



# **NASCON ALLIED INDUSTRIES PLC**

**Investor Presentation**

**FY 2024 Results**



Let's  
Begin



## Disclaimer

This presentation contains forward looking statements which reveal Management's recent views and estimates. The forward looking statements contain certain risks and uncertainties that could cause actual results to vary materially from those contained in the forward looking statements. Potential risks and uncertainties include factors such as general economic conditions, foreign exchange fluctuations, pricing pressures and regulatory developments.



# Content

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Sustainability	4 – 5
Financials	6 – 10
Outlook for the year	11 – 12
Q & A	13 – 14
Appendix	15– 21



# SUSTAINABILITY

# Our Approach to Sustainability



## 7 Sustainability Pillars



Pillar	2024 Milestones
<b>Cultural</b> 	<ul style="list-style-type: none"> <li>Majority (76.68%) of our workforce aged 31 to 50 years.</li> <li>35.67 hours average training hours provided per employee, spending about ₦ 90.34M spent on employee upskilling</li> <li>12 core sustainability training sessions provided with average of 2.0 hours per employee.</li> </ul>
<b>Economic</b> 	<ul style="list-style-type: none"> <li>Economic Value Created and Distributed increased by 29%.</li> <li>Tax payments increased by 18%.</li> <li>Our distribution network and supply chain supports more than 250,000 jobs (direct, indirect, and induced) using the Social Accounting Multiplier Matrix.</li> <li>Direct household income contributions up by 12% while Indirect household income contributions up by 47%</li> </ul>
<b>Operational</b> 	<ul style="list-style-type: none"> <li>Local procurement spending was ₦53.76billion, a 63% increase.</li> <li>Nascon is certified to ISO 9001:2015 Quality Management System (QMS), ISO 22000:2018 Food Safety Management Systems (FSMS) and current Good Manufacturing Practices (cGMP). Our Plant is Halal Certified.</li> <li>Executed four (4) major sales, marketing, and promotional activities in 2024.</li> </ul>
<b>Social</b> 	<ul style="list-style-type: none"> <li>Completed and handed over 12 community projects.</li> <li>Executed 673 health and safety training programmes, activities, or initiatives in total.</li> <li>Zero cases of child labour and forced or compulsory labour or related contraventions.</li> </ul>
<b>Environmental</b> 	<ul style="list-style-type: none"> <li>Energy consumption increased by 17.63%; energy intensity increased by 17.54%.</li> <li>Natural gas accounts for 69% of our fuel mix.</li> <li>GHG emissions: Scope 1 increased by 40.06%; Scope 2 increased by 19.25%.</li> <li>GHG emission intensity increased by 39.95%.</li> <li>Water intensity increased by 20.26%.</li> <li>1.5 tonnes of poly-roll wastes diverted from landfills, converted into shopping bags.</li> </ul>
<b>Institutional</b> 	<ul style="list-style-type: none"> <li>Executed stakeholders' survey and materiality assessment for employees, communities, investors and supply chain partners.</li> <li>Progressed in the implementation of our prioritised SDGs (Goals 2, 3, 6, 12, and 13).</li> <li>9 Board members. 44% Women (4) and 60% Men (5).</li> </ul>
<b>Financial</b> 	<ul style="list-style-type: none"> <li>Revenue up 49% to ₦120.4B</li> <li>Gross profit up 25% to ₦55.5B while EBITDA up 19% to ₦27.4B; 23% margin.</li> <li>Profit before tax up 15% to ₦23.7B while Profit after tax up 14% to ₦15.6B.</li> <li>Earnings per share up 11% at ₦5.77 with proposed dividend up 100% at ₦2.00.</li> </ul>

### NATIONAL

- The Nigerian Exchange Group's (NGX) Sustainability Disclosure Guidelines
- SEC - Securities & Exchange Commission (Code of Corporate Governance)
- Nigerian Code of Corporate Governance (NCCG)
- National Environmental Standards and Regulations Enforcement Agency (NESREA)
- Federal & States Ministry of Environment
- Federal & States Ministry of Mines
- Federal & States Ministry of Labour and Productivity
- Federal & States Environmental Protection Agencies (e.g., Lagos State Environmental Protection Agency - LASEPA)
- Federal Road Safety Corps (FRSC)
- Host Local Government Areas
- Industrial Training Fund (ITF)
- National Agency for Food and Drug Administration and Control (NAFDAC)
- Standards Organisation of Nigeria (SON)
- Manufacturers Association of Nigeria (MAN)
- Nigerian Port Authority (NPA)

### INTERNATIONAL

- United Nations Global Compact (UNGC)
- The United Nations Sustainable Development Goals
- Global Reporting Initiative (GRI) Sustainability Reporting Standards
- Global Food Safety Initiative (GFSI)
- International Finance Corporation (IFC) Performance Standard
- Africa Agenda 2063





# FINANCIALS

# FY-2024 Summary – Revenue growth of 49%



## Financials

- **Revenue:** YTD: Achieved ₦120.4B, variance of 49% PY on ₦80.8B
- **COGS:** YTD: Achieved ₦64.9B, variance of 78% PY on ₦36.5B
- **EBITDA:** YTD: Achieved ₦27.4B, variance of 19% PY on ₦23.1B
- **PBT:** YTD: Achieved ₦23.7B, variance of 15% PY on ₦20.6B

## Market Data (As of December 31, 2024)

- **EPS:** Increased by 11% to ₦5.77 {YE2023: ₦5.18}
- **Share Price:** Declined by (42%) to ₦31.35 {YE2023: ₦53.75}
- **Market Cap.:** Declined by (42%) to ₦83B {YE2023: ₦142B}

## YTD Margins

- **GP:** Achieved 46%; 55% PY
- **EBITDA:** Achieved 23%; 29% PY
- **PBT:** Achieved 20%; 25% PY

## Market Environment

### Salt:

- Current competitors: Royal, JOF, Sun & Dolphin Salt
- Medium demand for Edible with high demand for Refined sachet

### Seasoning:

- Current competitors (Tier2): Mr. Chef, Onga, Terra, Gino Max
- Classic demand was medium and focused on the Northern region

# FY-2024 Financial Highlights

INCOME STATEMENT	YTD 2024 ₦ M	YTD 2023 ₦ M	CHANGE
<b>Revenue</b>	<b>120,387</b>	<b>80,828</b>	<b>49%</b>
Cost of sales	(64,860)	(36,510)	78%
<b>Gross profit</b>	<b>55,527</b>	<b>44,319</b>	<b>25%</b>
<b>GP Margin</b>	<b>46%</b>	<b>55%</b>	
Other income	261	194	35%
Other operating (losses)/ gains	(2,057)	268	(868%)
(Increase)/writeback in impairment allowance	(87)	11	(891%)
Distribution costs	(23,678)	(18,989)	25%
Administrative expenses	(6,928)	(4,707)	47%
<b>Operating profit</b>	<b>23,037</b>	<b>21,096</b>	<b>9%</b>
<b>EBITDA</b>	<b>27,414</b>	<b>23,100</b>	<b>19%</b>
<b>EBITDA Margin</b>	<b>23%</b>	<b>29%</b>	
Interest received	1,794	927	94%
Interest paid	(1,181)	(1,435)	(18%)
<b>Profit before taxation</b>	<b>23,651</b>	<b>20,588</b>	<b>15%</b>
<b>PBT Margin</b>	<b>20%</b>	<b>25%</b>	
Taxation	(8,067)	(6,860)	18%
<b>Profit for the year</b>	<b>15,584</b>	<b>13,728</b>	<b>14%</b>
<b>Earnings per share (kobo)</b>	<b>577</b>	<b>518</b>	<b>11%</b>

**Main drivers between current year and prior year are highlighted below:**

- **Revenue:** Growth driven by pricing strategies in Salt & Seasoning
- **Cost of Sales:** Rise driven by FX devaluation, higher packaging and materials costs of Seasoning and higher freight costs of Salt
- **Operating loss/gain:** Net of loss on FX purchases of (₦3.3B) and FX revaluation gain of ₦1.2B
- **Distribution Costs:** Increase driven by 3PL (₦1.3B), AGO ₦4.5B and costs of spares and repairs ₦1.2B
- **Admin Expenses:** Increase driven by salary structure review and SAP/Microsoft Licenses
- **Interest received:** Interest on fixed deposits and rental income
- **Interest paid:** Lease expenses and usance charges



# FY-2024 Financial Highlights

<b>FINANCIAL POSITION</b>	<b>YTD 2024 ₹ M</b>	<b>YTD 2023 ₹ M</b>	<b>CHANGE</b>
Property, plant and equipment	12,340	12,097	<b>2%</b>
Right of use assets	3,741	4,125	<b>(9%)</b>
<b>Non-Current Assets</b>	<b>16,081</b>	<b>16,222</b>	<b>(1%)</b>
Other Current Assets	37,721	23,851	<b>58%</b>
Cash and cash equivalents	24,700	25,613	<b>(4%)</b>
<b>Current Assets</b>	<b>62,421</b>	<b>49,464</b>	<b>26%</b>
<b>Total Assets</b>	<b>78,502</b>	<b>65,686</b>	<b>20%</b>
<b>Total Equity</b>	<b>43,055</b>	<b>27,472</b>	<b>57%</b>
Non-Current Liabilities	9,110	6,460	<b>41%</b>
Current Liabilities	26,337	31,754	<b>(17%)</b>
<b>Total Liabilities</b>	<b>35,447</b>	<b>38,214</b>	<b>(7%)</b>
<b>Total Equity and Liabilities</b>	<b>78,502</b>	<b>65,686</b>	<b>20%</b>

**Main drivers between current year and prior year are highlighted below:**

- **PPE:** Net of the new assets and depreciation of assets
- **Current assets:** Increase mainly driven by revaluation of rebate credits from Bulk Commodities
- **Cash and bank:** Decrease driven by net of cash inflows from customers and cash outflows business activities
- **Current liabilities:** Decrease is net of accruals and related party transactions

<b>CASHFLOWS</b>	<b>YTD 2024 ₹ M</b>	<b>YTD 2023 ₹ M</b>	<b>CHANGE</b>
<b>Cash and cash equivalent at beginning of period</b>	<b>25,613</b>	<b>13,006</b>	<b>97%</b>
Net cash from operating activities	4,023	20,050	<b>(80%)</b>
Net cash from investing activities	(421)	(894)	<b>(53%)</b>
Net cash from financing activities	(4,217)	(6,321)	<b>(33%)</b>
Effect of exchange rate movement on cash balances	(298)	(228)	<b>31%</b>
<b>Cash and cash equivalent at end of period</b>	<b>24,700</b>	<b>25,613</b>	<b>(4%)</b>

# Proposed Dividend

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- Earnings per share is ₦5.77 (FY-2023: ₦5.18)
- Proposed dividend of ₦2.00
- Annual General Meeting scheduled for Thursday May 8th, 2025



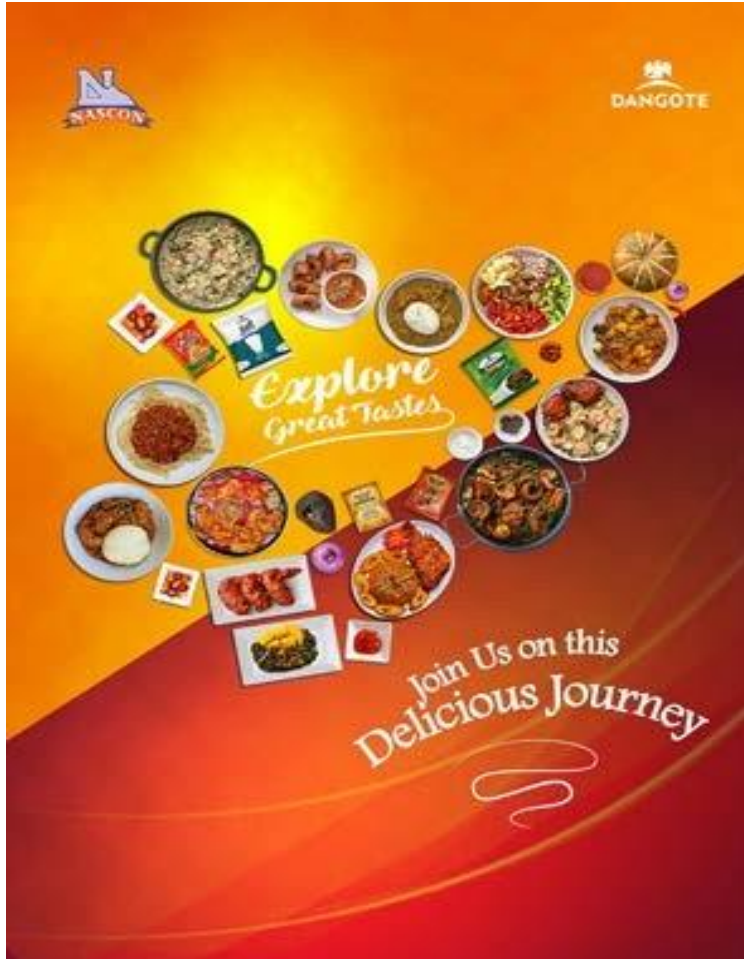
# OUTLOOK

# Outlook for the year

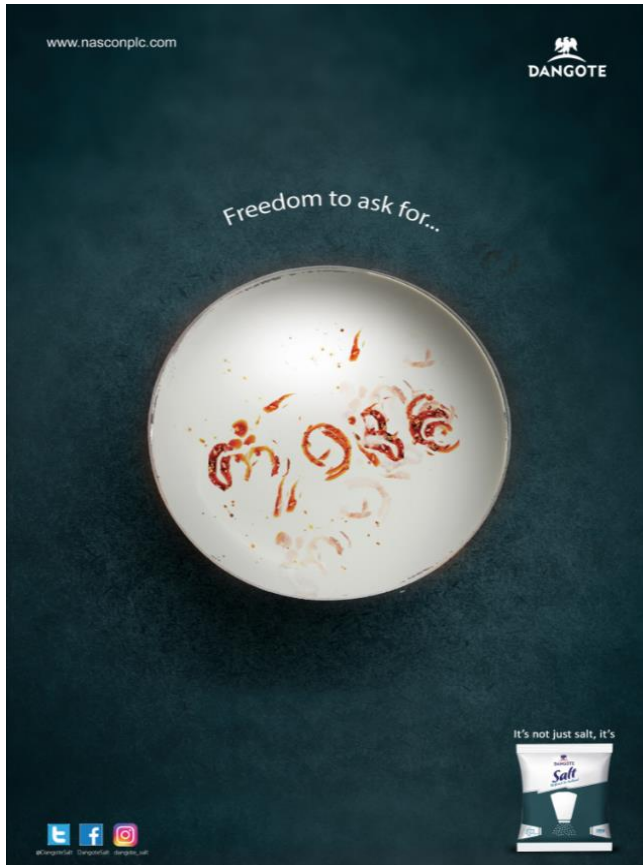
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- Defend Edible market share.
- Accelerate and Gain share in Refined sachet salts.
- Build a Competitive seasoning portfolio in the North.
- Increase our presence to Corporate customers.
- Strengthen route-to-market through Coverage Expansion.
- Improved Fleet Operations & efficiencies to a competitive advantage (Costs & Efficiencies).
- Drive Talents, Performance Management and Employees Engagement.



# Q & A



## For further information:

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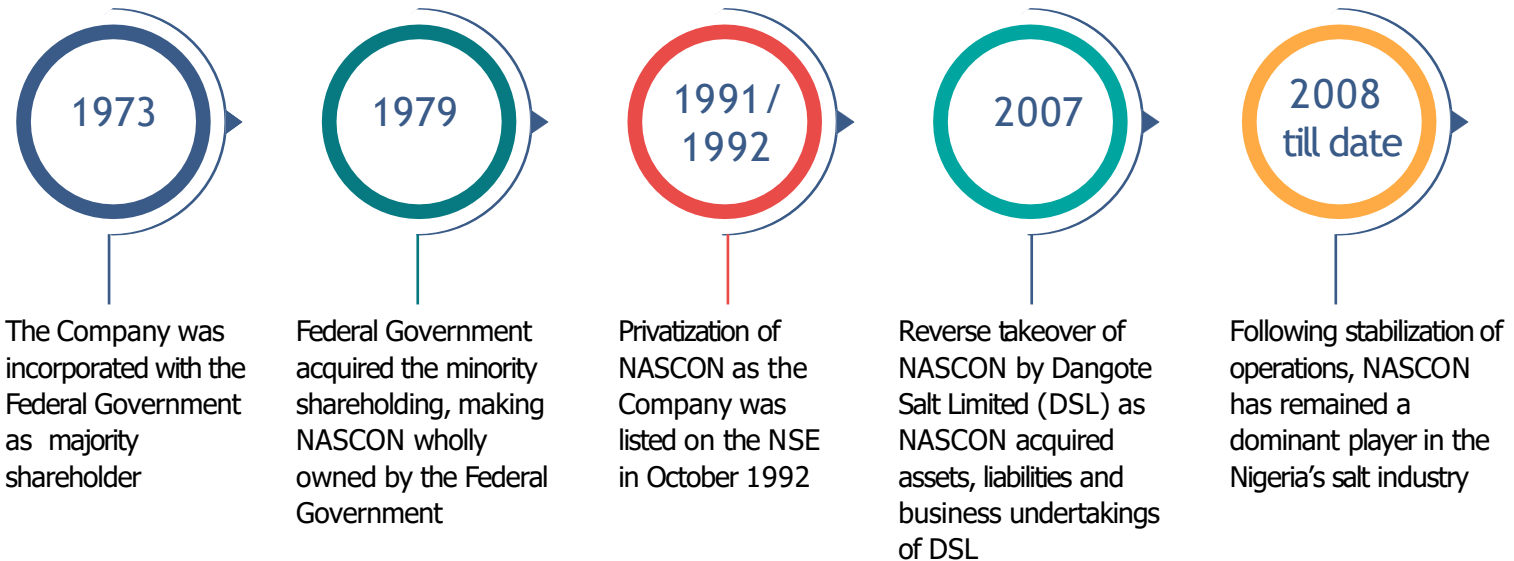
Website: <https://dangote.com/our-business/salt-seasonings>



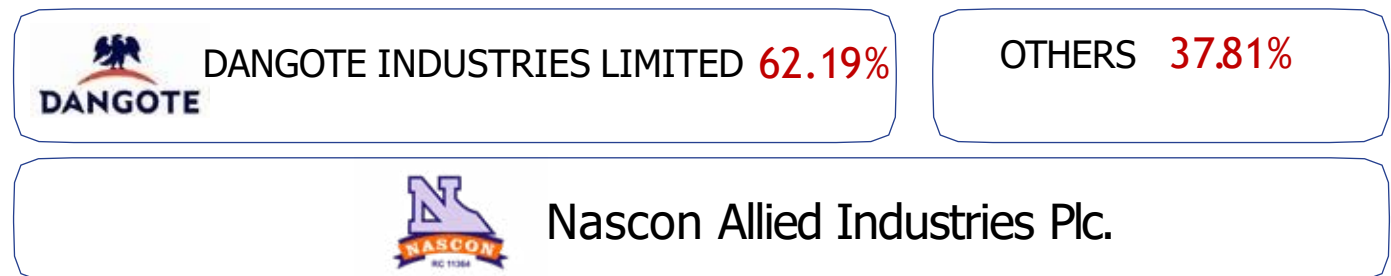
# APPENDIX

# History: Key Milestones

- National Salt Company of Nigeria commenced operations as a salt producer in 1973
- Over the years, the Company has successfully evolved into the largest salt producer and refiner in Sub-Sahara Africa
- Listed and actively trading on the NSE since 1992
- Changed name to Nascon Allied Industries Plc. in 2015



## Ownership Structure





# Product Range

## Salt



### Dangote Salt

- Production in Apapa, Salt Village & PHC
- Diversified product offering spanning the commercial, corporate and retail segments of the market
- Key revenue drivers are Edible Salt, Pure Dried Vacuum (P.D.V) Salt and Refined Sachet Salt
- Expansion in 2018 (PDV)
- Expansion in 2021 (New refinery)

### Refined Salts

- Dangote Refined Sachet (250g, 500g & 1kg)
- Dangote Pure Dried Vacuum (P.D.V)
- Dangote Butter
- Dangote Table
- Dangote Kitchen

### Non-refined Salts

- Dangote Edible
- Dangote Tannery
- Dangote Crude
- Dangote Grade

## Seasoning



### Seasoning (Dangote Seasoning)

- Production in Ota
- New product category of cooking ingredients proving various flavour variants
- Seasoning commission 2015
- Additional lines added in 2018 & 2019

### Cubes

- Dangote Classic

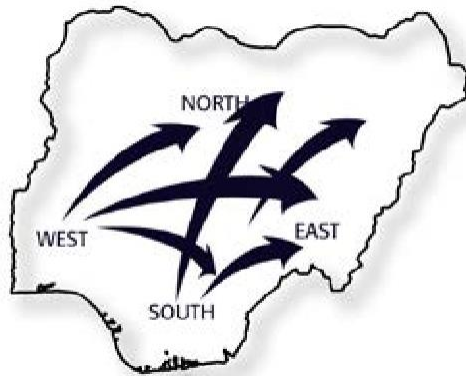
# Product Distribution



Products are sold to distributors in sachet and bulk (20kg & 50kg bags) across the country, who redistribute to wholesalers, modern trade and other retailers.

Industries and uses of salt:

- Human consumption
- Confectionaries & bakeries
- Food production
- Seasoning and condiments
- Hotels & caterers
- Textile, animal husbandry & feed
- Boiler operations
- Export & tannery processing
- Animal hide preservation
- Factory cleaning & industrial uses



We have strategic plants, depots and warehouses in strategic locations to ensure efficient and extensive market coverage.



We own over 300 trucks that move our goods from the factory to distributors. We also utilize third party transporters as needed.

# Investment Highlights



## Leading Market Position

- Transitioned from a moribund business in 1996 to the market leader with large market share
- Market share defended by low cost production, competitive pricing, high quality and standardised product, brand equity and customer loyalty
- Clearly defined strategy to maintain leadership position in domestic and regional markets
- Superior distribution network
- Efficient route-to-market strategies
- Established long standing relationships with high profile conglomerates and industrials
- Suitable platform to roll out products in the pipeline and derive captive income

## Attractive Macro Fundamentals

- High barrier to entry with capital intensive nature of business
- Strong salt market fundamentals with currently low industrial consumption per capita

## Efficient Manufacturing Facilities

- State of the art manufacturing facilities strategically located at Apapa, Lagos, Ota, Ogun and Port Harcourt, Rivers
- Efficient energy source with conversion to gas
- All products are NAFDAC approved and SON endorsed
- ISO 9000:2001 Certification
- Committed to strong HSE practices by implementing ISO 14001:2015

## Impressive Financial Performance

- High turnover and high margins driven by tight operating structure
- Effective cost management structure that keeps costs low and improves revenue
- Sustained EBITDA margins
- Highly cash generative business
- Consistent strong margin track record

## Strong Board & Management Team

- Competent and dynamic Board of Directors and Management team with deep expertise, skill and multi-decade experience in both FMCG and manufacturing
- Structured and focused sales and distribution team

# Strong Governance Framework

10

## Board of Directors

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

5

## Finance, Risk and Audit Committee

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

5

## Establishment and General-Purpose Committee

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

5

## Statutory Audit Committee

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

## Diverse Board & Management

Female Board members	<b>44%</b>
Nationalities	<b>3</b>
Independent Board members	<b>20%</b>
Female Management members	<b>18%</b>

11

## Management Committee

Thabo Mabe (c)	Zainab Abbas	Kolawole Samuel
Aderemi Saka	Shalom Okonmah	Tunde Iwamofe
Murtala Zubair	Ayokunle Ushie	Adedayo Samuel
Olushola Shosanya	Patrick Mogaha	

- \*Retired 15 December 2024
- \*\* Appointed 15 December 2024
- \*\*\*Appointed 26 February 2025
- \*\*\*\* Passed away 5 June 2024

www.nasconplc.com

Every Taste Makers  
Delight



**THANK YOU**