2024 ANNUAL REPORT

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NASCON

Nascon Allied Industries Plc

GROWING INTO OPPORTUNITIES

DANGOTE

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Our 2024 Annual Report combines our financial and sustainability performances into a collaborative report that explains the Company's ability to create and sustain value for shareholders.

We believe that sustainable value creation for all our stakeholders will be based on our ability to fully align our 7-Sustainability Pillars - cultural, environmental, economic, operational, social, institutional and financial, which this report is structured around.

DANGOTE

Nascon Allied Industries Plc is a member of the Dangote Group of Companies

LET'S BEGIN

Vision

Our vision is to be a world-class consumer goods company that is recognized for the quality of our products and services, delivering high returns to our stakeholders.

Mission

- To deliver consistently good results to our shareholders by selling high quality products at affordable prices, backed by excellent customer service.
- To satisfy market demand by producing the best quality products with the best resources and processes that comply with international industry standards and industry best practices.
- To provide economic benefits to local communities in which we operate.
- To set a good example in areas of corporate governance, sustainability, health and safety.

Core Values

Customer Service

As a world-class organisation, we understand that we exist to serve and satisfy our customers. Accordingly, our customer orientation reflects intimacy, integrity and learning.

Excellence

We are a large organisation, working together to deliver the best products and services to our valuable customers and stakeholders. To achieve this, we demonstrate teamwork, respect and meritocracy.

Leadership

We thrive on being leaders in our business, markets and communities. To drive this, we focus on continuous improvement, partnership and professionalism.

Entrepreneurship

We continuously seek and develop new businesses, and employ innovative ideas to retain our market leadership.

At A Glance: Our Financial Performance

2024 Revenue

2020	2021	2022	2023	2024
28.01	33.28	58.79	80.83	₦120.39B

2024 EBITDA

2020	2021	2022	2023	2024
6.36	5.05	11.74	23.12	₦27.41B

2024 Operating Profit

2020	2021	2022	2023	2024
4.03	4.32	8.67	21.10	₦23.04B

2024 Net Profit

2020	2021	2022	2023	2024
2.69	2.97	5.47	13.73	₦15.58B

2024 Total Assets

2020	2021	2022	2023	2024
44.31	40.52	55.53	65.69	₦78.50B

2024 Total Equity

2020	2021	2022	2023	2024
12.72	14.63	19.04	27.47	₦43.06B

2024 Earnings per Share

2020	2021	2022	2023	2024
1.02	1.12	2.06	5.18	₦5.77

2024 Dividend per Share

2020	2021	2022	2023	2024
0.40	0.40	1.00	1.00	₦2.00

Company Overview

Nascon Allied Industries Plc is Nigeria's leading refiner and distributor of household, food processing and industrial use salt.

We employed 693 full-time employees in our factories, warehouses, fleet and offices throughout Nigeria with our headquarters in Oregun, Lagos. We adhere to industry and regulatory standards that ensure quality products for Nigeria's ever increasing consumer and developing industrial markets. Our products have Standards Organization of Nigeria (SON) and National Agency for Food and Drugs Administration and Control (NAFDAC) certifications.

We have three regional sales offices that manage the warehouses and other distribution centres located to serve the Nigerian and neighbouring markets. We own a fleet of over 300 trucks dedicated to the distribution of our products across Nigeria.

Our History

National Salt Company of Nigeria was established as a salt refinery at Ijoko, Ogun State in 1973, as a joint venture between the Federal Military Government of Nigeria and Atlantic Salt & Chemical Inc. of Los Angeles, California, USA, due to a need for self-sufficiency in the production of salt.

Construction work commenced on October 20,1974 with the refinery completed in December 1975 and erection of plants and machinery in August 1976.

The Company was privatized in 1991 with its shares listed on the floor of Nigerian Exchange Limited in October 1992, through which Dangote Industries Limited purchased majority shares in National Salt Company of Nigeria. Following the reverse takeover of Nascon by Dangote Salt Limited (DSL) in 2007, Nascon acquired the assets, liabilities and business undertakings of DSL.

In 2015, we changed our name to Nascon Allied Industries Plc. to reflect the full range of product offerings.

Our Plants

The Apapa refinery, located at Apapa Port in Lagos, commenced operations in 2001, marking a significant step in our expansion. The Port Harcourt refinery, situated at the sea port in Rivers State, was commissioned in 2003, further strengthening our production capabilities. In 2004, we established the Oregun plant to produce refined salt, which was later converted into a fleet workshop in 2021.

Our facilities are primarily powered by the National Grid, gas and diesel powered generators, with a combined capacity of 6.1MW, ensuring reliable and efficient operations.

In 2011, we made a strategic decision to diversify our product lines. Utilizing our existing site in Ota, we began construction in 2012. The seasoning plant was commissioned in 2014, followed by the tomato paste packaging plant in 2015, designed to produce and package tomato paste from concentrate. Additionally, the vegetable oil refinery was commissioned in 2015 to refine crude palm olein into vegetable oil. These plants were sold in 2021 and 2024, respectively, due to foreign exchange policies.

In 2021, we commissioned a cutting-edge Salt Refinery plant in Ajegunle, positioning the company for future growth.

Seasoning

Ota

Seasoning is available in our classic flavour variant.

Salt

Apapa, Port Harcourt & Salt Village

Nascon offers a comprehensive salt product portfolio that is sold in 50kg bags and sachets (1kg, 500g and 250g) under the "Dangote Salt" brand. For us, salt is more than just the mineral that enhances the flavour in food. As an essential element in our diet, we fortify it with iodine under United Nations Children's Fund (UNICEF) guidelines and Nigerian regulations to combat iodine deficiency disorders.

CHAIRMAN'S STATEMENT

Olakunle Alake
Chairman

"Despite the challenges posed by economic uncertainties, we have successfully navigated these tough terrains whilst positioning ourselves for sustainable growth in the future. As we move into the next year, our focus remains on driving growth through innovation, enhancing operational efficiency, and delivering value to our stakeholders.

Dear Esteemed Shareholders,

As we reflect on the past year, I am pleased to report that our company has continued to demonstrate adaptability in an ever-evolving manufacturing landscape. Despite the challenges posed by economic uncertainties, we have successfully navigated these tough terrains whilst positioning ourselves for sustainable growth in the future.

Business Performance

Our performance has been commendable, a testament to our strategic initiatives, operational efficiencies, and dedication of our workforce. We have successfully expanded our market presence, which has been instrumental in driving sales. Our continued focus on customer satisfaction, as well as our commitment to delivering high-quality products, have allowed us to gain new customers whilst retaining the loyalty of existing ones.

Strategic Developments

During the year, we adopted several strategic initiatives aimed at enabling the Company to grow into its opportunities. We demonstrated our commitment to sustainability through the encouragement of increased responsible resource use. We also carried out community development efforts, as well as various employee welfare and development programs. These efforts reflect our continued commitment to value creation for all our stakeholders.

Declaration of a Dividend

In recognition of this positive performance and our commitment to delivering value to our shareholders, it is with great pleasure that we recommend the highest dividend ever declared in our company's history. This decision reflects our confidence in the company's prospects and aims to reward our shareholders for their continued support.

Changes on the Board and Company Secretariat

In December of 2024, the tenure of two independent board members, Mrs. 'Yemisi Ayeni and Professor Chris Ogbechie, who served with distinction, expired. In addition, the Company Secretary, Mr. Adedayo Samuel retired from the company after several years of distinguished service. Their contributions and dedication have helped in shaping the direction of our company. We are grateful for their service and wish them the best in their future endeavors.

I am pleased to inform you that the Board has appointed me as its Chairman. Having served as a Non-Executive Director for several years with a strong track record of strategic leadership, I look forward to working closely with my fellow directors and all stakeholders.

The Board also appointed Mrs. Aderemi Saka, the erstwhile Chief Financial Officer, to the Board as the new Deputy Managing Director. Mrs. Saka brings a wealth of knowledge and experience in her areas of expertise. Her appointment will enhance our strategic focus and contribute to our long-term vision.

We are also pleased to announce the appointment of Mrs. Oluseun Oluwole as the Company Secretary. With her extensive experience in corporate governance and regulatory compliance, Mrs. Oluwole will play a vital role in supporting the Board and strengthening our governance framework.

Looking Ahead

As we move into the next year, our focus remains on driving growth through innovation, enhancing operational efficiency, and delivering value to our stakeholders. We are committed to investing in our people and in technology. Additionally, we will continue to explore new market opportunities to expand our footprint. In closing, I would like to extend my thanks to our employees and board members for their unwavering commitment and hard work. To our shareholders, thank you for your continued trust and support. Together, we will build on our achievements and drive our company towards its promising future.

Sincerely,

Olakunle Alake
Chairman of the Board

Managing Director's Review

"We achieved a profit growth of 14%, to ₦15.6 billion. One of our major successes was the launch of our distributor management system. We carried out several initiatives including the launch of Nascon Sustainability Club, installation of a borehole and solar powered streetlights as well as the provision of toilet facilities in our host communities and enhanced our recycling efforts."

Q: What were the key highlights of Nascon's performance this year?

A: This year has been exceptionally positive for Nascon. We achieved a profit growth of 14%, to ₦15.6 billion, thanks to strong demand for our core product and strategic market presence. Notably, we optimized strategic opportunities that have positioned us for continued growth. Our operational efficiencies also improved, which enhanced our overall profitability.

Q: How has the company approached sustainability this year?

A: Sustainability remains a priority for us. We carried out several initiatives including the launch of Nascon Sustainability Club, installation of a borehole and solar powered streetlights as well as the provision of toilet facilities in our host communities. We have invested in energy-efficient machinery and enhanced our recycling efforts, ensuring that our operations align with our environmental commitments. Additionally, we partnered with like-minded suppliers to continue to integrate sustainable practices into our operations.

Q: Can you elaborate on the company's innovation efforts?

A: Innovation is vital for our growth strategy. This year, we continued to invest in research and development. One of our major successes was the launch of our distributor management system, which has received positive feedback from our distributors. By doing this, we incorporated automation and streamlined our ordering and delivery processes, which help us to make more informed business decisions.

Q: How is Nascon supporting its workforce?

A: Our employees are our greatest assets and we are deeply committed to their development and wellbeing. This year, in conjunction with the Dangote Group, we carried out a graduate training program, as well as a leadership development program to enhance skills across our workforce. Employee feedback has been positive, indicating an appreciation for our investment in their growth. Additionally, we have implemented initiatives to promote mental wellness and work-life balance, ensuring a supportive work environment. We continue to prioritize diversity and inclusion, striving for a workforce that reflects these values.

Q: What challenges did the company face this year, and how were they addressed?

A: Like many in our industry, we faced challenges such as inflation, currency devaluation, supply chain disruptions and rising raw material costs. However, we responded by diversifying our supplier base and enhancing our inventory management strategies. Our proactive approach enabled us to maintain strong relationships with our clients and uphold our reputation for reliability.

Q: What is the company's strategy for future growth?

A: Our strategy for future growth is centered on sustainable practices and innovation. We are exploring new markets, and aim to enhance our product offerings and stay ahead of industry trends by continuing our investment in research and development. Our focus on sustainability will not only help us meet regulatory requirements but also align with consumer preferences for environmentally friendly products.

Q: How does Nascon plan to enhance its competitive advantage?

A: We believe that by prioritizing innovation and sustainability, we can create a significant competitive advantage. Our ongoing investment in our workforce and technology, coupled with our commitment to responsible manufacturing, positions us well in a market that increasingly values these principles. Additionally, our focus on operational efficiency ensures that we can offer high-quality products at competitive prices.

Q: What are your goals for the coming year?

A: For the upcoming year, our primary goals include continuing our revenue growth trajectory, expanding into new markets, and enhancing our product lines. We will further invest in our sustainability initiatives and aim for reductions in carbon emissions. Our workforce development programs will also continue, with an emphasis on upskilling and fostering a culture of innovation.

Q: How do you view the relationship with stakeholders moving forward?

A: Building strong relationships with our stakeholders remains a priority. We are committed to transparent communication and active engagement with our shareholders, employees, customers, and suppliers. We recognize that our success is interconnected with theirs, and we will work collaboratively to achieve our mutual goals. As we grow, we remain dedicated to delivering sustainable value to all our stakeholders.

Q: What message would you like to convey to your stakeholders?

A: To our stakeholders, thank you for your trust and support. Your commitment allows us to pursue our goals and deliver sustainable returns. To our employees, your hard work and dedication are the foundation of our success. Together, we will continue to innovate, embrace challenges, and drive Nascon towards a prosperous and sustainable future. Thank you for being a part of our journey.

Yours sincerely,

Thabo Mabe
Managing Director

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SUSTAINABILITY

"The Dangote Way"
Our Approach to Sustainability

"Sustainability for us offers the ideal foundation for establishing and sustaining our corporate values and strategic goals."

Diseye Oba
Head, HSSE & Sustainability

Nascon Sustainability Approach
The Nascon sustainability approach is in line with the Dangote Group Sustainability Strategy - "The Dangote Way: 7 Sustainability Pillars". These strategic sustainability pillars are used to integrate sustainability across all our departments and operations, embodying our commitment to conducting business responsibly by incorporating best practices throughout every aspect of our value chain.

Building on the milestone of previous years, this 2024 report is our fourth sustainability report in accordance with GRI Sustainability Reporting Standards.

GRI 2-1; 2-2; 2-3; 2-4; 2-5; 2-6	
UN SDG 16.3, 16.6, 16.7	Agenda 2063: Aspiration 1 | Goal 1, 4,

This Nascon Allied Industries Plc Sustainability Report is prepared in accordance with the GRI Sustainability Reporting Standards for the 2024 reporting year, which runs from January 1 to December 31, 2024.

This report informs our stakeholders about our performance regarding social, environmental, economic, and governance issues during the year, as well as the strategies and processes we have implemented for improvements. It is organised around the seven (7) Dangote Sustainability Pillars. It covers all our operations in Nigeria, including our facilities located in Lagos, Ogun, and Rivers States.

This report meets the requirements of the Nigerian Exchange Group's Sustainability Disclosure Guidelines (NGX-SDGs) by documenting key indicators. It outlines our contributions to the United Nations Sustainable Development Goals (UN-SDGs) and details our steps in achieving these goals.

Additionally, it highlights our accomplishments in integrating the ten sustainability principles of the United Nations Global Compact (UNGC) into our business practices. We also cross-referenced and benchmarked the data and disclosures in this report which is prepared in accordance with the:
- 2021 GRI Sustainability Reporting Standards Disclosures and Principles;
- Securities and Exchange Commission (SEC) Corporate Governance Guidelines;
- Financial Reporting Council of Nigeria Code of Corporate Governance (NCCG); and
- IFRS Sustainability Disclosure Standards.

To ensure transparency regarding stakeholder concerns and the material topics covered in our reporting process, we engaged an independent sustainability consultant, Dupht Consults Limited (DCL), to conduct stakeholder engagement and materiality assessment surveys involving employees, host communities, investors, and our supply chain.

The report was presented to the GRI Content Index - Essentials Service to assess the correct application and reference of the GRI Standards, with the GRI Service Mark awarded after the assessment exercise.

Using the ISAE (International Standard on Assurance Engagements) 3000 Standards, KPMG Nigeria conducted a limited external assurance on key indicators in the report to confirm further and strengthen its credibility.

Our 2024 Milestones At A Glance:

Cultural Pillar
- 6.57% increase in our total workforce, with 9.48% female representation.
- Majority (76.68%) of our workforce aged 31 to 50 years.
- 35.67 hours average training hours provided per employee, spending about ₦ 90.34 million on employee upskilling
- 12 core sustainability training sessions provided with average of 2.0 hours per employee.

Economic Pillar
- Economic value created and distributed increased by 29%.
- Tax payments increased by 18%.
- Our distribution network and supply chain supports more than 250,000 jobs (direct, indirect, and induced) using the Social Accounting Multiplier Matrix.
- Direct household income contributions up by 12% while indirect household income contributions up by 47%

Operational Pillar
- Local procurement spending was ₦48.72 billion, a 53% increase.
- Nascon is certified to ISO 9001:2015 Quality Management System (QMS), ISO 22000:2018 Food Safety Management Systems (FSMS), current Good Manufacturing Practices (cGMP) and Halal Certified
- Executed three (3) major sales, marketing, and promotional activities in 2024.

Social Pillar
- ₦30.32 million spent on social investment projects, a 32.95% decrease year-on-year.
- Completed and handed over 12 community projects.
- Executed 673 health and safety training programmes, activities and initiatives.
- Six (6) employees with physical disabilities across our operations.
- Zero cases of bribery, corruption and discrimination in our business operations.
- Zero cases of child labour and forced or compulsory labour or related contraventions.

Environmental Pillar
- Energy consumption increased by 17.63%; energy intensity increased by 17.54%.
- Natural gas accounts for 69% of our fuel mix.
- GHG emissions: Scope 1 increased by 40.06%; Scope 2 increased by 19.25%.
- GHG emission intensity increased by 39.99%.
- Water intensity increased by 20.26%.
- 1.5 tonnes of poly-roll wastes diverted from landfills, converted into shopping bags.
- Zero environmental penalties or sanctions for non-compliance.

Institutional Pillar
- Executed stakeholders' survey and materiality assessment for employees, communities, investors and supply chain partners.
- Progressed in the implementation of our prioritised SDGs (Goals 2, 3, 6, 12, and 13).
- 10 Board members. 40% women (4) and 60% men (6).

Financial Pillar
- Revenue up 49% to ₦120.4 billion
- Gross profit up 25% to ₦55.5 billion while EBITDA up 19% to ₦27.4 billion; 23% EBITDA margin.
- Profit before tax up 15% to ₦23.7 billion while profit after tax up 14% to ₦15.6 billion.
- Earnings per share up 11% at ₦5.77 with proposed dividend up 100% at ₦2.00.

Cultural Pillar

Building a culture of workplace empowerment and inclusions

Cultural Standards and Definition:
Embody our core values in the way we do business, including fostering respect for cultural diversity, equal opportunities and non-discrimination in our stakeholder engagements. To achieve this, we actively encourage teamwork, empowerment, inclusion, mutual respect, integrity, and meritocracy in our organisation.

Murtala Zubair
Head, Human Resources and Administration

Human Resources Report

"Our diverse workforce remains a key driver for our success, with a strong emphasis on employee wellbeing. We are committed to fostering an inclusive environment through initiatives like our Graduate Trainee Program and continuous employee training, we prioritize growth, development, and the empowerment of our people."

Our People
As we continue to grow and evolve, our diverse workforce remains the key driver of our success and represents a rich blend of talents, skills, and backgrounds.

Employee Wellbeing
Fostering wellbeing remains a priority for us, making it at the top of our leadership agenda. Aside from competitive pay and benefits, we provided all employees with supportive relationships, a positive work culture, and access to mental health resources.

We organized wellness programs to improve employees' physical and mental health. Additionally, we collaborated with our Health Maintenance Organization (HMO) to offer an Employee Assistance Program (EAP) to employees. While this initiative marks a significant achievement, we remain committed to continuing to provide similar programs to support our staff.

2024 Employee Satisfaction Survey
To understand our employees' experiences better, we took part in the Great Place to Work survey and are awaiting the results to see how we are doing in creating a satisfying work environment.

Diversity, Equity, and Inclusion
Nascon is an equal-opportunities employer committed to fair hiring practices and equal access to opportunities for all job applicants and employees. Our recruitment, training, and promotion processes are free from discrimination. To foster a diverse workforce, we reached a significant milestone by collaborating with the Dangote Group to train graduate trainees. This 18-month program provided an overview of the businesses' operations, processes, structures, and environment. Upon completion, Nascon integrated 7 trainees into various departments.

Employee Training and Development
During the review year, we embraced a dynamic and inclusive approach to employee training and development, ensuring learning opportunities were accessible, relevant, and impactful. The series of training were conducted through virtual, in-person, and bite-sized sessions via our learning management system.

We collaborated with Dangote Academy to provide specialized technical training for our maintenance team, equipping them with critical skills to boost productivity and efficiency.

We introduced departmental Knowledge-Sharing Sessions (KSS) to promote collaboration, enhance problem-solving, and encourage cross-functional learning.

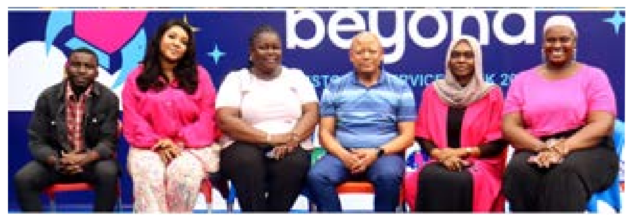
As part of our commitment to improving HR operations and enabling data-driven employees, we implemented a workforce analytics tool on SAP SuccessFactors. We also trained end-users to leverage this tool, providing deeper insights into workforce metrics to support strategic planning and decision-making.

Leadership Development Program
Reinforcing our commitment to developing a strong pipeline of future leaders, we partnered with PWC to facilitate a two-week intensive leadership development program. Like other business units, Nascon enrolled several employees to participate, with a focus on enhancing strategic thinking, leadership capabilities, and decision-making skills.

Employee Engagement
In celebration of International HR Day, themed "Unusual Monday," we invited various HR service providers, as well as Health Management Organizations (HMOs), NHF, NSITF, and PFAs, to offer valuable guidance and insights to our employees. Additionally, our in-house nurses conducted clinical measurements and shared the results with employees, promoting overall wellbeing.

Anti-Bullying
We marked World Anti-Bullying Day with initiatives focused on creating a safe and inclusive workplace. Various activities were carried out to raise awareness about the importance of kindness, respect, and our zero-tolerance stance on bullying.

Our Commitment to Growth
Our priority in the coming year is the achievement of our goals and sustenance of our leadership position in the market. While we continue to pay attention to the wellbeing of our staff, we shall as well ensure a smooth transition from diesel-powered trucks to CNG-powered trucks by prioritizing training on the use and maintenance of the new CNG- powered fleet.



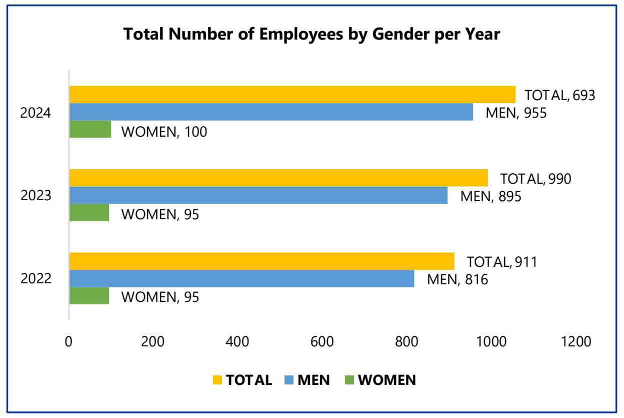
Cultural Pillar

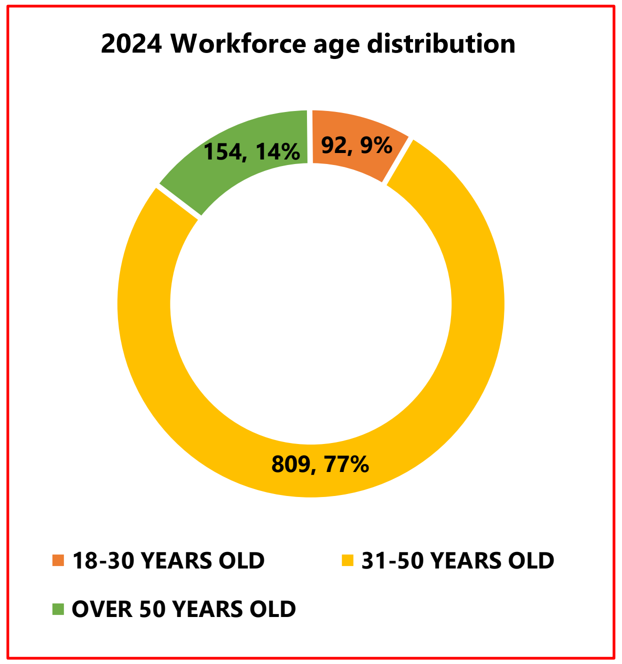
Nascon's Dynamic Workforce

GRI 2-7; 2-8; 2-9 GRI 202-1; 202-2 GRI 401-1	
UN SDG 8.5, 8.6, 10.3	Agenda 2063: Aspiration 1 | Goal 1, 4,
IFRS S1 - Governance	

Nascon's success is primarily driven by its employees, and we take pride in offering them opportunities for personal development and career advancement. In 2024, our workforce totalled 1,055 employees, comprising 693 permanent employees (65.97%), 358 temporary employees (33.93%), and one expatriate (0.09%).

In 2024, employees aged 31 to 50 continued to make up the majority of our workforce at 76.68%, consistent with the previous year. This reflects a dynamic and productive team. Additionally, there were no instances of child labour in any of our facilities or fleet operations.

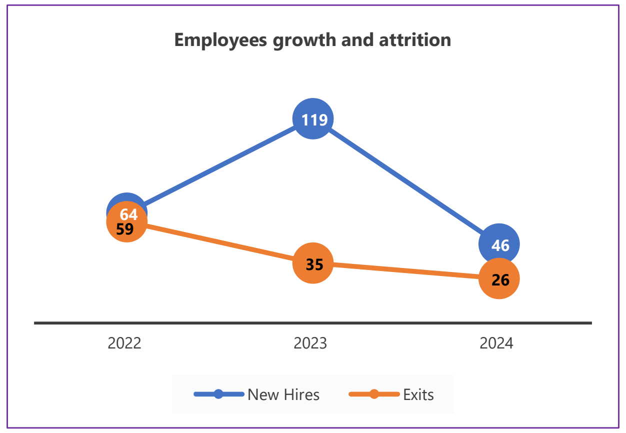




Overall, in 2024 compared to 2023, the total number of employees grew by 6.57%, with permanent employment rising by 3.43%, and temporary employment increasing by 12.93%. The number of male employees increased by 6.70%, while female employees grew by 5.26%. Additionally, all 1,055 employees in 2024 received wages above the local minimum wage.

2024 Total employees by employment types per location	Permanent	Temporary	Expatriates
Apapa Plant	75	1	-
Salt Village Plant	190	-	-
Oregun Site	155	29	1
Ota Plant	82	-	-
Port Harcourt Plant	88	-	-
Fleet Operations	103	328	-
TOTAL	**693**	**358**	**1**

Nascon remains an employer of choice in the industry, consistently attracting top talent each year for newly created roles and to replace employees who have moved on to other career opportunities. In 2024, new hires decreased by 61.34% (46 compared to 119 in 2023) and exits declined by 25.71% (26 compared to 35 exits in 2023). The distribution of new hires and exits in 2024 was balanced across all Nascon operational sites.



Employee Benefits and Labour Practices

GRI 2-16; 2-23; 2-24; 2-25; 2-26 GRI 201-3 GRI 401-1; 401-2; 402-1	
UN SDG 5.4, 8.5	Agenda 2063: Aspiration 1 | Goal 1, Aspiration 6 | Goal 17

Nascon provides a range of monetary and non-monetary benefits to employees, fostering motivation, development, and talent retention. Additionally, employee engagement initiatives were implemented throughout the year to enhance workforce morale and participation. Our retirement plan complies with the mandatory contributory pension scheme outlined in the Nigerian Pension Reform Act (2014), with the employer contributing 10% of the employee's salary to their pension account, while the employee contributes 8%.

Cultural Pillar

Permanent Employee Benefits

- Group Life Insurance
- Nigeria Social Insurance Trust Fund
- Comprehensive Health Care
- Paid Annual Leave
- Parental Leave (Maternity Leave)
- Examination Leave
- Professional Body Subscriptions
- Long Service Awards
- Retirement Benefits
- Dividend Payments

We complied with all Nigerian labour and working condition-related laws. Our human resource policies and practices are aligned with the standards set by the International Labour Organisation (ILO), the International Finance Corporation (IFC) Performance Standard (PS) 2 on Labour and Working Conditions, and the United Nations Global Compact (UNGC) Principle 4, which upholds the elimination of all forms of forced and compulsory labor. These policies include, but are not limited to, the Diversity & Inclusion Policy, Leave Policy, Employee Data Privacy Policy, Compensation & Benefits Policy, and Harassment Policy.

One (1) female employee from the Ota Plant benefited from the 90 days parental (maternity) leave provided by the company. 100% returned after the parental leave period.

There were no operational changes implemented during the year that negatively impacted employees.

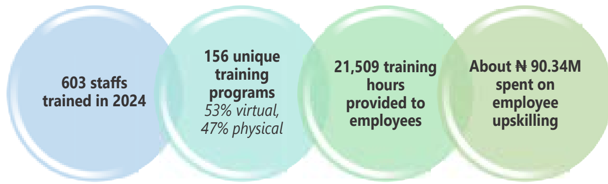
Upskilling: Learning and Developement

GRI 404-1; 404-2; 404-3	
UN SDG Target 4.3, 4.4, 4.5	Agenda 2026: Aspiration 1 | Goal 2 Aspiration 6 | Goal 18

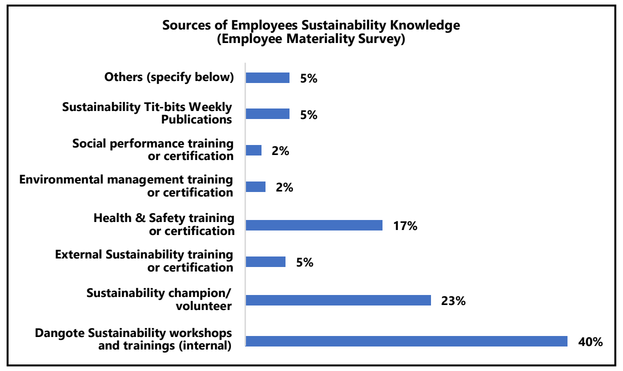
Our employee upskilling process is centred on providing learning and development opportunities that enhance skills and knowledge, driving improved performance. Our training programs encompass both general and function-specific training, tailored to employee levels, and are delivered through virtual and in-person sessions across all our operations.

Average hours of training per employee	
2024	35.67 hours per employee 49.37 hours per female employee 33.11 hours per male employee
2023	30.23 hours per employee 28.93 hours per female employee 30.71 hours per male employee
2022	11.78 hours per employee 11.83 hours per female employee 11.77 hours per male employee

In addition to training in 2024, we implemented programs focused on leadership development, mentorship, coaching, skill enhancement, and career transition support. These included initiatives such as the Dangote Leadership Development Program and the Women Leaders Development Program.



We implemented sustainability training sessions and capacity-building initiatives to further advance our sustainability goals and objectives. A total of 168 employees participated in 12 core sustainability training sessions, accumulating 336 training hours, with an average of 2.0 hours per employee. Key training modules covered during the year included Sustainability Reporting Essentials, IOSH Managing Sustainably, ISO 26000 (Social Responsibility), ESG Mastery, Business and Human Rights, and Understanding 3Ps, among others. Our employees demonstrated their interest and engagement in sustainability by enhancing their knowledge through platforms, including internal sustainability workshops, training sessions, and active participation in Nascon Sustainability Week through volunteering initiatives.



2024 Nascon Sustainability Week: Driving Positive Change in Communities

GRI 413-1	
UN SDG Target 1.4, 2.3	Agenda 2063: Aspiration 1 | Goal 1,

Nascon executed a series of initiatives during its 2024 Sustainability Week including the company's flagship employee volunteering programme. These initiatives, spanning multiple locations, focused on education, infrastructure development, and environmental sustainability, reinforcing the company's dedication to enhancing the well-being of its host communities.

We contributed to the educational sector by setting up a new Arts Studio for the Art & Craft School, Ago-Hausa, Ajegunle, Apapa, Lagos and we renovated the toilet facility.

At Ijoko-Ota, Ogun, we also constructed a toilet facility at Ebenezer African Primary School and provided 50 school desks, 200 water bottles, and 300 exercise books to the school. In addition, we furnished the staff room of Unity High School, Ota with 10 tables and 10 chairs.

In Oregun, Lagos, our focus was on infrastructure and recreational activities. We installed 6 solar-powered streetlights at Oregun High School, enhancing security and energy efficiency within the school premises. Additionally, we organised sports activities, including football matches, 100-meter races, 4x100 relay races, board games, table tennis, egg races, and a bottle-filling competition.

At Apapa Port Terminal, Lagos, we continued our sustainability efforts by installing solar-powered streetlights, improving visibility and security within the area while promoting the use of renewable energy.

Our internal stakeholders, employees, were incorporated in the activities. We repurposed our waste sachet bags into reusable shopping bags and laptop bags, and distributed to all staff.

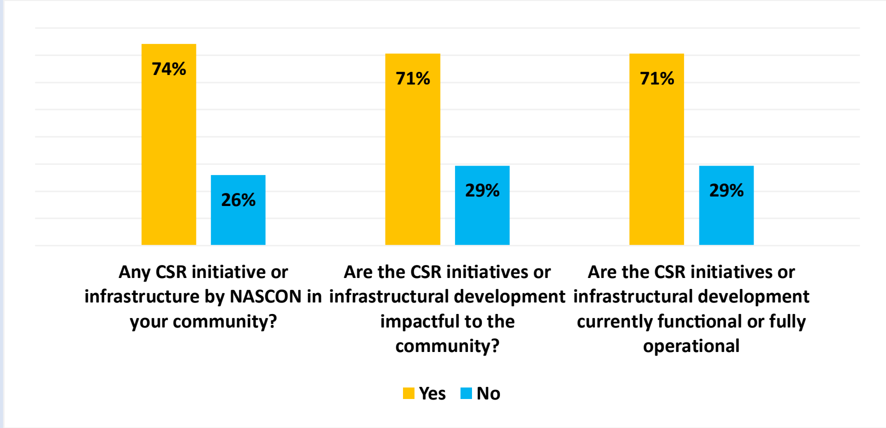
In Port Harcourt, Rivers, we launched Nascon's School Sustainability Club, an initiative to educate students on sustainability practices, environmental stewardship and responsible community development.

2024 Nascon Sustainability Week in Photos

2024 Nascon Sustainability Week in Photos

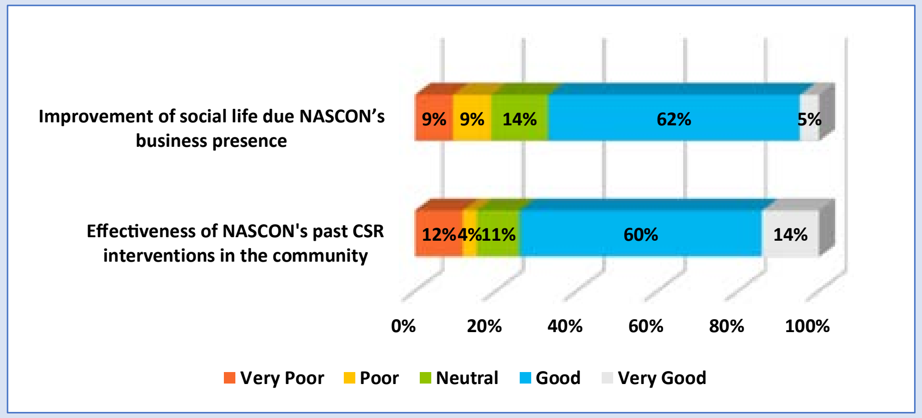
2024 Nascon Sustainability Week in Photos

Host communities:
Most (74%) of the host communities respondents interviewed during the stakeholder engagement (KIIs and/or FGDs) sessions affirmed the contribution of Nascon to the community's development via the execution of some CSR initiatives or infrastructural development.



Source: 2024 Materiality Assessment & Stakeholders' Survey

Host communities:
60% of all the respondents indicated that Nascon offered skills development initiatives or scholarships to youths or students in the communities, with beneficiaries mostly in tertiary institutions, secondary and primary schools. However, on the effectiveness of past CSR interventions executed by Nascon in the community, majority rated the effectiveness "good" (60%) and "very good" (14%). Another vast majority (62%) rated Nascon "good" on the communities' social life improvement as a result of Nascon's business presence while 14% were "neutral".



Source: 2024 Materiality Assessment & Stakeholders' Survey

Management Team


Thabo Mabe


Aderemi Saka


Murtala Zubair


Adedayo Samuel


Olushola Shosanya


Shalom Okonmah


Kolawole Samuel


Oluseun Oluwole


Ayokunle Ushie


Zainab Abbas


Patrick Mogaha


Diseye Oba


Tunde Iwamofe

Management Team

Thabo Mabe
Managing Director
Thabo holds a Bachelor of Science Degree in Chemistry and Mathematics from Fort Hare University, South Africa. He is the former CEO of Unilever Nigeria Plc. Thabo joined Dangote Group as the MD/CEO of Dangote Flour Mills Plc in 2014 before moving on to oversee the rice business of the Group. He has a wide international working experience, managing businesses in South Africa, Germany as well as Nigeria.

Aderemi Saka***
Deputy Managing Director
Aderemi was appointed as Deputy Managing Director in February 2025. She has 26 years of experience working in Nigeria and the United States with various multinationals and publicly traded corporations. Prior to joining Nascon as CFO, Aderemi was part of the Group Corporate Strategy team at Dangote Industries Limited. Prior to joining the Group in 2015, Aderemi held various roles at Verison Business, MCI, American Tower Corporation and T/R systems Inc.

She has a Bachelor's Degree in accounting and a masters in Business Administration (International Business) from Georgia State University, USA.

Murtala Zubair
Head, Human Resources and Administration
Murtala is a trained HR practitioner having obtained a Bachelor of Science degree in Economics and a Masters of Business Administration (MBA) from the Bayero University, Kano and Ahmadu Bello University respectively. He joined Dangote Sugar Refinery Plc in 2009 as the Head, Human Resources/Admin.

Prior to joining the Group he worked at the Bank of Agriculture, Financial Institutions Training Centre and Liberty Bank Ltd. He is an active member of the Chartered Institute of Personnel Management of Nigeria

Adedayo Samuel****
Company Secretary
Adedayo retired in 31 December 2024. He was the pioneer Company Secretary of Nascon when the Company was privatized by the Federal Government. He was responsible for taking the Company to the NGX Regulation Limited upon privatization in 1992.

He has extensive and varied experience in corporate governance, litigation and the Judiciary where he served as a Chief Magistrate. He obtained his LLB degree from the then University of Ife and was called to the bar over three decades ago.

Olushola Shosanya
Head, Sales
Shola has decades of experience in sales management, sales force management and warehousing. He is also a sales trainer. He started his career in Nigerian Bottling Company, where he received both local and international trainings on sales management and trade activations.

He joined Nascon in 2016 having previously worked at 3d Impact Marketing as a marketing consultant. He holds a bachelor's degree in Animal Science from Obafemi Awolowo University and Post Graduate Diploma in Marketing from the University of Lagos.

Shalom Okonmah
Head, Procurement
Shalom has 25 years of work experience spanning sales, finance, treasury, procurement, international trade and importation. She holds an Accounting degree from Edo State University and a Masters in Business Administration from the University of Calabar. Shalom started her career with Dangote Group as an Executive Officer in 1997 before moving to Dangote Agrosacks Limited, where she rose to the position of Head Treasury, Procurement and Clearing.

She is also a member of the Chartered Institute of Purchasing and Supply Chain Management and Chartered Institute of Cost Management.

Kolawole Samuel
Head, Operations
Kolawole joined the Company in 2004 and has worked in various capacities including Production Manager, Quality Control Manager, Maintenance Manager, Plant Manager and Operations Manager.

He is a graduate of Food Engineering from Ladoke Akintola University of Technology, with both local and international training in production management and salt refinery operation from GIUSTI LTDA Brazil. he is a professional member of Nigeria Institute of Food Science and Technology (NIFST).

*** Appointed 26 February 2025
**** Retired 31 December 2024

Management Team

Oluseun Oluwole***
Company Secretary
Oluseun was appointed as Company Secretary in February 2025. She holds an undergraduate degree in law from the University of Kent, a Master's in Law from University College London, and a Master's in Accounting and Finance from the University of Kingston, UK. She is a member of the Nigerian Bar Association, and is a fellow of the Institute of Chartered Secretaries and Administrators of Nigeria. She joined Dangote Cement Plc as the Legal Manager, before moving to Nascon.

In her current and previous roles as the Acting Director General of a Chamber of Commerce, and as the Company Secretary/Legal Adviser of a public company, she has provided legal and governance advice and ensured compliance with regulatory requirements.

Ayokunle Ushie
Head, Risk Management
Ayokunle is a Corporate Finance and Risk Management practitioner with a number of local and international banks. He joined the Dangote Group Risk Management Department in 2016 and subsequently Nascon Allied Industries in 2018. Ayokunle has a Bachelor's Degree in Geography from the University of Ilorin and a Master's in Business Administration from the University of Nicosa, Cyprus.

He is a member of the Institute of Operational Risk (IOR) and an Alumni of the Risk Certification Program of the Global Association of Risk Professionals (GARP). Ayokunle's core experiences are within data mapping, risk modeling (Operational, Credit and Market), estimated loss projections and engineering risk surveys.

Zainab Abbas
Category Brand Manager
Zainab is an experienced marketing professional with expertise in growth strategy and portfolio expansion. She combines strategic insight with executional excellence, consistently delivering business results. Her track record includes leading marketing for Lipton Nigeria at Lipton teas and Infusion, as well as Sunlight & OMO at Unilever Nigeria PLC.

She holds a Bachelor's in History and a Master's in International Affairs and Diplomacy from Ahmadu Bello University, Zaria. Additionally, she is an Associate Member of the National Institute of Marketing Nigeria.

*** Appointed 26 February 2025

Patrick Mogaha
Head, Internal Audit
Patrick began his audit career as a Financial Auditor with First Bank of Nigeria Plc and has over 22 years of experience in Internal Audit, Information Systems Audit and Fraud & Forensic Audit. Prior to joining Nascon, he was the Deputy Head of Audit for Dangote Cement.

Patrick is a Fellow of the Institute of Chartered Accountants of Nigeria, Certified Fraud Examiner, Certified Forensic Accountant, Certified Information Systems Auditor and a former member of Committee of Chief Inspectors of Banks in Nigeria. He holds a Bachelors degree in Accounting and a MBA in Banking and Finance from ESUT Business School, Enugu and a former member of Committee of Chief Inspectors of Banks in Nigeria (CCIBN).

Diseye Oba
Head, HSSE & Sustainability
Diseye has over a decade experience in HSE management systems and sustainability. She has obtained several safety and sustainability certifications locally and internationally. She holds a Bachelor's degree in Biochemistry from University of Port Harcourt and Master's degree in Petroleum and Environmental Technology from Coventry University, U. K. She serves as the Vice Chair, South-South District (West Africa Branch) of the institution of Occupational Safety and Health (IOSH). She is an executive committee member of the Women in Safety Excellence (WISE) and Emerging Professionals (YEP) groups of the American Society of Safety Professionals (ASSP).

She is also a member of the Institute of Safety Professionals of Nigeria (ISPON) and is a career mentor in the Coventry University Talent Mentoring Programme. She is also a Fellow of the SafERR Global Institute, World Safety Organisation (WSO)

Tunde Iwamofe
Financial Controller
Tunde is a seasoned professional with over 16 years of experience in financial reporting, analysis, planning, budgeting, forecasting, internal audit, tax planning and computation. He joined Nascon in 2008 having previously worked as an Account Manager for Somotex Nigeria Limited, a member of the Mohinani Group of Companies.

He is a graduate of Federal Polytechnic, Bida, Niger State and a Fellow of the Institute of Chartered Accountants of Nigeria. He is also a Certified Change Manager.

Economic Pillar

Contributing to Nigeria's economic growth and development

Economic Standards and Definition:

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

Navigating Economic Turbulence:

GRI 201-2; 201-2; 201-4; 207-1; 207-2; 207-3; 207-4	
UN SDG 1.1, 1.3, 8.1, 8.2, 17.1, 17.3	Agenda 2063: Aspiration 1 | Goal 1, 4, Aspiration 7 | Goal 19, 20
IFRS S2 - Governance IFRS S2 - Strategy	

In 2024, Nigeria's economic landscape was marked by hurdles, including inflation, currency devaluation, rising production costs, and supply chain disruptions, all of which had a profound impact on the food industry, driven by foreign exchange volatility, high energy costs, and insecurity in agricultural regions. These factors collectively strained consumer purchasing power and increased the cost of doing business.

Despite these challenges, Nascon demonstrated resilience and strategic adaptability, recording a 49% increase in revenue for the year and posted a 14% rise in profit after taxation, showcasing our ability to navigate the turbulent economic environment. Key drivers of this performance included pricing adjustments and operational efficiencies.

However, the company was not immune to the macroeconomic pressures. The depreciation of the naira as well as high energy costs and supply chain disruptions led to increased operational expenses. The broader food industry also struggled with fluctuating consumer demand, as rising inflation forced many households to cut back on non-essential commodities.

Nascon recorded a significant increase of 29% in economic value created and distributed (EVC&D) or retained in 2024. We were able to grow our revenue year on year, which resulted in an increase in economic value dispersed in terms of taxes, purchases, salaries, dividends, and operational expenditures. Nascon's ability to sustain growth amid these economic headwinds reflects its business model, strategic cost management, and focus on maintaining product availability despite external pressures.

Responsible Taxpayer:

Nascon adheres to all legal obligations related to tax filing and other statutory returns. As a responsible taxpayer, our tax expense in 2024 was ₦8.07 billion, an increase of 18% from the tax payment of ₦6.86 billion in 2023. Further details on our approach to tax and 2024 tax returns are included in relevant sections of the Annual Report.

Government Financial Assistant:

During the year, Nascon received tax relief (pioneer status on seasoning product). No other tax credits, subsidies, investment grants, research and development grants, and other relevant types of grants, awards, royalty holidays, financial assistance from Export Credit Agencies (ECAs) nor financial incentives were received from the government.

Economic Value Created and Distributed (EVC&D)			
Year	2024	2023	2022
	₦'000 (Thousand Naira)		
Economic Value Created (EVC)	120,387,151	80,828,373	58,786,251
Revenue	120,387,151	80,828,373	58,786,251
Economic Value Distributed (EVD)	78,884,270	48,614,947	40,258,292
Operating costs**	64,860,102	36,509,587	34,243,932
Employee wages, salaries and benefits	4,746,189	3,764,945	2,381,334
Payments to providers of capital	1,180,596	1,435,308	694,829
Tax Payment	8,067,065	6,859,890	2,904,943
Social/Community Investments	30,318	45,217	33,254
Economic Value Created and Distributed (EVC&D) or Retained (EVC - EVD)	**41,502,881**	**32,213,426**	**18,527,959**

**Excluding administrative expenses

Our Contribution to Economic Development

GRI 203-1; 203-2	
UN SDG 1.4, 8.2, 8.3, 8.5, 9.1, 9.4	Agenda 2063: Aspiration 1 | Goal 1, 4, Aspiration 2 | Goal 10 Aspiration 7 | Goal 20

Beyond the direct effects of our financial performance, Nascon's integrated value chain, consumer spending, supply chain operations, and corporate investments contribute to local economic development. These efforts collectively drive job creation, reduce poverty, and enhance household income, improving living standards. Through the supply of salt and seasoning to homes, businesses, and industries, our role in advancing the nation's sustainable development remains indispensable.

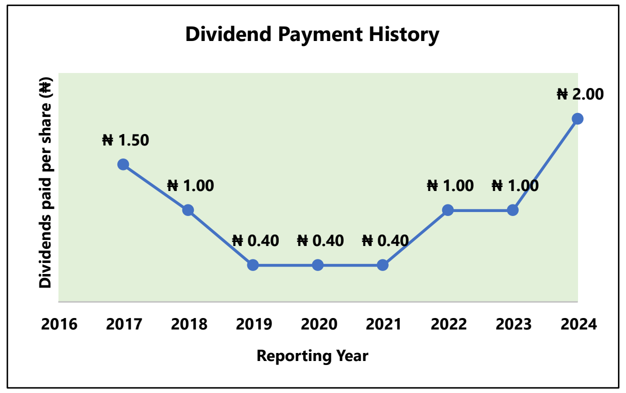
Contribution to job creation

- Reduction in youth unemployment as 85.40% (901) of workforce are aged 18-50 years.
- Contractual job engagement of youths from within our operating host communities.
- Our distribution network and supply chain supports more than 250,000 jobs (direct, indirect, and induced) using the Social Accounting Multiplier Matrix.

Contribution to household income

- Our direct household income contributions (from salaries, wages, and dividends) amounted to ₦10.15 billion in 2024, up 12% from ₦9.06 billion in 2023.
- Our indirect household income contributions (from taxes, local purchases, and social investments) amounted to ₦56.82 billion in 2024, up 47% from ₦38.70 billion in 2023.

Dividend Payment: We are ensuring that our shareholders see a positive return on their investments. Therefore, we are pleased to propose a 100% increment per share in the dividend to ₦2.00, as a testament to our commitment to delivering value to our shareholders. This proposed dividend is subject to shareholders' approval at the annual general meeting.



Anti-Competitive Behaviour, Anti-Trust, and Monopoly Practices

GRI 206-1
UN SDG 16.3

In 2024, we did not incur any fines or penalties from associated litigations, fines/penalties due to anti-competitive behaviour, anti-trust, and monopoly practices.

Empowering Youth, Driving Economic Growth: Nascon's Investment in Skill Development

In 2024, Nascon reaffirmed its commitment to youth empowerment by sponsoring 30 Alayabiagba youths for the Skill Development for Youth Employment (SKYE) Program at the Lagos Chamber of Commerce and Industry (LCCI). This initiative reflects Nascon's dedication to fostering economic growth through skill acquisition, job creation, and capacity building.

Operational Pillar

Modern, efficient factories producing the highest quality salt

Operational Standards and Definition:

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

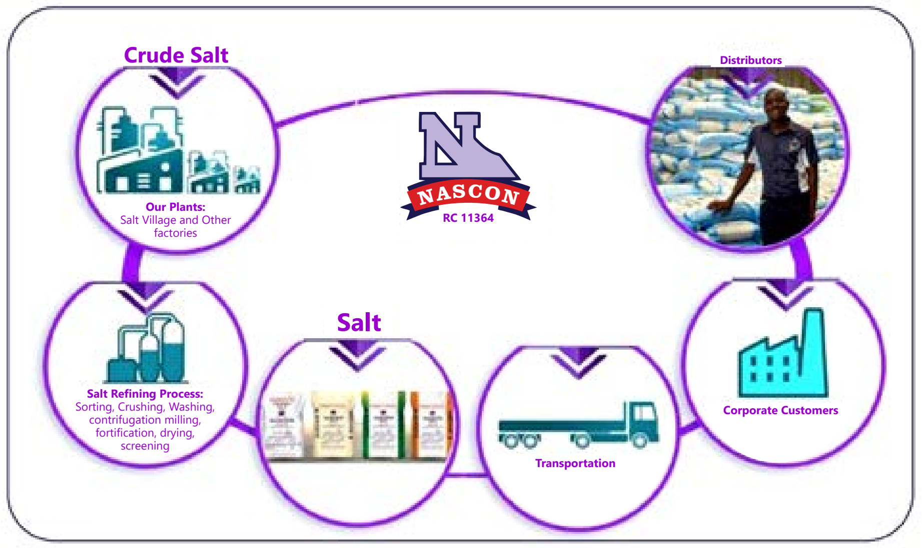
Our Strategic Value Chain: From Factory to Consumers

Nascon is Nigeria's leading refiner and distributor of salt for corporate, commercial, and domestic use, serving customers nationwide. We offer salt products for both corporate and consumer needs, and we also produce food seasonings. This remains evident in its market share of 80.5% on Edible, 25.7% on Refined Sachet and a 6% share on Seasoning.

Our value chain starts with sourcing of raw materials and packaging materials which are transformed into finished products. They are then transported to warehouses and distribution centres for our markets.

GRI 301-1; 301-2; 301-3	
UN SDG 8.4, 12.2, 12.5	Agenda 2063: Aspiration 1 | Goal 1, 4
IFRS S2 - Governance IFRS S2 - Strategy	

In 2024, we launched pilot initiatives focused on recycling and repurposing our waste materials. This is part of our commitment to extended producer responsibility (EPR).



Operational Pillar

Operational Efficiency

GRI 302-4; 302-5	
UN SDG 7.3, 12.2	Agenda 2063: Aspiration 1 | Goal 7
IFRS S2 - Industry-based Climate-related Metrics & Targets: Energy Management	

Our approach to operational efficiency focuses on optimising processes to increase productivity, reduce energy consumption, enhance environmental sustainability, and maximise resource utilisation. We also utilise advanced technology and manufacturing techniques to ensure we meet our production volume goals while upholding the highest operational standards in accordance with global best practices in occupational health and safety.

We also commenced the replacement of the lighting system with low-wattage appliances to help further reduce energy usage.

Building a Sustainable Supply Chain and Procurement Practises

GRI 308-1; 308-2 GRI 414-1	
UN SDG 5.2, 8.8. 16.1	Agenda 2063: Aspiration 1 | Goal 1, 4 Aspiration 3 | Goal 11, 12
IFRS S1 - Risk Management IFRS S2 - Strategy IFRS S2 - Risk Management IFRS S2 - Industry-based Climate-related Metrics & Targets: Supply Chain Management & Food Sourcing	

Our supply chain management covers vendor selection, production, storage, transportation, risk management, and governance.

As a standard practice, we shortlist at least three (3) suppliers during the pre-qualification process, ensuring a thorough evaluation of procurement process. As part of our commitment to continual improvement, we commenced alignment of our procurement practices to ISO 20400:2017 (Sustainable Procurement – Guidance).

We screened ten (10) new suppliers' on social and environmental practices, aiming to ensure their compliance with our ESG standards. We also engaged our suppliers via the materiality assessment survey, with the respondents (93%) agreeing that a Code of Conduct should guide every business transaction on ESG best practices. Also, 93% agreed that ethics and integrity considerations are vital in selecting supply chain partners. All respondents (100%) agreed that adopting the best ESG practices would help them build regulatory compliant businesses.

We have detailed our approach to a sustainable supply chain in the following processes

SOURCING & PROCUREMENT:
Raw Materials Sourcing and Procurement

- We begin by verifying that our raw materials are responsibly sourced. Suppliers must provide a Certificate of Analysis (COA) and have a reputation for reliability. Upon their arrival in Nigeria, we reevaluate the materials and conduct internal audits to ensure compliance with responsible sourcing practices. We are committed to eliminating child labour, forced labour, and human rights abuses in our processes.

SUPPLIER:
Supplier Evaluation

- All vendors undergo thorough due diligence as part of our risk management and supplier registration process. We evaluate new suppliers based on factors like labour practices, product quality, safety, and production controls, prioritising local suppliers to support the regional economy. Our annual ESG materiality assessment also gathers input from suppliers on social and environmental issues.

PRODUCTION:
Product Quality & Safety

- At Nascon, product safety is our top priority. We carefully manage every step of the production process, from sourcing raw materials to delivering goods to consumers. Our goal is to ensure superior quality and adherence to strict hygiene standards, free from contaminants. Our quality assurance team diligently monitors these standards, conducting assessments and developing strong product safety strategies that align with national and international regulations.

CUSTOMER:
Customer Education & Awareness

- Nascon promotes sustainable consumption, health, and nutrition by raising awareness about the benefits and proper use of salt. We also provide clear labeling on our products to help consumers make informed purchasing decisions.

Operational Pillar

Growing Local Content

GRI 204-1 | UN SDG 8.3 | Agenda 2063 Aspiration 1 | Goal 4

We catalyse the development of our communities by procuring a sizable proportion of our goods and services from local and regional vendors thus helping the Nigerian economy flourish. We increased our procurement spend from local suppliers to ₦48.72 billion, which is a 53% increase from ₦31.80 billion in 2023. Our total procurement spend which includes technical goods and services, raw materials, consumables, and supplies increased by 63% from ₦53.76 billion in 2023 to ₦87.84 billion in 2024.

Product Quality and Assurance

GRI 416-1; 416-2 | UN SDG 16.3 | Agenda 2063: Aspiration 3 | Goal 11, 12

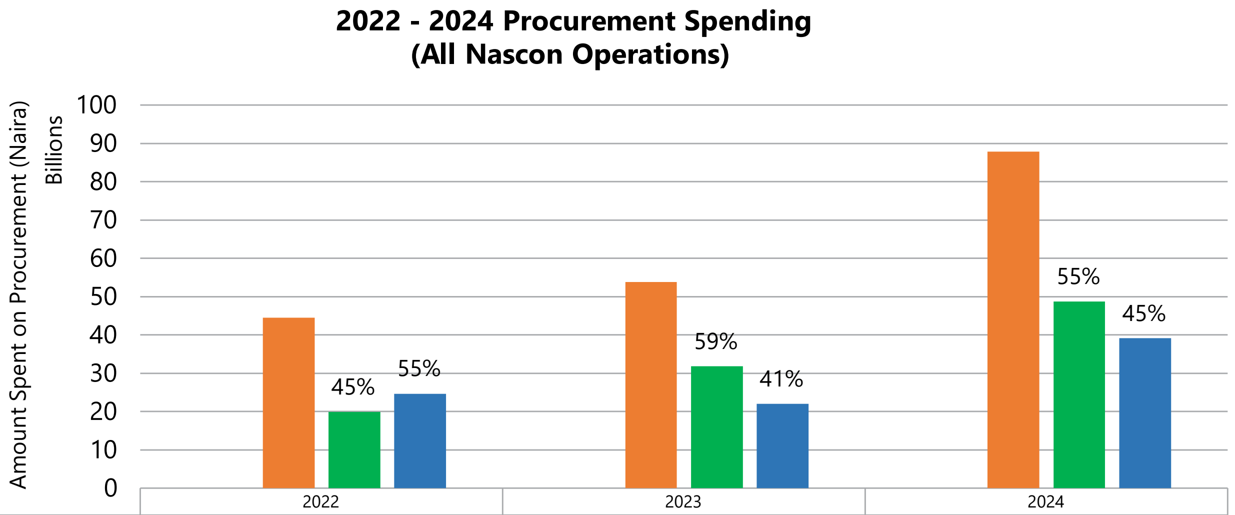
Nascon's quality objectives are to achieve a customer satisfaction index of 100% annually, ensure customer complaints redress within three (3) days, and achieve 95% targeted delivery time. In addition, our food safety objectives were to achieve 100% customer satisfaction through continual improvement and periodic reviews to ensure a zero-food safety recall.

We ensured that all Hazard and Critical Control Points (HACCP) were managed through the incorporation of interested parties' interest in our Quality Management System (QMS).

Nascon is certified to ISO 9001:2015 Quality Management System (QMS), ISO 22000:2018 Food Safety Management Systems (FSMS) and also current Good Manufacturing Practices (cGMP). All our products are Halal Certified, the National Agency for Food and Drug Administration and Control (NAFDAC) and the Standards Organization of Nigeria (SON) have certified our processes and products.

Our salt products are fortified with iodine. This formulation complies with NIS requirements for food-grade salt production, while also promoting the health and wellbeing of our consumers.

In 2024, there were no reported non-compliance incidents regarding the health and safety impacts of our products. This assessment is based on our overall product quality and assurance, alongside the necessary certifications on our products.



Procurement Per Year	2022	2023	2024
Total (₦'000; Thousand Naira)	44,507,626	53,756,592	87,844,867
Local (₦'000; Thousand Naira)	19,844,391	31,799,850	48,720,766
Imported (₦'000; Thousand Naira)	24,663,235	21,956,742	39,124,101

Operational Pillar

Compliance with Product Packaging, Labelling and Marketing Practices

GRI 417-1; 417-2; 417-3 | UN SDG 12.8, 16.3

We prioritise transparency in disclosing the content of our products, ensuring that our packaging clearly displays all nutritional information in full compliance with relevant regulatory labelling formats. For instance, we adhere to NAFDAC requirements, which mandate the indication of iodine content in mg/kg, as well as the expiry date or best-before date and our contact details on all packaged products.

Additionally, we provide our customers with comprehensive information about our products and prominently feature the fortification logo, which indicates that our salt is fortified, on the label. Our marketing and communication approach is rooted in a culture of customer responsibility and ethical business practices. We strive to uphold best practices and regulations while clearly conveying our products' value to customers and stakeholders. In 2024, we did not record any incidents of non-compliance concerning product and service information and labelling, and marketing communications. Hence, we did not have any penalties in the reporting year.

2024 Key Sales & Marketing Campaigns

GRI 417-1; 417-2; 417-3; 418-1 | UN SDG 12.8, 16.3, 16.10

In 2024, we conducted three (3) major sales, marketing, and promotional activities to enhance customers' access to our products and increase brand visibility. These activities were driven by insights derived from business data.

The activities encompassed two (2) broad approaches. The first approach included trade activities, such as onboarding new category wholesalers to enhance sachet penetration, providing branded promotional items for retail support, and increasing visibility through point-of-sale materials (POSM) deployment. The second approach involved marketing activities, including door-to-door consumer reach activations, the development and deployment of brand assets, and digital as well as out-of-home communication.

Operational Pillar

Customer Service Week

Nascon joined other customer-centric organisations to celebrate Customer Service Week. During this year's celebration, themed "Above and Beyond", we focused on employee awareness about our products' information and benefits in order to improve service delivery, customer service and satisfaction across our operations.

Customer Feedback Surveys

We conducted surveys to measure customer satisfaction. In 2024, 301 customers responded, providing ratings or customer satisfaction scores.

A total of 240 complaints were recorded in 2024 compared to 237 complaints in 2023. All complaints were duly resolved with adequate corrective actions and preventive actions identified. Nascon abides by the Nigerian Data Protection Act, 2023.

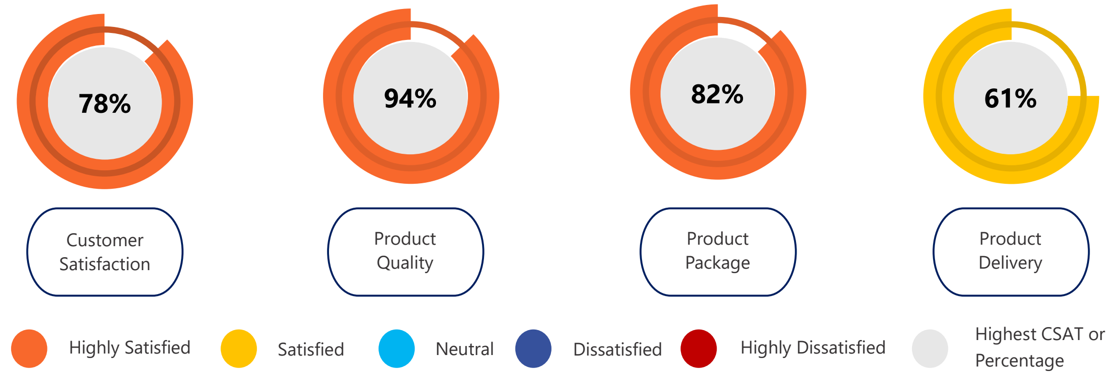
Our Distribution Networks – Distributors and Retailers

Nascon's route-to-markets leverages a strong network of distributors and retailers, ensuring product availability to corporate, wholesale and small retail outlets.

Pictures from Sales, Marketing, And Promotional Activities

Operational Pillar

Summary of 2024 Customer Satisfaction Survey



Top Customer engagement activities in 2024
1. Consumer Penetration and Retail Distribution Drive
2. Consumer Activations
3. Sallah Promo
4. Distributorship Support
5. Customer service week

Our Distributors' Network	2022	2023	2024	Percentage Growth
Distributors	624	642	588	-8%

Social Pillar

Building social bridges across communities and markets

Operational Standards and Definition:

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

Social and Community Investments

GRI 413-1; 413-2	
UN SDG 1.4, 2.3	Agenda 2063: Aspiration 1 | Goal 1,
IFRS S1 - Strategy IFRS S1 - Risk Management	

Nascon prioritises its host communities through employment opportunities, skills transfer, capacity building, entrepreneurial development and infrastructural development.

Over the years, we have implemented various initiatives as a way to give back to the communities while also contributing to the Sustainable Development Goals (SDGs) and Nigeria's national development plan.

In 2024, we spent ₦30.32 million on social investment projects, a 32.95% decrease from ₦45.22 million spent in 2023, accounting for 0.19% of our Profit After Tax (PAT) for 2024.

Key Social & Community Investment Projects in 2024

1. Construction and installation of one (1) unit of solar-powered borehole system in Ugbonwankwo Olubukola, Alayabiagba
2. Renovation of toilet facility & Arts Studio at Art & Craft School, Ago-Hausa Ajegunle, Apapa, Lagos.
3. Construction of a toilet facility, provision of 50 school desks, 200 water bottles and exercise books to Ebenezer African School Ijoko-Ota, Ogun State.
4. Installation of solar powered streetlights at Oregun High School, Oregun, Lagos State.
5. Provision of 10 tables and 10 chairs for the staff of Unity High School Ijoko-Ota, Ogun State.
6. Installation of solar powered streetlights at GDNL Terminal, Apapa, Lagos State.
7. Sponsorship of 30 Alayabiagba youths in the Skill Development for Youth Employment (SKYE) program at Lagos Chambers of Commerce and Industry (LCCI).
8. Inauguration of Nascon Sustainability School Club at Oyigbo, Port Harcourt, Rivers State.
9. Psychosocial support and donation of products to Alayabiagba's fire incident victims.

Host Communities Engagement

At Nascon, we recognise the significance of our host communities in our operations, which is why we continuously engage with stakeholders in those communities. We strengthened our community engagement through dialogue, one-on-one engagements, town hall meetings, interest group communications, and surveys. We had 12 stakeholders' community engagement sessions across both the Alayabiagba and Ijoko-Ota communities.

GRI 413-1; 413-2
UN SDG Target 16.3, 16.7

In 2024, two (2) cases of community grievance were recorded, one each from Salt Village and Ota sites, arising from environmental impact and safety issues. One has been resolved and the other case is being addressed.

Community Engagement Parameters	2024	2023	2022
Number of community stakeholder engagements	12	7	5
Number of completed community projects	12	7	7
Number of social incidents or disruptions	0	0	0
Number of hours lost to social incidents	0	0	0
Number of community grievances	2	0	1
Number of community grievances closed	1	0	1

We have detailed some of our support provided to communities below:

2024 Social Investment Spending	Total of ₦ 30.32 million spent in 2024					
Social Investment Category	Water & Sanitation (Boreholes, Toilets)	People empowerment & capacity building	Infrastructure (electricity, buildings)	Educational supports	Donations, support and grants to host communities	Security and safety
Amount, Percentage of Total Spending	₦ 12.76 million, 42%	₦ 4.84 million, 16%	₦ 2.66 million, 9%	₦ 7.69 million, 25%	₦ 2.20 million, 7%	₦ 0.17 million, 1%
UN SDGs Supported	SDGs 3, 6	SDGs 1, 2, 8, 10, 11, 17	SDGs 9, 10, 11	SDGs 4, 8, 10, 11, 16	SDGs 1, 11, 16, 17	SDGs 3, 11

2024 Social & Community Projects in Photos

Anti-corruption, Grievance Mechanism and Whistleblowing

GRI 205-1; 205-2; 205-3
GRI 415-1
UN SDG 16.5
Agenda 2063: Aspiration 3 | Goal 11, 12 Aspiration 4 | Goal 13

Our code of business conduct includes policies that prohibits unethical or illegal activities. We also emphasise the importance of conducting due diligence on our operations and partnerships. As a principle, we investigate any instances of suspected fraud, regardless of the cadre of those involved.

Our Anti-Bribery and Corruption Policy demonstrates our commitment to maintaining ethical standards in our operations. We conduct risk assessments to identify and mitigate corruption-related risks across our operations. Additionally, we implement awareness initiatives and training programs to educate our employees and supply chain about the possibility of fraud.

1 training session attended by all Internal Audit staff (3 persons)

1 unique training sessions to avert bribery and corruption

36 training hours on anti-corruption

Year	Number of whistle blowing cases	Trend [Year-on-Year]
2022	1	-67%
2023	1	0%
2024 **	3	200%

**The three (3) cases in 2024 involved excess loading of company products, diversion of waste salt bags for personal use and unauthorised use of the company's assets to commit fraud. All cases were resolved in line with the Company's policies.

Nascon has implemented a whistle-blower framework that provides a mechanism for reporting suspected violations of policies. The whistleblowing channel is managed by a third-party to guarantee fairness and anonymity.

Our grievance mechanism encompasses several components: identifying the actions to be taken upon receiving a complaint, safeguarding the rights of the complainant, outlining whistleblowing channels, investigating details and gathering evidence, and implementing protective and confidentiality measures. Nascon did not make any political contribution (financial and in-kind) directly or indirectly in any of our operations.

Health and Safety

GRI 403-1 To 403-10
UN SDG 8, 16

Our occupational health and safety management system is guided by a health and safety policy statement to meet the requirements of ISO 14001 (Environmental Management System) and ISO 45001 (Occupational Health and Safety Management System). Our safety strategy is based on the 15 Golden Rules, centred around safe systems of work, and we monitor compliance with these Rules.

Summary of health and safety performance (2022-2024)	Nascon Site Operation		
Types of incidents	2022	2023	2024
Total Number of Work Hours	3,877,771	5,460,953	3,223,727
Total Number of Near Misses	12	8	4
Total Number of First Aid Injuries	39	52	0
Total Number of Medical Treatment	7	7	4
Total Number of Lost Time Injuries (LTI)	8	3	2
Total Number of Fatalities	0	0	2**
Total Number of Staff Trained On HSE	14,447	28,225	34,396
Total Number of Hours for Staff Training on HSE	146	464	622

**Unfortunately, these fatalities resulted due to safety protocol violations. Corrective actions such as enhanced safety protocols, and improved operational measures have been implemented.

Key initiatives executed in 2024 to advance safety in the workplace, plants and fleets as shown below:

	Site Operations	Fleet/ Transport Operations
Updates on compliance with the Golden Safety Rules	• Continuous follow-up on improving the awareness of the 15 golden rules. • Compliance with the Golden Rules has increased in comparison to previous years. • Employees are encouraged to report all incidents and are empowered to stop any unsafe act. • Retraining and regular awareness were done with staff to reiterate the importance of compliance	• We are continuously improving awareness of the 15 Golden Rules. • Placement of the 15 Golden Rules on all Nascon Transport Trucks
Key initiatives taken to advance safety	• Training sessions were conducted on various safety topics, especially the one conducted based on identified skills or awareness gaps. • Safety town hall meeting by top management within all locations • Sharing of incident and accident investigation learnings amongst personnel • Increased top management visibility with monthly walkabouts and quarterly leadership facility visits. • Improved training time due to weekly pep talks and daily toolbox talks before work in all our plants. • Increased employee involvement in safety issues by encouraging them to report incidents through the activation of Risk Observation Cards across all locations to enable easier reporting of safety concerns by workers. • Improved HSE performance system to boost employee morale and foster participation in health and safety activities. • Consultative forums on workplace health and safety concerns were conducted in order to identify the general gaps, with the aim of improving and strengthening the HSE culture through active participation of all workers.	• Harmonised drivers' peptalk topics across all Plants within the year in order to increase the number of drivers trained per week. • Transport stakeholder engagement meetings are done quarterly, with the management team, to discuss fleet safety.

Nascon Health and Safety Training & Awareness in 2024	
	405 weekly HSE pep talks sessions.
	145 daily tool box talks sessions.
	31 editions of periodic emails on HSE Safety Alerts, HSSE Nuggets and HSSE Newsletter.
	Quarterly HSE site meetings and emergency drills acros various sites (41 sessions).
	Monthly HSE site management tour of all plants (39 sessions).
	Monthly HSE departmental meeting (all Plant via online) (12 sessions).
	673 total number of training programmes, activities, or initiatives (630 physical/onsite and 43 virtual/online).

Diversity, Equity and Inclusion (DEI) in Nascon and Employee Right

GRI 405-1; 405-2; 406-1; 407-1; 408-1; 409-1; 410-1; 411-1	
UN SDG 2.3, 5.1, 5.5, 8.5, 8.7, 8.8, 10.3, 16.1, 16.2	Agenda 2063: Aspiration 1 | Goal 1, 4 Aspiration 3 | Goal 11, 12 Aspiration 4 | Goal 13 Aspiration 6 | Goal 17, 18
IFRS S1 - Risk Management IFRS S2 - Strategy IFRS S2 - Risk Management IFRS S2 - Industry-based Climate-related Metrics & Targets: Supply Chain Management & Food Sourcing	

At Nascon, we value diversity, equity, and inclusion as key drivers of performance, creativity, and innovation. We ensure a respectful, engaging, and safe workplace for all employees. Committed to equal opportunity, we do not tolerate discrimination or harassment based on gender, ethnicity, religion, age, disability, or any other characteristics protected by applicable laws. Our employee recruitment focuses on merit, qualifications, experience, and skills, recognising the uniqueness of opinion and value a diverse team brings.

Our Diversity and Inclusion and Harassment policies strictly prohibit any form of discrimination, which may include but is not limited to gender, religion, tribe, ethnicity, marital status, or physical challenges. We do not tolerate bullying, harassment, or abuse within our workforce. Additionally, we encourage our business partners, third-party suppliers, providers, and contractors to adopt and uphold our non-discrimination policies.

Freedom of Association and Collective Bargaining: We recognise and respect the fundamental rights of our employees to have freedom of association and collective bargaining. We respect the rights of our employees as defined under local and international laws. Employees are not subjected to any detriment; they are free from threats or intimidation of any kind or form due to their participation in legitimate trade union activities.

Child Labour and Forced or Compulsory Labour: We strictly prohibit child labour and forced or compulsory work, and we prioritise fair and safe working conditions. We adhere to the United Nations Global Compact (UNGC) Principles and the International Labour Organization (ILO) Standards, both of which condemn child labour. Additionally, we reject all forms of forced labour, including servitude, bonded labour, and slavery, in our operations and within our supply chain. We encourage all our stakeholders, both internal and external, to report any suspected cases through our various channels.

Human Rights and Indigenous People's Rights: At Nascon, we respect human rights and are committed to the principles set out by the UNGC and other international organisations, such as the Universal Declaration of Human Rights, International Labour Organisation's Declaration on the Four Fundamental Principles and Rights at Work, OECD Guidelines for Multinational Enterprises, UN Guiding Principles on Business and Human Rights, and UN-SDGs. In our workplace and host communities, we regard human rights as a fundamental aspect of conducting a sustainable business.

2024 Human Rights Training

- One (1) training session on human rights (or other initiatives taken to avert human rights infringement) was executed across three (3) locations (Oregun, Ota and Port Harcourt).
- Total of 25 employees trained on the human rights topic - "Business & Human Rights: Building A Competitive Advantage".
- Total of six (6) training hours spent on human rights training.

- Diverse workplace with inclusion.
- Six (6) employees with physical disabilities across our operations (0.57% of our workforce)
- Zero cases of discrimination in terms of employment, promotion, training, or other areas of our value chain.
- In all our various sites and operations, no employee is covered by the collective bargaining agreements.
- Zero cases of child labour and forced or compulsory labour or related contraventions.

Environmental Pillar

Environmental Pillar

Continuously improving on our environmental footprints

Operational Standards and Definition:

Create sustainable environmental management practices, through a proactive approach to addressing the challenges and opportunities of climate change, while optimising our performance in resources utilisation such as energy, water, wastes and emissions management, in line with our internal management policies and standards.

2024 Environmental Performance: Energy, GHG Emissions, Water and Waste

Our strategy for enhancing our environmental performance and stewardship involves measuring components, including energy consumption, water usage, waste generation, air emissions, and greenhouse gas (GHG) emissions. We implement management standards to ensure compliance with regulations and foster continuous improvement in all these aspects.

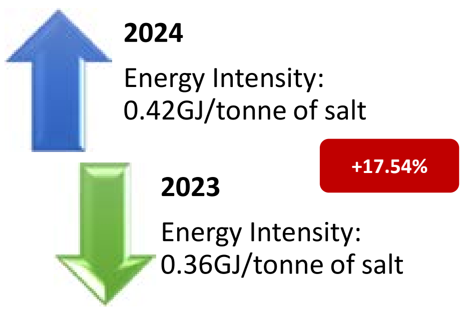
Energy Performance:

GRI 302-1; 302-2; 302-3	
UN SDG 12.2, 13.1	Agenda 2063: Aspiration 1 | Goal 7
IFRS S2 - Industry-based Climate-related Metrics & Targets: Energy Management	

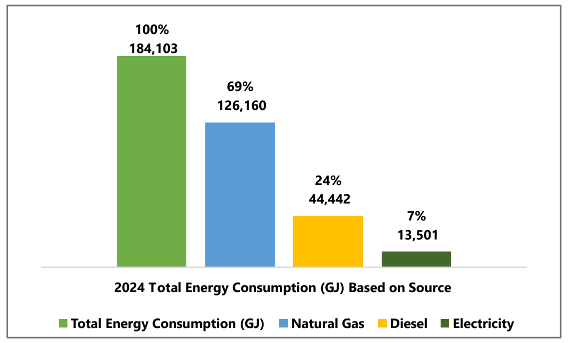
The total energy consumption across our sites increased by 15.66% in 2024. The Salt Village Plant, which hosts the largest part of our operations accounts for the energy consumption of 184,103 GJ for 2024.

Conversely, we recorded a 139.61% increase (from 137,781 GJ in 2023 to 330,144 GJ in 2024) in the energy consumption by our fleet/transport operations. Diesel is the only energy source used by our fleet operations.

Year	2022	2023	2024
Plants			
Total Energy Consumption (GJ)	146,507	156,512	184,103
Year-on-Year Trend [Percentage + or-]	7.12%	6.83%	17.63%
Fleet/Transport			
Total Energy Consumption (GJ)	249,734	137,781	330,144
Year-on-Year Trend [Percentage + or-]	23.00%	-44.83%	139.61%



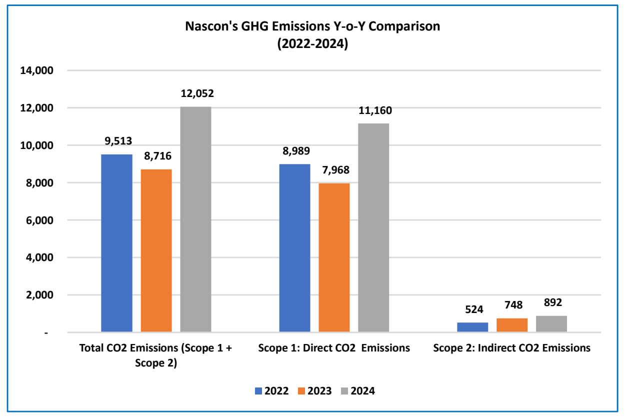
We utilised a diverse fuel mix for energy generation, with natural gas, diesel, and electricity from the national grid comprising the fuel mix proportions. The Salt Village Plant accounts for the total amount of natural gas; the Ota Plant accounts for all electricity from the national grid, while Apapa, Oregun, and Port Harcourt locations utilise diesel.



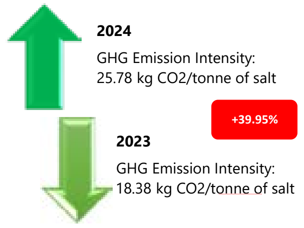
GHG Emissions

GRI 305-1 To 305-7	
UN SDG 3.9, 12.4, 13.1	Agenda 2063: Aspiration 1 | Goal 7
IFRS S2 - Industry-based Climate-related Metrics & Targets: Greenhouse Gases Emissions	

Using Greenhouse Gas (GHG) Accounting Protocols, we estimated the carbon (GHG) emissions (Scope 1 and 2) associated with our operations through direct conversion of fossil fuel type, volume and energy generated. Scope 1 emissions which refer to emissions resulting from energy generated from fossil fuel (natural gas, and diesel) powered generators increased by 40.06%, while Scope 2 emissions due to purchased electricity from national grid increased by 19.25%.



Amongst all our Plants, Salt Village Plant accounts for Scope 1 emissions (57%) because it hosts the larger part of our total production.



For the GHG emission intensity, which is the gross CO2 emitted for every tonne of salt produced, there was a 39.99% increase year-on-year (from 18.38 kgCO2/tonne of salt to 25.73kg CO2/tonne of salt) between 2023 and 2024. Gross emission here refers to the total direct emission (Scope 1), excluding transport-related emissions (pool cars and fleet).

We are implementing several strategies to reduce greenhouse gas (GHG) emissions. These include converting all power-generating fuel to natural gas, installing capacitor banks at production sites to decrease start-up power and lower overall energy consumption, and reducing all conveyors' angles of inclination to minimise power usage.

Water:

GRI 303-1 To 303-5	
UN SDG 6.3, 6.4, 6.a, 6.b, 12.4	Agenda 2063: Aspiration 1 | Goal 7
IFRS S2 - Industry-based Climate-related Metrics & Targets: Water Management	

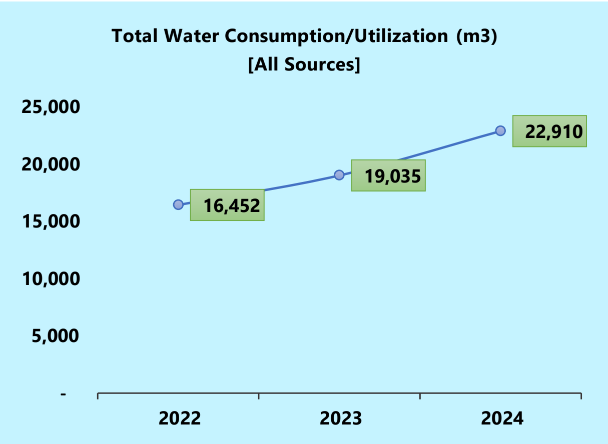
The total volume of water consumed from all production facilities was 22,910 m^3 compared to 19,035 m^3 in 2023, recording an increase in water use by 20.36%. We source our water entirely from the aquifer (groundwater).

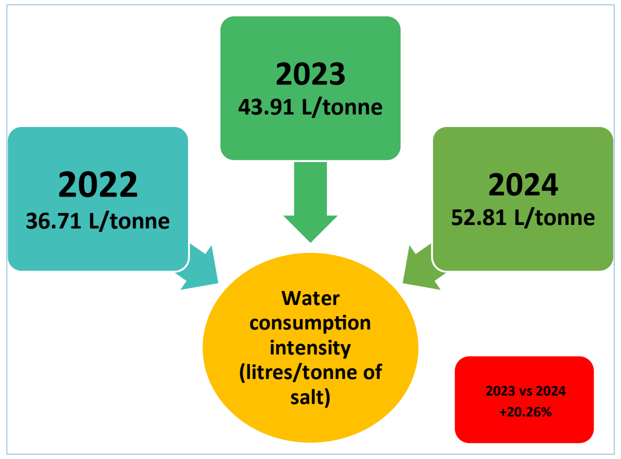
Water-Related Campaigns and Initiatives

1. Replacement of standard toilets with dual flush systems.
2. Installation of urinals in office restrooms and factory cloakrooms.
3. Use of automatic taps in hand washing stations.

We have continued to measure water consumption in all our facilities using flow meters. None of our plants are located in known water-stressed areas. As part of the environmental compliance monitoring reports submitted to regulators, we monitor effluent quality parameters and compare these to national and state standards. As of 2024, only 14% of the total water consumed is recycled.

Environmental Pillar

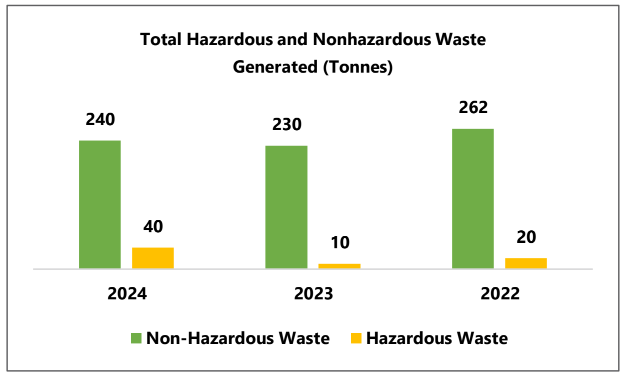




Waste:

GRI 306-1 To 306-5	
UN SDG 11.6, 12.4, 12.5, 15.1	Agenda2063: Aspiration 1 | Goal 1, 7

Wastes generated from our sites are categorised into hazardous (batteries, spent oil, and oil filters) and non-hazardous (general waste, poly-rolls, and tyres) categories. These wastes are then disposed of in accordance with the regulations set by state and national environmental protection agencies, including the Federal Ministry of Environment (FMEnv), Lagos State Ministry of Environment (LASMOE), Rivers State Ministry of Environment, Ogun State Ministry of Environment, the National Environmental Standards and Regulations Enforcement Agency (NESREA), and the Lagos State Environmental Protection Agency (LASEPA), as well as international standards. Hazardous wastes are managed by government-authorised recyclers, while non-hazardous wastes are disposed of by government waste management agencies or licensed third-party waste managers.



We did not record any regulatory infractions regarding waste management. However, total waste generated (hazardous and non-hazardous) increased 17% from 240 tonnes in 2023 to 280 tonnes in 2024. Of the total non-hazardous wastes generated, 1.5 tonnes were diverted from disposal in landfills. These were poly-roll wastes converted into shopping/ laptop bags.

Air Emissions and Control Measures

Annual Average Stack Dust Emissions
2024: 158 mg/Nm3
2023: 146 mg/Nm3
2022: 162 mg/Nm3

To address the potential adverse health effects of inhaling fine salt particles, we strive to keep emissions at all our operational facilities to a minimum. We invested in dust emission reduction strategies and tools, including modifying the damper cloth used on processing equipment. The annual average of stack emissions for 2024 was 158 mg/Nm3, an increase of 8.22% compared to 2023 (146 mg/Nm3).

In addition, during our environmental monitoring exercises, we measure air emissions such as sulfur oxides (SOx), persistent organic pollutants (POP), volatile organic compounds (VOC), and particulate matter (PM) across our plants. The values of these air emissions are compared to the limits set by the Federal Ministry of Environment (FMEnv).

Environmental Pillar

Biodiversity Assessment, Interaction, and Protection

GRI 304-1 To 304-4	
UN SDG 6.6, 14.2, 15.1, 15.5	Agenda 2063: Aspiration 1 | Goal 7

There was no site expansion or construction that could have potentially impacted biodiversity. Our existing sites are not located near, adjacent to, or on High Conservation Value (HCV) or protected areas. With the exception of the Salt Village, Port Harcourt and Apapa sites, which are leased facilities, the other sites in Oregun and Ota are owned by the company. Aside from the Apapa and Port Harcourt sites, which are situated in maritime ecosystems, all others are located in terrestrial ecosystems. None of our sites has undergone a biodiversity assessment.

Tree Planting in 2024
30 royal palm trees were planted for the greening of the Salt Village site's open spaces.

Our wastewater has minimal impact on aquatic life due to recycling and reuse; in case of discharge, it is treated at the effluent treatment plant (ETP), ensuring the quality parameters meet regulatory standards before discharge.

Nascon's Approach to Environmental Management and Compliance

GRI 201-2 GRI 305-5	
UN SDG 13.1	Agenda 2063: Aspiration 1 | Goal 7
IFRS S2 - Strategy IFRS S2 - Risk Management IFRS S2 - Industry-based Climate-related Metrics & Targets: Climate Resilience	

Our approach emphasises reducing environmental impacts, conserving natural resources, raising awareness through campaigns, and integrating precautionary principles into our operations. We implement programs such as verifiable environmental audits, compliance monitoring exercises, and environmental assessments to achieve our objectives. Our aim is to prevent environmental damage and safeguard stakeholders by implementing environmental management systems that address the risks associated with our operations.

- All 57 environmental permits, accreditation, certification, or approvals secured in 2024 (100%).
- Zero environmental compliance fines, penalties or sanctions for non-compliance in our production facilities in 2024.

We continued using flow meters, weighing scales, and emissions trackers to measure consumption volumes. Additionally, we engaged certified environmental auditors to assess our environmental performance in accordance with Good International Industry Practices (GIIP).

Risks & Opportunities in Climate Change and Climate-related Scenario Analysis

GRI 2-27 GRI 3-3	
GRI 201-2 GRI 305-5	
UN SDG 13.1	Agenda 2063: Aspiration 1 | Goal 7
IFRS S2 - Strategy IFRS S2 - Risk Management IFRS S2 - Industry-based Climate-related Metrics & Targets: Climate Resilience	

Our approach integrates climate resilience strategies into business models and promotes long-term sustainability.

Utilising tools provided by the Task Force on Climate-related Financial Disclosures (TCFD), a climate-related scenario analysis for a salt manufacturer such as Nascon reveals strategies for climate resilience and responses to potential risks and opportunities that the organisation should prioritise. We assessed potential risks and opportunities, with the intention of performing a climate change risk analysis or climate-related scenario analysis in the future.

Type of Risk / Opportunity	Description	Impact	Financial Implications	Methods of Management / Mitigation
Physical Risk	Supply chain disruption: Extreme weather events (hurricanes, floods) could disrupt the company's operations and supply chain.	Disruption in shipping routes could delay crude salt imports, leading to production downtime and potential loss of market share.	Increased shipping cost and/or potential production downtime.	Supply chain diversification, contingency planning
Regulatory Risk	Regulatory compliance: Non-compliance with new or stricter environmental regulations on GHG emissions.	Potential fines and reputational damage.	Loss of revenue due to potential fines and penalties.	Stay ahead on government policies by integrating sustainability into corporate strategy. Engagement with industry groups and policy makers.
Opportunity	Sustainable branding: Growing demand for sustainably processed products creates a market advantage for companies that adopt eco-friendly practices.	Cost savings, competitive advantage and brand loyalty	Cost efficiency	Implementation of emission control technologies and adaptation of eco-friendly processes. Adoption of best practices for waste management, water usage and emissions.

Outlook and focus on climate-related scenarios	Approaches to the identification of climate risks and circumstances
Physical Risks	Assessment of the company's physical risks, examining scenarios such as extreme weather events and sea-level rise impacting salt production sites. This involves evaluating infrastructure vulnerabilities and implementing adaptive measures, like resilient facility design and diversified sourcing.
Transition Risks	Analysis of transition risks associated with shifting market demands and evolving regulatory landscapes. This includes scenarios of increased demand for sustainable salt production methods and the potential impact of carbon pricing mechanisms. It is also vital that the company responds by investing in sustainable technologies, exploring eco-friendly salt production methods, and staying informed about regulatory developments.
Opportunities	Scenario analysis of opportunities arising from climate-related changes, like the growing demand for eco-friendly products. The company's strategic positioning to capitalise on these trends by investing in research and development, emphasising sustainability in its marketing, and fostering innovation in salt production techniques will also be a vital focus.

Institutional Pillar

Building a global brand that is driven by good corporate governance

Institutional Standards and Definitions

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

Our Stakeholders and Approach to Stakeholders' Engagement

At Nascon, we acknowledge the role of our key stakeholders in achieving our sustainability goals. We commit to engaging diverse stakeholder groups to create mutually beneficial value.

Over the years, we have conducted stakeholder mapping to understand groups' influence, interests, and concerns. This enables us to engage and address stakeholders concerns and demands on issues. Nascon's stakeholder engagement table below lists the groups, interaction channels, frequency, and topics raised in 2024.

Top 5 Stakeholder Management Initiative in 2024

1. Capacity building programmes
2. Customer survey
3. Community empowerment
4. Feedback mechanisms
5. Stakeholder engagement sessions

Stakeholder Category / Reason For Engagement	Engagement Method	Frequency	Key Topics Raised
Employees			
Our employees are essentially our key success factor in ensuring continuous innovation and growth, increased productivity, competitive advantage, long-term business resilience, and sustainability. Therefore, we must keep them constantly motivated through our various engagement strategies.	Departmental meetings, one-on-one engagements, notice boards, emails, newsletters, sustainability reporting, surveys, awards, recognitions, and HSE site meetings.	As required	Career growth and development, compensation and benefits, sustainability performance and reporting, equal opportunities for all employees, skills/ knowledge development, health, and safety, amongst others.
Suppliers and contractors			
Suppliers and contractors are critical parts of our organisation's value chain, and constant engagement as valued partners inspires them to deliver quality services and goods. We keep them constantly engaged to integrate our core values and principles into our business relationships.	Emails, letters, one-on-one engagements, meetings audits	Regular	Requirements, products and service quality, workers' security, pricing, invoices and payments, after-sales support, and efficiency.
Distributors and customers			
A critical component of running a business successfully is cultivating relationships with distributors and customers. We constantly employ appropriate engagement channels to keep our distributors and customers satisfied.	Emails, letters, visits/one-on-one engagements, meetings, customer service week	As required	Meeting targets, value creation, ensuring production continuity, credit line, and distributors' award initiatives.
Host communities			
Host communities are key business stakeholders and crucial to our business's sustainability. understand that an effective community engagement program promotes beneficial relationships and positively affects the areas where we operate. We put a lot of effort to strengthen ties with these host communities.	One-on-one engagements, town hall meetings, community engagement initiatives, interest groups' communications, surveys, empowerment programs, project planning meetings	As required	Youth employment, social investments, environmental impacts, safety, scholarships, patronage of local vendors and suppliers, impacts on existing infrastructure, and skill acquisition.
Government/Regulatory agencies			
Government authorities and regulatory agencies are vital in promoting sustainable development. They have the power and influence to make major changes in any organisation. We must collaborate with these key stakeholders to comprehend their concerns and create mutually beneficial solutions.	Official letters/emails, periodic assessments, compliance filing and reporting, annual financial report, sustainability report.	As required	Formal notices, applications, policies and regulations, compliance, tax.

Institutional Pillar

Media			
To build brand awareness and gain recognition, media relations give a unique advantage by creating avenues to establish connections with the brand's target market. Therefore, we use the media to achieve our desired objectives.	Press releases, media parley, sustainability reports, annual financial reports, and conferences.	As required	Governance restructuring, Advertisement, public service announcements, social and environmental impacts
Financiers/Banks			
As capital providers, financiers/banks are particular about the transparency of an organisation's business dealings. We constantly keep our financiers informed through various engagement channels.	Annual financial report, sustainability report, meetings	As required	Investments opportunities, loan financing, credit negotiations, interest rates
External Affiliations/Associations			
Forging mutually beneficial partnerships is crucial for any organisation's sustainability. At Nascon, we understand the need to engage with external affiliations and associations as joint stakeholders in sustainable development.	Letters, meetings, sustainability reports, workshops, and other forums.	Monthly, bi-annually, annually	Membership subscriptions, partnerships, policy reviews
Investors/Shareholders			
Engagement with investors and shareholders is essential to ensuring transparency, keeping them informed about corporate happenings, and helping them make smarter decisions. We guarantee that we continuously engage our investors and shareholders.	Annual General Meetings, investors relations forum, quarterly and yearly financial reports, sustainability reports, newsletters	Continuous	Quality of leadership, business strategy, financial performance, dividends, corporate governance, Board composition, external reporting, ESG compliance.
Non-Governmental Organisations (NGOs)/Civil Society Organisations (CSOs)			
We understand NGOs/CSOs' role as mutually beneficial partners in supporting a brand to achieve its long-term sustainability and purpose driven corporate objectives and goals. We make sure we create channels for meaningful interaction with NGOs and CSOs.	Annual financial report, sustainability report, meetings, partnerships, courtesy Visits		Community development, environmental impacts, social initiatives, partnership for sustainable development

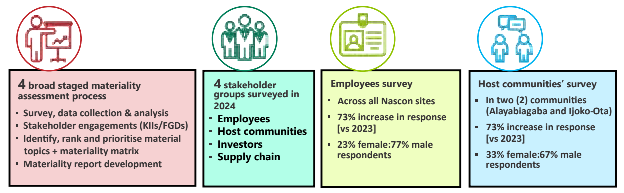
Institutional Pillar

2024 Nascon Materiality Assessment and Stakeholders' Survey

GRI 2-29 GRI 3-1; 3-2; 3-3	
UN SDG 16.6, 16.7	Agenda 2063: Aspiration 3 | Goal 12 Aspiration 4 | Goal 13
IFRS S1 - Risk Management IFRS S1 - Materiality	

In line with the requirements of relevant global, local and industry-specific sustainability framework and regulatory standards, and in particular GRI Sustainability Reporting Standards and International Financial Reporting Standards (IFRS) Sustainability Disclosures Standards (S1 & S2), we engaged an independent sustainability consultant, Dupht Consults Limited, to execute the 2024 stakeholders' survey analysis and materiality assessment to form part of our 2024 sustainability report and provide insights into the organisation's material sustainability issues for overall business practises and sustainability performance improvement.

A detailed materiality assessment report was issued with excerpts summarily highlighted in this section



Breakdown of stakeholders' respondents			
Stakeholder group	**Survey respondents**	**KIIs & FGDs**	**Percentage Growth**
			[2023 vs 2024]
Employees	201	-	73%
Host communities	85	85	73%
Suppliers, vendors & contractors	14	-	75%
Investors	1	-	-80%

The overall materiality assessment process involves several steps, such as identification, categorisation, ranking and prioritisation of material topics and sustainability indicators, followed by materiality matrix development.

The importance attached to sustainability indicators reflects each stakeholder's understanding and perceptions of Nascon's performance in relation to the indicators obtained from the surveys' data analysis insights and stakeholder engagement (KIIs and/or FGDs). These sustainability indicators are grouped into material topics based on themes and relatedness, scored, ranked and prioritised appropriately.

The material topics were plotted on a materiality matrix, showing the material topics against those with impacts on Nascon for each of the stakeholder groups. A typical materiality matrix contains the material topics rated High (most), Medium (moderately), or Low (least)

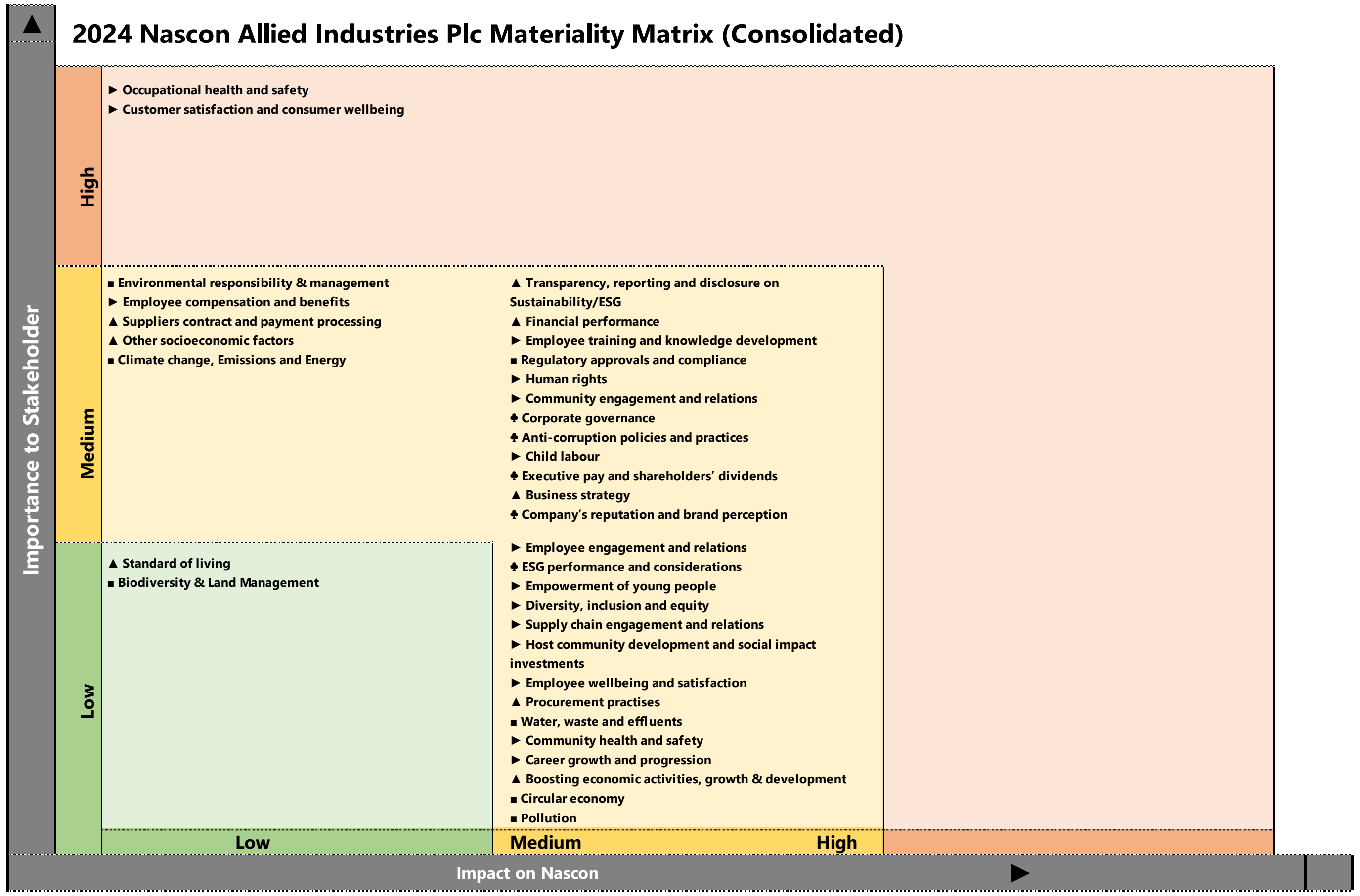
Summary of material topics, sustainability indicators and ranking per stakeholder group

Stakeholder group	Sustainability Indicators	Material Topics (Total)	Material Topics Ranking		
			Low	Medium	High
Employees	49	26	-	24	2
Host communities	52	13	3	9	1
Investors[2]	40	23	-	-	-
Suppliers, vendors & contractors	42	20	1	16	3

Nascon's 2024 Materiality Matrix (Consolidated)

Material topics from our stakeholders informed the consolidated matrix for Nascon's operations. The topics shown in the materiality matrix figure are topics that have been identified as material by the key stakeholders surveyed for 2024 (Employees, Host Communities, Investors, and Supply Chain). They also reflect topics Nascon identified as material to its business sustainability. In line with the GRI Sustainability Reporting Standards and IFRS Sustainability Disclosures Standards (S1 & S2) reporting requirements, the identified material topics influence the issues that are disclosed, carefully discussed, and addressed throughout this sustainability report.

At the end of the materiality assessment and consolidation of each stakeholder's matrix, a total of 40 material topics were identified. Two (2) material topics were least (Low rank), 31 material topics were moderately (Medium rank), while two (2) material topics were most (High rank) to all Nascon stakeholder groups surveyed in 2024 as part of the materiality assessment. Five (5) material topics were not ranked since materiality assessment was not done for the investors' stakeholder group due to a low number of respondents (1).



Material Topics	Keys
General/Economic Topics	▲
Environmental Topics	■
Social Topics	►
Governance Topics	♣

Progress on NASCON Strategic Priority SDGs

A few years ago, Nascon identified and prioritised five (5) Sustainable Development Goals (SDGs) from the overall 17 United Nations Sustainable Development Goals (UN SDGs) that closely align with its corporate objectives, business operations, and sustainability agenda. While we support the realisation of all 17 Goals, our focus on these prioritised SDGs reflects our commitment to demonstrating sustainable development within our industry, sector, and Nigeria.

These prioritised SDGs (2, 3, 6, 12, 13) have been implemented across our operation in line with the integration plan developed and endorsed by Executive Management. Achievements in all priority SDGs are clearly documented and measured. The table below shows Nascon's progress in 2024 on implementing these strategic SDGs based on the SDG agenda, targets, and actionable plans.

Nascon's progress in 2024 through our priority SDGs			
UN SDG & Nascon's Priority SDGs	**SDG Agenda and Targets**	**Importance/Materiality to Nascon**	**Nascon progress in 2024 through our priority SDGs**
Goal 2: Zero Hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture Target 2.1 Target 2.3 Target 2.4	• Fighting hunger boosts productivity for food related businesses. • Where purchasing power is low, hunger may also result in business failure.	• Sourced 55% of raw materials, goods and services locally, to boost commerce, entrepreneurship and household income. • Supported local content and prioritised the patronage of local vendors to boost economic productivity and improve household income.
Goal 2: Good Health and Well-being	Ensure healthy lives and promote well-being Target 3.5 Target 3.6	• There is growing resistance to salt consumption on health grounds. • There are Health & Safety risks associated with salt mining and intensive heat emissions from processing.	• Created awareness of healthy habits and healthy use of Dangote salt. • Continued product fortification with Vitamin A.
Goal 6: Clean Water and Sanitation	Ensure availability and sustainable management of water and sanitation for all. Target 6.3 Target 6.4	• Salt production is water intensive and effluent could contaminate portable water sources. • Land degradation, biodiversity loss, etc., are material sustainability issues in salt production.	• Supported local communities with boreholes and toilets as part of social investment & CSR initiatives, spending ₦12.76 million in 2024. • Maintained an environmentally friendly disposal of wastewater/effluents. • Applied hygienic standards in production processes across all sites
Goal 12: Responsible Consumption and Production	Ensure sustainable consumption and production patterns. Target 12.2 Target 12.3 Target 12.5 Target 12.6	• Water consumption intensity, land degradation, and biodiversity loss are material sustainability issues in salt production. • Waste generation such as wastewater and residue in operations and supply chain.	• Promoted responsible use of natural resources, such as water. • Ensured best practices in sourcing and processing of raw materials, chemicals, packaging of products and waste management. • Ensures operational efficiency and health and safety best practices across the production chain.
Goal 13: Climate Action	Take urgent action to combat climate change and its impacts. Target 13.2	• Carbon emissions from production activities contribute to climate change. • Intensive heat and salt dust in production could adversely affect air quality.	• Compiled with all applicable environmental laws and regulations and mitigated negative environmental impacts. • Continued periodic monitoring and reporting in line with environmental regulations.

ESG and Other Regulatory Compliance

GRI 2-23, 2-24, 2-26, 2-27	
UN SDG 16.3, 16.6, 16.7	Agenda 2063: Aspiration 3 | Goal 11, 12
IFRS S1 – Governance IFRS S1 - Strategy IFRS S1 - Risk Management	

Nascon has established a set of policies reinforcing its commitment to responsible business conduct. These policies are integrated into the company's operations, strategies, and business relationships, ensuring alignment with ethical and sustainability principles. Key areas such as social responsibility, labour conditions, human rights, workplace safety, environmental responsibility, ethical conduct, and transparency are embedded within standard operating procedures (SOPs).

Nascon complies with national ESG regulations, including the Nigerian Code of Corporate Governance, the SEC Corporate Governance Guidelines, and the NGX Sustainability Disclosure Guidelines. We are also aligned with international, national, and industry-specific ESG-related regulations such as:

In 2024, we did not incur any fines/penalties for ESG (environment, social and governance) and regulatory non-compliance. In 2024, Nascon was involved in one litigation case regarding a worker who was acquitted of theft and is now suing for malicious prosecution.

Association and Membership

GRI 2-28	
UN SDG 16.6, 16.7	Agenda 2063: Aspiration 3 | Goal 11, 12

Nascon is a member of the Manufacturing Association of Nigeria (MAN), Lagos Chamber of Commerce & Industries (LCCI), Nigeria Employers Consultative Association (NECA), and the Association of Food, Beverage and Tobacco Employers (AFBTE). In addition, through commitments made by our parent company - Dangote Industries Limited – Nascon supports the World Economic Forum (WEF) and the United Nations Global Compact (UNGC), and as such reflect some of the UNGC's principles into its reporting disclosures.

ESG Awards and Recognition

In 2024, Nascon received some recognition for its commitment to ESG excellence, community impact, and workplace safety. The Eyegate Community Pillars Award named Nascon the Most People-Friendly Company of 2024, affirming its dedication to employee well-being and social responsibility. The World Safety Organisation (WSO) Safer Ambassador Global Award highlighted Nascon's leadership in promoting health, safety, security, and environmental sustainability on a global scale. Additionally, the American Society of Safety Professionals (ASSP) Appreciation Award acknowledged the company's invaluable contributions to the success of the 2024 PDC/EXPO. These accolades reinforced Nascon's vision of driving positive change, fostering sustainable practices, and maintaining operational excellence for a better future.

Governance: Roles, Composition and Diversity

GRI 2-9 To 2-21	
UN SDG 5.5, 8.5, 8.8, 10.3, 16.6, 16.7	Agenda 2063: Aspiration 3 | Goal 11, 12 Aspiration 6 | Goal 17, 18
IFRS S1 – Governance IFRS S1 - Strategy IFRS S1 - Risk Management	

Nascon's Board of Directors serves as the highest governance body, responsible for decision-making on issues related to stakeholder value creation, financial performance, strategic planning, risk management practices, and governance structures, among others.

The Board is comprised of 10 members, which includes one Chairperson who also serves as an Independent Director, one additional Independent Director, one Executive Director, and seven Non-Executive Directors. With the exception of the Chairperson and the Executive Director, each director is a member of at least one Board Committee. The Establishment and General Purpose Committee is responsible for overseeing sustainability and ESG (Environmental, Social, and Governance) matters. All Directors ensure compliance with the Conflict of Interest and Related Party Transaction Policy, the Code of Business Conduct, the Code of Governance, and other related policies, as detailed in the Annual Report.

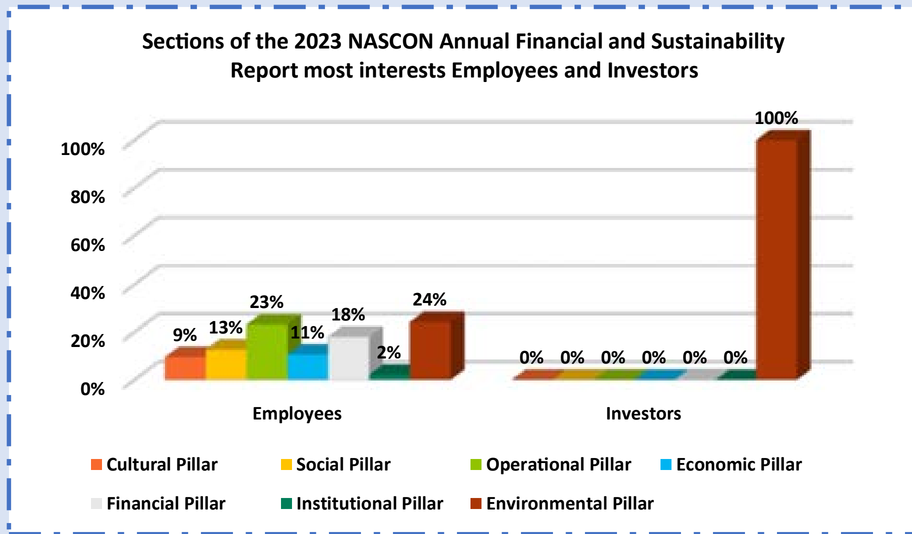
Board
10 Board members.
61 years Average Age.
40% Women (4), 60% Men (6).
20% Independent Directors (2 out 10).
8 Nigerian, 1 Norwegian, 1 South African.

The Board's performance evaluation is typically conducted by an independent consultant, and the recommended remedial actions are presented to the Board. Nascon complies with its obligations regarding Board compensation as stipulated by the Companies and Allied Matters Act (CAMA), 2020, and the NGX Rulebook. The remuneration of the Directors is detailed in our Annual Report.

Executive & Senior Management
47 years Average Age.
28% Women (5), 72% Men (13).
18 Professionals with dedicated roles and responsibilities and diverse backgrounds and experiences.

Nascon's executive and senior management team consists of professionals who are responsible for managing the of day-to-day operations of the company. They report to the Managing Director, who provides reports to the Board through Committees. This team reflects our culture of inclusion and diversity across gender, age, nationality, culture, educational background, and professional experiences.

Employees and Investors:
All the investor respondents (100%) affirmed reading our 2023 Annual Financial and Sustainability report and said it meets their ESG performance expectations (100%). While only 47% of the employee respondents said they read the report.



Source: 2024 Materiality Assessment & Stakeholders' Survey

Financial Pillar

Delivering strong and sustainable returns

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

Financial Highlights	31-Dec-24 ₦'000	31-Dec-23 ₦'000
Total Revenue	120,387,151	80,828,373
Gross Profit	55,527,049	44,318,786
GP Margin (%)	46%	55%
EBITDA*	27,414,021	23,118,281
EBITDA Margin (%)	23%	29%
Operating Profit	23,037,405	21,096,069
Profit Before Tax	23,650,667	20,588,259
PBT Margin (%)	20%	25%
Net Profit	15,583,602	13,728,369
Earnings per share (₦)	5.77	5.18
Proposed Dividend per share (₦)**	2.00	1.00
Net Cash & Cash Equivalents	24,661,580	25,574,324
Total Assets	78,502,487	65,686,313
Total Equity	43,055,460	27,471,858

*Earnings before interest, taxes, depreciation and amortization
**Proposed dividend is subject to the approval of shareholders at the Annual General Meeting

Finance Report

"Total revenue increased by 49% to ₦120.39 billion from ₦80.83 billion in 2023 with 2024 Salt revenue growth of 49% to ₦112.96 billion from ₦75.59 billion in 2023"

Aderemi Saka
Deputy Managing Director

Revenue by Product	31-Dec-24 ₦'000	31-Dec-23 ₦'000
Salt	112,964,742	75,594,480
Seasoning	7,422,409	5,233,893
Total Revenue	**120,387,151**	**80,828,373**

2024 was marked with various macroeconomic challenges and we demonstrated our resilience with the remarkable revenue and strong performance. We maintained our market share and increased total revenue by 49% to ₦120.39 billion {2023: ₦80.83 billion}. Salt revenue increased by 49% to ₦112.96 billion {2023: ₦75.59 billion} and Seasoning revenue increased by 42% to ₦7.42 billion {2023: ₦5.23 billion}. The revenue growth was due to strategic pricing actions driven by increased input costs. Salt contributed 94% of revenue while Seasoning contributed 6%.

"Regional distribution of our revenue to the East, West and North were 6%, 20% and 74% respectively"

Revenue by Region	31-Dec-24 ₦'000	31-Dec-23 ₦'000
East	6,779,644	4,704,923
West	23,941,527	16,578,364
North	89,665,980	59,545,086
Total Revenue	**120,387,151**	**80,828,373**

Regional sales improved by 44%, 44% and 51% respectively in the East, West and North. This improvement reflects our efforts to diversify across the nation and enhance our market presence in different regions.

"Gross profit improved by 25% to ₦55.53 billion with a margin of 46% for the year"

Cost of Sales	31-Dec-24 ₦'000	31-Dec-23 ₦'000
Direct material cost	55,886,619	31,372,245
Direct labour cost	1,896,481	1,444,488
Depreciation	1,211,920	877,264
Manufacturing expenses	5,865,082	2,815,590
Total Cost of Sales	**64,860,102**	**36,509,587**

Financial Pillar

Combined production efficiency for the year was 82% {2023: 85%}. Salt production efficiency in all 3 plants (Salt Village, Apapa and Port-Harcourt) was 82% {2023: 86%} while Seasoning production efficiency was 58% {2023: 51%} due to maintenance activities. In 2024, there was no production of Tomato Paste and the plant was sold in the year.

Direct material costs increased by 78% compared to 2023 due to naira devaluation affecting all raw material costs. Direct labour costs grew by 31% from salary adjustments in the year. Manufacturing costs increased by 108% driven by energy costs and maintenance of our production equipment across all plants.

Cost of Sales for the year increased by 78% to ₦64.86 billion {2023: ₦36.51 billion} driven by a 77% growth in Salt costs and an 83% growth in Seasoning costs. Gross profit for the year improved by 25% to ₦55.53 billion {2023: ₦44.32 billion} with Gross profit margin for the year of 46% {2023: 55%}.

Administrative and Distribution Expenses	**31-Dec-24 ₦'000**	**31-Dec-23 ₦'000**
Administrative Expenses	6,928,169	4,706,955
Market Activation	536,530	430,476
Branding Expenses	382,749	415,426
Delivery Expenses	22,759,181	18,142,678
Total Operating Expenses	**30,606,629**	**23,695,535**

Administrative expenses grew by 47% to ₦6.93 billion {2023: ₦4.71 billion} mainly driven by increased employee costs and software licenses. Market activation expenses increased by 25% to ₦0.54 billion {2023: ₦0.43 billion} due to targeted market activations and deepening our route to market strategies. Branding expenses reduced by 8% to ₦0.38 billion {2023: ₦0.42 billion} due to targeted consumer engagements in specific markets.

Delivery expenses grew by 25% to ₦22.76 billion {2023: ₦18.14 billion} driven by increased costs of third-party transportation, AGO, repairs and maintenance. The additional hiring of third-party transporters was required to mitigate the transportation challenges we faced and to guarantee timely delivery of all our products.

"Operating profit for the year increased by 9% to ₦23.04 billion from ₦21.10 billion in 2023"

Profitability	**31-Dec-24 ₦'000**	**31-Dec-23 ₦'000**
EBITDA	27,414,021	23,118,281
Other Income	261,239	194,305
Other Operating Gains/(Losses)	(2,056,949)	267,500
Depreciation and amortization	(2,580,906)	(2,484,017)
Operating Profit	**23,037,405**	**21,096,069**

Earnings before interest, tax, depreciation, and amortization (EBITDA) grew by 19% to ₦27.41 billion {2023: ₦23.12 billion} with a margin of 23% {2023: 29%}. Other Operating Losses was driven by Net Foreign exchange losses of (₦2.06 billion) and gain on the sale of the Tomato Paste plant of ₦0.01bn.

Operating profit for the year improved by 9% to ₦23.04 billion {2023: ₦21.10 billion} with Operating profit margin for the year of 19% {2023: 26%}. The main driver for the improved operating profit in 2024 was revenue growth year on year from strategic pricing actions made in the prior year to mitigate increased input costs.

Financial Pillar

Finance Income	**31-Dec-24 ₦'000**	**31-Dec-23 ₦'000**
Interest income on bank balances	304	4
Interest income on short term fixed deposits	1,793,554	927,494
Finance Income	**1,793,858**	**927,498**

Finance Cost	**31-Dec-24 ₦'000**	**31-Dec-23 ₦'000**
Interest expense on borrowings	808,460	1,045,374
Interest expense on lease liabilities	372,136	389,934
Finance Cost	**1,180,596**	**1,435,308**

Interest income grew by 93% to ₦1.79 billion {2023: ₦0.93 billion} as we invested our increased proceeds in short term fixed deposits.

Interest expenses decreased by 18% to ₦1.18 billion {2023: ₦1.44 billion} driven mainly by interest on borrowings of ₦0.80 billion {2023: ₦1.05 billion} and lease liabilities of ₦0.37 billion {2023: ₦0.39 billion}. The interest expense on borrowings relate to drawdowns on our usance facilities at Zenith Bank Plc, Access Bank Plc and United Bank for Africa Plc. The average effective interest rate during the year was 10.6%. The interest expense on lease liabilities relate to right of use assets.

"The profit before tax increased by 15% to ₦23.65 billion and net profit improved by 14% to ₦15.58 billion"

Profit after Tax	**31-Dec-24 ₦'000**	**31-Dec-23 ₦'000**
Profit before Tax	23,650,667	20,588,259
Income Tax Expense	(8,067,065)	(6,859,890)
Profit after Tax	**15,583,602**	**13,728,369**

The Profit before tax increased by 15% to ₦23.65 billion {2023: ₦20.59 billion} with a margin of 20% {2023: 25%}. Tax expense for the year grew by 18% to ₦8.07 billion {2023: ₦6.86 billion}. The effective tax rate was 34% {2023: 33%}. The Profit after tax for the year improved by 14% to ₦15.58 billion {2023: ₦13.73 billion} with a margin of 13% {2023: 17%}. This resulted in an 11% growth in Earnings per share in 2024 of ₦5.77 compared to ₦5.18 in 2023.

"Total equity improved by 57% to ₦43.06 billion compared to ₦27.47 billion prior year"

Financial Position	31-Dec-24 ₦'000	31-Dec-23 ₦'000
Property, plant and equipment	12,340,012	12,097,461
Right of use assets	3,741,027	4,124,988
Other Current assets	37,721,298	23,850,970
Cash and cash equivalents	24,700,150	25,612,894
Total Assets	**78,502,487**	**65,686,313**

	31-Dec-24 ₦'000	31-Dec-23 ₦'000
Borrowings	38,570	38,570
Lease Liabilities	3,517,756	3,893,818
Other non-current liabilities	5,553,535	2,527,995
Current liabilities	26,337,166	31,754,072
Total Liabilities	**35,447,027**	**38,214,455**

	31-Dec-24 ₦'000	31-Dec-23 ₦'000
Share capital	1,351,213	1,324,719
Share premium	434,037	434,037
Retained earnings	41,270,210	25,713,102
Total Equity	**43,055,460**	**27,471,858**

Total assets increased by 20% to ₦78.50 billion {2023: ₦65.69 billion} predominantly driven increase from Other Current assets. Cash and cash equivalents decreased by 4% to ₦24.70 billion {2023: ₦25.61 billion}. Other Current assets growth were driven by Inventories at year-end of ₦18.26 billion {2023: ₦11.17 billion} and Trade and other receivables of ₦17.22 billion {2023: ₦9.80 billion} related to the naira devaluation.

Total liabilities decreased by 7% to ₦35.45 billion {2023: ₦38.21 billion} primarily driven by a 17% decrease in Current liabilities. Current liabilities decline due to settlements in Borrowings of ₦2.82 billion {2023: ₦5.49 billion} and Trade and other payables of ₦12.74 billion {2023: ₦13.02 billion}.

Total equity improved year on year by 57% to ₦43.06 billion {2023: ₦27.47 billion} mainly driven by a 61% increase in Retained earnings of ₦41.27 billion {2023: ₦25.71 billion}.

"The Board has proposed a dividend of ₦2.00 per share for the year amounting to ₦5.40 billion"

Proposed dividend

For the current year, the Directors have proposed a 100% increase of the dividend to ₦2.00 per share {2023: ₦1.00} to be paid to shareholders. The dividend was determined by improved profitability in 2024 while simultaneously considering the impact of naira devaluation, trade and other liabilities and the capital expenditure requirements in 2025. The proposed dividend is subject to the approval of shareholders at the Annual General Meeting. If approved, the total amount payable will be ₦5.40 billion {2023: ₦2.65 billion}.

Going Concern

The Directors continue to apply the Going Concern principle in the preparation of the financial statements. After considering the liquidity position and the availability of resources, the Directors concluded that there are no significant threats to the Company's Going Concern capabilities.

The Directors believe that the current working capital is sufficient for the operations and the Company generates sufficient cash flows to fund its operations.

Risk Management Report

We enhanced our risk management framework to address economic challenges. Our updated risk appetite framework supports informed strategic decisions for sustained growth.

Ayokunle Ushie
Head, Risk Management

Our operations were tested by various economic headwinds, including the removal of fuel subsidies, inflation rates exceeding 20%, a depreciation of the Naira, and escalating interest rates. Additionally, the lingering effects of global supply chain disruptions continued to challenge production and distribution timelines.

In response, Nascon has elevated its risk management maturity by deploying a data-driven framework in its risk mitigation strategy. Through risk mitigation strategies, we maintained operational continuity, protected stakeholder value, and ensured sustainable growth amid evolving economic challenges. By remaining adaptive, we continue to demonstrate the resilience of our people, processes, and strategic direction.

Our Approach to Managing Risk

In alignment with the risk management framework of the Dangote Group, Nascon has advanced its risk management processes to address the complex economic environment of 2024. By integrating cutting-edge technologies and strategic insights, we have enhanced our ability to identify, assess, and mitigate key risks. Our approach now incorporates advanced methodologies, including dynamic Risk and Control Self-Assessments (RCSAs), predictive Key Risk Indicator (KRI) analytics, and an upgraded Loss Incident Reporting system. These tools enable us to maintain a holistic view of our risk landscape.

To address high-impact scenarios, Nascon has introduced real-time risk monitoring systems and enhanced on-site incident evaluations, empowering teams to respond swiftly and effectively to unexpected events.

Risk Identification: Building on previous practices, we have embedded risk identification deeper into our operational workflows, including advanced scenario planning, digitalized change management processes, and risk assessments for new product lines or market expansions. Identified risks are now classified into an expanded set of categories, incorporating emerging risk types such as cybersecurity, ESG (Environmental, Social, and Governance), and geopolitical risks.

Risk Analysis: Upon identification, an analysis is conducted, and stakeholders are informed. The nature of analysis depends on the risk type and applicable policies. For example, assessing credit risk involves financial analysis of counterparties, transaction structure analysis, and forecasting exposure movements.

Risk Evaluation: We have refined our evaluation methods to include multidimensional impact assessments that consider severity, likelihood, and velocity of risks. Leveraging management information systems (MIS), risk data is aggregated in real-time dashboards for day-to-day use and strategic review. These tools have improved our ability to identify risk concentrations and their cross-functional implications across our plants and business units.

Risk Treatment: Upon evaluation of the risks, controls are implemented to ensure that these risks remain within our risk appetite. Controls usually take the form of limits on exposure or limits to riskier types of business activities.

Risk Monitoring: To ensure oversight of our exposures, we utilize various quantitative monitoring tools, including models and Key Risk Indicators (KRIs). These tools are monitored alongside associated losses, ensuring the efficacy of implemented controls in mitigating identified risks.

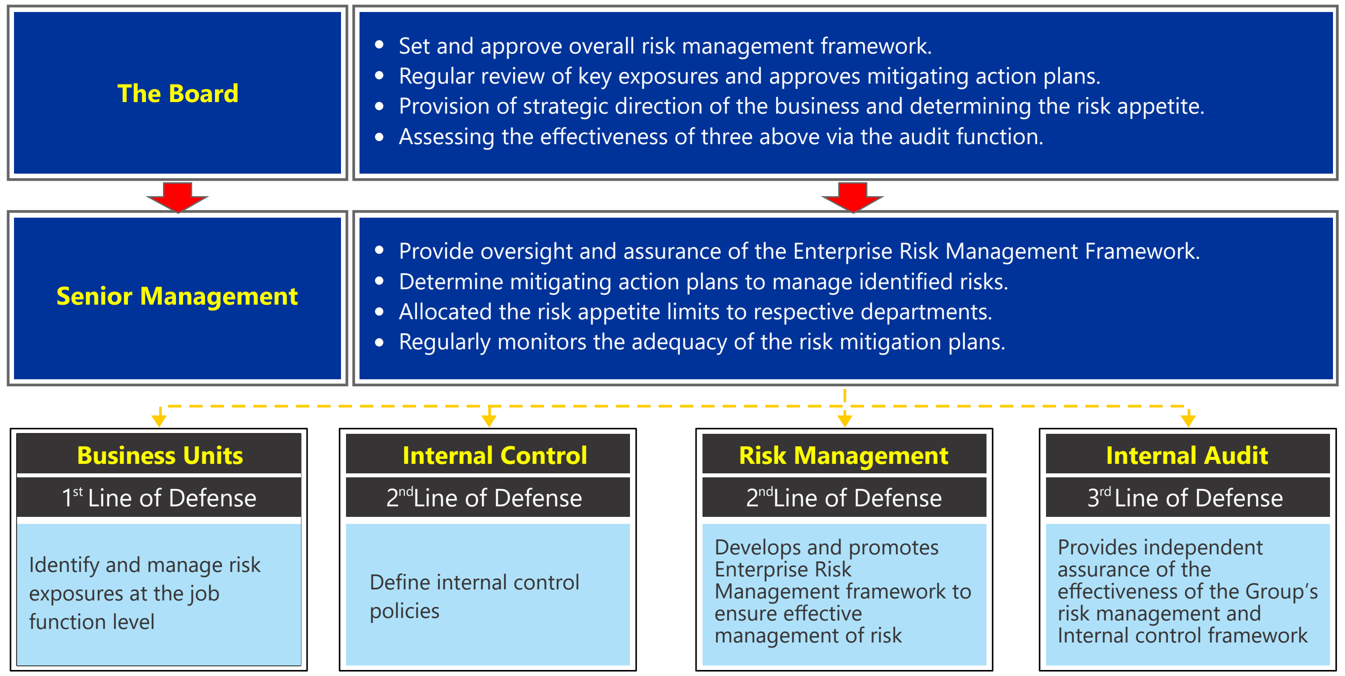
Risk Reporting: Our Risk Management Department has enhanced its role as a partner to the Management and Board. The department now utilizes automated risk reporting systems that consolidate data from plants, business units, and external environments. These systems ensure timely reporting of risk exposures, allowing leadership to make informed decisions. Enhanced reporting capabilities also facilitate alignment with regulatory requirements, investor expectations, and internal performance benchmarks.

The Nascon Accountability Matrix

Our approach to ensuring effective risk management accountability is a commonly used methodology for managing risk – "The 3 Lines of Defense". The objective of the three lines of defence is to ensure that an independent system of checks and balances is in place to minimize unexpected losses. This is achieved by defining roles and responsibilities for the management of risk between the Executive Management, Risk Management and Internal Control functions, with each of these working together but ultimately operating independently from each other.

Risk Appetite

At Nascon, every decision undergoes evaluation to balance risks and rewards, ensuring sustained economic profitability while accounting for potential uncertainties. Our risk appetite framework has evolved to become a cornerstone of strategic decision-making, guiding us in determining the acceptable levels of risk. This approach enables us to align our risk tolerance with the economic landscape and the strategic objectives set by the Board.



This refinement aligns risk thresholds with current realities, ensuring agility in responding to economic volatility while maintaining alignment with our long-term strategic direction.

Advancements in Risk Appetite Framework

Our updated risk appetite framework incorporates both financial and non-financial stress factors, reflecting a more comprehensive approach to prudent risk management. This enhanced framework has become an integral part of decision-making across the organization, informing activities such as:

- Strategic business planning
- Operational excellence
- New product development

Key Benefits of Our Evolved Framework

- **Proactive Risk Management**: By leveraging quantifiable metrics, we can proactively address risks before they materialize, reducing operational disruptions.
- **Enhanced Decision-Making**: Our structured approach provides clearer insights for leadership, enabling data-driven decisions aligned with our risk appetite.
- **Stakeholder Confidence**: Transparent and measurable risk management practices reinforce stakeholder trust and demonstrate our commitment to value creation and sustainability.

Principal Risks

The risk management process at Nascon is integral to identifying and prioritizing risks through collaborations with Executive Management and business leaders. Significant risks are reviewed annually using both bottom-up and top-down assessments across business units and locations, ensuring comprehensive awareness and prioritization.

Principal risks are aligned with strategic objectives and documented in a risk register for transparency. The Board Finance, Audit and Risk Management Committee conducts reviews to ensure vigilance and proactive mitigation.

In 2024, nine principal risks, including foreign exchange, interest rates, and liquidity challenges, were identified. Proactive measures have been implemented to address these risks, safeguarding stakeholder interests and reinforcing Nascon's resilience.

	Risks	Risk Description	Potential Impact	Mitigation Plan
1	Devaluation of The Naira	The downward adjustment in the value of the Naira, relative to other foreign currencies.	Adverse impact on profitability from increased costs of imports and reduced margins	▪ Implement comprehensive hedging strategies. ▪ Optimize cost structures and operational efficiencies. ▪ Diversify currency exposures ▪ Closely monitor macroeconomic trends and government policies to anticipate shifts.
2	Production Shutdown	Risk of disruption due to foreign exchange (FX) constraints on spare parts procurement.	Loss of market share, reduced operational capacity, and diminished brand reputation	▪ Strengthen collaboration with financial regulators for foreign exchange access. ▪ Partner with banks to ensure Letters of Credit (LC) are secured for critical imports ▪ Build strategic inventory reserves of critical spare parts
3	Political Risk Exposures	Threats to the safety and continuity of assets, personnel, and operations due to political instability.	Potential production and distribution disruption, leading to reduced revenue and operational delays.	▪ Regular review of business interruption and goods in transit cover ▪ Regular review of distribution routes.
4	Macro-Economic Risks	Risks stemming from a potential economic downturn or recession in Nigeria	Reduced consumer purchasing power, declining sales, and pressure on margins.	▪ Regular review cost structures to improve resilience against market fluctuations. ▪ Enhance product affordability strategies to retain customer base during economic slowdowns.
5	Poor Market Growth	New businesses and proposed expansion do not hold their growth prospect or develop as predicted.	Declining revenues, reduced cash flow, and long-term profitability challenges.	▪ Conduct regular financial and portfolio reviews to align investments with market opportunities. ▪ Focus on achieving market leadership in key segments. Prioritize industries with established strong market reach

	Risks	Risk Description	Potential Impact	Mitigation Plan
6	Loss of Market Share	Increased competition or market shifts leading to a loss of competitive advantage.	Declines in revenue, inefficiency in resource allocation, and profitability erosion.	▪ Actively leverage customer feedback for continuous improvement. ▪ Enhance organizational agility and benchmarking processes to respond quickly to market changes. ▪ Implement targeted marketing campaigns to regain market share.
7	Decline in Product Quality & Delivery	Complex technical requirements and heightened customer expectations.	Reputational damage reduced customer loyalty and market share loss.	▪ Continuously monitor and stress-test production processes. ▪ Engage customers consistently to gather and implement actionable feedback. ▪ Invest in quality assurance programs and updated technologies.
8	Inability to Retain Best Talent	Inability to retain and motivate the best people with the right skills, at all levels of the organization due to activities of competition	▪ Inability to attract, develop and retain highly qualified management and suitably skilled employees. ▪ Shortage of appropriately skilled manpower	▪ Implement robust talent management programs, including training, development, and reward systems. ▪ Develop and maintain succession plans for senior leadership roles. ▪ Foster a strong, inclusive, and motivating workspace culture.
9	Health & Safety Risk	Risk arising from unsafe acts or conditions, both internal and external to operational sites.	Increased legal exposure, higher insurance costs, and potential harm to employees or operations.	▪ Implement robust talent management programs, including training, development, and reward systems. ▪ Develop and maintain succession plans for senior leadership roles. ▪ Foster a strong, inclusive, and motivating workspace culture.

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Independent Practitioners' Limited Assurance Report

To the Board of Directors

Report on the selected statements in the Sustainability Report of Nascon Allied Industries Plc for the year ended 31 December 2024 ("the Sustainability information")

Conclusion

We have performed a limited assurance engagement on whether the selected statements in the Sustainability Report of Nascon Allied Industries Plc ("the Company") for the year ended 31 December 2024 ("the Sustainability information") have been prepared in accordance with the Sustainability Reporting Standards of the Global Reporting Initiative ("the GRI Standards 2021"). Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the selected statements in the Sustainability Report of Nascon Allied Industries Plc ("the Company") for the year ended 31 December 2024 are not prepared, in all material respects, in accordance with the GRI Standards 2021.

The Sustainability information is included in Appendix 1 of our report.

Basis for conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under this standard are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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

Purpose of Our Report

In accordance with the terms of our engagement, this independent limited assurance report has been prepared for the purpose of assisting the Directors in determining whether Nascon Allied Industries Plc's selected statements included in the Sustainability Report for the year ended 31 December 2024 are presented, in all material respects, in accordance the GRI Standards 2021 and for no other purpose or in any other context.

Restriction of Use of Our Report

Our report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than Nascon Allied Industries Plc for any purpose or in any context. Any party other than Nascon Allied Industries Plc who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. To the fullest extent permitted by law, we accept or assume no responsibility and deny any liability to any party other than Nascon Allied Industries Plc for our work, for this independent limited assurance report, or for the conclusions we have reached.

Our report is released to Nascon Allied Industries Plc on the basis that it shall not be copied, referred to or disclosed, in whole or in part, without our prior written consent. Our conclusion is not modified in respect of this matter.

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Responsibilities for the Sustainability information

The Directors are responsible for:

a) designing, implementing and maintaining internal control relevant to the preparation of the Sustainability information such that it is free from material misstatement, whether due to fraud or error;
b) preparing the Sustainability information in accordance with the GRI Standards 2021;
c) preventing and detecting fraud;
d) ensuring compliance with laws and regulations applicable to its activities;
selecting the content of the Sustainability information, including identifying and engaging with intended users to understand their information needs;
f) informing us of other information that will be included with the Sustainability information;
g) supervision of other staff involved in the preparation of the Sustainability information;
h) ensuring that personnel involved with the preparation of the Sustainability information are properly trained, systems are properly updated and that any changes in reporting relevant to the Sustainability information encompass all significant business units. This responsibility also includes informing us of any changes in the Company's operations since the date of the Sustainability information and since the date of our most recent assurance report on the Sustainability information.

Our responsibilities We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Sustainability information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Board of Directors.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the Sustainability information that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the Sustainability information and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- Inquiries of management to gain an understanding of Nascon Allied Industries Plc's Sustainability Reporting Processes for determining the material issues for Nascon Allied Industries Plc's key stakeholder groups.
- Interviews with senior management and relevant staff across the entity concerning sustainability strategy and policies for material issues, and the implementation of these across the business.
- Interviews with relevant staff responsible for providing the information in the Sustainability Report to understand how the data is collated, and managed and how it eventually feeds to the numbers reported for the Entity.
- Inquiries and observation of some key controls put in place by the Directors over the Sustainability information.
- Inspection of relevant fact sheets and documented policies from primary process owners.
- Comparing the sustainability information to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources have been included in the sustainability information.
- Checking that the sustainability information have been correctly disclosed and presented in the Sustainability Report.
- Reading the sustainability information to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of Nascon Allied Industries Plc.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Signed

Toyin Abiola-Salami

Olutoyin Abiola-Salami, FCA
FRC/2017/ICAN/00000015921
For: KPMG Professional Services
Chartered Accountants
16 April 2025
Lagos, Nigeria

KPMG

Appendix 2 – Sustainability Information

Sustainabily Pillars	Selected Sustainability Information *(as documented in the 2024 Sustainability Report)*	GRI Criteria	Page Number
Cultural	One (1) female employee from the Ota Plant benefited from the 90 days parental (maternity) leave provided by the company. 100% returned after the parental leave period.	401-3	21
Economic	Nascon recorded a significant increase of 29% in economic value created and distributed (EVC&D) or retained in 2024.	201-1	31
	Our direct household income contributions (from salaries, wages, and dividends) amounted to N10.15 billion in 2024, up 12% from N9.06 billion in 2023.		31
	Our indirect household income contributions (from taxes, local purchases, and social investments) amounted to N56.82 billion in 2024, up 47% from N38.70 billion in 2023.		31
Operational	In 2024, we increased our procurement spend from local suppliers to ₦48.72 billion, which is a 53% increase from ₦31.80 billion in 2023. Our total procurement spend which includes technical goods and services, raw materials, consumables, and supplies increased by 63% from ₦53.76 billion in 2023 to ₦87.84 billion in 2024.	204-1	36
	Nascon is certified to ISO 9001:2015 Quality Management System (QMS), ISO 22000:2018 Food Safety Management Systems (FSMS) and also current Good Manufacturing Practices (cGMP). All our products are Halal Certified.	416-1, 416-2	36
	In 2024, we conducted three (3) major sales, marketing, and promotional activities to enhance customers' access to our products and increase brand visibility by dedicating resources to organize these efforts.	417-1	37
	We experienced an 8% declined growth across our distributors' network in 2024 compared to 2023.	203-2	39
Social	In 2024, we spent ₦30.32 million on social investment projects, a 32.95% decrease from ₦45.22 million spent in 2023, accounting for 0.19% of our Profit After Tax (PAT) for 2024.	413-1	40
Environmental	The total energy consumption across our operational sites increased by 15.66% in 2024 compared to 2023.	302-1	46
	In 2024, Scope 1 emissions which refer to emissions resulting from energy generated from fossil fuel (natural gas, and diesel) powered generators increased by 40.06%, while Scope 2 emissions due to purchased electricity from national grid increased by 19.25%.	305-1, 305-2	47
	For the GHG emission intensity, which is the gross CO2 emitted for every tonne of salt produced, there was a 39.99% % increase year-on-year (from 18.38 kgCO2/tonne of salt to 25.73 kg CO2/tonne of salt) between 2023 and 2024. Gross emission here refers to the total direct emission (Scope 1), excluding transport-related emissions (logistics, pool cars, and fleet).	305-4	47
	In 2024, the total volume of water consumed from all production facilities was 22,910 m3 compared to 19,035 m3 in 2023, recording an increase in water use by 20.36%.	303-1	47
	Water intensity increased by 20.26% in 2024.	303-3	48
Institutional	Executed stakeholders' survey and materiality assessment for Employees, Communities, Investors and Supply Chain Partners	102-21	55
	Material topics from our stakeholders informed the consolidated matrix for Nascon's operations. The topics shown in the materiality matrix figure are topics that have been identified as material by the key stakeholders surveyed for 2024 (Employees, Host Communities, Investors, and Supply Chain).	102-32	55
	In 2024, we did not incur any fines/penalties for ESG (environment, social and governance) and regulatory non-compliance.	102-17	58
	Our Board of directors comprise a combination of six (6) men and four (4) women, representing 60% and 40% of the total membership respectively.	405-1	59

GRI content index

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

GRI CONTENT INDEX ESSENTIALS SERVICE 2025

Statement of use	Nascon Allied Industries Plc has reported in accordance with the GRI Standards for the period 1st January 2024 to 31st December 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI STANDARD	DISCLOSURE	DISCLOSURE TITLE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS AND OMISSIONS.	UN SDGs	UNGC	NGX	IFRS Sustainability Disclosure Standard (S1 & S2)
GENERAL STANDARDS							
GRI 2: General Disclosures 2021	2-1	Organizational details	3,6-7				
	2-2	Entities included in the organization's sustainability reporting	16				
	2-3	Reporting period, frequency and contact point	16				
	2-4	Restatements of information	No Restatements				
	2-5	External assurance	16, 72-75			4.3: Format of Report	
	2-6	Activities, value chain and other business relationships	16				
	2-7	Employees	20	Goal 8			
	2-8	Workers who are not employees	20	Goal 8			
	2-9	Governance structure and composition	26-28, 59, 90-101			Principles 1 and 2: Governance	IFRS S1 - Governance
	2-10	Nomination and selection of the highest governance body	26-28, 59, 90-101			Principles 1 and 2: Governance	IFRS S1 - Governance
	2-11	Chair of the highest governance body	26-28, 59, 90-101			Principles 1 and 2: Governance	IFRS S1 - Governance
	2-12	Role of the highest governance body in overseeing the management of impacts	26-28, 59, 90-101			Principles 1 and 2: Governance	IFRS S1 - Governance IFRS S1 - Strategy
	2-13	Delegation of responsibility for managing impacts	26-28, 59, 90-101			Principles 1 and 2: Governance	IFRS S1 - Governance IFRS S1 - Strategy IFRS S1 - Risk Management
	2-14	Role of the highest governance body in sustainability reporting	26-28, 59, 90-101			Principles 1 and 2: Governance	IFRS S1 - Governance
	2-15	Conflicts of interest	26-28, 59, 90-101				IFRS S1 - Governance
	2-16	Communication of critical concerns	26-28, 59, 90-101				IFRS S1 - Governance

GRI content index

GRI STANDARD	DISCLOSURE	DISCLOSURE TITLE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS AND OMISSIONS.	UN SDGs	UNGC	NGX	IFRS Sustainability Disclosure Standard (S1 & S2)
	2-17	Collective knowledge of the highest governance body	26-28, 59, 90-101			Principles 1 and 2: Governance	IFRS S1 - Governance
	2-18	Evaluation of the performance of the highest governance body	26-28, 59, 90-101			Principles 1 and 2: Governance	IFRS S1 - Governance
	2-19	Remuneration policies	26-28, 59, 90-101				IFRS S1 - Governance
	2-20	Process to determine remuneration	26-28, 59, 90-101				IFRS S1 - Governance
	2-21	Annual total compensation ratio	26-28, 59, 90-101	Goal 10			
	2-22	Statement on sustainable development strategy	8-13				IFRS S1 - Governance IFRS S1 - Strategy
	2-23	Policy commitments	26-28, 58-59, 90-101				IFRS S1 - Governance IFRS S1 - Strategy IFRS S1 - Risk Management
	2-24	Embedding policy commitments	26-28, 58-59, 90-101			Principle 3: Governance	IFRS S1 - Governance IFRS S1 - Strategy IFSR S1 - Risk Management
	2-25	Process to remediate negative impacts	26-28, 58-59, 90-101				IFRS S1 - Strategy IFRS S1 - Risk Management
	2-26	Mechanisms for seeking advice and raising concerns	26-28, 58-59, 90-101				IFRS S1 - Governance IFRS S1 - Strategy IFRS S1 - Risk Management
	2-27	Compliance with laws and regulations	49, 58-59	Goal 16			
	2-28	Membership association	58	Goal 17			
	2-29	Approach to stakeholder engagement	52-54				
	2-30	Collective bargaining agreements	Information unavailable/ incomplete Data on collective bargaining agreements not available, as its not currently practised.	Goals 8 and 10	Principle 3: Labour		
MATERIAL TOPICS AND TOPIC STANDARDS							
GRI 3: Material Topics 2021	3-1	Process to determine material topics	55-56				IFRS S1 – Risk Management IFRS S1 – Materiality
	3-2	List of material topics	55-56				IFRS S1 – Risk Management IFRS S1 – Materiality
Financial performance, Business strategy; Regulatory approvals and compliance; Boosting economic activities, growth & Development							
GRI 3: Material Topics 2021	3-3	Management of material topics	20-21, 30-32, 49-50				
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	30-32	Goals 8 and 9			
	201-2	Financial implications and other risks and opportunities due to climate change	30-32, 49-50	Goal 13			IFRS S2 – Governance IFRS S2 – Strategy

GRI content index

GRI STANDARD	DISCLOSURE	DISCLOSURE TITLE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS AND OMISSIONS.	UN SDGs	UNGC	NGX	IFRS Sustainability Disclosure Standard (S1 & S2)
	201-3	Defined benefit plan obligations and other retirement plans	20-21				
	201-4	Financial assistance received from government	20-21				
GRI 207: Tax 2019	207-1	Approach to tax	30-32	Goals 1, 10 and 17			
	207-2	Tax governance, control, and risk management	30-32	Goals 1, 10 and 17		Principles 1 and 2: Governance	
	207-3	Stakeholder engagement and management of concerns related to tax	30-32	Goals 1, 10 and 17			
	207-4	Country-by-country reporting	30-32	Goals 1, 10 and 17			
Corporate Government							
GRI 3: Material Topics 2021	3-3	Management of material topics	32				
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	32	Goal 16		Principles 3 and 4: Economic	
Anti-corruption policies and practices							
GRI 3: Material Topics 2021	3-3	Management of material topics	42				
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	42	Goal 16	Principle 10: Anti-corruption	Principles 1 and 2: Governance	
	205-2	Communication and training about anti-corruption policies and procedures	42	Goal 16	Principle 10: Anti-corruption	Principles 1 and 2: Governance	
	205-3	Confirmed incidents of corruption and actions taken	42	Goal 16	Principle 10: Anti-corruption	Principles 1 and 2: Governance	
Anti-corruption policies and practices							
GRI 3: Material Topics 2021	3-3	Management of material topics	30-32				
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	30-32	Goal 5, 9, and 11			
	203-2	Significant indirect economic impacts	30-32	Goals 1, 3, and 8			

GRI content index

GRI STANDARD	DISCLOSURE	DISCLOSURE TITLE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS AND OMISSIONS.	UN SDGs	UNGC	NGX	IFRS Sustainability Disclosure Standard (S1 & S2)
Water, waste and effluents; Environmental responsibility & management							
GRI 3: Material Topics 2021	3-3	Management of material topics	47-48				
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	47-48	Goals 6 and 12	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 – Strategy IFRS S2 – Industry-based Climate-related Metrics & Targets: Water Management
	303-2	Management of water discharge-related impacts	47-48	Goal 6	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 – Strategy IFRS S2 – Industry-based Climate-related Metrics & Targets: Water Management
	303-3	Water withdrawal	47-48	Goal 6	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 – Strategy IFRS S2 – Industry-based Climate-related Metrics & Targets: Water Management
	303-4	Water discharge	47-48	Goal 6	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 – Strategy IFRS S2 – Industry-based Climate-related Metrics & Targets: Water Management
	303-5	Water consumption	47-48	Goal 6	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 – Strategy IFRS S2 – Industry-based Climate-related Metrics & Targets: Water Management
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	48	Goals 3, 6, 12 and 14	Principles 8 and 9: Environment	Principle 9: Environment	
	306-2	Management of significant waste-related impacts	48	Goals 3, 6 and 12	Principles 8 and 9: Environment	Principle 9: Environment	
	306-3	Waste generated	48	Goals 3, 6, 12, 14 and 15	Principles 8 and 9: Environment	Principle 9: Environment	
	306-4	Waste diverted from disposal	48	Goals 3 and 12	Principles 8 and 9: Environment	Principle 9: Environment	
	306-5	Waste directed to disposal	48	Goals 6, 14 and 15	Principles 8 and 9: Environment	Principle 9: Environment	

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GRI STANDARD	DISCLOSURE	DISCLOSURE TITLE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS AND OMISSIONS.	UN SDGs	UNGC	NGX	IFRS Sustainability Disclosure Standard (S1 & S2)
Circular economy							
GRI 3: Material Topics 2021	3-3	Management of material topics	34				
GRI 301: Materials 2016	301-1	Materials used by weight or volume	34	Goals 8 and 12			IFRS S2 – Governance IFRS S2 – Strategy
	301-2	Recycled input materials used	34	Goals 8 and 12	Principle 8: Environment	Principles 3 and 9: Economic and Environment	
	301-3	Reclaimed products and their packaging materials	34	Goals 8 and 12			
Climate change, Emissions and Energy Pollution							
GRI 3: Material Topics 2021	3-3	Management of material topics	35,46-47				
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	46-47	Goals 3, 12, 13, 14 and 15	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 - Industry-based Climate-related Metrics & Targets: Greenhouse Gases Emissions
	305-2	Energy indirect (Scope 2) GHG emissions	46-47	Goals 3, 12, 13, 14 and 15	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 - Industry-based Climate-related Metrics & Targets: Greenhouse Gases Emissions
	305-3	Other indirect (Scope 3) GHG emissions	46-47	Goals 3, 12, 13, 14 and 15	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 - Industry-based Climate-related Metrics & Targets: Greenhouse Gases Emissions
	305-4	GHG emissions intensity	46-47	Goals 13, 14 and 15	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 - Industry-based Climate-related Metrics & Targets: Greenhouse Gases Emissions

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GRI STANDARD	DISCLOSURE	DISCLOSURE TITLE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS AND OMISSIONS.	UN SDGs	UNGC	NGX	IFRS Sustainability Disclosure Standard (S1 & S2)
	305-5	Reduction of GHG emissions	46-47	Goals 13, 14 and 15	Principles Environment	Principle 9: Environment	IFRS S2 - Strategy IFRS S2 - Risk Management IFRS S2 - Industry-based Climate-related Metrics & Targets: Climate Resilience
	305-6	Emissions of ozone-depleting substances (ODS)	46-47	Goals 3 and 12	Principles 8 and 9: Environment	Principle 9: Environment	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	46-47	Goals 3, 12, 14 and 15	Principles 8 and 9: Environment	Principle 9: Environment	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	46-47	Goals 7, 8, 12 and 13	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 – Industry-based Climate-related Metrics & Targets: Energy Management
	302-2	Energy consumption outside of the organization	46-47	Goals 7, 8, 12 and 13	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 – Industry-based Climate-related Metrics & Targets: Energy Management
	302-3	Energy intensity	46-47	Goals 7, 8, 12 and 13	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 – Industry-based Climate-related Metrics & Targets: Energy Management
	302-4	Reduction of energy consumption	34-39	Goals 7, 8, 12 and 13	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 – Industry-based Climate-related Metrics & Targets: Energy Management
	302-5	Reductions in energy requirements of products and services	35	Goals 7, 8, 12 and 13	Principles 8 and 9: Environment	Principle 9: Environment	IFRS S2 – Industry-based Climate-related Metrics & Targets: Energy Management
Biodiversity & Land Management							
GRI 3: Material Topics 2021	3-3	Management of material topics	49				
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	49	Goals 6, 14 and 15	Principle 7: Environment	Principle 9: Environment	

GRI content index

GRI STANDARD	DISCLOSURE	DISCLOSURE TITLE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS AND OMISSIONS.	UN SDGs	UNGC	NGX	IFRS Sustainability Disclosure Standard (S1 & S2)
	304-2	Significant impacts of activities, products and services on biodiversity	49	Goals 6, 14 and 15	Principles 8 and 9: Environment	Principle 9: Environment	
	304-3	Habitats protected or restored	Information unavailable/ incomplete No activity or data on habitat protection and restoration due to absence of a detailed biodiversity assessment in the next 2 years.	Goals 6, 14 and 15	Principle 7: Environment	Principle 9: Environment	
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information unavailable/ incomplete No activity or data on IUCN Red List species due to absence of a detailed biodiversity assessment.	Goals 6, 14 and 15	Principle 7: Environment	Principle 9: Environment	
Occupational health and safety; Community health and safety							
GRI 3: Material Topics 2021	3-3	Management of material topics	42-44				
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	42-44	Goal 8	Principle 6: Labour	Principle 5: Social	
	403-2	Hazard identification, risk assessment, and incident investigation	42-44	Goal 8	Principle 6: Labour	Principle 5: Social	
	403-3	Occupational health services	42-44	Goal 8	Principle 6: Labour	Principle 5: Social	
	403-4	Worker participation, consultation, and communication on occupational health and safety	42-44	Goals 8 and 16	Principle 6: Labour	Principle 5: Social	
	403-5	Worker training on occupational health and safety	42-44	Goal 8	Principle 6: Labour	Principle 5: Social	
	403-6	Promotion of worker health	42-44	Goal 3	Principle 6: Labour	Principle 5: Social	

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GRI STANDARD	DISCLOSURE	DISCLOSURE TITLE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS AND OMISSIONS.	UN SDGs	UNGC	NGX	IFRS Sustainability Disclosure Standard (S1 & S2)
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	42-44	Goal 8	Principle 6: Labour	Principle 5: Social	
	403-8	Workers covered by an occupational health and safety management system	42-44	Goal 8	Principle 6: Labour	Principle 5: Social	
	403-9	Work-related injuries	42-44	Goals 3, 8 and 16	Principle 6: Labour	Principle 5: Social	
	403-10	Work-related ill health	42-44	Goals 3, 8 and 16	Principle 6: Labour	Principle 5: Social	
Employee compensation and benefits							
GRI 3: Material Topics 2021	3-3	Management of material topics	20-21, 44-45				
GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	20-21	Goal 8		Principle 5: Social	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	21	Goals 4, 5, 8 and 10	Principle 6: Labour	Principle 6: Social	
	404-2	Programs for upgrading employee skills and transition assistance programs	21	Goal 8	Principle 6: Labour	Principle 6: Social	
	404-3	Percentage of employees receiving regular performance and career development reviews	21	Goals 8 and 10	Principle 6: Labour	Principle 6: Social	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	44-45	Goal 8	Principle 3: Labour		IFRS S1 - Risk Management IFRS S2 - Strategy IFRS S2 - Risk Management IFRS S2 - Industry-based Climate-related Metrics & Targets: Supply Chain Management & Food Sourcing
Company's Reputation and brand perception; Customer satisfaction and consumer wellbeing; Transparency, reporting and disclosure on Sustainability/ESG							
GRI 3: Material Topics 2021	3-3	Management of material topics	36, 37, 42				
GRI 415: Public Policy 2016	415-1	Political contributions	42	Goal 16			

GRI content index

GRI STANDARD	DISCLOSURE	DISCLOSURE TITLE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS AND OMISSIONS.	UN SDGs	UNGC	NGX	IFRS Sustainability Disclosure Standard (S1 & S2)
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	36			Principles 3 and 4: Economic	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	36	Goal 16		Principles 3 and 4: Economic	
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labelling	37	Goal 12			
	417-2	Incidents of non-compliance concerning product and service information and labelling	37	Goal 16			
	417-3	Incidents of non-compliance concerning marketing communications	37	Goal 16			
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	37	Goal 16			
Human rights							
GRI 3: Material Topics 2021	3-3	Management of material topics	44-45				
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	44-45	Goals 5 and 8	Principle 6: Labour	Principle 6: Social	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	44-45	Goals 8 and 16	Principle 5: Labour	Principle 5: Social	IFRS S1 - Risk Management IFRS S2 - Strategy IFRS S2 - Risk Management IFRS S2 - Industry-based Climate-related Metrics & Targets: Supply Chain Management & Food Sourcing

GRI content index

GRI STANDARD	DISCLOSURE	DISCLOSURE TITLE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS AND OMISSIONS.	UN SDGs	UNGC	NGX	IFRS Sustainability Disclosure Standard (S1 & S2)
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	44-45	Goal 8	Principle 4: Labour	Principle 5: Social	IFRS S1 - Risk Management IFRS S2 - Strategy IFRS S2 - Risk Management IFRS S2 - Industry-based Climate-related Metrics & Targets: Supply Chain Management & Food Sourcing
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	44-45	Goal 16	Principles 1 and 2: Human rights	Principle 7: Social	
Community engagement and relations; Host community development; and social impact investments; Standard of living; Other socioeconomic factors; Empowerment of young people							
GRI 3: Material Topics 2021	3-3	Management of material topics	18-21, 22-23, 44-45				
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	18-21	Goals 1, 5 and 8			
	202-2	Proportion of senior management hired from the local community	18-21	Goal 8			
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	44-45	Goal 2			
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	22-23			Principle 8: Social	
	413-2	Operations with significant actual and potential negative impacts on local communities	22-23	Goals 1 and 2		Principle 8: Social	IFRS S1 - Strategy IFRS S1 - Risk Management
Diversity, inclusion and equity; Executive pay and shareholders' dividends; Quality of management							
GRI 3: Material Topics 2021	3-3	Management of material topics	44-45				
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	44-45	Goals 5 and 8	Principle 6: Labour	Principles 5 and 6: Social	
	405-2	Ratio of basic salary and remuneration of women to men	44-45	Goals 5, 8 and 10	Principle 6: Labour	Principles 5 and 6: Social	

GRI content index

GRI STANDARD	DISCLOSURE	DISCLOSURE TITLE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS AND OMISSIONS.	UN SDGs	UNGC	NGX	IFRS Sustainability Disclosure Standard (S1 & S2)
Procurement practices; Suppliers contract and payment processing; Supply chain engagement and relations							
GRI 3: Material Topics 2021	3-3	Management of material topics	35-36				
GRI 204: Procurement Practices 2016	204-1	204-1 Proportion of spending on local suppliers	35-36	Goal 8			
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	35-36		Principle 7: Environment	Principles 3 and 9: Economic and Environment	IFRS S2 - Strategy IFRS S2 - Industry-based Climate-related Metrics & Targets: Supply Chain Management & Food Sourcing
	308-2	Negative environmental impacts in the supply chain and actions taken	35-36				IFRS S2 - Strategy IFRS S2 - Industry-based Climate-related Metrics & Targets: Supply Chain Management & Food Sourcing
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	35-36	Goals 5, 8 and 16	Principles 1 and 2: Human rights	Principles 3 and 7: Economic and Social	IFRS S1 - Risk Management IFRS S2 - Strategy IFRS S2 - Risk Management IFRS S2 - Industry-based Climate-related Metrics & Targets: Supply Chain Management & Food Sourcing
	414-2	Negative social impacts in the supply chain and actions taken	35-36	Goals 5, 8 and 16	Principles 1 and 2: Human rights	Principles 3 and 7: Economic and Social	
Career growth and progression; Employee wellbeing and satisfaction)							
GRI 3: Material Topics 2021	3-3	Management of material topics	20-21				
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	20-21	Goals 5, 8 and 10	Principles 4, 5 and 6: Labour	Principle 5: Social	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	20-21	Goals 3, 5 and 8	Principles 4, 5 and 6: Labour	Principle 5: Social	
	401-3	Parental Leave	20-21	Goals 5 and 8	Principles 4, 5 and 6: Labour	Principle 5: Social	

2024 ANNUAL REPORT

CORPORATE GOVERNANCE

Corporate Governance Report

"Nascon is committed to compliance with the Nigerian corporate governance framework."

Olakunle Alake
Chairman

Compliance

Nascon Allied Industries Plc. is committed to compliance with the Nigerian corporate governance framework, which includes the Securities and Exchange Commission's Corporate Governance Guidelines, the Nigerian Code of Corporate Governance and the Companies and Allied Matters Act. Nascon has not incurred any sanctions in respect of the said framework.

Board of Directors

The Board delegates the day-to-day running of the Company's affairs to the Managing Director, who is supported by a Management Committee. During the year, the Board of Directors consisted of 10 members; the Chairperson (who is independent), 1 other Independent Director, 1 Executive Director and 7 Non-Executive Directors. The record of directors' attendance at Board meetings is available for inspection at the Annual General Meeting and is included in this Annual Report. The key responsibilities and activities of the Board include:

- Ensuring the integrity of all material information provided to stakeholders.
- Ensuring the accurate and timely rendition of statutory returns and financial reporting.
- Ensuring the creation of value for all stakeholders.
- Consideration and monitoring of the Company's policies, budget, performance, operations and strategy.
- Consideration of the reports of the Board Committees with recommendations for approval.
- Consideration of the financial reports and risk management framework.

Board and Statutory Committees

The Board delegated some of its responsibilities to standing committees, which are the Establishment and General-Purpose Committee and Finance, Risk and Audit Committee. These Committees report to the Board of Directors on their activities, which are ratified by the full Board. The Chairperson of the Board is not a member of either of these committees.

In accordance with the law, the Company also has a Statutory Audit Committee, which comprises of 2 directors and 3 representatives of shareholders. The representatives are elected annually at the Annual General Meetings and the committee is chaired by one of the representatives. Further details of the Board and the Committees are in the Report of the Directors. The key responsibilities and activities of the Committees are as follows:

Corporate Governance Report

The Finance, Risk and Audit Committee

- Oversight over the implementation of frameworks in respect of whistle-blowing, risk management, internal control, IT data governance and related party transactions
- Review of matters relating to both the internal and external audit
- Review of matters relating to both the internal and external auditors
- Review of the financial performance of the Company.

The Establishment and General Purpose Committee

- Review of matters relating to the Board including its appointment, tenure, succession, remuneration of induction, training, evaluation and composition.
- Review of matters related to the general operational performance of the Company.
- Review of matters related to employees.

The Statutory Audit Committee

- Ascertainment of whether the accounting and reporting policies of the Company are in accordance with the law.
- Review of the scope and planning of audit requirements.
- Review of the management letter in conjunction with the external auditor.
- Review of the effectiveness of the Company's accounting and internal control framework.

Corporate Governance Policies

The corporate governance framework of Nascon Allied Industries Plc is designed to ensure that the Company's business conforms to high ethical standards. Nascon's corporate governance policies include:

- **Code of Business Conduct:** the Code applies to all employees and directors and provides guidance on mechanisms to report unethical conduct.
- **Whistle Blowing Policy:** this enables stakeholders to raise concerns about possible improprieties in confidence. Stakeholders are encouraged to report such incidents through the internal reporting channels and/or the outsourced KPMG Ethics Line. All matters reported are investigated and reported to the Committee.
- **Insider Trading Policy:** this applies to all those who may possess insider or material information about the Company. All the directors have confirmed their compliance with the policy in the period before the Company's results were announced for the financial year.
- **Complaints Management Policy:** Shareholders can direct any complaints or enquiries to the Company Secretariat or to the Registrars, depending on the nature of complaint.
- **Conflict of Interest and Related-Party Transactions Policy:** this policy ensures that related-party transactions and conflicts of interest are properly managed.

Annual General Meeting (AGM)

The AGM is the principal opportunity for the Board to meet shareholders and explain the Company's operations and progress. The Chairmen of the Board and Committees are available to answer shareholders' questions during the AGM, which will be held virtually at 11.00am on Thursday 8 May 2025.

Olakunle Alake
Chairman/Director
FRC/2013/ICAN/00000002214
26 February 2025

Board & Committee Structure

Board of Directors

Olakunle Alake (c)**
'Yemisi Ayeni*
Thabo Mabe
Aderemi Saka***
Fatima Aliko-Dangote
Halima Aliko-Dangote
Abdu Dantata
Sada Ladan-Baki
Chris Ogbechie*
Knut Ulvmoen
Fatima Wali-Abdurrahman

Establishment and General Purpose Committee

Knut Ulmoen (c)
Halima Aliko-Dangote
Fatima Wali-Abdurrahman
Fatima Wali-Dangote
Abdu Dantata

Statutory Audit Committee

Okey Nwuke (c)
Umar Farouk
Kudaisi Ayodele Sarat
Halima Aliko-Dangote
Chris Ogbechie*

Finance, Risk and Audit Committee

Chris Ogbechie (c)*
Olakunle Alake **
Halima Aliko-Dangote
Fatima Aliko-Dangote
Sada Ladan-Baki

Management Committee

Thabo Mabe
Aderemi Saka***
Murtala Zubair
Adedayo Samuel****
Olushola Shosanya
Shalom Okonmah
Kolawole Samuel
Oluseun Oluwole***
Ayokunle Ushie
Zainab Abbas
Patrick Mogaha
Diseye Oba
Tunde Iwamofe

*	Retired 15 December 2024
**	Appointed 15 December 2024
***	Appointed 26 February 2025
****	Retired 31 December 2024

Board of Directors

Olakunle
Alake

'Yemisi
Ayeni

Thabo
Mabe

Aderemi
Saka

Fatima
Aliko-Dangote

Halima
Aliko-Dangote

Abdu
Dantata

Sada
Ladan-Baki

Chris
Ogbechie*

Knut
Ulvmoen

Fatima
Wali-Abdurrahman

Board of Directors

Olakunle Alake**
Chairman
Mr. Alake is the Group Managing Director of Dangote Industries Limited (DIL). He was appointed to the Board of DIL in 2001 and has been instrumental to the growth of the Group. He holds a Bachelor's degree in Civil Engineering from Obafemi Awolowo University, Ile Ife (1983) and is a Fellow of the Institute of Chartered Accountants of Nigeria. He joined DIL in 1990, after six years at PWC. He has held several management positions in DIL, including Financial Controller and Head of Strategic Services. He has deep finance and accounting experience and brings substantial experience in finance, mergers and acquisitions to the Board.

'Yemisi Ayeni*
Outgoing Chairperson
Mrs. Ayeni is a former Managing Director of Shell Nig. Closed Pension and Fund administrator Ltd. She is a graduate of Economics from University of Manchester, UK, and a Fellow of the Institute of Chartered Accountants in England and Wales. She was a Council Member of NGX Regulation Limited, Vice Chairman, Pension Fund Operators' Association and Executive Board Member of Women in Management and Business (WIMBIZ). She was a Non-Executive Director of Guinness Nigeria Plc and Stanbic IBTC Pension managers Ltd. She sits on the Leadership Council for the Aig-Imoukhuede Foundation and is Chairperson of the Dr. Funmi Alajika Foundation and Vice Chairperson of the Board of Trustees of Queen's College Old Girls' Association.

Thabo Mabe
Managing Director
Mr. Mabe holds a Bachelor of Science Degree in Chemistry and Mathematics from Fort Hare University, South Africa. He is the former CEO of Unilever Nigeria Plc. Thabo joined Dangote Group as the MD/CEO of Dangote Flour Mills Plc in 2014 before moving on to oversee the rice business of the Group. He has a wide international working experience, managing businesses in South Africa, Germany as well as Nigeria.

Aderemi Saka***
Deputy Managing Director
Mrs. Saka was appointed as Deputy Managing Director in February 2025. She has 26 years of experience working in Nigeria and the United States with various multinationals and publicly traded corporations. Prior to joining Nascon as CFO, Aderemi was part of the Group Corporate Strategy team at Dangote Industries Limited. Prior to joining the Group in 2015, Aderemi held various roles at Verison Business, MCI, American Tower Corporation and T/R systems Inc.

She has a Bachelor's Degree in accounting and a masters in Business Administration (International Business) from

Fatima Aliko-Dangote
Director
Ms. Fatima Aliko-Dangote is Group Executive Director Commercial Operations at Dangote Industries Limited (DIL). In this role, she is responsible for driving commercial operations across the Group. Previously, she was the Executive Director, Commercial at Nascon. She is a member of the Nigerian Bar and was an Associate at Banwo & Ighodalo. Fatima is passionate about philanthropy and is actively involved in the Aliko Dangote Foundation.
She holds a law degree from the University of Surrey, United Kingdom and has attended leadership executive programs at Columbia University, Wharton School, and Cambridge University.

Halima Aliko-Dangote
Director
Ms. Halima Aliko-Dangote served as Executive Director of Dangote Flour Mills, where she led the successful turnaround and recent sale of the business. Prior to then, she served as Executive Director of Nascon and continues to serve as a Non-Executive Director of Nascon. She is currently the Board President of The Africa Center (TAC) in New York, a Board member of Endeavour Nigeria and a member of the Women Corporate Directors (WCD). Halima started off her career as an Analyst at KPMG and has over 13 years of professional experience, holds a bachelor's degree in Marketing from American Intercontinental University, London, and a Master of Business Administration from Webster Business School. She is a Trustee of the Aliko Dangote Foundation.

* - Retired 15 December 2024
** - Appointed 15 December 2024
*** - Appointed 26 February 2025

Abdu Dantata
Director
Mr. Dantata is the Group Executive Director in charge of Logistics and Distribution for Dangote Industries Limited, a position he has held since the Group was established more than 20 years ago. He is also the Chairman of Agad Nigeria Limited, a trading and transportation company operating throughout Nigeria. He is a fellow of the Nigerian Institute of Shipping. He brings his extensive experience in sales, logistics and distribution to the Board.

Sada Ladan-Baki
Director
Mr. Ladan-Baki's experience spans over thrity years in public service and fund administration. He sits on the board of several companies and belongs to many professional associations including the institute of Logistics and Distribution (Chartered Fellow), Institute of Directors and the Nigerian Institute of Marketing (Chartered Member). He is a graduate of Economics with an MBA from Ahmadu Bello University, Zaria. He is the current Group Executive Director for Export and International Trade of Dangote Cement Plc.

Chris Ogbechie*
Outgoing Independent Director
Prof. Ogbechie has wide experience in marketing strategy and corporate governance derived from his work as Head of Marketing/Sales at Nestle Nigeria and from his consulting work with Nigerian, Ghanian and Kenyan firms over the years. He is the Dean of Lagos Business School and Professor of Strategic Management, Lagos Business School. He was the Chairman, Board of Directors, Diamond Bank Plc. He teaches strategy, sustainability and corporate governance at the Lagos Business School and Strathmore Business School in Nairobi, Kenya. Prof. Ogbechie has a first-class honours degree in Mechanical Engineering from Manchester University, an MBA from Manchester Business School and PhD in Business Administration from Brunel Business School, UK.

Knut Ulvmoen
Director
Mr. Ulvmoen joined Dangote in 1996 as the Finance Director. He is a management professional with an extensive background in finance and administration of multinational companies including Revisor-Centret, Norcem Group, Bulkcem and Scancem. He has been instrumental in moving the Group from import and trading into a manufacturing conglomerate with tentacles across the African continent. He holds an MSc degree in Business and is a member of the Norwegian Association of Authorized Accountants.

Fatima Wali-Abdulrrahman
Director
Mrs. Wali-Abdurrahman is a Senior Adviser to the Group President, Strategic Relations and Special Projects at Dangote Industried Limited. She has over 30 years experience in the Real Estate Industry and serves as a Director on the boards of several companies including Nigerian Exchange Group Plc, Nigeria Mortgage Refinance Co. and BBL Landmark Refinance Realty/Landmark 2007 Global Realty.

She is the Founder/Chief Executive of Filmco Group and is the Chairperson of FilmoRealty Ltd, as well as a member of the Advisory Board, Women's Investment Fund (Chapel Hill Denham). Mrs. Wali-Abdurrahman is also a Director of Isa Wali Empowerment Initiative (IWEI) and a member of the Advisory Board, CoAmana. She is a member of the Institute of Directors (IOD), Institute of Management Consultant, Women in the Boardroom and Women Corporate Directors. Mrs. Wali-Adburrahman has B. A, Arch and Urban Studies University of Minnesota, U.S.A. (1983), and M.Sc. Architecture from the University of London, UK.

* - Retired 15 December 2024

Report of the Directors

"The Board is satisfied that the Annual Report represents a fair, balanced and realistic view of events during the 2024 financial year"

Oluseun Oluwole
Company Secretary

The Board of Directors is pleased to submit their report together with the audited financial statements of the Company for the year ended 31 December 2024.

1. Review of activities
Principal activities
The principal activities of the Company include the processing of raw salt into refined, edible and grade salt. The Company also produces seasoning cubes.

The Company recorded a profit after taxation of ₦15.58 billion (2023: ₦13.73 billion) for the year. 2024 proposed dividend is 200 kobo per share (2023: 100 kobo per share).

2. Legal form
The Company was incorporated on April 30, 1973 as a limited liability Company. The shares are currently quoted on the Nigeria Exchange Limited.

3. Directors and Directors' Interests
a. The directors of the company during the year and to the date of this report are as follows:

'Yemisi Ayeni	Chairperson/Independent Director (Retired WEF 15 Dec 2024)
Thabo Mabe	Managing Director
Olakunle Alake	Interim Chairman/Director
Fatima Aliko-Dangote	Non-Executive Director
Halima Aliko-Dangote	Non-Executive Director
Abdu Dantata	Non-Executive Director
Sada Ladan-Baki	Non-Executive Director
Chris Ogbechie	Independent Director (Retired WEF 15 Dec 2024)
Knut Ulvmoen	Non-Executive Director
Fatima Wali-Abdurrahman	Non-Executive Director
Aderemi Saka	Deputy Managing Director (Appointed 26 Feb 2025)

b. By virtue of Section 285 of the Companies and Allied Matters Act, Laws of the Federation of Nigeria 2020, one-third of the Directors of the Company who have been longest in office since their last election shall retire from office and in accordance with this section, Halima Aliko-Dangote, Fatima Aliko-Dangote and Thabo Mabe are retiring by rotation and being eligible, offer themselves for re-election.

c. No Director has a service contract not determinable within five years.

d. The Directors' interests in the issued share capital of the Company as recorded in the register of members and/or as notified by them for the purpose of Section 301 of the Companies and Allied Matters Act, Laws of the Federation of Nigeria 2020, are as follows:

Directors Shareholding

		31 December 2023	31 December 2024	26 February 2025
(a)	'Yemisi Ayeni*	200,000	204,000	204,000
(b)	Thabo Mabe	-	-	-
(c)	Olakunle Alake**	4,419,959	4,508,358	4,508,358
(d)	Fatima Aliko-Dangote	-	-	-
(e)	Halima Aliko-Dangote	-	-	-
(f)	Abdu Dantata	2,000,000	2,040,000	2,040,000
(g)	Sada Ladan-Baki	1,028,497	1,049,065	1,049,065
(h)	Chris Ogbechie*	102,000	104,040	104,040
(i)	Knut Ulvmoen	-	-	-
(j)	Fatima Wali-Abdurrahman	-	-	-
(l)	Aderemi Saka***	-	-	-

* Retired 15 December 2024
** Appointed as Chairman 15 December 2024
*** Appointed as Deputy Managing Director 26 February 2025

4. Share Capital History
Share Capital History is stated on page 160

5. Directors' Responsibilities
The Directors are responsible for the preparation of the financial statements which give a true and fair view of the state of affairs of the Company in accordance with Companies and Allied Matters Act, Laws of the Federation of Nigeria 2020.

In doing so, they ensure that:
- Proper accounting records are maintained;
- Applicable accounting statements are followed;
- Suitable accounting policies are adopted and consistently applied;
- Judgments and estimates made are reasonable and prudent;
- The going concern basis is used, unless it is inappropriate to presume that the Company will continue in business;
- Internal control procedures are instituted which as far as are reasonably possible, safeguard the assets, prevent and detect fraud and other irregularities.

6. Corporate governance
- The Company is committed to best practices and procedures in corporate governance. Its business is conducted in a fair, honest and transparent manner which conforms to high ethical standards.
- Members of the Board of Directors meet at least once quarterly to decide on policy matters and direct the affairs of the Company; review its performance, its operations and finance; and formulate growth strategy. Attendance at Directors' meetings is impressive.
- In line with provisions of section 284(2) of the Companies and Allied Matters Act, Laws of the Federation of Nigeria 2020, the record of Directors' attendance at Board Meetings is available for inspection at the Annual General Meeting.
- The remuneration of the Executive Director is fixed.
- The Board of Directors consists of ten (10) members; One (1) Executive Director and Nine (9) Non-Executive Directors of which two (2) are Independent.
- Appointment to the Board is made by shareholders at the Annual General Meeting where a vacancy arises.
- The Board, from time to time, routinely empowers committees to examine and deliberate on finance and establishment related issues.

7. Substantial interest in shares
The Registrar has advised that according to the Register of Members on 31 December 2024, one shareholder held more than 5% of the issued share capital of the Company. Dangote Industries Limited holds 62.19% with 1,680,718,828 ordinary shares of 50k each.

8. Events after the reporting period
There were no significant developments since the statement of financial position date which could have had a material effect on the state of affairs of the Company as at 31 December 2024 and the profit for the year ended on that date, which have not been adequately recognized.

9. Non-current assets
Movements in Property, Plant and Equipment during the year are shown in Note 19 to the financial statements. In the opinion of the Directors, the market value of the company properties is not less than the value shown in the financial statements.

10. Company Distributors
The Company's products are distributed by customers across the country, who redistribute to wholesalers, confectioners, supermarkets and retailers. Salt retail packs come in 250g, 500g and 1kg and are sold under the brand name Dangote Refined Salt. Seasoning is sold under the brand name Dangote Classic Seasoning.

The Company's distributors include
1. Ali Balarabe
2. Alh Idris Saleh Nig Ltd.
3. Alh Ibrahim Bura and Sons
4. Vijibuks Ventures Ltd.
5. Mount Olive Golden Ventures
6. A. O. Ogbusu & Bros
7. Nobsams Nig. Ltd.

11. Suppliers
The Company obtains its materials at arm's length basis both locally and internationally. Amongst its main vendors are Bulk Commodities Limited and Dangote Packaging Limited.

12. Analysis of shareholdings

The Analysis of shareholdings as at 31 December 2024 is stated on page 166.

13. Statutory Audit Committee
The Company, pursuant to section 404 (2) & (3) of the Companies and Allied Matters Act, Laws of the Federation of Nigeria 2020 has put in place a Statutory Audit Committee comprising of three shareholders and two Directors as follows:

Okey Nwuke	- Shareholder/Chairman
Umar Farouk	- Shareholder/Member
Kudaisi Ayodele Sarat****	- Shareholder/Member
Halima Aliko-Dangote	- Director/Member
Chris Ogbechie*	- Director/Member

14. Independent Auditors
PricewaterhouseCoopers (Chartered Accountants) have indicated their willingness to continue in office as the Company's auditor in accordance with section 401(2) of the Companies and Allied Matters Act, Laws of the Federation of Nigeria 2020. A resolution will be proposed at the Annual General Meeting authorizing the Directors to fix their remuneration.

By Order of the Board

Oluseun Oluwole
Company Secretary
FRC/2013/NBA/00000000856
Nascon Allied Industries Plc,
15b, Ikosi Road,
Oregun, Ikeja, Lagos
Nigeria

* Retired 15 December 2024
**** Passed away on 5th June 2024

Board Evaluation Report

dcsl
CORPORATE SERVICES LIMITED

31st March 2025

REPORT OF THE EXTERNAL CONSULTANTS ON THE PERFORMANCE OF THE BOARD OF DIRECTORS OF NASCON ALLIED INDUSTRIES PLC FOR THE YEAR-ENDED 31st DECEMBER 2024

In accordance with the provisions of Principle 14.1 of the Nigerian Code of Corporate Governance, 2018 ("NCCG") and Securities & Exchange Commission (SEC) Corporate Governance Guidelines for Public Companies in Nigeria issued in 2020 ("SCGG"), DCSL Corporate Services Limited was appointed to undertake an appraisal of the Board of Directors of NASCON Allied Industries Plc ("NASCON") for the yearended 31st December 2024.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 Directors.

To ascertain the extent of compliance with relevant corporate governance principles and appraise the performance of the Board, we benchmarked the Company's corporate governance structures, policies and processes against the above-mentioned Codes and regulations as well as global Best Practices and considered the following key seven (7) 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 of the policies and process in place at Nascon Allied Industries Plc indicates that the Board has taken significant steps towards ensuring the implementation of best corporate governance practices and adherence to the principles enshrined in the NCCG and SCGG as well as globally accepted best practices.

We have brought to the attention of the Board the few areas that require improvement for implementation. A key recommendation is to consider increasing the number of Independent Non-Executive Directors (INEDs) on the Board, such that they comprise at least one-third of the total Board membership. Details of our key findings and other recommendations are contained in our detailed Report.

Yours faithfully,
For: **DCSL Corporate Services Limited**

Bisi Adeyemi
Managing Director
FRC/2013/ PRO/DIR/003 /00000002716

Directors: - Abel O. Ajayi (Chairman) - Bisi Adeyemi (Managing Director) - Adeniyi Obe - Dr Anino Emuwa - Obi A. Ogbechi - Mr. Lekan Belo

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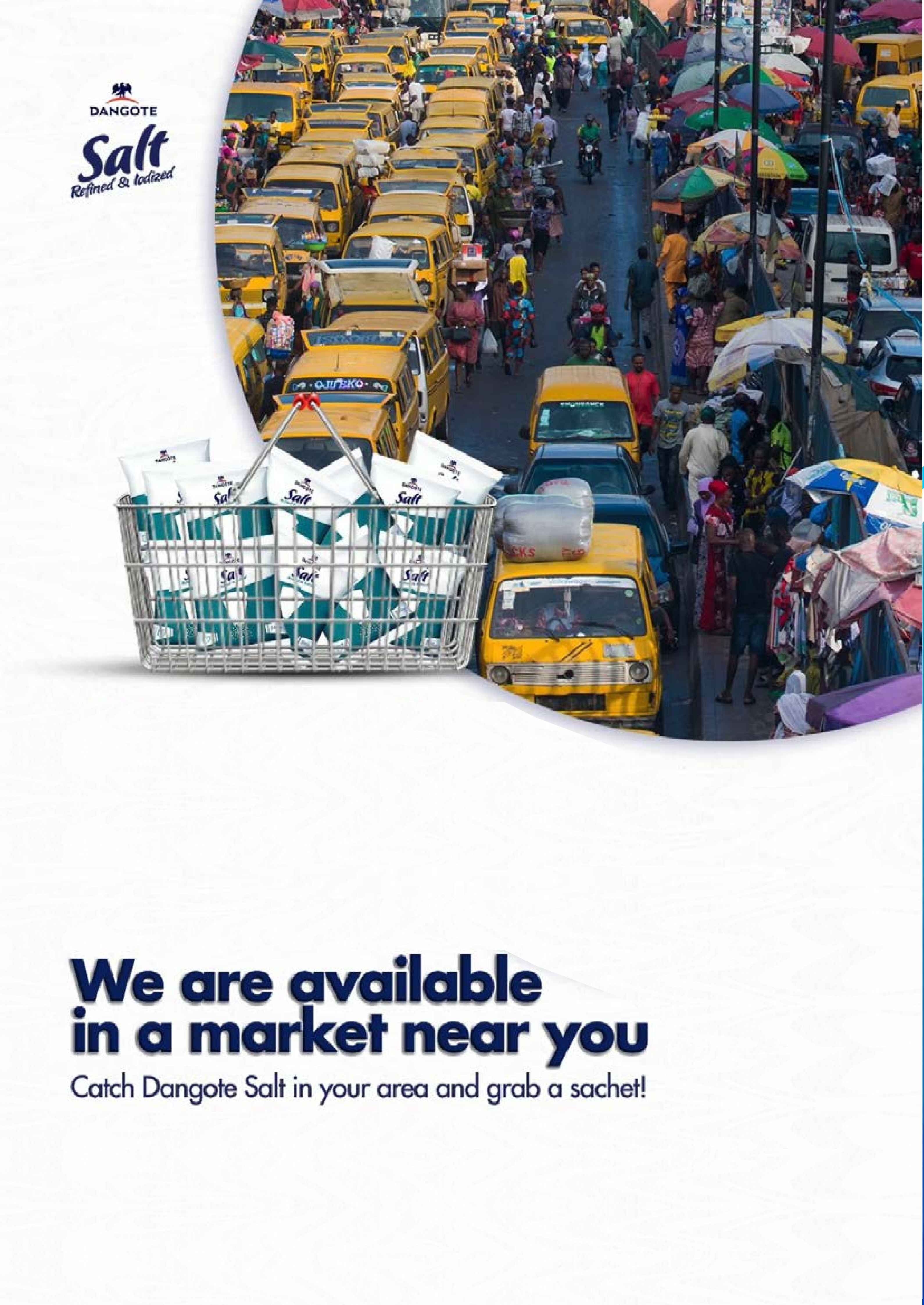

2024 ANNUAL REPORT

FINANCIALS

Statutory Audit Committee Report

This report is provided by the Audit committee appointed in respect of the 2024 financial year of Nascon Allied Industries Plc.

1. Members of the Statutory Audit Committee

The Audit Committee is made up of five (5) members, three (3) representatives of Shareholders and two (2) members of the Board of Directors. Members of the Audit Committee are elected yearly at Annual General Meetings. The Committee in compliance with the requirement of corporate governance practice is chaired by a representative of the Shareholders and include:

Name	Position
Okey Nwuke	Chairman/Shareholder
Umar Farouk	Shareholder
Kudaisi Ayodele Sarat****	Shareholder
Halima Aliko-Dangote	Director
Chris Ogbechie*	Director

2. Meetings held by the Statutory Audit Committee

The committee held four (4) scheduled meetings during 2024;

Name	27-Feb-24	24-Apr-24	25-Jul-24	30-Oct-24
Okey Nwuke	Yes	Yes	Yes	Yes
Umar Farouk	Yes	Yes	Yes	Yes
Kudaisi Ayodele Sarat****	Yes	Yes	N/a	N/a
Halima Aliko-Dangote	Yes	Yes	Yes	Yes
Chris Ogbechie*	Yes	Yes	Yes	Yes

3. Statutory Audit Committee Responsibilities

- Ensuring the independence and objectivity of the Audit.
- Reviewing the adequacy and effectiveness of the Company's internal control policies prior to endorsement by the Board.
- Supervised investigations into matters within its scope, such as evaluation of the effectiveness of the Company's internal controls.

In addition to the above stated responsibilities, the Committee carries out all such other functions as stipulated by the Companies and Allied Matters Act, Laws of the Federation of Nigeria 2020.

4. Security Trading Policy

In accordance with Rule 17 of the NGX Regulation Limited Amended Listing Rules, the Board has put in place a Security Trading Policy which applies to all Directors and Employees and also to those who may at any time possess, any insider or material information about the Company.

The Security Trading Policy as endorsed by the Board is in substantial conformity with the standard set out in Rule 17 of the NGX Regulation Limited Listing Rules.

Accordingly, it is hereby confirmed that, after specific inquiries of all the Directors of the Company, they have all confirmed their compliance with the Policy in the period before the Company results were announced for the 2024 financial year. There is no case of non-compliance with the Policy.

Furthermore, the compliance of the Company Directors with the listing rules and the anti-insider trading policy will continue to be disclosed in the Company's quarterly and other financial reports.

5. Report of the Statutory Audit Committee

In accordance with the provision of Section 404(4) of Companies and Allied Matters Act, Laws of the Federation of Nigeria 2020, we have examined the Auditors' report for the year ended 31 December 2024. We have obtained all the information and explanations we required.

In our opinion, the Auditors' report is consistent with our review of the scope and planning of the Audit. We are also satisfied that the accounting and reporting policies of the Company are in accordance with legal requirements and agreed ethical practices.

Having reviewed the Auditors' findings and recommendations in the Management letter, we are satisfied with Management's response therein.

Okey Nwuke
Chairman, Audit Committee
FRC/2016/ICAN/00000016523
26 February 2025

Members of the Committee
Umar Farouk
Kudaisi Ayodele Sarat****
Halima Aliko-Dangote
Chris Ogbechie*

* Retired 15 December 2024
**** Passed away 5th June 2024.

Statement of Director's Responsibilities for the Preparation and Approval of the Annual Report Statements.

The Directors of Nascon Allied Industries Plc are responsible for the preparation of the financial statements that give a true and fair view of the financial position of the Company as at 31 December 2024, and the results of its operations, statement of cash flows and changes in equity for the year ended, in compliance with International Financial Reporting Standards (IFRS) and in the manner required by Companies and Allied Matters Act, Laws of the Federation of Nigeria 202, and the Financial Reporting Council of Nigeria (Amendment) Act, 2023.

In preparing the annual report and financial statements, the Directors are responsible for:
- Properly selecting and applying accounting policies
- Presenting information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information.
- Providing additional disclosures when compliance with the specific requirements in IFRS are insufficient to enable users to understand the impact of particular transactions, other events and conditions on the Company's financial position and financial performance; and
- Making an assessment of the Company's ability to continue as a going concern.

The Directors are responsible for:
- Designing, implementing and maintaining an effective and sound system of internal controls throughout the Company
- Maintaining adequate accounting records that are sufficient to show and explain the Company's transactions and disclosure with reasonable accuracy at any time, the financial position of the Company, and which enables them to ensure that the Annual Report and Financial Statements of the Company comply with IFRS.
- Maintaining statutory accounting records in compliance with the legislation of Nigeria and IFRS; and
- Taking such steps as are reasonably available to them to safeguard the assets of the Company; and preventing and detecting fraud and other irregularities.

The annual report and financial statements of the Company set out on pages 116-155, for the year ended 31 December 2024, were approved by the Board of Directors on 26 February 2025.

Signed on behalf of the Board of Directors By:

Olakunle Alake
Interim Chairman
FRC/2013/ICAN/00000002214

Thabo Mabe
Managing Director
FRC/2013/IODN/00000001741

Certification pursuant to Section 405 (1) of Companies and Allied Matters Act, Laws of the Federation of Nigeria 2020

We have reviewed the financial statements of Nascon Allied Industries Plc for the year ended 31 December 2024.

Based on our knowledge, the financial statements do not:
- Contain any untrue statement of a material fact; or
- Omit to state a material fact, which would make the statement misleading in light of the circumstances under which such statements were made.

The financial statements and other financial information included in this report fairly present in all material respects the financial condition, results of operations and cash flows of the Company for the years presented in the financial statements.

The Directors are responsible for establishing and maintaining internal controls. We have:
- Designed such internal controls to ensure that material information relating to the Company is made known to us by other officers within the business, particularly during the year in which this report is being prepared.
- Evaluated the effectiveness of the Company's internal controls and reported to the Statutory Audit Committee on a quarterly basis and 90 days prior to 31 December 2024.
- Certified that the Company's internal controls are effective.
- Confirmed that there are no deficiencies in the design or operation of internal controls to report to the Company's internal controls.

In addition, we have disclosed to the Company's External Auditor and Statutory Audit Committee that:
- There are no deficiencies in the design or operation of internal controls to report.
- There was no fraud, whether material or not, that involved management or other employees who have a significant role in the Company's internal controls.

We confirmed that there were no significant changes internal controls or factors that could significantly affect internal controls subsequent to the data of our evaluation.

Thabo Mabe
Managing Director
FRC/2013/IODN/00000001741

Tunde Iwamofe
Financial Controller
FRC/2013/ICAN/00000002247

Certification of Management's Assessment on Internal Control over Financial Reporting

We, Thabo Mabe (Managing Director) and Tunde Iwamofe (Financial Controller) of Nascon Allied Industries Plc, certify that:

(a) We have reviewed this Management's Report on the Assessment of Internal Control Over Financial Reporting of Nascon Allied Industries Plc.

(b) Based on our knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report.

(c) Based on our knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations, and cash flows of the company as of, and for, the periods presented in this report;

(d) We

- Are responsible for establishing and maintaining internal controls;
- Have designed such internal controls and procedures, or caused such internal controls and procedures to be designed under our supervision, to ensure that material information relating to the company, is made known to us by others, particularly during the period in which this report is being prepared.
- Have designed such internal control system, or caused such internal control system to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
- Have evaluated the effectiveness of the company's internal controls and procedures as of a date within 90 days prior to the report and presented in this report our conclusions about the effectiveness of the internal controls and procedures, as of the end of the period covered by this report based on such evaluation.

(e) We have disclosed, based on our most recent evaluation of the internal control system, to the company's auditors and the audit committee of the company's board of directors:

- There were no significant deficiencies and material weaknesses in the design or operation of the internal control system that are reasonably like to adversely affect the company's ability to record, process, summarize, and report financial information; and
- There was no fraud, whether material or not, involving management or other employees who have a significant role in the company's internal control system.

(f) We have identified, in the report whether or not there were significant changes in internal controls or other facts that could significantly affect internal controls subsequent to the date of their evaluation including any corrective actions with regard to significant deficiencies and material weaknesses.

Dated this 26th day of February 2025

Thabo Mabe
Managing Director
FRC/2013/IODN/00000001741

Tunde Iwamofe
Financial Controller
FRC/2013/ICAN/00000002247

Management's Report on the Assessment of Internal Control over Financial Reporting as at 31st December 2024

The Management of Nascon Allied Industries Plc is responsible for establishing and maintaining adequate internal control over financial reporting as required by the Securities and Echange Commission (SEC) Act, 2007 and the Financial Reporting Council (Amendment) Act, 2023.

The Management of Nascon Allied Industries Plc assessed the effectiveness of the internal control over financial reporting as of 31 December 2024 using the criteria set forth by the Committee of Sponsoring Organizations of the Treadway Commission - 2013 Integrated Framework ("the COSO Framework") and in accordance with the SEC Guidance on implementation of section 60 to 63 of Investments and Securities Act 2007.

As of 31 December 2024, the Management of Nascon Allied Industries Plc did not identify any material weakness in its assessment of the internal control over financial reporting. As a result, Management has concluded that as of 31 December 2024, the company's internal control over financial reporting was effective.

The Company's independent auditor, PwC, an independent registered public accounting firm, who audited the financial statements included in this Annual report, issued an unmodified conclusion on the effectiveness of the Company's internal control over financial reporting as of 31 December 2024, based on the limited assurance engagement performed by them. PricewaterhouseCoopers(PwC) assurance report appears on pages 110-111 of the Annual Report.

Management's Remediation plan and Status

Management is committed to maintaining a strong internal control environment. In response to the identified deficiencies noted in our assessment of the Internal Control over Financial Reporting for the company, management has already taken steps to substantially remediate these deficiencies and will continue to take further steps until such remediation is complete. The steps taken by management on the outstanding deficiencies yet to be remediated were to identify appropriate compensating controls to mitigate the financial risks that may result in a misstatement in the financial statement. While Management have taken steps to substantially remediate these identified deficiencies, we will continue to complete the remediation process as quickly as possible.

As management continues to evaluate and work to improve our Internal control over financial reporting, we may take additional measures to address these controls deficiencies or modify certain remediation measures described above.

Changes in Internal Control Over Financial Reporting

There were no changes in our internal control over financial reporting that occurred after the date of our evaluation of the effectiveness of internal control over financial reporting that significantly affected, or are reasonably likely to significantly affect the Company's Internal control over financial reporting.

Dated this 26th day of February 2025

Thabo Mabe
Managing Director
FRC/2013/IODN/00000001741

Tunde Iwamofe
Financial Controller
FRC/2013/ICAN/00000002247

Independent practitioner's report

To the Members of Nascon Allied Industries Plc

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

Our opinion

In our opinion, nothing has come to our attention that the internal control procedures over financial reporting put in place by management of Nascon Allied Industries Plc ("the company's") are not adequate as of 31 December 2024, based on the SEC Guidance on Implementation of Section 60 – 63 of The Investments and Securities Act 2007 issued by The Securities and Exchange Commission.

What we have performed

We have performed an assurance engagement on Nascon Allied Industries Plc's internal control over financial reporting as of December 31, 2024, based on FRC Guidance on Assurance Engagement Report on Internal Control Over Financial Reporting ("the Guidance") issued by the Financial Reporting Council of Nigeria. The company's management is responsible for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management's Report on the Assessment of Internal Control over Financial Reporting as at 31st December 2024. Our responsibility is to express an opinion on the company's internal control over financial reporting based on our assurance engagement.

Basis for opinion

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

Definition and Limitations of Internal Control over Financial Reporting

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

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

Other matter

We also have audited, in accordance with the International Standards on Auditing, the financial statements of Nascon Allied Industries Plc and our report dated 3 March 2025 expressed an unqualified opinion.

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

3 March 2025

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

pwc

Independent auditor's report

To the Members of Nascon Allied Industries Plc

Report on the audit of the financial statements

Our opinion

In our opinion, Nascon Allied Industries Plc's ("the company's") financial statements give a true and fair view of the financial position of the company as at 31 December 2024, and of its financial performance and its cash flows for the year then ended in accordance with international financial reporting standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and the requirements of the Companies and Allied Matters Act and the Financial Reporting Council of Nigeria (Amendment) Act, 2023.

What we have audited

Nascon Allied Industries Plc's financial statements comprise:

- the statement of profit or loss and other comprehensive income for the year ended 31 December 2024;
- the statement of financial position as at 31 December 2024;
- the statement of changes in equity for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the annual report and financial statements, which include a summary of material accounting policies.

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 financial statements section of our report.

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

Independence

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

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the 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.

We have determined that there are no key audit matters to communicate in our report.

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Other information

The directors are responsible for the other information. The other information comprises Directors, Officers and Professional Advisers, Results at a Glance, Report of the Directors, Corporate Governance Report, Report of the Statutory Audit Committee, Statements of Directors Responsibilities for the Preparation and Approval of the Financial Statements, Certification pursuant to Section 405 (1) of Companies and Allied Matters Act, Laws of the Federation of Nigeria 2020, Certification of management's assessment on internal control over financial reporting, Management's Report on the Assessment of Internal Control over Financial Reporting as at 31st December 2024, Other National Disclosure - Value Added Statement and Other National Disclosure - Five Year Financial Summary (but does not include the financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and the other sections of the Nascon Allied Industries Plc 2024 Annual Report, which are expected to be made available to us after that date.

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

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

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

When we read the other sections of the Nascon Allied Industries Plc 2024 Annual Report, 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 and those charged with governance for the financial statements

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

In preparing the financial statements, the directors are responsible for assessing the 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 company or to cease operations, or have no realistic alternative but to do so.

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

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Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the 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.

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

- Identify and assess the risks of material misstatement of the 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 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 the 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 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 financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the 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.

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Report on other legal and regulatory requirements

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

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

In accordance with the requirements of the Financial Reporting Council, we performed a limited assurance engagement and reported on management's assessment of Nascon Allied Industries Plc's internal control overfinancial reporting as of 31 December 2024. The work performed was done in accordance with FRC Guidance on Assurance Engagement Report on Internal Control Over Financial Reporting issued by the Financial Reporting Council of Nigeria, and we have issued an unqualified opinion in our report dated 3 March 2025.

Yinka Yusuf

INSTITUTE OF CHARTERED ACCOUNTANTS OF NIGERIA ICAN 0157575

For: PricewaterhouseCoopers
Chartered Accountants
Lagos, Nigeria

3 March 2025

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

Statement of Profit or Loss and Other Comprehensive Income for the year ended 31 December 2024

	Notes	2024 ₦ '000	2023 ₦ '000
Revenue from contracts with customers	5	120,387,151	80,828,373
Cost of sales	7	(64,860,102)	(36,509,587)
Gross profit		**55,527,049**	**44,318,786**
Other income	8	261,239	194,305
Other operating (losses)/gains	9	(2,056,949)	267,500
(Increase in)/writeback of impairment allowance	10	(87,305)	11,013
Distribution costs	11.1	(23,678,460)	(18,988,580)
Administrative expenses	11.2	(6,928,169)	(4,706,955)
Operating profit		**23,037,405**	**21,096,069**
Finance income	12	1,793,858	927,498
Finance cost	14	(1,180,596)	(1,435,308)
Profit before taxation		**23,650,667**	**20,588,259**
Taxation	16	(8,067,065)	(6,859,890)
Profit for the year		**15,583,602**	**13,728,369**
Other comprehensive income		-	-
Total comprehensive income for the year		**15,583,602**	**13,728,369**
Earnings per share information			
Basic and diluted earnings per share (kobo)	18	577	518

The notes to the financial statements on pages 120-155 form an integral part of the annual report and financial statements

Statement of Financial Position as at 31 December 2024

	Notes	2024 ₦ '000	2023 ₦ '000
Assets			
Non-Current Assets			
Property, plant and equipment	19	12,340,012	12,097,027
Right of use assets	20	3,741,027	4,124,988
		16,081,039	**16,222,449**
Current Assets			
Inventories	21	18,261,106	11,172,733
Trade and other receivables	22	12,223,440	9,803,774
Other financial assets	23	635,901	725,307
Other assets	24	1,600,851	2,149,156
Cash and cash equivalents	25	24,700,150	25,612,894
		62,421,448	**49,463,864**
Total Assets		**78,502,487**	**65,686,313**
Equity and Libilities			
Equity			
Share capital	26	1,351,213	1,324,719
Share premium	27	434,037	434,037
Retained earnings	28	41,270,210	25,713,102
		43,055,460	**27,471,858**
Liabilities			
Non-Current Liabilities			
Borrowings	30	38,570	38,570
Lease liabilities	31	3,517,756	3,893,818
Retirement benefit obligation	32	122,258	122,805
Deferred tax	17	5,431,277	2,405,190
		9,109,861	**6,460,383**
Current Liabilities			
Trade and other payables	33	12,744,083	13,025,844
Borrowings	30	2,821,656	5,494,099
Lease liabilities	31	385,461	297,214
Contract liabilities	34	5,509,920	6,341,007
Current tax payable	16	4,876,046	6,595,908
		26,338,166	**31,754,072**
Total Libilities		**35,447,027**	**38,214,455**
Total Equity and Libilities		**78,502,487**	**65,686,313**

The notes to the financial statements on pages 120-155 form an integral part of the annual report and financial statements.

The financial statements, notes and other national disclosures on pages 116 to 157, were approved by the Board on the 26th February 2025 and were signed on its behalf by:

Olakunle Alake
Chairman
FRC/2013/ICAN/00000002214

Thabo Mabe
Managing Director
FRC/2013/ODN/00000001741

Tunde Iwamofe
Financial Controller
FRC/2013/ICAN/00000002247

Statement of Change in Equity as at 31 December 2024

	Share capital ₦ '000	Share premium ₦ '000	Retained earnings ₦ '000	Total equity ₦ '000
Balance at 1 January 2023	**1,324,719**	**434,037**	**17,283,610**	**19,042,366**
Profit for the year	-	-	13,728,369	13,728,369
Other comprehensive income	-	-	-	-
Total comprehensive income for the year	**-**	**-**	**13,728,369**	**13,728,369**
Transactions with owners				
Dividends	-	-	(5,298,877)	(5,298,877)
	-	**-**	**(5,298,877)**	**(5,298,877)**
Balance at 31 December 2023	**1,324,719**	**434,037**	**25,713,102**	**27,471,858**
Balance at 1 January 2024	**1,324,719**	**434,037**	**25,713,102**	**27,471,858**
Profit for the year	-	-	15,583,602	15,583,602
Other comprehensive income	-	-	-	-
Total comprehensive income for the year	**-**	**-**	**15,583,602**	**15,583,602**
Transactions with owners				
Bonus issue	26,494	-	(26,494)	-
	26,494	**-**	**(26,494)**	**-**
Balance at 31 December 2024	**1,351,213**	**434,037**	**41,270,210**	**43,055,460**

The notes to the financial statements on pages 120-155 form an integral part of the annual report and financial statements.

Statement of Cash Flow as at 31 December 2024

	Note(s)	2024 ₦ '000	2023 ₦ '000
Cash flows from operating activities			
Cash generated from operations	35	10,926,015	23,164,998
Tax paid	17	(6,760,840)	(3,103,334)
Retirement benefit obligations paid	32	(547)	(10,366)
Net cash from operating activities		**4,164,628**	**20,051,298**
Cash flows from investing activities			
Purchase of property, plant and equipment	19	(2,299,709)	(1,878,247)
Proceeds from sale of property, plant and equipment	19	85,000	57,239
Lease prepayments recognised as right of use assets	20	(141,457)	(1,481)
Interest income	12	1,793,858	927,498
Net cash (used in) investing activities		**(562,308)**	**(894,991)**
Cash flows from financing activities			
Payment of borrowings	31	(2,672,443)	-
Proceeds from borrowings	31	-	701,218
Dividends paid	30	-	(5,298,877)
Interest paid on borrowings	15	(808,460)	(1,045,374)
Payment on lease liabilities	32	(736,161)	(678,217)
Net cash (used in) financing activities		**(4,217,064)**	**(6,321,250)**
Total cash and cash equivalents movement for the year		**(614,744)**	**12,835,057**
Cash and cash equivalents at the beginning of the year		25,612,894	13,006,210
Effect of exchange rate movement on cash balances		(298,000)	(228,373)
The total cash and cash equivalents at end of the year	**25**	**24,700,150**	**25,612,894**

The notes to the financial statements on pages 120-155 form an integral part of the annual report and financial statements.

Notes to the annual report and financial statements

Notes to the annual report and financial statements

Corporate information
Nascon Allied Industries Plc is a public limited company incorporated and domiciled in Nigeria.

The annual report and financial statements for the year ended 31 December 2024 were authorised for issue in accordance with a resolution of the directors on Wednesday, 26 February 2025.

1 General information
Nascon Allied Industries Plc (Formerly known as National Salt Company of Nigeria) was incorporated in Nigeria as a limited liability Company on 30 April 1973. It was fully privatised in April, 1992 and became listed on the (then) Nigerian Stock Exchange on 20 October 1992. At a general meeting held on 29 September 2006, the shareholders approved the acquisition of the assets, liabilities and business undertakings of Dangote Salt Limited and the issue and allotment of additional NASCON PLC shares as the purchase consideration. The major shareholder of the Company is Dangote Industries Limited which owns 62.19% of the issued share capital, while the remaining 37.81% is held by the general public.

The ultimate controlling party is Greenview International Corp, a Company incorporated in Cayman Island.

The registered address of the Company is Salt City, Ijoko Ota, Ogun State.

1.1 The principal activity
The principal activities of the Company include the processing of raw salt into refined, edible and grade salt. The Company also produces seasoning cubes. The Company's products are sold through distributors across the country.

1.2 Financial period
The financial statements cover the financial year from 1 January 2024 to 31 December 2024 with comparatives for the year ended 31 December 2023.

1.3 Going concern status
The Company has consistently generated profits since 2007. The Directors believe that there is no intention or threat from any party to curtail significantly its line of business in the foreseeable future. Thus, these annual report and financial statements are prepared on a going concern basis.

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

2.1 Statement of Compliance
The Financial Statements have been prepared in accordance with, and comply with, International Financial Reporting Standards (IFRS) Accounting Standards, International Financial Reporting Interpretations Committee (IFRIC), interpretations issued by the International Accounting Standards Board (IASB), Companies and Allied Matters Act (CAMA) and Financial Reporting Council of Nigeria (Amendment) Act, 2023 and effective at the time of preparing these financial statements.

2.2 Basis of measurement
The annual report and financial statements have been prepared under the going concern assumption and historical cost convention except for the following items:
- Non-derivative financial instruments - initially at fair value and subsequently at amortised cost using effective interest rate.
- Inventory - lower of cost and net realisable value.
- Lease liabilities - measured at the present value of future lease payments.

Historical cost is generally based on the fair value of the consideration given in exchange for assets. All values are rounded to the nearest thousand except when otherwise indicated.

2.3 Functional and presentation currency
Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The functional currency and presentation currency of the Company is the Nigerian Naira (₦)

2.3.1 Foreign currency transactions
A foreign currency transaction is recorded, on initial recognition in the functional currency, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

2.3.1 Foreign currency transactions (continued)
At the end of the reporting period:
- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and
- non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous annual report and financial statements are recognised in profit or loss as other operating (losses)/gains in the period in which they arise.

When a gain or loss on a non-monetary item is recognised in other comprehensive income and accumulated in equity, any exchange component of that gain or loss is recognised in other comprehensive income and accumulated in equity. When a gain or loss on a non-monetary item is recognised in profit or loss, any foreign exchange component of that gain or loss is recognised in profit or loss as other operating gains/(losses).

Cash flows arising from transactions in a foreign currency are recorded in Naira by applying to the foreign currency amount the exchange rate between the Naira and the foreign currency at the date of the cash flow.

2.4 Revenue from contracts with customers
Revenue is measured at the fair value of the consideration received or receivable for goods and services, in the ordinary course of the Company's activities and it is stated net of Value Added Tax (VAT), rebates and returns. A valid contract is recognised as revenue after:
- The contract is approved by the parties;
- Rights and obligations are recognised;
- Collectability is probable;
- The contract has commercial substance; and
- The payment terms and considerations are identifiable.

The probability that a customer would make payment is ascertained based on the evaluation done on the customer as stated in the credit management policy at the inception of the contract. The Company is the principal in all of its revenue arrangement since it is the primary obligor in most of the revenue arrangements, has inventory risk and determines the pricing for the goods and services. The customer payment are categorised into cash and 30 days credit sales.

Revenue is recognised when the control of the goods and services are transferred to the customer. This occurs when the goods are delivered to the customer and customer's acceptance is received or when goods are picked up by the customers. Revenue is recognised at a point in time. Revenue is driven by the regional spread of the Company's customer network.

Nascon Allied Industries Plc transfers control to the customers after the goods have been delivered to the customer, However, the customer obtains the right to return goods that are bad or damaged immediately they have been delivered.

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

Revenue from sale of goods is recognised based on the price specified in the contract, net of the estimated rebates and returns. Rebates are estimated at the inception of the contract except where the period between the recognition of revenue and grant of rebates is within one month.

Returns on goods are considered at the inception of the contract except where the timing between when the revenue is recognised and when the returns occur is considered immaterial. In these instances, the returns are accounted for when they occur. Contract liability is recognised for consideration received for which performance obligation (sales of goods) has not been met.

Specifically, revenue from the sale of goods is recognised when goods are delivered (or collected, if sold under selfcollection terms) and legal title is passed.

2.5 Finance income
This represents interest income earned on short term placements with banks and other financial assets at amortised cost treasury bills. Interest income is calculated by applying the effective interest rate to the gross carrying amount of financial assets. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to its gross carrying amount.

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2.6 Employee benefits
Short-term employee benefits
Short term employee benefits: such as any wages, salaries, incentives, other contributions and paid annual leave are accrued in the period in which the associated services are rendered by employees of the Company.

Termination benefits
Termination benefits are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Company recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal; or as a result of an offer made to encourage voluntary redundancy. The expected cost of compensation is recognized as an expense in the profit or loss account when it occurs.

Retirement benefit obligations
A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The company's net obligation in respect of defined benefit gratuity scheme is calculated by estimating the amount of future benefits that employees have earned in return for their service in the current and prior years and that benefit is discounted to determine the present value.

Defined contribution plan
The employees of the Company are members of a Defined Contribution Pension plan administered by third-pary

Pension
Fund Administrators under the Pension Reform Act of 2014. The assets of the plan are held separately from those of the Company. The scheme is funded in accordance with the Pension Reform Act of 2014 with the employee and employer contribution representing 8% and 10% respectively of the employee's relevant emoluments.

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

Current tax
The tax currently payable is based on taxable profit for the year. Taxable profit differs from accounting profit as reported in the statements of profit or loss and other comprehensive income because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Current income tax is the expected amount of income tax payable on the taxable profit for the year determined in accordance with the Companies Income Tax Act (CITA) using statutory tax rates at the reporting date. Tertiary Education tax is assessed at 3% of the assessable profits as defined by the Tertiary Education Tax Act and Police Trust Fund levy is charged at 0.005% of profit before tax section 4 of the Nigeria Police Trust Fund (Establishment) Act.

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

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company intends to settle its current tax assets and liabilities on a net basis.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Current and deferred tax are recognised in the statement of profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are recognised in other comprehensive income or directly in equity respectively.

2.8 Property, plant and equipment
2.8.1 Recognition and measurement
Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. Assets under construction are disclosed as capital work-in-progress. The cost of construction recognised includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and borrowing costs on qualifying assets.

Purchased software that is integral to the functionality of the related equipment is capitalized as part of the equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

2.8.2 Subsequent costs
The cost of replacing a part of an item of property, plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably.

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

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment which reflects the expected pattern of consumption of the future economic benefits embodied in the asset. Leased assets are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Company will obtain ownership by the end of the lease term in which case the assets are depreciated over the useful life.

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

Freehold land	Nil
Buildings	50 years
Tools and equipment	4 years
Plant and machinery	15 years
Furniture and fixtures	5 years
Motor vehicles	4 years
Computer equipment	3 years

Depreciation methods, useful lives and residual values are reviewed at each financial year end and adjusted if appropriate.

Capital work-in-progress and freehold land are not depreciated. The attributable cost of each asset is transferred to the relevant asset category immediately the asset is available for use and depreciated accordingly.

Properties in the course of construction for production, supply or administrative purposes, or for purposes not yet determined, are carried at cost, less any recognised impairment loss. Cost includes professional fees capitalised and determined to be directly required to bring the asset to the location and condition for intended use and, for qualifying assets, borrowing costs capitalised in accordance with the Company's accounting policy. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use

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2.8.4 Derecognition
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 statement of profit or loss as other operating gains/(losses).

2.9 Leases
At the inception of a contract, the Company 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 Company assesses whether:

- the contract involves the use of an identified asset, this may be specified explicitly or implicitly. If the supplier has a substantive substitution right, then the asset is not identified;
- the Company has the right to obtain substantially all of the economic benefits from use of the asset throughout the periodof use; and
- the Company has the right to direct the use of the asset.
- The Company has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used.

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2.9 Leases (continued)

In rare cases where the decision about how and for what purpose the asset is used is predetermined, the Company has the right to direct the use of the asset if either:

- the Company has the right to operate the asset; or
- the Company designed the asset in a way that predetermines how and for what purpose it will be used.

The Company's leases include land and building. The lease terms are typically for fixed periods ranging from 2- 20 years but may have extension options as described below. On renewal of a lease, the terms may be renegotiated.

Contracts may contain both lease and non-lease components. The Company has elected not to separate lease and nonlease components and instead account for these as a single lease component. Lease terms are negotiated on an individual basis and contain different terms and conditions, including extension and termination options. The lease agreements do not impose any covenants, however, leased assets may not be used as security for borrowing purposes.

Leases are recognised as a right -of-use asset and a corresponding lease liability at the commencement date.

Lease liabilities

At the commencement date of a lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable,
- variable lease payments that are based on an index or a rate,
- amounts expected to be payable by the Company under residual value guarantees,
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the Company's exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability. The variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.
The lease payments are discounted using the Company's incremental borrowing rate (IBR) as the rate implicit in the lease cannot be readily determined. The IBR represents the rate that would have to be paid to borrow the funds necessary to obtain an asset of similar value to the right of use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Company uses recent third-party financing received as a starting point, adjusted to reflect changes in financing conditions since third party financing was received or uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for its leases which does not have recent third-party financing, and makes adjustments specific to the lease, e.g. term, country, currency and security.

Lease payments are allocated between principal and interest expense. The interest expense is charged to profit or loss over the lease period to produce a constant periodic rate of interest on the remaining balance of the liability for each period. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced by the lease payments made, lease interest paid is presented as cash flow from financing. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset where applicable.

Right of use

Right-of-use assets are initially measured at cost, comprising of the following:

- the amount of the initial measurement of lease liability,
- any lease payments made at or before the commencement date, less any lease incentives received,
- any initial direct costs, and
- restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term. If the Company is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life on a straight-line basis over the lease term.

Short-term lease and leases of low-value assets

Short-term leases are those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. Low-value assets are assets that have values less than ₦2,305,500 when new, and depends on the nature of the asset, e.g., small equipment. Lease payments on short-term leases and leases of low-value assets would be recognised as expenses in the statement of profit or loss on a straight-line basis over the lease term.

Extension and termination options

Extension and termination options are included in the Company's lease arrangements. These are used to maximise operational flexibility in terms of managing the assets used in the Company's operations. Most of the extension options are subject to mutual agreement by the lessee and lessor and the termination options held are exercisable only by the lessee and the lessor.

2.10 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost of raw materials, packaging materials, work in progress, oil and lubricants, engineering spares and consumable stock is determined on a weighted average basis. Cost of finished goods is determined on the basis of actual costs.

Cost of inventories comprises of all costs of purchase, conversion cost (materials, labour and overhead) and other costs incurred to bring inventories to their present location and condition. Finished goods, which include materials, direct labour and factory overheads, are valued at actual cost basis using First-In, First-Out (FIFO).

Costs, including an appropriate portion of fixed and variable overhead expenses, are assigned to inventories by the method most appropriate to the particular class of inventory, with the majority being valued on an average cost basis.

2.11 Provisions and contingencies

Provisions are recognised when:

- the company has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the obligation (when the time value of money is material).

The amount recognised as provision is the present value of the expenditure required to settle the obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

Where some or all of the expenditure required to settle a provision is 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.

If the Company has a contract that is onerous, the present obligation under the contract shall be recognised and measured as a provision. An onerous contract is considered to exist where the Company has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received from the contract.

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 company, or a present obligation that arises from past event 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.

2.12 Financial instruments

Financial instruments held by the Company are classified in accordance with the provisions of IFRS 9 Financial Instruments.

Broadly, the classification possibilities, which are adopted by the Company as applicable, are as follows:

Financial assets which are debt instruments:

- Amortised cost. (This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is met by holding the instrument to collect contractual cash flows); or

Financial liabilities:

- Amortised cost; or
- Mandatorily at fair value through profit or loss. (This applies to liabilities which are held for trading).

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Note 36 Financial instruments and risk management presents the financial instruments held by the Company based on their specific classifications.

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

The specific accounting policies for the classification, recognition and measurement of each type of financial instrument held by the Company are presented below:

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 legally 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 Company or the counterparty.

Trade and other receivables
Classification
Trade and other receivables, excluding, when applicable, VAT, WHT and prepayments, are classified as financial assets subsequently measured at amortised cost (note 22).

They have been classified in this manner because their contractual terms give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the Company's business model is to collect the contractual cash flows on trade and other receivables.

Recognition and measurement
Trade and other receivables are recognised when the Company becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost.

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

Measurement and recognition of expected credit losses
Nascon Allied Industries Plc applies the simplified approach or the three-stage general approach to determine impairment of receivables depending on their respective nature. The simplified approach is applied for trade receivables while the general approach is applied to other receivables and cash and bank balances. The Company applies a simplified approach in calculating ECLs on its trade receivables by recognizing a loss allowance that is based on the lifetime ECLs at each reporting date using the provision matrix. Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument.

The three-stage approach assesses impairment based on changes in credit risk since initial recognition using the past due criterion, prudential classification and forbearance flag or other regulatory penalties that may impair future financial performance. Financial assets classified as stage 1 have their ECL measured as a proportion of their lifetime ECL that results from possible default events that can occur within one year, while assets in stage 2 or 3 have their ECL measured on a lifetime basis.

Under the three-stage approach, the ECL is determined by projecting the probability of default (PD), loss given default (LGD) and exposure at default (EAD) for each individual exposure. The PD is based on default rates determined by external rating agencies for the counterparties. The LGD is determined based on management's estimate of expected cash recoveries after considering the historical pattern of the receivable and assessing the portion of the outstanding receivable that is deemed to be irrecoverable at the reporting period. The EAD is the total amount of outstanding receivable at the reporting period. These three components are multiplied together and adjusted for forward looking information, such as the Gross Domestic Product (GDP) in Nigeria, Brent oil price, and inflation rate, to arrive at an ECL which is then discounted back to the reporting date and summed. The discount rate used in the ECL calculation is the original effective interest rate or an approximation thereof.

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the related financial assets and the amount of the loss is recognised in profit or loss and presented on the face of the statement of profit or loss.

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Write off policy
The Company writes off a receivable when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Receivables written off may still be subject to enforcement activities under the Company recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in the Statement of Profit or Loss.

Credit risk
Details of credit risk are included in the trade and other receivables note (note 22) and the financial instruments and risk management note (note 36).

Derecognition
Refer to note 2.12.1 section of the accounting policy for the policies and processes related to derecognition.

Borrowings
Classification
Borrowings consist of Usance credit facility from banks. They are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement
Borrowings are recognised when the Company becomes a party to the contractual provisions of the loan. The loans are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost using the effective interest method.

Interest expense, calculated on the effective interest method, is included in profit or loss in finance cost (note 14).

Borrowings expose the company to liquidity risk and interest rate risk. Refer to note 36 for details of risk exposure and management thereof.

Derecognition
Refer to note 2.12.1 section of the accounting policy for the policies and processes related to derecognition.

Trade and other payables
Classification
Trade and other payables (note 33), excluding VAT and amounts received in advance, are classified as financial liabilities and are subsequently measured at amortised cost.

Recognition and measurement
They are recognised when the Company becomes a party to the contractual provisions, and are measured, on initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in the statement of profit or loss in finance cost (note 14).

Trade and other payables expose the Company to liquidity risk and possibly to interest rate risk. Refer to note 36 for details of risk exposure and management thereof.

Derecognition
Refer to note 2.12.1 section of the accounting policy for the policies and processes related to derecognition.

Cash and cash equivalents
Cash and cash equivalents comprises of cash on hand and bank balances. Cash and cash equivalents are stated at carrying amounts which are deemed to be at fair value. They are subsequently measured at amortized cost.

Cash and cash equivalents are repayable on demand; hence no impairment was determined for cash and cash equivalents. Due to the liquid nature of cash and cash equivalents, management believes that the ECL on them will be immaterial for recognition.

2.12.1 Derecognition
Financial assets
The Company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained

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interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities
The Company derecognises financial liabilities when, and only when, the Company obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

Reclassification
Financial assets
The Company only reclassifies affected financial assets if there is a change in the business model for managing financial assets. If a reclassification is necessary, it is applied prospectively from the reclassification date. Any previously stated gains, losses or interest are not restated.

The reclassification date is the beginning of the first reporting period following the change in business model which necessitates a reclassification.

Financial liabilities
Financial liabilities are not reclassified.

2.13 Contract Liabilities
Contract liabilities represent amounts received from customers for which the Company has not yet transferred the promised goods. These liabilities arise when customers make prepayments or when the Company issues invoices in advance of the delivery of salt products or related services.

Customers make advance payments for salt products or other services. Billing occurs before the fulfillment of the Company's performance obligations, such as product delivery or service completion.

Contract liabilities are measured at the transaction price allocated to the undelivered portion of the order. The liability is reduced as performance obligations are fulfilled by delivering goods to customers.

Contract liabilities are presented under current liabilities on the statement of financial position unless the obligation will not be fulfilled within 12 months, in which case they are classified as non-current liabilities.

Examples are:
- Prepayments by distributors or wholesalers for bulk orders.
- Deferred revenue for forward delivery agreements with key customers.
- Deposits received for customized salt products or packaging services.

The following details about contract liabilities are disclosed in the financial statements:
- Opening and closing balances of contract liabilities.
- Revenue recognized during the period from amounts included in contract liabilities at the beginning of the period.
- Payments received in advance of delivery of performance obligations.

2.14 Borrowing costs
Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset until the asset is ready for its intended use.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization.

All other borrowing costs are recognised as an expense in the period in which they are incurred.

2.15 Share capital and equity
An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

Ordinary shares are recognised at par value and classified as share capital in equity. Any amounts received from the issue of shares in excess of par value is classified as 'share premium' in equity. Dividends are recognised as a liability in the year in which they are declared. Dividend is paid once declared and approved.

2.16 Earnings per share
The Company presents basic Earnings Per Share (EPS) for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year.

Diluted EPS is determined by adjusting the profit or loss that is attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for effects of all potentially dilutive shares.

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3 Critical accounting judgement and key sources of estimation uncertainty
In the application of the Company's material accounting policies, described in Note 2, the Directors are required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods.

3.1 Key sources of estimation uncertainty
The key assumptions concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

3.1.1 Useful life of property, plant and equipment
The Company reviewed and revised the estimated useful lives of its property. Useful lives are estimated based on the engineer's report, as at each reporting date. Some of the factors considered include the current service potential of the assets, potential cost of repairs and maintenance.

There is a degree of subjective judgment in such estimation which has a resultant impact on profit and total comprehensive income for the year.

3.1.2 Allowances for credit losses
The loss allowances for financial assets are based on assumptions about risk of default, expected loss rates and maximum contractual period. The Company uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Company's history, existing market conditions as well as forward looking estimates at the end of each reporting period.

3.1.3 Lease term
The application of IFRS 16 requires the directors to make judgements that affect the measurement of lease liabilities. These include identifying the contract tenure, determining the terms of the fixed and variable lease payments, accounting for contract modifications and determining the discount rate to be applied to historic leases.

The Company has applied judgement to determine the lease tenure for those lease contracts that include a renewal or termination option. The assessment of whether the company is reasonably certain to exercise a renewal option or reasonably certain not to exercise a termination option significantly impacts the value of lease liabilities recognized on the balance sheet. Where an extension option exists, the company recognises this as part of the lease liability as invariably this is exercised. The company also revised some lease liabilities when the lease term was modified. This required exercise of judgement in accounting for changes in contract terms. Estimates are also required to determine the appropriate discount rate used to measure lease liabilities.

3.1.4 Deferred tax assets
Deferred tax assets are recognised for deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Management judgement is required to determine the amount of deferred tax assets that can be recognised, based on the likely timing and level of future taxable profits, together with future tax planning strategies. In determining the timing and level of future taxable profits together with future tax planning strategies, Management assessed the probability of expected future taxable profits based on expected revenues for the next five years. Details of the Company's recognised and unrecognised deferred tax assets and liabilities are as disclosed in Note 18.

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4. New Standards and Interpretations

4.1 New standards and interpretations effective and adopted in the current year

The following amendments were effective for the first time for the reporting period commencing 1 January 2024. These amendments do not have a material impact on the financial statements.

Amendments to IAS 1 - Classification of Liabilities as Current or Non-current

Amendments made to IAS 1 Presentation of Financial Statements in 2020 and 2022 clarify that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the entity's expectations or events after the reporting date (for example, the receipt of a waiver or a breach of covenant that an entity is required to comply with only after the reporting period). Covenants of loan arrangements will not affect classification of a liability as current or non-current at the reporting date if the entity must only comply with the covenants after the reporting date. However, if the entity must comply with a covenant either on or before the reporting date, this needs to be considered in the classification as current or non-current even if the covenant is only tested for compliance after the reporting date.

The amendments require disclosures if an entity classifies a liability as noncurrent and that liability is subject to covenants with which the entity must comply within 12 months of the reporting date. The disclosures include:

- the carrying amount of the liability;
- information about the covenants (including the nature of the covenants and when the entity is required to comply with them); and
- facts and circumstances, if any, that indicate that the entity might have difficulty complying with the covenants.

The amendments must be applied retrospectively in accordance with the requirements in IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors.
Special transitional rules apply if an entity had earlier adopted the 2020 amendments regarding the classification of liabilities as current or non-current.

Lease Liability in a Sale and Leaseback Amendments to IFRS 16

In September 2022, the IASB finalised narrow-scope amendments to the requirements for sale and leaseback transactions in IFRS 16 Leases which explain how an entity accounts for a sale and leaseback after the date of the transaction.

The amendments specify that, in measuring the lease liability subsequent to the sale and leaseback, the seller-lessee recognising any amount of the gain or loss that relates to the right of use that it retains. This could particularly impact sale and leaseback transactions where the lease payments include variable payments that do not depend on an index or a rate.

Supplier finance arrangements Amendments to IAS 7 and IFRS 7

On 25 May 2023, the IASB issued amendments to IAS 7 and IFRS 7 to require specific disclosures about supplier finance arrangements (SFAs). The amendments respond to the investors need for more information about SFAs to be able to assess how these arrangements affect an entity's liabilities, cash flows and liquidity risk.

The new disclosures will provide information about:

(1) The terms and conditions of SFAs.
(2) The carrying amount of financial liabilities that are part of SFAs, and the line items in which those liabilities are presented.
(3) The carrying amount of the financial liabilities in (2), for which the suppliers have already received payment from the finance providers.
(4) The range of payment due dates for both the financial liabilities that are part of SFAs, and comparable trade payables thatare not part of such arrangements.
(5) Non-cash changes in the carrying amounts of financial liabilities in (2).
(6) Access to SFAs facilities and concentration of liquidity risk with the finance providers.

Entities will be required to aggregate the information that they provide about SFAs. However, entities should disaggregate information about terms and conditions that are dissimilar, disclose explanatory information where the range of payment due dates is wide, and disclose the type and effect of non-cash changes that are needed for comparability between periods.

The IASB has provided transitional relief by not requiring comparative information in the first year, and also not requiring disclosure of specified opening balances. Further, the required disclosures are only applicable for annual periods during the first year of application. Therefore, the earliest that the new disclosures will have to be provided is in annual financial reports for December 2024 year-ends, unless an entity has a financial year of less than 12 months.

Notes to the annual report and financial statements

4.2 New standards and interpretations not yet adopted

Certain new accounting standards, amendments to accounting standards and interpretations have been published that are not mandatory for 31 December 2024 reporting period and have not been early adopted by the Company. These standards, amendments or interpretations are not expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

Amendments to IAS 21 - Lack of Exchangeability

In August 2023, the IASB amended IAS 21 to add requirements to help entities to determine whether a currency is exchangeable into another currency, and the spot exchange rate to use when it is not. Prior to these amendments, IAS 21 set out the exchange rate to use when exchangeability is temporarily lacking, but not what to do when lack of exchangeability is not temporary.

These new requirements will apply for annual reporting periods beginning on or after 1 January 2025. Early application is permitted (subject to any endorsement process). Refer to Filling the gap in currency accounting: new IFRS requirements for lack of exchangeability for further details.

Amendments to the Classification and Measurement of Financial Instruments Amendments to IFRS 9 and IFRS 7

On 30 May 2024, the IASB issued targeted amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities. These amendments:

(a) clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
(b) clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
(c) add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and
(d) update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI).

The amendments in (b) are most relevant to financial institutions, but the amendments in (a), (c) and (d) are relevant to all entities.
The amendments to IFRS 9 and IFRS 7 will be effective for annual reporting periods beginning on or after 1 January 2026, with early application permitted subject to any endorsement process.

IFRS 18: Preparation Disclosure in Financial Statements

This is the new standard on presentation and disclosure in financial statements, which replaces IAS 1, with a focus on updates to the statement of profit or loss.

The key new concepts introduced in IFRS 18 relate to:

- the structure of the statement of profit or loss with defined subtotals,
- requirement to determine the most useful structure summary for presenting expenses in the statement of profit or loss,- required disclosures in a single note within the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is management-defined performance measures), and
- enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

This new standard works alongside other IFRS Accounting Standards. An eligible subsidiary applies the requirements in other IFRS Accounting Standards except for the disclosure requirements; and it applies instead the reduced disclosure requirements in IFRS 19. IFRS 19 reduce disclosure requirements balance the information needs of the users of eligible subsidiaries financial statements with cost savings for preparers. IFRS 19 is a voluntary standard for eligible subsidiaries.

A subsidiary is eligible if;

- it does not have public accountability, and
- it has an ultimate or intermediate parent that produces consolidated financial statements available for public use that complywith IFRS Accounting Standards.

Notes to the annual report and financial statements

5. Revenue from contracts with customers

	2024 ₦ '000	2023 ₦ '000
Sale of goods	120,387,151	80,828,373

6. Segmental information

The Company has identified reportable segments which represent the structure used by the Management to make key operating decisions and assess performance.

The Company's reportable segments are treated as operating segments which are differentiated by the activities that each undertake, the products they manufacture and the markets they operate in.

These reportable segments as well as the products and services from which each of them derives revenue are set out below.

Segmental revenue and results

The Management assesses the performance of the operating segments based on the measure of gross profit. This measure excludes the effects of non-recurring expenditure from the operating segments. The measure also excludes the effects of unrealised gains/losses on financial instruments. Interest income and expenditure are not allocated to operating segments, as this type of activity is driven by the central treasury function. This measure is consistent with all prior periods which are presented.

The segment information provided by the Management is presented below:

2024

	Revenue		
	Total segment revenue ₦ '000	Segment cost of sales ₦ '000	Segment gross profit/(loss) ₦ '000
Salt	112,964,742	(58,661,980)	54,302,762
Seasoning	7,422,409	(6,198,122)	1,224,287
Total	**120,387,151**	**(64,860,102)**	**55,527,049**

2023

	Revenue		
	Total segment revenue ₦ '000	Segment cost of sales ₦ '000	Segment gross profit/(loss) ₦ '000
Salt	75,594,480	(33,116,414)	42,478,066
Seasoning	5,233,893	(3,378,223)	1,855,670
Tomato Paste	-	(14,950)	(14,950)
Total	**80,828,373**	**(36,509,587)**	**44,318,786**

Notes to the annual report and financial statements

6. Segmental information (continued)

Segment assets and liabilities

The amounts provided from the Management with respect to total assets are measured in a manner consistent with that of the financial statements. These assets are allocated based on the operations of the segment and the physical location of the asset.

The deferred tax assets and retirement benefit obligations are not considered to be segment assets and are not allocated to segments.

Capital expenditure reflects additions to non-current assets, other than financial instruments, deferred tax assets, post employment benefit assets and rights arising under insurance contracts.

The amounts provided by Management with respect to total liabilities are measured in a manner consistent with that of the financial statements. These liabilities are allocated based on the operations of the segment.

The Company's interest-bearing liabilities are not considered to be segment liabilities but rather are managed by the Company's treasury function.

The contingent liabilities as disclosed in note 40.1 relate to the Salt segment.

The depreciation as disclosed in note 13 relate to the Salt and Seasoning segments.

The table below provides information on segment assets and liabilities as well as a reconciliation to total assets and liabilities as per the statement of financial position.

2024

	Total assets ₦ '000	Total liabilities ₦ '000
Salt	65,866,949	27,687,580
Seasoning	12,635,538	2,205,912
Total	**78,502,487**	**29,893,492**
Unallocated		
Retirement benefit obligations	-	122,258
Deferred tax	-	5,431,277
Total as per statement of financial position	**78,502,487**	**35,447,027**

2023

	Total assets ₦ '000	Total liabilities ₦ '000
Salt	60,213,592	35,575,011
Seasoning	5,389,859	111,449
Tomato Paste	82,862	-
Total	**65,686,313**	**35,686,460**
Unallocated		
Retirement benefit obligations	-	122,805
Deferred tax	-	2,405,190
Total as per statement of financial position	**65,686,313**	**38,214,455**

Notes to the annual report and financial statements

6. Segmental information (continued)

Geographical information

	2024 Revenue by location of customer ₦ '000	2023 Revenue by location of customer ₦ '000
East	6,779,644	4,704,923
West	23,941,527	16,578,364
North	89,665,980	59,545,086
Total	**120,387,151**	**80,828,373**

7. Cost of sales

	2024 ₦ '000	2023 ₦ '000
Raw materials consumed	55,886,619	31,372,245
Employee costs (Note 15)	1,896,481	1,444,488
Depreciation of property, plant and equipment (Note 13)	611,470	627,511
Depreciation of right of use assets (Note 13)	600,450	249,753
Manufacturing expenses	5,865,082	2,815,590
Total	**64,860,102**	**36,509,587**

8. Other income

	2024 ₦ '000	2023 ₦ '000
Rental income	20,515	-
Sale of scrap	218,498	177,189
Insurance claim	22,226	17,116
Total	**261,239**	**194,305**

9. Other operating (losses)/ gains

	2024 ₦ '000	2023 ₦ '000
Gains on disposals, scrappings and settlements		
Property, plant and equipment (Note 19.3)	5,207	39,127
Foreign exchange gains/(losses)		
Net foreign exchange (losses)/gains	(2,062,156)	228,373
Total other operating (losses)/gains	**(2,056,949)**	**267,500**

This relates to exchange differences arising from payments and receipts in foreign denominated currencies.

10. (Increase in)/Writeback of impairment allowance

	2024 ₦ '000	2023 ₦ '000
Trade and other receivables		
(Increase in) / write back of impairment on trade receivables (Note 22)	(74,911)	8,958
Impairment writeback on intercompany receivables (Note 22)	13,062	241
(Increase in) / write back of impairment on staff loans (Note 22)	(25,456)	1,814
Total	**(87,305)**	**11,013**

Notes to the annual report and financial statements

11. Operating expenses

11.1 Distribution cost

	2024 ₦ '000	2023 ₦ '000
Market activation	536,530	430,476
Branding expenses	382,749	415,426
Delivery expenses	21,931,408	16,971,203
Depreciation for trucks (Note 13)	827,773	1,171,475
Total	**23,678,460**	**18,988,580**

11.2 Administrative expenses

	2024 ₦ '000	2023 ₦ '000
Management fees	362,693	196,041
Auditors' remuneration	50,000	35,250
Bank charges	106,828	66,519
Cleaning	109,334	85,771
Consulting and professional fees	98,774	109,173
Depreciation of property, plant and equipment (Note 13)	538,123	432,538
Depreciation right of use (Note 13)	3,090	2,740
Directors' remuneration (Note 37)	382,074	188,555
Employee costs (Note 15)	2,849,708	2,320,457
Entertainment	104,943	52,651
Business development	117,520	66,949
Insurance	45,282	63,436
Petrol and oil	84,897	45,611
Printing and stationery	43,893	35,609
Repairs and maintenance	135,603	96,546
Secretarial fees	217,983	57,591
Security	116,957	107,644
Staff welfare	191,683	99,362
Telephone	846,532	335,417
Travel - local	522,252	309,095
Total	**6,928,169**	**4,706,955**

11.3 In compliance with the rules issued by the Financial Reporting Council of Nigeria rule 2b and 3 amended we disclose as follows.

Name of professional	FRC number of the professional	Name of firm	FRC number of the firm	Nature of service
Ogunbamowo Olukunle Adebusayo	FRC/2013/ICAN/00000000818	Deloitte & Touche	FRC/2022/COY/091021	Tax computation

11.4 No non-audit services were provided by our auditors.

12. Finance income

	2024 ₦ '000	2023 ₦ '000
Interest income on bank balances	304	4
Interest income on short term fixed deposit	1,793,554	927,494
Total	**1,793,858**	**927,498**

Notes to the annual report and financial statements

	2024 ₦ '000	2023 ₦ '000
13. Depreciation		
The following items are included within depreciation:		
Depreciation		
Property, plant and equipment (Note 19)	1,977,366	2,231,524
Right of use (Note 20)	603,540	252,493
Total	**2,580,906**	**2,484,017**
Total depreciation		
Depreciation (Administrative expenses Note 11.2)	538,123	432,538
Depreciation (Cost of sales Note 7)	611,470	627,511
Depreciation (Distribution cost Note 11.1)	827,773	1,171,475
Total	**1,977,366**	**2,231,524**
Depreciation right of use assets		
Depreciation (Administrative expenses Note 11.2)	3,090	2,740
Depreciation (Cost of sales Note 7)	600,450	249,753
Total	**603,540**	**252,493**

14. Finance cost

	2024 ₦ '000	2023 ₦ '000
Interest expense on borrowings	808,460	1,045,374
Interest expense on lease liabilities (Note 31)	372,136	389,934
Total	**1,180,596**	**1,435,308**

In the current year, the Company had a Usance facility with Zenith Bank Plc, Access Bank Plc and United Bank for Africa Plc at an average rate of 10.6% per annum. The value of the borrowing was based on drawdown of the facility.

15. Employee costs

The following items are included within employee benefits expense:

	2024 ₦ '000	2023 ₦ '000
Direct labour costs		
Basic	1,092,004	818,597
Medical aid - company contributions	23,213	17,698
Other payroll levies	12,123	9,545
Leave pay provision charge	42,719	38,609
Short-term benefit	620,340	474,965
Post-employment benefits - Pension (Defined contribution plan)	106,082	85,074
Direct labour costs (Note 7)	**1,896,481**	**1,444,488**
Indirect employee costs		
Basic	1,712,333	1,002,669
Bonus	142,456	479,074
Medical aid - company contributions	14,986	9,334
Other payroll levies	55,898	37,389
Leave pay provision charge	77,268	71,713
Short-term benefit	688,894	569,436
Other short-term costs	43,065	51,913
Post-employment benefits - Pension (Defined contribution plan)	114,808	97,616
Termination benefits	-	1,313
Administrative cost (Note 11.2)	**2,849,708**	**2,320,457**

Notes to the annual report and financial statements

15. Employee costs (continued)

	2024 ₦ '000	2023 ₦ '000
Total employee costs		
Direct employee costs	1,896,481	1,444,488
Indirect employee costs	2,849,708	2,320,457
Total	**4,746,189**	**3,764,945**

Average number of persons employed during the year

	Number	Number
Management	109	86
Senior staff	234	224
Junior staff	350	363
Total	**693**	**673**

The table below shows the number of employees (excluding Non-Executive Directors), whose earnings during the year, fell within the ranges shown below in thousand:

₦ '000	Number	Number
1 - 5,000	540	544
5,001 - 10,000	103	91
10,001 - 15,000	14	16
15,001 - 20,000	16	11
20,001 and above	20	11
Total	**693**	**673**

16. Taxation

	2024 ₦ '000	2023 ₦ '000
Major components of the tax expense		
Current		
Company income tax	4,339,250	5,914,547
Tertiary education tax	513,394	664,920
Police Trust Fund Levy	1,183	1,029
Capital gain tax	1,373	-
Adjustments recognised in the current year in relation to tax of prior year	185,778	-
Total	**5,040,978**	**6,580,496**
Deferred		
In respect of current year (Note 17)	3,026,087	279,394
Total	**8,067,065**	**6,859,890**

The charge for taxation in these annual report and financial statements is based on the provisions of the Companies Income Tax Act, CAP C21 LFN 2004 and the Education Tax Act CAP E4, LFN 2004. Company income tax and Tertiary Education tax is calculated at 30% and 3% respectively of the estimated taxable profit for the year, Police Trust Fund levy is charged at 0.005% of profit before tax. The charge for the year can be reconciled to the profit per the statement of comprehensive income as follows:

Notes to the annual report and financial statements

	2024 ₦ '000	2023 ₦ '000
16. Taxation (continued)		
Reconciliation of tax expense		
Reconciliation between accounting profit and tax expense.		
Profit before tax from continuing operations	23,650,667	20,588,259
Tax at the applicable tax rate of 30% (2023: 30%)	7,095,200	6,176,478
Education tax rate of 3% (2023: 3%)	513,394	664,920
Tax effect of adjustments on taxable income		
Effect of expenses that are not deductible in determining taxable profit	15,945	11,282
Adjustments recognised due to difference in tax rates	256,886	19,671
Effect of concessions (research and development and other allowances)	-	(1,824)
Effect of tax adjustments (minimum tax, dividend tax, petroleum trust fund levy, information tax levy, capital gain tax, etc)	2,557	1,029
Effect of income that is exempt from taxation	-	444
Adjustments recognized in the current period in relation to the deferred tax of prior periods	1,425	(8,118)
Adjustments recognised in the current year in relation to the current tax of prior years	185,778	-
Effect of unused tax losses and tax offsets not recognised as deferred tax assets	(4,120)	(3,992)
Total	**8,067,065**	**6,859,890**
Current tax liabilities:		
At 1 January	6,595,908	3,118,746
Charge for the year	5,040,978	6,580,496
Payment during the year	(6,760,840)	(3,103,334)
At 31 December	**4,876,046**	**6,595,908**
17. Deferred tax		
Deferred tax liability	(5,659,321)	(2,527,620)
Deferred tax asset	228,044	122,430
Total net deferred tax liability	**(5,431,277)**	**(2,405,190)**
Reconciliation of deferred tax liability		
At January 1	(2,405,190)	(2,125,796)
Temporary difference movement in the year	(3,026,087)	(279,394)
At 31 December	**(5,431,277)**	**(2,405,190)**

Analysis of deferred tax is made up of

31 December 2024 **Deferred tax (asset) or liability in relation to:**	**At 1 January 2024** N '000	**Recognize in profit or loss** ₦ '000	**At 31 December 2024** ₦ '000
Property, plant and equipment	2,452,257	198,921	2,651,178
Allowance for doubtful debt	(99,211)	(28,630)	(127,841)
Unrealised exchange difference	75,363	2,932,780	3,008,143
IFRS 16 Leases	(23,219)	(76,984)	(100,203)
Total	**2,405,190**	**3,026,087**	**5,431,277**

Notes to the annual report and financial statements

17. Deferred tax (continued)

31 December 2023 **Deferred tax (asset) or liability in relation to:**	**At 1 January 2023** N '000	**Recognize in profit or loss** N '000	**At 31 December 2023** N '000
Property, plant and equipment	2,377,142	75,115	2,452,257
Allowance for doubtful debt	(104,656)	5,445	(99,211)
Unrealised exchange difference	(111,702)	187,065	75,363
IFRS 16 Leases	(34,988)	11,769	(23,219)
Total	**2,125,796**	**279,394**	**2,405,190**

18. Earnings per share

Basic earnings per share		
From continuing operations (kobo per share)	577	518
Reconciliation of profit or loss for the year to basic earnings		
Profit for the year attributable to equity holders of the parent	15,583,602	13,728,369
	15,583,602	**13,728,369**
Weighted average number of ordinary shares as at 31 December ('000)	**2,702,427**	**2,649,438**

The Company has no potentially dilutive shares. Accordingly, the basic EPS and diluted EPS have the same values.

Notes to the annual report and financial statements

19. Property, plant and equipment

	Freehold land ₦ '000	Buildings ₦ '000	Tools and equipment ₦ '000	Plant and machinery ₦ '000	Furniture and fittings ₦ '000	Motor vehicles ₦ '000	Computer equipment ₦ '000	Capital work-in-progress ₦ '000	Total ₦ '000
Cost									
Balance at 1 January 2023	70,000	3,815,526	654,437	8,819,541	381,228	8,404,383	223,380	113,914	22,482,409
Addition	-	234,624	215,866	60,800	100,865	1,090,050	51,972	124,070	1,878,247
Disposal	-			(15,781)		(1,408,189)		-	(1,423,970)
Reclassification	-	113,914						(113,914)	-
Balance at 31 December 2023	70,000	4,164,064	870,303	8,864,560	482,093	8,086,244	275,352	124,070	22,936,686
Addition	-	43,028	52,941	78,507	68,475	1,927,938	51,878	76,942	2,299,709
Disposal	-		(14,070)	(184,137)		(14,009)		-	(212,216)
Reclassification	-	40,596	83,474					(124,070)	-
Balance at 31 December 2024	70,000	4,247,688	992,648	8,758,930	550,568	10,000,173	327,230	76,942	25,024,179
Accumulated depreciation									
Balance at 1 January 2023	-	298,979	455,948	2,805,849	195,564	6,106,305	150,913	-	10,013,558
Charge for the year	-	78,792	98,408	548,719	66,821	1,377,078	61,706	-	2,231,524
Disposal	-			(6,312)		(1,399,545)		-	(1,405,857)
Balance at 31 December 2023	**-**	**377,771**	**554,356**	**3,348,256**	**262,385**	**6,083,838**	**212,619**	**-**	**10,839,225**
Charge for the year	-	83,951	150,854	527,519	86,598	1,085,330	43,114	-	1,977,366
Disposal	-		(14,070)	(104,345)		(14,009)		-	(132,424)
Balance at 31 December 2024	-	461,722	691,140	3,771,430	348,983	7,155,159	255,733	-	12,684,167
Carrying amount									
Balance as at 31 December 2024	**70,000**	**3,785,966**	**301,508**	**4,987,500**	**201,585**	**2,845,014**	**71,497**	**76,942**	**12,340,012**
Balance as at 31 December 2023	**70,000**	**3,786,293**	**315,947**	**5,516,304**	**219,708**	**2,002,406**	**62,733**	**124,070**	**12,097,461**

Notes to the annual report and financial statements

19.1 Capital work-in-progress

Work-in-progress comprises amounts expended on renovation of Administrative building at Salt Village plant.

19.2 Asset pledged as security

None of the Company's assets were pledged as security for any liabilities as at 31 December 2024 (2023:Nil).

	2024 ₦ '000	2023 ₦ '000
Net book value of disposed assets	79,793	18,112
Proceeds from sales	(85,000)	(57,239)
(Gain) on disposals	**(5,207)**	**(39,127)**

Included in the gain on disposal of property, plant and equipment above is ₦5.207 million gain arising on the sale of the Tomato paste plant located in Ota, Ogun State, during the year. The plant had a carrying value of ₦79.793 million, and was disposed for ₦85.00 million, the proceeds of which were received during the year.

20. Right of use assets

This note provides information for leases where the Company is a lessee.
Amounts recognised in the statement of financial position.
The statement of financial position shows the following amounts relating to leases:

Right of Use Asset

	Land ₦ '000	Building ₦ '000	Total ₦ '000
Cost			
At 1 January 2023	3,243,011	1,337,908	4,580,919
Additions:			
Prepaid lease payments	-	1,481	1,481
Initial lease liabilities	-	3,300	3,300
Reassessment	(389,938)	867,934	477,996
At 31 December 2023	**2,853,073**	**2,210,623**	**5,063,696**
1 January 2024	2,853,073	2,210,623	5,063,696
Additions:			
Prepaid lease payments	-	141,457	141,457
Initial lease liabilities	-	71,925	71,925
Reassessment	-	15,658	15,658
Termination	-	(21,352)	(21,352)
At 31 December 2024	**2,853,073**	**2,418,311**	**5,271,384**
Depreciation			
At 1 January 2023	-	(686,215)	(686,215)
Depreciation	-	(252,493)	(252,493)
At 31 December 2023	**-**	**(938,708)**	**(938,708)**
At 1 January 2024	-	(938,708)	(938,708)
Depreciation	(331,315)	(272,225)	(603,540)
Termination	-	11,891	11,891
At 31 December 2024	**(331,315)**	**(1,199,042)**	**(1,530,357)**
Carrying amount			
At 31 December 2023	**2,853,073**	**1,271,915**	**4,124,988**
At 31 December 2024	**2,521,758**	**1,219,269**	**3,741,027**

Notes to the annual report and financial statements

21. Inventories

	2024 ₦ '000	2023 ₦ '000
Raw materials	12,249,173	8,394,709
Work-in-progress	1,245	1,249
Finished goods	716,406	164,190
Spare parts and consumables	2,905,050	1,134,734
Oil and lubricants	323,264	325,423
Packaging materials	2,065,968	1,152,428
Total	**18,261,106**	**11,172,733**

During the year, there were no inventory written down/reversal to net realisable value (2023: Nil).

The cost of inventories recognised as an expense during the year in respect of continuing operations was ₦55.887 billion (2023: ₦31.372 billion).

21.1 Inventory pledged as security

No inventory was pledged as security for any liability (2023: Nil).

22. Trade and other receivables

Financial instruments*:

	2024 ₦ '000	2023 ₦ '000
Trade receivables	2,662,590	974,105
Trade receivables - related parties (Note 37.1)	8,798,478	6,072,702
Loss allowance	(196,357)	(134,507)
Trade receivables at amortised cost	11,264,711	6,912,300
Employee loans and advances	288,707	32,894
Loss allowance on employee loans and advances	(26,327)	(872)
Interest receivables**	897,120	713,438
Non-financial instruments:		
VAT	3,920,653	1,064,988
Advances to suppliers	878,576	1,081,026
Total trade and other receivables	**17,223,440**	**9,803,774**

22.1 Exposure to credit risk

Trade receivables inherently expose the company to credit risk, being the risk that the company will incur financial loss if customers fail to make payments as they fall due.

* All the financial instruments are subsequently measured at amortised cost.

** Expected credit loss impairment on interest receivables was assessed as immaterial hence no impairment allowance has been recognised.

Notes to the annual report and financial statements

22. Trade and other receivables (continued)

Expected credit loss rate:	2024 Estimated gross carrying amount at default ₦ '000	2024 Loss allowance (Lifetime expected credit loss) ₦ '000	2023 Estimated gross carrying amount at default ₦ '000	2023 Loss allowance (Lifetime expected credit loss) ₦ '000
Trade receivables				
Outstanding for 0 - 3 months: 4.53% (2023: 4.7%)	2,631,150	(119,201)	942,654	(44,337)
Outstanding over 1 year: 99.82% (2023: 99.82%)	31,440	(31,440)	31,451	(31,393)
	2,662,590	**(150,641)**	**974,105**	**(75,730)**
Related party receivables				
Outstanding for 0 - 3 months: 65.42% (2023: 65.42%)		-	11,579	(7,575)
Outstanding over 1 year: 73.21% (2023: 82.26%)	62,443	(45,716)	62,242	(51,202)
	62,443	**(45,716)**	**73,821**	**(58,777)**
Total	**2,725,033**	**(196,357)**	**1,047,926**	**(134,507)**

Staff loans	Stage 1 12 months ECL ₦ '000	Stage 2 Lifetime ECL ₦ '000	Stage 3 Lifetime ECL ₦ '000	Total ₦ '000
Gross exposure at default	268,507	-	-	268,507
Loss allowance as at 31 December 2024	(26,327)	-	-	(26,327)
Total	**242,180**	**-**	**-**	**242,180**

Staff loans	Stage 1 12 months ECL ₦ '000	Stage 2 Lifetime ECL ₦ '000	Stage 3 Lifetime ECL ₦ '000	Total ₦ '000
Gross exposure at default	32,894	-	-	32,894
Loss allowance as at 31 December 2023	(872)	-	-	(872)
Total	**32,022**	**-**	**-**	**32,022**

22.2 Reconciliation of loss allowances

The following table shows the movement in the loss allowance (lifetime expected credit losses) for trade and other receivables:

	2024 ₦ '000	2023 ₦ '000
Opening balance in accordance with IFRS 9	(135,379)	(146,392)
Provisions reversed on new related party receivables	13,062	241
Provisions (raised)/reversed on settled trade receivables	(74,911)	8,958
Provisions (raised)/reversed on staff loan	(25,456)	1,814
Closing balance	**(222,684)**	**(135,379)**

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22.3 The reconciliation of gross carrying amount for Nascon is as follows:

	2024 ₦ '000	2023 ₦ '000
Gross carrying amount as at 1 January	7,046,807	11,246,283
Revenue from third parties	120,387,151	80,828,373
Receipts from third parties	(115,972,890)	(96,656,713)
Rebates receivable from related party	-	11,628,864
Gross carrying amount as at 31 December	**11,461,068**	**7,046,807**

23. Other financial assets

Fixed deposit	635,901	725,307

The fixed deposit balance represents the aggregate amounts of dividends that remained unclaimed after 15 months or more which the Registrars returned to the Company in line with Securities and Exchange Commission (SEC) regulations and is invested with Meristem Wealth Management Limited.

24. Other assets

	2024 ₦ '000	2023 ₦ '000
Prepayments:		
Prepayment-Others	-	105,501
Deposit for import	1,502,533	2,040,249
Promotional items	98,318	3,406
Total	**1,600,851**	**2,149,156**

Deposits for imports represents Central Bank of Nigeria (CBN) forwards (averaging 60 to 180 days) which have matured awaiting disbursement as at year end.

25. Cash and cash equivalents

Cash and cash equivalents consist of:

	2024 ₦ '000	2023 ₦ '000
Cash on hand	1,134	2,896
Bank balances	24,699,016	25,609,998
Total	**24,700,150**	**25,612,894**

26. Share capital

Authorised, issued and fully paid		
2,702,427,145 ordinary shares of 50k each	1,351,213	1,324,719

27. Share premium

Issued		
Share premium	434,037	434,037

Notes to the annual report and financial statements

28. Retained earnings

	2024 ₦ '000	2023 ₦ '000
At 1 January	25,713,102	17,283,610
Profit for the year	15,583,602	13,728,369
Dividend declared and paid	-	(5,298,877)
Bonus issue	(26,494)	-
At 31 December	**41,270,210**	**25,713,102**

At the Board meeting held on 23 May 2024 the Board recommended the following resolutions, which were thereafter approved at the Annual General Meeting held on 23 May 2024.

In respect of the year ended 31 December 2023, an interim dividend of 100 kobo per ordinary was approved and paid on 17 November 2023 to the shareholders. In addition, the Board of Directors of Nascon ("Directors") be and are hereby authorized to capitalize ₦26,494,384 out of the funds available for distribution by Nascon, and to appropriate the said capitalized sum to the members registered in Nascon's Register of Members at the close of business on 3 May, 2024 ("Qualification Date"), on the condition that the sum appropriated shall not be paid in cash but applied in paying up, to members in the proportion of 1 new ordinary share of 50 kobo for every 50 existing ordinary shares of 50 kobo held by them as at the Qualification Date ("Bonus Shares"), and which Bonus Shares shall rank pari passu in all respects with the existing ordinary shares and the Bonus Shares so distributed being treated for all purposes as capital and not as income, subject to the relevant regulatory approval.

Pursuant to the resolution above, the Company's share capital be and is hereby increased from 2,649,438,378 to 2,702,427,145 ordinary shares, by the creation of additional 52,988,767 ordinary shares of 50 kobo nominal value per share ("Additional Shares").

In respect of the current year, the Directors propose that a dividend of 200 kobo per ordinary share be paid to shareholders. The dividend is subject to approval by shareholders at the Annual General Meeting and deduction of withholding tax at the appropriate rate. Consequently, it has not been included as a liability in these financial statements. The total estimated dividend to be paid is ₦5.40 billion.

29. Dividend payable

	2024 ₦ '000	2023 ₦ '000
At 1 January	-	-
Dividend declared	-	5,298,877
Payments - Meristem Registrars and Probate Services Limited	-	(5,298,877)
At 31 December	**-**	**-**

30. Borrowings

	2024 ₦ '000	2023 ₦ '000
Held at amortised cost		
At 1 January	5,532,669	4,831,451
Loan obtained	-	701,218
Interest expense	808,460	1,045,374
Principal repayment	(2,672,443)	-
Interest paid	(808,460)	(1,045,374)
At 31 December 2024	**2,860,226**	**5,532,669**

Split between non-current and current portions

	2024 ₦ '000	2023 ₦ '000
Non-current liabilities	38,570	38,570
Current liabilities	2,821,656	5,494,099
Total	**2,860,226**	**5,532,669**

At the time of privatisation in 1992, the debt owed to the Federal Government of Nigeria by the Company (₦38.570 million) was restructured by the Bureau for Public Enterprise. This is a non-interest bearing loan. The Board of Directors has taken steps to obtain a waiver of the loan from the Federal Government of Nigeria and currently awaiting a response.

Notes to the annual report and financial statements

30. Borrowings (continued)

The Company had a Usance facility with Zenith Bank Plc and Access Bank Plc an average rate of 10.6% per annum. The value of the borrowing was based on drawdown of the facility.

31. Lease liabilities

Lease liabilities	Land ₦ '000	Building ₦ '000	Total ₦ '000
Opening balance as at 1 January 2024	2,911,641	1,279,391	4,191,032
Addition	-	71,925	71,925
Interest expenses	263,764	108,372	372,136
Payments made during the year	(333,333)	(402,828)	(736,161)
Reassessment	-	15,658	15,658
Termination	-	(11,373)	(11,373)
At 31 December 2024	**2,842,072**	**1,061,145**	**3,903,217**
Lease liabilities			
Current	76,982	308,479	385,461
Non-current	2,765,090	752,666	3,517,756
	2,842,072	**1,061,145**	**3,903,217**

Lease liabilities	Land ₦ '000	Building ₦ '000	Total ₦ '000
Opening balance as at 1 January 2023	3,365,808	636,529	4,002,337
Addition	-	3,300	3,300
Interest expenses	269,104	116,512	385,616
Payments made during the year	(333,333)	(344,884)	(678,217)
Reassessment	(389,938)	867,934	477,996
Balance 31 December 2023	**2,911,641**	**1,279,391**	**4,191,032**
Lease liabilities			
Current	69,569	227,645	297,214
Non-current	2,842,072	1,051,746	3,893,818
	2,911,641	**1,279,391**	**4,191,032**

Notes to the annual report and financial statements

32. Retirement benefits obligations

32.1 Movement in gratuity

	2024 ₦ '000	2023 ₦ '000
At 1 January	122,805	133,171
Benefit paid out	(547)	(10,366)
At 31 December	**122,258**	**122,805**

The entity was operating a defined benefit for its permanent Nigerian staff, the benefits under which are related to employees' length of service and final remuneration.

However, the Board resolved to eliminate the scheme effective January 2013. The valuation of the liabilities is as of that date. The balance as at 31 December, 2024 represents what is owed to staff who are still in service from the old scheme. Payments are disbursed to staff upon disengagement from the company.

As at December 31, 2024 no fund has been set up from which payments can be disbursed.

Defined contribution plan

The employees of the Company are members of a Defined Contribution Pension plan administered by third-party Pension Fund Administrators under the Pension Reform Act of 2014. The assets of the plan are held separately from those of the Company. The scheme is funded in accordance with the Pension Reform Act of 2014 with the employee and employer contribution representing 8% and 10% respectively of the employee's relevant emoluments effective July 2014.

Staff pension	2024 ₦ '000	2023 ₦ '000
At 1 January	-	-
Contributions during the year	577,327	329,649
Remittance in the year	(577,327)	(329,649)
At 31 December	**-**	**-**

The only obligation of the Company with respect to the pension scheme is to make the specified contributions. The total expense recognised in profit or loss of ₦220.89 million (2023: ₦182.69 million) represents contributions payable to this plan by the Company as at 31 December 2024.

33. Trade and other payables

	2024 ₦ '000	2023 ₦ '000
Financial instruments:		
Trade payables	1,985,672	1,366,066
Amounts due to related parties (Note 37.1)	4,831,365	7,857,749
Unclaimed dividend	635,901	725,307
Accrued expenses	3,118,354	2,016,751
Other payables	48,898	40,868
Non-financial instruments:		
Accrued audit fees	50,000	19,400
Accrued expenses	1,952,804	920,536
Withholding tax payable	121,089	79,167
Total	**12,744,083**	**13,025,844**

Trade payables comprise amounts outstanding for trade purchases. The average credit period taken for trade purchases is 30 days. For most suppliers no interest is charged on the trade payables. The Directors consider that the carrying amount of trade payables approximates to the fair value.

Accrued expenses comprise of provision for haulage services, customers performance bonus and provision for services and products delivered not yet pay for.

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34. Contract liabilities

Summary of contract liabilities

	2024 ₦ '000	2023 ₦ '000
Advance payment from customers	5,509,920	6,341,007

Reconciliation of contract liabilities

	2024 ₦ '000	2023 ₦ '000
Opening balance	6,341,007	2,099,314
Revenue recognised on delivery of goods previously paid for	(6,341,007)	(2,099,314)
Payments received in advance of delivery of performance obligations	5,509,920	6,341,007
Total	**5,509,920**	**6,341,007**

Contract liabilities represent payments received in advance for the delivery of goods.

35. Cash generated from operations

	2024 ₦ '000	2023 ₦ '000
Profit before taxation	23,650,667	20,588,259
Adjustments for:		
Depreciation of property, plant and equipment (Note 19)	1,977,366	2,231,524
Depreciation of right of use assets (Note 20)	603,540	252,493
(Gains) on disposals of property, plant and equipment (Note 9)	(5,207)	(39,127)
Unrealised exchange loss	298,196	205,585
Interest income (Note 12)	(1,793,858)	(927,498)
Interest expenses (Note 14)	1,180,596	1,435,308
Increase in /(reversal of) impairment allowance (Note10)	87,305	(11,013)
Perfomance obligation on contract liabilities (Note 34)	(6,341,007)	(2,099,314)
Changes in working capital:		
(Increase) in inventories	(7,088,373)	(2,906,253)
(Increase)/decrease in trade and other receivables	(7,419,666)	1,836,179
Decrease in other assets	548,305	3,409,591
Decrease in trade and other payables	(281,769)	(7,151,743)
Advance payment received on contract liabilities (Note 34)	5,509,920	6,341,007
Cash generated from operations	**10,926,015**	**23,164,998**

Notes to the annual report and financial statements

36. Financial instruments and risk management

36.1 Capital risk management

The capital structure of the Company consists of net debt (which includes the borrowings disclosed in Note 30), offset by cash and bank balances and equity attributable to equity holders, comprising issued capital, reserves and retained earnings as disclosed in relevant notes in the financial statements. The Company monitors its capital structure to ensure that the target debt equity ratio as stated in its debt covenants is not exceeded. The Company is not subject to any externally imposed capital requirements.

The capital structure and gearing ratio of the company at the reporting date was as follows:

	2024 ₦ '000	2023 ₦ '000
Borrowings	2,860,226	5,532,669
Lease liabilities	3,903,217	4,191,032
Trade and other payables	12,744,083	13,025,844
Total debts	**19,507,526**	**22,749,545**
Cash and cash equivalents	(24,700,150)	(25,612,894)
Net debts	**(5,192,624)**	**(2,863,349)**
Equity	43,055,460	27,471,858
Net debt gearing ratio	(12)%	(10)%

The company has more cash equivalent than its financial obligations and therefore is not geared.

36.2 Financial risk management

Risk management roles and responsibilities are assigned to stakeholders in the Company at three levels: The Board, Executive Committee and Line Managers.

The Board oversight is performed by the Board of Directors through the Establishment and General Purpose and Finance, Risk and Audit Committees.

The second level is performed by the Executive Management Committee (EXCO).

The third level is performed by all line managers under EXCO and their direct reports. They are required to comply with all risk policies and procedures and to manage risk exposures that arise from daily operations.

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

The Company monitors and manages financial risks relating to its operations through an internal risk report which analyses exposures by degree and magnitude of risks. These risks include market risk (including price risk, foreign exchange risk and interest rate risk), credit risk and liquidity risk.

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36.3 Credit risk
36.3.1 Credit risk management
Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. The Company has adopted a policy of only dealing with creditworthy counterparty and obtaining sufficient collateral where appropriate (bank guarantee and insurance bonds), as a means of mitigating the risk of financial loss from defaults. The Company only transacts with entities that are rated the equivalent of investment grade and above. This information is supplied by independent rating agencies where available, and if not available, the Company uses other publicly available financial information, customers' financial position, past trading relationship, its own trading records and other factors to rate its major customers. The Company'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 risk management team periodically.

Trade receivables consist of a large number of customers, spread across diverse industries and geographical areas. Ongoing credit evaluation is performed on the financial condition of accounts receivable and where appropriate, credit guarantee insurance cover is purchased.

About 18% (2023: 65%) of the trade receivables are due from Bulk Commodities Limited, a related party, for rebate on purchase of Salt. The Company evaluates the concentration of risk with respect to trade receivables as low, as its customers are otherwise diverse including both corporate entities and lots of individual end users. The requirement for impairment is analyzed at each reporting date on an individual basis for corporate and individual customers.

The maximum exposure to credit risk is presented in the table below:

	Notes	2024			2023		
		Gross carrying amount ₦ '000	Credit loss allowance ₦ '000	Amortised cost ₦ '000	Gross carrying amount ₦ '000	Credit loss allowance ₦ '000	Amortised cost ₦ '000
Trade and other receivables	22	12,646,895	(222,684)	12,424,211	7,793,139	(135,379)	7,657,760
Other financial assets	23	635,901	-	635,901	725,307	-	725,307
Cash and cash equivalents	25	24,700,150	-	24,700,150	25,612,894	-	25,612,894
		37,982,946	**(222,684)**	**37,760,262**	**34,131,340**	**(135,379)**	**33,995,961**

36.3.2 Deposit with banks and other financial institutions
Credit risk from balances with banks and financial institutions is managed by the company's treasury department in accordance with its corporate treasury policy that spells out counterparty limits, list of financial institutions that the Company deals with and the maximum tenure of fixed term funds. Surplus funds are spread amongst these institutions and funds must be within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the management periodically and may be updated throughout the year. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through the potential counterparty's failure.

The overview below shows the credit ratings of outstanding cash and cash equivalents held with financial institutions.

Credit Rating - Financial Institution

	31 December 2024 ₦ '000	31 December 2023 ₦ '000
A+	11,629,075	17,050,515
AA	92,235	329,361
AA-	577,226	2,322,736
BBB	10,803,809	468,811
BB+	682,045	1,519,233
Not rated	914,626	3,919,342
Total	**24,699,016**	**25,609,998**

Notes to the annual report and financial statements

Credit Rating Definition
A+: Very high credit quality
AA: Very high credit quality
AA- Very high credit quality
BBB: Good credit quality
BB+: Speculative

36.4 Liquidity risk

36.4.1 Liquidity risk management
The 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 Company's short, medium and long-term funding and liquidity management requirements. The Company manages 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 following tables detail the Company's remaining contractual maturity for its non-derivative financial liabilities with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Company can be required to pay. The table includes both interest and principal cash flows. To the extent that interest rates are floating rate, the undiscounted amount is derived from interest rate curves at the statement of financial position date. The contractual maturity is based on the earliest date on which the Company may be required to pay.

2024

	Note(s)	0-3 months ₦ '000	4-6 months ₦ '000	7-12 months ₦ '000	Over 1 year ₦ '000	Total ₦ '000	Carrying amount ₦ '000
Borrowings	30	30,762	1,545,514	1,245,380	38,570	2,860,226	2,860,226
Lease liabilities	31	239,271	143,924	340,836	6,042,715	6,766,746	6,766,746
Trade and other payables	33	4,772,362	1,296,031	2,564,791	1,987,006	10,620,190	10,620,190
		5,281,666	**3,129,393**	**4,491,843**	**11,159,318**	**24,062,220**	**23,454,279**

2023

	Note(s)	0-3 months ₦ '000	4-6 months ₦ '000	7-12 months ₦ '000	Over 1 year ₦ '000	Total ₦ '000	Carrying amount ₦ '000
Borrowings	30	2,274,550	1,568,950	1,650,599	38,570	5,532,669	5,532,669
Lease liabilities	31	150,833	89,444	174,444	5,902,492	6,317,213	6,317,213
Trade and other payables	33	4,299,181	1,283,727	501,888	5,921,945	12,006,741	12,006,741
		7,576,614	**3,031,565**	**7,294,257**	**12,160,221**	**30,062,657**	**29,647,936**

Notes to the annual report and financial statements

36.5 Market risk
36.5.1 Foreign exchange risk
The Company undertakes transactions denominated in foreign currencies; consequently, exposures to exchange rate fluctuations arise. The Company is mainly exposed to USD. It monitors the movement in currency rates on an ongoing basis to mitigate the risk that the movements in the exchange rates may adversely affect the Company's income or value of their holdings of financial instruments.

Exposure in foreign currency amounts

The net carrying amounts, in foreign currency of the above exposure was as follows:

US Dollar exposure:

	2024 ₦ '000	2023 ₦ '000
Current assets:		
Trade and other receivables	29,239,168	17,905,678
Cash and cash equivalents	1,212,270	984,589
Non-current liabilities:		
Trade and other payables	(27,719,549)	(27,429,489)
Net US Dollar exposure/(asset)	**2,731,889**	**(8,539,222)**

Foreign exchange sensitivity analysis
A thirteen percent (13%) weakening of the Naira against the Dollar at 31 December 2024 (31 December 2023: 67%) would have decreased the profit before tax and retained earnings by the amounts shown below. This analysis is based on foreign currency exchange rate variances that the Company considered to be reasonably possible at the end of the reporting period. There are challenges faced in sourcing an adequate quantity of foreign currencies from the official markets resulting in slowdown of business operations when foreign currencies required to purchase production materials are not available. The analysis assumes that all other variables, in particular interest rates, remain constant.

A thirteen percent (13%) strengthening of the Naira, against the Dollar at 31 December 2024 (31 December 2023: 9%) would have increased profit before tax and retained earnings by the amounts shown below. Historically, the likelihood of Naira appreciating against other foreign currencies has been reasonably not significant. The analysis assumes that all other variables, in particular interest rates, remain constant.

Impact on profit or loss:

	2024 ₦ '000	2023 ₦ '000
Naira strengthens by 13% against the US dollar profit/(loss)	355,146	768,529
Naira weakens by 13% against the US dollar profit/(loss)	(355,146)	(5,721,278)
	-	**(4,952,749)**

Notes to the annual report and financial statements

36.5.2 Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates is minimal as it does not have either floating or fixed interest bearing financial liabilities outstanding as the reporting date and none of the financial liabilities are measured at fair value.

36.5.3 Price risk

Price risk is the possibility that the price of a financial asset, product, or service will change. It can occur due to a number of factors, including interest rates, market conditions, or supply chain issues.

37. Related parties

37.1 Related party balances

	2024 ₦ '000	2023 ₦ '000
Intercompany receivables		
Parent and ultimate controlling party		
Dangote Industries Limited (Parent)	6,840,721	6,000,000
Other related party receivables		
	-	-
Dangote Oil and Gas Company Limited	325,914	-
Dangote Oil Refining Company Limited	200	-
Dangote Sugar Refinery	-	10,459
West African Popular Foods*****	62,243	62,243
Bulk Commodities Limited	1,569,400	-
Loss allowance	(45,716)	(51,202)
Total	**8,752,762**	**6,021,500**

	2024 ₦ '000	2023 ₦ '000
Intercompany payables		
Parent and ultimate controlling party		
Dangote Industries Limited (Parent)	362,237	735,602

Other related party payables

	2024 ₦ '000	2023 ₦ '000
Dangote Sugar Refinery	381,848	-
Dancom Technologies Limited	28,495	22,832
Greenview Development Nigeria Limited	2,396,695	1,354,811
Bluestar Shipping Line Limited	83,585	33,415
Dangote Cement Plc. (Obajana Plant)	-	3,499
Aliko Dangote Foundation	627	-
Dangote Packaging Limited	653,987	204,902
Dangote Industries Limited (Central Stores)	2,453	6,013
Dangote Cement Plc (Head Office)	699,096	1,281,083
Dangote Oil Refining Company Limited	-	-
Dangote Cement Plc. (Benue Plant Truck scheme)	219,311	219,311
Dangote Cement Plc. (Ibese Plant)	3,031	-
Dangote Fertilizer Limited	-	25,059
Bulk Commodities Limited	-	3,971,222
Total	**4,831,365**	**7,857,749**

*****The balance due from West African Popular Foods has been fully impaired.

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37. Related parties (continued)

37.2 Purchases, sales, promotional support, other services and dividend

	Transaction Value		Balance due (to)/from	
	2024 ₦ '000	2023 ₦ '000	2024 ₦ '000	2023 ₦ '000
Purchases, promotional support and other services				
Ultimate parent	(2,224,054)	(3,712,006)	(362,237)	(735,602)
Other related parties	(52,527,345)	(37,853,701)	(4,440,633)	(7,099,315)
Technical services fees				
Other related parties	(97,609)	(62,786)	(28,495)	(22,832)
Dividend paid				
Ultimate parent	-	(3,295,572)	-	-
	(54,849,008)	**(44,924,065)**	**(4,831,365)**	**(7,857,749)**
Sales and other services				
Ultimate parent	840,721	-	6,840,721	6,000,000
Other related parties	1,533,321	1,313,169	1,912,041	21,500
	2,374,042	**1,313,169**	**8,752,762**	**6,021,500**

Relationships

Dangote Cement Plc, Gboko Plant	Fellow subsidiary, provides trucks for the Company
Greenview International Corp	Ultimate controlling party
Bulk Commodities Limited	Affiliate, purchases raw salt for the Company
Dangote Industries Limited (Central Stores)	Fellow subsidiary, the Company purchases spare parts
Dancom Technologies Limited	Fellow subsidiary, provides internet services and IT support for the Company
Dangote Packaging Limited	Fellow subsidiary, produces empty sacks for the Company
Dangote Cement Plc	Fellow subsidiary, buys Crude Salt from the Company and procures trucks on behalf of the Company
Aliko Dangote Foundation	Affiliate, engages in philanthropy
Dangote Industries Limited	Parent Company
Bluestar Shipping Line Limited	Fellow subsidiary, provide clearing services for the Company
Dangote Oil Refining Company Limited	Fellow subsidiary, the Company purchases AGO
Dangote Sugar Refinery Plc.	Fellow subsidiary, buys crude salt from the Company and provides warehouse facility to the Company
Dangote Transport Limited	Fellow subsidiary, provides haulage services to the Company
Dangote Sinotruk West Africa Limited	Fellow subsidiary, the Company purchases trucks and spare parts
Greenview Development Nigeria Limited	Fellow subsidiary, provides port and terminal services to the Company
Dangote Cement Plc, (Obajana Plant)	Fellow subsidiary, the Company provides haulage services
West African Popular Foods	Joint venture with Unilever, purchased and sold Annapurna Salt
Dangote Fertilizer Limited	Fellow subsidiary, the Company purchases equipment

Dangote Industries Limited (DIL) performed certain administrative services for the Company for which a management fee of ₦343.00 million (2023: ₦196.04 million) was charged, being an appropriate allocation of costs incurred by relevant administrative departments.

The Company invested ₦6 billion in the Dangote Industries Ltd's Promissory Note, yielding a rate of 15% per annum. This investment aligns with our strategic objectives of diversifying our investment portfolio while providing stable returns and maximizing value for our stakeholders.

The Company has two leases from related parties. These are classified as current and non-current leases.

Notes to the annual report and financial statements

37. Related parties (continued)

	2024 ₦ '000	2023 ₦ '000
Compensation to directors and other key management		
Short-term employee benefits	382,074	188,555
	382,074	**188,555**
Directors fee and expenses		
Directors fees	9,000	5,500
Directors expenses	373,074	183,055
Total	**382,074**	**188,555**

The number of Directors with gross emoluments within the bands stated below were:

₦ '000	**2024 Number**	**2023 Number**
1 — 20,000	-	-
20,001 — 50,000	10	10

38. Commitments

The Company's total capital commitments as at 31 December 2024 amounted to ₦79.94 million in respect of Salt village Administrative building, water treatment plant and canteen project (2023: ₦124.07 million).

39. Contingent assets and Contingent liabilities

39.1 Pending litigation and claims

There are certain lawsuits and claims pending against the Company in various courts of law which are being handled by external legal counsels. The contingent liabilities in respect of pending litigation and claims amounted to ₦13.0 million as at 31 December 2024 (2023 - ₦13.0 million). In the opinion of the Directors and based on independent legal advice, the Company is not expected to suffer any material loss arising from these claim, thus no provision has been made in these financial statements.

39.2 Financial commitments

The Directors are of the opinion that all known liabilities and commitments, which are relevant in assessing the state of affairs of the Company, have been taken into consideration in the preparation of these financial statements.

40. Events after the reporting period

There were no events after the reporting period that could have had a material effect on the annual report and financial statements of the Company as at 31 December 2024 that have not been taken into account in these annual report and financial statements.

41. Comparative figures

Except when a standard or an interpretation permits or requires otherwise, all amounts are reported or disclosed with comparative information. Where necessary,comparative figures have been adjusted to conform with changes in presentation in the current year.

42. Approval of Annual report and financial statements

The Board of Directors approved the annual report and financial statements during its meeting of 26 February 2025.

Other National Disclosures - Value Added Statement

Value Added	2024 ₦ '000	2024 %	2023 ₦ '000	2023 %
Turnover	120,387,151		80,828,373	
Finance income	1,793,858		927,498	
Other operating income	261,239		194,305	
Other operating (loss)/gains	(2,056,949)		267,500	
Bought - in materials and services				
- Local	(48,720,766)		(31,799,850)	
- Foreign	(39,124,101)		(21,956,742)	
Total Value Added	**32,540,432**	**100**	**28,461,084**	**100**
Value Distributed				
To Pay Employ ees				
Staff salaries and directors emoluments	5,128,263		3,953,500	
	5,128,263	**16**	**3,953,500**	**14**
To Pay Providers of Capital				
Finance costs	1,180,596		1,435,308	
	1,180,596	**4**	**1,435,308**	**5**
To Pay Government				
Income tax	5,040,978		6,580,496	
	5,040,978	**15**	**6,580,496**	**23**
To be retained in the business for expansion and future wealth creation:				
Depreciation	2,580,906		2,484,017	
Deferred tax	3,026,087		279,394	
	5,606,993	**17**	**2,763,411**	**10**
Value retained				
Retained profit	15,583,602		13,728,369	
	15,583,602	**48**	**13,728,369**	**48**
Total Value Distributed	**32,540,432**	**100**	**28,461,084**	**100**

Value added represents the additional wealth which the Company has been able to create by its own and employees efforts.

Other National Disclosures - Five Years Financial Summary

	2024 ₦ '000	2023 ₦ '000	2022 ₦ '000	2021 ₦ '000	2020 ₦ '000
Statement of Financial Position					
Assets					
Non-current assets	16,081,039	16,222,449	16,363,555	17,901,370	20,398,339
Current assets	62,421,448	49,463,864	39,167,216	22,620,028	23,910,652
Total assets	**78,502,487**	**65,686,313**	**55,530,771**	**40,521,398**	**44,308,991**
Liabilities					
Non-current liabilities	9,109,861	6,460,383	5,998,846	5,672,643	6,067,509
Current liabilities	26,337,166	31,754,072	30,489,559	20,218,075	25,521,662
Total liabilities	**35,447,027**	**38,214,455**	**36,488,405**	**25,890,718**	**31,589,171**
Equity					
Share capital and premium	1,785,250	1,758,756	1,758,756	1,758,756	1,758,756
Retained income	41,270,210	25,713,102	17,283,610	12,871,924	10,961,064
Total equity	**43,055,460**	**27,471,858**	**19,042,366**	**14,630,680**	**12,719,820**
Total equity and liabilities	**78,502,487**	**65,686,313**	**55,530,771**	**40,521,398**	**44,308,991**
Statement of Profit or Loss and Other Comprehensive Income					
Revenue	120,387,151	80,828,373	58,786,251	33,279,688	28,010,059
Cost of sales	(64,860,102)	(36,509,587)	(34,243,932)	(21,320,319)	(16,447,633)
Gross profit	**55,527,049**	**44,318,786**	**24,542,319**	**11,959,369**	**11,562,426**
Other income	261,239	194,305	124,293	52,271	19,895
Other operating (losses)/gains	(2,056,949)	267,500	(794,555)	1,782,837	580,237
Other operating expenses	(30,693,934)	(23,684,522)	(15,197,575)	(9,477,975)	(8,135,020)
Operating profit	**23,037,405**	**21,096,069**	**8,674,482**	**4,316,502**	**4,027,538**
Finance income	1,793,858	927,498	394,538	51,701	51,076
Finance costs	(1,180,596)	(1,435,308)	(694,829)	(130,160)	(171,898)
Profit before taxation	**23,650,667**	**20,588,259**	**8,374,191**	**4,238,043**	**3,906,716**
Taxation	(8,067,065)	(6,859,890)	(2,904,943)	(1,267,061)	(1,216,406)
Profit for the year	**15,583,602**	**13,728,369**	**5,469,248**	**2,970,982**	**2,690,310**
Retained income for the year	**15,583,602**	**13,728,369**	**5,469,248**	**2,970,982**	**2,690,310**

Donations

Donations	Amount
	₦
Construction and installation of solar-powered borehole system in Ugbonwankwo-Olubukola, Alayabiagba	9,216,350.00
Renovation of toilet facility & arts studio at Art & Craft School, Ago-Hausa Ajegunle, Apapa, Lagos.	3,564,356.00
Construction of a toilet facility, provision of school desks, water bottles and exercise books to Ebenezer African School Ijoko-Ota, Ogun State.	5,407,250.00
Installation of solar powered streetlights at Oregun High School, Oregun, Lagos State.	1,497,625.00
Provision of tables and chairs for the staff of Unity High School Ijoko-Ota, Ogun State	2,265,025.00
Installation of solar powered streetlights at GDNL Terminal, Apapa, Lagos State.	1,327,625.00
Sponsorship of Alayabiagba youths in the Skill Development for Youth Employment (SKYE) program at Lagos Chambers of Commerce and Industry (LCCI), Ikeja, Lagos.	4,840,000.00
Community Support For IFFE Welfare Association	1,000,000.00
Community Support For Alayabiagba Community	1,200,000.00

Share Capital History

Authorized Nominal Value			Issued And Paid-up					
			Other than by bonus		Bonus Issue		Total	
Year	Shares ₦'000	Amount ₦'000	Shares ₦'000	Amount ₦'000	Shares ₦'000	Amount ₦'000	Shares ₦'000	Amount ₦'000
1991	40,000	20,000	-	-	-	-	14,110	7,055
1992	40,000	20,000	-	-	-	-	14,110	7,055
1993	40,000	20,000	-	-	-	-	14,110	7,055
1994	40,000	20,000	-	-	-	-	14,110	7,055
1995	80,000	40,000	-	-	-	-	14,110	7,055
1996	80,000	40,000	65,847	32,923	-	-	79,957	39,978
1997	200,000	100,000	-	-	-	-	79,957	39,978
1998	200,000	100,000	-	-	-	-	79,957	39,978
1999	200,000	100,000	-	-	-	-	79,957	39,978
2000	200,000	100,000	-	-	-	-	79,957	39,978
2001	200,000	100,000	-	-	-	-	79,957	39,978
2002	200,000	100,000	-	-	-	-	79,957	39,978
2003	200,000	100,000	-	-	-	-	79,957	39,978
2004	200,000	100,000	-	-	-	-	79,957	39,978
2005	200,000	100,000	-	-	-	-	79,957	39,978
2006	4,000,000	2,000,000	-	-	-	-	79,957	39,978
2007	4,000,000	2,000,000	2,127,909	1,063,954	-	-	2,207,865	1,103,932
2008	4,000,000	2,000,000	-	-	441,573	220,787	2,649,438	1,324,719
2009	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2010	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2011	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2012	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2013	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2014	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2015	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2016	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2017	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2018	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2019	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2020	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2021	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2022	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2023	4,000,000	2,000,000	-	-	-	-	2,649,438	1,324,719
2024	4,000,000	2,000,000	-	-	52,988	26,494	2,702,427	1,351,213

Notice of Annual General Meeting

Notice is hereby given that the Annual General Meeting ("AGM") of Nascon Allied Industries Plc. ("the Company") for the year ended 31 December 2024 will hold on Thursday, 8 May 2025, virtually at 11.00 a.m. to transact the following business:

Ordinary Business

1. To lay before the Meeting, the Audited Financial Statements for the year ended 31 December 2024, as well as the Reports of the Directors, the Auditors and the Statutory Audit Committee.
2. To declare a dividend.
3. To re-elect Mr. Thabo Mabe, Ms. Fatima Aliko Dangote, and Ms. Halima Aliko Dangote who are retiring by rotation and have offered themselves for re-election.
4. To ratify the appointment of Mrs. Aderemi Saka, who was appointed as a Director after the last Annual General Meeting.
5. To authorise the Directors to fix the remuneration of the Auditors.
6. To elect shareholders' representatives on the Statutory Audit Committee.
7. To disclose the remuneration of managers.

Special Business

8. To fix the remuneration of the Non-Executive Directors.
9. To grant the Company a general mandate in compliance with the rules of the Nigerian Exchange Limited, to procure goods, services and financing, and enter into such transactions necessary for its day-to-day operations with related parties or interested persons on normal commercial terms.

NOTES:

A. Proxies: A proxy form is included in the Annual Report and is available on the Company's website. A member entitled to attend and vote at the AGM is entitled to appoint a proxy or proxies, to attend and vote instead of him, and that a proxy need not be a member. All instruments of proxy must be stamped and deposited at the office of the Registrars, Meristem Registrars and Probate Services Limited, 213 Herbert Macaulay Way, Adekunle, Yaba, Lagos, not later than 24 hours before the time scheduled for holding the meeting.

B. Closure of Register of Members: The Register of Members and Transfer Books will be closed on 16 April 2025 to enable the Registrar update its records.

C. Dividend: If the shareholders approve the dividend recommended by the Directors at the Annual General Meeting, dividend will be paid on 9 May 2025 to shareholders whose names appear in the Register of Members at the close of business on 17 April 2025.

D. E-Dividend Registration: Notice is hereby given to all shareholders to open bank accounts, stockbroking accounts, and CSCS accounts to receive dividend payments electronically. A list of unclaimed dividends is available via the Registrar. Shareholders with unclaimed share certificates or dividends should:
- Address their claims to the registrars, at Meristem Registrars and Probate Services Limited, 213, Herbert Macaulay Way, Yaba Lagos State,(contact@meristemng.com) or complete the shareholder e-mandate form in the Annual Report or at https://meristemwealth.com/mandate-form.

E. Nomination to the Statutory Audit Committee: In accordance with the Companies and Allied Matters Act 2020, a shareholder may nominate another shareholder for appointment as a member of the Statutory Audit Committee by giving notice in writing to the Company Secretary at least 21 days before the Annual General Meeting.

F. Rights of Securities Holders to Ask Questions: Securities holders can ask questions at the Annual General Meeting and in writing before the meeting. Questions may be submitted to the Company Secretary at the Company's office up to one week before the Annual General Meeting.

G. Electronic Annual Report: The electronic version of the Annual Report will be available online from the Company's website - https://nascon.dangote.com. Shareholders who have provided their email addresses to the Registrar will receive the electronic version of the Annual Report via email.

H. Live Streaming: The Annual General Meeting will be streamed live from the Company's YouTube channel (www.youtube.com/dangotegroup).

I. Voting by Interested Persons: In line with the Rules Governing Related Party Transaction of Nigerian Exchange Limited, interested persons have undertaken to ensure that their proxies, representatives, or associates shall abstain from voting on the general mandate.

By the Order of the Board of Directors.

Oluseun Oluwole
Company Secretary
FRC/2013/NBA/00000000856
Nascon Allied Industries Plc

General Mandate Circular

In compliance with the Rules of the NGX Regulation Limited Governing Related Parties or Interested Persons ('the Rules'), Nascon Allied Industries Plc ("Nascon") hereby seeks the approval of shareholders for a general mandate in respect of recurrent transactions of revenue or of a trading nature or those necessary for the day to day operations of the Company. The relevant items for consideration of the shareholders are as stated below:

i. The transactions for which this general mandate is sought are those of a trading nature and/or those which are necessary for the day to day operations of Nascon and include but are not limited to the following:

a) Technical Know-How and Support Services Agreements between Nascon and its parent company, Dangote Industries Limited ("DIL") and/or other companies or entities within the Dangote Group;

b) Trademark and Quality Control Agreements between Nascon, DIL and/or other companies or entities within the Dangote Group;

c) Distribution Agreements between Nascon, DIL and/or other companies or entities within the Dangote Group;

d) Production and Distribution Agreements between Nascon, DIL and/or other companies or entities within the Dangote Group;

e) Arrangements for the provision of specialist support to Nascon, DIL and/or other companies or entities within the Dangote Group;

f) Contract manufacturing purchase or packaging arrangements between Nascon, DIL and/or other companies or entities within the Dangote Group; and

g) Arrangements for sale and/or purchase of raw materials or finished goods, technical equipment and spare parts by or to Nascon by DIL and/or other companies or entities within the Dangote Group.

ii. The classes of related parties and interested persons with which Nascon will be transacting include shareholders, employees and their family members, companies or entities, DIL and subsidiaries of the Company, etc.

iii. The rationales for the transactions are that they are necessary for the operations of Nascon, the discharge of the legal and contractual obligations currently binding on Nascon, are of strategic importance to the continued operations of Nascon, guarantee the uninterrupted supply of goods and services necessary for the operation of Nascon as a going concern, are carried out on a transparent basis and are cost effective and performed efficiently and effectively.

iv. The methods nd procedures for the determining the transaction prices are based on Nascon's transfer pricing policy and are, where applicable, subject to the approval of the National Office for Technology Acquisition and Promotion (NOTAP).

v. KPMG has provided an independent financial opinion that the methods and procedures in Nascon's transfer pricing policy referred to in paragraph (iv) above are sufficient to ensure that the transactions shall be carried out on normal commercial terms and shall not be prejudicial to interests of Nascon and its minority shareholders.

vi. Nascon shall obtain a fresh mandate from the shareholders if the methods or procedures in (iv) become inappropriate.

vii. Any person identified as an interested person as defined under the Rules shall abstain and undertake to ensure that its associates abstain from voting on the resolution approving the transaction.

viii. The Board of Directors be and are hereby authorized to take any steps that may be necessary for obtaining approvals, statutory, contractual or otherwise in relation to all the above and to settle all matters arising out of, and incidental thereto and sign all deeds, documents and applications that may be required on behalf of the Company and generally to do all acts and things that may be necessary, expedient or incidental thereto for the purposes of giving effect to the above mandate.

Corporate Information

Capital Market information
Nascon Allied Industries Plc is listed on the main board of the NGX Regulation Limited (NGX)
Each share carries one voting right.

NGX ticket symbol	NASCON
ISIN	NGNASCON0005
Bloomberg Code	NASCON:NL
Reuters Code	NASCON:LG
Date Listed	20 October, 1992
Market Capitalization (31/12/24)	₦84,721,091,027
Outstanding shares	None
Free Float	37.5%

Registration Information

RC Number	11364
Date of Incorporation	30 April, 1973

Registered office
Salt City
Ijoko Ota, Ogun State

Business Office
15B Ikosi Road
Oregun, Ikeja, Lagos State

For more information please contact:

Corporate Communications
Nasconcare@dangote.com

Investor Relations
Morayo Tukuru
investors.nascon@dangote.com

Website
https://nascon.dangote.com

Social Media
Instagram: dangotesalt
dangote_seasoning

Directors, Officers and Professional Advisers

Country of incorporation and domicile	Nigeria	
Nature of business and principal activities	The principal activities of the Company include the processing of raw salt into refined, edible and grade salt. The Company also produces seasoning cubes.	
Directors	'Yemisi Ayeni*	Chairperson/Independent Director
	Olakunle Alake**	Chairman/Director
	Thabo Mabe	Managing Director
	Aderemi Saka***	Deputy Managing Director
	Fatima Aliko-Dangote	Non-Executive Director
	Halima Aliko-Dangote	Non-Executive Director
	Abdu Dantata	Non-Executive Director
	Sada Ladan-Baki	Non-Executive Director
	Chris Ogbechie*	Independent Director
	Knut Ulvmoen	Non-Executive Director
	Fatima Wali-Abdurrahman	Non-Executive Director
Company Secretary	Adedayo Samuel**** Oluseun Oluwole***	
Independent Auditor	PricewaterhouseCoopers 5b Water Corporation Road, Victoria Island, Lagos State.	
Ultimate holding company	Greenview International Corp (Incorporated in Cayman Island)	
Bankers	Access Bank Plc Ecobank Nigeria Limited First Bank of Nigeria Limited First City Monument Bank Limited Guaranty Trust Bank Plc Jaiz Bank Limited Keystone Bank Limited Stanbic IBTC Bank Plc Sterling Bank Plc United Bank for Africa Plc Union Bank of Nigeria Plc Wema Bank Plc Zenith Bank Plc	

* Retired 15 December 2024
** Appointed 15 December 2024
*** Appointed 26 February 2025
**** Retired 31 December 2024

Board and Committee Meeting Dates & Attendance

Board Meetings and Attendance for the year ended 31 December 2024

The Board held eight (8) meeetings in 2024

Name	27/02	29/04	23/05	29/07	29/10	2/12	11/12	30/12
'Yemisi Ayeni*	Yes	Yes	Yes	Yes	Yes	Yes	Yes	N/a
Thabo Mabe	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Olakunle Alake**	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fatima Aliko-Dangote	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Halima Aliko-Dangote	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Abdu Dantata	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sada Ladan-Baki	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Chris Ogbechie*	Yes	Yes	Yes	No	Yes	Yes	Yes	N/a
Knut Ulvmoen	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fatima Wali-Abdurrahman	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes

Finance, Risk and Audit Committee

Members	24/02	20/04	21/07	25/10
Chris Ogbechie	Yes	Yes	Yes	Yes
Olakunle Alake	Yes	Yes	Yes	Yes
Abdu Dantata	Yes	Yes	n/a	n/a
Sada Ladan Baki	Yes	Yes	Yes	Yes
Halima Aliko-Dangote	Yes	Yes	Yes	Yes
Fatima Aliko-Dangote	n/a	n/a	Yes	Yes

Establishment and General Purpose Committee

Members	23/02	19/04	20/07	25/10
Knut Ulvmoen	Yes	Yes	Yes	Yes
Fatima Wali-Abdurrahman	Yes	Yes	Yes	Yes
Halima Aliko-Dangote	Yes	Yes	Yes	Yes
Fatima Aliko-Dangote	Yes	Yes	Yes	Yes
Abdu Dantata	n/a	n/a	Yes	Yes

Statutory Audit Committee

Members	27/02	25/04	27/07	27/10
Dr. Okey Nwuke	Yes	Yes	Yes	Yes
Umar Farouk (PhD)	Yes	Yes	Yes	Yes
Kudaisi Ayodele Sarat	Yes	Yes	Yes	Yes
Prof. Chris Ogbechie	Yes	Yes	Yes	Yes
Halima Aliko-Dangote	Yes	Yes	Yes	Yes

KEY

Yes - Present
No - Apology
n/a - Not a member

Analysis of shareholdings as at 31 December 2024

RANGE	HOLDERS	%	VOLUME	%
1 - 1000	22,710	62.1613	8,189,173	0.303
1001 - 5000	6,677	18.2761	15,269,721	0.565
5001 - 10000	2,339	6.4023	15,595,683	0.5771
10001 - 50000	3,390	9.279	70,494,515	2.6086
50001 - 100000	592	1.6204	40,923,510	1.5143
100001 - 500000	620	1.697	124,016,507	4.5891
500001 - 1000000	109	0.2984	74,180,357	2.745
1000001 - 5000000	70	0.1916	146,260,265	5.4122
5000001 - 10000000	9	0.0246	62,502,924	2.3128
10000001 - ABOVE	18	0.0493	2,144,994,490	79.3729
TOTAL	**36,534**	**100**	**2,702,427,145**	**100**

Summary of Claimed/Unclaimed Dividends as at 31 December 2024

Dividend No	Declared Dividend	Claimed Dividend	Unclaimed Dividend	Date Of Payment
1	883,146,126.00	778,970,770.30	15,860,743.10	17/07/2008
2	1,059,775,351.20	932,227,943.81	21,569,872.27	10/05/2009
3	1,324,719,189.00	1,159,381,576.80	32,865,693.30	10/04/2010
4	1,324,719,189.00	1,165,664,649.15	26,582,620.95	07/11/2011
5	1,854,606,865.00	1,618,763,540.17	50,382,637.83	06/07/2012
6	2,384,494,540.20	2,089,593,706.23	62,823,382.11	06/12/2013
7	2,384,494,540.20	2,080,528,756.22	67,955,790.78	6/24/2014
8	1,324,719,189.00	1,162,721,067.65	35,623,605.65	06/12/2015
9	1,457,191,107.90	1,284,389,528.30	33,949,974.15	5/23/2016
10	1,854,606,864.60	1,633,872,077.81	38,885,586.46	05/08/2017
11	3,974,157,567.00	1,237,922,398.05	122,100,148.05	05/08/2018
12	2,649,438,378.00	2,318,183,629.90	75,243,508.30	6/17/2019
13	1,059,775,351.20	926,299,783.76	30,348,361.24	7/29/2020
14	1,059,775,351.20	920,091,484.52	36,209,924.52	31/05/2021
15	1,059,775,351.20	923,891,381.16	29,906,434.92	03/06/2022
16	2,649,438,378.00	832,024,113.20	75,584,780.90	26/05/2023
17	2,649,438,378.00	838,969,922.90	73,246,934.60	17/11/2023
TOTAL	**30,954,271,716.70**	**21,903,496,329.93**	**829,139,999.13**	

Affix Current Passport

(To be stamped by Bankers)

Write your name at the back of your passport photograph

This service costs ₦150.00 per approved Mandate per Company.

MERISTEM

E-DIVIDEND MANDATE ACTIVATION FORM

Only Clearing Banks are acceptable

Instruction

Please complete all sections of this form to make it eligible for processing and return to the address below

The Registrar
Meristem Registrars And Probate Services Limited
213, Herbert Macaulay Way
Adekunle-Yaba
Lagos State

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 account detailed below:

Bank Verification Number

Bank Name

Bank Account Number

Account Opening Date

Shareholder Account Information

Surname/Company's Name First Name Other Names

Address:

City State Country

Previous Address (If address has changed)

CHN CSCS A/c No

Name of Stockbroker

Mobile Telephone 1 Mobile Telephone 2

Email Address

Signature(s) Company Seal (If applicable)

Joint/Company's Signatories

Help Desk Telephone No/Contact Centre Information for issue resolution or clarification: [illegible]

TICK	NAME OF COMPANY	SHARE A/C NO
	AELLA FINANCIAL SOLUTIONS BOND	
	AFRINVEST EQUITY FUND	
	BERGER PAINTS NIG PLC	
	CASAFINA CAPITAL LIMITED BOND	
	CEAT FIXED INCOME FUND	
	CITITRUST HOLDINGS PLC	
	CONOIL PLC	
	CONSOLIDATED HALLMARK INS. PLC	
	CUSTODIAN INVESTMENT PLC	
	COVENANT SALT NIGERIA LIMITED	
	DEVELOPMENT BANK OF NIGERIA PLC	
	EMPLOYEE ENERGY LIMITED	
	ENERGY COMPANY OF NIGERIA PLC [ENCON]	
	eTRANZACT INTERNATIONAL PLC	
	FBN HOLDINGS PLC	
	FIDSON HEALTHCARE PLC	
	FOOD CONCEPTS PLC	
	FTN COCOA PROCESSORS PLC	
	GDL INCOME FUND	
	GEO-FLUIDS PLC	
	GEREGU POWER PLC	
	IMPERIAL AFRICA PLC	
	INTERNATIONAL ENERGY INSURANCE PLC	
	INTERNATIONAL TOBACCO COMPANY LIMITED	
	JUBILEE LIFE MORTGAGE BANK LTD	
	MAMA CASS RESTAURANTS LIMITED	
	MCN DIOCESE OF REMO	
	MCN LAGOS CENTRAL	
	MCN TAILORING FACTORY [NIGERIA] LIMITED	
	MULTI-TREX INTEGRATED FOODS PLC	
	NASCON ALLIED INDUSTRIES PLC	
	NEIMETH INT'L PHARMS PLC	
	NEWRESTASL NIGERIA PLC	
	NIGER INSURANCE PLC	
	NIGERIA MORTGAGE REFINANCE COMPANY [NMRC] PLC	
	NIGERIA MORTGAGE REFINANCE COMPANY PLC [NMRC] BOND	
	ONWARD PAPER MILLS PLC	
	PACAM BALANCED FUND	
	PAINTCOM INVESTMENT PLC	
	PROPERTYGATE DEVT. & INVEST. PLC	
	R.T. BRISCOE NIGERIA PLC	
	RADIX HORIZON FUND	
	RAEDIAL FARMS LIMITED BOND	
	REGENCY ALLIANCE INSURANCE PLC	
	SMART PRODUCTS NIGERIA PLC	
	SOVEREIGN TRUST INSURANCE PLC	
	TANTALIZERS PLC	
	THOMAS WYATT PLC	
	TRANSPORT SERVICES LIMITED BOND	
	VITAFOAM NIGERIA PLC	
	ZENITH EQUITY FUND	
	ZENITH ETHICAL FUND	
	ZENITH INCOME FUND	

MERISTEM
Meristem Registrars And Probate Services Limited
Web: www.meristemregistrars.com; email: info@meristemregistrars.com

The Registrar
Meristem Registrars & Probate Services Limited
213, Herbert Macaulay Way
Adekunle, Yaba, Lagos

Proxy Form

NASCON ALLIED INDUSTRIES PLC.: PROXY FORM

The Annual General Meeting ("AGM") of Nascon Allied Industries Plc. ("the Company") for the year ended 31 December 2024 will hold virtually on Thursday, 8 May 2025, at 11.00 a.m.

I/we ____

Being a shareholder of the Company hereby appoint ____

____ Or

failing him/her, the Chairman of the meeting as my/our proxy to act and vote for me/us on my/our behalf at the Annual General Meeting to be held on Thursday, 8 May 2025, and at any adjournment.

SHAREHOLDER'S SIGNATURE: __________________ DATED THIS ____________ DAY OF ________________ 2025

I desire this proxy to be used in favour of, or against the resolution as indicated alongside:

SN	Ordinary Business	For	Against	Abstain
1	To declare a dividend.			
2	To re-elect the following directors:			
2.1	To re-elect Mr. Thabo Mabe as a Director.			
2.2	To re-elect Ms. Fatima Aliko Dangote as a Director.			
2.3	To re-elect Ms. Halima Aliko Dangote as a Director.			
3	To ratify the appointment of Mrs. Aderemi Saka as a Director			
4	To authorise the Directors to fix the remuneration of the Auditors.			
5	To elect shareholders' representatives on the Statutory Audit Committee.			
	Special Business	**For**	**Against**	**Abstain**
6	To fix the remuneration of Non-Executive Directors.			
7	To grant the Company a general mandate.			

Notes:

A. A shareholder entitled to attend and vote at the Annual General Meeting is entitled to appoint a proxy/proxies in his stead, to attend and vote instead of him, and such proxy/proxies need not be a shareholder of the company.
B. The proxy must produce the admission card sent with the notice of the Annual General Meeting to gain entrance to the meeting.
C. In the case of joint shareholders, any of them may complete the form, but the names of all joint shareholders must be stated.
D. If the shareholder is a corporation, this form must be executed under its common seal or by a duly authorized officer.
E. All duly completed and stamped proxy forms should be deposited at the office of the Registrar not later than 48 hours before the meeting.
F. In order to be valid, the proxy forms must bear the appropriate stamp duty from the Stamp Duties Office (not adhesive postage stamps).

ADMISSION CARD

Before posting this form, please tear off this part and retain it for admission to the meeting.

Admission Slip:
The Annual General Meeting of Nascon Allied Industries Plc. will hold virtually on 8 May, 2025 at 11:00am

NAME AND ADDRESS	NUMBER OF SHARES HELD:	NUMBER OF SHAREHOLDER(S):

Please admit .... to the Annual General Meeting of Nascon Allied Industries Plc. which will hold virtually on 8 May, 2025 at 11.00 a.m.

Signature of person attending: ....

- The admission card should be produced by the shareholder or his/her proxy in order to obtain entrance to the Annual General Meeting.
- You are requested to sign this card at the entrance in the presence of the Company Secretary or his nominee on the day of the Annual General Meeting.

Please be advised that to enable a proxy gain entrance to the meeting, the Proxy Form is to be duly completed and delivered to the Registrar not later than 48 hours before the time fixed for the meeting.

The Registrar
Meristem Registrars & Probate Services Limited
213, Herbert Macaulay Way
Adekunle, Yaba, Lagos

Notes