



# 2024

## ANNUAL REPORT & ACCOUNTS



**NIGERIAN AVIATION HANDLING COMPANY PLC**

RC: 30954



[www.nahcoaviance.com](http://www.nahcoaviance.com)

# OUR CLIENTS





**NIGERIAN AVIATION HANDLING COMPANY PLC**  
**LAGOS, NIGERIA**

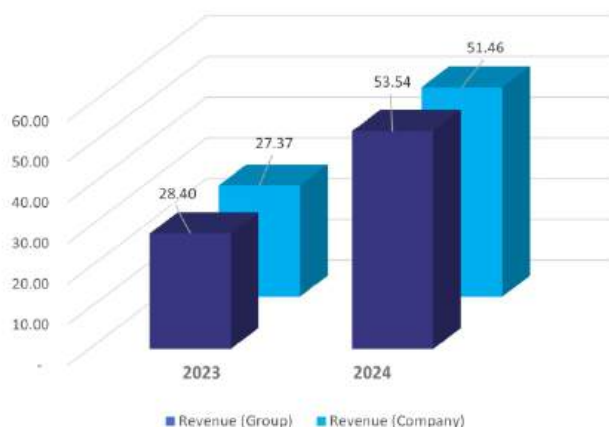
**ANNUAL REPORT AND AUDITED CONSOLIDATED AND  
SEPARATE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024**

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# FINANCIAL HIGHLIGHTS

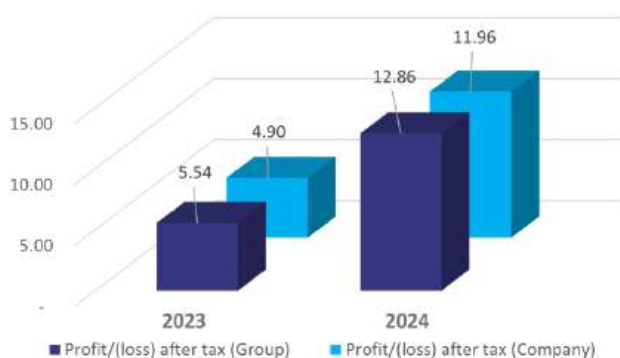
Revenue (N'bn)



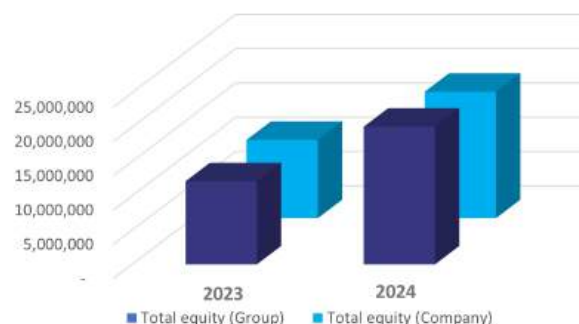
Profit/Loss Before Tax (N'bn)



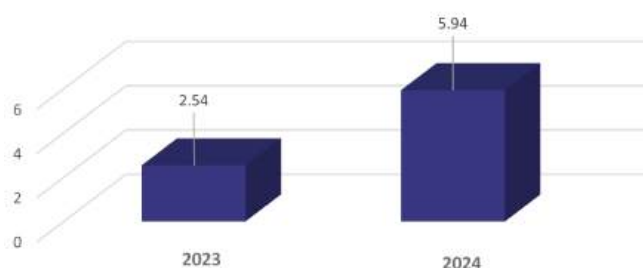
Profit/Loss After Tax (N'bn)



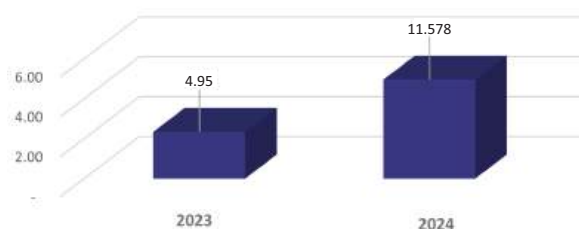
Total Equity (N'bn)



Dividend Proposed (Kobo)

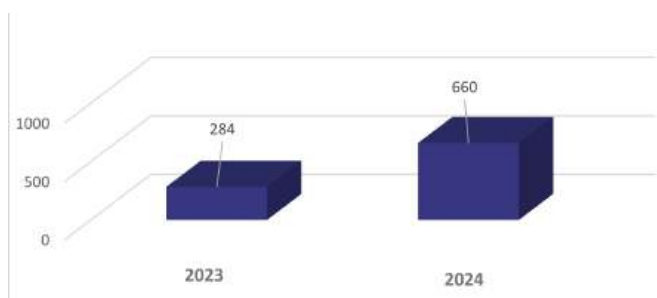


Dividend Proposed (N'bn)

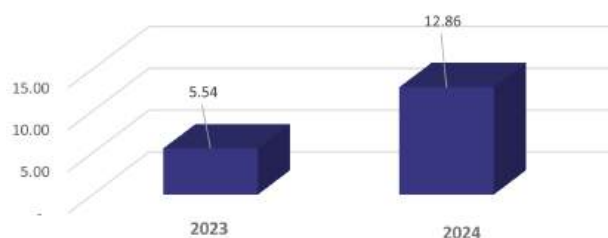


# FINANCIAL HIGHLIGHTS

## Earnings per share (Kobo)



## Profit Attributable To Owners of The Company (N'bn)



| DESCRIPTIONS                                 | GROUP          |                | CHANGES % | COMPANY        |                | CHANGES % |
|----------------------------------------------|----------------|----------------|-----------|----------------|----------------|-----------|
|                                              | DEC 2024 N'000 | DEC 2023 N'000 |           | DEC 2024 N'000 | DEC 2023 N'000 |           |
| Revenue                                      | 53,543,213     | 28,399,796     | 89%       | 51,458,410     | 27,370,425     | 88%       |
| Profit / (Loss) before tax                   | 18,702,142     | 8,679,029      | 115%      | 17,716,194     | 7,964,655      | 122%      |
| Income tax expense                           | (5,837,381)    | (3,139,056)    | -86%      | (5,754,622)    | (3,063,505)    | -88%      |
| Profit/(loss) after tax                      | 12,864,761     | 5,539,973      | 132%      | 11,961,572     | 4,901,150      | 144%      |
| Non-controlling interest                     | 33,500         | -              | 0%        | -              | -              | 0%        |
| Profit attributable to owners of the company | 12,864,761     | 5,539,973      | 132%      | 11,961,572     | 4,901,150      | 144%      |
| Total equity                                 | 20,074,991     | 12,127,347     | 66%       | 18,431,289     | 11,420,334     | 61%       |
| Dividend Proposed                            | 11,577,431     | 4,950,617      |           | —              | —              |           |
| Basic earnings per share ( Kobo)             | 660            | 284            |           | 614            | 251            |           |
| Diluted earnings per share ( Kobo)           | 660            | 284            |           | 614            | 251            |           |
| Dividend Proposed                            | 5.94kobo       | 2.54kobo       |           |                |                |           |
| Net Assets                                   | 1,030kobo      | 622kobo        |           | 946kobo        | 586kobo        |           |
| Stock Exchange Quotation as at 31st December | 46.05          | 26.60          |           |                |                |           |
| Number of Shareholders                       | 72,735         | 72,286         |           |                |                |           |
| Number of Staff                              | 2065           | 1645           |           | 2,052          | 1,608          |           |

# NOTICE OF ANNUAL GENERAL MEETING

NOTICE is hereby given that the 44th Annual General Meeting (AGM) of Nigerian Aviation Handling Company Plc (nahco aviance) ("the Company") will hold virtually via [https://youtube.com/live/8L\\_nrQp5zZA?feature=share](https://youtube.com/live/8L_nrQp5zZA?feature=share) on Friday 23rd May 2025 at 11:00 a.m. to transact the following businesses:

## ORDINARY BUSINESS

1. To lay the Audited Financial Statements for the year ended 31st December 2024 together with the Report of the Directors, External Auditors and Audit Committee thereon.
2. To declare a dividend recommended by the Board of Directors of the Company in respect of the financial year ended 31st December 2024.
3. To elect Mr. Olumuyiwa Olumekun as an Executive Director of the Company.
4. To re-elect the following Directors, who being eligible, offer themselves for re-election:
  - a. Dr Seinde Oladapo Fadeni (Non-Executive Director).
  - b. Mr. Taofeeq Oluwatoyin Salman (Non-Executive Director).
  - c. Prof. Enyinna Ugwuchi Okpara (Non-Executive Director).
5. To authorize the Directors to fix the remuneration of the External Auditors for the 2025 financial year.
6. To disclose the remuneration of managers of the Company.
7. To elect members of the Audit Committee.

## SPECIAL BUSINESS

To consider and, if thought fit, to pass the following as ordinary resolutions:

8. To approve the remuneration of the Non-Executive Directors of the Company for the year ending 31st December, 2025.
9. 'That pursuant to Rule 20.8 of The Nigerian Exchange Issuers Rules, the general mandate given to the Company to procure goods and services and enter into such incidental transactions necessary for its day-to-day operations from its related parties or interested persons on normal commercial terms, be and is hereby renewed.'

## Proxy

A member of the Company entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his/her place. A proxy need not be a member of the Company. A proxy form is enclosed in the Annual Report. For the instrument of proxy to be valid for the purposes of this meeting, it must be duly completed, duly stamped, and must be deposited at the office of the Registrar, CardinalStone Registrars Limited, 358, Herbert Macaulay Way, by St. Dominic Catholic Church, Sabo, Yaba, Lagos or by email to [registrars@cardinalstone.com](mailto:registrars@cardinalstone.com), not less than 48 hours before the time fixed for the meeting. The cost of stamping the proxy forms will be borne by the Company.

### **Virtual Meeting Link**

Further to the signing into law of the Business Facilitation (Miscellaneous Provisions) Act, 2022 which allows public companies to hold meetings electronically, this AGM would be held virtually. The virtual meeting link for the Annual General Meeting is [https://youtube.com/live/8L\\_nrQp5zZA?feature=share](https://youtube.com/live/8L_nrQp5zZA?feature=share). The virtual meeting link will also be available on the Company's website at [www.nahcoaviance.com](http://www.nahcoaviance.com)

### **Dividend**

If the dividend recommended by the Directors is approved, the dividend will be paid on Friday 23rd May 2025 to shareholders whose names appear in the Register of Members at the close of business on Friday 9th May 2025.

### **E-Dividend**

Notice is hereby given to all shareholders to open bank accounts, stockbroking accounts and CSCS accounts for the purpose of dividend payment in line with the Securities and Exchange Commission (SEC) directives. Detachable application form for the e-dividend is attached to the Annual Report to enable all shareholders furnish particulars of their bank accounts to the Registrar as soon as possible. The e-dividend form is also available on the website of our Registrar [www.cardinalstoneregistrars.com](http://www.cardinalstoneregistrars.com).

### **Unclaimed Dividend**

Shareholders are hereby informed that a number of dividend warrants have been returned to the Registrars as "unclaimed". Any member affected by this notice is advised to contact the company's Registrars, CardinalStone Registrars Limited located at 358, Herbert Macaulay Way, Yaba, Lagos Tel: +234 (1)7120090, Fax: +234 (1)7100444, [info@cardinalstoneregistrars.com](mailto:info@cardinalstoneregistrars.com). The list of unclaimed dividends can be accessed via the Company's website: [www.nahcoaviance.com](http://www.nahcoaviance.com) or the Registrar's website [www.cardinalstone.com](http://www.cardinalstone.com).

### **Closure of Register of Members**

The Register of Members and Transfer Books of the Company will be closed from Monday 12th May 2025 to Wednesday 14th May 2025 (both dates inclusive) to enable the Registrar to update its records.

### **Nominations for the Audit Committee**

In accordance with section 404(6) of the Companies and Allied Matters Act 2020 any member may nominate a shareholder as a member of the Audit Committee by giving notice in writing of such nomination to the Company Secretary at least 21 days before the Annual General Meeting. The Act provides that members of the Audit Committee must have financial literacy. Therefore, nominations should be accompanied by a copy of the nominee's curriculum vitae confirming the nominee's qualification.

### **Right to Ask Questions**

It is the right of shareholders to ask questions not only at the Annual General Meeting but also in writing prior to the meeting. Such questions should be addressed to the Company Secretary and submitted at the registered office of the Company not later than one week before the Annual General Meeting.

**Voting by Interested persons**

In line with the provisions of Rule 20.8(h) Rules Governing Related Party Transaction of Nigerian Exchange Limited, interested persons have undertaken to ensure that their proxies, representatives, or associates shall abstain from voting on resolution 9 above.

**Directors' Profiles**

The profiles of the Directors, including those for election and re-election, are enclosed in the Annual Report and can be accessed on the Company's website: [www.nahcoaviance.com](http://www.nahcoaviance.com)

**Electronic Annual Report**

The electronic version of the Annual Report will be available online for viewing and download from the Company's website: [www.nahcoaviance.com.ng](http://www.nahcoaviance.com.ng). Shareholders who have provided their email addresses to the Registrar will receive the electronic version of the Annual Report via email. Furthermore, shareholders who are interested in receiving the electronic version of the Annual Report should request for it via email to [registrars@cardinalstone.com](mailto:registrars@cardinalstone.com).

BY ORDER OF THE BOARD

Dated this Tuesday, 29th April 2025

**BELLO A. ABDULLAHI**

FRC/2013/ PRO/NBA/004/00000002301

Dikko & Mahmoud (Solicitors & Advocates)

FRC/2025/COY/647154

COMPANY SECRETARY

Nahco aviance House,

Murtala Mohammed International Airport, Ikeja

Lagos, Nigeria

# Your Integrated Solution for **Aviation and Cargo** Handling Services



**nahco  
aviance**

**HEAD OFFICE:**  
nahco aviance House -  
Murtala Muhammed International Airport, P.M.B 013, Ikeja, Lagos.  
Tel: 08097993266 - 68 | [info@nahcoaviance.com](mailto:info@nahcoaviance.com)

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- CARGO HANDLING
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- FREE TRADE ZONE OPERATION
- EXPORT PACKAGING
- LOGISTICS

**STATIONS:** LAGOS ■ ABUJA ■ ENUGU ■ KANO ■ KADUNA ■ PORT HARCOURT ■ UYO  
OWERRI ■ YOLA ■ MAIDUGURI ■ GOMBE ■ KEBBI ■ AKURE ■ DELTA (OSUBI)  
KATSINA

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# CORPORATE PROFILE

CORPORATE  
PROFILE

BUSINESS  
STRATEGY  
REVIEW

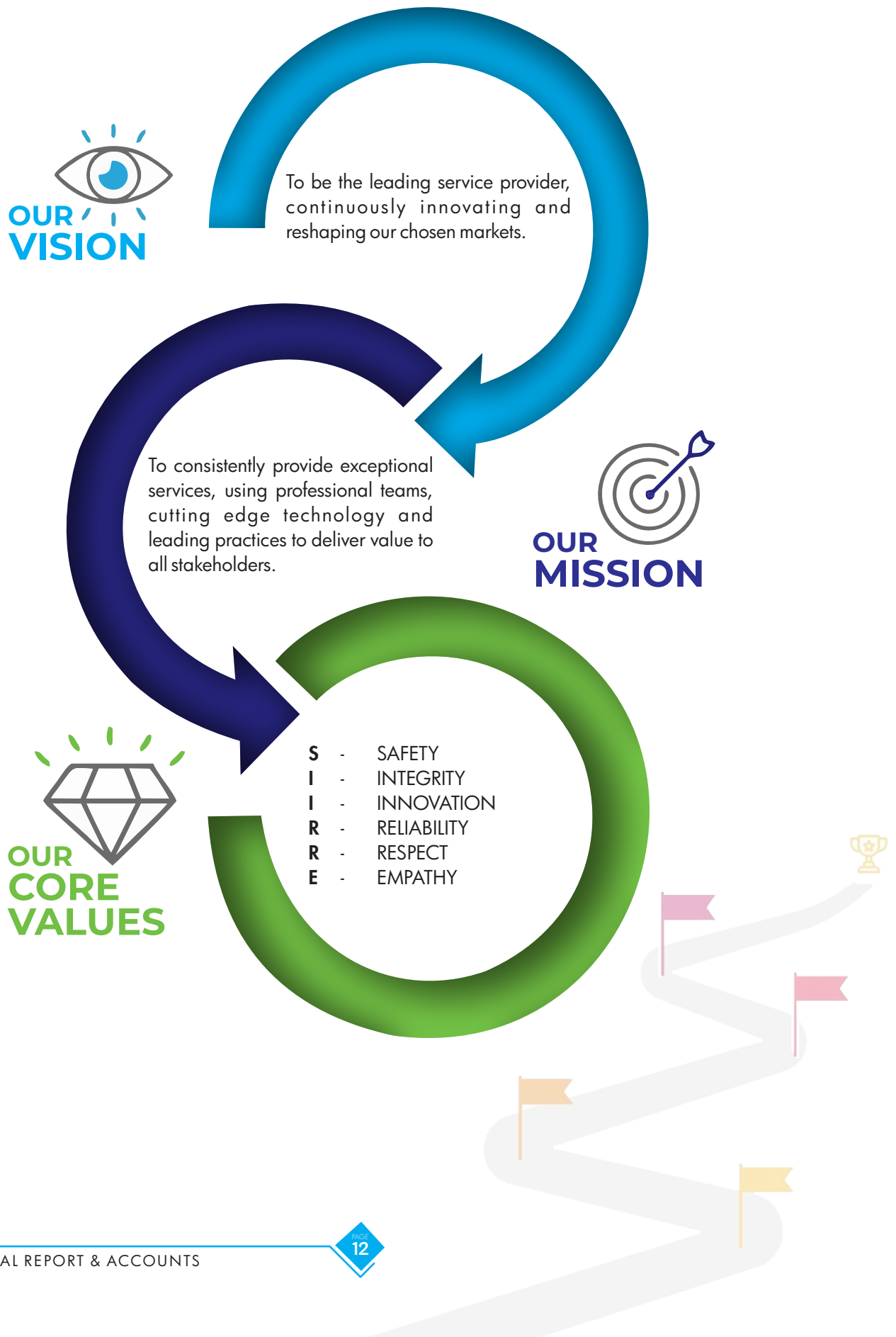
CORPORATE  
GOVERNANCE  
REPORT

SUSTAINABILITY &  
CORPORATE SOCIAL  
RESPONSIBILITY  
REPORT

THE FINANCIAL  
STATEMENTS

NOTES TO THE  
CONSOLIDATED &  
SEPARATE FINANCIAL  
STATEMENTS

OTHER NATIONAL  
DISCLOSURES



# CORPORATE INFORMATION

|                                             |                                                                                                                                                                                                                                                          |                                                           |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| <b>RC NO.</b>                               | 30954                                                                                                                                                                                                                                                    |                                                           |
| <b>TAX IDENTIFICATION NUMBER</b>            | 00209207-0001                                                                                                                                                                                                                                            |                                                           |
| <b>DIRECTORS</b>                            |                                                                                                                                                                                                                                                          |                                                           |
| <b>Chairman (Non Executive)</b>             | Dr. Seinde Oladapo Fadeni                                                                                                                                                                                                                                |                                                           |
| <b>Group Managing Director/CEO</b>          | Mr. Indranil Gupta (Indian)<br>Mr. Olumuyiwa Olumekun                                                                                                                                                                                                    | (Resigned 31 December 2024)<br>(Appointed 1 January 2025) |
| <b>Executive Directors</b>                  | Dr. Peter Olusola Obabori<br>Prince Saheed Lasisi                                                                                                                                                                                                        |                                                           |
| <b>Non-Executive Directors</b>              | Mr. Taofeeq Oluwatoyin Salman<br>Mr. Tajudeen Moyosola Shobayo<br>Prof. Enyinna Ugwuuchi Okpara<br>Mr. Abdulhamid Aliyu<br>Rev. Victor Abimbola Olaiya                                                                                                   |                                                           |
| <b>Independent Non- Executive Directors</b> | Mrs. Abimbola Adunola Adebakin<br>Mrs. Adebisi Oluwayemisi Bakare<br>Mr. Akinwumi Godson Fanimokun                                                                                                                                                       | (Appointed 29 April 2024)                                 |
| <b>Registered Office</b>                    | <b>NAHCO Aviance House</b><br>Murtala Muhammed International Airport<br>Ikeja, Lagos                                                                                                                                                                     |                                                           |
| <b>Registrars</b>                           | <b>Cardinal Stone Registrars Limited</b><br>358, Herbert Macaulay Way Yaba, Lagos<br>P. O. Box 9117 Lagos, Nigeria.                                                                                                                                      |                                                           |
| <b>Company Secretary</b>                    | <b>Dikko &amp; Mahmoud (Solicitors &amp; Advocates)</b><br>No 10 Seguela Street, Wuse 2<br>F.C.T. Abuja                                                                                                                                                  |                                                           |
| <b>Auditor</b>                              | <b>Ernst &amp; Young</b><br>10th & 13th Floors, UBA House<br>57 Marina, Lagos.                                                                                                                                                                           |                                                           |
| <b>Bankers</b>                              | Access Bank Plc<br>Citibank Nigeria Limited<br>Ecobank Plc<br>Fidelity Bank Plc<br>First Bank of Nigeria Limited<br>Globus Bank Limited<br>Guaranty Trust Bank Plc<br>Polaris Bank Limited<br>Stanbic IBTC Bank Plc<br>Union Bank Plc<br>Zenith Bank Plc |                                                           |



## NAHCO...Service Excellence

**T**he Nigerian Aviation Handling Company PLC is a diversified multi-billion-naira conglomerate with interests in aviation ground handling, airport management, cargo handling, aviation training, logistics, free trade zone, commodities export, and energy & power solutions.

Globally recognised as one of Africa's leading ground handling service provider with presence in all major Nigerian Airports, NAHCO is also a leading player in Nigeria's economy with strong operations in critical segments of the logistics value chain. NAHCO subsidiary companies include: NAHCO Logistics Services Limited, NAHCO Free Zone, NAHCO Power Solutions Limited, NAHCO Management Services, NAHCO Travel & Hospitality Limited and NAHCO Aviation Academy. The others are NAHCO Commodities Limited, NAHCO Power & Infrastructure Limited and NAHCO Food & Beverages Limited.

Founded in December 1979 as the ground handling arm of the Federal Airport Authority of Nigeria (FAAN), NAHCO PLC has since grown into a multi-billion-naira company with revenues grossing N53.54 billion as at FY2024. At its inception, the Federal Government of Nigeria, through FAAN had the majority equity of 60% while four foreign airlines including Air France, British Airways, Sabena and Lufthansa shared the remaining 40 per cent in various ratios. NAHCO PLC has since gone through changes in its ownership structure following the sale of Government's stakes through the privatization exercise of 2005.

In line with global trends of network airlines divesting from their non-core services including ground handling, the shareholder airlines have divested from NAHCO. They however remain prime customers of NAHCO. NAHCO has more than 70,000 shareholders and it is the most active aviation sector company listed on The Nigerian Stock Exchange (NGX) since 2006.

Three institutional investors currently hold more than 5% of the total shares of the company as of December 31, 2024. These major investors are Goldsmart Nigeria Limited - 27.31%; White Cowries Industries Limited - 8.65% and Awhua Resources Limited - 7.13%.

### TRANSFORMATION AGENDA

A few years ago, the company embarked on a strategic transformation process which berthed with a new Board of Directors. In November 2018, the company working with a leading global consulting company, KPMG, developed a medium-term plan spanning 2019 to 2023. This plan redefined our strategic aspirations and goals and, in the process, carved a new vision, which is "to be the leading service provider, continuously innovating and reshaping our chosen markets", and a differentiating competency of service excellence. NAHCO has since commenced the second phase of the Transformation Plan which will span the period 2025 – 2029.

### CERTIFICATIONS

NAHCO's groundbreaking and leadership position in the nation's aviation ground & cargo handling business is unparalleled as the company has continually shown the way in this critical service sector through its many first achievements in the Nigeria aviation industry.

Amongst our many first achievements are:

First Nigerian ground handling company to enter a strategic global alliance through its members of Aviance, a growing alliance of reputable airport service providers operating from more than 112 airports in 17 countries;

The first ground handling company in West Africa to join The International Air Cargo Association (TIACA), for the promotion of air cargo industry and world trade;

The first ground handling company in West Africa to receive ISAGO certification, the aviation industry's highest safety honours, that is the IATA Safety Audit for Ground Operations;

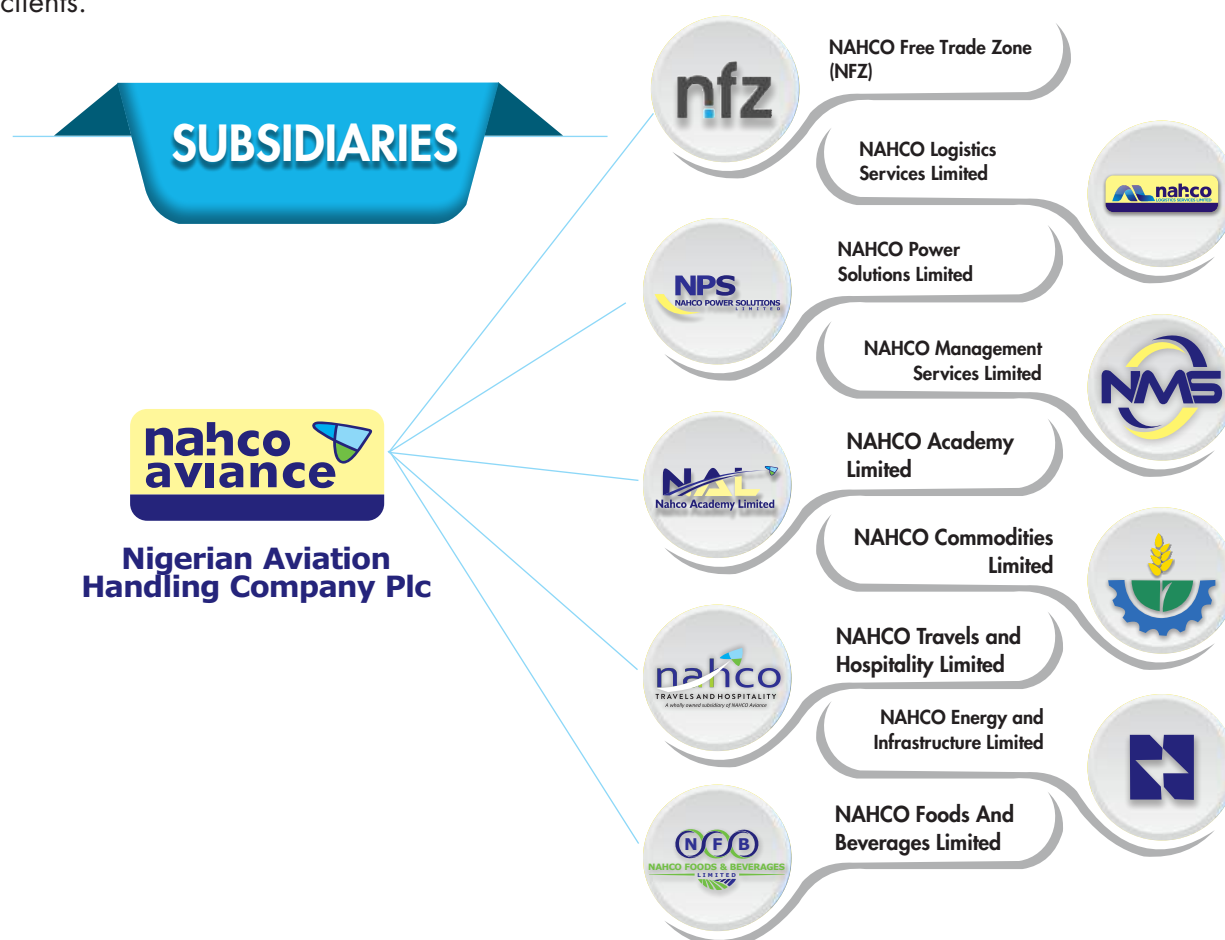
The first ground handling company in Nigeria and indeed the whole of West Africa to attain the EU Regulated Agent Third Country (RA3) certification; and a two-time winner of the prestigious Nigerian Stock Exchange (NSE) Presidential Merit Award for the Aviation Sector.

The very rigorous processes leading to these various certifications and re-certification of the Company's business have set it up as the benchmark for local aviation service quality.

## NAHCO PEOPLE

NAHCO PLC has over 2,000 Nigerian and expatriate staff in its employment. Our staff are well trained to provide excellent services in all our diversified area of operations.

NAHCO staff are some of the most dedicated staff in the country delivering value to the Company's clients.



Our business growth strategy led to the establishment of the following subsidiary companies:

**NAHCO Free Trade Zone (NFZ)** - Has a license issued by the Federal Government of Nigerian to drive the free trade zone initiative of the government at the airports. NFZ is the first airport-based free trade zone in the country.

**NAHCO Logistics Services (NLS)** - A subsidiary company of NAHCO group was established towards meeting the objective of harnessing the opportunities of the Air, Land & Sea Logistics. It is a national leader in the sector.

**NAHCO Power Solutions Limited (NPS)** - Was established to tap into opportunities in the power sector. The vast array of projects the company envisages is huge and is projected to be a major game changer in the medium to long terms.

**NAHCO Travel and Hospitality Limited** – Incorporated April 13, 2022, NAHCO Travel & Hospitality Limited is a one-stop-shop digital travelling service. The company offers seamless and superior travelling experience to its clients at the best rates; coming on board with the distinct advantage of being a wholly-owned subsidiary of West Africa's leading ground handling service provider – The Nigerian Aviation Handling Company PLC.

**NAHCO Aviation Academy (NAA)** – NAHCO Aviation Academy is accredited as an Approved Training Organisation (ATO) by the Nigerian Civil Aviation Authority (NCAA). The aviation academy offers comprehensive training programmes that are designed to cater to key stakeholders in the aviation value chain and individuals aspiring to pursue a career in the aviation industry. NAHCO Aviation Academy was established to provide quality manpower that would not only sustain the industry, but elevate it to the next level.

**NAHCO Commodities Limited (NCL)** - A subsidiary of NAHCO PLC, is set to revolutionize Nigeria's agricultural exports. NCL offers comprehensive solutions to simplify exporting for businesses, helping them thrive in the global market. The company's state-of-the-art processing and packaging centre ensures top quality products reach international destinations.

NCL's mission is to be a trusted partner for navigating the complexities of global agricultural trade, ultimately contributing to Nigeria's economic growth and establishing the country as a major player in the global market.

**NAHCO Food & Beverages Limited** - The company holds 100% interest in the subsidiary. The company is yet to commence operations as at 31 December 2024. The Company has the goal of being a major player in the food and beverages sector of the economy.

**NAHCO Energy and Infrastructure Limited** - The company intends to carry out energy and power distribution in Nigeria. Part of its operating plans including setting up power infrastructure to support industries involved in manufacturing and heavy power consumption. It is a wholly-owned subsidiary of NAHCO Plc.

**NAHCO Management Services (NMS) Limited** - Was established in 2021 to take advantage of the various business opportunities arising within the Nigerian aviation industry. NAHCO Management Services (NMS) Limited was established to serve as a full-service aviation management and support service provider to existing and new customers thereby becoming an aviation one-stop-shop for all things aviation in Nigeria.

## OUR SERVICES:

### GROUND HANDLING

At the Ramp, NAHCO takes cognizance of the minute operational details to meet all demands in handling general air traffic, baggage, flight dispatch, aircraft cleaning, load control, cargo operations and in liaising with customs, airlines and airport authority on operational matters. That is why we say ramp wraps it all given the flurry of our carefully coordinated activities to ensure hitch-free aircraft departure or arrival.

These operations are guided by the philosophy of timeliness, orderliness and precision which translates to on-time departure as well as on-time baggage delivery to passengers. Acquisition of the latest Ramp operation equipment is a continuous process in NAHCO. Our Air Starter Units (ASU), Ground Power Units (GPU), Toilet Bowsers, and other newly acquired Main Deck Loader, High Loaders, dollies, aircraft steps testify to our commitment to give our clients quality and efficient service. The company has consistently invested huge sums in the acquisition of more Ground Support Equipment (GSE) to boost its operations.

### CARGO HANDLING

NAHCO places the highest importance on safety and security in line with international conventions and standards. Right from the aircraft through the bulk breaking to warehousing, cargo is maximally secured. NAHCO security operatives work 24/7 in concert with other security agencies at the airport to secure clients' shipment and ensure hitch-free operations.

Our warehouses have the required spaces and are able to accommodate all sizes of cargo. Information on stacked cargo or any cargo entering the warehouse is controlled by our Galaxy system for easy tracing. We have special storage facilities to take care of perishables, dangerous goods or radio-active cargo and valuables. To ensure seamless movement of cargo in and out of the warehouses, we have new, functional tractors and forklifts of different tonnage. Once the process of documentation is completed, cargo is delivered to customers without delay.

Facilities in the warehouse includes an ultra-modern cold room, sophisticated security gadgets including round-the-clock Central CCTV Command Centre where, all NAHCO's operations companywide are monitored in one central area. There are well-secured strong room, vault, dangerous goods room as well as facilities for storage of human remains.

### PASSENGER HANDLING

Courtesy is the hallmark of the Passenger Services department. From the point of contact at the check-in counter to the boarding gates; the passenger with his or her baggage is given all the required attention by our staff. We have consistently trained and retrained our passenger service personnel on the possible approaches.

We have an automated Departure Control System (DCS) at the Murtala Muhammed International Airport, Lagos, and other airports where we operate documentation process such as - ticket, passport control, tagging and issuance of boarding passes. The installation of the Integrated Multi-User System Environment (MUSE) at the airport has further boosted service excellence in passenger handling.

To further enhance efficiency, staff are dedicated to working on a permanent basis with each of the airlines that NAHCO handles. The objective is to get the staff attuned to the airlines standards and requirements. Passenger Service operatives are well trained in IATA requirements on general security, handling of dangerous goods, cargo and customer services operation.

### **VISA FACILITATION SERVICES**

Our visa assistance service ensures that clients navigate the complexities of visa applications with ease. We provide expert guidance and document verification for a smooth process.

Services offered include verification of necessary visa application documents, guidance on completing visa application forms, collection of visa application forms and enrolling Biometrics. Others are updates on visa processing timelines, liaison with embassies or consulates for issue resolution and ensuring accuracy and compliance with visa requirements.

### **NAHCO LOUNGE SERVICE**

The NAHCO Lounge is a modern state-of-the-art facility located at Lounge 4 of the Murtala Mohammed International Airport, trading and managed under the name and style of The NAHCO Lounge powered by Atelier Hospitality. The Lounge is exclusively for First Class, Business Class and frequent flyer passengers and boasts of a stylish, peaceful space designed to allow you relax before your flight, away from the bustle of the main airport.

We offer a delicious selection of freshly cooked food cutting across different cultures and lifestyle while providing an unparalleled level of comfort, luxury, and personalized service for travellers seeking a refined airport experience.

### **CREW TRANSPORTATION**

NAHCO Plc provides an exclusive crew transportation service designed for airlines crew & passengers, high networth businessmen and women, dignitaries and private jet passengers, taking into account special requirements and time-bound schedules that require fast, extra-efficient services

These services are delivered through a fleet of brand new 30-seater Toyota Coaster air-conditioned executive buses with full complement of baggage vans and escort services.

NAHCO's crew & passenger transportation team is dedicated to the providing of quality and professional services to both crew and passengers and taking care of every other requirement.

### **AVIATION TRAINING**

Our Aviation Academy is equipped with state-of-the-art facilities such as: a syndicated room, main training room, e-learning, e-library, and e-centre. It is certified by the NCAA.

The centre also provides training support for the nation's aviation industry, especially in ground handling competencies through various intensive training programmes.

NAHCO Academy is a member of the Nigerian Institute for Training & Development (NITAD) and Industrial Training Fund (ITF). It currently stands as a reference point for aviation training in Nigeria.

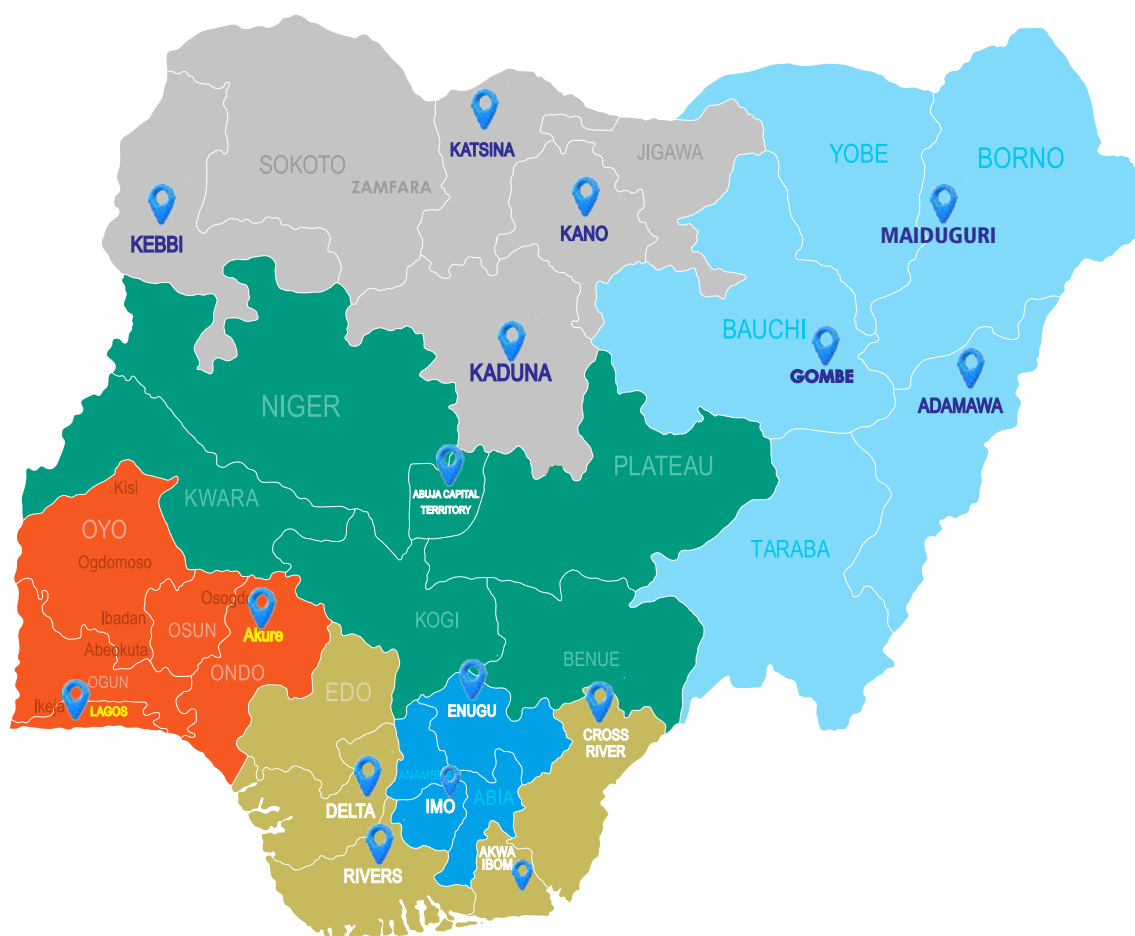
### **AIRCRAFT DISINFECTION**

We pioneered aircraft disinfection services in Nigeria. The Covid-19 pandemic inspired service is in line with the NCAA's guidelines on ways to keep the aircraft safe for all.

The service is available for airlines who desire to disinfect their aircraft against germs. Reputable international airlines have been requesting for this service. Our partnership with Multi-level Innovation Services and Raven Hygiene is premised on the need to offer the best disinfection service possible.

## NAHCO OPERATIONAL LOCATIONS

- |          |                 |
|----------|-----------------|
| ✓ ABUJA  | ✓ OWERRI        |
| ✓ LAGOS  | ✓ PORT HARCOURT |
| ✓ AKURE  | ✓ MAIDUGURI     |
| ✓ ENUGU  | ✓ KATSINA       |
| ✓ KADUNA | ✓ GOMBE         |
| ✓ KANO   | ✓ YOLA          |
| ✓ KEBBI  | ✓ DELTA (OSUBI) |
|          | ✓ UYO           |





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OTHER NATIONAL  
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# BUSINESS STRATEGY REVIEW

# REPORT OF THE DIRECTORS

FOR THE YEAR ENDED 31 DECEMBER 2024

The directors are pleased to present to the members of the Nigerian Aviation Handling Company Plc ("NAHCO or the Company") their Report together with the consolidated and separate Audited Financial Statements of the Company and its subsidiaries ("together the Group") for the year ended 31 December 2024, which is in compliance with the IFRS Accounting Standards as issued by the International Accounting Standards Board, and other national disclosures.

## PRINCIPAL ACTIVITIES

The principal activities of the Group are the provision of services including aircraft handling, cargo handling, passenger handling, passenger profiling, crew transportation, energy and power distribution and leasing of ground handling equipment.

## REVIEW OF BUSINESS

The review of the Group business and future prospects contained in the Chairman's statement are an integral part of the Report and should be read in conjunction with the Consolidated and Separate Financial Statements.

## DIRECTORS' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The directors accept responsibility for the preparation of the consolidated and separate financial statements set out on page 33 to 98 that give a true and fair view in accordance with the IFRS Accounting Standards as issued by the International Accounting Standards Board, the provisions of the Companies and Allied Matters Act (CAMA) 2020 and the requirements of the Financial Reporting Council of Nigeria (Amendment) Act 2023. The directors further accept responsibility for maintaining accounting records as required by the Companies and Allied Matters Act, 2020 and for such internal control as the Directors determine is necessary to ensure adequate internal control procedures are instituted to safeguard assets, prevent and detect frauds, errors and other irregularities.

The directors have made an assessment of the Company's ability to continue as a going concern and have no reason to believe that the Company will not remain a going concern for at least twelve months from the date of this statement.

## RESULTS FOR THE YEAR

|                                                     | Group<br>2024<br>N'000 | Group<br>2023<br>N'000 | Company<br>2024<br>N'000 | Company<br>2023<br>N'000 |
|-----------------------------------------------------|------------------------|------------------------|--------------------------|--------------------------|
| Revenue from contracts with customers               | 53,543,213             | 28,399,796             | 51,458,410               | 27,370,425               |
| Profit before taxation                              | 18,702,142             | 8,679,029              | 17,716,194               | 7,964,655                |
| Income tax expense                                  | (5,837,381)            | (3,139,056)            | (5,754,622)              | (3,063,505)              |
| Profit for the year                                 | 12,864,761             | 5,539,973              | 11,961,572               | 4,901,150                |
| Non-controlling interest                            | -                      | -                      | -                        | -                        |
| Profit attributable to equity holders of the parent | 12,864,761             | 5,539,973              | 11,961,572               | 4,901,150                |

## DIVIDEND

The directors will propose a gross dividend of N5.94 per ordinary share (2023: N2.54), amounting to N11.578 billion (2023: N4.951 billion) to the members at the Annual General Meeting for approval. The dividend if approved will be subjected to withholding tax at 10%.

## DIRECTORS

The Directors who served on the Board during the year under review and up till the date of signing this annual report are:

### Chairman

Dr. Seinde Oladapo Fadeni

### Group Managing Director/CEO

Mr. Indranil Gupta (Resigned 31 December 2024)

### Group Managing Director/CEO

Mr. Olumuyiwa Olumekun (Appointed 1 January 2025)

### Executive Directors

Dr. Peter Olusola Obabori  
Prince Saheed Lasisi

### Non-Executive Directors

Mr. Taofeeq Oluwatoyin Salman  
Mr. Tajudeen Moyosola Shobayo  
Prof. Enyinna Ugwuchi Okpara  
Mr. Abdulhamid Aliyu  
Rev. Victor Abimbola Olaiya

### Independent Directors

Mrs. Abimbola Adunola Adebakin  
Mrs. Adebisi Oluwayemisi Bakare (Appointed 29 April 2024)  
Mr. Akinwumi Godson Fanimokun

## ELECTION OF DIRECTORS

After the last Annual General Meeting, the Board appointed Mr. Olumuyiwa Olumekun as the Group Managing Director/Chief Executive Officer with effect from 1st January 2025 following the expiration of Mr. Indranil Gupta's service contract as the MD/CEO. Mr. Olumekun would be proposed for election as a Director at this Annual General Meeting. His profile is contained in the 2024 Annual Report and can also be accessed on the Company's website: [www.nahcoaviance.com](http://www.nahcoaviance.com).

## RE-ELECTION OF DIRECTORS

In accordance with Articles 107 – 109 of the Company's Articles of Association and Section 285(2) of the Companies and Allied Matters Act, 2020 Dr. Seinde Oladapo Fadeni (Non-Executive Director), Mr. Taofeeq Oluwatoyin Salman (Non-Executive Director), and Prof. Enyinna Ugwuchi Okpara (Non-Executive Director) are the Directors

retiring by rotation and being eligible offer themselves for re-election. The profiles of the Directors for re-election are contained in the 2024 Annual Report and can also be accessed on the Company's website: [www.nahcoaviance.com](http://www.nahcoaviance.com).

## DIRECTORS' INTEREST

The direct and indirect interests of the Directors in the issued share capital of the Company as recorded in the Register of Directors' shareholdings and/or notified by them for the purpose of Sections 301, 303 and 385 of the Companies and Allied Matters Act, 2020 and in compliance with the Listing Rules of the Nigerian Exchange Group were as follows:

| S/ NO.       | NAMES OF DIRECTORS                       | HOLDINGS           | HOLDING       |                    |               |
|--------------|------------------------------------------|--------------------|---------------|--------------------|---------------|
|              |                                          | AS AT              | 2024          | AS AT              | 2023          |
|              |                                          | 31-Dec             | %             | 31-Dec             | %             |
|              |                                          | 2024               | HOLDINGS      | 2023               | HOLDINGS      |
| 1.           | Dr. Seinde Oladapo Fadeni - Direct       | -                  | -             | -                  | -             |
|              | - Indirect (Godsmart Nigeria)            | 532,278,312        | 27.31         | 525,278,312        | 26.95         |
| 2.           | Engr. Mohammed Gambo                     | -                  | -             | -                  | -             |
| 3.           | Mr. Indranil Gupta                       | -                  | -             | -                  | -             |
| 4.           | Sir Sunday Nnamdi Nwosu                  | -                  | -             | 1,240              | 0.000         |
| 5.           | Mr. Akinwumi Godson                      | 7,031,932          | 0.36          | 7,031,932          | 0.361         |
| 6.           | Mr. Taofeeq Oluwatoyin Salman            | -                  | -             | -                  | -             |
| 7.           | Mrs. Adebisi Oluwayemisi Bakare – Direct | 38,059             | 0.00          | -                  | -             |
| 8.           | Prof. Enyinna Ugwuichi Okpara            | 39,600             | 0.00          | 39,600             | 0.002         |
|              | Indirect (Awhua Resources )              | 138,945,487        | 7.13          | 138,945,487        | 7.129         |
| 9.           | Mr. Tajudeen Moyosola Shobayo            | 19,508,768         | 1.00          | 19,508,768         | 1.001         |
| 10.          | Dr. Peter Olusola Obabori                | -                  | -             | -                  | -             |
| 11.          | Mrs. Abimbola Adunola Adebakin           | -                  | -             | -                  | -             |
| 12.          | Prince Saheed Lasisi                     | 7,551,999          | 0.39          | 6,563,665          | 0.336         |
| 13.          | Mr. Abdulhamid Aliyu                     | -                  | -             | -                  | -             |
| 14.          | Rev. Victor Abimbola Olaiya              | 671,110            | 0.03          | -                  | -             |
|              | - Indirect— (White Cowry)                | 168,643,862        | 8.65          | 178,643,862        | 9.165         |
| <b>TOTAL</b> |                                          | <b>874,709,129</b> | <b>43.870</b> | <b>876,012,866</b> | <b>44.944</b> |

## DIRECTORS' INTEREST IN CONTRACTS

None of the Directors has notified the Company, for the purpose of Section 303 of the Companies and Allied Matters Act 2020, that they were members or held shareholding of some specified companies which could be regarded as interested in any contracts which the Company was involved as at 31 December, 2024.

## RELATED PARTY

In line with the Group's related party policy, transactions are carried out with related parties at arm lengths.

## SHAREHOLDING

The registrars have advised that the called-up and fully paid shares of the Company as at 31 December 2024 were beneficially held as follows:

### SHAREHOLDING STRUCTURE AS AT DECEMBER 31, 2024

#### PAID UP SHARE CAPITAL:

**1,949,062,500**

| TYPE                     | HOLDERS       | % HOLDERS  | HOLDINGS             | % HOLDINGS |
|--------------------------|---------------|------------|----------------------|------------|
| OTHER CORPORATE ENTITIES | 2,953         | 4.06       | 1,043,794,969        | 53.55      |
| OTHER MANAGED FUNDS      | 17            | 0.02       | 352,744              | 0.02       |
| INDIVIDUALS              | 69,606        | 95.71      | 901,161,474          | 46.24      |
| FOREIGN SHAREHOLDER      | 159           | 0.20       | 3,753,313            | 0.19       |
| <b>TOTAL:</b>            | <b>72,735</b> | <b>100</b> | <b>1,949,062,500</b> | <b>100</b> |

### SHAREHOLDING STRUCTURE AS AT DECEMBER 31, 2023

#### PAID UP SHARE CAPITAL:

| TYPE                     | HOLDERS       | % HOLDERS  | HOLDINGS             | % HOLDINGS |
|--------------------------|---------------|------------|----------------------|------------|
| OTHER CORPORATE ENTITIES | 3,069         | 4.25       | 1,050,852,397        | 53.92      |
| OTHER MANAGED FUNDS      | 16            | 0.02       | 885,649              | 0.05       |
| INDIVIDUALS              | 69,050        | 95.52      | 893,574,834          | 45.85      |
| FOREIGN SHAREHOLDER      | 151           | 0.21       | 3,749,620            | 0.19       |
| <b>TOTAL:</b>            | <b>72,286</b> | <b>100</b> | <b>1,949,062,500</b> | <b>100</b> |

## SHARE RANGE ANALYSIS

### PAID UP SHARE CAPITAL: 31 DECEMBER 2024

**1,949,062,500**

| RANGE               | HOLDERS       | % HOLDERS  | HOLDINGS             | HOLDINGS%  |
|---------------------|---------------|------------|----------------------|------------|
| 1                   | 62,620        | 86.10      | 136,483,095          | 7.00       |
| 10,001              | 8,743         | 12.02      | 257,019,505          | 13.19      |
| 100,001             | 1,245         | 1.71       | 311,121,413          | 15.96      |
| 1,000,001           | 116           | 0.16       | 261,811,469          | 13.43      |
| 10,000,001          | 8             | 0.01       | 223,866,577          | 11.49      |
| 100,000,001         | 3             | 0.00       | 758,760,441          | 38.93      |
| <b>GRAND-TOTAL:</b> | <b>72,735</b> | <b>100</b> | <b>1,949,062,500</b> | <b>100</b> |

### PAID UP SHARE CAPITAL: 31 DECEMBER 2023

**1,949,062,500**

| RANGE               | HOLDERS       | % HOLDERS  | HOLDINGS             | HOLDINGS%  |
|---------------------|---------------|------------|----------------------|------------|
| 1                   | 55,324        | 76.53      | 91,696,311           | 5.00       |
| 5,001               | 6,630         | 9.17       | 45,346,334           | 2.00       |
| 10,001              | 7,748         | 10.3       | 163,389,324          | 8.00       |
| 50,001              | 1,443         | 2          | 99,425,275           | 5.00       |
| 100,001             | 1,198         | 1.66       | 246,971,524          | 13.00      |
| 500,001             | 116           | 0.16       | 79,157,702           | 4.00       |
| 1,000,001           | 123           | 0.17       | 403,259,829          | 21.00      |
| 50,000,001          | 4             | 0.01       | 819,816,201          | 42.00      |
| <b>GRAND-TOTAL:</b> | <b>72,286</b> | <b>100</b> | <b>1,949,062,500</b> | <b>100</b> |

- Godsmart Nigeria Limited is represented on the Board by Dr. Seinde Oladapo Fadeni, Mr Taofeeq Oluwatoyin Salman, Mr. Tajudeen Moyosola Shobayo and Mr. Abdulhamid Aliyu.
- White Cowry Industries Limited is represented by Rev. Victor Abimbola Olaiya.
- Awhua Resources Limited is represented by Prof. Enyinna Ugwuuchi Okpara

## Shareholding Structure/Free Float Status

| Description                                                                                                  | 31-Dec-24                 |                                                  | 31-Dec-23                |                                                  |
|--------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------------------------------|--------------------------|--------------------------------------------------|
|                                                                                                              | Units                     | Percentage (In relation to Issued Share Capital) | Units                    | Percentage (In relation to Issued Share Capital) |
| Issued Share Capital                                                                                         | 1,949,062,500             | 100%                                             | 1,949,062,500            | 100%                                             |
| Details of Substantial Shareholdings (5% and above)                                                          |                           |                                                  |                          |                                                  |
| <b>[Name(s) of Shareholders]</b>                                                                             |                           |                                                  |                          |                                                  |
| Godsmart Nigeria Ltd                                                                                         | 532,278,312               | 27.31                                            | 525,278,312              | 26.95                                            |
| White Cowry Industries Limited                                                                               | 168,643,862               | 8.65                                             | 178,643,862              | 9.17                                             |
| Awhua Resources Limited                                                                                      | 138,945,487               | 7.13                                             | 138,945,487              | 7.13                                             |
| <b>Total Substantial Shareholdings</b>                                                                       | <b>839,867,661</b>        | <b>43.09</b>                                     | <b>842,867,661</b>       | <b>43.24</b>                                     |
| Details of Directors Shareholdings (direct and indirect), excluding directors' holding substantial interests |                           |                                                  |                          |                                                  |
| <b>[Name(s) of Directors]</b>                                                                                |                           |                                                  |                          |                                                  |
| Dr. Seinde Fadeni Oladapo                                                                                    | -                         | -                                                | -                        | -                                                |
| Rev. Victor Abimbola Olaiya                                                                                  | 671,110                   | 0.03                                             | -                        | -                                                |
| Mr. Olumuyiwa Olumekun                                                                                       | -                         | -                                                | -                        | -                                                |
| Mr. Indranil Gupta                                                                                           | -                         | -                                                | -                        | -                                                |
| Mrs. Adebisi Oluwayemisi Bakare                                                                              | 38,059                    | 0.00                                             | 11,845                   | 0.00                                             |
| Mr. Akinwumi Godson Fanimokun (Direct)                                                                       | 7,031,932                 | 0.36                                             | 7,031,932                | 0.36                                             |
| Mr. Salman Taofeeq Oluwatoyin                                                                                | -                         | -                                                | -                        | -                                                |
| Mr. Abdulhamid Aliyu                                                                                         | -                         | -                                                | -                        | -                                                |
| Mr. Tajudeen Moyosola Shobayo (Direct)                                                                       | 19,508,768                | 1.00                                             | 19,508,768               | 1.00                                             |
| Prof. Enyinna Ugwuuchi Okpara (Direct)                                                                       | 39,600                    | 0.00                                             | 39,600                   | 0.00                                             |
| Dr. Peter Olusola Obabori                                                                                    | -                         | -                                                | -                        | -                                                |
| Mrs. Abimbola Adunola Adebakin                                                                               | -                         | -                                                | -                        | -                                                |
| Prince Saheed Lasisi (Direct)                                                                                | 7,551,999                 | 0.39                                             | 6,578,949                | 0.34                                             |
| <b>Total Directors' Shareholdings</b>                                                                        | <b>34,841,468</b>         | <b>1.75</b>                                      | <b>33,171,094</b>        | <b>1.70</b>                                      |
| Details of Other Influential shareholdings, if any (E.g. Government, Promoters)                              |                           |                                                  |                          |                                                  |
| <b>[Name(s) of Entities/ Government]</b>                                                                     |                           |                                                  |                          |                                                  |
| <b>Total of Other Influential Shareholdings</b>                                                              |                           |                                                  |                          |                                                  |
| <b>Free Float in Unit and Percentage</b>                                                                     | <b>1,074,353,371</b>      | <b>55.12</b>                                     | <b>1,073,049,634</b>     | <b>55.06</b>                                     |
| <b>Free Float in Value</b>                                                                                   | <b>N49,473,972,734.55</b> |                                                  | <b>N28,543,120,264.4</b> |                                                  |

### Declaration:

- A) NAHCO Plc with a free float percentage of 55.12% as at December 31, 2024 is compliant with The Exchange's free float requirements
- B) NAHCO Plc with a free float percentage of 55.06% as at December 31, 2023 is compliant with The Exchange's free float requirements

### NOTE:

- \* Share Price as at December 31, 2024 - N46.05
- \* Share Price as at December 31, 2023 - N26.60

| LIST OF SHAREHOLDERS WITH 5% AND ABOVE HOLDINGS AS AT DECEMBER 31, 2024 |                                                                                                      |  |  |  |             |               |
|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--|--|--|-------------|---------------|
| PAID UP SHARE CAPITAL:                                                  |                                                                                                      |  |  |  |             | 1,949,062,500 |
| S/NO.                                                                   | NAMES                                                                                                |  |  |  | HOLDINGS    | % HOLDINGS    |
| 1.                                                                      | GODSMART LIMITED ALL ACCOUNTS<br>6 SUNBO JIBOWU STREET OFF RIBADU ROAD 6 SW IKOYI, LAGOS,            |  |  |  | 532,278,312 | 27.31         |
| 2.                                                                      | WHITE COWRY INDUSTRIES LIMITED ALL ACCOUNTS<br>6 SUMBO JIBOWU STREET OFF RIBADU ROAD SW IKOYI, LAGOS |  |  |  | 168,643,862 | 8.65          |
| 3                                                                       | AWHUA RESOURCES LIMITED ALL ACCOUNTS<br>P O BOX 4240 APAPA LAGOS STATE, LAGOS                        |  |  |  | 138,945,487 | 7.13          |
| GRAND-TOTAL:                                                            |                                                                                                      |  |  |  | 839,867,661 | 43.09         |

| LIST OF SHAREHOLDERS WITH 5% AND ABOVE HOLDINGS AS AT DECEMBER 31, 2023 |                                                                                                      |  |  |  |             |               |
|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--|--|--|-------------|---------------|
| PAID UP SHARE CAPITAL:                                                  |                                                                                                      |  |  |  |             | 1,949,062,500 |
| S/NO.                                                                   | NAMES                                                                                                |  |  |  | HOLDINGS    | % HOLDINGS    |
| 1.                                                                      | GODSMART LIMITED ALL ACCOUNTS<br>6 SUNBO JIBOWU STREET OFF RIBADU ROAD 6 SW IKOYI, LAGOS,            |  |  |  | 525,278,312 | 26.95         |
| 2.                                                                      | WHITE COWRY INDUSTRIES LIMITED ALL ACCOUNTS<br>6 SUMBO JIBOWU STREET OFF RIBADU ROAD SW IKOYI, LAGOS |  |  |  | 178,643,862 | 9.17          |
| 3                                                                       | AWHUA RESOURCES LIMITED ALL ACCOUNTS<br>P O BOX 4240 APAPA LAGOS STATE, LAGOS                        |  |  |  | 138,945,487 | 7.13          |
| GRAND-TOTAL:                                                            |                                                                                                      |  |  |  | 842,867,661 | 43.24         |

### ACQUISITION OF OWN SHARE

The group did not acquire any of its shares during the year ended 31 December 2024 (2023; Nil)

### AUDIT COMMITTEE

Pursuant to Section 404 of the Companies and Allied Matters Act 2020, the Group has an audit committee comprising of Directors and Shareholders. The report of the Audit Committee is included in consolidated and separate financial statements and their function is laid out in Section 404 of the Companies and Allied Matters Act, 2020.

## SHAREHOLDERS' INFORMATION

Share Capital History as at 31 December 2024

| DATE                     | AUTHORIZED<br>SHARE CAPITAL<br>INCREASED<br>FROM (N) | AUTHORIZED<br>SHARE CAPITAL<br>INCREASED TO (N) | ISSUED SHARE<br>CAPITAL<br>INCREASED<br>FROM (N) | ISSUED SHARE<br>CAPITAL<br>INCREASED<br>TO (N) | CONSIDERATION            |
|--------------------------|------------------------------------------------------|-------------------------------------------------|--------------------------------------------------|------------------------------------------------|--------------------------|
| Friday, 25 May 2007      | 150,000,000                                          | 500,000,000                                     | -                                                | 150,000,000                                    | INITIAL SHARE<br>CAPITAL |
| Friday, 25 May 2007      |                                                      | 500,000,000                                     | 150,000,000                                      | 375,000,000                                    | BONUS (3:2)              |
| Friday, 25 May 2007      | -                                                    | 500,000,000                                     | 375,000,000                                      | 392,500,000                                    | RIGHTS                   |
| Sunday, 27 May 2007      |                                                      | 500,000,000                                     | 392,500,000                                      | 437,500,000                                    | PUBLIC OFFER             |
| Friday, 9 May 2008       | -                                                    | 500,000,000                                     | 437,500,000                                      | 492,187,500                                    | BONUS (1:8)              |
| Friday, 21 August 2009   | 500,000,000                                          | 750,000,000                                     | -                                                | 492,187,500                                    | -                        |
| Friday, 21 August 2009   | -                                                    | -                                               | 492,187,500                                      | 615,234,375                                    | BONUS (1:4)              |
| Thursday, 7 June 2012    | -                                                    | -                                               | 615,234,375                                      | 738,281,250                                    | BONUS (1:5)              |
| Thursday, 11 June 2015   | 750,000,000                                          | 1,500,000,000                                   | 738,281,250                                      | 812,109,375                                    | BONUS (1:10)             |
| Monday, October 31, 2022 |                                                      |                                                 | 1,624,218,750                                    | 1,949,062,500                                  | BONUS (1:5)              |

## SUMMARY 2024

|                        |                      |
|------------------------|----------------------|
| INITIAL SHARE CAPITAL  | 300,000,000          |
| BONUS ISSUES           | 1,199,218,750        |
| RIGHTS OFFER           | 35,000,000           |
| PUBLIC OFFER           | 90,000,000           |
| BONUS ISSUES           | 324,843,750          |
| <b>PAID UP CAPITAL</b> | <b>1,949,062,500</b> |



## ANALYSIS

| YEAR            | SHARE CAPITAL | MODE OF ACQUISITION            |
|-----------------|---------------|--------------------------------|
| 2006            | 300,000,000   | INITIAL SHARE CAPITAL          |
| 2007            | 750,000,000   | BONUS 2007 450,000,000 SHARES  |
| 2007            | 785,000,000   | RIGHTS OFFER 35,000,000 SHARES |
| 2007            | 875,000,000   | PUBLIC OFFER 90,000,000 SHARES |
| 2008            | 984,375,000   | BONUS 2008 109,375,000 SHARES  |
| 2010            | 1,230,468,750 | BONUS 2009 246,093 750 SHARES  |
| 2012            | 1,476,562,500 | BONUS 2011 246,093 750 SHARES  |
| 2015            | 1,624,218,750 | BONUS 2015 147,656,250 SHARES  |
| 2022- TILL DATE | 1,949,062,500 | BONUS 2022 324,843,750 SHARES  |

## DONATIONS AND CHARITABLE GIFTS

The Group made donations and gifts as detailed below during the year: (2024: N 36.744 million; 2023: N12.482 million)

### ORGANIZATION NAMES:

|                                                                                                   | 2024<br>N'000 | 2023<br>N'000 |
|---------------------------------------------------------------------------------------------------|---------------|---------------|
| ATSAN & NUATE                                                                                     | 1,300         | 3,532         |
| AFRICA ASSOCIATION OF PROFESSIONAL FREIGHT FORWARDERS AND<br>FEDERAL AIRPORT AUTHORITY OF NIGERIA | 2,000         | -             |
| THE NIGERIA POLICE FORCE/DSS                                                                      | -             | 1,000         |
| AFRICAN EDUCATOR MONITOR                                                                          | 1,199         | 100           |
| AGHAN                                                                                             | 500           | -             |
| FEDERAL ROAD SAFETY CORPS                                                                         | 332           | -             |
| PSRG-RICHARDSON HSSE FORUM                                                                        | -             | 100           |
| INSTITUTE OF DIRECTORS                                                                            | -             | 500           |
| INTERNATIONAL ASSOCIATION OF GRAND HANDLING AUTHORITY                                             | -             | 1,500         |
| NAHCO MASJEED MOSQUE, KANO                                                                        | -             | 4,750         |
| ANLCA                                                                                             | -             | 1000          |
| AFRICAN BAR ASSOCIATION                                                                           | 5,000         | -             |
| COURIER & LOGISTICS MANAGEMENT INSTITUTE (CLMI)                                                   | 8,715         | -             |
| GLOBAL TRANSPORT POLICY                                                                           | 150           | -             |
| HANNAN & ASSOCIATE                                                                                | 500           | -             |
|                                                                                                   | 500           | -             |

LEAGUE OF AIRPORT AND AVIATION CORRESPONDENTS (LAAC)  
MAY UNIVERSITY PRESS  
NAGAFF  
NIGERIA BRITISH CHAMBER OF COMMERCE  
NIGERIAN AIRFORCE CENTRAL MOSQUE  
NIGERIA CUSTOM SERVICE  
PROFESSOR FOLUKE - GENDER RIGHTS & LAW  
THE CHAPEL OF THE HEALING CROSS  
UNIVERSITY OF JOS  
NAHCO EXPORT FREIGHT FORWARDERS ASSOCIATION

|               |               |
|---------------|---------------|
| 2,000         | -             |
| 2,000         | -             |
| 810           | -             |
| 4,000         | -             |
| 250           | -             |
| 3,138         | -             |
| 2,000         | -             |
| 2,000         | -             |
| 150           | -             |
| 200           | -             |
| =====         | =====         |
| <b>36,744</b> | <b>12,482</b> |
| =====         | =====         |

In accordance with the provisions of Section 43 (2) of the Companies and Allied Matters Act 2020, the Group did not make any donation or gift to any political party, political association or for any political purpose during the year ended 31 December 2024 (2023: Nil).

### WHISTLE BLOWING

The group is committed to conducting its affairs ethically and responsibly. Unethical behaviours cost the Company money, time, human resources and can negatively affect the Group's reputation before its stakeholders. All ethical abuses and fraud are reported through the Company's internal and external whistle blowing processes.

### UNCLAIMED DIVIDEND

Shareholders who are yet to receive their dividend are advised to contact the Registrar, Cardinal Stone Registrars, 358, Herbert Macaulay Way, Yaba Lagos. The list of unclaimed dividends can be accessed at the Registrar's office or via the Company's website: [www.nahcoaviance.com](http://www.nahcoaviance.com). The company's Registrars has advised that the total amount outstanding as at 31 December 2024 is the sum of N978.096 million (2023: N687.626 million)

### PHYSICALLY CHALLENGED PERSONS

The Group has a policy of fair consideration of job applications by disabled persons having regard to their abilities and aptitude. The Group's policy prohibits discrimination against disabled persons in the recruitment, training and career

development of its employees. In the event of members of staff becoming disabled, every effort is made to ensure that their employment with the Group continues and that appropriate training is arranged. It is the policy of the Group that the training, career development and promotion of disabled persons should, as far as possible, be identical to those of other employees.

### PROPERTY, PLANT AND EQUIPMENT

Information relating to changes in property, plant and equipment is given in Note 11 to the financial statements. In the opinion of the Directors, the market value of the Group's property, plant and equipment is not less than the value shown in these financial statements.

### EVENTS AFTER THE REPORTING DATE

No events or transactions have occurred since the end of the reporting period, which would have a material effect on the financial statements at that date or which need to be mentioned in the financial statements in order to make them not misleading as to the financial position or results of operations.

### EMPLOYEES HEALTH, SAFETY AND WELFARE

Health and Safety Regulations are in force within the Group for the benefit of all employees. Health and Safety are imbibed as our core value for every employee, contractor and stakeholders that we interact with as a business.

A staff clinic is maintained and in addition the Group has made arrangements with Health Management Organisations (HMO) where medical facilities are

provided for staff and their immediate families as non-payroll employee benefits. Also, the Group has a dedicated unit for Health, Safety Environment and Quality in line with standard policy applicable to aviation industry. A contributory pension fund scheme, in line with the Pension Reform Act 2014 (as amended), exists for employees of the Group.

### EMPLOYEE INVOLVEMENT AND TRAINING

The Group places considerable value on the involvement of its employees and has continued its practice of keeping them informed on matters affecting them as employees and the various factors affecting the performance of the Group. This is achieved through regular meetings between management and staff of the Group. The Group has in-house training facilities complemented with additional facilities from educational institutions (local and offshore) for the training of its employees.

### SUSTAINABILITY REPORT

The Group believes that it must contribute to the society and therefore plays an active role in the development of the communities where it operates and implements proactive measures in favour of sustainability that creates value for the shareholders, customers and other stakeholders.

### CUSTOMER COMPLAINTS

The company is committed to ensuring an effective and responsive complaints management process hence it has put in place a complaints management policy to ensure that the causes of complaints are fully addressed and to assure stakeholders and members of the public that their concerns will be handled in a fair and appropriate manner.

### DIRECTORS' REMUNERATION

The company ensures that remuneration paid to its Directors complies with the provisions of the Codes of Corporate Governance issued by the regulators, in compliance of which it makes disclosure of the remuneration paid to its directors in this consolidated and separate financial statements.

### DISCLOSURE OF REMUNERATION OF MANAGERS

The remuneration of the managers of the Company for the year ended 31 December 2024 is disclosed in this consolidated and separate financial statements.

The statutory Audit Committee was constituted at the 43rd Annual General Meeting held in Lagos on the 24th of May 2024 comprising of three (3) shareholders and two (2) non-executive directors namely: Dr. Awa Erem Okpan, Alh. Mohammed Gambo Fagge, Mr. Ridwan Hamza (shareholders' representatives) and Mr. Akinwumi Godson Fanimokun and Mr. Tajudeen Moyosola Shobayo (Board members).

### AUDITOR

The auditor, Ernst & Young, having satisfied the relevant corporate governance rules on their tenure in office indicated their willingness, will continue in office as the Group's auditor in accordance with Section 401(2) of the Companies and Allied Matter Act, 2020.

### By Order of the Board



### BELLO A. ABDULLAHI

FRC/2013/PRO/NBA/004/00000002301  
Dikko & Mahmoud (Solicitors & Advocates)  
FRC/2025/COY/647154  
Company Secretary

# Chairman's Statement



**Dr. Seinde Oladapo Fadeni**  
Chairman

*Dear Shareholders,*

I welcome you to this year's Annual General Meeting of our dear Company, the Nigerian Aviation Handling Company PLC. The occasion of the AGM is always a special one for the Company and its shareholders. Therefore, it is with great pride and a deep sense of responsibility that I present to you the Chairman's Statement for the 2024 Financial Year.

The year was one of tremendous progress, marked by significant achievements and a renewed sense of purpose across all facets of our operations. I am immensely grateful for your unwavering loyalty and commitment, which have been instrumental to our Company's outstanding performance from the inception of this Board.

### **Value of Global Aviation to World Economy**

The 2024 Global Report of the Aviation industry reveals that the aviation industry is adding immense value to the global economy. It supports \$4.1 trillion in world economic activity. According to analysts at Geneva-based Air Transport Action Group, the world's airlines carry at least 4.4 billion passengers each year since 2023 and 61.4 million tonnes of freight. Providing these services creates 11.6 million direct jobs and contributes \$1.1 trillion to global GDP.

"The global air transport industry is comparable in size to the global motor vehicle manufacturing sector. In fact, if air transport were a country, it would rank 20th in the world by GDP, similar to Saudi Arabia," the report stated.

The contribution of aviation includes jobs and services of suppliers to the air transport industry, such as aviation fuel suppliers;

construction companies, suppliers of sub-components used in aircraft, manufacturers of goods sold in airports, and a wide variety of business services, such as call centres, IT and accountancy. These indirect activities contributed approximately \$1.2 trillion to global GDP.

Also, around \$917.4 billion induced GDP is created by employees in the air transport industry using their income to purchase goods and services for their own consumption.

The spending of those directly or indirectly employed in the air transport sector supports jobs in industries ranging from retail and manufacturing to banking and hospitality. The analysis further suggests that aviation supports \$967.8 billion in economic activity within the tourism industry. It is a well-established fact that over half of all international tourists fly to their destinations.

In Africa, Air transport supported 8.1 million jobs and contributed \$75 billion to GDP. This is equivalent to one in every 61 jobs across the continent or 1.6% of all employment and 2.6% of all GDP in African countries.

Every person directly employed in the sector supported another 22 jobs elsewhere in Africa. Similarly, \$5.30 of economic activity was supported elsewhere in Africa for every \$1 of gross value added (GVA) directly created by the air transport sector. The aviation sector in Africa directly employed around 360,000 people.

### **Our Company**

The Year 2024 presented both opportunities and challenges for our Company. We continued to strengthen our position as the market leader in Nigerian aviation ground

handling. We made strides in infrastructure modernization, embraced technological innovation, and upheld the highest standards in safety and service delivery. These efforts have not only enhanced operational capacity but also positioned NAHCO for long-term sustainability and competitiveness.

Only the other day, the International Monetary Fund (IMF) declared that the Nigerian authorities have taken important steps to stabilize the economy, enhance resilience, and support growth although it agreed that the tough economic reforms being implemented by the Federal Government since it came to power in May 2023 are still works in progress. These reforms have impacted most businesses, including ours.

Despite high interests rates which affect cost of borrowing and a weakened naira which endured devaluation, NAHCO has demonstrated remarkable resilience. The company continues to adapt and push forward, maintaining operational efficiency and striving to upholding its standard of service excellence and increased shareholder value.

The Board understands the important place of technology in modern business and is committing funds into providing the Company with next generation technology to enable it run its processes smoothly and efficiently. The Company is currently implementing Oracle ERP and HCM systems, a pivotal initiative designed to enhance NAHCO's efficiency and digital transformation.

In the last one year, the Company has been re-fleeting its equipment. We have a target to replace all ageing equipment by December 2025.

The Board is working very hard with Management to bring about transformative change in NAHCO. We have recently approved a five – year strategic blueprint for the Company which will drive the next phase of its growth. The Board and management of the Company are fully and completely focused on the implementation of this Blueprint.

As part of our commitment to staff welfare, we implemented a substantial 50% salary increase, along with the existing profit-sharing paid annually and a performance bonus awarded semi-annually. These initiatives reflect our dedication to recognizing and rewarding the contributions of our team.

### **NCAA Award**

A few weeks ago, the Company was awarded the Industry Champions Award by the Nigeria Civil Aviation Authority (NCAA). This award, coming from the Aviation industry's regulator, is indeed humbling even as it is indicative of what NAHCO stands for in the Nigerian aviation space. We have emerged over time as the face of resilience in the industry. We support good causes. We represent the best in Nigeria's aviation in corporate governance; in staff welfare and in profitability.

### **Financial Performance**

I am happy to report a sterling performance for the year ended December 31, 2024. The Company made pre-tax profit of N18.70bn. This is up from N8.67bn in 2023.

We grew our revenue by 88.5 percent to N53.54bn in 2024. This is a better performance than the revenue figure of N28,399bn made in 2023.

After taxes, NAHCO's net profit leapt by 132 per cent from N5.54bn in 2023 to N12.86bn in 2024. Consequently, earnings per share rose by 132 per cent from N2.84 in 2023 to N6.60 in 2024.

### **Dividend**

Riding on the strength of this stellar performance, the Board has recommended a 134 per cent increase in dividend payout. The Board will seek your approval for the payment of N11.58bn as cash dividends to shareholders for the 2024 business year. This is more than double the amount of N4.95bn distributed for the year 2023. We therefore propose for your kind approval, dividend payment of N5.94 kobo per share for the year ended 31 December 2024.

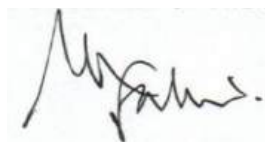
### **Gratitude**

You will agree with me that we are making progress, especially when we compare Year 2024 financial performance to that of 2023. We owe this success to the unwavering commitment of the Board, the hard-work of the Management and the diligence of the workforce.

Let me on behalf of the Board express my appreciation to the Management and Staff of this great Company. The Board appreciates your diligence and untiring efforts in making NAHCO a greater institution. We especially thank our loyal clients whose partnership has kept us on top. They are the very reason we push ourselves harder everyday. We remain grateful to you, for your patronage and your continued trust in our ability to deliver the best. We thank our ever-supportive shareholders for continuing to trust in our vision and leadership. We will continue to appreciate you.

Together, we celebrate how far we have come and look forward with confidence to an even more rewarding future.

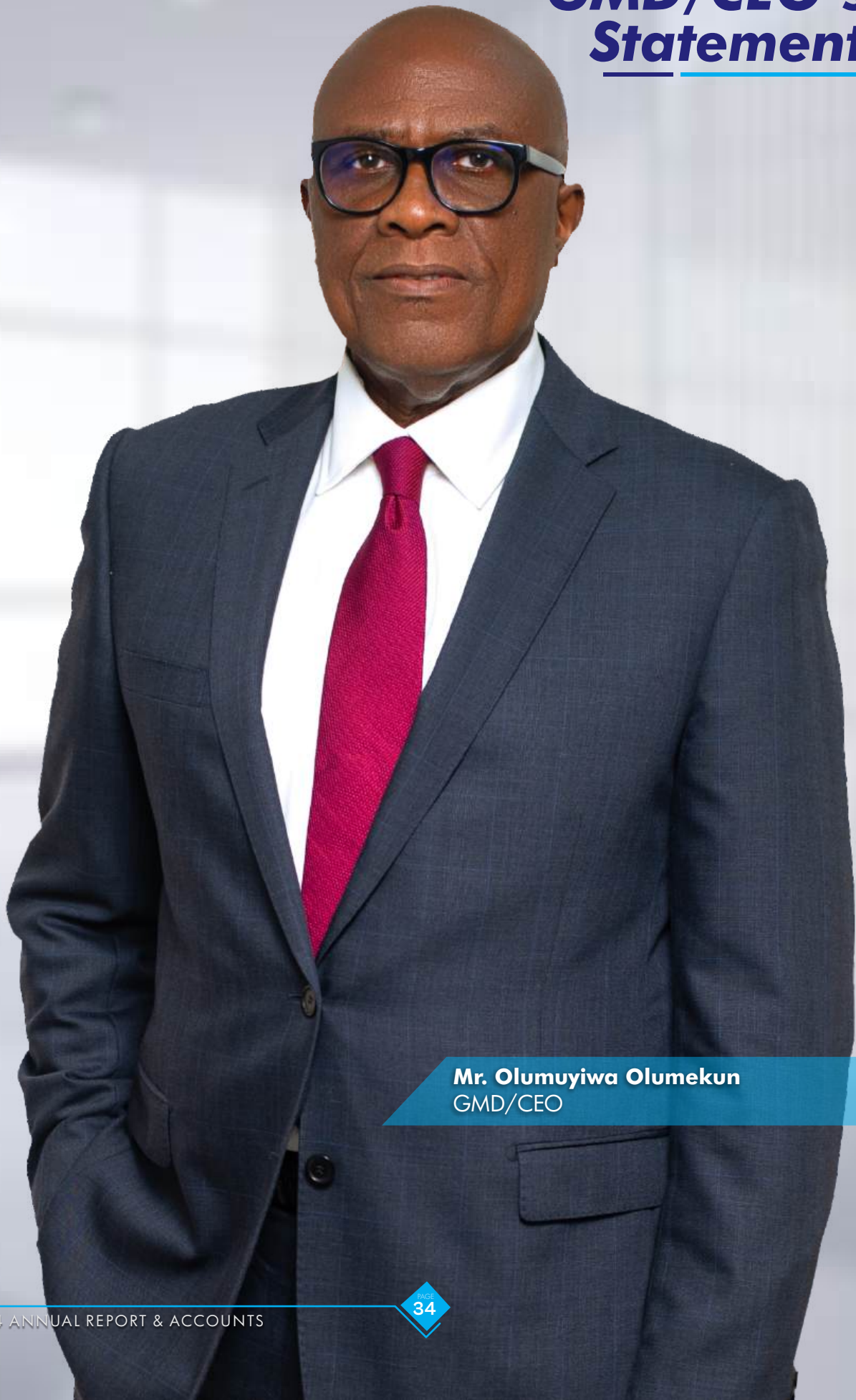
Thank you.



**Dr. Seinde Oladapo Fadeni**

Chairman

# **GMD/CEO's Statement**



**Mr. Olumuyiwa Olumekun**  
GMD/CEO

*Distinguished shareholders,*

It gives me great honour and privilege to welcome you to the 44th Annual General Meeting of our great Company, the Nigerian Aviation Handling Company Plc. This is for me a homecoming and I would like to thank the Board of Directors for entrusting me with the responsibility of piloting the affairs of the Company at this time.

### **The 2024 Operating Year**

Since transiting from being the foremost ground handling service provider in the entire sub-region to being a diversified, total logistics group, we have been driven by the earnest desire to provide unmatched level of excellent service delivery to our clients. This commitment has become more urgent as we seek to satisfy new demands for excellence and to improve shareholder value.

The 2024 operating year was not all that different from the previous ones. The environment remained very challenging, the competition tougher and customers' expectations higher. But through it all, we came out successful.

We had an unstable and very volatile foreign exchange regime to deal with. This is very important to us because the cost of purchasing nearly all our equipment is denominated in foreign currency. We also had a hard task upgrading our handling rates. The cost of fueling our equipment and parts replacement remains high.

In the course of the year, we welcomed back Emirates into the country. We also extended handling contracts with all our clients, both international and domestic carriers.

### **Our Performance**

Our performance in the year under review showed that Profit Before Tax doubled by 115.4 per cent to N18.70 billion in 2024 as against N8.68 billion in 2023. After taxes, net profit leapt by 132 per cent from N5.54 billion to N12.86 billion. Consequently, earnings per share rose by

132 per cent from N2.84 in 2023 to N6.60 in 2024.

### **Major Achievements**

NAHCO was recertified for its operations in three stations in 2024. These stations are Lagos, Abuja and Kano.

We commissioned our brand new NAHCO Export Packaging & Processing Centre, Lagos, in January last year. It is instructive to note that this multi-million naira Centre is the first of its kind in Nigeria.

The new facility is a strategic move to enhance the competitiveness of Nigerian products on the global stage, create jobs at home and push the boundaries of what Nigeria could sell abroad.

By streamlining our export processes, adhering to stringent packaging standards, and ensuring the quality of our products, we not only bolster the reputation of Nigerian goods but also contribute significantly to how Nigeria's products are viewed outside our shores. And this is very important.

Additionally, the Export Processing and Packaging Centre will foster skills development and empower our youths as it expands operations. Thus, the centre is not all about business for NAHCO; it is also about our commitment to the socio-economic empowerment of our people.

We have embarked on a journey that not only strengthens our foothold in the global market but also contributes to the economic development of Nigeria. This facility is a symbol of our unwavering commitment to quality, efficiency, global standards and customer satisfaction.

### **Looking Ahead**

The Company will, in Year 2025, continue with its leadership role in the sector where we operate. We will focus on the following areas:

**Sustained Growth:** We have put in place a platform for sustained growth. The diversified nature of the group and the coming on board of new business ventures will ensure that we sustain our growth trajectory.

**Equipment Re-fleet:** The Board of the Company continued with the implementation of its commitment to buy new equipment for operations. This is currently going on. All ageing equipment are being phased out of service in the Company. New, modern, more fuel efficient and eco-friendly replacements are being deployed for operations.

**Digitisation:** The Company is currently implementing a digitisation process which will eliminate mountains of paperwork in the way it operates. This is the core of Project PACE (Project Achievement & Collaborative Excellence), a transformative initiative aimed at enhancing efficiency and streamlining operations in the Company through the implementation of a new Oracle ERP and HCM system. This cutting-edge technology will optimize workflows, improve resource management and elevate the company's well – known hallmark of operations excellence.

**ESG:** As a leading service provider in the aviation landscape, Environmental, Social and Governance (ESG) issues rank very high on the corporate agenda of the Company. We will continue to implement sustainable practices in all our operations in a way that align with relevant United Nations sustainability goals and targets.

## Gratitude

We thank all our distinguished stakeholders who have supported us and enabled us perform excellently in the 2024 financial year. We are grateful to staff, Management and Board of the Company for their commitment to NAHCO Plc. Our gratitude also goes to FAAN, NCAA, NCS, NDLEA and other regulatory agencies at the Airport. We will continue to work together to ensure even better performance for the Company.

Thank you and God bless.

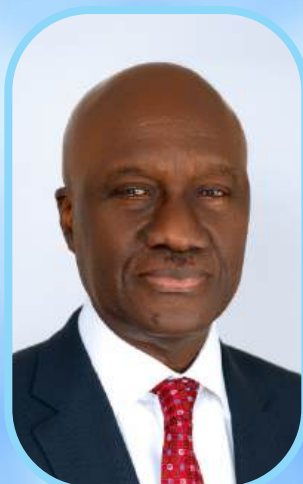


**Olumuyiwa Olumekun**  
GMD/CEO



# **BRIEF PARTICULARS OF OUR BOARD OF DIRECTORS**

## Board of Directors



### Names of Board Members by rows (from left to right)

#### First row

**Dr. Seinde Oladapo Fadeni** *Group Chairman (Non Executive)*  
**Mr. Akinwumi G. Fanimokun** *Vice Chairman /Independent Non- Executive Director*  
**Mr. Olumuyiwa Olumekun** *Group Managing Director/CEO (Appointed 1st Jan. 2025)*

#### Second Row

**Peter Olusola Obabori**, *Group Executive Director*  
**Prince Saheed Lasisi** *Group Executive Director*  
**Mr. Taofeeq Oluwatoyin Salman** *Non-Executive Director*

## Board of Directors



### Names of Board Members by rows (from left to right)

#### First row

**Mr. Tajudeen Moyosola Shobayo** - Non-Executive Director  
**Mrs. Abimbola Adunola Adebakin** - Independent Non-Executive Director  
**Prof. Enyinna Ugwuchi Okpara** - Non-Executive Director  
**Mr. Abdulhamid Aliyu** - Non-Executive Director

#### Second Row

**Rev. Victor Abimbola Olaiya** - Non-Executive Director  
**Mrs. Adebisi Oluwayemisi Bakare** - Independent Non-Executive Director (Appointed 29th Apr. 2024)  
**Mr. Indranil Gupta (Indian)** - GMD/CEO (Resigned 31st Dec. 2024)



## ***Directors' Profile***

**Dr. Seinde Oladapo Fadeni**  
Chairman

Dr Seinde Oladapo Fadeni is an astute businessman with experience spanning three decades with interests in strategic sectors of the economy including oil & gas, real estate, hospitality, maritime and real sectors.

Dr. Fadeni chairs the Board of Directors of NAHCO Plc. He is also the founder and serving Managing Director/Chief Executive Officer of GMT Energy Resources Limited, a private indigenous multi-billion-naira company incorporated in Nigeria with offices in Lagos and Port-Harcourt with an overriding national and global outlook.

He sits on the boards of a number of companies, including GMT Energy Resources (a marine logistics company), MCI FZE Yard Development Limited (a joint venture between MCI FZE and Samsung Heavy Industries Nigeria where Total Upstream Nigeria Limited and her partners integrated their EGINA FPSO's 6 topside modules); Badagry Ship-repair Maintenance Engineering Consortium (BSMEC), Godsmart Limited (a company with investment interests in strategic sectors of the economy, including Aviation and Real Estate), Elect & Chosen Limited (a reputable interior design and furniture supply company) and Sanctum Hospitalities Nigeria Limited.

Known for his incredible skill in perceiving business needs and creating solutions to address the needs. Dr. Fadeni has a network of high-value contacts in international and domestic business communities.

Dr. Fadeni started his educational journey in Mayflower Primary and Secondary School, Ikenne. He had his higher education at the University of Lagos where he bagged a Bachelor of Science Degree in Biology. He also has an Honorary Doctorate Degree in Entrepreneurship from Joseph Ayo Babalola University. He has attended various courses all over the world, including the Owners/President Management (OPM) Program organized by Harvard University, Leading from the Chair at INSEAD and High-Performance Board at IMD. He is also an Associate Member of the Nigeria Institute of Management (AMNIM), Nigerian Institute of Credit Management and Port Harcourt Chamber of Commerce and Industry. He has received several awards from professional and business bodies in recognition of his contributions to nation-building.

The Chairman is God-fearing, loving, and caring family man with strong commitment and devotion to philanthropic activities, the flagship of which is The Chris Alice Foundation that gives scholarship and other forms of support to students who scored up to 3.5CGPA and above, widows, senior citizens, and orphans.



## **Directors' Profile**

**Mr. Akinwumi Godson Fanimokun**

*Independent Non-Executive Director/  
Vice-Chairman*

Mr. Akinwumi Godson Fanimokun, FCIB, FICB has a distinguished career and wealth of experience, spanning 35 years, in effecting and implementing change, driving strategic positioning, and demonstrating diverse competencies and leadership across systems and multiple business sectors. Mr Fanimokun worked with First Bank from 1980 – 2015, where he headed various units, amongst which are the Manager ((Banking) First Bank of Nigeria, UK), Project Manager, New Banking Application (Finacle 7) and Group Head, Public Sector, Abuja.

In 2009, he served as Managing Director and Chief Executive Officer (CEO) of First Pension Custodian. In 2013, he was appointed Group Executive, Technology and Services of First Bank of Nigeria, a position he held until his retirement in 2015. He currently sits on the Boards of First Bank of Nigeria Limited, Nigeria Aviation Handling Company (NAHCO), Xpress MTS and Unilag Microfinance Bank.

Mr. Fanimokun holds a BSc. Economics from the University of Ife (now Obafemi Awolowo University), and a Master of Business Administration (MBA) from Henley Management College, United Kingdom. In his quest for developing diverse competencies, he has attended several distinguished professional trainings, from Harvard Business School in 2007 and 2009, Chicago Booth Business School in 2008, London Business

School (UK) in 2010, Fund Forum International Conference in 2011 and 2012, Global Custody Forum in 2010 and 2012, Institute of Directors (UK) in 2019, NGX Academy (Nigeria) in 2023 and IESE Business School (Spain) in 2023.

In 2024, he attended Northwestern | Kellogg for participation in Corporate Governance, Effectiveness & Accountability in the Boardroom. He was an Executive Committee member of the Chartered Institute of Bankers of Nigeria (Lagos Branch) from 2008 to 2011 and Chairman Bankers' Night Committee from 2009 to 2011.

Mr Fanimokun has been a Chartered Institute of Bankers Council Committee member since 2021 to date.

He enjoys reading, playing table tennis and travelling with his wife, Abiola Fanimokun.



## **Directors' Profile**

**Mr. Olumuyiwa Olumekun**

*Group Managing Director/CEO*

*(Appointed 1st Jan. 2025)*

Olumuyiwa Augustus Olumekun is a seasoned business executive with over three decades of purposeful leadership across various industries.

Olumekun holds a bachelor's degree from the University of Ibadan (1985) and is an alumnus of the Lagos Business School (LBS), where he completed the Chief Executive and Advanced Management Programmes.

He was a member of the Executive Management team of NAHCO from 2019 – 2022 when he was Group Executive Director, Corporate Services.

He also acted at the Group Managing Director/CEO from August 2021 – December 2021. While he held the portfolio of Group Executive Director, Corporate Services, he provided sound leadership to such many departments including Human Resources, Learning & Development, IT, Administrative Services, Infrastructure and Procurement.

Olumekun was part of the team that successfully implemented the Company's transformative 2019–2023 strategic plan, which resulted in over a 300% increase in profitability as at year end, 2023.

Since 2022, Olumekun has remained as a Non-Executive Director on the Board of NAHCO subsidiary companies including NAHCO Free Trade Zone, NAHCO

Commodities Limited, NAHCO Travels & Hospitality Limited and Mainland Cargo Options (now NAHCO Logistics).

Prior to joining NAHCO, he spent 23 years at Red Star Express Plc (FedEx), where he retired as Executive Director in 2015. At Red Star, he managed the FedEx brand and oversaw core functions, including Sales, Marketing, Operations, Strategy & Business Development, Customer Service and IT and was a member of the Board of Directors for a decade.

A distinguished professional, Olumekun is a Member of the Institute of Directors and a Registered Professional with the Financial Reporting Council of Nigeria.

Outside of his professional life, Olumekun is dedicated to his family.



## ***Directors' Profile***

**Dr. Peter Olusola Obabori**

*Group Executive Director,  
International Business & Corporate Services*

Dr. Peter Olusola Obabori holds a Bachelor of Science degree in Accounting, a Master of Business Administration (MBA), a Master of Philosophy (MPhil) and a doctorate degree in Business Administration, all from Obafemi Awolowo University, Ile-Ife Nigeria.

He is an alumnus of numerous advanced management and leadership programmes from world class institutions including The School of Business Leadership of the University of South Africa, McGill Executive Institute, Canada, Lagos Business School, Nigeria, Harvard Business School, USA, Haas Business School of the University of California, Berkeley, USA; The University of Westminster United Kingdom and FedEx Purple Academy, Belgium, where he excelled as the Purple Star Award Winner in 2006.

Olusola is also a Fellow of the Institute of Directors, Nigeria; Fellow of The National Institute of Marketing of Nigeria (Chartered); Fellow of the Institute of Business Development and Fellow of the Institute of Logistics and Supply Chain Management.

He sits on the Councils of The Nigerian American Chamber of Commerce and the Nigerian British Chamber of Commerce.

Prior to joining NAHCO Plc in May 2022 as the Group Executive Director, International Business and Corporate Services, Olusola had served as Group Managing Director/

CEO of Red Star Express Plc between 2016 and 2022, where he was recognized as one of Nigeria's Top CEOs and Next Bulls by The BusinessDay Media in conjunction with The Nigerian Stock Exchange in 2020 to recognize corporate leaders who have steered their respective companies to reach new milestones.



## ***Directors' Profile***

### **Prince Saheed Lasisi**

*Group Executive Director,  
Commercial & Business Development*

Prince Saheed Lasisi brings a distinguished record of leadership and expertise to NAHCO. His career, spanning over 25 years, is marked by a strong foundation in accounting, strategic planning, and a commitment to innovation.

Lasisi holds a bachelor's degree in Accounting and a subsequent Master's degree from the prestigious University of Lagos. His expertise is further bolstered by his Fellowship with the Institute of Chartered Accountants of Nigeria, ICAN.

Lasisi's influence extends beyond the realm of pure finance. He has established himself as a leader across diverse industries, including maritime and oil & gas sectors. His previous role as Group General Manager of Business Development & Strategic Planning at SIFAX GROUP exemplifies his ability to drive growth and implement innovative strategies.

Lasisi is a passionate advocate of education and empowerment, actively participating in seminars and training programs both domestically and internationally. His areas of expertise in bank risk analysis and corporate finance contribute significantly to the development of knowledge within these fields. He was the team lead for the acquisition of foreign operations of Skye Bank in Sierra Leone, Gambia and Guinea Conakry.

A noteworthy accomplishment of Lasisi's career was his leadership of the transition team at Skyway Aviation Handling Company Limited (SAHCOL). His contribution to the financial restructuring and smooth integration of the Company into SIFAX GROUP stands as a testament to his strategic vision and leadership capabilities.



## ***Directors' Profile***

**Mr. Taofeeq Oluwatoyin Salman**  
Non-Executive Director

Mr. Taofeeq Oluwatoyin Salman, LLB, BL, LLM, MCI Arb, MCIO D is the Managing and Founding Partner of Bricks and Raven Legal, a distinguished corporate and commercial law firm. He leads the firm's Corporate Governance, Company Secretariat, and Legal Advisory Practice Group, providing expert counsel to clients both locally and internationally. His areas of specialization include Foreign Investment, Project Finance, Public-Private Partnerships (PPP), Insolvency, and Debt Restructuring.

He holds an LLB (Hons) from the University of Ilorin, Nigeria, and a Barrister at Law (BL) qualification from the Nigerian Law School. He further earned an LLM in International Commercial and Business Law from the University of East Anglia, Norwich, England (UK). He is a member of several prestigious professional bodies, including the Nigerian Bar Association, International Bar Association, Chartered Institute of Arbitrators (UK), Chartered Institute of Directors (CIO D), and the Business Recovery and Insolvency Practitioners Association of Nigeria (BRIPAN).

He has completed INSEAD's flagship International Directors Programme, earning certifications in Corporate Governance and Global Management. His executive education also includes programs in Mergers & Acquisitions and Corporate Strategy, Leading AI and Digital Transformation from INSEAD,

as well as the Company Direction Course (The Effective Director) from the Chartered Institute of Directors, Nigeria.

With a wealth of managerial expertise, Mr. Salman has served as the Managing Director of a diversified investment holding company and as the Managing Partner of a leading corporate commercial law firm. His extensive experience includes providing legal advisory services and representation to some of the largest indigenous and multinational corporations across Africa.

A strategic negotiator with an in-depth understanding of Nigeria's regulatory business environment, Mr. Salman is renowned for delivering effective and commercially viable solutions. His unique blend of legal acumen and corporate governance expertise makes him a valuable asset in both legal practice and corporate leadership.



## Directors' Profile

**Mr. Tajudeen Moyosola Shobayo**  
Non-Executive Director

Mr Tajudeen Shobayo is an alumnus of University of Liverpool, UK, and a Fellow of the Institute of Chartered Accountants of Nigeria (ICAN). In the course of his illustrious career, he has attended several professional courses in Nigeria, Netherlands, UK and United States in Economics and Valuation, Opportunity/Project Management, Contract Management, Capital Budgeting, Fraud and Risk Management and Strategic Cost Leadership.

He had also had training in Advanced Negotiations, Risk and Decision Analysis, Deal Implementation, relationship Management, Non-Operated Ventures Management and Health/Safety/Environment and Leadership. He is a result-driven, efficiency-conscious finance-cum-commercial professional with extensive experience in corporate finance, decision analysis, strategy and planning, opportunity identification and maturation, negotiation and stakeholder management with demonstrated capacity to add value towards corporate objectives.

His 38 years of work experience spans public and private sectors in oil & gas, education, real estate, and agriculture in management and board levels.

His hobbies are reading and football.



## Directors' Profile

**Mrs. Abimbola Adunola Adebakin**  
Independent Non- Executive Director

Mrs. Abimbola Adunola Adebakin has over 30 years of professional experience spanning Stockbroking, Banking, Management Consulting and Training. She is a versatile trainer and proficient management consultant who has led consulting teams across a broad spectrum of assignments including strategy development, human resources management, organizational development, and change management. She has developed and delivered many training topics covering strategic management, management and leadership development, corporate governance, entrepreneurship, and workplace productivity.

She is a certified IFC trainer on Corporate Governance and Entrepreneurship and certified by Central Bank of Nigeria (CBN) to train microfinance bank operators. She left as head of FITC Consulting to set up EPS Performance Improvement Limited, a firm focused on partnering with businesses and individuals to improve their performance. She also manages a business incubation centre where she offers business coaching and advisory services to start-ups and small businesses.

Adebakin graduated from the University of Benin with a Second Class Upper in Biochemistry. She has a Master's degree from the University of Ibadan and MBA from the University of Lagos. She is a member of the Learning and Development Network in Nigeria where she serves as the national Treasurer and a member of the Association for Talent Development (ATD) in USA. She is passionate about working with teenagers and young people to guide them in attaining their potentials. She also serves on the Board of Solid Foundation Ministry an NGO committed to working with teenagers and youths.



## **Directors' Profile**

**Prof. Enyinna Ugwuchi Okpara**  
Non-Executive Directors

Prof. Enyinna Okpara is a Professor of Accounting and Finance and an Associate of the Institute of Chartered Accountants of Nigeria (ICAN). He has the following academic qualifications: PhD (Accounting), M.Sc. (Accounting), MBA (Finance), B.Sc. (Accounting), PGD (Financial Management), HND (Accounting) and NCE (Business Education).

Professor Okpara is currently the Dean of College of Social and Management Sciences, Wellspring University, Benin City. He had previously worked as Accounts/Logistics Manager in Dangote Group.

He is an experienced auditor and tax consultant having worked with Akintola Williams Delliott. Professor Okpara served in the Nigerian Army as a commissioned officer rising to the rank of Captain before he voluntarily disengaged from active military service in 1999.



## **Directors' Profile**

**Mr. Abdulhamid Aliyu**  
Non-Executive Director

Mr. Abdulhamid Aliyu has over thirty-five years in both private and public sectors, with notable achievements in Development Banking, Investment Banking, Energy, and Oil and Gas. He has a BSc in Economics from University of Maiduguri, complemented by certifications from the Chartered Institute of Stockbrokers, Nigerian Institute of Management, and Institute of Management Consultants.

Mr. Aliyu was the Managing Director of NNPC Oilfield Services Limited, where he spearheaded the development and implementation of business strategies leading to a remarkable revenue increase of over 250% within a two-year period. Prior to this, he held various high-profile positions within NNPC, demonstrating his ability to optimize revenue and cost, drove business growth, and fostered organizational change. He was the Deputy Director/Special Assistant to the Minister of Petroleum Resources, Country Director at Agrid Nigeria Limited. His expertise extends across management, leadership, business operations, strategy, effective communication, and delegation.

Mr. Aliyu participated in various workshops, courses, conferences, and seminars in finance, management, and oil and gas. He represented Nigeria as a delegate at several OPEC conferences and meetings. He was awarded a Doctor of Business Administration in Oil and Gas (Honoris Causa) and IMS African Business Club award of Leadership Excellence. He is also a proud member of the African Business Club (MABC).



## Directors' Profile

**Rev. Victor Abimbola Olaiya**  
Non-Executive Director

Rev. Victor Abimbola Olaiya has a degree in Mechanical Engineering and a Master of Business Administration in Management. He embarked on a journey that spanned over three decades at Mobil Producing Nigeria (MPN) where he demonstrated a profound understanding of all aspects of the oil and gas sector, progressing steadily through various roles from Facilities Engineer to the General Manager of the Ventures Relations Department.

Rev. Olaiya's career progression was marked by significant milestones and achievements. His expertise in drilling engineering and operations, evidenced by his involvement in planning and supervising well-drilling activities, was instrumental in the success of projects such as Oyot SE and Abang. His leadership during his overseas posting in Houston underscored his ability to coordinate and plan projects on an international scale. He won the Best Manager Award and Excellence Award as recognition of his exceptional contributions to the oil and gas industry. His involvement in professional associations such as the Society of Petroleum Engineers and his commitment to philanthropy further illustrate his multifaceted contributions to society. Rev. Olaiya also trained at the Baptist College of Theology, Lagos and obtained a Bachelor of Theology degree. He subsequently served as the pastor of New Insight Baptist Church, Ogudu, Lagos and retired statutorily in October 2021 after nearly 7 years of service. In addition to his professional achievements, Rev. Olaiya's role as a husband and father, along with his wife's involvement in healthcare, underscores his commitment to family values and community service.



## Directors' Profile

**Mrs Adebisi Oluwayemisi Bakare**  
Independent Non-Executive Director  
(Appointed 29th Apr. 2024)

Mrs. Adebisi Oluwayemisi Bakare holds a Bachelor's degree in Accounting from Olabisi Onabanjo University, complemented by diplomas and certifications in data processing from Debis Professional Institute, Government Technical College (National directorate of employment) (Secretariat Course) Idi – Aba, Abeokuta, Ogun state, IFRS Awareness Training for Audit Committee members of listed companies, Governance, Risk Management and Audit Committee effectiveness, etc.

Bakare's early career trajectory began as a Confidential Secretary at Sunnaco Nigeria Limited from 1994-2001, and as the General Secretary of the Independent Shareholders Association of Nigeria (ISAN) from 2001-2007, where she was involved in promoting shareholder rights and effective collaboration among stakeholders.

She is the Managing Director and CEO at Bakars' Weavon and Cosmetics Ventures from 2008 till date and currently serves as the National Coordinator at the Pragmatic Shareholders Association of Nigeria, where her strategic leadership and dedication to advancing shareholder interests have been instrumental in driving advocacy efforts and fostering transparency in corporate governance practices across the nation.

She is also a Member of the Chartered Institute of Directors.



## ***Directors' Profile***

### **Indranil Gupta**

*Group Managing Director/CEO*

*(Resigned 31st Dec. 2024)*

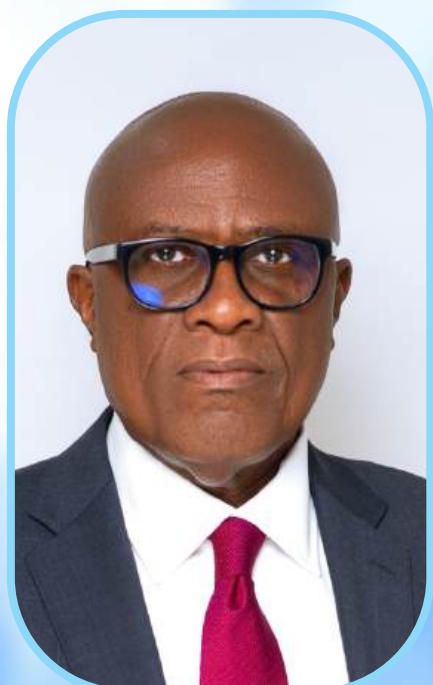
Mr. Indranil Gupta has about 26 years' experience in managing various aviation businesses in India, the Middle East, Southeast Asia, and Africa.

He is a former Managing Director of GSEZ-Airports, Vice President-Airport Operations & Project Delivery at GVK Airports 360 Indonesia, and Director-General – AEROPORT De Libreville, Gabon. He also worked at Delhi/Mumbai/Kolkata/Bangalore International Airports as Airport Manager & Senior Airport Manager and subsequently at Bangalore International Airport as General Manager - Head of Operations.

Indranil holds a BSc and an MBA degree (Marketing & Foreign Trade). He joined NAHCO Plc as GMD/CEO in December 2021.



## Group Executive Committee (GEC) Members



### Names of GEC Members by rows (from left to right)

#### First row

**Mr. Olumuyiwa Olumekun** - Group Managing Director/CEO (Appointed 1st Jan. 2025)  
**Dr. Peter Olusola Obabori** - Group Executive Director  
**Prince Saheed Lasisi** - Group Executive Director

#### Second Row

**Mr. Didier Steullet** - Chief Operating Officer  
**Mr. Adeoye Emiloju** - Chief Financial Officer  
**Mr. Imroz Uddin (Indian)** - Chief Subsidiaries Officer  
**Mr. Indranil Gupta (Indian)** - GMD/CEO (Resigned 31st Dec. 2024)



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# CORPORATE GOVERNANCE REPORT



Nigerian Aviation Handling Company Plc is committed to observing high standards of corporate governance. The Board of Directors recognises the importance of applying best corporate governance principles, its valuable contribution to long term business prosperity and accountability to its shareholders. Consequently, the Group has undertaken to create the institutional framework conducive to defending the integrity of the Directors and is convinced that, on account of this, the Board is functioning in a highly effective manner. The Board will continue to challenge itself to improve the standard in areas where the need for improvement is identified.

The Group continues to comply with the provisions of the Companies and Allied Matters Act 2020, the Nigerian Code of Corporate Governance 2018 (the "Nigerian Code"), the Nigerian Exchange Limited's Rules, the Rules and Guidelines of the Securities and Exchange Commission (SEC), the Memorandum and Articles of Association, the Board and Board Committees Charters, International Best Practices and other applicable regulations.

This governance report highlights the Board's corporate governance activities for the year 2024, in compliance with relevant laws, rules and regulations, as well as best practices in corporate governance.

## GROUP GOVERNANCE STRUCTURE

### THE BOARD

The Board is of a sufficient size relative to the scale and complexity of the Company's operations which is in accordance with the provisions of the Nigerian Code of Corporate Governance and the Company's Articles of Association which provides that the Company's Board shall consist of not more than twelve Directors.

Board comprises of twelve (12) Directors, made up of six (6) Non-Executive Directors, three (3) Independent Non-Executive Directors and three (3) Executive Directors. The composition of the Board is diverse and gender inclusive. The Directors possess high level of competencies and

experience, with impressive records of achievement, spanning across various industries including: law; engineering; finance and accounting; business administration; marketing; banking and entrepreneurship.

### EXECUTIVE DIRECTORS

The position of the Group Managing Director (GMD/CEO) and the Chairman are held by separate persons. The Board Chairman is not a member or chair of any of the Board Committees, neither is the GMD/CEO a chair of any of the Board Committees. Also, the Executive Directors do not chair any Board Committee. The Executive Directors have contracts of employment and letters of appointment. The roles and responsibilities of Executive Directors are specified in their letters of appointment. They declare conflict of interest on appointment and as they occur.

### NON-EXECUTIVE DIRECTORS

The roles and responsibilities of Non-Executive Directors are clearly defined in their letters of appointment and Board charter. The appointment letters clearly specify their duties, liabilities and terms of engagement. Non-Executive Directors declare conflict of interest on appointment, annually and as they occur. They are provided with detailed information relating to management and on all Board matter. Non-Executive Directors have unfettered access to Executive Directors, the Company Secretary and the Internal Auditor.

### INDEPENDENT NON-EXECUTIVE DIRECTORS

The Independent Non-Executive Directors are selected in accordance with the Company's Board Selection and Appointment Policy, under a rigorous process involving: consideration of available and required skill-set on the board; consideration of the recommended practices under the Nigerian Code; assessment, screening and shortlisting of candidates; recommendation of eligible and suitable candidate by the Governance and Remuneration Committee to the Board for approval. The appointment letters of Independent Non-Executive Directors clearly specifies their duties, liabilities and terms of engagement. Independent Non-Executive

Directors declare conflict of interest on appointment, annually and as they occur. The Board ascertains and confirms independence of the Independent Non-Executive Directors annually, through the declaration of conflict and review by the Governance and Remuneration Committee.

All directors have access to independent professional advice in the discharge of their duties as provided in the Board Charter. The company bears the cost of the independent professional advice.

### **SELECTION AND APPOINTMENT OF DIRECTORS**

In determining whether prospective directors are fit and proper persons, due diligence prior to the appointment of directors is conducted in line with the Directors Appointment Policy. The criteria considered for appointment to the Board are as follows:

- a. Integrity and ethical values of the prospective director.
- b. Capacity and the required expertise needed for the Board to effectively fulfil its responsibilities, including educational qualification, industry and corporate experience, business development and risk management skills and experience.
- c. Time availability of the prospective director.
- d. Diversity requirements of the Board.

### **ROLES OF THE BOARD**

The Board is responsible to shareholders for creating and delivering sustainable value through its general supervision of the Group's business. The Chairman is responsible for the leadership of the Board and creating the conditions for overall effectiveness of the individual Directors and the Board in general. All the Directors bring various and varied competencies to bear on all Board decisions. Each individual Director has the experience, knowledge, qualifications, expertise and integrity that are necessary to effectively discharge the duties of the Board of Directors. The

is responsible for effective control and monitoring of the Group's strategy. The Board met regularly to consider matters reserved for it, set broad policies for the Company's business and operations and ensure that a professional relationship is maintained with the Company's auditors, to promote transparency in financial and non-financial reporting.

The Board Charter contains the roles, terms of reference and responsibilities of all Directors which are summarised as follows:

1. Approval of strategic plan, with annual updates, an annual operational plan and budget, and related corporate performance measures.
2. Reviewing the progress and performance of the Company in meeting these plans and corporate objectives.
3. In conjunction with management, taking account of changes in the business environment, their potential impact on the Company's strategies and operating environment and responding to these changes where necessary.
4. Approving key company policies and working with management in establishing policies for strengthening the performance of the Company including ensuring that Management is proactively seeking to build the business through areas such as innovation, initiative, technology, new products and the development of its business capital.
5. Ensuring that the Company adheres to high standards of ethical and corporate behaviour.
6. Ensuring corporate accountability to the Members of the Company primarily through adopting an effective stakeholder communications strategy, encouraging effective participation at general meetings and, through the Chairman, providing a link between the Company and its members.

7. Ensuring that the Company has appropriate risk management, internal control and regulatory compliance policies and procedures in place.
8. Monitoring Senior Management's performance and implementation of strategy.
9. Appointment of the GMD/CEO, remunerating the GMD/CEO, formal reviews of the GMD/CEO's performance together with the annual remuneration, overseeing the development of the GMD/CEO and ensuring a general succession plan is in place for the GMD/CEO position.
10. Appointment of Executive Directors, and Senior Managers on the recommendation of the Board Governance and Remuneration Committee.
11. Delegating appropriate powers to the GMD/CEO, Group Executive Management and committees to ensure the effective day-to-day management of the business.
12. Provide and approve the corporate remuneration framework and the remuneration levels of Senior Executives.
13. Provide the structure of appropriate human resource systems to ensure the well-being and effective contribution of all employees.
14. Approval of the Quarterly and Annual statutory financial statements ensuring they are true and fair, and otherwise conform to law.
15. Ensuring the Company's financial position is protected and can meet its debts and other obligations when they fall due.
16. Approval of major capital expenditure, major contracts, acquisitions and divestments after thorough preparation by the Group Executive Management.

17. Approval of acquiring or selling patent rights, rights in registered trademarks, licenses or other intellectual property rights of the Company.

## **RELATIONSHIP WITH SHAREHOLDERS**

As a deliberate policy, the Group maintains an effective and candid communication with its shareholders which enables them to understand the Group's business, financial conditions and operating performance and trends. The Board places considerable importance on effective communication with its shareholders as it recognises the importance of ensuring an appropriate balance in meeting their needs. The Group always strives to build enduring relationships with the shareholders. The Board ensures that shareholders receive prior notice of meetings and that all other statutory notices and information are communicated regularly. Shareholders can freely communicate their thoughts and recommendations whenever they feel the need to do so by contacting the Company Secretary or the Group Managing Director/Chief Executive Officer.

## **THE BOARD OF DIRECTORS' MEETING ATTENDANCE**

In accordance with Section 284 (2) of the Companies and Allied Matters Act 2020 and the Nigerian Code of Corporate Governance 2018, the record of Director's attendance of meetings held during the year 2024 are detailed below and will be available for inspection at the venue of the Annual General Meeting.

## **BOARD MEETINGS**

Minutes of Board meetings are prepared and sent to Directors at least 7 days prior to scheduled meetings. Minutes are, thereafter, approved at the subsequent scheduled meetings of the Board. The Board monitors the activities of the Executive Management and the accomplishment of set objectives through reports at its meetings. Attendance at meetings is taken into consideration prior to the Directors' recommendation for re-election.

The Board has a formal schedule of meetings for each year. In 2024, the Board met six (6) times, five (5) scheduled meetings held on 26th January, 27th March, 29th April, 29th July, and 28th October, and one (1) emergency meeting held on 19th December. The record of attendance of the Board of Directors meetings is as follows:

| Directors                      | Designation                            | Number of Meetings During Tenure | Number of Meetings Attended |
|--------------------------------|----------------------------------------|----------------------------------|-----------------------------|
| Dr. Seinde Oladapo Fadeni      | Chairman (Non-Executive Director)      | 6                                | 6                           |
| Mr. Akinwumi Godson Fanimokun  | Vice Chairman (Non-Executive Director) | 6                                | 6                           |
| Mr. Indranil Gupta             | Group Managing Director/ CEO           | 6                                | 6                           |
| Prof Enyinna Okpara            | Non-Executive Director                 | 6                                | 6                           |
| Dr. Peter Olusola Obabori      | Executive Director                     | 6                                | 6                           |
| Mr. Taofeeq Oluwatoyin Salman  | Non-Executive Director                 | 6                                | 6                           |
| Mr. Abdulhamid Aliyu           | Non-Executive Director                 | 6                                | 6                           |
| Mr. Tajudeen Moyosola Shobayo  | Non-Executive Director                 | 6                                | 6                           |
| Prince Saheed Lasisi           | Executive Director                     | 6                                | 6                           |
| Mrs. Abimbola Adunola Adebakin | Independent Non-Executive Director     | 6                                | 6                           |
| Rev. Victor Abimbola Olaya     | Non-Executive Director                 | 6                                | 6                           |
| Mrs Adebisi Oluwayemisi Bakare | Independent Non-Executive Director     | 3                                | 3                           |

**\*NB:** Mrs. Adebisi Oluwayemisi Bakare attended only the meeting of the Board held from 29th July because she was appointed as a member of the Board on 29th April 2024.

## BOARD COMMITTEES

The Board has established committees to assist it in the discharge of its responsibilities. The Board has established the Board Committees Charters. The Charters spell out the responsibilities, appointment, terms of references and composition of the Board Committees and review process of the Charters, among other things. In performing its oversight functions of the Group's business, the Board operates as a full Board or through the Board Committees whose compositions and functions are listed below. The Board Committees make appropriate recommendations for approval by the full Board. The Committees are as follows:

- (1) Risk and Compliance Committee.
- (2) Governance and Remuneration Committee.
- (3) Finance and General Purpose Committee

### RISK AND COMPLIANCE COMMITTEE

The Committee was chaired by a Non-Executive Director with three (3) other Non-Executive Directors and one (1) Executive Director.

### The terms of reference include:

1. Oversight function on all risk related issues.
2. Keep under review the effectiveness of the Group's internal controls, audit functions and risk management system including the business risk program.
3. Evaluate whether Management is setting the appropriate "control culture" by communicating the importance of internal controls and management of risk.
4. Review the Group's policies and practices concerning business conduct, ethics and integrity.
5. Encourage whistle blowing process for report of unethical activity.
6. Review policies and processes established by Management on the implementation of risk, and safety quality and to monitor the Group's compliance with international standards of risk and safety quality.

7. Authorize the internal auditor to carry out investigation into any activities of Management/Group that may be of concern to the Committee.
  8. Serve as an independent and objective party to review the financial information presented by Management to the Board and the general public.
  9. Oversee and appraise the quality of audits conducted by the Group's internal and external auditors.
  10. Determine the efficiency and effectiveness of administrative operating and accounting controls used by the Group.
  11. Establish and periodically review a code of conduct and monitor the ethical behaviour of the Group and Management to ensure compliance.
  12. Review the placement of the Group's insurance program and its alignment with the Group's risk profile.
  13. Identify any special projects or investigations deemed necessary.
3. Oversee the Board performance evaluation process and reviewing the self-evaluation of the Directors.
  4. Conduct an annual analysis of individual Directors' skills and experience to assess the Board's specific needs and the skills, experiences and behavioral attributes required to address its needs.
  5. Prepare a profile for vacant positions, based on the identified gaps in skills and composition on the Board. Establish the criteria for Board and Board committee memberships, review candidates' qualifications and any potential conflict of interest, assess the contribution of current Directors in connection with their re-nomination and make recommendations to the Board.
  6. Prepare a job specification for the Chairman's position, including an assessment of time commitment required of the candidate.
  7. Evaluate the current composition, organization and governance of the Board and its committees, and determine future Board and committee requirements, including the appropriateness of the size of the Board relative to its responsibilities, and make recommendations regarding the foregoing to the Board for approval.
  8. Review with Management and Company Secretary the Company system of governance.
  9. Oversee the implementation and operation of process, structures and effective systems of governance as approved by the Board of individual Directors including making recommendations to the Board with respect to the Board performance and standards and procedure for review of the Board's performance.

## **GOVERNANCE AND REMUNERATION COMMITTEE**

The Committee was chaired by an Independent Non-Executive Director with two (2) other Independent Non- Executive Directors and two (2) Non-Executive Director.

The terms of reference include:

1. Establish and review on a regular basis the existence of an appropriate code of conduct which focuses on leadership policies and general behavior within the Group.
2. Assess the effectiveness of the Board of Directors as a whole, the committees of the Board and the overall contribution of

- Directors and industry specific standards and practices and make recommendations to the Board with respect to the Company's business code of conduct.
10. Review the Group's annual disclosure of its corporate governance practices pursuant to applicable legislative rules and industry specific standards and practices.
  11. Perform any other activities consistent with its responsibilities and duties as the Committee or the Board of Directors deems necessary or appropriate.
  12. Oversees compliance of all the Committees with the Group's corporate governance policies and standards.
  13. Provide an orientation and education program for new recruits to the Board of Directors to allow them to fully understand
    - i. The business of the Group and the role of its Board of Directors,
    - ii. The role of the committees of the Board and
    - iii. The contribution individual directors are expected to make, including in particular, the commitment of time and energy that the Group expects of its Directors.
  14. Identify the training needs and knowledge gaps of Board members. The Committee should ensure that each Board Director attends a minimum of one (1) core training or development program each financial year. The training programs should be such that would improve the effectiveness and efficiency of the Directors in managing the Group and meeting its business objectives.
  15. Ensure that succession policy and plan exist for the positions of Chairman and the subsidiary managing directors for Group companies.
  16. Review the performance and effectiveness of the subsidiary company Boards on an annual basis where applicable.
  17. Provide for the succession of the Board Chairman, Non-Executive Directors, the subsidiary Board and the subsidiary Managing Directors of the Group Companies to assist the Board in ensuring an orderly transition when Directors resign or retire.
  18. The succession planning policy may include the following:
    - a. Key competencies - specific minimum qualifications and experience and the process for determining current and emerging competency requirements.
    - b. Identification of the talent pool/possible successors.
    - c. Areas of improvement of the alternatives and the required training/skill needed.
    - d. Transition guidelines.
  19. Conducting evaluation and competency on the appointment of Non-Executive Directors.
  20. Making recommendation on the appointment, remuneration and promotion of Executive Directors and senior Management.
  21. Setting and reviewing the effectiveness of the remuneration policies, Management succession plan, human resources and practices of the Group.
  22. Setting and reviewing, in accordance with the company's remuneration policies and practices, the remuneration of the Managing Director, the direct reports to the Managing Director and other such executives as the Board may from time to time determine.
  23. Setting and reviewing, as appropriate, the terms of employment contracts for the personnel referred to above.

24. Setting and reviewing the terms of the Group's short- and long-term incentive plans including any share option plans for employees and Directors.
  25. Making recommendations to the Board on setting and reviewing all components of the remuneration of Non-Executive Directors. Such components shall include annual remuneration, sitting allowance and all other benefits and entitlements arising from their directorships.
  26. Ensuring that the Group's remuneration policies and practices support the successful recruitment, development and retention of Executive Directors and Senior Management Team.
  27. Reviewing from time to time the Senior Executive Team and the appropriateness of succession planning policies which are in place.
  28. Defines the process for determining levels of remuneration and the frequency of review.
  29. Provides how and to what extent Executive Directors' reward should be linked to corporate and individual performance.
  30. Provide input to the annual report of the Group in respect of Directors' compensation.
  31. To consider any other matter referred to it by the Board.
3. Oversee development of the budget, financial reporting, policies and processes.
  4. Advise Management and the Board regarding financial matters including global financial policies and practices, capital structure, annual financing plans, restructuring, acquisitions and divestitures.
  5. Analyze and recommend basic financial goals to be achieved by the Group.
  6. Receive suggestions from the Executive Management as to how performance can and will be improved upon.
  7. Review significant relationships with analysts, banks and investment banks.
  8. Review the operational and financial performance of the Group on major capital investment projects versus original projections and to keep the Board advised on all financial implications on decisions taken.
  9. Review and recommend a dividend policy for the Group.
  10. Evaluating the long-term productivity of the Group's operations.
  11. Review operating budgets of the Group. Review financial performance of the Group and compare performance to budgets and goals.
  12. Tracking/monitoring/accountability for funds by the Executives.
  13. Ensure adequate financial controls.
  14. Recommend approval of capital expenditures, specific projects and their financing within the overall plan approved by the Board.

The Committee was chaired by a Non-Executive Director with two (2) Independent Non-Executive Directors and one (1) executive director.

**The terms of reference include:**

1. Stay informed on a timely basis about the Group's financial status.
2. As appropriate, review and recommend to the Board, key financial policy matters.

15. Require and monitor correction actions to bring the Company into compliance with its budgets and other financial targets.
16. Review and recommend to the Board the strategic planning process, long-range objectives and strategic plan for the Company along with the specific business and marketing plans for the Group and its subsidiaries.
17. Provide input from the Board to Management in the development of the Group's strategic plan.
18. Serve as a resource in assisting Management in the development of the Group's strategic plan.
19. Act in an advisory capacity in assessing the strategies and action plans designed to meet the Group's strategic objectives; and
20. Serve as representatives of the Board in evaluating the Group's strategic planning process.
21. Consider any other matters referred to it by the Board.

### THE STATUTORY AUDIT COMMITTEE

The Statutory Audit Committee is composed of five members made up of three representatives of the shareholders elected at the 2024 Annual General meeting held on 24th May 2024 for a tenure of one year till the conclusion of the next Annual General Meeting; and two representatives of the Board of Directors nominated by the Board.

The terms of reference as provided in section 407 of the Companies and Allied Matters Act 2020 are as follows:

1. Ascertains whether the accounting and reporting policies of the Group are in accordance with legal requirements and agreed ethical practices.
2. Reviews the scope and planning of audit requirements.
3. Reviews the findings on management matters in conjunction with the external auditor and departmental responses thereon.
4. Keeps under review the effectiveness of the Group's system of accounting and internal controls.
5. Makes recommendations to the Board regarding the appointment, removal and remuneration of the external auditors of the Group; and
6. Authorizes the internal auditor to carry out investigations into any activities of the Group which may be of interest or concern to the Committee

### Risk and Compliance Committee Meeting Attendance

The committee met four (4) times during the 2024 financial year. The meetings were held on 7th March, 13th June, 12th September, and 5th December 2024.

| Directors                       | Designation                       | Number of Meetings held | Meetings Attended |
|---------------------------------|-----------------------------------|-------------------------|-------------------|
| Mr. Taofeeq O. Salman           | Chairman (Non-Executive Director) | 4                       | 4                 |
| Mr. Indranil Gupta              | Group Managing Director/ CEO      | 4                       | 4                 |
| Mr. Aliyu Abdulhamid            | Non-Executive Director            | 4                       | 4                 |
| Prof. Enyinna Okpara            | Non-Executive Director            | 4                       | 4                 |
| Mrs. Adebisi Oluwayemisi Bakare | Non-Executive Director            | 4                       | 3                 |

**\*NB:** Mrs. Adebisi Oluwayemisi Bakare attended only the meeting of the Board held from 29th July because she was appointed as a member of the Board on 29th April 2024.

## THE GOVERNANCE AND REMUNERATION COMMITTEE MEETING ATTENDANCE

The Committee met 10 (Ten) times during the 2024 Financial Year. The meetings were held on 6th March, 17th April, 19th June, 18th July, 14th August, 11th September, 17th November, 4th December, 18th December and 23rd December 2024.

| Directors                     | Designation                                   | Number of Meetings During Tenure | Number of Meetings Attended |
|-------------------------------|-----------------------------------------------|----------------------------------|-----------------------------|
| Mrs. Abimbola A. Adebakin     | Chairman (Independent Non-Executive) Director | 10                               | 10                          |
| Mr. Taofeeq Oluwatoyin Salman | Non-Executive Director                        | 10                               | 10                          |
| Mr. Tajudeen Moyosola Shobayo | Non-Executive Director                        | 10                               | 10                          |
| Rev. Victor Abimbola Olaiya   | Non-Executive Director                        | 10                               | 10                          |
| Mr. Abdulhamid Aliyu          | Non-Executive Director                        | 10                               | 10                          |

## FINANCE AND GENERAL PURPOSES COMMITTEE MEETING ATTENDANCE

The Committee met seven (7) times during the 2024 financial year. The meetings were held on 22nd January, 20th March, 24th April, 17th July, 9th September, 17th October and 15th November 2024.

| DIRECTORS                      | DESIGNATION                         | Number of Meetings During Tenure | Number of Meetings Attended |
|--------------------------------|-------------------------------------|----------------------------------|-----------------------------|
| Mr. Tajudeen Moyosola Shobayo  | Chairman (Non-Executive Director)   | 7                                | 7                           |
| Mr. Akinwumi Godson Fanimokun  | Independent Non-Executive Director  | 7                                | 7                           |
| Mrs. Abimbola Adunola Adebakin | Independent Non- Executive Director | 7                                | 7                           |
| Mr. Indranil Gupta             | Group Managing Director/ CEO        | 7                                | 6                           |
| Dr. Olusola Peter Obabori      | Executive Director                  | 7                                | 7                           |

## AUDIT COMMITTEE MEETING ATTENDANCE

The Statutory Audit Committee met five (5) times during the 2024 financial year. The meetings were held on 23rd January, 21st March, 22nd April, 22nd July and 21st October.

| Directors                       | Designation            | Number of Meetings During Tenure | Number of Meetings Attended |
|---------------------------------|------------------------|----------------------------------|-----------------------------|
| Dr. Okpan Awa Erem              | Chairman (Shareholder) | 5                                | 5                           |
| Mr. Mohammed Gambo Fagge        | Member (Shareholder)   | 5                                | 5                           |
| Mrs. Adebisi Oluwayemisi Bakare | Non-Executive Director | 3                                | 3                           |
| Prince Hamza Ridwan             | Member (Shareholder)   | 2                                | 2                           |
| Mr. Akinwumi Godson Fanimokun   | Non-Executive Director | 5                                | 5                           |
| Mr. Tajudeen Moyosola Shobayo   | Non-Executive Director | 5                                | 5                           |

**NB:** Mrs. Adebisi Oluwayemisi Bakare attended only the meetings of the Committee held before May because she resigned from the committee after her appointment as a member of the Board on 29th April 2024.

Prince Hamza Ridwan did not attend the meetings of the Committee held before May because he was appointed as a member of the Committee at the Company's Annual General Meeting on 24th May 2024.

## BOARD PERFORMANCE EVALUATION

The company has adopted the principles of the Nigerian Code of Corporate Governance 2018 on the evaluation of Board performance. The company engaged KPMG, an independent external consultant, who facilitated the 2022 Board Evaluation in 2023, and the next Board evaluation will be carried out for 2024 in 2025. All the required actions and areas of improvement identified during the Board's performance evaluation were considered and implemented by the Board. The chairman discussed the evaluation report with each Director and the appraisal of each Director's evaluation was considered in the re-election process.

## Complaint Management Policy

The board approved the Complaint Management Policy pursuant to the Rules of the Securities & Exchange Commission ("SEC") on the Complaints Management Framework of the Nigerian Capital Market ("Framework") and the directive of the Nigerian Exchange ("NGX") to all listed Companies. The policy is published on the Company's website: [www.nahcoaviance.com](http://www.nahcoaviance.com). The Complaints Management Policy sets out the broad framework by which the Company and its Registrar provide assistance regarding shareholder issues and concerns. It also provides the opportunity for the Company's shareholders to send feedback to the Company on matters that affect them. Also, information on the performance of the Company and other major corporate information are available to shareholders in particular and the general public on the Company's website: [www.nahcoaviance.com](http://www.nahcoaviance.com).

## Communication with Shareholders/Stakeholders

The company ensures that communication and dissemination of information regarding the operations of the Company to shareholders, stakeholders, potential investors and the general public is continuous, timely and accurate. At least 21 days prior to Annual General Meeting, notices, annual reports and other relevant information are dispatched to shareholders and their enquiries are responded to by the Board Chairman. Adequate information is also provided to shareholders through the Company's website and on Nigerian Exchange issuers' portal.

In accordance with the Company's Stakeholder Management and Communication Policy, the Company strives to proactively engage her stakeholders through regular and constructive dialogues, in order to anticipate and manage changes and, ultimately, partner together to create shared values. The Company interacts and engages in sustained dialogues with a broad spectrum of stakeholders, at all levels, through meetings and investor calls. The Company's investor relations portal is on [www.nahcoaviance.com](http://www.nahcoaviance.com).

## Insider Trading Policy

The board approved an Insider Trading Policy which is compliant with the provisions of Section 14 of the Amended Listing Rules of the Nigerian Stock Exchange. The policy applies to all Directors, members of Audit Committee, Employees of the Company or related company and any other person in possession of insider information from dealing with the Company's shares during the non-authorized trading periods, in accordance with the Investment and Securities Act, 2007, the Post Listing Rules of the Nigerian Exchange and the Company's policy on Insider Trading, published on the Company's website [www.nahcoaviance.com](http://www.nahcoaviance.com).

Also, in compliance with Rule 17.15 Disclosure of Dealings in Issuers' Shares, Rulebook of the Exchange 2015 (Issuers Rule) the Policy guides Directors, Audit Committee members, employees and all individuals categorized as insiders as to their dealing in the Company's shares. The Policy undergoes periodic reviews by the Board and is updated accordingly. The Company has made specific inquiries of all the Directors and other insiders and is not aware of any infringement of the policy during the year.

## Code of Business Conduct and Ethics

The company's Code of Business Conduct and Ethics, which has been communicated to all internal and external stakeholders, is applicable to the Board, senior management, other employees and third parties. The Code ensures application of the principles on human rights, labour, environment, anti-bribery and corruption through the process of identification, monitoring, reporting and adherence to them. Disciplinary sanctions including written warning, suspension and termination of appointment are imposed for non-compliance with the Code in accordance with the consequence management procedure and staff Condition of Service.

## WHISTLE BLOWING POLICY

The company's Whistleblowing Policy has established a culture where employees feel comfortable raising concerns about potential and actual breaches of the Code of Business Conduct and Ethics or policies. A breach may be reported either through dedicated email address, integrity phone lines or on the Company's website. The whistleblowing mechanism is reliable, accessible and guarantees anonymity and protection of the whistleblower. The Audit Committee is regularly provided with reports of reported cases, including the process and results of investigated cases.

## SUSTAINABILITY POLICY

The company's Sustainability Policy is monitored through regular updates on sustainability.

## ENTERPRISE RISK MANAGEMENT

The board established Enterprise Risk Management Policy in accordance with the Company's commitment to establish and sustain risk management in line with international standards and best practices. The Board receives reports from the Risk and Compliance Committee quarterly on the effectiveness of the Company's risk management processes and maintenance of a sound system of internal control to support the Company's strategy and objectives.

## DATA PROTECTION STATEMENT

The company has put in place mechanisms to ensure that the collection and processing of personal data from customers, suppliers, stakeholders and employees comply with the requirements of the Nigerian Data Protection Regulation, 2019 (NDPR). The company's privacy policy, which can be found on its website [www.nahcoaviance.com](http://www.nahcoaviance.com), explains how it processes personal data in its possession and the rights and options available to data subjects. The company has deployed requisite resources towards achieving full compliance with the NDPR. The Company obtained NDPR Trust Badge

signifying full Compliance during the year after the audit of the prior year.

## ANTI-BRIBERY AND CORRUPTION

The board of Directors adopted the Anti-Bribery and Corruption Statement below in accordance with and the Company's commitment to upholding the highest.

The Anti-Bribery & Corruption Statement provides that:

The company is committed to conducting its business dealings and relationships in an ethical manner and with the highest level of integrity, in accordance with the Code of Business Conduct and Ethics, standards of Corporate Governance, global best practices and all applicable anti-bribery and corruption laws such as the Corrupt Practices and other Related Offences Act of 2000, regardless of the business environment we operate in.

### By Order of the Board



By Order of the Board  
**BELLO A. ABDULLAHI**  
FRC/2013/PRO/NBA/004/00000002301  
Dikko & Mahmoud (Solicitors & Advocates)  
FRC/2025/COY/647154  
Company Secretary



# SUSTAINABILITY & CORPORATE SOCIAL RESPONSIBILITY REPORT

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NAHCO continues to forge ahead in its embrace of clear sustainability initiatives in all its areas of operations. In doing so, the Company is driven continually by the earnest desire to ensure that its operations nationwide are conducted in a way that leaves a positive and sustainable impact on the environment, the habitat and the host communities. In all we do, we are guided by our cherished core values, of which Safety is key.

### **Contribution to Reduction of Greenhouse Gas Emissions**

NAHCO in principle and in action continually pursues a strategy that actively supports greenhouse gas emission reduction. The Company acknowledges that its machines and equipment contribute to greenhouse emissions. NAHCO uses heavy and light duty GSE in its operations. The Company uses newly acquired Toyota Coaster buses to convey clients' crew to their destinations. We also purchased quite a number of brand new TATA vans for operational efficiency.

We are glad to report that the Company is reviewing proposals to introduce electric GSE which will substantially reduce GHG emissions. In our offices and facilities, we are changing high consumption electronics like air-conditioners, televisions and printers, to low-energy consuming appliances to fulfil the promises of our environmental strategy. This practical adoption of cleaner energy and efficient resource use has also ensured that we replace high energy consuming lightings with low energy consuming option, LED lighting, while the head office surroundings are now powered by solar lights.

Guided by the International Bill on Human Rights The Nigerian Aviation Handling Company Plc imbibes and practises the tenets encapsulated in the International Bill on Human Rights and also captured in the Constitution of the Federal Republic of Nigeria. The Company's operations are also in line with the dictates of the conventions of the International Labour Organisation (ILO).

In all our operations, NAHCO observes a policy of non-discrimination with regard to gender, tribe, religion, race, age or disability. Our policy strictly

forbids the engagement of child labour or forced labour. NAHCO fully practices the principles encapsulated in Diversity Equity and Inclusion (DEI) in its HR practices. Our inclusiveness and excellent workplace diversity is the reason NAHCO rates high as a company people want to work with in the aviation sector. Our workplace practices guarantee each employee an equal opportunity and the chance to aspire to any office within the organisation.

### **Employee Welfare**

To ensure employee welfare and fulfilment, the Company has put in place adequate compensation for staff. These are faithfully implemented and they include profit share, due to staff upon profit declared and approved at the Annual General Meeting of the Company; Performance Based Pay is also paid to staff, twice annually, based on the performance of the Company.

Annual medical check – up is embedded in the robust HMO scheme run by the Company for the good healthcare of staff. Guidance and counselling is offered to staff at the NAHCO Clinic. The Clinic, established exclusively for the health care need of staff, is run together with the HMO for the total healthcare needs of employees.

### **Safety and Security**

The Company has implemented a successful strategy on occupational health and safety management systems which has worked well for the organisation. First responders are appointed in various departments and units to respond speedily to emergencies. The Company's NAHCO Clinic is equipped with an ambulance for medical emergencies. Fire equipment, placed strategically in all areas of the organisations' offices and facilities, are regularly checked and serviced by qualified safety officials.

Regular fire drills are conducted for staff of the Company to ensure that they know what to do in cases of emergencies. Qualified health officials of the NAHCO Clinic and HMOs contracted by the Company provide enlightenment and educational materials frequently to all staff concerning their



health and offer advice on the outbreak of any disease. NAHCO has, and implements, an effective whistle blowing policy to further ensure strict adherence to our processes and procedures by employees of the Company.

### **Diligent Reporting and Timely Transparent Disclosures**

The Nigerian Aviation Handling Company Plc (nahco aviance) in all its operations and dealings is guided by the relevant sections of applicable laws, statutes and codes of corporate governance including the CAMA. The Company adheres to all the rules and regulations issued by regulatory bodies and agencies including the NGX and the Securities and Exchange Commission (SEC). NAHCO provides, as much as it lies within its powers, accurate, timely and necessary information relating to its operations, dealings and corporate governance matters. The Company's accurate and transparent disclosures mechanism go a long way in communicating our sustainability goals to all stakeholders.

### **Collaboration with Partners**

NAHCO understands and appreciates the benefits of collaboration and as such actively collaborates with institutions, agencies and other stakeholders in the achievement of environmental protection and sustainable business practices.

Towards this end, the Company is in partnership with initiatives and activities of groups and NGOs working to protect the environment. We identify with the activities and collaborates with the airport environmental protection group by part sponsoring its activities. NAHCO also supports the Lagos in the campaign against the use of foam takeaway packs by enlightening cargo terminal users of the inherent dangers and discouraging use of same in NAHCO facilities by airport users. The Company champions the elimination of sachet water waste in the airport environment.

### **CORPORATE SOCIAL RESPONSIBILITY**

NAHCO is a highly responsible corporate citizen. The Company is committed to giving back to the communities where it operates and the global communities as well.

Our various intervention projects in the period under review includes the drilling of five units of borehole in Ode-Aye community in Ondo State complete with solar – powered pumping machines. Also, the Company constructed borehole for pupils of Adebola Comprehensive College complete with a 7 KVA petrol-powered generator.

The Company also provided kilometre road reader for some of our communities in its effort to deepen travellers' knowledge of the roads. We also provided traffic shelters to the Police so they could be protected from the sun and the rain as they continue the invaluable service of directing traffic on the roads.

The Company also provided support for the Africa Association of Professional Freight Forwarders and Logistics of Nigeria, Dele Alake School in Ejigbo and the Airport Command of the Federal Road Safety Commission.

NAHCO will continually make positive contributions towards the upliftment of the communities where it operates from and the aviation industry as a whole.







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**Certification Pursuant to Section 405(1) of Companies and Allied Matter Act, 2020**

We the undersigned hereby certify the following with regards to our Audited Financial Statements for the year ended 31 December 2024 that:

- a. We have reviewed the report;  
To the best of our knowledge, the report does not contain:
  - Any untrue statement of a material fact, or
  - Omit to state a material fact, which would make the statements misleading in the light of circumstances under which such statements were made;
- b. To the best of our knowledge, the financial statement and other financial information included in this report fairly present in all material respects the financial condition and results of operation of the company as of, and for the periods presented in this report.
- c. We:
  - are responsible for establishing and maintaining internal controls.
  - have designed such internal controls to ensure that material information relating to the Company and its consolidated subsidiaries is made known to such officers by others within those entities particularly during the period in which the periodic reports are being prepared;
  - have evaluated the effectiveness of the Company's internal controls as of date within 90 days prior to the report;
  - have presented in the report our conclusions about the effectiveness of our internal controls based on our evaluation as of that date;
- d. We have disclosed to the auditors of the Company and Audit Committee:
  - All significant deficiencies in the design or operation of internal controls which would adversely affect the company's ability to record, process, summarize and report financial data and have identified for the company's auditors any material weakness in internal controls, and
  - Any fraud, whether or not material, that involves management or other employees who have significant role in the company's internal controls;

We have identified in the report whether or not there were significant changes in internal controls or other factors that could significantly affect internal controls subsequent to the date of our evaluation, including any corrective actions with regard to significant deficiencies and material weaknesses.



.....  
**Mr. Olumuyiwa Olumekun**  
Group Managing Director  
FRC/2013/PRO/IODN/002/00000003965



.....  
**Mr. Adeoye Emiloju**  
Chief Financial Officer  
FRC/2019/PRO/ICAN/001/00000019815

## STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RELATION TO THE PREPARATION OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

The Companies and Allied Matters Act 2020 requires the Directors to prepare financial statements for each financial year that give a true and fair view of the state of financial affairs of the Group at the end of the year and of its profit or loss. The responsibilities include ensuring that the Group:

- Keeps proper accounting records that disclose, with reasonable accuracy, the financial position of the Group and comply with the requirements of the International Financial Reporting Standards and the provisions of the Companies and Allied Matters Act, 2020 and Financial Reporting Council of Nigeria (Amendment) Act, 2023.
- Establishes adequate internal controls to safeguard its assets and to prevent and detect fraud and other irregularities; and
- Prepares its financial statements using suitable accounting policies supported by reasonable and prudent judgements and estimates and are consistently applied.

The Directors accept responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with the International Financial Reporting Standards and the provisions of the Companies and Allied Matters Act 2020 and in compliance with the Financial Reporting Council of Nigeria (Amendment) Act, 2023.

The Directors are of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the Group and of its profit for the year ended 31 December 2024. The Directors further accept responsibility for the maintenance of accounting records that may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial control.

To the best of our knowledge and ability we report no contravention or violation of any regulatory requirement(s) during the year.

Nothing has come to the attention of the Directors to indicate that the Group will not remain a going concern for at least twelve months from the date of this statement.

SIGNED ON BEHALF OF THE BOARD OF DIRECTORS BY:



**Dr. Seinde Oladapo Fadeni**  
FRC/2019/PRO/DIR/003/00000019430  
**Chairman**



**Mr. Olumuyiwa Olumekun**  
FRC/2013/PRO/IODN/002/00000003965  
**Group Managing Director**

27 March 2025

I, **OLUMUYIWA OLUMEKUN** (the Group Managing Director) of Nigerian Aviation Handling Company Plc, certify that:

- a) I have reviewed this Management's Report on the Assessment of Internal Control Over Financial Reporting of Nigerian Aviation Handling Company Plc;
- b) Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
- c) Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the company as of, and for, the periods presented in this report;
- d) The company's other certifying officer and I:
  - 1) are responsible for establishing and maintaining internal controls;
  - 2) have designed such internal controls and procedures, or caused such internal controls and procedures to be designed under our supervision, to ensure that material information relating to the Company, is made known to us by others, particularly during the period in which this report is being prepared;
  - 3) have designed such internal control system, or caused such internal control system to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - 4) have evaluated the effectiveness of the company's internal controls and procedures as of a date within 90 days prior to the report and presented in this report our conclusions about the effectiveness of the internal controls and procedures, as of the end of the period covered by this report based on such evaluation.
- e) The company's other certifying officer and I have disclosed, based on our most recent evaluation of internal control system, to the Company's auditors and the audit committee of the Company's board of directors:
  - 1) There were no significant deficiencies and material weaknesses in the design or operation of the internal control system which are reasonably likely to adversely affect the Company's ability to record, process, summarize and report financial information; and
  - 2) There were no fraud, whether or not material, that involves management or other employees who have a significant role in the company's internal control system.
- f) The company's other certifying officer and I have identified, in the report whether or not there were significant changes in internal controls or other facts that could significantly affect internal controls subsequent to the date of their evaluation including any corrective actions with regard to significant deficiencies and material weaknesses.



**Mr. Olumuyiwa Olumekun**  
FRC/2013/PRO/IODN/002/00000003965  
**Group Managing Director**

27 March 2025

I, **ADEOYE EMILOJU** (the Chief Financial Officer) of Nigerian Aviation Handling Company Plc, certify that:

- a) I have reviewed this Management's Report on the Assessment of Internal Control Over Financial Reporting of Nigerian Aviation Handling Company Plc;
- b) Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
- c) Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the company as of, and for, the periods presented in this report;
- d) The company's other certifying officer and I:
  - 1) are responsible for establishing and maintaining internal controls;
  - 2) have designed such internal controls and procedures, or caused such internal controls and procedures to be designed under our supervision, to ensure that material information relating to the Company, is made known to us by others, particularly during the period in which this report is being prepared;
  - 3) have designed such internal control system, or caused such internal control system to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - 4) have evaluated the effectiveness of the company's internal controls and procedures as of a date within 90 days prior to the report and presented in this report our conclusions about the effectiveness of the internal controls and procedures, as of the end of the period covered by this report based on such evaluation.
- e) The company's other certifying officer and I have disclosed, based on our most recent evaluation of internal control system, to the Company's auditors and the audit committee of the Company's board of directors:
  - 1) There were no significant deficiencies and material weaknesses in the design or operation of the internal control system which are reasonably likely to adversely affect the Company's ability to record, process, summarize and report financial information; and
  - 2) There were no fraud, whether or not material, that involves management or other employees who have a significant role in the company's internal control system.
- f) The company's other certifying officer and I have identified, in the report whether or not there were significant changes in internal controls or other facts that could significantly affect internal controls subsequent to the date of their evaluation including any corrective actions with regard to significant deficiencies and material weaknesses.



**Mr. Adeoye Emiloju**

FRC/2019/PRO/ICAN/001/00000019815

**Chief Financial Officer**

27 March 2025

Management of Nigerian Aviation Handling Company Plc (“NAHCO” or the “Company”) is responsible for establishing and maintaining an adequate system of internal control over financial reporting, including safeguarding of assets against unauthorized acquisition, use or disposition.

This system is designed to provide reasonable assurance to management and the board of directors regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles.

NAHCO's system of internal control over financial reporting is supported with written policies and procedures, contains self-monitoring mechanisms, and is audited by the internal audit function. Appropriate actions are taken by management to correct deficiencies as they are identified.

All internal control systems have inherent limitations, including the possibility of circumvention and overriding of controls, and, therefore, can provide only reasonable assurance as to the reliability of financial statement preparation and such asset safeguarding.

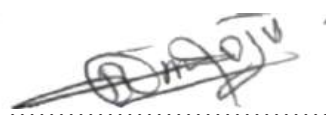
Management has assessed the effectiveness of its internal control over financial reporting as of 31 December 2024. In making this assessment, management used the COSO 2013 “Internal Control – Integrated Framework” issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

Based on this assessment, management believes that, as of 31 December 2024, the Company's internal control over financial reporting is designed and operating effectively. Additionally, based upon management's assessment, the Company determined that there were no material weaknesses in its internal control over financial reporting as of 31 December 2024.

The effectiveness of the Company's internal control over financial reporting as of 31 December 2024, has been audited by Ernst and Young, an independent registered public accounting firm, as stated in their report which appears on page 73-74.



**Mr. Olumuyiwa Olumekun**  
Group Managing Director  
FRC/2013/PRO/IODN/002/00000003965



**Mr. Adeoye Emiloju**  
Chief Financial Officer  
FRC/2019/PRO/ICAN/001/00000019815

27 March 2025

## To the Members of Nigerian Aviation Handling Company Plc

### SCOPE

We have been engaged by Nigerian Aviation Handling Company Plc to perform a 'limited assurance engagement', based on International Standards on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000 (Revised)') and FRC Guidance on Assurance Engagement Report on Internal Control over Financial Reporting, herein referred to as the engagement, to report on Nigerian Aviation Handling Company Plc Internal Control over Financial Reporting (ICFR) (the "Subject Matter") contained in Nigerian Aviation Handling Company Plc's (the "Company's") Management's Assessment on Internal Control over Financial Reporting as of 31 December 2024 (the "Report").

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that:

- (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company;
- (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and
- (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect all misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

### CRITERIA APPLIED BY NIGERIAN AVIATION HANDLING COMPANY PLC

In designing, establishing and operating the Internal Control over Financial Reporting (ICFR) and preparing the management's assessment of the Internal Control over Financial Reporting (ICFR), Nigerian Aviation Handling Company Plc applied the requirements of Internal Control-Integrated Framework (2013) of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Framework and SEC Guidance on Management Report on Internal Control Over Financial Reporting (Criteria). Such Criteria were specifically designed to enable organizations effectively and efficiently develop systems of internal control that adapt to changing business and operating environments, mitigate risks to acceptable levels, and support sound decision making and governance of the organization; As a result, the subject matter information may not be suitable for another purpose.

### NIGERIAN AVIATION HANDLING COMPANY PLC'S RESPONSIBILITIES

Nigerian Aviation Handling Company Plc's management is responsible for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial

reporting, included in the accompanying Nigerian Aviation Handling Company Plc's management's assessment of the Internal Control over Financial reporting as of 31 December 2024 in accordance with the criteria.

## OUR RESPONSIBILITIES

Our responsibility is to express a conclusion on the design and operating effectiveness of the Internal Control over Financial Reporting based on our Assurance engagement. We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000 (Revised)') and FRC Guidance on Assurance Engagement Report on Internal Control over Financial Reporting, those standards require that we plan and perform our engagement to obtain limited assurance on the entity's internal control over financial reporting based on our assurance engagement.

## OUR INDEPENDENCE AND QUALITY MANAGEMENT

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA code) and have the required competencies and experience to conduct this assurance engagement.

We also apply International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement, and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## DESCRIPTION OF PROCEDURES PERFORMED

The procedures we performed included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our engagement also included performing such other procedures as we considered necessary in the circumstances. We believe the procedures performed provides a basis for our report on the internal control put in place by management over financial reporting.

## Conclusion

In conclusion, nothing has come to our attention to indicate that the internal control over financial reporting put in place by management is not adequate as of 31 December 2024, based on the requirements of Committee of Sponsoring Organizations of the Treadway Commission (COSO) Framework and SEC Guidance on Management Report on Internal Control Over Financial Reporting.

## Other Matter

We also have audited, in accordance with the International Standards on Auditing, the annual report for the year ended 31 December 2024 of Nigerian Aviation Handling Company Plc and our report dated 28 March 2025 and we expressed an unmodified opinion. Our conclusion is not modified in respect of this matter.

*Omolola Alebiosu*

**Omolola Alebiosu, FCA**

FRC/2012/PRO/ICAN/004/00000000145

For: Ernst & Young Lagos, Nigeria.



28 March 2025

## REPORT OF THE AUDIT COMMITTEE

FOR THE YEAR ENDED 31 DECEMBER 2024

In accordance with the provision of Section 404 of the Companies and Allied Matters Act, 2020, members of the Audit Committee of Nigerian Aviation Handling Company Plc report as follows:

We have exercised our statutory functions under section 404 of the Companies and Allied Matter Act, 2020, and we acknowledge the co-operation of the Management and Staff in the conduct of these responsibilities.

### We confirm that:

1. The accounting and reporting policies of the Group are consistent with legal requirements and agreed ethical practices.
2. The scope and planning of the external audit are in our opinion adequate.
3. The internal control system was in order.
4. The Independent Auditors' Management Letter Comments were satisfactorily dealt with by the Management.
5. We have reviewed the consolidated and separate audited financial statements prior to the Board's approval.



**Dr. Okpan Awa Erem**

FRC/2014/PRO/AUDITCOM/002/00000008663

CHAIRMAN

AUDIT COMMITTEE

27 March 2025

### MEMBERS OF THE AUDIT COMMITTEE

**Dr. Okpan Awa Erem**

**Mr. Mohammed Gambo Fagge**

**Prince Hamza Ridwan**

**Mr. Akinwumi Godson Fanimokun**

**Mr. Tajudeen Moyosola Shobayo FCA**

- Chairman - Shareholders Representative

- Shareholders Representative

- Shareholders Representative

- Non executive Director

- Non executive Director

FRC/2014/PRO/AUDITCOM/002/00000008663

FRC/2023/PRO/AUDITCOM/002/916843

FRC/2025/PRO/AUDITCOM/002/424931

FRC/2013/PRO/DIR/003/00000001940

FRC/2023/PRO/AUDITCOM/002/396940

## TO THE MEMBERS OF NIGERIAN AVIATION HANDLING COMPANY PLC REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

### OPINION

We have audited the consolidated and separate financial statements of Nigerian Aviation Handling Company Plc ("the Company") and its subsidiaries (together "the Group"), which comprise the consolidated and separate statements of financial position as at 31 December 2024, and the consolidated and separate statements of profit or loss and other comprehensive income, the consolidated and separate statements of changes in equity and the consolidated and separate statements of cash flows for the year then ended, and notes to the consolidated and separate financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated and separate financial statements give a true and fair view of the Group and the Company as at 31 December 2024, and its consolidated and separate financial performance and consolidated and separate cash flows for the year ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board, the provisions of the Companies and Allied Matters Act, 2020 and in compliance with the Financial Reporting Council of Nigeria (Amendment) Act, 2023.

### BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the consolidated and separate financial statements in Nigeria, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of our audit of the consolidated and separate financial statements as a whole, and in forming our opinion thereon, we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditors' Responsibilities for the Audit of the consolidated and separate financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated and separate financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated and separate financial statements.

## INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF NIGERIAN AVIATION HANDLING COMPANY PLC  
REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS - CONT'D

**The Key Audit Matter applies equally to the audit of the consolidated and separate financial statements.**

| KEY AUDIT MATTER                                                                                                                                                                                                                                                                                                                                                    | HOW THE MATTER WAS ADDRESSED IN THE AUDIT                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Determination of allowance for expected credit loss on trade receivables.</p>                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>- We obtained management's model for the computation of expected credit loss on trade receivable and performed the following procedures amongst others:</li> </ul>                                                                       |
| <p>As at 31 December 2024, the Group has gross trade receivables of N9.524 billion (2023: N6.168 billion) with allowance for expected credit loss of N1.686 billion (2023: N1.266 billion). The allowance for expected credit loss represents 18% (2023: 21%) of the gross trade receivable.</p>                                                                    | <ul style="list-style-type: none"> <li>- Analyzed the segmentation of the portfolio provided by management and ensured they applied the shared risk characteristics.</li> </ul>                                                                                                 |
| <p>The determination as to whether a trade receivable is collectable involves Management's judgment. The trade receivables were tested for impairment using the Expected Credit Loss (ECL) model. The ECL model also requires judgment in the estimation of the amount and timing of future cash flows and assessment of a significant increase in credit risk.</p> | <ul style="list-style-type: none"> <li>- Evaluated the loss rates to ensure that the calculation reflects the probability weighted outcome.</li> </ul>                                                                                                                          |
| <p>We considered this a Key Audit Matter due to the materiality of the amounts involved and the high level of management judgement required.</p>                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>- Tested the historical accuracy of the model by assessing the historical projections versus actual losses.</li> </ul>                                                                                                                   |
| <p>The accounting policy on impairment of trade receivables and related ECL disclosures are shown in Note 3 (f) in the consolidated and separate financial statements.</p>                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>- Evaluated the scalar adjustment multiplier to determine if they were appropriate.</li> <li>- Re-computed the ECL and compared the management estimate with our re-computed estimate to evaluated completeness and accuracy.</li> </ul> |

## INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF NIGERIAN AVIATION HANDLING COMPANY PLC  
REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS - CONT'D  
KEY AUDIT MATTERS - CONT'D

### Other Information

The Directors are responsible for the other information. The other information comprises the information included in the document titled "Nigerian Aviation Handling Company Plc Annual Financial Statements for the year ended 31 December 2024", which includes the Corporate information, Report of the Directors', Corporate Governance, Statement of Corporate Responsibility for the Consolidated and Separate Financial Statements, Statement of Directors' Responsibilities in relation to the preparation of the Consolidated and Separate Financial Statements, Report of the Audit Committee and Other National Disclosures. The other information does not include the consolidated and separate financial statements and our auditor's report thereon.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the Directors for the Consolidated and Separate Financial Statements

The Directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board, the provisions of the Companies and Allied Matters Act, 2020 and in compliance with the Financial Reporting Council of Nigeria (Amendment) Act, 2023, and for such internal control as the Directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group and/or the Company or to cease operations, or have no realistic alternative but to do so.

### Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.



## INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF NIGERIAN AVIATION HANDLING COMPANY PLC  
REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS - CONT'D  
KEY AUDIT MATTERS - CONT'D

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and/or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

## INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF NIGERIAN AVIATION HANDLING COMPANY PLC  
REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS - CONT'D  
KEY AUDIT MATTERS - CONT'D

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirement of the Fifth Schedule of the Companies and Allied Matters Act, 2020, we confirm that:

- We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of our audit;
- In our opinion, proper books of account have been kept by the group and company, in so far as it appears from our examination of those books;
- The consolidated and separate statements of financial position and the consolidated and separate statements of profit or loss and other comprehensive income are in agreement with the books of account; and
- in our opinion, the consolidated and separate financial statements have been prepared in accordance with the provisions of the Companies and Allied Matters Act, 2020 so as to give a true and fair view of the state of affairs and financial performance of the Company and its subsidiaries.

In accordance with the requirements of the Financial Reporting Council of Nigeria (FRC) Guidance on Assurance Engagement Report on Internal Control over Financial Reporting:

We performed a limited assurance engagement and reported on management's assessment of the Company's internal control over financial reporting as of 31 December 2024. The work performed was done in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000 (Revised)') and FRC Guidance on Assurance Engagement Report on Internal Control over Financial Reporting, and we have issued a unmodified conclusion in our report dated '28 March 2025. That report is included on page 73-74 of the financial statements.



**Omolola Alebiosu, FCA**

FRC/2012/PRO/ICAN/004/00000000145

For: Ernst & Young Lagos, Nigeria.

28 March 2025.



# CONSOLIDATED AND SEPARATE STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

AS AT 31 DECEMBER 2024

|                                                     |       | GROUP               |                    | COMPANY             |                    |
|-----------------------------------------------------|-------|---------------------|--------------------|---------------------|--------------------|
|                                                     | Notes | 2024<br>N'000       | 2023<br>N'000      | 2024<br>N'000       | 2023<br>N'000      |
| Revenue from contract with customer                 | 5     | 53,543,213          | 28,399,796         | 51,458,410          | 27,370,425         |
| Operating costs                                     | 9a    | (20,460,115)        | (13,397,022)       | (19,626,737)        | (12,932,084)       |
| <b>Gross profit</b>                                 |       | <b>33,083,098</b>   | <b>15,002,774</b>  | <b>31,831,673</b>   | <b>14,438,341</b>  |
| Other income                                        | 6     | 1,040,023           | 754,919            | 729,542             | 236,833            |
| Administrative expenses                             | 9b    | (13,822,741)        | (6,098,691)        | (13,316,889)        | (5,790,220)        |
| Expected credit losses                              | 9c    | (461,800)           | (797,917)          | (412,128)           | (738,243)          |
| <b>Profit from operations</b>                       |       | <b>19,838,580</b>   | <b>8,861,085</b>   | <b>18,832,198</b>   | <b>8,146,711</b>   |
| Finance costs                                       | 7     | (1,282,420)         | (202,041)          | (1,261,986)         | (202,041)          |
| Finance income                                      | 7     | 145,982             | 19,985             | 145,982             | 19,985             |
| <b>Profit before tax</b>                            |       | <b>18,702,142</b>   | <b>8,679,029</b>   | <b>17,716,194</b>   | <b>7,964,655</b>   |
| Income tax expense                                  | 8(a)  | (5,837,381)         | (3,139,056)        | (5,754,622)         | (3,063,505)        |
| <b>Profit for the year</b>                          |       | <b>12,864,761</b>   | <b>5,539,973</b>   | <b>11,961,572</b>   | <b>4,901,150</b>   |
| Other comprehensive income                          |       | -                   | -                  | -                   | -                  |
| Total comprehensive income for the year, net of tax |       | 12,864,761<br>===== | 5,539,973<br>===== | 11,961,572<br>===== | 4,901,150<br>===== |
| <b>Profit attributable to:</b>                      |       |                     |                    |                     |                    |
| Equity holders of the parent                        |       | 12,864,761          | 5,539,973          | 11,961,572          | 4,901,150          |
| Non-controlling interest                            |       | -                   | -                  | -                   | -                  |
|                                                     |       | 12,864,761<br>===== | 5,539,973<br>===== | 11,961,572<br>===== | 4,901,150<br>===== |
| Earnings per share:                                 |       |                     |                    |                     |                    |
| Basic/diluted earnings per share (Kobo)             | 10    | 660<br>===          | 284<br>===         | 614<br>===          | 251<br>===         |

The accompanying notes form an integral part of these consolidated and separate financial statements

# CONSOLIDATED AND SEPARATE STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024

|                                                                   |       | GROUP             |                   | COMPANY           |                   |
|-------------------------------------------------------------------|-------|-------------------|-------------------|-------------------|-------------------|
|                                                                   | Notes | 2024<br>N'000     | 2023<br>N'000     | 2024<br>N'000     | 2023<br>N'000     |
| <b>Assets</b>                                                     |       |                   |                   |                   |                   |
| Non-current assets                                                |       |                   |                   |                   |                   |
| Property, plant and equipment                                     | 11    | 23,356,880        | 7,549,881         | 23,167,123        | 7,436,593         |
| Intangible assets                                                 | 14    | 191,836           | 204,055           | 95,520            | 109,925           |
| Investment property                                               | 15    | 264,905           | 276,156           | 264,905           | 276,156           |
| Right-of-use assets                                               | 12&13 | 604,259           | 636,198           | 604,260           | 652,619           |
| Investment in subsidiaries                                        | 16    | -                 | -                 | 241,000           | 205,000           |
| <b>Total non-current assets</b>                                   |       | <b>24,417,880</b> | <b>8,666,290</b>  | <b>24,372,808</b> | <b>8,680,293</b>  |
| <b>Current assets</b>                                             |       |                   |                   |                   |                   |
| Inventories                                                       | 17    | 895,638           | 498,143           | 683,130           | 498,143           |
| Trade and other receivables                                       | 19    | 14,028,689        | 10,102,417        | 9,979,270         | 6,339,895         |
| Intercompany receivables                                          | 20    | -                 | -                 | 300,147           | 580,268           |
| Intercompany loan                                                 | 20b   | -                 | -                 | 3,408,132         | 3,210,000         |
| Prepayments                                                       | 18    | 1,451,077         | 5,134,983         | 1,128,971         | 4,842,061         |
| Cash and short-term deposits                                      | 22    | 6,159,606         | 2,909,126         | 5,090,561         | 2,022,443         |
| <b>Total current assets</b>                                       |       | <b>22,535,010</b> | <b>18,644,669</b> | <b>20,590,211</b> | <b>17,492,810</b> |
| <b>Total assets</b>                                               |       | <b>46,952,890</b> | <b>27,310,959</b> | <b>44,963,019</b> | <b>26,173,103</b> |
| <b>Equity and liabilities</b>                                     |       |                   |                   |                   |                   |
| <b>Equity</b>                                                     |       |                   |                   |                   |                   |
| Share capital                                                     | 23    | 974,531           | 974,531           | 974,531           | 974,531           |
| Share premium                                                     | 24    | 1,752,336         | 1,752,336         | 1,752,336         | 1,752,336         |
| Retained earnings                                                 | 26    | 17,314,624        | 9,400,480         | 15,704,422        | 8,693,467         |
| <b>Total equity attributable to equity holders of the Company</b> |       | <b>20,041,491</b> | <b>12,127,347</b> | <b>18,431,289</b> | <b>11,420,334</b> |
| Non-controlling interests                                         |       | 33,500            | -                 | -                 | -                 |
| <b>Total equity</b>                                               |       | <b>20,074,991</b> | <b>12,127,347</b> | <b>18,431,289</b> | <b>11,420,334</b> |
| <b>Non-current liabilities</b>                                    |       |                   |                   |                   |                   |
| Lease liabilities                                                 | 27    | 1,105,025         | 1,122,453         | 1,105,025         | 1,132,193         |
| Deferred tax liabilities                                          | 8C    | 459,848           | 985,117           | 465,795           | 986,857           |
| Interest-bearing loan and borrowings                              | 28.2  | 3,505,781         | -                 | 3,505,781         | -                 |
| <b>Total non-current liabilities</b>                              |       | <b>5,070,654</b>  | <b>2,107,570</b>  | <b>5,076,601</b>  | <b>2,119,050</b>  |

# CONSOLIDATED AND SEPARATE STATEMENTS OF FINANCIAL POSITION

CONTINUED

|                                      |       | GROUP             |                   | COMPANY           |                   |
|--------------------------------------|-------|-------------------|-------------------|-------------------|-------------------|
|                                      | Notes | 2024<br>N'000     | 2023<br>N'000     | 2024<br>N'000     | 2023<br>N'000     |
| <b>Current liabilities</b>           |       |                   |                   |                   |                   |
| Current tax liabilities              | 8b    | 5,905,413         | 2,775,559         | 5,802,747         | 2,686,789         |
| Trade and other payables             | 28    | 13,855,879        | 8,670,615         | 13,881,354        | 8,398,092         |
| Interest-bearing loan and borrowings | 28.2  | 1,821,253         | 1,460,115         | 1,731,253         | 1,460,115         |
| Lease liabilities                    | 27    | 27,169            | 22,566            | 27,169            | 22,566            |
| Deferred income                      | 29    | 197,531           | 147,187           | 12,606            | 66,157            |
| <b>Total current liabilities</b>     |       | <b>21,807,245</b> | <b>13,076,042</b> | <b>21,455,129</b> | <b>12,633,719</b> |
| <b>Total liabilities</b>             |       | <b>26,877,899</b> | <b>15,183,612</b> | <b>26,531,730</b> | <b>14,752,769</b> |
| <b>Total equity and liabilities</b>  |       | <b>46,952,890</b> | <b>27,310,959</b> | <b>44,963,019</b> | <b>26,173,103</b> |
|                                      |       | =====             | =====             | =====             | =====             |

The financial statements were approved by the Board of Directors on 27 March 2025 and signed on its behalf by:

**Dr. Seinde Oladapo Fadani**

Chairman

FRC/2019/PRO/DIR/003/00000019430

**Mr. Olumuyiwa Olumekun**

Group Managing Director

FRC/2013/PRO/IODN/002/00000003965

**Mr. Adeoye Emiloju**

Chief Financial Officer

FRC/2019/PRO/ICAN/001/00000019815

The accompanying notes form an integral part of these consolidated and separate financial statements

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2024

| GROUP<br>2024                                       | Share capital<br>N'000 | Share premium<br>N'000 | Retained earnings<br>N'000 | Total<br>N'000 | Non -<br>Controlling<br>Interest equity<br>N'000 | Total<br>equity<br>N'000 |
|-----------------------------------------------------|------------------------|------------------------|----------------------------|----------------|--------------------------------------------------|--------------------------|
| At 1 January 2024                                   | 974,531                | 1,752,336              | 9,400,480                  | 12,127,347     | ---                                              | 12,127,347               |
| Profit for the year                                 | ---                    | ---                    | 12,864,761                 | 12,864,761     | ---                                              | 12,864,761               |
| Other comprehensive income net of tax               | ---                    | ---                    | ---                        | ---            | ---                                              | ---                      |
| Total comprehensive income for the year, net of tax | ---                    | ---                    | 12,864,761                 | 12,864,761     | ---                                              | 12,864,761               |
| Investment by NCI                                   | ---                    | ---                    | ---                        | ---            | 33,500                                           | 33,500                   |
| Dividend paid (Note 26c)                            | ---                    | ---                    | (4,950,617)                | (4,950,617)    | ---                                              | (4,950,617)              |
| At 31 December 2024                                 | 974,531                | 1,752,336              | 17,314,624                 | 20,041,491     | 33,500                                           | 20,074,991               |
| 2023                                                |                        |                        |                            |                |                                                  |                          |
| At 1 January 2023                                   | 974,531                | 1,752,336              | 6,368,770                  | 9,095,637      | (69,387)                                         | 9,026,250                |
| Profit for the year                                 | ---                    | ---                    | 5,539,973                  | 5,539,973      | ---                                              | 5,539,973                |
| Other comprehensive income net of tax               | ---                    | ---                    | ---                        | ---            | ---                                              | ---                      |
| Total comprehensive income for the year, net of tax | ---                    | ---                    | 5,539,973                  | 5,539,973      | ---                                              | 5,539,973                |
| Acquisition of non-controlling interest (Note 26)   | ---                    | ---                    | (169,387)                  | (169,387)      | 69,387                                           | (100,000)                |
| Dividend paid (Note 26c)                            | ---                    | ---                    | (2,338,876)                | (2,338,876)    | ---                                              | (2,338,876)              |
| At 31 December 2023                                 | 974,531                | 1,752,336              | 9,400,480                  | 12,127,347     | ---                                              | 12,127,347               |

The accompanying notes form an integral part of these consolidated and separate financial statements.

# SEPARATE STATEMENT OF CHANGES IN EQUITY

AS AT 31 DECEMBER 2024

## COMPANY 2024

|                                                            | Share<br>capital<br>N'000 | Share<br>premium<br>N'000 | Retained<br>earnings<br>N'000 | Total<br>N'000    |
|------------------------------------------------------------|---------------------------|---------------------------|-------------------------------|-------------------|
| At 1 January 2024                                          | 974,531                   | 1,752,336                 | 8,693,467                     | 11,420,334        |
| Profit for the year                                        | —                         | —                         | 11,961,572                    | 11,961,572        |
| Other comprehensive income net of tax                      | —                         | —                         | —                             | —                 |
| <b>Total comprehensive income for the year, net of tax</b> | —                         | —                         | 11,961,572                    | 11,961,572        |
| Dividend paid (Note 26c)                                   | —                         | —                         | (4,950,617)                   | (4,950,617)       |
| <b>At 31 December 2024</b>                                 | <b>974,531</b>            | <b>1,752,336</b>          | <b>15,704,422</b>             | <b>18,431,289</b> |

## 2023

|                                                            | Share<br>capital<br>N'000 | Share<br>premium<br>N'000 | Retained<br>earnings<br>N'000 | Total<br>N'000    |
|------------------------------------------------------------|---------------------------|---------------------------|-------------------------------|-------------------|
| At 1 January 2023                                          | 974,531                   | 1,752,336                 | 6,131,193                     | 8,858,060         |
| Profit for the year                                        | —                         | —                         | 4,901,150                     | 4,901,150         |
| Other comprehensive income net of tax                      | —                         | —                         | —                             | —                 |
| <b>Total comprehensive income for the year, net of tax</b> | —                         | —                         | 4,901,150                     | 4,901,150         |
| Dividend paid (Note 26c)                                   | —                         | —                         | (2,338,876)                   | (2,338,876)       |
| <b>At 31 December 2023</b>                                 | <b>974,531</b>            | <b>1,752,336</b>          | <b>8,693,467</b>              | <b>11,420,334</b> |

The accompanying notes form an integral part of these consolidated and separate financial statements

# CONSOLIDATED AND SEPARATE STATEMENT OF CASHFLOW

AS AT 31 DECEMBER 2024

|                                                                     |       | GROUP       |             | COMPANY     |             |
|---------------------------------------------------------------------|-------|-------------|-------------|-------------|-------------|
|                                                                     |       | 2024        | 2023        | 2024        | 2023        |
|                                                                     | Notes | N'000       | N'000       | N'000       | N'000       |
| <b>Operating activities</b>                                         |       |             |             |             |             |
| Profit before tax                                                   |       | 18,702,142  | 8,679,029   | 17,716,194  | 7,964,655   |
| <b>Adjustments to reconcile profit before tax to net cashflows:</b> |       |             |             |             |             |
| Depreciation of property, plant and equipment                       | 9d    | 1,247,522   | 945,691     | 1,217,0921  | 926,473     |
| Depreciation of investment property                                 | 9d    | 11,251      | 11,278      | 11,251      | 11,278      |
| Amortization of intangible asset                                    | 9d    | 26,044      | 16,935      | 25,730      | 16,850      |
| Depreciation of right-of-use asset                                  | 9d    | 31,939      | 48,693      | 48,359      | 48,693      |
| Profit on disposal of property, plant and equipment                 | 6     | (116)       | —           | —           | —           |
| Loss on disposal of property, plant and equipment                   | 9b    | 215,840     | —           | 215,840     | —           |
| Bad debt written off                                                | 9b    | 8,937       | —           | —           | —           |
| * Expected credit losses on account receivables                     | 9c    | 470,885     | 789,347     | 342,216     | 727,012     |
| * Expected credit losses on intercompany                            | 9c    | —           | —           | (15,241)    | 3,451       |
| * Expected credit losses on intercompany loan                       | 9c    | —           | —           | 94,238      | —           |
| * Expected credit loss on short-term deposit                        | 9c    | (9,085)     | 8,570       | (9,085)     | 7,780       |
| Intercompany bad debt written-off                                   | 9b    | —           | —           | 420,760     | —           |
| Property, plant and equipment written off                           | 9b    | 4,022       | 57,222      | 4,022       | 57,222      |
| Deferred rent released to profit or loss                            | 29    | (274,394)   | (202,789)   | (274,394)   | (202,789)   |
| Finance cost                                                        | 7     | 1,282,420   | 202,041     | 1,261,986   | 202,041     |
| Finance income                                                      | 7     | (145,982)   | (19,985)    | (145,982)   | (19,985)    |
| Unrealized exchange gain                                            | 6     | —           | (278,254)   | —           | —           |
| Unrealized exchange loss                                            | 9     | 1,670,880   | 204,063     | 1,670,880   | 204,063     |
|                                                                     |       | =====       | =====       | =====       | =====       |
|                                                                     |       | 23,242,305  | 10,461,841  | 22,583,866  | 9,946,744   |
| <b>Working capital adjustments:</b>                                 |       |             |             |             |             |
| Increase in inventories                                             |       | (397,495)   | (48,678)    | (184,987)   | (48,678)    |
| Increase In trade and other receivables                             |       | (5,857,083) | (6,439,445) | (5,432,580) | (3,132,341) |
| (Increase)/decrease in intercompany receivables                     |       | —           | —           | (125,398)   | 47,625      |
| Decrease/ (increase) in prepayments                                 |       | 3,683,906   | (3,331,687) | 3,713,090   | (3,319,493) |
| Increase in trade and other payables                                |       | 3,547,884   | 2,729,563   | 3,812,382   | 2,865,577   |
| Increase in Interest bearing borrowings                             |       | —           | 1,460,115   | —           | 1,460,115   |
|                                                                     |       | =====       | =====       | =====       | =====       |
|                                                                     |       | 24,219,517  | 4,831,709   | 24,366,373  | 7,819,549   |
| Taxation paid                                                       | 8(b)  | (1,781,807) | (461,934)   | (1,708,737) | (423,231)   |
|                                                                     |       | =====       | =====       | =====       | =====       |
| Net cash flows from operating activities                            |       | 22,437,710  | 4,369,775   | 22,657,636  | 7,396,318   |

The accompanying notes form an integral part of these consolidated and separate financial statements

# CONSOLIDATED AND SEPARATE STATEMENTS OF CASH FLOWS

CONTINUED

|                                                         |        | GROUP        |             | COMPANY      |             |
|---------------------------------------------------------|--------|--------------|-------------|--------------|-------------|
|                                                         |        | 2024         | 2023        | 2024         | 2023        |
|                                                         | Notes  | N'000        | N'000       | N'000        | N'000       |
| <b>Investing activities</b>                             |        |              |             |              |             |
| Purchase of property, plant and equipment               | 11     | (17,281,876) | (931,677)   | (17,174,893) | 921,494     |
| Acquisition of intangible asset                         | 14     | (13,825)     | (11,325)    | (11,325)     | (11,325)    |
| Investment in subsidiary                                | 16     | -            | -           | (36,000)     | (65,500)    |
|                                                         |        |              |             |              | -           |
| Proceeds from disposal of property, plant and equipment |        | 7,609        | -           | 7,409        | -           |
| Refund of deferred income                               | 29     | -            | (1,000,000) | —            | (1,000,000) |
| Rent received                                           | 29     | 324,738      | 220,436     | 220,843      | 220,436     |
| Interest received                                       | 7      | 145,982      | 19,985      | 145,982      | 19,985      |
| Net cash flows used in investing activities             |        | (16,817,372) | (1,702,581) | (16,847,984) | (1,757,898) |
| <b>Financing activities</b>                             |        |              |             |              |             |
| Interest paid                                           | 28.2.1 | (1,021,895)  | (38,039)    | (1,011,201)  | (38,039)    |
| Acquisition of non-controlling interest                 | 16     | -            | -           | -            | (100,000)   |
| Lease payment                                           | 27     | (182,744)    | (182,744)   | (182,744)    | (182,744)   |
| Loan received from bank                                 | 28.2.1 | 6,073,246    | -           | 5,983,246    | -           |
| Loan repayment                                          | 28.2.1 | (2,296,933)  | -           | (2,296,933)  | -           |
| Loan to related party                                   | 20b    | -            | -           | (292,370)    | (3,210,000) |
| Dividends paid                                          | 26     | (4,950,617)  | (2,338,876) | (4,950,617)  | (2,338,876) |
| Net cash flows used in financing activities             |        | (2,378,943)  | (2,559,659) | (2,750,619)  | (5,869,659) |
| Net increase/ (decrease) in cash and cash equivalent    |        | 3,241,395    | 107,535     | 3,059,033    | (231,239)   |
| Cash and cash equivalents at 1 January                  |        | 2,919,533    | 2,811,998   | 2,031,851    | 2,263,090   |
| Cash and cash equivalents at 31 December                | 22     | 6,160,928    | 2,919,533   | 5,090,884    | 2,031,851   |

\* In the year ended 31 December 2023 expected credit loss on financial assets were combined, this has been presented separately for each type of financial assets in 2024 to align with current year disclosure.

\* The accompanying notes form an integral part of these consolidated and separate financial statements



## Connecting Nigeria's Agricultural Wealth to Global Markets.

At NAHCO Commodities Limited, we connect Nigeria's rich agricultural resources to global markets. With a strong presence across the country's value chains, we specialize in the sourcing, processing, and export of high-quality commodities such as Natural sesame seeds, Raw cashew nuts, cocoa beans, Dried hibiscus flowers, and more.

Backed by deep logistics expertise and strong international partnerships, we offer traceability, consistency, and global-standard compliance — ensuring that Nigerian produce reaches the world in top condition.

[www.nahcocommodities.com](http://www.nahcocommodities.com)



# SIMPLE MONTHLY BUDGET

## PERCENTAGE OF INCOME SPENT

66%

### SUMMARY

Total Income  
₦3.500

Total Monthly Expenses  
₦2.334

₦75.00

₦3000

₦2500

Income

PROJECTED

## NOTES TO THE CONSOLIDATED & SEPARATE FINANCIAL STATEMENTS

CORPORATE  
PROFILE

BUSINESS  
STRATEGY  
REVIEW

CORPORATE  
GOVERNANCE  
REPORT

SUSTAINABILITY &  
CORPORATE SOCIAL  
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REPORT

THE FINANCIAL  
STATEMENTS

NOTES TO THE  
CONSOLIDATED &  
SEPARATE FINANCIAL  
STATEMENTS

OTHER NATIONAL  
DISCLOSURES

## 1. REPORTING ENTITY

Nigerian Aviation Handling Company PLC ("nahco aviance" or "the Company") is a company domiciled in Nigeria with its registered office at Murtala Muhammed International Airport, Ikeja, Lagos. The consolidated financial statements of the Group for the year ended 31 December 2024 comprise the Company and its subsidiaries (together referred to as the "Group" and individually as "Group entities"). The group is primarily involved in provision of services including aircraft handling, cargo handling, passenger handling, passenger profiling, crew transportation, energy and power distribution and leasing of ground handling equipment.

## 2. BASIS OF PREPARATION

### (a) Statement of compliance

The financial statements have been prepared in accordance with the IFRS Accounting Standards as issued by the International Accounting Standards Board, the provisions of the Companies and Allied Matters Act 2020 and in compliance with the Financial Reporting Council of Nigeria (Amendment) Act, 2023.

The consolidated and separate financial statements were authorized for issue by the Directors on 27 March 2025.

### (b) Functional and presentation currency

These financial statements are presented in the Nigerian Naira, which is the Group's functional currency. Except as indicated, financial information presented in Naira has been rounded to the nearest thousands.

### (c) Basis of measurement

These financial statements are prepared on the historical cost basis except where fair values are adopted and disclosed in the policy and notes to the consolidated and separate financial statements.

### (d) Composition of the financial Statement

Financial statements consist of :

- (i) Consolidated and separate statements of profit or loss and other comprehensive statement
- (ii) Consolidated and separate statements of the financial position
- (iii) Consolidated and separate statements of changes in equity
- (iv) Consolidated and separate statements of cash flows
- (v) Notes to the consolidated and separate financial statements

### (e) Use of estimates and judgments

The preparation of the consolidated and separate financial statements is in conformity with the IFRSs requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods.

### Judgments

In the process of applying the Group's accounting policies, management has made the following judgments, which have the most significant effect on the amounts recognised in the financial statements:

## Determining the timing of satisfaction of Ground and Cargo Handling Services

Revenue from contract with customers is to be recognized over time because the customer simultaneously receives and consumes the benefits provided by the Company. The fact that another entity would not need to re-perform the service that the Company has provided to date demonstrates that the customer simultaneously receives and consumes the benefits of the Company's performance as it performs.

The company has determined that the input method is the best method in measuring progress of Ground and Cargo Handling Services contracts because it can demonstrate that the invoiced amount corresponds directly with the value to the customer of the Company's performance completed to date.

## Operating lease commitments – Group as lessor

The group has entered into commercial property leases on its investment property portfolio. The group has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a major part of the economic life of the commercial property and the present value of the minimum lease payments not amounting to substantially all of the fair value of the commercial property, that it retains all the significant risks and rewards of ownership of these properties and accounts for the contracts as operating leases.

## Going concern

The group's management has made an assessment of its ability to continue as a going concern and is satisfied that it has the resources to continue in business for the foreseeable future. Furthermore, the Management is not aware of any material uncertainties that may cast significant doubt upon the Group's ability to continue as a going concern. Therefore, the financial statements continue to be prepared on the going concern basis.

## Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

## Discount rate used to determine the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) as it relates to each specific subsidiary to measure lease liabilities. The IBR is the rate of interest that each entity in the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

The group estimates the IBR using the following steps:

**Step 1:** Reference rate: This is generally a government bond reflecting risk-free rate. Repayment profile was considered when aligning the term of the lease with the term for the source of the reference rate.

**Step 2:** Financing spread adjustment: Use credit spreads from debt with the appropriate term by considering Company's stand-alone credit rating or similar Company credit rating.

**Step 3:** Lease specific adjustment: Use of market yield for the leased assets, as an additional data point and to check the overall IBRs calculated.

## Re-assessment of useful lives and residual values

The Group carries its PPE at cost less accumulated depreciation and impairment in the consolidated and separate statements of financial position. The annual review of the useful lives and residual value of PPE result in the use of significant management judgements.

## Impairment of non-financial assets

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions, conducted at arm's length for similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next five years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash inflows and the growth rate used for extrapolation purposes.

The Group recognizes an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial

recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For debt instruments at fair value through OCI, the Group applies the low credit risk simplification. At every reporting date, the Group evaluates whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the Group reassesses the internal credit rating of the debt instrument. In addition, the Group considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

The group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

## **Fair value of financial instruments**

When the fair value of financial assets and financial liabilities recorded in the consolidated and separate statements of financial position cannot be derived from active markets, their fair value is determined using valuation techniques including the discounted cash flow model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. The judgments include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

## **Provision for expected credit losses of trade receivable**

The company uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by geography, product type, customer type and rating).

The provision matrix is initially based on the Group's historical observed default rates. The company will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e., gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in the manufacturing sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analyzed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit

loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

## **Taxes**

Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws, the amount and timing of future taxable income. Given the wide range of international business relationships and the long-term nature and complexity of existing contractual agreements, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax income and expense already recorded. The group establishes provisions, based on reasonable estimates, for possible consequences of audits by the tax authorities.

## **3. MATERIAL ACCOUNTING POLICIES INFORMATION**

The material accounting policies information set out below have been applied consistently to all periods presented in these financial statements.

### **a. Basis of Consolidation**

The consolidated and separate financial statements comprise the financial statements of the Group and its subsidiaries as at 31 December 2024. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)
- Exposure, or rights, to variable returns from its involvement with the investee
- The ability to use its power over the investee to affect its returns

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement(s) with the other vote holders of the investee
- Rights arising from other contractual arrangements
- The group's voting rights and potential voting rights

The group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of Other Comprehensive Income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, non-controlling interest and

other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognized at fair value.

## **b. Foreign currency**

### *Foreign currency transactions*

Transactions in foreign currencies are translated into the respective functional currencies of Group entities at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at each reporting date are retranslated to the functional currency at exchange rates as at that date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the year, adjusted for effective interest and payments during the year, and the amortised cost in the functional currency translated at the exchange rate at the end of the year. Differences arising on settlement or translation of monetary items are recognised in the profit or loss.

## **c. Property, Plant and Equipment**

### *Recognition and measurement*

All property, plant and equipment are initially stated in the statement of financial position at cost. Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset. Items of property, plant and equipment under construction are disclosed as capital work-in-progress. The cost of construction recognized includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and borrowing costs on qualifying assets.

An item of property, plant and equipment is derecognized on disposal or when no future economic benefits are expected from its use or disposal. Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the

carrying amount of property, plant and equipment, and are recognized in profit or loss.

### Subsequent costs

The cost of replacing part of an item of property or plant is recognised in the carrying amount of the item if it is probable that future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably.

The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of property and equipment are recognised in the profit or loss as incurred.

### Depreciation

Depreciation is recognised in the profit or loss on a straight-line basis to write down the cost of each asset, to their residual values over the estimated useful lives of each part of an item of property and equipment. Leased assets under finance lease are depreciated over the shorter of the lease term and their useful lives. Items of property, plant and equipment are depreciated from the date that they are installed and are ready for use, or in respect of internally constructed assets, from the date the asset is completed and available for use.

Depreciation ceases at the earlier of the date that the asset is derecognised or classified as held for sale in accordance with IFRS 5. A non-current asset or disposal group is not depreciated while it is classified as held for sale.

*The estimated useful lives for the current and comparative period are as follows:*



**LEASEHOLD LAND  
50 YEARS**

**LEASEHOLD  
BUILDING  
50 YEARS**



**BUILDINGS  
50 YEARS**

**COMPUTER  
EQUIPMENTS  
3-10 YEARS**



**OFFICE FURNITURE  
& EQUIPMENTS  
2-10 YEARS**

**MOTOR  
VEHICLES  
4-5 YEARS**



**PLANT &  
MACHINERY  
2-10 YEARS**

**CAPITAL WORK  
IN PROGRESS  
NOT DEPRECIATED**



Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate. The assessment of the useful life during the year, has no significant impact on the financial statements.

Capital work-in-progress are assets under construction which take substantial period of time before being ready for their intended use. These are recorded at the cost incurred to date less any impairment loss and no depreciation is charged on these amounts. Depreciation commences when the assets are ready for their intended use.

### De-recognition

An item of property and equipment is derecognised on disposal or when no future economic benefits are expected from its use or

disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

## **(D) INTANGIBLE ASSETS**

The group's intangible assets comprise software that are not integral part of the related hardware. The intangible assets have finite useful lives of between ten and thirty years (10-30 years) and are measured at cost less accumulated amortisation and accumulated impairment losses.

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised in profit or loss as incurred.

### **Intangible assets acquired separately**

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each annual reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives that are acquired separately are carried at cost less accumulated impairment losses.

### **Derecognition of intangible assets**

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset are recognised in the profit or loss when the asset is derecognised.

Amortisation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

## **(E) INVENTORIES**

Inventories are shown at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. The cost includes direct cost and appropriate overheads and is determined on the first-in first-out method.

## **(F) FINANCIAL INSTRUMENTS**

### **(I) Financial assets**

#### **Recognition**

*Non-derivative financial instruments- recognition and measurement*

The Group recognizes a financial asset when it becomes a party to the contractual provisions of the instrument. The Group initially recognizes trade and other receivables on the date of transaction. Transaction cost of a financial asset measured at fair value through profit or loss is recognized as profit or loss.

#### **Trade and other receivables**

A receivable represents the Company's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due).

#### **Classification of non-derivative financial assets**

Classification and measurement model of non-derivative financial assets are summarized as follows. The Group classifies financial assets at initial recognition as financial assets measured at amortized cost, debt instruments measured at fair value through other comprehensive income,

#### **Initial recognition and measurement**

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs.

Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows while financial assets classified and measured at fair value through OCI are held within a business model with the objective of both holding to collect contractual cash flows and selling.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade

date, i.e., the date that the Group commits to purchase or sell the asset.

### **Subsequent measurement**

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments)
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at fair value through profit or loss equity instruments measured at fair value through other comprehensive income or financial assets measured at fair value through profit or loss.

### **Financial assets measured at amortized cost**

A financial asset that meets both the following condition is classified as a financial asset measured at amortized cost.

- The financial asset is held within the Group's business model whose objective is to hold assets in order to collect contractual cash flows.
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A financial asset measured at amortized cost is initially recognized at fair value plus transaction cost directly attributable to the asset. After initial recognition, carrying amount of the financial asset measured at amortized cost is determined using the effective interest method, net of impairment loss, if necessary.

### **Debt instruments measured at fair value through other comprehensive income**

A debt instrument that meets both the following condition is classified as a financial asset measured at fair value through other comprehensive income.

- The financial asset is held within the Group's business model whose objective is achieved by both collecting contractual cash flows and selling financial assets.
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt instrument measured at fair value through other comprehensive income is recognized initially at fair value plus transaction cost directly attributable to the asset. After initial recognition, the asset is measured at fair value with changes in fair value included as "financial asset at fair value through other comprehensive income" in other comprehensive income. Accumulated gains or losses recognized through other comprehensive income are directly transferred to profit or loss when debt instrument is derecognized.

### **Trade and other payables**

Trade and other payables are stated at amortised cost using the effective interest method. Short-duration other payables with no stated interest rate are measured at original invoice amount unless the effect of imputing interest would be significant.

#### **(a) Derecognition of financial assets**

The Group derecognises a financial asset when the contractual rights to cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred, or has assumed an obligation to pay those cashflows to one or more recipients, subject to certain criteria.

Any interest in transferred financial assets that is created or retained by the Group is recognised as a separate asset or liability.

#### **ii. Non-derivative financial liabilities. Recognition and measurement of financial liabilities**

The Group recognizes financial debt when the Group becomes a party to the contractual provisions of the instruments. The measurement of financial debt is explained in (b) Classification of financial liabilities.

#### **(b) Classification of financial liabilities**

A financial liability other than those measured at fair value through profit or loss is classified as a financial liability measured at amortized cost. A financial liability at amortized cost is initially measured at fair value less transaction cost directly attributable to the issuance of the financial liability. After initial recognition, the financial liability is measured at amortized cost based on the effective interest rate method.

#### **(c) Derecognition of financial liabilities**

The Group derecognizes a financial liability when the financial liability is distinguished, i.e. when the contractual obligation is discharged or cancelled or expired.

#### **Impairment of financial asset**

The Group recognizes 12-month expected credit loss as loss allowance when there is no significant increase in the credit risk since initial recognition. When there is a significant increase in credit risk since initial recognition, expected credit losses for the remaining life of the financial assets are recognized as loss allowance. Whether credit risk is significantly increased or not is determined based on the changes in default risk. To determine if there is a change in default risk, following factors are considered. However, the Group always measures loss allowance for trade receivables at an amount equal to lifetime expected credit losses.

- External credit rating of the financial asset
- Downgrade of internal credit rating
- and increase in leverage.

### **Financial assets at amortised cost (debt instruments)**

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognized, modified or impaired.

The Group's financial assets at amortised cost includes trade receivables.

### **Trade and other receivables**

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost, less allowance for impairment. The carrying amount of trade receivable is reduced through the use of an allowance account. When trade receivables are uncollectible, it is written off as 'administrative expenses' in the profit or loss. Subsequent recoveries of amounts previously written off are included in other operating income.

### **Cash and short-term deposits**

Cash and cash equivalents comprise of cash, bank balances and call deposits with original maturities of three months or less. There is no significant loss of value on conversion.

For the purpose of the consolidated and separate statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

## **(G) SHARE CAPITAL**

### **Ordinary Shares**

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares and share options are recognised as deductions from equity, net of any tax effects.

### **Dividend on ordinary shares**

Dividends on the Group's ordinary shares are recognised in equity in the period in which they are paid or, if earlier, approved by the Group's shareholders.

## **(H) TAXATION**

Income tax on the profit or loss for the year comprises current tax. Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted at the reporting date and any adjustment required for prior period.

Deferred tax is recognised in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying values for financial reporting purposes. Deferred tax is not recognised for the temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss. Currently enacted tax rates are used to determine deferred tax. Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised.

## **(I) EMPLOYEE BENEFITS**

### **Defined contribution plans**

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contribution into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in the profit or loss when they are due. In accordance with the Pension reform Act 2014, employees contribute 8% from their salary while the company contributes 10% on behalf of each employee. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available.

## **(J) SHORT-TERM BENEFITS**

Short-term employee benefit obligations including salaries, allowances, and bonuses are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

### **Termination benefits**

Termination benefits are expensed at the earlier of when the Company can no longer withdraw the offer of those benefits and when the Company recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

## **(K) PROVISIONS**

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received, and the amount of the receivable can be measured reliably.

## **(L) REVENUE FROM CONTRACT WITH CUSTOMERS**

The group is involved in aviation cargo, aircraft handling, crew and passenger transportation

service delivery and power distribution. Revenue from contract with customer is recognized when controls of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in an exchange for those goods and services.

### **Passenger and Aircraft Handling Services**

The performance obligation is satisfied upon completion and acceptance by the customers.

### **Cargo Handling Services**

These are contracts with customers with respect to cargo handling services and the performance is satisfied overtime and payment is generally due upon completion and acceptance of the customers.

## **(L) FINANCE INCOME AND EXPENSE**

Finance income comprise of interest on funds invested. Finance costs comprise interest expense on borrowings, exchange differences on financial instruments and bank charges.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in the profit and loss using the effective interest method. Foreign currency gains and losses are reported on a net basis as either finance income or finance cost depending on whether foreign currency movements are in a net gain or net loss position except for foreign currency translation differences recorded in other comprehensive income.

## **(M) INVESTMENT PROPERTY**

Investment property is property held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production of goods and services or for administrative purposes. Investment property is measured at cost less accumulated depreciation and impairment loss. Cost includes expenditure that is directly attributable to the acquisition of the investment property. Investment

property held by the Group is depreciated over the estimated useful life of 50 years on a straight-line basis. Fair values are determined at the end of the reporting period and disclosed.

## **(N) EARNINGS PER SHARE**

The group presents basic earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Group by the weighted average number of ordinary shares outstanding during the period.

Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding, adjusted for own shares held, for the effects of all dilutive potential ordinary shares. The Group did not have diluted shares, hence there was not calculation of diluted EPS.

## **(O) FAIR VALUE MEASUREMENT**

The group measures financial instruments and non-financial assets such as investment properties, at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability

Or

- In the absence of a principal market, in the most advantageous market for the asset or liability The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements at fair value on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

## **(P) CURRENT VERSUS NON-CURRENT CLASSIFICATION**

The group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realised within twelve months after the reporting period

Or

- Cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period

Or

- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The Group classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

## **(Q) LEASES**

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

### **Group as a lease**

The Group applies a single recognition and measurement approach for all leases. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

## **I) Right of Use of Assets**

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, plus any accrued lease liabilities or prepayments. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Office building - 15-20 years
- Leasehold land - 50 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section (2) Impairment of non-financial assets.

## **ii) Lease Liabilities**

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include only fixed payments.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease

payments) or a change in the assessment of an option to purchase the underlying asset.

### iii) **Short term leases**

The Group applies the short-term lease recognition exemption to its short-term leases of properties (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). Lease payments on short-term leases are recognised as expense on a straight-line basis over the lease term.

### **Group as a lessor**

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in other income in the statement of profit or loss due to its nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

### **Group as a lessee**

The Group has lease contracts for various land and buildings used in its operations. Leases of land and buildings generally have lease terms between 15 to 20 years. The Group's obligations under its leases are secured by the lessor's title to the leased assets. Most of these lease contracts contain extension and termination options which have been considered in the non-cancellable period of the lease. All lease arrangements below N50,000 are expensed in the year they are incurred.

## **(R) GOVERNMENT GRANT**

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a

systematic basis over the period that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

When the Group receives grants of non-monetary assets, the asset and the grant are recorded at fair value amounts and released to the profit or loss over the expected useful life in a pattern of consumption of the benefit of the underlying asset by equal annual instalments. When loans or similar assistance are provided by governments or related institutions, with an interest rate below the current applicable market rate, the effect of this favourable interest is regarded as a government grant. The loan or assistance is initially recognised and measured at fair value and the government grant is measured as the difference between the initial carrying value of the loan and the proceeds received.

## **4. CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES**

### **4a. Standards and interpretations effective in the current year**

In the current year, the Company has applied a number of amendments to IFRS Standards and Interpretations issued by the International Accounting Standards Board (IASB) that are effective for an annual period that begins on or after 1 January 2024.

As it is imperative for reporting entities to consider the impact of the new standards/amendments and ensure that the financial statements include necessary disclosures required on the initial application of an IFRS/amendments and in accordance with IAS 8.28.

### **Lease liability in a Sale and Leaseback – Amendments to IFRS 16**

In September 2022, the Board issued Lease Liability in a Sale and Leaseback (amendments to IFRS 16). The amendment to IFRS 16 specifies the requirements that a seller-lessee uses in measuring

the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

The amendment is effective for annual reporting periods beginning on or after 1 January 2024 and applies to seller lessee. A seller lessee applies the amendment retrospectively in accordance with IAS 8 to sale and leaseback transactions entered into after the date of initial application (i.e., the amendment does not apply to sale and leaseback transactions entered into prior to the date of initial application).

The date of initial application is the beginning of the annual reporting period in which an entity first applied IFRS 16. Earlier application is permitted, and that fact must be disclosed. The amendments had no impact on the Group's financial statements.

#### **Amendments to IAS 1: Classification of Liabilities as Current or Non-current**

In January 2020, the IASB issued amendments to paragraphs 69 to 76 of IAS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period
- That classification is unaffected by the likelihood that an entity will exercise its deferral right
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification

The amendments are effective for annual reporting periods beginning on or after 1 January 2024 and must be applied retrospectively. The amendments had no impact on the Group's financial statements.

#### **Disclosures: Supplier Finance Arrangements - Amendments to IAS 7 and IFRS 7**

In May 2023, the Board issued amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures.

The amendments specify disclosure requirements to enhance the current requirements, which are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

The amendments clarify the characteristics of supplier finance arrangements. In these arrangements, one or more finance providers pay amounts an entity owes to its suppliers. The entity agrees to settle those amounts with the finance providers according to the terms and conditions of the arrangements, either at the same date or at a later date than that on which the finance providers pay the entity's suppliers.

The amendments will be effective for annual reporting periods beginning on or after 1 January 2024. The amendments had no impact on the Group's financial statements.

#### **4b. Standards and interpretations issued not yet effective**

The Group has chosen not to early adopt the following standards and interpretations, which have been published but not yet effective. The Group intends to adopt these new and amended standards and interpretations, if applicable, when they become effective.

#### **Classification and Measurement of Financial Instruments - Amendments to IFRS 9 and IFRS 7**

In May 2024, the Board issued Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7), which:

- Clarifies that a financial liability is derecognised on the 'settlement date', i.e., when the related obligation is discharged, cancelled, expires or the liability otherwise qualifies for derecognition. It also introduces an accounting policy option to derecognise financial liabilities that are settled through an electronic payment system before settlement date if certain conditions are met.
- Clarified how to assess the contractual cash flow characteristics of financial assets that include environmental, social and governance (ESG)-linked features and other similar contingent features
- Clarifies the treatment of non-recourse assets and contractually linked instruments
- Requires additional disclosures in IFRS 7 for financial assets and liabilities with contractual terms that reference a contingent event (including those that are ESG-linked), and equity instruments classified at fair value through other comprehensive income

The amendments will be effective for annual reporting periods beginning on or after 1 January 2026. Early adoption is permitted, but will need to be disclosed. The Company will continue to monitor its operations and adopt requirement where applicable.

#### **Amendments to IFRS 10 and IAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture**

If a parent loses control of a subsidiary which does not contain a business, as a result of a transaction with an associate or joint venture, then the gain or loss on the loss of control is recognised in the parents' profit or loss only to the extent of the unrelated investors' interest in the associate or joint venture. The remaining gain or loss is eliminated against the carrying amount of the investment in the associate or joint venture. The same treatment is followed for the measurement to fair value of any remaining investment which is

itself an associate or joint venture. If the remaining investment is accounted for in terms of IFRS 9, then the measurement to fair value of that interest is recognised in full in the parents' profit or loss.

The effective date of the amendment is to be determined by the IASB.

It is unlikely that the amendment will have a material impact on the Group's audited financial statements.

#### **Lack of exchangeability – Amendments to IAS 21**

The amendment to IAS 21 specifies how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. A currency is considered to be exchangeable into another currency when an entity is able to obtain the other currency within a time frame that allows for a normal administrative delay and through a market or exchange mechanism in which an exchange transaction would create enforceable rights and obligations.

If a currency is not exchangeable into another currency, an entity is required to estimate the spot exchange rate at the measurement date. An entity's objective in estimating the spot exchange rate is to reflect the rate at which an orderly exchange transaction would take place at the measurement date between market participants under prevailing economic conditions. The amendments note that an entity can use an observable exchange rate without adjustment or another estimation technique.

The amendments will be effective for annual reporting periods beginning on or after 1 January 2025. Early adoption is permitted, but will need to be disclosed.

#### **IFRS 18 Presentation and Disclosure in Financial Statements**

In April 2024, the IASB issued IFRS 18, which replaces IAS 1 Presentation of Financial Statements. IFRS 18 introduces new requirements

for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

IFRS 18 also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements (PFS) and the notes.

In addition, narrow-scope amendments have been made to IAS 7 Statement of Cash Flows, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards.

IFRS 18, and the amendments to the other standards, are effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. IFRS 18 will apply retrospectively.

The group is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements.

### **IFRS 19 Subsidiaries without Public Accountability: Disclosures**

In May 2024, the IASB issued IFRS 19, which allows eligible entities to elect to apply its reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS accounting standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in IFRS

10, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements, available for public use, which comply with IFRS accounting standards.

IFRS 19 will become effective for reporting periods beginning on or after 1 January 2027, with early application permitted. This standard is not expected to have impact on the Company's financial statements.

### **Contracts Referencing Nature-dependent Electricity (previously Power Purchase Agreements) (Amendments to IFRS 9 and IFRS 7)**

On 18 December 2024, the IASB issued amendments to enhance the reporting of financial effects from nature-dependent electricity contracts, commonly structured as power purchase agreements (PPAs).

These contracts help companies secure electricity from wind and solar sources. Since the amount of electricity generated under these contracts may vary based on uncontrollable factors related to weather conditions, current accounting requirements may not adequately capture how these contracts affect a company's performance. To address this, the IASB amended IFRS 9 and IFRS 7 to improve disclosure.

The amendments take effect for annual reporting periods beginning on or after 1 January 2026, with early adoption permitted.

The amendments is not expected to have an impact on the Company's financial statements.

## 5. Revenue from contract with customers

The Group's revenue represents the amount invoiced to customers for passenger handling, ground handling and cargo less trade discounts and exclude value added tax.

| Revenue from Contracts with Customer                    | Group<br>Dec-24<br>N'000 | Dec-23<br>N'000   | Company<br>Dec-24<br>N'000 | Dec-23<br>N'000   |
|---------------------------------------------------------|--------------------------|-------------------|----------------------------|-------------------|
| Aircraft handling                                       | 36,598,151               | 17,863,396        | 36,598,151                 | 17,441,684        |
| Cargo handling (Import Cargo)                           | 8,716,232                | 6,279,648         | 7,674,204                  | 5,671,989         |
| Cargo handling (Export Cargo)                           | 1,247,630                | 896,893           | 1,247,630                  | 896,893           |
|                                                         | <b>46,562,013</b>        | <b>25,039,937</b> | <b>45,519,985</b>          | <b>24,010,566</b> |
| <b>Revenue other than from contracts with customers</b> |                          |                   |                            |                   |
| Disinfection and other services                         | 3,942,334                | 1,640,354         | 2,899,559                  | 1,640,354         |
| Equipment rental and maintenance                        | 3,038,866                | 1,719,505         | 3,038,866                  | 1,719,505         |
|                                                         | <b>6,981,200</b>         | <b>3,359,859</b>  | <b>5,938,425</b>           | <b>3,359,859</b>  |
| <b>Total revenue</b>                                    | <b>53,543,213</b>        | <b>28,399,796</b> | <b>51,458,410</b>          | <b>27,370,425</b> |
| Timing of revenue recognition                           |                          |                   |                            |                   |
| Services transferred at a point in time                 | 46,562,013               | 25,039,937        | 45,519,985                 | 24,010,566        |
| Services transferred over time                          | 6,981,200                | 3,359,859         | 5,938,425                  | 3,359,859         |
| <b>Total</b>                                            | <b>53,543,213</b>        | <b>28,399,796</b> | <b>51,458,410</b>          | <b>27,370,425</b> |

**Aircraft handling:** Income from airport handling includes invoices raised for check in formalities, passenger profiling, security, and baggage handling (loading and offloading).

**Cargo Handling:** These include invoices raised for; cargo documentation services for airlines, import and export cargo facilitation through Nigeria's biggest network of customs bonded warehouses in Lagos, Kano, Abuja, Port-Harcourt and Enugu, using Galaxy computerisation system, which ensures safe storage and easy retrieval of cargoes.

**Equipment rental and maintenance:** The group leases its equipment to airlines for services that are not covered in the Standard Ground Handling Agreement.

### b. Ten major customers contributed N37.9 billion (2023: N18.61 billion) towards the revenue of the Group

## 6. OTHER INCOME

|                                                     | Group<br>Dec-24<br>N'000 | Dec-23<br>N'000 | Company<br>Dec-24<br>N'000 | Dec-23<br>N'000 |
|-----------------------------------------------------|--------------------------|-----------------|----------------------------|-----------------|
| Rental income from investment property (Note 29)    | 273,964                  | 202,789         | 273,964                    | 202,789         |
| Sundry income*                                      | 469,896                  | 38,448          | 453,299                    | 29,691          |
| Foreign exchange gain **                            | 293,768                  | 509,329         | -                          | -               |
| Profit on disposal of property, plant and equipment | 116                      | -               | -                          | -               |
| Income from training services                       | 2,279                    | 4,353           | 2,279                      | 4,353           |
|                                                     | <b>1,040,023</b>         | <b>754,919</b>  | <b>729,542</b>             | <b>236,833</b>  |

- \* Sundry income relates to commission received, agents' registration fees and insurance claims. The significant changes from prior year was due to increase in the registration fees and commission received during the year.\*\* This consist of realized exchange gain of N73.145 million (2023:N231.075 million) and Nil (2023:N278.254 million) unrealized exchange gains.

## 7. FINANCE INCOME AND EXPENSE CALCULATED USING EFFECTIVE INTEREST METHOD

| FINANCE COST                                   | Group<br>Dec-24<br>N'000 | Dec-23<br>N'000 | Company<br>Dec-24<br>N'000 | Dec-23<br>N'000 |
|------------------------------------------------|--------------------------|-----------------|----------------------------|-----------------|
| Interest on lease liabilities (Note 27)        | (169,919)                | (164,002)       | (160,179)                  | (164,002)       |
| Interest on loans and borrowings (Note 28.2.1) | (1,112,501)              | (38,039)        | (1,101,807)                | (38,039)        |
|                                                | (1,282,420)              | (202,041)       | (1,261,986)                | (202,041)       |
| <b>Finance income:</b>                         |                          |                 |                            |                 |
| Interest income on fixed and bank deposits     | 145,982                  | 19,985          | 145,982                    | 19,985          |
|                                                | 145,982                  | 19,985          | 145,982                    | 19,985          |
| Net finance costs                              | (1,136,438)              | (182,056)       | (1,116,004)                | (182,056)       |

The above finance income and expenses relate to transactions on financial assets and liabilities through statement of profit or loss.

## 8. TAXATION

- (a) The tax charge for the period comprises:

| FINANCE COST                | Group<br>Dec-24<br>N'000 | Dec-23<br>N'000 | Company<br>Dec-24<br>N'000 | Dec-23<br>N'000 |
|-----------------------------|--------------------------|-----------------|----------------------------|-----------------|
| Company income tax          | 5,062,426                | 2,425,230       | 4,992,837                  | 2,357,168       |
| Police Trust Fund           | 896                      | 411             | 884                        | 401             |
| NASENI Fund                 | 44,799                   | 20,550          | 44,180                     | 20,052          |
| Education tax (3%)          | 637,085                  | 295,067         | 620,339                    | 288,086         |
| Prior year under provision* | 617,444                  | 290,888         | 617,444                    | 290,888         |
|                             | 6,362,650                | 3,032,146       | 6,275,684                  | 2,956,595       |
| Deferred tax (Note 8c)      | (525,269)                | 106,910         | (521,062)                  | 106,910         |
|                             | 5,837,381                | 3,139,056       | 5,754,622                  | 3,063,505       |

\*Under provision relates to provision for additional tax liability as a result of the tax audit exercise carried out by the federal tax authority.

**(b) The movement on the current tax payable account during the year was as follows:**

|                               | <b>Group<br/>Dec-24<br/>N'000</b> | <b>Dec-23<br/>N'000</b> | <b>Company<br/>Dec-24<br/>N'000</b> | <b>Dec-23<br/>N'000</b> |
|-------------------------------|-----------------------------------|-------------------------|-------------------------------------|-------------------------|
| At 1 January                  | 2,775,559                         | 792,626                 | 2,686,789                           | 740,704                 |
| Charge for the year (Note 8a) | 6,362,650                         | 3,032,146               | 6,275,684                           | 2,956,595               |
| Payments made during the year | (1,781,807)                       | (461,934)               | (1,708,737)                         | (423,231)               |
| Withholding tax offset        | (1,450,989)                       | (587,279)               | (1,450,989)                         | (587,279)               |
| At 31 December                | 5,905,413                         | 2,775,559               | 5,802,747                           | 2,686,789               |

**Reconciliation between tax expense and the product of accounting profit for the year ended 31 December 2024 is as follows:**

|                                                           | <b>Dec-24<br/>N'000</b> | <b>Group<br/>Dec-23<br/>N'000</b> | <b>Dec-24<br/>N'000</b> | <b>Company<br/>Dec-23<br/>N'000</b> |
|-----------------------------------------------------------|-------------------------|-----------------------------------|-------------------------|-------------------------------------|
| Accounting profit before income tax                       | 18,702,142              | 8,679,029                         | 17,716,194              | 7,964,655                           |
| At Nigeria's statutory income tax rate of 30% (2023: 30%) | 5,610,643               | 2,603,709                         | 5,314,858               | 2,389,397                           |
| Education tax (3%) (2023: 3%)                             | 637,085                 | 295,067                           | 620,339                 | 288,086                             |
| Non-deductible expenses                                   | 950,593                 | 543,236                           | 956,218                 | 529,502                             |
| Non-taxable income                                        | (89,842)                | (58,490)                          | (67,688)                | (54,823)                            |
| Under provision in the previous year                      | 617,444                 | 290,888                           | 617,444                 | 290,888                             |
| Capital Allowance unabsorbed                              | (1,934,237)             | (556,315)                         | (1,731,613)             | (399,998)                           |
| Police Trust Fund                                         | 896                     | 411                               | 884                     | 401                                 |
| NASENI fund                                               | 44,799                  | 20,550                            | 44,180                  | 20,052                              |
| Income tax expense reported in the profit or loss         | 5,837,381               | 3,139,056                         | 5,754,622               | 3,063,505                           |
| Effective tax rate (%)                                    | 31%                     | 36%                               | 32%                     | 38%                                 |

**c) The movement on the deferred tax liability during the year was as follows:**

|                                                             | <b>Dec-24<br/>N'000</b> | <b>Dec-23<br/>N'000</b> | <b>Dec-24<br/>N'000</b> | <b>Dec-23<br/>N'000</b> |
|-------------------------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| At 1 January                                                | 985,117                 | 878,207                 | 986,857                 | 879,947                 |
| Tax (credit)/expense recognised in profit or loss (Note 8a) | (525,269)               | 106,910                 | (521,062)               | 106,910                 |
| At 31 December                                              | 459,848                 | 985,117                 | 465,795                 | 986,857                 |

**GROUP**

|                               | Statement of<br>Financial Position |                | Statement of<br>Comprehensive Income |          |
|-------------------------------|------------------------------------|----------------|--------------------------------------|----------|
|                               | Dec-24                             | Dec-23         | Dec-24                               | Dec-23   |
|                               | N'000                              | N'000          | N'000                                | N'000    |
| Property, plant and equipment | 2,416,931                          | 2,162,102      | 254,829                              | 149,302  |
| Unrealised exchange gain      | (537,804)                          | (128,900)      | (408,904)                            | (59,248) |
| Capital Allowance unutilized  | (1,740)                            | (403,769)      | 402,02                               | 95,435   |
| Financial asset impairment    | (537,658)                          | (365,441)      | (172,217)                            | (76,694) |
| Right of use                  | 199,406                            | 195,786        | 3,620                                | (14,607) |
| Intangible asset              | -                                  | 32,978         | (32,978)                             | 32,978   |
| Lease Liability               | (373,624)                          | (346,428)      | (27,196)                             | 5,622    |
| Provision for share of profit | (517,810)                          | (161,211)      | (356,599)                            | 61,659   |
| Stock adjustment provision    | (187,853)                          | -              | (187,853)                            | 2,463    |
|                               | -----                              | -----          | -----                                | -----    |
| Deferred tax (credit)/expense |                                    |                | (525,269)                            | 106,910  |
|                               | =====                              | =====          | =====                                | =====    |
| Deferred tax liabilities      | <b>459,848</b>                     | <b>985,117</b> |                                      |          |
|                               | =====                              | =====          |                                      |          |

Deferred tax relates to the following:

**COMPANY**

|                               | Statement of<br>Financial Position |                | Statement of<br>Comprehensive Income |          |
|-------------------------------|------------------------------------|----------------|--------------------------------------|----------|
|                               | Dec-24                             | Dec-23         | Dec-24                               | Dec-23   |
|                               | N'000                              | N'000          | N'000                                | N'000    |
| Property, plant and equipment | 2,401,141                          | 2,162,102      | 239,039                              | 149,302  |
| Unrealised exchange gain      | (513,765)                          | (128,900)      | (384,865)                            | (59,254) |
| Capital Allowance unutilized  | -                                  | (402,029)      | 402,029                              | 10,359   |
| Financial asset impairment    | (537,988)                          | (365,441)      | (172,547)                            | (78,973) |
| Right of use                  | 199,406                            | 195,786        | 3,620                                | (14,608) |
| Intangible asset              | -                                  | 32,978         | (32,978)                             | 32,978   |
| Lease Liability               | (373,624)                          | (346,428)      | (27,196)                             | 5,622    |
| Provision for share of profit | (521,522)                          | (161,211)      | (360,311)                            | 59,020   |
| Stock adjustment provision    | (187,853)                          | -              | (187,853)                            | 2,464    |
|                               | -----                              | -----          | -----                                | -----    |
| Deferred tax (credit)/expense |                                    |                | (521,062)                            | 106,910  |
|                               | =====                              | =====          | =====                                | =====    |
| Deferred tax liabilities      | <b>465,795</b>                     | <b>986,857</b> |                                      |          |
|                               | =====                              | =====          |                                      |          |

**9a. OPERATING COSTS**

|                                         | <b>Dec-24<br/>N'000</b> | <b>Group<br/>Dec-23<br/>N'000</b> | <b>Dec-24<br/>N'000</b> | <b>Company<br/>Dec-23<br/>N'000</b> |
|-----------------------------------------|-------------------------|-----------------------------------|-------------------------|-------------------------------------|
| Payroll cost (Note 9e)                  | 10,543,236              | 7,615,783                         | 10,240,419              | 7,530,471                           |
| Local travels                           | 3,581                   | 4,313                             | 3,581                   | 4,278                               |
| Depreciation, amortization (Note 9d)    | 1,191,263               | 897,104                           | 1,209,397               | 894,499                             |
| Diesel                                  | 1,063,219               | 820,702                           | 1,027,190               | 853,774                             |
| Oil, motor repairs & fuel expenses      | 189,223                 | 124,821                           | 186,244                 | 102,453                             |
| Trainings (internal and external)       | 213,254                 | 262,565                           | 209,321                 | 218,672                             |
| Outstation and estacode allowances      | 52,116                  | 27,540                            | 46,508                  | 19,545                              |
| Air ticket (local and foreign)          | 106,454                 | 31,995                            | 106,454                 | 31,066                              |
| Other security expenses***              | 44,983                  | 18,634                            | 43,435                  | 18,634                              |
| Machineries and equipment spares        | 743,243                 | 384,775                           | 743,243                 | 384,775                             |
| Boots, helmets, ear muff etc.           | 89,932                  | 62,846                            | 89,932                  | 62,846                              |
| Computer consumables and network        | 68,548                  | 25,833                            | 61,606                  | 25,833                              |
| Electricity                             | 160,874                 | 122,899                           | 153,117                 | 121,499                             |
| Insurance                               | 116,398                 | 117,956                           | 112,130                 | 115,261                             |
| Printing and stationeries               | 41,274                  | 29,277                            | 37,302                  | 27,452                              |
| Subscriptions                           | 5,141                   | 20,206                            | 1,144                   | 18,493                              |
| Relocation expenses (staff & equipment) | 134,360                 | 102,276                           | 134,360                 | 67,063                              |
| Office and warehouse maintenance        | 231,021                 | 119,594                           | 214,453                 | 119,464                             |
| Aircraft Disinfectant costs             | 3,150                   | 2,431                             | 3,150                   | 2,431                               |
| Concession expenses*                    | 2,674,838               | 1,414,858                         | 2,619,643               | 1,414,858                           |
| Short term lease                        | 583,486                 | 428,539                           | 572,101                 | 428,539                             |
| Other operating costs (Note 9ai)        | 2,200,521               | 762,075                           | 1,812,007               | 470,178                             |
|                                         | <b>20,460,115</b>       | <b>13,397,022</b>                 | <b>19,626,737</b>       | <b>12,932,084</b>                   |

**9ai. OTHER OPERATING COSTS**

|                                                                 | <b>Dec-24<br/>N'000</b> | <b>Group<br/>Dec-23<br/>N'000</b> | <b>Dec-24<br/>N'000</b> | <b>Company<br/>Dec-23<br/>N'000</b> |
|-----------------------------------------------------------------|-------------------------|-----------------------------------|-------------------------|-------------------------------------|
| Cleaning & fumigation                                           | 1,495                   | 1,472                             | 1,495                   | 1,472                               |
| Clearing charges                                                | 136,846                 | 10,801                            | 136,846                 | 10,801                              |
| Office plant, equipment, fittings & Value-added service expense | 5,476                   | 68,176                            | 5,364                   | 1,843                               |
| Postages, telex, newspaper and periodicals                      | 2,306                   | 25,935                            | 2,272                   | 25,935                              |
| Office Rent                                                     | 10,529                  | 7,156                             | 10,529                  | 7,156                               |
| Hotel accommodation                                             | 20,465                  | 3,625                             | 20,465                  | 3,625                               |
| Motor running expenses and vehicles license                     | 23,816                  | 16,449                            | 20,975                  | 12,301                              |
| Consumables                                                     | 48,136                  | 38,705                            | 45,686                  | 38,705                              |
| Fuel expenses                                                   | 59,517                  | 26,327                            | 59,517                  | 26,327                              |
| Staff uniform & coverall                                        | 28,377                  | 42,143                            | 28,377                  | 42,143                              |
| Operational Cost - Inland Freight                               | 470,622                 | 194,836                           | 121,173                 | -                                   |
| Maintenance                                                     | 4,768                   | 6,549                             | -                       | 6,549                               |
| Year-end gifts                                                  | 237,765                 | 60,864                            | 222,855                 | 53,985                              |
| License renewals                                                | 9,235                   | 13,391                            | 4,654                   | 9,711                               |
| Long service award                                              | 2,000                   | 40,664                            | 2,000                   | 30,196                              |
| Palliative support                                              | 174,063                 | 58,894                            | 174,063                 | 55,362                              |
| Hajj Expenses                                                   | 406,129                 | 111,926                           | 406,129                 | 111,926                             |
| Consulting                                                      | 468,521                 | -                                 | 465,545                 | -                                   |
| Others**                                                        | 90,455                  | 34,162                            | 84,062                  | 32,141                              |
|                                                                 | <b>2,200,521</b>        | <b>762,075</b>                    | <b>1,812,007</b>        | <b>470,178</b>                      |

- \* Concession expenses is a percentage of revenue based on concession agreement reached with Federal Airport Authority of Nigeria (FAAN), Bi-Courtney aviation and IBOM Airport.
- \*\* Others consist of water, utilities- others, network, damaged/loss cargo and airlines surcharge expenses.
- \*\*\* Other security expenses relates to amount paid to Federal Airport Authority of Nigeria (FAAN) for all security access to airports in Nigeria.

**9b. ADMINISTRATIVE EXPENSES:**

|                                                                  | <b>Dec-24<br/>N'000</b> | <b>Group<br/>Dec-23<br/>N'000</b> | <b>Dec-24<br/>N'000</b> | <b>Company<br/>Dec-23<br/>N'000</b> |
|------------------------------------------------------------------|-------------------------|-----------------------------------|-------------------------|-------------------------------------|
| Payroll costs (Note 9e)                                          | 4,114,330               | 2,289,515                         | 3,953,940               | 2,178,507                           |
| Directors' remuneration                                          | 261,112                 | 216,924                           | 261,112                 | 216,924                             |
| Board expenses                                                   | 742,695                 | 420,308                           | 701,155                 | 383,458                             |
| Depreciation/amortization (Note 9d)                              | 125,493                 | 125,493                           | 93,035                  | 108,795                             |
| Trainings (internal and external)                                | 251,334                 | 111,768                           | 248,117                 | 107,619                             |
| Outstation and estacode allowances                               | 391,855                 | 168,469                           | 386,827                 | 167,459                             |
| Hotel accommodation                                              | 131,896                 | 52,323                            | 131,896                 | 52,322                              |
| Air ticket (local and foreign)                                   | 338,310                 | 156,723                           | 335,999                 | 156,723                             |
| Outsourced security                                              | 82,886                  | 65,966                            | 82,886                  | 64,466                              |
| Other security expenses*                                         | 118,841                 | 42,084                            | 118,823                 | 40,584                              |
| Computer consumables and network                                 | 101,769                 | 102,412                           | 101,769                 | 101,172                             |
| Electricity                                                      | 256,554                 | 82,625                            | 254,166                 | 67,625                              |
| Insurance                                                        | 51,202                  | 36,208                            | 46,703                  | 35,791                              |
| Printing and stationeries                                        | 97,987                  | 69,766                            | 77,011                  | 67,756                              |
| Audit fees                                                       | 39,000                  | 30,000                            | 39,000                  | 30,000                              |
| Office and warehouse maintenance                                 | 177,451                 | 110,078                           | 161,314                 | 110,078                             |
| Advertisement                                                    | 7,324                   | 13,448                            | 6,085                   | 13,448                              |
| Corporate social responsibility                                  | 66,227                  | 158,132                           | 66,227                  | 158,132                             |
| Corporate gifts                                                  | 102,593                 | 239,279                           | 96,306                  | 234,430                             |
| Public relations, business promotion and<br>Business development | 2,455,940               | 287,344                           | 2,369,094               | 272,400                             |
| Subscriptions                                                    | 108,357                 | 92,051                            | 104,885                 | 90,670                              |
| Intercompany bad debt written-off                                | -                       | -                                 | 420,760                 | -                                   |
| Foreign exchange difference ***                                  | 1,670,880               | 437,617                           | 1,670,880               | 437,617                             |
| Professional fees (Note 9bii)                                    | 439,797                 | 158,347                           | 417,721                 | 158,347                             |
| Other administrative expenses (Note 9bi)                         | 1,688,908               | 631,811                           | 1,171,178               | 535,897                             |
|                                                                  | <b>13,822,741</b>       | <b>6,098,691</b>                  | <b>13,316,889</b>       | <b>5,790,220</b>                    |

- \* Other security expenses consist of FAAN securities and access fees
- \*\*\* Foreign exchange difference consist of realized exchange difference of Nil (2023:N233.55 million) and N1.670 billion (2023:N204.06 million) unrealized exchange difference.

**9b(i). ADMINISTRATIVE EXPENSES:**

|                                                 | Dec-24<br>N'000  | Group<br>Dec-23<br>N'000 | Dec-24<br>N'000  | Company<br>Dec-23<br>N'000 |
|-------------------------------------------------|------------------|--------------------------|------------------|----------------------------|
| Cleaning & Fumigation                           | 97,211           | 68,760                   | 97,211           | 43,329                     |
| Other Motor Running Expenses                    | 10,846           | 8,511                    | 8,360            | 7,635                      |
| Office Plant, Equipment & Fittings              | 8,547            | 25,281                   | 8,455            | 15,281                     |
| Telephone                                       | 23,763           | 39,154                   | 22,561           | 25,499                     |
| Bad debt written-off                            | 8,937            | -                        | -                | -                          |
| Staff Uniform & Overall                         | -                | 3,923                    | -                | 2,103                      |
| Entertainment                                   | 34,840           | 65,977                   | 34,515           | 62,630                     |
| Postages, Telex, Newspaper & Periodicals        | 1,173            | 29,628                   | 1,145            | 17,998                     |
| Consumables                                     | 16,326           | 12,019                   | 15,949           | 8,510                      |
| Bank charges                                    | 89,488           | 68,326                   | 89,245           | 56,017                     |
| Loss on disposal of property, plant & equipment | 215,840          | -                        | 215,840          | -                          |
| Write-off of property, plant and equipment      | 4,022            | 57,222                   | 4,022            | 57,222                     |
| Clearing Charges                                | -                | 26,543                   | -                | 17,873                     |
| Damaged/loss cargo expenses                     | -                | 85,000                   | -                | 85,000                     |
| Donations                                       | 36,744           | 12,482                   | 36,744           | 12,482                     |
| Rate & taxes                                    | 380,689          | -                        | 369,885          | -                          |
| Fuel exoenses                                   | 39,652           | 26,201                   | 37,724           | 26,201                     |
| Network expenses                                | 40,552           | 56,451                   | 32,494           | 56,451                     |
| Licence renewal                                 | 84,869           | 16,055                   | 82,657           | 16,055                     |
| Palliative Support                              | 30,093           | 24,623                   | 30,093           | 24,623                     |
| Long Service Award                              | 4,800            | 18,304                   | 4,800            | 18,304                     |
| Others**                                        | 560,515          | 44,573                   | 79,478           | 39,906                     |
|                                                 | <b>1,688,908</b> | <b>689,033</b>           | <b>1,171,178</b> | <b>593,119</b>             |

\*\* Other expenses consist of Airline surcharge, water, lease rental, filing & company secretary fee and visa, travelling and logistics, printing & stationeries, stamp duty etc.

Prior year amount for "Office and warehouse maintenance" have been brokendown further to office and warehouse maintenance and write-off of property, plant and equipment to align with current year presentation. This does not have impact on the result.

**9b (ii). Professional fees are analyzed as follows.**

|                  | Dec-24<br>N'000 | Group<br>Dec-23<br>N'000 | Dec-24<br>N'000 | Company<br>Dec-23<br>N'000 |
|------------------|-----------------|--------------------------|-----------------|----------------------------|
| Consulting fees  | 424,050         | 129,140                  | 401,974         | 129,140                    |
| Registrar's fees | 6,118           | 13,383                   | 6,118           | 13,383                     |
| Legal fees       | 9,629           | 15,824                   | 9,629           | 15,824                     |
|                  | <b>439,797</b>  | <b>158,347</b>           | <b>417,721</b>  | <b>158,347</b>             |

Ernst and Young rendered review of Internal Control over Financial Reporting (ICFR service) besides the provision of audit services to the Company, with a total fee of N14 million (2023: N10 million).

| NATURE OF SERVICE                                          | PARTNER          | FRC NUMBER                            | AMOUNT     |
|------------------------------------------------------------|------------------|---------------------------------------|------------|
| Review of internal control over financial reporting (ICFR) | Omolola Alebiosu | FRC/2012/PRO/ICAN/004/000<br>00000145 | 14,000,000 |

**9c. EXPECTED CREDIT LOSSES**

|                                                                      | Dec-24<br>N'000 | Group<br>Dec-23<br>N'000 | Dec-24<br>N'000 | Company<br>Dec-23<br>N'000 |
|----------------------------------------------------------------------|-----------------|--------------------------|-----------------|----------------------------|
| Expected credit losses on trade receivables (Note 30a)               | 470,885         | 789,347                  | 342,216         | 727,012                    |
| Expected credit (write-back)/losses on intercompany (Note 20a)       | —               | —                        | (15,241)        | 3,451                      |
| Expected credit (write-back)/losses on short term deposit (Note 22a) | (9,085)         | 8,570                    | (9,085)         | 7,780                      |
| Expected credit losses on intercompany loan (Note 20c)               | —               | —                        | 94,238          | —                          |
|                                                                      | <b>461,800</b>  | <b>797,917</b>           | <b>412,128</b>  | <b>738,243</b>             |

**9d. DEPRECIATION AND AMORTIZATION**

|                                                         | Dec-24<br>N'000   | Group<br>Dec-23<br>N'000 | Dec-24<br>N'000   | Company<br>Dec-23<br>N'000 |
|---------------------------------------------------------|-------------------|--------------------------|-------------------|----------------------------|
| Depreciation of property, plant and equipment (Note 11) | 1,247,522         | 945,691                  | 1,217,092         | 926,473                    |
| Amortisation of intangible assets (Note 14)             | 26,044            | 16,935                   | 25,730            | 16,850                     |
| Depreciation of investment property (Note 15)           | 11,251            | 11,278                   | 11,251            | 11,278                     |
| Depreciation of right-of-use asset (Note 12&13)         | 31,939            | 48,693                   | 48,359            | 48,693                     |
|                                                         | <b>1,316,756</b>  | <b>1,022,597</b>         | <b>1,302,432</b>  | <b>1,003,294</b>           |
| <b>Depreciation and amortization allocation:</b>        |                   |                          |                   |                            |
| Operating Costs (Note 9a)                               | 1,191,263         | 897,104                  | 1,209,397         | 894,499                    |
| Administrative expenses (Note 9b)                       | 125,493           | 125,493                  | 93,035            | 108,795                    |
|                                                         | <b>1,316,756</b>  | <b>1,022,597</b>         | <b>1,302,432</b>  | <b>1,003,294</b>           |
| <b>9e. Payroll cost</b>                                 |                   |                          |                   |                            |
| <b>Payroll costs allocation:</b>                        |                   |                          |                   |                            |
| Operating costs (Note 9a)                               | 10,543,236        | 7,615,783                | 10,240,419        | 7,530,471                  |
| Administrative expenses (Note 9b)                       | 4,114,330         | 2,289,515                | 3,953,940         | 2,178,507                  |
|                                                         | <b>14,657,566</b> | <b>9,905,298</b>         | <b>14,194,359</b> | <b>9,708,978</b>           |

## 10. Basic/diluted earnings per share

The calculation of basic earnings per share at 31 December 2024 was based on the earnings attributable to ordinary shareholders of Group of N12.85 billion (2023: N5.54 billion) (Company: 2024: N11.95 billion and 2023: N4.90 billion) and on ordinary shares of 1,949,062,200 (2023: 1,949,062,200) of 50k each being the average number of ordinary shares in issue during the year.

### 10i). EXPECTED CREDIT LOSSES

|                                              | Dec-24<br>N'000     | Group<br>Dec-23<br>N'000 | Dec-24<br>N'000     | Company<br>Dec-23<br>N'000 |
|----------------------------------------------|---------------------|--------------------------|---------------------|----------------------------|
| Profit attributable to ordinary shareholders | 12,864,761<br>===== | 5,539,973<br>=====       | 11,961,572<br>===== | 4,901,150<br>=====         |
| Average number of ordinary shares            | 1,949,062           | 1,949,062                | 1,949,062           | 1,949,062                  |
| Basic/ diluted earnings per share (Kobo)     | 660<br>===          | 284<br>===               | 614<br>===          | 251<br>===                 |

**1.1. PROPERTY, PLANT AND EQUIPMENT (PPE) – GROUP**

| <b>GROUP</b>               | <b>Building</b>  | <b>Plant &amp; Machinery</b> | <b>Motor Vehicles</b> | <b>Computer Equipment</b> | <b>Furniture &amp; Equipment</b> | <b>Capital WIP</b> | <b>Total</b>      |
|----------------------------|------------------|------------------------------|-----------------------|---------------------------|----------------------------------|--------------------|-------------------|
| <b>COST :</b>              | <b>N'000</b>     | <b>N'000</b>                 | <b>N'000</b>          | <b>N'000</b>              | <b>N'000</b>                     | <b>N'000</b>       | <b>N'000</b>      |
| At 1 January 2023          | 3,373,066        | 9,913,854                    | 886,364               | 1,672,912                 | 602,638                          | 789,460            | 17,238,294        |
| Additions                  | -                | 193,017                      | 429,785               | 39,319                    | 36,291                           | 233,265            | 931,677           |
| Write-off                  | -                | -                            | -                     | -                         | -                                | (57,222)           | (57,222)          |
| Disposals                  | -                | -                            | (65,200)              | -                         | -                                | -                  | (65,200)          |
| Reclassification           | 732,238          | -                            | -                     | -                         | -                                | (732,238)          | -                 |
| At 31 December 2023        | 4,105,304        | 10,106,871                   | 1,250,949             | 1,712,231                 | 638,929                          | 233,265            | 18,047,549        |
| Additions                  | 19,062           | 5,538,918                    | 133,160               | 249,577                   | 121,919                          | 11,219,240         | 17,281,876        |
| Disposals                  | -                | (610,167)                    | (31,651)              | -                         | (225)                            | -                  | (642,043)         |
| Write-off                  | -                | -                            | -                     | (10,258)                  | -                                | (4,022)            | (14,280)          |
| <b>At 31 December 2024</b> | <b>4,124,366</b> | <b>15,035,622</b>            | <b>1,352,458</b>      | <b>1,951,550</b>          | <b>760,623</b>                   | <b>11,448,483</b>  | <b>34,673,102</b> |
| <b>DEPRECIATION :</b>      |                  |                              |                       |                           |                                  |                    |                   |
| At 1 January 2023          | 747,234          | 6,324,903                    | 490,723               | 1,530,785                 | 523,532                          | -                  | 9,617,177         |
| Charge for the year        | 81,481           | 575,702                      | 186,721               | 55,973                    | 45,814                           | -                  | 945,691           |
| Disposals                  | -                | -                            | (65,200)              | -                         | -                                | -                  | (65,200)          |
| At 31 December 2023        | 828,715          | 6,900,605                    | 612,244               | 1,586,758                 | 569,346                          | -                  | 10,497,668        |
| Charge for the year        | 102,068          | 853,021                      | 184,780               | 69,221                    | 38,432                           | -                  | 1,247,522         |
| Disposals                  | -                | (386,918)                    | (31,651)              | -                         | (141)                            | -                  | (418,710)         |
| Write-off                  | -                | -                            | -                     | (10,258)                  | -                                | -                  | (10,258)          |
| At 31 December 2024        | <b>930,783</b>   | <b>7,366,708</b>             | <b>765,373</b>        | <b>1,645,721</b>          | <b>607,637</b>                   | <b>-</b>           | <b>11,316,222</b> |
| <b>NET BOOK VALUE:</b>     |                  |                              |                       |                           |                                  |                    |                   |
| At 31 December 2024        | <b>3,193,583</b> | <b>7,668,914</b>             | <b>587,085</b>        | <b>305,829</b>            | <b>152,986</b>                   | <b>11,448,483</b>  | <b>23,356,880</b> |
| At 31 December 2023        | <b>3,276,589</b> | <b>3,206,266</b>             | <b>638,705</b>        | <b>125,473</b>            | <b>69,583</b>                    | <b>233,265</b>     | <b>7,549,881</b>  |

**1.1. PROPERTY, PLANT AND EQUIPMENT (PPE) – COMPANY**

|                        | <b>Building</b> | <b>Plant &amp; Machinery</b> | <b>Motor Vehicles</b> | <b>Computer Equipment</b> | <b>Furniture &amp; Equipment</b> | <b>Capital WIP</b> | <b>Total</b> |
|------------------------|-----------------|------------------------------|-----------------------|---------------------------|----------------------------------|--------------------|--------------|
| <b>COST:</b>           | N'000           | N'000                        | N'000                 | N'000                     | N'000                            | N'000              | N'000        |
| At 1 January 2023      | 3,284,951       | 9,101,931                    | 846,364               | 1,651,191                 | 542,423                          | 789,460            | 16,216,320   |
| Additions              | -               | 192,407                      | 429,785               | 33,506                    | 36,211                           | 229,585            | 921,494      |
| Write-off              | -               | -                            | -                     | -                         | -                                | (57,222)           | (57,222)     |
| Disposals              | -               | -                            | (65,200)              | -                         | -                                | -                  | (65,200)     |
| Reclassification       | 732,238         | -                            | -                     | -                         | -                                | (732,238)          | -            |
| At 31 st December 2023 | 4,017,189       | 9,294,338                    | 1,210,949             | 1,684,697                 | 578,634                          | 229,585            | 17,015,392   |
| Additions              | 19,062          | 5,538,528                    | 79,100                | 226,886                   | 92,077                           | 11,219,240         | 17,174,893   |
| Disposals              | -               | (610,167)                    | (31,651)              | -                         | -                                | -                  | (641,818)    |
| Write-off              | -               | -                            | -                     | (10,258)                  | -                                | (4,022)            | (14,280)     |
| At 31 st December 2024 | 4,036,251       | 14,222,699                   | 1,258,398             | 1,901,325                 | 670,711                          | 11,444,803         | 33,534,187   |
| <b>DEPRECIATION:</b>   |                 |                              |                       |                           |                                  |                    |              |
| At 1 January 2023      | 735,069         | 5,528,461                    | 454,604               | 1,513,487                 | 485,906                          | -                  | 8,717,527    |
| Charge for the year    | 79,719          | 571,111                      | 182,797               | 53,096                    | 39,749                           | -                  | 926,472      |
| Disposals              | -               | -                            | (65,200)              | -                         | -                                | -                  | (65,200)     |
| At 31 December 2023    | 814,788         | 6,099,572                    | 572,201               | 1,566,583                 | 525,655                          | -                  | 9,578,799    |
| Charge for the year    | 100,306         | 843,812                      | 181,401               | 61,628                    | 29,945                           | -                  | 1,217,092    |
| Disposals              | -               | (386,918)                    | (31,651)              | -                         | -                                | -                  | (418,569)    |
| Write-off              | -               | -                            | -                     | (10,258)                  | -                                | -                  | (10,258)     |
| At 31 December 2024    | 915,094         | 6,556,466                    | 721,951               | 1,617,953                 | 555,600                          | -                  | 10,367,064   |
| <b>NET BOOK VALUE:</b> |                 |                              |                       |                           |                                  |                    |              |
| At 31 December 2024    | 3,121,157       | 7,666,233                    | 536,447               | 283,372                   | 115,111                          | 11,444,803         | 23,167,123   |
| At 31 December 2023    | 3,202,401       | 3,194,766                    | 638,748               | 118,114                   | 52,979                           | 229,585            | 7,436,593    |

- i. None of the items of PPE has been pledged as securities for liabilities during the year. (2023; Nil)
- ii. Capital work-in-progress represents cost incurred on the construction of Lagos Export Center and re-implementation of Oracle and IBM lotus as at 31 December 2024.
- iii. Write off: This represents costs that have been capitalized as part of capital work in progress over a long period of time which could not be associated with any item of property, plant and equipment.
- iv. Transfers: This represents Ground Handling equipments that are reclassified/transferred from asset clearing account (Deposit for property, plant and equipment) to capital work-in-progress.

## 12. RIGHT-OF-USE ASSETS - GROUP

| <b>COST</b>           | <b>Leasehold<br/>building<br/>N'000</b> | <b>Leasehold<br/>land<br/>N'000</b> | <b>Total<br/>N'000</b> |
|-----------------------|-----------------------------------------|-------------------------------------|------------------------|
| At 1 January 2023     | 903,637                                 | 50,218                              | 953,855                |
| Addition              | —                                       | —                                   | —                      |
| At 31 December 2023   | 903,637                                 | 50,218                              | 953,855                |
| Addition              | —                                       | —                                   | —                      |
| At 31 December 2024   | 903,637                                 | 50,218                              | 953,855                |
| <b>Depreciation</b>   |                                         |                                     |                        |
| At 1 January 2023     | 258,058                                 | 10,906                              | 268,964                |
| Charge for the year   | 47,524                                  | 1,169                               | 48,693                 |
| At 31 December 2023   | 305,582                                 | 12,075                              | 317,657                |
| Charge for the year   | 31,104                                  | 835                                 | 31,939                 |
| At 31 December 2024   | 336,686                                 | 12,910                              | 349,596                |
| <b>Net Book Value</b> |                                         |                                     |                        |
| 31-Dec-24             | 566,951                                 | 37,308                              | 604,259                |
| 31-Dec-23             | 598,055                                 | 38,143                              | 636,198                |

**13. RIGHT-OF-USE ASSETS - COMPANY**

|                                             | Leasehold<br>building<br>N'000 | Leasehold<br>land<br>N'000 | Total<br>N'000 |
|---------------------------------------------|--------------------------------|----------------------------|----------------|
| <b>COST</b>                                 |                                |                            |                |
| At 1 January 2023                           | 894,987                        | 50,218                     | 945,205        |
| Addition                                    | —                              | —                          | —              |
| At 31 December 2023                         | 894,987                        | 50,218                     | 945,205        |
| Addition                                    | —                              | —                          | —              |
| At 31 December 2024                         | 894,987                        | 50,218                     | 945,205        |
| <b>Depreciation:</b>                        |                                |                            |                |
| At 1 January 2023                           | 232,987                        | 10,906                     | 243,893        |
| Charge for the year                         | 47,524                         | 1,169                      | 48,693         |
| Transfer from property, plant and equipment | —                              | —                          | —              |
| At 31 December 2023                         | 280,511                        | 12,075                     | 292,586        |
| Charge for the year                         | 47,524                         | 835                        | 48,359         |
| At 31 December 2024                         | 328,035                        | 12,910                     | 340,945        |
| Net Book Value                              | 566,952                        | 37,308                     | 604,260        |
| 31-Dec-24                                   | =====                          | =====                      | =====          |
| 31-Dec-23                                   | =====                          | =====                      | =====          |

**14. INTANGIBLE ASSETS**

|                           | Dec-24<br>N'000 | Group<br>Dec-23<br>N'000 | Dec-24<br>N'000 | Company<br>Dec-23<br>N'000 |
|---------------------------|-----------------|--------------------------|-----------------|----------------------------|
| At 1 January              | 551,993         | 540,668                  | 457,521         | 446,196                    |
| Addition                  | 13,825          | 11,325                   | 11,325          | 11,325                     |
| At 31 December            | 565,818         | 551,993                  | 468,846         | 457,521                    |
| Amortization:             |                 |                          |                 |                            |
| At 1 January              | 347,938         | 331,003                  | 347,596         | 330,746                    |
| Amortization for the year | 26,044          | 16,935                   | 25,730          | 16,850                     |
| At 31 December            | 373,982         | 347,938                  | 373,326         | 347,596                    |
| Carrying amount:          |                 |                          |                 |                            |
| At 31 December            | 191,836         | 204,055                  | 95,520          | 109,925                    |
|                           | =====           | =====                    | =====           | =====                      |

- None of the items of Intangible asset was pledged as securities for liabilities during the year (2023; Nil).
- Intangible asset consist of Oracle ERP, Hemes, IBM Lotus, Windows and Galaxy applications
- No intangible asset transferred from asset clearing to intangible asset for capitalization in 2024 (2023: N11.325 milion) financial year.

## 15. INVESTMENT PROPERTY

|                         | Dec-24<br>N'000 | Group<br>Dec-23<br>N'000 | Dec-24<br>N'000 | Company<br>Dec-23<br>N'000 |
|-------------------------|-----------------|--------------------------|-----------------|----------------------------|
| <b>Cost:</b>            |                 |                          |                 |                            |
| At 1 January            | 419,722         | 419,722                  | 419,722         | 419,722                    |
| Addition                | —               | —                        | —               | —                          |
| At 31 December          | 419,722         | 419,722                  | 419,722         | 419,722                    |
| <b>Depreciation:</b>    |                 |                          |                 |                            |
| At 1 January            | 143,566         | 132,288                  | 143,566         | 132,288                    |
| Charge for the year     | 11,251          | 11,278                   | 11,251          | 11,278                     |
| At 31 December          | 154,817         | 143,566                  | 154,817         | 143,566                    |
| <b>Carrying amount:</b> |                 |                          |                 |                            |
| At 31 December          | 264,905         | 276,156                  | 264,905         | 276,156                    |

The fair value of the investment property at 31 December 2024 was N811.5 million (2023: N760 million). Total rental revenue from the investment property for the year ended 31 December 2024 was N230.115 million (2023: N202.789 million). The fair value of the properties are based on valuation performed by JIDE TAIWO & Co . Estate Surveyors & Valuers accredited independent valuers. (FRC/2012/00000000311) with their staff lead valuer in person of Adejobi Adetunji (FRC/2023/PRO/NIESV/004/101262) is a renowned specialist in valuing this types of investment properties.

|                                                                                                                        | Group<br>Dec-24<br>N'000 | Company<br>Dec-23<br>N'000 |
|------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------|
| Total Rental income from investment properties**                                                                       | 273,964                  | 202,789                    |
| Direct operating expenses (including repairs and maintenance)<br>generating rental income (included in operating cost) | (11,251)                 | (11,278)                   |
| Profit arising from investment properties                                                                              | <b>262,713</b>           | <b>191,511</b>             |

\*\* The rental income from investment property increased by N27.326 million (13%) (2023: Decreased by N5.844 million (3%)). The increase is due to more office spaces being taking up by tenants in 2024.

The group has no restrictions on the realizability of its investment properties and no contractual obligations to purchase, construct or develop investment properties or for repairs, maintenance and enhancements.

Fair value hierarchy disclosures for investment properties are in Note 34.

## 16. INVESTMENT IN SUBSIDIARIES

|                                                                               | Percentage<br>Holding | Dec-24<br>N'000 | Company<br>Percentage<br>Holding | Dec-23<br>N'000 |
|-------------------------------------------------------------------------------|-----------------------|-----------------|----------------------------------|-----------------|
| <b>Shares in subsidiaries:</b>                                                |                       |                 |                                  |                 |
| Nahco FTZ Limited                                                             | 100                   | 10,000          | 100                              | 10,000          |
| Nahco Energy and Infrastructure Limited                                       | 100                   | 125,500         | 100                              | 125,500         |
| NAHCO Logistics Services Limited<br>(Formerly Mainland Cargo Options Limited) | 40                    | 4,000           | 40                               | 4,000           |
| NAHCO Management Services Limited                                             | 51                    | 25,500          | 51                               | 25,500          |
| NAHCO Travels and Hospitality Limited                                         | 100                   | 30,000          | 100                              | 30,000          |
| NAHCO Foods and Beverages Limited                                             | 100                   | 10,000          | 100                              | 10,000          |
| NAHCO Commodities Limited                                                     | 70                    | 21,000          | —                                | —               |
| NAHCO Academy Limited                                                         | 100                   | 5,000           | —                                | —               |
| NAHCO Power Solutions Limited                                                 | 100                   | 10,000          | —                                | —               |
|                                                                               |                       | 241,000         |                                  | 205,000         |
|                                                                               |                       | =====           |                                  | =====           |
| <b>Movement in investment in subsidiaries</b>                                 |                       |                 |                                  |                 |
| At 1 January                                                                  |                       | 205,000         |                                  | 39,500          |
| Acquisition of subsidiaries                                                   |                       | 36,000          |                                  | 65,500          |
| Acquisition of Non-controlling interest                                       |                       | —               |                                  | 100,000         |
|                                                                               |                       | 241,000         |                                  | 205,000         |
|                                                                               |                       | =====           |                                  | =====           |

On 1 January 2023, NAHCO Plc which own 63% of shares in NAHCO Energy and Infrastructure Limited acquired the minority interest of 37% for N100 million following the acquisition NAHCO Plc own 100% of the NAHCO Energy and Infrastructure Limited. The transaction has been accounted for as an equity transaction and non-controlling interest eliminated as at 31 December 2023.

Details of the Group's subsidiaries at the end of the reporting date are as follows:

**NAHCO FTZ LIMITED**

The company holds N10million ordinary shares of N1 each in this subsidiary, representing 100% of the issued share capital. The principal activity of this subsidiary is the management and operation of Free Trade Zone which includes leasing of plant and equipment, logistics, warehousing, transshipment, manufacturing and provision of related services. NAHCO FTZ was granted approval to operate at the Murtala Mohammed International Airport, Lagos as NFZ by the Nigerian Export Processing Zone Authority (NEPZA) in February 2014 and the applicable fees have been paid. The company has since commenced activities towards making the zone operational.



## **NAHCO ENERGY AND INFRASTRUCTURE LIMITED**

NAHCO Plc previously hold 63% shareholding in NAHCO Energy and Infrastructure Limited, however, on 1 January 2023, the Company acquired the Non-controlling interest 37% shareholding (15 million shares of N1 each) for N100 million. With this acquisition NAHCO Plc has increased its shareholding to 100% in NAHCO Energy & Infrastructure Limited. The company intends to carry out energy and power distribution in Nigeria.

Cash consideration paid to Non-controlling interest  
Carrying value of additional interest in NAHCO Energy

Difference recognised in retained earnings

**Dec-23  
N'000**

(100,000)  
(69,387)

-----  
(169,387)  
=====

Intercompany balances between the holding company and its subsidiaries have been eliminated on consolidation.



## **NAHCO LOGISTICS LIMITED** (Formerly Mainland Cargo Options Limited)

The company holds 4million ordinary shares in the subsidiary representing 40% of the issued share capital of N10 Million. The remaining 60% are owned by Nahco Energy and Infrastructure Limited, a fully owned subsidiary of NAHCO Plc. Consequently, the Group has 100% interest in NAHCO Logistics Services Limited (Formerly Mainland Cargo Options Limited). In addition, the business strategy, operations and the board of the Company are under the control of Nigerian Aviation Handling Company Plc. The company is into cargo logistics and started operations in 2015. The company changed its name to NAHCO Logistics Services Limited from Mainland Cargo Options Limited in 2024



## **NAHCO MANAGEMENT SERVICES LIMITED**

The company holds 25.5 million shares in the subsidiary representing 51% of the registered share capital of N50 million. The company intend to carry on the business of Airport operations services to include Aircraft maintenance, Airport maintenance, Airport facility maintenance and management. The company is yet to commence operations as at 31 December 2024.



### NAHCO TRAVELS AND HOSPITALITY

NAHCO Travels and Hospitality Limited The company holds 30 million shares in the subsidiary representing 100% of the registered share capital of N30 million. The company intend to carry on the business of Travel, tour and hospitality. The company commenced operations during the year ended 31 December 2024.



### NAHCO FOODS AND BEVERAGES LIMITED

NAHCO Foods and Beverages Limited The company holds 100% interest in the subsidiary. The company is yet to commence operations as at 31 December 2024.



### NAHCO COMMODITIES LIMITED

The company holds 21 million shares in the subsidiary representing 70% of the registered share capital of N30 million. The company intend to carry on the business of Agriculture in its entirety including the growing, processig and packaging of agricultural products, agro and agro Allied produce, sales, supply, import and export of agricultural products and agricultural products aggregation. it also carry on the business of general contracts. The company commenced operations during the year ended 31 December 2024.



### NAHCO ACADEMY LIMITED

The company holds 5 million shares in the subsidiary representing 100% of the registered share capital of N5 million. The company intend to carry on the business of manpower development and training both local and international through in-house courses, open program, professional development and personal development for the aviation industry and all other sectors that will benefit from trainings provided. The company is yet to commence operation as at 31 December 2024.



### NAHCO POWER SOLUTIONS LIMITED

The company holds 10 million shares in the subsidiary representing 100% of the registered share capital of N10 million. The company intend to carry on the business of provision of Energy. The company is yet to commence operation as at 31 December 2024. Disclosure of Entity with Non-Controlling Interest within the Group 16a

### 16a. NAHCO COMMODITIES LIMITED

Summary of financial position NAHCO Commodities Limited as at 31 December 2024 is as shown below:

|                                                                  |                                                                                   |                         |                         |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------|-------------------------|
| Proportion of equity interests held by non-controlling interests | "Country of incorporation and operation"                                          | 30.00%                  | 30.00%                  |
| <b>NAHCO Commodities Limited</b>                                 | <b>Nigeria</b>                                                                    | <b>Dec-24<br/>N'000</b> | <b>Dec-23<br/>N'000</b> |
| Non-current assets                                               |  | —                       | —                       |
| Current assets                                                   |                                                                                   | 349,134                 | —                       |
| Total assets                                                     |                                                                                   | 349,134                 | —                       |
| Total equity                                                     |                                                                                   | 30,000                  | —                       |
| Non-current liabilities                                          |                                                                                   | —                       | —                       |
| Current liabilities                                              |                                                                                   | 319,134                 | —                       |
| Total equity and liabilities                                     |                                                                                   | 319,134                 | —                       |
| <b>Equity attributable to:</b>                                   |                                                                                   |                         |                         |
| Equity holder of the parent                                      |                                                                                   | 21,000                  | —                       |
| Non-controlling interest                                         |                                                                                   | 9,000                   | —                       |
|                                                                  |                                                                                   | <b>30,000</b>           | —                       |

### 16b. NAHCO MANAGEMENT SERVICES LIMITED

Summary of financial position NAHCO Management Services Limited as at 31 December 2024 is as shown below:

|                                                                  |                                                                                     |                         |                         |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Proportion of equity interests held by non-controlling interests | "Country of incorporation and operation"                                            | 30.00%                  | 30.00%                  |
| <b>NAHCO Management Services Limited</b>                         | <b>Nigeria</b>                                                                      | <b>Dec-24<br/>N'000</b> | <b>Dec-23<br/>N'000</b> |
| Non-current assets                                               |  | —                       | —                       |
| Current assets                                                   |                                                                                     | 3,391,984               | 3,351,984               |
| Total assets                                                     |                                                                                     | 3,391,984               | 3,351,984               |
| Total equity                                                     |                                                                                     | 50,000                  | —                       |
| Non-current liabilities                                          |                                                                                     | 3,210,000               | —                       |
| Current liabilities                                              |                                                                                     | 131,984                 | 3,351,984               |
| Total equity and liabilities                                     |                                                                                     | 3,391,984               | 3,351,984               |
| <b>Equity attributable to:</b>                                   |                                                                                     |                         |                         |
| Equity holder of the parent                                      |                                                                                     | 25,500                  | —                       |
| Non-controlling interest                                         |                                                                                     | 24,500                  | —                       |
|                                                                  |                                                                                     | <b>50,000</b>           | —                       |

## 17. INVENTORIES

|                      | Group<br>Dec-24 | Dec-23  | Company<br>Dec-24 | Dec-23  |
|----------------------|-----------------|---------|-------------------|---------|
| Spare parts          | 374,687         | 317,549 | 374,687           | 317,549 |
| Stationeries/medical | 137,767         | 61,818  | 137,767           | 61,818  |
| Diesel               | 170,676         | 118,776 | 170,676           | 118,776 |
| Cleaned sesame seeds | 212,508         | —       | —                 | —       |
|                      | -----           | -----   | -----             | -----   |
|                      | 895,638         | 498,143 | 683,130           | 498,143 |
|                      | =====           | =====   | =====             | =====   |

Inventories recognized as an expense during the year ended 31 December 2024 amount to N373.288 million (2023: N 84.47 million). This is disclosed as part of operating cost in the statement of profit or loss and other comprehensive income. No expense was recognized for inventory write down during the year (2023: Nil).

The company did not pledge any of its inventories as securities for liabilities during the year ended 31 December 2024 (2023: Nil).

## 18. PREPAYMENTS

| Prepayments comprise:                     | Group<br>Dec-24 | Dec-23    | Company<br>Dec-24 | Dec-23    |
|-------------------------------------------|-----------------|-----------|-------------------|-----------|
| Deposit for property, plant and equipment | 629,100         | 4,680,043 | 365,087           | 4,426,344 |
| Prepaid insurance                         | 307,282         | 219,782   | 300,684           | 216,483   |
| Prepaid Stock*                            | —               | 78,269    | —                 | 78,269    |
| Others**                                  | 514,695         | 156,889   | 463,200           | 120,965   |
|                                           | -----           | -----     | -----             | -----     |
|                                           | 1,451,077       | 5,134,983 | 1,128,971         | 4,842,061 |
|                                           | =====           | =====     | =====             | =====     |

\*This represents advance payment for spare parts and consumable items that are yet to be delivered, as at end of the year.

\*\* others: this include advance payment for services that yet to be enjoyed by the entity as at year-end such as HMO, annual dues, etc.

## 19. TRADE AND OTHER RECEIVABLES

|                                                    | Group<br>Dec-24 | Dec-23      | Company<br>Dec-24 | Dec-23      |
|----------------------------------------------------|-----------------|-------------|-------------------|-------------|
| Trade and other receivables comprise:              |                 |             |                   |             |
| Trade receivables (Note 30)                        | 9,524,398       | 6,168,062   | 8,802,429         | 5,722,203   |
| Less Allowance for expected credit losses (Note30) | (1,686,197)     | (1,265,543) | (1,535,273)       | (1,193,057) |
|                                                    | -----           | -----       | -----             | -----       |
|                                                    | 7,838,201       | 4,902,519   | 7,267,156         | 4,529,146   |
| Withholding tax receivable **                      | 2,695,126       | 1,822,124   | 2,658,736         | 1,786,057   |
| Advance for project altitude                       | 3,391,984       | 3,341,984   | —                 | —           |
| Other receivables                                  | 103,378         | 35,790      | 53,378            | 24,692      |
|                                                    | -----           | -----       | -----             | -----       |
|                                                    | 14,028,689      | 10,102,417  | 9,979,270         | 6,339,895   |
|                                                    | =====           | =====       | =====             | =====       |

- Trade receivables are invoices on ground handling services issued to customers net of taxes and allowance for expected credit losses on the debts. The group's credit policy allows a 30-day credit period for all its customers.
- Other receivables consist of rent advance, fund advance, recoverable deposit and staff advance for routine services to be carried out. This is to be retired within fourteen (14) days or on the completion of projects.

### 19.1. SUMMARY OF FINANCIAL AND NON-FINANCIAL ASSETS:

|                     | Group<br>Dec-24 | Dec-23     | Company<br>Dec-24 | Dec-23    |
|---------------------|-----------------|------------|-------------------|-----------|
| Financial assets    | 11,333,563      | 8,280,293  | 7,320,534         | 4,553,838 |
| Non-financial asset | 2,695,126       | 1,822,124  | 2,658,736         | 1,786,057 |
|                     | -----           | -----      | -----             | -----     |
|                     | 14,028,689      | 10,102,417 | 9,979,270         | 6,339,895 |
|                     | =====           | =====      | =====             | =====     |

### 20. INTERCOMPANY RECEIVABLES

|                                                    | Company<br>Dec-24<br>N'000 | Dec-23<br>N'000 |
|----------------------------------------------------|----------------------------|-----------------|
| Nahco FTZ Limited                                  | 26,403                     | 33,196          |
| NAHCO Energy and Infrastructure Limited            | —                          | 420,760         |
| NAHCO Management Services Limited                  | 181,690                    | 131,984         |
| NAHCO Foods and Beverages Limited                  | —                          | 10,000          |
| NAHCO Travels and Hospitality Limited              | 79,701                     | —               |
| NAHCO Commodities Limited                          | 12,784                     | —               |
|                                                    | -----                      | -----           |
|                                                    | 300,578                    | 595,940         |
| Less allowance for expected credit loss (Note 20a) | (431)                      | (15,672)        |
|                                                    | -----                      | -----           |
|                                                    | 300,147                    | 580,268         |
|                                                    | =====                      | =====           |

During the year, N420.76 million receivable from NAHCO Energy and Infrastructure Limited was written off due to the related party's inability to make payment.

#### 20a. ALLOWANCE FOR EXPECTED CREDIT LOSSES OF INTERCOMPANY RECEIVABLES

|                                               | Dec-24<br>N'000 | Dec-23<br>N'000 |
|-----------------------------------------------|-----------------|-----------------|
| At 1 January                                  | 15,672          | 12,221          |
| Expected credit (write-back)/losses (Note 9c) | (15,241)        | 3,451           |
|                                               | -----           | -----           |
| <b>At 31 December</b>                         | <b>431</b>      | <b>15,672</b>   |
|                                               | =====           | =====           |

Intercompany receivables are funding assistance provided to subsidiaries to finance operations. The fund is repayable on demand and attracts no interest. Intercompany receivables are eliminated in the consolidated financial statements of the Group.

## 20b. INTERCOMPANY LOAN

|                                                    | Company<br>Dec-24<br>N'000 | Dec-23<br>N'000 |
|----------------------------------------------------|----------------------------|-----------------|
| Nahco Management Services Limited                  | 3,210,000                  | 3,210,000       |
| NAHCO Travels and Hospitality Limited              | 82,370                     | —               |
| NAHCO Commodities Limited                          | 210,000                    | —               |
|                                                    | -----                      | -----           |
|                                                    | 3,502,370                  | 3,210,000       |
| Less allowance for expected credit loss (Note 20c) | (94,238)                   | —               |
|                                                    | =====                      | =====           |
|                                                    | 3,408,132                  | 3,210,000       |
|                                                    | =====                      | =====           |

### Movement in intercompany loans as shown below:

|                          | Dec-24<br>N'000 | Dec-23<br>N'000 |
|--------------------------|-----------------|-----------------|
| At 1 January             | 3,210,000       | —               |
| Addition during the year | 292,370         | 3,210,000       |
| Repayment                | —               | —               |
|                          | -----           | -----           |
| At 31 December           | 3,502,370       | 3,210,000       |
|                          | =====           | =====           |

This represents intercompany loan granted to NAHCO Management Services Limited by Nigerian Aviation Handling Company Plc during the financial year ended 31 December 2023 for the actualization of its interest in project altitude. The loan is repayable.

During the year the Group granted a loan of N210 million to NAHCO Commodities Limited and N82.37 million to NAHCO Travels and Hospitality Limited for the purpose of working capital support. The loan is repayable on demand.

## 20c. ALLOWANCE FOR EXPECTED CREDIT LOSSES OF INTERCOMPANY LOAN

|                          | Dec-24<br>N'000 | Dec-23<br>N'000 |
|--------------------------|-----------------|-----------------|
| At 1 January             | —               | —               |
| Addition during the year | 94,238          | —               |
|                          | -----           | -----           |
| At 31 December           | 94,238          | —               |
|                          | =====           | =====           |

## 21. RELATED PARTY TRANSACTIONS

The following table provides the total amount of transactions that have been entered into with related parties for the relevant financial year:

|                                                                      |      | Related party<br>loan | Payments on<br>behalf of<br>related parties | Rent/<br>service<br>charge | Amounts due<br>from/ (to)<br>related parties |
|----------------------------------------------------------------------|------|-----------------------|---------------------------------------------|----------------------------|----------------------------------------------|
| NAHCO FTZ                                                            | 2024 | —                     | —                                           | 12,000                     | 26,403                                       |
|                                                                      | 2023 | —                     | —                                           | 12,000                     | 33,196                                       |
| NAHCO Energy and<br>Infrastructure Limited                           | 2024 | —                     | —                                           | —                          | —                                            |
|                                                                      | 2023 | —                     | —                                           | —                          | 420,760                                      |
| NAHCO Logistics Services Limited<br>(FMR Mainland Cargo Options Ltd) | 2024 | —                     | 318,455                                     | —                          | (318,455)                                    |
|                                                                      | 2023 | —                     | —                                           | —                          | —                                            |
| NAHCO Management<br>Services Limited                                 | 2024 | —                     | —                                           | —                          | 3,366,190                                    |
|                                                                      | 2023 | 3,210,000             | (106,484)                                   | —                          | 3,103,516                                    |
| NAHCO Travels and<br>Hospitality Limited                             | 2024 | 82,370                | 79,701                                      | —                          | 132,071                                      |
|                                                                      | 2023 | —                     | —                                           | —                          | (30,000)                                     |
| NAHCO Foods and<br>Beverages Limited                                 | 2024 | —                     | —                                           | —                          | (10,000)                                     |
|                                                                      | 2023 | —                     | —                                           | —                          | —                                            |
| NAHCO Commodities Limited                                            | 2024 | 210,000               | 12,784                                      | —                          | 222,784                                      |
|                                                                      | 2023 | —                     | —                                           | —                          | —                                            |
| NAHCO Academy Limited                                                | 2024 | —                     | —                                           | —                          | (5,000)                                      |
|                                                                      | 2023 | —                     | —                                           | —                          | —                                            |
| NAHCO Power and<br>Solutions Limited                                 | 2024 | —                     | —                                           | —                          | (10,000)                                     |
|                                                                      | 2023 | —                     | —                                           | —                          | —                                            |

### Nature of related party transactions

Intercompany receivables are payments made on behalf of the subsidiaries. The subsidiaries have been informed and the company expects to get value from the subsidiaries.

Intercompany receivables are eliminated in the consolidated financial statements.

### Parent

The ultimate controlling party of the Group is Nigerian Aviation Handling Company Plc (nahco aviance). The company acquired a 100% stake in a Subsidiary, NAHCO FTZ 100%, NAHCO Travels and Hospitality Limited 100%, NAHCO Foods and Beverages Limited 100%, NAHCO Academy Limited 100% and 100% stake in NAHCO Energy and Infrastructure and NAHCO Logistics Services Limited respectively.

### Key Management Personnel (KMP)

Key management personnel are those who have authority and responsibility for planning, directing and controlling activities in the Group either directly or indirectly. These include:

1. Executive Directors
2. Non- Executive Directors
3. Management team that implements Board strategies by Board delegated authority
4. Key Management Personnel of the Company's subsidiaries: NAHCO NFZ, NAHCO Energy and Infrastructure, NAHCO Logistics Services Limited, NAHCO Management Services Limited, NAHCO Travels and Hospitality Limited, NAHCO Academy Limited, NAHCO Commodities Limited and NAHCO Foods and Beverages Limited.

### Transactions with key management personnel

There were no transactions with key management personnel or their close family members in the year ended 31 December 2024 (2023 : Nil).

### Loans to Directors

The group did not lend money to any of its Directors during the year under review (2023: None).

### Payments on behalf of key management personnel (KMP):

There were no payments made on behalf of the KMPs during the year ended 31 December 2024. (2023: Nil)

### Key management personnel compensation:

Variable pay (Bonuses) applicable to Executive Directors during the year is a total of N91.4 million (2023: N53million). The bonuses are deferred subject to performance conditions of the Group and individuals.

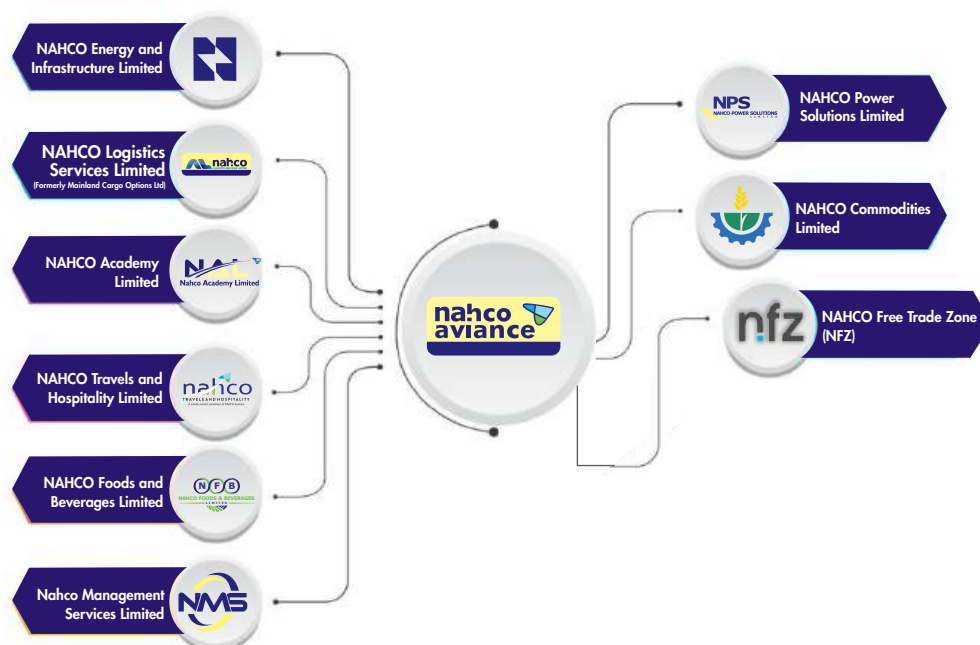
Key management personnel comprised:

|                                                                        | Group<br>2024          | 2023          | Company<br>2024          | 2023          |
|------------------------------------------------------------------------|------------------------|---------------|--------------------------|---------------|
| Aggregate No. of persons-<br>Senior Management and Executive Directors | 11                     | 10            | 7                        | 7             |
| Aggregate No. of persons- Non-Executive Directors.                     | 10                     | 10            | 9                        | 9             |
|                                                                        | -----                  | -----         | -----                    | -----         |
| Total                                                                  | 21                     | 20            | 16                       | 16            |
|                                                                        | =====                  | =====         | =====                    | =====         |
|                                                                        | Group<br>2024<br>N'000 | 2023<br>N'000 | Company<br>2024<br>N'000 | 2023<br>N'000 |
| Short-term employee benefits-Fixed                                     | 353,125                | 300,275       | 353,125                  | 300,275       |
| Short-term employee benefits-Variable                                  | 88,320                 | 71,432        | 88,320                   | 71,432        |
|                                                                        | -----                  | -----         | -----                    | -----         |
| Total                                                                  | 441,445                | 371,707       | 441,445                  | 371,707       |
|                                                                        | =====                  | =====         | =====                    | =====         |

### Transactions with other related party

The following are the related parties of the Group;

1. Key management personnel of NAHCO Plc and close members of their families.
2. Key management personnel of the subsidiaries, NAHCO FTZ, NAHCO Energy and Infrastructure, NAHCO Travels and Hospitality Limited, NAHCO Foods and Beverages Limited, NAHCO Management Services Limited, NAHCO Academy Limited and NAHCO Logistics Services Limited
3. Entities controlled by the above or where they have significant influence.



## 22. CASH AND SHORT-TERM DEPOSITS

|                                                                | Group<br>2024<br>N'000 | 2023<br>N'000 | Company<br>2024<br>N'000 | 2023<br>N'000 |
|----------------------------------------------------------------|------------------------|---------------|--------------------------|---------------|
| Bank balances                                                  | 4,485,025              | 1,514,801     | 4,140,472                | 1,079,359     |
| Domiciliary accounts                                           | 1,555,474              | 790,674       | 930,412                  | 488,863       |
| Short term deposits (Note 31)                                  | 120,429                | 614,058       | 20,000                   | 463,629       |
|                                                                | =====                  | =====         | =====                    | =====         |
|                                                                | 6,160,928              | 2,919,533     | 5,090,884                | 2,031,851     |
| Allowances for Expected credit losses on<br>Short-term deposit | (1,322)                | (10,407)      | (323)                    | (9,408)       |
|                                                                | -----                  | -----         | -----                    | -----         |
|                                                                | 6,159,606              | 2,909,126     | 5,090,561                | 2,022,443     |
|                                                                | =====                  | =====         | =====                    | =====         |

Short-term deposits are made for varying period between one day and three months depending on the Immediate cash requirements of the Group and earn interest at the respective short-term deposit rates.

Cash at banks earns interest at floating rates based on daily bank deposit rates and available on demand, hence no expected credit loss is computed on bank balances.

**22.1 FOR THE PURPOSE OF CASH FLOWS, CASH AND SHORT-TERM DEPOSITS COMPRISE THE FOLLOWING**

|                                    | <b>Group<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> | <b>Company<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> |
|------------------------------------|-----------------------------------|-------------------------|-------------------------------------|-------------------------|
| Cash and short-term deposits       | 6,160,928                         | 2,919,533               | 5,090,884                           | 2,031,851               |
| Total Cash and short-term deposits | 6,160,928                         | 2,919,533               | 5,090,884                           | 2,031,851               |

**22a. ALLOWANCES FOR EXPECTED CREDIT LOSSES/(WRITE BACK) OF SHORT-TERM DEPOSITS**

|                                             | <b>Group<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> | <b>Company<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> |
|---------------------------------------------|-----------------------------------|-------------------------|-------------------------------------|-------------------------|
| At 1 January                                | 10,407                            | 1,837                   | 9,408                               | 1,628                   |
| Expected credit loss/(write-back) (Note 9c) | (9,085)                           | 8,570                   | (9,085)                             | 7,780                   |
| At 31 December                              | 1,322                             | 10,407                  | 323                                 | 9,408                   |

**23. SHARE CAPITAL**

|                                                                                              | <b>Group<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> | <b>Company<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> |
|----------------------------------------------------------------------------------------------|-----------------------------------|-------------------------|-------------------------------------|-------------------------|
| 1,949,062,500 (2023: 1,949,062,500 called-up and fully paid ordinary shares of 50 kobo each) | 974,531                           | 974,531                 | 974,531                             | 974,531                 |
|                                                                                              | 974,531                           | 974,531                 | 974,531                             | 974,531                 |

All shares rank equally with regard to the Group's residual assets.

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Group.

**Movement in share capital**

|                                                                        | <b>Group<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> | <b>Company<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> |
|------------------------------------------------------------------------|-----------------------------------|-------------------------|-------------------------------------|-------------------------|
| Called-up and fully paid 1,949,062,500 ordinary shares of 50 kobo each | 974,531                           | 974,531                 | 974,531                             | 974,531                 |

**24. SHARE PREMIUM**

|                           |           |           |           |           |
|---------------------------|-----------|-----------|-----------|-----------|
| At 1 January/ 31 December | 1,752,336 | 1,752,336 | 1,752,336 | 1,752,336 |
|---------------------------|-----------|-----------|-----------|-----------|

Share premium is the excess paid by shareholders over the nominal value for their shares.

## 25. DIVIDEND PROPOSED

The directors will propose dividend of N5.94 kobo for year ended 31 December 2024 at the next Annual General Meeting (2023: N2.54 kobo) The dividend is subject to approval by the shareholders at the Annual General Meeting and will be subjected to withholding tax at appropriate rate. Consequently, it has not been included as a liability in these consolidated financial statements.

Refer to Note 26b for details relating to dividend.

## 26. RETAINED EARNINGS

|                                                                                        | Group<br>DEC-24<br>N'000 | DEC-23<br>N'000 | Company<br>DEC-24<br>N'000 | DEC-23<br>N'000 |
|----------------------------------------------------------------------------------------|--------------------------|-----------------|----------------------------|-----------------|
| At 1 January                                                                           | 9,400,480                | 6,368,770       | 8,693,467                  | 6,131,193       |
| Dividend paid (Note 26b)                                                               | (4,950,617)              | (2,338,876)     | (4,950,617)                | (2,338,876)     |
| Total comprehensive income for the year                                                | 12,864,761               | 5,539,973       | 11,961,572                 | 4,901,150       |
| Excess of consideration paid and carrying value of non-controlling interest acquired** | —                        | (169,387)       | —                          | —               |
| At 31 December                                                                         | 17,314,624               | 9,400,480       | 15,704,422                 | 8,693,467       |

Retained earnings represent the income net of expenses from past periods, carried forward plus current period profit attributable to shareholders.

\*\*This relates to acquisition of 37% (15,000,000 shares) minority shareholding in NAHCO Energy and Infrastructure Limited by Nigerian Aviation Handling Company Plc in 2023 financial year.

## 26b. CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

|                                             | 1-Jan<br>2024<br>N'000 | Dividend<br>declared<br>N'000 | Cash flows<br>N'000 | 31-Dec<br>2024<br>N'000 |
|---------------------------------------------|------------------------|-------------------------------|---------------------|-------------------------|
| Dividend declared                           | —                      | 4,950,617                     | —                   | —                       |
| Dividend paid                               | —                      | —                             | (4,950,617)         | —                       |
| Unclaimed dividend                          | 687,626                | —                             | 290,471             | 978,097                 |
| Total liabilities from financing activities | 687,626                | 4,950,617                     | (4,660,146)         | 978,097                 |

|                                             | 1-Jan<br>2024<br>N'000 | Dividend<br>declared<br>N'000 | Cash flows<br>N'000 | 31-Dec<br>2024<br>N'000 |
|---------------------------------------------|------------------------|-------------------------------|---------------------|-------------------------|
| Dividend declared                           | —                      | 2,338,876                     | —                   | —                       |
| Dividend paid                               | —                      | —                             | (2,338,876)         | —                       |
| Unclaimed dividend                          | 610,953                | —                             | 76,673              | 687,626                 |
| Total liabilities from financing activities | 610,953                | 2,338,876                     | (2,262,203)         | 687,626                 |

**26c. DIVIDEND PER SHARE**

|                           | <b>Group<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> | <b>Company<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> |
|---------------------------|-----------------------------------|-------------------------|-------------------------------------|-------------------------|
| Dividend approved         | 4,950,617                         | 2,338,876               | 4,950,617                           | 2,338,876               |
| Number of shares in issue | 1,949,062                         | 1,949,062               | 1,949,062                           | 1,949,062               |
| Dividend Per share (kobo) | 2.54                              | 1.20                    | 2.54                                | 1.20                    |

**27. LEASE LIABILITIES**
**Group  
Cost**

|                       | <b>Building<br/>2024<br/>N'000</b> | <b>Building<br/>2023<br/>N'000</b> |
|-----------------------|------------------------------------|------------------------------------|
| At 1 January          | 1,145,019                          | 1,163,761                          |
| Accretion of interest | 169,919                            | 164,002                            |
| Lease payment         | (182,744)                          | (182,744)                          |
| As at 31 December     | 1,132,194                          | 1,145,019                          |
| Current               | 27,169                             | 22,566                             |
| Non-current           | 1,105,025                          | 1,122,453                          |
|                       | 1,132,194                          | 1,145,019                          |

**Company  
Cost**

|                       | <b>Building<br/>2024<br/>N'000</b> | <b>Building<br/>2023<br/>N'000</b> |
|-----------------------|------------------------------------|------------------------------------|
| At 1 January          | 1,154,759                          | 1,173,501                          |
| Accretion of interest | 160,179                            | 164,002                            |
| Lease payment         | (182,744)                          | (182,744)                          |
| As at 31 December     | 1,132,194                          | 1,154,759                          |
| Current               | 27,169                             | 22,566                             |
| Non-current           | 1,105,025                          | 1,132,193                          |
|                       | 1,132,194                          | 1,154,759                          |

The following are the amounts recognized in the profit or loss:

|                                                              | <b>Group<br/>2024<br/>N'000</b> | <b>Company<br/>2023<br/>N'000</b> |
|--------------------------------------------------------------|---------------------------------|-----------------------------------|
| Depreciation expense of right-of-use assets (Note 12 and 13) | 31,939                          | 48,359                            |
| Short term leases (Note 9a)                                  | 583,486                         | 572,101                           |
| Interest expense on lease liabilities (Note 7)               | (169,919)                       | (160,179)                         |
|                                                              | -----                           | -----                             |
| Total Amount recognized in the profit or loss                | 445,506                         | 460,281                           |
|                                                              | =====                           | =====                             |

The following are the amounts recognized in the profit or loss:

|                                                              | <b>Group<br/>2024<br/>N'000</b> | <b>Company<br/>2023<br/>N'000</b> |
|--------------------------------------------------------------|---------------------------------|-----------------------------------|
| Depreciation expense of right-of-use assets (Note 12 and 13) | 48,693                          | 48,693                            |
| Short term leases (Note 9a)                                  | 428,539                         | 428,539                           |
| Interest expense on lease liabilities (Note 7)               | (164,002)                       | (164,002)                         |
|                                                              | -----                           | -----                             |
| Total Amount recognized in the profit or loss                | 313,230                         | 313,230                           |
|                                                              | =====                           | =====                             |

## 28. TRADE AND OTHER PAYABLES

| <b>Trade and other payables comprise:</b> | <b>Group<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> | <b>Company<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> |
|-------------------------------------------|-----------------------------------|-------------------------|-------------------------------------|-------------------------|
| Trade payables                            | 5,609,130                         | 3,484,675               | 5,468,721                           | 3,393,618               |
| Other payables (Note 28.1)                | 8,246,749                         | 5,185,940               | 8,013,678                           | 4,938,974               |
| Due to related parties (Note 28.3)        | —                                 | —                       | 398,955                             | 65,500                  |
|                                           | -----                             | -----                   | -----                               | -----                   |
|                                           | 13,855,879                        | 8,670,615               | 13,881,354                          | 8,398,092               |
|                                           | =====                             | =====                   | =====                               | =====                   |

The group maintains a 60 days credit period with all vendors.

### 28.1 OTHER PAYABLES

| <b>Financial liabilities:</b>               | <b>Group<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> | <b>Company<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> |
|---------------------------------------------|-----------------------------------|-------------------------|-------------------------------------|-------------------------|
| Concession fee:FAAN rental & service charge | 2,577,203                         | 1,393,018               | 2,524,475                           | 1,383,018               |
| Directors' retirement***                    | 373,203                           | 173,541                 | 314,291                             | 173,541                 |
| Staff participatory scheme****              | 1,062,505                         | 383,915                 | 1,050,001                           | 368,910                 |
| Performance bonus *****                     | 1,061,895                         | 543,700                 | 1,053,657                           | 537,370                 |
| Unclaimed dividend (28.1.1)                 | 978,096                           | 687,625                 | 978,096                             | 687,625                 |
| Inventory AP accrual                        | 588,898                           | 183,794                 | 561,040                             | 110,236                 |
| Expense AP accrual                          | 233,476                           | 410,505                 | 182,396                             | 379,538                 |
| Memorandum of understanding credit note     | 36,426                            | 67,295                  | 36,426                              | 67,295                  |
| Industrial training fund                    | 136,654                           | 305,576                 | 136,654                             | 305,576                 |
| Pension payables                            | 53,539                            | 59,174                  | 53,539                              | 59,174                  |
| Other accruals*                             | 224,754                           | 186,853                 | 215,418                             | 186,703                 |
|                                             | -----                             | -----                   | -----                               | -----                   |
|                                             | 7,326,649                         | 4,394,996               | 7,105,993                           | 4,258,986               |
|                                             | =====                             | =====                   | =====                               | =====                   |

| <b>Non financial liabilities</b>    | <b>Group<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> | <b>Company<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> |
|-------------------------------------|-----------------------------------|-------------------------|-------------------------------------|-------------------------|
| Deposit for services                | 135,739                           | 430,945                 | 135,796                             | 325,302                 |
| Value Added Tax                     | 515,727                           | 63,943                  | 508,920                             | 61,784                  |
| Withholding Tax                     | 78,942                            | 53,500                  | 73,277                              | 50,346                  |
| Amount due to government agencies** | 189,692                           | 242,556                 | 189,692                             | 242,556                 |
|                                     | -----                             | -----                   | -----                               | -----                   |
|                                     | 920,100                           | 790,944                 | 907,685                             | 679,988                 |
|                                     | -----                             | -----                   | -----                               | -----                   |
|                                     | <b>8,246,749</b>                  | <b>5,185,940</b>        | <b>8,013,678</b>                    | <b>4,938,974</b>        |
|                                     | =====                             | =====                   | =====                               | =====                   |

\* Other accruals include Provision for non-accident bonus, insurance claim payable, Provision for year-end gift, deposit for services, agent welfare fees etc.

\*\* This represents PAYE payable to some states of the federation as well as FCT and the National Housing Scheme

\*\*\* This represents provision for Directors' retirement as approved by the Board.

\*\*\*\* This represents provision for Staff share of Profit for the year based on certain percentage of the profit after tax as prescribed in the staff hand book.

\*\*\*\*\* This represents bonus payable to staff subject to individual employee performance appraisal and the performance of the Company and its subsidiaries for the year.

| <b>Summary of financial and non-financial liability:</b> | <b>Group<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> | <b>Company<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b> |
|----------------------------------------------------------|-----------------------------------|-------------------------|-------------------------------------|-------------------------|
| Financial liabilities                                    | 12,935,779                        | 7,879,671               | 12,973,669                          | 7,718,104               |
| Non-financial liabilities                                | 920,100                           | 790,944                 | 907,685                             | 679,988                 |
|                                                          | -----                             | -----                   | -----                               | -----                   |
|                                                          | 13,855,879                        | 8,670,615               | 13,881,354                          | 8,398,092               |
|                                                          | =====                             | =====                   | =====                               | =====                   |

\*Included in the financial liabilities above is trade payables and due to related parties balances.

### 28.1.1 UNCLAIMED DIVIDEND

Unclaimed dividend amounting to N978.096 million (2023: N687.63 million) represents the funds returned to the Group by the Registrars. This amount has been invested by the Group. Any dividend not claimed/paid six months after the date of declaration is returned to the company by the Registrar, and this is recorded as liability in the company's books.

## 28.2 INTEREST BEARING LOAN AND BORROWING

| <b>Non financial liabilities</b> | <b>Group<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b>         | <b>Company<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b>         |
|----------------------------------|-----------------------------------|---------------------------------|-------------------------------------|---------------------------------|
| Current:                         |                                   |                                 |                                     |                                 |
| Bank overdraft                   | —                                 | 1,460,115                       | —                                   | 1,460,115                       |
| Medium term loan — StanbicBTC    | 1,731,253                         | —                               | 1,731,253                           | —                               |
| Shareholders loan                | 90,000                            | —                               | —                                   | —                               |
|                                  | <hr/> 1,821,253                   | <hr/> 1,460,115                 | <hr/> 1,731,253                     | <hr/> 1,460,115                 |
| <b>Non-Current:</b>              |                                   |                                 |                                     |                                 |
| Medium term loan — StanbicBTC    | 3,505,781                         | —                               | 3,505,781                           | —                               |
|                                  | <hr/> <b>5,327,034</b><br>=====   | <hr/> <b>1,460,115</b><br>===== | <hr/> <b>5,237,034</b><br>=====     | <hr/> <b>1,460,115</b><br>===== |

### 28.2.1 MOVEMENT IN INTEREST-BEARING LOANS AND BORROWING FROM THIRD PARTIES IS AS SHOWN BELOW:

|                           | <b>Group<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b>         | <b>Company<br/>DEC-24<br/>N'000</b> | <b>DEC-23<br/>N'000</b>         |
|---------------------------|-----------------------------------|---------------------------------|-------------------------------------|---------------------------------|
| At 1 January              | 1,460,115                         | —                               | 1,460,115                           | —                               |
| Addition during the year  | 6,073,246                         | 1,460,115                       | 5,983,246                           | 1,460,115                       |
| Repayment during the year | (2,296,933)                       | —                               | (2,296,933)                         | —                               |
| Accrued interest          | 1,112,501                         | 38,039                          | 1,101,807                           | 38,039                          |
| Interest paid             | (1,021,895)                       | (38,039)                        | (1,011,201)                         | (38,039)                        |
| <b>At 31 December</b>     | <hr/> <b>5,327,034</b><br>=====   | <hr/> <b>1,460,115</b><br>===== | <hr/> <b>5,237,034</b><br>=====     | <hr/> <b>1,460,115</b><br>===== |
| Current portion           | 1,821,253                         | 1,460,115                       | 1,731,253                           | 1,460,115                       |
| Non-current portion       | 3,505,781                         | —                               | 3,505,781                           | —                               |
| <b>At 31 December</b>     | <hr/> <b>5,327,034</b><br>=====   | <hr/> <b>1,460,115</b><br>===== | <hr/> <b>5,237,034</b><br>=====     | <hr/> <b>1,460,115</b><br>===== |

#### BANK OVERDRAFT

Bank overdrafts represent facilities obtained from Guaranty Trust Bank Plc with a maximum limit upto NGN1.5 billion with a tenor of 12 months at interest rates of 19% per annum.

#### MEDIUM TERM LOAN --- STANBICBTC

In March 2024, NAHCO Plc obtained a N5.227 billion term loan from StanbicBTC Bank, the was disbursed in 3 tranches to finance the cost of acquisition of ground handling equipment to be used for the day-to-day operations of the company.

The term loan has a contractual interest rate ranges between 24% to 26.5% p.a with a tenor of 3 years.

### 28.3 DUE TO RELATED PARTIES

|                                       | Company        |               |
|---------------------------------------|----------------|---------------|
|                                       | 2024<br>N'000  | 2023<br>N'000 |
| NAHCO Management Services Limited     | 25,500         | 25,500        |
| NAHCO Travels and Hospitality Limited | 30,000         | 30,000        |
| NAHCO Foods and Beverages Limited     | 10,000         | 10,000        |
| NAHCO Academy Limited                 | 5,000          | —             |
| NAHCO Logistics Services Limited      | 318,455        | —             |
| NAHCO Power Solutions Limited         | 10,000         | —             |
|                                       | <u>398,955</u> | <u>65,500</u> |
|                                       | =====          | =====         |

This relates to NAHCO Plc unpaid shareholding in its subsidiaries.

### 29. DEFERRED INCOME

|                                             | DEC-24<br>N'000 | Group<br>DEC-23<br>N'000 | DEC-24<br>N'000 | Company<br>DEC-23<br>N'000 |
|---------------------------------------------|-----------------|--------------------------|-----------------|----------------------------|
| At 1 January                                | 147,187         | 1,129,540                | 66,157          | 1,048,510                  |
| Rent received during the year               | 324,738         | 220,436                  | 220,843         | 220,436                    |
| Refund to Nigerian Export Promotion Council | —               | (1,000,000)              | —               | (1,000,000)                |
| Amount released to the profit or loss       | (274,394)       | (202,789)                | (274,394)       | (202,789)                  |
|                                             | <u>197,531</u>  | <u>147,187</u>           | <u>12,606</u>   | <u>66,157</u>              |
|                                             | =====           | =====                    | =====           | =====                      |

The above represents majorly, rent received in advance on investment properties and warehouses

### 30. ALLOWANCE FOR EXPECTED CREDIT LOSSES

The aging of trade receivables at the reporting date were:

|                                | Group<br>DEC-24<br>N'000 | DEC-23<br>N'000  | Company<br>DEC-24<br>N'000 | DEC-23<br>N'000  |
|--------------------------------|--------------------------|------------------|----------------------------|------------------|
| Current (1- 30 days)           | 7,888,864                | 4,769,580        | 7,166,895                  | 4,371,545        |
| 31-90 days                     | 821,531                  | 379,877          | 821,531                    | 379,573          |
| 91-180 days                    | 240,851                  | 228,775          | 240,851                    | 226,859          |
| More than 180 days             | 573,152                  | 789,830          | 573,152                    | 744,226          |
|                                | <u>9,524,398</u>         | <u>6,168,062</u> | <u>8,802,429</u>           | <u>5,722,203</u> |
| Expected credit loss (Note30a) | (1,686,197)              | (1,265,543)      | (1,535,273)                | (1,193,057)      |
|                                | <u>7,838,201</u>         | <u>4,902,519</u> | <u>7,267,156</u>           | <u>4,529,146</u> |
|                                | =====                    | =====            | =====                      | =====            |

**30a. The movement in the allowance for expected credit loss in respect of trade receivables during the year was as follows:**

|                                      | DEC-24<br>N'000 | Group<br>DEC-23<br>N'000 | DEC-24<br>N'000 | Company<br>DEC-23<br>N'000 |
|--------------------------------------|-----------------|--------------------------|-----------------|----------------------------|
| At 1 January                         | 1,265,543       | 951,196                  | 1,193,057       | 941,045                    |
| Derecognition of asset               | (50,231)        | (475,000)                | —               | (475,000)                  |
| Allowance for expected credit losses | 470,885         | 789,347                  | 342,216         | 727,012                    |
|                                      | =====           | =====                    | =====           | =====                      |
| At 31 December                       | 1,686,197       | 1,265,543                | 1,535,273       | 1,193,057                  |
|                                      | =====           | =====                    | =====           | =====                      |

The expected credit loss on trade receivables were in respect of receivables for which the Group has determined that there are objective indicators of impairment. Impairment losses have been recognized based on the difference between the carrying amounts and the present value of the estimated future cash flows on these receivables. The Group holds no collateral in respect of its trade receivables. Expected credit loss on trade receivables is recognized in Statement of profit or loss and other comprehensive income.

## **31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES**

### **Overview**

The Group's principal financial liabilities comprise lease liabilities and trade and other payables. The main purpose of these financial liabilities is to finance the Group's operations. The Group's financial assets include trade and other receivables, investments and cash and bank balances.

The Group has exposure to the following risks from its use of financial instruments:-

- Credit Risk
- Liquidity Risk
- Market Risk

The Group's senior management oversees the management of these risks. The Board of Directors reviews and agrees policies for managing each of these risks.

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk.

Further quantitative disclosures are included throughout these financial statements.

### **31.1a Credit risk**

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The sources of the Group's credit risk include trade receivables, intercompany receivables and deposits with banks and financial institutions and investments in debt instrument.

### **31.1b. Trade receivables**

Customer credit risk is managed by credit managers and management as a whole subject to the Group's established policy, procedures and control relating to customer credit risk management. Credit quality of the customer is assessed based on an extensive credit rating scorecard and individual credit limits are

defined in accordance with this assessment. Outstanding customer receivables are regularly monitored and any deliveries to major customers are generally covered by valid customer order. Customer backgrounds are studied to avoid concentration risk.

### Deposits with banks and other financial institutions

Credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with the Group's policy. Investment of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Group's Board of Directors on an annual basis throughout the year, subject to approval of the Group's Finance Committee. The limits are set to minimize the concentration of risks and therefore mitigate financial loss through potential counterparty's failure to make payments. The Group's maximum exposure to credit risk at the reporting date is the carrying value of each of class of financial assets disclosed below:

|                              | <b>DEC-24<br/>N'000</b> | <b>Group<br/>DEC-23<br/>N'000</b> | <b>DEC-24<br/>N'000</b> | <b>Company<br/>DEC-23<br/>N'000</b> |
|------------------------------|-------------------------|-----------------------------------|-------------------------|-------------------------------------|
| Trade receivables            | 9,524,398               | 6,168,062                         | 8,802,429               | 5,722,203                           |
| Other receivables            | 103,378                 | 35,790                            | 53,378                  | 24,692                              |
| Advance for project altitude | 3,391,984               | 3,341,984                         | —                       | —                                   |
| Intercompany loan            | —                       | —                                 | 3,502,370               | 3,210,000                           |
| Intercompany receivables     | —                       | —                                 | 300,578                 | 595,940                             |
| Bank balances                | 4,485,025               | 1,514,801                         | 4,140,472               | 1,079,359                           |
| Domiciliary accounts         | 1,555,474               | 790,674                           | 930,412                 | 488,863                             |
| Short term deposits          | 120,429                 | 614,058                           | 20,000                  | 463,629                             |
|                              | <b>19,180,688</b>       | <b>12,465,369</b>                 | <b>17,749,639</b>       | <b>11,584,686</b>                   |

### TRADE RECEIVABLES

For trade receivables, the Group applied the simplified approach in computing ECL. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit loss (ECL). The provision rates are based on days past due for groupings of various customer segments with similar loss patterns. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

When trade receivables are uncollectible, it is written off as 'administrative expenses' in the profit or loss. Subsequent recoveries of amounts previously written off are included in other operating income.

## Financial Risk Management objectives and policies – Continued

Set out below is the information about the credit risk exposure on the Group's trade receivables as at 31 December 2024 using a provision matrix:

| The Group<br>31-Dec-24                              | Current   |                       |                        |                         |                          |                          |                            | Total<br>N'000 |
|-----------------------------------------------------|-----------|-----------------------|------------------------|-------------------------|--------------------------|--------------------------|----------------------------|----------------|
|                                                     | N'000     | 1-30<br>days<br>N'000 | 31-90<br>days<br>N'000 | 91-120<br>days<br>N'000 | 121-180<br>days<br>N'000 | 181-360<br>days<br>N'000 | After 360<br>days<br>N'000 |                |
| Expected credit loss rate                           | 0.00%     | 12.50%                | 32.60%                 | 80.17%                  | 90.01%                   | 100.00%                  | 100.00%                    |                |
| Estimated total gross<br>carrying amount at default | 5,628,036 | 2,041,100             | 707,734                | 445,157                 | 269,534                  | 350,332                  | 250,553                    | 9,692,446      |
| Expected credit losses                              | -         | 255,102               | 230,723                | 356,879                 | 242,608                  | 350,332                  | 250,553                    | 1,686,197      |

| The Company<br>31-Dec-24                            | Current   |                       |                        |                         |                          |                          |                            | Total<br>N'000 |
|-----------------------------------------------------|-----------|-----------------------|------------------------|-------------------------|--------------------------|--------------------------|----------------------------|----------------|
|                                                     | N'000     | 1-30<br>days<br>N'000 | 31-90<br>days<br>N'000 | 91-120<br>days<br>N'000 | 121-180<br>days<br>N'000 | 181-360<br>days<br>N'000 | After 360<br>days<br>N'000 |                |
| Expected credit loss rate                           | 0.00%     | 15.38%                | 46.16%                 | 80.66%                  | 90.01%                   | 100.00%                  | 100.00%                    |                |
| Estimated total gross<br>carrying amount at default | 5,558,176 | 1,658,688             | 499,795                | 321,736                 | 240,851                  | 343,864                  | 229,288                    | 8,852,398      |
| Expected credit losses                              | -         | 255,102               | 230,723                | 259,516                 | 216,780                  | 343,864                  | 229,288                    | 1,535,273      |

## Financial Risk Management objectives and policies – Continued

Set out below is the information about the credit risk exposure on the Group's trade receivables as at 31 December 2024 using a provision matrix:

| The Group<br>31-Dec-23                              | Current<br>N'000 | 1-30<br>days<br>N'000 | 31-90<br>days<br>N'000 | 91-120<br>days<br>N'000 | 121-180<br>days<br>N'000 | 181-360<br>days<br>N'000 | After 360<br>days<br>N'000 | Total<br>N'000 |
|-----------------------------------------------------|------------------|-----------------------|------------------------|-------------------------|--------------------------|--------------------------|----------------------------|----------------|
| Expected credit loss rate                           | 0.00%            | 35.31%                | 41.00%                 | 53.10%                  | 68.55%                   | 91.00%                   | 100.00%                    |                |
| Estimated total gross<br>carrying amount at default | 4,232,153        | 537,427               | 379,877                | 132,672                 | 96,324                   | 67,362                   | 722,247                    | 6,168,062      |
| Expected credit losses                              | -                | 189,766               | 155,751                | 70,449                  | 66,031                   | 61,299                   | 722,247                    | 1,265,543      |

| The Company<br>31-Dec-23                            | Current<br>N'000 | 1-30<br>days<br>N'000 | 31-90<br>days<br>N'000 | 91-120<br>days<br>N'000 | 121-180<br>days<br>N'000 | 181-360<br>days<br>N'000 | After 360<br>days<br>N'000 | Total<br>N'000 |
|-----------------------------------------------------|------------------|-----------------------|------------------------|-------------------------|--------------------------|--------------------------|----------------------------|----------------|
| Expected credit loss rate                           | 0.00%            | 38.00%                | 46.00%                 | 58.00%                  | 73.00%                   | 91.00%                   | 100.00%                    |                |
| Estimated total gross<br>carrying amount at default | 4,021,008        | 349,555               | 379,877                | 130,535                 | 96,324                   | 67,362                   | 677,542                    | 5,722,203      |
| Expected credit losses                              | -                | 132,568               | 176,090                | 75,243                  | 70,598                   | 61,016                   | 677,542                    | 1,193,057      |

## EXPECTED CREDIT LOSS MEASUREMENT - OTHER FINANCIAL ASSETS

The group applied the general approach in computing expected credit losses (ECL) for intercompany receivables (non-trade), intercompany loan and cash and bank balances. The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

The ECL is determined by projecting the Probability of default, Loss given Default (LGD) and Exposure at default (EAD) for each future month and for each individual exposure. These three components are multiplied together and adjusted for the likelihood of survival (i.e. the exposure has not prepaid or defaulted in an earlier month). This effectively calculates an ECL for each future month, which is then discounted back to the reporting date and summed. The discount rate used in the ECL calculation is the original effective interest rate or an approximation thereof.

The 12-month and Lifetime PDs are derived by mapping the internal rating grade of the obligors to the PD term structure of an external rating agency for all asset classes. The 12-month and lifetime EADs are determined based on the expected payment profile, which varies by product type. The assumptions underlying the ECL calculation – such as how the maturity profile of the PDs, etc. – are monitored and reviewed on a regular basis. There have been no significant changes in estimation techniques or significant assumptions made during the reporting period. The significant changes in the balances of the other financial assets including information about their impairment allowance are disclosed below respectively.

The Group considers a financial asset in default when contractual payments are 30 days past due. However, in certain cases, the Company may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows. The reconciliation of these balances are as stated above.

### Analysis of inputs to the ECL model under multiple economic scenarios

An overview of the approach to estimating ECLs is set out in Note 2d Significant accounting judgements, estimates and assumptions. To ensure completeness and accuracy, the Group obtains the data used from third party sources (Central Bank of Nigeria, Standards and Poor's etc.) and a team of expert within its credit risk department verifies the accuracy of inputs to the Group's ECL models including determining the weights attributable to the multiple scenarios. The Group used GDP growth, oil price and inflation as key drivers in computing expected credit loss and also as assumptions for the Group's base case estimate, ECLs based on the base case, plus the effect of the use of multiple economic scenarios as at 31 December 2024.

**An analysis of ECL allowances is as follows:**

|                   | <b>Group<br/>2024</b>                    |                        |                                        | <b>Company<br/>2024</b>                       |                                          |                        |
|-------------------|------------------------------------------|------------------------|----------------------------------------|-----------------------------------------------|------------------------------------------|------------------------|
|                   | <b>Short-term<br/>deposits<br/>N'000</b> | <b>Total<br/>N'000</b> | <b>Intercompany<br/>loan<br/>N'000</b> | <b>Intercompany<br/>receivables<br/>N'000</b> | <b>Short-term<br/>deposits<br/>N'000</b> | <b>Total<br/>N'000</b> |
| Upside (14.40%)   | 187                                      | 187                    | 13,570                                 | 62                                            | 47                                       | 13,679                 |
| Base (72.10%)     | 910                                      | 910                    | 67,946                                 | 311                                           | 232                                      | 68,489                 |
| Downside (13.50%) | 225                                      | 225                    | 12,722                                 | 58                                            | 44                                       | 12,824                 |
|                   | -----                                    | -----                  | -----                                  | -----                                         | -----                                    | -----                  |
|                   | <b>1,322</b>                             | <b>1,322</b>           | <b>94,238</b>                          | <b>431</b>                                    | <b>323</b>                               | <b>94,992</b>          |
|                   | =====                                    | =====                  | =====                                  | =====                                         | =====                                    | =====                  |

**Intercompany receivables**

|                                                         | <b>Company<br/>2024<br/>Stage 1<br/>individual<br/>N'000</b> | <b>2024<br/>Total<br/>N'000</b> |
|---------------------------------------------------------|--------------------------------------------------------------|---------------------------------|
| Gross carrying amount at 1 January                      | 640,114                                                      | 640,114                         |
| New financial assets originated or purchased (Note 20)  | 300,578                                                      | 300,578                         |
| Assets derecognised or repaid (excluding write offs)    | (640,114)                                                    | (640,114)                       |
|                                                         | -----                                                        | -----                           |
| Gross carrying amount at 31 December                    | <b>300,578</b>                                               | <b>300,578</b>                  |
|                                                         | =====                                                        | =====                           |
| Expected credit losses for intercompany receivables     |                                                              |                                 |
| ECL allowance at 1 January                              | 15,672                                                       | 15,672                          |
| New financial assets originated or purchased (Note 20a) | 431                                                          | 431                             |
| Assets derecognised or repaid (excluding write offs)    | (15,672)                                                     | (15,672)                        |
|                                                         | -----                                                        | -----                           |
| ECL allowance at 31 December                            | <b>431</b>                                                   | <b>431</b>                      |
|                                                         | =====                                                        | =====                           |

**Intercompany loan**

|                                                         | <b>Company<br/>2024<br/>Stage 1<br/>individual<br/>N'000</b> | <b>2024<br/>Total<br/>N'000</b> |
|---------------------------------------------------------|--------------------------------------------------------------|---------------------------------|
| Gross carrying amount at 1 January                      | 3,210,000                                                    | 3,210,000                       |
| New financial assets originated or purchased (Note 20b) | 3,502,370                                                    | 3,502,370                       |
| Assets derecognised or repaid (excluding write offs)    | (3,210,000)                                                  | (3,210,000)                     |
|                                                         | -----                                                        | -----                           |
| Gross carrying amount at 31 December                    | <b>3,502,370</b>                                             | <b>3,502,370</b>                |
|                                                         | =====                                                        | =====                           |
| Expected credit losses for intercompany receivables     |                                                              |                                 |
| ECL allowance at 1 January                              | —                                                            | —                               |
| New financial assets originated or purchased (Note 20c) | 94,238                                                       | 94,238                          |
| Assets derecognised or repaid (excluding write offs)    | —                                                            | —                               |
|                                                         | -----                                                        | -----                           |
| ECL allowance at 31 December                            | <b>94,238</b>                                                | <b>94,238</b>                   |
|                                                         | =====                                                        | =====                           |

|                                                         | Group<br>2024<br>Individual<br>N'000 | Total<br>N'000 | Company<br>2024<br>Individual<br>N'000 | Total<br>N'000 |
|---------------------------------------------------------|--------------------------------------|----------------|----------------------------------------|----------------|
| Gross carrying amount at 1 January                      | 614,058                              | 614,058        | 463,629                                | 463,629        |
| New assets originated or purchased (Note 22)            | 120,429                              | 120,429        | 20,000                                 | 20,000         |
| Assets derecognised or repaid<br>(excluding write offs) | (614,058)                            | (614,058)      | (463,629)                              | (463,629)      |
|                                                         | -----                                | -----          | -----                                  | -----          |
| Gross carrying amount at 31 December                    | 120,429                              | 120,429        | 20,000                                 | 20,000         |
|                                                         | =====                                | =====          | =====                                  | =====          |

Expected credit loss allowance for short term deposits

|                                                            | Group<br>2024<br>Individual<br>N'000 | Total<br>N'000 | Company<br>2024<br>Individual<br>N'000 | Total<br>N'000 |
|------------------------------------------------------------|--------------------------------------|----------------|----------------------------------------|----------------|
| ECL allowance at 1 January                                 | 10,407                               | 10,407         | 9,408                                  | 9,408          |
| New financial assets originated<br>or purchased (Note 22a) | 1,322                                | 1,322          | 323                                    | 323            |
| Assets derecognised or repaid<br>(excluding write offs)    | (10,407)                             | (10,407)       | (9,408)                                | (9,408)        |
|                                                            | -----                                | -----          | -----                                  | -----          |
| ECL allowance at 31 December                               | 1,322                                | 1,322          | 323                                    | 323            |
|                                                            | =====                                | =====          | =====                                  | =====          |

|                | Group<br>2024<br>Short-term<br>deposits<br>N'000 | Total<br>N'000 | Company<br>2024<br>Intercompany<br>receivables<br>N'000 | Short-term<br>deposits<br>N'000 | Total<br>N'000 |
|----------------|--------------------------------------------------|----------------|---------------------------------------------------------|---------------------------------|----------------|
| Upside (18%)   | 1,833                                            | 1,833          | 2,821                                                   | 1,693                           | 4,514          |
| Base (68%)     | 7,076                                            | 7,076          | 10,657                                                  | 6,397                           | 17,054         |
| Downside (14%) | 1,498                                            | 1,498          | 2,194                                                   | 1,318                           | 3,512          |
|                | -----                                            | -----          | -----                                                   | -----                           | -----          |
|                | <b>10,407</b>                                    | <b>10,407</b>  | <b>15,672</b>                                           | <b>9,408</b>                    | <b>25,080</b>  |
|                | =====                                            | =====          | =====                                                   | =====                           | =====          |

#### Intercompany receivables

|                                                        | Company<br>2023<br>Stage 1<br>N'000 | Company<br>2023<br>N'000 |
|--------------------------------------------------------|-------------------------------------|--------------------------|
| Gross carrying amount at 1 January                     | 640,114                             | 640,114                  |
| New financial assets originated or purchased (Note 20) | 595,940                             | 595,940                  |
| Assets derecognised or repaid (excluding write offs)   | (640,114)                           | (640,114)                |
|                                                        | -----                               | -----                    |
| Gross carrying amount at 31 December                   | 595,940                             | 595,940                  |
|                                                        | =====                               | =====                    |

**Expected credit losses on intercompany receivables**

|                                                      | Company<br>2023<br>Stage 1<br>N'000 | Company<br>2023<br>N'000 |
|------------------------------------------------------|-------------------------------------|--------------------------|
| ECL allowance at 1 January                           | 12,221                              | 12,221                   |
| New assets originated or purchased (Note 20a)        | 15,672                              | 15,672                   |
| Assets derecognised or repaid (excluding write offs) | (12,221)                            | (12,221)                 |
|                                                      | -----                               | -----                    |
| Gross carrying amount at 31 December                 | 15,672                              | 15,672                   |
|                                                      | =====                               | =====                    |

**Short term deposits**

|                                                      | Group<br>2023<br>Individual<br>N'000 | Total<br>N'000 | Company<br>2023<br>Individual<br>N'000 | Total<br>N'000 |
|------------------------------------------------------|--------------------------------------|----------------|----------------------------------------|----------------|
| Gross carrying amount at 1 January                   | 627,659                              | 627,659        | 552,230                                | 552,230        |
| New assets originated or purchased (Note 22a)        | 614,058                              | 614,058        | 463,629                                | 463,629        |
| Assets derecognised or repaid (excluding write offs) | (672,659)                            | (672,659)      | (552,230)                              | (552,230)      |
|                                                      | -----                                | -----          | -----                                  | -----          |
| ECL allowance at 31 December                         | 614,058                              | 614,058        | 463,629                                | 463,629        |
|                                                      | =====                                | =====          | =====                                  | =====          |

**Expected credit losses on short term deposits**

|                                                      | Group<br>2023<br>Individual<br>N'000 | Total<br>N'000 | Company<br>2023<br>Individual<br>N'000 | Total<br>N'000 |
|------------------------------------------------------|--------------------------------------|----------------|----------------------------------------|----------------|
| ECL allowance at 1 January                           | 1,837                                | 1,837          | 1,628                                  | 1,628          |
| New assets originated or purchased                   | 10,408                               | 10,408         | 9,408                                  | 9,408          |
| Assets derecognised or repaid (excluding write offs) | (1,838)                              | (1,838)        | (1,628)                                | (1,628)        |
|                                                      | -----                                | -----          | -----                                  | -----          |
| ECL allowance at 31 December                         | 10,407                               | 10,407         | 9,408                                  | 9,408          |
|                                                      | =====                                | =====          | =====                                  | =====          |

**Liquidity risk**

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities as at when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group uses activity-based costing to cost its products and services, which assists it in monitoring cash flow requirements and optimizing its cash return on investments. Typically, the Group ensures that it has sufficient cash on demand to meet expected operational expenses for a period of 60 days, including the servicing of financial obligations; this excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters.

## Financial Risk Management objectives and policies – Continued

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments

| Group                                | Carrying amount<br>N'000 | Less than<br>3 months<br>N'000 | 3 to 12<br>months<br>N'000 | 1-5 years<br>N'000 | > 5 years<br>N'000 | Total<br>N'000 |
|--------------------------------------|--------------------------|--------------------------------|----------------------------|--------------------|--------------------|----------------|
| <b>Year ended 31 December 2024</b>   |                          |                                |                            |                    |                    |                |
| Trade and other payables*            | 12,935,779               | 12,935,779                     | -                          | -                  | -                  | 12,935,779     |
| Interest bearing loan and borrowings | 5,327,034                | -                              | 2,258,354                  | 4,347,168          | -                  | 6,605,522      |
| Lease liability                      | 1,132,194                | -                              | 170,744                    | 822,699            | 1,500,698          | 2,494,141      |
|                                      | 19,395,007               | 12,935,779                     | 2,429,098                  | 5,169,867          | 1,500,698          | 22,035,442     |
|                                      | =====                    | =====                          | =====                      | =====              | =====              | =====          |
| <b>Year ended 31 December 2023</b>   |                          |                                |                            |                    |                    |                |
| Trade and other payables*            | 8,005,040                | 8,005,040                      | -                          | -                  | -                  | 8,005,040      |
| Interest bearing borrowings          | 1,460,115                | 1,482,017                      | -                          | -                  | -                  | 1,482,017      |
| Lease liability                      | 1,145,019                | -                              | 170,744                    | 838,210            | 1,655,931          | 2,664,885      |
|                                      | 10,610,174               | 9,487,057                      | 170,744                    | 838,210            | 1,655,931          | 12,151,942     |
|                                      | =====                    | =====                          | =====                      | =====              | =====              | =====          |

\*Withholding tax, Amount due to government agencies (PAYE), industrial training fund (ITF) and VAT payables are not financial instrument. Hence, they have been excluded from trade and other payables.

## Financial Risk Management objectives and policies – Continued

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments

| Company                              | Carrying amount<br>N'000 | Less than<br>3 months<br>N'000 | 3 to 12<br>months<br>N'000 | 1-5 years<br>N'000 | > 5 years<br>N'000 | Total<br>N'000 |
|--------------------------------------|--------------------------|--------------------------------|----------------------------|--------------------|--------------------|----------------|
| <b>Year ended 31 December 2024</b>   |                          |                                |                            |                    |                    |                |
| Trade and other payables*            | 12,973,669               | 12,973,669                     | -                          | -                  | -                  | 12,973,669     |
| Interest bearing loan and borrowings | 5,237,034                | -                              | 2,168,354                  | 4,347,168          | -                  | 6,515,522      |
| Lease liability                      | 1,132,194                | -                              | 182,744                    | 882,699            | 1,524,698          | 2,590,141      |
|                                      | 19,342,897               | 12,973,669                     | 2,351,098                  | 5,229,867          | 1,524,698          | 22,079,332     |
|                                      | =====                    | =====                          | =====                      | =====              | =====              | =====          |
| <b>Year ended 31 December 2023</b>   |                          |                                |                            |                    |                    |                |
| Trade and other payables*            | 7,718,104                | 7,718,104                      | -                          | -                  | -                  | 7,718,104      |
| Interest bearing loan and borrowings | 1,460,115                | 1,482,017                      | -                          | -                  | -                  | 1,482,017      |
| Lease liability                      | 1,154,759                | -                              | 182,744                    | 898,210            | 1,691,931          | 2,772,885      |
|                                      | 10,332,978               | 9,200,121                      | 182,744                    | 898,210            | 1,691,931          | 11,973,006     |
|                                      | =====                    | =====                          | =====                      | =====              | =====              | =====          |

\*Withholding tax and VAT payables are not financial instrument. Hence, they have been excluded from trade and other payables.

## Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprise three types of risk: interest rate risk, currency risk and other price risk, such as equity price risk and commodity risk. The Group is exposed to currency risk and insignificant interest rate risk. Financial instruments affected by currency risk include cash and short-term deposit, trade and other receivables and trade and other payables.

## Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities (when revenue or expense is denominated in a different currency from the Group's functional currency). Management has set up a policy requiring the Group to manage its foreign currency risk against its functional currency. To manage its foreign currency risk arising from future commercial transaction and recognised asset and liabilities, the Group ensures that significant transaction is contracted in the functional currency.

## Interest risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group is not exposed to this risk as it does not have a floating interest-bearing loan and borrowing in its books.

## Interest rate sensitivity.

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on loans and borrowings. With all other variables held constant, the Company's profit before tax is affected through the impact on floating rate borrowings, as follows:

|             |                                              | <b>Increase/<br/>decrease<br/>in basis points</b> | <b>Effect on profit<br/>before tax</b> |
|-------------|----------------------------------------------|---------------------------------------------------|----------------------------------------|
| <b>2024</b> | <b>Interest bearing loans and borrowings</b> | 15%<br>--15%                                      | 191,773<br>(191,773)                   |
| <b>2023</b> | <b>Interest bearing loans and borrowings</b> | 5%<br>--5%                                        | 13,141<br>13,141                       |

## Foreign currency sensitivity

The following tables demonstrate the sensitivity to a reasonably possible change in USD, Euro and GBP exchange rates, with all other variables held constant. The impact on the Group's profit before tax is due to changes in the fair value of monetary assets and liabilities.

|             | <b>Foreign currency<br/>Balances<br/>\$'000</b> | <b>Change in<br/>USD rate</b> | <b>Effect on profit<br/>before tax<br/>N'000</b> |
|-------------|-------------------------------------------------|-------------------------------|--------------------------------------------------|
| <b>2024</b> | <b>Trade receivables</b>                        | 15%<br>--15%                  | 78,233<br>(78,233)                               |
|             | <b>Trade payables</b>                           | 15%<br>--15%                  | 672,616<br>(672,616)                             |
|             | <b>Bank balances</b>                            | 15%<br>--15%                  | 139,249<br>(139,249)                             |

|      |                   | Foreign currency<br>Balances<br>\$'000 | Change in<br>USD rate    | Effect on profit<br>before tax<br>N'000 |
|------|-------------------|----------------------------------------|--------------------------|-----------------------------------------|
| 2023 | Trade receivables | 321                                    | 5%<br>--5%               | 14,544<br>(14,544)                      |
|      | Trade payables    | 2,233                                  | 5%<br>--5%               | 101,292<br>(101,292)                    |
|      | Bank balances     | 536                                    | --5%<br>5%               | (24,297)<br>24,297                      |
|      |                   |                                        | Change in<br>EURO rate   | Effect on profit<br>before tax<br>N'000 |
| 2024 | Bank balances     | 0.01917                                | 15%<br>-15%              | 5<br>(5)                                |
| 2023 | Bank balances     | 0.053                                  | --5%<br>5%               | 3<br>(3)                                |
|      |                   |                                        | Change in<br>POUNDS rate | Effect on profit<br>before tax<br>N'000 |
| 2024 | Bank balances     | 1.3244                                 | 15%<br>--15%             | 386<br>(386)                            |
| 2023 | Bank balances     | 2                                      | 5%<br>---5%              | 137<br>(137)                            |

Transactions in foreign currencies other than US Dollars were not significant in the current year.

The table below show financial instruments by their measurement bases:

| GROUP                                   | Amortised<br>cost<br>N'000 | Fair<br>value<br>N'000 | Carrying<br>amount<br>N'000 |
|-----------------------------------------|----------------------------|------------------------|-----------------------------|
| <b>At 31 December 2024</b>              |                            |                        |                             |
| Cash and cash equivalents (Note 22)     | 6,160,928                  | —                      | 6,160,928                   |
| Trade and other receivables (Note 20)*  | 7,320,534                  | —                      | 7,320,534                   |
| Total financial assets                  | 13,481,462                 | —                      | 13,481,462                  |
| Trade & other payables (Note 29)*       | 12,935,779                 | —                      | 12,935,779                  |
| Interest bearing borrowings (Note 29.2) | 5,237,034                  | —                      | 5,237,034                   |
| Lease liability (Note 28)               | 1,132,194                  | —                      | 1,132,194                   |
| Total financial liabilities             | 19,305,007                 | —                      | 19,305,007                  |

| GROUP                                   | Amortised<br>cost<br>N'000          | Fair<br>value<br>N'000          | Carrying<br>amount<br>N'000          |
|-----------------------------------------|-------------------------------------|---------------------------------|--------------------------------------|
| <b>At 31 December 2023</b>              |                                     |                                 |                                      |
| Cash and cash equivalents (Note 22)     | 2,919,533                           | —                               | 2,919,533                            |
| Trade and other receivables (Note 20)*  | 4,553,838                           | —                               | 4,553,838                            |
|                                         | -----                               | -----                           | -----                                |
| Total financial assets                  | 7,473,371                           | —                               | 7,473,371                            |
|                                         | =====                               | =====                           | =====                                |
| Trade & other payables (Note 29)*       | 8,005,040                           | —                               | 8,005,040                            |
| Interest bearing borrowings (Note 29.2) | 1,460,115                           | —                               | 1,460,115                            |
| Lease liability (Note 28)               | 1,145,019                           | —                               | 1,145,019                            |
|                                         | -----                               | -----                           | -----                                |
| Total financial liabilities             | 10,610,174                          | —                               | 10,610,174                           |
|                                         | =====                               | =====                           | =====                                |
| <b>COMPANY</b>                          | <b>Amortised<br/>cost<br/>N'000</b> | <b>Fair<br/>value<br/>N'000</b> | <b>Carrying<br/>amount<br/>N'000</b> |
| <b>At 31 December 2024</b>              |                                     |                                 |                                      |
| Cash and cash equivalents (Note 22)     | 5,090,884                           | —                               | 5,090,884                            |
| Trade and other receivables (Note 20)*  | 7,320,534                           | —                               | 7,320,534                            |
| Intercompany receivables (Note 21)      | 300,147                             | —                               | 300,147                              |
|                                         | -----                               | -----                           | -----                                |
| Total financial assets                  | 12,711,565                          | —                               | 12,711,565                           |
|                                         | =====                               | =====                           | =====                                |
| Trade & other payables (Note 29)*       | 12,973,669                          | —                               | 12,973,669                           |
| Interest bearing borrowings (Note 29.2) | 5,237,034                           | —                               | 5,237,034                            |
| Lease liability (Note 28)               | 1,132,194                           | —                               | 1,132,194                            |
|                                         | -----                               | -----                           | -----                                |
| Total financial liabilities             | 19,342,897                          | —                               | 19,342,897                           |
|                                         | =====                               | =====                           | =====                                |
| <b>COMPANY</b>                          | <b>Amortised<br/>cost<br/>N'000</b> | <b>Fair<br/>value<br/>N'000</b> | <b>Carrying<br/>amount<br/>N'000</b> |
| <b>At 31 December 2023</b>              |                                     |                                 |                                      |
| Cash and cash equivalents (Note 22)     | 2,031,851                           | —                               | 2,031,851                            |
| Trade and other receivables (Note 20)*  | 4,553,838                           | —                               | 4,553,838                            |
| Intercompany receivables (Note 21)      | 580,268                             | —                               | 580,268                              |
|                                         | -----                               | -----                           | -----                                |
| Total financial assets                  | 7,165,957                           | —                               | 7,165,957                            |
|                                         | =====                               | =====                           | =====                                |
| Trade & other payables (Note 29)*       | 7,737,830                           | —                               | 7,737,830                            |
| Interest bearing borrowings (Note 29.2) | 1,460,115                           | —                               | 1,460,115                            |
| Lease liability (Note 28)               | 1,154,759                           | —                               | 1,154,759                            |
|                                         | -----                               | -----                           | -----                                |
| Total financial liabilities             | 10,352,704                          | —                               | 10,352,704                           |
|                                         | =====                               | =====                           | =====                                |

\*Withholding tax/Value Added Tax receivables and payables are not financial instrument. Hence they have been excluded from trade and other receivables and trade and other payables

### 33. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value. The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

The Group monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Group's policy is to keep the gearing ratio between 40% and 50%. The Group includes within net debt, trade and other payables and interest bearing borrowings less cash and short-term deposits.

|                                         | <b>Group<br/>Dec-24<br/>N'000</b> | <b>Dec-23<br/>N'000</b> | <b>Company<br/>Dec-24<br/>N'000</b> | <b>Dec-23<br/>N'000</b> |
|-----------------------------------------|-----------------------------------|-------------------------|-------------------------------------|-------------------------|
| Trade and other payables (Note 29)      | 13,855,879                        | 8,670,615               | 13,881,354                          | 8,398,092               |
| Interest bearing borrowings (Note 29.2) | 5,327,034                         | 1,460,115               | 5,237,034                           | 1,460,115               |
| Less cash and bank balance (Note 22)    | (6,159,606)                       | (2,909,126)             | (5,090,561)                         | (2,022,443)             |
|                                         | -----                             | -----                   | -----                               | -----                   |
| <b>Net debt</b>                         | <b>13,023,307</b>                 | <b>7,221,604</b>        | <b>14,027,827</b>                   | <b>7,835,764</b>        |
| <b>Equity</b>                           | <b>20,074,991</b>                 | <b>12,127,347</b>       | <b>18,431,289</b>                   | <b>11,420,334</b>       |
|                                         | -----                             | -----                   | -----                               | -----                   |
| <b>Capital and net debt</b>             | <b>33,098,298</b>                 | <b>19,348,951</b>       | <b>32,459,116</b>                   | <b>19,256,098</b>       |
|                                         | =====                             | =====                   | =====                               | =====                   |
| <b>Gearing ratio (%)</b>                | <b>39%</b>                        | <b>37%</b>              | <b>43%</b>                          | <b>41%</b>              |
|                                         | ===                               | ===                     | ===                                 | ===                     |

In order to achieve this overall objective, the Group's capital management, amongst other things, aims to ensure that it meets short term obligations to creditors and related parties providing funding support.

No changes were made in the objectives, policies or processes for managing capital during the years ended 31 December 2024 and 31 December 2023.

### 34. FAIR VALUE MEASUREMENT OF FINANCIAL ASSETS AND LIABILITIES

The management assessed that cash and cash equivalents, trade and other receivables, trade and other payables approximate their carrying amounts largely due to the short-term maturities of these instruments.

Set out below is a comparison by class of the carrying amounts and fair values of the Group's financial instruments that are carried in the financial statements.

| <b>GROUP</b>                            | <b>Carrying Amount</b> |                   | <b>Fair value</b> |                   |
|-----------------------------------------|------------------------|-------------------|-------------------|-------------------|
|                                         | <b>Dec-24</b>          | <b>Dec-23</b>     | <b>Dec-24</b>     | <b>Dec-23</b>     |
|                                         | <b>N'000</b>           | <b>N'000</b>      | <b>N'000</b>      | <b>N'000</b>      |
| <b>Financial liabilities:</b>           |                        |                   |                   |                   |
| Trade and other payables (Note 28)      | 13,855,879             | 8,670,615         | 13,855,879        | 8,670,615         |
| Interest bearing borrowings (Note 29.2) | 5,327,034              | 1,460,115         | 3,813,180         | 1,232,337         |
| Leases (Note 27)                        | 1,132,194              | 1,145,019         | 820,440           | 848,634           |
|                                         | -----                  | -----             | -----             | -----             |
| <b>Total</b>                            | <b>20,315,107</b>      | <b>11,275,749</b> | <b>18,489,499</b> | <b>10,751,586</b> |
|                                         | =====                  | =====             | =====             | =====             |
| <b>Financial assets:</b>                |                        |                   |                   |                   |
| <b>Trade and other receivables</b>      | <b>14,028,689</b>      | <b>10,102,417</b> | <b>14,028,689</b> | <b>10,102,417</b> |
|                                         | -----                  | -----             | -----             | -----             |
| <b>Total</b>                            | <b>14,028,689</b>      | <b>10,102,417</b> | <b>14,028,689</b> | <b>10,102,417</b> |
|                                         | =====                  | =====             | =====             | =====             |

| <b>COMPANY</b>                          | <b>Carrying Amount</b> |                   | <b>Fair value</b> |                  |
|-----------------------------------------|------------------------|-------------------|-------------------|------------------|
|                                         | <b>Dec-24</b>          | <b>Dec-23</b>     | <b>Dec-24</b>     | <b>Dec-23</b>    |
|                                         | <b>N'000</b>           | <b>N'000</b>      | <b>N'000</b>      | <b>N'000</b>     |
| <b>Financial liabilities:</b>           |                        |                   |                   |                  |
| Trade and other payables (Note 28)      | 13,881,354             | 8,398,092         | 13,881,354        | 8,398,092        |
| Interest bearing borrowings (Note 29.2) | 5,237,034              | 1,460,115         | 3,723,180         | 1,232,337        |
| Leases (Note 27)                        | 1,132,194              | 1,154,759         | 820,440           | 848,634          |
|                                         | -----                  | -----             | -----             | -----            |
| <b>Total</b>                            | <b>6,369,228</b>       | <b>2,614,874</b>  | <b>4,543,620</b>  | <b>2,080,971</b> |
|                                         | =====                  | =====             | =====             | =====            |
| <b>Financial assets:</b>                |                        |                   |                   |                  |
| Trade and other receivables             | 9,979,270              | 6,339,895         | 9,979,270         | 6,339,895        |
| Intercompany receivables                | 300,147                | 580,268           | 300,147           | 580,268          |
| Intercompany loan                       | 3,408,132              | 3,210,000         | 2,874,759         | 2,709,240        |
|                                         | -----                  | -----             | -----             | -----            |
| <b>Total</b>                            | <b>13,687,549</b>      | <b>10,130,163</b> | <b>13,154,176</b> | <b>9,629,403</b> |
|                                         | =====                  | =====             | =====             | =====            |

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

- Cash and short-term deposits, trade receivables, trade payables and other current liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.
- Investment properties are evaluated using the DCF method, using assumptions regarding the benefits and liabilities of ownership over the asset's life including an exit or terminal value. This method involves the projection of a series of cash flows on a real property interest. To this projected cash flow

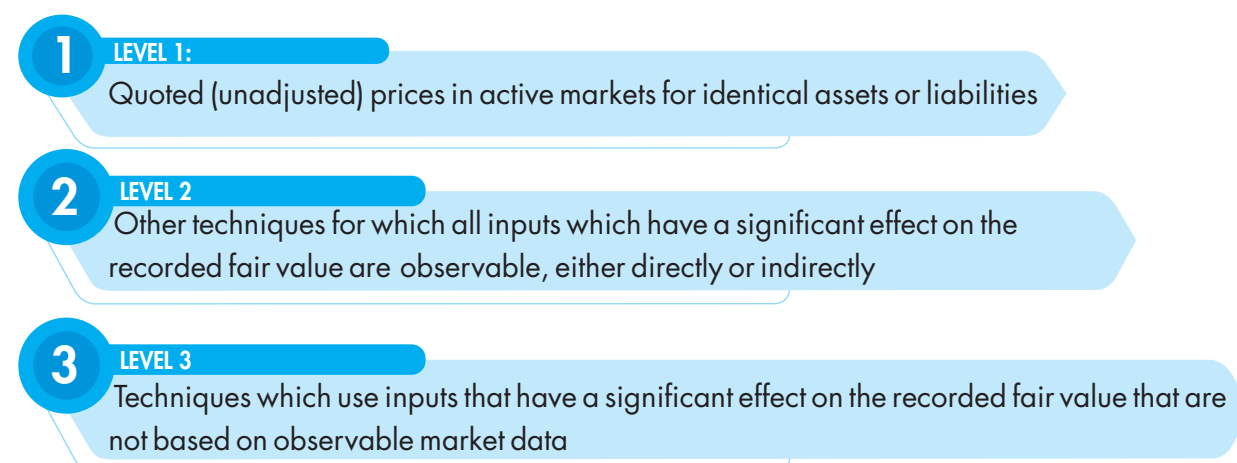
series, a market—derived discount rate is applied to establish the present value of the income stream associated with the asset. The exit yield is normally separately determined and differs from the discount rate.

The duration of the cash flows and the specific timing of inflows and outflows are determined by events such as rent reviews, lease renewal and related re—letting, redevelopment, or refurbishment. The appropriate duration is typically driven by market behaviour that is a characteristic of the class of real property. Periodic cash flow is typically estimated as gross income less vacancy, non—recoverable expenses, collection losses, lease incentives, maintenance cost, agent and commission costs and other operating and management expenses.

The series of periodic net operating income, along with an estimate of the terminal value anticipated at the end of the projection period, is then discounted.

### Fair value hierarchy

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:



As at 31 December 2024 and 31 December 2023, the Group's financial instruments carried on the statement of financial position are measured at amortised cost as such, level 3 has been used for their fair value determination. The following table provides the fair value measurement hierarchy of the company's assets and liabilities. Quantitative disclosures fair value measurement hierarchy for liabilities as at 31 December 2024:

|                                                     | 31-Dec-24<br>N'000 | Level 1<br>N'000 | Level 2<br>N'000 | Level 3<br>N'000 |
|-----------------------------------------------------|--------------------|------------------|------------------|------------------|
| Asset for which fair value are disclosed (Note 15): |                    |                  |                  |                  |
| Investment property                                 | —                  | —                | —                | 811,500          |
|                                                     | 31-Dec-23<br>N'000 | Level 1<br>N'000 | Level 2<br>N'000 | Level 3<br>N'000 |
| Asset for which fair value are disclosed (Note 15): |                    |                  |                  |                  |
| Investment property                                 | —                  | —                | —                | 760,000          |

There have been no transfers between Level 1 and Level 2, and Level 2 and Level 3 during the period.

The fair value of the properties are based on valuation performed by JIDE TAIWO & Co . Estate Surveyors & Valuers accredited independent valuers. (FRC/2012/000000003111) with their staff lead valuer in person of Adejobi Adetunji (FRC/2023/PRO/NIESV/004/101262) is a renowned specialist in valuing this types of investment properties.

### 35. REVENUE

An analysis of the entity's revenue is as follows:

|                        | <b>Group<br/>Dec-24<br/>N'000</b> | <b>Dec-23<br/>N'000</b> | <b>Company<br/>Dec-24<br/>N'000</b> | <b>Dec-23<br/>N'000</b> |
|------------------------|-----------------------------------|-------------------------|-------------------------------------|-------------------------|
| <b>Ground Handling</b> | 36,598,151                        | 17,863,396              | 36,598,151                          | 17,441,684              |
| <b>Cargo Handling</b>  | 9,963,862                         | 7,176,541               | 8,921,834                           | 6,568,882               |
| <b>Others</b>          | 6,981,200                         | 3,359,859               | 5,938,425                           | 3,359,859               |
|                        | -----                             | -----                   | -----                               | -----                   |
|                        | <b>53,543,213</b>                 | <b>28,399,796</b>       | <b>51,458,410</b>                   | <b>27,370,425</b>       |
|                        | =====                             | =====                   | =====                               | =====                   |

### 35a. SEGMENT REPORTING

Products and services from which reportable segments derive their revenues

Information reported for the purposes of resource allocation and assessment of segment performance is based on the products delivered or service rendered to customers.

The company has presented the reconciliation of segment profits in previous year and continues to disclose the same in this year's financial statement as the reconciliation is reported to the Chief Operating Officer for the purpose of decision making.

In addition, two minor operating segments, for which the quantitative thresholds for separate disclosures have not been met, are currently combined below under 'other'.

The entity's reportable segments under IFRS 8 are therefore as follows:

**Ground Handling-** engaged in ramp services, passenger profiling, baggage handling and crew transportation.

**Cargo Handling-** involved in cargo documentation services for airlines, import and export facilitation through customs bonded warehouses across the network.

**Other -** The main sources of revenue for these operating segments are equipment rentals and lease rentals.

### 35b. SEGMENT REVENUE AND RESULTS

| Segment revenue  | Revenue<br>N'000  | Operating cost<br>N'000 | Profit<br>N'000   |
|------------------|-------------------|-------------------------|-------------------|
| <b>31-Dec-24</b> |                   |                         |                   |
| Ground Handling  | 36,598,151        | 13,958,890              | 22,639,261        |
| Cargo Handling   | 8,921,834         | 3,402,874               | 5,518,960         |
| Others           | 3,359,859         | 2,264,973               | 3,673,452         |
|                  | <b>51,458,410</b> | <b>19,626,737</b>       | <b>31,831,673</b> |
|                  | =====             | =====                   | =====             |
| <b>31-Dec-23</b> |                   |                         |                   |
| Ground Handling  | 17,441,684        | 8,240,914               | 9,200,770         |
| Cargo Handling   | 6,568,882         | 3,103,691               | 3,465,191         |
| Others           | 3,359,859         | 1,587,479               | 1,772,380         |
|                  | <b>27,370,425</b> | <b>12,932,084</b>       | <b>14,438,341</b> |
|                  | =====             | =====                   | =====             |

### 35c. SEGMENT PROFIT

Segment profit represents the gross profit or loss earned/incurred by each segment without allocation of distribution and administrative expenses, other gains/losses, investment income as well as finance costs. This is the measure reported to the Chief Operating Decision Maker for the purpose of resource allocation and assessment of segment performance.

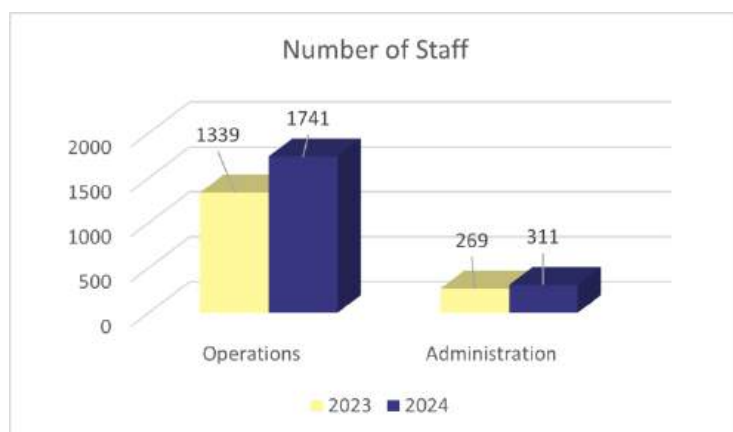
There was no intersegment transaction as all revenue generated above was from external customers.

### 35d. Segment assets and liabilities

The company does not report its assets and liabilities on a segmental basis and the reported segments are not assessed by the Chief Operating Decision Maker on this basis.

### 36. INFORMATION RELATING TO EMPLOYEES

The average number of persons employed by the company during the financial year was as follows;



**TOTAL NUMBERS  
OF PERSONS  
EMPLOYED  
IN 2024**

**2,052**

**TOTAL NUMBERS  
OF PERSONS  
EMPLOYED  
IN 2023**

**1,608**

Employees of the Company, other than the Non-Executive Directors, whose duties were wholly or mainly discharged in Nigeria, received remuneration in the following ranges;

| <b>Naira</b>                 | <b>2024<br/>Numbers</b> | <b>2023<br/>Numbers</b> |
|------------------------------|-------------------------|-------------------------|
| Less than 1,000,000          | —                       | —                       |
| 1,000,001–2,000,000          | —                       | 374                     |
| 2,000,001–3,000,000          | 576                     | 681                     |
| 3,000,001–4,000,000          | 799                     | 432                     |
| 4,000,001–5,000,000          | 205                     | 77                      |
| 5,000,001–8,000,000          | 410                     | 20                      |
| 8,000,001–10,000,000         | 26                      | 20                      |
| Above 10,000,000             | 36                      | 4                       |
|                              | <u>2,052</u>            | <u>1,608</u>            |
|                              | =====                   | =====                   |
| <b>Director mix</b>          | <b>2024<br/>Numbers</b> | <b>2023<br/>Numbers</b> |
| <b>Executive</b>             | <b>3</b>                | <b>3</b>                |
| <b>Non-Executive</b>         | <b>9</b>                | <b>8</b>                |
|                              | ----                    | ----                    |
|                              | <b>12</b>               | <b>11</b>               |
|                              | ===                     | ===                     |
|                              | <b>N'000</b>            | <b>N'000</b>            |
| <b>Highest paid Director</b> | <b>100,000</b>          | <b>40,000</b>           |
|                              | =====                   | =====                   |

### 37. CONTINGENT LIABILITIES

There are pending lawsuits for and against the Company in various courts of law. The lawsuits are being handled by external legal counsel. The contingent liabilities in respect of pending litigations and claims amounted to N430.962 million (2023: N 379.182 million). No provision has been made in these consolidated and separate financial statements for the claims. In the opinion of the Directors and based on legal advice, the Group's liability is not likely to be significant. No case was decided against the company during the year.

**38. CAPITAL COMMITMENTS**

The group did not have any capital commitments as at 31 December 2024 (2023: Nil)

**39. EVENTS AFTER THE REPORTING DATE**

No event or transactions have occurred since the end of the reporting date, which would have a material effect upon the consolidated and separate financial statements at that date or which need to be mentioned in the consolidated and separate financial statements in order to make them not misleading as to the financial position or results of operations.



# OTHER NATIONAL DISCLOSURES

# VALUE ADDED STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2024

|                               | Group<br>2024<br>N'000 | 2023<br>N'000     | Company<br>2024<br>N'000 | 2023<br>N'000     |
|-------------------------------|------------------------|-------------------|--------------------------|-------------------|
| Revenue                       | 53,543,213             | 28,399,796        | 51,458,410               | 27,370,425        |
| Other income                  | 1,040,023              | 754,919           | 729,542                  | 236,833           |
| Finance income                | 145,982                | 19,985            | 145,982                  | 19,985            |
|                               | -----                  | -----             | -----                    | -----             |
|                               | <b>54,729,218</b>      | <b>29,174,700</b> | <b>52,333,934</b>        | <b>27,627,243</b> |
| Bought in materials & service | (13,439,764)           | (6,767,851)       | (6,773,789)              | (6,151,891)       |
|                               | -----                  | -----             | -----                    | -----             |
|                               | <b>41,289,454</b>      | <b>22,406,849</b> | <b>45,560,145</b>        | <b>21,475,352</b> |
|                               | =====                  | =====             | =====                    | =====             |

Applied as follows:

|                                             |                   |            |                   |            |                   |            |                   |            |
|---------------------------------------------|-------------------|------------|-------------------|------------|-------------------|------------|-------------------|------------|
| To pay employees and directors              |                   |            |                   |            |                   | %          |                   | %          |
| Salaries, wages, pensions and related costs | 15,037,519        | 36         | 10,164,306        | 45         | 14,574,294        | 32         | 9,966,486         | 46         |
| To providers of capital:                    |                   |            |                   |            |                   |            |                   |            |
| Finance cost                                | 1,282,420         | 3          | 202,041           | 1          | 1,261,986         | 3          | 202,041           | 1          |
| Dividend                                    | 4,950,617         | 12         | 2,338,876         | 10         | 4,950,617         | 11         | 2,338,876         | 11         |
| Government:                                 |                   |            |                   |            |                   |            |                   |            |
| Income tax expenses                         | 6,362,650         | 15         | 3,032,146         | 9          | 6,275,684         | 14         | 2,956,595         | 14         |
| Asset replacement:                          |                   |            |                   |            |                   |            |                   |            |
| Depreciation and amortization               | 1,316,756         | 3          | 1,022,597         | 5          | 1,302,432         | 3          | 1,003,294         | 5          |
| Deferred taxation-                          | -525,269          | (1)        | 106,910           | -          | -521,062          | (1)        | 106,910           | -          |
| Retained profit                             | 12,864,761        | 31         | 5,539,973         | 25         | 17,716,194        | 39         | 4,901,150         | 23         |
|                                             | <u>41,289,454</u> | <u>100</u> | <u>22,406,849</u> | <u>100</u> | <u>45,560,145</u> | <u>100</u> | <u>21,475,352</u> | <u>100</u> |
|                                             | =====             | ===        | =====             | ===        | =====             | ===        | =====             | ===        |

The value added represents the wealth created through the Company's assets by its own and its employees' efforts. This statement shows the allocation of wealth created amongst employees, government and that retained for future creation of wealth

# FIVE YEAR FINANCIAL SUMMARY (GROUP)

FOR THE YEAR ENDED 31 DECEMBER 2024

| GROUP                       | 2024<br>N'000 | 2023<br>N'000 | 2022<br>N'000 | 2021<br>N'000 | 2020<br>N'000 |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|
| Statement of Profit or Loss |               |               |               |               |               |
| Revenue                     | 53,543,213    | 28,399,796    | 16,707,925    | 10,232,674    | 7,126,121     |
| Profit before tax           | 18,702,142    | 8,679,029     | 3,842,410     | 924,855       | 361,279       |
| Income tax                  | (5,837,381)   | (3,139,056)   | (1,168,667)   | (153,240)     | (59,148)      |
| Profit after tax            | 12,864,761    | 5,539,973     | 2,673,743     | 771,615       | 302,131       |

## Statement of Financial Position

|                         |            |            |            |            |            |
|-------------------------|------------|------------|------------|------------|------------|
| Non-current assets      | 24,417,880 | 8,666,290  | 8,803,107  | 7,951,385  | 8,308,382  |
| Current assets          | 22,535,010 | 18,644,669 | 9,924,266  | 8,490,205  | 5,444,052  |
| Total assets            | 46,952,890 | 27,310,959 | 18,727,373 | 16,441,590 | 13,752,434 |
| Non-current liabilities | 5,070,654  | 2,107,570  | 2,021,016  | 1,879,462  | 1,997,496  |
| Current liabilities     | 21,807,245 | 13,076,042 | 7,680,107  | 7,543,691  | 5,305,089  |
| Total liabilities       | 26,877,899 | 15,183,612 | 9,701,123  | 9,423,153  | 7,302,585  |

## Financed by:

|                              |            |            |            |            |            |
|------------------------------|------------|------------|------------|------------|------------|
| Share capital                | 974,531    | 974,531    | 974,531    | 812,109    | 812,109    |
| Share Premium                | 1,752,336  | 1,752,336  | 1,752,336  | 1,914,758  | 1,914,758  |
| Retained earnings & NCI      | 17,314,624 | 9,400,480  | 6,299,383  | 4,291,570  | 3,722,982  |
| Total equity                 | 20,041,491 | 12,127,347 | 9,026,250  | 7,018,437  | 6,449,849  |
| Total equity and liabilities | 46,919,390 | 27,310,959 | 18,727,373 | 16,441,590 | 13,752,434 |

# FIVE YEAR FINANCIAL SUMMARY (COMPANY)

FOR THE YEAR ENDED 31 DECEMBER 2024

| COMPANY | 2024<br>N'000 | 2023<br>N'000 | 2022<br>N'000 | 2021<br>N'000 | 2020<br>N'000 |
|---------|---------------|---------------|---------------|---------------|---------------|
|---------|---------------|---------------|---------------|---------------|---------------|

## Statement of Profit or Loss

|                   |             |             |             |           |           |
|-------------------|-------------|-------------|-------------|-----------|-----------|
| Revenue           | 51,458,410  | 27,370,425  | 16,074,622  | 9,658,964 | 6,779,005 |
| Profit before tax | 17,716,194  | 7,964,655   | 3,618,614   | 742,824   | 329,642   |
| Income tax        | (5,754,622) | (3,063,505) | (1,070,941) | (163,094) | (37,820)  |
| Profit after tax  | 11,961,572  | 4,901,150   | 2,547,673   | 579,730   | 291,822   |

## Statement of Financial Position

|                         |            |            |            |            |            |
|-------------------------|------------|------------|------------|------------|------------|
| Non-current assets      | 24,372,808 | 8,680,293  | 8,642,489  | 7,770,712  | 8,100,982  |
| Current assets          | 20,590,211 | 17,492,810 | 9,386,685  | 8,513,087  | 5,540,787  |
| Total assets            | 44,963,019 | 26,173,103 | 18,029,174 | 16,283,799 | 13,641,769 |
| Non-current liabilities | 5,076,601  | 2,119,050  | 2,034,706  | 1,898,665  | 1,998,981  |
| Current liabilities     | 21,455,129 | 12,633,719 | 7,136,408  | 7,409,016  | 5,043,373  |
| Total liabilities       | 26,531,730 | 14,752,769 | 9,171,114  | 9,307,681  | 7,042,354  |

## Financed by:

|                              |            |            |            |            |            |
|------------------------------|------------|------------|------------|------------|------------|
| Share capital                | 974,531    | 974,531    | 974,531    | 812,109    | 812,109    |
| Share Premium                | 1,752,336  | 1,752,336  | 1,752,336  | 1,914,758  | 1,914,758  |
| Retained earnings            | 15,704,422 | 8,693,467  | 6,131,193  | 4,249,251  | 3,872,548  |
| Total equity                 | 18,431,289 | 11,420,334 | 8,858,060  | 6,976,118  | 6,599,415  |
| Total equity and liabilities | 44,963,019 | 26,173,103 | 18,029,174 | 16,283,799 | 13,641,769 |

# NAHCO AVIANCE PLC FLIGHT AND CARGO TONNAGE STATISTICS AND ANALYSIS, 2024 AND 2023

## 2024 AND 2023 MONTHLY TOTAL FLIGHT ANALYSIS BY LOCATION

| Location: | MMIA  |       |                                       | MMA2  |       |                                       |
|-----------|-------|-------|---------------------------------------|-------|-------|---------------------------------------|
| Month     | 2024  | 2023  | % Change<br>(+increase/-<br>decrease) | 2024  | 2023  | % Change<br>(+increase/-<br>decrease) |
| Jan       | 583   | 575   | 1%                                    | 572   | 631   | -9%                                   |
| Feb       | 551   | 484   | 14%                                   | 562   | 417   | 35%                                   |
| Mar       | 588   | 532   | 11%                                   | 652   | 417   | 56%                                   |
| Apr       | 589   | 547   | 8%                                    | 560   | 486   | 15%                                   |
| May       | 580   | 560   | 3%                                    | 377   | 454   | -17%                                  |
| Jun       | 581   | 538   | 8%                                    | 312   | 424   | -26%                                  |
| Jul       | 589   | 578   | 2%                                    | 379   | 481   | -21%                                  |
| Aug       | 601   | 572   | 5%                                    | 384   | 537   | -29%                                  |
| Sep       | 572   | 528   | 8%                                    | 406   | 537   | -24%                                  |
| Oct       | 595   | 680   | -13%                                  | 396   | 578   | -31%                                  |
| Nov       | 577   | 563   | 2%                                    | 492   | 563   | -13%                                  |
| Dec       | 676   | 602   | 12%                                   | 550   | 619   | -11%                                  |
|           | 7,080 | 6,757 | 5%                                    | 5,640 | 6,141 | -8%                                   |

| Location: | CARGO RAMP |       |                                       | PHC   |       |                                       |
|-----------|------------|-------|---------------------------------------|-------|-------|---------------------------------------|
| Month     | 2024       | 2023  | % Change<br>(+increase/-<br>decrease) | 2024  | 2023  | % Change<br>(+increase/-<br>decrease) |
| Jan       | 149        | 159   | -6%                                   | 248   | 261   | -5%                                   |
| Feb       | 132        | 145   | -9%                                   | 219   | 248   | -12%                                  |
| Mar       | 146        | 174   | -16%                                  | 265   | 235   | 13%                                   |
| Apr       | 143        | 206   | -31%                                  | 224   | 211   | 6%                                    |
| May       | 129        | 220   | -41%                                  | 219   | 200   | 10%                                   |
| Jun       | 135        | 188   | -28%                                  | 161   | 166   | -3%                                   |
| Jul       | 145        | 220   | -34%                                  | 194   | 171   | 13%                                   |
| Aug       | 132        | 204   | -35%                                  | 208   | 224   | -7%                                   |
| Sep       | 126        | 183   | -31%                                  | 197   | 189   | 4%                                    |
| Oct       | 134        | 189   | -29%                                  | 190   | 247   | -23%                                  |
| Nov       | 125        | 197   | -37%                                  | 208   | 246   | -15%                                  |
| Dec       | 147        | 208   | -29%                                  | 333   | 278   | 20%                                   |
|           | 1,643      | 2,293 | -28%                                  | 2,666 | 2,676 | 0%                                    |

| Location: | ABUJA  |        |                                       | KANO  |       |                                       |
|-----------|--------|--------|---------------------------------------|-------|-------|---------------------------------------|
| Month     | 2024   | 2023   | % Change<br>(+increase/-<br>decrease) | 2024  | 2023  | % Change<br>(+increase/-<br>decrease) |
| Jan       | 1,225  | 1,303  | -6%                                   | 313   | 295   | 6%                                    |
| Feb       | 1,092  | 939    | 16%                                   | 292   | 245   | 19%                                   |
| Mar       | 1,203  | 975    | 23%                                   | 312   | 298   | 5%                                    |
| Apr       | 1,135  | 1,032  | 10%                                   | 313   | 243   | 29%                                   |
| May       | 1,008  | 1,193  | -16%                                  | 276   | 270   | 2%                                    |
| Jun       | 806    | 1,262  | -36%                                  | 223   | 278   | -20%                                  |
| Jul       | 926    | 1,353  | -32%                                  | 248   | 249   | 0%                                    |
| Aug       | 942    | 1,509  | -38%                                  | 189   | 233   | -19%                                  |
| Sep       | 913    | 1,420  | -36%                                  | 221   | 232   | -5%                                   |
| Oct       | 498    | 1,510  | -67%                                  | 210   | 277   | -24%                                  |
| Nov       | 1,001  | 1,406  | -29%                                  | 251   | 290   | -13%                                  |
| Dec       | 1,186  | 1,283  | -8%                                   | 278   | 305   | -9%                                   |
|           | 11,935 | 15,185 | -21%                                  | 3,126 | 3,215 | -3%                                   |

# NAHCO AVIANCE PLC FLIGHT AND CARGO TONNAGE STATISTICS AND ANALYSIS, 2024 AND 2023

## 2024 AND 2023 MONTHLY TOTAL FLIGHT ANALYSIS BY LOCATION

| Location: | UYO  |      |                                       | KADUNA |      |                                       |
|-----------|------|------|---------------------------------------|--------|------|---------------------------------------|
| Month     | 2024 | 2023 | % Change<br>(+increase/-<br>decrease) | 2024   | 2023 | % Change<br>(+increase/-<br>decrease) |
| Jan       | 54   | 60   | -10%                                  | 37     | 35   | 6%                                    |
| Feb       | 55   | 50   | 10%                                   | 49     | 39   | 26%                                   |
| Mar       | 56   | 54   | 4%                                    | 58     | 39   | 49%                                   |
| Apr       | 49   | 60   | -18%                                  | 48     | 18   | 167%                                  |
| May       | 27   | 62   | -56%                                  | 39     | 25   | 56%                                   |
| Jun       | 22   | 58   | -62%                                  | 33     | 14   | 136%                                  |
| Jul       | 25   | 63   | -60%                                  | 40     | -    | 0%                                    |
| Aug       | 23   | 62   | -63%                                  | 31     | -    | 0%                                    |
| Sep       | 23   | 62   | -63%                                  | 37     | -    | 0%                                    |
| Oct       | 19   | 63   | -70%                                  | 33     | 10   | 230%                                  |
| Nov       | 22   | 61   | -64%                                  | 37     | 30   | 23%                                   |
| Dec       | 34   | 62   | -45%                                  | 43     | 28   | 54%                                   |
|           | 409  | 717  | -43%                                  | 485    | 238  | 104%                                  |

| Location: | ENUGU |       |                                       | OWERRI |       |                                       |
|-----------|-------|-------|---------------------------------------|--------|-------|---------------------------------------|
| Month     | 2024  | 2023  | % Change<br>(+increase/-<br>decrease) | 2024   | 2023  | % Change<br>(+increase/-<br>decrease) |
| Jan       | 143   | 198   | -28%                                  | 127    | 132   | -4%                                   |
| Feb       | 124   | 135   | -8%                                   | 111    | 139   | -20%                                  |
| Mar       | 136   | 125   | 9%                                    | 116    | 127   | -9%                                   |
| Apr       | 121   | 152   | -20%                                  | 108    | 129   | -16%                                  |
| May       | 140   | 143   | -2%                                   | 100    | 116   | -14%                                  |
| Jun       | 115   | 143   | -20%                                  | 61     | 108   | -44%                                  |
| Jul       | 134   | 132   | 2%                                    | 62     | 118   | -47%                                  |
| Aug       | 138   | 132   | 5%                                    | 65     | 114   | -43%                                  |
| Sep       | 129   | 126   | 2%                                    | 62     | 121   | -49%                                  |
| Oct       | 130   | 140   | -7%                                   | 62     | 116   | -47%                                  |
| Nov       | 139   | 144   | -3%                                   | 75     | 126   | -40%                                  |
| Dec       | 156   | 180   | -13%                                  | 140    | 189   | -26%                                  |
|           | 1,605 | 1,750 | -8%                                   | 1,089  | 1,535 | -29%                                  |

| Location: | MAIDUGURI |      |                                       | YOLA |      |                                       |
|-----------|-----------|------|---------------------------------------|------|------|---------------------------------------|
| Month     | 2024      | 2023 | % Change<br>(+increase/-<br>decrease) | 2024 | 2023 | % Change<br>(+increase/-<br>decrease) |
| Jan       | 27        | 19   | 42%                                   | 46   | 37   | 24%                                   |
| Feb       | 25        | -    | 0%                                    | 45   | 37   | 22%                                   |
| Mar       | 26        | 20   | 30%                                   | 46   | 37   | 24%                                   |
| Apr       | 25        | -    | 0%                                    | 45   | 41   | 10%                                   |
| May       | 25        | 22   | 14%                                   | 44   | 40   | 10%                                   |
| Jun       | 22        | 23   | -4%                                   | 40   | 37   | 8%                                    |
| Jul       | 27        | 26   | 4%                                    | 48   | 20   | 140%                                  |
| Aug       | 26        | 26   | 0%                                    | 43   | 23   | 87%                                   |
| Sep       | 26        | 25   | 4%                                    | 45   | 42   | 7%                                    |
| Oct       | 27        | 27   | 0%                                    | 48   | 45   | 7%                                    |
| Nov       | 25        | 27   | -7%                                   | 46   | 42   | 10%                                   |
| Dec       | 27        | 25   | 8%                                    | 49   | 47   | 4%                                    |
|           | 308       | 240  | 28%                                   | 545  | 448  | 22%                                   |

# NAHCO AVIANCE PLC FLIGHT AND CARGO TONNAGE STATISTICS AND ANALYSIS, 2024 AND 2023

## 2024 AND 2023 MONTHLY TOTAL FLIGHT ANALYSIS BY LOCATION

| Location: | Kebbi |      |                                       | GAT   |       |                                       |
|-----------|-------|------|---------------------------------------|-------|-------|---------------------------------------|
| Month     | 2024  | 2023 | % Change<br>(+increase/-<br>decrease) | 2024  | 2023  | % Change<br>(+increase/-<br>decrease) |
| Jan       | -     | 13   | -100%                                 | 477   | 603   | -21%                                  |
| Feb       | 10    | 9    | 11%                                   | 429   | 513   | -16%                                  |
| Mar       | 14    | -    | 0%                                    | 475   | 509   | -7%                                   |
| Apr       | 25    | 12   | 108%                                  | 450   | 500   | -10%                                  |
| May       | 30    | 6    | 400%                                  | 441   | 540   | -18%                                  |
| Jun       | 33    | 11   | 200%                                  | 327   | 441   | -26%                                  |
| Jul       | 23    | 2    | 1050%                                 | 347   | 423   | -18%                                  |
| Aug       | 23    | -    | 0%                                    | 342   | 521   | -34%                                  |
| Sep       | 15    | -    | 0%                                    | 336   | 482   | -30%                                  |
| Oct       | 15    | -    | 0%                                    | 314   | 492   | -36%                                  |
| Nov       | 12    | -    | 0%                                    | 398   | 488   | -18%                                  |
| Dec       | 15    | -    | 0%                                    | 590   | 580   | 2%                                    |
|           | 215   | 53   | 306%                                  | 4,923 | 6,090 | -19%                                  |

| Location: | Gombe |      |                                       | Akure |      |                                       |
|-----------|-------|------|---------------------------------------|-------|------|---------------------------------------|
| Month     | 2024  | 2023 | % Change<br>(+increase/-<br>decrease) | 2024  | 2023 | % Change<br>(+increase/-<br>decrease) |
| Jan       | -     | 9    | -100%                                 | 63    | 97   | -35%                                  |
| Feb       | -     | 2    | -100%                                 | 70    | 66   | 6%                                    |
| Mar       | -     | 2    | -100%                                 | 90    | 80   | 13%                                   |
| Apr       | -     | -    | 0%                                    | 83    | 76   | 9%                                    |
| May       | -     | -    | 0%                                    | 79    | 68   | 16%                                   |
| Jun       | -     | -    | 0%                                    | 58    | 59   | -2%                                   |
| Jul       | -     | 1    | -100%                                 | 68    | 49   | 39%                                   |
| Aug       | -     | -    | 0%                                    | 64    | 79   | -19%                                  |
| Sep       | -     | -    | 0%                                    | 64    | 74   | -14%                                  |
| Oct       | -     | -    | 0%                                    | 56    | 46   | 22%                                   |
| Nov       | -     | -    | 0%                                    | 59    | 50   | 18%                                   |
| Dec       | -     | -    | 0%                                    | 66    | 75   | -12%                                  |
|           | -     | 14   | -100%                                 | 820   | 819  | 0%                                    |

| Location: | Benin |      |                                       | Asaba |      |                                       |
|-----------|-------|------|---------------------------------------|-------|------|---------------------------------------|
| Month     | 2024  | 2023 | % Change<br>(+increase/-<br>decrease) | 2024  | 2023 | % Change<br>(+increase/-<br>decrease) |
| Jan       | -     | -    | 0%                                    | -     | -    | 0%                                    |
| Feb       | -     | -    | 0%                                    | -     | -    | 0%                                    |
| Mar       | -     | -    | 0%                                    | -     | -    | 0%                                    |
| Apr       | -     | -    | 0%                                    | -     | -    | 0%                                    |
| May       | -     | -    | 0%                                    | -     | -    | 0%                                    |
| Jun       | -     | -    | 0%                                    | -     | -    | 0%                                    |
| Jul       | -     | -    | 0%                                    | -     | -    | 0%                                    |
| Aug       | -     | -    | 0%                                    | -     | -    | 0%                                    |
| Sep       | -     | -    | 0%                                    | -     | -    | 0%                                    |
| Oct       | -     | -    | 0%                                    | -     | -    | 0%                                    |
| Nov       | -     | -    | 0%                                    | -     | -    | 0%                                    |
| Dec       | -     | -    | 0%                                    | -     | -    | 0%                                    |
|           | -     | -    | 0%                                    | -     | -    | 0%                                    |

# NAHCO AVIANCE PLC FLIGHT AND CARGO TONNAGE STATISTICS AND ANALYSIS, 2024 AND 2023

## 2024 AND 2023 MONTHLY TOTAL FLIGHT ANALYSIS BY LOCATION

| Location: | KATSINA |      |                                       | OSUBI |      |                                       |
|-----------|---------|------|---------------------------------------|-------|------|---------------------------------------|
| Month     | 2024    | 2023 | % Change<br>(+increase/-<br>decrease) | 2024  | 2023 | % Change<br>(+increase/-<br>decrease) |
| Jan       | 19      | 13   | 46%                                   | 58    | 75   | -23%                                  |
| Feb       | 13      | 12   | 8%                                    | 57    | 69   | -17%                                  |
| Mar       | 13      | 14   | -7%                                   | 62    | 75   | -17%                                  |
| Apr       | 14      | 13   | 8%                                    | 60    | 65   | -8%                                   |
| May       | 14      | 14   | 0%                                    | 55    | 62   | -11%                                  |
| Jun       | 13      | 13   | 0%                                    | 48    | 61   | -21%                                  |
| Jul       | 27      | 4    | 575%                                  | 56    | 61   | -8%                                   |
| Aug       | 23      | 10   | 130%                                  | 59    | 62   | -5%                                   |
| Sep       | 27      | 13   | 108%                                  | 54    | 62   | -13%                                  |
| Oct       | 13      | 13   | 0%                                    | 58    | 62   | -6%                                   |
| Nov       | 30      | 13   | 131%                                  | 66    | 61   | 8%                                    |
| Dec       | 28      | 13   | 115%                                  | 84    | 62   | 35%                                   |
|           | 234     | 145  | 61%                                   | 717   | 777  | -8%                                   |

| Location: | SOKOTO |      |                                       |
|-----------|--------|------|---------------------------------------|
| Month     | 2024   | 2023 | % Change<br>(+increase/-<br>decrease) |
| Jan       | -      | -    | 0%                                    |
| Feb       | -      | -    | 0%                                    |
| Mar       | -      | -    | 0%                                    |
| Apr       | -      | -    | 0%                                    |
| May       | -      | -    | 0%                                    |
| Jun       | -      | -    | 0%                                    |
| Jul       | -      | -    | 0%                                    |
| Aug       | -      | -    | 0%                                    |
| Sep       | -      | -    | 0%                                    |
| Oct       | -      | -    | 0%                                    |
| Nov       | -      | -    | 0%                                    |
| Dec       | -      | -    | 0%                                    |
|           | -      | -    | 0%                                    |

| Location: | FLIGHT FREQUENCY SUMMARY |          |                                       |
|-----------|--------------------------|----------|---------------------------------------|
| Month     | 2024                     | 2023     | % Change<br>(+increase/-<br>decrease) |
| Jan       | 4,140.50                 | 4,514.25 | -8%                                   |
| Feb       | 3,835.50                 | 3,548.50 | 8%                                    |
| Mar       | 4,257.90                 | 3,712.50 | 15%                                   |
| Apr       | 3,991.00                 | 3,790.00 | 5%                                    |
| May       | 3,582.00                 | 3,994.00 | -10%                                  |
| Jun       | 2,989.50                 | 3,823.50 | -22%                                  |
| Jul       | 3,338.00                 | 3,950.25 | -15%                                  |
| Aug       | 3,292.00                 | 4,307.50 | -24%                                  |
| Sep       | 3,252.50                 | 4,095.00 | -21%                                  |
| Oct       | 2,797.50                 | 4,494.00 | -38%                                  |
| Nov       | 3,562.50                 | 4,306.50 | -17%                                  |
| Dec       | 4,401.00                 | 4,556.00 | -3%                                   |
|           | 43,440                   | 49,092   | -12%                                  |

# NAHCO AVIANCE PLC FLIGHT AND CARGO TONNAGE STATISTICS AND ANALYSIS, 2024 AND 2023

## 2024 AND 2023 MONTHLY TOTAL FLIGHT ANALYSIS BY LOCATION

| Location: | CARGO - LAGOS |            |                                       | CARGO - PHC |           |                                       |
|-----------|---------------|------------|---------------------------------------|-------------|-----------|---------------------------------------|
| Month     | 2024          | 2023       | % Change<br>(+increase/-<br>decrease) | 2024        | 2023      | % Change<br>(+increase/-<br>decrease) |
| Jan       | 4,379,082     | 3,427,275  | 28%                                   | 144,712     | 72,709    | 99%                                   |
| Feb       | 3,652,093     | 3,231,403  | 13%                                   | 175,900     | 122,593   | 43%                                   |
| Mar       | 3,683,239     | 5,208,093  | -29%                                  | 127,766     | 126,379   | 1%                                    |
| Apr       | 4,290,935     | 3,338,972  | 29%                                   | 140,247     | 79,069    | 77%                                   |
| May       | 4,754,519     | 5,716,683  | -17%                                  | 135,467     | 114,865   | 18%                                   |
| Jun       | 3,934,841     | 4,499,405  | -13%                                  | 167,003     | 91,949    | 82%                                   |
| Jul       | 5,237,828     | 4,584,781  | 14%                                   | 179,611     | 129,245   | 39%                                   |
| Aug       | 5,779,236     | 4,957,083  | 17%                                   | 183,728     | 91,949    | 100%                                  |
| Sep       | 4,138,861     | 4,140,775  | 0%                                    | 190,453     | 86,109    | 121%                                  |
| Oct       | 4,982,168     | 4,475,681  | 11%                                   | 156,355     | 106,269   | 47%                                   |
| Nov       | 4,889,957     | 4,315,915  | 13%                                   | 131,404     | 103,759   | 27%                                   |
| Dec       | 5,560,640     | 4,776,527  | 16%                                   | 72,009      | 132,341   | -46%                                  |
|           | 55,283,402    | 52,672,593 | 5%                                    | 1,804,654   | 1,257,237 | 44%                                   |

| Location: | CARGO - ABUJA |           |                                       | CARGO - KANO |           |                                       |
|-----------|---------------|-----------|---------------------------------------|--------------|-----------|---------------------------------------|
| Month     | 2024          | 2023      | % Change<br>(+increase/-<br>decrease) | 2024         | 2023      | % Change<br>(+increase/-<br>decrease) |
| Jan       | 338,741       | 321,535   | 5%                                    | 464,803      | 106,560   | 336%                                  |
| Feb       | 334,578       | 230,948   | 45%                                   | 416,516      | 159,088   | 162%                                  |
| Mar       | 521,067       | 485,176   | 7%                                    | 536,578      | 248,223   | 116%                                  |
| Apr       | 556,886       | 447,529   | 24%                                   | 410,396      | 234,416   | 75%                                   |
| May       | 439,394       | 377,692   | 16%                                   | 405,009      | 378,476   | 7%                                    |
| Jun       | 249,862       | 296,413   | -16%                                  | 289,494      | 331,845   | -13%                                  |
| Jul       | 439,002       | 261,273   | 68%                                   | 450,355      | 305,393   | 47%                                   |
| Aug       | 511,950       | 296,413   | 73%                                   | 247,399      | 331,845   | -25%                                  |
| Sep       | 421,588       | 385,466   | 9%                                    | 251,398      | 277,986   | -10%                                  |
| Oct       | 437,068       | 395,165   | 11%                                   | 221,996      | 252,019   | -12%                                  |
| Nov       | 416,644       | 381,032   | 9%                                    | 201,122      | 407,530   | -51%                                  |
| Dec       | 427,599       | 383,346   | 12%                                   | 398,023      | 362,395   | 10%                                   |
|           | 5,094,379     | 4,261,990 | 20%                                   | 4,293,090    | 3,395,776 | 26%                                   |

| Location: | ENUGU  |         |                                       |
|-----------|--------|---------|---------------------------------------|
| Month     | 2024   | 2023    | % Change<br>(+increase/-<br>decrease) |
| Jan       | 6,904  | 29,755  | -77%                                  |
| Feb       | 3,082  | -       | 0%                                    |
| Mar       | 3,821  | 26,571  | -86%                                  |
| Apr       | 2,694  | 44,153  | -94%                                  |
| May       | 1,127  | 4,295   | -74%                                  |
| Jun       | 2,075  | 5,412   | -62%                                  |
| Jul       | 2,724  | 2,182   | 25%                                   |
| Aug       | 1,061  | 5,412   | -80%                                  |
| Sep       | 3,029  | 4,108   | -26%                                  |
| Oct       | 4,298  | 5,610   | -23%                                  |
| Nov       | 4,103  | 4,346   | -6%                                   |
| Dec       | 5,934  | 2,595   | 129%                                  |
|           | 40,852 | 134,439 | -70%                                  |

# NAHCO AVIANCE PLC FLIGHT AND CARGO TONNAGE STATISTICS AND ANALYSIS, 2024 AND 2023

## 2024 AND 2023 MONTHLY TOTAL CARGO ANALYSIS BY PRODUCT

### LAGOS CARGO 2024

| Month        | IMPORT            | EXPORT            | COURIER          | COA            | TOTAL             |
|--------------|-------------------|-------------------|------------------|----------------|-------------------|
| JANUARY      | 3,432,066         | 672,902           | 221,701          | 52,414         | 4,379,082.30      |
| FEBRUARY     | 2,484,380         | 981,541           | 112,523          | 73,649         | 3,652,093.29      |
| MARCH        | 2,421,829         | 1,096,110         | 103,377          | 61,924         | 3,683,239.28      |
| APRIL        | 2,994,857         | 1,140,306         | 101,519          | 54,253         | 4,290,935.24      |
| MAY          | 3,398,725         | 1,169,334         | 103,634          | 82,826         | 4,754,519.27      |
| JUNE         | 2,688,314         | 1,081,872         | 79,439           | 85,217         | 3,934,841.44      |
| JULY         | 3,737,545         | 1,233,442         | 140,735          | 126,106        | 5,237,828.28      |
| AUGUST       | 3,111,421         | 2,529,617         | 92,051           | 46,147         | 5,779,236.20      |
| SEPTEMBER    | 2,737,239         | 133,621           | 1,228,810        | 39,191         | 4,138,861.42      |
| OCTOBER      | 3,458,563         | 589,324           | 878,908          | 55,373         | 4,982,168.27      |
| NOVEMBER     | 3,553,688         | 1,158,040         | 128,954          | 49,275         | 4,889,957.05      |
| DECEMBER     | 3,987,839         | 1,377,506         | 140,601          | 54,694         | 5,560,639.71      |
| <b>TOTAL</b> | <b>38,006,465</b> | <b>13,163,615</b> | <b>3,332,252</b> | <b>781,069</b> | <b>55,283,402</b> |

### LAGOS CARGO 2023

| Month        | IMPORT            | EXPORT            | COURIER          | COA            | TOTAL             |
|--------------|-------------------|-------------------|------------------|----------------|-------------------|
| JANUARY      | 2,436,455         | 808,201           | 148,013          | 34,607         | 3,427,275.30      |
| FEBRUARY     | 2,046,060         | 1,072,317         | 79,915           | 33,110         | 3,231,402.63      |
| MARCH        | 3,714,366         | 404,715           | 1,061,623        | 27,390         | 5,208,093.42      |
| APRIL        | 2,432,039         | 812,263           | 64,904           | 29,765         | 3,338,971.58      |
| MAY          | 4,283,561         | 1,228,320         | 148,004          | 56,797         | 5,716,682.59      |
| JUNE         | 3,072,563         | 1,136,497         | 102,200          | 188,146        | 4,499,405.40      |
| JULY         | 3,051,165         | 1,255,958         | 129,657          | 148,001        | 4,584,780.53      |
| AUGUST       | 3,486,134         | 1,283,451         | 118,545          | 68,953         | 4,957,082.81      |
| SEPTEMBER    | 2,836,649         | 1,129,234         | 139,387          | 35,505         | 4,140,775.29      |
| OCTOBER      | 3,111,740         | 1,183,204         | 123,258          | 57,480         | 4,475,681.44      |
| NOVEMBER     | 2,936,182         | 1,131,374         | 202,081          | 46,278         | 4,315,914.50      |
| DECEMBER     | 3,267,673         | 1,213,487         | 205,986          | 89,381         | 4,776,527.33      |
| <b>TOTAL</b> | <b>36,674,587</b> | <b>12,659,021</b> | <b>2,523,574</b> | <b>815,411</b> | <b>52,672,593</b> |

### COMPANY WIDE 2024

| Month        | IMPORT            | EXPORT            | COURIER          | COA              | TOTAL             |
|--------------|-------------------|-------------------|------------------|------------------|-------------------|
| JANUARY      | 4,188,187         | 856,400           | 221,701          | 67,954           | 5,334,242.00      |
| FEBRUARY     | 3,263,686         | 1,101,352         | 112,523          | 104,608          | 4,582,169.31      |
| MARCH        | 3,295,802         | 1,359,054         | 103,540          | 114,076          | 4,872,471.44      |
| APRIL        | 3,796,518         | 1,428,019         | 101,519          | 75,102           | 5,401,158.33      |
| MAY          | 4,149,036         | 1,351,927         | 103,634          | 130,921          | 5,735,517.11      |
| JUNE         | 3,171,183         | 1,243,834         | 79,493           | 148,765          | 4,643,274.98      |
| JULY         | 4,635,329         | 1,383,065         | 140,735          | 150,391          | 6,309,520.04      |
| AUGUST       | 3,835,385         | 2,639,003         | 92,051           | 156,935          | 6,723,373.95      |
| SEPTEMBER    | 3,462,101         | 239,802           | 1,228,810        | 74,617           | 5,005,330.14      |
| OCTOBER      | 4,143,053         | 698,562           | 878,908          | 81,361           | 5,801,884.48      |
| NOVEMBER     | 4,204,757         | 1,237,031         | 128,954          | 72,488           | 5,643,229.94      |
| DECEMBER     | 4,764,729         | 1,455,669         | 140,601          | 103,206          | 6,464,204.60      |
| <b>TOTAL</b> | <b>46,909,767</b> | <b>14,993,718</b> | <b>3,332,469</b> | <b>1,280,422</b> | <b>66,516,376</b> |

### COMPANY WIDE 2023

| Month        | IMPORT            | COURIER           | EXPORT           | COA              | TOTAL             |
|--------------|-------------------|-------------------|------------------|------------------|-------------------|
| JANUARY      | 2,911,234         | 845,128           | 148,013          | 53,460           | 3,957,835         |
| FEBRUARY     | 2,484,069         | 1,131,256         | 79,915           | 48,792           | 3,744,032         |
| MARCH        | 4,502,899         | 477,601           | 1,061,623        | 52,320           | 6,094,443         |
| APRIL        | 3,127,083         | 900,656           | 64,904           | 51,496           | 4,144,139         |
| MAY          | 5,025,797         | 1,334,203         | 148,004          | 175,050          | 6,683,054         |
| JUNE         | 3,659,361         | 1,206,746         | 102,200          | 256,717          | 5,225,024         |
| JULY         | 3,650,568         | 1,339,011         | 129,657          | 163,638          | 5,282,874         |
| AUGUST       | 4,302,230         | 1,348,900         | 118,545          | 79,490           | 5,849,165         |
| SEPTEMBER    | 3,496,820         | 1,201,198         | 139,387          | 57,040           | 4,894,445         |
| OCTOBER      | 3,756,059         | 1,276,809         | 123,258          | 78,617           | 5,234,744         |
| NOVEMBER     | 3,701,155         | 1,166,574         | 202,081          | 142,771          | 5,212,581         |
| DECEMBER     | 3,267,673         | 1,213,487         | 205,986          | 89,381           | 4,776,527         |
| <b>TOTAL</b> | <b>43,884,949</b> | <b>13,441,569</b> | <b>2,523,574</b> | <b>1,248,772</b> | <b>61,098,864</b> |



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Nahco Free Zone is Nigeria's premier airport free trade zone located at the Murtala Muhammed International Airport. The zone provides investment and business incentives to companies seeking to achieve better operational and financial efficiencies.

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- Strategic/Prime Location: Positioned to efficiently serve domestic, regional and global market.
- Hub Operation: NFZ provides a streamlined ecosystem for business seeking efficient logistics & distribution.
- Airside Warehouse leasing and cargo processing
- Quick turnaround time
- Efficient administration and minimal government interference
- Leverage airport infrastructure: Enjoy uninterrupted and affordable power supply, top-tier security and essential amenities to attract businesses requiring global access and seamless customs process.

For more information, investment inquiries, or to schedule a facility tour, please contact:

NAHCO FREE ZONE  
NFZ HOUSE  
Murtala Muhammed International Airport  
Ikeja-Lagos, Nigeria  
+234 814 871 6359  
bdm@nfz.com.ng | info@nfz.com.ng | www.nfz.com.ng





## PROXY FORM

The **44th Annual General Meeting of Nigerian Aviation Handling Company Plc (nahco aviance)** will hold virtually via [https://youtube.com/live/8L\\_nrQp5zZA?feature=share](https://youtube.com/live/8L_nrQp5zZA?feature=share) on Friday, 23rd May 2025 at 11:00 a.m.

I/We \_\_\_\_\_ being a member/members of

**Nigerian Aviation Handling Company Plc** hereby appoint \_\_\_\_\_ or failing him, the Chairman of the meeting as my/our proxy to act and vote for me/us on my/our behalf at the Annual General Meeting of the Company to be held on Friday, 23rd May 2025 and at any adjournment thereof.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2025

\_\_\_\_\_  
Shareholder's Signature

|    | Resolutions                                                                                                                                                                                                                           | For | Against | Abstain |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|---------|---------|
| 1. | To lay the Audited Financial Statements for the year ended 31st December 2024 together with the Report of the Directors, External Auditors and Audit Committee thereon.                                                               |     |         |         |
| 2. | To declare a dividend.                                                                                                                                                                                                                |     |         |         |
| 3. | To elect Mr. Olumuyiwa Olumekun as an Executive Director of the Company.                                                                                                                                                              |     |         |         |
| 4. | To re-elect the following Non-Executive Directors:<br>a. Dr. Seinde Oladapo Fadeni (Non-Executive Director)<br>b. Mr. Taofeeq Oluwatoyin Salman (Non-Executive Director)<br>c. Prof. Enyinna Ugwuuchi Okpara (Non-Executive Director) |     |         |         |
| 5. | To authorize the Directors to fix the remuneration of the External Auditors for the 2025 financial year.                                                                                                                              |     |         |         |
| 6. | To disclose the remuneration of Managers of the Company                                                                                                                                                                               |     |         |         |
| 7. | To elect members of the Audit Committee.                                                                                                                                                                                              |     |         |         |
| 8. | To approve the remuneration of the Non-Executive Directors of the Company for the year ending December 31, 2025.                                                                                                                      |     |         |         |
| 7. | To approve recurrent related party transactions.                                                                                                                                                                                      |     |         |         |

Please indicate "X" in the appropriate space how you wish your votes to be cast on the resolutions set out above. Unless otherwise instructed, the proxy will vote or abstain from voting at his/her discretion.

### NOTES:

Please sign this form and post it to reach the address overleaf not later than 48 hours before the time of holding the meeting. If executed by a corporation, this form should be sealed with its common seal.

Shareholder's name to be inserted in BLOCK LETTERS please. In case of joint shareholders, any one of such may complete this form, but the names of all joint holders must be inserted.

A member of the Company entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his/her/its place. A proxy need not be a member of the Company. Following the normal practice, the Chairman of the meeting has been entered on the form to ensure that someone will be at the meeting to act as your proxy, but you may insert in the blank space the name of any person.

### NIGERIAN AVIATION HANDLING COMPANY PLC

#### 44th ANNUAL GENERAL MEETING SHAREHOLDERS ADMISSION CARD

Please admit the shareholder on this form or his/her/its duly appointed proxy to the 44th Annual General Meeting to be held virtually [https://youtube.com/live/8L\\_nrQp5zZA?feature=share](https://youtube.com/live/8L_nrQp5zZA?feature=share) on Friday, 23rd May, 2025 at 11:00 am.

Name of Shareholder -----

Number of Shares Held -----

Signature of Person attending -----

**Note:** This form should be completed, signed, torn off and produced by the shareholder or his/her/its duly appointed proxy to gain entrance to the venue of the meeting.



The Registrar  
CardinalStone Registrars Limited  
358, Herbert Macaulay Way  
Yaba, Lagos  
P. O. Box 9117 Lagos,  
Nigeria



## MANDATE FORM

NIGERIAN AVIATION HANDLING COMPANY PLC (nahco aviance)

Mandate for Dividend payment to banks

TO:

The Registrar,  
CardinalStone Registrars Ltd.  
358, Herbert Macaulay Road,  
P.O. Box 9117,  
Lagos

I hereby request that from now on, all my dividend warrants due to me from my holdings in Nigerian Aviation Handling Company Plc be paid directly to my bank named below:

SHAREHOLDER'S FULL NAME (Surname first): \_\_\_\_\_

SHAREHOLDER'S ADDRESS: \_\_\_\_\_

SHAREHOLDER'S SIGNATURE: \_\_\_\_\_

BANK'S NAME \_\_\_\_\_

BANK'S BRANCH \_\_\_\_\_

BANK ADDRESS \_\_\_\_\_

ACCOUNT NUMBER \_\_\_\_\_

For Banks use only

Official Stamp and Authorised Signature

Page Number/Name

We agree to the Customer's request as stated above



# Notes

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# Notes

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### Head Office

#### NAHCO AVIANCE HOUSE

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