

**NIGERIAN AVIATION HANDLING COMPANY PLC**  
**FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED**  
**31ST DECEMBER, 2010**

*Horwath Dafinone, Chartered Accountants, Cedi Towers, 16 Wharf Road, Apapa, P. O. Box 2151, Lagos*

# **NIGERIAN AVIATION HANDLING COMPANY PLC**

## **Financial statements for the year ended 31<sup>st</sup> December, 2010**

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# NIGERIAN AVIATION HANDLING COMPANY PLC

## Financial statements for the year ended 31<sup>st</sup> December, 2010

### Financial highlights

	2010 N '000	2009 N '000	Change % Increase/ (Decrease)
Turnover	6,345,539 =====	6,066,549 =====	5
Profit before taxation	1,711,157	1,897,560	(10)
Taxation	(533,653) -----	(650,226) -----	(18)
Profit after taxation	1,177,504 =====	1,247,334 =====	(6)
Net assets	4,992,994 -----	4,676,818 -----	7
Interim dividend paid	307,617 -----	246,094 -----	25
Proposed dividend	492,187 -----	553,711 -----	(11)
Profit retained for the year	377,700 -----	447,529 -----	(15)

### Per 50 kobo Ordinary Share Data:

Basic earnings	96 kobo	101 kobo
Interim dividend paid	25 kobo	25 kobo
Final dividend proposed	40 kobo	45 kobo
Net assets	406 kobo	380 kobo

### Stock exchange quotation as at:

31 <sup>st</sup> December	N 10.20	N 7.18
Number of shareholders	80,404	83,199
Number of staff	1,602	1,523

# **NIGERIAN AVIATION HANDLING COMPANY PLC**

## **Corporate Information**

### **Directors**

*Chairman* Sen. Ike O. S. Nwachukwu, GCMG, CFR, mni

*Vice Chairman* Mr. Suleiman Yahyah

*Managing Director (Acting)* Mr. Kayode T. Ojo

*Executive Director (Business Development)* Mr. Gordon Gofwan

*Non-Executive Directors*  
Mr. Mobolaji Balogun  
Arc. Usman A. Bello  
Mr. Denis Hasdenteufel (French)  
Mr. Osita Onyenwe  
Mr. Ian Petrie (British)  
Mr. Wolfgang Wallmeroth (German)

*Company Secretary/General Counsel* Mrs. Folashade Ode

*Registered Office*  
NAHCo House  
Murtala Muhammed International Airport  
Ikeja  
Lagos

*Auditors* Horwath Dafinone  
Chartered Accountants

*Bankers*  
First Bank of Nigeria Plc  
GT Bank Plc  
Stanbic IBTC Bank Plc  
Nigerian International Bank Ltd. (Citigroup)  
Oceanic Bank Plc  
Skye Bank Plc  
UBA Plc  
Zenith Bank Plc  
Intercontinental Bank Plc  
Standard Chartered Bank Ltd

*Registrars*  
City Securities (Registrars) Limited  
Primrose Tower,  
17A, Tinubu Street  
P. O. Box 9117 Lagos, Nigeria

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Report of the Directors

The Directors are pleased to present to the members of the Company their Report and Audited Financial Statements for the year ended 31st December, 2010.

### *Principal activities*

The principal activity of the company is the provision of aircraft, passenger and cargo handling services and other related services.

### *Significant Event*

- |                       |   |
|-----------------------|---|
| <b>May, 2010</b>      | Emergence of the new Chairman of the Board of Directors Senator. Ike Nwachukwu.   |
| <b>July, 2010</b>     | Commencement of the Transformation Project.   |
| <b>October, 2010</b>  | <ul style="list-style-type: none"><li>- Foundation and Stone laying ceremony of the Cargo Warehouse was performed by the Chairman Senator. Ike Nwachukwu.</li><li>- Commissioning of brand new equipments by the First Lady of the Federal Republic of Nigeria, Dame Patience Goodluck Jonathan.</li></ul>  |
| <b>November, 2010</b> | <ul style="list-style-type: none"><li>- NAHCO Aviance opens Uyo Station.</li><li>- Resignation of Mr. Bates Sule as MD/CEO of NAHCO Aviance.</li><li>- Appointment of the Acting MD/CEO Mr. Kayode T. Ojo.</li><li>- In line with the company's business diversification and expansion initiatives, two(2) companies were proposed for incorporation viz: Nahco Energy &amp; Power Ltd, Nahco FTZ Ltd</li></ul> |

### *Review of business*

The review of the company's business and future prospects contained in the Chairman's statement are an integral part of the Directors Report and should be read in conjunction with Directors Report.

*and*

### *Results for the year*

	2010 ₦'000
Profit for the year before taxation	1,711,157
Taxation for the year	(533,653)
Profit for the year after taxation	<hr/> 1,177,504
Appropriated as follows:	
Interim dividend paid	(307,617)
Dividend reserve	(492,187)
Retained profit for the year	(377,700)
	<hr/> - <hr/>

### *Assets Values*

Information relating to fixed assets is contained in note 12 to the financial statements.

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Report of the Directors (continued)

### *Directors*

The directors who served on the Board during the year under review are:

Senator Ike Nwachukwu (Chairman) Appointed Chairman 27<sup>th</sup> May, 2010.  
Amb. (Dr.) Patrick Dele Cole (Chairman) resigned 27<sup>th</sup> May, 2010.  
Mr. Suleiman Yahyah (Vice-Chairman)  
Mr. Kayode T. Ojo - Appointed 15<sup>th</sup> February, 2010  
Appointed 12<sup>th</sup> November, 2010 - Ag Managing Director / CEO  
Mr. Bates Sule (Managing Director/CEO) – Resigned 12<sup>th</sup> November, 2010  
Mr. Mobolaji Balogun  
Arc. Usman Arabi Bello  
Mr. Sylvanus P.Y, Gang - Deceased 11<sup>th</sup> April, 2010  
Mr. Denis Hasdenteufel (French)  
Mr. Osita Apollos Onyenwe  
Mr. Ian Petrie (British)  
Mr. Wolfgang Wallmeroth (German)

Mr. Gordon Gofwan was appointed as Executive Director, Business Development at the Board meeting of 19<sup>th</sup> January, 2011 and resumed on the 8<sup>th</sup> March, 2011.

### *Directors Retiring*

In accordance with Articles 85 of the company's Articles of Association, Mr. Gordon Gofwan having been appointed since last Annual General Meeting retires by rotation and being eligible offer himself for re-election.

### *Retiring by rotation*

Senator Ike Nwachukwu retires and offers himself for re-election notwithstanding having attained the age of 70 years since the last Annual General Meeting.

In accordance with Articles 107 and 108 of the company's Articles of Association, Mr. Ian Petrie and Mr. Osita Onyenwe retire by rotation and being eligible offer themselves for re-election.

### *Directors' Interest*

The direct and indirect interests of the Directors in the issued share capital of the company as recorded in the register of Directors' shareholdings and/or notified by them for the purpose of Sections 275 and 276 of the Companies and Allied Matters Act, CAP C 20 LFN 2004 are as follows:

#### **Directors' Shareholding:**

	<b>31<sup>st</sup> December, 2009</b>	<b>31<sup>st</sup> December, 2010</b>	<b>28<sup>th</sup> February, 2011</b>
Senator Ike Nwachukwu	50,000	62,500	62,500
Suleiman Ismail Yahyah - Direct	1,567,238	1,959,047	1,959,047
- Indirect	96,697,750	117,172,812	117,172,812
Arc. Usman A. Bello	1,743,750	2,109,375	2,109,375
Osita Apollos Onyenwe	11,659,386	8,367,650	5,167,650
Mobolaji Balogun (Indirect)	247,500	309,375	309,375
Kayode Ojo	4,500	35,625	35,625
Others	Nil	Nil	Nil

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Report of the Directors (continued)

### *Directors' interest (continued)*

The following Directors have declared their interests in line with corporate governance best practices and pursuant to section 277 of the Companies and Allied Matters Act, CAP C20 LFN 2004.

- a) Rosehill Group Limited is a partner in NAHCo Energy and Power Limited, the new company proposed for incorporation. Alhaji Yahyah is also a Director of Rosehill Group Limited.
- b) Chapel Hill Advisory Partners Limited is the Lead Issuing House in respect of the Company's bond issuance programme and provided advisory services on the Company's expansion. Mr. Balogun is also a Director of Chapel Hill Advisory Partners Limited.
- c) Ericon Bello Consortium was appointed a consultant for the construction of the cargo warehouse complex project in Abuja. Arc. Bello is also a Director of Ericon Bello Consortium.

### *Related party transactions*

The Company carries out business for Airlines, some of whom are founder shareholders of the Company. However, in line with Company policy, transactions are carried out at arms length basis.

### *Shareholding*

The Registrars have advised that the called up and fully paid shares of the Company as at 31<sup>st</sup> December 2010 was beneficially held as follows:

#### Share Range Analysis:

Range			31 <sup>st</sup> December, 2010			28 <sup>th</sup> February, 2011		
			No. Of holders	Units	%	No. Of holders	Units	%
1	-	10,000	71,094	132,058,028	10.73	70,889	131,659,791	10.70
10,001	-	100,000	8,295	233,490,824	18.98	8,282	234,066,878	19.02
100,001	-	1,000,000	929	223,502,678	18.16	955	229,303,438	18.64
1,000,001	-	10,000,000	78	198,978,320	16.18	80	192,999,743	15.69
10,000,001	-	100,000,000	6	197,155,722	16.02	6	197,155,722	16.02
100,000,001	-	1,230,468,750	2	245,283,178	19.93	2	245,283,178	19.93
<b>Grand total</b>			<b>80,404</b>	<b>1,230,468,750</b>	<b>100</b>	<b>80,214</b>	<b>1,230,468,750</b>	<b>100</b>

The following shareholders held more than 5% of the issued share capital:

	31 <sup>st</sup> December, 2010	28 <sup>th</sup> February, 2011
British Airways	10.7%	10.7%
Air France	5.8%	5.8%
Lufthansa Commercial Holding GmBH	6.0%	6.0%
Rosehill Group Ltd	9.5%	9.5%

### *Directors' responsibilities*

The Companies and Allied Matters Act, CAP C 20 LFN 2004 requires the Directors to prepare the financial statements, in respect of each financial year, that give a true and fair view of the state of affairs of the company as at the end of the year and of the profit or loss, and cash flows generated by the company for the year ended on that date.

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Report of the Directors (continued)

### *Directors' responsibilities (continued)*

In preparing those financial statements the Directors are required to:

- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Ensure that the applicable accounting standards have been followed, and in the case of any material departure, that these have been fully disclosed and explained in the financial statements.
- Prepare the financial statements on a going concern basis, unless it is deemed inappropriate to assume that the company will continue in business.

The Directors are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any point in time, the financial position of the company, and enable them to ensure that financial statements comply with the Companies and Allied Matters Act, CAP C20 LFN 2004. The Directors are also responsible for the safeguarding of the assets of the company, and for the taking of any reasonable steps for the prevention and detection of fraud and other irregularities.

### *Acquisition of own Share*

The Company did not acquire any of its shares during the year.

### *Audit committee*

Pursuant to Section 359(3) of the Companies and Allied Matters Act CAP C20 LFN 2004, the company has an audit committee comprising of Directors and Shareholders. The report of the audit committee is included in the financial statements and their function is laid out in Section 359(6) of the Companies and Allied Matters Act CAP C20 LFN 2004.

### *Corporate Governance*

Nigerian Aviation Handling Company Plc is committed to observing high standards of corporate governance. The Board of Directors recognises the importance of best corporate governance principles, its valuable contribution to long term business prosperity and accountability to its shareholders.

## **GOVERNANCE STRUCTURE**

### **THE BOARD**

The Board comprises ten (10) Directors, made up of eight (8) non- Executives and two (2) Executives Directors. The Board is responsible to shareholders for creating and delivering sustainable value through its general supervision of the Company's business. The positions of the Chairman and the Chief Executive Officer are held by different persons, in order to avoid undue concentration of power. The Chairman is responsible for the leadership of the Board and creating the conditions for overall effectiveness of the individual Directors' and the Board in general. All the Directors bring various and varied competencies to bear on all Board decisions. Each individual Director has experience, knowledge, qualifications, expertise and integrity necessary to effectively discharge the duties of the Board of Directors. The Board meets regularly and is responsible for effective control and monitoring of the Company's strategy.



# NIGERIAN AVIATION HANDLING COMPANY PLC

## Report of the Directors (continued)

### *Corporate Governance (continued)*

#### **THE BOARD (continued)**

The Board has established a number of committees to assist it in the discharge of its responsibilities. The Company has established the Board charter and the Board Committees Charter. The Board and the Committees Charter spells out the responsibilities, appointment, terms of references, composition, the review of the charter among other things.

During the year under review the Board met at various times to provide strategic directions, policy and leadership in attaining the objectives of the Company.

The Board monitors the activities of the Executive Management and the accomplishment of set objectives through reports at its meetings.

#### **RELATIONSHIP WITH SHAREHOLDERS**

As a deliberate policy nahco aviance maintains an effective and candid communication with its shareholders which enables them to understand the company's business, financial conditions and operating performance and trends. The Board places considerable importance on effective communication with its shareholders as it recognizes the importance of ensuring an appropriate balance in meeting their needs. The company strive at all times to build enduring relationships with the shareholders. The Board ensures that shareholders receive prior notice of meetings and that all other statutory notices and information are communicated regularly. Shareholders can freely communicate their thought and recommendations whenever they feel the need to do so by contacting the Company Secretary.

#### **BOARD MEETINGS**

The Board met seven (7) times during the 2010 financial year. The following is the list of the Directors and their attendance at the Board meetings:

<b>Directors</b>	<b>Designation</b>	<b>Number of meetings during tenure</b>	<b>Number of meetings attended</b>
Amb. Patrick D. Cole	Chairman - Resigned 27/5/10	3	3
Sen. Ike Nwachukwu	Chairman – Appointed 27/5/10	7	7
Alh. Suleiman Yahyah	Vice Chairman	7	7
Mr. Bates Sule	MD/CEO Resigned 12/11/10	6	6
Mr. Kayode T. Ojo	Ag MD/CEO Appointed 12/11/10	7	7
Dennis Hasdenteufel	Non Executive	7	7
Mr. Sylvester Gang	Non Executive - Deceased 11/04/10	1	1
Mr. Mobolaji Balogun	Non Executive	7	7
Mr. Osita Onyenwe	Non Executive	7	6
MR. Ian Petrie	Non Executive	7	7
Mr. Wolfgang Wallmeroth	Non Executive	7	6
Arc. Usman Bello	Non Executive	7	7

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Report of the Directors (continued)

### *Corporate Governance (continued)*

#### **BOARD COMMITTEES (continued)**

In performing its oversight functions of the Company's business the Board operates as a full Board or through the Board Committees whose compositions and functions are listed below:

- \* Technical Committee.
- \* Strategic Planning, Finance and General Purpose Committee.
- \* Corporate Governance, Appointment and Establishment Committee.

All Board Committee make recommendations for approval by the full Board.

#### **The Technical Committee**

The Committee was chaired by a non executive director and made up of two (2) other non executive directors and two (2) executive directors.

The terms of reference include:

1. To review Management submission of capital projects that are engineering and technical in nature as approved in the budget.
2. To review Management proposal for the purchase of Ground Support Equipment (GSE) in line with the Company's strategic plans.
3. To review and make recommendations to the Board of Directors on capital purchases that are beyond the approval limit of the Management.
4. To review and make recommendations to the Board of Directors as to certain strategic decision regarding the disposal and or expansion of NAHCo's Ground Support Equipment fleet.

#### **Strategic Planning, Finance and General Purpose Committee:**

The Committee was chaired by a non-executive director and made up of four (4) other non-executive directors and two (2) executive directors.

The terms of reference include:

1. To recommend strategic initiatives to the Board.
2. To review the budget of the Company and the audited accounts and make recommendations to the Board.
3. To keep the Board advised of all financial implications on decisions made in relation to the Company's operations.
4. To carry out any other assignment in the financial sphere as may be required by the Board.

#### **Corporate Governance, Appointment and Establishment Committee:**

The Committee was chaired by a non-executive director and made up of three (3) other non-executive directors and two (2) executive directors.

The terms of reference include:

1. To recommend the appointment, remuneration and promotion of the Directors and Senior Management.
2. Sets the performance targets/criteria and evaluates the performance of the Company's Managing Director/CEO and makes recommendations to the Board on his performance.
3. To review from time to time succession planning proposals.

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Report of the Directors (continued)

### Committee

#### Technical

<b>Members</b>	<b>Number of meetings during tenure</b>	<b>Number of meetings attended</b>
Arc. Usman Bello	2	2
Mr. Sylvanus Gang	1	1
Mr. Wolfgang Wallmeroth	2	1
Mr. Bates Sule	2	2
Mr. Kayode T. Ojo	2	2

#### Strategic Planning, Finance and General purpose

<b>Members</b>	<b>Number of meetings during tenure</b>	<b>Number of meetings attended</b>
Mr. Suleiman Yahyah	2	2
Mr. Mobolaji Balogun	2	2
Gen. Ike Nwachukwu	1	1
Mr. Osita Onyenwe	2	1
Mr. Ian Petrie	2	2
Mr. Bates Sule	2	2
Mr. Kayode T. Ojo	2	2

#### Corporate Governance, Appointment and establishment

<b>Members</b>	<b>Number of meetings during tenure</b>	<b>Number of meetings attended</b>
Mr. Sylvanus P. Y. Gang	1	1
Mr. Osita Onyenwe	4	3
Mr. Mobolaji Balogun	4	3
Mr. Usman Bello	4	4
Mr. Bates Sule	4	4
Mr. Kayode T. Ojo	4	4

The number of Committees was enlarged at the Board meeting of 23<sup>rd</sup> July, 2010 to six (6) in order to strengthen the governance arrangement within the company and also to ensure that the Board committees remain fit for purpose. They are as follows:

- 1) Technical Committee
- 2) Governance and Standards
- 3) Establishment, Appointment and Remuneration
- 4) Finance and Strategic Planning
- 5) Innovation and Development
- 6) Risk and Compliance

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Report of the Directors (continued)

### *Committee (continued)*

#### **Technical Committees**

The Committee was chaired by a non-executive director and made up of two (2) other non-executive directors and two (2) executive directors.

The terms of reference include:

- a. To review Management submission of capital project that are engineering and technical in nature as approved by the Board.
- b. To review and make recommendation to the Board on capital project which are beyond the scope of approval limit of Management.
- c. To review Management proposal on the purchase of Ground Support Equipment (GSE) in line with the Company's strategic plan;

#### **Governance and Standards Committee**

The Committee was chaired by a non-executive director and made up of two (2) other non-executive directors and two (2) executive directors.

The terms of reference include:

- a. To establish and review on regular bases, the existence of an appropriate code of conduct which focuses on leadership policies and general behaviour within the Company.
- b. Oversees the Board's performance evaluation process.
- c. Access the effectiveness of the Board of Directors as a whole.
- d. Oversees the compliance of all the Company's committees with the Company's corporate Governance policies and standards.

#### **Establishment and Appointment Committee**

The Committee was chaired by a non-executive director and made up of two (2) other non-executive directors and two (2) executive directors.

The terms of reference include:

- a. To make recommendation on the composition of the Board,
- b. To conduct evaluation competency on the appointment of non executive directors and the senior management.
- c. Ensures the company's remuneration policies and practices support recruitment, development and retention of executive directors and senior management and recommend remuneration and promotion of executives and senior management.

#### **Finance and Strategic Planning Committee**

The Committee was chaired by a non-executive director and made up of three (3) other non-executive directors and two (2) executive directors.

The terms of reference include:

- a. Stay informed on a timely basis about the Company's financial status.
- b. As appropriate, review and recommend to the Board, key financial policy matters, oversee development of the budget, financial reporting, its policies and processes.
- c. To review and recommend to the Board the strategic planning process, long range objectives and strategic plan along with specific business and marketing plans of the company.

#### **Innovation and Development Committee**

The Committee was chaired by a non-executive director and made up of two (2) other non-executive directors and two (2) executive directors.

The terms of reference include:

- a. To support Management on the redefinition of market and support management in seeking new way of being innovative by updating traditional ways of doing business and adding new ones.
- b. Oversee the strategic direction of the company's innovation and product development programmes, to ensure alignment with the company's overall corporate strategy.

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Report of the Directors (continued)

### Committee (continued)

#### Risk and Compliance Committee

The Committee was chaired by a non-executive director and made up of two (2) other non-executive directors and two (2) executive directors.

The terms of reference include:

- Oversight function on all risk related issues.
- Determine the efficiency and effectiveness of administrative operating and accounting controls used by the company.
- Reviewing company's policies and practices as regards the business conduct, ethics and integrity. Encourage whistle blowing process.
- To keep under review the effectiveness of the company internal controls, audit function and risk management system.

The details of the committees' functions are contained in the Committees' charter.

#### Technical

Members	Number of meetings during tenure	Number of meetings attended
Arc. Usman Bello	1	1
Mr. Osita Onyenwe	1	1
Mr. Ian Petrie	1	1
Mr. Kayode T. Ojo	1	1

#### Finance and Strategic Planning

Members	Number of meetings during tenure	Number of meetings attended
Mr. Suleiman Yahyah	2	2
Mr. Mobolaji Balogun	2	2
Mr. Wolfgang Wallmeroth	2	2
Mr. Ian Petrie	2	2
Mr. Kayode T. Ojo	2	2
Mr. Sule Bates	1	1

#### Governance and Standards

Members	Number of meetings during tenure	Number of meetings attended
Mr. Wolfgang Wallmeroth	1	1
Arc. Usman Bello	1	1
Mr. Osita Onyenwe	1	1
Mr. Kayode T. Ojo	1	1

#### Establishment, Appointment & Remuneration

Members	Number of meetings during tenure	Number of meetings attended
Mr. Osita Onyenwe	2	2
Mr. Ian Petrie	2	2
Arc. Usman Bello	2	2
Mr. Kayode T. Ojo	2	2
Mr. Sule Bates	2	2

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Report of the Directors (continued)

### Committee (continued)

#### Innovations and Developments

Members	Number of meetings during tenure	Number of meetings attended
Mr. Denis Hasdenteufel	1	1
Mr. Wolfgang Wallmeroth	1	1
Mr. Suleiman Yahyah	1	1
Mr. Kayode T. Ojo	1	1

#### Risk and Compliance

Members	Number of meetings during tenure	Number of meetings attended
Mr. Ian Petrie	1	1
Mr. Wolfgang Wallmeroth	1	1
Mr. Mobolaji Balogun	1	1
Mr. Kayode T. Ojo	1	1

## SHAREHOLDERS' INFORMATION

### Share Capital History

Date	Authorized Share Capital Increased from (₦)	Authorized Share Capital Increased to (₦)	Issued Share Capital Increased from (₦)	Issued Share Capital Increased to (₦)	Consideration
25 May 2007	150,000,000	500,000,000	150,000,000	375,000,000	Bonus (3:2)
25 May 2007	-	500,000,000	375,000,000	392,500,000	Rights
25 May 2007	-	500,000,000	392,500,000	437,500,000	Public Offer
09 May 2008	-	500,000,000	437,500,000	492,187,500	Bonus (1:8)
21 August 2009	500,000,000	750,000,000	-	492,187,500	-
21 August 2009	-	-	492,187,500	615,234,375	Bonus (1:4)

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Report of the Directors (continued)

<b>Donations</b>	The Company made donations and gifts amounting to the following:	N
	Cargo Facts Conference	200,000
	FAAN – Sponsorship of ACI Regional Conference	3,000,000
	Association of Nigerian Licensed Customs Agents (ANLCA)	950,000
	Annual Conference of Workers in Aviation	300,000
	League of Airport Aviation Correspondent’ Services	200,000
	National Union of Air Transport Employees (NUATE)	175,000
	Children Orphanage	250,000
	Sponsorship of NCC meeting	113,200
	Kaduna Polo Club	1,500,000
	Nigeria Union of Journalist	150,000
	Independent Shareholders of Nigeria	250,000
	Society of Satellite Professionals International Nigeria	200,000
	Staff book launch	250,000
		<hr/>
		7,538,200
		<hr/> <hr/>

The Company did not make any donation or gift to any political party or organizations.

**Unclaimed dividend** Shareholders who are yet to receive their dividend are advised to contact the Registrar, City Securities Limited, Registrars, Primrose Tower, Tinubu Street, Lagos.

**Disabled Persons** The Company gives full and fair consideration to applications for employment made by disabled persons. During the year under review, there were no disabled persons in the company’s employment.

**Employees Health, Safety and Welfare** Health and safety regulations are in force within the company for the benefit of all employees. A staff clinic is maintained and in addition the Company has made arrangement with private hospitals and clinics for the treatment of employees on referral basis. Also, the Company has a dedicated unit for Health, Safety Environment and Quality in line with standard policy applicable to aviation industry.

**Employees’ development** This is carried out at various levels within the company through both internal and external training.

**Auditors** The Auditors, Horwath Dafinone have indicated their willingness to continue in office in accordance with Section 357(2) of the Companies and Allied Matters Act, LFN 2004, CAP 20. A resolution will be proposed authorising the Directors to fix their remuneration.

### By Order of the Board

**Mrs Folashade O. Ode**  
**Company Secretary/General Counsel**  
**Lagos, Nigeria**  
**22<sup>nd</sup> March , 2011**

***REPORT OF THE INDEPENDENT AUDITORS TO THE SHAREHOLDERS OF NIGERIAN AVIATION HANDLING COMPANY PLC.***

We have audited the financial statements of Nigerian Aviation Handling Company Plc which comprise, the principal accounting policies, the balance sheet as at 31st December 2010, the profit and loss account, the cash flow statement for the year then ended, other explanatory notes, the value added statement and the five year financial summary. These financial statements are set out on pages 16 to 28 and have been prepared using the accounting policies set out on page 16.

***Management's responsibility for the financial statements***

The management is responsible for the preparation and fair presentation of these financial statements in accordance with the Statements of Accounting Standards issued by the Nigerian Accounting Standards Board. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

***Auditor's responsibility***

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing and Nigerian Standards on Auditing issued by the Institute of Chartered Accountants of Nigeria. The standards require that we comply with ethical requirements and plan and perform the audit so as to obtain reasonable assurance as to whether the financial statements are free from material misstatement.

***Basis of our opinion***

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.



***REPORT OF THE INDEPENDENT AUDITORS TO THE SHAREHOLDERS OF NIGERIAN AVIATION HANDLING COMPANY PLC (continued)***

***Basis of our opinion (continued)***

We obtained all the information and explanations that were required for the purpose of our audit. Adequate returns have been received from those branches not visited by us.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a reasonable basis for our audit opinion.

***Report on other legal and regulatory requirements***

In accordance with the Companies and Allied Matters Act CAP C20 LFN 2004 we confirm that the financial statements are in agreement with the accounting records, which have been properly kept.

***Opinion***

In our opinion, the financial statements give a true and fair view of the financial position of the Company at 31st December, 2010 and of its financial performance and its cash flows for the year ended on that date, and comply with the Companies and Allied Matters Act CAP C20 LFN 2004, and the applicable accounting standards issued by the Nigerian Accounting Standards Board.

***Lagos, Nigeria  
22<sup>nd</sup> March, 2011***

***Horwath Dafinone  
Chartered Accountants***

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Principal accounting policies for the year ended 31<sup>st</sup> December, 2010

a. **Basis of financial statements**

The financial statements have been prepared under the historical cost convention

b. **Turnover**

Turnover represents the net value of services rendered to customers.

c. **Fixed assets**

Fixed assets are recorded at the cost incurred in both acquiring the asset and putting it into its condition prior to its use. Capital work in progress are stated at cost and transferred to relevant class of assets when put into use.

d. **Depreciation of fixed assets**

Depreciation is calculated to write off the cost of fixed assets on a straight line basis over the expected useful lives of the assets concerned. The annual rates used for this purpose are:

Class of assets	%
Building	5
Furniture, fittings and equipment	10
Computer equipment and software	20
Motor vehicles	25
Plant and machinery	10

Capital work in progress, representing assets in the course of construction, is not depreciated until the assets are brought into use.

e. **Debtors**

These are stated after making specific provisions for debts considered doubtful of recovery.

f. **Stock**

These are valued at lower of cost and net realisable value, after making adequate allowances for obsolete and slow moving items

g. **Foreign currencies**

Transactions denominated in foreign currencies are translated into Naira at the rates of exchange ruling at the date of the transaction or the rates at which the transactions are contracted to be settled. At the balance sheet date, balances denominated in foreign currencies other than those subject to contracted rates of settlement, are translated into Naira at the rates ruling at that date. Exchange gains and losses arising from such translation are dealt with in the profit and loss account.

h. **Taxation**

Provision for income tax is based on the profits of the company as adjusted for in accordance with the current tax legislation. Education tax is based on the provisions of the Education Tax Decree, 1993 Deferred taxation is accounted for using the liability method and calculated at the current tax rate on the differences between the net book value of the qualifying fixed assets and their corresponding tax written down value.

i. **Retirement Benefits**

In line with the provisions of the Pension Reform Act 2004, the company operates a defined contribution pension scheme. Staff contributions to the pension scheme are funded through payroll deductions while the company's contribution is charged to the profit and loss account.

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Profit and loss account for the year ended 31<sup>st</sup> December, 2010

	Note	2010 N `000	2009 N `000
<b>Turnover</b>	3(a)	6,345,539	6,066,549
Operational costs		(3,269,750)	(2,920,046)
Gross profit		3,075,789	3,146,503
Administrative expenses		(1,527,976)	(1,305,179)
Trading profit		1,547,813	1,841,324
Other income	4	165,245	133,644
<b>Operating profit</b>	3(b)	1,713,058	1,974,968
Interest receivable and similar income	5	55,251	145,952
Interest payable and similar charges	6	( 57,152)	(223,360)
Profit before taxation	7	1,711,157	1,897,560
Taxation	8(i)	(533,653)	(650,226)
Profit for the year after taxation		1,177,504	1,247,334
Dividend (interim)	9	(307,617)	(246,094)
<b>Profit for the year after taxation and dividend</b>		869,887 =====	1,001,240 =====
<b>Appropriated as follows:</b>			
Dividend reserve	9	492,187	553,711
Retained profit for the year	10	377,700	447,529
		869,887 =====	1,001,240 =====
Basic earnings per ordinary share	11	96k ====	101k =====

The statement of principal accounting policies on page 16 and the notes on pages 20 to 26 form part of these financial statements.

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Balance sheet at 31<sup>st</sup> December, 2010

	Note	2010 N `000	2009 N `000
<b>Tangible fixed assets</b>	12	4,484,258	3,449,979
<b>Current Assets</b>			
Stocks	13	51,125	35,274
Debtors and prepayments	14	1,872,819	1,083,269
Cash and bank		879,959	2,194,715
		<hr/>	<hr/>
		2,803,903	3,313,258
<b>Creditors: Amounts falling due within one year</b>			
Creditors and accruals	15	(1,031,333)	(925,405)
Taxation	8(ii)	(409,834)	(460,014)
		<hr/>	<hr/>
<b>Net current assets</b>		1,362,736	1,927,839
		<hr/>	<hr/>
<b>Total assets less current liabilities</b>		5,846,994	5,377,818
<b>Creditors: Amounts falling due after more than one year</b>			
Deferred Tax	8(iii)	(854,000)	(701,000)
		<hr/>	<hr/>
<b>Net assets</b>		4,992,994	4,676,818
		=====	=====
<b>Capital and reserves</b>			
Share capital	17	615,234	615,234
Share premium	18	1,914,758	1,914,758
Dividend reserve	9	492,187	553,711
Revenue reserves	10	1,970,815	1,593,115
		<hr/>	<hr/>
		4,992,994	4,676,818
		=====	=====

Sen. Ike O. S. Nwachukwu - (Chairman)

Mr. Kayode T. Ojo - (Acting Managing Director)

22<sup>nd</sup> March, 2011

The statement of principal accounting policies on page 16 and the notes on pages 20 to 26 form part of these financial statements.

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Cash flow statement for the year ended 31<sup>st</sup> December, 2010

	Note	2010 N `000	2009 N `000
<b>Operating activities</b>			
Operating profit		1,713,058	1,974,968
Adjustment for items not involving the movement of funds:			
Depreciation	12	562,118	513,760
(Gain)/loss on disposal of fixed assets	7	(303)	1,008
Provision for doubtful debts	7	(35,373)	(207,985)
		<hr/>	<hr/>
		2,239,500	2,281,751
Other adjustments to reconcile operating profit to cash from operating activities			
(Increase)/decrease in stock	13	(15,851)	17,756
(Increase)/decrease in debtors and prepayment	14	(743,512)	522,290
Increase/(decrease) in creditors	15	105,928	(131,689)
Taxation paid including WHT deducted		(476,871)	(242,014)
		<hr/>	<hr/>
<b>Cash inflow from operating activities</b>		<b>1,109,194</b>	<b>2,448,094</b>
Investing activities			
Purchase of fixed assets	12	(1,627,154)	(827,317)
Proceeds from sale of fixed assets	4	31,060	5,809
Interest received		55,251	145,952
		<hr/>	<hr/>
<b>Cash outflow from investing activities</b>		<b>(1,540,843)</b>	<b>(675,556)</b>
Financing activities			
Interest payable and similar charges	6	(21,779)	(15,375)
Dividend paid		(861,328)	(787,500)
		<hr/>	<hr/>
<b>Cash outflow from financing activities</b>		<b>(883,107)</b>	<b>(802,875)</b>
		<hr/>	<hr/>
<b>(Decrease)/increase in cash</b>		<b>(1,314,756)</b>	<b>969,663</b>
Cash and cash equivalent at the Beginning of the year			
		2,194,715	1,225,052
		<hr/>	<hr/>
<b>Cash and cash equivalent at the end of the year</b>		<b>879,959</b>	<b>2,194,715</b>
		=====	=====

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Notes to the financial statements for the year ended 31<sup>st</sup> December, 2010

### 1. *Legal Form*

Nigerian Aviation Handling Company Plc was incorporated as a Private Limited Liability Company on 6<sup>th</sup> December, 1979. The status of the company was changed to a Public Limited Liability Company (PLC) on 4<sup>th</sup> August, 2005 and its shares were subdivided into 50 kobo shares from the original ₦ 1 share. The Federal Government through the Federal Airports Authority of Nigeria (FAAN) has sold its 60% shareholding to Nigerian citizens under the Governments Privatisation Programme. The company was listed on the Nigerian Stock Exchange from 27<sup>th</sup> November, 2006.

### 2. *Information regarding Directors, Employees and turnover*

	2010 ₦ '000	2009 ₦ '000
<b>(a) Directors and staff</b>		
Directors' emoluments:		
Directors' fees	27,050	30,000
Directors' other expenses	25,261	24,199
Other emoluments	52,267	27,473
Staff participatory scheme	20,811	23,078
	<u>125,389</u>	<u>104,750</u>
	=====	=====
Directors' compensation for loss of offices	77,676	-
	=====	=====
<b>Emoluments</b>		
Chairman	8,423	8,237
	=====	=====
Highest paid director	80,912	29,571
	=====	=====
Number of other directors earning	2010	2009
	No.	No.
₦ 7,410,000 - ₦ 7,420,000	-	7
₦ 7,480,000 - ₦ 7,490,000	-	1
₦ 7,560,000 - ₦ 7,570,000	-	1
₦ 7,920,000 - ₦ 7,930,000	5	-
₦ 8,240,000 - ₦ 8,250,000	1	-
₦ 8,390,000 - ₦ 8,400,000	1	-
₦ 9,420,000 - ₦ 9,430,000	1	-
₦ 23,960,000 - ₦ 23,970,000	1	-
₦ 24,060,000 - ₦ 24,070,000	1	-
	=	=
	2010	2009
	₦ '000	₦ '000
<b>(b) Employee costs during the year</b>		
Payroll costs	2,081,893	1,690,219
Staff participation scheme (note i)	117,931	130,778
Pension costs	99,961	81,178
Medical expenses	16,656	14,501
Training	72,068	86,038
Staff welfare	38,052	35,912
	<u>2,426,561</u>	<u>2,038,626</u>
	=====	=====

**NIGERIAN AVIATION HANDLING COMPANY PLC**

**Notes to the financial statements for the year ended 31<sup>st</sup> December, 2010**

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# NIGERIAN AVIATION HANDLING COMPANY PLC

## Notes to the financial statements for the year ended 31<sup>st</sup> December, 2010 (continued)

### 2. Information regarding Directors, employees and turnover (continued)

#### (b) Employee costs during the year (continued)

- (i) The amount set aside for Staff Participation Scheme, represents 7.5% of the profit before taxation and is allocated between the Directors, Management and Staff.

	2010 No.	2009 No.
<b>(c) Scale of higher paid employees' remuneration</b>		
Number of employees earning:		
₦ 650,001 - ₦ 700,000	556	568
₦ 750,001 - ₦ 800,000	1	57
₦ 850,001 - ₦ 900,000	53	96
₦ 900,001 - ₦ 950,000	3	22
₦ 950,001 and above	989	780
	===	===
Average number of persons employed:		
Operations	1,449	1,428
Administration	153	95
	-----	-----
	1,602	1,523
	=====	=====

### 3. Sectoral analysis of turnover and profit

Analysis of class of business of turnover and operating profit are as stated below:

	₦ `000	₦ `000
<b>(a) Turnover</b>		
Class of turnover:		
Passenger handling	2,792,592	2,434,672
Cargo handling	3,236,480	3,370,859
Equipment rental and maintenance	316,467	261,018
	-----	-----
	6,345,539	6,066,549
	=====	=====
<b>(b) Operating profit</b>		
Class of business:		
Passenger handling	753,895	792,609
Cargo handling	873,728	1,097,385
Equipment rental and maintenance	85,435	84,974
	-----	-----
	1,713,058	1,974,968
	=====	=====



# NIGERIAN AVIATION HANDLING COMPANY PLC

Notes to the financial statements for the year ended 31<sup>st</sup> December, 2010 (continued)

## 3. Sectoral analysis of revenue and profit (continued)

### (c). Country derivation

All the operations of the company are carried out within Nigeria.

	2010	2009
	₦ '000	₦ '000

## 4. Other income

Office rental	74,676	60,139
Rental from trans shipment warehouse	62,044	38,302
Insurance claim	16,111	1,463
Profit on disposal of fixed assets	303	-
Income from advertisements	1,275	20,250
Sundry income	10,836	13,490
	<hr/>	<hr/>
	165,245	133,644
	=====	=====

## 5. Interest receivable and similar income

Interest income	55,251	120,772
Exchange gain	-	25,180
	<hr/>	<hr/>
	55,251	145,952
	=====	=====

## 6. Interest payable and similar charges

Bank charges and interest	18,401	14,367
Provision for doubtful debt	35,373	207,985
Loss on disposal of fixed assets	-	1,008
Exchange (gain)/loss	3,378	-
	<hr/>	<hr/>
	57,152	223,360
	=====	=====

## 7. Profit before taxation

Profit before taxation is stated after

Charging / (crediting):

Depreciation	562,118	513,760
Directors' emolument (note 2a)	125,389	104,750
Directors' compensation for loss of offices (note 2a)	77,676	-
Board expenses	145,400	112,733
General meeting expenses	40,072	86,523
Auditors' remuneration	7,000	7,000
Staff participation scheme (note 2 b(i))	117,931	130,778
Provision for doubtful debts	35,373	207,985
(Profit)/loss on disposal of fixed assets	(303)	1,008
	=====	=====

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Notes to the financial statements for the year ended 31<sup>st</sup> December, 2010 (continued)

	2010 ₦ '000	2009 ₦ '000
<b>8. Taxation</b>		
i) Profit and loss account		
Income tax for the year	336,000	393,000
Education tax	46,000	48,000
(Over provision)/under provision in prior year	(1,347)	7,226
Deferred Tax (note 8 iii)	153,000	202,000
	<hr/>	<hr/>
	533,653	650,226
	=====	=====
ii) Balance sheet		
Prior year unpaid tax	27,834	19,014
Income tax for the year	336,000	393,000
Education tax	46,000	48,000
	<hr/>	<hr/>
Balance as at 31 <sup>st</sup> December	409,834	460,014
	=====	=====
iii) Deferred tax		
Balance at beginning of the year	701,000	499,000
Charge for the year (note 8 i)	153,000	202,000
	<hr/>	<hr/>
Balance at end of the year	854,000	701,000
	=====	=====
<b>9. Dividend reserve</b>		
Balance at 1 <sup>st</sup> January	553,711	541,406
Dividend proposed	492,187	553,711
Paid during the year	(553,711)	(541,406)
	<hr/>	<hr/>
Balance at 31 <sup>st</sup> December	492,187	553,711
	=====	=====
<p>At the Board of Directors meeting held on 23<sup>rd</sup> July 2010, an interim dividend of 25 kobo per ordinary share of 50 kobo each was approved amounting to ₦ 307,617,187. The interim dividend was paid during the year.</p>		
	2010 ₦ '000	2009 ₦ '000
<b>10. Revenue reserves</b>		
Balance brought forward	1,593,115	1,268,633
Retained profit for the year	377,700	447,529
Bonus issue	-	(123,047)
	<hr/>	<hr/>
Balance carried forward	1,970,815	1,593,115
	=====	=====
<b>11. Earnings per share</b>		

Basic earning per share is calculated on the profit after taxation divided by 1.230 billion ordinary

**NIGERIAN AVIATION HANDLING COMPANY PLC**

**Notes to the financial statements for the year ended 31<sup>st</sup> December, 2010 (continued)**

shares of 50 kobo each in issue at the year end.

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Notes to the financial statements for the year ended 31<sup>st</sup> December, 2010 (continued)

### 12. Tangible Fixed Assets

	Land & Building N '000	Plant & Machinery N '000	Motor Vehicles N '000	Computer equipment and software N '000	Furniture fittings & equipment N '000	Capital work-in progress N '000	Total N '000
<b><u>Cost</u></b>							
At 1 <sup>st</sup> January, 2010	1,561,200	3,266,038	221,235	784,055	185,517	14,030	6,032,075
Additions during the year	39,381	887,095	171,414	65,681	16,101	447,482	1,627,154
Disposal	-	(5,649)	(46,951)	-	-	-	(52,600)
	-----	-----	-----	-----	-----	-----	-----
At 31 <sup>st</sup> December, 2010	1,600,581 =====	4,147,484 =====	345,698 =====	849,736 =====	201,618 =====	461,512 =====	7,606,629 =====
<b><u>Accumulated Depreciation</u></b>							
At 1 <sup>st</sup> January, 2010	513,688	1,329,438	125,170	512,512	101,288	-	2,582,096
Charge for the year	79,675	313,614	62,592	85,763	20,474	-	562,118
Disposal	-	(679)	(21,164)	-	-	-	(21,843)
	-----	-----	-----	-----	-----	-----	-----
At 31 <sup>st</sup> December, 2010	593,363 =====	1,642,373 =====	166,598 =====	598,275 =====	121,762 =====	- =====	3,122,371 =====
<b><u>Net Book Value</u></b>							
At 31 <sup>st</sup> December, 2010	1,007,218 =====	2,505,111 =====	179,100 =====	251,461 =====	79,856 =====	461,512 =====	4,484,258 =====
At 31 <sup>st</sup> December, 2009	1,047,512 =====	1,936,600 =====	96,065 =====	271,543 =====	84,229 =====	14,030 =====	3,449,979 =====

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Notes to the financial statements for the year ended 31<sup>st</sup> December, 2010 (continued)

	2010 N '000	2009 N '000
<b>13. Stocks</b>		
Spare parts	39,157	25,892
Stationery	8,901	6,783
Medical	581	831
Diesel	2,486	1,768
	<hr/>	<hr/>
	51,125	35,274
	=====	=====
<b>14. Debtors and prepayments</b>		
Trade debtors	725,716	632,793
Prepayments and accrued income	49,214	58,836
Other debtors	154,063	118,407
Deposit for fixed assets	641,908	17,353
Withholding tax recoverable	301,918	255,880
	<hr/>	<hr/>
	1,872,819	1,083,269
	=====	=====
<b>15. Creditors : Amounts falling due within one year</b>		
Trade creditors	15,157	40,910
Other creditors including PAYE and social security (note 16)	280,849	324,311
Accruals and deferred income	735,327	560,184
	<hr/>	<hr/>
	1,031,333	925,405
	=====	=====
<b>16. Other creditors</b>		
These comprise:		
Pension contributions	45,505	45,349
VAT	23,332	66,935
Withholding taxes	69,156	45,971
PAYE	-	2,886
Staff participating scheme	141,071	155,784
Others	1,785	7,386
	<hr/>	<hr/>
	280,849	324,311
	=====	=====

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Notes to the financial statements for the year ended 31<sup>st</sup> December, 2010 (continued)

	2010 ₦ '000	2009 ₦ '000
<b>17. Share capital</b>		
Authorised:		
1,500,000,000 ordinary shares of 50 kobo each	750,000 =====	750,000 =====
Allotted, called-up and fully paid:		
1,230,468,750 ordinary shares of 50 kobo each	615,234 =====	615,234 =====
Movement in share capital:		
Balance brought forward	615,234	492,187
Bonus issue	-	123,047
	-----	-----
Balance carried forward	615,234 =====	615,234 =====

### 18. Share premium

Balance at year end	1,914,758 =====	1,914,758 =====
---------------------	--------------------	--------------------

The share premium relates to the net surplus arising from the issues of shares by way of rights and public offer in 2008.

### 19. Contingent liabilities

- (i) The company is subject to various claims arising in the normal course of business. The pending legal claims for which no provision has been made in these accounts amounted to ₦ 734.6 million (2009: ₦ 64.2 million). In the opinion of the directors, based on legal advice, no material loss is expected to arise from these claims

### 20. Capital commitments

	2010 ₦ '000	2009 ₦ '000
Contracted for but not provided	1,046,000	726,000
Authorised but not contracted for	2,975,000	1,728,405
	-----	-----
	4,021,000 =====	2,454,405 =====

21. The financial statements were approved by the Board of directors on 22<sup>nd</sup> March, 2011.

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Statement of value added for the year ended 31<sup>st</sup> December, 2010

	2010 N '000	%	2009 N '000	%
Turnover	6,345,539		6,066,549	
Other income	220,496		279,596	
	6,566,035		6,346,145	
Less: Bought in goods and services:				
Imported	(359,499)		(372,283)	
Local	(1,285,234)		(1,404,799)	
	4,921,302	100	4,569,063	100
	=====	===	=====	===
Applied in the following ways:				
To pay employees and directors: Salaries, wages, pensions and related costs	2,629,626	53	2,143,376	47
To providers of capital: Interest and similar charges	18,401	-	14,367	-
Dividend to shareholders	799,804	16	799,805	18
To Government: Income and Education tax	533,653	11	650,226	14
To provide for replacement and development:				
Depreciation	562,118	12	513,760	11
Profit retained	377,700	8	447,529	10
	4,921,302	100	4,569,063	100
	=====	===	=====	===

# NIGERIAN AVIATION HANDLING COMPANY PLC

## Five year financial summary

Year ended 31st December	2010 N '000	2009 N '000	2008 N '000	2007 N '000	2006 N '000
<b>Balance Sheet</b>					
<b>Employment of Capital</b>					
Fixed assets	4,484,258	3,449,979	3,143,239	3,081,582	2,248,215
Net current assets/ (liabilities)	1,362,736	1,927,839	1,572,745	(20,813)	89,472
Deferred tax	(854,000)	(701,000)	(499,000)	(328,000)	(263,000)
Long term liabilities	-	-	-	(1,033,133)	(875,001)
<b>Net assets</b>	<b>4,992,994</b>	<b>4,676,818</b>	<b>4,216,984</b>	<b>1,699,636</b>	<b>1,199,686</b>
<b>Capital Employed:</b>					
Share capital	615,234	615,234	492,187	375,000	150,000
Share premium	1,914,758	1,914,758	1,914,758	320	320
Dividend reserve	492,187	553,711	541,406	262,500	90,000
Revenue reserve	1,970,815	1,593,115	1,268,633	1,061,816	959,366
Shareholders' funds	4,992,994	4,676,818	4,216,984	1,699,636	1,199,686
<b>Profit &amp; Loss account</b>					
Turnover	6,345,539	6,066,549	4,430,035	3,661,275	3,245,553
Profit before taxation	1,711,157	1,897,560	1,216,989	785,980	555,946
Taxation	(533,653)	(650,226)	(414,079)	(196,030)	(121,829)
Interim dividend paid	(307,617)	(246,094)	-	-	-
Profit after taxation and dividend	869,887	1,001,240	802,910	589,950	434,117
Appropriated as follows:					
Dividend reserve	492,187	553,711	541,406	262,500	90,000
Profit and loss	377,700	447,529	261,504	327,450	344,117
	869,887	1,001,240	802,910	589,950	434,117
Revenue reserves brought forward	1,593,115	1,268,633	1,061,816	959,366	615,249
Bonus issue	-	(123,047)	(54,687)	(225,000)	-
Retained reserves	1,593,115	1,145,586	1,007,129	734,366	615,249
Revenue reserves carried forward	1,970,815	1,593,115	1,268,633	1,061,816	959,366
<b>Per 50 kobo share:</b>					
Basic earnings per share	96k	101k	82k	79k	145k
Interim dividend (actual)	25k	25k	-	-	-
Final dividend (actual)	40k	45k	55k	30k	30k
Net assets per share (adjusted)	406k	380k	343k	138k	97k