NIGERIAN COMMUNICATIONS COMMISSION

2025 Annual Report and Accounts

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LIST OF ABBREVIATIONS AND ACRONYMS

AML	Anti Money Laundering
AOL	Annual Operating Levy
ASNs	Autonomous System Numbers
AVTS	Auto Vehicle Tracking System
BTS	Base Transceiver Station
CBN	Central Bank of Nigeria
CEO	Chief Executive Officer
CFT	Counter Financing of Terrorism
CNII	Critical National Information Infrastructure
COP	Child Online Protection
CPF	Counter Proliferation Financing
CRF-NCS	Cybersecurity Framework for the Communications Sector
CSIRT	Computer Security Incidence Response Team
CSSR	Call Setup Success Rate
DCR	Dropped Call Rate
DLI	Digital Learning Initiative
DMB	Deposit Money Bank
DND	Do Not Disturb
ECC	Emergency Communication Centre
ECOWAS	Economic Community of West African States
ECSM	Executive Commissioner Stakeholder Management
ECTS	Executive Commissioner Technical Services
EMF/RF	Electromagnetic Frequency/Radio Frequency
EMR	Electromagnetic Radiation
EVC	Executive Vice Chairman
FATF	Financial Action Task Force
FCT	Federal Capital Territory
FIRS	Federal Inland Revenue Service
FMCIDE	Federal Ministry of Communication, Innovation and Digital Economy
FOI	Freedom of Information
FTP	File Transfer Protocol
GCFR	Grand Commander of the Order of the Federal Republic
GDP	Gross Domestic Product
GHz	Giga Hertz
GIS	Geographic Information System
GSM	Global System for Mobile Communication
HOSR	Handover Success Rate
ICAF	Industry Consumer Advisory Forum
ICT	Information & Communication Technology
IES	Internet Exchange Service

IP	Internet Protocol
IPA	Innovations for Poverty Action
ISPs	Internet Service Providers
ITU	International Telecommunications Union
IVP	Independent Verification Point
IWG	Industry Working Group
IXP	Internet Exchange Point
KHz	Kilo Hertz
KPIs	Key Performance Indicators
LLM	Large Language Model
LSETF	Lagos State Employment Trust Fund
M&E	Monitoring & Evaluation
MAG	Multi-Stakeholder Advisory Group
MDAs	Ministries, Departments & Agencies
MFCN	Metropolitan Fibre Cable Network
MHz	Mega Hertz
MNO	Mobile Network Operator
MoU	Memorandum of Understanding
MVNO	Mobile Virtual Network Operator
NBS	National Bureau of Statistics
NCA	Nigerian Communications Act
NCC	Nigerian Communications Commission
NCOPPS	National Child Online Protection Policy & Strategy
NDPC	Nigerian Data Protection Commission
NESREA	National Environmental Standards and Regulations Enforcement Agency
NFIS	National Financial Inclusion Strategy
NFIU	Nigerian Financial Intelligence Unit
NFMC	National Frequency Management Council
ngCERT	Nigeria Computer Emergency Response Team
NGF	Nigeria Governors Forum
NIBSS	Nigeria Inter Bank Settlement System
NIGF	Nigerian Internet Governance Forum
NIN	National Identification Number
NIR	National Internet Resource
NIRA	Nigeria Internet Registration Association
NITDA	National Information Technology Development Agency
NJI	National Judicial Institute
NMFRP	National Mass Fatality Response Plan
NNBP	Nigerian National Broadband Plan
NOC	Network Operating Centre

NYSC	National Youth Service Corps
OEM	Original Equipment Manufacturer
ONSA	Office of the National Security Adviser
PEBEC	Presidential Enabling Business Environment Council
PNL	Private Network Link
PoI	Point of Interconnection
PoP	Point of Presence
PPP	Public Private Partnership
QoS	Quality of Service
QoSIWG	Quality of Service Industry Working Group
RCI	Regulatory Compliance Index
RoW	Right of Way
S&I	Sales & Installation
SABER	State Action on Business Enabling Reforms
SAVE	Scheduled Audit & Verification Exercise
SD	Stand Alone Dedicated Control Channel
SDGs	Sustainable Development Goals
SIM	Subscriber Identification Module
SMS	Short Message Service
SOP4COP	Standard Operating Procedures for Child Online Protection
SVP	Strategic Vision Plan
TCC	Telecom Consumer Conversation
TCH	Transmission Channel
TCP	Telecom Consumer Parliament
TELCARE	Telecom Consumer Assistance, Resolution & Enquiries
USSD	Unstructured Supplementary Service Data
VAS	Value Added Services
VoIP	Voice over Internet Protocol
WiFi	Wireless Fidelity



EXECUTIVE VICE CHAIRMAN/CEO'S STATEMENT 2025

Introduction

As we look ahead to a promising future, I have the pleasure of sharing the 2025 Annual Report of the Nigerian Communications Commission with you. The year 2025 was a significant year for the telecommunications industry, marked by sustained growth, strengthened transparency and accountability, increased investments and infrastructure expansion, as well as steady gains in network performance.

Our 2025 Annual Report provides highlights on the industry's performance and the Commission's commitment to promoting a resilient, innovative, and inclusive communications sector that supports national development and the growth of Nigeria's digital economy.

Much of the progress we made this year was driven by stronger stakeholder collaboration and cooperation. As telecommunications increasingly converges with other sectors of the economy, a 21st-century regulator cannot operate in isolation. Working with the Central Bank of Nigeria (CBN), we resolved the longstanding debt owed by Deposit Money Banks to Mobile Network Operators and introduced a more transparent End-User Billing Model for USSD banking transactions. In collaboration with the Office of the National Security Adviser, sub-national governments, Federal Ministries, and other key stakeholders, we are operationalising the Presidential Order on Critical National Information Infrastructure (CNII) to reduce the incidence of fibre cuts, theft, vandalism, and denial of access to telecommunications infrastructure. We have also strengthened our collaboration with the Federal Competition and Consumer Protection Commission (FCCPC) on consumer protection. These are just a few examples of what can be achieved through effective collaboration.

Industry Statistics

In 2025, the Communications sector recorded 179.6 million active voice subscriptions, while active internet subscriptions rose to 148.2 million. Broadband connectivity continued its upward trajectory with broadband subscriptions rising to over 112 million and broadband penetration reaching 51.97 Percent, representing a significant milestone as Nigeria surpassed the 50 Percent broadband penetration threshold. Teledensity during the year was 82.87 Percent, reflecting the continued expansion of communications access across the country. Data consumption also continued to grow significantly, with total data

traffic exceeding 13 million terabytes during the year, driven by increased smartphone adoption, expansion of broadband infrastructure, and rising demand for digital services such as e-commerce, digital payments, and online education.

Contribution to Gross Domestic Product (GDP)

The Communications sector has remained a major driver of Nigeria's economic performance. According to the National Bureau of Statistics (NBS), the sector contributed approximately 8.12 Percent to Nigeria's Gross Domestic Product (GDP) in 2025, representing an estimated ₦18.5 trillion in economic value. These contributions underscore the vital role of communications infrastructure and services in enabling digital transformation, supporting business productivity, and driving innovation across multiple sectors of the Nigerian economy.

Increased Industry Investment and Sector Growth

The sector witnessed substantial infrastructure growth in 2025 with operators investing more than US$1 billion in network expansion and modernisation projects. These investments facilitated the deployment of over 2800 new and upgraded network sites, resulting in expanded network coverage, increased capacity, and improved service availability across urban and rural communities. The infrastructure expansion has strengthened the foundation for digital transformation and enhanced access to communications services nationwide.

Improved Broadband Performance, Quality of Service and Consumer Experience

In 2025, the industry recorded measurable improvements in network performance and broadband connectivity. Notably, by September, rural median download speeds increased significantly from 7.5 Mbps in January to 15.0 Mbps, reflecting enhanced network quality and a narrowing of the Quality of Service and Quality of Experience gap between urban and rural areas.

Despite the continued growth of Nigeria's digital economy, consumers still faced challenges such as failed transactions, network outages arising from fibre cuts, dropped calls, service congestion, and delays in complaint resolution. To address these issues, the Commission strengthened its regulatory oversight through enhanced network performance monitoring, enforcement of Quality-of-Service standards, proactive engagement with operators, improved complaint management mechanisms, and measures to mitigate emerging cyber risks.

Governance and Deepening Transparency

Recognizing the need for stronger corporate governance in the communications industry, in March 2025, we issued our Guidelines on Corporate Governance for the communications sector. Tailored towards the unique peculiarities of the Nigerian business milieu, they reflect global best practices that strengthen board governance, emphasize transparency and accountability, prioritize robust risk management and internal controls, among others.

Two initiatives undertaken in 2025 underscored transparency as our regulatory approach. These are the launch of our Major Network Outage Reporting Portal, as well as the Crowdsourced Network Coverage Maps and Quarterly Network Performance Reports, delivered through our partnership with Ookla.

Recognition for Excellence

The Commission's commitment to transparency, efficiency, and regulatory excellence received national recognition in 2025 when it was ranked among the Top Five Best-Performing Federal Government Agencies under the Transparency and Efficiency Category of the Presidential Enabling Business Environment Council (PEBEC) Awards.

The Future

The Commission remains committed to advancing Nigeria's digital transformation by strengthening regulatory frameworks, expanding communications infrastructure, building trust, and driving sustainable sector growth.

As emerging technologies such as 5G, cloud computing, artificial intelligence, and the Internet of Everything (IoE) unlock new opportunities for economic and social development, the Commission will continue to provide the enabling environment for innovation in the sector while ensuring its resilience and the protection of consumers.

Guided by our strategic pillars of compliance, collaboration, and data-driven regulation, we will also continue to ensure industry operators' continued investments in network upgrades and expansion that deliver improved quality of service to consumers.

Conclusion

As we build on the progress of 2025, we remain steadfast in our commitment to fostering a communications ecosystem that is resilient, inclusive, and globally competitive. We value the continued partnership of government, industry, consumers, and all our stakeholders, whose collaboration remains essential to achieving our shared vision of a digitally

empowered Nigeria. Together, we will continue to strengthen the communications sector as a catalyst for innovation, economic growth, and national development.

Thank you.



Dr. Aminu Maida
Executive Vice Chairman/CEO

1.0 INTRODUCTION

1.1 The Commission's Mandate

The mandate of the Nigerian Communications Commission is as enshrined in the Nigerian Communications Act (NCA), 2003, which provides a robust and internationally aligned legal framework, ensuring the Commission's operational autonomy and regulatory effectiveness. The mandate of the Commission, as the statutory agency responsible for the regulation of the communications sector in Nigeria, is to effectively regulate the communications services and facilities across Nigeria, ensuring availability, service quality, accessibility and affordability for all citizens, growth and sustainability for the industry, while contributing to national socioeconomic goals of the Federal Government. The mandate is clearly articulated and strategically embedded within its Commitment, Vision Statement, Mission, and Core Values, as outlined below:

1.2 Our Commitment

The Nigerian Communications Commission (NCC) is dedicated to fostering a world-class communications environment that serves the interests of all Nigerians. In discharging its statutory responsibilities as the National Communications Regulator, the Commission is guided by three core principles, commonly referred to as the 3Fs: **Fairness, Firmness, and Forthrightness**.

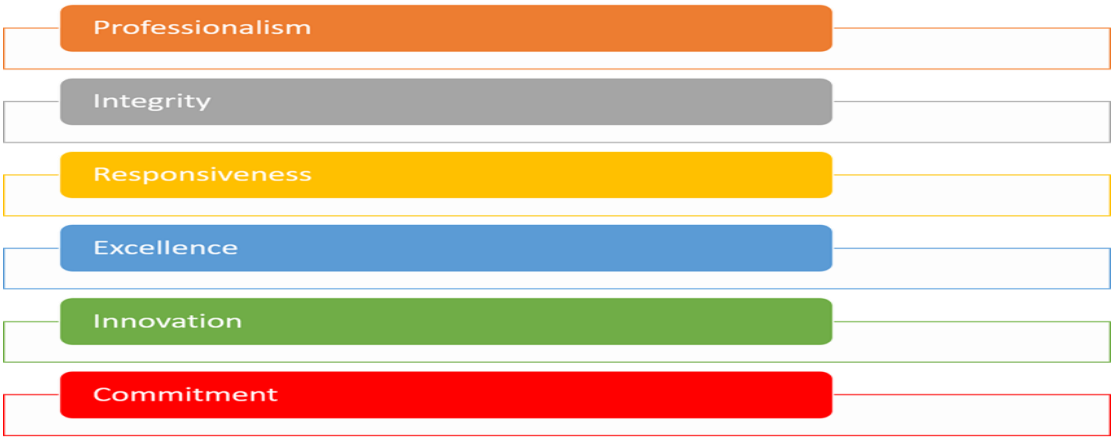
1.3 Our Vision

A dynamic regulatory environment that ensures universal access to affordable and equitable service and supports the nation's economic growth.

1.4 Our Mission

To support a market-driven communications industry and promote universal access.

1.5 Our Core Values



1.6 Our Credo

- Our goal is to ensure the availability of high quality and affordable communications services to everyone and everywhere in Nigeria.
- We shall strive to be fair, firm and forthright in carrying out our mandate with commitment to protect the interests of stakeholders.
- We commit to provide a level playing field in the industry with integrity and transparency.
- We shall work as a team with a Management that is accountable and responsive; a workforce that is hard working, loyal, committed and bounded by professionalism.
- We shall be sensitive to the yearnings of our employees for whom we shall provide conducive working environment for the attainment of job satisfaction and self-actualization.
- We shall treat our employees with respect and dignity, and we shall recognize and reward merit.

1.7 Functions of the Nigerian Communications Commission

The functions of the Nigerian Communications Commissions are in Section 4 of the Nigerian Communications Act (NCA) 2003. These have been summarised to include the following:

i. Market & competition – attracting investment and promoting fair competition in the industry.
ii. Consumer protection & billing – safeguarding consumer interests and ensuring accurate billing systems

iii. Licensing – granting, renewing, and amending communications licences.
iv. Fees – fixing and collecting fees for licences and regulatory services.
v. Standards & performance – setting and monitoring technical and performance standards, including equipment certification
vi. Spectrum & numbering – managing frequency spectrum and administering the national numbering plan
vii. Regulation-making & enforcement – making and enforcing regulations and resolving industry disputes.
viii. Infrastructure & industry development – promoting infrastructure sharing and industry growth programmes
ix. Universal access & policy advice – implementing the Universal Access Strategy and advising the Minister and stakeholders on policy
x. International & overall regulation – representing Nigeria internationally and overseeing general economic/technical regulation of the sector

1.8 NCC Strategic Vision Plan

The Strategic Vision Plan (SVP) of the Commission articulates its forward-looking agenda for the communications industry and defines its strategic role in advancing Nigeria's digital transformation. It serves as a comprehensive roadmap to strengthen the communications sector, enhance service delivery to consumers, and support the Federal Government's objective of building a robust, modern digital economy.

At its core, the SVP is anchored on an inclusive philosophy that recognizes the importance of every stakeholder. The Commission acknowledges that consumers, licensees/industry operators, and government each have distinct needs and expectations. Accordingly, the Plan is designed to deliver measurable impact enhancing consumer satisfaction, strengthening network resilience and reliability, bridging the digital divide between urban and rural communities, and positioning the communications sector as a key enabler of national development.

In support of this strategic vision, the NCC's organisational priorities are consolidated into the Strategic Focus Areas which are driven by the recognition that each of our stakeholders maintains a unique perspective and has a different expectation of the Commission. This is highlighted in Figure 1.1 and accompanying notes.

Strategic Vision Plan 2023-2027



Figure 1.1: Strategic Focus Areas

Consumers

For Consumers: guarantee better quality of service and improved digital experiences.

- Improve quality of experience
- Improve online safety

Licensees & Industry

For Licensees and Industry: improve resilience, ensure efficient regulation, and encourage innovation that opens new opportunities.

- Improve industry resilience
- Enhance delivery of regulatory services
- Enable cross-industry innovation

Government

For the Government: grow the telecoms industry, expand digital infrastructure, and close the gap between rural and urban communities

- Grow telecoms industry
- Support Government Digital Public Infrastructure
- Bridge the rural-urban digital divide

Overall, the Strategic Vision Plan outlines the critical strategic initiatives needed to build an inclusive, innovative, and globally competitive digital ecosystem. Through sustained emphasis on resilience, innovation, and accessibility, the Commission aims to ensure that the benefits of connectivity and digital technology are equitably accessible to all.

2.0 NCC BOARD OF COMMISSIONERS

The Board of Commissioners is charged with the governance of the Nigerian Communications Commission and has oversight of all the Commission's activities. Its nine (9) members are appointed by the President, subject to confirmation by the Senate of the Federal Republic of Nigeria; these include the Chairman, the EVC/CEO, the two Executive Commissioners, and the five non-Executive members.

Chairman, Board of Commissioners

Chief Idris Ibikunle Olorunnimbe, Asoju Oba of Iru Kingdom, is the Chairman of the



Governing Board of the Nigerian Communications Commission (NCC). He brings to the role extensive leadership experience across technology-driven creative industries, public service, governance, and youth development. A graduate of the University of Lagos where he earned a Law degree, he also serves on the University's Enterprise Board. He has further strengthened his governance and leadership capabilities through executive education programmes at leading global institutions, including the Institute of Directors (IoD), United Kingdom; Henley Business School; Cambridge Judge Business School; Oxford Business School; INSEAD; and Harvard Business School.

Chief Olorunnimbe is the Founder of The Temple Company, a pioneering African ecosystem that integrates entertainment, digital platforms, gaming, live events, and sports. Through this platform, he has championed technology-enabled content creation, digital distribution, intellectual property protection, and cross-border creative collaborations, initiatives that contribute to innovation, strengthen digital value chains, and expand Nigeria's creative economy. A strong advocate for youth empowerment, he established the Gidi Creative Centre in partnership with the Lagos State Government and leading academic institutions, which has trained over 1,000 young Nigerians in film, animation, digital skills, media entrepreneurship, and emerging creative technologies. He also collaborated with the United States Consulate in Lagos on a cultural technology programme supporting entrepreneurship, conflict transformation, and digital creativity among Nigerian youth.

His commitment to national development is reflected in his service as Personal Assistant and later Senior Special Assistant to the Governor of Lagos State, where he contributed to key public sector reform initiatives, including human capital development programmes, driver reorientation policies, and sports infrastructure revitalization. He subsequently served on a Federal Government task force mandated to optimise the socio-economic

value of the National Stadium. Chief Olorunnimbe has also served on the board of the Lagos State Employment Trust Fund (LSETF), where he chaired key governance committees, and currently sits on the boards of organisations in the insurtech, media, sports, and education sectors. Widely recognised for his contributions to digital creativity, youth empowerment, and cross-sector collaboration, he continues to mentor entrepreneurs and champion initiatives that strengthen Nigeria's competitiveness in the global digital economy.

Executive Vice Chairman EVC/CEO



Dr. Aminu Maida is the Executive Vice Chairman (EVC) and Chief Executive Officer (CEO) of the Nigerian Communications Commission (NCC). A native of Katsina State, he was nominated by President Bola Ahmed Tinubu, GCFR, on October 11, 2023, and confirmed by the Senate on November 15, 2023. Dr. Maida holds an MEng in Information Systems Engineering from Imperial College London (2002) and a PhD in Electrical and Electronic Engineering from the University of Bath, United Kingdom (2006). He also completed a Postgraduate Diploma in Entrepreneurship (FinTech Pathway) at Cambridge Judge Business School, University of Cambridge, between 2018 and 2019.

Prior to his appointment, Dr. Maida served as Executive Director, Technology and Operations at the Nigeria Inter-Bank Settlement System Plc (NIBSS), where he led initiatives to standardise devices across Nigeria's electronic payment ecosystem to ensure interoperability and seamless card acceptance across banking platforms. With over 15 years of international experience spanning fintech, telecommunications, and enterprise technology, he previously held leadership roles as Chief Technical Officer at Arca Payments Network and Senior Manager at Cisco Systems in the United Kingdom. Earlier in his career, he worked as a Network Design Consultant at EE, part of the BT Group, and as a Systems Engineer at Ubiquisys, a leading company in intelligent 3G and LTE small cell technologies.

Executive Commissioner (Technical Services)



Engr. Sunday Abraham Oshadami is the Executive Commissioner (Technical Services) of the Nigerian Communications Commission (NCC). A native of Kogi State, he was nominated by President Bola Ahmed Tinubu, GCFR, on February 23, 2024, and confirmed by the Senate on May 21, 2024. He holds a Bachelor of Science (BSc.) in Electrical Engineering with First Class Honours from the University of Ibadan (1994). Engr. Oshadami began his professional career at Unisys Inlaks Computers Limited during his National Youth Service Corps (NYSC) programme and was subsequently retained by the company, rising to the position of Acting Zonal Manager for the South-South region, where he led the design, installation and maintenance of ICT systems and networking infrastructure.

He joined the Nigerian Communications Commission in 2004 as a Manager in the Engineering Directorate and has since built an extensive career spanning telecommunications regulation, spectrum management, information technology, and network optimisation. Over the years, he rose through the ranks to become Director, heading key units and departments including the Spectrum Database Unit, Information Technology Department, and Spectrum Administration Department. Notably, he received the Engineering Directorate Best Staff Merit Award in 2007 and 2008 and was recognised as CIO of the Year for Ministries, Departments and Agencies (MDAs) in 2021. Engr. Oshadami has contributed significantly to national and international telecommunications initiatives, including coordinating the NCC's 5G spectrum auctions and serving in several global leadership roles such as Vice Chairman of the ITU Radiocommunication Advisory Group (2023–2027) and Chairman of the African Telecommunications Union Emerging Technologies Working Group.

Executive Commissioner (Stakeholder Management)



Rimini Haraya Makama is the Executive Commissioner (Stakeholder Management) of the Nigerian Communications Commission (NCC). A native of Plateau State, she was nominated by President Bola Ahmed Tinubu, GCFR, on February 23, 2024, and confirmed by the Senate on May 21, 2024. She holds an LLB from the University of Jos and an LLM in International Law and World Order from the University of Reading, United Kingdom, and was called to the Nigerian Bar in 2004. She also holds a Professional Diploma in Marketing from the Chartered Institute of Marketing (CIM), United Kingdom.

Makama is an internationally experienced executive with a strong background in government relations, digital policy, and technology sector development. Prior to her appointment, she held several senior roles at Microsoft, including Government Affairs Director for Middle East and Africa Emerging Markets, where she contributed to shaping policy environments that supported public sector adoption of cloud technologies across multiple markets. She also served as Director of Xbox Global Expansion and Integration in the United States, where she supported the global growth of the platform and the launch of Xbox Cloud Gaming (Project xCloud) in 28 countries. Earlier in her career, she worked with Africa Practice as Communications Director for West Africa and served as Principal Legal Assistant at the Office of Legal Affairs of INTERPOL in Lyon, France. Recognised among Forbes' 20 Youngest Power Women Under 40 in Africa in 2014, she has also contributed to global conversations on technology policy and artificial intelligence and has authored articles on technology and the future of work for leading international publications.

Commissioner/Member of the Board



Senator Ramoni Olalekan Mustapha, the Aare Musulumi of Ogun State, is an accomplished public administrator, legislator, and community leader from Ijebu-Igbo, Ogun State with a distinguished career spanning over three decades.

His public service trajectory includes several non-elective appointments such as Chairman, Ogun State Task Force on Building Projects (1997–1999), and board memberships at NIPOST and the Nigerian Ports Authority. Senator Mustapha has held multiple elective offices: Executive Chairman of Ijebu-North Local Government; Member, Federal House of Representatives for Ijebu-North/Ijebu-East/Ogun Waterside; and two-term Senator representing Ogun East Senatorial District.

Within the legislature, he chaired key committees, including the House Committee on Communications and Air Force, and later, Senate Committees on Interior, Police Affairs, and States & Local Government Administration. He also served as Deputy Chairman on Senate Committees on Sustainable Development Goals (SDGs) and Electoral Matters.

In recognition of his national service, Senator Mustapha was awarded the national honour of Commander of the Order of the Niger (CON) in 2023.

Commissioner/Member of the Board



Engr. Ikechukwu Newton Abonyi Ugwuegede, from Enugu State, graduated in 1982 with Second Class (Upper Division) Honours in Civil Engineering from the University of Nigeria, Nsukka. He obtained an MBA from Enugu State University of Science and Technology in 2012. After his National Service, he joined Tahal Consulting Engineers, Tel Aviv for the World Bank's Water Supply Programmes in Southeast Nigeria, focusing on Enugu/Abakaliki and Onitsha.

He became Resident Engineer (Headworks) for the Greater Onitsha Water Supply Scheme, overseeing development at the Intake and Water Treatment Plants. He then entered private practice, providing services for the Federal Ministry of Works on Army Projects, successfully delivering water supply and storage projects in Abak, Akwa Ibom; Ogoja, Cross River; and Enugu, Enugu State.

In 1999, he was appointed Special Adviser to the Governor of Enugu State, overseeing the Project Development and Implementation Department. In 2011, he became Honourable Commissioner for the Enugu Capital Territory and Chairman of a newly created development and regulatory agency, the Enugu Capital Territory Development Authority, managing city regulations and urban development strategies and in 2018, he was the Technical Adviser to the NDDC in Port Harcourt.

Engr. Ugwuegede is registered with COREN (R6421), a Fellow of the Nigerian Society of Engineers (FNSE, F4802), and a Fellow of the Nigerian Institution for Civil Engineers (0683). He has served as Vice Chairman of the Nigerian Society of Engineers, Enugu Branch, and as a COREN Inspector, among other roles. Before joining the Board of the Nigerian Communications Commission, Engr. I.N.A. Ugwuegede was Special Adviser to the Senate President on Special Duties, focusing on project planning, budgeting, contract oversight, and advocating for technical project funding.

Commissioner/Member of the Board



Hajiya Maryam Abdullahi Bayi is a distinguished Administrator and Human Resources professional with over 35 years of impactful service across the public and private sectors. She holds a BSc in Political Science (Public Administration) from Ahmadu Bello University, Zaria, an MBA in Employee Relations from the University of Leicester, UK, and an Honorary Doctor of Science in Human Resource Management and

Corporate Leadership from the European American University of Ghana.

A Fellow of the Nigerian Institute of Management and an Associate of the Chartered Institute of Personnel Management, she is known for her strategic leadership and commitment to institutional growth. She served for 15 years at the Nigerian Communications Commission (NCC), culminating as Director, Human Capital & Administration, where she introduced major reforms in recruitment, promotions, training, and staff welfare. She also previously led the Consumer Affairs Bureau, championing nationwide consumer protection initiatives. Her earlier career includes a decade at the New Nigerian Newspapers, where she rose from Personnel Officer to Editorial Board Member and introduced the women's page "Feminine Focus". She served as a Board Commissioner at the Kaduna State Women's Commission.

Hajiya Maryam has represented Nigeria in several international forums across Africa, Europe, and Asia, speaking on telecommunications, human development, and gender issues. Post-retirement, she continues to contribute through consultancy and as Managing Director of Daleel Farms Ltd, an agribusiness creating employment opportunities for youth.

Commissioner/Member of the Board



Hon. Barr. Chris Okorie, JP, is a seasoned legal practitioner, public administrator and community leader with over 35 years of post-call experience. He hails from Ibio Edem Urua in Etim Ekpo Local Government Area of Akwa Ibom State.

A highly accomplished lawyer, he holds an LL.B from the University of Cross River State, a BL from the Nigerian Law School, and an LL.M from the University of Uyo. His professional career spans legal practice, academia, public administration, and political leadership. He has served as Legal Officer at Afribank, Law Lecturer at the University of Uyo, Associate Partner and Partner in notable law firms, and Principal Partner of The Integrity Law Firm, which he has led since 2005.

Hon. Okorie also has extensive public service experience, notably as Executive Chairman of Etim Ekpo Local Government Area and Special Assistant to the Governor on Electoral Matters. He has played key roles in numerous political, youth and community organizations for over four decades. A distinguished and decorated leader, he has received over 50 awards and recognitions from reputable national and international bodies for excellence in leadership, community development, public administration, and

humanitarian service. He also holds several respected traditional titles across Akwa Ibom State.

Hon. Okorie is a Fellow and member of multiple professional bodies, including the Nigerian Bar Association (NBA), the Institute of Public Administrators of Nigeria, the Certified Board of Administrators, and others. Widely respected for his commitment to service, integrity, and human development, Hon. Barr. Chris Okorie continues to contribute meaningfully to governance, legal practice, and community advancement.

Commissioner/Member of the Board



Nere Emiko commenced her professional career in the Semi-conductor industry in computer architecture and systems verification with Motorola-Freescale Semiconductors. She holds a BSE with University Honors & MSE from Carnegie Mellon University in Electrical and Computer Engineering. She is the Founder and Executive vice chairman of Kian Smith Company focused on the mine-to-market gold value chain in Africa and pioneering other gold initiatives including Sanu, a digital and tokenised platform for precious metals. The company is actively dedicated to developing the African gold value chain and consults for institutions and governments on the mining sector.

A founding director of the Africa Gold Council, she is also a pioneer partner of Legacy of Traditions focused on innovation and digitisation to develop cultural economies and build industries through festivals and cultural traditions. She is the vice president of the Nigeria Indonesia Chamber of Commerce & Industry (NICCI).

She is also on the board of the Global Community Engagement and Resilience Fund (GCERF) – the world's only global fund that provides grants to build resilience against violent extremism and strengthen community resilience.

3.0 NCC'S ORGANIZATIONAL STRUCTURE

The Board of Commissioners, of which the EVC and the two Executive Commissioners are members, has oversight functions over all the Commission's activities. The activities of the Board are coordinated by the Secretary of the Commission and the Board is charged with the governance of the Nigerian Communications Commission. The Nigerian Communications Commission's organisational structure comprises twenty-three (23) departments.

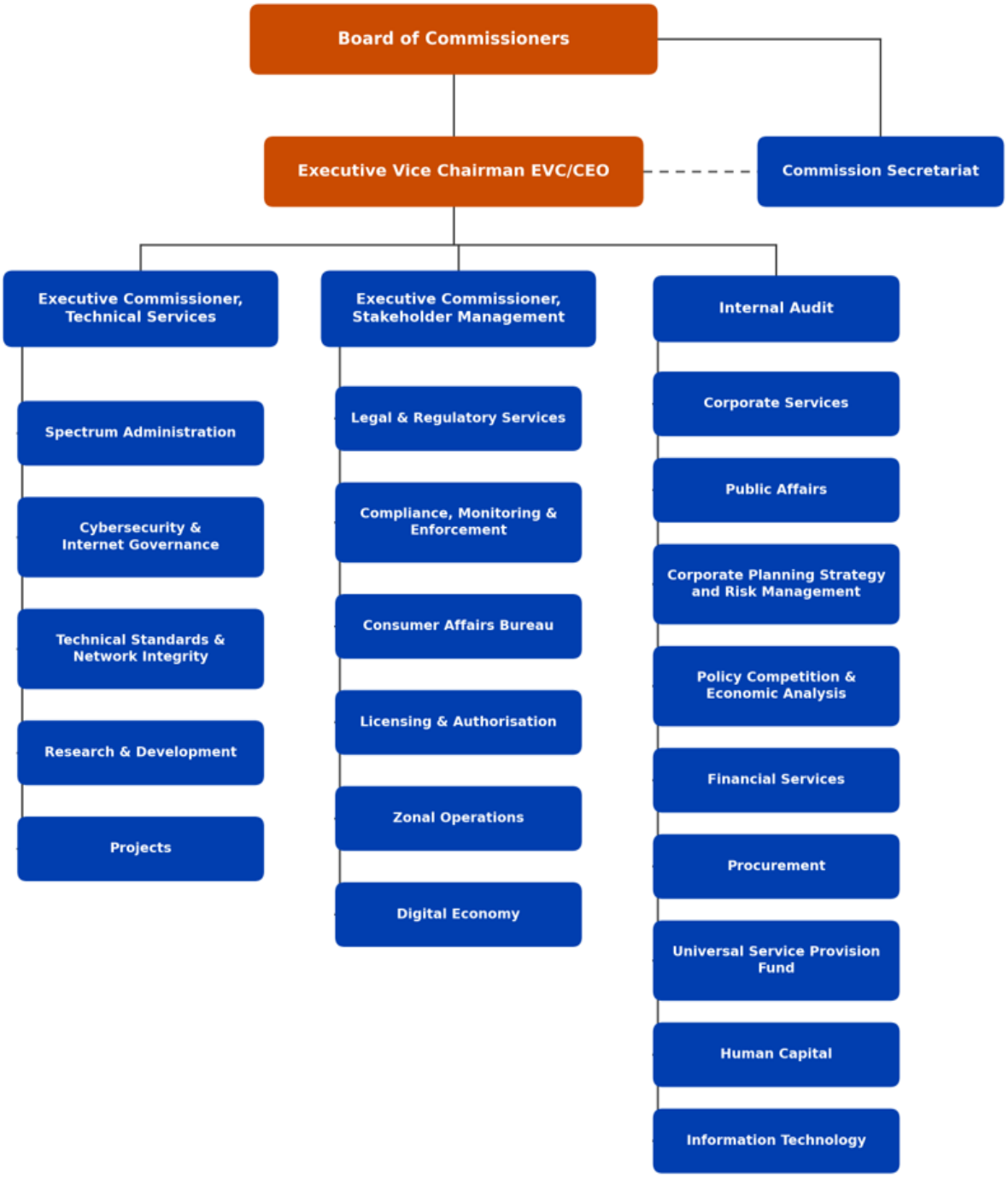
The Executive Vice Chairman (EVC) is the Chief Executive Officer of the Commission, and the most senior executive member of the Board of Commissioners. The office is reported to by the two Executive Commissioners and directly supervises twelve (12) departments.

The Executive Commissioner - Technical Services (ECTS) directly supervises the six (6) departments charged with addressing technical standards, emerging technologies, promoting technical research for the industry, cybersecurity and internet governance, and spectrum and engineering issues concerning the Nigerian communications industry. The office is also responsible for the Commission's ICT infrastructure.

The Executive Commissioner - Stakeholder Management (ECSM) directly supervises the five (5) departments responsible for addressing the needs of communications industry stakeholders, including consumers, licensees – network operators, service providers, and vendors.

The Board of Commissioners, of which the EVC and the two Executive Commissioners are members, has oversight functions over all the Commission's activities. They are also charged with the governance of the Nigerian Communications Commission.

Figure 3.1 *NCC Organogram*



4.0 INDUSTRY STATISTICS

This section of the report presents information on the status and trends of key telecommunications industry statistics for the year 2025. This is in line with Section 89(3)(d) of the Nigerian Communications Act 2003 (NCA 2003), which mandates the Commission to monitor and report on the state of the Nigerian telecommunications industry, provide statistical analyses, and identify industry trends relating to services, tariffs, operators, technologies, subscribers, and other relevant indicators. The objective is to highlight developments within the industry and identify areas where regulatory intervention may be required.

4.1 Market Share of Service Deployment by Technology as of December 2025

The Nigerian communications voice market remained overwhelmingly dominated by mobile technology in 2025. Mobile (GSM) services accounted for 99.87% of total voice subscriptions, while Fixed Wired services represented only 0.05%, and Voice over Internet Protocol (VoIP) accounted for 0.08%. These highlight continued reliance on mobile networks as the primary platform for voice communication.

Table 4.1: Percentage of Market Share of Service Deployment by Technology as of December 2025

Mobile (GSM)	Fixed wired/wireless	Voice Over Internet Protocol (VoIP)
99.87%	0.05%	0.08%

Table 4.2: Market Share of Mobile (GSM) Operators as of December 2025

MTN	AIRTEL	GLO	T2
93,064,952	22,225,610	60,893,280	3,228,213
51.87%	12.39%	33.94%	1.80%

4.2 The Voice Segment

Total active voice subscriptions increased from 164,926,599 in December 2024 to 179,642,333 in December 2025, representing a growth of 8.92%. This increase reflects the growing demand for communications connectivity across the country. Similarly, teledensity rose from 76.08% in December 2024 to 82.87% in December 2025, also recording an 8.92% increase. The rise in teledensity corresponds with the growth in total active voice subscriptions, indicating broader access to and adoption of communications services among the population.

Table 4.3: Telecoms Industry Statistics as of December 2024 (Q4) and December 2025(Q4)

S/N	Service Category	Dec-24	Dec-25	% Change
Active Voice Subscribers				
1.	**Mobile (GSM)**	164,648,433	179,412,055	8.97
2.	**Fixed Wired**	102,714	20,849	(79.70)
3.	**VoIP**	175,452	209,429	19.37
4.	**Total Active Voice Subscribers**	164,926,599	179,642,333	8.92
5.	**Teledensity (%)**	76.08	82.87	8.92

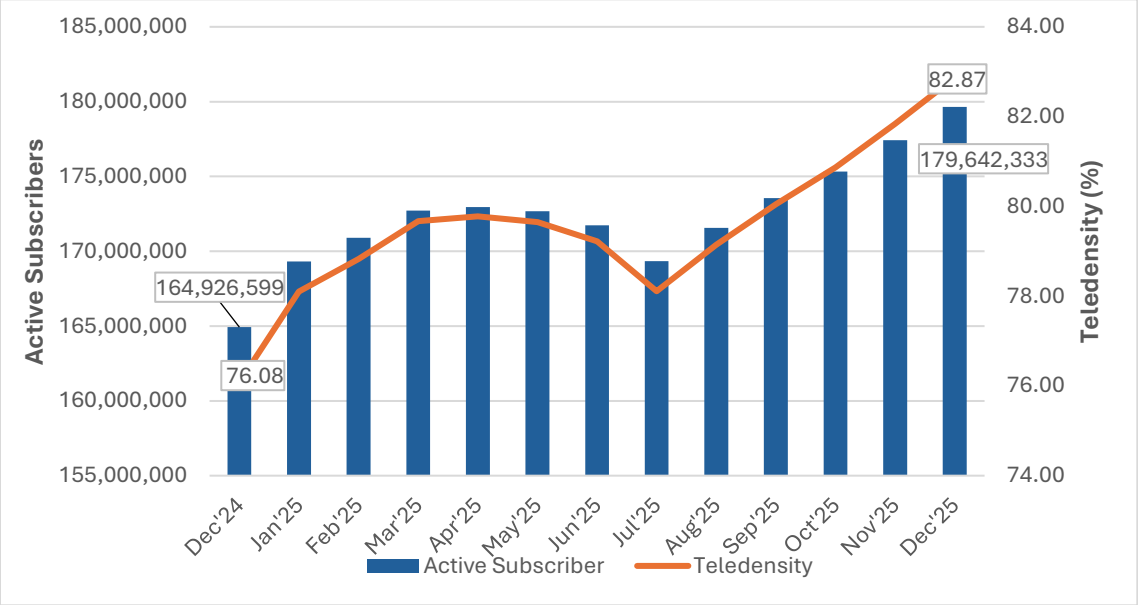


*Figure 4.1: Trend of Total Active Voice Subscriptions and Teledensity (*December *2024* - December *2025)*

** Note: Tele-density was calculated based on population estimate of 216 million (NPC 2022 Nigerian population projection).*

4.3 Internet Segment

The total active internet subscriptions increased significantly from 139,282,108 in December 2024 to 148,166,926 in December 2025 as shown in Figure 4.2. This indicates a percentage increase of 6.38%.

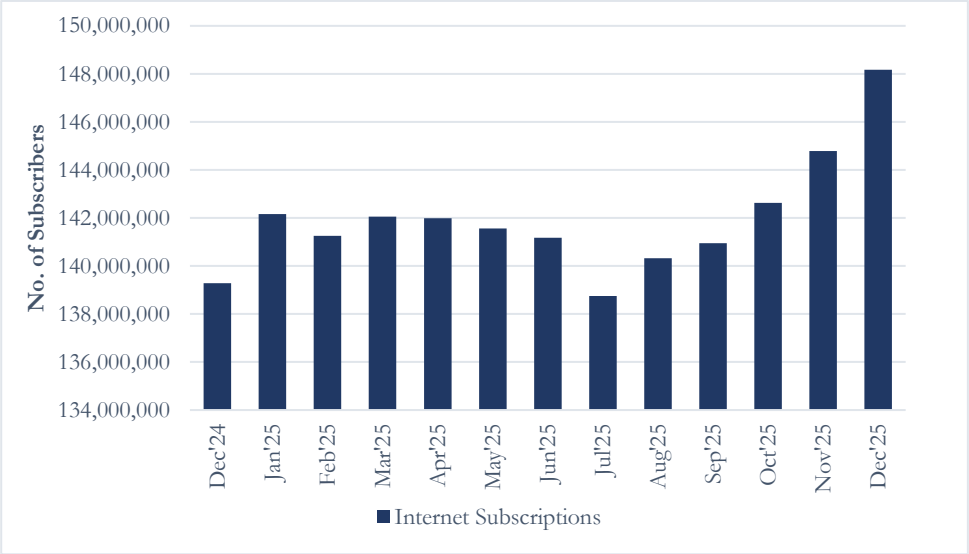


Figure 4.2: Trend of Total Internet Subscriptions (December 2024– December 2025)

Similarly, broadband subscriptions rose from 96,321,215 in December 2024 to 112,665,176 in December 2025. Broadband penetration increased from 44.43% in December 2024 to 51.97% in December 2025, representing a 16.97% growth, as illustrated in Figure 4.3. This growth can largely be attributed to the continued expansion of communications infrastructure, with operators investing over US$1 billion in the deployment and expansion of 4G and 5G networks across the country. Another key driver is the increasing demand for digital services, particularly the rapid and sustained digitalization of banking, fintech applications, e-commerce, and public service delivery, which has significantly boosted broadband usage and adoption.

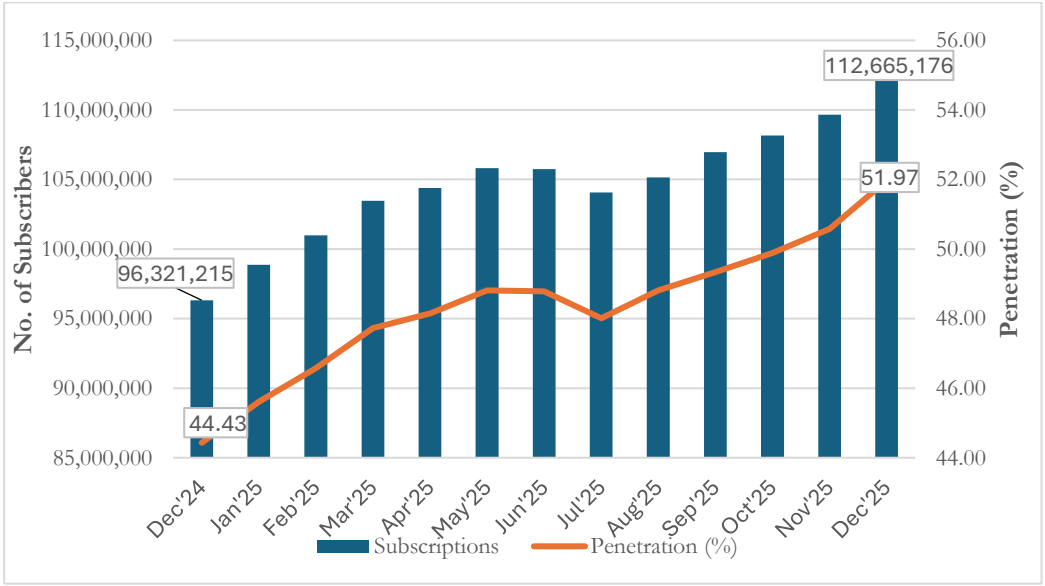


Figure 4.3: Trend of Total Broadband Subscriptions and Broadband Penetration Rate (December 2024– December 2025)

4.4 Internet Usage Summary

The total volume of data consumed by subscribers increased significantly from 973,455.35 Terabytes (TB) in December 2024 to 1,386,238.23 TB in December 2025, representing a 42.40% increase in data consumption during the period. The surge in data usage can be attributed to the growing popularity of media streaming platforms, and the widespread adoption of remote lifestyles, including remote work, online learning, virtual meetings, and other internet-based activities that require higher data consumption.

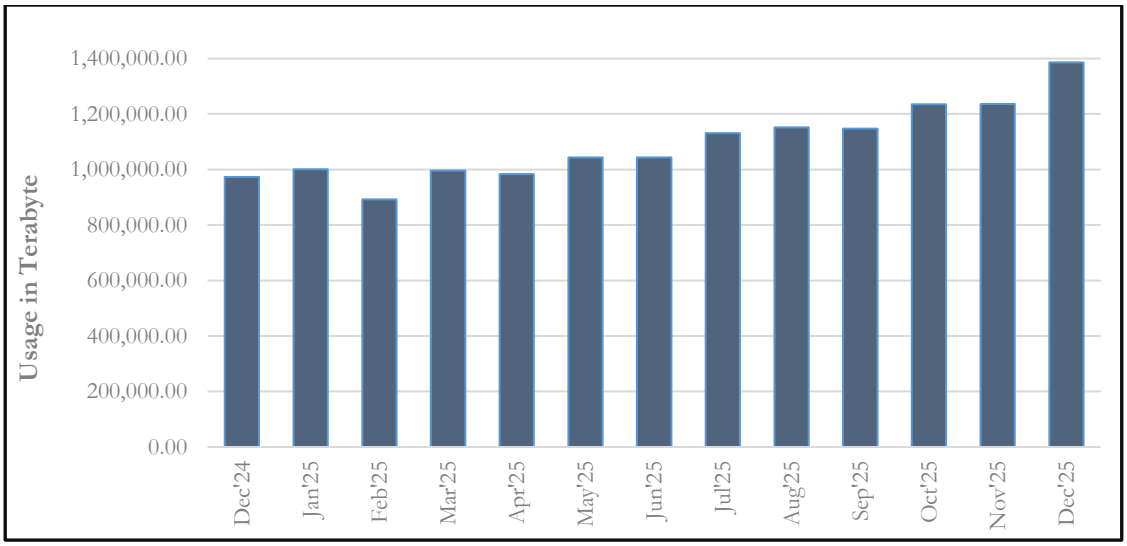


Figure 4.4: Internet Usage Statistics December 2024 – December 2025

4.5 Income, Expenditure and Balance of Payment in Communications Sector

The Balance of Payment for the telecoms sector was observed to have maintained a Surplus status by Q4 2025, recording a net income of ₦ 9.44 Billion. The total Income earned from non-residents by the Telecoms Industry in Q4 2025 was ₦39.17 Billion compared to ₦33.60 Billion recorded in Q3 2025 representing an increase of 16.65%. This is attributed to an increase in Interconnect traffic volume terminated on two major Mobile Operators namely Globacom and Airtel which affected revenues positively.

Table 4.4: Comparison of Q3 and Q4, 2025 Income and Expenditure

Naira (NGN)	Q3, 2025 (₦)	Q4, 2025 (₦)
Income	33,601,143,549.36	39,165,425,805.73
Expenditure	22,894,089,328.61	29,728,467,324.97
Net income	**10,707,054,220.75**	**9,436,958,480.76**

The total Payments made to non-residents in Q4 2025 was ₦29.73 Billion compared to ₦22.89 Billion recorded in Q3 2025 representing an increase of 29.85% which is attributed to corresponding high expenditure relative to the high income generated by Globacom and Airtel on increased volumes of International Roaming Services and Interconnect Termination

4.5 Inward Investment

The Total Shareholders' Funds (TSF) further depreciated by 8.67% and maintained a negative status of ₦2.98 Trillion in Q4, 2025, compared to a deficit of ₦2.75 Trillion recorded in Q3, 2025. The deterioration in the TSF is attributed to the increased cost of foreign debt servicing and negative retained earnings reported by most Operators at the end of Q4 2025.

Table 4.5: Total Shareholders' Funds Q3 and Q4, 2025

	Q3, 2025 (₦)	Q4, 2025 (₦)
Total Shareholders' Funds ('000)	**-2,745,303,987.75**	**- 2,983,309,184.99**

4.6 Sector Growth and Contribution to Gross Domestic Product (GDP)

The Communications sector has remained a major driver of Nigeria's economic performance. According to the National Bureau of Statistics (NBS), the sector contributed 8.12% to Nigeria's Gross Domestic Product (GDP) in 2025 compared with 7.80% in 2024, representing an estimated ₦18.5 trillion in economic value. These contributions underscore the vital role of communications infrastructure and services in enabling digital transformation, supporting business productivity, and driving innovation across multiple sectors of the Nigerian economy.

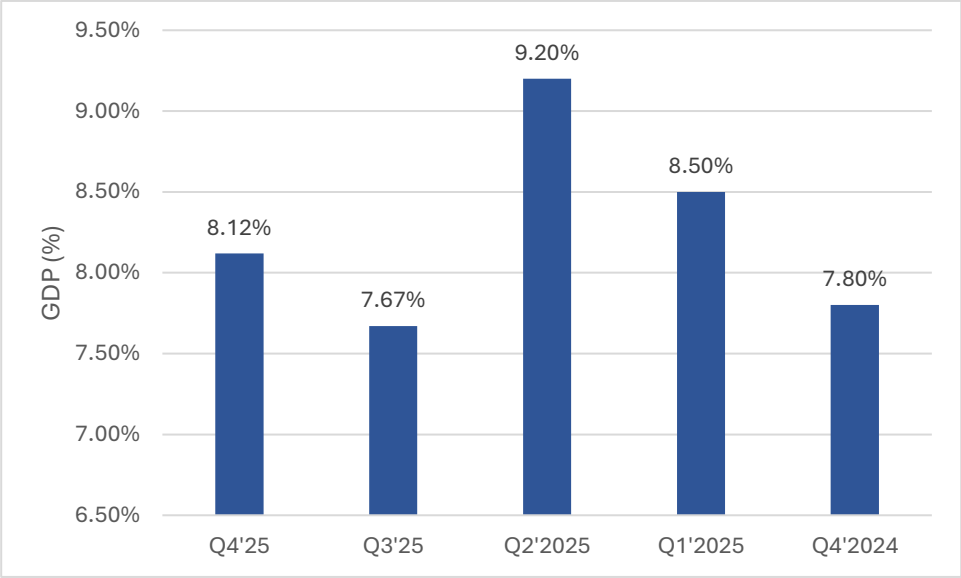


Figure 4.5: Contribution to Gross Domestic Product (GDP) December 2024 – December 2025

Similarly, the sector recorded significant infrastructure growth in 2025, with operators investing over US$1 billion in network expansion and modernization initiatives. These investments enabled the deployment and upgrade of more than 2,800 network sites, leading to broader network coverage, increased capacity, and enhanced service availability across both urban and rural communities. As a result, the sector strengthened the foundational infrastructure required for digital transformation, while expanding access to reliable communications services nationwide.

5.0 QUALITY OF SERVICE

Quality of Service (QoS) remained one of the major challenges in Nigeria's communications sector during the year 2025. The key concerns included poor voice quality, dropped calls, call setup failures, slow and inconsistent data speeds, network congestion, poor customer complaint resolution, and inadequate network coverage, particularly in underserved areas. These challenges were compounded by infrastructure constraints, high operating costs, energy challenges, fibre cuts, vandalism, congestion arising from growing data traffic, and difficulties in deploying and maintaining network infrastructure.

The Commission continued to manage these challenges through a combination of regulatory standards, monitoring, enforcement and industry engagement. Existing QoS regulations and Business Rules establish minimum technical and commercial benchmarks, including call setup success rate (≥98%), handover success rate (≥98%), call drop rate (≤1%), call completion rate (>97%) and busy-hour traffic-channel congestion (≤1.5%). Operators are also required to report QoS performance to the Commission, while the NCC uses methods such as drive tests, mobile-station probes, consumer surveys and data obtained from operators' network management centres to monitor performance.

5.1 Summary of Performance of the MNOs

A summary of operators' performance in 2025 is presented in Table 5.1. The data includes NOC Quality of Service (QoS) and interconnect performance data submitted by Mobile Network Operators (MNOs) through the FTP server established by the Commission. The data are collected at both the cell-site and Base Station Controller (BSC) levels. Overall, MTN maintained the strongest QoS performance throughout 2025, consistently meeting or exceeding the prescribed benchmarks. In contrast, T2 (formerly 9mobile), the newly rebranded communications operator, continued to face significant challenges in achieving the required Call Setup Success Rate (CSSR) and network congestion targets. These performance deficiencies were attributable to severe infrastructure constraints, widespread tower disconnections arising from unresolved indebtedness, and years of underinvestment in network expansion and modernization.

Table 5.1: Performance of Operators in 2025

	KPIs	CSSR	DCR	SD CONG	TCH CONG
Jan-25	**Target**	**≥ 98%**	**≤ 1%**	**≤ 0.2%**	**≤ 2%**
	Airtel	99.00	0.31	0.14	0.24
	T2	96.67	0.64	**1.50**	1.07
	Globacom	98.75	0.41	0.15	0.25
	MTN	99.62	0.29	0.14	0.43
Mar-25	KPIs	CSSR	DCR	SD CONG	TCH CONG
	Target	**≥ 98%**	**≤ 1%**	**≤ 0.2%**	**≤ 2%**
	Airtel	98.94	0.25	0.13	0.27
	T2	**95.73**	0.64	**2.24**	1.33
	Globacom	98.98	0.45	0.16	0.38
	MTN	99.63	0.29	0.10	0.48
Jun-25	KPIs	CSSR	DCR	SD CONG	TCH CONG
	Target	**≥ 98%**	**≤ 1%**	**≤ 0.2%**	**≤ 2%**
	Airtel	99.00	0.28	0.09	0.16
	T2	92.94	0.84	**4.45**	1.70
	Globacom	98.83	0.44	0.22	0.38
	MTN	99.75	0.28	0.06	0.15
Sep-25	KPIs	CSSR	DCR	SD CONG	TCH CONG
	Target	**≥ 98%**	**≤ 1%**	**≤ 0.2%**	**≤ 2%**
	Airtel	99.04	0.30	0.06	0.09
	T2	N/A	N/A	N/A	N/A
	Globacom	98.78	0.47	0.15	0.35
	MTN	99.72	0.23	0.05	0.01
Dec-25	KPIs	CSSR	DCR	SD CONG	TCH CONG
	Target	**≥ 98%**	**≤ 1%**	**≤ 0.2%**	**≤ 2%**
	Airtel	98.14	0.23	0.10	0.28
	T2	N/A	N/A	N/A	N/A
	Globacom	99.24	0.05	0.02	0.04
	MTN	99.68	0.19	0.15	0.02

Legend:
CSSR: Call Setup Success Rate **DCR:** Drop Call Rate.
SDCCH CONG: Stand Alone Dedicated Control Channel Congestion
TCH CONG: Traffic Channel Congestion

6.0 LICENSING AND AUTHORIZATION

6.1 Licensing Trends and Market Entry Analysis

In 2025, the Commission recorded a total of 1,055 licence applications, indicating sustained activity and continued growth in the communications sector. Of these, 742 applications (70.3%) were for Class Licences, while 313 applications (29.7%) were for Individual Licences, further reinforcing the predominance of the Class Licensing framework. A detailed review of the data shows that Sales and Installation (S&I) services constituted the largest share of Class Licence applications, accounting for approximately 91% of the segment. This trend highlights the ongoing expansion of network infrastructure and related service delivery across the industry.

Furthermore, Internet Service Provider (ISP) licences demonstrated notable growth during the year, particularly in the fourth quarter, reflecting increasing demand for broadband and digital connectivity services. The ISP category emerged as the leading Individual Licence type, with over 87 applications processed. The accompanying tables provide a comprehensive breakdown of licensing activities. Table 6.1 presents the total number of Class and Individual Licence applications received, while Tables 6.2 and 6.3 detail the classification and distribution of applications within each category.

Table 6.1: Summary of Individual and Class Licence Applications Received

Category	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Total
Class	177	227	157	181	742
Individual	62	68	76	107	313
Total	**239**	**295**	**233**	**287**	**1,055**

Table 6.2: Breakdown of Class Licence Applications Received

Category	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
S&I	160	208	145	163	676
Cybercafé	1	5	4	6	16
Public Payphone	4	3	-	1	8
Repairs and Maintenance	7	7	7	10	31
Cabling	4	4	1	1	10
Tele-Centre	1	-	-	-	1
Total	**177**	**227**	**157**	**181**	**742**

Table 6.3: Breakdown of Individual Licence Applications Received

S/N	Category	No. of Applications Received	No. of Offer Letter Issued
1.	Internet Service Provider (ISP)	87	47
2.	Value Added Service (VAS) Content	73	35
3.	Sales & Installation (Major)	65	61
4.	Sales & Installation (Satellite)	21	4
5.	Co-location	16	5
6.	AVTS	12	0
7.	VAS Call Centre	8	1
8.	Metropolitan Fibre Cable Network	8	3
9.	Private Network Link (Tier 2)	4	--
10.	International Data Access (IDA)	3	3
11.	National Closed User Group	3	1
12.	Private Network Link (Tier 1)	2	-
13.	National Long-Distance Operator	2	1
14.	VAS Special Numbering	1	-
15.	Private Network Link - National	1	-
16.	Private Network Link - Urban (Tier 1)	1	-
17.	Private Network Link - Urban (Tier 5)	1	-
18.	Private Network Link - Rural (Tier 5)	1	-
19.	Private Network Link - Rural (Tier 2)	1	-
20.	Private Network Link - Semi Urban (Tier 1)	1	-
21.	Full Gateway	1	-
22.	Global Mobile Personal Communications by Satellite	1	-
	TOTAL	**313**	**161**

A total of 313 Individual Licence applications were received in 2025, with 161 offer letters issued, representing an overall conversion rate of approximately 51.4%. Demand was strongly concentrated in a few key categories. Internet Service Provider (ISP) licences led with 87 applications (29%), followed by Value Added Service (VAS) Content (73 applications, 24%) and Sales and Installation (Major) (65 applications, 22%). Together, these three categories accounted for nearly three-quarters of all applications, highlighting strong market focus on connectivity, digital services, and infrastructure deployment.

Other categories recorded relatively low volumes particularly in specialised segments such as satellite services, co-location, and private network links, indicating lower levels of activity compared to core service areas. Overall, the data reflects a licensing landscape driven primarily by internet services, digital content, and infrastructure expansion, with comparatively limited activity in niche and specialised licence categories.

7.0 SPECTRUM ADMINISTRATION

7.1 Spectrum Monitoring

This section presents an overview of interference cases reported during 2025. A total of One Hundred and Ten (110) interference cases, involving Two Hundred and Eighty-Three (283) reported sites across mobile network operators and other complainants, were recorded during the year. Of these, Seventy-Four (74) cases required enforcement intervention, while Twenty-Three (23) cases were successfully resolved. The remaining cases were still undergoing investigation and resolution at the end of the year. Table 7.1 and Figure 7.1 provide a detailed breakdown and graphical representation of the reported interference cases recorded in 2025.

Table 7.1: Total Interference Cases Reported & Resolved

S/N	Complainants	Total Interference Reported (Location)	Total Interference Reported by Sites	Microwave Interference Cases Reported	Access Freq. Cases Reported (WLL)	No of Interference Cases Resolved/ Concluded
1.	Tizeti	1	1	0	1	0
2.	Airtel	28	64	0	64	8
3.	MTN	39	107	1	107	4
4.	GLO	42	111	0	111	11
	Total	**110**	**283**	**1**	**283**	**23**

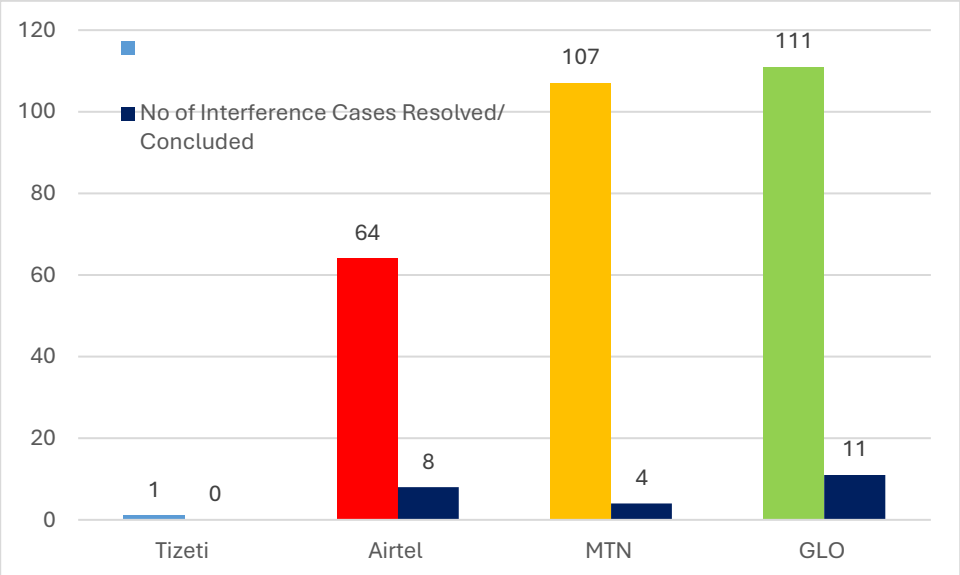


Figure 7.1: No. of Interference Cases Reported and Resolved Per Location by Operator in 2025

7.2 Space and Satellite Related Activities

During the year, the Commission carried out several satellite-related activities, including the issuance of permits, assignment of satellite-related frequency spectrum, and coordination of satellite networks and services. These activities were undertaken to facilitate efficient spectrum utilization, ensure compliance with regulatory requirements, and support the continued development of satellite communications services within the communications sector.

Table 7.2 List of Licenses/ Authorization issued

S/N	OPERATOR	LICENCE	STATUS
1	MTN Nigeria Communication PLC	1 NR. Gateway Earth Station Network Frequency Licence (C-BAND)	Provisional Offer
2	Airtel Network Limited	1 NR. VSAT Earth Station Network Frequency Licence (Ka – band)	Provisional Offer
3	Africa Mobile Communications Limited	1 NR. VSAT Earth Station Network Frequency Licence (Ka and Ku bands)	Provisional Offer
4	INQ Digital Nigeria Limited	1 NR. VSAT Earth Station Network Frequency Licence (C and Ku bands)	Provisional Offer
5.	Connectivity Infrastructure Service Limited	1 NR. VSAT Earth Station Network Frequency Licence (Ka band)	Provisional Offer
6.	Infratel Limited	1 NR. VSAT Earth Station Network Frequency Licence (Ka band)	Provisional Offer
7.	Radical Technology Network Limited	1 NR. VSAT Earth Station Network Frequency Licence (Ku. Ka and C bands)	Provisional Offer
8.	NSL Communication Limited	1 NR. Landing Permit (Ka band)	Issued
9.	Kuiper Systems LLC	1 NR. Landing Permit (Ka band)	Issued
10.	Lynk Global Inc	1 NR. Landing Permit (UHF band)	Issued
11.	Satelio IoT Services	1 NR. Landing Permit (S band)	Issued
12.	Nigerian Communications Satellite Limited (NIGCOMSAT)	2 NR. Landing Permit (C and L bands)	Issued
13.	NSS Licensee B.V	1NR. Landing Permit (Ka band)	Issued

Table 7.3: List of Assigned Frequencies in 2025

S/N	OPERATOR	FREQUENCY BAND	CHANNEL SPACING	LOCATION
1.	MainOne Cable Company Nigeria Limited.	8GHz	29.65MHz	Akwa Ibom
2	MainOne Cable Company Nigeria Limited.	7GHz 8GHz 11GHz	28MHz 29.65MHz 40MHz	Rivers & Lagos
3	MAFAB Communications Limited (MCOM)	7GHz 8GHz 11GHz 13GHz 15GHz 18GHz 23GHz	28MHz 29.65MHz 40MHz 28MHz 14MHz 27.5MHz 28MHz	Nationwide
4	Telserve Networks Limited	7GHz 13GHz 18GHz	28MHz 28MHz 27.5MHz	Lagos & Ogun
5	Chevron Nigeria Limited	7GHz 11GHz	28MHz 40MHz	Delta
6.	Airtel Networks Limited	15GHz	14MHz	Nationwide except Ekiti and Osun States
		18GHz	27.5MHz	Nationwide
		23GHz	28MHz	Nationwide
7.	MainOne Cable Company Nigeria Limited	7GHz	28MHz	Akwa Ibom
8	Lagos State Government (LASG)	600MHz	10MHz	Lagos
		2.2GHz	3.5MHz	
		5.4GHz	30MHz	
		7GHz	28MHz	
9	MTN	5.4GHz	30MHz	Southwest
10	NLNG	11GHz	40MHz	Rivers
		23GHz	28MHz	

7.3 BTS Deployment Trend Analysis

The review of Base Transceiver Station (BTS) deployments shows a clear contraction in network infrastructure footprint during the period. Total deployments declined from 145,621 to 138,280 sites, representing a net reduction of 7,341 sites (approximately 5.0%) across all technologies (2G-5G). This reduction is largely attributable to the shutdown of sites across the country by T2, which significantly impacted the total site count. As of September 2025, the total number of 2G, 3G, 4G and 5G deployments stood at 47,280, 44,343, and 44,155 and 2,502 base stations respectively across Nigeria. Figure 7.2 below depicts the deployments made by the MNOs.

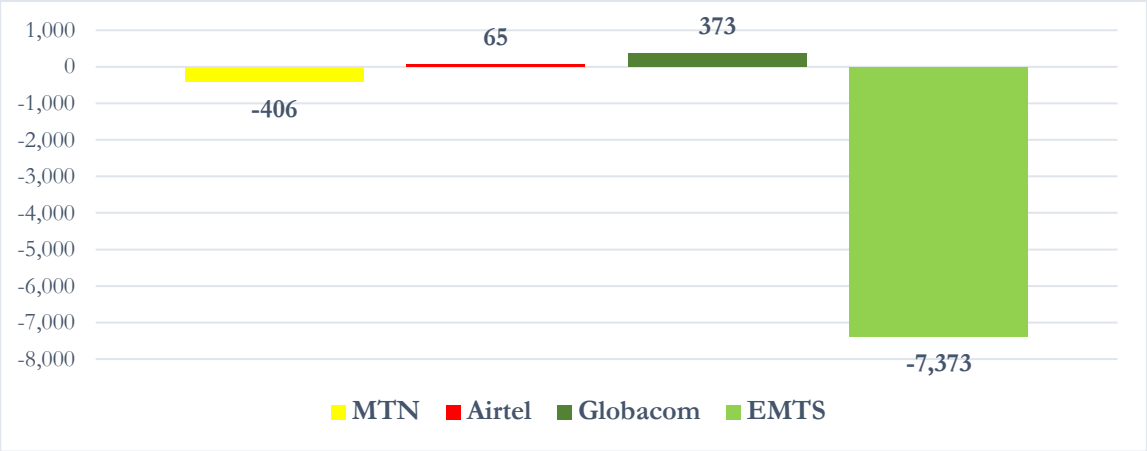


Figure 7.2: Chart Showing No. of Sites Deployed by the MNOs by Q3, 2025

8.0 TYPE APPROVAL AND NUMBERING RESOURCES

8.1 Equipment Type Approval

Equipment Type Approval is a core regulatory function of the Commission, ensuring that Communications equipment such as routers, microwave radios, Bluetooth devices, mobile phones, access points, wireless audio devices, Wi-Fi devices, and modems comply with established technical standards before deployment in the Nigerian market. The Commission processed several applications covering these categories of devices, as reflected in the breakdown of applications and devices presented below:

Table 8.1: Breakdown of Type Approval Applications Received from January - December 2025

Total Applications	Unique Applications	Duplicate/Repeat Applications	Unique Processing Rate	Duplication Rate
946	725	221	76.6%	23.4%

8.2 Device Type Approval Prior To Spectrum Assignment

As part of regulatory due diligence for spectrum resource applications, the Commission validates the equipment authorization status of devices proposed for deployment by operators. This process ensures that only compliant and approved equipment is deployed within the Communications network, thereby strengthening regulatory oversight of spectrum usage. A total of 103 companies were referenced for equipment authorization review. Of these, 50 companies (48.5%) were jointly cleared, while 53 companies (51.5%) presented authorization issues. The breakdown of such requests for 2025 is presented in the table below.

Table 8.2: Equipment Authorization Performance Review

Total Companies Reviewed	Total Cleared	Applications with Authorization Issues	Clearance Rate	Authorization Issue Rate
103	50	53	48.5%	51.5%

The overall clearance rate of 48.5% indicates that fewer than half of the reviewed companies successfully met equipment authorization requirements. This performance level falls below expected efficiency benchmarks for compliance processes, highlighting room for significant improvement.

8.3 Equipment Approval Performance

The approval of 896 equipment units in 2025 reflects sustained approval activity and consistent operational performance across the review period. Approval covers both mobile devices (96 units) and a substantially larger volume of other equipment (800 units), demonstrating broad coverage across multiple equipment categories. Overall, the data highlights a structured and responsive approval system aligned with diverse equipment authorization requirements.

Table 8.3: Breakdown of E-Certificates for Handsets January - December 2025

Total Equipment Approved	Mobile Phones Approved	Other Equipment Approved	Mobile Phones Processing Rate	Other Equipment Processing Rate
896	**96**	**800**	**10.7%**	**89.3%**

8.4 National Numbering Plan Assignment

The new numbering assignments in 2025 are presented in Table 8.4, Table 8.5 and Table 8.6.

Table 8.4: 2025 Numbering Assignments

S/N	Effective Date	Licensee	Numbering Range		Total Lines
			From	To	
1.	05/02/2025	Ralydna Resources Limited	02095400000	02095409999	10,000
2.	11/02/2025	IMBIL Telecom Solutions Nigeria Limited	07180000000	07180999999	1,000,000
3.	17/06/2025	21st Century Technologies Limited	07008100000	07008199999	10,000
			08008100000	08008199999	10,000
4.	21/05/2025	DMK Telecommunications Nigeria Limited	07190000000	07190999999	10,000
5.	21/05/2025	U.S.K(s) Ventures International Limited	07220000000	07220999999	1,000,000
6.	15/08/2025	Deistech Solution Limited	07127000000	07127099999	100,000
7.	10/09/2025	RouteCall Communications Limited	02013310000	02013309999	10,000
8.	20/10/2025	Global Communications Extension Services Ltd	071230000000	071230999999	1,000,000
9.	20/11/2025	H & Y Business Global Limited	07250000000	07250999999	1,000,000
10.	25/11/2025	IPNX Nigeria Limited	071300000000	071309999999	1,000,000

Table 8.5: Mobile Network Code (MNC) Assignment

S/N	Effective Date	Licensee	MCC* + MNC
1.	11/02/2025	IMBIL Telecom Solutions Nigeria Limited	62175

2.	21/05/2025	DMK Telecommunications Nigeria Limited	62183
3.	21/05/2025	U.S.K(s) Ventures International Limited	62181
4.	15/05/25	Zegtel Limited	62182
5.	15/08/25	Deistech Solutions Limited	62185
6.	20/10/25	Global Communications Extension Services Ltd	62186
7.	20/11/25	H & Y Business Global Limited	62188
8.	25/11/25	IPNX Nigeria Limited	62187

**MCC = Mobile Country Code is 621 for Nigeria*\0-4

Table 8.6 : National Destination Point Code (NDPC) Assignment

S/N	Effective Date	Licensee	Area	Point Code
1	26/03/2025	IMBIL Telecom Solutions Nigeria Limited	Lagos	1831 (Decimal)
			Lagos	1832 (Decimal)
2	20/06/2025	DMK Telecommunications Nigeria Limited	Lagos	1845(Decimal)
			Lagos	1846 (Decimal)
			Lagos	1847 (Decimal)
			Lagos	1848 (Decimal)
3	20/06/2025	Zegtel Limited	Lagos	1849(Decimal)
			Lagos	1850 (Decimal)
			Lagos	1851 (Decimal)
			Lagos	1852 (Decimal)
4	17/09/25	USK(s) Ventures International Limited	Lagos	1854 (Decimal)
			Abuja	1855 (Decimal)
5	20/10/25	Global Communications Extension Services Ltd	Lagos	1856 (Decimal)

8.5 Short Codes Withdrawn in 2025

The short codes presented in Table 8.7 were withdrawn by the Commission due to non-use, non-payment of prescribed regulatory and associated fees, and the failure of operators to renew expired licenses.

8.7: Short Codes Withdrawn in 2025

S/N	Short Code	Company	Services	Date of Withdrawal
1.	13158	Marabbanet Plus Limited	Afriplay	04/03/25
2.	7109	Marabbanet Plus Limited	MysmartCar	04/03/25
3.	9015	Marabbanet Plus Limited	Fintech and Information Services	04/03/25

S/N	Short Code	Company	Services	Date of Withdrawal
4.	7090	Rane Interaktiv Medien Limited	Business Tips for SME's and Lifestyle Tips	04/03/25
5.	3562	Rane Interaktiv Medien Limited	Education Services: Admission Information, Quiz Services.	04/03/25
6.	20902	Rane Interaktiv Medien Limited	Lottery Services and Mobile Games	04/03/25
7.	20088	MSA Technologies Limited	Betting Tips and Information Services	11/02/25
8.	7450	Vas2net Technologies Limited	Fuji Film Service	30/01/25
9.	201	Vas2net Technologies Limited	Nigerian Breweries Service	30/01/25
10.	20123	Vas2net Technologies Limited	Union Bank Plc Enquiry/information services	30/01/25
11.	1133	Vas2net Technologies Limited	Heirs Insurance Limited Services	30/01/25
12.	7452	Tracknet Limited	NG-SOS Tracking Recovery Information Service	25/09/25
13.	561	MobileXcetera Limited	Support Microfinance Bank	27/10/25
14.	5301	Mkel Networks Limited	Abubakar Tafawa Balewa University Microfinance Bank, A.B.U Microfinance Bank, Barnawa Microfinance Bank, Babura Microfinance Bank, Gamawa Microfinance Bank, KHB Microfinance Bank, Nagarta Microfinance Bank Nigeria	19/11/25

8.6 BTS Site Development and Approval Activities

In 2025, the Commission undertook several key activities relating to Base Transceiver Station (BTS) site approvals and inspections as part of its mandate to ensure compliance with telecommunications infrastructure deployment standards. Interim approvals were granted for a total of 952 sites, comprising 773 sites for ATC Nigeria Limited, 157 sites for East Castle Limited, one (1) site for Intracontra Initiatives Limited, and 21 sites for IHS Nigeria Limited.

In addition, the Commission conducted inspections of 688 newly constructed ATC cell sites across the six geopolitical zones of the country in support of final approval

applications. Following the successful completion of these inspections and compliance verification processes, IHS Nigeria Limited obtained final approval for 93 sites.

These activities underscore the Commission's continued commitment to strengthening site evaluation, inspection, and approval processes, while facilitating the orderly expansion of communications infrastructure nationwide. Furthermore, the Commission maintained robust oversight of equipment authorization, numbering resource administration, and communications infrastructure approvals throughout the year. Although moderate compliance challenges were encountered in certain areas, the regulatory measures implemented contributed significantly to preserving the integrity of Nigeria's communications ecosystem, promoting regulatory compliance, and supporting sustainable network growth and service delivery across the country.

9.0 COMPETITION AND TARIFF

9.1 Application for Tariff Approvals by MNOs.

Mobile Network Operators (MNOs) submitted a range of tariff-related applications encompassing new tariff requests, as well as modifications, renewals, and revalidation of existing tariffs. The data reflects active engagement across all operators, with a strong volume of submissions and a high level of approvals. Table 9.1 below shows the breakdown of the status of tariff requests/modifications/renewals in 2025:

Table 9.1: Breakdown of the Tariff Status for 2025

MNO	Total Applications Submitted	New Tariff Request	Tariff Modifications/ Renewal/Revalidation Applications	Declined Request	Total Approved Tariff Modifications/ Renewal/Revalidation
MTN	43	10	33	2	41
Airtel	32	14	18	2	30
Glo	17	11	6	0	17
T2	18	14	4	0	18

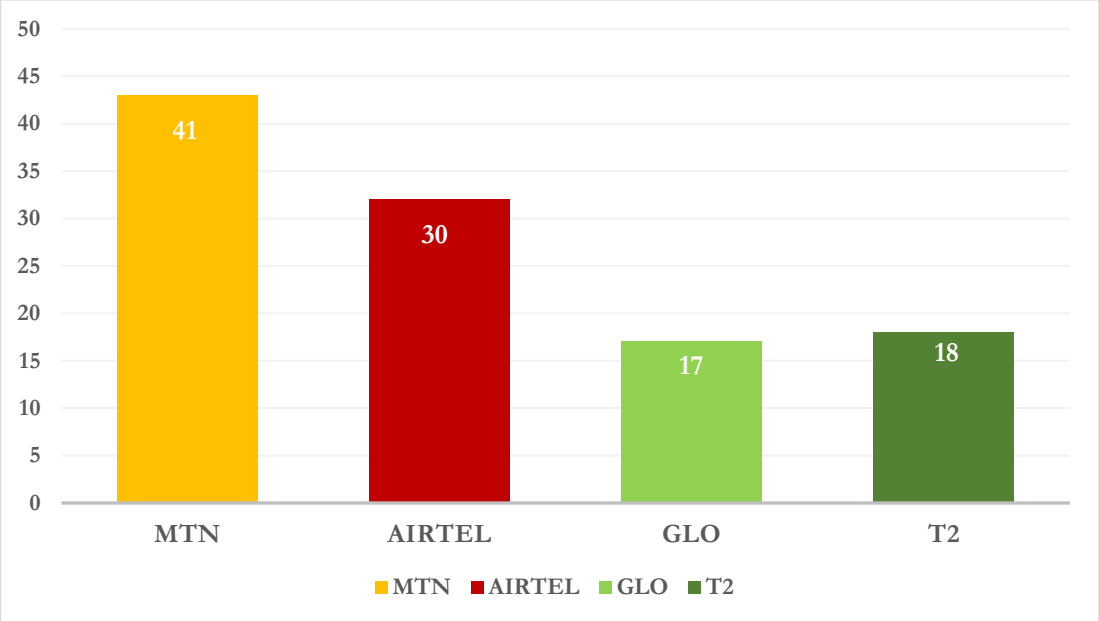


Figure 9.1: Breakdown of the Tariff Status for 2025

10.0 CONSUMER AFFAIRS

10.1 Overview of First-Level Complaints by Service Providers

The Nigerian Communications Commission (NCC) has a statutory responsibility to protect and promote the interests of communications consumers, including protection against unfair practices relating to tariffs, charges, availability and quality of communications services. Thus, the Commission continue to play a central role in managing and resolving consumer complaints, acting as an impartial arbiter between service providers and consumers.

In 2025, a total of 2,364,675 first level complaints were received, of which 2,217,670 (93.8%) were successfully resolved. First-level complaints are complaints initially submitted by consumers directly to their service providers for resolution through designated customer-service channels. The five most prevalent complaint categories accounted for 79% of all complaints. These were Quality of Service (Data) at 31.64%, Quality of Service (Voice) at 14.93%, Failed Payment Transactions at 13.26%, Data Depletion at 10.62%, and Billing issues at 8.93%. Furthermore, the data revealed that Quality of Service–related issues constituted nearly half (46.57%) of all complaints, with Quality of Service for Data (31.64%) and Voice (14.93%) emerging as the most significant areas of concern.

Table 10.1: Complaint Status by Category

S/N	Complaint Category	Received	Resolved	%Resolved
1.	Quality Of Service (Data)	748,294	700,548	93.6%
2.	Quality of Service (Voice)	352,998	338,579	95.9%
3.	Failed Payment Transaction	313,534	299,980	95.7%
4.	Data Depletion	251,189	247,843	98.7%
5.	Billing	211,232	198,623	94.0%
6.	Recharge/Top-Up Issues	93,398	89,221	95.5%
7.	Value-Added Services (VAS)	109,086	101,113	92.7%
8.	SMS/MMS	77,441	74,013	95.6%
9.	Sales Promotions & Advertisement	35,269	20,047	56.8%
10.	Other SIM-Related Issues	50,656	46,607	92.0%
11.	Call Centre/ Customer Care	19,811	17,384	87.7%
12.	Others	16,071	10,000	62.2%
13.	SIM Replacement	14,768	13,847	93.8%
14.	Faulty Terminals	7,757	7,058	91.0%

S/N	Complaint Category	Received	Resolved	%Resolved
15.	International Roaming	5,502	5,173	94.0%
16.	Quality of Experience	54,338	44,601	82.1%
17.	Do-Not-Disturb Service	1,255	1,182	94.2%
18.	Mobile Number Portability	1,127	992	88.0%
19.	BTS Issues	949	859	90.5%
	Grand Total	**2,364,675**	**2,217,670**	**93.8%**

Table 10.2: Complaints Status Per Service Provider

S/N	Service Provider	Received	Resolved	%Resolved
1.	Airtel	908,670	886,876	97.6%
2.	MTN	768,909	736,885	95.8%
3.	Glo	366,630	319,175	87.1%
4.	Fiberone	105,915	79,368	74.9%
5.	Spectranet	72,727	68,783	94.6%
6.	Smile	47,882	42,615	89.0%
7.	Tizeti	30,749	29,870	97.1%
8.	IPNX	15,910	14,796	93.0%
9.	Ngcom	15,236	12,866	84.4%
10.	Starlink	11,172	8,227	73.6%
11.	Swift	6,638	6,635	100.0%
12.	T2	5,584	5,041	90.3%
13.	Legend	4,378	3,251	74.3%
14.	Cobranet	4,100	3,116	76.0%
15.	Coollink	175	166	94.9%
	Total	**2,364,675**	**2,217,670**	**93.8%**

10.2 Overview of Second-Level Complaints as Received by the Commission

Second-level complaints are unresolved complaints escalated to the Commission after the consumer has contacted the service provider but received no satisfactory resolution within the prescribed timeframe. The Commission reviews the complaint and engages the service provider to ensure appropriate resolution.

Through a multi-channel complaint resolution framework, the Commission receives complaints via the NCC Contact Centre, Consumer Portal, written submissions, and social

media platforms. A total of 18,053 complaints were received, reviewed, analysed, and escalated to service providers for timely resolution in line with established Service Level Agreements.

Table 10.3: Complaints Received by Category

S/N	Complaint Type	Received	Resolved	% Resolved	Pending	% Pending
1.	Billing	6,526	6,105	93.5%	421	6.5%
2.	Quality Of Service/Experience (Voice)	3,038	2,794	92.0%	244	8.0%
3.	Quality Of Service/Experience (Data)	3,000	2,378	79.3%	622	20.7%
4.	Value-added Services (VAS)	2,184	2,067	94.6%	117	5.4%
5.	Other Sim-related Issues	765	614	80.3%	151	19.7%
6.	Recharge/Top- Up Issues	738	599	81.2%	139	18.8%
7.	Call Centre/ Customer Care	429	381	88.8%	48	11.2%
8.	SMS-MMS	270	247	91.5%	23	8.5%
9.	Do-not-disturb	158	136	86.1%	22	13.9%
10	BTS Issues	145	131	90.3%	14	9.7%
11	Mobile Number Portability	137	94	68.6%	43	31.4%
12	Quality Of Experience	134	57	42.5%	77	57.5%
13	Sim Replacement	132	95	72.0%	37	28.0%
14	Sales Promotions & Advertisement	129	115	89.1%	14	10.9%
15	Faulty Terminal	79	46	58.2%	33	41.8%
16	Failed Payment Transaction	58	34	58.6%	24	41.4%
17	Data Depletion	39	17	43.6%	22	56.4%
18	International Roaming	4	1	25.0%	3	75.0%
19	Other	88	82	93.2%	6	6.8%
	Total	**18,053**	**15,993**	**88.6%**	**2060**	**11.4%**

Table 10.4: Status of Complaints by Service Providers

S/N	Service Provider	Received	Resolved	%Resolved	Pending	%Pending
1.	MTN	7,992	7,267	90.9%	725	9.1%
2.	Airtel	6,352	5,791	91.2%	561	8.8%
3.	Glo	2,055	1,774	86.3%	281	13.7%
4.	T2	743	550	74.0%	193	26.0%
5.	Tizeti	371	269	72.5%	102	27.5%
6.	Fibreone broadband	227	170	74.9%	57	25.1%
7.	Spectranet	63	41	65.1%	22	34.9%
8.	NGComms	47	28	59.6%	19	40.4%
9.	IPNX	45	25	55.6%	20	44.4%
10.	Swift	25	17	68.0%	8	32.0%
11.	Suburban	24	11	45.8%	13	54.2%
12.	WIFIBER	24	12	50.0%	12	50.0%
13.	SWIFTNETWORK	21	16	76.2%	5	23.8%
14.	LEGEND	18	4	22.2%	14	77.8%
15.	Smile	12	11	91.7%	1	8.3%
16.	Broadbased	7	3	42.9%	4	57.1%

S/N	Service Provider	Received	Resolved	%Resolved	Pending	%Pending
17.	Dotmac Technologies Ltd	7	2	28.6%	5	71.4%
18.	LULLFIBER	7	3	42.9%	4	57.1%
19.	Fibernet	7	3	42.9%	4	57.1%
20.	Fiberworld	6	2	33.3%	4	66.7%
21.	STARLINK	6	2	33.3%	4	66.7%
22.	cyberspace	3	2	66.7%	1	33.3%
23.	BROABAND	3	2	66.7%	1	33.3%
24.	VDTcomms	3	0	0.0%	3	100.0%
25.	LegitDataWay Ltd	1	1	100.0%	0	0.0%
26.	Hooptelecomms	1	1	100.0%	0	0.0%
27.	Bricklinks	1	0	0.0%	1	100.0%
28.	Partner	1	1	100.0%	0	0.0%
29.	Direct Broadband	1	1	100.0%	0	0.0%
30.	Coollink	1	0	0.0%	1	100.0%
31.	Ntel	0	0	0.0%	0	0.0%
32.	Cobranet	0	0	0.0%	0	0.0%
33.	VDTCOMMS	0	0	0.0%	0	0.0%
	Total	**18,074**	**16,009**	**88.6%**	**2,060**	**11.4%**

10.3 Framework on Failed Payment Transactions (Airtime & Data)

In response to a significant surge in consumer complaints relating to failed airtime and data transactions, the Nigerian Communications Commission (NCC), in collaboration with the Central Bank of Nigeria (CBN), constituted a multi-stakeholder Technical Committee in July 2025. The Committee comprised representatives from banks, mobile network operators, payment aggregators, and relevant regulatory bodies, and was tasked with conducting a comprehensive review of the recurring transaction failures. Its findings revealed critical systemic gaps, including limited end-to-end transaction visibility, weak and non-standardised service level agreements, delayed and inefficient reversal processes for failed payments, and inadequate accountability mechanisms across the value chain. The review also uncovered substantial outstanding amounts due to consumers from failed transactions, prompting the Commission to direct and ensure refunds to the affected subscribers.

To address these identified deficiencies, a new national framework was developed with full implementation scheduled to commence on Q1, 2026. The framework introduces mandatory system-driven automatic refunds, standardised service level agreements with clearly defined roles and liabilities, a seven-day minimum stockholding requirement for aggregators, and a centralised monitoring dashboard to enable real-time regulatory oversight. It further provides for mandatory validation of ported numbers prior to transaction processing and establishes a simplified legal and operational process for reversing erroneous payments. This initiative reflects a balanced and forward-looking regulatory intervention aimed at restoring consumer confidence in digital payment

channels, enhancing transaction reliability, and strengthening consumer protection, while ensuring operational feasibility for all industry stakeholders.

10.4 Coordination of Activities of Industry Consumer Advisory Forum (ICAF)

In 2025, the Industry Consumer Advisory Forum (ICAF) recorded significant achievements in advancing consumer protection and strengthening regulatory engagement within the ICT sector. The Forum sustained its advisory role to the Commission by contributing to key policy areas, including service quality, tariffs, and equipment standards, with particular attention to the needs of vulnerable groups such as persons with disabilities and the elderly. Through its engagements, ICAF adopted strategic resolutions aimed at enhancing Quality of Service (QoS) and Quality of Experience (QoE), improving complaint analysis mechanisms, and promoting data-driven approaches to consumer engagement.

ICAF also advanced consumer-focused initiatives by promoting smart data management practices, supporting the development of targeted data packages, and contributing to national efforts addressing failed payment transactions. Its multi-stakeholder platform facilitated effective collaboration among industry players, academia, and civil society, while preparations for the 2025 Open Forum further underscored its commitment to inclusive dialogue and stakeholder participation.

In addition, the establishment of a dedicated communication platform further enhanced operational efficiency, transparency, and accountability, reinforcing ICAF's role as a key partner in promoting consumer-centric regulation.

10.5 Embedded Lab Project

The Project was successfully implemented in partnership with the Initiative for Poverty Action (IPA) to strengthen the Commission's capacity to integrate data and evidence into its consumer protection policies and programmes. It focused on enhancing Monitoring and Evaluation capabilities, improving data analytics, promoting data-driven policy development, and enabling early detection of emerging consumer issues.

10.6 Telecom Consumer Assistance, Resolution and Enquiries (TELCARE)

The Telecom Consumer Assistance, Resolution, and Enquiries (TELCARE) Desk established in March 2023 as a walk-in consumer engagement platform at Nnamdi Azikiwe International Airport, Abuja continued to provide support for complaint resolution, enquiries, and consumer education. The Desk served as a direct interface for addressing telecom service issues, particularly voice and data quality, through on-the-spot resolution

of minor complaints and escalation of more complex cases to NCC Call Centres or service providers.

However, following a performance review, which highlighted operational considerations such as limited visibility, space constraints, and location-related restrictions within the airport environment, the Desk was decommissioned in July 2025 and formally ceased operations in November 2025, with all assets duly withdrawn. Prior to its closure, TELCARE handled a total of 1,912 consumer enquiries, of which 1,138 (59.52%) related to the Commission's regulatory functions and 774 (40.48%) pertained to communications service providers, reflecting strong consumer engagement across both regulatory and service delivery areas.

10.7 Monitoring and Assessment of Customer Care Help Lines of GSM Service Providers

The Commission routinely monitors the customer care helplines of GSM operators to ensure acceptable levels of connectivity and access to live customer service agents. As part of these monitoring activities in 2025, calls were placed to the customer care helplines of Airtel, Globacom, MTN, and T2 at different times of the day and on different days to assess their compliance with the prescribed service standards.

Table 10.5: Analysis of GSM Operators' Customer Care Helpline

S/N	Service Provider	Average Waiting Time in Minutes Jan –Dec 2025	Maximum allowable waiting time in minutes	Expected rate of connection to Live Agent (98%)
1	MTN	1.7	5	MET
2	GLO	2.5	5	MET
3	AIRTEL	2.7	5	MET
4	T2	3.2	5	MET

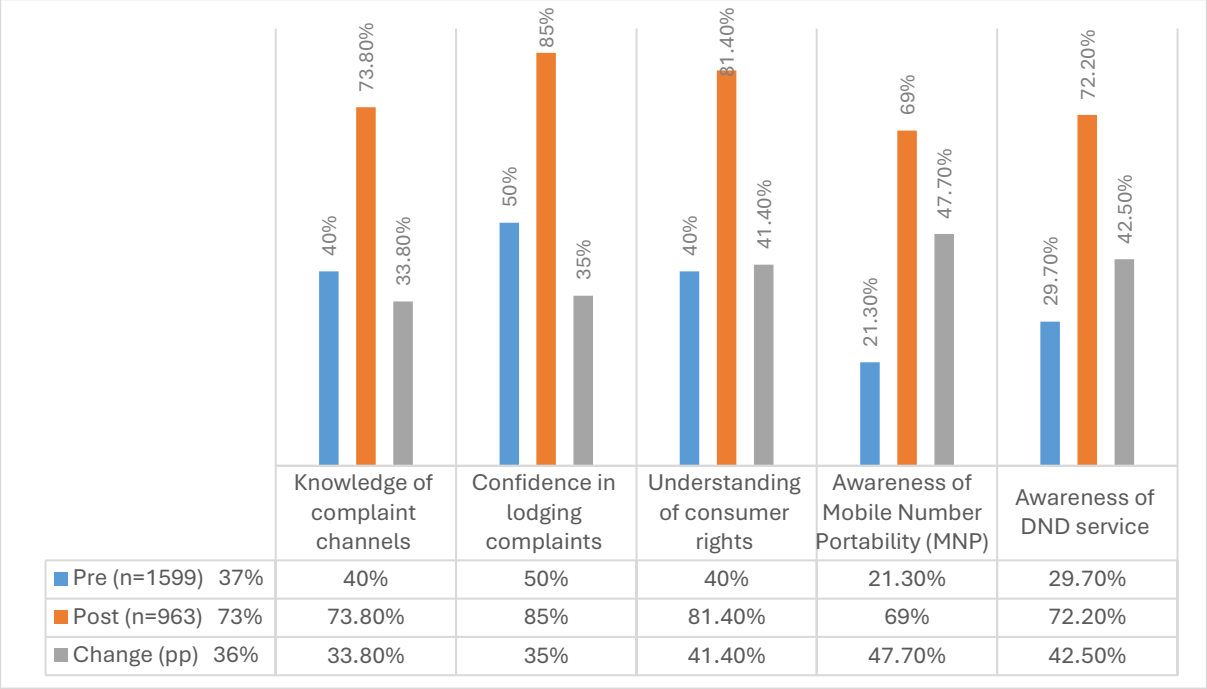
10.8 Consumer Engagement and Sensitization Exercises

In line with the Commission's mandate to protect, inform and educate telecom consumers, sensitization exercises were conducted nationwide to enhance consumer awareness, promote responsible usage of communications services, and empower users with knowledge of their rights and obligations within the communications ecosystem. The following activities were undertaken in furtherance of this objective:

a. Nationwide NYSC Orientation Camp Sensitization

The initiative was conducted across more than 19 States through three sensitization exercises targeting NYSC participants, with focus areas including Smart Data Usage, consumer rights, and complaint mechanisms such as 622, Do-Not-Disturb (DND), and

SIM-NIN processes. The widespread engagement demonstrates the Commission's strong commitment to consumer education and awareness, leveraging strategic outreach platforms to promote informed use of communications services among young Nigerians.



	Knowledge of complaint channels	Confidence in lodging complaints	Understanding of consumer rights	Awareness of Mobile Number Portability (MNP)	Awareness of DND service
Pre (n=1599) 37%	40%	50%	40%	21.30%	29.70%
Post (n=963) 73%	73.80%	85%	81.40%	69%	72.20%
Change (pp) 36%	33.80%	35%	41.40%	47.70%	42.50%

Figure 10.1: Data from the Nationwide NYSC Orientation Camp Sensitization Activities

b. Telecom Consumer Town Hall on Radio (TCTHR)

Two editions of the TCTHR were implemented across the country, focusing on Data Usage and Management with active participation from Mobile Network Operators (MNOs), complemented by radio jingles broadcast in English, Pidgin, and major local languages. The programme achieved extensive nationwide coverage across the six geopolitical zones, reaching an estimated 16.5 million listeners through two radio episodes, thereby significantly enhancing engagement with non-digital populations, strengthening consumer awareness on data management, and contributing to improved data usage practices and a reduction in data-related complaints.

c. Telecom Consumer Parliament (TCP)

The 94th TCP, held in Lagos on the theme "Addressing Network Quality for Consumer Experience," brought together the regulator, operators, consumer groups, and stakeholders to discuss QoS and network issues. The event strengthened multi-stakeholder engagement and produced a set of actionable resolutions aimed at enhancing regulatory effectiveness and consumer protection. These included the promotion of

increased infrastructure investment by Mobile Network Operators, advancement of consumer literacy initiatives, and the provision of more transparent billing information. The outcomes also emphasized inclusive stakeholder participation, the development of more affordable data packages, and the implementation of Service Level Agreements between the Commission and the Central Bank of Nigeria. In addition, the resolutions highlighted the importance of integrated data management tools to support data-driven regulatory and consumer protection strategies.

d. Telecom Campus Conversation (TCC)

The Commission successfully engaged 750 students of Yaba College of Technology through a targeted sensitization on Data Usage and Management, significantly improving Digital literacy and responsible Data practices. The initiative delivered a strong impact, with 93% of students becoming more informed, 96% gaining clarity on their consumer rights, and confidence in data management increasing by 63%, transforming initially low awareness into informed digital citizenship and strengthening youth engagement as future consumer advocates.

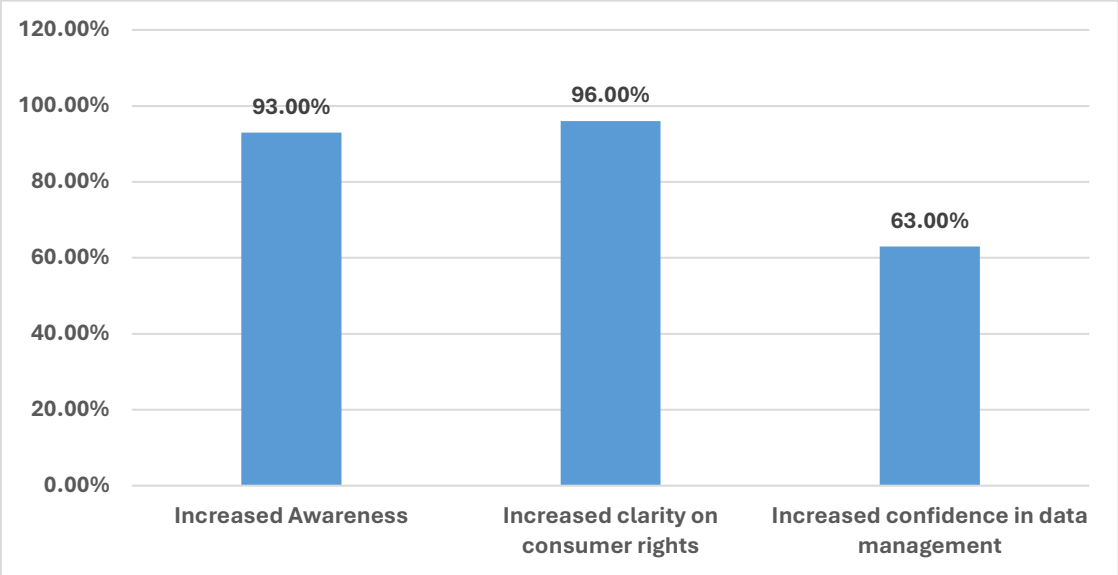


Figure 10.2: Data from Telecom Campus Conversation (TCC)

e. Consumer Education Initiatives

One of the initiatives executed to strengthen consumer awareness and engagement included the development of consumer education video skits, mascots, and animated content to make messaging more relatable and engaging, alongside the production of a comprehensive Telecom Consumer Handbook. The Handbook was further adapted into major local languages Hausa, Igbo, Yoruba, and Pidgin to broaden reach and inclusivity. Collectively, these efforts ensured that consumer education materials were delivered in a

professional, culturally relevant, and easily accessible manner, significantly improving comprehension and encouraging wider adoption among diverse audiences nationwide.

10.9 Consumer Protection, Dispute Resolution and Market Integrity Interventions

The Commission sustained its efforts to protect consumer interests through regulatory investigations, effective complaint resolution, and enforcement of applicable technical and operational standards within the communications sector. During the year, seven (7) consumer complaints concerning Base Transceiver Station (BTS) siting were successfully resolved through joint site inspections conducted in collaboration with affected communities and network operators. The Commission also reviewed billing integrity concerns arising from an audit of Mobile Network Operators' tariff plans and directed the affected operators to investigate the identified breaches and submit their findings for regulatory review.

The Commission further responded to concerns raised by the Public Complaints Commission regarding adjustments to voice and data tariffs. A comprehensive regulatory response was provided, detailing the measures instituted to protect consumers, promote transparency, and ensure accountability within the communications market.

In 2025, the Commission received and treated a total of 34 consumer complaints submitted through law firms, out of which 21 were successfully concluded. Complaints relating to Base Transceiver Stations (BTS) and other miscellaneous matters represented the largest categories, accounting for 11 cases. Four (4) BTS-related complaints and nine (9) complaints classified under "Others" were successfully resolved. The Commission also concluded three (3) Quality of Service complaints, two (2) complaints concerning faulty devices, two (2) cases involving unauthorised deductions and forceful subscriptions, and one (1) complaint relating to unsolicited calls and text messages.

As part of its enforcement efforts to preserve network quality and mitigate signal interference, the Commission conducted operations against the illegal deployment and use of GSM signal boosters in the Federal Capital Territory and Lagos State. The operations resulted in the decommissioning of 479 illegal devices, contributing to improved network performance, reduced signal interference, and the protection of legitimate operators and consumers.

Overall, the Commission's interventions contributed to strengthening regulatory compliance and promoting consumer protection across the communications sector. The resolution of consumer complaints, investigation of billing and tariff-related concerns, and

enforcement against illegal GSM boosters demonstrate the Commission's continued commitment to safeguarding consumer rights, protecting national communications infrastructure, promoting market integrity, and maintaining the resilience and reliability of Nigeria's communications ecosystem.

11.0 REGULATORY ACTIVITIES

11.1 Regulatory Framework Development

The Commission received and processed a range of regulatory requests, advisory submissions and information-related engagements from licensees, industry stakeholders and public institutions in 2025. These engagements reflect the Commission's continued role and responsiveness in providing timely regulatory guidance, ensuring compliance with applicable frameworks, and strengthening transparency, innovation and the orderly development of the Communications sector.

Effective regulatory framework development enables the Commission to balance its core objectives of protecting consumers, promoting sustainable competition, and encouraging investment and innovation, while ensuring that Nigeria's communications sector remains resilient, competitive and fit for the digital economy. Accordingly, the Guidelines on Disconnection of Communications Operators were developed and issued in 2025, thereby strengthening the regulatory framework governing relationships among operators.

Similarly, the Business Rules for the Registration of Communications Subscribers Regulations, 2022, were amended and published to facilitate industry access and support compliance with applicable regulatory requirements. These interventions demonstrate the Commission's responsiveness to stakeholders and continued commitment to providing timely regulatory guidance, promoting compliance with established frameworks, and strengthening transparency, innovation and orderly market development within the Communications sector.

11.2 Requests for Change in Shareholding Structure of Licensees

As part of regulatory due diligence, the Commission processes requests relating to changes in shareholding structure and the surrender of licences by confirming whether the companies involved have any outstanding regulatory obligations that may affect the approval of such requests. This process supports regulatory compliance and provides the necessary verification to facilitate the review of these requests. The Commission processed requests from 57 licensees regarding changes to their shareholding structures above the prescribed 10% threshold. During the period, 12 Final Approvals were granted, while 4 Approvals-in-Principle were issued. In addition, 11 requests remain pending. Furthermore, 20 licensees were issued letters of strong warning for effecting changes in their shareholding structures without obtaining the requisite approval of the Commission.

11.3 Protection of Critical National Information Infrastructure (CNII)

The Commission intensified regulatory interventions to safeguard communications infrastructure designated as Critical National Information Infrastructure (CNII). It addressed several disputes and operational challenges that threatened service continuity, including a Right-of-Way dispute between the National Inland Waterways Authority (NIWA) and communications operators, as well as access restrictions affecting Backbone Connectivity Network (BCN) infrastructure. Through stakeholder engagements and regulatory directives, the Commission successfully restored access to the affected infrastructure and preventing service disruptions that could have impacted millions of subscribers.

The Commission also addressed incidents of fibre optic infrastructure vandalism reported by operators including Layer3 and ipNX Nigeria Limited. Engagements were held with relevant stakeholders and government agencies to develop strategies for improved infrastructure protection, including enhanced monitoring and inter-agency collaboration. In addition, the Commission coordinated regulatory discussions regarding compromised tower infrastructure in Zamfara State and intervened in a dispute involving the sealing of communications facilities in Osun State, resulting in the restoration of operations and continued service availability.

11.4 Operationalization of the Guidelines on Corporate Governance, 2025

The Guidelines on Corporate Governance for the Nigerian Communications Industry were finalised and officially launched in March 2025. The Guidelines aim, among other objectives, to promote and sustain the highest standards of transparency, due process, data integrity, disclosure, accountability, and ethical conduct across the industry. To support effective implementation, the Commission conducted a workshop for Regulatory Officers to enhance awareness and strengthen understanding of the key principles, obligations, and reporting requirements contained in the Guidelines. This initiative is expected to foster greater compliance among industry stakeholders and reinforce sound corporate governance practices throughout the communications sector.

12.0 COMPLIANCE MONITORING AND ENFORCEMENT

Compliance Monitoring and Enforcement is a core regulatory function of the Nigerian Communications Commission (NCC), aimed at ensuring that telecommunications operators, service providers, licensees, and other regulated entities comply with the provisions of the Nigerian Communications Act, license conditions, regulations, guidelines, quality of service standards, and consumer protection obligations. In 2025, the significance of this function became even more pronounced as the communications sector experienced rapid technological advancements, rising operational costs, tariff adjustments, and increasing consumer expectations. These developments underscored the need for enhanced regulatory oversight to ensure compliance, promote fair competition, safeguard consumer interests, and maintain the overall integrity and sustainability of the communications industry.

The Commission conducted extensive infrastructure compliance inspections to ensure adherence to regulatory standards governing the deployment and operation of communications infrastructure across the country As part of these efforts, a comprehensive Base Transceiver Station (BTS) infrastructure audit covering Nine Hundred and Sixty-Five (965) sites identified Five Thousand, Five Hundred and Forty (5,540) infractions, including safety deficiencies, structural integrity concerns, and other compliance-related issues. Following the audit, the Commission implemented a series of regulatory enforcement and remediation measures. These interventions resulted in the resolution of Four Thousand, Five Hundred and Forty-Nine (4,549) infractions, representing an 82 Percent improvement in compliance. The outcome reflects the effectiveness of the Commission's proactive regulatory oversight and its commitment to ensuring that communications infrastructure meets established safety, operational, and environmental standards.

Nationwide inspections of telecommunications tower infrastructure across Thirteen (13) States and the Federal Capital Territory (FCT) were also conducted and the inspections identified gaps in safety, environmental, and operational compliance, which subsequently informed the issuance of regulatory directives requiring infrastructure providers to implement corrective actions within stipulated timelines.

To further strengthen regulatory oversight, the Commission implemented several monitoring initiatives during the year. These included the development of a Regulatory Compliance Index (RCI) to systematically measure and track operators' compliance performance, as well as the verification of new mobile devices entering the Nigerian market to ensure conformity with the Commission's type approval requirements.

12.1 Regulatory Compliance and Fraud Enforcement

The Commission intensified compliance enforcement across the communications ecosystem through investigations, regulatory directives, and the imposition of appropriate sanctions for violations. In 2025, a total of Eleven (11) licensees were sanctioned for various regulatory breaches, including call masking, violations of SIM registration requirements, quality of service infractions, and non-compliance with Know-Your-Customer (KYC) obligations. The enforcement actions underscored the Commission's commitment to fostering a compliant, transparent, and accountable communications environment.

Furthermore, the Commission issued 270 pre-enforcement notices to licensees for various regulatory breaches, including non-payment of Annual Operating Levy (AOL), operation without authorization, type approval violations, and abuse of SME data bundles by unlicensed vendors. These enforcement measures significantly improved regulatory compliance and strengthened market discipline.

12.2 SIM Registration Oversight and Market Surveillance

As part of ongoing efforts of the Commission to strengthen subscriber identity management and combat telecommunications fraud, it supervised the migration of operators to the National Identity Management Commission's new verification platform and monitored compliance with SIM registration directives. The Commission, also directed operators to provide API access to SIM registration databases, submit barred subscriber records, and comply with updated SIM registration business rules. These measures improved regulatory oversight of SIM registration activities and strengthened national digital identity integrity.

Furthermore, the Commission conducted Local Surveillance and Intelligence Gathering Exercises across multiple States through its zonal regulatory engagement framework. These activities were designed to assess compliance levels, identify emerging regulatory concerns, and obtain real-time insights into the operational practices of licensed service providers and infrastructure operators. Through these surveillance and intelligence-gathering activities, the Commission strengthened its compliance monitoring framework, enhanced regulatory responsiveness, and reinforced its commitment to maintaining industry standards, protecting consumer interests, and promoting a safe, reliable, and sustainable communications ecosystem.

13.0 CYBERSECURITY AND INTERNET GOVERNANCE

The Nigerian Communications Commission plays a critical role in securing Nigeria's digital ecosystem and promoting effective internet governance. Its responsibility has become increasingly important as communications networks, broadband, cloud services, digital payments, e-government and online platforms become essential to Nigeria's economy and national security.

13.1 Partnership Development with Key Stakeholders

In 2025, the Commission sustained its efforts to deepen strategic partnerships with key national institutions and international organisations in advancing cybersecurity, online safety, and the protection of critical digital infrastructure. These engagements were aimed at strengthening collaboration and coordination, enhancing institutional and technical capacity, and promoting a safer, more secure, and resilient digital ecosystem. Through these partnerships, the Commission continued to support initiatives designed to address emerging cyber threats, improve stakeholder preparedness, and reinforce the security of Nigeria's digital communications environment.

Key collaborative engagements undertaken during the year included the following:

- **Online Safety Forum 2025**: The Commission collaborated with TechSocietal as Technical Partner and Co-convener of the Online Safety Forum 2025, held from 13 to 14 October 2025. The forum provided a multi-stakeholder platform for discussions on online safety policy, digital governance, emerging online risks, and stakeholder responsibilities in fostering a safer digital environment.
- **United Nations Office on Drugs and Crime (UNODC)**: The Commission engaged with the UNODC during the Online Safety and Cyber-Violence Programme, held from 11 to 13 November 2025. The engagement reinforced international cooperation in addressing cyber-violence, promoting online safety, and advancing best practices for protecting users within the digital ecosystem.
- **Meta Future of Online Safety Summit**: The Commission participated in the Meta Future of Online Safety Summit, held from 22 to 23 October 2025 at the Transcorp Hilton Hotel, Abuja. The summit focused on emerging trends, challenges, and collaborative strategies for strengthening online safety and enhancing the protection of digital platform users.
- **Gatefield Twitter (X) Space Session:** *"The Cost of Being a Woman Online"*

- **UNICEF Learning Workshop:** *"Study on Multidisciplinary Models of Service Delivery for the Digital Age"*
- **Family Joy International Cybersecurity Awareness Campaign:** Keynote Address on *"Building a Safer Digital Future: Empowering Youths and Women in Cybersecurity"*
- **Media and Gender Enlightenment Initiative (MEGEIN):** Presentation on *"Online Misogyny"* (11 February 2025)
- **Africa Safer Internet Day (ASID) 2025 Webinars:** Organised by Child Online Africa and the Ndukwe Kalu Foundation (11 and 18 February 2025)
- **Cybersecurity Symposium:** Organised by the Law Students' Association, University of Abuja (10 December 2025)
- **The Annual Nigerian Internet Governance Forum (NIGF):** This 2025 was successfully convened on 27 November 2025 in Abuja under the theme *"Building Digital Governance Together: From Vision to Action"*, providing a high-level multi-stakeholder platform for shaping national internet governance priorities.
- **The Nigeria School of Internet Governance:** A suite of pre-forum capacity-building and inclusion-focused engagements was delivered, comprising the Nigeria School of Internet Governance (24–26 November 2025), the Nigerian Youth Internet Governance Forum (26 November 2025), and the Women Nigeria Internet Governance Forum (virtual session held on 26 November 2025), aimed at strengthening multi-demographic participation in digital policy discourse.
- **Expansion Programme for the Localization of Internet:** Implementation of the Expansion Programme for the Localization of Internet Traffic (LIT) progressed, with sustained efforts to interconnect academic and research institutions to the Internet Exchange Point of Nigeria (IXPN), thereby improving local traffic exchange efficiency and enhancing national internet resilience.
- **African Peering and Interconnection Forum (AfPIF):** Strategic participation was recorded at the African Peering and Interconnection Forum (AfPIF) 2025, held from 19–21 August 2025 in Lagos, which convened over 500 regional and global stakeholders across regulatory, infrastructure, content, and policy domains to advance interconnection and peering ecosystems.
- **Nigeria Internet Governance Forum Multi-Stakeholder Advisory Group (NIGF MAG:** Engagement was sustained across key national and international governance platforms, including the Nigeria Internet Governance Forum Multi-Stakeholder Advisory Group (NIGF MAG), the WSIS+20 Committee, and related

global internet governance forums, reinforcing Nigeria's contribution to global digital policy development.

- **National Internet Resource Application:** Progress was achieved on the upgrade and enhancement of the National Internet Resource Application, focused on strengthening the robustness, reliability, and governance of national internet registry systems.
- **NCC Computer Security Incident Response Team (NCC-CSIRT):** Operational cybersecurity capability was maintained through NCC Computer Security Incident Response Team (NCC-CSIRT), which issued cybersecurity advisories to industry stakeholders, conducted continuous threat monitoring and intelligence analysis, coordinated incident response with service providers, ngCERT, and sectoral CSIRTs/SOCs, and disseminated actionable threat intelligence to strengthen sector-wide defensive posture.
- **Cybersecurity Advisory Group (CSAG):** Collaboration within the Cybersecurity Advisory Group (CSAG) for the communications sector was sustained, deepening structured engagement with cybersecurity stakeholders to enhance coordination, information sharing, and collective resilience.

13.2 National Cybersecurity Awareness Campaign

The Commission remained actively engaged in advancing cybersecurity initiatives aimed at safeguarding the integrity, security, and resilience of the nation's cyberspace. As part of these efforts, a strategic collaboration was undertaken with the Federal Ministry of Communications, Innovation and Digital Economy (FMoCIDE) through the DevsInGovernment Programme to strengthen stakeholder awareness and promote cybersecurity resilience and internet safety best practices. The initiative leveraged institutional platforms, strategic partnerships, and internal capabilities to achieve broad outreach and sustained stakeholder engagement.

In furtherance of its efforts to promote a secure digital environment, the Commission implemented a structured programme of activities designed to enhance digital safety awareness and encourage responsible digital citizenship. As part of the programme, a series of cybersecurity awareness materials and educational content were developed to address a wide range of emerging digital safety issues. These included cybersecurity and online safety, cyberbullying, cyberstalking, misinformation and fake news, digital citizenship, digital rights, cybercrime reporting mechanisms, deepfake technologies, safe browsing practices, identity theft, phishing attacks, child online protection, the safe use of public Wi-Fi networks, and key provisions of the Cybercrimes Act.

13.3 Implementation of Information Security Management System (ISMS) ISO 27001:2022

The Commission is implementing an Information Security Management System (ISMS) in alignment with the ISO/IEC 27001:2022 standard to strengthen its cybersecurity posture and safeguard the confidentiality, integrity, and availability of its critical information assets. The initiative encompasses the establishment of comprehensive security controls, periodic risk assessments, and the promotion of a strong security awareness culture across the organisation. As part of the ISO 27001 implementation process, a robust suite of information security policies has been developed to provide a structured governance framework for the ISMS. These policies define roles, responsibilities, and control measures, and collectively address all required domains stipulated under the ISO/IEC 27001:2022 standard to ensure systematic and sustainable information security management.

13.4 Development of Cybersecurity Framework for the Communications Sector

The Commission in partnership with the World Bank is developing a Cybersecurity Framework for the Communications Sector. The objective of this initiative is to establish a structured and comprehensive approach that strengthens sector-wide resilience, ensures regulatory compliance, and aligns with global best practices for safeguarding critical communications infrastructure.

In furtherance of this objective, a draft Cybersecurity Framework for the Communications Sector (CRF-NCS - Resilience Framework for Nigeria's Communications Sector) has been developed to guide stakeholder engagement and subsequent refinement. The framework development process is anchored on the need to enhance the security posture of the communications ecosystem, mitigate emerging cyber risks, and promote coordinated response mechanisms across industry stakeholders.

13.5 Programmes for Acceleration of IPv6 Deployment Strategy

The Commission advanced national IPv6 adoption efforts through the development of a Draft National IPv6 Implementation Strategy, the design and deployment of an industry survey to identify challenges affecting IPv6 rollout, all aimed at strengthening Nigeria's transition to next-generation Internet Protocol infrastructure.

13.6 Anti-Money Laundering/Combating Financing of Terrorism/ Countering Proliferation Financing (AML/CFT/CPF)

Active participation continued in Anti-Money Laundering, Counter Financing of Terrorism, and Counter-Proliferation Financing (AML/CFT/CPF) regulatory initiatives,

reinforcing compliance alignment with national security imperatives and international regulatory standards. A key milestone arising from these coordinated national efforts was the removal of Nigeria from the Financial Action Task Force (FATF) grey list in October 2025 following the FATF Plenary in Paris, France.

13.7 Global Internet Governance and Digital Policy Activities

The reporting period reflected sustained engagement in global, regional, and national internet governance processes, alongside strengthened collaboration with multilateral institutions, technical organisations, and development partners. These activities were directed at advancing inclusive digital policy development, reinforcing Nigeria's representation in global internet governance platforms, and strengthening regulatory alignment with emerging technologies and digital ecosystem priorities. They include

- Participation was recorded at the Global Internet Governance Forum (IGF) 2025 (23–27 June 2025), where the NIGF MAG anchored Nigeria's Open Forum on the theme *"Digital Literacy as a Pre-Condition for Achieving Universal Access"*, reinforcing Nigeria's contribution to global internet governance discourse.
- Engagement at the Africa Internet Governance Forum (AFiF) 2025 (29–31 May 2025, Dar es Salaam, Tanzania) was sustained under the theme *"Empowering Africa's Digital Future"*, with approximately 1,000 participants from 49 African countries contributing to continental digital policy dialogue.
- Nigeria hosted the West Africa Internet Governance Forum (WAIGF) 2025 in Abuja, supported by NITDA on behalf of the NIGF MAG, comprising:
    - Youth WAIGF 2025 (19 May 2025)
    - West African School of Internet Governance (20 May 2025)
    - Main WAIGF 2025 Conference (22–23 May 2025) strengthening regional multi-stakeholder engagement on internet governance.
- Participation at the UNESCO Regional Conference on Information Integrity (3–5 September 2025, Cape Verde), focused on harmonisation of the Draft Model Policy Framework for Information Integrity in West Africa and the Sahel, alongside review of UNESCO guidelines on digital platform governance and regulatory frameworks.
- Strategic collaboration with the National Data Protection Commission (NDPC) was deepened through the inauguration of the Data Protection in Telecommunications Working Group (DPTWG) and participation in the Network

of African Data Protection Authorities Conference (6–8 May 2025, Abuja), with proposals advanced for virtual data protection awareness programmes.

- Engagement with the Internet Corporation for Assigned Names and Numbers (ICANN) was sustained through participation in:
    - ICANN82 Community Forum (Seattle, USA, 8–13 March 2025)
    - ICANN83 Policy Forum (Prague, Czech Republic, 9–12 June 2025)
    - ICANN84 Annual General Meeting (Dublin, Ireland, 25–30 October 2025) including participation in Smart Africa's Ministerial Session on internet governance challenges in Africa.
- A Hybrid Outreach on New Generic Top-Level Domains (gTLDs) was successfully conducted on 7 April 2025 in Abuja in collaboration with ICANN, aimed at improving stakeholder awareness and participation in domain name system expansion initiatives.
- The DNSSEC Validation Initiative was advanced through targeted capacity-building engagements, including a December 2024 awareness webinar with ICANN and a follow-up operator-focused validation session held on 4 September 2025, with recommendations submitted for management consideration.
- Active contribution was made to the WSIS+20 Review Process, including review of the Zero Draft from Nigeria's perspective and collaboration with the WSIS+20 Committee and NIGF MAG to consolidate national inputs into the global consultation process.
- Multiple policy reviews and position papers were developed covering key regulatory and strategic issues, including the Draft Internet Code of Practice 2025, National Telecommunications Policy (2000), Cisco's white paper on connectivity and AI, IXPN and data centre regulations, the Global Digital Compact, and net neutrality assessment of MTN's Facebook Free Basics and AutoFlex renewal request.
- Under the Advanced Digital Empowerment Programme for Tertiary Institutions (ADEPTI), support was provided for 30 institutions that successfully completed the 2025 training cycle, strengthening digital capacity across the tertiary education ecosystem.
- Participation in an AI Readiness Session hosted by Africa Hyperscalers (19 November 2025) featured a keynote address by the Executive Vice Chairman and a panel contribution on *"Building the Right Infrastructure for AI-Driven Telecom*

Networks", reinforcing the Commission's engagement in emerging technology discourse.

These engagements collectively strengthened Nigeria's positioning within global and regional internet governance ecosystems, enhanced strategic partnerships with key digital institutions, and advanced coordinated policy development across emerging areas including cybersecurity, data governance, AI infrastructure, and digital inclusion.

13.8 NCC-CSIRT Coordination Centre

The NCC-CSIRT Coordination Centre recoded the following threat categories in 2025:

Table 13.1: Top Threat Categories Observed in 2025

S/N	Threats	No. of occurrences	No. of Unique IPs
1.	Sinkhole (C&C)	1,434,217	102,811
2.	Spam	78,536	33,742
3.	Blacklist IP	128,544	4,168

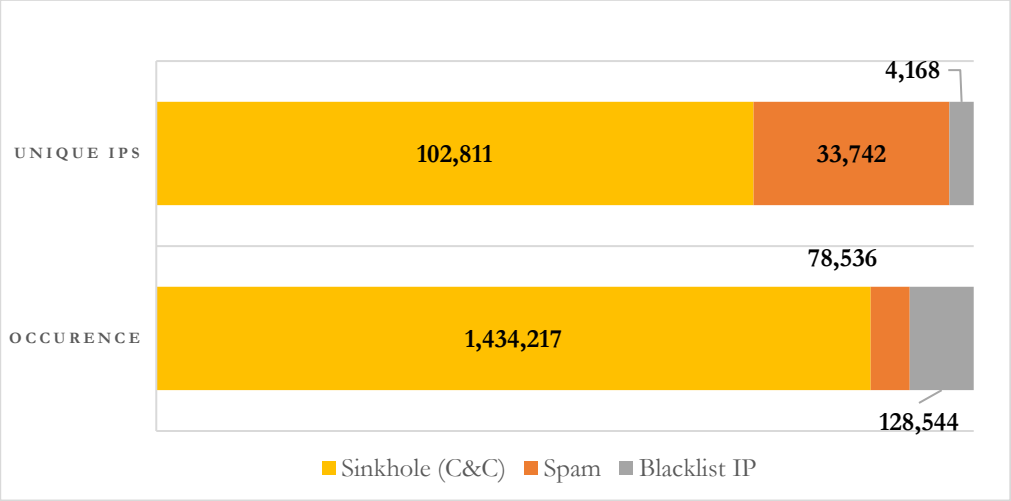


Figure 13.1: Top Threat Categories Observed in 2025

13.9 Vulnerabilities Observed

The following identified threats and vulnerabilities were shared with the affected service providers monthly as threat intelligence information with Forty-Nine (49) security alerts issued to constituents during 2025.

- 5,560,912 vulnerability instances detected across 95,386 unique IPs
- Andromeda: 56,916 detections across 29,184 unique IPs
- Gamut: 12,350 occurrences across 1,896 IPs

- Others: Mirai, Stealrat, Win.Amadey, Cutwail, Win.Satacom, Win.Asyncrat, Tinba.

13.10 National Internet Resource (NIR) Management System

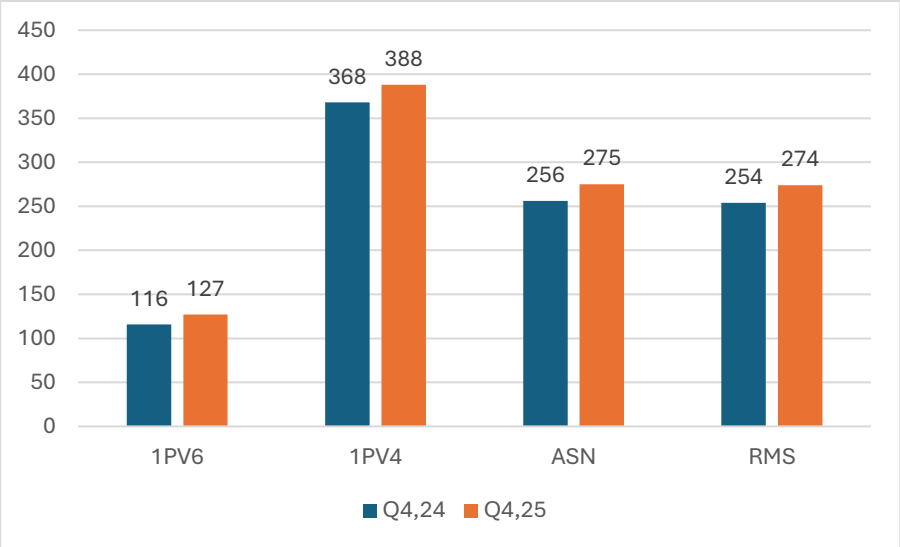


Figure 13.2: Key Metrics Trend Analysis (Q4 2024 to Q4 2025)

In 2025, the NIR database recorded:

Table 13.2: Comparative Performance of IPV6, IPV4, ASN, and RMS

Metric	Q4 2024	Q4 2025	Change	% Growth
IPV6	116	127	11	9.48
PV4	368	388	20	5.43
ASN	256	275	19	7.42
RMS	254	274	20	7.87

- IPV6 recorded the highest percentage growth at 9.48% (+11).
- RMS grew by 7.87% (+20).
- ASN increased by 7.42% (+19).
- IPV4 had the lowest percentage growth at 5.43%, although it achieved a sizeable absolute increase of 20.

All four metrics showed positive year-on-year growth from Q4 2024 to Q4 2025, indicating broad-based improvement across the portfolio. The strongest growth rate was observed in IPV6, while IPV4 remained the largest category by volume.

14.0 STAKEHOLDER MANAGEMENT AND COLLABORATION

The Commission continues to strengthen stakeholder trust and enhance regulatory effectiveness, through sustained engagement with consumers, licensees, operators, government institutions, development partners, and other industry stakeholders. These engagements have fostered stronger institutional collaboration, improved coordination among key actors within the digital ecosystem, and supported the effective implementation of regulatory initiatives and industry development programmes.

As the communications sector continues to evolve in complexity, scale, and technological sophistication, effective stakeholder engagement and collaboration remain critical to achieving the Commission's regulatory objectives. This has helped to advance inclusive digital access, improve service quality and consumer experience, promoted fair competition, strengthened cybersecurity and online safety, and supported evidence-based policymaking. Some stakeholder management and collaboration initiatives of the Commission in 2025 are highlighted in this section of the report.

14.1 USSD Debt Resolution and Migration to End User Billing

The Commission successfully resolved the USSD impasse between Mobile Network Operators (MNOs) and Deposit Money Banks (DMBs) through sustained engagement with the Central Bank of Nigeria (CBN), culminating in the development of a resolution framework and issuance of a joint CBN–NCC Circular outlining responsibilities and timelines. The Commission closely monitored payment profiles, published the names of non-compliant DMBs, and suspended the USSD codes of two banks (Polaris and Unity), actions which led to significant debt recoveries for MNOs (99.9% post-API and 95.1% pre-API as of 26 March 2025). In addition, extensive stakeholder consultations were held with MNOs, DMBs, and aggregators, while continuous engagement with the CBN ensured alignment.

The Commission also issued a new Determination on USSD Pricing and Services on 13 March 2025 (effective 14 March 2025), establishing a regulatory roadmap for transitioning from the Corporate Billing model to the End-User Billing (EUB) framework, and coordinated industry-wide migration to EUB, including service adjustments to minimise consumer impact and reduce complaints. Additionally, the Commission resolved the industry debts issues affecting Infrastructure Sharing and Colocation Service Providers. Several engagements were held in this regard, including regulatory meetings with licensees (e.g. Swift, Spectranet, MTN, Glo and T2) indebted to TowerCos (IHS and ATC).

14.2 Tariff Adjustment

The evolving communications landscape necessitates regulatory interventions that enhance transparency, improve consumer understanding, and promote fairness in tariff structures across the industry. In response to increasing complexity in tariff offerings and the need to strengthen consumer confidence, the Commission initiated a Tariff Simplification framework aimed at streamlining pricing models, improving clarity of service charges, and ensuring greater accountability from service providers.

Within this context, the Commission undertook structured pre-simplification consultations with industry operators and key stakeholders to secure the input and consensus on implementation approaches. The initiative was further supported by the development of implementation metrics and continuous monitoring mechanisms to track compliance and assess impact. These measures were designed to safeguard regulatory objectives while ensuring that implementation outcomes do not create unintended adverse effects for the Commission or stakeholders.

As part of the stakeholder engagement process, targeted consultations were held with consumer representative bodies, including the National Association of Telecommunications Subscribers (NATCOMS), the Association of Telephone, Cable TV and Internet Subscribers of Nigeria (ATCIS), and the Industry Consumer Advisory Forum (ICAF), to incorporate consumer perspectives into the regulatory design and implementation process.

14.3 Website and Regulatory Calendar

As part of its strategic commitment to digital transformation, transparency, and stakeholder engagement, the Commission undertook a comprehensive redevelopment of its website to enhance accessibility, improve information dissemination, and strengthen accountability through innovative features such as live incident reporting and an interactive telecoms value chain. Stakeholder feedback confirms that the revamped platform has significantly improved engagement across all categories of stakeholders, contributing to the Commission's recognition in 2025 as one of the top five best-performing Federal Government agencies by the Presidential Enabling Business Environment Council (PEBEC) for transparency and efficiency, and its ranking as second-best website among 235 MDAs by the Bureau of Public Service Reforms (BPSR). Additionally, the Commission designed and operationalised a dynamic Regulatory Calendar, providing a centralized interface for all Commission events and enhancing regulatory predictability by enabling stakeholders to plan proactively for engagements.

14.4 Failed Airtime Transactions

In response to rising customer complaints concerning failed airtime transactions, the Commission constituted a Technical Committee to examine the underlying issues and propose corrective measures. Concurrently, sustained engagements were held between the Central Bank of Nigeria (CBN) and the Commission to establish a structured and formalized resolution process. A comprehensive framework has been developed and is to be jointly implemented, monitored, and managed by both the CBN and the NCC upon formal approval by the two institutions.

14.5 Executive Engagement with CEOs of MNOs and TowerCos

The Commission facilitated quarterly meetings with the Chief Executive Officers of Mobile Network Operators (MNOs) and Tower Companies (TowerCos) to deliberate on critical industry issues. These meetings served as a platform for addressing challenges and driving actions to improve industry resilience, service quality, and consumer satisfaction.

14.6 Application-to-Person (A2P) Licensing Framework

The Commission developed the Application-to-Person (A2P) Licensing Framework. This initiative aimed to streamline international A2P messaging services in Nigeria by establishing a secure, fair, and efficient regulatory environment.

14.7 General Authorization Framework

The Commission developed the General Authorization Framework as a regulatory instrument designed to promote innovation and operational flexibility within Nigeria's communications sector. The framework provides for a temporary, limited-scope authorization mechanism that enables the testing and validation of emerging technologies and services not yet accommodated under existing licensing categories, thereby supporting controlled experimentation and facilitating regulatory adaptability in line with evolving market developments.

14.8 First Workshop for Attorneys-General

The Commission's organized a maiden workshop for Attorneys-General in Nigeria, held from July 30 to 31, 2025. The Workshop underscored the support of Attorneys-General of States in resolving key issues beleaguering the communications sector, such as multiple taxation and unauthorized tampering/sealing of critical national information infrastructure, such as base transceiver stations.

15.0 DIGITAL INITIATIVES AND COLLABORATIONS

15.1 Business Roundtable Stakeholder Engagement Session on Broadband Connectivity and Infrastructure Protection

Following the designation of broadband infrastructure as Critical National Infrastructure in alignment with the National Broadband Plan (NNBP) 2020–2025, the Commission hosted the First Business Roundtable on 8–9 October 2025 in partnership with the Nigeria Governors' Forum (NGF), the World Bank under the State Action on Business Enabling Reforms (SABER) Programme, ALTON, ATCON, State Governments, key security and regulatory stakeholders on the operationalization of the order. The engagement strengthened collaboration between States and investors to accelerate broadband expansion, reinforced commitments to protect CNII assets and to promote a broadband-friendly regulatory environment, enhanced alignment between government and private-sector investment priorities and provided clear policy direction to guide coordinated implementation and follow-up actions in support of national broadband objectives.

15.2 Nigeria Digital Connectivity Index (NDCI) and Ease of Doing Business (EoDB) Portal

The Commission developed the Nigeria Digital Connectivity Index (NDCI) as a strategic framework for assessing broadband readiness and digital competitiveness across the States. As Nigeria advances towards a fully digital economy, the NDCI provides a standardised, evidence-based tool for benchmarking performance, identifying infrastructure and policy gaps, guiding targeted interventions, and informing investment decisions across the broadband ecosystem.

Complementing this initiative, the Ease of Doing Business (EoDB) Portal was developed as a centralised digital platform to streamline telecommunications infrastructure deployment and enhance regulatory transparency nationwide. The Portal provides operators, investors, and other stakeholders with access to critical information, including Right of Way (RoW) charges, state-specific infrastructure approval processes, telecommunications regulatory requirements, agency contact details, and infrastructure data such as fibre deployment and Base Transceiver Station (BTS) distribution.

Designed to simplify stakeholder engagement, the platform offers intuitive navigation, step-by-step application guidance, tracking support, and access to key industry insights.

Both the EoDB Portal and the NDCI were officially launched at the Commission's October 2025 Business Roundtable. Going forward, periodic updates to the Portal and the publication of the NDCI Pilot Report will enhance transparency, strengthen inter-state

benchmarking, and support data-driven decision-making aimed at accelerating broadband expansion and improving the investment climate across Nigeria's digital economy.

15.3 Digital Skills Training for Women in Nigeria

A Digital Skills for Women Initiative was implemented in Katsina and Zamfara States from 22–24 July and 12–14 August 2025, respectively, equipping 100 women in each state with practical digital competencies to enhance employability, strengthen entrepreneurial capacity, and improve access to emerging economic opportunities. The initiative also contributed to bridging the gender digital divide and promoting more inclusive participation in Nigeria's evolving digital economy. The training covered key areas including Digital Marketing, E-commerce, Financial Literacy, Cybersecurity and Online Safety, Email and Social Media Marketing, Data Annotation, and Content Marketing.

Post-training assessments conducted six months after completion indicated positive socio-economic impact, with most participants reporting increased sales attributable to the skills acquired. Notably, 33% of previously offline participants established active social media presence, four beneficiaries expanded operations by employing additional staff due to increased patronage, and the respective State Governments provided financial support to boost participants' business capital. The initiative therefore demonstrated measurable outcomes in women's economic empowerment, digital inclusion, and grassroots enterprise development.

15.4 Digital Citizenship for Persons with Disabilities (PWD)

The Commission implemented a Digital Citizenship initiative targeted at empowering persons with disabilities (PWDs) to enhance their participation in the digital economy. The project focused on raising awareness of digital rights and responsibilities while equipping participants with foundational digital skills to promote inclusive digital participation. A one-day workshop titled *Digital Citizenship for Persons with Disabilities* was successfully held on 17 July 2025 in Abuja.

The initiative recorded 100 participants (70 male and 30 female), representing diverse disability categories, including visual, hearing, mobility, and cognitive impairments. Participant selection was conducted in collaboration with the National Commission for Persons with Disabilities (NCPWD). Outcomes included enhanced access to employable digital skills, improved digital literacy, increased awareness of online opportunities, and strengthened personal independence and social inclusion. Several participants registered for online learning platforms during the training and have continued to utilise these resources, contributing to sustained impact and reduction of the digital divide.

15.5 Digital Learning Initiative (DLI)

The Commission deployed 50 digital devices each to Federal Government Girls College (FGGC) Abuloma and Federal Government College (FGC) Kaduna, preloaded with indigenous e-learning software, alongside comprehensive onboarding and capacity-building sessions for teachers and students to ensure effective utilisation. The project was formally deployed and commissioned in October 2025 at both beneficiary schools. The initiative has enhanced the digital learning environment, provided over 500 students and teachers with access to the digital learning platform and recorded more than 100 weekly user logins. It has also improved access to curriculum-aligned digital educational resources in line with the Nigerian secondary school curriculum, thereby strengthening digital literacy and supporting technology-enabled learning in public schools.

In furtherance of the sustainability of the initiative, the Commission formally engaged the Executive Secretary of the Borno State ICT Development Agency (BICTDA) to solicit the support of the State Government in ensuring the optimal utilisation of the digital infrastructure deployed at the Federal Government Girls' College (FGGC), Monguno, Borno State, under the Digital Learning Initiative implemented in 2023. This strategic collaboration is expected to enhance device utilisation, increase user log-ins and engagement among students and educators, and maximise the educational benefits of the initiative. It also reinforces the long-term sustainability of the intervention through strengthened State-level ownership, coordination, and support.

15.6 Smart School Initiative UBEC

The Commission engaged the Universal Basic Education Commission (UBEC) to facilitate collaboration to digitally empower 150 teachers under the UBEC Smart School Initiative. The initiative is expected to enhance teachers' digital capacity and knowledge, while contributing to the reduction of the digital divide within the basic education ecosystem.

15.7 Micro Small Medium Enterprises Digital Integration Programme (MSME DIP)

The MSME Digital Integration Programme (DIP) is a Commission initiative aimed at accelerating the digital transformation of Micro, Small, and Medium Enterprises (MSMEs) by transitioning them from manual operations to digitally enabled and automated systems. The programme was delivered to 151 MSMEs through a five-day intensive workshop across Taraba, Benue, Oyo and Abia provided hands-on training in Digital Branding and Google My Business optimisation, E-commerce setup and digital payment integration, CRM tools and WhatsApp Business automation, cloud-based inventory systems, as well

as cybersecurity and data protection practices. MSMEs were onboarded onto relevant digital platforms and engaged in practical sessions to integrate these tools into their real business operations.

The programme recorded a 94% participant satisfaction rate, reflecting strong relevance and impact. Beneficiaries successfully transitioned from manual to automated processes, particularly in inventory and customer management, and are projected to achieve 20–30% revenue growth through expanded market reach and improved operational efficiency. The initiative also reinforced the linkage between Right of Way (RoW) policy compliance, broadband access, and MSME digital empowerment, thereby supporting broader national digital economy objectives.

15.8 Omnia Entrepreneurial Learning Program (ELP)

The Commission implemented an 8-week Entrepreneurial Learning Programme (ELP) in August 2025 aimed at equipping 200 Nigerians with entrepreneurship and business development skills to strengthen indigenous capacity within the communications sector. As a strategic implementation approach, the programme was aligned with State Governments that adopted the ₦145 to ₦0 Right of Way (RoW) charge waiver policy, resulting in the selection of 12 States - two from each geopolitical zone. Phase I covered Borno (North-East), Niger (North-Central), Sokoto (North-West), Imo (South-East), Oyo (South-West), and Cross River (South-South), while the remaining six States - Yobe, Kwara, Jigawa, Enugu, Ekiti, and Edo - are designated for Phase II.

Phase I was successfully completed with 102 graduates trained across the six pilot States, demonstrating improved entrepreneurial and digital competencies among participants and establishing a strong foundation for programme scale-up. The initiative has enhanced state-level collaboration, strengthened local capacity development, and positioned the Commission for the commencement of Phase II in Q1 2026, targeting an additional 98 beneficiaries across the remaining six States.

15.9 4G/5G Technical Training in Collaboration with Nokia

The Programme is designed to train 40 Nigerians in advanced 4G and 5G technologies with the objective of strengthening local technical capacity for the deployment and maintenance of communications infrastructure. It is also structured at developing a pool of technically skilled Nigerian graduates equipped with practical knowledge of emerging 4G and 5G technologies, thereby enhancing national capacity for network deployment, innovation, and participation in the digital economy. One intended outcome from this initiative is to create employment pathways for participants through engagement with

Mobile Network Operators (MNOs), leading to internship and potential full-time placement opportunities.

Phase I of the training was conducted in February 2025, with thirty (30) participants selected through NYSC sensitization and state nominations while Phase II was subsequently held in October 2025. So far, five graduates from Phase I secured a six-month internship with T2 in February 2026. Phase III is scheduled for 2026.

15.10 Indigenous ICT Fabrication Laboratory (ICT-FABLAB)

The ICT-FABLAB was established to advance indigenous innovation, skills development, and local manufacturing capacity within Nigeria's ICT ecosystem. strategic engagements were initiated with the Digital Bridge Institute (DBI) and the Central Bank of Nigeria (CBN) to explore collaboration and optimal utilization of the facility. Moving forward, the Commission, in collaboration with DBI, is developing a framework for full operationalization of the facility, exploring partnerships with academic institutions and engaging potential funding partners, including the CBN, to ensure long-term sustainability and impact.

15.11 Learning Sessions with Gates Foundation

The Commission, in collaboration with the Gates Foundation (GEDC), delivered a two-phase learning series titled *"Breaking Barriers: Driving Mobile Internet Adoption in Nigeria"* to advance inclusive broadband uptake. Phase I) focused on mobile data and handset affordability, generating recommendations such as dynamic spectrum pricing linked to affordability outcomes, restructuring the Universal Service Provision Fund (USPF) to enable targeted subsidies, stricter enforcement of infrastructure sharing, and partnerships with local manufacturers and importers to improve device access. Phase II addressed inclusive digital literacy, gender-responsive adoption strategies, and the application of digital personas for targeted interventions, while also exploring community-based literacy models, demand-generation frameworks, and the development of a Connectivity/Affordability Index aligned with ITU standards.

The workshops produced evidence-based and practical recommendations to guide NCC and the National Broadband Alliance for Nigeria (NBAN) broadband adoption strategies, strengthen institutional capacity to coordinate multi-stakeholder pilots and lay the foundation for national monitoring tools which includes the Index and persona-based tracking systems to measure broadband usage and inclusion progress across States. Next steps include identifying financial partners to support the NBAN mandate, advancing engagements with Qhala and M-Kopa on smartphone manufacturing and device-

financing models, and reviewing international case studies (Indonesia, Brazil, and Cambodia) to assess adaptability of relevant solutions.

15.12 International Conference on Smart Education & Digital Literacy

The Commission participated in the International Conference on Smart Education and Digital Literacy (ICSE) 2025, held from 6–9 May 2025 at the Digital Resource Centre, Abuja. Additionally, the Commission handed over the DBI Yola Campus to the Adamawa State Government on 24 June 2025. The transition has enabled full utilisation of the facility to drive ICT programmes, supported the enrollment of over 11,000 learners within the year, strengthened plans to position the institute as a digital capacity-building hub for the North-East region, and resulted in enhanced solar energy capacity through State Government support.

15.13 Borno State Government Intervention – Digital Learning Initiative Sustainability

In October 2023, the Commission implemented the Digital Learning Initiative (DLI) at Federal Government Girls' College (FGGC) Monguno, Borno State, deploying digital learning devices to enhance educational outcomes and strengthen digital access within the institution. During Q3 2025, the Department formally engaged the Executive Secretary of the Borno State ICT Development Agency (BICTDA), requesting State Government intervention to support the sustainability of the initiative and ensure optimal utilisation of the deployed infrastructure.

The expected outcome is improved device usage and increased user log-ins at FGGC Monguno, thereby maximising the educational impact of the Digital Learning Initiative and reinforcing long-term sustainability through State-level collaboration.

15.14 Girls in ICT

The Commission collaborated with strategic partners to promote early female participation in Science, Technology, Engineering, and Mathematics (STEM), reinforcing its commitment to gender inclusion within the ICT ecosystem. In partnership with Nakia StrongHer, the Commission organised the Girls in ICT Conference on 14 May 2025, hosting thirty (30) female students from selected FCT secondary schools. The initiative increased awareness and interest in ICT and STEM career pathways among participating students, enhanced their understanding of online safety and responsible digital usage, strengthened public-private collaboration on gender inclusion, and contributed to advancing female representation within Nigeria's digital economy.

16.0 EMERGENCY COMMUNICATIONS CENTER (ECC)

The Emergency Communications Centre initiative of the Nigerian Communications Commission is a critical public-safety infrastructure designed to provide Nigerians with a single, accessible emergency communication channel through the toll-free number 112. The 112 number is designated as Nigeria's national emergency number and can be used to reach appropriate emergency response agencies, including the Police, FRSC, fire services, ambulance services and other relevant responders.

16.1 Emergency Telecommunications Preparedness and Coordination

The Commission participated in National Emergency Management Agency's (NEMA) National Mass Fatality Response Plan (NMFRP) programme aimed at strengthening Nigeria's preparedness for mass fatality incidents. The engagement also culminated in the establishment of a Joint NEMA–NCC Working Group to develop the National Emergency Telecommunications Plan (NETP), with responsibility for identifying priority areas and operational gaps, drafting a preliminary framework, and facilitating stakeholder consultations to enhance the resilience and coordination of emergency communications nationwide. The initiative represents a significant step towards strengthening national emergency communications preparedness and ensuring the availability of resilient communications systems during disaster situations.

Table 16.1: Breakdown of Total Calls Received in 2025

Hoax Calls	Genuine Cases	Total Calls Received
57,974,363	**8,045**	**57,982,408**

Analysis of call traffic during the year shows that the Emergency Communication Centres (ECCs) received a total of 57,982,408 (Fifty-Seven Million, Nine Hundred and Eighty-Two Thousand, Four Hundred and Eight) calls. Of these, 8,045 (Eight Thousand and Forty-Five), representing 0.01% were verified as genuine emergency calls requiring intervention, while 57,974,363 (Fifty-Seven Million, Nine Hundred and Seventy-Four Thousand, Three Hundred and Sixty-Three), representing 99.99% were classified as hoax, nuisance or non-emergency calls (See Table 16.1). Monthly call traffic analysis shows that January recorded the highest volume, accounting for 13% of all calls received, while December recorded the lowest at 7% (See Figure 16.1).

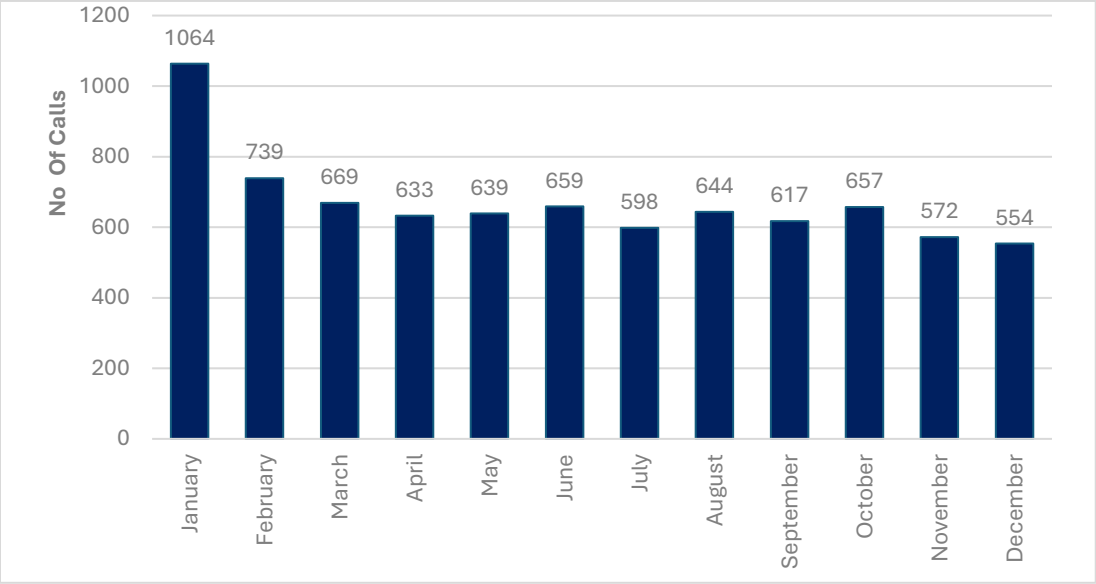


Figure 16.1 Monthly call traffic analysis Jan- Dec 2025

The exceptionally high incidence of hoax calls highlights the persistent misuse of emergency communication channels and poses a significant challenge to the efficient delivery of emergency services. This trend underscores the need for enhanced call filtering and screening mechanisms, intensified public awareness and deterrence campaigns to promote the responsible use of emergency numbers, and the optimisation of operational resources to ensure that emergency response efforts remain focused on legitimate incidents requiring urgent attention. Other key information from the ECC include

a. ECC Katsina recorded the highest number of emergency calls for the year, totalling 1,781 (One Thousand, Seven Hundred and Eighty-One), while ECC Bayelsa recorded zero emergency calls (see Figure. 16.3).
b. The nature of emergency calls included armed robberies, kidnappings, accidents, fire incidents, missing persons, communal clashes and health emergencies, among others.
c. Approximately 38% of the calls received were dispatched to the Federal Road Safety Corps. (See Figure 16.2)

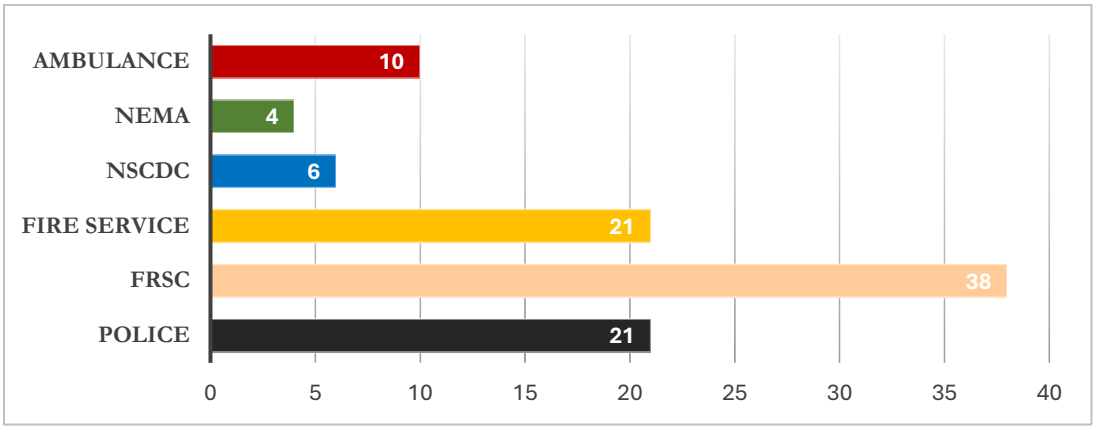


Figure 16.2: Live Cases Per Response Agency

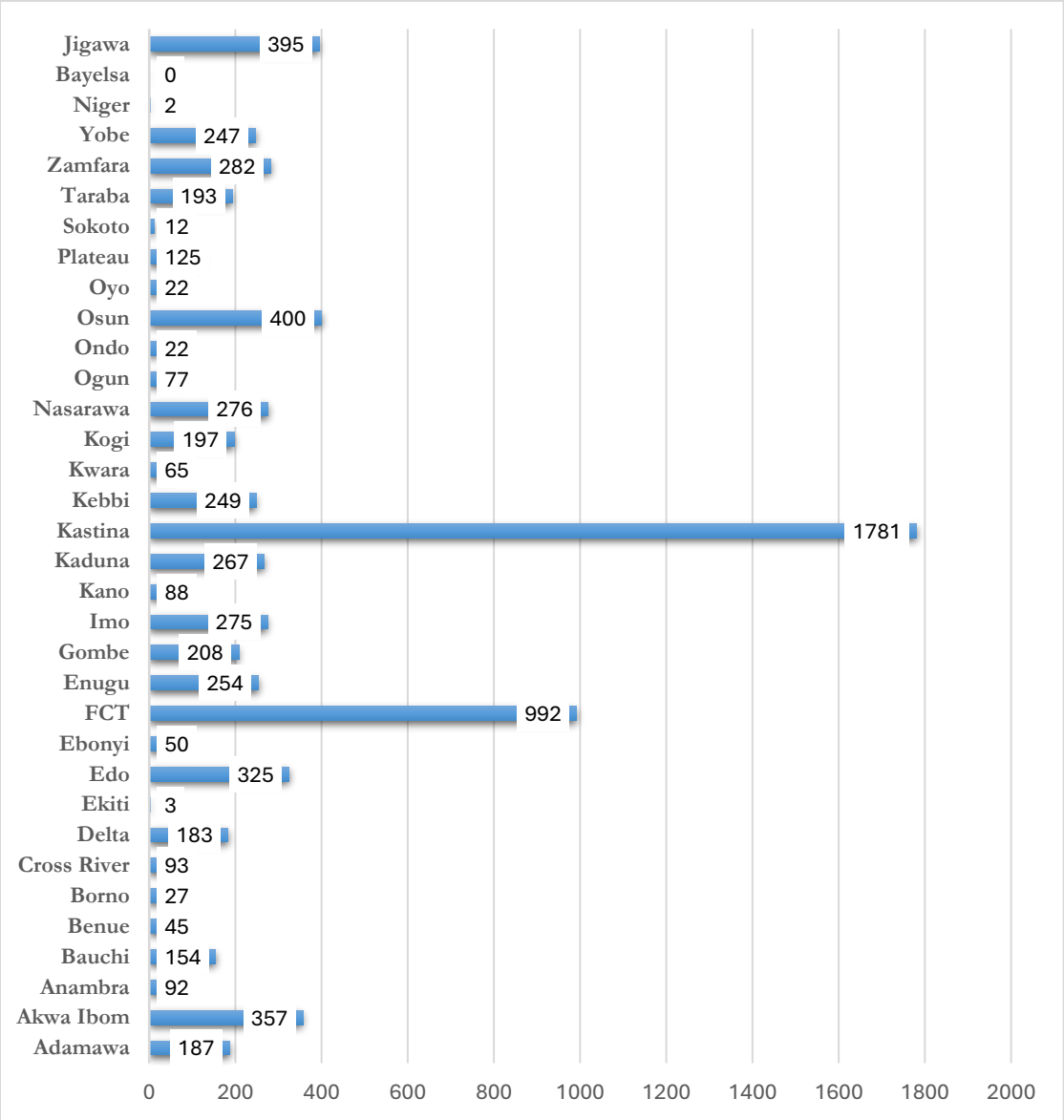


Figure 16.3: Total Emergency Calls Received Per Centre

PICTURES



L - R: Mrs Chizua Whyte, Head Legal & Regulatory Services, Nigerian Communications Commission, NCC; Mr. Taiwo Oyedele, Chairman, Presidential Fiscal Policy and Tax Reforms; Lawal Pedro, SAN; Hon Attorney General, Lagos State, Lateef Olasunkanmi Fagbemi, SAN, Hon Attorney General of the Federation and Minister of Justice; Dr Aminu Maida, Executive Vice Chairman/CEO, NCC; and Barr. Rimini Makama, Executive Commissioner, Stakeholder Mgt, NCC, during the 1st Edition of Annual Workshop for Attorneys General on Emerging Issues in the Communications Sector, at Radisson Blu Lagos State on the 30th July 2025.



L–R: G.T. Mohammed, Commission Secretary, NCC; Dr Armstrong Takang, CEO, Ministry of Finance Incorporated, MOFI; Dr Aminu Maida, EVC/CEO, NCC; Mr Titus Osawe, Coordinating Director, Financial Reporting Council of Nigeria, Barr. Rimini Makama, Executive Commissioner, Stakeholder Management, NCC, Prof. Fabian Ikenna Ajogwu, OFR, SAN, Lagos Business School, during the Workshop/Formal Launch of Guidelines on Corporate Governance for the Nigerian Telecommunications Industry in Lagos, Wednesday, August 6, 2025.



L–R: Prof. Fabian Ikenna Ajogwu, OFR, SAN; Lagos Business School, Barr. Rimini Makama, Executive Commissioner, Stakeholder Management, NCC, Dr Aminu Maida, EVC/CEO, NCC, Dr Armstrong Takang, CEO, Ministry of Finance Incorporated, MOFI, during the Workshop/Formal Launch of Guidelines on Corporate Governance for Nigerian Telecommunications Industry in Lagos, Wednesday, August 6, 2025.



A cross-section of ICT and Business Editors with Dr Aminu Maida, EVC/CEO, Nigerian Communications Commission, NCC, during the EVC's meeting with Media Executives in Lagos on Tuesday, September 23, 2025.



L-R Director Technical Standards and Network Integrity, Nigerian Communications Commission; Engr. Edoyemi Ogoh and Chairman Association of Licensed Telecommunications Operators of Nigeria (ALTON); Engr. Gbenga Adebayo during the Telecom Consumer Parliament (TCP) in Lagos on Tuesday, 14th October 2025.



L-R Executive Commissioner, Stakeholder Management, Nigerian Communications Commission (NCC); Barr. Rimini Makama, Executive Vice Chairman/CEO, NCC; Dr Aminu Maida, Executive Commissioner, Technical Services (NCC); Engr. Abraham Oshadami during the Telecom Consumer Parliament (TCP) in Lagos on Tuesday, 14th October 2025

NCC AUDITED FINANCIAL STATEMENTS

NIGERIAN COMMUNICATIONS COMMISSION (NCC)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

NIGERIAN COMMUNICATIONS COMMISSION (NCC)
FINANCIAL STATEMENTS FOR THE PERIOD ENDED DECEMBER 31, 2025

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The reports and statements set out below comprise the financial statements presented to the Board:

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Level of Assurance

These financial statements have been audited in compliance with the applicable requirements of the Nigerian Communications Act No 19 of 2003, International Public-Sector Accounting Standards (IPSAS), Financial Regulations, Treasury Circulars, and the Financial Reporting Council of Nigeria Act (section 77 on Public Interest Entity (PIE)).

NIGERIAN COMMUNICATIONS COMMISSION (NCC)
FINANCIAL STATEMENTS FOR THE PERIOD ENDED DECEMBER 31, 2025

COMMISSIONERS' RESPONSIBILITIES AND APPROVAL

The Commissioners are required by the Nigerian Communication Act No. 19 of 8th July 2003 to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is the Commissioners responsibility to ensure that the financial statements fairly present the state of affairs of the Commission as at the end of the financial year and that the results of its operations and cash flow for the period ended December 31, 2025, conform to the International Public Sector Accounting Standard, the Nigerian Communications Acts No 19 of 2003, and in line with "Public Interest Entity" reporting as prescribed by the Financial Reporting Council of Nigeria (FRCN). The External Auditor is engaged to express an independent opinion on the financial statements.

The financial statements were prepared in accordance with the International Public-Sector Accounting Standard (IPSAS) and are based on appropriate accounting policies consistently applied and supported by Federal Government Policies in the Financial Regulations.

The Commissioners acknowledge that they are responsible for the system of internal control established by the Commission and place considerable importance on maintaining a strong control environment. To enable the Commissioners to meet these responsibilities, the Board sets standards for internal control aimed at reducing the risk of error or loss. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures, and adequate segregation of duties to ensure an operational risk level reduction. These controls are monitored throughout the Commission, and all employees are required to maintain the highest ethical standards in ensuring the Commission's business is conducted in a manner that, in all reasonable circumstances, is above reproach. The focus of risk management in the Commission is on identifying, assessing, managing, and monitoring all known forms of risk across the Commission. While operating risk cannot be fully eliminated, the Commission endeavors to minimize it by ensuring that appropriate infrastructure, controls, systems, and ethical behavior are applied and managed within predetermined procedures and constraints.

NIGERIAN COMMUNICATIONS COMMISSION (NCC)
FINANCIAL STATEMENTS FOR THE PERIOD ENDED DECEMBER 31, 2025

COMMISSIONERS' RESPONSIBILITIES AND APPROVAL

The Commissioners are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied upon for the preparation of the financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Commissioners have reviewed the Commission's cash flow statement for the period to December 31, 2025, and, in light of the review of the current financial position, they are satisfied that the Commission has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the Commission's financial statements. The financial statements have been examined by the Commission's external auditors, and the report is presented on pages 14 to 16 of this financial statement.

The financial statements set out on pages 17 to 21 were prepared on a going concern basis and approved by the Ministry of Communications, Innovation and Digital Economy on 23 July 2026, and signed on its behalf by:

Chief Idris Ibikunle Olorunnimbe
Chairman
FRC/2025/PRO/DIR/003/573335

Dr. Aminu Maida
Executive Vice Chairman/CEO
FRC/2024/PRO/DIR/003/109768

NIGERIAN COMMUNICATIONS COMMISSION (NCC)
FINANCIAL STATEMENTS FOR THE PERIOD ENDED DECEMBER 31, 2025

COMMISSIONERS' REPORT

The Commissioners have the pleasure to submit the report on the financial statements of the Nigerian Communications Commission (NCC) for the period ending December 31, 2025.

1. **The Commission**

   The Nigerian Communications Commission (NCC) was established by Decree Number 75 of November 24, 1992, as repealed and replaced by Nigerian Communications Act No. 19 of July 8, 2003.

2. **Nature of Business**

   The business of the Commission continues to be the regulation of the Nigerian Telecommunication industry, making rules/policies governing the supply of telecommunication services and facilities, setting standards for all the players in the industry, and promoting fair competition and market efficiency.

3. **Review of Financial Results and Activities**

   The financial statements have been prepared to comply with the provisions of the Nigerian Communication Act 19 of 2003, the International Public-Sector Accounting Standard (IPSAS), and "Public Interest Entity" reporting as prescribed by The Financial Reporting Council of Nigeria (FRCN). Full details of the financial position, results of operations, and cash flows of the Commission are set out in these financial statements.

4. **Commissioners**

   The Commissioners in office at the date of this report are as follows:

Name	Position	Effective Date
Chief Idris Ibikunle Olorunnimbe	Chairman	23-Oct-25
Dr. Aminu Maida	Executive Vice Chairman/CEO	11-Oct-23
Engr.Abraham Sunday Oshadami	EC-Technical Services	23-Feb-24
Rimini Haraya Makama	EC-Stakeholder Management	23-Feb-24
Senator Ramoni Olalekan Mustafa	Non-Executive Commissioner	23-Oct-25
Engr. Ikechukwu Newton Abonyi Ugwuegede	Non-Executive Commissioner	23-Oct-25
Hajiya Maryam Abdullahi Bayi, FNIM, ACIPM	Non-Executive Commissioner	23-Oct-25
Hon. Barr. Chris Okorie, JP	Non-Executive Commissioner	23-Oct-25
Princess Oforitsenere Emiko	Non-Executive Commissioner	23-Oct-25

NIGERIAN COMMUNICATIONS COMMISSION (NCC)
FINANCIAL STATEMENTS FOR THE PERIOD ENDED DECEMBER 31, 2025

COMMISSIONERS' REPORT (CONTINUED)

5. Management Team

The Management Team in the office on the date of this report is as follows:

S/No	Name	Designation	S/No	Name	Designation
1	Dr. Aminu Maida	Exec. Vice Chairman	13	Mr. Usman Mamman	Director, Licensing & Authorization
2	Engr Abraham Oshadami	EC, Technical Services	14	Mrs. Adejoke Atte	Head Procurement Department
3	Ms. Rimini Makama	EC, Stakeholder Management	15	Mrs. Chizua Whyte	Head, Legal & Regulatory Services
4	Mr. Ayuba Shuaibu	Director, Policy Compt. & Eco. Analysis	16	Mr. Oluyomi Arowosafe	Secretary/USPF
5	Mr. Usman Malah	Director, Zonal Operations	17	Mrs. Stella Erebor	Head, Internal Audit
6	Ms. Helen Obi	Director, Digital Economy	18	Mr. James Umeh	Head, Financial Services
7	Mr. Gwa Mohammed	Commission Secretary	19	Mrs. Nnenna Ukoha	Head, Public Affairs
8	Engr. Edoyemi Ogoh	Director, TSNI	20	Mrs. Nkiru Ebenmelu	Head, Information Technology
9	Ms. Olatokunboh Oyeleye	Director, Cybersecurity & Internet Governance	21	Mr. Ismaila Giwa	Head, Corporate Services
10	Ms. Hafsat Lawal	Director, Human Capital Department	22	Mr. Atiku Lawal	Head, Spectrum Administration
11	Mrs Freda Bruce-Bennett	Director, Consumer Affairs	23	Mr. Isa Olatinwo	Head, Compliance Monitoring & Enforcement
12	Mr. Kelechi Nwankwo	Director, Corporate Planning Strategy & Risk Mgt	24	Mr. Babagana Digima	Head, Research & Development

NIGERIAN COMMUNICATIONS COMMISSION (NCC)
FINANCIAL STATEMENTS FOR THE PERIOD ENDED DECEMBER 31, 2025

COMMISSIONERS' REPORT (CONTINUED)

6. Property, Plant and Equipment

There were no changes in the Commission's Property, Plant, and Equipment policy regarding its use. As of December 31, 2025, the Commission's Property, Plant, and Equipment (PPE) is valued at a historical cost of N111,975,874,769, with a corresponding carrying amount (net book value) of N88,939,994,645 for the year under review.

7. Events after the Reporting Period

The Commissioners are not aware of any material event that occurred after the reporting date and up to the date of this report.

8. Auditors

Messrs. Haruna Yahaya & Co., having satisfied the relevant corporate governance rules on their tenure in office, have indicated their willingness to continue in office as auditors to the Commission, in accordance with Section 20(2) of the Nigerian Communications Act 2003.

9 Date of Authorization for Issue of Financial Statements

The financial statements have been authorized for issue by the Commissioners on 23 July 2026. No authority was given to anyone to amend the financial statements after the date of issue

NIGERIAN COMMUNICATIONS COMMISSION (NCC)
FINANCIAL STATEMENTS FOR THE PERIOD ENDED DECEMBER 31, 2025

CORPORATE INFORMATION

Country of Incorporation and Domicile:
Nigeria

Nature of Business and Principal Activities:
Under the NCA 2023, the Nigerian Communications Commission (NCC) is established as the Independent regulator of the telecommunications industry in Nigeria to make rules/policies governing the supply of telecommunication services and facilities, set standards for all the players in the industry, and promote fair competition and market efficiency.

Commissioners
The under-listed Commissioners held office during the year 2025:

Name	Position
Chief Idris Ibikunle Olorunnimbe	Chairman
Dr. Aminu Maida	Executive Vice Chairman/CEO
Engr.Abraham Sunday Oshadami	EC-Technical Services
Rimini Haraya Makama	EC-Stakeholder Management
Senator Ramoni Olalekan Mustafa	Non-Executive Commissioner
Engr. Ikechukwu Newton Abonyi Ugwuegede	Non-Executive Commissioner
Hajiya Maryam Abdullahi Bayi, FNIM, ACIPM	Non-Executive Commissioner
Hon. Barr. Chris Okorie, JP	Non-Executive Commissioner
Princess Oforitsenere Emiko	Non-Executive Commissioner

Registered / Business Office
Plot 423 Aguiyi Ironsi Street, Maitama, Abuja.

Auditors
Haruna Yahaya & Co (Chartered Accountants)
No 20 Victoria Ironsi, 41 Crescent, 4th Avenue
Gwarimpa, FCT – Abuja.

Commission's Secretary
Gwa Tobbie Mohammed

Supervising Ministry
Federal Ministry of Communications, Innovation and Digital Economy

Governance and Management Responsibility for Internal Control

Management of the Nigerian Communications Commission is responsible for designing, implementing, and maintaining an effective system of ICFR tailored to regulatory and public administrative operations.

The Board of Commissioners, through the Audit and Risk Management Committee, provides oversight of the Commission's financial reporting processes and the overall effectiveness of internal control systems. Management also relies on the strategic assurances of the Internal Audit Department, which performs periodic risk-based reviews of internal control procedures, revenue assurance processes, and reports findings directly to the Audit and Risk Management Committee.

Internal Control Objectives

Management has implemented a comprehensive internal control framework designed to ensure:

- Reliability, transparency, and integrity of the commission's financial and regulatory information.
- Safeguarding of public and institutional assets, including the Universal Service Provision Fund (USPF), where applicable.
- Compliance with applicable laws, including the NCA 2003, Fiscal Responsibility Act, and Public Procurement Act.
- Operational efficiency, accurate revenue assurance, and optimal allocation of regulatory resources.

Framework Used for Evaluation

Management conducted its assessment of the effectiveness of the Commission's internal control over financial reporting as at 31 December 2025 using the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Control – Integrated Framework (2013).

The COSO framework evaluates internal controls across five interrelated components:

1. **Control Environment:** Governance tone, ethics, and assignments of authority within the Commission.
2. **Risk Assessment:** Ongoing identification of financial statement risks, including revenue leakage and budgetary overruns.
3. **Control Activities:** Policies, approvals, reconciliations, and separation of duties.
4. **Information and Communication:** Data tracking systems for operators' Annual Operating Levies (AOL) and spectrum pricing.
5. **Monitoring Activities:** Independent assessments by internal audit and executive oversight management.

This framework provides the legally accepted benchmark in Nigeria for evaluating the design and effectiveness of internal controls over financial reporting.

Management's Assessment of Effectiveness

Management has evaluated the design and operating effectiveness of the Commission's internal control over financial reporting as at 31 December 2025.

The assessment included:

- Review of key financial reporting processes and regulatory revenue tracking controls.
- Risk identification and documentation of financial reporting risks specific to statutory telecom collections.
- Testing of key controls over revenue recognition (including Spectrum Fees, Numbering Fees, and Annual Operating Levies), expenditure authorization, treasury operations, and the financial closing processes.
- Review of information technology general controls (ITGCs) supporting core financial systems and billing software.
- Evaluation of the monitoring activities performed by executive management, compliance units, and internal audit.

Based on the evaluation performed, Management believes that the Nigerian Communications Commission maintained effective internal control over financial reporting as at 31 December 2025, and that the system of internal control provides reasonable assurance regarding the reliability of financial reporting and preparation of financial statements in accordance with IFRS.

Management confirms that no material weaknesses were identified in the Commission's internal control over financial reporting during the year under review. Where minor control deficiencies were identified through routine internal reviews, corrective actions were implemented promptly to strengthen the Commission's overall control environment.

Disclosure to External Auditors

Management has fully disclosed to the Commission's External Auditors:

- All significant deficiencies and material weaknesses identified in the design or operation of internal controls that could adversely affect the Commission's ability to record, process, summarize, and report financial data.
- Any fraud or allegations of fraud, whether or not material, that involve management or other employees who have a significant role in the Commission's internal control system.

Management confirms that appropriate remediation actions were taken where necessary.

Changes in Internal Control

During the year ended 31 December 2025, there were no changes in the Commission's internal control over financial reporting that have materially affected, or are reasonably likely to materially affect, the Commission's internal control over financial reporting.

Management remains committed to continuous improvement of the Commission's control environment in line with evolving regulatory frameworks, Treasury Single Account (TSA) guidelines, and international best practices.

Conclusion

Management affirms that the internal control framework of the Nigerian Communications Commission provides reasonable assurance that the financial statements are reliable and prepared in accordance with applicable financial reporting standards and statutory laws. The Commission will continue to strengthen its internal control processes and governance structures to enhance transparency, accountability, and public trust.

Certification by Management

In accordance with applicable FRCN regulatory guidelines and based on our knowledge:

1. This report does not contain any untrue statement of a material fact nor omit to state any material fact necessary to make the statements not misleading.
2. The financial statements and other financial information included in the Commission's annual report fairly present, in all material respects, the financial condition, regulatory revenue collections, and results of operations of the Commission for the year ended 31 December 2025.

Signed on behalf of Management on the 23 day of July 2026.

Dr. Aminu Maida
Executive Vice Chairman/CEO
FRC/2024/PRO/DIR/003/109768

James K. Umeh
Director, Financial Services
FRC/2024/PRO/ICAN/01/44358

HARUNA YAHAYA & CO.
(Chartered Accountants & Tax Practitioners)
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STATUTORY AUDITOR'S ICFR OPINION
TO THE BOARD OF COMMISSIONERS AND MANAGEMENT OF THE NIGERIAN COMMUNICATIONS COMMISSION (NCC)

Opinion
We have audited the internal control over financial reporting of the Nigerian Communications Commission ("the Commission") as of 31 December 2025, based on the criteria established in the Internal Control — Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).
In our opinion, the Commission maintained, in all material respects, effective internal control over financial reporting as of 31 December 2025, based on the COSO criteria.

Basis for Opinion
We conducted our audit in accordance with the Financial Reporting Council of Nigeria (FRCN) *Guidance on Assurance Engagement Report on ICFR* and International Standards on Auditing (ISAs) applicable to public sector entities. Our responsibilities under those standards are further described in the *Auditor's Responsibilities* section of our report.
We are independent of the Commission in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), together with the ethical requirements that are relevant to our audit of financial statements and internal controls in Nigeria, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Management's Responsibility for Internal Control over Financial Reporting
The Commission's Management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of the internal control over financial reporting, as included in the accompanying Management's Certification of ICFR (as required by the Financial Reporting Council of Nigeria Act and the Nigerian Communications Act 2003).

Auditor's Responsibility
Our responsibility is to express an opinion on the Commission's internal control over financial reporting based on our audit. We planned and performed the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects.
An audit of internal control over financial reporting includes:

1. **Obtaining an understanding** of internal control over financial reporting relevant to the Commission's regulatory operations, revenue collections (including Spectrum Fees and Annual Operating Levies), and statutory expenditures.
2. **Assessing the risk** that a material weakness exists within the financial reporting system.
3. **Testing and evaluating** the design and operating effectiveness of internal control based on the assessed risk.

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

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Managing partner/CEO: Haruna N. Yahaya, mni, FCA, Partner: Ahmad Shehu Haruna, FCA, Maryam Haruna, FCA, Davies Ajaguna, FCA

A member of mgiworldwide

Definition of Internal Control over Financial Reporting

A Commission's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with the International Public Sector Accounting Standards Board (IPSAS), the Financial Reporting Council of Nigeria (FRCN) Act, the Nigerian Communications Act (NCA) 2003, and other relevant public sector financial directives.

A commission's internal control over financial reporting includes those policies and procedures that:

- Pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions, asset registers, and revenue collections of the Commission.
- Provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with IFRS, and that receipts and expenditures of the Commission are being made only in accordance with authorizations of Management and the Board of Commissioners.
- Provide reasonable assurance regarding the prevention or timely detection of unauthorized acquisition, use, or disposition of the Commission's assets (including digital infrastructure and spectrum monitoring assets) that could have a material effect on the financial statements.

Dr. Haruna N. Yahaya, mni, PhD FCA
FRC/2013/ICAN/00000002270
Haruna Yahaya & Co
Chartered Accountants & Tax Practitioners
23 July 2026

A member of mgiworldwide

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REPORT OF THE AUDITORS TO THE MEMBERS OF: NIGERIAN COMMUNICATIONS COMMISSION (NCC),

Our Opinion

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Commission as of December 31, 2025. The financial performance and its cash flows for the year ended are in accordance with the Nigerian Communications Act No. 19 of 8th July 2003 and comply with the provisions of the Financial Reporting Council of Nigeria Act No. 6, 2011, and the International Public Sector Accounting Standard.

We have audited the financial statements of the Nigerian Communications Commission (NCC), ("*the Commission*") which comprise the Statement of Financial Position, the Statement of Financial Performance, the Statement of Changes in Net Assets/ Equity, the Statement of Comparison of Budget and Actual Performance, Statement of Cash Flows and Notes to the Financial Statements, including a summary of significant accounting policies and other explanatory information, as set out on pages 22 to 48.

Basis for Opinion

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

Other Information

The Commissioners are responsible for the other information. The other information comprises the Report of the Commissioners, Commissioners' Responsibilities and Approval, Value Added Statement, and Five-year financial summary. Other information does not include the financial statements and our audit report thereon. Our opinion on the financial statements does not cover the other information, and we do not express an audit opinion or any form of assurance or conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, 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.

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Managing partner/CEO: Haruna N. Yahaya, mni, FCA, Partner. Ahmed Shehu Haruna, FCA, Meryam Haruna, FCA, Davies Ajaguna, FCA

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Commissioners' responsibility for the financial statements

The Commissioners are responsible for overseeing the Commission's financial reporting process, including the preparation and fair presentation of the financial statements in compliance with the Financial Reporting Council of Nigeria Act No. 6, 2011, and in accordance with the International Public Sector Accounting Standard, and in the manner required by the Nigerian Communications Act No. 19 of 8th July 2003. The responsibility includes designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of financial statements free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

In preparing the financial statements, the Commissioners are responsible for assessing the Commission'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 Commissioners either intend to liquidate the Commission or to cease operations or have no realistic alternative but to do so.

Responsibilities of the Auditor for the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements are free from material misstatement due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance; it is not a guarantee that an audit conducted in accordance with International Standards on Auditing (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 based on these financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risk 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 that of those resulting from error, as fraud may involve collusion, forgery, intentional omission, misrepresentation, or override of internal control.
- Obtain an understanding of internal control relevant to the audit to design audit procedures appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Commissioners.
- Conclude on the appropriateness of the Commissioners' use of the going concern basis of accounting based on the audit evidence obtained; whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission'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 audit report. However, future events or conditions may cause the Commission to cease to continue as a going concern.

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- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report on Other Legal and Regulatory Requirements

The Commission is a statutory body established by and operating under the provisions of the Nigerian Communications Act No. 19 of 8th July 2003. Its powers, functions, financial management, and reporting responsibilities are primarily governed by this enabling Act.

As a statutory body, the Commission adheres to principles of good corporate governance and sound financial reporting as generally recognized in Nigeria. In this regard, the Commission's financial statements were prepared in compliance with International Public Sector Accounting Standards (IPSAS), Nigerian Financial Reporting Standards (NFRS), as adopted or issued by the Financial Reporting Council of Nigeria (FRC). The Commission recognizes its status as a Public Interest Entity (PIE) under the provisions of the Financial Reporting Council of Nigeria Act 2021 and adheres to the relevant governance and reporting requirements applicable to such entities.

We confirm that:

I. We've obtained all the information and explanations that, to the best of our knowledge and belief, were necessary for the audit.
II. Proper books of account have been kept by the Commission, as far as appears from our examination of those books, and adequate returns have been received for our audit from branches not visited.
III. The Commission's statement of financial position and statement of performance agree with the books of account.

Dr. Haruna N. Yahaya, mni, PhD FCA
FRC/2013/ICAN/00000002270
Haruna Yahaya & Co
Chartered Accountants & Tax Practitioners
23 July 2026



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NIGERIA COMMUNICATIONS COMMISSION
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE PERIOD ENDED DECEMBER 31 2025

	Note	2025	2024
		₦'000	₦'000
Revenue from Exchange Transactions			
Licenses and permits			
Administrative Fees	3	15,249,563	15,216,125
Annual Operating Levy	4	193,664,340	137,625,497
License Fee	5	1,700,930	1,744,064
Excess payments	6	445	859
New Numbering Plan	7	11,840,017	10,298,678
Sale of Form	8	60,091	64,630
Sanction Fees	9	206,520	1,073,200
Spectrum Fees	10	25,070,089	26,493,411
Type Approval Fees	11	3,161,580	3,192,948
Other Revenue	12	125,881	117,550
Total from Exchange Transactions		**251,079,455**	**195,826,962**
Revenue from Non-Exchange Transactions			
Revenue from Disposal of Asset	13	40,983	-
Gain on Foreign Exchange Transaction(loss)/Gain	14	(246,525)	498,572
Net Revenue from Non-Exchange Transactions		**(205,543)**	**498,572**
Total Revenue for the period		**250,873,912**	**196,325,533**
Expenditure			
Personnel Cost	15	52,013,675	48,008,635
Administrative and General Expenses	16	39,490,270	23,570,262
Depreciation Expenses	17	3,617,831	2,521,635
Amortization	18	-	-
Total Operating Expenses		**95,121,777**	**74,100,531**
Surplus from Operating Activities for the Period		**155,752,135**	**122,225,002**
Special Intervention Expenditures	19		
School Support	19.1	5,750,500	-
Universal Service Provision Funds	19.2	12,000,000	6,000,000
Emergency Communication Centres (ECC)	19.3	6,231,300	4,736,926
State Accelerated Broadband Initiative (SABI)	19.4	99,000	
Strategic Intervention Projects	19.5	14,741,506	-
Digital ICT Park	19.6	750,000	-
GSM, CDMA QoS Monitoring	19.7	1,509,800	48,115
Project Consultancy	19.8	2,215,709	-
Total Special Capital Expenditure		**43,297,812**	**10,785,041**
Transfer to the Federal Government			
Remittance of Operating Surplus /Spectrum Fees	19.9	112,173,367	111,333,635
Surplus / (Deficit) for the Period		**280,956**	**106,326**

The notes set out on pages 22 to 47 form an integral part of the Financial Statements

NIGERIA COMMUNICATIONS COMMISSION
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED DECEMBER 31 2025

	Note	2025 ₦'000	2024 ₦'000
Asset			
Current Assets			
Cash and Cash Equivalents	20	5,430,159	1,547,784
Inventories	21	94,753	97,403
Receivables	22	29,502,061	17,814,929
Total Current Assets		**35,026,972**	**19,460,116**
Non-Current Assets			
Property, Plant and Equipment	17	88,939,995	85,685,551
Intangible Assets	18	-	-
Total Non-Current Assets		**88,939,995**	**85,685,551**
Total Asset		**123,966,967**	**105,145,667**
Liabilities			
Current Liability			
Payables	23	28,468,297	7,008,385
Total Current Liability		**28,468,297**	**7,008,385**
Non-Current Liability			
Deferred Income	24	16,830,649	17,755,068
Related Party Transaction	25	2,004,851	4,000,000
Total Non -Liabilities		**18,835,501**	**21,755,068**
Total Liabilities		**47,303,798**	**28,763,454**
Accumulated Funds			
Reserves	26	76,663,170	76,382,214
Total Liabilities and Accumulated Fund		**123,966,967**	**105,145,667**

The notes set out on pages 22 to 47 form an integral part of the Financial Statements

Chief Idris Ibikunle Olorunnimbe	DR. Aminu Maida	James K. Umeh
Chairman	Executive Vice Chairman /CEO	Director, Financial Services
FRC/2025/PRO/DIR/003/573335	FRC/2024/PRO/DIR/003/109768	FRC/2024/PRO/ICAN/01/44358
23 July 2026	23 July 2026	23 July 2026

NIGERIA COMMUNICATIONS COMMISSION
STATEMENT OF CHANGES IN NET ASSETS /EQUITY
FOR THE PERIOD ENDED DECEMBER 31 2025

	Reserves ₦'000	TOTAL ₦'000
Balance as at 1 January, 2024	71,877,253	71,877,253
Total Surplus (Deficit) for the period	106,326	106,326
Adjustment for the period	4,398,635	4,398,635
Balance as at 31 December, 2024	**76,382,214**	**76,382,214**
Balance as at 1 January, 2025	76,382,214	76,382,214
Total Surplus for the period	280,956	280,955
Balance as at 31 December, 2025	**76,663,170**	**76,663,169**

The notes set out on pages 22 to 47 form an integral part of the Financial Statements

NIGERIA COMMUNICATIONS COMMISSION
STATEMENT OF CASHFLOW
FOR THE PERIOD ENDED DECEMBER 31 2025

	Note	2025 ₦'000	2024 ₦'000
Cash flows from operating activities			
Surplus / (Deficit) for the year		280,956	106,326
Non-Cash Adjustment for the period:			
Depreciation	17	3,617,831	2,521,635
Non-cash movement within the year	26	-	4,398,635
Prior Year related adjustment	17	5,140,608	3,574,528
Changes in Receivables			
(increase)/ decrease Change in trade and other receivables	22	(11,687,142)	3,933,548
(increase)/decrease in prepayments	22	-	7,062,246
(increase)/ decrease In Inventory	21	2,650	(44,291)
Increase/(Decrease) Payables	23	21,459,912	(47,618,645)
Increase/(Decrease) in Deferred Income	24	(924,419)	(145,466)
Increase/(Decrease) in related parties payables	25	(1,995,149)	4,000,000
Net Cash (outflow)/inflow from operating activities		**15,895,247**	**(22,211,484)**
Cash flow from investing activities			
Acquisition of property, plant and equipment	17	(12,012,872)	(11,056,920)
Net cash used in investing activities		**(12,012,872)**	**(11,056,920)**
Cash flow from financing activities			
Net cash used in financing activities		-	-
Net increase/(decrease) in cash and cash equivalents		3,882,375	(33,268,404)
Cash and Cash Equivalent at January 1		1,547,784	34,816,188
Cash and Cash Equivalent at December 31	20	**5,430,159**	**1,547,784**

The notes set out on pages 22 to 47 form an integral part of the Financial Statements

NIGERIA COMMUNICATIONS COMMISSION
FIVE YEARS FINANCIAL SUMMARY
FOR THE PERIOD ENDED DECEMBER 31 2025

	2025 =N='000	2024 =N='000	2023 =N='000	2022 =N='000	2021 =N='000
ASSETS EMPLOYED					
Non-current assets	88,939,995	85,685,551	80,724,794	81,331,706	80,834,624
Current assets	35,026,972	19,460,116	56,617,777	189,823,820	67,295,586
Non-current liabilities	(18,835,501)	(21,755,068)	(17,900,534)	(10,766,395)	(11,639,437)
Current liabilities	(28,468,297)	(7,008,385)	(54,627,030)	(186,640,472)	(63,545,892)
Net assets	**76,663,170**	**76,382,214**	**64,815,006**	**73,748,658**	**72,944,882**
Financed by:					
Reserves	**76,663,170**	**76,382,214**	**64,815,006**	**73,748,658**	**72,944,881**
REVENUE AND SURPLUS/DEFICIT					
Revenue	251,079,455	195,826,962	448,214,823	489,780,116	272,809,630
Other income	(205,543)	498,572	420,679	28,873	94,141
Personnel Cost	(52,013,675)	(48,008,635)	(43,207,012)	(36,831,333)	(34,168,325)
Administrative and General Expenses	(39,490,270)	(23,570,262)	(35,211,472)	(36,074,889)	(12,362,049)
Special Capital Intervention	(43,297,812)	(10,785,041)	(33,004,722)	(37,028,159)	(43,545,652)
Federal Government	(112,173,367)	(111,333,635)	(333,319,843)	(374,834,365)	(197,685,961)
Depreciation Expenses	(3,617,831)	(2,521,635)	(2,761,880)	(2,506,690)	(2,534,744)
Net Surplus/Deficit	**280,956**	**106,326**	**1,130,573**	**2,533,554**	**(17,392,960)**