the end of the reporting period was outstanding for the whole year. 200 basis points increase or decrease are used when reporting LIBOR and NIBOR risk respectively to key management personnel and these represent management's assessment of the reasonably possible change in interest rates.

Floating interest rate (variable rate):
The financial liabilities with floating interest rates are shown below;

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Naira denominated fixed rates				
Power Fund (7%, 5%)	**5,341,967**	12,163,646	**2,381,928**	3,971,625
Bond (14.25%/14.75%)	**34,083,978**	33,849,197	**34,083,978**	33,849,198
Lease liabilities	**7,868,846**	17,358,603	**7,859,810**	17,349,567
Short term bank loans (16.53% - 17.01% p.a)	**2,438,039**	851,192	**2,103,913**	813,722
Bank overdrafts	**-**	27,552	**-**	27,552
	49,732,830	64,250,190	**46,429,629**	56,011,664
Total	**49,732,830**	64,250,190	**46,429,629**	56,011,664

Floating interest rate (variable rate):
The financial assets with floating interest rates are shown below;

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Foreign denominated variable rates				
Loan to CBI Ghana (12 months LIBOR +11%)	2,631,490	1,762,507	2,631,490	1,762,507
	2,631,490	1,762,507	**2,631,490**	1,762,507

Sensitivity of interest rates for financial assets
The Group is exposed to cash flow interest rate risk on related party loans. The table below details the impact on the post- tax profit of the Group and the Company (no impact on equity).

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Foreign denominated variable rates				
Interest rates- decrease by 200 basis point	**(52,630)**	(35,250)	**(52,630)**	(35,250)
Interest rates- Increase by 200 basis point	**52,630**	35,250	**52,630**	35,250

(ii) Foreign exchange risk

Foreign exchange risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to the changes in foreign exchange rates. The Group is exposed to risks resulting from fluctuations in foreign currency exchange rates. A change in the value of any such foreign currency could have an effect on the Group's cash flow and future profits. The Group is exposed to exchange rate risk as a result of cash balances denominated in a currency other than the Naira. The Group is mainly exposed to USD.

The following table details the Group's sensitivity to a 21%, increase and decrease in Naira against US dollar, Euro, Great Britain's Pound (GBP), Swiss Franc (CHF) and South Africa Rand (ZAR). Management believes that a 21% movement in either direction is reasonably possible at the 31 December 2020. The sensitivity analyses below include outstanding US dollar denominated assets and liabilities. A positive number indicates an increase in profit where Naira strengthens by 21% against the US dollar. For a 21% weakening of Naira against the US dollar there would be an equal and opposite impact on profit, and the balances below would be negative.

Below are the foreign denominated currencies the Group is exposed to;

	31 December 2020		31 December 2019	
	Average rates ₦'000	Closing rates ₦'000	Average rates ₦'000	Closing rates ₦'000
US Dollars	**411.19**	**470.00**	361.65	363.92
Euros	**469.56**	**577.25**	404.83	407.81
GBP (Great Britain Pounds)	**527.96**	**641.97**	461.73	478.08
ZAR	**25.14**	**31.95**	25.05	25.85
CHF	**438.55**	**533.40**	363.97	375.53

Foreign currency denominated balances

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
US Dollar				
Financial assets				
Cash and cash equivalents	**12,132**	6,459	**11,742**	6,051
Loan receivables	**5,599**	5,759	**5,599**	5,759
Financial liabilities				
Trade and other payables	**(14,399)**	(5,768)	**(10,075)**	(1,634)
Net financial (liabilities)/asset	**3,331**	6,450	**7,266**	10,176
Euro				
Financial assets				
Cash and cash equivalents	**64**	40	**58**	36
Financial liabilities				
Trade and other payables	**(5,926)**	(1,889)	**(5,548)**	(1,274)
Net financial (liabilities)/asset	**(5,863)**	(1,849)	**(5,490)**	(1,238)
GBP				
Financial assets				
Cash and cash equivalents	**3**	4	**1**	1
Financial liabilities				
Trade and other payables	**(12)**	(75)	**(34)**	(21)
Net financial (liabilities)/asset	**(9)**	(71)	**(33)**	(20)
ZAR				
Financial liabilities				
Trade and other payables	**(2,501)**	(1,338)	**(2,161)**	(474)
	(2,501)	(1,338)	**(2,161)**	(474)

Sensitivity analysis for foreign exchange risk

The sensitivity analysis for currency rate risk shows how changes in the fair value or future cash flows of a financial instrument will fluctuate because of changes in market rates at the reporting date.

The sensitivity of the Group's earnings to fluctuations in USD, Euro, GBP, CHF and ZAR exchange rates is reflected by varying the exchange rates as shown below:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
US Dollar				
Increase in exchange rate by 21%	**287,660**	14,254	**627,401**	22,490
Decrease in exchange rate by 21%	**(287,660)**	(14,254)	**(627,401)**	(22,490)
Euro				
Increase in exchange rate by 21%	**(578,121)**	(4,086)	**(541,333)**	(2,736)
Decrease in exchange rate by 21%	**578,121**	4,086	**541,333**	2,736
GBP				
Increase in exchange rate by 21%	**(1,042)**	(157)	**(3,707)**	(44)
Decrease in exchange rate by 21%	**1,042**	157	**3,707**	44
ZAR				
Increase in exchange rate by 21%	**(13,204)**	(2,200)	**(11,408)**	-
Decrease in exchange rate by 21%	**13,204**	2,200	**11,408**	-

4.2 Capital management

4.2.1 Risk management

The Group's objectives when managing capital are to safeguard its ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders, and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including 'current and non-current borrowings', as shown in the statement of financial position) less cash and cash equivalents. Total capital is calculated as the sum of all equity components on the statement of financial position plus net debt.

The gearing ratios at 31 December 2019 and 31 December 2020 were as follows:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Total borrowings	**49,732,830**	64,212,667	**47,233,357**	60,594,077
Less: Cash and cash equivalents excluding bank overdrafts	**53,322,980**	27,103,942	**39,749,715**	25,391,035
Net (cash)/ debt	**(3,590,150)**	37,108,725	**7,483,642**	35,203,042
Total equity	**359,638,502**	344,914,001	**373,974,933**	361,421,559
Total capital	**356,048,352**	382,022,726	**381,458,575**	396,624,601
Gearing ratio	**0.00**	0.11	**0.02**	0.10

4.3 Fair value

IFRS 13 specifies a hierarchy of valuation techniques based on whether the inputs to those valuation techniques are observable or unobservable. Observable input reflect market data obtained from independent sources; unobservable inputs reflect the Group's market assumptions.

At the reporting date, the directors believe that the book values of the financial assets and liabilities, except borrowings, are not materially different from the fair value. All financial assets and liabilities are classified as level 2 except for non-deliverable futures, which is classified as level 1. The book values of the trade and other receivables, financial assets, trade and other payables are expected to approximate the fair values of these financial instruments due to their short term maturities. There were no transfers between levels during the reporting period.

	Group			
	31 December 2020		31 December 2019	
	Fair value ₦'000	Carrying Value ₦'000	Fair value ₦'000	Carrying Value ₦'000
Financial Assets				
Financial Assets classified at amortised cost				
Trade and other receivables	**5,028,913**	**5,028,913**	8,193,050	8,193,050
Financial assets (excluding non-deliverable futures)	**6,324,051**	**6,324,051**	1,772,453	1,772,453
Cash and cash equivalents	**53,322,980**	**53,322,980**	27,103,942	27,103,942
Financial Assets classified at fair value through profit or loss				
Derivative assets	**18,905**	**18,905**	-	-
Financial Liabilities				
Financial liabilities classified as amortised cost				
Trade and other payables**	**49,297,732**	**49,297,732**	46,709,084	46,709,084
Bank overdraft	**-**	**-**	(27,552)	(27,552)
Borrowings	**(49,732,830)**	**(49,732,830)**	(64,185,115)	(64,185,115)
Financial liabilities classified at fair value through profit or loss				
Derivative liabilities	**-**	**-**	-	-

	Company			
	31 December 2020		31 December 2019	
	Fair value ₦'000	Carrying Value ₦'000	Fair value ₦'000	Carrying Value ₦'000
Financial Assets				
Financial Assets classified at ammortised cost				
Trade and other receivables	**26,255,784**	**26,255,784**	20,452,686	20,452,686
Financial assets	**6,321,709**	**6,321,709**	1,768,839	1,768,839
Cash and cash equivalents	**39,749,715**	**39,749,715**	25,391,035	25,391,035
Financial Assets classified at fair value through profit or loss				
Derivative assets	**-**	**-**	-	-
Financial Liabilities				
Financial liabilities classified at amortised cost				
**Trade and other payables	**54,321,390**	**54,321,390**	50,951,185	50,951,185
Bank overdraft	**-**	**-**	(27,552)	(27,552)
Borrowings	**(47,233,357)**	**(47,233,357)**	(60,566,525)	(60,566,525)
Financial liabilities classified at fair value through profit or loss				
Derivative liabilities	**-**	**-**	-	-

** Trade and other payables exclude VAT payable, advance rent received, customer deposits and withholding tax payable as these are non financial instruments.

4.3.1 Fair value measurement

Financial Instruments in Level 1

The fair value of financial instruments traded in active markets (quoted equity) is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis.

The quoted market price used for financial assets held by the Company is the bid price at the reporting date. These instruments are included in level 1. There were no transfers between levels during the year.

The fair value of future and forward exchange contracts is determined using quoted forward exchange rates at the reporting date and present value calculations based on high credit quality yield curves in the respective currencies.

Financial Instruments in Level 2

The fair value of financial instruments that are not traded in an active market (loans and borrowings) is determined by using discounted cash flow valuation techniques. This valuation technique maximize the use of observable market data by using the market related interest rate for discounting the contractual cash flows. There are no significant unobservable inputs. There were no transfers between levels during the year. The basis of measurement has remained the same between current and prior years.

4.4 Offsetting financial assets and financial liabilities

There are no offsetting arrangements. Financial assets and liabilities are settled and disclosed on a gross basis.

5 Segment Reporting

The Board of Directors (BOD) is the chief operating decision maker who reviews the internal reporting to assess performance and allocate resources. The Directors have identified operating segments based on these internal reports. The BOD considers business from the range of product perspective.

The BOD assesses the performance of the operating segments based on a measure of total assets and liabilities, revenue, gross profit and other directly attributable expenses. These operating segments are:

Cement	Established for the business of cement production . This segment typically has three major business operations within Nigeria which are the South-West operations, the Southern Nigeria operation and the Northern Nigeria operation.
Aggregates and concrete	Established for the business of concrete and aggregates. This segment has operations currently in Lagos, Abuja, Port-Harcourt, and Ewekoro and is expected to spread to other states of Nigeria in the near future.
Admixtures and other products	Established for the business of admixtures and other solutions. Admixtures are chemical compounds added to concrete to modify its properties.

The segments identified meet the recognition criteria as a reportable segment under IFRS 8.

The amounts provided to the board of directors with respect to total income and expense are measured in a manner consistent with that of the financial statements. These assets are allocated based on the use of the segment and the physical location of the asset.

*Deferred tax assets and liabilities are not assessed for the purpose of segment reporting.

No revenue in excess of 10% was generated from a single customer.

5.1 Segment Information by Product line

	External revenue		Gross revenue	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Cement	**226,178,496**	207,239,947	**226,178,496**	207,239,947
Aggregates and concrete	**4,292,151**	5,759,119	**4,292,151**	5,759,119
Others	**102,275**	-	**102,275**	-
Total	**230,572,922**	212,999,066	**230,572,922**	212,999,066

Revenue from internal customers of ₦1.83 billion (2019:₦3.13 billion) has been eliminated on consolidation.

	Cement ₦'000	Aggregate and others ₦'000	Total ₦'000
Revenue	**226,178,496**	**4,394,426**	**230,572,922**
Cost of sales	**(160,066,316)**	**(3,266,236)**	**(163,332,552)**
Other Income	**784,910**	**191,243**	**976,153**
Other expenses**	**(20,311,831)**	**(136,969)**	**(20,448,800)**
Operating profit	**46,585,259**	**1,182,464**	**47,767,723**

**This comprises selling and marketing expenses, administrative expenses and other operating expenses

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	Cement ₦'000	Aggregate and others ₦'000	Total ₦'000
Statement of financial position by segment:			
Property, plant & equipments	345,828,780	2,499,370	348,328,150
Other non current assets	54,233,557	1,581,002	55,814,559
Current assets	101,826,775	1,244,491	103,071,266
Total assets	**501,889,112**	**5,324,863**	**507,213,975**
Non current liabilities	(20,473,933)	454,537	(20,019,396)
Current liabilities	(129,143,163)	1,587,086	(127,556,077)
Net assets/(liabilities)	**352,272,016**	**7,366,486**	**359,638,502**

**This comprises selling and marketing expenses, administrative expenses and other operating expenses

6 Revenue

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Sale of goods	**230,572,922**	212,999,066	**202,530,359**	188,407,004
The following is an analysis of revenue by product:				
Cement	**226,178,496**	207,239,947	**198,135,933**	182,647,885
Aggregate and concrete	**4,292,151**	5,759,119	**4,292,151**	5,759,119
Admixtures and other products (Note 6.1)	**102,275**	-	**102,275**	-
	230,572,922	212,999,066	**202,530,359**	188,407,004

6.1 Admixtures and other products represent revenue earned from the sale of mortar

7 Cost of sales by nature

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Variable costs (Note 7.1)	**100,683,721**	91,422,217	**86,570,694**	76,577,261
Production costs (Note 7.2)	**23,821,180**	24,450,963	**17,221,972**	18,475,108
Maintenance costs	**8,470,505**	8,438,647	**7,607,650**	7,638,179
Distribution costs	**1,780,675**	4,378,955	**1,104,472**	3,611,246
Depreciation (Note 15)	**27,350,037**	27,932,666	**25,323,726**	25,801,214
Impairment of property, plant and equipment (Note 15)	**1,193,025**	389,911	**1,193,026**	389,911
Amortisation of intanginble assets (Note 16.1)	**33,409**	33,409	**33,409**	14,608
	163,332,552	157,046,768	**139,054,949**	132,507,527

7.1 Variable costs

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Distribution variable cost	**39,835,362**	37,516,849	**35,381,496**	32,566,857
Fuel and power	**38,641,203**	31,763,090	**29,380,296**	23,477,517
Raw materials and consumables	**22,207,156**	22,142,278	**21,808,902**	20,532,887
	100,683,721	91,422,217	**86,570,694**	76,577,261

7.2 Production costs

Included in the production costs are personnel expenses, by-products costs, inventory write-offs and electrical energy expenses.

8 Selling and marketing expenses

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Advertising expenses	**780,786**	2,021,950	**780,786**	2,021,950
Campaign and innovation expenses	**44,913**	171,260	**44,913**	171,260
Marketing staff salaries and other related costs	**3,395,486**	2,902,390	**3,395,304**	2,884,913
	4,221,185	5,095,600	**4,221,003**	5,078,123

9 Administrative expenses by nature

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Salaries and other staff related costs	**6,190,070**	5,382,669	**6,190,070**	5,409,582
Directors' costs	**174,327**	35,476	**174,277**	34,882
AGM Costs	**65,441**	93,517	**65,441**	93,517
Audit fees	**100,000**	127,500	**85,000**	107,500
Community relation	**210,818**	197,700	**210,818**	197,602
Fuel	**23,616**	42,724	**23,616**	42,515
Insurance	**2,436**	6,750	**2,436**	6,750
Advance payment of taxes and levies (Note 9.1)	**1,999,062**	1,999,062	**1,999,062**	1,999,062
Other supplies and spare parts	**618,086**	156,873	**618,086**	156,411
Rent	**69,166**	62,525	**69,166**	62,525
Consultancy fees	**597,683**	847,909	**596,189**	847,804
Repair and maintenance	**44,028**	17,940	**44,028**	17,940
Security Cost	**59,122**	187,794	**59,122**	187,794
Training	**184,948**	100,059	**184,948**	100,059
Travel	**282,379**	591,046	**280,457**	581,062
Office and general expenses (Note 9.2)	**1,698,632**	1,659,500	**1,599,148**	1,644,634
Depreciation (Note 15.6)	**1,176,379**	1,564,704	**808,544**	1,359,217
Amortisation of intangible assets (Note 16.1)	**1,229,449**	638,851	**949,137**	503,428
Technical service fees (Note 9.4)	**3,576,134**	3,847,193	**3,547,875**	3,575,145
	18,301,776	17,559,792	**17,507,420**	16,927,429

9.1 Advance payment of taxes and levies

In 2020, the Company renewed an agreement with a state government to advance an amount not exceeding ₦2.8 billion annually as payments for all taxes, dues and levies payable in the state. The agreement, which is for a three-year period which commenced in April 2017, effectively exempts the Company from all Cross River State and local government taxes, dues and levies during the agreed period. In line with the agreement, the Company made an advance payment of ₦2.8 billion, of which ₦1.9 billion relates to the current financial year. ₦0.9 billion advance payment brought forward in the year, has also been amortised in the income statement in current year. These amounts have been included in the consolidated and separate statements of profit or loss and other comprehensive income as Cost of sales ₦0.9 billion (under Note 7.1 - Distribution variable cost) and Administrative expenses ₦1.9 billion (Under Note 9 – Administrative expenses).

9.2 Office and general expenses

Office and general expenses mainly relate to office expenses and stationary, legal cost, fees, subscriptions, other personnel costs, IT costs, canteen, cleaning, distribution and licenses.

9.3 Non-audit fees paid to KPMG Professional Services

The total amount of non-audit fees paid to KPMG Professional Services is ₦5.3 million. This is in respect of tax services rendered during the year.

9.4 Technical service fees

Lafarge Africa Plc has a technical service agreement with Holcim Technology Limited, a related party, which relates to Industrial Franchise. This agreement has been registered with the National Office for Technology Acquisition and Promotion (NOTAP) in Nigeria and the provison for the technical service fees is computed as 5% of Earnings before interest, tax, depreciation and amortisation (EBITDA) for both Group and Company, subject to maximum of 2% of net sales. The total technical service fees payable at year end for the Group and Company amounted to ₦3.9 billion (2019: ₦5.7 billion and ₦5.4 billion) respectively.

10 Other income

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Gain on disposal of property, plant and equipment (Note 10.1)	**237,369**	54,689	**224,949**	54,689
Government grants (Note 10.2)	**292,010**	253,958	**110,733**	110,732
Sale of Scraps and other miscellaneous income (Note 10.3)	**446,772**	2,043,054	**628,049**	1,940,982
Investment income (Note 10.4)	**-**	-	**-**	7,934,772
	976,151	2,351,701	**963,731**	10,041,175

10.1 Gain on disposal of property, plant and equipment

This represents gain on disposal of the Company's motor vehicles and land held by the Company.

10.2 Government grants

Government grants arise from below-market interest rate government loans (CBN/BOI Intervention Fund loan) obtained in July 2011 and in March 2018. There are no unfulfilled conditions or contingencies attached to these grants.

10.3 Sale of Scraps and other miscellaneous income

This comprises of the total income earned on miscellaneous activities not related to cementitious products including income from sale of scrap and product shortage recoveries (haulers).

10.4 Investment income

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Dividends received from subsidiary (Note 10.4.1)	**-**	-	**-**	7,934,772
	-	-	**-**	7,934,772

10.4.1 Dividend received from subsidiary

2019 investment income in the Company represents dividend received from AshakaCem

11 Other operating expenses

Government grants arise from below-market interest rate government loans (CBN/BOI Intervention Fund loan) obtained in July 2011 and in March 2018. There are no unfulfilled conditions or contingencies attached to these grants.

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Impairment of loan receivable (11.1)	**-**	333,498	**-**	333,498
Write off of assets	**41,026**	430,763	**41,026**	356,348
	41,026	764,261	**41,026**	689,846

11.1

The impairment loss recognised in prior year relates to the expected credit loss on the loan receivable due from CBI Ghana.

11.2 Impairment reversal on trade receivables

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Impairment reversal on trade and other receivables	**(20,605)**	(25,862)	**(19,316)**	(34,180)
	(20,605)	(25,862)	**(19,316)**	(34,180)

12 Finance income and costs

12.1 Interest income under the effective interest method and other finance income:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Interest income on current accounts	**766,445**	1,070,952	**690,051**	789,010
Other finance income	**123,351**	111,460	**123,351**	110,801
Interest on loan receivable	**286,206**	254,163	**286,206**	271,497
Foreign exchange gain (net)	**-**	1,722,011	**-**	1,655,551
	1,176,002	3,158,586	**1,099,608**	2,826,859

12.2 Finance costs:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Interest on bank overdraft	**-**	(740,443)	**-**	(740,443)
Interest on borrowings (Note 30.5)	**(7,859,989)**	(18,125,050)	**(8,418,695)**	(18,981,016)
Unwinding of discount on provisions (Note 31.1)	**(66,636)**	(148,084)	**(66,636)**	(88,485)
Interest cost on employee's long service award (Note 33.2)	**(167,311)**	(201,016)	**(138,044)**	(168,076)
Interest cost on staff gratuities (Note 33.3)	**(97,072)**	(63,319)	**(97,072)**	(63,319)
Bank charges	**(630,226)**	(898,597)	**(577,608)**	(909,027)
Finance costs per statement of cash flows	**(8,821,234)**	(20,176,509)	**(9,298,055)**	(20,950,366)
Foreign exchange loss (net)	**(888,922)**	-	**(604,661)**	-
Finance costs	**(9,710,156)**	(20,176,509)	**(9,902,716)**	(20,950,366)
Net finance costs recognised in the profit or loss	**(8,534,154)**	(17,017,923)	**(8,803,108)**	(18,123,507)

Bank charges represent Letter of credit charges, Over-the-counter (OTC) charges for non-deliverable futures and other bank account operational charges

12.3 Interest received per statement of cash flows

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Finance income per profit or loss	**1,176,002**	3,158,586	**1,099,608**	2,826,859
Interest receivable	**(537,297)**	(471,819)	**(514,878)**	(471,819)
Interest received per statement of cash flows	**638,705**	2,686,767	**584,730**	2,355,040

12.4 Interest paid per statement of cash flows

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Finance costs per profit or loss	**(9,710,156)**	(20,176,509)	**(9,902,716)**	(20,950,366)
Interest payable/(receivable) /offset	**949,478**	(2,621,928)	**1,373,333**	(1,765,962)
Interest paid- non cash effective	**-**	8,399,478	**-**	8,399,478
Non-cash interest charged to profit or loss	**331,019**	412,419	**301,752**	319,880
Foreign exchange loss (net)	**888,922**	-	**604,661**	-
Interest paid per statement of cash flows	**(7,540,737)**	(13,986,540)	**(7,622,970)**	(13,996,970)

13 Income tax (credit)/ expense

This note provides an analysis of the Group and Company's income tax expense. It shows what amounts are recognised directly in equity and how the tax expense is affected by non-assessable and non-deductible items. It also explains significant estimates made, if any, in relation to the Group and Company's tax position.

13.1 Minimum tax charge recognised in profit or loss

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
	377,593	677,319	**377,593**	677,319

13.2 Income tax expense recognised in profit or loss

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Current taxation				
Company income tax	**1,565,212**	749,764	**-**	-
Education tax	**754,793**	424,928	**629,000**	350,577
Capital gains tax	**7,490**	-	**7,490**	-
Total current tax expense	**2,327,495**	1,174,692	**636,490**	350,577
Deferred taxation				
Deferred tax charge to profit or loss (Note 13.7)	**4,024,905**	522,488	**4,590,079**	568,505
Income tax expense	**6,352,400**	1,697,180	**5,226,569**	919,082
Income tax expense	**6,352,400**	1,697,180	**5,226,569**	919,082

The Company's operating results when adjusted for tax purposes, resulted in a nil taxable income. Accordingly, no provision has been made for Company Income tax.

13.3 Reconciliation of effective tax to statutory tax

The tax on the Company's profit before income tax differs from the amount that would arise using the statutory income tax rate as follows:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Profit before tax from continuing operations before income tax expense	**37,572,131**	17,892,285	**34,319,046**	24,318,017
Tax calculated at statutory tax rate of 30%	**11,271,639**	5,367,686	**10,295,714**	7,295,405
Impact of disallowable expenses for tax purpose	**672,210**	495,370	**602,583**	451,474
Impact of non taxable income	**(12,342)**	581,105	**-**	(1,526,350)
Changes in estimate relating to prior year	**(2,954,642)**	(1,176,126)	**(2,921,469)**	(1,656,242)
Impact of education tax	**754,793**	424,928	**629,001**	350,577
Impact of Minimum Tax	**377,593**	677,319	**377,593**	677,319
Effect of pioneer status	**(3,764,342)**	(3,973,844)	**(3,764,342)**	(3,973,844)
Impact of business combination	**-**	(699,258)	**-**	(699,258)
Impact of capital gains tax	**7,490**	-	**7,490**	-
Income tax expense recognised in profit or loss	**6,352,400**	1,697,180	**5,226,570**	919,081
Effective tax rate	**17%**	9%	**15%**	4%

13.4 Income tax recognised in other comprehensive income

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Deferred tax arising on:				
Remeasurement of defined benefit obligation	**-**	30,659	**-**	30,659

13.5 Current tax liabilities

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Balance at 1 January	**1,929,457**	1,156,231	**1,229,095**	201,199
Charge for the year:				
Company income tax	**1,565,212**	749,764	**-**	-
Education tax	**754,793**	424,928	**629,000**	350,577
Capital gains tax	**7,490**	-	**7,490**	-
Minimum tax	**377,593**	677,319	**377,593**	677,319
	4,634,545	3,008,242	**2,243,178**	1,229,095
Payment during the year	**(1,556,084)**	(1,078,785)	**(1,134,041)**	-
At 31 December	**3,078,461**	1,929,457	**1,109,137**	1,229,095

13.6

In the statement of cash flows, Income taxes paid comprise:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Current income tax liabilities paid (Note 13.5)	**(1,556,084)**	(1,078,785)	**(1,134,041)**	-
Total current income taxes paid	**(1,556,084)**	(1,078,785)	**(1,134,041)**	-

13.7 Deferred taxation

The analysis of deferred tax assets/(liabilities) is as follows:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Deferred tax assets	**23,404,073**	27,994,154	**23,404,073**	27,994,154
Deferred tax liabilities	**(9,401,523)**	(9,966,699)	**-**	-
Deferred tax assets net	**14,002,550**	18,027,455	**23,404,073**	27,994,154

Deferred tax liabilities/(assets):

Group	At 1 January 2020 ₦'000	(Credit)/ charge to P/L ₦'000	(Credit)/ charge to OCI ₦'000	At 31 December 2020 ₦'000
Property, plant and equipment	**3,694,454**	**(5,119,743)**	**-**	**(1,425,289)**
Provisions and other liabilities	**(6,413,064)**	**(282,429)**	**-**	**(6,695,493)**
Unutilised tax losses	**(11,138,916)**	**9,525,737**	**-**	**(1,613,179)**
Employment benefit obligation	**101,530**	**-**	**-**	**101,530**
Unrealised exchange differences	**(4,271,458)**	**(98,661)**	**-**	**(4,370,119)**
Total deferred tax (assets)/liabilities	**(18,027,455)**	**4,024,905**	**-**	**(14,002,550)**

Deferred tax liabilities/(assets):

	At 1 January 2019 ₦'000	(Credit)/ charge to P/L ₦'000	(Credit)/ charge to OCI ₦'000	Derecognition of discontinued operation ₦'000	At 31 December 2019 ₦'000
Property, plant and equipment	18,967,634	(5,307,371)	(24)	(9,965,785)	3,694,454
Provisions and other liabilities	(9,324,378)	150,339	311,424	2,449,551	(6,413,064)
Unutilised tax losses	(23,576,537)	5,197,120	(4,480)	7,244,981	(11,138,916)
Employment benefit obligation	167,220	-	30,659	(96,349)	101,530
Unrealised exchange differences	(4,753,859)	482,401	-	-	(4,271,458)
Total deferred tax (assets)/liabilities	(18,519,920)	522,489	337,578	(367,602)	(18,027,455)

Deferred tax liabilities/(assets):

Company	At 1 January 2020 ₦'000	Arising on business re-organisation ₦'000	(Credit)/ charge to P/L ₦'000	(Credit)/ charge to OCI ₦'000	31 December 2020 ₦'000
Property, plant and equipment	**(6,924,764)**	**-**	**(4,743,490)**	**-**	**(11,668,254)**
Unutilised tax losses	**(11,138,918)**	**-**	**9,525,737**	**-**	**(1,613,181)**
Provisions and other liabilities	**(5,659,317)**	**-**	**(203,575)**	**-**	**(5,862,892)**
Unrealised exchange differences	**(4,271,155)**	**-**	**11,409**	**-**	**(4,259,746)**
Post employment benefit obligation	**-**	**-**	**-**	**-**	**-**
Total deferred tax (assets)/liabilities	**(27,994,154)**	**-**	**4,590,081**	**-**	**(23,404,073)**

Deferred tax liabilities/(assets):

	At 1 January 2019 ₦'000	Arising on business re-organisation ₦'000	(Credit)/ charge to OCI ₦'000	Derecognition of discontinued operation ₦'000	31 December 2019 ₦'000
Property, plant and equipment	(1,437,267)	(80,146)	(5,407,351)	-	(6,924,764)
Unutilised tax losses	(15,773,773)	(562,265)	5,197,120	-	(11,138,918)
Provisions and other liabilities	(5,781,347)	-	91,371	30,659	(5,659,317)
Unrealised exchange differences	(4,958,520)	-	687,365	-	(4,271,155)
Total deferred tax liabilities/(assets)	(27,950,907)	(642,411)	568,505	30,659	(27,994,154)

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and unutilised tax losses can be utilised. There are no unrecognised deferred tax assets.

14 Profit before minimum tax

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Profit before minimum tax is stated after charging/(crediting):	**37,572,131**	17,892,285	**34,319,046**	24,318,017
Depreciation of property, plant and equipment (Note 15)	**28,526,416**	29,497,370	**26,132,270**	27,160,431
Amortisation and impairment of intangible assets (Note 16)	**1,262,858**	33,409	**982,546**	14,608
Impairment of property, plant and equipment (Note 15)	**1,193,025**	389,911	**1,193,026**	389,911
Write off of assets (Note 11)	**41,026**	430,763	**41,026**	356,348
Directors, emoluments (Note 38.8)	**117,320**	344,315	**117,320**	344,315
Audit fees (Note 9)	**100,000**	127,500	**85,000**	107,500
Technical service fees (Note 9)	**3,576,134**	3,847,193	**3,547,875**	3,575,145
Gain on disposal of PPE (Note 10)	**237,369**	54,689	**224,949**	54,689
Foreign exchange loss/(gain) (Note 12)	**888,922**	(1,722,011)	**604,661**	(1,655,551)
Interest income on current account (Note 12a)	**766,445**	1,070,952	**690,051**	789,010

15 Property, plant and equipment

Group	Leasehold Land ₦'000	Buildings ₦'000	Production Plant ₦'000	Capitalised Spares ₦'000	Furniture ₦'000	Motor Vehicles ₦'000	Computer Equipment ₦'000	Ancillary Plant & Machinery ₦'000	Exploration and evaluation assets ₦'000	Construction Work in Progress ₦'000	**Right of use assets ₦'000	Total ₦'000
Cost:												
As at 1 January 2019	7,806,458	116,606,085	408,390,560	6,385,843	7,638,956	4,300,196	1,071,519	1,495,699	-	35,608,523	26,431,729	615,735,568
Arising from deconsolidation of Subsidiary	-	(10,478,445)	(79,091,898)	687,796	(5,062,455)	47,770	545,838	-	-	369,882	-	(92,981,512)
Capital expenditure	-	-	620,648	-	-	-	-	-	-	21,685,967	-	22,306,615
Construction expenditure capitalised	-	979,521	4,149,977	-	159,283	156,201	-	-	1,959,013	(7,403,995)	-	-
Addition to right of use assets	-	-	-	-	-	-	-	-	-	-	4,277,267	4,277,267
Derecognition of right of use asset	-	-	-	-	-	-	-	-	-	-	(464,840)	(464,840)
Reclassification (to)/from inventories	-	-	(5,362,466)	(506,608)	-	-	-	-	-	-	-	(5,869,074)
Reclassification	7,147,303	(7,147,303)	-	-	-	-	-	-	-	-	-	-
Reclassification from advance payment to supplier	-	-	-	-	-	-	-	-	-	956,784	-	956,784
Reclassifications to intangibles	(87,372)	14,384,423	(8,413,627)	(3,226,527)	(1,431,828)	(294,777)	190,744	(1,495,699)	-	-	-	(374,663)
Disposals									-		-	-
Write-offs	-	-	(52,477)	-	-	(149,221)	-	-	-	-	-	(201,698)
Effect of movements in exchange rates	-	(491,827)	(281,996)	-	-	-	(86,784)	-	-	(12,276)	-	(872,883)
As at 31 December 2019	14,866,389	113,852,454	319,958,721	3,340,504	1,303,956	4,060,169	1,721,317	-	1,959,013	51,204,885	30,244,156	542,511,564
Cost:												
As at 1 January 2020	**14,866,389**	**113,852,454**	**319,958,721**	**3,340,504**	**1,303,956**	**4,060,169**	**1,721,317**	**-**	**1,959,013**	**51,204,885**	**30,244,156**	**542,511,564**
Capital expenditure	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**8,969,756**	**-**	**8,969,756**
Construction expenditure capitalised	**-**	**2,284,621**	**13,815,445**	**65,225**	**171**	**425,301**	**229,799**	**-**		**(16,820,562)**	**-**	**-**
Addition to right of use assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**3,353,747**	**3,353,747**
Reclassification (to)/from inventories	**-**	**-**	**-**	**(228,381)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(228,381)**
Reclassification	**-**	**-**	**(290,434)**	**(220,299)**	**-**	**218,217**	**-**	**-**	**-**	**72,217**	**-**	**(220,298)**
Reclassification from advance payment to supplier	**-**	**-**	**28,355**	**-**	**-**	**-**	**-**	**-**	**-**	**686,669**	**-**	**715,024**
Impairment	**-**	**-**	**(38,489)**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,154,536)**	**-**	**(1,193,025)**
Disposals	**-**	**-**	**(416,014)**	**-**	**-**	**(629,852)**	**-**	**-**	**-**	**-**	**-**	**(1,045,866)**
Write-offs	**-**	**-**	**(43,569)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(43,569)**
Modification of right of use assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(4,060,771)**	**(4,060,771)**
As at 31 December 2020	**14,866,389**	**116,137,075**	**333,014,015**	**2,957,049**	**1,304,127**	**4,073,835**	**1,951,116**	**-**	**1,959,013**	**42,958,430**	**29,537,132**	**548,758,181**

Group	Leasehold Land ₦'000	Buildings ₦'000	Production Plant ₦'000	Capitalised Spares ₦'000	Furniture ₦'000	Motor Vehicles ₦'000	Computer Equipment ₦'000	Ancillary Plant & Machinery ₦'000	Exploration and evaluation assets ₦'000	Construction Work in Progress ₦'000	**Right of use assets ₦'000	Total ₦'000
Accumulated depreciation and impairment losses:												
As at 1 January 2019	4,297,793	24,185,593	140,467,013	2,468,849	4,053,039	2,226,120	436,305	481,208	-	16,199,155	-	194,815,075
Arising from deconsolidation of Subsidiary	(27,623)	(4,272,830)	(43,336,044)	(239,503)	(2,408,972)	(126,194)	466,703	-	-	(55,021)	-	(49,999,484)
Charge for the year	531,639	3,523,589	13,600,939	318,030	120,009	374,492	161,763	-	145,343	-	10,721,565	29,497,370
Reclassificaton	15,999	(15,999)	-	-	-	-	-	-	-	-	-	-
Reclassification (to)/from inventories	-	-	(1,072,493)	-	-	-	-	-	-	-	-	(1,072,493)
Reclassifications to intangibles	(139,544)	5,271,064	(3,957,408)	(1,334,264)	(764,589)	724,720	401,471	(481,208)	-	-	-	(279,758)
On disposals	-	-	(44,945)	-	-	(149,221)	-	-	-	-	-	(194,166)
Write-offs	-	(150,573)	(214,372)	-	-	-	(77,175)	-	-	-	-	(442,120)
Impairment loss	-	-	389,911	-	-	-	-	-	-	-	-	389,911
As at 31 December 2019	4,678,264	28,540,844	105,832,601	1,213,112	999,487	3,049,917	1,389,067	-	145,343	16,144,134	10,721,565	172,714,335
As at 1 January 2020	**4,678,264**	**28,540,844**	**105,832,601**	**1,213,112**	**999,487**	**3,049,917**	**1,389,067**	**-**	**145,343**	**16,144,134**	**10,721,565**	**172,714,335**
Charge for the year	**173,941**	**3,925,314**	**14,603,231**	**93,323**	**71,453**	**480,528**	**143,033**	**-**	**43,195**	**-**	**8,992,398**	**28,526,415**
Reclassification (to)/from inventories	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Reclassifications	**-**	**-**	**50,453**	**-**	**-**	**(50,453)**	**-**	**-**	**-**	**-**	**-**	**-**
On disposals	**-**	**-**	**(411,258)**	**-**	**-**	**(396,918)**	**-**	**-**	**-**	**-**	**-**	**(808,176)**
Write-offs	**-**	**-**	**(2,543)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(2,543)**
As at 31 December 2020	**4,852,205**	**32,466,158**	**120,072,484**	**1,306,435**	**1,070,940**	**3,083,074**	**1,532,100**	**-**	**188,538**	**16,144,134**	**19,713,963**	**200,430,031**
Carrying amount												
As at 31 December 2020	**10,014,184**	**83,670,917**	**212,941,530**	**1,650,614**	**233,187**	**990,761**	**419,016**	**-**	**1,770,475**	**26,814,295**	**9,823,169**	**348,328,150**
At 31 December 2019	**10,188,125**	**85,311,610**	**214,126,120**	**2,127,392**	**304,469**	**1,010,252**	**332,250**	**-**	**1,813,670**	**35,060,751**	**19,522,592**	**369,797,229**

**See note 15.7 for details on right of use assets

Notes to the Consolidated and Separate Financial Statements

for the year ended 31 December 2020

Company	Leasehold Land ₦'000	Buildings ₦'000	Production Plant ₦'000	Capitalised Spares ₦'000	Furniture ₦'000	Motor Vehicles ₦'000	Computer Equipment ₦'000	Ancillary Plant & Machinery ₦'000	Exploration and evaluation assets ₦'000	Construction Work in Progress ₦'000	**Right of use assets ₦'000	Total ₦'000
As at 1 January 2019	7,806,457	79,645,333	295,720,019	5,174,558	1,823,110	3,660,902	1,187,649	779,986	-	18,733,750	26,414,705	440,946,469
Arising on business re-organisation	-	699,029	2,296,451	99,871	281,949	-	35,604	-	-	114,348	-	3,527,252
Capital expenditure	-	-	620,648	-	-	-	-	-	-	15,157,290	-	15,777,938
Construction expenditure capitalised	-	979,522	3,443,491	-	80,346	156,202	-	-	-	(4,659,561)	-	-
Addition to right of use assets	-	-	-	-	-	-	-	-	-	-	4,280,293	4,280,293
Disposals	-	-	(52,477)	-	-	(149,221)	-	-	-	-	-	(201,698)
Derecognition of right of use asset	-	-	-	-	-	-	-	-	-	-	(467,866)	(467,866)
Reclassification	-	-	(104,340)	-	-	104,340	-	-	-	-	-	-
Reclassification (to)/from inventories	-	-	(5,362,466)	384,507	-	-	-	-	-	-	-	(4,977,959)
Reclassification to intangibles	(87,373)	14,384,423	(9,129,339)	(3,226,527)	(1,431,827)	(294,777)	190,744	(779,986)	-	-	-	(374,661)
Reclassification from advance payment to supplier	-	-	-	-	-	-	-	-	-	956,784	-	956,784
Write-offs	-	(491,827)	(81,975)	-	-	-	(86,784)	-	-	-	-	(660,586)
As at 31 December 2019	7,719,084	95,216,480	287,350,011	2,432,409	753,578	3,477,446	1,327,213	-	-	30,302,611	30,227,132	458,805,966
Cost:												
As at 1 January 2020	**7,719,084**	**95,216,480**	**287,350,011**	**2,432,409**	**753,578**	**3,477,446**	**1,327,213**	**-**	**-**	**30,302,611**	**30,227,132**	**458,805,966**
Capital expenditure	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**6,619,660**	**-**	**6,619,660**
Construction expenditure capitalised	**-**	**2,204,621**	**13,404,050**	**-**	**171**	**250,238**	**229,799**	**-**	**-**	**(16,088,879)**	**-**	**-**
Addition to right of use assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**3,353,747**	**3,353,747**
Disposal	**-**	**-**	**(288,209)**	**-**	**-**	**(629,851)**	**-**	**-**	**-**	**-**	**-**	**(918,060)**
Reclassification	**-**	**-**	**(260,409)**	**-**	**-**	**188,192**	**-**	**-**	**-**	**72,217**	**-**	**-**
Reclassification (to)/from inventories	**-**	**-**	**-**	**(228,381)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(228,381)**
Impairment	**-**	**-**	**(38,489)**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,154,536)**	**-**	**(1,193,026)**
Reclassification from advance payment to supplier	**-**	**-**	**25,556**	**-**	**-**	**-**	**-**	**-**	**-**	**686,669**	**-**	**712,225**
Intercompany Transfer	**-**	**-**		**-**	**-**		**-**	**-**		**-**	**-**	**-**
Write-offs	**-**	**-**	**(43,569)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(43,569)**
Modification of right of use assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(4,060,771)**	**(4,060,771)**
As at 31 December 2020	**7,719,084**	**97,421,101**	**300,148,941**	**2,204,028**	**753,749**	**3,286,025**	**1,557,012**	**-**	**-**	**20,437,742**	**29,520,108**	**463,047,792**

Company	Leasehold Land ₦'000	Buildings ₦'000	Production Plant ₦'000	Capitalised Spares ₦'000	Furniture ₦'000	Motor Vehicles ₦'000	Computer Equipment ₦'000	Ancillary Plant & Machinery ₦'000	Exploration and evaluation assets ₦'000	Construction Work in Progress ₦'000	**Right of use assets ₦'000	Total ₦'000
Accumulated depreciation and impairment losses:												
As at 1 January 2019	4,270,170	14,972,363	85,143,673	2,196,631	1,095,756	1,631,526	541,999	509,644	-	12,394,270	-	122,756,032
Arising on business re-organisation		207,079.00	1,211,940.00	-	258,850.30	-	21,602.00	-	-	-	-	1,699,471
Charge for the year	531,639	2,761,513	12,384,293	231,560	44,639	338,697	161,763	-	-	-	10,706,327	27,160,431
Impairment loss	-	-	389,911	-	-	-	-	-	-	-	-	389,911
Disposals	-	-	(44,945)	-	-	(149,221)	-	-	-	-	-	(194,166)
Reclassification	-	-	(25,300)	-	-	25,300	-	-	-	-	-	-
Reclassification to inventories	-	-	(1,072,487)	-	-	-	-	-	-	-	-	(1,072,487)
Reclassifications to intangibles	(139,544)	5,271,064	(3,928,972)	(1,334,264)	(764,589)	724,720	401,471	(509,644)	-	-	-	(279,758)
Write-offs	-	(150,573)	(76,490)	-	-	-	(77,175)	-	-	-	-	(304,238)
As at 31 December 2019	4,662,265	23,061,446	93,981,623	1,093,927	634,656	2,571,022	1,049,660	-	-	12,394,270	10,706,327	150,155,196
As at 1 January 2020	**4,662,265**	**23,061,446**	**93,981,623**	**1,093,927**	**634,656**	**2,571,022**	**1,049,660**	**-**	**-**	**12,394,270**	**10,706,327**	**150,155,196**
Arising on business re-organisation		-	-	-	-	-	-	-	-	-	-	-
Charge for the year	**173,941**	**3,174,135**	**13,245,721**	**-**	**20,788**	**407,603**	**119,470**	**-**	**-**	**-**	**8,990,612**	**26,132,270**
Impairment loss	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	**(287,429)**	-	-	**(396,918)**	-	-	-	-	-	**(684,347)**
Reclassification	-	-	**50,453**	-	-	**(50,453)**	-	-	-	-	-	-
Reclassification to inventories	-	-	-	-	-	-	-	-	-	-	-	-
Intercompany Transfer	-	-		-	-		-	-	-	-		-
Write-offs	-	-	**(2,543)**	-	-	-	-	-	-	-	-	**(2,543)**
As at 31 December 2020	**4,836,206**	**26,235,581**	**106,987,825**	**1,093,927**	**655,444**	**2,531,254**	**1,169,130**	**-**	**-**	**12,394,270**	**19,696,939**	**175,600,576**
Carrying amount												
As at 31 December 2020	**2,882,878**	**71,185,520**	**193,161,116**	**1,110,101**	**98,305**	**754,771**	**387,882**	**-**	**-**	**8,043,472**	**9,823,169**	**287,447,215**
At 31 December 2019	**3,056,819**	**72,155,034**	**193,368,388**	**1,338,482**	**118,922**	**906,424**	**277,553**	**-**	**-**	**17,908,341**	**19,520,805**	**308,650,770**

**See note 15.7 for details on right of use assets

15.1 Reconciliation of acquisition of property. plant and equipment in the statements of cash flows:

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Acquisition of property, plant and equipment	**8,969,756**	22,306,615	**6,619,660**	15,777,938
Addition to right of use assets	**966,090**	-	**966,090**	-
Property, plant and equipment paid in the statement of cash flows	**9,935,846**	22,306,615	**7,585,750**	15,777,938

15.2 Impairment of property, plant and equipment

Management has recognised an impairment loss of ₦1.2 billion to reflect the recoverable value of two of its capital projects (2019: ₦389m).

15.3 Assets pledged as security

The Group has no assets pledged as security as at 31 December 2020 (2019: Nil)

15.4 Construction work in progress and Capital commitments

For capital commitments, refer to Note 36. Construction work in progress are the Group's projects on maintaining and developing plants and the office structure

15.5 Capitalised borrowing costs

Capitalised borrowing costs during the year amounted to ₦221 million (2019:₦638.6 million), calculated using a capitalisation rate of 5%.

15.6 Depreciation

Depreciation for the year, including that charged on Right of Use Assets, has been charged as follows:

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Cost of sales (Note 7)	**27,350,037**	27,932,666	**25,323,726**	25,801,214
Administrative expenses (Note 9)	**1,176,379**	1,564,704	**808,544**	1,359,217
	28,526,415	29,497,370	**26,132,270**	27,160,431

15.7 Right of Use Assets

Group	Leasehold Land ₦'000	Buildings ₦'000	Production Plant ₦'000	Motor Vehicles ₦'000	Total ₦'000
Cost:					
As at 1 January 2020	112,441	1,413,218	1,330,227	27,388,270	30,244,156
Additions**	18,500	655,288	851,878	1,828,081	3,353,747
Modification of leases	-	-	-	(4,060,771)	(4,060,771)
As at 31 December 2020	130,941	2,068,506	2,182,105	25,155,580	29,537,132
Accumulated depreciation:					
As at 1 January 2020	23,223	740,413	1,274,247	8,683,682	10,721,565
Depreciation charge for the period	24,937	565,245	883,548	7,518,668	8,992,398
As at 31 December 2020	48,160	1,305,658	2,157,795	16,202,350	19,713,963
Carrying amount					
As at 31 December 2020	82,781	762,848	24,310	8,953,230	9,823,169
As at 1 January 2020	89,218	672,805	55,980	18,704,588	19,522,592

Comapny	Leasehold Land ₦'000	Buildings ₦'000	Production Plant ₦'000	Motor Vehicles ₦'000	Total ₦'000
Cost:					
As at 1 January 2020	112,441	1,396,194	1,330,227	27,388,270	30,227,132
Additions**	18,500	655,288	851,878	1,828,081	3,353,747
Modification of leases	-	-	-	(4,060,771)	(4,060,771)
As at 31 December 2020	130,941	2,051,482	2,182,105	25,155,580	29,520,108
Accumulated depreciation:					
As at 1 January 2020	23,223	725,175	1,274,247	8,683,682	10,706,327
Depreciation charge for the period	24,937	563,459	883,548	7,518,668	8,990,612
As at 31 December 2020	48,160	1,288,634	2,157,795	16,202,350	19,696,939
Carrying amount					
As at 31 December 2020	82,781	762,848	24,310	8,953,230	9,823,169
As at 1 January 2020	89,218	671,019	55,980	18,704,588	19,520,805

The Group and Company lease several assets, including cement depots, residential apartments, and trucks. The average lease term of the contracts is 5years.

**Additions relate to the renewal of existing lease contracts during the year with an option of renewal which management has exercised.

16 Intangible assets

	Group		
	Intangible Assets ₦'000	Work in progress ₦'000	Total ₦'000
Cost			
Balance at 1 January 2019	5,895,065	3,114,037	9,009,102
Arising from deconsolidation of discontinued operation	(5,091,287)	-	(5,091,287)
Reclassification from PPE	374,662		374,662
Software expenditure capitalised	3,114,037	(3,114,037)	-
Additions	531,386	-	531,386
Balance at 31 December 2019	4,823,863	-	4,823,863
Balance at 1 January 2020	**4,823,863**	**-**	**4,823,863**
Balance at 31 December 2020	**4,823,863**	**-**	**4,823,863**
Accumulated Amortisation			
Balance at 1 January 2019	2,814,584	-	2,814,584
Arising from deconsolidation of discontinued operation	(2,144,807)		(2,144,807)
Reclassification from PPE	279,758		279,758
Charge for the year	672,260	-	672,260
Balance at 31 December 2019	1,621,795	-	1,621,795
Balance at 1 January 2020	**1,621,795**	**-**	**1,621,795**
Charge for the year	**1,262,858**	**-**	**1,262,858**
Balance at 31 December 2020	**2,884,653**	**-**	**2,884,653**
Carrying amount			
At 31 December 2020	**1,939,210**	**-**	**1,939,210**
At 31 December 2019	3,202,068	-	3,202,068

	Company		
	Intangible Assets ₦'000	Work in progress ₦'000	Total ₦'000
Cost			
Balance at 1 January 2019	92,748	3,114,037	3,206,785
Arising on business re-organisation	23,601	-	23,601
Additions	531,386	-	531,386
Reclassification	374,662		374,662
Construction expenditure capitalised	3,114,037	(3,114,037)	-
Intercompany transfer	(812,534)		(812,534)
Balance at 31 December 2019	3,323,900	-	3,323,900
Balance at 1 January 2020	**3,323,900**	**-**	**3,323,900**
Balance at 31 December 2020	**3,323,900**	**-**	**3,323,900**
Accumulated Amortisation			
Balance at 1 January 2019	2,280	-	2,280
Arising on business re-organisation	17,016	-	17,016
Reclassification from PPE	279,758		279,758
Charge for the year	518,036	-	518,036
Balance at 31 December 2019	817,090	-	817,090
Balance at 1 January 2020	**817,090**	**-**	**817,090**
Charge for the year	**982,546**	**-**	**982,546**
Balance at 31 December 2020	**1,799,636**	**-**	**1,799,636**
Carrying amount			
At 31 December 2020	**1,524,264**		**1,524,264**
At 31 December 2019	2,506,810	-	2,506,810

Intangible assets represents mineral rights and computer software in the Group's operations.

16.1 Amortisation of intangible assets

Amortisation for the year has been charged as follows:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Cost of sales (Note 7)	**33,409**	33,409	**33,409**	14,608
Administrative expenses (Note 9)	**1,229,449**	638,851	**949,137**	503,428
	1,262,858	672,260	**982,546**	518,036

17 Interests in other entities

17.1 Investments in subsidiaries

The Group's principal subsidiaries at 31 December 2020 are set out below. Unless otherwise stated, they have share capital consisting solely of ordinary shares that are held directly by the Group, and the proportion of ownership interests held equals the voting rights held by the Group. The place of incorporation is also their principal place of business.

	31 December 2020			
Name of entity	Principal activities	Place of Incorporation	Proportion %	Cost ₦'000
Ashaka Cement Limited	Cement	Nigeria	100	**63,896,867**
Wapsila Nigeria Limited	Power Generation and Sale	Nigeria	100	**10,000**
				63,906,867

	31 December 2019			
Name of entity	Principal activities	Place of Incorporation	Proportion %	Cost ₦'000
Ashaka Cement Limited	Cement	Nigeria	100	63,896,867
Wapsila Nigeria Limited	Power Generation and Sale	Nigeria	100	10,000
				63,906,867

17.2 Discontinued operation

On the 24th of May 2019, the Group announced its intention to dispose of the Company's investment in Lafarge South Africa Holdings (LSAH) via a sale of total equity interest held by the Company in LSAH to Caricement B.V, a related party within the Lafarge Holcim Group.

On the 31st of July 2019, the Company completed the sale of its investment, subsequent to the shareholders' approval at the annual general meeting. The investment was sold at US$317,000,000, which was utilized to settle the intercompany outstanding loan, principal (US$ 293,000,000) and accrued interest to 31st July, 2019 (US$23,289,060.55). The subsidiary is reported as a discontinued operation. Financial information relating to the discontinued operation for the period to the date of disposal is set out below:

17.2.1 Statements of Profit or Loss

Lafarge South Africa Holdings (PTY) Limited	7 months ended 31 July 2019 ₦'000
Revenue	51,145,309
Cost of sales	(51,069,152)
Gross Profit	76,157
Selling and marketing expenses	(1,153,306)
Administrative expenses	(6,612,792)
Other operating expenses	(346,928)
Operating loss	(8,036,869)
Finance income	283,607
Finance costs	(1,094,399)
Share of loss from associates	(27,430)
Loss before tax	(8,875,091)
Taxation	(609,670)
Results from operating activities, net of tax	(9,484,761)
Other comprehensive income	
Remeasurement gain of defined benefit obligation, net of tax	102,139
Results from operating activities and other comprehensive income, net of tax	(9,382,622)
Gain on sale of discontinued operation	108,969,188
Profit from discontinued operation net of tax	99,586,566

17.2.2 Lafarge South Africa Holdings (PTY) Limited

The following table summarises the effect of the disposal on the financial statements of the Group:

	31 Jul 2019 ₦'000
ASSETS	
Non-current assets	
Property, plant and equipment	47,907,489
Intangible assets	2,747,292
Other financial assets	735,641
Other assets	459,063
Inventories	10,460,483
Trade and other receivables	15,786,842
Current tax asset	631,095
Cash and cash equivalents	5,727,616
Total assets	84,455,521
LIABILITIES	
Loans and borrowings	28,885,252
Deferred tax liabilities	100,005
Provisions	2,226,887
Employee benefit obligations	3,078,895
Trade and other payables	29,616,712
Current tax liabilities	317,263
Bank overdraft	25,058,400
Total liabilities	89,283,414
Net assets/ (liabilities)	(4,827,893)

17.2.3 Gain on disposal of investment in subsidiary (Group) in prior year

	USD'000	Rate	31 Dec 2019 ₦'000
Proceeds from disposal	317,000,000	361	114,348,240
Transaction cost on disposal			(219,485)
			114,128,755
Less:			
Net liability of LSAH at July 31, 2019 (Note 18.2.2)			4,827,893
Non-controlling interest derecognised			(305,322)
Cumulative exchange differences in respect of the net assets/ liabilities of the subsidiary reclassified from equity on loss of control of subsidiary			(9,682,138)
Gain on disposal			108,969,188

17.2.4 Loss on disposal of investment in subsidiary (Company) in prior year

	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Proceeds from disposal	-	114,348,240
Transaction cost on disposal	-	(219,485)
Net consideration	-	114,128,755
Less carrying value of investment disposed	-	(114,966,665)
Loss on disposal of investment subsidiary	-	(837,910)

17.2.5 Proceeds from disposal of subsidiary in prior year

	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Non cash effective (financial liabilities settlement-note 30.5):		
Principal repaid	**105,690,960**	
Interest repaid	**8,399,478**	
	114,090,438	114,090,438
Cash paid	**257,802**	
Transaction cost of disposal	**(219,485)**	
Disposal of discontinued operation, net of cash disposed	**38,317**	38,317
Net consideration	-	114,128,755

17.2.6 Cash flows from/ (used) in discontinued operation

Lafarge South Africa Holdings (PTY) Limited	7 months ended 31 July 2019 ₦'000
Net cash flow used in operating activities	(370,603)
Net cash flows used in investing activities	(1,567,499)
Net cash inflow (used in)/generated from financing activities	(899,938)
Net cash flows for the year	(2,838,040)
Net foreign exchange effect on cash and cash equivalents	34,350
Cash and cash equivalents at 1 January 2018	(16,527,094)
Cash and cash equivalents as at July 31, 2019	(19,330,784)

17.2.7 Movement in Investment in LSAH

	Company 7 months ended 31 July 2019 ₦'000
Opening balance	114,966,665
Disposal	(114,966,665)
Net investment in LSAH	-

17.2.8 Investment in joint venture - Continental Blue Investment, Ghana

The Group has a 35% interest in Continental Blue Investment (CBI), a company involved in development, financing and operation of a cement grinding plant in Ghana. Accordingly, the Group has classified its interest in CBI as a joint venture, in accordance with the agreement under which CBI was established. The Group and Company's interest in CBI is accounted for using the equity method in the consolidated and separate financial statements.

As at 31 December 2020, the carrying amount of the Company's investment in Continental Blue Investment (CBI) was ₦379.4 million, this has been adjusted by the share of profit in 2020 after recognising prior years accumulated losses. Information on the aggregate amount of the Company's share of the joint venture's profit or loss and other comprehensive income is set out below:

Summarised statement of financial position of Continental Blue Investment, Ghana:

	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Current assets (including cash and cash equivalents and prepayments)	**5,254,097**	2,989,673
Non current assets	**19,480,479**	15,901,677
Current liabilities, including tax payable	**(6,384,657)**	(5,881,266)
Non-current liabilities	**(17,265,827)**	(14,083,265)
Net assets/(liabilities) (100%)	**1,084,092**	(1,073,181)
Group's carrying amount of the investment / share of net liabilities (35%)	**379,432**	(375,613)

Summarised statement of comprehensive income of Continental Blue Investment, Ghana:

	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Revenue	**20,977,938**	13,305,397
Cost of sales	**(14,280,179)**	(10,568,230)
Other operating income	**188,689**	88,948
Operating expenses	**(4,556,601)**	(3,108,952)
Loss before tax	**2,329,847**	(282,837)
Income tax expense	**-**	-
Profit for the year	**2,329,847**	(282,837)
Other comprehensive (loss)/income, net of tax		
Exchange differences on translation (100%)	**(153,468)**	165,987
Other comprehensive (loss)/income, net of tax (100%)	**(153,468)**	165,987
Total comprehensive income/(loss) (100%)	**2,176,379**	(116,850)
Share of Profit/(loss) for the year (35%)	**815,446**	(98,993)
Share of other comprehensive (loss)/income, net of tax for the year (35%)	**(53,714)**	58,095
Total comprehensive income/(loss) (35%)	**761,732**	(40,898)
Company's share of Profit/(loss)	**815,446**	(98,993)
Company's recognised share of loss	**(382,300)**	-
Company's recognised share of profit/(loss)	**433,146**	(98,993)

* In 2019, the Company did not recognise share of losses for the period that exceeds its carrying amount on the investment.

18 Other financial assets

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Non-current:				
Other financial assets (Note 18.1)	**964,796**	767,253	**964,796**	767,253
	964,796	767,253	**964,796**	767,253
Current:				
Other financial assets (Note 18.2)	**1,731,432**	1,005,200	**1,729,090**	1,001,586
	2,696,228	1,772,453	**2,693,886**	1,768,839

18.1 Other financial assets - Non current

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Loan to CBI Ghana (Note 18.1.1)	**964,796**	767,253	**964,796**	767,253
	964,796	767,253	**964,796**	767,253

18.1.1 Loan to CBI Ghana

Included in loan receivable from CBI Ghana is a USD 3.85m loan granted to Continental Blue Investment Ltd in two tranches in October, 2016 and December 2016 respectively for the development of its cement grinding plant and related activities. The loan was given at an interest rate of LIBOR 12Months + 11% (per annum) and is expected to be repaid within a period of seven years and eight years respectively with a moratorium period of two years from draw down date on October 6, 2016 and December 28, 2016 respectively. The loan has been converted into Naira at the prevailing market exchange rate as at the reporting period. The non-current portion of the loan, including interest, is valued at ₦965 million (2019: ₦767 million) and ₦1.7 billion (2019: ₦995 million) for current portion. The interest is repaid monthly.

18.2 Other financial assets - Current

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Short term receivables	**64,738**	9,946	**62,396**	6,332
Loan to CBI Ghana (Note 18.1.1)	**1,666,694**	995,254	**1,666,694**	995,254
	1,731,432	1,005,200	**1,729,090**	1,001,586

19 Derivative assets

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Derivative assets	**18,905**	-	**-**	-
	18,905	-	**-**	-

The Group's derivative financial instruments arose from Non-deliverable foreign exchange forward (NDF) contract with commercial bank that was yet to mature as at reporting date.

The Group's derivative asset and liability represents the fair value change on Non-Deliverable Forward (NDF) contract with the intention of hedging against exchange rate volatility of capital expenditure.

The full fair value of a derivative is classified as a current asset since the remaining maturity of the derivative is less than 12 months.

The fair value of the futures and forward contracts have been determined using market-related input as follows:
* Exchange rate of ₦397.81/ USD.
* Discount rate of 24%.
* The value of the forward is the discounted value of the cash flow to be obtained using the difference between the strike price and the estimated foreign exchange rate at maturity date

20 Other assets

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Non current	**29,127,048**	20,345,783	**28,657,973**	18,772,032
Current	**11,916,440**	6,302,759	**8,846,892**	4,958,939
	41,043,488	26,648,542	**37,504,865**	23,730,971
Advance payment to suppliers	**5,158,795**	2,519,214	**3,208,943**	1,283,647
Prepayment for Gas (Note 20.1)	**28,657,973**	17,639,060	**28,657,973**	17,639,060
Prepaid rent	**88,955**	63,198	**88,955**	43,198
Prepaid insurance	**852,775**	1,162,469	**783,402**	1,074,217
Advance payment to transporters	**3,686,266**	1,963,345	**3,686,266**	1,963,345
Advance payment of taxes and levies (Note 9.1)	**936,677**	936,677	**936,677**	936,677
Letters of credit	**1,519,398**	1,573,752	**-**	-
Deposit for imports	**142,649**	790,827	**142,649**	790,827
	41,043,488	26,648,542	**37,504,865**	23,730,971

20.1 Prepayment for Gas

The Company has a contract with a vendor for gas supply which has a take or pay clause. The prepayment for gas relates to payment made for unutilised gas as at end of the year. The contract is for a period of 25 years from 2012 to 2037 and the Company is entitled to utilise the amount prepaid anytime within the contract period with an extension of 2years after the expiration of the contract. The Company finalized the contract re-negotiations with the vendor in November 2020 with an effective date of 1 January 2020. The key changes in the new contract are aimed at further ensuring the prepaid gas balance is fully utilised within the contract period.

The Company has performed an assessment to determine whether the prepaid gas asset is recoverable since the amount has continued to increase over the years and has shown a significant increase in the current year due to additional payments made in line with the terms of the re-negotiated contract. This assessment involved a determination of future gas utilization based on assumptions such as future production volumes, forecasted growth rates and utilisation levels as well as the ability of the vendor to fulfill its obligations under the terms of the contract. Based on the assessment performed, including sensitivity analysis around the key judgments and assumptions, the Company expects to fully recover the prepaid gas asset balance within the contract term

21 Inventories

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Raw materials	**2,493,167**	2,714,880	**2,191,227**	2,388,786
Work in progress	**752,973**	972,066	**597,285**	772,387
Finished goods	**10,342,883**	9,645,799	**6,708,841**	7,047,596
Spare parts	**12,913,795**	14,062,246	**10,574,637**	11,715,257
Other supplies (Note 21.1)	**4,549,778**	5,045,779	**2,394,625**	3,755,495
	31,052,596	32,440,770	**22,466,615**	25,679,521

The cost of inventories recognised as an expense during the year and included in 'cost of sales' was ₦32.7 billion (2019: ₦44.2 billion) and ₦25.8 billion (2019: ₦37.1 billion) for the Group and Company respectively. Inventory write down recognised during the year was ₦ 380.5 million (2019: ₦1.5 billion) and ₦370.9 million (2019: ₦962.8 million) for the Group and Company respectively.

Inventory write off recognised during the year was ₦1.9 billion (2019: ₦418.2 million) and ₦1.8 billion (2019: ₦418.2 million) for the Group and Company respectively.

The Company employs the services of the following external valuation specialists for the measurement and valuation of inventories; Landata Nigeria Limited; Geofourier Systems Limited; Royal Project International.

21.1 Other supplies

Other supplies consists of safety equipment, packaging materials, traiditional fuel and production materials.

22 Trade and other receivables

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Trade receivables:				
Third party sales	**2,107,502**	2,494,787	**1,997,477**	2,373,676
Related party sales (Note 38.4)	**242,224**	-	**2,710,063**	642,597
	2,349,726	2,494,787	**4,707,540**	3,016,273
Impairment on trade receivables (Note 22.3)	**(254,892)**	(275,494)	**(244,970)**	(264,284)
Net trade receivables	**2,094,834**	2,219,293	**4,462,570**	2,751,989
Other receivables	**2,675,215**	5,752,292	**2,718,960**	5,690,738
Due from related parties (Note 38.5)	**258,864**	221,465	**19,074,254**	12,009,959
	2,934,079	5,973,757	**21,793,214**	17,700,697
Net other receivables	**2,934,079**	5,973,757	**21,793,214**	17,700,697
Total trade and other receivables	**5,028,913**	8,193,050	**26,255,784**	20,452,686

The Group and Company's exposure to credit and foreign exchange risks related to trade and other receivables are disclosed in Note 4.

22.1 Analysis of other receivables

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Other current receivables (Note 22.2)	**2,595,849**	5,717,708	**2,642,262**	5,656,154
Staff advances	**79,366**	34,584	**76,697**	34,584
	2,675,215	5,752,292	**2,718,960**	5,690,738

See Note 4.1.1 on credit risk of trade receivables, which explains how the Group manages and measures credit quality of trade receivables that are neither past due nor impaired.

22.2 Other current receivables

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
WHT receivable	**949,009**	915,271	**949,009**	909,418
VAT receivable	**226**	-	**-**	-
Short term receivables	**1,616,614**	4,802,437	**1,693,253**	4,746,736
	2,595,849	5,717,708	**2,642,262**	5,656,154

22.3 Movement in impairment allowance on trade receivables

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
At 1 January	**275,494**	764,220	**264,284**	149,573
Arising from deconsolidation of discontinued operation	**-**	(406,504)	**-**	-
Arising on business re-organisation	**-**	-	**-**	205,251
Impairment loss written back**	**(20,602)**	(82,222)	**(19,314)**	(90,540)
At 31 December	**254,892**	275,494	**244,970**	264,284

**Impairment loss written back relate to recoveries made during the year.

23 Cash and cash equivalents

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Restricted cash (Note 23.1)	**1,266,294**	1,375,834	**1,266,294**	1,375,834
Cash in hand and at bank (Note 23.2)	**52,056,686**	25,728,108	**38,483,421**	24,015,201
Cash and cash equivalents in the statement of financial position	**53,322,980**	27,103,942	**39,749,715**	25,391,035

23.1 Restricted cash

As at year end, cash and cash equivalents included restricted cash, which represents unclaimed dividend amounting to ₦1.26 billion (2019: ₦1.38 billion)

The Group and Company's exposure to credit risk, interest rate risk and a sensitivity analysis for financial assets and liabilities is disclosed in Note 4.

23.2 Cash and cash equivalents in the statement of cash flows

For the purpose of the cash flow statement, cash and cash equivalents comprises:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Cash in hand and at bank	**52,056,686**	25,728,108	**38,483,421**	24,015,201
Less: bank overdrafts	**-**	(27,552)	**-**	(27,552)
Cash and cash equivalents in the statement of cash flows	**52,056,686**	25,700,556	**38,483,421**	23,987,649

Share capital and Share premium

24 Share capital

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Authorised:				
20,000,000,000 ordinary shares of 50k each (2019: 20,000,000,000 ordinary shares of 50k each)	**10,000,000**	10,000,000	**10,000,000**	10,000,000

Issued and fully paid
Ordinary shares of 50k each

	No of shares ₦'000	Share capital ₦'000
At 1 January 2020	**16,107,796**	**8,053,899**
Issued during the year	**-**	**-**
At 31 December 2020	**16,107,796**	**8,053,899**
At 1 January 2019	8,673,429	4,336,715
Issued during the year	7,434,367	3,717,184
At 31 December 2019	16,107,796	8,053,899

25 Share premium

	No of shares ₦'000	Share capital ₦'000
At 1 January 2020	**16,107,796**	**435,148,731**
Issued during the year	**-**	**-**
Right issue costs	**-**	**-**
At 31 December 2020	**16,107,796**	**435,148,731**
At 1 January 2019	8,673,429	350,945,748
Issued during the year	7,434,367	85,495,223
Right issue costs	-	(1,292,240)
At 31 December 2019	16,107,796	435,148,731

26 Earnings per share

Earnings per share is calculated by dividing the profit attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding at the end of the reporting period.

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Profit attributable to equity holders of the Company from continuing & discontinued operation	**30,842,138**	115,104,352	**28,714,884**	22,721,616
Profit attributable to equity holders of the Company from continuing operation	**30,788,424**	15,452,638	**28,661,170**	22,656,468
Weighted average number of ordinary shares in issue (Basic)	**16,107,796**	16,107,796	**16,107,796**	16,107,796
Weighted average number of ordinary shares in issue (diluted)	**16,107,796**	16,107,796	**16,107,796**	16,107,796
Continuing operations & discontinued operation:				
Basic earnings per share (Kobo)	**191**	715	**178**	141
Diluted earnings per share (Kobo)	**191**	715	**178**	141
Continuing operations:				
Basic earnings per share (Kobo)	**191**	96	**178**	141
Diluted earnings per share (Kobo)	**191**	96	**178**	141

27 Rights Issue

On December 4, 2018 the Company launched a Rights Issue to raise ₦89.2 billion by way of issue of 7,434,367,256 Ordinary Shares of 0.50 Kobo each at ₦12.00 per share on the basis of six (6) new Ordinary shares for every seven (7) existing Ordinary Shares held by qualified shareholders. At the conclusion of the offer in 2019, the Rights Issue was 100% subscribed and the Board of Directors on 15th February, 2019 passed a resolution to approve the basis of allotment.

27.1 Reconciliation of Cash Received from rights issue

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Cash received into offer proceed account	**-**	-	**-**	-
Cash transferred from offer proceed account	**-**	89,212,408	**-**	89,212,408
	-	89,212,408	**-**	89,212,408
2019 Right issue costs paid in 2019	**-**	(589,856)	**-**	(589,856)
Net cash payments for rights issue	**-**	(1,555,428)	**-**	(1,555,428)

28 Foreign currency translation reserve

This represents exchange differences arising from the translation of joint venture operation from Continental Blue Investment Ghana to the Group's reporting currency which is Naira.

29 The other reserves arising on business combination and re-organisation is used to recognise the adjustments arising from business combination/re-organisation for entities under common control, when the pooling of interest method has been used.

30 Loans and borrowings

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Non-current	**5,139,600**	52,664,863	**2,774,394**	45,899,963
Current	**44,593,230**	11,520,252	**44,458,963**	14,666,562
Total loans and borrowings	**49,732,830**	64,185,115	**47,233,357**	60,566,525
Split into:				
Power fund (Note 30.1)	**5,341,967**	12,373,343	**2,381,928**	4,181,322
Bond (Note 30.2)	**34,083,978**	33,849,197	**34,083,978**	33,849,198
Lease liabilities (Note 30.4)	**7,868,846**	17,358,549	**7,859,810**	17,349,567
Bank Loans (Note 30.3)	**2,438,039**	604,026	**2,103,913**	604,025
Related party loan (Note 30.6)	**-**	-	**803,728**	4,582,413
Total loans and borrowings	**49,732,830**	64,185,115	**47,233,357**	60,566,525

30.1 Power Fund: Lafarge Africa Plc accessed ₦12.5 billion from the CBN/BOI Power and Aviation Intervention Fund through Guaranty Trust Bank Plc (GTB). Principal and Interest are paid quarterly. Principal repayment commenced in October 2012. The facility has a 10-year tenure with a fixed interest rate of 7% per annum and an effective interest rate of 8.7% per annum.The outstanding balance disclosed in the Company's books amounts to ₦1 billion, which is the amortised cost to date.

Lafarge Africa Plc also accessed ₦5.3 billion from the CBN/BOI Power and Aviation Intervention Fund through Guaranty Trust Bank Plc (GTB). Principal and Interest are paid quarterly. The facility has a 10-year tenure with a fixed interest rate of 4% per annum and an effective interest rate of 15.23%. per annum The outstanding balance disclosed in the Company's books amounts to ₦1.3 billion, which is the amortised cost to date.

The Group also assessed an additional ₦6.4 billion from the CBN/BOI intervention fund in 2019 through Zenith Bank. The loan assessed amounted to ₦6.4 billion. Principal repayment commenced in December 2019. The facility has a 7.5-years tenure and an interest rate of 5% per annum. The outstanding balance, at amortised cost, amounts to ₦2.9 billion.

30.2 Bond: By a resolution dated 17th March 2016, the Board of Directors resolved to raise the sum of ₦60 billion in two tranches of ₦26.38 billion and ₦33.61 billion at interest rates, of 14.25% and 14.75% per annum respectively, maturing in 2019 and 2021 respectively. The effective interest rates are 14.69% and 14.93% respectively. Interest is paid bi-annually and principal is repaid at end of the tenor. The first tranche of bond was paid in 2019.

30.3 Bank Loans: These represent letters of credit facility lines obtained from financial institutions. Interest rate ranges from 16.53% - 17.01% p.a and the loans are payable within one year.

30.4 Lease liabilities

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Maturity analysis				
Less than 1 year	**5,571,028**	7,480,626	**5,561,992**	7,471,645
Between one and two years	**1,990,081**	8,218,969	**1,990,081**	8,218,969
Between two and five years	**153,805**	1,492,672	**153,805**	1,492,672
Five years and above	**153,932**	166,281	**153,932**	166,281
	7,868,846	17,358,549	**7,859,810**	17,349,567
Analysed as				
Non current	**2,297,818**	9,877,922	**2,297,818**	9,877,922
Current	**5,571,028**	7,480,626	**5,561,992**	7,471,645
Total loans and borrowings	**7,868,846**	17,358,549	**7,859,810**	17,349,567

30.5 Movement in loans and borrowings

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
At 1 January	**64,185,115**	266,207,059	**60,566,525**	250,077,462
Arising from deconsolidation of discontinued operation	**-**	(24,124,904)	**-**	-
Lease liabilities at January 1, 2020	**-**	22,629,674	**-**	22,614,117
Additions:				
Finance lease	**2,387,657**	4,164,695	**2,387,657**	4,164,695
Loan received	**1,834,067**	5,358,703	**1,499,886**	2,500,000
	68,406,839	274,235,227	**64,454,068**	279,356,274
Interest expensed (Note 12.2)	**7,859,989**	18,125,050	**8,418,695**	18,981,016
Interest paid on borrowing	**(5,117,850)**	(9,104,955)	**(5,252,701)**	(9,104,955)
Interest paid on leases	**(1,991,166)**	(3,242,545)	**(1,991,166)**	(3,242,545)
Interest paid- non cash	**-**	(8,399,478)	**-**	(8,399,478)
Principal repaid	**(7,759,060)**	(92,301,404)	**(6,403,645)**	(101,903,582)
Repayment of lease liabilities	**(7,488,596)**	(9,435,820)	**(7,488,596)**	(9,429,245)
Principal repaid-non cash	**-**	(105,690,960)	**-**	(105,690,960)
Impact of modification of leases	**(4,503,298)**	-	**(4,503,298)**	-
Impact of loan restructuring	**325,972**		**-**	
At 31 December	**49,732,830**	64,185,115	**47,233,357**	60,566,525
Less than one year	**44,593,230**	11,291,367	**44,458,963**	13,507,352
Between one and two years	**2,860,756**	46,331,563	**1,584,558**	44,098,613
Between two to five years	**2,124,912**	5,936,684	**1,035,905**	2,789,604
After five years	**153,932**	625,501	**153,932**	170,956
	49,732,830	64,185,115	**47,233,357**	60,566,525

30.6 Related Party loans: The balance recorded represents the accrued interest on the loan from AshakaCem Ltd to Lafarge Africa Plc which the principal was settled in March 2019.

31 Provisions

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Non current (Note 31.1)	**1,510,577**	1,011,285	**817,124**	547,403
Current (Note 31.2)	**2,644,965**	677,349	**2,405,497**	604,451
	4,155,542	1,688,634	**3,222,621**	1,151,854

31.1 Non current

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Site restoration cost				
At 1 January	**1,011,285**	3,645,751	**547,403**	618,970
Arising on business re-organisation (Note 18.4)	**-**	-	**-**	57,061
Arising from deconsolidation of discontinued operation	**-**	(2,588,713)	**-**	-
Provision made during the year	**820,447**	576,103	**448,605**	296,368
Utilised	**(387,791)**	(769,940)	**(245,520)**	(513,481)
Unwinding of discount (Note12(12.2)	**66,636**	148,084	**66,636**	88,485
At 31 December	**1,510,577**	1,011,285	**817,124**	547,403

The provision for site restoration represents an estimate of the costs involved in restoring production sites at the end of the expected life of the quarries. The provision is an estimate based on reclamation closure expert valuation and management's re-assessment. The cost would be unwound for a period of 5-15 years for the Group and Company. The long term inflation and discount rates used in the estimate for Nigerian entities was 10% (2019: 11.6%).

31.2 Current

	Group	
	Productivity bonus ₦'000	Total ₦'000
At 1 January 2019	1,281,247	1,281,247
Arising from deconsolidation of discontinued operation	(97,267)	(97,267)
Reclassification	(130,673)	(130,673)
Provision made during the year	915,835	915,835
Payment in the year	(1,291,793)	(1,291,793)
At 31 December 2019	677,349	677,349
At 1 January 2020	**677,349**	**677,349**
Arising from deconsolidation of discontinued operation	**-**	**-**
Provision made during the year	**2,739,977**	**2,739,977**
Payment in the year	**(772,361)**	**(772,361)**
At 31 December 2020	**2,644,965**	**2,644,965**

30.5 Movement in loans and borrowings

	Company	
	Productivity bonus ₦'000	Total ₦'000
At 1 January 2019	845,328	845,328
Arising on business re-organisation	104,361	104,361
Provision made during the year	819,688	819,688
Payment in the year	(1,164,926)	(1,164,926)
At 31 December 2019	604,451	604,451
At 1 January 2020	**604,451**	**604,451**
Provision made during the year	**2,458,418**	**2,458,418**
Payment in the year	**(657,372)**	**(657,372)**
At 31 December 2020	**2,405,497**	**2,405,497**

The provision for productivity bonus is based on employee performance during the year. It is payable in the year 2021.

32 Deferred income

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Non-current	**1,683,008**	2,307,466	**1,234,307**	1,345,039
Current	**381,646**	539,263	**110,732**	110,732
	2,064,654	2,846,729	**1,345,039**	1,455,771
Opening balance	**2,846,729**	2,913,054	**1,455,771**	1,566,502
Addition	**-**	187,633	**-**	-
Impact of restructuring (Note 30.5)	**(325,972)**	-	**-**	-
Grant Capitalised	**(164,091)**	-	**-**	-
Grant released to profit or loss	**(292,010)**	(253,958)	**(110,732)**	(110,731)
Closing balance	**2,064,655**	2,846,729	**1,345,040**	1,455,771

The deferred revenue is as a result of the benefit received from a below-market-interest rate government loan (CBN/BOI Intervention Fund loans) disclosed in Note 30.1. The revenue is recognised in profit or loss over the useful life of the asset financed with the loan.

33 Employee benefit obligations

Defined contribution plan – Pension

The employees of the Company, (Lafarge Africa Plc, and the subsidiary, AshakaCem Ltd,) are members of a state arranged Pension scheme (Pension Reform Act, 2014) regulated by the Nigerian government but managed by several private sector service providers. The Group is required to contribute a specified percentage of payroll costs to the retirement benefit scheme to fund the benefits. The only obligation of the Group with respect to the defined contribution plan is to make the specified contributions to the third party organizations, which are responsible for the financial and administrative management of the funds.

Defined benefits plan - Gratuity

At 31 December 2015, the Group discontinued the gratuity scheme for all qualifying staff.

The plans had two components: the "Normal" gratuity for all exiting employees with service of 5 years and above, and an additional "In-house" gratuity for employees above 50 years of age and service of above 10 years. The retirement age is 60 years and no other post-retirement benefits are provided to these employees. This is a non-funded benefit scheme as the obligation is paid as and when due. The ''in house'' gratuity will be paid to qualifying staff on exit. However, no further liability is accrued from 31 December 2015. The actuarial valuations of the present value of the defined benefit obligation were carried out at 31 December 2020 by Ernst and Young (FRC registration number:00000000738). The present value of the defined benefit obligation, and the related current service cost, were measured using the Projected Unit Credit Method.

Below are the details of movements and amounts recognised in the financial statements:

33.1 Non current

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Employee long service award scheme (Note 33.2)	**1,719,115**	1,309,568	**1,443,609**	1,085,095
Staff gratuities (Note 33.3)	**565,573**	566,556	**565,573**	566,556
	2,284,688	1,876,124	**2,009,182**	1,651,651

33.2 Employee long service award scheme

The amount arising from the Group and Company's obligations in respect of its employee long service award schemes is as follows:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Opening balance	**1,309,568**	1,412,777	**1,085,095**	1,137,419
Arising on business re-organisation (note 18.4)	**-**	-	**-**	40,213
Service cost	**152,569**	175,450	**133,272**	156,330
Interest cost (Note12.2)	**167,311**	201,016	**138,044**	168,076
Total amount recognised in profit or loss	**319,880**	376,466	**271,316**	324,406
Remeasurements:				
Plan amendment	**-**	(196,560)	**-**	(177,738)
Loss from change in assumptions	**267,659**	(68,671)	**229,273**	(44,954)
Experience adjustment gains	**(40,441)**	(75,265)	**(23,018)**	(81,190)
Total amount recognised in profit or loss	**227,218**	(340,496)	**206,255**	(303,882)
Benefits paid	**(137,551)**	(139,179)	**(119,057)**	(113,061)
Closing balance	**1,719,115**	1,309,568	**1,443,609**	1,085,095

Key assumptions

The key actuarial assumptions used for the purpose of the actuarial valuation are as follows:

Below are key assumptions for Nigerian entities:

Financial assumptions

	31 Dec 2020	31 Dec 2019
Discount rate- per annum (p.a)	**7.3%**	13.5%
Inflation rate	**11.0%**	11.0%
Salary inflation (p.a)	**8.0%**	12.0%
Benefit escalation rate	**5.5%**	5.5%
Normal retirement age	**60 years**	60 years

A quantitative sensitivity analysis for significant assumptions as at 31 December is as shown below:

Sensitivity analysis for the Company

	31 Dec 2020	31 Dec 2019
Base	**1,443,609**	1,085,095
Discount rate		
0.5% increase	**1,386,263**	1,047,653
0.5% decrease	**1,504,751**	1,124,799
Salary increase rate		
0.5% increase	**1,501,672**	1,125,455
0.5% decrease	**1,388,690**	1,046,775
Benefit escalation rate		
0.5% increase	**1,446,566**	1,086,258
0.5% decrease	**1,440,737**	1,083,961
Mortality experience		
Age rated up by 1 year	**1,437,038**	1,080,671
Age rated down by 1 year	**1,449,541**	1,089,085

Sensitivity analysis for the Group

	31 Dec 2020	31 Dec 2019
Base	**1,719,115**	1,309,568
Discount rate		
0.5% increase	**1,653,035**	1,265,530
0.5% decrease	**1,789,497**	1,356,205
Salary increase rate		
0.5% increase	**1,785,413**	1,356,720
0.5% decrease	**1,656,349**	1,264,745
Benefit escalation rate		
0.5% increase	**1,722,861**	1,311,110
0.5% decrease	**1,715,472**	1,308,062
Mortality experience		
Age rated up by 1 year	**1,711,323**	1,304,169
Age rated down by 1 year	**1,726,152**	1,314,439

The weighted average liability duration for the Plan is 7.24 years. The average weighted duration of the longest Nigerian Government bond as at 31st December 2020 was 6.56 years with a gross redemption yield of 7.26%.

33.3 Staff gratuities

The amount arising from the Group's obligations in respect of its staff gratuities is as follows:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Opening balance	**566,556**	3,316,406	**566,556**	473,992
Arising from deconsolidation of discontinued operation	**-**	(2,842,414)	**-**	-
Service cost	**-**	-	**-**	-
Interest cost	**97,072**	63,319	**97,072**	63,319
Total amount recognised in profit or loss	**97,072**	63,319	**97,072**	63,319
Remeasurement:				
Gain/(loss) from change in assumptions	**-**	95,807	**-**	95,807
Total amount recognised in other comprehensive income	**-**	95,807	**-**	95,807
Benefits paid (Note 35.1.6)	**(98,055)**	(66,562)	**(98,055)**	(66,562)
Closing balance	**565,573**	566,556	**565,573**	566,556

The significant actuarial assumptions were as follows:

Below are key assumptions for Nigerian entities:

i) The rates of mortality assumed for employees are the rates published in the A67/70 Ultimate Tables, published jointly by the Institute and Faculty of Actuaries in the UK.

Age	Number of deaths in year in the year out of 10,000 lives.
25	7
30	7
35	9
40	14
45	26

Through its defined benefit plans (pension scheme) the Group is exposed to asset volatility risk.

ii) Withdrawal from Service

Age band	Rate
Less than or equal to 30	4%
31-39	3%
40-44	1%
45-54	1%
55-59	0%

iii) A quantitative sensitivity analysis for significant assumptions as at 31 December is as shown below:

Sensitivity analysis for the Company

	31 Dec 2020	31 Dec 2019
Base	**565,573**	566,556
Discount rate:		
0.5% increase	**554,573**	554,820
0.5% decrease	**577,006**	578,752
Mortality experience:		
Age rated up by 1 year	**564,675**	565,470
Age rated down by 1 year	**566,374**	567,528

The weighted average liability duration for the Plan is 4.23 years. The average weighted duration of the longest Nigerian Government bond as at 31st December 2020 was 4.25 years with a gross redemption yield of 6.5%.

34 Trade and other payables

Trade payables

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Trade payables	**18,748,553**	18,941,999	**15,365,176**	15,577,803
	18,748,553	18,941,999	**15,365,176**	15,577,803
Other payables:				
Related party - technical service fee (Note 34.1, 38.4)	**3,861,802**	5,691,389	**3,861,802**	5,428,974
Customers' deposits	**22,735,180**	19,770,478	**17,247,193**	18,477,116
Related companies (Note 38.5)	**3,263,740**	2,587,574	**16,690,513**	14,314,010
Withholding tax payable	**875,110**	1,829,293	**920,277**	1,829,293
Value added tax payable	**87,951**	1,409,042	**87,785**	1,320,052
Employee provisions and other liabilities	**2,967,782**	309,137	**-**	238,211
Accruals (Note 34.2)	**7,145,326**	8,144,599	**6,279,343**	8,021,708
Other liabilities	**8,577,502**	11,034,386	**7,391,530**	7,370,479
Dividend payable (Note 34.3)	**8,594,829**	-	**8,594,829**	-
	58,109,222	50,775,898	**61,073,271**	56,999,843
	76,857,775	69,717,897	**76,438,447**	72,577,646

34.1 LafargeHolcim Technical service fees

This represents the outstanding liability on the Industrial Franchise Agreement with LafargeHolcim of Switzerland. The terms of the agreements include:

- The right for Lafarge Africa Plc to use technical research and development information relating to production and distribution of cement products
- The provision by LafargeHolcim of technical and operational support through the secondment of suitably qualified expatriate personnel, as requested by Lafarge Africa Plc and approved by the Federal Government of Nigeria.
- The guarantee by LafargeHolcim of the achievement of raw material reserves and production targets by Lafarge Africa Plc.

34.2 Accruals

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Legal	**-**	61,189	**-**	61,189
Unbilled technical fee/ rebate	**-**	956,676	**-**	956,676
Freight/ logistics	**504,599**	680,093	**500,999**	680,093
Rent/ depot	**-**	128,856	**-**	101,669
Capital expenses	**4,779**	61,023	**-**	61,023
Quarry/landed cost	**8,323**	71,101	**-**	-
Plant accruals	**4,582,070**	3,649,276	**4,238,690**	3,636,436
Power	**483,300**	-	**-**	-
Employee related accrual	**62,274**	606,548	**50,931**	591,554
Others	**1,499,981**	1,929,837	**1,488,723**	1,933,068
	7,145,326	8,144,599	**6,279,343**	8,021,708

34.3 Dividend paid to equity holders of the company

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
At 1 January	**-**	4,220,596	**-**	4,220,596
Dividend declared	**16,107,796**	-	**16,107,796**	-
Payment to the equity holders of the parent	**(7,512,967)**	(4,220,596)	**(7,512,967)**	(4,220,596)
At 31 December	**8,594,829**	-	**8,594,829**	-

The balance on dividend payable is due to Caricement B.V and Associated International Cement Ltd for the year 2019.

34.4 Dividend paid

The following dividend were paid during the year:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Lafarge Associated Nigeria Limited	**-**	4,220,596	**-**	4,220,596
Caricement B.V	**3,281,612**	-	**3,281,612**	-
Associated International Cement Ltd	**1,623,970**	-	**1,623,970**	-
Other equity holders	**2,607,385**	-	**2,607,385**	-
Total	**7,512,967**	4,220,596	**7,512,967**	4,220,596

35 Additional cash flow information

35.1 Working capital adjustments:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Increase in inventories	**1,616,555**	9,303,612	**3,441,287**	8,502,176
(Decrease)/increase in trade and other receivables	**3,184,742**	(5,952,392)	**(5,783,784)**	(11,816,843)
(Decrease)/increase in other assets	**(15,081,615)**	(4,655,111)	**(14,460,563)**	(4,670,634)
(Decrease)/increase in other financial assets	**(923,775)**	139,111	**(925,047)**	(29,100)
Increase/ (decrease) in trade and other payables	**(1,454,951)**	16,704,406	**(4,734,028)**	21,780,431
	12,659,044	15,539,626	**(22,462,135)**	13,766,030

35.1.1 Reconciliation of changes in inventories included in statement of cash flows:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Movement in inventories	**1,388,174**	14,715,751	**3,212,906**	3,241,946
Arising on business re-organisation	**-**	-	**-**	282,271
Arising from deconsolidation of discontinued operation	**-**	(11,281,213)	**-**	-
Reclassification to Property, plant and equipment (Note15)	**228,381**	5,869,074	**228,381**	4,977,959
Movement as per the Statement of Cashflows	**1,616,555**	9,303,612	**3,441,287**	8,502,176

35.1.2 Reconciliation of changes in trade and other receivables included in statement of cash flows:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Movement in trade and other receivables	**3,164,137**	12,970,944	**(5,803,098)**	(9,284,981)
Arising on business re-organisation	**-**	-	**-**	512,675
Arising from deconsolidation of discontinued operation	**-**	(15,870,481)	**-**	-
Transfer to right of use assets	**-**	(2,745,219)	**-**	(2,745,219)
Reclassification of Impairment loss on trade receivables (Note 22.3)	**20,605**	(307,636)	**19,314**	(299,318)
Movement as per the Statement of Cashflows	**3,184,742**	(5,952,392)	**(5,783,784)**	(11,816,843)

35.1.3 Reconciliation of changes in other assets included in statement of cash flows:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Movement in other assets	**(14,394,946)**	617,627	**(13,773,894)**	4,389
Arising on business re-organisation	**-**	-	**-**	94,291
Arising from deconsolidation of discontinued operation	**-**	(503,424)	**-**	-
Reclassification of prepayments for construction expenditure (Note 15)	**(686,669)**	(956,784)	**(686,669)**	(956,784)
Transfer to right of use assets	**-**	(3,812,530)	**-**	(3,812,530)
Movement as per the Statement of Cashflows	**(15,081,615)**	(4,655,111)	**(14,460,563)**	(4,670,634)

35.1.4 Reconciliation of changes in other financial assets included in statement of cash flows:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Movement in other financial assets	**(923,775)**	669,651	**(925,047)**	(29,100)
Arising from deconsolidation of discontinued operation	**-**	(530,540)	**-**	-
Movement as per the Statement of Cashflows	**(923,775)**	139,111	**(925,047)**	(29,100)

35.1.5 Reconciliation of changes in trade and other payables included in statement of cash flows:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Movement in trade and other payables	**7,139,878**	(10,819,919)	**3,860,801**	22,656,468
Arising on business re-organisation	**-**	-	**-**	(5,096,633)
Arising from deconsolidation of discontinued operation	**-**	23,303,729	**-**	-
Reclassification of dividend payable (Note 34.3)	**(8,594,829)**	4,220,596	**(8,594,829)**	4,220,596
Movement as per the Statement of Cashflows	**(1,454,951)**	16,704,406	**(4,734,028)**	21,780,431

35.1.6 Provisions and net movement on employee benefit

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Long service awards - Plan amendment/ curtailment	**-**	(196,560)	**-**	-
Employee Long Service Award - service cost (Note 33.2)	**152,569**	175,450	**133,272**	156,330
Productivity bonus payment	**(772,361)**	(1,291,793)	**(657,372)**	(1,164,926)
Staff gratuity benefits paid (Note 33.3)	**(98,055)**	(66,562)	**(98,055)**	(66,562)
Employee Long service award benefits paid	**(137,551)**	(139,179)	**(119,057)**	(113,061)
Remeasurement (gains) / losses – Long service awards	**227,218**	(143,936)	**206,255**	(126,144)
Provision for productivity bonus for the year	**2,739,977**	785,162	**2,458,418**	819,688
	2,111,797	(877,418)	**1,923,461**	(494,675)

35.2 In the statement of cash flows, profit on sale of property, plant and equipment (PPE) comprise:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Proceeds from sale of property, plant and equipment	**475,059**	62,221	**458,662**	62,221
Net book value of property, plant and equipment disposed	**(237,690)**	(7,532)	**(233,713)**	(7,532)
Gain on sale of property, plant and equipment (Note 15)	**237,369**	54,689	**224,949**	54,689

35.3 Other non cash items

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Write offs for Property, plant and equipment	**41,026**	430,763	**41,026**	356,348
Gain on sale of property plant and equipment (Note 10)	**(237,369)**	(54,689)	**(224,949)**	(54,689)
Impairment loss on trade and other receivables (Note 22.3)	**(20,605)**	307,636	**(19,314)**	299,318
Movement in site restoration cost	**432,656**	(193,837)	**203,085**	(217,113)
Government grants (Note 10)	**(292,010)**	(253,958)	**(110,733)**	(110,731)
	(76,302)	235,915	**(110,885)**	273,133

36 Commitments for expenditure

Capital expenditure contracted for at the reporting period end but not recognised in the financial statements is as follows:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Capital expenditure commitments				
Approved and contracted for	**3,829,612**	15,513,811	**3,829,612**	3,904,755
	3,829,612	15,513,811	**3,829,612**	3,904,755
Operating expenditure commitments				
Commitments for the supply of gas (Note 36.1)	**150,854,700**	121,013,891	**150,854,700**	121,013,891
Commitments for the supply of power (Note 36.2)	**5,963,349**	6,314,830	**5,963,349**	6,314,830
Guarantee for gas commitment (Mfamosing project	**1,450,000**	1,450,000	**1,450,000**	1,450,000
Income tax risk (Note 36.3)	**1,335,749**	-	**1,335,749**	-
Guarantee for power services	**1,250,904**	1,185,644	**1,250,904**	1,185,644
Guarantee for truck financing	**7,747,344**	2,405,638	**7,747,344**	2,405,638
Clearing charges for imported materials	**-**	273,400	**-**	273,400
Share Holder's Gurantee (Note 36.4)	**3,579,296**	3,427,835	**3,579,296**	3,427,835
Additional Subscription of Shares in CBI Ghana	**1,645,000**	1,273,720	**1,645,000**	1,273,720
	173,826,343	137,344,958	**173,826,343**	137,344,958

36.1 This represents the total commitments with respect to termination payment clause on gas contracts. This amount is made up of ₦56.8 billion relating to gas supply contract with a vendor for the supply of gas to Mfamosing Plant, ₦94 billion relating to another gas supply contract with a vendor for the supply of gas to Ewekoro and Shagamu Plants.

36.2 Commitments for the supply of power represents the fixed cost commitment on a monthly basis for the supply of power to the Ewekoro and Mfamosing plant for period of ten years from the effective date of the contract.

36.3 During the year, the tax authorities conducted a transfer pricing audit with regards to 2011 - 2014 fiscal years. The Company was levied with a sum amounting to ₦2 billion. The matter is pending before the Tax Appeal Tribunal for consideration, however, the FIRS has requested that the matter be settled out of court. The Company's legal and tax teams are of the view that the price at which the coal was sold from the coal division to the cement is at arms length and as such the Company does not expect any material exposure to arise.

Additionally, The FIRS applied VAT on discounts and rebates granted to the Company's customers. Ashaka stated that the revenue for VAT purpose should be duly adjusted for discounts and rebates as it should be based on net sales (i.e. gross sales less discounts and rebates). The Company awaits the FIRS's revised report. Tax specialists were engaged to review the adequacy of the disclosed amount, and, based on their high-level review of the grounds of objection, the exposure is considered possible and amounts to ₦50.2 million.

36.4 Lafarge Africa Plc provided a shareholder's guarantee to one of its investments, CBI Ghana for a construction project. The value of the guarantee is USD 9.42 million and this was executed through a deed of guarantee effective on 5 February 2018 and runs up unto the project completion date.

37 Contingent liabilities

	Group		Company	
	31 Dec 2020 ₦'000	**31 Dec 2019 ₦'000**	**31 Dec 2020 ₦'000**	**31 Dec 2019 ₦'000**
Lafarge Africa Plc				
Various litigations and claims (Note 37.1)	**4,870,310**	4,931,438	**4,870,310**	4,830,438
Letters of credit (Note 37.2)	**11,698,881**	3,949,640	**7,776,040**	3,949,640
	16,569,191	8,881,078	**12,646,350**	8,780,078

37.1 The Group and Company are engaged in law suits that have arisen in the normal course of business. The contingent liabilities in respect of pending litigations and other claims amounted to ₦4.9 billion (2019: ₦4.8 billion) for the Group and Company respectively. The Directors are of the opinion that it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation. Thus the possible obligation has not been provided for in the financial statements.

37.2 This represents letters of credit which have been opened but shipment of items has not been initiated and as such risks and rewards have not been transferred to the Group and Company as at year end.

38 Related party transactions

38.1 Ultimate parent entity

The ultimate parent entity of the Group is LafargeHolcim, incorporated in Switzerland.
In the normal course of business, Lafarge Africa Plc sells cement to other subsidiaries of the ultimate shareholder.

The Company receives technical assistance from the majority shareholder which is paid for under the Industrial Franchise Agreement (see Note 9.4).

38.2 Subsidiaries

Subsidiaries are set out in Note 17.1.

38.3 Transactions with related parties

The following transactions occurred with related parties during the year:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
AshakaCem Limited	-	-	2,067,466	601,311
Total transaction value	-	-	2,067,466	601,311

Purchase of goods and services

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Lafarge Holcim Trading	2,647,000	1,506,610	2,647,000	1,506,610
Total transaction value	2,647,000	1,506,610	2,647,000	1,506,610

Goods were sold to related parties during the year based on the price lists in force and terms that would be available to third parties. All other transactions were made on normal commercial terms and conditions and at market rates.

		Group		Company	
	Nature of transaction	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Others					
AshakaCem Limited	Dividends received - Subsidiary	-	-	-	7,934,772
Holcim Group Services Ltd	Services Related	411,137	-	259,748	-
Lafargeholcim Middle East & Africa IT Service Center	IT Services	953,616	-	953,616	-
Technical Center Europe-Africa	Services Related	290	10,226	290	3,379
Lafargetechnical Center Vienna Gmbh	Services Related	2,663	-	2,663	-
Holcim Trading S.A.	Fuel	36,192	-	36,192	-
Lafarge Cement Egypt SAE	Payroll and other personnel recharges	154,066	9,452	154,066	9,452
Lafarge Building Materials Ltd	Employee Related	-	63,908	-	63,908
Lafarge (Beijing) Building Materials Technical Service Co, Ltd	Employee Related	20,920	-	-	-
Lafarge S.A Paris	Technical Fees	-	1,937,691	-	1,691,467
Holcim Technology Ltd	Technical Fees	2,989,050	2,442,618	2,989,050	2,442,618
Holcim (Maroc) S.A.	Fuel	60,446	50,138	60,446	50,138
Holcim Group Services Ltd	Employee Related	-	56,312	-	56,312
Lafarge Mea Building Materials S.A.E	Employee Related	313,533	-	307,096	-
Lafarge Industries S.A. (Pty)	Employee Related	196	940	196	940
Lafargeholcim Energy Solutions	Employee Related	172,048	-	172,048	-

		Group		Company	
	Nature of transaction	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Others (Cont'd)					
Ambuja Cements Limited	Services Related	**-**	7,954	**-**	7,954
Holcim (Romania) S.A.	Services Related	**-**	2,437	**-**	2,437
HOLCIM (SINGAPORE) PTE LTD	Services Related	**-**	59,977	**-**	44,675
HOLCIM TRADING FZCO	Services Related	**-**	315,879	**-**	315,879
Hima Cement Rwanda Ltd	Employee Related	**24,543**	-	**24,543**	-
Lafarge Intern Serv Singapore	Employee Related	**266,744**	-	**179,222**	-
Lafarge International Services	Payroll and other personnel recharges	**-**	704,749	**-**	689,447
Lafarge Mea Building Material Sae	Payroll and other personnel recharges	**-**	48,625	**-**	48,625
Lafarge SA	Group Insurance	**-**	-	**-**	-
Lafarge Zambia Plc	Payroll and Personnel recharges	**-**	8,781	**-**	8,781
Lafargeholcim Mea It Services Cente	IT services	**-**	703,990	**-**	703,990
Associated Pan Malaysia Cement Sdn	Payroll, personnel costs recharges	**107,851**	-	**-**	-
LH Trading Ltd	Recharges	**-**	37,732	**-**	37,732
Total transaction value		**5,513,295**	6,461,408	**5,139,176**	14,112,506

38.4 Outstanding balances arising from sales/purchases of goods and services

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Trade receivables:				
AshakaCem Limited	**-**	-	**2,467,839**	642,597
Lafarge Holcim Trading	**242,224**	-	**242,224**	-
	242,224	-	**2,710,063**	642,597
Technical fees:				
Lafarge S.A Paris	**418,016**	1,426,200	**418,016**	1,163,785
Holcim Technology Ltd	**3,443,786**	4,265,189	**3,443,786**	4,265,189
	3,861,802	5,691,389	**3,861,802**	5,428,974

The sale of goods to/from related parties were carried out on commercial terms and conditions and hence the Directors are of the opinion that there is no conflict of interests. The amounts outstanding are unsecured and will be settled in cash. No guarantees have been given or received. No expense has been recognised in the current or prior years for bad or doubtful debts in respect of the amounts owed by related parties.

38.5 Other receivables from and payables to related parties

			Group		Company	
			31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Other receivables						
AshakaCem Plc	Subsidiary	Back end expenses and System, application & support cost	**-**	-	**18,815,390**	11,782,056
Lafarge S.A.	Fellow subsidiary	Back end expenses.	**-**	36,424	**-**	42,862
Lafarge Associated Nigeria Ltd	Fellow subsidiary	Back end expenses.	**-**	180,397	**-**	180,397
Holcim Services EMEA Spain	Fellow subsidiary	Back end expenses.	**-**	4,644	**-**	4,644
LafargeHolcim Energy Solutions	Fellow subsidiary	Back end expenses.	**97,028**	-	**97,028**	-
LafargeHolcim Middle East & Africa IT Service Center	Fellow subsidiary	Back end expenses.	**333**	-	**333**	-
Holcim Group Services Ltd	Fellow subsidiary	Back end expenses.	**138,160**	-	**138,160**	-
Holcim Technology Ltd	Fellow subsidiary	Back end expenses.	**23,343**	-	**23,343**	-
			258,864	221,465	**19,074,254**	12,009,959

			Group		Company	
			31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Other payables						
Lafarge S.A	Fellow subsidiary	Back end expenses.	**74,678**	593,191	**97,302**	610,514
Holcim technology limited	Fellow subsidiary	Back end expenses.	**-**	1,134,370	**-**	1,003,781
Ashakacem PLC	Subsidiary	Back end expenses.	**-**	-	**13,928,118**	11,849,784
Lafarge Malaysia	Fellow subsidiary	Back end expenses.	**-**	157	**-**	157
Holcim Group Services Ltd	Fellow subsidiary	Back end expenses.	**9,273**	(263,704)	**-**	(121,588)
Lafarge MEA Building Materials S.A.E	Fellow subsidiary	Back end expenses.	**525,384**	211,851	**516,522**	209,426
Holcim Trading S.A.	Fellow subsidiary	Back end expenses.	**264,740**	228,548	**264,740**	228,548
Technical Center Europe-Africa	Fellow subsidiary	Back end expenses.	**13,985**	13,695	**13,985**	13,695
LafargeHolcim Middle East & Africa IT Service Center	Fellow subsidiary	Back end expenses.	**1,089,054**	-	**953,283**	-
Holcim Services EMEA Spain	Fellow subsidiary	Back end expenses.	**-**	366,396	**-**	366,396
Lafarge International Services Singapore Pte Ltd	Fellow subsidiary	Back end expenses.	**380,617**	113,873	**179,222**	-
Lafarge Industries South Africa (PTY) Ltd	Fellow subsidiary	Back end expenses.	**1,019**	823	**1,019**	823
Lafarge Building Materials Limited	Fellow subsidiary	Back end expenses.	**-**	60,499	**-**	60,499
Lafargeholcim España, S.A.U.	Fellow subsidiary	Back end expenses.	**33,805**	25,883	**33,805**	25,883
Lafargeholcim Building Materials (China) Co., Ltd	Fellow subsidiary	Back end expenses.	**-**	35,900	**-**	-
LH Trading Ltd	Fellow subsidiary	Back end expenses.	**374,205**	42,531	**374,205**	42,531
Lafargeholcim Maroc	Fellow subsidiary	Back end expenses.	**65,378**	4,931	**65,378**	4,931
Lafarge Cement Technical Center Vienna Gmbh	Fellow subsidiary	Back end expenses.	**3,780**	1,117	**3,780**	1,117
Lafarge Cement Egypt S.A.E.	Fellow subsidiary	Back end expenses.	**249,154**	95,088	**249,154**	95,088

			Group 31 Dec 2020 ₦'000	Group 31 Dec 2019 ₦'000	Company 31 Dec 2020 ₦'000	Company 31 Dec 2019 ₦'000
Other payables (cont'd)						
Lafarge A&C Technical Service (Beijing) Co Ltd	Fellow subsidiary	Back end expenses.	**20,920**	-	**-**	-
Lafarge Asia Sdn Bhd (Asia Technical Center)	Fellow subsidiary	Back end expenses.	**107,851**	-	**-**	-
LafargeHolcim Investment Ltd	Fellow subsidiary	Back end expenses.	**49,897**	-	**-**	-
LafargeHolcim Energy Solutions	Fellow subsidiary	Back end expenses.	**-**	(75,020)	**-**	(75,020)
Lafarge Associated Nigeria Ltd	Fellow subsidiary	Back end expenses.	**-**	5,652	**-**	5,652
LH Trading PTE Ltd	Fellow subsidiary	Back end expenses.	**-**	6,033	**-**	6,033
Holcim Trading FZCO	Fellow subsidiary	Back end expenses.	**-**	300.94	**-**	300.94
Hima Cement Rwanda Limited	Fellow subsidiary	Back end expenses.	**-**	(14,543)	**-**	(24,543)
Wapsila Nigeria Limited	Fellow subsidiary	Investment	**-**	-	**10,000**	10,000
			3,263,740	2,587,574	**16,690,513**	14,314,010

***Back end expenses relates to charge back of employee related costs, IT services and other administrative expenses.

38.6 Loans from related parties

	Group 31 Dec 2020 ₦'000	Group 31 Dec 2019 ₦'000	Company 31 Dec 2020 ₦'000	Company 31 Dec 2019 ₦'000
AshakaCem Plc	**-**	-	**803,728**	4,582,413
	-	-	**803,728**	4,582,413

38.7 Loans to related party

	Group 31 Dec 2020 ₦'000	Group 31 Dec 2019 ₦'000	Company 31 Dec 2020 ₦'000	Company 31 Dec 2019 ₦'000
Loan to CBI Ghana	**2,631,490**	1,762,507	**2,631,490**	1,762,507

38.8 Key management personnel compensation

	Group 31 Dec 2020 ₦'000	Group 31 Dec 2019 ₦'000	Company 31 Dec 2020 ₦'000	Company 31 Dec 2019 ₦'000
Key management personnel				
Salaries and other short term employee benefits	**1,428,759**	1,381,999	**1,428,759**	1,381,999
Post-employment benefits	**87,353**	78,232	**87,353**	78,232
Total	**1,516,112**	1,460,231	**1,516,112**	1,460,231

39 Directors and employees

Directors

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Directors' emolument comprise:				
Salaries/fees	**343,420**	292,650	**343,420**	292,650
Sitting allowance and other benefits	**206,086**	51,665	**206,086**	51,665
	549,506	344,315	**549,506**	344,315

Fees and other emoluments disclosed above include amount paid to:

	Salaries/Fees		Sitting allowance		Other benefits		Total	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Executive Director								
Khaled Abdel Aziz El Dokani	**221,223**	-	**-**	-	**113,675**	-	**334,897**	-
Michel Puchercos	**-**	271,650	**-**	-	**-**	10,727	**-**	282,377
Lolu Alade-Akinyemi	**88,197**	-	**-**	-	**9,091**	-	**97,289**	-
Non- Executive Directors								
Mobolaji Balogun	**10,000**	5,000	**12,400**	6,500	**-**	3,708	**22,400**	15,208
Adebode Adefioye	**8,000**	4,000	**17,120**	10,040	**-**	2,500	**25,120**	16,540
Adenike Ogunlesi	**8,000**	4,000	**14,720**	6,840	**-**	250	**22,720**	11,090
Elenda Giwa- Amu	**8,000**	4,000	**17,900**	9,400	**-**	-	**25,900**	13,400
Karine Uzan Mercie	**-**	4,000	**-**	1,700	**-**	-	**-**	5,700
Rossen Papazov	**-**	-	**-**	-	**-**	-	**-**	-
Marco Licata	**-**	-	**-**	-	**-**	-	**-**	-
Adebayo Adeleke	**-**	-	**2,480**	-	**-**	-	**2,480**	-
Grant Earnshaw	**-**	-	**-**	-	**-**	-	**-**	-
Christof Hassig	**-**	-	**-**	-	**-**	-	**-**	-
Jean-Philippe Benard	**-**	-	**-**	-	**-**	-	**-**	-
Adekanmbi David Ademola	**-**	-	**2,000**	-	**-**	-	**2,000**	-
Gbenga Oyebode MFR	**-**	-	**8,720**	-	**-**	-	**8,720**	-
Adejuwon Timothy Ademola	**-**	-	**2,000**	-	**-**	-	**2,000**	-
Olivier Guitton	**-**	-	**-**	-	**-**	-	**-**	-
Oyinkan Adewale	**-**	-	**5,980**	-	**-**	-	**5,980**	-
Virginie Darbo	**-**	-	**-**	-	**-**	-	**-**	-
	343,420	292,650	**83,320**	34,480	**122,766**	17,185	**549,506**	344,315

Salaries/Fees represent annual remuneration, bonus paid, long term benefits and pensions, while other benefits are related to Benefits in Nigeria.

Employees
The average number of employees employed during the year was:

	Group		Company	
	31 Dec 2020 Number	31 Dec 2019 Number	31 Dec 2020 Number	31 Dec 2019 Number
Managerial staff	**111**	115	**103**	103
Senior staff	**1,094**	1,004	**898**	815
Junior staff	**174**	209	**73**	105
	1,379	1,328	**1,074**	1,023

The aggregate payroll costs were:

	Group		Company	
	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000	31 Dec 2020 ₦'000	31 Dec 2019 ₦'000
Wages, salaries, allowances and other benefits	**20,296,295**	17,417,142	**17,884,996**	15,475,537
Pension and social benefits	**1,160,474**	1,278,696	**999,646**	979,402
Staff training	**208,531**	152,041	**207,832**	143,058
	21,665,300	18,847,879	**19,092,474**	16,597,997

The number of higher paid employees with gross emoluments within the ranges below were:

	Group		Company	
Range (₦)	31 Dec 2020 Number	31 Dec 2019 Number	31 Dec 2020 Number	31 Dec 2019 Number
Up to 1,000,000	**15**	12	**7**	6
1,000,001 - 3,000,000	**279**	241	**158**	132
3,000,001 - 5,000,000	**511**	577	**385**	427
5,000,001 - 7,000,000	**236**	185	**205**	163
7,000,001 - 10,000,000	**156**	140	**145**	132
Above 10,000,000	**182**	173	**174**	163
	1,379	1,328	**1,074**	1,023

40 Events after the reporting period

On January 20, 2021, the board of Lafarge Africa Plc approved the disposal of the Company's investment in Continental Blue Investment Ghana Ltd via a planned sale of the total equity interest held by the Company in CBI to a third party F. Scott AG. Based on the agreement with F. Scott AG, dated February 2, 2021, the proceeds that will be realized by Lafarge Africa Plc from the transaction amounts to USD 8.2m after repayment of loan granted by Lafarge Africa Plc to CBI Ghana (USD 5.8m), settlement of earn out obligation by Lafarge Africa Plc (USD 3.6m) and Payment for the Lafarge Africa Plc's shares by F. Scott AG (USD 6m). The parties have agreed to close the transaction no later than 30 June 2021.

The disposal is part of Group's decision to re-organise its operations and achieve better synergies

There are no other events which could have had a material effect on the financial position of the Group as at 31 December 2020 and its financial performance for the year ended that have not been adequately provided for or disclosed in these financial statements.

Other National Disclosures

Consolidated and Separate Statements of Value Added

for the year ended 31 December 2020

Group	31 Dec 2020 ₦'000	%	31 Dec 2019 ₦'000	%
Revenue	**230,572,922**	**278**	212,999,066	276
Bought in materials and services		**-**		-
Local	**(142,934,692)**	**(172)**	(129,372,772)	(168)
Imported	**(6,702,037)**	**(8)**	(11,911,066)	(15)
Other income and finance income	**2,152,153**	**2**	5,510,287	7
Value added	**83,088,346**	**100**	77,225,515	100
Applied as follows:				
To pay employees				
Wages, salaries and other benefits	**13,532,309**	**16**	18,847,879	24
To pay providers of capital:				
Finance costs	**7,859,989**	**9**	18,865,493	24
To pay government:				
Income tax expense	**2,327,495**	**3**	1,174,692	2
Retained in the business				
To maintain and replace:				
Property, plant and equipment	**28,526,415**	**35**	29,497,370	29
Intangible assets	**-**	**-**	531,386	1
To deplete reserves	**30,842,138**	**37**	15,517,786	20
Value added	**83,088,346**	**100**	84,434,606	100

Company	31 Dec 2020 ₦'000	%	31 Dec 2019 ₦'000	%
Revenue	**202,530,359**	**269**	188,407,004	247
Bought in materials and services				
Local	**(122,487,377)**	**(162)**	(114,486,727)	(150)
Imported	**(6,701,133)**	**(9)**	(10,495,388)	(14)
Other income and finance income	**2,063,339**	**2**	12,868,034	17
Value added	**75,405,188**	**100**	76,292,923	100
Applied as follows:				
To pay employees				
Wages, salaries and other benefits	**11,502,849**	**15**	16,597,997	22
To pay providers of capital:				
Finance costs	**8,418,695**	**11**	19,721,459	26
To pay government:				
Income tax expense	**636,490**	**1**	350,577	-
Retained in the business				
To maintain and replace:				
Depreciation of plant, property and equipment	**26,132,270**	**35**	27,160,431	21
Intangible assets	**-**	**-**	531,386	1
To deplete reserves	**28,714,884**	**38**	22,721,616	30
Value added	**75,405,188**	**100**	87,083,466	100

Five year Financial Summary - Group

for the year ended 31 December 2020

Group	IFRS				
	2020 **₦'000**	**2019** **₦'000**	**2018** **₦'000**	**2017** **₦'000**	**2016** **₦'000**
Financial position					
Capital employed:					
Ordinary share capital	**8,053,899**	8,053,899	4,336,715	2,787,888	2,740,367
Share premium	**435,148,731**	435,148,731	350,945,748	222,272,108	217,528,456
Retained earnings	**170,579,540**	155,801,325	138,272,355	160,257,556	102,842,886
Deposit for shares	**-**	-	-	130,416,872	-
Foreign currency translation reserve	**(14,611)**	39,103	9,364,261	9,935,643	(8,660,486)
Other reserves on business combination and re-organisation	**(254,129,057)**	(254,129,057)	(368,683,312)	(368,683,312)	(256,899,951)
Non-controlling interest	**-**	-	305,322	-	191,401,276
Total equity	**359,638,502**	344,914,001	134,541,089	156,986,755	248,952,548
Represented by:					
Property, plant & equipment	**348,328,150**	369,797,229	394,488,764	393,651,934	390,240,816
Intangible assets	**1,939,210**	3,202,068	6,194,518	2,634,326	1,563,499
Investment in joint ventures	**379,432**	-	-	-	89,551
Other financial assets	**964,796**	767,253	1,301,148	1,582,622	423,921
Other assets	**29,127,048**	20,345,783	16,671,760	20,803,113	9,790,605
Deferred tax assets	**23,404,073**	27,994,154	28,720,032	17,514,432	7,641,003
Net current liabilities	**(24,484,811)**	(9,366,049)	(119,289,276)	(189,550,565)	(85,039,599)
	379,657,898	412,740,438	328,086,946	246,635,862	324,709,796
Borrowings	**(5,139,600)**	(52,664,863)	(172,373,209)	(68,715,378)	(68,221,773)
Deferred tax liabilities	**(9,401,523)**	(9,966,699)	(10,200,112)	(11,025,943)	-
Provisions	**(1,510,577)**	(1,011,285)	(3,645,751)	(3,472,388)	(2,200,640)
Deferred revenue	**(1,683,008)**	(2,307,466)	(2,597,602)	(1,518,467)	(1,554,673)
Employee benefits obligation	**(2,284,688)**	(1,876,124)	(4,729,183)	(4,916,931)	(3,780,162)
Net assets	**359,638,502**	344,914,001	134,541,089	156,986,755	248,952,548
Net assets per share (Naira)	**2,233**	2,141	1,551	2,816	4,542

Net assets per share is calculated by dividing net assets of the Group by the number of ordinary shares outstanding at the end of the reporting period.

	IFRS				
	2020 **₦'000**	**2019** **₦'000**	**2018** **₦'000**	**2017** **₦'000**	**2016** **₦'000**
Financial result					
Revenue	**230,572,922**	212,999,066	308,425,456	299,153,305	219,714,112
Profit/(loss) before minimum tax	**37,572,131**	17,892,285	(19,508,228)	(34,032,277)	(22,818,718)
Profit/(loss) for the year	**30,842,138**	15,517,786	(8,801,726)	(34,601,409)	16,898,781
Dividend proposed	**-**	-	-	13,010,143	5,754,771
Per share data (Kobo)					
Earnings - Basic (continuing operation)	**191**	96	(105)	(637)	315
Earnings - Basic (continuing & discontinued operation)	**191**	715	-	-	-
Dividend proposed (kobo)	**100**	100	-	105	105
Dividend cover (times)	**2**	1	-	(6)	3
Net assets per share (Naira)	**2,227**	2,141	1,551	2,816	4,542

Earnings per share (EPS) is calculated by dividing the profit attributable to equity holders of the Group by the weighted average number of ordinary shares outstanding at the end of the reporting period.

Five year Financial Summary - Company

for the year ended 31 December 2020

Company	IFRS				
	2020 ₦'000	2019 ₦'000	2018 ₦'000	2017 ₦'000	2016 ₦'000
Financial position					
Capital employed:					
Ordinary share capital	**8,053,899**	8,053,899	4,336,715	2,787,888	2,740,367
Share premium	**435,148,731**	435,148,731	350,945,748	222,272,108	217,528,456
Retained earnings	**124,464,893**	111,857,805	92,140,223	100,970,988	119,825,320
Deposit for shares	**-**	-	-	130,416,872	-
Foreign currency translation reserve	**(14,611)**	39,103	39,103	39,103	-
Other reserves on business combination and re-organisation	**(193,677,979)**	(193,677,979)	(191,718,064)	(191,718,064)	-
Total equity	**373,974,933**	361,421,559	255,743,725	264,768,895	340,094,143
Represented by:					
Property, plant & equipment	**287,447,215**	308,650,770	291,775,732	292,872,779	114,617,300
Intangible assets	**1,524,264**	2,506,810	3,204,505	-	-
Investments in subsidiaries	**63,906,867**	63,906,867	178,923,532	182,088,406	243,891,263
Investment in joint venture	**379,432**	-	-	-	73,133
Other financial assets	**964,796**	767,253	1,134,509	1,556,738	92,143,118
Other assets	**28,657,973**	18,772,032	15,073,457	14,984,747	-
Deferred tax assets	**23,404,073**	27,994,154	27,950,907	16,333,384	-
Net current liabilities/assets	**(25,474,680)**	(11,732,271)	(114,241,023)	(174,121,882)	(25,718,849)
	380,809,940	410,865,615	403,821,619	333,714,172	425,005,965
Borrowings	**(2,774,394)**	(45,899,963)	(144,391,743)	(64,900,757)	(64,014,218)
Deferred tax liabilities	**-**	-	-	-	(18,031,333)
Provisions	**(817,124)**	(547,403)	(618,970)	(909,320)	(563,468)
Deferred revenue	**(1,234,307)**	(1,345,039)	(1,455,770)	(1,518,467)	(722,496)
Employee benefits obligation	**(2,009,182)**	(1,651,651)	(1,611,411)	(1,616,733)	(1,580,307)
Net assets	**373,974,933**	361,421,559	255,743,725	264,768,895	340,094,143
Net assets per share (Naira)	**2,322**	4,488	2,949	6,205	6,205

Net assets per share is calculated by dividing net assets of the Group by the number of ordinary shares outstanding at the end of the reporting period.

	IFRS				
	2020 ₦'000	2019 ₦'000	2018 ₦'000	2017 ₦'000	2016 ₦'000
Financial result					
Revenue	**202,530,359**	188,407,004	187,043,475	177,170,362	87,198,416
Profit/(loss) before minimum tax	**34,319,046**	24,318,017	(7,408,583)	(7,098,191)	19,888,762
Profit/(loss) for the year	**28,714,884**	22,721,616	4,141,764	(13,223,626)	20,778,348
Dividend proposed	**-**	-	-	13,010,143	5,754,771
Per share data (Kobo)					
Earnings - Basic (continuing and discontinued operation)	**178**	141	48	(240)	394
Earnings - Basic (discontinued operation)	**178**	141			
Dividend proposed (kobo)	**100**	100	-	150	105
Dividend cover (times)	**1.8**	1.4	-	(2)	4
Net assets per share (Naira)	**2,322**	2,244	2,949	4,749	6,205

Earnings per share (EPS) is calculated by dividing the profit attributable to equity holders of the Group by the weighted average number of ordinary shares outstanding at the end of the reporting period.

Share Capital History

	AUTHORIZED		FULLY PAID UP			
YEAR	NUMBER OF SHARES	VALUE (NAIRA)	NOMINAL VALUE	NUMBER ISSUED	VALUE (NAIRA)	REMARKS
1959	3,000,000	6,000,000	AT N2.00 EACH	2,000,000	4,000,000	-
1960	3,000,000	6,000,000	AT N2.00 EACH	2,000,000	4,000,000	-
1961	3,000,000	6,000,000	AT N2.00 EACH	2,000,000	4,000,000	-
1962	3,000,000	6,000,000	AT N2.00 EACH	2,000,000	4,000,000	-
1963	3,000,000	6,000,000	AT N2.00 EACH	2,000,000	4,000,000	-
1964	3,000,000	6,000,000	AT N2.00 EACH	2,000,000	4,000,000	-
1965	3,000,000	6,000,000	AT N2.00 EACH	2,000,000	4,000,000	-
1966	3,000,000	6,000,000	AT N2.00 EACH	2,000,000	4,000,000	-
1967	3,000,000	6,000,000	AT N2.00 EACH	2,000,000	4,000,000	-
1968	12,000,000	6,000,000	AT N0.50 EACH	8,000,000	4,000,000	SHARE SPLIT
1969	14,000,000	7,000,000	AT N0.50 EACH	14,000,000	7,000,000	-
1970	14,000,000	7,000,000	AT N0.50 EACH	14,000,000	7,000,000	-
1971	14,000,000	7,000,000	AT N0.50 EACH	14,000,000	7,000,000	-
1972	14,000,000	7,000,000	AT N0.50 EACH	14,000,000	7,000,000	-
1973	14,000,000	7,000,000	AT N0.50 EACH	14,000,000	7,000,000	-
1974	14,000,000	7,000,000	AT N0.50 EACH	14,000,000	7,000,000	-
1975	36,000,000	18,000,000	AT N0.50 EACH	36,000,000	18,000,000	PREFERENCE SHARE
1976	36,000,000	18,000,000	AT N0.50 EACH	36,000,000	18,000,000	-
1977	72,000,000	36,000,000	AT N0.50 EACH	60,300,000	30,150,000	SPECIAL ALLOTMENT
1978	72,000,000	36,000,000	AT N0.50 EACH	60,300,000	30,150,000	-
1979	72,000,000	36,000,000	AT N0.50 EACH	60,300,000	30,150,000	-
1980	72,000,000	36,000,000	AT N0.50 EACH	60,300,000	30,150,000	-
1981	72,000,000	36,000,000	AT N0.50 EACH	60,300,000	30,150,000	-
1982	72,000,000	36,000,000	AT N0.50 EACH	60,300,000	30,150,000	-
1983	101,450,000	50,725,000	AT N0.50 EACH	90,450,000	45,225,000	BONUS
1984	101,450,000	50,725,000	AT N0.50 EACH	90,450,000	45,225,000	-
1985	101,450,000	50,725,000	AT N0.50 EACH	90,450,000	45,225,000	-
1986	101,450,000	50,725,000	AT N0.50 EACH	90,450,000	45,225,000	-
1987	101,450,000	50,725,000	AT N0.50 EACH	90,450,000	45,225,000	-
1988	120,600,000	60,300,000	AT N0.50 EACH	120,600,000	60,300,000	BONUS
1989	120,600,000	60,300,000	AT N0.50 EACH	120,600,000	60,300,000	-
1990	120,600,000	60,300,000	AT N0.50 EACH	120,600,000	60,300,000	-
1991	120,600,000	60,300,000	AT N0.50 EACH	120,600,000	60,300,000	-
1992	241,200,000	120,600,000	AT N0.50 EACH	241,200,000	120,600,000	BONUS
1993	241,200,000	120,600,000	AT N0.50 EACH	241,200,000	120,600,000	-
1994	321,600,000	160,800,000	AT N0.50 EACH	321,600,000	160,800,000	BONUS
1995	321,600,000	160,800,000	AT N0.50 EACH	321,600,000	160,800,000	-
1996	428,800,000	214,400,000	AT N0.50 EACH	428,800,000	214,400,000	BONUS
1997	428,800,000	214,400,000	AT N0.50 EACH	428,800,000	214,400,000	-

Share Capital History

	AUTHORIZED		FULLY PAID UP			
YEAR	NUMBER OF SHARES	VALUE (NAIRA)	NOMINAL VALUE	NUMBER ISSUED	VALUE (NAIRA)	REMARKS
1998	600,000,000	300,000,000	AT N0.50 EACH	571,733,334	285,866,667	BONUS
1999	600,000,000	300,000,000	AT N0.50 EACH	571,733,334	285,866,667	-
2000	600,000,000	300,000,000	AT N0.50 EACH	571,733,334	285,866,667	-
2001	1,142,806,000	571,403,000	AT N0.50 EACH	1,143,466,668	571,733,334	BONUS
2002	4,573,866,672	2,286,933,336	AT N0.50 EACH	1,715,200,000	857,700,001	BONUS
2003	4,573,866,672	2,286,933,336	AT N0.50 EACH	1,715,200,000	857,700,001	-
2004	4,573,866,672	2,286,933,336	AT N0.50 EACH	1,715,200,000	857,700,001	-
2005	4,573,866,672	2,286,933,336	AT N0.50 EACH	3,001,600,004	1,500,800,002	RIGHTS ISSUE
2006	4,573,866,672	2,286,933,336	AT N0.50 EACH	3,001,600,004	1,500,800,002	-
2007	4,573,866,672	2,286,933,336	AT N0.50 EACH	3,001,600,004	1,500,800,002	-
2008	4,573,866,672	2,286,933,336	AT N0.50 EACH	3,001,600,004	1,500,800,002	-
2009	4,573,866,672	2,286,933,336	AT N0.50 EACH	3,001,600,004	1,500,800,002	-
2010	4,573,866,672	2,286,933,336	AT N0.50 EACH	3,001,600,004	1,500,800,002	-
2011	4,573,866,672	2,286,933,336	AT N0.50 EACH	3,001,600,004	1,500,800,002	-
2012	4,573,866,672	2,286,933,336	AT N0.50 EACH	3,001,600,004	1,500,800,002	-
2013	4,573,866,672	2,286,933,336	AT N0.50 EACH	3,001,600,004	1,500,800,002	-
2014	4,573,866,672	2,286,933,336	AT N0.50 EACH	4,404,175,988	2,202,087,994	ALLOTMENT OF SHARES
2015	10,000,000,000	5,000,000,000	AT N0.50 EACH	4,554,902,014	2,277,451,007	ASHAKACEM MTO
2016	10,000,000,000	5,000,000,000	AT N0.50 EACH	4,968,077,723	2,484,038,861	ALLOTMENT OF SHARES TO HOLCIBEL S.A
2016	10,000,000,000	5,000,000,000	AT N0.50 EACH	4,983,926,597	2,491,963,298	ASHAKACEM VTO
2016	10,000,000,000	5,000,000,000	AT N0.50 EACH	5,480,734,369	2,740,367,185	BONUS 2016
2017	10,000,000,000	5,000,000,000	AT N0.50 EACH	5,490,514,222	2,745,257,111	ASHAKA DELISTING TRANSACTION
2017	10,000,000,000	5,000,000,000	AT N0.50 EACH	5,575,775,442	2,787,887,721	ASHAKA DELISTING FINAL
2017	10,000,000,000	5,000,000,000	AT N0.50 EACH	8,673,428,465	4,336,714,233	RIGHTS 2017
2018	20,000,000,000	10,000,000,000	AT N0.50 EACH	16,107,795,721	8,053,897,861	RIGHTS 2018

SUMMARY

INITIAL SHARE CAPITAL	4,404,175,988
ASHAKACEM MTO	150,726,026
ALLOTMENT OF SHARES TO HOLCIBEL S.A	413,175,709
ASHAKACEM VTO	15,848,874
BONUS 2016	496,807,772
ASHAKA DELISTING TRANSACTION	9,779,853
ASHAKA DELISTING FINAL	85,261,220
RIGHTS 2017	3,097,653,023
RIGHTS 2018	7,434,367,256
PAID UP SHARE CAPITAL:	16,107,795,721

Share Capital History

BONUS HISTORY

YEAR	BONUS ISSUES	VALUE	RATIO
1983	30,150,000	15,075,000	1:2
1988	30,150,000	15,075,000	1:3
1992	120,600,000	60,300,000	1:1
1994	80,400,000	40,200,000	1:3
1996	107,200,000	53,600,000	1:3
1998	142,934,000	71,467,000	1:3
2001	571,733,334	285,866,667	1:1
2002	571,733,334	285,866,667	1:2
2016	496,807,772	248,403,886	1:10

REGISTER RANGE ANALYSIS

RANGE			HOLDERS	% HOLDERS	HOLDINGS	% HOLDINGS
1	-	500	47,611	39.01	11,928,854	0.07
501	-	5,000	59,210	48.51	94,454,166	0.59
5,001	-	50,000	12,678	10.39	180,844,210	1.12
50,001	-	500,000	2,132	1.75	305,129,876	1.89
500,001	-	5,000,000	364	0.30	518,197,465	3.22
5,000,001	-	50,000,000	56	0.05	852,398,010	5.29
50,000,001	-	7,434,367,256	6	0.00	5,117,477,266	31.77
7,434,367,257	-	16,107,795,721	1	0.00	9,027,365,874	56.04
Grand-Total			**122,058**	**100.00**	**16,107,795,721**	**100.00**

Share Capital History

LIST OF SHAREHOLDERS WITH 5% AND ABOVE

S/NO.	ACCOUNT NO.	NAME	% HOLDINGS	HOLDINGS
1	232806	**CARICEMENT BV** DE LAIRESSESTRAAT 131-135 1075 HJ AMSTERDAM THE NETHERLANDS MUNICIPAL AREA, FOREIGN	56.04	9,027,365,874
2	172406	**ASSOCIATED INTL CEMENTS LTD U.K** THE OLD RECTORY, LUTTER WORTH LEICESTERSHIRE, LE 17 HJT ENGLAND U.K, FOREIGN	27.77	4,473,044,718
	GRAND-TOTAL		**83.81**	**13,500,410,592**

UNCLAIMED DIVIDEND REPORT

	PAYABLE DATE	UNCLAIMED DIVIDEND AMOUNT	AMOUNT RETURNED TO CLIENT (90%)	REFUND FROM CLIENT	CASH BALANCE WITH REGISTRARS
LAFARGE AFRICA PLC DIVIDEND 26	27-May-09	38,515,144.71	41,598,721.90	5,872,827.75	2,789,250.56
LAFARGE AFRICA PLC DIVIDEND 27	26-May-10	7,064,459.80	8,031,460.07	1,425,268.91	458,268.64
LAFARGE AFRICA PLC DIVIDEND 28	20-May-11	18,555,524.43	21,542,325.65	4,569,949.44	1,583,148.22
LAFARGE AFRICA PLC DIVIDEND 29	23-May-12	53,325,553.26	61,453,002.33	11,289,169.33	3,161,720.26
LAFARGE AFRICA PLC DIVIDEND 30	30-May-13	82,043,146.56	93,396,174.23	18,192,374.61	6,839,346.94
LAFARGE AFRICA PLC DIVIDEND 31	10-Jul-14	186,074,192.25	216,110,810.16	42,761,310.62	12,724,692.71
LAFARGE AFRICA PLC DIVIDEND 32	25-May-15	222,059,588.80	238,429,600.56	30,072,072.24	13,702,060.48
LAFARGE AFRICA PLC DIVIDEND 33	27-Jun-16	243,666,092.21	268,862,898.28	37,867,541.93	12,670,735.86
LAFARGE AFRICA PLC DIVIDEND 34	11-May-17	88,280,652.61	84,816,287.32	1,188,831.42	4,653,196.71
LAFARGE AFRICA PLC DIVIDEND 35	16-May-18	326,709,819.00	319,006,046.25	-	7,703,772.75
		1,266,294,173.63	**1,353,247,326.75**	**153,239,346.24**	**66,286,193.11**

Complaints Management Policy

1. Preamble

This Complaint Management Policy ("the Policy") has been prepared pursuant to the requirements of the Securities and Exchange Commission's Rules Relating to the Complaints Management Framework of the Nigerian Capital Market ("SEC Rules") issued on 16th February, 2015 and The Nigerian Stock Exchange Directive (NSE/LARD/LRD/CIR6/15/04/22) to all Listed Companies ("the NSE Directive") issued on 22nd April, 2015.

Furthermore, this policy has been prepared in recognition of the importance of effective engagement in promoting shareholder/investor confidence in the company.

This Policy sets out the broad framework by which LAFARGE AFRICA PLC ("LAFARGE" or "the Company") and its Registrar will provide assistance regarding shareholder issues and concerns. It also provides the opportunity for LAFARGE's shareholders to provide feedback to the Company on matters that affect shareholders.

This Policy only relates to the Company's shareholders and does not extend to its customers, suppliers or other stakeholders.

2. Objective

This Policy is designed to ensure that complaints and enquiries from the Company's shareholders are managed in a fair, impartial, efficient and timely manner.

3. LAFARGE's Commitment

LAFARGE is committed to providing high standards of services for shareholders, including:

- Providing a platform for efficient handling of shareholder complaints and enquiries;
- Enabling shareholders to have shareholder related matters acknowledged and addressed;
- Providing sufficient resources to ensure that shareholders' complaints and enquiries are dealt with adequately, and in an efficient and timely manner; and
- Facilitating efficient and easy access to shareholder information.

4. Procedure for Shareholder Complaints/Enquiries

Shareholders can make complaints/enquiries and access relevant information about their shareholdings in the following manner:

a) Contact the Registrar: Shareholders who wish to make a complaint/enquiry shall in the first instance contact the Registrar (see the contact details set out in section 8 of this Policy). The Registrar manages all the registered information relating to all shareholdings, including shareholder name(s), shareholder address and dividend payment instructions amongst others.

Upon receipt of a complaint or an enquiry, the Registrar shall immediately provide the relevant details of such complaint or enquiry to LAFARGE for monitoring, record keeping and reporting purposes.

In resolving complaints or enquiries, the Registrar shall be guided by the timelines stipulated in clause 5 (c-f) of this Policy.

b) Contact LAFARGE's Company Secretary: If the Registrar is unable to satisfactorily address shareholders' enquiries and resolve their complaints then shareholders should contact the office of the Company Secretary (see the contact details set out in section 9 of this policy).

5. Complaints/Enquiries received directly by LAFARGE

Where a complaint or an enquiry is sent to LAFARGE directly, the Company upon receipt of the complaint or enquiry, shall use its best endeavours to ensure that:

a) relevant details of the complaint or enquiry are immediately recorded.
b) a response is provided by the Company or the Registrar within the time frame set out in sub-clauses c-f below.
c) complaints or enquiries received by e-mail are acknowledged within two (2) working days of receipt.
d) complaints or enquiries received by post are responded to within five (5) working days of receipt.
e) complaints or enquiries are resolved within ten (10) working days of receipt.
f) The Nigerian Stock Exchange is notified, within two (2) working days, of the resolution of a complaint or enquiry.
g) where a complaint/enquiry cannot be resolved within the stipulated time frame set out above, the shareholder shall be notified that the matter is being investigated. Delays may be experienced in some situations, including where documents need to be retrieved from storage.
h) the same or similar medium that was used for the initial enquiry is used in providing a response (whether by email, phone, post or fax), unless otherwise notified to or agreed with the shareholder.

Complaints Management Policy

6. Electronic Complaints Register and Quarterly Reporting Obligations

LAFARGE shall maintain an electronic complaints register. The electronic complaints register shall include the following information:

- The date that the enquiry or complaint was received.
- Complainant's information (including name, address. Telephone number, e-mail address).
- Nature and Details of the enquiry or complaint.
- Action Taken/Status.
- Date of the Resolution of the complaint.

LAFARGE shall also provide information on the details and status of complaints to the Securities and Exchange Commission or The Nigerian Stock Exchange on a quarterly basis.

7. Liaison with the Registrar

During the course of investigating a shareholder's enquiry, complaint or feedback, LAFARGE may liaise with the Registrar. LAFARGE's engagement with the Registrar will include:

- Determining the facts;
- Determining what action has been undertaken by the Registrar (if any); and
- Coordinating a response with the assistance of the Registrar.

8. Contact Details of the Registrar

The Registrar may be contacted as follows:
Cardinal Stone Registrars limited
335/337 Herbert Macaulay Road
Yaba, Lagos.
Telephone: +23417120090
Email: registrars@cardinalstone.com
Website: www.cardinalstoneregistrars.com

9. Contact Details of LAFARGE's Company Secretary

Shareholders seeking to escalate unresolved complaints are invited to contact the Company Secretary as follows:
Office of the Company Secretary
27B Gerrard Road
Ikoyi, Lagos
Telephone: +2342713990
Website: www.lafarge.com.ng

10. Shareholder Access to this Policy

Shareholders will have access to this policy through the following avenues:

- LAFARGE's website (www.lafarge.com.ng);
- A copy of the Policy may be requested by contacting the Office of the Company Secretary.
- The Policy shall be made available to shareholders of the Company through the Annual Report and Account.

11. Fees and Charges

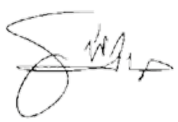
Wherever possible, and subject to statutory requirements, LAFARGE will not charge shareholders for making enquiries, giving feedback, providing a response or for any aspect in the course of resolving a shareholder matter.

Shareholders are informed that in some circumstances the Registrar may charge shareholders a fee (for example, to resend previous dividend statements upon request by the shareholder).

12. Amendment/Review of this Policy

LAFARGE may from time to time review this Policy and the procedures concerning shareholder enquiries, complaints and feedback.

Any changes or subsequent versions of this Policy will be published on LAFARGE's website (www.lafarge.com.ng).



Managing Director/CEO

General Counsel & Company Secretary

Corporate Events

CFO, Lafarge Africa, Lolu Alade-Akinyemi; CEO, Lafarge Africa, Khaled El Dokani; Past Chairman, Lafarge Africa, Mobolaji Balogun and General Counsel & Company Secretary, Lafarge Africa, Adewunmi Alode during the 2020 Annual General Meeting.

Community Manager, West, Lafarge Africa, Oluyomi Owolabi and Head, Safety, Health & Environment, Folake Odegbami presenting one of the Ambulances to Her Excellency, the Deputy Governor of Ogun State, Engr. (Mrs) Noimot Salako Oyedele.

His Royal Highness, Alhaji Abubakar Muhammad Kwairanga, Emir of Funakaye & MD, Ashakacem, Ibrahim Aminu presenting food palliatives to beneficiaries in Lafarge Africa's host communities in Ashaka.

Head, Geocycle Nigeria, Daniel Adedoku and the Geocycle team at Lafarge Africa's Geocycle plant in Ewekoro.

Commercial Director Gbenga Onimowo presenting a cash prize to MD/CEO Tridac Enterprises, Durobola Osunfisan, at the 2019 Customer Awards.

Quarry Manager, Ewekoro, Oluwa Funmi Taiwo and team at a quarry in Ewekoro.

Employees of Lafarge Africa commemorating World Cancer Day.

Corporate Events

Former Chairman, Lafarge Africa, Mobolaji Balogun exchanging pleasantries.

MD, Ashakacem Ibrahim Aminu, with Corporate Affairs Manager, Ashakacem, Abubakar Alhaji and Lafarge Africa's 2020 Graduate Trainees in Ashaka.

Global Health & Safety Days activity

Lafarge Africa's women in Mfamosing commemorating the 2020 International Women's Day.

Director, CPASD, Lafarge Africa, Folashade Ambrose-Medebem and women of Lafarge Africa in Ikoyi commemorating the 2020 International Women's Day.

Employees of Lafarge Africa commemorating World Cancer Day.

Corporate Events

CFO, Lafarge Africa, Lolu Alade-Akinyemi; Director, CPASD, Lafarge Africa, Folashade Ambrose-Medebem; CEO, of The Nigerian Stock Exchange, Oscar N. Onyema; Past Chairman, Lafarge Africa, Mobolaji Balogun; CEO, Lafarge Africa, Khaled El Dokani; Non-Executive Director, Lafarge Africa, Elenda Giwa-Amu with the Company Secretary and General Counsel, Lafarge Africa, Adewunmi Alode during the closing gong ceremony at the Nigerian Stock Exchange.

CEO, Lafarge Africa, Khaled El Dokani and MD, Ashakacem, Ibrahim Aminu after planting a tree in Ashaka.

2020 AshakaCem Graduate Trainees, during a visit to Lafarge Africa's Head Office in Ikoyi.

CEO, Lafarge Africa, Khaled El Dokani addressing employees during a Town Hall at Mfamosing.

CEO, Lafarge Africa, Khaled El Dokani and Commissioner for Works, Cross River State, Engr. Dan Osim Asu during the signing of an MOU for the construction of a dual carriage concrete road in Cross River State.

An employee volunteer putting up an educative Covid–19 poster within one of our host communities in Mfamosing.

CEO, Lafarge Africa, Khaled El Dokani being presented with the 2020 Top CEO's Award by the Publisher of Business Day, Frank Aigbogun.

Affix
Current
Passport

Write your name at the back of your passport photograph

CARDINALSTONE REGISTRARS

E-DIVIDEND MANDATE ACTIVATION FORM

Only Clearing Banks are acceptable

Instruction
Please complete all section of this form to make it eligible for processing and return to the address below:

The Registrar,
CardinalStone Registrars Limited
335/337 Herbert Macaulay Road, Sabo, Yaba,
P.O. Box 9117, Marina, Lagos,
Nigeria.
I\We hereby request that henceforth, all my/our Dividend Payment(s) due to me\us from my/our holdings in all the companies ticked at the right hand column be credited directly to my/our bank detailed below:

Bank Verification Number

Bank Name

Bank Account Number

Account Opening Date

Shareholders Account Information

Surname/Company's Name | First Name | Other Names

Address:

City | State | Country

Previous Address (If any)

CHN (If any)

Mobile Telephone 1 | Mobile Telephone 2

Email Address

Signature(s) | Company Seal (If applicable)

Joint/Company's Signatories

TICK	NAME OF COMPANY	SHAREHOLDER'S ACCOUNT NO.
	LAFARGE AFRICA PLC	

Help Desk Telephone No/Contact Centre Information for
Issues resolution or clarification: 01-7120090

CARDINALSTONE REGISTRARS
Address: Lagos: 335/337 Herbert Macaulay Road, Sabo, Yaba, Lagos.
Port Harcourt: FCMB Building 85, Aba Express Way by Garrison Junction, Port Harcourt.
Abuja: FCMB Building 252, Herbert Macaulay Way, Central Business District, Abuja.
Website: www.cardinalregistrars.com, **E-mail:** resistrars@cardinalstone.com

The Registrar
Cardinal Stone (Registrars) Limited
335/337 Herbert Macaulay Road
Yaba, Lagos
P. O. Box 9117
Lagos, Nigeria

LAFARGE

Proxy Form

NOTICE IS HEREBY GIVEN that the 62nd Annual General Meeting (AGM) of Lafarge Africa Plc ("the Company") will hold at the Civic Centre, Ozumba Mbadiwe Road, Victoria Island, Lagos State on Tuesday, 25th May 2021 at 10am to transact the following business:

I/We -------------- being member(s) of the above-named company, Lafarge Africa Plc, hereby appoint ------------------------------ Mr. Adebode Adefioye (Chairman), Mr. Khaled El-Dokani (GMD/CEO), Mr. Lolu Alade-Akinyemi or Mrs. Adewunmi Alode (Company Secretary) as my proxy to attend and vote on my/our behalf at the Annual General Meeting of the Company to be held on Tuesday, 25th May, 2021 and at any adjournment thereof.

Dated this .... day of .... 2021 Shareholder's Signature: ....

S/N	RESOLUTIONS	FOR	AGAINST	ABSTAIN
1.	ORDINARY BUSINESS To lay before the meeting the Report of the Directors, the Audited Financial Statements for the year ended 31st December 2020 together with the Report of the External Auditors and Audit Committee thereon.			
2.	To declare a dividend recommended by the Board of Directors of the Company in respect of the financial year ended 31st December 2020.			
3. a) b)	To approve the appointment of the following Directors: Mrs. Oyinkan Adewale (Independent Non-Executive Director) Mrs. Virginie Darbo (Non-Executive Director)			
4. a) b) c)	To re-elect the following Directors, who being eligible offer themselves for re-election: Mr. Adebode Adefioye; Mrs. Elenda Giwa-Amu; Mrs. Adenike Ogunlesi.			
5.	To authorize the Directors to fix the remuneration of Independent Auditor.			
6.	To elect members of the Audit Committee			
7.	To disclose and fix the remuneration of Directors			
8.	SPECIAL BUSINESS To consider and if thought fit, to pass the resolution as ordinary resolution: To approve a general mandate authorising the Company during the 2021 financial year and up to the date of the next Annual General Meeting, to procure goods and services and enter into such incidental transactions necessary for its day to day operations from its related parties or interested persons on normal commercial terms.			

Please indicate "X" in the appropriate space 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.

NOTES:
In view of the current Covid–19 pandemic, the directives to minimise social contacts by restricting the number of persons at public gatherings and in accordance with the Corporate Affairs Commission's Guidelines on Holding of Annual General Meetings (AGM) of public companies by taking advantage of the Companies and Allied Matters Act 2020 using proxies, all shareholders are hereby advised that attendance for the meeting shall be by **PROXY ONLY**.

A member of the Company entitled to attend and vote at the above meeting is entitled to appoint a proxy to attend and vote in his/her place. A proxy need not be a member of the Company. Consequently, members are required to appoint a proxy of their choice from the list of the proposed proxies to represent them at the meeting: (a) Mr. Adebode Adefioye (Chairman). (b) Mr. Khaled El-Dokani .(GMD/CEO). (c) Mr. Lolu Alade-Akinyemi (CFO). (d) Mrs. Adewunmi Alode (Company Secretary).

A proxy form is enclosed in the Annual Report. For the instrument of proxy to be valid, it must be completed, duly stamped for the purpose of this meeting. The Company has made arrangements at its cost for the stamping of the duly completed proxy forms which must be deposited at the office of the Registrar, CardinalStone Registrars Limited, 335/337 Herbert Macaulay Street, Sabo, Yaba, Lagos or by email to registrars@cardinalstone.com, not less than 48 hours before the time fixed for the meeting.

It is a requirement of the law under the Stamp Duties Act, that 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 duly stamped in accordance with the provisions of the Stamp Duties Act.
If the proxy form is executed by a Company, it should be sealed under its common seal.

LAFARGE AFRICA PLC

62ND ANNUAL GENERAL MEETING

SHAREHOLDERS' ADMISSION CARD

Please admit the shareholder on this form or his/her duly appointed proxy to the Annual General Meeting to be held at the Civic Centre, Ozumba Mbadiwe Road, Victoria Island, Lagos State at 10am on Tuesday, the 25th day of May, 2021.

Name of Shareholder:

Number of Shares Held:

Signature of Person attending:

The Registrar
Cardinal Stone (Registrars) Limited
335/337 Herbert Macaulay Road,
Yaba, Lagos
P. O. Box 9117
Lagos, Nigeria

List of Distributors

NAME	STATE	REGION
AHMED GOJE ENTERPRISES	Gombe	NORTH
MAI-IYALE NIG. LTD	Gombe	NORTH
AHMED MAI GYADA	Gombe	NORTH
ABBA BABANGIDA	Yobe	NORTH
ALH. MUHAMMADU NA BURARI	Gombe	NORTH
ALH. KABIRU MAGAJI	Kano	NORTH
WAZIRI SARKI	Gombe	NORTH
BAGE ENTERPRISES	Gombe	NORTH
A.K.A. MINERS M.C.S. LTD	Gombe	NORTH
DANKASA INVESTMENT NIG LTD	Gombe	NORTH
SABO DAN KOLI & SONS LIMITED	Yobe	NORTH
IBRAHIM MUHTARI ENTERPRISES	Jigawa	NORTH
I A DAN SMALL BLOCK INDUSTRY	Bauchi	NORTH
ALH. UMAR SALE	Gombe	NORTH
ALI MOHAMMAD KABIR	Gombe	NORTH
BIN-AFFAN ENTERPRISES	Kaduna	NORTH
ALHAJI AHMADU ABUBAKAR	Katsina	NORTH
SHAMBASH MULTI TRADE COMP	Yobe	NORTH
ALIYU MUSA HAFSAN	Adamawa	NORTH
BAPPAH MALA	Gombe	NORTH
AHMADU HAMIDU & SONS	Gombe	NORTH
ABDULKADIR ADAMU	Gombe	NORTH
AL-AHMAD GLOBAL VENTURES	Gombe	NORTH
WAMBAI ASHAKA	Gombe	NORTH
ALHAJI MUHAMMAD LAWAN	Gombe	NORTH
ADAMU MOHAMMED ABBA	Gombe	NORTH
HEADIMA NIGERIA LTD.	Borno	NORTH
ALI MUHAMMAD KOGU	Gombe	NORTH
USMAN MUHAMMAD	Gombe	NORTH
UMAR NA-BURARI MAI KAWU	Gombe	NORTH
ABUBAKAR SADIQ	Gombe	NORTH
MAIYAKI GOLDEN COMPANY LTD	Plateau	NORTH
Z,S, COMMERCIAL LTD	Borno	NORTH
HAJIYA MAIMUNA VENTURES	Plateau	NORTH
BALAN FALKE	Plateau	NORTH
GOMBE BATCHING PLANT	Kano	NORTH
BABANGIDA MOHAMMED INTER LTD	Gombe	NORTH
ALI S KUDU	Gombe	NORTH
A. Y NI'IMA LTD	Gombe	NORTH
ALHAJI AHMADU CIP CIP BURATAI	Adamawa	NORTH
ALH. UMARU KAFIYEL	Gombe	NORTH
ALH. HAMMANA JANGADE	Gombe	NORTH
ALH. BAPPAYO JARMARI	Gombe	NORTH
ALH. ALI SHARIF	Gombe	NORTH
A. B. Y. ASHAKA "&" SONS	Gombe	NORTH
AL MAU VENTS	Gombe	NORTH
ABUBAKAR IDIRISA MADAKI	Bauchi	NORTH
CARTEL ENTERPRISES	Kano	NORTH
UTHMAN EMMA "&"CO	Borno	NORTH
USMAN ADAMU (A. U. A)	Gombe	NORTH

NAME	STATE	REGION
TAHALILI NIGERIA LTD.	FCT - Abuja	NORTH
SABO MOHAMMED	Gombe	NORTH
RAMADAN ABBA	Gombe	NORTH
MOHAMMED RABIU	Gombe	NORTH
MAIYAKI GENERAL MERCHANT LTD	Bauchi	NORTH
ABDULLAHI WURO JABBI	Gombe	NORTH
M M AUWAL	FCT - Abuja	NORTH
KUSHUMAGA "&" SONS	Gombe	NORTH
ABDULLAHI GARBA	Gombe	NORTH
HALIMATU UMARU	Gombe	NORTH
DATTI MAGAJI	Yobe	NORTH
DANLADI BALA ENT.	Plateau	NORTH
DANGE U. B. NIG. LTD	Gombe	NORTH
BAPPAJI JILAYE	Gombe	NORTH
SABI'U DAYYAB VENTURES	Kano	NORTH
A B KURAWA & SONS NIG LTD	Gombe	NORTH
NAHU MAIYADI NIG LTD	Bauchi	NORTH
A-LITE NIGERIA LIMITED	Adamawa	NORTH
A.A FUGU AND SONS NIG LIMITED	Borno	NORTH
CONSTRINI LIMITED	Plateau	NORTH
JULIUS BERGER NIGERIA PLC	Kano	NORTH
AHMADU RAJAH AND COMPANY LTD	Gombe	NORTH
ALHAJI ALI HASSAN	Borno	NORTH
ETHELSON ENTERPRISES NIGERIA	Adamawa	NORTH
GREEN AND BLUE	Yobe	NORTH
AL-KHAIRAT GLOBAL RESOURCES LTD	Gombe	NORTH
TAUFIQ ENTERPRISES	Gombe	NORTH
AIB JALAM INTERLING INVESTMENT LTD	Gombe	NORTH
LAMIDO MAI KUSA	Gombe	NORTH
ALH. ADAMU GWIWA	Yobe	NORTH
MOHAMMED ALI KATSINA	Katsina	NORTH
HAMMAMU YUSUF KALIFA	Gombe	NORTH
ALHAJI MOH'D MANU ASHAKA	Gombe	NORTH
MOHAMMED SALES OFFICE	Gombe	NORTH
A.A. UMARU "&" SONS	Gombe	NORTH
BORMI RESOURCES NIGERIA LTD	Gombe	NORTH
IBRAHIM UBA JUNIOR GLOBAL ENTERPRISES	Plateau	NORTH
ALH. SHEHU I. SHEHU TRADING COMPANY	Gombe	NORTH
HARAMAIN INTEGRATED SERVICES LTD	Bauchi	NORTH
HASKE KOFAR MATA	Kano	NORTH
ALHAJI GAMBO MOHAMMED ASHAKA	Gombe	NORTH
DANJUMA DATTI ENTERPRICE	Plateau	NORTH
A U U ENTERPRISES	Gombe	NORTH
MOHAMMED MUKTAR	Gombe	NORTH
AMDASH GLOBAL RESOURCES LIMITED	Gombe	NORTH
A. M. A GABARA VENTURES	Borno	NORTH
B 11 NIG LTD	Borno	NORTH
KBJAMIU TRADING COMPANY	Gombe	NORTH
Y. M. KYARI NIG LTD	Kano	NORTH
AL-MANAS PETRO GAS LTD	Gombe	NORTH

List of Distributors

NAME	STATE	REGION
HASSAN ABUBAKAR	Gombe	NORTH
ALH. MOHAMMED GONI	Yobe	NORTH
ALH. ADAMU ISA BAJOGA	Gombe	NORTH
MUHAMMAD TUKUR SABO	Kano	NORTH
SAMBORI INTERGRATEDRESOURCES	Gombe	NORTH
BAPPAH GIDE	Gombe	NORTH
I. M. KOREE RESOURCES NIG. LTD	Gombe	NORTH
DOGO MOHAMMED	Gombe	NORTH
OCHAMEZE PROPERTIES LTD	FCT - Abuja	NORTH
DAULAH BIN UMAR & SONS	Gombe	NORTH
REMY CADO NETWORKS LIMITED	FCT - Abuja	NORTH
ROSE SEJ BUSINESS ENTERPRISES LTD	FCT - Abuja	NORTH
GLOBAL SNCO (WA) LIMITED	FCT - Abuja	NORTH
SHEMBIRE GLOBAL RESOURCES	Yobe	NORTH
ALH SALISU AJIYA	Adamawa	NORTH
A. A. DARUMPHA & SONS	Gombe	NORTH
TEE QUE ZEE EXCEL LTD	FCT - Abuja	NORTH
ALHAJI UMARU MAI-TRADER	Adamawa	NORTH
A. A. MOHAMMED	Adamawa	NORTH
HARUNA HASSAN	Gombe	NORTH
BABAYO ABUBAKAR	Adamawa	NORTH
ADAMU BAPPAYO MUSA	Adamawa	NORTH
ZAKARI BABAJI USMAN	Gombe	NORTH
M.L. IBRAHIM ENTERPRISES	Kaduna	NORTH
SRUM & ASSOCIATES LTD	FCT - Abuja	NORTH
ALHAJI MUH'D MAI IYALE	Gombe	NORTH
MUBARAK USMAN	Gombe	NORTH
ALH. GARBA ZAGADA ZAGADA	Gombe	NORTH
ABU-RAHMA ENTERPRISES	Adamawa	NORTH
ABUBAKAR JIBRIN	Yobe	NORTH
IDRISS ADAMU SANGARUYEL	Borno	NORTH
ALHAJI ABDULLAHI IASA BLOCK IND.	Gombe	NORTH
NABARDA GLOBAL INVESTMENTS LIMITED	Katsina	NORTH
A.B. MOH'D & SONS	Gombe	NORTH
AL-AMIR ENTERPRISES	Gombe	NORTH
BELLO MAIKAJI BODORIYEL	Gombe	NORTH
RUGWA GLOBAL CONCEPT NIG LTD	Borno	NORTH
SSG MULTI SERVICES NIG	Gombe	NORTH
MAMU OIL NIGERIA LIMITED	Bauchi	NORTH
B. M. ZING GLOBAL VENTURES	Taraba	NORTH
BEN OKEKE ENTERPRISES	Plateau	NORTH
ELEGANCE CONSTRUCTION LTD	Yobe	NORTH
A.U BAPPA INVESTMENT NIG LTD	Yobe	NORTH
HUSSAINI ADAMU ALMA'U	Yobe	NORTH
AHMAD YUSUF ENTERPRISES	Bauchi	NORTH
ALH MUSA NA IYA	Yobe	NORTH
A. A. SHAFA NIG.LTD.	Bauchi	NORTH
ALHAJI MOH'D SHIRA MAI KWAKWA	Kano	NORTH
POSTWAK LIMITED	Borno	NORTH

NAME	STATE	REGION
NUHU SHEHU DAN MAHAWAYI	Kaduna	NORTH
JUNGUDO AHMAD	Gombe	NORTH
JIGARAWA NIG. LTD	Borno	NORTH
MUSA MAI MANGYADA	Bauchi	NORTH
BLOCK MAKERS ASSOCIATION BAUCHI	Bauchi	NORTH
ALHAJI LAWAN JIBRIN	Kano	NORTH
ALH ALI BALARABE	Kano	NORTH
IFECO HERITAGE NIG ENTERPRISE	Kano	NORTH
MAMURI INVESTMENT NIG LIMITED	Borno	NORTH
IRON BLOCK MOULDERS COMPANY	Plateau	NORTH
A.Y.M LAMIDO INTEGRATED SERVICES	Bauchi	NORTH
ADRA INTERNATIONAL LIMITED	Bauchi	NORTH
S.U.B GENERAL VENTURES LIMITED	Jigawa	NORTH
KHALID YUSUF	Bauchi	NORTH
MOH'D ABATCHA	Borno	NORTH
MOHAMMED ABUBAKAR JAJAMI	Gombe	NORTH
AUWALU ADAMU CHELDU	Kano	NORTH
ALHAJI BIRI AISAMI	Borno	NORTH
BORAELIS NIGERIAN LIMITED	Bauchi	NORTH
BENCHMARK TRADING & GENERAL CONTRACTORS LTD	Bauchi	NORTH
TEN TEN GENERAL MERCHANTS LTD	Gombe	NORTH
RAHUSA NIGERIA ENTERPRISES	Taraba	NORTH
A.W. DANSOKOTO	Adamawa	NORTH
MAFISCO BLOCK INDUSTRY	Adamawa	NORTH
TASIU MUHAMMAD	Adamawa	NORTH
YAYA SALIM ENTERPRISES	Adamawa	NORTH
DAUDA GONJA	Adamawa	NORTH
ARAS NIG.	Adamawa	NORTH
SALE ABBA	Adamawa	NORTH
MOH'D KWAIRANGA S/ FUNAKAYE	Adamawa	NORTH
IYA SONG	Adamawa	NORTH
DANKEMBU NIG. LTD	Adamawa	NORTH
FORTBUILD LIMITED	Adamawa	NORTH
BOLU INTERNATIONAL SERVICES LTD	FCT - Abuja	NORTH
JAUDO FESHINGO	Gombe	NORTH
CHINA HARBOUR ENG. COY (NIG) LTD	Nasarawa	NORTH
MAHMUD IBRAHIM ENTERPRISE	Plateau	NORTH
HAJIYA RAMATU WAKILI	Borno	NORTH
AHAMAHAM INTEGRATED SER. NIG. LTD	Borno	NORTH
DE BLACKKIES MULTI SYNERGY LINK NIG LTD	Plateau	NORTH
ALHAJI ADAMU AD	Borno	NORTH
ALIYU ABDURRAZAQ GORA GEN ENTERPRISES	Kano	NORTH
MOFORO NIGERIA LIMITED	Borno	NORTH
SHANU INVESTMENT NIG. LTD	Gombe	NORTH
A.U. BASHAR BLOCKS	Adamawa	NORTH
SUHAIMA MULTY SERVICES NIG LTD	Gombe	NORTH
BATCO-CMC AFRICA LIMITED	Adamawa	NORTH
ALFAT UNIVERSAL SERVICES	Gombe	NORTH

List of Distributors

NAME	STATE	REGION
TRIACTA NIG. LTD	Kano	NORTH
MAGIRA M. TOM	Borno	NORTH
ALKAIS VENTURES	Borno	NORTH
JIKAN NANA ENTERPRISES	Gombe	NORTH
MADVAL ENTERPRISES	Plateau	NORTH
BELLNASI GLOBAL VENTURES	FCT - Abuja	NORTH
MALLAM FARI GENERAL MERCHANTS	Gombe	NORTH
MAC LAW INTEGRATED SERVICES NIG LTD	Plateau	NORTH
ZUBAIRU A. A. GAMBO	Adamawa	NORTH
BUBA MAGAJI "&" SONS	Gombe	NORTH
ALH MOH'D DOGO ADAMU ENTERPRISES	Gombe	NORTH
MUMAS GENERAL MERCHANTS	Gombe	NORTH
USMAN KANI KANURI GWARAM	Jigawa	NORTH
ALH. SABO MOHAMMED DALHATU CO. LTD	Jigawa	NORTH
ABD 707 NIGERIA LTD	Bauchi	NORTH
CGC NIGERIA LIMITED	Bauchi	NORTH
EKSIOGULLARI CONSTRUCTION LIMITED	Kaduna	NORTH
LOEBEC VENTURES LTD	Bauchi	NORTH
ALH. ADAMU WANZAM BLOCK IND	Gombe	NORTH
USMAN IDRIS NIG LTD	Gombe	NORTH
AWANA KOLE INVESTMENT CO. LTD	Borno	NORTH
FUNMI FLORRY	Ekiti	WEST
MASELIZ ENTERPRISES	Lagos	WEST
CRANEBURG CONSTRUCTION COMPANY LTD	Taraba	NORTH
KAZAB HERITAGE LTD	Osun	WEST
SINOHYDRO ZUNGERU HYDROELECT. POWER	Niger	NORTH
INFOR & BROS NIGERIA LIMITED	Abia	EAST
U. MEKASON TRADING STORES	Enugu	EAST
FAITHFUL HAND NIGERIA LIMITED	Ogun	WEST
ROSENT INVESTMENT LIMITED	Abia	EAST
ALABAMA GLOBAL VENTURES	Lagos	WEST
RAFLYM NIGERIA LIMITED	Oyo	WEST
JULIUS BERGER NIG PLC.@ (KOKOMA)	Rivers	EAST
MORAY UNIQUE ENTERPRISES	Lagos	WEST
MRS ODEYEMI OMOLAYO	Lagos	WEST
DAGUNRO IBILE VENTURES	Oyo	WEST
TITO VENTURES	Oyo	WEST
ADE- ADEWUNMI NIG. ENT.	Oyo	WEST
MABOS AYOK INV. CO. LTD.	Ogun	WEST
ADEKUNLE OSENI	Ondo	WEST
S.O.J ENT.	Oyo	WEST
ALH. ABBEY ADEBISI & CO.	Ogun	WEST
VICROSS ENT.	Ogun	WEST
SUNDAY OLANREWAJU NIG. ENT.	Osun	WEST
OYINBASHY ENTERPRISES	Ogun	WEST
ALHAJA JOKE OJOGBEDE	Lagos	WEST
ABIODUN AKINLEYE	Oyo	WEST
IYA MILIKI & SONS	Ogun	WEST

NAME	STATE	REGION
BLESSED PATTOSA GLOBAL RES. LTD	Edo	EAST
TEMI TOPE OIL NIG. LTD.	Lagos	WEST
FELL-CA ENT.	Lagos	WEST
TRANSPORT SERVICES LIMITED	Lagos	WEST
MULTIPRO CONSUMER PRODUCTS LTD - BH	Lagos	WEST
WHITE SOUL INVESTMENT LIMITED	Lagos	WEST
JOZA GLOBAL LOGISTIC LTD	Cross River	EAST
TETRALOG NIGERIA LIMITED	Enugu	EAST
IQUASU VENTURES LTD	Cross River	EAST
PROJECTSCOPE LIMITED	Lagos	WEST
EVECA NIGERIA LTD	Rivers	EAST
ORITOGUN BETTER	Imo	EAST
GLOBAL 50:50 CONCEPT NIG. LTD	Imo	EAST
I.C.O ODIGWE & SONS NIG LTD	Delta	EAST
BUILDTEX VENTURES	Akwa Ibom	EAST
DIVINE NICK & SONS	Cross River	EAST
ASKON PROGRESSIVE NIG. COMPANY	Cross River	EAST
EMMABROS BUILDING MERCHANT LTD	Akwa Ibom	EAST
KPAKSBUDDY NIGERIA LIMITED	Cross River	EAST
BATOFRAMOJ E. ENTERPRISES	Cross River	EAST
MEKUSGAMBA NIGERIA ENTERPRISES	Imo	EAST
BEN CHUCKS VENTURES	Imo	EAST
EKEFIRE	Imo	EAST
NKANTA & SONS NIG LTD	Akwa Ibom	EAST
SITU MONISOLA	Rivers	EAST
EZEUGO HYCIENTH	Abia	EAST
GLOJOESAM INVESTMENT LTD	Abia	EAST
C.C UMEH & SONS LTD	Enugu	EAST
FESTY BASE ENT	Akwa Ibom	EAST
UBOTEX NIG. LTD.	Akwa Ibom	EAST
TRANSGENERATION ENTERPRISES	Lagos	WEST
YUSFAITH GLOBAL ENTERPRISES	Ogun	WEST
KELLPHIK NIGERIA LIMITED	Rivers	EAST
MATIB VENTURES	Lagos	WEST
VIRONY NIGERIA LIMITED	Ogun	WEST
ALHAJA OLABISI ABIMBOLA VENTURES	Ogun	WEST
VIAGEM PROPERTY & INVESTMENT LIMITED	Enugu	EAST
AUSTIN-U.G.M. GLOBAL SERVICES LIMITED	Rivers	EAST
YASKA GENERAL MULTISERVICES LIMITED	Osun	WEST
OLAJIDE ALADE AREO AND SONS ENTER-PRISES	Oyo	WEST
LAFARGE READYMIX NIG LIMI	Lagos	WEST
JITE PROJEKTS LTD	Lagos	WEST
ARAB CONTRACTORS O.A.O NIGERIA LTD	Imo	EAST
LIQUIN VENTURES	Lagos	WEST
TWINS FAJA (NIG.) LTD.	Lagos	WEST
B-26 NIG. LTD	Ogun	WEST
EBONY "D" GREAT ENT.	Lagos	WEST

List of Distributors

NAME	STATE	REGION
DAVIDSON GLOBAL NIG ENT	Imo	EAST
K.E.O MERCHANDISING COMPANY	Akwa Ibom	EAST
MCEVANS VENTURES LTD	Abia	EAST
JUDE C. MATHIAS	Abia	EAST
ORAL TRADE INTL	Ebonyi	EAST
GASK-CHIDA AND SONS LTD	Enugu	EAST
OKE. M. BLOCKS NIGERIA ENTERPRISES	Ogun	WEST
WALTERADE NIGERIA ENTERPRISES	Ogun	WEST
TREASURED TWAIN ENTERPRISE	Ogun	WEST
ADESHYNA ABIOLA GLOBAL VENTURES	Ogun	WEST
SJ ARISE & SHINE SERVICES	Lagos	WEST
BREG INTEGRATED SERVICES	Abia	EAST
ARIMAE CEMENT VENTURES	Akwa Ibom	EAST
KABEC NIG. LTD	Abia	EAST
HALADEX CONSTRUCTION LIMITED	Ogun	WEST
GREAT CENT-BASIL INTERNATIONAL	Oyo	WEST
JF VENTURES	Ogun	WEST
ALHAJI ISMAILA SALAKO ISMO NIG. ENT	Oyo	WEST
HFP PAVING STONES LIMITED	Lagos	WEST
HURLAG TECHNOLOGIES LIMITED	Osun	WEST
MEDIS INTEGRATED COMPANY LTD	Lagos	WEST
GITTO CONSTRUCTION GENERALI NIG LTD	Akwa Ibom	EAST
FELDOM ENGINEERING SERVICES	Oyo	WEST
ANGEL ONYEBUCHI OGU BIZ VENTURES	Anambra	EAST
WADEM ENTERPRISES	Ogun	WEST
CHY-KENS & SONS VENTURES LTD	Anambra	EAST
VIHANO VENTURES	Ogun	WEST
SETRACO NIGERIA LIMITED	Rivers	EAST
JANNY & SONS VENTURES LIMITED	Anambra	EAST
ENTERPRISES GROWTH LTD	Lagos	WEST
C.C.E.C.C	Kaduna	NORTH
THOMAS ADEOYE AND SONS NIGERIA LTD	Lagos	WEST
JULIUS BERGER 2ND NIGER BRIDGE	Anambra	EAST
MONTEROSA CONSTRUCTION LTD	Lagos	WEST
SKYTEE NIGERIA LIMITED	Ogun	WEST
MOSEBOLATAN SEGUN ONASANYA	Ogun	WEST
MOSDEE STARS ENTERPRISES	Ogun	WEST
MADEL GLORY VENTURES	Oyo	WEST
ADEWOYIN RASHEED	Osun	WEST
EJI-ADE ENT.	Lagos	WEST
POSU GOLDEN APPLE ENTERPRISES	Ogun	WEST
ALADE ABIMBOLA	Osun	WEST
BOATAN VENTURES	Lagos	WEST
MORASH VENTURES NIG. ENT.	Lagos	WEST
B AND S VENTURES	Ogun	WEST
MEGAMOUND INV. LTD.	Lagos	WEST
ALHAJA H. A. OLUWATOBILOBA	Osun	WEST
TRIDAC ENTERPRISES	Lagos	WEST
ISMAILA AWOYINKA	Ondo	WEST

NAME	STATE	REGION
OLLA ADAMS ENT.	Lagos	WEST
STELLA DEE GLOBAL SERVICES LTD	Osun	WEST
INDUSTRIAL MINERAL PRODUCTS	Ogun	WEST
NIGERITE LTD.	Lagos	WEST
TAI - DEM & SONS	Lagos	WEST
MOTIT ENT.	Lagos	WEST
PB DJEBAH	Delta	EAST
JAMIN ENTERPRISES NIG.	Cross River	EAST
MEGASTAR TECHNICAL & CONST. CO.LTD	Cross River	EAST
AVITRADE NETWORK LTD	Enugu	EAST
GRACEMEKUS ENTERPRISE	Anambra	EAST
FUGLE NIGERIA LIMITED	Cross River	EAST
JOEMACHINE SERVICES	Enugu	EAST
TEE BY TEE PROJECT	Rivers	EAST
CHIMAFID COMMERCIAL LIMITED	Imo	EAST
RASINE NIG ENTERPRISE	Cross River	EAST
OGEROSE INTEGRATED SERVICES	Rivers	EAST
ORBIS RESOURCES LTD	Ebonyi	EAST
OZOEKWU RESOURCES LTD.	Cross River	EAST
OBI LINKS ENTERPRISE	Enugu	EAST
CHINASA ASOGWA VENTURES	Abia	EAST
DAVID STEVEN	Abia	EAST
PASTOR SYLVANUS MBACHU	Imo	EAST
MIRACLE CEMENT DEPOT SHOP	Enugu	EAST
IPUN NIG LTD	Bayelsa	EAST
IGWEMADU OGUADIMMA	Abia	EAST
TAMARK NIG. LTD	Akwa Ibom	EAST
UNEGBE VENTURES LTD	Enugu	EAST
MBAEKWE OLISA	Anambra	EAST
MUDAK ENT. NIG	Akwa Ibom	EAST
B C NWABUOBI ENT	Enugu	EAST
ESTRA MARKS VENTURES	Rivers	EAST
CHRIS-KELSON NIG LTD	Bayelsa	EAST
OILSERV LIMITED	Edo	EAST
OGECHI OGBUZURU	Rivers	EAST
VANEF LTD	Rivers	EAST
OBIOMA ENTERPRISES NIG. LTD.	Imo	EAST
EMENITE LTD	Enugu	EAST
GLOBAL KENNY NIGERIA LIMITED	Ebonyi	EAST
DONZIEX VARITIES ENTERPRISES	Anambra	EAST
SLAVABOGU NIGERIA LIMITED	Lagos	WEST
AWARD COMMUNICATION & LINK	Ebonyi	EAST
CHRIS-SUNNYNWODO BUSINESS EMPIRE	Bayelsa	EAST
FOURSCORE HEIGHTS LIMITED	Lagos	WEST
RALDAVIS BUSINESS VENTURES	Anambra	EAST
GREAT-AGALA VENTURES	Ebonyi	EAST
ODU-MOS NIGERIA ENTERPRISES LIMITED	Ogun	WEST
WHUMYTE GLOBAL VENTURES	Lagos	WEST
CEMENT HOUSE SERVICES VENTURES	Delta	EAST

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NAME	STATE	REGION
VUNIC GLOBAL CONNECT SERVICES	Abia	EAST
MABILCO ENTERPRISE	Akwa Ibom	EAST
FAS AGRO IND. CO. LTD	Ogun	WEST
ESSENOX CONTRACTING COMPANY LTD	Cross River	EAST
GUIDEDKARISSA ENTERPRISE	Bayelsa	EAST
Ministry of Works & Transport	Ebonyi	EAST
Ebonyi State Government	Ebonyi	EAST
Ministry of Infrastructure Develop.	Ebonyi	EAST
ABLETTDRIVE IMPACT SOLUTIONS LIMITED	Lagos	WEST
TEBOLD GLOBAL ENTERPRISE	Lagos	WEST
ODILAS & SONS LTD	Rivers	EAST
INROLL INTERNATIONAL COMPANY (NIGERIA) LIMITED	Anambra	EAST
ALAMJESS NIGERIA LIMITED	Rivers	EAST
SHAMAH-JUNEX LTD	Bayelsa	EAST
CHRISCHAP MULTISERVICES LIMITED	Rivers	EAST
PEACE AND SUCCESS VENTURES	Lagos	WEST
AROWOLO K.K. NIGERIA LIMITED	Oyo	WEST
SYLV-M VENTURES	Abia	EAST
PURE RENOVATION & SERVICES	Ogun	WEST
DE-BAYUS NIGERIA LIMITED	Lagos	WEST
ASB VALIANT COMPANY LIMITED	Lagos	WEST
SAMAD KUNLE INVESTMENT LIMITED	Lagos	WEST
WAMOD OLOYE ENT. LTD	Oyo	WEST
ALEEM ADIAT & SON NIG. LTD.	Ekiti	WEST
IBUKUN OLUWA ENT.	Ekiti	WEST
CHICO TRUST (NIG.)	Edo	EAST
LEKAN ADEYEMI	Ondo	WEST
EGEISU ENTERPRISE NIGERIA	Anambra	EAST
CHYKE-CHERRY GLOBAL RESOURCES LTD	Anambra	EAST
DANMOSCO NIG LTD	Anambra	EAST
GOODLUCK O. NWANERI AND SONS INVESTMENT NIGERIA LTD	Rivers	EAST
DOUBLE D. UNIQUE VENTURES	Lagos	WEST
ALO FARM MULTI-PURPOSE VENTURES	Anambra	EAST
MRS S. A. FALANA	Ondo	WEST
BETON BAU NIGERIA LIMITED	Lagos	WEST
HENRULE GLOBAL VENTURES	Anambra	EAST
O.K. ISOKARIARI & SONS (NIG) LTD	Bayelsa	EAST
AFE BABALOLA UNIVERSITY LTD/GTE	Ekiti	WEST
QUICK MIX LIMITED	Lagos	WEST
SUCCESS LINK	Osun	WEST
DAVAL NIG. ENTERPRISES	Ondo	WEST
MIKANO INTERNATIONAL LIMITED	Lagos	WEST
ADEWOLE GANIYAT NIGERIA ENTER-PRISES	Osun	WEST
GALCON ENGINEERING NIG LTD	Lagos	WEST
CHRISTIAN VENTURES	Bayelsa	EAST
OLAYEMI AMOSA GENERAL ENTERPRISES (NIG)	Osun	WEST
PHILSAM VENTURES	Delta	EAST

NAME	STATE	REGION
LIFEMATE NIG LTD	Ogun	WEST
SINGE OBI CONSTRUCTION COMPANY LIMITED	Imo	EAST
SALINI NIGERIA LIMITED	Lagos	WEST
CAPPA & D'ALBERTO PLC	Lagos	WEST
KESMORAH AND SONS LTD	Kwara	WEST
JOHN JEFF NIG. LTD	Delta	EAST
TINUOYE OLAYEMI NIG. ENT	Kwara	WEST
SEQUOIA INTERNATIONAL DEVELOPMENT NIG LTD	Anambra	EAST
MYSTAN GLOBAL SERVICES	Imo	EAST
MURASE LOGISTICS & INVESTMENTS LTD	Lagos	WEST
HONOSA ENTERPRISE	Edo	EAST
J. B. OKANLAWON	Osun	WEST
MOYOSORE YETTY VENTURES	Kwara	WEST
IFYLATEEF AND SONS VENTURES	Lagos	WEST
THE DEEPER CHRISTIAN LIFE MINISTRY (GBAGADA)	Ogun	WEST
NILS NIG ENT.	Delta	EAST
BASHIRU & ELIZABETH LTD	Ogun	WEST
HARTLAND NIG LTD	Edo	EAST
OSASCO OGIEMWONYI NIG. LTD	Edo	EAST
YASNAS ENGINEERING FZE	Lagos	WEST
AGAPE STEEL VENTURES	Lagos	WEST
SANA GLOBAL PROJECTS LTD	Lagos	WEST
CONSTRUCTION KAISER LTD	Lagos	WEST
FIRST KATALYST MARKETING LIMITED	Lagos	WEST
ATURU GLOBAL NIG. LTD	Ondo	WEST
SAFAMAQ NIG. LTD.	Ogun	WEST
F. JOGA NIG. CO	Delta	EAST
JEPHO OKESON ENTERPRISES LIMITED	Anambra	EAST
BLUELINE URBAN PROJECT	Lagos	WEST
EKO PEARL NIGERIA LIMITED	Lagos	WEST
MEGA UCHECHI & SONS RESOURCES	Imo	EAST
EL-ALAN CONSTRUCTION COMPANY	Lagos	WEST
LARMAC ENGINEERING VENTURES	Bayelsa	EAST
AMPAL CONSTRUCTION NIG LTD	Rivers	EAST
ELIDEDE GLOBAL SERVICES	Delta	EAST
VITA CONSTRUCTION LTD.	Ogun	WEST
BENASIN RESOURCES	Bayelsa	EAST
CEMMAX NIGERIA LIMITED	FCT - Abuja	NORTH
REYNOLDS CONST. COY. NIG. LTD (RCC)	Rivers	EAST
NIGERPET STRUCTURES LIMITED	Akwa Ibom	EAST
TAM CEMENT	Bayelsa	EAST
A & A GLOBAL LEASING SERVICES LIMIT LIMITED	Ogun	WEST
CHARTERBRIDGE VENTURES LIMITED	Lagos	WEST
ABDLAS LOGISTICS NIGERIA LIMITED	Lagos	WEST
REM-BAM NIGERIA LIMITED	Lagos	WEST
Deomat Nigeria Limited	Ogun	WEST
OLABISI EBONY & SONS LTD	Ogun	WEST

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NAME	STATE	REGION
GEOMAN PRAISE & GLORY LTD.	Ogun	WEST
B.I.G MULTIQUEST CONCEPTS LTD	Oyo	WEST
ARBICO NIG PLC	Lagos	WEST
TRUCKLOG LIMITED	Lagos	WEST
CAPITAL COLD ROLLING MILL	Ogun	WEST
ADOLD ENGINEERING DEV. COY. LTD	Osun	WEST
CEDAR CONSTRUCTION LIMITED	Rivers	EAST
LAGOS FREE TRADE ZONE COMPANY	Lagos	WEST
O' SPACES NIGERIA LIMITED	Lagos	WEST
TOMBIM SERVICES LIMITED	Akwa Ibom	EAST
NOSAJOY GLOBAL VENTURE	Edo	EAST
PRINDEX PROPERTIES LIMITED	Lagos	WEST
NSIK ENGINEERING COMPANY LIMITED	Edo	EAST
MADUWA ROADS & CONSTRUCTION NIGERIA	Kaduna	NORTH
AL-BABELLO NIG. LTD	Kaduna	NORTH
GIANT BRIDGE NIG LTD	Jigawa	NORTH
CHUMON NIG LTD	Plateau	NORTH
LAB ASSIST NIGERIA LIMITED	FCT - Abuja	NORTH
F & J PROPERTIES LIMITED	Lagos	WEST
MUKAM INTERNATIONAL SERVICES LTD	Ogun	WEST
ROGLADE NIG. LTD.	Ogun	WEST
U. MORGAS INTERNATIONAL COMPANY NIGERIA LTD	Delta	EAST
PETERS JITOBOR NIG LTD.	Delta	EAST
KEVWE CONSTRUCTION SERVICES	Delta	EAST
TELISOL LTD	Lagos	WEST
TREVI FOUNDATIONS NIGERIA LTD	Lagos	WEST
YASNAS ENGINEERING LTD	Lagos	WEST
EMPEROR INTEGRATED FARMS	Kogi	NORTH
PURECHEM	Ogun	WEST
REFEM MILLERS LIMITED	Ogun	WEST
CHARVET NIGERIA LIMITED	Oyo	WEST
GLOBAL STAR VENTURES	Lagos	WEST
BROADLINE CONSTRUCTION COMPANY LTD	Bayelsa	EAST
DARYCET INERNATIONAL LTD	Rivers	EAST
DARYCET INERNATIONAL LTD	Lagos	WEST
100 KOBO LOGISTICS	Lagos	WEST
DEFROST VENTURES LIMITED	Lagos	WEST
EWEKORO WORKS STAFF CO-OPERATIVE	Lagos	WEST
GPC Energy & Logistic Ltd - NEW	Lagos	WEST
H.SAFIEDDINE TRANSPORT LIMITED	Lagos	WEST
SHAGAMU GLOBAL HAULERS NIGERIA	Ogun	WEST
SHIWATECH INDUSTRIAL CO LTD.	Ogun	WEST
ASSOCIATED BUS COMPANY LTD	Imo	EAST
JULIUS BEN CONSTRUCTION COMPANY LTD	Abia	EAST
TES AIME BENOIT SERGE COMPANY LTD	Lagos	WEST
RUFPRIS VENTURES LTD	Cross River	EAST
SINGEOBI TRANSPORTS LIMITED	Abia	EAST
DENVER BUILDING SERVICES LTD	Lagos	WEST
ZHONGTIAN CONTRUCTION NIGERIA LTD	Anambra	EAST
BUTHAYNA NIG LTD	Kwara	WEST

NAME	STATE	REGION
CARIAN CONSTRUCTION COMPANY LTD	Lagos	WEST
ENERGO NIGERIA LIMITED	FCT - Abuja	NORTH
TRULUCK INTERNATIONAL LIMITED	Lagos	WEST
TASAF GENERAL MERCHANDISE LTD	Kano	NORTH
ENERGO NIGERIA LIMITED	Ogun	WEST
HENRULE CONCEPT ENTERPRISES	Anambra	EAST
O.K. ISOKARIARI & SONS (NIG) LTD	Rivers	EAST
DENVER BUILDING SERVICES LTD	Lagos	WEST
ADUNNI OLORISHA TRUST	Osun	WEST
CHURCH GATE GROUP	FCT - Abuja	NORTH
BUSINESS CONTRACTING LIMITED	Lagos	WEST
ALKAISAR CONSTRUCTION CO. LTD	Lagos	WEST
REMO COMMERCIAL	Ogun	WEST
AFRI POWER NIGERIA LIMITED	Osun	WEST
LORI SYSTEMS TECHNOLOGY NIGERIA	Lagos	WEST
MERCURY ENGINEERING & CONST.CO.LTD.	Akwa Ibom	EAST
VIRTUAL DEPOT WEST	Ekiti	WEST
FOC North	Kano	NORTH
CHERUBCON LIMITED	Cross River	EAST
MUZALAB&ASSOCIATE INT'L NETWORK LTD	Osun	WEST
FOC WEST	Lagos	WEST
FIBO VENTURES	Delta	EAST
GILBERT IGWEKA GLOBAL CONCEPT	Anambra	EAST
RETAIL SALES	Lagos	WEST
FABNESIS INTERNATIONAL NIGERIA LIMITED	Rivers	EAST
GOODAK (NIG) COMAPANY LIMITED	Edo	EAST
FORTUNA ENERGY LIMITED	Lagos	WEST
BRICKHOUSE CONSTRUCTION	Lagos	WEST
DUNU INDUSTRIES LIMITED	FCT - Abuja	NORTH
KAYSKY NIGERIA LIMITED	Ogun	WEST
SAGAMU GLOBAL WINGERS LIMITED	Ogun	WEST
ADAMAC PIPES AND COATING SERVICES	Rivers	EAST
PIPE COATERS NIGERIA LIMITED	Rivers	EAST
QINGYANG INDUSTRIAL PARK LIMITED	Ogun	WEST
HAMMAKOOP CONSORTIUM LIMITED	Anambra	EAST
GREENVILLE OIL AND GAS COMPANY LTD.	Rivers	EAST
ABS RAJAH GLOBAL LINKS NIG LTD	Gombe	NORTH
TEC ENGINEERING COMPANY LTD	Kano	NORTH
VIAGEM PROPERTY & INVESTMENT	Enugu	EAST
INSIGNIA PRINT TECHNOLOGY LFTZ ENT.	Lagos	WEST
DAEWOO NIGERIA LIMITED	Rivers	EAST
U. SENCO NIG. ENTERPRISES	Edo	EAST
GR BUILDING AND CONSTRUCTION	Niger	NORTH
HIGH WAY GAS LTD	Oyo	WEST
JAZZAF GLOBAL RESOURCES NIG.LTD	Kano	NORTH
DORI CONSTRUCTION & ENGINEERING	Lagos	WEST
CGGC GLOBAL PROJECT NIG LTD	Oyo	WEST
CHRIS EJIK INTL AGENCIES LIMITED	Ogun	WEST
ENPHMA NIGERIA LTD	Lagos	WEST
FBS CONSTRUCTION ENGINEERING SERVICES LIMITED	Oyo	WEST