BANK OF INDUSTRY
...transforming Nigeria's industrial sector

Catalyzing ***Sustainable Development***

2023
Annual Report & Accounts

Catalyzing ***Sustainable Development***

Since its creation, BOI has been a catalyst for industrial growth in Nigeria through its strategic initiatives. We play a key role in advancing economic growth by providing financial assistance and support services such as low-interest loans to enterprises across various sectors of the economy, thereby, promoting job creation, and encouraging local production.

We have demonstrated that our dedication to industrial growth goes well beyond financial assistance. We are involved in enabling states' industrialization efforts by creating funding initiatives where we focus majorly on SMEs and industrial centers. This commitment is evident in our role in advancing economic growth in the ever-changing business environment.

BOI is an ardent advocate for policy reforms and institutional changes that are favorable to industrial and economic growth. We draw attention to the need for increased funding from Development Financial Institutions (DFIs) to boost industrialization initiatives in Nigeria. By swaying policies in favor of industrialization and encouraging partnerships between stakeholders, we contribute to bringing about a supportive setting for sustainable industrial development.

Our vision to turn Nigeria into an industrial hub and a huge attractor of both foreign and local investors is shown through our programs and initiatives that encourage diversifying the Nigerian economy. We are a catalyst for industrial growth in Nigeria.

Contents

DIRECTORS:

Mallam Muhammad Bala	- Chairman, Shareholders' Committee
Dr. Olasupo Olusi	- Managing Director/Chief Executive Officer *(appointed October 18, 2023).*
Mr. Simon C. Aranonu	- Executive Director, Large Enterprises.
Mr. Shekarau D. Omar	- Executive Director, Micro, Small and Medium Enterprises.
Mr. Usen O. Effiong	- Executive Director, Corporate Services and Commercial.
Ms. Mabel Ndagi	- Executive Director, Public Sector and Intervention Programmes *(appointed March 19, 2023).*
Mr. Tajudeen Datti Ahmed	- Non-Executive Director *(Representative of Ministry of Finance Incorporated (MOFI)).*
Mr. Adedamola Olufemi Young	- Non-Executive Director *(Representative of Central Bank of Nigeria).*
Rev. Isaac Adefemi Agoye	- Non-Executive Director *(Representative of Manufacturers Association of Nigeria (MAN)).*
Mallam Aliyu AbdulRahman Dikko	- Chairman *(Retired June 19, 2023).*
Mr. Olukayode Pitan	- Managing Director/CEO *(Retired October 17, 2023).*
Mrs. Toyin Adeniji	- Executive Director *(Micro-Enterprises)(Retired March 18, 2023).*
Mr. Alexander M. Adeyemi, mni	- Non-Executive Director, *(Representative of Ministry of Finance Incorporated (MOFI) (Retired March 3, 2023)*
Engr. Chukwuemeka Nzewi	- Non-Executive Director *(Representative of Manufacturers Association of Nigeria (MAN)(Retired June 19, 2023).*
Mr. Philip Yila Yusuf	- Non-Executive Director, *Representative of Central Bank of Nigeria (Retired June 19, 2023).*
Mr. Adewale R. Bakare	- Non-Executive Director *(Representative of Fed. Ministry of Industry, Trade & Investment)(Retired June 19, 2023).*
Mr. Vincent Kawahuda Wuranti	- Non-Executive (Independent Director)*(Retired on June 19, 2023).*
Mr. Udechukwu Obi Osakwe	- Non-Executive Director *(Representative of Ministry of Finance Incorporated (MOFI) (Retired June 19, 2023).*

KEY MANAGEMENT PERSONNEL

Dr. Olasupo Olusi	- Managing Director/Chief Executive Officer
Mr. Simon Aranonu	- Executive Director, Large Enterprises
Mr. Shekarau D. Omar	- Executive Director, Micro, Small and Medium Enterprises
Mr. Usen O. Effiong	- Executive Director, Corporate Services and Commercial
Ms. Mabel Ndagi	- Executive Director, Public Sector & Intervention Programmes (Appointed March 19, 2023)
Mr. Akeem Adesina	- General Manager/Chief Financial Officer (CFO)(retired October 31, 2023)
Dr. Ezekiel Oseni	- General Manager/Chief Risk Officer (CRO)(retired October 31, 2023)
Mr. Leonard Maxwell Kange	- General Manager/Divisional Head (Corporate Finance & Adv. Serv.)
Dr. Muhammad Rislanudeen	- General Manager/ Chief Economist & Head (Strategy & Research).
Dr. Isa Emmanuel Omagu	- General Manager/Divisional Head (Large Enterprises-I)
Mr. Ayo Bajomo	- General Manager/Divisional Head (Treasury & Financial Institutions)
Mr. Taiwo Kolawole	- General Manager/Chief Financial Officer (CFO)
Mrs. Ebehiriere Ehi-Omoike	- General Manager/Divisional Head (Management Services)
Mrs. Yemi Ogunfeyimi	- Deputy General Manager/Chief Audit Executive (CAE)
Mrs. Uche C. Nwuka	- Deputy General Manager/Divisional Head (SME-South West & Lagos)
Mr. Obaro M. Osah	- Deputy General Manager/Divisional Head (SME–South South & South East)
Mr. Gbolahan Olutomiwa	- Deputy General Manager/Divisional Head (Operations & Technology)
Mrs. Olufunlola O. Salami	- Deputy General Manager/Company Secretary
Mrs. Ifeoma Uz'okpala	- Deputy General Manager/Chief Risk Officer (CRO) (Appointed November 1, 2023)
Mrs. Olayinka Mubarak	- Deputy General Manager/Divisional Head (Large Enterprises 2)
Mr. Yinka Adegboye	- Deputy General Manager/Group Head , Advisory Services- Corporate Finance and Advisory Services
Mr. Kagara Ahmed	- Deputy General Manager/Divisional Head (Public Sector-1-Public Sector and Intervention Programmes Directorate)
Mrs. Uloma Ike	- Deputy General Manager/Divisional Head (Public Sector-2-Public Sector and Intervention Programmes Directorate)
Mr. Augustine O. Aikore	- Assistant General Manager/Legal Adviser
Mr. Tedlance Aliu	- Assistant General Manager/Chief Compliance Officer

CORPORATE INFORMATION

COMPANY SECRETARY:	Mrs. Olufunlola O. Salami
REGISTERED OFFICE:	BOI House, 23 Marina, Lagos
BUSINESS OFFICE:	BOI House, 23 Marina, Lagos
AUDITORS:	KPMG Professional Services, (Chartered Accountants), KPMG Towers, Bishop Aboyade Cole Street, Victoria Island, Lagos, Nigeria
SOLICITORS:	Chris Ogunbanjo & Co., 3, Hospital Road, P.O. Box 1785, Lagos.
BANKERS:	Central Bank of Nigeria Access Bank Plc Ecobank Nigeria Limited First Bank of Nigeria Limited First City Monument Bank Plc Guaranty Trust Bank Plc Providus Bank Stanbic IBTC Bank Plc United Bank of Africa Plc Zenith International Bank Plc
CORRESPONDENT BANK:	Citibank, New York
TAX IDENTIFICATION NUMBER (TIN)	00102798-0001
RC NUMBER	2019

About Us

Our Vision

To be Africa's leading development finance institution operating under global best practices.

Our Mission

To transform Nigeria's industrial sector by providing financial and business support services to enterprises.

Our Mandate

Providing financial assistance for the establishment of large, medium and small enterprises; as well as expansion, diversification and modernisation of existing enterprises; and rehabilitation of ailing ones.

Our Core Values

- Service
- Professionalism
- Passion
- Integrity
- Resourcefulness
- Innovation
- Team Spirit

Dr. Doris Uzoka-Anite
Honourable Minister, Federal Ministry of Industry, Trade & Investment

Amb. Nura Abba Rimi
Permanent Secretary, Federal Ministry of Industry, Trade & Investment

Foreword by The Honourable Minister of Industry Trade and Investment

I congratulate Dr. Olasupo Olusi on his appointment by President Bola Ahmed Tinubu as the new MD/CEO of the Bank of Industry. Dr. Olusi is a distinguished Economist and seasoned development finance expert with extensive tenures in both the World Bank and the International Finance Corporation. With Dr. Olusi at the helm of affairs, I am confident about the future of Bank of Industry. I hope that his wealth of expertise, will usher in an era of increased productivity and innovation, driving forward the Bank's mission to foster economic growth and development across Nigeria.

BOI is an organization that is primarily focused on improving Nigeria's Industrial sector, supporting wealth and job creation. Despite global challenges such as elevated inflation, weak economic growth and supply chain disruptions in the global economy, the year 2023 unveiled remarkable resilience for the Bank.

In Sub-Saharan Africa, rising geopolitical tensions, disruptions in global supply chain and tightening global financing conditions led in part, to sluggish growth, accentuation of poverty levels and cost of living crisis. Nigeria is not immune to these challenges. However, recent policy reforms especially around fiscal and monetary policies especially withdrawal of oil subsidy, market reflective electricity tariffs and abolishing of multiple foreign exchange system have put the economy on the path of recovery and sustainable growth.

Despite all the negative headwinds, the Bank was able to grow remarkably. Total Assets increased by 64.6 percent from ₦2.37 trillion to ₦3.91 trillion between 2022 and 2023. Loans and Advances increased by 41.5 percent to ₦1.14 trillion from ₦803.6 billion in 2023, due to the increased interventions and disbursement to enterprises. Total Equity also grew by 57.7 percent to ₦673 billion from ₦427 billion in 2023, while Profit before Tax improved by 117.69 percent to ₦153.81 billion in 2023, from ₦70.7 billion in 2022. I congratulate the Bank for consistently supporting Federal budgets by way of giving dividend to its shareholders as well as payment of taxes to the Federal Government.

I also congratulate the Bank for significant increase in its developmental impact initiatives in 2023. I am aware that the Bank deepened its funding initiatives by securing a ₦200 billion Industrial Fund from the Central Bank of Nigeria (CBN). Additionally, the Nigerian Content Development and Monitoring Board (NCDMB) and BOI signed an amendment to the Memorandum of Understanding on the $50 million Nigerian Oil and Gas Park Scheme (NOGaPS) manufacturing fund, created to attract oil and gas equipment finance to manufacturing entities.

In addition, I am informed that between January and December 2023, the Bank facilitated disbursements totaling ₦496.717 billion, which benefitted about 75,809 recipients spanning across large, micro, small and medium enterprises (MSMEs). Through these activities, an estimated 2,198,953 direct and indirect jobs were created, underscoring the positive development impact of the Bank to Nigerian economy.

Building on recent achievements, the Bank forges ahead in enhancing its strategic partnerships, exemplified by its significant contributions at various local and international events. Notably, engagements with the Adaptation Fund Panel at COP28 in Dubai, UAE, offer potential access to $20 million in grants for climate adaptation projects. Additionally, reaffirmed support from the Islamic Development Bank and discussions with the Green Climate Fund underscore the Bank's commitment to climate financing and collaborative endeavors.

As an implementation agency of several intervention programs of Federal Government, its agencies, sub nationals and numerous multilateral organizations, I urge BOI to continue its positive trajectory of complementing and supporting growth and development of Nigerian economy.

Finally, I would like to extend my appreciation to all stakeholders of the Bank, management and entire staff for their support and contributions towards the Bank's successful year. I encourage them to continue the hard work in supporting growth and development of Nigerian economy. I pray that Bank of Industry continue to be a strong pillar of our economy and consolidate further in its developmental impact trajectory.

Thank you.

Dr. Doris Uzoka-Anite
Honourable Minister
Federal Ministry of Industry, Trade & Investment

Mallam Muhammad Bala
Chairman, Shareholders' Committee

Distinguished Ladies and Gentlemen,

I welcome you all, with great pleasure to the 64th Annual General Meeting of Bank of Industry. I would now proceed to present the Annual Report of the Bank of Industry group for the financial year ended December 31st, 2023.

Global Economy Overview

The year 2023 brought on significant challenges for the global economy with a slowdown of global GDP growth. This is a result of unprecedented tightening of global monetary and financial conditions, ongoing war in Ukraine, consequent disruptions to global supply chains and energy markets slowdown.

Following a sharp slowdown at 3.2 percent in 2022, global economic growth further declined to 2.9 percent in 2023. Advanced economies grew by about 1.5 percent, while Emerging Markets and Developing Economies grew by 4.0 percent. The growth rate is further projected to remain below the trend going into 2024.

In a similar manner to the recorded growth trajectory, the global trade in goods also declined by nearly US$2 trillion in 2023 from US$32 trillion recorded in 2022, but trade in services expanded by US$500 billion in the year 2023. This resulted in a global trade decline of 0.9 percent in 2023 from 5.1 percent in 2022. The observed decline was due to a fall in global demand and shifts in trade composition towards domestic services as well as effects of dollar appreciation and rising trade barriers in 2022.

Global inflation showed signs of improvement in 2023, dropping from 8.8% in 2022 to 6.9%. This decline can be attributed in large part to two key factors: a decrease in international commodity prices and a recovering global supply chain, as the lingering effects of the COVID-19 pandemic subsided.

In addressing rising inflation, several advanced economies raised their benchmark interest rates. This policy tightening, however, led to a decrease in global demand, ultimately contributing to lower commodity prices.

Nigeria's Macroeconomic Review

African economies have continued to consolidate their growth recovery plans from the draining impact of COVID-19, tightening global financial conditions, spill-over effects of the Russia-Ukraine war, subdued global growth, and persistent climatic threat.

The Nigerian economy grew by 2.74 percent in 2023. The fourth quarter of 2023 grew by 3.46 percent (year-on-year) in real terms, surpassing both the IMF and World Bank's expectations of 2.9 percent. However, the growth rate is lower than the 3.52 percent recorded in the fourth quarter of 2022 but higher than the 2.54 percent growth seen in the third quarter of 2023.

The contribution of the oil sector to the macro-economy peaked at 4.7 percent in the fourth quarter of 2023 with an average daily oil production of 1.55 million barrels per day (mbpd). The non-oil sector real output contribution of 95.30 percent in the fourth quarter of 2023 was lower compared to what was recorded in the same quarter of 2022, which was 95.66 percent, but higher than the third quarter of 2023 value of 94.52 percent. In real terms, the non-oil sector grew by 3.07 percent in the fourth quarter of 2023, lower by 1.37 percentage points compared to the rate recorded in the same quarter of 2022 and 0.32 percentage points higher than the third quarter of 2023.

The top five (5) main drivers of output growth in 2023 quarter-four were Crop production (23.86%); Trade (15.50%); Telecommunication & Information services (14.00%); Real estate (6.06%) and Crude petroleum & natural gas (4.70%). Yearly, the non-oil sector growth in 2023 stood at 3.04 percent relative to 4.84 percent recorded in 2022.

In order to ameliorate the macroeconomic challenges, the new administration of His Excellency, President Bola Ahmed Tinubu has implemented various measures to support the economy in the year. The removal of petrol subsidies, foreign exchange (FX) management reforms, and tax policy reforms, are some of the crucial policies of President Bola Ahmed Tinubu to rebuild fiscal space and restore macroeconomic stability. The President also signed into law, the Electricity Act, Student Loans Act, and the Data Protection Act, aimed at stabilizing the macroeconomic environment and facilitating efficient flow of investments.

Nigerian Banking System

The Nigerian banking industry has continued to be resilient despite the raging macroeconomic and regulatory headwinds that have constrained performance since the 2020 COVID-19 period. Innovation and ductility of the banks as reflected in the transition to the financial holding company structure and upscale of banking license by some players have upheld the Industry. In addition, collaborations with financial technology companies (FinTechs), and domestic and international development finance institutions (DFIs), among other partnerships have also supported the Nigerian banking industry.

The Nigerian banking sector remains stable with key indicators of financial stability, largely meeting regulatory benchmarks. For instance, as of November 2023, the Capital Adequacy Ratio (CAR) of the banking sector was 12.3%, while its liquidity ratio was 41.6%. Moreover, the non-performing loans ratio of the Nigerian banking sector stood at 4.2% as of November 2023. All the key ratios are within the CBN regulatory limit.

It is worth noting that the total assets of the Nigerian banking industry increased from ₦71.59 trillion to ₦107.27 trillion between November 2022 and November 2023. Similarly, the total deposits also climbed from ₦44.49 trillion to ₦64.48 trillion during the same period. Additionally, the banks grew customers' deposits by 45% year-on-year to ₦64.48 trillion in November 2023 from ₦44.49 trillion in November 2022. Thus, most banks posted moderate profit growth amid economic headwinds, indicating strong financial management and resilience to shocks.

Group Financial Performance

Despite the challenging operating environment affecting the global and domestic business environment, the Bank of Industry Group had an outstanding financial year. I am pleased to announce that the group's total assets grew by 64.6%, from ₦2.37 trillion in 2022 to ₦3.91 trillion in 2023. Loans and Advances increased by 41.5 percent to ₦1.14 trillion from ₦803.6 billion in 2023. Total Equity also grew by 57.7 percent to ₦678 billion from ₦427 billion in 2023.

Profit before Tax improved by 117.69 percent to ₦153.81 billion in 2023, from ₦70.7 billion in 2022. The Bank's disbursement profile in the year improved significantly as the Bank disbursed the sum of ₦495.6 billion to 68,882 beneficiaries in 2023. This resulted in the creation of an estimated 2,184,499 direct and indirect jobs.

Upon self-review of the Bank's 2022-2024 strategy performance, it was observed that the financial projections based on the set targets have been largely surpassed while the non-financial measures (for improving the bank's talent and integration of business processes) are in the course of completion. This remarkable financial performance reflects the bank's management's proactive and passionate approach to delivering its mandate despite the challenging global and domestic economic environment.

Outlook for 2024

TThe International Monetary Fund (IMF) has projected that Asia will be the driving force behind global economic growth, which is expected to be at 4.5%. Therefore, countries must develop policies to achieve sustainable and inclusive growth.

Nigeria looks forward to a positive growth trajectory in 2024. The Federal Government of Nigeria has projected a 3.76% growth in the year 2024. This projection is based on several factors such as an increase in oil production and prices, new monetary policy strategies, market-based reforms, tax reforms, and reforms in the mining and energy sub-sectors. These key government policies are expected to contribute significantly to the growth of the country's economy in 2024.

Subsequent to President Tinubu's Renewed Hope Agenda and in tandem with the National Development Plan (2021-2025), the Bank of Industry will continue to implement its medium-term corporate strategy on effectively sustaining the trajectory of supporting Nigeria's economic growth and development. The Bank's strategy will remain flexible to seamlessly integrate with new developments as they arise in the year 2024.

Corporate Governance

At this point, I would like to celebrate our erstwhile Managing Director, Pastor. Olukayode Pitan (who retired from the Bank on October 18,2023) for his commitment and leadership in developing the Bank. In addition, a warm thanks and sincere acknowledgment of the contributions of the erstwhile Board namely, the Board Chairman, Mallam Aliyu AbdulRahman Dikko, the Non-Executive Directors Engr. Chukwuemeka Nzewi, Mr. Alexander Adeyemi, mni, Mr. Phillip Yila Yusuf, Mr Adewale R. Bakare , Mr Vincent Kawahuda Wuranti and Mr. Udechukwu Obi Osakwe. They have been instrumental to the sustained growth of the Bank. Your contributions towards the progress of the Bank and development of our nation will forever be treasured. Wishing them all the best in their future endeavours.

Furthermore, I congratulate Dr. Doris Uzoka-Anite on her appointment as Minister of the Federal Ministry of Industry, Trade and Investment, and also thank her for inaugurating the Shareholders' Committee on the 20th of February 2024. On behalf of the Shareholders' Committee Members, we wish her a highly successful tenure.

In the same vein, I wish to congratulate the current Interim Shareholders' Committee made up of my good self - (Representing the Federal Ministry of Industry, Trade and Investment), Mr. Tajudeen Datti Ahmed - Director - Member (Representing Ministry of Finance Incorporated (MOFI)), Mr. Adedamola Olufemi Young - Director -(Representing Central Bank of Nigeria) and Rev. Isaac Adefemi Agoye - Director - (Representing Manufacturers Association of Nigeria).

The establishment of this team, marks a significant milestone in our institution's history, as they are integral in shaping the direction and success of the Bank as well as fulfilling the Renewed Hope Agenda of the President and Commander-In-Chief President Bola Ahmed Tinubu.

New Board Appointments

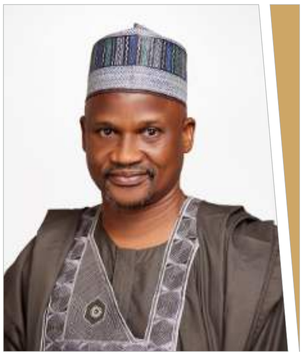
On behalf of the Shareholders' committee and the entire staff of the Bank, I congratulate Dr. Olasupo Olusi for his appointment as the new MD/CEO of the Bank and also thank him for his immense contribution to the Bank's performance.

My sincere gratitude to all of our valued stakeholders; His Excellency, President and Commander–In–Chief of the Nigerian Armed Forces, Bola Ahmed Tinubu (GCFR), the Vice President of the Federal Republic of Nigeria, Senator Kashim Shettima, the Federal Ministry of Industry, Trade and Investment, the Federal Ministry of Finance, the Central Bank Of Nigeria, our esteemed customers, as well as other Government Departments and Agencies, and our numerous strategic partners. It has been an honour working tirelessly with you towards the continued growth and prosperity of our dear nation Nigeria.

Finally, I would like to acknowledge the entire Management and staff of the Bank of Industry for their commitment, diligence, and passion for growing the institution. I encourage everyone to reaffirm the shared commitment to transparency, accountability, and excellence in all that we do.

Thank you all for your kind attention.

Mallam Muhammad Bala
Chairman, Shareholders Committee.



Mallam Muhammad Bala
Chairman, Shareholders' Committee

Dr. Olasupo Olusi
Managing Director/Chief Executive Officer

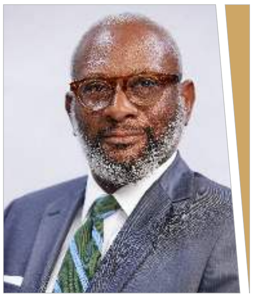
Mr. Simon Aranonu
Executive Director, Large Enterprises

Mr. Shekarau D. Omar
Executive Director
Micro, Small and Medium Enterprises

Mr. Usen Effiong
Executive Director,
Corporate Services and Commercial

Ms. Mabel Ndagi
Executive Director
Public Sector & Intervention Programmes

Mr. Tajudeen Datti Ahmed
Non-Executive Director



Mr. Adedamola Olufemi Young
Non-Executive Director

Rev. Isaac Adefemi Agoye
Non Executive Director

NOTICE IS HEREBY GIVEN that the 64th Annual General Meeting of Bank of Industry Limited will be held at the Transcorp Hilton Hotel, Abuja on Wednesday, May 22, 2024 at 11.00 a.m. precisely to transact the following businesses:

ORDINARY BUSINESS

1. To receive the Audited Accounts of the Company for the financial year ended 31st December, 2023 together with the Reports of the Directors, Auditors and Board Appraisers thereon.

2. To declare Dividend.

3. To appoint/re-appoint Directors.

4. To re-appoint the Auditors of the Company until the conclusion of the next General Meeting of the Company, at which the Accounts are laid before the members and to authorize the Directors to fix their remuneration.

SPECIAL BUSINESS

5. To fix the remuneration of the Non-Executive Directors.

Dated this 12th day of April, 2024

BY ORDER OF THE SHAREHOLDERS' COMMITTEE

OLUFUNLOLA O. SALAMI (MRS.)
Company Secretary
FRC/2018/ICSAN/00000018804

Registered Office
BOI House
23, Marina
Lagos

NOTES:

1. *A member entitled to attend and vote at the Annual General Meeting may appoint a proxy to attend and vote in his/her/its behalf. Such proxy need not be a member of the Company.*

2. *The appointment of a Proxy shall not prevent a member from subsequently attending and voting at the meeting. Where a member decides to attend the meeting, the proxy appointment shall be deemed to be revoked.*

3. *The Proxy Form should be filled and sent via email to osalami@boi.ng or deposited at the registered office of the Company,* ***Bank of Industry Limited, 23 Marina, Lagos – ATTENTION: THE COMPANY SECRETARY.*** *This should be received* ***not later than later than 10.00 a.m. on Wednesday, May 20, 2024.***

Dr. Olasupo Olusi
Managing Director/Chief Executive Officer

Distinguished Ladies and Gentlemen,

I welcome you all to the 64th Annual General Meeting of the Bank of Industry (BOI) Limited.

This is my first AGM as the Managing Director of the Bank. I assumed office as MD/CEO of BOI in November 2023 and I must admit that it is remarkable to be part of a Bank that has contributed immensely to the growth and development of Nigeria's industrial sector.

The year 2023, being an election year, started on a slow pace but gradually gained traction after the elections. On the 19th of June 2023, the Bank's Board of Directors was dissolved and this curtailed our operations to an extent. In spite of this, the Bank exceeded its developmental impact targets by the end of the financial year. This strong performance is an indication of the commitment of our Management team and members of staff towards achieving BOI's mandate as we continually adapt to the ever-changing business environment in Nigeria.

In recognition of this dynamic business landscape, we at BOI have been consistent in improving our systems, processes, and workforce, to ensure we remain relevant to the development of Nigerian businesses and enterprises. At BOI, building a resilient organization is not just our goal; it is the foundation of our shared success and we are committed to serving our customers' needs and navigating operational challenges.

I would like to acknowledge the support of His Excellency, President Bola Ahmed Tinubu-led administration, and his determination to ensure that the "Renewed Hope" Agenda, which encompasses eight critical points for intervention, is a fulfilled dream for the development of our nation.

DEVELOPMENTAL IMPACT ASSESSMENT

Through direct lending, as well as fund management on behalf of our strategic partners, the Bank disbursed the sum of **₦496.717 billion to 75,809 beneficiaries in 2023.** This resulted in the creation of an estimated 2,198,953 direct and indirect jobs.

The breakdown of our other disbursement lines is as follows:

- **Smallholder Farmer Financing Product:** This is a value-chain financing product that connects farmers to guaranteed market off-takers. In 2023, the Bank disbursed ₦10 billion to 27,645 farmers. So far, 98,906 farmers have received financial support up to ₦23.66 billion under this scheme.
- **MSME Distributor Finance Programme:** This programme was introduced by the bank in 2021 the programme is designed to provide much needed working capital financing to microbusinesses for the purchase and supply of Made-in-Nigeria products and services through intermediary companies. In 2023, the bank disbursed ₦2.9 billion to 7,527 retailers and other micro-enterprises. So far, a total of ₦6.9 billion have been disbursed to 14,527 micro enterprises as at December 2023.
- **Fintech/Digital Lending Product:** This product was introduced by the bank in 2021, to support micro-enterprises by leveraging collaborations with credible Fintech platforms. In 2023, the bank, disbursed ₦350 million, while a total sum of ₦1.05 billion has been disbursed to 1,415 beneficiaries since inception.

The intervention funds being managed on behalf of the Federal and State Governments, as well as other Multilateral Institutions are as follows:

- Nigeria COVID-19 Action Recovery & Economic Stimulus (NG-CARES) programme – This is a $750 million World Bank Nigeria COVID-19 Action Recovery & Economic Stimulus programme which the Federal Government of Nigeria initiated in 2021. The World Bank released an advance of ₦35 billion to state governments to implement the programme. BOI has partnered with 28 States and has received counterpart funding from 26 States to the tune of ₦11 billion for the execution of the program. In 2023, the bank disbursed ₦4.16 billion to 36,609 beneficiaries. The bank has disbursed ₦7 billion to over 60,000 beneficiaries across 25 states since inception.
- Business Resilience Assistance for Value Adding Enterprise (BRAVE) - BOI is the local executing agency for the $14.27million on behalf of the Islamic Development Bank Group (IsDB). This initiative was designed to support women-owned and women-led businesses in economically disadvantaged regions of the country. In 2023, the bank disbursed grants in total of ₦3.3 billion to 1,038 beneficiaries in 3 batches. The sum of ₦5.5 billion has been disbursed to 1,320 beneficiaries since inception.
- State Empowerment Enterprise Programme (SEEP) - Our continuous engagement with State Governments led to the implementation of the SEEP Programme. It is a micro-credit initiative to empower micro and small businesses in participating states. In 2023, the Bank disbursed ₦1.6 million to 31 beneficiaries. To date, a total of ₦134 million has been disbursed to 1,178 beneficiaries in Edo and Osun states.

These intervention programmes have not only contributed to the nation's goals of economic recovery and job creation but have also empowered Nigerian enterprises, especially the micro and small ones, to remain in operation sustainably.

REVIEW OF FINANCIAL PERFORMANCE

The year 2023 recorded a strong improvement in the Bank's financial position, across several metrics in comparison to the previous year.

Total Assets increased by 64.6 percent from ₦2.37 trillion to ₦3.91 trillion between 2022 and 2023 respectively. Loans and Advances increased by 41.5 percent from ₦803.6 billion to ₦1.14 trillion in 2023, due to the increased interventions and disbursement to enterprises. Total Equity also grew by 57.7 percent from ₦427 billion to ₦673 billion in 2023.

Interest Income from both investments in debt securities and customer loans increased by 34.6% in 2023. Interest Expense also increased by about 72.9 percent to ₦145.04 billion in 2023 due to additional borrowings.

Profit Before Tax improved by 117.69 percent from ₦70.7 billion in 2022 to ₦153.81 billion in the year. The remarkable growth in Interest Income alongside the reduction in impairment charges, facilitated this achievement.

KEY ENABLERS OF OUR CORPORATE OBJECTIVES AND STRATEGY

Consistent with our mission to catalyse growth in the industrial sector, the Bank implemented several key initiatives in 2023. Some of these include:

- Investment in Digital and Creative Enterprise (i-DICE) programme: The Bank was appointed as the executing agency for the Investment in Digital and Creative Enterprise (i-DICE) programme, a Federal Government of Nigeria programme to promote investment in Information and Communications Technology (ICT), and Creative Industries. The Bank is coordinating engagements with the programme financiers– African Development Bank, and others on the fulfilment of conditions precedent to the disbursement of funds for programme implementation.
- Expanding our sources of funding, and diversifying our portfolios; we received the sum of ₦200 billion Industrial Fund from the Central Bank of Nigeria (CBN) to be deployed into the real sector to support Nigeria's industrial growth.

CORPORATE STRATEGY REVIEW AND DEVELOPMENT

The current Corporate Strategy Plan (CSP) s scheduled to terminate in 2024. Upon evaluation, it was evident that the financial projections have largely been surpassed while the non-financial measures (for improving the Bank's talent and integration of business processes) are in the course of completion.

As a result, it has become pertinent that the Bank develops a new CSP for 2024-2026. This exercise is necessary, taking into consideration Management's direction, the strategic focus of the current government administration , as well as significant changes in macroeconomic parameters - exchange rate, monetary policy rate, inflation rate, GDP, etc.

We continuously seek to strengthen our valuable strategic partnerships towards enhancing our developmental effectiveness. These partnerships cut across local, international, private, public, and multilateral institutions.

CREDIT RATINGS

- Fitch Rating Agency downgraded the Bank of Industry's rating from 'B'to 'B-' with a stable outlook, on the back of a sovereign rating downgrade.
- Moody's downgraded the Bank's issuer ratings from 'B2' to 'B3' with a stable outlook, also on the back of the downgrade of the sovereign rating.
- Agusto & Co. however sustained the Bank's credit rating at Aaa with a stable outlook.

ISO CERTIFICATIONS

The Bank successfully underwent surveillance audits of its ISO certifications during the year namely:

- ISO 9001-2015 Quality Management System (QMS);
- ISO/IEC 27001-2013 Information Security Management System (ISMS); and
- ISO 22301: Business Continuity Management System (BCMS) certification.

These certifications have proven incredibly valuable, enabling the bank to strengthen our business processes, ensure business continuity, and improve data and information security management; all of which are even more critical in today's dynamic business environment, especially considering the recent market fluctuations.

AWARDS AND RECOGNITION

In recognition of the Bank's developmental strides, we received several awards during the year, including:

- Agency Bond Deal of the Year by the Bonds, Loans & ESG Capital Markets Africa Awards 2023.
- Best Development Bank of the Year in Africa by International Banker Awards 2023.
- Best Commitment to ESG Principles in Nigeria by International Banker Awards 2023.
- Best Financial Institution Syndicated Loan in EMEA' (Bank of Industry's US$1bn loan) by EMEA Finance Achievement Awards.
- Best Financial Institution Bond in Africa (Bank of Industry's €700mn debut 144A/Regs Senior issuance) by EMEA Finance Achievement Awards.
- Best SME Partner Bank in Nigeria by the European Global Business Awards 2023.
- Outstanding Support to MSME & Entrepreneur's Growth Africa by the European Global Business Awards 2023.
- Best Company in Financial Inclusion by the Sustainability, Enterprise and Responsibility Awards (SERAS CSR Awards) 2023.
- Most Effective MDA/Parastatal in Sustainable Development by the Sustainability, Enterprise and Responsibility Awards (SERAS CSR Awards) 2023.

CORPORATE SOCIAL RESPONSIBILITY

The Bank continues to support the development of communities. We funded the establishment of five new Technology Hubs ready to be commissioned. These are located at various tertiary institutions across the country: Bayero University Kano (BUK), Kano, University of Benin (UNIBEN), Benin, Abubakar Tafawa-Balewa University (ATBU), Bauchi, University of Ibadan (UI) and River State University (RSU), Port-Harcourt.

We have established a total of fifteen Technology Hubs across the country thus far.

The Bank also funded the construction and renovation of schools, hospitals and the provision of portable water across the country. Some of these projects include:

- Student Hostel Construction at Nnamdi Azikiwe University Teaching Hospital Complex, Akamilki, Nnewi, Anambra State.
- Renovation/Remodeling of Primary Healthcare Center, Tanglang, Billiri LGA, Gombe State.
- Construction of Solar-powered Boreholes in 22 locations across, Kwara, Niger, Abuja, Ondo and Nasarawa states.

- Renovation of public schools across several states in the country.

I also wish to highlight some key collaborative initiatives embarked upon during the year 2023:

- **The Habitation of Hope International; Hope for Vulnerable Youths:**

  The Bank collaborated with this NGO dedicated to rehabilitate disadvantaged, vulnerable, and displaced young boys across Nigeria through the provision of training, education, and financial empowerment. 1,200 youths were empowered through this collaboration.

- **Hope Academy Loburo Community Mega School; School Expansion Project:** BOI supported the school in providing free education to the disadvantaged children in the community. This led to over 500 children having access to quality education in the community.
- **Capacity Building Programme for SMEs:** The Bank collaborated with Polaris Capital in providing training for about 1,000 Women and Youth in the FCT, cutting across various SMEs segments.
- **Rehabilitation of Victims of Drug Misuse:** We partnered with an NGO "I Choose Life Foundation" to rehabilitate and empower about 50 youths.
- **The Style House Files Lagos Fashion Week 2023:** Through this initiative, the Bank supported the Nigerian fashion industry which has immense potential for foreign exchange earning and employment generation.
- **The Bank of Industry partnered with the Medicaid Cancer Foundation (MCF)** on the #2023WalkAwayCancer initiative aimed at saving lives and reducing the alarming statistics for Cancer mortality through awareness campaign and providing free cancer screening.
- **Bridging the Finance and Business Skills Gap for Women-Led SMEs in Northern Nigeria:** The Bank supported this skill acquisition programme for vulnerable young girls and women with vocational skills to enable them earn income and become financially independent. This initiative is aligned with Sustainable Development Goal 5 (Gender Equality).

BUSINESS PROCESS RE-ENGINEERING AND INFORMATION SECURITY MANAGEMENT

Along with ongoing re-engineering and automation of our core processes, in 2023 the Bank began implementing a data governance and cloud strategy to drive business agility and scalability.

We have also commenced the implementation of both our information security strategy and cyber-incidence response plan to ensure that we are adequately prepared and able to detect, respond to, and recover from potential information security breaches.

EXPANSION OF OUR BUSINESS OFFICES

Towards creating convenient and seamless opportunities for enterprises, especially MSMEs to access our products and services, we commissioned new offices in Jigawa, and Nasarawa States in 2023. This brings the total number of State Offices to 32 in 31 states and the FCT.

BOI STRATEGIC PARTNERSHIPS

During the year, BOI partnered with various local and international multilateral agencies as highlighted below:

AFRICAN FINANCE CORPORATION - (AFC)/STANDARD CHARTERED SYNDICATION DEAL

The Bank is working towards an AFC Guaranteed Senior Loan Facility of up to EUR 1.0 billion, with an accordion option of up to EUR 1.0 billion when required.

FRENCH AGENCE FRANÇAISE DE DÉVELOPPEMENT (AFD)

Disbursement of outstanding €50m of the €100m credit line, and the €2.5 million Technical grant is aimed at mainstreaming Climate Finance with BOI's strategy and operations.

INTERNATIONAL FINANCE CORPORATION (IFC)

We initiated a collaboration with IFC to on-board BOI as a State-Owned Enterprise (SOE), marking a pivotal step in our collaborative efforts. The proposed collaboration is focused on bolstering the SMEs, Creative, Renewables Energy, and Gender Sectors. It will encompass both unfunded elements, such as a Risk Sharing Facility via partial Risk Guarantees, as well as funded components in the form of a line of credit.

INVESTMENT CLIMATE REFORM (ICR) FACILITY

BOI is engaging with ICR for tailored technical assistance support facility aimed at strengthening its internal gender operations and client-facing gender-focused investing activities.

RAND MERCHANT BANK

BOI is partnering with Rand Merchant Bank in developing its Sustainable Finance Framework (SFF), encompassing both Sustainability-Linked Financing and Use of Proceeds Financing.

AFRICAN GUARANTEE FUND (AGF)

BOI is currently in discussions with the African Guarantee Fund (AGF) for portfolio guarantees to support our businesses. Our partnership with AGF will unlock an estimated $50,000,000.00 in partial risk guarantees for women-owned businesses, climate finance projects and SMEs. Under the proposed agreement, the guarantee will provide coverage of up to 75% for loans disbursed to women-owned businesses and climate-financed projects, and up to 50% coverage for SMEs within the portfolio.

UN ADAPTATION FUND

United Nations (UN) has approached BOI to become Nigeria's National Implementing Entity (NIE) for the UN Adaptation Fund. This fund was established under the United Nations Framework Convention on Climate Change (UNFCCC) and its Kyoto Protocol to provide financial support for tangible adaptation projects in developing countries to mitigate the adverse effects of climate change.

OUTLOOK FOR 2024

Looking ahead, the Bank's primary focus for 2024 is to continue its ongoing projects and initiatives. Special attention will be given to the following areas:

- Development and implementation of our 2025-2027 Corporate Strategy to deepen our developmental impact and align with the strategic focus of the President's renewed hope agenda for economic growth.
- Fundraising through collaboration and syndication with partners that have a shared vision. This capital raise will be strategically targeted to support expansion of our current lending as well as supporting our six thematic areas, which will boost the Nigerian economy and improve our capacity as a bank.
- Sourcing for risk-sharing instruments and partial guarantees instruments to support our customers and ensure that our loans are secured.
- Deployment of innovative customer-focused solutions, products, and services across board for our customers.
- Strengthen our various products through re-engineering, and automation of processes for efficient service delivery.
- Expansion of our products to include: Export Credit Financing, Non-Interest Banking solutions, and Supply Chain Financing.
- Greater support for Women and Youth enterprises.
- Initiating a rural-focused development initiative across the 36 states of Nigeria to increase productivity activities and create jobs in rural areas.

As we celebrate our milestones and forge ahead with our outlook for 2024, I want to sincerely express my appreciation to our strategic partners, including the Federal Government of Nigeria, the Supervisory Ministry of Industry Trade and Investment, Ministry of Finance, the Central Bank of Nigeria, and other partner Ministries, Departments, and Agencies. Their support and collaboration played a crucial role in our success as we continue to be an engine of growth for business enterprises in Nigeria.

In conclusion, to the Management and entire staff of the Bank, I acknowledge your invaluable contribution to advancing the implementation of the Bank's corporate objectives and strategy. I extend my deepest gratitude to you for the vital role you play in making our Bank exceptional, sustainable and a great place to work. The Bank's Management remains dedicated to offering a competitive remuneration and fostering a healthy work-life balance for our employees. I am convinced that exciting times are ahead. I remain optimistic and enthusiastic about the next phase in our collective journey and urge you all to remain steadfast and enjoy the ride!

Thank you all.

Dr. Olasupo Olusi
Managing Director/Chief Executive Officer

This publication is for information purposes only

THE ISSUER

BANK OF INDUSTRY

...transforming Nigeria's industrial sector

€ 750,000,000 @ 7.5%
DEBUT SENIOR NOTE PARTICIPATION NOTES DUE 2027

Under Reg S/144a with the Rating of B2 by Moody's and B by Fitch

issued by, but with limited recourse to

BOI FINANCE B.V.

(incorporated with limited liability in the Netherlands)

for the sole purpose of financing the purchase of a **Senior Note** issued by

BANK OF INDUSTRY LIMITED

@ 100% Issue price and the Senior Notes are unconditionally and irrevocably guaranteed by

THE FEDERAL GOVERNMENT OF NIGERIA

FEDERAL GOVERNMENT OF
NIGERIA

THE JOINT GLOBAL COORDINATORS AND JOINT BOOKRUNNERS

AFREXIMBANK	AFC	citi	RMB
African Export Import Bank	Africa Finance Corporation	Citigroup	Rand Merchant Bank

THE JOINT LEAD MANAGERS AND JOINT BOOKRUNNERS

mashreq المشرق	SMBC SMBC NIKKO
Mashreqbank psc	SMBC Nikko

THE LEGAL ADVISERS

Counsel to the Issuer International & Nigeria

WHITE & CASE
English law and USA law

BANWO & IGHODALO
Nigerian Law

Counsel to the Bookrunners International & Nigeria

ALLEN & OVERY
English law and USA law

OLANIWUN AJAYI
Nigerian Law

THE TRUSTEE

LawDebenture

Law Debenture Trust Corporation p.l.c

THE COUNSEL TO THE TRUSTEE

大成 DENTONS

Dentons UK and Middle East LLP (English Law)

This Notice is not an advertisement or a solicitation to the public, neither is it intended to call attention to the purchase of the Notes and the Senior Notes and may not be utilised in connection with any offering to the public within Nigeria. The Notes and the Senior Notes referenced herein have not been registered with or approved by the Nigerian Securities and Exchange Commission pursuant to the Nigerian Investments and Securities Act No 29 of 2007(as amended) (the "ISA"). Accordingly, the Notes and the Senior Notes have not been made available for subscription by the public in Nigeria, other than to select investors to whom the prospectus may have been addressed as a private sale, or domestic concern, within the exemption and meaning of Section 69(2) of the ISA.

The Notes, the Senior Note and the Guarantee have not been and will not be registered under the United States Securities Act of 1933, as amended (the "Securities Act") or with any securities regulatory authority of any state or other jurisdiction of the United States and may not be offered, sold or delivered within the United States or to U.S. persons except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act and applicable state securities laws. Accordingly, the Notes are being offered, sold or delivered: (a) in the United States only to qualified institutional buyers (as defined in Rule144A ("Rule 144A") under the Securities Act) in reliance on, and in compliance with, Rule 144A who are also qualified purchasers ("QPs") (within the meaning of Section 2(a)(51) of the U.S. Investment Company Act of 1940,as amended); and (b) to Persons (other than U.S. Persons) (each as defined in Regulation S under the Securities Act ("Regulation S")) outside the United States in reliance on Regulation S.

FEBRUARY 2022

Financial Highlights

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
MAJOR PROFIT OR LOSS ACCOUNT ITEMS	N'000	N'000	N'000	N'000
Interest income	286,641,629	212,955,337	285,942,142	212,479,848
Interest expense	(144,273,943)	(83,051,553)	(145,045,901)	(83,887,239)
Other operating income	81,380,945	(7,013,486)	80,792,406	(7,371,142)
Net fees and commission expense	(4,190,434)	(675,601)	(5,434,059)	(1,537,748)
Impairment charges	(170,813)	(4,345,662)	(108,653)	(4,337,860)
Total operating expenses	(63,755,532)	(45,880,175)	(62,335,984)	(44,689,448)
Profit before tax	155,631,852	71,988,860	153,809,951	70,656,411
Taxation	(53,174,910)	(19,085,225)	(52,237,817)	(18,496,958)
Profit after tax	102,456,942	52,903,635	101,572,134	52,159,453
MAJOR BALANCE SHEET ITEMS				
Loans and advances	1,139,482,461	805,456,300	1,136,956,346	803,595,387
Borrowings	2,635,034,577	1,719,617,570	2,631,140,640	1,717,687,690
Share capital	306,747,632	147,371,321	306,747,632	147,371,321
Total Equity	676,937,637	429,828,883	672,994,611	426,768,371
Total assets	3,912,081,446	2,376,023,482	3,908,322,300	2,373,767,045
Earnings per share (in kobo)	86	72	85	71
Net assets per share (in kobo)	441	583	439	579
Number of employees	699	619	615	556
Total issued and paid up ordinary shares	153,373,816,245	73,685,660,619	153,373,816,245	73,685,660,619

The Directors have the pleasure of submitting to members, their Report and the Audited Financial Statements for the year ended 31st December 2023.

1. **Legal Form**
Bank of Industry Limited was reconstructed in 2001 out of the Nigerian Industrial Development Bank (NIDB) Limited, which was incorporated in 1959. The Bank's authorized share capital was initially set at N50.0 billion and in the wake of NIDB's reconstruction into BOI Ltd in 2001, it was increased to N250.0 billion. The Bank's share capital was further increased to N500.0 billion in May 2023 in order to put the Bank in a better position to be in tune with the Nation's rising economic profile and in line with its mandate.

2. **State of Affairs/Subsequent Events**
In the opinion of the Shareholders' Committee, the state of the Bank's affairs was satisfactory and no event has occurred since the reporting date which would affect the Consolidated and Separate Financial Statements as presented.

3. **Result for the Year**

	Group		Bank	
	31 Dec. 2023 ₦'000	31 Dec. 2022 ₦'000	31 Dec. 2023 ₦'000	31 Dec. 2022 ₦'000
Gross earnings	374,808,954	212,955,386	372,277,303	211,054,594
Profit before tax	155,631,852	71,988,860	153,809,951	70,656,411
Taxation	(53,174,910)	(19,085,225)	(52,237,817)	(18,496,958)
Profit for the period	102,456,942	52,903,635	101,572,134	52,159,453
Other comprehensive income	8,568,165	(29,807)	8,570,461	(19,045)
Total comprehensive income for the year	111,025,107	52,873,828	110,142,595	52,140,408

4. **Principal Activities**
The Bank's mandate includes the provision of financial assistance for the establishment of large, medium and small enterprises as well as expansion, diversification and modernization of existing enterprises and rehabilitation of ailing industries.

The Bank also manages dedicated funds and through its subsidiaries, provides business advisory services, trusteeship, leasing, insurance brokerage, etc.

There was no change in the activities of the Group and the Company during the year.

5. **Business Review**
Bank of Industry Limited carries out its activities in accordance with its Memorandum and Articles of Association and the Companies and Allied Matters Act, 2020.

6. **Directors**
The names of Directors who held office during the year are as follows:

Mallam Aliyu AbdulRahman Dikko	- Chairman, Board of Directors (Retired June 19, 2023).
Dr. Olasupo Olusi	- Managing Director/Chief Executive Officer (wef October 18, 2023)
Mr. Olukayode A. Pitan	- Managing Director/Chief Executive Officer (Retired October 17, 2023)
Mrs. Toyin Adeniji	- Executive Director, Micro-Enterprises (Retired March 18, 2023)
Mr. Simon C. Aranonu	- Executive Director, Large Enterprises
Mr. Shekarau D. Omar	- Executive Director, Small and Medium Enterprises
Mr. Usen O. Effiong	- Executive Director, Corporate Services and Commercial
Ms. Mabel Ndagi	- Executive Director, Micro-Enterprises (Appointed March 19, 2023)
Mr. Alexander M. Adeyemi, mni	- Non-Executive Director (Retired March 3, 2023)
Engr. Chukwuemeka Nzewi	- Non-Executive Director (Retired June 19, 2023)

Mr. Philip Yila Yusuf	- Non-Executive Director (Retired June 19, 2023)
Mr. Adewale R. Bakare	- Non-Executive Director (Retired June 19, 2023)
Mr. Vincent Kawahuda Wuranti	- Non-Executive Director (Retired June 19, 2023)
Mr. Udechukwu Obi Osakwe	- Non-Executive Director (Retired June 19, 2023)

7. Record of Attendance of Directors

Pursuant to and in accordance with the provisions of the Companies and Allied Matters Act, 2020, the record of Directors' Attendance at Board and Board Committee Meetings held during the year under review is set out in the Corporate Governance Report and shall be made available for inspection at the Annual General Meeting.

8 Interest of Directors

No Director has direct or indirect interest in the share capital of the Company as at 31st December 2023 (December 2023: Nil)

9. Analysis of Shareholding

As at 31st December, 2023, BOI's shares were held by forty four (44) shareholders as analysed in the Table below:

		No of Shares Held	% of Total Shareholding
i)	Ministry of Finance Incorporated	77,357,608,889	50.43
ii)	Central Bank of Nigeria	76,015,606,357	49.56
iii)	42 Other Nigerians (Individuals)	605,000	negligible
	Total	153,373,816,246	100

10. Substantial Interest in Shares (10% and above)

The above analysis shows that two (2) shareholders (Ministry of Finance Incorporated) and Central Bank of Nigeria hold above 10% holding.

11 Interest of Directors in Contracts

None of the Directors has notified the Company for the purpose of the Companies and Allied Matters Act, 2020 of any disclosable interest in contracts with which the Company was involved as at 31st December, 2023.

12 Property and equipment

Movements in property and equipment during the year are shown in Note 25. In the opinion of the Shareholders Committee, the market value of the Group's properties is not less than the value shown in the Financial Statements.

13 Employment and Employees

13.1 Employment of Physically Challenged Persons

The Group and the Company operate a non-discriminatory policy in the consideration of applications for employment including those received from physically challenged persons.

The Group's Policy is that the most qualified persons are recruited for appropriate job levels, irrespective of an Applicant's state of origin, ethnicity, religion or physical condition.

13.2 Health, Safety at Work and Welfare of Employees

The Group maintains business premises designed with a view to guaranteeing the safety and healthy living conditions of its employees and customers alike.

Employees are adequately insured against occupational and other hazards.

In addition, the Group provides medical facilities to its employees and their immediate families at its expense.

13.3 Employee Involvement and Training

The Group encourages participation of its employees in arriving at decisions in respect of matters affecting their well-being.

Towards this end, the Group provides opportunities where employees deliberate on issues affecting the Group and employees' interest, with a view to making inputs to decisions thereon.

The Group places a high premium on the development of its manpower.

13.4 Research and Development

The Group also carries out on a continuous basis, research into new banking products and services.

14 Dividends

The Directors, pursuant to the powers vested in it by the provisions of section 426 of the Companies and Allied Matters Act (CAMA 2020) of Nigeria, proposed a final dividend of N0.07k per share (2022: dividend of N0.11k per share) from the retained earnings account as at 31 December 2023. This will be presented for ratification by the shareholders at the next Annual General Meeting.

15. Donations and charitable gifts

The Bank made contributions to charitable and non-political organisations of N20 million (December 2022: N144 million) during the year. The beneficiaries are as follows:

	31 December 2023 'N' Million
Institute of Chartered Accountants of Nigeria	15
Nigerian Association of Small and Medium Enterprises	5
	20

16. Auditors

KPMG Professional Services, having satisfied the relevant corporate governance rules on their tenure in office, has indicated its willingness to continue in office as Auditors to the Bank. Therefore, in accordance with the Companies and Allied Matters Act, 2020 the Auditors will be re-appointed at the next Annual General Meeting of the Bank without any resolution being passed.

BY ORDER OF THE BOARD

OLUFUNLOLA O. SALAMI (MRS.)
Company Secretary
FRC/2018/ICSAN/00000018804
22 April 2024

STATEMENT OF DIRECTORS' RESPONSIBILITIES FOR THE PREPARATION AND APPROVAL OF THE FINANCIAL STATEMENTS

The Shareholders' Committee accepts responsibility for the preparation of the Consolidated and Separate Financial Statements that give a true and fair view in accordance with the IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards) and in the manner required by the Companies and Allied Matters Act, 2020, the Financial Reporting Council (FRC) of Nigeria (Amendment) Act,, 2023, the Central Bank of Nigeria (CBN)'s Regulatory and Supervisory Guidelines for Development Finance Institutions in Nigeria, 2015 and other relevant Guidelines and Circulars.

The Shareholders' Committee further accepts responsibility for maintaining adequate accounting records as required by the Companies and Allied Matters Act, 2020 and for such internal control measures as the Shareholders Committee deem necessary to enable the preparation of the Consolidated and Separate Financial Statements that are free from material misstatement, whether due to fraud or error.

Going Concern.

The Shareholders' Committee has made an assessment of the ability of the Bank and the Group to continue as a going concern and has no reason to believe that the Bank and the Group will not remain a going concern in the year ahead.

Dr. Olasupo Olusi	**Mr Muhammad Bala**
Managing Director/CEO	Chairman
22 April 2024	22 April 2024

**Dr Olasupo Olusi and Mr. Muhammad Bala have obtained the Exceptional Waiver of the Financial Reporting Council (FRC) via the FRC letters dated March 19, 2024 and March 28, 2024 respectively.*

STATEMENT OF CORPORATE RESPONSIBILITY FOR THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2023

Further to the provisions of Section 405 of the Companies and Allied Matters Act, 2020, we, the Managing Director/CEO and Chief Financial Officer, hereby certify the Audited Consolidated and Separate Financial Statements for the year ended 31st December, 2023 as follows:

(a) That we have reviewed the Audited Consolidated and Separate Financial Statements for the year ended 31st December 2023.

(b) That the Audited Consolidated and Separate Financial Statements do not contain any untrue statement of material fact or omit to state a material fact which would make the statements misleading, in the light of the circumstances under which such statement was made.

(c) That the Audited Consolidated and Separate Financial Statements and all other financial information included in the Statements fairly present, in all material respects, the financial condition and results of the operation of the company as of and for, the year ended 31st December 2023.

(d) That we are responsible for establishing and maintaining internal controls and have designed such internal controls to ensure that material information relating to the Bank and its subsidiaries is made known to the Officer by other Officers of the companies, during the year end in which the Audited Financial Statement Report is being prepared.

(e) That there were no significant changes in internal controls or in other factors that could significantly affect internal controls subsequent to the date of our evaluation, including any corrective action with regard to significant deficiencies and material weaknesses.

(f) That we have disclosed the following information to the Bank's Auditors and Audit and Risk Committee:

(i) There are no significant deficiencies in the design or operation of internal controls which could adversely affect the Bank's ability to record, process, summarize and report financial data, and have identified for the company's Auditors any material weaknesses in internal controls, and

(ii) There is no fraud that involves Management or other employees who have a significant role in the company's internal control.

Dr Olasupo Olusi
Managing Director/CEO
22 April 2024

Taiwo Kolawole
Chief Financial Officer
FRC/2013/ICAN/00000002545
22 April 2024

**Dr Olasupo Olusi has obtained the Exceptional Waiver of the Financial Reporting Council (FRC) via the FRC letter dated March 19, 2024.*

TO THE MEMBERS OF BANK OF INDUSTRY LIMITED

In compliance with Section 404(7) of the Companies and Allied Matters Act, 2020 ["CAMA"] and the Central Bank of Nigeria (CBN)'s Regulatory and Supervisory Guidelines for Development Finance Institutions in Nigeria; we have reviewed the Consolidated and Separate Financial Statements of the Bank of Industry Limited and its subsidiaries for the year ended 31 December 2023 and the reports thereon and confirm as follows:

1. In our opinion, the scope and planning of the audit requirement were adequate.

2. That the Accounting and Reporting Policies of the Bank and the Group are in accordance with legal requirements and agreed ethical practices.

3. We have reviewed the findings on the Management Letters in conjunction with the External Auditors and are satisfied with the response of the Management thereon. The External Auditor's findings, as stated in the Management Letter, are being dealt with satisfactorily by the Management.

4. That the Bank's system of accounting and internal controls are adequate.

5. Related party transactions and balances have been disclosed in Note 38 to the Consolidated and Separate Financial Statements.

Rev. Isaac Adefemi Agoye
Chairman
FRC/2015/ICAN/00000013104
22 April 2024

Members of the Audit and Risk Committee
Rev. Isaac Adefemi Agoye - Chairman
Mr. Tajudeen Datti Ahmed - Member
Mr. Adedamola Olufemi Young - Member

CORPORATE SERVICES LIMITED

April 2024

REPORT OF THE EXTERNAL CONSULTANTS ON THE PERFORMANCE OF THE BOARD OF DIRECTORS OF BANK OF INDUSTRY LIMITED FOR THE YEAR ENDED 31ST DECEMBER 2023

In compliance with the provisions of **Principle 14.1 of the Nigerian Code of Corporate Governance, 2018 ("NCCG"), and Section 2.9.2 of the Central Bank of Nigeria (CBN) Code of Corporate Governance for Development Finance Institutions in Nigeria issued in 2018 ("CBN Code"),** DCSL Corporate Services Limited was appointed to undertake an appraisal of the Board of Directors of Bank of Industry Limited ("BOI", "the Bank") for the year-ended 31st December 2023. The appraisal entailed a review of the Bank's corporate and statutory documents, the minutes of Board and Board Committee meetings, policies and other ancillary documents made available to us. We also administered Board and Peer Review Surveys to the Directors.

The essence of the review was to ascertain the level of the Board's compliance with corporate governance practices with particular reference to the provisions of the NCCG and the CBN Code and covered the following seven key corporate governance themes:

1. Board Structure and Composition
2. Strategy and Planning
3. Board Operations and Effectiveness
4. Measuring and Monitoring of Performance
5. Risk Management and Compliance
6. Corporate Citizenship, and
7. Transparency and Disclosure

Following the review of the policies and processes in place at the Bank, we confirm that the Board of Directors is committed to ensuring prime corporate governance practices and adherence to the principles enshrined in the CBN Code and the NCCG as well as globally accepted practices. Furthermore, we confirm that the Board is committed to setting the pace for the observance of the highest ethical standards and transparency in the conduct of the Bank's business.

We have proffered recommendations to address the areas requiring improvement and are satisfied that the Board will take appropriate steps to implement these.

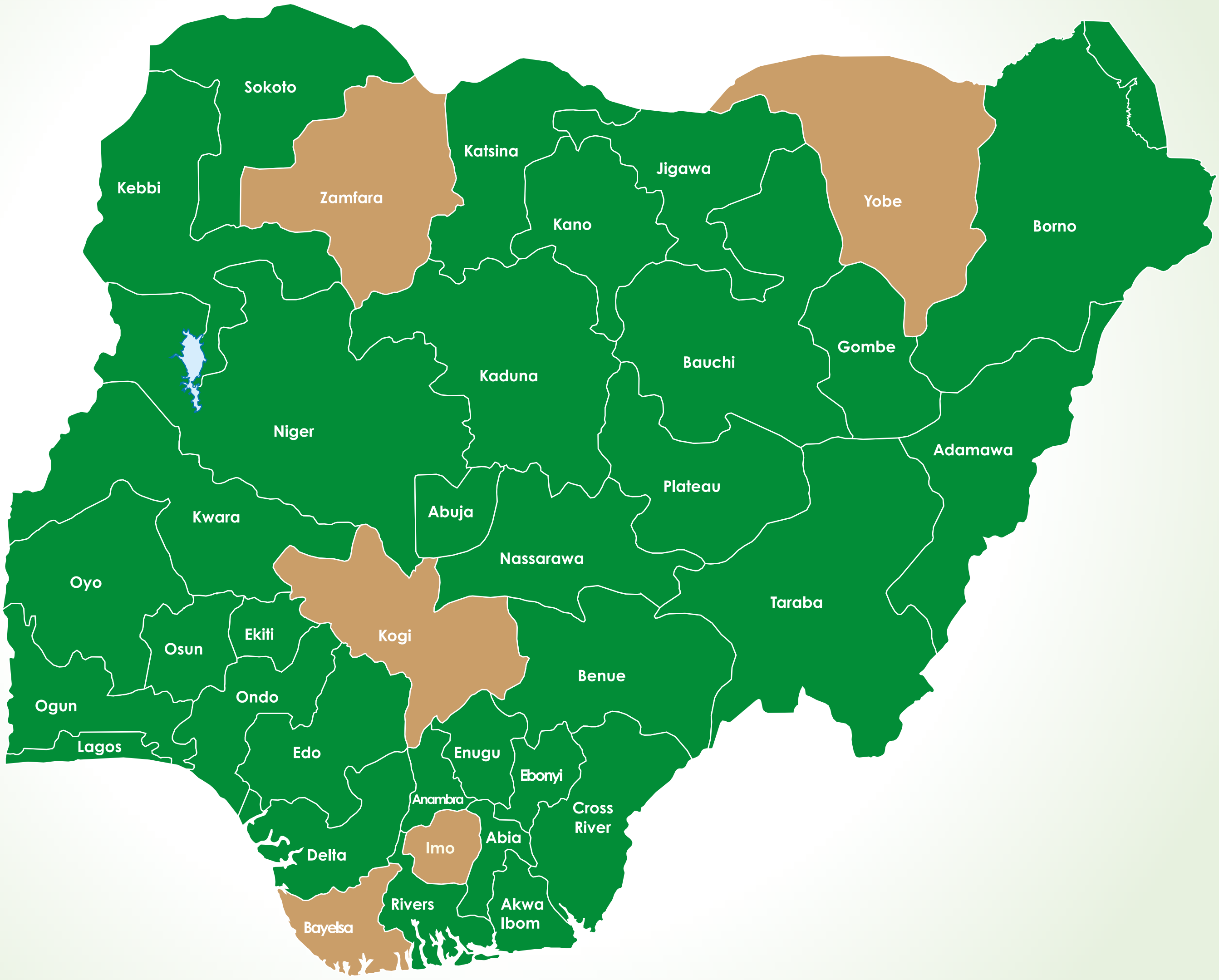
Our detailed report contains the details of our findings and recommendations.

Yours faithfully,

For: DCSL Corporate Services Ltd

Bisi Adeyemi
Managing Director
FRC/2013/NBA/00000002716

BOI is Present in 32 States Across Nigeria



States hosting Bank of Industry.

visit: **www.boi.ng**

Head Office: **23 Marina Road, Lagos, Nigeria**
email: **customercare@boi.ng**

call: **0700-CALL-BOI | 0700 225 5264**
switchboard: **(+234)-1-2715070-71**

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BANK OF INDUSTRY
...transforming Nigeria's industrial sector

Working Harder, Getting Closer... to you

Head Office
BOI House,
23 Marina Road,
Lagos State.

Corporate Office
Plot 256, Zone A O,
off Herbert Macaulay way,
Behind Unity Bank,
Central Business District,
Abuja.

Abia
25B Adelabu Street
Adelabu Housing Estate,
opp. Abia State Universal
Basic Education Board,
Umahia, Abia State.

Adamawa
Aminu Galadima Way,
Bank Road
Opposite Lamido Cinema,
Jimeta, Yola
Adamawa State.

Akwa Ibom
Dakada Tower,
3rd Floor,
Banking Layout,
Uyo.

Anambra
No. 37, Zik Avenue,
(former CBN Building),
Akwa,
Anambra State.

Bauchi
BOI House,
Maiduguri Road,
Bauchi,
PMB 245

Benue
No. 17, Jonah Jang Road,
Hudco Headquarters,
Makurdi,
Benue State.

Borno
5, Sir Kashim Ibrahim Way,
Opposite GT Bank,
Maiduguri,
Borno.

Cross River
115, Mariam Road,
Calabar,
Cross River State.

Delta
1st Floor, Karlyle Towers,
10, DBS Road,
opp. Deputy Governor's Office,
GRA, Asaba,
Delta State.

Ebonyi
25, Ezza Road,
FMBN Compound,
Abakaliki,
Ebonyi State.

Edo
Edo Production Centre,
Magistrate Court Premises,
Sapele Road,
Benin City, Edo State.

Ekiti
Former CBN Office,
Along Secretariat Road,
off Bank Road
(New Inyin Road),
Ado-Ekiti, Ekiti State.

Enugu
47 Coal City Estate,
Behind CBN Building,
Enugu State.

Gombe
Muhammad Aliyu Plaza,
Gombe-Bauchi Expressway,
Gombe State.

Jigawa
Plot 49,
Mechanic Village Road,
opp. Ibrahim Aliyu Bypass,
Dutse, Jigawa State.

Kaduna
BOI House,
18 Muhammadu Buhari way,
PMB 2141
Kaduna State.

Kano
Plot 7,
Guda Abdullahi Road,
City Center (Farm Center),
Tarauni, Kano.

Katsina
No. 10, WTC Road,
Opp. CBN Office,
GRA, Katsina.

Kebbi
Plot A1,
Sultan Abubakar Rd,
GRA, Birnin Kebbi,
Kebbi.

Kwara
1st Floor,
Adama Bola Sa'ad House,
by Mat-Rite Supermarket,
10, Ahmadu Bello Way,
GRA, Ilorin.

Lagos - Ikeja
3 Ashabi Cole Street,
off Agidingbi Road,
Alausa, Ikeja,
Lagos.

Lagos -Lekki
3rd Floor, Standard Alliance
Building, Plot 1, Block 94,
Providence Street,
Lekki Phase 1, Lagos.

Nasarrawa
No.1, Idris Amakura Link,
off Shendam Road, Lafia,
Nasarrawa State.

Niger
NSDC Building,
A44 Muazu Muhammed Rd,
Minna,
Niger State.

Ogun
2nd Floor,
Oluwatoyin House,
Lalubu Road,
Okelewo, Abeokuta,
Ogun State.

Ondo
BOI House,
Owo Road,
Alagbaka,
Akure, Ondo State.

Osun
Treasury Plaza,
10 Obafemi Awolowo way,
Igbona, Osogbo,
Osun State.

Oyo
Green Plaza, NTC Leaf Rd,
Beside FIRS Office,
Iyaganku, GRA,
Ibadan, Oyo.

Plateau
15, Jengre/Richard Road,
off Murtala Muhammed Way,
Jos, Plateau State.

Rivers
Ewoma House, Ground Floor,
Plot 122A,
General Diriyal Road,
GRA Phase 3,
Port-Harcourt.

Sokoto
No. 6, Ahmadu Bello way,
After Old Savannah Bank,
Sokoto.

Taraba
No. 72 Hammaruwa Way,
opposite GTBank,
Jalingo, Taraba.

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Dr. Olasupo Olusi

Managing Director and Chief Executive Officer
Bank of Industry

Dr. Olasupo Olusi is the Managing Director and Chief Executive Officer of the Bank of Industry (BOI) Limited.

He obtained B.Sc. (Hons.) in Economics and Accounting at University of Hull, United Kingdom in 1999 and an M.Sc. in International Money, Finance and Investment at University of Durham, Durham, United Kingdom. He obtained Ph.D. in Economics at University of Durham, Durham, United Kingdom.

He is a versatile Economist and Project Manager with demonstrated leadership in building sustainable, transformative, and competitive economies at both Country and Regional Levels.

He is very experienced working in multiple regions – including Middle East and North Africa, Sub-Saharan Africa, Europe and Central Asia – at the World Bank, and significant experience working with Country clients on policy reform.

He is also skilled in business, portfolio and knowledge management and vastly experienced in crucial subject areas such as Macro-Economic Management, Financial and private sector development. He has strong skills in leading projects and teams with different cultures and stakeholders.

His areas of expertise include:

Macroeconomic Management, MSME Development, leading and non-lending Project Management, knowledge management, debt and fiscal management, public sector engagement and reforms and business/entrepreneurship development.

In terms of work experience, he has been, inter alia:

- Project Manager and Senior Country Economist at World Bank Group, USA.
- Senior Country Economist and Task Team Lead for the Macroeconomics, Trade and Investment (MTI) Global Practice Country Programme in Lesotho.
- Senior Private Sector Specialist at the International Finance Corporation (IFC), World Bank Group, USA.
- Country Economist at World Bank Group, USA.

His external service from the World Bank includes working as a Special (Economic) Adviser and National Projects Director at the Federal Ministry of Finance, Nigeria.

He has been a member of the following bodies in Nigeria:

- Inter-Ministerial Committee on Stock Market Resuscitation 2012.
- Abuja Securities and Commodities Exchange Revitalization Committee.
- World Economic Forum on Africa (WEFA) Abuja 2014 Secretariat.
- Country Economist at the World Bank, USA and Royal Economic Society (United Kingdom), American Finance Association (USA).

Mr. Simon Aranonu

Executive Director - Large Enterprises

Mr. Simon Aranonu has held the position of Executive Director of the Bank's Large Enterprises Directorate since August 2016. His responsibilities include developing the Bank's strategy for Nigeria's larger corporates as well as managing BOI's team in charge of the Large Enterprise loan portfolio.

Mr. Aranonu boasts of more than 30 years banking and financial consulting experience, including several senior positions in some of Nigeria's better-known financial institutions. His significant expertise lies particularly with credit and corporate governance.

Mr. Aranonu's banking career began in 1987 when he joined Chase Merchant Bank, later becoming Continental Merchant Bank, where he spent three (3) years in various Middle Management positions. In 2008, Mr. Aranonu was appointed Executive Director at Intercontinental Bank Plc (now Access Bank Plc) and had served as Executive Director in Global Bank Plc. He also worked at various times for Liberty Merchant Bank as an Assistant General Manager and also at Manufacturers Merchant Bank as an Assistant Manager.

Mr. Aranonu holds a Bachelor of Science Degree from the University of Nigeria, Nsukka where in 1984, he also won the University Foundation Prize as the Best Graduating Student in Finance. He is also a Graduate of the Advance Management Programme of Stanford University California, United States.

Mr. Aranonu is a Fellow of the Institute of Chartered Accountants of Nigeria and an Honorary Senior Member of the Chartered Institute of Bankers of Nigeria.

An avid scholar, Mr. Aranonu has attended various business leadership programmes throughout his career, including courses at Harvard Business School, Chicago Business School, Columbia Business School, New York and Cranfield University UK. Other training programmes that he has attended included courses at Citibank School of Banking, New York, Chase Manhattan Bank, New York and Mellon Bank, Philadelphia. Mr. Aranonu has also been trained in Kellogg School of Management, Chicago, Illinois and Wharton Business School, Pennsylvania both in the United States. In the spring of 2000, Mr. Aranonu became a beneficiary of the USAID-sponsored Best and Brightest African Bankers training programme in the USA.

Mr. Aranonu is also licensed by the IFC to train Company Directors on Corporate Governance.

Mr. Shekarau D. Omar

Executive Director - Micro, Small and Medium Enterprises
(Sadaukin Katagum)

Mr. Shekarau D. Omar obtained a 2nd Class Upper Division (B.Ed.) Honors Degree (1985) from the Ahmadu Bello University, Zaria. He also obtained two Masters' Degrees in Educational Administration (M.Ed., 1991) and International Law and Diplomacy (MILD, 1992) from the University of Lagos.

He is a consummate professional with over 30 years' experience, having previously served in the Military, University, Banking and Telecommunications Sectors before joining BOI Ltd in 2005 as a Senior Manager/Head of Human Resources. He rose through the ranks to become a General Manager in 2014.

He was the General Manager (Management Services) during which he supervised the construction of the Bank's Corporate office in Abuja (12th Store building - Tower One) and the renovation and movement of the Head office from a one storey building at Amodu Ojikutu Street, Victoria Island to its present location 23, Marina Lagos Island, Lagos (10th storey building). He also supervised the establishment of additional 25 state offices across the country which brought the Bank services closer to the people.

In 2014 he was made the General Manager (SME – North) during which for the first time in the history of the bank disbursements to SME projects in the Northern part of the country witnessed an unprecedented increase from millions to billions. He was later redeployed to Large Enterprises Directorate as General Manager. In March 2019, Shekarau Omar was appointed as Executive Director (SME) by His Excellency, President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria.

He is a Licensed Human Resource Professional, a member of the Society for Human Resources Management (SHRM), a member of the Chartered Institute of Personnel Management (CIPM), a member of the Chartered Institute of Administration of Nigeria and an Honorary Senior Member of the Chartered Institute of Bankers of Nigeria (CIBN).

Mr. Omar has attended several human resources and personnel management, telecommunications, banking and leadership training programmes throughout his career, both locally and abroad, including courses at the Galilee Institute of Management, Israel, the Institute of International Finance, United Kingdom and the Financial Institutions Training Centre (FITC), Nigeria.

Mr. Usen Effiong

Executive Director - Corporate Services and Commercial

Mr. Usen Effiong was appointed as an Executive Director of the Bank in May 2022. He currently oversees the Corporate Services and Commercial Directorate where his responsibilities include supervision of the operations of the Management Services Division (Human Resources, Security and Administration & Procurement Departments) and the Bank's Subsidiaries.

Prior to joining the Bank, Mr. Usen Effiong served as Deputy Director in Branch Operations Department, Central Bank of Nigeria; overseeing the Service Delivery Division.

Mr. Effiong has over thirty two (32) years' work experience in Central Bank of Nigeria, out of which 20 years were in core HR functions of Performance Management, Workforce Planning, Talent Management, Change Management, Continuous Improvement and HR Transformation.

He led the team that successfully implemented the Automation of Promotion Examination process in the Central Bank of Nigeria. He was the Best Staff of Human Resources Department for 2003 and a member of Project EAGLES Communication & Culture Change Team.

Mr. Usen Effiong is passionate about value creation in business and enabling dynamic and customer focused work environment.

He holds a Bachelor of Science (Hons) Degree in Agricultural Economics from University of Calabar and a Master's Degree (M.Sc.) in Agricultural Economics from University of Ibadan.

He is an Honorary Senior Member of the Chartered Institute of Bankers of Nigeria (CIBN), Full Member of Chartered Institute of Personnel Management (CIPM), Member of Nigerian Institute of Management (NIM), a Certified Talent Acquisition Professional (CTAP),and a Strategic Workforce Planner of the Human Capital Institute (SWP).

Ms. Mabel Ndagi

Executive Director, Public Sector/Intervention Programs Directorate

Ms. Mabel Ndagi is currently the Executive Director of the Public Sector/Intervention Programs Directorate at the Bank of Industry (BOI). She oversees the implementation of tailored financial and non-financial solutions through the use of technology for the micro enterprises and individuals at the bottom of the pyramid.

Ms. Ndagi possesses deep financial services expertise that has spanned over 30 years across various functions including treasury management, corporate finance, project finance, integrated marketing communications, special products management, strategic alliances as well as gender development.

Prior to being appointed as an Executive Director, Ms. Ndagi served as the pioneer Divisional Head of the Bank's Communications and External Relations Division. In that capacity, she was responsible for maintaining a positive brand image for the bank as well as handling the investor relations for the bank.

Before this role, Ms. Ndagi led several business groups within the Bank such as the Public and Multilateral Desk, Monitoring and Supervision Group of the Central Bank of Nigeria (CBN) Intervention Funds Desk as well as the Gas & Petrochemicals Group of the Bank's Large Enterprise Directorate. Ms. Ndagi spearheaded the setup of a dedicated Gender Desk within the Bank in furtherance of the Bank's deliberate efforts to promote gender empowerment. She remains committed to this mandate through her leadership of the Bank's Women Programmes as well representations at local and international events that promote female empowerment.

Prior to BOI, Ms. Ndagi had worked in Banking and Financial Services Institutions including the erstwhile International Merchant Bank (IMB), a former affiliate of First National Bank of Chicago.

She has attended various professional and leadership trainings around the world. These include Columbia Business School, New York, INSEAD Business School, Paris, New York Institute of Finance, New York; Centre for Finance Strategy, Cambridge Massachusetts, City University Business School, London as well as Institute de Francaise, France.

Ms. Ndagi holds a Bachelor of Law Degree from the Ahmadu Bello University, Zaria. She was called to the Nigerian Bar in 1987. She is an Honorary Senior Member of the Chartered Institute of Bankers of Nigeria (CIBN).

Mr. Leonard Kange

Divisional Head (Corporate Finance and Advisory)/General Manager

Mr. Leonard Kange is an accomplished Business Leader with over 30 years of domestic and international experience in the Financial Services Industry. His experience in the industry spans Relationship Management, Strategy, Investment Banking, Treasury, Information Technology, Corporate Banking, Commercial Banking, Financial Advisory Services and Insurance.

Leonard currently heads the Corporate Finance and Advisory Division of the Bank. His responsibilities include raising capital locally and internationally to support BOI's lending activities as well as providing financial advisory services and solutions to its customers.

Leonard joined Bank of Industry Ltd (BOI) in 2017 as the Divisional Head/General Manager, Large Enterprises and was responsible for leading and supervising business development, operations and financial health of the Food Processing, Creative Industry, Solid Minerals, Gender and Special Intervention Funds (for power, Aviation, Manufacturers Refinancing and Restructuring) Business Groups until October 2022. He was also a leading member of the team responsible for sourcing financing from local and international institutions to support the Bank's lending activities.

Leonard also chairs the Information Security Steering Committee (ISSC) and the Information Technology Steering Committee (ITSC) respectively.

Before joining BOI, Leonard gained extensive experience working for the Royal Bank of Canada (RBC) as a Senior Retail and Franchise Specialist from 2007 to 2017. In this role, he was responsible for Business Development & management of major client relationships, negotiating and implementing complex financing structures, portfolio management, risk assessment and monitoring on behalf of RBC for the benefit of clients. He was also responsible for developing Business Plans, distilling target markets and converting new clients.

Prior to joining Royal Bank of Canada, Leonard had a brief stint as a Financial Advisor at Freedom 55 Financial, Toronto, where he developed solid financial plans for individual and corporate clients.

Leonard invested over 13 years at FSB International Bank Plc (1992-2005) before seeking international banking experience. At FSB, he occupied several Senior Management roles including leading the Relationship Management teams in Corporate and Investment Banking, heading the Strategy and IT functions and Executive Assistant to the Chairman/CEO of the Bank. At the point of his voluntary exit in 2005, he was the Group Head, Corporate & Investment Banking.

Leonard earned a BSc Degree in Sociology from Ahmadu Bello University, Zaria (1986) (Accredited by University of Toronto). He also earned the Professional Financial Planner (PFP) designation in 2007 and the Project Management Professional (PMP) designation in 2008 while in Canada.

Leonard has also attended several professional development programmes at a number of renowned institutions including: The Wharton Business School, USA; RBC Royal Bank of Canada; University of Florida, USA; CitiBank, USA; Cambridge Academy of Transport, UK; Galilee International Management Institute, Israel.

Leonard is a Certified Member of the Project Management Institute (PMI), USA and a member of the Institute of Directors of Nigeria (MIoD).

Dr. Rislanudeen Muhammad

Chief Economist and Head - Strategy and Research Division

Dr. Rislanudeen holds a Bachelors degree in Economics (Second Class Upper) from Bayero University, Kano, 1985; an MSc degree in Economics from Ahmadu Bello University, Zaria, 1991 and a PhD in Economics from Bayero University, Kano, 2019 (where he graduated with Distinction). He is an Adjunct lecturer in Department of Banking and Finance, Bayero University, Kano and Department of Economics, Nile University, Abuja.

Dr Rislanudeen had extensive professional training both in Nigeria and abroad, which include high level leadership training at Harvard Business School, Boston USA, IESE Business School Barcelona, Spain and Risk Management trainings at INSEAD Business School Fontainebleau, France, Euromoney Training, London and many others. He is an alumnus of four prestigious Business Schools – Lagos, Harvard and London Business Schools as well as Galilee International Management Institute, Israel. He is an Honorary Senior Member, Chartered Institute of Bankers of Nigeria (CIBN); Fellow, Nigerian Institute of Management Consultants; Fellow, Association of Enterprise Risk Management Professionals; Fellow, Nigerian Institute of Fiscal Studies; Life member, Nigerian Economic Society; Fellow, Institute of Service Excellence and Good Governance; Fellow, Chartered Institute of Loan and Risk Management; Fellow, Nigerian Institute of Training and Development; Fellow, Institute of Business Administration and Knowledge Management; Fellow, Nigerian Institute of Corporate Administration; Chartered Risk Manager, Chartered Institute of Risk Management of Nigeria; Member, Nigerian Institute of Management; Technical Advisor, Commonwealth Women in Business Board and Member, Daily Trust Newspapers Board of Economists, among others

He has over 33 years' experience working in Budget and Economic Planning, Corporate Banking, Credit and Operations, Retail and eBanking, Risk Management and Investment Advisory Services. He joined BOI Limited in 2018 and is now the Chief Economist and Head, Strategy and Researchvision.

Dr. Isa Emmanuel Omagu

Divisional Head (Large Enterprises – I)/General Manager

Dr. Isa Omagu joined Bank of Industry Ltd (BOI) in October 2022 and is currently the Divisional Head in-charge of Large Enterprises 1. He is responsible for leading and directing the origination and coverage of relationships in Food and Beverages, Oil &Gas, Creative and Digital, and Chemicals and Industrial Minerals strategic business groups.

Prior to joining BOI, Isa was the Director, Marketing & Sales in Unified Payment (UP) Services Limited, a FinTech company owned by key Banks in Nigeria, where he was responsible for Agency Networks across Nigeria, Payment Solutions and UP's Payment Gateway, Payarena.

He had a brief stint in a turnaround role as the Chief Operating Officer (COO) of Glo Mobile Ghana in 2019.

Isa is a GTBank veteran with over thirteen (13) years in different roles including Non-Executive Director of Guaranty Trust Bank (Sierra Leone) Limited while doubling as the General Manager & Divisional Head responsible for Guaranty Trust Bank's Commercial Banking business on Lagos Mainland until January 31, 2019.

Isa has over 34 years' professional work experience spanning teaching, auditing, foreign trade supervision, telecommunications sector, payments industry and over 20 years of extensive banking experience in Institutional and Commercial Banking across top Banks in Nigeria starting with FSB International Bank through NAL Bank Plc to Guaranty Trust Bank Plc.

Isa was the Global Chairperson of University of Stellenbosch Business School (USB) Alumni Association and an Advisory Board Member of USB in Cape Town between 2014 and 2019. He is also a Member of the Executive Council of Lagos Business School Alumni Association (LBSAA)

Isa is an Honorary Senior Member of the Chartered Institute of Bankers of Nigeria (HICB), a Member of the Institute of Directors (MIoD), an Associate of the Certified Pension Institute of Nigeria (ACIP), a Member, Nigeria Institute of Management (MNIM) and a Chartered Development Finance Analyst (CDFA).

Dr. Omagu graduated as the Best Student in Chemistry with a Bachelor of Science Degree from Ahmadu Bello University in 1988. He obtained a Post Graduate Diploma and a Master of Science Degree in Economics from University of Lagos, Nigeria, Master of Business Administration from IESE Business School, Spain, Master of Development Finance from the University of Stellenbosch Business School, South Africa and is a Graduate of the Advanced Management Programme of Lagos Business School/Pan African University, Lagos. He also holds a Doctorate in Business Administration with specialization in Entrepreneurship and Small Business Management from Babcock University.

Dr. Omagu has attended Executive Education Programmes at Cranfield School of Management in the United Kingdom; Kellogg School of Management, Illinois; and Ross Business School, Michigan, United States of America.

Mr. Ayo Bajomo

Divisional Head (Treasury & Financial Institutions)

Mr. Ayo Bajomo has worked in different organizations for about 30 years – Consulting (Strategy Development, Change Management, Process Re-engineering, etc), Financial Services (Project & Development Finance, Corporate, Retail, Consumer Banking, Risk Management, Electronic & Mobile Payments and Asset & Investment Management).

Ayo is currently a General Manager and Divisional Head, Treasury and Financial Institutions (Treasurer) at the Bank of Industry (BOI). He is actively involved in raising funds from international sources through loan syndications, bonds and other instruments.

Prior to his present role, he was the Divisional Head and Deputy General Manager responsible for overseeing all Small and Medium Enterprises in entire 17 Southern States of Nigeria. Before this, he served as the Technical Assistant to the Managing Director of the Bank.

He has worked in the Commercial Banking space with institutions such as United Bank of Africa Plc (UBA) and former Standard Trust Bank (STB). He also worked at First City Monument Bank Plc (FCMB) where he created and set up the entire framework for its Consumer Lending.

Ayo also worked with FSB International Bank Plc (now Fidelity Bank Plc) for about six (6) years as the Head, Construction and Telecoms Group and earlier as the Head of Corporate Planning in the Strategy Division of the Bank.

Prior to his foray into banking in the mid-1990s, he worked as a Management Consultant with Accenture (Formerly Andersen Consulting) largely working in Strategy, Change Management, etc for Financial Institutions and manufacturing clients.

Ayo is a member of several professional bodies/organizations, namely the following: the Institute of Directors (IoD), Chartered Institute for Securities and Investments UK, Chartered Institute of Stockbrokers and the Nigeria Institute of Management. He is also a Certified Microfinance Banker and Honorary Senior Member of The Chartered Institute of Bankers. In addition, he is a Fellow of the National Institute of Credit Administration and the Pension Institute of Nigeria, etc.

Ayo is an Alumnus of the University of Lagos and the Lagos State University where he obtained M.Sc and B.Sc in Mechanical Engineering respectively. At LASU, he was the Best Graduating Student in the Faculty of Engineering in 1991.

Ayo Bajomo is passionate about Development Finance, Infrastructure Finance and financing SMEs, etc

Mr. Taiwo Kolawole

Chief Financial Officer/General Manager

Taiwo Kolawole holds a Bachelors Degree in Accounting from Ambrose Ali University Ekpoma. He is a Fellow of the Institute of Chartered Accountants of Nigeria. He started his career as an Audit Assistant with KPMG Audit in 1999 and rose to the position of Audit Senior in 2003. He then joined Deloitte in 2004 as an Audit Senior, a position he maintained until he joined the team of United Bank for Africa Plc in 2007 as a Manager in the Finance and Risk Management Directorate.

As a Manager in the Group Financial Control at United Bank for Africa Plc, he worked with the Executive Director, Finance and Risk Management. He took up the specific project of Data Migration exercise of the Finacle core Banking application in New York, United States of America. He was involved in the setting up of the finance functions in UBA Uganda, Burkina Faso and Benin Republic as well as the re-engineering of the accounting and reporting functions of these acquired entities in these countries.

He was transferred to UBA Capital Holdings in 2011 as Chief Finance Officer, a position he held until his resignation in January 2012 to join Trustfund Pension Plc. He became Assistant General Manager with effect from July 1, 2013 in this company.

He joined Bank of Industry Limited (BOI) in January, 2015 as Assistant General Manager. He was promoted to Deputy General Manager July 1, 2018 and worked as the Bank's Chief Finance Officer up until October 2, 2019 when he took up a new role in the Bank as the Chief Compliance Officer. He was promoted to General Manager on March 1, 2023. He is currently the Chief Finance Officer of the Bank.

He has attended many local and international courses on different aspects of the finance functions as well as compliance functions in the Banking Industry. Some of these include International Accounting Seminars Immersion Course, in the USA (2012) on International Financial Reporting Standards (IFRS), The CFO: Becoming a Strategic Partner program, University of Pennsylvania USA (May 2013), Integrating Finance and Strategy for Value Creation program, University of Pennsylvania USA (September, 2013).

He obtained further training in Harvard Business School on 'Driving Corporate Performance, Aligning Balance Scorecard with strategy for Value Creation (July 2014), High Performing Leadership Course 2016, High Potential Leadership Program and various courses organized by the Association of Compliance Officers of Banks in Nigeria (ACCOBIN).

Mrs. Ebehiriere Ehi-Omoike

Divisional Head (Management Services)/General Manager

Mrs. Ebehiriere Ehi-Omoike has multifunctional experience in Retail, Commercial and Corporate Banking, Risk management, Operations, Product development, Compliance, Human resources, Administration and procurement, Security services and Legal practice.

She joined the Bank of Industry in 2019 and became the Divisional Head of Large Enterprises 2 where she was responsible for leading, directing and overseeing business development, operations and financial health of the Oil and Gas, Healthcare and Petrochemicals, Agro Processing, Engineering and Technology and the Renewable Energy Business Groups.

Prior to her appointment as the Managing Director of LECON Finance Company Limited, she was the General Manager/Divisional Head of Management Services, where she oversaw the activities of the Human Resources, Administration and Procurement, and Security Services Groups.

She began her career by practicing Law at Chief Rotimi Williams Chambers and then, Toyin Pinheiro and Co Chambers. She then worked for an International Shipping company – G&C Lines (Grimaldi and Cobelfret Lines – Roro Oceanic Shipping Services Nigeria Limited) as the Head of Claims/Legal.

She came into banking by joining Standard Trust Bank Ltd (Now United Bank of Africa) as a Credit Risk officer. She left as a Credit Risk Manager and joined Equitorial Trust bank (now Sterling Bank) as a Credit Risk manager. She also worked at Compliance and Operations. She moved to Intercontinental Trust bank (now Access Bank Plc) as a Credit Risk manager. She also headed the Product development group. While at Access Bank Plc she worked in Retail and Commercial banking, first as a Branch manager, then as a Regional manager, then as a Zonal Manager. She then moved to Standard Chartered Bank Nigeria.

Prior to joining the Bank of Industry, she was a Deputy General Manager and the Head of Retail Distribution Nigeria at Standard Chartered bank Nigeria.

She has an LLB – Law degree in a Second-Class Upper division and was awarded 4 prizes (out of the 7 prizes for Law) one of which is the Deans prize. She also has an LLM – Master's in Law from the University of Lagos (summa cum laude), and an MBA – Master's in Business Administration from Bangor University Wales (summa cum laude).

She is an Alumnus of the Kellogg School of Management, Northwestern University. A life member of the Lagos Business School. A member of the Nigeria Bar association (BL), a Fellow of the Chartered Institute of Bankers Nigeria (FCIB), a Member of the Chartered Institute of Bankers Scotland (MCIS), an Associate of the Women in Business (WIMBIZ), a Member of the Chartered Institute of Personnel Management, and a Fellow of the Institute of Credit Administration (FICA).

Mrs. Ifeoma Uz'okpala

Chief Risk Officer (CRO)

Ifeoma Uz'Okpala, a seasoned Credit and Risk management professional, has a career of over 27 years in the financial sector. She commenced her journey at the International Merchant Bank and progressed through key roles at MBC International, First Bank of Nig. Ltd, Stanbic Bank and UBA. Her versatile expertise encompasses Internal Audit, Corporate Finance, Credit Evaluation and Origination, Foreign Operations, and Risk Management.

An alumna of the University of Nigeria, where she graduated from the Accountancy Department, Ifeoma further honed her skills at the prestigious Lagos Business School. She is a Fellow of the Institute of Chartered Accountants of Nigeria, she is dedicated to professional development, evidenced by her memberships in respected organizations such as the Chartered Risk Management Institute of Nigeria, Sustainability Professionals Institute of Nigeria, and the Institute of Corporate Responsibility and Sustainability Professionals.

She joined the Bank in 2014 as Group Head, Large Enterprises Credit. She later served as the Group Head of Environmental Social and Governance Risk where she offered invaluable ESG support within transactions and provided roadmap for attracting impact investments.

Ifeoma Uz'okpala is now the Chief Risk Officer of BOI and plays a crucial role in managing and mitigating risks associated with the Bank's operations.

Corporate Profile

Bank of Industry Limited is Nigeria's foremost Development Finance Institution (DFI). It was incorporated in 1959 as the Investment Company of Nigeria (ICON) Limited and reconstructed into the Nigerian Industrial Development Bank (NIDB) in 1964 under the guidance of the World Bank. The International Finance Corporation, which produced BOI's pioneer Chief Executive held 75% equity along with several domestic and foreign private investors.

The Bank transformed into the Bank of Industry in 2001, following the merger of the mandates of NIDB, Nigerian Bank for Commerce and Industry (NBCI), and the National Economic Reconstruction Fund (NERFUND).

BOI has the mandate to transform Nigeria's industrial sector by providing financial assistance for the establishment of large, medium, and small enterprises, and rehabilitation of ailing ones; BOI also aims to drive expansion, diversification, and modernisation of existing enterprises. The Bank's mandate is geared towards supporting projects with potential developmental impact, and the capability to generate considerable multiplier effects such as industrialization, job creation, and poverty alleviation, all of which would have significant positive effects on the socio-economic condition of Nigerians.

The Bank continues to support growth across various sectors, including Agro and Food Processing, Creative Industries, Engineering and Technology, Healthcare and Petrochemicals, Oil and Gas, Renewable Energy, and Solid Minerals, leveraging our state offices nationwide.

VISION, MISSION AND MANDATE

Vision: To be Africa's leading Development Finance Institution operating under global best practices.

Mission: To transform Nigeria's industrial sector by providing financial & business support services to enterprises.

Mandate: Providing financial assistance for the establishment of large, medium and small enterprises, as well as expansion, diversification and modernisation of existing enterprises, and rehabilitation of existing ones.

Brief History & Developmental Milestones

1959	• Incorporated as Investment Company of Nigeria
1964	• NIDB was established under the guidance of the World Bank with an authorised share capital of £2 million • International Finance Corporation held 75% equity
1976	• Equity structure of NIDB was diluted with the Federal Government owning more shares as part of its indigenisation Decree
2001	• BOI emerged from the merger between NIDB, NBCI and NERFUND with an authorised share capital of ₦50 billion
2007	• Authorised share capital was increased to ₦250 billion, in order to put the Bank in a position to better address its mandate
2014	• Secured credit rating of A- from Agusto & Co. • Launched the ₦5 billion Cottage Agro-processing Fund (CAPFund) • Signed ₦3.44 billion MOU with the Federal Ministry of Agriculture & Rural Development (FMARD) for on-lending to cassava bread producers • Signed a ₦13.6 billion MOU with FMARD for the establishment of ten integrated rice mills and six integrated cassava mills • Launched the BOI Hall of Fame • Engaged 122 SME Consultants to support SMEs • Entered a strategic alliance with 10 SME-friendly Commercial Banks
2015	• Obtained ISO 9001-2008 Quality Management Certification • Secured credit rating of AA+ from Fitch Ratings • Expanded offices from 7 to 15 State Offices • Increased number of SME Consultants from 122 to 200 • Launched the ₦2 billion Graduate Entrepreneurship Fund (GEF) • Rolled out 40 SME clusters across different sectors of the economy • Obtained $100 million line of credit from African Development Bank to fund export-based projects
2016	• Fitch re-affirmed AA+ National Credit rating • Moody's assigned Aa1.ng/NG-1 rating • Increased SME Consultants to 200 • Launched the ₦10 billion Youth Entrepreneurship Support (YES) Programme • Signed a ₦1 billion MOU with Ecobank for on-lending to MSMEs • Signed a ₦1 billion Legacy Fund with the House of Oduduwa • Increased State Matching Fund partnership from 17 to 21 • Appointed as executing agency for the implementation of the Government Enterprise and Empowerment Programme (GEEP)
2017	• Obtained ISO 9001-2015 Quality Management Certification • Expanded from 20 to 24 State Offices • Launched the $200 million local content fund in partnership with Nigerian Content Development & Monitoring Board (NCDMB) • Secured $750 million syndicated loan through partnership with AFREXIM • Launched the ₦2.5 billion Nigerian Artisanal and Small-Scale Miners (ASM) Finance Support Programme
2018	• Fitch re-affirmed AA+ National Credit rating • Moody's assigned Aa3.ng/NG-1 rating • Agusto maintained Aa rating • Secured strategic partnership with InfraCredit by providing a ₦10 billion line of credit for issuing local currency guarantees for infrastructure projects • Signed an MOU with the Export-Import Bank of China on a $500 million line of credit for importation of equipment from China • Partnered with Brazilian Development Bank (BNDES) on a $20 million line of credit for importation of equipment from Brazil • Part-sponsored the inaugural Intra-Africa Trade Fair (IATF) in Cairo, Egypt and supported over 50 Nigerian SMEs to participate in the fair • Maintained ISO 9001-2015 Quality Management Certification

2019	• Partnered with All-On Energy to set up a ₦1 billion fund to finance deployment of off-grid energy solutions in Niger-Delta region • Invested $10 million in Alitheia Fund to support women-led enterprises • Appointed executing agency for the Islamic Development Bank's Business Resilience Assistance for Value-adding Enterprise (BRAVE) for Women project • Created a ₦2.4 billion North East Rehabilitation Fund to support the rejuvenation of enterprises and business activities in the region • Signed MoU with AfDB to execute Affirmative Finance Action for Women in Africa (AFAWA) • Secured sovereign guarantee from the Federal Executive Council to access €750 million from the international debt market • Financed the establishment of 3 technology hubs in Lagos and Bayelsa States • Increased SME Consultants to 300 • Obtained ISO 27001 Information Security Management System (ISMS) Certification • Expanded from 24 to 26 state offices
2020	• Raised €1 billion CBN Guaranteed Facility. The loan was initially for €750 million but was over-subscribed and thereafter up-sized • Re-financing of US$750 million AFREXIM loan. The deal was oversubscribed and up-sized to US$1 billion marking the Bank's third major international debt raising activity within the last 3 years • Partnered with the World Bank and State Governments to deploy the World Bank's $750 million Nigeria COVID-19 Action Recovery and Economic Stimulus (N-CARES) Programme • The Nigerian Content Development & Monitoring Board (NCDMB) approved the expansion of the Nigeria Content Intervention (NCI) fund from $200 million to $300 million • BOI was appointed by the Federal Government to manage the ₦75 billion MSME Survival Fund • Partnered with State Governments on the State Enterprise and Empowerment Program (SEEP), a ₦2 billion Microcredit initiative • Appointed as the implementation agency for the ₦500 billion National Liquefied Petroleum Gas (LPG) Energy Fund • Participated in the Private Sector Coalition Against Covid-19 (CACOVID) initiative with a contribution of ₦700 million • Obtained the ISO 9001:2015 Quality Management System (QMS) Re-certification • Expanded from 26 to 28 state offices
2021	• BOI was appointed by the Federal Government as the executing agency for AfDB's US$500 million Nigeria Innovation Programme (NIP) for the Investment in Digital and Creative Enterprise (i-DICE) Programme. • Signed a Custodian Fund Agreement with the Nigerian Export Promotion Council (NEPC) to manage the 50 billion Export Expansion Facility Fund. • Signed agreement with the French Development Agency (AFD) to access a €100 million Climate facility under its Transforming Financial Systems for Climate (TFSC) programme • Launched a ₦2 billion matching fund with the Edo State Government to support enterprises. • Appointed as implementing partner of CBN's Tertiary Institutions Entrepreneurship Scheme (TIES). • Invested $10m in equity into AFREXIM Medical Centre of Excellence to provide world-class healthcare and offer a full spectrum of medical services, as well as other essential services. • Obtained the ISO 9001:2015 Quality Management System Re-certification • Financed the completion of ICT and Science laboratories in Delta, Ogun, Yobe, and Lagos States • Commissioned two new offices in Ekiti and Lagos (Lekki) states respectively, bringing the total state offices to 30 across 29 states of the federation. • Became an official signatory to the UN Principles for Responsible Banking.
2022	• Successfully concluded its maiden Eurobond debt-raising transaction of €750m in Feb 2022 (oversubscribed by 50%) which marked the first of its kind in several ways to the bank, Nigeria and Africa • Raised €1 billion guaranteed senior loan facility also represents the first of its kind, by any Nigerian financial institution, both in terms of its size and structure. • Obtained a €100 million Climate Finance facility and €2.5 million Technical Assistance from the French Development Agency to support environmentally- friendly and green projects • Partnered with AfDB as the implementing agency for the SAPZ programme • Launched a ₦500 million matching fund with the Nasarawa State Government to support enterprises in the state • Executed partnership with the WASH MATA initiative and the Federal Ministry of Water Resources on the "Water for All' program • Obtained the ISO 9001:2015 Quality Management System Re-certification. • Commissioned Tower 2 of BOI Corporate Office Abuja by President Muhammadu Buhari. The commissioning of this 12-storey edifice represents a significant milestone in our history. • Commissioned BOI-ICAN (Institute of Chartered Accountants in Nigeria) Tech Hub

2023 - Key Achievements

Developmental Impact

- Disbursed ₦496.7 billion to 75,809 beneficiaries through BOI direct and indirect lending platforms as well as various social intervention funds managed on behalf of the Federal Government and multilateral institutions. Some of these include the following:
  - Smallholder Farmer Financing Product is a value-chain financing product of the Bank that connects farmers to guaranteed market off-takers. In 2023, 27,645 farmers received financial support of ₦10 billion under this fund. Since inception, disbursements totalling the sum of ₦23.65 billion has been made to 98,906 farmers.
  - MSME Distributor Finance Programme: This programme was introduced by the bank in 2021 the programme is designed to provide much-needed working capital financing to micro businesses for the purchase and supply of Made-in-Nigeria products and services through intermediary companies. In 2023, the bank disbursed ₦2.9 billion to 7,527 retailers and other micro-enterprises. So far, a total of ₦6.9 billion have been disbursed to 14,527 micro enterprises as at December 2023.
  - Fintech/Digital Lending Product was introduced by the Bank in 2021, to support micro-enterprises by leveraging collaborations with credible Fintech platforms. Through this product, the Bank disbursed ₦350 million in 2023.

The Bank also manages several social intervention funds on behalf of the Federal Government and other multilateral institutions namely:

- Following the flag-off of the $750 million World Bank Nigeria COVID-19 Action Recovery & Economic Stimulus (NG-CARES) programme by the Federal Government in 2021, the World Bank has released an advance of ₦35 billion to state governments to implement the programme. At present, 28 states have indicated interest in leveraging BOI's on-lending infrastructure to execute the program. In 2023, ₦4.2 billion in the form of grants has been availed to 14,046 beneficiaries. Since inception, the Bank has released grants of ₦7 billion, on behalf of the fund owners to over 60,000 beneficiaries across 25 states.
- BOI is the local executing agency for the $14.27 million BRAVE (Business Resilience Assistance for Value adding Enterprise) Women Nigeria programme, on behalf of the Islamic Development Bank Group (IsDB). This initiative is designed to support women-owned businesses in economically disadvantaged regions of the country. In 2023, the Bank has achieved the disbursement of ₦3.28 billion to 1,038 beneficiaries in the pilot states of Kano, Gombe, and Edo.
- The Bank manages the State Empowerment Enterprise Programme (SEEP), a targeted initiative aimed at facilitating the mass disbursement of loans to Nano businesses in select states through streamlined end-to-end technological solutions.
- The program has witnessed significant traction in Edo and Osun states. The Osun State Government committed ₦100 million to the program across two phases. In 2023, ₦31.45 million has been disbursed to 629 beneficiaries during the second phase. On the other hand, Edo State provided ₦500 million for the implementation of the program, resulting in the disbursements of ₦85.6 million to 312 beneficiaries in 2022, while in 2023, no disbursement have been recorded.
- A total of ₦165.8 million has been disbursed to 1,807 beneficiaries since the inception of this programme.

2023 Financial Performance Summary (the bank)

- Profit Before Tax improved by 118% to ₦153.8 billion, from ₦70.7 billion in the prior year 2022
- Loans and Advances grew by 41% to ₦1.14 trillion, from ₦803.6 billion in 2022
- Interest income improved by 35% to ₦285.9 billion, from ₦212.5 billion in 2022
- Total Equity also improved by 59% to ₦677.9 billion, from ₦426.7 billion in 2022
- Total Assets increased by 65% to ₦3.9 trillion, from ₦2.4 trillion in 202

BOI Corporate Strategy

- In 2023, the Bank continued to make significant progress on the implementation of the Bank's 2022-2024 Corporate Strategy, especially on the non-financial themes. Within the year, it became necessary to review the 2022-2024 Corporate Strategy in light of the new Federal Government Renewed Hope agenda vis-a-vis significant changes in the macroeconomic parameters that have affected the Bank's financial forecasts.

Other Achievement and Ongoing Projects

Capital Raising

- In the year 2023, we deepened our source of funding and received ₦200 billion Industrial Fund from the Central Bank of Nigeria (CBN).
- During the year, we consolidated the following partnerships, as a prelude to our capital-raising activities:
  - BOI played a pivotal role in advancing its strategic objectives and fostering key relationships at the recently concluded COP28, which held in Dubai, UAE. The primary goal was to fortify existing connections, boost confidence among investors, and pave the way for a successful upcoming capital raise.
  - BOI& African Development Bank seeks to formalize a strategic partnership to advance shared developmental objectives pledged to support BOI's strategic funding plans for developmental goals, including renewables, sustainability, gender, small and medium enterprises (SMEs), upskilling the youths' segment and the digital economy.
  - BOI engaged with the Adaptation Fund Panel in respect of the opportunity to access grants for climate adaptation projects.
  - BOI re-engaged with the Islamic Development Bank (IsDB) on the existing BRAVE program, securing their steadfast commitment to supporting the bank's mandate.
  - Green Climate Fund (GCF) unveiled plans to support BOI through increased climate financing and collaborative opportunities.

Credit Ratings

- **Augusto & Co.:** Credit rating was maintained at Aaa with a Stable Outlook
- **Fitch:** National Long-Term rating was maintained at 'AAA (nga)' from 'AA+ (nga); Long-Term Issuer Default Rating was downgraded to 'B-'from 'B' with a Stable Outlook
- **Moody's:** Long-Term Issuer Default rating was downgraded from B2 to B3 with a Stable Outlook.

ISO Certifications

- **ISO 9001:2015 Quality Management System (QMS) certification,** demonstrating continuous and consistent improvements in our business structures, processes, and operations;
- **ISO/IEC 27001-2013 Information Security Management System** certification, highlighting our preparedness for any possible cyber-attacks;
- **ISO 22301 Business Continuity Management Systems certification,** which demonstrates that we shall be able to carry on our business operations in the event of unforeseen disruptions.

Awards & Recognitions

- **Most Effective MDA/Parastatal in Sustainable Development** by the Sustainability, Enterprise and Responsibility Awards (SERAS CSR Awards), December 2023
- **'Best Company in Financial Inclusion'** by the Sustainability, Enterprise and Responsibility Awards (SERAS CSR Awards), December 2023.
- **'Outstanding Support to MSME & Entrepreneur's Growth Africa'** by the European Global Business Awards, June 2023.
- 'Best SME Partner Bank Nigeria' by the European Global Business Awards, June 2023.
- **'Best Financial Institution Bond in Africa'** (Bank of Industry's €700mn debut 144A/Regs Senior issuance) by EMEA Finance Achievement Awards 2022, June 2023.
- **'Best Financial Institution Syndicated Loan in EMEA'** (Bank of Industry's US$1bn loan) by EMEA Finance Achievement Awards 2022, June 2023.
- **'Best Commitment to ESG Principles-Nigeria'** by International Banker, 2023 Banking Awards, May 2023.

Corporate Social Responsibility

To deepen our corporate social responsibility initiatives, the Bank funded the following projects in the year, 2023:

- Construction of Student Hostel at College of Health Sciences, Nnamdi Azikiwe University Teaching Hospital Complex
- Renovation / Remodelling of Primary HealthCare Centre, Tanglang, Gombe State
- Renovation / Remodelling of Federal Ministry of Industry Trade & Investment Staff Clinic, Garki, Abuja.
- In addition to the 10 Innovation / Tech Hubs already completed between 2019 and 2022, the following were completed in 2023:
  - BOI-University of Ibadan Innovation & Tech Hub
  - BOI-Bayero University Kano Innovation & Tech Hub
  - BOI-University of Benin Innovation &Tech Hub
  - BOI-Abubakar Tafawa Balewa University, Bauchi Innovation & Tech Hub
  - BOI-Rivers State University of Science and Technology Innovation & Tech Hub.

BANK OF INDUSTRY
...transforming Nigeria's industrial sector

Globally recognized for our commitment to drive sustainable development.

At the Bank of Industry, we are deeply committed to driving sustainable impact. Being recognized globally is a testament to our commitment to transforming Nigeria's industrial sector.

Most Effective MDA/Parastatal in Sustainable Development
by the Sustainability, Enterprise and Responsibility Awards (SERAS CSR Awards), December 2023

Best Company in Financial Inclusion
by the Sustainability, Enterprise and Responsibility Awards (SERAS CSR Awards), December 2023.

Outstanding Support to MSME & Entrepreneur's Growth Africa
by the European Global Business Awards, June 2023.

Best SME Partner Bank Nigeria
by the European Global Business Awards, June 2023.

Best Financial Institution Bond in Africa
(Bank of Industry's €700mn debut 144A/Regs Senior issuance)
by EMEA Finance Achievement Awards 2022, June 2023.

Best Financial Institution Syndicated Loan in EMEA
(Bank of Industry's US$1bn loan)
by EMEA Finance Achievement Awards 2022, June 2023.

Best Commitment to ESG Principles-Nigeria
by International Banker, 2023 Banking Awards, May 2023.

Best Development Bank of the Year-Africa
by International Banker, 2023 Banking Awards, May 2023.

Agency Bond Deal of the Year
by the Bonds, Loans & ESG Capital Markets Africa Awards, February 2023.

visit: **www.boi.ng**

Head Office: **23 Marina Road, Lagos, Nigeria**
email: **customercare@boi.ng**

call: **0700-CALL-BOI** | **0700 225 5264**
switchboard: **(+234)-1-2715070-71**

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Corporate Governance Report

The Board of Directors/Shareholders' Committee of Bank of Industry Limited ("the Board/SHC") ensure that a framework of rules and policies are in place to guarantee accountability, impartiality and openness in its interaction with all its stakeholders (Government, financiers, shareholders, customers, Management, employees and the general public etc).

GOVERNANCE STRUCTURE

BOARD OF DIRECTORS/SHAREHOLDERS COMMITTEE

The Board/Shareholders' Committee is responsible for the provision of overall guidance to Management regarding the Bank's operations and the stewardship of its assets.

Its roles include:

1. Provision of Strategic Direction.
2. Policy Formulation.
3. Decision Making.
4. Oversight.

The Board/Shareholders' Committee delegates some of its specific powers and authority to three (3) Board Committees/Shareholders Committee, namely:

1. Board Credit, Investment and Governance (BCIG) Committee.
2. Board Audit and Risk Committee (BARC).
3. Board Strategy and Compliance Committee.

The Board/Shareholders' Committee consists of people of diverse disciplines and skills, chosen on the basis of professional background and expertise, business experience and integrity as well as knowledge of the Bank's business.

The Bank's Directors are fully abreast of their responsibilities and knowledgeable in the business and are therefore able to exercise sound judgment on issues relating to the Bank's operations.

Responsibilities of the Board/Shareholders Committee ("the Board/SHC")

1. The Board/Shareholders' Committee is collectively responsible for the long-term success of the Bank. It achieves this by setting out strategies and monitoring its implementation.
2. The Board/Shareholders' Committee is responsible for overseeing the management of the business and affairs of the Bank and other oversight functions, as may be determined by it from time to time.
3. The Board/Shareholders' Committee has also delegated to Management, the power to take decisions as may be necessary to transact the day-to-day business of the Bank efficiently.
4. The roles of the Chairman of the Board/Shareholders' Committee and the Managing Director/Chief Executive Officer (MD/CEO) of the Bank are separated and do not reside with one (1) single individual.
5. The Board/Shareholders' Committee makes available to its new members, a suitable induction process, and ongoing training for its existing members.

ATTENDANCE AT BOARD MEETINGS

The Board of Bank of Industry Limited held three (3) meetings in 2023 (physical and virtual). The record of attendance is provided in Table I hereunder:

TABLE I (JANUARY – DECEMBER, 2023)

Name	Position	Jan 10	Mar 22	May 17	June 19 - Dec. 31 2023
Mallam Aliyu AbdulRahman Dikko *	Chairman (Independent Director) (retired on June 19, 2023)	✓	✓	✓	The Board of Directors of the Bank was dissolved by the Federal Government of Nigeria on June 19, 2023 and had not been reconstituted as at December 31, 2023.
Dr. Olasupo Olusi ❖	Managing Director/Chief Executive Officer (appointed on October 18, 2023).	N/A	N/A	N/A	
Mr. Olukayode Pitan *	Managing Director/ Chief Executive Officer (retired on October 17, 2023)	✓	✓	✓	
Mrs. Toyin Adeniji *	Executive Director (Micro-Enterprises) (retired on March 18, 2023)	✓	N/A	N/A	
Mr. Simon Aranonu	Executive Director (Large Enterprises)	✓	✓	✓	
Mr. Shekarau D. Omar	Executive Director (Small and Medium Enterprises)	✓	✓	✓	
Mr. Usen Effiong	Executive Director (Corporate Services & Commercial)	✓	✓	✓	
Ms. Mabel Ndagi ❖	Executive Director (Micro-Enterprises) (appointed on March 18, 2023)	N/A	✓	✓	
Mr. Alexander Adeyemi, mni *	Non-Executive Director (Representing Ministry of Finance Incorporated (MOFI) (retired on March 3, 2023)	✓	N/A	N/A	
Engr. Chukwuemeka Nzewi *	Non-Executive Director (Representing Manufacturers Association of Nigeria (MAN)(retired on June 19, 2023)	✓	✓	✓	
Mr. Philip Yila Yusuf *	Non-Executive Director (representing Central Bank of Nigeria) (retired on June 19, 2023)	✓	✓	✓	
Mr. Adewale R. Bakare *	Non-Executive Director (Representing Federal Ministry of Trade and Investment)(retired on June 19, 2023)	✓	✓	✓	
Mr. Vincent Kawahuda Wuranti *	Independent Non-Executive Director (retired on June 19, 2023)	✓	✓	✓	
Mr. Udechukwu Obi Osakwe *	Non-Executive Director (Representing Ministry of Finance Incorporated (MOFI) (retired on June 19, 2023)	✓	✓	✓	

❖ Mr. Olasupo Olusi was appointed as the MD/CEO of the Bank on October 18, 2023.
❖ Ms. Mabel Ndagi was appointed to the Board of Directors of the Bank on March 19, 2023.
* Mr. Olukayode Pitan retired from the services of the Bank on October 17, 2023.
* Mr. Alexander Adeyemi, mni retired from the Board of Directors of the Bank on March 3, 2023.
* Mrs. Toyin Adeniji retired from the Board of Directors of the Bank on March 18, 2023.
* Mallam Aliyu AbdulRahman Dikko, Engr. Chukwuemeka Nzewi, Mr. Philip Yila Yusuf, Mr. Adewale R. Bakare, Mr. Vincent K. Wuranti and Mr. Udechukwu Obi Osakwe retired from the Board of Directors of the Bank on June 19, 2023.
N/A - The Director had not joined or had retired from the services of the Bank as at the date of the meeting.

BOARD COMMITTEES:

Board and Committee Governance Structure

Board Credit, Investment and Governance (BCIG) Committee

Membership

1. Engr. Chukwuemeka Nzewi - Chairman
2. Mr. Philip Yila Yusuf - Member
3. Mr. Adewale R. Bakare - Member
4. Mr. Vincent K. Wuranti - Member
5. Mr. Udechukwu O. Osakwe - Member *(wef March 4, 2023)*

* *Mr. Alexander M. Adeyemi, mni – Member (up till March 3, 2023).*

The Board Credit Investment and Governance Committee meets at least once in every quarter. However, additional meetings can be convened as may be necessary.

The Board Credit Investment and Governance Committee held six (6) meetings (physical, virtual and via circularization) during the financial year ended December 31, 2023.

Attendance at the Board Credit, Investment and Governance (BCIG) Committee Meetings in 2023

Name	Jan 10 2023	Mar 2 2023	Mar 17 2023	April 28 2023	May 6 2023	May 11 2023	June 19 - Dec. 31 2023
Engr. Chukwuemeka Nzewi	✓	✓	✓	✓	✓	✓	The Board of Directors of the Bank was dissolved by the Federal Government of Nigeria on June 19, 2023 and had not been reconstituted as at December 31, 2023.
Mr. Alexander M. Adeyemi, mni *	✓	✓	N/A	N/A	N/A	N/A	
Mr. Philip Yila Yusuf	✓	X	✓	✓	✓	✓	
Mr. Adewale R. Bakare	✓	✓	✓	✓	✓	✓	
Mr. Vincent K. Wuranti	✓	✓	✓	✓	✓	✓	
Mr. Udechukwu Obi Osakwe *	N/A	N/A	✓	✓	✓	✓	

* Mr. Alexander M. Adeyemi retired from the Board of Directors of the Bank on March 3, 2023.
* Mr. Udechukwu Obi Osakwe joined the Board of Directors of the Bank on March 4, 2023.
X On official assignment.
N/A – The Director had not joined or had retired from the Board of Directors of the Bank as at the date of the meeting.

Key Responsibilities

The key responsibilities of the BCIG Committee include the following:

1. Considering and approving specific loans above the Executive Management Committee (EMC) approval limit, as may be determined by the Board from time to time.
2. Recommending for Board approval, specific loans above the BCIG Committee approval limit, as may be determined by the Board from time to time.
3. Reviewing, approving and/or recommending for Board approval, all investment issues involving the Bank.
4. Recommending to the Board for approval, the Board Governance and Board Committee frameworks/ mechanisms and conducting its periodic review as it deems appropriate.
5. Ensuring that the Bank complies with rules and procedures regarding the governance of its operations.
6. Evaluating the overall system of Corporate Governance for the Bank and proposing any changes to the Board for approval.
7. Proffering advice to the Board on corporate governance standards and policies.
8. Reviewing and recommending for Board approval, all the policies of the Bank.
9. Handling any other issues as may be referred to it by the Board.

Board Audit & Risk Committee (BARC)

1. Mr. Philip Yila Yusuf - Chairman *(wef March 4, 2023)*
2. Mr. Adewale R. Bakare - Member
3. Mr. Vincent K. Wuranti - Member
4. Mr. Udechukwu O. Osakwe - Member *(wef March 4, 2023)*

• Mr. Alexander M. Adeyemi, mni – Former Chairman (up till March 3, 2023).

The Board Audit & Risk Committee assists the Board in fulfilling its oversight functions regarding the Bank's system of Internal Audit and Control as well as ensuring compliance with the Bank's Enterprise-wide Risk Management Policies.

The Board Audit and Risk Committee meets at least once in a quarter or as often as may be required.

The Committee met three (3) times during the year ended December 31, 2023.

Attendance At The Board Audit & Risk Committee (BARC) Meetings in 2023

Name	Jan 16, 2023	Mar 3, 2023	April 20, 2023	June 19 - Dec. 31 2023
Mr. Phillip Yila Yusuf *	✓	✓	✓	The Board of Directors of the Bank was dissolved by the Federal Government of Nigeria on June 19, 2023 and had not been reconstituted as at December 31, 2023.
Mr. Adewale R. Bakare	✓	✓	✓	
Mr. Vincent K. Wuranti	✓	✓	✓	
Mr. Udechukwu Obi Osakwe *	N/A	N/A	✓	
Mr. Alexander M. Adeyemi, mni *	✓	✓	N/A	

* Mr. Alexander M. Adeyemi, mni retired from the Board of Directors of the Bank on March 3, 2023.
* Mr. Philip Yila Yusuf became the Chairman of the Committee upon the retirement of Mr. Alexander M. Adeyemi, mni.
* Mr. Udechukwu Obi Osakwe joined the Board of Directors of the Bank on March 4, 2023.
N/A – The Director had not joined or had retired from the Board of Directors of the Bank as at the date of the meeting.

Key Responsibilities

The key responsibilities of the Board Audit and Risk Committee include, inter alia, the following:

1. Monitoring and assessing the overall integrity of the Financial Statements and disclosures of the financial condition and results of the Bank's operations.
2. Assisting the Board of Directors in fulfilling its oversight responsibilities with regard to the Bank's Risk Management, Internal Audit and Internal Control Framework.
3. Discharging the Board's Risk management responsibilities as defined in the Bank's risk policies and in compliance with regulations, laws and statutes applicable to Development Finance Institutions (DFIs).
4. Monitoring Management's responsibilities to ensure that an effective system of financial and internal controls are in place.
5. Reviewing and assessing the integrity and adequacy of the overall Risk Management function of the Bank.
6. Monitoring and evaluating on a regular basis, the qualifications, independence and performance of the Internal Audit and Investigation and Internal Control and Compliance Divisions as well as the Bank's External Auditors.
7. Setting Credit Approval Limits for the EMC, BARC and the Board and recommending same for Board approval.
8. Assisting the Board in discharging its responsibilities on Information Technology (IT) as it relates to financial reporting and the status of the Bank as a going concern.
9. Considering and approving specific matters presented by the Executive Management Committee (EMC) or the Executive Risk Management Committee (EMRC)and recommending same for Board approval.
10. Handling any other issues as may be referred to it by the Board.

The Chief Risk Officer (CRO) and the Chief Audit Executive present regular reports to the Committee at its meetings. These reports are recommended to the Board for approval and/or information purposes.

BOARD STRATEGY AND COMPLIANCE COMMITTEE

Membership

1. Mr. Adewale R. Bakare - Chairman
2. Mr. Olukayode Pitan - Member
3. Mrs. Toyin Adeniji - Member *(up till March 18, 2023)*
4. Mr. Simon Aranonu - Member
5. Mr. Shekarau Omar - Member
6. Mr. Usen Effiong - Member
7. Ms. Mabel Ndagi - Member *(wef March 19,2023)*
7. Engr. Chukwuemeka Nzewi - Member
8. Mr. Vincent K. Wuranti - Member

* Mrs. Toyin Adeniji – Member (up till April 18, 2023).

The Board Strategy and Compliance Committee (formerly Board Finance and General Purpose Committee) discharges the Board's responsibilities with regard to strategic direction and compliance with the laws and regulations, as may be passed by the relevant regulatory authorities.

The Committee meets quarterly and additional meetings may be convened as required.

The Committee held two (2) meetings during the year ended December 31, 2023.

Attendance At The Board Strategy and Compliance Committee Meetings in 2023

Name	March 1, 2023	April 28, 2023	June 19 – Dec. 31, 2023
Mr. Adewale R. Bakare	✓	✓	The Board of Directors of the Bank was dissolved by the Federal Government of Nigeria on June 19, 2023 and had not been reconstituted as at December 31, 2023.
Mr. Olukayode Pitan	✓	✓	
Mrs. Toyin Adeniji *	✓	N/A	
Mr. Simon Aranonu	✓	✓	
Mr. Shekarau Omar	✓	✓	
Mr. Usen Effiong	✓	✓	
Ms. Mabel Ndagi	N/A	✓	
Engr. Chukwuemeka Nzewi	✓	✓	
Mr. Vincent K. Wuranti	✓	✓	

* Mrs. Toyin Adeniji retired from the Board of Directors of the Bank on March 18, 2023.
N/A – The Director had not joined or had retired from the Board of Directors of the Bank as at the date of the meeting.

Responsibilities

The key responsibilities of the Board Strategy and Compliance Committee include, inter alia:

1. Reviewing the overall strategic and financial plans of the Bank, including capital expenditure plans.
2. Monitoring the Bank's strategic direction and business development activities.
3. Formulating and shaping the strategy of the Bank and making recommendations to the Board accordingly.
4. Monitoring the Bank's compliance with the laws and regulations as may be passed by the relevant regulatory authorities.
5. Reviewing and making recommendations to the Board of Directors with regard to the Bank's Annual Budget and policies relating to capital expenditure.

MANAGEMENT COMMITTEES

The Management Committees of the Bank comprise of Senior Management Staff who are involved in taking decisions that facilitate the day-to-day operations of the Bank, in line with the authority delegated to it by the Board and the relevant laws and regulations applicable to it.

The Standing Management Committees meet as often as may be required in order to take decisions on issues referred to them.

They include the following:

1. Executive Management Committee (EMC).
2. Executive Management Risk Committee (EMRC).
3. Assets and Liabilities Committee (ALCO).
4. Micro-Credit Committee (MiCC).
5. Information Technology (IT) Steering Committee.
6. Management Contract Committee (MCC).

THE COMPANY SECRETARY

The key responsibilities of the Company Secretary include the following:

1. Maintenance of the Company's Statutory Books.
2. Facilitating all Board/Shareholders' Committee Meetings, Board Committee Meetings, Executive Management Committee Meetings, Annual General Meetings etc.
3. Ensuring that the Minutes Books of the Board/Shareholders' Committee, Board Committee(s) and Management Meetings accurately capture the discussions and decisions at such meetings.
4. Facilitating compliance with the Bank's Memorandum and Articles of Association, the Codes of Corporate Governance as well as other laws and regulations.
5. Filing of Statutory Returns at the Corporate Affairs Commission.
6. Facilitating the induction of newly appointed Directors to the Bank's Board and ongoing training for the existing members of the Board of Directors/Shareholders' Committee.
7. Providing effective and efficient support to all Directors.
8. Effectively liaising with the Bank's shareholders and relevant stakeholders.

Development and Social Impact Report

DEVELOPMENTAL AND SOCIAL IMPACT REPORT

2023 IMPACT AT A GLANCE

*₦496.7bn disbursed to micro, small, medium and large enterprises nationwide**

*₦77.2bn disbursed to micro, small and medium enterprises nationwide**

*66,253 beneficiaries supported across various sectors of the economy**

₦3.3bn disbursed to 1,038,932 women beneficiaries under the BRAVE program

*2,183,870 jobs created through our support for enterprises**

*Includes MSME Survival Fund, BRAVE Program, NG-Cares Program & SEEP fund

2023 BOI SUPPORT FOR SUSTAINABLE AGRIBUSINESS

*₦49.67bn in loan disbursement to support the Agribusinesses sector in 2023**

*About 16 Agro & Food processing enterprises supported in 2023**

Estimated 12,500 new Agribusiness jobs in total

**Excluding Smallholder Farmers*

Agriculture stands as a cornerstone in Nigeria's economic landscape, playing a pivotal role in fostering food security, employment generation, and overall economic stability. As a nation endowed with diverse agro-ecological zones, Nigeria holds significant potential for agricultural development.

The sector not only contributes substantially to the country's GDP but also serves as a key source of livelihood for a significant portion of the population, particularly in rural areas. According to the NBS report, the agriculture sector contributed approximately 25% to Gross Domestic Product (GDP) as of 2023.

Despite contributing 25% to the GDP by December 2023, quarterly real growth in the sector was 1.13% in the year, hampered by numerous challenges. Soaring food prices exacerbated concerns about hunger and poverty, with nearly 25 million Nigerians at high risk of food insecurity according to the 2023 World Food Programme report. In the North Eastern region, 4.4 million people experienced food insecurity, and 37% of the population lived below the poverty line.

In December, Nigeria witnessed its highest food inflation rate at 28.92%, mainly due to rising prices of staples like bread, oil, potatoes, yam, fish, fruit, meat, vegetables, dairy products, etc. The scarcity of the naira earlier in the year also affected the agricultural sector, particularly hindering food production and farmers.

Acknowledging the agribusiness sector's vast potential, it offers diverse investment opportunities throughout the value chain. The Federal Government, in collaboration with other partners has initiated various intervention programs to support the sector. These initiatives aim to promote mechanized farming, improve food security, create youth employment, etc. This demonstrates a commitment to enhance agricultural productivity and address broader socio-economic goals. According to the United Nations Food and Agriculture Organization (FAO), the world's population is expected to grow to nearly 10 billion by 2050, and would require much more food. Thus, countries around the world especially Nigeria need to increase agricultural production to feed the growing population.

Agro processing Customer Testimonial: Print Box Nigeria Limited

Print Box Nigeria Limited is a division of Vista Group of Companies with more than 30 years' experience. They were incorporated in 2021, to provide printing & packaging solutions to clients and customers operating across various industry segments including Fast Moving Consumer Goods (FMCG), Food & Beverages, Pharmaceutical, Electronic, retail apparels and other white goods company.

The company is one of the largest producers of high quality folding carton materials. The bank disbursed the sum of 3.9 billion to the customer in February 2023 to finance the purchase of items of plant and machinery for printing of small packages at its factory located in Surulere, Lagos. The company commenced operations in January 2023. Print Box packaging department/production line also employs only women, as part of its gender inclusion policy.

Food Processing Customer Testimonial: GZ Industries Limited (GZI)

GZ Industries Limited (GZI) was incorporated in 2006 to engage in the manufacturing of beverage cans. Prior to its incorporation in Nigeria, breweries and bottlers were importing aluminum beverage cans for their canning lines. The company-commenced production of these cans in 2010 as a pioneer beverage can manufacturer to substitute the importation for these bottlers and breweries.

The company established its first plant and pioneer factory in Agbara, South West Nigeria in 2010 and in 2015, completed the second in Aba, South East Nigeria. In the last decade, GZI has expanded with an additional factory in Johannesburg, South Africa.

The Nigerian can market is dominated by two players (GZI Limited and Nampak Nigeria Plc), serving the brewers and carbonated soft drink beverage manufacturers with GZI dominating the market with 65% share. The company also exports cans to other West African countries including Togo, Benin and Cote d'Ivoire and it has 5 stock keeping units (SKU's) with a product portfolio of 33cl and 25cl Sleek cans, 33cl, 44cl and 50cl Standard cans respectively.

SUPPORTING THE CREATIVE INDUSTRY

₦6.5bn in loan disbursement to support the Creative Industry

Estimated 1,089 new jobs facilitated in the sector

About 3 enterprises within the sector supported in the year

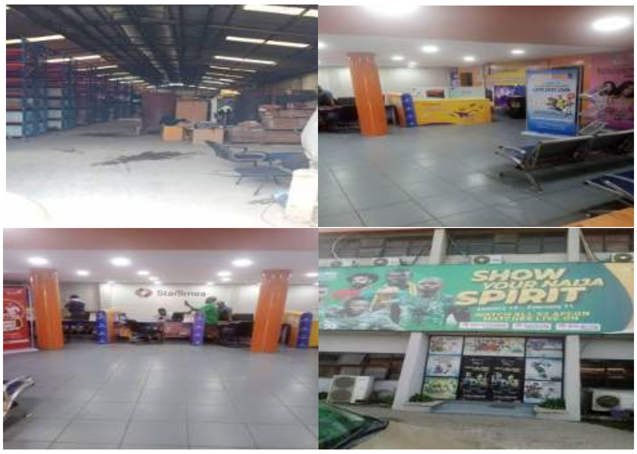
The Creative Industry in Nigeria is a sector with immense potential, poised to offer substantial opportunities for economic growth. Throughout 2023, the Nigerian creative industry demonstrated steady growth, garnering both domestic and global acclaim across its diverse facets. A notable milestone in the year was the signing of the Creative Industries Development Bill. In alignment with Nigeria's development agenda, a strategic roadmap has been unveiled. This initiative aims to propel economic development, with a targeted boost of $100 billion to the country's gross domestic product (GDP) by 2030. In addition, the sector has the potential to become Nigeria's largest export sector and could create an estimated 2.7 million jobs for the country's growing youth population by 2050.

The year 2023 witnessed a surge in high-budget film productions and collaborations between Nigerian filmmakers and international studios in Nollywood. Notably, Netflix, Showmax and Amazon have played a significant role by investing in local content production in Africa, resulting in the successful debut of a number of movies in cinemas and on streaming platforms. During the year, one of the movies produced surpassed the 1 billion naira mark in domestic theatres within three weeks—an unprecedented achievement for a Nollywood film.

The sector has generated employment opportunities for numerous Nigerians and has made a substantial contribution to the nation's economy. Nigerian creatives have embraced the updated Copyright Act, promoting the regulatory structure for intellectual property, a crucial asset for them. The revised Act includes a new definition of 'copy,' addressing the challenges posed by digital piracy, a significant menace to revenue in the entertainment industry. This adaptation aligns our copyright law with the demands of the 21st century.

Nigeria's creative industry encounters numerous formidable challenges, including insufficient funding, piracy, and inadequate infrastructure. However, the Government has implemented controls for the piracy issues, as well as the construction of the first multipurpose Sports and Entertainment arena in Africa to help with infrastructure. As regards funding, the private sector and other financial institutions are increasing support to the sector.

Creative Industry Customer Testimonial: NTA-Star TV Network Limited



NTA-Star TV Network Limited, a joint venture between the Nigerian Television Authority (NTA) and Star Communication Network Co. Limited, was incorporated under the Companies and Allied Matters Act CAP C20 LFN 2004 in July 2009 as a Limited Liability Company. The company officially launched its services on July 29, 2010. The primary activity of the Joint Venture is to provide basic digital television services through DTT (digital terrestrial television), DTH (direct to home), and OTT (over the top) platforms, various digital TV terminal products, digital signal transmission services for national and commercial broadcasting, and television institutions. This technology involves the transmission of signals via sub-stations strategically located in major cities across Nigeria. NTA-Star TV Network Limited is a leader in the Nigerian market in providing Pay TV services using Digital Terrestrial Television (DTT) technology, targeting lower-income earners. As of the end of the second quarter of 2022, the company had 3,687,232 subscribers, with 3,558,933 for DTT, 60,251 for DTH, and 68,048 for DTV. The company also maintains 7,206 active agents (agents with sales records in the year) and employs 1,063 individuals nationwide.

StarTimes is expected to play a significant role in the ongoing National Broadcasting Commission (NBC) nationwide Digital Switch Over (DSO) program, as the government has decided to allow the private sector to drive the program.

BOI SUPPORT FOR THE SOLID MINERALS SECTOR

₦57.96bn in loan disbursement to support the Solid Minerals sector

Estimated 2,000 new jobs facilitated in the sector

17 enterprises within the sector supported in the year

Mining in Nigeria has the potential to make significant contribution to the country's economic development. The country boasts of a diverse range of natural resources, including a wealth of minerals. The mining sector contributed 4.91% to the overall GDP in the fourth quarter of 2023.

The Nigerian government is actively engaged in mining sector reforms to attract investment, generate revenue, and promote local industry development. These initiatives encompass legal, regulatory, institutional, and fiscal measures, such as the establishment and recent automation of a cadastral system for mineral title administration.

A pivotal part of these reforms is the ongoing review of the Minerals and Mining Act, 2007, with the goal of introducing regulations aligned with global best practices. The anticipated outcome of this revision is to establish an enabling environment that encourages greater participation from both local and foreign investors.

According to the 2015 mining roadmap, the following minerals have been selected strategically in Nigeria: Gold, Lead, Zinc, Coal, Bitumen, Iron ore, Limestone and Barite. While the government has implemented initiatives resulting in some positive developments, challenges persist in their exploitation.

However, the industry is plagued with many challenges preventing the industry from thriving. Some of these challenges include regulatory and legal challenges, infrastructure deficit, security concerns, environmental and social concerns, and limited access to finance.

There are also emerging threats such as Quick revenue vs long-term addition, Brain drain and human capacity, increased competition for Foreign Direct Investment (FDI), etc. However, with continued investment and government support, the sector has the potential to contribute significantly to the economy and create employment opportunities.

In 2023, BOI disbursed 57.96 billion in loans to 17 enterprises in the sector. In addition, an estimated 2,000 direct and indirect jobs were created in the sector. The bank also continues to support the artisanal mining value-chain of the sector.

Solid Minerals Customer Testimonial: Abuja Steel Mills Limited

Abuja Steel Mills Limited was incorporated in July 2004 to engage in the manufacture of high quality billets and high strength deformed rebar's of various sizes that conform to Standards Organization of Nigeria (SON) standard NIS 117:2004, Grade 550 via induction furnace steel making process. This is the first integrated steel manufacturing plant in North Central in Nigeria.

Since 2013, the Bank of Industry Limited (BOI) has provided various term loan facilities to Abuja Steel Mills Limited. This has assisted the company enhance its steel melting capacity from 90,000 MT/p.a. to 243,800 MT/p.a. and rolling capacity from 125,000 MT/p.a. to 215,000 MT/p.a. while creating direct and indirect jobs to over two thousand (2,000) Nigerians.

RENEWABLE ENERGY SOLUTIONS

₦3.7m worth of financial support provided to renewable energy enterprises

Estimated 94 jobs facilitated in the Renewable Energy space

26 Renewable Energy businesses were supported in 2023

Nigeria, the most populous and economically influential nation in Africa, stands at the nexus of a transformative opportunity – one embedded in the realm of renewable energy. The dynamic interplay of a growing population and increasing energy demands propels Nigeria into a critical juncture where unlocking the vast potential of its renewable resources becomes paramount.

During the year, Nigeria witnessed some investments in the energy space geared towards accelerating renewable energy adoption and increasing capacity utilization. The Nigeria Distributed Access through Renewable Energy Scale-up (DARES) project, recently approved by the World Bank, targets the provision of improved electricity access to over 17.5 million Nigerians through distributed renewable energy solutions. Financed by a $750 million International Development Association (IDA) credit, along with additional private capital exceeding $1 billion, the initiative aims to address the challenges of unreliable and insufficient power supply in a country where over 85 million people lack access to electricity.

In the solar domain, the northern part of the country boasts significant potential, with solar photovoltaic (PV) estimated at 210 gigawatts (GW) and concentrated solar power (CSP) at approximately 88.7 GW. Wind resources, primarily concentrated in the north, present a moderate potential of 3.2 GW. The vast hydro potential, standing at 24 GW, and small hydro potential of 3.5 GW remain largely untapped. Additionally, biomass resources, particularly agricultural residues, emerge as a vital avenue for power generation, offering a solution to Nigeria's energy crisis.

Renewable energy projects in Nigeria encounter challenges such as limited access to affordable financing, arising from high upfront costs and unfamiliarity among financial institutions. In addition, policy and regulatory uncertainties, coupled with inconsistent standards, create obstacles for investors, emphasizing the need for a stable regulatory framework. Infrastructure limitations, especially in rural areas, and unreliable transmission networks impede renewable energy integration into the grid. Market and tariff structures further impact economic viability, and difficulties in securing Power Purchase Agreements (PPAs) acting as deterrents for potential investors.

Renewable Energy Customer Testimonial: Arnergy Solar Limited

Arnergy Solar Limited is a distributed energy utility company that provides sustainable renewable energy solutions to energy reliability issues across emerging markets leveraging solar and lithium storage technologies.

Founded in 2013, Arnergy is one of the leading renewable energy companies in Nigeria that designs and manufactures technology-enabled solar micro-grid and rooftop solutions, with capacity ranging from 5kW to 100kW, to provide affordable, reliable, and clean energy for productive and domestic use. Over our 10-year operating history, the company has served several large corporations and SMEs in key business sectors including telecommunications, fast moving consumer goods (FMCG), healthcare, education, hospitality, and agribusiness. The company has also served several residential clients across Nigeria.

Currently, it predominantly serves the Nigerian market with capacity to expand its business operations and services across the Sub-Saharan African region.

PROMOTING GENDER PARTICIPATION TOWARDS ENSURING ECONOMIC DEVELOPMENT

₦33.9bn worth of loans to help support women-owned businesses in 2023

833 women-owned enterprises supported in 2022

Over 10,786 jobs facilitated through support for women

Promoting gender equality is a crucial element in attaining national development goals. This acknowledgment has led to gender equality and women empowerment becoming central themes in various global treaties, covenants, and declarations. The understanding is that gender equality acts as a catalyst for well-defined development strategies, targeting poverty reduction, improved living standards, good governance, and productive investments.

In 2023, the World Bank allocated $500 million for the Nigeria for Women Program Scale Up (NFWP-SU), with the objective of enhancing the livelihoods of women. The program aims to improve economic opportunities for women, addressing gender inequality and fostering better outcomes in education, health, and nutrition for families. It seeks to address gender disparities in low-productivity sectors by providing access to inputs, financial literacy, savings mobilization, and building partnerships with financial service providers. The World Bank estimates that closing the gender gap in key economic sectors could yield substantial economic gains ranging from $9.3 billion to $22.9 billion.

However, challenges persist, as more than 50% of girls in Nigeria, approximately 7.6 million, are not attending school at the basic education level, leading to issues such as child marriages, unwanted pregnancies, increased crime rates, and social vices. The lack of education confines girls to menial jobs, perpetuates stereotypes, and stifles their aspirations. Additional challenges include inadequate infrastructure, safety concerns, and a shortage of female teachers, all of which hinder access to quality education.

Despite these obstacles, women in Nigeria have opportunities for positive change, with ongoing efforts by the government and civil society organizations to achieve gender equality and empower women and girls. The World Bank is optimistic that the NFWP-SU will contribute to narrowing the gender gap and delivering significant economic benefits to Nigeria.

Gender Support Testimonial: Compagnie Industrielle et Commerciale (CIC) Limited

Compagnie Industrielle et Commerciale (CIC) Limited was incorporated under the law of the Federal Republic of Nigeria as a private limited liability company on May 16th, 2003 with an authorized and paid up capital of 300 million; to engage in the supply of high quality seafood from sustainable fisheries. Their central principles are high ethical standards, sustainability and traceability.

The company has 80 fleets of trucks of different sizes to have an independent logistics solution to serve their teeming customers in ensuring effective distribution. Additionally, Compagnie Industrielle et Commerciale (CIC) Limited has multiple branches covering Lagos, Abuja, and Port Harcourt.

SUPPORT FOR ENGINEERING & TECHNOLOGY SECTOR

About ₦20.8bn worth of loans to help support technology businesses in 2023

6 engineering & technology projects supported

Over 235 jobs facilitated in the sector

The Engineering & Technology sector in Nigeria, a critical driver of national development, encounters a myriad of challenges and opportunities that shape its trajectory. As the most populous country in Africa, Nigeria's engineering & technology, landscape is marked by a dynamic interplay of innovation, infrastructure needs, and technological advancements.

The industry has played a substantial role in advancing Nigeria's infrastructure, encompassing the building of roads, bridges, power plants, and telecommunication networks.

One notable example is the expansion of telecommunications infrastructure, with companies like MTN, Glo, and Airtel deploying advanced engineering solutions to enhance network coverage and internet connectivity. The growth of mobile technology has facilitated financial inclusion through services like mobile banking and digital payments.

Engineering innovations in renewable energy projects, such as solar power initiatives, highlights Nigeria's commitment to sustainable and technology-driven solutions. The convergence of engineering and technology is evident in the development of smart cities and infrastructure projects aimed at improving the overall quality of life for Nigerian citizens.

Nigeria faces various engineering and technology challenges that impede its development and progress in these sectors. One of the challenges is inadequate and outdated infrastructure, including transportation and communication networks.

Another major challenge is frequent power outages and insufficient electricity supply, hindering the operation of industries. Economic challenges, including fluctuating currency values and limited financial resources affects the ability to invest in and adopt cutting-edge technologies.

Lastly, skilled professionals often seek opportunities abroad due to better working conditions and remuneration, resulting in a 'brain drain' that deprives Nigeria of its top engineering and technology talents.

However, with continued investment and government support, the sector has the potential to become a major driver of economic growth and development in Nigeria.

Engineering & Technology support Testimonial: CIG Motors Company Limited

CIG Motors Company Limited is the representative of GAC Motors in Nigeria. It began its operations in 2013 following a pact signed with Guangzhou Group Automobile Group Company, to establish and manage distribution network in Nigeria and subsequently Africa.

CIG Motors has three large and extensive service centres in Lagos and Abuja where they provide world-class repairs and after sales service to its customers. It's ultra-modern after sales facility in Victoria Island was commissioned in 2022. Each service centre is equipped with at least twenty work bays, Body Section, Alignment and Balancing Section, as well as well trained and experienced mechanical staff.

In 2020, after securing support from the Bank of Industry, it developed an audacious state-of-the-art vehicle assembly plant in Ogba, Lagos State. This project is in line with the Federal Government's automotive policy and has seen the increase in the company's ability to assemble vehicles locally by over 300%.

The introduction of latest automobile assembly plant technology came to limelight with engagement of additional 250 workforce in the company. This number is expected to grow as CIG Motors plans to steadily acquire plant and machinery required to assemble more of their vehicles locally.

Currently, the company's production level and sales of vehicles increased tremendously on an annual basis, out of which approximately 85% of these are assembled locally. The project will enable it to achieve its import substitution strategy by converting additional units of vehicles to those made in Nigeria, resulting in foreign exchange savings, reduction on the cost of vehicles and creating employments. This further gives CIG Motors a capacity to produce over 4,000 vehicles in a year.

Further to this, the company now seeks to set up 20 new Multipurpose Vehicle Maintenance, Training and Service Centres in Nigeria. The centres are to be equipped with Spray Painting Hubs, Diagnostic Equipment, Vehicle Lifts, Engine Hoists, Break Lathe Machines and Air Conditioning Machines etc. to cater to the repairs and overhaul of vehicles if required.

SUPPORT FOR HEALTHCARE & PETROCHEMICAL SECTOR

About ₦35.15bn worth of loans to help support healthcare sector in 2023

12 healthcare sector projects supported

Estimated 189,160 jobs facilitated in the sector

The healthcare and pharmaceutical industry in Nigeria has the potential to reach $4 billion over the next 10 years. However, the industry faces critical challenges, including the lingering impacts of the COVID-19 pandemic and disruptions in the global supply chain. Despite being a multibillion-dollar sector, the Nigerian pharmaceutical industry remains underutilized, presenting significant untapped potential for economic contributions and improvements in the well-being of the population.

The contribution to Nigeria's GDP has remained relatively low, standing at below 1% in Q4, 2023. The monotonous performance of the healthcare sector can be attributed to various factors, including inadequate infrastructure, insufficient budget allocation, a scarcity of healthcare professionals, and the prevalence of outbound medical tourism.

Nigeria's healthcare sector grapples with several challenges that the Federal Government seeks to address. One significant issue is the inadequate supply of pharmaceutical drugs, highlighting the vulnerability to global logistics disruptions.

In 2023, shortage of drugs on Nigerian pharmacy shelves underscored the struggle faced by local pharmaceutical companies, exacerbated by difficulties in accessing foreign exchange for imports. Moreover, these companies encounter obstacles beyond currency exchange, such as high operational costs, high interest rates, and inflexible collateral requirements, multiple taxation and unreliable power supply, all of which impede their operational activities.

The Federal Government underscores its dedication to enhancing Nigeria's health sector by proposing substantial investments and a heightened budget allocation in the 2024 budget. This commitment is materialised through the unveiling of the Health Sector Renewal Investment Initiative and the signing of the Health Renewal Compact by the Federal Government, State Governments, and Development Partners, marking a collective initiative to elevate healthcare standards.

The initiative encompasses a comprehensive overhaul of physical infrastructure, equipment, and the retraining of frontline health workers, with a primary focus on strengthening primary healthcare services. Furthermore, there are plans to double the number of fully functional Primary Healthcare Centres (PHCs) from the existing 8,809 to 17,618 by the year 2027.

Healthcare & Petrochemical support Testimonial: R-Jolad Hospital Nigeria Limited

R-Jolad Hospital was established in 1982 by Dr. Funsho Rabiu Oladipo as a private hospital, committed to providing high-quality general and specialized healthcare services to the public in Lagos State and its surrounding regions. Boasting a capacity of 100 beds, it stands as one of the top five largest private hospitals in Lagos, consistently addressing the healthcare needs of the lower and middle-income demographics. Through its affordable and superior services, R-Jolad has instilled confidence in the average Nigerian citizen.

Over nearly four decades, its client base has steadily expanded, surpassing 55,000 registered patients. The hospital's dedication to excellence is deeply embedded in its culture, evident in its ongoing investment in staff development, as well as in its clinical and administrative capabilities.

The highlights of this hospital includes its World class birth suites, standard day surgery suites, well equipped operating theatres, standard ICU units, neonatal ICU units, dentistry department, radiology department, the clinical laboratory, pharmacy and physiotherapy units.

R-Jolad Hospital is now a fully owned subsidiary of AfyA Care, which acquired the facility in 2020 and now assumes full operational responsibility.

BOI provided R-Jolad Hospital with a six-year tenure loan, including a 12-month moratorium. This support has facilitated an expansion of their services from 17 to 32 following the loan disbursement. Additionally, their revenue surged from ₦2.1 billion to ₦3.3 billion. Furthermore, R-Jolad's presence in Nigeria has broadened from one location to seven.

SUPPORT FOR HOSPITALITY & TOURISM

About ₦24.5bn worth of loans to help support hospitality & tourism businesses in 2023

6 oil & gas projects supported

Over 4,434 jobs facilitated in this sector

Nigeria's hospitality and tourism sector, a dynamic and diverse industry, plays a pivotal role in the country's economy and cultural landscape. Boasting of a rich tapestry of natural wonders, cultural heritage, and vibrant traditions, Nigeria offers a unique and compelling destination for both domestic and international travellers. As the nation continues to invest in infrastructure, promote cultural diversity, and enhance tourism offerings, the hospitality sector in Nigeria is poised for growth, offering a warm and inviting welcome to those seeking exploration and adventure.

The sector holds the potential to elevate foreign exchange earnings by welcoming international tourist arrivals, consequently benefiting the country's balance of payments and economic stability. Additionally, it can attract foreign direct investment, infusing capital, technology, expertise, and global best practices, ultimately contributing to enhanced economic growth and competitiveness.

Tourism plays a crucial role in preserving and promoting Nigeria's rich cultural heritage, fostering cultural exchange, and creating awareness about the value of cultural assets. Opportunities for entrepreneurship and small business development abound, providing a favourable environment for MSMEs to thrive and contribute to economic diversification.

While the hospitality and tourism sector holds promise, several underlying challenges impede its potential. Factors like insurgency, terrorism, and crime have affected Nigeria's image as a safe and secure tourist destination, resulting in a decline in tourist arrivals.

Furthermore, the diverse and potential tourism products in Nigeria have yet to be fully developed, limiting options for tourists and diminishing competitiveness in the global tourism market. Lastly, access to finance for tourism/hospitality businesses, especially for Small and Medium Enterprises (SMEs) can be challenging in Nigeria, hindering their growth and expansion.

In response to these challenges, the current administration has taken significant steps such as repositioning the security architecture to enhance the sector's overall impact on the nation's gross domestic product. Recognizing tourism as the lowest hanging fruit for the country, especially amid dwindling oil revenue and the pressing need for economic diversification, this initiative represents a positive and forward-thinking approach.

Hospitality & Tourism support Testimonial: Zeberced Limited

Zeberced Limited is part of a subsidiary of Yolasan Corporation (a Turkish-Nigerian Company). Zeberced Limited started the Abuja Industrial Park which is a world class mixed use Industrial Park on 245 hectares of land, set up to attract commercial / industrial enterprises, companies and factories across various economic sectors. The Industrial Park has a holistic infrastructure set-up to accommodate workshops for SMEs, large factories / plants, trailer parks, hospitality facilities, warehouses, depots, etc.

Abuja Industrial Park is being developed in alignment with Nigeria's industrialization plan towards economic diversification. It is a worthy attraction for investors focused on medium to large sized enterprises.

Abuja Industrial Park is strategically located in Abuja and is within close proximity to the airport and the proposed national railway to ease movement of raw materials and finished goods in and out of the park.

In addition to the Industrial Park, Zeberced Limited owns one of the largest concrete and asphalt plant in Abuja, Nigeria.

SUPPORT FOR INTERVENTION & INFRASTRUCTURE

About ₦14.2bn worth of loans to help support intervention & infrastructure in 2023

1 oil & gas projects supported

Over 102,667 jobs facilitated in this sector

Infrastructure in Nigeria holds immense potential as a catalyst for economic growth, social development, and regional integration. With a vast landmass, abundant natural resources, and a growing population, Nigeria stands poised for significant infrastructure development. However, the country also grapples with various challenges, including inadequate infrastructure, poor maintenance culture, and funding constraints.

The sector has a lot of room for improvement as they have encountered several challenges. One example is power Infrastructure as Nigeria faces inconsistent power supply with a significant gap between demand and capacity. Businesses depend heavily on diesel generators, significantly increasing operational costs, which makes it harder to start a business.

Another challenge is road infrastructure. Nigeria's road network, crucial for goods and people transportation, is sub-standard with frequent potholes. Businesses experience increased distribution costs and unproductive time in traffic.

An additional challenge is the Ports, as over 90% of goods are imported through Lagos ports, posing congestion and logistical challenges. Nigerian ports face difficulties, and decongesting access is a government priority.

Lastly, another challenge is transportation. Air transport is functional for people but underutilized for goods. The railway and inland waterways are not fully developed. Entrepreneurs must consider available transportation infrastructure for import/export decisions aligned with the Africa Free Continental Trade Agreement.

In response to all these challenges, the current administration has taken a significant step by approving the establishment of the Infrastructure Support Fund for all 36 states, aiming to alleviate the impact of petrol subsidy removal on the populace. The ISF is designed to empower states to invest in critical areas such as Transportation (farm-to-market road improvements), Agriculture (livestock and ranching solutions), Health (basic healthcare), Education (especially basic education), and Power and Water Resources to enhance economic competitiveness, job creation, and overall economic prosperity.

Intervention & Infrastructure Support Testimonial: Librod Energy Services Limited

The Intervention and Infrastructure Fund Group manages the CBN Intervention Funds for Power & Airline (PAIF) and SME Restructuring & Refinancing Facilities (RRF). The Fund managed by the group has helped in improving access to credit for manufacturers, power generation companies, and airlines as well as improving the liquidity of Deposit Money Banks and Development Finance Institutions.

The Infrastructure Fund was recently created to build up depleting risk assets with key focus on but not limited to power generation, rail & urban transport, airline, and ICT.

The recent introduction of the Infrastructure Fund will assist customers in financing essential infrastructure to aid production output required to drive economic growth.

The PAIF has funded a total of 1,662MW generation capacity, with 1,214MW being new capacity and 448MW of refinanced capacity. In the last 24 months, the PAIF also financed the return of 230MW idle capacity to the-grid. In 2016, a facility of 10 billion was availed to Kano Hydro Energy Development Company (KHEDCO) through one of the participating banks to develop the Tiga Hydro Power Plant. The power plant was commissioned in August 2023.

The hydroelectric power project will provide a reliable and low-cost source of renewable energy for the State and leverage the existing infrastructure of the available dam, thereby allowing for a reservoir-based small hydro project that can provide steady power capacity all year round based on the capped capacity of 7.2MW for the THPP.

The availability of low-cost renewable energy from THPP is expected to significantly improve the Kano metropolis's economic landscape and institutions that provide public services, such as waterworks and street lighting.

SUPPORT FOR CHEMICALS & INDUSTRIAL MINERALS

About ₦38bn worth of loans to help support chemicals & industrial minerals businesses in 2023

8 chemicals & industrial minerals projects supported

Over 526 jobs facilitated in this sector

Nigeria's chemicals and industrial minerals industry plays a significant role in the country's economy, contributing to various sectors such as manufacturing, agriculture, construction, and healthcare.

Nigeria is endowed with rich deposits of industrial minerals such as limestone, gold, talc, iron ore, lead/zinc, gypsum, clay, and kaolin, which serve as raw materials for various chemical and industrial products. Most of these are yet to be exploited. Statistically, the level of exploitation of these minerals are very low in relation to the extent of deposit found in the country. One of the objectives of the new National Policy on Solid Minerals is to ensure the orderly development of the mineral resources of the country.

The chemicals and industrial minerals industry presents an opportunity for economic diversification away from oil dependency, thereby reducing the country's vulnerability to fluctuations in global oil prices. Nigeria's chemical and industrial minerals can be processed into finished products for export, contributing to foreign exchange earnings and enhancing trade balance.

However, inadequate infrastructure poses significant challenges to the development of the chemicals and industrial minerals industry, increasing production costs and hindering competitiveness.

Despite abundant raw materials, Nigeria's processing capacity for chemical and industrial minerals remains underdeveloped, leading to a reliance on imported finished products and missed value-added opportunities.

Extractive activities in the chemicals and industrial minerals sector can have adverse environmental impacts, including habitat destruction, soil degradation, and pollution, necessitating sustainable practices and stringent regulatory oversight.

While Nigeria's chemicals and industrial minerals industry holds significant potential for economic growth and diversification, realizing these opportunities requires addressing infrastructure constraints, enhancing processing capacity, streamlining regulatory frameworks, and adopting sustainable practices. By leveraging its abundant natural resources and implementing strategic interventions, Nigeria can harness the full potential of the chemicals and industrial minerals sector to drive sustainable development and prosperity.

Chemicals & Industrial Minerals Support Testimonial: Industrial Metallizing and Packaging Company Ltd

Industrial Metallizing and Packaging Company Limited was incorporated on August 12, 1985, having its manufacturing facility located at 8, Mushin, Lagos, Nigeria. The company has since inception engaged in manufacturing of plastic packaging / flexibles for cosmetics, pharmaceuticals and FMCG companies. The company adheres to high quality management and environment impact standards. The company is certified on ISO standard, FSS standard and SEDEX standard to meet customer's quality expectations.

It maintains a state-of-the-art facility that includes over 100 machines of Blow moulding, injection moulding, pet moulding, auto capping and flexible printing machines. This allows for a broad range of product requirements and more importantly production flexibility.

Utilizing automated machines, IMPCO has developed a repetitive blow / injection moulding process to support high volume, close tolerance and high value production.

BOI has been providing financial support to the company since 2017, which is helping the company in terms of capacity expansion & working capital requirement. BOI term loan credit facility has been applied for the expansion project through equipment financing. The loan has helped improve its competition in the market and reduce input cost.

In 2023, the Bank deployed the Developmental Impact Tracking System (DITS) survey to help measure the impact of our loan offerings and ensure that we continue to meet customers' evolving financial needs. About 300 respondents participated across Large, Medium, Small, and Micro Enterprises.

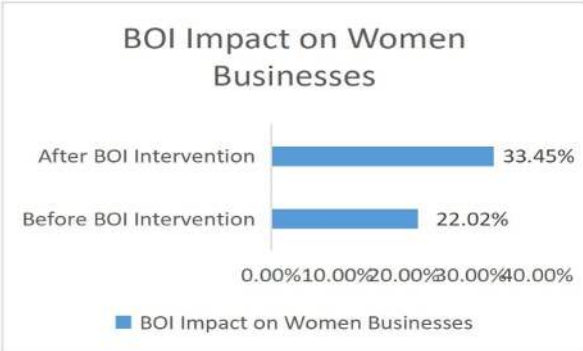
Age Distribution:

Approximately 35% of BOI's customers fall within the 35-44 age range, indicating a substantial presence of middle-aged individuals seeking financial support for business growth. Following closely behind are those aged 25-34, representing around 23%, reflecting a growing trend of youth entrepreneurship. The 45-54 age group, comprising approximately 24%, indicates established entrepreneurs seeking expansion or innovation. Customers aged 55 and above represent about 11%, showing continued interest in business development. Lastly, individuals aged 65 and above make up roughly 7%, highlighting BOI's commitment to supporting entrepreneurship across all age demographics. This diverse age distribution underscores BOI's effectiveness in catering to the financing needs of entrepreneurs at different career stages.

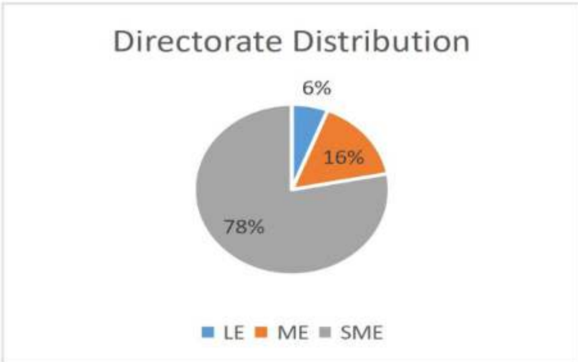
Gender Distribution

The gender distribution among BOI's loan customers reveals a majority of males, comprising 72% of the total clientele, with females making up the remaining 28%. This indicates a greater male presence in seeking financial support for business ventures. However, the notable representation of females underscores BOI's commitment to promoting gender inclusivity in entrepreneurship. By addressing the distinct needs of both genders, BOI can better foster economic growth and empowerment.

Additionally, before BOI intervention, 212 businesses responded, with an average of 22.02% of women. After BOI intervention, this percentage increased to 33.45%, indicating the positive impact of BOI's efforts in promoting gender diversity and inclusion in business.



Directorate Representation

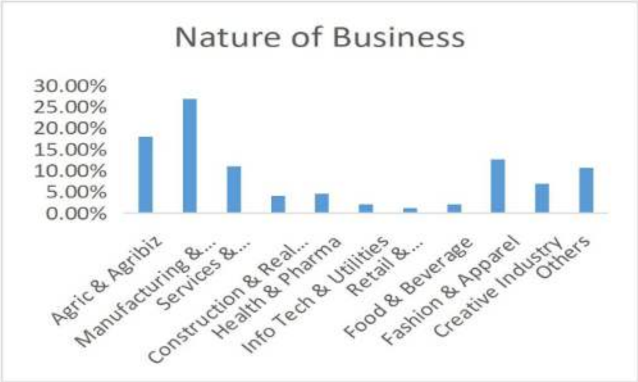


The majority of the entries, constituting approximately 78%, represent Small and Medium Enterprises (SMEs). This indicates a strong presence of SMEs in BOI's customer base, which aligns with the typical distribution seen in many economies where SMEs are the backbone of economic activity and employment generation.

Micro Enterprises (MEs) account for about 16% of the total entries, reflecting the importance of supporting smaller-scale businesses and startups. MEs often represent the entry point for many entrepreneurs into the business world and play a crucial role in fostering innovation and entrepreneurship.

Large Enterprises (LEs) make up the remaining 6% of entries, representing established businesses with significant operations and resources. While fewer in number compared to SMEs and MEs, LEs may have a substantial impact on the economy in terms of value chain/linkages, revenue generation, and industry leadership.

Type or Nature of Businesses



The distribution of businesses across various sectors reveals BOI's broad support for economic diversification.

Manufacturing comprised 26.94% of respondents with businesses covering textiles, processing, production, etc.

Agriculture and Agribusiness (17.96%) encompass farming activities, agro-processing, or businesses related to the agricultural supply chain, like poultry farms or palm oil processing.

Services and Hospitality (11.02%) cover a range of services, including hotels, restaurants, tourism agencies, and event planning companies.

Construction and Real Estate (4.08%) businesses include construction firms, real estate developers, or property management companies.

Healthcare and Pharmaceuticals (4.49%) involve healthcare facilities, pharmaceutical production, medical equipment suppliers, etc.

Information Technology and Utilities (2.04%) consist of software development companies, IT consulting firms, or utility providers.

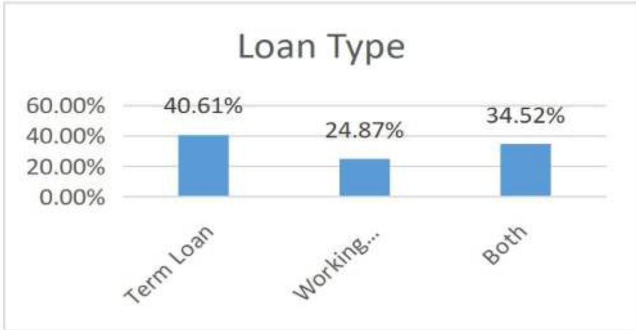
Retail and Merchandising (1.22%) include retail stores, online marketplaces, or wholesale distributors.

Fashion and Apparel (12.65%) businesses encompass clothing boutiques, garment manufacturers, or fashion design studios.

Lastly, the Creative Industry (6.94%) includes businesses in arts, crafts, media production, or graphic design.

Other sectors combined accounted for 10.61%. This distribution demonstrates BOI's commitment to supporting a wide range of industries, fostering entrepreneurship and economic growth across diverse sectors.

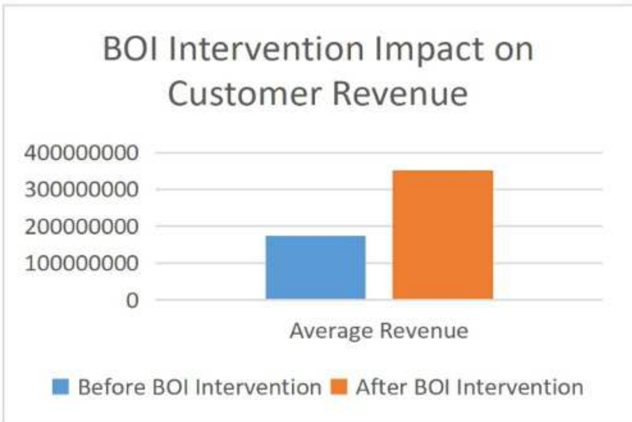
Loan Preference Analysis



BOI offers working capital loans, term loans, or both to customers. Approximately 40.61% opted for term loans, indicating demand for long-term investment financing. Meanwhile, 24.87% chose working capital loans, essential for daily operations. Notably, 34.52% preferred both, highlighting the need for flexible financing options. BOI's provision of varied loan products demonstrates its commitment to addressing the diverse needs of businesses, supporting growth at different stages.

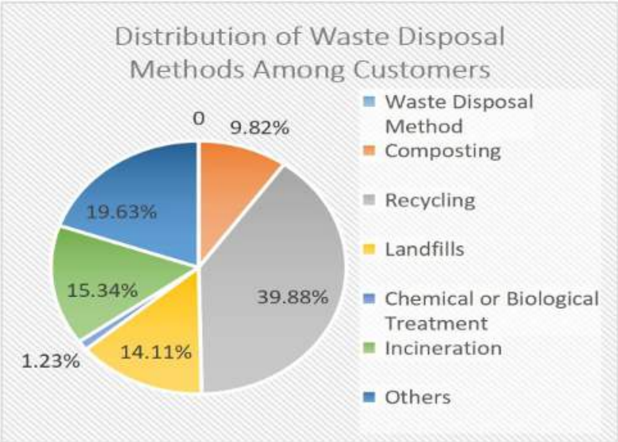
Revenue Growth

On average, businesses experienced a significant growth of approximately 101.53% in revenue following BOI's support. This surge indicates the positive impact of BOI's intervention in enhancing the financial health and viability of supported enterprises. Such substantial growth in revenue suggests improved business operations, increased market competitiveness, and enhanced capacity for expansion and investment.

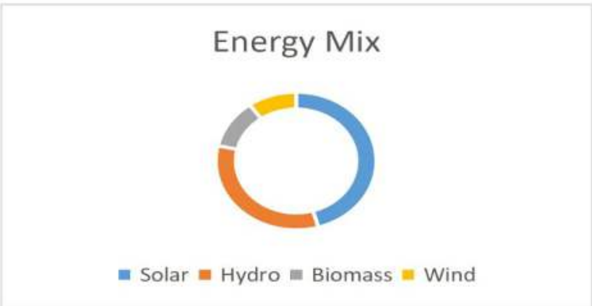


Waste Disposal

Customers identified different methods of waste disposal in their operations with recycling accounting for about 40%.



Energy Mix



The survey reveals that a significant portion of respondents, approximately 39.86%, utilize renewable energy sources for their energy consumption needs.

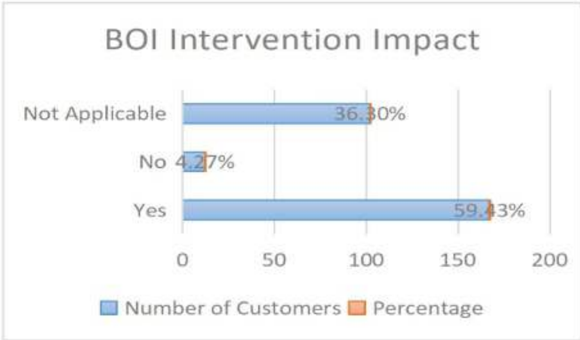
Solar energy was the most prominent choice with 45.54%. This reflects a growing trend towards sustainable energy solutions and highlights the increasing affordability and accessibility of solar technologies.

Hydroenergy follows closely behind, selected by 33.04% of respondents. This suggests a significant reliance on hydroelectric power, likely influenced by factors such as geographic location and access to water resources.

Biomass and Wind energy, chosen by 11.61% and 9.82% of respondents respectively, represent another notable energy source option.

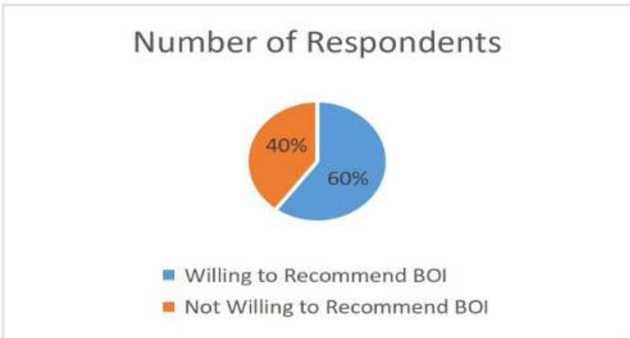
Overall, the data suggests a rising trend in businesses adopting renewable energy, driven by environmental awareness, cost efficiency, and government incentives. With ongoing advancements in renewable technology, we anticipate higher adoption rates, resulting in reduced carbon emissions and enhanced sustainability in the energy sector.

BOI Impact



About 60% of customers indicated that BOI intervention improved their product or service quality.

Willingness to Recommend BOI



Approximately 60% of respondents stated their willingness to recommend BOI to other businesses indicating a high level of satisfaction and confidence in the services provided by BOI.

Training or Business Development Services

In terms of capacity building, 24% indicated that they received some form of training or assistance from our Business Service Development Providers.

Product Linkages

Over 26% of respondents serve as a source of product linkages for other manufacturers.

Challenges businesses face

Power/Electricity Issues stood out as the most significant concern, representing nearly 31% of the reported challenges. This underscores the critical need for improvements in power infrastructure and supply reliability.

Lack of Funding follows closely behind, comprising approximately 23% of the issues raised. This indicates a pressing need for enhanced access to funding among respondents.

Cost-related Challenges and Other Challenges each represent about 21% and 18% of the total inputs respectively. These range from unstable input prices, manpower shortages, access to markets, etc. Addressing these challenges would require comprehensive strategies tailored to the specific needs of businesses in these sectors.

Sustainability Report

SUSTAINABILITY REPORT

Our Commitment to Sustainability

As we navigate the complexities of a rapidly evolving global landscape, sustainability stands as an important beacon guiding the trajectory of responsible development. As a foundation of economic progress, its significance resonates not only in the context of environmental preservation but also in fostering social equity and financial resilience. For development finance institutions (DFIs), this ethos of sustainability encapsulates an inherent obligation to align financial endeavors with the broader imperatives of sustainable development.

Against the backdrop of Nigeria's intricate socio-economic tapestry, DFIs have a responsibility to catalyze economic growth while safeguarding the natural environment and uplifting marginalized communities. In 2023, the global landscape witnessed a palpable surge in sustainability consciousness within the development finance industry. From integrating sustainable lending practices to pioneering innovative financial instruments aimed at climate resilience and social inclusivity, the development finance sector exemplified a profound shift towards a more sustainable future.

At the Bank of Industry, we uphold a steadfast commitment to this transformative journey, underscoring not only our achievements but also our unwavering resolve to champion sustainability as the pioneers of responsible development finance in Nigeria and beyond. We have a robust strategy to integrate sustainability principles into our fundamental business practices, aligning with global frameworks and trends for sustainable development. By embedding sustainability across our operations, we have not only enhanced operational efficiency but also expanded our capability to fulfill our mandate in line with President Tinubu's Renewed Hope Agenda.

Our comprehensive sustainability strategy encompasses a holistic approach, encompassing actions that generate both economic prosperity and positive environmental and social outcomes. Through strategic partnerships with sustainable development institutions locally and globally and innovative responsible initiatives, we aim to maximize value creation while minimizing our environmental emissions. This commitment ensures the enduring success of our organization, fostering long-term resilience and prosperity for all stakeholders involved.

Our Sustainability Approach, Strategy, Framework & Policies

The Bank has consistently spearheaded impactful initiatives, products and services focused on environmental stewardship, economic empowerment, and societal well-being. By adopting an integrated triple-bottom-line strategy (of People, Profit and Planet), we prioritize the optimization of environmental, social, and economic outcomes.

In our quest for sustainability, we prioritize alignment with global, regional, and local frameworks to address community needs and global challenges effectively. By integrating these frameworks into our sustainability strategy, we proactively mitigate negative impacts while enhancing positive social, economic, and environmental outcomes. This approach empowers us with the necessary tools and strategies to not only minimize harm but also maximize the beneficial effects of our service delivery.

In our sustainability endeavors, we adhere to prominent frameworks to ensure ongoing excellence, including the Nigerian Sustainable Banking Principles (NSBPs), the Paris Climate Agreement, the Principles for Responsible Banking and the UN Sustainable Development Goals (SDGs), among others. This strategic alignment enables us to focus on SDGs most pertinent to our operational landscape, necessitating targeted efforts towards specific indicators and objectives.

These frameworks form the bedrock of our sustainability-focused policies, such as our **Environmental, Social, and Governance (ESG) Policy and Corporate Social Responsibility (CSR) Policy.** They guide our approach to managing ESG risks across our institution and the businesses we support, while also driving community-centric interventions aimed at enhancing our social, economic, and environmental impact. Integrated into our business practices, these frameworks inform every aspect of our operations, from strategic planning to decision-making processes.

Through collaborative partnerships and innovative solutions, we contribute to global sustainable development goals, laying the foundation for a resilient and inclusive future. Our concerted efforts and commitment to creating lasting value extends to our diverse stakeholders, including customers, shareholders, investors, and communities, fostering mutually beneficial relationships grounded in shared sustainability objectives.

Governance

The Board of Directors of the Bank of Industry ensures that a framework of policies is in place to guarantee accountability, impartiality and openness in its interaction with all its stakeholders. The Board is responsible for the provision of overall guidance to Management regarding the Bank's operations and the stewardship of its assets.

The Bank's sustainability policies and guidelines (i.e. the ESG, Human Rights, Corporate Social Responsibility (CSR) policies) are designed in line with the local and global sustainability frameworks the Bank aligns with. These policies and frameworks are publicly stated and managed by a strong governance structure led by the Board, which has governance oversight for sustainability management.

Highlighting the importance of giving back to the organization, the Bank's Board of Directors has oversight of the Bank's CSR strategy and policies, led by the Managing Director/CEO and implemented by a dedicated desk driving impact at scale to address the key challenges of our local communities whilst contributing to global efforts to achieve the SDGs.

Additionally, to implement its ESG policy, BOI understands that all stakeholders along the Bank's value chain must be involved in a strategic manner. Hence, the ownership and responsibility of this commitment lies with the Board and Top Management of the Bank (i.e. the Managing Director or his/her designate(s)) and appropriate steps are taken from time to time to achieve this purpose.

In 2023, the Bank experienced a change in leadership with an overarching strategic intent aligned with the country's Renewed Hope agenda (especially towards minimizing critical pressure points in the economy- inflation, exchange rate crisis, unemployment, and slow economic growth). The proposed intervention will in turn, go a long way in fast-tracking and bolstering economic development and creating employment opportunities while ensuring long-term macroeconomic stability.

In view of the above, the Bank identified six thematic areas to build on our commitment towards catalyzing economic growth and deepening our continued Developmental impact in the Nigerian economy. The six thematic areas include:

- Small and Medium Enterprises
- Youth and skills
- Digital economy
- Climate
- Infrastructure
- Gender

In operationalizing these thematic areas the MD/CEO of the Bank appointed champions who will be involved in advocacy, stakeholder engagements, development of programs and products as well as arranging sources of funding and capacity building to drive the achievement of these refreshed organizational objectives.
The Bank's interventions will in turn, go a long way in fast-tracking and bolstering economic development and creating employment opportunities while ensuring long-term macroeconomic stability.

Stakeholder Engagement & Material Topics

In alignment with the Global Reporting Initiative (GRI) Standards, we are committed to fostering sustainable banking practices through proactive engagement with key stakeholders. At the Bank of Industry, we recognize the significance of stakeholder perspectives in shaping our strategies, policies, and operations. By engaging with various stakeholders including employees, customers, shareholders & investors, regulatory bodies, communities, and suppliers, we aim to address their concerns, gather feedback, and enhance transparency and accountability in our practices.

Stakeholders engaged in the year:

Employees: Our internal stakeholders play a crucial role in the success of our operations and the attainment of our sustainability goals.

Customers: The satisfaction and trust of our customers are paramount to our business success and reputation.

Shareholders & Investors: Shareholders and investors are essential stakeholders whose interests align with our long-term financial performance and sustainability initiatives.

Regulatory Bodies: Compliance with regulatory requirements is integral to maintaining our license to operate and fostering trust among stakeholders.

Communities: We recognize the importance of engaging with local communities to understand their needs, address concerns, and contribute positively to societal development.

Suppliers: Collaboration with suppliers is vital for ensuring ethical sourcing practices and promoting sustainability across our supply chain.

Stakeholders	Mode of Engagement	Material Issues Raised	Response to Material Issues
Employees	We engage with employees through regular town hall meetings, employee surveys, suggestion boxes, and dedicated communication channels such as intranet portals and newsletters.	Concerns related to workplace diversity and inclusion, employee well-being, training and development opportunities, and work-life balance.	Implemented diversity and inclusion initiatives, enhanced employee benefits and wellness initiatives, expanded training and development opportunities, and introduced flexible work arrangements.
Customers	Engagement with customers occurs through various touchpoints including feedback forms, customer service interactions, focus group discussions, and online surveys.	Feedback on product and service quality, accessibility, cybersecurity, ethical banking practices, and customer support.	Enhanced product and service offerings based on customer feedback, cybersecurity initiatives, promoted financial literacy programs, and improved customer service channels.
Shareholders & Investors	We conduct shareholder meetings, investor conferences, one-on-one meetings, and periodic communication through financial reports and sustainability disclosures.	Interest in financial performance, corporate governance practices, risk management strategies, and sustainability integration into business operations.	Sustainability in corporate strategy, transparent reporting on Sustainability and ESG performance, engaged with investors on sustainable investment opportunities, and enhanced corporate governance practices.
Regulatory Bodies	Engagement with regulatory bodies involves participation in consultations, adherence to reporting requirements, and maintaining open communication channels to address inquiries and updates.	Compliance with banking regulations, data protection laws, anti-money laundering measures, and environmental and social governance (ESG) standards.	Maintained compliance with regulatory requirements, enhanced risk management frameworks, conducted regular audits and assessments, and participated in industry consultations.
Communities	Engagement with communities is facilitated through community outreach programs, stakeholder consultations, public forums, and partnership initiatives aimed at addressing local needs and concerns.	Issues related to community investment, environmental impact of operations, support for local development projects, and community engagement initiatives.	Increased community investment initiatives, reduced environmental footprint through sustainable practices, supported local development projects, and fostered partnerships with local & international community organizations.
Suppliers	Engagement with suppliers involves regular communication, supplier assessments, audits, and capacity-building initiatives to promote sustainable practices and ethical conduct.	Concerns regarding ethical sourcing practices, labor standards, and environmental impact.	Conducted supplier assessments and audits, provided capacity-building support for suppliers, and promoted sustainable sourcing practices across the supply chain.

The identification and prioritization of material sustainability issues are paramount to our bank's long-term value creation and societal impact. These key topics guide our business governance, corporate social responsibility investments, and stakeholder engagement strategies. By addressing material issues, we ensure alignment with emerging sustainability trends and stakeholder expectations. Our material topics encompass a broad spectrum as listed above, with our key priority areas including: community investment, gender equality, human rights, financial inclusion, employee well-being, diversity and inclusion, resource efficiency, water management, waste reduction and partnerships/collaborations for development. These areas reflect our commitment to sustainable practices and resilience in a rapidly evolving socio-economic landscape, positioning us as a leader in responsible banking.

Protecting the Planet

At the Bank of Industry, we are unwavering in our dedication to mitigating climate risks and capitalizing on emerging opportunities for a sustainable future. Our steadfast commitment to environmental stewardship underscores our strategic imperative to foster resilient ecosystems and pursue sustainable growth pathways.

Aligned with our sustainability ethos, we prioritize environmentally responsible practices to curtail greenhouse gas emissions, minimize waste generation, and safeguard precious natural resources such as water. We continuously enhance our operational efficiency and resilience against climate-induced disruptions. Through the initiatives implemented under this pillar, we are able to contribute to the achievement of the following sustainable development goals: ***Affordable and clean energy (SDG 7), Responsible consumption and production (SDG 12), Climate action (SDG 13), Life below water (SDG 14), and Life on land (SDG 15).***

Alternative Energy:

Understanding the impact and advantages of minimizing energy usage, both in terms of financial savings and carbon footprint reduction, drives our steadfast commitment to embracing innovative energy conservation strategies within our business operations. This is evidenced in our ***transition to state-of-the-art energy-efficient technologies*** and appliances throughout our branches and offices. By leveraging resources such as ***LED lighting, environmentally friendly cooling systems, and energy-efficient work tools,*** we actively curtail our energy consumption and associated emissions.

These strategic investments in renewable energy infrastructure exemplify our dedication to fostering a greener operational framework while concurrently bolstering our bottom line. Through these concerted efforts and ongoing initiatives, the Bank continues to demonstrate its commitment to energy conservation, thereby perpetuating a clean cycle of reduced energy consumption and carbon emissions.

Resource Efficiency:

In our relentless pursuit of environmental stewardship, we have ***seamlessly integrated automation into our operations*** to optimize efficiency and minimize our environmental footprint. A key part of this effort is our internal campaign to employees aimed at the reduction of paper consumption across the Bank. Under this initiative, we have instituted a suite of paper-saving measures, including the ***adoption of automated memo approval and payment systems.*** These innovative interventions underscore our unwavering commitment to environmental conservation and driving a sustainable circular economy.

Moreover, in response to the urgent call for carbon footprint reduction, we've proactively ***implemented virtual meetings*** as a sustainable substitute for conventional face-to-face gatherings. This strategic shift not only helps mitigate emissions stemming from business travel but also reflects our commitment to environmental stewardship and innovative solutions.

Furthermore, the introduction of our ***flexible remote work policies*** allows employees to work from home for two days each month. This forward-thinking approach not only promotes work-life balance but also yields tangible benefits for the environment. By reducing the need for daily commutes, employees are cutting down on their individual carbon emissions associated with transportation.

The collective impact of these initiatives result in fewer cars on the roads translates to decreased fuel consumption and reduced air pollution, contributing to cleaner air and healthier communities. Moreover, these concerted efforts translate into significant energy savings for the Bank with a proportional decrease in electricity usage for lighting, heating, and cooling. Office equipment, including computers, printers, and other peripherals, are also utilized less frequently, leading to decreased energy consumption overall.

Water Efficiency:

Conscious of our environmental footprint, we prioritize water stewardship to safeguard marine biodiversity and promote sustainable water management practices. By adopting a ***water-conscious approach***, we aim to mitigate the adverse impacts of excessive water consumption on aquatic ecosystems. Our commitment to sustainability is evident in our ***deployment of water-efficient cisterns across our facilities,*** which serve to curtail water waste and optimize resource utilization. Through these concerted efforts, we reaffirm our dedication to advancing the global agenda for water sustainability.

Waste Management:

Awareness of the negative environmental and societal effects of waste generation underscores our proactive approach to waste management and sustainability. This drives our commitment to implementing strategies that promote efficient waste management practices. Central to our approach is the ***promotion of recycling*** as a cornerstone of sustainable waste management. This includes the recycling of paper, plastic, glass, and aluminum. Embracing recycling as a cultural norm within our organization and among our employees, we aim to minimize our environmental footprint and foster a clean circular economy.

In addition to recycling initiatives, we prioritize ***paper waste reduction*** through the adoption of automated processes, such as memo approvals and payment systems. These technological innovations not only enhance operational efficiency but also contribute to a significant reduction in paper consumption, thereby mitigating the environmental impact of waste generation at the local level. Through these concerted actions, we demonstrate our unwavering commitment to environmental stewardship, paving the way for a more sustainable future.

Managing Our Environmental, Social and Governance Risks:

The Bank is actively involved in a range of financial activities, involving both direct and indirect lending to businesses. A key part of our lending process is the rigorous evaluation of each financial activity for its environmental, social, and governance (ESG) impacts. Leveraging a robust framework aligned with national and international ESG standards, such as the Nigerian Sustainable Banking Principles (NSBP) and the IFC Performance Standards, we systematically assess and mitigate risks associated with our lending.

When risks are identified, we implement tailored mitigating measures to ensure alignment with established ESG criteria. This proactive approach not only enhances the sustainability of our operations but also strengthens our competitiveness in the marketplace. By adhering to these ESG principles, we safeguard the interests of our stakeholders, including the Bank, its subsidiaries, partners, customers and other third-party entities.

Our commitment to ESG risk management reflects broader sustainability trends, where businesses are increasingly recognizing the importance of responsible finance and sustainable investment practices. Through our steadfast adherence to ESG standards, we position ourselves as leaders in sustainable banking, driving positive societal and environmental outcomes while delivering value to our stakeholders.

Promoting Economic Growth

At the Bank of Industry, our business blueprint is intricately designed with sustainability at its core, positioning us as agents of positive socio-economic change through our operations, products and services. Leveraging targeted investment in local ventures, we stimulate green job creation, facilitate community resilience, and champion poverty eradication efforts, thereby advancing the United Nations Sustainable Development Goals (SDGs) along the economic pillar of the triple bottom-line. Our pioneering design of products and services not only combat hunger and inequality but also propel inclusive economic growth and innovation, driving Nigeria towards a greener, more equitable future. In the current sustainability landscape, there is a growing emphasis on circular economy principles, renewable energy integration, and inclusive finance, all of which align with our commitment to fostering sustainable industrial development.

Through the strategic implementation of initiatives within this core framework, we actively advance progress toward key Sustainable Development Goals (SDGs) including: ***No poverty (SDG 1), Zero hunger (SDG 2), Decent work and economic growth (SDG 8), Industry, innovation and infrastructure (SDG 9), Reduced inequalities (SDG 10), and Sustainable cities and communities (SDG 11).***

Enhancing financial inclusion and financial health:

The Bank of Industry is deeply dedicated to advancing local financial inclusion while enhancing the economic well-being of its clientele. This unwavering commitment propels the Bank to engineer strategic frameworks, initiatives, and offerings aimed at democratizing financial services for grassroots, marginalized, and vulnerable communities. Our Financial Inclusion Group spearheads the delivery of microcredit solutions to empower economically active individuals at the base of the pyramid in Nigeria. Leveraging robust networks of technology-enabled intermediaries, we bridge the gap between the financially excluded and mainstream banking services, particularly targeting informal sector participants. These efforts are housed within the BOI Growth Platform, which serves as a nexus for driving impactful interventions across micro, small, and medium enterprises.

Furthermore, in 2023, the Bank sustained its leadership role as a member of the United Nations Environment Programme Finance Initiative's (UNEP FI) Financial Health & Inclusion Common Indicators Working Group tasked with the responsibility of developing a common set of indicators for financial health and inclusion for member banks and the global Banking community, which was published in 2023. This groundbreaking initiative underscores our dedication to shaping industry standards and practices for promoting financial health and inclusion on a global scale.

Driving responsible performance within our supply chain:

Our suppliers play a pivotal role in our sustainability journey as vital partners within our value chain. They serve as the primary source of goods, services, and materials essential for the seamless functioning of our operations, meeting the diverse needs of our stakeholders. Through robust collaboration, we engage with our suppliers to uphold the highest standards and embrace sustainable practices throughout their operations. By fostering this symbiotic relationship, we empower our suppliers to actively contribute to environmental conservation and societal well-being while delivering products and services in alignment with global best practices, including the United Nations Global Compact Principles. These principles prioritize the protection of human rights, environmental stewardship, fostering positive labor relations, and combating corruption.

Sustainability in our Business Operations:

The Bank's strategic business units are wholly committed to fostering sustainable finance to drive inclusive growth across key sectors that underpin sustainable development.

Our Large Enterprises division extends vital support to sectors such as Agro and Food Processing, Creative Industries, Engineering and Technology, Healthcare, Renewable Energy, Gender-inclusive Business, and Intervention Funds. Meanwhile, our Small & Medium Enterprises arm targets emerging sectors, including Youth and Gender-focused businesses like Fashion & Beauty, Food & Agro Commodity Processing, Light Manufacturing, Engineering, Healthcare, Greenhouses, Arts & Crafts, and Off-grid Solar solutions. Simultaneously, our Micro Enterprises division is dedicated to financing marginalized and vulnerable sectors at the grassroots level, encompassing both formal and informal enterprises, as well as cooperatives. These include market women, traders, artisans, farmers, and youth-led enterprises in agriculture.

Through the collective efforts of our directorates, we amplify the positive impact of our business operations by channeling sustainable finance into development-focused sectors of the economy. In doing so, we actively contribute to the attainment of the Sustainable Development Goals, particularly in areas such as poverty alleviation, hunger eradication, equitable access to education, gender parity, the promotion of decent work and economic growth, and the advancement of industry, innovation, and infrastructure. In line with current sustainability trends, our focus extends to fostering resilience, promoting circular economy principles, and advancing social inclusion within these sectors to ensure long-term, holistic development.

Touching Lives and Society

The social aspect of sustainability is centered on mitigating disparities, particularly those stemming from income inequality, gender inequity, and racial, ethnic, and physical barriers. Social sustainability endeavors to champion diversity, inclusivity, and equity, while upholding fundamental human rights and fostering robust community involvement.

Our approach to social responsibility extends far beyond philanthropy; it embodies a steadfast dedication to enhancing livelihoods and fostering resilient communities. We are deeply committed to tackling multifaceted challenges facing our society, environment, and economy through strategic investments and targeted interventions.

By strategically executing initiatives within this focus area, we proactively propel advancements toward pivotal Sustainable Development Goals (SDGs) such as: *Good health and well-being (SDG 3), Gender equality (SDG 5), Clean water and sanitation (SDG 6), Decent work and economic growth (SDG 8), Industry, innovation and infrastructure (SDG 9), Reduced inequalities (SDG 10), Sustainable cities and communities (SDG 11), Responsible consumption and production (SDG 12), Climate action (SDG 13), Peace, justice, and strong institutions (SDG 16), and Partnerships for the goals (SDG 17).*

Creating a Diverse and Inclusive Workforce:

As an organization committed to sustainability, we recognize the imperative of fostering an inclusive work environment that transcends barriers of gender, cultural heritage, religious affiliation, or age. This steadfast commitment propels us to develop robust policies and strategies geared towards cultivating a truly diverse and inclusive workforce. By embracing diversity and promoting inclusivity, we not only attract top talent from all walks of life but also nurture an environment conducive to the growth and development of every individual.

In line with current sustainability trends, we actively explore innovative approaches such as flexible work arrangements, and mentorship programs to further enhance our inclusivity initiatives and ensure equitable opportunities for all employees. Additionally, we are committed to monitoring and evaluating our progress towards diversity and inclusion goals, leveraging data-driven insights to drive continuous improvement and foster a culture of belonging within our organization.

Women Economic Empowerment and Gender Equality:

At the Bank of Industry, our commitment to sustainability extends to fostering gender balance and empowering women for inclusive economic growth. Our multifaceted approach to promoting gender parity encompasses both internal and external initiatives. Internally, we uphold gender equality through comprehensive policies such as our Human Rights policy, which sets clear standards for female empowerment within our organization.

We prioritize the development and advancement of women through tailored initiatives, including capacity-building programs, mentorship opportunities, and ensuring equal pay and benefits. By fostering a supportive environment, we attract and retain top female talent, positioning ourselves as an employer of choice committed to diversity and inclusion.

Externally, our Gender Business Group is dedicated to providing targeted financing solutions for women-owned and women-led enterprises, amplifying economic empowerment opportunities. Additionally, we actively support community programs aimed at advancing gender equality and women's empowerment.

Through these strategic efforts, we contribute to the advancement of gender equality and the empowerment of women and girls across all sectors of society.

- *BOI's International Women's Day Conference 2023:*

Every year, in commemoration of International Women's Day, the Bank of Industry brings together Nigerian women from all walks of life to champion change towards gender equality and female empowerment in the Nigerian landscape. The Bank of Industry's International Women's Day 2023 brought together women from the public and private sector cutting across diverse sectors and through different generations to discuss the challenges of women in business and society and explore strategies for improving gender parity and promoting female empowerment especially in the grassroots.

This year's event was held on March 6, 2023 at Eko Hotels and Suites, Lagos, Nigeria with the theme 'Embrace Equity'. The day-long event gathered over 350 women in-person from across different sectors and walks of life, providing empowerment through 3 impactful panel sessions covering important topics such as: "Navigating Gender Stereotypes", "Leading Women – Paving the Way for Equity" and "Advocacy for the Girl Child", featuring speakers such as: H.E. Mrs. Betsy Bene Obaseki, (First Lady, Edo State), H.E. Dr. Zainab Shinkafi Bagudu (First Lady, Kebbi State), amongst others. There were also impactful brief remarks from local and international guests of honour including: Ngozi Okonjo-Iweala, Director general of the World Trade Organization, and inspiring women-led performances from Loud music and Evelle amongst others. The event also featured an exhibition showcasing products and services of local female-owned businesses and manufacturers.

The event went on to reach over 1,300 women directly and online with information, education and awareness creation on the leading gender issues affecting the socio-economic empowerment of women, whilst providing scalable solutions, knowledge, tools and resources for the empowerment of women to champion their success in society whilst triumphing over gender inequality.

BANK OF INDUSTRY'S
INTERNATIONAL WOMEN'S DAY CONFERENCE 2023

EMBRACE EQUITY

#BOIIWD2023 #EMBRACEEQUITY

Former MD/CEO BOI Mr. Olukayode Pitan delivering his address at the BOI IWD 2023 conference.

Former Hon. Minister of State, Industry, Trade and Investment Amb. Mariam Yalwaji Katagum delivering her address at BOI IWD 2023 conference.

Chief Dr. Mrs. Nike Akande, Distinguished Guest of Honor at the BOI IWD 2023 conference delivering her address.

L-R Ms. Seyitan Atigarin, Arise TV Anchor; Ms. Aisha Bashir, CEO Cam Diaries; Mrs. Philipa Osakwe-Okoye, Principal Boston Consulting Group; Ms. Sandrah Tubobereni, Founder Tubo; and Mrs. Tomilola Majekodunmi, CEO Bankly during the first panel discussion on "Navigating Gender Stereotypes" at the BOI IWD 2023 conference.

L-R: Ms. Kadaria Ahmed; CEO Radio Now 93.5FM,Mrs. Aisha Waziri Umar,Partner Providerse Legal,Business and Management Consultant;Mrs. Elizabeth Ebi, GMD Futureview Group; Mrs. Kofo Akinkugbe,CEO SecureID Group;Ms. Mira Mehta, CEO ToTomatos ; Mrs. Olusola Momoh, Vice Chairman, Channels Media Group during the second panel discussion on "Leading Women; Paving the Way for Equity" at the BOI IWD 2023 conference.

Dr. Ngozi Okonjo Iweala, Director General, World Trade Organization delivering her virtual remarks at the BOI IWD 2023 conference.

L-R: Princess Adejoke Orelope-Adefulire; SSA to the President on SDGs; Dr. Jumoke Oduwole,SSA to the President on Ease of Doing Business; Chief Dr. Mrs. Nike Akande; Former Hon. Minister of State Industry, Trade and Investment, Amb. Mariam Yalwaji Katagum; H.E Hajia Hafsat Kollere-Buni,Mrs. Maryam Uwais, SSA to Former President Muhamadu Buhari on Social Investment at the BOI IWD 2023 conference.

Improving Good Health and Wellbeing:

Recognizing the integral role of community health in fostering sustainable economic development and societal well-being, we are committed to investing in initiatives that promote community health and vitality. At BOI, our Healthcare and Petrochemicals Group is dedicated to providing support and financial solutions to companies within the Healthcare and Personal Care sector, enabling the development of innovative healthcare solutions tailored to address local health challenges.

In addition to our direct support for healthcare enterprises, we actively collaborate with local and international civil society organizations to address pressing health issues in our communities. Through strategic partnerships, we contribute to the development and implementation of innovative health programs targeting a range of challenges. These efforts align with current sustainability trends, such as the growing focus on public health resilience, pandemic preparedness, and equitable access to healthcare services. By championing these initiatives, we strive to ensure healthy lives and promote well-being for all members of our communities, across all age groups.

Our CSR Approach

At the Bank of Industry, Corporate Social Responsibility (CSR) embodies our commitment to managing our societal impact by balancing economic, environmental, and social considerations, adhering to the triple-bottom-line approach. Our CSR strategy is guided by principles of transparency, ethics, and sustainable development, aligning with the expectations of shareholders and stakeholders. We recognize the interconnectedness of our actions with the welfare of society and prioritize ethical conduct across all facets of our operations.

Our CSR initiatives are driven by our organizational purpose and focus on areas where we can make the most meaningful impact. Grounded in the belief that responsible behavior entails ethical engagement with social, cultural, economic, and environmental concerns, we have identified key focus areas to guide our efforts:

- *Social Welfare:* Prioritizing initiatives aimed at youth empowerment, financial inclusion, and women's economic empowerment.
- *Education & Enterprise:* Supporting programs that foster education and entrepreneurship, driving sustainable economic growth.
- *Art:* Promoting artistic expression and cultural enrichment through support for performing, literary, and creative arts.
- *Environmental Preservation and Management:* Championing initiatives that conserve and sustainably manage natural resources, mitigating environmental impact.
- *Health:* Investing in programs that enhance community health and well-being, addressing pressing health challenges.

In **2023**, the Bank remained steadfast in its commitment to sustainability by forging partnerships with local and international stakeholders to drive progress towards the Sustainable Development Goals (SDGs). Through strategic sponsorship and financing, we facilitated the implementation of over **109** projects spanning our priority areas of Social Welfare, Education and Enterprise, Environment, Arts, and Health. These initiatives had a profound **direct impact on the lives of over 61,966** vulnerable and marginalized individuals **across over 54 communities** in Nigeria, addressing pressing social, economic and environmental challenges.

These projects contributed significantly to our overarching goal of fostering sustainable development and inclusive growth. They tackled a wide range of issues, including gender inequality, female empowerment, poverty alleviation, youth empowerment, good health and well-being, zero hunger, quality education, clean water and sanitation, affordable and clean energy, reduced inequalities, life below water, life on land, financial inclusion, and financial literacy amongst others.

CSR IMPACT AT A GLANCE

- Over 109 CSR Projects Implemented
- Over 61,966 lives directly impacted
- Over 54 communities reached
- 35 school/classroom renovation, construction and/or furnishing projects completed
- 10 school/educational supplies donation projects completed
- 17 hospital/healthcare-center renovation, construction and/or furnishing projects completed
- 11 hospital/clinical supplies donation projects completed
- Over 500 students accessing quality free education
- 9 clean water and sanitation donation projects completed
- 950 startups created through the Tech/Innovation Hubs
- Over 2,031 youths gained access to new state-of-the-art coworking spaces, training rooms, STEM & Logistics Labs
- 50 young men and women rehabilitated from drug abuse
- 4,366 people access free cancer diagnostic screenings (974 mammograms)

The BOI Legacy Project:	
Overview:	
CSR Focus Area(s):	Social Welfare (Women and Youth Empowerment), Education & Enterprise, Health.
SDG Contributions:	No poverty (SDG 1), Zero hunger (SDG 2), Good health and well-being (SDG 3), Quality education (SDG 4), Clean water and sanitation (SDG 6), Decent work and economic growth (SDG 8), Industry, innovation and infrastructure (SDG 9), Reduced inequalities (SDG 10), Sustainable cities and communities (SDG 11), Responsible consumption and production (SDG 12).
Impact Overview:	• 27 communities reached • 41,413 lives directly and indirectly impacted • 35 school/classroom renovation, construction and/or furnishing projects completed • 10 school/educational supplies donation projects completed • 17 hospital/healthcare-center renovation, construction or furnishing projects completed • 11 hospital/clinical supplies donation projects completed • 9 clean water and sanitation donation projects completed

School renovated by BOI

Clinic renovated by BOI

Project Summary: The Bank established the Legacy Projects Program in 2021. BOI's Legacy Project aims to create a lasting impact on communities by focusing on three key areas: education, healthcare, and access to clean water and sanitation. The strategy revolves around the belief that addressing these fundamental needs will contribute to the holistic development and well-being of communities, thereby fostering long-term sustainability. The Legacy project employs a comprehensive strategy that addresses fundamental needs in education, healthcare, and sanitation through:

- **Education Infrastructure:** we aim to enhance access to quality education and improve educational infrastructure in underserved areas by constructing new schools or upgrading existing educational facilities, providing necessary resources such as books, computers, and teaching aids and offering scholarships or financial assistance to support students from marginalized backgrounds.
- **Health Infrastructure:** we aim to improve healthcare access and facilities to enhance the overall health and well-being of communities by building new healthcare facilities or upgrading existing hospitals; equipping healthcare centers with essential medical supplies and equipment and providing training and support for healthcare professionals to improve service delivery.
- **Clean Water and Sanitation:** we aim to ensure access to clean water and sanitation facilities to promote public health and hygiene by installing water purification systems or wells to provide clean drinking water; constructing sanitation facilities such as toilets and handwashing stations, and implementing hygiene education programs to promote proper sanitation practices.

Through this initiative, we aim to achieve the following impact:

In Education:

- Increased enrollment and retention rates in schools.
- Improved academic performance and educational outcomes.
- Empowerment of individuals through access to education, leading to socio-economic upliftment.

In Healthcare:

- Reduced mortality rates and improved health outcomes.
- Enhanced access to healthcare services, particularly for vulnerable populations.
- Strengthened healthcare infrastructure and capacity within communities.

In Water and Sanitation:

- Reduced instances of waterborne diseases and improved public health.
- Enhanced sanitation practices leading to a decrease in preventable illnesses.
- Increased productivity and well-being resulting from access to clean water and improved sanitation facilities.

Overview of Impact so far:

S/N	Location	Impact
1	Repair of classrooms, hostels and admin block at Ihu-Iyase Secondary School, Agbor Nta, Ika South LGA	• Renovation & Furnishing of Computer Laboratory (25 computers, printer & 1-year internet) • Renovation & Equipping of Library (books & furniture) • Remodeling and Furnishing of Examination/Variety Hall • Restoration of roof covering blown-off by wind • Renovation & Furnishing of Blocks of Classroom with leaking roof and damaged • Procurement & Installation of Solar solution • Reactivation of Borehole system • Renovation of Toilet facilities **Government Girls Secondary School (GGSS) Potiskum** • Renovation & Furnishing of Chemistry Lab • Renovation & Furnishing of Biology Lab • Renovation & Furnishing of Physics Lab • Construction of Staff Toilets - 2 blocks x 3 compartments • Construction of Student Toilets - 1 block x 12 compartments
2	Renovation & Equipping of science laboratories at some science secondary schools in the local governments affected by the . insurgents in Yobe State	**Government Girls Secondary School (GGSS) Ngelzarma** • Renovation & Furnishing of Chemistry Lab • Renovation & Furnishing of Biology Lab • Renovation & Furnishing of Physics Lab • Construction of 3 Blocks x 4 Toilets for Students **Government Girls Secondary School (GGSS) Nguru** • Renovation & Furnishing of 3 Blocks of Classroom Labs • Renovation of School Clinic • Construction of 3 blocks x 4 toilets for students
3	Completion/furnishing of ICT hall & kitchen/dining hall at Ijebu-Ode Grammar School, Ijebu-Ode, Ijebu-Ode LGA	**Completion of an ICT Centre -** The ICT Hall has a capacity of 240 seats intended to enhance IT skills development and learning capabilities for students of Ijebu-Ode Grammar School and surrounding schools. Additionally, it will serve as a JAMB/CBT center, software academy, etc., offering various services and opportunities for skill development. **Completion & Furnishing of the Cafeteria Industrial Kitchen** The Cafeteria has a seating capacity of 360 students. It will provide kitchen services primarily for boarding students. It can also generate revenue when rented out as an event center for social activities within Ijebu-Ode, potentially accommodating a larger number of people during such events.

4	CSR Project at Makarfi & Taba Sani Community Primay School and Health Centre, Kaduna State	**Refurbishment & Furnishing for Central Primary School, Makarfi** • Construction & Furnishing of a block of 2 classrooms • Construction & Furnishing of a Library Block • Renovation & Furnishing of a 10 blocks of classrooms • Renovation of a block of Toilet for Male & Female • Construction of a Borehole & Over-head Tank • External Works (Perimeter fencing, Drainage, landscaping & Lighting) **Renovation & Furnishing for Primary Health Center, Taba Sani** • Renovation & Furnishing of Male & Female Wards • Procurement of Medical equipment and drugs supplies • Construction & Furnishing of Nurse's Lodge • Construction & Furnishing of Immunization Room • External Works (Perimeter fencing, landscaping & Solar-powered Lighting)
5	CSR Project at Tundun Wada Community Primary School and Health Centre, Katsina State	**Renovation/Equipping of Community Primary School, Tundun Wada Dunu** • Furnishing of classrooms, library & Computer laboratory • Procurement of Desktop Computers, Photocopier & Scanner for the Computer lab • Procurement of Books, stationeries & learning kits • Procurement of Generator & Fans **Renovation/Equipping of Community Health Center, Tudun Wada Dunu** • Procurement of Hospital Equipment & Beds • Procurement of Delivery kits (50 kits) • Procurement of Emergency life skill kits • Procurement of Generating Set • Installation of Borehole • Procurement of Tricycle/Ambulance
6	CSR Project at College of Health Sciences / Nnamdi Azikwe University Teaching Hospital Complex	**Construction of Student Hostel at the College of Health Sciences/Nnamdi Azikwe University Teaching Hospital Complex, Akamili, Nnewi, Anambra State.** • Construction and Finishing of a 30 bed Female Hostel (en-suite with Toilet and Kitchenette) • External Works (Manholes, Septic Tank and Soak-away pit)
7	Renovation/Remodeling of FMITI Staff Clinic, FMITI Secretariat, Area 1, Garki, Abuja	• Renovation & Furnishing of Male & Female Sick Bays / wards (4 Beds) • Renovation & Furnishing of Outpatient waiting lounge (12 seater capacity) • Purchase & Supply of Medical Equipment, Furniture, Medical Supplies, Consumables & 2 Wheel Chairs • Procurement & Installation of Solar Inverter System (20 KVA) • Procurement & Installation of Water Supply & Treatment

8	Renovation/Remodeling of Primary HealthCare Center, Tanglang, Billiri LGA	RENOVATION OF NEW BLOCKS • Admin Block • 5 bed Maternity Centre & Wards • ANC/Immunization Block • 24 Bed Male & Female Wards SUPPLY OF EQUIPMENT & BEDS • Furniture • Beds • Supply of Medical Equipment & Drugs • Supply of Solar Powered Inverter System (5KVA) STAFF QUARTERS • 2 Units of One Bedroom for Junior Staff • One Unit of Two Bedroom for Doctor In-Charge • Self-Contain for Junior Staff • Ikeh Bassa Community, Kwali Area Council, FCT. • Zokotu, Gosa Kpanyi & Tuckpenchi Communities, Kuje Area Council, FCT.
9	Providing sustainable access to clean and safe water in some affected communities through the construction of solar-powered boreholes.	• Kodayi, Ado, Maraba & Masaka Communities, Karu LGA, Nasarawa State. • Pandoro Community, Offa LGA, Kwara State. • Gbala Asun Community, Asa LGA. Kwara State. • Tungan Gajere & Gauraka Communities, Suleja LGA, Niger State.
10	Renovation of aging classroom blocks, supplying modern and ergonomic school furniture and equipping classrooms with state-of-the-art learning equipment.	• LEA Primary School, Lugbe B, Zone 9, Abuja Municipal Council, Abuja, FCT. • St. John Primary School, Kuto, Abeokuta South LGA, Ogun State. • African Church Primary School, Odeda, Abeokuta North LGA, Ogun State. • Salvation Army Primary School, Ikorodu Sabo Road, Ikorodu LGA, Lagos State.

The Legacy Projects present an opportunity for the Bank to extend its CSR efforts towards initiatives that can yield substantial positive impacts within local communities thereby enhancing the quality of life of beneficiaries to date, **over 80 projects** have been completed **across 27 communities impacting 41,413 lives directly and indirectly.**

BOI Tech/Innovation Hub Program:

Overview:	
CSR Focus Area(s):	Social Welfare (Women and Youth Empowerment), Education & Enterprise.
SDG Contributions:	No poverty (SDG 1), Quality education (SDG 4), Decent work and economic growth (SDG 8), Industry, innovation and infrastructure (SDG 9), Reduced inequalities (SDG 10), Sustainable cities and communities (SDG 11).
Impact Overview:	♦ 15 tech and innovation hubs created across 15 communities around the country. ♦ Over 9,220 aspiring entrepreneurs impacted ♦ 950 startups created through the Tech/Innovation Hubs ♦ Over 2,031 youths gained access to new state-of-the-art coworking spaces, training rooms, STEM & Logistics Labs for increased productivity

BOI Tech Hub

Project Summary: The Bank recognizes the pivotal role that technology and innovation plays in driving economic growth, fostering entrepreneurship, and solving pressing societal challenges. However, access to technology and opportunities for innovation remains unevenly distributed, with rural and marginalized communities often left behind. Recognizing the need to bridge this digital divide, BOI created the Tech/Innovation Hub program to democratize access to technology and innovation, empowering individuals and communities to thrive in the digital age. The Bank's objective in funding and sponsoring Tech/Innovation hubs is threefold:

- **Nurturing Talent:** We aim to provide aspiring entrepreneurs and innovators with the resources, mentorship and infrastructure they need to turn their ideas into reality. Through hackathons, and incubation programs, we empower individuals to unleash their full potential and drive positive change in their communities.
- **Driving Economic Development:** Through these hubs we have contributed to the development of vibrant ecosystems that attract investment, create jobs, and spur entrepreneurship. These hubs have driven economic activity, attracting startups, investors, and talent, and fostering a culture of innovation that propels entire industries forward. By fueling innovation, we not only strengthen the competitiveness of our economy but also position ourselves at the forefront of technological advancement.
- **Fostering Collaboration and Knowledge Sharing:** Collaboration lies at the heart of innovation. Tech and innovation hubs provide platforms for collaboration, enabling individuals and organizations to exchange ideas, share knowledge, and form partnerships. The hubs facilitate cross-pollination of ideas, encourage interdisciplinary collaboration, and foster a culture of open innovation. Through initiatives such as networking events, workshops, and knowledge-sharing sessions, we create opportunities for meaningful connections and collective learning, driving innovation at scale.

Overview of Impact so far:

S/N	CSR Location	
1	**Vatebra Tech Hub, AJAH**	**Vatebra Tech Hub, Ajah – Capacity (181)** • Co-working Spaces 24 • Training Room 42 • Collaborative Space 62 • STEM & Robotics Lab • Lounge Area 20
2	The Launch Pad, UNILAG	The Launch Pad is a 4-floor innovation complex located within the UNILAG Akoka Lagos campus. The complex funded by the Bank of Industry comprise over 400 desk spaces for innovation and startup activities. Facilities include event arcade, incubation studios, co-work spaces, private offices, meeting rooms, conference rooms, training rooms, roof top lounge, elevator, among others.

3	Bayelsa Tech Hub, YENAGOA	Bayelsa Tech Hub, Yenagoa – Capacity (141) • Co-working Spaces 30 • Training Room 68 • Collaborative Space 10 • STEM & Robotics Lab • Lounge Area 33
4	BOI-UAT Hub, TORU-ORUA	BOI-UAT Incubation Centre, Toru-Orua, Bayelsa – Capacity (75) • Co-working Spaces 25 • Training Room 50
5	BOI-UNILAG Hub, UNILAG	The hub provides over 120 spaces for co-working, collaboration, training, and lounges.
6	Kadahive Innovation Hub, KADUNA	Kadahive Tech Hub, Kaduna – Capacity (137) • Co-working Spaces 42 • Training Room 43 • Collaborative Space 22 • STEM & Robotics Lab • Lounge Area 30
7	Kebbi Tech Hub, KEBBI	Kebbi Tech Hub, Kebbi – Capacity (114) • Co-working Spaces 30 • Training Room 42 • Collaborative Space 6 • STEM & Robotics Lab • Lounge Area 36
8	Opolo Innovation Hub, OAU ILE-IFE	Opolo Innovation Hubs, OSUN – Capacity (150) • Co-working Spaces 64 • Training Room 20 • Collaborative Space 30 • STEM & Robotics Lab 18 • Lounge Area 15
9	Opolo Innovation Hub, UNIOSUN	
10	ICAN-BOI Innovation Hub, YABA	ICAN-BOI Innovation Hub, Lagos – Capacity (242) • Co-working Spaces 106 • Training Room 50 • Collaborative Space 34 • Lounge Area 52
11	BOI-BUK Innovation Hub	BOI-BUK Hub Capacity • Co-working Spaces 36 • Training Room 30 • Collaborative Space 2 • Meeting Room 6 • STEM & Robotics Lab

12	BOI-ATBU Innovation Hub	BOI-ATBU Hub Capacity • Co-working Spaces 70 • Training Room 100 • Collaborative Space 12 • Meeting Room 10 • STEM & Robotics Lab 20
13	BOI-UNIBEN Innovation	BOI-UNIBEN Hub Capacity • Co-working Spaces 20 • Training Room 40 • Collaborative Space 4 • Meeting Room 8 • STEM & Robotics Lab
14	BOI-UI Innovation Hub	BOI-UI Hub Capacity • Co-working Spaces 50 • STEM & Robotics Lab
15	BOI-RSU Innovation Hub	BOI-RSU Hub Capacity • Co-working Spaces 32 • Training Room 20 • Collaborative Space 3 • Meeting Room 8 • STEM & Robotics Lab

Since 2018, BOI has created 15 tech and innovation hubs across the country. These have impacted over 9,220 aspiring entrepreneurs and led to the creation of 950 startups across the nation. By creating these tech and innovation hubs, the Bank will not only drive economic growth but also inspire a new generation of innovators and changemakers committed to building a better future for all.

Hope for Vulnerable Youths:

Overview:	
CSR Focus Area(s):	Social Welfare (Women and Youth Empowerment), Education & Enterprise.
SDG Contributions:	No poverty (SDG 1), Quality education (SDG 4), Decent work and economic growth (SDG 8), Industry, innovation and infrastructure (SDG 9), Reduced inequalities (SDG 10).
Impact Overview:	♦ Over 2,500 boys rescued through this initiative and its system of rehabilitation and education ♦ Over 1,200 youths educated and empowered with vocational skills in Baking, Tailoring, Photography, Leatherworks, computer engineering, welding and iron fabrication, and black-making, driving youth empowerment.

Project Summary: Habitation of Hope is a non-governmental organization dedicated to creating interventions to support and rehabilitate disadvantaged, vulnerable and displaced young boys across Nigeria through the provision of training, education and financial empowerment to increase productivity whilst empowering youths. The Bank partnered with Habitation of Hope to provide shelter, care and sustenance for disadvantaged youths in the youth shelter. Through this partnership, the Bank was able to provide adequate resources for the youth facility driving poverty eradication and youth empowerment. Over 2,500 boys have been rescued through this initiative and its system of rehabilitation and education, with over 1,200 youths educated and trained in vocational skills in Baking, Tailoring, Photography, Leatherworks, computer engineering, welding and iron fabrication, and black-making, driving youth empowerment.

Support for the Hope Academy Loburo Community Mega School:

Overview:	
CSR Focus Area(s):	Social Welfare (Women and Youth Empowerment), Education & Enterprise.
SDG Contributions:	No poverty (SDG 1), Quality education (SDG 4), Decent work and economic growth (SDG 8), Industry, innovation and infrastructure (SDG 9), Reduced inequalities (SDG 10).
Impact Overview:	♦ Over 500 students access quality free education in the community.

Project Summary: Habitation of Hope is a non-governmental organization dedicated to creating interventions to support and rehabilitate disadvantaged, vulnerable and displaced young boys across Nigeria through the provision of training, education and financial empowerment to increase productivity whilst empowering youths. The organization set up the Hope Academy Loburo Community Mega School located in Mowe, Ogun State. The school is a non-fee-paying school as such provides free education to children within and outside the Loburo community. In 2023 the Bank partnered with the school via the provision of support for the acquisition of equipment to aid in the provision of free education to disadvantaged children in the community. Through this initiative, over 500 children have been able to access quality free education in the community.

The Lagos Leather Fair 2023:

Overview:	
CSR Focus Area(s):	Social Welfare (Women and Youth Empowerment), Education & Enterprise, Art.
SDG Contributions:	No poverty (SDG 1), Quality education (SDG 4), Decent work and economic growth (SDG 8), Industry, innovation and infrastructure (SDG 9), Reduced inequalities (SDG 10), Sustainable cities and communities (SDG 11), Responsible consumption and production (SDG 12)
Impact Overview:	♦ 6,900 people reached ♦ 30 masterclasses on local leather production ♦ Over 10 run-way presentations and exhibitions of locally produced leather products

Project Summary: The Lagos Leather Fair is an annual event created to unlock the untapped potential of Nigeria's leather industry which according to a report by the Nigerian Economic Summit Group could potentially bring in earnings of $1 billion by 2025. The event in its 6th edition plays host to leather designers, tanners, machinery and equipment suppliers and industry experts just to mention a few. The event has welcomed over 6,900 visitors, 30 masterclasses and 18 run-way presentations since its inception in 2017. The 2023 edition of the event took place from the 17th-18th June 2023 at the Federal Palace Hotel, Lagos. The Bank of Industry partners with the organizers of the Lagos Leather Fair to bring the event to life. This initiative has steered the course of the leather industry in Nigeria in the right direction and positively impacted the businesses in the leather industry.

Rehabilitation of Victims of Drug Misuse:

Overview:	
CSR Focus Area(s):	Social Welfare (Women and Youth Empowerment), Education & Enterprise, Health.
SDG Contributions:	No poverty (SDG 1), Good health and well-being (SDG 3), Quality education (SDG 4), Decent work and economic growth (SDG 8).
Impact Overview:	♦50 young men and women rehabilitated from drug abuse accessing training, skills development, and business start-up capital

Project Summary: The I Choose Life Foundation is a solution-based initiative dedicated to promoting mental wellness, physical and emotional health through innovative programmes, sensitization and advocacy in line with the United Nations Sustainable Goals. The Project Overcomer's initiative seeks to rehabilitate victims of drug misuse. The foundation under the auspices of this project and through the support of the Bank provided financial and entrepreneurial empowerment for 50 young men and women between the ages of 18-30 through training, skills development, and provision of start-up capital.

The Style House Files Lagos Fashion Week 2023:

Overview:	
CSR Focus Area(s):	Social Welfare (Women and Youth Empowerment), Education & Enterprise, Art.
SDG Contributions:	No poverty (SDG 1), Quality education (SDG 4), Gender equality (SDG 5), Decent work and economic growth (SDG 8), Industry, innovation and infrastructure (SDG 9), Reduced inequalities (SDG 10), Responsible consumption and production (SDG 12)
Impact Overview:	♦ 60 local fashion designers showcased to the global community over the course of 1 week with over ♦ 50 million local and international stakeholders reached on social media ♦ Over 40,000 guests accessed both international and local networking opportunities in the fashion industry

Project Summary: Style House Files Lagos Fashion Week, founded in 2011, is a 4-day fashion week held in Lagos, Nigeria that provides a platform for buyers, media and fashion enthusiasts to view collections from leading designers across Africa. The runway typically hosts over 60 designers over the course of the week and leverages social media thereby generating 50 million impressions and over 400,000 posts. The event since inception has played to over 40,000 guests and received both international and local media coverage. Over the years the event has grown to include capacity-building initiatives, fashion business series, fashion focus fund and green access incubators and accelerator programmes. The Bank supports this initiative to show its support for the fashion industry in Nigeria which has immense potential for foreign exchange and employment generation.

MEDICAID Walkaway Cancer Initiative:

Overview:	
CSR Focus Area(s):	Social Welfare (Women and Youth Empowerment), Health.
SDG Contributions:	Good health and well-being (SDG 3), Quality education (SDG 4), Gender equality (SDG 5).
Impact Overview:	♦ Over 500,000 individuals reached ♦ 4,366 access free cancer diagnostic screenings (974 mammograms).

Project Summary: The Medicaid Cancer Foundation (MCF) was conceived out of the need to create a much-needed support system for patients, families and caregivers dealing with cancer in Nigeria. Since 2009, the foundation has become a platform where challenges affecting cancer patients are tackled with collective and sustained efforts. Since 2015, its cancer awareness and screening program has reached 500,000 individuals and carried out 4,366 free diagnostic screenings (974 mammograms). The Bank of Industry partnered with the Medicaid Cancer Foundation (MCF) on the #2023WalkAwayCancer initiative aimed at saving lives and reducing the alarming statistics for Cancer mortality by creating awareness, raising funds, and providing free cancer screenings and education to at-risk individuals. The campaign provided information about risk factors, signs and symptoms, and treatments for this devastating disease. This partnership enabled the Bank to contribute to local efforts addressing SDG 3 promoting Good Health and Well-being for all.

Youth Empowerment Program in Imoru Community:

Overview:	
CSR Focus Area(s):	Social Welfare (Women and Youth Empowerment), Education & Enterprise, Environmental Preservation and Management, Health.
SDG Contributions:	No poverty (SDG 1), Good health and well-being (SDG 3), (SDG 4), Gender equality (SDG 5), Clean water and sanitation (SDG 6), Affordable and clean energy (SDG 7), Decent work and economic growth (SDG 8), Industry, innovation and infrastructure (SDG 9), Responsible consumption and production (SDG 12), Climate action (SDG 13), Life below water (SDG 14).
Impact Overview:	♦ 5000 people impacted directly and indirectly across the community ♦ Over 10 youths trained on solar panel installation and maintenance, basic plumbing and water systems maintenance and water sanitation health/hygiene. ♦ Participants were able to put their skills into practice which will enable them generate revenue

Project Summary: Human Development Initiatives is a non-governmental organization with the main aim of strengthening vulnerable humans in society and building total human capacity through social development programs. The Bank partnered with Human Development Initiatives to train youths in the Imoru community of Ose Local Government Area in Ondo state on facility maintenance, water, sanitation, health and hygiene. The training impacted youths in the community and empowered them with skills in solar panel installation and maintenance, basic plumbing and water systems maintenance and water sanitation health/hygiene. The empowerment programme achieved the following;

- Participants acquired knowledge on how to maintain solar-inverter, solar-powered bore hole and plumbing system maintenance.
- Participants were able to put their skills into practice which will enable them generate revenue and benefits their community as well.

This project directly impacted over 10 youth who benefited from the training however the entire community would indirectly benefit from the project which is estimated at 5,000 residents of the Imoru community.

Partnerships for Development

Our industry-leading sustainability insight, coupled with strategic collaborations with prominent sustainable banking entities and initiatives worldwide, positions us as pioneers in the realm of sustainable practices. Through our robust network of partnerships, both internal and external, we champion sustainability enlightenment within Nigeria's industrial landscape and on a global scale. The Bank of Industry is at the forefront of fostering sustainability consciousness through various platforms, either independently or in synergistic alliances with kindred value-centric organizations, thereby amplifying our collective influence.

United Nations Global Compact

The United Nations Global Compact is a voluntary initiative based on CEO commitment aimed at mobilizing a global movement of sustainable companies and stakeholders to create the better world we seek. The UN Global Compact supports companies to do business responsibly by aligning their strategies and operations with the Ten Principles on human rights, labour, environment and anti-corruption; and taking strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.

The Bank of Industry remains committed to its robust engagement with the UN Global Compact, aligning with global endeavors to advance the Sustainable Development Goals (SDGs) through sustainable practices. As part of our steadfast dedication, we actively contribute resources and expertise to drive impactful initiatives on a global scale. Moreover, our involvement extends locally through collaboration with the Nigerian network of the UN Global Compact, where we strategically address multifaceted challenges spanning social, environmental, and economic realms.

Human Rights: Upholding our commitment as signatories to the UNGC, the Bank systematically assesses the integration of labor and human rights principles throughout its diverse strategic business units. Collaborating closely with our vendors, suppliers, and customers, we ensure adherence to stringent labor regulations and the safeguarding of human rights within their operational frameworks. This proactive approach not only mitigates potential risks but also fosters a culture of social and environmental responsibility among our stakeholders. Embracing industry trends in, we are enhancing transparency and accountability in our supply chain by implementing ethical sourcing practices and mitigating the risk of human rights violations.

Labour Practices: Recognizing the pivotal role of inclusive and equitable workplaces in sustainable development, we are committed to fostering an environment where diversity thrives, transcending barriers of gender, culture, religion, and age. This ethos guides our formulation of policies and strategies geared towards cultivating a workforce that celebrates differences and embraces inclusion as a core value. We are enhancing our efforts to promote workplace diversity by implementing innovative recruitment strategies, to mitigate unconscious bias and ensure fair and merit-based selection. Additionally, we are investing in comprehensive diversity and inclusion training programs to empower our employees with the skills and awareness needed to foster a culture of respect and inclusivity across all levels of the organization.

Environment: Our steadfast commitment to environmental sustainability drives us to implement a comprehensive array of initiatives aimed at minimizing our ecological footprint. We are accelerating our transition towards renewable energy sources by integrating solar power systems into our headquarters and branch offices, thereby significantly reducing our reliance on diesel consumption and mitigating greenhouse gas emissions. Moreover, we are leveraging targeted interventions to enhance resource efficiency, including the installation of water-efficient cisterns to curtail water consumption and the implementation of automated processes to reduce paper usage. We are fostering a culture of waste recycling among our employees, empowering them to contribute to our circular economy aspirations. Furthermore, to address the pressing need for carbon footprint reduction, we have adopted a proactive approach by embracing virtual meetings as a sustainable alternative to traditional in-person gatherings, thereby minimizing business travel-related emissions. We rigorously evaluate our credit portfolio through the lens of Environmental, Social, and Governance (ESG) considerations, ensuring adherence to our robust ESG policy and reinforcing our commitment to sustainable finance principles.

Anti-Corruption: Our unwavering dedication to ethical conduct and regulatory compliance underscores our commitment to combatting corruption across our operations and value chain. We actively engage with our stakeholders to promote a culture of integrity and responsible governance, fostering partnerships with industry peers and civil society organizations to collectively tackle corruption challenges. As part of our continuous improvement efforts, we regularly review and strengthen our internal policies and procedures to align with evolving global standards and best practices in Anticorruption governance, ensuring that integrity remains at the forefront of our business ethos.

Engagements in 2023:

BOI's Participation in the 2023 United Nations General Assembly (UNGA 78):

The United Nations General Assembly (UNGA) is the main policy-making body of the UN which functions to promote international co-operation in the economic, social, cultural, educational, and health fields. The body also assists in the realization of human rights and fundamental freedoms for all without distinction as to race, sex, language, or religion. The 78th session of the UN General Assembly (UNGA 78) took place in New York, USA from September 12th -30th, 2023. Over the years, the Bank has actively participated in several strategic side-events, high-level meetings and activities taking place around the General Assembly. Some of the engagements the Bank participated in on the sidelines of UNGA 78 included:

- World Economic Forum Sustainable Development Impact Meetings
- UN Global Compact Private Sector Forum
- UN Global Compact Leaders Summit
- Global Africa Business Initiative
- International Forum on African-Caribbean Leadership (IFAL)
- Unstoppable Africa - Global Africa Business Initiative

BOI's Participation at the 28th Conference of the Parties of the UN Climate Change Conference (UNFCCC) - (COP 28):

The Government of the Arab Emirates hosted the 28th Conference of the Parties of the UN Climate Change Conference (UNFCCC) - (COP 28), with a view to building on previous successes and paving the way for future ambition to effectively tackle the global challenge of climate change. The meeting comprised the twenty-eighth session of the Conference of the Parties (COP 28) and took place from November 30th- December 12th, 2023 at Expo City, in Dubai, UAE. The event brought together a powerful community of world leaders, policy makers, top-ranking CEOs and key industry stakeholder who are paving the way for a responsible future.

The Bank of Industry participated in several strategic sessions, side-events and activities taking place around COP28. The MD/CEO of Bank of Industry Dr. Olasupo Olusi joined other African Private Sector CEOs during the Africa Private Sector Reception hosted by the UN Global Compact Africa Business Leaders Coalition (ABLC) on the sidelines of COP28. During the reception, the CEO and Executive Director of the UN Global Compact, highlighted the progress made by the Coalition in just one year and highlighted the findings of a policy brief "From Vision to Action: A Policy Blueprint for Channelling $130 Trillion Private Capital into Africa's Sustainable Business Future". The event aimed to foster engagement between the private and public sector on climate action to underscore the importance of collaboration in shaping an environment to accelerate climate action, including mitigation, adaptation, and resilience.

World Economic Forum (WEF)

The World Economic Forum (WEF) is the International Organization for Public-Private Cooperation bringing together stakeholders from all sectors of society to shape the future for the better and generate great impact through purpose-driven communities and impact-driven platforms. Reinforced by a track record of success over five decades, WEF serves as the trusted platform for high-level, multi-stakeholder interaction on sustainable development.

In 2021, the Bank forged a strategic alliance with the World Economic Forum, uniting with over 750 influential business leaders worldwide. This partnership is in line with the Bank's vision to be Africa's leading DFI operating under global best practices. By aligning with this esteemed forum, we aim to amplify our sustainability initiatives and broaden our sphere of influence. Leveraging the power of collective action, we are actively engaging with global stakeholders to drive meaningful progress towards sustainable development goals.

BOI's Participation at the World Economic Forum Annual Meeting 2023, Davos:

For the first time at the WEF Annual Meeting, the forum put together an exclusive virtual programme for digital members which included a broad range of sessions covering horizon scans from leading experts, deep dive commentaries, SDG-focused innovative solutions from World Economic Forum Top Innovators, Forum initiative briefings and much more, live from the Congress Centre in Davos. BOI, as a member of the Forum joined these digital engagements on the sidelines of the Annual Meeting in Davos.

Participation in the World Economic Forum's MICEE Nigeria Solutions Deep Dive:

Following the prioritization and risk analysis conducted, the Mobilizing Investment for Clean Energy in Emerging Economies (MICEE) Nigeria Deep Dive held a session on February 16th, 2023 to take stock of and build upon the solutions being developed across the four priority areas (solar electrification, natural gas as a transition fuel, energy storage, transmission and distribution). The Bank of Industry joined the World Economic Forum along with the Renewable Energy & Energy Efficiency Association (Alliance) (REEEA-A), to engage with key public and private stakeholders to further understand the country's energy transition policy plans and the associated investment barriers to accelerate the clean energy transition. The Bank worked with these stakeholders to identify practical solutions and develop a report which was presented at the MICEE Nigeria Deep Dive session which took place on April 13th 2023 in Abuja, Nigeria.

United Nations Environment Programme Finance Initiative (UNEPFI)

United Nations Environment Programme Finance Initiative (UNEP FI) is a partnership between UNEP and the global financial sector to mobilize private sector finance for sustainable development. UNEP FI works with more than 400 members – banks, insurers, and investors – and over 100 supporting institutions – to help create a financial sector that serves people and planet while delivering positive impact.

In 2021, we attained official Signatory status to the UN Principles for Responsible Banking, a pivotal framework driving sustainability in the banking sector, in collaboration with the United Nations Environment Programme Finance Initiative (UNEP FI). This landmark achievement marked the Bank as the pioneering Development Finance Institution in Nigeria to embrace this commitment. Concurrently, we forged an alliance with UNEP FI to launch the Collective Commitment to Financial Health and Inclusion, a groundbreaking initiative aimed at advancing universal access to financial services. Building on these achievements, the Bank has continued to leverage its partnership with UNEP FI to catalyze sustainable development on a global scale. By implementing targeted interventions and strategic approaches, we are extending our reach and making a tangible difference in communities worldwide.

BOI's Participation at the UNEP FI Regional Roundtable for Africa and Middle East in Windhoek, Namibia:

Every year, the UNEP FI regional roundtable brings together member banks to learn and discuss ideas around the challenges of sustainable development across the Africa and Middle East Regions to proffer solutions while also networking and promoting collaboration and partnership for sustainable development. The 2023 Regional Roundtable held at the Windhoek Country Club, Windhoek, Namibia from the June 14 - 15, 2023.

The event which held over the course of two days welcomed over 200 participants comprising top bank executives, insurers, policymakers, academia and sustainability professionals from across Africa and Middle East Region and featured about 50 speakers who spoke on various panels with topics such as "Transforming the Real Economy for a Sustainable Future", "Regulatory Developments Promoting Sustainable Finance in Africa and the Middle East" to mention a few.

BOI's delegation led by the Head, External Relations and Sustainability, participated in roundtables, climate-efficiency workshops and panel sessions and discussions. The Head, External Relations and Sustainability spoke on the panel - "Advancing Sustainability in Banking through the Principles for Responsible Banking" where she highlighted the Bank's efforts in advancing sustainable development in Nigeria whilst providing insight on the Bank's PRB targets and its contributions towards advancing financial health and inclusion and women's economic empowerment in Nigeria. The panel included key industry leaders such as: the Head of Societal Impact, Group Corporate Citizenship, Standard Bank Group, Head of Group Sustainability, Access Bank amongst others. The Bank also participated in other key workshops covering important topics such as: Resource Efficiency, Climate Adaptation and Mitigation, and the Net Zero Banking Alliance.

The Financial Health & Inclusion Common Indicators Working Group:

In 2023, the Bank sustained its leadership role as a member of the Financial Health & Inclusion Common Indicators Working Group tasked with the responsibility of developing a common set of indicators for financial health and inclusion for PRB members and the global Banking community. The Bank of Industry joined 26 other global financial institutions and developmental agencies including: United Nations Capital Development Fund (UNCDF), the Development Bank of Latin America and the Caribbean (CAF), IDV Invest, the Financial Health Network amongst others to share resources, knowledge and experiences to ensure the global relevance and applicability of this Guidance document for the international banking community.

The goal of the Working Group was achieved with the development and publication of the PRB Guidance document - 'Driving Impact on Financial Health and

Inclusion of Individuals and Businesses: From Setting Targets to Implementation' in 2023. The guidance puts forth a simplified methodology for crafting a robust Financial Health and Inclusion strategy, emphasising Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) target setting and the implementation of holistic action plans and monitoring and reporting systems. It provides financial institutions with the tools to set impactful targets and create robust strategies that will ultimately deliver real-world impact.

Joining the Human Rights Community of Practice Working Group:

Launched in May, 2023 the UNEP FI Human Rights Community of Practice is a forum for discussing human rights-related topics and to facilitate peer sharing of best practice and current human-rights related risks faced by group members. The Bank of Industry joined other leading global financial institutions in this Working Group to provide strategic guidance to UNEP FI's human rights-related work.

The Human Rights Community of Practice working group meets once a quarter and is presently working on a resource kit to support Banks on how to align with the principles for business and human rights.

PROGRESS REPORT ON THE PRINCIPLES FOR RESPONSIBLE BANKING:

In 2021, the Bank took a significant stride towards sustainability by joining the UNEP FI and officially committing to the UN Principles for Responsible Banking (PRBs), marking a pioneering achievement as the first Nigerian Development Finance Institution (DFI) to do so. As committed signatories, we conducted a thorough Impact Analysis to gauge the positive and negative impact of our business operations, paving the way for targeted improvements. This exercise served as a catalyst for setting ambitious targets over the next five years, aligning our actions with the principles of responsible banking. Upholding our commitment, we diligently adhere to the membership requirements and overarching principles, ensuring that sustainability remains at the forefront of our strategic endeavors. Below, we outline our progress in implementing the Principles for Responsible Banking:

Reporting Self-Assessment	Summary of Activities
Principle 1: Alignment We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.	BOI has a mandate to transform Nigeria's industrial sector by providing financial assistance for the establishment of large, medium and small enterprises, and rehabilitation of ailing ones. The Bank has presence across the six geopolitical zones of Nigeria and offices in 32 states of the country. Our Large Enterprises division extends support to key sectors such as Agro and Food Processing, Creative Industries, Engineering and Technology, Healthcare, Renewable Energy, Gender Business, and Intervention Funds. In tandem, our Small & Medium Enterprises arm is dedicated to financing underserved and emerging sectors, including businesses with a focus on youth and gender empowerment, such as Fashion & Beauty, Food & Agro Commodity Processing, Light Manufacturing, Engineering, Healthcare, Greenhouses, Arts & Crafts, and Off-grid Solar. Lastly, our Micro Enterprises division is dedicated to financing marginalized and vulnerable sectors at the grassroots level, encompassing both formal and informal businesses and cooperatives. This includes market women, traders, artisans, farmers, agriculture workers, and youth-led enterprises.

	In our sustainability journey, we prioritize synergy with global, regional, and local frameworks to effectively address community needs and tackle global challenges. This holistic approach equips us with the requisite tools and strategies not only to mitigate adverse impacts but also to amplify the positive outcomes of our service delivery. Aligned with our sustainability ethos, we uphold leading frameworks to ensure sustained excellence, including the Nigerian Sustainable Banking Principles (NSBPs), the Paris Climate Agreement, the Principles for Responsible Banking, and the UN Sustainable Development Goals (SDGs), among others. This strategic convergence empowers us to concentrate on SDGs most relevant to our operational context, necessitating focused efforts towards specific targets and objectives. These frameworks serve as the cornerstone of our sustainability-centric policies, such as our Environmental, Social, and Governance (ESG) Policy and Corporate Social Responsibility (CSR) Policy. They steer our approach to mitigating ESG risks within our institution and the enterprises we support, while also propelling community-driven initiatives aimed at enhancing our social, economic, and environmental footprint.
Principle 2: Impact and Target Setting We will work to continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts.	Impact Analysis: In 2021, the Bank utilized the UNEP FI Portfolio Impact Analysis Tool to evaluate the impact of our banking portfolio, across the Large Enterprise, Small & Medium Enterprise, and Micro Enterprises divisions of the Bank and across the six geopolitical zones of Nigeria, where we have offices in 32 states of the country. Our approach, guided by our frameworks and policies, focused on assessing both positive and negative impacts on stakeholders, considering our business model, product offerings, and alignment with the SDGs. Following the impact analysis exercise in 2021, we identified the composition of our portfolio as a crucial element of our financial analysis thus: • Micro Enterprises - Equity, MSME Distributor, Financial Inclusion, Digital Lending/Fintech, Cluster Financing - *(5% of portfolio)* • Small and Medium Enterprises - Fast Moving Consumer Goods (FMCG), Pharmaceuticals, Power - *(12% of portfolio)* • Large Enterprises - Food Processing, Agro (non-food) Processing, Light Manufacturing, Healthcare; Engineering and Technology; Solid Minerals; Creative Industry, Renewable Energy and Gender Business (Women entrepreneurs) - *(83% of portfolio)* *Country/Regional Challenges:* Nigeria faces several significant challenges and priorities related to sustainable development: Environmental Degradation, Energy Access and Security, Water and Sanitation, Climate Change Vulnerability, Poverty and Inequality. Addressing these challenges requires a multi-faceted approach that integrates environmental, social, and economic considerations. Priorities include investing in renewable energy, fostering inclusive and equitable development, and strengthening governance and

institutional capacity. Collaboration between government, civil society, private sector, and international partners enables us drive progress towards sustainable development goals in Nigeria.

Based on the above and the nature of our business and areas of positive impact, we placed our analysis on the following focus areas:

- *Financial inclusion*
- *Women Economic Empowerment*

Rationale:
We prioritized the two areas as key sectors for investment or financing due to their potential to generate significant positive impact for sustainable development:

Financial Inclusion: Access to financial services is a fundamental driver of economic development and poverty reduction. By targeting financial inclusion, we aim to ensure that marginalized and underserved populations, including low-income individuals, smallholder farmers, and rural communities, have access to essential financial products and services such as savings accounts, credit, insurance, and payment systems.

Women Economic Empowerment: Empowering women economically is not only a matter of gender equality but also a strategic imperative for sustainable development. By prioritizing women economic empowerment, we seek to address these barriers and unlock the full potential of women as agents of change and drivers of sustainable development. This may involve providing tailored financial products and services for women entrepreneurs, supporting women-led businesses and cooperatives, promoting women's access to markets and value chains, and advocating for gender-responsive policies and practices in the financial sector and beyond.

Target Setting

The Bank aligns with leading frameworks to ensure sustained excellence, including the Nigerian Sustainable Banking Principles (NSBPs), the Paris Climate Agreement, the Principles for Responsible Banking, and the UN Sustainable Development Goals (SDGs).

- Our focus area of Financial inclusion aligns with the Principle 5 of the NSBPs and SDG10 - Reduced inequalities.
- Our focus area of Women Economic Empowerment aligns with the Principle 4 of the NSBPs and SDG 5 - Gender equality.

Target 1 - Financial Health and Inclusion:

Our overall target is to increase the number of unbanked or underbanked businesses gaining access to business and financial support by at least 87% by 2027 empowering these businesses to increase their annual revenue generation by 10% year-on-year. This we will achieve by scaling up the Bank's Smallholder Farmer Cluster Financing

Product as follows:

Baseline data	In 2022, the Smallholder Farmer Cluster Financing Product **reached 20,391 smallholder farmers** through intermediary organizations. These farmers grew rice and maize and are located in various states including Oyo, Nasarawa. These farmers have been able to grow over 190,000 MT of grains (rice and maize) for the Nigerian manufacturing sector.
Target for 2027	Between 2023 and 2027, the Directorate plans to continuously grow the reach of the product with the aim to finance the procurement of farm **inputs to up to 158,000 Smallholder Farmers.** It is expected that this will support the growth of revenues of these farmers with a **10% year on year growth** largely because of the use of high quality improved farm inputs and farmer education.
Estimated Number of Households to be impacted	With an average of 3 people per household, this product is projected to impact **474,000 people by 2027.**

In addition to this we will continue to implement new and innovative interventions, programs and initiatives aimed at banking the unbanked and underbanked businesses in our communities whilst facilitating financial literacy and driving education and sensitization to improve the financial health of businesses in the grassroots.

Target 2 – Women Economic Empowerment:

Our overall target is to increase the number of women-owned businesses gaining access to business and financial support by at least 6.5% by 2027 empowering these businesses to increase their annual revenue generation by 5 - 8% year-on-year.

Baseline data	♦ NGN68.82 billion disbursed ♦ 767 women-led business impacted ♦ Over 23,000 jobs created
Target for 2027	50 additional women-led businesses to access business and financial support by 2027 empowering these businesses to increase their annual revenue generation (or EBITDA, Profits etc.) between 5 – 8 % year-on-year, providing approximately 60,000 jobs.
Estimated Number of Households to be impacted	With an average of 3 people per household. The value chain impact between 100,000 - 120,000 dependants.

In addition to this, we will also execute other strategic programs, interventions and initiatives aimed at driving gender equality and women economic empowerment for the women in our community.

Monitoring and Evaluation of Targets

We have set up within the different business units relevant to these focus areas a monitoring and evaluation team responsible for the internal and external tracking of the activities to ensure that the targets are met.

Target implementation and Monitoring
In 2023, the Bank made progress in implementing actions it had previously defined to meet its set target thus:

For Financial inclusion:
Building on the baseline set in 2022, please see below the progress made in implementing our set targets:

Number of additional smallholder farmers reached in 2023	In 2023, the Smallholder Farmer Cluster Financing Product reached an additional 27,645 smallholder farmers representing a 135% increase in the total number of farmers reached thus far from 20,391as at 2022 to a total of 48,036 smallholder farmers in 2023. These farmers grew Maize, Soya & Rice Paddy and are situated in 10 new locations across Nigeria including Cross River, Benue, Kaduna, Kano, Plateau, Bauchi, Jigawa state, amongst others.
Average percentage growth in revenue of the farmers as a result of access to this product	Due to the financing from the Bank, these farmers have been able to increase production capacity from 42,000 MT as at 2022 to 162,812 MT as at 2023. The direct impact of the growth in production capacity will result in an **at least 10%** growth in revenue (EBITDA or profits etc.) at the end of the produce gestation period, considering the use of high-quality farm inputs and farmer education.
Estimated Number of Households impacted as a result of this initiative	With an average of 3 people per household, this product had a direct impact on an additional 82,935 people in 2023 bringing the total number of people reached through this initiative to 144,108 people.
Overview of new or existing processes, initiatives, policies or innovation implemented during the year 2023 to achieve the set goals	A number of aggregators have extension services where the farmers are trained on modern and updated farming practices to help increase their harvest yield. BOI is also organizing a capacity building session on financial health and literacy to assist in farmer education growth.
Overview of the monitoring and evaluation process on this initiative	Quarterly monitoring meetings with the aggregators are carried out to review performance. Additionally, site visitations are completed to inspect the farm sites and to engage with the farmers one-on-one. The site visit occurs both before disbursement and after.

For Women Economic Empowerment:
Building on the baseline set in 2022, please see below the progress made in implementing our set targets:

Number of new women-owned businesses that gained access to business and financial support in 2023	In 2023, an additional 66 women-led businesses gained access to business and financial support from the Bank, representing an 8.6% increase in the total number of women-led/owned businesses reached with business/financial support, in just the first year since setting our targets. This increase brings the total number of women-led business impacted so far to 833 in 2023 from 767 as at 2022 when the target was set.
Average percentage growth in revenue of the women-led businesses as a result of access to this product	As a result of the business and financial support received from the Bank, these women-led businesses were able to increase their annual revenue (EBITDA or profits etc.) by 5 – 6.15% in 2023. This growth rate in annual revenue generation was directly influenced by the challenges that plagued the global and local economy in the year 2023.
Estimated Number of Households impacted as a result of this initiative	With an estimate of 400 jobs being created with every N1billion disbursed and an estimate of 3 people reached in a household attached to each job created, the Bank, through this initiative, was able to create an approximate of 10,400 jobs, reaching at least 31,200 people in 2023. This brings the total number of jobs created so far through this initiative to 33,400 jobs reaching 100,200 people.
Overview of new or existing processes, initiatives, policies or innovation implemented during the year 2023 to achieve	In 2023, the Bank developed and implemented key strategies to facilitate the achievement of the set targets including: • Process automation; to fast-track approval process • Adoption of inclusive strategy of Gender Lens Investing and 2X challenge. • Business development/Technical support and capacity building initiatives, including advocacy efforts to enhance the skills and capabilities of female entrepreneurs and other business categories. • Deepened penetration through on- lending collaborations with other commercial banks and other financial organizations • Strategic partnership/collaborations with MDA's, International Organisations, Women Organisations and BDSP's amongst others to deepen support for women businesses. • Provision of opportunity/ sponsorship to showcase viable businesses at both local and international conferences and exhibitions • Clear strategic focus for inclusivity, identifying Gender Business as one of the thematic areas critical to national development. Ongoing development of Women Economic Empowerment (WEE) Strategy, and revised gender policy initiative.

	<table><tr><td>Overview of the monitoring and evaluation process on this initiative</td><td>The Bank completes Quarterly monitoring visits to businesses funded to analyze business growth and discuss any challenge(s) faced, in order to explore and proffer possible solution(s). These visits help to assess the project implementation and detect early warning signs of default or fund diversion. The Bank also provides advisory services on issues that might improve service/product delivery.</td></tr></table>
Principle 3: Clients and Customers We will work responsibly with our clients and our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations.	The Bank's business units are committed to furnishing sustainable finance to foster developmental progress across sectors pivotal for advancing sustainability. Through the concerted efforts of our directorates, we bolster the positive footprint of our business endeavors by providing sustainable finance to sectors primed for development, thus contributing significantly to the attainment of the Sustainable Development Goals (SDGs). These goals encompass eradicating poverty and hunger, advancing quality education and gender equality, fostering decent work and economic growth, and catalyzing industry, innovation, and infrastructure transformation. Guided by a robust framework, our bank diligently evaluates each financial activity for environmental, social, and governance (ESG) risks, adhering to rigorous standards and guidelines aligned with both national and international ESG performance benchmarks. This includes adherence to esteemed protocols such as the Nigerian Sustainable Banking Principles (NSBP) and the IFC Performance Standards. In instances where deficiencies are identified, requisite mitigating measures are implemented to ensure strict compliance with ESG standards. This proactive policy framework not only fortifies the sustainability of our operations but also enhances the competitiveness of the Bank, its subsidiaries, partners, and customers.
Principle 4: Stakeholders We will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society's goals.	Our stakeholders encompass a diverse spectrum, each with unique expectations, requisites, and aspirations. Ranging from our dedicated employees to discerning customers, conscientious suppliers, judicious investors, vigilant regulators, engaged communities, and various other entities, we gather invaluable insights from these interactions regarding the Bank's role in addressing the pertinent issues confronting our society. We monitor the activities of stakeholders (employees, suppliers and customers) to ensure alignment with BOI sustainability objectives. Moving beyond mere communication, we actively involve stakeholders in consultation and collaboration processes, fostering co-creation of solutions that enhance our business operations and service delivery while contributing meaningfully to global sustainability objectives. We engage with our employees through employee surveys, periodic employee engagement sessions and retreat. Through in-person interactions at our offices, online engagements via our website, customer surveys, periodic publications, social media, engagement forums and brand activations, we engage with our customers to understand their needs and priorities.

	For our shareholders and investors, our annual reports and accounts, public announcement of quarterly results, Annual General Meetings (AGMs), shareholder meetings and deal/non-deal roadshows enables us to engage and understand the expectations of this group. For our suppliers, we engage through e-mails and letters, forums, events and exhibitions, visits to their business sites etc. With our communities, we engage through community outreaches, partnerships with community-facing Non-Governmental Organizations (NGOs), charitable donations and sponsorships. Engaging with our regulators, we communicate through regulatory consultations, industry working groups and committee meetings, onsite meetings/supervisory visits by representatives of regulatory bodies, periodic reporting and so on.
Principle 5: Governance & Culture We will implement our commitment to these Principles through effective governance and a culture of responsible banking	The Bank's commitment to sustainability is embedded within its core operations, guided by robust ESG, Human Rights, and Corporate Social Responsibility (CSR) frameworks aligned with global sustainability standards. These frameworks, publicly disclosed, are upheld through a resilient governance structure overseen by the Board, ensuring rigorous management of sustainability initiatives. In acknowledgment of the symbiotic relationship between organizational success and societal well-being, the Board of Directors spearheads the Bank's CSR agenda, collaborating closely with the Managing Director/CEO and a specialized team. Together, they drive impactful strategies aimed at addressing local community needs while advancing the global Sustainable Development Goals (SDGs), reflecting current trends emphasizing community engagement and global impact. Recognizing the holistic nature of sustainability, the Bank acknowledges the collective responsibility of all stakeholders across its value chain. Consequently, active engagement and collaboration are fostered among the Board, Management, Staff, Customers, Vendors, and other third parties. Ownership of this commitment rests with the Board and Top Management, led by the Managing Director or designated representatives, who continuously undertake strategic actions to ensure comprehensive integration and implementation of the ESG policy throughout the organization.
Principle 6: Transparency & Accountability We will periodically review our individual and collective implementation of these Principles and be transparent about and accountable for our positive and negative impacts and our contribution to society's goals.	Transparency and accountability are fundamental pillars of our sustainability ethos at Bank of Industry (BOI), underscoring our commitment to stakeholder engagement and operational excellence. We adhere to leading sustainability frameworks, leveraging them as guidelines to drive our practices towards industry best practices. Timely and comprehensive reporting mechanisms are in place to communicate our sustainability performance to key stakeholders, aligning with emerging trends in sustainability reporting.

	Internally, our performance is rigorously monitored and reported to Management and the Board periodically, facilitating continuous improvement and alignment with our sustainability objectives. Externally, our policies, strategies, programs and initiatives aimed at driving sustainable development and their impact are communicated in digital media (website and social media), on traditional media and through our annual reporting and disclosures to relevant stakeholders. This proactive approach ensures that BOI remains at the forefront of sustainable banking practices, delivering measurable impact while fostering trust and transparency with our stakeholders.

Recognitions for Impact

In 2023, the Bank of Industry garnered global and local acclaim for its exemplary contributions to sustainable development, championing environmental stewardship, economic resilience, and social progress through its business operations. BOI's dedication to sustainability has been widely acknowledged, earning prestigious awards that commend its transformative impact on society and the environment. These accolades serve as testament to BOI's unwavering commitment to sustainability. They include:

- 'Best Development Bank of the Year-Africa' by International Banker, 2023 Banking Awards, May 2023.
- 'Best Commitment to ESG Principles-Nigeria' by International Banker, 2023 Banking Awards, May 2023.
- 'Best Company in Financial Inclusion' by the Sustainability, Enterprise and Responsibility Awards (SERAS CSR Awards), December 2023.
- 'Most Effective MDA/Parastatal in Sustainable Development' by the Sustainability, Enterprise and Responsibility Awards (SERAS CSR Awards), December 2023

BOI and AFD Partner to Combat Climate Change in Nigeria

Xavier Muron, Country Director of AFD Nigeria; and Olukayode Pitan, former MD/CEO of BOI, during the signing of the grant agreement for €2.5m delegated by the Green Climate Fund (GCF) at the French Embassy in Abuja.

Bank of Industry Leads Calls for Climate-Friendly Investments at AADFI-AFFIAP CEO Forum

(From left) Chairman, Association of African Development Finance Institutions, AADFI, Thabo Thamane; Reps of the Hon. Minister of Industry, Trade and Investment, Dr. Mini Abu; MD/CEO,BOI,Dr. Olasupo Olusi during the AADFI - ADFIAP Joint International CEO Forum 2023 in Abuja.

Vice Chairman, Association of African Development Finance Institutions, AADFI, Abdelouahab Boushaba, Senior vice president, Development Bank of Philippines, Ronaldo Tepora, Governor, of the Bank of Tanzania Emmanuel Mpawe Tutuba, Chairman AADFI, Thambo Thamane, Accountant General of the Federation, Oluwatoyin Madein, Reps of the Hon. Minister of Industry, Trade and Investment, Dr Mini Abu; Managing Director, BOI, Dr. Olasupo Olusi, Special Adviser to the President on Economic Affairs, Tope Fasua and Director, Banking Supervision, Central Bank of Nigeria, Mustapha Haruna during the AADFI - ADFIAP joint international CEO Forum 2023 in Abuja.

Bank of Industry Pledges Support for Waltersmith Refinery Expansion

L-R: Chairman, Waltersmith Petroman Co. Ltd, Abdul Isa; Managing Director/CEO, BOI, Dr. Olasupo Olusi; Honourable Minister (State) Petroleum Resources (Oil), Sen. Heineken Lokpobiri; and Executive Secretary/CEO, Nigeria Content Development and Monitoring Board (NCDMB), Engr. Simbi Wabote during a facility visit to the Waltersmith Modular Refinery in Imo State.

Managing Director/CEO, BOI, Dr. Olasupo Olusi fielding questions from journalists on the sidelines of the facility visit to the Waltersmith Modular Refinery in Ibigwe, Imo State.

BOI at the Intra Africa Trade Fair Cairo Egypt

L-R: Dr. Muhammad Rislanudeen, Chief Economist & Head Strategy and Research Division,BOI; Dr. Olasupo Olusi, MD/CEO BOI;Mr. Femi Bakre, MD Parallex Bank; Mr Shekarau Omar, Executive Director Small and Medium Enterprises BOI; Mr. Kagara Ahmed,Divisional Head Micro Enterprises, BOI at the Nigeria Pavilion at the Intra African Trade Fair, Cairo, Egypt, November 2023.

MD/CEO Bank of Industry Dr. Olasupo Olusi and a customer at the 2023 Intra-African Trade Fair. Fostering collaboration to ignite economic growth for Nigeria and the continent at large.

MD/CEO BOI,Dr. Olasupo Olusi and the Minster of Finance and Coordinating Minster of the Economy, Mr Wale Edun at the Africa Private Sector Reception hosted by the UN Global Compact Africa Business Leaders Coalition on the sidelines of COP 28 in Dubai.

Sanda Ojiambo, Assistant Secretary-General, United Nations Global Compact and the MD/CEO BOI, Dr. Olasupo Olusi at the Africa Private Sector Reception hosted by the UN Global Compact Africa Business Leaders Coalition on the sidelines of COP 28 in Dubai.

Hon. Minister Federal Ministry of Industry, Trade and Investment, Dr. Doris Uzoka-Anite; Principal Officers of the Federal Ministry of Industry, Trade and Investment; Dr Olasupo Olusi, MD/CEO BOI at the inauguration of newly appointed CEOs of agencies and parastatals in the Federal Ministry of Industry, Trade and Investment

MD/CEO Bank of Industry Dr. Olasupo Olusi and Tolulope Lewis Tamoka, Chief, Intergovernmental Affairs and Africa, UN Global Compact at the African Private Sector Reception held on the sidelines of COP28 in Dubai.

Dr Supo and Adesina- MD/CEO Bank of Industry Dr. Olasupo Olusi after an engagement with President of the African Development Bank Dr. Akinwunmi Adesina on the sidelines of COP28 in Dubai.

L-R: Mr. Leonard Kange, Divisional Head Corporate Finance and Advisory Services BOI; Dr. Ngozi Okonjo-Iweala, Director General World Trade Organization; Dr. Olasupo Olusi, MD/CEO BOI; Dr. Rislanudeen Muhammad, Chief Economist and Head Strategy and Research Division at the COP 28 in Dubai.

Dr. Olasupo Olusi, MD/CEO BOI at the Chartered Institute of Bankers' Entrepreneurship Development Programme

Internal Control and Risk Management System

ENTERPRISE-WIDE RISK MANAGEMENT FRAMEWORK

BOI's risk management framework is based on a multi-dimensional approach of Enterprise-wide Risk Management (ERM) which assesses risks from financial and non-financial activities for their cumulative effect on the organization's objective. The Bank applies an integrated approach which recognizes that risks should not be treated in silos but collectively, in order to achieve its mandate of providing financial assistance for the establishment of large, medium and small companies as well as expansion, diversification and modernization of existing enterprises and rehabilitation of ailing companies.

In line with best practice, BOI will continue to institutionalize a sound and robust Enterprise-wide Risk Management framework with focus on minimizing risks while seizing opportunities in the achievement of our Mission. This risk methodology of the Bank is in line with the five broad components of the COSO 2017 ERM Framework guidelines namely:

- Governance and Culture
- Strategy and Objective-Setting
- Performance Review and Revision
- Information, Communication and Reporting.

The Board of Directors of BOI set the risk policies of the Bank and ensures that the policies and mechanisms are adequate to identify and control risk effectively. These policies define acceptable levels of risk for the Bank as well as the criteria for risk assessment.

The Board provides an oversight function for the risk management and internal control systems of the Bank, as well as carry out periodic review of the risk management system for adequacy and effectiveness.

The Board has three committees with oversight functions on the Bank's Risk Management Processes. The committees are - Board Audit and Risk Committee, Board Credit Investment and Governance Committee and Board Strategy and Compliance Committee.

These committees are responsible for setting risk management policies that ensure material risk inherent in the Bank's business are identified, mitigated or controlled. The oversight functions of the committees include among others; ensuring that quality accounting policies, internal controls, independent and objective statutory auditors are in place to prevent and detect frauds and material errors in financial reporting.

The Bank also has an Executive Management Risk Committee (EMRC), responsible for implementing risk management policies set out by the Board. It is also responsible for setting internal control policies and monitoring the effectiveness of control systems. The committee has the responsibility of ensuring proper accounting records are kept and accounting policies are in conformity with International Reporting Standards; Prudential Guidelines and Circulars issued by the Central Bank of Nigeria; The requirements of the Banks and Other Financial Institutions Act; and the Companies and Allied Matters Act.

The Board and Senior Management regularly assess the Bank's risks including risks relating to financial reporting. Management Committee meets on a regular basis to assess the enterprise -wide risks the Bank may encounter from its operations. It is the responsibility of the Bank's Management team to regularly consider the effectiveness of existing internal controls in relation to the risks identified in the financial reporting process.

The role of the Chief Risk Officer (CRO) in BOI remains fundamental as it has the primary responsibility for ensuring the effective implementation of the ERM Framework of the Bank and ensures that the Bank operates within its risk appetites. In keeping with the bank's strategy of ensuring seamless transition in its succession plan, in the last quarter of 2023, Mrs. Ifeoma Uz'Okpala was appointed as the CRO following the retirement of Dr. Ezekiel Oseni, having deputized for him for five years.

The Risk Management Division is responsible for the enforcement of the Bank's risk policy by constantly monitoring risk, with the aim of identifying and quantifying significant risk exposures and acting upon such exposures as necessary.

The CRO provides a quarterly report to the Board, identifying existing and potential risks facing the Bank and the risk treatment to be deployed.

The Bank's Management understands the need for a timely, accurate and reliable information flow within the Bank, for effective decision making and enhanced financial reporting. Every activity of the Bank is codified in the Bank's Standard Operating Procedure (SOP), which outlines the process flow and specifies the duties and responsibilities of every officer in relation to the activity.

BOI RISK APPETITE

The Bank has a Moderate Risk appetite in view of its vision to be the leading Development Finance Institution in Africa.

The Bank desires to maintain a trade-off between its developmental goals of wealth and job creation largely through the Small and Medium Scale Enterprises, by providing low cost funds and capacity building while ensuring returns for its shareholders.

The Bank's appetite for high-quality risk assets is measured by the following ratios:

i. Ratio of non-performing loans to total loans.

ii. Ratio of loan loss expenses to interest revenue.

iii. Ratio of loan loss provision to gross non-performing loans.

The Bank has continued to strive to maintain ratios that ensure that there are adequate provisions for all non-performing assets based on their levels of classification.

As part of ERM framework, the Bank will not compromise its reputation through unethical, illegal and unprofessional conduct notwithstanding the associated risks and returns.

BOI RISK CULTURE

The Bank has continually promoted a value-centric culture and responsible approach to risk which ensures that the long-term survival and reputation of the Bank is not jeopardized, while also making widespread developmental impact in the Nigerian economy. BOI pays attention to both quantifiable and unquantifiable risks, as well as other pervasive risks as may be posed by the events in the industry at any point in time.

In order to ensure that the desired risk culture is embedded in the organization, BOI has continued to promote appropriate and continuous risk training for relevant personnel, as well as promote risk awareness across all the stakeholders in the Bank.

BOI ERM RISK SCOPE:

The Bank has identified the following broad risk types within its organization; and has provided details of these risks including the risk treatment in its enterprise risk management framework document.

- Strategic Risk
- Operational Risk
- Credit Risk
- Reputational risk
- Compliance Risk
- Legal Risk
- Market Risk
- Liquidity Risk
- Regulatory Risk
- IT/Cyber Risk
- Environmental, Social and Governance (ESG) Risk have also gained significant prominence in the BOI risk universe.

RESPONSIBILITIES AND FUNCTIONS

Risk Management Division has responsibility to:

- Implement and maintain a sustainable and robust ERM process
- Inculcate a culture of risk awareness throughout the organization
- Develop and review the Bank's risk appetite and aligning it with its mandate.

- Provide independent analysis of investment and credit proposals
- Develop and update risk rating and pricing methodologies
- Design portfolio strategy and recommend various portfolio limits for Board Approval (concentration, portfolio rating, exposure limits)
- Ensure effective and efficient loan processing, documentation, monitoring and reporting
- Establish underlying criteria for creating strategic partnerships to provide business support and design business support programs based on identified needs
- Establish selection criteria for external service provides (Estate Valuers, Recovery agents, Insurance companies, Business support and Business Turnaround experts)
- Ensure the formulation and periodic upgrades of appropriate risk policies and procedures that meet best practices and align with regulatory requirements.

STRATEGIC RISK:

- Ensure that the risks that could affect the achievement of the Bank's strategic goals are adequately identified, measured and managed within its defined risk appetite
- Effective collaboration with government and other stakeholders to facilitate the creation of an enabling environment for business development and growth
- Refocus implementation of strategy to achieve development goals of job creation and real economic growth
- Continuous stakeholder engagement to ascertain their needs
- Forge strategic partnerships to provide Non-Financial business support to borrowers (capacity building)
- Inculcate risk awareness culture throughout the organization
- Provide a consistent framework to assess the potential losses that may result from the strategic planning process and implementation of the strategic plan
- Ensure that the strategic risk management framework incorporates extensive research and strategic plans for key sectors the Bank finances
- Determine the capital required to cover potential risk exposures in the Bank.

OPERATIONAL RISK

- Ensure the adequacy of policies, strategies and procedures that enable identification, assessment, monitoring and effective control of operational risks
- Redesign and automate end to end workflows in order to improve operational efficiency and controls and optimize productivity
- Provide clear and consistent direction in all operations of the Bank
- Provide standardized framework and appropriate guidelines for assessing and managing all operational risk exposures
- Enable the Bank identify and analyze events (both internal and external) that impact on its business.
- Ensure appropriate and reliable risk management tools (including key risk indicators, loss databases, risk and control self-assessments and stress and scenario testing) are deployed to support operational risk management, particularly management reporting and decision making
- Ascertain the Bank's readiness to continue business within the shortest possible time after short-term disruptions of business due to external factors.

CREDIT RISK

- Ensure that the Board oversight for managing credit risk as its most significant financial risk is effective.
- Adopt internal risk rating models for objective assessment of probability of default and portfolio risk monitoring.
- Improve staff-to-account ratio and include KPIs for risk asset quality in performance appraisals to drive effective management post-disbursement.
- Ensure that adequate systems for assessment, measurement, management and control of credit risks are in place.
- Ensure that the risk of default is minimized through adequate and effective monitoring of loans from disbursement stage to repayment.
- Ensure that top management as well as individuals responsible for credit risk management possess the required skills and knowledge to accomplish their functions.
- Ensure maximum recovery from restructured loans.

REPUTATIONAL

- Ensure that all the Bank's risks are assessed for reputational impact and ensure those with significant impact are fully integrated into the Bank's core risk management framework.
- Ensure a sound corporate governance top-down culture.
- Establish channels for customer feedback as well as resolution of customers' complaints in a prompt and efficient manner.
- Develop and implement appropriate response to bridge the gap between reality and perception and between stakeholders' experience and expectation.
- Use social media and other channels to project the Bank in a positive way towards enhancing its reputation and achieving wider reach to potential borrowers

- Monitor risk responses to ensure they are achieving desired results.
- Develop crisis management procedure to minimize impact on the bank's reputation in the event of a risk occurring.

LEGAL RISK

- Ensure that legal risks are identified, assessed, controlled, monitored and reported in a timely manner.
- Ensure that the Bank's responsibilities are well articulated in all MOUs, Service Level Agreements (SLAs) and funding agreements executed with strategic partners and co-financiers and that subsequent amendments/variations are documented to protect the Bank's interest.
- Enhance the custody of collateral documentation (online document storage) and collateral management.
- Ensure new and changed legal requirements are identified, monitored and reflected in the Bank processes.
- Establish a process that allows the Board and Senior Management to remain informed of potential litigation and/or existing litigation in timely manner.
- Provide a consistent framework to assess the potential losses that may result from potential and/or existing litigation.
- Establish a procedure for assessing new sector involvement, products and services for potential legal risk.
- Determine and increase the capital required to cover potential negative judgment or settlements.

MARKET AND LIQUIDITY RISK

- Provide a standardized framework and comprehensive approach for identifying, monitoring, controlling, measuring and reporting liquidity and market risk.
- Define clear roles and responsibilities of the different parties involved in the market risk management process including the institution of a strong treasury function to support the Liquidity and market risk management process.
- Ensure that the market risk-taking business units take full ownership of the risks generated by them.
- Meet all probable cash flow needs as they fall due without additional external financing and disposal of long term assets.
- Ensure that investments can be liquidated promptly and without incurring undue transaction costs under normal market conditions.
- Create market for the refinancing of bonds at minimal costs within local and international market.

CAPITAL RISK

- Maintain a capital management structure which ensures timely assessment and maintenance of adequate capital to achieve its corporate goals.
- Ensure a capital structure that will enhance the mitigation of the Bank's overall net risk.
- Prepare the grounds for an effective implementation of the Basel II and III frameworks with major focus on minimum capital requirements for key risks faced by the Bank. This is in addition to ICAAP reports to measure the bank's preparedness to meet obligations and absorb unexpected losses from available capital.
- Ensure that the Bank's lending practices are safe and sound as expected by the Central Bank of Nigeria and its key stakeholders

IT/CYBER RISK

- Identify business needs and changes to requirements that may affect overall IT and security direction.
- Identify and document all relevant statutory, regulatory and contractual requirements applicable to the operations of each information system.
- Review adequacy of existing security policies, standards, guidelines and procedures.
- Analyze assets, threats, vulnerabilities, their impacts and likelihood.
- Assess physical protection applied to computing equipment and other network components.
- Conduct technical and procedural review and analysis on the network architecture, protocols and components to ensure that they are implemented according to the security policies.
- Review password and other authentication mechanisms.
- Review current level of security awareness and commitment of staff within the organization.
- Review agreements involving services or products from vendors and contractors.
- Develop practical technical recommendations to address the vulnerabilities identified, and to reduce the level of security risk.

COMPLIANCE RISK

- Foster a culture of ethics and compliance that is central to all of the Bank's operations and activities
- Understand the nature of compliance risks and potential exposures
- Integrate the compliance program into the ERM Framework
- Ensure compliance risks are identified, prioritized and managed appropriately
- Establish a control environment, level of accountability,

and a framework that promotes compliance with applicable laws, regulations, agreements and internal policies and procedures

- Provide an avenue for anonymous reporting of potential non-compliance behavior (whistle blowing)
- Evaluate emerging compliance trends and implementing best practices

Environmental, Social and Governance (ESG) Risk

- Identify and evaluate ESG risks and impacts of projects sponsored by the Bank.
- Ensure that all the Bank's ESG risks are identified and effectively managed across its lending and non-lending activities.
- Define the respective roles and responsibilities of both BOI and its clients in designing, implementing and operating projects in line with the framework and project checklists.
- Maximize the Bank's capacity to contribute to sustainable development while improving on its earnings and creating value for its shareholders.
- Ensure that the Bank's ESG Risk Management system is adequate to manage ESG risks across industries and sectors, and that the system continuously addresses the needs of the Bank.

ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT (ESRM)

Sustainability is imperative for the achievement of the development goals of Bank of Industry. As such, the Bank has begun to incorporate Environment, Social and Governance (ESG) standards into its business and operational activities. The bank's commitment and achievements to its sustainability journey is set out below.

The Bank set up its ESG Group, under the Risk Management Directorate (RMD) to oversee the process of integrating ESG risk management into its end-to-end credit and investment appraisal and monitoring. At BOI, we are convinced that sustainable banking is the future and the guarantee for the long-term success of institutions.

We are well guided in our commitment to sustainability. Like many forward-looking financial institutions, BOI views sustainability as having enormous benefits, which begins with the institutional transformation of the bank. As a responsible Development Financial Institution (DFI), Bank of Industry will gain good reputation, attract useful partnerships, engage better with its stakeholders, and deliver more positive impact in the economy and society.

The Bank has developed a robust Environmental and Social Risk Management process, to assess its operations and financial activity for environmental, social and (where applicable) governance risks, using standards and guidelines designed in line with appropriate national and international standards of ESG performance.

The overall objective of BOI's E&S risk management is to identify and mitigate avoidable impacts (e.g. regulatory, reputational, liability and legal issues, credit risk and low return on investment, as well as financial losses) arising from E&S risks facing the Bank and also optimize E&S opportunities.

The objectives of the ESG policy are to:

i. Integrate E&S risk management into the bank's end-to-end credit and investment appraisal and monitoring process.

ii. Ensure compliance with leading international standards while taking cognizance of specific local requirements on E&S risk management in all sectors in which its resources are to be committed.

iii. Ensure that its partners (in co-financed deals) share a common commitment to managing E&S risks.

iv. Ensure the effective management of E&S risks in the Bank's portfolio by appropriately categorizing transactions based on their potential E&S impacts.

v. Ensure that there is appropriate internal capacity to handle E&S issues, which will be supplemented by external expertise, as the need arises.

vi. Provide annual training on E&S risk management to management and staff of the Bank.

BOI's ENVIRONMENTAL AND SOCIAL RISK STRATEGY

The Bank shall maximize its capacity to contribute to sustainable development while improving on its earnings and creating value for its shareholders. This shall be achieved by:

- The creation of an E&S risk-aware business environment where everyone is conscious of and actively manages the E&S risks within their sphere of control.
- Ensuring that BOI as an organization will not involve itself in funding activities that would lead to E&S risks and could result in negative impact on the Bank's reputation, significant financial loss, physical or economic displacement or exploitation of communities, or environmental damage to the ecosystem.

The strategy is to ensure through its E&S appraisal and supervision process that the industrial projects it finances are environmentally and socially sustainable. In cases where the business activity to be financed is likely to generate potential significant adverse impact, BOI and the customer or relevant stakeholder(s) shall engage in a process of informed consultation. The aim is to identify relevant mitigations to be included as loan covenants which will form part of the action plan to be monitored periodically. Where appropriate mitigations for identified risk are not available, the Bank may refrain from financing a proposed transaction.

ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT (ESRM) PROCESS

The E&S risk management process provides guidance on managing E&S risks relating to the Bank's lending and investing activities. The objectives of the E&S risk management procedure are to establish a standard for identifying, assessing, mitigating and reporting E&S risks relating to the Bank's lending and investing activities.

The process for effective management of E&S risk in the Bank is broken into six stages as shown below:

i. Transaction Screening

BOI's exclusion list sets out the types of business activities that the Bank does not support. All investments and projects proposed for financing by the Bank must be screened against this list. This stage would also include identification of potential E&S risks which require further due diligence, risk management or identification of activities the Bank will not finance.

ii. E & S Categorization of Transactions

After transactions are examined against the Bank's exclusion list, they are categorized based on their potential E&S risks and impacts. The purpose of this categorization is to determine the nature and depth of E&S due diligence that will be required, as well as the stakeholder engagement, loan covenant documentation and E&S monitoring requirements.

iii. E & S Due Diligence

BOI shall conduct E&S due diligence on transactions based on the outcome of the categorization. This is a critical stage of the E&S risk management process to identify any potential E&S risks associated with the business activities of a customer/investee and ensure that transactions do not carry E&S risks that will adversely impact the Bank, other stakeholders or the environment.

iv. Credit Approval and Disbursement

Depending on the outcome of the transaction screening and due diligence, the bank will decide whether or not to proceed with the transaction. If the loan is approved, identified mitigations and action plans are included in loan covenants, where necessary, for execution by the client.

v. E & S Risk Monitoring

Individual E&S risks identified during the due diligence process for a client are monitored to review implementation of corrective action and mitigation plan.

vi. E & S Reporting and Disclosures

A periodic report on the E&S risk management process of the Bank will be prepared by the Bank showing clients' and investees' compliance with E&S agreements included in offer letters.

ICAAP AND STRESS TESTING - AN INTEGRAL PART OF RISK MANAGEMENT FRAMEWORK

The ICAAP document is prepared based on the CBN requirements to identify the risks inherent in the Bank's business and sets out the Bank's philosophy, processes, and techniques for managing risks. Furthermore, it describes the controls Management has implemented to reduce the likelihood of the risks occurring, and the management actions to minimize the impact of risk events on the business. The following activities are usually performed in executing the ICAAP:

- Consider the existing financial, risk and business positions;
- Update the risk appetite, business plan and strategy;
- Identify and quantify the risks associated with the business plan;
- Estimate additional capital required;
- Perform stress tests that considered the effect of these risks on the business plan;
- Review the results of the stress tests and identify whether additional capital is required in respect of each risk or whether a different mitigation would be more appropriate.

Stress testing is fundamental in assessing appropriate levels of capital to ensure the Bank can absorb drastic financial/economic events to protect its investors and other stakeholders in line with Board-approved risk appetite.

BOI runs a stress testing programme on a regular basis and as the nature and scale of its business develops. The impact of COVID-19 was assessed during the 2020 and 2021 financial years and the outcome showed that the Bank had sufficient capital to absorb disruption in its operations. The CRO is responsible for stress testing in the Bank and reports the outcome of the stress test to the Management and Board Risk Committees periodically.

The Bank's stress testing framework covers different types of tests, including:

- Sensitivity analysis demonstrating the impact of risks on BOI's earnings over a period;
- Sensitivity analysis that considers the impact of risks on the Bank's capital; and
- Scenarios of significant macro-economic or operational events that may affect earnings, capital and liquidity.

These tests will include a variety of techniques, for example, stress testing key drivers to illustrate the effects on earnings or capital, or consideration of scenarios and macro-economic events that may affect the liquidity of the Bank. The severity of the stress tests will vary according to their purpose but will have the overall impact of demonstrating the possible impact of risks taken by the business for Senior Management and the Board to be able to reconsider them in the light of the Bank's risk appetite.

RISK INTELLIGENCE AND REPORTING

Due to changing scope of risks faced by the Bank in its operations, it is therefore, through information gathering, analysis and regular reviews that proactive and predictive measures are taken to stem systemic risks affecting national and global business environments. It is in keeping with this that the Risk Intelligence & Reporting Group was established to carry out the following activities;

- Review, analyze and communicate relevant statistical and non-statistical information for internal and external uses.
- Create risk reports that provide clear view of risk exposures and stir strategic discussions, so as to assist recipients take informed risk decisions
- Aggregate risk performance measurement and reporting, including managing the risk quantification, aggregation and disaggregation model, and all related activities and processes.
- Market Intelligence gathering through overt and covert engagement with regulatory authorities, utilization of periodicals from reputable economic, business and financial analysts
- Regular reporting of industry information that may be useful to Management in decision making

Information and Cyber Security Report

INFORMATION AND CYBER SECURITY REPORT

Throughout the fiscal year, the Bank of Industry has persistently advanced its cybersecurity program, achieving notable progress in alignment with the Cybersecurity Strategy (2020-2023) to protect its invaluable information assets. As the cybersecurity landscape continues to evolve with emerging threats, it remains imperative for organizations to conduct ongoing assessments and implement proactive measures to fortify their information infrastructure.

GOVERNANACE

The Bank operates under the oversight of its Information Security Steering Committee (ISSC), a management committee with the responsibility for overseeing the implementation of the information security strategic plan and resolving policy or program issues, while providing appropriate guidance to executive and middle management.

The ISSC's primary objectives include:

- Providing strategic direction and governance in cybersecurity matters for the Bank.
- Ensuring alignment of the Bank's information and cybersecurity policies and processes with its business and technology objectives.
- Evaluating, approving, and sponsoring institution-wide information security initiatives.
- Enforcing the implementation of policies for prioritizing investments and managing security risks.
- Ensuring that information security activities conform to regulatory requirements and industry standards.
- Membership of the Committee spans across all control functions within the Bank, including Risk Management, Internal Control & Compliance, Internal Audit & Investigation, Financial Control, Legal, Operations, Information Technology, Management Services, and Business Directorate. The ISSC convenes at least quarterly and as necessary to address pertinent issues and provide effective oversight.

KEY INITIATIVES FY-2023

Outlined below are key initiatives undertaken by the Bank in FY-2023:

Implementation Expansion and Enhancement of ISO 27001 Standards: During the fiscal year, the Bank not only maintained its adherence to the ISO 27001 Information Security Management Standard (ISMS) but also significantly enhanced its implementation. The scope was expanded to accommodate additional functions with a plan to expand coverage to all functions in the Bank within the 3-Year cycle, and a thorough surveillance audit was conducted by the

British Standards Institution Group (BSI) to ensure continued compliance.

Strengthening Data Protection Policies: The Bank adhered to its data protection and privacy policies, ensuring robust compliance with the Nigeria Data Protection Regulation (NDPR). This involved integrating relevant solutions and conducting regular audits to uphold stringent data protection standards.

Enhancing Enterprise Security Measures: In a proactive approach to safeguarding its information assets, the Bank implemented upgraded enterprise security tools and procedures. This comprehensive enhancement aimed to mitigate emerging threats and uphold the integrity of the Bank's digital infrastructure.

Capacity Building and Training: The Bank prioritized the cultivation of cybersecurity awareness and expertise among its workforce. Comprehensive training programs, seminars, and conferences were conducted, catering not only to staff but also to adhoc personnel, customers, and third-party vendors. This inclusive approach aimed to foster a culture of cybersecurity vigilance across all stakeholders.

Incident Response & Management: The Bank continued to maintain its incident management framework to effectively address cybersecurity incidents and mitigate potential damage and exposure resulting from security breaches.

Enhanced Third-Party Risk Assessment: Recognizing the critical importance of third-party relationships, the Bank continued to implement an improved framework for assessing and mitigating risks associated with suppliers, vendors, and service providers. This rigorous assessment process was designed to strengthen resilience against potential cybersecurity vulnerabilities originating from external partnerships.

Continued Adoption of CBN's Risk-Based Cybersecurity Guideline for OFI's: During the fiscal year, the Central Bank of Nigeria's Risk-Based Cybersecurity Framework and Guidelines for Other Financial Institutions (OFIs) were adopted. The Bank of Industry, having previously implemented a similar framework for deposit money banks (DMBs) in 2019, continued its adoption by aligning with the version tailored for OFIs and its revisions.

Industry Collaborations: To further its commitment to enhancing information security practices within the Nigerian financial sector, the Bank actively engaged in collaborations with industry forums. This included membership and participation in organizations such as the Committee of CISOs of Nigerian Financial Institutions (CCISONFI), Cybersecurity Expert Association of Nigeria (CSEAN), Information Systems Audit and Control Association (ISACA), and the International Information System Security Certification Consortium (ISC2). Through these engagements, the Bank contributed to collective efforts aimed at enhancing cybersecurity resilience.

Additionally, the Bank undertook proactive measures such as Business Continuity Programs, Disaster Recovery Tests, Vulnerability Assessment and Penetration Testing (VAPT), and Cyber drill exercises among others. These initiatives were aimed at further fortifying its cybersecurity posture and ensuring preparedness for potential threats and disruptions.

Summary

In the fiscal year, the Bank of Industry reaffirmed its dedication to cybersecurity, exemplified by its ongoing adherence to ISO 27001 standards, the Central Bank of Nigeria's Risk-Based Cybersecurity Guidelines for Other Financial Institutions (OFIs), and the Nigerian Data Protection Regulation standards.

In preparation for the challenges of the upcoming year, the Bank conducted cyber drill exercises to enhance readiness and resilience. This proactive stance, combined with regular security audits and assessments, implementation of multi-factor authentication (MFA) across all critical solutions and platforms, continuous monitoring of network traffic and system logs, and ongoing implementation of security awareness training programs for all employees and stakeholders, underscores the Bank's commitment to maintaining a secure information environment and staying ahead of evolving cyber threats.

Additionally, the Bank demonstrates continuous adherence to its Incident Response procedures to swiftly respond to and mitigate security incidents. It also prioritizes regular updates to software and systems to address known vulnerabilities, ensures encryption of sensitive data both in transit and at rest, maintains a robust backup and recovery strategy, and fosters continuous collaborations with industry peers to share threat intelligence and stay informed about emerging threats and trends.

Business Focus

BANK OF INDUSTRY
...transforming Nigeria's industrial sector

Micro Enterprises
Directorate

We leverage strategic partnerships, intermediary channels and technology to deliver tailored low-interest loan products, and other non-financial services to Nigeria's micro enterprises in the informal, semi-formal and formal sectors.

The Micro Enterprise Directorate continues to fulfil its development impact mandate by focusing on delivering financial and complementary non-financial services to Nigerian Micro Enterprises in collaboration with strategic partnerships and intermediary channels.

In 2023, the Directorate focused on increasing its strategic relationships to expand its reach to Micro Enterprises nationwide with targeted grants and / or loan intervention programs. Through its 2023 activities, the Directorate reached 35,258 Micro Enterprises in the informal, semi-formal and formal sectors of the country.

By working with intermediaries, the Directorate was able to layer on its financial products to complement the non-financial services provided by the intermediaries including capacity development, inventory management, access to markets, etc.

ABOUT MICRO LENDING DIVISION

The Micro Lending Division focuses on providing targeted low interest loan facilities to empower Nigerian micro enterprises and in turn contribute to the national growth and development of the country. Across its 3 groups, the Division implements loan interventions to address specific and topical issues in the Nigerian economy.

CLUSTER FINANCING – INTERVENTION TO ADDRESS NIGERIA'S FOOD SECURITY OBJECTIVES

- Identifies and evaluates value chains strategic to the growth of the Nigerian Manufacturing sector.
- Collaborates with Aggregators of farmer networks to guarantee the provision of high quality yields as raw materials to manufacturers.
- Use of funds is for the procurement of farm inputs to Nigerian Smallholder Farmers while guaranteeing market offtake for produce yields.

MSME DISTRIBUTOR FINANCE – INITIATIVE TO EMPOWER NIGERIAN RETAILERS

- Supports the downstream segment of the Nigerian Manufacturing value chain
- Focused on empowering Retailers to purchase inventory stock for their sales activities.
- Leverages intermediary Distribution Companies to bridge the financing gap experienced by the Retailers.
- Intermediary Companies purchase from Manufacturers and provide inventory to Retailers using the Buy Now Pay Later Concept.

ON-LENDING – INTERVENTION TO COLLABORATE WITH FINANCIAL INSTITUTIONS

- Bridges financial gap experienced by Micro Enterprises by providing affordable financing through partnerships with CBN licensed Financial Institutions
- Potential partners include Micro Finance Banks, Fin-Tech Companies and Finance Houses.
- Ultimate beneficiaries utilize funds for term loans and working capital requirements.

1. CLUSTER FINANCING GROUP

Cluster Financing Group identifies and finances micro businesses along value chains that manufacturers or processors depend on to guarantee a seamless flow of their production activities. The lending products are tailored to consider the roles of the various stakeholders with a view to de-bottlenecking the access to finance challenges experienced in their operational activities.

In 2023, the Group focused on expanding its activities to guarantee agricultural raw materials for Nigerian manufacturers.

Focus crops	Rice, Maize
Impact summary	27,645 Farmers were financed in 2023
MT of Grains Harvested	Over 120,000 MT of grains were harvested and available for offtake by manufacturers

2023 Customer Focus

- Infinity Snacks & Beverages Limited

Infinity

Infinity Snacks and Beverages is a FMCG production company that commenced production in 2011 with its 'Cheese Ball' product - a major product in the Nigerian snack industry. Since then, the company has expanded its product portfolio to include breakfast cereals such as Cornflakes, Coco Balls, Coco Crunchies and Magic Crunch.

The customer engages in backward integration by collaborating with aggregators of smallholder farmers to provide funding for high quality inputs. This strategy guarantees the constant supply of maize grains which serve as raw materials for the company's cereal production.

In meeting this backward integration strategy, the company approached the Bank for financing to guarantee the supply of maize for their production activities. Through the intervention, about 540 farmers were reached to guarantee the company's maize supply requirements.



- **Babban Gona Farmer Services Nigeria Limited**

Babban Gona (means Great Farm in Hausa) is an agricultural franchise that enables smallholder farmers to reach their full potential by providing enhanced end-to-end agricultural services. The company focuses on Maize and Rice Paddy with its operations spanning across Kaduna, Kano, Niger, Katsina, Jos, Bauchi, Nassarawa, and Jigawa States.

The company works to eradicate poverty and ensure food security by providing smallholder farmers with quality inputs, capacity building, and access to market. In particular grains harvested from these farmers serve as guaranteed raw material offtake quantities for several Nigerian food/feed producers.

Through the Bank's intervention to the company, over 10,000 maize and rice farmers were financed.



THE MSME DISTRIBUTOR FINANCE GROUP

The MSME Distributor Finance Group aims to provide the much-needed working capital financing to support the downstream segment of the Nigerian manufacturing value chain. Through programme, BOI supports the empowerment of Nigerian retailers by collaborating with intermediary distribution companies who purchase Made-in-Nigeria products and provide same as inventory to the retailers using the Buy Now Pay Later concept.

The impact of BOI's intervention foster job creation as retailers are able to consistently operate their shops and hire more hands to support their activities. It also guarantees product distribution for Nigerian manufacturers in a cost efficient manner.

In 2023, the Group was able to achieve the following:

Focus sectors	FMCG, POS Agents (Micro-enterprises), Pharmaceuticals and Building Materials
Impact summary	7,527 micro businesses benefitted

2023 Customer Focus

- **Dot Financial Inclusion Technologies Limited**

DotPay is an agency banking provider that help millions of underbanked Nigerians access secure and convenient banking. It works by making use of an agent network where they use DotPay terminals in their various locations, and provide financial services in their locations and surroundings. They are focused on ensuring that financial services - banking, insurance, and mortgage among others are available for all regardless of access to education, technology, and urban community.

BOI provided a term loan facility to the company for the procurement of Point of Sales (POS) terminals to promote agency banking especially in Nigeria's unbanked areas. Through this intervention, about 5,335 agents were provided with these terminals to promote financial inclusion and also empower the agents.

Testimonials


- **Janet Ameh, Dot Merchant** - "I love Dot's service, yes their network is great, but I mainly appreciate how smooth their service is anytime I reach out for assistance. I simply love it!"
- **Sanmi Balogun, Dot Hero** - "Dot POS terminal is easy for me to understand and conduct my business. I'm more happy that they ensure no agent loses money when conducting transactions"

- **TradeDepot Limited**

TradeDepot is a B2B e-commerce and technology-enabled company providing aggregation for manufacturers and micro businesses in the retail distribution space to SME retailers via its Shop Top Up platform.

The company's main line of business is the distribution and supply of Fast Moving Consumer Goods (FMCG) to micro-entrepreneurs across 10 states in Nigeria which includes: Lagos, Kano, Rivers, Oyo, Ogun, Edo, Kwara, Kaduna, Abuja, Anambra and still expanding.

The company approached the Bank for a credit facility to purchase locally made products from Nigerian manufacturers for onward distribution and sales through its growing retailer network. With this intervention, about 2,000 retailers were provided inventory.

Testimonials

- **Mrs. Odukoya:** The Buy Now Pay Later (BNPL) programme has enabled her to stay in business. Her initial capital was almost depleted due to the daily, rapid rise in product costs. With the BNPL program, she has been able to grow her business by buying discounted products in bulk thereby insulating her from the daily price increases. She has also been able to expand her product offering portfolio to better serve her customers.

- **Mrs. Busari's Stores:** For her store, the support and partnership from TradeDepot have immensely propelled her growth especially through the BNPL programme. This has helped her stay in business and has allowed her to earn a living.

- **Worobo Store:** This customer is one of the very consistent users under the Company's BNPL programme. Her company's growth and success have been greatly aided by the BNPL programme as he is able to reach its full potential and prosper in an environment that is becoming more and more competitive.

- **Bulala store:** Before now it was a bit difficult to expand the business due to lack of variety but with the BNPL product, they can buy a wider variety of products to serve their customers better. What works for her business is short-term BNPL lines that are always available to sell and turn around.

2. THE ON-LENDING GROUP

The On-Lending Group leverages intermediaries such as on-lending aggregators to provide indirect lending to Nigerian micro, small and medium enterprises (MSMEs). The group aims to alleviate the challenges experienced by MSMEs nationwide in accessing financial services through the provision of low-interest loans.

2023 Customer Focus

- Moneyfield Microfinance Bank Limited.

Moneyfield MFB Limited (formerly CIT Microfinance Bank) is a unit MFB licensed by the Central Bank of Nigeria. Moneyfield offers financial services in a secure, reliable, and cost-effective manner to businesses and consumers across various channels. Some of its banking services include savings, fixed deposits, investment products, fund transfers, bill payments as well as loan products for MSMEs.

A few of the customers that benefited from the Bank's onlending facility through Moneyfield MFB are below.

Testimonials

- **Emenike Samuel Obi:** Emenike Samuel Obi is into the sales of sanitary wares including taps, plumbing materials, mirrors for restrooms, and more. His business is located in a developing area with a lot of contractors, builders, and homeowners who feed into his customer base. The intervention has supported the growth of his business.

- **Nwaigbo Izuchukwu Cornelius:** Nwaigbo Izuchukwu is into the sales of different types of Textile, Silk, and Brocade materials. He has been in operations for over 10 years at through two points of sales at Ereko Market, Lagos island with the aid of two sales representatives who help in running the business. The BOI intervention has supported his business to grow from ₦3.5 million to ₦6.5 million in terms of value.

ABOUT BOI INTERVENTIONS PLATFORM

The Directorate's Financial Inclusion efforts is housed under the BOI Interventions Platform which is being used to drive large-scale interventions for micro, small and medium enterprises. The programmes under the BOI Interventions Platform include:

- World Bank Nigeria COVID-19 Action Recovery and Economic Stimulus Programme (NG-CARES) and,
- State Empowerment Enterprise Programme (SEEP)

1. NIGERIA COVID-19 ACTION RECOVERY AND ECONOMIC STIMULUS (NG-CARES)

The Nigeria COVID-19 Action Recovery and Economic Stimulus (CARES) program is $750 million state-driven initiative backed by the World Bank, specifically for the elevation of businesses affected by COVID-19. Through the NG-CARES program, the World Bank in collaboration with the Nigerian Government aims to deliver targeted relief, restore livelihoods and stimulate the economic recovery of vulnerable households and MSMEs in Nigeria.

The NG-CARES program is supporting Nigerians through the following initiatives:

- **Result Area 1:** Increase Social transfers, basic services, and livelihood support to poor and vulnerable households.
- **Result Area 2:** Increase food security and safe functioning of food supply chains for poor households.
- **Result Area 3:** Facilitate the recovery and enhance capabilities of MSMEs.

The Bank of Industry through the Micro Enterprise Directorate is responsible for supporting the states with the execution of the MSME component, Result Area 3.

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Smallholder Farmer Cluster
FINANCING PROGRAMME

The Smallholder Farmer Cluster Financing Programme provides working capital specifically for the procurement of farm inputs for farmers to fulfill offtake contracts/demand for raw material by processors.

The programme involves ring-fencing agricultural yield as raw materials for processors/manufacturers to carry on their production activities.

Beneficiaries

- **Farm Aggregators**
- **Processors**
- **Manufacturers**

*All of the above must have a direct or indirect relationship with farmers.

Focus Crops

Short cycle crops including:


Maize


Sorghum


Soya Beans


Rice Paddy


Groundnut

Features

Tenor: Maximum of 24 months

To Apply:
please contact Customer Care:
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call: **0700-CALL-BOI | 0700 225 5264**

visit: **www.boi.ng**

Head Office: **23 Marina Road, Lagos, Nigeria**
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call: **0700-CALL-BOI | 0700 225 5264**
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NG-CARES Highlights in 2023:

Following the flag-off of the NG-CARES program by the Federal Government, the World Bank released an advance of N35 billion to the states for implementation to deliver on the programme.

So far, 28 states in the federation have executed MOUs with the Bank to use the BOI Interventions Platform for program delivery, and have commenced delivery engagement.

BOI has made significant progress in disbursing individual states for program execution, with customized application portals set up for all 28 states, through which over 1,257,850 MSME applications have been received.

In addition, the Bank has received funding from 26 States to the tune of N12.6bn for disbursement. So far, 89,984 beneficiaries across 26 states have received grants worth N11.056 billion under the programme.

Building on the foundation of an authentic and accurate digital MSME register, each state has access to a 24/7 web-based platform that provides transparent data records to critical stakeholders, such as the State Government, World Bank, Federal Committee, and Independent Verification Agents (IVAs).

At present, we have deployed Command Centres in nine (9) States to aid program monitoring and evaluation. These Command Centres provide each state with real-time program visualization, field monitoring, integrated technology stack, and interactive data management. It serves as a one-stop showcase for the state's progress in the RA3 component of the NG-CARES program.

Delta State

Oyo State

Kwara State

Borno State

Testimonials for NG CARES Programme

Beneficiary from the North – Maryam Ibrahim

"When I first received the alert, I was very happy! Before Covid-19, my provision shop was busy but then it got quiet because of the pandemic. With the support from BOI, I was able to add more items that are lacking in the shop and my business can thrive again."

Beneficiary from the South – Bidemi Olorukooba

"I represent Duketrah Fisheries Ltd., a company focused on boosting local fish production and providing aquaculture support to reduce hunger and malnutrition. We also offer off-taking and training to smallholder farmers. Duketrah is honored to have received the RA3 Operations Grant and was chosen by the BOI to participate in the Intra-African Trade Fair (IATF) 2023 in Cairo, Egypt—a major event that connects investors and exhibitors from 75 countries."

NG CARES Stakeholder Engagement Workshop

The NG-CARES Stakeholder's Workshop for Result Area 3 (RA3) was held in Abuja on the 23rd and 24th November, 2023. This workshop brought together key representatives of the NG CARES programme from various participating BOI states to discuss and strategize on how to maximize the benefits of result area 3, while soliciting valuable input from stakeholders to enhance future strategies and foster a better relationship with the states. The workshop proved to be a valuable platform for collaboration and communication.

The workshop was attended by stakeholders from all RA3 BOI States including representatives from the Nigeria Governors' Forum and Federal CARES Support Unit and various representatives from BOI.

2. STATE ENTERPRISE AND EMPOWERMENT PROGRAMME (SEEP)

The State Enterprise and Empowerment Programme is a social intervention program designed to provide affordable credit ranging between N50,000.00 to N500,000.00 for micro-enterprises who are unable to grow their businesses due to lack of capital. The programme aims to support a maximum of 40,000 qualified micro-enterprises per state.

The program is executed by each state contributing a part of their state-managed funds with matching funds from the Bank of Industry.

The programme targets eligible enterprising youth, artisans, traders, market women and other sectors of productive activity who are nominated by their various Associations, Cooperatives and Trade-Groups within the respective states in the BOI Matching Fund Programme.

Qualified micro-enterprises have been able to access a minimum of N50,000.00 and a maximum of N500,000.00.

SEEP Highlights 2023:

The Edo State Government partnered with BOI to provide MSME loans of between N100,000- N500,000. A total of N85.6 million was disbursed to 320 beneficiaries.

The Osun State Government partnered with BOI to provide MSME loans of between N50,000- N100,000. A total of N80.6 million was disbursed to 1,491 beneficiaries.

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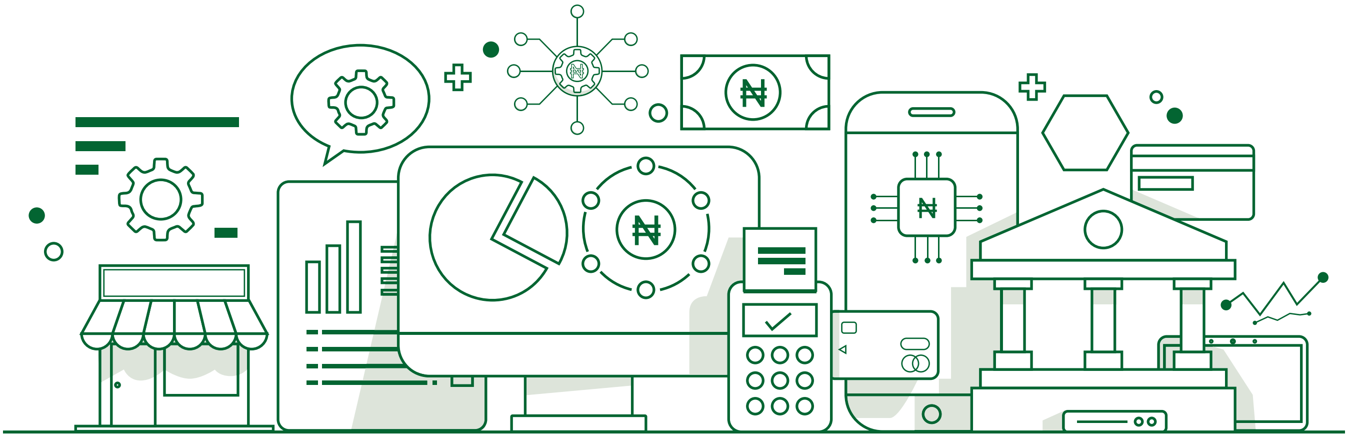

FINTECH/DIGITAL LENDING PRODUCT

The Fintech/Digital Lending Product provides financing to Fintech companies that lend money to MSMEs. We aim to help MSMES get access to fast and secure funding for their business.

Who Can Apply?

Fintech/Digital lending companies regulated by the CBN.

Features

Loan Amount:
Up to ₦500 million

Maximum Tenor:
12 months

To Apply:
please contact Customer Care:
email: **customercare@boi.ng**
call: **0700-CALL-BOI | 0700 225 5264**

visit: **www.boi.ng**

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MSME DISTRIBUTOR FINANCE PRODUCT

The **MSME Distributor Finance Product** provides working capital financing to distribution companies that are tech-enabled for the provision of locally produced stock-supplies and other services to the qualifying micro businesses on their platforms.

The product supports manufacturers in the distribution activities while empowering micro enterprises, who serve as wholesalers/retailers, with constant supply of products inventory.

Beneficiaries

- **Distribution Companies**

  Distribution companies with a large network of micro-enterprises / micro retailers whose inventories are managed via a dedicated technology platform.

Features

Tenor: maximum of 24 months

Focus Sectors

Distribution Companies in these sectors:

- Fast Moving Consumer Goods (FMCG)
- Pharmaceuticals
- Power/Oil and Gas

To Apply:
please contact Customer Care:
email: **customercare@boi.ng**
call: **0700-CALL-BOI | 0700 225 5264**

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Small & Medium Enterprises
Directorate

We drive the growth and development of small and medium enterprises by providing bespoke financial and non-financial products and services that cater to the peculiar needs of customers in this category.

Introduction

The Small and Medium Enterprises (SME) Directorate was established in 2015 as a Strategic Business Group saddled with the responsibility of improving access to finance to SMEs through the provision of innovative and competitive financial products and advisory services. The directorate operates in alignment with the Federal Government's National Development Plan (NDP) and the Nigeria Agenda 2050. These national plans prioritize key sectors of the economy to foster sustainable business models for SMEs, unlocking their potential in production, GDP growth, job creation, exports, and import substitution. The role of SMEs in job creation has become even more critical given the Nation's huge youth population and the growing level of unemployment. The Bank and her strategic partners are committed to developing tailored products that provide both financial and business advisory services/support at concessionary rates and longer tenors to small businesses. These services are available through the Bank's network of 32 State Offices spread across the country.

Core Objective

The key objective of the Directorate is to enhance the Bank's SME loan portfolio and expand its impact across all geopolitical zones of Nigeria. This will be achieved by utilizing the Bank's extensive branch network to offer customized and demand-driven financial products, as well as proactive support services, aimed at stimulating SME growth and development throughout the country.

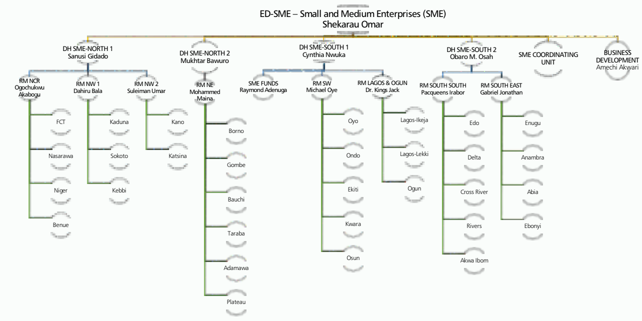
Strategy

The Directorate's operational strategy is comprehensive and encompasses business advisory and lending services in collaboration with strategic partners to enhance SMEs' contribution to national economic growth, job creation, value chain development, poverty reduction, skills and entrepreneurial development. This is hinged on a two-pronged approach – identifying and nurturing SMEs that focus on value addition to local raw materials and are export oriented; and developing their capacity to create business linkages with Larges Enterprises (LEs) for increased market share to generate revenue and create wealth.

The projects are funded using BOI's own resources and by collaborating with funding partners under diverse terms and conditions in our quest to scale up economic activities and support the operations of SMEs across the country.

To this end, the Bank has developed ingenious partnerships with Corporate Institutions, High Net-worth Individuals (HNIs) and State Governments for the provision of financial, skills development and business advisory support in line with the terms and conditions of the different Memorandum of Understanding (MoUs) through our Matching and Managed Fund Schemes. The Memorandum of Understanding (MoU) executed, guides the operation and management of each fund and applicable programmes to create growth and development along the focus value chain or target sector.

SME ORGANOGRAM 2023



New State Offices and Units

In 2023, the Bank inaugurated new branches in Nasarawa and Akwa-Ibom States, thereby increasing its network to 32 State Offices spanning across 31 States (Lagos State has two offices), including the FCT. The expansion aims to bring the Bank's services closer to the multitude of SME businesses scattered throughout the nation. Efforts are currently being made towards situating operational bases in the remaining 5 States of the Federation.

The Bank also established the SME Coordinating Unit which serves as a liaison and support group, coordinating the activities of the State Offices and facilitating smooth operations within the Directorate. The Unit acts as a bridge between the SME leadership, State Offices and the support services departments; addressing any identified gaps and ensuring streamlined communication and collaboration on all matters.

Business Advisory Services:

The Directorate harnesses its internal expertise and partnerships with local and International Development Organisations (IDOs), service-focused Ministries, Departments and Agencies (MDAs) to provide cutting edge capacity building programmes in areas such as financial management, business planning, technical training, entrepreneurship development, value chain financing, corporate governance and business linkages to enhance the skill set of owners/managers of SMEs.

Lending Services:

The SME Group leverages its knowledge of the business environment and footprint across 32 State Offices, spread across the six geopolitical zones of the country, to offer SMEs loans with longer tenors (3 to 5 years) than are generally available and offered at below market rates. Moratorium periods are usually between 3-12 months depending on the project implementation schedule.

Our lending products are customised to meet the short, medium to long term financing needs of SME's. The loans are disbursed in four ways, namely project based lending, cluster based product programmes, on-lending facilities and special intervention funds.

The State Offices serve as the primary contact centres for SMEs' diagnostics, implementation support, knowledge sharing and advocacy. As the customer-facing Units of the Directorate, their primary responsibilities are to identify, align requests with suitable funding programmes/services, appraise, secure approvals, implement projects, administer and recover the loans.

Major target sectors include Manufacturing, Solid Minerals, Printing and Publishing, Agro and Food processing across different value chains, Healthcare, agro commodities, Education, Quick Service Restaurants (QSR), Aquaculture, Bakery, Fashion and Beauty. Furthermore, the services cater to diverse target groups such as Youth and Gender, ensuring inclusivity across all sectors.

The Bank reaches out to the economically active poor at the bottom of the economic pyramid through on-lending programmes in collaboration with licensed financial institutions, including Microfinance Banks (MFBs) and commercial banks offering traditional and non-interest banking products to a diverse customer base. This initiative has enabled the SME Directorate to increase its impact and support to small businesses in Nigeria.

Special Intervention and Youths & Gender Funds

The SME Directorate has initiated/implemented several special intervention funds to bridge identified economic gaps in Nigeria. The Graduate Entrepreneurship Fund (GEF), Youth Entrepreneurship Support Programme (YES-P), North-East Rehabilitation Fund, Business Assistance For Value Adding Enterprises (BRAVE) Women Programme, MTN Foundation Youth Entrepreneurship Development Programme (MTNF YEDP) and the CBN Tertiary Institutions Entrepreneurship Scheme (TIES) Programme, are some of the initiatives aimed at addressing challenges in entrepreneurship development, youth unemployment, gender growth and development, business resilience and resuscitation, job creation and poverty alleviation.

In October 2022, the bank collaborated with MTN Foundation to introduce the Y'ellopreneur Programme targeted at female entrepreneurs. By December 2023, the initiative had effectively trained 500 women in business literacy and provided financial support to 51 women entrepreneurs, totaling N96m in low-interest, long-term micro-loans.

Performance of the SME Directorate in 2023

The SME Directorate secured approvals for 804 customers, with a cumulative loan value of N154 billion, marking a notable increase from the N95.8b attained in 2022. Furthermore, the Directorate also raised its disbursement in 2023 to N56.4 billion, a significant increase from the N32 billion disbursed in the preceding year.

Looking ahead, the Directorate is optimistic about the Group's performance in 2024, expecting continued improvement as the business environment evolves.

THE TERTIARY INSTITUTIONS ENTREPRENEURSHIP SCHEME
TIES

Central Bank of Nigeria

Empowered Youths | Stronger Economy

- TIES/Agriculture
- TIES/Creative
- TIES/Information Technology
- TIES/Science & Technology

LOAN REQUIREMENTS

Nigerian polytechnic and university graduates with not more than 7 years post NYSC are eligible to apply, providing requisite information and documents, such as:

- First degree certificate from a Nigerian University or polytechnic and NYSC discharge (or exemption) certificate.
- Valid BVN
- Valid mobile phone number (linked to your BVN).
- Evidence of business registration (certified copies of relevant CAC documents) and Corporate bank account number of business.
- The Execution of the global standing instruction form and evidence of entrepreneurship training.

To apply, and for more information, visit **www.cbnties.com.ng**

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FIRSTPRENERGY EXPLORATION & MINING COY LIMITED - (Abuja FCT)

Firstprenergy Exploration & Mining Coy Limited is a limited liability Company whose ownership is 100% Nigerian, it was commissioned in April, 2018. The Company was registered primarily to carry on the business of mining and exploration of solid minerals, quarrying, processing, trading and marketing of its products. Currently, the principal product of the company's activities is thermal Coal. Their mining site is located at Ofugo Mines Ankpa L.G.A Kogi State Nigeria with a mining lease of 5km square contiguous from Benue State to Kogi State.

Between 2018 and 2019, the Company was buying and selling Coal but started mining and selling its own product - Coal in the year 2020. The Company was producing 20,000 tons of Coal, due to the consistent increase in demand for its products. The company has increased its capacity to 150,000 tons of Coal per annum.

The company approached the Bank for a loan to acquire additional mining equipment to enable it to meet the growing demand from its customers. The company's staff strength has also grown from 150 staff to 190 staff following the disbursement of the loan from BOI.

RIGMARS PROJECTS LIMITED (Abuja FCT)

Rigmars Projects Limited is a plastic manufacturing company located in Katampe, Abuja. Prior to 2021, the company was involved in providing plastic products for construction and civil engineering, the company discerned a burgeoning demand for plastic bags for consumer products. Capitalizing on this opportunity, the company pivoted its focus to plastic bag manufacturing in February 2021, marking the onset of its journey to meet evolving market needs.

Driven by a commitment to innovation and customer-centricity, Rigmars executed a strategic plan to broaden its product portfolio and fortify its market presence. With a strategic vision to diversify offerings and capitalize on burgeoning demand, the company sought to bolster its production capabilities, optimize efficiency, and explore new avenues for business growth.

In 2023, Rigmars Projects Limited secured vital backing from the Bank of Industry (BOI), catalyzing a transformative phase of growth and expansion. Bolstered by financial support from the BOI, Rigmars executed a comprehensive expansion initiative, investing in cutting-edge equipment and infrastructure to enhance manufacturing capabilities significantly. The company also availed itself of tailored training seminars and business advisory services facilitated by the BOI, aimed at upskilling its workforce and refining operational strategies.



DMACHINE DIGITAL SOLUTIONS (Abia State)

DMACHINE DIGITAL SOLUTIONS, a burgeoning nylon production and marketing company located in Aba, Abia State, has been pioneering the local production of a unique type of fancy nylon, traditionally imported. Known in the industry as BOPP FILM/CPP FILM, this nylon variant is highly sought-after for its quality and versatility. BOPP, which stands for Biaxially-Oriented Polypropylene, is a plastic material widely utilized for its exceptional properties, including smoothness, transparency, and effective gum-sealing capabilities. These qualities make BOPP nylon bags ideal for packaging various products such as clothing, shoes, fabrics, books, frames, flowers, and electronic gadgets, among others. Recognizing the increasing demand for their products, the company sought support from the Bank Of Industry under the BOI FUND. This support enabled them to acquire an additional BOPP Nylon cutting and sealing machine, enhancing their production capacity.



ROSENT INVESTMENT LIMITED (Abia State)

Rosent Investment Limited is a subsidiary of Singe Obi Group of company and a leading indigenous aluminum roofing sheet producer in Nigeria. The company started as a distributor of cement with all manufacturers of cement nationwide and real estate business, developing estates and warehouses for over 20 years before expanding into the production of roofing sheets. The company produces Cameroun roofing sheets and various kinds of long-span roofing sheets. They are major suppliers in Abia State and the Eastern region of the country. In 2023, the company secured a loan facility to further expand its aluminum roofing sheet manufacturing and increase its market, thereby sustaining its growth in the building material sector. Through Bank of Industry's intervention, the company has increased its production capacity and its employees have increased from 42 to 72.


HANAWA TABLE WATER (Adamawa State)

Hanawa Table Water is a water production company incorporated in 2015 and located in Adamawa State. The company has been into the production of sachet water for several years.

Hanawa Table Water produces quality sachet water and supplies it within the State capital and environs. Its product has been widely accepted due to its quality. The company is among the top competing water factories in Adamawa State. Bank of Industry supported the company with both equipment and raw materials and this enhanced the company's capacity to compete favorably. The company also increased its staff strength to 8 after the Bank's support.


KEFO EMERGENCY HOME (Adamawa State)

Kefo Emergency Home is an indigenous company incorporated in 2019 that specializes in the provision of health care services to its customers.Kefo Emergency Home offers care and assistance to individuals, serving as a haven where individuals seek medical care. Bank of Industry supported the company with the provision of equipment and medications.

The company was able to increase its workforce from 12 to 20 individuals after the Bank's intervention.


KAZO INTERNATIONAL COMPANY LIMITED (Anambra State)

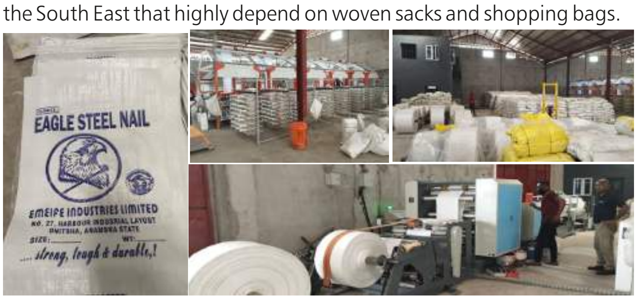
Kazo International Company Limited is a private limited company engaged in the manufacturing of tires and tubes for tricycles (keke-napep). It has been in business for over 15 years. The company is one of the few indigenous tire manufacturers in Nigeria with an installed capacity of 40,000 units of tubes and 20,000 units of tires per day, but unable to maximize the available capacity due to power challenges.

The Bank granted a loan facility to the company in the year 2023 to fund the procurement of two units of 1,000KVA CNG power generator to address the challenge of power.

EMEIFE INDUSTRIES LIMITED (Anambra State)

Emeife Industries Limited is a private limited liability company engaged in the production of wire nails. Their company operates from Onitsha, Anambra State, but their products are marketed and sold nationwide. They have grown their capacity from 600 tons per annum in 2007 to over 10,000 tons per annum as at 2020.

The Bank granted the company a loan facility in 2021 to fund the establishment of a woven sack outfit. Woven sack constitutes 100% of the packaging materials for the existing business. The project was commissioned in December 2023 as the first woven sack factory in South East Nigeria. The new project (now running), is expected to serve the existing (wire nail) business and other companies, especially within the South East that highly depend on woven sacks and shopping bags.



NORMENSON FASHION INSPIRATIONS (Bauchi State)

Normenson Fashion Inspirations is an enterprise incorporated in 2017. The Enterprise is a bespoke clothing service that offers customized and personalized clothing solutions to individuals seeking high-quality, custom-fit garments. With a focus on craftsmanship, attention to detail, and a passion for creating unique and elegant clothing, it aims to provide its customers with garments that are tailored to perfection.

The considerable demand for customized and personalized clothing solutions in its business environment prompted the enterprise to approach the Bank of Industry for a loan. Through the support of the Bank, the business was able to acquire new modern machines and equipment as well as raw materials for its tailoring and fashion design business. The support from the Bank also resulted in the business employing 5 additional staff.

SHAFFRIDAH FARMS LIMITED (Bauchi State)

Shaffridah Farms Limited is a wholly owned indigenous company registered to carry out the business of rice milling and agro-processing.

Through Bank of Industry's intervention, the company was able to procure paddy rice for its rice milling business to meet the ever-increasing customer demand. The company has gained traction in the market for its stone-free and polished rice. The company has a workforce of twenty-seven (27) (direct and indirect) personnel.

ORACLE FARM BUSINESS (Benue State)

Oracle Farms Limited is a Nigerian-owned integrated company, registered to engage in the businesses of Agri-Business and Processing, Milling, Sales and distribution among other businesses both within and outside Benue State.

The company is a respectable conglomerate of various companies which include, Oracle agro-allied company and farms, Oracle fish farm (aquaculture), Oracle feed mill, Oracle star shea butter company, Oracle rice mill, Oracle corn mill, and Oracle yam/cassava mills.

The company has a board of directors comprising of two males and a female, with a staff strength of 470 workers, 352 male, and 118 female workers respectively. The Company has over 500 distributors in Nigeria.

Through the support of BOI the company was able to acquire equipment for the expansion and modernization of its plastics section, the company has also been able to increase the production capacity of its feed mill in a bid to actualize it's backward integration strategy in Benue state.

DNA TRAECES EMPIRE LIMITED (Benue State)

DNA Traeces Empire Limited, established in 2014 with a registered capital of 2,000,000 Ordinary Shares, underwent a 9-year incubation period before being certified by the Corporate Affairs Commission (CAC) to operate as a limited liability company. This foundational phase was crucial in shaping the company's identity, establishing it as a prominent provider of high-quality printing and publishing services.

With a diverse clientele spanning both the Public and Private Sectors, including corporate entities and individual customers, DNA Traeces Empire Limited has solidified its reputation as a premier printing organization in North Central Nigeria. It ranks among the top 10 print companies in the region in terms of both output and equipment.

Having operated for over 16 years, DNA Traeces Empire Limited has built a strong presence and reputation for excellence not only in North Central Nigeria but also in other parts of the country. The company's commitment to quality print work and exceptional customer service has earned it widespread recognition and trust.

To further expand its printing business, the company approached the BOI a loan facility to acquire the Basysprint CTCP System, enhancing its production capabilities and enabling it to meet growing demand effectively.

A.A.U TALIO MERCHANTS AND CO LTD (Borno State)

A.A.U Talio Merchants and Co Ltd has diversified its offerings into the vegetable oil packaging business, delivering innovative and sustainable solutions tailored to meet customer needs. With a keen focus on functionality, sustainability, and branding, the company provides a range of packaging options designed to enhance the appeal and accessibility of its premium-quality vegetable oil products. Renowned for its commitment to excellence, A.A.U Talio Merchants and Co Ltd has garnered trust as a leading provider of vegetable oil, sourced from the finest raw materials, serving households, commercial kitchens, and food service establishments with top-tier products.

The strategic partnership between A.A.U Talio Merchants and Co Ltd and the Bank of Industry has been pivotal in propelling the growth and success of the company's vegetable oil business. Leveraging financial support and empowerment initiatives from the BOI, A.A.U Talio Merchants and Co Ltd has thrived in a competitive market landscape, delivering exceptional value and high-quality products to its diverse customer base. This collaboration underscores the company's dedication to meeting market demands while maintaining a steadfast commitment to customer satisfaction.



SATOMI INTEGRATED FARM LTD (Bauchi State)

Satomi Integrated Farm, established in July 2019 as a private Limited Liability Company, is a prominent player in the rice milling industry, wholly owned by Nigerians. With a wealth of experience exceeding a decade, the company operates within the Jere/MMC metropolis of the State, catering to the local market's needs.

Their rice products are carefully packaged in various sizes, including 50kg bags, 25kg bags, and standard 5kg plastic bags, ensuring convenience and accessibility for their customers.

Supported by the Bank of Industry, the company has undergone significant expansion. The Bank financed the procurement of equipment and provided working capital finance, resulting in an increase in the workforce from 106 to 178 employees. This intervention has also led to a substantial increase in production capacity, from 840 metric tons to 1,760 metric tons per month, solidifying Satomi Integrated Farm's position as a key player in the rice milling industry.



FAITHPLANT GLOBAL SERVICES LTD (Cross River State)

Faith Plant Global Services Ltd is a wholly Nigerian indigenous Company registered with the Corporate Affairs Commission (CAC) in February 2009. Its operational headquarters is located at Nsan Village, Akamkpa L.G.A, Cross River State. The company is engaged in Engineering and Construction Services such as the construction of roads, bridges, and buildings among other engineering services, as well as Granite (Quarry) and Asphalt production which serves as its core raw materials for its operations.

The financial support from BOI has resulted in a significant expansion of the company's granite and asphalt production business at quite a robust commercial scale. The installation of more equipment as well as the provision of working capital for operational consumables for the company will turn around the fortune of this company. This feat has tremendously impacted positively on the business landscape of its host community and its operational value chain.

The financial support from BOI also led to the creation of an additional 200 jobs, consisting of 100 direct jobs and 100 indirect jobs.



MLP MEDICAL LABORATORIES (Cross River State)

MLP Medical Laboratories is a registered Nigerian enterprise with key specialization in medical diagnostic testing and analysis of clinical specimens. The lab offers a range of clinical tests such as Phlebotomy, Full Blood Count, Lipid Profiles, Electrolyte Tests, Renal Function Tests, Liver Function Tests, Prostrate-Specific Antigen (PSA) Test, Hormonal Assays, Tumor Marker tests, among many others.

Prior to BOI's intervention, the enterprise could only carry out a few clinical diagnostic tests, with some of them manually done. However, the financial support from BOI has resulted in a significant expansion of the enterprise's medical diagnostic business, as it has now procured and installed some state-of-the-art diagnostic equipment that would concurrently run multiple tests and generate accurate results in line with industry standards and significantly reduce turnaround time. The expansion project has not only enhanced MLP's capabilities but also generated eleven (11) new direct job opportunities, contributing positively to local employment.



LILLY HOSPITALS LIMITED (Delta State)

Lily Hospitals Limited is a multi-specialty private hospital with several facilities across Delta and Edo States of Nigeria. Lily Hospitals group offers a complete range of multi-disciplinary and integrated medical care driven by appropriate technology, its headquarters is located in Warri, Delta State. Its working assets and equipment are tailored to meet primary, secondary and tertiary healthcare needs of private, individual, corporate retainer ship and HMOs patients/clients categories.

It is the first private hospital in Nigeria to achieve ISO 9001:2000 quality management system certification from Standard Organisation of Nigeria (SON). It was also awarded the Nigerian Healthcare Excellence Awards as the best private healthcare service provider. In addition, the Hospital group is ISO 9001:2015 and COHSASA certified. The company approached the Bank for financial assistance to fund the expansion of its facility at Ughelli, Delta State aimed at providing healthcare services to more patients/clients and ultimately corporations and businesses. It has received planning permission and necessary approvals from the Delta State Ministry of Land and Survey for its facility and site development. The project upon conclusion will create an additional 69 jobs comprising 66 direct and 3 indirect jobs.


PRESWIN NIGERIA LIMITED (Delta State)

Preswin Nigeria Limited is into the production of sachet, bottle and dispenser water located in Asaba, Delta State. It is a beneficiary of the BOI Fund and one of the leading brands within its locality.

The company in a quest to improve its services approached the Bank for a loan. It commenced operations as a sachet water-producing company before incorporating bottle and dispenser water. The Bank's intervention in the business has led to an expansion of its operations which has also increased staff strength thereby creating more employment opportunities.

MIGHTY ALUMINUM INTEGRATED COMPANY LTD. (Ebonyi State)

Mighty Aluminum Integrated Company Ltd is an indigenous multi-diverse business engaged in the manufacturing, fabrication, assembling and sale of aluminum, steel, metal and wood products as well as offering after-sales services.

The company has been operating profitably while battling with other companies in the industrial space to retain and increase its market share. In 2023, the business secured a loan facility to further expand its aluminum roofing sheet production and its accessories to effectively facilitate its quest to stock up on required raw materials to ensure steady production flow, compete favorably in the emerging Nigerian roofing sheets market, meet up with market demands and as well sustain a steady business growth while optimizing customer satisfaction.


ANAGU OIL AND GAS LIMITED. (Ebonyi State)

Anagu Oil And Gas Limited is an indigenous and diverse oil and gas company. The company is into the Liquefied Petroleum and Gas Business.

In 2023, the company approached the Bank to assist them in commencing their dream of being the best Liquefied Petroleum and Gas distributors in Ebonyi South Senatorial district of Ebonyi State Nigeria demonstrating their commitment to innovation and business growth. Through Bank of Industry, they acquired the necessary equipment needed for the business. The growth the business experienced following the Bank's intervention also resulted in an increase in staff strength from 15 to 40 staff.


ALMETECH RESOURCES AND LOGISTICS (Edo State)

Almetech Resources and Logistics is a business enterprise located in Benin City, Edo State and engaged in fabrication of heavy metals, pipe welding, agro-allied machines such as cassava processing machine, palm oil processing machine, frozen foods processing machine and many more. The business provides high quality machines/equipment, which is affordable for its teeming customers in Benin City and environs. The business leverages reasonably on technology in driving sales through e-marketing.

The enterprise also provides a veritable platform for regular training and mentorship to youths on fabrication and metal bending. In a bid to expand it's business operation, the business approached the Bank of Industry for a loan under the BOI-EDSG MSME Funding scheme for the procurement of a 400-ton Hydraulic press machine and metal pipes, bars and accessories. Through the intervention of Bank of Industry, the enterprise has experienced an increase in its profitability and clientele base.




FLORSON WORLD INDUSTRIES LTD (Edo State)

Florson World Industries Limited principal activity is PVC ceiling and pipe production. The company, a major beneficiary of the BOI Fund in Edo state, is also one of the top producers of PVC pipes in the state.

The company approached BOI for intervention for the purpose of capacity optimization and expansion to procure equipment and machinery for the production of PVC pipes. The business has been able to optimize and maximize its production capacity in the production of quality pipes within the state after the procurement and installation of the financed items of equipment. The company now has a competitive advantage and it has become a force to be reckoned with in the production of PVC pipes. The company has employed more people due to this expansion.



PRYMEGAS HUB NIG LTD (Ekiti State)

Prymegas Hub Nig. Ltd is a leading limited liability company specializing in Liquefied Petroleum Gas (LPG) distribution. Headed by a dynamic Chief Promoter with a background in economics and business administration, the Company serves retailers in Ado-Ekiti and Ikere-Ekiti. With funding from the Bank of Industry, they've expanded their operations, acquiring essential assets such as LPG storage tanks, filling dispensers, and a power generating set.

This expansion has not only increased their capacity but also created 8 direct and 4 indirect jobs, contributing to local economic growth. Committed to excellence, safety, and sustainability, Prymegas Hub Nig. Ltd is dedicated to revolutionizing the LPG industry, delivering superior service and value to its customers while driving positive change in our community.



LA GRANITA HOTEL AND RESORT LTD. (Ekiti State)

La Granita Hotel and Resort Ltd is a distinguished establishment nestled along Old Iyin Road, Ado-Ekiti, Ekiti State. Founded by a seasoned entrepreneur, it epitomizes excellence in hospitality services. Catering to a diverse clientele, La Granita offers a harmonious blend of luxurious accommodations and personalized experiences.

Recently, the company embarked on an ambitious expansion project, facilitated by a strategic partnership with the Bank of Industry. This endeavor saw the addition of four (4) presidential suites, twelve (12) executive suites, and sixteen (16) standard rooms to the hotel's offerings. Notably, this expansion initiative has catalyzed employment opportunities, directly employing ten (10) individuals and indirectly supporting five (5) more.



JUHEL NIGERIA LTD
(Enugu State)

Juhel Nigeria Ltd is a leading indigenous pharmaceutical company in Nigeria, renowned for pioneering both Oral and Parenteral pharmaceutical manufacturing in West Africa. Since its establishment in 1986, it has operated two state-of-the-art facilities with a combined production capacity exceeding 50 tons of tablets, 250 kiloliters of liquids, 12.5 tons of dry powder, and 18 million units of infusions per month. With over 2000 employees nationwide, Juhel Nigeria Ltd is committed to excellence in pharmaceutical production. Additionally, the company has diversified into Oil and Gas production, with multiple outlets across the nation, including Enugu, Anambra, and Imo State. In 2023, the business secured a loan facility from BOI to further expand its pharmaceutical manufacturing capabilities, demonstrating its commitment to innovation and growth in the healthcare sector.



CHLOE HYGIENE AND BABY PRODUCTS LIMITED
(Enugu State)

Chloe Hygiene and Baby Products is an indigenous and diverse manufacturing company. The company is in the business of general importation, stocking, distribution and manufacturing of bottled water, and varieties of hygienic baby products such as baby diapers.

In 2023, the business approached the Bank to assist it in commencing its dream of being the first producer of baby diapers in the South East Region of Nigeria. Through Bank of Industry's support, the business acquired the equipment for baby diapers and bottled water production. The increase in production capacity led to an increase in staff strength from 20 to 35 and counting.

The company is poised to be the leading brand of baby diapers and bottled water in the South-East.


HAMDAR POULTRY FARM ENTERPRISE
(Gombe State)

Hamdar Poultry Farm Enterprise is a business Enterprise registered in Gombe to provide quality and affordable poultry eggs. The company is one of the most preferred indigenous poultry farms in Gombe due to its product's affordability and availability.

The Company In 2023 approached BOI to access a facility under the North East Rehabilitation fund, the fund was disbursed in August 2023. The company has increased its staff from four (4) to eight (8) after the disbursement of the facility.



CHRIS OSSY VENTURES LIMITED
(Gombe State)

Chris Ossy Ventures is wholly owned by Nigerians, located at Nasarawo Opposite Groundnut Oil Cluster Gombe, Gombe State.

The Company is into paint production, the company's products include emulsion, satin, texcote and gloss paints. The Company produces high-quality paint at affordable prices. The Company has already established relationships with companies, agencies, schools and households within Gombe state.

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GEF

GRADUATE ENTREPRENEURSHIP FUND

A special fund to encourage young Nigerian graduates of tertiary institutions who are currently serving under the National Youth Service Corps (NYSC) programme to start up new businesses as well as expansion of existing ones.

Available to serving NYSC members that have successfully passed through the following stages:

- Selection and screening of eligible serving corps members
- Capacity building programme
- Submission of bankable business plans
- Business pitch competition
- Financing of viable businesses

Key Highlights

- Zero Interest
- Loan tenor: 3 to 5 years
- Moratorium period: 6 months from disbursement
- Obligor Limit: ₦3 million

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9STARS BISTRO ENTERPRISES
(Kaduna State)

9stars Bistro is a popular dining destination that has been in existence for the past eight years but incorporated in the last four (4) years. They are well known for delectable food, cozy ambiance and excellent customer service. The restaurant features dishes ranging from traditional to continental dishes. The enterprise also offers catering services at weddings, corporate events and private parties.

The Bank's intervention has provided the enterprise with the opportunity to expand/upgrade its restaurant which has led to an increase in the demand of its food business. The expansion is also accompanied by an increase in staff strength.

MIC-IGBEA INDUSTRIES LIMITED
(Kaduna State)

Mic-Igbea Industries Limited was incorporated in 2019 to carry out the business of food processing (Custard and Sugar). The business is located at Kudenda Industrial Layout, Kaduna.

As a start-up, the company approached the Bank of Industry for the acquisition of equipment for the processing of granulated sugar and custard respectively. The company produces high-quality sugar cubes and custard. It operates in a friendly atmosphere and maintains the utmost degree of cleanliness. It is interesting to note that as of today, the demand for the company's products is on the increase occasioned by credible off-takers within and outside Kaduna State. BOI's intervention has created job opportunities for youths in the State (23 direct and 19 indirect jobs respectively).

The company has an installed capacity of 8,400 tonnes of sugar cubes and 7,000 tonnes of custard per annum respectively.

ILERA MILLS LIMITED
(Kano State)

Ilera Mills Limited is an agro company which is situated in Kano with a far-reaching global business network poised to produce the best quality soya beans products to cater to the increasingly diverse needs of the various aspects of oil refineries, flour mills, food/beverages manufacturers, Cosmetics and personal care products industries that consume 85% of Soya bean oil and meal.

The facility from BOI has provided the company with the necessary capital to expand its operation, invest in new equipment and increase its production capacity. The loan from BOI has also enabled the company to invest in marketing and promotional activities to penetrate new markets, attract more customers, and increase sales volumes.

ALBIR WASTE MANAGEMENT SERVICES COMPANY LIMITED - (Kano State)

Albir Waste Management Services Company Limited was incorporated in February 2020 and commenced commercial operations in July 2020 at its factory site located at Sharada Small Scale industrial Layout, Kano. The Company's principal activity involves cleaning and crushing of waste plastics and PET bottles and sale to recycling companies.

The company approached Bank of Industry for a facility to enable it achieve forward integration of its company operation by purchasing a recycling machine.

The support from BOI has help the business to reposition its operation, improve and diversify its sources of income and create additional jobs.

Delta State Government

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...transforming Nigeria's industrial sector

BOI / Delta State Government

HEALTHCARE FUND

A fund for **Public Healthcare Centres (PHCs)**, and **Private SME Healthcare Providers** currently operating a chain of clinics / hospitals in Delta State.

Features
- Single obligor limit of ₦40 Million
- Interest rate: 9% p.a
- Tenor: 3 - 5 years (inclusive of up to 12 months moratorium)
- Moratorium: up to 12 months

* **Beneficiaries of the fund are nominated and prequalified by The Delta State Contributory Health Commission.**

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GAFAI FERTILIZER AND GENERAL ENTERPRISES (Katsina State)

Gafai Fertilizer and General Enterprises Katsina is a company situated at No. 81 Abba Musa Rimi Way, New Ring Road Katsina, Katsina State. The company has been in business for the past 7 years before it was duly registered with the Corporate Affairs Commission in February 2023 to engage in local fertilizer blending business. The product is packaged in 25kg bags for sale to fertilizer companies. The company approached the Bank for a facility to procure additional machinery to double its current capacity which in turn will increase its market share.



GEMU AUTO SPRAY AND PAINTING SERVICES (Katsina State)

Gemu Auto Spray and Painting Services is an Auto spray and painting Service Company located in Katsina, Katsina State. The business is a beneficiary of the NEDEP scheme and provides services of different classes of auto spray and painting. Since the intervention of the Bank of Industry the business was able to acquire more working capital, as a result, the company is now signing more contracts with the Katsina State government, The Nigerian Army, the Nigerian Police Force, and other corporate bodies. This expansion is accompanied by an increase in staff strength as more workforce became necessary to match the improved capacity of the company.




EVN MULTI RESOURCES (Kebbi State)

EVN Multi Resources is a reputable company in the branding, printing, and sales of polythene products industry. The company's quality products have played a crucial role in steering the business towards growth and success. The support from the Bank of Industry has been instrumental in facilitating the company's expansion, enabling the business to not only increase sales but also expand its customer base.




TASCON PLASTIC INDUSTRIES LIMITED (TPIL) (Kwara State)

Tascon Plastic Industries Limited (TPIL) emerged in 2001 under the umbrella of Tascon Investment Limited (TIL), marking a strategic extension of its parent company's operations. Initially focusing on trading, sales, and distribution of building materials, TIL swiftly evolved to include manufacturing PVC pipes and ceiling strips of diverse specifications. Facilitated by funding from the Bank of Industry, this shift towards backward integration propelled TIL's growth trajectory significantly.

BOI's financial support not only fostered the expansion of TIL's manufacturing capabilities but also facilitated its diversification into dolomite mining, a venture that has yielded notable success. TIL's relationship with BOI has been fruitful, with the company effectively managing and repaying two loan facilities. This financial prudence underscores TIL's commitment to sustainable growth and responsible corporate stewardship.

Presently, TPIL stands as a key player in the production of PVC pipes and ceiling strips, contributing to the construction and infrastructure sectors. With a dedicated workforce exceeding 50 employees, TPIL continues to expand its operations, providing employment opportunities and driving economic development in its community. As part of the Tascon Group, TPIL remains steadfast in its pursuit of excellence, leveraging its expertise and resources to deliver high-quality products and services to its clientele.

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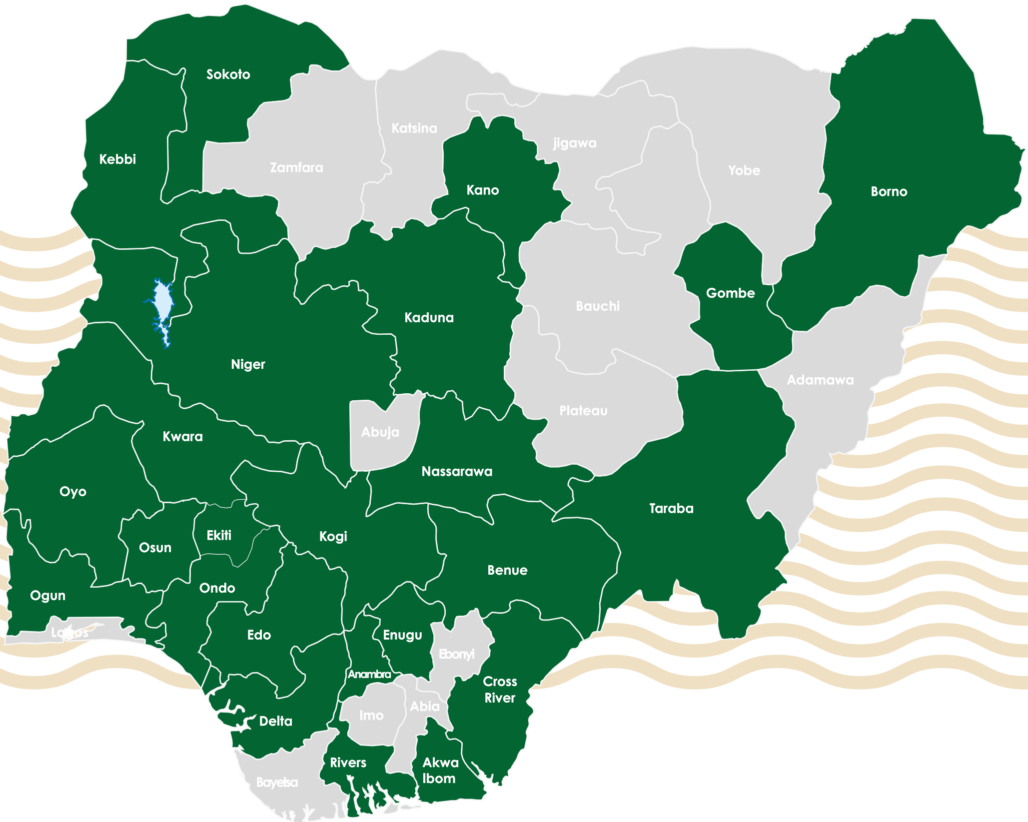
STATE MATCHING/MANAGED FUND



Available to co-operatives, enterprises and limited liability companies that engage in manufacturing and agro-processing in the following states:

- Akwa Ibom
- Anambra
- Benue
- Borno
- Cross River
- Delta
- Edo
- Ekiti
- Enugu
- Gombe
- Kaduna
- Kano
- Kebbi
- Kogi
- Kwara
- Nasarawa
- Niger
- Ogun
- Ondo
- Osun
- Oyo
- Rivers
- Sokoto
- Taraba

Features

- **Single obligor limit**: ₦50 Million
- **Interest rate**: 5-10% p.a (dependent on state funding cost)
- **Tenor**: up to 5 years
- **Moratorium**: up to 12 months

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ADMUMSHO NIG. LTD
(Kwara State)

Admumsho Nig. Ltd is a leading Fish farm and custom feed store with a focus on agricultural products, particularly livestock feeds, and live fish. Employing over ten (10) dedicated staff members, Admumsho Nig. Ltd has solidified its position as a trusted provider of high-quality feed products and live fish. With a dedicated mill, the company ensures freshness and reliability in every batch of custom-made feed it produces.

In 2022, the company expanded its operations to include vegetable oil production, leveraging its established infrastructure and market presence. With the support of BOI, Admumsho Nig. Ltd secured substantial funding for this expansion, demonstrating its commitment to growth and innovation.

Admumsho Nig. Ltd.'s success lies in its unwavering dedication to meeting customer needs through superior products, competitive pricing, and knowledgeable service.

EAT N GO LIMITED
(Lagos State)

Eat 'N' Go Limited (ENG) was incorporated in 2011 and commenced operations in 2012. The company is a leading player in the Quick Service Restaurant ("QSR") sector involved in the provision of fast food, snacks, drinks and dairy products. The Company is the master franchisee for Domino's Pizza, Cold Stone Creamery, Pinkberry Gourmet Yoghurt, and Suya Brothers throughout the Federal Republic of Nigeria. Presently, the company's product offerings include pizzas, chicken, breads, fries, sides, ice creams, milkshakes, ice cream cakes, cupcakes, frozen yoghurt, and suya pastry doughs, among others.

With its partnership with the Bank, the business has grown from one store ten years ago to 172 stores across 20 states of the federation. ENG boasts nine processing facilities in different regions of the country with the capacity to service 50 more stores. As part of its long-term strategy, the business has assessed that the market can take an additional 200 stores in already identified locations. The company is currently working with the Bank of Industry to actualize this plan.

The company has a record of accomplishment of growth and has demonstrated the viability and resilience of its business model over the years.

ALLIED FOODS CONFECTIONERY SERVICES LIMITED
(BURGER KING FRANCHISE) - (Lagos State)

Allied Food started business operations in Nigeria in November 2021 and are the licensed franchisee of the global fast-food chain – Burger King. The company commenced a relationship with BOI in 2022 and has partnered with the Bank for the expansion of its outlets in Lagos and Abuja. Currently the company has opened three (3) stores in Abuja which were possible due to the Bank's support in financing the equipment and furnishing required. Currently, the company has been able to open 14 locations, 10 in Lagos, 1 in Ibadan, and 3 in Abuja. They are committed to providing fresh, safe, and affordable food served in a clean environment by friendly and dedicated people driven through modern and sustainable practices while caring for the community.

HAUWA'U INGANCI LIMITED
(Niger State)

Hauwa'u Inganci Limited was registered in March 2005 to engage in the production of interlocks, blocks, fencing poles and roadable stones etc.

The company manufactures concrete blocks of different sizes of 6, and 9 inches. The Interlocks which include both machine and manual; the capestone (road & land scanning); rings of different sizes; fencing poles; precast linters (6 & 9 inhes); drainage slabs and balisters. They produce quality efficient products for the construction of affordable housing using local and sustainable design materials and techniques.

In 2023, a loan was disbursed to the company for the procurement of trucks and equipment. The company has since seen a 40% increase in production.

KIARA RICE MILLS LIMITED (Niger State)

Kiara Rice Mills Limited was registered in October 2020 to engage in the business of production and processing of rice in all its ramifications, with a capacity of 120,000MT per annum. The company has three (3) brands, namely: Pretty Lady, Borgu, and Proudly Nigerian, under which the three different qualities of rice are embedded as Premium, Supreme, and Deluxe, respectively, all in 50 kg. From the rice paddy, the company produced 60–70% of processed rice, 20% of rejected rice, and 10% of waste in the whole processing cycle.

In 2023, a loan was disbursed by the Bank of Industry to the company for the procurement of raw materials (paddy rice) to boost its production.



ARMADA INTERNATIONAL LTD. (Ondo State)

Armada International Ltd, established in Nigeria on November 5, 1999, initially focused on wood processing, supplying pallets to esteemed clients including Nigerian Bottling Company, Pepsi Cola Nig. Ltd, and Nestle. Before the Bank of Industry's intervention, the company faced challenges typical of the industry, including environmental concerns regarding waste disposal. However, with the support of BOI, Armada International expanded into biomass briquette production, targeting both domestic and industrial markets.

This diversification not only positioned the company as a key player in the South West of Nigeria but also paved the way for international exports, facilitated by partnerships with entities such as the Nigerian Export Promotion Council. Additionally, plans to harness biomass-generated power for internal operations underscore Armada International's commitment to sustainable practices and energy efficiency. The company currently has a workforce of approximately 140 employees.




PHOENIX STEEL MILLS LIMITED (Ogun State)

Phoenix Steel Mills Limited was incorporated by the Corporate Affairs Commission (CAC) on October 6, 2004, as a private limited liability company with the main objective to manufacture, buy, sell, store, or otherwise deal in metal materials and metal industry-related products. The company's main products are steel billets and steel rods both selling in the Nigerian local market. The company needed alignment/re-engineering of the existing plant to enhance production capacity and replace a better and higher technology pollution plant which will control pollution much better in its environment. With the loan disbursed from the Bank of Industry, the company was able to re-engineer its existing steel production as well as replace existing technology in its pollution plant with higher technology thereby reducing its pollution effects on the environment.



ADVANCE CONCRETE TECHNOLOGIES LIMITED I (Ogun State)

Advance Concrete Technologies Limited was incorporated on March 8, 2013, by the Corporate Affairs Commission (CAC) to engage in sales, supply, and installations of construction chemicals and waterproofing admixtures. The company's products include concrete admixtures, waterproofing admixtures, sealants and adhesives, all certified by the National Agency For Foods and Drugs Administration Control (NAFDAC). The company being one of the main players in the construction chemical industry, needed to expand its capacity to maximize its market share and meet demands. With the loan disbursed from the Bank of Industry, the company was able to acquire machinery as well as raw materials to maximize its construction chemical production capacity.



MAKAIZA FARMS LIMITED
(Osun State)

Makaiza Farm Limited, established in April 2019, operates in the Agro-Allied sector, focusing on palm oil production in Osun State, Nigeria. Before the Bank of Industry's intervention, the company faced challenges in scaling its operations despite owning substantial oil palm plantations and processing facilities. However, with the support of a BOI loan, Makaiza Farm expanded its infrastructure, acquiring a 100-ton crude palm oil refinery, and enhancing its processing capacity.

This investment facilitated the efficient extraction of palm oil and palm kernel products, boosting production volumes and quality. Additionally, the loan enabled the company to streamline its distribution network across the South West region, improving market reach and competitiveness. Makaiza Farm's workforce grew to over 305 employees, underscoring its positive impact on local employment. Through transparent and sustainable practices, the company continues to thrive in the agribusiness landscape.

SAM-ACE LIMITED, OSUN STATE
(Osun State)

Sam-Ace Limited, established in 1991 in Kano, Nigeria, began as a community pharmacy before expanding into pharmaceutical manufacturing in 2003. Recognized for quality, it obtained NAFDAC approval in 2005 to manufacture ORS® and shifted focus accordingly. Relocating to Osun in 2010, it's currently finalizing the construction of a WHO GMP-compliant factory to diversify its product range. Sam-Ace specializes in branded generic pharmaceuticals, including oral rehydration salts and about seven ranges of antibiotics. Its distribution network covers Osun, Kwara, Oyo, Ekiti, Abuja, and Kano. Led by CEO Sam Olawoye, the company aims to expand its geographic footprint and enhance healthcare accessibility. The company has been a valued client of the Bank, leveraging our services to enhance and expand its pharmaceutical factory

FARMFIX INVESTMENT LIMITED
(Oyo State)

Farmfix Investment Limited stands as a trailblazer in the agricultural landscape, redefining the rice industry through its seamless management and optimization of the entire rice value chain. From cultivation to processing, Farmfix maintains an unwavering dedication to quality, efficiency, and sustainability, ensuring each stage of rice production meets rigorous standards.

Seeking to enhance its operations, Farmfix engaged with the Bank of Industry to secure a facility for procuring rice paddy from farmers nationwide. This strategic move solidifies Farmfix's commitment to empowering local farmers while bolstering its supply chain.

Central to Farmfix's success is its state-of-the-art processing facilities, where advanced techniques are employed to preserve the rice's nutritional integrity, texture, and flavor. From milling to packaging, adherence to stringent quality protocols guarantees consumers receive premium rice products of unparalleled excellence.

ROYAL CAFETERIA EXCLUSIVE DELICACIES
(Oyo State)

Royal Cafeteria Exclusive Delicacies epitomizes a culinary haven where excellence harmonizes with sustainability in every culinary creation. As a trailblazing restaurant, Royal cafeteria redefines the dining experience with a commitment to unparalleled quality and environmental consciousness. Upon partnering with the Bank of Industry to secure a credit facility for acquiring kitchen equipment, the establishment underscores its dedication to culinary innovation and operational efficiency.

Royal Cafeteria Exclusive Delicacies, dining transcends mere consumption; it is an immersive experience where culinary excellence and sustainability converge to delight the senses and nourish the soul.

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BOTTOM OF PYRAMID

Our Bottom of the Pyramid (BOP) scheme provides loans to support business expansion for micro-entreprenuers including local transportation, miners, soap and cream producers, block moulders, adire/tie and dye makers, salons, welders, and more.

We work with your local Microfinance Banks (MFBs) to deliver these loans to you and ensure financial inclusion for all Nigerians. This way, we fulfill the mandate to facilitate poverty reduction through job and wealth creation, and economic growth.

Get your loan support.

Features

- Interest Rate:
  - BOI to Microfinance Bank: 1% per month
- Tenor: BOI to MFB - 3 years
- Moratorium: 3 - 6 months from date of loan disbursement
- Average loan size of ₦250,000 per ultimate obligator

EMMAJO TROPICAL FOODS & VEGGIES (Plateau State)

The Enterprise is into rice flour processing and packaging and also making supply/distribution to major shops and supermarkets in FCT, Kano, Jos, Kaduna, and Lagos State respectively. The enterprise's product is unique and NAFDAC-approved with export potential.

The Bank's intervention has facilitated the reduction of the Enterprise's running cost as the latest equipment purchased replaced the obsolete machines hitherto used by the Enterprise. The expansion has helped the Enterprise increase its staff strength from 6 to 10 and doubled its revenue due to increased patronage.

GLOBAL TEX PAINTS LTD (Plateau State)

Global Tex Paint Ltd is an indigenous paints manufacturing company incorporated in 2020 with its primary business operations based in Jos, Plateau State.

The company's vision is to be the foremost leader in the Nigerian paint industry by meeting the need of the major population as regards protective and decorative finishing assets. The company is dedicated to producing quality paints that match that of its competitors and aims to surpass them in order to meet international standards.

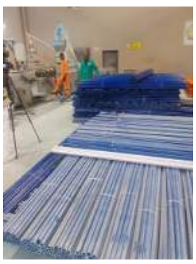
BOI's intervention in the business has given rise to the engagement of an additional 15 staff.

GREENHILLS INTEGRATED SERVICES LIMITED (Rivers State)

Greenhills Integrated Services Limited is an indigenous manufacturing company registered in Nigeria. The company started operations in 2018 and specializes in the production of PVC pipes of various sizes.

Currently, the company has a manufacturing line producing PVC pipes with size range of 20 to 50mm; this manufacturing line was powered by a 250KVA gas generator. Due to increased demand for PVC pipes with bigger sizes, the company acquired another manufacturing line to produce PVC pipes with sizes up to 90mm.

The Bank financed the acquisition of a 625 kva generator for the company. This intervention has resulted in the maximization of the capacity of its plant and machinery and an increase in the company's staff strength from 20 to 35.



MORNING STAR HOSPITALS INTERNATIONAL LIMITED (Rivers State)

Morning Star Hospital International Limited is an ISO 9001:2015 company certified to provide health care services including surgical, urological, medical, gynecological, and obstetrical facilities to patients. It is a legally constituted, financially viable and well-governed medical institution. Its vision is to be a one-stop center for qualitative and integrated healthcare solutions.

The Bank approved a facility for the procurement of Digital X-ray and endoscopy machines as well as accessories to boost its operations. The Hospital is now better positioned to meet the teeming demand stemming from this intervention which has also resulted in an increase in staff strength from 115 to 145 staff.

MG METAL CONSTRUCTION WORKS NG COMPANY LTD (Sokoto State)

MG Metal Construction Works NG Company Ltd is a limited liability company incorporated with Corporate Affairs Commission in 2013 to engage in metal construction, which includes metal fabrication, steel welding, security fence wire, metal doors, and windows construction, iron burglar-proof, and iron gates, etc.

The company approached BOI for a loan to expand its production capacity. Prior to BOI's intervention, the company had a production capacity of 2500 metal sheets per annum. Also the company's turnover witnessed a decline before BOI's intervention and operated below its installed capacity because it lacks the required working capital. After BOI's intervention, the company's production capacity increased to 3200 metal sheets per annum, and the company's turnover witnessed a significant increase of 29% per annum. Staff strength also increased from 100 to 150 staff.

ALIGARH AGRIC SOLUTIONS NIG LTD (Sokoto State)

Aligarh Agric Solutions Nig Ltd was incorporated as a limited liability company by the Corporate Affairs Commission in the year 2021. The company is located in Badon Barade Area, Sokoto State. The company specializes in processing and packaging paddy rice into polished rice (50kg), broken rice (50kg), and rice bran (50kg).

BLUE NILE SUITES LIMITED (Taraba State)

BLUE NILE SUITES LIMITED is a hospitality business incorporated on 3rd March 2021. It is located in a serene environment, which is a befitting atmosphere for relaxation and resting. It provides a luxurious and affordable environment for not only national but also international guests as well as those who are in search of a place to lodge for meetings and official engagements.

With the facility from BOI, the hotel was able to increase its number of employees from 10 to 23 and increase its patronage and income due to state of art equipment financed by BOI.

GP PRUDENCE NIGERIA LIMITED (Taraba State)

GP Prudence Nigeria Limited is home to precious and quality furniture. The company is a thriving and dynamic manufacturing firm located at mile six-bye pass Jalingo. The company specializes in the manufacturing of household, outdoor and office furniture. The company also engages in repairs and maintenance of used furniture products.

With the facility from BOI, the company was able to open a new branch and increase its number of employees from 15 to 35.The company was also able to improve the quality of its products because of the modern equipment financed by BOI.

BANK OF INDUSTRY
...transforming Nigeria's industrial sector

ON-LENDING TO SMEs
THROUGH COMMERCIAL BANKS

A fund for the financing of eligible* MSMEs within the Participating Commercial Bank's Portfolio.

The facility is availed to end users as either a Term Loan or Working Capital:

Term Loan

Interest Rate: all in rate of 15% per annum
- BOI On-lending: 9% per annum
- Commercial Bank: Max spread of 6% per annum

Moratorium:
- 6 months

Tenor:
- Up to 5 years but not exceeding the tenor of the Participating Bank's facility (moratorium inclusive)

Working Capital

Interest Rate: all in rate of 15% per annum
- BOI On-lending: 10% per annum
- Commercial Bank: Max spread of 5% per annum

Moratorium:
- 3 months

Tenor:
- Maximum of 24 Months (moratorium inclusive)

Collateral
- Treasury Bills/ FGN Bonds

Up to ₦250m per obligor

Target Market

*Commercial banks can on-lend to MSMEs who:
- have projects with value addition to our local raw materials
- are Manufacturing companies
- trade in locally produced goods
- want to procure plants and machinery
- want to procure raw materials
- require Solar Energy financing
- are in Service Industries relevant to the manufacturing sector
- are in any of BOI's SME Clusters**

** Bank of Industry SME Clusters:
Arts & Craft, Engineering, Fashion & Beauty, Food and Agro Commodity Processing, Healthcare, ICT, Leisure& Hospitality, Light Manufacturing, Livestock & Livestock Processing, Metal Fabrication, Mining & Beneficiation, Movie Production, Solar (off grid), and Waste Management.

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BANK OF INDUSTRY
...transforming Nigeria's industrial sector

Large Enterprises
Directorate

We catalyse domestic production and create jobs on a transformational scale, enhance local industry competitiveness, and positively impact the overall economic development of the country.

The Large Enterprises Directorate provides low cost, long-term funding and financial advisory to large businesses operating in the critical sectors of the Nigerian Economy. The Directorate operates in line with the Federal Government's Economic Recovery and Growth Plan and focuses on key sectors of the economy such as the Agro Processing (non-food processing), Food and Beverages, Health and Pharmaceuticals, Mining and Metals, Chemicals and Industrial Minerals, Renewable Energy, Oil and Gas, Creative and Digital, Hospitality and Tourism, Engineering and Technology, Gender Business (Women entrepreneurs) and Infrastructure.

The Directorate also manages special intervention funds provided by critical stakeholders such as the Central Bank of Nigeria (CBN) special intervention funds to revitalize the Power, Aviation, Manufacturing, Cotton, Textile and Garment sectors of the economy, the Nigerian Content Intervention Fund (NCI Fund) specifically designed to build efficiency in local supply chain in the oil and gas industry and the Nigerian Artisanal & Small Scale Miners Support Fund (ASM) aimed at supporting the mining sector for greater economic growth.

The Directorate comprised of 12 strategic business groups and focuses more on developmental impact such as job creation, backward/forward integration and foreign exchange conservation (local sourcing of raw materials).

AGRO PROCESSING GROUP

Agro Processing Group (APG) is a Business Unit under the Large Enterprises Directorate with key focus on providing financial and business support services within the non – food (Agro-based) sector of the economy, such as Cotton, Textile and Garment (CTG), Wood, Leather, Rubber and Paper Products to mention a few. The group also supports Agro-based businesses to build local capacity and competencies by driving key interventions within the sector.

Over the years Bank of Industry placed emphasis on the growth of Agro processing and related agric. businesses because the sector does not only inspire the virtuous cycle of increased agricultural productivity and industrialization, along the value chain but also provides the creation of high domestic employment, poverty reduction, linkages and a major frontier of economic transformation in Nigeria.

The Bank through the Group supports the Federal Government in the implementation of the Nigerian Industrial Revolution Plan with strategic partnerships with several agencies such as the Central Bank of Nigeria, African Development Bank especially on the establishment of Special Agro Processing Zones amongst several strategic objectives.

As at December 31, 2023, BOI loan facilities to agro-processing large corporates stood at 140.23 billion inclusive of the Cotton, Textile & Garment (CTG) sector.
The Group intends to sustain its strategic initiative and expand its customer outreach to support businesses in the leather sub-sector and the packaging industry expected to grow at a CAGR of approximately 5% between 2023 and 2026.

The Bank has supported over 100 projects with cumulative direct employment generation of over 10,000 and indirect employment of close to 100,000.

For the 2023 financial year, the Group will be showcasing "Print Box Nigeria Limited" – (a division of Vista Group of Companies, with more than 30 years experience) was incorporated in 2021, to provide printing & packaging solutions to clients and customers operating across various industry segments including Fast Moving Consumer Goods (FMCG), Food & Beverages, Pharmaceutical, Electronic,Retail Apparels and other white goods company. The company is one of the largest producers of high-quality folding carton materials.

The bank disbursed a loan to the customer in February 2023 to finance the purchase of items of plant and machinery for printing small packages at its factory located in Surulere, Lagos. The company commenced operations in January 2023.

Print Box packaging department/production line also employs only women, as part of its gender inclusion policy.

AGRO PROCESSING


PRINT BOX NIGERIA LTD
PAPER & PACKAGING


PRINT BOX NIGERIA LTD
PAPER & PACKAGING


PRINT BOX NIGERIA LTD
PAPER & PACKAGING


PRINT BOX NIGERIA LTD
PAPER & PACKAGING


PRINT BOX NIGERIA LTD
PAPER & PACKAGING


PRINT BOX NIGERIA LTD
PAPER & PACKAGING

Other notable businesses financed by the Bank through the agro-processing group include the following:-

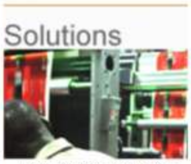
BEL IMPEX LIMITED
PAPER SUBSECTOR


ORBIT WOOD & ALLIED INDUSTRIES LTD
WOOD SUBSECTOR


GATIMO LIMITED (RUFF'N'TUMBLE)
CTG SUBSECTOR


SUNFLAG GROUP
CTG SUBSECTOR


DAHUA PAPER COMPANY LTD
PAPER SUBSECTOR



MASTERSTROKE PACKAGING
PACKAGING


STUDIO PRESS LTD
PAPER & PACKAGING


STUDIO PRESS LTD
PAPER SUBSECTOR

CHEMICALS & INDUSTRIAL MINERALS GROUP

The Chemicals & Industrial Minerals Group is one of the Groups in the Large Enterprises Directorate that is saddled with the responsibility of providing low-cost and long-term funding to support the Chemicals & Industrial Minerals sector of the economy.

The Chemicals & Industrial Minerals sector of the economy plays vital role in stimulating economic/industrial growth, infrastructure development and job creation.

The Group's intervention cut across the following sub-sectors of the Chemicals & Industrial Minerals sector:

Agrochemicals and Fertilizer Production: To enhance domestic production thereby reducing import dependence. Investments in agrochemicals and fertilizer production will increase agricultural productivity and food security.

Petrochemicals: Investments in petrochemical projects (polymer) reduces import dependence of packaging products, and plastic household products. The sector is also known to be a large employer of labor.

The petrochemical industry in Nigeria is centered around the production of polymers, plastics, and other chemical products derived from petroleum.

Industrial Minerals: Nigeria is endowed with various industrial minerals (non-metallic) used in various industrial applications. These industrial minerals include limestone (used in cement and construction materials), gypsum (used in plasterboard and cement), kaolin (used in ceramics and paper), clay (used in ceramics and construction), silica (used in glass and electronics), and talc (used in plastics, cosmetics, and ceramics).

In 2023, the Group disbursed over N38 billion to 9 companies that operate in the Chemicals & Industrial Minerals sector of the economy.

As at December 31, 2023, the Bank facilities (Loan) to the Chemicals & Industrial Minerals sector stood at N76 billion.

PENTAGON PLASTICS LIMITED

Pentagon Plastic Industries Limited (PPIL) is a leading manufacturer of high-quality, cost-effective plastic housewares, garden furniture, and rigid packaging solutions in Nigeria.

The company operates out of two (2) manufacturing sites i.e. Lagos and Ogun States. The Lagos facility produces household wares and plastic furniture while the Ogun facility produces preforms and closures (caps).

The company has an installed capacity of 16,000 tonnes per annum and produces over 200 varieties of plastic products amongst which are various sizes of drums for storage, household wares, rigid packaging such as paint buckets and custard containers, plastic furniture and preforms and container closures (caps).

Bank of Industry supported the company in its expansion drive to meet the growing need for rigid plastic wares and packaging which has resulted in enhanced production capacity and cost savings. As a result of BOI's Intervention, the project has created over 150 jobs with 90 percent capacity utilization.

SACVIN NIGERIA LIMITED

Sacvin Nigeria Limited was incorporated as a Limited Liability Company on September 17, 1981 as manufacturer of household and industrial plastics. Sacvin produces rigid plastic packaging products including food packaging containers, jerry cans, jars, bottles, caps and closures, and pail containers. In addition, the Company produces a wide range of PVC pipes, pressure pipes, waste pipes, borehole casing pipes to conduit pipes, different sizes of tanks (ranging from 500 litres to 10,000 litres).

The company is well experienced in plastic manufacturing and has recorded an impressive growth in the plastic industry in Nigeria. Over the years, it has diversified into basically all kinds of plastic products including household and industrial plastic. It has a well-established distribution network that cuts across the country.

The company accessed a long term loan facility from BOI for the expansion of its operations in 2022. As a result of BOI intervention, the project shall create one hundred and twenty (120) jobs in addition to the existing three thousand, five hundred (3,500) jobs.

CREATIVE & DIGITAL INDUSTRY GROUP

In a strategic move aimed at enhancing developmental effectiveness, the Bank's Management recently reorganized the Creative Industry Group into two distinct groups: the Creative & Digital Industry Group, and the Hospitality & Tourism Industry Group.

The Creative & Digital Industry Group now focuses on four key areas: Entertainment Infrastructure, Media Communications, Arts & Crafts, and Digital & Creative Technology. This strategic realignment enables the Bank to implement more targeted and measurable interventions within the Creative & Digital sectors.

Originally established in 2011, the Creative Industry Group (as it was formerly known) was created to facilitate the Bank's intervention in the sector by financing projects that are not only viable and consistent with the institution's development mandate but also align with the National Economic Priorities of the Federal Government.

As of 31st December 2022, the Creative Industry Group had grown its risk assets to N88 billion with a cumulative disbursement of over N100 billion, spanning across various sectors of the creative economy. This growth has positioned the Bank as the most impactful Development Finance Institution (DFI) in Nigeria's creative and cultural sectors.

The Bank's success in financing the creative economy has earned it several accolades, particularly for maintaining a low Non-Performing Loan (NPL) ratio. Its interventions in this sector have also significantly contributed to employment generation across the value chain of sectors financed, creating job opportunities for thousands of Nigerians.

Furthermore, the Bank has forged partnerships with various local and international financial institutions and development agencies, including the International Finance Corporation (IFC), Agence Française de Développement (AFD), and the African Development Bank (AfDB). These partnerships, coupled with the Bank's innovative initiatives in the creative industry, have garnered international recognition and commendation at various fora.

NTA STAR TV NETWORK LIMITED

NTA-STAR TV Network Limited, a joint venture between the Nigerian Television Authority (NTA) and Star Communication Network Co. Limited, China, was incorporated under the Companies and Allied Matters Act CAP C20 LFN 2004 in July 2009 as a Limited Liability Company. The company officially launched its services on July 29, 2010.

The primary activity of the Joint Venture is to provide basic digital television services through DTT (digital terrestrial television), DTH (direct to home), and OTT (over the top) platforms, various digital TV terminal products, digital signal transmission services for national and commercial broadcasting, and television institutions. This technology involves the transmission of signals via sub-stations strategically located in major cities across Nigeria.

NTA-Star TV Network Limited is a leader in the Nigerian market in providing Pay TV services using Digital Terrestrial Television (DTT) technology, targeting lower-income earners. As of the end of the second quarter of 2022, the company had a total of 3,687,232 subscribers, with 3,558,933 for DTT, 60,251 for DTH, and 68,048 for DTV. The company also maintains 7,206 active agents (agents with sales records in the year) and employs 1,063 individuals nationwide.

After more than 12 years of effort and continuous innovation, NTA-STAR TV Network Limited has become a major player in the Nigerian industry, ranking second in both pay TV and program transmission businesses. The brand StarTimes has become a household name in Nigeria.

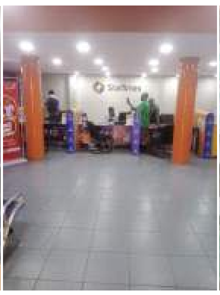
Digital Terrestrial Television (DTT) is the company's key selling point, substantially increasing its subscriber base with the introduction of Digital Switch-over (DSO) implemented in phases since June 2016, following the guidelines of the International Telecommunications Union (ITU), of which Nigeria is a member.

The company entered into an MOU with Gospell Digital for the procurement of Set-top boxes (STBs) as part of its Import substitution strategy, promoting local content.

The company has also started Direct-To-Home (DTH) transmission, requiring only signal transmission via satellite to subscribers, and plans to expand into other services including Wireless Internet Services.

The company is deliberately integrating additional revenue streams from value-added services such as advertisement and transmission fees, which are planned to become major revenue streams for the organization in the immediate short and long term.

StarTimes is expected to play a significant role in the ongoing National Broadcasting Commission (NBC) nationwide Digital Switch Over (DSO) program, as the government has decided to allow the private sector to drive the program.



NOMBA FINANCIAL SERVICES LIMITED

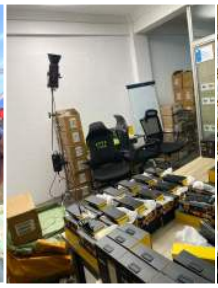
Nomba Financial Services Limited, formerly known as Cosmic Intelligent Labs Limited (Kudi), has emerged as a key player in Nigeria's financial services sector since its establishment in 2016. Operating since January 2017, the company has obtained licenses from the Central Bank of Nigeria, establishing itself as a leading super-agent specializing in Payment Terminal Service Provider (PTSP) and Payment Solutions Service Provider (PSSP) activities.

Dedicated to advancing financial inclusion, Nomba Financial Services Limited offers a wide range of services across Nigeria's 36 states. These services include bill payments, fund transfers, airtime and television subscription purchases, electricity bill payments, and cash withdrawals. Leveraging digital channels such as messaging, mobile apps, web, USSD, and a robust physical agent network, the company addresses the financial needs of a diverse customer base.

A significant milestone in the company's journey occurred in 2023 when it secured a loan from the Bank of Industry (BOI). This loan was earmarked for the acquisition of 80,000 POS terminals, highlighting Nomba's commitment to expanding its operational reach. With over 35,000 terminals already deployed and the remainder in progress, Nomba actively seeks to broaden its customer network across all states in Nigeria.

Nomba Financial Services Limited operates on a business model centered around deploying digital wallets and terminals to agents and merchants. Through a dedicated direct sales team and collaborative channel partners, the company empowers independent businesses to operate as neighborhood banks, offering essential financial services such as cash withdrawal, transfer, and bill payments. This strategic approach aligns with Nomba's goal of delivering accessible financial services to all Nigerians, especially the unbanked and underserved.

The company's operational strength is evident through its 227 direct employees and a substantial network of 125,380 active POS terminals. Nomba actively engages with 100,000 active agents, 20,000 active merchants, 10,000 credit customers, and 5,000 savers across the country. This journey, characterized by regulatory compliance, strategic expansion, and a commitment to financial inclusion, positions Nomba Financial Services Limited as a significant and forward-thinking entity within Nigeria's dynamic financial services landscape



HOSPITALITY & TOURISM GROUP

The Hospitality and Tourism Group provides funds for equipping the Nigerian Hospitality and Tourism Sectors with key focus to grow and develop projects, operations and activities within the following sub sectors;

- Hospitality (Hotel accommodations, Holiday Apartments, Extended Stay apartments)
- Food Tourism & Culinary (Café, Restaurants, Dining & Catering)
- Event and Holiday (Event Centers, Theme/Industrial Parks, Sports Arena, Integrated Malls)
- Natural & Cultural Heritage (Beach/Spring/Rock/Mountain Resorts, Conservations, Museums)
- Aerial Tourism & Cruising (Boat Clubs, Cruise liners, Aerial Tour Operators, Tours Curators).

As at December 2023, the Group had grown its portfolio to 23 unique projects having invested most, especially in the Hospitality and Culinary sectors, which were mostly in need of expansion to attract the patronage of the emerging local tourists and pleasure seekers.

The Group is set to include financial services to entrepreneurs and businesses operating resorts, hospitality value chain and industrial parks.

ZEBERCED LIMITED

Zeberced Limited is part of a subsidiary of Yolasan Corporation (a Turkish-Nigerian Company). Zeberced Limited started the Abuja Industrial Park which is a world class mixed use Industrial Park on 245 hectares of land, set up to attract commercial/industrial enterprises, companies and factories across various economic sectors. The Industrial Park has a holistic infrastructure set-up to accommodate workshops for SMEs, large factories/plants, trailer parks, hospitality facilities, warehouses, depots, etc.

Abuja Industrial Park is developed in alignment with Nigeria's industrialization plan towards economic diversification. It is a worthy attraction for investors focused on medium to large sized enterprises.

Abuja Industrial Park is strategically located in Abuja and is within close proximity to the airport and the proposed national railway to ease movement of raw materials and finished goods in and out of the park.

In addition to the Industrial Park, Zeberced Limited owns one of the largest concrete and asphalt plant in Nigeria.



FEDERAL MINISTRY OF
Mines and Steel Development

BANK OF INDUSTRY
...transforming Nigeria's industrial sector

The Nigerian Artisanal & Small-Scale Miners Financing Support Fund *ASM Fund*

Supporting the Mining Sector for Greater Economic Growth

This is a managed fund between the Federal Ministry of Mines and Steel Development (FMMSD) and the Bank of Industry Limited (BOI). This fund is particularly designed to play a catalytic role in the mining sector.

Beneficiaries
- Artisanal Miners
- Small Scale Miners

Features of the initiative include:
- Purchase of plants and machinery
- Provision of working capital

Minerals in Focus
- Industrial Minerals: Barite, Felspar, Kaolinitic Clay etc.
- Metallic Minerals: Precious metals; Gold, Lead & Zinc etc.
- Dimension Stones: Marble, Granite,Charnockite etc.
- Precious Stones: Topaz, Amethyst, Sapphire etc.

Key Highlights
- Interest rate: 5% per annum
- Loan tenor: up to 5years
- Moratorium period: 6 - 12 months

Applications can be submitted at Bank of Industry offices across the country or online at: **www.boi.ng/ASMfund**

Terms and conditions apply.

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ENGINEERING AND TECHNOLOGY GROUP

The Engineering and Technology Group is one out of BOI's twelve Large Enterprise Directorate Groups, created to serve corporate customers that engage in manufacturing or value added services within the following subsectors:

Engineering: Automobile Assembly and related components manufacturing, Automobile maintenance, Captive Power, Land and Aviation Logistic services, Recycling and other closely related businesses.

Information, Communication and Technology: Broadband Internet Service Providers, Telecommunication, production of Smart chips and security access cards etc.

In the 2023 FY, the group disbursed a total of N20.85billion to 6 companies within the Power, ICT, Engineering and Automobile sectors of the economy respectively. A couple of the beneficiaries of these loans are listed below.

CIG MOTORS CO. LIMITED

CIG Motors Co. Limited is the representative of GAC Motors in Nigeria. It began its operations in 2013 following a pact signed with Guangzhou Group Automobile Group Co., to establish and manage a distribution network in Nigeria and subsequently Africa. The automobile company established a landmark assembly plant with modern technology that has the capacity of producing over 4,000 vehicles annually.

CIG Motors Co. Ltd produces GAC brands of Vehicles, models; GA4 Saloon, GS3 SUV, GS4 SUV, GS8 Standard Luxury SUV which is the flagship model and intends to cover the Nigerian market with the world best in terms of automobile quality.

CIG Motors has three large and extensive service centers in Lagos and Abuja where they provide world-class repairs and after sales service to its customers. It's ultra-modern after sales facility in Victoria Island was commissioned in 2022. Each service center is equipped with at least twenty work bays, body section, alignment and balancing section, as well as well trained and experienced mechanical staff. Its service centers are also available in Asaba Delta State, Benue State and Port Harcourt.

Before BOI's financial intervention, in 2015, using internally generated resources, the company embarked on the setting up of an assembly facility in its facility in Ojota from where they assemble semi knocked down units imported from China. Over the years they have steadily reduced the number of imported fully built units as these have been substituted with SKD units.

The Impact of BOI's financial intervention, in 2020, after securing support from the Bank of Industry, it embarked on an even more audacious state-of-the-art vehicle assembly plant in Ogba, Lagos State. This project is in line with the Federal Government's automotive policy and has seen the increase in the company's ability to assemble vehicles locally by over 300%.

The Introduction of latest automobile assembly plant technology came to limelight with engagement of additional 250 employees in the company. The importation of fully built vehicle came to almost zero level. This number is expected to grow as CIG Motors plans to steadily acquire plant and machinery required to assemble more of their vehicles sold, locally.




RACK CENTRE LIMITED

Rack Centre Limited was founded in 2012, it is the only carrier and cloud neutral Tier III Constructed Facility Certified Data Center in Africa, and focuses solely on providing best in class data center colocation services and unrestricted interconnect between carriers and customers. This gives customers a technically superior, physically more secure and lower cost environment for their information systems.

Rack Centre's carrier neutrality allows customers to manage traffic to get better value, lower latency and higher resilience, and creates an open market for partnerships between customers, networks, cloud and content providers, the Internet Exchange Point of Nigeria and managed service providers.

Rack Centre clients include 64 telecommunication carriers, Internet Service Providers (ISPs), global Tier 1 networks and pan Africa international carriers, including direct connection to all 5 undersea cables serving the South Atlantic Coast of Africa and every country on the Atlantic coast of Africa. It serves the following industries:

- Cloud and Content Providers
- Telecommunication
- Outsourcers and Managed Services Providers
- Financial Services
- Oil and Gas, Energy and Enterprises
- Public Sector

In redefinition of its corporate goals, the company has specialized into the following Data Centre Services:

- Colocation
- Cloud
- Interconnect
- Peering
- Data Centre Remote Hands
- Cross Connect

In order to meet the company's objectives, the company has in its employment professionals who are members of various professional organizations and thus reflect the latest advances in technology.

WELBECK ELECTRICITY DISTRIBUTION LIMITED

Welbeck Electricity Distribution Limited is an Independent Power Generating company that provides end users with power solutions on an off-grid captive basis.

The company built and commissioned its first Independent Power Plant (IPP) in 2016 and is located in the Ladipo, Mushin area of Lagos where it supplied power to an industrial cluster that includes Daily Need Industries, Poly Products, and other industries on a 24hr basis. This plant was established on a BOT basis and was therefore handed over to the client in 2018.

The second IPP is located in Ojota, Lagos, and supplies power to MTN Nigeria's Switch and Data Centre on a 24hr basis. The site houses the largest interconnectivity exchange in West Africa and the power plant at the location has an installed capacity of 6.6MW. The plant was installed, commissioned, and commenced operations in April 2018 and since then has added new customers such as GAC Motors, Lontor Industries, FAMAD Industries, Propower WA, and M. Jumbo Industries.

The company in its effort to improve its business, increase technology transfer and create jobs, it carried out a backward integration of its operation by purchasing the gas engines they currently lease to generate power from Aggreko Nigeria Limited.

As a fully integrated turnkey IPP company, it execute all aspects of power plant EPCI (including civil works, gas infrastructure, regulatory permitting and electrical works) and, operations and maintenance. The company offers a full range of turnkey power supply services to commercial and industrial clients, from engineering to operations and provide the following services to its customers:

- Off-Grid Gas-fired Power Generation
- Combined Heating Systems (CHP)
- Combined Heating & Cooling Systems (CCHP)
- Renewable Energy Solutions (standalone or Hybrid)

NIGERIAN ALUMINIUM EXTRUSIONS LIMITED

Nigerian Aluminium Extrusions (NIGALEX) Limited was established in 1973 with a work force of 250 employees and has since been contributing immensely to Nigeria's economic and industrial growth. Backed with relevant modern cutting-edge technology, NIGALEX has over the years emerged as the leading producer of high quality aluminium profiles in West Africa.

Owned mainly by big time institutional investors and Malta based company, Messrs. HABE Holdings, NIGALEX extrudes aluminium in desired configurations and colours to users in the construction, automobile and aviation industries.

With annual capacity of 5,000 tonnes and over 5,500 extrusion dies, Nigalex produces aluminium profiles in press finish, wood finish, silver and bronze colour and modern powder-coated forms according to the RAL chart. In order to meet the demands and the yearnings of its numerous customers, NIGALEX has installed a plant of about 2,200 metric tonnes with the capacity of 30 tonnes per day.

It has also opened the solution channels in Aba and Abuja to serve the eastern and the northern regions of the country. Motivated by a vision of excellence, the company invests in both qualitative material and skill manpower to ensure customers' satisfaction.

Little wonder then that NIGALEX remains the indisputable leader in the production of profiles used in the construction of aluminium windows, doors, curtain wall, partitioning etc. in Nigeria and Africa. Its product is used for a wide range of applications including:

- Aluminium Doors/Window
- Curtain Walls
- Sun Breakers
- Partitions
- Special Profile
- Coloured Profile



FOOD & BEVERAGES GROUP

The Food & Beverages sector in Nigeria has played a significant role in the country's economy and is one of the largest contributing sectors to Nigeria's Gross Domestic Product (GDP). This contribution underscores the importance of the sector in driving economic growth and development.

The success of the food manufacturing and processing industry can be attributed to several factors, including the adoption of technology, which has enabled automation and improved efficiency in production processes. Additionally, the sector has benefited from policies and programs aimed at boosting agricultural and food production, as well as promoting food sufficiency in Nigeria.

The Food & Beverages Group, formerly known as the Food Processing Group, was established to further drive the government's agenda of achieving food sufficiency while also contributing to the growth of healthy risk assets in the banking sector. Since its inception in 2015, the Group has experienced significant growth, with its risk asset value increasing from N23 billion to above N155 billion.

In 2023 alone, the Group disbursed over N72.09 billion for nineteen projects across various sub-sectors, including cocoa processing, fish and seafood processing, rice milling, flour milling, agro-allied, seed milling, oil milling, animal feeds milling, meat processing, biscuits, and confectioneries. These interventions have led to the creation of over 320,000 direct and indirect jobs along the entire value chain, highlighting the sector's significant role in employment generation and wealth creation.

Key considerations for the selection of viable projects by the Group include their high economic developmental impact, potential for foreign exchange savings/earnings, high local raw material content, forward/backward integration linkages, employment generation capacity, and ability to mitigate the nation's food security challenges.

Overall, the Food & Beverages Group plays a crucial role in driving economic growth, employment generation, and food security, and its continued contribution in this sector are essential for sustained development and prosperity in the country.

Lastly, Nigeria's population is projected to continue growing rapidly, with estimates suggesting it could surpass 300 million by 2050. This population growth will lead to increased demand for food products, which in turn will drive expansion and investment in the food and beverages sector, creating more job opportunities.

CWAY FOOD AND BEVERAGES NIGERIA COMPANY LIMITED

CWAY Food and Beverages Nigeria Company Limited was incorporated in Nigeria on the 23rd of October, 2003. The Company is engaged in the production and distribution of fruit juices, milk drink and several juice products under the CWAY brand name at its factory located at Isolo, Lagos.

The company since its incorporation in Nigeria in 2003 has grown into a multinational enterprise operating 16 plants across the globe. Thirteen (13) of these plants are located in Nigeria: Lagos, Ogun, Oyo, Kano, Kaduna, Abuja, Edo and Rivers States.

The company deploys high-quality standards in bottling and sealing methods in its production. The production plants operate at the highest level of hygiene and efficiency with strict adherence to good manufacturing practices to ensure consistency of product quality in terms of purity and taste, earning it both NAFDAC and SON certifications.

The company produces a diverse range of products including Nutri-Milk (in 4 different flavors), CWAY Apple and Peach Fruit Drinks, Nutri-Yo, MACA Energy Drink, Nutri Soya Drink, Super Kids Milk Drink and Cheers Cocktail Drink.

The Bank of Industry has granted two long term facilities to the company to enable the expansion of its fruit juice production lines through the procurement of equipment such as Preform Manufacturing Plant, Cap Manufacturing Plant and PET Lines. The company presently provides employment to 1,000 direct staff and 1,539 indirect staff. This expansion project created 300 more direct staff jobs and 200 more indirect jobs.

FOOD CONCEPTS PLC

Food Concepts Plc was incorporated as a limited liability company and commenced operations on 27 February 2001 before becoming a public limited company on 9 July 2008. The company is domiciled in Nigeria with its registered office located at Ilupeju, Lagos and currently operates with a number of subsidiaries across Nigeria, Ghana and Mauritius with authorized group activities covering the provision of restaurant services, confectionery products and bakery.

The company's brands are respectfully recognised amongst the leading Quick Service Restaurant brands across West Africa. Their Chicken Republic brand services a broad base of Nigerian consumers who love their authentic West African flavour profile. In addition to the already well-established Chicken Republic brand, they recently launched their Pie Express concept serving "food on-the-go", pies, scotch eggs, egg rolls and doughnuts to consumers in high commuter volume locations.

The company serves fried chicken, rotisserie chicken and three different flavours of flame-grilled chicken to thousands of customers from their over 150 restaurants across Nigeria and in 2022. In 2023, they developed huge plans to roll out at least another 50 in 2023 which Bank of Industry financed a long-term loan facility to facilitate the acquisition of plant, machinery and other equipment required to carry out their expansion program.

This expansion drive will generate massive employment, both directly and indirectly, for the swarm of unemployed youths in the country. This project will generate more than 22,000 direct and indirect jobs at the end of the exercise.

GZ INDUSTRIES LIMITED

GZ Industries Limited (GZI) was incorporated in 2006 to engage in the manufacturing of beverage cans. Prior to its incorporation in Nigeria, breweries and bottlers were importing aluminum beverage cans for their canning lines. The Company commenced production of these cans in 2010 as a pioneer beverage can manufacturer to substitute the importation for these bottlers and breweries.

The Company established its first plant and pioneer factory in Agbara, South West Nigeria in 2010 and in 2015, completed the second in Aba, South East, Nigeria. In the last decade, GZI has expanded with an additional factory in Johannesburg, South Africa.

The Nigerian can market is dominated by two players (GZI Limited and Nampak Nigeria Plc), serving the brewers and carbonated soft drink beverage manufacturers with GZI dominating the market with 65% share. The Company also exports cans to other West African countries including Togo, Benin and Cote d'Ivoire and it has 5 SKU's with a product portfolio of 33cl and 25cl Sleek cans, 33cl, 44cl and 50cl Standard cans respectively.

SUNDRY MARKETS LIMITED

Sundry Markets Limited, incorporated in 2014, is an indigenous grocery retailer headquartered in Port Harcourt, Rivers State that owns and operates Marketsquare Supermarkets. The Company currently has 29 stores in 10 states of Nigeria and has grown to be a major player in the Nigerian grocery retail industry with an average annual turnover in excess of N81.7 Billion as of December 2023.

Marketsquare is a major channel of distribution of products to consumers of major indigenous manufacturers such as Nigerian Breweries plc, Multipro/Dufil Prima Foods, Nestle, CHI Limited, 7-Up Bottling Company, etc contributing to economic growth and development.

Prior to BOI's funding, the company had 15 stores, with about 1,240 employees. As at the end of 2023, the company had 28 stores with 2,716 employees. At the end of 2024, the company is expected to have over 36 stores with over 3,500 employees. Remarkably, revenue surged from 2021 in the in-store bakery and food production section of the company, showcasing a substantial growth trajectory.

GENDER BUSINESS GROUP

The 'BEGINNING'

Gender Equality and Women Empowerment is a critical human rights issue that must be addressed in line with broader Sustainable Developmental Goals.

The Gender Business Desk was established in 2006 to address the challenge of access to finance by women-owned businesses and female entrepreneurs

The 'TAKEOFF'

The first Gender-based initiative was the MOU signed in 2006 between BOI and FMWASD to finance women-owned businesses through the BUDFOW with a seed capital of N89,997,600.00

The 'EXPANSION'

In 2014, the Gender Desk was restructured to focus mainly on coordinating the capacity building and advocacy roles, while all appraised projects were forwarded to the State Offices.

In 2015, the Desk was reconstituted into a full-fledged Strategic Business Group – under the Large Enterprises Directorate.

The Group sources its deals using the combination of Gender Lens Investing and 2XChallenge Strategy, focusing on Ownership, Employment, Leadership and Product criteria to expand opportunities for coverage and achieve Gender Smart investing targeting below:

- Businesses owned by women (either partly or wholly owned)
- Businesses led by women (MD/CEO or Board Members)
- Businesses whose workforce is made up predominantly of women
- Businesses whose products are targeted at improving the lives of women and the girl child (Sanitary pads, make up etc.).

The Group provides access to Finance, Partnerships/Collaboration, Business Development/Capacity Building and Advocacy Roles (Interventions) amongst others.

The Group focus on Gender Equality and Financial Inclusion, covering various sectors of the economy for MSME and Large Businesses, in line with the Nigeria Industrial Revolution Plan (NIRP).

Summary of 2023 Group activities

Parameter	Full Year Budget (N'BN)	YTD Actual (N'BN)	Full Year Performance (%)
Approvals	12.000	29.176	243
Disbursements	10.000	16.500	165
Collections	3.990	4.991	125

PARAMETER	Full Year Budget	2023 Actual	YTD Ach'ment (%)
Approvals			
a. Count	16	17	106.25
b. Amount (N'Bn)	12.000	29.176	265
Disbursements			
a. Count	10	15	130
b. Amount (N'Bn)	10.000	16.500	165

KPI 4: Support for Women Owned/Managed Businesses

Unit of measurement	Baseline date	Baseline Value	SPT 1* 31-Dec-24	SPT 2* 31-Dec-25	SPT 3* 31-Dec-26	SPT 4* 31-Dec-27	SPT 5* 31-Dec-28
Cumulative Facilitation in Nigeria Naira	31-Dec-23	NGN16Billion	NGN23Billion	NGN28.7Billion	NGN35.9Billion	NGN44.9Billion	NGN56.1Billion

LAKOWE LAKES HOSPITALITY LIMITED

Lakowe Lakes Golf and Country Estate is an exclusive 308-hectare residential golf estate. Aptly dubbed "West Africa's Best Kept Secret" because of its exclusive lifestyle and rare serene living within such a busy city like Lagos, Nigeria, the estate boasts of 3 main sectors – Hospitality (short stays, events and meetings), Golf and Real Estate.

Blending traditional country estate style with modern amenities, functionality and hospitality services, Lakowe Lakes Golf and Country Estate offers an 18 hole championship golf course, short-stay hospitality services, 5 food and beverage outlets, over 14 manmade lakes, meeting rooms and event spaces in an eco-friendly and natural setting, away from the distractions and stress of urban life.

Following the loan facility granted to the customer by Bank of Industry, the company was able to expand the number of cottages built in the resort. This was done to keep up with the increasing patronage.



COMPAGNIE INDUSTRIELLE ET COMMERCIALE (CIC) LIMITED

Compagnie Industrielle et Commerciale (CIC) Limited was incorporated under the law of the Federal Republic of Nigeria as a private limited liability company to engage in the supply of high-quality seafood from sustainable fisheries.

Compagnie Industrielle et Commerciale (CIC) have over 20 years' experience in the international seafood business supplying their customers with the right quality, right price and at the right time. Their cold rooms are equipped with modern and latest cooling technology.

The Company was founded by the Saade Family and is run by Hassan-Hadi Saade and Jamal-Sadek Saade who are actively involved in running the operations of the cold rooms spread across Nigeria. The Company's current total staff strength is 842 inclusive of direct and indirect staff.

Compagnie Industrielle et Commerciale (CIC) Limited recently completed two (2) new modern cold rooms at Abule Egba, Lagos State with a combined storage capacity of 6,000 Tonnes.



BRIDGING GAPS STUDY CENTRE

Bridging Gaps School is a co-educational nursery and primary school. The school came into existence on the 16th of September 2014. Presently the school is located at Jedmoon Court, by Northern Foreshore Estate, Chevron Drive, Lekki with plans for her permanent site already in full swing. It is a child-friendly school that provides a conducive learning environment.

The school is based on Christian ethos and is made up of staff who are role models, professionals, disciplined, passionate and committed to bringing out the genius in every child. The staff are motivated and are often exposed to trainings of international standards and relevance.

The school has been able to bridge the gap between expectations and outcome, as our students are academically and character-wise well groomed.

As a result of the loan from BOI, there has been an increase in the number of students enrolled as the acquisition of school supplies allowed the customer to increase its intake numbers and increase earnings.

BRIDGING GAPS SCHOOL
...where every child is a star

NADDC
NATIONAL AUTOMATIVE DESIGN AND DEVELOPMENT COUNCIL

BANK OF INDUSTRY
...transforming Nigeria's industrial sector

National Automative Design and Development Council Fund NADDC Fund

Providing the needed financing to grow and develop the automative industry...

BENEFICIARIES

- Limited Liability Companies, and Enterprises engaged in assembly of automobiles, automotive component manufacturers, automotive workshop and Car Service Centers.
- Microfinance Banks and other financial institutions for the implementation of Vehicle Purchase Credit Scheme and on-lending to automobile Artisans, craftsmen, auto-technicians and mechanics.

The fund is available for disbursement as either a Long Term Loan or Working Capital:

LONG TERM LOAN

Interest Rate:
- 7.5% per annum (payable at the end of every month)

Fees:
- 1% Appraisal Fee (full payment at approval)
- 1% Commitment Fee (full payment on acceptance of loan)
- Legal Fee

Moratorium:
- up to 12 months from the date of loan disbursement

Tenor:
- 5 years

WORKING CAPITAL

Interest Rate:
- 10% per annum (payable at the end of every month)

Fees:
- 1% Appraisal Fee (full payment at approval)
- 1% Commitment Fee (full payment on acceptance of loan)
- Legal Fee

Moratorium:
- up to 12 months from the date of loan disbursement

Tenor:
- 3 years

visit: **www.boi.ng**

Head Office: **23 Marina Road, Lagos, Nigeria**
email: **customercare@boi.ng**
call: **0700-CALL-BOI | 0700 225 5264**
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HEALTHCARE AND PHARMACEUTICALS GROUP.

About ₦35.75bn worth of loans to help support healthcare sector in 2023

Estimated 189,160 jobs facilitated in the sector

The healthcare sector in Nigeria is a critical component of the country's social and economic development. Recent developments in the sector include increasing telemedicine adoption, automation, artificial intelligence, analytics and increasing participation of health maintenance organizations (HMOs).

However, its contribution to GDP in Nigeria has been comparatively low, at below 1% in the last five years. The underperformance of the healthcare sector is attributable to poor infrastructure, insufficient budgetary allocation, shortage of healthcare professionals and outbound medical tourism amongst other factors.

With continued investment and government support, the sector has the potential to improve health outcomes for Nigerians and contribute to the country's economic growth and development.

Group's Focus:

The Health and Pharmaceuticals Group provides support and services to companies that operate within the Healthcare (Hospital, Diagnostics, Pharmaceuticals, and Personal Care) sector of the economy.

These sub-sectors play a critical role in jump-starting economic transformations, employment generation, and wealth creation.

HEALTHCARE SECTOR

The Healthcare sector has experienced a drastic increase in patronage as more people have come to realize the need to stay healthy. This is attributable to the increased awareness of healthy and hygienic living amongst the populace. Thus resulting in increased demand for pharmaceutical products and healthcare services. This sector is further split into:

1. Pharmaceuticals
2. Hospital and Medical Services
3. Diagnostic Services
4. Personal Care

PHARMACEUTICALS

Pharmaceutical companies are responsible for the production and consistent delivery of life-saving medicines to patients.The industry comprises enterprises that produce synthetic and plant-derived (phytochemical) preparations, antibiotics, vitamins, blood substitutes, and hormones in ampuls, tablets, lozenges, capsules, pills, and suppositories as well as ointments, emulsions, aerosols, etc.

HOSPITAL AND MEDICAL SERVICES

Hospital Services refers to the clinical and other services provided by the Hospital, as well as the operational activities that support those services for specific diseases and ailments, as well as emergency care. Hospital services include everything from basic health care to training and research for major medical centers. It is an aggregation of sectors within the economic system that provide goods and services to treat patients with curative, preventive, rehabilitative, and palliative care.

DIAGNOSTICS SUBSECTOR

Diagnosis is the identification of the nature and cause of a certain phenomenon. Diagnosis is used in many different disciplines with variations in the use of logic, analytics, and experience to determine "cause and effect".

Given the vital role of the health sector, modern medical equipment is being deployed to assist medical doctors in government and private hospitals/clinics to get fast and precise results of ailments to resolve health conditions as quickly and accurately as possible. The inability of the available health institutions within this locality to provide proper diagnosis has created untold hardship for the people as minor cases that would have been arrested early enough have degenerated and in most cases jeopardized the lives of the patients.

PERSONAL CARE

Personal care is the industry that manufactures consumer products used for personal hygiene and cosmetics. The distinction between them is that cosmetics are luxury goods solely used for beautification, but in practice, such sundries are most often intermixed in retail store aisles and sold together.

- Cosmetics (Makeup products, Skin care products ,and Perfumes)
- Personal Hygiene (Disinfectants & Antiseptic products, Soap & Detergents, Sanitary Products e.g. Wipes, Diapers & Pads).

Summary of impact in 2023

In 2023, BOI disbursed ₦35.1 billion to businesses in the Healthcare (Hospital, Diagnostics, Pharmaceuticals, and Personal Care) sector with an estimated 189,160 direct and indirect jobs. The Group has forty-three (43) active performing accounts valued at about ₦73.71 billion

SHALINA HEALTHCARE NIGERIA LIMITED

The company was established in 1999 for the production of pharmaceutical products. Since then, it has grown to become one of Nigeria's fastest-growing multi-billion naira pharmaceutical companies. The company is one of the largest businesses in sub-Saharan Africa with branches across West and Central Africa.

Currently, the company manufactures over 85 high-quality pharmaceutical products and medical consumables tailored to the needs of the Nigerian health sector. The products cover thirteen (13) therapeutic categories covered including analgesics, vitamins, haematinics, anti-malarias, anti-tussives, antibiotics, anti-helmintics, anti-histamine, antacid, and cardio-protective drugs. Its products have gained market share across 15 African Countries.

With the aid of BOI's intervention, Shalina Healthcare expanded its operations and increased its capacity to manufacture more products while further expanding its product range. The company has an existing workforce of over 1,070 personnel.

TRISTATE HOSPITAL LIMITED

Tristate Healthcare System is a multi-specialist hospital incorporated on the 14th of March, 2014 that specializes in cardiovascular treatments. They are one of the pioneers of open heart surgery in Nigeria.

The hospital has carried out over 500 open heart surgeries with a success rate of 100% for low-risk cases, 95% for medium-risk cases and 75% for the highest-risk cases bringing their average success rate to about 91% across all cases.

Currently, the hospital operates in three state-of-the-art facilities in the South West region of Nigeria; Lagos, Ogun and Oyo. Presently, Tristate Cardiac Program remains the foremost cardiac center and the only one-stop cardiac center in Nigeria that is open 24/7 rendering services from non-invasive cardiovascular services to highly complex invasive services.

With BOI's intervention, Tristate Healthcare Systems Limited was able to further equip its facility and expand its service provision. The hospital employs over 600 members of staff across all its centers.

AFRIGLOBAL MEDICARE LIMITED

Afriglobal Medicare Limited (AML) is a family of over 425 employees that was established in 2015. AML provides a wide & comprehensive range of medical testing services in Pathology, Medical imaging, Cardiology, Wellness & Preventive healthcare programs across all its centers which has been very well received by medical practitioners and patients.

Afriglobal Medicare Limited saw the opportunity in medical diagnostics and quickly offered reliable investigations for more than 10,000 tests to become a household name for imaging, pathology, and cardiac-care services.

During the past four years, AML has launched seven healthcare diagnostic centres in Nigeria.With the aid of BOI intervention, the company has expanded its operations while also increasing its job creation to over 670 staff.

DARAJU INDUSTRIES LIMITED

Daraju Industries Limited is a manufacturing company specializing in the production and distribution of local household and personal care products. Established in 2008, it began its operations as a household and personal care manufacturing company.

Having obtained ISO 9002 accreditation, Daraju's products have been endorsed by all regulatory bodies in Nigeria's FMCG manufacturing sector, as well as by ISO. Additionally, Daraju's products, including the MyMy Extreme and Red Gel Toothpaste brands, have received certification from the Nigerian Dental Association.

With support from the BOI, Daraju successfully established plants for, Silicate, and Saponification while its LABSA plant is still ongoing. These facilities are part of its backward integration project and are utilized in the production of essential raw materials for detergent and soap manufacturing. Currently, the company boasts a workforce of over 1,426 employees.

INTERVENTION AND INFRASTRUCTURE FUNDS GROUP

The Intervention and Infrastructure Fund Group manages the CBN Intervention Funds for Power & Airline (PAIF) and SME Restructuring & Refinancing Facilities (RRF). The Fund managed by the group has helped in improving access to credit for manufacturers, power generation companies, and airlines as well as improving the liquidity of Deposit Money Banks and Development Finance Institutions.

The Infrastructure Fund was recently created to build up depleting Risk Assets with a key focus on but not limited to the following sectors: Power Generation, Rail & Urban Transport, Airline, and ICT.

About The CBN Intervention Fund

The CBN Intervention Fund commenced in 2010. In a bid to catalyse financing of the real sector of the Nigerian Economy, the Central Bank of Nigeria approved the investment of the sum of N535 billion Debenture to be issued by Bank of Industry Ltd. The N535 billion Zero Coupon Debenture was invested in two (2) tranches with maturities as follows:

· N200 billion Restructuring/Refinancing Facility to the SME/Manufacturing Sector maturing on July 31, 2025.

· N300 billion Power and Airline Intervention Fund to the Power and Airline Sector maturing on July 31, 2025.

Objectives of the Fund are as follows:

- · Fast track the development of electric power projects, especially in the identified industrial clusters in the country.
- · Fast track the development of the aviation sector of the Nigerian economy by improving the term of credit to airlines.
- · Serve as a credit enhancement instrument to improve the financial position of the Deposit Money Banks.
- · Improve power supply, generate employment, and enhance the living standard of the citizens through consistent power supply.

About The Power and Airline Intervention Fund (PAIF)

- The Power Sector is one of the most important sectors in Nigeria as it is the foundation stone of the modern industrial economy. Energy is an essential ingredient for all human activities. It is the catalyst needed to revolutionize the industrial sector and, in turn, the entire economy of the country.
- The recent introduction of the Infrastructure Fund will assist customers in financing essential infrastructures to aid production output required to drive economic growth.
- The PAIF has funded a total of 1,662.3MW generation capacity, with 1,214.3 MW being new capacity and 448.1MW of refinanced capacity.
- In the last 24 months, the PAIF also financed the return of 230MW idle capacity to the grid under the INEZ Global and 4.5MW of capacity for BU Power.

INFRASTRUCTURE FUND

VICTORIA ISLAND POWER

In June 2023, the Group disbursed to Victoria Island Power using the BOI Fund to develop a 30MW gas-fired power plant under a 15-year Power Purchase Agreement with EKEDC as the anchor off-taker.

- Power has played an integral role in infrastructural development in Sub-Saharan Africa with Nigeria being one of the most challenged in the region. Power generation in Nigeria over years has been hovering between 4,000MW and 5,000MW, which is undoubtedly very low, compared to the huge demand and opportunities in the sector. Willing investors in the power sector should be incentivized to develop the sector.
- The power plant will run on natural gas which is considered a clean-burning fuel with less pollution to the environment when compared to other types of petroleum or coal fuel options. Using CNG reduces carbon monoxide emissions by 90 to 97%. In addition, the carbon footprint of the country would be reduced and the attendant impact on the global climate.
- The promoters of the project are the owners of Alausa Power Ltd, a 10.6MW power plant, and the associated underground distribution network, Alausa Distribution Limited (ALDL) which provides power to key institutions owned by Lagos State in Ikeja, Lagos. In addition, the promoters have the requisite experience to manage the business.
- The expansion will lead to direct employment of about 100 additional staff. It will also help reduce the cost of operations and increase the profitability of the companies that have subscribed to this service.

This disbursement was made because disbursements under the CBN Power & Airline Intervention Fund and SME RRF have been discontinued due to the limited time available before the debenture maturity.

As of 2023, the number of jobs created through the intervention & infrastructure is presented in the schedule below:

SECTOR	PRE-TURNOVER	POST-TURNOVER	PRE-EMPLOYMENT	POST-EMPLOYMENT
Agro Allied	38,619,394,412.00	51,449,745,606.00	8,737	10,228.00
Chem & Plastics	121,457,026,233.90	147,428,490,707.48	12,557	17,018.00
Eng & Construction	81,043,907,117.00	131,920,470,078.00	6,933	8,005.00
Food & Beverages	227,311,074,445.00	277,947,129,599.00	26,974	45,846.00
Hotel & Tourism	25,000,000.00	50,000,000.00	200	250.00
ICT	5,109,123,000.00	6,759,623,295.00	735	881.00
Oil & Gas	16,638,479,450.00	18,491,853,411.00	1,410	1,854.00
Paper & Allied Products	31,530,573,482.75	33,819,490,598.25	4,521	5,230.00
Pharmaceuticals	32,887,712,667.96	38,448,927,440.96	4,760	5,938.00
Solid Minerals	7,172,800,147.00	4,337,779,609.00	996	1,032.00
Textile & Leather	53,139,700,000.00	57,692,000,000.00	3,490	3,873.00
Transportation	6,755,755,000.00	14,741,890,000.00	1,712	2,512.00
Grand Total	621,270,545,955.61	783,587,400,344.69	73,025	102,667

INTERVENTION FUND

KANO HYDRO ENERGY DEVELOPMENT COMPANY LIMITED

The Kano State Government established Kano Hydro Energy Development Company in 2013. The shareholders include Government of Kano State, Ministry of Works, Housing & Transport, Ministry of Commerce & Culture, Ministry of Budget & Planning, Ministry of Rural & Community Development, and Ministry of Finance.

The Tiga Dam was developed in 1975. The dam had hydroelectric components incorporated in their initial designs, which were never utilized. In a bid to fully utilize the potential of the Tiga dam, the Kano State Government (KNSG), under the former administration of His Excellency, Dr Abdullahi Umar Ganduje (OFR), developed the hydroelectric power plant projects - 7.2MW Tiga Hydroelectric Power Plant (THPP) as well as supporting evacuation infrastructure needed to evacuate power from the power plants to feed the main water treatment plants at Tamburawa, in Kano.

The hydroelectric power projects will provide a reliable and low-cost source of renewable energy for the State and leverage the existing infrastructure of the dam, thereby allowing for a reservoir-based small hydro project that can provide steady power capacity all year round based on the capped capacity of 7.2MW for the THPP.

The availability of low-cost renewable energy from THPP is expected to significantly improve the Kano metropolis's economic landscape and operations at KNSG institutions that provide public services, such as waterworks and street lighting.

To achieve this feat, a facility was availed to Kano Hydro Energy Development Company (KHEDCO) in 2016 through one of the participating banks to develop the Tiga Hydro Power Plant.

The power plant was commissioned in August 2023.

BANK OF INDUSTRY
...transforming Nigeria's industrial sector

Fashion Fund

Because Fashion is our Business!

At Bank of Industry, we believe in the opportunities the fashion industry presents in contributing significantly to Nigeria's economy. That is why we created the Fashion Fund to help the industry thrive.

Features

- Interest Rate: 9% pa
- Business Support Services through our BDSPs
- Moratorium: 6-12 months
- Guaranteed Working Capital

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MINING & METALS GROUP

Established in 2014, the Mining & Metals Group is a Business Unit under the Large Enterprises Directorate. The Group's focus are projects, operations and activities within the mining and metals sub-sector of the economy, such as mining and processing of solid minerals like gold, limestone, iron ore, coal, lead & zinc, bitumen, lithium, granite aggregate production, cement production, steel, aluminium and copper products manufacturing, electricity cables and wires production, etc.

The Group was able to grow its risk asset from N25.31 billion recorded at inception to N95.66 billion at the end of 2023.

As at December 31, 2023, the Group disbursed a total sum of N57.96 billion to ten (10) projects during the year. It is expected that this intervention would enhance production capacities, create over five thousand (5,000) direct and indirect jobs as well as save foreign exchange through import substitution.

ABUJA STEEL MILLS LIMITED

Abuja Steel Mills Limited was incorporated in July 2004 to engage in the manufacture of high-quality billets and high-strength deformed rebars of various sizes that conform to Standards Organization of Nigeria (SON) standard NIS 117:2004, Grade 550 via induction furnace steel-making process. This is the first integrated steel manufacturing plant in North Central Nigeria.

Since 2013, the Bank of Industry Limited (BOI) has provided various term loan facilities to Abuja Steel Mills Limited. This has assisted the company enhance its steel melting capacity from **90,000 MT/p.a.** to **243,800 MT/p.a.** and rolling capacity from **125,000 MT/p.a.** to **215,000 MT/p.a.** while creating direct and indirect jobs to over two thousand (2,000) Nigerians.

❖ The Production Plant

❖ Production in Progress

❖ Stock of Finished Products

OIL AND GAS GROUP

Nigeria is undoubtedly a key player in the African Oil & Gas landscape, with significant gas reserves, a strategic location, a significant consumer market and a long history of crude oil production. The Oil and Gas industry plays a significant role in the economy, contributing about 65% of government revenue and over 85% of total exports.

There have been notable developments that have influenced the Oil and Gas sector and shaped the landscape of the industry in 2023. Some of these developments include:

1. Removal of US($)10.7 billion per year fuel subsidy
2. Licensing of new crude export terminals
3. Commissioning of the Dangote refinery
4. Unification of the foreign exchange rates.
5. Decentralization of power sector and implications for Gas.
6. Divestment of onshore assets by International Oil Companies

In view of the above, the Oil & Gas group disbursed a total sum of N62.44 billion to 16 oil and gas projects with the potential to generate an estimated 250,000 direct and indirect jobs.

The group has the responsibility of managing the funds of Nigerian Content Development & Monitoring Board (NCDMB) totaling $350 million. The Nigerian Content Intervention (NCI) Fund is a $300 million fund targeted at financing indigenous oil & gas companies, through providing finance for: asset acquisition, contract financing, loan refinancing and community contractor financing. The Nigerian Oil & Gas Parks Scheme (NOGaPS) Funds is a $50 million fund aimed at increasing local manufacturing in the oil & gas sector. The initiative led to the establishment of six (6) industrial parks by NCDMB in the following regions: Emeyal 1; Bayelsa State, Odukpani; Cross-River State, Ilaje; Ondo State, Ughelli; Delta State, Oguta; Imo State and Ikwe-Ona; Akwa-Ibom State. The Parks in Bayelsa and Cross River States, both located on 25 hectares of land are near completion and would become operational by the 3rd quarter of 2024.

The current portfolio of the group as at 31st December 2023 cuts across Gas-to-Power generation, Gas processing, storage and distribution, Upstream support services, Logistics, Modular Refineries, Manufacturing and Fabrication plants amongst others.

The Group plans to grow and further diversify its portfolio in 2024 by financing more Modular Refineries in an effort to boost local production of crude and refined oils to grow export potential. The group will also expand its investment in gas projects in line with Federal government's renewed efforts to commercialize gas and promote a sustainable practice across the energy sector.

TENAX MARINE LIMITED

Tenax Marine Limited is a leading provider of offshore logistics services to major players in the Nigerian oil & gas industry. Founded as TSL Marine Limited, the company has built an industry-respected reputation for excellent service delivery, innovation and customer focus. The Company is in partnership with Bourbon Supply Investments, the foremost vessel management company renowned globally for its technical expertise and exceptional safety records providing, the following services: Supply of offshore installations and vessels, towing, anchoring and positioning of offshore installations.

The company access BOI finance under the NCI Fund to enable it expand its fleet size and scope of operations by acquiring an additional vessel for execution of long term contracts with IOCs.



TRANSIT GAS NIGERIA LIMITED

Transit Gas Nigeria Limited (TGNL) in partnership with Nigerian Gas Marketing Limited (NGML) is focused on developing physical and virtual pipeline technology for gas distribution and supply.

From 2019 till date, TGNL has recorded significant accomplishments in the development of the Sagamu Interchange to J4, Iwopin pipeline distribution network; underpinned by the commissioning of over 135 km distribution network target. These milestones have enabled in partnership with the Nigeria Gas Marketing Company (NGMC), TGNL is developing a mini-LNG plant in Ajaokuta, and a natural gas pipeline network between Sagamu Interchange and J4, Iwopin, along the Sagamu-Benin expressway, Ogun State. The Ajaokuta project will have an initial capacity of 20 MMSCFD and is positioned to supply natural gas to industrial customers' nationwide particularly stranded customers in the North. The development of the Sagamu Interchange to J4, Iwopin (along the Sagamu-Benin express road) natural gas pipeline network has been mapped out in four phases, spanning over 135 km when completed with the capacity to deliver at over 150 MMSCFD.

In 2023, TGNL embarked on the Sagamu Phase 3 Project to extend its natural gas distribution network along the Sagamu-Benin Expressway and its environs for a record distance of 15 km for gas supply to Nigerian Breweries Limited. Upon completion, the TGNL distribution network within the axis would extend to circa 67 km. Thus, TGNL is committed to playing a significant role in the realization of the Decade of Gas aspiration of the Federal Government of Nigeria, leveraging its industry expertise to create value for all stakeholders while increasing natural gas utilization in Nigeria.


BANK OF INDUSTRY
...transforming Nigeria's industrial sector

The Nigerian Content Intervention Fund

NCI Fund

Building local supply chain efficiency and competitiveness in the oil and gas sector...

The Nigerian Content Development & Monitoring Board (NCDMB) in conjunction with Bank of Industry (BOI) has made available a pool of funds to the tune of $300 million to be disbursed to eligible beneficiaries. The financing scheme will solve the funding challenges of the local supply chain in the oil and gas industry.

To benefit, applicants must be contributors to the Nigerian Content Development Fund (NCDF).

Highlights

- Term Loans
- Working Capital
- Equipment Leasing
- Low Interest rates for credit facilities

Available Facilities

Asset Acquisition	Contract Financing	Community Contract Financing	Loan Refinancing
maximum of US$10M @ 8% p.a tenor: up to 5 years	maximum of US$5M @ 8% p.a tenor: up to 5 years	maximum of ₦20M @ 5% p.a tenor: up to 5 years	maximum of US$10M @ 8% p.a tenor: up to 5 years

Terms and conditions apply

Applications can be submitted online at:
www.boi.ng/ncifund

For more information, please visit:
www.ncdmb.gov.ng | www.boi.ng/ncifund

visit: **www.boi.ng**

Head Office: **23 Marina Road, Lagos, Nigeria**
email: **customercare@boi.ng**

call: **0700-CALL-BOI | 0700 225 5264**
switchboard: **(+234)-1-2715070-71**

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RENEWABLE ENERGY GROUP

The Renewable Energy Group provides financial and advisory support services to companies engaged in the value chain of sustainable and renewable energy. Over the years, the Group has financed businesses in renewable energy components manufacturing and deployment. The Group has also financed various commercial and industrial businesses switching their energy needs from fossil fuel to clean and sustainable energy solutions with a view to reducing their initial capex. In 2023, BOI provided funding in excess of 2.9 billion in loans to support the emerging renewable energy industry in Nigeria.

The Renewable Energy space in Nigeria has multiple energy sources such as solar, hydro, wind, biomass and waste-to-energy, with the most popular source being solar energy because of its declining cost and little or no maintenance cost once installed. The market for solar in recent years in Nigeria has gradually expanded and so far is the most reliable form of renewable energy after big hydro. Due to the nature and cost of technology, its use is currently widespread across the country both for residential, commercial and industrial purposes.

BOI has set aside over N15 billion for active investments in the sector. Some of our key projects in the pipeline are from prospects in the waste-to-energy, wind, recycling, carbon reduction and capture technologies as well as other relevant subsectors as there is a large potential for these technologies in Nigeria.

ARNERGY SOLAR LIMITED

Arnergy Solar Limited is a distributed energy utility company that provides sustainable renewable energy solutions to energy reliability issues across emerging markets leveraging solar and lithium storage technologies.

Founded in 2013, Arnergy is one of the leading renewable energy companies in Nigeria that designs and manufactures technology-enabled solar micro-grid and rooftop solutions, with capacity ranging from 5kW to 100kW, to provide affordable, reliable, and clean energy for productive and domestic use. Over our 10-year operating history, the company has served several large corporations and SMEs in key business sectors including telecommunications, fast moving consumer goods (FMCG), healthcare, education, hospitality, and agribusiness. The company has also served several residential clients across Nigeria.

Currently, it predominantly serves the Nigerian market with capacity to expand its business operations and services across the Sub-Saharan African region.

Before BOI Loan	Number/Value	After BOI Loan	Number/Value
Production Lines / Number of Products	5	Production Lines / Number of Products	5
Number of Jobs (Direct & Indirect)	91	Number of Jobs (Direct & Indirect)	94
Revenue/Turnover	₦1,028,363,000	Revenue/Turnover	₦1,682,130,000
Installed capacity	6.29MWp/16.26MWh	Installed capacity	6.77MWp/17.94MWh
Level of Carbon Emission / clean energy adoption	746 metric tonnes avoided	Level of Carbon Footprint / clean energy adoption	1258 metric tonnes avoided
Volume of waste / recycling activity	N/A	Volume of waste / recycling activity	N/A
Reach across Nigeria	35 states + FCT	Reach across Nigeria	35 states + FCT

AUXANO SOLAR NIGERIA LIMITED

Auxano Solar Nigeria Limited is into Solar Panel Assembling, Marketing and Installation with its Office located at Dunamis House, 365 Old Ojo road, Satelite Town, Lagos and Factory located Adjacent Urel waters Industrial Section Mammy Market, Navy Town, Ojo, Lagos.

The company started its journey with a 10MW solar panel factory in 2016. The factory was located at Mammy Industrial Area, Navy Town and it marked a significant milestone in the history of renewable energy in Nigeria. The facility was established at a time when the world was witnessing a growing demand for clean and sustainable sources of power. This development not only bolstered the Nigerian solar industry but also had far-reaching impacts on energy generation, environmental sustainability, and job creation.

This led to the establishment of a 10MW solar panel factory in 2023. By increasing the production capacity of solar panels, the factory contributed to a significant expansion of renewable energy sources. The 10MW output meant that the factory could produce enough solar panels to generate clean electricity for thousands of households and installers. This reduced the dependence on fossil fuels and mitigated the emission of greenhouse gases, thus combating climate change and promoting a greener future.

Since its establishment, the factory has had notable contributions to the completion of several projects across the country. SHELL, FBN Insurance, Spectrum Phones, to mention a few are recognizable projects tagged in the portfolio of the factory.

The Company assessed a facility for the procurement of items of plant and machinery for its assembly plant/ factory from Sterling Bank via an on-lending arrangement.

BU POWER LIMITED

BU Power Limited is a provider of captive and embedded power solutions. The Company's goal is to be the premier energy provider in Nigeria. BU Power is a specialized utility company established to carry on the business of electricity generation, transmission, and provision of electrical related services to generation and distribution companies.

The Company's gas fired plant provides clean uninterrupted and reliable electricity using compressed Natural Gas (CNG). This has replaced power from the grid and the existing diesel-powered source for its client; Babcock University Ilishan, Ogun State.

The project is for the expansion of the existing design of CNG fired plant in Ogun State. This will accommodate medium-term growth in power demand of Babcock University and will see the increase of the current installed capacity from 3.5MW to 9.8MW having an average generation of 7.5MW

Financial Statements

KPMG Professional Services
KPMG Tower
Bishop Aboyade Cole Street
Victoria Island
PMB 40014, Falomo
Lagos

Telephone 234 (1) 271 8955
234 (1) 271 8599
Internet home.kpmg/ng

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Bank of Industry Limited

Report on the Audit of the Consolidated and Separate Financial Statements

Opinion

We have audited the consolidated and separate financial statements of Bank of Industry Limited ("the Bank") and its subsidiaries (together, "the Group"), which comprise:

- the consolidated and separate statements of financial position as at 31 December, 2023;
- the consolidated and separate statements of profit or loss;
- the consolidated and separate statements of comprehensive income;
- the consolidated and separate statements of changes in equity;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying consolidated and separate financial statements give a true and fair view of the consolidated and separate financial position of the Company and its subsidiaries as at 31 December 2023, and of its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with IFRS Standards as issued by the International Accounting Standards Board (IFRS Standards) and in the manner required by the Companies and Allied Matters Act (CAMA), 2020 and the Financial Reporting Council of Nigeria (Amendment) Act, 2023, the Banks and Other Financial Institutions Act, 2020 and relevant Central Bank of Nigeria (CBN) Guidelines and Circulars.

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 and Bank in accordance with 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 judgment, 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 financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters below to be the key audit matters to be communicated in our report.

Impairment of loans and advances

The Group uses an Expected Credit Loss (ECL) model to determine the impairment allowance for its loans and advances. The ECL methodology incorporates information about past events, current conditions and forecasts of future economic conditions in determining impairment allowances.

The judgment involved in classifying loans into stages, the level of subjectivity inherent in estimating the key assumptions on the recoverability of loan balances, application of industry knowledge and prevailing economic conditions in arriving at the level of impairment

KPMG

required, the inputs estimated, the complexity of the estimation process and the significant judgment involved in applying these estimates to determine the level of impairment allowance required, make the impairment of loans and advances a matter of significance to the audit.

How the matter was addressed in our audit

Our procedures included the following with respect of the impairment allowances as at 31 December 2023:

- We evaluated the design and implementation of the key controls over the impairment determination process.
- For a selected sample of loans and advances to customers, we assessed the appropriateness of the Group's determination of significant increase in credit risk and the resultant classification of loans into the various stages. For loans and advances to customers which have shown a significant increase in credit risk, we evaluated the level of past due obligations using qualitative factors such as available information about the obligor's business or project being financed and quantitative backstop indicators such as number of days past due to determine the impairment based on the losses expected over the life of the facilities.
- For all loans and advances to financial institutions, we assessed the appropriateness of the Group's determination of significant increase in credit risk and evaluated the level of past due obligations to determine whether the Group should recognize an impairment based on the losses expected to result from default events within a year or defined default events over the life of the facilities.
- With the assistance of our Financial Risk Management specialists, we:
  - i. assessed the appropriateness of the Group's ECL methodology by considering whether it reflects probability-weighted amounts that are determined by evaluating a range of possible outcomes, the time value of money and reasonable and supportable information at the reporting date about past events, current conditions and forecasts of future economic conditions;
  - ii. assessed the appropriateness of the modelling approach and the historical movement in the balances of facilities between default and non-default categories in determining the Probability of Default (PD) used in the ECL calculations;
  - iii. assessed the segmentation of loans and advances based on similar credit risk characteristics and consistent with the internal credit management of the Group and Bank;
  - iv. evaluated the appropriateness of the data used in determining the Exposure at Default, including the contractual cash flow, outstanding loan balance, loan contractual repayment pattern and loan tenor;
  - v. tested the accuracy of the calculation of the Loss Given Default (LGD) used by the Group;
  - vi. assessed the valuation of the collaterals used in the ECL model;
  - vii challenged the appropriateness of management's forward-looking assumptions comprising the inflation rates and crude oil prices used in the ECL calculations using publicly available information from external sources;
  - viii. determined the staging of facilities through the consideration of days past due as well as other qualitative characteristics (multiple restructuring during the loan term, history of default of loan customer etc.) that signified an increase in the credit risk of a loan customer.
  - ix. tested the accuracy of the Group and Bank's ECL provision by re-performing the calculations of the ECL impairment allowance for loans and advances. For loans and advances which have shown a significant increase in credit risk, the recalculation was based on the amount which the Group and Bank may not recover throughout the life of the loans while for loans and advances that have not shown significant increase in credit risk, the recalculation was based on the losses expected to result from default events within a year.
  - x. We evaluated the adequacy of the consolidated and separate financial statements disclosures, including the disclosures of key assumptions and jugements, and also assessed whether disclosures in the consolidated and separate financial statements appropriately reflect the Group's exposure to credit risk in line with the requirements of the relevant accounting materials.

The Group and Bank's accounting policy on impairment allowance for loans and advances, disclosure on judgment and estimate and relevant financial risk disclosures are shown in notes 2.1(d), 4.4, 19 and 43(e) respectively of the financial statements.

Other information

The Directors are responsible for the other information. The other information comprises the Financial Highlights, Corporate Information, Directors' Report, Corporate Governance Report, Statement of Directors' Responsibilities in relation to the Consolidated and Separate Financial Statements, Statement of Corporate Responsibilities for the Financial Statements, Report of the Audit Committee, and Other National Disclosures, but 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 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 of consolidated and separate financial statements that give a true and fair view in accordance with IFRS Standards and in the manner required by the Companies and Allied Matters Act (CAMA), 2020 and the Financial Reporting Council of Nigeria Act, 2011 the Banks and Other Financial Institutions Act, 2020 and relevant Central Bank of Nigeria (CBN) Guidelines and Circulars, and for such internal control as the directors determine is necessary to enable the preparation of 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 and Bank'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 Bank 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 financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism 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 and Bank'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 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 and Bank'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 Bank 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, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee 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.

From the matters communicated with the Audit Committee, 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

Compliance with the requirements of Schedule 5 of the Companies and Allied Matters Act, (CAMA) 2020

i. 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.
ii. In our opinion, proper books of account have been kept by the Company, so far as appears from our examination of those books and proper returns adequate for the purposes of our audit have been received from branches not visited by us.
iii. The Company's consolidated and separate statement of financial position, consolidated and separate statement of profit or loss and consolidated and separate statement of comprehensive income are in agreement with the books of account and returns.

Compliance with Section 26 (3) of the Banks and Other Financial Institutions Act, 2020 and Central Bank of Nigeria circular BSD/1/2004

i. The Bank and Group paid no penalties during the year ended 31 December 2023.
ii. Related party transactions and balances are disclosed in note 39 to the consolidated and separate statement financial statements in compliance with the Central Bank of Nigeria circular BSD/1 /2004.

Akinyemi Ashade
FRC/2013/ICAN/00000000786
For: KPMG Professional Services
Chartered Accountants
2 May 2024
Lagos, Nigeria

CONSOLIDATED AND SEPARATE STATEMENT OF PROFIT OR LOSS

for the year ended 31 December

		GROUP		BANK	
	Note	31-Dec-23	31-Dec-22	31-Dec-23	31-Dec-22
		N'000	N'000	N'000	N'000
Gross earnings		374,808,954	212,955,386	372,277,303	211,054,594
Interest income	5	286,641,629	212,955,337	285,942,142	212,479,848
Interest expense	6	(144,273,943)	(83,051,553)	(145,045,901)	(83,887,239)
Net interest income		142,367,686	129,903,784	140,896,241	128,592,609
Fees and commission income	7	6,786,380	6,808,035	5,542,755	5,945,888
Fees and commission expense	7.2	(10,976,814)	(7,483,636)	(10,976,814)	(7,483,636)
Net fees and commission expense		(4,190,434)	(675,601)	(5,434,059)	(1,537,748)
Net gain/(loss) from financial instruments measured at fair value	8	1,379,995,575	(15,456,405)	1,379,994,296	(15,456,360)
Other income/(loss)	9	(1,298,614,630)	8,648,419	(1,299,201,890)	8,085,218
Share of loss of equity-accounted investee		-	(205,500)	-	-
Other operating income/(loss)		81,380,945	(7,013,486)	80,792,406	(7,371,142)
Total operating income		219,558,197	122,214,697	216,254,588	119,683,719
Impairment charges	10	(170,813)	(4,345,662)	(108,653)	(4,337,860)
Net operating income		219,387,384	117,869,035	216,145,935	115,345,859
Staff cost	11	(24,920,755)	(20,409,348)	(24,232,777)	(19,868,549)
Depreciation and amortisation	12	(4,290,231)	(3,243,463)	(4,485,790)	(3,363,153)
Other operating expenses	13	(34,544,546)	(22,227,364)	(33,617,417)	(21,457,746)
Total operating expense		(63,755,532)	(45,880,175)	(62,335,984)	(44,689,448)
Profit before tax		155,631,852	71,988,860	153,809,951	70,656,411
Taxation	29.2	(53,174,910)	(19,085,225)	(52,237,817)	(18,496,958)
Profit for the year		102,456,942	52,903,635	101,572,134	52,159,453
Profit attributable to:					
Owners of the Bank		102,448,576	52,893,604	101,572,134	52,159,453
Non-controlling interest		8,366	10,031	-	-
		102,456,942	52,903,635	101,572,134	52,159,453
Basic earnings per share (kobo)	34.1	86	72	85	71

CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December

		GROUP		BANK	
	Note	31-Dec-23	31-Dec-22	31-Dec-23	31-Dec-22
		₦'000	₦'000	₦'000	₦'000
Profit for the year		102,456,942	52,903,635	101,572,134	52,159,453
Other comprehensive income:					
Items that may be reclassified into profit or loss		–	–	–	–
Items that may not be reclassified into profit or loss					
Fair value gain/(loss) on equity instrument at FVOCI	20	8,549,938	(59,264)	8,549,938	(48,502)
Remeasurement of defined benefit obligation	31.2(d)	30,632	43,639	30,632	43,639
Taxes relating to components of OCI	29.6	(12,405)	(14,182)	(10,109)	(14,182)
		8,568,165	(29,807)	8,570,461	(19,045)
Other comprehensive income for the year net of tax		8,568,165	(29,807)	8,570,461	(19,045)
Total comprehensive income for the year net of tax		111,025,107	52,873,828	110,142,595	52,140,408
Total comprehensive income attributable to:					
Owners of the Bank		111,025,107	52,873,828	110,142,595	52,140,408
Non-controlling interest		8,366	10,031	-	-
		111,025,107	52,873,828	110,142,595	52,140,408

The notes on pages 192 to 283 form an integral part of these financial statements

CONSOLIDATED AND SEPARATE STATEMENT OF FINANCIAL POSITION

for the year ended 31 December

		GROUP		BANK	
		31-Dec-23	31-Dec-22	31-Dec-23	31-Dec-22
	Note	₦'000	₦'000	₦'000	₦'000
ASSETS					
Cash and bank balances	14	30,938,657	19,586,744	30,394,981	19,447,643
Fixed deposits	15	489,279,634	176,300,834	488,083,052	174,976,309
Derivative asset	16	582,161,663	-	582,161,663	-
Investment in debt securities	18	1,592,084,064	1,315,068,424	1,591,949,911	1,314,957,671
Advances under finance lease	17	298,299	81,765	-	-
Loans and advances	19	1,139,482,461	805,456,300	1,136,956,346	803,595,387
Equity securities	20	19,374,134	9,315,228	19,363,873	9,304,597
Investment in associates	21	2,829,609	2,829,609	3,000,000	3,000,000
Investment in subsidiaries	22	-	-	4,445,720	3,745,720
Other assets	23	14,896,567	10,921,747	11,290,889	8,482,443
Intangible assets	24	562,434	520,761	562,434	520,761
Property and equipment	25	15,798,518	32,173,872	7,839,667	26,495,589
Investment property	26	23,535,373	3,748,062	23,410,966	3,619,435
Right-of-use assets	27	-	20,136	7,810,269	5,621,489
Employee Benefits	31	840,032	-	1,052,528	-
TOTAL ASSETS		3,912,081,446	2,376,023,482	3,908,322,300	2,373,767,045
LIABILITIES					
Derivative liability	16	-	109,630	-	109,630
Tax payable	29.1	30,131,374	22,100,229	29,995,057	21,898,160
Borrowings	30	2,635,034,577	1,719,617,570	2,631,140,640	1,717,687,690
Employee benefits	31	-	466,430	-	179,685
Deferred tax liabilities	29.4	29,931,020	2,141,753	30,260,326	2,849,474
Other liabilities	28	535,046,838	201,758,987	538,931,666	204,274,035
Deposit for shares	32	5,000,000	-	5,000,000	-
TOTAL LIABILITIES		3,235,143,809	1,946,194,599	3,235,327,689	1,946,998,674
CAPITAL AND RESERVES					
Share capital	33	306,747,632	147,371,321	306,747,632	147,371,321
Retained earnings	33	179,180,456	118,716,403	176,033,911	116,423,052
Statutory reserve	33	129,210,416	98,245,236	128,518,510	97,565,373
Regulatory risk reserves	33	24,118,731	21,392,054	23,970,988	21,255,516
Actuarial reserve	33	623,079	604,852	760,615	740,092
SME reserve	33	30,000,000	30,000,000	30,000,000	30,000,000
Fair value reserve	33	6,048,011	(2,501,927)	6,043,056	(2,506,882)
Business combinations under common control	33	919,899	919,899	919,899	919,899
Deposit for shares	32	-	15,000,000	-	15,000,000
Total equity attributable to owners of the bank		676,848,224	429,747,837	672,994,611	426,768,371
Non controlling interest		89,413	81,046	-	-
TOTAL EQUITY		676,937,637	429,828,883	672,994,611	426,768,371
TOTAL LIABILITIES AND EQUITY		3,912,081,446	2,376,023,482	3,908,322,300	2,373,767,045

The financial statements were approved by the Board of Directors on 22 April 2024 and signed on its behalf by:

Muhammad Bala
Chairman

Dr. Olasupo Olusi
Managing Director

Taiwo Kolawole
Chief Financial Officer
FRC/2013/ICAN/00000002545

Dr. Olasupo Olusi and Muhammad Bala have obtained the Exceptional Waiver of the Financial Reporting Council (FRC) to sign the Bank's 2023 Audited Accounts via the FRC Letters dated March 19, 2024 and March 28, 2024 respectively

The notes on pages 192 to 283 form an integral part of these financial statements

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY - GROUP

As at 31 December

	Note	Share Capital N'000	Retained Earnings N'000	Deposit for Shares N'000	Regulatory Reserve: Statutory Reserves N'000	Regulatory Reserve: Regulatory risk reserves N'000	Business combination under common control N'000	Actuarial Reserve N'000	SME Reserve N'000	Fair Value Reserve N'000	Total N'000	Non Controlling Interest N'000	Total equity N'000
Balance as at 1 January, 2022		147,371,321	90,681,892	15,000,000	82,587,137	20,108,862	919,899	559,652	30,000,000	(2,453,468)	384,775,295	71,015	384,846,310
Profit for the year		-	52,893,604	-	-	-	-	-	-	-	52,893,604	10,031	52,903,635
Other Comprehensive Income													
Fair value gain/(loss) on equity instrument at FVOCI	20	-	-	-	-	-	-	-	-	(59,264)	(59,264)	-	(59,264)
Remeasurement of defined benefit obligation	31.2(d)	-	-	-	-	-	-	43,639	-	-	43,639	-	43,639
Tax on other comprehensive income	29.6	-	-	-	-	-	-	(14,182)	-	-	(14,182)	-	(14,182)
Total other comprehensive income		-	-	-	-	-	-	29,457	-	(59,264)	(29,807)	-	(29,807)
Total comprehensive income		-	52,893,604	-	-	-	-	29,457	-	(59,264)	52,863,797	10,031	52,873,828
Transactions with owners of the Bank													
Contributions and distributions													
Dividend to equity holders		-	(7,891,255)	-	-	-	-	-	-	-	(7,891,255)	-	(7,891,255)
Loss on derecognition of equity securities at FVOCI transferred to retained earnings		-	(10,805)	-	-	-	-	-	-	10,805	-	-	-
Transfer to retained earnings		-	(15,743)	-	-	-	-	15,743	-	-	-	-	-
Transfer to statutory reserve		-	(15,658,099)	-	15,658,099		-	-	-	-	-	-	-
Transfer to non-distributable reserve		-	(1,283,192)	-	-	1,283,192	-	-	-	-	-	-	-
Total contributions and distributions		-	(24,859,094)	-	15,658,099	1,283,192	-	15,743	-	10,805	(7,891,255)	-	(7,891,255)
Balance as at 31 December, 2022		147,371,321	118,716,403	15,000,000	98,245,236	21,392,054	919,899	604,852	30,000,000	(2,501,927)	429,747,837	81,046	429,828,883
Balance as at 1 January, 2023		147,371,321	118,716,403	15,000,000	98,245,236	21,392,054	919,899	604,852	30,000,000	(2,501,927)	429,747,837	81,046	429,828,883
Profit for the year		-	102,448,576	-	-	-	-	-	-	-	102,448,576	8,366	102,456,942
Other Comprehensive Income													
Fair value gain/(loss) on equity instrument at FVOCI	20	-	-	-	-	-	-	-	-	8,549,938	8,549,938	-	8,549,938
Remeasurement of defined benefit obligation	31.2(d)	-	-	-	-	-	-	30,632	-	-	30,632	-	30,632
Tax on other comprehensive income	29.6	-	-	-	-	-	-	(12,405)	-	-	(12,405)	-	(12,405)
Total other comprehensive income		-	-	-	-	-	-	18,227	-	8,549,938	8,568,165	-	8,568,165
Total comprehensive income		-	102,448,576	-	-	-	-	18,227	-	8,549,938	111,016,741	8,366	111,025,107
Transactions with owners of the Bank													
Contributions and distributions													
Dividend to equity holders		-	(7,823,916)	-	-	-	-	-	-	-	(7,823,916)	-	(7,823,916)
Additional shares issued	33(a)	159,376,311	-	(15,000,000)	-	-	-	-	-	-	144,376,311		144,376,311
Share issue cost	33(a)	-	(468,750)	-	-	-	-	-	-	-	(468,750)	-	(468,750)
Transfer to statutory reserve		-	(30,965,180)	-	30,965,180		-	-	-	-	-	-	-
Transfer to non-distributable reserve	37b	-	(2,726,677)	-	-	2,726,677	-	-	-	-	-	-	-
Total contributions and distributions		159,376,311	(41,984,523)	(15,000,000)	30,965,180	2,726,677	-	-	-	-	136,083,645	-	136,083,645
Balance as at 31 December, 2023		306,747,632	179,180,456	-	129,210,416	24,118,731	919,899	623,079	30,000,000	6,048,011	676,848,224	89,413	676,937,637

The notes on pages 7 to 81 form an integral part of these consolidated and separate financial statements

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY - BANK

As at 31 December

	Note	Share capital	Retained earnings	Deposit for shares	Regulatory reserves: Statutory reserves	Regulatory reserves: Regulatory risk reserves	Business combination under common control	SME reserve	Fair value reserve	Actuarial reserve	Total
		N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Balance as at 1 January, 2022		147,371,321	89,081,659	15,000,000	81,917,538	19,976,546	919,899	30,000,000	(2,458,380)	710,635	382,519,218
Profit or loss		-	52,159,453	-	-	-	-	-	-	-	52,159,453
Other Comprehensive Income											
Fair value gain/(loss) on equity instrument at FVOCI	20	-	-	-	-	-	-	-	(48,502)	-	(48,502)
Remeasurement of defined benefit obligation	31.2(d)	-	-	-	-	-	-	-	-	43,639	43,639
Tax on other comprehensive income	29.6	-	-	-	-	-	-	-	-	(14,182)	(14,182)
Total other comprehensive income		-	-	-	-	-	-	-	(48,502)	29,457	(19,045)
Total comprehensive income		-	52,159,453	-	-	-	-	-	(48,502)	29,457	52,140,408
Transactions with owners of the Bank											
Contributions and distributions											
Dividend to equity holders		-	(7,891,255)	-	-	-	-	-	-	-	(7,891,255)
Transfer to statutory reserve		-	(15,647,835)	-	15,647,835		-	-	-	-	-
Transfer to non-distributable reserve	37b	-	(1,278,970)	-	-	1,278,970	-	-	-	-	-
Total contributions and distributions		-	(24,818,060)	-	15,647,835	1,278,970	-	-	-	-	(7,891,255.00)
Balance as at 31 December, 2022		147,371,321	116,423,052	15,000,000	97,565,373	21,255,516	919,899	30,000,000	(2,506,882)	740,092	426,768,371
Balance as at 1 January, 2023		147,371,321	116,423,052	15,000,000	97,565,373	21,255,516	919,899	30,000,000	(2,506,882)	740,092	426,768,371
Profit or loss		-	101,572,134	-	-	-	-	-	-	-	101,572,134
Other Comprehensive Income											
Fair value gain/(loss) on equity instrument at FVOCI	20	-	-	-	-	-	-	-	8,549,938	-	8,549,938
Remeasurement of defined benefit obligation	31.2(d)	-	-	-	-	-	-	-	-	30,632	30,632
Tax on other comprehensive income	29.6	-	-	-	-	-	-	-	-	(10,109)	(10,109)
Total other comprehensive income		-	-	-	-	-	-	-	8,549,938	20,523	8,570,461
Total comprehensive income		-	101,572,134	-	-	-	-	-	8,549,938	20,523	110,142,595
Transactions with owners of the Bank											
Contributions and distributions											
Additional shares issued	33(a)	159,376,311	-	(15,000,000)	-	-	-	-	-	-	144,376,311
Share issued cost	33(a)	-	(468,750)	-		-	-	-	-	-	(468,750)
Dividend to equity holders		-	(7,823,916)	-	-	-	-	-	-	-	(7,823,916)
Transfer to statutory reserve		-	(30,953,137)	-	30,953,137	-	-	-	-	-	-
Transfer to non-distributable reserve	37b	-	(2,715,472)	-		2,715,472	-	-	-	-	-
Total contributions and distributions		159,376,311	(41,961,275)	(15,000,000)	30,953,137	2,715,472	-	-	-	-	136,083,645
Balance as at 31 December, 2023		306,747,632	176,033,911	-	128,518,510	23,970,988	919,899	30,000,000	6,043,056	760,615	672,994,611

The notes on pages 7 to 81 form an integral part of these consolidated and separate financial statements

NOTES TO THE CONSOLIDATED AND SEPARATE CASH FLOW STATEMENT

For the year ended 31 December

	Note	GROUP 31-Dec-23	31-Dec-22	BANK 31-Dec-23	31-Dec-22
		₦'000	₦'000	₦'000	₦'000
Operating activities					
Cash from operations	36	799,401,400	42,929,780	800,036,672	43,033,427
Income tax paid	29.1	(17,366,903)	(1,794,949)	(16,740,177)	(1,328,740)
Vat paid		(857,272)	(694,557)	(833,840)	(672,938)
Net cash from operating activities		781,177,225	40,440,274	782,462,655	41,031,749
Investing activities					
Purchase of equity securities	20	(1,509,338)	(784,065)	(1,509,338)	(784,065)
Dividend from equity securities	9	9,799	15,551	8,274	14,215
Purchase of investment properties	26	(42,405)	-	(42,405)	-
Purchase of property and equipment	25	(7,479,047)	(6,511,034)	(2,415,778)	(1,889,653)
Purchase of intangible assets	24	(268,001)	(176,040)	(268,001)	(176,040)
Proceed from disposal of property and equipment		186,916	131,803	63,708	-
Proceeds from redemption of debt securities	36(b)	4,087,088,865	2,887,361,482	4,087,088,865	2,887,361,482
Acquisition of debt securities	36(b)	(4,352,915,681)	(3,402,804,682)	(4,352,915,681)	(3,402,782,757)
Investment in subsidiaries	22.1	-	-	(700,000)	-
Net cash used in investing activities		(274,928,892)	(522,766,985)	(270,690,356)	(518,256,818)
Financing activities					
Proceeds from borrowing	30.3	205,994,554	910,574,982	204,000,000	909,187,145
Repayment on Borrowing	30.3	(382,905,172)	(351,084,369)	(382,905,172)	(351,084,369)
Dividend payment	35	(7,823,854)	(6,021,808)	(7,823,854)	(6,021,808)
Deposit for shares	32	5,000,000	-	5,000,000	-
Share issue cost	33(a)	(468,750)	-	(468,750)	-
Lease liability payment		-	-	(3,804,979)	(3,340,685)
Net cash (used in)/from financing activities		(180,203,222)	553,468,805	(186,002,755)	548,740,283
Net increase in cash and cash equivalents		326,045,111	71,142,094	325,769,544	71,515,211
Cash and cash equivalents at 1 January		196,242,603	125,100,509	194,776,275	123,261,064
Cash and cash equivalents at 31st December	36(a)	522,287,714	196,242,603	520,545,819	194,776,275

The notes on pages 192 to 283 form an integral part of these consolidated and separate financial statements

1. General information

Bank of Industry was incorporated as a private limited liability company under the name Nigerian Industrial Development Bank Limited on 22 January 1964 and domiciled in Nigeria. The Bank changed its name to Bank of Industry Limited by a special resolution on 5 October 2001. It is owned by the Ministry of Finance Incorporated (50.4373%), Central Bank of Nigeria (49.5623%) and other Nigerian citizens (0.0004%). The Bank's registered address is 23 Marina Road Lagos. The Bank is primarily engaged in providing financial assistance for the establishment and expansion of large, medium small scale and micro projects. The shares are not quoted in a public market and it does not file its financial statements with a securities and exchange commission for the purpose of issuing any class of instruments in a public market.

The Bank has 4 subsidiaries and an SPV; they include LECON Financial services, BOI Microfinance Bank, BOI Insurance Brokers and BOI Investment and Trust Company and BOI Finance B.V. The consolidated and separate financial statement as at 31 December 2023comprise the Bank and its subsidiaries together referred to as "the Group”

2.1 Basis of preparation

(a) Statement of compliance

The consolidated and separate financial statements have been prepared in accordance with IFRS Accounting standards and in the manner required by the Companies and Allied Matters Act, 2020 and the Financial Reporting Council of Nigeria (Amendment) Act, 2023 and the Banks and other Financial Institutions Act, 2020, Central Bank of Nigeria (CBN) Guidelines and Circulars and Circulars Supervisory Guidelines for Development Finance institutions in Nigeria and other relevant Guidelines and circulars.

Details of the Group's accounting policies, including changes during the year, are included in Notes 3 and 4 respectively of the consolidated and separate financial statements. The consolidated and separate financial statements were authorised for issue on 22 April 2024.

(b) Basis of measurement

The consolidated financial statements have been prepared on a historical cost basis, except for the following material items, which are measured on the following alternative basis on each reporting date.

Items	*Measurement basis*
Financial instruments at FVTPL	Fair value
Equity instruments at FVOCI	Fair value
Net defined benefit asset/(liability)	Fair value of plan assets less the present value of defined benefit obligation.
Derivative financial instruments	Fair value

(c) Functional and presentation currency

Items included in the financial statements of Group are measured using the currency that best reflects the economic substance of the underlying events and circumstances relevant to that entity (the functional currency). These financial statements are presented in Nigerian Naira (=N=), which is the entity’s functional currency. The financial information has been rounded to the nearest thousand, except as otherwise indicated.

(d) Use of judgement and estimates

In preparing these consolidated and separate financial statements, management has made judgements,

estimates and assumptions that affect the application of the Group's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.
Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

Judgements
Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the consolidated and separate financial statements is included in the following notes below.

- Business model assessment
Classification and measurement of financial assets depends on the contractual cashflow characteristics of financial assets and the Bank's business model for managing financial assets. The Group determines the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgement reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed and how the managers of the assets are compensated. The Group monitors financial assets measured at amortised cost or fair value through other comprehensive income that are derecognised prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held. Monitoring is part of the Group's continuous assessment of whether the business model for which the remaining financial assets are held continues to be appropriate and if it is not appropriate whether there has been a change in business model and so a prospective change to the classification of those assets.

- Assessment of whether contractual cash flows are solely payments of principal and interest
For the purpose of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as profit margin. In assessing whether the contractual cash flows are SPPI, the Group considers the contractual terms of the instrument. This includes assessing whether the financial assets contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making the assessment, the Group considers:
-contingent events that would change the amount and timing of cash flows;
-leverage features;
-prepayment and extension terms;
-terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse loans); and
-features that modify consideration of the time value of money (e.g. periodical reset of interest rates)

The Group holds a portfolio of short, medium and long-term loans for which the borrower has the option to prepay at par. The Group has determined that the contractual cash flows of these loans are solely payment of principal and interest because the interest represent consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs. In addition, the right to prepay merely results in the acceleration of the payment of principal outstanding plus accrued interest since the last interest payment due.

- Significant increase of credit risk
Expected Credit Loss (ECL) is measured as an allowance equal to 12-month ECL for stage 1 assets, or lifetime ECL assets

for stage 2 or stage 3 assets. An asset moves to stage 2 when its credit risk has increased significantly since initial recognition. IFRS 9 does not define what constitutes a significant increase in credit risk. The Group applies judgement in establishing the criteria for determining whether credit risk on the financial asset has increased significantly since initial recognition. The Group takes into account qualitative and quantitative reasonable and supportable forward looking information. Refer to note 42(e) for details of how judgement is applied.

- **Establishing groups of assets with similar credit risk characteristics**
  When ECLs are measured on a collective basis, the financial instruments are grouped on the basis of shared risk characteristics. Refer to note 42(e) for details of the characteristics considered in this judgement. The Group monitors the appropriateness of the credit risk characteristics on an ongoing basis to assess whether they continue to be similar. This is required in order to ensure that should credit risk characteristics change there is appropriate re-segmentation of the assets. This may result in new portfolios being created or assets moving to an existing portfolio that better reflects the similar credit risk characteristics of that group of assets. Re-segmentation of portfolios and movement between portfolios is more common when there is a significant increase in credit risk (or when that significant increase reverses) and so assets move from 12-month to lifetime ECLs, or vice versa, but it can also occur within portfolios that continue to be measured on the same basis of 12-month or lifetime ECLs but the amount of ECL changes because the credit risk of the portfolios differ.

- **Determination of power over relevant activities of funds under management**
  The Group assesses whether it controls the relevant activities of funds under management based on the scope of decision making over the fund, the rights held by other parties, the remuneration to which it is entitled to in accordance with the fund management agreement and its exposure to variability of returns on the funds.
  Different weightings are applied to each of the factors on the basis of particular facts and circumstances. Where the assessment shows that the Group controls the relevant activities of the fund under management, the fund's assets and liability are recognised as on-balance sheet item in the Group's financial statements. Where based on the assessment, the Group does not have control over the relevant activities of the fund under management, the fund's assets and liabilities are reported as off-balance sheet item.

Assumptions and estimation uncertainties
Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the period ended 31 December 2023 is included in the following notes.

- **Impairment allowance on financial instruments**
  The measurement of the expected credit loss allowance for financial assets measured at amortised cost is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behaviour (e.g. the likelihood of customers defaulting and the resulting losses). Some of the assumptions include assessment of whether credit risk on the financial asset has increased significantly since initial recognition and incorporation of forward-looking information in the measurement of ECL. Explanations of inputs, assumptions and estimation techniques used in measuring the ECL impairment of financial instruments are further detailed in Note 4.4 and Note 42(e).

- **Fair value measurement and valuation process**
  In estimating the fair value of a financial asset or a liability, the Group uses market-observable data to the extent it is available. Where such Level 1 inputs are not available the Group uses valuation models to determine the fair value of its financial instruments.
  The inputs, assumptions and estimation techniques used in determining fair values are further detailed in Note 20.2

- **Recognition of deferred tax assets**
  The Group recognizes deferred tax assets based on management's profit forecasts (which are based on the available evidence, including historical levels of profitability), which indicates that it is probable that the Group's entities will have future taxable profits against which these assets can be utilized. See note 28.4

- **Recognition and measurement of provisions and contingencies**
  A provision is recognized 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 the current market assessment of the time value of money and, where appropriate, the risks specific to the liability. See note 27.1

- **Depreciation and carrying amount of property and equipment**
  The estimation of the useful lives of assets is based on management's judgement. Any material adjustment to the estimated useful lives of items of property and equipment will have an impact on the carrying value of these items. See note 24

- **Determination of impairment of property and equipment, and intangible assets**
  Management is required to make judgments concerning the cause, timing and amount of impairment. In the identification of impairment indicators, management considers the impact of changes in current competitive conditions, cost of capital, availability of funding, technological obsolescence, discontinuance of services and other circumstances that could indicate that impairment exists. The Group applies the impairment assessment to its property and equipments and intangible assets. This requires management to make significant judgements and estimates concerning the existence of impairment indicators, remaining useful lives of assets, projected cash flows and net realisable values. Management's judgement is also required when assessing whether a previously recognised impairment loss should be reversed. See note 23 and 24

3.1 New and Revised Standards issued

(a) New and Revised Standards issued but not yet effective

There are new or revised IFRS Accounting Standards and Interpretations in issue that are not yet effective. The directors have considered all of these IFRS Accounting Standards and Interpretations and found none to be applicable to the business of the entity and therefore do not expect any impact on future financial statements.

- IFRS 16 - Lease Liability in a Sale and Leaseback
- Amendments to IAS 1 - Classification of Liabilities as Current or Non-current
- Amendments to IAS 1 - Non-current Liabilities with Covenants
- Amendments to IAS 7 and IFRS 7 - Supplier Finance Arrangements
- Amendments to IAS 21 - Lack of Exchangeability
- Amendments to IFRS 10 and IAS 28 - Sale or Contribution of Assets between an investor and its Associate or Joint Venture

(b) Changes in material accounting policies

Material accounting policy information

The Group adopted Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2) from 1 January 2023. Although the amendments did not result in any changes to the accounting policies themselves, they impacted the accounting policy information disclosed in the financial statements.

The amendments require the disclosure of 'material', rather than 'significant', accounting policies. The amendments also provide guidance on the application of materiality to disclosure of accounting policies, assisting entities to provide useful, entity-specific accounting policy information that users need to understand other information in the financial statements.

4 Material accounting policies

4.1 Interest, fees and commissions

(a) Interest

i. Effective interest rate

Interest income and expense are recognised in profit or loss using the effective interest method. The 'effective interest rate' is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

– the gross carrying amount of the financial asset; or
– the amortised cost of the financial liability.

For financial assets other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired.

For financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit impaired, then the calculation of interest income reverts to gross basis.

For financial instruments that were credit-impaired on initial recognition, interest income is calculated by applying the credit adjusted effective interest rate to the amortised cost of the financial asset. The calculation of interest income does not revert to a gross basis, even if the credit risk of the asset improves.

Interest income is recognized in the profit or loss and it is included in the "interest income" line item.

ii. Amortised cost and gross carrying amount

The 'amortised cost' of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured on initial recognition minus the principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any expected credit loss allowance.

The 'gross carrying amount of a financial asset' is the amortised cost of a financial asset before adjusting for any expected credit loss allowance.

iii. Calculation of interest income and expense

The calculation of the effective interest rate includes transaction costs and fees and points paid or received that are an integral part of the effective interest rate. Transaction costs include incremental costs that are directly attributable to the acquisition or issue of a financial asset or financial liability.

iv. Presentation

Interest income calculated using the effective interest method presented in the statement of profit or loss and OCI
–interest on financial assets and liabilities measured at amortised cost;
Other interest income presented in the statement of profit or loss and OCI includes interest income on lease
Interest expense presented in the statement of profit or loss and OCI includes:
–financial liabilities measured at amortised cost;
–interest expense on lease liabilities.

4 Material accounting policies

(b) Fees and commission and other income

Fee income is earned from a diverse range of services provided by Bank of Industry Limited to its customers. Fee income is accounted for as follows:

–income which forms an integral part of the effective interest rate of a financial instrument is recognised as an adjustment to the effective interest rate (for example, certain loan commitments, arrangement and processing fees) and recorded in Interest income. Commitment fees, together with related direct costs, for loan facilities where drawdown is probable are deferred and recognised as an adjustment to the effective interest on the loan once drawn down. Commitment fees in relation to facilities where drawdown is not probable are recognised over the term of the commitment.

–Other fee and commission income – including account asset management and portfolio management is recognised overtime as the related services are performed. Fees for asset and portfolio management services are calculated based on a fixed percentage of the value of net asset managed and deducted from the fund balance on a monthly basis.

–A contract with a customer that results in a recognised financial instrument in the Group's financial statements may be partially in the scope of IFRS 9 and partially in the scope of IFRS 15. If this is the case, then the Group first applies IFRS 9 to separate and measure the part of the contract that is in the scope of IFRS 9 and then applies IFRS 15 to the residual.

Other fee and commission expenses are calculated based on a fixed percentage of the outstanding balances of the loans guaranteed; and are payable on a quarterly basis by the Bank. The expense is recognised overtime as the guarantee is provided.

(c) Dividend income

Dividend on investments in equity instruments are recognised in profit or loss when the Bank's right to receive the dividends is established in accordance with IFRS 15 Revenue from contracts, unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the "other income" line item in profit or loss.

4.2 Determination of fair value

All financial instruments are recognised initially at fair value. In the normal course of business, the fair value of a financial instrument on initial recognition is the transaction price (that is, the fair value of the consideration given or received). In certain circumstances, however, the fair value will be based on other observable current market transactions in the same instrument, without modification or repackaging, or on a valuation technique whose variables include only data from observable markets, such as interest rate yield curves, option volatilities and currency rates. When such evidence exists, the Group recognises a gain or loss on inception of the financial instrument, being the difference between the transaction price and the fair value. When unobservable market data have a significant impact on the valuation of financial instruments, the entire initial difference in fair value indicated by the valuation model from the transaction price is not recognised immediately in the income statement but is recognised over the life of the transaction on an appropriate basis, or when the inputs become observable, or the transaction matures or is closed out, or when the firm enters into an offsetting transaction.

Subsequent to initial recognition, the fair values of financial instruments measured at fair value that are quoted in active markets are based on bid prices for assets held and offer prices for liabilities assumed. When independent prices are not available, fair values are determined by using valuation techniques which refer to observable market data.

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These include comparison with similar instruments where market observable prices exist, discounted cash flow analysis, option pricing models and other valuation techniques commonly used by market participants.

Fair values of financial instruments may be determined in whole or in part using valuation techniques based on assumptions that are not supported by prices from current market transactions or observable market data, where current prices or observable market data are not available. Various factors influence the availability of observable inputs and these may vary from product to product and change over time.

To the extent that valuation is based on models or inputs that are not observable in the market, the determination of fair value can be more subjective, depending on the significance of the unobservable input to the overall valuation. Unobservable inputs are determined based on the best information available, for example by reference to similar assets, similar maturities or other analytical techniques.

4.3 Financial Instruments

Financial assets and Financial liabilities are recognised when an entity becomes a party to the contractual provisions of the instrument.

Financial assets and Financial liabilities are initially measured at fair value. Transaction cost that are directly attributable to the acquisition or issue of financials assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

(a) Financial assets

i. Recognition and initial measurement

The Group recognises a financial asset in the statement of financial position on the date on which they are originated. All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis where the purchase or sale of a financial asset is under a contract whose terms require delivery of the financial asset within the timeframe established by the market concerned. Transaction costs directly attributable to the acquisition of financial assets classified as at FVTPL are recognised immediately in profit or loss.

ii. Classification

On initial recognition, a financial asset is classified as measured at: amortised cost, Fair value through other comprehensive income (FVOCI) or Fair value through profit or loss (FVTPL).

Specifically:
Debt instruments that meet the following conditions are subsequently measured at amortised cost:
-the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows: and
-the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payment of principal and interest on the principal amount outstanding.
Debt instruments that meet the following conditions are subsequently measured at FVOCI.
-the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
-the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payment of principal and interest on the principal amount outstanding.

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By default, all other financial assets are subsequently measured at FVTPL.

Despite the aforegoing, the Group may make the following irrevocable election/designation at initial recognition of a financial asset:

the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met.

the Group may irrevocably designate a debt investment that meets the amortised cost or FVOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

a. Equity instruments designated as at FVOCI

On initial recognition, the Group may make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity instruments as at FVOCI. Designation at FVOCI is not permitted if the equity investment is held for trading or if it is contingent consideration recognised by an acquirer in a business combination to which IFRS 3 applies.

A financial instrument is held for trading if:

- it has been acquired principally for the purpose of selling it in the near term; or
- on initial recognition it is part of a portfolio of identified financial instruments that the Group manages together and has evidence of a recent actual pattern of short-term profit-taking; or
- it is a derivative (except for derivative that is a financial guarantee contract or a designated and effective hedging instrument).

Investments in equity instruments at FVOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the investments revaluation reserve. The cumulative gain or loss will not be reclassified to profit or loss on disposal of the equity investments, instead, they will be transferred to retained earnings.

The Group has designated all investment in equity that are not held for trading as at FVOCI on initial application of IFRS 9.

Dividends on these investments in equity instrumets are recognised in profit or loss when the Group's right to receive the dividends is established in accordance with *IFRS 15 Revenue from contracts,* unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the "other income" line item in profit or loss.

Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVOCI are measured at FVTPL. Specifically:

- Investments in equity instruments are classified as at FVTPL, unless the Group designates an equity investment that is neither held for trading nor a contingent consideration arising from business combination as at FVOCI on initial recognition.
- Debt instruments that do not meet the amortised cost criteria or the FVOCI criteria are classified as at FVTPL. In addition, debt instruments that meet either the amortised cost criteria or the FVOCI criteria may be designated as at FVTPL upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would arise from measuring assets or liabilities or recognising the gains and losses on them on different bases. The Group has not designated any debt instruments as at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss.

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iii. Reclassification

If the business model under which the Group holds financial assets changes, the financial assets affected are reclassified. The classification and measurement requirements related to the new category apply prospectively from the first day of the first reporting period following the change in business model that results in reclassifying the Group's financial assets. During the current financial period and previous accounting period there was no change in the business model under which the Group holds financial assets and therefore no reclassifications were made. Changes in contractual cash flows are considered under the accounting policy on Modification and derecognition of financial assets described below.

iv. Offsetting

Financial assets and financial liabilities are offset and the net amount reported in the statement of financial position only when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liability simultaneously. Income and expense are not offset in the income statement unless required or permitted by any accounting standard or interpretation.

(b) De-recognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the firm neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the firm recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the firm retains substantially all the risks and rewards of ownership of a transferred financial asset, the firm continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss. In addition, on derecognition of an investment in a debt instrument classified as at FVOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is reclassified to profit or loss. In contrast, on derecognition of an investment in equity instrument which the Group has elected on initial recognition to measure at FVOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is not reclassified to profit or loss, but is transferred to retained earnings.

(c) Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by the Group are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by a Group entity are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Bank's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Bank's own equity instruments.

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Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL. Financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, e.g. financial guarantee contracts issued by the Group, and commitments issued by the Group to provide a loan at belowmarket interest rate, are measured in accordance with the specific accounting policies set out below:

Financial liabilities at fair value through profit and loss (FVTPL)

Financial liabilities at FVTPL are stated at fair value with any gains or losses arising on changes in fair value recognised in profit or loss to the extent that they are not part of a designated hedging relationship.

However, for financial liabilities that are designated as at FVTPL, the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of that liability is recognised in other comprehensive income, unless the recognition of the effects of changes in the liability's credit risk in other comprehensive income would create or enlarge an accounting mismatch in profit or loss.

The remaining amount of change in the fair value of liability is recognised in profit or loss. Changes in fair value attributable to a financial liability's credit risk that are recognised in other comprehensive income are not subsequently reclassified to profit or loss; instead, they are transferred to retained earnings upon derecognition of the financial liability.

Gains or losses on financial guarantee contracts and loan commitments issued by the Group that are designated by the Group as at fair value through profit or loss are recognised in profit or loss.

Financial liabilities subsequently measured at amortised cost

Financial liabilities that are not 1) contingent consideration of an acquirer in a business combination, 2) held-for-trading, or 3) designated as at FVTPL, are subsequently measured at amortised cost using the effective interest method.

(d) Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

(e) Derivative financial instruments

The Group enters into derivative financial instruments such as such foreign exchange forward contracts and currency swap to manage its exposure to foreign exchange rate risks.

Derivatives are initially recognised at fair value at the date the derivative contracts are entered into and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship.

(f) Embedded derivatives

Derivatives embedded in financial liabilities or other non-financial asset host contracts are treated as separate derivatives when their risks and characteristics are not closely related to those of the host contracts and the host contracts are not measured at FVTPL.

An embedded derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the hybrid instrument to which the embedded derivative relates is more than 12 months and is not expected to be realised or settled within 12 months. Other embedded derivatives are presented as current assets or current liabilities.

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(g) Foreign exchange gains and losses

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments. These foreign exchange gains and losses are recognised in the 'other income' line item in profit or loss for financial liabilities that are not part of a designated hedging relationship.

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of the reporting period. For financial liabilities that are measured as at FVTPL, the foreign exchange component forms part of the fair value gains or losses and is recognised in profit or loss for financial liabilities that are not part of a designated hedging relationship.

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period. Specifically, for financial assets measured at amortised cost that are not part of a designated hedging relationship, exchange differences are recognised in profit or loss in the 'other gains and losses' line item;

for debt instruments measured at FVTOCI that are not part of a designated hedging relationship, exchange differences on the amortised cost of the debt instrument are recognised in profit or loss in the 'other income and losses' line item. Translation differences on nonmonetary financial assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss. Translation differences on non-monetary financial assets, such as equities classified as fair value through OCI, are included in other comprehensive income.

(h) Modification of financial assets and financial liabilities

Financial assets

If the terms of a financial asset are modified, the Group evaluates whether the cash flows of the modified assets are substantially different. If the cash flows are substantially different, then the contractual right to cash flows from the original financial asset are deemed to have expired. In this case, the original financial asset is derecognised and a new financial asset is recognised at fair value plus any eligible transaction costs.

If the terms of a financial assets were modified because of financial difficulties of the borrower and the asset was not derecognised, then impairment of the asset was measured using the pre-modification interest rate.

Financial liabilities

The Group also derecognises a financial liability when its terms are modified and the cash flow of the modified liability are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognised in profit or loss.

If the terms of a financial liability modification is not substantially different, the financial liability is not derecognised. The difference between the present value of the original financial liability and the modified financial liability would be recognised in profit or loss in future periods through the revised effective interest rate.

4.4 Impairment of financial assets

The Group recognises a loss allowance for expected credit losses on loans and advances measured at amortised cost or at FVOCI, lease receivable, as well as on loan commitments. No impairment loss is recognised for investments in equity instruments. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

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The Group always recognises lifetime ECL for trade receivables and lease receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instruments has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Group's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information that relate to the Group's core operations

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk for a particular financial instrument, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor, or the length of time or the extent to which the fair value of a financial asset has been less than its amortised cost;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor;
- significant increases in credit risk on other financial instruments of the same debtor;
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the aforegoing, the Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if i) the financial instrument has a low risk of default, ii) the

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borrower has a strong capacity to meet its contractual cash flow obligations in the near term and iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. The Group considers a financial asset to have low credit risk when it has an internal or external credit rating of 'investment grade' as per globally understood definition.

For loan commitments, the date that the Group becomes a party to the irrevocable commitment is considered to be the date of initial recognition for the purposes of assessing the financial instrument for impairment. In assessing whether there has been a significant increase in the credit risk since initial recognition of a loan commitment, the Group considers changes in the risk of a default occurring on the loan to which a loan commitment relates; for financial guarantee contracts, the Group considers the changes in the risk that the specified debtor will default on the contract.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying a significant increase in credit risk before the amount becomes past due.

(a) Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that receivables that meet either of the following criteria are generally not recoverable.

- when there is a breach of financial covenants by the counterparty; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Bank, in full (without taking into account any collaterals held by the Bank).

Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

(b) Significant increase in credit risk

The Group monitors all financial assets, issued loan commitments and financial guarantee contracts that are subject to the impairment requirements to assess whether there has been a significant increase in credit risk since initial recognition. If there has been a significant increase in credit risk the Group will measure the loss allowance based on lifetime rather than 12-month ECL. The Group's accounting policy is not to use the practical expedient that financial assets with 'low' credit risk at the reporting date are deemed not to have had a significant increase in credit risk. As a result the Bank monitors all financial assets and issued loan commitments that are subject to impairment for significant increase in credit risk.

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument at the reporting date based on the remaining maturity of the instrument with the risk of a default occurring that was anticipated for the remaining maturity at the current reporting date when the financial instrument was first recognised. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort, based on the Group's historical experience and expert credit assessment including forward-looking information.

Multiple economic scenarios form the basis of determining the probability of default at initial recognition and at subsequent reporting dates. Different economic scenarios will lead to a different probability of default. It is the weighting of these different scenarios that forms the basis of a weighted average probability of default that is used to determine whether credit risk has significantly increased.

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Irrespective of the above analysis, the Group considers that credit risk has significantly increased since initial recognition when a contractual payments are more than 30 days past due unless the Group has reasonable and supportable information to demonstrate otherwise.

(c) Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- significant financial difficulty of the issuer or the borrower;
- a breach of contract, such as a default or past due event
- the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial
- restructuring of the loan
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for that financial asset because of financial difficulties.

A loan that has been renegotiated due to a deterioration in the borrower's condition is usually considered to be creditimpaired unless there is evidence that the risk of not receiving contractual cash flows has reduced significantly and there are no other indicators of impairment. In addition, a retail loan that is overdue for 90 days or more is considered impaired.

In making an assessment of whether an investment in sovereign debt is credit-impaired, the Group considers the following factors.

• The market's assessment of creditworthiness as reflected in the bond yields.
• The rating agencies' assessments of creditworthiness.
• The country's ability to access the capital markets for new debt issuance.
• The probability of debt being restructured, resulting in holders suffering losses through voluntary or mandatory debt forgiveness.
• The international support mechanisms in place to provide the necessary support as 'lender of last resort' to that country, as well as the intention, reflected in public statements, of governments and agencies to use those mechanisms. This includes an assessment of the depth of those mechanisms and, irrespective of the political intent, whether there is the capacity to fulfil the required criteria.

(d) Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery. Indicators of a financial difficulty that triggers a write off includes: when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

(e) Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for loan commitments, the exposure includes the amount drawn down as at the reporting date,

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together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Group's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate. For a lease receivable, the cash flows used for determining the expected credit losses is consistent with the cash flows used in measuring the lease receivable in accordance with IFRS 16 Leases.

For undrawn loan commitments, the expected credit loss is the present value of the difference between the contractual cash flows that are due to the Group if the holder of the loan commitment draws down the loan, and the cash flows that the Group expects to receive if the loan is drawn down.

Where lifetime ECL is measured on a collective basis to cater for cases where evidence of significant increases in credit risk at the individual instrument level may not yet be available, the financial instruments are grouped on the following basis:

Nature of financial instruments (i.e. the Group's trade and other receivables, finance lease receivables and amounts due from customers are each assessed as a separate group);

- Past-due status;
- Nature, size and industry of debtors;
- Nature of collaterals for finance lease receivables; and
- External credit ratings where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12month ECL at the current reporting date.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVTOCI, for which the loss allowance is recognised in other comprehensive income and accumulated in the investment revaluation reserve, and does not reduce the carrying amount of the financial asset in the statement of financial position.

(f) Restructured financial assets

If the terms of a financial assets renegotiated or modified or an existing financial asset is replaced with a new one due to financial difficulties of the borrower, then an assessment is made of whether the financial asset should be derecognised and ECL are measured as follows.

- If the expected restructuring will not result in derecognition of the existing asset, then the expected cashflows arising from the modified financial asset are included in calculating the cash shortfalls from the existing assets.

- If the expected restructuring will result in derecognition of the existing asset, then the expected fair value of the asset is treated as final cash flow from the existing financial asset at the time of its derecognition. The amount is included in calculating the cash shortfalls from the existing financial asset that are discounted from the expected date of derecognition to the reporting date using the original effective interest rate of the existing financial asset.

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4.5 Property and equipment

(a) Recognition and measurement

Items of property and equipment are stated at cost less any impairment losses and depreciation calculated on a straight-line basis to write-off the assets over their useful lives.

The cost of the relevant property, plant and equipment includes and is made up of expenditures that are directly attributable to the acquisition of the assets. Additions and subsequent expenditures are capitalised only to the extent that they enhance the future economic benefits expected to be derived from the assets and the cost of the asset can be measured reliably. Where significant parts of an item of property and equipment has different useful lives, they are accounted for as separate components of property and equipment. All other repairs and maintenance are charged to the profit and loss statement during the period in which they are incurred.

(b) Depreciation

Depreciation is provided on the depreciable amount of items of property, plant and equipment on a straight-line basis over their estimated useful economic lives. The depreciable amount is the gross carrying amount, less the estimated residual value at the end of its useful economic life.

The firm depreciates its assets over the following period

Freehold Buildings	50
Freehold land	Not depreciated
Leasehold land	Not depreciated
Construction Work in progress	Not depreciated
Motor vehicles	4
Furniture, fittings and Equipment	4

Depreciation rates, methods and the residual values underlying the calculation of depreciation of items of property, plant and equipment are kept under review to take account of any change in circumstances.

When deciding on depreciation rates and methods, the principal factors the bank takes into account are the expected rate of technological developments and expected market requirements for, and the expected pattern of usage of, the assets. When reviewing residual values, the Group estimates the amount that it would currently obtain for the disposal of the asset after deducting the estimated cost of disposal if the asset were already of the age and condition expected at the end of its useful economic life.
Depreciation commences when the assets are ready for their intended use.

© Derecognition

An item of property and equipment is derecognised on disposal or when no future economic benefits are expected. Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the assets and are recognised in the income statement during the period in which they were incurred.

4.6 Investment properties

Properties that are held for long-term rental yields or for capital appreciation or both, and that are not occupied by the entities in the consolidated group, are classified as investment properties. Investment properties comprise office buildings leased out under operating lease agreements.

Some properties are partially occupied by the Group, with the remainder being held for rental income or capital appreciation. If that part of the property occupied by the Group can be sold separately, the Group accounts for the portions separately. The portion that is owner-occupied is accounted for under IAS 16, and the portion that is held for rental income or capital appreciation or both is treated as investment property under IAS 40. When the portions

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cannot be sold separately, the whole property is treated as investment property only if an insignificant portion is owner-occupied. The Group considers the owneroccupied portion as insignificant when the property is more than 75% held to earn rental income or capital appreciation. In order to determine the percentage of the portions, the Group uses the size of the property measured in square metre.

Recognition of investment properties takes place only when it is probable that the future economic benefits that are associated with the investment property will flow to the entity and the cost can be measured reliably. This is usually the day when all risks are transferred.

Investment properties are measured initially at cost, including transaction costs. The carrying amount includes the cost of replacing parts of an existing investment property at the time the cost was incurred if the recognition criteria are met; and excludes the costs of day-to-day servicing of an investment property. Subsequent to initial recognition, investment properties are stated at cost and accounted for in a manner similar to IAS 16 requirements. Subsequent expenditure is included in the asset's carrying amount only when it is probable that future economic benefits associated with the item will flow to the Bank and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to the income statement during the financial period in which they are incurred.

The Group depreciates its investment property over a 50 year period.

4.7 Intangible assets

(a) Computer software

Computer software is stated at cost, less amortisation and accumulated impairment losses, if any.

The identifiable and directly associated external and internal costs of acquiring and developing software are capitalized where the software is controlled by the Group, and where it is probable that future economic benefits that exceed its cost will flow from its use over more than one year. Costs associated with maintaining software are recognised as an expense during the period when they are incurred.

Subsequent expenditure on computer software is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful life of the software, from the date that the asset is available for use since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. The estimated useful life for computer software is 5 years.

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

Intangible assets are derecognized on disposal or when no future economic benefits are expected from their use or disposal.

4.8 Impairment of non-financial assets

At each balance sheet date, or more frequently where events or changes in circumstances dictate, tangible and intangible assets, are assessed for indicators of impairment. If indicators are present, these assets are subject to an impairment review. For the purpose of conducting impairment reviews, cash-generating units are the lowest level at which management monitors the return on investment on assets. The impairment review includes the comparison of the carrying amount of the asset with its recoverable amount. The recoverable amount of the asset is the higher of the assets or the cash-generating unit's fair value less cost to sell and its value in use. Net selling price is calculated by reference to the amount at which the asset could be disposed of in a binding sale agreement in an arm's length transaction evidenced by an active market or recent transactions for similar assets. Value in use is calculated by discounting the expected future cash flows obtainable as a result of the asset's continued use, including those resulting from its ultimate disposal, at a market-based discount rate on a pre-tax basis.

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The carrying values of tangible and intangible assets, excluding goodwill, are written down by the amount of any impairment and this loss is recognised in the income statement in the period in which it occurs. In subsequent years, the Group assesses whether indications exist that impairment losses previously recognized for tangible and intangible assets other than goodwill may no longer exist or may have decreased. If any such indication exists, the recoverable amount of that asset is recalculated and, if required, its carrying amount is increased to the revised recoverable amount. The increase is recognized in operating income as an impairment reversal. An impairment reversal is recognized only if it arises from a change in the assumptions that were used to calculate the recoverable amount. The increase in an asset's carrying amount due to an impairment reversal is limited to the depreciated amount that would have been recognized had the original impairment not occurred.

4.9 Share capital

(a) Issued and paid up capital

All shares issued and paid up as at year end has been recognized as part of Share capital in the Statement of Financial Position

(b) Issued but not yet paid up capital

Issued but not yet paid up capital: This comprises shares issued as at year end but no payment has been made, hence no financial assets has been recognized for issued but not yet paid up capital.

(c) Called Share capital but not paid

Called issued share capital are only recognized as financial assets once the share capital has been issued, called but not yet paid

(d) Share issue costs

Incremental costs directly attributable to the issue of new shares or options including those issued on the acquisition of a business are shown in equity as a deduction, net of tax, from the proceeds.

(e) Dividend on ordinary shares

Dividend on ordinary shares is recognised in equity in the period in which it is approved by the Group's shareholders. Dividend declared after the reporting date is dealt with in the subsequent period.

4.10 Employee benefits

(a) Defined contribution plan

The Group operates a defined contribution plan, based on a percentage of pensionable earnings funded by both the Group and qualifying employees under a mandatory scheme governed by the Pension Reform Act of 2014. The employer contributes 25% and employee contribute 5% of pensionable earnings hence an amount of 30% in total is contributed. Contributions to these plans are recognised as an expense in profit or loss in the periods during which services are rendered by employees.

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

(a) Defined benefit plan

The Group also maintains a defined benefit plan. A defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors, such as age, years of service and compensation.

The liability recognised in the statement of financial position in respect of the gratuity plans as at reporting date is the terminal amount payable to all employees on exit from the Bank less the fair value of plan assets, together with adjustments for unrecognised actuarial gains or losses and past service costs/gains. The plan obligation was determined on the cessation date using the emolument as at the cessation date i.e.(31st December 2020), the

4 Material accounting policies

percentage attributable to the number of years in service. This was computed for all staff in employment as at the cessation date regardless of attainment of the previously determined five (5) years of service requirement.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions is recognised in other comprehensive income. Past-service costs are recognised immediately in income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

(b) Short term employee benefit

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave and sick leave in the period the related service is rendered at the undiscounted amount of the benefits expected to be paid in exchange for that service.

(c) Other long term employee benefit

Liabilities recognised in respect of other long-term employee benefits are measured at the present value of the estimated future cash outflows expected to be made by the Group in respect of services provided by employees up to the reporting date.

4.11 Provisions

Provisions are recognised for present obligations arising as consequences of past events where it is probable that a transfer of economic benefit will be necessary to settle the obligation, and it can be reliably estimated. The amount recognized is the best estimate of the expenditure 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.

A provision for onerous contracts is recognised when the expected benefits to be derived by the firm from a contract are lower than the unavoidable cost of meeting its obligations under the contract. The provision is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract.

4.12 Taxes, including deferred taxes

Income tax comprises company income tax, education tax, information technology tax, national agency for science and engineering infrastructure levy, Nigeria policy trust fund levy, minimum tax and deferred tax. It is recognized in profit or loss except to the extent that it relates to a business combination, or items recognized directly in equity or in OCI.

(a) Current tax

Current tax is the tax expected to be payable on the taxable profit for the period, calculated using tax rates enacted or substantively enacted by the balance sheet date, and any adjustment to tax payable in respect of previous years and is recognised as an expense in the period in which profits arise. Current tax assets and liabilities are offset when the Group intends to settle on a net basis and the legal right to offset exists. Income tax recoverable on tax allowable losses is recognised as an asset only to the extent that it is regarded as recoverable by offset against current or future taxable profits. Current tax is assessed as follows:

- Company income tax is compuated on taxable profits
- Tertiary education tax is computed on assessable profits
- National Information Technology Development Agency levy is computed on profit before tax
- Nigeria Police Trust Fund levy is computed on net profit (i.e profit after deducting all expenses and taxes from revenue earned by the company during the year)

4 Material accounting policies

- National Agency for Science and Engineering Infrastructure is computed on profit before tax
- Minimum tax is assessed on gross turnover less franked investment income and only applicable when company income tax is lower than minimum tax

(b) Deferred tax

Deferred income tax is provided for in full, using the liability method, on temporary differences arising from the differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax is determined using tax rates and legislation enacted or substantially enacted at the balance sheet date and is expected to apply when the deferred tax asset is realised or the deferred tax liability is settled. Deferred tax assets and liabilities are only offset where there is both the legal right and the intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(i) Deferred tax asset

The recognition of a deferred tax asset relies on an assessment of the probability and sufficiency of future taxable profits, future reversals of existing taxable temporary differences and ongoing tax planning strategies.

Recognition of deferred tax assets is based on the evidence available about conditions at the balance sheet date, and requires significant judgments to be made regarding projections of loan impairment charges and the timing of recovery in the economy. These judgments take into consideration the effect of both positive and negative evidence, including historical financial performance, projections of future taxable income, future reversals of existing taxable temporary differences, tax planning strategies and the availability of loss carrybacks. Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be used.

4.13 Cash and cash equivalents

For the purposes of the cash flow statement, cash comprises cash on hand, placements due from financial institutions and cash equivalents comprise highly liquid investments that are convertible into cash with an insignificant risk of changes in value with original maturities of less than three months.

4.14 Lease

The Group as a Lessor

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

When the Group acts as a lessor, it determines at lease inception whether the lease is a finance lease or an operating lease. Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases. Amounts due from lessees under finance leases are recognised within Advance under finance lease as receivables at the amount of the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Bank's net investment outstanding in respect of the leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

The Group applies the derecognition and impairment requirements in IFRS 9 to the net investment in the lease (see 4.3b and 4.4)

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The Group as a Lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the group recognise the lease payments as an operating expense on a straight-line basis over the term of the unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Initial Recognition

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the group uses its incremental borrowing rate.

The incremental borrowing rate is the rate of interest that the lessee 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.

Lease payments included in the measurement of the lease liability comprise:
-fixed lease payments (including in-substance fixed payments), less any lease incentives;
-variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
-amount expected to be payable by the lessee under residual value guarantees;
-exercise price of purchase optins, if the lessee is reasonably certain to exercise the options; and
-payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as part of other liabilities in the consolidated statement of financial position.
Right-of-use asset are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the statement of financial position immediately before the date of initial application.

Subsequent Recognition

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payment made at or before the commencement day and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

The right-of-use assets that do not meet the definition of investment property are presented as a separate line in the Statement of financial position.

Depreciation on right of use assets

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of- use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

4 Material accounting policies

Remeasurement/modifications of lease liability

The Group remeasures the lease liability (and make a corresponding adjustment to right-of-use asset) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

4.15 Fiduciary activities

The Bank acts as fund manager and in other fiduciary capacities to some Federal Government, State Governments of Nigeria, other government agencies and high net worth individuals that results in the holding or placing of assets on behalf of these stakeholders. These assets and income arising thereon are excluded from these financial statements, as they are not assets of the Group. The fees earned on these activities are recognised as management fees.

4.16 Earnings per share

The Bank presents basic and diluted earnings per share (EPS) for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Bank by the weighted average number of ordinary shares outstanding during the period. Where there are shares that could potentially affect the numbers of share issued, those shares are considered in calculating the diluted earnings per share.

4.17 Business combination

Business Combination under common controls are accounted for in the consolidated accounts prospectively from the date the Bank obtains the ownership interests. Assets and liabilities are recognized upon reconsolidation at their carrying amount in the consolidated financial statement of the Group. Any difference between the fair values of consideration paid and the amounts at which the assets and liabilities are recorded is recognized directly in equity reserve.

For acquisitions meeting the definition of business, the acquisition method is used. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued and liabilities assumed at the date of exchange, plus costs directly attributable to the acquisition. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date, irrespective of the extent of any non-controlling interest. The excess of the cost of acquisition over the fair values of the Group's share of the identifiable net assets acquired is recorded as goodwill. Any goodwill arising from initial consolidation is tested for impairment at least once a year and whenever events or changes in circumstances indicated the need for an impairment. If the cost of acquisition is less than the fair value of the Group's share of the net assets acquired, the difference is recognized directly in the consolidated income statement.

For acquisitions not meeting the definition of business, the Group allocates the cost between the individual identifiable assets and liabilities. The cost of acquired assets and liabilities is determined by (a) accounting for financial assets and liabilities at their fair value at the acquisition date as measured in accordance with IFRS 9, "Financial instruments"; and (b) allocating the remaining balance of the cost of purchasing the assets and liabilities to the individual assets and liabilities, other than financial instruments, based on their relative fair values at the acquisition date.

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4.18 Consolidation

The financial statements of the consolidated subsidiaries, used to prepare the consolidated financial statements, were prepared as of the Bank's reporting date

a) Subsidiaries

The consolidated financial statements of the Group comprise the financial statements of the parent entity and all consolidated subsidiaries as of the reporting periods. Subsidiaries are companies in which the Group directly or indirectly holds the majority of the voting rights and where it determines their financial and business policies and is able to exercise control over them in order to benefit from their activities. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on which control ceases. The results of the subsidiaries acquired or disposed of during the year are included in the consolidated income statement from the effective acquisition date or up to the effective date on which control ceases, as appropriate. Inter-company transactions, balances and intragroup gains on transactions between group companies are eliminated. Intragroup losses are also eliminated unless the transaction provides evidence of impairment of the asset transferred. The integration of the subsidiaries into the consolidated financial statements is based on consistent accounting and valuation methods for similar transactions and other occurrences under similar circumstances.

b) Non-Controlling Interest (NCI)

NCI are measured initially at their proportionate share of the acquiree's identifiable net assets at the date of acquisitions. Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity.

c) Loss of Control

When the Group loses control over a subsidiary, it derecognizes the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any resulting gain or loss is recognized in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

d) Associates

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The Group's investment in associates includes goodwill identified on acquisition, net of any accumulated impairment loss.

The Group's share of its associates' post-acquisition profits or losses is recognised in profit or loss, and its share of postacquisition movements in reserves are recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

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e) Common control transactions

Common control transactions in the consolidated financial statements are accounted for prospectively from the date the Group obtains the ownership interest. Assets and liabilities are recognized upon consolidation at their carrying amount in the consolidated financial statement of the Group. Any difference between the fair values of the consideration paid and the amounts at which the assets and liabilities are recorded is recognized directly in equity reserve.

f) Transactions eliminated on consolidation

Intra-group balances and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

4.19 Government Grant

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attached to them and that the grants will be received.

Government grants are recognized as follows:

i. If the grant received is a guarantee integral to loans and advances issued by the Bank, then the Bank considers the guarantee, including whether the conditions attached to it will be met, in measuring the loan. If all conditions are met, the grant is deducted from the carrying amount of the assets

ii. Conversely if the grant is not integral to loans and advances issued by the Bank, the grant is recognized in profit or loss on a systematic basis over the periods in which the Group recognizes as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non- current assets (including property, plant and equipment) are recognized as deferred income in the consolidated statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognized in profit or loss in the period in which they become receivable.

		Note	GROUP 31-Dec-23 ₦'000	GROUP 31-Dec-22 ₦'000	BANK 31-Dec-23 ₦'000	BANK 31-Dec-22 ₦'000
5	**Interest income**					
	Interest income on financial assets carried at amortised cost:					
	Loans and advances to customers		83,121,032	57,886,539	82,651,266	57,535,223
	Loans and advances to financial institutions		1,139,924	977,497	1,139,924	977,497
	Placements with financial institutions		23,498,429	14,212,844	23,276,763	14,105,074
	Investment in debt securities		178,882,244	139,868,045	178,874,189	139,862,054
	Total interest income calculated using effective interest method		286,641,629	212,944,925	285,942,142	212,479,848
	Lease Income		-	10,412	-	-
			286,641,629	212,955,337	285,942,142	212,479,848
6	**Interest expense**					
	Borrowings	6.1	144,272,280	83,051,286	143,955,474	82,797,490
	Lease liabilities	6.2	1,663	267	1,090,427	1,089,749
			144,273,943	83,051,553	145,045,901	83,887,239

6.1 The total represents interest expense on financial liabilities that are measured at amortised cost.

6.2 This represents the unwinding of discount on future lease payments for the year. Lease transactions between the Bank and its subsidiaries have been eliminated at the group level.

		Note	GROUP 31-Dec-23 ₦'000	GROUP 31-Dec-22 ₦'000	BANK 31-Dec-23 ₦'000	BANK 31-Dec-22 ₦'000
7	**Fees and commission income**					
	Management fee on third party funds	7.1	817,882	2,353,587	817,882	2,353,587
	Credit related fees		5,583,482	4,229,445	4,686,748	3,588,650
	Commission on letter of credit		385,016	225,003	38,125	3,651
	Fees and commission income		6,786,380	6,808,035	5,542,755	5,945,888

7.1 Management fees on third party funds relate to fees earned by the Bank on trust and fiduciary activities in which the Bank holds or manage funds on behalf of its customers.

7.2 Fee and commission expense relates to 1% to 2% monitoring fees paid to Commercial Banks for loan facilities guaranteed.

		GROUP 31-Dec-23 ₦'000	GROUP 31-Dec-22 ₦'000	BANK 31-Dec-23 ₦'000	BANK 31-Dec-22 ₦'000
8	**Net gain/(loss) from financial instruments measured at fair value**				
	Derivative gain/(loss) - Euro Currency swap	1,293,917,032	(18,587,705)	1,293,917,032	(18,587,705)
	Derivative gain - USD Currency swap	86,077,264	3,131,345	86,077,264	3,131,345
	Fair value gain/(loss) on equity investments at FVTPL	1,279	(45)	-	-
		1,379,995,575	(15,456,405)	1,379,994,296	(15,456,360))

		Note	GROUP 31-Dec-23 ₦'000	GROUP 31-Dec-22 ₦'000	BANK 31-Dec-23 ₦'000	BANK 31-Dec-22 ₦'000
9	**Other income/(loss)**					
	Exchange gain/(loss)	9.1	(1,301,239,864)	4,768,892	(1,301,264,270)	4,760,351
	Rental income	9.2	1,072,143	413,169	1,020,229	389,667
	Loan recoveries		646,262	2,531,612	646,262	2,531,612
	Brokerage Income		153,721	128,100	-	-
	Dividend from equity securities		9,799	15,551	8,274	14,215
	Gain/(loss) on disposal of Property and equipment	25.1	121,190	110,714	(2,018)	(74)
	Other miscellaneous income		622,119	680,381	389,633	389,447
			(1,298,614,630)	8,648,419	(1,299,201,890)	8,085,218

9.1 Exchange loss for the year ended 31 December 2023 reflects changes experienced in Nigeria's unification of exchange rate which led to the exchange loss of N1,301billion. This loss resulted from the Group's significant exposure to foreign currency which stood at a net liability of EUR2.1billion as at 31 December 2023.

9.2 Rental Income represents income earned from rental of the Group's investment properties and building.

		Note	GROUP 31-Dec-23 ₦'000	GROUP 31-Dec-22 ₦'000	BANK 31-Dec-23 ₦'000	BANK 31-Dec-22 ₦'000
10	**Impairment charges/(write back)**					
	Cash Balances	43(e)(I)	141	292	141	292
	Fixed deposits	43(e)(ii)	1,714,257	33,132	1,715,322	33,475
	Investment in debt securities	43(e)(iii)	91,163	(9,021)	91,182	(8,676)
	Loans and advances	43(e)(iv)	(1,657,034)	1,762,955	(1,748,835)	1,753,257
	Other assets	43(e)(v)	20,098	224,852	50,843	225,696
	Advances under finance lease	43(e)(vi)	2,188	(364)	-	-
	Modification loss	10(a)	-	2,333,816	-	2,333,816
			170,813	4,345,662	108,653	4,337,860

10(a) The Group restructured some of its loans in 2020, 2021 and 2022 in form of interest rate reduction, moratorium extension and tenure elongation. This was necessitated due to the anticipated impact of COVID-19 on the business of its customers. In 2020, interest rate was reduced by 2%, a moratorium of three(3) months was also extended and in some cases there were additional moratorium extension of nine(9) months. The interest rate reduction by 2% for one (1) year commenced April 1, 2020 and terminated March 31, 2021. After the terminal period of March 31, 2021, there was a further restructuring in 2021, which led to the extension of the interest rate reduction of 2% by an additional twelve (12) months, which terminated in March 31, 2022. The interest rate reduction was further extended to August 31, 2022. The effect of this restructuring resulted to a modification loss of N2.334 billion in December 2022. With the cessation of moratorium extension and elongation in August 2022, no further modification loss was recognised in 2023.

		Note	GROUP 31-Dec-23 ₦'000	GROUP 31-Dec-22 ₦'000	BANK 31-Dec-23 ₦'000	BANK 31-Dec-22 ₦'000
11	**Staff costs**					
	Salaries and wages		20,548,641	17,183,898	19,969,138	16,719,709
	Defined contribution plans	31.1	1,861,705	1,423,522	1,762,105	1,339,060
	Income related to post-employment defined benefit plans	31.2(e)	(573,083)	(326,380)	(572,606)	(317,503)
	Medical and welfare expenses		3,083,492	2,128,308	3,074,140	2,127,283
			24,920,755	20,409,348	24,232,777	19,868,549

		Note	GROUP 31-Dec-23 ₦'000	GROUP 31-Dec-22 ₦'000	BANK 31-Dec-23 ₦'000	BANK 31-Dec-22 ₦'000
12	**Depreciation and amortisation**					
	Amortisation of Intangible asset	24	226,329	177,572	226,329	177,572
	Depreciation of property and equipment	25	3,741,748	2,884,013	959,050	462,819
	Depreciation of investment property	26	302,018	180,200	297,798	175,981
	Depreciation of right-of-use asset	27	20,136	1,678	3,002,613	2,546,781
			4,290,231	3,243,463	4,485,790	3,363,153
13	**Other operating expenses**					
	Rent and rates		771,999	691,100	743,220	659,701
	Directors' emoluments	38b	1,272,999	506,261	1,238,635	466,588
	Postages and telephones		172,436	204,251	166,332	199,599
	Entertainment		358,957	322,233	349,720	313,609
	Motor running/ travelling expenses		3,976,630	2,418,844	3,936,378	2,385,983
	Advertisement expenses		639,522	701,102	634,272	695,114
	Professional service fees		1,602,239	1,359,991	1,536,792	1,286,164
	Corporate promotional expenses		4,340,934	2,997,982	4,340,934	2,997,982
	Business development expenses		2,792,416	2,135,508	2,792,416	2,135,508
	MSME development		7,551,183	2,837,271	7,551,183	2,837,271
	Training and conference, etc		3,416,546	2,142,512	3,384,102	2,121,068
	Bank charges		165,733	45,999	156,831	36,970
	Insurance		699,881	319,491	556,067	250,815
	Subscriptions		50,966	46,982	49,203	41,052
	Donations		20,000	143,954	20,000	143,954
	Repairs and maintenance		2,274,139	1,954,483	2,263,248	1,939,675
	Sundry expenses		271,748	179,539	108,801	90,698
	Office expenses		3,643,906	2,881,225	3,286,535	2,526,427
	Printing and stationery		388,923	244,607	382,748	239,568
	Other asset write off		1,000	-	-	-
	Audit fee		132,389	94,029	120,000	90,000
			34,544,546	22,227,364	33,617,417	21,457,746

13.1 The auditors, KPMG Professional Services performed non-audit service of NGN6million during the year which is recognized under Professional service fees. The non-audit service relates to Certification of loan financial covenants.

		Note	GROUP 31-Dec-23 ₦'000	GROUP 31-Dec-22 ₦'000	BANK 31-Dec-23 ₦'000	BANK 31-Dec-22 ₦'000
14	**Cash and Bank Balances**					
	Cash in hand		31,721	33,839	5,815	1,444
	Cash balances with Local Banks		1,166,553	2,987,508	648,783	2,880,802
	Cash Balances with Foreign Banks		3,805,214	4,816,097	3,805,214	4,816,097
	Cash with CBN		25,936,310	11,750,300	25,936,310	11,750,300
			30,939,798	19,587,744	30,396,122	19,448,643
	Allowance for impairment	43(e)(I)	(1,141)	(1,000)	(1,141)	(1,000)
			30,938,657	19,586,744	30,394,981	19,447,643

		Note	GROUP 31-Dec-23 ₦'000	GROUP 31-Dec-22 ₦'000	BANK 31-Dec-23 ₦'000	BANK 31-Dec-22 ₦'000
15	**Fixed deposits**					
	Fixed Deposit - denominated in local currency		287,297,094	110,747,210	286,098,875	103,121,018
	Fixed Deposit - denominated in foreign currency		204,050,822	65,907,649	204,050,822	72,206,614
			491,347,916	176,654,859	490,149,697	175,327,632
	Allowance for impairment	43(e)(ii)	(2,068,282)	(354,025)	(2,066,645)	(351,323)
			489,279,634	176,300,834	488,083,052	174,976,309

Due from financial institutions represents local and domiciliary fixed deposit placements with financial institutions in Nigeria with original maturities of less than three months

16 Derivative instrument
Group and Bank

31 December 23
Fair Values

	Counterparty	Notional contract Amount ₦'000	Derivative Asset ₦'000	Derivative Liability ₦'000	Net ₦'000
Foreign Currency swap - EUR	Central Bank of Nigeria	2,082,983,007	582,161,663	-	582,161,663
		2,082,983,007	582,161,663	-	582,161,663

31 December 22

	Counterparty	Notional contract Amount ₦'000	Derivative Asset ₦'000	Derivative Liability ₦'000	Net ₦'000
Foreign Currency swap - USD	Central Bank of Nigeria	205,366,500	1,716,396	-	1,716,396
Foreign Currency swap - EUR	Central Bank of Nigeria	1,051,404,520	1,220,997	(3,047,023)	(1,826,026)
		1,256,771,020	2,937,393	(3,047,023)	(109,630)

The Bank entered into various foreign currency swap contracts of Euros and US dollars notional amount with the Central Bank of Nigeria (CBN) during the period. On reporting date, the Group estimates the fair value of the derivatives transacted with the CBN using the discounted cashflow technique with the observable yield curves.
During the year ended 31 December 2023, the derivative contracts entered into by the Group generated net gain of N1,379.99billion (31December 2022 net loss of N15.46billion), which were recognized in the statement of profit or loss and other comprehensive income. See note 8.

		Note	GROUP 31-Dec-23 ₦'000	GROUP 31-Dec-22 ₦'000	BANK 31-Dec-23 ₦'000	BANK 31-Dec-22 ₦'000
17	**Advances under Finance Lease**					
	Gross Investment	17.1	310,178	91,374	-	-
	Unearned Income	17.1	(8,777)	(8,695)	-	-
	Present value of minimum lease payments	17.1	301,401	82,679	-	-
	Allowance for uncollectible lease payments	17.1	(3,102)	(914)	-	-
			298,299	81,765	-	-

	Note	GROUP 31-Dec-23 ₦'000	GROUP 31-Dec-22 ₦'000	BANK 31-Dec-23 ₦'000	BANK 31-Dec-22 ₦'000
17.1 Advances under finance lease may be analysed as follows:					
Gross investment in finance leases					
- No later than 1 year		-	-	-	-
- Later than 1 year and no later than 5 years		310,178	91,374	-	-
- More than 5 years		-	-	-	-
		310,178	91,374	-	-
		(8,777)	(8,695)	-	-
Net Investment in finance lease		301,401	82,679	-	-
Less Impairment allowance	42(e)(vi)	(3,102)	(914)	-	-
		298,299	81,765	-	-
Net Investment in finance lease					
Less than one year		-	-		
Between one and five years		301,401	82,679		
More than five years		-	-		
		301,401	82,679	-	-

The Group enters into finance leasing arrangements as a lessor for generating sets and motor vehicles to its customers. The Group is not exposed to foreign currency risk as a result of the lease arrangements, as all leases are denominated in Naira. Residual value risk on the motor vehicles and generating set is not significant, because the residual values are guaranteed and also the existence of a secondary market with respect to them.

	Note	GROUP 31-Dec-23 ₦'000	GROUP 31-Dec-22 ₦'000	BANK 31-Dec-23 ₦'000	BANK 31-Dec-22 ₦'000
18 Investment in debt securities					
Treasury Bills		134,180	110,800	-	-
CBN Omo Bills	18.1	1,592,101,977	1,315,018,554	1,592,101,977	1,315,018,554
		1,592,236,157	1,315,129,354	1,592,101,977	1,315,018,554
Impairment allowance		(152,093)	(60,930)	(152,066)	(60,883)
		1,592,084,064	1,315,068,424	1,591,949,911	1,314,957,671

18.1 This represents the carrying amount of the Bank's investment in CBN OMO Bills at an interest rate that ranged from 11% to 13% per annum during the year ended 31 December 2023.

	Note	GROUP 31-Dec-23 ₦'000	GROUP 31-Dec-22 ₦'000	BANK 31-Dec-23 ₦'000	BANK 31-Dec-22 ₦'000
19 Loans and advances					
Loans to customers		1,077,341,625	712,677,708	1,074,710,523	710,792,277
Loan to financial institutions		75,632,419	111,567,868	75,632,419	111,567,868
Gross loans and advances		1,152,974,044	824,245,576	1,150,342,942	822,360,145
Less ECL allowance	42(e)(iv)	(13,491,583)	(18,789,276)	(13,386,596)	(18,764,758)
Net loans and advances		1,139,482,461	805,456,300	1,136,956,346	803,595,387
20 Equity investment securities					
Quoted equity investments at FVTPL		3,672	4,042	676	676
Quoted equity investments at FVOCI		6,701	6,701	4,237	4,237
Unquoted equity investments at FVOCI		19,363,761	9,304,485	19,358,960	9,299,684
Total equity investment securities		19,374,134	9,315,228	19,363,873	9,304,59

Analysis of movement in the Group's equity investment securities are presented below:

Group 31-Dec-23	Quoted equity investments at FVTPL ₦'000	Quoted equity investments at FVOCI ₦'000	Unquoted equity investments at FVOCI ₦'000	Total ₦'000
Balance as at 1 January 2023	4,042	6,701	9,304,485	9,315,228
Additions during the year	-	-	1,509,338	1,509,338
Disposal during the year	(1,649)	-	-	(1,649)
Realised fair value gain/(loss) recognised in P&L	1,279	-	-	1,279
Unrealised fair value gain/(loss) recognised in P&L	-	-	-	-
Unrealised fair value gain/(loss) recognised in other comprehensive income	-	-	8,549,938	8,549,938
Balance as at 31 December 2023	3,672	6,701	19,363,761	19,374,134

31-Dec-22	Quoted equity investments at FVTPL ₦'000	Quoted equity investments at FVOCI ₦'000	Unquoted equity investments at FVOCI ₦'000	Total ₦'000
Balance as at 1 January 2022	4,087	10,498	8,575,887	8,590,472
Additions during the year	-	-	784,065	784,065
Unrealised fair value gain/(loss) recognised in P&L	(45)	-	-	(45)
Unrealised fair value gain/(loss) recognised in other comprehensive income	-	(3,797)	(55,467)	(59,264)-
Balance as at 31 December 2022	4,042	6,701	9,304,485	9,315,228

Bank 31-Dec-23	Quoted equity investments at FVTPL ₦'000	Quoted equity investments at FVOCI ₦'000	Unquoted equity investments at FVOCI ₦'000	Total ₦'000
Balance as at 1 January 2023	676	4,237	9,299,684	9,304,597
Additions during the year	-	-	1,509,338	1,509,338
Unrealised fair value gain/(loss) recognised in other comprehensive income	-	-	8,549,938	8,549,938
Balance as at 31 December 2023	676	4,237	19,358,960	19,363,873

31-Dec-22	Quoted equity investments at FVTPL ₦'000	Quoted equity investments at FVOCI ₦'000	Unquoted equity investments at FVOCI ₦'000	Total ₦'000
Balance as at 1 January 2022	676	8,077	8,560,281	8,569,034
Additions during the year	-	-	784,065	784,065
Unrealised fair value loss recognised in other comprehensive income	-	(3,840)	(44,662)	(48,502)
Balance as at 31 December 2022	676	4,237	9,299,684	9,304,597

20.1 Details of the Group and Bank's equity investments are presented below:

	GROUP 31-Dec-23	GROUP 31-Dec-22	BANK 31-Dec-23	BANK 31-Dec-22
	₦'000	₦'000	₦'000	₦'000
(a) Quoted equity investment securities measured at FVTPL				
Union Trading Company Plc	676	676	676	676
Other Equity investments	2,950	3,366	-	-
	3,626	4,042	676	676
(b) Quoted equity investment securities measured at FVOCI				
GlaxoSmith Kline	311	311	311	311
Staco Insurance Plc	3,426	3,426	3,426	3,426
Gold link Insurance	500	500	500	500
Other equity investments	2,464	2,464	-	-
	6,701	6,701	4,237	4,237

(c) **Unquoted equity investment securities measured at FVOCI**

The Group has designated some investments in equity instruments at FVOCI as these are investments that the Group plans to hold in the long term for strategic reasons.

	GROUP 31-Dec-23	GROUP 31-Dec-22	BANK 31-Dec-23	BANK 31-Dec-22
LADOL Integrated Logistics Free Zone Enterprises	9,492,961	3,297,932	9,492,961	3,297,932
Ketron Investment Limited	1,655,808	3,588,169	1,655,808	3,588,169
Alithea	8,179,091	2,413,583	8,179,091	2,413,583
Other equity investments	35,900	4,801	31,100	-
	19,363,760	9,304,485	19,358,960	9,299,684
Total	19,374,087	9,315,228	19,363,873	9,304,597

20.2 Measurement of fair value

i. **Fair value hierarchy**

The fair value of the equity securities at FVOCI was determined by management as the bank's share of the fair value of the investee companies determined based on average trading comparables as at 31 December 2023.

The fair value measurement for the unquoted equity securities of N19billion (31 Dec 2022: N9billion) has been categorised as Level 3 fair value based on the inputs into valuation technique used.

20.2 Measurement of fair value

ii Valuation technique and significant unobservable inputs.

Valuation Technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value
The fair values are determined by applying the average of trading comparables. References were made to the investee companies historical financial performance and market multiples. The fair values are based on average market multiples of comparable companies.	-Price to Book value of comparable companies -Price to Sales value of comparable companies -Price to Earnings Before Interest Tax Depreciation and amortisation (EBITDA) -Illiquidity discount -minority discount	The estimated fair value would increase (decrease) if the following key inputs increases or (decreases): i. Price to book value ratio ii. Price to sales value ratio iii. Price to EBITDA ratio iv. Illiquidity discount v. Minority discount

21 Investment in associates

Below is information on the Group's investment in equity accounted investee as at 31 December 2023. The associate company (Iwosan Investment Limited) incorporated in Nigeria has its primary place of business located in Lagos Nigeria and its main business is the provision of health care services. Its financial reporting date is 31 December and has share capital consisting solely of ordinary shares, which are held directly by the Group. The group's percentage holding as at 31 December 2023 is 25%

(a) Movement in investment in equity-accounted investee

	Group 31-Dec-23 N'000	Group 31-Dec-22 N'000	Bank 31-Dec-23 N'000	Bank 31-Dec-22 N'000
Balance as at 1 January 2023	2,829,609	3,035,109	3,000,000	3,000,000
Share of current year result	-	(205,500)	-	-
Balance as at 31 December 2023	2,829,609	2,829,609	3,000,000	3,000,000

22 Investment in subsidiaries

Details of the group's subsidiaries at the end of the reporting period are as follows:

Name of subsidiary	Principal activity	Place of Incorporation and operation	Ownership Interest	Carrying Amount	
			31-Dec-23	31-Dec-23	31-Dec-22
			%	₦'000	₦'000
Lecon Financial Services Limited (LECON)	Leasing and Financing Solutions	Lagos, Nigeria	98%	3,332,070	3,332,070
BOI Investment and Trust Company Limited	Trusteeship and Consultancy Services	Lagos, Nigeria	100%	308,650	308,650
BOI Microfinance Bank	Microfinance Banking	Lagos, Nigeria	100%	800,000	100,000
BOI Insurance Brokers Limited	Insurance Placement and Consultancy	Lagos, Nigeria	100%	5,000	5,000
BOI Finance B.V.	Special purpose for Bond Issuance	Netherlands	100%	-	-
				4,445,720	3,745,720

22.1 Change in the Group's ownership interest in a subsidiary

During the 2023 financial year, the Bank increased its investment in BOI Microfinance Bank by N700million (2022: nil)

22.2 There are no significant non-controlling interest in the group as such the group has not disclosed the summarised financial statement of each subsidiary.

21.3 There was no indication of impairment on any of the subsidiaries.

			Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
23	Other assets	Note	₦'000	₦'000	₦'000	₦'000
	Non financial assets					
	Prepayments		6,076,669	5,342,682	3,471,664	3,586,742
	WHT receivable		1,307,510	984,877	1,196,151	846,333
	Other debit balances	23.1	357,768	455,140	279,144	419,603
	Net other non-financial assets		7,741,947	6,782,699	4,946,959	4,852,678
	Other financial assets					
	Estate and rental debtors		993,511	903,952	509,365	465,908
	UNDP receivable		37,249	37,249	37,249	37,249
	Due from fund holders		2,479,556	140,438	2,479,556	140,438
	Other account receivable	23.2	1,980,473	2,283,242	1,956,442	2,263,792
	Accrued income		211,724	125,931	211,724	125,931
	Late fee receivable		331,775	163,461	331,775	163,461
	Loan fee receivable		1,215,536	827,385	1,215,536	827,385
	Due from related companies		-	-	23,201	29,420
	Management fees receivable	23.3	1,660,296	1,396,792	1,306,762	1,253,019
	Gross other financial assets		8,910,120	5,878,450	8,071,610	5,306,603
	Less: Impairment allowance 42(d)		(1,755,500)	(1,739,402)	(1,727,680)	(1,676,838)
	Net Other financial assets		7,154,620	4,139,048	6,343,930	3,629,765
	Total other assets		14,896,567	10,921,747	11,290,889	8,482,443

23.1 Other debit balance mainly consists of advance payment for fixed assets of N271.9million (Dec 2022: N430.7million)

23.2 Other account receivable majorly consist of receivable from Ministry of finance in respect of payment made on its behalf to ex-employees of defunct Nigeria Bank for Commerce and Industry (NBCI). This receivable currently stands at N1.869billion (December 2022: N1.869billion).

23.3 Management fee receivable represent fee income earned from the management of various funds by the Group from the funds under management.

24.	Intangible assets	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
	Cost	₦'000	₦'000	₦'000	₦'000
	Opening Balance	1,289,253	1,113,213	1,289,253	1,113,213
	Acquired during the year	268,001	176,040	268,001	176,040
	Closing balance	1,557,254	1,289,253	1,557,254	1,289,253
	Accumulated Depreciation				
	Opening Balance	768,491	590,919	768,491	590,919
	Charge	226,329	177,572	226,329	177,572
	Closing balance	994,820	768,491	994,820	768,491
	Opening net book value	520,762	522,294	520,762	522,294
	Closing net book value	562,434	520,762	562,434	520,762

Intangible asset represents purchased computer software.
All intangible assets are non current. All intangible assets of the Group have finite useful life and are amortised over 5 years.
The Group does not have internally generated intangible assets.
There were no capitalized borrowing cost during the year.

25. Property and Equipment

Group

	Note	Leasehold Land ₦'000	Building ₦'000	Motor Vehicles ₦'000	Furniture, Fittings and equipment ₦'000	Construction in progress ₦'000	Total ₦'000
Cost							
At 1 January 2022		12,972	262,951	7,890,968	4,730,922	20,796,264	33,694,077
Additions during the year			-	4,574,404	1,734,654	201,975	6,511,033
Reclassification	26 (c)	-	4,302,682	-	-	-	4,302,682
Disposal		-	-	(1,944,565)	(220,601)	-	(2,165,166)
		12,972	4,565,633	10,520,807	6,244,975	20,998,239	42,342,626
At 1 January 2023		12,972	4,565,633	10,520,807	6,244,975	20,998,239	42,342,626
Additions during the year		-	-	5,049,965	2,356,512	72,570	7,479,047
Reclassification	26 (c)	-	-	-	-	(20,046,924)	(20,046,924)
Disposal		-	-	(3,113,705)	(788,967)	(58,400)	(3,961,072)
At 31 December 2023		12,972	4,565,633	12,457,067	7,812,520	965,485	25,813,677
Accumulated Depreciation							
At 1 January 2022		-	119,304	4,798,448	3,414,917	-	8,332,669
Charge for the year		-	12,432	2,213,123	658,458	-	2,884,013
Reclassification	26 (c)	-	1,096,152	-	-	-	1,096,152
Disposal		-	-	(1,923,564)	(220,513)	-	(2,144,077)
At 31 December 2022		-	1,227,888	5,088,007	3,852,862	-	10,168,757
At 1 January 2023		-	1,227,888	5,088,007	3,852,862	-	10,168,757
Charge for the year		-	91,314	2,577,995	1,072,439	-	3,741,748
Disposal		-	-	(3,113,705)	(781,641)	-	(3,895,346)
At 31 December 2023		-	1,319,202	4,552,297	4,143,660	-	10,015,159
Net Book Value							
At 31 December 2023		12,972	3,246,431	7,904,770	3,668,860	965,485	15,798,518
At 31 December 2022		12,972	3,337,745	5,432,800	2,392,113	20,998,239	32,173,869

25. Property and Equipment (contd.)

Bank

	Note	Leasehold Land ₦'000	Building ₦'000	Motor Vehicles ₦'000	Furniture, Fittings and equipment ₦'000	Construction in progress ₦'000	Total ₦'000
Cost							
At 1 January 2022		12,972	262,618	16,369	3,036,574	20,796,264	24,124,797
Additions during the year		-	-	-	1,687,678	201,975	1,889,653
Reclassification	26 (c)	-	4,302,682	-	-	-	4,302,682
Disposal		-	-	-	(18,088)	-	(18,088)
At 31 December 2022		12,972	4,565,300	16,369	4,706,164	20,998,239	30,299,044
At 1 January 2023		12,972	4,565,300	16,369	4,706,164	20,998,239	30,299,044
Additions during the year			-	-	2,343,208	72,570	2,415,778
Disposal		-	-	(415)	(66,449)	(58,400)	(125,264)
Reclassification	26 (c)		-	-	-	(20,046,924)	(20,046,924)
At 31 December 2023		12,972	4,565,300	15,954	6,982,923	965,485	12,542,634
Accumulated Depreciation							
At 1 January 2022		-	119,145	16,231	2,127,122	-	2,262,498
Charge for the year		-	12,424	138	450,257	-	462,819
Reclassification	26 (c)	-	1,096,152	-	-	-	1,096,152
Disposal			-	-	(18,014)	-	(18,014)
At 31 December 2022		-	1,227,721	16,369	2,559,365	-	3,803,455
At 1 January 2023		-	1,227,721	16,369	2,559,365	-	3,803,455
Charge for the year		-	91,306	-	867,744	-	959,050
Disposal		-	-	(415)	(59,123)	-	(59,538)
At 31 December 2023		-	1,319,027	15,954	3,367,986	-	4,702,967
Net Book Value							
At 31 December 2023		12,972	3,246,273	-	3,614,937	965,485	7,839,667
At 31 December 2022		12,972	3,337,579	-	2,146,799	20,998,239	26,495,589

(i) There were no impairment losses on any class of property and equipment during the year (31 December 2021: NIL)

(ii) All property and equipment are non-current. There were no capitalized borrowing costs related to the acquisition of property and equipment during the year ended 31 December 2023 (31 December 2022: NIL)

(iii) There were no restrictions on title of any property and equipment.

(iv) There were no property and equipment pledged as security for liabilities

(v) Construction work-in-progress mainly consist of payments made for construction of BOI Tower II office complex in Abuja

(vi) The Group had no capital commitments during the year ended 31 December 2023 (2022: Nil)

25.1 Property and Equipment

Gain/(loss) on disposal of property and equipment

	Note	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
		₦'000	₦'000	₦'000	₦'000
Sales proceeds		186,916	131,803	63,708	-
Carrying amount		(65,726)	(21,089)	(65,726)	(74)
Gain/(loss) on sale of property and equipment		121,190	110,714	(2,018)	(74)

26 Investment Property

	Note	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
		₦'000	₦'000	₦'000	₦'000
Cost					
Opening balance		5,048,380	9,351,062	4,854,920	9,157,602
Additions		42,405	-	42,405	-
Reclassification	26 (c)	20,046,924	(4,302,682)	20,046,924	(4,302,682)
Closing balance		25,137,709	5,048,380	24,944,249	4,854,920
Accumulated depreciation					
Opening balance		1,300,318	2,216,270	1,235,485	2,155,656
Charge		302,018	180,200	297,798	175,981
Reclassification	26 (c)	-	(1,096,152)	-	(1,096,152)
Closing balance		1,602,336	1,300,318	1,533,283	1,235,485
Net book value: Opening		3,748,062	7,134,792	3,619,435	7,001,946
Net book value: Closing		23,535,373	3,748,062	23,410,966	3,619,435

26(a) Investment property comprises a number of properties that are leased out to third parties for rental income. Rental income from investment property of N1.072billion (December 2022: N413million) has been recognised in other income.

26(b) The open market value of investment properties as at 31 December 2023 is N49.21 billion (31 Dec 2022:N29.17 billion). The Group and Bank's investment properties were valued using the depreciated replacement cost, direct market and contractors test valuation methods. The valuation of the investment properties was carried out by firms of independent Estate Valuers & Surveyors, namely Jide Taiwo & Co. (FRC/2012/NIESV/0000000000254), J.O.Omotosho (FRC/2014/NIESV/00000006738), A.F. Olowokure & associates (FRC/2014/NIESV/00000010101), Ora Egbunike and associates (FRC/2012/NIESV/00000000244), Jaiyeola Adeyanju Group Practice (FRC/2014/NIESV/00000008607), and Ibukun Efuntayo & Co. (FRC/2013/NIESV/0000000001771).

26(c) In 2022, the Group reclassified its headoffice building in Lagos from investment property to property and equipment due to the change in usage as a substantial portion of the building is now being occupied by the Group. Conversely in 2023, the Group reclassified its newly constructed tower in Abuja from property and equipment (construction work in progress) to investment property. This reclassification was necessitated due to the usage of the property for rental purposes

26(d) Valuation technique and significant unobservable inputs

The following table shows the valuation technique used in measuring the fair value of investment properties, as well as the significant unobservable inputs used.

Valuation Technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
The fair values are determined by applying the direct market evidence comparative method of valuation to derive the open market value. This valuation model reflects the current price on actual transaction for similar properties in the neighbourhood in recent time. References were made to prices of land and comparable properties in the neighbourhood. The data obtained were analysed and adjustment was made to reflect differences in site area and the actual location, quality of construction and off-site facilities.	-Prices per square meter -Rate of development in the area -Quality of the building -Influx of people and/or businesses to the area	The estimated fair value would increase (decrease) if the rate of development in the area increases (decreases), quality of the building increases (decreases), influx of people and/or business to the area increases (decreases).

27. Right-of-use asset

	Group	Group	Bank	Bank
	31-Dec-23	31-Dec-22	31-Dec-23	31-Dec-22
	₦'000	₦'000	₦'000	₦'000
Cost				
Opening Balance	21,814	-	11,385,831	7,558,543
Additions during the year	-	21,814	5,191,393	4,892,709
Derecognition	-	-	(4,736,891)	(1,065,421)
Closing Balance	21,814	21,814	11,840,333	11,385,831
Accumulated depreciation				
Opening Balance	1,678	-	5,764,342	4,282,982
Charge for the year	20,136	1,678	3,002,613	2,546,781
Derecognition	-	-	(4,736,891)	(1,065,421)
Closing Balance	21,814	1,678	4,030,064	5,764,342
Net carrying amount: Opening	20,136	-	5,621,489	3,275,561
Net carrying amount: Closing	-	20,136	7,810,269	5,621,489

27.1 All lease transaction that gave rise to right of use asset and lease liability between the Bank and the subsidiaries are eliminated on consolidation.

28 Other Liabilities

		Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
		₦'000	₦'000	₦'000	₦'000
Accruals and deferred income	28.1	11,946,785	9,735,220	11,432,428	9,258,683
Provision for litigation		150,000	150,000	150,000	150,000
LC payable	28.2	4,126,727	4,714,551	4,126,727	4,714,551
Amount due to debt management office	28.3	1,717,710	1,717,551	1,717,153	1,717,153
Due to fund holders	28.4	507,153,909	162,161,923	507,094,351	162,114,464
Dividend payable		1,870,254	1,870,221	1,870,254	1,870,221
Deposits from customers		1,640,782	1,559,124	-	-
De-risk grant	28.5	312,308	16,312,308	312,308	16,312,308
Lease liability	28.6	-	15,710	7,264,822	5,497,195
Vat payable		274,748	186,063	268,917	186,040
Other creditors	28.7	5,853,615	3,522,378	4,694,706	2,639,461
		535,046,838	201,758,986	538,931,666	204,274,036

28.1 Accruals and deferred income

Accruals and deferred income comprises of:

		Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
Accrued expenses	28.1a	5,720,327	5,414,481	5,644,014	5,375,988
Deferred income	28.1b	3,336,575	1,947,223	2,898,531	1,509,179
Advance deposit for legal expenses	28.1c	2,193,831	1,901,739	2,193,831	1,901,739
Rental creditors		696,052	471,777	696,052	471,777
		11,946,785	9,735,220	11,432,428	9,258,683

28.1a Accrued expenses mainly represents accruals for fees payable to guarantor Banks for guaranteeing the loans issued to customers

28.1b Deferred income mainly represents appraisal and commitment fees received from customers on loans yet to be disbursed as at 31st December 2023

28.1c Advance deposit for legal expenses represents payments received from customers for legal documentation on loans disbursed to customers.

28.2 LC payable relates to letter of credits opened for customers of the Bank. Under this arrangement, the Bank is expected to make payments on behalf of

28.3 This represents amount due to Debt Management Office (DMO) for repayment of Legacy Lines of Credits to the lenders on behalf of the Bank. The credit was taken by Bank's precursor institution (NIDB).

28.4 Due to fund holders represent balances due to Funds that are being managed by the Bank of Industry Limited.

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
	₦'000	₦'000	₦'000	₦'000
Cement fund (see note a below)	21,104,690	21,009,368	21,104,690	21,009,368
Textile intervention fund	2,690,318	3,222,519	2,690,318	3,222,519
Nigerian Content Development and Monitoring Board (see note b below)	278,063,530	129,198,119	278,063,530	129,198,119
Sugar Development fund	26,527	3,952	26,527	3,952
Sugar Levy fund (see note c below)	3,395,560	-	3,395,560	-
Textile revival fund (see note d below)	744,042	8,138,409	744,042	8,138,409
State matching funds	243,150	45,719	243,150	45,719
Nano fund (see note e below)	200,000,000	-	200,000,000	-
Other managed funds	886,092	543,837	826,534	496,378
	507,153,909	162,161,923	507,094,351	162,114,464

(a) Amount represents balance due to Cement Technology Institute of Nigeria (CTIN) in respect of the Nigerian Cement Fund being managed by BOI under a fixed income arrangement.

(b) Amount represents the balance due to the Nigerian Content Development Monitoring Board (NCDMB) fund being managed by BOI. The Bank acts as the Fund Manager and is responsible for the disbursement of loans under this fund. Interest income on loans disbursed are shared at 50:50 ratio between the Bank and NCDMB. BOI also has an obligation to pay on a monthly basis 50% of the interest earned on the undisbursed portion of the fund.

(c) Amount represents the balance on the Sugar levy fund (set up to develop the Nigerian sugar sub-sector) being managed by the Bank. The bank earns a management fee under a fixed income arrangement with the fund.

(d) Amount represents the balance due to Textile revival fund set up to revamp and revive the Cotton, Textile and Garment Sector.

(e) During the year, the Bank received N200billion from the federal government under the Nano funds. The purpose of the fund is to cushion the economic hardship faced by very small scale businesses as a result of the fuel subsidy removal. The balance here represents the total sum received from the Federal government yet to be utilised.

	Note	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
		₦'000	₦'000	₦'000	₦'000
Opening Balance		16,312,308	16,312,308	16,312,308	16,312,308
Utilized during the year		(16,000,000)	-	(16,000,000)	-
Closing balance		312,308	16,312,308	312,308	16,312,308

The Bank received N10 billion support in 2020 and an additional N10 billion in 2021 from the government to enable the Bank increase lending in the SME sector due to the deteriorating performance of the SME loans. During the year the Government approved the use of N16 billion as compensation for losses incurred on SME in other to enable the Bank grant more loans in line with its mandate of empowering the economy.

28.6 Lease Liabilities

	Note	Group 31-Dec-23 ₦'000	Group 31-Dec-22 ₦'000	Bank 31-Dec-23 ₦'000	Bank 31-Dec-22 ₦'000
Maturity Analysis - contractual undiscounted cash flows					
Less than one year		-	17,373	3,582,590	2,811,341
One to five years		-	-	5,845,882	3,931,763
Total undiscounted lease liabilities at close of year		-	17,373	9,428,472	6,743,104
Lease liabilities included in the statement of financial position at close of yea		-	15,710	7,264,822	5,497,195
Current		-	15,710	3,259,237	2,570,374
Non-current		-	-	4,005,585	2,926,821
Amount recognised in profit or loss					
Interest on lease liabilities	6	1,663	267	1,090,427	1,089,749
Expenses relating to short lease	13	771,999	691,100	743,220	659,701

28.7. Other creditors mainly consist of funds received from customers for loan repayments that are yet to fall due.

29. Taxation

29.1 Current tax liability

	Note	Group 31-Dec-23 ₦'000	Group 31-Dec-22 ₦'000	Bank 31-Dec-23 ₦'000	Bank 31-Dec-22 ₦'000
At 1 January					
Charge for the period/year		22,100,229	8,043,213	21,898,160	7,919,064
Income tax	29.2	25,397,918	15,851,965	24,837,074	15,307,836
Capital gains tax		130	-	-	-
Paid during the year		(17,366,903)	(1,794,949)	(16,740,177)	(1,328,740)
At year ended		30,131,374	22,100,229	29,995,057	21,898,160

29.2 Tax recognised in statement of profit or loss

Income Tax	Group 31-Dec-23 ₦'000	Group 31-Dec-22 ₦'000	Bank 31-Dec-23 ₦'000	Bank 31-Dec-22 ₦'000
Company income tax	21,073,971	12,820,727	20,634,401	12,802,927
Education tax	2,359,628	1,623,131	2,272,358	1,618,171
Information technology levy	1,549,592	706,564	1,538,100	706,564
National agency for Science and Engineering Infrastructure levy(NASENI)	384,869	176,641	384,525	176,641
Nigerian policy trust fund levy	7,747	3,533	7,690	3,533
Tax (over)/under provision	22,111	521,369	-	-
	25,397,918	15,851,965	24,837,074	15,307,836
Capital gain tax	130	-	-	-
Tax expense	25,398,048	15,851,965	24,837,074	15,307,836
Deferred tax recognised in statement of profit or loss	27,776,862	3,233,260	27,400,743	3,189,122
Total income tax recognised in statement of profit or loss	53,174,910	19,085,225	52,237,817	18,496,958

29.3 Income tax reconciliation

	Group 31-Dec-23 ₦'000	Group 31-Dec-22 ₦'000	Bank 31-Dec-23 ₦'000	Bank 31-Dec-22 ₦'000
Profit before Tax	155,631,852	71,988,860	153,809,951	70,656,411
Income tax expense calculated at 30% of PBT (2022: 30%)	46,689,556	21,596,658	46,142,985	21,196,923
Effect of income that is exempt from taxation	(3,795,761)	(9,060,161)	(3,795,761)	(9,060,161)
Effect of expense that are not deductible in determining taxable profit	3,588,640	3,856,817	3,297,410	3,668,285
Effect of information technology levy	1,549,592	706,564	1,538,100	706,564
Effect of National agency for Science and Engineering Infrastructure levy(NASENI)	384,869	176,641	384,525	176,641
Effect of Nigeria Police Trust fund levy	7,747	3,533	7,690	3,533
Effect of education tax	2,359,628	1,618,171	2,272,358	1,618,171
Effect of change in tax rate	2,390,509	187,002	2,390,509	187,002
Effect of capital gain tax	130	-	-	-
	53,174,910	19,085,225	52,237,816	18,496,958

	Note	Group 31-Dec-23 ₦'000	Group 31-Dec-22 ₦'000	Bank 31-Dec-23 ₦'000	Bank 31-Dec-22 ₦'000
29.4 Deferred tax assets/(liabilities)					
At 1 January		(2,141,753)	1,105,689	(2,849,474)	353,830
Charge to profit or loss		(27,776,862)	(3,233,260)	(27,400,743)	(3,189,122)
Charged to other comprehensive income	29.6	(12,405)	(14,182)	(10,109)	(14,182)
At end of the year		(29,931,020)	(2,141,753)	(30,260,326)	(2,849,474)

29.5 Deferred tax balance

	Group 31-Dec-23 ₦'000	Group 31-Dec-22 ₦'000	Bank 31-Dec-23 ₦'000	Bank 31-Dec-22 ₦'000
Deferred tax assets	166,767,807	1,514,971	166,879,127	1,092,530
Deferred tax liabilities	(196,698,827)	(3,656,724)	(197,139,453)	(3,942,004)
	(29,931,020)	(2,141,753)	(30,260,326)	(2,849,474)

29.6 Component deferred tax

Components and movement in deferred tax balances are presented as follows:

Group

31 December 2023	Opening Balance ₦'000	Recognised in profit or loss ₦'000	Recognised in other comprehensive income ₦'000	Closing balance ₦'000
Deferred tax (liabilities)/assets in relation to:				
Property and equipment	-	499	-	499
Property and equipment	(1,990,963)	(1,597,355)	-	(3,588,318)
Investment property	-	(17,374)	-	(17,374)
Employee benefit	149,080	(421,517)	(12,405)	(284,842)
Loans & advances	1,012,870	(295,705)	-	717,165
Exchange differences	(1,665,761)	167,715,904	-	166,050,143
Tax losses	317,390	(317,390)	-	-
Derivative	35,631	(192,148,979)	-	(192,113,348)
Right of use asset	-	(694,945)		(694,945)
	(2,141,753)	(27,776,862)	(12,405)	(29,931,020)
31 December 2022				
Deferred tax (liabilities)/assets in relation to:				
Property and equipment	(1,227,885)	(763,078)	-	(1,990,963)
Employee benefit	1,127,050	(963,788)	(14,182)	149,080
Loans & advances	769,892	242,978	-	1,012,870
Exchange differences	(284,369)	(1,381,392)	-	(1,665,761)
Tax losses	351,496	(34,106)	-	317,390
Derivative	369,505	(333,874)	-	35,631
	1,105,689	(3,233,260)	(14,182)	(2,141,753)

29.6 Component of deferred tax

Components and movement in deferred tax balances are presented as follows:

Bank

31 December 2022	Opening Balance	Recognised in profit or loss	Recognised in other comprehensive income	Closing balance
	₦'000	₦'000	₦'000	₦'000
Deferred tax (liabilities)/assets in relation to:				
Property and equipment	(2,394,888)	(1,585,258)	-	(3,980,146)
Employee benefit	54,463	(395,367)	(10,109)	(351,013)
Loans & advances	1,002,437	(291,926)	-	710,511
Exchange differences	(1,547,116)	167,715,732	-	166,168,616
Derivative	35,630	(192,148,979)	-	(192,113,349)
Right of use asset	-	(694,945)		(694,945)
	(2,849,474)	(27,400,743)	(10,109)	(30,260,326)
31 December 2022				
Deferred tax (liabilities)/assets in relation to:				
Property and equipment	(1,636,794)	(758,094)	-	(2,394,888)
Employee benefit	1,033,624	(964,979)	(14,182)	54,463
Loans & advances	753,220	249,217	-	1,002,437
Exchange differences	(165,724)	(1,381,392)	-	(1,547,116)
Derivative	369,504	(333,874)	-	35,630
	353,830	(3,189,122)	(14,182)	(2,849,474

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
	₦'000	₦'000	₦'000	₦'000
30 Borrowings				
CBN Intervention fund (Note 30.1 (i))	4,000,000	150,246,530	4,000,000	150,246,530
AFDB Borrowing (Note 30.1 (ii))	6,840,979	10,071,808	6,840,979	10,071,808
Syndicated Lending I (Note 29.1 (iii))	-	-	-	-
CBN Industrial Borrowing (Note 30.1 (iii))	502,520,548	301,483,924	502,520,548	301,483,924
Syndicated Lending II (Note 30.1 (iv))	293,976,008	234,989,540	293,976,008	234,989,540
Syndicated Lending III (Note 30.1 (v))	-	197,954,554	-	197,954,554
Syndicated Bridge Facility (Note 30.1 (vi))	988,457,934	425,145,417	988,457,934	425,145,417
Euro Bond (Note 30.1 (vii))	785,329,645	373,618,422	785,329,645	373,618,422
AFD Borrowing (Note 30.1 (viii))	50,015,526	24,177,495	50,015,526	24,177,495
Other borrowing	3,893,937	1,929,880	-	-
	2,635,034,577	1,719,617,570	2,631,140,640	1,717,687,690

30.1 Summary of borrowing arrangements

i) CBN Intervention Fund

The Central Bank of Nigeria (CBN) in 2010 invested N500 billion in a zero coupon debenture instrument issued by the Bank of Industry Limited as part of its intervention programs in the Nigeria economy. The fund was meant to provide developmental finance of N300billion to the power and aviation sector as well as refinancing and restructuring facilities of N200billion to the SME subsectors. An additional amount of N35billion was invested into Bank of Industry in 2011. The Power and Aviation Intervention Fund (PAIF) guidelines issued by the CBN provides that the issuer, the Bank of Industry Limited shall be the managing agent of the fund whilst the African Finance Corporation (AFC) serves as the Technical Adviser to the Fund. The debenture was expected to mature in 2029. However, during the 2023 financial year, the Bank converted N144.376billion of the outstanding balance on the borrowing to ordinary share capital, thereby increasing the shareholding of CBN from 3.827 billion to 76.016 billion shares.

ii) Borrowings from African Development Bank (AFDB)

The Bank obtained a $100million line of credit from African Development Bank (AfDB) on the 9th of September 2015. The loan is secured by a sovereign guarantee of the Federal Government of Nigeria issued by the Debt Management Office(DMO). The facility is earmarked for the financing of export-oriented small and medium enterprises (SME) with particular emphasis on the non-oil sector. The first tranche of the loan dawn down is $50 million. It was drawn on the 9th of September 2015 while the second tranche was drawn on the 16th of November 2017. The borrowing have the following terms; tenor - 10 years, interest rate - 6months USD libor plus 0.06% funding margin plus 60 basis points, 3 years grace period from the effective date of 15th July 2014.

iii) CBN Industrial Borrowing

In 2017, the Central Bank of Nigeria (CBN) provided a N50billion facility to the bank. This facility was introduced to stimulate the failing industrial sector of the country. Subsequent to the provision of the first tranche of N50billion, a second facility of N50billion was added. This was further increased by N100billion in November 2020 while additions in 2022 came in tranches of N50billion in January 2022 and August 2022 and additions in 2023 came in tranches of N100 billion in July and August 2023, thereby bringing the total sum to N500billion. Each tranche of the facility holds a tenure of 8 years and interest rate of 2%. However, the interest rate on the borrowing was reduced to 1% with an effective date of 1 March 2020. This reduced interest rate had an initial reversion date of 28 February 2021, this was extended to end on the 28th of February 2022 but was further extended to a new reversion date of 30 August 2022.

iv) Syndicated Lending II

The Group entered into a facility agreement through a syndicated financing from the African Export –Import Bank (Afrexim) on the 14th of February 2020. The total amount obtained by the bank was 1billion Euros. This facility is fully guaranteed by the Central Bank of Nigeria. The proceeds of the facility is to be used by the bank to finance trade and trade related projects of its customers in eligible sectors. The facility has a 12 month moratorium period on principal repayment with a final maturity 60 months from the signature date. Interest payable under the facility is Euribor + a margin (4.5%)

v) Syndicated Lending III

The Group entered into a facility agreement through a syndicated financing from the African Export –Import Bank (Afrexim) on the 14th of December 2020. The total amount obtained by the bank was 1billion Dollars. This facility has been fully guaranteed by the Central Bank of Nigeria. The proceeds of the facility is to be used by the bank to finance trade and trade related projects of its customers in eligible sectors. The facility has a 12 month moratorium period on principal repayment with a final maturity 36 months from the signature date. Interest payable under the facility is Libor + a margin (6%). As at the end of the 2023 financial year, this facility had been fully repaid.

vi) Syndicated Bridge Facility

This represents facility agreement entered by the Bank on the 20th of July 2022 through a syndicated financing from a group of lenders with African Finance Corporation and Standard Chartered Bank as global co-ordinators. The total amount obtained by the bank was 1billion Euros. This facility is fully guaranteed by the Africa Finance Corporation. The proceeds of the facility is to be used by the bank to finance trade and trade related projects of its customers in eligible sectors. The facility has a 24 month moratorium period on principal repayment with a final maturity 24 months from the signature date. Interest payable under the facility is Euribor + a margin (1.65%).

vii) Euro Bond

This represents 7.5% 750million Euros senior note issued by BOI Finance B.V, Netherlands on 16 February 2022. The senior note is fully guaranteed by the Federal Government of Nigeria. The senior note has a tenor of 5 years from the date of issue and due by 2027. Interest is payable annually commencing on 16 February 2023 and ending on the maturity date (16 February 2027) while principal is payable at maturity. Interest payable under the senior note is fixed at 7.5%.

viii) AFD Borrowing

This represents facility agreement entered by the Bank on the 23rd of August 2022 with Agence Francaise de Developpement. The total committed draw down on this facility is 100million euros and it is drawable in two drawdowns of 50million euros each. The first drawdown of 50million euros was drawn on the 21st of December 2022 broken down into two tranches of 29.1 million euros and 20.9million euros. Interest rate applicable on Tranche 1(29.1m euros) is 5.3% while that of tranche 2(20.9millions euros) is 0.08%. This facility has been fully guaranteed by the Africa Finance Corporation.

The proceeds of the facility is to enable the Bank to be involved in climate finance over the long term by extending loans to final beneficiaries, which will fund eligible investments complying with set criterias. The final maturity date of this facility is on the 30th of April 2032

30.2 Breach of loan agreement

As at 31 December 2023, the Group did not breach any of the loan agreements with its lenders.

30.3 Reconciliation of liabilities arising from financing activities

The table below details changes in the Group and Bank's Liabilities arising from financing activities, which were mainly cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cashflows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

Group

			Financing Cash flow			
	Balance as at 1 Jan. 2023	Conversion to equity	Net principal proceed and Repayments	Net Interest accrual and Repayments	Exchange loss	Balance as at 31 Dec. 2023
	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
CBN Intervention fund Borrowing	150,246,530	(144,376,311)	(1,870,219)	-	-	4,000,000
AFDB Borrowing	10,071,808	-	(6,601,648)	100,136	3,270,684	6,840,980
CBN Industrial Borrowing	301,483,924	-	200,000,000	1,036,624	-	502,520,548
Syndicated Lending II	234,989,540	-	(134,785,411)	4,995,635	188,776,244	293,976,008
Syndicated Lending III	197,954,554	-	(235,647,894)	2,756,014	34,937,326	-
Syndicated Bridge facility	425,145,417	-	-	25,434,845	537,877,671	988,457,933
Euro Bond	373,618,422	-	-	13,217,692	398,493,531	785,329,645
AFD Borrowing	24,177,495	-	-	457,973	25,380,058	50,015,526
Other borrowing	1,929,880	-	1,994,554	(30,497)	-	3,893,937
	1,719,617,570	(144,376,311)	(176,910,618)	47,968,422	1,188,735,514	2,635,034,577

Bank

	Balance as at 1 Jan. 2023	Conversion to equity	Financing Cash flow: Net principal proceed and Repayments	Financing Cash flow: Net Interest accrual and Repayments	Exchange loss	Balance as at 31 Dec. 2023
	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
CBN Intervention fund Borrowing	150,246,530	(144,376,311)	(1,870,219)	-	-	4,000,000
AFDB Borrowing	10,071,808	-	(6,601,648)	100,136	3,270,684	6,840,980
CBN Industrial Borrowing	301,483,924	-	200,000,000	1,036,624	-	502,520,548
Syndicated Lending II	234,989,540	-	(134,785,411)	4,995,635	188,776,244	293,976,008
Syndicated Lending III	197,954,554	-	(235,647,894)	2,756,014	34,937,326	-
Syndicated Bridge facility	425,145,417	-	-	25,434,845	537,877,671	988,457,933
Euro Bond	373,618,422	-	-	13,217,692	398,493,531	785,329,645
AFD Borrowing	24,177,495	-	-	457,973	25,380,058	50,015,526
	1,717,687,690	(144,376,311)	(178,905,172)	47,998,919	1,188,735,514	2,631,140,640

31. Employee benefit obligations

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
	₦'000	₦'000	₦'000	₦'000
Defined Pension Contribution (see note (31.1) below)	**127,990**	154,753	**11,151**	12,110
Defined benefits (see note (31.2) below)	**(968,022)**	311,677	**(1,063,679)**	167,575
	(840,032)	466,430	**(1,052,528)**	179,685

31.1 Defined pension contribution

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
At 1 January	**154,753**	168,387	**12,110**	12,957
Arising during the year	**1,861,705**	1,423,522	**1,762,105**	1,339,060
Remittance during the year	**(1,888,468)**	(1,437,156)	**(1,763,064)**	(1,339,907)
At year ended	**127,990**	154,753	**11,151**	12,110

31.2 Defined benefits

The Bank previously operated a funded defined benefits scheme for its qualifying employees. This scheme ceased to exit with effect from 1st January 2021. Prior to 2021, employees were entitled to the benefits of the gratuity as long as the employee has spent not less that 5 years in the service before he retires or withdraws. With effect from January 1st 2021, all liabilities were estimated using the emoluments existing as at December 31, 2020.

The defined benefit plan is administered by a Board of Trustees who are made up of members of the Bank while the investment of the fund is managed by a pension fund administrator. The Board of Trustees are required to act in the best interest of the plan participants is responsible for setting the policies of the fund.

The defined benefit plan exposes the group to actuarial risks, such as interest rate risk and market risk.

31.2 Defined benefits

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
	₦'000	₦'000	₦'000	₦'000
Defined benefit obligation	4,000,409	4,676,393	3,861,116	4,489,132
Fair value of planned assets	(4,968,431)	(4,364,716)	(4,924,795)	(4,321,557)
Net liability arising from defined benefit obligation	(968,022)	311,677	(1,063,679)	167,575

31.2(a) Movements in the present value of the defined benefit obligation in the current year as follows

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
At 1 January	4,676,393	5,140,519	4,489,132	4,874,128
Curtailment gain	-	(8,165)	-	-
Benefits paid	(675,984)	(455,961)	(628,016)	(384,996)
At 31 December	4,000,409	4,676,393	3,861,116	4,489,132

31.2(b) Planned asset

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
Opening Fair value	4,364,716	1,758,231	4,321,557	1,693,749
Expected return on plan asset	573,083	318,215	572,606	317,503
Employer contribution (see note 31.2(b)(I) below)	-	2,266,666	-	2,266,666
Remeasurement	30,632	43,639	30,632	43,639
Refund	-	(15,944)	-	-
Benefit paid	-	(6,091)	-	-
	4,968,431	4,364,716	4,924,795	4,321,557

31.2(b)(i) In 2021, after the decision to halt any further accrual of benefit to the defined benefit plan, the Group decided to fully fund the plan. This led to the additional contribution to the plan to the tune of N2.266billion in 2022.

31.2(c) Planned asset comprise of the following

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
FGN Bonds	1,661,398	2,240,739	1,661,398	2,197,580
Corporate Bonds	198,090	188,546	198,090	188,546
Treasury Bills	196,502	-	196,502	-
Commercial papers	92,987	-	92,987	-
Cash and cash equivalent	2,819,454	1,935,431	2,775,818	1,935,431
	4,968,431	4,364,716	4,924,795	4,321,557

31.2(d) Amount recognised in statement of other comprehensive income in respect of the defined benefit plans

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
	₦'000	₦'000	₦'000	₦'000
Planned asset	30,632	43,639	30,632	43,639

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
	₦'000	₦'000	₦'000	₦'000
31.2(e) Amounts recognised in profit or loss in respect of these defined benefit obligations				
Curtailment gain	-	(8,165)	-	-
Expected return on planned assets	(573,083)	(318,215)	(572,606)	(317,503)
	(573,083)	(326,380)	(572,606)	(317,503)

32. Deposit for shares

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
	₦'000	₦'000	₦'000	₦'000
Deposit for shares	15,000,000	15,000,000	15,000,000	15,000,000
Addition	5,000,000	-	5,000,000	-
Reclassification to share capital	(15,000,000)	-	(15,000,000)	-
Closing	5,000,000	15,000,000	5,000,000	15,000,000

During the year, N15billion received from the Federal Government of Nigeria as additional capital injected into the Bank was issued as part of ordinary share capital to Ministry of Finance Incorporated (MOFI). In addition, N5billion was received from Ministry of finance on the 22nd of December 2023 for capitalisation.

33 Share Capital and Reserves

(a) Share Capital	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
	₦'000	₦'000	₦'000	₦'000
250,000,000,000 ordinary shares of N2 each (31 December 2022: 125,000,000,000 ordinary shares of N2 each)	500,000,000	250,000,000	500,000,000	250,000,000
Issued and paid up capital comprises of: 31 December 2023 -153,373,816,246; (31 December 2022 -73,685,660,619) Ordinary shares of N2 each:	306,747,632	147,371,321	306,747,632	147,371,321

There was no additional capital injected during the current period.

Issued but not yet paid up capital comprises of: 31 December 2023 -96,626,183,754; (31 December 2022 - 51,314,339,381) Ordinary shares of N2 each:	193,252,368	102,628,679	193,252,368	102,628,679

The Bank has not made a call for the issued share capital not yet paid as at 31st December 2023, hence no financial asset has been recognized.

Issued and paid up capital movement

At 1 January 2023	147,371,321	147,371,321	147,371,321	147,371,321
Capitalisation of borrowing	144,376,311	-	144,376,311	-
Capitalisation of deposit for shares	15,000,000	-	15,000,000	-
31 December 2023 - 153,373,816,245 (31 December 2022 -73,685,660,619) Ordinary shares of N2 each:	306,747,632	147,371,321	306,747,632	147,371,321

Following the approval of CBN (obtained on the 3rd of May 2023) to convert outstanding liability on CBN intervention fund borrowing to Ordinary shares, the Bank passed a resolution on the 18th of May 2023 to increase its share capital from N250 million to N500 million by issuing 125,000,000,000 ordinary shares of N2 each. The resolution and notice of increase were filed with Corporate Affairs Commission on the 5th of June 2023. The share issue cost relating the additional shares issued amounts to N468.7 million. The increase in shares resulted to the conversion of N144.376 billion outstanding on CBN intervention fund borrowing to ordinary share capital, thereby increasing the shareholding of Central Bank of Nigeria to 49.56%. In addition, the Bank reclassified N15billion received from Federal government in prior years from deposit for shares to ordinary share capital leading to a decrease in shareholding to 50.43%.

(b Retained earnings

Retained earnings comprises the undistributed profits from previous years.

(c) Statutory reserve

This reserve represents the cumulative appropriation from general reserves/earnings in line with Nigerian banking regulations and CBN Regulatory and Supervisory Guidelines for Development Finance Institutions in Nigeria that require the Bank to make an annual appropriation in reference to specific rules. Section 15(1) of the Bank and Other Financial Institutions Act of 2020, stipulates that an appropriation of 30% of profit after tax be made if the statutory reserve is less than the paid-up share capital and 15% of profit after tax if the statutory reserve is greater than the paid-up share capital.

(d) Fair value reserve

The fair value reserve comprises the cumulative net change in the fair value of available for sale financial assets until the investments are derecognised or impaired.

(e) Regulatory risk reserve

This reserve warehouses the difference between loan provision under Prudential guideline and IFRS impairment allowance.

(f) Actuarial reserve

This consist of the actuarial gains or losses arising from the valuation of the Group's defined benefit plan.

(g) Business combination under common control

This reserve reflects the difference between the consideration paid and the capital of the acquiree for the acquisition of a business combination under common control.

(h) SME reserve

This reserve is to provide funding for SME to provide funding in line with medium term expenditure framework of the federal government.

34 Earnings per share

34.1 Basic earnings per share

Basic earnings per share (EPS) are calculated by dividing the net profit attributable to ordinary shareholders by the weighted average number of ordinary shares in issue during the year as follows:

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec-22
	₦'000	₦'000	₦'000	₦'000
Profit for the period attributable to shareholders (₦'000)	102,456,942	52,903,635	101,572,134	52,159,453
Weighted average number of ordinary shares in issue as at year end (unit) '000	119,315,317	73,685,660	119,315,317	73,685,660
Earning per share - basic (kobo)	86	72	85	71

35. Basic earnings per share

A cash dividend of N7.823 billion at 11k per share (2021: N6.021 billion at 11k per share) that relates to the year 31 December 2022 was paidin June 2023. The Directors, pursuant to the powers vested in it by the provisions of section 426 of the Companies and Allied Matters Act (CAMA 2020) of Nigeria, proposed a final dividend of N0.07k per share (2022: dividend of N0.11k per share) from the retained earnings account as at 31 December 2023. This will be presented for ratification by the shareholders at the next Annual General Meeting.

36. Reconciliation of profit after tax to cash generated from operation

	Note	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec22
		₦'000	₦'000	₦'000	₦'000
Profit for the year		102,456,942	52,903,635	101,572,134	52,159,453
Tax expense recognised in profit or loss	29.2	53,174,910	19,085,225	52,237,817	18,496,958
Vat charge		945,957	726,271	916,717	706,676
		156,577,809	72,715,131	154,726,668	71,363,087
Adjustment for non-cash items					
Impairment charge on loans and advances	10	(1,657,034)	1,762,955	(1,748,835)	1,753,257
Other asset write off	13	1,000	-	-	-
Impairment/(writeback) on leases	10	2,188	(364)	-	-
Impairment on other assets	10	20,098	224,852	50,843	225,696
Impairment/(writeback) on debt securities	10	91,163	(9,021)	91,182	(8,676)
Impairment on cash Balances	10	141	292	141	292
Impairment on due from financial institutions	10	1,714,257	33,132	1,715,322	33,475
Amortisation - Intangible assets	12	226,329	177,572	226,329	177,572
Depreciation - Investment properties	12	302,018	180,200	297,798	175,981
Depreciation - Property and equipments	12	3,741,748	2,884,013	959,050	462,819
Depreciation - Right of use assets	12	20,136	1,678	3,002,613	2,546,781
Share of loss from associate		-	205,500	-	-
(Gain)/loss from disposal of property and equipment	9	(121,190)	(110,714)	2,018	74
Exchange loss		1,301,239,864		1,301,264,270	
Dividend from equity securities	9	(9,799)	(15,551)	(8,274)	(14,215)
		1,462,148,728	78,049,675	1,460,579,125	76,716,143
Changes in operating assets and liabilities					
Decrease in traded equity instruments		370	45	-	-
Increase in derivative instruments		(582,271,293)	(1,027,307)	(582,271,293)	(1,027,307)
Increase in advances under lease		(218,722)	(29,672)	-	-
Decrease in loans and advances		(444,873,477)	(26,741,988)	(444,140,880)	(26,051,644)
Increase in prepayment, accrued income and other assets		(15,275,905)	(49,799,904)	(14,115,895)	(48,999,624)
Increase in right-of-use assets		-	(21,814)	(5,191,393)	(4,892,709)
Decrease in staff gratuity		(1,275,830)	(3,040,605)	(1,201,580)	(2,970,012)
Increase in other liabilities		381,167,529	45,541,350	386,378,588	50,258,580
Cash generated from operations		799,401,400	42,929,780	800,036,672	43,033,427

	Note	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec22
36(a) Cash and cash equivalents		₦'000	₦'000	₦'000	₦'000
Cash and bank balances		30,939,798	19,587,744	30,396,122	19,448,643
Due from financial institution		491,347,916	176,654,859	490,149,697	175,327,632
Cash and cash equivalents		522,287,714	196,242,603	520,545,819	194,776,275

36(b) Reconciliation of gross investment in debt securities

	Group 31-Dec-23	Group 31-Dec-22	Bank 31-Dec-23	Bank 31-Dec22
Opening balance of debt securities	1,315,129,354	751,385,001	1,315,018,554	751,296,126
Purchase of debt securities	4,352,915,681	3,402,804,682	4,352,915,681	3,402,782,757
Redemption of debt securities	(4,087,088,865)	(2,887,361,482)	(4,087,088,865)	(2,887,361,482)
Interest accrued and receipts	11,279,987	48,301,153	11,256,607	48,301,153
	1,592,236,157	1,315,129,354	1,592,101,977	1,315,018,554

	31-Dec-23	31-Dec-22	31-Dec-23	31-Dec-22
37 Statement of prudential adjustment	₦'000	₦'000	₦'000	₦'000
Provision per prudential guidelines	37,610,314	40,181,330	37,357,584	40,020,274
Impairment per IFRS	(13,491,583)	(18,789,276)	(13,386,596)	(18,764,758)
Non distributable reserves	24,118,731	21,392,054	23,970,988	21,255,516

Section 12.4 of the Prudential Guidelines (PG) 2010 requires difference between loan provision under PG and IFRS provision be treated as follows:

a. Where loan provision under PG is greater than IFRS provisions, the excess should be transferred from general reserves to a non-distributable regulatory reserves (i.e. loan impairment reserves)

b. Where loan provision under PG is less than IFRS provisions, the excess should be transferred from regulatory reserve (i.e. loan impairment reserve) to retained earnings account to the extent of the non-distributable reserve previously recognized.

As at 31 December 2023, the sum of N2.72 billion (Dec 2022:N1.28 billion) was transferred from the Bank's retained earnings to nondistributable reserve while N2.73 billion (Dec 2022: N1.28 billion) was transferred from the Group's retained earnings to non-distributable reserve.

38 Employees and Directors

37a Employees

The average number of persons employed by the Company during the year was as follows:

	31-Dec-23	31-Dec-22	31-Dec-23	31-Dec22
	Number	Number	Number	Number
Managing Director	1	1	1	1
Executive Directors	4	4	4	4
Management	53	42	36	28
Non-management	641	572	574	523
	699	619	615	556

Compensation for the above staff is set out below:

		31-Dec-23	31-Dec-22	31-Dec-23	31-Dec-22
		₦'000	₦'000	₦'000	₦'000
Wages and salaries		20,548,641	17,183,898	19,969,138	16,719,709
Defined contribution		1,861,705	1,423,522	1,762,105	1,339,060
Defined benefits	31.2(e)	(573,083)	(326,380)	(572,606)	(317,503)
		21,837,263	18,281,040	21,158,637	17,741,266

The number of employees of the Bank, other than directors, who received emoluments in the following ranges (excluding pension contributions) were:

	31-Dec-23	31-Dec-22	31-Dec-23	31-Dec-22
	Number	Number	Number	Number
N2,000,001 - N10,000,000	162	319	102	258
N10,000,001 - N20,000,000	324	137	300	135
N20,000,001 - N30,000,000	143	91	143	91
N30,000,001 - N40,000,000	29	39	29	39
N40,000,001 - N50,000,000	17	11	17	11
N50,000,001 - N60,000,000	13	11	13	11
N60,000,001 - and above	11	11	11	11

		31-Dec-23	31-Dec-22	31-Dec-23	31-Dec-22
		₦'000	₦'000	₦'000	₦'000
38b	Directors				
	Remuneration paid to the directors				
	Fees and sitting allowances	62,950	76,495	62,950	76,495
	Other directors expenses and benefits	1,210,049	429,766	1,175,685	390,093
		1,272,999	506,261	1,238,635	466,588
	Fees and other emoluments disclosed above include amount paid to:				
	The Chairman	205,695	33,071	205,695	33,071

The number of directors who received fees and other emoluments (excluding pension contributions) in the following ranges was:

	31-Dec-23	31-Dec-22	31-Dec-23	31-Dec-22
	Number	Number	Number	Number
Below N1,000,000	-	-	-	-
N1,000,000 - N2,000,000	-	-	-	-
N2,000,001 - N5,500,000	-	-	-	-
N5,500,001 - and above	6	6	6	6

39 Related party transactions:

a Parent:

Transactions between Bank of Industry and its subsidiaries which are eliminated on consolidation are not separately disclosed in the consolidated financial statements.

Entity	31-Dec-23 Effective holding %	31-Dec-23 Nominal share capital N'000	31-Dec-22 Effective holding %	31-Dec-22 Nominal share capital held N'000
BOI Investment and Trust Company Limited	**100.0%**	**110,000**	100.0%	110,000
Leasing Company of Nigeria Limited	**98.0%**	**3,270,038**	98.0%	3,270,038
BOI Insurance Brokers	**100.0%**	**5,000**	100.0%	5,000
BOI Microfinance Bank Limited	**100.0%**	**800,000**	100.0%	100,000

During the year, the Bank increased its investment in BOI Microfinance Bank by N700m. This increased the share capital of BOI Microfinance Bank Limited to N800m. The percentage shareholding of the Bank remains same at 100% as the Bank remains the sole shareholder of BOI Microfinance Bank.

Transaction and balances with Related Parties	Nature of relationship	Nature of transactions	Balance as at 31 December 2023	Balance as at 31 December 2022
Central Bank of Nigeria	Shareholder	Investment in OMO Bills	1,592,101,977	1,315,018,554
		Borrowings	(506,520,548)	(451,730,454)
		Derivatives	582,161,663	(109,630)
Ministry of Finance Incorporated	Shareholder	Receivable from MOFI	1,869,448	1,869,448
LECON Subsidiary Lease of assets:				
		Right of Use assets	7,810,269	5,621,489
		Lease liability	7,264,822	5,497,195

b Key management personnel

Key management personnel is defined as the Group's executive management, including their close members of family and any entity over which they exercise control. Close members of family are those family members who may be expected to influence, or be influenced by that individual in their dealings with the Group.

c Key management compensation

The remuneration of directors and other members of key management personnel during the year was as follows:

	Group 31-Dec-23 ₦'000	Group 31-Dec-22 ₦'000	Bank 31-Dec-23 ₦'000	Bank 31-Dec22 ₦'000
Salaries and other short-term benefits	**2,364,693**	2,450,940	**2,364,693**	2,450,940

d Loans to key management personnel

Loans to key management personnel include mortgage loans and other personal loans which are given under terms that are no more favourable than those given to other staff. Loans amounting to N1.834billion as at 31 December 2022 (31 December 2022: N2.039billion) are secured by the underlying assets.

40 Penalties for non compliance

There was no penalty in the current period.

41 Contingent liabilities and commitment

a. Legal proceedings

The Group is presently involved in 36 cases (31 December 2022: 40 cases) as a defendant and 4 cases (31 December 2022: 5 cases) as a plaintiff, and 46 cases (31 December 2022: 45 cases) in appeal in its ordinary course of business. The total amount claimed in the 4 cases (31 December 2022: 5 cases) instituted by the Bank is estimated at N6.764billion (31 December 2022: N5.249billion), while the total amount claimed in the 36 cases (31 December 2022: 40 cases) instituted against the Bank is N14.99 billion(31 December 2022: N14.8billion), while the total amount claimed in the 46 cases in appeal (31 December 2022: 45 cases) instituted against the Bank is N167.4 billion(31 December 2022: N163.17 billion). In addition, the total amount counterclaimed by the bank from cases instituted against it is estimated at N504.6 million (31 December 2022: N192.29 billion).

b. Capital commitments

At the reporting date, the Group had no capital commitment as at 31 December 2023: Nil (31 December 2022: Nil) in respect of authorised and contracted capital projects.

42. Event after the reporting period

There are no event after the reporting date that could have had a material effect on the state of affairs of the group as at 31 December 2023 and its operating results for the period then ended which have not been adequately provided for or disclosed in these financial statements

43. Financial risk management

Introduction and overview

The Bank has exposure to the following risks from financial instruments:

- credit risk
- liquidity risk
- market risk

Credit Risk

The Bank defines credit risks as all the risks that may lead to economic loss to the Bank as a result of the failure or inability of a customer/counterparty to meet its obligations as they fall due. The principal areas where the Bank is exposed to credit risk include: lending (in form of short term loan, medium term loan and long term loan), contigent obligations, lease financing and treasury activities. As every loan has an inherent risk of not being repaid, the Bank's main concern is to minimize credit risks.

Principal credit objectives

The Bank's principal credit objective is to manage risks in order that its sustained portfolio performance (measured by levels of non-performing assets and charge-offs) would not be jeopardized. Its credit objectives are therefore to support, manage or finance:

i) Enterprises with potential to be profitable, competitive, sustainable and have substantial developmental
ii) Companies that have capacity to add substantially to industrial outputs.
iii) Projects that utilize largely domestic raw materials
iv) Industries in which Nigeria's comparative advantage could be converted to competitive ones.
v) Companies that have abilities to promote the expansion of exports through the production of high quality products that are attractive to domestic and export markets.
vi) Projects that create both forward and backward linkages with the rest of the domestic or regional economy
vii) Ventures that promote inter-state or regional integration.
viii) Enterprise with high employment generation capacity.
ix) MSMEs that have linkage with large firms that operate under franchise, cluster and specialized markets.
x) Projects that are environmentally friendly.
xi) Projects in the services sector that support industrial development.

Credit risk measurement

The Board of Directors of the Group is the ultimate authority for all credit decisions and approvals. It may delegate its powers to other levels as deemed necessary. Such delegated authority must be exercised with high sense of responsibility. Management of credit risk is of importance to the Group. To achieve the above mentioned credit objectives, the Bank adopts the following strategies:

I) Define appropriate target markets.
ii) Determine its risk apetite and philosophy
iii) Determine its risk acceptance criteria and returns consistent with the risk level
iv) Have effective and efficient relationship management and credit administration systems
v) Have effective problem loan recognition and management procedures
vi) Partner with customers and other stakeholders based on shared responsibilities for the success of the enterprise
vii) Make lending decisions based on the project's expected viability and probability of loan repayment (Relationship Officers should place more emphasis on using cash flow to be generated by a project as a major criterion for recommending such project for approval).
viii) Ensure adequacy of security and collateral for loans.
ix) Pay attention to details and exercise due diligence in all stages of loan transactions. (A simple omission or mistake can make a loan go bad. There must be no ambiguity in any aspect of the transaction).
x) Familiarize with requisite fiscal and monetary policies as well as the CBN Prudential Guidelines and CBN regulatory and supervisory guideline for DFIS and apply these to the evaluation of credit proposals.
xi) Imbibe the credit culture. A credit culture is rooted in corporate attitudes, philosophies, traditions and standards which are institutionalized. The role of a well-received credit culture is to create a risk management climate that will foster an understanding of the Bank's expectations and the reasons behind its policies.

The Group also has an Executive Management Committee charged with the responsibility of:
i) Reviewing the single obligor limit as well as the delegated approval limits from time to time and recommend same to the Board.
ii) Reviewing and approving the submissions of all projects evidenced by requisite reports presented before it by the Lending /Business Groups within its approval limits.
iii) Recommending to the Board Credit and Investment Committee those projects above its limits.

The Group also has the Risk Management Division(RMD). RMD has the primary responsibility of monitoring compliance with the Group's credit policies and processes. It has four groups: Credit Risk Management (credit Administration Department, Credit Control Department, Credit Monitoring Department), Loan Recovery, Compliance Risk and Other Enterprise Risk Management. The division's primary responsibilities are to::

i) Ensure the maintenance of effective risk management environment in the Bank.
ii) Develop credit analysis guidelines for the Group and recommend credit approval limits in line with the Group's policy.
iii) Ensure compliance with regulatory authorities' guidelines.
iv) Define the Group's risk and return preferences and target risk portfolio.
v) Quarterly review of the credit portfolio on a Bank-wide basis to assess risk in the Bank's portfolio as per the Prudential Guidelines and Regulatory Supervisory Guidelines for DFIs of the CBN.
vi) Review placement and investment limits.
vii) Issue Group-wide portfolio review report on a bi-annual basis.
viii) Issue Group/State office Portfolio Review Report on a monthly basis to ensure effective loan repayment
ix) Pre-disbursement audit and vetting of credit documents.
x) Carry out recovery, loan work out and turn around functions as well as make recommendations for write
xi) Set risk acceptable criteria for credit & product paper developed in the Bank.
xii) Review and accreditation of insurance counterparties
xiii) Review and accreditation of estate valuers
xiv) Instituted the use of Bank Verification Number (BVN) to verify MSME customers and their guarantors
xv) Review and recommend the appointment of External Auditors for SMEs' customers.
xvi) Liaise with the rating agencies in the conduct of the Bank rating exercise

Single Obligor Limit

The Group maintains single obligor limits as follows:

I) For Loans from BOI Funds - 20% of the Group's Shareholders' Fund unimpaired by losses.
ii) For Off Balance Sheet Items - 331/33% of the Group's Shareholders' Fund unimpaired by losses.
iii) For Specialized Intervention Funds - Limit as per the underlying Memorandum of Understanding.

Credit Risk Control & Mitigation policy

Credit risk limits which defines the Bank's risk appetite signify the maximum level of credit risk the Bank is willing to accept in pursuit of its earning objectives. Levels of credit risk undertaken by the Group are controlled by setting approved credit limits for all loans advances. The Bank maintains internal credit approval limits for various levels of authority in the credit process. The current position as approved by the Board and Management for loan secured with Bank guarantee is as shown in the table below:

a)

Authority level	Approval limit
Chief Risk Officer and General Manager	Above N1m and up to N5m
Chief Risk Officer and Line Executive Directors	Above N5m and up to N10m
Micro Credit Committee (MICC)	Above N10m and up to N50m
MICC, Executive Director & MD/CEO	Above N50m and up to N100m
Executive Management Committee	Above N100m and up to N3bn
Board Credit and Investment Committee	Above N3bn and up to N5bn
Board of Directors	Above N5bn

Approval limits are set by the Board after recommendation by the Board Credit, Investment Committee and Executive Management Committee and reviewed from time to time as the circumstances of the Bank demand.

Some other specific control and mitigation measures are outlined below :

b) Collateral

In line with the Group's credit policy, security is taken for all credits granted.
The major types of collateral acceptable for loan and advances include:

i) First legal charge on all present and future fixed and floating assets.
ii) Legal or Equitable mortgage on the collateral properties.
iii) Pari-passu sharing of charged assets with other Financial Institutions (where applicable).
iv) Bank guarantees.
v) Mortgage of shares.
vi) Lien by way of legal charge on the intellectual property in the case of film industry.
vii) Personal guarantee of the Promoters (as appropriate).
viii) Quadripartite domiciliation of ISPO arrangement to be executed by the customer, a designated Bank and the Franchiser in favour of BOI.
ix) Cash collateral.

43 Financial risk management (contd.)
Collateral

Loans, Short & Long-term finance and lending to corporate entities as well as individuals are generally secured. In addition, in order to minimise the credit loss, the Bank obtains additional collaterals from the counterparty for the relevant loans and advances.

An estimate of the fair value of any collateral and other security enhancements held against loans and advances to customers and banks is shown below for loans that are individually impaired and loans that are past due but not impaired.

Group

	31 December 2023			31 December 2022		
	Total Exposure ₦'000	Value of Collateral ₦'000	Loan to Value ₦'000	Total Exposure ₦'000	Value of Collateral ₦'000	Loan to Value ₦'000
Secured against Bank Guarantees	1,019,609,462	1,022,032,112	100%	640,169,051	644,760,706	99%
Secured against Cash Collaterals, lien over fixed & Floating assets	20,561,049	13,054,994	157%	14,932,200	15,065,125	99%
Secured against Federal Government Bond	79,156,644	79,672,899	99%	115,060,157	115,148,644	100%
Secured against Trust Deed	35,579	640,000	6% 5	59,033	470,618	13%
Secured against Real Estate	30,161,498	100,786,518	30%	49,333,249	117,548,325	42%
Secured against Personal Guarantee	3,449,812	3,449,812	100%	4,691,886	4,691,886	100%
	1,152,974,044	1,219,636,335		824,245,576	897,685,304	

Bank

	31 December 2023			31 December 2022		
	Total Exposure ₦'000	Value of Collateral ₦'000	Loan to Value ₦'000	Total Exposure ₦'000	Value of Collateral ₦'000	Loan to Value ₦'000
Secured against Bank Guarantees	1,019,609,462	1,022,032,112	100%	640,169,051	644,760,706	99%
Secured against Cash Collaterals, lien over fixed & Floating assets	20,561,049	13,054,994	157%	14,932,200	15,065,125	99%
Secured against Federal Government Bond	79,156,644	79,672,899	99%	115,060,157	115,148,644	100%
Secured against Trust Deed	35,579	640,000	6%	59,033	470,618	13%
Secured against Real Estate	30,161,498	100,786,518	30%	49,333,249	117,548,325	42%
Secured against Personal Guarantee	818,710	818,710	100%	2,806,455	2,806,455	100%
	1,150,342,942	1,217,005,233		822,360,145	895,799,873	

43 Financial risk management (contd.)

(c) Credit concentration

The Group monitors concentrations of credit risk by sector. An analysis of concentrations of credit risk at the reporting date is shown below:

	Group Loans and advances to customers	
	31 December 2023	31 December 2022
In thousands of Nigerian Naira		
Gross amount		
Concentration by sector:		
Agro-Processing	104,993,106	69,605,454
Creative Industry	120,900,775	96,975,932
Engineering & Technology	103,432,728	74,053,559
Food processing	189,989,315	132,131,035
Healthcare & Petrochemicals	163,219,918	126,179,608
Oil and Gas	242,042,634	132,101,461
Solid Minerals	101,241,674	53,071,078
Renewable energy	6,008,495	4,682,922
Gender Business	24,951,585	10,570,264
Financial Institutions	88,716,918	117,963,274
Others	7,476,896	6,910,989
	1,152,974,044	824,245,576

	Bank Loans and advances to customers	
	31 December 2023	31 December 2022
In thousands of Nigerian Naira		
Gross amount		
Concentration by sector:		
Agro-Processing	104,993,106	69,605,454
Creative Industry	120,900,775	96,975,932
Engineering & Technology	103,432,728	74,053,559
Food processing	189,989,315	132,131,035
Healthcare & Petrochemicals	163,219,918	126,179,608
Oil and gas	242,042,634	132,101,461
Solid Minerals	101,241,674	53,071,078
Renewable energy	6,008,495	4,682,922
Gender Business	24,951,585	10,570,264
Financial Institutions	88,716,918	117,963,274
Others	4,845,794	5,025,558
	1,150,342,942	822,360,145

43 Financial risk management (contd.)

(d) Exposure to credit risk

The tables below detail the Group's maximum exposure to credit risk of financial assets.

Group

31-Dec-23	Note	Gross amount ₦'000	Loss allowance ₦'000	Net carrying amount ₦'000
Cash and bank balances	14	30,939,798	(1,141)	30,938,657
Fixed deposits	15	491,347,916	(2,068,282)	489,279,634
Investment in debt securities	18	1,592,236,157	(152,093)	1,592,084,064
Loans and advances	19	1,152,974,044	(13,491,583)	1,139,482,461
Advances under lease	17	301,401	(3,102)	298,299
Other assets	23	8,910,120	(1,755,500)	7,154,620
		3,276,709,436	(17,471,702)	3,259,237,736

31-Dec-22	Note	Gross amount ₦'000	Loss allowance ₦'000	Net carrying amount ₦'000
Cash and bank balances	14	19,587,744	(1,000)	19,586,744
Fixed deposits	15	176,654,859	(354,025)	176,300,834
Investment in debt securities	18	1,315,129,354	(60,930)	1,315,068,424
Loans and advances	19	824,245,576	(18,789,276)	805,456,300
Advances under lease	17	82,679	(914)	81,765
Other assets	23	5,878,450	(1,739,402)	4,139,048
		2,341,578,662	(20,945,547)	2,320,633,117

Bank

31-Dec-23	Note	Gross amount ₦'000	Loss allowance ₦'000	Net carrying amount ₦'000
Cash and bank balances	14	30,396,122	(1,141)	30,394,981
Fixed deposits	15	490,149,697	(2,066,645)	488,083,052
Investment in debt securities	18	1,592,101,977	(152,066)	1,591,949,911
Loans and advances	19	1,150,342,942	(13,386,596)	1,136,956,346
Other assets	23	8,071,610	(1,727,680)	6,343,930
		3,271,062,348	(17,334,128)	3,253,728,220

43 Financial risk management (contd.)

(d) Exposure to credit risk

Bank

31-Dec-22	Note	Gross amount ₦'000	Loss allowance ₦'000	Net carrying amount ₦'000
Cash and bank balances	14	19,448,643	(1,000)	19,447,643
Fixed deposits	15	175,327,632	(351,323)	174,976,309
Investment in debt securities	18	1,315,018,554	(60,883)	1,314,957,671
Loans and advances	19	822,360,145	(18,764,758)	803,595,387
Other assets	23	5,306,603	(1,676,838)	3,629,765
		2,337,461,577	(20,854,802)	2,316,606,775

For measuring credit risk of financial assets, the Group makes use of its risk rating criteria which are clearly and precisely defined based on: objectively measurable factors e.g. cash flow capacity, capital adequacy, profitability, liquidity, gearing, return on asset, return on equity, credit history, current exposure and past account performance. Some non-numerate criteria are also applied such as character, quality of Board and Management, type of facility, type/location/value of security/type of customer/sectoral classification etc.

Internal rating Scale

The Group's current credit risk grading framework comprises the following categories:

Category	Description	Basis for recognising expected credit losses
Performing	The counterparty has a low risk of default and past-due amounts is less than 30 days	12month ECL
Watchlist	Amount is >29 and <90 days past due or there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
Substandard/Impaired	Amount is >89 days past due or there is evidence indicating the asset is creditimpaired	Lifetime ECL - credit-impaired

43 Financial risk management (contd.)

Credit quality analysis

The following table sets out information about the credit quality of financial assets measured at amortised cost. Unless specifically indicated, for financial assets, the amounts in the table represent gross carrying amounts. Explanation of the terms: stage 1 (12month ECL), stage 2 (lifetime ECL) and stage 3 (credit impaired) are included in Note 42(e)

Group

		Note	31 December 2023				31 December 2022			
			Stage 1 12 month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Total	Stage 1 12 month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Total
1	Cash and Bank Balances		₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
	Performing		30,939,798	-	-	30,939,798	19,587,744	-	-	19,587,744
	Gross amount		30,939,798	-	-	30,939,798	19,587,744	-	-	19,587,744
	Loss allowance	43 (e)(i)	(1,141)	-	-	(1,141)	(1,000)	-	-	(1,000)
	Carrying amount		30,938,657	-	-	30,938,657	19,586,744	-	-	19,586,744
2.	Fixed deposits									
	Performing		491,347,916	-	-	491,347,916	176,499,567	-	-	176,499,567
	Substandard -Impaired		-	-		-	-	-	155,292	155,292
	Gross amount		491,347,916	-		491,347,916	176,499,567	-	155,292	176,654,859
	Loss allowance	43 (e)(ii)	(2,068,282)	-		(2,068,282)	(198,733)	-	(155,292)	(354,025)
	Carrying Amount		489,279,634	-	-	489,279,634	176,300,834	-	-	176,300,834
3.	Investment in debt securities									
	Performing		1,592,236,157	-	-	1,592,236,157	1,315,129,354	-	-	1,315,129,354
	Watchlist		-	-	-	-	-	-	-	-
	Gross amount		1,592,236,157	-	-	1,592,236,157	1,315,129,354	-	-	1,315,129,354
	Loss allowance	43 (e)(iii)	(152,092)	-	-	(152,092)	(60,929)	-	-	(60,929)
	Carrrying Amount		1,592,084,065	-	-	1,592,084,065	1,315,068,425	-	-	1,315,068,425
4	Loans and advances									
	Performing		1,102,062,199	-	-	1,102,062,199	780,878,162	-	-	780,878,162
	Watchlist		-	28,116,202	-	28,116,202	-	12,036,979	-	12,036,979
	Substandard -Impaired		-	-	22,795,643	22,795,643	-	-	31,330,435	31,330,435
	Gross amount		1,102,062,199	28,116,202	22,795,643	1,152,974,044	780,878,162	12,036,979	31,330,435	824,245,576
	Loss allowance	43 (e)(iv)	(2,106,410)	(162,417)	(11,222,756)	(13,491,583)	(2,412,944)	(695,440)	(15,680,892)	(18,789,276)
	Carrrying Amount		1,099,955,789	27,953,785	11,572,887	1,139,482,461	778,465,218	11,341,539	15,649,543	805,456,300

43 Financial risk management (contd.)

Group

	Note	31 December 2023 Stage 1 12 month ECL ₦'000	Stage 2 Lifetime ECL ₦'000	Stage 3 Lifetime ECL ₦'000	Total ₦'000	31 December 2022 Stage 1 12 month ECL ₦'000	Stage 2 Lifetime ECL ₦'000	Stage 3 Lifetime ECL ₦'000	Total ₦'000
5 Other assets									
Performing		-	-	-	-	-	-	-	-
Watchlist		-	8,910,120	-	8,910,120	-	5,878,450	-	5,878,450
Substandard -Impaired		-	-	-	-	-	-	-	-
Gross amount		-	8,910,120	-	8,910,120	-	5,878,450	-	5,878,450
Loss allowance	43 (e)(v)	-	(1,755,500)	-	(1,755,500)	-	(1,739,402)	-	(1,739,402)
Carrrying Amount		-	7,154,620	-	7,154,620	-	4,139,048	-	4,139,048
6 Advance under lease									
Performing		301,401	-	-	301,401	82,679	-	-	82,679
Substandard -Impaired		-	-	-	-	-	-		
Gross amount		301,401	-	-	301,401	82,679	-	-	82,679
Loss allowance	43 (e)(vi)	-	(3,102)	-	(3,102)	(914)	-	-	(914)
Carrrying Amount		298,299	-	-	298,299	81,765	-	-	81,765

43 Financial risk management (contd.)

Bank

	Note	31 December 2023 Stage 1 12 month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Total	31 December 2022 Stage 1 12 month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Total
		₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
1 Cash and Bank Balances									
Performing		30,396,122	-	-	30,396,122	19,448,643	-	-	19,448,643
Gross amount		30,396,122	-	-	30,396,122	19,448,643	-	-	19,448,643
Loss allowance	43 (e)(i)	(1,141)	-	-	(1,141)	(1,000)	-	-	(1,000)
Carrying amount		30,394,981	-	-	30,394,981	19,447,643	-	-	19,447,643
2. Fixed deposits									
Performing		490,149,697	-	-	490,149,697	175,327,632	-	-	175,327,632
Substandard -Impaired		-	-	-	-	-	-	-	-
Gross amount		490,149,697	-	-	490,149,697	175,327,632	-	-	175,327,632
Loss allowance	43 (e)(ii)	(2,066,645)	-	-	(2,066,645)	(351,323)	-	-	(351,323)
Carrying Amount		488,083,052	-	-	488,083,052	174,976,309	-	-	174,976,309
3. Investment in debt securities									
Performing		1,592,101,977	-	-	1,592,101,977	1,315,018,554	-	-	1,315,018,554
Gross amount		1,592,101,977	-	-	1,592,101,977	1,315,018,554	-	-	1,315,018,554
Loss allowance	43 (e)(iii)	(152,065)	-	-	(152,065)	(60,883)	-	-	(60,883)
Carrying Amount		1,591,949,912	-	-	1,591,949,912	1,314,957,671	-	-	1,314,957,671
4 Loans and advances									
Performing		1,099,431,097	-	-	1,099,431,097	778,993,318	-	-	778,993,318
Watchlist		-	28,116,202	-	28,116,202	-	12,036,949	-	12,036,949
Substandard -Impaired		-	-	22,795,643	22,795,643	-	-	31,329,879	31,329,878
Gross amount		1,099,431,097	28,116,202	22,795,643	1,150,342,942	778,993,318	12,036,949	31,329,879	822,360,145
Loss allowance	43 (e)(iv)	(1,990,678)	(162,386)	(11,233,533)	(13,386,596)	(2,389,013)	(695,409)	(15,680,337)	(18,764,758)
Carrying Amount		1,097,440,419	27,953,816	11,562,110	1,136,956,346	776,604,305	11,341,540	15,649,542	803,595,387
5 Other assets									
Performing		-	-	-	-	-	-	-	-
Watchlist		-	8,071,610	-	8,071,610	-	5,306,603	-	5,306,603
Substandard -Impaired		-	-	-	-	-	-	-	-
Gross amount		-	8,071,610	-	8,071,610	-	5,306,603	-	5,306,603
Loss allowance	43 (e)(v)	-	(1,727,681)	-	(1,727,681)	-	(1,676,838)	-	(1,676,838)
Carrying Amount		-	6,343,929	-	6,343,929	-	3,629,765	-	3,629,765

43. Financial risk management (contd.)

(e) Amounts arising from Expected Credit Losses (ECL)

Inputs, assumptions and techniques used for estimating impairment

Significant increase in credit risk

When determining whether the risk of default on a financial instrument has increased significantly since initial recognition, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and expert credit assessment and including forward-looking information. The objective of the assessment is to identify whether a significant increase in credit risk has occurred for an exposure by comparing:

- the remaining lifetime probability of default (PD) as at the reporting date; with
- the remaining lifetime PD for this point in time that was estimated at the time of initial recognition of the exposure (adjusted where relevant for changes in prepayment expectations).

The Group uses two criteria for determining whether there has been a significant increase in credit risk:

- qualitative indicators; and
- a backstop of 30 days past due

Credit monitoring typically involves use of the following data:

- Information obtained during periodic review of customer files – e.g. audited financial statements, management accounts, budgets and projections. Examples of areas of particular focus are: gross profit margins, financial leverage ratios, debt service coverage, compliance with covenants, quality of management, senior management changes
- Data from credit reference agencies, press articles, changes in external credit ratings
- Actual and expected significant changes in the political, regulatory and technological environment of the borrower or in its business activities
- Internally collected data on customer behaviour – e.g. utilisation of credit card facilities
- Requests for and granting of forbearance
- Existing and forecast changes in business, financial and economic conditions
- Payment record – this includes overdue status as well as a range of variables about payment ratios.

The Group employs statistical models to analyse the data collected and generate estimates of the remaining lifetime PD of exposures and how these are expected to change as a result of the passage of time.

This analysis includes the identification and calibration of relationships between changes in default rates and changes in key macro-economic factors. For most exposures, key macro-economic indicators include: GDP growth and crude oil prices.

The Group formulates a 'base case' view of the future direction of relevant economic variables as well as a representative range of other possible forecast scenarios (see discussion below on incorporation of forwardlooking information). The Group then uses these forecasts to adjust its estimates of PDs.

In determining the ECL for other assets, the Group applies the simplified model to estimate ECLs, adopting a provision matrix to determine the lifetime ECLs. The provision matrix estimates ECLs on the basis of historical default rates, adjusted for current and future economic conditions (expected changes in default rates) without undue cost and effort.

The criteria for determining whether credit risk has increased significantly vary by portfolio and include quantitative changes in PDs and qualitative factors, including a backstop based on delinquency. The credit risk of a particular exposure is deemed to have increased significantly since initial recognition if, based on the Group's quantitative modelling, the remaining lifetime PD is determined to have increased by more than a predetermined percentage/range.

Using its expert credit judgement and, where possible, relevant historical experience, the Group may determine that an exposure has undergone a significant increase in credit risk based on particular qualitative indicators that it considers are indicative of such and whose effect may not otherwise be fully reflected in its quantitative analysis on a timely basis.

As a backstop, the Group considers that a significant increase in credit risk occurs no later than when an asset is more than 30 days past due. Days past due are determined by counting the number of days since the earliest elapsed due date in respect of which full payment has not been received. Due dates are determined without considering any grace period that might be available to the borrower.

If there is evidence that there is no longer a significant increase in credit risk relative to initial recognition, then the loss allowance on an instrument returns to being measured as 12-month ECL. Some qualitative indicators of an increase in credit risk, such as delinquency or forbearance, may be indicative of an increased risk of default that persists after the indicator itself has ceased to exist.

In these cases, the Group determines a probation period during which the financial asset is required todemonstrate good behaviour to provide evidence that its credit risk has declined sufficiently. When contractual terms of a loan have been modified, evidence that the criteria for recognising lifetime ECL are no longer met includes a history of up-to-date payment performance against the modified contractual terms.

Generally, facilities with loss allowances being measured as Life-time ECL not credit impaired (Stage 2) are monitored for a probationary period of 90 days to confirm if the credit risk has decreased sufficiently before they can be migrated from Lifetime ECL not credit impaired (Stage 2) to 12-month ECL (Stage 1) while credit-impaired facilities (Stage 3) are monitored for a probationary period of 180 days before migration from Stage 3 to Stage 1.

The Group monitors the effectiveness of the criteria used to identify significant increases in credit risk by regular reviews to confirm that:

- the criteria are capable of identifying significant increases in credit risk before an exposure is in default;
- the criteria do not align with the point in time when an asset becomes 30 days past due; and
- there is no unwarranted volatility in loss allowance from transfers between 12-month PD (stage 1) and lifetime PD (stage 2).

Definition of default

The Group considers a financial asset to be in default when

- the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the borrower is past due more than 90 days on any material credit obligation to the Group. Overdrafts are considered as being past due once the customer has breached an advised limit or been advised of a limit smaller than the current amount outstanding. In assessing whether a borrower is in default, the Group considers indicators that are:
- qualitative - e.g. breaches of covenant;
- quantitative - e.g. overdue status and non-payment on another obligation of the same issuer to the Group; and
- based on data developed internally and obtained from external sources.
- Inputs into the assessment of whether a financial instrument is in default and their significance may vary over time to reflect changes in circumstances.

Incorporation of forward-looking information

The Group uses forward-looking information that is available without undue cost or effort in its assessment of significant increase of credit risk as well as in its measurement of ECL. The Group employs experts who use external and internal information to generate a 'base case' scenario of future forecast of relevant economic variables along with a representative range of other possible forecast scenarios. The external information used includes economic data and forecasts published by governmental bodies and monetary authorities.

The Group applies probabilities to the forecast scenarios identified. The base case scenario is the single most- likely outcome and consists of information used by the Group for strategic planning and budgeting. The Group has identified and documented key drivers of credit risk and credit losses for each portfolio of financial instruments and, using a statistical analysis of historical data, has estimated relationships between macro-economic variables and credit risk and credit losses.

The table below summarises the principal macroeconomic indicators included in the economic scenarios used at 31 December 2023 for the years 2024 to 2026, for Nigeria which is the country where the Group operates.

	2024	2025	2026
Inflation			
• Base scenario	22.12%	23.36%	24.60%
• Range of upside scenarios	25.44%	26.86%	28.29%
• Range of downside scenarios	18.80%	19.86%	20.91%
Crude Oil Prices			
• Base scenario	93.99	99.18	104.37
• Range of upside scenarios	108.09	114.06	120.03
• Range of downside scenarios	79.89	84.30	88.71

Predicted relationships between the key indicators and default and loss rates on various portfolios of financial assets have been developed based on analysing historical data over the past 3 years.

Measurement of ECL

The key inputs used for measuring ECL are:

- probability of default (PD);
- loss given default (LGD); and
- exposure at default (EAD).

ECL for exposures in stage 1 (12-months ECL) is calculated by multiplying the 12-month PD, LGD and EAD term structures. Lifetime ECL is calculated by multiplying the lifetime PD, LGD and EAD term structures.

As explained above these figures are generally derived from internally developed statistical models and other historical data and they are adjusted to reflect probability-weighted forward-looking information.

PD is an estimate of the likelihood of default over a given time horizon. The Bank's PD was estimated based on yearly performance status (i.e. default and non-default) migration. The lifetime PD term structure was derived using the Homogenous Discrete Time Markov Chain approach. PDs are estimated considering the contractual maturities of exposures and estimated prepayment rates. The estimation is based on current conditions, adjusted to take into account estimates of future conditions that will impact PD.

LGD is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from any collateral. The Bank estimated LGD based on expected collateral recoveries. For each collateral type, the Bank made reasonable assumptions regarding the expected collateral haircut, direct costs of recovery, and time to recovery. These assumptions were arrived at on the basis of industry data and expert judgment.

EAD is an estimate of the exposure at a future default date. The Bank estimated the EAD term structure based on the contractual cash flows of each financial asset. When ECL are measured on a collective basis, the financial instruments are grouped on the basis of shared risk characteristics, such as:

- instrument type;
- credit risk grade;
- collateral type;
- date of initial recognition;
- remaining term to maturity;
- industry;
- geographic location of the borrower;
- past due information

The groupings are subject to regular review to ensure that exposures within a particular group remain appropriately homogeneous.

43 Financial risk management (contd.)

(e) Amounts arising from Expected Credit Losses (ECL) (continued)

Loss allowance

The following table show reconciliations from the opening to the closing balance of the loss allowance by class of financial instrument. Explanation of the terms: stage 1 (12month ECL), stage 2 (Lifetime ECL) and stage 3 (credit impaired) are included in Note 43(e).

Group	31 December 2023				31 December 2022			
(I) Cash and bank balances	Stage 1 12month ECL	Stage 2 Lifetime ECL not credit impaired	Stage 3 Lifetime ECL credit impaired	Total	Stage 1 12month ECL	Stage 2 Lifetime ECL not credit impaired	Stage 3 Lifetime ECL credit impaired	Total
In thousands of Naira	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
Opening balance	1,000	-	-	1,000	708	-	-	708
Net remeasurement of loss allowance	141	-	-	141	292	-	-	292
Closing balance	1,141	-	-	1,141	1,000	-	-	1,000

(ii) Fixed deposit	12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total	12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	
In thousands of Naira	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Opening balance	354,025	-	-	354,025	476,185	-	-	476,185
Net remeasurement of loss allowance	1,714,257	-	-	1,714,257	33,132	-	-	33,132
Transfer to Lifetome ECL - not credit impaired	-	-	-	-	-	-	-	-
Transfer to Lifetime ECL - credit impaired	-	-	-	-	(155,292)	-	155,292	-
Write off	-	-	-	-	-	-	(155,292)	(155,292)
Closing balance	2,068,282	-	-	2,068,282	354,025	-	-	354,025

(iii) Investment in debt securities	12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total	12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total
In thousands of Naira	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
Opening balance	60,929	-	-	60,929	69,950	-	-	69,950
Net remeasurement of loss allowance	91,163	-	-	91,163	(9,021)	-	-	(9,021)
Closing balance	152,092	-	-	152,092	60,929	-	-	60,929

43 Financial risk management (contd.)

iv Loan and advances

In thousands of Naira	31 December 2023 12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total	31 December 2022 12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total
	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
Opening balance	2,412,944	695,440	15,680,892	18,789,276	2,172,988	158,877	14,694,456	17,026,321
Remeasurement of loss allowance	(1,551,972)	20,523	(1,136,093)	(2,667,542)	(332,877)	(105,182)	981,711	543,652
Transfer to 12 month ECL	219,362	(87,149)	(132,213)	-	317,582	(22,221)	(295,361)	-
Transfer to Lifetime ECL - not credit impaired	(51,073)	57,326	(6,253)	-	(434,442)	607,945	(173,503)	-
Transfer to Lifetime ECL - credit impaired	(109,529)	(96,752)	206,281	-	(27,632)	(103,543)	131,175	-
Loans repaid	(72,781)	(492,314)	(41,211)	(606,306)	(198,273)	(3,443)	(536,607)	(738,323)
New loans acquired	1,259,459	65,343	292,012	1,616,814	915,598	163,007	279,462	1,358,067
Net remeasurement of loss allowance	(306,534)	(533,023)	(817,477)	(1,657,034)	239,956	536,563	386,877	1,163,396
Unwinding of discount	-	-	573,451	573,451	-	-	599,559	599,559
Write off	-	-	(4,214,110)	(4,214,110)	-	-	-	-
Closing balance	2,106,410	162,417	11,222,756	13,491,583	2,412,944	695,440	15,680,892	18,789,276

Net write-off breakdown	
Gross write off	20,214,110
Government grant (see note 28.5)	(16,000,000)
Net write-off	4,214,110

v Other assets

In thousands of Naira	12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total	12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total
	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
Opening balance	-	1,739,402	-	1,739,402	-	2,501,323	-	2,501,323
Remeasurement of loss allowance	-	20,098	-	20,098	-	224,852	-	224,852
Transfer to Lifetime ECL - credit impaired	-	(4,000)	4,000	-	-	(986,773)	986,773	-
Net remeasurement of loss allowance	-	16,098	4,000	20,098	-	(761,921)	986,773	224,852
Write off	-	-	(4,000)	(4,000)	-	-	(986,773)	(986,773)
Closing balance	-	1,755,500	-	1,755,500	-	1,739,402	-	1,739,40

43 Financial risk management (contd.)

Group

vi Advances under finance lease

	31 December 2023				31 December 2022			
	12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total	12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total
In thousands of Naira	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
Opening balance	914	-	-	914	1,278	-	-	1,278
Remeasurement of loss allowance	2,188	-	-	2,188	(364)	-	-	(364)
Transfer to Lifetime ECL - credit impaired	-	-	-	-	-	-	-	-
Net remeasurement of loss allowance	2,188	-	-	2,188	(364)	-	-	(364)
Write off	-	-	-	-	-	-	-	-
Closing balance	3,102	-	-	3,102	914	-	-	914

Bank

I Cash and bank balances

	31 December 2023				31 December 2022			
	12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total	12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total
In thousands of Naira	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
Opening Balance	1,000	-	-	1,000	708	-	-	708
Net remeasurement of loss allowance	141	-	-	141	292	-	-	292
Closing balance	1,141	-	-	1,141	1000	-	-	1,000

ii Fixed deposit

	31 December 2023				31 December 2022			
	12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total	12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total
In thousands of Naira	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
Opening Balance	351,323	-	-	351,323	473,140	-	-	473,140
Net remeasurement of loss allowance	1,715,322	-	-	1,715,322	33,475	-	-	33,475
Transfer to Lifetime ECL - credit impaired			-	-	(155,292)	-	155,292	-
Write off		-	-	-	-	-	(155,292)	(155,292)
Closing balance	2,066,645	-	-	2,066,645	351,323	-	-	351,323

43. Financial risk management (contd.)

Bank

iii Investment in debt securities

In thousands of Naira	31 December 2023 12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total	31 December 2022 12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total
	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
Opening balance	60,883	-	-	60,883	69,559	-	-	69,559
Net remeasurement of loss allowance	91,182	91,182	(8,676)	(8,676)				
Closing balance	152,065	-	-	152,065	60,883	-	-	60,883

iv Loan and advances

In thousands of Naira	31 December 2023 12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total	31 December 2022 12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total
	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
Opening balance	2,389,013	695,409	15,680,337	18,764,758	2,158,755	158,846	14,693,901	17,011,501
Remeasurement of loss allowance	(1,643,773)	20,523	(1,136,093)	(2,759,343)	(342,575)	(105,182)	981,711	533,954
Transfer to 12 month ECL	219,362	(87,149)	(132,213)	-	317,582	(22,221)	(295,361) -	
Transfer to Lifetime ECL - not credit impaired	(51,073)	57,326	(6,253)	-	(434,442)	607,945	(173,503)	-
Transfer to Lifetime ECL - credit impaired	(109,529)	(96,752)	206,281	-	(27,632)	(103,543)	131,175	-
Loans repaid	72,781)	(492,314)	(41,211)	(606,306)	(198,273)	(3,443)	(536,607)	(738,323)
New loans acquired	1,259,459	65,343	292,012	1,616,814	915,598	163,007	279,462	1,358,067
Net remeasurement of loss allowance	(398,335)	(533,023)	(817,477)	(1,748,835)	230,258	536,563	386,877	1,153,698
Unwinding of discount	-	-	573,451	573,451	-	-	599,559	599,559
Write off	-	-	(4,202,778)	(4,202,778)	-	-	-	-
Closing balance	1,990,678	162,386	11,233,533	13,386,596	2,389,013	695,409	15,680,337	18,764,758

Net write-off breakdown

Gross write off	20,202,778
Government grant (see note 28.5)	(16,000,000)
Net write-off	4,202,778

43 Financial risk management (contd.)

Bank

v Other assets

In thousands of Naira	31 December 2023 12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total	31 December 2022 12month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total
	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000	₦'000
Opening balance	-	1,676,838	-	1,676,838	-	2,437,842	-	2,437,842
Remeasurement of loss allowance	-	50,843	-	50,843	-	225,696	-	225,696
Transfer to Lifetime ECL - credit impaired	-		-	-	-	(986,700)	986,700	-
Net remeasurement of loss allowance	-	50,843	-	50,843	-	(761,004)	986,700	225,696
Write off	-	-	-	-	-	(986,700)	(986,700)	
Closing balance	-	1,727,681	-	1,727,681	-	1,676,838	-	1,676,838

43 Financial risk management (contd.)

(f) Credit definitions

(I) Impaired loans and investment securities

Impaired loans and securities are loans and securities for which the Group determines that it is probable that it will be unable to collect all principal and interest due according to the contractual terms of the loan / securities agreement(s).

(ii) Loans with renegotiated terms

Loans with renegotiated terms are loans that have been restructured due to deterioration in the borrower's financial position and where the Group has made concessions that it would not otherwise consider. Once the loan is restructured it remains in this category independent of satisfactory performance after restructuring.

(iii) Allowances for impairment

The Group establishes an allowance for impairment losses that represents its estimate of expected losses in its loan portfolio.

(iv) Write-off policy

The Group writes off a loan/security balance (and any related allowances for impairment losses) when Management determines that the loans/securities are uncollectible. This determination is reached after considering information such as the occurrence of significant changes in the borrower/issuer's financial position such that the borrower/issuer can no longer pay the obligation, or that proceeds from collateral will not be sufficient to pay back the entire exposure. For smaller balance standardised loans, write off decisions are generally based on a product specific past due status.

Liquidity risk

This is the risk that the Bank might not be able to meet with its obligation as they fall due.

Management of liquidity risk;

The ultimate responsibility for liquidity risk management rest with the Board of Directors , which has established an appropriate risk management framework for the management of the Bank short, medium and long term funding and liquidity management requirements. This function has been delegated to the asset and liability management committee of the Bank. This committee meets on bi-weekly to monitor liquidity profile of the Bank. The Bank also manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows and by matching the maturity profiles of financial assets and liabilities.

The table below shows the undiscounted cash flows on the Group and Bank's financial assets and financial liabilities and on the basis of their earliest possible contractual maturity. The gross nominal inflow / (outflow) disclosed in the table is the contractual, undiscounted cash flow on the financial liability or commitment.

43 Financial risk management (contd.)

Liquidity risk (contd.)

Group

Residual contractual maturities of financial assets and liabilities

31 December 2023 In thousands of Nigerian Naira	Note	Carrying amount	Gross nominal inflow/ (outflow)	Less than 1 year	Less than 1-2 years	Less than 2-3 years	Less than 3-4 years	Less than 4-5 years	Above 5 years
Non-derivative assets:									
Cash and bank balances	14	30,938,657	30,938,657	30,938,657	-	-	-	-	-
Fixed deposits	15	489,279,634	496,326,946	496,326,946	-	-	-	-	-
Investment in debt securities	18	1,592,084,064	1,611,230,968	1,611,230,968	-	-	-	-	-
Loans and advances	19	1,139,482,461	1,385,241,922	413,708,171	316,257,668	232,586,081	177,899,290	122,055,430	122,735,283
Other assets	22	7,154,620	7,154,620	7,154,620	-	-	-	-	
		3,258,939,436	3,530,893,113	2,559,359,362	316,257,668	232,586,081	177,899,290	122,055,430	122,735,283
Derivative assets									
Risk management:	16	582,161,663	-	-	-	-	-	-	-
Inflow		-	2,162,226,457	2,162,226,457	-	-	-	-	-
Outflow		-	(1,576,636,059)	(1,576,636,059)	-	-	-	-	-
		-	585,590,398	585,590,398	-	-	-	-	-
Total financial assets		3,841,101,099	4,116,483,511	3,144,949,760	316,257,668	232,586,081	177,899,290	122,055,430	122,735,283
Non-derivative liabilities									
Other Liabilities	27	(535,046,838)	(535,046,838)	(535,046,838)	-	-	-	-	-
Borrowings	29	(2,635,034,577)	(2,929,478,641)	(1,386,376,407)	(131,359,343)	(70,859,625)	(816,758,442)	(158,069,258)	(366,055,566)
Total financial liabilities		(3,170,081,415)	(3,464,525,479)	(1,921,423,245)	(131,359,343)	(70,859,625)	(816,758,442)	(158,069,258)	(366,055,566)
Gap (asset - liabilities)			651,958,032	1,223,526,515	184,898,325	161,726,456	(638,859,152)	(36,013,828)	(243,320,283)
Cumulative liquidity gap				1,223,526,515	1,408,424,840	1,570,151,296	931,292,144	895,278,316	651,958,032

43 Financial risk management (contd.)

Liquidity risk (contd.)

Group

Residual contractual maturities of financial assets and liabilities

31 December 2022 In thousands of Nigerian Naira	Note	Carrying amount	Gross nominal inflow/ (outflow)	Less than 1 year	Less than 1-2 years	Less than 2-3 years	Less than 3-4 years	Less than 4-5 years	Above 5 years
Non-derivative assets:									
Cash and bank balances	14	19,586,744	19,586,744	19,586,744	-	-	-	-	-
Fixed deposits	15	176,300,834	177,443,717	177,443,717	-	-	-	-	-
Investment in debt securities	18	1,315,068,424	1,334,400,549	1,334,400,549	-	-	-	-	-
Loans and advances	19	805,456,300	961,356,444	299,072,956	251,006,429	172,639,009	110,275,784	69,471,395	58,890,871
Other assets	22	4,139,048	4,139,048	4,139,048	-	-	-	-	-
Total financial assets		2,320,551,350	2,496,926,502	1,834,643,014	251,006,429	172,639,009	110,275,784	69,471,395	58,890,871
Outflow		-	-	-	-	-	-	-	-
Non-derivative liabilities									
Other Liabilities	27	(201,758,987)	(201,758,987)	(201,758,987)	-	-	-	-	-
Borrowings	29	(1,719,617,570)	(1,954,703,600)	(464,975,118)	(630,732,952)	(71,247,747)	(40,921,918)	(395,530,656)	(351,295,209)
Total financial liabilities		(1,921,376,557)	(2,156,462,587)	(666,734,105)	(630,732,952)	(71,247,747)	(40,921,918)	(395,530,656)	(351,295,209)
Derivative liabilities									
Risk management:	16	(109,630)	-	-	-	-	-	-	-
Inflow		-	1,298,443,946	1,298,443,946	-	-	-	-	-
Outflow		-	(1,318,813,708)	(1,318,813,708)	-	-	-	-	-
			(20,369,762)	(20,369,762)	-	-	-	-	-
Total financial liabilities		(1,921,486,187)	(2,176,832,349)	(687,103,867)	(630,732,952)	(71,247,747)	(40,921,918)	(395,530,656)	(351,295,209)
Gap (asset - liabilities)			320,094,153	1,147,539,147	(379,726,523)	101,391,262	69,353,867	(326,059,261)	(292,404,338)
Cumulative liquidity gap				1,147,539,147	767,812,623	869,203,885	938,557,752	612,498,491	320,094,153

Current maturity mis-match profile

The above tables show the undiscounted cash flows on the Group's non-derivative financial assets and liabilities on the basis of their earliest possible contractual maturity.

The gross nominal inflows / (outflows) disclosed in the previous table represent the contractual undiscounted cash flows relating to non-derivative financial liabilities and assets held for risk management purposes.

As part of the management of its liquidity risk arising from financial liabilities, the Group holds liquid assets comprising cash and cash equivalents, and debt securities for which there is an active and liquid market so that they canbe readily sold to meet liquidity requirements.

The inflows/(outflows) disclosed in the above table represent the contractual undiscounted cash flows relating to derivative financial liabilities held for risk management purposes and which are not usually closed out before contractual maturity. The disclosure shows net cash flow amounts for derivatives that are net cash-settled and gross cash inflow and outflow amounts for derivatives that have simultaneous gross cash settlement.

43 Financial risk management (contd.)

Liquidity risk (contd.)

Bank

Residual contractual maturities of financial assets and liabilities

31 December 2023 In thousands of Nigerian Naira	Note	Carrying amount	Gross nominal inflow/ (outflow)	Less than 1 year	Less than 1-2 years	Less than 2-3 years	Less than 3-4 years	Less than 4-5 years	Above 5 years
Non-derivative assets:									
Cash and bank balances	14	30,394,981	30,394,981	30,394,981	-	-	-	-	-
Fixed deposits	15	488,083,052	495,128,727	495,128,727	-	-	-	-	-
Investment in debt securities	18	1,591,949,911	1,611,230,968	1,611,230,968	-	-	-	-	-
Loans and advances	19	1,136,956,346	1,382,715,808	411,182,057	316,257,668	232,586,081	177,899,290	122,055,430	122,735,283
Other assets	22	6,343,930	6,343,930	6,343,930	-	-	-	-	-
		3,253,728,220	3,525,814,414	2,554,280,663	316,257,668	232,586,081	177,899,290	122,055,430	122,735,283
Derivative assets									
Risk management:	16	582,161,663	-	-	-	-	-	-	-
Inflow		-	2,162,226,457	2,162,226,457	-	-	-	-	-
Outflow		-	(1,576,636,059)	(1,576,636,059)	-	-	-	-	-
			585,590,398	585,590,398	-	-	-	-	-
Total financial assets		3,835,889,883	4,111,404,812	3,139,871,061	316,257,668	232,586,081	177,899,290	122,055,430	122,735,283
Non-derivative liabilities									
Other Liabilities	27	(538,931,666)	(538,931,666)	(538,931,666)	-	-	-	-	-
Borrowings	29	(2,631,140,640)	(2,925,584,703)	(1,382,482,469)	(131,359,343)	(70,859,625)	(816,758,442)	(158,069,258)	(366,055,566)
Total financial liabilities		(3,170,072,306)	(3,464,516,369)	(1,921,414,135)	(131,359,343)	(70,859,625)	(816,758,442)	(158,069,258)	(366,055,566)
Gap (asset - liabilities)			646,888,443	1,218,456,926	184,898,325	161,726,456	(638,859,152)	(36,013,828)	(243,320,283)
Cumulative liquidity gap				1,218,456,926	1,403,355,251	1,565,081,707	926,222,555	890,208,726	646,888,443

43 Financial risk management (contd.)

Liquidity risk (contd.)

Bank

Residual contractual maturities of financial assets and liabilities

31 December 2022 In thousands of Nigerian Naira	Note	Carrying amount	Gross nominal inflow/ (outflow)	Less than 1 year	Less than 1-2 years	Less than 2-3 years	Less than 3-4 years	Less than 4-5 years	Above 5 years
Non-derivative assets:									
Cash and bank balances	14	19,447,643	19,447,643	19,447,643	-	-	-	-	-
Fixed deposits	15	174,976,309	176,116,490	176,116,490	-	-	-	-	-
Investment in debt securities	18	1,314,957,671	1,334,400,549	1,334,400,549	-	-	-	-	-
Loans and advances	19	803,595,387	961,356,444	299,072,956	251,006,429	172,639,009	110,275,784	69,471,395	58,890,871
Other assets	22	3,629,765	3,629,765	3,629,765	-	-	-	-	-
Total financial assets		2,316,606,775	2,494,950,890	1,832,667,403	251,006,429	172,639,009	110,275,784	69,471,395	58,890,871
Non-derivative liabilities									
Other Liabilities	27	(204,274,035)	(204,274,035)	(204,274,035)	-	-	-	-	-
Borrowings	29	(1,717,687,690)	(1,954,703,600)	(464,975,118)	(630,732,952)	(71,247,747)	(40,921,918)	(395,530,656)	(351,295,209)
Total financial liabilities		(1,921,961,725)	(2,158,977,635)	(669,249,153)	(630,732,952)	(71,247,747)	(40,921,918)	(395,530,656)	(351,295,209)
Derivative liabilities									
Risk management:	16	(109,630)	-	-	-	-	-	-	-
Inflow		-	1,298,443,946	1,298,443,946	-	-	-	-	-
Outflow		-	(1,318,813,708)	(1,318,813,708)	-	-	-	-	-
			(20,369,763)	(20,369,763)	-	-	- -	-	
Total financial liabilities		(1,922,071,355)	(2,179,347,397)	(689,618,915)	(630,732,952)	(71,247,747)	(40,921,918)	(395,530,656)	(351,295,209)
Gap (asset - liabilities)			315,603,493	1,143,048,488	(379,726,523)	101,391,262	69,353,867	(326,059,261)	(292,404,338)
Cumulative liquidity gap				1,143,048,488	763,321,964	864,713,226	934,067,093	608,007,832	315,603,494

Current maturity mis-match profile

The above tables show the undiscounted cash flows on the Bank's non-derivative financial assets and liabilities on the basis of their earliest possible contractual maturity.

The gross nominal inflows / (outflows) disclosed in the previous table represent the contractual undiscounted cash flows relating to non-derivative financial liabilities and assets held for risk management purposes.

As part of the management of its liquidity risk arising from financial liabilities, the Bank holds liquid assets comprising cash and cash equivalents, and debt securities for which there is an active and liquid market so that they can be readily sold to meet liquidity requirements.

43 Financial risk management (contd.)

Market Risk

Market risk is the risk that changes in market prices – e.g. foreign exchange rates, interest rates and equity prices – will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

The Group is majorly exposed to foreign currency risk and interest rate risk. The Group's exposure to equity market as at end of the period is very minimal with a total market value exposure of N10.3 million (31 Dec. 2022: N10.7 million).

Management of Foreign Currency risk

The Group manages its foreign currency risk by limiting the amount of cash it holds in foreign currency and also ensuring that they are managed within approved policy parameters utilising currency swap contracts. The Group holds currency swaps which fully covers the negative exposures gap in Euro and USD. See note 16 for the details of currency swap held.

The table below summarises foreign currency monetary assets and liabilities exposures of the Group as at year end

Group — 31 December 2023

In thousands of Naira	Note	EUR	GBP	USD	NGN	Grand Total
Cash and Bank Balances	14	31,105	13,565	3,794,183	27,099,804	30,938,657
Fixed deposits	15	-	-	204,050,822	285,228,812	489,279,634
Investment in debt securities	18	-	-	-	1,592,084,064	1,592,084,064
	23	31,652	35,840	114,988	6,972,140	7,154,620
Loans and advances	19	-	-	172,259,436	967,223,025	1,139,482,461
Total assets		62,757	49,405	380,219,429	2,878,607,845	3,258,939,436
Borrowings	30	(2,117,779,112)	-	(6,840,980)	(510,414,485)	(2,635,034,577)
Other liabilities	28	-	-	(254,825,074)	(280,221,764)	(535,046,838)
Total liabilities		(2,117,779,112)	-	(261,666,054)	(790,636,249)	(3,170,081,415)
Net on-balance sheet financial position		(2,117,716,355)	49,405	118,553,375	2,087,971,596	88,858,021

31 December 2022

In thousands of Naira	Note	EUR	GBP	USD	NGN	Grand Total
Cash and Bank Balances	14	98,276	2,982	1,647,870	17,837,615	19,586,744
Fixed deposits	15	-	-	72,206,614	104,094,220	176,300,834
Investment in debt securities		-	-	-	1,315,068,424	1,315,068,424
Other assets	23	104,196	17,141	102,768	3,914,943	4,139,048
Loans and advances	19	-	-	93,164,703	712,291,597	805,456,300
Total assets		202,472	20,123	167,121,955	2,153,206,800	2,320,551,351
Borrowings	30	(641,815,293)	-	(287,793,725)	(790,008,552)	(1,719,617,570)
Other liabilities	28	-	-	(106,635,336)	(95,123,651)	(201,758,987)
Total liabilities		(641,815,293)	-	(394,429,060)	(885,132,204)	(1,921,376,557)
Net on-balance sheet financial position		(641,612,821)	20,123	(227,307,105)	1,268,074,597	399,174,794

43 Financial risk management (contd.)

Market Risk

Bank

In thousands of Naira	Note	EUR	GBP	USD	NGN	Grand Total
				31 December 2023		
Cash and Bank Balances	14	31,105	13,565	3,794,183	26,556,128	30,394,981
Due from Financial Institutions	15	-	-	204,050,822	284,032,230	488,083,052
Investment in debt securities	18	-	-	-	1,591,949,911	1,591,949,911
Other assets	23	31,652	35,840	114,988	6,161,450	6,343,930
Loans and advances	19	-	-	172,259,436	964,696,910	1,136,956,346
Total assets		62,757	49,405	380,219,429	2,873,396,629	3,253,728,220
Borrowings	30	(2,117,779,112)	-	(6,840,980)	(506,520,548)	(2,631,140,640)
Other liabilities	28	-	-	(254,825,074)	(284,106,592)	(538,931,666)
Total liabilities		(2,117,779,112)	-	(261,666,054)	(790,627,140)	(3,170,072,306)
Net on-balance sheet financial position		(2,117,716,355)	49,405	118,553,375	2,082,769,490	83,655,915

In thousands of Naira	Note	EUR	GBP	USD	NGN	Grand Total
				31 December 2022		
Cash and Bank Balances	14	98,276	2,982	1,647,870	17,698,513	19,447,641
Due from Financial Institutions	15	-	-	72,206,614	102,769,695	174,976,309
Investment in debt securities	18	-	-	-	1,314,957,671	1,314,957,671
Other assets	23	104,196	17,141	102,768	3,405,660	3,629,765
Loans and advances	19	-	-	93,164,703	710,430,684	803,595,387
Total assets		202,472	20,123	167,121,955	2,149,262,223	2,316,606,773
Borrowings	30	(641,815,293)	-	(287,793,725)	(788,078,673)	(1,717,687,691)
Other liabilities	28	-	-	(106,635,336)	(97,638,699)	(204,274,035)
Total liabilities		(641,815,293)	-	(394,429,061)	(885,717,372)	(1,921,961,726)
Net on-balance sheet financial position		(641,612,821)	20,123	(227,307,105)	1,263,544,851	394,645,047

43 Financial risk management (contd.)

Foreign Currency Exchange Risk (continued)

The following table details the Group's sensitivity to an increase and decrease in Naira against the US dollars, pounds and Euro. Management believe that the stated percentage movement in either direction is reasonably possible at the balance sheet date. The sensitivity analysis below include outstanding denominated assets and liabilities denominated in foreign currency. A positive number indicates an increase in profit where Naira strengthens by the stated percentage against the respective currencies. For the stated percentage increase or decrease in the rate, there would be an equal and opposite impact on profit, and the balances below would be negative.

31 December 2023

	Group ₦'000	Bank ₦'000
Naira strengthens by 40% against the US dollar		
Profit / (loss)	(47,421,350)	(47,421,350)
Naira weakens by 40% against the US dollar		
Profit / (loss)	47,421,350	47,421,350
Naira strengthens by 40% against the Pounds		
Profit / (loss)	(19,762)	(19,762)
Naira weakens by 40% against the Pounds		
	19,762	19,762
Naira strengthens by 40% against the Euro		
Profit / (loss)	847,086,542	847,086,542
Naira weakens by 40% against the Euro		
Profit / (loss)	(847,086,542)	(847,086,542)

31 December 2022

	₦'000	₦'000
Naira strengthens by 1% against the US dollar		
Profit / (loss)	1,445,142	1,445,142
Naira weakens by 1% against the US dollar		
Profit / (loss)	(1,445,142)	(1,445,142)
Naira strengthens by 1% against the Pounds		
Profit / (loss)	(201)	(201)
Naira weakens by 1% against the Pounds		
Profit / (loss)	201	201
Naira strengthens by 1% against the Euro		
Profit / (loss)	11,111,600	11,111,600
Naira weakens by 1% against the Euro		
Profit / (loss)	(11,111,600)	(11,111,600))

43 Financial risk management (contd.)

Interest rate risk

The Group is exposed to interest rate risk because entities in the Group borrow funds at floating interest rates. The risk is managed by the Group by maintaining an appropriate mix between fixed and floating rate borrowings, and by the use of forward interest rate contracts.

The table below shows the group's exposure to interest rate risk:

31 December 2023

		Group		Bank	
In thousands of Naira	Notes	Total carrying amount	Exposure to interest rate risk	Total carrying amount	Exposure to interest rate risk
Cash and bank balances		30,938,657	-	30,394,981	-
Fixed deposits		489,279,634	-	488,083,052	-
Derivative asset		582,161,663	582,161,663	582,161,663	582,161,663
Investment in debt securities		1,592,084,064	-	1,591,949,911	-
Equity securities		19,374,134	-	19,363,873	-
Loans and advances		1,139,482,461	-	1,136,956,346	-
Other assets		7,154,620	-	6,343,930	-
Total financial assets		3,860,475,233	582,161,663	3,855,253,756	582,161,663
Other liabilities		535,046,838	-	538,931,666	-
Borrowings		2,635,034,577	1,289,274,921	2,631,140,640	1,289,274,921
Total financial liabilities		3,170,081,415	1,289,274,921	3,170,072,306	1,289,274,921

31-Dec-22

		Group		Bank	
In thousands of Naira	Notes	Total carrying amount	Exposure to interest rate risk	Total carrying amount	Exposure to interest rate risk
Cash and bank balances		19,586,744	-	19,447,643	-
Fixed deposits		176,300,834	-	174,976,309	-
Derivative asset		-	-	-	-
Investment in debt securities		1,315,068,424	-	1,314,957,671	-
Equity securities		9,315,228	-	9,304,597	-
Loans and advances		805,456,300	-	803,595,387	-
Other assets		4,139,048	-	3,629,765	-
Total financial assets		2,329,866,578	-	2,325,911,372	-
Derivative liabilities		109,630	109,630	109,630	109,630
Other liabilities		201,758,987	-	204,274,035	-
Borrowings		1,719,617,570	868,161,320	1,717,687,690	868,161,320
Total financial liabilities		1,921,486,187	868,270,950	1,922,071,355	868,270,950

43 Financial risk management (contd.)

Interest rate sensitivity analysis

The sensitivity analyses below have been determined based on the exposure to interest rates for both derivatives and non-derivative instruments at the end of the reporting period. For floating rate liabilities, the analysis is prepared assuming the amount of the liability outstanding at the end of the reporting period was outstanding for the whole year.

Fair value sensitivity analysis for fixed-rate instruments

The Group does not account for any fixed rate financial assets or financial liabilities at FVTPL. Therefore, a change in interest rates at the reporting date would not affect profit or loss.

31 December 2023

		Profit or loss impact		Equity impact	
Effect in thousand of Naira	Carrying amount	100 bp increase	100 bp decrease	100 bp increase	100 bp decrease
Derivative assets	582,161,663	(782,559)	791,835	-	-
Cash flow sensitivity (net of tax)		(547,791)	554,285		
31 December 2022					
Derivative liabilities	(109,630)	(201,003)	206,194	-	-
Cash flow sensitivity (net of tax)		(140,702)	144,336	-	-

Cashflow sensitivity analysis for variable-rate instruments

A reasonable possible change of 100 basis points in interest rates at the reporting date would have increased (decreased) equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

		Profit or loss impact		Equity impact	
Effect in thousand of Naira	Carrying amount	100 bp increase	100 bp decrease	100 bp increase	100 bp decrease
31 Dec 2023					
Borrowings	1,289,274,921	(12,892,749)	12,892,749	-	-
Cash flow sensitivity (net of tax)		(9,024,924)	9,024,924		
31 December 2022					
Borrowings	868,161,320	(8,681,613)	8,681,613	-	-
Cash flow sensitivity (net of tax)		(6,077,129)	6,077,129	-	-

43. Financial risk management (contd.)

Capital management
Regulatory capital

The Bank's regulator, the Central Bank of Nigeria, sets and monitors capital requirements for the Bank. In implementing current capital requirements,Central Bank of Nigeria requires the Wholesale Development Finance Institutions to maintain a minimum capital of N100 billion while Retail Development Finance Institutions (RDFIs) are to maintain a minimum capital base of N10 billion.

The Banks' capital is divided into two tiers:

I.. Tier 1 capital: core equity tier one capital including ordinary shares, statutory reserve, share premium and general reserve. Non-controlling interests arising on consolidation from interests in permanent shareholders' equity. The book value of goodwill, unpublished losses and under provisions are deducted in arriving at qualifying Tier 1 capital; and

ii. Tier 2 capital: qualifying subordinated loan capital and unrealised gains arising from the fair valuation of financial instruments held as available for sale. Under the Basel II requirements as implemented in Nigeria, Tier 2 capital is restricted to 33 1/3% of Tier 1 capital.

The Central Bank of Nigeria prescribed the minimum capital adequacy for Development Financial Institutions in Nigeria.

The Bank's objectives when managing capital are:

i. To comply with the capital requirements set by regulators of the Development Finance Institutions
ii. To safeguard the Bank's ability to continue to revitalise ailing industry and serve as growth engine for industrial and economic development in Nigeria.

Capital management strategy

The Bank's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business.

The Bank meets the minimum capital requirement set by CBN for both Wholesale Development Finance Institutions and Retail Development Finance Institutions as the shareholders' funds as at 31 December 2023 was N674.6billion (31 December 2022: N426.8billion).

Capital adequacy ratio

The capital adequacy ratio is the quotient of the capital base of the Bank's risk weighted asset base. In accordance with Central Bank of Nigeria regulations, a minimum ratio of 10% is to be maintained. The table below summarises the Basel II capital adequacy ratio for 2023 and 2022:

43. Financial risk management (contd.)

In thousands of naira	Bank 31 Dec 2023	Bank 31 Dec 2022
Tier 1 capital		
Ordinary share capital	306,747,632	147,371,321
Retained earnings	176,033,911	116,423,052
Statutory reserves	128,518,510	97,565,373
Deposit for shares	-	-
Other reserves	30,919,899	30,919,899
	642,219,952	392,279,645
Less:		
Investment in capital of financial subsidiaries	(2,222,860)	(1,872,860)
Intangible assets	(562,434)	(520,762)
Total Tier 1 Capital (A)	639,434,658	389,886,023
Tier 2 capital		
Borrowings	502,520,548	301,483,924
Other reserves	6,803,671	(1,766,790)
Tier 2 before deduction of investment	509,324,219	299,717,134
Tier 2 limit	213,885,839	130,586,294
Less:		
Investment in capital of financial subsidiaries	(2,222,860)	(1,872,860)
Net Total Tier 2 Capital (B)	211,662,979	128,713,434
Total regulatory capital (A+B)	851,097,637	518,599,457
Market risk	118,602,780	60,902,457
Operational risk	272,977,206	183,082,140
Credit risk	1,452,599,330	843,907,609
Total risk-weighted assets	1,844,179,316	1,087,892,206
Capital ratios		
Total minimum regulatory required capital expressed as a percentage of total risk-weighted assets	10.00%	10.00%
Bank's total tier 1 capital expressed as a percentage of total risk-weighted assets	34.67%	35.84%
Total capital expressed as a percentage of total risk-weighted assets	46.15%	47.67%

44 Financial assets and liabilities

44.1 Classification of financial assets and liabilities, fair value and fair value hierarchy

The following table provides a reconciliation between line items in the statement of financial position and categories of financial instruments. It also shows the fair values of the financial assets and liabilities and their fair value hierarchy.

31 December 2023

Group

In thousands of Naira	Notes	Mandatorily at FVTPL	FVOCI	Amortised cost	Total carrying amount	Fair value amount	Fair value hierarchy
Cash and bank balances	14	-	-	30,938,657	30,938,657	30,938,657	-
Fixed deposits	15	-	-	489,279,634	489,279,634	489,279,634	-
Derivative asset	16	582,161,663	-	-	582,161,663	582,161,663	2
Investment in debt securities	18	-	-	1,592,084,064	1,592,084,064	1,607,738,501	2
Equity securities:							
- Equity securities at FVTPL	20	3,672	-	-	3,672	3,672	1
- Quoted equities at FVOCI	20		6,701	-	6,701	6,701	1
- Unquoted equities at FVOCI	20		19,363,761	-	19,363,761	19,363,761	3
Loans and advances	19	-	-	1,139,482,461	1,139,482,461	1,139,482,461	-
Other assets	23	-	-	7,154,620	7,154,620	7,154,620	-
		582,165,335	19,370,462	3,258,939,436	3,860,475,233	3,876,129,670	
Other liabilities	28	-	-	535,046,838	535,046,838	535,046,838	-
Borrowings	30	-	-	2,635,034,577	2,635,034,577	2,269,992,814	2
Total financial liabilities		-	-	3,170,081,415	3,170,081,415	2,805,039,652	

31 December 2022

In thousands of Naira	Notes	Mandatorily at FVTPL	FVOCI	Amortised cost	Total carrying amount	Fair value amount	Fair value hierarchy
Cash and bank balances	14	-	-	19,586,744	19,586,744	19,586,744	-
Fixed deposits	15	-	-	176,300,834	176,300,834	176,635,261	-
Investment in debt securities	18	-	-	1,315,068,424	1,315,068,424	1,328,644,164	2
Equity securities:							
- Equity securities at FVTPL	20	4,042	-	-	4,042	4,042	1
- Quoted equities at FVOCI	20		6,701	-	6,701	6,701	1
- Unquoted equities at FVOCI	20		9,304,485	-	9,304,485	9,304,485	3
Loans and advances	19	-	-	805,456,300	805,456,300	805,456,300	-
Other assets	23	-	-	4,139,048	4,139,048	4,139,048	-
Total financial assets		4,042	9,311,186	2,320,551,350	2,329,866,578	2,343,776,745	
Derivative liability		109,630	-	-	109,630	109,630	2
Other liabilities	28	-	-	201,758,987	201,758,987	201,758,987	-
Borrowings	30	-	-	1,719,617,570	1,719,617,570	1,548,503,800	2
Total financial liabilities		109,630	-	1,921,376,557	1,921,486,187	1,750,372,417	

43 Financial assets and liabilities

43.1 Classification of financial assets and liabilities, fair value and fair value hierarchy

31 December 2023

Bank

	Notes	Mandatorily at FVTPL	FVOCI	Amortised cost	Total carrying amount	Fair value amount	Fair value hierarchy
In thousands of Naira							
Cash and bank balances	14	-	-	30,394,981	30,394,981	30,394,981	-
Fixed deposits	15	-	-	488,083,052	488,083,052	488,083,052	-
Derivate asset	28	582,161,663	-	-	582,161,663	582,161,663	2
Investment in debt securities	18	-	-	1,591,949,911	1,591,949,911	1,607,604,348	2
Equity securities:							
- Equity securities at FVTPL	20	676	-	-	676	676	1
- Quoted equities at FVOCI	20	-	4,237	-	4,237	4,237	1
- Unquoted equities at FVOCI	20	-	19,358,960	-	19,358,960	19,358,960	3
Loans and advances	19	-	-	1,136,956,346	1,136,956,346	1,136,956,346	-
Other assets	23	-	-	6,343,930	6,343,930	6,343,930	-
Total financial assets		582,162,339	19,363,197	3,253,728,220	3,855,253,757	3,870,908,193	
Other liabilities	28	-	-	538,931,666	538,931,666	538,931,666	-
Borrowings	30	-	-	2,631,140,640	2,631,140,640	2,266,098,877	2
Total financial liabilities		-	-	3,170,072,306	3,170,072,306	2,805,030,543	

31 December 2022

	Notes	Mandatorily at FVTPL	FVOCI	Amortised cost	Total carrying amount	Fair value amount	Fair value hierarchy
In thousands of Naira							
Cash and bank balances	14	-	-	19,447,643	19,447,643	19,447,643	-
Fixed deposits	15	-	-	174,976,309	174,976,309	175,310,736	2
Investment in debt securities	18	-	-	1,314,957,671	1,314,957,671	1,328,533,411	2
Equity securities:							
- Equity securities at FVTPL	20	676	-	-	676	676	1
- Quoted equities at FVOCI	20	-	4,237	-	4,237	4,237	1
- Unquoted equities at FVOCI	20	-	9,299,684	-	9,299,684	9,299,684	3
Loans and advances	19	-	-	803,595,387	803,595,387	803,595,387	-
Other assets	23	-	-	3,629,765	3,629,765	3,629,765	-
Total financial assets		676	9,303,921	2,316,606,775	2,325,911,372	2,339,821,539	
Derivative liability	16	109,630	-	-	109,630	109,630	2
Other liabilities	28	-	-	204,274,035	204,274,035	204,274,035	-
Borrowings	30	-	-	1,717,687,690	1,717,687,690	1,546,573,920	2
Total financial liabilities		109,630	-	1,921,961,725	1,922,071,355	1,750,957,585	

44 Financial assets and liabilities

44.2 Valuation of financial instruments

The Group measures fair values using the following fair value hierarchy that reflects the significance of the inputs used in making the measurements

Level 1

Quoted market price (unadjusted) in an active market for an identical instrument.

Level 2

Valuation techniques based on observable inputs, either directly (i.e. as prices) or indirectly (i.e. derived from prices). This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are considered less than active; or other valuation techniques where all significant inputs are directly or indirectly observable from market data.

Level 3

Valuation techniques using significant unobservable inputs. This category includes all instruments where the valuation technique includes inputs not based on observable data and the unobservable inputs have a significant effect on the instrument's valuation. This category also includes instruments that are valued based on quoted prices for similar instruments where significant unobservable adjustments or assumptions are required to reflect differences between the instruments.

Level 3 fair value measurements

Reconciliation

The following table shows a reconciliation from the beginning balances to the ending balances for fair value measurements in level 3 of the fair value hierarchy.

	Group Unquoted equity investments at FVOCI ₦'000	Bank Unquoted equity investments at FVOCI ₦'000
Balance as at 1 January 2023	9,304,485	9,299,684
Additions during the year	1,509,338	1,509,338
Unrealised fair value gain recognised in other comprehensive income	8,549,938	8,549,938
Balance as at 31 Dec 2023	19,363,761	19,358,960

44 Financial assets and liabilities (cont'd)

Fair value methods and assumptions

(i) Equity investment securities

Equity investment securities comprise quoted equity instruments traded on the floor of the Nigerian Stock Exchange and unquoted equity instruments for which are not traded in an active market. The fair value of quoted equity securities were derived based on trading prices of the securities as at reporting date. The fair value of unquoted equity instruments were determined using valuation techniques (adjusted net asset valuation and discounted cashflow techniques) and inputs which may not be observable in the market. References were made to the investee companies historical financial performance and financial positions, cost of capital, discount rate, illiquidity discount etc. The data obtained were analysed and adjustments was made to reflect differences in the circumstances of each investees.

Information about significant unobservable inputs used as at 31 December 2023 in measuring the unquoted equity securities categorised as Level 3 in the fair value hierarchy are included in Note 20.2(ii)

(ii) Derivative asset/liability

The fair value of derivative is estimated from the foreign exchange rates (far and near legs) of the currency swap contracts with the Central Bank of Nigeria (CBN) and discounted using market discount rate. The foreign exchange rates were obtained from the contract and the discount rate was based on Federal Government of Nigeria treasury bill rate.

Financial assets and liabilities not measured at fair value

The valuation method and assumptions for financial instruments not measured at fair value, which were included in table 44.1 are presented below:

(i) Cash and bank balances

Cash and bank balances represent cash held with various banks. The fair value of these balances is their carrying amounts.

(ii) Due from other banks

Due from financial institutions represents bank placements with very short maturity, typically 30 days. The fair value of these balances is their carrying amounts.

(iii) Investment in debt securities

Investment in debt securities includes Treasury bills and CBN Omo Bills issued by the Central Bank of Nigeria. The fair value of treasury bills at amortised cost represents the discounted amount of estimated future cash flows expected to be received. Expected cash flows are discounted at current market rates to determine fair value.

(iv) Loans and advances

Loans and advances represent loans issued to customers for industrialisation and are carried at amortised cost less impairment allowance. The fair value of these loans is their carrying amounts

(v) Other financial assets/financial liabilities

Other financial assets/financial liabilities represent monetary assets, which usually have a short recycle period and as such, whose fair values approximate their carrying amount

(vi) Borrowings

The estimated fair value of borrowings which includes non-interest-bearing borrowings, is the discounted amount repayable.

The estimated fair values of interest-bearing borrowings are determined using a discounted cash flow model based on a current yield curve appropriate for the remaining term to maturity.

45 Current and non-current classification of assets and liabilities

The following table distinguishes the current and non-current assets and liabilities as at year end

31 December 2023

	Group Carrying Amount ₦'000	Group Current ₦'000	Group Non-current ₦'000	Bank Carrying Amount ₦'000	Bank Current ₦'000	Bank Non-current ₦'000
ASSETS						
Cash and bank balances	30,938,657	30,938,657	-	30,394,981	30,394,981	-
Fixed deposits	489,279,634	489,279,634	-	488,083,052	488,083,052	-
Derivative asset	582,161,663	582,161,663	-	582,161,663	582,161,663	-
Investment in debt securities	1,592,084,064	1,592,084,064	-	1,591,949,911	1,591,949,911	-
Advances under lease	298,299	298,299	-	-	-	-
Loans and advances	1,139,482,461	372,503,207	766,979,254	1,136,956,346	369,977,092	766,979,254
Equity investment securities	19,374,134	-	19,374,134	19,363,873	-	19,363,873
Investment in associates	2,829,609	-	2,829,609	3,000,000	-	3,000,000
Investment in subsidiaries	-	-	-	4,445,720	-	4,445,720
Other assets	14,896,567	14,896,567	-	11,290,889	11,290,889	-
Intangible assets	562,434	-	562,434	562,434	-	562,434
Property and equipment	15,798,518	-	15,798,518	7,839,667	-	7,839,667
Investment property	23,535,373	-	23,535,373	23,410,966	-	23,410,966
Right-of-use assets	-	-	-	7,810,269	-	7,810,269
Employee benefits	840,032	-	840,032	1,052,528	-	1,052,528
TOTAL ASSETS	3,912,081,446	3,082,162,091	829,919,354	3,908,322,300	3,073,857,588	834,464,711
LIABILITIES						
Tax payable	30,131,374	30,131,374	-	29,995,057	29,995,057	-
Borrowings	2,635,034,577	1,301,458,965	1,333,575,612	2,631,140,640	1,297,565,028	1,333,575,612
Deferred tax liabilities	29,931,020	-	29,931,020	30,260,326	-	30,260,326
Other liabilities	535,046,838	535,046,838	-	538,931,666	538,931,666	-
Deposit for shares	5,000,000	-	5,000,000	5,000,000	-	-
TOTAL LIABILITIES	3,230,143,809	1,866,637,177	1,363,506,632	3,230,327,689	1,866,491,751	1,363,835,938

45 Current and non-current classification of assets and liabilities

31 December 2022

	Group			Bank		
	Carrying Amount ₦'000	Current ₦'000	Non-current ₦'000	Carrying Amount ₦'000	Current ₦'000	Non-current ₦'000
ASSETS						
Cash and bank balances	19,586,744	19,586,744	-	19,447,643	19,447,643	-
Fixed deposits	176,300,834	176,300,834	-	174,976,309	174,976,309	-
Derivative asset	-	-	-	-	-	-
Investment in debt securities	1,315,068,424	1,315,068,424	-	1,314,957,671	1,314,957,671	-
Advances under lease	81,765	81,765	-	-	-	-
Loans and advances	805,456,300	274,822,119	530,634,181	803,595,387	272,961,206	530,634,181
Equity investment securities	9,315,228	-	9,315,228	9,304,597	-	9,304,597
Investment in subsidiaries	-	-	-	3,745,720	-	3,745,720
Other assets	10,921,747	10,921,747	-	8,482,443	8,482,443	-
Trading properties	-	-	-	-	-	-
Intangible assets	520,761	-	520,761	520,762	-	520,762
Property and equipment	32,173,872	-	32,173,872	26,495,589	-	26,495,589
Investment property	3,748,062	-	3,748,062	3,619,435	-	3,619,435
Right-of-use assets	20,136	-	20,136	5,621,489	-	5,621,489
Deferred tax asset	-	-	-	-	-	-
TOTAL ASSETS	2,376,023,482	1,796,781,633	576,412,240	2,373,767,045	1,790,825,272	579,941,773
LIABILITIES						
Derivative liability	109,630	109,630	-	109,630	109,630	-
Tax payable	22,100,229	22,100,229	-	21,898,160	21,898,160	-
Borrowings	1,719,617,570	396,597,253	1,323,020,317	1,717,687,690	394,667,373	1,323,020,317
Employee benefits	466,430	-	466,430	179,685	-	179,685
Deferred tax liabilities	2,141,753	-	2,141,753	2,849,474	-	2,849,474
Other liabilities	201,758,987	201,758,987	-	204,274,035	204,274,035	-
TOTAL LIABILITIES	1,946,194,599	620,566,099	1,325,628,500	1,946,998,674	620,949,198	1,326,049,476

OTHER INFORMATION

Value Added Statement

For the year ended 31 December 2023

	Group				Bank			
	31-Dec-23		31-Dec-22		31-Dec-23		31-Dec-22	
	₦'000	%	₦'000	%	₦'000	%	₦'000	%
Gross income								
	374,808,954		212,955,386		**372,277,303**		211,054,594	
Interest paid	**(144,273,943)**		(83,051,553)		**(145,045,901)**		(83,887,239)	
Fees paid	**(10,976,814)**		(7,483,636)		**(10,976,814)**		(7,483,636)	
	219,558,197		122,420,197		**216,254,588**		119,683,719	
Net loss from financial instruments measured at fair value	-		-		-		-	
Other losses	-		(205,500)		-		-	
Impairment charges	**(170,813)**		(4,345,662)		**(108,653)**		(4,337,860)	
Administrative overheads	**(34,544,546)**		(22,227,364)		**(33,617,417)**		(21,457,746)	
Value Added	**184,842,838**	**100**	**95,641,671**	**100**	**182,528,518**	**100**	**93,888,113**	**100**
Applied as follows:								
To pay employees:								
- Salaries and wages	**24,920,755**	13	20,409,348	21	**24,232,777**	27	19,868,549	27
To pay government								
- Taxation	**53,174,910**	29	19,085,225	20	**52,237,817**	8	18,496,958	8
Retained for future replacement of assets and expansion of business:								
- Depreciation and amortisation	**4,290,231**	2	3,243,463	3	**4,485,790**	5	3,363,153	5
- Profit retained in the business	**102,456,942**	55	52,903,635	55	**101,572,134**	60	52,159,453	60
	184,842,838	100	95,641,671	100	**182,528,518**	100	93,888,113	100

Financial Summary

Consolidated statement of financial position

	2023 ₦'000	2022 ₦'000	2021 ₦'000	2020 ₦'000	2019 ₦'000
ASSETS					
Cash and Bank Balances	**30,938,657**	19,586,744	9,654,268	83,230,087	9,872,038
Fixed deposits	**489,279,634**	176,300,834	114,969,349	104,652,434	36,633,351
Derivative asset	**582,161,663**	-	-	-	2,935,928
Debt securities	**1,592,084,064**	1,315,068,424	751,315,051	872,195,497	197,850,196
Loans and advances	**1,139,482,461**	805,456,300	780,477,268	749,838,732	740,032,638
Advances under lease	**298,299**	81,765	51,729	9,594	226,539
Equity securities	**19,374,134**	9,315,228	8,590,472	4,403,919	2,571,289
Investment in equity-accounted investee	**2,829,609**	2,829,609	3,035,109	-	-
Other assets	**14,896,567**	10,921,747	9,803,141	10,710,266	11,362,373
Intangible assets	**562,434**	520,761	522,293	529,346	499,937
Property and Equipment	**15,798,518**	32,173,872	25,361,410	25,466,028	24,442,706
Investment property	**23,535,373**	3,748,062	7,134,792	11,160,435	11,427,807
Right-of-use assets	-	20,136	-	-	-
Deferred tax asset	-	-	1,105,689	1,556,290	2,330,222
Employee benefits	**840,032**	-	-	-	-
TOTAL ASSETS	**3,912,081,446**	2,376,023,482	1,712,020,571	1,863,752,628	1,040,185,024
Derivative liability	-	109,630	1,136,937	4,695,233	-
Tax payable	**30,131,374**	22,100,229	8,043,213	4,109,668	2,902,622
Borrowings	**2,635,034,577**	1,719,617,570	1,125,303,560	1,302,479,259	598,199,128
Employee benefits	-	466,430	3,550,675	4,638,588	3,603,563
Deferred tax liabilities	**29,931,020**	2,141,753	-	-	-
Other liabilities	**535,046,838**	201,758,987	189,139,876	211,346,787	127,392,185
Deposit for shares	**5,000,000**	-	-	-	15,000,000
TOTAL LIABILITIES	**3,235,143,809**	1,946,194,599	1,327,174,261	1,527,269,535	747,097,498
CAPITAL AND RESERVES					
Ordinary share capital	**306,747,632**	147,371,321	147,371,321	147,371,321	147,371,321
Retained earnings	**179,180,456**	118,716,403	90,681,892	64,616,711	51,427,211
Statutory reserve	**129,210,416**	98,245,236	82,587,137	64,502,053	50,562,471
Non - distributable reserves	**24,118,731**	21,392,054	20,108,862	16,381,154	14,519,142
Actuarial reserve	**623,079**	604,852	559,652	(262,245)	27,006
SME reserve	**30,000,000**	30,000,000	30,000,000	30,000,000	30,000,000
Fair value reserve	**6,048,011**	(2,501,927)	(2,453,468)	(2,109,168)	(1,794,399)
Business combinations under common control	**919,899**	919,899	919,899	919,899	919,899
Deposit for shares	-	15,000,000	15,000,000	15,000,000	-
Total equity attributable to owners of the Company	**676,848,224**	429,747,837	384,775,295	336,419,725	293,032,651
Non controlling interest	**89,413**	81,046	71,015	63,368	54,875
Total Equity	**676,937,637**	429,828,883	384,846,310	336,483,093	293,087,526
TOTAL LIABILITIES AND EQUITY	**3,912,081,446**	2,376,023,482	1,712,020,571	1,863,752,628	1,040,185,024

Financial Summary

Consolidated statement of financial position

	2023 ₦'000	2022 ₦'000	2021 ₦'000	2020 ₦'000	2019 ₦'000
ASSETS					
Cash and Bank Balances	30,394,981	19,447,643	9,253,905	82,593,208	9,408,307
Fixed deposits	488,083,052	174,976,309	113,533,311	103,625,287	35,791,352
Derivative asset	582,161,663	-	-	-	2,935,928
Debt securities	1,591,949,911	1,314,957,671	751,226,568	872,104,525	197,386,540
Advances under lease	-	-	-	-	
Loans and advances	1,136,956,346	803,595,387	779,297,001	748,957,244	739,420,096
Equity Securities	19,363,873	9,304,597	8,569,034	4,382,411	2,550,311
Investment in equity-accounted investee	3,000,000	3,000,000	3,000,000	-	-
Investment in subsidiaries	4,445,720	3,745,720	3,745,720	3,545,720	3,545,720
Other assets	11,290,889	8,482,443	8,164,961	9,143,024	9,931,557
Intangible assets	562,434	520,762	522,294	529,346	499,937
Property and equipment	7,839,667	26,495,589	21,862,299	21,351,298	20,522,247
Investment property	23,410,966	3,619,435	7,001,946	11,023,369	11,286,521
	1,052,528	-	-	-	-
Deferred tax asset	-	-	353,830	817,996	1,488,950
Right of use assets	7,810,269	5,621,489	3,275,561	3,920,594	3,344,690
TOTAL ASSETS	3,908,322,300	2,373,767,045	1,709,806,430	1,861,994,022	1,038,112,156
Derivative liability	-	109,630	1,136,937	4,695,233	-
Tax payable	29,995,057	21,898,160	7,919,064	3,951,666	2,613,315
Borrowings	2,631,140,640	1,717,687,690	1,124,761,517	1,300,972,636	596,363,052
Employee benefit	-	179,685	3,193,336	4,188,872	3,177,634
Deferred tax liabilities	30,260,326	2,849,474	-	-	-
Other liabilities	538,931,666	204,274,035	190,276,358	213,221,068	128,559,328
Deposit for shares	5,000,000	-	-	-	15,000,000
TOTAL LIABILITIES	3,235,327,689	1,946,998,674	1,327,287,212	1,527,029,475	745,713,330
CAPITAL AND RESERVES					
Ordinary share capital	306,747,632	147,371,321	147,371,321	147,371,321	147,371,321
Retained earnings	176,033,911	116,423,052	89,081,659	63,789,774	51,345,947
Statutory reserve	128,518,510	97,565,373	81,917,538	63,857,662	49,952,840
Regulatory risk reserve	23,970,988	21,255,516	19,976,546	16,251,132	14,396,211
Actuarial reserve	760,615	740,092	710,635	(111,261)	211,106
SME reserve	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000
Fair value reserve	6,043,056	(2,506,882)	(2,458,380)	(2,113,980)	(1,798,498)
Business combinations under common control	919,899	919,899	919,899	919,899	919,899
Deposit for shares	-	15,000,000	15,000,000	15,000,000	-
Total equity attributable to owners of the Company	672,994,611	426,768,371	382,519,218	334,964,547	292,398,826
Total Equity	672,994,611	426,768,371	382,519,218	334,964,547	292,398,826
TOTAL LIABILITIES AND EQUITY	3,908,322,300	2,373,767,045	1,709,806,430	1,861,994,022	1,038,112,156

Financial Summary

Consolidated statement of profit or loss
For the year ended

	31-Dec-23	31-Dec-22	31-Dec-21	31-Dec-20	31-Dec-19
	₦'000	₦'000	₦'000	₦'000	₦'000
Interest income	286,641,629	212,955,337	175,830,860	116,906,211	81,229,450
Interest expense	(144,273,943)	(83,051,553)	(57,866,159)	(34,117,130)	(25,384,814)
Net interest income	142,367,686	129,903,784	117,964,701	82,789,081	55,844,636
Net fees and commission income	(4,190,434)	(675,601)	578,123	2,060,504	3,728,724
Net (loss)/gain from financial instruments measured at fair value	1,379,995,575	(15,456,405)	(16,562,219)	(17,816,750)	2,935,676
Share of (loss)/profit from investee	-	(205,500)	35,109	-	-
Gain on sale of financial assets at FVOCI	-	-	2,230	-	(33)
Other income	(1,298,614,630)	8,648,419	3,027,834	9,170,991	4,316,082
Total operating income	219,558,197	122,214,697	105,045,779	76,203,826	66,825,085
Impairment writeback/(charges)	(170,813)	(4,345,662)	(9,095,180)	(12,847,174)	3,984,407
Net operating income	219,387,384	117,869,035	95,950,599	63,356,652	70,809,492
Staff cost	(24,920,755)	(20,409,348)	(15,881,931)	(14,111,271)	(13,997,851)
Depreciation and amortisation	(4,290,231)	(3,243,463)	(2,525,181)	(2,595,808)	(2,499,815)
Other operating expenses	(34,544,546)	(22,227,364)	(15,263,338)	(11,107,556)	(14,976,654)
Total operating expense	(63,755,532)	(45,880,175)	(33,670,449)	(27,814,635)	(31,474,320)
Profit before tax	155,631,852	71,988,860	62,280,150	35,542,017	39,335,172
Taxation	(53,174,910)	(19,085,225)	(8,863,336)	(3,944,159)	(3,834)
Profit for the year	102,456,942	52,903,635	53,416,814	31,597,858	39,331,338
Profit attributable to:					
Owners of the company	102,448,576	52,893,604	53,409,167	31,591,094	39,317,049
Non-Controlling Interest	8,366	10,031	7,647	6,764	14,289
	102,456,942	52,903,635	53,416,814	31,597,858	39,331,338

Financial Summary

Consolidated statement of profit or loss
For the year ended

	31-Dec-23	31-Dec-22	31-Dec-21	31-Dec-20	31-Dec-19
	₦'000	₦'000	₦'000	₦'000	₦'000
Interest income	285,942,142	212,479,848	175,511,056	116,671,135	80,810,850
Interest expense	(145,045,901)	(83,887,239)	(58,611,570)	(34,975,683)	(25,822,536)
Net interest income	140,896,241	128,592,609	116,899,486	81,695,452	54,988,314
Net fees and commission income	(5,434,059)	(1,537,748)	166,713	1,690,733	3,450,283
Net (loss)/gain from financial instruments measured at fair value	1,379,994,296	(15,456,360)	(16,563,541)	(17,816,567)	2,935,928
Gain on sale of financial assets at FVTPL	-	-	2,230	-	-
Other income	(1,299,201,890)	8,085,218	2,630,436	8,614,005	3,111,232
	216,254,588	119,683,719	103,135,323	74,183,623	64,485,757
Impairment writeback/(charges)	(108,653)	(4,337,860)	(9,074,738)	(12,805,416)	4,003,964
Net operating income	216,145,935	115,345,859	94,060,585	61,378,207	68,489,721
Staff cost	(24,232,777)	(19,868,549)	(15,566,892)	(13,756,710)	(13,655,825)
Depreciation and amortisation	(4,485,790)	(3,363,153)	(2,555,620)	(2,558,247)	(2,923,277)
Other operating expenses	(33,617,417)	(21,457,746)	(14,789,882)	(10,714,649)	(14,507,530)
Total operating expense	(62,335,984)	(44,689,448)	(32,912,394)	(27,029,606)	(31,086,632)
Profit before tax	153,809,951	70,656,411	61,148,191	34,348,601	37,403,089
Taxation	(52,237,817)	(18,496,958)	(8,539,821)	(3,545,031)	93,006
Profit for the year	101,572,134	52,159,453	52,608,370	30,803,570	37,496,095

ADDITIONAL DISCLOSURE ON MANAGED FUNDS

This represents the net asset balances of the various funds managed by the bank as at 31 December 2023

		2023 N'000	2022 N'000
Government Enterprise and Empowerment Programme (GEEP)	(i)	23,880,052	22,895,615
CBN Textile Intervention Funds	(ii)	11,143,308	18,812,363
Cassava Bread Support Fund	(iii)	3,452,186	3,246,756
National Automotive Council fund	(iv)	2,396,187	2,478,480
Anambra State Fund	(v)	688,976	624,176
Kebbi state fund	(vi)	108,863	121,169
Niger State Funds	(vii)	201,694	193,839
Kogi State Funds	(viii)	84,154	84,183
Osun State Funds	(ix)	110,330	110,814
Edo Production Hub Managed Fund	(x)	212,211	196,508
Delta State Funds	(xi)	440,618	462,592
Kaduna State Fund	(xii)	411,213	398,052
Taraba State Fund	(xiii)	13,911	15,136
Kano State Fund	(xiv)	53,801	54,853
	(xv)	26,060	21,983
Kwara State Fund 2	(xvi)	159,035	157,086
Ekiti State Fund	(xvii)	6,650	6,811
SMEDAN Fund - Osun	(xviii)	(135)	(135)
Ondo State Fund	(xix)	226,762	215,142
Ogun State fund	(xx)	378,720	360,809
Dangote fund	(xxi)	3,474,164	3,109,203
Gombe Fund	(xxii)	67,362	63,693
Oyo State Fund	(xxiii)	370,770	432,826
Enugu State Fund	(xxiii)	17,439	4,267
Cross River State fund	(xxv)	206,450	205,212
Business Development Fund for Women (BUDFOW)	(xxvi)	31,512	26,210
Sugar Development Fund	(xxvii)	613,757	551,884
Sugar Levy Fund	(xxviii)	3,805,298	1,571,403
SMEDAN Fund - Oyo	(xxix)	56,942	55,068
Benue State fund	(xxx)	232,237	347,703
Ebonyi State fund	(xxxi)	20,898	20,678
Rice Processing fund	(xxxii)	1,858,215	1,987,994
National Programme for Food Security (NPAFS) fund	(xxxiii)	784,988	756,198
Federal Department of Agriculture (FDA) Cottage fund	(xxxiv)	3,549,714	3,164,823
Sokoto State fund	(xxxv)	32,377	373,027
Bayelsa State fund	(xxxvi)	10,318	10,318
Nigeria Artisanal & Small Scale Miners Financial Support Fund (ASM)	(xxxix)	3,918,622	3,626,383
Nigeria Industrial Policy & Competitiveness Advisory Council (NIPCAC) fund	(xxxviii)	73,884	58,272
MTN Foundation (MTNF) Youth enterprises	(xxxix)	19,715	20,988
Delta state Government Healthcare	(xl)	262,310	245,182
Borno State Fund	(xli)	(2,262)	-
IsDB Brave Women Fund	(xlii)	373,465	261,820
Textile Revival Fund	(xliii)	8,194,222	12,624,633
Northeast Rehabilitation Fund	(xliv)	22,937	197,801
NEPC (Export Expansion Facility)	(xlv)	-	-
Benue state government fund	(xlvi)	429,770	389,949
Edo Matching Fund	(xlvii)	232,221	523,249
Edo SEEP Fund	(xlvii)	11,067	9,769
CBN TIES Fund	(xlviii)	420,927	283,469
Nasarawa Matching Fund	(xlix)	264,052	-
MTN Yelloprenuer	(l)	311,316	247,845
MSME survival	(li)	65,283,714	65,295,799
Nano Fund	(lii)	200,000,000	-
		338,942,994	146,921,895

i) **GOVERNMENT ENTERPRISE AND EMPOWERMENT PROGRAMME (GEEP)**

Government Enterprise and Empowerment Programme (GEEP) Fund was established by the Federal Government of Nigeria through the Social Investment Unit in the Office of the Vice President (OVP) of the Federal Republic of Nigeria to provide financial assistance to market women, artisans, women cooperative societies, enterprising youths, small scale farmers, agro-allied processors and other MSME categories for the purpose of small and medium businesses in Nigeria.

BOI is vested with the responsibility to manage the fund on behalf of the Federal Government and to disburse the funds to the target beneficiaries directly under its Micro Enterprises Directorate; and through existing products of BOI as well as those to be developed to reach the target beneficiaries.

Summary of Fund	2023 N'000	2022 N'000
Opening Accumulated Fund	**22,895,615**	24,709,138
Withdrawal from fund	**-**	(264,181)
Prior year events	**1,858,112**	(1,417,764)
Net Fund Generated/(Utilised)	**(873,675)**	(395,759)
Closing Accumulated Fund	**23,880,052**	22,895,615
Represented by:		
Bank Balances	**(376,829)**	21,281
Investment in Money Market	**10,327,734**	10,327,734
Loan Debtors	**12,907,606**	12,629,637
Other Receivables	**1,600,013**	299,715
Less Liabilities	**(578,472)**	(382,753)
	23,880,052	22,895,615

(ii) **CBN TEXTILE INTERVENTION FUND**

The Central Bank of Nigeria in line with its development function under Section 31 of CBN Act 2007, put in place a N50 billion special intervention facility to resuscitate the textile industry in Nigeria. The facility will be used to restructure existing loans and provision of additional loan to textile and garment companies in Nigeria as part of its efforts to promote the development of the textile and garment sector. The activities to be covered under the Intervention shall include operations in the Cotton Textile Garment (CTG) value chain as follows:

- Cotton ginning (lint production)
- Spinning (yarn production)
- Textile mills
- Integrated garment factories (e.g. for military, para-military and schools and other uniformed institutions as well as for other general purposes). The Bank of Industry (BOI) was appointed to be the managing agent and be responsible for the day-to-day administration of the Fund.

Summary of Fund	2023 N'000	2022 N'000
Opening Accumulated Fund	18,812,363	29,186,261
Net Fund Generated/(Utilized)	(3,596,992)	(10,507,013)
Refund to fund owners	-	-
Prior Year Adjustment		133,115
Closing Accumulated Fund		18,812,363
Represented by:		
Bank Balances	(93,224)	(93,224)
Investment in Money Market	-	-
Loan Debtors	7,771,848	14,355,181
Other Receivable	3,464,684	4,550,406
Less Liabilities	-	-
	11,143,308	18,812,363

Iii) CASSAVA BREAD SUPPORT FUND

Cassava Bread Fund was created by the Federal Government on 12 December 2013 as part of the transformation policy in the agribusiness sector between the Federal Ministry of Agriculture and Rural Development and Bank of Industry Limited.

- To ensure that Nigeria becomes the largest cassava processor having occupied the position of largest producer of the commodity in the world, and guarantee the reduction of food import bills; a number of measures including the cassava bread policy were endorsed by the Government.

- Government's intervention in the Cassava Value Chain by funding Cassava Processors and Bakers would translate to foreign exchange savings and job creation along the cassava value chain and also prevent post-harvest losses. The initiative is aimed at providing equipment and working capital support to Master Bakers and High Quality Cassava Flour (HQCF) processors across Nigeria.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	3,246,756	3,028,587
Net Fund Generated/(Utilized)	205,430	222,435
Prior Year Adjustment	-	(4,266)
Closing Accumulated Fund	3,452,186	3,246,756
Represented by:		
Bank Balances	3,318	16,320
Investment in Money Market	2,607,179	2,362,054
Loan Debtors	(392,084)	(247,778)
Other Receivable	1,269,924	1,148,432
Less Liabilities	(36,151)	(32,272)
	3,246,756	3,028,587

(iv) NADDC FUND

The NADDC Fund is aimed at developing the Nigerian automotive sector by financing projects in the automotive industry. The Fund is also used to finance annual budgetary approval for Capital and Recurrent Expenditures of the National Automotive Council.

From the inception of the NAC Fund on July 31, 2003 till date, the total inflow from the National Automotive Council (NAC) stands at N18.09 billion. The Fund is being managed by BOI for a fee of 5% per annum on investible Fund, payable quarterly and deductible from the balance of the Fund. Similarly, NAC receives Management Fee of 2% per annum on investible Fund payable quarterly and

For the Funding of projects, the Fund is broken down into three categories, namely;

NAC Term loans/Working Capital Financing:
This is for projects in the Automotive Industry. These loans are granted at 7.5% and 10% per annum on term loan and working capital loan respectively.

NAC Auto Technicians Support Scheme (NAC-ATSS):- This represents the sum of N1.00 billion set aside from the main NAC Fund for capacity building in repair and maintenance for Nigerian Artisans**,** Craftsmen and Technicians/Mechanics. The loans are to be advanced through Micro Finance Banks (MFB) meet certain set criteria. This scheme is provided at 7.5% per annum to the partnering MFB and 10% per annum to the final beneficiary

Additional Disclosure on managed funds off-Balance sheet

Vehicle Purchase Credit Scheme:

This is to encourage patronage of Nigerian Made Vehicles. N2,500,000.00 (from the main NAC Fund) for Vehicle Purchase Credit Scheme for individuals and private commercial operators, lease finance for fleet operators to purchase vehicles from local assembly plants in order to enhance their capacity utilization and those of component manufacturers. BOI deals with vehicle purchasers (individuals or fleet operators) via selected Banks and other financial institutions. This scheme is provided at 7.5% per annum to the partnering MFB and 10% per annum to the final beneficiary.

Summary of Fund	2023	2022
	₦'000	₦'000
Opening Accumulated Fund	**2,478,480**	2,355,127
Net Fund Generated/(Utilized)	**(82,293)**	123,353
Prior Year Adjustment		
Closing Accumulated Fund	**2,396,187**	2,478,480
Represented by:		
Bank Balances	**85,038**	96,112
Investment in Money Market	**2,067,871**	1,723,293
Loan Debtors	**(1,797,144)**	(1,246,849)
Other Receivable	**2,043,666**	1,909,166
Less Liabilities	**(3,244)**	(3,242)
	2,396,187	2,478,480

Additional Disclosure on managed funds off-Balance sheet

(v) ANAMBRA STATE MANAGED FUND

Anambra State MSME Fund (also referred to as ANSG-BOI MSME Fund) represents Anambra state Government's share of the 50:50 Counter-part Fund by both the ANSG and BOI to address the dearth of Funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSME) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The ANSG committed a sum of N500.0 million with the first and second tranches of the N500.0 million Funds received on 17th August, 2007 and 11th December, 2009 respectively in the sum of N250.0 million per tranche. The interest rate on the Term loan is 10% per annum and 12.5% per annum on the Working Capital Loans. The Management Fee to be earned by the Bank is 2.5% on the outstanding balance of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	624,176	640,051
Net Fund Generated/(Utilised)	64,800	(15,875)
Closing Accumulated Fund	688,976	624,176
Represented by:		
Bank Balances	907	19,473
Investment in Money Market	647,017	578,353
Loan Debtors	(192,132)	(154,759)
Other Receivable	240,922	189,852
Less Liabilities	(7,738)	(8,743)
	688,976	624,176

(vi) KEBBI STATE FUND

Kebbi State MSME Fund (also referred to as KBSG-BOI MSME Fund) represents Kebbi State Government's share of the 50:50 Counter-part Fund by both the KBSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The KBSG signed the MOU with BOI in March 2019 and committed a sum of N1 billion to the scheme, which has been fully released. All loans granted under the KBSG MSME Fund shall be interest free. Bneficiaries shall however be required to pay an administrative fee 3.5% of the loan amount per annum. The Management Fee to be earned by the Bank is 2% per annum on the managed Fund payable quarterly in arrears.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	121,169	205,020
Net Fund Generated/(Utilised)	(12,306)	(83,851)
Closing Accumulated Fund	108,863	121,169
Represented by:		
Bank Balances	400	260
Investment in Money Market	120,316	107,788
Loan Debtors	-	25,000
Other Receivable	557	532
Less Liabilities	(12,410)	(12,411)
	108,863	121,169

Additional Disclosure on managed funds off-Balance sheet

(vii) NIGER STATE MANAGED FUND

Niger State MSME Fund (also referred to as NGSG-BOI MSME Fund) represents Niger state Government's (NGSG) share of the 50:50 Counterpart Fund by both the NGSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The NGSG signed the MOU with BOI on 23rd September, 2009 and committed a sum of N1.0 billion to the scheme. However, only the sum of N300.0 million has since been released by NGSG. Interest rate of 10% per annum and 12.5% per annum is applicable to the Term loans and Working Capital Loans respectively. The Management Fee to be earned by the Bank is 3% on the outstanding balance per annum of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	193,839	181,708
Prior Year Adjustment	(414)	
Net Fund Generated/(Utilised)	8,269	12,131
Closing Accumulated Fund	201,694	193,839
Represented by:		
Bank Balances	148	148
Investment in Money Market	203,213	196,641
Loan Debtors	-	-
Other Receivables	1,438	1,501
Less Liabilities	(3,105)	(4,451)
	201,694	193,839

(viii) KOGI STATE MANAGED FUND

Kogi State MSME Fund (also referred to as KGSG-BOI MSME Fund) represents Kogi state Government's share of the 50:50 Counterpart Fund by both the KGSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSME) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The KGSG signed the MOU with BOI on 26th June, 2009 and committed a sum of N1.0 Billion to the scheme. However, only the sum of N250.0 million has since been released by KGSG. Interest rate of 5% per annum and 10% per annum is attributable to the Term loan and Working Capital Loans respectively. The Management Fee to be earned by the Bank is 3% per annum on the outstanding balance of Fund payable quarterly.

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Summary of Fund	2023	2022
	₦'000	₦'000
Opening Opening Accumulated Fund	84,183	86,547
Net Fund Generated/(Utilised)	(29)	(2,364)
Closing Accumulated Fund	84,154	84,183
Represented by:		
Bank Balances	669	669
Investment in Money Market	-	-
Loan Debtors	4,419	4,419
Other Receivables	106,534	112,419
Less Current Liabilities	(27,468)	(33,324)
	84,154	84,183

Additional Disclosure on managed funds off-Balance sheet

(ix) OSUN STATE MANAGED FUND

Osun State MSME Fund (also referred to as OSSG-BOI MSME Fund) represents Osun state Government's share of the 50:50 Counter-part Fund by both the OSSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The OSSG signed the MOU with BOI on 18th September, 2009 and committed a sum of N1.0 billion to the scheme. However, only the sum of N250.0 million has since been released by OSSG. Interest rate of 10% per annum and 12.5% per annum is attributable to the Term loan and Working Capital Loans respectively. The Management Fee to be earned by the Bank is 3% on outstanding balance of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	110,814	119,166
Transfer to Osun SEEP	-	-
Net Fund Generated/(Utilised)	(484)	(8,352)
Closing Accumulated Fund	110,330	110,814
Represented by:		
Bank Balances	(1,281)	10,528
Investment in Money Market	100,474	82,758
Loan Debtors	(97,226)	(67,727)
Other Receivables	112,404	88,544
	(4,041)	(3,289)
	110,330	110,814

(x) EDO PRODUCTION HUB MANAGED FUND

Edo State MSME Fund (also referred to as EDSG-BOI MSME Fund) represents Edo state Government's share of the 50:50 Counter-part Fund by both the EDSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The EDSG signed the MOU with BOI on 8th December, 2009 and committed a sum of N250.0 million to the scheme, which has been fully released. Interest rate of 5% per annum and 6.25% per annum is attributable to the Term loan and Working Capital Loans respectively. The Management Fee to be earned by the Bank is 2% per annum on the outstanding balance of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	196,508	183,192
Net Fund Generated/(Utilised)	15,703	13,316
Closing Accumulated Fund	212,211	196,508
Represented by:		
Bank Balances	14,360	5,964
Investment in Money Market	109,824	137,327
Loan Debtors	65,673	41,452
Other Receivables	32,525	20,759
Less Liabilities	(10,171)	(8,994)
	212,211	196,508

Additional Disclosure on managed funds off-Balance sheet

(xi) DELTA STATE MANAGED FUND

Delta State MSMEs Fund (also referred to as DTSG-BOI MSME Fund) represents Delta state Government's share of the 50:50 Counterpart Fund by both the DTSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely; Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The DTSG signed the MOU with BOI on 23rd March, 2008 and committed a sum of N500.0 million to the scheme, which has been fully released. The interest rate attributable on the Term loan is 9% per annum and 12.5% per annum on the Working Capital Loans. The Management Fee to be earned by the Bank is 3% per annum on the outstanding balance of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	462,592	476,040
Prior Year Adjustment	(3,452)	
Net Fund Generated/(Utilised)	(18,522)	(13,448)
Closing Accumulated Fund	440,618	462,592
Represented by:		
Bank Balances	107	107
Investment in Money Market	1,267	14,190
Loan Debtors	(64,549)	(59,748)
Sundry Debtors	519,352	515,991
Less Liabilities	(15,559)	(7,948)
	440,618	462,592

(xii) KADUNA STATE MANAGED FUND

Kaduna State MSME Fund (also referred to as KDSG-BOI MSME Fund) represents Kaduna state Government's share of the 50:50 Counter-part Fund by both the KDSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The KDSG signed the MOU with BOI 2014 and committed a sum of N500.0 million to the scheme, which has been fully released. Interest rate of 5% per annum and 6.25% per annum is attributable to the Term loan and Working Capital Loans respectively. The Management Fee to be earned by the Bank is 2% per annum on the outstanding balance of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	398,052	387,454
Net Fund Generated/(Utilised)	13,161	10,598
Closing Accumulated Fund	411,213	398,052
Represented by:		
Bank Balances	915	11,869
Investment in Money Market	370,219	345,105
Loan Debtors	41,297	43,963
Other Receivables	13,221	5,825
Less Liabilities	(14,439)	(8,710)
	411,213	398,052

Additional Disclosure on managed funds off-Balance sheet

(xiii) TARABA STATE MANAGED FUND

Taraba State MSMEs Fund (also referred to as TRSG-BOI MSME Fund) represents Taraba state Government's share of the 50:50 Counter-part Fund by both the TRSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely; Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The TRSG signed the MOU with BOI on 10th June, 2015 and committed a sum of N350.0 million to the scheme, which has been fully released. The interest rate attributable on the Term loan is 0% per annum (subsidized by TRSG and 7.5% per annum on the Working Capital Loans. The Management Fee to be earned by the Bank is 2.5% per annum on the managed Fund payable quarterly in arrears.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	15,135	456,283
Prior Year Adjustment	(1,400)	
Refund to Fund Owners	-	(433,334)
Net Fund Generated/(Utilised)	176	(7,814)
Closing Accumulated Fund	13,911	15,135
Represented by:		
Bank Balances	256	988
Investment in Money Market	11,186	10,252
Loan Debtors		1,400
	5,930	6,094
Less Liabilities	(3,461)	(3,599)
	13,911	15,135

(xiv) KANO STATE MANAGED FUND

Kano State MSME Fund (also referred to as KNSG-BOI MSME Fund) represents kano state Government's share of the 50:50 Counter-part Fund by both the KNSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The KNSG signed the MOU with BOI on 30th July, 2013 and committed a sum of N500.0 million to the scheme, which has been fully released. Interest rate of 5% per annum which shall be subject to review by BOI and KNSG from time to time in line with the markeet dictates . The insterest on loan shall accrue to BOI. The Management Fee to be earned by the Bank is 5% per annum on the managed Fund payable quarterly in arrears.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	55,253	54,853
Net Fund Generated/(Utilised)	(1,451)	400
Closing Accumulated Fund	53,802	55,253
Represented by:		
Bank Balances	266	1,315
Investment in Money Market	38,627	36,838
Loan Debtors	-	1,282
Other Receivables	23,667	23,139
Less Liabilities	(8,759)	(7,321)
	53,801	54,853

Additional Disclosure on managed funds off-Balance sheet

(xv) KWARA STATE 1 MANAGED FUND

Kwara State MSMEs Fund also referred to as KWSG-BOI MSME Fund represents Kwara state Government's share of the 50:50 Counterpart Fund by both the KWSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely; Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The KWSG signed the MOU with BOI on 16th May, 2008 and committed a sum of N250.0 million to the scheme, which has been fully released. The interest rate attributable on the Term loan is 10% per annum and 12.5% per annum on the Working Capital Loans. The Management Fee to be earned by the Bank is 1.5% per annum on the outstanding balance of the Fund payable quarterly.

The fund was closed to new participants in 2015 and the balance of the fund was used to kickstart Kwara State 2 Managed Fund.

Summary of Fund	2023	2022
	₦'000	₦'000
Opening Accumulated Fund	21,983	17,835
Prior year adjustment	(1,950)	(996)
Net Fund Generated/(Utilised)	6,027	5,144
Closing Accumulated Fund	26,060	21,983
Represented by:		
Bank Balances	1,571	839
Investment in Money Market	1,371	5,780
Loan Debtors	(90,537)	(90,334)
	116,963	108,452
Less Liabilities	(3,308)	(2,754)
	26,060	21,983

(xvi) KWARA STATE 2 MANAGED FUND

Kwara State 2 MSMEs Fund also referred to as KWSG-BOI MSME Fund of N160M was established from the balance of the Kwara State 2 Fund in 2015 address the dearth of funding support to small business owners in the State by . The purpose of the new scheme is to deepen the reach of the Fund by granting loans to Co-operative associations operated by MSMEs . Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capita

Summary of Fund	2023	2022
	₦'000	₦'000
Opening Accumulated Fund	157,086	160,976
Prior Year Adjustment	1,949	
Net Fund Generated/(Utilised)		(3,890)
Closing Accumulated Fund	159,035	157,086
Represented by:		
Bank Balances	-	-
Investment in Money Market	-	-
Loan Debtors	-	-
Other Receivables	169,057	169,057
Less Liabilities	(10,022)	(11,971)
	159,035	157,086

Additional Disclosure on managed funds off-Balance sheet

(xvii) EKITI STATE MANAGED FUND

Ekiti State MSMEs Fund (also referred to as EKSG-BOI MSME Fund) represents Ekiti state Government's share of the 50:50 Counter-part Fund by both the EKSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely; Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The EKSG signed the MOU with BOI on 2nd February, 2010 and committed a sum of N500.0 million to the scheme. However, only the sum of N100.0 million has been released by EKSG. Interest rate attributable on the disbursed portion of the Term loan is 10% per annum and 12.5% per annum on the Working Capital Loans. The Management Fee to be earned by the Bank is 3% on outstanding balance of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	6,811	5,353
Prior year adjustments		3,000
Net Fund Generated/(Utilised)	(161)	(1,542)
Closing Accumulated Fund	6,650	6,811
Represented by:		
Bank Balances	616	1,319
Investment in Money Market	20,204	18,809
Loan Debtors	(88,738)	(82,780)
Other Receivables	80,257	82,868
	(5,689)	(13,405)
	6,650	6,811

(xviii) SMEDAN MANAGED FUND OSUN

Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) signed an MOU with BOI in 2010 to manage its Fund after the Agency was allocated N50.0 million for Micro Credit Scheme to 10 Cooperatives in 10 Local Governments in Osun East Senatorial District. The amount was apportioned into N30.0 million for onward disbursement to cooperatives while, N20.0 million was for the training of potential loan beneficiaries. The Fund was hence tagged SMEDAN OSUN Fund. The interest rate attributable on the loan is 5% per annum and the Management Fee to be earned by the Bank is also 5% per annum on the outstanding balance of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	(135)	(135)
Contribution Received		
Net Fund Generated/(Utilised)	-	-
Closing Accumulated Fund	(135)	(135)
Represented by:		
Bank Balances	598	598
Investment in Money Market	-	-
Loan Debtors	-	-
Other Receivables	-	-
Less Liabilities	(733)	(733)
	(135)	(135)

Additional Disclosure on managed funds off-Balance sheet

(xix) ONDO STATE MANAGED FUND

Ondo State MSME Fund (also referred to as ODSG-BOI MSME Fund) represents Ondo state Government's share of the 50:50 Counter-part Fund by both the ODSG and BOI to address the dearth of Funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The ODSG signed the MOU with BOI on 30th August, 2010 and committed a sum of N1.0 billion to the scheme. However, only the sum of N500.0 million has since been released by ODSG. The interest rate attributable on the Term loan is 6% per annum and 8.5% per annum on the Working Capital Loans. The Management Fee to be earned by the Bank is 2.5% per annum on the outstanding balance of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	215,142	154,911
Net Fund Generated/(Utilised)	11,620	60,231
Closing Accumulated Fund	226,762	215,142
Represented by:		
Bank Balances	1,395	9,017
Investment in Money Market	230,067	158,826
Loan Debtors (Net)	(68,203)	(63,430)
Other Asset	70,281	118,410
Less Current Liabilities	(6,778)	(7,681)
	226,762	215,142

(xx) OGUN STATE MANAGED FUND

by both the OGSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSME) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The OGSG signed the MOU with BOI on 3rd November, 2011 and committed a sum of N500.0 million to the scheme, which has been received. The interest rate attributable on the Term loan is 7% per annum and 12.5% per annum on the Working Capital Loans. The Management Fee to be earned by the Bank is 5% per annum on the outstanding balance of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	360,809	358,677
Prior year adjustment		(3,500)
Net Fund Generated/(Utilised)	17,911	5,632
Closing Accumulated Fund	378,720	360,809
Represented by:		
Bank Balances	1,027	3,086
Investment in Money Market	393,715	373,079
Loan Debtors	(35,391)	-30,938
Other Receivables	37,308	32,570
Less Liabilities	(17,939)	-16,988
	378,720	360,809

Additional Disclosure on managed funds off-Balance sheet

(xxi) DANGOTE MANAGED FUND

Dangote Fund (also referred to as DF-BOI MSME Fund) represents Dangote's share of the 50:50 Counter-part Fund by both the DF and BOI for the deepening and improvement of industrial activities in the country. The Scheme was designed to stimulate economic growth by empowering micro, small and medium entrepreneurs (MSMEs) engaged in manufacturing, agro-processing, distributive or merchandizing activities and service provision in any part of the country.

The DF signed the MOU with BOI on 7th March, 2011 and committed a sum of N2.5 billion to the scheme. However, only the entire sum has been fully released by DF. The interest rate attributable on the loan is 5% per annum. The Management Fee to be earned by the Bank is 1% per annum on the managed Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	3,109,203	2,826,975
Fund Withdrawal by its Owner		
Net Fund Generated/(Utilised)	364,961	282,228
Closing Accumulated Fund	3,474,164	3,109,203
Represented by:		
Bank Balances	3,646	8,640
Investment in Money Market	3,439,984	3,064,785
Loan Debtors	3,159	18,360
Other Receivables	37,081	33,374
	(9,706)	(15,956)
	3,474,164	3,109,203

(xxii) GOMBE STATE MANAGED FUND

Gombe State MSME Fund (also referred to as GSG-BOI MSME Fund) represents Gombe state Government's share of the 50:50 Counter-part Fund by both the GSG and BOI to address the dearth of Funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSME) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The GSG signed the MOU with BOI on 2nd August, 2011 and committed a sum of N500.0 million to the scheme. However, only the sum of N250.0 million has since been released by GSG. The interest rate attributable on the Term loan is 5% per annum and 6.25% per annum on the Working Capital Loans. The Management Fee to be earned by the Bank is 2.5% per annum on the outstanding balance of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	63,694	60,437
Prior year adjustment		374
Net Fund Generated/(Utilised)	3,668	2,883
Closing Accumulated Fund	67,362	63,694
Represented by:		
Bank Balances	37	37
Investment in Money Market	67,943	64,670
Loan Debtors	-	-
Other Receivables	(201)	191
Less Liabilities	(417)	(1,204)
	67,362	63,694

Additional Disclosure on managed funds off-Balance sheet

(xxiii) OYO STATE MANAGED FUND

Oyo State MSME Fund (also referred to as OYSG-BOI MSME Fund) represents Oyo state Government's share of the 50:50 Counter-part Fund by both the OYSG and BOI to address the dearth of Funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely; Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The OYSG signed the MOU with BOI on 16th December, 2011 and committed a sum of N500.0 million to the scheme, which has been fully released. The interest rate attributable on the Term loan is 10% per annum and 12.5% per annum on the Working Capital Loans. The Management Fee to be earned by the Bank is 5% per annum on the outstanding Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	432,826	449,315
Prior year adjustments		5,567
Net Fund Generated/(Utilised)	(62,056)	(22,056)
Closing Accumulated Fund	370,770	432,826
Represented by:		
Bank Balances	1,270	71,497
Investment in Money Market	145,483	162,622
Loan Debtors	188,353	204,505
Other Receivables	43,520	5,214
	(7,856)	(11,012)
	370,770	432,826

(xxiv) ENUGU STATE MANAGED FUND

Enugu State MSME Fund (also referred to as ENSG-BOI MSME Fund) represents Enugu state Government's share of the 50:50 Counter-part Fund by both the ENSG and BOI to address the dearth of Funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely; Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The ENSG signed the MOU with BOI on 17th August, 2012 and committed a sum of N500.0 million to the scheme, of which only N141.8 million has been released. The interest rate attributable on the Term loan is 10% per annum and 12.5% per annum on the Working Capital Loans. The Management Fee to be earned by the Bank is 3% per annum on the outstanding Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	4,267	23,856
Fund Withdrawal by its Owner	-	(24,547)
Prior year adjustments		
Net Fund Generated/(Utilised)	13,172	4,958
Closing Accumulated Fund	17,439	4,267
Represented by:		
Bank Balances	1,660	2,321
Investment in Money Market	2,477	-
Loan Debtors	286	1,219
Other Receivables	14,624	2,246
Less current liabilities	(1,608)	(1,519)
	17,439	4,267

Additional Disclosure on managed funds off-Balance sheet

(xxv) CROSS RIVER STATE MANAGED FUND

Cross River State MSME Fund (also referred to as CRSG-BOI MSME Fund) represents Cross River state Government's share of the 50:50 Counter-part Fund by both the CRSG and BOI to address the dearth of Funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely; Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The CRSG signed the MOU with BOI on 30th July, 2012 and committed a sum of N250.0 million to the scheme, which has been fully released. The interest rate attributable on the Term loan is 8% per annum and 9.5% per annum on the Working Capital Loans. The Management Fee to be earned by the Bank is 5% per annum on the outstanding balance of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	205,212	202,303
Prior Year Adjustment	230	
Net Fund Generated/(Utilised)	1,008	2,909
Closing Accumulated Fund	206,450	205,212
Represented by:		
Bank Balances	(30,134)	1,569
Investment in Money Market	249,106	213,102
Loan Debtors	(10,195)	(10,641)
Other Receivables	16,168	11,622
	(18,495)	(10,440)
	206,450	205,212

(xxvi) BUSINESS DEVELOPMENT FUND FOR WOMEN

The Memorandum of Understanding (MOU) between the Federal Ministry of Women Affairs and Social Development (FMWASD) and the Bank of Industry Limited (BOI) was drawn in December, 2006 to address challenges faced by women in accessing credit facilities. The aim was to deepen the credit extended to female entrepreneurs in all parts of the country who are desirous of transiting their respective businesses from micro to small scale and later to medium scale enterprises. The Fund is set up to help in development of businesses owned by Women.

The FMWASD released Fund in the sum of N89, 997,600.00 in March, 2007. The interest on the loan is 10% per annum while the Bank earns Management Fee of 2% per annum of disbursed portfolio.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	26,210	28,146
Net Fund Generated/(Utilised)	5,302	(1,936)
Closing Accumulated Fund	31,512	26,210
Represented by:		
Bank Balances	96	2,105
Investment in Money Market	31,010	28,849
Loan Debtors	(27,272)	(25,732)
Other Receivables	30,138	25,964
Less Liabilities	(2,460)	(4,976)
	31,512	26,210

Additional Disclosure on managed funds off-Balance sheet

(xxvii) SUGAR DEVELOPMENT FUND

The Federal Government in furtherance of its policy on Sugar development, instituted the National Sugar Development Council (NSDC) Fund with an initial sum of N200 million for the establishment and resuscitation of companies engaged in the production of sugar, ethanol and sugar cane. The MOU between BOI and the National Sugar Development Council was signed on November 6, 2009. An additional amount of N200. Million and N600 million was received by the Bank on 29th December, 2011 and October, 2013 respectively.

The Fund is to be disbursed as loans to stakeholders involved in the sugar value chain. It is to be used for financing fixed assets as well as working capital. The applicable interest rate on the long term loan is 5% per annum while the working capital is 7% per annum.

The Bank earns Management Fee on the Fund at the rate of 3% per annum on the on the total loans disbursed

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	508,824	479,171
Net Fund Generated/(Utilised)	43,060	29,654
Closing Accumulated Fund	551,884	508,824
Represented by:		
Bank Balances	24,693	16,758
Investment in Money Market	418,609	343,717
Loan Debtors	107,773	148,225
Other Receivables	8,730	5,947
Less Liabilities	(7,921)	(5,824)
	551,884	508,824

(xxviii) SUGAR LEVY FUND

The Sugar Levy Fund was set up Federal Government with a statutory mandate to utilize the fund for the development of the Sugar sub-sector of the Nigerian economy. Also, the annual budgetary approval for capital and recurrent expenditure of the National Sugar Development Council (NSDC) is expected to be funded from the Sugar levy Fund as entrenched in section 3(ai) of decree No 88 of 1993. The total amount contributed as at 31st December, 2013 was N3,118,710,845. The fund is remitted to BOI quarterly based on presidential approval from the 10% Sugar levy account with Central Bank of Nigeria (CBN) as prescribed by section 6(4a) of the National Sugar Development Council Enabling Act.

The Bank earns Management Fee on the Fund at the rate of 3% per annum on the total loans disbursed

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	1,571,404	8,502,314
Contribution Received	-	1,740,405
Withdrawal from Fund	-	(9,000,000)
Net Fund Generated/(Utilised)	2,233,894	328,685
Closing Accumulated Fund	3,805,298	1,571,404
Represented by:		
Bank Balances	157,188	179
Investment in Money Market	256,562	1,565,723
Other Receivables	3,396,688	9,567
Less Liabilities	(5,140)	(4,065)
	3,805,298	1,571,404

Additional Disclosure on managed funds off-Balance sheet

(xxix) SMEDAN MANAGED FUND OYO

The SMEDAN-Oyo Fund is a sum of N40.00 million set aside by the Oyo South Senatorial District of the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) in 2009. The amount was apportioned into N30.00 million for onward disbursements to micro, small and medium scale enterprises that are members of registered trade associations or cooperative societies and N10.00 million for the training of potential loan beneficiaries.

The fund does not attract any interest. 5% of the net asset of the Fund payable quaterly to BOI as management fee payable .

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	55,068	53,447
Net Fund Generated/(Utilised)	1,874	1,621
Closing Accumulated Fund	56,942	55,068
Represented by:		
Bank Balances	333	334
Investment in Money Market	57,693	56,518
Loan Debtors	(596)	(520)
Other Receivables	823	687
Less Liabilities	(1,311)	(1,951)
	56,942	55,068

(xxx) BENUE STATE FUND

The BNSG State MSME Fund (also reffered to as BNSG-BOI MSME) represents Benue State Government's share of the 50:50 Counter-part Fund contributed by both Benue State Government and BOI to support the growth of businesses in the state. The BNSG MSME is a business and development fund designed to assist Benue State indigeneous enterpreneurs who are engaged in small and medium scale businesses within the state. These entrepreneurs are divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The BNSG committed a sum of N1.00 billion which was received in May, 2017. The interest rate on the Term loan is 10% per annum and 12.5% per annum on the Working Capital Loans. The Management Fee to be earned by the Bank is 30% of the interest earned on outstanding cash balance

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	347,703	327,484
Prior year adjustment	(4,300)	-
Net Fund Generated/(Utilised)	(111,165)	20,219
Closing Accumulated Fund	232,238	347,703
Represented by:		
Bank Balances	566	18,160
Investment in Money Market	68,687	61,070
Loan Debtors	142,947	247,687
Other Receivables	27,914	34,316
Less Liabilities	(7,877)	(13,530)
	232,237	347,703

Additional Disclosure on managed funds off-Balance sheet

(xxxi) EBONYI STATE FUND

The Ebonyi State MSME Fund (also reffered to as EBSG-BOI MSME) represents Ebonyi State Government's fund contributed by the State Government and BOI to support the growth of businesses in the state. The fund provides financial assistance to Ebonyi State indigeneous enterpreneurs who are engaged in small and medium scale businesses within the state. These entrepreneurs are divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The EBSG committed total of N4.00 billion which was received in four transches of N1.00 billion each. The first tranche of N1 billion was received in August, 2017. Two more tranches of N1.00billion each were received in September and October 2017 respectively. The last tranche was received in January 2018.

The fund is divided into two parts; the MSME Scheme and the Agro-Based Civil Servant Scheme. Each of the funds was funded to the tune of N2B. However, the Fund Owners pulled out of the Scheme in 2018. A few loans had been disbursed before the ceasation of the program.

Summary of Fund	2023	2022
	₦'000	₦'000
Opening Accumulated Fund	**20,678**	20,618
Net Fund Generated/(Utilised)	**220**	60
Closing Accumulated Fund	**20,898**	20,678
Represented by:		
Bank Balances	13	13
Investment in Money Market	**2,238**	2,019
Loan Debtors	-	-
Other Receivables	**18,647**	18,645
-	-	
	20,898	20,678

(xxxii) RICE PROCESSING INTERVENTION FUND

The Federal Executive Council (FEC) formally approved the setting up of a N10 Billion Rice Processing Intervention Fund in May 2009. The Fund was designed as a credit scheme to ten initially pre-qualified companies to set up 17 Model Rice Processing Mills in the country. The estimated cost of each mill is N1.4 billion, which is to be financed 40% by the Federal Government's Rice Fund credit facility and 60% by the beneficiary companies/ Commercial Banks. The credit facility, which is mainly to finance plant and machinery and associated costs, is for a tenor of twenty (20) years with five (5) years moratorium at an interest rate of 4% per annum.

The MOU between BOI and Federal Ministry of Agriculture and Water Resources (FMA&WR) for the administration of the Fund was signed on September 2009. The Bank is to retain as Management Fee 0.5% of the 4% interest on the Term Loan.

The unutilized balance on the Fund is invested in the Nigerian money market at rates ranging from 4% - 9% per annum. The interest income from the investment is added to the Fund.

Summary of Fund	2023	2022
	₦'000	₦'000
Opening Accumulated Fund	**1,987,994**	2,002,498
Prior year adjustments		2,270
Net Fund Generated/(Utilised)	**(129,779)**	(16,774)
Closing Accumulated Fund	**1,858,215**	1,987,994
Represented by:		
Bank Balances	**1,649**	57,345
Investment in Money Market	**1,577,077**	1,314,539
Loan Debtors	**(346,190)**	91,600
Other Receivables	**629,340**	567,328
Less Liabilities	**(3,661)**	(42,818)
	1,858,215	1,987,994

Additional Disclosure on managed funds off-Balance sheet

(xxxiii) NATIONAL PROGRAMME FOR FOOD SECURITY (NPAFS) FUND

The Federal Government in 2009, set up the National Programme on Agriculture and Food Security (NPAFS) as an organ to implement the programme for Food Security, particularly to initiate policies and execute projects aimed at accelerating the pace of development of rural agriculture through enhanced rural agricultural finance. The Fund is on a Public - Private Partnership (PPP) arrangement by way of Loan 40% ofproject cost, Grant 40% and 20% Equity contribution from the beneficiaries.

The vehicle for achieving the stated objective is by way of grant and loan schemes, Funded by the Federal Government's budgetary allocationand some Donor Support Funds, thus leading to the establishment of the National Programme for Food Security Fund "NPFS Fund". The MOU for this arrangement with the Ministry of Agriculture and Rural Development was signed in January 2010 for the appropriation of the sum of N1, 155,021,085.00. The scope was later adjusted to N800 million vide a letter from the Ministry in September, 2010. Beneficiaries are screened and pre-selected by the NPFS Office. The beneficiaries of the Fund shall be registered members of Apex Farmers Association (AFA), registered co-operative groups and SMEs in all thirty six (36) States of the country including the Federal Capital Territory (FCT).

The interest rate on the Long Term Loan is 8 % per annum and the Bank is to earn a one-off Management Fee at 4% on the total sum

Summary of Fund	**2023**	2022
	₦'000	₦'000
Opening Accumulated Fund	756,198	708,061
Prior year adjustment	(3,225)	
Net Fund Generated/(Utilised)	32,015	48,137
Closing Accumulated Fund	784,988	756,198
Represented by:		
Bank Balances	516	522
Investment in Money Market	758,589	720,560
		- -
Other Receivables	31,269	37,277
Less Liabilities	(5,387)	(2,162)
	784,988	756,198

(xxxiv) FEDERAL DEPARTMENT OF AGRICULTURE (FDA) COTTAGE FUND

The Federal Government, in furtherance of its programme on Food Security instituted the FDA Cottage Fund with a take-off amount of N1,100,000,000.00. The MOU was signed in January 2009 between the Federal Ministry of Agriculture and Water Resources (FMA&WR), now Federal Ministry of Agriculture and Rural Development (FMA&RD) and BOI. The implementing agency for the scheme is the FMA&RD, through the Federal Department of Agriculture (FDA). Beneficiaries are screened and pre-selected by the FMA&RD.

The objective of the Fund is to promote the development of the selected crops by adding value to their processing chain and providing employment to Nigerian farmers and processors.

The Fund is available for the construction of cottage factory building and procurement of equipment for the processing of three (3) crops namely Oil Palm, Cassava and Rice.

The Fund is being managed on a public sector – private sector partnership arrangement by way of loan (50% of project cost) grant (40%) and 10% equity contribution from the Beneficiary in addition to provision of land for the project. The Fund is dedicated for the provision of financial assistance to registered members of apex farmers associations, cooperative groups and societies in twenty (20) states of the federation and the FCT.

The interest rate on the Term loan is 8% per annum and the Bank is to earn a one off Management Fee of 4% on the Fund.

The unutilized balance on the Fund is invested in the Nigerian money market at rates ranging from 8% - 10% per annum. The interest income from the investment is added to the Fund.

Summary of Fund	2023	2022
	₦'000	₦'000
Opening Accumulated Fund	3,164,823	2,842,554
Net Fund Generated/(Utilised)	384,891	322,269
Closing Accumulated Fund	3,549,714	3,164,823
Represented by:		
Bank Balances	619	202
Investment in Money Market	3,491,139	3,110,049
Other Receivables	90,836	87,496
Less Liabilities	(32,880)	(32,924)
	3,549,714	3,164,823

Additional Disclosure on managed funds off-Balance sheet

(xxxv) SOKOTO STATE FUND

The Sokoto State MSME Fund (also reffered to as SOSG-BOI MSME) represents Sokoto Government's share of the 50:50 Counter-part Fund contributed by both Sokoto State Government and BOI to support the growth of businesses in the state. The fund provides financial assistance to Sokoto State indigeneous enterpreneurs who are engaged in small and medium scale businesses within the state. These entrepreneurs are divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The SOSG committed a sum of N1.00 billion which was received in May, 2017. The interest rate on the Term loan is 10% per annum and 12.5% per annum on the Working Capital Loans. The Management Fee to be earned by the Bank is 2.5% on the outstanding balance of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	**373,027**	473,542
Net Fund Generated/(Utilised)	**(340,650)**	(100,515)
Closing Accumulated Fund	**32,377**	373,027
Represented by:		
Bank Balances	**445**	56,403
Investment in Money Market	**33,415**	47,126
Loan Debtors	-	265,169
Other Receivables	**1,404**	11,875
Less Liabilities	**(2,887)**	(7,546)
	32,377	373,027

(xxxvi) BAYELSA STATE FUND

Bayelsa State MSME Fund (also referred to as BYSG-BOI MSME Fund) represents Bayelsa state Government's share of the 50:50 Counterpart Fund by both the BYSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The BYSG signed the MOU with BOI 2017 and committed a sum of N1.0 Billion to the scheme. However, the sum of N250.0 Million has bee released into the scheme. Interest rate of 6% per annum and 8.5% per annum is attributable to the Term loan and Working Capital Loans respectively. The Management Fee to be earned by the Bank is 3.5% per annum on the Managed Fund payable quarterly and 1% per annum on the Managed Fund, payable quarterly in arrears provided that payment of such a fee does not reduce the value of the principal amount contributed to the fund by BYSG

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	**10,318**	10,318
Net Fund Generated/(Utilised)	-	-
Closing Accumulated Fund	**10,318**	10,318
Represented by:		
Bank Balances	**10,318**	10,318
Investment in Money Market	-	-
Loan Debtors	-	-
Other Receivables	-	-
Less Liabilities		-
	10,318	10,318

Additional Disclosure on managed funds off-Balance sheet

(xxxvii) **NIG. ARTISANAL & SMALL SCALE MINERS FIN. SUPPORT FUND - ASM**

The Nigerian Artisanal and Small-Scale Miners Financing Support Fund (also referred to as ASM Fund) represents Federal Ministry of Mines and Steel Development (FMMSD) provided by the Ministry to be managed by BOI to provide funding support to registered mining Cooperative Society, Association, Business Enterprises or Limited Liability Company who is engaged in artisanal or small scale mining business involving Industrial Minerals, Precious Stones, Precious Metal (Gold), Diamond Stone and such other solid minerals in Nigeria as shallbe approved by owners in the State. The ASM Fund shall be available in form of Term loan s or Working Capital to be utilized for: a) Purchase of requisite item of plant and machinery; b) Payment for drilling, geoplogical and other services related to mining business as may be required; c) Working Capital for purchase materials/other expenses; and d) Leasing of equipment. The single obligor limit of loans to be granted under the fund shall be a) Artisanal Scale Miners- from N100,000.00 to N10,000,000.00; and b) Small Scale Miners - from N10 million to N100 million.

The Federal Ministry of Mining and Solid Minerals (FMMSD) signed the MOU with BOI on 29th August 2017 and committed a sum of N2.50 billion to the scheme, which has been fully released. The interest rate attributable on the loan is 5% per annum while a penal fee of 2% (two percent) interest shall be charged on all overdue obligations with effect from the due date after moratorium, where such has been agreed upon

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	3,626,383	3,372,881
Net Fund Generated/(Utilised)	292,239	253,502
Closing Accumulated Fund	3,918,622	3,626,383
Represented by:		
Bank Balances	6,518	53,946
Investment in Money Market	3,607,803	3,398,086
Loan Debtors	163,150	222,240
Other Receivables	176,039	15,752
Less Liabilities	(34,888)	(63,641)
	3,918,622	3,626,383

Additional Disclosure on managed funds off-Balance sheet

(XXXVIII) NIGERIA INDUSTRIAL POLICY AND COMPETITIVENESS ADVISORY COUNCIL (NIPCAC) FUND

The Federal Executive Council meeting of Wednesday, 15th March, 2017 approved the establishment of Nigeria Industrial Policy andCompetitiveness Advisory Council (NIPCAC) to enable the successful implementation of the Nigeria Economic Recovery and Growth Plan andthe Nigeria Industrial Revolution Plan. The objectives of this council would be achieved through the active participation of the Public-Private Sector Partnership.

The council has the following Terms of References:

(a) Identify and implement project(s)/initiative(s) to differentiates, accelerate and boost power supply to industries.

(b) Identify and implement project(s)/initiative(s) to improve road access to areas which benefit the Nigerian business community as a whole

(c) Identify and implement initiatives to improve Broad Bank coverage

(d) Identify and implement initiatives to bridge the gap between the skills demanded by industry and supply by Nigerian Education Institutions.

(e) Identify and implement initiatives to improve access to Nigeria's priority markets

(f) Identify initiatives to improve access and cost of finance in Nigeria businesses,

(g) Identify and implement initiatives to minimize smuggling and incentives investment

The Bank has committed the sum of N50.0 million as its contribution to the funding of the Council. This fund will be accounted for as Managed Fund with additional funding from the private sector participants.

Summary of Fund	2023	2022
	₦'000	₦'000
Opening Accumulated Fund	58,271	50,888
Net Fund Generated/(Utilised)	15,613	7,383
Additional Contribution/(Withdrawal)		
Closing Accumulated Fund	73,884	58,271
Represented by:		
Bank Balances	346	346
Investment in Money Market	147,997	132,436
Loan Debtors	-	-
Other Receivables	1,155	1,097
Less Liabilities	(75,614)	(75,608)
	73,884	58,271

(xxxix) **DELTA STATE GOVERNMENT HEALTHCARE FUND**

The Delta State Government of Nigeria represented by the Delta State Contributory Health Commission (also referred to as "DTSG" Fund) represents Delta State Government Healthcare's share of the 50:50 Counter-part Fund by both the DTSG and BOI. This is to implement access to finance schemes for the revitalization of Government Health Facilities in the Delta State and the Delta Central Hospital, Asaba, also referred to as the "framework".

DTSG has empowered the Delta State Contributory Health Commission (DSCHC) via the Delta State Contributory Commission Law to enhance access to the quality and affordable healthcare services leveraging on private sector financing and participation to protect, promote and facilitate access to quality healthcare services without financial or other barriers.

BOI and DTSG are desirous of setting up a matching fund for the revitalization of 25 health facilities operating in Delta State, at an interest rate of 9% , which shall be dedicated for the provision of financial assistance to Delta State indigenous Entrepreneurs who are engaged in Healthcare Services situate in Delta State.

DTSG signed MOU with BOI on 14th March 2019 and committed a sum of N200.0 million to the scheme, which has been fully released. The earnings from treasury activities shall be shared in the ratio of 70% for DTSG and 30% for BOI, payable quarterly in arrears. The 70% accruals to DTSG shall accrue to the Fund.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	245,182	232,019
Net Fund Generated/(Utilised)	17,128	13,163
Closing Accumulated Fund	262,310	245,182
Represented by:		
Bank Balances	10	8,284
Investment in Money Market	260,517	225,841
Loan Debtors	(584)	13,017
	7,779	2,384
Less Liabilities	(5,412)	(4,344)
	262,310	245,182

(xl) **MTN FOUNDATION**

MTN Nigeria Foundation Limited GTE, a company limited by guarantee duly registered under the laws of Nigeria, in a bid to complement the efforts of the Government the area of youth employment, is desirous of building the entrepreneurship skills of 75 MTNF Scholars Alumni and provision of small business loans for 50 successful beneficiaries to enable them become business owners. The pilot phase of the MTNF Youth Entrepreneurship Development Programme will involve entrepreneurial skills training, development and presentation of bankable business plans, provision of small business loans and business support services for sustainability and seamless loan repayment process. MTNF has engaged BOI to build the capacity of 75 potential alumni entrepreneurs, administer small business loans to top 50 successful loan applicants and monitor the loan repayment process which BOI has agreed to provided the loan beneficiaries satisfy BOI's Risk Acceptance Criteria.

The Agreement between MTNF and BOI shall commence on the date of the last Party signing and shall inure for a period of 4 years except otherwise terminated earlier in accordance with the Provisions of the Agreement. MTNF may elect to renew the agreement for further periods by giving notice to BOI in writing, not later than one (1) month prior to the expiration of the term or any additional period.

MTNF signed the MOU with BOI on 2nd May, 2018 and committed a sum of N113.0 million to the scheme, which has been fully released. The Management Fee to be earned by the Bank is 5% per annum on the managed Fund payable quarterly in arrears.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	20,988	78,903
Net Fund Generated/(Utilised)	(1,273)	(57,915)
Closing Accumulated Fund	19,715	20,988
Represented by:		
Bank Balances	274	352
Investment in Money Market	13,882	15,324
Loan Debtors	(82)	2,078
Other Receivables	6,084	5,735
Less Liabilities	(443)	(2,501)
	19,715	20,988

(xii) **BORNO STATE GOVERNMENT FUND**

The Borno State Government represented by the Ministry of Commerce & Industry hereinafter referred to as BRSG is committed to initiating policies, carrying out programmes and projects and promoting economic and political empowerment and accelerating the pace of attainment of industrial development processes in Borno State.

BRSG and BOI are desirous of setting up a Business and Development Fund for Borno State Indigenous Enterpreneurs (hereinafter referred to as "BRSG - BOI Fund") which shall be dedicated for the provision of financial assistance to Borno State Indigenous Enterpreneurs who are engaged in small and medium businesses situated in Borno State.

The BRSG committed a sum of N1.00 billion in a matching funding arrangement under which BOI is expected to provide N1 billion matching fund. The interest rate on the Term loan is 5% per annum and 7.5% per annum on the Working Capital Loans. BRSG shall forfiet its own share of accrued interest from 5% to 0% which shall operate as subsidy to the beneficiaries. The Management Fee to be earned by the Bank is 2.5% on the outstanding balance of the Fund payable quarterly.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	-	405,379
Prior year adjustment	(137)	
Net Fund Generated/(Utilised)	(2,125)	(405,379)
Initial Contribution		
Closing Accumulated Fund	(2,262)	-
Represented by:		
	261	273
Investment in Money Market		
Loan Debtors	21,320	23,582
Less Liabilities	(23,843)	(23,855)
	(2,262)	-

Additional Disclosure on managed funds off-Balance sheet

(xiii) **IsDB BRAVE WOMEN FUND**

The Women Enterpreneurs Finance Initiative (We-Fi), a multi-donor fund consisting of G20 countries (herein referred to as the "Fund") currently being administered by the World Bank under the BRAVE Women Program (herein referred to as the "Program") has approved grant financing to the Federal Republic of Nigeria, totalling USD 14,265,511 to support the sustainability of private sector enterprises owned/led by Women in Nigeria.

Islamic Development Bank (IsDB) hereinafter referred to as the Bank and the Federal Republic of Nigeria (represented by the Federal Ministry of Finance) have signed a Framework agreement dated 1/4/2020G which sets out the general framework to facilitate the implementation of the Project to ensure the achievement of the desired objectives of the Project.

As approved by the Fund, the bank shall make available to the Recipient (BOI) a technical assistance grant an amount not exceeding USD 3,517,952 to finance the component of the Project to be implemented by the Recipient (BOI)

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	261,820	106,709
Net Fund Generated/(Utilised)	(995,582)	(305,952)
Prior year adjustment	1,107,226	-
Contribution Received	-	461,064
Closing Accumulated Fund	373,465	261,820
Represented by:		
Bank Balances	486,865	277,660
Investment in Money Market	-	-
Loan Debtors	-	-
Other Receivables	-	-
Less Liabilities	(113,401)	(15,840)
	373,465	261,820

(xliii) **TEXTILE INTERVENTION FUND**

At the meeting held on the 29th of March 2019 between the CBN governor and Governors of Kano and Kaduna states, critical challenges facing the Cotton Textile and Garment (CTG) sector were identified and it was resolved that there was need for a holistic approach towards revamping the Textile sector. The Governors, resolved among others to constitute a Textile Revival Implementation Committee(TRIC) with the following reference:

Conduct in-depth analysis of the issues with objective of identifying the constraints in the operational processes hindering the progress in thesector despite several interventions Proffer recommendations based on enhancing inter-agency collaboration to make the revitalisation of the Cotton, Textile and Garment sector possible.

The Textile Revival Implementation Committee objective included the following:
- Completely stop importation of Textile materials by 2023
- Ensure that gap to be created is filled by local production

In addition, the following specific actions are expected to be undertaken by the fund
i) Identification of CTG hubs/clusters in Nigeria
ii) Addressing infrastructual deficiencies in the identified hubs/clusters especially power and other critical logistical assets
iii) Strengthening the capacity of the Nigerian Customs Service (NCS) to curtail smuggling and dumping of imported textiles/garments
iv) Creating domestic market by encouraging the patronage of locally made fabrics especially by the uniformed personnel e.g. for military, paramilitary and schools and other uniformed institutions)
v) General reduction in the cost of doing business through the elimination of double taxation and other necessary charges.
vi) Attainment of zero per cent duty on equipment, raw materials and other inputs utilised by players in the CTG space.
vii) Removal of EEG on cotton to enable local supply.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	12,624,632	18,598,694
Withdrawal	(3,124,120)	(84,793)
Net Fund Generated/(Utilised)	(1,306,290)	(5,889,269)
Closing Accumulated Fund	8,194,222	12,624,632
Represented by:		
Bank Balances	(429,699)	(429,699)
Loan Debtors	4,574,015	4,487,036
Other Receivables	4,049,906	8,567,295
Less Liabilities		-
	8,194,222	12,624,632

(xliv) NORTHEAST REHABILITATION FUND

The Board of Bank of Industry (BOI) approved the sum of N2.4 billion as non-interest facility to be deployed to support the establishment and/or expansion of an estimated 5,000 enterprises across the six (6) states of the North East geopolitical region of the country whose businesses have been affected by insurgency except for start-ups. The facility shall be deployed for the purpose of resuscitating local manufacturing, processing and trading activities. Any business existing between 2009 to date in the North East states shall be considered to have been affected by the insurgency

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	197,801	273,479
Net Fund Generated/(Utilised)	(174,864)	(75,678)
Closing Accumulated Fund	22,937	197,801
Represented by:		
Bank Balances	1,258	(3,752)
Loan Debtors	1,022,651	796,598
Less Liabilities	(1,000,972)	(595,045)
	22,937	197,801

(xlv) EXPORT EXPANSION FACILITY FUND

The Federal Government of Nigeria through the Nigerian Export Promotion council(NEPC), has set up the Export Expansion Facility Fund under the Economic sustainability plan to develop and promote the export initiatives of the present administration including but not limited to providing financial support to compamnies and organisations in the non oil export value chain negatively affected by COVID-19 pandamic as well as developing export opportunities and programmes that NEPC may identify. The Export expansion facility is to be applied to the export development fund and the export adjustment scheme as provided in the export(Incentives and Miscellaneous) act Cap E10 Laws of the Federation,2004 and other projects contained in the approved NEPC Workplan.

The Export Promotion Council have signed the MOU with BOI and committed a sum of N50 billion to the scheme, which has been fully released.

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	-	5,163,704
Net Fund Generated/(Utilised)	-	-
Withdrawl	-	(5,163,704)
Closing Accumulated Fund	-	-
Represented by:		
Bank Balances	-	
Investment in Money Market	-	
Loan Debtors	-	
Other Receivables	-	-
	-	-
	-	-

Additional Disclosure on managed funds off-Balance sheet

(xlvi) BENUE STATE GOVERNMENT MANAGED FUND

The Benue State Government Managed Fund (also reffered to as BNSG Managed Fund) represents Benue State Government N500 million trasferred from the initial N1 billion counter contribution for the BNSG-BOI MSME Matcing fund. This is a 100% managed fund provided by the Benue State Government and to be giving out as loans to qualified civil servants and politicalappointees of Benue State Governement engaged in agricultural value chain to enable them participate actively in the agriculturaldevelopment programme of the state government

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	389,950	402,508
Net Fund Generated/(Utilised)	39,820	(12,558)
Closing Accumulated Fund	429,770	389,950
Represented by:		
Bank Balances	442	75,861
Investment in Money Market	383,029	191,092
Loan Debtors	21,574	109,403
Other Receivables	33,714	19,297
Less Liabilities	(8,989)	(5,703)
	429,770	389,950

(xlvii) EDO STATE MATCHING FUND

Edo State MSME Fund (also referred to as EDSG-BOI MSME Fund) represents Edo state Government's share of the 50:50 Counter-part Fund by both the EDSG and BOI to address the dearth of funding support to small business owners in the State. Under this scheme, entrepreneurs of Micro, Small and Medium scale Enterprises (MSMEs) with production capacities within the State would have access to the Fund by way of Funding equipment supply and requisite working capital. These entrepreneurs are basically divided into two major categories namely: Cooperatives (i.e. micro) and SMEs both with distinct eligibility requirements and loan servicing terms/conditions.

The initial MOU signed by EDSG with BOI on 8th December, 2009 which committed a sum of N250.0 million to the scheme, was revoked after the executive Governor expressed the Edo State Government's intention to reactivate and enhance the EDSG/BOI MSME Fund with a view to using it as a veritable tool in catalyzing his administration's Jobs Creation Agenda. To this end, outstanding cash and treasury balances of the existing EDSG-BOI MSME Fund less current liabilities as at March 31, 2021 was converted to the EDSG Production Hub Managed Fund and a new N2 Billion EDSG-BOI (SME) Matching Fund was formed with contribution in equal amounts of N1 Billion by BOI and EDSG respectively. The new matching fund is a 5 years revolving and renewable fund and the applicable Interest rate of 5% per annum and 6.25% per annum is attributable to the Term loan and Working Capital Loans respectively. The Management Fee to be earned by the Bank is 2% per annum on the outstanding balance of the Fund payable quarterly. 10% of the interest earned by the Bank on investment of the undisbursed balance of the EDSG's contribution to the fund shall be paid to EDSG quarterly in arrears.

Additional Disclosure on managed funds off-Balance sheet

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	523,248	986,761
Prior year adjustment	-	
Withdrawal	-	(500,000)
Net Fund Generated/(Utilised)	(291,027)	36,487
Closing Accumulated Fund	232,221	523,248
Represented by:		
Bank Balances	18,937	20,326
Investment in Money Market	25,253	413,689
Loan Debtors	169,101	89,210
	20,084	5,170
Less Liabilities	(1,154)	(5,147)
	232,221	523,248

(xlvii) EDO SEEP FUND

By virtue of letters dated 7th & 26th November, 2021, respectively and emanating from the Managing Director of Edo State Skills Development Agency and the letter dated 9th December, 2021 from the Executive Governor of Edo State, the EDSG has expressed its desire to set aside the sum of N500,000,000.00 (Five hundred million Naira only) being its portion of its contribution to the Fund as "Managed Fund" towards the implementation of its Bottom of Pyramid (BOP) Scheme using the State Enterprise and Empowerment Programme (SEEP) platform of the Micro Enterprise Directorate (MED) of BOI.

By virtue of the letter dated 21st March 2022, emanating from the Secretary of Edo State Government EDSG, requested for the transfer of the balance of the N500m set aside above to Trust Fund Microfinance Bank for onward disbursement to qualified SEEP beneficiaries of Edo State.

By the transactions (disbursement & fees) of the Micro Enterprise Directorate (MED) of BOI, the total amount utilized is N94,849,500.00 (Ninety four million, eight hundred and forty nine thousand, five hundred Naira only) leaving a transferrable balance of N405,150,500.00 (Four hundred and five million, one hundred and fifty thousand, five hundred Naira only).

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	9,769	-
Contributions received		12,452
Net Fund Generated/(Utilised)	1,299	(2,683)
Closing Accumulated Fund	11,067	9,769
Represented by:		
Bank Balances	97	7
Investment in Money Market	11,093	9,932
Other Receivables	150	103
Less Liabilities	(273)	(273)
	11,067	9,769

Additional Disclosure on managed funds off-Balance sheet

(xlviii) **CBN TERTIARY INSTITUTIONS ENTREPRENEURSHIP SCHEME**

The Central Bank of Nigeria, as part of its policy measures to address rising youth unemployment and underemployment, developed the Tertiary Institutions Entrepreneurship Scheme (TIES), in partnership with Nigerian polytechnics and universities to harness the potential of graduate entrepreneurs (gradpreneurs) in Nigeria. The Scheme is designed to create a paradigm shift among undergraduates and graduates from the pursuit of white-collar jobs to a culture of entrepreneurship development for economic development and job creation. The Scheme thus aims to provide an innovative financing model that will create jobs, enhance the entrepreneurial ecosystem and support economic growth and development.

The broad objective of the Scheme is to enhance access to finance by undergraduates and graduates of polytechnics and universities in Nigeria with innovative entrepreneurial and technological ideas. Other specific objectives of the Scheme include: (I). Provide an enabling environment for co-creation, mentorship and development of entrepreneurial and technological innovations for value creation in partnership with Nigerian polytechnics and universities for the purpose of economic development and job creation; (ii). Fast track ideation, creation and acceleration of a culture of innovationdriven entrepreneurship skills among graduates of polytechnics and universities in Nigeria; (iii). Promote gender balance in entrepreneurship development through capacity development and improved access to finance; (iv). Leapfrog entrepreneurial capacity of undergraduates and graduates for entrepreneurship and economic development in partnership with academia and industry practitioners; (v). Boost contribution of non-oil sector to the nation's GDP.

Activities to be covered under the Scheme shall include innovative start-ups and existing businesses owned by graduates of Nigerian polytechnics and universities in the following areas: i. Agribusiness – production, processing, storage and logistics; ii. Information technology – application/software development, business process outsourcing, robotics, data management; iii. Creative industry – entertainment, artwork, publishing, culinary/event management, fashion, photography, beauty/cosmetics; iv. Science and technology – medical innovation, robotics, ticketing systems, traffic systems, renewable energy, waste management; and v. Any other activity as may be determined by the CBN from time to time. Note: Priority will be given to innovative entrepreneurial activities with high potentials for export, job creation and transformational impact. Trading activities shall not be eligible for financing under the Scheme

Summary of Fund	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	283,469	-
Contributions received	224,027	292,522
Net Fund Generated/(Utilised)	(86,569)	(9,053)
Closing Accumulated Fund	420,927	283,469
Represented by:		
Bank Balances	-	-
Investment in Money Market	-	-
Loan Debtors	364,652	329,428
Other Receivables	56,275	4,670
Less Liabilities		(50,629)
	420,927	283,469

(xiix) **NASARAWA STATE MATCHING FUND**

MTN Nigeria Foundation Limited GTE, a company limited by guarantee duly registered under the laws of Nigeria, in a bid to complement the efforts of the Government the area of WOMEN employment, is desirous of building the enterpreneurship skills and provision of small business loans for 100 successfulbeneficiaries to enable them become business owners. The pilot phase of the MTNF Yelloprenuer Initiative will involve enterpreneurial skills training, development and presentation of bankable business plans, provision of small business loans and business support services for sustainability and seamless loan repayment process.

Summary of Fund	2023	2022
	₦'000	₦'000
Opening Accumulated Fund	250,000	-
Net Fund Generated/(Utilised)	14,052	-
Closing Accumulated Fund	264,052	-
Represented by:		
Bank Balances 1,084 -		
Investment in Money Market	254,361	-
Loan Debtors	9,015	-
Other Receivables	2,160	-
Less Liabilities	2,569	-
	264,052	-

(i) **MTN YELLOPRENUER**

MTN Nigeria Foundation Limited GTE, a company limited by guarantee duly registered under the laws of Nigeria, in a bid to complement the efforts of the Government the area of Women employment, is desirous of building the enterpreneurship skills and provision of small business loans for 100 successful beneficiaries to enable them become business owners. The pilot phase of the MTNF Yelloprenuer Initiative will involve enterpreneurial skills training, development and presentation of bankable business plans, provision of small business loans and business support services for sustainability and seamless loan repayment process.

MTNF has engaged BOI to build the capacity of 500 potential alumni enterpreneurs, administer small business loans to top 100 successful loan applicants and monitor the loan repayment process which BOI has agrred to provided the loan beneficiaries satisfy BOI's Risk Acceptance Criteria.

The Agreement between MTNF and BOI shall commence on the 4th April 2022 and shall inure for a period of 4 years except otherwise terminated earlier in accordance with the Provisions of the Agreement. MTNF may elect to to renew the agreement for further periods by giving notice to BOI in writing, not later than one (1) month prior to the expiration of the term or any additional period.

MTNF signed the MOU with BOI on 4th April, 2022 and committed a sum of N217 million to the scheme, which has been fully released. The Management Fee to be earned by the Bank is 5% per annum on the managed Fund payable quarterly in arrears.

Summary of Fund	2023	2022
	₦'000	₦'000
Opening Accumulated Fund	247,845	-
Contribution to fund	-	267,000
Prior year adjustment	53,840	-
Net Fund Generated/(Utilised)	9,631	(19,155)
Closing Accumulated Fund	311,316	247,845
Represented by:		
Bank Balances	14,290	1,562
Investment in Money Market	220,026	246,842
Loan Debtors	77,694	-
	(694)	2,453
Less Liabilities	-	(3,012)
	311,316	247,845

Additional Disclosure on managed funds off-Balance sheet

(ii) **MSME SURVIVAL FUND**

The Federal Ministry of Industry, Trade & Investment (FMIT&I), on behalf of the Government of the Federal Republic of Nigeria is committed to the pursuit of Nigeria Economic Sustainability Plan MSME Fund (Nesp-F) comprising of the Guaranteed Offtake Scheme, Survival funds ad any other scheme as may be determined by FMITI.

The Federal Government of Nigeria through FMITI seeks to set up the fund the protect and sustain the income of vulnerable MSMEs from the shock of the COVID-19 pandemic. This is in furtherance of attainment of economic revitalisation, employment preservation and generation , growth and development of Micro, Small and Medium Enterprise s (MSMEs) through the Federal Republic of Nigeria. The grant shall attract no interest payable by the beneficiaries. However, an administrative fee or tax may be payable by the beneficiary on the dsibursed portion of the loan granted on the aproval of the FMITI

Summary of Fund

	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	65,295,800	-
Initial Amount from Owner of fund	-	65,577,185
Net Fund Generated/(Utilised)	(12,086)	(281,385)
Closing Accumulated Fund	65,283,714	65,295,800
Represented by:		
Bank Balances	22,181	22,181
Investment in Money Market	-	-
Loan Debtors	-	-
Other Receivables	65,261,533	65,998,460
Less Liabilities	-	(724,841)
	65,283,714	65,295,800

Additional Disclosure on managed funds off-Balance sheet

(iii) FGN NANO FUND

A Nano Business Grant Support was introduced by the FGN following the removal of fuel subsidy and the resultant increase in the pump prices of petroleum products, which has brought about some unintended economic hardship to the citizenry of Nigeria. In a bid to cushion the effect of the fuel subsidy removal, the President in a national broadcast introduced palliative measures to support families and business affected by the fuel subsidy removal.

The FGN through the FMITI seeks to establish a Nano Business Grant Support Section of the Presidential Palliative Programme of the FGN by which it shall set up a fund to protect and sustain the income of vulnerable nano enterprises from the shock of economic downturn. "The Presidential Conditional Grant Scheme (PCGS)" means the nano Business Support Grant Support section of the Presidential Palliative Programme of the FGN under which the sum of N50bn (Fifty billion Naira only) may be deposited with BOI from time to time by the FGN through its designated agent and applied to Nano businesses. The Grant shall be disbursed to 1,000 beneficiaries (especially Women & Youths) per Local Government Area (LGA) of the 774 LGA's across the Nation and the 6 (six) Council Areas in the FCT.

The amount disbursable shall be N50,000 (Fifty thousand Naira only) or such limit as may be agreed in writing by the parties from time to time. The operation of the fund including identification, selection and verification of eligible beneficiaries shall be wholly the responsibilities of the FMITI (Federal Ministry of Industries, Trade & Investment) acting through the PMO. BOI shall disburse the fund in accordance with the directives of FMITI as conveyed through the PMO

The following are target sectors/businesses as advised by the FMITI through the PMO:

i. Trade (single retail marketers, corner shop owners, petty traders, market men, women and youth in the open market spaces)
ii. Food Services (Food and Vegetable Vendors),
iii. ICT (business center operators, battery chargers, recharge card vendors, call center agents,
iv. Transportation (Wheelbarrow pushers, independent dispatch riders),
v. Artisans (Vulcanizers, Shoe repairers, painters),
vi. Creative (Makeup artists, fashion designers, drycleaners), and
vii. Any other sectors as may be identified by the PMO/FMITI

Summary of Fund

	2023 ₦'000	2022 ₦'000
Opening Accumulated Fund	-	-
Contribution Received	200,000,000	
Net Fund Generated/(Utilised)	-	-
Closing Accumulated Fund	200,000,000	-
Represented by:		
Bank Balances		-
Investment in Money Market	200,000,000	-
Loan Debtors	-	-
Other Receivables	-	-
Less Liabilities	-	-
	200,000,000	-

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