

# **BANK OF INDUSTRY INVESTOR PRESENTATION**

Spearheading Nigeria's sustainable and  
inclusive growth

July 2025

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# Presenters



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*Managing Director / Chief Executive Officer*



**Mr. Rotimi Akinde**  
*Executive Director, Corporate Finance & Investments*



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*General Manager / Divisional Head, Corporate Finance & Advisory Services*



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*Group Head, Advisory & Chief Sustainability Officer*



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*Group Head, Debt Capital Markets*

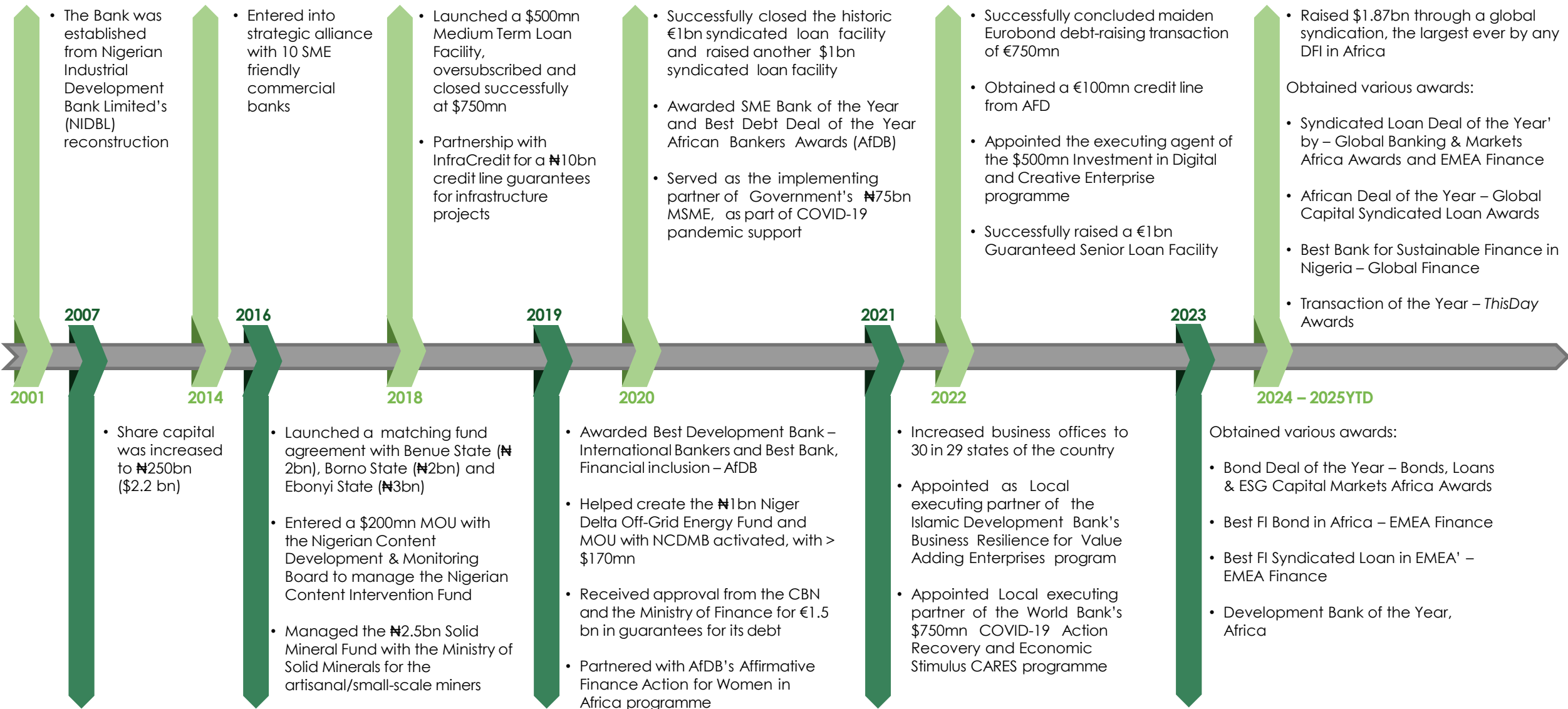


**Mr. Gabriel Jonathan**  
*Technical Advisor to the MD/CEO*

- |   |                           |         |
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# Bank of Industry Overview

# History & Evolution



## Brief description

Bank of Industry (BOI or the Bank) has been in operation for over 60 years, with a significant understanding of the Nigerian banking sector. BOI's development mandate is currently guided by the National Development Plan and serves as one of 15 government agencies under the Federal Ministry of Industry, Trade and Investment

To be Africa's leading Development Finance Institution (DFI) operating under global best practices



To transform Nigeria's industrial sector by providing financial & advisory support services to enterprises

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

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

## The Bank's core lending products and services include, amongst others:



Short term loans



Medium / long-term loans



Revolving credit facilities



Syndications



Equipment leasing

## Financial performance summary FY2024

**₦6 791bn**

(FY23: ₦3 908bn)

Total Assets

**₦1 337bn**

(FY23: ₦1 137bn)

Net Loan Portfolio

**₦250bn**

(FY23: ₦154bn)

Profit Before Tax

**₦254bn**

(FY23: ₦141bn)

Net Interest Income

**1.83%**

(FY23: 1.98%)


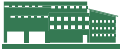
Non-Performing Loans

**39.4%**

(FY23: 46.2%)

Capital Adequacy Ratio

## Summary development impact since 2015

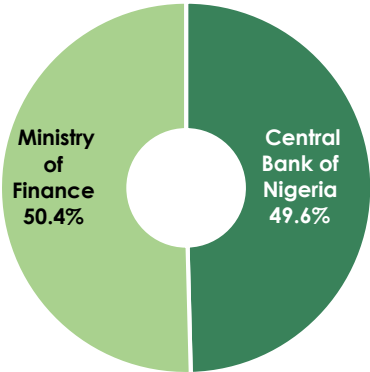
Type	Disbursements	# of enterprises	Direct & indirect jobs
 *MSMEs	\$1.1 billion	4.4 million	5.5 million
 Large enterprises	\$3.7 billion	1.3 thousand	6.3 million
Total	\$4.8 billion	4.4 million	11.8 million

Note: \* includes impact of Government Enterprise Empowerment Programme (GEEP) & N-Power: Social Investment, MSME Survival Fund, North-East Rehabilitation Fund and Presidential Conditional Grant Scheme (Trade Grant Scheme)



# A Trusted Partner with Consistent and Strong Shareholder Support

## Strong shareholder support



## Healthy credit ratings – reflective of the sovereign and shareholding

**MOODY'S**

**B3 (Stable Outlook), June 2025**

**FitchRatings**

**B (Stable Outlook), May 2025**

- BOI's main shareholders are Ministry of Finance Incorporated (MoFI) and the Central Bank of Nigeria (CBN) with shareholdings of 50.4% and 49.6% respectively
- BOI receives strong support from both shareholders, including direct equity contributions, provision of guarantees and facilitation of government and parliamentary approvals

## Quality management systems



**ISO 22301:2019**  
Business Continuity  
Management



**ISO 9001:2015**  
Quality Management  
Systems



**ISO 27001**  
Information Security  
Management Systems

## Trusted partners\*





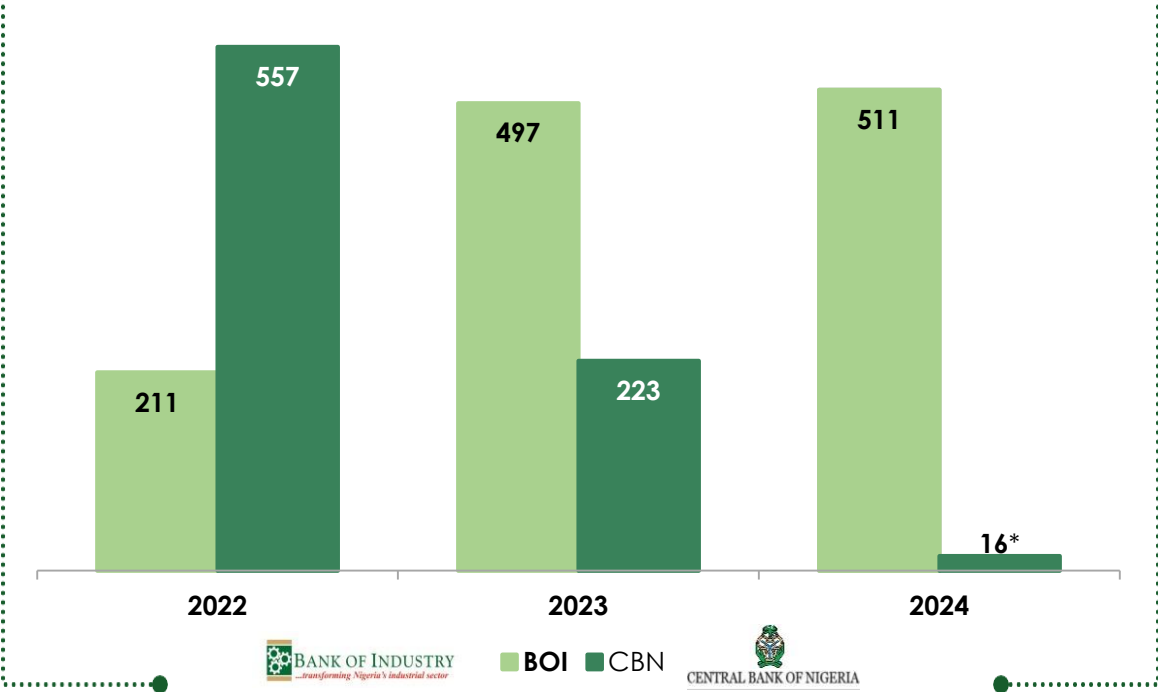
# Roadmap to Growth

Our Ambition is to double our Assets, Disbursements and impact instruments within the next three (3) years in order to bridge the existing gaps in the sector



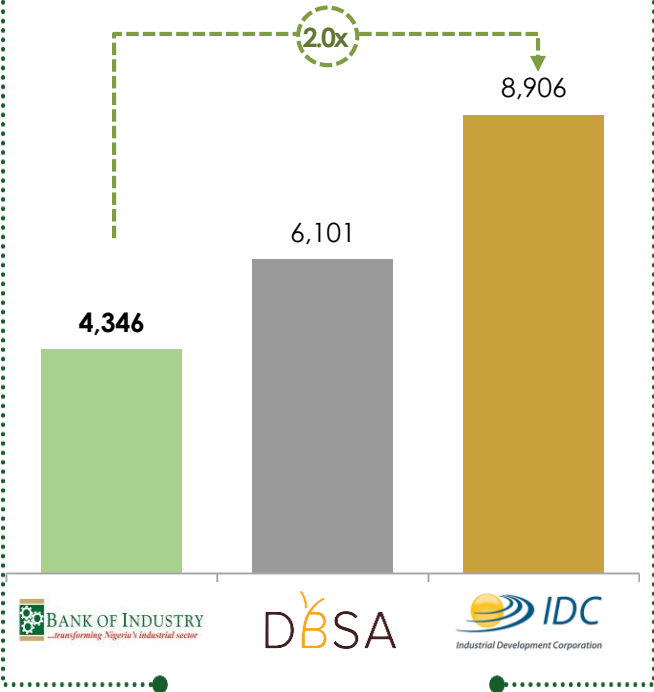
**Filling CBN void, with an industrial and MSME focus**  
(BOI set to continue increasing disbursement in thematic areas, as CBN shifts focus)

Total disbursement (N' billion, 2022–2024)



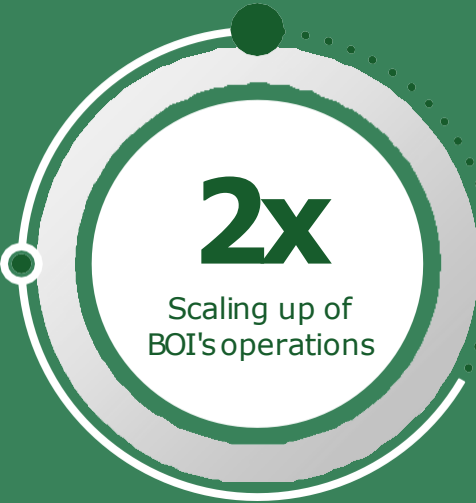
**Achieving best in class national DF performance**  
(BOI targeting IDC's Asset size)

Total assets size (\$' million, 2023)



**Ambition Statement:**  
To spearhead Nigeria's sustainable & inclusive industrial development via tailored offerings to support underserved and high impact business segments

**BOI's Medium-Term Ambitions**



# BOI's 2025 – 2027 Strategy:

## Sustainability entrenched within BOI's strategic themes

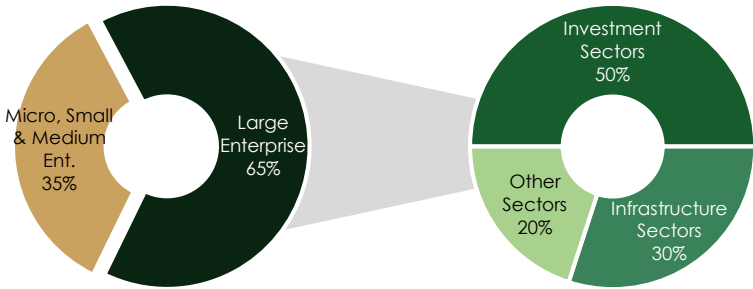
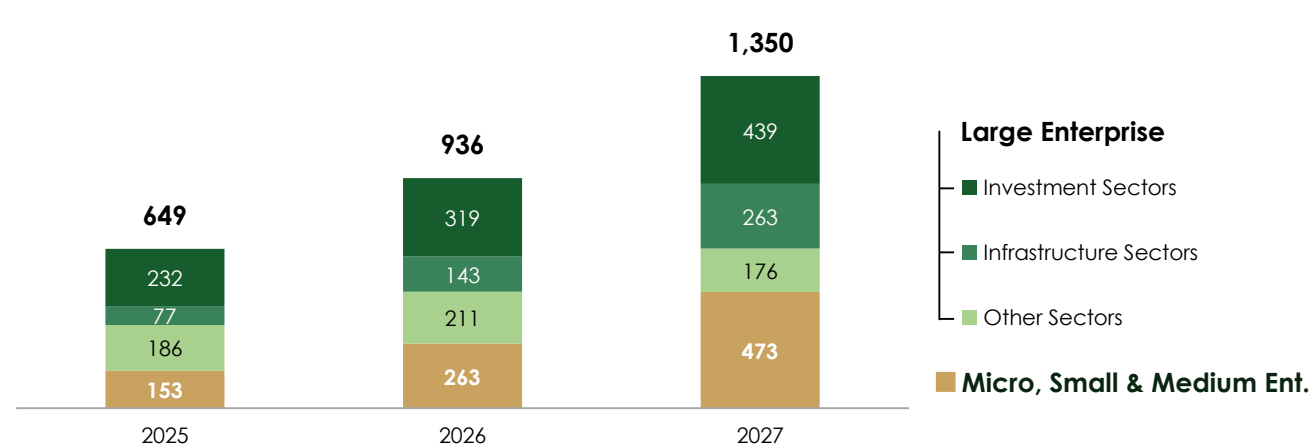
To spearhead Nigeria's  
**sustainable & inclusive industrial development**  
via **tailored offerings** to support **underserved and high impact business segments**

### Job creation, Export promotion, Import substitution, & Industrialization



- **Internal capabilities:** Strengthen risk mitigation capabilities to de-risk MSME lending, streamline loan approval process to scale lending potential
- **Technology and digital:** Centralize data management systems, rollout automated dashboards to support loan performance and impact tracking
- **Key partnerships** Enhance effectiveness of partnerships across funding, de-risking, delivery, capacity building and policy advocacy

### Priority Sectors Target Performance in ₦'billions (2025 – 2027)

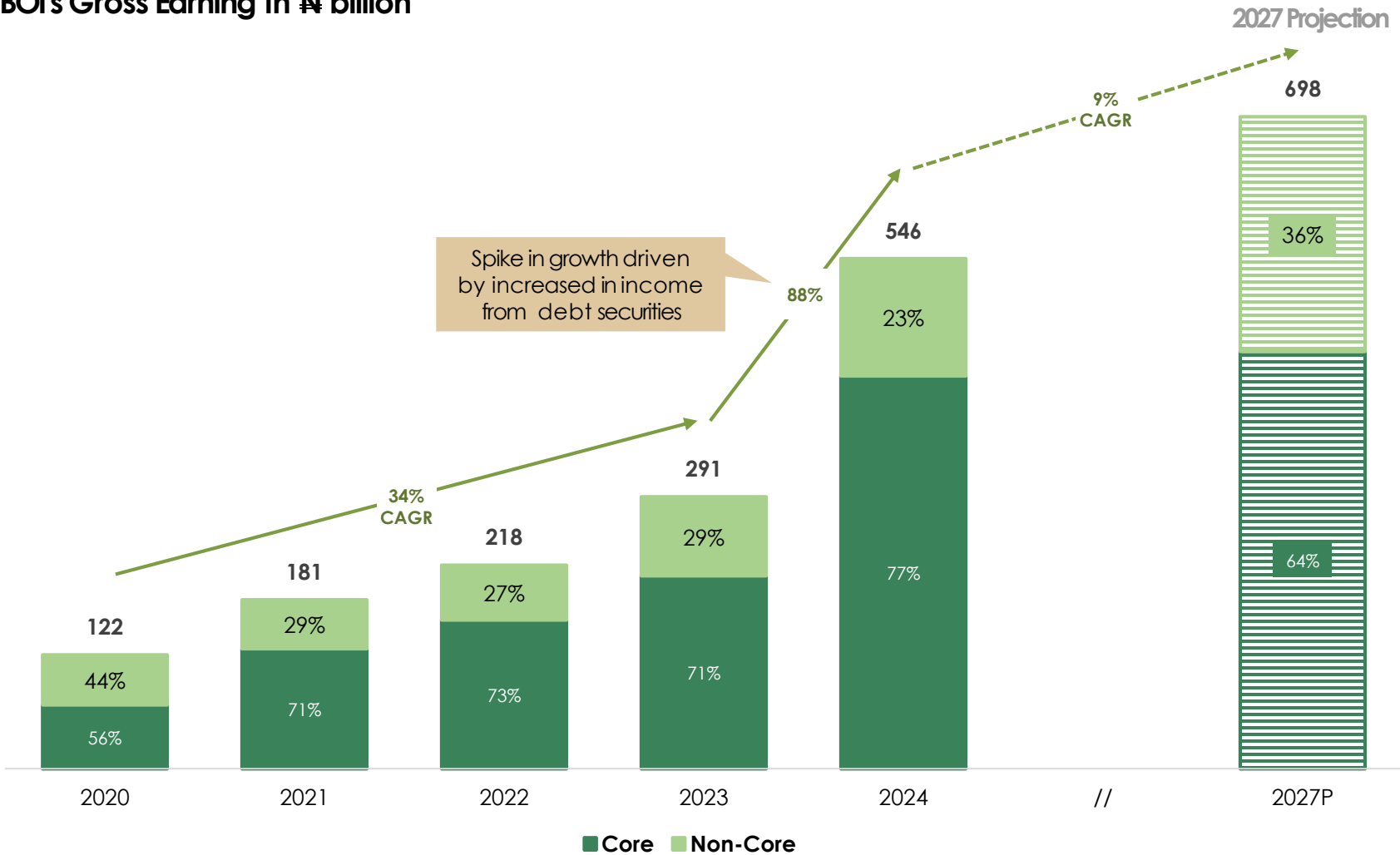


- BOI Impact Targets by 2027**
- ✓ 15% of total disbursements to women & gender
  - ✓ 15% of total disbursements to digital & ICT projects
  - ✓ 10% of total disbursements to green projects
  - ✓ 20% of MSMEs funding to youths

1. Micro, Small and Medium Enterprises  
2. Digital Transformation & Technology

BOI is ramping up its impact ambition which will lead to c. ₦700 billion in gross earnings

BOI's Gross Earning in ₦'billion



## Key Takeaways

- > Meeting 2027 strategic targets will increase BOI's impact with higher contributions to MSMEs & targeted focus on large enterprises...
- > ... hence increasing share of core earnings to 36% in 2027 compared to 23% in 2024

# Sustainability

## Sustainability Governance



Supports all Board Committees by coordinating the Bank's sustainable initiatives. **Chaired** by the Executive Director and including Divisional Heads, the Chief Sustainability Officer and key representatives from related divisions, **meeting quarterly** on a statutory basis or as needed

- ✓ Define the Bank's Sustainability Goals and Objectives
- ✓ Review and monitor the implementation of the Bank's Sustainability Strategy and oversee sustainability initiatives
- ✓ Assess projects proposed for financing under the SFF, review and approval allocations and impact reports
- ✓ Monitor compliance with local and international sustainability regulations, including specific focus on the ESMS
- ✓ Drive sustainability development and implementation, products and promote a culture of sustainability

## Sustainability is imperative to the achievement of BOI's developmental goals



### ESG Assessment and Gap Analysis

BOI conducted a full ESG assessment to evaluate current E&S<sup>1</sup> practices within the bank, identifying strengths and areas for improvement, with several recommendations currently being implemented



### E&S Risk Management Implementation & Monitoring

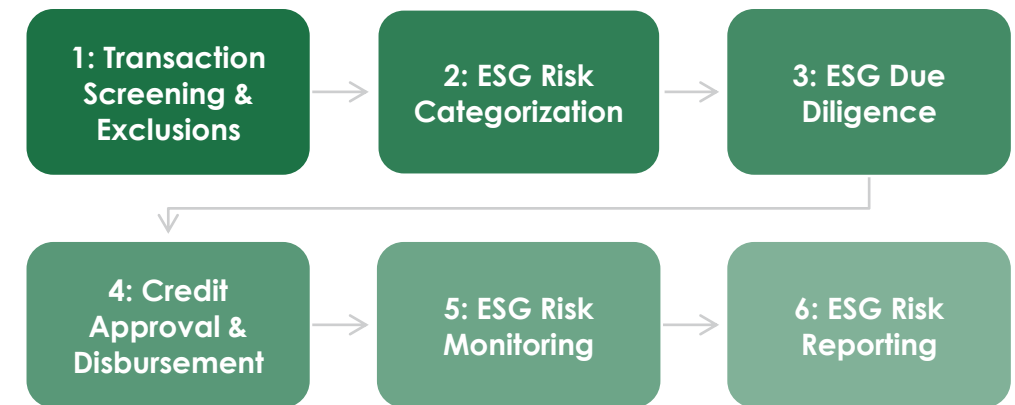
We continue to implement our ESMS<sup>2</sup> to manage and mitigate E&S risk, aligning with global standards. We have recently updated our exclusion list, developed a project categorization toolkit, approved ESG clauses to be included in loan agreements and have commenced monitoring visits



### Training & Policies

BOI has worked with international organizations to develop and rollout ESG training to over 234 staff since August 2023. We have also developed the Bank's Human Rights policy and are in the process of formulating and reviewing policies on Waste Management and Decarbonization

## ...with E&S Risk Management entrenched into processes



1. Environmental & Social  
2. Environmental & Social Management System

## BOI's rationale for developing a Sustainable Finance Framework (SFF)

**BOI has developed an SFF, aligned to internationally recognised standards, principles, and guidelines**, to align its financing activities with its sustainability strategy and objectives, reaffirming the Bank's commitment to driving responsible, inclusive and environmentally sustainable growth across Nigeria. The SFF will enable BOI to raise **green, social and sustainability bonds and loans**



### Strategic Alignment, Expansion of Value Proposition and Prioritizing High Impact Sectors:

The SFF enables BOI to seamlessly align its financing strategy with its 2025 – 2027 corporate strategy which emphasizes long-term development impact, environmental stewardship, social inclusion and shared value creation, prioritizing high impact sectors and enabling **BOI to reaffirm its commitment to Nigeria's National Development Plan (2021 – 2025)**



### Continued Demonstration Effect and Expanding Impact Potential:

As Nigeria's leading DFI, the SFF will enable BOI to expand its impact potential within the **MSME, gender, youth, climate and digital sectors** (all of which are targeted impact areas within our SFF) while significantly supporting job creation, poverty alleviation and climate-resilient growth. It also reflects BOI's strategic intent to finance enterprises that are not only commercially viable but also climate-smart, socially inclusive, and **aligned with Nigeria's development agenda**



### Diversifying the Capital Base:

The SFF is anticipated to enhance investor and stakeholder engagement and **increase BOI's potential access to blended and concessional capital, while diversifying its capital base**. Given investors increasing focus on sustainability, the SFF will serve to further enable BOI's programmatic funding ambition

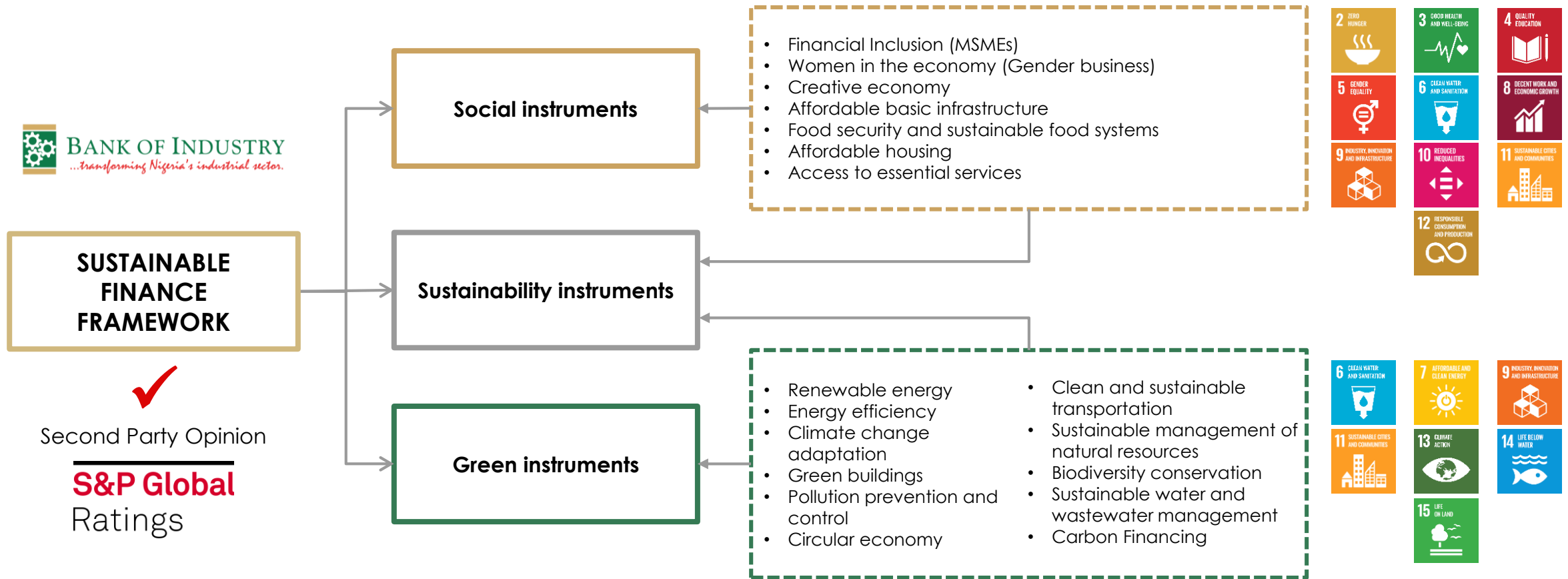


### Catalyst of Sustainability in Nigeria:

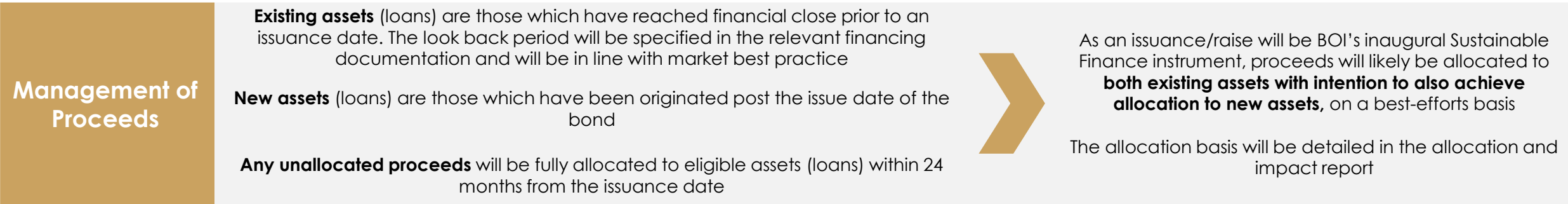
The SFF is expected to **bolster BOI's positioning as a sustainability champion within the region**, encouraging other issues to access the benefits of sustainability finance while **entrenching its culture of sustainability** in the enterprises and with the Nigerians we serve



# BOI's Sustainable Finance Framework



- This Framework will enable the Bank to programmatically issue/raise Sustainable Finance Instruments aligned with best practices and market expectations
- By aligning BOI's Framework with various internationally recognised standards, principles, and guidelines, the Bank is able to ensure transparency and meets investors' growing interest in greener and socially inclusive assets
- Through this Framework, **BOI is aligning its funding strategy with its sustainability strategy and objectives**, highlighting the Bank's commitment to and focus on the role it plays in Nigeria



	1. Introduction	2. Allocation Report	3. Impact Report	4. Case Studies (Optional)
Reporting	<ul style="list-style-type: none"><li>Rationale for sustainable finance instrument</li><li>Latest sustainable strategy developments in BOI</li></ul>	<ul style="list-style-type: none"><li>Overview of the projects to which the bond proceeds have been allocated</li><li>Category allocation analytics and qualitative overview</li></ul>	<ul style="list-style-type: none"><li>Impact indicator and evaluation per category, per sub-category</li><li>Supporting text per sub-category to provide further colour and context</li></ul>	<ul style="list-style-type: none"><li>Text and photos describing key projects to which proceeds have been allocated, where available</li></ul>

# Key Investment Highlights



## Nigeria's Leading DFI with Long and Proven Track Record

- Total assets of \$4.4bn (₦6.8trn) in Dec 2024
- One of the few DFIs with the **mandate to conduct lending operations in support of Nigeria's growing economy** and developmental objectives
- BOI is the first Nigerian DFI to access capital from the international capital markets, leveraging a sovereign guarantee



## Strong Corporate Governance and Risk Management

- **Stable and experienced board members, with over 300 years combined experience**
- Robust Enterprise Risk Management Framework and ISO certifications on quality management system, business continuity, information security, etc
- **Sustainability Framework certified with reputable Second Party Opinion (SPO)**



## Trusted Partner with Consistent and Strong Shareholder Support

- **Strong support from both shareholders MOFI and CBN**, including:
  - direct equity contributions
  - facilitation of government and parliamentary approvals
  - provision of Sovereign and CBN Guarantees; and
  - CBN Forex swap lines to mitigate foreign currency risks



## Robust Balance Sheet, High Asset Quality and Prudently Managed Debt

- **Credit exposure is mitigated with collateral**, largely comprised of commercial bank guarantees and Government debt securities
- Select key performance indicators (Dec 2024):
  - **NPL ratio: 1.8%**, (Well below CBN's 5.0% maximum threshold)
  - **CAR: 39.4%**
- Access to lower costs of funding than Commercial Banks
- BOI raises **efficiently priced debt, that is prudently managed** to enable industrial development in Nigeria
- BOI has a **long-standing track record of successfully repaying all its debt facilities since its inception**



## Diversified Loan Book and Profitable Performance

- Long track record, spanning 60+ years
- **Strong year-on-year financial performance**, with Profit-Before-Tax (PBT) in millions of dollars\*, as seen below:

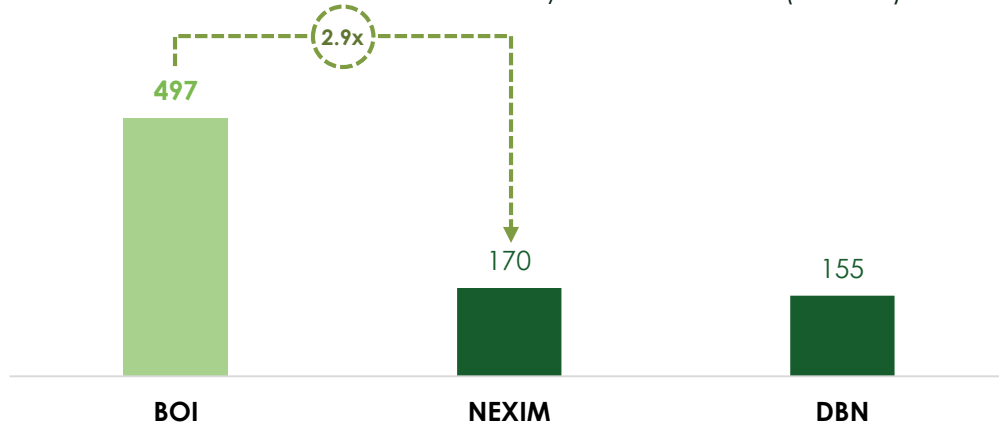
2020	2021	2022	2023	2024
87	149	158	171	163

\* All conversions from ₦ to \$ use foreign exchange rates found on page 33

## Nigeria's Leading DFI

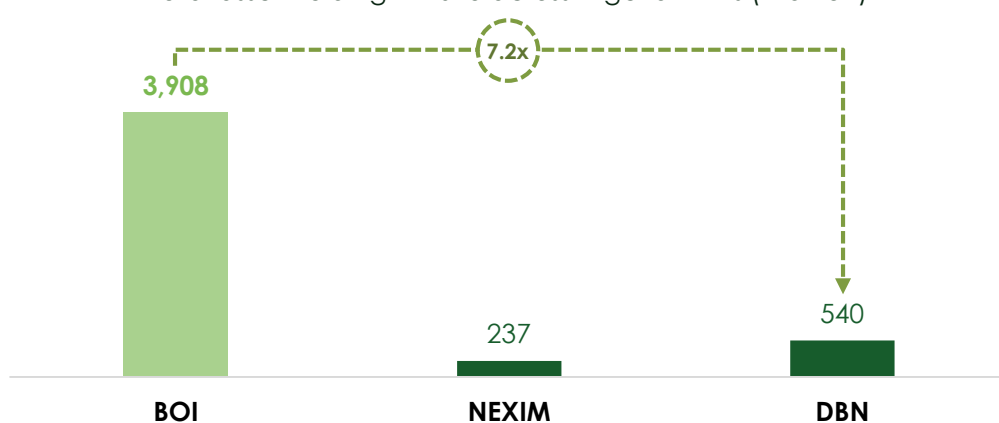
BOI is the largest DFI in Nigeria with ₦497bn annual disbursement...

Total Annual loan disbursement by each DFI FY2023 (₦billion)



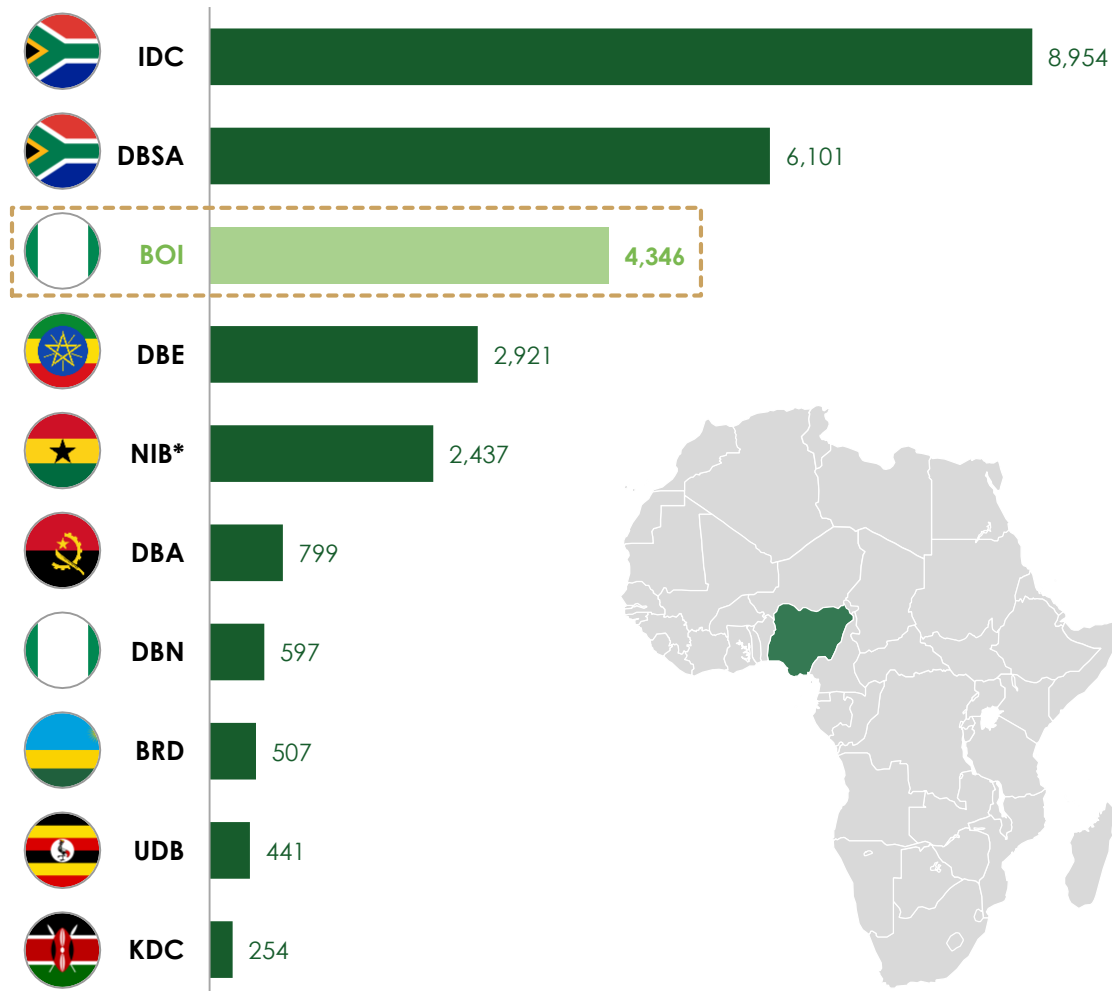
...and 7x more total assets compared to local peers in FY2023

Total asset holding FY2023 across Nigerian DFIs (₦billion)



## 3<sup>rd</sup> Largest National DFI on the Continent

Total asset holding FY2023 Financial year across top 10 National DFIs in Africa (\$'million)



## 2.a Trusted Partner with Consistent and Strong Shareholder Support

### Examples of Shareholder Support Demonstrated

<b>Board representation</b>	<p>The Bank's Board of Directors comprises of one Executive Director and two Non-Executive Directors representing:</p> <ul style="list-style-type: none"> <li>• Ministry of Finance Incorporated (MoFI); and</li> <li>• Central Bank of Nigeria (CBN)</li> </ul>
<b>Equity Support</b>	<p>Anchored by the MoFI, BOI was allocated ₦100bn, initially contributed via debt as direct intervention fund for the textile sector, before being subsequently converted to equity in 2013</p> <p>To further enhance BOI's capital position, the following equity conversions were approved in FY2023 and formally converted to equity by shareholder resolution:</p> <ul style="list-style-type: none"> <li>• MoFI: ₦15.00 billion</li> <li>• CBN: ₦144.38 billion</li> </ul>
<b>Investments</b>	<p>Between 2010 and 2011, CBN invested ₦535bn in a zero-coupon debenture instrument, managed solely by BOI, as part of its intervention programs in the Nigeria economy to support the power and aviation sector, as well as to refinance and restructure facilities to the SME sub-sectors</p>
<b>Providing Guarantees</b>	<p>The CBN has demonstrated critical support by issuing guarantees on BOI's foreign currency facilities to strengthen investor confidence:</p> <ul style="list-style-type: none"> <li>• \$750 million Medium-Term Facility (2018) – fully repaid</li> <li>• €1 billion and \$1 billion Facilities (2020) – fully repaid</li> <li>• €1 billion Facility (2022) – fully repaid</li> <li>• €1.9 billion Facility (2024) – Active (Partial Guarantee)</li> </ul> <p>These guarantees enabled BOI to raise competitively priced long-term capital, despite volatile macroeconomic conditions</p>
<b>Foreign Currency Swaps</b>	<p>CBN also entered into a foreign currency swap (FX-swap) with BOI concerning the above listed loans</p>



## 2.b Trusted Partner with Consistent and Strong Shareholder Support

### Trusted Partner to Nigerian, African and Global Institutions



- **Implementing Partner for the facilitation of the disbursement of Federal Government's ₦75bn MSME Survival Fund** to support businesses and households that were significantly affected by the COVID-19 pandemic - ₦58.33bn disbursed to 872,184 beneficiaries
- Signed a Custodian Fund Agreement with the Nigerian Export Promotion Council (NEPC), as the implementing partner of its ₦50bn Export Expansion Facility Fund



- **Local executing agency of the Islamic Development Bank's (IsDB) Business Resilience for Value Adding Enterprises (BRAVE) program**, aimed at supporting women-owned businesses in economically disadvantaged regions
- We have begun the capacity-building phase with 550 women entrepreneurs across the three pilot states – Edo, Kano and Gombe



- The French Development Agency (AFD) **€100mn line of credit under its Transforming Financial Systems for Climate (TFSC) programme**. A blended finance initiative with the Green Climate Fund



- Appointed as the **local executing partner of the World Bank's \$750mn COVID-19 Action Recovery and Economic Stimulus (CARES)** intervention project
- IFC has on-boarded BOI as an SOE. Hence, eligible to access financing and capacity- building opportunities. Discussions are ongoing for a \$150m bilateral line of credit



- Appointed the executing agency of the **\$617mn Investment in Digital and Creative Enterprise (i-DICE)** programme, a collaboration between the AfDB, ISDB, AFD and the Nigerian Federal Government
- Currently collaborating with AfDB and other partners on the Special Agro-industria Processing Zones Program. The partners are expected to mobilize \$520 million for Phase 1



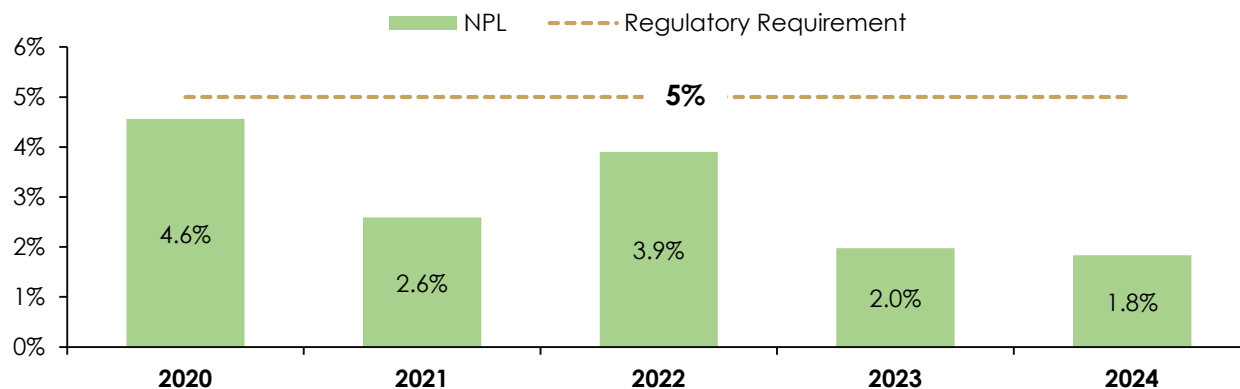
### 3.a Robust Balance Sheet and Asset Quality

- The CBN stipulates that Non-Performing Loans (NPL) should not exceed 5% of a financial institution's Gross Loans and Advances – BOI has maintained a threshold below this guideline for the past five years (including during the pandemic)
- BOI requires security for all credits guaranteed, and is over-collateralised as at Dec 2024 with 87.9% of exposure covered by Bank Guarantee
- BOI's is well capitalised with a Capital Adequacy Ratio (39.4%) nearly 4x the minimum regulatory guideline

#### Strong Capital Base with Solid shareholder support

\$'Million	2020	2021	2022	2023	2024
Tier 1 Capital	894.0	878.9	872.2	711.0	<b>762.8</b>
Tier 2 Capital	294.7	289.9	287.9	235.3	<b>248.3</b>
Total Regulatory Capital	1,188.7	1,168.9	1,160.2	946.3	<b>1,010.0</b>
Minimum regulatory capital % of RWA	10.0%	10.0%	10.0%	10.0%	<b>10.0%</b>
BOI capital % of RWA	48.2%	51.1%	47.7%	46.2%	<b>39.4%</b>

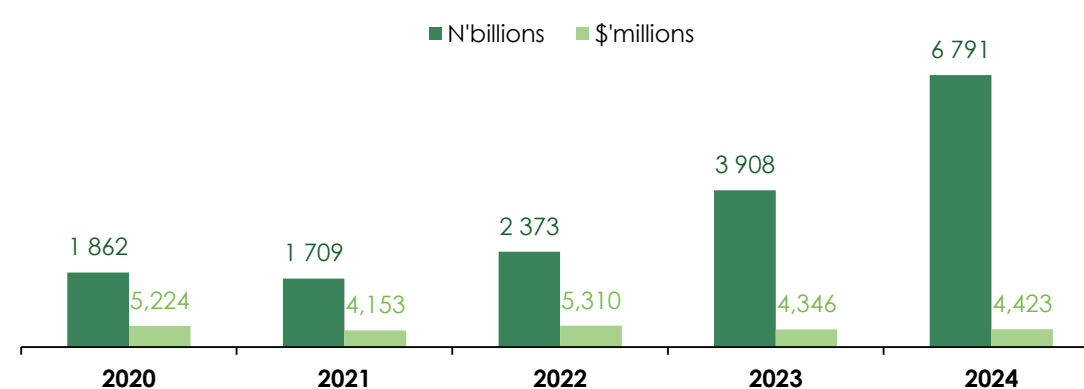
#### Non-Performing Loans



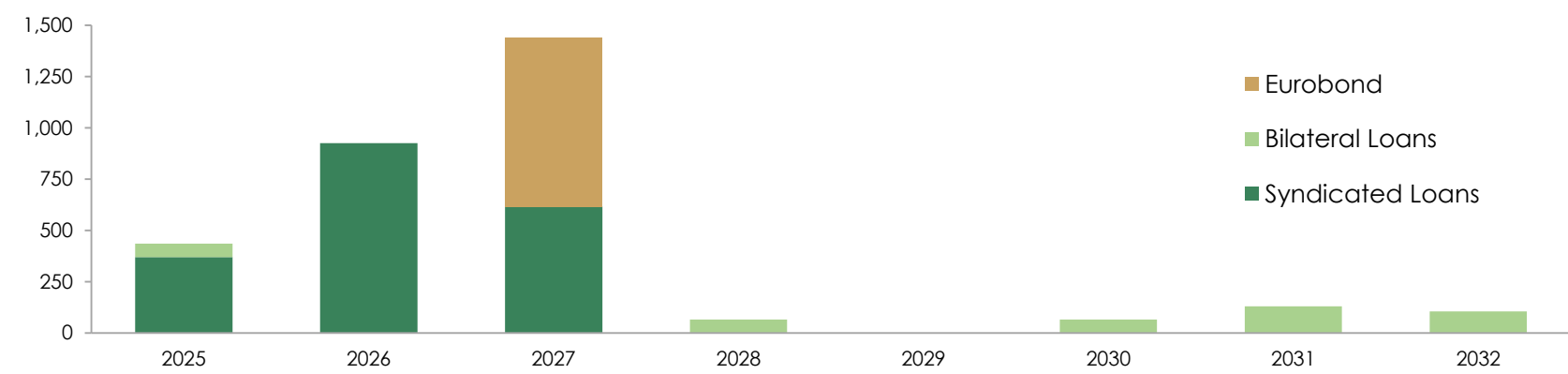
#### Collateral position Dec 2024

\$'Million	Value	% Contribution
Bank guarantee	1 271.4	87.9%
Treasury Bills, FG Bonds	56.1	3.9%
Cash, lien over fixed & Floating assets	13.1	0.9%
Legal Mortgage	105.1	7.3%
Personal guarantee	0.0	0.0%
<b>Grand Total</b>	<b>1 445.7</b>	<b>100.0%</b>

#### Total Assets



BOI's Debt Maturity Profile in \$'millions and track record of debt repayment (Dec 2024)

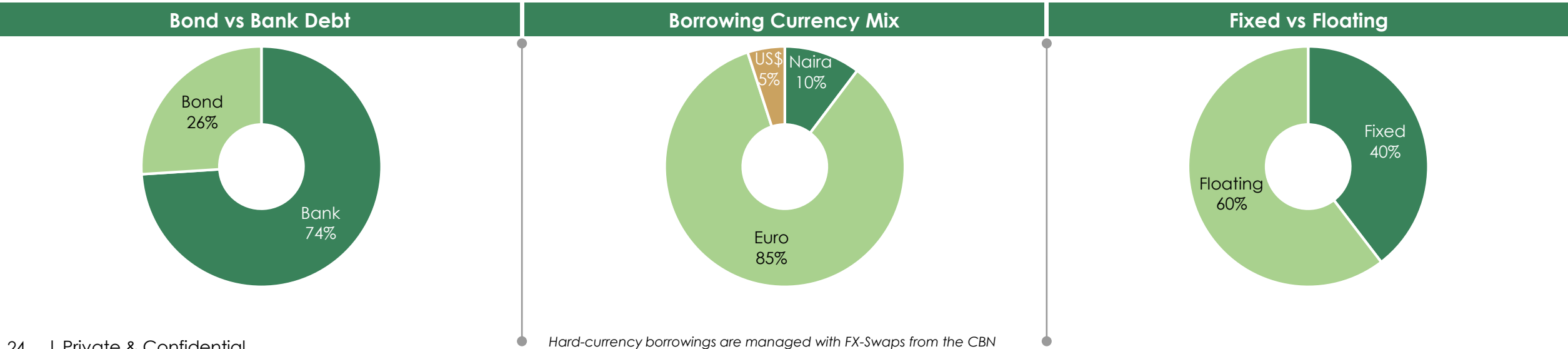


BOI has a track record of prudently managing and repaying its outstanding borrowings. The table below details this, showing facilities from various institutions that BOI has successfully repaid, as at June 2025:

Repaid Facilities	Amount	Period
African Development Bank	\$100mn	2015 – 2024
BOI Syndicated Facility I	\$750mn	2018 – 2020
BOI Syndicated Facility II	€1 000mn	2020 – 2025
BOI Syndicated Facility III	\$1 000mn	2020 – 2023
BOI Syndicated Bridge Facility	€1 000mn	2022 – 2024

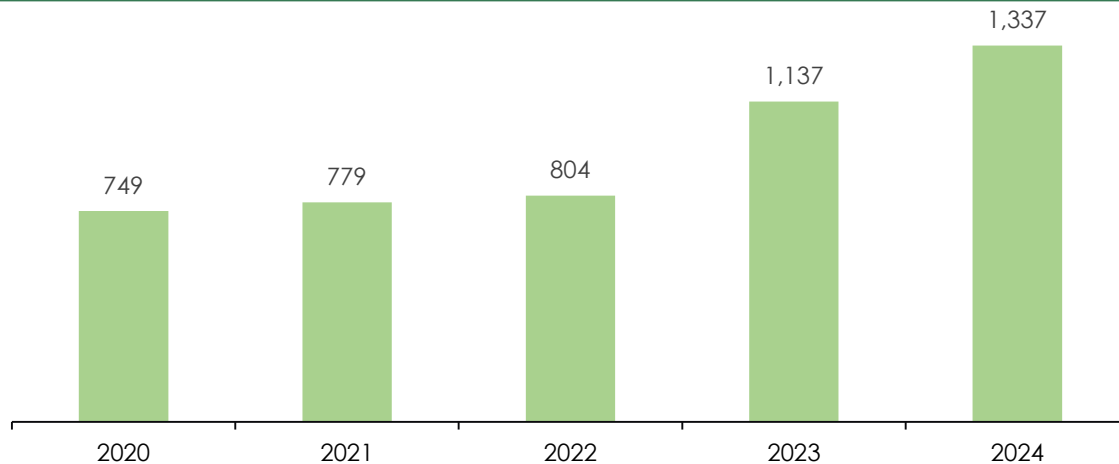
Outstanding Facilities (June 2025)	Amount	Period
Eurobond	€750mn	2022 – 2027
AFD Climate Finance Facility	€100mn	2022 – 2032
BOI Syndicated Facility V	€1 879mn	2024 – 2027

Over \$3 billion equivalent repaid in the last 3 years alone

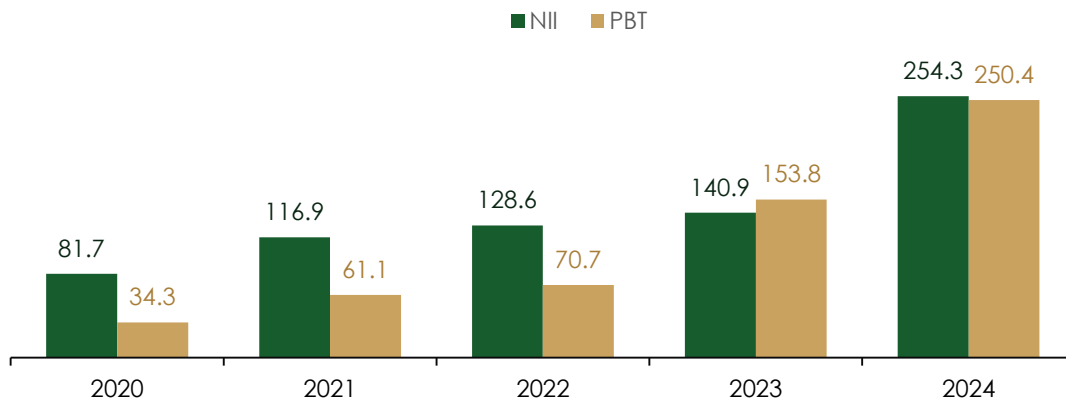


- The Bank has a robust portfolio that cuts across corporate customers, MSMEs customers and financial institutions
- BOI maintains a diverse portfolio across various sectors skewed to providing long-term loans across essential industries in Nigeria including Agro-processing, Gender business and Renewable Energy
- Despite pursuing a developmental mandate, BOI's profitability has grown consistently over the years as shown by the NII and PBT

### Net Loan Portfolio (N'billion)

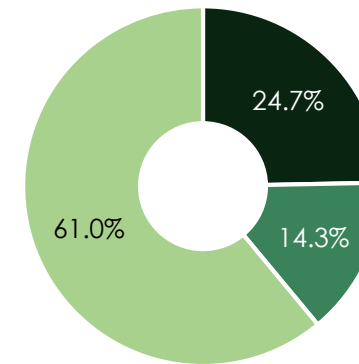


### Net-Interest-Income and Profit-Before-Tax (N'billion)



### Sectoral Breakdown (Dec 2024)

■ Agriculture ■ Services ■ Industries



#### Agriculture:

- Agro Processing
- Food Processing

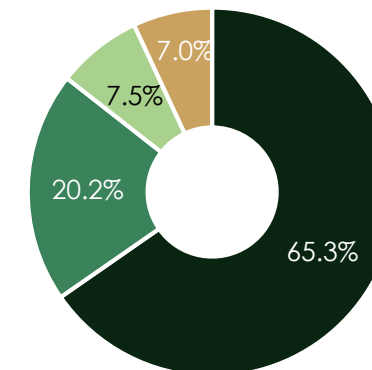
#### Services:

- Creative Industry
- Financial Institutions

#### Industries:

- Engineering & Technology
- Healthcare & Petrochemicals
- Oil and Gas
- Solid Minerals
- Renewable energy
- Gender Business

### Loan Tenor Breakdown (Dec 2024)



- < 5 years
- 5-7 years
- 7-10 years
- > 10 years

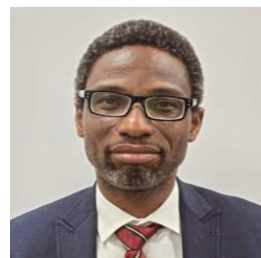
The Executive Management of the bank has a combined experience of over 300 years across various disciplines



**Dr. Olasupo Olusi**  
Managing Director/ Chief Executive Officer



**Mr. Omar Shekarau**  
Executive Director,  
Micro, Small & Medium Enterprises



**Mr. Oluwatoyin Edu**  
Executive Director, Risk & Business Development



**Ms. Mabel Ndagi**  
Executive Director,  
Public Sector & Intervention Programmes



**Mrs. Ifeoma Uz'Okpala**  
Executive Director,  
Large Enterprises



**Mr. Rotimi Akinde**  
Executive Director,  
Corporate Finance & Investments

**Regulator**



CENTRAL BANK OF NIGERIA

**Auditor**



The Bank has put in place best practice Enterprise Risk Management framework

- The Bank promotes a responsible approach to risk and ensures that the sustainability of its operations and reputation are not jeopardised whilst pursuing its developmental objectives
- The Risk Management Division (RMD) is primarily responsible for implementing and monitoring compliance with the Bank's Enterprise-Wide Risk Management Framework, policies, processes and always ensuring the creation of quality risk assets
- The bank's credit risk profile is discussed below:
  - The Bank's total capital adequacy ratio currently stands at 39.4% as at December 2024. The industry average in the Nigerian banking sector has remained above the minimum threshold of 10–15%
  - The Bank's non-performing loans ratio stood at 1.8% as at December 2024. The industry average in the Nigerian banking sector was 4.15% as at 30 Dec 2023

### The Roles and Responsibilities of the RMD

1

**Implement and maintain a sustainable and robust ERM process**

2

**Inculcate a culture of risk awareness throughout the organization**

3

**Assist with development and review of the Bank's risk appetite**

4

**Provide independent analysis of investment and credit proposals**

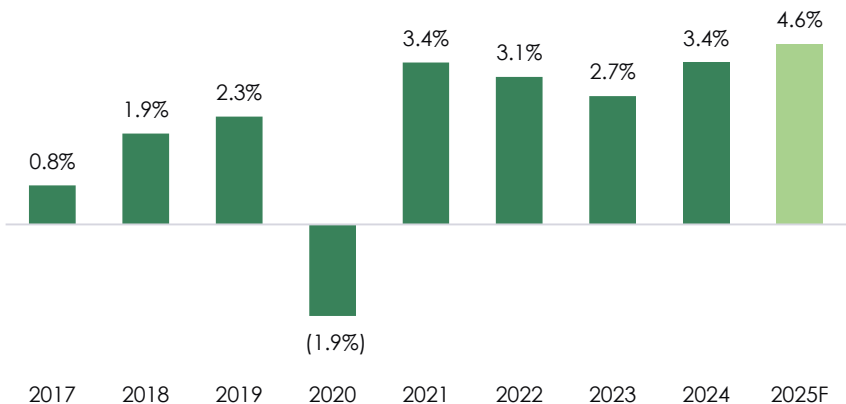
5

**Develop and update the risk rating and pricing methodologies**

# Annexures

# Nigeria's Improving Fiscal Position

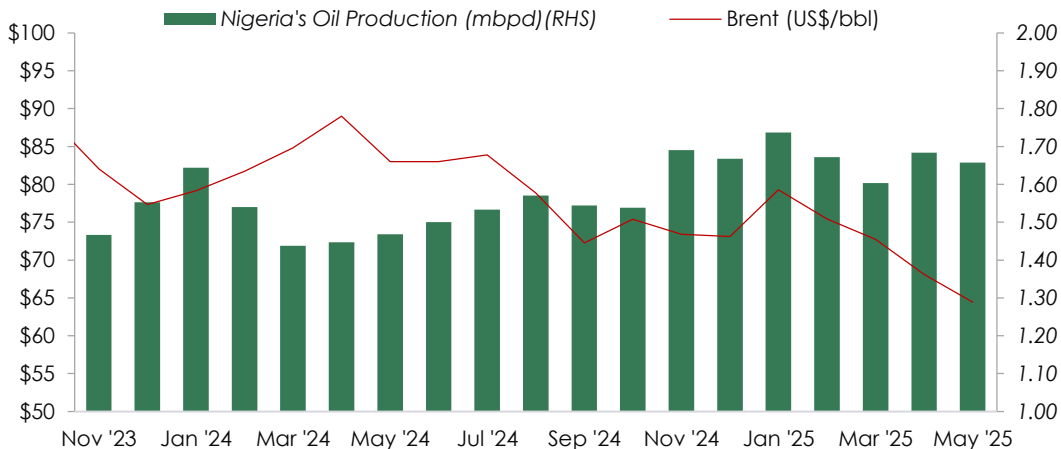
Nigeria's Historical GDP Growth (%y/y)



Macroeconomic Reforms

- Removal of fuel subsidy
- End of deficit monetization
- Developing and implementing national single window programme
- Tax reform bills for the assent of the President
- President Tinubu reconstitutes the NNPC board
- Long-term foreign currency rating upgrade for Nigeria by Fitch from negative to stable outlook

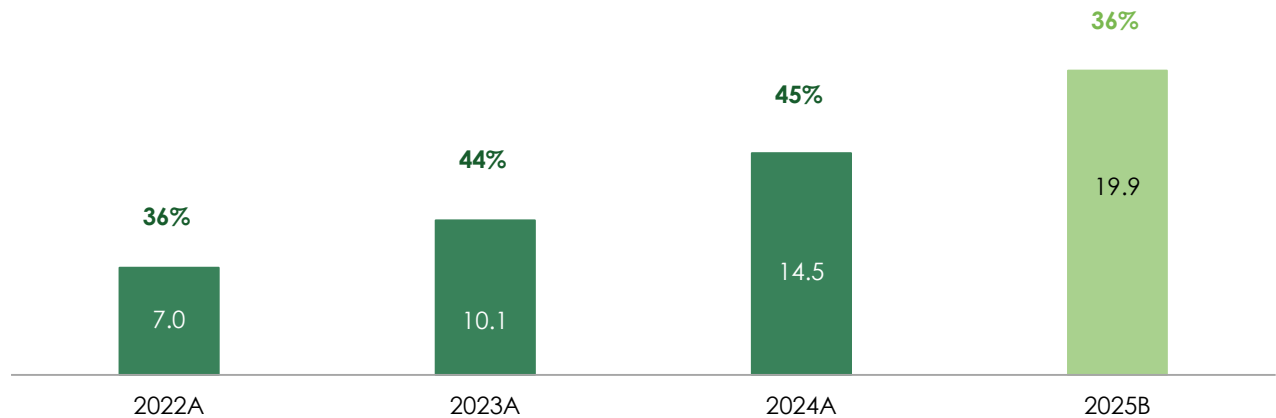
Global Oil prices (\$/barrel) and Nigeria's Oil Production (mbpd)



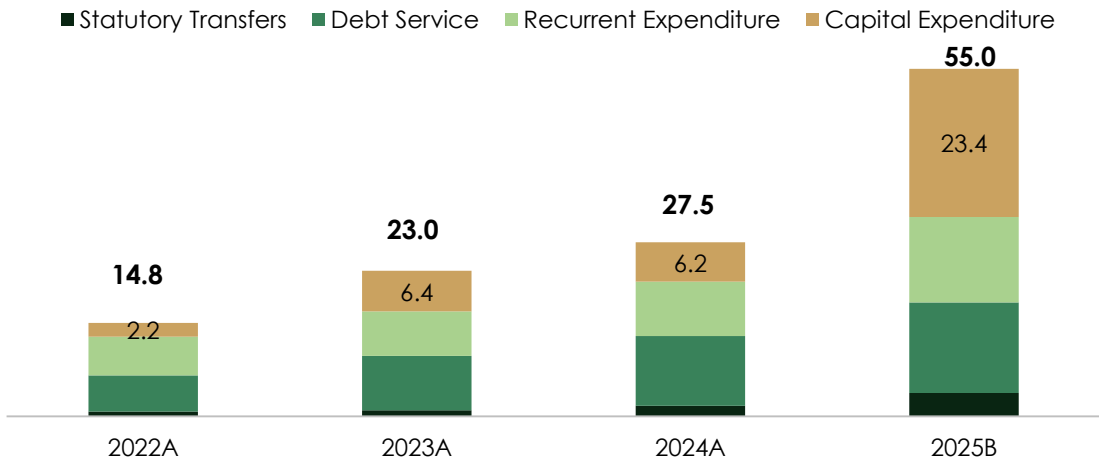
**Highlight:** Nigeria's economy expanded by 3.4% y/y in 2024 from 2.7% in 2023. The non-oil sector grew by 3.3% in 2024 from 3.0% in the prior year. Services, agriculture, and industry expanded by 4.7% y/y, 1.2%, and 2.5% in 2024 from 4.2%, 1.1%, and 0.7%, respectively, in 2023. The oil sector grew by 5.5% in 2024 from a contraction of -2.2% in 2023.

**Highlight:** Nigeria's crude oil production is projected to gradually recover in 2025 with a target of producing 2.06mbpd by the end of 2025 from 1.55mbpd in 2024. Increased investments buoyed by recent mergers & acquisitions, repairs, and resolutions to industrial actions will support stable production in 2025

Nigeria's Non-oil Revenue Growth (₦'Trillion) - Sustained by Tax Reforms / National Single Window

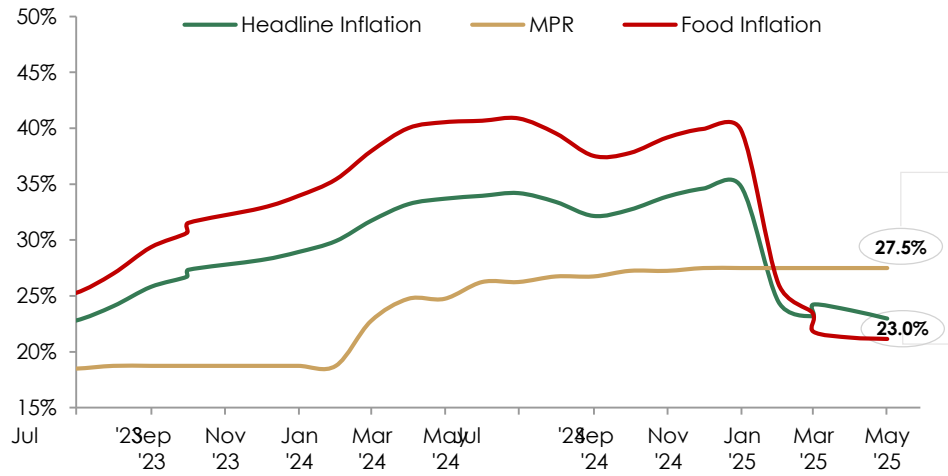


Nigeria's Total Expenditure (₦'Trillion) – Significant Pivot to Capital Projects



# Investor Confidence Buoyed by Return to Orthodox Monetary Policy

Nigeria's Inflation and Monetary Policy Rate (%)



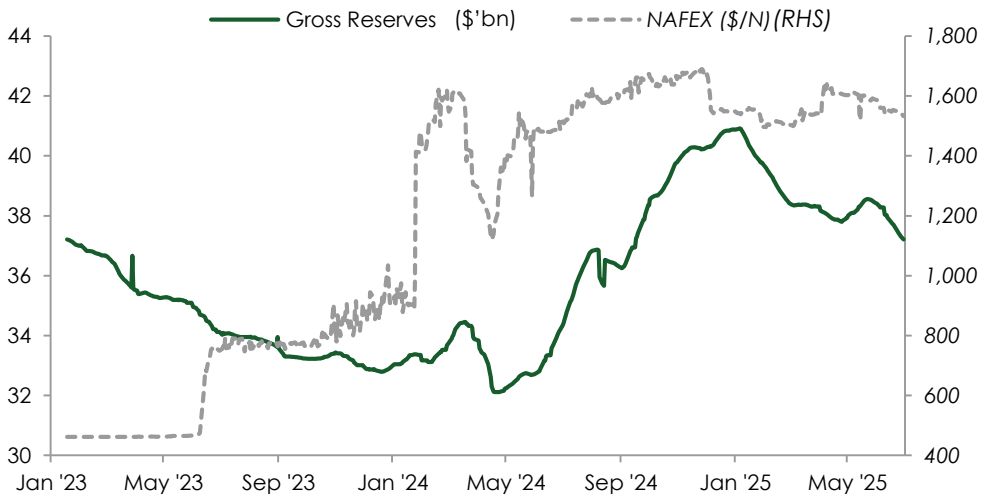
Nigeria's headline inflation moderated to 23.0% y/y in May from 23.7% in the previous month. While food inflation has maintained a disinflationary trend in the first five months of the year, the core inflation path has been non-linear, reflecting the impact of the reweighting exercise. The disinflationary trend is expected to persist in 2025

The economy's disinflationary trend is expected to continue with inflation projected in the budget assumptions to close the year at 15.75% dependent on stabilizing the naira, improving forex liquidity and implementing policies to control supply-side inflationary pressures

At the last Monetary Policy Committee (MPC) meeting held in May, the MPC members unanimously decided to keep the Monetary Policy Rate (MPR) at 27.50%. Other policy tools were held constant as well

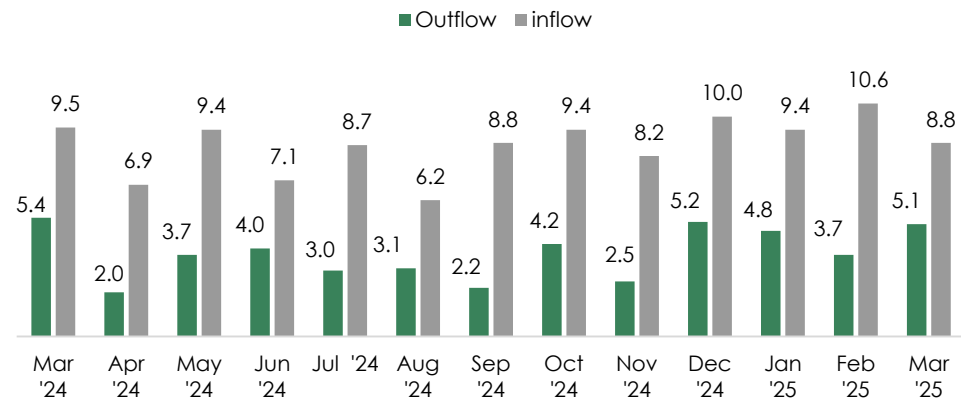
**Highlight:** While food and energy costs continue to decelerate, tight monetary stance is expected to be sustained to anchor inflation expectations. Improvement of monetary policy transmission is observable in yield curve

NAFEX and FX Reserves



**Highlight:** External gross reserves grew by c.\$5bn between March 2024 (\$32.29bn) and June 2025 (\$37.21bn). Strong external reserves bolstering Nigeria's external buffer with 7.60 months of import cover currently. The publication of Nigeria's net reserve figure of \$23.1 bn for FY 2024 reflects substantial improvement in data availability and transparency

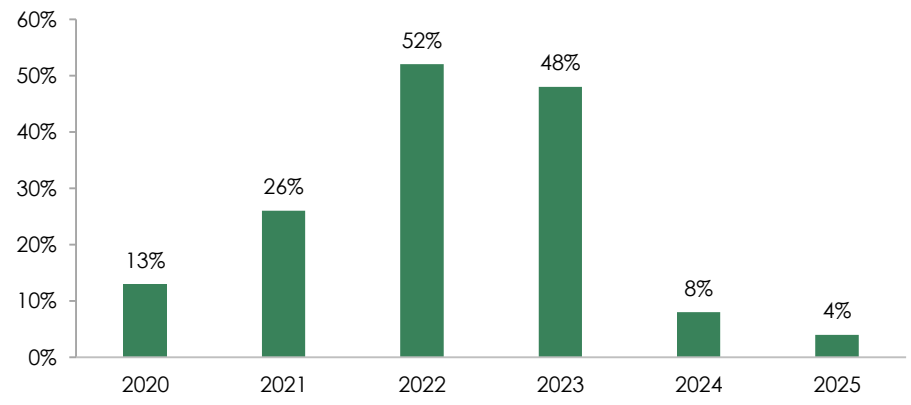
Total FX Flows Through the Economy (\$'Bn)



Monetary Policy Developments





- Introduction of Electronic Foreign Exchange Matching System
- Increase in average monthly turnover to \$8.1bn in 2025 compared to average of \$5.5bn in 2024
- Stronger and increasing inflows sustained in 2024, with a 44% year-on-year increase to \$99.4bn
- A Balance of Payment surplus of \$6.83bn for FY2024, higher than \$3.34 for 2023
- Recapitalisation of the Banks

Parallel Market Premium – The Naira has Stabilized





# Accelerating growth of key sectors with high job creation potential by raising long-term funding/patient capital...

	 <div>Agriculture</div>	 <div>Creative Industries</div>	 <div>Technology</div>	 <div>Renewable Energy</div>
Opportunities	<ul style="list-style-type: none"> <li>Immense untapped potential in local agribusinesses, especially food and non-food processing units</li> <li>Food security is a key component of President Tinubu's 8-point agenda</li> </ul>	<ul style="list-style-type: none"> <li>Increasing demand for local content on Over- the-Top(OTT) platforms</li> </ul>	<ul style="list-style-type: none"> <li>Cross-sectoral opportunities, especially in FinTech, HealthTech and AgriTech—as internet penetration increases</li> </ul>	<ul style="list-style-type: none"> <li>Component manufacturing and energy financing solutions, waste-to-energy initiatives &amp; Investments in latest renewable energy technologies</li> </ul>
Actions	<ul style="list-style-type: none"> <li>Bolstering investments in agro-processing, to create jobs and boost domestic food production</li> </ul>	<ul style="list-style-type: none"> <li>Financing creative projects such as movies and music albums through equity stakes</li> <li>Financial services including loans and equipment leases to SMEs</li> </ul>	<ul style="list-style-type: none"> <li>Setting up a fund dedicated to investments in NextGen technology companies focused on solving critical problems of our time</li> </ul>	<ul style="list-style-type: none"> <li>Raising a green fund to finance large scale projects</li> <li>Investing in smart grid technologies</li> </ul>

## ...and deepening our focus on 2025 - 2027 strategic themes

Climate & Sustainability	<ul style="list-style-type: none"> <li>Deepen partnership with providers of finance for Green projects</li> <li>Significantly grow portfolio of climate-friendly projects</li> </ul>
MSMEs	<ul style="list-style-type: none"> <li>Continuously ramp up MSME proportion of the bank's loan book</li> <li>Work with various professional/ artisanal associations, aggregators to create tailor-made products</li> </ul>
Gender Equity	<ul style="list-style-type: none"> <li>Improve access to finance to women- owned/managed businesses</li> <li>Access de- risking tools to support women businesses</li> </ul>
Youth Empowerment and Upskilling	<ul style="list-style-type: none"> <li>Revamp and scale-up financing opportunities to the youth segment</li> <li>Leverage partnerships with public and private institutions to increase support to the youth segment</li> </ul>
Digital / Technology	<ul style="list-style-type: none"> <li>Pay significant attention to Tech-based projects</li> <li>Create and strengthen existing strategic partnership with key market players, in order to create a veritable source of deal flows</li> </ul>
Infrastructure / Other	<ul style="list-style-type: none"> <li>Support the infrastructural aspirations of the government through strategic partnerships with both the Private and the Public sector</li> </ul>






Illustrative and non-exhaustive

Green eligible investment categories

Social eligible investment categories

Green or Social eligible investment categories

# ...all of which will be further enabled by our Sustainable Finance Framework

	 Agriculture	 Creative Industries	 Technology	 Renewable Energy	 Infrastructure / Other
Climate & Sustainability	✓ Climate Change Adaptation, Sustainable Management of Natural Resources, Biodiversity			✓ Renewable Energy, Energy Efficiency, Adaptation, Green Buildings, Sustainable Transport	✓ Climate Change Adaptation, Pollution Prevention & Control, Circular Economy, Biodiversity, Sustainable Water, Carbon
MSMEs	✓ Financial Inclusion	✓ Creative Economy	✓ Financial Inclusion		✓ Access to Essential Services, Employment Generation, Socioeconomic Advancement
Gender Equity	✓ Women in the Economy				
Youth Empowerment and Upskilling		✓ Creative Economy			✓ Education
Digital / Technology	✓ Affordable Basic Infrastructure (Telecommunications, and cross-sector opportunities in FinTech, HealthTech and AgriTech), Digital Inclusion				
Infrastructure / Other	✓ Food Security and Sustainable Food Systems	✓ Creative Economy (development of infrastructure)			✓ Affordable Basic Infrastructure (PPPs <sup>1</sup> ), Affordable Housing, Health

The Eligible Investment Categories included in the Framework underpin the development objectives included in Nigeria's National Development Plan (2021 – 2025) such as **economic growth and development** (agriculture, manufacturing and MSMEs, creative economy), **infrastructure** (transportation, power, digital economy), **human capital and social development** (education, health, food & nutrition, water, gender equity and youth development)

Illustrative and non-exhaustive	1. Public Private Sector Partnerships	Green eligible investment categories	Social eligible investment categories	Green or Social eligible investment categories
---------------------------------	---------------------------------------	--------------------------------------	---------------------------------------	--

## Case Study 1: Nomba Financial Services



Nomba Financial Services has emerged as a pivotal entity in Nigeria's financial services sector, operating as a super-agent, specializing in Payment Services and Solutions

Nomba is dedicated to **promoting financial inclusion** by offering a range of services, including bill payments, fund transfers, airtime purchases, and cash withdrawals. These services are **accessible** through digital channels and a **vast network of agents** spread across Nigeria

### Bank of Industry's Solution:

In 2023, Nomba secured a loan from the Bank of Industry to acquire 80,000 Point of Sale (POS) terminals. This strategic move significantly enhanced Nomba's reach and capacity to serve more customers, empowering them to act as neighbourhood banks and expanding financial access to underserved communities across Nigeria



## Case Study 2: Clover Hospital & Fertility Clinic



Clover Hospital & Fertility Clinic has established itself as a trusted partner in health and fertility

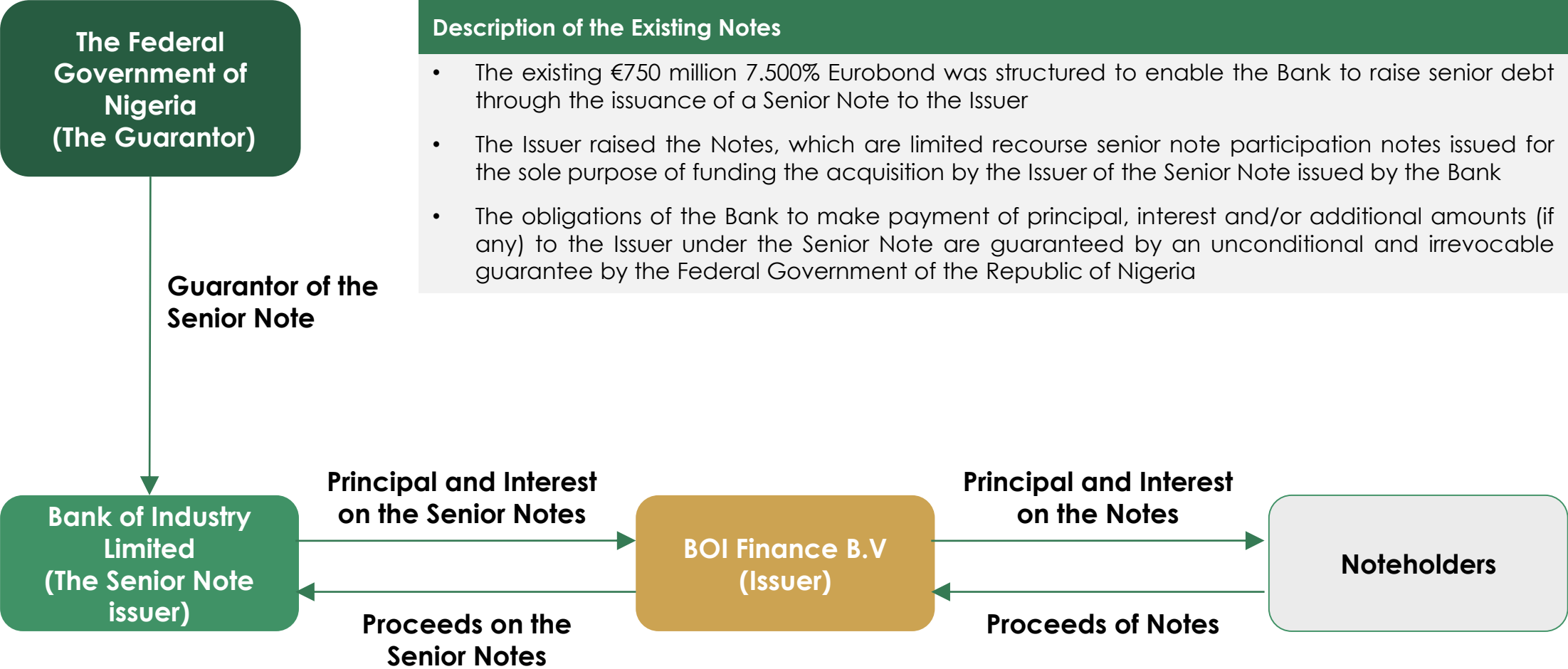
### Bank of Industry's Solution:

Through funding provided by Bank of Industry, Clover Hospital is set to become the second hospital in the region to offer genetics services with an in-house laboratory. This in-house laboratory enables the hospital to provide comprehensive IVF services from start to finish without the need for referrals



# Summary of Historical Financials

		2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
		₦'billion					\$'million				
		₦:\$ FX Rate					356.40	411.75	447.00	899.39	1 535.32
Income Statement	Net Interest Income	81.7	116.9	128.6	140.9	254.3	229.2	283.9	287.7	156.7	165.6
	Other Operating Income/ loss	(7.5)	(13.8)	(8.9)	75.4	150.9	(21.1)	(33.4)	(19.9)	83.8	98.3
	Impairment Charges	(12.8)	(9.1)	(4.3)	(0.1)	23.9	(35.9)	(22.0)	(9.7)	(0.1)	15.6
	Operating Expenses	(27.0)	(32.9)	(44.7)	(62.3)	(130.8)	(75.8)	(79.9)	(100.0)	(69.3)	(85.2)
	Profit Before Tax	34.3	61.1	70.7	153.8	250.4	96.4	148.5	158.1	171.0	163.1
Balance Sheet	Loans and Advances	749.0	779.3	803.6	1 137.0	1 336.6	2 101.5	1 892.6	1 797.8	1 264.1	870.5
	Total Assets	1 862.0	1 709.8	2 373.8	3 908.3	6 791.0	5 224.5	4 152.5	5 310.4	4 345.5	4 423.2
	Total Liabilities	1 527.0	1 327.3	1 947.0	3 235.3	5 955.2	4 284.6	3 223.5	4 355.7	3 597.2	3 878.8
	Total Equity	335.0	382.5	426.8	673.0	835.8	939.9	929.0	954.7	748.3	544.4
Financial Ratios	Non-Performing Loan	4.56%	2.59%	3.90%	1.98%	1.83%					
	Capital Adequacy Ratio	48.2%	51.1%	47.7%	46.1%	39.4%					
	Liquidity Ratio	481%	454%	671%	475%	606%					
	Return on Asset	2.12%	3.02%	2.55%	3.23%	2.98%					



# Thank you

Please send any questions through the arranging bank's Sales Desk