REPORT OF THE 24TH NATIONAL LEASE CONFERENCE ORGANISED BY EQUIPMENT LEASING ASSOCIATION OF NIGERIA LTD/GTE ON THURSDAY, 12TH NOVEMBER 2026, AT SHERATON LAGOS HOTEL, IKEJA, LAGOS.

THEME: EQUIPMENT LEASING IN NIGERIA: MAINTAINING BALANCE IN A CHANGING ECONOMY.

1.0 Background

The Equipment Leasing Association of Nigeria Ltd/Gte (ELAN) convened the 24th National Lease Conference (NALCON 2026) to examine the implications of Nigeria's changing economic environment for equipment leasing and identify practical measures for business resilience and sustainable industry growth.

The conference brought together leasing practitioners, public sector officials, development partners and representatives of the business community. The proceedings included three technical presentations, a panel discussion, and business networking. Deliberations focused on funding, digital transformation, and the balance between portfolio growth and risk management.

The technical presentations were:

- Innovative Funding Solutions for Equipment Leasing in Nigeria – Lanre Olaleye, Managing Director, SAMTL Capital Limited.

- Digital Transformation in Equipment Leasing: Enhancing Efficiency and Sustainability – Dr. Abdul Aziz Balarabe, MD/CEO, Century Information System (CIS).

- De-risking Deals, Balancing Portfolio and Growth Opportunities in Leasing – Gbolahan Olojede, Group MD/CEO, Capital Bancorp Plc.

The panel discussion examined the conference theme and featured Adenike Ibirogba, Managing Director/CEO, Nikky Taurus Nigeria Limited; Dr Olutoyin Okeowo, Managing Director/CEO, Metropolitan Motors Limited and former Chairman of ELAN; Ugoji Lenin Ugoji, Group Managing Director/CEO, C&I Leasing Plc; and Oyeka Amara, CEO, Seagreen Media Limited and Founder, Obele Women Empowerment Forum (OBEF). Ifeanyi Ogbor, MD/CEO, Assetkap Investment Limited, moderated the session.

2.0 Key observations

2.1 Economic contribution and industry growth. Equipment leasing supports productive investment by giving businesses access to equipment, expanding markets for suppliers and providing investment opportunities for financial institutions and other investors. The conference noted that outstanding leases reached ₦6.54 trillion in 2025, while new lease contracts rose to ₦1.37 trillion from ₦973.3 billion in 2024. These increases reflected continued demand for leasing, although rising equipment costs also contributed to the value growth.

2.2 Access to equipment and sector opportunities. Substantial unmet demand remains among micro, small and medium enterprises (MSMEs). Transport and logistics, renewable

energy, healthcare, agriculture, manufacturing and technology offer opportunities for productive investment and portfolio diversification.

2.3 Portfolio quality and risk management. Sustainable growth requires sound credit decisions and profitable, resilient portfolios. Customer default, changes in asset values, funding costs, foreign exchange movements, interest rate volatility, operational weaknesses and legal uncertainties can erode performance regardless of portfolio size.

2.4 Funding constraints. Limited access to affordable, long-term funding remains a major constraint. Financing longer-term lease receivables with short-term borrowing creates maturity mismatches and exposes lessors to refinancing and liquidity risks.

2.5 Digital transformation. Digital tools can improve customer onboarding, credit assessment, documentation, collections, asset monitoring and equipment resale. Artificial intelligence, electronic signatures and Internet of Things (IOT) devices offer further opportunities to improve efficiency, subject to appropriate controls and responsible implementation.

2.6 Collaboration and investor confidence. Partnerships among lessors, equipment suppliers, financial institutions, fintechs and development finance institutions can improve equipment sourcing, maintenance, funding and risk sharing. Strong governance, transparent financial reporting and reliable industry data are essential to attracting institutional investment.

2.7 Awareness and the operating environment. Limited awareness of leasing, particularly among MSMEs, continues to restrict market development. Clear regulatory requirements, predictable tax administration, effective contract enforcement and lawful asset recovery are important to industry confidence and growth.

3. Recommendations arising from the deliberations

The following recommendations emerged from the presentations and panel discussion. This report summarises the proceedings and recommendations:

3.1 Accelerate digital transformation. Leasing companies should adopt digital solutions across onboarding, credit assessment, documentation, collections and asset monitoring. ELAN should facilitate collaboration with technology providers on shared infrastructure, including electronic Know Your Customer solutions, credit assessment tools and registry integration, with appropriate safeguards for data protection and information security.

3.2 Strengthen credit and portfolio risk management. Lessors should prioritise transaction quality, cash flow assessment and long-term portfolio profitability. Material exposures should be stress-tested against changes in interest rates, exchange rates, customer cash flows and asset resale values. Operators should establish clear exposure limits for sectors, customers and asset categories.

3.3 Improve asset monitoring and recovery. Leasing companies should strengthen asset inspection, maintenance oversight, insurance compliance and early warning systems. Where suitable, telematics and other monitoring tools should support asset tracking and timely intervention. Recovery measures should follow applicable law and contractual procedures.

3.4 Diversify funding and align maturities. Operators should broaden their funding sources through development finance, credit guarantees, equity investment and suitable debt instruments. Funding structures should reflect the tenor and cash flows of lease portfolios. Use commercial paper and other short-term instruments with appropriate liquidity and refinancing arrangements; longer-term leases require suitably matched capital.

3.5 Develop collaborative funding arrangements. ELAN members should explore pooled funding and the aggregation of eligible lease portfolios, supported by consistent underwriting standards, documentation and reporting. Well-structured arrangements could improve access to pension funds, insurers, development finance institutions, and other institutional investors, subject to applicable investment requirements.

3.6 Expand sector partnerships. Lessors should pursue commercially sound opportunities in transport and logistics, renewable energy, healthcare, agriculture, manufacturing and technology. Partnerships with original equipment manufacturers, dealers, banks and development finance institutions should improve equipment access, maintenance support, financing and risk sharing.

3.7 Strengthen the enabling environment. ELAN should sustain engagement with government and the Equipment Leasing Registration Authority (ELRA) to ensure effective implementation of the Equipment Leasing Act 2015, efficient registry services, and policies that encourage investment in productive assets. Advocacy should also address predictable tax administration, effective enforcement and the role of leasing in government development programmes.

3.8 Explore a development and credit guarantee facility. ELAN should explore the feasibility and structure of an Equipment Leasing Development and Credit Guarantee Facility to improve access to affordable, sustainable funding, particularly for productive assets in priority sectors. Engagement with prospective funding and guarantee partners should clarify eligibility, governance, risk sharing and operational sustainability.

3.9 Improve governance and industry data. Leasing companies should strengthen corporate governance, financial reporting, transparency and accountability. ELAN should promote consistent industry data collection and reporting to support market analysis, policy engagement and investor confidence.

3.10 Deepen awareness and capacity building. ELAN should strengthen public education, stakeholder engagement and practitioner development, with particular attention to MSMEs. Advocacy should demonstrate how leasing finances productive assets and supports enterprise development, employment and essential services.

4 Conclusion

The deliberations highlighted that the continued growth of equipment leasing in Nigeria depends on disciplined risk management, suitable funding, digital capability and effective collaboration. Portfolio expansion should be supported by transaction quality, sound governance and reliable asset management.

ELAN should continue to coordinate advocacy, capacity building, and stakeholder engagement to support these priorities. Sustained follow-through on these recommendations will strengthen industry resilience and increase leasing's contribution to productive investment and national development.