Nascon Allied Industries Plc
FRC/2012/00000000478
Unaudited Financial Statements
for the period ended 30 June 2026

Contents

Nascon Allied Industries Plc

(Registration number 11364)
Unaudited Financial Statements for the interim period ended 30 June 2026

Statement of Profit or Loss and Other Comprehensive Income

	Notes	Reviewed 3 Months ended 30 June 2026 N'000	Reviewed 3 Months ended 30 June 2025 N '000	Reviewed 6 Months ended 30 June 2026 N '000	Reviewed 6 Months ended 30 June 2025 N'000	Audited 12 Months ended 31 December 2025 N'000
Revenue from contracts with customers	4	41,816,195	36,303,391	81,158,775	78,155,932	152,686,973
Cost of sales	6	(21,456,382)	(16,813,900)	(40,349,973)	(40,770,454)	(78,738,835)
Gross profit		**20,359,813**	**19,489,491**	**40,808,802**	**37,385,478**	**73,948,138**
Other income	7	26,375	154,835	39,355	178,057	236,128
Other operating (losses)/gains	8	67,996	(272,486)	387,232	(590,678)	(1,683,300)
(Increase in) impairment allowances	9	-	-	-	-	63,584
Distribution costs	10.1	(5,585,863)	(6,002,138)	(11,228,666)	(11,121,493)	(20,706,801)
Administrative expenses	10.2	(2,882,739)	(2,466,817)	(5,480,588)	(4,525,494)	(8,961,645)
Operating profit		**11,985,582**	**10,902,885**	**24,526,135**	**21,325,870**	**42,896,104**
Finance income	11	2,820,629	1,266,825	5,347,101	2,366,464	6,006,200
Finance cost	12	(85,126)	(200,772)	(171,606)	(413,131)	(659,067)
Profit before taxation		**14,721,085**	**11,968,938**	**29,701,630**	**23,279,203**	**48,243,237**
Taxation	13	(5,005,170)	(3,949,749)	(10,098,555)	(7,682,138)	(14,713,955)
Profit from continuing operations		**9,715,915**	**8,019,189**	**19,603,075**	**15,597,065**	**33,529,282**
Profit for the period		**9,715,915**	**8,019,189**	**19,603,075**	**15,597,065**	**33,529,282**
Total comprehensive income for the period		**9,715,915**	**8,019,189**	**19,603,075**	**15,597,065**	**33,529,282**
Earnings per share information						
Basic and diluted earnings per share (Kobo)	15	1,438	1,187	1,451	1,154	1,241

The accounting policies on page 6 to 18 and the notes on pages 19 to 40 form an integral part of the unaudited financial statements

Nascon Allied Industries Plc

(Registration number 11364)
Unaudited Financial Statements for the interim period ended 30 June 2026

Statement of Financial Position

	Notes	Reviewed 6 Months ended 30 June 2026 N'000	Reviewed 6 Months ended 30 June 2025 N'000	Audited 12 Months ended 31 December 2025 N'000
Assets				
Non-Current Assets				
Property, plant and equipment	16	31,351,625	11,822,830	33,498,157
Right-of-use assets	17	3,269,983	3,543,263	3,474,639
		34,621,608	**15,366,093**	**36,972,796**
Current Assets				
Inventories	18	14,664,530	18,511,647	15,689,487
Trade and other receivables	19	65,202,071	38,807,272	40,019,127
Other financial assets	20	764,569	764,569	764,569
Other assets	21	255,505	1,608,327	187,736
Cash and cash equivalents	22	46,053,391	36,569,139	41,632,242
		126,940,066	**96,260,954**	**98,293,161**
Total Assets		**161,561,674**	**111,627,047**	**135,265,957**
Equity and Liabilities				
Equity				
Share capital	23	1,351,213	1,351,213	1,351,213
Share premium	24	434,037	434,037	434,037
Retained earnings	25	72,783,095	51,462,367	69,394,638
		74,568,345	**53,247,617**	**71,179,888**
Liabilities				
Non-Current Liabilities				
Borrowings	27	38,570	38,570	38,570
Lease liabilities	28	3,563,520	3,505,224	3,419,442
Retirement benefit obligations	29	105,553	114,497	110,834
Deferred tax	14	4,239,908	5,431,277	4,239,908
		7,947,551	**9,089,568**	**7,808,754**
Current Liabilities				
Trade and other payables	30	55,165,285	35,217,418	33,688,438
Borrowings	27	26,167	1,106,027	27,955
Lease liabilities	28	49,492	306,744	303,401
Contract liabilities	31	2,034,783	2,785,338	6,676,611
Current tax payable	13	21,770,051	9,874,335	15,580,910
		79,045,778	**49,289,862**	**56,277,315**
Total Liabilities		**86,993,329**	**58,379,430**	**64,086,069**
Total Equity and Liabilities		**161,561,674**	**111,627,047**	**135,265,957**

The accounting policies on pages 6 to 18 and the notes on pages 19 to 40 form an integral part of the unaudited financial statements

The Unaudited Financial Statements and the notes on pages 19 to 40, were approved by the board on the 28 July, 2026 and were signed on its behalf by:

Aderemi Saka
Managing Director
FRC/2026/PRO/DIR/003/670433

Oladimeji Sorinmade
Acting Financial Controller
FRC/2025/PRO/ICAN/001/987274

Statement of Changes in Equity

	Share capital	Share premium	Retained earnings	Total equity
	N'000	N'000	N'000	N'000
Balance at 1 January 2025	**1,351,213**	**434,037**	**41,270,210**	**43,055,460**
Profit for the period	-	-	15,597,065	15,597,065
Other comprehensive income	-	-	-	-
Total comprehensive income for the period	**-**	**-**	**15,597,065**	**15,597,065**
Dividends	-	-	(5,404,908)	(5,404,908)
Total contributions by and distributions to owners of company recognised directly in equity	**-**	**-**	**(5,404,908)**	**(5,404,908)**
Balance at 30 June 2025	**1,351,213**	**434,037**	**51,462,367**	**53,247,617**
Balance at 1 January 2026	**1,351,213**	**434,037**	**69,394,638**	**71,179,888**
Profit for the period	-	-	19,603,075	19,603,075
Other comprehensive income	-	-	-	-
Total comprehensive income for the period	**-**	**-**	**19,603,075**	**19,603,075**
Dividends	-	-	(16,214,618)	(16,214,618)
Total contributions by and distributions to owners of company recognised directly in equity	**-**	**-**	**(16,214,618)**	**(16,214,618)**
Balance at 30 June 2026	**1,351,213**	**434,037**	**72,783,095**	**74,568,345**

The accounting policies on pages 6 to 18 and the notes on pages 19 to 40 form an integral part of the unaudited financial statements.

Nascon Allied Industries Plc

(Registration number 11364)
Unaudited Financial Statements for the interim period ended 30 June 2026

Statement of Cash Flows

	Notes	Reviewed 6 Months ended 30 June 2026 N'000	Reviewed 6 Months ended 30 June 2025 N'000	Audited 12 Months ended 31 December 2025 N'000
Cash flows from operating activities				
Cash generated from operations	32	20,829,033	20,605,457	49,117,955
Tax paid	13	(3,909,416)	(2,683,849)	(5,200,460)
Retirement benefit obligations paid	29	(5,281)	(7,761)	(11,424)
Net cash from operating activities		**16,914,336**	**17,913,847**	**43,906,071**
Cash flows from investing activities				
Purchase of property, plant and equipment	16	(1,344,167)	(776,504)	(23,717,742)
Proceeds from sale of property, plant and equipment	16	1,722	(9,900)	9,900
Lease prepayments recognised as right of use assets		-	-	(169,255)
Interest income	11	5,347,101	2,366,464	6,006,200
Net cash from investing activities		**4,004,656**	**1,580,060**	**(17,870,897)**
Cash flows from financing activities				
Payment on borrowings	27	(1,788)	(1,715,629)	(2,793,701)
Dividends paid	26	(16,214,618)	(5,404,908)	(5,404,854)
Interest paid on borrowings	12	(233)	(240,300)	(284,664)
Payment on lease liabilities	28	(281,204)	(264,081)	(724,031)
Net cash used in financing activities		**(16,497,843)**	**(7,624,918)**	**(9,207,250)**
Total cash and cash equivalents movement for the period		**4,421,149**	**11,868,989**	**16,827,924**
Cash and cash equivalents at the beginning of the period		41,632,242	24,700,150	24,700,150
Effect of exchange rate movement on cash balances		-	-	104,168
Total cash and cash equivalents at end of the period	22	**46,053,391**	**36,569,139**	**41,632,242**

The accounting policies on pages 6 to 18 and the notes on pages 19 to 40 form an integral part of the unaudited financial statements.

Accounting Policies

1 Corporate information

Nascon Allied Industries Plc (Formerly known as National Salt Company of Nigeria) was incorporated in Nigeria as a limited liability Company on 30 April 1973. It was fully privatised in April, 1992 and became listed on the 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 62.19% of the issued share capital, while the remaining 37.81% is held by the general public.

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

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

1.1 The principal activity

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

1.2 Financial period

The financial statements cover the financial year from 1 January 2026 to 30 June 2026 with comparatives for the period ended 30 June 2025.

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 Unaudited Financial Statements are prepared on a going concern basis.

2. Material accounting policies

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

2.1 Statement of Compliance

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

2.2. Basis of measurement

The Unaudited Financial Statements have been prepared under the going concern assumption and historical cost convention except for the following items:

- Non-derivative financial instruments - initially at fair value and subsequently at amortised cost using effective interest rate.
- Inventory - lower of cost and net realisable value.
- Lease liabilities - measured at the present value of future lease payments.

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

2.3 Functional and presentation currency

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The functional currency and presentation currency of the Company is the Nigerian Naira (N) has been rounded to the nearest thousand (N'000), unless otherwise stated.

2.3 Functional and presentation currency (continued)

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 unaudited financial statements are recognised in profit or loss as other operating gains/(losses) in the period in which they arise.

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

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

2.4 Revenue from contracts with customers

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

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

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

Revenue is recognised when the control of the goods and service are transferred to the customer. This occurs when the goods are delivered to the customer and customer’s acceptance is received or when goods are picked up by the customers. Revenue is driven by the regional spread of the Company's customer network.

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

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

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

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

Accounting Policies

2.4 Revenue from contracts with customers (continued)

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

2.5 Finance income

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

2.6 Employee benefits

Short-term employee benefits

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

Termination benefits

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

Retirement benefit obligations

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

Defined contribution plan

The employees of the Company are members of a Defined Contribution Pension plan administered by third-party Pension Fund Administrators under the Pension Reform Act of 2014. The assets of the plan are held separately from those of the Company. The scheme is funded in accordance with the Pension Reform Act of 2014 with the employee and employer contributions representing 8% and 10% respectively of the employee’s relevant emoluments.

Accounting Policies

2.7 Taxation

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

Current tax

The current tax payable is based on the taxable profit for the year. Taxable profit differs from the profit reported in the statement of profit or loss and other comprehensive income due to items of income or expenses that are either taxable or deductible in the current period.

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 represents the amount of income tax payable on the taxable profit for the year in accordance with Part III (Subsection 24) of the Nigeria Tax Act using the applicable statutory tax rates at the reporting date. Development Levy is assessed at 4% of assessable profits, in line with Part IV (Section 33) of the Nigeria Tax Act.

Deferred tax

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

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

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

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

2.8 Property, plant and equipment

2.8.1 Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

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

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

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

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 profit or loss and other comprehensive income.

2.8.2 Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised 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 recognised in profit or loss as incurred.

2.8 Property, plant and equipment (continued)

2.8.3 Depreciation

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

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

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

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

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

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

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

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.

2.8.4 Derecognition

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

2.9 Leases

At inception of a contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

– the contract involves the use of an identified asset. This may be specified explicitly or implicitly. If the supplier has a substantive substitution right, then the asset is not identified,

– the Company has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use, and

– the Company has the right to direct the use of the asset. The Company has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used.

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

– the Company has the right to operate the asset; or

Accounting Policies

2.9 Leases (continued)

– the Company designed the asset in a way that predetermines how and for what purpose it will be used.

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

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

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Company.

Lease liabilities

At the commencement date of a lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease liabilities include the net present value of the following lease payments:
- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that are based on an index or a rate,
- amounts expected to be payable by the Company under residual value guarantees,
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option,
- payments of penalties for terminating the lease, if the lease term reflects the Company's exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability. The variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the Company's incremental borrowing rate (IBR) as the rate implicit in the lease cannot be readily determined. The IBR represents the rate that the Company would have to pay to borrow the funds necessary to obtain an asset of similar value to the right of use asset in a similar economic environment with similar terms, security and conditions.

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

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

2.9 Leases (continued)

Right-of-use assets

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

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

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

Short-term lease and leases of low-value assets

Short-term leases are those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. Low-value assets are assets that have values less than N2,305,500 when new, and depends on the nature of the asset, e.g., small equipment. Lease payments on short-term leases and leases of low-value assets would be recognised as expenses in the Statement of Profit or Loss on a straight-line basis over the lease term.

Extension and termination options

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

2.10 Inventories

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

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

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

2.11 Provisions and contingencies

Provisions are recognised when:

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

The amount recognised as provision is the present value of the expenditure 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 be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

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

Accounting Policies

2.11 Provisions and contingencies (continued)

Contingent liabilities

A contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company, or a present obligation that arises from past event but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or the amount of the obligation cannot be measured with sufficient reliability.

Contingent liabilities are only disclosed and not recognised as liabilities in the statement of financial position, If the likelihood of an outflow of resources is remote, the possible obligation is neither a provision nor a contingent liability, and no disclosure is made.

2.12 Financial instruments

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

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

Financial assets which are debt instruments:

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

Financial liabilities:

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

Note 33 Financial instruments and risk management presents the financial instruments held by the Company based on their specific classifications.

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

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

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a currently legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in event of default, insolvency or bankruptcy of the Company or the counterparty.

Trade and other receivables

Classification

(Increase) in trade and other receivables, excluding, when applicable, VAT, WHT and prepayments, are classified as financial assets and subsequently measured at amortised cost (note 19).

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

Accounting Policies

2.12 Financial instruments (continued)

Recognition and measurement

(Increase) in trade and other receivables are recognised when the Company becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost.

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

Measurement and recognition of expected credit losses

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

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

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

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

Write off policy

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

Credit risk

Details of credit risk are included in the (increase) in trade and other receivables note (note 19) and the financial instruments and risk management note (note 33).

Accounting Policies

2.12 Financial instruments (continued)

Derecognition

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

Borrowings

Classification

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

Recognition and measurement

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

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

Interest expense, calculated on the effective interest method, is included in profit or loss in finance cost (note 12).

Borrowings expose the Company to liquidity risk and interest rate risk. Refer to note 33 for details of risk exposure and management thereof.

Derecognition

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

Trade and other payables

Classification

Trade and other payables (note 30), excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

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

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

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

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance cost (Note 12).

Trade and other payables expose the Company to liquidity risk and possibly to interest rate risk. Refer to note 33 for details of risk exposure and management thereof.

Derecognition

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

Accounting Policies

2.12 Financial instruments (continued)

Cash and cash equivalents

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

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

2.12.1 Derecognition

Financial assets

The Company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities

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

Reclassification

Financial assets

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

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

Financial liabilities

Financial liabilities are not reclassified.

2.13 Contract Liabilities

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

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

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

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

- Prepayments by distributors or wholesalers for bulk orders.
- Deferred revenue for forward delivery agreements with key customers.

2.13 Contract Liabilities (continued)
- Deposits received for customized salt products or packaging services.

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

2.14 Borrowing costs

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

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

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

2.15 Share capital and equity

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

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

2.16 Earnings per share

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

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

3 Critical accounting judgement and key sources of estimation uncertainty

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

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

3.1 Key sources of estimation uncertainty

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

3.1.1 Useful lives of property, plant and equipment

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

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

Accounting Policies

3 Critical accounting judgement and key sources of estimation uncertainty (continued)

3.1.2 Allowances for credit losses

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

3.1.3 Lease term

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

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

3.1.4 Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Management judgement is required to determine the amount of deferred tax assets that can be recognised, based on the likely timing and level of future taxable profits, together with future tax planning strategies. In determining the timing and level of future taxable profits together with future tax planning strategies, Management assessed the probability of expected future taxable profits based on expected revenues for the next five years. Details of the Company's recognised and unrecognised deferred tax assets and liabilities are as disclosed in Note 14.

Notes to the Unaudited Financial Statements

	Reviewed 3 Months ended 30 June 2026	Reviewed 3 Months ended 30 June 2025	Reviewed 6 Months ended 30 June 2026	Reviewed 6 Months ended 30 June 2025	Audited 12 Months ended 31 December 2025
	N'000	N '000	N '000	N'000	N'000

4. Revenue

Revenue from contracts with customers

Sale of goods	41,816,195	36,303,391	81,158,775	78,155,932	152,686,973

Revenue is recognised at a point in time

5. Segmental information

The Company has identified period 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.

Segmental revenue and results

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

Geographical information

East	2,477,497	2,130,641	5,155,245	4,000,289	8,554,898
West	7,950,629	5,732,916	14,592,306	13,454,248	28,403,945
North	31,388,069	28,439,834	61,411,224	60,701,395	115,728,130
Total	**41,816,195**	**36,303,391**	**81,158,775**	**78,155,932**	**152,686,973**

6. Cost of sales

Raw materials consumed	19,164,148	14,516,640	35,451,973	35,960,917	69,516,760
Employee costs	718,589	466,454	1,321,242	986,803	2,065,158
Depreciation of property, plant and equipment	155,253	146,881	308,832	299,113	596,347
Depreciation of right of use assets	104,708	98,959	208,256	196,309	433,198
Manufacturing expenses	1,313,684	1,584,966	3,059,670	3,327,312	6,127,372
Total	**21,456,382**	**16,813,900**	**40,349,973**	**40,770,454**	**78,738,835**

7. Other income

Sale of scrap	20,833	142,749	28,272	163,784	192,469
Insurance claim	-	1,003	-	3,190	21,492
Rental income	5,542	11,083	11,083	11,083	22,167
Total	**26,375**	**154,835**	**39,355**	**178,057**	**236,128**

Notes to the Unaudited Financial Statements

	Reviewed 3 Months ended 30 June 2026	Reviewed 3 Months ended 30 June 2025	Reviewed 6 Months ended 30 June 2026	Reviewed 6 Months ended 30 June 2025	Audited 12 Months ended 31 December 2025
	N'000	N '000	N '000	N'000	N'000
8. Other operating gains/(losses)					
Gains/(losses) on disposals, scrappings and settlements					
Property, plant and equipment	418	1,300	1,722	(261,511)	(261,511)
Foreign exchange gains/(losses)					
Net foreign exchange gains/ (losses)	67,578	(273,786)	385,510	(329,167)	(1,421,789)
Total operating gains/(losses)	**67,996**	**(272,486)**	**387,232**	**(590,678)**	**(1,683,300)**
9. (Increase in)/Writeback of impairment allowance					
Trade receivables					
Impairment writeback on trade receivables (Note 19)	-	-	-	-	53,333
Impairment writeback on intercompany receivables (Note 19)	-	-	-	-	5,153
Impairment on staff loans (Note 19)	-	-	-	-	5,098
Total	**-**	**-**	**-**	**-**	**63,584**
10. Operating expenses					
10.1 **Distribution cost**					
Market activation	125,668	97,416	234,293	144,569	502,644
Branding expenses	402,627	307,636	586,129	17,239	616,994
Delivery expenses	3,508,696	5,368,922	7,504,824	10,586,129	18,455,922
Depreciation of trucks	1,548,872	228,164	2,903,420	373,556	1,131,241
Total	**5,585,863**	**6,002,138**	**11,228,666**	**11,121,493**	**20,706,801**

Notes to the Unaudited Financial Statements

	Reviewed 3 Months ended 30 June 2026	Reviewed 3 Months ended 30 June 2025	Reviewed 6 Months ended 30 June 2026	Reviewed 6 Months ended 30 June 2025	Audited 12 Months ended 31 December 2025
	N'000	N '000	N '000	N'000	N'000
10. Operating expenses (continued)					
10.2 **Administrative expenses**					
Management fees	179,091	97,563	279,075	184,547	469,018
Auditors remuneration	18,000	13,125	36,000	26,250	60,000
Bank charges	41,544	45,468	82,075	70,155	118,197
Cleaning	16,369	35,953	39,116	66,475	143,583
Consulting and professional fees	48,196	60,539	105,110	143,403	124,116
Depreciation of property, plant and equipment	143,301	132,707	278,448	275,202	560,600
Depreciation of right of use assets	-	732	-	1,456	2,445
Directors remuneration	453,486	285,798	556,259	395,952	634,580
Employee costs	902,869	827,668	1,977,997	1,708,583	3,490,308
Entertainment	40,038	20,967	61,091	43,933	113,906
Business development	70,878	29,162	110,466	42,875	88,141
Insurance	591	35,127	43,203	70,288	119,166
Petrol and oil	34,142	32,069	63,890	62,357	128,236
Printing and stationery	7,673	13,931	19,635	28,621	48,362
Repairs and maintenance	40,715	37,423	55,398	68,666	133,347
Secretarial fees	12,651	15,179	40,463	97,102	46,674
Security	83,983	52,350	148,921	110,724	249,054
Staff welfare	71,702	53,556	190,593	143,344	279,613
Telephone and fax	423,752	467,014	865,217	598,273	1,331,137
Travel - local	293,758	210,486	527,247	387,288	796,540
Travel - overseas	-	-	384	-	24,622
Total	**2,882,739**	**2,466,817**	**5,480,588**	**4,525,494**	**8,961,645**
11. Finance income					
Interest income on short term fixed deposit	2,820,629	1,266,825	5,347,101	2,366,464	6,006,200
12. Finance cost					
Interest expense on borrowings	75	114,519	233	240,300	284,664
Interest expense on lease liabilities	85,051	86,253	171,373	172,831	374,403
Total interest paid	**85,126**	**200,772**	**171,606**	**413,131**	**659,067**

Notes to the Unaudited Financial Statements

	Reviewed 3 Months ended 30 June 2026	Reviewed 3 Months ended 30 June 2025	Reviewed 6 Months ended 30 June 2026	Reviewed 6 Months ended 30 June 2025	Audited 12 Months ended 31 December 2025
	N'000	N '000	N '000	N'000	N'000

13. Taxation

Major components of the tax expense

Current					
Company Income Tax	4,416,326	3,590,680	8,910,490	6,983,762	13,963,776
Tertiary Education Tax	-	359,069	-	698,376	1,690,974
Police Trust Fund Levy	-	-	-	-	2,412
Development Levy	588,844	-	1,188,065	-	-
Adjustments recognised in the current year in relation to tax of prior year	-	-	-	-	248,162
	5,005,170	**3,949,749**	**10,098,555**	**7,682,138**	**15,905,324**

Split between current and deferred tax

Current tax	5,005,170	3,949,749	10,098,555	7,682,138	15,905,324
Deferred tax	-	-	-	-	(1,191,369)
Total	**5,005,170**	**3,949,749**	**10,098,555**	**7,682,138**	**14,713,955**

The charge for taxation in these unaudited financial statements is based on the provisions of the Nigeria Tax Act 2025 Part III (Section 24) and Part IV (Section 33). Companies Income Tax and Development levy are calculated at 30% and 4% 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:

Current tax liabilities in the statement of financial position

Current tax payable			
1 January	15,580,910	4,876,046	4,876,046
Charge for the year	10,098,555	7,682,138	15,905,324
Payment during the year	(3,909,416)	(2,683,849)	(5,200,460)
At end of period	**21,770,049**	**9,874,335**	**15,580,910**

Notes to the Unaudited Financial Statements

	Reviewed 3 Months ended 30 June 2026	Reviewed 3 Months ended 30 June 2025	Reviewed 6 Months ended 30 June 2026	Reviewed 6 Months ended 30 June 2025	Audited 12 Months ended 31 December 2025
	N'000	N '000	N '000	N'000	N'000
14. Deferred tax					
Property plant and equipment			(4,239,908)	(5,431,277)	(4,832,116)
Allowance for doubtful debt			-	-	106,212
Unrealised exchange difference			-	-	353,512
IFRS 16 Leases			-	-	132,484
Total deferred tax			**(4,239,908)**	**(5,431,277)**	**(4,239,908)**
Split between assets and liabilities					
Current liabilities			(5,431,277)	(5,659,321)	(5,431,277)
Current assets			1,191,369	228,044	1,191,369
			(4,239,908)	**(5,431,277)**	**(4,239,908)**
15. Earnings per share					
Basic earnings per share From continuing operations (kobo per share)	1,438	1,187	1,451	1,154	1,241
Basic earnings per share					
Reconciliation of earnings					
Profit or loss for the year attributable to equity holders	9,715,915	8,019,189	19,603,075	15,597,065	33,529,282
Weighted average number of ordinary shares as at 30 June 2026 (‘000)	2,702,427	2,702,427	2,702,427	2,702,427	2,702,427

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

Notes to the Unaudited Financial Statements

16. Property, plant and equipment

Reconciliation of property, plant and equipment

	Freehold Land N'000	Buildings N'000	Tools and equipment N'000	Plant and machinery N'000	Furniture and fittings N'000	Motor vehicles N'000	Computer equipment N'000	Capital - Work in progress N'000	Total N'000
Cost									
At January 1, 2025	70,000	4,247,688	992,648	8,758,930	550,568	10,000,173	327,230	76,942	25,024,179
Additions	-	414,663	192,804	363,501	124,106	11,176,604	110,246	11,335,818	23,717,742
Disposals and scrappings	-	(254,949)	(338,920)	(1,208,818)	(136,783)	(921,471)	(49,738)	-	(2,910,679)
At 31 December 2025	**70,000**	**4,407,402**	**846,532**	**7,913,613**	**537,891**	**20,255,306**	**387,738**	**11,412,760**	**45,831,242**
Additions	-	334,964	149,759	-	3,553	230,244	55,990	569,657	1,344,167
Disposals and scrappings	-	-	-	-	-	(17,222)	-	-	(17,222)
Reclassifications	-	-	-	-	-	11,058,798	-	(11,058,798)	-
At 30 June 2026	**70,000**	**4,742,366**	**996,291**	**7,913,613**	**541,444**	**31,527,126**	**443,728**	**923,619**	**47,158,187**
Depreciation and impairment									
At January 1, 2025	-	(461,722)	(691,140)	(3,771,430)	(348,983)	(7,155,159)	(255,733)	-	(12,684,167)
Charge for the year	-	(81,932)	(136,240)	(514,415)	(91,509)	(1,416,266)	(47,826)	-	(2,288,188)
Disposal	-	74,919	338,919	1,147,277	128,965	899,453	49,737	-	2,639,270
At 31 December 2025	**-**	**(468,735)**	**(488,461)**	**(3,138,568)**	**(311,527)**	**(7,671,972)**	**(253,822)**	**-**	**(12,333,085)**
Depreciation	-	(45,763)	(89,819)	(263,069)	(34,997)	(3,020,341)	(36,711)	-	(3,490,700)
Disposal	-	-	-	-	-	17,222	-	-	17,222
At 30 June 2026	**-**	**(514,498)**	**(578,280)**	**(3,401,637)**	**(346,524)**	**(10,675,091)**	**(290,533)**	**-**	**(15,806,563)**
Carrying amount									
Cost	70,000	4,407,402	846,532	7,913,613	537,891	20,255,306	387,738	11,412,760	45,831,242
Accumulated depreciation and impairment	-	(468,735)	(488,461)	(3,138,568)	(311,527)	(7,671,972)	(253,822)	-	(12,333,085)
At 31 December 2025	**70,000**	**3,938,667**	**358,071**	**4,775,045**	**226,364**	**12,583,334**	**133,916**	**11,412,760**	**33,498,157**
Cost	70,000	4,742,366	996,291	7,913,613	541,444	31,527,126	443,728	923,620	47,158,188
Accumulated depreciation and impairment	-	(514,498)	(578,280)	(3,401,637)	(346,524)	(10,675,091)	(290,533)	-	(15,806,563)
At 30 June 2026	**70,000**	**4,227,868**	**418,011**	**4,511,976**	**194,920**	**20,852,035**	**153,195**	**923,620**	**31,351,625**

Notes to the Unaudited Financial Statements

16. Property, plant and equipment (continued)

16.1 Capital Work-in-progress

Work-in-progress comprises the amount expended on renovation of administrative and edible buildings at Salt Village plant.

16.2 Asset pledged as security

None of the Company's assets were pledged as security for any liabilities as at 30 June, 2026 (2025:Nil).

16.3 Sale of Property, plant and equipment

	Reviewed 6 Months ended 30 June 2026 N'000	Reviewed 6 Months ended 30 June 2025 N'000	Audited 12 Months ended 31 December 2025 N'000
Net book value of disposed assets	-	271,411	271,411
Proceeds from sales	(1,722)	(9,900)	(9,900)
(Gains)/losses on disposals	**(1,722)**	**261,511**	**261,511**

Notes to the Unaudited Financial Statements

17. Right of Use Assets

Right of Use Asset

	Land N'000	Buildings N'000	Total N'000
Cost			
At 1 January 2025	2,853,073	2,418,311	5,271,384
Reassessment	-	169,255	169,255
At 31 December 2025	**2,853,073**	**2,587,566**	**5,440,639**
1 January 2026	2,853,073	2,587,566	5,440,639
Additions	-	-	-
At 30 June 2026	**2,853,073**	**2,587,566**	**5,440,639**
Depreciation			
At 1 January 2025	(331,315)	(1,199,042)	(1,530,357)
Depreciation	(165,431)	(270,212)	(435,643)
At 31 December 2025	**(496,746)**	**(1,469,254)**	**(1,966,000)**
At 1 January 2026	(496,746)	(1,469,254)	(1,966,000)
Depreciation	(82,036)	(122,620)	(204,656)
At 30 June 2026	**(578,782)**	**(1,591,874)**	**(2,170,656)**
Carrying amount			
Cost	2,853,073	2,587,566	5,440,639
Accumulated depreciation	(496,746)	(1,469,254)	(1,966,000)
At 31 December 2025	**2,356,327**	**1,118,312**	**3,474,639**
Cost	2,853,073	2,587,566	5,440,639
Accumulated depreciation	(578,782)	(1,591,874)	(2,170,656)
At 30 June 2026	**2,274,291**	**995,692**	**3,269,983**

Notes to the Unaudited Financial Statements

	Reviewed 6 Months ended 30 June 2026 N'000	Reviewed 6 Months ended 30 June 2025 N'000	Audited 12 Months ended 31 December 2025 N'000

18. Inventories

Raw materials	7,086,102	9,634,762	8,471,788
Work-in-progress	1,245	1,245	2,423
Finished goods	2,186,135	3,430,024	2,217,395
Spare parts and consumables	3,387,288	3,258,759	3,321,022
Oil and lubricants	238,150	409,688	345,835
Packaging materials	1,765,610	1,777,169	1,331,024
	14,664,530	**18,511,647**	**15,689,487**

During the year, there were no inventory written down/reversal to net realisable value.

The cost of inventories recognised as an expense during the year in respect of continuing operations was N35.45 billion (2025: N35.96 billion)

18.1 Inventory pledged as security

No inventory was pledged as security for any liability (2025: Nil).

19. Trade and other receivables

Financial instruments:			
Trade receivables	5,548,963	1,695,120	1,903,847
Trade receivables - related parties (Note 34)	57,658,694	35,985,550	37,189,674
Loss allowance	(137,870)	(196,357)	(137,870)
	63,069,787	37,484,313	38,955,651
Interest receivables	743,343	786,563	564,905
Employee loans and advances	793,087	593,297	264,417
Loss allowance on employee loans and advances	(21,229)	(26,327)	(21,229)
Non-financial instruments:			
VAT	544,555	-	194,294
Other receivables	72,528	(30,574)	61,089
	65,202,071	**38,807,272**	**40,019,127**

Exposure to credit risk

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

Reconciliation of loss allowances

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

Opening balance in accordance with IFRS 9	(159,100)	(222,684)	(222,684)
Impairment write back on new related party receivables	-	-	5,153
Impairment write back on settled trade receivables	-	-	53,333
Impairment write back on staff loan	-	-	5,098
	(159,100)	**(222,684)**	**(159,100)**

Notes to the Unaudited Financial Statements

	Reviewed 6 Months ended 30 June 2026 N'000	Reviewed 6 Months ended 30 June 2025 N'000	Audited 12 Months ended 31 December 2025 N'000

19. Trade and other receivables (continued)

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

Gross carrying amount as at 1 January	5,590,805	11,461,068	11,471,068
Revenue from third parties	81,158,775	78,155,932	152,686,973
Receipts from third parties	(76,384,868)	(79,456,978)	(158,567,236)
Gross carrying amount	**10,364,712**	**10,160,022**	**5,590,805**

20. Other financial assets

Securities held at amortised cost			
Fixed deposit	764,569	764,569	764,569

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

21. Other assets

Deposit for import	156,005	1,571,593	178,679
Promotional items	-	36,734	9,057
Prepayment-Others	99,500	-	-
Total	**255,505**	**1,608,327**	**187,736**

22. Cash and cash equivalents

Cash and cash equivalents consist of:			
Cash on hand	4,179	4,052	2,923
Bank balances	46,049,212	36,565,087	41,629,319
Total	**46,053,391**	**36,569,139**	**41,632,242**

Notes to the Unaudited Financial Statements

	Reviewed 6 Months ended 30 June 2026 N'000	Reviewed 6 Months ended 30 June 2025 N'000	Audited 12 Months ended 31 December 2025 N'000
23. Share capital			
Authorised, issued and fully paid			
2,702,427,145 ordinary shares of 50k each	1,351,213	1,351,213	1,351,213
24. Share premium			
Issued			
Share premium	434,037	434,037	434,037
25. Retained earnings			
Opening balance	69,394,638	41,270,210	41,270,210
Profit for the year	19,603,075	15,597,065	33,529,282
Dividend declared and paid	(16,214,618)	(5,404,908)	(5,404,854)
Total	**72,783,095**	**51,462,367**	**69,394,638**

In respect of the year ended 31 December 2025, at the Board meeting held on 23 February 2026, the Directors proposed that a dividend of 600 kobo per ordinary share be paid to shareholders. The dividend is subject to approval by shareholders at the Annual General Meeting and deduction of withholding tax at the appropriate rate. Consequently, it has not been included as a liability in these financial statements. The total estimated dividend to be paid stood at N16.2 billion

Notes to the Unaudited Financial Statements

	Reviewed 6 Months ended 30 June 2026 N'000	Reviewed 6 Months ended 30 June 2025 N'000	Audited 12 Months ended 31 December 2025 N'000

26. Dividend payable

At 1 January	-	-	-
Dividend declared	16,214,618	5,404,908	5,404,854
Payments- Meristem Registrars	(16,214,618)	(5,404,908)	(5,404,854)
Total	**-**	**-**	**-**

27. Borrowings

At 1 January	66,525	2,860,226	2,860,226
Interest expense	233	125,781	284,664
Principal repayment	(1,788)	(1,715,629)	(2,793,701)
Interest paid	(233)	(125,781)	(284,664)
Total	**64,737**	**1,144,597**	**66,525**

Split between non-current and current portions

Non-current liabilities	38,570	38,570	38,570
Current liabilities	26,167	1,106,027	27,955
Total	64,737	1,144,597	66,525

At the time of privatisation in 1992, the debt owed to the Federal Government of Nigeria by the Company (N38.570 million) was restructured by the Bureau for Public Enterprise. This is a non interest bearing loan. The Board of Directors have taken steps to obtain a waiver of the loan from the Federal Government of Nigeria and currently awaiting a response.

28. Lease liabilities

Lease liabilities	**Land N'000**	**Building N'000**	**Total N'000**
Opening balance as at 1 January 2026	2,765,090	957,753	3,722,843
Interest expenses	124,440	46,933	171,373
Payments made during the year	(166,667)	(114,537)	(281,204)
Balance 30 June 2026	**2,722,863**	**890,149**	**3,613,012**

Lease liabilities			
Current	42,227	7,265	49,492
Non-current	2,680,636	882,884	3,563,520
Total	**2,722,863**	**890,149**	**3,613,012**

Notes to the Unaudited Financial Statements

	Reviewed 6 Months ended 30 June 2026	Reviewed 6 Months ended 30 June 2025	Audited 12 Months ended 31 December 2025
	N'000	N'000	N'000

28. Lease liabilities (continued)

Lease liabilities	**Land N'000**	**Building N'000**	**Total N'000**
Opening balance as at 1 January 2025	2,842,072	1,061,145	3,903,217
Interest expenses	256,351	118,052	374,403
Payments made during the year	(333,333)	(390,698)	(724,031)
Reassessment	-	169,254	169,254
Balance 31 December 2025	**2,765,090**	**957,753**	**3,722,843**

Lease liabilities			
Current	84,315	219,086	303,401
Non-current	2,680,775	738,667	3,419,442
Total	**2,765,090**	**957,753**	**3,722,843**

29. Retirement benefit obligations

Movement in gratuity			
At beginning of the period	110,834	122,258	122,258
Benefit paid	(5,281)	(7,761)	(11,424)
Total	**105,553**	**114,497**	**110,834**

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

However, the Board resolved to eliminate the scheme effective January, 2013. The valuation of the liabilities is as of that date. The balance as at 30 June 2026 represents what is owed to staff who are still in the service from the old scheme. Payments are disbursed to staff upon disengagement from the company.

As at 30 June 2026 no fund has been set up from which payments can be disbursed.

Defined contribution plan

The employees of the Company are members of a Defined Contribution Pension plan administered by third-party Pension Fund Administrators under the Pension Reform Act of 2014. The assets of the plan are held separately from those of the Company. The scheme is funded in accordance with the Pension Reform Act of 2014 with the employee and employer contribution representing 8% and 10% respectively of the employee's relevant emoluments effective July 2014.

Staff pension

At beginning of the period	20,916	-	-
Contributions during the year	332,551	211,948	428,499
Remittance in the year	(258,205)	(176,845)	(407,583)
Total	**95,262**	**35,103**	**20,916**

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 N184.44 million (2025: N117.56million) represents contributions payable to this plan by the Company as at 30 June, 2026.

Notes to the Unaudited Financial Statements

	Reviewed 6 Months ended 30 June 2026 N'000	Reviewed 6 Months ended 30 June 2025 N'000	Audited 12 Months ended 31 December 2025 N'000

30. Trade and other payables

Financial instruments:			
Trade payables	21,021,752	(242,006)	19,728,973
Amounts due to related parties (Note 34)	17,590,324	26,686,777	4,148,998
Unclaimed dividend	764,569	764,569	764,569
Accrued expenses	12,797,561	7,849,238	6,432,937
Other payables	112,413	41,263	72,236
Staff pension	95,261	35,099	20,916
Non-financial instruments			
Accrued audit fees	36,000	26,250	30,750
Other accrued expenses	2,585,496	-	2,400,252
Value added tax	-	11,151	-
Witholding tax payable	161,909	45,077	88,807
Total	**55,165,285**	**35,217,418**	**33,688,438**

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.

Accrued expenses comprise of provision for haulage services, customers performance bonus and provision for services and products delivered not yet pay for.

31. Contract liabilities

Summary of contract liabilities			
Advance payment from customers	2,034,783	2,785,338	6,676,611
Reconciliation of contract liabilities			
Opening balance	6,676,611	5,509,920	5,509,920
Revenue recognised on delivery of goods previously paid for	(6,676,611)	(5,035,011)	(5,509,920)
Payments received in advance of delivery of performance obligations	2,034,783	2,310,429	6,676,611
Total	**2,034,783**	**2,785,338**	**6,676,611**

Notes to the Unaudited Financial Statements

	Notes	Reviewed 6 Months ended 30 June 2026 N'000	Reviewed 6 Months ended 30 June 2025 N'000	Audited 12 Months ended 31 December 2025 N'000

32. Cash generated from operations

	Notes	30 June 2026 N'000	30 June 2025 N'000	31 December 2025 N'000
Profit before taxation		29,701,630	23,279,203	48,243,237
Adjustments for:				
Depreciation property, plant and equipment	16	3,490,700	1,022,276	2,288,188
Depreciation right of use asset	17	204,656	197,765	435,643
(Gains)/Losses on disposal of property, plant and equipment	8	(1,722)	(261,511)	261,511
Interest received	11	(5,347,101)	(2,366,464)	(6,006,200)
Interest paid	12	171,606	413,131	659,067
Impairment (reversal) for credit losses	9	-	-	(63,584)
Perfomance obligation on contract liabilities	31	(6,676,611)	(5,035,011)	(5,509,920)
Changes in working capital:				
Decrease in inventories	18	1,024,957	(250,541)	2,571,619
(Increase) in trade and other receivables	19	(25,182,944)	(21,583,832)	(22,795,687)
(Increase) /Decrease in other assets	21	(67,769)	(7,476)	1,413,115
Increase in trade and other payable	30	21,476,848	22,473,335	20,944,355
Contract liabilities	31	2,034,783	2,724,582	6,676,611
Cash generated from operations		**20,829,033**	**20,605,457**	**49,117,955**

33. Financial instruments and risk management

33.1 Capital risk management

The capital structure of the Company consists of net debt (which includes the borrowings disclosed in Note 27), offset by cash and bank balances and equity attributable to equity holders, comprising issued capital, reserves and retained earnings as disclosed in relevant notes in the financial statements. The Company monitors its capital structure to ensure that the target debt equity ratio as stated in its debt covenants is not exceeded. The Company is not subject to any externally imposed capital requirements.

The capital structure and gearing ratio of the Company at the reporting date was as follows:

	Notes	N'000	N'000	N'000
Borrowings	27	64,737	1,144,597	66,525
Lease liabilities	28	3,613,012	3,811,968	3,722,843
Trade and other payables	30	55,165,284	35,217,418	33,688,438
Total debts		**58,843,033**	**40,173,983**	**37,477,806**
Cash and cash equivalents	22	(46,053,391)	(36,569,139)	(41,632,242)
Net debts		**12,789,642**	**3,604,844**	**(4,154,436)**
Equity		74,568,345	53,247,617	71,179,888
Net debt gearing ratio		17 %	7 %	(6)%

The company gearing ratio might not look good compared to available cash for the period. However, the payment of some debts would be spread for some number of years.

Notes to the Unaudited Financial Statements

33.2 **Financial risk management**

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 Sustainability, Audit and Risk Management, Governance and Statutory Audit Committees.

The second level is performed by the Executive Management Committee (EXCO).

The third level is performed by all line managers under EXCO and their direct reports. They are required to comply with all risk policies and procedures and to manage risk exposures that arise from daily operations.

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

The Company monitors and manages financial risks relating to its operations through an internal risk report which analyses exposures by degree and magnitude of risks. These risks include market risk (including price risk, foreign exchange risk and interest rate risk), credit risk and liquidity risk.

33.2 **Credit risk management**

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. The Company has adopted a policy of only dealing with creditworthy counterparty and obtaining sufficient collateral where appropriate (bank guarantee and insurance bonds), as a means of mitigating the risk of financial loss from defaults. The Company only transacts with entities that are rated the equivalent of investment grade and above. This information is supplied by independent rating agencies where available, and if not available, the Company uses other publicly available financial information, customers' financial position, past trading relationship, its own trading records and other factors to rate its major customers. The Company's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties. Credit exposure is controlled by counterparty limits that are reviewed and approved by the risk management team periodically.

Trade receivables consist of a large number of customers, spread across diverse industries and geographical areas. Ongoing credit evaluation is performed on the financial condition of accounts receivable and where appropriate, credit guarantee insurance cover is purchased.

About 60% (2025: 87%) of the trade receivables are due from Bulk Commodities Limited, a related party, for rebate on purchase of Salt. The Company evaluates the concentration of risk with respect to trade receivables as low, as its customers are otherwise diverse including both corporate entities and lots of individual end users. The requirement for impairment is analyzed at each reporting date on an individual basis for corporate and individual customers.

33.3 **Liquidity risk management**

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

The following tables detail the Company's remaining contractual maturity for its non-derivative financial liabilities with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Company can be required to pay. The table includes both interest and principal cash flows. To the extent that interest flows are floating rate, the undiscounted amount is derived from interest rate curves at the statement of financial position date. The contractual maturity is based on the earliest date on which the Company may be required to pay.

Notes to the Unaudited Financial Statements

Liquidity risk management (continued)

30 June 2026

	Notes	0-3 months N'000	4-6 months N'000	7-12 months N'000	Over 1 year N'000	Total N'000	Carrying amount N'000
Borrowings	27	-	-	26,167	38,570	64,737	64,737
Lease liabilities	28	-	49,492	-	3,563,520	3,613,012	3,613,012
Trade and other payables	30	16,277,545	5,093,793	24,983,569	6,026,973	52,381,880	52,381,880
Total financial liabilities		**16,277,545**	**5,143,285**	**25,009,736**	**9,629,063**	**56,059,629**	**56,135,288**

31 December 2025

		0-3 months N'000	4-6 months N'000	7-12 months N'000	Over 1 year N'000	Total N'000	Carrying amount N'000
Borrowings	27	-	-	27,955	38,570	66,525	66,525
Lease liabilities	28	143,924	143,924	287,828	5,467,019	6,042,695	6,042,715
Trade and other payables	30	22,539,925	8,628,713	-	-	31,168,638	31,168,629
Total financial liabilities		**22,683,849**	**8,772,637**	**315,783**	**5,505,589**	**37,277,858**	**37,609,225**

33.4 Foreign currency risk

The Company undertakes transactions denominated in foreign currencies; consequently, exposures to exchange rate fluctuations arise. The Company is mainly exposed to USD. It monitors the movement in currency rates on an ongoing basis to mitigate the risk that the movements in the exchange rates may adversely affect the Company's income or value of their holdings of financial instruments.

33.5 Deposits 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 minimize the concentration of risks and therefore mitigate financial loss through the potential counterparty's failure.

Notes to the Unaudited Financial Statements

34. Related parties

Related party balances

	Reviewed 6 Months ended 30 June 2026 N'000	Reviewed 6 Months ended 30 June 2025 N'000	Audited 12 Months ended 31 December 2025 N'000
Intercompany receivables Parent and ultimate controlling party			
Dangote Industries Limited (Parent)	8,343,760	7,306,339	7,812,030
Other related party receivables			
Dangote Sugar Refinery	20,945,977	71,405	20,230,795
Dancom Technologies Limited	-	-	-
Dangote Oil and Gas Company Limited	2,245,536	520,699	485,015
Dangote Oil Refining Company Limited	-	-	200
West African Popular Foods*	62,243	62,243	62,243
Bulk Commodities Limited	26,061,178	28,024,865	8,597,847
Dangote Cement	-	-	1,544
	57,658,694	**35,985,551**	**37,189,674**
Intercompany payables			
Dangote Industries Limited (Parent)	135,730	60,272	973,742
Other related party payables			
Dangote Sugar Refinery Plc	11,578	27,883	32,908
Dancom Technologies Limited	-	-	26,057
Greenview Development Nigeria Limited	372,501	2,033,518	2,059,703
Bluestar Shipping Line Limited	108,112	194,385	94,028
Dangote Packaging Limited	748,591	221,959	193,738
Dangote Industries Limited (Central Stores)	3,582	-	2,453
Dangote Cement Plc (Head Office)	-	693,190	540,758
Dangote Cement Plc. (Benue Plant Truck scheme)	219,311	219,311	219,311
Dangote Cement Plc. (Ibese Plant)	39,031	-	6,300
Dangote Sinotruck West Africa Limited	-	-	-
Dangote Fertilizer Limited	-	57	-
Bulk Commodities Limited	15,951,888	23,236,202	-
	17,590,324	**26,686,777**	**4,148,998**

*The balance due from West African Popular Foods has been fully impaired.

34. Related parties (continued)

Relationships

Dangote Cement Plc, Gboko Plant	Fellow subsidiary, provides trucks for the company
Greenview International Corp	Ultimate controlling party
Bulk Commodities Limited	Affiliate, purchase raw salt for the Company
Dangote Industries Limited (Central Stores)	Fellow subsidiary, the Company purchases spare parts
Dancom Technologies Limited	Fellow subsidiary, provides internet services and IT support for the Company
Dangote Packaging Limited	Fellow subsidiary, produces empty sacks for the Company
Dangote Cement Plc	Fellow subsidiary, buys crude salt from the Company and procures trucks on behalf of the company
Aliko Dangote Foundation	Affiliate, engages in philanthropy
Dangote Industries Limited	Parent Company
Blue Star Shipping Line Limited	Fellow subsidiary, provides clearing services for the Company
Dangote Oil and Gas Company Limited	Fellow subsidiary, supplies AGO for the Company
Dangote Sugar Refinery Plc	Fellow subsidiary, buys crude salt from the Company and provides warehose facility to the Company
Dangote Sinotruck West Africa Limited	Fellow subsidiary, the Company purchases trucks and spare parts.
Greenview Development Nigeria Limited	Fellow subsidiary, provides port and terminal services to the Company
Dangote Transport Limited	Fellow subsidiary, provides haulage services to the Company
Dangote Cement Plc (Obajana Plant)	Fellow subsidiary, provides haulage services to the Company
West Africa Popular Foods	Joint Venture with Unilever, purchased and sold Annapuma Salt
Dangote Fertilizer Limited	Fellow subsidiary, the Company purchases Equipment

Dangote Industries Limited (DIL) performed certain administrative services for the Company for which a management fees of N279 million (2025 : N185million) was charged , being an appropriate allocation of costs incurred by relevant administrative departments.

The Company invested N6 billion in the Dangote Industries Ltd’s Promissory Note and N20 billion in Dangote Sugar Commercial Paper (CP) yielding a rate of 15% and 18% per annum. This investment aligns with our strategic objectives of diversifying our investment portfolio while providing stable returns and maximizing value for our stakeholders.

The Company has two leases from related parties. These are classified as current and non-current leases.

Notes to the Unaudited Financial Statements

	Reviewed 6 Months ended 30 June 2026 N'000	Reviewed 6 Months ended 30 June 2025 N'000	Audited 12 Months ended 31 December 2025 N'000

35. Compensation to directors

Compensation to directors and other key management

Short-term employee benefits	556,259	395,952	634,580
	556,259	**395,952**	**634,580**

Directors' fee and expenses

Directors' fees	24,000	4,500	6,000
Directors' expenses	532,259	391,452	628,580
	556,259	**395,952**	**634,580**

The number of Directors with gross emoluments within the bands stated below were:
N'000

	Number	Number	Number
N1 — N20,000	-	-	-
N20,001 — N50,000	9	9	12

36. Employee costs

Average number of persons employed during the year

Distribution cost	Number	Number	Number
Management	48	46	49
Senior staff	309	317	306
Junior staff	771	688	671
	1,128	**1,051**	**1,026**

The table shows the number of employees (excluding non-directors) whose earnings during the period fell within the ranges shown below:
(N'000)

	Number	Number	Number
N1 - N5,000	1,032	1,004	884
N5,001 - N10,000	59	29	95
N10,001 - N15,000	16	7	16
N15,001 - N20,000	5	8	12
N20,001 and above	16	3	19
	1,128	**1,051**	**1,026**

Notes to the Unaudited Financial Statements

37. Commitments

The Company's total capital commitments as at 30 June 2026 amounted to N924 million in respect to building and infrastructural works and mini vans purchased for our sales activities (2025: N224 million).

38. Contingent assets and Contingent liabilities

38.1 Pending litigation and claims

There are certain lawsuits and claims pending against the Company in various courts of law which are being handled by external legal counsels. The contingent liabilities in respect of pending litigation and claims amounted to N13.2 million as at 30 June 2026. (2025: N13.2 million). In the opinion of the Directors and based on independent legal advice, the Company is not expected to suffer any material loss arising from these claims, thus no provision has been made in these financial statements.

38.2 Financial commitments

The Directors are of the opinion that all known liabilities and commitments, which are relevant in assessing the state of affairs of the Company, have been taken into consideration in the preparation of these financial statements.

Notes to the Unaudited Financial Statements

39.Securities Trading Policy

In compliance with Rule 17.15 Disclosure of Dealings in Issuers' Shares, Rulebook of the Exchange 2015 (Issuers Rule) Nascon Allied Industries Plc maintains a Security Trading Policy which guides Directors, Audit Committee members, employees and all individuals categorized as insiders as to their dealing in the Company's shares. The Policy undergoes periodic reviews by the Board and is updated accordingly. The Company has made specific inquiries of all its directors and other insiders and is not aware of any infringement of the policy during the period.

40. Approval of Unaudited financial statements

The Board approved the unaudited financial statements during its meeting of 28 July, 2026