NASCON Allied Industries Plc
(Registration number 11364)
Unaudited Financial Statements
for the period ended March 31, 2021

Index

Statement of Profit or Loss and Other Comprehensive Income

	Note(s)	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Revenue from contracts with customers	5	8,337,295	6,876,926	28,010,059
Cost of sales	7	(4,924,627)	(4,363,412)	(16,447,633)
Gross profit		**3,412,668**	**2,513,514**	**11,562,426**
Other income	8	3,754	1,695	19,895
Other operating gains/(losses)	9	-	393,980	580,237
Movement in credit loss allowances	10	-	-	51,681
Distribution costs	11.1	(1,682,621)	(1,364,315)	(5,796,629)
Administrative expenses	11.2	(670,660)	(533,624)	(2,390,072)
Operating profit		**1,063,141**	**1,011,250**	**4,027,538**
Investment income	12	13,726	7,473	51,076
Finance costs	13	(13,340)	(95,552)	(171,898)
Profit before taxation		**1,063,527**	**923,171**	**3,906,716**
Taxation	14	(340,328)	(295,415)	(1,216,406)
Profit for the period		**723,199**	**627,756**	**2,690,310**
Other comprehensive income		-	-	-
Total comprehensive income for the period		**723,199**	**627,756**	**2,690,310**
Earnings per share				
Per share information				
Basic and diluted earnings per share (Kobo)	16	109	95	102

The accounting policies on pages 6 to 18 and the notes on pages 19 to 40 form an integral part of the Financial Statements.

NASCON Allied Industries Plc
(Registration number 11364)
Unaudited Financial Statements for the period ended 31 March 2021

Statement of Financial Position as at 31 March 2021

	Note(s)	31 March 2021 N '000	31 March 2020 N '000	31 December 2020 N '000
Assets				
Non-Current Assets				
Property, plant and equipment	17	16,316,176	16,411,096	16,698,217
Right of use assets	18	3,768,728	3,947,970	3,700,122
		20,084,904	**20,359,066**	**20,398,339**
Current Assets				
Inventories	19	4,198,416	4,649,249	5,159,451
Trade and other receivables	20	14,847,704	12,874,248	13,362,101
Other financial assets	21	667,506	590,350	667,506
Other assets	22	4,167,220	2,893,249	2,121,224
Cash and cash equivalents	23	3,407,831	3,417,057	2,600,370
		27,288,677	**24,424,153**	**23,910,652**
Total Assets		**47,373,581**	**44,783,219**	**44,308,991**
Equity and Liabilities				
Equity				
Share capital	24	1,324,719	1,324,719	1,324,719
Share premium	25	434,037	434,037	434,037
Retained earnings	26	11,684,263	9,958,285	10,961,064
		13,443,019	**11,717,041**	**12,719,820**
Liabilities				
Non-Current Liabilities				
Borrowings	28	38,570	3,038,570	38,570
Lease liabilities	29	3,429,849	3,404,808	3,432,057
Retirement benefit obligation	30	142,632	157,981	152,424
Deferred tax	15	2,444,458	2,082,976	2,444,458
		6,055,509	**8,684,335**	**6,067,509**
Current Liabilities				
Trade and other payables	31	25,167,240	20,406,294	23,097,507
Lease liabilities	29	141,650	775,479	136,594
Contract liabilities	32	1,438,656	1,986,501	1,500,383
Current tax payable	14	1,127,507	1,213,569	787,178
		27,875,053	**24,381,843**	**25,521,662**
Total Liabilities		**33,930,562**	**33,066,178**	**31,589,171**
Total Equity and Liabilities		**47,373,581**	**44,783,219**	**44,308,991**

The unaudited financial statements and the notes on pages 2 to 40, were approved by the board on the 23 April, 2021 and were signed on its behalf by:

Paul Farrer
Managing Director
FRC/2016/IODN/0000015797

Tunde Iwamofe
Finance Controller
FRC/2013/ICAN/0000002247

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NASCON Allied Industries Plc
(Registration number 11364)
Unaudited Financial Statements for the period ended 31 March 2021

Statement of Changes in Equity

	Share capital N '000	Share premium N '000	Total share capital N '000	Retained income N '000	Total equity N '000
Balance at 1 January 2020	**1,324,719**	**434,037**	**1,758,756**	**9,330,530**	**11,089,286**
Profit for the period	-	-	-	627,756	627,756
Other comprehensive income	-	-	-	-	-
Total comprehensive income for the period	**-**	**-**	**-**	**627,756**	**627,756**
Balance at 31 March 2020	**1,324,719**	**434,037**	**1,758,756**	**9,958,286**	**11,717,042**
Balance at 1 January 2021	**1,324,719**	**434,037**	**1,758,756**	**10,961,064**	**12,719,820**
Profit for the period	-	-	-	723,199	723,199
Other comprehensive income	-	-	-	-	-
Total comprehensive income for the period	**-**	**-**	**-**	**723,199**	**723,199**
Balance at 31 March 2021	**1,324,719**	**434,037**	**1,758,756**	**11,684,263**	**13,443,019**

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.

Statement of Cash Flows

	Note(s)	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Cash flows from operating activities				
Cash generated from operations	33	1,314,499	2,241,688	9,012,930
Tax paid	14	-	-	(985,901)
Retirement benefit obligation paid	30	(15,349)	(548)	(6,105)
Net cash from operating activities		**1,299,150**	**2,241,140**	**8,020,924**
Cash flows from investing activities				
Purchase of property, plant and equipment	17	(360,437)	(2,096,738)	(4,038,187)
Sale of property, plant and equipment	17	-	-	195
Interest Income	12	13,726	7,473	51,076
Net cash from investing activities		**(346,711)**	**(2,089,265)**	**(3,986,916)**
Cash flows from financing activities				
Repayments of loans and borrowings	28	-	(300,000)	(3,300,000)
Dividends paid	27	-	-	(1,059,775)
Finance costs	13	(1,708)	(95,552)	(13,498)
Payment on lease liabilities	29	(143,270)	-	(721,099)
Net cash from financing activities		**(144,978)**	**(395,552)**	**(5,094,372)**
Total cash and cash equivalents movement for the period		**807,461**	**(243,677)**	**(1,060,364)**
Cash and cash equivalents at the beginning of the period		2,600,370	3,660,734	3,660,734
Total cash and cash equivalents at end of the period	23	**3,407,831**	**3,417,057**	**2,600,370**

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 Polices

Corporate information

NASCON Allied Industries Plc is a public limited company incorporated and domiciled in Nigeria.

The unaudited financial statements for the period ended 31 March 2021 were authorised for issue in accordance with a resolution of the directors on Friday, April 23, 2021.

1 General information

NASCON Allied Industries Plc (Formerly known as National Salt Company of Nigeria.) was incorporated in Nigeria as a limited liability company on 30 April 1973. It was fully privatised in April, 1992 and became listed on the 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 Nigerian public.

The ultimate controlling party is Dangote Industries Limited, a company incorporated in Nigeria.

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

1.1 The principal activity

Principal activities of the Company during the year include processing of raw salt into refined, edible and grade salt. The company also produces Seasoning. 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 2021 to 31 March 2021 with comparatives for the year ended 31 March 2020.

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 Significant 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.

Accounting Polices

2. Significant accounting policies (continued)

2.1 Statement of Compliance with IFRS

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

2.2 Basis of measurement

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

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for leasing transactions that are within the scope of IAS 17, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in IAS 2 or value in use in IAS 36.

In addition, for financial reporting purposes, fair value measurements are categorised into level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;

Level 2 inputs are inputs, other than quoted prices included within level 1, that are observable for the asset or liability, either directly or indirectly; and

Level 3 inputs are unobservable inputs for the asset or liability.

2.3 Functional and presentation currency

These Unaudited Financial Statements are presented in Naira, which is the Company’s functional currency. All financial information presented in Naira has been rounded to the nearest thousand.

2.3.1 Foreign currency transactions

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

At the end of the reporting period:

- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and
- non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous 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. Significant accounting policies (continued)

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 consideration 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.

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 shipped 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 time lag between the recognition of revenue and granting rebates is within one month.

Returns on goods are estimated 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 has not been met.

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 Investment 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 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 recognizes short term 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 obligation

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 benefit 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.

Accounting Polices

2.7 Taxation

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

Current tax

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

Current income tax is the expected amount of income tax payable on the taxable profit for the year determined in accordance with the Companies Income Tax Act (CITA) using statutory tax rates at the reporting sheet date. Education tax is assessed at 2% of the assessable profits as defined by the tertiary Education 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.

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

2.8 Property, plant and equipment

2.8.1 Recognition and measurement

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

Cost includes expenditure that is directly attributable to the acquisition of the asset. 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 recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of the day-to-day servicing of property, plant and equipment are recognized in profit or loss as incurred.

Accounting Polices

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

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

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 is not depreciated. The attributable cost of each asset is transferred to the relevant asset category immediately the asset is available for use and depreciated accordingly.

Properties in the course of construction for production, supply or administrative purposes, or for purposes not yet determined, are carried at cost, less any recognised impairment loss. Cost includes professional fees 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 profit or loss.

Accounting Polices

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
- 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 Nascon under residual value guarantees
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects NASCON 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 NASCON 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 has adopted its approved rate of securing funds of 9%.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as 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. 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.

Accounting Polices

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, and
- restoration costs.

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

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 N1,800,000 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 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 Intangible assets

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

2.10.1 Derecognition of intangible assets

Intangible assets are derecognized on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible assets, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in Profit or Loss when the asset is derecognised.

2.10.2 Impairment of Non-financial assets excluding goodwill

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

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

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

Accounting Polices

2.10 Intangible assets (continued)

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

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

2.11 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost of 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 standard costs adjusted for variances. Standard costs are periodically reviewed to approximate actual costs.

Goods in transit are valued at the invoice price. Cost of inventories comprises of all costs of purchase, conversion cost (materials, labour and overhead) and other costs incurred to bring inventories to their present location and condition. Finished goods, which include direct labour and factory overheads, are valued at standard cost adjusted at year-end on an actual cost basis.

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

2.12 Provisions

Provisions are recognised when:

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

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

Where some or all of the expenditure required to settle a provision is expected to 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 provisions. An onerous contract is considered to exist where the Company has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received from the contract.

2.12.1 Environmental costs

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

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

Accounting Polices

2.13 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 equity instruments:
- Mandatorily at fair value through profit or loss; or
- Designated as at fair value through other comprehensive income. (This designation is not available to equity instruments which are held for trading or which are contingent consideration in a business combination).

Financial assets which are debt instruments:
- Amortised cost. (This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is met by holding the instrument to collect contractual cash flows); or
- Fair value through other comprehensive income. (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 achieved by both collecting contractual cash flows and selling the instruments); or
- Mandatorily at fair value through profit or loss. (This classification automatically applies to all debt instruments which do not qualify as at amortised cost or at fair value through other comprehensive income); or
- Designated at fair value through profit or loss. (This classification option can only be applied when it eliminates or significantly reduces an accounting mismatch).

Derivatives which are not part of a hedging relationship:
- Mandatorily at fair value through profit or loss.

Financial liabilities:
- Amortised cost; or
- Mandatorily at fair value through profit or loss. (This applies to contingent consideration in a business combination or to liabilities which are held for trading); or
- Designated at fair value through profit or loss. (This classification option can be applied when it eliminates or significantly reduces an accounting mismatch; the liability forms part of a group of financial instruments managed on a fair value basis; or it forms part of a contract containing an embedded derivative and the entire contract is designated as at fair value through profit or loss).

Note 34 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:

Trade and other receivables

Classification

Trade and other receivables, excluding, when applicable, VAT and prepayments, are classified as financial assets subsequently measured at amortised cost (note 20).

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

Accounting Polices

Financial instruments (continued)

Recognition and measurement

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

They are subsequently measured at amortised cost.

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

Impairment

The company recognises a loss allowance for expected credit losses on trade and other receivables, excluding VAT and prepayments. The amount of expected credit losses is updated at each reporting date.

The company measures the loss allowance for trade and other receivables at an amount equal to lifetime expected credit losses (lifetime ECL), which represents the expected credit losses that will result from all possible default events over the expected life of the receivable.

Measurement and recognition of expected credit losses

The company makes use of a provision matrix as a practical expedient to the determination of expected credit losses on trade and other receivables. The provision matrix is based on historic credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current and forecast direction of conditions at the reporting date, including the time value of money, where appropriate.

An impairment gain or loss is recognised in profit or loss with a corresponding adjustment to the carrying amount of trade and other receivables, through use of a loss allowance account. The impairment loss is included in administrative expenses in profit or loss as a movement in credit loss allowance (note 10).

Write off policy

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

Credit risk

Details of credit risk are included in the trade and other receivables note (note 20) and the financial instruments and risk management note (note 34).

Derecognition

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

Any gains or losses arising on the derecognition of trade and other receivables is included in profit or loss in the derecognition gains (losses) on financial assets at amortised cost line item (note 9).

Financial instruments (continued)

Trade and other payables

Classification

Trade and other payables (note 31), 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, at 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 costs (note 13).

Trade and other payables expose the company to liquidity risk and possibly to interest rate risk. Refer to note 34 for details of risk exposure and management thereof.

Derecognition

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

Cash and cash equivalents

Cash and cash equivalents comprises of cash on hand, cash balances with banks and fixed deposits with maturities of three months or less. Cash and cash equivalents are stated at carrying amount which is deemed to be fair value.

Bank overdrafts

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

Derecognition

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.

Accounting Polices

Financial instruments (continued)

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.

2.14 Borrowing costs

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

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

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

2.15 Government grants

Government grants are recognised when there is reasonable assurance that:
- the company will comply with the conditions attaching to them; and
- the grants will be received.

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

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

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

2.16 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.

2.17 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

Accounting Polices

3 Critical accounting judgement and key sources of estimation uncertainty

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

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

3.1 Key sources of estimation uncertainty

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

3.1.1 Impairment testing

The recoverable amounts of the vegetable oil and tomato paste plants have been determined based on the higher of value-in-use calculations and fair values less costs to sell. These calculations require the use of estimates, assumptions and inputs such as market information, monetary indices and condition of the assets. It is reasonably possible that the assumption may change which may then impact our estimations and may then require a material adjustment to the carrying value of the vegetable oil and tomato paste plants.

3.1.2 Useful life of property, plant and equipment

The Company reviewed and revised the estimated useful lives of its property, plant and equipment on transition to IFRS on 1 January, 2011, and under IFRS, has reviewed them annually at each reporting date. Useful lives are estimated based on the engineer’s report, as at each reporting date. Some of the factors considered include the current service potential of the assets, potential cost of repairs and maintenance.

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

3.1.3 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.

3.1.4 Determining the lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

The following factors are normally the most relevant:

- If there are significant penalties to terminate (or not extend), the Company is typically reasonably certain to extend (or not terminate).
- If any leasehold improvements are expected to have a significant remaining value, the Company is typically reasonably certain to extend (or not terminate).
- Otherwise, the Company considers other factors, including historical lease durations and the costs and business disruption required to replace the leased asset.

The lease term is reassessed if an option is actually exercised (or not exercised) or NASCON becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and is within the control of the lessee.

Notes to the Unaudited Financial Statements

4. New Standards and Interpretations

4.1 Standards and interpretations not yet effective

The company has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the company's accounting periods beginning on or after January 1, 2022 or later periods:

Amendments to IFRS 10 and IAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

If a parent loses control of a subsidiary which does not contain a business, as a result of a transaction with an associate or joint venture, then the gain or loss on the loss of control is recognised in the parents' profit or loss only to the extent of the unrelated investors' interest in the associate or joint venture. The remaining gain or loss is eliminated against the carrying amount of the investment in the associate or joint venture. The same treatment is followed for the measurement to fair value of any remaining investment which is itself an associate or joint venture. If the remaining investment is accounted for in terms of IFRS 9, then the measurement to fair value of that interest is recognised in full in the parents' profit or loss.

The effective date of the amendment is to be determined by the IASB.

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

IFRS 17 Insurance Contracts

The IFRS establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts issued.

The effective date of the standard is for years beginning on or after January 1, 2021.

The company will adopt the standard for the first time in the 2021 unaudited financial statements.

The company is currently reveiwing the impact of the standard on the financial statements.

Notes to the Unaudited Financial Statements

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000

5. Revenue from contracts with customers

Sale of goods	8,337,295	6,876,926	28,010,059

Revenue is recognised at a point in time

6. Segmental information

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

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

Segmental revenue and results

The Management assesses the performance of the operating segments based on the measure of EBITDA. This measure excludes the effects of non-recurring expenditure from the operating segments such as restructure costs, legal expenses and goodwill impairments when the impairment is the result of an isolated, non recurring event. The measure also excludes the effects of 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	517,459	463,084	1,982,227
West	2,586,383	1,739,433	7,207,318
North	5,233,453	4,674,409	18,820,514
Total	**8,337,295**	**6,876,926**	**28,010,059**

7. Cost of sales

Raw materials consumed	4,126,592	3,694,706	13,467,658
Employee costs	261,838	246,432	923,122
Depreciation and impairment	187,139	174,718	702,931
Manufacturing expenses	314,120	227,012	1,225,265
Loading	34,938	20,544	128,657
	4,924,627	**4,363,412**	**16,447,633**

Notes to the Unaudited Financial Statements

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
8. Other income			
Sale of scrap	3,754	996	19,196
Insurance claim	-	699	699
	3,754	**1,695**	**19,895**
9. Other operating gain/(losses)			
Gains (losses) on disposals, scrappings and settlements			
Property, plant and equipment	-	-	195
Foreign exchange gains (losses)			
Net foreign exchange gains	-	393,980	580,042
Total other operating gains/(losses)	**-**	**393,980**	**580,237**
10. Movement in credit loss allowances			
Trade receivables			
Decrease in impairment charge on trade receivable	-	-	13,735
Related party receivables			
Increase in impairment charge on intercompany receivables	-	-	(65,414)
Staff loans and advances			
	-	-	(2)
	-	**-**	**(51,681)**

Notes to the Unaudited Financial Statements

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000

11. Operating expenses

11.1 Distribution cost

Selling expenses	109,777	96,538	369,953
Branding expenses	133,957	173,411	527,916
Delivery expenses	1,071,625	669,547	2,986,648
Depreciation and impairment for trucks	367,262	424,819	1,912,112
	1,682,621	**1,364,315**	**5,796,629**

11.2 Administrative expenses

Management fees	27,489	31,717	133,300
Auditors renumeration	5,031	6,251	20,000
Bank charges	11,321	14,580	45,951
Cleaning	5,067	9,496	23,908
Consulting and professional fees	20,658	12,330	43,277
Depreciation (Note 17)	80,146	79,889	305,680
Depreciation right of use assets (Note 18)	644	3,993	15,690
Directors' remuneration	51,554	43,944	163,879
Employee costs	274,174	220,597	1,145,441
Entertainment	9,792	5,446	26,061
Business Development	2,949	1,249	15,122
Insurance	13,858	8,313	14,833
Petrol and oil	5,440	5,074	21,122
Printing and stationery	5,922	4,999	16,116
Repairs and maintenance	13,273	10,071	41,287
Secretarial fees	21,895	10,557	47,601
Security	14,798	8,304	38,475
Staff welfare	16,932	25,768	94,850
Telephone and fax	33,004	26,936	85,632
Travel - local	53,869	3,377	88,355
Travel - overseas	2,844	733	3,492
	670,660	**533,624**	**2,390,072**

12. Investment income

Investments in financial assets:			
Bank balance	322	68	111
Fixed deposit	393	-	7,002
Treasury bills	13,011	7,405	43,963
Total investment income	**13,726**	**7,473**	**51,076**

This represents short-term investment in treasury bills. The Company holds these financial assets to collect contractual cash flows when due. The contractual cash flows represent solely payments of principal and interest. Investment income on all other financial assets has been reclassified in compliance with IFRS 9.

Notes to the Unaudited Financial Statements

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000

13. Finance costs

Interest on borrowings	1,708	78,900	113,217
Lease interest	11,632	16,652	58,681
Total finance costs	**13,340**	**95,552**	**171,898**

14. Taxation

Major components of the tax expense

Current			
Local income tax	319,058	276,952	673,571
Education tax	21,270	18,463	113,274
Police Trust Fund Levy	-	-	195
Adjustments recognised in the current year in relation to tax of prior year	-	-	67,884
	340,328	**295,415**	**854,924**
Deferred			
In respect of current year	-	-	361,482
	340,328	**295,415**	**1,216,406**

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

Current tax liabilities in the statement of financial position

1 January	787,178	918,155	918,155
Charge for the year	340,328	295,415	854,924
Payment during the year	-	-	(985,901)
At 31 March 2021	**1,127,506**	**1,213,570**	**787,178**

Notes to the Unaudited Financial Statements

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000

15. Deferred tax

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

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Deferred tax liability	(2,553,520)	(2,210,529)	(2,553,520)
Deferred tax asset	109,062	127,553	109,062
Total net deferred tax liability	**(2,444,458)**	**(2,082,976)**	**(2,444,458)**

Reconciliation of deferred tax asset / (liability)

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
1 January	(2,444,458)	(2,082,976)	(2,082,976)
Temporary difference movement in the year	-	-	(382,485)
Adjustments recongnised in the current period in relation to the deferred tax of prior year	-	-	21,003
31 March 2021	**(2,444,458)**	**(2,082,976)**	**(2,444,458)**

Analysis of deferred tax is made up of

31 March 2021 Deferred tax (asset) or liability in relation to:	**At 1 January 2021**	**Recognize in profit or loss**	**Recognize in other comprehensive income**	**At 31 March 2021**
	N '000	N '000	N '000	N '000
Property, plant and equipment	2,082,445	-	-	2,082,445
Allowance for doubtful debt	(109,062)	-	-	(109,062)
Unrealised Exchange Difference	390,317	-	-	390,317
IFRS 16 Leases	80,758	-	-	80,758
	2,444,458	**-**	**-**	**2,444,458**

31 December 2020 Deferred tax (asset) or liability in relation to:	**At 1 January 2020**	**Recognize in profit or loss**	**Recognize in other comprehensive income**	**At 31 December 2020**
	N '000	N '000	N '000	N '000
Property, plant and equipment	1,946,297	136,148	-	2,082,445
Allowance for doubtful debt	(127,553)	18,491	-	(109,062)
Unrealised Exchange Difference	264,232	126,085	-	390,317
IFRS 16 Leases	-	80,758	-	80,758
	2,082,976	**361,482**	**-**	**2,444,458**

Notes to the Unaudited Financial Statements

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000

16. Earnings per share

Basic earnings per share

From continuing operations (kobo per share)	109	95	102

Reconciliation of profit or loss for the period to basic earnings

	N '000	N '000	N '000
Profit or loss for the year attributable to equity holders	723,199	627,756	2,690,310
	723,199	**627,756**	**2,690,310**
Weighted average number of ordinary shares as at 31 March 2021 (‘000)	2,649,438	2,649,438	

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

Notes to the Unaudited Financial Statements

17. 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									
Balance at 1 January 2021	70,000	1,461,605	616,837	7,665,548	122,258	10,355,041	115,062	7,177,514	27,583,865
Addition	-	17,903	3,118	95,324	786	-	-	243,306	360,437
Reclassification	-	2,075,168	146,173	3,361,712	258,295	130,030	104,321	(6,038,706)	36,993
Adjustments	-	-	-	-	-	-	-	(178,072)	(178,072)
Balance at 31 March 2021	70,000	3,554,676	766,128	11,122,584	381,339	10,485,071	219,383	1,204,042	27,803,223
Accumulated depreciation									
Balance at 1 January 2021	-	218,812	443,466	2,884,242	89,165	7,154,275	95,688	-	10,885,648
Charge for the year	-	10,790	27,282	143,201	10,756	403,271	6,099	-	601,399
Balance at 31 March 2021	-	229,602	470,748	3,027,443	99,921	7,557,546	101,787	-	11,487,047
Carrying amount									
Balance as at 31 March 2021	70,000	3,325,074	295,380	8,095,141	281,418	2,927,525	117,596	1,204,042	16,316,176
Balance as at 31 December 2020	70,000	1,242,793	173,371	4,781,306	33,093	3,200,766	19,374	7,177,514	16,698,217

17. Property, plant and equipment (continued)

17.1 Capital work-in-progress

Work-in-progress comprises amounts expended on Salt village refinery project and Vegetable Oil tank farm in Apapa.

17.2 Adjustments to capital work-in-progress

The adjustment during the year represent pre-trading expenses for Salt Village plant expensed to profit or loss in the current year.

17.3 Asset pledged as security

None of the Company's assets were pledged as security for any liabilities as at 31 March 2021 (2020:Nil)

17.4 Impairment Assessment

Included in property, plant and equipment are assets related to vegetable oil and tomato paste plants with carrying values of N1.342 billion and N122.4 million respectively as at 31 December 2020. These cash generating units (CGUs) did not operate optimally during the year, and were loss making. The Directors considered these to be indicators of impairment. These CGUs were subjected to impairment assessment using the depreciated replacement cost model of valuation, with assumptions regarding the condition of the assets, market information and macro-economic indices. The recoverable amounts of both CGUs exceeded their carrying values. Accordingly, no impairment charges have been recognized in these financial statements as at 31 March 2021 (2020:Nil)

18. Right of use assets

Right of use assets	**Land N'000**	**Building N'000**	**Total N'000**
Opening balance as at 1 January 2021	3,132,298	952,039	4,084,337
Additions during the year	-	103,053	103,053
Closing balance as at 31 March 2021	3,132,298	1,055,092	4,187,390
Depreciation			
Opening balance as at 1 January 2021	-	384,215	384,215
Charge for the year	-	34,447	34,447
Closing balance as at 31 March 2021	-	418,662	418,662
Net book value as at 31 March 2021	**3,132,298**	**636,430**	**3,768,728**

Right of use assets	**Land N'000**	**Building N'000**	**Total N'000**
Opening balance as at 1 January 2020	3,132,298	695,486	3,827,784
Additions during the year	-	370,490	370,490
Modification	-	(113,937)	(113,937)
Closing balance as at 31 December 2020	3,132,298	952,039	4,084,337
Depreciation			
Opening balance as at 1 January 2020	-	(187,889)	(187,889)
Charge for the year	-	196,326	196,326
Closing balance as at 31 December 2020	-	384,215	384,215
Net book value as at 31 December 2020	**3,132,298**	**567,824**	**3,700,122**

Notes to the Unaudited Financial Statements

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000

19. Inventories

Raw materials	2,245,242	3,401,767	2,910,412
Work in progress	32,255	7,581	17,577
Finished goods	453,038	254,915	646,578
Spare parts and consumables	555,903	332,041	570,532
Oil and lubricants	43,195	82,361	89,748
Packaging materials	868,783	570,584	924,604
	4,198,416	**4,649,249**	**5,159,451**

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 N4.127 billion (2020: N3.695 billion).

19.1 Inventory pledged as security

No inventory was pledged as security for any liability (2020: Nil).

20. Trade and other receivables

Financial instruments:			
Trade receivables	839,774	662,524	708,207
Trade receivables - related parties (Note 36.1)	13,537,853	11,678,561	12,323,559
Loss allowance	(146,060)	(197,741)	(146,060)
Trade receivables at amortised cost	14,231,567	12,143,344	12,885,706
Other receivables	412,043	541,307	419,005
Non-financial instruments:			
VAT	5,243	-	33,115
Employee loans and advances	198,851	189,597	24,275
Total trade and other receivables	**14,847,704**	**12,874,248**	**13,362,101**

Categorisation of trade and other receivables

Trade and other receivables are categorised as follows in accordance with IFRS 9: Financial Instruments:

At amortised cost	14,643,610	12,684,651	13,304,711
Non-financial instruments	204,094	189,597	57,390
	14,847,704	**12,874,248**	**13,362,101**

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.

Notes to the Unaudited Financial Statements

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000

20. Trade and other receivables (continued)

Reconciliation of loss allowances

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

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Opening balance in accordance with IFRS 9	**(146,060)**	**(197,741)**	**(197,741)**
Provision raised on new trade receivables	-	-	(13,735)
Provisions reversed on settled trade receivables	-	-	65,416
Closing balance	**(146,060)**	**(197,741)**	**(146,060)**

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

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Gross carrying amount as at 1 January	13,031,766	10,548,981	10,548,981
Revenue from third parties	8,337,295	6,876,926	28,010,058
Receipts form third parties	(7,051,890)	(5,785,150)	(27,210,184)
Rebates receivable from related party	60,456	700,328	3,926,753
Rebates received from related party	-	-	(2,243,842)
Gross carrying amount as at 31 March	**14,377,627**	**12,341,085**	**13,031,766**

21. Other financial assets

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Securities held at amortised cost			
Treasury bills with maturity of less than 90 days	667,506	590,350	667,506

22. Other assets

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Prepayments:			
Rent prepaid	6,724	-	8,019
Insurance prepaid	27,334	-	481
Medical prepaid	-	6,084	2,269
Deposit for import	3,943,797	2,743,281	1,948,437
Promotional items	189,365	143,884	162,018
	4,167,220	**2,893,249**	**2,121,224**

23. Cash and cash equivalents

Cash and cash equivalents consist of:

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Cash on hand	3,191	2,736	3,065
Bank balances	3,404,640	3,414,321	2,597,305
	3,407,831	**3,417,057**	**2,600,370**

24. Share capital

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Authorised			
4,000,000,000 Ordinary shares of 50k each	2,000,000	2,000,000	2,000,000
Issued and fully paid			
2,649,438,378 ordinary shares of 50k each	1,324,719	1,324,719	1,324,719

Notes to the Unaudited Financial Statements

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000

25. Share premium

Issued			
Share premium	434,037	434,037	434,037

26. Retained earnings

1 January 2021	10,961,064	9,330,529	9,330,529
Profit for the year	723,199	627,756	2,690,310
Dividend declared and paid	-	-	(1,059,775)
31 March 2020	**11,684,263**	**9,958,285**	**10,961,064**

At the Annual General Meeting held on 27 July 2020, the shareholders approved that dividend of 40 kobo per ordinary share amounting to N1.060 billion be paid to shareholders for the year ended 31 December 2019. In respect of the year ended 31 December 2020, the Directors' propose that a dividend of 40 kobo per ordinary share be paid to shareholders. The dividend is subject to approval by shareholders at the Annual General Meeting coming up on the 28 May, 2021 and deduction of withholding tax at the appropriate rate. Consequently, it has not been included as a liability in these financial statements. The total estimated dividend to be paid is N1.060 billion

27. Dividend payable

1 January	-	-	-
Dividend declared	-	-	1,059,775
Payments - Meristem Registrars	-	-	(1,059,775)
31 March 2021	**-**	**-**	**-**

28. Borrowings

Held at amortised cost			
At January	38,570	3,338,570	3,338,570
Loans (repayment)/obtained during the year	-	(300,000)	(3,300,000)
At 31 March 2021	**38,570**	**3,038,570**	**38,570**

At the time of privatisation in 1992, the debt owed the Federal Government of Nigeria by the Company (N38.570 million) was restructured by the Bureau for Public Enterprise. The Board of Directors has taken steps to obtain a waiver of the loan from the Federal Government of Nigeria.

Notes to the Unaudited Financial Statements

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
29. Lease liabilities			
Non-current liabilities	3,429,849	3,404,808	3,432,057
Current liabilities	141,650	775,479	136,594
	3,571,499	**4,180,287**	**3,568,651**

Lease liabilities	**Land**	**Building**	**Total**
Opening balance as at 1 January 2021	3,253,196	315,455	3,568,651
Additions	-	70,653	70,653
Interest expenses	-	75,465	75,465
Payments made during the period	-	(143,270)	(143,270)
	3,253,196	**318,303**	**3,571,499**

Lease liabilities	**Land**	**Building**	**Total**
Opening balance as at 1 January 2020	3,253,196	469,126	3,722,322
Additions	-	370,490	370,490
Interest expenses	-	332,112	332,112
Payments made during the period	-	(721,099)	(721,099)
Modification	-	(135,174)	(135,174)
	3,253,196	**315,455**	**3,568,651**

30. Retirement benefits obligation

30.1 Movement in gratuity

At 1 January 2021	152,424	158,529	158,529
Current service cost	-	-	-
Benefit paid out	(9,792)	(548)	(6,105)
31 March 2021	**142,632**	**157,981**	**152,424**

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

However, the Board resolved to eliminate the scheme effective January, 2013. The valuation of the liabilities is as of that date. The balance as at 31 March, 2021 represents what is owed to staff who are still in service from the old scheme.

As at March 31, 2021 no fund has been set up from which payments can be disbursed.

Notes to the Unaudited Financial Statements

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000

30. Retirement benefits obligation (continued)

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

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
At 1 January 2021	-	-	-
Contributions during the year	59,427	37,820	189,679
Remittance in the year	(59,376)	(37,671)	(189,679)
31 March 2021	**51**	**149**	**-**

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 N33.03 million (2020: N17.93 million) represents contributions payable to this plan by the Company as at 31 March 2021.

31. Trade and other payables

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Financial instruments:			
Trade payables	4,128,300	2,470,189	3,945,958
Amounts due to related parties (Note 36.1)	19,417,146	16,270,641	18,028,167
Witholding tax payable	72,517	34,145	27,911
Unclaimed dividend	667,506	590,350	667,506
Staff pension	51	149	-
Accrued audit fees	15,151	15,071	10,120
Other accrued expenses	835,449	1,005,201	371,432
Other payables	31,120	18,230	46,413
Non-financial instruments:			
Value added tax	-	2,318	-
	25,167,240	**20,406,294**	**23,097,507**

Trade creditors and accruals principally comprise amounts outstanding for trade purchases and ongoing costs. The average credit period taken for trade purchases is 30 days. For most suppliers no interest is charged on the trade payables. The Directors consider that the carrying amount of trade payables approximates to the fair value.

32. Contract liabilities

Summary of contract liabilities

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Sales of finished goods	1,438,656	1,986,501	1,500,383

Reconciliation of contract liabilities

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Opening balance	1,500,383	1,772,063	1,772,063
Revenue recognised on delivery of goods/services previously paid for	(1,500,383)	(1,772,063)	(1,772,063)
Payments received in advance of delivery of performance obligations	1,438,656	1,986,501	1,500,383
	1,438,656	**1,986,501**	**1,500,383**

Notes to the Unaudited Financial Statements

33. Reconciliation of cash generated from operations

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Profit before taxation	1,063,527	923,171	3,906,716
Adjustments for:			
Depreciation (Note 17)	601,398	683,419	2,740,087
Depreciation right of use assets (Note 18)	34,447	-	196,326
Gains on disposals of property, plant and equipments (Note 9)	-	-	(195)
Lease modification charged to PorL	-	-	(21,236)
Investment income (Note 12)	(13,726)	(7,473)	(51,076)
Finance costs (Note 13)	13,340	95,552	171,898
Impairment charges/(reversal) for credit losses (Note 10)	-	-	(51,681)
PPE Adjustment (Note 17)	178,071	239,364	-
Changes in working capital:			
Inventories	961,035	(219,495)	(730,793)
Trade and other receivables	(1,485,603)	(2,244,488)	(2,818,722)
Other financial assets	-	-	(77,156)
Prepayments	(2,045,996)	(2,262,197)	(1,490,172)
Trade and other payables	2,069,733	4,819,397	7,510,614
Contract liabilities	(61,727)	214,438	(271,680)
	1,314,499	**2,241,688**	**9,012,930**

34. Financial instruments and risk management

34.1 Capital risk management

The capital structure of the company consists of net debt (which includes the borrowings disclosed in (Note 28), 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.

	Note	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Other liabilities	28	38,570	3,038,570	38,570
Finance lease liabilities	29	3,571,499	4,180,287	3,568,651
Trade and other payables	31	25,167,245	20,406,290	23,097,507
Total debts		**28,777,314**	**27,625,147**	**26,704,728**
Cash and cash equivalents	23	(3,407,831)	(3,417,057)	(2,600,370)
Net debts		**25,369,483**	**24,208,090**	**24,104,358**
Equity		13,443,019	11,717,041	12,719,819
Gearing ratio		189 %	207 %	190 %

Notes to the Unaudited Financial Statements

34. Financial instruments and risk management (continued)

34.2 Financial risk management

Risk management roles and responsibilities are assigned to stakeholders in the Company at three levels: The Board, Executive Committee and Line Managers.

The Board oversight is performed by the Board of Directors' through the Finance and Establishment Committee.

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

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

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

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

34.3 Foreign currency financial and credit risk

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

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.

34.4 Sensitivity analysis for interest rate

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates is minimal as it does not have either floating or fixed interest bearing financial liabilities outstanding at the reporting date. Its cash and cash equivalents with financial institutions have fixed interest rates.

Notes to the Unaudited Financial Statements

34. Financial instruments and risk management (continued)

34.5 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 guarantees 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 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 91% 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.

34.6 Deposit with banks and other financial institutions

Credit risk from balances with banks and financial institutions is managed by the company's treasury department in accordance with its corporate treasury policy that spells out counterparty limits, list of financial institutions that the company deals with and the maximum tenure of fixed term funds. Surplus funds are spread amongst these institutions and funds must be within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Corporate Treasurer periodically and may be updated throughout the year. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through the potential counterparty's failure.

34. Financial instruments and risk management (continued)

34.7 Liquidity risk management

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

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

2021

	Note(s)	0-3 months N '000	3-6 months N '000	6 to 12 months N '000	Over a year N '000	Total N '000	Carrying amount N '000
Non-current liabilities							
Borrowings	28	-	-	-	38,570	38,570	38,570
Lease liabilities	29	211	255,496	54,427	3,119,715	3,429,849	3,429,849
Current liabilities							
Trade and other payables	31	2,202,303	3,142,767	17,368,924	2,448,685	25,162,679	25,167,245
Lease liabilities	29	2,189	33,218	106,243	-	141,650	141,650
		2,204,703	**3,431,481**	**17,529,594**	**5,606,970**	**28,772,748**	**28,777,314**

2020

	Note(s)	0-3 months N '000	3-6 months N '000	6 to 12 months N '000	Over a year N '000	Total N '000	Carrying amount N '000
Non-current liabilities							
Borrowings	28	-	-	-	38,570	38,570	38,570
Lease liabilities	29	143,270	291,114	2,997,673	-	3,432,057	3,432,057
Current liabilities							
Trade and other payables	31	9,240,860	4,310,135	9,546,512	-	23,097,507	23,097,507
Lease liabilities	29	136,594	-	-	-	136,594	136,594
		9,520,724	**4,601,249**	**12,544,185**	**38,570**	**26,704,728**	**26,704,728**

Notes to the Unaudited Financial Statements

35. Fair value information

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

	Book value		Fair value	
	2021	**2020**	**2021**	**2020**
	N'000	**N'000**	**N'000**	**N'000**
Financial asset				
Trade and other receivables	14,847,704	12,874,248	14,847,704	12,874,248
Cash and bank	3,407,831	3,417,057	3,407,831	3,417,057
Financial liabilities				
Trade and other payables	25,167,240	20,406,294	25,167,240	20,406,294
Other liabilities	38,570	38,570	38,570	38,570

The book value of the trade and other receivables is arrived at by factoring allowances for doubtful debts on trade receivables and other receivables.

The carrying amount of bank overdrafts and loans is approximately equal to their fair value.

Notes to the Unaudited Financial Statements

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000

36. Related parties

36.1 Related party balances

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Intercompany receivables			
Parent and ultimate controlling party			
Dangote Industries Limited (Parent)	-	1,555,556	-
Other related party receivables			
Greenview Development Nigeria Limited	-	1,448	-
Dangote Cement Plc (Benue Plant)	7,200	-	7,200
Greenview Development Company Limited	-	8,984	-
Dangote Pasta Limited	-	-	-
Dancom Technologies Limited	64	26,756	64
West African Popular Foods*	62,243	62,243	62,243
Bulk Commodities Limited	13,468,346	10,023,574	12,254,052
	13,537,853	**11,678,561**	**12,323,559**
Intercompany payables			
Parent and ultimate controlling party			
Dangote Industries Limited (Parent)	1,486,686	-	1,526,353
Other related party payables			
Dangote Sugar Refinery Plc	170,676	73,252	164,270
Dangote Cement Plc. (Obajana Plant)	24,194	24,194	24,195
Aliko Dangote Foundation	18,906	-	33,893
Dangote Agrosack Limited	85,726	161,961	146,294
Dangote Transport Limited	22,962	22,962	22,962
Dangote Industries Limited (Central Stores)	300,045	179,445	297,426
Dangote Cement Plc (Head Office)	2,379,918	3,578,472	2,844,312
Dangote Oil Refining Company Limited	14,711	14,711	14,711
Dangote Cement Plc. (Benue Plant)	77,602	77,602	77,602
Dangote Cement Plc. (Benue Plant Truck scheme)	273,702	273,702	273,702
Bluestar Shipping Line Limited	8,620	177,162	-
Dangote Cement Plc. (Ibese Plant)	-	-	3,467
Dangote Sinotruck West Africa Limited	2,014,564	2,185,000	2,014,564
Dangote Global Service Limited	841,909	-	-
Greenview Development Company Limited	2,053	-	-
Bulk Commodities Limited	11,694,872	9,502,178	10,584,416
	19,417,146	**16,270,641**	**18,028,167**

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

Notes to the Unaudited Financial Statements

36. Related parties (continued)

Relationships

Dangote Cement Plc, Gboko Plant	Fellow subsidiary, provides trucks for NASCON
Bulk Commodities Limited	Affiliate, purchases raw salt for NASCON
Dangote Industries Limited (Central Stores)	Fellow subsidary, purchases and sells spare parts
DANCOM Technologies Limited	Fellow subsidiary, provides internet services and IT support
Dangote Agrosacks Limited	Fellow subsidiary, produces empty sacks for NASCON
Dangote Cement Plc	Fellow subsidiary, buys Crude Salt from NASCON and procures trucks on behalf of NASCON
Bluestar Shipping Line Limited	Fellow subsidary, provide clearing srvices
Aliko Dangote Foundation	Affiliate, engages in philanthropy
Dangote Industries Limited	Ultimate holding company
Dangote Sinotruck West Africa Limited	Fellow subsidary, purchase of trucks
Dangote Oil Refining Company Limited	Affiliate, NASCON purchases equipment
Dangote Sugar Refinery Plc.	Fellow subsidiary, buys crude salt from NASCON and provides warehouse facility to NASCON
Dangote Transport Limited	Fellow subsidiary, provides haulage services to NASCON
Greenview Development Nigeria Limited	Fellow subsidiary, provides port and terminal services to NASCON
Dangote Cement Plc, Obajana Plant	Fellow subsidiary, NASCON provides haulage services
West African Popular Foods	Joint venture with Unilever, purchased and sold Annapurna Salt
Dangote Global Service Limited	Fellow subsidiary, purchases raw salt for NASCON

	3 months ended 31 March 2021 N '000	3 months ended 31 March 2020 N '000	12 months ended 31 December 2020 N '000
Compensation to directors and other key management			
Short-term employee benefits	51,554	43,944	163,879
	51,554	**43,944**	**163,879**
Directors fee and expenses			
Directors Fees	1,375	1,375	5,500
Directors Expenses	50,179	42,569	158,379
	51,554	**43,944**	**163,879**

Key management personel are Board of directors and managemnt team.

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

36. Related parties (continued)

N'000	3 months ended 31 March 2021	3 months ended 31 March 2020	12 months ended 31 December 2020
1 — 15,000	-	-	-
15,001 — 30,000	8	8	8
30,001 — and above	2	2	2
	10	**10**	**10**

37. Employee costs

Average number of persons employed during the year

	Number	Number	Number
Management	55	51	54
Senior staff	210	215	207
Junior staff	317	329	332
	582	**595**	**593**

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

N1 - N5,000	544	555	557
N5,001 - N10,000	30	32	28
N10,001 - N15,000	8	8	8
	582	**595**	**593**

38. Commitments

The Company's total capital commitments as at 31 March 2021 amounted to N1.20 billion in respect of purchase of raw salt and Oregun plant rehabilitation (2020: N2.04 billion).

39. Contingent assets and Contingent liabilities

39.1 Pending litigation and claims.

There are certain lawsuits and claims pending against the Company in various courts of law which are being handled by external legal counsels. The contingent liabilities in respect of pending litigation and claims amounted to N13.0 million as at 31 March 2021 (2020 - N13.0 million). In the opinion of the Directors and based on independent legal advice, the Company is not expected to suffer any material loss arising from these claim, thus no provision has been made in these financial statements.

39.2 Financial commitments

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

40 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.

41. Approval of Unaudited financial statements

The Board approved the unaudited financial statements during its meeting of 23 April 2021