



# FLOUR MILLS OF NIGERIA PLC (RC 2343)

## OFFER FOR SUBSCRIPTION

₦7,500,400,000

### 5 YEAR 11.10% SERIES 3 (TRANCHE B) FIXED RATE SENIOR UNSECURED BOND DUE 2025 UNDER THE ₦70,000,000,000 FLOUR MILLS OF NIGERIA PLC BOND ISSUANCE PROGRAMME

**BOOKBUILDING OPENS: 03 February 2020**

**BOOKBUILDING CLOSES: 14 February 2020**

This Pricing Supplement is prepared for the purpose of Rule 279(3) (6) & (7) of the Rules and Regulation of the Securities and Exchange Commission (the "Commission" or "SEC") in connection with the ₦70,000,000,000.00 Bond Issuance Programme established by Flour Mills of Nigeria PLC (the "Issuer"). This Pricing Supplement is supplemental to, and should be read in conjunction with, the Shelf Prospectus dated 01 November 2018 and any other supplements to the Shelf Prospectus to be issued by the Issuer. Terms defined in the Shelf Prospectus have the same meaning when used in this Pricing Supplement. The Shelf Prospectus and the securities, which it offers, have been approved and registered by the SEC. It is a civil wrong and a criminal offence under the Investments and Securities Act, No. 29 of 2007 (the "ISA" or the "Act") to issue a prospectus which contains false or misleading information. Clearance and registration of this Prospectus, and the Bonds which can be issued under the Programme, does not relieve the parties of any liability arising under the Act for false and misleading statements contained herein or for any omission of a material fact. Investors are advised to note that liability for false or misleading statements or acts made in connection with the Prospectus is provided in section 85 and 86 of the ISA.

To the extent that there is any conflict or inconsistency between the contents of this Pricing Supplement and the Shelf Prospectus, the provisions of this Pricing Supplement shall prevail.

This Pricing Supplement may be used to offer and sell the Bonds only if accompanied by the Shelf Prospectus as amended and / or supplemented from time to time. Offer is valid for High Net-worth Individuals and Qualified Institutional Investors. Risks related to this offer can be found on page 37 of the Shelf Prospectus. This Pricing Supplement will be delivered to the Commission to be registered and made available for download on the respective websites of the Commission (<http://sec.gov.ng>) and the Issuer (<https://fmmnplc.com>), throughout its validity period. Copies of this Pricing Supplement may also be obtained free of charge from the offices of the Issuer and the Issuing Houses.

The registration of the Shelf Prospectus and this Pricing Supplement shall not be taken to indicate that the Commission endorses or recommends the securities or assumes responsibility for the correctness of any statements made or opinions or reports expressed in the Shelf Prospectus or this Pricing Supplement. No securities will be allotted or issued on the basis of the Shelf Prospectus read together with this Pricing Supplement later than three years after the date of the issue of the Shelf Prospectus.

This Pricing Supplement contains particulars in compliance with the requirements of the Commission for the purpose of giving information with regard to the Securities being issued hereunder (the "Series 3 (Tranche B) Bonds" or "Bonds"). The Bonds now being issued will upon admission to an exchange qualify as a security in which Trustees may invest under the Trustee Investments Act (Cap T22) Laws of the Federation of Nigeria, 2004. The Bonds also qualify as a security under Section 20(1)(g) of the Personal Income Tax Act, Cap P8, LFN, 2004 as well as Section (19)(2) of the Companies Income Tax Act, Cap C21, LFN, 2004.

The Directors of the Issuer collectively and individually accept full responsibility for the accuracy of the information contained in this Pricing Supplement read along with the Shelf Prospectus. The Issuer declares that having taken reasonable care to ensure that such is the case, the information contained in this Pricing Supplement is, to the best of its knowledge (having made all reasonable enquiry), in accordance with the facts and does not omit anything likely to affect the import of such information and that save as disclosed herein, no other significant new factor, material mistake or inaccuracy relating to the information included in the Shelf Prospectus has arisen or has been noted, as the case may be, since the publication of the Shelf Prospectus. Furthermore, the material facts contained herein are true and accurate in all material respects and the Issuer confirms that, having made all reasonable enquiries, there are no material facts, the omission of which would make any statement contained herein misleading or untrue. The Bonds would only be sold to investors in Nigeria.

#### LEAD ISSUING HOUSE / BOOK RUNNER



#### JOINT ISSUING HOUSES / BOOK RUNNERS



ARM Securities Limited  
RC 125242



FBNQuest Merchant Bank Limited  
RC 264978



FCMB Capital Markets Limited  
RC 446561



Quantum Zenith Capital & Investments  
Limited  
RC 639491

**This Pricing Supplement is dated 27 February 2020**

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## Final terms of the Series 3 (Tranche B) Bonds

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1. Issuer: Flour Mills of Nigeria PLC
2. Description of the Bond: 5-year 11.10% senior unsecured Fixed Rate Bonds due 2025
3. Series Number and Tranche: Series 3 Tranche B
4. Specified Currency: Naira ("₦")
5. Aggregate Nominal: ₦7,500,400,000.00
6. Issue Price: At par. ₦1,000 per unit of the Bond
7. Gross Series 3 Tranche A & B proceeds: ₦20,000,000,000.00
8. Net Series 3 Tranche A & B proceeds: ₦19,714,804,500.00
9. Denominations: The Bonds will be issued in denominations of ₦1,000 and integral multiples of ₦1,000 in excess thereof, subject to the Minimum Acceptable Subscription
10. Minimum Acceptable Subscription: ₦10,000,000 (i.e. 10,000 units at ₦1,000 per unit) and multiples of ₦1,000 thereafter. Bids below the Minimum Acceptable Subscription will be disregarded unless they form part of a cumulative bid from the same investor that is greater than the Minimum Acceptable Subscription. Final allotment to respective bidders may be less than the Minimum Acceptable Subscription if bids must be pro-rated for any reason
11. Issue Date: 27 February 2020
12. Coupon Commencement Date: Coupon shall accrue from the Allotment date
13. Tenor: 5 (five) years
14. Maturity Date: 27 February 2025
15. Principal Moratorium: N/A
16. Coupon Basis: Fixed Rate
17. Coupon Rate: 11.10% p.a
18. Source of Repayment: Issuer's cash flows, unless otherwise specified

## Final terms of the Series 3 (Tranche B) Bonds

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19. Redemption/Payment Basis: If not redeemed earlier in accordance with the Early Redemption provisions, bonds shall be redeemed in full on the maturity date; Interest payments to be made semi-annually
20. Status: The Bonds shall constitute direct, unconditional, senior and unsecured obligations of the Issuer and shall at all times rank pari passu and without any preference among themselves. The payment obligations of the Issuer under the Bonds and in respect of the principal and any interest thereon, shall at all times rank at least equally with all other senior and unsecured obligations of the Issuer present and future, but in the event of insolvency, only to the extent permitted by applicable laws relating to creditors' rights
21. Negative Pledge: For as long as any of the Bonds remain outstanding, the Issuer shall not, without the prior consent of the Trustees in writing, create or permit to subsist any Security Interest to secure any Financial Indebtedness, unless the Issuer's obligations under the Bonds are secured equally and rateably therewith or have the benefit of such other security, guarantee, indemnity or other arrangement as the Trustees in their absolute discretion shall deem not to be materially less beneficial to the Bondholders
22. Listing(s): An application will be made to list the Notes on the FMDQ Securities Exchange or The NSE
23. **Use of proceeds<sup>1</sup>:**

The net proceeds of the Series 3 (Tranche A & B) Bond Issuance, which are estimated at ₦19,714,804,500.00, after deducting issue costs (including VAT) of ₦285,195,500.00 representing 1.43% of the issue, shall be applied as follows:

	Description	Amount (₦'bn)	%	Time to completion
1	Repayment of debt obligations	19.7	100	Immediate
		<b>19.7</b>	<b>100</b>	

24. Offer Period: 03 February 2020 – 14 February 2020

### Provisions relating to coupon (if any) payable

25. Fixed Rate Bond Provisions:
- a. Coupon Payment Date(s)/Payment Dates: 27 August and 27 February (Semi-annual)

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<sup>1</sup> See Appendix 3 for detailed description of Use of Proceeds. Actual issue costs are subject to amount raised during book build

## Final terms of the Series 3 (Tranche B) Bonds

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- b. Coupon Amount(s): As applicable for each Interest Period (Interest accumulated between each Coupon payment) using the Actual / Actual Day Count Fraction
- c. Day Count Fraction: Actual / Actual (actual numbers of days in a month / actual number of days in the year)
- d. Business Day Convention: Modified Following: Where a Coupon Payment Date falls on a non-Business Day, such payment shall be postponed to the next day which is a Business Day provided that if such a Business Day falls into the next calendar month, such Coupon Payment Date shall be brought forward to the immediately preceding Business Day.
- e. Other terms relating to method of calculating Coupon for Fixed Rate Bonds: N/A

### General provisions applicable to the Bonds

26. Form of Bonds: Electronic registration on the Central Securities Clearing System PLC platform
- i) Form of Dematerialised Bonds: Dematerialised
- ii) Registrar: Atlas Registrars Limited
27. Trustees: United Capital Trustees
28. Record Date: No Bondholder may require the transfer of a Bond to be registered during the period of 15 (fifteen) days ending on the due date for any payment of principal or Coupon on that Bond.
29. Other terms or special conditions: Not applicable

### Distribution, clearing and settlement provisions

30. Issuing Houses: Stanbic IBTC Capital Limited (Lead); ARM Securities Limited; FBNQuest Merchant Bank Limited; FCMB Capital Markets Limited; and Quantum Zenith Capital & Investments Limited
31. Method of Distribution: Book Building to Qualified Institutional Investors and High Net Worth Individuals
32. Underwriting: Not applicable
33. Clearing System: Central Securities Clearing System PLC

## Final terms of the Series 3 (Tranche B) Bonds

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34. Rating:
- i) Issuer: Bbb (Agusto), BBB+ (GCR)
  - ii) Issue: Bbb (Agusto), BBB+ (GCR)
- An issue rating is not a recommendation to buy, sell or hold securities and may be subject to suspension, reduction or withdrawal at any time by the assigning rating agency.
35. Terms of Settlement: Kindly refer to Payment Instructions under Appendix 2

### Provisions regarding redemption / Maturity

36. Redemption at the Option of the Issuer (Call Option): Not Applicable

If applicable:

- (i) Optional Redemption Date(s) (Call) Not Applicable
- (ii) Optional Redemption Amount(s) (Call) and method, if any, of calculation of such amount(s) Not Applicable
- (iii) Minimum period of notice (if different from Condition 7.2 of the Final Terms (*Early Redemption at the option of the Issuer (Call Option)*) Not Applicable
- (iv) If redeemable in part: Not Applicable
  - (A) Minimum Redemption Amount(s) Not Applicable
  - (B) Higher Redemption Amount(s) Not Applicable
- (v) Other terms applicable on Redemption Not Applicable

### General

37. Total Bonds in Issue (excluding current issue): ₦20,110,000,000 (₦10,110,000,000 Series 1 & ₦10,000,000,000 Series 2 Fixed Rate Senior Unsecured bonds)
38. Taxation: See "Taxation" on page 25 of the Shelf Prospectus dated 01 November 2018
39. Risk Factors: See Risk Factors on page 37 – 40 of the Shelf Prospectus dated 01 November 2018

## Final terms of the Series 3 (Tranche B) Bonds

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40. Governing Law: The Bonds will be governed by and construed in accordance with the laws of the Federal Republic of Nigeria.
41. Board approval for issuance of Bonds obtained 04 September 2019
42. Selling restrictions: There are no restrictions on free transferability of the securities other than Rule 321 of the SEC Rules and Regulations, which limits sale to Qualified Institutional Investors and High Net-worth Investors
43. Details of Indebtedness: As at 30 September 2019, total indebtedness of the Issuer stood at ₦80,567million<sup>2</sup>
44. Claims and Litigation: In the ordinary course of its business, FMN is currently involved in twenty-eight (28) lawsuits out of which five (5) were either instituted by FMN or FMN filed a counter claim, while twenty-three (23) of the suits were instituted against FMN. The total amount claimed in the lawsuits that were either instituted by FMN or in which it filed a counter-claim is approximately ₦488,534,980.79 while the amount claimed in the lawsuits instituted against FMN is ₦1,786,466,509.91 and €79,700.
- The Directors of the Issuer and the Solicitors to the Transaction (based on the information made available), confirm that they are not aware of any claim or litigation pending against the Issuer or threatened, which (i) materially or adversely affects the Issuer's ability to fulfil its obligations under the Transaction; and/or; (ii) affects the validity of the Transaction or restricts the proceedings or actions of the Issuer with respect to the Transaction<sup>3</sup>
45. Other disclosures: Material Contracts: The Series 3, Tranche B Trust Deed dated 27 February 2020 has been entered into between FMN and United Capital Trustees Limited and is considered material to the Programme
- No merger: There have been no merger / take-over offers by third parties in

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<sup>2</sup> Borrowings as at 30 September 2019 and excludes Series 3 Tranche A & B Bonds

<sup>3</sup> Refer to Appendix 13 for an extract of the Solicitor's Opinion

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## Final terms of the Series 3 (Tranche B) Bonds

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respect of the Issuer's securities; or merger / take-over offers by the Issuer in respect of another company's securities

Resolutions, approvals, authorisations:  
The bonds have been issued pursuant to the Board Resolution dated 04 September 2019<sup>4</sup>

### 46. Declarations

Except as otherwise disclosed in the Shelf Prospectus and this Pricing Supplement (a) None of the Directors is under any bankruptcy or insolvency proceedings in any court of law; (b) None of the Directors has been convicted in any criminal proceedings; (c) None of the Directors is subject of any order, judgement or ruling of any court of competent jurisdiction or regulatory body relating to fraud or dishonesty; (d) that neither the issuer nor any of its subsidiaries has, during the twelve calendar months immediately preceding the date of application to the Commission for registration of the shelf prospectus and during the effective period of the shelf prospectus, breached any terms and conditions in respect of borrowed monies which has resulted in the occurrence of an event of default and an immediate recall of such borrowed monies.

### Material adverse change statement

Except as disclosed in this document and in the Shelf Prospectus dated 01 November 2018, there has been no significant change in the financial or trading position of the Issuer since 30 September 2019 and no material adverse change in the financial position or prospects of the Issuer since 31 March 2019.

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<sup>4</sup> Refer to Appendix 13 for an extract of the Solicitor's Opinion

<sup>4</sup> Refer to Appendix 10 for an extract of the board resolution and Appendix 12 for a statement of resolutions, authorisations and approvals Appendix 11)

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## APPENDIX 1: Series 3 (Tranche B) Timetable

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<b>Date</b>	<b>Activity</b>	<b>Responsibility</b>
28 January 2020	Receive SEC approval to commence book building	Lead Issuing House
03 February 2020	Commence book building	Issuing Houses and Bookrunners
14 February 2020	Conclude book building	Issuing Houses and Bookrunners
14 February 2020	Determine Coupon Rate and aggregate Principal Amount of Bond to be issued	Issuing Houses and Bookrunners
14 February 2020	Dispatch Allocation Confirmation Notices to Successful Participants	Issuing Houses and Bookrunners
24 February 2020	File updated Pricing Supplement and other Issue documents with SEC	Lead Issuing House
27 February 2020	Effect payment of Participation Amounts to Receiving Bank	Successful Participants
27 February 2020	Signing Ceremony	All Parties
27 February 2020	Remit net Issue proceeds to the Issuer	Receiving Bank
03 March 2020	File executed Issue documents with SEC	Lead Issuing House
03 March 2020	File Allotment Proposal with SEC	Lead Issuing House
10 March 2020	Receive SEC clearance of Allotment	Lead Issuing House
17 March 2020	Announce Allotment	Lead Issuing House
07 April 2020	Post allotment compliance report	Lead Issuing House
23 April 2020	Credit CSCS Accounts of Allotees / dispatch Bond Certificates	Registrar
30 April 2020	Listing and commencement of trading in the Bond	Lead Issuing House

## APPENDIX 2: Procedures for Allocation and Allotment

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### 1 Invitation for Participation

Eligible Investors are hereby invited to place orders in respect of the Issue through the Issuing Houses and Bookrunners.

- 1.1 The book building process opens on **03 February 2020** and closes on **14 February 2020**. **Orders must be for a minimum of ₦10,000,000 and in integral multiples of ₦1,000 thereafter.** Orders below the Minimum Acceptable Subscription will be disregarded unless they form part of a cumulative order from the same investor that is greater than the Minimum Acceptable Subscription. Final allotment to respective bidders may be less than the Minimum Acceptable Subscription if orders must be pro-rated for any reason.
- 1.2 Orders should be entered in the space provided in the prescribed commitment form in Appendix 8 attached to this Pricing Supplement.
- 1.3 **By completing the commitment form, each participant hereby agrees that the order is irrevocable and, to the fullest extent permitted by law, the obligations in respect thereof shall not be capable of rescission or termination by any participant.**
- 1.4 Participants may place orders for the Bond at any price within the price range subject to the minimum participation amount and the terms and conditions stated on the commitment form.
- 1.5 A corporate participant should affix its official seal in the box provided and state its incorporation (RC) Number or, in the case of a corporate foreign subscriber, its appropriate identification/incorporation number in the jurisdiction in which it is constituted.
- 1.6 Upon the completion and submission of the commitment form, the participant is deemed to have authorised the Issuer and the Issuing Houses to effect the necessary changes in the Pricing Supplement as would be required for the purposes of filing an application for the clearance and registration of the Pricing Supplement with the SEC. The commitment form shall be considered as the application form for the purposes of registration of the Pricing Supplement with the SEC.
- 1.7 Participants shall not be entitled to withdraw/modify orders after the book building closing date.
- 1.8 The commitment form presents the participant with the opportunity to indicate up to three optional bid Coupon Rates within the price range and to specify the participation amount applicable to each option. The bid coupon rates and the participation amounts submitted by the participant in the commitment form will be treated as optional demands from the participant and **will not be aggregated.**
- 1.9 After determination of the Coupon Rate, the maximum participation amount specified by a participant at or below the clearing price will be considered for allocation and the rest of the order(s), irrespective of the corresponding bid Coupon Rate(s), will become automatically invalid.
- 1.10 The Issuer in consultation with the Issuing Houses and Bookrunners reserves the right not to proceed with the Issue at any time including after the book building opening date but before the allotment date without assigning any reason thereof.

### 2 Payment Instructions

Successful participants should ensure that payment of the participation amounts is received **within 24 hours of allotment**, via the CBN Real Time Gross Settlement System (“RTGS”) or the Nigerian Inter-bank System Electronic Funds Transfer (“NEFT”) into the following designated issue proceeds accounts domiciled with the Receiving Banks:

BANK	ACCOUNT NAME	ACCOUNT NUMBER
Stanbic IBTC Bank PLC	Flour Mills Series 3 Bond Proceeds	0035021705
First Bank Nigeria Limited	Flour Mills Series 3 Bond Proceeds	2035128058

## APPENDIX 2: Procedures for Allocation and Allotment

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### 3 Allocation / Allotment

- 3.1 On the pricing date, the Issuing Houses and Bookrunners will analyse the demand generated at various price levels and, in consultation with the Issuer, finalise the Coupon Rate and the allocations to each participant. Allocation confirmation notices will be sent to successful participants thereafter.
- 3.2 The Directors of the Issuer, the Issuing Houses and Bookrunners reserve the right to accept or reject any application in whole or in part for not complying with the terms and conditions of the Issue.
- 3.3 Allotment of Bonds will be effected only upon clearance of the Prospectus by the Commission. Allotment shall be effected by means of the following:

#### 3.3.1 Allotment of Bonds in Electronic Form (e-Allotment)

Successful applicants are mandatorily required to specify their CSCS investor account number and CSCS clearing house number (CHN) in the spaces provided on the commitment form.

In addition to providing the above information:

- (a) Successful applicants who want their Bonds credited to a sub-account opened under a Primary Dealer should tick the applicable box and indicate the Primary Dealer's member code and name in the space provided on the commitment Form.
- (b) Successful applicants who want their Bonds credited to a standalone account are only required to tick the applicable box in the commitment form.

#### 3.3.2 Allotment of Bonds in Certificate Form

Certificates in respect of allotted Bonds will be dispatched by registered post to the specified addresses on the commitment forms of the applicants who elect to receive the Bonds in physical form, not later than 15 (fifteen) Business Days from the allotment date.

**Participants must ensure that the name specified in the commitment form is exactly the same as the name in which the CSCS account is held. In case the application is submitted in joint names, it should be ensured that the beneficiary CSCS account is also held in the same joint names and are in the same sequence in which they appear in the commitment form. Subject to there being no issues with investor CSCS details, credit to the CSCS account of investors shall be done no later than 15 (fifteen) Business Days from the date of clearance of allotment by the SEC.**

### 3 Bank Account Details

- 4.1 Participants are required to indicate their bank account details in the space provided on the commitment form for the purposes of future payments of Coupon and the Principal Amount.
- 4.2 Participants are advised to ensure that bank account details stated on the commitment form are correct as these bank account details shall be used by the Registrar for all payments indicated in 4.1 above in connection with the Bonds.

Failure to provide correct bank account details could result in delays in credit of such payments or the issuance of cheques/warrants which shall be sent by registered post to the specified addresses of the affected investors. The Issuer, the Issuing Houses and Bookrunners, the Receiving Banks, the Trustees and the Registrar shall not have any responsibility nor will any of these specified parties undertake any liability for the same.

### APPENDIX 3: Use of Proceeds

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The net proceeds of the Series 3 (Tranche A & B) Bond Issuance, which are estimated at ₦19,714,804,500.00, after deducting issue costs (including VAT) of ₦285,195,500.00 representing 1.43% of the issue, shall be applied as follows:

	Description	Amount (₦'bn)	%	Time to completion
1	Repayment of debt obligations	19.7	100	Immediate
		<b>19.7</b>	<b>100</b>	

#### Details of debt obligations to be repaid

	Name of Lender	Facility Type	Amount (N')
1	Zenith Bank Plc	Overdraft	4,022,000,000.00
2	Union Bank of Nigeria Plc	Overdraft	5,514,301,114.12
3	First Bank of Nigeria	Overdraft	10,178,503,385.88
			<b>19,714,804,500.00</b>

# Flour Mills of Nigeria Plc.

## Entity Rating:

**Bbb**

This refers to a company with satisfactory financial condition and adequate capacity to meet obligations as and when they fall due.

**Outlook:** Stable

**Issue Date:** 11 October 2019

**Expiry Date:** 30 September 2020

**Previous Rating:** Bbb+

**Industry:** Food & Agro-Allied

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## RATING RATIONALE

- Agusto & Co. hereby downgrades the rating assigned to Flour Mills of Nigeria Plc. ("Flour Mills", "FMN" or "the Company") to 'Bbb'. The assigned rating reflects the fragile macroeconomic climate which has moderated consumer spending and elevated input costs as well as the Company's inadequate working capital and declining margins across FMN's core business. We note that Flour Mills' profitability in the year ended 31 March 2019 was bolstered by dividend income earned from its subsidiary<sup>1</sup> which we believe is unsustainable. Notwithstanding, the rating reflects the Company's moderate leverage as well as its stable and experienced management team. Agusto & Co. has taken into cognisance FMN's market leadership in the flour milling industry, diversified product portfolio, extensive distribution channels, strong brands in the Nigerian fast-moving consumer goods (FMCG) sector as well as significant investment in backward integration programmes.
- Flour Mills' is the largest publicly listed food business by revenue on the Nigerian Stock Exchange and has strong manufacturing capabilities, with a milling capacity of 2.9 million metric tonnes per annum. Over the last decade, FMN has invested in a number of backward integration initiatives in the agro-allied space which has begun to yield notable gains. Following the Company's investment in other agro-allied business including sugar plantation and manufacturing, Golden Sugar Company Limited (100% owned subsidiary in sugar business) accounted for the bulk of FMN's investment income in the period under review.
- During the financial year ended 31 March 2019 (FYE2019), Flour Mills' revenue dipped marginally to ₦570.2 billion, with food business segment accounting for 88% of turnover. The Company's cost of sales as a percentage of revenue rose to 91.1%, following the increase in maintenance costs incurred on a number of milling plants in a bid to optimise production output. In FYE 2019, FMN reported a lower gross and operating profit margin of 8.9% and 3.8% respectively, when compared to the last three years. Notwithstanding, FMN's pre-tax profit (PBT) grew substantially by 51.3% to ₦20.3 billion, on account

<sup>1</sup> Golden Sugar Company Limited recorded a profit after tax of ₦1.5 billion during the financial year ended 31 March 2019, but declared a dividend of ₦10.7 billion, largely funded from retained earnings.

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## Flour Mills of Nigeria Plc

Nigeria Corporate Analysis

October 2019

Rating class	Rating scale	Rating	Rating outlook	Expiry date
Long term	National	BBB+ <sub>(na)</sub>	Stable	September 2020
Short term	National	A2 <sub>(na)</sub>		

### Financial data:

(USD'm comparative)<sup>1</sup>

	31/03/18	31/03/19
N/US\$ (avg.)	305.8	305.6
N/US\$ (close)	305.7	306.5
Total assets	1,045.6	1,015.2
Total debt	336.4	256.9
Total capital	485.7	443.8
Cash & equiv.	45.8	25.1
Turnover	1,273.4	1,211.4
EBITDA	132.3	85.6
NPAT	30.2	57.4
Op. cash flow	(128.1)	(21.2)

Market cap \* No1.5bn/USD200.7m

\* Central Bank of Nigeria ("CBN") exchange rate.

\* As at October 3, 2019 @ NMM 3/USD.

### Rating history:

#### Initial rating (June 2016)

Long-term: BBB+<sub>(na)</sub>Short-term: A2<sub>(na)</sub>

Rating outlook: Stable

#### Last rating (September 2018)

Long-term: BBB+<sub>(na)</sub>Short-term: A2<sub>(na)</sub>

Rating outlook: Stable

### Related methodologies/research:

Global Master Criteria for Rating

Corporate Entities, updated February 2018

Flour Mills of Nigeria Plc Rating Reports

(2016-18)

Glossary of Terms/Ratio, February 2018

### GCR contacts:

#### Primary Analyst

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### Summary rating rationale

- The ratings of Flour Mills of Nigeria Plc ("FMN" or "the Company") are underpinned by its leading position in the Nigerian flour milling industry, driven by its experienced management team, substantial multi-product milling capacity, product diversification and wide distribution network.
- Revenue was marginally impacted by a challenging economic landscape, albeit in line with FY19 projections. While Global Credit Rating Co. Limited ("GCR") notes FMN's strong revenue baseline, 1Q FY20 results indicated a 10% y/y decline in the top line, with further variability likely to arise from the impact of the tough operating environment. Management projects a lean (4%) growth in FY20, reflecting expectations for increase in competition amid subdued demand. In the long term, top line growth is forecast to be driven by higher volumes and the introduction of higher margin products to the existing portfolio.
- Margins narrowed in FY19, primarily attributable to higher commodity prices of key inputs (mainly wheat) and increase in marketing and promotional activities. However, some uptick was seen in 1Q FY20 (relative to FY19, but below 1Q FY19) partly attributable to the exclusion of the agro-allied and fertilizer businesses in FY20. While some respite in commodity prices have recently occurred, FMN's profits will remain volatile and susceptible to vagaries in the international prices.
- In FY19, gross finance cost reduced by 42%, albeit credit protection remained low with a net interest coverage of 1.5x (FY18: 1.8x), due to the weakening in operating profits. GCR is particularly concerned by the persistently negative operating cash flow coverage of debt. Management projects a net interest coverage of 4.7x, on the back of enhanced operating income and lower interest payment, but expects a negative net operating cash flow in FY20, with significant improvement thereon only in the medium to long term.
- Consistent funding support to subsidiaries has been a major source of working capital pressure to FMN since FY17. This has resulted in negative operating cash coverage of debt in all the review years (save for FY16). While the management's intention is for subsidiaries to raise funding independently without recourse to FMN, GCR maintains the view that such funding support may continue over the medium term when the subsidiaries are expected to have seen substantial improvement in margins and garnered scale.
- FMN's debt position moderated 23% in FY19 as proceeds from bonds and rights issues were utilised to redeem some short term debts. However, near-term maturities remained high at 72% (FY18: 85%), reflecting elevated refinancing risk, especially when taken in conjunction with negative free cash flows. To mitigate this, FMN is planning to issue a N20bn bond in FY20 and access additional long term concessional facilities to repay existing short term debt. This will see short term maturities moderate to 25% of total debt in the financial year, while net debt to EBITDA is projected to moderate gradually to 100% by FY23 from 272% in FY19 (FY18: 220%).

### Factors that could trigger a rating action may include

**Positive change:** An upward ratings migration is dependent on significant ramp up in margins, positive operating cash flow coverage of debt, and improvement in the earnings based gearing.

**Negative change:** Persistently weak net interest coverage, lower profit margins, higher debt and increase in working capital pressures arising from funding support to related parties could place pressure on the ratings.

Nigeria Corporate Analysis | Public Credit Rating

## FLOUR MILLS OF NIGERIA PLC.

**₦12,499,600,000 Three Year 10% Series 3 (Tranche A) Fixed Rate Senior Unsecured Bond Due 2023 and ₦7,500,400,000 Five Year 11.1% Fixed Rate (Tranche B) Senior Unsecured Bond Due 2025 Under the ₦70 Billion Debt Issuance Programme**

### Issue Rating:

**Bbb\***

Outlook: Stable  
 Issue Date: 24 February 2020  
 Expiry Date: 30 September 2025

*\*This issue rating is indicative and subject to change at any time. However, a final rating will be based on receipt of all duly executed contractual agreements.*

*The final issue rating is subject to annual renewals on the anniversary of the Bond.*

Issuer's Rating: Bbb  
 Expiry Date: 30 September 2020

INSIDE THIS REPORT	
Rating Rationale	3
Issuer's Profile	4
Transaction Structure	6
Financial Forecast	9
Outlook	11
Financial Summary	12
Rating Definition	16

#### Analysts:

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 USA House (5th Floor)  
 57, Marina  
 Lagos, Nigeria  
[www.agusto.com](http://www.agusto.com)

Satisfactory quality with moderate credit risk; adequate capacity to pay returns and principal on local currency debt in a timely manner.

### RATING RATIONALE

- Agusto & Co. hereby assigns an indicative "Bbb" rating to Flour Mills of Nigeria Plc.'s ('Flour Mills', 'FMN' 'Issuer' or 'the Company') to ₦20 billion: Series 3 ₦12.4996 billion 3-Year 10% Fixed Rate Senior Unsecured Bond Due 2023 (Tranche A) and ₦7.5004 billion 5-Year 11.10% Fixed Rate Senior Unsecured Bond Due 2025 (Tranche B) under the ₦70 Billion Bond Issuance Programme. The rating assigned to the Series 3 (Tranche A & B) Issuance mirrors the standalone rating of the Issuer, as the Bonds are senior and ranks pari passu with other senior debt of the Company.
- The Company issued ₦20 billion in aggregate sum under the Series 3 Bonds in the first quarter of 2020. The Series 3 Tranche A & B Bonds' ('the Bonds') fixed coupon rates, which were determined through a book-building process and payable semi-annually over the 3-year and 5-year tenors, are 10% and 11.1% respectively. The principal of the Bonds will be redeemed in lump sum at maturity in 2023 and 2025 respectively. The net proceeds of the Bonds will be used to refinance existing debt obligations and augment FMN's working capital.
- The Series 3 (Tranche A & B) Bonds are direct, senior, unsecured and unsubordinated obligations of the Issuer and shall rank *pari passu* with all other unsecured and unsubordinated obligations of the Issuer. In accordance with the Bond Trust Deeds and Pricing Supplements, the Issuer unconditionally and irrevocably pledges to repay the coupon and outstanding principal amount from its operating cash flow.
- In line with the Series 3 (Tranche A & B) Bond Trust Deed, a Payment Account shall be opened by the Issuer in the name of the Bond Trustees – United Capital Trustees Limited after the issue date. The Payment Account shall be under the custody and administration of the Trustees for the benefit of the Series 3 (Tranche A & B) Bondholders. The Issuer shall ensure that funds required to meet any of its payment obligations under the Trust Deed shall be paid into the Payment Account not later than five business days before the next coupon payment or the redemption date.

*This Series 3 (Tranche A & B) Bond Rating Report should be read in conjunction with Agusto & Co.'s 2019 Corporate Rating Report for Flour Mills*

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## Flour Mills of Nigeria Plc N70bn Bond Issuance Programme (N20bn Series 3 Tranche A & B Bonds)

Nigeria Corporate Bond Analysis – New Issuance Report

December 2019

Security class	Rating scale	Indicative rating*	Rating outlook	Expiry date
Series 3 Senior Unsecured Bonds: N20bn	National	BBB+ <sub>(NIG)</sub>	Stable	April 2020

**Key Transaction counterparties:**

**Issuer:** Flour Mills of Nigeria Plc ("FMN", or "the Company")  
**Lead Issuing House:** Standard Bank Capital Limited  
**Joint Issuing Houses:** ABN Securities Limited, FNBQiyed  
**Merchant Bank Limited:** FCBM Capital Markets Limited and  
**Overseas Bank Capital & Investments Limited**  
**Joint Trustees:** United Capital Trustees Limited  
**Solicitors to the Trustee:** Udo Udoma & Bako-Oronjo  
**Solicitor to the Programme:** The New Practise  
**Key Transaction Documentation:** Programme Trust Deed, Offer  
 Prospectus, Draft Series 3 Tranche A Trust Deed, Draft Series 3  
 Tranche B Trust Deed, Draft Series 3 Tranche A Pricing  
 Supplement, Draft Series 3 Tranche B Pricing Supplement

**Transaction summary**

Flour Mills of Nigeria Plc registered a N70bn Bond Issuance Programme ("the Programme" or "BIP") with Securities and Exchange Commission ("SEC") in November 2018. Under the Programme, Bonds will be issued in series, with an initial N20.1bn already raised in two tranches in November 2018; being Series 1 Bonds with a nominal value of N10.1bn and Series 2 Bonds with a nominal value of N10bn. FMN intends to issue N20bn in Series 3 Tranche A and B Bonds ("the Bonds") with principal amounts of N12.5bn and N7.5bn respectively under the BIP in February 2020. The net proceeds will be utilised to settle short term debt drawn down from bank loans. The Bonds will be repaid in bullet upon maturity. Similar to earlier issuances, the Series 3 Tranche A and B Bonds will constitute direct, unconditional, senior and unsecured obligations of the Issuer.

**Summary of Transactions:**

Asset class	Senior unsecured
Programme limit	N70bn
Series 3 Tranche A and B Bonds	Tranche A Bonds: N12.5bn Tranche B Bonds: N7.5bn
Term	Tranche A Bonds: 3 years Tranche B Bonds: 3 years
Maturity Date	Tranche A Bonds: 2021 Tranche B Bonds: 2021
Interest rate	Tranche A Bonds: 10% Tranche B Bonds: 11.10%
Interest basis	Fixed, payable semi-annually
Principal redemption basis	Bullet repayment upon maturity
Negative pledge	Yes

**Related methods/legislation/research**

Global Master Criteria for rating Corporate entities, updated February 2018;  
 Flour Mills of Nigeria Plc rating reports, 2016-2019  
 Glossary of terminology, February 2018

**Rating History (long term ratings):**

Rating class	Rating	Date	Outlook
Initial ratings			
Issuer	BBB+ <sub>(NIG)</sub>	June 2018	Stable
Series 1 Bonds	BBB+ <sub>(NIG)</sub>	January 2019	Stable
Series 2 Bonds	BBB+ <sub>(NIG)</sub>	January 2019	Stable
Last ratings			
Issuer	BBB+ <sub>(NIG)</sub>	October 2019	Stable
Series 1 Bonds	BBB+ <sub>(NIG)</sub>	October 2019	Stable
Series 2 Bonds	BBB+ <sub>(NIG)</sub>	October 2019	Stable

**GCR contacts:**

**Primary Analyst:**  
**Adedun: Adedunbo**  
 Senior Analyst  
 adedun@globalratings.com  
**Committee Chairperson**  
**Dara King**  
 kmp@globalratings.net  
**Analyst location:** Lagos, Nigeria  
 +23 41 904 5462

www.globalratings.com.ng

GCR has accorded indicative public, national scale long-term credit ratings of 'BBB+<sub>(NIG)</sub>' to the Series 3 Tranche A and B Bonds and not the entire Programme. The indicative ratings accorded to the Bonds relate to the ultimate payment of principal and interest (as opposed to timely, akin to an expected loss rating, which is a function of probability of default and loss severity).

**Summary rating rationale**

- The Programme Trust Deed ("PTD") does not offer Bondholders any security over assets, but does feature a negative pledge and other covenants to protect the interest of Bondholders.
- As the Series 3 Tranche A and B Bonds are direct, unconditional, senior and unsecured obligations of the Issuer, the Bonds will bear the same rating as the Issuer, and any change in the ratings assigned to the Issuer will directly affect the Bond ratings. GCR affirmed the Issuer's long term rating of BBB+<sub>(NIG)</sub> in October 2019, Stable Outlook.
- FMN maintains a leading position in the Nigerian flour milling industry, driven by its experienced management team, extensive, versatile milling capacity, product diversification and a broad distribution network.
- While FMN has reported progressively reduced external debt, its credit protection metrics remain strained due to constrained cash generation and its highly working capital-intensive operations, exacerbated by related party requirements on FMN's liquidity. As such, gross and net debt to EBITDA rose to 3x and 2.7x respectively in FY19, with both metrics registering above 2.8x at 1H FY20. Notwithstanding modest improvements, interest coverage is relatively low, while operating cash flow coverage of debt is expected to remain weak/negative.
- Net proceeds from the Series 1 Bonds and Series 2 Bonds Issue were used to settle certain maturing debt obligations, thus, current debt declined to 57% of total debt in 1H FY20 (FY19: 72%), albeit high. Ongoing refinancing and liquidity risk remain elevated, especially given persistent negative free cash flows. In addition to Series 3 Tranche A and Tranche B Bonds, the Issuer intends to term out certain bank loans, which would be supportive of a materially enhanced debt maturity profile, with approximately 25% of debt maturing in the first two years. Coupled with more sustainable operating cash flows, this would bode positively for FMN's funding and liquidity profile.

\*The final ratings will be accorded upon receipt of satisfactorily signed and executed final transaction documents.



# APPENDIX 6: Commitment Form

Bookbuilding:  
OPENS: 03 FEBRUARY 2020



CLOSES: 14 FEBRUARY 2020

FLOUR MILLS OF NIGERIA PLC RC 2343

**OFFER FOR SUBSCRIPTION  
OF  
₦20,000,000,000 5 YEAR 11.10% SERIES 3 (TRANCHE B) FIXED RATE SENIOR UNSECURED BOND DUE 2025  
UNDER THE ₦70,000,000,000 FLOUR MILLS OF NIGERIA PLC BOND ISSUANCE PROGRAMME**

**Lead Issuing House/Bookrunner:  
Stanbic IBTC Capital Limited RC 1031358  
Joint Issuing Houses/Bookrunners:**

**ARM Securities Limited RC 125242  
FCMB Capital Markets Limited RC446561**

**FBNQuest Merchant Bank Limited RC264978  
Quantum Zenith Capital & Investments Limited RC 639491**

*Orders must be made in accordance with the instructions set out in the Pricing Supplement. Care must be taken to follow these instructions as orders that do not comply may be rejected. If you are in doubt as to the action to take, please consult your Stockbroker, Banker, Solicitor or an independent investment adviser for guidance immediately.*

**DECLARATION**

- I/We confirm that I am/we are eligible to participate in this Issue in accordance with the applicable SEC Rules and Regulations.
- I/We confirm that I/we have read the Pricing Supplement dated [●] and that my/our order is made on the terms set out therein.
- I/We hereby irrevocably undertake and confirm that my/our order for Bonds is equivalent to the participation amount set out below at the Coupon Rate to be discovered through the book building process.
- I/We authorise you to enter my/our name on the register of holders as a holder(s) of the Bonds that may be allotted to me/us and to register my/our address as given below.
- I/We authorise the Issuer to amend the Pricing Supplement as may be required for purposes of filing a final version with the SEC without recourse to me/us and I/we use this commitment form as the application for the purpose of the Bond Issue.
- I/We note that the Issuer and the Issuing Houses/Bookrunners are entitled in their absolute discretion to accept or reject this order.
- I/We agree to accept the participation amount as may be allocated to me/us subject to the terms of the Pricing Supplement.

**PLEASE COMPLETE ALL RELEVANT SECTIONS USING BLOCK LETTERS AND IN BLACK INK**

<b>GUIDE TO ORDERS</b>	
Minimum Amount	₦10,000,000.00
Subsequent multiples	₦1,000

DATE (DD/MM/YYYY)      2 0 2 0

CONTROL NO (REGISTRAR'S USE) ONLY

PARTICIPANTS CAN INDICATE UP TO (3) THREE OPTIONAL BID MARGINS AND SPECIFY THE PARTICIPATION AMOUNT APPLICABLE TO EACH BID COUPON RATE. THESE WILL BE TREATED AS OPTIONAL ORDERS AND **WILL NOT BE AGGREGATED**. PLEASE TICK (✓) THE APPLICABLE BOX ON THE RIGHT.

PFA     Bank     Discount House     Fund Manager     Investment/ Unit Trust     HNI  
 PE Fund     Staff Scheme     Trustee/ Custodian     Insurance Company     Stockbroker

**ORDER 1**

<b>Participation Amount</b>	<b>Bid Coupon Rate</b>
₦	%
In Words:	

**ORDER 2**

<b>Participation Amount</b>	<b>Bid Coupon Rate</b>
₦	%
In Words:	

**ORDER 3**

<b>Participation Amount</b>	<b>Bid Coupon Rate</b>
₦	%
In Words:	

**Surname/Corporate Name**

--

**Other Names (for Individuals only)**

--

**Joint Applicant's Surname and other Names**

--

**Contact Person (for Corporate Applicant) / Next of Kin (for Individual Applicant)**

--





## APPENDIX 7: Parties to the Offer

Board of Directors	
<p>Mr John G. Coumantaros (Chairman) 33rd Floor, 712 New York United States of America Fifth Avenue</p>	<p>Alhaji Yunus Olalekan A. Saliu 3 Abike Sulaiman Street Lekki Phase 1 Lekki Lagos</p>
<p>Dr (Chief) Emmanuel A. Ukpabi (KJW) (Vice Chairman) 76 Marine Road Apapa Lagos</p>	<p>Professor Jerry Gana, CON 2 Misratak Street Wuse II Abuja</p>
<p>Mr Paul M. Gbededo (Group Managing Director) Road 47, Q4 Victoria Garden City Ajah Lagos</p>	<p>Alhaji Rabiu Muhammad Gwarzo, OON 15 Mai Malari Road Bompai Industrial Estate Kano</p>
<p>Alhaji Abdullahi Ardo Abba 26 Mayo Inne Road Jimeta Yola Adamawa</p>	<p>Mr Athanasios George Mazarakis 33<sup>rd</sup> Floor, 712 Fifth Avenue New York United States of America</p>
<p>Mr Alfonso Garate 33<sup>rd</sup> Floor, 712 Fifth Avenue New York United States of America</p>	<p>Mr Foluso O. Phillips Phillips Consulting 4th Floor, UBA House 57 Marina Lagos</p>
<p>Mr Ioannis Katsaounis 26 Filellinon Street Athens Greece</p>	<p>Mr Folarin Rotimi Abiola Williams 1 Shagamu Avenue Ilupeju Lagos</p>
<p>Mr Atedo Nari Atowari Peterside, CON I.B.T.C. Place Walter Carrington Crescent Victoria Island Lagos</p>	<p>Mr Joseph O. Umolu (Company Secretary) 1 Golden Penny Place Wharf Road Apapa Lagos</p>
<p>Mrs Salamatu Hussaini Suleiman 19 Bolaji Akinyemi Crescent Katampe Extension Abuja</p>	

Other Information		
<p><b>Registered Address<sup>3</sup></b> Flour Mills of Nigeria PLC 1 Golden Penny Place Wharf Road Apapa Lagos +234 705 689 1000</p>	<p><b>Audit Committee Members</b> Mr. Ajani Babajide Adetunji – Chairman Mr. Adesina Olalekan Oladejo Mr. Otukoya Oluwasesan James Mr. Shekoni Nurudeen Adebayo Mr. Adeshina Tajudeen Imran Dr. (Chief) Emmanuel Akwari Ukpabi (KJW) Mr. Foluso Olajide Phillips Alhaji Yunus Olalekan Saliu Mr. Joseph Umolu</p>	<p><b>Auditors</b> KPMG Professional Services KPMG Tower Bishop Aboyade Cole Street Victoria Island Lagos +234 1 271 8955</p>

<sup>3</sup> Regional offices of the Issuer can be found on the Issuer's website, <https://www.fmrpic.com>

**APPENDIX 7: Parties to the Offer**

Issuing Houses		
<b>Stanbic IBTC Capital Limited (Lead)</b> I.B.T.C. Place Walter Carrington Crescent Victoria Island Lagos	<b>ARM Securities Limited</b> 1 Mekuwen Road Off Oyinkan Abayomi Drive Ikoyi Lagos	
<b>FBNQuest Merchant Bank Limited</b> 10 Keffi Street Off Awolowo Road Ikoyi Lagos	<b>FCMB Capital Markets Limited</b> 6th Floor, First City Plaza 44 Marina Lagos	
<b>Quantum Zenith Capital &amp; Investments Limited</b> 12th Floor, Plot 2 Ajose Adeogun Street Victoria Island Lagos		
<b>Solicitors to the Programme / Issuer</b>		
<b>The New Practice</b> 49, Raymond Njoku Street South-West Ikoyi Lagos		
<b>Registrars</b>		
<b>Atlas Registrars Limited</b> 34 Eric Moore Road Iganmu Lagos	<b>Reporting Accountant</b>	
	<b>Deloitte &amp; Touche</b> Civic Towers Ozumba Mbadiwe Road Victoria Island Lagos	Famkpe Olukeye Babajide Olukeye
<b>Trustees</b>		
<b>United Capital Trustees Limited</b> 12th Floor, UBA House 57 Marina Lagos	<b>Legal Adviser to the Trustees:</b> <b>Udo Udoma &amp; Belo-Osagie</b> St. Nicholas House (10th & 13th Floors) Catholic Mission Street Lagos	
<b>Receiving Banks</b>		
<b>Stanbic IBTC Bank PLC</b> IBTC Place Walter Carrington Crescent, Victoria Island Lagos	<b>First Bank of Nigeria Limited</b> Samuel Asabia House 35 Marina Lagos	
<b>Ratings Agencies</b>		
<b>Agusto &amp; Co. Limited</b> UBA House (5th Floor) 57 Marina Road Lagos	<b>Global Credit Rating Co.</b> New Africa House (11th Floor) 31 Marina Lagos	



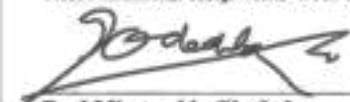
## APPENDIX 8: Extract from the Financial Statements

Flour Mills of Nigeria Plc  
Annual report  
31 March 2019

### Consolidated and Separate Statements of Financial Position As at 31 March 2019

In thousands of naira	Note	Group		Company	
		31 March 19	31-Mar-18	31 March 19	31-Mar-18
<b>Assets</b>					
Property, plant and equipment	17	221,465,325	217,901,400	88,803,208	83,837,249
Investment property	18	1,737,559	1,841,977	58,899	60,954
Goodwill	20	4,148,022	4,148,022	1,876,816	1,876,816
Intangible assets	19	1,316,670	1,095,317	1,022,676	1,088,440
Investments in subsidiaries	21	-	-	44,005,134	35,280,134
Biological assets	24	111,784	37,710	-	-
Deferred tax	15	3,963,819	6,459,761	-	-
Long term loans and receivables	25	1,402,210	944,472	33,617,060	44,441,768
Other investments	23	41,140	62,900	41,140	62,900
Prepayments	28	2,365,692	1,610,730	2,056,477	1,575,533
<b>Non-current assets</b>		<b>236,552,221</b>	<b>234,102,289</b>	<b>171,481,410</b>	<b>168,223,794</b>
Inventories	26	118,867,186	111,373,409	68,230,014	71,755,238
Biological assets	24	18,498	179,653	-	-
Trade and other receivables	27	26,085,312	19,083,085	50,322,189	49,546,925
Derivative assets	48	198,026	-	198,026	-
Prepayments	28	17,894,815	21,364,109	13,848,251	16,778,199
Cash and cash equivalents	29	17,205,546	22,245,372	9,978,297	16,300,426
<b>Current assets</b>		<b>180,269,383</b>	<b>174,245,628</b>	<b>142,576,777</b>	<b>154,380,788</b>
<b>Total assets</b>		<b>416,821,604</b>	<b>408,347,917</b>	<b>314,058,187</b>	<b>322,604,582</b>
<b>Equity</b>					
Share capital	31	2,050,197	2,050,197	2,050,197	2,050,197
Share premium	31	75,377,444	75,377,444	75,377,444	75,377,444
Fair value reserves		(94,316)	(72,556)	(94,316)	(72,556)
Retained earnings		66,377,553	67,903,735	61,595,948	74,091,211
<b>Equity attributable to owners of the company</b>		<b>143,710,878</b>	<b>145,258,820</b>	<b>138,929,273</b>	<b>151,446,296</b>
<b>Non-controlling interests</b>		<b>7,261,317</b>	<b>5,357,888</b>	<b>-</b>	<b>-</b>
<b>Total equity</b>		<b>150,972,195</b>	<b>150,616,708</b>	<b>138,929,273</b>	<b>151,446,296</b>
<b>Liabilities</b>					
Borrowings	32	46,231,074	29,376,221	21,795,459	14,984,392
Retirement benefit obligation	33	5,848,372	5,193,788	4,798,945	4,293,331
Long service award	34	2,183,131	1,948,287	1,881,868	1,720,629
Deferred tax	15	10,587,507	12,307,605	8,150,526	9,805,335
Deferred income	35	16,370,523	9,117,232	172,410	280,073
<b>Non-current liabilities</b>		<b>81,220,607</b>	<b>57,943,133</b>	<b>36,799,208</b>	<b>31,083,760</b>
Bank overdrafts	29	9,651,138	19,934,045	1,519,149	16,466,200
Trade and other payables	36	79,040,345	56,993,533	66,343,291	40,126,542
Borrowings	32	71,053,087	103,922,863	55,425,053	71,382,864
Current tax payable	14	4,104,046	3,151,317	775,960	1,097,052
Deferred income	35	2,818,229	2,578,896	52,925	147,084
Dividend payable	37	2,566,783	2,005,814	2,177,173	1,981,752
Customer deposits	38	15,395,174	11,201,608	12,036,155	8,873,032
<b>Current liabilities</b>		<b>184,628,802</b>	<b>199,788,076</b>	<b>138,329,706</b>	<b>140,074,526</b>
<b>Total liabilities</b>		<b>265,849,409</b>	<b>257,731,209</b>	<b>175,128,914</b>	<b>171,158,286</b>
<b>Total equity and liabilities</b>		<b>416,821,604</b>	<b>408,347,917</b>	<b>314,058,187</b>	<b>322,604,582</b>

These financial statements were approved by the Board of Directors on 12 July, 2019 and are signed on its behalf by:

  
Paul Miyanmide Gbededo  
Group Managing Director  
FRC/2013/IODN/00000003828

  
Alhaji Y Olatokan A. Saliu  
Director  
FRC/2013/ICAN/00000003595

  
Anders Kristiansson  
Group Chief Finance Officer  
FRC/2014/ANAN/00000009819

The accompanying notes and significant accounting policies form an integral part of these financial statements


## APPENDIX 8: Extract from the Financial Statements


FLOUR MILLS OF NIGERIA PLC

CONDENSED CONSOLIDATED AND SEPARATE STATEMENT OF FINANCIAL POSITION  
AS AT 30 SEPTEMBER, 2019

	Note	Group		Company	
		30/09/2019 N'000	31/03/2019 N'000	30/09/2019 N'000	31/03/2019 N'000
<b>Assets</b>					
<b>Non-current assets</b>					
Property, plant and equipment	13	220,209,837	221,465,325	90,925,415	89,803,208
Biological assets	14	861,228	111,754	-	-
Intangible assets	15	1,123,191	1,316,670	859,561	1,022,676
Investment properties	18	1,885,350	1,737,559	57,871	58,899
Goodwill	12	4,148,022	4,148,022	1,876,816	1,876,816
Investment in subsidiaries	17	-	-	44,005,134	44,005,134
Available for sale investments	18	34,680	41,140	34,680	41,140
Deferred tax assets		4,100,079	3,963,619	-	-
Long term loans receivable	19	653,737	1,402,210	38,304,430	33,617,080
Prepayments	22	1,533,722	2,365,892	1,533,722	2,056,477
<b>Total non-current assets</b>		<b>234,369,643</b>	<b>236,552,221</b>	<b>177,597,629</b>	<b>171,481,410</b>
<b>Current assets</b>					
Inventories	20	82,788,161	118,867,166	49,483,499	68,230,014
Biological assets	14	17,807	18,498	-	-
Trade and other receivables	21	27,988,104	26,095,312	51,711,913	50,322,189
Derivative assets		198,026	198,026	198,026	198,026
Prepayment & deposit for import	22	12,500,478	17,894,815	8,244,401	13,845,251
Cash and cash equivalents	23	20,881,327	17,205,546	14,661,708	9,978,297
<b>Total current assets</b>		<b>154,182,903</b>	<b>180,269,383</b>	<b>124,299,545</b>	<b>142,576,777</b>
<b>Total assets</b>		<b>388,552,546</b>	<b>416,821,604</b>	<b>301,897,173</b>	<b>314,058,187</b>
<b>Equity and liabilities</b>					
<b>Capital and reserves</b>					
Share capital		2,050,197	2,050,197	2,050,197	2,050,197
Share premium		75,377,444	75,377,444	75,377,444	75,377,444
Fair value reserves		(100,776)	(94,316)	(100,776)	(94,316)
Retained earnings		67,730,756	68,377,553	58,225,695	61,595,948
Equity attributable to owners of the Company		145,057,621	143,710,878	135,552,560	138,929,273
Non-controlling interest		6,890,965	7,261,317	-	-
<b>Total Equity</b>		<b>151,948,586</b>	<b>150,972,195</b>	<b>135,552,560</b>	<b>138,929,273</b>
<b>Liabilities</b>					
<b>Non-current liabilities</b>					
Borrowings	25	59,952,261	48,231,074	34,825,538	21,796,459
Retirement benefit obligation		6,411,485	5,848,372	5,384,757	4,796,945
Long service award		2,384,443	2,183,131	2,078,333	1,881,868
Deferred taxation		10,556,127	10,587,507	8,130,831	8,180,326
Deferred income		15,919,465	16,370,523	1,400,786	172,410
<b>Total non-current liabilities</b>		<b>95,223,781</b>	<b>81,220,607</b>	<b>51,820,247</b>	<b>36,798,208</b>
<b>Current liabilities</b>					
Bank overdraft	23	10,861	9,651,138	10,860	1,519,149
Trade and other payables	24	58,943,969	79,040,345	58,381,023	66,343,291
Borrowings	25	62,566,383	71,053,087	45,831,262	55,425,053
Current tax payable		5,701,193	4,104,046	1,169,227	775,960
Deferred income		3,378,678	2,816,229	282,010	82,929
Dividend payable		2,545,415	2,566,783	2,165,808	2,177,173
Customer deposits		10,223,680	15,385,174	6,694,179	12,036,155
<b>Total current liabilities</b>		<b>141,370,179</b>	<b>164,628,802</b>	<b>114,524,366</b>	<b>138,329,706</b>
<b>Total liabilities</b>		<b>236,593,960</b>	<b>245,849,409</b>	<b>166,344,613</b>	<b>175,128,914</b>
<b>Total equity and liabilities</b>		<b>388,552,546</b>	<b>416,821,604</b>	<b>301,897,173</b>	<b>314,058,187</b>

The financial statements were approved by the board of directors and authorised for issue on 30th October, 2019. They were signed on its behalf by:

  
Paul Mijomide Obededo  
Group Managing Director  
FRC/2013/CDN/0000003825

  
Anders Kristiansson  
Group Chief Finance Officer  
FRC/2014/ANAN/0000000816

## APPENDIX 8: Extract from the Financial Statements

Flour Mills of Nigeria Plc  
Annual report  
31 March 2019

### Consolidated and Separate Statements of Profit or Loss and Other Comprehensive Income For the year ended 31 March 2019

	Note	Group		Company	
		31 March 19	31-Mar-18	31 March 19	31-Mar-18 Restated*
<i>In thousands of naira</i>					
<b>Continuing operations</b>					
Revenue	5	527,404,567	542,670,409	370,205,529	371,370,740
Cost of sales	6	(474,057,010)	(473,895,352)	(337,073,874)	(321,920,291)
Gross profit		53,347,557	68,775,057	33,131,655	49,450,449
Selling and distribution expenses	9	(8,165,792)	(6,180,092)	(6,297,386)	(5,595,264)
Administrative expenses	10	(19,424,087)	(19,423,339)	(12,661,382)	(11,214,859)
Net operating gains and (losses)	8	6,211,205	5,943,332	2,287,514	(4,190,519)
(Impairment loss)/write-back on trade and intercompany receivables	27	327,976	(692,033)	(244,360)	(1,291,375)
<b>Operating profit</b>		<b>32,296,889</b>	<b>48,422,925</b>	<b>16,216,041</b>	<b>27,158,432</b>
Investment income	12	768,592	816,319	18,346,048	9,810,954
Finance costs	13	(22,891,176)	(32,697,477)	(16,025,840)	(24,941,948)
<b>Profit before minimum tax</b>		<b>10,174,275</b>	<b>16,541,767</b>	<b>18,536,249</b>	<b>12,027,438</b>
Minimum tax		(225,616)	(144,277)	-	-
<b>Profit after minimum tax</b>		<b>9,948,659</b>	<b>16,397,490</b>	<b>18,536,249</b>	<b>12,027,438</b>
Net income tax expense	14	(5,948,513)	(2,781,716)	(986,742)	(4,171,670)
<b>Profit from continuing operations</b>		<b>4,000,146</b>	<b>13,615,774</b>	<b>17,549,507</b>	<b>7,855,768</b>
<b>Discontinued operation</b>					
Profit from discontinued operations	50	-	-	1,768,147	1,388,961
<b>Profit for the year</b>		<b>4,000,146</b>	<b>13,615,774</b>	<b>19,317,654</b>	<b>9,244,729</b>
<b>Other comprehensive income</b>					
<i>Items that will not be reclassified to profit or loss:</i>					
Remeasurement of defined benefit liability		462,709	(898,629)	355,687	(735,088)
Related tax		(148,068)	292,322	(113,819)	235,228
<b>Remeasurement of defined benefit liability, net of tax</b>		<b>314,641</b>	<b>(606,307)</b>	<b>241,868</b>	<b>(499,860)</b>
<i>Items that may be reclassified to profit or loss:</i>					
Gain/(loss) on investments in equity instruments		(21,760)	38,760	(21,760)	38,760
<b>Other comprehensive income for the year net of tax</b>		<b>292,881</b>	<b>(567,547)</b>	<b>220,108</b>	<b>(461,100)</b>
<b>Total comprehensive income for the year</b>		<b>4,293,027</b>	<b>13,048,227</b>	<b>19,537,762</b>	<b>8,783,629</b>
<b>Profit attributable to:</b>					
Owners of the Company:		4,108,369	12,675,321	17,549,507	9,244,729
Non-controlling Interests	22	(108,223)	940,453	-	-
<b>Total comprehensive income attributable to:</b>		<b>4,000,146</b>	<b>13,615,774</b>	<b>17,549,507</b>	<b>9,244,729</b>
Owners of the Company:		4,895	12,129,511	19,537,762	9,244,729
Non-controlling Interests	22	(102,953)	918,716	-	-
		<b>(98,058)</b>	<b>13,048,227</b>	<b>19,537,762</b>	<b>9,244,729</b>
<b>Earnings per share:</b>					
<i>Per share information</i>					
Basic earnings per share (kobo)	16	100	483	471	352
Diluted earnings per share (kobo)	16	100	483	471	352
<b>Earnings per share - Continuing operations</b>					
Basic earnings per share (Kobo)	16	100	483	428	299
Diluted earnings per share (kobo)	16	100	483	428	299


The accompanying notes and significant accounting policies form an integral part of these financial statements

\* The prior year comparative figures have been restated to reflect the impact of discontinued operations as a single amount in the income statement (Note 50)

\*\* The Group and Company initially adopted IFRS 15 and IFRS 9 effective 1 April 2018. Under the transition chosen, comparative information has not been restated except separate presentation of impairment losses on long term, intercompany and trade receivables.



## APPENDIX 8: Extract from the Financial Statements

FLOUR MILLS OF NIGERIA PLC				
UNAUDITED FINANCIAL RESULTS FOR SIX MONTHS ENDED 30 SEPTEMBER 2019				
The Directors of Flour Mills of Nigeria Plc (FMN) are pleased to announce the unaudited financial results of the Group and the Company for the six months ended 30th September 2019 as follows:				
	Group		Company	
	Six months ended		Six months ended	
	30/09/2019	30/09/2018	30/09/2019	30/09/2018
	N'000	N'000	N'000	N'000
Revenue	270,761,855	268,737,155	187,262,311	188,714,322
Cost of sales	(238,594,804)	(237,017,545)	(169,335,383)	(163,966,779)
Gross profits	<u>31,777,051</u>	<u>32,119,610</u>	<u>17,946,928</u>	<u>24,746,543</u>
Selling and distribution expenses	(4,483,684)	(4,125,473)	(3,421,978)	(3,344,291)
Administrative expenses	(10,517,830)	(8,851,618)	(7,272,411)	(7,553,122)
Net operating gains/(losses)	45,251	1,100,002	(955,242)	(33,395)
Operating profit	<u>16,820,758</u>	<u>19,242,623</u>	<u>6,297,297</u>	<u>13,614,735</u>
Investment income	691,670	286,852	1,918,589	3,544,049
Finance costs	(8,835,125)	(11,229,385)	(5,936,148)	(9,495,274)
Profit before tax	<u>8,634,303</u>	<u>8,302,120</u>	<u>2,279,738</u>	<u>8,663,510</u>
Tax expense	(2,730,977)	(3,232,078)	(729,516)	(2,913,592)
Profit for the period	<u>5,903,326</u>	<u>5,069,441</u>	<u>1,550,222</u>	<u>5,949,918</u>
Gain/(loss) on investments in equity instruments	(6,460)	(19,720)	(6,460)	(19,720)
Total comprehensive income	<u>5,896,866</u>	<u>5,049,721</u>	<u>1,543,762</u>	<u>5,930,198</u>
Profit attributable to:				
Owners of the Company	6,273,678	5,128,330	1,550,222	5,949,918
Non-controlling interests	(370,352)	(58,889)	-	-
	<u>5,903,326</u>	<u>5,069,441</u>	<u>1,550,222</u>	<u>5,949,918</u>
Total comprehensive income attributable to:				
Owners of the Company	6,267,216	5,106,610	1,543,762	5,930,198
Non-controlling interests	(370,352)	(58,889)	-	-
	<u>5,896,866</u>	<u>5,049,721</u>	<u>1,543,762</u>	<u>5,930,198</u>
Earnings per share - Basic (kobo)	153	125	38	145
Earnings per share - Diluted (kobo)	153	125	38	145
<b>Explanatory Notes:</b>				
<b>BY ORDER OF THE BOARD</b>				
 <p>Joseph Odion A. Umolu Company Secretary / Director, Legal Services FRC/2013/NBA/0000003687 30th October, 2019</p>				



## APPENDIX 8: Extract from the Financial Statements

Flour Mills of Nigeria Plc  
Annual report  
31 March 2019

### Consolidated and Separate Statement of Cash Flows

for the year ended 31 March 2019

	Note	Group		Company	
		2019	2018	2019	2018
<i>in thousands of naira</i>					
<b>Cash flow from operating activities</b>					
Cash generated from operating activities	30	75,279,237	84,592,172	5,039,206	(23,367,916)
Income tax paid	14	(2,583,747)	(1,306,617)	(1,116,414)	(226,542)
Long service award benefit paid	34	(291,474)	(191,385)	(247,869)	(167,736)
Retirement benefit paid	33	(164,792)	(341,159)	(130,170)	(275,391)
<b>Net cash generated from/(used in) operating activities</b>		<b>72,239,224</b>	<b>82,753,011</b>	<b>3,544,753</b>	<b>(24,037,585)</b>
<b>Cash flow from investing activities</b>					
Acquisition of property, plant and equipment	17	(26,223,342)	(21,398,545)	(17,210,136)	(8,456,517)
Proceeds from sale of property, plant and equipment		2,223,481	2,790,863	39,105	1,864,149
Acquisition of intangible assets	19	(330,363)	(13,219)	(58,988)	(13,219)
Purchase of biological assets	24	(969,873)	(27,398)	-	-
Loans granted to related companies	25	(586,396)	-	(58,904,085)	(22,632,996)
Loan repayments from related companies	25	128,661	-	92,046,897	73,585,829
Finance Income	12	768,592	816,319	6,011,448	9,810,954
Dividend received	12	-	-	12,334,600	-
<b>Net cash (used in)/ generated from investing activities</b>		<b>(24,989,240)</b>	<b>(17,831,980)</b>	<b>34,258,841</b>	<b>54,158,200</b>
<b>Cash flow from financing activities</b>					
Proceeds on share issue	31	-	39,302,975	-	39,302,975
Proceeds from borrowings	32	362,092,863	301,531,571	199,727,133	263,610,600
Repayment of borrowings	32	(378,107,786)	(360,013,797)	(208,873,876)	(296,036,810)
Consideration paid for acquisition of NCI		-	(1,683,000)	-	(1,683,000)
Additional investment by NCI		2,030,700	-	-	-
Dividends paid	37	(5,488,599)	(2,838,587)	(4,257,175)	(2,838,587)
Unclaimed dividend received	37	352,200	216,465	352,200	192,403
Finance costs paid	13	(22,891,176)	(32,697,477)	(16,025,840)	(24,941,948)
<b>Net cash from financing activities</b>		<b>(42,011,798)</b>	<b>(56,181,850)</b>	<b>(29,077,558)</b>	<b>(22,394,367)</b>
<b>Net increase in cash and cash equivalents</b>		<b>5,238,186</b>	<b>8,739,181</b>	<b>8,726,036</b>	<b>7,726,248</b>
Cash and cash equivalent at the beginning of the year		2,311,327	(4,005,309)	(165,774)	(5,519,945)
Transfer to Golden Fertilizer Company Limited	21(i)	-	-	(105,346)	-
Effect of exchange difference		4,895	(2,422,545)	4,232	(2,372,222)
Cash increase through merger		-	-	-	145
<b>Cash and cash equivalents at 31 March</b>	<b>29</b>	<b>7,554,408</b>	<b>2,311,327</b>	<b>8,459,148</b>	<b>(165,774)</b>

The accompanying notes and significant accounting policies form an integral part of these financial statements

## APPENDIX 8: Extract from the Financial Statements

### FLOUR MILLS OF NIGERIA PLC

#### CONSOLIDATED AND SEPARATE STATEMENT OF CASHFLOWS FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2019

	Group		Company	
	30/09/2019 N'000	30/09/2018 N'000	30/09/2019 N'000	30/09/2018 N'000
<b>Cash flows from operating activities</b>				
Profit before tax	8,634,303	8,302,120	2,279,738	8,863,510
<b>Adjustment for:</b>				
Depreciation and amortization	9,936,515	9,458,030	5,106,414	4,687,605
Finance costs	8,838,125	11,229,385	5,936,148	8,495,274
Interest income	(383,049)	(288,882)	(318,488)	(3,544,049)
Loss/(profit) on disposal of fixed assets	30,966	57,906	(22,539)	(881)
Deferred tax assets	(136,260)	(811,905)		
Tax Payable	1,597,147	(1,936,411)	393,267	(582,967)
Deferred taxation liabilities	(1,585,598)	2,371,444	(412,961)	2,349,038
Retirement benefit obligations	563,113	200,499	585,812	258,798
Long service award	201,312	125,320	196,465	110,246
Dividend payable	(21,368)	159,978	(21,368)	159,978
<b>Profit before changes in working capital</b>	<b>27,675,206</b>	<b>29,067,484</b>	<b>13,724,486</b>	<b>20,776,752</b>
<b>Changes in Working Capital</b>				
(Increase)/ Decrease in Inventory	26,079,025	5,458,843	18,746,515	(1,988,236)
(Increase)/ Decrease in trade and other receivables	(1,902,792)	(3,228,912)	(1,389,726)	(18,596,697)
(Increase)/ Decrease in Biological assets	(748,750)	(969,835)	-	-
(Increase)/ Decrease in Prepayments and deposit for imports	6,217,308	2,414,993	8,126,605	4,275,517
Increase/ (Decrease) in Trade and other payable	(22,096,376)	11,480,458	(7,962,268)	14,944,781
Increase/ (Decrease) in Customers' deposit	(5,171,494)	(1,140,721)	(5,341,975)	(1,751,716)
Increase/ (Decrease) in Deferred revenue	109,390	(400,854)	1,457,465	(52,437)
<b>Net changes in working capital</b>	<b>2,486,311</b>	<b>13,913,972</b>	<b>11,636,616</b>	<b>(3,178,791)</b>
<b>Cash Flow from operating activities</b>	<b>30,161,517</b>	<b>42,981,456</b>	<b>25,361,104</b>	<b>17,597,961</b>
Tax paid	(1,176,759)	(3,232,679)	(336,250)	(2,913,562)
<b>Net Cash Flow from operating activities</b>	<b>28,984,758</b>	<b>39,748,777</b>	<b>25,024,854</b>	<b>14,684,399</b>
<b>Cash flows from investing activities</b>				
Acquisition of property, plant and equipment	(8,711,793)	(8,947,510)	(7,206,082)	(5,342,744)
Acquisition of intangible assets	193,479	67,802	163,115	138,447
Acquisition of investment property	52,209	52,210	1,028	1,028
Long term loans receivable	738,473	647	(4,687,370)	7,309,529
Finance income	383,049	288,882	318,488	3,544,049
<b>Net Cash flow from investing activities</b>	<b>(7,344,583)</b>	<b>(8,507,969)</b>	<b>(11,412,821)</b>	<b>5,650,309</b>
<b>Financing activities</b>				
Borrowings	5,234,483	7,139,582	3,436,268	12,025,947
Finance costs paid	(8,838,125)	(11,229,385)	(5,936,148)	(8,495,274)
Dividend paid	(4,920,475)	(4,100,396)	(4,920,475)	(4,100,396)
<b>Cash flow from Financing activities</b>	<b>(8,524,117)</b>	<b>(8,190,199)</b>	<b>(7,420,335)</b>	<b>(569,723)</b>
<b>Net Cash Flow</b>	<b>13,116,058</b>	<b>23,050,608</b>	<b>6,191,698</b>	<b>19,704,950</b>
<b>Cash and cash equivalents at beginning of Period/year</b>	<b>7,554,408</b>	<b>2,311,327</b>	<b>8,459,148</b>	<b>(165,774)</b>
<b>Cash and cash equivalents at end of the period</b>	<b>20,670,466</b>	<b>25,361,936</b>	<b>14,650,846</b>	<b>19,599,181</b>
<b>Closing</b>				
Bank deposits balances and cash	20,681,327	26,713,418	14,661,706	20,208,748
Bank overdrafts	(10,861)	(1,351,482)	(10,860)	(609,567)
	<b>20,670,466</b>	<b>25,361,936</b>	<b>14,650,846</b>	<b>19,599,181</b>
<b>Opening</b>				
Bank deposits balances and cash	17,206,546	22,245,372	9,978,297	16,300,426
Bank overdrafts	(9,651,138)	(19,934,045)	(1,519,149)	(16,466,200)
	<b>7,554,408</b>	<b>2,311,327</b>	<b>8,459,148</b>	<b>(165,774)</b>

## APPENDIX 8: Extract from the Financial Statements

### Other Financial Information

#### Summary of capital structure of the Issuer

As at 31 March 2019, the capital structure of the Issuer is as follows:

ITEMS		31 March 2019 (₦'million)	30 September 2019 (₦'million)
a.	Cash and cash equivalent	9,978.30	14,650.85
b.	Short term debt	56,944.20	45,842.12
c.	Long term debt	21,795.46	34,825.53
d.	Total shareholders' equity	138,929.37	135,552.56
e.	Guarantees	-	-

#### Borrowings

	Group		Company	
	31-Mar-2019	31-Mar-18	31-Mar-2019	31-Mar-18
<b>Unsecured borrowings</b>				
Bank of Industry Loan - CBN intervention fund (a)	23,699,914	29,206,842	1,989,114	3,143,017
Commercial Agricultural Credit Scheme - Agricultural loans (b)	5,598,441	8,518,645	-	-
RSSF-Real Sector Support Facility (c)	10,053,477	7,795,298	-	-
Other Bank Loans (e)	33,599,652	35,110,950	29,890,491	26,562,694
Intra Group Loan (d)	-	-	3,834,259	12,996,709
Commercial Papers and Bond Issue (g)	41,506,648	43,664,836	41,506,648	43,664,836
Power and Airline Intervention fund (f)	1,422,488	1,802,513	-	-
	<u>115,880,620</u>	<u>126,099,084</u>	<u>77,220,512</u>	<u>86,367,256</u>
<b>Secured Borrowings</b>				
Term loan 1 (h)	1,403,541	7,200,000	-	-
	<u>1,403,541</u>	<u>7,200,000</u>	<u>-</u>	<u>-</u>
	<u>117,284,161</u>	<u>133,299,084</u>	<u>77,220,512</u>	<u>86,367,256</u>
<b>Analysed into</b>				
Current	71,053,087	103,922,863	55,425,053	71,382,864
Non-current	46,231,074	29,376,221	21,795,459	14,984,392
	<u>117,284,161</u>	<u>133,299,084</u>	<u>77,220,512</u>	<u>86,367,256</u>
<b>Borrowings movement</b>				
Opening balance	133,299,084	192,581,310	86,367,256	118,793,466
Additions	362,092,863	301,531,571	199,727,132	263,610,600
Exchange rate difference		(800,000)	-	-
Repayment	(378,107,786)	(360,013,797)	(208,873,876)	(296,036,810)
Closing balance	<u>117,284,161</u>	<u>133,299,084</u>	<u>77,220,512</u>	<u>86,367,256</u>

#### Contingent Liabilities

##### Contingencies

##### Contingent Liabilities

The Group and the Company are involved in litigation suits in the ordinary course of business. In addition, the Group and Company undergo periodic tax regulatory reviews in the normal course of business. The total amount claimed in the cases and contingencies from these tax regulatory reviews against the Group and Company are estimated at N13.47 billion and N1.73 billion respectively. (31 March 2018: N15.99 billion and N5.91 billion). The actions are being contested and the Directors are of the opinion that none of the aforementioned cases or tax regulatory review are likely to have a material adverse effect on the Group and Company. The Directors are also not aware of any other pending or threatened claims and litigations.

## APPENDIX 9: Management Team

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S/N	Name	Position held
1	Mr Paul Miyonmide Gbededo	Group Managing Director
2	Mr Anders Kristiansson	Group Chief Financial Officer
3	Mrs Chinonye Nzewi	Group Treasurer
4	Mr. Devlin M. Hainsworth	Managing Director – (Food)
5	Mr Richard Hedges	Flour Operations Director
6	Mr Katsichtis Yannis	Supply Chain Director
7	Mr Adediran Wale	Human Resources Director
8	Mr Umolu Joseph	Company Secretary/Director, Legal Services
9	Mr Narhari Prasad Tripathi	Director of Manufacturing and Technical Services
10	Mr Udochi Paul	Head of Sales
11	Ms. Rita Tsehai	Head of Marketing
12	Mr Prior Russel	General Manager – Bagco Division
13	Mr Percival-Deigh Waltonio	Director, Business Assurance
14	Mr Spiros Iosifides	Logistics Director



## APPENDIX 10: Board Resolution



**Flour Mills of Nigeria Plc RC 2343**  
1 Golden Penny Place, Wharf Road, Apapa, Lagos State, Nigeria  
P.O. Box 341, Apapa, Lagos State, Nigeria  
Tel: 0705-689-1000, 2000, 3000, 1111, 2222, 3333  
Web: www.fmnplc.com

THE FEDERAL REPUBLIC OF NIGERIA

COMPANIES AND ALLIED MATTERS ACT Cap C20 LFN 2004

PRIVATE COMPANY LIMITED BY SHARES

**ORDINARY RESOLUTION OF THE DIRECTORS  
OF  
FLOUR MILLS OF NIGERIA PLC**

At the meeting of the Board of Directors of Flour Mills of Nigeria Plc (the "Company") duly convened and held in Executive Room, Eko Hotels & Suites, Adenokumbo Adeniyola Street, Victoria Island, Lagos on Wednesday, 4<sup>th</sup> September, 2019, the following resolutions were proposed and duly passed as ordinary resolutions of the Company:

1. That further to the resolution passed by the Board of Directors of the Company on 6<sup>th</sup> December 2017 authorizing the establishment of a Bond Issuance Programme (the "Programme") in an aggregate amount not exceeding ₦70,000,000,000 (Seventy Billion Naira), the Company be and is hereby authorized to issue the third series of the Bonds under the Programme in an aggregate amount of ₦20,000,000,000 (Twenty Billion Naira) or higher, as determined via bank building and subject to the approved Programme limit, on such terms and conditions as may be determined by the Directors and the Management of the Company, having obtained all relevant regulatory approvals;
2. That, notwithstanding the above, the Company be and is hereby authorized to issue, from time to time, additional series of bonds under the Programme in such proportions, on such dates and times as may be determined via bank building and subject to the approved Programme limit, on such terms and conditions as may be approved by any two (2) Directors on the recommendation of the Management of the Company, having obtained all relevant regulatory approvals;
3. That any Director, Management and Secretary of the Company be and are hereby authorized to do all acts and things and to approve, sign and/or execute all documents, appoint such professional parties and advisers, perform all such other acts and do all such other things as may be necessary to give effect to the above resolutions, including without limitation, complying with the directions of any regulatory authority; and
4. That all acts already carried out by the Director and Management of the Company in connection with the above, be and are hereby ratified.

Dated this                      day of                      2019

  
PAUL M. GBEDEDO  
DIRECTOR

  
JOSEPH O. UMOLU  
SECRETARY

**CHAIRMAN:** J. O. Oluwalana (USA); **GROUP MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER:** P.M. Gbededo  
**DIRECTORS:** (Vice Chairman) Dr. Hani E. A. Usudu (GWA), Afees A.A. Billa, Prof. J. Gero, COM, A.O. Gade (Special), Toluwani H. Solomon, Akud B. M. Gbese (OBE), N. Kazeem (OBE), T. Mawakko Gera, A. H. A. Fawcett, COM, FD, F. H. Ali (Y.D.A.), S. A. F. A. Williams, J. O.

Founders: S.E. Oluwalana (1977-2018)

**FMN: Feeding the Nation, Everyday**

## APPENDIX 11: Consents

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The following have given and not withdrawn their written consents to the issue of this Pricing Supplement with their names and reports (where applicable) included in the form and context in which they appear:

<b>Directors of the Company:</b>	Mr John G. Coumantaros Dr (Chief) Emmanuel Akwari Ukpabi (KJW) Mr Paul M. Gbededo Alhaji Abdullahi Ardo Abba Professor Jerry Gana, CON Mr Alfonso Garate Alhaji Rabi Muhammad Gwarzo, OON Mr Ioannis Katsaounis Mr Athanasios George Mazarakis Mr Atedo Nari Atowari Peterside, CON Mr Foluso O. Phillips Alhaji Yunus Olalekan A. Saliu Mr Folarin Rotimi Abiola Williams Mrs Salamatu Hussaini Suleiman
<b>Company Secretary:</b>	Mr Joseph O Umolu
<b>Lead Issuing House:</b>	Stanbic IBTC Capital Limited
<b>Joint issuing Houses:</b>	ARM Securities Limited FBNQuest Merchant Bank Limited FCMB Capital Markets Limited Zenith Capital Limited
<b>Solicitors to the Programme / Issuer:</b>	The New Practice
<b>Bond Trustees:</b>	United Capital Trustees Limited
<b>Receiving Banks:</b>	First Bank of Nigeria Limited Stanbic IBTC Bank PLC
<b>Ratings Agencies:</b>	Agusto & Co. Limited Global Credit Rating Co.
<b>Registrar:</b>	Atlas Registrars Limited

## **APPENDIX 12: Documents available for Inspection**

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Copies of the following documents can be inspected at the offices of Flour Mills of Nigeria PLC at Golden Penny Place, Wharf Road, Apapa, Lagos, and the Issuing Houses, between 8:00am and 5:00pm on Business Days, during the validity period of the Programme and the Issue:

- (i) The audited financial statements of the Issuer for the five years ended 31 March 2015, 2016, 2017, 2018 and 2019;
- (ii) The unaudited financial statements of the Issuer for the period ended 30 September 2019
- (iii) The updated schedule of the claims and litigation referred to above and the Solicitors' opinion thereon;
- (iv) The Issuer's Agosto & Co. and GCR Ratings Reports;
- (v) The Issue's Agosto & Co. and GCR Ratings Reports;
- (vi) A copy of the Resolution of the Board of Directors of the Issuer, dated 04 September 2019, authorising the Issuance; and
- (vii) A copy of the letter dated 03 December 2019, from the Auditors to the Issuer, providing its opinion on the going concern status of the Issuer in respect of the Issuance

TNP

10<sup>th</sup> January 2020

The Chief Executive  
Seabio IBTC Bank Plc  
Building A  
IBTC Place  
Walter Carrington Crescent  
Victoria Island  
Lagos

Dear Sir,

**OPINION OF SOLICITORS TO THE SERIES 3 TRANCHES A & B ISSUANCE (SERIES 3 BONDS) CONFIRMING DIRECTORS' OPINION ON THE EFFECT OF ALL PENDING OR CONTEMPLATED CLAIMS BY OR AGAINST FLOUR MILLS OF NIGERIA PLC**

The above-mentioned subject refers.

In the ordinary course of its business, Flour Mills of Nigeria Plc (FMN) is currently involved in twenty eight (28) lawsuits out of which five (5) were either instituted by FMN or FMN filed a counter claim, while twenty-three (23) of the suits were instituted against FMN. Please find enclosed a schedule of pending litigation instituted by or against FMN as at 14<sup>th</sup> January 2020.

The total amount claimed in the lawsuits that were either instituted by FMN or in which it filed a counter-claim is approximately ₦486, 534, 990.79 (Four Hundred and Eighty Eight Million, Five Hundred and Thirty Four Thousand, Nine Hundred and Eighty Naira, Seventy Nine Kobo).

The amount claimed in the lawsuits instituted against FMN, is ₦1, 786, 466, 509.91 (One Billion, Seven Hundred and Eighty Six Million, Four Hundred and Sixty Six Thousand, Five Hundred and Nine Naira, Ninety One Kobo) and €79, 700 (Seventy-Nine Thousand, Seven Hundred Euros).

In our opinion, the contingent liability to which FMN may likely be exposed on account of these matters are not likely to exceed the sum of ₦1, 786, 466, 509.91 (One Billion, Seven Hundred and Eighty Six Million, Four Hundred and Sixty Six Thousand, Five Hundred and Nine Naira, Ninety One Kobo) and €79, 700 (Seventy-Nine Thousand, Seven Hundred Euros). Having considered the information provided by the solicitors defending the various claims against FMN and made such other enquiries, as we consider necessary and appropriate, we are of the opinion that none of the claims against FMN is material in the context of the proposed Series 3 Bonds.

Except as stated above, we are not aware of any other pending or threatened claims involving FMN which are material to the proposed Series 3 Bonds. We are also of the opinion that none of the cases referred to above is likely to have any material adverse effect on FMN or the proposed Series 3 Bonds.

The directors of FMN have indicated that they are not aware of any other pending and or threatened claims or litigation except for those referred to above and that in their opinion, none of the cases is likely to have any material adverse effect on FMN or the proposed Series 3 Bonds.

Yours faithfully,



Zainab Babalola