



**WHEN YOUR LEFTOVERS
TASTE EVEN BETTER**

THAT'S DANGOTE SEASONING WORKING OVERTIME.



2025 ANNUAL REPORT



**SUSTAINABILITY
REPORT**



Diseye Oba

Head, Health, Safety, Social, Environment and Sustainability

Nascon Sustainability Approach

Our sustainability approach aligns with the Dangote Group’s overarching sustainability agenda, articulated as “The Dangote Way: 7 Sustainability Pillars.” These pillars provide a structured approach to embedding sustainability across all departments and operations. By integrating responsible business practices into decision-making and value chain activities, Nascon ensures sustainability remains a core strategic priority rather than a standalone initiative.

Building on the milestones of previous years, this 2025 report is our fifth (5th) sustainability report in accordance with GRI Sustainability Reporting Standards.



Our Approach to Sustainability ‘The Dangote Way’:



This 2025 Sustainability Report covers Nascon Allied Industries Plc’s (“Nascon”) operations across Nigeria, including facilities in Lagos, Ogun, and Rivers States, for the reporting period 1 January to 31 December, 2025. It is prepared in accordance with the GRI Sustainability Reporting Standards (2021) and is part of our 2025 Annual Report, organised around the seven (7) Dangote Sustainability Pillars.

Our sustainability disclosures are integral to how we communicate value creation, long-term performance, and responsible business conduct to our shareholders, investors, and broader stakeholder community. By embedding sustainability into our operational and strategic decision-making, we seek to demonstrate how environmental, social, and governance (ESG) factors directly influence our resilience and competitive position.

Our disclosures are cross-referenced and aligned with the Nigerian Exchange Group Sustainability Disclosure Guidelines (NGX-SDGs), the Securities and Exchange Commission (SEC) Code of Corporate Governance, Financial Reporting Council of Nigeria Code of Corporate Governance (NCCG), the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards S1 and S2, the United Nations Global Compact (UNGC) Ten Principles, and the UN Sustainable Development Goals (SDGs), reflecting our commitment to both internationally recognised and jurisdiction-specific reporting norms.

There were no restatements of information from prior reporting periods. This report was assessed by GRI’s Content Index – Essentials Service, earning the GRI Service Mark. KPMG Nigeria provided limited external assurance on selected indicators under ISAE 3000, reinforcing the credibility and integrity of our disclosures, while Dupht Consults Limited conducted an independent materiality assessment, ensuring our disclosures reflect issues most material to investors, shareholders, employees, host communities, and supply chain partners.

Our 2025 Milestones At A Glance:

	<p>Cultural Pillar</p> <ul style="list-style-type: none"> 1,026 employees with 9.93% females and 90.07% males. Majority (83.64%) of our workforce aged 18 to 50 years. 80.81 hours average training hours provided per employee, spending approximately ₦80.41M on employee upskilling.
	<p>Economic Pillar</p> <ul style="list-style-type: none"> Economic value created and distributed increased by 27.64%. Tax payments increased by 82.40%. Our distribution network and supply chain support more than 250,000 jobs (direct, indirect, and induced) using the Social Accounting Multiplier Matrix. Direct household income contributions up by 7.97% while Indirect household income contributions up by 0.73%
	<p>Operational Pillar</p> <ul style="list-style-type: none"> Local procurement spending was ₦42.47 billion, reflecting a 12.83% decrease. Nascon is certified to ISO 9001:2015 Quality Management System (QMS), ISO 22000:2018 Food Safety Management Systems (FSMS) and current Good Manufacturing Practices (cGMP). Our products are Halal Certified.
	<p>Social Pillar</p> <ul style="list-style-type: none"> ₦47.25 million spent on social investment projects, a 55.86% increase Y-O-Y. Executed 827 health and safety training programmes, activities, or initiatives in total. Zero confirmed cases of bribery, corruption and discrimination in our business operations. Zero cases of child labour and forced or compulsory labour or related contraventions.
	<p>Environmental Pillar</p> <ul style="list-style-type: none"> Energy consumption decreased by 26.13%; energy intensity decreased by 27.71%. Utilised a diverse fuel mix of natural gas (70%), diesel (23%), and national grid electricity (6%) in production. GHG emissions: Scope 1 decreased by 32.22%; Scope 2 increased by 39.30%. GHG emission intensity decreased by 23.56%. Water intensity decreased by 2.12%. Zero environmental compliance fines, penalties or sanctions for non-compliance.
	<p>Institutional Pillar</p> <ul style="list-style-type: none"> Executed a double materiality assessment. Progressed in the implementation of our prioritised SDGs (Goals 2, 3, 6, 12, and 13). No fines/penalties were incurred for ESG (environment, social and governance) and regulatory non-compliance. 9 Board members. 67% Women (6) and 33% Men (3).
	<p>Financial Pillar</p> <ul style="list-style-type: none"> Revenue: ₦152.7 billion (+26.8% YoY). Profit Before Tax (PBT): ₦48.2 billion (+104% YoY). Profit After Tax (PAT): ₦33.5 billion (+115% YoY). Earnings Per Share (EPS): 1,241 kobo (up from 577 kobo). Dividend: 600 kobo per share (proposed).



Murtala Zubair
Head, Human Resources

Employee well-being remains a core pillar of the Company's human capital framework. Our approach integrates preventive healthcare, mental resilience, and safe work practices to promote productivity and workforce sustainability.



Cultural Pillar

Building a culture of workplace empowerment and inclusion

Cultural Standards and Definition:

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

Human Resources Report

1. Human Capital Overview

People remain central to Nascon's sustained performance and long-term value creation. During the year under review, our human capital strategy focused on strengthening workforce capability, deepening employee engagement, and reinforcing a culture anchored on performance, inclusion, and continuous development.

Through structured well-being initiatives, targeted learning and development programs, transparent engagement mechanisms, and disciplined talent management practices, we continue to invest in our workforce to support operational excellence and long-term business sustainability.

Our human capital priorities are guided by three core objectives:

- Building capability and leadership depth
- Strengthening engagement and performance culture
- Enhancing equity, inclusion, and workforce sustainability

These priorities ensure continued alignment between people management practices and our strategic ambitions.

2. Diversity, Inclusion, and Social Engagement

Nascon remains committed to fostering an inclusive workplace built on respect, balanced representation, and equal opportunity.

During the year, we commemorated International Men's Day for the first time through a live-online engagement session titled "Thriving in the Modern Workplace: Learning from Experience." The session encouraged dialogue on personal development, workplace responsibility, and sustaining wellbeing and performance in a dynamic business environment.

International Women's Day was observed under the theme "Accelerate Action." Female employees under age 30 participated in a structured mentoring program delivered in collaboration with Women in Successful Careers (WISCAR). The initiative strengthened leadership capability, professional confidence, and career readiness, reinforcing Nascon's commitment to advancing gender diversity within its leadership pipeline.

Collectively, these initiatives contributed to a more inclusive, connected, and performance-oriented workforce.

3. Long Service and Retirement Recognition

Recognizing loyalty and long-term contribution remains integral to our people's philosophy.

During the year under review, One Hundred and Forty-Four (144) employees were recognised during the Long Service Recognition Program across the following milestones:

Years of Service	Number of Employees
25 Years	1
20 Years	20
15 Years	41
10 Years	23
5 Years	59
Total	144

In addition, four (4) truck drivers and (5) fleet personnel were specially recognised for their operational contribution. Eight (8) employees retired across the plants during the year under review. Their service and legacy were formally acknowledged, reinforcing a culture that values experience, dedication, and institutional knowledge.

4. Employee Wellbeing

Employee well-being remains a core pillar of our human capital framework. Our approach integrates preventive healthcare, mental resilience, and safe work practices to promote productivity and workforce sustainability.

4.1 Fitness February

A month-long wellness campaign was delivered across plant locations and offices, encouraging physical activity, healthy nutrition, and hydration. The initiative reinforced personal accountability for health and strengthened a shared well-being culture across locations.

4.2 Quarterly Wellness Webinars

Quarterly wellness webinars were delivered in partnership with one of our health maintenance providers. Topics included mental health awareness, work-life integration, and cancer awareness. These sessions enhanced preventive health education and ensured equitable access to professional guidance across our geographical locations.

4.3 Nascon Wellness Week

Nascon Wellness Week provided structured and practical health interventions across operations, including: vital health checks coordinated by plant nurses, nutrition support initiatives, workplace ergonomics sensitization, and aerobic fitness sessions under the theme "Thriving Inside and Out." These programs strengthened workforce resilience and reinforced a proactive health culture.

5. Job Evaluation and Competency Framework

5.1 Job Evaluation Exercise

Nascon participated in a job evaluation exercise. All roles were assessed using the Role Value Index (RVI) methodology under a robust governance framework involving cross-functional job evaluation and validation committees.

The exercise established:

- Standardized job architecture
- Transparent grading structures
- Strengthened reward governance

Human Resources Report

- Enhanced career clarity
- Improved succession planning foundations

This initiative strengthens internal equity and supports consistent, data-driven people’s decisions.

5.2 Competency Framework Development

Development of a company-wide competency framework commenced during the year. The framework will define technical, behavioral, and leadership expectations at each level of the Company.

Once deployed, it will be embedded across recruitment, performance management, learning and development, and succession planning processes to ensure capability alignment with strategic priorities.

6. Employee Engagement and Culture

We participated in the 2024 Employee Engagement Survey conducted by Great Place to Work®. The independently benchmarked survey assessed employee perceptions of trust, leadership credibility, communication, collaboration, and pride.

Management identified strengths, improvement priorities and defined targeted action plans to enhance leadership effectiveness and communication transparency. The results serve as a baseline for measuring progress ahead of the 2026 survey cycle.

7. Recognition and Communication

The Employee of the Quarter Award program continued to recognise exceptional performance across key criteria, including innovation, safety compliance, teamwork, and operational excellence.

Town Hall Meetings were conducted to promote transparency and open dialogue between Management and employees. Additionally, birthday celebrations were introduced across plant locations to strengthen inclusion and connection.

8. Talent Development, Mobility, and Learning

8.1 Internal Mobility

Two employees transitioned to other entities within the Dangote Group during the year, supporting cross-functional exposure and succession planning.

8.2 Learning and Development

Training programs were delivered through Dangote Academy and external consultants using blended formats, including:

- Virtual Instructor-Led Training (VILT)
- Instructor-Led Training (ILT)
- Digital learning modules via LMS

The Programs covered technical operations (including CNG training), information technology, capacity building, and Health, Safety, Social, Environment and Sustainability (HSSE).

8.3 Graduate Trainee Program

Seventy-two (72) graduate trainees completed a foundational program and are currently undergoing structured rotations across business units. Upon completion, they will be deployed across the Dangote Group, strengthening long-term workforce sustainability.

8.4 Recruitment Technology

All vacancies are advertised through the SAP SuccessFactors platform, enhancing transparency, standardization, and workforce analytics capability.

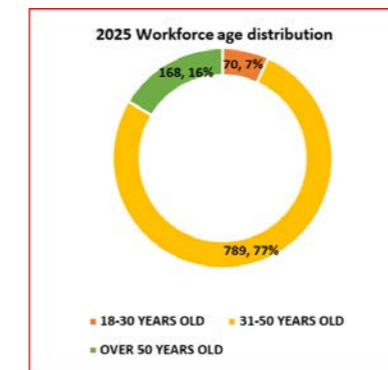
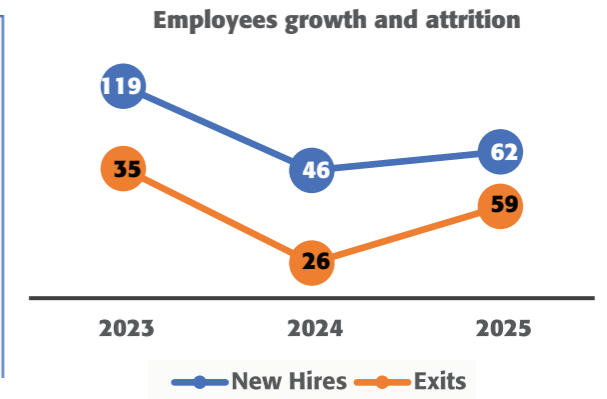
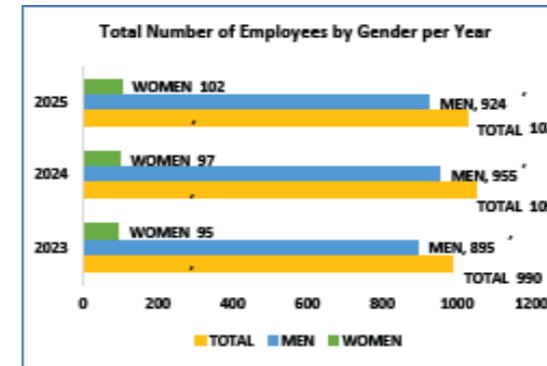
Through disciplined execution of its human capital strategy, we remain well-positioned to sustain a motivated, high-performing workforce aligned with long-term strategic objectives and sustainable value creation.

Our People



Nascon’s sustained business performance and value creation are anchored in the capability, commitment, and wellbeing of our people. Our total workforce stood at 1,026 employees, employed across all our operational sites.

Our workforce remains dynamic and productive, with employees aged 31–50 constituting 76.73% of our headcount, consistent with the prior year, reflecting an experienced and high-performing talent base. Overall, total employee headcount declined marginally by 2.47% compared to 2024, with male employees decreasing by 3.14% while female representation grew by 4.08%, signalling progress toward a more gender-balanced workforce.



Employee Benefits and Labour Practices



We recognise that a motivated, fairly compensated and well-supported workforce is central to sustained business performance and long-term value creation. Our human resource policies are grounded in Nigerian labour law and aligned with the International Labour Organisation (ILO) Standards, International Finance Corporation (IFC) Performance Standard 2 on Labour and Working Conditions, and the UNGC Principle 4 on the elimination of forced and compulsory labour. All labour and employee welfare concerns are channelled through formal grievance mechanisms designed to ensure timely resolution and clear accountability. These established reporting platforms provide employees with safe and accessible avenues to raise issues confidentially and without fear of reprisal.

All employees received wages above the Nigerian national minimum wage in 2025, and no instances of child labour were recorded. These commitments reflect Nascon’s adherence to labour practices and its obligation to provide decent, equitable work.

On talent movement, new hires increased by 34.78% to 62 in 2025, compared to 46 in 2024, with hiring distributed across all operational sites. Employee exits rose to 59 persons, up from 26 in 2024, an increase we are monitoring to strengthen retention strategies and safeguard organisational continuity. Nascon remains an employer of choice in the industry, consistently attracting skilled talent for both newly created roles and succession needs.

In 2025, Nascon provided a comprehensive suite of monetary and non-monetary benefits to all eligible employees, supporting motivation, retention, and career development. Our retirement provisions fully comply with the Nigerian Pension Reform Act (2014), with Nascon contributing 10% and employees contributing 8% of their monthly salaries to individual pension accounts, a commitment that reflects our obligation to employee financial security beyond active employment.

One (1) female employee utilised the Company’s 90-day maternity leave provision, with a 100% return-to-work rate recorded. Our policies, including Compensation & Benefits, Employee Data Privacy, and Anti-Harassment, Diversity & Inclusion and Leave policies reflect Nascon’s commitment to a

Cultural Pillar

safe, and legally compliant workplace. There were no operational changes during the year that adversely affected employees.

Upskilling: Learning and Development

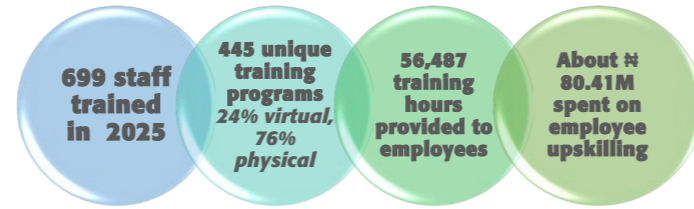


Our employee upskilling process is centred on providing learning and development opportunities that enhance skills, knowledge, and competencies, ultimately driving improved performance. The training programmes encompassed both general and function-specific training, tailored to various employee levels,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

Average hours of training per employee	
2025	80.81 hours per employee
	56.61 hours per female employee
	84.80 hours per male employee
2024	35.67 hours per employee
	49.37 hours per female employee
	33.11 hours per male employee
2023	30.23 hours per employee
	28.93 hours per female employee
	30.71 hours per male employee

Nascon delivered 445 training programmes spanning all staff categories, from operators and technical teams to senior management. The programmes covered a broad and strategically relevant curriculum including digital transformation and Artificial Intelligence (AI) adoption, financial management and tax compliance, health, safety and wellness, sustainability and ESG reporting, leadership development, and technical and operational excellence. Notable programmes included the Dangote Leadership Development Programme, Microsoft Copilot and AI integration training, IFRS S1 & S2 Sustainability Reporting Standards, and a comprehensive suite of function-specific Knowledge Sharing Sessions (KSS) across Finance, Human Resources, Information Technology (IT), Sales, and Health, Safety, Social, Environment and Sustainability (HSSE&S) functions, reinforcing both professional competence and organisational resilience.

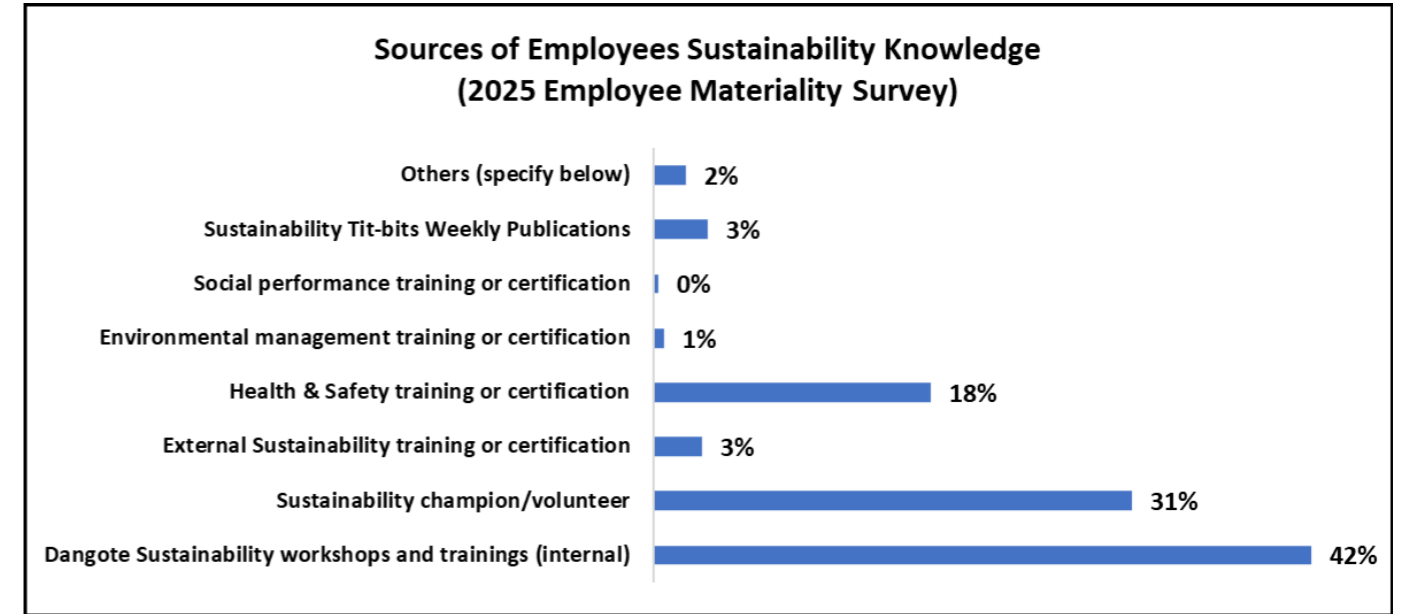
All permanent employees received regular performance and career development reviews throughout the year, ensuring individual development goals remain aligned with Nascon's strategic objectives.



We implemented sustainability training sessions and capacity-building initiatives to further advance our sustainability goals and objectives. A total of 307 employees participated in 8 core sustainability training sessions, accumulating 1,842 training hours, with an average of 6 hours per employee. Key training modules covered during the year included Sustainability Reporting Essentials, IOSH Managing Sustainably, ISO 26000 (Social Responsibility), ESG Mastery, Business and Human Rights, and Understanding 3Ps, among others.

Our employees demonstrated their interest and engagement in sustainability by enhancing their knowledge through various platforms, including internal sustainability workshops, training sessions, and active participation in Nascon Sustainability Week through volunteering initiatives.

Top Employee Engagement Activities in 2025	
1.	Sustainability Week Activities
2.	Aerobic Exercises
3.	Customer Service Week
4.	International Women's Day Activities
5.	Step Challenge



2025 Sustainability Week: Our Employees Volunteerism Impact



From 27 to 31 October 2025, we commemorated the annual Sustainability Week through a series of targeted community investments spanning its operational locations. The five-day programme reinforced Nascon's commitment to creating shared value beyond its operational boundaries, directly addressing environmental, educational, and infrastructure gaps in host communities.

Six (6) initiatives were executed during the Sustainability Week, mobilising over 360 employee volunteers across all Nascon plants. The combined investment for the period totalled ₦47.3

million, channelled entirely into projects with measurable and long-term community impact.

In the education category, Nascon donated art materials, equipment and exercise books to the Arts and Craft Center, Ago-Hausa, directly benefiting approximately 500 students and enhancing an inclusive art programme accessible to children from underserved backgrounds. At Unity High School in Ota, a three-classroom block was fully renovated, and 50 two-seater school desks were donated, improving the physical learning environment for over 300 students while eliminating safety hazards. These investments contribute directly to SDG 4 on quality and inclusive education.



Cultural Pillar

In a standout environmental initiative, over 700 school bags were crafted from waste poly-rolls and distributed to students at Oregon Junior High School, Arts and Craft Centre, LA Primary School, Ugbonwankwo and Community Secondary School Oyigbo, Port Harcourt. This project demonstrates Nascon's commitment to circular economy principles, reducing plastic waste while solving a practical challenge for children in low-income communities, thereby contributing to relevant targets in SDGs 4, 11, 12, and 15.

On infrastructure, 15 solar streetlights were installed across two locations in Ijoko, Ota and Tieda Navy, Alayabiagba, improving

night-time safety for entire communities, extending economic activity hours, and enhancing security for women and vulnerable groups, contributing to achieving SDGs 7 and 11.

All six (6) initiatives are earmarked for ongoing monitoring to build on their impact in subsequent reporting cycles.



360+ volunteers spent 452 volunteering hours (cumulatively)

1,300+ Direct Community Beneficiaries

2025 Nascon Sustainability Week Impacts

₦47.3 million Total Investment

6 initiatives across 5 communities



NOT JUST A CHOICE

A daily cooking essential





Economic Pillar

Nascon increased allocation across taxes, purchases, salaries, dividends, and operational expenditures underscores the resilience of our business model and reinforces our commitment to delivering sustained, mutual value to all stakeholder groups.

Contributing to Nigeria's economic growth and development

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

Nigeria's Economic Landscape in 2025 & Nascon's Performance



Nigeria's economic environment remained challenging. While the Central Bank of Nigeria's measures helped moderate inflation, the cost of living remained elevated, sustaining pressure on consumer purchasing power across the food and consumer goods sectors. The naira, continued to exert pressures on import-dependent manufacturers, with high energy costs and logistics expenses persisting as key operational headwinds.

Against this backdrop, Nascon delivered a resilient performance underpinned by strategic pricing, operational efficiency, and disciplined cost management. Revenue grew year-on-year, driven by volume expansion, market share consolidation, and continued strong demand for our core salt and seasoning product lines. Our local procurement strategy, sourcing 43.23% of total spend from Nigerian suppliers, provided a degree of insulation against foreign exchange volatility.

Parameters	2025	2024	2023
	₦'000	₦'000	₦'000
Economic Value Created (EVC)	152,686,973	120,387,151	80,828,373
Revenue	152,686,973	120,387,151	80,828,373
Economic Value Distributed (EVD)	99,714,577	78,884,270	48,614,947
Operating costs**	78,738,835	64,860,102	36,509,587
Employee wages, salaries and benefits	5,555,466	4,746,189	3,764,945
Payments to providers of capital	659,067	1,180,596	1,435,308
Tax Payment	14,713,955	8,067,065	6,859,890
Social/Community Investments	47,254	30,318	45,217
Economic Value Created and Distributed (EVC&D) or Retained (EVC - EVD)	52,972,396	41,502,881	32,213,426

The broader food industry continued to contend with subdued consumer discretionary spending, compelling businesses to balance affordability with margin preservation. Nascon navigated this tension through product mix optimisation and supply chain resilience, ensuring consistent product availability across all markets.

In 2025, Nascon recorded a significant 27.64% increase in economic value created and distributed (EVC&D). Revenue growth led to increased economic value distributed through taxes, purchases, salaries, dividends, and operational expenditures, a testament to our business model's resilience and our commitment to shared value creation across all stakeholder groups.

Tax Compliance & Government Financial Assistance

In 2025, our total tax expense was ₦14.71 billion, an 82.40% increase from ₦8.07 billion in 2024, reflecting both our strong financial performance and our commitment to contributing meaningfully to Nigeria's public revenues. Further details on our tax approach and 2025 returns are disclosed in the Annual Report.

During the year, Nascon benefited from pioneer status tax relief on its seasoning product line. No other forms of government financial assistance — including tax credits, subsidies, investment grants, research and development grants, royalty holidays, Export Credit Agency support, or other financial incentives were received.

Indirect Economic Impacts & Community Value Creation



Beyond direct financial performance, Nascon's integrated value chain, spanning procurement, production, logistics, and distribution generates significant indirect economic value across Nigeria. Our consumer spending footprint, supply chain operations, and corporate investments collectively stimulate job creation, reduce poverty, and enhance household incomes in the communities where we operate and source for resources.

Through the supply of premium salt and seasoning products to homes, businesses, and industries nationwide, Nascon plays an active role in advancing food security, supporting livelihoods, and strengthening Nigeria's broader sustainable development agenda. These indirect impact, while less visible than our financial results are central to how we define and measure the full extent of our value creation as a business and as a responsible corporate citizen.

Economic Pillar



Contribution to job creation

- Reduction in youth unemployment as 83.64% (859) of workforce are aged 18 - 50 years.
- Contractual job engagement of youths from within our operating host communities.
- Our distribution network and supply chain supports more than 250,000 jobs (direct, indirect, and induced) using the Social Accounting Multiplier Matrix.



Contribution to household income

- Our direct household income contributions (from salaries, wages, and dividends) amounted to ₦10.96 billion in 2025, up 7.97% from ₦10.15 billion in 2024.
- Our indirect household income contributions (from taxes, local purchases, and social investments) amounted to ₦57.23 billion in 2025, up 0.73% from ₦56.82 billion in 2024.



THE ONE INGREDIENT EVERY MEAL NEEDS



Operational Pillar



Operational Pillar

Modern, efficient factories producing the highest quality salt

Increased commitment in scaling operational initiatives aimed at recycling and repurposing post-production waste materials. These initiatives demonstrate a deliberate shift toward circular economic practices within our operations.

Operational Standards and Definition:

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

Our Strategic Value Chain, Resource Management & Operational Efficiency

We are Nigeria's leading refiner and distributor of salt, holding 87.9% market share in edible salt, 23.7% in refined sachet salt, and 7.3% in priority region for seasonings, serving corporate, commercial, and household customers nationwide. Our value chain spans raw material sourcing, refining and processing, packaging, distribution, and delivery to end consumers, with sustainability integrated across every stage of our operations.

Our primary input material is crude salt, utilised across all operational sites in the production of our diverse range of salt and seasoning product lines. The refining process involves sorting, crushing, washing, centrifugation, milling, fortification,

drying, and screening, transforming raw material into safe, high-quality, nutrient-fortified products. Packaging materials represent our secondary material input, and we are working to quantify and optimise consumption across our product lines in alignment with responsible resource management principles. Finished products are then transported to warehouses and distribution centres serving our network of distributors and corporate customers across Nigeria. We are mapping material flows across this chain to improve circularity data and identify reduction opportunities at source.



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

Our Distributors' Network	2023	2024	2025
Distributors	642	588	589

Furthermore, in 2025, we advanced our Extended Producer Responsibility (EPR) commitment by scaling pilot initiatives focused on recycling and repurposing post-production waste materials. These efforts reflect a deliberate transition toward circular economy practices, reducing waste sent to landfill, recovering value from process by-products, and minimising the environmental footprint of our packaging, consistent with Nigeria's evolving regulatory focus on producer responsibility and the global imperative under UN SDG target 8.4 to improve resource efficiency across production and consumption cycles.



Our commitment to resource stewardship extends directly into how we run our operations. Nascon's approach to operational efficiency focuses on optimising processes to increase productivity, reduce energy consumption, and maximise resource utilisation across all facilities. We deploy advanced technology and modern manufacturing techniques to meet production volume targets while maintaining the highest standards of occupational health, safety, and environmental performance consistent with global best practices.



A key initiative underway is the systematic replacement of our lighting infrastructure with low-wattage appliances across our plants, a targeted intervention designed to reduce energy intensity, lower our carbon footprint, and generate measurable reductions in energy-related operating costs. This transition reflects our broader commitment to embedding energy efficiency into capital and operational decision-making, and we will continue to report on energy reduction outcomes as the programme is rolled out across all sites.

Nascon remains committed to disclosing increasingly granular material flow and energy performance data in future reporting periods as our measurement systems and data infrastructure continue to mature.

Operational Pillar

Operational Pillar

Building a Sustainable Supply Chain and Procurement Practices

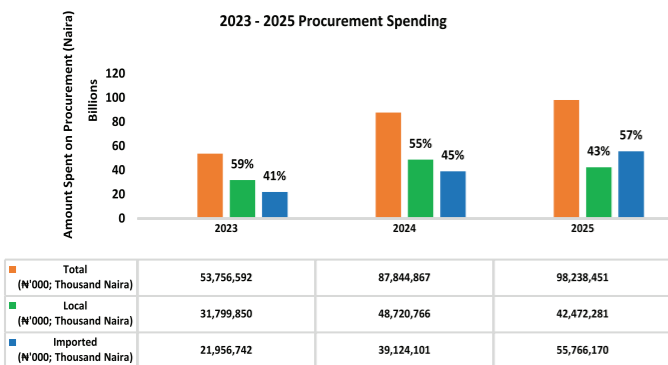


Metrics & Targets: Supply Chain Management & Food Sourcing

Nascon's supply chain management encompasses vendor selection, production, storage, transportation, risk management, and governance, all underpinned by a commitment to environmental and social responsibility throughout our procurement process.

Our procurement process follows a six-stage cycle: need identification, pre-qualification, evaluation, contracting, delivery and storage, and ongoing review, with ESG considerations integrated at every stage. As standard practice, a minimum of three suppliers are shortlisted during each pre-qualification process, ensuring rigorous, competitive evaluation. We have commenced alignment of our procurement practices with ISO 20400:2017 (Sustainable Procurement – Guidance), embedding sustainability criteria systematically into how we source and contract.

In 2025, 11 new suppliers (sampling) were screened against social and environmental criteria, with assessments focused on ESG compliance, ethical conduct, and alignment with our supplier Code of Conduct.



Growing Local Content



We are committed to catalysing economic development in the communities and markets where we operate through deliberate, strategic local procurement. In 2025, procurement spend with local suppliers was ₦42.47 billion, reflecting a 12.83% decrease from ₦48.72 billion in 2024, a movement we are monitoring as we work to sustain and grow our indigenous vendor base. Despite this shift, local procurement remains a strategic priority, underpinning our preference for local suppliers across technical goods and services, raw materials, consumables, and supplies. Total procurement spend across all categories increased by 11.83%, from ₦87.84 billion in 2024 to ₦98.24 billion in 2025, reflecting continued business expansion. Ensuring that a greater proportion of this growth is channelled back to local suppliers remains a clear objective for the period ahead.

Product Quality, Food Safety & Consumer Health Protection



Delivering safe, high-quality products to every consumer is a non-negotiable commitment at Nascon. Our approach is governed by internationally recognised certifications, such as ISO 9001:2015 Quality Management System (QMS), ISO 22000:2018 Food Safety Management Systems (FSMS), and current Good Manufacturing Practices (cGMP), with all products carrying Halal certification and full regulatory approval from National Agency for Food and Drug Administration and Control (NAFDAC) and the Standards Organisation of Nigeria (SON).

Hazard and Critical Control Points (HACCP) are embedded across all production processes, with food safety requirements communicated to staff, suppliers, contractors, and customers through regular training, awareness sessions, and routine quality control checks.

Our performance objectives are clear and measurable: a 100% customer satisfaction index; complaint resolution within three working days; at least 95% targeted delivery performance; and zero food safety recalls. All Nascon's salt products are fortified with iodine, a crucial micronutrient that supports thyroid function



and overall health, in compliance with NIS requirements, thereby contributing to consumer health and public nutrition outcomes.

The health and safety impact is assessed through microbiological and physicochemical analysis and structured risk assessment protocols. In 2025, Nascon recorded zero incidents of non-compliance concerning the health and safety impact of our products and services, affirming the integrity of our quality assurance systems across all facilities.

Transparent Labelling & Responsible Marketing



We are committed to full transparency in product information and marketing communications. All packaging complies with NAFDAC regulatory labelling requirements, prominently displaying iodine content (mg/kg), expiry or best-before dates, contact details, and the fortification logo, affirming product safety and nutritional value to consumers.

Our marketing approach is rooted in ethical business practice and customer responsibility, ensuring product value is communicated clearly and accurately across all channels. All product artwork incorporates regulatory information to improve consumer clarity, with a full artwork transition planned for 2026.

Nascon recorded zero incidents of non-compliance related to product labelling, service information, or marketing communications in the reporting year.

2025 Key Sales & Marketing Campaigns



In 2025, the company executed a series of targeted sales and marketing initiatives designed to deepen consumer penetration, strengthen retail distribution, and reinforce brand relevance across key markets. Our strategy focused on retail distribution, consumer penetration and deployment of visibility materials in selected location, integrated digital and out-of-home communications.

Our strategy focused on two key fronts:

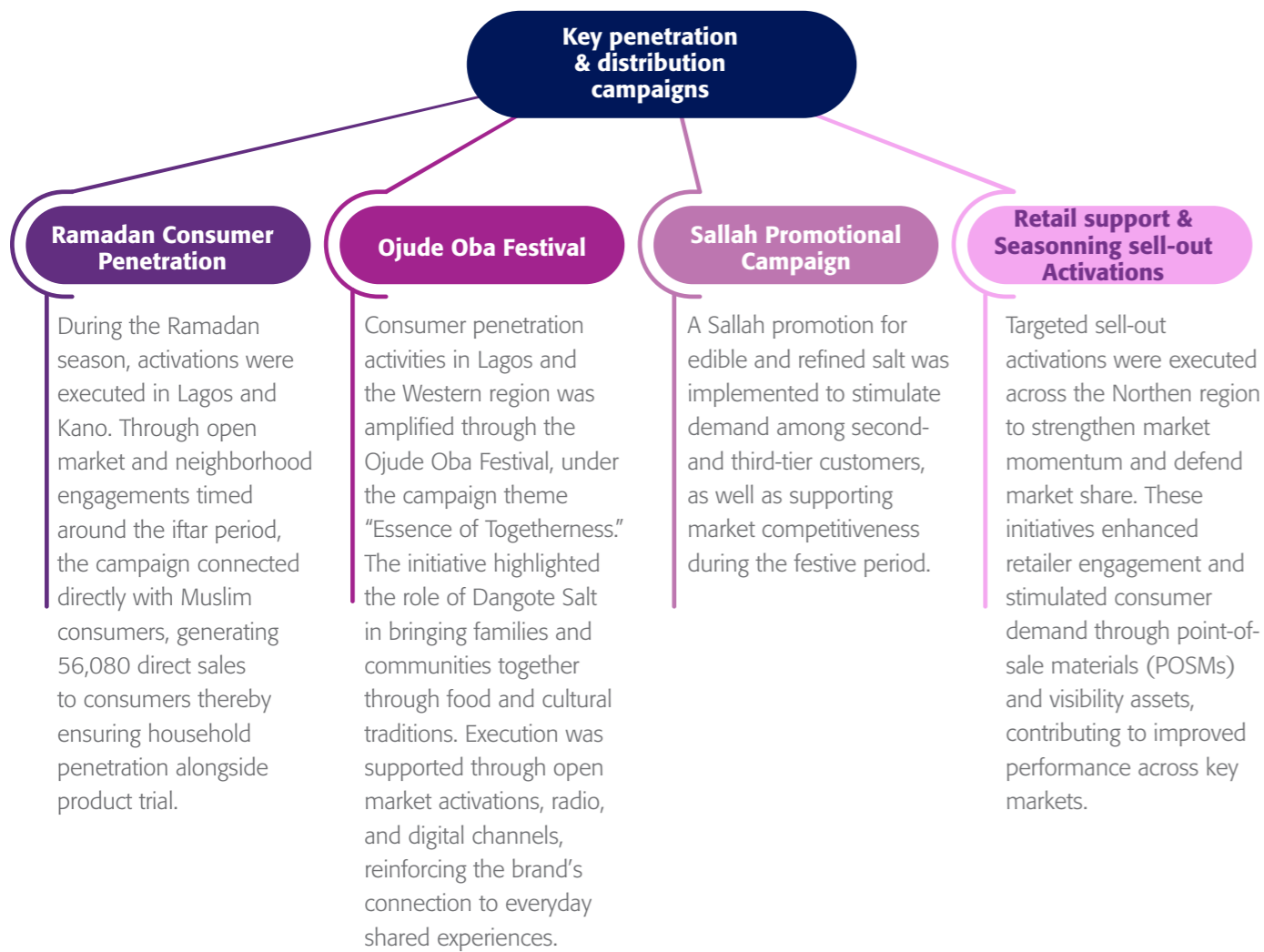
Trade activation; onboarding new category wholesalers, supporting retailers with branded promotional materials, and deploying point-of-sale assets to drive sachet distribution.

Consumer marketing; door-to-door activations, unified brand asset deployment, and integrated digital and out-of-home campaigns.



Operational Pillar

Operational Pillar



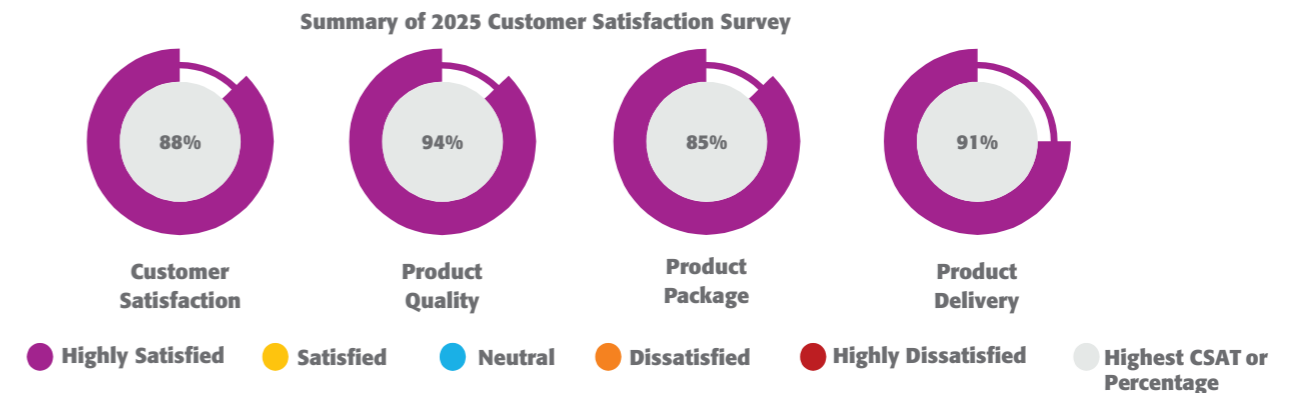
Customer Service Week 2025: Mission Possible

The annual Customer Service Week, celebrated in October, was themed "Mission Possible." The initiative recognised both customers and employees through activities including staff recognition, customer service training, daily quizzes, branded merchandise, and customer engagement programs. The celebration concluded with a cultural event at Dangote Ports Operations, reinforcing Nascon's commitment to service excellence.



Customer Annual Feedback Surveys

Customer satisfaction surveys were conducted in 2025, with an average of 564 respondents providing feedback on service and product experience. Customer complaint measured in the segments declined from five (5) in 2024 to three (3) in 2025 (60% reduction), and all issues were promptly resolved with appropriate corrective and preventive actions implemented. Nascon remains fully compliant with the Nigeria Data Protection Act, 2023 in managing customer data and feedback.





Social Pillar

Building social bridges across communities and markets

Social Standards and Definition:

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

Community Investments and Social Impact

Nascon recognises that sustainable business growth is inseparable from the well-being of the communities in which we operate. We embed host community engagement across our operations through employment, skills transfer, capacity building, entrepreneurial development, and infrastructure investment, ensuring local communities share meaningfully in our growth.

In 2025, Nascon invested ₦47.25 million in social investment projects, a 55.86% increase from ₦30.32 million in 2024, representing 0.14% of Profit After Tax. No significant negative community impact was identified or recorded during the reporting period.

GRI 413-1; 413-2
UN SDG 1, 4, 2, 3
IFRS S1 - Strategy
IFRS S1 - Risk Management



By integrating Local Economic Advancement into our operations, we ensure communities benefit directly from our success and contribute to Nigeria's development

Key Social & Community Investment Projects in 2025

Nascon completed several community projects in 2025 across education, infrastructure, and economic empowerment – spanning host communities in Lagos, Ogun, and Rivers States.

Education

- Renovated a classroom block in Unity High School, Ota.
- Donated art materials to the Arts Studio, Art & Craft Center, Ago-Hausa, Ajegunle.
- Donated school bags to L.A. Primary School, Ugbonwankwo, Art & Craft Center, Ago-Hausa, Ajegunle Community Secondary School, Oyigbo, Rivers State.
- Donated exercise books to Unity High School, Ota, United African Primary School, Apapa, Art & Craft Center, Ago-Hausa, Ajegunle, L.A. Primary School, Ugbonwankwo, Oregun High School, Oregun and Community Secondary School, Oyigbo, Rivers State.
- Donated 50 desks, 20 tables, 20 chairs, and 3 whiteboards and markers to Unity High School, Ijoko, Ota.
- Inaugurated a Sustainability Club at Oregun High School, Lagos.

Infrastructure

- Constructed and installed one solar-powered borehole system in Akatankpo community.
- Installed 15 solar streetlights across Alayabiagba and Ijoko, Ota.

Economic Empowerment & Capacity Building

- Delivered women empowerment programmes benefiting 30 women in Alayabiagba.
- Provided a youth digital skills training programme for 12 beneficiaries in Alayabiagba.
- Conducted capacity building programmes for community leaders in Alayabiagba and Ijoko, Ota.

Host Communities Engagement

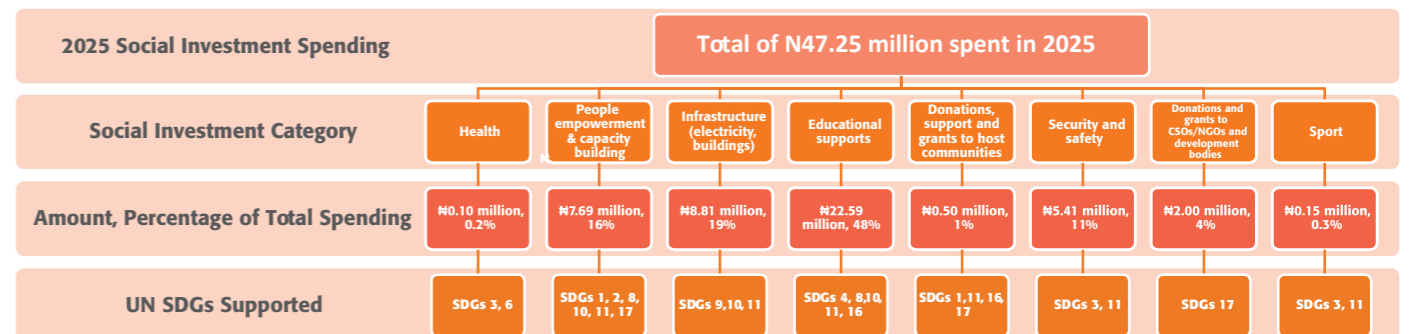
Nascon recognises that maintaining trust and open dialogue with host communities is fundamental to our social licence to operate. We engage communities through structured dialogue, one-on-one engagements, town hall meetings, interest group communications, and surveys – ensuring community voices inform our operations and investment decisions.



In 2025, community stakeholder engagements doubled to 24 sessions, up from 12 in 2024, reflecting a deliberate intensification of our community relations across the Alayabiagba and Ijoko, Ota communities. Twelve (12) community projects were completed, consistent with 2024 performance. The two (2) community grievances recorded in 2024 have since been resolved, and zero grievances were recorded in 2025.

Four (4) social incidents were recorded in 2025, though no hours were lost, indicating effective and timely resolution. We continue to monitor, investigate, and address any community concerns proactively, in line with our commitment to responsible community stewardship.

Community Engagement Parameters	2025	2024	2023
Number of community stakeholder engagements	24	12	7
Number of completed community projects	12	12	7
Number of social incidents or disruptions	4	0	0
Number of hours lost to social incidents	0	0	0
Number of community grievances	0	2	0
Number of community grievances closed	0	1	0



Social Pillar



All suspected instances of fraud are investigated regardless of the seniority of those involved. In 2025, there were zero confirmed cases of bribery and corruption within the Company.

Year	Number of whistle-blowing cases
2023	1
2024	3
2025	0

Our whistle-blowing framework provides a confidential, independently managed channel for reporting suspected policy violations, ensuring fairness and anonymity for all complainants. The framework covers complaint receipt and triage, complainant rights protection, evidence gathering, investigation protocols, and confidentiality safeguards.

The reduction to zero whistle-blowing cases in 2025 reflects strengthened awareness, ethical culture, and the effectiveness of our preventive controls. Nascon made no political contributions – financial or in-kind – directly or indirectly in 2025.

Health and Safety



Nascon maintains a robust Occupational Health and Safety Management System aligned with ISO 45001 (Occupational Health and Safety Management System) and ISO 14001 (Environmental Management System), underpinned by a comprehensive HSSE&S policy and our 15 Golden Rules framework, covering safe systems of work across all sites and fleet operations. All workers, including contractors and non-employees operating in our premises, are covered under this system.

Training & Awareness

Nascon delivered 827 Health, Safety, Social, Environment & Sustainability (HSSE&S) training programmes, a 23% increase from 673 in 2024, comprising 816 physical and 11 virtual sessions, with a cumulative of 867 employees trained and 883 total HSSE&S training hours recorded. Training covered a broad curriculum including the 15 Golden Rules, permit to work, fire safety, PPE usage, defensive driving, fatigue management, emergency response, and behavioural safety, tailored across all employee categories and operational sites.

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



Anti-corruption, Ethics & Political Conduct

Nascon maintains a zero-tolerance stance on bribery, corruption, and unethical conduct across all operations and business relationships. Our Anti-Bribery and Corruption Policy which governs all employees, suppliers, and partners, prohibiting illegal activities and mandating due diligence across operations and partnerships.



Social Pillar

Hazard Identification & Risk Management	Occupational Health Services	Worker Participation & Consultation
Hazards are identified through structured risk assessments, routine workplace inspections, monthly HSSE&S management tours, and quarterly emergency drills across all plants. Risk Observation Cards are activated across all locations, empowering workers to report unsafe acts and conditions without barriers. All incidents are investigated, with learnings shared across personnel and sites to prevent recurrence.	Nascon provides occupational health services, including regular medical check-ups, health awareness campaigns, and wellness programmes covering topics such as malaria prevention, mental health, heat stress, ergonomics, and nutrition, promoting holistic worker well-being beyond the physical workplace.	Workers are engaged in HSSE&S governance through quarterly HSSE&S site meetings, consultative forums, weekly pep talks, daily toolbox talks, and an improved HSSE&S performance award system that incentivises safety participation and positive behaviour. Top management visibility is reinforced through monthly walkabouts and quarterly leadership facility visits, demonstrating board-level commitment to safety culture.

Targeted HSSE Awareness Activities in 2025	Frequency	Coverage
HSSE site meetings	Monthly	All employees
Emergency drills at various sites	Quarterly (21 total conducted)	All employees
HSSE management plant tours	Monthly (48 total conducted)	All employees
HSSE departmental meetings	Monthly (12 conducted)	HSSE&S staff
Weekly HSSE pep-talks	Weekly	All employees
Daily toolbox talks	Daily	All operations staff
HSSE safety alerts & newsletters	Periodic	All employees

Key Safety Initiatives

- Site Operations**
 - Continuous awareness and compliance monitoring of the 15 Golden Rules across all plants
 - Town hall meetings convened by top management across all locations
 - Incident and accident investigation learnings shared across all personnel and sites
 - Weekly pep talks and daily toolbox talks embedded into pre-work routines
 - Risk Observation Cards activated across all locations to enable easier HSSE incident reporting
 - Enhanced HSSE performance award system to boost morale and safety participation
 - Consultative forums conducted to identify safety culture gaps and drive improvement
- Fleet & Transport Operations**
 - Harmonised driver pep-talk topics across all plants, increasing driver training frequency to daily pre-loading sessions.
 - Monthly targeted training sessions for drivers and motor assistants.
 - Pre-trip inspections and safety briefings.
 - 15 Golden Rules stickers placed on all Nascon transport trucks for continuous driver reinforcement
 - Quarterly transport stakeholder engagement meetings with top management to review fleet safety performance.

Health and Safety Performance

Nascon monitors and reports all work-related injuries and ill health incidents across its workforce and contractor base, with data reviewed periodically to identify trends and drive preventive action. Our zero-harm objective remains the anchor of our HSSE&S strategy, supported by a culture of proactive reporting, continuous learning, and management accountability.

Diversity, Equity and Inclusion (DEI) and Employee Rights



Nascon recognises diversity, equity, and inclusion as fundamental drivers of performance, creativity, and innovation. Recruitment and advancement are based strictly on

Social Pillar

Social Pillar

Summary of Health and Safety Performance (2023-2025)

Types of incidents	Nascon Site Operations		
	2023	2024	2025
Total Number of Work Hours	5,460,953	3,223,727	4,698,232
Total Number of Near Misses	8	4	13
Total Number of First Aid Injuries	52	-	3
Total Number of Medical Treatments	7	4	2
Total Number of Lost Time Injuries (LTI)	3	2	4
Total Number of Fatalities	0	2	0

merit, qualifications, experience, and skills, with zero tolerance for discrimination and harassment based on gender, ethnicity, religion, age, disability, or any other protected characteristic. A diverse workforce strengthens decision-making, deepens community trust, and enhances long-term business resilience.

In 2025, the total workforce gender ratio was 9.93% Female to 90.07% Male while gender ratios by executive and senior management level was 33.33% Female to 66.67% Male, spanning diverse ethnic groups across Nigeria. Five (5) employees within our workforce (0.49%) are persons living with disabilities (PWD).

We are committed to improving female representation across all levels through targeted recruitment, mentorship, and career development, with progress monitored and reported annually.

Non-Discrimination: Our Diversity & Inclusion and anti-bullying harassment policies prohibit discrimination across all grounds, including gender, religion, ethnicity, marital status, and physical ability.

In 2025, zero discrimination-related complaints were recorded. We extend these expectations to business partners, suppliers, and

contractors, because a discrimination-free value chain protects people, preserves our reputation, and creates conditions for sustainable, ethical growth across every community we impact.

Freedom of Association & Collective Bargaining: Nascon upholds employees' rights to freedom of association and collective bargaining. Honouring these rights strengthens employee trust, reduces workplace conflict, and fosters open dialogue, directly contributing to a more stable, productive, and engaged workforce.

Child Labour & Forced or Compulsory Labour: Nascon prohibits child labour and all forms of forced or compulsory labour, including bonded labour, servitude, and slavery, across our operations and supply chain. In 2025, zero incidents of child labour or forced labour were identified across all facilities, fleet operations, and supplier assessments.

Eliminating exploitative labour practices protects vulnerable individuals, strengthens supply chain integrity, and safeguards Nascon's licence to operate. Suspected violations may be reported through our grievance and whistle-blowing channels.

Human Rights & Indigenous Peoples' Rights: Nascon's human rights commitment is grounded in the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, the ILO's Four Fundamental Principles, the OECD Guidelines for Multinational Enterprises, and the UN SDGs.

In 2025, 83.33% of security personnel received formal human rights training, and zero incidents involving violations of indigenous peoples' rights were recorded. Upholding human rights across our workplace and host communities is a prerequisite for meaningful value creation and long-term sustainability.

2025 Human Rights Training

- Total of three (3) training sessions on human rights (or other initiatives taken to avert human rights infringement) were executed in 2025.
- Two (2) sessions specifically for security personnels, training 20 personnel on "Performance Improvement Training for Security Operatives".
- One (1) organisational-wide awareness for employees was done.





DIVERSITY, EQUITY & INCLUSION

- Diverse workplace with inclusion.
- Five (5) employees with physical disabilities across our operations (0.49% of our workforce)
- Zero cases of discrimination in terms of employment, promotion, training, or other areas of our value chain.
- Zero cases of child labour and forced or compulsory labour or related contraventions.

Environmental Pillar



Environmental Pillar

Continuously improving on our environmental footprints

Environmental Standards and Definition:

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

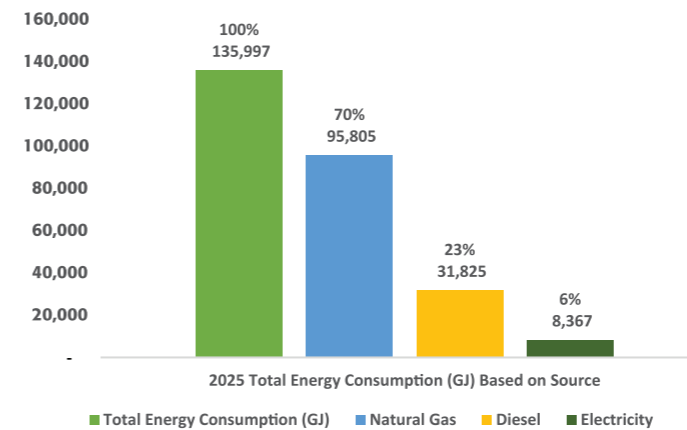
2025 Environmental Performance: Energy, GHG Emissions, Water and Waste

Nascon's environmental strategy is anchored in the measurement and management of our key impact areas: energy consumption, water usage, waste generation, air emissions, and greenhouse gas (GHG) emissions. Through comprehensive management practices, regulatory compliance, and a commitment to continuous improvement, we seek to minimise our environmental footprint while sustaining operational performance across all facilities.

Through robust management systems, strict regulatory compliance, and continuous operational improvement, we work to reduce our environmental footprint.

Energy Consumption & Management:

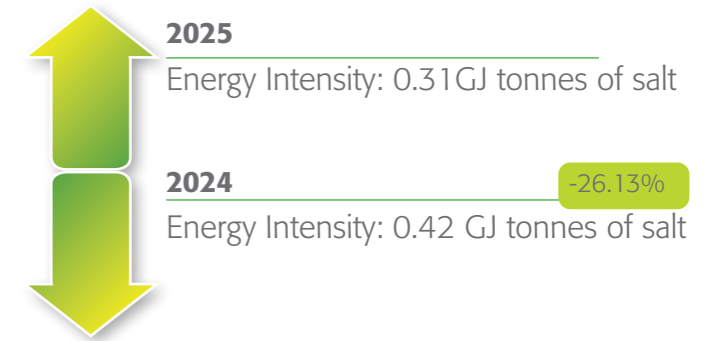
Nascon monitors energy consumption across all production facilities and fleet operations, drawing from a diverse fuel mix of natural gas, diesel, and national grid electricity.



Total site energy consumption across our production sites decreased by 26.13% in 2025, reflecting our commitment to progressively improving our environmental performance.

The Salt Village Plant, our largest facility, accounted for 72.92% of total site energy and remains the sole consumer of natural gas. The Ota Plant utilises national grid electricity exclusively, while diesel is consumed across all plant locations. Fleet operations recorded a marginal 0.21% increase in energy consumption, with diesel as the sole fuel source.

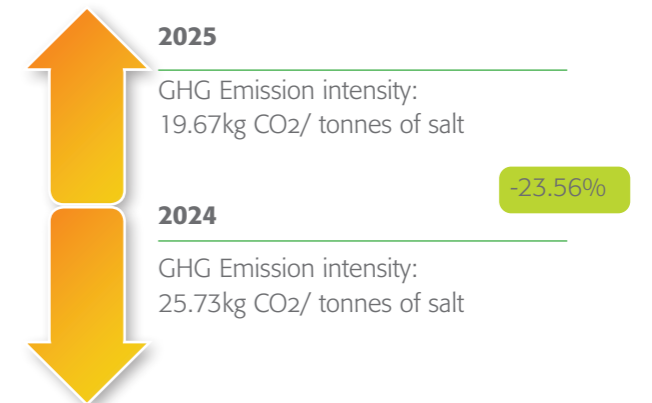
Energy intensity is actively tracked to identify energy-efficiency opportunities. Our ongoing lighting replacement programme and broader operational efficiency drive reflect our commitment to progressively reducing energy intensity and transitioning toward cleaner, more sustainable energy sources across our operations.



GHG Emissions:

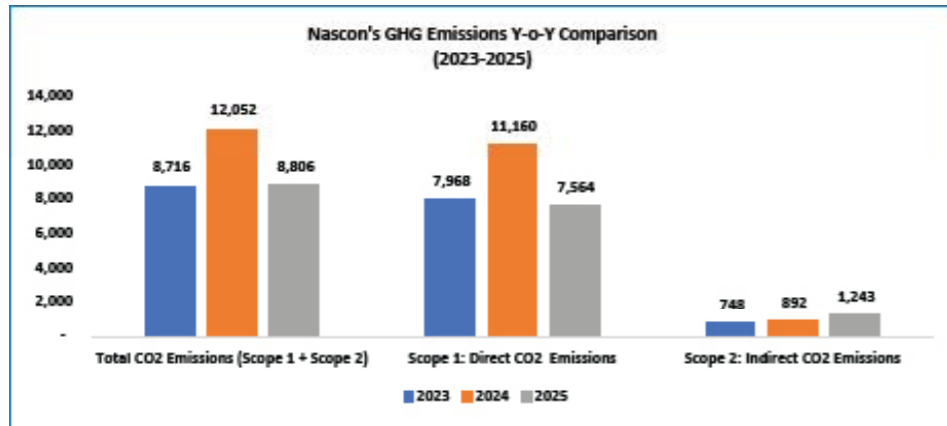
Nascon estimates Scope 1 and Scope 2 GHG emissions using internationally recognised Greenhouse Gas Accounting Protocols, converting fossil fuel consumption and purchased electricity data into carbon equivalent emissions.

In 2025, Scope 1 emissions (generated from natural gas and diesel-powered operations) decreased by 32.22%. Salt Village and Port Harcourt plants accounted for 74.08% and 15.00% of Scope 1 emissions respectively, reflecting their intensive diesel energy consumption. Scope 2 emissions from purchased grid electricity increased by 39.30%.



Environmental Pillar

Environmental Pillar



GHG emissions intensity, measured as gross CO₂ emitted per tonne of salt produced, decreased 23.56% year-on-year, reducing from 25.73 kgCO₂/tonne to 19.67 kgCO₂/tonne.

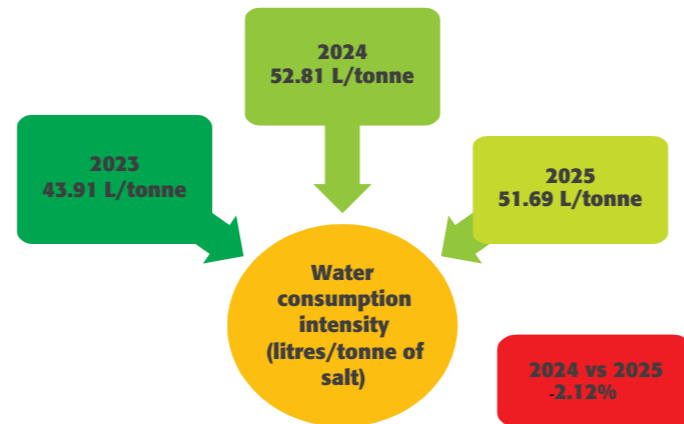
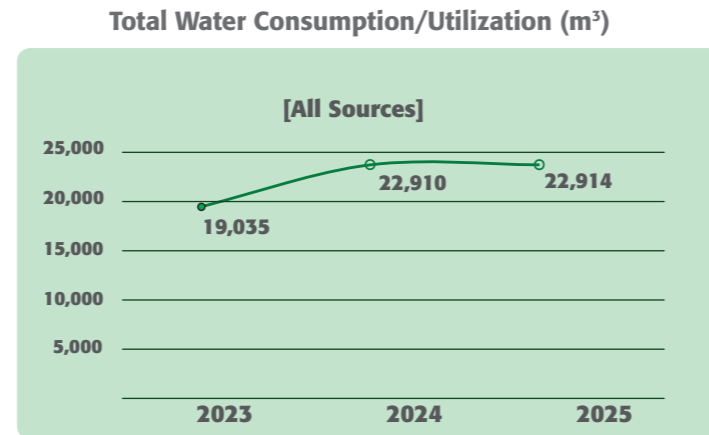
Nascon is implementing emissions reduction strategies, including converting power generation to natural gas, installing capacitor banks to reduce start-up power consumption, and optimising conveyor inclination angles to lower overall energy usage. These interventions, alongside our broader energy efficiency programme, reflect our commitment to decoupling emissions growth from production growth.

Water Stewardship & Management:



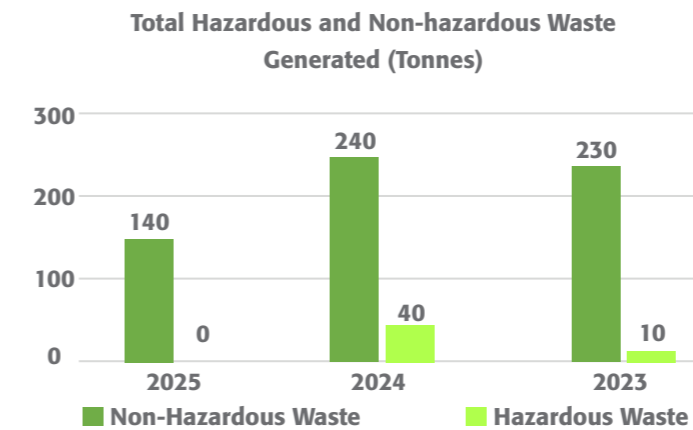
Nascon recognises water as a critical shared resource and manages its consumption responsibly across all production facilities. We source water exclusively from groundwater (aquifer), and none of our plants is located in water-stressed areas. Total water consumption in 2025 was 22,914 m³, a marginal 0.02% increase from 22,910 m³ in 2024, continuously monitored via flow meters across all sites.

Effluent quality is regularly assessed against national and state regulatory standards, with quarterly environmental compliance reports submitted to relevant regulators. 14% of total water consumed is recycled during production. We are committed to implementing targeted water-recycling and efficiency initiatives across our facilities, with the objective of reducing freshwater withdrawal and increasing the utilisation of recycled water.

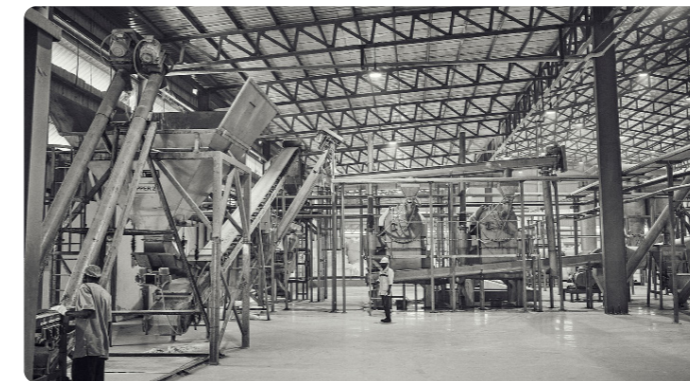


Waste Management & Circular Economy: Nascon classified waste into hazardous waste (including spent oil, batteries, and oil filters) and non-hazardous waste (comprising general waste, poly-rolls, and tyres). All waste is disposed of in compliance with federal and state environmental regulations, including requirements set by the Federal Ministry of Environment (FMEnv), the National Environmental Standards and Regulations Enforcement Agency (NESREA), and the environmental agencies of Lagos, Ogun, and Rivers States. Hazardous waste is handled exclusively by government-authorised recyclers, while non-hazardous waste is managed by licensed waste management agencies.

In 2025, total waste generated declined significantly by 50%, from 280 tonnes in 2024 to 140 tonnes, driven by smarter waste reclassification and circular economy practices. Batteries are now sold to recyclers, and waste tyres are channelled into an alternative energy project within the Group with the effect of diverting them from landfills. Additionally, 2 tonnes of poly-roll waste were upcycled into school backpacks and laptop bags. A tangible contribution to our extended producer responsibility commitment.



Zero regulatory infractions were recorded on waste management in 2025. Nascon is committed to increasing waste diversion rates, expanding upcycling partnerships, and reducing total waste intensity across all sites.



Air Emissions & Control Measures

Nascon monitors and manages air emissions across all facilities, measuring stack dust, Sulphur oxides (SO_x), Persistent Organic Pollutants (POPs), Volatile Organic Compounds (VOCs), and Particulate Matter (PM) benchmarked against Federal Ministry of Environment (FMEnv) regulatory limits.

Year	2023	2024	2025
Emissions	146	158	756

Annual average stack dust emissions increased to 756 mg/Nm³ in 2025; we have made investments in dust-reduction strategies, including damper-cloth modifications on processing equipment. Daily and monthly measurements are conducted to monitor cyclone efficiency across all sites.

We are committed to implementing enhanced dust suppression measures, upgraded cyclone systems, and stricter operational controls in 2026, with the objective of maintaining emissions within acceptable regulatory and internal benchmarks.

Biodiversity Assessment, Interaction, and Protection



Nascon acknowledges its responsibility to understand and minimise any operational impact on

biodiversity across all facilities. Our sites span both terrestrial ecosystems (Oregon and Ota) and maritime ecosystems (Apapa and Port Harcourt).

No site expansion or construction activities occurred in 2025 that could have adversely impacted biodiversity. None of our facilities is located near, adjacent to, or within designated High Conservation Value (HCV) or protected areas. Wastewater impacts on aquatic life are minimised through recycling and reuse practices, with any discharge treated at our Effluent Treatment Plants (ETPs) to meet regulatory quality standards before release.

While none of our sites has undergone a formal biodiversity assessment, we are committed to commissioning structured biodiversity assessments across all sites, prioritising maritime locations, and developing a Biodiversity Management Plan aligned with the requirements of the new GRI 101 standard and IFC Performance Standards.

Nascon's Approach to Environmental Management and Compliance



Our approach emphasises reducing environmental impacts, conserving natural resources, raising awareness through campaigns, and integrating precautionary principles into our operations. We implement programs such

Environmental Pillar

as verifiable environmental audits, compliance monitoring exercises, and environmental assessments to achieve our objectives.

- All 30 environmental permits, accreditation, certification, or approvals secured in 2025 (100%).
- Zero environmental compliance fines, penalties or sanctions for non-compliance in our production facilities in 2025.

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

Climate-Related Risks, Opportunities & Scenario Analysis



We integrate climate resilience into our business strategy, recognising that physical, and transitional climate risks present both material threats and strategic opportunities for long-term value creation.

Utilising IFRS S2 as a qualitative lens, we have assessed climate-related scenarios relevant to a salt manufacturer operating in Nigeria's coastal and inland environments. We are committed to completing a quantitative climate scenario analysis, including modelling under defined temperature pathways such as 1.5°C and 2°C.

Climate Risk & Opportunity Register

Type	Risk / Opportunity	Potential Impact	Financial Implication	Management Approach
Physical Risk	Extreme weather events such as floods, hurricanes, disrupting supply chain and crude salt imports.	Production downtime, loss of market share, and delayed shipments.	Increased shipping costs; potential revenue loss.	Supply chain diversification; contingency and business continuity planning.
Transition / Regulatory Risk	Non-compliance with tightening GHG and environmental regulations.	Regulatory fines, reputational damage, license-to-operate risk.	Revenue loss from penalties; increased compliance costs.	Proactive policy monitoring; integration of sustainability into corporate strategy; engagement with regulators and industry groups.
Opportunity	Growing consumer and market demand for sustainably processed, eco-friendly products.	Competitive differentiation, brand loyalty, new market access.	Cost efficiency gains; revenue growth from premium positioning.	Adoption of emission control technologies; eco-friendly production processes; best practice waste, water, and emissions management.

Climate Scenarios Outlook

Physical Risks	Nascon's coastal facilities at Apapa and Port Harcourt face heightened exposure to sea-level rise, flooding, and extreme weather events. Infrastructure vulnerability assessments and resilient facility design are being prioritised as adaptive measures, alongside diversified crude salt sourcing strategies.
Transition Risks	Evolving regulatory landscapes, including climate risk reporting and stricter emissions standards, require proactive positioning. Nascon is monitoring policy developments and investing in natural gas-powered technologies that ensure business model resilience through alignment with Nigeria's energy transition with natural gas as the transition fuel.
Opportunities	Growing demand for sustainably produced consumer goods presents a potential market advantage, though not yet robust in Nigeria. Nascon's sustainability investments, spanning emissions reduction, water stewardship, and circular economy practices, directly support our ability to capitalise on this trend through differentiated branding and product innovation when required.

Life is better with Dangote salt

DANGOTE Salt Refined & Iodized



It's not just salt, it's Dangote salt.



Institutional Pillar



Institutional Pillar

Building a global brand that is driven by good corporate governance

Institutional Standards and Definition:

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

Stakeholders' Engagement

Sustainable progress at Nascon is built on meaningful relationships. We engage diverse stakeholder groups through structured, periodic mapping that assesses influence, interests, and priorities – enabling proactive, strategic responses to evolving expectations.

Internal Stakeholders

Employees
Executive Management
Board of Directors

External Stakeholders

Suppliers & Contractors
Local Communities
Distributors & Customers
Institutional Investors
Investors & Shareholders
Government Regulators
NGOs
Media



Top Stakeholder Management Initiatives in 2025

1. Capacity building programmes event for host community leadership
2. Customer surveys
3. Empowerment initiatives
4. Feedback mechanisms
5. Interactive workshops and focus group sessions
6. Transparent information disclosure via public forums, social and local media

Nascon's conduct is driven by a robust policy framework covering social responsibility, labour standards, human rights, safety, environmental stewardship, ethics, and transparency.

Stakeholder Category / Reason For Engagement	Engagement Method	Frequency	Key Topics Raised
Employees Core driver of innovation, productivity & long-term resilience	Departmental & one-on-one meetings, emails & newsletters, surveys & awards, HSSE&S site meetings, sustainability reporting	As required	<ul style="list-style-type: none"> • Career development • Compensation benefits • Equal opportunity • Skills development • Health & safety • Sustainability performance
Suppliers and contractors Critical value chain partners ensuring quality delivery	emails & letters, one-on-one meetings, audits	Regular	<ul style="list-style-type: none"> • Product & service quality • Pricing & payments • After-sales support • Operational efficiency
Distributors and customers Essential to business continuity and market reach	emails & visits, one-on-one engagements, Customer Service Week	As required	<ul style="list-style-type: none"> • Sales targets • Value creation • Production continuity • Credit lines • Distributor recognition
Host communities Vital to our social license to operate	Town hall meetings, community initiatives, surveys, empowerment programmes, project planning meetings	As required	<ul style="list-style-type: none"> • Youth employment • Social investment • Environmental impact • Safety • Local procurement • Skills acquisition
Government & Regulators Shapes the policy and compliance landscape	Official correspondence, compliance filings, periodic assessments, annual sustainability reports	As required	<ul style="list-style-type: none"> • Regulatory compliance • Policy alignment • Tax obligations • Formal applications
Media Builds brand visibility and public trust	Annual & sustainability	As required	<ul style="list-style-type: none"> • Corporate governance • Advertising • Public announcements • Social & environmental impacts
Financiers/Banks Capital providers requiring transparency accountability	Annual & sustainability reports, bilateral meetings	As required	<ul style="list-style-type: none"> • Investment opportunities • Loan financing • Credit negotiations • Interest rates
External Affiliations Strategic partners in sustainable development.	Letters & meetings, workshops, sustainability reports, forums	Monthly, bi-annually/annually	<ul style="list-style-type: none"> • Membership subscriptions • Partnerships • Policy reviews
Investors & Shareholders Key accountability and governance stakeholders	AGMs, investor relations forums, quarterly & annual reports, sustainability reports, newsletters	Continuous	<ul style="list-style-type: none"> • Business strategy • Financial performance • Dividends • Board composition • ESG compliance • External reporting
Non-Governmental Organisations & CSOs Partners in purpose-driven, sustainable impact	Annual & sustainability reports, meetings, partnerships, courtesy visits	As required	<ul style="list-style-type: none"> • Community development • Environmental impact • Social initiatives • Sustainable partnerships



Institutional Pillar

Institutional Pillar

2025 Nascon Materiality Assessment

Identifying the sustainability topics most material to our business and stakeholders is fundamental to how we drive value creation, manage risk, and deliver on its long-term performance commitments. In line with the requirements of GRI Sustainability Reporting Standards, we engaged a consultant to conduct our 2025 Double Materiality Assessment, providing insight into the environmental, social, and governance issues most significant to our operations and value chain.

The assessment engaged a broad stakeholder universe, survey of investors, shareholders, employees, host communities, and supply chain partners, ensuring material topics authentically reflect both impact materiality (impact on society & the environment) and financial materiality (impact on business performance).

The identified material topics and their management approach have been validated against the GRI Sector and Topic Standards, the SASB Industry-Based Standards and Materiality Topics for the Processed Foods sector, and the IFRS Sustainability Disclosure Standards (ISSB S1 & S2), ensuring our disclosures are rigorous, comparable, and decision-useful to all stakeholders.

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

4 broad staged materiality assessment process

- Survey, data collection & analysis
- Stakeholder engagements (KIIs/FGDs)
- Identify, rank and prioritise material topics + materiality matrix
- Materiality report development

4 stakeholder groups surveyed in 2025

- Employees
- Host communities
- Investors
- Supply chain

Employees survey

- Across all Nascon sites
- 43% increase in response [vs 2024]
- 20% female:80% male respondents

Host communities survey

- In two (2) communities (Alayabiagaba and Ijoko-Ota)
- 32% decrease in response [vs 2024]
- 34% female:66% male respondents

Breakdown of stakeholders' respondents			
Stakeholder group	Survey respondents		Percentage Growth [2024 vs 2025]
	Survey respondents	KIIs & FGDs	
Employees	288	-	43%
Host communities	58	58	-32%
Suppliers, vendors & contractors	22	-	57%
Investors	2	-	100%

The materiality assessment process involves identifying, categorising, scoring, ranking, and prioritising material topics based on stakeholder survey insights and engagements and mapping them on a materiality matrix to reflect their relative importance and impact on Nascon.

Top 10 Highest Ranking Material Topics to Stakeholders

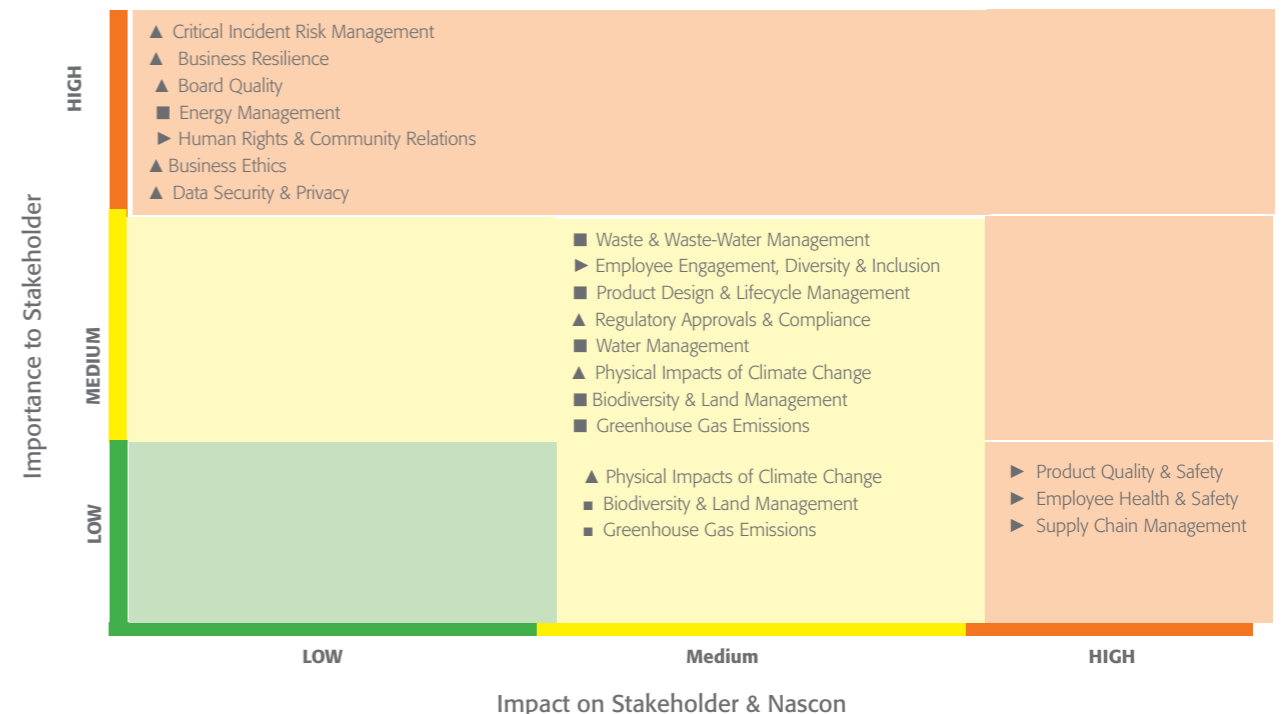
- Supply Chain Management
- Employee health and safety
- Product Quality and Safety
- Data Security & Privacy
- Business Ethics
- Human Rights & Community Relations
- Energy Management
- Board Quality
- Business Resilience
- Critical Incident Risk Management

Summary of material topics and ranking per stakeholder group				
Stakeholder group	Material Topics (Total)	Material Topics Ranking		
		Low	Medium	High
Employees	18	-	6	12
Host communities	17	-	8	9
Investors	18	-	5	13
Suppliers, vendors & contractors	18	-	18	-

Nascon's 2025 Materiality Matrix (Consolidated)

Our stakeholders' input shaped the consolidated materiality matrix. The assessment identified 18 material topics: none were low-ranked, 8 were medium-ranked, and 10 were high-ranked. Rankings reflect a double-materiality approach, evaluating impacts on society and the environment (impact materiality) and on business performance (financial materiality).

2025 Nascon Materiality Assessment - Host Community Matrix



Material Topics

- Governance/Economic Topics ▲
- Environmental Topics ■
- Social Topics ►



Progress on Nascon Strategic Priority SDGs

From the 17 SDGs, Nascon has identified five (5) priority SDGs that most closely align with our corporate objectives, business operations, and sustainability agenda. While we support all 17 Goals, our focused efforts on SDGs 2, 3, 6, 12, and 13 reflect where we can deliver the most meaningful and measurable impact – within our industry, across Nigeria, and in the communities where we operate. Progress against each goal is tracked, documented, and reviewed by Executive Management.

The table below shows Nascon's progress in 2025 on implementing these strategic SDGs based on the SDG agenda, targets, and actionable plans.



Institutional Pillar

SDG & Targets	Importance / Materiality to Nascon	2025 Progress & Actions
Goal 2: Zero Hunger Target 2.1 2.3 2.4	Hunger suppresses consumer purchasing power, directly affecting demand for food products. Supporting food security strengthens business resilience and community welfare.	<ul style="list-style-type: none"> Sourced 43% of raw materials, goods and services locally, boosting commerce and household income. Prioritised local vendor patronage to support economic productivity and entrepreneurship.
Good Health & Well-being Target 3.5 3.6	Growing consumer resistance to excess salt consumption poses reputational risk. Health & safety risks from salt mining and heat-intensive processing require active management.	<ul style="list-style-type: none"> Conducted awareness campaigns on healthy living and responsible salt consumption. Continued iodine and Vitamin A fortification across all salt products.
Clean Water & Sanitation Target 6.3 6.4	Salt production is water-intensive; effluent mismanagement risks contaminating community water sources. Land degradation and biodiversity loss are material concerns in our operations.	<ul style="list-style-type: none"> Invested ₦8.81 million supporting host communities with infrastructure related to water and sanitation facilities. Maintained environmentally responsible wastewater and effluent disposal across all sites. Applied hygienic production standards consistently across all facilities.
Responsible Consumption & Production Target 12.2 12.3 12.5 12.6	Water intensity, waste generation, and land degradation are material issues across our production and supply chain. Responsible sourcing and waste reduction are operational priorities.	<ul style="list-style-type: none"> Promoted responsible use of natural resources, particularly water, across all operations. Ensured best practices in raw material sourcing, processing, packaging, and waste management. Maintained operational efficiency and health & safety standards across the production chain.
Climate Action Target 13.2	Carbon emissions from production and logistics contribute to climate change. Heat and salt dust from processing pose air-quality issues and risks that require active monitoring and mitigation.	<ul style="list-style-type: none"> Complied fully with applicable environmental laws and regulations. Mitigated negative environmental impacts across production and logistics operations. Conducted periodic environmental monitoring and reporting per regulatory requirements.

ESG and Regulatory Compliance

Nascon anchors its business conduct on a policy framework that spans social responsibility, labour standards, human rights, workplace safety, environmental stewardship, ethical conduct, and transparency. These policies are embedded into operations, strategies, and business relationships through standard operating procedures, ensuring consistent application across all functions and operational sites.

On regulatory compliance, Nascon adheres to the Nigerian Code of Corporate Governance, SEC Corporate Governance Guidelines, and NGX Sustainability Disclosure Guidelines, as well as other applicable international and industry-specific ESG frameworks. In 2025, no fines or penalties were incurred for ESG or regulatory non-compliance. One litigation matter relating to a malicious prosecution claim remains ongoing and is being managed through appropriate legal channels.

Association and Membership

Nascon is a member of the Manufacturers Association of Nigeria (MAN), Lagos Chamber of Commerce & Industry (LCCI), Nigeria Employers Consultative Association (NECA), and the Association of Food, Beverage and Tobacco Employers (AFBTE). In addition, through commitments made by our parent company, Dangote Industries Limited, Nascon supports the World Economic Forum (WEF) and the UNGC, and as such reflects some of the UNGC's principles in our reporting disclosures.

Governance & Oversight Framework: Roles, Composition and Diversity

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

As of 31 December 2025, the Board of Directors consists of nine (9) members; one (1) Executive Director and eight (8)

Non-Executive Directors of which three (3) are Independent. With the exception of the Chairman and the Executive Director, each director is a member of at least one Board Committee.

The Establishment and General-Purpose Committee (reconstituted into the Finance and Sustainability Committee) is responsible for overseeing sustainability and ESG (Environmental, Social, and Governance) matters. All Directors ensure compliance with the Conflict of Interest and Related Party Transaction Policy, the Code of Business Conduct, Board Charter, and other related policies.

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

Board

9 Board members.
53 years Average Age.
67% Women (6), 33% Men (3).
33% Independent Directors (3 out of 9).
All Nigerian.

The Board delegates the day-to-day management of the Company to the Managing Director, who is supported by the Management Committee responsible for operational execution. The Managing Director, along with the Management Committee, provide oversight updates to the Board and its Committees. This leadership structure reflects our commitment to inclusion and diversity across gender, age, nationality, culture, educational background, and professional experience.

Executive & Senior Management

49 years Average Age.
33% Women (5), 67% Men (10).
15 Professionals with dedicated roles and responsibilities and diverse backgrounds and experiences.



Institutional Pillar



**THAT BURST OF FLAVOR
EVERYONE WANTS A TASTE OF.**





Financial Pillar

Delivering strong and sustainable returns

The Company delivered a strong financial performance in 2025. The improved performance reflects increased business activity, stronger operating efficiency, and improved financial income during the year.

Financial Highlights	31-Dec-25	31-Dec-24
	₦million	₦million
Total Revenue	152,687	120,387
Gross Profit	73,948	55,527
EBITDA	46,446	27,414
EBITDA Margin (%)	31%	23%
Operating Profit	42,896	23,037
Profit Before Tax	48,243	23,651
PBT Margin (%)	32%	20%
Net Profit	33,529	15,584
Net Cash & Cash Equivalents	41,632	24,700
Total Assets	135,266	78,502
Total Equity	71,180	43,055
	₦	₦
Earnings per share	12.41	5.77
Proposed Dividend per share	6.00	2.00

Financial Review

Overview

The Company delivered a strong financial performance in 2025, recording significant growth in revenue, profitability, and total assets compared with the prior year. The improved performance reflects increased business activity, stronger operating efficiency, and improved financial income during the year.

Total comprehensive income increased substantially, while we maintained a solid equity base and strengthened its asset position.

Revenue and Gross Profit

Revenue from customers increased to ₦152.7 billion in 2025, compared with ₦120.4 billion in 2024, representing a 27% year-on-year growth.

Salt revenue increased by 25.5% to ₦141.1 billion (2024 ₦112.96 billion) contributing 92.5% of the revenue while Seasoning revenue increased by 55% to ₦11.52 billion (2024, ₦7.42 billion) contributing 7.5% of total revenue, growing in revenue contribution by 1.3pp over 2024 (2024: Salt 93.8%; Seasoning 6.2%).

Segment Revenue	31-Dec-25		31-Dec-24	
	₦million	%	₦million	%
Salt	141,171	92.5	112,965	93.8
Seasoning	11,517	7.5	7,422	6.2
Total	152,687	100	120,387	100

Northern Region revenue increased by 26.2% to ₦115.73 billion (2024 ₦89.67 billion) contributing 75.4% of the revenue, Western region revenue increased by 18.6% to ₦28.40 billion (2024, ₦23.94 billion) contributing 18.6% of total revenue and Eastern region revenue increased by 26.2% to ₦8.55 billion (2024, ₦6.78 billion) contributing 5.6% of total revenue. Northern region contribution grew by 1.3pp over 2024 with compensating contribution decline in the eastern region.

Geographical Revenue	2025		2024	
	₦million	%	₦million	%
East	8,555	5.6	6,780	5.6
West	28,404	18.6	23,941	19.9
North	115,728	75.8	89,666	74.5
Total	152,687	100	120,387	100

Cost of sales increased in line with higher business activity to ₦78.74 billion, up from ₦64.86 billion in the previous year.

Despite the higher costs, we achieved a stronger gross profit of ₦73.95 billion, representing a 33% increase compared with ₦55.53 billion in 2024.

The improvement in gross profit reflects stronger revenue growth and improved operational scale.

Operating Performance

Operating profit rose significantly to ₦42.90 billion, compared with ₦23.04 billion in 2024, representing an increase of approximately 86%.

Financial Pillar

Financial Pillar

Key drivers of the operating performance include:

- Higher gross profit from increased revenue
- Increased distribution and administrative costs reflecting expanded operations

Distribution costs increased to ₦20.71 billion from ₦23.68 billion, while administrative expenses rose to ₦8.96 billion from ₦6.93 billion in 2024 due to business growth and operational expansion.

Finance income increased significantly to ₦6.01 billion, compared with ₦1.79 billion in 2024, largely driven by increased investment of cash investments and financial assets.

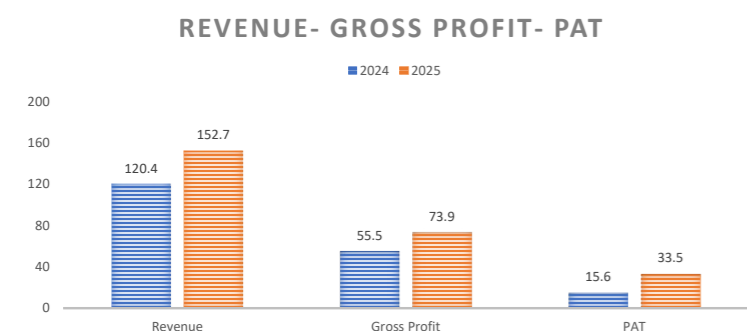
Finance costs declined to ₦659 million, compared with ₦1.18 billion in the previous year as we liquidated most of our borrowings during the year.

As a result, profit before tax doubled to ₦48.24 billion, compared with ₦23.65 billion in 2024.

Profit After Tax

Following a tax expense of ₦14.71 billion, Nascon reported profit after tax of ₦33.53 billion, representing a 115% increase from ₦15.58 billion in 2024.

Total comprehensive income for the year amounted to ₦33.53 billion an increase of 115% over previous year of ₦15.58 billion. This improved profitability resulted in an increase in earnings per share to 1,241 kobo compared with 577 kobo in 2024.



Asset Growth

Total assets increased significantly to ₦135.27 billion, compared with ₦78.50 billion in 2024, representing a growth of approximately 72%.

Non-current assets increased to ₦36.97 billion from ₦16.08 billion in 2024, primarily driven by growth in:

- Property, plant and equipment: ₦33.50 billion (2024: ₦12.34 billion)
- Right-of-use assets: ₦3.47 billion (2024: ₦3.74 billion)

The increase in property, plant and equipment reflects ongoing investment in operational capacity and infrastructure.

Current assets increased to ₦98.29 billion, compared with ₦62.42 billion in the previous year. Key movements include:

- Trade and other receivables: ₦40.02 billion (2024: ₦17.22 billion)
- Cash and cash equivalents: ₦41.63 billion (2024: ₦24.70 billion)

The strong cash balance demonstrates the Company improved liquidity position and ability to fund operations and future investments.

Inventories decreased to ₦15.69 billion, from ₦18.26 billion, indicating improved inventory management to enhance cost efficiencies.

Equity Position

Total equity increased significantly to ₦71.18 billion, compared with ₦43.06 billion in 2024.

This growth was mainly driven by the increase in retained earnings, which rose to ₦69.39 billion from ₦41.27 billion, reflecting the strong profit recorded during the year.

Liabilities

Total liabilities increased to ₦64.09 billion, compared with ₦35.45 billion in 2024.

Non-current liabilities declined slightly to ₦7.81 billion from ₦9.11 billion, largely due to reductions in deferred tax liabilities and lease obligations.

Current liabilities increased significantly to ₦56.28 billion, compared with ₦26.34 billion in 2024, primarily driven by increases in:

- Trade and other payables: ₦33.69 billion (2024: ₦12.74 billion)
- Current tax payable: ₦15.58 billion (2024: ₦4.88 billion)
- Contract liabilities: ₦6.68 billion (2024: ₦5.51 billion)

These increases reflect higher operational activity and tax obligations arising from improved profitability.

Liquidity and Financial Strength

Nascon remains in a strong financial position, supported by:

- Strong cash reserves of ₦41.63 billion
- Increased retained earnings
- Significant growth in operating profits

The equity base of ₦71.18 billion provides a solid foundation for future growth and investment.



Proposed Dividend

Nascon's Board is proposing a dividend of ₦6.00 per share (2024, ₦2.00), an increase of 200% over previous year. The dividend was considered bearing in mind the performance of the company, optimizing the returns to shareholders and the future expansion plans of the company.

Outlook

We are entering the next financial year with strong financial momentum, supported by improved revenue generation, strengthened liquidity, and increased investment in operational assets. Management remains focused on sustaining growth, enhancing operational efficiency, and delivering long-term value to shareholders.



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