Operators' Performance (2025/26)

Season 2025/26, 31st October 2026

Strategy and Performance Management Department, Market Intelligence Unit, National Sugar Development Council

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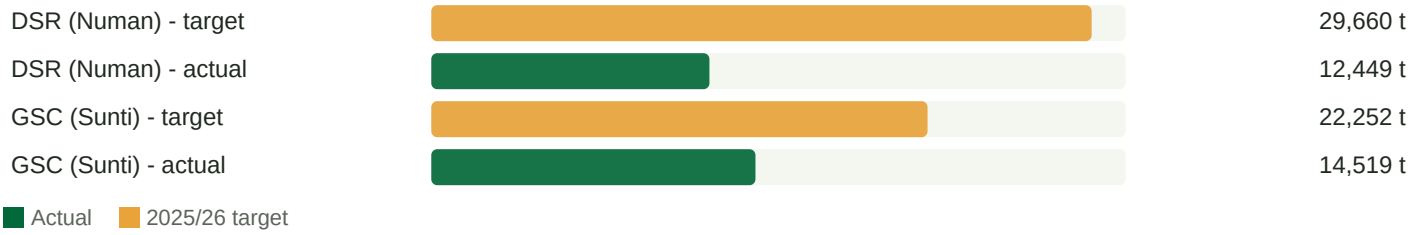
Executive summary

COMBINED SUGAR PRODUCED	DSR (NUMAN) SUGAR	GSC (SUNTI) SUGAR	NATIONAL DEMAND MET
26,968 t	**12,449 t**	**14,519 t**	**1.5%**
51.9% of target	-58.0% vs target	-34.8% vs target	26,968 t of 1.8 million t

Combined output of DSR (12,449 t) and GSC (14,519 t) against a combined seasonal target of 51,912 t. National demand of 1.8 million MT is from NSMP 2.0, Section 1.4.1.1, p. 12.

Both BIP operators fell short of their 2025/26 targets: combined sugar output was 26,968 tonnes, 51.9% of the 51,912-tonne seasonal target.

- **DSR (Numan):** 12,449 tonnes of sugar against a 29,660-tonne target (-58.0%), reflecting low cane yields (36.9 TCH against 56.5) and factory inefficiencies.
- **GSC (Sunti):** 14,519 tonnes against a 22,252-tonne target (-34.8%); a “Warm Harmattan” suppressed sucrose accumulation and recovery fell to 9.34% against 10.50%.
- **National position:** combined output meets less than 2% of Nigeria’s estimated sugar demand.



1. DSR (Numan): cane and sugar against seasonal target

DSR experienced critical shortfalls across both field and factory operations, driven by:

- Heavy ratooning degradation, with R3 to R5 yields falling to 28.5 TCH.
- Cane flowering.
- Factory inefficiencies.

KPI	TARGET	ACTUAL	% OF TARGET	VARIANCE
Cane production				
Area under cane (ha)	8,749	8,749	100%	0%
Area harvested (ha)	6,709	6,622	98.7%	-1.3%
Cane tonnage (t)	378,854	244,991	64.7%	-35.3%
Cane yield (TCH)	56.5	36.9	65.3%	-34.7%

KPI	TARGET	ACTUAL	% OF TARGET	VARIANCE
Sugar production				
Cane crushed (t)	374,926	244,991	65.3%	-34.7%
Pol % cane	10.56%	10.52%	99.6%	-0.4%
Recovery %	7.7%	6.6%	85.7%	-14.3%
Total sugar (t)	29,660	12,449	42.0%	-58.0%

2. GSC (Sunti): cane and sugar against seasonal target

GSC tracked well against historical field baselines but suffered from low factory recovery.

- Based on the GSC Development Plan parameters for Sunti 1, the estate underperformed against its optimal targets.
- Mill throughput speed rose from about 91 t cane/h to 106.0 t cane/h.
- A climatic “Warm Harmattan” suppressed cane polarity to 11.34%, against a target of 12.50%, and reduced mixed juice purity.
- As a result, sugar output dropped and final recovery fell to 9.34%.

KPI	TARGET	ACTUAL	% OF TARGET	VARIANCE
Cane production				
Area under cane (ha)	3,310	3,310	100%	0%
Area harvested (ha)	3,260	3,221	98.8%	-1.2%
Cane tonnage (t)	211,923	155,511	73.4%	-26.6%
Cane yield (TCH)	65	48.28	74.3%	-25.7%
Sugar production				
Cane crushed (t)	211,923	155,511	73.4%	-26.6%
Pol % cane	12.5%	11.34%	90.7%	-9.3%
Recovery %	10.5%	9.34%	89.0%	-11.0%
Total sugar (t)	22,252	14,519	65.2%	-34.8%

3. Milling and factory efficiency

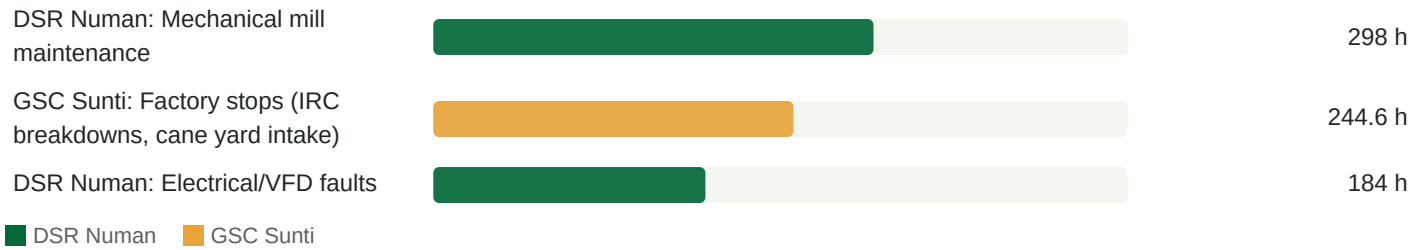
Mechanical stoppages and cane-supply delays reduced factory efficiency at both sites.

- DSR’s factory time efficiency was 59.94%, against GSC’s 68.3%.
- GSC ran at a higher milling rate but lost 447.8 hours waiting for cane.

EFFICIENCY MEASURE	DSR NUMAN	GSC SUNTI
Factory time efficiency	59.94% (low)	68.3%
Milling rate	97.7 t cane/h	106.0 t cane/h
Extraction efficiency	Not stated	95.03%

Stoppages named in the report (hours)





These are the stoppages the report names, not each mill's total lost time.

4. Total performance against national target, 2025/26

OPERATOR	2025/26 TARGET (T)	ACTUAL OUTPUT (T)	SHORTFALL (T)	SHARE OF SHORTFALL
DSR Numan	29,660	12,449	17,211	69.0%
GSC Sunti	22,252	14,519	7,733	31.0%
Combined	**51,912**	**26,968**	**24,944**	**100%**

Combined output reached 51.9% of the 2025/26 target. All figures come from this report. The 2025/26 target is the sum of DSR's and GSC's seasonal sugar targets.

5. Investment and project pipeline

NSDC has mobilised a $1 billion investment pipeline, but execution on the ground is behind schedule.

OPERATOR	WHEN	MILESTONE
DSR (Numan)	May 2026	New 6,000 TCD mill (to 9,800 TCD) + 32MW power plant
DSR (Numan)	Long term	45,000 ha; 18,000 TCD
GSC (Flour Mills)	2030	300,000 MT
GSC (Flour Mills)	2032	Full import substitution

OPERATOR	INVESTMENT	IRRIGATION	SITES
DSR (Numan)	Not stated	Not stated	Numan and Nasarawa
GSC (Flour Mills)	$850 million	Sub-surface drip and pivot	Sunti Upland, Umaisha, and a Greenfield site

The Outlook still treats DSR's mill upgrade as pending, so its May 2026 date has slipped.

6. Market context

Import dependence is eroding operator profitability.

- Domestic production remains a fraction of consumption, so operators continue to import raw sugar.
- This exposes the sector to foreign exchange volatility.
- DSR's 2025 financial reports cited a N46.7 billion foreign exchange loss and N128.6 billion in finance costs.
- GSC (Flour Mills) faces the same pressures: it continues to import raw sugar, and its $850 million expansion plan adds to its exposure to imported machinery and inputs.
- Backward integration needs to accelerate to protect operator margins.

7. Challenges and risks

Four risks threaten delivery; three are rated high and need federal support.

RATING	RISK	DETAIL
High	**Security**	DSR reported an 86% increase in arson and field fires, cane theft, and grazing encroachment.
High	**Macroeconomic and FX exposure**	Reliance on imported machinery, inputs and raw sugar is eroding operator margins, as DSR's foreign exchange losses show.
High	**Agronomic monoculture**	96% of DSR's plantation is a single variety (M1400/86), exposing the estate to disease. GSC's N57 variety is failing due to smut susceptibility.
Medium	**Climate**	GSC had a "Warm Harmattan" (4 cold nights against 69 the previous year), which prevented natural sucrose ripening. DSR lost cane to late rains (March-May).

8. Outlook

The 2026/27 season hinges on technical execution and security stabilization.

- GSC targets 175,000 tonnes of cane at 54.76 TCH by expanding drip irrigation and deploying a 1,000 ha ripening program.
- DSR's upcoming season depends on completing its 9,800 TCD mill upgrade.

Annex: data notes and tables

Figures as reported in the 2025/26 operator returns; variance is actual against seasonal target. **Note:** DSR's reported recovery of 6.60% is not consistent with its own figures (12,449 t of sugar from 244,991 t of cane = 5.08%).

E. Milling and factory efficiency

MEASURE	DSR NUMAN	GSC SUNTI
Factory time efficiency	59.94% (low)	68.3%
Milling rate	97.7 t cane/h	106.0 t cane/h
Extraction efficiency	Not stated	95.03%
Main stoppages (hours)	Planned wet-field/deashing stoppages 412; boiler failures 336; mechanical mill maintenance 298; electrical/VFD faults 184	"No-cane" delays 447.8; factory stops 244.6 due to Inter Rake Carrier (IRC) breakdowns and cane yard intake pacing issues

F. Investment and project pipeline

ITEM	DSR (NUMAN)	GSC (FLOUR MILLS)
Investment value	Not stated	$850 million expansion plan
Near-term project	New 6,000 TCD mill at Numan (bringing current capacity to 9,800 TCD) and a 32MW power plant, by May 2026	Not stated
Long-term target	45,000 hectares; eventually scaling to 18,000 TCD	300,000 MT by 2030 (tasked following a recent FG site visit); full import substitution by 2032
Sites	Numan and Nasarawa	Sunti Upland, Umaisha, and a Greenfield site
Irrigation approach	Not stated	Heavy reliance on sub-surface drip and pivot irrigation