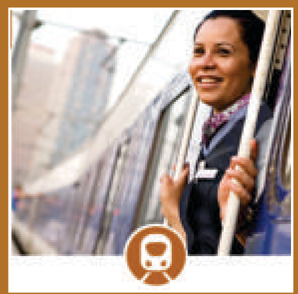

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VISION

"To be the leading provider of catering and hospitality services in Africa as an African organization."

MISSION

Determined drive towards excellence as the number one Pan-African service provider in catering, hospitality and cold chain logistics by employing modern technology, dedicated and professional staff.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Chairman	Mr. Richard T. Akerele (Nigerian)
Managing Director / Chief Executive Officer	Mr. Laurent Moussard (French)
Non Executive Directors	Mr. Jonathan Stent-Torriani (Swiss)
	Mr. Olivier Sadran (French)
	Mr. Matthieu Jeandel (French)
	Mr. Olivier Suarez (French)
	Mr. Marc Starke (French)
Independent Director	Mr. Labi Ogunbiyi (Nigerian)

PROFESSIONAL ADVISERS

Company Secretary & Legal Adviser	LPC Solicitors Stonehouse, 9, Oyo Close Off Niger Street Parkview Estate, Ikoyi Lagos
Registrar	Meristem Registrars Limited 213, Herbert Macaulay Way Adekunle-Yaba Lagos
Auditors	Akintola Williams Deloitte Chartered Accountants Civic Towers Plot GA 1, Ozumba Mbadiwe Way Victoria Island Lagos
Bankers	Access Bank Plc Ecobank Nigeria Plc Guaranty Trust Bank Plc Stanbic IBTC Bank Plc

REGISTERED OFFICE

1, Service Street
P.O. Box 4953, Murtala Muhammed International Airport
Ikeja
Lagos

WEBSITE

www.aslafrica.com

COMPANY PROFILE

Newrest ASL Nigeria Plc (Newrest ASL), formerly Airline Services & Logistics Plc is the leading provider of catering and hospitality services to international airlines and airports in Nigeria. Our services are provided in accordance with international quality and hygiene standards, known as Hazard Analysis Critical Control Point (HACCP) standards. For over Seventeen (17) years, Newrest ASL Plc has consistently delivered premium catering services to the civil aviation sector and now expands its world class services to the Oil & Gas sector and aviation catering in Rwanda.

Due to her impressive track records of quality service delivery, rapid growth and consistent business success, Newrest ASL Plc was listed on the Nigerian Stock Exchange (NSE) in 2007; after NSE had created a new sector in its daily official list (airline services sector) to admit her.

As at December 2016, Newrest ASL Plc had shareholders' funds of N3.2billion and annual turnover in excess of N5 billion.

The Newrest ASL Plc team, consisting of seasoned Nigerian professionals and international technical partners, continually deliver the following to discerning clients:

- Exceptional value for money via efficient bespoke solutions - achieved through significant Investment in human capital, technology and infrastructure.
- A fully customizable catering experience that is wrapped in best-in-class supply chain, project and customer service delivery management processes and practices.
- Highly trained and specialized workforce. Our commitment to our customers requires continuous investment in personnel training.
- International standards and best practices - Newrest ASL Plc continues to maintain world class
- operations that exceed the demands of the industry.

Presently, Newrest ASL Plc employs over 500 full time staff and caters to 500 flight handlings per month, over one million meals annually.

CORE VALUES

OUR CORE VALUES INCLUDE:

– Safety
We remain always committed to ensuring that we keep our work environment, products and services safe and that we are familiar with the work plan and perform our work in a manner which will not create or leave hazards which may result in accident involving our staff and other people. We cultivate the habit of reporting hazards, unsafe practices and accidents immediately.

– Excellent Customer Service
Our customers' requirement is the cornerstone upon which we organize our resources and efforts. We pursue continuously, improvement efforts aimed at satisfying our customers.

– Partnership
We truly value collaboration, believing that by fusing our skills, resources and experiences, we see further, move faster, work smarter and achieve more.

– Integrity
We are the same within the walls of our office as we are outside. We believe in honesty, sincerity, doing the right things and being straightforward. We apply these qualities to our processes, communication and interactions.

COMPANY PROFILE

– Responsibility
We adopt an ownership approach, ensuring we take charge where necessary, see tasks through and protect the assets which are placed in our hands.

– Openness
We remain always receptive to people and ideas, we do our best to keep our system transparent and accessible.

– Zeal
We bring passion and dedication to our work. Our energy comes from the enjoyment we derive from what we do.

OUR SPECIALIZED SERVICES (SKY HIGH SOLUTIONS)

Our specialized services are delivered to the highest international standards and always exceed clients' expectations. Little wonder we are the Preferred Catering Partner to the global Aviation Industry in sub-Saharan Africa.

We maintain consistent quality service delivery, contracting integrity and agility throughout the contract life cycle; thus providing significant cost savings, satisfaction and peace of mind to our clients.

AVIATION CATERING

In Flight Catering

Provision of in-flight catering services to many of the world's leading airlines. Our on-board catering services are provided for international flights out of Nigeria and Rwanda.

LOUNGE OPERATIONS

Management of airline lounges on behalf of clients for First and Business Class passengers: operations, maintenance, internet access, shower facilities, bar and food services.

BAR OPERATIONS

Management of restaurants and bar outlets within Lagos and Abuja International Airports. These outlets serve meals, beverages and refreshments to the traveling public.

WAREHOUSING

Provision of world class warehousing and logistics services to customers. Secure and professionally managed refrigerating facilities for perishable goods and storage for dry goods which ensure goods are kept fresh and delivered on demand in the desired state.

DUTY FREE OUTLETS

Management of duty free outlet at Murtala Mohammed International Airport, Lagos

FINANCIAL HIGHLIGHTS
For the year ended 31 December 2016

	The Group			The Company		
	2016 N'000	2015 N'000	Absolute Changes %	2016 N'000	2015 N'000	Absolute Changes %
Revenue	5,072,346	4,550,904	11	3,686,650	3,596,942	2
Profit before tax	1,152,140	(56,823)	2,128	1,078,639	(62,763)	1,819
Profit after tax	1,150,536	(57,260)	2,109	1,078,639	(62,763)	1,819
Other Comprehensive income	13,777	(99,801)	114	131	(204)	164
Total Comprehensive income	1,164,313	(157,061)	841	1,078,770	(62,967)	1,813
Revenue Reserves	2,543,925	1,409,495	80	2,693,094	1,614,456	67
Investment Revaluation Reserve	1,632	1,501	9	1,632	1,501	9
Foreign Currency Translation Reserve	12,465	2,913	328	-	-	-
Share Capital	317,000	317,000	-	317,000	317,000	-
Share Premium	342,000	342,000	-	342,000	342,000	-
Equity attributable to owners of the Company	3,217,022	2,072,909	55	3,353,727	2,274,957	47
Non-controlling Interest	28,220	8,045	251	-	-	-
Market Capitalisation as at December 31	1,585,000	1,401,140	13	1,585,000	1,401,140	13
Total Issued Shares	634,000	634,000	-	634,000	634,000	-
* Earnings per share (kobo)	179	(10)	1,861	170	(10)	1,819
Nigerian Stock Exchange Share Price (Naira as at December 31)	2.50	2.21	13	2.50	2.21	13

***Earnings= Profit after Tax**

NOTICE OF ANNUAL GENERAL MEETING
For the year ended 31 December 2016

NOTICE IS HEREBY GIVEN that the 21st Annual General Meeting of Newrest ASL Nigeria Plc will hold at Renaissance Hotel, 38/40, Isaac John Street, GRA, Ikeja, Lagos on Thursday, June 29, 2017 at 12 noon to transact the following business:

ORDINARY BUSINESS

1. To lay before the meeting the Audited Financial Statements for the year ended December 31, 2016 and the Report of the Directors, Auditors and Audit Committee thereon.
2. To declare a dividend
3. To elect/re-elect Directors
4. To authorize the Directors to fix the remuneration of the External Auditors.
5. To elect members of the Audit Committee

SPECIAL BUSINESS

1. To approve Directors remuneration.

Dated this 12th day of May, 2017.

BY ORDER OF THE BOARD

LPC SOLICITORS
COMPANY SECRETARY

REGISTERED OFFICE:
1, Service Street,
Murtala Muhammed International Airport
Ikeja, Lagos.

Notice of Annual General Meeting (cont'd)

For the year ended 31 December 2016

NOTES:

1. **Proxy**

   A member of the Company entitled to attend and vote at the Annual General Meeting is entitled to appoint a proxy to attend and vote on his/her behalf. A proxy need not be a member of the Company. A proxy form is attached to the Annual Report and to be effective, all instruments of proxy should be completed, duly stamped by the Commissioner of Stamp Duties and deposited at the registered office of the Company or at the office of the Registrar of the Company, Meristem Registrars Limited, 213, Herbert Macaulay Way, Sabo-Yaba, Lagos not later than 48 hours before the time fixed for the meeting. A corporate member of the Company is required to execute a proxy under seal.

2. **Closure of Register & Transfer Books**

   The Register of Members and Transfer Books of the Company will be closed from June 13, 2017 to June 16, 2017 (both days inclusive).

3. **Dividend Warrant**

   If dividend recommended by the directors is approved by the Shareholders at the Annual General Meeting, dividend will be paid on June 30, 2017 to shareholders whose names appear on the Register of Members at the close of business on June 12, 2017

4. **E-Dividend Mandate**

   Shareholders are kindly requested to update their records and advise Meristem Registrars Limited of their updated records and relevant bank accounts for the payment of dividends. Detachable forms in respect of mandate for e-dividend payment are contained in the Annual Report.

5. **Audit Committee**

   In accordance with Section 359(5) of the Companies and Allied Matters Act, 2004, any member may nominate another shareholder as a member of the Audit Committee by giving notice in writing of such nomination to the Company Secretary at least 21 days before the Annual General Meeting.

6. **Details of Directors**

   Marc Starke was appointed a director to fill an existing vacancy and is being proposed for election. **Olivier Sadran** and **Matthieu Jeandel** both retire by rotation and being eligible are proposed for re-election.

   Biographical details of directors standing election/re-election are contained in the Annual Report.

7. **Rights of Shareholders to Ask Questions**

   Shareholders have a right to ask questions at the Annual General Meeting. Shareholders may also submit their questions in writing prior to the Meeting in line with Rule 19 12(c) of the Listing Rules of the Nigerian Stock Exchange. Such questions must be submitted to the Company on or before Friday, June 16, 2017.

CHAIRMAN'S STATEMENT

For the year ended 31 December 2016

MR. RICHARD AKERELE

Chairman

Fellow shareholders, invited guests, gentlemen of the Press, distinguished ladies and gentlemen, I am pleased to welcome you to the 21st Annual General Meeting (AGM) of your Company, Newrest ASL Nigeria Plc. You will notice that the Company changed its name from Airline Services & Logistics Plc in 2016 to appropriately reflect its affiliation with Newrest Group, an international Company and the only major catering company active in all catering and related hospitality segments. With this, Newrest ASL is poised to take advantage of the vast experience and skill sets within the Group to increase shareholder value.

A brief look at the political and economic environment in which your Company operated during the year under review will be appropriate prior to presenting the audited accounts of the Company for the year ended December 31, 2016.

PREVAILING ECONOMY

The year 2016 presented a lot of challenges. The Nigerian economy officially plunged into recession after the GDP contracted in three consecutive quarters. The two major factors responsible were the low oil prices which reduced foreign exchange earnings and the resurgence of Niger Delta militancy which disrupted crude oil production in the delta region.

In addition, the impact of the foreign exchange policies of the Central Bank of Nigeria dominated the year. The liberalisation of the foreign exchange market in June, resulted in 45% devaluation of the Naira from 197 to 285. The premium between the official and parallel market rates widened with the official rate closing at 305 in December 2016.

Headline inflation maintained an upward trend opening the year in January 2016 at 9.6% and closing in December 2016 at 18.6%

All these resulted in higher operational costs, increase in general cost of living and reduction in disposable income of Nigerians.

REVIEW OF THE AVIATION INDUSTRY

The Aviation industry is plagued with many problems including derelict infrastructure and inability to access foreign currency for operational needs. Recently, the Federal government took the decision to close down the Abuja International Airport for six weeks for much needed repairs to the runway.

"With the support and expertise of the Board your Company will continue to be a clear leader in its sphere of operations and ensure added returns to Shareholders."

CHAIRMAN'S STATEMENT (cont'd)

For the year ended 31 December 2016

As access to foreign exchange became difficult, coupled with reduction in passenger numbers, some foreign Airlines took decisions to either reduce the frequency of flights to Nigeria / locations or stopped flights to Nigeria completely. Chief amongst those that stopped are United and Iberia and whilst Emirates reduced its flight from 3 to 1. These three airlines are all major customers of your Company.

Overall, activity in the Aviation sector declined both year on year and quarter on quarter in comparison with previous year in terms of flights and number of passengers.

PERFORMANCE REVIEW

Despite the challenges of the economic landscape, your Company through improved efficiency and restructuring has posted the following result :

- Increased turnover of 11% in comparison with 2015
- Reduction in cost of sales percentage to 29% compared with 33% in 2015
- Reduction in administrative costs by 2% in comparison with 2015
- Profit of N1.2billion

DIVIDEND

I am pleased to report that your Board has thus proposed a dividend of 17.7k per share for the year ended December 2016.

BOARD CHANGES:

Marc Starke replaced Olivier Suarez as Director. Marc brings with him, a wealth of experience in the catering industry.

OUTLOOK FOR 2017

There is every indication that the year 2017 will be challenging for the Company as new competitors in the Nigerian Aviation catering industry are poised to start operations. However, management is determined to rise to the challenges and will continue, to implement prudent control of capital and operating expenditure while seeking to take advantage of business opportunities in other segments of the economy.

With the support and expertise of the Board your Company will continue to be a clear leader in its sphere of operations and ensure added returns to Shareholders.

CONCLUSION

We owe our gratitude to you our distinguished shareholders, the regulatory authorities, and our customers. Thank you all for your continued support, co-operation and encouragement. Also, I acknowledge the contributions of my colleagues on the Board and I appreciate the efforts of management and staff towards the growth and improved performance of our Company and urge them not to relent in this regard.

Distinguished shareholders, gentlemen of the press, ladies and gentlemen, I thank you most sincerely for your attention.

Richard Akerele
FRC/2013/IODN/00000002312

CHIEF EXECUTIVE OFFICER'S REVIEW

For the year ended 31 December 2016

MR. LAURENT MOUSSARD
Managing Director/CEO

INTRODUCTION

LADIES AND GENTLEMEN:

On behalf of the Board of Directors, Management and staff of Newrest ASL Nigeria PLC, I would like to welcome all the shareholders to the 21st Annual General Meeting.

It has really been an interesting journey in the past year, one which I am proud to say the team has managed and continuously ensured we surpass all expectations. As I had mentioned at the last AGM, we have infused experience and proficiency to ensure our client's expectations are continuously met and exceeded while shareholders are pleased with the returns on their investments.

I hereby present a summary of our performance in 2016, our business plans for 2017, our position within the industry and the future of our company.

1. THE YEAR UNDER REVIEW

The year 2016 I would say was a fall out of the downward turn of the Nigerian economy. The economy was officially in recession in the year under review and this information is based on the GDP parameters received from different quarters.

Global Oil Price crash causing reduction in foreign exchange earnings played a major role in the downward turn of the economy coupled with the insurgency of militant groups disrupting oil production thereby making oil output fall to an all-time low. Inflation closing at 18.6% had a negative impact on your company increasing operational costs.

The aviation industry has in recent times been marred with series of issues. Some airlines namely, United Airlines, Emirates Airline and Iberia, due to the inability to access foreign currencies in order to cater to their operational needs, have had to reduce or out rightly stop the frequencies of the flights into the country and increase costs of tickets to the common man. All these and the incessant government interference and inconsistencies has resulted in the decline in passenger figures.

> **"The Management of our great Company are determined not only to retain our clientele but win new contracts and of course win back the clients who have strayed"**

CHIEF EXECUTIVE OFFICER'S REVIEW (cont'd)
For the year ended 31 December 2016

As you will imagine, nothing prepares you for this as it took a toll on not just your company but the very dedicated and diligent workforce. However, in spite of this we have, with continuous improvement of efficiency and proficiency coupled with our commitment, been able to reduce administrative costs by 2% compared with 2015 and continually grow the organisation, this is evident in the results as posted in the annual reports.

2. OPERATIONS

In the year under review, we have managed to improve on our processes and procedures for efficiency and effectiveness.

As part of the review, we have had to carry out a restructure exercise and this has helped to reduce costs, make better use of in found talent, improve competitive advantage to ensure the survival and success of our company.

Both Lagos and Abuja units have undergone a strategic overhaul including rebranding from ASL to Newrest ASL, constant preventive maintenance of tools and equipment, improved work ethics to name a few.

We have tried to stay above board with our operations at the airport constantly improving on the menu, training and retraining of the staff on customer service and communication, improved order/purchase process and implementation of control on revenue leakages.

The transition process as expected was not an easy one, however, the workforce have aligned with the company's idea and have been able to manage the change with positive outlooks and a great deal of interesting inputs.

New systems softwares were introduced in the year under review to enhance efficiency, we are still in the process of migration and working towards all staff being trained on this system making it easy to plan, order, reducing unnecessary emergency purchase, access risks, invoice and minimize wastage.

The Reacon Duty Free shop has enjoyed a full renovation and re stock of variety of old and new collection of items. Even though we have 2 competitors, our products and our strategy make us stand out. We are positive of increased revenue in the coming years.

Following on my review in the year 2015 where I mentioned management's intention to focus on empowering the staff in order to improve the quality and enhance efficiency, one of our key staff was sent to assist in the start-up of Newrest catering unit in Peru and this is one of many more to come. It is our plan to empower our talented staff and ensure knowledge sharing and succession planning in order to encourage our very dedicated workforce.

3. THE FUTURE

The Management of our great Company are determined not only to retain our clientele but win new contracts and of course win back the clients who have strayed (we lost in previous years). We have also put machinery in place to diversify into fields of play in line with the Newrest group's multi sector catering in all 55 countries across the continents.

To conclude, we have in the last year improved on quality of service delivery and we are confident that we are positioned to win many more businesses in the coming year. We are still committed to ensuring our company continues to be the leading provider of catering and hospitality in Africa and we believe with the support of our board of directors and amiable shareholders, the sky is the beginning.

Thank you and God bless.

Laurent Moussard
Chief Executive Officer
FRC/2016/IODN/00000014143

BOARD OF DIRECTORS


1
MR. RICHARD AKERELE
Chairman


2
MR. LAURENT MOUSSARD
Chief Executive Officer


3
MR. OLIVIER SADRAN
Director


4
MR. JONATHAN STENT-TORRIANI
Director


5
MR. MATTHIEU JEANDEL
Director


6
MR. OLIVIER SUAREZ
Director


7
MR. CONSTANTINE LABI OGUNBIYI
Director


8
MARC STARKE
Director

BOARD OF DIRECTORS (cont'd)

1 MR. RICHARD AKERELE – Chairman

Mr. Akerele holds a Masters Degree in Business Administration from Western Illinois University. He is a management professional with over twenty years experience in the Nigerian telecommunications, business and aviation services sector. He is a former member of the Board of Directors of EKO L'Meridian Hotels and a consultant for Forte Hotels in Nigeria. Mr. Akerele was a member of the Nigerian Economic Summit Group and a former Chairman of the sub-committee for the Nigerian Civil Aviation Authority. He was appointed a member of the Federal Government of Nigeria's Committee on Revenue Generation in the Aviation sector. In 2007, Mr. Akerele and his team won the "Africa Investor Award for Privatisation Deal of the Year". He is currently the Honorary Consul of the Republic of Rwanda in Nigeria.

2 MR. LAURENT MOUSSARD – Chief Executive Officer

Mr. Laurent Moussard graduated from the Institute Superieur de Gestion, a French business school in 1993 and commenced his career in the Institute as the Institute's representative for Vietnam.

In 1995, following a joint venture between Servair and Macau Catering Services in France, Mr. Moussard was employed as the Assistant Manager for Administration and Finance. He held the following positions in the Joint Venture Company between 1995 and 1998 – Assistant Manager for Operation Department, Marketing & Method Manager and Customer Services & Operations Manager.

He joined Gate Gourmet, Japan, in 1998 as the Sales & Marketing Manager. He served in various capacities within the group such as Assistant General Manager (Gate Gourmet, France), General Manager (Gate Gourmet, Copenhagen, Denmark), Commercial Director (Gate Gourmet, Copenhagen, Denmark) and Managing Director (Gate Gourmet, Hong Kong).

He returned to Servair in 2008 to serve as its Director for Asia. Before his appointment as the Chief Executive Officer of Newrest ASL Nigeria Plc, he was a Director with Food Solution Consulting Almaty, Kazakhastan.

3 MR. OLIVIER SADRAN – Director

Mr. Sadran is the founder of Catair in France in 1996 and was principally responsible for the development of the company under the name of Eurest In-flight Services. He is a French entrepreneur and the principal shareholder of several French companies in different sectors. He is currently the Co-Chief Executive Officer of Newrest First Catering Ltd.

4 MR. JONATHAN STENT-TORRIANI – Director

Mr. Jonathan Stent-Torriani is the co-founder, co –owner and has been the co-chief executive officer of Newrest Group since 2006. He has strategic and senior management experience acquired over numerous years in the Airline Catering, Industrial Catering and Hotel Services industries.

He worked for Gate Gourmet Group (GGG) from 1991 to 1997 in various roles, including Managing Director for Operations Management and Managing Director of Operations in South Africa. He left Gate Gourmet Group in 1997 and joined Naunce Group as the Chief Executive Officer of its operations in Australasia. He returned to Gate Gourmet Group to serve as the President of the European Division from 2000 to 2004.

He joined the Compass Group in 2004 and served as its Chief Executive Officer for the Southern Europe region from 2004 to 2006.

BOARD OF DIRECTORS (cont'd)

He holds a BA in History & Economics from McGill University, Canada in 1989 and Diploma (Masters of Science equivalent) from Ecole Hoteliere de Lausanne in 1991.

5 MR. MATTHIEU JEANDEL – Director

Matthieu held various financial roles first with Thalès, then with Deloitte & Touche Corporate Finance. He joined Compass Group in 2003, based in Dubai with responsibility for finance in the Middle East and Africa.

He joined Newrest in 2006 and is currently in charge of Finance and Administration. He is based in Toulouse, France.

6 MR. OLIVIER SUAREZ – Director

Olivier has been working for the Newrest Group since 1998. He holds degree in International Public Law from Aix en Provence University of Law.

He has held several positions as Commercial and Country Manager (France, Spain). Olivier is currently the Country Manager Morocco and Vice President in charge of Northern Africa Division. He is based in Casablanca, Morocco.

7 MR. CONSTANTINE LABI OGUNBIYI – Director

Mr. Ogunbiyi is a founder and former Chief Executive Offcer of First Hydrocarbon Nigeria Limited. He is also a founder of Afren plc and prior to his appointment as Chief Executive of First Hydrocarbon Nigeria Limited, he served as Executive Director of Afren and was responsible for business development, strategy and growth, where he led Afren's negotiating teams in acquisitions and debt financings, particularly in Nigeria. He has also served as Special Advisor to the previous Chairman, General Counsel for the Group, as well as a Director of Afren's Nigerian wholly-owned subsidiaries. He has significant and extensive experience of private equity, acquisition, structured, trade, development and project finance, and public and private partnerships in the African energy and infrastructure sectors in particular.

Prior to joining Afren, he was the Deputy Head of Cadwalader, Wickersham & Taft LLP's Africa Practice. Before this, Mr. Ogunbiyi spent over four years with Herbert Smith's International Finance and Banking Department. He has also served as a strategic adviser to the New Partnership for Africa's Development (NEPAD) Business Group and the Southern African Development Community's (SADC) Banking Association's PPP Unit. He holds Legal qualifications from the universities of London (King's College), Passau (Germany) and Oxford.

8 MARC STARKE – Director

Marc Starke joined the Newrest Group in May 2013. He holds a Master degree in Hospitality business. Marc is currently Chief Operating Officer (COO), Northern Africa Region as well as President of Newrest Maroc. The region covers the following countries: Morocco, Algeria, Tunisia, Nigeria, Ghana, Liberia and Guinea.

He has held several positions as
- Country Manager Newrest Angola from 2013 to 2015
- COO Southern Africa Region from 2015 to 2016
- COO Northern Africa Region from 2017

Prior to joining the Newrest Group, Marc Starke held the position of Area Manager for Eastern Africa for BMMI, a listed company in the Kingdom of Bahrain.

CORPORATE GOVERNANCE REPORT

The principles of good corporate governance practice remain one of the core values of the Company and an important ingredient in creating and sustaining shareholder value as well as providing excellent service to its customers, while ensuring that behavior is ethical, legal and transparent. The Board is committed to meeting the standards of good corporate governance as established by the Securities and Exchange Commission (SEC) from time to time. The governance structure of the Company is driven mainly by the Board of Directors who not only possess the requisite academic qualifications but the right balance of expertise, skills and experience, which translates to an effective Board and an executive management capable of directing the affairs of the Company to deliver optimum results in a very challenging operating environment.

1. Role and Operations of the Board

The Board of Directors is responsible and accountable to the shareholders for creating and delivering sustainable value through the exercise of its oversight role of the Company's business.

Specifically, the responsibilities of the Company's Board of Directors are:

- determining the Company's objectives and strategies as well as plans to achieve them
- determining the terms of reference and procedures of the Board Committees, including reviewing and approving the reports of such Committees where appropriate
- maximizing shareholder value through the setting of objectives, goals and strategic direction for management
- considering and approving annual budgets, monitoring performance and ensuring that the Company remains a going concern
- ensuring that an adequate budgetary and planning process exists, such that performance is measured against budget and plans
- overseeing the financial position and approving decisions concerning the capital management policy including dividend policy and the payments of dividends.
- overseeing external and internal audit activities and reporting systems and strategic risk management systems
- ensuring that the Company is financially strong, well governed and risks are identified and well mitigated
- monitoring and influencing culture, reputation, ethical standards, legal and regulatory compliance and overseeing corporate governance framework.
- ensuring balanced and understandable reporting to shareholders

All Directors communicate with each other on a regular basis and have regular and ready access to the senior management team. Senior management is invited to attend Board meetings to make presentations on specific matters or projects. Matters referred to the Board are considered by the Board as a whole and no one individual has unrestricted power of decision. In line with best practice, the role and operations of the Board is reviewed on an annual basis.

The Board meets once in every quarter and additional meetings are convened on a need–to–meet basis. Board papers are prepared and circulated to all Directors in good time prior to each board meeting to enable directors give due consideration to all matters in advance of the meeting. The Board receives information on capital expenditure projects and investment proposals in advance of Board meetings as well as management reports on the operational and financial performance of the business. Financial performance is monitored on a monthly basis and the overall performance of the Company is reviewed against approved budgets.

CORPORATE GOVERNANCE REPORT (cont'd)

2. Composition

As at December 31, 2016, the Company had 7 (seven) Directors comprised of a Non-Executive Chairman, an Executive Director, 5 (five) Non-Executive Directors, one of whom is an Independent director.

The names of all the directors together with their biographical details are set out on page 13-15. These Directors are proven and tested professionals and business men in their chosen fields. The Board is conscious of its effectiveness and collective responsibility for the success of the Company. The Non-executive Directors have been appointed for their specific experience and expertise and are all considered to be independent of management and free from any business or other relationship that could materially interfere with the exercise of their independent judgment.

The Board has established criteria regarding the general qualifications and experience, as well as the specific qualifications a candidate should possess to ensure the Company's Board maintains the appropriate mix of diversity, skills, experience and expertise.

3. Roles of the Chairman and CEO

The roles of "Chairman" and "CEO" in the Company remain different and separate and no one individual combines the two positions. The Chairman's primary responsibility is providing leadership for the Board and the CEO is responsible for coordinating the day-to-day management of the business and implementing group strategy. The Chairman also has specific responsibilities to:

- represent the views of the Board and the Company to the Shareholders and the public and to ensure the Board understands the views of the major shareholders;
- maintain a regular dialogue and mentoring relationship with the CEO and Senior Management, serving as a primary link between the Board and Management;
- Work with the CEO in relation to the Board's requirements for information to contribute effectively to the Board decision making process and to monitor the effective implementation of Board decisions.

4. Non-Executive Directors

Non-executive directors are appointed in the understanding that they will serve in the best interests of the Company and its shareholders and they are able to consider, challenge, monitor, and approve strategies and policies recommended by Management.

The Non-Executive Directors have the following responsibilities:

- upholding the highest ethical standards of integrity and probity;
- supporting the Chairman and the CEO in their leadership roles while monitoring their conduct;
- question intelligently, debate constructively, challenge rigorously and decide dispassionately;
- listen sensitively to the views of others, within and outside the Board;
- gain the trust and respect of other Board members; and
- promote the highest standards of corporate governance and seek compliance with the provisions of the SEC Code.

5. Attendance at Board Meetings

The Board meets regularly to discuss matters relating to among other things strategy and performance, financial position, risk management, sustainability and governance. A total of 4 board meetings were held in the year under review and in accordance with Section 258 (2) of the Companies and Allied Matters Act 2004, the record of Directors' attendance at the meetings is available for inspection.

CORPORATE GOVERNANCE REPORT (cont'd)

Membership and attendance at Board meetings are set out below:

	Dates of meetings & attendance			
Name & Designation	04-02-16	21-03-16	09-06-16	09-12-16
Mr. Richard Akerele	✓	✓	✓	✓
Mr. Laurent Moussard	✓	✓	✓	✓
Mr. Jonathan Stent-Torriani	✓	✓	✓	✓
*Mr. Olivier Sadran	✓	✓	✓	✓
Mr. Matthieu Jeandel	✓	✓	✓	✓
**Mr. Olivier Suarez	✓	✓	✓	✓
Mr. Labi Ogunbiyi	✓	✓	✓	✓
***Mr. Marc. Starke	X	X	X	X

*Although Mr. Olivier Sadran did not physically attend any Board meeting in the financial year, he was duly represented by an alternate at all the board meetings held in the year.

**Mr. Olivier Suarez resigned on December 9, 2016

***Mr. Marc Starke was appointed on December 9, 2016

6. Board Committees

In addition to the Statutory Audit Committee, the Board has established committees to which various matters are delegated according to defined terms of reference. Through these Committees, recommendations are made to the Board which retains responsibility for final decision making. Details of the committees are set out below:

(i) Statutory Audit Committee

The Committee was established in compliance with Section 359(3) of the Companies and Allied Matters Act, 2004 and has oversight responsibility for the Company's accounts and internal audit function. The Committee is constituted by 6 (six) members comprising of 3 (three) shareholders and 3 Non-Executive Directors.

The Committee's Terms of Reference include the monitoring of processes designed to ensure compliance by the Company in all respects with legal and regulatory requirements including disclosure, controls and procedures and the impact (or potential impact) of developments related thereto. It evaluates the independence and performance of the External Auditor and reviews with the Management and the External Auditor the audited financial statements before its presentation to the Board.

The Committee also has the responsibility to further strengthen the internal control process of the Company by ensuring that an effective system of internal control is in place. The Head of Internal Audit reports to the Committee at its quarterly meetings.

Membership of the Committee and record of attendance at meetings during the period under review are as follows:

CORPORATE GOVERNANCE REPORT (cont'd)

	Dates of meetings & attendance				
Name & Designation	4/02/16	21/03/16	8/06/16	27/09/16	6/12/16
Mr. Adebayo Adeleke Chairman/Shareholder	✓	✓	✓	✓	✓
Chief Godwin Anono Shareholder	✓	✓	✓	x	x
Mr. Ayodele Ogundeji Shareholder	✓	✓	✓	✓	✓
Mr. Ariyo Olugbosun Shareholder	X	X	X	✓	✓
Mr. Jonathan Stent-Torriani Non-Executive Director	✓	✓	✓	✓	X
Mr. Matthieu Jeandel Non-Executive Director	✓	✓	✓	✓	✓
Mr. Olivier Suarez Non-Executive Director	✓	✓	✓	✓	X

(ii) Finance & General Purpose Committee

The Committee is responsible for strategic planning, periodic budgeting and performance monitoring, financial accounting and statutory returns, supervision of assets, human resource matters and general administration.

Membership of the Committee within the review period is as stated below. The Committee did not meet within the review period.

Name	Designation
Matthieu Jeandel	Non-Executive Director
*Olivier Suarez	Non-Executive Director

*Olivier Suarez resigned on December 9, 2016 and replaced by Marc Starke

(iii) Board Audit & Risk Management Committee

This Committee has oversight of the overall risk assessment of various areas of the Company's operations and ensures that sound policies and procedures are in place for the management of the Company's material risk and ensuring that the best practices are incorporated.

The membership of the Committee is as stated below:

Name	Designation
Mr. Labi Ogunbiyi	Non-Executive Director
Mr. Matthieu Jeandel	Non-Executive Director
Mr. Jonathan Stent-Torriani	Non-Executive Director

CORPORATE GOVERNANCE REPORT (cont'd)

This Committee did not meet during the period under review.

(iv) Governance and Remuneration Committee

The Governance and Remuneration Committee is responsible for institutionalizing and promoting corporate governance and ensuring the Company's compliance with corporate governance requirements of the NSE and SEC and adherence to the best practices of recognized international codes. It is also responsible for setting the remuneration policy of the directors.

The members of the Committee are as follows:

Name	Designation
Mr. Labi Ogunbiyi	Non-Executive Director
Mr. Matthieu Jeandel	Non-Executive Director
Mr. Jonathan Stent-Torriani	Non-Executive Director

This Committee did not meet during the period under review.

7. Information and Professional Development

The Directors are supplied in a timely manner with all relevant documentation and financial information to assist them in the discharge of their duties. This includes information on the Company's operational and financial performance.

Newly appointed Directors are provided with comprehensive documentation aimed at providing information in relation to their role and obligations. They receive briefings on the Company's financial, strategic, operational and management position, the Company's culture and value and key developments in the Company and the industry and environment in which it operates. They are also provided with an opportunity to conduct a tour of the business units to enable them meet with the Management team. On an ongoing basis, all Directors are encouraged to keep up to date on all matters relevant to the operations of the Company.

Each Director is entitled to request for information to enable him/her make informed opinions and adequately discharge his/her duties. Each Director is also entitled to receive professional development at the Company's cost, when required, to enable effective performance of responsibilities imposed on each Director through membership of the Board.

8. Performance Evaluation

The Board has developed a process of reviewing its effectiveness and the effectiveness of its Committees. This is based on discussions with the Chairman and review by the Board as a whole. As part of this process, the Board considers the performance of individual Directors as the need arises.

9. Professional Independent Advice

All directors are aware that they may take independent professional advice at the expense of the Company in the furtherance of their duties. They all have access to the advice and services of the Company Secretary, who is responsible to the Board for ensuring that all governance matters are complied with and assists with professional development as required.

CORPORATE GOVERNANCE REPORT (cont'd)

10 Re-election

Section 259 of the Companies and Allied Matters Act (CAMA) stipulates that one-third of the Directors of a Company shall retire from office by rotation at every Annual General Meeting (AGM).

In accordance with Section 259 of the Companies and Allied Matters Act, Messrs. Olivier Sadran and Matthieu Jeandel both retire by rotation and being eligible, offer themselves for re-election.

11. Accountability and Audit

(I) Financial Reporting

The Board ensures timely, accurate and continuous disclosure of information to all shareholders, stakeholders, regulatory bodies and the general public. It seeks to present a balanced and understandable assessment of the Company's position and prospects through the Chairman's Statement, the CEO's Review and the Directors' Report.

The respective responsibilities of the Directors, Audit Committee and the Auditors in connection with the financial statements are explained in the Statement of Directors' Responsibilities, the Report of the Audit Committee and the Report of the Independent Auditors on pages **29, 31** and **32-34** of the annual report.

(ii) Internal Control and Risk Management

The Company continues to take steps to embed internal control and risk management further into the operations of the business and to deal with areas for improvement which come to the attention of management and the Board. Whilst all elements of risk cannot be eliminated, the system aims to identify, assess, prioritize and where possible to mitigate the risk.

(iii) Whistle Blowing

The Company has a whistle blowing policy in place which establishes a confidential channel of communication for employees to bring matters of concern about the running of the business to the attention of the Audit Committee.

12 Company Sustainability Policies

The Company has a zero tolerance attitude to corruption and unethical practice. It encourages its employees and business partners to ensure always the highest standard of integrity and compliance with all relevant laws and regulations.

In addition, the Company is sensitive to Nigeria's social and cultural diversity and promotes as much as possible national interests as well as national ethos and values without compromising global aspirations.

13. Security Trading Policy

The Company maintains a policy that prevents a member of the Board of Directors, officers or other employees of the Company from trading in the securities of the Company whilst aware of any material non-public information about the Company which the person obtained in the course of his or her employment or dealings with the Company. All employees and directors of the Company have ethical and legal responsibilities to maintain the confidentiality of material non-public information and under no circumstances may a director/ officer/employee use material, non-public information about the Company for his or her personal benefit or release to 3rd parties such information.

CORPORATE GOVERNANCE REPORT (cont'd)

14. Complaints Management Policy

The Company has in place a Complaints Management Policy which provides comprehensive guidelines for feedback from customers, suppliers, shareholders of the Company and other stakeholders. The Company is committed to ensuring that complaints are dealt with in a responsive, efficient, effective, fair and economical way. This policy affirms and supports the right of customers, suppliers and shareholders to provide feedback and to have complaints heard and action taken thereon.

15. Company Secretary

The Company Secretary is a vital link between the Company and the Board, Shareholders, Government and the regulatory authorities. The Company Secretary reports directly to the Board through the Chairman and the CEO, and all Directors have access to the Company Secretary. The Board is supported in governance and administration by the Company Secretary whose responsibilities include coordinating all Board businesses (including meetings, agendas, board papers and minutes, monitoring completion of actions arising from Board meetings).

The Board has the responsibility of appointing and removing the Company Secretary.

16. Shareholder Participation and Activism

The Company has always been aware of the need to promote and defend the disclosure and transparency levels necessary for shareholders to discharge their responsibilities. The Board of the Company has always placed considerable importance on effective communication with its shareholders. It ensures that the rights of shareholders are protected at all times. Notice of meetings and all other statutory notices and information are communicated to the shareholders regularly. In addition, the Company has a functional website at www.aslafrica.com.

The AGM is conducted in a transparent and fair manner and it is an opportunity for shareholders to express their views on all matters relating to the Company.

17. Protection of Shareholders Right

The Board ensures the protection of the statutory and general rights of shareholders at all times particularly their right to vote at general meetings. All shareholders are treated equally, regardless of the volume of shareholding or social status.

18. Declaration of Interests

Directors are required to take all reasonable steps to avoid actual, potential or perceived conflict of interest. The Companies and Allied Matters Act, 2004, and the SEC's Code require Directors to disclose any conflict of interest and in certain circumstances, to abstain from participating in any discussion or voting on matters in which they have a material personal interest. If a director believes that he or she may have a conflict of interest or material personal interest in a matter, the Director is required to disclose the matter in accordance with the requirements of SEC's Code and follow the procedures set out to deal with such circumstances.

19. Compliance Statement

Newrest ASL Nigeria Plc adopts a responsible attitude towards corporate governance for public companies in line with the Securities & Exchange Commission's Code of Corporate Governance 2011 and the Company's Board of Directors will endeavor to ensure compliance with the provisions of the Code.

DIRECTORS' REPORT

For the year ended 31 December 2016

The Directors are pleased to present in this report a fair review of the affairs of Newrest ASL Nigeria Plc ('the Company") and its subsidiaries ("the Group") together with the Audited consolidated and separate financial statements and the external auditor's report for the year ended December 31, 2016.

1. Legal Status and Principal Activity

The Company was incorporated as a private limited liability company on December 6, 1996. It became a public limited liability company on February 26, 2007 and its shares were listed on the floor of the Nigerian Stock Exchange on July 25, 2007.The shares of the Company have continued to be traded on the floor of the Exchange.

The principal activities of the Company continue to be the provision of catering and related services to international airlines operating within the Nigerian aviation industry. The Company operates international standard in-flight catering facilities and VIP Lounges at the Murtala Muhammed International Airport, Lagos (MMIA) and the Nnamdi Azikiwe International Airport, Abuja. The Company in partnership with RwandAir under its subsidiary, ASL Rwanda Ltd also provides in-flight catering and ancillary services at the Kigali International Airport, Rwanda.

The Company's subsidiary, Reacon Duty Free Limited operates a Duty-Free outlet at the MMIA. The Company's other subsidiary; Newrest ASL Oil & Gas Logistics Ltd provides catering and logistics services to companies in the oil & gas sector of the economy.

The financial result of the subsidiaries has been consolidated in these financial statements.

2. Business Review and Future Development

The Chairman's statement and the Chief Executive Officer's statement, included in the annual report and incorporated into this report by reference, provides a comprehensive review of the business for the year and the prospects for the ensuing year.

In line with the Shareholders approval given at the 2016 Annual General Meeting, the name of the Company was changed from Airline Services and Logistics Plc to Newrest ASL Nigeria Plc. This change was made to enable the Company take advantage of the international association and goodwill of the Newrest Group. Similarly, the name of ASL Oil & Gas Logistics Limited was changed to Newrest ASL Oil & Gas Logistics Limited.

3. Operating Results

The Company and Group's detailed results for the year ended 31 December 2016 are as summarized below:

	The Group		The Company	
	2016 N'000	2015 N'000	2016 N'000	2015 N'000
Revenue	5,072,346	4,550,904	3,686,660	3,596,942
Gross profit	3,586,828	3,042,838	2,596,064	2,380,163
Profit/(loss) before tax	1,152,140	(56,823)	1,078,639	(62,763)
Tax	(1,604)	(437)	-	-
Profit/(loss) for the year	1,150,536	(57,260)	1,078,639	(62,763)

DIRECTORS' REPORT (cont'd)

For the year ended 31 December 2016

4 Dividend

In respect of the current year, your Directors are pleased to recommend the dividend of 17.7 Kobo per ordinary share of 50 Kobo each for the financial year ending December 31, 2016. The payment of the dividend is subject to the approval of the shareholders at the forthcoming Annual General Meeting and if approved will be paid on June 29, 2017. The proposed dividend is subject to withholding tax at the appropriate tax rate and is payable to shareholders whose names were on the register of members at the close of business on June 12, 2017.

5. Share Capital History

Details of the authorized and issued share capital are set out in Note 24 of the consolidated and separate financial statements. No shares were issued during the year under review.

6. Board of Directors

The names of the current Directors of the Company, along with their biographical details are set out on pages 13-15 of the annual report and are incorporated into this report by reference.

The Directors who held office during the year and to the date of the report are set out below:

S/N	NAME	NATIONALITY	DESIGNATION
1.	Mr. Richard Akerele	Nigerian	Chairman
2.	Mr. Jonathan Stent-Torriani	Swiss	Non-Executive Director
3.	Mr. Olivier Sadran	French	Non-Executive Director
4.	Mr. Matthieu Jeandel	French	Non-Executive Director
5.	Mr. Olivier Suarez*	French	Non-Executive Director
6.	Mr. Marc Starke**	French	Non-Executive Director
7.	Mr. Laurent Moussard	French	Chief Executive Officer
8.	Mr. Constantine Labi Ogunbiyi	Nigerian	Independent Director

· *Mr. Olivier Suarez resigned as a director of the Company with effect from December 9, 2016.
· **Marc Starke was appointed a director of the Company with effect from December 9, 2016.

7. Board Changes

Since the last Annual General Meeting of the Company, Mr. Olivier Suarez resigned his appointment from the Board whilst Mr. Marc Starke was appointed with effect from December 9, 2016.

In accordance with Section 249(2) of the Companies and Allied Matters Act, a resolution will be proposed at the Annual General Meeting to approve the appointment of Marc Starke as a director.

8. Directors to retire by rotation

Section 259 of the Companies and Allied Matters Act (CAMA) stipulates that one-third of the Directors of a Company shall retire from office by rotation at every Annual General Meeting (AGM).

In accordance with Section 259 of the Companies and Allied Matters Act, Messrs. Olivier Sadran and Matthieu Jeandel both retire by rotation and being eligible, offer themselves for re-election.

DIRECTORS' REPORT (cont'd)

For the year ended 31 December 2016

9. Directors' Interest in Shares

The direct and indirect interests of Directors in the issued share capital of the Company as at December 31, 2016 as recorded in the Register of Directors' Shareholding and/or as notified by the Directors for the purposes of Sections 275 and 276 of the Companies and Allied Matters Act and the listing requirements of the Nigerian Stock Exchange are as stated below:

Name of Director	Number of Shares Held as at Dec, 31, 2015		Number of Shares Held as at Dec, 31, 2016		Number of Shares Held as at April 24, 2017	
	Direct	Indirect	Direct	Indirect	Direct	Indirect
*Mr. Richard Akerele	44,500	154,385,477	44,500	154,385,477	44,500	154,385,477
**Messrs. Jonathan Stent-Torriani, Olivier Sadran, Olivier Suarez, Matthieu Jeandel, Marc Starke and Laurent Moussard	–	321,052,350	–	321,052,350	–	321,052,350
Labi Ogunbiyi	—	—	800,000	—	800,000	—

**The indirect shares held by Mr. Richard Akerele are in respect of Harrowditch Limited, Rical Enterprises Ltd and Royal African Trust Ltd.

***The indirect shares held by Messrs. Jonathan Stent-Torriani, Olivier Sadran, Olivier Suarez, Matthieu Jeandel, Marc Starke and Laurent Moussard are in respect of Rifkind Ltd, Roswello Ltd, and Newrest Schweiz AG.

10. Directors' Interests in Contract

In compliance with Section 277 of the Companies & Allied Matters Act, 2004, the Directors' interest in contracts can be found in Note 34 of the consolidated and separate financial statements. The selection and conduct of these contracts are in conformity with rules of ethics and acceptable standards. The Company ensures that these contracts are conducted at arm's length at all times.

11. Substantial Shareholder's Interests

On the record of the Register of Members as at December 31, 2016, the following shareholders held 5% or more of the issued share capital of the Company:

Shareholder	Number of Shares	Percentage
Newrest Schweiz AG	103,250,000	16.29
Rical Enterprises Ltd	63,315,477	9.99
Rifkind Ltd	108,901,175	17.18
Roswello Limited	108,901,175	17.18
Harrowditch Limited	90,700,000	14.31

DIRECTORS' REPORT (cont'd)
For the year ended 31 December 2016

12. Donations & Charitable Contributions

In order to identify with the aspirations of the community and the environment within which the Company operates, a total sum of N200,000.00 (Two Hundred Thousand Naira) was given out as donations and charitable contributions during the course of the year. Details of the donations and the charitable contributions are as follows:

NAME	AMOUNT (N)
FEDERAL AIRPORTS AUTHORITY OF NIGERIA AVIATION SECURITY	100,000
NEW HEART BEAT CHARITY FOUNDATION	100,000

In compliance with section 38 (2) of the Companies and Allied Matters Act, 2004, the Company did not make any donation or gift to any political party, political association or for any political purpose during the year.

13. Free Float

Based on information that is publicly available to the Company and within the knowledge of the Directors as at the date of this report, the Company has maintained the prescribed free float under the Listing Rules of the Nigerian Stock Exchange throughout the financial year ended December 31, 2016. The share float of the Company for the year ended December 31, 2016 was 25%.

14. Contractual Arrangements

The Company's business operations utilize many suppliers and arrangements are in place to ensure that the business is not totally reliant on a single supplier for key materials or components.

15. Policy on Payment of Suppliers

It is the policy of the Company to agree terms of payment prior to commencing business with a supplier and to abide by those terms on the timely submission of satisfactory invoices.

16. Property, Plant & Equipment

Information relating to changes in the group's property, plant and equipment is given in Note 16 to the consolidated and separate financial statements. In the Director's opinion, the market value of the Group's property, plant and equipment is not less than the value shown in the consolidated and separate financial statements.

17. Human Resources

The Company recognizes human capital as one of the most critical factors. The Board has created a favourable work environment that encourages innovation and meritocracy and relations with employees have continued to improve significantly.

(i) Employment of Physically Challenged Persons

The Company continues to maintain a policy of giving fair consideration to the application for employment by disabled persons with due regard to their abilities. The Company's policy prohibits discrimination against physically challenged persons in the recruitment, training and career development of its employees. In the event of members of staff becoming disabled, efforts will be made to ensure that their employment continues and appropriate training arranged to ensure that they fit into the Company's working environment.

DIRECTORS' REPORT (cont'd)
For the year ended 31 December 2016

(ii) Health, Safety and Welfare of Employees at Work

The Company accords high priority to the health, safety and welfare of its employees. In furtherance of this, the Company's operations and business premises are designed with a view to guaranteeing the safety and healthy working conditions of its employees and visitors alike. Employees are adequately insured against occupational hazards. In addition, whilst the Company retains top-class hospitals where medical facilities are provided for the employees and their immediate families at its expense, a standard clinic is also available within the Company's premises for the use of the members of staff.

Fire prevention and firefighting equipment are installed in strategic locations within the Company's premises.

The Company operates a Group Life Insurance Policy for the benefit of its employees as well as a contributory pension plan in line with the Pension Reform Act, 2014.

(iii) Employee Training& Development

The Company encourages participation of employees in arriving at decisions on matters affecting their well being. Towards this end, opinions and suggestions of employees are sought and considered not only on matters affecting them as employees but also on the general business of the Company.

Continuous education of our employees is of prime importance to the Company. It believes that this is necessary not only for its sustainability and growth as an organization but also for enabling the professional development of its employee manpower. Consequently, employees of the Company are nominated to attend both locally and internationally organized courses. These are complemented by on-the-job training.

(iv) Staff Strength

The Company had a total strength of343 (three hundred and forty three) employees on its payroll as at December 31, 2016 from 441 at the end of the previous year.

18. Financial Risk Management

The Company's financial instruments principally comprise bank borrowings. The main risk arising from the Company's financial instruments are interest rate risk, foreign exchange risk and liquidity risk. The Board reviews and agrees policies for managing each of these risks and they are summarized below. These policies have remained unchanged throughout the year.

(i) Interest Rate Risk

The Company finances its operations through a mixture of shareholders' funds and borrowings. The Company borrows principally in Naira and US Dollars at floating rates of interest.

(ii) Foreign Exchange Risk:

The Company recognizes that the existence of dollar denominated debts exposes it to foreign exchange risk. However, as it operates in an export processing zone, it also is able to receive a substantial part of its income in foreign exchange which may result in gains and mitigate the foreign exchange risk associated with the dollar denominated debts.

DIRECTORS' REPORT (cont'd)

For the year ended 31 December 2016

(iii) Liquidity Risk

The Group monitors its risk to shortage of funds by continuously monitoring forecast and actual cash flows and by matching the maturity profiles of financial assets and liabilities. It also ensures that short term funds are used strictly for working capital purposes while capital projects are funded from long tenured borrowings. Access to sources of funding is sufficiently available. The Group's financial liabilities are its trade and other payables and bank borrowings

19. Internal Control System

The Company's internal control systems are commensurate with the nature of its business and the size and complexity of its operations. These are routinely tested and certified by Statutory as well as Internal Auditors and cover all key areas of the business. Significant audit observations and follow up actions thereon are reported to the Statutory Audit Committee. The Statutory Audit Committee reviews the adequacy and effectiveness of the Company's internal control environment and monitors the implementation of audit recommendations including those relating to the strengthening of the Company's risk Management policies and systems.

20. Events after the Reporting Period

The Directors are of the opinion that there was no significant event after the reporting period which would have had any material effect on the accounts on the date, which have not been adequately provided for or disclosed in the consolidated and separate financial statements.

21. Disclosure of Information to the External Auditors

Each of the Directors who is a Director at the date of approval of this report confirms that so far as he/she is aware, there is no relevant audit information of which the Company's Auditors are unaware. Each Director has taken all steps that he/she ought to have taken as a Director in order to make himself/herself aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

22. External Auditor

The External Auditor, Akintola Williams Deloitte has signified its willingness to continue in office as the External Auditor of the Company. In accordance with Section 357 (2) of the Companies and Allied Matters Act, 2004, an ordinary resolution will be proposed at the Annual General Meeting to authorize the Directors to fix their remuneration.

Your Directors place on record their deep appreciation to employees at all levels for their hard work, dedication and commitment. The support of the employees has enabled the Company to remain the leader of the Industry.

The Directors also take this opportunity to thank all investors, clients, vendors, banks, regulatory and governmental authorities for their continued support.

BY ORDER OF THE BOARD

LPC SOLICITORS COMPANY SECRETARY
LPC SOLICITORS
COMPANY SECRETARY
APRIL 24, 2017
FRC/2013/ICSAN/00000001111

STATEMENT OF DIRECTORS' RESPONSIBILITIES FOR THE PREPARATION AND APPROVAL OF THE FINANCIAL STATEMENTS

For the year ended 31 December 2016

The Directors of Newrest ASL Nigeria Plc are responsible for the preparation of the consolidated and separate financial statements that give a true and fair view of the financial position of the Group and Company as at 31 December 2016, and the results of its operations, cash flows and changes in equity for the year ended, in compliance with International Financial Reporting Standards ("IFRS") and in the manner required by the Companies and Allied Matters Act of Nigeria, the Financial Reporting Council of Nigeria Act, 2011.

In preparing the consolidated financial statements, the Directors are responsible for:

- properly electing and applying accounting policies;
- presenting information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- providing additional disclosures when compliance with the specific requirements in IFRSs are insufficient to enable users to understand the impact of particular transactions, other events and conditions on the Group and Company's financial position and financial performance; and
- making an assessment of the Group's ability to continue as a going concern.

The Directors are responsible for:

- designing, implementing and maintaining an effective and sound system of internal controls throughout the Group and Company;
- maintaining adequate accounting records that are sufficient to show and explain the Group's and Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Company, and which enable them to ensure that the financial statements of the Group and Company comply with IFRS;
- maintaining statutory accounting records in compliance with the legislation of Nigeria and IFRS;
- taking such steps as are reasonably available to them to safeguard the assets of the Group and Company; and
- preventing and detecting fraud and other irregularities.

Going Concern:

The Directors have made an assessment of the Group's and Company's ability to continue as a going concern and have no reason to believe the Group's and Company's ability to continue as a going concern and have no reason to believe the Group and Company will not remain a going concern in the year ahead.

The consolidated and separate financial statements for the year ended 31 December 2016 were approved by management on 24 April 2017.

On behalf of the Directors of the Group

Laurent Moussard	Richard Akerele	Olapeju Shebioba
Chief Executive Officer	Chairman	Chief Finance Officer
FRC/2016/IODN/00000014143	FRC/2013/IODN/00000002312	FRC/2013/ICAN/00000002043

CERTIFICATION PURSUANT TO SECTION 60(2) OF INVESTMENT AND SECURITIES ACT NO.29 OF 2007

For the year ended 31 December 2016

We the undersigned hereby certify the following with regard to our financial statements for the year ended December 31, 2016 that:

a) We have reviewed the report;

b) To the best of our knowledge, the report does not contain:
- I. any untrue statement of a material fact, or
- II. omit to state a material fact, which would make the statements, misleading in the light of the circumstances under which such statements were made;

c) To the best of our knowledge, the financial statements and other financial information included in the report fairly present in all material respects the financial condition and results of operation of the Company as of, and for the periods presented in the report.

d) We:
- i. are responsible for establishing and maintaining internal controls.
- ii. have designed such internal controls to ensure that material information relating to the Company and its consolidated subsidiaries are made known to such officers by others within those entities particularly during the period in which the periodic reports are being prepared;
- iii. have evaluated the effectiveness of the Company's internal control as of date within 90 days prior to the report;
- iv. have presented in the report our conclusions about the effectiveness of the Company's internal control based on our evaluation as of that date;

e) We have disclosed to the auditors of the Company and the Audit Committee:
- i. All significant deficiency in the design or operation of internal control which would adversely affect the Company's ability to record process, summarise and report financial data and have identified for the Company's auditor any material weakness in internal control, and
- ii. any fraud, whether or not material, that involves management or other employees who have significant role in the Company's internal control;

f) We have identified in the report whether or not there were significant changes in internal control or other factors that could significantly affect internal control subsequent to the date of our evaluation, including any corrective actions with regard to significant deficiencies and material weaknesses.

Laurent Moussard
Chief Executive Officer
FRC/2016/IODN/00000014143

Olapeju Shebioba
Chief Finance Officer
FRC/2013/ICAN/00000002043

REPORT OF THE AUDIT COMMITTEE

In compliance with the provisions of Section 359(6) of the Companies and Allied Matters Act 2004, the Committee reviewed the Audited Financial' Statements of the Company and the Group for the year ended December 31, 2016 and report as follows:

1. The accounting and reporting policies of the Company are consistent with legal requirements and agreed ethical practices.

2. The scope and planning of the external audit was adequate.

3. The Company maintained effective systems of accounting and internal control during the year.

4. The Company's management adequately responded to matters covered in the management report issued by the External Auditors.

5. The External Auditor has confirmed that necessary cooperation was received from management in the course of the statutory audit and that their scope of work was not restricted in any way.

Dated this 21st day of March 2017

MR. ADEBAYO ADELEKE
CHAIRMAN, AUDIT COMMITTEE
FRC/2013/NIM/00000002317

Members of the Audit Committee are:

1.	Mr. Adebayo Adeleke	–	Chairman (Shareholder Representative)
2.	Mr. Ayodele Ogundeji	–	Member (Shareholder Representative)
3.	Mr. Ariyo Ayo Olugbosun	–	Member (Shareholder Representative)
4.	Mr. Jonathan Stent-Torriani	–	Member (Director)
5.	Mr. Matthieu Jeandel	–	Member (Director)
6.	Mr. Olivier Suarez	–	Member (Director)*
7.	Mr. Marc Starke	–	Member (Director)*

*Olivier Suarez resigned as a director and Marc Starke was appointed on December 9, 2016

The Company Secretary, LPC Solicitors acted as Secretary to the Committee

Note: The Company obtained a waiver from the Financial Reporting Council of Nigeria to enable the Chairman of the Committee to sign this Report.

Deloitte.

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Newrest ASL Nigeria Plc.

Akintola Williams Deloitte
235 Ikorodu Road, Ilupeju
P.O. Box 965, Marina
Lagos. Nigeria.

Tel: +234 (1) 271 7800
Fax: +234 (1) 271 7801
www.deloitte.com/ng

Report on the audit of the Consolidated and Separate Financial Statements for the year ended 31 December 2016

Opinion

We have audited the accompanying consolidated and separate financial statements of Newrest ASL Nigeria Plc., which comprise the Consolidated and separate statement of financial position as at 31 December 2016, the Consolidated and separate statement of profit or loss and other comprehensive income, statement of changes in equity, Consolidated statement of cash flow for the year then ended, and the notes to the Consolidated and separate financial statements including a summary of significant accounting policies.

In our opinion, the consolidated and separate financial statements give a true and fair view of the Consolidated and Separate financial position of Newrest ASL Nigeria Plc., and its subsidiaries as at 31 December, 2016 and the financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standards, the Companies and Allied Matters Act Cap C20 LFN 2004 and the Financial Reporting Council of Nigeria Act, 2011.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the group in accordance with the Institute of Chartered Accountants of Nigeria (ICAN) Professional Code of Conduct and Guide for Accountants and other independence requirements applicable to performing audits of financial statements in Nigeria. We have fulfilled our other ethical responsibilities in accordance with the ICAN Code and in accordance with other ethical requirements applicable to performing audits in Nigeria. The ICAN Code is consistent with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current year. We have communicated the key audit matters to the Audit committee. The key audit matters are not a comprehensive reflection of all matters discussed.

These matters were addressed in the context of our audit of the consolidated and separate financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. The key audit matters below relate to the audit of the consolidated financial statements.

Key Audit Matter	How the matter was addressed in the audit
Impairment of loan advanced to ASL Rwanda	
The Company obtained a foreign denominated loan from a Nigerian bank for the construction of an asset at its Rwandan component. The loan was subsequently transferred from the Company's books via intercompany transactions. Over the years, the intercompany loan had remained unpaid and increasing due to interest recharges and foreign exchange fluctuations. Our reviews focused around the company's assertions that this balance is recoverable.	Our audit procedures involves reviewing management assessment of impairment of the loans advanced to ASL Rwanda at year end. Our substantive procedures included the following: Obtaining management assessment of impairment stating all assumptions. Reviewing the assumptions and assessing if they are reasonable and where appropriate tracing and agree the basis of the assumptions to verifiable evidence. Investigating material differences/exceptions noted from wrong assumptions used. Our substantive testing did not reveal any material misstatements. Also, our discussion with the management revealed that steps are being taken to recover the loan balance from ASL Rwanda. Subsequent to year end, ASL Rwanda has made a decision to take a bank loan to repay the balance due to Newrest ASL and a letter of intent (LOI) has been signed by the Chairman of the Board of Directors and the representative of the bank.

INDEPENDENT AUDITOR'S REPORT (cont'd)

To the Shareholders of Newrest ASL Nigeria Plc.

Other Information

The directors are responsible for the other information. The other information comprises the Directors' Report and Audit Committee's Report as required by Companies and Allied Matters Act CAP C20 LFN 2004, which we obtained prior to the date of this auditor's report and the integrated report, which is expected to be made available to us after that date. The other information does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the Consolidated and Separate Financial Statements

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with International Financial Reporting Standards and the requirements of the Companies and Allied Matters Act CAP C20 LFN 2004 and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

INDEPENDENT AUDITOR'S REPORT (cont'd)

To the Shareholders of Newrest ASL Nigeria Plc.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entity and its business activities to express an opinion on the consolidated and separate financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Legal and Regulatory Requirements

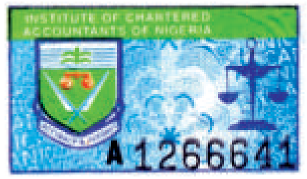
In accordance with the Sixth Schedule of Companies and Allied Matters Act CAP C20 LFN 2004 we expressly state that:

i) We have obtained all the information and explanation which to the best of our knowledge and believe were necessary for the purpose of our audit.

ii) The Group has kept proper books of account, so far as appears from our examination of those books.

iii) The Group's financial position and its statement of profit or loss and other comprehensive income are in agreement with the books of account and returns.

Jelili Adebisi, FCA - FRC/2013/ICAN/00000004247
For: Akintola Williams Deloitte
Chartered Accountants
Lagos, Nigeria
27 April 2017



CONSOLIDATED AND SEPARATE STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 December 2016

		The Group		The Company	
	Note	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
Revenue	5	5,072,346	4,550,904	3,686,650	3,596,942
Cost of sales	20	(1,485,518)	(1,508,066)	(1,090,646)	(1,216,779)
Gross profit		3,586,828	3,042,838	2,596,004	2,380,163
Administrative expenses	11	(2,698,007)	(2,750,841)	(2,144,168)	(2,329,723)
Selling & Distribution expenses	12	(604,127)	(604,736)	(540,360)	(539,756)
Operating profit/(loss)		284,694	(312,738)	(88,524)	(489,316)
Investment income	8	31,059	17,685	31,059	17,685
Other operating income	7	221,391	257,766	281,439	272,069
Other gains and losses	9	800,235	119,705	919,820	202,217
Finance costs	10	(185,239)	(139,241)	(65,155)	(65,418)
Profit/(loss) before tax		1,152,140	(56,823)	1,078,639	(62,763)
Tax	14	(1,604)	(437)	-	-
Profit/(loss) for the year		1,150,536	(57,260)	1,078,639	(62,763)
Other comprehensive income (net of income tax)					
Items that may be reclassified subsequently to profit or loss:					
Net gain on available for sale financial asset	27	131	(204)	131	(204)
Exchange differences on translating foreign operations	29	13,646	(99,597)		-
		-			
		13,777	(99,801)	131	(204)
Total comprehensive income for the year		1,164,313	(157,061)	1,078,770	(62,967)
Profit/(loss) for the year attributable to:					
Owners of the Company	26	1,134,456	(64,435)	1,078,639	(62,763)
Non-controlling interests	28	16,080	7,175		-
		1,150,536	(57,260)	1,078,639	(62,763)
Total comprehensive income for the year attributable to:					
Owners of the Company		1,144,139	(134,357)	1,078,770	(62,967)
Non-controlling interests	28	20,174	(22,704)	-	-
		1,164,313	(157,061)	1,078,770	(62,967)
Earnings per share					
Basic and diluted	15	179	(10)	170	(10)

The accompanying notes on pages 39 to 97 form an integral part of these consolidated and separate financial statements.

CONSOLIDATED AND SEPARATE STATEMENT OF FINANCIAL POSITION
As at 31 December 2016

	Note	The Group 31-Dec-16 N'000	The Group 31-Dec-15 N'000	The Company 31-Dec-16 N'000	The Company 31-Dec-15 N'000
Assets					
Non-current assets					
Property, plant and equipment	16	2,739,169	2,680,356	1,254,352	1,475,281
Intangible assets	17	5,653	-	5,653	-
Investment in subsidiary	18	-	-	86,450	86,450
Financial assets	19	3,049	2,917	3,049	2,917
Other assets	22	40,695	24,562	40,695	17,549
Other receivables	21	-	5,882	-	-
Deferred tax assets	14	-	861	-	-
		2,788,566	2,714,578	1,390,199	1,582,197
Current assets					
Inventories	20	416,480	261,098	321,424	229,852
Trade and other receivables	21	1,078,973	703,003	1,486,745	1,993,310
Financial assets	19	16,656	15,236	16,656	15,236
Other assets	22	206,920	165,361	84,823	139,251
Cash and cash equivalents	23	1,980,309	738,204	1,951,509	660,185
		3,699,338	1,882,902	3,861,157	3,037,834
Total assets		6,487,904	4,597,480	5,251,356	4,620,031
Equity and liabilities					
Issued share capital and reserves					
Share capital	24	317,000	317,000	317,000	317,000
Share premium account	25	342,000	342,000	342,000	342,000
Revenue reserve	26	2,543,925	1,409,495	2,693,095	1,614,456
Investment revaluation reserve	27	1,632	1,501	1,632	1,501
Foreign currency translation reserve	29	12,465	2,913	-	-
Equity attributable to owners of the Company		3,217,022	2,072,909	3,353,727	2,274,957
Non-controlling interest	28	28,220	8,045	-	-
Total equity		3,245,242	2,080,954	3,353,727	2,274,957
Non-current Liabilities					
Borrowings	30	1,503,902	980,021	533,349	980,021
Deferred tax liabilities	14	177	-	-	-
Total Non-current Liabilities		1,504,079	980,021	533,349	980,021
Current Liabilities					
Trade and other payables	31	1,203,959	1,171,019	1,046,023	1,002,560
Retirement benefit obligation	32	16,014	15,388	13,486	12,622
Current tax liabilities	14	543	226	-	-
Borrowings	30	518,067	349,872	304,771	349,872
Total Current Liabilities		1,738,583	1,536,505	1,364,280	1,365,054
Total liabilities		3,242,662	2,516,526	1,897,629	2,345,074
Total equity and liabilities		6,487,904	4,597,480	5,251,356	4,620,031

The financial statements were approved by the board of directors and authorised for issue on 24 April 2017 and signed on its behalf by:

Laurent Moussard
Chief Executive Officer
FRC/2016/IODN/00000014143

Richard Akerele
Chairman
FRC/2013/IODN/00000002312

Olapeju Shebioba
Chief Finance Officer
FRC/2013/ICAN/00000002043

The accompanying notes on pages 39 to 97 form an integral part of these consolidated and separate financial statements.

CONSOLIDATED AND SEPARATE STATEMENT OF CHANGES IN EQUITY
For the year ended 31 December 2016

Equity attributable to equity holders of the Group

	Share Capital N'000	Share Premium Account N'000	Revenue reserve N'000	AFS Financial Asset reserve N'000	Foreign currency translation reserve N'000	Attributable to owners of the parent N'000	Non-controlling interest N'000	Total N'000
Balance at 1 January 2015	317,000	342,000	1,569,028	1,705	72,630.00	2,302,363	30,751	2,333,114
(Loss)/profit for the year	-	-	(64,435)	-	-	(64,435)	7,175	(57,260)
Other comprehensive income(net of tax)	-	-	-	(204)	(69,718)	(69,922)	(29,879)	(99,801)
Total comprehensive income for the year	-	-	(64,435)	(204)	(69,718)	(134,357)	(22,704)	(157,061)
Adjustments (Note 26.1)	-	-	2	-	1	3	(2)	1
Dividends (Note 26.2)	-	-	(95,100)	-	-	(95,100)	-	(95,100)
Balance at 31 December 2015	317,000	342,000	1,409,495	1,501	2,913	2,072,909	8,045	2,080,954
Profit for the year	-	-	1,134,456	-	-	1,134,456	16,080	1,150,536
Other comprehensive income(net of tax)	-	-	-	131	9,552	9,683	4,094	13,777
Total comprehensive income for the year	-	-	1,134,456	131	9,552	1,144,139	20,174	1,164,313
Adjustments (Note 26.1)	-	-	(26)	-	-	(26)	1	(25)
Balance at 31 December 2016	317,000	342,000	2,543,925	1,632	12,465	3,217,022	28,220	3,245,242

Equity attributable to equity holders of the Company

	Share Capital N'000	Share Premium Account N'000	Revenue reserve N'000	Investment revaluation reserve N'000	Foreign currency translation reserve N'000	Attributable to owners of the parent N'000	Non-controlling interest N'000	Total N'000
Balance at 1 January 2015	317,000	342,000	1,772,319	1,705	-	-	-	2,433,024
(Loss) for the year	-	-	(62,763)	-	-	-	-	(62,763)
Other comprehensive income(net of tax)	-	-	-	(204)	-	-	-	(204)
Total comprehensive income for the year	-	-	(62,763)	(204)	-	-	-	(62,967)
Dividends (Note 26.2)	-	-	(95,100)	-	-	-	-	(95,100)
Balance at 31 December 2015	317,000	342,000	1,614,456	1,501	-	-	-	2,274,957
Profit for the year	-	-	1,078,639	-	-	-	-	1,078,639
Other comprehensive income(net of tax)	-	-	-	131	-	-	-	131
Total comprehensive income for the year	-	-	1,078,639	131	-	-	-	1,078,770
Dividends (Note 26.2)	-	-	-	-	-	-	-	-
Balance at 31 December 2016	317,000	342,000	2,693,095	1,632	-	-	-	3,353,727

CONSOLIDATED AND SEPARATE STATEMENT OF CASH FLOW

For the year ended 31 December 2016

		The Group		The Company	
	Note	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
Operating activities					
Cash receipts from customers		**5,733,298**	4,843,439	**4,945,229**	4,100,280
Cash payments to suppliers and employees		**(4,277,108)**	(3,740,846)	**(2,450,228)**	(3,346,850)
Tax paid	14	**(250)**	(291)	**-**	-
Net cash generated by operating activities	33	**1,455,940**	1,102,302	**2,495,000**	753,430
Investing activities					
Purchase of property, plant and equipment	16	**(114,159)**	(393,77	**(40,526)**	(140,561)
Purchase of intangible assets	17	**(5,736)**	-	**(5,736)**	-
Payment to acquire financial assets	19	**-**	(15,236)	**-**	(15,236)
Interest received	8	**31,059**	17,685	**31,059**	17,685
Proceeds from sale of property, plant and equipment		**1,090**	1,705	**-**	1,705
Net cash used in investing activities		**(87,746)**	(389,619)	**(15,203)**	(136,407)
Financing activities					
Interest paid	10	**(185,239)**	(139,241)	**(65,155)**	(65,418)
Dividend paid	26.2	**-**	(95,100)	**-**	(95,100)
Loan received	30.3	**1,216,445**	109,531	**-**	109,531
Loans repaid	30.3	**(1,157,295)**	(335,710)	**(1,123,319)**	(335,710)
Net cash used in financing activities		**(126,089)**	(460,520)	**(1,188,474)**	(386,697)
Net increase in cash and cash equivalents		**1,242,105**	252,163	**1,291,324**	230,325
Cash and cash equivalents at beginning of year		**738,204**	486,041	**660,185**	429,860
Cash and cash equivalents at end of year	23	**1,980,309**	738,204	**1,951,509**	660,185

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

For the year ended 31 December 2016

1 General information

The Company which was incorporated as a private limited liability company on December 6, 1996 changed its name to Newrest ASL Nigeria Plc in 2016. It became a public limited liability company on February 26, 2007 and its shares were listed on the floors of the Nigerian Stock Exchange on July 25, 2007. The address of the registered office is 1, Service Street, Murtala Muhammed International Airport, Ikeja, Lagos, Nigeria.

The principal activities of the Company are the provision of catering and related services to international airlines within the Nigerian aviation industry. The company operates international standard in-flight catering facilities and VIP lounges at the Murtala Muhammed International Airport, Lagos (MMIA) and the Nnamdi Azikwe International Airport, Abuja. The Company (70% shareholding) in partnership with RwandaAir (30% shareholding) formed ASL Rwanda Limited EPZE and has obtained a licence to provide in-flight catering and ancillary services at the Kigali International Airport, Rwanda and commenced operations on August 1, 2014. The Company has two fully owned local subsidiaries; first is Reacon Duty Free Limited which operates duty free outlets at the MMIA. The second is Newrest ASL Oil & Gas Logistics Limited which provides catering services to certain airlines that operate local flights including flights to and fro oil and gas locations. The subsidiary is also prospecting for catering and logistics services to companies in the oil and gas sector of the economy.

The Company conducts its business in the Export Processing Zone and in line with Section 8 of the NEPZA ACT No 63 of 1992 as amended , the Company is exempt from all Federal, State and Local Government taxes, levies and rates. Similarly, Section 18(a) and (e) exempts the Company from taxes and allows the Company to sell up to 25 percent of its products in the local market and subject to the issuance of the relevant permit.

The Company would be liable to tax on income generated outside the zone if the scope of business is expanded outside the Export Processing Zone. The Company for now is not operating outside the Zone and therefore no income tax is applicable thereof.

In addition, ASL Rwanda Limited also operates in the Export Processing Zone in Rwanda and is exempt from all forms of taxes in accordance with the extant laws guiding export processing companies in the Rwanda's economy.

However, both Reacon Duty Free Limited and Newrest ASL Oil & Gas Logistics Limited, wholly owned subsidiaries, currently operate outside the Export Processing Zone and therefore are subject to income tax.

1.10 Change of Business Name

The Company at the last Annual General Meeting held on June 9, 2016 changed its name from Airline Services & Logistics Plc to Newrest ASL Nigeria Plc.

1.11 Composition of the financial statements

The Consolidated and Separate Financial statements are drawn up in Naira, the functional currency of Newrest ASL Nigeria Plc. In accordance with IFRS accounting presentation,the Consolidated and

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

Separate Financial Statements comprise:

- Consolidated and Separate Statement of Profit or Loss and Other Comprehensive Income
- Consolidated and Separate Statement of Financial Position
- Consolidated and Separate Statement of Changes in Equity
- Consolidated and Separate Statement of Cashflows
- Notes to the Consolidated and Separate Financial Statements.

1.12 Financial period

These Consolidated and Separate Financial Statements cover the financial year ended 31 December 2016 with comparative amounts for the year ended 31 December 2015.

2 Application of new and revised International Financial Reporting Standards (IFRSs)

2.1 Amendments to IFRSs and the new interpretation that are mandatorily effective for the current year

In the current year, the Group has applied a number of amendments to IFRSs issued by the International Accounting Standards Board (IASB) that are mandatorily effective for an accounting period that begins on or after 1 January 2016. The standards that may impact the Group and subsidiaries financial statements have been considered.

Amendments to IFRS 10, IFRS 12 and IAS 28 Investment Entities: Applying the Consolidation Exception

The Group has applied these amendments for the first time in the current year. The amendments clarify that the exemption from preparing consolidated financial statements is available to a parent entity that is a subsidiary of an investment entity, even if the investment entity measures all its subsidiaries at fair value in accordance with IFRS 10.

The amendments also clarify that the requirement for an investment entity to consolidate a subsidiary providing services related to the former's investment activities applies only to subsidiaries that are not investment entities themselves.

The application of these amendments has had no impact on the Group's consolidated financial statements as the Group is not an investment entity and does not have any holding company, subsidiary, associate or joint venture that qualifies as an investment entity.

Amendments to IAS 1 Disclosure Initiative

The Group has applied these amendments for the first time in the current year. The amendments clarify that an entity need not provide a specific disclosure required by an IFRS if the information resulting from that disclosure is not material, and give guidance on the basis of aggregating and disaggregating information for disclosure purposes. However, the amendment reiterate that an entity should consider providing additional disclosures when compliance with the specific requirements of IFRS is insufficient to enable users of financial statements to understand the impact of particular transactions, events and conditions on the entity's financial position and financial performance.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

2.1 Amendments to IFRSs and the new interpretation that are mandatorily effective for the current year (cont'd)

In addition, the amendments clarify that an entity's share of the other comprehensive income of associates and joint ventures accounted for using the equity method should be presented separately from those arising from the Group, and should be separated into the share of items that, in accordance with other IFRSs: (i) will not be reclassified subsequently to profit or loss; and (ii) will be reclassified subsequently to profit or loss when specific conditions are met.

As regards the structure of the financial statements, the amendments provide examples of systematic ordering or grouping of the notes.

The application of these amendments has not resulted in any impact on the financial performance or financial position of the Group.

Amendments to IAS 16 and IAS 38 Clarification of Acceptable Methods of Depreciation and Amortisation

The Group has applied these amendments for the first time in the current year. The amendments to IAS 16 prohibit entities from using a revenue-based depreciation method for items of property, plant and equipment. The amendments to IAS 38 introduce a rebuttable presumption that revenue is not an appropriate basis for amortisation of an intangible asset. This presumption can only be rebutted in the following two limited circumstances:

a) When the intangible asset is expressed as a measure of revenue; or
b) When it can be demonstrated that revenue and consumption of the economic benefits of the intangible asset are highly correlated.

As the Group already uses the straight-line method of depreciation and amortisation for its property, plant and equipment, and intangible assets respectively, the application of these amendments has had no impact on the Group's consolidated financial statements.

Annual Improvements to IFRSs 2012-2014 Cycle

The Group has applied these amendments for the first time in the current year. The Annual Improvements to IFRSs 2012-2014 Cycle include a number of amendments to various IFRSs, which are summarised below.

The amendments to IFRS 5 introduce specific guidance in IFRS 5 for when an entity reclassifies an asset (or disposal group) from held for sale to held for distribution to owners (or vice versa). The amendments clarify that such a change should be considered as a continuation of the original plan of disposal and hence requirements set out in IFRS 5 regarding the change of sale plan do not apply. The amendments also clarifies the guidance for when held-for-distribution accounting is discontinued.

The amendments to IFRS 7 provide additional guidance to clarify whether a servicing contract is continuing involvement in a transferred asset for the purpose of the disclosures required in relation to transferred assets.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

2.1 Amendments to IFRSs and the new interpretation that are mandatorily effective for the current year (cont'd)

The amendments to IAS 19 clarify that the rate used to discount post-employment benefit obligations should be determined by reference to market yields at the end of the reporting period on high quality corporate bonds. The assessment of the depth of a market for high quality corporate bonds should be at the currency level (i.e. the same currency as the benefits are to be paid). For currencies for which there is no deep market in such high quality corporate bonds, the market yields at the end of the reporting period on government bonds denominated in that currency should be used instead.

The application of these amendments has had no impact on the Group's consolidated financial statements.

2.2 New and revised IFRSs in issue that are not yet effective

The Group has not applied the following new and revised IFRSs that have been issued but are not yet effective:

Effective for annual periods beginning on or after 1 January 2017, with earlier application permitted

Amendments to IAS 1	Disclosure Initiative Recognition of Deferred Tax
Amendments to IAS 12	Assets for Unrealised Losses

Effective for annual periods beginning on or after 1 January 2018, with earlier application permitted

IFRS 9	Financial Instruments
IFRS 15	Revenue from Contracts with Customers (and the related Clarifications)
Amendment to IFRS 2	Classification and Measurement of Share-based Payment Transactions

Effective for annual periods beginning on or after 1 January 2019, with earlier application permitted

IFRS 16	Leases

Effective for annual periods beginning on or after a date to be determined

Amendments to IFRS 10 and IAS 28	Sales or Contribution of Assets between an Investor and its Associate or Joint Venture

IFRS 9 Financial Instruments

IFRS 9 issued in November 2009 introduced new requirements for the classification and measurement of financial assets. IFRS 9 was subsequently amended in October 2010 to include requirements for the classification and measurement of financial liabilities and for derecognition, and in November 2013 to include the new requirements for general hedge accounting. Another revised version of IFRS 9 was issued in July 2014 mainly to include a) impairment requirements for

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NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

2.2 New and revised IFRSs in issue that are not yet effective (cont'd)

financial assets and b) limited amendments to the classification and measurement requirements by introducing a 'fair value through other comprehensive income' (FVTOCI) measurement category for certain simple debt instruments.

Key requirements of IFRS 9:

All recognised financial assets that are within the scope of IAS 39 Financial Instruments: Recognition and measurement are required to be subsequently measured at amortised cost or fair value. Specifically, debt investments that are held within a business model whose objective is to collect the contractual cash flows, and that have contractual cash flows that are solely payments of principal and interest on the principal and interest on the principal outstanding are generally measured at amortised cost at the end of subsequent accounting periods. Debt instruments that are held within a business model whose objective is achieved both by collecting contractual cash flows and selling financial assets, and that have contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding, are measured at FVTOCI. All other debt investments and equity investments are measured at their fair value at the end of subsequent accounting periods. In addition, under IFRS 9, entities may make an irrevocable election to present subsequent changes in the fair value of an equity investment that is not held for trading in other comprehensive income, with only dividend income generally recognised in profit or loss.

With regard to the measurement of financial liabilities designated at fair value through profit or loss,

IFRS 9 requires that the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of that liability is presented in other comprehensive income, unless the recognition of the effects of changes in the liability's credit risk in other comprehensive income, unless the recognition of the effects of changes in the liability's credit risk in other comprehensive income would create or enlarge an accounting mismatch in profit or loss. Changes in fair value attribute to a financial liability's credit risk are not subsequently reclassified to profit or loss. Under IAS 39, the entire amount of the change in the fair value of the financial liability designated as fair value through profit or loss is presented in profit or loss.

In relation to the impairment of financial assets, IFRS 9 requires an expected credit loss model, as opposed to an incurred credit loss model under IAS 39. The expected credit loss model requires an entity to account for expected credit losses and changes in these expected credit losses at each reporting date to reflect changes in credit risk since initial recognition. In other words, it is no longer necessary for a credit event to have occurred before credit losses are recognised.

The new general hedge accounting requirements retain the three types of hedge accounting mechanisms currently available in IAS 39. Under IFRS9, greater flexibility has been introduced to the types of transactions eligible for hedge accounting, specifically broadening the types of instruments that qualify for hedging instruments and the types of risk components of non-financial items that are eligible for hedge accounting. In addition, the effectiveness test has been overhauled and replaced with the principle of an 'economic relationship'. Retrospective assessment of hedge effectiveness is also no longer required. Enhanced disclosure requirements about an entity's risk management activities have also been introduced.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

2.2 New and revised IFRSs in issue that are not yet effective (cont'd)

Based on an analysis of the Group's financial assets and financial liabilities as at 31 December 2016 on the basis of the facts and circumstances that exist at that date, the directors of the Company have performed a preliminary assessment of the impacts of IFRS 9 to the Group's consolidated financial statements as follows:

Classification and measurement

Loans carried at amortised cost as disclosed in note 30 are held with the intention to settle contractual cash flows obligations that are solely payments of principal and interest on the principal outstanding. Accordingly, these financial liabilities will continue to be subsequently measured at amortised cost upon the application of IFRS 9.

Unlisted shares classified as available-for-sale investments carried at fair value as disclosed in note 19: these shares qualify for designation as measured at FVTOCI under IFRS 9; however, the fair value gains or losses accumulated in the investment revaluation reserve will no longer be subsequently reclassified to profit or loss under IFRS 9, which is different from the current treatment. This will affect the amounts recognised in the Group's profit or loss and other comprehensive income but will not affect total comprehensive income.

All other financial assets and financial liabilities will continue to be measured on the same basis as is currently adopted under IAS 39.

Impairment

The Group's financial assets will be subject to the impairment provisions of IFRS 9. The Group expects to apply the simplified approach to recognise lifetime expected credit losses for its trade and intercompany receivables.

In general, the directors anticipate that the application of the expected credit loss model of IFRS 9 will result in earlier recognition of credit losses for the respective items and are currently assessing the potential impact.

IFRS 15 Revenue from Contracts with Customers

IFRS 15 establishes a single comprehensive model for entities to use in accounting for revenue arising from contracts with customers. IFRS 15 will supersede the current revenue recognition guidance including IAS 18 Revenue, IAS 11 Construction Contracts and the related interpretations when it becomes effective.

The core principle of IFRS 15 is that an entity should recognise revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. Specifically, the standard introduces a 5-step approach to revenue recognition:

Step 1: Identify the contract(s) with a customer
Step 2: Identify the performance obligations in the contract

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

2.2 New and revised IFRSs in issue that are not yet effective (cont'd)

Step 3: Determine the transaction price
Step 4: Allocate the transaction price to the performance obligations in the contract
Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation

Under IFRS 15, an entity recognises revenue when (or as) a performance obligation is satisfied, i.e. when 'control' of the goods or services underlying the particular performance obligation is transferred to the customer. Far more prescriptive guidance has been added in IFRS 15 to deal with specific scenarios. Furthermore, extensive disclosures are required by IFRS 15.

The directors of the Company anticipate that the application of IFRS 15 in the future may have a material impact on the amounts reported and disclosures made in the Group's consolidated financial statements. However, it is not practicable to provide a reasonable estimate of the effect of IFRS 15 until the Group performs a detailed review. The directors do not intend to early adopt the standard and intend to use the full retrospective method upon adoption.

IFRS 16 Leases

IFRS 16 introduces a comprehensive model for the identification of lease arrangements and accounting treatments for both lessor and lessee. IFRS 16 will supercede the current lease guidance IAS 17 Leases and the related interpretations when it becomes effective.

IFRS 16 distinguishes leases and service contracts on the basis of whether an identified asset is controlled by a customer. Distinction of operating leases (off balance sheet) and finance lease (on balance sheet) are removed for lessee accounting, and is replaced by a model where a right-of-use asset and a corresponding liability have to be recognised for all leases by lessees (i.e. all on balance sheet) except for short-term leases and leases of low value assets.

IFRS 16 distinguishes leases and service contracts on the basis of whether an identified asset is controlled by a customer. Distinction of operating leases (off balance sheet) and finance lease (on balance sheet) are removed for lessee accounting, and is replaced by a model where a right-of-use asset and a corresponding liability have to be recognised for all leases by lessees (i.e. all on balance sheet) except for short-term leases and leases of low value assets.

The right-of-use asset is initially measured at cost and subsequently measured at cost (subject to certain exceptions) less accumulated depreciation and impairment losses, adjusted for any remeasurement of the lease liability. The lease liability is initially measured at the present value of the lease payments that are not paid at that date. Subsequently, the lease liability is adjusted for interest and lease payments, as well as the impact of lease modification, amongst others. Furthermore, the classification of cash flows will also be affected as operating lease payments under IAS 17 are presented as operating cash flows; whereas under the IFRS 16 model, the lease payments will be split into a principal and an interest portion which will be presented as financing and operating cash flows respectively.

The new requirement to recognise a right-of-use asset, if it exists and a related lease liability is expected

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

2.2 New and revised IFRSs in issue that are not yet effective (cont'd)

to have a significant impact on the amounts recognised in the Group's consolidated financial statements and the directors are currently assessing its potential impact. It is not practicable to provide a reasonable estimate of the financial effect until the directors complete the review.

Amendments to IFRS 2 Classification and Measurement of Share-based Payment Transactions

The amendments clarify the following:

1. In estimating the fair value of a cash-settled share-based payment, the accounting for the effects of vesting and non-vesting conditions should follow the same approach as for equity-settled share-based payments.
2. Where tax law or regulation requires an entity to withhold a specified number of equity instruments equal to the monetary value of the employee's tax obligation to meet the employee's tax liability which is then remitted to the tax authority, i.e. the share-based payment arrangement has a 'net settlement feature ', such an arrangement should be classified as equity-settled in its entirety, provided that the share-based payment would have been classified as equity-settled had it not included the net settlement feature.
3. A modification of a share-based payment that changes the transaction from cash-settled to equity-settled should be accounted for as follows:

(i) the original liability is derecognised;
(ii) the equity-settled share-based payment is recognised at the modification date fair value of the equity instrument granted to the extent that services have been rendered up to the modification date; and
(iii) any difference between the carrying amount of the liability at the modification date and the amount recognised in equity should be recognised in profit or loss immediately.

The amendments are effective for annual reporting periods beginning on or after 1 January 2018 with earlier application permitted. Specific transition provisions apply. The directors of the Company do not anticipate that the application of the amendments in the future will have a significant impact on the Group's consolidated financial statements as the Group does not have any cash-settled share-based arrangements or any withholding tax arrangements with tax authorities in relation to share-based payments.

Amendments to IFRS 10 and IAS 28 Sales or Contribution of Assets between an Investor and its Associate or Joint Venture

Amendments to IFRS 10 and IAS 28 deal with situations where there is a sales or contribution of assets between an investor and its associate or joint venture. Specifically, the amendments state that gains or losses resulting from the loss of control of a subsidiary that does not contain a business in a transaction with an associate or a joint venture that is accounted for using the equity method, are recognised in the parent's profit or loss only to the extent of the unrelated investors' interests in that

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

2.2 New and revised IFRSs in issue that are not yet effective (cont'd)

associate or joint venture. Similarly, gains and losses resulting from the remeasurement of investments retained in any former subsidiary (that has become an associate or a joint venture that is accounted for using the equity method) to fair value are recognised in the former parent's profit or loss only to the extent of the unrelated investors' interests in the new associate or joint venture.

The effective date of the amendments has yet to be set by the IASB; however, earlier application of the amendments is permitted. The directors of the Company anticipate that the application of these amendments may have an impact on the Group's consolidated financial statements in future periods should such transactions arise.

Amendments to IAS 1 Disclosure Initiative

The amendments require an entity to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities.

The amendments apply prospectively for annual periods beginning on or after 1 January 2017 with earlier application permitted. The directors of the Company do not anticipate that the application of these amendments will have a material impact on the Group's consolidated financial statements.

Amendments to IAS 12 Recognition of Deferred Tax Assets for Unrealised Losses

The amendments clarify the following:

1. Decreases below cost in the carrying amount of a fixed-rate debt instrument measured at fair value which the tax base remains at cost give rise to a deductible temporary difference, irrespective of whether the debt instrument's holder expects to recover the carrying amount of the debt instrument by sale or by use, or whether it is probable that the issuer will pay all the contractual cash flow;
2. When an entity assesses whether taxable profits will be available against which it can utilise a deductible temporary difference, and the tax law restricts the utilisation of losses against income of a specific type (e.g. capital losses can only be set off against capital gains), an entity assesses a deductible temporary difference in combination with other deductible temporary differences of that type, but separately from other types of deductible temporary differences;
3. The estimate of probable future taxable profits may include the recovery of some of the entity's assets for more than their carrying amount if there is sufficient evidence that it is probable that the entity will achieve this; and
4. In evaluating whether sufficient future taxable profits are available, an entity should compare the deductible temporary differences with future taxable profits excluding tax deductions resulting from the reversal of those deductible temporary differences.

The amendments apply retrospectively for annual periods beginning on or after 1 January 2017 with earlier application permitted. The directors of the Company do not anticipate that the application of these amendments will have a material impact on the Group's consolidated financial statements.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

3 Summary of significant accounting policies

3.1 Statement of compliance

The consolidated and separate financial statements have been prepared in accordance with International Financial Reporting Standards.

3.2 Basis of preparation

The consolidated and separate financial statements have been prepared on the historical cost basis except for certain financial instruments that are measured at revalued amounts or fair values at the end of each reporting period, as explained in the accounting policies below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether the price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

Fair value for measurement and /or disclosure purposes in these consolidated financial statements is determined on such a basis, leasing transactions that are within the scope of IAS 17, and measurement that have some similarities to fair value but are not fair value, such as net realisable value in IAS 2 or value in use in IAS 36.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;

Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and

Level 3 inputs are unobservable inputs for the asset or liability.

3.3 Basis of Accounting

The consolidated and separate financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRSs"), which comprise standards and interpretations issued by either the International Accounting Standards Board ("IASB") or the International Financial Reporting Interpretations Committee ("IFRIC"). The consolidated and separate financial statements have been prepared under the historical cost convention, except for the measurement at fair value of certain classes of assets. The consolidated and separate Financial Statements have been prepared on a going concern basis.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

The principal accounting policies are set out below.

3.4 Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company and its subsidiaries. Control is achieved where the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Company has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee. The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including:

- the size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other vote holders:
- potential voting rights held by the Company, other vote holders or other parties:
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

3.5 Going concern

The directors have, at the time of approving the financial statements, a reasonable expectation that the Company and the Group have adequate resources to continue in operational existence for the

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

3.6 Business combinations

Acquisitions of subsidiaries are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree. Acquisition-related costs are generally recognised in profit or loss as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their fair values, except that:

(i) deferred tax assets or liabilities; and liabilities or assets related to employee benefit arrangements are recognised and measured in accordance with IAS 12 Income Taxes and IAS 19 Employee Benefits respectively;

(ii) liabilities or equity instruments related to share-based payment arrangements of the acquiree or share-based payment arrangements of the Group entered into to replace share-based payment arrangements of the acquiree are measured in accordance with IFRS 2 at the acquisition date; and

(iii) assets (or disposal groups) that are classified as held for sale in accordance with IFRS 5 Non-current Assets Held for Sale and Discontinued Operations are measured in accordance with that Standard.

Goodwill is measured as the excess of the sum of consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed. If after reassessment, the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree and the fair value of the acquirer's previously held interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation may be measured either at fair value or at the non-controlling interests's proportionate share of the recognised amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis. Other types of non-controlling interests are measured at fair value or, when applicable, on the basis specified in another IFRS.

When the consideration transferred by the Group in a business combination includes assets and liabilities resulting from a contingent consideration arrangement, the contingent consideration is measured at its acquisition-date fair value and included as part of the consideration transferred in a business combination. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

3.6 Business combinations - (cont'd)

against goodwill. Measurement period adjustments are adjustments that arise from additional information obtained during the 'measurement period' (which cannot exceed one year from the acquisition date) about facts and circumstances that existed at the acquisition date.

The subsequent accounting for changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent considerarion is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Contingent consideration that is classified as an asset or a liability is remeasured as subsequent reporting dates in accordance with IAS 39, or IAS 37 Provisions, Contingent Liabilities and Contingent Assets, as appropriate, with the corresponding gain or loss recognised in profit or loss.

Where a business combination is achieved in stages, the Group's previously-held interests in the acquired entity are re-measured to fair value at the acquisition date (i.e. the date the Group attains control) and the resulting gain or loss, if any, is recognised in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to profit or loss, where such treatment would be appropriate if that interest were disposed of.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see above), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the amounts recognised as of that date.

The measurement period is the period from the date of acquisition to the date the Group obtains complete information about facts and circumstances that existed as of the acquisition date, and is subject to a maximum of one year.

3.7 Non-current assets held for sale

Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. This condition is regarded as met only when the asset (or disposal group) is available for immediate sale in its present condition subject to terms that are usual and customary for sales of such asset (or disposal group) and its sale is highly probable. Management must be committed to the sale, which should be expected to qualify for recognition as a complete sale within one year from the date of classification.

When the Group is committed to a sale plan involving loss of control of a subsidiary, all of the assets and liabilities of that subsidiary are classified as held for sale when the criteria above are met, regardless of whether the Group will retain a non-controlling interest in its former subsidiary after the sale.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

3.7 Non-current assets held for sale (cont'd)

When the Group is committed to a sale plan involving disposal of an investment, or a portion of an investment, in an associate or joint venture, the investment or the portion of the investment that will be disposed of is classified as held for sale when the criteria above are met, and the Group discontinues the use of the equity method in relation to the portion that is classified as held for sale. Any retained portion of an investment in an associate or a joint venture that has not been classified as held for sale continues to be accounted for using the equity method. The Group discontinues the use of the equity method at the time of disposal when the disposal results in the Group losing significant influence over the associate or joint venture.

After the disposal takes place, the Group accounts for any retained interest in the associate or joint venture in accordance with IAS 39 unless the retained interest continues to be an associate or a joint venture, in which case the Group uses the equity method.

Non-current assets (and disposal groups) classified as held for sale are measured at lower of their carrying amount and fair value less costs to sell.

3.8 Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. Revenue is reduced for estimated customer returns, rebates and other similar allowances.

Sales of goods and services

Revenue from sales of goods and services is recognised when the goods are delivered and or services rendered,and titles have passed, at which time all the following conditions are satisfied:

(i) the Group has transferred to the customer the significant risks and rewards of ownership of the goods and services
(ii) the Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold and the services rendered
(iii) the amount of revenue can be measured reliably
(iv) it is sufficiently probable that the economic benefits associated with the transaction will flow to the Group
(v) the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Sales are stated net of discounts allowed and sales reductions at fair value. Sales deductions are estimated amounts for rebates, cash discounts and product returns. They are deducted at the time the sales are recognized, and appropriate provisions are recorded. Sales deductions are estimated primarily on the basis of historical experience, specific contractual terms and future expectations of sales development. It is unlikely that factors other than these could materially affect sales deductions in the Group.
Other operational revenues are recognised as other operating income.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

3.9 Deferred income

Deferred income represents the part of the amount invoiced to customers that has not yet met the criteria for revenue recognition and thus still has to be earned as revenues by means of the delivery of goods and services in the future. Deferred income is recognized at its nominal value.

3.10 Inventories

In accordance with IAS 2 (Inventories), inventories encompass assets held for sale in the ordinary course of business (finished goods and goods purchased for resale), in the process of production for such sale (work in process) or in the form of materials or supplies to be consumed in the production process or in the rendering of services (raw materials and supplies). Inventories are stated at the lower of cost and net realizable value of first in first out (FIFO) basis after making specific allowance for obsolete and damaged stocks. The net realizable value is the achievable sale proceeds under normal business conditions less estimated cost to complete and selling expenses.

3.11 Provisions for pensions and other post-employment benefits

The company operates a defined contribution staff pension scheme for members of staff which is managed by Pension fund administrators. The scheme, which is funded by contributions from employees (8%) and the Group (10%) of basic salary, housing and transport allowances, is consistent with the provisions of the Pension Reform Act, 2014 with effect from July 1, 2014.

3.12 Taxation

The Company conducts its business in the Export processing zone and in line with section 8 of the NEPZA Act No 63 of 1992 as amended, the company is exempt from all Federal, State and Local Government taxes, levies and rates. Similarly section 18 (a) and (e) exempt the Company from taxes and allows the Company to sell up to 25 percent of its production in the local market and subject to the issuance of the relevant permit. The company would be liable to tax on income generated outside the zone if the scope of business outside the zone is expanded beyond the 25 percent of its production. The company is currently not operating outside the Zone and therefore no income tax is applicable thereof.

In addition, ASL Rwanda Limited also operates in the Export Processing Zone in Rwanda and is exempt from all forms of taxes in accordance with the extant laws guiding export processing companies in the Rwanda's economy.

However, both Reacon Duty Free Limited and Newrest ASL Oil & Gas Logistics Limited, wholly owned subsidiaries, currently operate outside the Export Processing Zone and therefore are subject to income tax. See below for the accounting policy applied.

Income tax expense represents the sum of the tax currently payable and deferred tax.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

3.12 Taxation (cont'd)

Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from 'profit before tax' as reported in the consolidated statement of profit or loss and other comprehensive income because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Current and deferred tax for the year

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

3.13 Property, plant and equipment

All property, plant and equipment is shown at cost, less subsequent depreciation and impairment. Cost includes expenditure that is directly attributable to the acquisition of the assets. Subsequent costs are included in an asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repair and maintenance expenditures are charged to the Income Statement during the financial period in which they are incurred.

Depreciation is calculated using the straight-line method to reduce the cost of each asset to its residual value over its useful life as follows:

	Range of Years
Freehold Buildings	20 years
Leasehold Buildings	Over the lease period
Furniture and Equipment	4 - 10 years
Motor Vehicles	2 - 5 years
Food Processing Equipment	3 - 7 years
MMIA Lounge & Cockpit Bar Improvement	5 years

Major renovations are depreciated over the remaining useful life of the related asset or to the date of the next major renovation, whichever is sooner.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its recoverable amount.

Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount and are included in the Group statement of profit or loss and other comprehensive income.

3.14 Intangible assets

Intangible assets acquired separately

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortization and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives that are acquired separately are carried at cost less accumulated impairment losses.

Amortisation is calculated using the straight-line method to reduce the cost of each intangible asset to its residual value over its estimated useful life as follows:

	Range of Years
Software Licences	3 years

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

3.14 Intangible assets (cont'd)

Derecognition of intangible assets

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in profit or loss when the asset is derecognised.

Impairment of tangible and intangible assets other than goodwill

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified. An intangible asset with an indefinite useful life is tested for impairment at least annually and whenever there is an indication that the asset may be impaired.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

3.15 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Chief Executive Officer (CEO).

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

3.16 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

In addition, exchange differences arising from restatement of foreign denominated borrowings as a result of devaluation of Naira are also capitalised. The loans are specifically obtained to fund qualifying assets which interest costs are being capitalised.

Nevertheless, exchange differences relating to the principal are regarded as an adjustment to interest costs but only to the extent that the adjustment does not increase or decrease costs to an amount below or above a notional borrowing cost based on commercial interest rates prevailing in the functional currency at the date of the initial recognition of the borrowing.

In essence, the amount of borrowing costs that may be classified should lie between the following two amounts:

(1) actual interest cost denominated in the foreign currency translated at the actual exchange rate on the date on which the expense is incurred

(2) notional borrowing cost based on commercial interest rates prevailing in the functional currency at the date of the initial recognition of the borrowing (IAS 23: 6e).

3.17 Foreign currency transactions and translation

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The consolidated financial statements are presented in naira, which is the Group's functional and presentation currency.

3.18 Foreign currency transactions and balances

In preparing the financial statements of each individual group entity, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rates of exchange prevailing at the dates of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date.

Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

3.18 Foreign currency transactions and balances (cont'd)

Exchange differences on monetary items are recognised in profit or loss in the period in which they arise except for:

- exchange differences on foreign currency borrowing relating to assets under construction for future productive use, which are included in the cost oft those assets when they are regarded as an adjustment to interest costs on those foreign currency borrowings;
- exchange differences on transactions entered into in order to hedge certain foreign currency risks;
- exchange differences on monetary items receivable from or payable to a foreign operation for which settlement is neither planned nor likely to occur (therefore not forming part of the net investment in the foreign operation), which are recognised initially in other comprehensive income and reclassified from equity to profit or loss on repayment of the monetary items.

For the purposes of presenting these consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated into Currency Units using the exchange rates prevailing at the end of each reporting period. Income and expenses are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity (and attributed to non-controlling interests as appropriate) .

On the disposal of a foreign operation (i.e. a disposal of the Group's entire interest in a foreign operation, a disposal involving loss of control over a subsidiary that includes a foreign operation, or a partial disposal of an interest in a joint arrangement or an associate that includes a foreign operation of which the retained interest becomes a financial asset), all of the exchange differences accumulated in equity in respect of that operation attributable to the owners of the Company are reclassified to profit or loss.

In addition, in relation to a partial disposal of a subsidiary that includes a foreign operation that does not result in the Group losing control over the subsidiary, the proportionate share of accumulated exchange differences are re-attributed to non-controlling interests and are not recognised in profit or loss. For all other partial disposals (i.e. partial disposal of associates or joint arrangement that do not result in the Group losing significant influence or joint control), the proportionate share of the accumulated exchange differences is reclassified to profit or loss.

Goodwill and fair value adjustments to identifiable assets acquired and liabilities assumed through acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and are translated at the rate of exchange prevailing at the end of each reporting period. Exchange differences arising are recognised in other comprehensive income.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

3.19 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount can be measured reliably.

3.20 Earnings per share

The Group presents basic and diluted earnings per share data for its ordinary shares. Basic earnings per share is calculated by dividing the profit and loss attributable to ordinary shareholders of the Company, by the weighted average number of ordinary shares outstanding during the year. Diluted earnings per share is determined by adjusting the profit and loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding, for the effects of all dilutive potential ordinary shares.

3.21 Dividend distribution

Dividend distributions to the Company's shareholders are recognised in the Group's financial Statements in the period in which the dividend is declared and paid or approved by the Company's shareholders.

3.22 Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

The Group as lessee

Assets held under finance lease are initially recognised as assets of the Group at their fair value at the inception of the lease or , lower, at the present value of the minimum lease payments. The corresponding liability to the lessor is included in the consolidated statement of financial position as a finance lease obligation.

Operating lease payment are recognised as an expense on a straight line basis over the lease term, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

3.22 Leases (cont'd)

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight line basis except where another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

3.23 Financial instruments

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

The Group's financial instruments include:
Interest-bearing debt
Trade receivables
Trade payables
Cash and cash equivalents
Fixed deposits
Borrowings

3.24 Financial assets

Financial assets are classified into the following specified categories: financial assets 'at fair value through profit or loss' (FVTPL), 'held-to-maturity' investments, 'available-for-sale' (AFS) financial assets and 'loans and receivables'. The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition. All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

3.24.1 The effective interest rate method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the debt instrument, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments other than those financial assets classified as at FVTPL.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

3.24.2 Financial assets at FVTPL

Financial assets are classified as at FVTPL when the financial asset is either held for trading or it is designated as at FVTPL
Financial assets at FVTPL are stated at fair value, with any gains or losses arising on remeasurement recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any dividend or interest earned on the financial asset and is included in the 'other gains and losses' line item. Fair value is determined in the manner described in the notes to the accounts.

The Group's financial assets at FVTPL include funds invested in short term call deposits with less than 90 days maturity with a fund manager.

3.24.3 Available-for-sale financial assets (AFS Financial Assets)

AFS financial assets are non-derivatives that are either designated as AFS or are not classified as (a) loans and receivables, (b) held-to-maturity investments or (c) financial assets at fair value through profit or loss.

Changes in the carrying amount of AFS monetary financial assets relating to changes in foreign currency rates, interest income calculated using the effective interest method and dividends on AFS equity investments are recognised in profit or loss. Other changes in the carrying amount of available-for-sale financial assets are recognised in other comprehensive income and accumulated under the heading of investments revaluation reserve. When the investment is disposed of or is determined to be impaired, the cumulative gain or loss previously accumulated in the investments revaluation reserve is reclassified to profit or loss.

Dividends on AFS equity instruments are recognised in profit or loss when the entity's right to receive the dividends is established.

The Group's AFS financial assets are in the custody of a fund manager. It includes equity securities and bank deposits.

3.24.4 Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Loans and receivables (including trade and other receivables, bank balances and cash) are measured at amortised cost using the effective interest method, less any impairment.

Interest income is recognised by applying the effective interest rate, except for short-term receivables when the effect of discounting is immaterial.

3.24.5 Trade receivables

Trade receivables are carried at original invoice amount less any allowance for doubtful debts. Provisions are made where there is evidence of a risk of non-payment, taking into account ageing, previous experience and general economic conditions. When a trade receivable is determined to be uncollectible it is written off, firstly against any allowance available and then to the statement of

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

3.24.5 Trade receivables (cont'd)

profit or loss and other comprehensive income. Subsequent recoveries of amounts previously provided for are credited to the statement of profit or loss and other comprehensive income. Long-term receivables are discounted where the effect is material.

3.24.6 Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, current balances with banks and similar institutions and highly liquid investments with maturities of three months or less when acquired. They are readily convertible into known amounts of cash and held at amortised cost.

3.24.7 Fixed deposits

Fixed deposits, comprising funds held with banks and other institutions are initially measured at fair value, plus direct transaction costs, and are subsequently re-measured to amortised cost using the effective interest rate method at each reporting date. Changes in carrying value are recognised in statement of profit or loss.

3.24.8 Impairment of financial assets

Financial assets, other than those at FVTPL, are assessed for indicators of impairment at the end of each reporting year. Financial assets are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been affected.

Objective evidence of impairment could include breach of contract, such as a default or delinquency in interest or principal payments or it becoming probable that the borrower will enter bankruptcy or financial re-organisation.

For financial assets carried at amortised cost, the amount of the impairment loss recognised is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate.

For financial assets that are carried at cost, the amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment loss will not be reversed in subsequent periods.

3.24.9 Derecognition of financial assets

The entity derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the entity neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the entity recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the entity retains substantially all the risks and rewards of ownership of a transferred financial asset, the entity continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

3.24.9 Derecognition of financial assets (cont'd)

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognised in other comprehensive income and accumulated in equity is recognised in profit or loss.

On derecognition of a financial asset other than in its entirety (e.g. when the entity retains an option to repurchase part of a transferred asset), the entity allocates the previous carrying amount of the financial asset between the part it continues to recognise under continuing involvement, and the part it no longer recognises on the basis of the relative fair values of those parts on the date of the transfer. The difference between the carrying amount allocated to the part that is no longer recognised and the sum of the consideration received for the part no longer recognised and any cumulative gain or loss allocated to it that had been recognised in other comprehensive income is recognised in profit or loss. A cumulative gain or loss that had been recognised in other comprehensive income is allocated between the part that continues to be recognised and the part that is no longer recognised on the basis of the relative fair values of those parts.

3.24.10Classification as debt or equity

Debt and equity instruments issued by the entity are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Financial liabilities (including borrowings and trade and other payables) are subsequently measured at amortised cost using the effective interest method.

3.24.11Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the entity are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

3.24.12Financial liabilities

Financial liabilities are classified either FVTPL or 'other financial liabilities' (which include loans from banks and related parties and trade and other payables). The Group does not have financial liabilities classified FVTPL. The Group subsequently measures financial liabilities at amortised cost using the effective interest method.

3.24.13Borrowings

All borrowings are initially recorded at the amount of proceeds received, net of transaction costs. Borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to profit or loss over the period of the relevant borrowing.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

3.24.14 Interest-bearing debt

Financial liabilities, such as bond loans and other loans from credit institutions are recognized initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing debt is stated at amortized cost with any difference between cost and redemption value being recognized in the statement of profit or loss and other comprehensive income over the period of the borrowings on an effective interest basis.

4 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Group's accounting policies, which are described in note 3, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

4.1 Critical judgements in applying the Group's accounting policies and key sources of estimation and uncertainty

The key judgements have been disclosed in the relevant notes to the consolidated and separate financial statements. However, the following are the estimates that the directors have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in financial statements.

Useful life of property, plant and equipment

The Group reviewed the estimated useful lifes of its property, plant and equipment on transition to IFRS on 1 January, 2011. The estimates were based on professional judgement expressed by the external valuers appointed to revalue certain assets. Some of the factors considered includes the current service potential of the assets, potential cost of repairs and maintenance and brand quality for over the years.

As at 31 December 2016, the Group reconsidered this and have noted no changes.

Impairment of trade receivables

The Group periodically assesses its trade receivables for probability of credit losses. Management considers several factors including past credit record, current financial position and credibility of management, judgement is exercised in determing the allowances made for credit losses.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

5 Revenue

The following is an analysis of the Group's revenue for the year from continuing operations (excluding investment income- See Note 8).

	The Group		The Company	
	2016	2015	2016	2015
	N'000	N'000	N'000	N'000
Inflight catering and related service	4,376,568	3,906,495	3,093,054	3,053,240
Lounge	310,965	246,066	310,965	246,066
Duty Free shop	79,080	70,098	-	-
Restaurants	158,168	155,549	158,168	155,549
Others	147,565	172,695	124,463	142,087
	5,072,346	4,550,904	3,686,650	3,596,942

6.0 Segment information

6.1 Products and services from which reportable segments derive their revenues

Information reported to the chief operating decision maker; the Chief Executive Officer (CEO) for the purposes of resource allocation and assessment of segment performance focuses on a number of factors including geographical location and types of goods or services delivered or provided. The Group's reportable segments under IFRS 8 are therefore as follows:

Lagos Inflight Catering-	The segment operations include inflight catering, laundry and handling services.
Abuja Operations-	The segment operations include inflight catering, lounges and restaurant services provided in the Abuja unit.
Airport Operations, Lagos-	The segment provides restaurant , lounge, trolley service and duty free shop.
Kigali Inflight Catering-	The segment operations include inflight catering, handling and related services
Oil and Gas and other Catering-	The segment operations include domestic flight services, oil and gas and other catering and logistics services.

6.2 Segment revenue and results

The following is an analysis of the Group's revenue and results by reportable segment for the year ended 31 December 2016:

	Segment revenue N'000	Cost of sales N'000	Segment Profit N'000
Lagos Inflight Catering	2,287,108	(705,493)	1,581,615
Abuja Operations	881,730	(261,412)	620,318
Airport Operations Lagos	596,891	(149,531)	447,360
Kigali Inflight Catering	1,254,948	(357,130)	897,818
Oil and Gas and other Catering	51,669	(11,952)	39,717
	5,072,346	(1,485,518)	3,586,828

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

6.2 Segment revenue and results (cont'd)

Central administration costs	(3,302,133)
Other Operating Income	221,391
Operating profit	506,086
Investment income	31,059
Other gains and losses	800,234
Finance costs	(185,239)
Profit before tax	1,152,140
Tax	(1,604)
Profit for the year	1,150,536

The following is an analysis of the Group's revenue and results by reportable segment for the year ended 31 December 2016:

	Segment revenue N'000	Cost of sales N'000	Segment profit N'000
Lagos Inflight Catering	2,501,484	(810,679)	1,690,805
Abuja Operations	655,280	(268,697)	386,583
Airport Operations Lagos	510,277	(178,959)	331,318
Kigali Inflight Catering	858,270	(244,218)	614,052
Oil and Gas and other Catering	25,593	(5,513)	20,080
	4,550,904	(1,508,066)	3,042,838

Central administration costs	(3,355,576)
Other Operating Income	257,766
Operating loss	(54,972)
Investment income	17,685
Other gains and losses	119,705
Finance costs	(139,241)
Loss before tax	(56,823)
Tax	(437)
Loss for the year	(57,260)

Segment revenue reported above represents revenue generated from external customers. There were no inter-segment sales in the current year.

The accounting policies of the reportable segments are the same as the Group's accounting policies described in note 3. Segment profit represents the profit earned by each segment without allocation of central administration costs, investment revenue, other gains and losses, finance costs and income tax expense. This is the measure reported to the chief operating decision maker for the purposes of resource allocation and assessment of segment performance.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

6.3 Segment assets and liabilities

- The CEO does not make use of information on segment assets and segment liabilities for the purpose of resource allocation and assessment of segment performance.

6.4 Revenues from major products and services

The Group's revenues from its major products and services were as follows:

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
Revenue from:	N'000	N'000	N'000	N'000
Lagos:				
Inflight catering	1,833,194	2,005,661	1,833,194	2,005,661
Lounges	310,965	246,066	310,965	246,066
Duty free shop	79,080	70,098	-	-
Beverages	63,451	50,289	63,451	50,289
Handling	268,812	276,993	268,812	276,993
Laundry	107,408	137,128	107,408	137,128
Others	221,091	225,526	221,091	225,526
	2,884,001	3,011,761	2,804,921	2,941,662
Abuja:				
Inflight catering	632,569	440,437	632,569	440,437
Beverages	4,653	9,389	4,653	9,389
Handling	175,033	127,273	175,033	127,273
Laundry	7,934	6,070	7,934	6,070
Others	61,540	72,111	61,540	72,111
	881,729	655,280	881,729	655,280
Oil and Gas and other Catering				
Oil & Gas,local flights and other catering	51,669	25,593	-	-
	51,669	25,593	-	-
Kigali:				
Inflight catering	949,331	637,013	-	-
Handling	277,496	211,654	-	-
Laundry	5,018	4,588	-	-
Others	23,102	5,016	-	-
	1,254,947	858,271	-	-
Total revenue	5,072,346	4,550,905	3,686,650	3,596,942

6.5 Geographical information

Currently the Group's operations are domiciled in Nigeria and Kigali, Rwanda.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

6.6 Information about major customers

Included in revenues (see note 6.2 above) are revenues of approximately N691 million (2015: N640 million) which arose from sales to the Group's largest customer. In addition, two other customers individually contributed more than 10% to the Group's revenues altogether amounting to N1.05 billion (2015: three other customers amounting to N1.43 billion).

7. Other operating income

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Advert/branding fee	901	22,438	-	22,438
Doubtful debt recovered	-	4,367	-	4,367
Management Service Fees	-	-	65,147	21,056
Profit on disposal of property, plant& equipment	-	1,005	-	1,005
Others	6,494	29,952	7,660	27,867
Levies	213,996	200,004	208,632	195,336
	221,391	257,766	281,439	272,069

Management Service Fees refers to income earned by the parent company arising from day-to-day running of ASL Rwanda Limited EPZE and as a result of allocation of the Company's central costs based on the proportion of revenue generated by the Group indigenous companies (2015: income earned by the parent company arising from day-to-day running of ASL Rwanda Limited EPZE).

Levies represent international standard concession fees collectible from Airlines.

8. Investment income

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Interest income: Bank deposits	29,639	17,685	29,639	17,685
Financial assets (Note 19)	1,420	-	1,420	-
Total investment income	31,059	17,685	31,059	17,685

The interest income on bank deposits were earned at interest rates ranging from 3% - 13.9% per annum.

9 Other gains and losses

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Foreign exchange gain	800,235	119,705	919,820	202,217
	800,235	119,705	919,820	202,217

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

10 Finance cost

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Interest on bank loans	185,239	142,467	65,155	68,644
Total interest incurred	185,239	142,467	65,155	68,644
Less: amounts included in the cost of qualifying assets	-	(3,226)	-	(3,226)
Total interest expense	185,239	139,241	65,155	65,418

11 Administrative expenses:

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Salaries & wages	934,667	848,461	734,440	691,305
Staff pension costs	37,101	41,146	36,371	40,469
Directors remuneration	110,676	165,923	106,676	164,423
Staff training	17,391	13,860	16,894	12,725
Staff uniform	26,819	5,428	23,266	3,247
Transport & travelling	91,165	99,924	65,094	78,494
Printing, stationery & computer	6,824	15,412	5,146	13,417
Rent, rates & lease rentals	289,589	300,744	248,813	271,245
Insurance	52,605	68,306	34,081	55,332
Professional & consultancy fees	145,369	102,432	117,869	91,981
Listing & registration fees	1,280	1,418	913	1,348
Licences fees & permits	37,268	17,664	36,288	16,749
Electricity	113,189	73,471	95,263	55,481
AGM expenses	8,897	7,910	8,897	7,910
Charitable donations & contributions	1,304	7,061	1,304	7,061
Office & administrative expense	73,672	116,234	57,677	106,021
Repairs & maintenance	169,643	186,994	137,748	162,633
Audit fees	16,910	12,760	12,000	8,500
Security coverage	75,249	79,307	73,749	77,507
Bank charges	20,129	14,143	10,452	10,718
Allowance for bad debts	104,302	28,046	105,966	22,307
Medical expenses	37,915	44,848	28,688	41,592
Depreciation charge	321,827	293,390	186,215	183,296
Amortisation of intangible assets	83	10,677	83	10,677
Loss on disposal of property, plant & equipment	3,658	-	1	-
Fines & penalty	475	195,285	275	195,285
	2,698,007	2,750,841	2,144,168	2,329,723

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

		The Group		The Company	
		31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
		N'000	N'000	N'000	N'000
12	**Selling and distribution expenses:**				
	Marketing expenses:				
	Salaries & wages	47,246	24,703	36,237	21,498
	Advert, promotion & public relations	43,582	59,523	41,395	57,515
	Management, technical & concession fees	269,296	248,557	270,271	244,959
		360,124	332,783	347,903	323,972
	Distribution expenses:				
	Salaries & wages	143,991	160,855	109,536	114,739
	Depreciation charge	95,677	103,784	78,586	93,731
	Carriage outwards	4,335	7,314	4,335	7,314
		244,003	271,953	192,457	215,784
	Total selling and distribution expenses:	604,127	604,736	540,360	539,756
12a	**Employee benefit expenses**				
	Salaries & wages	1,125,904	1,034,019	880,213	827,542
	Pension costs	37,100	41,146	36,371	40,469
		1,163,005	1,075,165	916,584	868,011

12b Number of employees of the Group and Company who earned less than N1,000,000 and above during the year (excluding pension costs and other off payroll benefits) in the period fell within the bands stated below:

		The Group		The Company	
		31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
N	N	Number	Number	Number	Number
Less than 1,000,000		305	312	295	302
1,000,001 - 2,000,000		187	207	127	139
2,000,001 - 5,000,000		33	27	20	22
5,000,001 - 10,000,000		9	8	7	7
10,000,001 - 20,000,000		8	8	6	6
20,000,000 and above		6	4	4	3

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

13 Profit/(loss) profit for the year

Profit/(loss) profit for the year has been arrived at after charging/(crediting):

		The Group		The Company	
	Notes	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
		N'000	N'000	N'000	N'000
Net foreign exchange gains	9	(800,235)	(119,705)	(919,820)	(202,217)
Depreciation of property, plant and equipment	16	428,785	397,174	264,801	277,027
Auditor's remuneration	11	16,910	12,760	12,000	8,500
Directors' remuneration and fees	34.5	110,676	176,000	106,676	174,500
Amortisation of intangible assets	17	83	10,677	83	10,677
Loss/(gain) on disposal of property, plant and equipment	7,11	3,658	(1,005)	-	(1,005)

14 Taxation

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
Income tax recognised in profit or loss				
Current tax				
In respect of the current year	567	212	-	-
	567	212	-	-
Deferred tax				
In respect of the current year				
Write-downs of deferred tax assets	1,038	225		-
	1,038	225	-	-
Total income tax expense recognised in the current year	1,605	437	-	-

The income tax expense for the year can be reconciled to the accounting profit as follows:

	The Group	
	31-Dec-16	31-Dec-15
	N'000	N'000
Profit/(loss)before tax	1,152,140	(56,823)
Tax @ 30%	345,642	-
Effects of income exempted from tax	(345,642)	-
Effects of previously unrecognised and unused tax losses and deductible temporary differences now recognised as deferred tax assets	861	-
Effects of write-downs of deferred tax assets	177	225
Effects of minimum tax provisions	566	212
Total income tax expense recognised in profit or loss	1,604	437

The tax rate used for the 2016 and 2015 reconciliations above is the corporate tax rate of 30% payable by Reacon Duty Free Limited and Newrest ASL Oil & Gas Logistics Nigeria Limited in Nigeria on taxable profits under the Nigerian tax law.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

14 Taxation (cont'd)

Current tax liability in the statement of financial position

	2016 N'000	2015 N'000
Balance at beginning of year	226	305
Charge for the year	567	212
Payment during the year	(250)	(291)
Balance at end of year	543	226

Deferred tax balances

The following is the analysis of deferred tax (assets)/liabilities presented in the consolidated statement of financial position:

	2016 N'000	2015 N'000
Balance at beginning of year	(861)	(1,086)
Charge to profit or loss	1,038	225
Balance at end of year	177	(861)

The Company conducts its business in the Export Processing Zone and in line with Section 8 of the NEPZA ACT No 63 of 1992 as amended , the Company is exempt from all Federal, State and Local Government taxes, levies and rates. Similarly, Section 18(a) and (e) exempts the Company from taxes and allows the Company to sell up to 25 percent of its products in the local market and subject to the issuance of the relevant permit.

The Company would be liable to tax on income generated outside the zone if the scope of business is expanded outside the Export Processing Zone. The Company for now is not operating outside the Zone and therefore no income tax is applicable thereof.

In addition, ASL Rwanda Limited also operates in the Export Processing Zone in Rwanda and is exempt from all forms of taxes in accordance with the extant laws guiding export processing companies in the Rwanda's economy.

Income tax charged for the year relates to the operations of Reacon Duty Free Limited and Newrest ASL Oil & Gas Logistics Limited which are conducted outside the Export Processing Zone.

Deferred tax in respect of the subsidiary arises from timing differences in the recognition of items for accounting and tax purposes and is provided, using the liability method, for all temporary differences arising between the tax basis of assets and liabilities and their carrying values for financial reporting purposes.

The following are the major deferred tax liabilities and assets recognised by the Group and movements thereon during the current and prior reporting period.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

14 Taxation (cont'd)

	2016 N'000	2015 N'000
At 1 January	(861)	(1,086)
Charge to profit or loss	1,038	225
Charge to other comprehensive income	-	-
Charge direct to equity	-	-
Exchange differences	-	-
At 31 December	177	(861)

Deferred tax assets and liabilities are offset where the Group has a legally enforceable right to do so. The balance above is the deferred tax balances (after offset) for financial reporting purposes.

15 Basic and diluted earnings per share

The earnings and weighted average number of ordinary shares used in the calculation of basic and diluted earnings per share are as follows:

	The Group		The Company	
	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
Profit/(loss) attributable to owners of the company	1,134,456	(64,435)	1,078,639	(62,763)
Earnings used in the calculation of basic and diluted earnings per share	1,134,456	(64,435)	1,078,639	(62,763)
Shares	Number	Number	Number	Number
Weighted average number of ordinary shares for the purposes of basic earnings per share	634,000	634,000	634,000	634,000
Basic EPS (kobo)	179	(10)	170	(10)

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

16 Property, Plant and Equipment

The Group

Cost	Freehold Buildings N'000	MMIA Lounge Improvements N'000	Motor Vehicles N'000	Food Processing equipment N'000	Furniture and equipment N'000	MMIA Cockpit bar improvements N'000	Leasehold Building N'000	Assets in construction N'000	Total N'000
Balance as at 1 January, 2015	1,126,027	209,402	146,927	984,771	179,324	12,665	11,219	843,448	3,513,78
Additions	271,094	-	54,402	41,096	27,181	-	-	-	393,773
Disposals	-	-	(10,500)	(1,000)	(122)	-	-	-	(11,622)
Reclassification	677,484	-	-	141,021	-	-	-	(818,505)	-
Derecognition (Note 16.1)	-	-	-	-	(110)		-	(20,303)	(20,413)
Effects of foreign currency translation (Note 16.2)	(997)	-	(453)	1,844	(73)	-	-		321
Balance as at 31 December, 2015	2,073,608	209,402	90,376	1,167,732	206,200	12,665	11,219	4,640	
3,875,841									
Additions	60,424	1,990	12,978	13,005	25,588	-	-	174	114,159
Disposals	-	-	(4,500)	(5,345)	(5,900)	-	-	-	(15,745)
Effects of foreign currency translation (Note 16.2)	314,883	-	9,627	119,236	10,224	-	-	-	453,970
Balance as at 31 December, 2016	2,448,915	211,392	208,481	1,294,628	236,112	12,665	11,219	4,814	4,428,225
Accumulated Depreciation and Impairment									
Balance as at 1 January, 2015	144,153	128,849	84,228	365,360	69,546	9,599	6,233	4,640	812,608
Depreciation charge for the year	120,848	42,027	31,077	173,558	24,994	930	3,740	-	397,174
Disposal	-	-	(9,800)	(1,000)	(122)	-	-	-	(10,922)
Derecognition (Note 16.1)	-	-	-	-	(201)		-	-	(201)
Effects of foreign currency translation (Note 16.2)	(1,778)	-	(73)	(1,183)	(140)	-	-	-	(3,174)
Balance as at 31 December, 2015	263,223	170,876	105,432	536,735	94,077	10,529	9,973	4,640	1,195,485
Depreciation charge for the year	155,866	38,551	31,346	170,647	28,993	2,136	1,246	-	428,785
Disposals	-	-	(4,500)	(4,067)	(2,430)	-	-	-	(10,997)
Effects of foreign currency translation (Note 16.2)	37,525	-	2,222	32,331	3,705	-	-	-	75,783
Balance as at 31 December, 2016	456,614	209,427	134,500	735,646	124,345	12,665	11,219	4,640	1,689,056
Net book Value									
31-Dec-15	1,810,385	38,526	84,944	630,997	112,123	2,136	1,246	-	2,680,356
31-Dec-16	1,992,301	1,965	73,981	558,982	111,767	-	-	174	2,739,169

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

16 Property, Plant and Equipment

The Company

Cost	Buildings N'000	MMIA Lounge Improvements N'000	Motor Vehicles N'000	Food Processing equipment N'000	Furniture and equipment N'000	MMIA Cockpit bar improvements N'000	Assets in construction N'000	Total N'000
Balance as at 1 January, 2015	**352,643**	**209,402**	**142,65**	**678,385**	**152,899**	**12,665**	**832,726**	**2,381,370**
Additions	50,694	-	38,620	30,817	20,430	-	-	140,561
Disposals	-	-	(10,500)	(1,000)	(122)	-	-	(11,622)
Reclassification	676,927	-	-	141,021	-	-	(817,948)	-
Derecognition (Note 16.1)	-	-	-	-	(110)	-	(14,778)	(14,888)
Balance as at 31 December, 2015	**1,080,264**	**209,402**	**170,770**	**849,223**	**173,097**	**12,665**	**-**	**2,495,421**
Additions	20,615	1,990	2,842	9,576	5,503	-	-	40,526
Transfer from Subsidiary				3,346				3,346
Disposals		-	-	(4,500)		-	-	(4,500)
Balance as at 31 December, 2016	**1,100,879**	**211,392**	**169,112**	**862,145**	**178,600**	**12,665**	**-**	**2,534,793**
Accumulated Depreciation and Impairment								
Balance as at 1 January, 2015	122,656	128,849	83,871	344,301	64,959	9,599	-	754,234
Depreciation charge for the year	57,774	42,027	28,628	128,434	19,233	930	-	277,027
Disposal	-	-	(9,800)	(1,000)	(122)	-	-	(10,922)
Derecognition (Note 16.1)	-	-	-	-	(199)		-	(199)
Balance as at 31 December, 2015	180,430	170,876	102,699	471,735	83,871	10,529	-	1,020,140
Depreciation charge for the year	58,684	38,551	25,283	119,000	21,147	2,136	-	264,801
Disposals	-	-	(4,500)				-	(4,500)
Balance as at 31 December, 2016	**239,114**	**209,427**	**123,482**	**590,735**	**105,018**	**12,665**	**-**	**1,280,441**
Net book Value								
31-Dec-15	**899,834**	**38,526**	**68,071**	**377,488**	**89,226**	**2,136**	**-**	**1,475,281**
31-Dec-16	**861,765**	**1,965**	**45,630**	**271,410**	**73,582**	**-**	**-**	**1,254,352**

16.1 Derecognition costs relate to the aborted planned facility expansion at the International Airport, Lagos.

16.2 This effect was as a result of re-translation of foreign subsidiary's i.e. ASL Rwanda Limited EPZE financial statements to Naira at the prevailing closing rate as at the reporting date.

16.3 Assets pledged as security

Leasehold building, plant and machinery and motor vehicles all belonging to ASL Rwanda Limited EPZE with a carrying amount of approximately N1.51 billion (31 December, 2015: approximately N1.17 billion) as well as Corporate Guarantee of Newrest ASL Nigeria Plc have been pledged to secure borrowings of the Group (see note 30). However, the Group new building facility units in Abuja, Nigeria and Kigali, Rwanda were financed through term loans obtained from Access Bank Plc and Ecobank Plc. They are both secured by a negative pledge.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

17 Intangible Assets

	The Group			The Company		
	Software license N'000	Operational right N'000	Total N'000	Software license N'000	Operational right N'000	Total N'000
Cost						
Balance at 1 January, 2015	57,164	80,751	137,915	57,164	80,751	137,915
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
Balance at 31 December, 2015	57,164	80,751	137,915	57,164	80,751	137,915
Additions	5,736	-	5,736	5,736	-	5,736
Disposals	-	-	-	-	-	-
Balance at 31 December, 2016	62,900	80,751	143,651	62,900	80,751	143,651
Accumulated amortisation and impairment						
Balance at 1 January, 2015	46,487	80,751	127,238	46,487	80,751	127,238
Amortisation expense	10,677	-	10,677	10,677	-	10,677
Balance at 31 December, 2015	57,164	80,751	137,915	57,164	80,751	137,915
Amortisation expense	83	-	83	83	-	83
Balance at 31 December, 2016	57,247	80,751	137,998	57,247	80,751	137,998
Net Book Value						
31-Dec-15	-	-	-	-	-	-
31-Dec-16	**5,653**	**-**	**5,653**	**5,653**	**-**	**5,653**

The software cost above relates basically to various software licences acquired and deployed for operational purposes. Amortisation expenses have been recognised in accordance with the Group's policy to write off the cost over 3 years.

The operational right above relates to the use of the British Airways lounge. The cost of the right has been amortised over the period in which it is exercisable. Revenue from using the lounge has grown appreciably and there is no indication of impairment.

18 Investment in Subsidiary

	The Group		The Company	
	31-Dec-16 N'000	31-Dec-15 N'000	**31-Dec-16 N'000**	31-Dec-15 N'000
Investment at cost (Note 18.1)	**-**	-	**111,950**	111,950
less: impairment of investment	**-**	-	**(25,500)**	(25,500)
	-	-	**86,450**	86,450

The Group at the date of transition on January 1, 2011 to International Financial Reporting Standards (IFRS) reviewed the company's cost of investment in its wholly owned (100% shareholdings) subsidiary; Reacon Duty Free Limited. The cost of investment in its subsidiary was fair valued based on the value of shares in the subsidiary and an impairment of N25.5m was recognised due to the dimunition in the carrying amount.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

18.1

Name of Subsidiary	Principal Activity	Place of Incorporation and Operation	Proportion of interest ownership and voting power held by the Group 2016 %	Holding N'000	Proportion of interest ownership and voting power held by the Group 2015 %	Holding N'000
Reacon Duty Free Limited	Airport duty free shops	Nigeria	100	26,000	100	26,000
ASL Rwanda Limited (EPZE)	Airline catering, airport lounge and duty free management services	Rwanda	70	53,550	70	53,550
Newrest ASL Oil & Gas Logistics Limited	Oil and gas catering	Nigeria	100	32,400	100	32,400
Total Cost of Investment				111,950		111,950
Less: Impairment on investment in Reacon Duty Free Limited				(25,500)		(25,500)
Net value of Investment in Subsidiaries				86,450		86,450

Details of the Group's subsidiaries at the end of the year are as follows:

I. Reacon Duty Free Limited

The company holds 500,000 ordinary shares of N1 representing 100% of the issued share capital of N500,000. Reacon operates a duty free shop at the Murtala Muhammed International Airports in Lagos, Nigeria.

ii. Newrest ASL Oil & Gas Logistics Limited

The company holds 32,400,000 ordinary shares of the authorised share capital of 54,000,000 ordinary shares of N1 representing 100% of the issued share capital of N32,400,000. The company operational base is situated at Port-Harcourt and is currently prospecting for catering services in the Oil and Gas sector of the Nigeria's economy.

iii. ASL Rwanda Limited

The company holds 214,200,000 ordinary shares of RWF1 representing 70% of the issued share capital of RWF 306,000,000. The company carries on the business of airline catering, airport lounges and duty free services at Kigali International Airport, Kigali, Rwanda. The 30% ordinary shares of RWF 91,800,000 is owned by RwandaAir, a company registered in Kigali, Rwanda.

Intercompany balances between the parent company and its subsidiaries have been eliminated on consolidation.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

18.2 Summarised financial information in respect of each of the Group's subsidiaries that has material non-controlling interests is presented below.

The summarised financial information below shows amounts before intragroup eliminations.

ASL Rwanda Limited (EPZE)	2016	2015
	N'000	N'000
Current assets	797,880	322,415
Non-current assets	1,463,846	1,195,011
Current liabilities	1,195,693	148,743
Non-current liabilities	970,553	1,345,901
Equity attributable to owners of the Company	40,846	15,947
Non-controlling interests	17,505	6,835

	2016	2015
	N'000	N'000
Revenue	1,254,947	858,270
Expenses	(1,201,346)	(834,355)
Profit/(loss) for the year	53,601	23,915
Profit/(loss) attributable to owners of the Company	37,521	16,740
Profit/(loss) attributable to the non-controlling interests	16,080	7,175
Profit/(loss) for the year	53,601	23,915
Other comprehensive income attributable to owners of the Company	-	-
Other comprehensive income attributable to the non-controlling interests	-	-
	-	-
Other comprehensive income for the year		
Total comprehensive income attributable to owners of the Company	37,521	16,740
Total comprehensive income attributable to the non-controlling interests	16,080	7,175
Total comprehensive income for the year	53,601	23,915
Dividends paid to non-controlling interests	-	-
Net cash inflow (outflow) from operating activities	(115,483)	244,641
Net cash inflow (outflow) from investing activities	16,645	(220,964)
Net cash inflow (outflow) from financing activities	28,323	-
Net cash inflow (outflow)	(70,515)	23,677

19 Financial asset

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Available-for-sale investments carried at fair value - Investment in ARM Fund				
Balance at 1 January	2,917	3,121	2,917	3,121
Net gain/(loss)- Note 27	131	(204)	131	(204)
Balance at 31 December	3,049	2,917	3,049	2,917
Financial assets carried at fair value through profit or loss (FVTPL) - Investment in Meristem Wealth Fund				
Balance at 1 January	15,236	-	15,236	-
Interest income (Note 8)	1,420	-	1,420	-
Additions	-	15,236	-	15,236
Balance at 31 December	16,656	15,236	16,656	15,236

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The balance in ARM Fund Management Limited represents the fair value of the portfolio held by the entity at the reporting period. The Group's portfolio with the fund managers includes equity securities and bank deposits.

The investment presents the Group with opportunity for return through dividend income, interest income and trading gains. These shares are not held for trading and accordingly are classified as available for sale. The fair values of all equity securities are based on quoted market prices.

The balance in Meristem Wealth Fund Management Limited represents the fair value of the fund held by the entity at the reporting period. The Group's investment with the fund managers is basically short term call deposits and are less than 90 days maturity.

The investment presents the Group with the opportunity for return through interest income on funds invested in call deposit. The fund is not held for trading and accordingly has been designated as financial assets carried at fair value through profit or loss (FVTPL).

Impairment of financial assets.

The available-for-sale investments above was fair valued at the end of the reporting period as it includes equity securities and bank deposits. There was no impairment (2015: there was an impairment as a result of the dimunition in values of the quoted securities which was subsequently recognised).

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
20 Inventories				
Food items	250,759	170,806	233,032	166,099
Spare parts and tools	25,229	13,275	22,261	13,275
Kitchen consumables	42,897	37,388	24,601	25,011
Alcoholic beverages	2,095	2,415	2,095	2,415
Chemicals and cleaning	32,214	15,161	26,197	13,880
Non- alcoholic beverages	3,267	2,470	1,262	2,428
Diesel and fuel	10,989	7,827	10,322	6,675
Others	4,350	422	1,656	70
RDF inventory - Finished Goods:				
Alcoholic wines & spirits	9,663	4,755	-	-
Cigarretes & tobacco	10,327	1,464	-	-
Perfumes & fragrances	15,535	2,927	-	-
Fashion accessories & textiles	9,156	2,187	-	-
	416,480	261,098	321,424	229,852

The cost of inventory recognised as an expense during the year in respect of continuing operations for the Group was N1.49 billion (2015: N1.5billion) and for the Company was N1.09 billion (2015: N1.22 billion) . There are no inventories expected to be recovered after more than twelve months.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

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	The Group		The Company	
	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
21 Trade and other receivables				
Trade receivable				
Amount receivable for the sale of goods				
Third parties	408,961	616,207	382,016	595,343
Related parties (Note 34.3)	652,569	220,920	48,357	28,620
Allowance for doubtful debts	(9,306)	(145,577)	(9,306)	(145,577)
	1,052,224	691,550	421,067	478,386
Other receivables				
Other debtors	25,659	11,453	23,042	11,439
Due from related parties (Note 34.3)	1,090	-	1,090	-
Due from subsidiaries (Note 34.4)	-	-	1,041,546	1,503,485
	26,749	11,453	1,065,678	1,514,923
Total trade and other receivables	1,078,973	703,003	1,486,745	1,993,310

Trade receivables

Trade receivables disclosed above are carried at cost less allowance for doubtful debts.

The average credit period taken on sales of goods is 30 days. No interest is charged on outstanding trade receivables. It is the Group's policy to recognise a 100% allowance on receivables that are due for over 90 days (2015:90 days) based on management judgement that those receivables are unlikely to be recovered. Allowances for doubtful debts are recognised against trade receivables between 90 days and 365 days based on estimated irrecoverable amounts determined by reference to past default experience of the counterparty and an analysis of their current financial position.

Credit sales are made subject to observation of all credit approval procedures.

The majority of the company's customers are in the aviation industry, consequently, there is a concentration of receivables within this industry, which is subject to normal credit risk. Single customers that represent more than 10% of the net trade receivable balance during the period and their individual balances are as follows:

Receivables due from 3 major customers represent more than 10% of the trade receivables balance as at year end are as analysed below:

	The Group		The Company	
	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'00
Major customers	857,265	515,249	253,281	322,94
Others	204,265	321,878	177,092	301,014
	1,061,530	837,127	430,373	623,963

Trade receivables disclosed below include amounts (see below for aged analysis) that are past due at the end of the reporting period for which the Group has not recognised an allowance for doubtful debts because there has not been a significant change in credit quality and the amounts outstanding are still considered recoverable.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

21 Trade and other receivables (cont'd)

Ageing of past due but not impaired trade receivables

	The Group		The Company	
	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
30 - 60 days	254,676	134,396	-	32,360
60 - 90 days	79,541	9,769	18,272	9,769
Above 90 days	92,996	-	-	-
Total	427,213	144,165	18,272	42,129

Ageing of impaired trade receivables

	The Group		The Company	
	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
90 - 120 days	-	346	-	346
120 - 180 days	-	-	-	-
180 - 365 days	-	-	-	-
365 + days	9,306	145,231	9,306	145,231
Total	9,306	145,577	9,306	145,577

In determining the recoverability of a trade receivable the Group considers any change in the credit quality of the trade receivable from the date credit was initially granted up to the reporting date.

	The Group		The Company	
	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
Movement in the allowance for doubtful debts				
Impairment losses recognised on receivables	-	20,391	-	20,391
Amount written off during the period as uncollectible	(124,127)	-	(124,127)	-
Amount recovered during the period	(12,144)	(2,451)	(12,144)	(2,451)
Balance at the end	9,306	145,577	9,306	145,577

The directors consider that the carrying amount of trade and other receivables is approximately equal to their fair value.

	The Group		The Company	
	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
21 Other receivables				
Shareholder's Loan	-	5,882	-	-

The shareholder's loan refers to Rwanda Air Limited's 30% shareholdings in ASL Rwanda Limited. The shareholding agreement stipulates that Rwanda Air Limited will not receive any dividends until the Shareholder Loan and all debt obligations are settled.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

22 Other assets

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Advance payments for inventories	14,502	-	14,502	-
Advance payments for property, plant & equipment	102,269	10,746	-	-
Prepayments	130,844	179,177	111,016	156,799
	247,615	189,923	125,518	156,799
Current Portion	206,920	165,361	84,823	139,251
Non Current Portion	40,695	24,562	40,695	17,548

23 Cash and cash equivalents

For the purpose of the statement of cashflows, cash and cash equivalents include cash on hand and in banks, net of outstanding bank overdrafts. Cash and cash equivalents at the end of the reporting period as shown in the statement of cash flows can be reconciled to the related items in the statement of financial position as follows:

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Cash and bank balances	655,249	572,346	626,449	494,328
Commercial papers (23.1)	1,325,060	165,857	1,325,060	165,857
	1,980,309	738,204	1,951,509	660,185

23.1 Commercial papers and term deposits

Commercial papers and fixed deposits have interest rates ranging from 3% to 13.90% and are less than 90 days maturity period.

31-Dec-16	Rate	Amortised cost
Access bank commercial papers	13.90%	96,553
Access bank commercial papers	6.25%	16,007
Access bank commercial papers	3.00%	457,500
Ecobank time deposit	13.00%	200,000
Ecobank time deposit	13.00%	200,000
Ecobank time deposit	13.00%	50,000
Ecobank time deposit	3.00%	305,000
		1,325,060

31-Dec-15	Rate	Amortised cost
Access bank commercial papers	11.50%	99,999
Access bank commercial papers	7.50%	15,066
Ecobank time deposit	10.00%	50,792
		165,857

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
24 Share capital	N'000	N'000	N'000	N'000
Authorised:				
1,000,000,000 ordinary shares of 50 kobo each	500,000	500,000	500,000	500,000
Issued and fully paid:				
634,000,000 ordinary shares of 50 kobo each	317,000	317,000	317,000	317,000
25 Share premium account				
Balance	342,000	342,000	342,000	342,000
	342,000	342,000	342,000	342,000

The balance in the share premium account represents excess proceeds over the nominal value of shares during the private placement carried out in 2007 during which additional 114,000,000 units of 50 kobo shares were sold at N3.50k.

26 Revenue reserve (net of income tax)	The Group N'000	The Company N'000
Balance at 1 January 2015	1,569,028	1,772,319
Effects of retranslation of ASL Rwanda on consolidation (Note 26.1)	2	-
Net profit for the year	(64,435)	(62,763)
Dividend declared (Note 26.2)	(95,100)	(95,100)
Balance at 31 December 2015	1,409,495	1,614,456
Effects of retranslation of ASL Rwanda on consolidation (Note 26.1)	(26)	-
Net profit for the year	1,134,456	1,078,639
Dividend declared (Note 26.2)	-	-
Balance at 31 December 2016	2,543,925	2,693,095

26.1 This refers to exchange differences arising from the translation of the results and net assets of the Group's foreign operations from their functional currencies to the Group's presentation currency (i.e. Currency Units).

26.2 In the year under review, a dividend of nil kobo per ordinary share was declared and paid to the shareholders in respect of 2016 financial year (2015: N95.1million). However, the Company's Board of Directors at its meeting held on 21 March, 2017 proposed a dividend of 17.70 kobo per ordinary share totaling N112.218m (2015:nil) subject to the approval of the shareholders at the next Annual General Meeting.

27 Investment revaluation reserves	The Group N'000	The Company N'000
Balance at 1 January 2015	1,705	1,705
Net gain arising on revaluation of AFS financial assets	(204)	(204)
Tax relating to gain on AFS financial assets	-	-
Balance at 31 December 2015	1,501	1,501
Net gain arising on revaluation of AFS financial assets	131	131
Tax relating to gain on AFS financial assets	-	-
Balance at 31 December 2016	1,632	1,632

The AFS financial asset reserve represents the cumulative gains and losses arising on the revaluation of available-for-sale financial assets that have been recognised in other comprehensive income, net of amounts reclassified to profit or loss when those assets have been disposed of or are determined to be impaired.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

28 Non-controlling interest

	2016 The Group N'000	2015 The Group N'000
Balance at 1 January	8,045	30,751
Adjustment	1	(2)
Effects of retranslation of ASL Rwanda on consolidation	4,094	(29,879)
Share of current profit	16,080	7,175
Balance at 31 December	28,220	8,045

This represents the portion of the minority shareholders in the called up share capital of the subsidiary; ASL Rwanda Limited together with their share of profits or losses attributable to their proportion of the ordinary share capital.

29 Foreign currency translation reserve

	2016 The Group N'000	2015 The Group N'000
Items that may be reclassified subsequently to profit or loss:		
Balance at beginning of the year	4,161	103,758
Exchange differences arising on translation of foreign operations (Note 29.2)	13,646	(99,597)
Balance at end of year	17,807	4,161

29.1 Foreign currency translation reserve attributable to:

	2016 The Group N'000	2015 The Group N'000
Parent	12,465	2,913
Non controlling interest	5,342	1,248
	17,807	4,161

29.2 Foreign currency translation (loss)/gain attributable to:

	2016 The Group N'000	2015 The Group N'000
Parent	9,552	(69,718)
Non controlling interest	4,094	(29,879)
	13,646	(99,597)

Exchange differences relating to the translation of the results and net assets of the Group's foreign operations from their functional currencies to the Group's presentation currency (i.e. Currency Units) are recognised directly in other comprehensive income and accumulated in the foreign currency translation reserve.

Exchange differences previously accumulated in the foreign currency translation reserve in respect of translating the net assets of foreign operations will only be reclassified to profit or loss upon the disposal of the foreign operation.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

30 Borrowings

	The Group		The Company	
	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
Borrowings at amortised cost				
Bank loans (Note 30.1)	2,021,969	1,329,893	838,120	1,329,893
Total	2,021,969	1,329,893	838,120	1,329,893
Current	518,067	349,872	304,771	349,872
Non - current	1,503,902	980,021	533,349	980,021

30.1 Bank Loans

	The Group 31-Dec-16	The Group 31-Dec-15	The Company 31-Dec-16	The Company 31-Dec-15
Principal (Note 30.2)	2,021,969	1,320,482	838,120	1,320,482
Accrued Interest	-	9,411	-	9,411
	2,021,969	1,329,893	838,120	1,329,893

30.2 Details of the principal loan above are as follows:

	The Group		The Company	
	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
Access Bank Plc (Note 30.5)	-	501,075	-	501,075
Access Bank Plc (Note 30.6)	-	83,512	-	83,512
Ecobank Plc (Note 30.7)	838,120	735,895	838,120	735,895
Access Bank Rwanda Limited, Rwanda (Note 30.8)	1,183,849	-	-	-
	2,021,969	1,320,482	838,120	1,320,482

30.3 Bank Loans (Principal)

	The Group 31-Dec-16	The Group 31-Dec-15	The Company 31-Dec-16	The Company 31-Dec-15
Balance at 1 January	1,320,482	1,313,979	1,320,482	1,313,979
Additional loan (Note 30.4)	1,216,445	109,531	-	109,531
Restatement of loan (Note 30.9)	642,337	232,682	640,957	232,682
Loan repayments	(1,157,295)	(335,710)	(1,123,319)	(335,710)
Balance at 31 December	2,021,969	1,320,482	838,120	1,320,482

30.4 The additional loan stated above was obtained from Access Bank Rwanda Limited, Rwanda;N1.216b (2015: Ecobank Plc; N25.5m and Access Bank Plc; N84m)

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

The following are the details of the borrowings:

30.5 The term loan was obtained from Access bank plc, Nigeria. The terms of the loan is specified below:

Date of initial drawdown	16th August, 2013
Principal	$3,400,000
Interest rate	7
Moratorium period	First 12 months of initial drawdown. Moratorium period applies to only principal repayment.
Principal repayment	20 equal quarterly instalments beginning from 16th November, 2014.

However, the Company in November, 2016 decided to liquidate the outstanding and subsequently repaid Access Bank Plc.

30.6 The term loan was obtained from Access Bank Plc, Nigeria. The terms of the loan is specified below:

Date of initial drawdown	4th February, 2015
Principal	$500,000
Interest rate	8.50%
Moratorium period	No moratorium.
Principal repayment	20 equal quarterly instalments beginning from 4th May, 2015.

However, the Company in November, 2016 decided to liquidate the outstanding and subsequently repaid Access Bank Plc.

30.7 The term loan was obtained from Ecobank Plc, Nigeria. The terms of the loan is specified below:

Date of initial drawdown	8th October, 2013
Facility line	$5,000,000
Principal drawdown	$4,977,612
Interest rate	6%+Libor
Moratorium period	First 12 months of initial drawdown. Moratorium period applies to only principal repayment.
Principal repayment	60 monthly repayments beginning from 28th October, 2014.

However, with effect from September 15 2016, the interest rate on the outstanding loan payable was increased to 16%+libor.

30.8 The term loan was obtained from Access Bank Rwanda, Rwanda. The terms of the loan is specified below:

Date of initial drawdown	30th October, 2016
Facility line	$4,000,000
Principal drawdown	$4,000,000
Interest rate	7%
Moratorium period	No moratorium.
Principal repayment	60 monthly repayments beginning from 30th November, 2016.

The weighted average interest rates paid during the year were as follows:

Bank loans: 12% per annum (2015: 10% per annum)

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

The new term loan has been secured by a pledge over ASL Rwanda Limited EPZE's leasehold building, plant and machinery and motor vehicles as well as Corporate Guarantee of Newrest ASL Nigeria Plc (see note 16). The facility is also secured with domiciliation of business proceeds from ASL Rwanda in the bank.

All other facilities are secured by a negative pledge on Newrest ASL Nigeria Plc and domiciliation of sales proceeds from specified customers in the bank.

30.9 As a result of the frequent flunctuations of Naira and Rwanda Franc exchange rates to US Dollars in 2016, the entire term loans denominated in US Dollars were revalued at the prevailing official rates accordingly.

31 Trade and other payable

	The Group		The Company	
	31-Dec-16	31-Dec-15	**31-Dec-16**	31-Dec-15
	N'000	N'000	**N'000**	N'000
Trade payables	**167,691**	569,342	**98,032**	447,765
Other payables:				
Amount due to related companies (Note 34.2)	**48,452**	10,884	**48,452**	10,884
Other creditors	**86,175**	89,208	**68,104**	87,256
PAYE	**29,140**	211,111	**29,140**	204,759
Accruals and provisions	**872,501**	290,474	**802,295**	251,896
Total other payables	**1,036,268**	601,677	**947,991**	554,795
Trade and other payables	**1,203,959**	1,171,019	**1,046,023**	1,002,560

Trade creditors and accruals principally comprise amounts outstanding for trade purchases and ongoing costs. The average credit period taken for trade purchases is 90 days. For most suppliers no interest is charged on the trade payables.

The directors consider that the carrying amount of trade payables approximates to their fair values.

32 Retirement benefit obligations

Summary of retirement benefit obligations **The GroupThe Company**

	31-Dec-16	31-Dec-15	**31-Dec-16**	31-Dec-15
	N'000	N'000	**N'000**	N'000
Staff pension fund (Note 32.1)	**14,040**	13,414	**11,512**	10,648
Staff exit scheme (Note 32.2)	**493**	493	**493**	493.
Discontinued gratuity scheme (Note 32.3)	**1,481**	1,481	**1,481**	1,481
	16,014	15,388	**13,486**	12,622

32.1 Staff pension fund

The Group operates a defined contribution pension scheme for all employees except expatriates. The assets of the schemes are held separately from those of the group and are managed by Pension Fund Administrators. The scheme, which is funded by contributions from employees (8%) and the Group (10%) of basic salary, housing and transport allowances, is consistent with the provisions of the Pension Reform Act, 2014.

The total cost charged to income of N74.5m (2015:N80m) represents contributions payable to the schemes by the Group at rates specified in the rules of the plans.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

		The Group		The Company	
		31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
Staff pension fund					
Balance at 1 January		13,414	10,833	10,648	8,065
Employer's contribution	Note 12a	37,100	41,146	36,371	40,469
Employees' contribution		37,416	38,853	37,155	38,303
Remitted during the year		(73,890)	(77,418)	(72,662)	(76,189)
Balance at 31 December		14,040	13,414	11,512	10,648

32.2 Staff exit scheme

The Group reached an agreement with the Staff Union on May 28,2013 to discontinue the " Exit scheme" which came into force in August 2009 when it discontinued its gratuity scheme. Under the scheme , the Company contributes 6 % of the gross salary of all staff on monthly basis. The exit scheme which was funded by a dedicated current account balance in a commercial bank was used to pay off beneficiaries staff.

	The Group		The Company	
	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
Staff exit scheme				
Balance at 1 January	493	493	493	493
Provision for the year	-	-	-	-
Remitted during the year	-	-	-	-
Balance at 31 December	493	493	493	493

The only obligation of the group with respect to the retirement benefit scheme is to make the specified contributions.

32.3 Discontinued gratuity scheme

The Company, before the discontinuation of gratuity scheme, made provision annually towards employees gratuities based on current emoluments of the Nigerian staff. In 2009, management decided to discontinue the gratuity scheme therefore full provision was made for employees gratuity benefit up to 31 July 2009.

The following shows movement in the account:

	The Group		The Company	
	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
Discontinued gratuity scheme				
Balance at 1 January	1,481	1,481	1,481	1,481
Provision write back	-	-	-	-
Remitted during the year	-	-	-	-
Balance at 31 December	1,481	1,481	1,481	1,481

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

33 Notes to the cash flow statement

Reconciliation of profit/(loss) to net cash generated for/(used in) operating activities

	The Group		The Company	
	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
Profit for the year	1,152,140	(56,823)	1,078,639	(62,763)
Adjustments to reconcile profit/(loss) for the year to net cash generated from/(used in) operating activities:				
Add back:				
Effects of exchange rates changes	277,796	136,580	640,957	232,682
Depreciation of property, plant and equipment	428,785	397,174	264,801	277,027
Loss/(gain) on disposal of property, plant and equipment	3,658	(1,005)	-	(1,005)
Derecognition of tangible assets	-	9,578	-	9,578
Amortisation of intangible assets	83	10,677	83	10,677
Finance costs	185,239	139,241	65,155	65,418
Investment income	(31,059)	(17,685)	(31,059)	(17,685)
Transfer of tangible assets from subsidiary	-	-	(3,346)	-
Tax paid	(250)	(291)	-	-
	864,252	674,269	936,591	576,692
Changes in working capital:				
(Increase) in inventories	(155,383)	(10,656)	(91,572)	(23,863)
(Increase)/decrease in trade and other receivables	(370,088)	(58,668)	506,566	(188,162)
(Increase)/decrease in other assets	(59,127)	(3,826)	29,860	10,330
Increase in trade and other payables	23,529	555,425	34,053	438,613
Increase in retirement benefit obligations	626	2,582	864	2,583
Increase in deferred tax	-	-	-	-
	(560,442)	484,856	479,771	239,501
Net cash generated from operating activities	1,455,950	1,102,303	2,495,000	753,430

34 Related party information

Balances and transactions between the company and its subsidiary have been eliminated on consolidation and are not disclosed in this note. Transactions between the group and its other related parties are disclosed below.

Services rendered/trading transactions

The company carried out transactions with the below named companies that fall within the definition of related party. The Company's management considers such transactions to be in the normal course of business and at terms which correspond to those conducted at an arm's length with third parties.

Catering Security

Checkport Security Nigeria Limited is an aviation security service company which provides Newrest ASL Nigeria Plc with catering security personnel. Richard Akerele is one of the directors of the Checkport Security Nigeria Limited as well as director of Newrest ASL Nigeria Plc.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

Consultancy Services, Management and Trademark Fees

The company has a consultancy agreement with Newrest Group International for the provision of technical and commercial know-how. The terms of the agreement specify a payment to the Consultant of a monthly Fee based on time-costs of actual man-hours spent by the Consultant's personnel (net of VAT, taxes and any other taxes). The Fees include the costs and expenses incurred by the Consultant in connection with the provision of the Services and a profit mark-up equal to five percent 5% of the previous amount. The Fees are subject to Personal Income Tax. The Co-Chief Executive Officers of Newrest Group; Olivier Sadran and Jonathan Stent-Torriani are on the Company's board of directors. The balance on the account represents total indebtedness to Newrest, payable in Euro using CBN rate ruling as at 31 December 2016.

In addition, the company has trademark and management services with the Newrest Group International for the use of Newrest trademark and provision of management know-how and expertise. The terms of the agreement specify a fee of 2% and 1.9% of the Company monthly turnover for the trademark and management services respectively.

The Co-Chief Executive Officers of Newrest Group; Olivier Sadran and Jonathan Stent-Torriani are on the company's board of directors. The balance on the account represents total indebtedness to Newrest, payable in Euro using interbank rate.

First Street Limited

The Group through one of its subsidiaries; Newrest ASL Oil & Gas Logistics Limited provides meals to the company which operates a lounge service at Murtala Muhammed International Airport, Lagos. Richard Akerele is a director of the company as well as a director of Newrest ASL Nigeria Plc.

Rwandair

The Group in its ordinary course of business provides catering and related services to Rwandair both in Lagos, Nigeria and Kigali, Rwanda. Rwandair has a 30% shareholdings in ASL Rwanda Limited (EPZE).

The amounts outstanding are unsecured and will be settled in cash. No guarantees have been given or received. The Group has made a provision of N0.858m (2015: N0.732m) for doubtful debts in respect of the amounts owed by related parties.

34.1 Services rendered/trading transactions

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Checkport Security	27,668	34,650	27,668	34,650
Newrest Group International S.A.S.				-
Consultancy fees	112,238	49,569	112,238	49,569
Trademark fees	37,504	-	37,504	-
Management fees	35,942	-	35,942	-
Rwandair	137,484	782,844	137,484	87,130
First Street Limited	228	-	-	
	351,064	867,063	350,836	171,349

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

34.2 Balances due to related parties:

	The Group Amount owed to related parties		The Company Amount owed to related parties	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Checkport Security	5,671	2,888	5,671	2,888
Newrest Group International S.A.S.	42,781	7,996	42,781	7,996
	48,452	10,884	48,452	10,884

34.3 Balance due from related parties

	The Group Amount owed to related parties		The Company Amount owed to related parties	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Rwandair	652,341	220,920	48,357	28,620
First Street Limited	228	-	-	-
Newrest - Peru	1,090	-	1,090	
	653,659	220,920	49,447	28,620

34.4 Balance due from related parties (subsidiaries)

	The Group Amount owed to related parties		The Company Amount owed to related parties	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Reacon Duty Free Limited	-	-	72,467	28,109
ASL Rwanda Limited (EPZE)	-	-	849,554	1,341,842
Newrest ASL Oil & Gas Logistics Limited	-	-	119,525	133,535
	-	-	1,041,546	1,503,485

34.5 Remuneration of key management personnel

The remuneration of the directors, who are the key management personnel of the group, is set out below in aggregate for each of the categories specified in IAS 24 Related Party Disclosures. Further information about the remuneration of individual directors is also provided.

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Post-employment benefits	-	16,000	-	16,000
	-	16,000	-	16,000
Directors' emoluments				
Chairman's fee	56,023	14,395	54,023	13,395
Non Executive Directors fees	12,000	9,000	10,000	8,500
Executive Directors' emoluments	42,653	136,605	42,653	136,605
	110,676	160,000	106,676	158,500

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

The number of Directors excluding the Chairman whose emoluments were within the following ranges

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	Number	Number	Number	Number
₦				
Less than 1,000,000	-	-	-	-
1,000,001- 5,000,000	7	7	7	7
5,000,001 - 10,000,000	-	-	-	-
10,000,001- 20,000,000	-	-	-	-
Above 20,000,000	1	2	1	2
	8	9	8	9
Number of Directors who had no emoluments	5	5	-	-

The highest paid Director received N56.023m (2015: 136.923m).

In addition, the emoluments of the current Chief Executive Director included in the amount stated above also form part of the fees payable or paid to the Newrest Group (see note 34.1).

Loans and other transactions in favour of directors and officers

The company did not guarantee any loan in favour of its Directors and Officers.

35 Financial instruments

35.1 Capital risk management

The Group manages its capital to ensure that it is able to continue as a going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance. The Company's overall strategy remains unchanged from 2015.

The capital structure of the group consists of debt which includes the bank loans and equity attributable to equity holders of the parent, comprising issued capital and reserves.

The Group's risk management committee reviews the capital structure periodically. As part of this review, the committee considers the cost of capital and the risks associated with each class of capital. The Group's policy is to keep its gearing ratio at a minimum, this is reflected in the current gearing ratio of 63% (2015: 64%) (see below)

Gearing ratio

The gearing ratio at year end is as follows:

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
	N'000	N'000	N'000	N'000
Debt	2,021,969	1,329,893	838,120	1,329,893
Equity	3,217,022	2,072,909	3,353,727	2,274,957
Debt to equity ratio	63%	64%	25%	58%

Debt is defined as current and non-current term borrowing. Equity includes all capital and reserves of the Company that are managed as capital.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
35.2 Categories of financial instruments	N'000	N'000	N'000	N'000
Financial assets				
Cash and bank balances	1,980,309	738,204	1,951,509	660,185
Trade and other receivables	1,078,973	703,003	1,486,745	1,993,310
Available-for-sale financial assets	3,049	2,917	3,049	2,917
Financial assets (FVTPL)	16,656	15,236	16,656	15,236
	3,078,987	1,459,359	3,457,959	2,671,647
Financial liabilities at amortised cost				
Borrowings	2,021,969	1,329,893	838,120	1,329,893
Trade and other payables	1,203,959	1,171,019	1,046,023	1,002,560
	3,225,928	2,500,912	1,884,143	2,332,453

35.3 Foreign currency risk management

The Group undertakes transactions denominated in foreign currencies; consequently, exposures to exchange rate fluctuations arise. The Group is mainly exposed to US dollar, pound sterling and euro.

The carrying amounts of the Group's foreign currency denominated monetary assets and monetary liabilities at the end of the reporting period are as follows.

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
US Dollars	N'000	N'000	N'000	N'000
Assets				
Cash balances	12,336	7,754	7,146	4,301
Bank balances	1,302,031	421,877	1,298,862	381,868
Trade receivables	1,030,761	736,415	407,698	523,252
	2,345,128	1,166,046	1,713,706	909,421
Liabilities				
Trade payables	12,907	32,927	12,907	32,927
Borrowings	2,021,969	1,329,893	838,120	1,329,893
	2,034,876	1,362,820	851,027	1,362,820
Pounds sterling				
Assets				
Cash balances	292	1,213	258	842
Bank balances	2,392	762	2,116	733
Trade receivables	-	-	-	-
	2,684	1,975	2,374	1,575
Liabilities				
Trade payables	1,148	3,832	1,148	3,832
Borrowings	-	-	-	-
	1,148	3,832	1,148	3,832

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

	The Group		The Company	
	31-Dec-16	31-Dec-15	31-Dec-16	31-Dec-15
Euro	N'000	N'000	N'000	N'000
Assets				
Cash balances	542	318	411	1,361
Bank balances	3,548	2,909	3,479	3,397
Trade receivables	-	-	-	-
	4,090	3,227	3,890	4,759
Trade payables	68,595	14,521	68,595	14,521
Borrowings	-	-	-	-
	68,595	14,521	68,595	14,521

35.4 Foreign currency sensitivity analysis
The following table details the Group's sensitivity to a 15% per cent increase and decrease in naira against the relevant foreign currencies. Management believes that a 15% movement in either direction is reasonably possible at the reporting date. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 15% per cent change in foreign currency rates. A positive number below indicates an increase in profit where naira strengthens 15% against the relevant currency. For a 15% weakening of naira against the relevant currency, there would be a comparable impact on the profit, and the balances below would be negative.

2016	The Group			The Company		
	Us dollar	Pounds	Euro	Us dollar	Pounds	Euro
	N'000	N'000	N'000	N'000	N'000	N'000
Naira strengthens by 15%	46,538	230	(9,676)	129,402	184	(9,706)
Profit or loss						
Naira weakens by 15%						
Profit or loss	(46,538)	(230)	9,676	(129,402)	(184)	9,706

2015	The Group			The Company		
	Us dollar	Pounds	Euro	Us dollar	Pounds	Euro
	N'000	N'000	N'000	N'000	N'000	N'000
Naira strengthens by 5%						
Profit or loss	(9,839)	(93)	(565)	(22,670)	(113)	(488)
Naira weakens by 5%						
Profit or loss	9,839	93	565	22,670	113	488

The Group's sensitivity to US dollar is more than other currencies principally because of USD denominated term loans obtained from Access Bank Plc and Ecobank Plc.

35.5 Credit risk management
Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss.

The Group is exposed to credit risk from its investing activities (primarily trade receivables) and from its financing activities, including deposits with banks and other financial institutions.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)
For the year ended 31 December 2016

35.6 Interest rate risk management
The Group is exposed to interest rate risk because the parent Company borrows funds at both fixed and floating interest rates tied to money market conditions. The risk is managed by the Group by maintaining an appropriate mix between fixed and floating rate borrowings. The Group's exposures to interest rates on financial assets and financial liabilities are detailed in the liquidity risk management section of this note.

35.7 Trade receivables
Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the entities. The Group has adopted a policy of only dealing with creditworthy counterparties and each customer's account is managed by the business units subject to the Group's established policy, procedures and control relating to customer credit risk management. A customer care representative is attached to each customer and outstanding customer receivables are regularly monitored by the representative. Impairment assessment is done at each reporting date on an individual basis for all customers, the calculation is based on actual data.

About 81% (2015:62%) of the trade receivables are due from single customers that individually account for 10% of net trade receivables (refer to note 21), the Group evaluates the concentration of risk with respect to trade receivables as its customers are diverse though within the same industry. The requirement for an impairment is analysed at each reporting date on an individual basis for all customers.

35.8 Deposits with banks and other financial institutions
Credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with the Group's policy. Surplus funds are spread amongst reputable commercial banks and funds must be within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Group's Chief Finance Officer periodically and may be updated throughout the year. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through potential counterparty's failure.

The carrying value of the Company's financial assets represents its maximum exposure to credit risk. The maximum exposure to credit risk at the reporting date was:

	The Group		The Company	
	Dec-16	Dec-15	Dec-16	Dec-15
Trade and other receivables	1,078,973	703,003	1,486,745	1,993,310
Cash & cash equivalents	1,980,309	738,204	1,951,509	660,185
	3,059,282	1,441,207	3,438,254	2,653,495

Collateral held as security and other credit enhancements

The Group does not hold any collateral or other credit enhancements to cover its credit risks associated with its financial assets.

35.9 Liquidity risk management
The Group monitors its risk to a shortage of funds by maintaining a balance between continuity of funding and by continuously monitoring forecast and actual cash flows and by matching the maturity profiles of financial assets and liabilities. It also ensures that short term funds are used strictly for working capital purposes while capital projects are funded from long tenored borrowings. Access to sources of funding is sufficiently available. The Group's financial liability are its trade and other payables and bank borrowings.

35.10 Maturity analysis of financial liabilities
The following tables detail the Group's remaining contractual maturity for its non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

The Group	0-3 months	1-3 months	3 -6 months	6-12 months	12months and above	Total
31-Dec-16	N'000	N'000	N'000	N'000	N'000	N'000
Trade and other payables	1,203,959	-	-	-	-	1,203,959
Term loans	-	129,516	129,516	259,034	1,503,902	2,021,968
	1,203,959	129,516	129,516	259,034	1,503,902	3,225,927
Interest	-	42,789	40,208	71,004	193,376	347,377
Principal						
31-Dec-15						
Trade and other payables	1,171,019	-	-	-	-	1,171,019
Term loans	-	96,914	87,305	175,007	970,667	1,329,893
	1,171,019	96,914	87,305	175,007	970,667	2,500,912
Interest	-	20,018	19,880	38,645	85,315	163,858

The Company

Principal	0-3 months	1-3 months	3 -6 months	6-12 months	12months and above	Total
31-Dec-16	N'000	N'000	N'000	N'000	N'000	N'000
Trade and other payables	1,046,023	-	-	-	-	1,046,023
Term loans	-	76,192	76,192	152,387	533,349	838,120
	1,046,023	76,192	76,192	152,387	533,349	1,884,144
Interest	-	22,373	20,707	34,809	54,532	132,421
Principal						
31-Dec-15						
Trade and other payables	1,002,560	-	-	-	-	1,002,560
Term loans	-	96,914	87,305	175,007	970,667	1,329,893
	1,002,560	96,914	87,305	175,007	970,667	2,332,453
Interest		20,018	19,880	38,645	85,315	163,858

The Group had no overdraft facility in 2016 (2015: Nil). The Group expects to meet its other obligations from operating cash flows and proceeds of maturing financial assets.

Fair value of financial instruments carried at amortised cost

The directors consider that the carrying amounts of financial assets and financial liabilities recorded at amortised cost in the financial statements approximate their fair values.

36 Operating Lease Arrangement

The Group as lessee

Leasing arrangements

The previous lease arrangement which expired on 2nd April, 2012 has been renewed for another 25 years. The title to the leased land at all time remains with the Lessor who also specifies that the Leased land shall be used for catering purposes only during the lease period.

The Company shall pay to the lessor a concession fee of 5% starting April 1, 2013 of its gross annual turnover.

Secondly, in respect of the unit in Abuja, the company secured a new operating lease agreement with the Federal Airports Authority of Nigeria. The lease term is for initial 30 years with an option for renewal. The title to the leased land at all time remains with the Lessor who also specifies that the leased land shall be used for catering purposes only during the lease period.

The Company shall pay to the lessor a concession fee of 5% of its gross annual turnover on inflight catering and lounges.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (cont'd)

For the year ended 31 December 2016

36 Operating Lease Arrangement (continued)

Payments recognised as an expense

	The Group		The Company	
	Dec-16	Dec-15	Dec-16	Dec-15
	N'000	N'000	N'000	N'000
Minimum lease payments	67,289	65,160	67,289	65,160
Contingent rentals	161,644	153,923	161,644	153,923
	228,933	219,083	228,933	219,083
Non-cancellable operating lease commitments				
Not later than 1 year	55,316	65,160	55,316	65,160
Later than 1 year and not later than 5 years	-	-	-	-
Later than 5 years	-	-	-	-
	55,316	65,160	55,316	65,160

37 Contingent liability

As at date, the Group, in its ordinary course of business, is presently involved in two lawsuits as a defendant and the sums claimed against the Group in the lawsuit are circa N1.11 billion and N23.5 million respectively.

On the first lawsuit, the Group's litigators are of the view that no liability is expected to arise from the pending case against the Group, as judgment had been delivered on October 31, 2013 in favour of the Group and the court had dismissed the claims of the Claimant. Although the Claimant has appealed the judgement of the trial court, she is yet to compile and transmit records to the Court of Appeal. The Group has therefore applied to have the appeal dismissed for want of diligent prosecution.

Based on the advice of the litigators, the Directors of the Group are of the opinion that the above dispute is unlikely to have a material adverse effect on the Group.

In the second lawsuit, the Claimant is claiming the sum of N2,000,000.00 and N21,419,025.09 being sums it alleges it was owed by the Group under a contract for the supply and installation of Heat, Ventilation and Air Conditioning System, Electrical Works, Extra Low Voltage (ELV) Systems and Mechanical Systems in its Abuja office. The interest on this amount is at the rate of 21% from 29 February 2016 until judgment has been delivered and at the same rate until the whole amount has been settled. This is estimated at N3,748,329.00 as at 31 December 2016.

According to the Group's defence lawyers, the Group has a good defense to the claim.

The matter has been transferred to the Lagos State Multi-Door Court House and has been adjourned to 15th of June, 2017 for mediation.

The Group's litigators are not aware of any other pending and or threatened claims or litigation which may be material to the financial statements.

38 Events after the Reporting Period

The Directors are of the opinion that there was no significant events after the reporting period which would have had any material effect on the accounts on that date, which have not been adequately provided for or disclosed in the financial statements.

The Company has repaid a portion of the existing loan since the end of the year end in line with the term loan agreement, N76.08 million has been repaid to Ecobank Nigeria Plc.

39 Commitments for expenditure

Financial commitments

The Directors are of the opinion that all known liabilities and commitments which are relevant in assessing the company's state of affairs have been taken into consideration in the preparation of the financial statements.

Capital commitments

There were no capital commitments as at 31 December 2016.

VALUE ADDED STATEMENT

For the year ended 31 December 2016

	The Group				The Company			
	2016		2015		2016		2015	
	N'000	%	N'000	%	N'000	%	N'000	%
Turnover	5,072,346		4,550,904		3,686,650		3,596,942	
Interest income	31,059		17,685		31,059		17,685	
Other operating income	221,391		257,766		281,439		272,069	
Other gain & loss	800,235		119,705		919,820		202,217	
	6,125,031		4,946,060		4,918,968		4,088,913	
Bought in materials and services:								
Imported	(1,280,338)		(1,358,950)		(1,019,010)		(1,176,489)	
Local	(1,915,440)		(2,021,676)		(1,574,697)		(1,743,743)	
Value added	2,929,253	100	1,565,434	100	2,325,262	100	1,168,681	100
Applied as follows:								
To pay employees:								
Staff cost	1,163,005	40	1,075,165	69	916,584	40	868,011	74
To pay Government:								
Income tax and education tax	567	-	212	-	-	-	-	-
To pay providers of capital								
Interest and similar charges	185,239	6	139,241	9	65,155	3	65,418	6
To provide for replacement of assets and expansion								
Depreciation	428,785	15	397,174	25	264,801	11	277,027	23
Amortisation of intangible assets	83	-	10,677	1	83	-	20,988	2
Deferred tax	1,038	-	225	-	-	-	-	-
Profit/(loss) for the year	1,150,536	39	(57,260)	(4)	1,078,639	46	(62,763)	(5)
	2,929,253	100	1,565,434	100	2,325,262	100	1,168,681	100

Value added represents the additional wealth which the group has been able to create by its own and its employees' efforts. This statement shows the allocation of that wealth among the employees, capital providers and that retained for the future creation of more wealth.

FIVE YEAR FINANCIAL SUMMARY

For the year ended 31 December 2016

(a) Group

	2016 N'000	2015 N'000	2014 N'000	2013 N'000	2012 N'000
Assets					
Property, plant and equipment	2,739,169	2,680,356	2,701,174	1,317,542	1,021,310
Intangible assets	5,653	-	10,677	31,665	33,320
Financial asset	3,049	2,917	3,121	2,954	2,783
Other asset	40,695	24,562	67,235	19,627	8,510
Other receivable	-	5,882	24,286	21,060	-
Deferred tax asset	-	861	1,086	-	-
Net current assets/(liabilities)	1,960,755	346,398	562,887	1,364,375	-
Total assets less current liabilities	4,749,321	3,060,975	3,370,466	2,757,223	2,186,091
Deferred tax liabilities	(177)	-		(32)	(8)
Long term liabilities	(1,503,902)	(980,021)	(1,037,352)	(604,188)	-
	3,245,242	2,080,954	2,333,114	2,153,003	2,186,083
Capital and reserves					
Share capital	317,000	317,000	317,000	317,000	317,000
Share premium	342,000	342,000	342,000	342,000	342,000
Revenue reserve	2,543,925	1,409,495	1,569,028	1,504,253	1,525,716
Investment revaluation reserve	1,632	1,501	1,705	1,538	1,367
Non-controlling interest	28,220	8,045	30,751	(11,788)	-
Foreign currency translation reserve	12,465	2,913	72,630	-	-
Shareholders' funds	3,245,242	2,080,954	2,333,114	2,153,003	2,186,083
Profit and loss account					
Turnover	5,072,346	4,550,904	3,554,803	3,501,260	3,831,788
Profit/(loss) before taxation	1,152,140	(56,823)	171,128	90,796	492,758
Taxation	(1,604)	(437)	826	(407)	(390)
Profit/(loss) after taxation	1,150,536	(57,260)	171,954	90,389	492,368
Per 50k share data (kobo):					
Numbers of ordinary shares in issue ('000 units)	634,000	634,000	634,000	634,000	634,000
Earnings - Basic	179	(10)	28	23	78
Net assets	512	328	368	340	345

Notes:

1 Earnings per share are based on profit (loss) after tax and the number of issued and fully paid ordinary shares at the end of each financial year.

2 Net assets per share are based on net assets and issued and fully paid ordinary shares at the end of each financial year.

FIVE YEAR FINANCIAL SUMMARY
For the year ended 31 December 2016

(b) The Company

	2016 N'000	2015 N'000	2014 N'000	2013 N'000	2012 N'000
Balance Sheet					
Assets					
Property, plant and equipment	1,254,352	1,475,281	1,627,136	1,036,015	1,016,435
Intangible assets	5,653	-	10,677	31,665	33,320
Investment in subsidiary	86,450	86,450	86,450	82,040	500
Financial asset	3,049	2,917	3,121	2,954	2,783
Other assets	40,695	17,548	66,145	11,005	8,510
Net current assets/(liabilities)	2,496,877	1,672,781	1,676,847	1,702,388	1,118,814
Total assets less current liabilities	3,887,076	3,254,978	3,470,376	2,866,067	2,180,362
Long term liabilities	(533,349)	(980,021)	(1,037,352)	(604,188)	-
	3,353,727	2,274,957	2,433,024	2,261,879	2,180,362
Capital and reserves					
Share capital	317,000	317,000	317,000	317,000	317,000
Share premium	342,000	342,000	342,000	342,000	342,000
Revenue reserve	2,693,095	1,614,456	1,772,319	1,601,341	1,519,995
Investment revaluation reserve	1,632	1,501	1,705	1,538	1,367
Shareholders' funds	3,353,72	2,274,957	2,433,024	2,261,879	2,180,362
Profit and loss account					
Turnover	3,686,650	3,596,942	3,232,552	3,368,023	3,696,143
Profit/(loss) before and after taxation	1,078,639	(62,763)	247,058	239,846	495,208
Per 50k share data (kobo):					
Numbers of ordinary shares in issue ('000 units)	634,000	634,000	634,000	634,000	634,000
Earnings - Basic	170	(10)	39	38	78
Net assets	529	359	384	357	344

Notes:
1 Earnings per share are based on profit (loss) after tax and the number of issued and fully paid ordinary shares at the end of each financial year.

2 Net assets per share are based on net assets and issued and fully paid ordinary shares at the end of each financial year.

SHAREHOLDERS' INFORMATION

Range	No. of Holders	Holders %	Holders Cum.	Units	Units %	Units Cum.
1 - 1,000	887	25.78%	887	459,778	0.07%	459,778
1,001 - 5,000	956	27.79%	1,843	2,995,889	0.47%	3,455,667
5,001 - 10,000	591	17.18%	2,434	5,239,605	0.83%	8,695,272
10,001 - 50,000	665	19.33%	3,099	17,002,015	2.68%	25,697,287
50,001 - 100,000	173	5.03%	3,272	13,707,289	2.16%	39,404,576
100,001 - 500,000	120	3.49%	3,392	25,566,430	4.03%	64,971,006
500,001 - 1,000,000	21	0.61%	3,413	15,255,160	2.41%	80,226,166
1,000,001 - 5,000,000	15	0.44%	3,428	32,507,929	5.13%	112,734,095
5,000,001 - 10,000,000	5	0.15%	3,433	35,068,234	5.53%	147,802,329
10,000,001 - ABOVE	7	0.20%	3,440	486,197,671	76.69%	634,000,000
Grand Total	**3,440**	**100.00%**		**634,000,000**	**100.00%**	

LIST OF SHAREHOLDERS WITH 5% & ABOVE HOLDINGS AS AT DECEMBER 31, 2016

S/N	NAME	ADDRESS	UNITS HELD	%
1	RICAL ENTERPRISES	1, SERVICE STREET MURTALA MUHAMMED AIRPORT IKEJA LAGOS,LAGOS	63,315,477	9.99%
2	HARROWDITCH LIMITED	C/O 24, MUSA YAR'ADUA CRESCENT VICTORIA ISLAND LAGOS STATE LAGOS	90,700,000	14.31%
3	NEWREST SCHWEIZ AG	C/O MASSIMO CALDERAN, ALTENBURGER LTD LEGAL + TAX SEESTRASSE 39, 8700 KUSNACHT ZH. FOREIGN FOREIGN	103,250,000	16.29%
4	RIFKIND LIMITED	1, MEKUNWEN RD OFF OYINKAN ABAYOMI DRIVE POB 55765, IKOYI LAGOS LAGOS	108,901,175	17.18%
5	ROWELLO LIMITED	1, MEKUNWEN RD, OFF OYINKAN ABAYOMI DR POB 55765, IKOYI LAGOS LAGOS	108,901,175	17.18%

ACTIVE SHAREHOLDERS' SUMMARY

YEAR ENDED	DIVIDEND NUMBER	DIVIDEND TYPE	DATE OF PAYMENT	NET UNCLAIMED DIVIDEND	DIVIDEND RATE
31/12/2007	1	INTERIM	24/08/2007	1,502,078.63	0.05K
31/12/2007	2	FINAL	15/06/2008	2,264,579.02	0.05K
31/12/2008	3	FINAL	04/06/2009	614,830.18	0.07K
31/12/2009	4	FINAL	29/06/2010	1,845,178.43	0.10K
31/12/2010	5	FINAL	19/08/2011	121,226.72	0.15K
31/12/2011	6	FINAL	08/06/2012	1,234,778.46	0.20K
31/12/2012	7	FINAL	28/06/2013	1,080,693.24	0.25K
31/12/2013	8	FINAL	13/06/2014	6,973,570.72	0.12K
31/12/2014	9	FINAL	03/07/2015	19,183,142.09	0.15K

Members are hereby informed that some dividend warrants have not been presented to the bank for payment while others have been returned to the registrar as unclaimed because the addresses could not be traced.

If you havenot received any of your past dividend, kindly contact:

The Registrar
Meristem Registrar Limited
213, Herbert MacaulayWay
Adekunle - Yaba
Lagos

SHARE CAPITAL HISTORY
Newrest ASL Nigeria Plc (formerly Airline Services & Logistics Pic) was incorporated as a limited liability company on 6th of December 1996 with an authorised share capital of 1 ,000,000 ordinary shares of N 1 .00k each.

On 15th January, 2007 the company was converted to a public limited liability company with the nominal value of shares at 50kobo.

The following changes have since taken place in the company's authorised and issued share capital

The following changes have since taken place in the company's authorised and issued share capital.

YEAR	AUTHORISED SHARE CAPITAL	ISSUED SHARE CAPITAL	TOTAL NUMBER OF ISSUED SHARES	METHOD
1996	1,000,000	300,000	300,000	Cash
2002	50,000,000	300,000	300,000	Cash
2002	50,000,000	13,905,000	13,905,000	Cash
2003	50,000,000	26,000,000	26,000,000	Cash
2006	300,000,000	260,000,000	260,000,000	Bonus Issue
2007	500,000,000	317,000,000	634,000,000	Cash & Split Shares

DELIVERY MANDATE FORM

Newrest ASL Nigeria Plc
Formerly AIRLINE SERVICES & Logistics Plc

Rc 304508

No. 1, Service Street, Murtala Muhammed Airport,
Ikeja, Lagos State, Nigeria.
P.O. Box 4953, MMIA, Ikeja, Lagos.
Tel: +234 1 7749652,
E-mail: info@airlineserve.com

Dear Sir/Madam,

To enable you receive your Annual Report promptly, your Company had introduced electronic delivery of Annual Reports and Financial Statements, Proxy Forms and other statutory documents to Shareholders.

With this service, you will henceforth receive a soft copy of the Annual Report, Proxy Form and other corporate documents through the electronic link to be forwarded to your email address or a soft copy (Compact Disc) by post instead of receiving the hard copies in future. This initiative is in line with our determination to help protect and sustain our planet's environment and the consolidated SEC Rule (128) of September, 2011 which states that "A Registrar of a public company may dispatch Annual Reports and Notices of General Meetings to shareholders by electronic means"

However, should you prefer to receive hard copies of your Annual Report and other corporate documents, please complete the form below and return to:

The Managing Director
Meristem Registrars Limited or any of their branches nationwide
213, Herbert Macaulay Way
Adekunle, Yaba
Lagos

Yours faithfully,
LPC Solicitors
Company Secretary

I, ………………………………………………. OF ……………………………………………………………………………………….
HEREBY REQUEST FOR A HARDCOPY DELIVERY OF ANNUAL REPORT, PROXY FORM, PROSPECTUS, NEWSLETTER AND STATUTORY DOCUMENTS OF **NEWREST ASL NIGERIA PLC** TO ME THROUGH THE FOLLOWING ADDRESS:

POSTAL ADDRESS:

DESCRIPTION OF SERVICE:
By enrolling in this service, you have requested to receive hard copies of future announcements/shareholder communication materials. These materials will be made available to you by post either semi-annually or annually. Annual Report, Proxy Form, Prospectus and Newsletters are examples of shareholder communications that can be available to you. The service will be effective for all your holdings in Newrest ASL Nigeria Plc on an on-going basis unless you change or cancel your enrolment.

Name of Shareholder

Signature & Date

(In case of a Corporate Shareholder, use Company Seal)

Telephone

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NEWREST ASL NIGERIA PLC
PROXY CARD
21ST ANNUAL GENERAL MEETING TO BE HELD AT 12 NOON
ON THE 29TH DAY OF JUNE, 2017 AT
RENAISSANCE HOTEL, 38/40, ISAAC JOHN STREET, GRA, IKEJA, LAGOS

I/We*, ………………………………………………… of …………………………………………….. being a member/members of Newrest ASL Nigeria PLC hereby appoint** ……………………………………… of ……………………………………. or failing him, the Chairman of the meeting to act as my/our proxy and vote for me/us and on my/our behalf at the Annual General Meeting of the Company to be held on June 29, 2017 and at any adjournment thereof.

Dated this ……………………………… day of ……………………………………………2017.
Shareholder's Signature (s) …………………………………..

NUMBER OF SHARES [ ]

N.B: The manner in which the proxy is to vote should be indicated by inserting "x" in the appropriate space.

S/N	PROPOSED RESOLUTIONS	FOR	AGAINST
	ORDINARY BUSINESS		
1)	To lay before the meeting the financial statements for the year ended December 31, 2016 and the Reports of the Directors, Auditors and Audit Committee thereon.		
2)	To elect/reelect the following Directors:		
	a) Director seeking election:		
	➢ Marc Starke		
	b) Directors seeking re-election:		
	➢ Olivier Sadran		
	➢ Matthieu Jeandel		
	To authorize the Directors to fix the remuneration of the External Auditors.		
	To elect members of the Audit Committee.		
5)	SPECIAL BUSINESS		
	1. To approve Directors remuneration.		

NOTE:

1. A member (shareholder) entitled to attend and vote at the General Meeting is entitled to appoint a proxy in his stead. The above proxy form has been prepared to enable you exercise your right to vote in case you cannot personally attend the meeting.

2. Following the normal practice, the Chairman of the meeting has been entered on the form to ensure that someone will be at the meeting to act as your proxy, however if you wish, you may insert in the blank space on the form (marked**) the name of any person, whether a member of a Company or not, who will attend the meeting and vote on your behalf.

IF YOU ARE UNABLE TO ATTEND THE MEETING, READ THE FOLLOWING INSTRUCTIONS VERY CAREFULLY:

a) Write your name in BLOCK LETTERS on the proxy form where marked * in the case of joint shareholders, any one of them may complete this form but the names of all joint holders must be inserted.

b) Write the name of your proxy (if any) where marked **

c) The above Proxy form when completed, must be deposited to the office of the Registrars, Meristem Registrars Limited, 213, Herbert Macauley Road, Yaba, Lagos not less than 48 hours before the time fixed for the meeting.

d) The Proxy form should be duty stamped in line with the provisions of the Stamp Duty Act, CAP A8, LFN 2004, that any instrument of proxy to be used for the purpose of voting by any person entitled to vote at any meeting of shareholders must be duty stamped.

e) If executed by a corporate body, the proxy form should be sealed with the Common seal.

f) The proxy must produce the admission form to obtain entrance to the building.

This proxy form should NOT be completed and sent to the Company if the member will be attending the meeting.

Before posting the above form, please tear off this part and retain it for admission to the meeting.

ADMISSION FORM

NEWREST ASL NIGERIA PLC

21ST ANNUAL GENERAL MEETING

Please admit only the shareholder named on this form or his duly appointed Proxy to the 21st Annual General Meeting being held at Renaissance Hotel, 38/40, Isaac John Street, GRA, Ikeja, Lagos.

Name of shareholder (s) ______________________ Signature of Person attending *** _____________________________

NOTE
*** You are requested to sign this form at the entrance to the venue at the Annual General Meeting.

Affix
Current
Passport
(To be stamped by Bankers)

Write your name at the back of your passport photograph

MERISTEM
REGISTRARS LIMITED

E-DIVIDEND MANDATE ACTIVATION FORM

Only Clearing Banks are acceptable

Instruction

Please complete all sections of this form to make it eligible for processing and return to the address below

The Registrar
Meristem Registrars Limited
213, Herbert Macaulay Way
Adekunle-Yaba
Lagos State

I\We hereby request that henceforth, all my\our Dividend Payment(s) due to me\us from my\our holdings in all the companies ticked at the right hand column be credited directly to my \ our bank account detailed below:

Bank Verification Number

Bank Name

Bank Account Number

Account Opening Date

Shareholder Account Information

Surname/Company's Name First Name Other Names

Address:

City State Country

Previous Address (If address has changed)

CHN CSCS A/c No

Name of Stockbroker

Mobile Telephone 1 Mobile Telephone 2

Email Address

Signature(s) Company Seal (If applicable)

Joint\Company's Signatories

Help Desk Telephone No/Contact Centre Information for Issue resolution or clarification: 01-2809250-4

TICK	NAME OF COMPANY	SHARE A/C NO
	ACAP INCOME FUND	
	AFRINVEST EQUITY FUND	
	BERGER PAINTS NIG PLC	
	CHELLARAMS BOND CONOIL PLC	
	CONSOLIDATED HALLMARK INS. PLC	
	CUSTODIAN & ALLIED PLC	
	COVENANT SALT NIGERIA LIMITED	
	EMPLOYEE ENERGY LIMITED	
	ENERGY COMPANY OF NIGERIA PLC [ENCON]	
	eTRANZACT INTERNATIONAL PLC	
	FIDSON HEALTHCARE PLC	
	FOOD CONCEPTS PLC	
	FREE RANGE FARMS PLC	
	FTN COCOA PROCESSORS PLC	
	GEO-FLUIDS PLC	
	JUBILEE LIFE MORTGAGE BANK LTD	
	MAMA CASS RESTAURANTS LIMITED	
	MCN DIOCESE OF REMO	
	MCN LAGOS CENTRAL	
	MCN TAILORING FACTORY [NIGERIA] LIMITED	
	MULTI-TREX INTEGRATED FOODS PLC	
	MUTUAL BENEFITS ASSURANCE PLC	
	NASSARAWA STATE GOVT BOND	
	NASCON ALLIED INDUSTRIES PLC	
	NEIMETH INT'L PHARMS PLC	
	NEWREST ASL NIGERIA PLC	
	NIGER INSURANCE PLC	
	NIGERIA MORTGAGE REFINANCE COMPANY [NMRC] PLC	
	NIGERIA MORTGAGE REFINANCE COMPANY PLC	
	NMRC] BOND ONWARD PAPER MILLS PLC	
	PACAM BALANCED FUND	
	PAINTS & COATINGS MANUFACTURERS NIG PLC	
	PROPERTYGATE DEVT. & INVEST. PLC	
	R.T. BRISCOE NIGERIA PLC	
	REGENCY ALLIANCE INSURANCE PLC	
	SMART PRODUCTS NIGERIA PLC	
	SOVEREIGN TRUST INSURANCE PLC	
	TANTALIZERS PLC	
	THE BGL SAPPHIRE FUND	
	THOMAS WYATT PLC	
	VITAFOAM NIGERIA PLC	
	ZENITH EQUITY FUND	
	ZENITH ETHICAL FUND	

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