Nascon Allied Industries Plc.

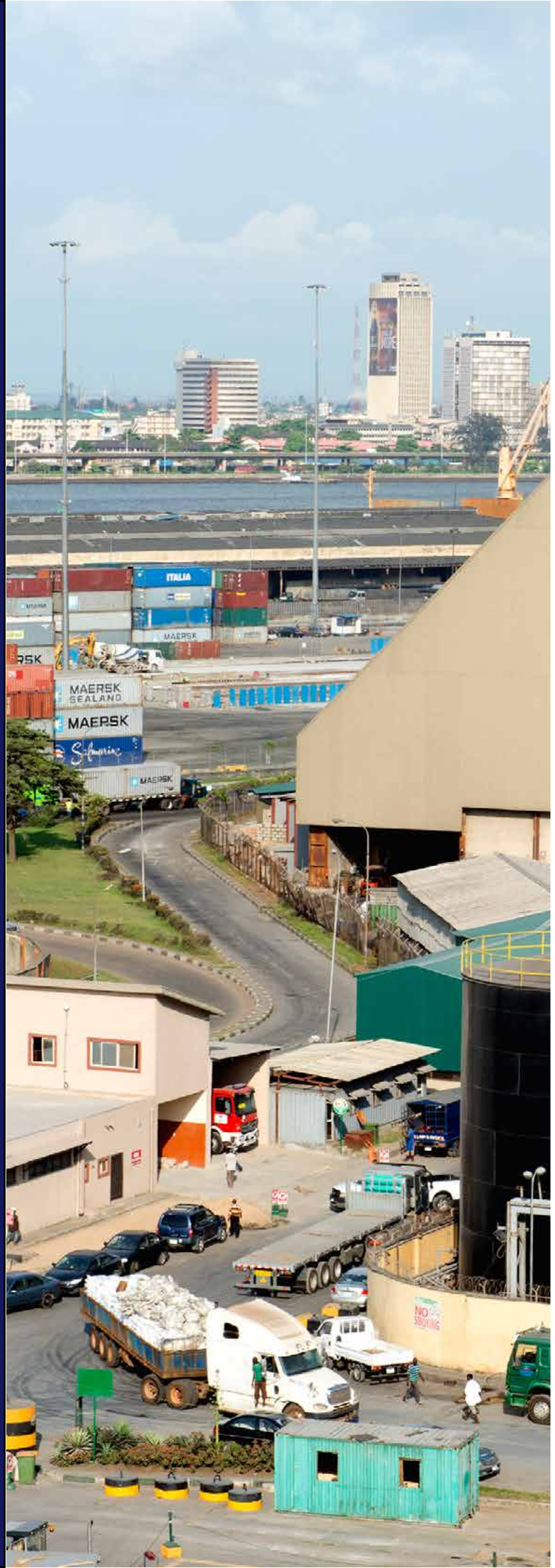
Repositioning For Growth

2015 Annual Report

Cover

We have anchored our growth agenda on five core areas:

- Product quality
- Customer service
- Innovation
- Passion
- Execution



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2015 At a Glance

Salt Sales

2015	369,054mt
2014	328,112
2013	313,388
2012	337,667
2011	300,910

Other Product Sales

2015	8,762mt
2014	185
2013	-
2012	-
2011	-

Revenue

2015	₦16.18B
2014	11.25
2013	10.84
2012	13.41
2011	8.89

Operating Profit

2015	₦3.03B
2014	2.83
2013	3.82
2012	3.78
2011	2.99

Earnings per Share

2015	₦0.79
2014	0.70
2013	1.02
2012	1.04
2011	0.83

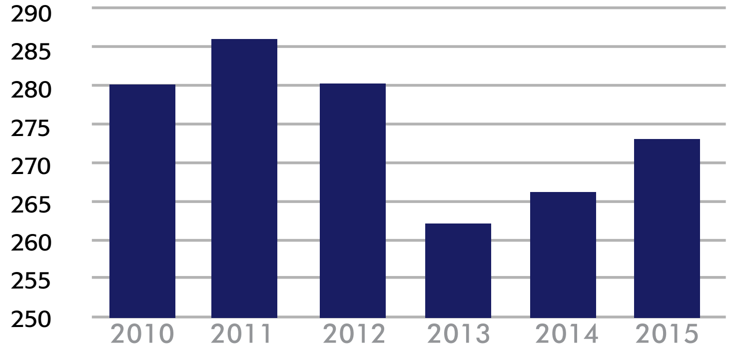
Dividend per Share

2015	₦0.55
2014	0.50
2013	0.90
2012	0.90
2011	0.70

Global Salt Market

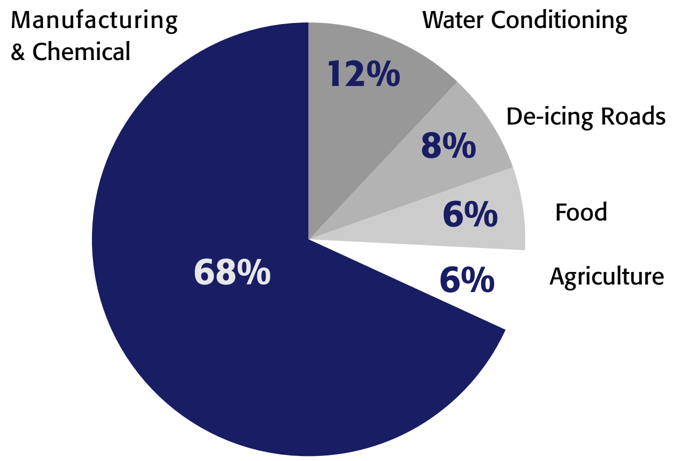
China and the United States of America are the world's largest producers of salt, accounting for 40% of global production of around 273 million tonnes of salt annually. The chemical industry is the largest market for salt accounting for nearly 45% of demand, generated by chloralkali and soda ash producers, with salt in brine accounting for 91% of the salt used for chemical feedstock.

Global Salt Consumption in 2015 (M MT)



The Asia/Pacific region accounts for over half of the salt consumed by the chemical industry. Western Europe and North America also have sizable chemical industries. The remaining markets for salt include road de-icing, food processing, agriculture, general industrial and water conditioning.

Global Salt Production 2010 - 2015 (M MT)



Population growth combined with ongoing advances in food and beverage, pharmaceutical, industrial and manufacturing industries further propel the constant yearly consumption increase of salt. Global demand for salt is expected to increase over the coming years.

Our Vision, Mission and Core Values

Our 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.

Our 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 benefit to local communities in which we operate.
- To set a good example in areas of corporate governance, sustainability, health and safety.

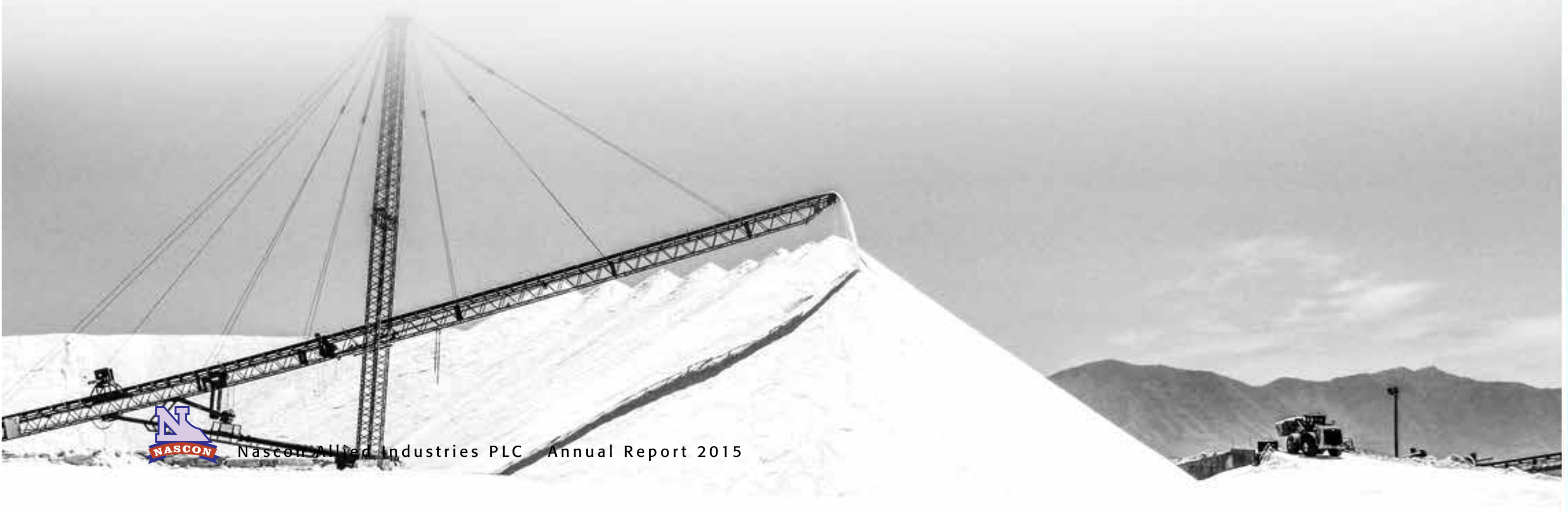
Our Core Values

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.

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

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.



Outgoing Chairman's Statement

"Through my tenure, Nascon has undergone significant change by expanding our product lines, strengthening and restructuring aspects of our existing operations."

Dear shareholders,
On behalf of the Board of Directors, I am pleased to present the Annual Report of Nascon Allied Industries Plc for the financial year ended 31 December 2015, at this Annual General Meeting.

2015 was challenging for Consumer Companies, as the weak economic environment influenced by external and internal factors, affected manufacturing activities and consumer spending.

The year began with security concerns and political uncertainties leading up to the Presidential elections held on March 28, as economic activity slowed down considerably in anticipation of the outcome of the elections. The effect of the positive outcome of the elections did not linger as pressures of the fall in the global oil price, and as a result, volatility of the Naira led to the currency devaluation. Businesses faced various challenges as costs continued to rise following restrictive foreign currency policies.

Against the above backdrop, I am pleased that the company was able to deliver sales and revenue growth in its core salt business with moderate contribution from the newly established product lines. For the financial year ended 31st December 2015, the total turnover of ₦16.2B represents a 43% increase against the previous year. Profit After Tax increased by 11% to ₦2.1B. The overall financial stability continued to remain strong, with ₦2.5B of cash and its equivalents as reserves. We achieved this by becoming more customer focused, managing our costs and improving our efficiencies.

The Board has recommended for your consideration and approval at this meeting, the payment of a dividend of ₦0.55 per 50kobo share (2014: ₦0.50). This represents a pay-out ratio of 70% at ₦1.46B, an improvement from the previous year when we paid ₦1.32B.

Through my tenure, Nascon has undergone significant change. The past three years have especially seen substantial investment in expanding our product lines as well as strengthening and restructuring almost every aspect of our existing operations. In 2015, our objective was to grow the seasoning, refined oil and tomato paste businesses to ensure that these new product lines complement and strengthen our existing refined salt business, contributing to revenue and delivering profit.

We resolved the technical difficulties encountered during the installation and testing phases for the vegetable oil refinery and tomato paste packaging machines. The crude palm oil refinery, with an installed capacity of 156,000 metric tonnes and the tomato paste packaging plants, with an installed capacity of 37,440 metric tonnes, were commissioned in the third quarter of 2015.

However, production from these new lines have been

Outgoing Chairman's Statement

constrained due to current foreign currency restrictions. The Central Bank of Nigeria on June 23, 2015 placed a ban on 41 items from access to foreign exchange at the Nigerian foreign exchange markets to conserve the foreign reserves and encourage local production of the restricted items. Unfortunately, the major raw materials required to feed our palm oil refinery and tomato paste plant- crude oil palm and tomato concentrate- were on this restricted items list. Despite all efforts, we were unable to secure the raw materials locally in sufficient quantity to produce at efficient levels in 2015. We temporarily mothballed production from the oil refinery and tomato paste plant as we sourced for alternatives. We produced and sold from the tomato paste and oil refinery, 1,664 metric tonnes and 6,537 metric tonnes respectively, during the year. Despite this temporary setback, I am confident that we are now well positioned for the next phase of our growth, creating significant value for the shareholders.

The Company strengthened its marketing and promotional activities to fuel sales, especially during the first half of the year, with salt registering excellent growth, reinforcing its number one leadership position in the country. Dan-Q Seasoning increased its market share significantly through focused and consistent marketing efforts, as we successfully executed our product awareness campaigns in the North.

Another important objective for us this year was to improve on our corporate governance practices by appointing three Independent Directors to bring objectivity and independence to the Board's discussions and help provide the Board with effective leadership in relation to the Company's strategy, performance, and risk management, ensuring high standards of financial probity and corporate governance.

To this end, I am pleased to announce that the Board, on December 15, 2015 appointed Yemisi Ayeni, who succeeds me as Chairperson. She is a chartered accountant with very impressive experience in audit, finance, asset/investment management, corporate planning and restructuring. The Board is confident that she will drive Nascon's advancement. Her influence has already been established in her commitment to provide stable and well-directed leadership, which has enhanced the Board's performance.

Also appointed to the Board as Independent Directors, are Chris Ogbechie and Fatima Wali-Abdurrahman. We have placed emphasis on gender balance and as at today, we have four women on our Board.

Chris has almost four decades experience in strategy, marketing and corporate governance. Fatima brings to the Board valuable experience in growing businesses as well as developing and leading corporate social responsibility initiatives, which is an area the Company intends to prioritize. We are fortunate to have them join the team.

Sani Dangote and Suleiman Olarinde also stepped down as Directors at the December 15, 2015 Board Meeting. I would like to thank them for their service, as their contributions towards the growth of the Company have been invaluable.

During 2015, I was reminded of the quality of our people as we improved on our operational discipline and service delivery that remarkably transformed the Company. We have increased our investments in product quality, packaging, plant and IT processes to modernize our operations, improving efficiencies to support growth over the longer term.

It has indeed been a privilege to have been the Chairman of the Board of Nascon Allied Industries Plc., serving to the best of my abilities the interests of customers, employees and shareholders. The Company has shown great resilience, establishing new product lines, improving service delivery for customers and value for shareholders. I am confident as I leave that there is an excellent team in place to continue to grow the company. I wish the company well as it embarks on a promising future.

Aliko Dangote GCON
Outgoing Chairman

Chairperson's Statement

"I am confident that as we continue to invest appropriately in existing and new product lines, we will achieve our strategy of growing revenues"

Dear Shareholders,

It is a privilege to have joined the Board of Nascon Allied Industries Plc. at what is a defining moment in the Company's journey to becoming a leading FMCG company. Despite the macro-economic challenges, 2015 has been an exceptional year of progress for Nascon and one that effectively positions the company for continued future growth.

It is an honor to succeed Aliko Dangote as Board Chairman. Over the past 10 years, his passionate and dedicated leadership re-positioned Nascon Allied Industries Plc. as, not just the undisputed market leader in salt refining and distribution, but a producer of other food-related products. The past decade has decisively revived what, at the time of acquisition, was a loss-making businessI look forward to building on the solid foundations laid by Aliko, the Board members and the Executive Management team to support the Company in pursuit of its vision to enhance the quality of life while offering high returns to our stakeholders. I have been impressed by the quality of Nascon's Executive team, their passion, discipline and common sense of purpose. The Company's consistent revenue growth and strong profitability since its reverse takeover of Dangote Salt in 2007, is evidence of the commitment and determination of the employees.

I am excited to work with a Board that is committed to the business; thinks strategically and innovatively; and has the right mix of skills and experience. These qualities will enable the Board to challenge and support the Executive Team to execute our corporate strategy while driving our collective objective of a sustainable business.. With that in mind, we recently appointed Fatima Aliko-Dangote as Executive Director of Commercial, with the mandate to drive growth by deploying effective sales, marketing and distribution strategies.

I am confident that as we continue to invest appropriately in existing and new product lines, we will achieve our strategy of growing revenues within the context of improved profit margins and enhanced shareholder returns. As a Board, we will be focused on evolving strategies that will allow us to put the vegetable-oil and tomato-paste plants back in operation. We will ensure we conclude ongoing plant upgrades that will enhance the efficiency of the production lines; and guarantee consistently high product standards. We will also be working with the management team to position Health, Safety and Environmental (HSE) considerations as an integral part of the way we do business. Finally, we will further strengthen our existing corporate governance framework, ensuring that we align ourselves with best practices as we believe that this will create long-term shareholder value.

On behalf of Nascon's Board and management team, I would like to extend my heartfelt thanks to the outgoing Chairman, Aliko Dangote for the strong platform that has been laid down. I would like to assure all shareholders of my commitment to the growth and prosperity of Nascon Allied Industries Plc.

Yemisi Ayeni
Chairperson

Company Overview

Nascon Allied Industries Plc. "Nascon" is Nigeria's leading refiner and distributor of household, food processing and industrial salt with installed production capacity of 567,000 metric tonnes per annum. We have recently expanded our product lines to include tomato paste, vegetable oil and seasoning in a bid to transform to a FMCG company, ensuring that our products become staples in the homes of millions of Nigerians. Leveraging on our existing competitive advantage in the salt industry, we have invested ₦7.3 billion over the last three years to construct these new production facilities.

We employ over 500 people in our factories, warehouses, fleet and offices throughout Nigeria with our headquarters in Oregun, Lagos. We strictly adhere to rigorous 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), International Award for Systems Quality (ISO) and the National Food and Drugs Administration and Control (NAFDAC) certifications.

We have three regional sales offices that manage the warehouses and other distribution centers strategically located to serve the Nigerian and neighbouring markets. We own a fleet of over 200 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 an identified need for self-sufficiency in the production of salt, an essential commodity. Construction work commenced on October 20, 1974 with the refinery completed in December 1975 and erection of plants and machinery in August 1976. The plant was commissioned with an initial installed capacity of 110,000 metric tonnes.

The Company was privatised in 1991 with its shares listed on the Nigerian Stock Exchange 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. Total production capacity increased to 567,000 metric tons per annum, with the inclusion of three refineries. At the time of the reverse takeover, the plant at Otta had become moribund.

Our plants
The Apapa refinery, located in the Apapa Port of Lagos, was commissioned in 2001 with five manufacturing lines of 275,000 metric tonnes per annum.

The Port Harcourt refinery is located in the Port Harcourt sea port in Rivers State. It was commissioned in 2003 with an installed capacity of 210,000 metric tonnes of salt per annum through 4 lines.

Our smallest salt plant, which is in Oregun, was commissioned in 2004 with an installed capacity to refine 82,000 metric tonnes of salt per annum through 3 lines. Our plants are primarily powered through the National Grid with Caterpillar generators fueled by gas or diesel, with combined capacity to generate 6.1MW of power.

We made a strategic decision in 2011 to grow the company through new product lines and changed our name to Nascon Allied Industries in 2014 from National Salt Company of Nigeria to reflect our new positioning. We took advantage of our existing site in Otta and construction activities commenced in 2012. We commissioned the seasoning plant in 2014 with an installed capacity of 3,744 metric tonnes per annum. Our tomato paste packaging plant, which will produce and package tomato paste from tomato concentrate was commissioned in the third quarter

Company Overview

of 2015 with an installed capacity of 37,440 metric tonnes. Our vegetable oil refinery was commissioned also in the third quarter of 2015 and can produce 156,000 metric tonnes of refined vegetable oil from crude palm oil.

Our Products

Dangote Salt
Nascon offers a comprehensive salt product portfolio that are sold mostly in 50kg bags under the well-known "Dangote" brand.

- Dangote Industrial Salt
- Dangote Tannery Salt
- Dangote Pure Dried Vacuum (P.D.V) Salt
- Dangote Butter Salt
- Dangote Edible Salt
- Dangote Kitchen Salt
- Dangote Refined Salt in 250g, 500g and 1kg sachets

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 UNICEF guidelines and Nigerian regulations to combat iodine deficiency disorders.

Dan-Q seasoning
Our seasoning is presently available in chicken and beef flavour variants with plans to expand our flavour offerings in line with consumer needs and the demand for flavour variation.

Dangote Tomato Paste
This is a thick paste made from triple concentrate. We entered into this product category in response to an identified supply gap within the Nigerian market where local production plus imports have been unable to effectively meet local demand.

Dangote Vegetable Oil
Also in response to the obvious supply gap in the market and the perennial shortage of vegetable oil, resulting in the influx of low quality grey imports into Nigeria, we commenced the production and sale of vegetable oil as a high grade refined product for domestic and industrial use in the third quarter of 2015.

Management Team as at March 11, 2016

Paul Farrer
Managing Director

Paul joined Nascon as Managing Director in 2015, having previously been the Chief Operating Officer and Group Executive Director of Food Concepts Plc. His experience in the foods business spans 20 years in the South and West African markets; in international companies such as TGI Fridays (Americana Group), Steers Holdings – Debonairs Pizza, Famous Brands and Innscor International.

He is an alumnus of East London Technical College, South Africa.

Fatima Aliko-Dangote
Executive Director, Commercial

Fatima joined the Dangote Group in 2014 as the Special Assistant to the Managing Director-Cement and later worked as a Group Corporate Strategy Specialist. In this latter role, she provided planning and analytical support across all the Business Units of the Dangote Group.

She holds a Bachelor's degree in Law from the University of Surrey in the UK. Fatima has been called to the Nigerian Bar, and has worked as an Associate at Banwo and Ighodalo Legal Chambers, on areas related to capital markets, intellectual property and energy.

Aderemi Saka
Chief Financial Officer

Aderemi has a Bachelor's Degree in Accounting and a Masters in International Business from Georgia State University, Atlanta. She has 17 years experience working in the United States with various multi-nationals and publicly traded corporations. Prior to joining Nascon as CFO, Aderemi was part of the Group Corporate Strategy team at Dangote Industries Limited.

She has experience in financial analysis, planning, budgeting, forecasting, operational and financial risk management, regulatory controls, internal auditing, financial strategy and modeling, and program management.

Gerhard Scheepers
Head, Operations

Gerhard has decades of experience across sales, sales force management, production management, operational financial management and driving operational efficiency for growth.

He began his career in factory operations for Bidbake South Africa rising to become the Managing Director and later Group Operations Director. His immediate past leadership roles include Group Operations Director for Trimark Industries and Director of Operations at Orbiline Pty SA.

Yahaya Fufore
Head, Sales

Yahaya rejoins Nascon after a stint with Dangote Pasta/Tiger Brands as Customer Service Executive. He joined the Dangote Group in 1997 and progressed through roles of increasing responsibility and complexity including Product Support Manager, GM Sales & Marketing (Dangote Pasta).

In 2015, he was appointed Head, Sales. A graduate of Biochemistry, he holds an MBA from the Lagos State University, and a Diploma in Sales Management from the Institute of Sales & Marketing, UK.

Rabiu Mohammed
Head, Fleet & Logistics

Rabiu's 30-year experience spans production, plant, fleet, transport, logistics and warehouse management. He began his career with Nigerian Bottling Company where he rose to Plant manager level, working accross the Northern states and Onitsha.

He Joined the Dangote Group in 1996 as Head of transport for the Flour business and has held various positions of increasing responsibility and complexity across Dangote Cement before being deployed as the Head of Fleet and Logistics for Nascon.

Management Team as at March 11, 2016

Olufemi Ashipa
Head, Marketing

Olufemi is a marketing specialist with 16 years cognate experience in consumer marketing, new product development, public relations, stakeholder management, events and sponsorship. He has hands on experience across Multinational FMCGs, Telecommnunications and Banking/ Finance

He joined Nascon in 2015 having previously worked at Coca-Cola Nigeria Limited and holds a B.A in History and International Studies from Lagos State University and a PGD in Business Administration from the University of Leicester, UK.

Nura Shuaibu
Head, Supply Chain

Nura is a Mechanical Engineer with a degree from Ahmadu Bello University, Zaria. Prior to joining Nascon, he worked with the Ministry of Works and Housing, Kano as trainee Engineer and Gaskiya Textile Mills as Assistant Mechanical Engineer.

He joined the Company in 1997 as a pioneer staff and has worked in various functions with increasing responsibility including maintenance manager, plant manager and project manager.

Anthony Uba
Head, Internal Audit

Anthony, after a successful career at Deloitte where he rose through various levels of increasing responsibility, joined the Dangote Group in 2011 as Chief Financial Officer for Dangote Pasta.

A graduate of Accounting from the University of Lagos with an MBA from Obafemi Awolowo University, Ife. Anthony is a member of the Institute of Directors, Chartered Institute of Taxation, Institute of Internal Auditors of Nigeria and an active member of professional practice monitoring committee (PPMC) of the Institute of Chartered Accountants of Nigeria (ICAN).

Adebowale Shittu
Head, Human Resources & Administration

He joined Nascon in 2000 as the assistant Admin/HR manager and is currently the head of the department. He is an Associate Member of the Chartered Institute of Personnel Management and a full member of Nigeria institute of training and development (NITD). He holds a BSc. in Business Administration from University of Lagos, a PGD and an EMBA in Management Science from the University of Calabar.

Adedayo Samuel
Company Secretary

Adedayo 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 Nigerian Stock Exchange upon privatization in 1992.

He has extensive and varied experience in Corporate Governance, broad exposure in litigation and in the Judiciary where he had 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.

Managing Director's Review

"The year was rewarding for us, as the company took giant strides in becoming a multi-category company."

Operating Environment
The year began with political uncertainty and security challenges in the North East of the country, an important market with access to bordering countries. The fall in the value of the Naira and the price of crude oil and their resultant effects on the Nigerian economy combined with the inability of state and local governments to pay staff salaries and contractors, put severe pressure on consumer spending as inflation was rising. Manufacturers also faced operational challenges with persistent fuel shortages and gas supply disruptions.

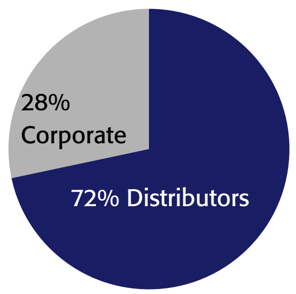
Scarcity and volatility of foreign exchange, which is required to procure raw materials further hindered commercial activities as the CBN foreign exchange policy restricted access to dollars at the official exchange rate pegged at ₦197-199:USD1 to certain products and services. The parallel market, trading at ₦260:USD1 by the end of December had insufficient foreign exchange to meet demand. The manufacturing output, which accounts for 10% of Nigeria's GDP contracted in the year, reflecting these challenges to the sector.

Operations in 2015
We embarked on an aggressive journey to drive operational efficiency and increase capacity yield across all our production plants and facilities. Our new businesses were commissioned successfully between the second and third quarters, with renewed focus on Dan-Q Seasoning, Dangote Tomato Paste, and the commercial launch of our Vegetable oil business line.

In our quest to meet and exceed consumer expectations, we instituted a continuous quality improvement process reinforced by our internal engagement slogan "consistent product quality, always". As such, we optimized and where necessary, reformulated a number of our products in line with international conventions and specifications, in the belief that a superior product offers us a sustainable competitive advantage within the sectors we operate. We were committed to a systemic overhaul of our infrastructure in order to plan for, and meet the demands of our evolving business.

From an input cost perspective, although direct materials' cost was impacted severely by the significant increase in the cost of our imported materials- occasioned by the devaluation of the Naira in 2015, we were able to manage part of the impact through our pricing structure through the trade. We maintained product costs at a competitive level, focusing on cost management initiatives, which helped to offset the higher input costs however the gross profit margin reduced by 7 percent points to 27% compared to the previous year which was 34%.

Distribution
We supply our products directly to our customers at very competitive prices through our fleet of over 200 trucks and have seven depots across the country from which we distribute.



Customer Segmentation

During the year, heavy traffic at the Apapa area, where one of our salt plants is located, and from where we receive raw materials to feed our plants in Oregun and Otta, restricted movement of our delivery trucks in the area and as a result we had insufficient trucks for deliveries. By the fourth quarter, the Lagos State Government was able to improve the traffic situation witha resultant inward movement of trucks restricted to 6pm-9pm.

Also, we experienced an increase in turn-around times of our delivery trucks when a number of our trucks were rehabilitated or repaired in the second quarter. The collapsed bridge in Lokoja, en route to the North, doubled the turn-around-times of our trucks in the third quarter, and was reconstructed by the fourth quarter. This improved

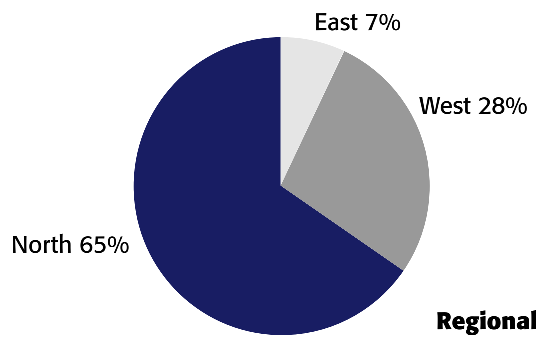
Managing Director's Review

delivery times to our very important Northern markets.

Salt
Through focus on proactive maintenance, an ongoing overhaul of our refined salt equipment in Oregun and phased upgrades to our production environment in Apapa and Port Harcourt, we ultimately increased efficiency by 7% to 64%.

Our position as the overall market leader was given a further boost with the launch of our new sachet packaging in the fourth quarter. We believe this went a long way to boost our sales significantly in that quarter and I am pleased that despite operational challenges, we were able to increase our market share of the salt industry to 60%, and sold 369,054 metric tonnes from our 3 plants. Our revenue from the sale of salt was ₦11.91B, a 22% improvement from the previous year.

The North remains our largest market, with around 65% of our salt sold in these markets. Sales to the West accounts for 28%, while the East accounted for 7%. We are working on a strategy to improve our visibility and grow volumes in these regions on the back of improved product quality, packaging and service delivery.



Regional Sales

Seasoning
We launched two variants of Dan-Q seasoning, beef and chicken; after experimenting with several recipes and conducting market surveys, and are very happy with the product that we now have. Aggressive competitor activity with very established brands in the market, created a tough environment for our very new product. We sold 561 metric tonnes of seasoning and earned ₦0.24B.

The Seasoning product line specifically faced a market penetration challenge driven primarily by an aggressive competitive market. We have changed our approach focusing our marketing attention to brand differentiation and market penetration. We have also strengthened our sales team and expect better contribution and margins from this segment in the coming year.

Tomato Paste
We sold 1,664 metric tonnes of our tomato paste in sachets. Unfortunately, the Tomato Paste business line was affected by the foreign exchange policy restrictions introduced in the year and operations were suspended by October 2015 to arrest additional impact on account of overheads. Revenue from the sale of tomato paste was ₦0.54B in 2015.

We are in discussions with Dansa Foods, one of our sister companies that has established a state-of-the-art tomato concentrate plant in Kano. They intend to produce tomato concentrate from locally grown tomatoes and may be able to provide us with our raw material requirements.

As part of our long-term plans, we are also actively looking at backward integration strategies to grow our own tomatoes. This will provide us with a permanent solution, as we have better control of the source of our raw material.

Vegetable Oil
Production of vegetable oil was also affected by the foreign exchangerestrictions. After sales of 6,537 metric tonnes in bulk tankers, we had to mothball the plant in October due to lack of sufficient amounts of crude palm oil. The local producers of palm kernel have not been able to provide enough raw material for us to produce efficiently. Revenue from this segment totalled ₦1.5B.

We are still exploring various possible solutions to secure the crude palm oil for the refinery and are confident that we will get this segment back in operation soon.

Marketing Activities
We embarked on a number of key marketing initiatives and our investment in marketing and promotional activities was higher than the amount invested in the previous financial year. Firstly, we reviewed our existing route to market structure in order to make it more fit-for-purpose to better take advantage of opportunities in retail. To achieve this, we set out clear objectives to aggressively grow our network through outlet expansion, developed and deployed our look of success framework to ensure proper and consistent product placement standards across our key markets; the roll out of this initiative is still ongoing. To reenergize our salt portfolio, we repackaged and re-launched our refined sachet salt, which has been well accepted by the market and positioned as a future growth lever for our business.

In supporting the new packaging and driving saliency, we have taken an additional step by developing and deploying insight-driven trade and consumer communication; using brand engagement platforms online, at trade fairs and exhibitions, for visibility and awareness of the Dangote Salt brand as we engage with, and excite our customers and

Managing Director's Review

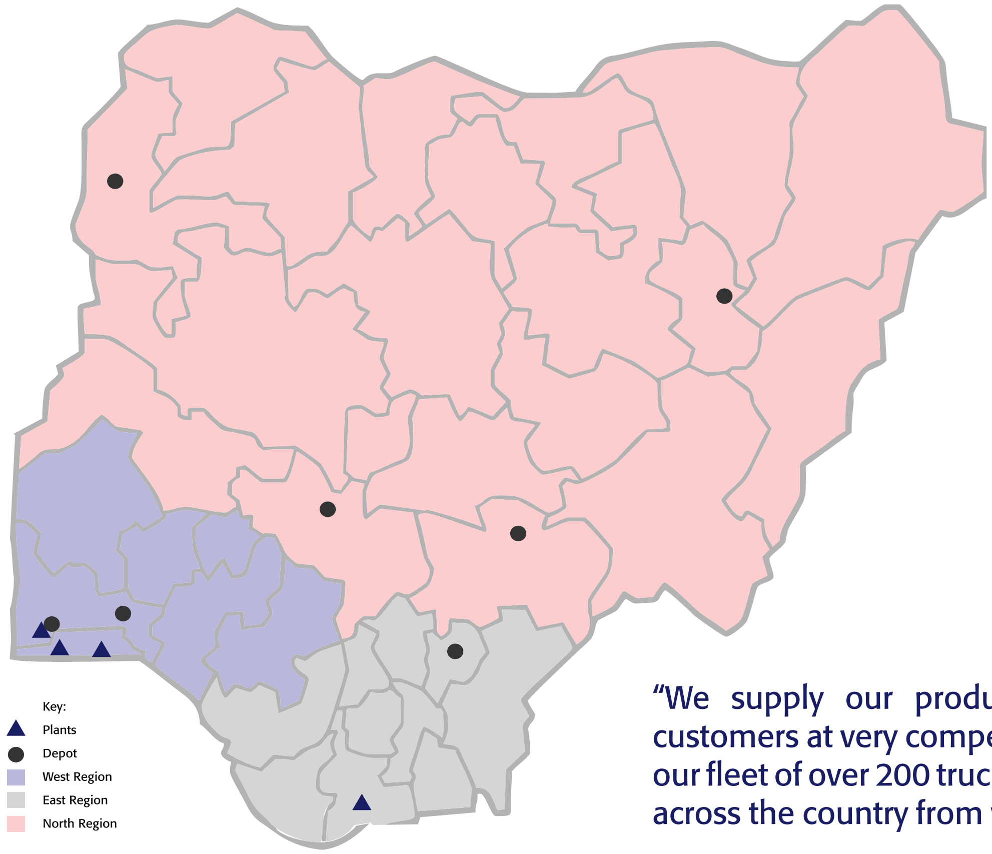
consumers alike.

Health, Safety and Environment
In executing the objectives of our internal product quality campaign, we undertook an overhaul of our Health, Safety and Environment (HSE) processes, procedures and systems; we intend to continue to build on this each year, investing proactively in systems and platforms that would help us to prevent, meet and or address issues and opportunities.

Developing our People
Training and capacity development for our people was a priority for us this year as we evolve our business into a FMCG mindset. Through rigorous on the job training, learning systems and well-structured classroom trainings, we are on the path to creating a learning environment staffed by a highly skilled and motivated workforce who see continuous improvement and focused execution as a way of life. During the year, 529 staff undertook various function-specific or business-specific trainings designed by the Dangote Academy; we are committed to ensuring an average of 40hours of training per staff per year. We will continue to develop our people so that we can retain and attract the best talent.

Outlook
In all, we remain optimistic for the future of our business. Our product lines remain a huge value driver for us, as we play in categories that are life-necessities for the average Nigerian and for which significant supply gaps continue to exist in the market. This situation, enhanced by our renewed focus on capacity building, operational efficiency, financial discipline and aggressive trade along with consumer marketing across our active categories will position Nascon Allied Industries Plc., now more than ever to access and achieve sustainable growth in the future.

Paul Farrer
Managing Director



"We supply our products directly to our customers at very competitive prices through our fleet of over 200 trucks and have 7 depots across the country from which we distribute"

Chief Financial Officer's Review

"Despite a challenging operating environment in the year 2015, we were able to launch 2 new product lines resulting in total revenue of ₦16.18B with salt revenue increasing by 22% to ₦11.91B."

Summary of Financial Performance

Financial Highlights	31-Dec-15 ₦'000	31-Dec-14 ₦'000
Total Revenue	16,178,197	11,250,544
EBITDA	3,968,435	3,551,299
EBITDA Margin (%)	24.5%	31.6%
Operating Profit	3,028,371	2,826,172
Net Profit	2,105,646	1,867,038
Earnings per share (₦)	0.79	0.70
Net Cash & Cash Equivalents	2,504,887	843,945
Total Assets	16,294,826	12,555,885

Revenues	31-Dec-15 ₦'000	31-Dec-14 ₦'000
Salt	11,912,111	9,761,563
Seasoning	239,355	92,079
Tomato Paste	541,331	-
Vegetable Oil	1,514,349	-
Freight	1,971,051	1,396,902
Total Revenue	**16,178,197**	**11,250,544**

2015 was a challenging year for all businesses in Nigeria. Despite the political and economic uncertainties, we were able to launch 2 new product lines resulting in total revenue of ₦ 16.18B (2014: ₦ 11.25B) with Salt revenue increasing by 22% to ₦ 11.91B over 2014 of ₦9.76B. Freight revenue accounted for an increase of 41.1% to ₦1.97B (2014: ₦1.39B) while the new businesses (Seasoning, Tomato Paste and Vegetable Oil) contributed an impressive ₦2.30B in their maiden year.

Salt volume increased by 12.5% in 2015 to 369,054mt compared to 328,112mt in 2014 due to increased effort in marketing, product development and increased production efficiency in the Salt plants to 64.0% (2014: 56.9%). Seasoning production increased by 203.2% to 561mt (2014: 185mt) generating a revenue of ₦0.24B.

The CBN foreign exchange policy in Q3 2015 hindered the importation of the necessary raw materials which led to the temporary production suspension of both our Tomato Paste and Vegetable Oil. We were still able to achieve 1,664mt of Tomato Paste earning ₦0.54B and 6,537mt of Vegetable Oil earning ₦1.51B.

Chief Financial Officer's Review

Profitability

	31-Dec-15 ₦'000	31-Dec-14 ₦'000
EBITDA	3,968,435	3,551,299
Depreciation and amortization	940,064	725,127
Operating Profit	3,028,371	2,826,172

Operating profit in 2015 was ₦3.03B, an increase of 7.2% over ₦2.83B in 2014. Due to the new products, operating margin decreased to 18.7% in 2015, compared to 25.1% in 2014. Salt contributed ₦3.85B to the total operating profit. The contribution for the other business lines were: Seasoning (₦0.11B), Tomato Paste (₦0.25B), Vegetable Oil (₦0.14B) and Freight (₦0.32B). All pre-trading costs for both the Tomato Paste and Vegetable Oil were expensed this year resulting in reduced profitability .

Cost of Sales

	31-Dec-15 ₦'000	31-Dec-14 ₦'000
Direct material cost	7,588,592	3,976,632
Direct labour cost	871,165	729,405
External haulage	1,690,141	1,415,210
Depreciation	743,405	608,041
Loading	91,961	67,241
Manufacturing expenses	833,815	668,254
Total Cost of Sales	**11,819,079**	**7,464,783**

In 2015, Cost of sales increased by 58.3% to ₦11.82B (2014: ₦7.46B). The major driver being direct material costs which grew by 90.8% due to increased salt volumes, new business additions and increased AGO costs. Increase in external haulage was as a result of hiring third party transporters to support our fleet and ensure timely delivery of all our products.

Gross profit increased by 15.1% to ₦4.36B (2014: ₦3.79B) while gross profit margin reduced to 26.9% compared to 33.6% in 2014.

Administrative and Distribution Expenses

	31-Dec-15 ₦'000	31-Dec-14 ₦'000
Distribution Expenses	218,622	123,720
Administrative Expenses	1,273,122	938,746
Operating Costs	**1,491,744**	**1,062,466**

Distribution costs increased by 76.7% due to increased salt volumes and the addition of the new product lines this year. In the second quarter, we also took the aggressive approach to rehabilitate our older trucks to improve their turn-around-time. Marketing expenses increased our Distribution Costs as we refocus our strategies on all products with FMCG approach. Administrative expenses increased by 35.6% largely due to additional overheads from our new businesses.

Finance Income and Expenses

	31-Dec-15 ₦'000	31-Dec-14 ₦'000
Commercial paper	-	18,686
Bank deposits	675	437
Fixed deposits	8,583	11,104
Finance Income	9,258	30,227
Finance Cost	20,065	-

Chief Financial Officer's Review

Finance income decreased by 69.4% in 2015 as surplus investible funds were used to rehabilitate refinery plants, fleet trucks and other operational needs. Finance costs in 2015 was ₦0.02B (2014: ₦0). These are related to specific borrowings for capital projects. The average effective interest during the year was 14%.

Our profit before tax was ₦3.01B, compared to ₦2.86B in 2014, which represents a 5.6% increase.

Taxation

	31-Dec-15 ₦'000	31-Dec-14 ₦'000
Income Tax Expense	(911,918)	(989,361)
Total Tax (Charge)/Credit	**(911,918)**	**(989,361)**

Tax expense for the year increased by 7.8% to ₦0.91B, including a deferred tax expense of ₦0.38B. The effective tax rate was 30%.

The profit for the year was ₦2.11B, a 12.8% increase over ₦1.87B in 2014. This resulted in a 12.9% increase in earnings per share in 2015 of ₦0.79 (2014: ₦0.70).

Financial Position

	31-Dec-15 ₦'000	31-Dec-14 ₦'000
Property, plant and equipment	6,759,039	6,683,479
Intangible assets	141,184	234,993
Other non-current assets	9,188	14,545
Current assets	6,836,722	4,735,117
Cash and bank	2,548,693	887,751
Total assets	**16,294,826**	**12,555,885**

	31-Dec-15 ₦'000	31-Dec-14 ₦'000
Non-current liabilities	1,216,523	863,894
Current liabilities	7,946,264	5,340,879
Debt	43,806	43,806
Total liabilities	**9,206,593**	**6,248,579**

There was a 29.8% increase in total assets of ₦16.29B (2014: ₦12.55B). Main drivers were trade and other receivables, and inventories. Cash at the bank also increased by 187.1% over 2014 to fund ongoing rehabilitation projects and meet operational needs. Total liabilities increased by 47.3% to ₦9.21B (2014: ₦6.25B) mainly due to trade and other payables.

Net Cash and Cash Equivalents in 2015 was ₦2.50B, a 196% increase over last year (2014: ₦0.84B). Capital expenditure reduced by 46.2% to ₦1.02B (2014: ₦1.89B) as we reached the completion of our new businesses. Cash flow from operations reduced slightly by 4.4% in 2015 to ₦4.01B (2014: ₦4.19B).

Recommended dividend

On March 11, 2016, the Directors proposed a dividend of ₦0.55 per share (2014: ₦0.50) to be paid to shareholders on Monday 23rd May, 2016. The dividend represents a payout ratio of 69.62%. The proposed dividend is subject to approval by the shareholders at the Annual General Meeting on Thursday, May 19, 2016. If approved, the total amount payable will be ₦1.46B. The dividend will be payable to all shareholders whose names appear in the Registrar of Members at close of business on Wednesday, May 11, 2016.

Financial Position

In compliance with the Regulatory requirement in Nigeria, the Consolidated and Separate Statement of Financial Position as at 31st December, 2015 has been signed by Nascon Allied Industries Plc's Finance Controller, Tunde Iwamofe, who is a Registered Member of a Nigerian Professional Accountancy Institute.

Chief Financial Officer's Review

Going Concern
The Directors continue to apply the Going Concern principle in the preparations 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.

Aderemi Saka
Chief Financial Officer

Corporate Governance

Repositioning for Growth

Corporate Governance Report

Nascon Allied Industries Plc. is committed to best practice in corporate governance. Overseen by the Board of Directors, our corporate governance practices are constantly under review, in line with the dynamics of the business environment. There was considerable focus on the Company's corporate governance practices especially at the Board level during the year.

The Corporate Governance policies are designed to ensure that the Company's business is conducted in a fair, honest and transparent manner, which conforms to high ethical standards and avoids potential conflicts of interest.

Compliance

Nascon is committed to compliance with the requirements of the Nigerian corporate governance regulations, which include but are not limited to the Securities and Exchange Commission's Code of Corporate Governance for Public Companies in Nigeria and the Companies and Allied Matters Act.

Board Composition and Responsibilities

The Board delegates the day-to-day running of the Company's affairs to the Managing Director supported in this task by the Management Committee. The Board currently consists of 10 members- the Chairman, the Managing Director, 1 Executive Director and 7 Directors, of which 2 are independent.

It is the responsibility of the Board to:

- Ensure that the Company's operations are conducted in a fair, honest and transparent manner that conforms to high ethical standards.
- Ensure integrity of the Company's financial and internal control policies.
- Ensure the accurate, adequate and timely rendition of statutory returns and financial reporting to the regulatory authorities (NSE, CAC, SEC) and shareholders.
- Ensure value creation for shareholders, employees and other stakeholders.
- Review and approve corporate policies, strategy, annual budget and business plan.
- Monitor implementation of policies and the strategic direction of the Company.
- Set performance objectives, monitor implementation and corporate performance.
- Review and approve all major capital expenditure of the Company.
- Ensure that the statutory rights of shareholders are protected at all times.

Board Appointments

In December 2015, the composition of the Board changed with the resignation of the Chairman- Aliko Dangote and two Directors- Sani Dangote and Suleiman Olarinde. The Establishment Committee, chaired by Knut Ulvmoen, oversaw the appointment process ensuring that the newly appointed Directors have the right balance of skills, experience, knowledge and ability to fulfil his/her duties and obligations as a Director.

The committee recommended to the Board for appointment 'Yemisi Ayeni as Chairperson, Fatima Wali-Abdulrahman and Chris Ogbechie to replace the outgoing Directors.

Yemisi's and Fatima's appointment will also enhance the Board's agenda on gender diversity. The total number of female Directors on the Board is 4 as at March 31, 2016, with the appointment of Fatima Aliko-Dangote as an Executive Director. This brings the ratio of male to female on the Board to 60:40. Nascon is committed to achieving best practices, ensuring that we have the right balance of skills and experience within the Board. The Board is reviewed annually for its composition and the diversity of its members' backgrounds.

The detailed profiles of the newly appointed Directors are contained on page 32 to 33. In accordance with the provisions of CAMA, their appointments as Directors will be presented for ratification by the shareholders at the 2015 Annual General Meeting.

Board Meetings and Attendance

The Board of Directors hold several meetings in the year to consider important corporate events and actions such as approval of Corporate Strategy, Annual Corporate Plan, review of internal risk management and control systems review performance and direct the affairs of the Company, its operations, finance and formulate growth strategies. It may however, convene a meeting if the need arises.

In line with provisions of Section 258(2) of the Companies and Allied Matters Act of Nigeria, CAP C20 LFN 2004, the record of Directors attendance at Board meetings is available for inspection at the Annual General Meeting.

Meeting Attendance 2015

The Board held seven meetings in the year:

'Yemisi Ayeni*	1/7
Aliko Dangote	7/7
Abdu Dantata	7/7
Sani Dangote	4/7
Olakunle Alake	7/7
Paul Farrer	6/7
Sada Ladan-Baki	7/7
Knut Ulvmoen	7/7
Suleiman Olarinde	1/7
Halima Aliko-Dangote	7/7
Chris Ogbechie*	1/7
Fatima Wali-Abdurrahman*	1/7

*These Directors were appointed in December and could only attend one meeting

Corporate Governance Report

Key activities of the Board in 2015

- Board Appointments of three Independent Directors to improve corporate governance
- Report of the Board Committees for consideration with recommendations for approval
- The Board considered the quarterly unaudited financial reports and audited full year reports and proposed a dividend
- Financing requirements for rehabilitation and full automation of the salt refinery
- Operational performance, marketing strategy and report on business and projects
- Risk Management objectives and implementation

Board Committees

The Board delegates some of its responsibilities to standing committees that consists of Directors. These are the Establishment and General Purpose; and Finance Committees. The Committees report to the Board of Directors on their activities and decisions are ratified by the full Board, at a meeting.

In compliance with the practices of good corporate governance, the Chairman of the Board is not a member of any of these committees.

Finance Committee

The Finance Committee is responsible for monitoring the integrity of the financial statements of the Company. It also assesses and monitors all risks associated with the operations of the Company, developing and monitoring the implementation of Internal Control System, by Management. The Committee assists the Board in its responsibility relating to the oversight of the Company's financial credit and risk management policies and procedures.

The Committee is comprised of five Directors and held four meetings in the year.

Olakunle Alake	4/4
Abdu Dantata	4/4
Paul Farrer	4/4
Sada Ladan-Baki	1/4
Halima Aliko-Dangote	4/4

Key matters considered

- Reviewed the 2014 annual reports and accounts
- Reviewed the 2015 quarterly financial reports
- Reviewed the critical accounting policies applied in the preparation of the financial statements
- Reviewed the reports on key operations risks and the related controls and processes to manage and mitigate said risks

Establishment and General Purpose Committee

The Committee is responsible for reviewing the policy framework for employee and remuneration issues. The Committee also institutes a transparent procedure for the appointment of new Directors to the Board of Directors and recommendation to the Board regarding the tenures and the re-appointment of Directors.

The committee is comprised of four Directors and held five meetings during the year.

Knut Ulvmoen	5/5
Suleiman Olarinde*	1/5
Paul Farrer	3/5
Halima Aliko-Dangote	5/5

*resigned December 15, 2015

Key activities during the year

- Identified and reviewed candidates for nomination as Independent Directors based on the required skills, competencies and experience of each nominee
- Recommended the appointment of Yemisi Ayeni to replace Aliko Dangote as Chairman
- Recommended the appointment of Fatima Wali-Abdurrahman and Chris Ogbechie as Independent Directors
- Considered the proposed new organizational and salary structure, including new positions and portfolios
- Considered the controls and procedures for monitoring staff and IT output quality

Report of the Statutory Audit Committee

This report is provided by the Statutory Audit Committee appointed in respect of the 2015 financial year of Nascon Allied Industries Plc and is set out on page 39.

Members of the Statutory Audit Committee

The Statutory Audit Committee is made up of Six members, three representatives of Shareholders and three members of the Board of Directors. Members of the Audit Committee are elected annually at General Meetings. The Committee, in compliance to the requirement of good corporate governance practices is chaired by a representative of the Shareholders and include:

J.S. Ajibola	Chairman
Richard Metu	Shareholder Representative
Umar Farouk	Shareholder Representative
Abdu Dantata	Director
Halima Aliko-Dangote	Director

Corporate Governance Report

Suleiman Olarinde	Director*

Meeting Attendance 2015
The Committee held three meetings in the year

J.S. Ajibola	3/3
Richard Metu	0/3
Abdu Dantata	3/3
Suleiman Olarinde*	0/3
Halima Aliko-Dangote	3/3
Umar Farouk	2/3

*resigned December 15, 2015

Responsibilities of the Statutory Audit Committee

- Ensuring the independence and objectivity of the Audit.
- Reviewing the adequacy and effectiveness of Nascon Allied Industries' internal control policies prior to endorsement by the Board.
- Directing and supervising investigations into matters within its scope, such as evaluation of the effectiveness of Nascon Allied Industries' internal controls, business partner and client misconduct of interest.
- In addition to the above stated responsibilities, the Committee carries out all such other functions as stipulated by the Companies and Allied Matters Act of Nigeria, CAP C20 LFN 2004.

Code of Business Conduct and Code of Governance for Directors
The Company has a code of business conduct, which is applicable to all employees and Directors. Mindful of our reputation, we have zero tolerance to all forms of unethical behavior including bribery and corruption. The policy is designed to promote a culture of honesty and accountability. It also provides guidance on mechanisms to report unethical conduct.

Whistle Blowing Policy
The whistle blowing policy enables staff to raise concerns about possible improprieties in financial and other matters without fear of reprisal, provided that such concerns are raised in good faith. Employees and other stakeholders are encouraged to report incidents of misconduct in a confidential and anonymous manner through the internal reporting channels.

Insider Trading Policy
In accordance with Section 14 of the Nigerian Stock Exchange 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 Section 14 of the Amended 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 2015 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.

Complaints management
The Company has adopted a complaints management policy in accordance with the requirements of the Securities and Exchange Commission's rules relating to the Complaints Management Framework of the Nigerian Capital Markets. Shareholders can direct any complaints or enquiries to the Company Secretariat or to the Registrars, depending on the nature of complaint. Our policy is to acknowledge receipt of the complaint within 48 hours and respond/resolve the query within 10 working days of receipt.

Annual General Meeting (AGM)
The AGM is the principal opportunity for the Board to meet shareholders and explain the Company's progress and to answer any questions raised. The Notice of AGM is dispatched to all shareholders and published in two leading national newspapers and on our website, at least 21 working days before the AGM is held.

Conflict of Interest and related-party transactions
The Board maintains procedures to ensure that related-party transaction and potential conflicts of interest are identified, disclosed and managed. Details of the related-party transactions during the year is set out on page 78.

Shareholders' Interest and Relations
The Board ensures the protection of the statutory and general rights of shareholders at all times particularly their rights to vote at the general meetings. All shareholders, regardless of volume of shareholding or social status are treated equally.

The Company has an Investor Relations Unit that manages effective two-way communications with our investors.

Risk Management Report

The primary focus of Nascon Allied Industries Plc for Risk Management in 2015 was on strengthening and implementing our Risk Management Framework in the attainment of our strategic objectives. To achieve this, a disciplined approach to risk was adopted to ensure proper execution of our strategic initiatives and that we only accept risk exposures for which we are adequately compensated. As a Company with diversified interests, a holistic view to managing risks was embraced for proper consideration of correlated risk factors and the multiplier effect across the Company where such risks crystallize.

Risk Management Philosophy
Nascon's philosophy for comparative advantage is to have a strong culture of risk management, combined with a sound risk framework that effectively supports appropriate risk awareness, behaviors and sound risk-based decision making. The Company recognizes that effective and comprehensive risk management must include three distinct lines of defense including Business Units, Risk Management and Internal Audit. Business Units own and manage risk as a first line of defense, the Risk Management function provides independent oversight and challenge risk-taking group-wide as a second line of defense, whilst Internal Audit provides the third line of defense and provides assurance on the effectiveness of the risk management process and controls embedded in all business activities of the Company.

In Nascon, Risk is considered as the chance of something happening that will have an impact on our set objectives for which the consequences may be positive or negative. For proper management of risks group-wide, the Risk Management function ensures the implementation of coordinated activities that identifies, measures, evaluates and controls all prevalent and likely risks enterprise-wide with the aim of ensuring a risk-reward balance in the achievement of its corporate objectives.

Objectives for Managing Risk
The investment and resource allocation made in risk management aims to achieve the following:

- Timely identification of material risks within Nascon Allied Industries Plc.
- Ensure enhanced risk-reward evaluations for appropriate risk-taking and informed decision-making across the business.
- Provide an effective risk management platform that would support the Company's growth strategy.
- Ensure that business activities and plans are aligned with the Company's risk appetite.
- Ascertain and understand risk profiles and ensure business continuity even during adverse economic conditions.

Risk Governance and Structure
The Risk Governance structure ensures that the right tone and culture for Risk Management in the Company is set by the Board, defined by the Risk Management unit in collaboration with Executive Management and implemented on an on-going basis by all staff. This approach ensures seamless and collaborative responsibilities for risk escalation and oversight across the tiers of management in the organization which in turn sustains an effective and holistic discipline towards risk taking as a way of life in the Company.

Nascon Allied Industries Plc manages its risk using a hybrid approach where ownership for risks identified and controls implemented belong to stakeholders at the Departmental levels whilst the ultimate responsibility for effective and efficient risk management organization-wide resides with its Board of Directors. The responsibility of the Board is delegated and cascaded in a manner that ensures full ownership by process owners of respective business activities at strategic, tactical and operational levels. Risk is a shared responsibility between the business owners and the risk management function teams up to ensure proper identification and treatment of key risk exposures across the company.

The process for managing risk follows this order:

1. Risk Identification and Assessment
2. Risk Measurement and Prioritization
3. Risk Control and Reporting
4. Risk Monitoring

To ensure proper escalation and timely treatment of risks, various reports are generated and circulated to relevant stakeholders across the Company.

Key Achievements in 2015
After the debut risk assessment conducted, the following have been or are being implemented:

1. Revamp of the Salt Refineries at Apapa and Oregun with the installation of an air filtering system; Quality Controls laboratories were also revamped
2. Replacement of wooden pallets plant with plastic pallets
3. Reinforcement of walls at Oregun and Apapa
4. Sand-blasting of all equipment at the Apapa plant
5. Development and implementation of a Fit for Purpose Route-To-Market Strategy
6. Improved budget planning and monitoring

Board & Committee Structure as at March 11, 2016

Board of Directors
- 'Yemisi Ayeni (c)
- Paul Farrer
- Fatima Aliko-Dangote
- Olakunle Alake
- Halima Aliko-Dangote
- Abdu Dantata
- Sada Ladan-Baki
- Chris Ogbechie
- Knut Ulvmoen
- Fatima Wali-Abdurrahman

Establishment and General Purpose Committee
- Knut Ulvmoen (c)
- Fatima Wali-Abdurrahman
- Fatima Aliko-Dangote
- Paul Farrer
- Halima Aliko-Dangote

Finance Committee
- Chris Ogbechie (c)
- Olakunle Alake
- Abdu Dantata
- Sada Ladan-Baki
- Fatima Aliko-Dangote
- Paul Farrer
- Halima Aliko-Dangote

Management Committee
- Paul Farrer (c)
- Fatima Aliko-Dangote
- Aderemi Saka
- Gerhard Scheepers
- Adedayo Samuel
- Yahaya Fufore
- Rabiu Mohammed
- Olufemi Ashipa
- Nura Rabiu
- Anthony Uba
- Adebowale Shittu

Statutory Audit Committee
- J.S. Ajibola (c)
- Richard Metu
- Umar Farouk
- Halima Aliko-Dangote
- Abdu Dantata

(c) denotes chairman
The Management Committee and Statutory Audit Committee are not Committees of the Board

Fatima Wali-Abdurrahman
Independent Director

Knut Ulvmoen
Director

Sada Ladan-Baki
Director

Fatima Aliko-Dangote
Executive Director, Commercial

Halima Aliko-Dangote
Director

Paul Farrer
Managing Director

'Yemisi Ayeni
Chairperson

Olankunle Alake
Director

Abdu Dantata
Director

Chris Ogbechie
Independent Director

Board of Directors as at March 11, 2016

'Yemisi Ayeni
Chairperson

'Yemisi is the immediate past Managing Director, Shell Nig. Closed Pension Fund Administrator Ltd, a position she held for 10 years. She was also a Council Member of the Nigerian Stock Exchange and was recently appointed as a Non-Executive Director on the Board of Stanbic-IBTC Pension Managers Ltd., and an Executive Board Member of Women in Management and Business (WIMBIZ).

A graduate of Accounting and Business Finance from the University of Manchester, UK, she is also a member of the Institute of Chartered Accountants in England and Wales.

She started her career with Price Waterhouse, London in 1985, relocated to their Lagos office in 1991 and joined Shell Nigeria in 1994. She held a wide variety of roles in various Shell companies for 21 years, leading to her appointment as Finance Director of Shell Nigeria Exploration & Production Company Ltd (SNEPCo).

Paul Farrer
Managing Director

Paul joined Nascon as Managing Director in 2015, having previously been the Chief Operating Officer and Group Executive Director of Food Concepts Plc.

His experience in the foods business spans 20 years in the South and West African markets; in international companies such as TGI Fridays (Americana Group), Steers Holdings – Debonairs Pizza, Famous Brands and Innscor International.

He is an alumnus of East London Technical College, South Africa.

Fatima Aliko-Dangote
Executive Director,
Commercial

Fatima joined the Dangote Group in 2014 as the Special Assistant to the Managing Director-Cement and later worked as a Group Corporate Strategy Specialist. In this latter role, she provided planning and analytical support across all the Business Units of the Dangote Group.

She holds a Bachelor's degree in Law from the University of Surrey in the UK. Fatima has been called to the Nigerian Bar, and has worked as an Associate at Banwo and Ighodalo Legal Chambers, on areas related to capital markets, intellectual property, and energy.

She was appointed to the Board in 11th of March, 2016.

Olakunle Alake
Director

Olakunle is Chief Operating Officer of Dangote Industries. He was appointed to the Board of Dangote Industries in 2001 and has since been instrumental to the growth of the parent company and its subsidiaries.

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 Dangote Industries in 1990, after six years at PWC. He has held several management positions in Dangote Industries, 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.

Halima Aliko-Dangote
Director

Halima holds a Bachelor's Degree in Marketing from the American Intercontinental University, London, United Kingdom and a MBA from Webster Business School, London, also in the UK.

She started her career as a business analyst with KPMG Professional Services in Lagos, Nigeria, before she joined Dangote Industries Limited in 2010. She has held a number of key roles at Dangote Industries including Special Assistant to the President/Chief Executive.

She is currently the Executive Director in charge of Commercial activities at Dangote Flour Mills. She resigned as Executive Director at NASCON in February 2016 but remains on the Board as a Director.

Board of Directors as at March 11, 2016

Abdu Dantata
Director

Abdu is the 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 Board.

Sada Ladan-Baki
Director

Sada's experience spans thirty 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) and the Nigerian Institute of Marketing (Chartered Member).

He is a graduate of Economics with an MBA from Ahmadu Bello University, Zaria.

Chris Ogbechie
Independent Director

Chris 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, Ghanaian and Kenyan firms over the years. He is the Director of First bank Sustainability Centre, Lagos Business School and Chairman, Board of Directors, Diamond Bank Plc.

He teaches strategy and corporate governance at the Lagos business School and Strathmore Business School in Nairobi, Kenya. Chris has a first-class honours degree in Mechanical Engineering from Manchester University, an MBA from Manchester Business School and a PhD in Business Administration from Brunel Business School in the UK.

Knut Ulvmoen
Director

Knut joined Dangote in 1996 as the Finance Director. He is a management professional with 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 a Master's of Science degree in Business and is a Member of the Norwegian Association of Authorised Accountants.

Fatima Wali-Abdurrahman
Independent Director

Fatima is an architect, real estate developer and management professional. She is currently the Chief Executive Officer of the Filmo Group and Deputy President of the Housing Finance Professionals Association of Nigeria.

She serves on the boards of BGL Limited and the Advisory Board of the Chapel Hill Denham Fund for Women. She was recently appointed a member of the Board of Directors of the OANDO Foundation, is a WIMBOARD Lead Ambassador (WIMBIZ Initiative) and a member of the Presidential Committee for Flood Relief and Rehabilitation. A graduate of both Architecture and Urban Studies from the University of Minnesota, U.S.A., she holds a M.Sc. (Arch.) in Economics and Management of Construction from the University of London.

Report of the Directors

The Directors are pleased to submit their report together with the audited accounts of the company for the year ended December 31, 2015.

Having considered all the matters reviewed and brought before the Board, the Board is satisfied that the Annual Report represents a fair, balanced and realistic view of events during the 2015 financial year.

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 of Nigeria, CAP C20 LFN 2004. 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 is reasonably possible, safeguard the assets and prevent and detect fraud and other irregularities.

Legal Form

The Company was incorporated on April 30, 1973 as a limited liability company. The shares are currently quoted on the Nigerian Stock Exchange.

Principal Activities

The principal activities of the company during the year include processing of raw salt into refined, edible and industrial salt. The company also produce seasoning, tomato paste and vegetable oil, operating principally in Nigeria.

Business Review

The Business Review comprises of the following, each of which are incorporated by reference into, and forms part of this Report of the Directors:

- The Outgoing Chairman's Statement on pages 8 to 9
- The Chairperson's Statement on page 10
- The MD Review on pages 16 to 18
- The CFO Review on pages 19 to 22
- The Corporate Governance Report on pages 24 to 26
- The Risk Management Report on pages 27 to 28

These sections also include details of expected future developments and details of the key performance indicators.

Results for the Year

Revenue for the year increased to ₦16.2B (2014: ₦11.3B). Net profit for the year was ₦2.1B (2014: ₦1.8B).

Dividend

For the 2015 financial year, the Directors have recommended a dividend of ₦0.55 (2014: ₦0.50) per ordinary share of 50 kobo. The final dividend, if approved by shareholders at the Annual General Meeting, will be paid on Monday, 23 May, 2016 to shareholders on the register as at Wednesday, 11 May, 2016.

Unclaimed Dividends

The total amount outstanding as at 31 December, 2015 is ₦69.97million. A list of unclaimed dividends is available on the company website- www.nasconplc.com.

The company notes that some dividend warrants have remained unclaimed, therefore all shareholders with unclaimed dividends should address their claims to the Registrars- Meristem Registrars and take advantage of the e-dividend by completing the form included in page 90.

Directors

The appointment, removal or re-appointments of Directors is governed by the Company's Articles of Association and the Companies and Allied Matters Act (CAMA) LFN 2004. These documents also set out the rights and obligations of the Directors. Nascon Allied Industries Plc. as at the date of this report, has 10 Directors. Their biographies are contained in pages 32 to 33.

Resignation from and Appointment to the Board

On 15 December, 2015 Aliko Dangote, Suleiman Olarinde and Sani Dangote resigned from the Board. Yemisi Ayeni was appointed Chairperson; Fatima Wali-Abdulrahman and Chris Ogbechie were appointed Independent Directors. Fatima Aliko-Dangote was appointed as an Executive Director on 11 March, 2016.

Rotation of Directors

By virtue of Section 259 (1) and (2) of the Companies And Allied Matters Act Of Nigeria, CAP C20 LFN 2004, one-third of the Directors of the Company who have been longest in office since their last election shall retire from office. In accordance with this section, Olakunle Alake, Halima Aliko-Dangote and Sada Ladan-Baki are retiring by rotation and being eligible, offer themselves for re-election.

No Directors have a service contract not determinable within five years.

Report of the Directors

Directors' Interests

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 275 of the Companies and Allied Matters Act of Nigeria, CAP C20 LFN 2004, are as follows:

	As at December 31, 2014	December 31, 2015	March 11, 2016
Yemisi Ayeni**	-	-	-
Halima Aliko-Dangote	-	-	-
Olakunle Alake	4,170,000	4,170,000	4,170,000
Chris Ogbechie**	-	-	-
Knut Ulvmoen	-	-	-
Fatima Wali-Abdurrahman**	-	-	-
Sada Ladan-Baki	2,758,673	2,758,673	2,758,673
Abdu Dantata	2,000,000	2,000,000	12,000,000
Paul Farrer	-	-	-
Fatima Aliko-Dangote***	-	-	-
Aliko Dangote*	74,004,503	74,004,503	74,004,503
Sani Dangote*	36,042,062	36,042,062	36,042,062
Suleiman Olarinde*	-	-	-

*resigned from the Board December 15, 2015
**appointed to the Board December 15, 2015
***appointed to the Board March 11, 2016

Substantial Interest in Shares

The Registrar has advised that according to the Register of Members on December 31, 2015, only Dangote Industries Limited with 1,647,763,557 ordinary shares of 50k each held more than (5%) of the issued share capital of the Company.

Free Float

All shares other than shares held by Dangote Industries Limited, Aliko Dangote, Sani Dangote, Olakunle Alake and Sada Ladan-Baki are considered to be free float shares. The current free float is 33%.

Share Capital History

All issued shares are fully paid and no additional shares were issued in 2015. Details of the share capital history are set out on page 88.

Analysis of shareholdings as at December 31, 2015

Range	No. of Holders	Percent	Units	Percent
1-1,000	19,849	57.93	8,008,152	0.3
1,001-5,000	6,529	19.06	16,334,590	0.62
5,001-10,000	2,443	7.13	17,410,585	0.66
10,001-50,000	3,965	11.57	85,627,311	3.23
50,001-100,000	695	2.03	51,231,920	1.93
100,001-500,000	591	1.72	123,568,876	4.66
500,001-1,000,000	82	0.24	58,197,552	2.2
1,000,001-5,000,000	83	0.24	164,302,231	6.2
5,000,001-10,000,000	11	0.03	78,198,642	2.95
10,000,001 and above	13	0.04	2,046,561,519	77.25
Total	34,261	100	2,649,438,378	100

Report of the Directors

Corporate Governance
Nascon Allied Industries Plc is committed to the best practice 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 hold frequent meetings to decide on policy matters and direct the affairs of the company, review its performance, its operations, finance and formulate growth strategy. Details of our corporate governance practices are set out on page 24.

Non-Current Assets
Movements in Property, Plant and Equipment during the year are shown in Note 19 to the Accounts. In the opinion of the Directors, the market value of the company's properties is not less than the value shown in the Accounts.

Events after the Reporting Period
There were no significant developments since the balance sheet date, which could have had a material effect on the state of affairs of the Company as at December 31, 2015 and the profit for the year ended on that date, which have not been adequately recognized.

Company Distributors
The company's products are distributed by distributors across the country, who redistribute to wholesalers, confectioners, supermarkets and retailers. Salt retail packs come in various sizes of 250g, 500g and 1kg and are sold under the brand name "Dangote Refined Salt". Seasoning is sold under the brand name "Dan-Q", Tomato as "Dangote Tomato Paste" and Vegetable Oil sold as "Dangote Vegetable Oil".

Suppliers
The Company obtains its materials at arm's length basis from overseas and local suppliers. Amongst our main overseas and local suppliers are Salinor, from who we purchase raw salt and Dangote Agrosacks Limited, who provides us with packaging.

Employment and Employees
The Company has reviewed its employment policy in line with the needs of the business. Careful recruiting is now the focus to ensure that potential high performers are attracted and retained at all levels of the business.

We promote diversity in all its ramifications through a rigorous and transparent recruitment and selection process devoid of ethnic, cultural, or gender bias, working in a challenging environment which affords the opportunity for all employees to unleash their abilities.Our selection process depending on the role, would typically include sourcing, written and oral interviews, final selection and finally, onboarding.

Employee Development
Training and development programmes have been organised to meet the needs of the company's transformation agenda through the Dangote Academy. The company continues to place a premium on human capital development for strategic advantage over competition.

Retirement Benefits
In accordance with the provision of the Pension Reform Act of 2014, the company contribute to a pension scheme for all employees, funded by contributions from the employees at 8% and by the company at 10%. and transport allowance. The fund is managed on behalf of the employee by a Pension Fund Administrator of their choosing.

Health, Safety and Environment
Nascon is committed to conducting its business activities through healthy, safe and environmentally friendly operations using informed and highly motivated manpower and appropriate technology.

We are committed to managing an occupational health and safety system that promotes a safe working environment for all employees, suppliers, contractors and visitors to our business locations. We are determined to create an embedded safety culture across all our business operations with the objective of minimizing the risk of accidents with zero fatalities.

The objectives of our HSE Policy are to:
- Provide safe and healthy work environment within our facilities for all members of staff, visitors and the public at large.
- Eliminate/control all causes of accidents within our operations thereby minimizing accident occurrence.
- Develop a culture which encourages employees to take personal responsibility for health, safety and environment in all activities under their management.
- Provide appropriate waste handling and effluent treatment technology to ensure minimal negative environmental impact.
- To educate members of staff, visitors and the public on the need to comply with health, safety and environmental provisions in place.
- Comply with and exceed the minimum statutory requirement on HSE.
- Integrate HSE objectives into all staff activities and reward accordingly.

To check that we are achieving our benchmark, we carry out quarterly internal health and safety audits on lost time incidents, fatalities and medical treated cases. Emphasis

Report of the Directors

on employee safety is key and failure to wear appropriate Personal Protective Equipment ("PPE") is treated as a disciplinary offence. There are systems in place to ensure that all accidents are recorded and all serious accidents are investigated. This data is then subject to close scrutiny by senior management and presented Quaterly to the Management Committee and the Board of Directors to ensure adequate health and safety measures are taken seriously at all levels of the business.

We operate in accordance with Nigeria's OHSMS legislation and our OHSMS policy is reviewed every five years for continuing suitability, thereby providing the basis for setting and reviewing Occupational Health & Safety objectives and targets.

Quality Control and Assurance Practices
Nascon is committed to producing high quality products using best manufacturing practices in compliance with statutory/regulatory requirements in order to satisfy our customers through effective implementation, continual improvement and periodic review of policies, objectives, processes and systems in line with the requirements of NIS ISO 9001:2008 Quality Management System.

Our objectives in quality control are tailored towards
- customer satisfaction monitoring annually
- conformity with statutory and regulatory requirements
- finished products compliance with product specifications

Research and Development
In view of the diversification of the Nigerian economy and growing local industries, the company realizes the need to create new products that are more specialized towards these developing industries. We have made significant investments in new product research in-house as well as in collaboration with Federal Universities of Agriculture. Ongoing research initiatives include fortification of salt with Zinc for animal feeds, which we are conducting in alliance with a reputable Nigerian University

We are also looking at backward integration possibilities to enable us produce locally our own raw materials for tomato paste and vegetable oil. Our long-term goal is to be self-sufficient in our operations.

Donations
No donations were made in 2015 as all CSR activities are carried out by Dangote Foundation on behalf of the companies within the Dangote Group.

Auditors
Akintola Williams Deloitte (Chartered Accountants) have indicated their willingness to continue in office as the company's Auditors in accordance with section 357(2) of the Companies and Allied Matters Act of Nigeria, Cap C20 LFN 2004. A resolution will be proposed authorising the Directors' to fix their remuneration at the Annual General Meeting.

Adedayo Samuel
Company Secretary
March 11, 2016

Financials

Statutory Audit Committee Report

In accordance with Section 359 (6) of the Companies and Allied Matters Act, Cap C20 LFN 2004 and Section 30.4 of the SEC Code, the members of the Statutory Audit Committee of Nascon Allied Industries Plc hereby report as follows:

"We have exercised our statutory functions under Section 359 (6) of the Companies and Allied Matters Act, Cap C20 LFN 2004 and we acknowledge the cooperation of the Board, management and staff in the conduct of these responsibilities. After careful consideration of the report of the external auditors, we accepted the report that the financial statements give a true and fair view of the state of the Company's financial affairs as at 31st December, 2015.

We confirm that:

I. The accounting and reporting policies of the Company are in accordance with legal and regulatory requirements as well as agreed ethical practices
II. We reviewed the scope and planning of audit requirements and found them adequate
III. We reviewed the findings on the management letter prepared by the external auditors and found management responses to the findings satisfactory
IV. The accounting and internal controls system is constantly and effectively being monitored through an effective internal audit function
V. We made recommendations to the Board on the re-appointment and remuneration of the external auditors and also reviewed the provision made in the Financial Statements for the remuneration of the external auditors; and
VI. We considered that the external auditors are independent and qualified to perform their duties effectively.

The Committee therefore recommends that the Audited Financial Statements for the year ended 31st December, 2015 and the External Auditors' report thereon be presented for adoption at this Annual General Meeting."

J.S. Ajibola
Chairman, Statutory Audit Committee
March 11, 2016

Members of the Statutory Audit Committee:
J.S Ajibola– Shareholder's Representative and Chairman
Richard Metu– Shareholder's Representative
Umar Farouk– Shareholder's Representative
Halima Aliko-Dangote– Director
Abdu Dantata– Director

Statements of Management's Responsibilities for the Preparation and Approval of the Financial statements

For the year ended December 31, 2015

The Directors of Nascon Allied Industries Plc are responsible for the preparation of the Financial statements that gives a true and fair view of the financial position of the Company as at December 31, 2015, 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 and in the manner required by Companies and Allied Matters Act of Nigeria, CAP C20 LFN 2004, the Financial Reporting Council Of Nigeria Act.

In preparing the consolidated 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 IFRSs 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 disclose with reasonable accuracy at any time the financial position of the Company, and which enable them to ensure that the Financial Statements of the Company comply with IFRS;
- Maintaining statutory accounting records in compliance with the legislation of Nigeria and IFRS;
- 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 financial statements of the Company for the year ended December 31, 2015, were approved by the board on March 11, 2016

Signed on behalf of the Board of Directors By:

Dr. Chris Ogbechie	Olakunle Alake	Tunde Iwamofe
Director	Director	Financial Controller
FRC/2015/IODN/00000011213	FRC/2013/ICAN/00000002214	FRC/2013/ICAN/00000002247

Report of the Independent Auditor to the Members of Nascon Allied Industries Plc

Deloitte.

Report on the Financial Statements

We have audited the accompanying financial statements of **Nascon Allied Industries Plc**, which comprise the statement of financial position as at 31st December, 2015, the income statement, statement of changes in equity, statement of cash flows for the year ended 31st december, 2015, a summary of significant accounting policies, and other explanatory information.

Directors' Responsibility for the Financial Statements

The Directors are responsible for the preparation and fair presentation of these financial statements in accordance with the Companies and Allied Matters Act CAP C20 LFN 2004, the Financial Reporting Council of Nigeria Act, 2011, the International Financial Reporting Standards and for such internal control as the Directors determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Directors, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Nascon Allied Industries Plc and as at 31st December, 2015 and of its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standards, the Companies and Allied Matters Act CAP C20 LFN 2004 and the Financial Reporting Council of Nigeria Act, 2011.

Other reporting responsibilities

In accordance with the Sixth Schedule of the Companies and Allied Matters Act CAP C20 LFN 2004, we expressly state that:

i) We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit.
ii) The Company has kept proper books of account, so far as appears from our examination of those books.
iii) The Company's financial position and its statement of profit or loss and other comprehensive income are in agreement with the books of account and returns.

Jelili Adebisi- FRC/2013/ICAN/000000004247
For: Akintola Williams Deloitte
Chartered Accountants
Lagos, Nigeria
21 March 2016

INSTITUTE OF CHARTERED ACCOUNTANTS OF NIGERIA
A1084015

Statement of Profit or Loss and Other Comprehensive Income

	Note(s)	2015 ₦'000	2014 ₦'000
Revenue	5	16,178,197	11,250,544
Cost of sales	7	(11,819,079)	(7,464,783)
Gross profit		**4,359,118**	**3,785,761**
Other income	9	160,997	102,877
Distribution expenses	10	(218,622)	(123,720)
Administrative expenses	10	(1,273,122)	(938,746)
Operating profit	**15**	**3,028,371**	**2,826,172**
Investment income	8	9,258	30,227
Finance costs	13	(20,065)	-
Profit before taxation		**3,017,564**	**2,856,399**
Taxation	16	(911,918)	(989,361)
Profit for the year		**2,105,646**	**1,867,038**
Other comprehensive income		-	-
Total comprehensive income for the year		**2,105,646**	**1,867,038**
Earnings per share			
Per share information			
Basic earnings per share (Kobo)	18	79	70

The accounting policies on pages 46 to 54 and the notes on pages 54 to 80 form an integral part of the financial statements.

Statement of Financial Position as at December 31, 2015

	Note(s)	2015 ₦'000	2014 ₦'000
Assets			
Non-Current Assets			
Property, plant and equipment	19	6,759,039	6,683,479
Intangible asset	20	141,184	234,993
Other assets	21	9,188	14,545
		6,909,411	**6,933,017**
Current Assets			
Inventories	22	1,933,001	1,471,568
Trade and other receivables	23	4,852,546	3,216,800
Other assets	21	51,175	46,749
Cash and bank	24	2,548,693	887,751
		9,385,415	**5,622,868**
Total Assets		**16,294,826**	**12,555,885**
Equity and Liabilities			
Equity			
Share capital	25	1,324,719	1,324,719
Share premium	26	434,037	434,037
Retained earnings	27	5,329,477	4,548,550
		7,088,233	**6,307,306**
Liabilities			
Non-Current Liabilities			
Borrowings	29	38,570	38,570
Retirement benefit obligation	30	300,514	327,986
Deferred tax	17	916,009	535,908
		1,255,093	**902,464**
Current Liabilities			
Bank overdraft	24	5,236	5,236
Trade and other payables	31	7,417,102	4,587,027
Current tax liabilities	16	529,162	753,852
		7,951,500	**5,346,115**
Total Liabilities		**9,206,593**	**6,248,579**
Total Equity and Liabilities		**16,294,826**	**12,555,885**

The financial statements and the notes on pages 54 to 80, were approved by the board on the March 11, 2016 and were signed on its behalf by:

Dr. Chris Ogbechie
Director
FRC/2015/IODN/00000011213

Olakunle Alake
Director
FRC/2013/ICAN/00000002214

Tunde Iwamofe
Financial Controller
FRC/2013/ICAN/00000002247

The accounting policies on pages 46 to 54, and the notes on pages 54 to 80 form an integral part of the financial statements.

Statement of Changes in Equity

	Share capital	Share premium	Retained income	Total equity
	₦'000	₦'000	₦'000	₦'000
Balance at January 1, 2014	**1,324,719**	**434,037**	**5,133,870**	**6,892,626**
Profit for the year	-	-	1,867,038	1,867,038
Other comprehensive income	-	-	-	-
Total comprehensive income for the year	**-**	**-**	**1,867,038**	**1,867,038**
Other adjustment	-	-	(67,863)	(67,863)
Dividends	-	-	(2,384,495)	(2,384,495)
Total contributions by and distributions to owners of company recognised directly in equity	**-**	**-**	**(2,452,358)**	**(2,452,358)**
Balance at January 1, 2015	**1,324,719**	**434,037**	**4,548,550**	**6,307,306**
Profit for the year	-	-	2,105,646	2,105,646
Other comprehensive income	-	-	-	-
Total comprehensive income for the year	**-**	**-**	**2,105,646**	**2,105,646**
Dividends	-	-	(1,324,719)	(1,324,719)
Total contributions by and distributions to owners of company recognised directly in equity	-	-	(1,324,719)	(1,324,719)
Balance at December 31, 2015	**1,324,719**	**434,037**	**5,329,477**	**7,088,233**

The accounting policies on pages 46 to 54, and the notes on pages 54 to 80 form an integral part of the financial statements.

Statement of Cash Flows

	Note(s)	2015 ₦'000	2014 ₦'000
Cash flows from operating activities			
Cash receipts from customers		16,171,724	11,748,633
Cash paid to suppliers and employees		(11,407,447)	(6,338,502)
Cash generated from operations	32	4,764,277	5,410,131
Tax paid	16	(756,507)	(1,215,812)
Net cash provided from operating activities		**4,007,770**	**4,194,319**
Cash flows from investing activities			
Purchase of property, plant and equipment	19	(1,015,233)	(1,888,350)
Sale of property, plant and equipment		3,931	24,600
Purchase of intangible assets	20	-	(281,429)
Interest received		9,258	30,227
Net cash used in investing activities		**(1,002,044)**	**(2,114,952)**
Cash flows from financing activities			
Dividends paid		(1,324,719)	(2,384,495)
Interest paid		(20,065)	-
Net cash used in financing activities		**(1,344,784)**	**(2,384,495)**
Cash and cash equivalents for the year		1,660,942	(305,128)
Cash and cash equivalents at 1 January		882,515	1,187,643
Total cash and cash equivalents at end of the year	**24**	**2,543,457**	**882,515**

The accounting policies on pages 46 to 54, and the notes on pages 54 to 80 form an integral part of the financial statements.

Notes to the Financial Statements

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 privatized in April, 1992 and became listed on the 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 that owns about 62.19% of the issued share capital, while the remaining 37.81% is held by the Nigerian public.

The ultimate controlling party is Greenview International Corporation

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

1.1 The principal activity
The principal activity of the Company is the refining and sale of edible, refined, bulk and industrial salt, Tomato paste, Vegetable Oil as well as seasoning. The Company's products are sold through distributors across the country.

1.2 Financial period
The financial statements cover the financial year from January 1, 2015 to December 31, 2015 with comparatives for the year ended December 31, 2014.

1.3 Going concern status
The Company has consistently turned in 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 Financial Statements are prepared on a going concern basis.

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

2.1 Statement of Compliance with IFRS
The Financial statements have been prepared in accordance with, and comply with, International Financial Reporting Standards and International Financial Reporting Interpretations Committee (IFRIC) interpretations issued and effective at the time of preparing these financial statements.

2.2 Basis of preparation
The Financial statements have been prepared on the historical cost basis except for the revaluation of certain financial instruments. Historical cost is generally based on the fair value of the consideration given in exchange for assets.

2.3 Functional and presentation currency
These Financial Statements are presented in Naira, which is the Company's functional currency. All financial information presented in Naira has been rounded to the nearest thousand.

2.3.1 Foreign currency transactions
A foreign currency transaction is recorded, on initial recognition in Naira, 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.

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 financial statements are recognised in profit or loss in the period in which they arise.

When a gain or loss on a non-monetary item is recognised to other comprehensive income and accumulated in equity, any exchange component of that gain or loss is recognised to other comprehensive income and accumulated in equity. When a gain or loss on a non-monetary item is recognised in profit or loss, any exchange component of that gain or loss is recognised in profit or loss.

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 recognition
Revenue is measured as the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of

Notes to the Financial Statements

business, after deducting discounts, customer returns, VAT, volume rebates and other similar allowance. Sales are stated at their invoiced amount which is net of value added taxes and discounts.

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:
- the company has transferred to the buyer the significant risks and rewards of ownership of the goods;
- the company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the company; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

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

2.6 Employee benefits

Retirement benefit costs
Payments to Defined Contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to the contributions.

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 stop the scheme effective from January, 2013.

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

Current tax
The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the statements of 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 sheet date. Education tax is assessed at 2% of the assessable profits.

Deferred tax
A deferred tax is recognised for all taxable temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

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

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the

end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the 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 set off current tax assets against current tax liabilities and when they relate to income taxes

Notes to the Financial Statements

levied by the same taxation authority and the Company intends to settle its current tax assets and liabilities on a net basis.

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

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. Fixed 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.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognized in the statement of comprehensive income.

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. The carrying amount of the replaced part is derecognized. The costs of the day-to-day servicing of property, plant and equipment are recognized in profit or loss as incurred.

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

Buildings 50 years	- 2%
Plant and machinery 15 years	- 6.67%
Furniture and Equipment 5 years	- 20%
Motor vehicles 4 years	- 25%
Tools and Equipment 4 years	- 25%
Computer Equipment 3 years	- 33.3%

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

Capital work-in-progress is not depreciated. 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 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.

Depreciation is recognised so as to write off the cost of assets (other than properties under construction) less their residual values over their useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets or, where shorter, the term of the relevant lease.

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2.9 Leases

Leases are classified as a finance lease whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Operating leases – lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset.

This liability is not discounted.

Any contingent rentals are expensed in the period they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability.

The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Where there are no agreed lease terms, rent payable is recognised as incurred.

2.10 Intangible asset

Intangible asset with finite useful lives that are acquired separately are carried at cost less any accumulated amortisation and any impairment losses.

The amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each annual reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives that are acquired separately are carried at cost less accumulated impairment losses.

Derecognition of intangible assets

An intangible asset is derecognized on disposal, or when no future economic benefits are expected from use or disposal.

Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in Profit or Loss when the asset is derecognised.

Impairment of tangible and intangible assets excluding goodwill

At the end of each reporting period, the Company reviews the carrying amounts of its tangible and Intangible Asset to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible asset with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

2.11 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost of engineering spares and consumable stock is determined on a weighted average basis. Cost of other stock (raw materials, packaging materials, work-in-progress and finished goods) is determined on the basis of standard costs adjusted for variances. Standard costs are periodically

Notes to the Financial Statements

reviewed to approximate actual costs.

Goods in transit are valued at the invoice price. 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 direct labour and factory overheads, are valued at standard cost adjusted at year-end on an actual cost basis.

Costs, including an appropriate portion of fixed and variable overhead expenses, are assigned to inventories by the method most appropriate to the particular class of inventory, with the majority being valued on an average cost basis. Net realizable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale.

2.12 Provisions

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 expected to be 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 berecovered 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 Company has a contract that is onerous, the present obligation under the contract shall be recognised and measured as a provisions. 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.

2.12.1 Environmental costs

Costs incurred that result in future economic benefits, such as extending useful lives, increasing capacity or safety, and those costs incurred to mitigate or prevent future environmental contamination are capitalized. When the Company's management determine that it is probable that a liability for environmental costs exists and that its resolution will result in an outflow of resources, an estimate of the future remediation cost is recorded as a provision without contingent insurance recoveries being offset (only virtually certain insurance recoveries are recognized as an asset on the statement of financial position). When the Company does not have a reliable reversal time schedule or when the effect of the passage of time is not significant, the provision is calculated based on undiscounted cash flows.

Environmental costs, which are not included above, are expensed as incurred.

2.13 Financial instruments

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the instrument. Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of the financial assets and financial liabilities (other than financial assets or financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

Classification

The Company classifies financial assets into the following specified categories:

- Financial assets at fair value through profit or loss
- Held-to-maturity investment
- Loans and receivables
- Available-for-sale financial assets

Classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

All regular purchases or sales of financial assets are recognised and derecognized on a trade date basis. Regular 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 market place. The Company's financial assets comprise loans and receivables.

Notes to the Financial Statements

Initial recognition and measurement

Financial instruments are recognised initially when the Company becomes a party to the contractual provisions of the instruments.

The Company classifies financial instruments, or their component parts, on initial recognition as a financial asset, a financial liability(debt) or an equity instrument in accordance with the substance of the contractual arrangement.

Incremental costs directly attributable to the issue of ordinary shares and share options are recognized as a deduction from equity, net of any tax effects.

Subsequent measurement

Financial instruments at fair value through profit or loss are subsequently measured at fair value, with gains and losses arising from changes in fair value being included in profit or loss for the period.

Net gains or losses recognised in profit or loss include interest.

Financial liabilities at amortised cost are subsequently measured at amortised cost, using the effective interest method.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (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 debt instrument, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments other than those financial assets classified as at FVTPL.

Financial instruments designated as loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Loans and receivables (including trade and other receivables) are measured at amortised cost using the effective interest method, less any impairment. Interest income is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial.

Impairment of financial assets

Financial assets, other than those at FVTPL, at each reporting date the Company assesses all financial assets, other than those at fair value through profit or loss, to determine whether there is objective evidence that a financial asset or group of financial assets has been impaired.

For all categories of financial assets, objective evidence of impairment could include:

- significant financial difficulty of the issuer or counterparty; or
- breach of contract, such as a default or delinquency in interest or principal payments; or
- it is becoming probable that the owner will enter bankruptcy or financial re-organisation; or
- the disappearance of an active market for that financial asset because of financial difficulties.

For certain categories of financial asset, such as trade receivables, assets that are assessed not to be impaired individually are, in addition, assessed for impairment on a collective basis. Objective evidence of impairment for a portfolio of receivables could include the Company's past experience of collecting payments, an increase in the number of delayed payments in the portfolio past the average credit period of 30 days, as well as observable changes in national or local economic conditions that correlate with a default on receivables.

For financial assets carried at amortised cost, the amount of the impairment loss recognised is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate.

For financial assets carried at cost, the amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment loss will not be reversed in subsequent periods.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade receivables, where the carrying amount is reduced through the use of an allowance account. When a trade receivable is considered uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognised in profit or loss.

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Derecognition of 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 entity. 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 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.

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognised in other comprehensive income and accumulated in equity is recognised in profit or loss.

The derecognises financial liabilities when, and only when the 0.73 billion's obligations are discharged, cancelled, or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid, and payable is recognised in 0.74 billion.

Cash and cash equivalents
Cash and cash equivalents consist of cash, highly liquid investments and cash equivalents which are not subject to significant changes in value and with an original maturity date of generally less than three months from the time of purchase.

Classification as debt or equity
Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments
An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

Incremental costs directly attributable to the issue of ordinary shares and share options are recognized as a deduction from equity, net of any tax effects.

ther financial liabilities
Other financial liabilities (including borrowings and trade and other payables) 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 estimates 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 net carrying amount on initial recognition.

Financial liabilities
Financial liabilities are classified as either financial liabilities 'at fair value through profit and loss' (FVTPL) or other liabilities.

Financial liabilities are classified as at FVTPL when the financial liability is either held for trading or it is designated as at FVTPL. A financial liability is classified as held for trading if:

- it has been acquired principally for the purpose of repurchasing it in the near term or on initial recognition;
- it is part of a portfolio of identified financial instruments that the Company manages together and has a recent actual pattern of short term profit taking;
- it is a derivative that is not designated and effective as a hedging instrument.

A financial liability other than a financial liability held for trading may be designated as at FVTPL upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise; or the financial liability forms part of a group of financial assets or financial liabilities or both, which is managed and its performance is evaluated on a fair value basis, in accordance with the Company's documented risk management or investment strategy, and information about the grouping is provided on that basis; or it forms part of a contract containing one or more embedded derivatives, and IAS 39 permits the entire combined contract (asset or liability) to be designated as at FVTPL.

Financial liabilities at FVTPL are stated at fair value, with any gains or losses arising on remeasurement recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liability and is included in the other gains and losses' line item.

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Bank overdraft and borrowings
Bank overdrafts and borrowings are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the company's accounting policy for borrowing costs.

Derecognition of financial liabilities
The Company derecognises financial liabilities when, and only when the Company's obligations are discharged, cancelled, or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid, and payable is recognised in profit or loss.

These include loans to and from holding companies, fellow subsidiaries, subsidiaries, joint ventures and associates and are recognised initially at fair value plus direct transaction costs.

Loans to group companies are classified as loans and receivables.

Loans from group companies are classified as financial liabilities measured at amortised cost.

Trade and other receivables
Trade receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in profit or loss when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired. The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in profit or loss within operating expenses. When a trade receivable is uncollectable, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in profit or loss.

Trade and other receivables are classified as loans and receivables.

Trade and other payables
Trade payables are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

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 such time as 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 Government grants
Government grants are recognised when there is reasonable assurance that:

- the company will comply with the conditions attaching to them; and
- the grants will be received.

A government grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs is recognised as income of the period in which it becomes receivable.

Government grants related to assets, including non-monetary grants at fair value, are presented in the statement of financial position by setting up the grant as deferred income or by deducting the grant in arriving at the carrying amount of the asset.

The benefit of a government loan at a below market rate of interest is treated as a government grant, measured as the difference between proceeds and the fair value of the loan based on prevailing market interest rates.

3. Critical accounting judgement and key sources of estimation uncertainty
In the application of the Company's significant accounting policies, described in Note 3, 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.

Notes to the Financial Statements

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.

3.2 Useful life of property, plant and equipment
The Company reviewed and revised the estimated useful lives of its property, plant and equipment on transition to IFRS on 1 January, 2011, and under IFRS, has reviewed them annually at each reporting date. 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.

3.3 Allowances for credit losses
The Company periodically assesses its trade receivables for probability of credit losses. Management considers several factors including past credit record, current financial position and credibility of management, judgment is exercised in determining the allowances made for credit losses.

Provisions are made for receivables that have been outstanding for 365 days, in respect of which there is no firm commitment to pay by the customer.

Furthermore all balances are reviewed for evidence of impairment and provided against once recovery is doubtful. These assessments are subjective and involve a significant element of judgment by management on the ultimate recoverability of amounts receivable.

4. New Standards and Interpretations
4.1 Standards and interpretations effective and adopted in the current year
In the current year, the company has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

Amendments to IAS 19: Defined Benefit Plans: Employee Contributions.

The amendment relates to contributions received from employees or third parties for defined benefit plans. These contributions could either be discretionary or set out in the formal terms of the plan. If they are discretionary then they reduce the service cost. Those which are set out in the formal terms of the plan are either linked to service or not. When they are not linked to service then the contributions affect the remeasurement. When they are linked to service and to the number of years of service, they reduce the service cost by being attributed to the periods of service. If they are linked to service but not to the number of years' service then they either reduce the service cost by being attributed to the periods of service or they reduce the service cost in the period in which the related service is rendered.

The effective date of the amendment is for years beginning on or after July 1, 2014.

Amendment to IFRS 2: Share-based Payment: Annual improvements project.

Amended the definitions of "vesting conditions" and "market conditions" and added definitions for "performance condition" and "service condition."

The effective date of the amendment is for years beginning on or after July 1, 2014.

Amendment to IFRS 3: Business Combinations: Annual improvements project.

The amendment clarifies that contingent consideration in a business combination which meets the definition of a financial instrument shall be classified as a financial liability or equity. It further stipulates that contingent consideration which is required to be measured at fair value shall be done so by recognising changes in fair value through profit or loss. Reference to measuring contingent consideration to fair value through other comprehensive income has been deleted.

The effective date of the amendment is for years beginning on or after July 1, 2014.

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Amendment to IFRS 8: Operating Segments: Annual improvements project Management are now required to disclose the judgements made in applying the aggregation criteria. This includes a brief description of the operating segments that have been aggregated in this way and the economic indicators that have been assessed in determining that the aggregated operating segments share similar economic characteristics.

The effective date of the amendment is for years beginning on or after July 1, 2014.

Amendment to IAS 16: Property, Plant and Equipment: Annual improvements project.

The amendment adjusts the option to proportionately restate accumulated depreciation when an item of property, plant and equipment is revalued. Instead, the gross carrying amount is to be adjusted in a manner consistent with the revaluation of the carrying amount. The accumulated depreciation is then adjusted as the difference between the gross and net carrying amount.

The effective date of the amendment is for years beginning on or after July 1, 2014.

Amendment to IAS 24: Related Party Disclosures: Annual improvements project.

The definition of a related party has been amended to include an entity, or any member of a group of which it is a part, which provides key management personnel services to the reporting entity or to the parent of the reporting entity ("management entity"). Disclosure is required of payments made to the management entity for these services but not of payments made by the management entity to its directors or employees.

The effective date of the amendment is for years beginning on or after July 1, 2014.

Amendment to IAS 38: Intangible Assets: Annual improvements project.

The amendment adjusts the option to proportionately restate accumulated amortisation when an intangible asset is revalued. Instead, the gross carrying amount is to be adjusted in a manner consistent with the revaluation of the carrying amount. The accumulated amortisation is then adjusted as the difference between the gross and net carrying amount.

The effective date of the amendment is for years beginning on or after July 1, 2014.

Amendment to IFRS 13: Fair Value Measurement: Annual improvements project.

The amendment clarifies that references to financial assets and financial liabilities in paragraphs 48–51 and 53–56 should be read as applying to all contracts within the scope of, and accounted for in accordance with, IAS 39 or IFRS 9, regardless of whether they meet the definitions of financial assets or financial liabilities in IAS 32 Financial Instruments: Presentation.

The effective date of the amendment is for years beginning on or after July 1, 2014.

It is unlikely that the standard would have a material impact on the Company's financial statement.

4.2 Standards and interpretations not yet effective
The company has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the company's accounting periods beginning on or after January 1, 2016 or later periods:

IFRS 14 Regulatory Deferral Accounts
The new standard is an interim standard applicable to entities subject to rate regulation. The standard is only applicable to entities adopting IFRS for the first time. It permits entities to recognise regulatory deferral account balances in the statement of financial position. When the account has a debit balance, it is recognised after total assets. Similarly, when it has a credit balance, it is recognised after total liabilities. Movements in these accounts, either in profit or loss or other comprehensive income are allowed only as single line items.

The effective date of the standard is for years beginning on or after January 1, 2016.

The company expects to adopt the standard for the first time in the 2016 financial statements.

It is unlikely that the standard will have a material impact on the company's financial statements.

Amendments to IFRS 11: Accounting for Acquisitions of Interests in Joint Operations.

The amendments apply to the acquisitions of interest in joint operations. When an entity acquires an interest in a joint operation in which the activity of the joint operation constitutes a business, as defined in IFRS 3, it shall apply, to the extent of its share, all of the principles on business combinations accounting in IFRS 3, and other IFRSs, that do not conflict with the guidance in this IFRS and disclose

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the information that is required in those IFRSs in relation to business combinations.

This applies to the acquisition of both the initial interest and additional interests in a joint operation in which the activity of the joint operation constitutes a business.

The effective date of the amendments is for years beginning on or after January 1, 2016.

The company expects to adopt the amendments for the first time in the 2016 financial statements.

It is unlikely that the amendments will have a material impact on the company's financial statements.

Amendments to IAS 16 and IAS 38: Clarification of Acceptable Methods of Depreciation and Amortisation.

The amendment clarifies that a depreciation or amortisation method that is based on revenue that is generated by an activity that includes the use of the asset is not an appropriate method. This requirement can be rebutted for intangible assets in very specific circumstances as set out in the amendments to IAS 38.

The effective date of the amendment is for years beginning on or after January 1, 2016.

The company expects to adopt the amendment for the first time in the 2016 financial statements.

It is unlikely that the amendment will have a material impact on the company's financial statements.

IFRS 15 Revenue from Contracts with Customers

IFRS 15 supersedes IAS 11 Construction contracts; IAS 18 Revenue; IFRIC 13 Customer Loyalty Programmes; IFRIC 15

Agreements for the construction of Real Estate; IFRIC 18 Transfers of Assets from Customers and SIC 31 Revenue - Barter Transactions Involving Advertising Services.

The core principle of IFRS 15 is that an entity recognises revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. An entity recognises revenue in accordance with that core principle by applying the following steps:
- Identify the contract(s) with a customer.
- Identify the performance obligations in the contract.
- Determine the transaction price.
- Allocate the transaction price to the performance obligations in the contract.
- Recognise revenue when (or as) the entity satisfies a performance obligation.

IFRS 15 also includes extensive new disclosure requirements.

The effective date of the standard is for years beginning on or after 1 January, 2018.

The company expects to adopt the standard for the first time in the 2018 financial statements.

It is unlikely that the standard will have a material impact on the company's financial statements.

4.3 Standards and interpretations not yet effective or relevant

The following standards and interpretations have been published and are mandatory for the company's accounting periods beginning on or after January 1, 2016 or later periods but are not relevant to its operations:

IFRS 9 Financial Instruments

This new standard is the result of a three phase project to replace IAS 39 Financial Instruments: Recognition and Measurement. To date, the standard includes chapters for classification, measurement and derecognition of financial assets and liabilities as well as new hedging requirements. The following are the main changes from IAS 39:
- Financial assets will be categorised as those subsequently measured at fair value or at amortised cost.
- Financial assets at amortised cost are those financial assets where the business model for managing the assets is to hold the assets to collect contractual cash flows (where the contractual cash flows represent payments of principal and interest only). All other financial assets are to be subsequently measured at fair value.
- For hybrid contracts, where the host contract is an asset within the scope of IFRS 9, then the whole instrument is classified in accordance with IFRS 9, without separation of the embedded derivative. In other circumstances, the provisions of IAS 39 still apply.
- Voluntary reclassification of financial assets is prohibited. Financial assets shall be reclassified if the company changes its business model for the management of financial assets. In such circumstances, reclassification takes place prospectively from the beginning of the first reporting period after the date of change of the business model.

Notes to the Financial Statements

- Investments in equity instruments may be measured at fair value through other comprehensive income. When such an election is made, it may not subsequently be revoked, and gains or losses accumulated in equity are not recycled to profit or loss on derecognition of the investment. The election may be made per individual investment.
- IFRS 9 does not allow for investments in equity instruments to be measured at cost.
- The classification categories for financial liabilities remains unchanged. However, where a financial liability is designated as at fair value through profit or loss, the change in fair value attributable to changes in the liabilities credit risk shall be presented in other comprehensive income. This excludes situations where such presentation will create or enlarge an accounting mismatch, in which case, the full fair value adjustment shall be recognised in profit or loss.
- The new hedging provisions align hedge accounting more closely with the actual risk management approach.
- Certain non-derivative financial instruments are now allowed as hedging instruments.
- Additional exposures are allowed as hedged items. These exposures include risk components of non-financial items, net positions and layer components of items, aggregated exposures combining derivative and nonderivative exposures and equity instruments at fair value through other comprehensive income.
- The hedge effectiveness criteria have been amended, including the removal of the 80%-125% "bright line test" to qualify for hedge accounting.
- The concept of rebalancing has been introduced when the hedging relationship is ineffective because the hedge ratio is no longer appropriate. When rebalancing is required, and provided the risk management objective remains the same, the hedge ratio is adjusted rather than discontinuing the hedging relationship.
- Additional disclosure requirements have been introduced for hedging.

The effective date has not yet been established as the project is currently incomplete. The IASB has communicated that the effective date will not be before years beginning on or after January 1, 2018. IFRS 9 may be early adopted. If IFRS 9 is early adopted, the new hedging requirements may be excluded until the effective date.

The company does not envisage the adoption of the standard until such time as it becomes applicable to the company's operations.

It is unlikely that the standard will have a material impact on the company's financial statements.

Notes to the Financial Statements

	2015 ₦'000	2014 ₦'000
5. Revenue		
Revenue (Note 5.1)	14,207,146	9,853,642
Freight income	1,971,051	1,396,902
	16,178,197	**11,250,544**

5.1 The amount represents revenue realised during the year on the sale of edible, refined, bulk, industrial salt as well as Seasoning, Tomato Paste and Vegetable Oil.

5.2 None of the customers contributed up to 10% of the total revenue earned in the year ended 31 December, 2015.

Our customers include leading blue chip companies in Nigeria, such as manufacturers of confectioneries, seasonings, refined edible oil, processed leather, noodles and oil industries. They buy industrial salts of different grades and specifications.

5.2 The Company provides freight services to customers by transporting Salt, Tomato paste and Vegetable Oil purchased to their destinations. Freight income represents revenue earned in respect to this during the year. The associated cost of running the freight services is rendered in cost of sales.

Distributors

The Company sells it products directly to distributors who redistribute to small wholesalers, confectioners, supermarkets and retailers. Salt retail packs come in various sizes 250g, 500g and 1kg and are sold under the brand name DANGOTE REFINED SALT. Seasoning are sold under the brand name DANQ, Tomato sold as DANGOTE TOMATO PASTE and Vegetable Oil sold as DANGOTE VEGETABLE OIL.

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 EBITDA. This measure excludes the effects of non-recurring expenditure from the operating segments such as restructure costs, legal expenses and goodwill impairments when the impairment is the result of an isolated, non recurring event. The measure also excludes the effects of equity-settled share-based payments and 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. The results of discontinued operations are not included in the measure of EBITDA. This measure is consistent with all prior periods which are presented.

Transactions within the company take place at arms length.

The segment information provided to the management is presented below. The information presented includes a reconciliation of the company's EBITDA to net profit before tax and discontinued operations.

Notes to the Financial Statements

6. Segmental information (continued)

2015	**Segment revenue ₦'000**	**Segment Cost of sales ₦'000**	**Segment Profit ₦'000**
Salt	11,912,111	(7,422,091)	4,490,020
Seasoning	239,355	(323,225)	(83,870)
Tomato	541,331	(770,845)	(229,514)
Vegetable Oil	1,514,349	(1,612,777)	(98,428)
Freight income	1,971,051	(1,690,141)	280,910
Total	**16,178,197**	**11,819,079)**	**4,359,118**

2014	**Segment revenue**	**Segment Cost of sales**	**Segment Profit**
Salt	9,761,563	(5,959,928)	3,801,635
Seasoning	92,079	(89,645)	2,434
Tomato	-	-	-
Vegetable Oil	-	-	-
Freight income	1,396,902	(1,415,210)	(18,308)
Total	**11,250,544**	**(7,464,783)**	**3,785,761**

Segment assets and liabilities

The amounts provided to the Mangement 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.

Investments in shares held by the company and deferred tax assets 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 to the 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 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

Notes to the Financial Statements

6. Segmental information (continued)

2015	**Total assets**	**Total liabilities**
	₦'000	**₦'000**
Salt	11,419,549	6,947,444
Seasoning	1,041,329	142,977
Tomato	586,985	2,932
Vegetable oil	2,404,536	791,264
Freight	842,427	105,453
Total	**16,294,826**	**7,990,070**
Unallocated		
Retirement benefit obligation	-	300,514
Deferred tax	-	916,009
Total as per statement of financial position	**16,294,826**	**9,206,593**

2014	**Total assets**	**Total liabilities**
Salt	7,448,898	4,667,068
Seasoning	809,039	33,369
Tomato	1,183,907	69,403
Vegetable oil	1,906,321	433,138
Freight	1,207,720	181,707
Total	**12,555,885**	**5,384,685**
Unallocated		
Retirement benefit obligation	-	327,986
Deferred tax	-	535,908
Total as per statement of financial position	**12,555,885**	**6,248,579**

Geographical information

	2015 Revenue by location of customer	**2014 Revenue by location of customer**
East	1,042,076	922,735
West	4,503,136	3,157,688
North	10,632,985	7,170,121
Total	**16,178,197**	**11,250,544**

Non-current assets exclude financial instruments, deferred tax assets, post employment benefit assets and rights arising from insurance contracts.

Notes to the Financial Statements

7. Cost of sales

	2015	**2014**
	₦'000	**₦'000**
Direct material cost	7,588,592	3,976,632
Direct labour cost	871,165	729,405
External haulage	1,690,141	1,415,210
Depreciation	743,405	608,041
Loading	91,961	67,241
Manufacturing expenses	833,815	668,254
	11,819,079	**7,464,783**

8. Investment income

Interest income		
Commercial paper	-	18,686
Bank deposits	675	437
Fixed deposit	8,583	11,104
	9,258	**30,227**

The interest income on bank deposits were earned at the average rate of 2015: 11% (2014: 9%) per annum.

9. Other income

Profit on sale of assets	51	9,554
Profit and loss on exchange differences	80,523	-
Discount received	-	8,150
Sale of scrap	18,330	21,134
Insurance claim	12,831	17,002
Credits no longer required	49,262	15,306
Tax provision	-	31,731
	160,997	**102,877**

Credits no longer required relates to the release of accruals for which there are no existing liabilities while in the prior year the amount relates to the release of credit balances in some depots which dates back to 2005.

Notes to the Financial Statements

	2015 ₦'000	2014 ₦'000
10. Operating expense		
10.1. Administrative expenses		
Administrative and management fees	114,649	87,725
Auditors remuneration	14,500	14,500
Provision for bad debts	6,962	1,172
Bank charges	15,649	15,226
Cleaning	11,976	4,254
Consulting and professional fees	24,527	2,045
Depreciation, amortisation and impairments (note 11)	196,659	117,086
Directors' remuneration	104,770	105,524
Employee costs	447,235	322,755
Entertainment	11,976	8,877
Business development	6,568	4,498
Fines and penalties	100	-
Insurance	19,228	19,936
Rent and rates	22,138	6,004
Petrol and oil	12,330	8,944
Printing and stationery	10,588	12,608
Repairs and maintenance	29,266	24,454
Secretarial fees	49,920	23,774
Security	26,150	6,648
Staff welfare	18,691	53,872
Telephone and fax	99,295	76,121
Travel - local	20,819	19,620
Travel - overseas	9,126	3,103
	1,273,122	**938,746**

	2015 ₦'000	2014 ₦'000
10.2 Distribution Expenses		
Public relations	-	366
Business promotions	-	1,068
Trade fairs & exhibition	-	411
Warehouse expenses	66	3,155
Branding expenses	76,135	592
Market activation	67,564	26,208
Traveling and accommodation	22,720	23,552
Repairs and maintenance	3,931	2,531
Sales conference & customer forum	32,165	51,126
Telephone allowance & other expenses	16,041	14,711
	218,622	**123,720**

11. Depreciation, amortisation and impairments

The following items are included within depreciation, amortisation and impairments:

	2015 ₦'000	2014 ₦'000
Total depreciation, amortisation and impairments		
Depreciation (Adminlistrative expenses)	102,849	70,650
Depreciation (Cost of sales)	743,405	608,041
	846,254	**678,691**
Amortisation	93,810	46,436
	940,064	**725,127**

Notes to the Financial Statements

	2015 ₦'000	2014 ₦'000
12. Auditors' remuneration		
Fees	14,500	14,500
13. Finance costs		
Interest on bank borrowings	20,065	-

Capitalisation rates used during the period were 14% on specific borrowings for capital projects and 14% being the weighted average cost of funds borrowed generally by the company.

Total interest expense, calculated using the effective interest rate, on financial instruments not at fair value through profit or loss amounted to ₦20.07 million (2014: Nil)

Notes to the Financial Statements

	2015 ₦'000	2014 ₦'000
14. Employee costs		
The following items are included within employee benefits expense:		
Direct employee costs		
Basic	496,497	427,940
Medical aid - company contributions	30,663	34,369
Other payroll levies	2,587	1,703
Leave pay provision charge	23,023	20,410
Short term benefit	280,284	218,409
Other short term costs	2,822	5,191
Post-employment benefits - Pension - Defined contribution plan	35,289	21,383
	871,165	**729,405**
Indirect employee costs		
Directors' remuneration	104,770	105,524
Basic	197,157	135,005
Bonus	77,527	24,142
Medical aid - company contributions	12,095	1,550
Other payroll levies	13,973	12,906
Leave pay provision charge	9,990	9,595
Short term benefit	96,005	101,690
Other short term costs	21,865	20,650
Post-employment benefits - Pension - Defined contribution plan	17,588	17,217
Termination benefits	1,035	-
	552,005	**428,279**
Total employee costs		
Direct employee costs	871,165	729,405
Indirect employee costs	552,005	428,279
	1,423,170	**1,157,684**

Average number of persons employed during the year was:

	Number	Number
Management	25	26
Senior staff	134	112
Junior staff	370	378
	529	516

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

	Number	Number
₦0 - ₦5,000,000	524	502
₦5,000,001 - ₦10,000,000	5	14
	529	**516**

Notes to the Financial Statements

	2015 ₦'000	2014 ₦'000
15. Operating profit		
Operating profit for the year is stated after charging/(crediting) the following:		
Gain on sale of property, plant and equipment	(51)	(9,554)
Auditors remuneration	14,500	14,500
Gain on exchange differences	(80,523)	-
Amortisation on intangible assets	93,810	46,436
Depreciation on property, plant and equipment	846,254	678,691
Employee costs (excluding directors)	1,318,400	1,052,160
Directors' remuneration	104,770	105,524
16. Taxation		
Major components of the tax expense		
Current tax		
Local income tax	455,089	736,049
Education tax	76,728	70,286
	531,817	806,335
Deferred tax		
In respect of current year	380,101	183,026
	911,918	**989,361**

The charge for taxation in these financial statements is based on the provisions of the Companies Income Tax Act, CAP C21 LFN 2004, the Education Tax Act CAP E4, LFN 2004. Corporation Tax and Education Tax is calculated at 30% and 2% respectively of the estimated taxable profit for the year. The charge for the year can be reconciled to the profit per the statement of comprehensive income as follows:

	2015 ₦'000	2014 ₦'000
Reconciliation of the tax expense		
Reconciliation between accounting profit and tax expense.		
Profit before tax from continuing operations	3,017,564	2,856,399
Tax at the applicable tax rate of 30% (2014: 30%)	905,269	856,920
Education tax	76,728	70,286
Tax effect of adjustments on taxable income		
Effect of expenses that are not deductible in determining taxable profit	-	32,349
Effect of concessions (research and development and other allowances)	-	(15,611)
Adjustments recognised in the current year	-	49,829
Effect of non - taxable income	(70,079)	-
Unbooked difference	-	(4,412)
	911,918	**989,361**
Current tax liabilities in the statement of financial position		
Balance, beginning of the year	753,852	1,163,329
Charge for the year	531,817	806,335
Payment during the year	(756,507)	(1,215,812)
Balance at the end	**529,162**	**753,852**

Notes to the Financial Statements

	2015 ₦'000	2014 ₦'000
17. Deferred tax		

The deferred tax assets and the deferred tax liability relate to income tax in the same jurisdiction, and the law allows net settlement. Therefore, they have been offset in the statement of financial position as follows:

	2015 ₦'000	2014 ₦'000
Deferred tax liability	(916,009)	(535,908)
Deferred tax asset	-	-
Total net deferred tax liability	**(916,009)**	**(535,908)**
Reconciliation of deferred tax asset / (liability)		
At beginning of year	(535,908)	(352,882)
Recognised in profit or loss in the current year	(380,101)	(183,026)
	(916,009)	**(535,908)**

Deferred tax as at December 31, 2015 was as a result of differences between the rates of depreciation adopted for accounting purposes and the rates of capital allowances granted for tax purposes.

Deferred tax (asset) or liability in relation to:

	Opening balance	Recognize in profit or loss	Recognize in other comprehensive income	Closing balance
Property, plant and equipment	879,177	371,859	-	1,251,036
Allowance for doubtful debt	(343,269)	8,242	-	(335,027)
	535,908	**380,101**	**-**	**916,009**

December 31, 2014

Deferred tax (asset) or liability in relation to:

	Opening balance	Recognize in profit or loss	Recognize in other comprehensive income	Closing balance
Property, plant and equipment	719,041	160,136	-	879,177
Allowance for doubtful debt	(244,873)	-	-	(244,873)
Provision for employee benefit	(102,112)	3,716	-	(98,396)
Provision for obsolete spare	(19,174)	19,174	-	-
	352,882	**183,026**	**-**	**535,908**

Notes to the Financial Statements

	2015 ₦'000	2014 ₦'000
18. Earnings per share		
Basic earnings per share		

Basic earnings per share is determined by dividing profit or loss attributable to the ordinary equity holders of the parent by the weighted average number of ordinary shares outstanding during the year.

	2015 ₦'000	2014 ₦'000
Basic earnings per share		
From continuing operations (kobo per share)	79	70
Reconciliation of profit or loss for the year to basic earnings		
Profit or loss for the year attributable to equity holders of the parent	2,105,646	1,867,038
Adjusted for:		
After tax effect of preference dividends	-	-
	2,105,646	**1,867,038**
Weighted average number of ordinary shares as at 31 December 2015	2,649,438	2,649,438

Notes to the Financial Statements

Figures in Naira thousand
19. Property, plant and equipment

Cost	Freehold land & buildings ₦'000	Plant and machinery ₦'000	Tools and equipment ₦'000	Motor vehicles ₦'000	Computer equipment ₦'000	Furniture & fittings ₦'000	Capital work-in progress ₦'000	Total ₦'000
Balance at 1 January, 2014	406,950	2,009,019	20,793	2,569,360	43,373	55,596	2,987,057	8,092,148
Additions	7,870	71,055	18,655	732,787	10,326	4,761	1,042,896	1,888,350
Disposals	-	-	-	(746,283)	-	-	-	(746,283)
Transfers	129,138	450,779	6,068	35,723	-	10,038	(631,746)	-
Adjustments	-	-	-	-	-	-	(260,190)	(260,190)
Balance at December 31, 2014	**543,958**	**2,530,853**	**45,516**	**2,591,587**	**53,699**	**70,395**	**3,138,017**	**8,974,025**
Additions	73,677	450,128	24,922	292,528	28,006	33,266	112,706	1,015,233
Disposals	-	-	-	(155,783)	-	-	-	(155,783)
Transfers	764,686	1,808,210	22,193	-	3,519	7,620	(2,606,228)	-
Adjustments	-	-	-	-	-	-	(89,538)	(89,538)
Balance at December 31, 2015	**1,382,321**	**4,789,191**	**92,631**	**2,728,332**	**85,224**	**111,281**	**554,957**	**9,743,937**
Accumulated depreciation and impairment								
Balance at 1 January, 2014	52,721	732,298	11,650	1,471,193	33,331	41,900	-	2,343,093
Depreciation	8,404	136,607	4,815	517,026	6,747	5,092	-	678,691
Disposals	-	-	-	(731,238)	-	-	-	(731,238)
Balance at December 31, 2014	61,125	868,905	16,465	1,256,981	40,078	46,992	-	2,290,547
Depreciation	15,494	208,206	12,116	591,858	9,483	9,097	-	846,254
Disposals	-	-	-	(151,904)	-	-	-	(151,904)
Balance at December 31, 2015	**76,619**	**1,077,111**	**28,581**	**1,696,935**	**49,561**	**56,089**	**-**	**2,984,896**
Carrying amount								
Balance at December 31, 2014	**482,833**	**1,661,948**	**29,051**	**1,334,606**	**13,621**	**23,403**	**3,138,017**	**6,683,479**
Balance at December 31, 2015	**1,305,702**	**3,712,080**	**64,050**	**1,031,397**	**35,663**	**55,192**	**554,957**	**6,759,039**

19.1 Work-in-progress
Work-in-progress comprises amounts expended on Vegetable Oil tank farm in Apapa and installation of tranformer for Ota production plant.

19.2 Adjustments to Capital work-in-progress
The adjustment during the year represent pre-trading expenses for Tomato and Vegetable Oil plant expensed to profit and loss in the current year.

19.3 Asset Pledged as security
None of the Company's assets were pledged as security for any liabilities as at 31 December, 2015 (2014: Nil).

Notes to the Financial Statements

Figures in Naira thousand
19. Property, plant and equipment (continued)

19.4 Impairment Assessment
There was no impairment loss or gain recognised as at 31st December, 2015 and none for 2014.

20. Intangible asset

Cost	Computer software ₦'000	Total ₦'000
Balance as at 1 January 2014	-	-
Additions	281,429	281,429
Balance as at December 31, 2014	281,429	281,429
Additions	-	-
Balance as at December 31, 2015	281,429	281,429
Amortization		
Balance as at January 1, 2014	-	-
Amortization expenses	46,436	46,436
Balance as at December 31, 2014	46,436	46,436
Amortization expenses	93,810	93,810
Balance as at December 31, 2015	**140,246**	**140,246**
Net Book Value		
Balance as at December 31, 2014	**234,993**	**234,993**
Balance as at December 31, 2015	**141,184**	**141,184**

Intangible asset (computer software) represents software which has a useful life of 3 years and amortized on a straight-line basis over the year.

Notes to the Financial Statements

Figures in Naira thousand

21. Other assets	**2015**	**2014**
Prepayments:	**₦'000**	**₦'000**
Rent prepaid	42,191	30,245
Insurance prepaid	1,366	2,377
Prepayment-Others	7,848	-
Deposit for import	8,958	28,672
	60,363	**61,294**
Non - current	9,188	14,545
Current	51,175	46,749
	60,363	**61,294**

22. Inventories		
Raw materials	1,200,028	305,855
Finished goods	389,349	916,812
Spare parts and consumables	112,788	60,914
Oil and lubricants	27,675	11,078
Packaging materials	203,161	176,909
	1,933,001	**1,471,568**

22.1 Inventory pledged as security

No inventory was pledged as security for any liability.

The cost of inventories recognised as an expense during the year in respect of continuing operations was ₦7.589 billion (2014: ₦3.977 billion).

23. Trade and other receivables		
Trade receivables	1,279,586	1,124,711
Impairment for bad debts	(803,701)	(816,243)
	475,885	308,468
Amounts due from related parties	4,002,541	2,492,617
Employee loans and advance	78,189	74,920
Value Added Tax	1,792	-
Other receivable (Note 23.1)	326,443	366,137
	4,884,850	3,242,142
Allowance for staff loan	(16,681)	(9,719)
Allowance for insurance	(15,623)	(15,623)
	4,852,546	**3,216,800**

23.1Other receivables		
Advance to vendors	277,626	321,068
Insurance claim receivables	36,737	16,629
Transport income receivable	12,080	28,440
	326,443	**366,137**

Trade and other receivables pledged as security
Trade receivables disclosed are carried at cost less allowance for doubtful debts.

Notes to the Financial Statements

23. Trade and other receivables (continued)

The average credit period taken on sales of goods is 30 days. No interest is charged on outstanding trade receivables. It is the Company's policy to recognise a 100% allowance on receivables that are due for over 365 days based on management judgment that those receivables are unlikely to be recovered. Allowances for doubtful debts are recognised against trade receivables between 60 days and 365 days based on estimated irrecoverable amounts determined by reference to past default experience of the counterparty and an analysis of their current financial position Trade receivables disclosed include amounts (see below for aged analysis) that are past due at the end of the reporting period for which the Company has not recognised an allowance for doubtful debts because there has not been a significant change in credit quality.

23.2 Credit quality of trade and other receivables

The credit quality of trade and other receivables that are neither past nor due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates:
Movement in allowance for doubtful debt

	2015	**2014**
	₦'000	**₦'000**
At 1 January	816,243	816,243
Reclassified to inter-company balance	(12,542)	-
At 31 December	**803,701**	**816,243**

23.3 Trade and other receivables past due but not impaired

Trade and other receivables which are less than 3 months past due are not considered to be impaired. At December 31, 2015, ₦30.2 million- (2014: ₦2.45million) were past due but not impaired.
The ageing of amounts past due but not impaired is as follows:

61 - 90 days	417,489	231,933
91 - 360 days	58,396	76,535
	475,885	**308,468**

Trade and other receivables impaired

In determining the recoverability of a trade receivable, the Company considers any change in credit quality of the trade receivable from the date credit was initially granted up to the end of the reporting period. The concentration of credit risk is limited due to the fact that the customer base is large and unrelated.
The ageing of these receivables is as follows:

60 - 90 days	-	-
91 - 120 days	-	-
360+ days	803,701	816,243
	803,701	**816,243**

24. Cash and bank

Cash and cash equivalents consist of:

Cash on hand	2,912	5,831
Bank balances	2,545,781	881,920
Bank overdraft	(5,236)	(5,236)
	2,543,457	**882,515**

Notes to the Financial Statements

	2015 ₦'000	2014 ₦'000
25. Share capital		
Authorised		
4,000,000,000 Ordinary shares of 50 kobo each	2,000,000	2,000,000
Issued and fully paid		
2,649,438,378 ordinary shares of 50k each	1,324,719	1,324,719
26. Share premium		
Issued		
Share premium	434,037	434,037
Reconciliation of number of shares issued:		
1995: Right issue 65,846,667 ordinary shares of 50k each issued at 2.84 premium	156,793	156,793
2007: Share conversion	404,303	404,303
Less: Deferred charges written off	(127,059)	(127,059)
	434,037	**434,037**
27. Retained earnings		
At 1 January	4,548,550	5,133,870
Profit for the year	2,105,646	1,867,038
Dividend declared and paid	(1,324,719)	(2,384,495)
Other adjustments	-	(67,863)
	5,329,477	**4,548,550**

At the Annual General Meeting held on 10th June 2015, the shareholders approved that dividend of 50k amounting to ₦1.324 billion be paid to shareholders for the year ended December 31, 2014. In respect of the current year, the Directors' propose that a dividend of 55kobo 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 ₦1.457 billion.

The adjustment in retained earnings for the year ended 31 December, 2014 relates to the rental income earned from DIL logistic in 2012 with respect to warehouse services rendered to them.

	2015 ₦'000	2014 ₦'000
28. Dividend payable		
At 1 January	-	-
Dividend declared	1,324,719	2,384,495
Payments - Meristem Registrars	(1,324,719)	(2,384,495)
At 31 December	**-**	**-**
29. Borrowings		
Held at amortised cost		
Government grant	38,570	38,570
Non-current liabilities		
At amortised cost	38,570	38,570

Notes to the Financial Statements

	2015 ₦'000	2014 ₦'000

29. Borrowings (continued)

At the time of privatisation in 1992, the debt owned the Federal Government of Nigeria, by the Company was restructured by the Bureau for Public Enterprise. The Board of Directors has taken steps to obtain a waiver of the Loan from the Federal Government of Nigeria.

	2015	2014
30. Retirement benefits obligation		
30.1 Movement in gratuity		
Balance as at 1 January	327,986	340,373
Current service cost	-	-
Benefits paid out	(27,472)	(12,387)
Balance as at 31 December	**300,514**	**327,986**

As at the date of the valuation, no fund has been set up from which payments can be disbursed.

30.2 Defined benefit plan

The entity operated a defined benefit plan for its permanent Nigerian staff which are related to employees' length of service.

The scheme was stopped by the Board of Directors resolution made on 15th January, 2013.

There was no expense/reversal for the current year. In the year 2014, there was no expense/reversal.

Defined contribution plan

The employees of the company are members of a state arranged Pension Reform Act of 2014. The assets of the plans are held separately from those of the Company and managed by Pension Fund Administrators. 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

	2015	2014
At 1 January	6,186	4,594
Contributions during the year	134,843	78,405
Remittance in the year	(133,837)	(76,813)
At 31 December	**7,192**	**6,186**

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 ₦134.84 million (2014: ₦6.2million) represents contributions payable to this plan by the Company as at December 31, 2015. The ₦7.12 million balance represents December contribution which has been paid in January 2016.

	2015	2014
31. Trade and other payables		
Trade payables	489,548	669,072
Amounts due to related parties	5,992,022	2,563,112
Value Added Tax	-	1,403
Witholding Tax payable	25,117	50,840
Staff pension	7,192	6,186
Accrued audit fees	7,500	15,500
Other accrued expenses	138,883	136,210
Customers' deposit	720,141	1,121,986
Other payables	36,699	22,718
	7,417,102	**4,587,027**

Notes to the Financial Statements

Notes to the Financial Statements

	2015 ₦'000	2014 ₦'000
31. Trade and other payables (continued)		
Customers' deposit		
New deposit	720,141	1,121,986
	720,141	**1,121,986**

Customers' deposits relate to amount deposited by customers for which delivery has not been made as at year end. Trade creditors and accruals principally comprise amounts outstanding for trade purchases and ongoing costs. 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.

32. Reconciliation of net income to net cash provided by operating activities		
Profit before taxation	3,017,564	2,856,399
Adjustments for:		
Depreciation	846,254	678,691
Amortisation	93,810	46,436
Profit on sale of assets	(51)	(9,554)
Interest received	(9,258)	(30,227)
Finance costs	20,065	-
Movements in retirement benefit assets and liabilities	(27,472)	(12,387)
Capital work-in-progress expensed/adjustment	89,538	260,189
Changes in working capital:		
Inventories	(461,433)	(656,085)
Trade and other receivables	(1,635,746)	(364,473)
Other assets	931	692,266
Trade and other payables	2,830,075	1,948,876
	4,764,277	**5,410,131**

Notes to the Financial Statements

33. Categories of financial instruments

	2015 ₦'000	2014 ₦'000
Assets		
Trade and other receivables	4,852,546	3,216,800
Cash and bank	2,548,693	887,751
	7,401,239	**4,104,551**
Liabilities		
Bank overdraft	5,236	5,236
Trade and other payables	7,417,102	4,587,027
	22,224,816	**4,592,263**

34. Risk management

34.1 Capital risk management

The capital structure of the company consists of net debt (which includes the borrowings disclosed in Note 29, 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.

34.2 Gearing ratios

The Company is minimally geared for the reporting and comparative years.

34.3 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 Finance and Establishment Committee. 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 currency risk and interest rate risk), credit risk and liquidity risk.

34.4 Foreign currency financial and credit risk

The Company is exposed to market, credit and liquidity risks. The parent Company's internal audit and risk management team is responsible for monitoring its exposure to each of the mentioned risks. This policy provides guidance over all treasury and finance related matters and is undermined by delegated authority guidelines and detailed procedures. The main objectives of the policy are to ensure that sufficient liquidity exists to meet the operational needs of the business to maintain the integrity and liquidity of the investment portfolio and to manage the impact of foreign exchange and interest rate volatility on the Company's net income.

Notes to the Financial Statements

34.5 Sensitivity analysis for 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. Its cash and cash equivalents with financial institutions have fixed interest rates.

34.6 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 counterparties and obtaining sufficient collateral where appropriate (bank guaranty, 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 16% of the trade receivables are due from a single customer whose credit history is good. 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 credit risk at the reporting date was:

	2015	**2014**
	₦'000	**₦'000**
Trade receivables	475,885	308,468
Other receivables	326,443	366,137
Cash and bank	2,548,693	887,751
Amount due from related party	4,002,541	2,492,617

34.7 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 Corporate Treasurer periodically and may be updated throughout the year. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through the potential counterparty's failure.

Notes to the Financial Statements

34.8 Liquidity risk management

Ultimate responsibility for liquidity risk management rests with the Board of Directors', which has established an appropriate liquidity risk management framework for 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 flows are floating rate, the undiscounted amount is derived from interest rate curves at the balance sheet date. The contractual maturity is based on the earliest date on which the Company may be required to pay.

At December 31, 2015	**0 – 3 months**	**3 – 6 months**	**Total**
	₦'000	**₦'000**	**₦'000**
Trade payables	440,287	49,262	489,549
Other payables	823,780	111,752	935,532
Due to related parties	3,510,798	2,481,224	5,992,022
Overdrafts	-	5,236	5,236
Government grant	-	38,570	38,570
	4,774,865	**2,686,044**	**7,460,909**

At December 31, 2014	**0 – 3 months**	**3 – 6 months**	**Total**
	₦'000	**₦'000**	**₦'000**
Trade payables	494,029	175,043	669,072
Other payables	898,987	455,856	1,354,843
Due to related parties	323,289	2,239,823	2,563,112
Overdrafts	5,236	-	5,236
Government grant	38,570	-	38,570
	1,760,111	**2,870,722**	**4,630,833**

35. Fair value information

Except as detailed in the following table, the Directors consider that the carrying amounts of financial assets and financial liabilities recorded at amortised cost in the financial statements approximate their fair values

	2015	**2014**	**2015**	**2014**
	₦'000	**₦'000**	**₦'000**	**₦'000**
Financial asset				
Trade and other receivables	4,852,546	3,216,800	4,852,546	3,216,800
Cash and bank	2,548,693	887,751	2,548,693	887,751
Financial liabilities				
Bank loans (overdrafts)	5,236	5,236	5,236	5,236
Trade and other payables	7,417,102	4,587,027	7,417,102	4,587,027
Employee benefit	300,514	327,986	300,514	327,986
Government grant	38,570	38,570	38,570	38,570

The book value of the trade and other receivables is arrived at by factoring allowances for doubtful debts on trade receivables and other receivables.
The carrying amount of bank overdrafts and loans is approximately equal to their fair value.

Notes to the Financial Statements

36. Related parties
Related party transactions
36.1 Related party balances

	2015 ₦'000	2014 ₦'000
Intercompany receivables		
Parent and ultimate controlling party		
Dangote Industries Limited (Parent)	-	-
Allowance for doubtful debt	-	-
	-	-
Other related party receivables		
Dangote Pasta Limited	7,918	7,918
Dangote Sugar Refineries	30,657	45,257
Dangote Noodles Limited	5,044	8,199
Dansa Foods Limited	- -	
Dangote Cement – Ibeshe	37,274	44,462
Obajana Cement	478	5,418
Agrosack Ltd	-	-
Dangote Transport	-	9,838
Dangote Logistics	-	-
Dangote Foundation	12,542	12,542
DANCOM	- -	
Bulk Commodities Ltd	3,921,170	2,358,983
Provision for doubtful related party receivables	(12,542)	-
	4,002,541	**2,492,617**
Intercompany payables		
Parent and ultimate controlling party		
Dangote Industries Limited (Parent)	1,582,922	1,231,870
Other related party payables		
Dangote Pasta Limited	-	-
Dangote Sugar Refineries	-	70,298
DIL Flour Mills, Apapa	-	-
Dangote Noodles Limited	-	-
Dansa Foods Limited	500	5,059
Dangote Cement	24,194	24,194
Obajana Cement	-	466
Agrosack Ltd	59,823	91,091
Dangote Transport	22,962	22,962
Dangote Logistics	-	-
Dangote Head office	634,178	633,791
Dangote Foundation	11,690	-
Dangote Cement Gboko	81,922	81,922
Benue Cement – Truck scheme	54,398	54,398
DANCOM	12,750	23,772
Bulk Commodities Ltd	3,506,683	323,289
Provision for doubtful related party receivables	-	-
	5,992,022	**2,563,112**

Notes to the Financial Statements

36. Related parties (continued)
Relationships

Ultimate holding company	Greenveiw International Corporation
Dangote Transport Limited	Fellow subsidiary company – provides haulage services
Dangote Sugar Refinery Plc	Fellow subsidiary company – buys crude salt and also provides warehouse facility for which NASCON pays rent
Dansa Foods Limited	An entity controlled by a key management personnel of the Company that has trading relationship with the Company.
Dangote Flour Mills Plc	Fellow subsidiary
Dangote Pasta Limited	Fellow subsidiary – NASCON provides haulage services
Dangote Industries Limited	Parent company – provides management support
Dangote Noodles Limited	Fellow subsidiary company – buys table salt
Dangote Agrosacks	Fellow subsidiary – supplies empty sacks for bagging finished salt
Greenview Development Company Limited	Fellow subsidiary
Benue Cement	Fellow subsidiary – NASCON buys trucks
DANCOM	Fellow subsidiary – service provider for IT services
Dangote Cement Plc	Fellow subsidiary company that buys crude salt
Obajana Cement	Fellow subsidiary – NASCON provides haulage services
Obajana Cement	Fellow subsidiary – was using NASCON (Otta) warehouse for truck custody.
Bulk Commodities Limited	Fellow subsidiary (Agent for purchase of raw salt).
Dangote Fundation	Fellow subsidiary

Dangote Industries Limited (DIL) performed certain administrative services for the Company for which a management fee of ₦114million (2014: ₦87million) was charged, being an appropriate allocation of costs incurred by relevant administrative departments.

In addition to the above, interest of ₦20 million was paid to DIL for the loan obtained by the Company during the year, which has been fully repaid as at year end, 31 December 2015.

	2015 ₦'000	2014 ₦'000
Compensation to directors and other key management		
Short-term employee benefits	104,770	105,524
Post-employment benefits - Pension - Defined contribution plan	-	-
Long-term benefits - incentive scheme	-	-
Termination benefits	-	-
Share-based payment	-	-
	104,770	**105,524**
Directors fee and expenses		
Directors Fees	19,072	19,073
Directors Expenses	85,698	86,451
	104,770	**105,524**

Notes to the Financial Statements

36. Related parties (continued)

The number of Directors excluding the Chairman with gross emoluments within the bands stated below were:

N.'000	Number	Number
0 – 5,000	8	8
20,000 – 25,000	-	-
26,000 – 31,000	-	1
38,000 – 43,000	1	-
	9	**9**

37. Commitments

The Company's total capital commitments as at December 31, 2015 amounted to ₦154.3 million in respect of the new factories for tomato paste, seasoning and vegetable oil at Otta, Ogun State, Nigeria (2014: ₦238.9 million).

38. Contingent assets and Contingent liabilities

There were no contingent assets and liabilities as at 31 December 2015 (31 December 2014: Nil).

39. Events after the reporting period

There were no events after the reporting period that could have had a material effect on the financial statements of the Company as at December 31, 2015 that have not been taken into account in these financial statements.

40. Approval of Financial statements

The Board approved the financial statements during its meeting of 11 March, 2016.

Value Added Statement

	2015 ₦'000	2015 %	2014 ₦'000	2014 %
VALUE ADDED				
Turnover: Local	16,178,197		11,250,544	
Export	-		-	
Interest received	9,258		30,227	
Other income	160,997		102,877	
Bought - in materials and services	-		-	
- Local	(2,569,527)		(2,188,265)	
- Foreign	(8,378,063)		(4,456,174)	
Total Value Added	**5,400,862**	**100**	**4,739,209**	**100**
VALUE DISTRIBUTED				
To Pay Employees				
Salaries, wages, medical and other benefits	1,423,170		1,157,684	
	1,423,170	**26**	**1,157,684**	**24**
To Pay Providers of Capital				
Finance costs	20,065		-	
	20,065	**-**	**-**	**-**
To Pay Government				
Income tax	531,817		806,335	
	531,817	**10**	**806,335**	**17**
To be retained in the business for expansion and future wealth creation:				
Depreciation, amortisation and impairment	940,064		725,127	
Deferred tax	380,101		183,026	
	1,320,165	**24**	**908,153**	**19**
Value retained				
Retained profit	2,105,646		1,867,038	
	2,105,646	40	1,867,038	40
Total Value Distributed	**5,400,862**	**100**	**4,739,210**	**100**

Value added represents the additional wealth which the company has been able to create by its own and employees efforts.

This report is not prepared under IFRS. Instead, it has been prepared in compliance with the Companies and Allied Matters Act of Nigeria, CAP C20 LFN 2004.

Five Year Financial Summary

	2015 ₦'000	2014 ₦'000	2013 ₦'000	2012 ₦'000	2011 ₦'000
Statement of Financial Position					
Assets					
Non-current assets	6,909,411	6,933,017	5,749,056	3,666,461	3,335,989
Current assets	9,385,415	5,622,868	5,682,111	7,023,083	6,710,953
Total assets	16,294,826	12,555,885	11,431,167	10,689,544	10,046,942
Liabilities					
Non-current liabilities	1,255,093	902,464	731,825	734,839	827,782
Current liabilities	7,951,500	5,346,115	3,806,716	3,377,126	3,554,604
Total liabilities	**9,206,593**	**6,248,579**	**4,538,541**	**4,111,965**	**4,382,386**
Equity					
Share capital	1,324,719	1,324,719	1,324,719	1,324,719	1,324,719
Share premium	434,037	434,037	434,037	434,037	434,037
Retained income	5,329,477	4,548,550	5,133,870	4,818,823	3,905,800
Total equity	**7,088,233**	**6,307,306**	**6,892,626**	**6,577,579**	**5,664,556**
Total equity and liabilities	**16,294,826**	**12,555,885**	**11,431,167**	**10,689,544**	**10,046,942**
Profit and loss account					
Revenue	16,178,197	11,250,544	10,837,261	13,414,185	8,894,015
Profit before taxation	**3,017,564**	**2,856,399**	**4,038,405**	**4,036,336**	**3,138,599**
Taxation	(911,918)	(989,361)	(1,338,863)	(1,270,030)	(934,904)
Profit for the year	**2,105,646**	**1,867,038**	**2,699,542**	**2,766,306**	**2,203,695**
Per share data (Kobo)					
Earnings per share (Basic)	79	70	102	104	83
Earnings per share (Diluted)	79	70	102	104	84
Net assets per share	268	238	260	248	214

Earnings per share are based on profit after tax and the number of issued and fully paid ordinary shares at the end of each financial year.

This report is not prepared under IFRS. Instead, it has been prepared in compliance with the Companies and Allied Matters Act (CAMA) requirement.

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the ANNUAL GENERAL MEETING of NASCON ALLIED INDUSTRIES PLC. (NASCON) for year 2015 will hold on Thursday the 19th day of May, 2016 at the SHELL HALL MUSON CENTRE, ONIKAN, Lagos at 11.00 am prompt to transact the following business:

1] To receive the Audited Financial statements for the year ended 31st December, 2015 along with the report of the Directors and Audit Committee thereon for the year ended 31st December, 2015.
2] To declare a Dividend.
3] To re-elect Directors retiring by rotation and approve the Directors appointed since the last Annual General Meeting.
4] To re-appoint the Auditors.
5] To authorize the Directors to fix the remuneration of the Auditors.
6] To appoint members of the Audit Committee.

Special Business

7] To fix the remuneration of the Directors for the year ending 31st December 2016

Proxy

A member of the Company entitled to attend and vote at the above meeting is entitled to appoint a proxy to attend and vote instead of him/her. A proxy need not be a member of the Company. A proxy for an organization may vote on a show of hands and on a poll. For the appointment to be valid, a completed proxy form must be deposited at the registered office of the Company or with the Registrar not later than 48 hours before the time fixed for the meeting.

Dividend

The Board recommends for the approval of shareholders, a payment of 55k per Ordinary share of 50 Kobo each, out of the profits declared in the financial year ended 31st December, 2015 and which will be subject to withholding tax at the appropriate rate.

Dividend Warrants

If approved, the dividend warrants will be posted on Monday the 23rd day of May, 2016 to shareholders whose names appear in the Company Register of Members at the close of business on Wednesday the 11th day of May 2016.

NOTES

1] Closure of register and transfer book

NOTICE IS HEREBY GIVEN that the Register of Members and Transfer Books of the Company will be closed on Thursday the 12th day of May 2016 and Friday the 13th day of May 2016

2] Audit Committee

In accordance with Section 359(5) of the Companies and Allied Matters Act CAP C20LFN 2004, a nomination (in writing) by any member or shareholder for appointment to the Audit Committee should reach the Company Secretary at least 21 days before the Annual General Meeting. The Audit Committee comprises three shareholders and three Directors.

3] Rights of Shareholders to ask questions

Securities' Holders have a right to ask questions not only at the Meeting, but also in writing prior to the Meeting, and such questions must be submitted to the Company on or before Thursday, 12th May, 2016.

By order of the Board

Adedayo Samuel
Company Secretary

Dated this 11th day of March, 2015

Nascon Allied Industries Plc.
Union Marble House
1, Alfred Rewane Road
Falomo, Ikoyi,
Lagos, Nigeria.

Directors and Professional Advisers

Directors

'Yemisi Ayeni	Chairperson
Paul Farrer	Managing Director
Fatima Aliko-Dangote	Executive Director
Olakunle Alake	Director
Halima Aliko-Dangote	Director
Knut Ulvmoen	Director
Abdu Dantata	Director
Sada Ladan-Baki	Director
Chris Ogbechie	Independent Director
Fatima Wali-Abdurrahman	Independent Director

Company Secretary
Adedayo Samuel

Auditors
Akintola Williams Deloitte
Chartered Accountants
235, Ikorodu Road Ilupeju, Lagos

Bankers
Ecobank Plc
Access Bank Plc
United Bank for Africa Plc
Fidelity Bank Plc
Sterling Bank Plc
Zenith Bank Plc
Guaranty Trust Bank Plc
Jaiz Bank

Primary Legal Adviser
Fola Sowemimo & Co

Corporate Information

Capital Market Information
Nascon Allied Industries is listed on the main board of the Nigerian Stock Exchange (NSE)
Each share carries one voting right

NSE ticker symbol	NASCON
ISIN	NGNASCON0005
Bloomberg Code	NASCON:NL
Reuters Code	NASCON:LG
Date listed	20 October,1992
Market Capitalization (31/12/15)	₦18,943,484,402
Outstanding shares	2,649,438,378
Free float	33%

Registration Information

RC Number	11364
Date of Incorporation	30 April, 1973

Registered office
Salt City
Ijoko Ota, Ogun State

Registrar and Transfer Office
Meristem Registrars Limited
213, Herbert Macaulay Way
Adekunle, Yaba, Lagos
Tel: 01–8920491–2; 01–2809250–3
E-mail: info@meristemregistrars.com

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Website
www.nasconplc.com

Board and Committee Meeting Dates & Attendance

Board Meetings

Members	17/02	30/04	10/6	14/08	27/10	16/11	15/12
'Yemisi Ayeni	NA	NA	NA	NA	NA	NA	✓
Aliko Dangote	✓	✓	✓	✓	✓	✓	✓
Abdu Dantata	✓	✓	✓	✓	✓	✓	✓
Sani Dangote	✓	X	✓	X	✓	X	✓
Olakunle Alake	✓	✓	✓	✓	✓	✓	✓
Paul Farrer	N/A	✓	✓	✓	✓	✓	✓
Sada Ladan-Baki	✓	✓	✓	✓	✓	✓	✓
Knut Ulvmoen	✓	✓	✓	✓	✓	✓	✓
Suleiman Olarinde	X	X	✓	X	X	X	X
Halima Aliko-Dangote	✓	✓	✓	✓	✓	✓	✓
Chris Ogbechie	N/A	N/A	N/A	N/A	N/A	N/A	✓
Fatima Wali-Abdurrahman	N/A	N/A	N/A	N/A	N/A	N/A	✓

Finance Committee

Members	13/02	30/05	06/08	26/10
Olakunle Alake	✓	✓	✓	✓
Abdu Dantata	✓	✓	✓	✓
Paul Farrer	✓	✓	✓	✓
Sada Ladan-Baki	✓	X	X	X
Halima Aliko-Dangote	✓	✓	✓	✓

Establishment and General Purpose Committee

Members	27/01	17/02	01/06	05/08	26/10
Knut Ulvmoen	✓	✓	✓	✓	✓
Suleiman Olarinde	X	X	✓	X	X
Paul Farrer	N/A	N/A	✓	✓	✓
Halima Aliko Dangote	✓	✓	✓	✓	✓

Statutory Audit Committee

Members	04/05	07/08	13/11
J.S. Ajibola	✓	✓	✓
Richard Metu	X	X	X
Abdu Dantata	✓	✓	✓
Suleiman Olarinde	X	X	X
Halima Aliko-Dangote	✓	✓	✓
Umar Farouk	N/A	✓	✓

KEY
✓ - Present in meeting
× - absent from meeting
N/A- Not yet a member

Data on Claimed/Unclaimed Dividends

AS AT DECEMBER 31, 2015

Dividend Year	Payment Date	Dividend No.	Amount Declared ₦	Total Claimed ₦	Total Unclaimed ₦
2007	17/07/2008	1	883,146,126.00	862,061,968.12	21,084,157.88
2008	05/10/2009	2	1,059,775,351.20	1,024,067,502.36	35,707,848.84
2009	04/10/2010	3	1,324,719,189.00	1,281,790,538.55	42,928,650.45
2010	11/07/2011	4	1,324,719,189.00	1,275,624,297.90	49,094,891.10
2011	07/06/2012	5	1,854,606,865.00	1,753,320,516.17	101,286,348.83
2012	17/06/2013	6	2,384,494,540.20	2,248,956,344.43	135,538,195.77
2013	24/06/2014	7	2,384,494,540.20	2,217,627,584.78	166,866,955.42
2014	12/06/2015	8	1,324,719,189.00	1,254,745,208.20	69,973,980.80

Share capital history

Year	No. of shares '000	Amount ₦'000	No. of shares ₦'000	Amount ₦'000	No. of shares ₦'000	Amount ₦'000	No. of 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	1,324,720
2012	4,000,000	2,000,000	–	–	–	–	2,649,438	1,324,721
2013	4,000,000	2,000,000	–	–	–	–	2,649,438	1,324,721
2014	4,000,000	2,000,000	–	–	–	–	2,649,438	1,324,721
2015	4,000,000	2,000,000	–	–	–	–	2,649,438	1,324,721

To:
The Registrar
Meristem Registrars Limited
213, Herbert Macaulay Way
Adekunle -Yaba
Lagos.
P.O. Box 51585
Falomo-Ikoyi, Lagos
Phone: +234 (1) 2809250- 3, 0700MERIREG
e-Mail: info@meristemregistrars.com
Website: www.meristemregistrars.com

MERISTEM REGISTRARS LIMITED RC No: 489092

I/We hereby request that from now on, all my/our dividend warrant(s) due to me/us from my/our holding(s) in Nascon Allied Industries Plc be paid to my/our Bank named below.

Bank Name:______________________________

Bank Address:______________________________

NUBAN Account Number:______________________________

Shareholder's Full Name:______________________________
(Surname First)

Shareholder's Address: ______________________________
(if address has changed, please indicate new address)

____

E-mail:______________________________

Mobile:______________________________

CSCS CHN ____________________CSCS A/C No____________________

Single Shareholder's Signature:______________________________

Joint Shareholder'Signature1)____________________

2)____________________

If company,
Authorized Signatories 1)____________________2)____________________

Company Seal:______________________________

Authorized Signature & Stamp Of Bankers ______________________________

Sort Code: | | | | | | | | | | |

e-DIVIDEND PAYMENT – One Stop Solution to Unclaimed Dividend – Take Advantage of It

NASCON

Proxy Form

Nascon Allied Industries Plc Rc: 11364

The Annual General Meeting to be held at the Muson Centre, The Shell Hall, Onikan, Lagos, on Thursday May 19, 2016 at 11.00 a.m.

I/WE ....
of ....
being a shareholder of Nascon Allied Industries Plc hereby appoint .... or failing him/her
.... or ....
as my/our Proxy to act and vote for me/us on my/our behalf at the 7th Annual General Meeting to be held on 19th April, 2016 and at any adjournment thereof.
Dated the .... 2016 shareholder's signature ....

	NO.	ORDINARY BUSINESS	FOR	AGAINST
I/We desire this proxy to be used in favour of/or against the resolution as indicated alongside (strike out whichever is not applicable)	1.	To receive the audited Financial Statements for the year ended 31st December, 2015, and the reports of the Directors, Auditors and Audit Committee thereon;		
	2.	To declare a dividend;		
	3.	To elect or re-elect Directors: • Re-election as a Director of Olakunle Alake, who is retiring by rotation • Re-election as a Director of Halima Aliko-Dangote, who is retiring by rotation • Re-election as a Director of Sada Ladan-Baki, who is retiring by rotation • Approving Mrs. Yemisi Ayeni who was appointed after the last AGM as a Director • Approving Dr Chris Ogbechie who was appointed after the last AGM as a Director • Approving Mrs. Fatima Wali Abdurrahman who was appointed after the last AGM as a Director • Approving Ms. Fatima Aliko Dangote who was appointed after the last AGM as a Director		
	4.	To re-appoint the Auditors		
	5.	To fix the remuneration of the Directors;		
	6.	To authorize the Directors to fix the remuneration of the Auditors;		
	7.	To elect members of the Audit Committee.		
		Please indicate with an "X" in the appropriate column, how you wish your votes to be cast on the resolutions set out above. Unless otherwise instructed, the Proxy will vote or abstain from voting at his/her discretion.		

This proxy form should NOT be completed and sent to the registered office if the member will be attending the meeting.
Note:
i. A member (shareholder) entitled to attend and vote at the Annual General Meeting is entitled to appoint a proxy in his stead
All proxy form should be deposited at the registered office of the Registrar (as in notice) not later than 48 hours before the meeting.
ii. In the case of joint shareholders, any of them may complete the form, but the names of all joint shareholders must be stated
iii. If the shareholder is a Corporation, this form must be executed under its Common Seal or under the hand of some officers or an attorney duly authorized.
iv. The proxy must produce the admission card sent with the notice of the meeting to gain entrance to the meeting.
v. It is a legal requirement that all instrument of proxy to be used for the purpose of voting by any person entitled to vote at any meeting of the shareholders must bear appropriate stamp duty from the Stamp Duties office (not adhesive postage stamps).

Before posting this form, please tear off this part and retain it for admission to the meeting.

NAME AND ADDRESS NUMBER OF SHARES HELD: NUMBER OF SHAREHOLDER(S):

ADMISSION CARD

Please admit .... to the Annual General Meeting of Nascon Allied Industries Plc to be held at Muson Center, Onikan, Lagos at 11.00 a.m. on Thursday, May 19, 2016.

Signature of person attending: ....
• This 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 Company Secretary not later than 48 hours before the time fixed for the meeting.

The Registrar

Meristem Registrars Limited

213, Herbert Macaulay Way

Adekunle, Yaba, Lagos

Notes

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Notes

Notes

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NASCON

www.nasconplc.com