LEKE SERVICES

WHITEPAPER · AUGUST 2026

A DEMAND-FIRST CASE FOR CAPITAL

Financing Nigeria's EV transition

Operators are already making money. The assets are recoverable. What is missing is naira debt priced for the business models it funds.

₦6tn
annual activity by 2030

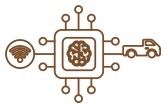
₦4tn
asset investment needed

₦100bn
catalytic fund we are raising

~17%
modelled net return, naira

01 · THE OPPORTUNITY

Start with a rider, not a forecast



A Lagos okada rider spent about ₦10,000 a day on petrol in 2025. The same routes on an electric two-wheeler cost under ₦3,000 — a 70% cut in the largest expense they already pay out of daily earnings.

WHO THIS IS FOR

Operators read this as a mirror; lenders as an introduction to a defined set of assets to finance. **The view is demand-first: prove that operators make money, then map the capital that lets them scale.**

Multiply that saving across okada, keke, ride-hail, buses and delivery fleets and you have the compounding pull every operator already feels. Our models put the ecosystem on track for **₦6 trillion in annual economic activity by 2030** — ₦12 trillion cumulatively over 2026–2030 — across four value pools: vehicles, charging, fleets and enablers.

EXHIBIT 1

Nigeria EV parc and value pools, 2025–2030

	2025	2026E	2027E	2028E	2029E	2030E
EV parc, two/three-wheeler (000s)	22.7	45.5	84.1	149.5	261.5	455.2
EV parc, four-wheeler and above (000s)	2.5	4.0	6.5	11.0	19.3	34.8
Total EV parc (000s)	**25.2**	**49.5**	**90.6**	**160.5**	**280.8**	**490.0**
Fleets — operator revenue (₦bn)	129	297	631	1,287	2,573	5,093
Vehicles — annual capex (₦bn)	51	75	133	241	447	860
Enablers — parts, service, financing (₦bn)	11	17	29	53	98	189
Charging — CPO revenue (₦bn)	3	6	11	19	35	63
Total value pool (₦bn)	**194**	**394**	**803**	**1,600**	**3,154**	**6,205**

Source: Kiko economic model. Unweighted average of six modelled world-states.

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THREE FORCES ARE CONVERGING BEHIND THE BUILD-UP

Policy

Subsidy removal and devaluation made petrol permanently costlier; lower EV tariffs and local-content incentives pull assembly onshore.

Economics

Battery costs keep falling and Chinese overcapacity keeps landed prices dropping. The buyers stepping forward are businesses, buying on payback.

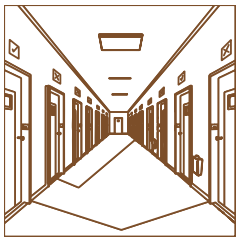
Stranded demand

Fewer than 1 in 10 Nigerians have affordable access to transport. Affordability, not novelty, drives this market.

Nearly half a million EVs reach Nigerian roads by 2030 — over 90% two- and three-wheelers — on more than 24,000 public charge points, including nearly 10,000 swap stations, up from roughly 1,300 today. Fleet operators anchor that demand with connected vehicles that report location, charge and earnings in real time. That detail carries the credit story; section 03 returns to it.

02 · THE FUNDING GAP

Demand is not the problem. Capital is.



The assets behind that revenue — vehicles, chargers, swap stations, batteries, parts — need ₦4 trillion of investment between now and 2030. Equity alone cannot carry it, and naira debt is currently priced to make sure it doesn't.

Of that ₦4 trillion, **₦2.5 trillion sits in vehicles and ₦1.1 trillion in charging**, with the balance in power generation and working capital. Founders today fund this from equity. Across our field interviews the same two constraints came up in every conversation: commercial lending rates of 28–35% sit above what vehicle and charging models can absorb, and vehicles land in Lagos at a multiple of their ex-factory cost in China before a single naira of interest accrues.

> "We are now at 29.25% interest… we need something in the teens or under 20%."
>
> **CEO**
> EV charging infrastructure business

> "Nobody has bought out of pocket — everything goes back to a bank facility."
>
> **Executive**
> EV manufacturer

Follow the money to where it must go and the gap gets specific.

- **Manufacturers** working with CKD and SKD kits need credit lines to build inventory ahead of orders. Local assembly capacity is roughly 14,000 units a year against annual vehicle demand above 2 million units across new and used.
- **Charging and swap infrastructure** needs catalytic capital that can sit through long lead times and uneven early utilisation, particularly outside high-density corridors. Market leaders are building infrastructure for their own fleets because no one else will do it reliably yet.
- **Vehicle-operator financing** is emerging and gaining adoption — but as the market matures it will demand specialised players in each pool, because assembly, charging, fleet operations and financing reward different competencies.

03 · HOW TO AVOID GETTING BURNT

Recoverable, software-defined assets

African transport asset finance carries a scar history: keke and okada loan books here, matatu books in East Africa, repossession failures and side-selling. Any lender near this asset class should ask why EVs would be different. The answer is that the asset itself has changed.

An EV is a software-defined vehicle, with mechanisms built in at manufacture that mitigate exactly the risks that burned earlier loan books.

Embedded, tamper-resistant telematics

GPS and a controller module fitted at manufacture keep the asset locatable, with a validation handshake at each charge confirming identity and status.

Instrumented visibility

Remote diagnostics, real utilisation data and the ability to immobilise — underwriting inputs, not marketing features.

A natural chokepoint

The charge point is the gate. Energy cannot easily be side-sold, and charging can be restricted remotely to make recovery straightforward.

Digitised fares

Payments tracked with precision, giving every stakeholder — and every regulator — a transparent record of what the asset earns.

This is why the value pools are sequenced even though they are separate businesses. Diligence has to confirm that charging is in place and aligned with how the vehicle is financed, because the charging relationship is what keeps a commercially operated asset visible, serviceable and recoverable.

Every financed vehicle reports location, state of charge and earnings, and every charge session confirms its identity. That data trail is the collateral.

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CASE STUDY · QORAY MOBILITY

Read as a charging company. Better understood as a vertically integrated ecosystem.

Qoray spans vehicle supply and dealer operations, four-wheel ride-hail (CabZero), three-wheel fleet operations, charging and substation infrastructure, and assembly and parts partnerships. Across one quarter, six self-service charge sites dispensed 150,000 kWh through more than 7,000 sessions, avoiding 200 tonnes of CO_2. Its infrastructure partnerships put chargers where power and parking already exist — filling stations, and hotels whose lights never go off. Backed by Sterling Bank and The Alt Bank, Qoray is the closest thing Nigeria has to proof that when capital arrives at workable rates, the whole stack — vehicle, charge, fleet, finance — reinforces itself.

Qoray Q1 2026 operating ramp	Monthly growth	Quarter total
Charging energy dispensed (kWh)	67%	150,000
Active ride-hail vehicles	56%	—
CO_2 avoided (tonnes)	—	200

Exhibit 2. Source: Qoray Mobility.

> "We are lending against EVs because we don't see them simply as vehicles; we see them as connected, data-rich and potentially recoverable financial assets. When technology improves our visibility into the asset and our ability to manage risk, the traditional assumptions underpinning auto lending change. Sterling is willing to lend where the data supports the risk."
>
> **Divisional Head, Renewable Energy, Mobility & Tourism**
> Sterling Bank

· Currency is the other risk that has to be structured, not absorbed

Most development-finance appetite is dollar-denominated. Lending dollars against naira revenue hands the borrower a risk no operator can manage. **Naira revenue must be matched by naira liabilities.** A government-anchored local-currency layer — concessional naira from the agencies responsible for trade and the automotive industry, alongside sovereign or development guarantees — is what lets DFI dollars participate without loading FX risk onto the people driving the vehicles.

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04 · RETURNS BY POCKET

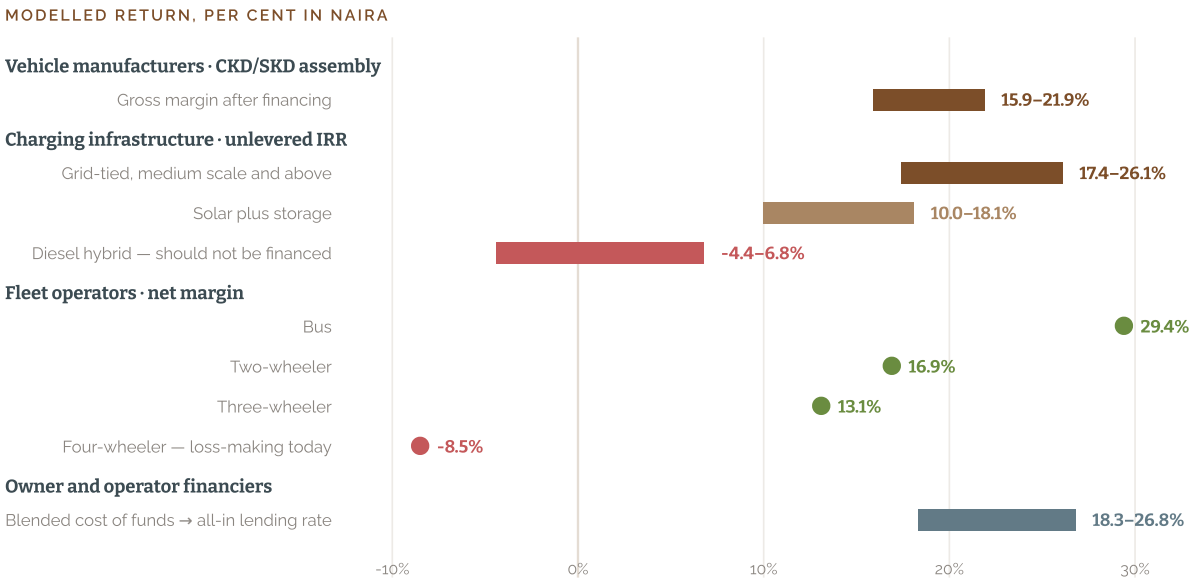
A risk-mitigated path to ~19% gross in naira

Leke Services has identified a path to a gross IRR approaching 19% in naira over ten years — roughly 17% net to investors, holding between 12.5% and 19.8% across the six world-states we model — by investing in asset-backed cashflows across the value pools.

These are averages across likely futures, not a promise about any one of them. The return is built pocket by pocket, because each pocket behaves differently.

EXHIBIT 3

Return and risk profile by pocket



Vehicle manufacturers

~9-month working-capital cycle; secured on parts, manufacturing equipment and mandatory warranty cash reserves. No debt schedule modelled.

Charging infrastructure

15-year asset life on 5–8 year debt; revenue-secured project finance over chargers and real estate.

Fleet operators

2–6 years by segment; financed vehicle with repossession on default, 80% LTV and 4.15× DSCR on two-wheelers.

Owner and operator financiers

Up to 24 months per vehicle loan; financed vehicle, 4% loss rate on average outstanding balance, underwritten on telematics and remote immobilisation.

Source: Kiko economic model (base case). Manufacturer figures are gross margins, not yields; charging figures are unlevered IRRs; fleet figures are net margins. Tenors are model inputs.

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Vehicle manufacturers

Local SKD assembly earns 16–22% gross margin per unit after financing costs. What needs funding is inventory and receivables on a roughly nine-month cycle, secured on the kits and vehicles themselves.

Risk: lead time. Kits can take months in transit and still need assembly before sale, so a slow order book turns a healthy margin into a cash trap.

Charging infrastructure

Grid-tied sites at medium scale and above return 17–26% unlevered over a 15-year asset life on 5–8 year debt. Solar-plus-storage returns 10–18% but needs acreage; diesel-hybrid runs −4% to 7% and should not be financed. Swap stations cost about ₦12 million each, handle up to 48 swaps a day and clear roughly ₦29,000 a day at 2026 prices.

Risk: utilisation, not technology. These returns are secured on revenue, but a site built in the wrong corridor is costly to relocate.

Fleet operators

Two-wheeler fleets run net margins near 17% and buses clear roughly 29% on proven financing terms — about 26% at market lending rates — underwritten at 80% LTV with comfortable coverage (4.15× DSCR on two-wheelers) over 2–6 years.

Risk: four-wheel passenger vehicles remain loss-making at today's landed costs and market rates, and need intervention. These are national averages; operators on the densest Lagos corridors already outperform them.

Owner and operator financiers

Capital raised at an 18% blended cost of funds and lent at an all-in 27% — an 8.5-point gross spread — at 80% LTV over a 24-month maximum tenor, underwritten on telematics and remote immobilisation.

Risk: the 4% loss assumption is the first number a lender should stress, because the structure rests on it.

Other enablers — parts, insurance, data, workforce

A ₦200 billion annual revenue pool by 2030 with almost no dedicated capital against it today.

NOT THEORETICAL ELSEWHERE

Kenya, India and Thailand each crossed this bridge ahead of us, and each proved a piece of the model being assembled here: BasiGo's contracted per-kilometre revenue model and the blended debt stack behind it; Indian NBFCs scaling two- and three-wheeler financing; Thailand's policy-led adoption. Leke Services brings more than 15 years inside the transition — from raising $2 billion with Faraday Future to McKinsey's Center for Future Mobility — and a proprietary fact base built from months of field research across Lagos and Abuja.

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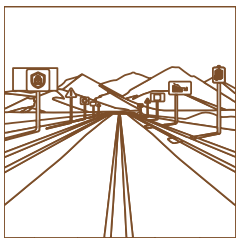
05 · THE FUND AND THE ASK

₦100 billion, structured so each investor holds only the risk they can carry



In collaboration with operators, financiers and policymakers we are raising ₦100 billion (less than 3% of the capital the market needs) for a first-of-its-kind catalytic debt fund dedicated to Nigeria's mobility energy transition.

EXHIBIT 4

The ₦100 billion blended stack (Illustrative)

Tranche	Size (₦bn)	Share	Pricing	Modelled IRR	Investors
Catalytic concessional	12	~12%	5.0%	5.1%	Government, federal DFIs, climate philanthropy
Senior DFI debt	35	~35%	16.5%	18.0%	Federal & international DFIs
Mezzanine	20	~20%	20.0%	22.2%	HNIs, family offices, strategic financial investors
Senior commercial debt	33	~33%	24.0%	27.3%	Nigerian commercial banks, PFAs, insurers
Total / blended	**100**	**100%**	**18.3%**	**—**	**—**

Source: Kiko economic model.

The stack blends to an **18.3% cost of capital and an all-in lending rate just under 27% to start**, with every naira of recovery data working to walk that rate toward the teens operators keep asking for. Note the incentive: in the world-states where the market wins biggest, the fund earns less, not more. That is precisely what catalytic capital is for. **Parthian Partners** will manage the fund with capital recovery discipline, in partnership with Leke Services; pairing advisory work as a proprietary origination pipeline with a fact base that gives underwriting an information edge.

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Our ask depends on who you are

Operators

Bring your demand and your data. The first five bankable deals set the template everyone else borrows from.

Financiers

Anchor the tranche that matches your mandate, from concessional first-loss to senior commercial.

Policymakers

Anchor the local-currency layer that lets everyone else in. Lock the first five deals and instrument the data trail.

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END MATTER

Important notice

This paper draws on our own field research in Lagos and Abuja and on the Kiko economic model. We believe it is accurate, but we do not guarantee it.

It is not investment advice and not a recommendation to buy or sell anything. Nothing here is an offer or an invitation to the public to invest, and this is not a prospectus under the Investments and Securities Act. We are not registered with the Securities and Exchange Commission as an investment adviser. Figures about future years are estimates from a model, not promises; actual results will differ. Before committing capital, take your own legal, tax and financial advice. This document is confidential and is shared for information only.

· Further detail at kiko.leke.services

Appendices

- Case-study details
- Federal levers
- Confidence flags and open questions
- Primer for readers new to the sector

See also

- *Understanding Nigeria's EV Ecosystem* — observed demand and performance across Lagos and Abuja with an outlook to 2030
- *Positioning for Leverage* — lessons from operators in Nigeria's EV ecosystem

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