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# Manufacturing in NIGERIA

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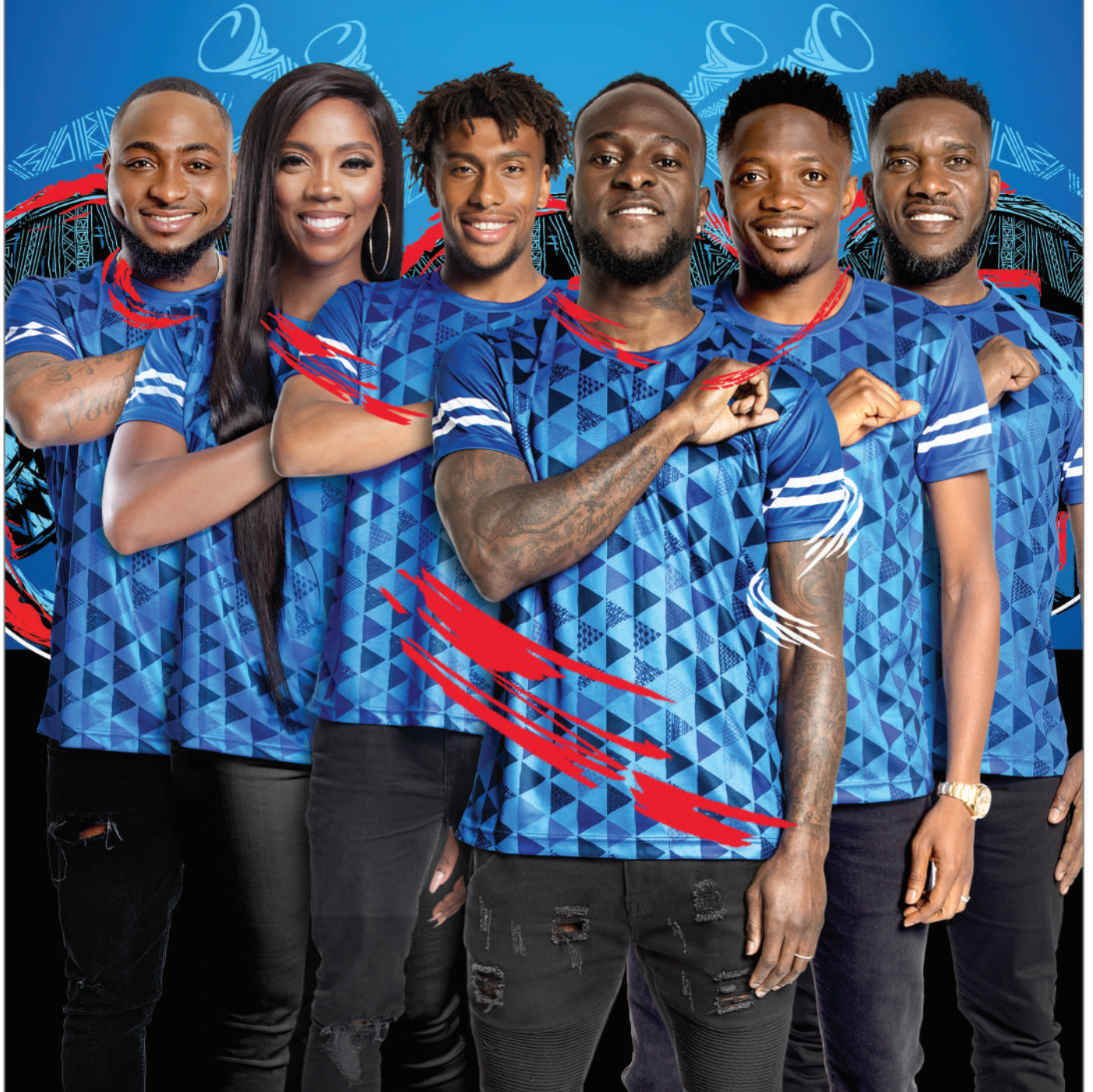




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# Manufacturing in NIGERIA



Nigeria is Africa's biggest economy the continent's most populous nation and one of the most exciting growth areas in the world, with a market projected to double by 2025 to around one trillion dollars, while the population is projected to rocket to 240 million people by 2050. Manufacturing is helping to drive growth in promising non-oil sectors, but the challenges involved are as complex and grand in scale as the opportunities.

"You need to research to be able to improve on the quality of your product to remain competitive" says Dr. Frank Jacobs, the President of the Manufacturers Association of Nigeria in our exclusive interview. Globalization offers both opportunities and risks especially for developing nations. It has lead to an unprecedented increase in

international trade in manufactured goods for more than 100 times in the 50 years since 1955. It increases economic prosperity and leads to higher output among others in the participating countries. Globalization today is about moving part of a process to wherever in the world is best for quality, price or speed and convenience. "Businesses that used to take 3 weeks to register can now be registered within 48 hours" explains Dr Jacobs.

Nigeria has excellent and well capitalized financial institutions and the luminaries we interviewed help us better understand taxation policies and long term inter-government positions towards business. Economic liberalisation has drawn investors from across the world attracted by the

country's vast market- not just its oil. In fact, over the past decade average GDP growth rates of around 7% were driven not by oil, the major export, but by the non-oil sector. Agriculture and manufacturing are growing consistently and systematically.

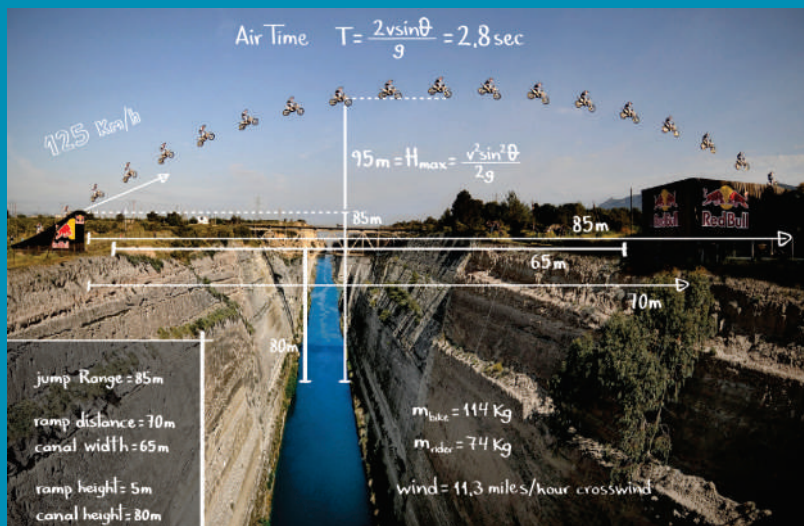
Manufacturing is vital for Nigeria's future as it turns the problem of international competitiveness into an opportunity for reducing unemployment and even expanding to exports. The large local market and natural resources give Nigeria a significant advantage in this respect. It is a direction all governments understand and support through a variety of medium and long terms plans which merit further examination and evaluation. The situation is perhaps best summarized by the closing statement of Dr

Jacobs in our interview:

"My message to the prospective foreign investors is: in this country there are abundant natural resources yet untapped. When, for instance, the EU wanted the EPA agreement, our position was, why not bring these your expensive machines to Nigeria or to ECOWAS, set up your factories here, employ our people, employ some of your people too, but employ our people, produce your products here, ship it to where you want to go sell it. That, if we do it, will be a win win situation."



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## Manufacturing in Nigeria

**SEVEN UP BOTTLING COMPANY LIMITED: the only way is up!**

To say the potential of the Nigerian market is huge would be an understatement. A population of approximately 200 million people out of which over 60% are under 35 years, and these are sophisticated consumers exposed to such global brands like Pepsi. It was on Nigeria's Independence day, October, 1st 1960, that the very first bottle of 7Up rolled off the bottling line in Lagos. Since then Seven-Up Bottling Company Limited has ensured delivery of satisfaction to its consumers through innovation, creativity, response to supply and market demands, keeping abreast of global trends in the industry and investment in new technology.



**Ngozi Giwa-Amu**  
Legal and Corporate Advisor SBC

As a market leader, Seven Up Bottling Company Limited is guided by global best practices in corporate governance, employees' relations, trade and marketing activities and government relations. "We recently launched 'SABI' an internal communication tool to ferret out Nigerian talents within the system and give them the opportunity to be future leaders. This also engages our employees and realigns them with the vision of the organisation, incorporates a change culture and achieves total buy-in." The People, Passion and Pride Objective of the Managing Director, Mr. Ziad Maalouf is thus further entrenched, empowering and enabling everyone in the business.

Businesses the world over experience challenging periods both at the micro and the macro level. We have been able to ride the

storms and carve a niche for ourselves in the nearly sixty years of doing business in this market. Coupled with our can-do attitude towards achieving our corporate objectives, we have impacted the consumers choice.

We have adopted some parks and other public places for beautification and environmental sustainability/renewal by planting, manuring the grass and flowers. These include the spaces in and around under the bridges in Ilubirin/Adeniji Adele axis, our Ijora Lagos head office. We are also an integral member of the Food and Beverages Recycling Alliance and are employing advocacy as well as stakeholder engagement in envi-



**Yinka Olufade**  
Head, Human Resources SBC

ronmental sustainability, management of recyclable waste packages.

We pride ourselves as one of the most creative organisations in Nigeria in the area of marketing communication and attested by the buzz of our campaigns.

We have come to understand and own the insights that drive the consumer passion points of music, football and lifestyle with our hands on the digital pulse of our target audience and consumers at large.

Preceding the consumer, resonating and dial shifting "No shakin' carry go" price compliance campaign, we ran a successful 'Pepsi Long throat' campaign in December 2016, to launch our 60cl PET bottle. This campaign garnered accolades and won many awards both locally and internationally and remains the only Nigerian campaign to have won the global WARC digital award.

Just recently in 2018, the 'Pepsi Naija All The Way Campaign' took the entire country by storm with its creative, impactful and resonating message that spanned the entire media spectrum including digital. The 7Up brand and Aquafina supports one of Africa's biggest and Bronze label certified Marathon; The Lagos City Marathon. Because we are a Nigerian company with global brands, we are integrated in the social and cultural life of our consumers as evident in our support for Fela-bration, a celebration and the propagation of the ideals and the music of the Afrobeat Legend Fela Anikulapo-Kuti, and Art-X, a gathering of contemporary arts enthusiasts. Hence our campaigns speak to them in a special way that connect, resonate and inspire them.

These campaigns help us to achieve greater bonding with our consumers and coupled with the high quality of our brands, the business naturally grows. Our corporate social responsibility initiatives are diverse and cut across careers and vocations: Football, education, music, fashion, lifestyle, etc.

Pepsi Football Academy is the first and biggest professionally run football academy in sub-Saharan Africa.

For over 25 years, it continues discovering and nurturing young talented Nigerians who wish to pursue a career in professional football. Many have been discovered and nurtured through the academy including John Mikel Obi former Chelsea FC of England star and Captain of the Nigerian Super Eagles to FIFA World Cup in Russia. His teammate in the national team, Elderson Echiñile is also a product of the Pepsi Football Academy.

When Seven -Up Bottling Company turned 50 years old in 2010, we instituted an annual award for a global MBA at the prestigious Harvard Business School, Boston, Massachusetts, USA, called the 7Up/HBS MBA Scholarship.

The essence and core objective is to raise a pool of young, very skilled individuals that will, in the near future, occupy the commanding heights of the Nigerian economy, equipped and able to drive growth, development and prosperity for the



**Ziad Maalouf**  
Managing Director, SBC

larger society. So far seven young Nigerians have benefitted from the 7UP/HBS MBA Scholarship. They have begun impacting society positively. Misan Rewane, the first recipient of the award runs West African Vocational Education (WAVE) based in Lagos, a finishing school to equip young graduates with employability skills with over 1,500 employees.

We have also been sponsoring the Aquafina Elite Model Look Nigeria contest which provides the platform for young talented Nigerians to aspire to the zenith of the glamorous world of global fashion. Nigeria's own Davidson Obennebo won the Elite Model Look Final in 2016 and has been 'strutting' the runway in the fashion cities of Paris, Milan and New York.

Seven-Up Bottling Company Limited also provides social amenities such as provision of water boreholes in communities without water, rehabilitation of school classroom blocks, library equipment and laboratories for schools in some of our host communities."

The Federal government of Nigeria in recognition of such contributions, in May 2018 bestowed on Seven Up Bottling Company the National Productivity Merit Award.





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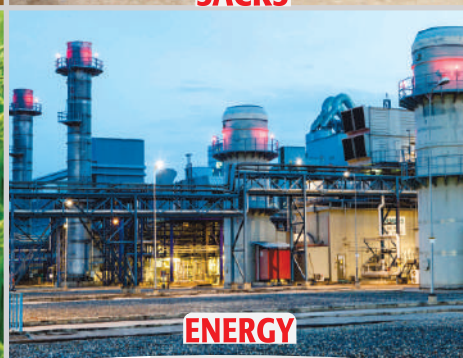
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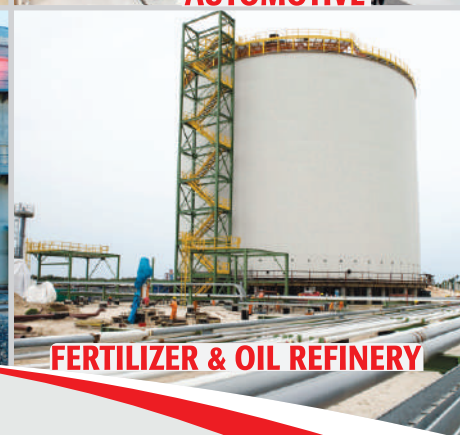
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## Manufacturing in Nigeria

# Bold investments: Dangote leads the way.

Dangote Industries Limited, the Pan-African company is known around the world as the largest diversified indigenous industrial conglomerate in Sub-Saharan Africa with a hard – earned reputation for excellent business practices and products' quality. Equally of note are the philanthropic gestures of its founder, Mr. Aliko Dangote and the Corporate Social Responsibility (CSR) activities of all the businesses which really touch and make meanings to millions of lives every day.

DIL is the manufacturing giant of Africa. While the cement is the most capitalized company on the Nigeria's stock exchange, its other businesses, such as Sugar, Salt, Flour, Rice, Oil and Petrochemicals are also playing big in their various economic sector of operation. Since inception, the DIL has experienced phenomenal growth on account of quality of its goods and services. It focuses on cost leadership and efficiency of its human capital.

## Food seasonings

Dangote Salt is extra refined and iodized in line with World Health Organisation standards. It raised the bar with its new stronger and more durable polymer packaging with moisture control and is a clear free flowing product. It's "not just salt" according to its marketing campaign. And it is fair to say that neither sugar nor flour coming from this dynamic company are "just" flour and sugar.

Of course the world is used to Mr. Aliko Dangote thinking big in terms of investments and market impact. In salts, NASCON Allied Industries expanded its product offerings to include seasoning/stock cubes under the Dan-Q brand name. Mr. Dangote is also extremely active in efforts to fight malnutrition in Africa and fortifying such staples is a proven, cost effective way of improving the health of the entire population.

Dan Q food seasoning, is a high-quality product made from a rich selection of spices and other raw materials blended to perfection and laced with love to ensure tasty meals each time, every time. The product is manufactured in two variants of chicken and beef flavours and are at par with other top seasoning across the African continent.

## Sugar

Regarding sugar, It has been estimated that Nigeria's demand will breach the 1.7 million metric tonnes mark by 2020. Dangote Sugar developed a sugar production Backward Integration Master Plan to produce 1.08M MT/PA refined sugar from locally grown sugarcane in 6 years across various sites, and eventually 1.5M MT/PA in 10 years. Over 120,000 hectares of land has been acquired and areas under canes are

being expanded rapidly in pursuit of this objective. Savannah Sugar was also acquired; the estate is currently being expanded and rehabilitated. Other sites in the first phase of the project are Tunga Sugar project, Nasarawa State 68,000ha, and Lau/Tau in Taraba State – 25,000ha.

Presently, Savannah Sugar Company Limited is the only company producing sugar cane cultivated on its sugarcane fields in Nigeria. The plan will see to the expansion of its sugarcane plantation to 23,000ha and production of 230,000 metric tonnes of refined sugar at the end of the first phase. Its current 3,000TCD factory will be upgraded to 6,000TCD, with the installation of an additional 12,000TCD factory, to process the increased cane supply.

## Rice

Last March Mr. Dangote laid the foundation for the construction of a multi-billion Naira rice processing mill in Hadin, Jigawa state. Another major investment, with a production capacity of 250,000 metric tonnes per annum will be ready in Sokoto State this year. Ondo State Government has commenced a partnership with the Dangote Group of Companies on rice production as the group has proposed to acquire 3,000 hectares of land in the state. More mills are planned in Kano, Sokoto, Zamfara, Kebbi and Niger States initially, while in the second phase, other mills will be built in Nasarawa, Kogi, and other states. These major investments have significantly affected rice prices in Nigeria to benefit consumers and inspired governmental agencies to renew the fight against smuggled foreign parboiled rice while simultaneously building infra-

structure for storage.

## Flour

The company has continued to pioneer new approaches to empowering our primary stakeholders and farmers, through the Dangote out-growers programme. Thousands of jobs have been created in rural communities with the provision of high quality agro-inputs, technical support and secured markets for farmers. Lagos-based brand and marketing research firm, Top 50 Brands Nigeria, has named the Dangote Group as Nigeria's most valuable brand. Dangote Flour Mills disclosed recently that it has introduced a kind of multipurpose flour brand into the Nigerian market, an extremely versatile product which is also more affordable than existing flour brands in the market enabling bakers to maximise profits.

## Oil Refining

Dangote Group is also building the world's largest single oil refinery with a capacity of 3 million metric tons a year to help to reduce Nigeria's dependence on imported petroleum. This massive investment leads many to predict that when it starts operating it will likely lead to the closure of some European refineries.

Despite being a crude oil exporter, Nigeria imports the bulk of its petroleum because of a lack of domestic refining capacity. Dangote will start producing its own oil within a few months and will pump around 20,000 barrels a day from two shallow-water blocks in the Niger River delta in southeastern Nigeria. The company is also building two 550km underwater gas pipelines from its oil blocks in the Delta to the refinery and fertilizer factory.



**Aliko Dangote**  
President / Chief Executive Officer  
Dangote Group

There is a constant drive for quality through further research and quality improvement programmes, cost management via smart procurement and training programmes for all employees in all Dangote divisions. The company continues to harness opportunities occasioned by improvement in the economic environment.

Dangote Group is leading the way in bringing quality products to the Nigerian market while simultaneously kick starting entire industries with systematic and knowledgeable massive investments that make a difference. The Group is well poised to harness these opportunities with relentless drive and commitment it took to become the leading player.

*“ We are motivated to change the age-long negative narratives about Africa by creating an African success story because we believe that entrepreneurship especially our own home-grown entrepreneurship holds the key to future economic growth of the African continent. ”*

*-Aliko Dangote*



## Manufacturing in Nigeria

# BRITISH AMERICAN TOBACCO: Still going stronger after a century in West & Central Africa

British American Tobacco (BAT) has been an integral part of West and Central Africa's evolution over the past century and has been on a course to become an export powerhouse and model for other organisations by touching on virtually every aspect of the region's developmental trajectory.

## Our Evolution

Our evolution and success stories across West and Central Africa includes:

- British American Tobacco Ghana (formerly Pioneer Tobacco Company) was incorporated on the 1st of November 1952 as a wholly-owned subsidiary of British American Tobacco Company. We started cigarette production in 1954 at Takoradi using imported leaf. In 1953, we introduced tobacco cultivation on a commercial scale and provided about 80% of its major raw materials locally. The main factory in Takoradi was completed in 1959 and in 1988 a green leaf threshing plant was added to the factory. In 1999, Pioneer Tobacco Company adopted its international identity, and we have since been known as British American Tobacco Ghana. That same year, following the global merger with its parent company, Rothmans International, Meridian Tobacco Company (MTC) became part of British American Tobacco Ghana. To ensure operational efficiency and produce from a central hub, the factory operations were closed in 2006. Currently British American Tobacco Ghana Limited is an importer and marketer of tobacco products to Ghana.

- Before 1987, small volumes of Benson & Hedges were smuggled in from Nigeria. In 1987, in an effort to ensure legitimate business was conducted, BAT

concluded a high-profile acquisition of Bastos assets in Cameroon. Bastos was the first tobacco industry established in Cameroon with a tobacco factory built in 1946 in Yaoundé and comprising a Primary Manufacturing Division and a printing press. Over the years, BAT distinguished itself from other competitors through improvements and upgrades of its primary brand offering, Lambert & Butler (L&B), which became the preferred brand of Cameroonian consumers. L&B is currently BAT's biggest selling brand nationwide.

- British American Tobacco's first presence in Nigeria was since 1912. British American Tobacco

in Ibadan, Oyo State. The investment has been an integrative process that impacts on all aspects of the tobacco industry, from leaf production through to the manufacture and distribution of tobacco products and has become the Operations hub of our activities in West and Central Africa supplying 14 active countries. The operations of BAT Nigeria also led to an additional Foreign Direct Investment of \$34 million by NAMPAC SA, a global packaging company currently based in Ibadan. BAT Nigeria generated revenue of over \$720 million to the Nigerian government through tax payments, regularized the legal tobacco



**Chris McAllister**

*Managing Director, British American Tobacco in West and Central Africa*



*Rising Sun Building, Head Office of British American Tobacco in West and Central Africa in Ikoyi, Lagos State, Nigeria.*

Nigeria Limited was incorporated on the 11th of July 2000 and subsequently merged with the Nigerian Tobacco Company on the 6th of November 2000. The Nigerian Tobacco Company has been in existence since 1951 and was created with a 59% BAT shareholding. On the 24th of September 2001, the British American Tobacco Nigeria formally signed a Memorandum of Understanding (MoU) with the Federal Government of Nigeria for the investment of \$150 million to build a state-of-the-art factory

market by reducing the illicit trade from 80% to 20% and provided employment for over 350,000 Nigerians as direct employees, contractors, suppliers, and farmers.

## Our Farmers

Farmers are BAT's key partners, in addition to logistics providers, warehousing firms, distributors, wholesalers, among many other stakeholders, involved in its line of business. Through these processes and partnerships, BAT helps to transfer technical skills to West and Central African countries where its markets are located. It impacts the lives of hundreds of thousands of Africans through targeted programmes with a focus on agriculture, afforestation, economic empowerment and sustainability.

BAT has also strengthened its outreach against child labour through the organization of seminars to educate its farmers on the harms of child labour and explore ethical ways to integrate children into their family businesses. In Nigeria, BAT has been partnering with the International

Labour Organisation in realizing these objectives by organizing trainings and sensitization programmes for its farmers and other trade partners.

## Our Foundation

From inception in 2002, the British American Tobacco Nigeria Foundation has established over 200 community projects across the country with an unwavering commitment to improve the quality of life of Nigerians particularly those living in rural areas. It has implemented projects ranging from water supply, environmental protection, vocational skills acquisition to agricultural development. Since 2012, the Foundation has evolved to focus on sustainable agriculture which facilitates capacity building, improved harvesting, access to market opportunities, and innovative approaches to farming and environmental protection. BATN Foundation has made investments worth over N1.5 billion, partnered and strengthened the capacity of over 44 local government and private institutions to enrich the lives of over 25,000 rural smallholder farmers.

BAT intends to continue to be a responsible law-abiding organisation in West and Central Africa by raising standards and leading the industry.





# Raising standards, Leading the industry

We are a major tobacco manufacturer with a worldwide distribution network. We have maintained a significant presence in West and Central Africa for over a century.

As a major supporter of the agricultural and manufacturing industries through our leaf growing and production operations, we take pride in how we run our business.

We value our high quality brands, our talented employees and our trusted relationship with stakeholders.

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400,000  
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TOBACCO**

## Manufacturing in Nigeria

## FMN

## Investing in world class manufacturing to feed the Nation, Everyday!

The gross domestic product (GDP) annual growth rate in Nigeria averaged 3.8% between 1982 and 2018 with a current value of \$408 billion according to the World Bank, while the manufacturing value added to the economy grew from \$11.7 billion to \$44 billion over the same period at constant dollar nominal levels. The Central Bank of Nigeria (CBN) indicated expansion in the manufacturing sector for the seventeenth consecutive month.

Given the size and growth rate of Nigeria's population, the manufacturing, and agro-processing sectors have the potential to become among the fastest growing in the Nigerian overall economy. A rapid expansion in these sectors will increase the number of jobs created, diversify export earnings, substitute food imports, and promote a broad-based, all-inclusive growth of the economy.

John Coumantaros, the Chairman of Flour Mills of Nigeria Plc (FMN), one of the biggest Food and Agro-allied businesses in West Africa, is an untiring advocate for the significant transformation of Nigeria's productive sectors. He believes that seamlessly linking the demands of the "industrial" with the supply of the "agricultural" is critical to Nigeria's sustained economic development.

Mr. Coumantaros' passion for the success of the manufacturing, and agro-processing sectors has seen him take an active role in

promoting business partnerships between U.S based investors and Nigerian companies, to boost the commercial relationship between these two great nations and to attract much-needed foreign direct investment. However, the producing sectors can only attain their full potential with the support of sound monetary and fiscal policies.

The CBN and the Bank of Industry (BOI) are but a few government agencies that have already made significant progress in this regard, resulting in solid expansion of these sectors. From 2016 to date the CBN has intervened several times to support the agriculture, manufacturing and other trade sectors. The N40 billion Anchor Borrowers Programme (ABP), and the introduction of various foreign exchange regimes, including the Importers & Exporters, and Small and Medium Enterprises (SMEs) Forex window are examples of successful intervention.

While it might appear as if the productive and other non-oil sectors of the Nigerian economy are finally getting the attention deserved, companies like FMN have long been leaders in this space. Since its inception in the early sixties, when it became the premier flour miller in the country, FMN has resolutely pursued its core strategic vision of 'Feeding the Nation, Everyday'.

"This vision instructs every strategy we undertake at FMN. It inspires, how and where raw

materials are sourced, what is produced, and where factories are sited." FMN's Group Managing Director, Paul Gbededo observes.

FMN pioneered flour milling in Nigeria when its first mill was commissioned at Apapa in 1962 with a grinding capacity of 500 metric tonnes (mt) of wheat per day. In 1970, Northern Nigeria Flour Mills was incorporated in Kano. In 1972, FMN diversified its portfolio by building a pasta plant in Iganmu, which grew to be the largest single pasta site in the world. Today, the Apapa milling complex has a rated capacity of over 9,000 mt per day making it one of the largest single site mills in the world. Over the years, FMN made vast investments in milling technology and human capital to sustain its pre-eminent position and maintain its competitive advantage in the Nigerian flour and derivatives milling industry.

FMN's first investment outside Flour Milling was in BAGCO in 1978. With its two giant plants at Lagos and Kano, it is by far the largest supplier of choice to many industrial and agro-allied companies in Nigeria in the packaging of flour, cement, grains, salt, detergent, fertilizer, merchandise, farm harvests, shopping, etc.

Another significant milestone was the company's foray into cement. The cement terminal had a handling capacity of 10,000 mt of cement per day, branded as "Burham Cement", renowned for high quality and consistency. In line with Federal Government's backward integration policy, FMN invested in the United Cement Manufacturing Co. Ltd. (UNICEM) Calabar, in 2002. UNICEM operated a green field, fully integrated cement plant, with a capacity of 2.5 million mt of cement per annum. In 2015, a strategic decision was made to dispose of the investment in UNICEM and refocus the group as a publicly traded, Food and Agro-Allied company.

FMN Group's strategic imperative in the years ahead is to create value in the supply chain and reduce dependence on

imported raw materials. To this end, FMN has lately invested billions of Naira in its five agro-allied core value chains: oils & fats, feeds & proteins, starches, sweeteners and agro-distribution. FMN, through its distribution pipeline, is storing, manufacturing and distributing agro-inputs such as seeds and fertilizer; is primarily processing locally grown seeds; is storing and aggregating locally sourced grains and export commodities.

In its over five-decade history, FMN's flagship food brand, "Golden Penny", continues to be one of the best known and the preferred consumer brand in Nigeria. The "Golden Penny" basket of foods has now grown to include products such as semovita, masavita, pasta, noodles, refined sugar, margarine, vegetable oils, and a range of snacks and breakfast cereals, instantly recognizable in any Nigerian household.

To ensure the continued viability and sustainability of our Food and Agro-Allied operations in a challenging business environment, FMN has also invested heavily in support services in the form of manufacturing and marketing of packaging materials; power generation; ground transport logistics; and port operations.

By remaining observant of its vision of 'Feeding the Nation, Everyday,' FMN has become a prominent feature in the homes of tens of millions of Nigerian families through its iconic Golden Penny food brand. The company continues to make great strides in the productive sectors to ensure that the average Nigerian household is afforded access to great tasting foods that surpass expectations on nutrition, health and wellness.



By commissioning West Mills facility, FMN raised its total milling capacity by 39%







Food and Agro-Allied Group

## Manufacturing Excellence for Our Consumers



For decades, FMN has continued to invest in increasing its footprint across the food value chain - from agriculture to world-class industrial plants where great brands are manufactured for the table of consumers. Our passion - feeding the nation, everyday - is inspired by the millions of families that depend on us not just for great tasting nutrition, but for their livelihoods and well-being.

Visit [www.fmnplc.com](http://www.fmnplc.com) to know more.

**Feeding the Nation, Everyday.**





## Manufacturing in Nigeria

## WACOT LTD: The sky is the limit

Tropical General Investments (TGI) Group is an international investments company with interest in several emerging markets across Africa, the Middle East and Asia. Over the years, the TGI Group has built reputation for developing leading consumer brands such as Chivita Fruit Juice, Hollandia Yoghurt and Big Bull Rice. "In the course of our over 30-years journey, we have come to understand that unique positioning, in such a competitive market as Nigeria, only comes from creating a connection with the audience, born out of understanding them – their needs, their passion, and so on."

According to Rahul Savara, the Group Managing Director, the Group started in Nigeria in the 80s and has grown into what it is today. "We have found that population growth as well as growing adoption of technology are the key drivers of the major trends in emerging markets. In Nigeria, more than 60% of the population is below the age of 24, therefore, this presents a unique opportunity to 'catch them young'. Also, with a large part of the population having mobile phones with internet access, the exposure to foreign alternatives is rife. This means that eating habits are changing. The Nigerian urban consumer is now more health conscious. Therefore, we continuously engage our consumers across multiple touch points, to keep us flexible enough to evolve constantly in this very exciting, young and dynamic market."

In the Nigerian market, alignment between the fiscal and monetary authorities has resulted in growing investments in Nigeria. Producers and processors are being funded and supported through positive import substitution policies. We are also seeing more retailers and consumers seeking made in Nigeria food items. As Nigeria comes out from a recession, we are very excited that as this policy direction is sustained, Nigeria will be able to feed itself and at the



WACOT Rice Mill in Argunugu, Kebbi State

same time reduce unemployment and improve the GDP."

Indeed the present government is focusing on agriculture as a way of diversifying the economy. "Generally this has given agribusiness a positive outlook, however it is not without its challenges. Some of the challenges we face include fluctuating exchange rate and the reduced disposable income and spending power of our core consumers. These obstacles however compel us to be innovative in order to grow despite the circumstances."

Across certain metrics, Nigeria has experienced improvements in ease of doing business, and the Presidential Enabling Business Environment Council deserve the credit. Documentation processing for trade across borders has been brought under one platform which has significantly reduced the challenges experienced by importers when purchasing foreign produced raw materials and machinery. In the same breath however, port congestion issues have also led to significant losses for export based businesses, although we understand that work is being done to clear up the congestion and create access to the port.

"We have seen the revival and ongoing expansion of the rail transportation system as well as new projects in roads through both rehabilitation and expansion. Issuance of visa-on-arrival has also been simplified with the inclusion of the e-submission of applications and a dedicated desk to handle such by the Immigration authorities."

TGI is a well-known supporter

of sports. "We decided that just like the Super Eagles, our 100% made-in-Nigeria Big Bull rice, of premium quality and world class standard, is a matter of national pride."

Also importantly, the Super Eagles, with their international recognitions and accolades are proud to be associated with our brand, rice made in Nigeria, by Nigerians, for Nigerians. Our 'Big Bull Rice Man of The Match' award not only rewards the player with a cash prize, but also gives an opportunity to the player to donate bags of rice from us to any charity of his choice.

The company is leveraging technology in many ways. Ujwal Senapati, MD of WACOT Limited (One of TGI's agribusinesses) states that: "we use biometric identification and GPS for our over 50,000 out-growers and their farmlands respectively. We leverage weather satellite data to plan our planting and harvesting programs. We are using state-of-the-art software applications to manage data from operations to logistics to farmer relationship management among others. We however recognize that there is only so much the private sector can do in this regard. We believe that with regards to data domains, the government can collate data and create a wide distribution of grassroots repositories managed by community extension officers. The data collected can be linked to the National Identity Number and the Bank Verification Number for quality assurance and accuracy. This will no doubt go a long way in aiding both Public and Private sectors in

planning and forecasting."

The private sector today is driving most of the backward integration programs in Nigeria. From rice to other consumables, the private sector in Nigeria is leading the charge of becoming a less import-dependent economy, leveraging policies. "Nigeria is a very entrepreneurial country. As the environment continues to be enabling and capital is made available, the sky is the limit" says Mr. Rahul Savara.

*"Nigeria is a very entrepreneurial country. As the environment continues to be enabling and capital is made available, the sky is the limit" says Mr. Rahul Savara."*



**WACOT LIMITED**  
(A TGI GROUP COMPANY)



# Over 124 years of Excellence

Attention to detail remain the hallmark of our banking services over the years,  
as we ensure our customers across all ages experience the gold standard of banking.



Food and Agro-Allied Group

# Nourishing families through quality brands



FMN understands that Families are the bedrock of our great Nation. That is why we continue to provide wholesome nutrition of consistent quality at affordable prices; ensuring through our wide distribution network that our brands are available everywhere.

Visit [www.fmnplc.com](http://www.fmnplc.com) to know more.

## Feeding the Nation, Everyday.







**We fund agricultural enterprises that empower smallholder farmers to move from subsistence to commercial agriculture.**

INVESTED  
₦1.5 BILLION



REACHED 36,000  
BENEFICIARIES



IMPLEMENTED 200+  
COMMUNITY PROJECTS



RECEIVED 14 AWARDS FOR  
EXCELLENCE IN DEVELOPMENT



NIS ISO 9001:2005  
QUALITY CERTIFICATION



INVEST  
₦2.2 BILLION BY 2022



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