24TH NATIONAL LEASE CONFERENCE · NALCON 2026

Digital Transformation in Equipment Leasing

Enhancing Efficiency and Sustainability

"The future of leasing is not just leased — it is sensed, scored, signed and serviced digitally."

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Digital Economist & Transformation Strategist · Keynote Presentation

Sheraton Lagos Hotel, Mobolaji Bank Anthony Way, Ikeja · Thursday, 12 November 2026 · 9:00 am



HOST ASSOCIATION

ELAN
EQUIPMENT LEASING ASSOCIATION OF NIGERIA LTD/GTE
Creating Wealth & Growth Opportunities

Prepared for the Equipment Leasing Association of Nigeria (ELAN)

PRESENTED BY

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THE OPENING — A STORY FROM THE FIELD

The Tractor That Waited Ninety Days

A farmer in Kaduna needed one tractor. **₦38 million.** His cooperative had the deposit and the cash-flow plan — but not the collateral history the bank wanted.

Weeks of paperwork. Site visits that never happened. A credit file that travelled between three desks. **Ninety days later, the planting window had closed.**

Meanwhile, in Kenya, a similar farmer was approved for a **pay-as-you-harvest tractor lease in 11 minutes** — scored on mobile-money history, signed on a phone, tracked by GPS.

90 days lost to an analog process

11 minutes when the lease runs on data



THE QUESTION FOR THIS ROOM

Why should access to productive equipment in Nigeria still depend on paper, proximity and patience?

And what would it mean for our economy if it didn't?

ROADMAP

Where We Are Going in the Next 30 Minutes

Five movements, one story: a leasing industry re-built around data.

01 **The Global Shift**
How a $1.5-trillion industry is being rewired by data, platforms and AI

02 **The Nigerian Moment**
A resilient ₦6.5-trillion market sitting on top of a vast, underserved opportunity

03 **Digital Transformation of the Lease Lifecycle**
From origination to end-of-term — every stage, re-engineered around data

04 **Efficiency & Sustainability**
Where transformation pays: lower cost-to-serve today, sustainable growth tomorrow

05 **The Payoff & The Path**
Business & investment opportunities, the national dividend — and a practical roadmap for lessors

01

The Global Shift

Equipment leasing worldwide: big, growing, and quietly becoming a technology industry. The winners are no longer just lessors — they are data-and-asset platforms that happen to lease.

$1.5trn+ new lease business written globally each year

~20% of global equipment investment is financed through leasing

52%+ of leasing transactions already run on integrated software platforms



Leasing at a Glance: A Multi-Trillion-Dollar Engine of Capital Formation

$1.5trn+
New lease business volume written globally every year

~20%
Share of global equipment investment financed through leasing

~1.5%
Contribution of leasing to GDP in mature leasing markets

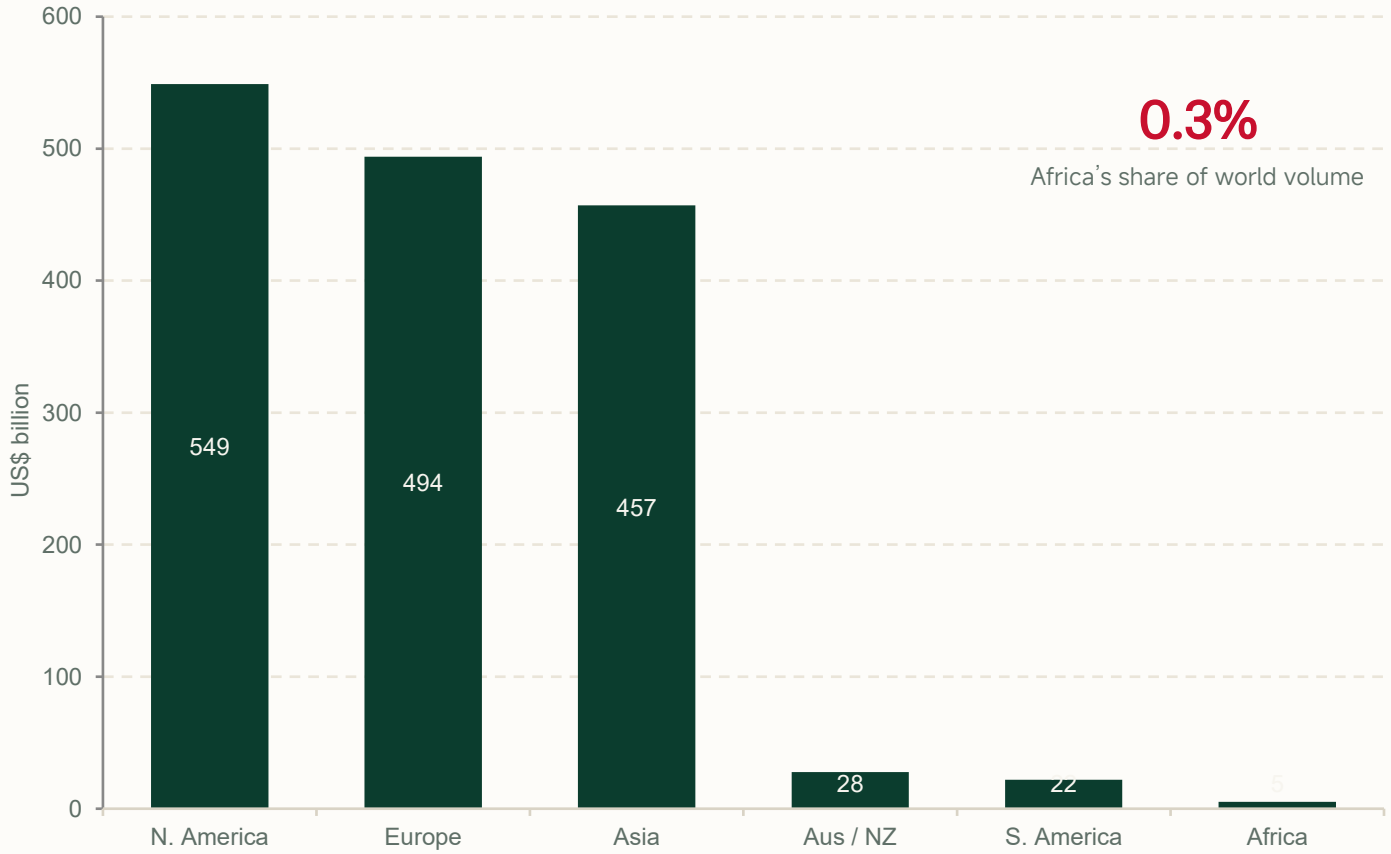
+63%
Growth of the global leasing industry over the past decade

WHAT THE NUMBERS SAY

- **Leasing is capex, de-risked.** It is how modern economies acquire productive assets without freezing cash in depreciating iron — flexibility is now the default, not the exception.
- **The industry is becoming a technology business.** Digital platforms, telematics and AI are collapsing cost-to-serve and rewriting customer expectations worldwide.
- **Scale is concentrating.** North America, Europe and Asia write 96% of world volume — proof that digital rails, not geography, decide who wins the next trillion.

Sources: ELAN Leasing Focus, March 2026, citing Solifi Global Leasing Report and World Leasing Yearbook 2026 (new business US$1.54trn, 2024).

Scale and Momentum: Where the Money Is Moving



READING THE MAP

- **Demand is broad:** construction holds ~41% of the global rental & leasing mix; material-handling and government procurement are the fastest-growing pockets.
- **Africa is the outlier — and the opportunity:** $5bn of a $1.55trn world market, yet Africa's +32% growth in 2024 was the fastest of any region.
- **Penetration follows rails:** markets that digitised identity, payments and registration first are the markets where leasing scaled.

"Geography is not destiny – digital infrastructure is."

Sources: Solifi Global Leasing Report 2025 (2023 volumes); ELAN Leasing Focus, March 2026 (regional growth 2024).

Four Digital Forces Rewriting the Lease Playbook

1



TELEMATICS & IoT

Sensors on every asset turn iron into data: location, engine hours, fuel burn, fault codes. Utilisation, theft control and predictive maintenance become real-time disciplines.

2



AI & DATA CREDIT

Machine-learning underwriting reads cash-flow and behavioural data that traditional bureaus miss. Approvals in minutes; risk priced to the individual asset and operator.

3



PLATFORM MARKETPLACES

Online lease marketplaces compress procurement from weeks to days — 52%+ of leasing transactions globally now run through integrated software platforms.

4



EaaS & PAY-PER-USE

Equipment-as-a-Service bundles asset + analytics + maintenance into a subscription. The lessor becomes an outcome provider; the lessee pays for uptime, not iron.

The winners are no longer just lessors — **they are data-and-asset platforms that happen to lease.**

Benchmarks: What the Leaders Already Take for Granted

CAPABILITY	UNITED STATES / EUROPE	LEADING ASIA / AFRICA	TYPICAL NIGERIAN PRACTICE TODAY
Credit decisioning	AI scoring; approval in minutes to hours	Telco & e-commerce data; instant micro-tickets	Manual files; days to weeks; collateral-first
Contracting	e-Signature; straight-through digital docs	Fully digital; smart-contract pilots	Paper, wet ink, physical logistics
Asset management	Telematics standard; utilisation dashboards	IoT + usage-based billing at scale	Phone calls, logbooks, site visits
Collections	Auto-debit, tokenised payments	Wallet-native deductions & micro-insurance	Transfers, cheques, manual reminders
End-of-term & resale	Digital remarketing; certified used platforms	Online auction & exchange platforms	Informal disposal; value leakage

The right-hand column is the opportunity: every gap above is a proven, purchasable technology — not an invention risk.

02

The Nigerian Moment

A resilient, fast-growing market — and one of the world's widest untapped gaps. The digital rails for finance already exist at national scale; the missing link is leasing riding them.

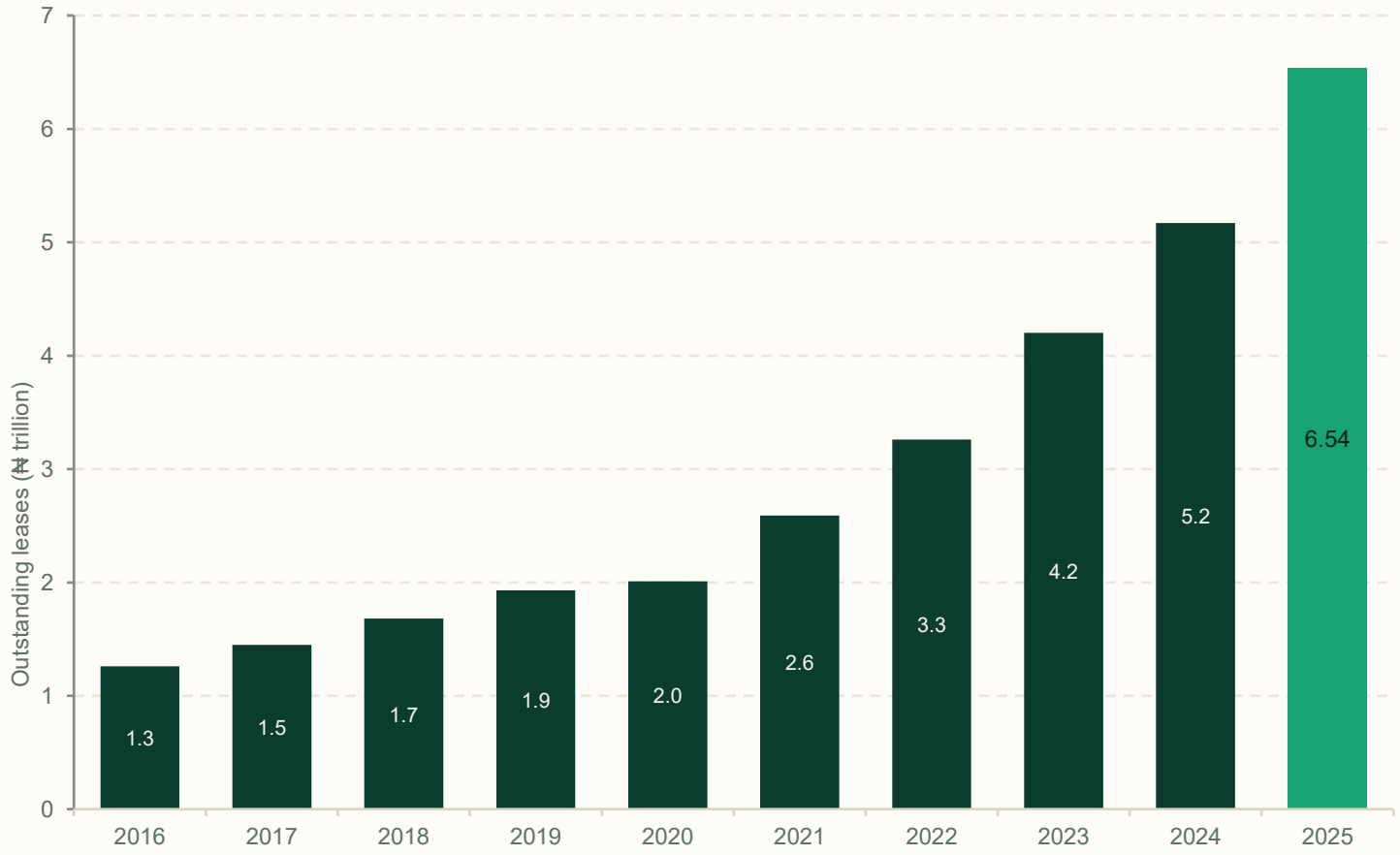
₦6.54trn outstanding leases in 2025 — up 26.5% in one year

₦1.37trn new leases written in 2025 — up 40.7%

0.185% lease penetration as a share of GDP — the gap is the opportunity



Resilience, Proven: Nigerian Leasing Through the Storm



₦6.54trn (+26.5%)

Outstanding leases, 2025 (2024: ₦5.17trn)

₦1.37trn (+40.7%)

New leases written, 2025 (2024: ₦973bn)

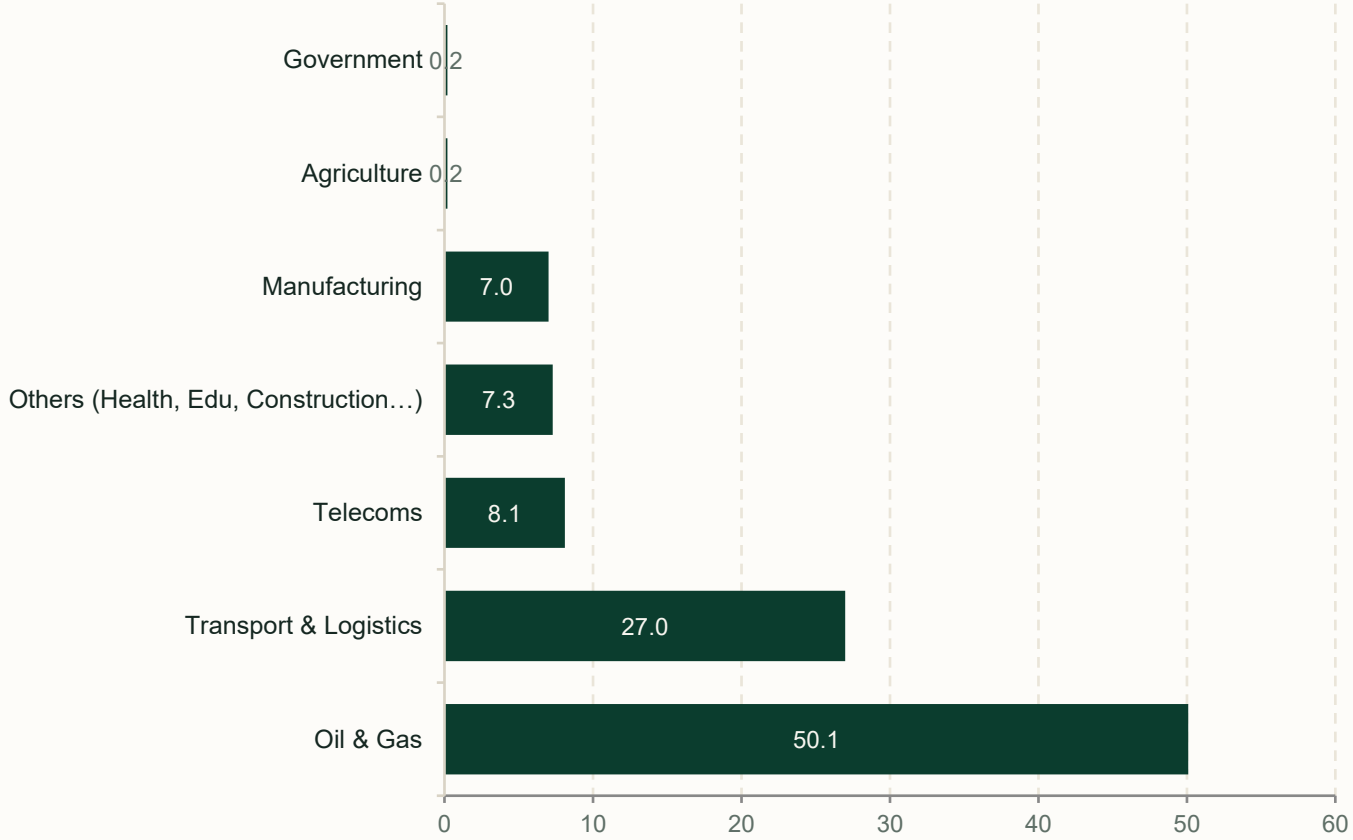
₦30.08trn

Leasing's contribution to the economy, last 10 years

Growth through the storm: the book compounded through naira flotation, 30%+ inflation and a 27%+ policy rate. Demand for asset finance is not Nigeria's problem — reach is.

Source: ELAN, "The Nigerian Leasing Industry Hits ₦6.54 Trillion — Records 26.5% Growth in 2025" (March 2026). Figures mainly from ELAN members.

What the ₦1.37 Trillion of New Leases in 2025 Actually Financed



Vehicles = 53% of assets financed

Mobility — trucks, buses, operational fleets — remains the backbone of Nigerian leasing demand.

Operating leases now 44%

Rising from a finance-lease past — corporates want usage, not ownership. Digital asset tracking makes this model safe.

Agriculture: only 0.2%

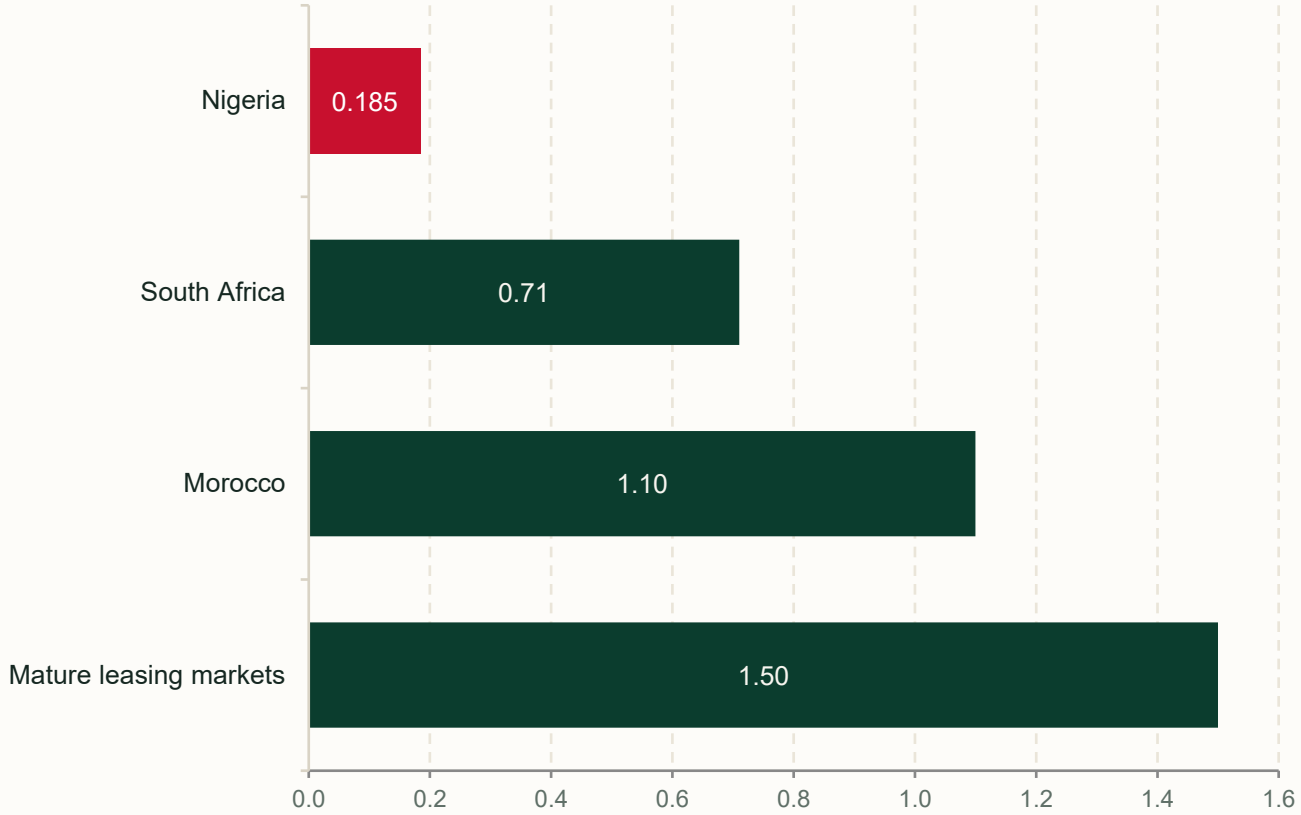
In a country where agriculture employs a third of the workforce, the smallest bar on this chart is the largest white space.

Top-20 lessors ≈ 90%

Concentration means capacity exists — digital distribution is how it reaches the long tail of MSMEs.

Source: ELAN 2025 Lease Volume Story (March 2026) — new leases by sector; asset-type and lease-type analysis.

The Paradox: A Big Market with a Tiny Reach



Lease penetration — outstanding leases as % of GDP (2019–2021 averages)

Sources: Bank of Industry, "Leasing in Nigeria: A Hidden Engine for Inclusive Growth" (2025); World Leasing Yearbook; ELAN Leasing Focus 2026.

READ THAT AGAIN

Nigeria's penetration is about **one-sixth of South Africa's** and **one-eighth of Morocco's** — in an economy larger than both combined.

Africa as a whole holds **~0.4% of the world's lease volume**.

Closing even **half the gap to South Africa** implies a multi-trillion-naira expansion of the Nigerian leasing book.

The gap is not demand. It is delivery — and delivery is precisely what digital transformation fixes.

The Real Frontier: Nigeria's 39.7 Million MSMEs

39.65m

MSMEs in Nigeria — 96.9% are micro enterprises (SMEDAN / NBS)

~80%

of national employment and over 40% of GDP — the engine we must equip

$32.2bn

Unmet MSME credit demand (≈ ₦13trn) — IFC estimate

2.7%

of Nigerian adults have ever accessed a formal credit product (EFInA)



The next million lessees will never enter a branch. They will lease from a phone.

WHY THIS MATTERS TO EVERY LESSOR IN THIS ROOM

- **The demand is shaped for leasing:** MSMEs want equipment in small tickets, short cycles and flexible terms — precisely what digitised leasing can profitably serve.
- **Banks cannot reach them economically:** high rates, collateral demands and procedural burden are the top blockers.
- **The collateral wall is now a data problem:** 97% of these firms have no credit file — but nearly all have a digital footprint that AI can score.

Sources: SMEDAN/NBS MSME Survey; PwC MSME Survey 2024; IFC MSME finance gap; EFInA Access to Financial Services.

The Anatomy of Analog Leasing — Where Value Leaks Today

Origination	Walk-ins and referrals only; long application forms; site visits by road
Underwriting	No credit history for 97%+ of MSMEs; 2–8 week decisions judged on collateral, not cash-flow
Contracting	Paper leases; wet-ink signatures; courier delays; lost documents
Asset control	No telematics; assets disappear into the informal market; repossession costly and confrontational
Collections	Manual invoicing; missed payments discovered late; reconciliation by spreadsheet
End-of-term	Assets idle or sold informally below value; no certified secondary market

THE COMPOUNDED RESULT

High cost-to-serve, high loss-given-default — and millions of creditworthy customers permanently outside the market.

Digital transformation attacks every one of these leaks, stage by stage.

03

Digital Transformation of the Lease Lifecycle

Not digitising paper — re-imagining every stage of the lease around data. The building blocks already exist in Nigeria; the task is assembly, standards and scale.

7 stages re-engineered, origination to end-of-term

1 data spine one platform, one asset registry, one customer record



Why Now? Five Forces Have Converged in Nigeria

NATIONAL DIGITAL RAILS	169m+ telecom subscriptions and broadband penetration above 50% (NCC); ₦295trn of e-payments processed in Q1 2025 alone (NIBSS). Customers already live digital lives.
IDENTITY & DATA INFRASTRUCTURE	BVN covers 70m+ bank-verified identities; NIN extends KYC to population scale — the unlock for remote onboarding at near-zero marginal cost.
LEGAL & REGULATORY MOMENTUM	The Equipment Leasing Act 2015 now has an active regulator — ELRA, operational since 2023. NDPA 2023 governs data; CBN's open-banking framework enables consent-based data sharing.
FINANCIAL INNOVATION AT SCALE	Nigeria hosts roughly 28% of Africa's fintechs. Digital lending proved AI underwriting works at mass scale — leasing is the next asset class.
MACRO PRESSURE = OPPORTUNITY	FX depreciation has roughly doubled asset prices in naira terms; a high policy rate makes cash purchases brutal. Leasing + digital efficiency is the affordability answer.

Every rail that digital lending used to scale in five years is laid. Leasing simply has to board the train.

Sources: NCC industry statistics 2025; NIBSS e-payment data Q1 2025; Equipment Leasing Act 2015; NDPA 2023; CBN open-banking guidelines.

What “Digital Transformation” Actually Means for a Lessor

IT IS NOT…

- ✕ Scanning paper forms and calling it “digital”
- ✕ Buying software while the process stays manual
- ✕ A technology project owned by the IT department
- ✕ An app for customers, on top of chaos for staff

IT IS…

- ✓ **Data as the core asset** — every lease, asset and payment generates intelligence
- ✓ **Straight-through processing** — application → decision → contract → deployment without human touch where possible
- ✓ **New business models** — usage-based billing, EaaS, embedded leasing in OEM and dealer channels
- ✓ **A board-level agenda** — owned by the CEO, measured in the P&L

THE OPERATING PRINCIPLE

Digitise the decision. Digitise the asset. Digitise the cash — and the paperwork takes care of itself. The lease of the future is a data product secured by iron.

The Digital Lease Value Chain — Stage by Stage, Tech by Tech

1. ORIGINATE	2. UNDERWRITE	3. CONTRACT	4. DEPLOY	5. MANAGE	6. COLLECT	7. END-OF-TERM
Digital marketplace & dealer portals; mobile onboarding; BVN/NIN e-KYC	AI / alternative-data scoring; automated risk pricing; instant approvals	e-Signature; digital master lease agreements; smart clause libraries	Logistics APIs; digital delivery confirmation; IoT activation on day one	Telematics: location, hours, health; geofencing; predictive maintenance	Auto-debit, NUBAN mandates, wallet deductions; AI dunning	Digital remarketing; certified used-equipment exchange; residual optimisation

THE DATA SPINE UNDERNEATH

One cloud platform. One asset registry. One customer record — feeding analytics, portfolio early-warning, regulatory reporting and investor dashboards in real time.

WHAT THIS UNLOCKS

- **Faster:** application-to-deployment measured in hours, not weeks
- **Cheaper:** cost-to-serve falls as hand-offs, paper and rework disappear
- **Safer:** the asset, the contract and the cash are all visible — all the time
- **New products:** pay-per-use and EaaS, impossible in an analog world

The Building Blocks — All Available in Nigeria Today

CLOUD & API PLATFORMS

64% of new leasing-software deployments are cloud-based. APIs plug leasing into banks, insurers, OEMs and marketplaces.

AI & MACHINE LEARNING

Alternative-data credit scoring, portfolio early-warning and residual-value forecasting. 58% of global leasing firms already integrate AI.

IoT & TELEMATICS

GPS + CAN-bus sensors on vehicles and machines; the telematics-in-rental market alone is worth ~$1.2bn globally.

DIGITAL IDENTITY & e-KYC

BVN + NIN verification in seconds; liveness checks end impersonation fraud at onboarding.

e-SIGNATURE & DIGITAL DOCS

Legally recognised electronic signatures make remote contracting enforceable — no courier, no delay, no lost file.

DATA GOVERNANCE & NDPA

Consent architecture, encryption and audit trails turn NDPA 2023 compliance from burden into trust advantage.

None of this is exotic or experimental. The task for Nigerian leasing is assembly, standards and scale — not invention.

Adoption figures: global equipment-finance and leasing industry surveys (Solifi and industry studies, 2024–2025).

Digital Origination and AI Underwriting

FROM — THE BRANCH-OFFICE LEASE

- ✕ The customer must find, visit and convince a leasing officer
- ✕ Paper application, photocopied IDs, repeated document requests
- ✕ No credit file = automatic decline for 97% of MSMEs
- ✕ Underwriting measured in weeks — deal fatigue kills 30–50% of applications

TO — THE 11-MINUTE LEASE

- ✓ **Embedded leasing at the point of sale** — dealer, OEM and marketplace partnerships bring the customer to you
- ✓ **Mobile onboarding** — BVN/NIN verify identity; bank-statement APIs read cash-flow with consent
- ✓ **AI scores what bureaus miss** — POS turnover, transaction velocity, airtime behaviour, seasonality

2–8 weeks → minutes
decision turnaround, manual vs AI-scored

97% → bankable
MSMEs without credit files become scorable customers

Lower losses
AI-scored micro-ticket portfolios outperform collateral-first lending

Underwriting the Unscored: Alternative Data Changes the Game

97%+

of Nigerian MSMEs have no formal credit history — yet most have rich digital footprints

POS + telco + bank

consent-based signals now legally usable under open-banking and NDPA frameworks

Minutes, not weeks

decision turnaround for digitally scored applications vs 2–8 week manual cycles

THE NEW UNDERWRITING STACK

LAYER 1 — e-KYC: BVN / NIN / liveness — identity, verification and fraud checks in one automated pass

LAYER 2 — Cash-flow scoring: 12–24 months of bank and POS flows, telecom loyalty, utility and rental histories — read with consent

LAYER 3 — Asset telemetry: the asset itself reports usage and location, making the collateral self-monitoring

The underwriting question changes from "what can you pledge?" to "how does your business actually behave?" — a question millions of MSMEs can finally answer.

Digital Contracts & Deployment: The Death of the Courier

STAGE 3 — CONTRACT

- e-Signature on a phone in minutes — enforceable under Nigerian evidence and electronic-transaction law
- Clause libraries and smart templates cut documentation cost and legal variance across branches
- Every signature, version and consent is timestamped and audit-trailed
- Sign a lease in Kano while sitting in Lagos — no branch network required

STAGE 4 — DEPLOY

- Logistics APIs schedule and track delivery; digital confirmation replaces paper waybills
- IoT devices activated on day one — the asset reports itself from the moment it ships
- Document cycle time falls from days to hours — same-day deployment becomes possible
- Fewer disputes: a clear digital evidence trail strengthens enforcement in court

"A digital lease contract is not stationery – it is structured data. Once contracts are data, risk, funding and compliance can all be automated on top."

IoT & Telematics: Your Balance Sheet, Seen in Real Time

THEFT & DEFAULT CONTROL

Geofencing and immobilisation turn “asset gone” into “asset recovered”. Recovery cost collapses; loss-given-default falls sharply — the single biggest P&L lever for Nigerian lessors.

PREDICTIVE MAINTENANCE

Fault-code alerts schedule service before breakdown. Downtime falls; asset life extends; warranty claims get evidence. Maintenance becomes revenue, not cost.

USAGE-BASED PRICING

Metered hours and kilometres enable pay-per-use billing — aligning instalments with the revenue the equipment actually earns the lessee.

UTILISATION & FLEET OPTIMISATION

Dashboards show idle vs working assets across the portfolio, driving redeployment decisions, residual-value forecasting and pricing.

THE STRATEGIC SHIFT

An unseen asset is an unmanaged asset. Telemetry makes every naira on the balance sheet visible, productive and defensible.

~$1.2bn

global telematics-in-rental market — the tooling is proven and priced for scale

Digital Collections & End-of-Term: Getting Paid Without Chasing

STAGE 6 — COLLECT

₦295trn e-payment value in Q1 2025 — the rails are proven (NIBSS)

- **Digitise the promise:** NUBAN direct-debit mandates and tokenised wallet deductions make instalments self-executing across banks, wallets and USSD
- **Predict, don't pursue:** early-warning models flag at-risk accounts 30–60 days ahead; proactive restructuring beats repossession every time
- **Reconciliation by design:** every payment auto-matched to contract, invoice and customer

STAGE 7 — END-OF-TERM

Value, recovered not leaked to informal disposal

- **Digital remarketing:** returned assets listed, priced and sold on verified platforms — not car parks
- **Certified used-equipment exchange:** sensor histories make "certified pre-owned" a priced, trusted product
- **Residual optimisation:** usage data decides renew, redeploy, refurbish or retire — at the right moment

Collections become **prevention**; end-of-term becomes **profit**.

The lease stops leaking value at both ends of its life.

The Legal Rails Are Laid — Digital Makes Them Fast

EQUIPMENT LEASING ACT 2015

A dedicated statutory framework for leasing: clearer definitions, registration of lease interests, insurance and tax provisions — strengthening lessor rights and investor confidence.

ELRA — REGULATOR SINCE 2023

The Equipment Leasing Registration Authority licenses and registers lessors and leases, curbing double-financing fraud and supporting due diligence across the market.

NDPA 2023 — DATA GOVERNANCE

Nigeria's Data Protection Act makes consent-first data use the law. Lessors who build consent architecture early convert compliance into a trust advantage.

COLLATERAL REGISTRY & OPEN BANKING

The National Collateral Registry makes security interests in movable assets searchable; CBN's open-banking framework unlocks consented cash-flow data for scoring.

DIGITAL MULTIPLIES THE ACT

- Digital registration and searches in minutes, not weeks — title perfection stops being a deal-killer
- IoT-verified asset identity links the registry record to the physical machine — ending "paper ownership vs real possession" disputes
- API-linked registry checks become a standard step in every credit decision

04

Efficiency & Sustainability: The Green Dividend

Transformation must translate into business efficiency today and sustainable growth tomorrow. Digital leasing is also the fastest route to a circular, lower-carbon equipment economy.

~30% lower cost-to-serve from straight-through processing

~4 in 10 leasing platforms globally now track asset carbon footprints



The Efficiency Dividend: Measurable, Bankable, Now

DIMENSION	ANALOG PRACTICE	DIGITAL PRACTICE
Credit decision	2–8 weeks; collateral-first; file-based	Minutes to hours; cash-flow-scored; consent-based
Documentation	Paper, couriers, wet ink; days per deal	e-Signature; same-day contracting; audit-trailed
Asset visibility	Phone calls, logbooks, quarterly site visits	Real-time telemetry: location, hours, health
Collections	Manual invoices; late discovery; chasing	Auto-debit; AI early-warning 30–60 days ahead
End-of-term	Informal disposal; residual value leaked	Certified digital remarketing; residual optimisation
Cost-to-serve	Headcount scales with portfolio	-30% lower; portfolio scales without headcount

NOT FUTURISTIC

52%+ of global leasing transactions already run through integrated software; automated lifecycle management is live in ~68% of leasing firms. The efficiency compounds: faster processing lowers cost-to-serve → widens the customer base → generates more data → sharpens risk pricing.

Sustainability Is a Lease Feature, Not a Slogan

CIRCULAR BY DESIGN

Operating leases keep assets in certified, maintained service across multiple users. Digital condition records make "certified used equipment" a real, priced product — a Nigerian first-mover opportunity.

ENERGY TRANSITION, ON LEASE

CNG conversions, gas-powered gensets and solar-hybrid systems financed via lease spread the upfront cost of greening over the savings they generate — de-risking the transition for SMEs.

CARBON ACCOUNTABILITY

Telematics-derived fuel and emissions data per asset gives corporate customers ESG reporting they can defend — and government evidence for climate commitments.

SCRAP VS SECOND LIFE

Sensor data decides when an asset is maintained, redeployed, remarketed or retired — extracting maximum productive life before recycling. Value leakage becomes value capture.



Every efficiency gained digitally is also a sustainability gain: less fuel, less paper, less idle iron, longer asset life — growth that compounds instead of depleting.

Twelve Digital Plays for Nigeria's Equipment-Leasing Industry

Platforms, portals, apps and bots that lessors, investors and technology firms can build, fund or operate — today.

1 National Lease Marketplace Portal

One digital shop-window where SMEs compare, apply for and close leases from multiple lessors — Jumia logic for equipment finance.

2 AI Credit-Scoring-as-a-Service

Consent-based MSME scoring from BVN/NIN, bank, POS and telco data — sold per API call to every lessor and lender.

3 Telematics & IoT Fleet Platform

GPS, geofencing, remote immobilisation and engine-hour metering for leased assets — subscription revenue per unit.

4 Shared e-KYC & Onboarding Utility

One identity, liveness and fraud-check gateway serving the whole industry — verify once, lease anywhere.

5 Lease Origination & Contract SaaS

Cloud workflow, clause libraries, e-signature and audit trails — the operating system every mid-size lessor needs.

6 Pay-Per-Use / EaaS Billing Engine

Metered billing per hour, hectare or kilometre — turning equipment into uptime-linked subscriptions.

7 Collections Automation & AI Dunning Bot

Direct-debit mandates, wallet/USSD retries and behaviour-timed WhatsApp/SMS reminders before default.

8 Certified Used-Equipment Exchange

A digital auction and remarketing portal where IoT condition records make "certified pre-owned" trustworthy.

9 Digital Asset Registry & Verification API

One searchable source linking registered lease interests (ELRA / collateral registry) to the physical, sensor-verified asset.

10 Agri-Mechanisation-as-a-Service App

"Tractors on demand" — booking, dispatch and per-hectare billing for smallholders; agriculture is 0.2% of leases today.

11 Green-Lease & Carbon-Tracking Platform

Finances CNG, solar and efficient machinery; reports avoided emissions per asset — ESG-ready by design.

12 Lessor Analytics & Securitisation Data Room

Investor-grade portfolio dashboards that make lease books legible — and fundable — for pension, insurance and DFI capital.

Illustrative opportunity map — each play aligns with capability areas of technology partners such as Century Information System Limited.

05

The Payoff & The Path

What digital transformation returns to the lessor, what it returns to Nigeria — and a practical, sequenced way to get there with eyes open.

6 value levers for the lessor's P&L and balance sheet

₦15–20trn of productive equipment added if penetration merely matches South Africa

3 horizons a roadmap any lessor can start within 90 days



What Digital Transformation Does for the Lessor

GROWTH	Digitised origination + AI scoring open the MSME frontier: portfolios can grow 3–5× without proportionate headcount. Embedded partnerships put your product inside every dealer and OEM sale.
RISK	Telemetry-backed collateral, digital contracts, early-warning collections and registry-protected title cut loss-given-default and fraud — the two silent killers of Nigerian lessor P&L.
MARGIN	Straight-through processing, automated invoicing and digital collections shrink cost-to-serve by -30%+; pricing improves as risk is seen clearly.
FUNDING	Clean, data-rich, legally registered lease books become securitisable — unlocking pension, insurance and DFI money at tenors banks cannot offer.
NEW REVENUE	EaaS subscriptions, usage-based billing, maintenance bundles, data services and remarketing fees turn a one-off lease into an annuity.
RESILIENCE	Cloud operations, digital contracts and remote servicing keep the business running through disruptions — elections, fuel scarcity, pandemics.

This is the efficiency agenda: the same naira of capital now serves more customers, at lower cost, with less risk — growth that is sustainable because it is efficient.

The Macroeconomic Payoff: How Digital Leasing Accelerates Nigeria

If digital transformation lifts Nigeria's lease penetration from **0.185%** of GDP merely to South Africa's **0.71%** over five years, the leasing book expands roughly four-fold — an addition of **₦15–20 trillion of productive equipment** circulating in the real economy.

CAPITAL FORMATION WITHOUT INFLATION

Leasing deploys private capital to productive assets without printing money — investment rises while macro stability is respected.

JOBS & PRODUCTIVITY

Mechanised agriculture, powered SMEs, CNG logistics fleets and equipped clinics raise output per worker — the core of industrialisation.

IMPORT SUBSTITUTION

Nigerian agro-processors, fabricators and assemblers leasing modern equipment displace imports and feed local value chains.

FORMALISATION & TAX BASE

Digital leases create verifiable business records; every digital payment is a visible transaction — widening the tax net fairly.

ENERGY & CLIMATE GOALS

Leased CNG, solar and efficient machinery accelerates Nigeria's transition commitments without fiscal strain.

FINANCIAL DEEPENING

Securitised lease books bring pension and insurance money into asset finance — deepening capital markets at scale.

Digital leasing is not a technology story. It is Nigeria's most practical shortcut to industrialisation, jobs and inclusive growth.

A Practical Roadmap for Nigerian Lessors — Three Horizons

HORIZON 1 · 0–12 MONTHS

FOUNDATIONS

- Adopt cloud lease management: CRM, contracts, billing, collections in one system
- Enable e-signature and digital master lease agreements
- Start consent-based BVN/NIN e-KYC at onboarding
- Automate invoicing, direct-debit mandates and reconciliation

HORIZON 2 · 1–3 YEARS

INTELLIGENCE

- Pilot AI / alternative-data scoring on MSME tickets; measure against manual decisions
- Telematics on high-value, high-theft-risk assets — trucks, construction equipment
- Portfolio early-warning dashboards and predictive maintenance
- Launch embedded leasing with OEMs, dealers and sector marketplaces

HORIZON 3 · 3–5 YEARS

PLATFORM

- EaaS and pay-per-use products at scale; usage-based billing
- Digital secondary market for certified used equipment
- Securitise lease portfolios; attract pension, insurance and DFI funding
- ELAN industry data standards and shared utilities: registry APIs, telemetry exchange, common scoring rails

Sequence beats scale: **clean data first, automation second, AI third.**

Eyes Open: The Risks — and How Digital Leaders Manage Them

CYBERSECURITY & FRAUD

46%

of equipment-finance firms rank cyber threats a top challenge. Counter: encryption at rest and in transit, multi-factor access, independent penetration tests, cyber insurance.

DATA PROTECTION (NDPA 2023)

Trust is the asset

Customer-data misuse destroys trust — and carries regulatory penalty. Counter: consent-first architecture, data minimisation, an appointed DPO, audit trails by design.

CHANGE MANAGEMENT

44%

cite skills gaps; technology fails when people reject it. Counter: executive sponsorship, train-the-trainer programmes, digitise one process at a time, celebrate quick wins.

LEGACY INTEGRATION

49%

struggle to connect new tools to old core systems. Counter: API-first platforms, phased migration — clean data first, automation second, AI third.

Risk is not a reason to wait. Every risk above is managed by firms already operating digitally — the methodology exists and is purchasable.

The Call to Action — Five Moves for This Room

1

LESSORS

Digitise one customer journey end-to-end in 90 days — origination to first collection — and measure it. Publish the results to your board.

2

ELAN

Build shared utilities: industry data standards, a common e-KYC/scoring utility, and a national digital registry API for leased movable assets with ELRA.

3

GOVERNMENT & REGULATORS

Fast-track full implementation of the Equipment Leasing Act 2015; digitise ELRA registration; back green-leasing incentives for CNG and solar assets.

4

FUNDERS & DFIs

Fund the rails: concessional lines for digital MSME leasing, guarantees for first-time lessor digitisation, and anchor support for lease securitisation.

5

TECH & TELCO PARTNERS

Bring the rails to the asset: affordable IoT hardware, connectivity bundles and open APIs for the leasing ecosystem.

Bonus

What we are cooking at CIS

We are building a open platform that will digitalized and integrate the entire Equipment Leasing Ecosystem in Nigeria.

Schedule to Launch: We are target Q1 to go live

Partnership: We would like to collaborate with ELAN to bring this to live – and unlock accelerated growth



GOLEASE | GOLEASE ECOSYSTEM

A Digital Equipment Leasing Ecosystem for Productivity, Inclusion and Growth

LESSEES
Individuals & Businesses seeking equipment for productivity



REFEREES
Associations, Clubs, Churches, Mosques, Sponsors & Companies

GUARANTORS
Individuals or Corporate Guarantors providing lease guarantees



LESSORS
Equipment Owners, Finance Firms, Cooperatives, LGAs, State Govts, MDAs, NGOs & Foundations



PROJECT FINANCE BANKERS
Working capital & project financing for equipment acquisition

OEMs / EQUIPMENT VENDORS
Supply of productive equipment and after-sales support



Powered by CIS | Regulated by ELRA

GOLEASE CORE MODULES

- Lease Application & KYC
- Credit Assessment & Approval
- Equipment Marketplace
- Lease Management & Payment
- Asset Tracking & Monitoring
- Risk, Insurance & Guarantee
- Reporting, Analytics & Compliance
- **Equipment Tokenization Platform**
- **Lease Ecosystem Intelligence System** (track, rate, score lessor, lessee, OEMs and other players)

SUPPORTING SERVICE PROVIDERS

Insurance Firms
Equipment & third-party insurance

Tracking & Monitoring Firms
GPS/IoT tracking & asset monitoring

Credit Guarantee Partners
Credit risk coverage & guarantees

Recovery Partners
Equipment recovery & liquidation

Training & Certification Firms
Train & certify lease practitioners, managers & operators

ELRA | ELRA INTEGRATION

ELRP
Registration Platform

NER
Equipment Registration & Verification

NELPRAC
Accreditation & Certification

NEL Intel
Compliance & Behaviour Intelligence

EM
Open Equipment Marketplace

REVENUE MODEL

- Platform & Transaction Fees
- Training & Certification Fees
- Insurance Premiums
- Tracking & Monitoring Fees
- Credit Guarantee Fees
- Recovery Service Fees
- Equipment Sales Margin (OEMs)
- Financing & Origination Fees

EQUIPMENT CATEGORIES (OEMs)


Transportation


Energy


Agriculture


Manufacturing


Construction


Aviation


Maritime


Telecommunication


Office & ICT


MSMEs & Informal

OUTCOMES & IMPACT

- **Increased** Access to Productive Assets
- **SME Growth** & Job Creation
- **Higher Productivity** & Economic Inclusion
- **Asset Utilization** & Sustainability
- **Expanded Leasing** Market in Nigeria & Africa

IN CLOSING

Nigeria does not lack demand for equipment. It does not lack assets, entrepreneurs — or even capital. What it lacks is the digital connective tissue between them.

Every digitally scored farmer, every telematics-tracked truck, every pay-per-use subscription is a brick in the wall of a trillion-dollar economy.

“Lease the asset. Digitise the relationship. Industrialise the nation.”

Thank you

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Questions & discussion welcome.

CIS CENTURY INFORMATION SYSTEM LIMITED • ABUJA, NIGERIA

ELAN EQUIPMENT LEASING ASSOCIATION OF NIGERIA LTD/GTE Creating Wealth & Growth Opportunities

KEY SOURCES

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- ELAN Leasing Focus (March 2026): global context, Solifi Global Leasing Report, World Leasing Yearbook 2026
- Bank of Industry (2025): lease-penetration benchmarks — Nigeria 0.185%, South Africa 0.71%, Morocco 1.10%
- Leasing Life (2025): Equipment Leasing Act 2015 and ELRA market analysis
- SMEDAN/NBS MSME Survey; PwC MSME Survey 2024; IFC; EFInA Access to Financial Services
- NCC industry statistics; NIBSS e-payment data (Q1 2025); NDPA 2023; CBN open-banking framework
- Solifi global equipment-finance surveys (2024–2025): technology adoption benchmarks

Forward-looking statements and opportunity maps are illustrative, prepared for discussion at the 24th National Lease Conference. Market figures are as published by ELAN.