



FLOUR MILLS OF NIGERIA PLCC

SHAREHOLDERS' ENGAGEMENT POLICY

1. Preamble

This Shareholders Engagement Policy (The Policy) has been prepared pursuant to the provisions of the Nigerian Code of Corporate Governance 2018 which provides for the establishment of a system to ensure regular dialogue with shareholders in order to balance their needs, interests and expectations with the objectives of the Company.

This Policy sets out the broad framework by which Flour Mills of Nigeria Plc (FMN) and its Registrar will provide assistance regarding shareholder issues and concerns. It also provides the opportunity for FMN shareholders to provide feedback to the Company on matters that affect shareholders.

2. Objective

This Policy is designed to ensure that complaints and enquiries from the Company's shareholders are managed in a fair, transparent, efficient and timely manner.

3. FMN's Commitment

FMN is committed to providing high standards of services for shareholders, including:

- Providing a platform for efficient handling of shareholder complaints and enquiries;
- Enabling shareholders to have shareholder related matters acknowledged and addressed;
- Providing sufficient resources to ensure that shareholders' complaints and enquiries are adequately dealt with in an efficient and timely manner; and
- Facilitating efficient and easy access to shareholder information.



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4. Procedure for Shareholder Complaints/ Enquiries

Shareholders can make complaints/enquiries and access relevant information about their shareholdings in the following manner:

- a. **Contact the Registrar:** Shareholders who wish to make complaint/ enquiry shall in the first instance contact the Registrar (contact details are set out in section 8 of this policy). The Registrar manages all the registered information relating to all shareholdings, including shareholder name(s), shareholder address and dividend payment instructions amongst others.

The Registrar shall upon receipt of the complaint or enquiry, take appropriate action to resolve the issue and immediately provide the relevant details of such complaint or enquiry to FMN for proper monitoring, record keeping and reporting purposes.

The Registrar shall be guided by the timelines stipulated in clauses 5 (C-F) of this policy when resolving complaints or enquiries.

- b. **Contact FMN's Company Secretary:** If the Registrar is unable to satisfactorily address shareholders' enquiries and resolve their complaints, then shareholders should contact the office of the Company Secretary (contact details are set out in section 9 of this policy)

5. Complaints/ Enquiries received directly by FMN

Where a complaint or an enquiry is sent to FMN directly, the Company upon receipt of the complaint or enquiry, shall use its best endeavours to ensure that:

- a. Relevant details of the complaint or enquiry are immediately recorded.



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- b. A response is provided by the Company or the Registrar within the time frame set out in sub-clauses c-f below.
- c. Complaints or enquiries received by email are acknowledged within twenty-four (24) hours of receipt.
- d. Enquiries received by post are responded to within five (5) working days of receipt.
- e. Complaints or enquiries are resolved within (10) working days of receipt.
- f. Where a complaint/ enquiry cannot be resolved within the stipulated time frame set out above, the shareholder shall be notified that the matter is being investigated. Delays may be experienced in situations where documents need to be retrieved from storage.
- g. The same or similar medium that was used for the initial enquiry is used in providing a response (whether by email, phone, post or fax), unless otherwise notified to or agreed with the shareholder.

6. Electronic Complaints Register and Quarterly Reporting Obligations

FMN shall maintain an electronic complaint register and same shall include the following information:

- The date and time the enquiry or complaint was received.
- Complainant's information (including name, address, telephone number, email address)
- Nature and details of the enquiry or complaint.
- Action taken/ status.
- Date of the resolution of the complaint.

FMN shall also provide information of the details and status of the complaints to the Securities and Exchange Commission and The Nigerian Stock exchange on a quarterly basis.

7. Liaison with the Registrar



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During the course of investigating a shareholder's enquiry, complaint or feedback, FMN may liaise with the Registrar. FMN's engagement with the Registrar will include:

- Determining the facts;
- Determining what action has been undertaken by the Registrar (if any) and;
- Coordinating a response with the assistance of the Registrar.

8. Contact Details of the Registrar

The Registrar may be contacted as follows

Atlas Registrars Limited

34, Eric Moore Road, Iganmu Lagos

Telephone No: 0817 542 5054

Email: registrars@atlasregistrars.com, atlasregistrars@yahoo.com

Website: www.atlasregistrars.com

9. Contact Details of FMN's Company Secretary

Shareholders seeking to escalate unresolved complaints are invited to contact the Company Secretary as follows:

The Company Secretary/ Director Legal Services

Flour Mills of Nigeria Plc

1, Golden Penny Place, Wharf Road,

Apapa, Lagos State.

Telephone No: 08054796490

Email: investorrelations@fmnplc.com.

Website: <https://fmnplc.com/investors/contact/>

10. Shareholder Access to this Policy

Shareholders will have access to this policy through the following avenues:

- The policy shall be available on FMN website www.fmnplc.com



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- A copy of the policy may be requested by contacting the Office of the Company Secretary/ Director Legal Services.
- The policy shall be made available to shareholders of the company through the Annual Report and Accounts.

11. Fees and Charges

Wherever possible, and subject to statutory requirements, FMN will not charge shareholders for making enquiries, giving feedback, providing a response or for any aspect in the course of resolving a shareholder matter.

Shareholders are informed that in some circumstances the Registrar may charge shareholders a fee (for example, to resend previous dividend statements upon request by the shareholder).

12. Amendment/ Review of this Policy

FMN may from time to time review this policy and the procedures concerning shareholder enquiries, complaints and feedback.

Any changes or subsequent versions of this policy will be published on FMN's website (www.fmnplc.com)

13. Approval

This policy was reviewed and approved by the Board of Flour Mills of Nigeria Plc on July, 2020.

Chairman

Secretary