
UAC of Nigeria PLC

Investor Presentation

March 2022



This presentation contains forward-looking statements which reflect management's expectations regarding UAC of Nigeria PLC, its subsidiaries and associate businesses ("UAC", the "Company" or "Group") future growth, results of operations, performance, business prospects, operating markets and opportunities. Wherever possible, words such as "anticipate", "believe", "expects", "intend" "estimate", "project", "target", "risks", "goals" and similar terms and phrases have been used to identify forward-looking statements. These statements reflect management's current beliefs and are based on information currently available to management. Certain material factors or assumptions have been applied in drawing the conclusions contained in forward-looking statements. These factors or assumptions are subject to inherent risks and uncertainties surrounding future expectations generally. UAC cautions readers that a number of factors could cause actual results, performance or achievements to differ materially from the results discussed or implied in forward-looking statements. These factors should be considered carefully and undue reliance should not be placed on forward-looking statements. For additional information with respect to UAC's financial performance, reference should be made to the Company's periodic filings with the Nigerian Securities and Exchange Commission ("SEC") and The Nigerian Exchange Limited ("NGX"). The Company disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

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Overview

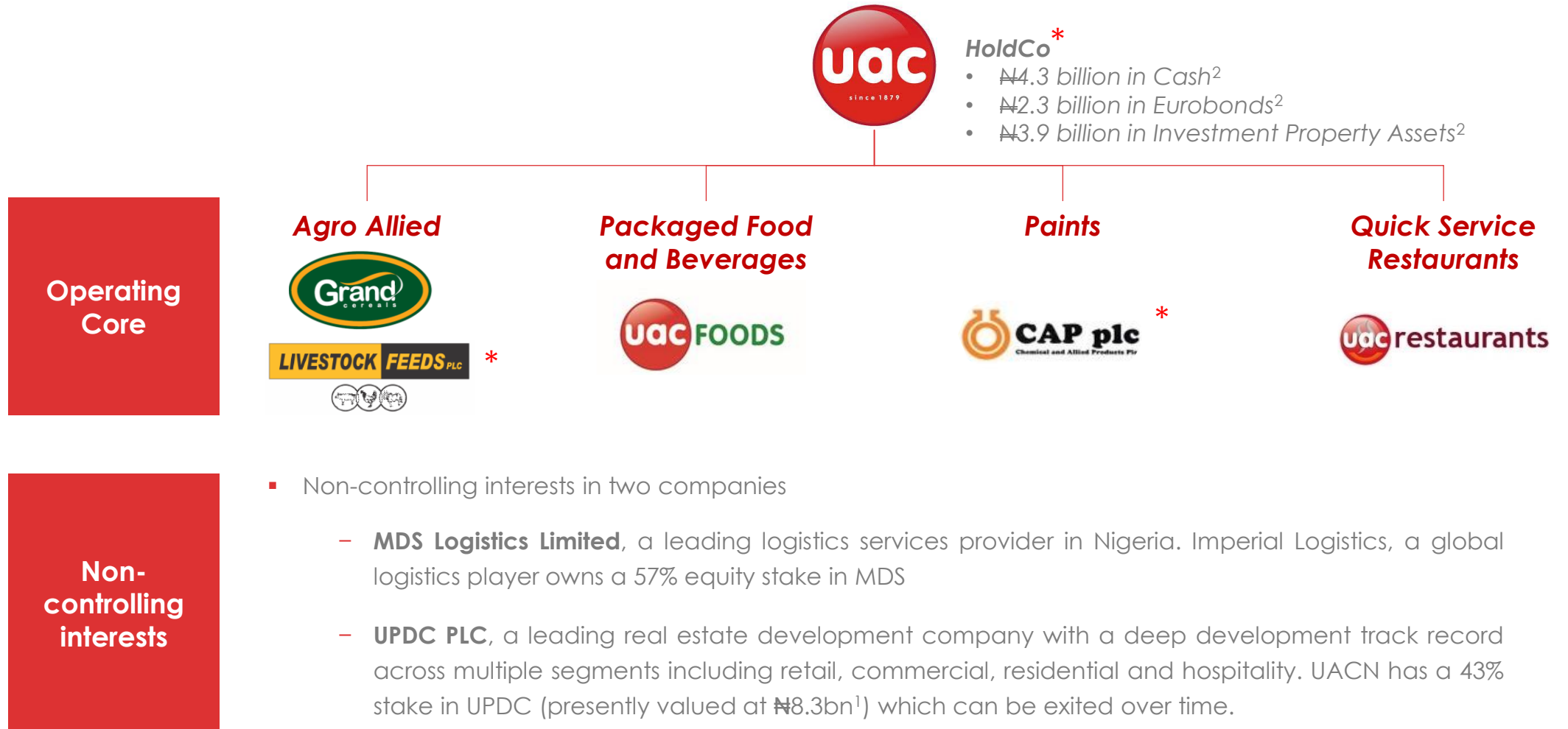


- UAC of Nigeria PLC (“UACN”) is a holding company organized around four verticals
 - Packaged Food and Beverages
 - Paints
 - Quick Service Restaurants
 - Animal Feed and Edible Oils
- We also have minority interests in a real estate development business and a logistics business
- Our objective is to drive long-term attractive return on invested capital focusing on
 - People: attracting, retaining, and developing high quality management teams
 - Structure: focus on simplifying our business
 - Growth: driving long term profitable growth in our core platforms
- We have made good progress on the above focus areas



Overview of UACN's structure

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1. Based on UPDC PLC's share price of ₦1.04 as at 25 February 2022
2. \$9.9million in Cash, \$5.2million in Eurobonds, \$8.9million in investment property assets

* Company is listed on the Nigerian Exchange Limited (NGX)

Core to UACN's strength are its leading brands and distribution

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	Brands	Reach/ Monthly Sales
Agro-Allied	    	<ul style="list-style-type: none">▪ 5 production facilities providing national coverage▪ 30 thousand metric tonnes output
Packaged Food and Beverages	   	<ul style="list-style-type: none">▪ National distribution coverage▪ 35 million units of snacks, water and dairy sold
Paints	     	<ul style="list-style-type: none">▪ 94 retail outlets▪ 800 thousand litres of paint
Quick Service Restaurants	 	<ul style="list-style-type: none">▪ 65 restaurants across Nigeria▪ 450 thousand unique transactions

UACN has a meaningful domestic manufacturing presence with 11 factories as well as several logistics and distribution hubs that support nationwide distribution

People



HoldCo management focused on value creation

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Fola Aiyesimoju
Group Managing Director

- Experienced finance professional and investor
- Prior roles at KKR and Standard Bank
- Founder of Themis Capital, an active investment company
- Earned the right to use CFA designation in 2006



Funke Ijaiya-Oladipo
Group Finance Director

- Experienced finance professional
- Responsible for executing finance strategy, finance operations, and investor relations
- Prior roles at Stanbic IBTC and Goldman Sachs
- BSc. Economics; MSc. Project & Enterprise Mgmt from University College London (UCL)
- CFA charterholder



Vitus Ezinwa
Chief Operating Officer

- Experienced executive and HR professional
- Responsible for Operations, Corporate Communications, IT and HR
- Prior leadership roles at TGI, Promasidor, Coca-Cola and British American Tobacco
- Doctorate in Business Administration from Swiss Business School (Zurich)



Peter Mombaur
Investment Executive

- Investment professional experienced across finance, private equity, and consultancy
- Priors leadership roles at Tana Africa, McKinsey
- Considerable FMCG experience with Promasidor
- Chairman, UAC Foods
- Chairman, UAC Restaurants
- Degrees in Engineering, Economics and Law



Ayomipo Wey
Group Company Secretary
and General Counsel

- Experienced across multiple disciplines including corporate finance, corporate restructurings, corporate governance and company secretarial practice
- Currently General Counsel/Company Secretary of Chemical and Allied Products Plc ("CAP Plc")
- Prior roles at Banwo & Ighodalo, United Capital Plc
- LL.B, Lagos State University Ojo, Lagos; Master of Laws (LL.M), Queen Mary, University of London

Leadership of key operating segments

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Alex Goma
MD, Grand Cereals Limited
Appointed: October 2019

- Seasoned business executive with significant FMCG experience
- Prior leaderships roles at PZ Cussons, Guinness Nigeria, British American Tobacco and Procter & Gamble
- B.Sc. in Biochemistry from the University of Port-Harcourt. Fellow of the National Institute of Marketing of Nigeria



Gboye Adedeji
MD, Livestock Feeds PLC
Appointed: October 2019

- Seasoned executive with over 20 years' experience across various disciplines in different sectors
- Prior roles include GM sales & operations, Regional sales Manager (Grand Cereals), UAC Restaurants, UAC Foods
- B.Sc. in Geography from Obafemi Awolowo University, Ile-Ife; MBA from University of Roehampton UK



Dele Ajayi
MD, UAC Foods Limited
Appointed: July 2018

- Experienced business executive with over 30 years of experience in FMCG
- Prior roles include MD Heineken, Central & East Africa; MD Heineken Hungary; Commercial Director, Nigerian Breweries
- PhD in Mechanical and Process Engineering, University of Strathclyde



Bolarin Okunowo
MD, Chemical & Allied Products PLC
Appointed: December 2021

- Seasoned business leader and finance specialist with over 17 years' experience in investment banking and financial services, manufacturing, oil and gas, real estate and hospitality
- Prior leadership roles at Portland Paints, UACN, Stanbic IBTC, ARM, PWC Nigeria
- B.Sc. in Commerce, University of Birmingham UK



Debola Badejo
MD, UAC Restaurants Limited
Appointed: April 2021

- Results-oriented investment professional with over 13 years' experience
- Prior roles at UACN- responsible for group's interest in the food and beverages sector, Standard Bank, Morgan Stanley
- B.Sc. in Systems Engineering, University of Virginia; MBA, Columbia Business School and London Business School



Recent subsidiary leadership appointments. New CEO's also recently appointed at MDS Logistics Limited and UPDC PLC in November 2020 and May 2021 respectively

Focus on aligning management and shareholder interests

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1

HoldCo Long Term Incentive Plan ("LTIP")

- Our long-term growth and sustainable success hinges on our ability to attract and retain talent
- In 2021, we changed our remuneration structure to link employee reward to long-term value creation
- Key elements of the plan include
 - Plan covering a five-year period
 - Total shareholder return ("TSR") is the key measure of success with a minimum threshold of 18% per annum
 - If the Company delivers a minimum TSR of 18% per annum over a five-year period, participants will receive 10% of the value created as ordinary shares in the Company
- Plan approved by UACN shareholders at Annual General Meeting on 30 June 2021

2

Subsidiary EBIT-linked scheme

- Implemented at CAP PLC, UAC Foods, Livestock Feeds, and Grand Cereals Limited
- Key elements of the scheme
 - Minimum EBIT threshold is set annually by respective Board of Directors
 - If EBIT target is met, participants earn 40% of total performance bonus for the year. 60% of the bonus is earned based on other factors and attainment of key performance objectives and strategic initiatives
 - In instances where the subsidiary has external financing, Profit Before Tax is incorporated in target setting

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UAC Restaurants Value Creation Plan

- In 2022, UAC Restaurants established a LTIP for key members of its leadership team
- The LTIP was designed to align management and shareholders' interests, and reward long-term value creation
- Key elements of the plan include
 - Plan covering a five-year period
 - Equity value created ("EVC") is the key measure of success, defined as the delta between UACR's future equity value and its present equity value (plus any dividends paid out to shareholders)
 - By the end of year 5, if the company has grown its equity value, participants will receive 10% of the value created paid out as cash over an 18-24 month period



Structure



We have simplified UACN's structure

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- Our initial efforts to simplify our structure entailed the following
 - Selling control of MDS Logistics Limited to Imperial Logistics
 - Selling control of UPDC PLC, the real estate development company, to Custodian Investment PLC
- We completed the following structural changes in 2021¹
 - Merger of our paints businesses, Chemical and Allied Products PLC and Portland Paints and Products PLC, in July 2021
 - Acquisition of Tiger Brands' minority shareholding (49%) in UAC Foods Limited in September 2021. UAC Foods Limited is now a wholly owned subsidiary of UACN
 - Unbundling units in the UPDC Real Estate Investment Trust ("UPDC REIT"), valued at ₦3.9 billion, to UACN's shareholders in December 2021
- The outstanding question regarding structure relates to our Animal Feeds and Edible Oils businesses, as we have two legal entities in the same sector



¹ - See Appendix 1 for details of recent changes to simplify UACN's structure

We have also invested ₦2.3 billion in technology infrastructure

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Office 365

- Invested in our core information technology infrastructure and productivity tools and completed transition from on-premise, Office 2016 application, to Microsoft 365, an enterprise productivity tool
- Objective was to improve operational efficiency across the HoldCo and Subsidiary companies by fully decentralizing email and sharepoint platforms
- Activated enterprise productivity and collaboration tools; Developed business processes on sharepoint online
- Benefits include independent operating platforms, simplify remote work, and innovative modern work tools
- Project commenced in September 2020 and was completed in February 2021
- Total cost of ₦235 million

ERP migration (SAP S/4 Hana)

- In the process of implementing a group-wide upgrade of our enterprise resource planning system from an on-premise platform to a cloud-based SAP S/4 Hana solution
- Expected benefits from this investment includes operational efficiency, visibility and controls into business value drivers across the UACN Group, and improvement in productivity
- Project commenced in February 2021 and is expected to be completed in 2022
- Total project cost of ₦2.1 billion



Mr Bigg's
ALWAYS GOOD

Growth

Mr Bigg's
ALWAYS GOOD

**Start Your
Day Right**

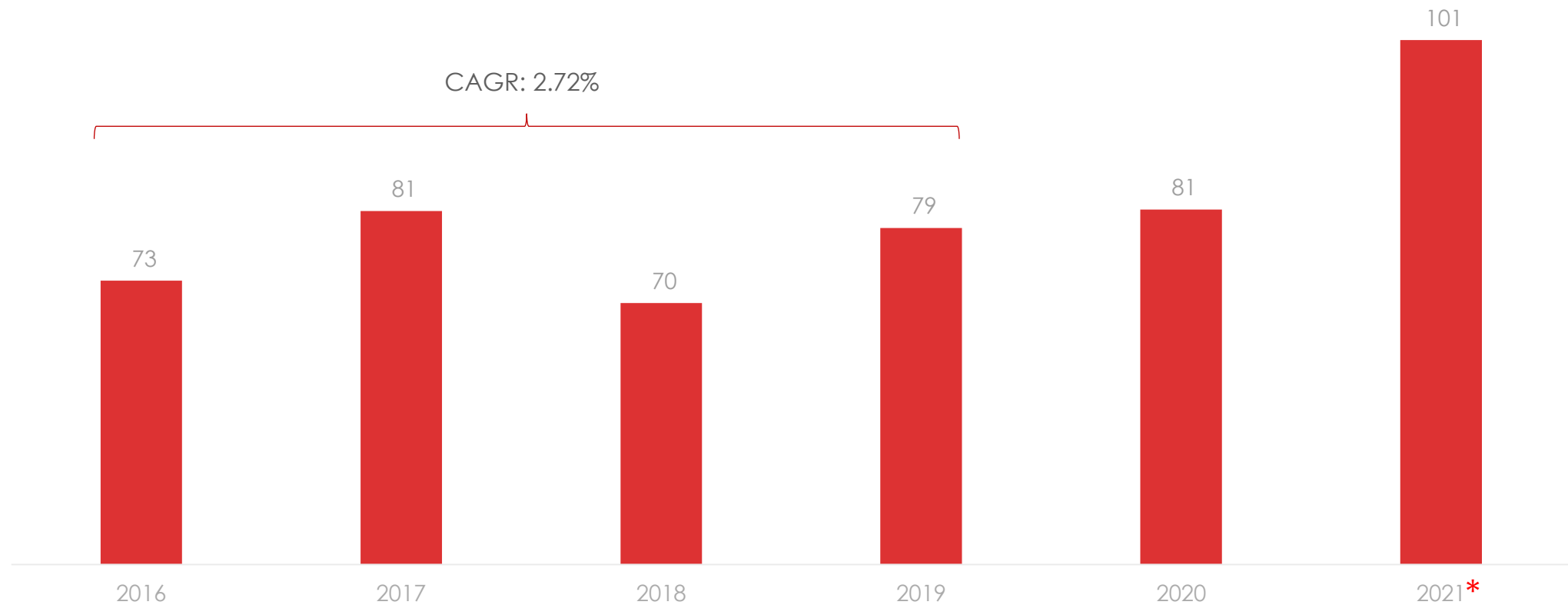
**Enjoy
Lip Smacking
Meals**

**Enjoy
Lip Smacking
Meals**

Our primary focus is on trending above historical revenue growth

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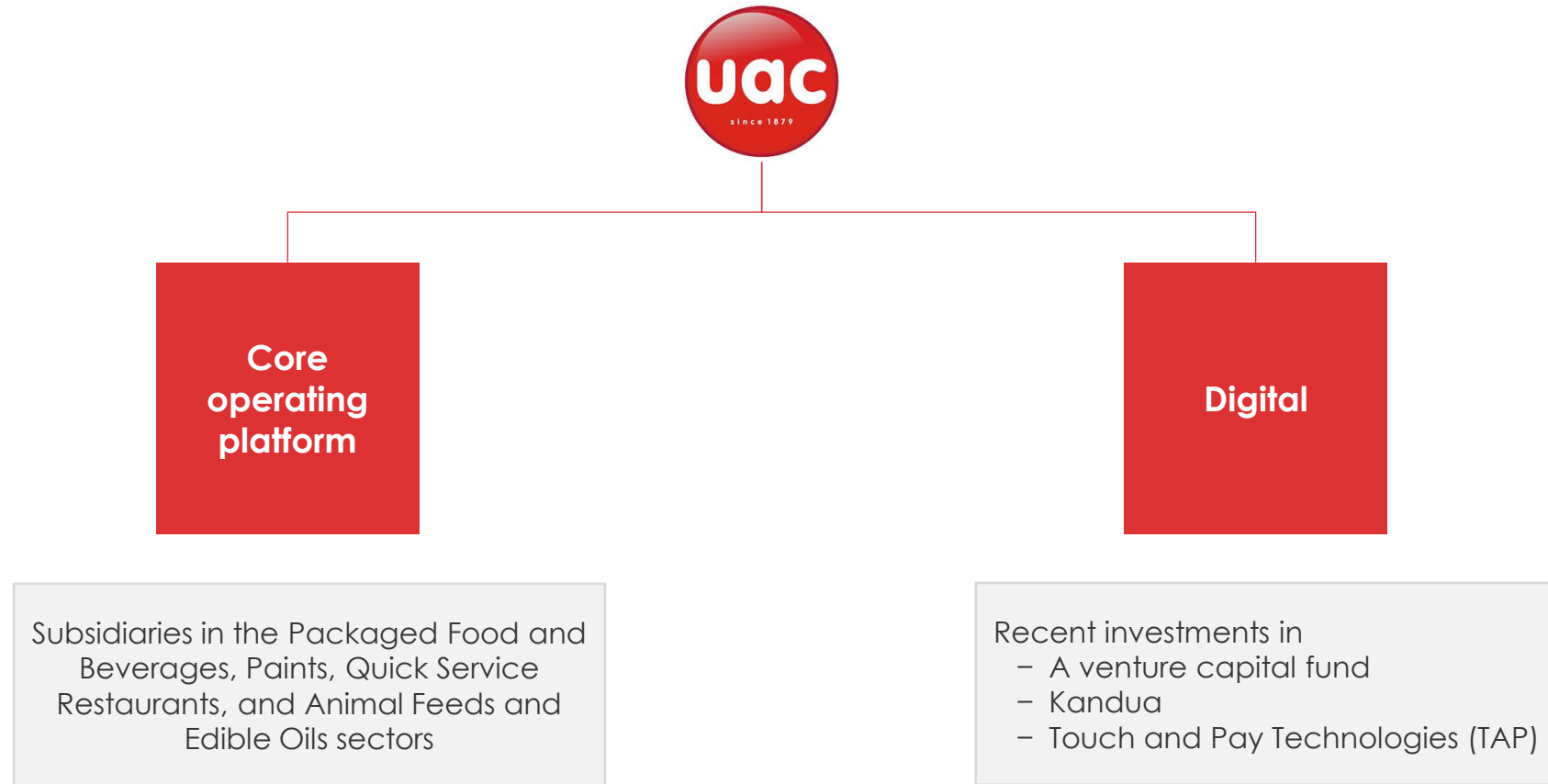
Consolidated Group revenue in ~~N~~ billions (2016 – 2021)



* Unaudited result
CAGR – Compound annual growth rate

Focusing on our core platforms and investing for the future

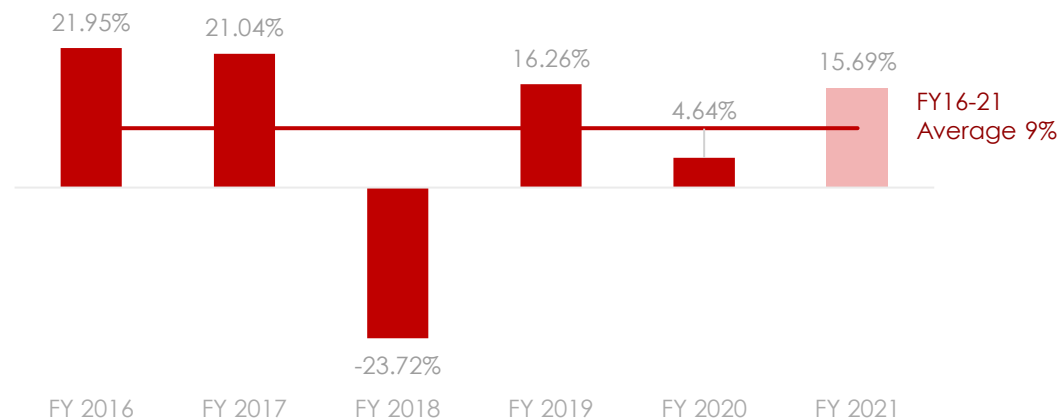
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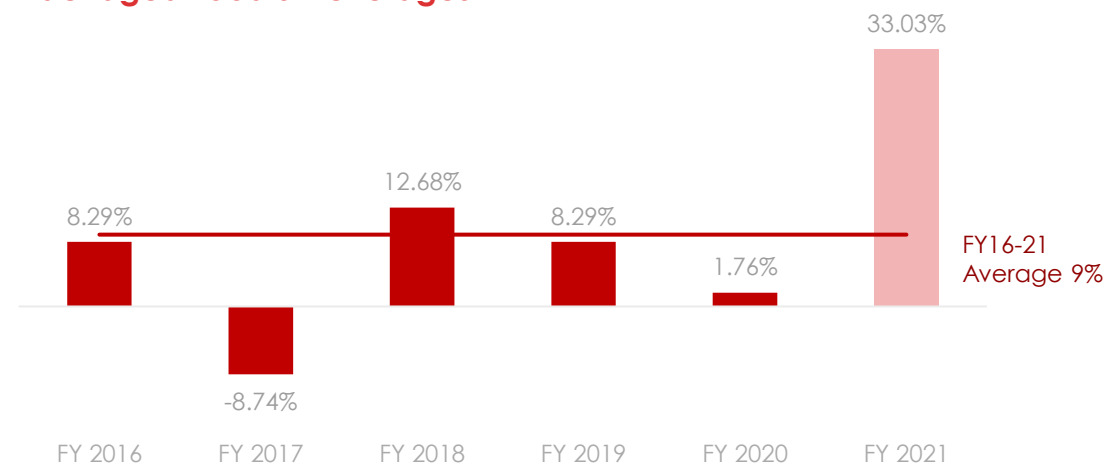
We have recorded growth in our core platforms

18

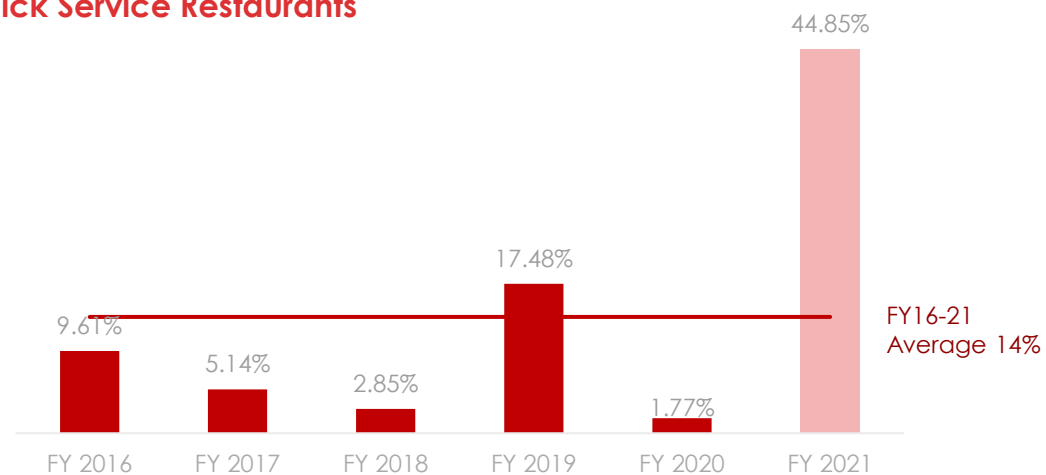
Animal Feeds & Other Edibles



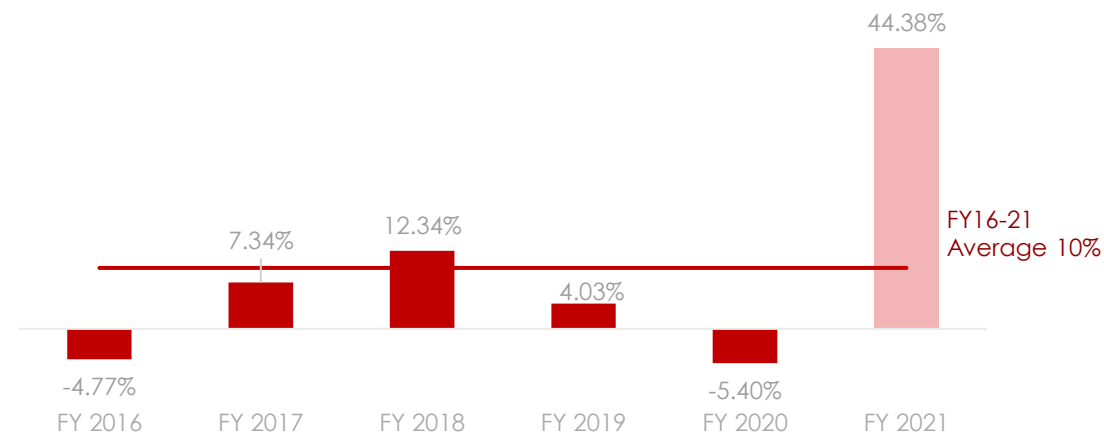
Packaged Food & Beverages



Quick Service Restaurants



Paints



— Average growth rate (2018-2021)

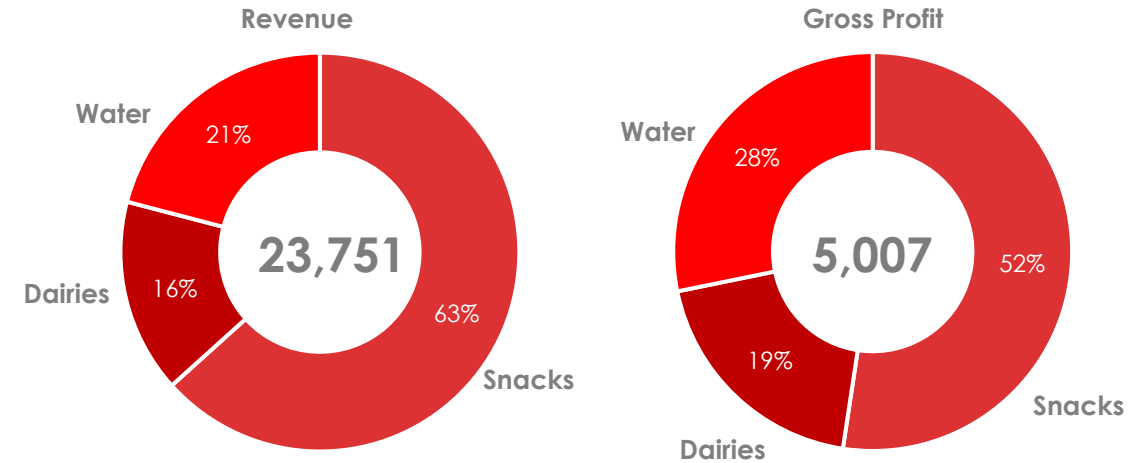
Packaged food and beverages segment

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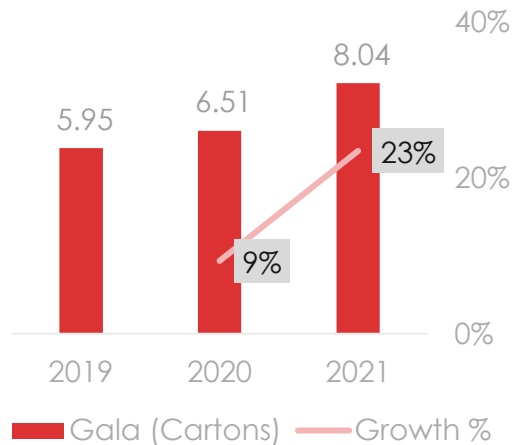
Overview

- UAC Foods is a leading packaged food and beverages company
- UAC Foods manages a family of brands across several product categories
 - **Snacks:** Gala and Funtime
 - **Dairy:** Supreme
 - **Water:** Swan
- Wholly-owned by UACN (100%)

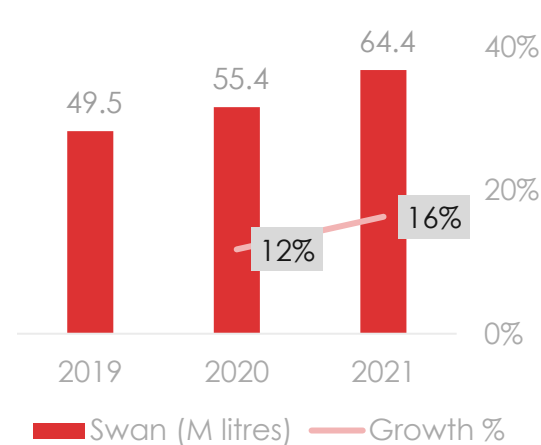
FY 2021 financial highlights (in ₹ million)



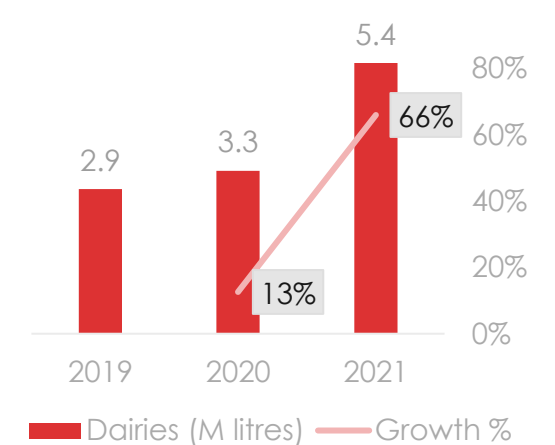
Snacks (Gala) cartons sold increased 35%



Water volumes increased 30%



Ice cream volumes increased 87%



Packaged food and beverages: Growth strategy

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Snacks

- Approaching capacity, current factory cannot support future growth
- Biggest strategic question relates to profitability at ₦50 price point
- The new variant launched at ₦100 to drive price point migration

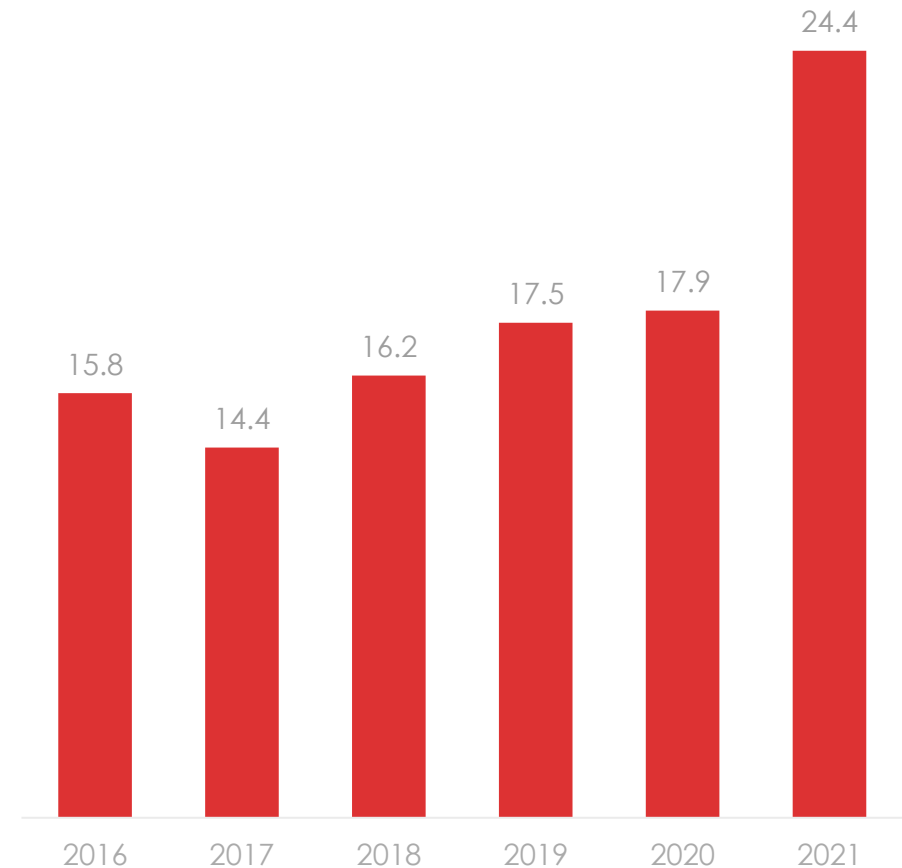
Water

- Significantly capacity constrained
- ₦ 2.65 billion in capital committed for a new line with expected commissioning in Q4 2022
- Expected to grow capacity 3x

Ice-cream

- Significant investment in plant upgrades to improve quality
- Deployed 500 freezers in trade with a further 1,000 freezers budgeted
- Changed ice-cream bowl design and invested in cold distribution

Historical revenue (₦ billion)



Overview

Chemical and Allied Products PLC 

- #1 player by market share
- Public company listed on the NGX; 56.5% UACN ownership
- Produces decorative and industrial paint; sells via dedicated distribution network
- Technology licensee and distributor for AkzoNobel in Nigeria. Distributor for Hempel's industrial products in Nigeria

Value creation

Expand Range

- Expand mid-tier offering
- Grow industrial category
- Expand in-store tinting thus increasing the number of products made in store and reducing factory complexity

Deepen Distribution

- Expand franchised distribution network
- Build trade route to market

Brands

AkzoNobel



Hempel

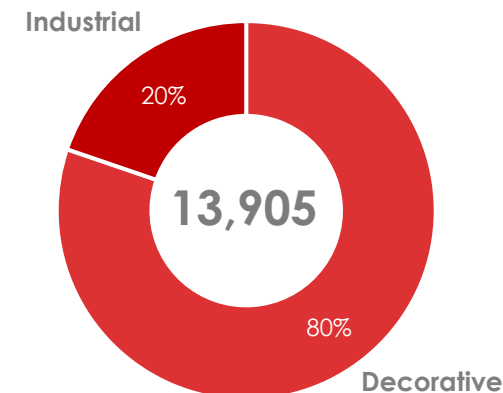


Owned Brands

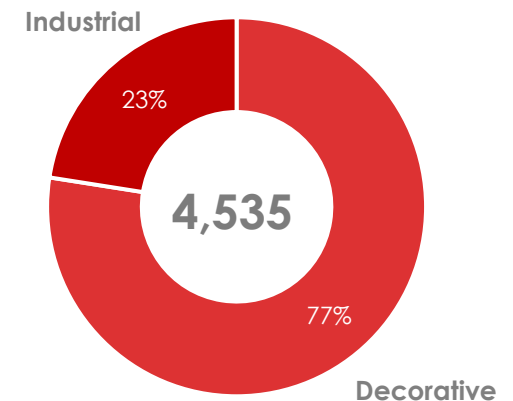


FY 2021 Key financial highlights (in ₦ mn)

Revenue



Gross Profit



Paints segment: Colour centre evolution

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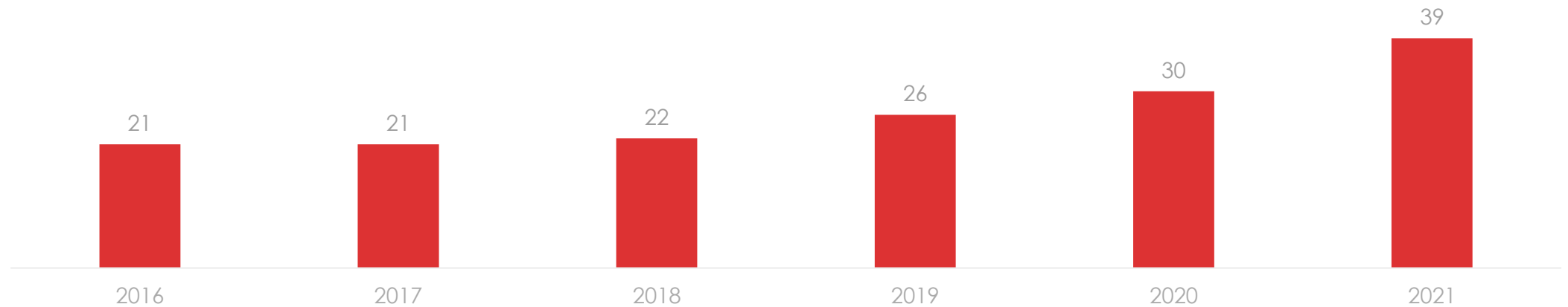
Old colour centre



New colour centre



Number of colour centres (2016 – 2021)



Overview

- UAC Restaurants (UACR) pioneered QSR in Nigeria with the launch of **Mr Bigg's** in 1986
- In addition to the Mr Bigg's chain, UACR also operates the **Debonairs Pizza** brand in Nigeria
- UACR has historically pursued a franchise-only strategy, but will operate a hybrid model of franchised and company-owned stores going forward
- UACR revenue sources include royalty and food services income from franchised outlets as well as earnings from corporate store sales

UACR operates two distinct brands



- Indigenous Nigerian fast-food chain that serves domestic as well as international cuisine
- Low-cost, family-friendly offerings targeting the mass-market



- High quality offerings targeting discerning pizza lovers
- Ongoing effort to grow footprint



Value creation

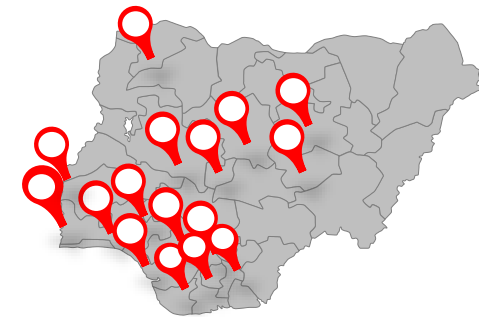
Grow

- Piloted 5 company-owned stores earning annualised ROI of 39% (ahead of plan)
- Now focused on scaling company-owned store count by 10x
- Deep focus on technology and delivery capabilities to augment sales

Optimise

- Optimize store setup costs to limit capital employed
- Continuously innovate to improve on store running cost (e.g. remote monitoring systems)

Truly national footprint



65 stores across Nigeria

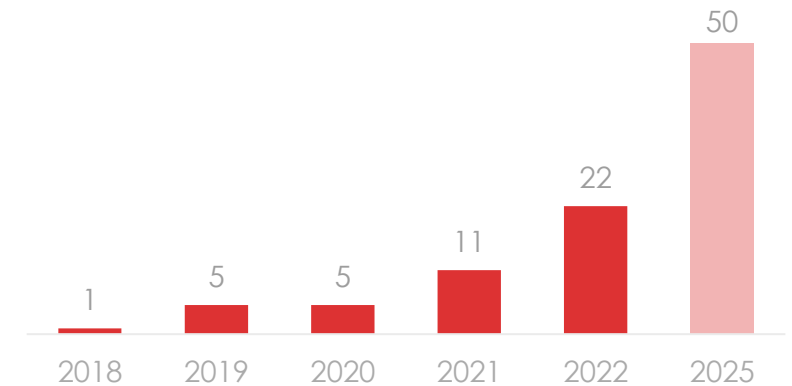
Quick services restaurants segment

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Growth strategy

- Ramp up store footprint (Traditional and Express) for Mr. Biggs and Debonairs Pizza.
- Develop digital and omni-channel capabilities through online delivery
- Develop additional retail channels for bread, pastries and marinated chicken
- Excellent store operations, affordable menu offerings, and excellent customer service supported by a robust and scalable supply chain and head office backbone

Company owned stores



Old stores



New stores



Overview

Grand Cereals Limited



- Private company; 71% ownership
- Produces animal feed, cereals, oils and dogfood
- Core brands: Vital Feed, BestMate, and Grand
- #3 player in Poultry Feed; #3 player in Fish Feed

Livestock Feeds PLC



- Public company listed on The NGX; 73% ownership
- Produces animal feed and distributes full fats soya
- Core brands: Livestock Feeds and Aquamax
- #7 player in Poultry Feed

Key Products

Poultry Feed

- Sold to commercial broiler and layer farmers

Fish Feed

- Targeted at Nigeria's growing domestic aquaculture market

Other Edibles

- Higher-margin branded edible products such as edible oils, cereals, dog food and cornflakes

Value creation

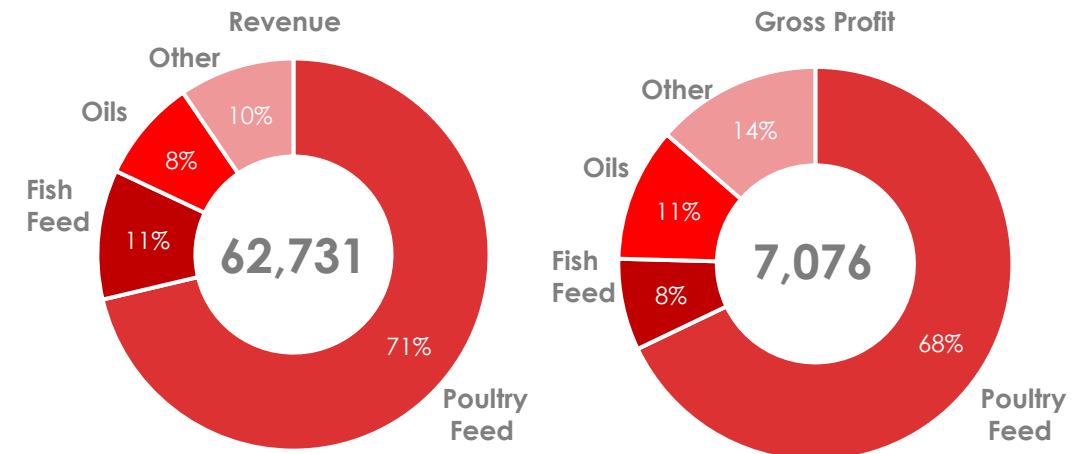
Margins

- Proactive pricing strategies to protect margin
- Expansion of oil capacity (higher margin product)
- Improve procurement processes to leverage combined scale for direct sourcing

Unlock Capital

- Rationalise excess capacity to free up capital for higher ROIC projects

FY 2021 Key Financial Highlights (in ₦ mn)



UAC invested in technology and technology enabled businesses in 2021

Ventures Platform Fund IV

- Fund targeting US\$30m to invest in 40-45 new investments (pre-seed and seed). Aim to invest in the best founders of Tech companies with potential to generate US\$1m to US\$3m in annual run rate revenue within 18 – 24 months
- The fund will explore opportunities across Africa with a preference for companies that can scale regionally according to the following country allocation (i) Nigeria: 50%; (ii) Egypt: 20%; (iii) Kenya: 20%; (iv) Rest of Africa: 10%
- Managed by Ventures Platform Limited (VPL), founded by an experienced tech investor, Kola Aina, in May 2015
- Since 2016, VPL via 3 funds made 54 investments deploying US\$1.8m in capital which is now marked at US\$20m (11.2x multiple on invested capital "MOIC"). 13 companies have crossed target US\$1.2m ARR and 4 are valued >US\$100m. One exit of Paystack to Stripe
- UAC commitment: US\$1 million over 5 years

Touch and Pay Technologies ("TAP")

- TAP is a payment and financial inclusion firm. TAP allows customers to make micro payments for products and services offline and online, using card technology or mobile phone app while merchants collect micro payments using tech powered contactless Point of Sale ("POS") hardware
- Founded by Michael Oluwole, Olamide Afolabi and Kabir Yabo who serve as CEO, MD & COO respectively. They aim to build a unique ecosystem by targeting strategic value accretive industries that will provide access to a fast-growing customer base
- Accepted to the Y Combinator accelerator program
- UAC investment: US\$260,000

Kandua

- Kandua is an online marketplace connecting homeowners/residential property owners with reliable, vetted independent service providers in the home improvement industry (plumbers, builders, electricians etc.)
- Kandua is run by a team of three and is incorporated in South Africa, with plans to expand to other African countries
- Other high-profile investors include Leroy Merlin (a European home improvement and gardening retailer)
- UAC investment: US\$250,000

UAC Foods Limited New Factory Development



New snacks factory development overview

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- UAC Foods Limited currently produces its brands from three different factories
 - Snacks currently at 83% capacity utilization in FY2021, located in Ojota (Lagos State)
 - Water at capacity, located in Kerrang (Plateau State)
 - Dairy at 62% capacity utilization, located in Oregon (Lagos State)
- Growth ambitions of the company require additional capacity
- The new factory development is expected to yield the following key benefits
 - Create a platform for UAC Food's continued growth and expansion
 - Increased operational focus from streamlining dairy and snacks operations on a single site
 - Generate c. ₦1.18bn in incremental cash flows from operating expense savings and efficiencies
- Total cost estimated at ₦23 billion to be funded via a mix of equity from UACN and concessionary debt financing under intervention schemes
- Project expected to be concluded in 2024



Benefits of moving to new factory site

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New Product Development

- Ability to invest in new sausage roll brands to consolidate Gala's leading market position
- Opportunity to explore new product development in future

Operational Focus

- Increased opportunity for future Gala growth due to eliminated space constraints
- Standardised, consistent quality from full automation
- Ability to consolidate dairy production and snacks facilities

Environmental Benefits

- New factory designed to optimize "green" agenda
- Focus on energy efficiency, waste reduction and water conservation

2021 financial snapshot



2021 Full year and Q4 results (unaudited)

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Revenue	Operating Profit	EPS ¹	Free Cash Flow	Return on Invested Capital ¹
FY ₦101bn +24.3% vs FY 2020	FY ₦5.8bn +59.9% vs FY 2020	FY 83 kobo +18.1% vs FY 2020	FY (₦18.9bn) (₦15.9bn) vs FY 2020	FY 9.1% +311 bps vs FY 2020
Q4 ₦29.7bn +26.2% vs Q4 2020	Q4 ₦3.6bn +128.7% vs Q4 2020	Q4 86 kobo +96.1% vs Q4 2020	Q4 (₦10.4bn) (₦5.8bn) vs Q4 2020	Q4 22.8 % +1.234 bps vs Q4 2020



(1) Earnings per share from continuing operations

(2) Invested capital used for ROIC calculation excludes cash and cash equivalents, and investment in debt securities

Balance sheet and liquidity (unaudited)

32

Net Assets

₦51.6bn

(₦9.3bn)
vs Dec 2020

Net Cash

(₦8.4bn)

(₦28.4bn)
vs Dec 2020

Net Capex

₦3.0bn

(₦1.4bn)
vs Dec 2020

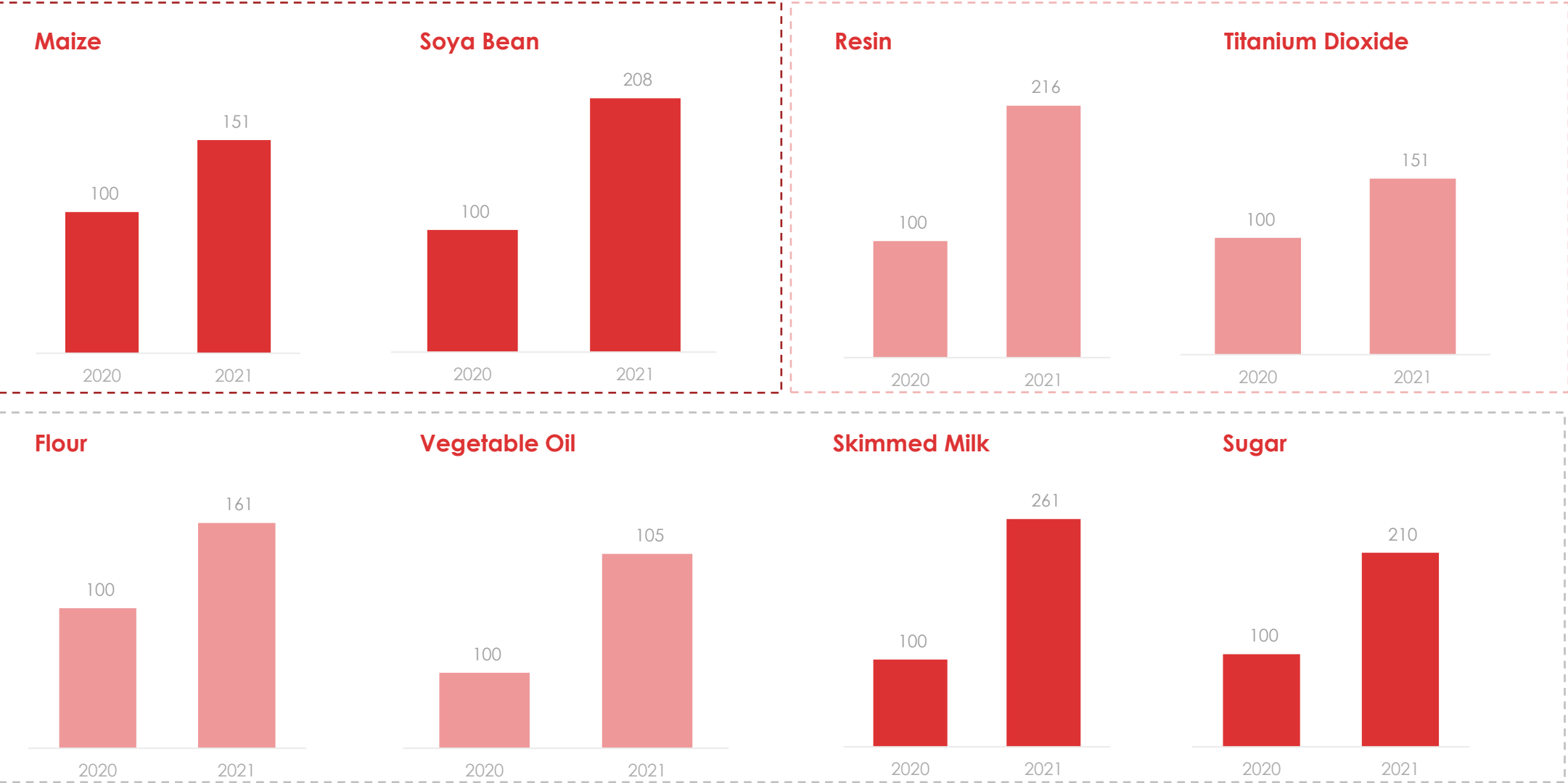
Cash Cycle

138 days

+36 days
vs Dec 2020

Escalation of key production input costs

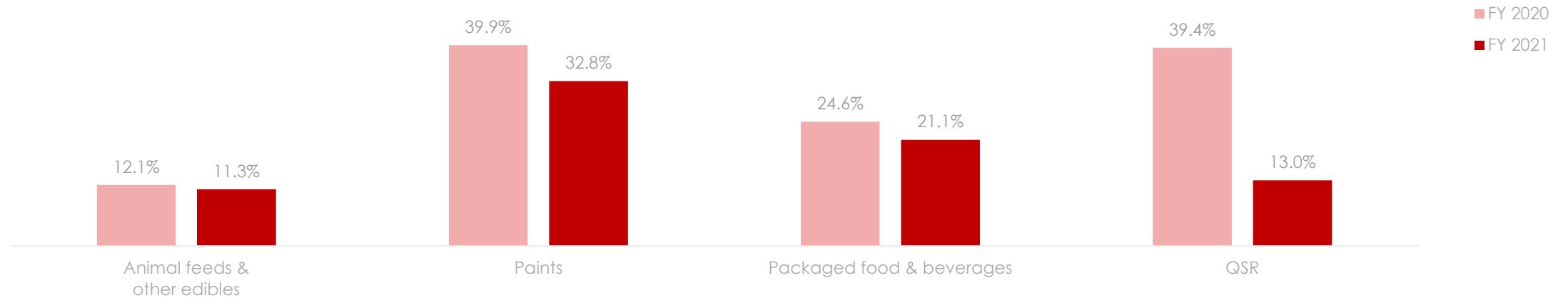
- Animal Feed
- Paints
- Food



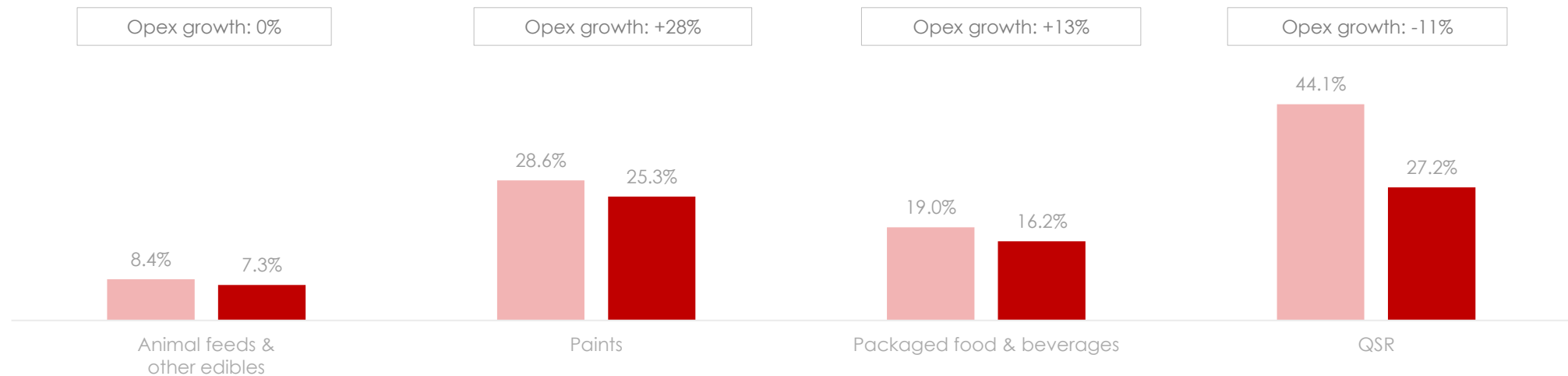
...impact on gross margin partially offset by operational efficiency

34

Gross Profit Margin (%) for Operating Segments FY 2020 vs FY 2021



Operating Expenses Trend for Operating Segments: Opex / Sales (%)



Outlook



- Continued focus on simplicity
- Complete implementation of SAP S/4 Hana
- Drive profitable growth
- Learn from digital investments
- Execute new snacks factory

Appendix 1

Recent changes to simplify UACN's structure



Structure: Processed Merger of CAP and Portland Paints

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1

Transaction Highlights

- On 26 October 2020, Chemical and Allied Products PLC ("CAP PLC") and Portland Paints and Products Nigeria PLC ("Portland Paints") announced their intention to merge their respective businesses
- Merger was completed and became effective on 1 July 2021
- The merger was another milestone aligned with UACN's strategy to simplify its portfolio

Expected benefits

- The enlarged post-merger CAP is the largest player in the Nigerian paints market by market share. Prior to the merger, CAP and Portland Paints ranked No. 2 and No. 4 in the Nigerian paints market
- Consolidating the two companies has the potential to increase the combined ROIC of UACN's paints portfolio through the elimination of duplicate costs and rationalization of excess capacity

Consideration

- Portland Paints' shareholders received either (i) cash consideration of ₦2.90 for every share held in Portland Paints; or (ii) share consideration of 1 share in CAP for every 8 shares held in Portland Paints

2

Current status

- Businesses fully integrated – people, IT, commercial, supply chain
- Management team strengthened to support increased complexity
- Solid foundation for future growth and profitability

Structure: Distributed UPDC REIT units to UAC shareholders

39

1

Transaction Highlights

- In March 2021, UACN announced the decision to unbundle the Company's 24.34% interest comprised of 649 million units in UPDC Real Estate Investment Trust (UPDC REIT) to UACN's shareholders via a Scheme of Arrangement
- The allocation ratio of 0.2254 translated to UAC shareholders receiving 226 UPDC REIT units for every 1,000 UAC shares owned, providing UAC shareholders with a capital return of N1.27 per share or 14.5% based on the respective market prices of UAC and UPDC REIT as at 29 March 2021
- The unbundling of UPDC REIT units, valued at ₦3.9billion, to UACN shareholders was completed in December 2021

Expected Benefits

- By exiting UPDC REIT, UACN has increased management focus on businesses in sectors that align with UACN's core strategy.
- Maximizing returns to all UACN shareholders by providing direct access to the steady and regular dividend payments of UPDC REIT
- Improve trading liquidity in UPDC REIT units

2

Current status

- UACN is no longer a unit holder in UPDC REIT
- Eligible UACN shareholders have been credited with UPDC REIT units and now directly own units in UPDC REIT, in addition to owning shares in UACN

Structure: Acquired UAC Foods' minority interest from Tiger Brands

40

1

Transaction Highlights

- In August 2021, UACN signed a binding agreement to acquire Tiger Brands Limited's minority shareholding (49%) in UAC Foods Limited
- The transaction was completed in September 2021 in line with UACN's strategic objectives

Expected Benefits

- Simplified group structure
- UACN fully controls its foods and beverages portfolio- the 2nd largest contributor to group revenue.
- UAC Foods is accretive to group profit

Consideration

- UACN acquired 49% stake in UAC Foods for a total consideration of ₦3.92 billion

2

Current status

- UAC Foods now operates as a wholly owned subsidiary of UACN providing nutrition to millions of Nigerians



Appendix 2

Additional financial information



Income statement

# mn, unless otherwise stated	Q4 2021	Q4 2020	Δ%	FY 2021	FY 2020	Δ%
Revenue	29,739	23,560	26.2%	101,107	81,358	24.3%
Gross Profit	5,176	4,595	12.6%	17,534	15,990	9.7%
Gross Profit Margin (%)	17.4%	19.5%	(210 bps)	17.3%	19.7%	(231 bps)
Operating Profit	3,614	1,580	128.7%	5,751	3,597	59.9%
Operating Profit Margin (%)	12.2%	6.7%	545 bps	5.7%	4.4%	127 bps
Net Finance Income	(106)	209	(150.6%)	(254)	550	(146.1%)
Share of Profit/(Loss) of Associates and JVs	(292)	858	(134.0%)	(904)	973	(192.9%)
Profit Before Tax	3,216	2,647	21.5%	4,594	5,121	(10.3%)
Tax expense	(513)	(673)	(23.7%)	(1,326)	(1,697)	(21.8%)
Profit After Tax from Continuing Operations	2,702	1,974	36.9%	3,268	3,424	(4.6%)
Profit/ (Loss) After Tax from Discontinued Operations	-	18	(100.0%)	(2)	470	(100.4%)
Profit/ (Loss) for the period	2,702	1,992	35.7%	3,266	3,894	(16.1%)
Basic Earnings Per Share From Continuing Operations (Kobo)	86	46	86.1%	83	70	18.1%
Basic Earnings Per Share From Discontinued Operations (Kobo)	-	(2)	(100.0%)	(0)	21	(100.3%)
Basic Earnings Per Share For the Period	86	44	96.1%	83	91	(8.8%)
ROIC ¹	22.8%	10.4%	1,234 bps	9.1%	5.9%	311 bps

Performance Snapshot – FY 2021

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Revenue

N mn	FY 2021	FY 2020	Δ%
Animal Feeds & Other Edibles	62,731	54,224	15.7%
Paints	15,052	10,425	44.4%
Packaged Food & Beverages	23,751	17,853	33.0%
Quick Service Restaurants	2,213	1,528	44.9%
Associate: Logistics	8,568	7,970	7.5%
Associate: Real estate	814	1,662	(51.0%)

Operating Margins

	FY 2021	FY 2020	Δ%
Animal Feeds & Other Edibles	4%	4%	22 bps
Paints	9%	12%	(276 bps)
Packaged Food & Beverages	6%	8%	(133 bps)
Quick Service Restaurants	(13%)	(3%)	(974 bps)
Associate: Logistics	3%	11%	(756 bps)
Associate: Real Estate	(123%)	(43%)	n/m

Profit Before Tax

N mn	FY 2021	FY 2020	Δ%
Animal Feeds & Other Edibles	1,220	1,747	(30.2%)
Paints	1,530	1,470	4.1%
Packaged Food & Beverages	1,450	1,377	5.3%
Quick Service Restaurants	(336)	(57)	n/m
Associate: Logistics	(163)	388	n/m
Associate: Real estate	(1,661)	(263)	n/m

Return on Invested Capital

	FY 2021	FY 2020	Δ%
Animal feeds & other edibles	8.6%	6.4%	219 bps
Paint	44.6%	(81.5%)	n/m
Packaged food	17.1%	15.8%	130 bps
QSR	(28.0%)	(11.1%)	n/m
Holdco	5.0%	(10.4%)	n/m
Associate: Logistics	2.6%	7.1%	(448 bps)
Associate: Real Estate	(5.4%)	(4.0%)	(136 bps)



Financial Position – 31 December 2021

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Summary Balance Sheet

N mn	Dec-21	Dec-20	Δ%
Non current Assets	39,341	40,986	(4.0%)
Current Assets	59,449	50,443	17.9%
Other Assets	246	269	(8.6%)
Total Assets	99,037	91,698	8.0%
Long term debt	340	1,735	(80.4%)
Short term debt	19,262	2,504	669.4%
Other Liabilities	27,785	26,556	4.6%
Total Liabilities	47,387	30,795	53.9%
Net Asset Value	51,650	60,903	(15.2%)

Cash/ Leverage FY 2021

N mn	Cash	Debt ²	Net Debt/ (Cash)	Lev. Ratio ³	EBITDA
HoldCo	4,290	-	(4,290)	n/a	2,099
Animal Feeds & Other Edibles	613	19,256	18,643	5.5	3,373
Paints	2,421	6	(2,415)	n/a	1,611
Packaged Food & Beverages	3,433	1,010	(2,423)	n/a	2,676
QSR	243	893	650	(4.1)	(160)
Associate: Logistics	133	1,848	1,715	1.2	1,460
Associate: Real Estate	1,876	5,512	3,636	(3.7)	(981)

Working Capital

N mn	Dec-21	Dec-20	Δ%
Inventory	36,370	20,123	80.7%
Trade Receivables	1,129	2,701	(58.2%)
Trade Payables	5,746	4,082	40.8%
Net Working Capital	43,245	26,906	60.7%
Inventory Days	159	113	41.0%
Receivable Days	4	12	(66.5%)
Payable Days	25	23	9.8%
Net Working Capital Days¹	138	102	35.2%

Capex FY 2021

N mn	CAPEX	Depreciation	CAPEX / Depreciation
HoldCo	200	136	0.46x
Animal Feeds & Other Edibles	546	748	(0.27x)
Paints	811	244	2.33x
Packaged Food & Beverages	1,355	893	0.52x
QSR	150	104	0.45x
Associate: Logistics	478	789	(0.39x)
Associate: Real Estate	35	15	1.27x

(1) Net Working Capital calculated as Inventory plus Receivables minus Trade payables; (2) Debt includes intercompany loans;
(3) Leverage ratio calculated as Net debt / EBITDA; where EBITDA is Operating profit plus depreciation and amortization;



Net Debt Position

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Net (Debt)/Cash Position as at 31 Dec 2021 (in ₦ mn)

	Cash & Cash Equivalents	Short-Term Debt	Long-Term Debt	Net Debt (excl. Intra-Group)	Intra-Group Receivable / (Payable)	Net (Debt)/Cash (incl. Intra- Group)
UAC Company	4,290	-	-	4,290	2,278	6,568
Other Operating Segments	6,710	(19,262)	(340)	(12,892)	(2,278)	(15,170)
Continuing Operations	10,999	(19,262)	(340)	(8,603)	-	(8,603)
Discontinued Operations ¹	242	-	-	242	-	242
Total	11,241	(19,262)	(340)	(8,361)	-	(8,361)



1. Discontinued operation represents UNICO

Cash Flow

PBT to Free Cash Flow

# mn, unless otherwise stated	Q4 2021	Q4 2020	FY 2021	FY 2020
Profit Before Tax from continuing operations	3,216	2,647	4,594	5,121
Profit/ (Loss) before tax from discontinued operations	-	30	(2)	544
Non-Cash charges & other	(1,089)	37	1,562	(1,730)
Changes in working capital	(11,447)	(7,942)	(20,775)	(5,065)
<i>of which receivables</i>	(4,156)	(1,618)	(6,175)	(1,804)
<i>of which inventory</i>	(10,963)	(7,445)	(16,390)	(3,888)
<i>of which payables</i>	4,031	828	1,537	70
<i>of which other working capital items</i>	(358)	293	253	557
Net cash from operations - continuing operations	(9,320)	(5,228)	(14,621)	(1,131)
Net cash from operations - discontinued operations	-	1,613	-	4,197
Cash taxes	130	233	(1,278)	(1,724)
Net cash flow generated from operating activities	(9,190)	(3,382)	(15,900)	1,342
Net CAPEX	(1,179)	(1,053)	(3,002)	(4,385)
Free Cash Flow	(10,369)	(4,435)	(18,902)	(3,044)