



# STRENGTH & STABILITY IN UNCERTAIN TIMES

# ANNUAL REPORT & ACCOUNTS

# 2009

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## About FirstBank

Headquartered in Lagos, FirstBank has international presence through its subsidiary FBN Bank (UK) in London and Paris and its offices in Johannesburg and Beijing. With about 1.3 million shareholders across several countries, FirstBank is quoted on The Nigerian Stock Exchange and has an unlisted Global Depository Receipt (GDR) programme.

The Bank provides a comprehensive range of retail and corporate solutions and through its subsidiaries contributes to national economic development – in capital market operations, insurance brokerage, bureau de change, private equity/venture capital, pension funds management, registrarship, trusteeship, mortgages and microfinance.

Drawing from experience that spans 115 years of dependable service, the Bank has continued to strengthen its relationships with customers, consolidating alliances with key sectors that have been strategic to the well-being and growth of Nigeria.

FirstBank, unarguably the country's most diversified financial services group, serves more than 4.2 million customers through 536 locations in Nigeria.

## OUR MISSION

To remain true to our name by providing the best financial services possible

## OUR VISION

To be the clear leader and Nigeria's bank of first choice

## OUR BRAND PILLARS

- Enterprise
- Service Excellence
- Heritage
- Leadership

## OUR STRATEGIC PRIORITIES

- Growth
- Performance Management & People
- Operational Excellence

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# GROUP FINANCIAL HIGHLIGHTS

for the year ended March 31, 2009

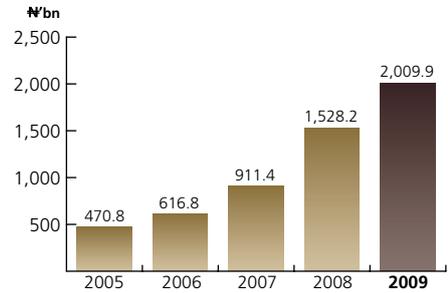
## Total assets



**31.52% increase**

**₦2,009.9 billion**

2008: ₦1,528.2 billion



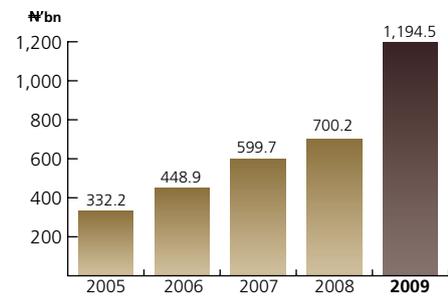
## Deposit liabilities



**70.59% increase**

**₦1,194.5 billion**

2008: ₦700.2 billion



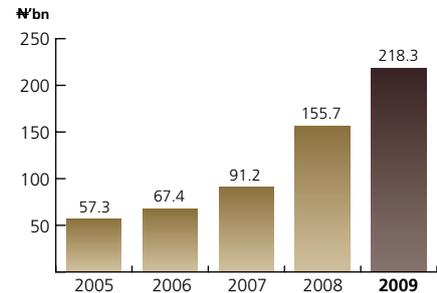
## Gross earnings



**40.17% increase**

**₦218.3 billion**

2008: ₦155.7 billion



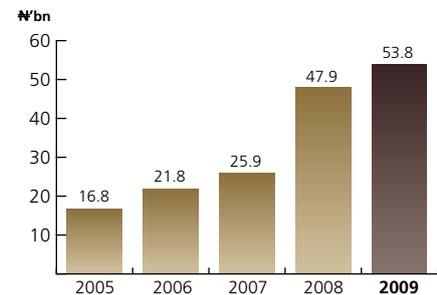
## Profit on ordinary activities before taxation



**12.30% increase**

**₦53.8 billion**

2008: ₦47.9 billion



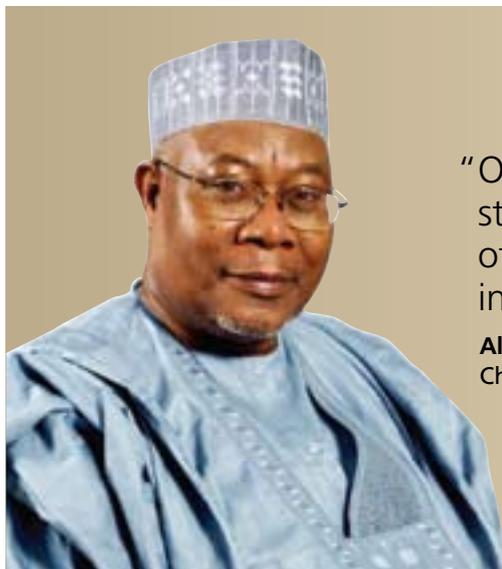
# FINANCIAL HIGHLIGHTS

for the year ended March 31, 2009

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	Note	The Group		The Bank	
		2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>Major balance sheet items</b>					
Total assets and contingencies		2,706,292	2,073,193	1,982,395	1,363,700
Total assets		2,009,914	1,528,234	1,667,422	1,165,461
Loans and advances		740,397	466,096	684,107	437,768
Deposits		1,194,456	700,182	1,071,836	661,624
Share capital		12,432	9,945	12,432	9,945
Shareholders' funds		337,405	351,854	351,054	339,847
<b>Major profit and loss account items</b>					
Gross earnings		218,287	155,725	185,189	130,600
Charge for doubtful accounts		(19,439)	(6,028)	(13,959)	(5,819)
Profit before exceptional item and taxation		53,799	47,906	46,110	38,020
Exceptional item		(26,113)	-	-	-
Profit after exceptional item before taxation		27,686	47,906	46,110	38,020
Information technology development levy		(526)	(480)	(461)	(380)
Taxation		(14,591)	(10,747)	(10,575)	(7,167)
Profit after taxation		12,569	36,679	35,074	30,473
<b>Dividend</b>					
Declared		-	23,868	-	23,868
<b>Information per 50k ordinary share</b>					
		₦	₦	₦	₦
<b>Earnings (basic)</b>					
Basic		0.51	2.67	1.41	2.23
Adjusted		0.51	1.84	1.41	1.53
Net assets		13.57	17.88	14.12	17.09
Total assets					
– actual		80.84	76.80	67.06	58.60
– adjusted		191.84	145.87	67.06	111.24
Stock Exchange quotation at March 31		-	-	15.80	47.24
<b>Ratios</b>					
		%	%	%	%
Cost to income		66.79	63.69	67.43	64.48
Return on assets		2.68	3.13	2.77	3.26
Return on shareholders' funds		3.73	10.42	9.99	8.97
Capital adequacy		24.30	42.30	29.74	48.23
Number of branches/agencies and subsidiaries		536	469	510	453
Number of staff		8,557	8,856	8,203	8,495
Number of shares in issue (million)		24,864	19,890	24,864	19,890

## CHAIRMAN'S STATEMENT



“Our tradition of firm governance, financial strength, conservative management and depth of expertise equips us to help rebuild trust in our industry and create a more stable financial sector.”

**Alhaji (Dr.) Umaru Abdul Mutallab (CON)**  
Chairman

### Strong foundations

We are able to report 2008/09 results that demonstrate our ability to withstand the global economic and financial storm.

**Fellow Shareholders, Invited Guests, Gentlemen of the Press, Distinguished Ladies and Gentlemen: I am pleased to welcome you to the 40th Annual General Meeting ( ) of your Bank, First Bank of Nigeria Plc.**

**The financial year under review was overcast by the global financial and economic crisis, which was precipitated in August 2007 by the collapse of the sub-prime lending market in the United States. As the crisis deepened, the key policy challenge was to ensure that demand did not slacken sharply. Accordingly, both fiscal and monetary policies were loosened to accommodate unprecedented levels of liquidity support across economies.**

In Nigeria, interest rate volatility occurred, amid growing concerns over counterparty risks and the new reality of higher borrowing costs. The reduction in the country's foreign currency earnings, brought on by a falling oil price, forced exchange rates downwards. The Nigerian stock market lost about three-quarters of its value by end-December 2008. This decline was driven by deterioration in the country's near-to-medium term investment proposition and concerns over unrealistically high valuations in practically all sectors. Regulatory intervention in the equities market only served to dent investor confidence further, especially among institutional investors, as the measures failed to address the fundamental issues.

We at FirstBank have not been immune to the effects of the larger crisis, but we

have built our business on very strong foundations. Consequently, we are able to report results which demonstrate our ability to withstand the storm. It is particularly worthy to note, in an era when the health of the banking industry was in question, that our Bank's market capitalisation for year ended December 2008 fell by 52% relative to a 72% decline in the average market capitalisation of the listed Tier 1 banks at the Nigerian Stock Exchange. We believe this resilience is a testimony to the strength of our brand, public acknowledgement of our strong corporate governance practices and financial strength, as well as a robust risk management framework that eventually ensured that our exposure to the stock market remained at the lower end of the industry average.

During the period under review, we maintained our focus on expanding the one-stop financial services supermarket concept, and our progressive internationalisation strategy. New businesses have been launched; FBN Microfinance Bank Limited, our wholly-owned subsidiary, commenced operations in the review period. We have no doubt that by leveraging FirstBank's unparalleled brand strength, and geographical reach, this subsidiary will play a key role in mainstreaming a substantial part of the shadow economy by providing better access to financial services.

Furthermore, our UK-based subsidiary, FBN Bank (UK) Limited, opened its first branch outside the UK in Paris, France, giving FirstBank a business passport in the

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Eurozone. Not only does this offer the Group the opportunity to capture trade flows from our francophone neighbours in West Africa, it is also indicative of our ability to meet the rigorous governance requirements needed to operate in such jurisdictions.

We also pursued a channel-deepening strategy in the review period, which leveraged our considerable domestic footprint to build alternative distribution channels. We thus recorded strong levels of growth in our brick-and-mortar branch presence, with 70 new branches opened during the period under review bringing total branch network to 536, and in our electronic banking service offerings, demonstrated by about 1,000 ATM points throughout the nation at the end of the financial year.

Most recently, our strong governance practices and depth of human capital were attested to in the appointment of Mr. Sanusi, Lamido Sanusi, erstwhile Group Managing Director and Chief Executive Officer of the Bank, as the new Governor of the Central Bank of Nigeria (CBN). We are extremely proud of Mr. Sanusi's achievements, and are equally conscious of the unique distinction this places on the Bank – being the only financial services institution to have had two of our Managing Directors appointed to lead the apex bank in Nigeria.

Notwithstanding the unprecedented turbulent conditions created by the global economic meltdown during the review period, the Group achieved revenue growth of 40% and total asset growth of 31.5%. However, profitability declined 65.7%; driven by an exceptional charge of ₦26.1 billion, representing a fall in the value of quoted investments attributable to sharp price declines on the equity market. This provision is in respect of the diminution in investments held by First Trustees Nigeria Limited, on behalf of various clients as well as its proprietary trading portfolio.

We have taken the proactive step to declare this exceptional charge, as further evidence of our commitment to maintaining best practice, as well as transparency in our operations. As a result of this significant provision, which, no doubt, has exposed

certain weaknesses in our business model, we have reviewed our portfolio of investments comprehensively, and have also taken steps to strengthen Group-wide oversight in risk management, internal control, compliance and treasury functions.

Our robust balance sheet and liquidity means that we have continued to lend. Importantly, it also gives us options with respect to opportunities which we believe will present themselves to those of us in the market with superior financial strength. This includes organic growth – to expand our services in the market, while our competitors' growth may be constrained by insufficient capital. There may also be opportunities to grow through targeted acquisitions by taking advantage of attractive valuations where such opportunities align with our strategy and the risks are understood.

Our medium-term corporate transformation agenda is to become first in the industry, in terms of our financial strength, service excellence, desirability as an employer and contributions to national development. This goal will be anchored on three pillars as stated below:

- **Growth** – to attain full benefits of scale and scope by accelerating growth and diversification of assets, revenue and profit;
- **Service and operational excellence** – to drive unparalleled service levels by developing world-class institutional processes, systems and capabilities;
- **Performance management and people** – to deliver unmatched results by creating a performance culture with clear individual accountability at all levels.

In all our core businesses, we have put strategies in place that seek both to address near-term challenges and to seize opportunities to strengthen our platform for the future. In fact, in the first quarter of the current financial year, we made substantial progress in implementing these strategies. We obtained approval to open a representative office in Beijing, China. We are committed to continuing to deepen our client relationships and staying alert to opportunities as they arise.



## 40% revenue growth

In turbulent global economic conditions, we grew revenue by 40% and total assets by 31.5%.



**Black Diamond, a residential apartment building under construction in Victoria Island, Lagos owned by Atrib Group, financed by FirstBank**

Located at 20/24 Ozumba Mbadiwe Street, Victoria Island, Lagos, Black Diamond is a 264 unit apartment building under construction, owned by Atrib Group and solely financed by FirstBank. The facility will provide upscale residential accommodation.

# CHAIRMAN'S STATEMENT

FirstBank's longstanding tradition of financial strength, long-term customer relationships and conservative management are as important today as ever. Governments need to work with the banking industry to tackle the root causes of the crisis plaguing the sector, and the larger economy in general, while maintaining open markets. We must also urgently improve governance and regulation to create a more stable financial framework. We support intergovernmental efforts to enhance the coordination of regulatory oversight, since we believe that this is essential to the stable development of capital markets for the common good. We also intend to play our part in regaining public trust in our industry. This means we must be willing to take part in, and shape, the debate on how our industry should evolve in the coming years, based on the lessons of this financial crisis.

The near-term outlook for the global economy remains difficult as significant economic slowdown is still evident in both mature and emerging markets, and continues to affect industrial activity and employment generation, while the credit environment will likely continue to deteriorate. All our clients are likely to be affected by these conditions, although to varying degrees. We do not underestimate the challenges of the external environment but we believe our businesses are resilient and we are pursuing our strategy with strength and confidence.

On a more positive note, world equity markets, and other important financial markets, have recently shown signs of recovery and the governments of the world's most important nations have reaffirmed their determination to address the challenges facing the world economy.

In the coming year, prudence and vigilance will be essential and FirstBank's strength and experience offers a platform to turn this turbulent season into opportunity.

## BOARD CHANGES

### Appointments and Retirements

The Board witnessed a succession of changes in the review period, which highlights the talent of the Group. At the top, after almost seven meritorious years in that position, Mr. Jacobs M. Ajekigbe (OFR) retired as Managing Director and Chief Executive Officer of the Bank on December 31, 2008. Mr. Sanusi, Lamido Sanusi then assumed office as Group Managing Director and Chief Executive Officer until his appointment as CBN Governor on June 5, 2009. Consequently, the Board has approved the appointment of Mr. Stephen Olabisi Onasanya as Group Managing Director and Chief Executive Officer.

Mr. Onasanya, along with Dr. Yerima Ngama, had earlier been appointed Executive Directors on January 1, 2009, following the vacancies created by the resignation of Messrs. Ajekigbe and John O. Aboh (December 31, 2008) from the Board of Directors. On the other hand, Mrs. Remi Odunlami was appointed Executive Director on March 16, 2009 to fill the vacancy created by the elevation of Mr. Sanusi to the office of Group Managing Director and Chief Executive Officer.

On behalf of my fellow shareholders, colleagues on the Board and the entire staff of FirstBank, I want to thank Messrs. Ajekigbe, Lamido and Aboh for the depth and diversity of the perspectives they brought to bear on the administration of the country's most iconic, indigenous business operation. Their contributions to the Bank's strategic direction and initiatives had helped the Bank to thrive in an increasingly competitive business landscape. After their achievements at the Bank, we are assured of their continued success as they apply their prodigious talents in new ventures.

### Retirement by Rotation

In accordance with the Company's Articles of Association, the following directors, Alhaji (Dr.) U. A. Mutallab, CON; Lt.-Gen. Garba Duba (rtd.); Alhaji Aliyu Alkali, mni; and Mr. Oye Hassan-Odukale, MFR will retire and being eligible, offer themselves for re-election; while Mrs. Remi Odunlami, Mr. Bisi Onasanya and Dr. Yerima Ngama be and are hereby elected as Directors of the Company.

### Appreciation

We owe a debt of gratitude to all shareholders, the Board of Directors, Management and Staff for guiding the Group aright during the most difficult part of this economy's response to the global crisis, and for aggressively re-positioning the Group to meet the challenges during the next phase of our growth.

This was an extraordinary year and it made extraordinary demands on many of our people. Our industry has rightly been under considerable public scrutiny and banks have been indiscriminately bunched together. It is through our staff that FirstBank's distinctive character stands out for our customers and it is they who ensure that not all banks are the same. I am also particularly grateful to our shareholders for their faith and continued support. Based on our combined effort, I have no doubt that we can successfully execute the goals we have set for ourselves.

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



**Alhaji (Dr.) Umaru Abdul Mutallab (CON)**  
Chairman

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# GROUP MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER'S REVIEW

"It is to this rich tradition of achievement that I succeeded when I became the Group Managing Director in 2009. We owe this tradition to the vision of previous leadership and Boards, and the invaluable contribution of our staff – who remain the fulcrum of our operations."

**Stephen Olabisi Onasanya**  
Group Managing Director/Chief Executive Officer



## Consistent growth

Our balance sheet demonstrates strong total assets growth, with our loan portfolio and deposit base recording significant increases. At the same time, capital adequacy exceeded both the regulatory requirement and our own target.

**Distinguished Shareholders, Ladies and Gentlemen, in keeping with our practice over the years, I am pleased once again to welcome you, on behalf of the Board of Directors, to the 40th Annual General Meeting of our Bank, and to present the financial statements for the year ended March 31, 2009.**

The review period was one in which our Bank notched up several milestones. By the end of last year, on December 31 2008, our Bank passed through one of these milestones, when, after almost seven years in office, Mr. Jacobs Moyo Ajekigbe retired as Managing Director/Chief Executive Officer of First Bank of Nigeria Plc. There is no gainsaying the fact that his tenure was one of the most dynamic periods in the history of our Bank in particular, and Nigeria's financial services industry, in general. On assuming office on January 1, 2009, Mr. Sanusi, Lamido Sanusi went on to craft and implement a transformation agenda premised on growth, operational excellence and performance management, before proceeding to become the Governor of the Central Bank of Nigeria.

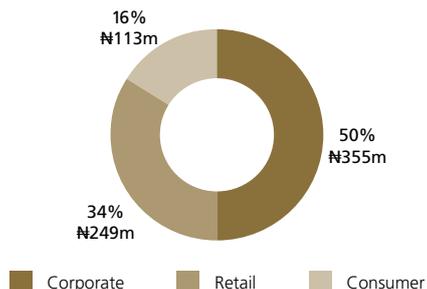
It is to this rich tradition of achievement that I succeeded as Group Managing Director and Chief Executive.

Our business covers the whole value chain in financial services. Specifically, the Group is organised into the following lines of business:

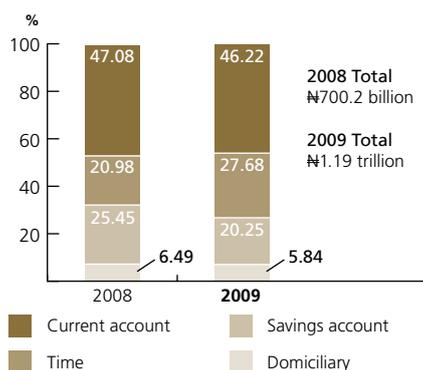
- **Retail and Corporate Banking** which offers a comprehensive range of retail, personal, commercial and corporate banking services and products to individuals, small business customers, corporate, medium and large business customers
- **Investment and Capital Market Operations** which provides investment and capital market services to both individual and institutional investors. It also provides registrar services to both listed and private companies
- **Asset Management and Trusteeship** which provides asset management and advisory services to individuals and financial institutions
- **Mortgage Banking** which offers mortgage and home ownership banking services
- **Insurance Brokerage** which provides broking services in energy/special risks, aviation and domestic insurance
- **Microfinance** which provides financial services to the poor, low income earners, artisans and small businesses
- **Private Equity and Venture Capital** focused on providing risk capital to small and medium scale enterprises.

# GROUP MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER'S REVIEW

## BANK COMPOSITION OF LOANS AND ADVANCES IN 2009



## GROUP COMPOSITION OF DEPOSIT LIABILITIES



## OVERVIEW OF FINANCIAL RESULTS

Highlights of the 2009 results include strong organic revenue growth despite the difficult operating conditions, characterised by high levels of volatility, declining asset prices and reduced liquidity. Gross earnings for the Group grew 40% from ₦155.7 billion in 2008 to ₦218.3 billion in 2009. This compares to 41.8% growth in gross earnings achieved by the Bank over the same period to ₦185.2 billion (2008: ₦130.6 billion). All except one line of business were profitable in 2009, with subsidiaries contributing 15.2% to the Group's gross earnings (2008: 16.1%).

The Group's total balance sheet plus contingent liabilities increased by 30.5% from ₦2.1 trillion in the 2007/2008 financial year to ₦2.7 trillion in 2009. During the review period, the Group's shareholders' funds declined by 4.1% to close at ₦337.4 billion compared to ₦351.9 billion in the previous year. The Bank's total balance sheet plus contingent liabilities increased by 45.4% from ₦1.4 trillion in 2008 financial year to ₦2 trillion in 2009. In the same vein, the Bank's shareholders' funds grew by 3.3% to close at ₦351 billion compared to ₦339.8 billion in the previous year.

## BALANCE SHEET ANALYSIS

### Strong Total Assets Growth

Total assets for the Group rose to ₦2.0 trillion, 31.5% over the ₦1.5 trillion recorded in 2008, supported by significant growth in loans and advances (LAD).

### Loans and Advances

The Group's gross LAD figure for end-March 2009 stood at ₦775.7 billion, representing an increase of 59.6% over the ₦486.1 billion recorded in the same period in 2008. Net loans for the Group rose 57.9% to ₦752.2 billion from ₦476.4 billion in 2008. The Bank's gross loans rose 56.8% to ₦717.2 billion from ₦457.5 billion in 2008. The Bank's net loans rose 55.3% to ₦695.9 billion from ₦448.1 billion in 2008. Along business lines, corporates were responsible for 50% (2008: 67%), whilst consumer and retail accounted for 15% (2008: 13%) and 35% (2008: 20%) respectively of the Bank's loan book. The major sectors accounting for this impressive growth in the loan portfolio

were oil & gas (20%), manufacturing (17%), consumer goods (12%), retail services (12%) and real estate (10%).

### Healthy Deposit Base

The market responded in predictable fashion to the increase in general financial and economic uncertainty over the past 12 months, with depositors seeking out safe havens for their funds. Also due to market perception of the FirstBank as one of the strongest and most dependable banks in Nigeria, the Group enjoys a relatively low cost deposit base by attracting small savers whose principal consideration is the safety of their funds. Reflecting this, total Group deposit liabilities rose by 70.6% to ₦1.2 trillion (2008: ₦700.2 billion).

### Liquidity Analysis

The global financial crisis and margin-lending related exposures by the banking industry continued to have adverse effects on the liquidity and funding risk profile of the banking industry. The Bank's focus will continue to be on liability generation, which will be a necessary pre-condition for significant asset growth. Further information on the Group's liquidity management is contained in the Risk Management section on page 62.

### Capital Adequacy

The Group's capital adequacy ratio (CAR) was 24.3% (2008: 42.3%), significantly higher than the regulatory requirement of 10%, and our internal target of 16%. The Bank recorded CAR of 29.7% relative to 48.2% in 2008. Our solid capital position, stable funding and liquidity base provide key support in challenging times.

## INCOME STATEMENT ANALYSIS

### Gross Earnings

Gross earnings for the Group rose by 40.2% from ₦155.7 billion in 2008 to ₦218.2 billion in 2009. Interest earnings which rose by 55.8% over the ₦100.7 billion recorded in 2008 was the most significant growth item, accounting for 71.9% (2008: 64.7%) of the total, fees and commission made up of commission and charges, financial advisory as well as custody fees, contributed 15.5% (2008: 18.2%), income from trading (predominantly fixed income securities) contributed 8% (2008: 11.8%) whilst other income contributed

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4.6% (2008: 5.3%). Though the rise in contribution of interest earnings to gross earnings reflects to a large extent the rapid credit growth, it also captures the general deterioration in economic and capital market activities. For the Group, interest from loans and advances contributed 71.9% to total interest earnings, whilst other Bank sources such as placement with local banks, interest on deposit with banks outside Nigeria, Treasury bills and commission on managed funds accounted for the balance.

#### Net Interest Income

In 2009, net interest income for the Group rose 47.6% while the net interest margin<sup>1</sup> narrowed over the same period. Strong year-on-year growth in net interest income was recorded across all business lines, with Retail and Corporate Banking interest income, at ₦90.2 billion (2008: ₦61.7 billion), up 46.3%, representing 88.5% of total net interest income for the Group. Growth in Retail and Corporate banking captured significant expansion of the loan book in the period under review. Investment and Capital Markets, Asset Management and Mortgage Banking recorded 43.2%, 208.8% and 73.3% growth respectively over the previous year. This represents 7.7%, 2% and 0.8% respectively of Group net interest income.

The decline in the Group's net interest margin was driven predominantly by the 73.9% rise in interest expense in 2009, to ₦54.9 billion (2008: ₦31.6 billion) compared to the 55.8% rise in interest income. The rise in interest expense over the period under review reflects the following:

- The impressive 70.6% growth in the volume of deposits
- Heightened competition for share of customers' wallets particularly in the fourth quarter of 2008, which led to a significant hike in deposit rates across the industry, especially for term deposits
- Expectation of the implementation of the common year end policy
- Heightened counterparty risk which led to increased inter-bank funding costs as banks became reluctant to lend to each other in the wake of the global and domestic liquidity squeeze

- Safety of funds became an overriding concern as the operating environment got tougher for banks in the wake of the global financial crisis. Thus, we took a decision to hold much higher balances with the CBN – albeit at low yields.

The Bank has traditionally sought to attract lower-cost demand and savings deposits in order to keep its funding cost as low as possible and has attempted to minimise its reliance on higher cost time deposits as a significant source of funding. In the last financial year, reflecting keen competition for deposits within the industry, time deposits, representing 27.7% of total deposit liabilities, were responsible for 46.6% of interest expense – underscoring the aforementioned higher cost of funding.

#### Non-Interest Income

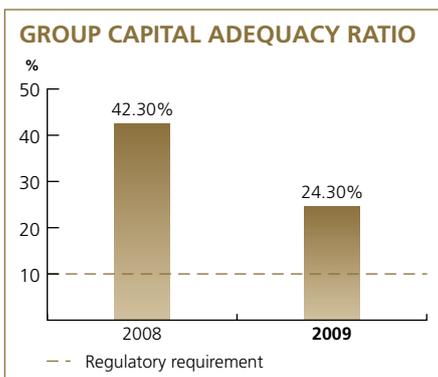
Non-interest income, composed of fees and commission income, income on traded securities, predominantly fixed income, as well as other income, grew a modest 11.5% and contributed 28.1% to total gross earnings in 2009 (2008: 35.3%). This performance largely reflects the generally slower pace of activity in the economy. Fees and commissions grew by 19.5% in the review period while net income on securities traded, after providing for diminution in value of equity investment, declined by 19.3%.

Income on traded securities amounted to ₦17.5 billion as at March 2009 (2008: ₦18.4 billion). 92.7% of this was derived from interest on federal and state government bonds while the balance of ₦1.3 billion was gained through disposal of shares (2008: ₦1.9 billion).

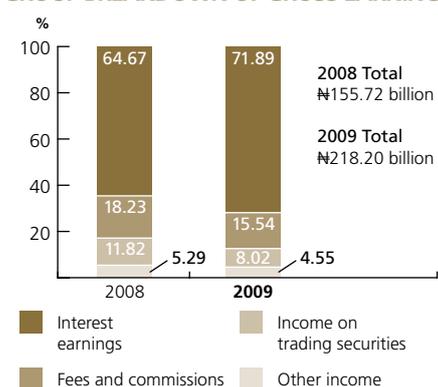
Other income, responsible for 4.6% of gross earnings, was 20.6% higher, driven by strong growth in foreign exchange income (209.8%), lease income (73.5%), as well as recovery of ₦2 billion in loans previously written off.

#### Risk Provisions Increased

A more challenging operating environment, typified by slower economic growth, higher interest rates and rising inflation, coupled with the strong credit growth, led to a rise in delinquency rates, which pushed our non-performing loan ratio for the Group



#### GROUP BREAKDOWN OF GROSS EARNINGS



<sup>1</sup> This does not include fees charged on loans and advances due to local reporting standards.

# GROUP MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER'S REVIEW



## ₦1.2 trillion

The volume of deposits grew by an impressive 70.6% in difficult market conditions.

to 4.7% (2008: 1.5%). Risk provisions, which include write downs of and value adjustments to claims and certain securities, as well as additions for possible loan losses, rose a significant 143.4% year on year, to ₦23.4 billion, compared to ₦9.6 billion in March 2008.

The decline in asset quality is as a result of the deterioration in margin trading facilities, loans secured by quoted shares and a generally weaker credit environment. Exposure secured by shares (quoted and unquoted) stood at ₦58 billion, representing 7.8% of total loan portfolio (TLP). However, exposure against quoted shares was ₦42 billion and accounted for 5.7% of TLP. These positions are within the approved portfolio limit of 10%. Non-performing accounts have been recognised, classified and provisions made as appropriate in line with prudential guidelines. We believe we are well equipped to meet future challenges in our lending portfolio because of the high quality of our credit portfolio and our proactive risk management approach.

### Operating Expenses

The Group's cost-to-income ratio rose to 66.8% (2008: 63.7%). This was driven by a 30% rise in operating expenses from ₦68 billion in 2008 to ₦88.4 billion in 2009. Staff costs remained the major component, at 51.8%, with year on year growth of 37%, reflecting a change in the mix of head count in selected client facing and other strategic areas across the Group, as well as sustained pressure on wage costs as the competition for skill remained keen. Administrative and general expenses rose 29%, and constituted 36.8% of overall costs, reflecting a higher inflation environment.

### Exceptional Item

The Group's asset management business was exposed to unprecedented levels of volatility, the breakdown of correlations, and the shift of relationships between asset classes, in extremely illiquid markets. An inability to unwind certain positions due to limited amount of liquidity available in the market had significant impact on our operations over the past financial year. First Trustees, in the ordinary course of business, manages funds on behalf of various clients. During the year its investments in quoted

securities suffered a diminution in value as a result of the situation in the Nigerian capital markets. The company has therefore made provision for this diminution in the value of its investments in quoted securities held on behalf of clients under a guaranteed principal fund arrangement totalling ₦21.5 billion and ₦4.6 billion on account of proprietary investments. Though the transaction described by this exceptional item has not fallen due, the Group remains committed to its conservative provisioning policy and full disclosure.

### Reduced Profit Figures

The Bank achieved profit before tax of ₦46.1 billion, up 21.3% from ₦38 billion recorded in 2008, while Group profit before tax came in at ₦53.8 billion, up 12.3% from ₦47.9 billion in 2008 and much lower than the 85.3% growth in 2008. Overall, whilst the Bank recorded profit after tax growth of 15.1% to ₦35.1 billion, the Group's profit after tax declined 65.7% to ₦12.6 billion from ₦36.7 billion in 2008.

In this difficult environment the Group achieved a return on equity of 3.7% (2008: 10.4%). This reflects on one hand significantly reduced profits, but also dilutive effect from ₦250 billion in new capital raised in 2007. Basic earnings per share declined 81.1% to ₦0.5 per share (2008: ₦2.7) and net asset value per share declined 24.1% to ₦13.6 (2008: ₦17.9). The Bank achieved a return on equity of 10% (2008: 9%), basic earnings per share declined 36.7% to ₦1.4 per share (2008: ₦2.2) and net asset value per share declined 17.4% to ₦14.1 (2008: ₦17.1).

### Appropriations

Consonant with legal/statutory provisions, ₦5.4 billion was transferred to the statutory reserve, while ₦1.8 billion equivalent to 5% of profit after tax was set aside for the small and medium scale industries reserve. The balance of ₦5.5 billion is transferred to the general reserve. In addition, ₦33.6 billion is being proposed as dividend to shareholders. This represents dividend payout of ₦1.35k for every 50 kobo share held.

In keeping with our traditional commitment to regularly return value to our esteemed shareholders, we are proposing a bonus issue of 1 for every 6 ordinary shares held.



**Barbedos Ventures Limited taking delivery of fertiliser import financed by FirstBank**

Barbedos Ventures Limited was granted a facility to import fertiliser from the Ukraine and to take care of the local logistics of clearing, bagging and haulage of the fertiliser from warehouses in Lagos to the various off-takers. The transaction will have a positive impact on the quest for sustained agricultural development and national food security.

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## BUSINESS SEGMENT REVIEW

### FBN Bank (UK)

Because of its position at the heart of the global financial industry in London, this subsidiary was the most exposed to the vagaries of the global financial and economic downturn. Although both interest and other income came under intense pressure, a satisfactory result was achieved. The following were key pressure points during the year: difficulty in sourcing good quality and well priced assets to replace maturities (leading to an increase in money market placements as an alternative), falling yields on free balances and a general downturn in global trade businesses.

Going forward, it will be necessary to address the decline in the growth of net interest income through focusing on new quality assets, the launch of debit cards to assist in building an attractive customer proposition, to include the provision of investment advice, and progressing the development of a quasi 'Private Bank' service – all of which will help us retain and further strengthen our position as the clear market leader in London. A key deliverable in this respect is the increasing development of our francophone business driven by our managers in the Paris branch.

### FBN Capital

FBN Capital's financial services and offerings are organised along two business divisions; namely **Investment Banking** and **Investment Management**.

**Investment Banking business** comprises Capital Markets (Equity & Debt), Structured & Project Finance, Financial Advisory and Private Equity.

FBN Capital's demonstrated expertise in structuring and arranging complex finance has paved the way for the successful financial close of the first major Public-

Private Partners (PPP) road concession project in the country: the LCC Lekki-Epe Express Way project. This is a landmark deal which won the Euromoney Project Finance Magazine African PPP Deal of the Year award. Renewed government focus on infrastructure provides opportunities for more activities in the power, transportation, oil & gas and housing sectors in the coming years.

Advisory services include merger & acquisition, corporate financial advisory and privatisation mandates. Particularly noteworthy are the mandates for financial restructuring awarded to us by UACN Property Development Company, the Cross River State Government for financial advisory on the Calabar Energy City project and the Katsina State Government for advisory on the implementation of a state-wide microfinance scheme.

**Investment Management business** encompasses assets, portfolio management, managed funds (including the mutual fund) and wealth management.

The stockbroking business and activities are carried out under FBN Securities Limited and also come under this division. The wealth management business is growing steadily both in terms of the number of clients and the volume of funds under management.

### First Trustees

First Trustees' key goal includes maintaining its leadership position in the trustee business. This will be measured by the company's ability to keep existing mandates and also win new trust mandates in the Corporate and Public Sectors. It also plans to significantly grow its Private trust business by developing products that will attract subscription from a large number of private individuals in Nigeria and the West African sub-region.

Some of the challenges in its operating environment during the year under review include the melt-down of the local capital market and portfolio misalignment following the withdrawal of pension funds from the company. To counter this, over the medium term, the company intends to be innovative in product development, expand its sales force, leverage the FirstBank branch network as a delivery channel for all its products and deliberately reduce costs by streamlining operations.

### FBN Mortgages

FBN Mortgages was able to grow its profits mainly from property trading and development in the period under review. The company also continued to implement IT and HR initiatives necessary to maintain its competitive edge.

Growth in the medium term will, however, depend on a clear focus on serving the middle market, where demand appears to remain firm in the face of current economic challenges. With domestic demand forecast to fall further, our efforts at market retention will be reinforced by exploring partnerships and joint ventures with landowners in viable locations and other reputable developers in order to leverage our resources and also share risks. Just as important for us is the need to focus on completing ongoing projects on time, on schedule and on specification in order to sustain our current growth momentum.

# GROUP MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER'S REVIEW

## First Pension Custodian

First Pension Custodian continues to put in place operational and managerial processes that allow the company to deliver value in a way that successfully repeats and increases in scale. Thus, value is created for our customers.

In the review period, First Pension Custodian grew its profit by 68% over the previous year, despite adverse effect of the global financial crisis on the Nigerian Capital Market, whereas assets under custody grew by 28%. The result for the year reflected the effect of the marginal growth and the remix in the asset under custody, with the percentage of the Retirement Savings Account Scheme (RSA) assets (with enhanced fee rate), increasing against the Closed Pension Fund Administrators (CPFA) and the Defined Benefits Scheme (DB) assets.

Reflecting the stability of the brand upon which the company rides, First Pension Custodian remains well positioned, respected by operators in the industry, regulators and fund sponsors. To retain the market's trust, First Pension Custodian must continue to see service delivery as a major challenge.

Given the relatively young age of the pension industry, the company is constantly striving to develop solutions that suit the complexities of the evolving major sector of the financial industry, especially in the area of contributions collection and payment systems. Payment systems are most especially required to ease payment of pensioners' benefits and stay on top of the sensitivity of the pensioners. Compliance remains another focus area, to which serious attention has been directed. The pension industry is presently, and probably the most regulated, coupled with the Group's compliance requirement. The company, given the assessment of the direction the pension industry is heading, is constantly re-inventing its integrated solution to cope with expected volumes and levels of market sophistication, both for transaction processes and compliance monitoring.

## First Registrars

In the review period, the Group's registrarship business had to contend with the adverse consequences of the global financial and economic crisis, especially the second-round effect of this on the capital market. Accordingly, in addition to the increased cost of doing business domestically, the performance of First Registrars was constrained by the operating environment.

The difficult operating environment notwithstanding, First Registrars successfully handled a cross-border public offer during the reporting period. The processing of the offer, which was done in Ghana, reflects the markets' implicit confidence in this subsidiary's technical competence. Persuaded of the innate profitability of the domestic economy, and ready to take advantage of this when the pall cast by the global crisis lifts, we opened five additional liaison offices during the year thereby establishing a presence in the six geopolitical regions of the country.

Given the medium-term outlook for the domestic economy, continued moderation of aggregate domestic output is expected to pose challenges to First Registrars revenue and profit growth. However, we expect that further attention to keeping costs down and an aggressive marketing approach should help maintain traction in the market.

## First Funds

Over the past year, it became obvious that for First Funds (FF) to attain a leadership position in the private equity/venture capital industry, there is a need to discontinue investments in small businesses and focus on medium enterprises where we believe we have the capacity to build a sustainable business model. This strategic redirection is also a fallout of the discontinuation of the Small & Medium Industries Equity Investment Scheme (SMIEIS). The performance of our SMIEIS portfolio reflects the difficulties in investing in small companies with the risk-reward profile attendant to that segment of the market. Appropriate provisions have been made for investments considered doubtful or lost.

First Funds in the coming years will focus on providing risk-capital to medium-sized companies in high growth sectors with large addressable markets. With a minimum investment of ₦250 million for a significant minority stake, First Funds' mandate is to build businesses that have capacity to be household names and future leaders of tomorrow.

While transiting into the new strategic focus, FF would continue to ensure the SMIEIS portfolio is managed actively for value enhancement and for early detection of problems or deterioration in the portfolio – with the aim of ensuring profitable exits in line with agreed timelines.

## FBN Insurance Brokers

In the period under review, FBN Insurance Brokers continued to grow even as corporate spending on insurance products was slowing in line with the global economic situation. Also noteworthy is the fact that income generated from customer credit facilities grew 25% despite a contraction in consumer credits.

Insurance penetration remains low in the country, but is expected to rise gradually, reflecting renewed interest in this sector from Government and investors. As insurance brokers, competition remains keen as insurance companies increase their investment in direct marketing activities, gradually limiting the role of the middleman. We believe, however, that large insurance buyers will continue to need the services of professional insurance brokers like FBN Insurance Brokers.

To further consolidate its leading role in this insurance sub-sector, FBN Insurance Brokers is opening new regional offices to increase its reach and access to new markets. The planned regional offices will provide easy access to our clients in those locations and stimulate further demand for our services. We are also designing new cost-effective products that we believe will be attractive to both corporate and retail insurance buyers to increase our revenue in the future.

Overall, we anticipate further growth of the company in the coming year as we continue to leverage the Group's brand – reliable, strong and stable – essential ingredients for growth in the insurance industry.

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### FBN Bureau de Change (BDC)

The major challenges faced by our BDC operations in the review period were to do with fundamental revisions to the regulatory environment, and the additional burden of documentation which attended these changes. We did eventually obtain the CBN's authorisation to operate a "Class A" BDC; and have since accessed the CBN's window weekly, earning commissions on our transactions.

In the near- to medium-term, our goal for this subsidiary is to develop more products along with alternative sources of funds, becoming in the process the dominant player in the "Class A" BDC category.

### FBN Microfinance Bank

FBN Microfinance Bank, the newest subsidiary of the Group, commenced operations in January 2009.

Leveraging the FirstBank brand, FBN Microfinance Bank is carving a very strong niche for itself in terms of integrity, liquidity, market acceptability, savings mobilisation, access to loans and business advisory services.

Despite the challenging operating environment caused by the global economic crisis resulting in non-compliance by State Governments on the 1% statutory allocation to the sector, lending limit of ₦500,000 and suspicion arising from past experiences with similar institutions, a huge opportunity exists in the sector as a large number of the disengaged workforce are involved in small to medium enterprises. This scenario, in addition to the relatively large real sector, has doubled the target to be served by the microfinance sector. FBNMFB is determined to capture 20% share of this market in the next few years.

Armed with a robust software, we have already set up six branches in Lagos and expect to grow the business aggressively, establishing one hundred branches in Nigeria in the next five years. Ultimately, our goal is to become a microfinance services provider of "first" choice to small and medium businesses in Nigeria.

### CONCLUSION

The industry's outlook over the next three years will be dominated by the extent to which domestic demand contracts under pressure from an increasingly difficult external financing condition. Arguably, we expect significant levels of de-leveraging in response both to higher levels of loss recognition, and to new, higher capital adequacy levels, as the regulatory environment tightens in favour of tougher disclosure requirements. However, major upsides remain in an economy in which over two-thirds of the population lack access to formal banking services, where less than 1% of the population uses a bank card, and where outstanding mortgages are less than 1% of GDP.

We have accordingly defined these upside risks as the opportunity through which FirstBank can truly regain its lead and leapfrog competition to become the largest bank by a wide margin in Nigeria and the rest of 'middle Africa' (between North and South Africa). In part, our task is to demonstrate that a Nigerian bank can consistently offer world-class service in every location of every geography we serve. As part of this process, we are currently embarked on a comprehensive corporate transformation roadmap designed to support the delivery of our overall strategic aspirations. Key deliverables include the need to stabilise core IT infrastructure and applications, with a view to aligning future IT investments to our business priorities and developing a performance management system that delivers a superior performance culture and drives our results. Three dimensions to the latter are worth mentioning. These are: instituting a robust world-class performance management system that will enable FirstBank to repeatedly deliver against its corporate objectives; developing an 'infectious' performance culture that celebrates and elevates team and individual performance and that enables staff to realise their highest human potential at work; and building FirstBank into a premium employer brand and a talent 'magnet' – attracting, developing, advancing, and retaining the best people in the industry.

At the strategic level, we have chosen three themes, which we believe are integral to our objectives, as the foundation of all that we shall be doing over the medium-term. In terms of our growth aspirations, our commitment is to attain the full benefits of scale and scope by accelerating growth and diversification of assets, revenue and profit. This process will be driven by a single-minded commitment to operational excellence. Essentially, this second pillar of our strategy is about the design of appropriate institutional processes, systems and capabilities necessary to deliver world-class service levels. The third leg, as indicated earlier, concerns how FirstBank can deliver unmatched results by creating a performance culture with clear individual accountability at all levels.

There is no doubt that the trajectory going forward is likely to encounter pockets of turbulence. Within this prognosis, our challenge at FirstBank is to build positive momentum around these three pillars. First level feedback on our efforts thus far has been positive, and we are in no doubt that this is the proper course.

Thank you.



**Stephen Olabisi Onasanya**  
Group Managing Director/  
Chief Executive Officer

# MILESTONES

## 1894

Established by Sir Alfred Jones, pre-dating the birth of the Nigerian nation  
Acquired African Banking Corporation

## 1896–1960

Sole banker to the government of West African colonies  
Opened offshore branches in Accra, Ghana

## 1898

Opened offshore branch in Freetown, Sierra Leone

## 1900

Opened second Nigerian branch in Calabar, Nigeria

## 1911

Opened branches at Ibadan and Abeokuta

## 1912

Acquired Anglo-African Bank established in 1899  
Appointed by West African Currency Board as the sole agent to distribute currency in West Africa  
Opened first Northern Nigerian branch at Zaria

## 1914

Opened Kano branch

## 1947

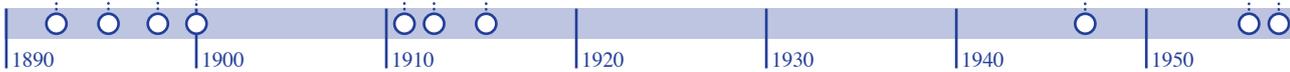
First long-term loan advanced to the colonial government

## 1957

Changed name from Bank of British West Africa to Bank of West Africa

## 1958

Provided 10-year loan to government for expansion of railway



Sir Alfred Lewis Jones, founding Chairman (1894–1909)



First Bank of British West Africa building at Lagos Marina, the first branch of the Bank in West Africa (demolished 1904)



Rt. Hon. Sir John Major and colleagues at FirstBank

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**June 2009**

Obtained approval to open a representative office in Beijing, China

**2008**

FBN UK opened office in Paris

First quoted company to hit ₦1 trillion market capitalisation

**2007**

₦100 billion hybrid offer oversubscribed by 753%, total amount raised ₦250 billion

**2005**

Acquired FBN (Merchant Bankers) Ltd and MBC International Bank Plc

**2004**

New corporate identity

Opened South African representative office

Most Active Stock (Market Excellence) – Pearl Awards

**2003**

The most admired institution in Nigeria (Alder Consulting)

**2002**

Established a wholly-owned UK subsidiary: FBN Bank (UK) Ltd

**1979**

Changed name to First Bank of Nigeria Ltd

**1971**

Listed on the Nigerian Stock Exchange

**1969**

Changed name to Standard Bank of Nigeria

**1992**

Established second subsidiary, First Trustees, asset management company

**1991**

Introduced ATM (First Cash) into the Nigerian financial landscape

Changed name to First Bank of Nigeria Plc

1960

1970

1980

1990

2000

2010

"I was happy to hear about the forthcoming celebrations of FirstBank of Nigeria. I have fond recollections of my banking days in Nigeria... the brief time I spent in Nigeria remains one of my happiest memories." Goodwill message (August 1993) from John Major, former British Prime Minister and former FirstBank employee



Joseph Sanusi, Managing Director (February 1992 to 1998), and Governor of the Central Bank of Nigeria (1999 to 2004)



Sanusi, Lamido Sanusi, immediate past Group Managing Director (January to June 2009), and current Governor of the Central Bank of Nigeria (effective June 4, 2009)

## BOARD OF DIRECTORS



**Mutallab, Alhaji Umaru A., CON**  
Chairman

Dr. Mutallab is a Fellow of the Association of Chartered and Certified Accountants (FCCA), Institute of the International Bankers Association (FIBA, USA), the Institute of Bankers and the Institute of Chartered Accountants of Nigeria (FCA).

A versatile professional and businessman, he was a Federal Minister of Economic Development & Reconstruction, Executive Chairman & Managing Director of United Bank for Africa (UBA) and Chairman of the National Electric Power Authority (NEPA). He is Group Chairman of First Bank of Nigeria Plc, Chairman of the Vision 2020 Business Support Group, and Chairman, Spring Waters Nigeria (SWAN) Limited, amongst others.



**Onasanya, Stephen Olabisi**  
Group Managing Director/Chief Executive Officer

Mr. Onasanya has over 23 years post-qualification experience and until his appointment as Group Managing Director/Chief Executive Officer, was Executive Director, Banking Operations and Services. He joined FirstBank in 1994 as a Senior Manager and was previously Deputy General Manager/Group Head, Finance & Performance Management Department, Coordinator, Century 2 Enterprise Transformation Project, as well as founding MD/CEO of First Pension Custodian Nigeria Limited, a subsidiary of FirstBank.

A qualified Chartered Accountant since 1983, Mr. Onasanya is a Fellow of the Institute of Chartered Accountants of Nigeria, an Associate Member of the Nigerian Institute of Taxation, and honorary member of the Chartered Institute of Bankers of Nigeria. He is also the Chairman of Kakawa Discount House Limited and a Director of FBN Bank (UK) Limited.

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**Adesola, Bola**  
Executive Director, Lagos

Mrs. Adesola holds a law degree from the University of Buckingham, UK. She was called to the Nigerian bar in 1985 and has attended numerous executive development courses in Nigeria and overseas. She is also an alumni of the Harvard Business School, having completed the Advanced Management Programme.

She spent nine years at Citibank Nigeria (NIB) and was part of the start-up team for Citibank Tanzania, where she served for two years as pioneer Treasurer. Before her current appointment she was Executive Director, Corporate Banking. A seasoned banker, Adesola was MD/CEO of Kakawa Discount House Limited. She is also a Director of FBN Capital Limited, First Trustees Limited and Seawolf Limited.



**Lawanson, Kehinde**  
Executive Director, West

Mr. Lawanson holds a BSc in Estate Management from the University of Nigeria, Nsukka and an MBA in Finance from the University of Lagos. A chartered surveyor, Lawanson's experience spans over 19 years in banking, with executive management positions in investment and commercial banking in several banks. He was formerly Executive Director, Lagos & West.

Lawanson, a consummate professional, has attended various training programmes in top-rated business schools and prior to joining the Board of FirstBank, was Deputy General Manager/Group Head, National Corporates in the then Corporate Banking Directorate. He is a Director of First Registrars Nigeria Limited and FBN Capital Limited.



**Ngama, Yerima Lawan**  
Executive Director, North

Dr. Ngama obtained his BSc in Accountancy from the University of Maiduguri. He attended the University of Glasgow, UK for his MSc in Accountancy, and the University of Birmingham, UK for Master of Social Science and then a PhD in Money, Banking and Finance. There, he produced the Best PhD thesis in the Faculty of Commerce and Social Sciences, which earned him the coveted Ashley Prize.

Dr. Ngama has served the federal government on many banking reform committees. He was Executive Director, Public Sector at Diamond Bank Plc before joining FirstBank. He is a Director of FBN Mortgages Limited, First Funds Limited and FBN Microfinance Bank Limited.

## BOARD OF DIRECTORS



**Odunlami, Remi A.**  
Chief Risk Officer

Mrs. Odunlami holds a BSc in Mathematics from the University of Warwick, Coventry, England (1982) and is a Fellow of the Chartered Association of Certified Accountants (1995).

She was, until her appointment, Executive Director and Country Risk Manager at Citibank Nigeria Limited with responsibility for the Bank's risk portfolio and process. She had worked extensively in consulting and banking, and was the first Sub-Saharan African female and first Nigerian appointed to the level of Senior Credit Officer within Citigroup. She is a Director of FBN Capital Limited and Seawolf Limited.



**Otti, Alex C.**  
Executive Director, South

Dr. Otti graduated from the University of Port Harcourt with a First class honours degree in Economics in 1988. He was the best graduating student in the faculty of Social Sciences and won the Dean's Prize, as well as the overall best graduating student for the year and the University valedictorian. He subsequently received an MBA from University of Lagos in 1994.

Dr. Otti sits on the board of several companies and establishments as follows: Director, Celtel Nigeria Limited (Zain); Director, First Pension Custodian Nig. Limited; Director, Rainbow Town Development Limited; Member, Governing Council of the University of Port Harcourt; Member, Board of Trustees, Babcock University; Chairman, Economics & Statistics Committee of the Lagos Chamber of Commerce & Industry; Member, Board of Trustees, Chike Okoli Foundation. He is also a recipient of the prestigious Ugwu Aro Award of Arochukwu Kingdom.



**Oyelola, Oladele**  
Chief Financial Officer

Mr. Oyelola holds a BSc Accounting and an MSc specialising in Finance. He is an alumnus of several world-class executive education business schools. Until his appointment as FirstBank's CFO, he was the Executive Director, North.

Oyelola had worked with Arthur Andersen before moving into banking, first with International Merchant Bank (IMB) and Diamond Bank Plc and subsequently with FirstBank. He is a Fellow of the Institute of Chartered Accountants of Nigeria, member of the Chartered Institute of Taxation and an honorary member of the Chartered Institute of Bankers of Nigeria. He is also the Chairman of FBN Microfinance Bank Limited, a Director of FBN Mortgages Limited, First Pension Custodian Nigeria Limited and FBN Bureau de Change Limited.

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**Afonja, Prince Ajibola A.**  
Non-Executive Director

Prince Ajibola Afonja is a Fellow of the Chartered and Certified Accountants (FCCA). He worked in various capacities such as Audit Trainee with Akintola Williams & Co (Jan–Aug 1966) and with John Mowlem & Co Limited, the 5th largest Construction Group in Europe (1971–74). He was Director/General Manager, International Glass Fibre Industries Limited, Ibadan (1974–79), and Chairman/CEO, Integrated Dimensional System Limited, Oyo.

Prince Afonja's federal government appointments include: Secretary of Labour & Productivity, Interim National Govt (Aug–Nov, 1993) and member, Judicial Commission of Inquiry on Nitel & Mtel.



**Ajumogobia, Ibiai**  
Non-Executive Director

Ms. Ibiai Ajumogobia is a Human Resources Management and Training Consultant with over 18 years of core HR experience. With a background in Law and Interior Design, she began her career in the Rivers State Ministry of Justice. She also worked with the Federal Ministry of Justice, Shell Petroleum Development Company of Nigeria Limited and Citibank Nigeria.

In 2004, she incorporated The Daisy Management Centre Limited, Lagos (a human capital development firm). Ms. Ajumogobia recently joined the Team-Building Network in the UK, certified to use the Margerison-McCann Team Management Profile. She is also a Member of the Chartered Institute of Personnel Development (CIPD) and recently completed the Management Development Accreditation Programme with the Centre for Management Development (CMD) in Lagos.

## BOARD OF DIRECTORS



**Alkali, Alhaji Aliyu Adamu, mni**  
Non-Executive Director

Alhaji Alkali holds an MBA from Bayero University, Kano, a Postgraduate Diploma in Public Administration from the Administrative Staff College of Nigeria (ASCON), Badagry and an HND in Business Studies from Kaduna Polytechnic, among other academic qualifications. He is a Fellow of the Institute of Purchasing & Marketing Administration (IPMA), Institute of Corporate Administration (FICA) and Institute of Management Consultants (IMC), as well as a Member of the Nigerian Institute of Management (MNIM).

Alhaji Alkali is currently Group Managing Director/CEO of New Nigeria Development Company (NNDC) Limited, Kaduna. He assumed the position of Managing Director/CEO, Arco Solar Nigeria Limited, Kaduna (1982–1988) and subsequently held several executive management positions in the banking industry. He is Chairman and Director of several companies.



**Duba, Garba, Lt.-Gen. (rtd.)**  
Non-Executive Director

Lt.-Gen. Duba joined the Nigerian Army in 1962 and held various strategic positions including Aide-de-Camp (ADC) to Military Governor, Northern Region; Military Governor, Sokoto State (1986) and Commandant, Nigerian Defence Academy (1992).

He is a farmer, businessman and Chairman, New Nigeria Development Company (NNDC) Limited.



**Otudeko, Ayoola Oba, OFR**  
Non-Executive Director

Mr. Otudeko is a Fellow of the Chartered Institute of Bankers, United Kingdom, the Institute of Chartered & Corporate Accountants UK (with honours), and Institute of Chartered Accountants of Nigeria. He is also Associate Member, Institute of Chartered Secretaries and Administrators, UK. He is a seasoned banker and administrator, and has served in various Bankers' Committees.

He is President of The Nigerian Stock Exchange and Chairman of Honeywell Group Limited (comprising about 10 companies). He is Chancellor, Olabisi Onabanjo University, Ago Iwoye and a recipient of an *honoris causa* doctorate of the University.

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**Hassan-Odukale, Oyekanmi, MFR**  
Non-Executive Director

Mr. Hassan-Odukale attended the University of Houston, Texas, USA and holds both Bachelors and Master's degrees in Business Administration (Finance).

He is a board member of various companies including Prestige Assurance Plc, Adswitch Plc and Globe Reinsurance Company Limited. He is the Managing Director, Leadway Assurance Company Limited.



**Mahmoud, Alhaji Abdullahi S.**  
Non-Executive Director

Alhaji Mahmoud is a Banking and Management enthusiast with almost 25 years of considerable experience in both domestic and international banking. He holds professional Banking and Accountancy qualifications, and has held various positions in different banks, insurance firms and reputable companies in the country. He was General Manager, United Bank for Africa Plc and Managing Director, African International Bank Limited.

# AWARDS

## 2008 External Awards



Best Trade Finance Provider, Nigeria –  
*Global Finance* magazine, 2008



Best Bank, Nigeria –  
*Global Finance* magazine, 2008



Best Foreign Exchange Provider, Nigeria  
– *Global Finance* magazine, 2008



Financial Institution Award – Petroleum  
Technology Association of Nigeria, 2008



Best Bank in Manufacturing Financing –  
Nigerian Bankers' Award, 2008



Best Bank Stock of the Year –  
Nigerian Bankers' Award, 2008



Superbrands Nigeria Award, 2008



Diamond Award –  
Youth & Gender Network, 2008

## 2007 External Awards



Quoted Company of the Year –  
Nigerian Stock Exchange, 2007



Winner, 31st Annual President's Merit  
Award – Nigerian Stock Exchange, 2007



Annual Report & Accounts Merit Award  
– Nigerian Stock Exchange, 2007

## Internal Awards – Chief Executive Officer's Annual Award (CAMA)

FirstBank's CEO Annual Merit Award has become a catalyst for stimulating and embedding a culture of innovation, excellence, productivity and pragmatism in the Bank. The fourth annual awards ceremony was held on December 19, 2008. It was well attended by a wide range of staff, among whom the following were worthy recipients of the Award:

Award	Name of recipient	Office
Best Teller	Swasu Usman	Katsina Ala Branch, Makurdi
Best Support Services	Taiwo Oguntope	Abule Egba, Ikeja 2
Best Head Banking Operations	Angela Udeogalanya	Aba
Best Customer Service Staff	Angela Akpeme	Agidingbi, Ikeja 1 BDO
Best Emerging Branch	Mubi Branch	Yola BDO
Best Branch	P/Harcourt Shell Branch	P/Harcourt BDO
Best Relationship Team	National Corporates	Corporate Banking
Best Relationship Manager	Olufunke Ogeye	Abule Egba, Ikeja 2
Best BDM/Group Head	Costakis Caiafas	Calabar BDO
Best Product Manager	Ezinne Obikile	Revenue Collection
Best Support Services Team	Group 3 - Retail & Consumer	Credit Analysis
Best Support Services Team Lead	Naomi Esalomi	Domestic Operations
Best Support Services Staff	Mohammed Nda	Domestic Operations
Best Support Function Team	Internal Standards	Business Performance Monitoring
Best Support Function Team Lead	Richard Ogunmodede	Business Performance Monitoring
Best Support Function Staff	Kemi Marinho	FINCON
Best Ancillary Officer	Michael Raphael	Technician
Most Innovative Staff	Richard Ogunmodede	Business Performance Monitoring
Most Enterprising Staff	Rosemary Asiegbu	Port Harcourt BDO

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# BUSINESS REVIEW





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**1 THE GLOBAL ECONOMY**

The economic meltdown, which was prompted by the financial crisis in the United States, was the main backdrop to activities in the past 12 months. The pace at which this crisis unfolded and its far-reaching effects make it difficult to describe the review period in terms of one central defining theme. Nonetheless, in varying degrees, the dramatic re-pricing of credit risk emerged in the third quarter of 2008, and this was made worse by lack of liquidity in many markets. The most significant causes of the crisis are the failure of financial supervision, an unsustainable model of development characterised by prolonged low savings and unbridled consumption, inappropriate macroeconomic policies, including lax lending protocols, low interest rates and the blind pursuit of profit.

By the fourth quarter of 2008, the central policy challenge across major economies, especially in the developed economies of North America and Western Europe, was clear. Generally, regulators were saddled with numerous concerns. There was a need for urgent solutions to the failure of major financial institutions in Europe and America, rapidly rising yields on mortgage-backed securities and other higher-risk securities, the crash of quoted equity prices in most stock exchanges, uncertainty over the dispersal of losses and concentration of counterparty risks (key downside of the originate-to-distribute model); increased volatility of currency and commodities prices; and liquidity crisis.

In the end, strategies in Western Europe and Northern America were focused on maintaining market liquidity through massive injection of funds with the financial services sector as prime beneficiary because of its central role in the credit creation process. The consequent recapitalisation of major banks, particularly in the US and UK, though considered inevitable, led to worries about the implications for the liberal world view of nationalising key sectors of these economies. From the US Federal Reserve, through to the European Central Bank,

additional responses by monetary authorities aimed at maintaining market liquidity included the purchase of delinquent assets; and significant interest rate cuts.

Economies in Asia, especially those heavily dependent on the export of manufactured goods, who were already buffeted by falling global demand, tried to correct for growth by stimulating domestic demand. As in a couple of Latin American economies, a number of Asian countries had recourse to policy cushions (built up in the buoyant phase of the now ended economic cycle) to ease pressures on their economies. Measures adopted included the relaxation of monetary conditions in support of the credit creation process, and permission of exchange rate depreciations. Nonetheless, spurred by the current economic trajectory, especially with domestic demand holding up much stronger than previously envisaged, China and India should weather this storm slightly better than most other economies.

Emerging economies declined somewhat faster in response to the crisis, in part because their export sectors contribute a larger portion of their domestic output. Emerging European economies faced the added challenge from the fact that a number of local credit instruments are denominated in foreign currencies, with clear exchange rate threats to households. In Africa, the gains from recent reforms, helped by positive external financing conditions, may unravel in the absence of policy to compensate for the large income loss from falling commodity prices.

Prospects for global economic recovery would depend to a great degree, unlike in previous downturns, on improving conditions in the advanced economies, especially the United States of America. It is increasingly clear that hopes pinned on growth in intra-Asian trade as a counterweight to recession in the developed economies may have been misplaced, as activity in this sector has failed to help end the downturn. For developing and emerging economies, the fiscal and monetary policy relaxation on which they

**Our Brand Pillars**

**ENTERPRISE**

In today's complex operating environment, our spirit of enterprise is helping us to meet the challenges. Through tenacity, resourcefulness and flexibility, we are maintaining FirstBank on a firm footing and repositioning as a truly modern Bank.



**Cadogan Place, a residential apartment block in Oniru, Victoria Island, Lagos owned by Atrib Group, financed by FirstBank**

Cadogan Place is a residential apartment block located at Oniru, Victoria Island, Lagos, owned by Atrib Group and solely financed by FirstBank. The facility will provide high-quality residential accommodation.

# OPERATING ENVIRONMENT

had depended in their battle to contain the spills from the global economic crisis, have to be addressed within a sustainable medium-term economic framework if they are not to prove counter-productive in the longer term. This is because the size of the fiscal imbalances arising from such a relaxed policy regime will be crucial in determining the pace at which these economies will recover.

Across economies, current estimates are for continued restructuring, first in the financial services sector, which, if successful, is expected to impact on the real sector of the economies positively. This process is expected to continue all through 2010, culminating in a recovery by 2011.

## 1.1 The United States of America

In the year ended December 31, 2008, US policy intervention was dominated by high-profile rescues of a number of companies, the possible collapse of which posed severe risk to the system. However, with the Lehman Brothers' (one of the largest investment banks in the US) default in September 2008, intervention by the public sector only heightened existing financial sector concerns over counterparties' ability to meet their respective obligations.

With government recourse to fiscal easing, monetary policy was loosened as the Federal Reserve System subordinated its previous focus on maintaining a leash on domestic prices to its desire to keep the lending taps open. Still, the markets for short-term financing conditions continued to deteriorate as the credit squeeze was further tightened for some businesses and households. Initial policy concerns with providing liquidity to the financial services sector led to a reduction in borrowing costs, with US policy rates at 0.5%, near the zero interest floor.

Although non-financial companies entered this phase of the business cycle in better shape than in the last downturn in 1991, industrial production and merchandise trade succumbed to falling global demand and dwindling consumer spending. Corrections in household balance sheets, and rising

unemployment figures will, therefore, continue to threaten the prospects of a recovery in business confidence in the US.

With growing downside risk to the medium-term outlook, and the risk of deflation now a major worry, the US economy is now forecast by the IMF to contract by 2.8% in 2009 and to stagnate in 2010.

Over the next 12 months, the US economy is expected to come up against limits imposed on the financial services sector by a decline in consumer spending, financial sector deleveraging, and corrections to the housing sector. Although a number of initiatives have been put forward by the new administration to address this chapter of negatives, a paucity of information has meant that the markets remain tentative, and the remedies continue to underperform.

As indicated by the problem with General Motors and a number of iconic US companies, the adjustment necessary to return the American economy back to the path of growth might be still more traumatic. It is becoming increasingly obvious that the need to understand how the excesses resulted in the current downturn is no more important than the need to resolve them.

Strong policy actions in the United States will still be required if existing projections of a gradual return to the growth path in 2010 are to be realised.

## 1.2 Europe

With the fall in global demand taking a huge toll on countries with large export sectors, the external sector in a couple of Western European countries has come under severe pressure. As a whole, however, the region has also been affected by corrections in household balance sheets, and in the books of financial services companies.

Economies of the Commonwealth of Independent States (CIS) and emerging markets in Europe, have, on the other hand, confronted extremely challenging external financing conditions, following the reversal of capital inflows, and declining commodity prices.



### Radisson Hotel, Victoria Island, Lagos

Strategically located at 1 Ozumba Mbadiwe Street, Victoria Island, the Radisson is a 170-room, five-star hotel being promoted by Anchorage Leisure Limited, to be managed by the Radisson SAS Group of Denmark. The project is being financed through a syndication of banks including FirstBank, with a syndicated medium-term debt facility contributed by the banks and a 25% equity contribution by the stakeholders. The project is expected to complete in October 2009 and the hotel should be commissioned before the end of December 2009.

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Falling global commodity prices along with the constraining effect of rising output gaps across the region have held down prices, causing policy rates to fall to record lows in the Eurozone and 0.5% or lower in the United Kingdom. As in the United States, authorities in Europe sought to relax the grip of non-performing loans on the financial services sector through the provision of guarantees and new capital. In the United Kingdom, for instance, the increasing magnitude of the official stimulus package pushed up the fiscal deficit, aggravated government debt levels, and put pressure on government bond yields.

In Germany (Europe's biggest economy) and France (its second biggest), real GDP was expected to fall from 1.3% and 0.7% in 2008, to -5.6% and -3% in 2009 respectively. Consumer prices were expected to decline over the same period, from 2.8% to 0.1% in the case of Germany, and from 3.2% to 0.5% in the case of France. Despite receding exports, Germany's current account position was expected to remain in surplus in 2009, although dropping by 110 basis points against the 2008 figure. France, on the other hand, reflecting lower domestic savings levels, was expected to see a worsening of its current account deficit over the same period. Overall, the Eurozone was expected to shrink by 4.2% in 2009 compared with marginal growth of 0.9% in 2008.

Although Europe has succumbed to the same aspects of the global economic crisis as most other advanced economies, especially the implosion of the housing sector and strained external financing conditions, problems with stimulating domestic demand, especially in the Eurozone, have worsened the impact of the crisis. In emerging Europe and the Commonwealth of Independent States (CIS), reversal of capital inflows has been the major source of their vulnerability.

The recovery outlook for the Eurozone, in particular, will depend on the extent to which the ongoing reforms of its labour and product markets help boost domestic demand. Further reforms to the financial

services industry are imperative in the economies outside the Eurozone. This would be necessary to help protect such economies against current vulnerabilities, and to boost domestic savings as a share of GDP.

### 1.3 Asia

The major problem confronted by Asian countries in the review period was how to compensate for the drop-off in the export-led growth of recent years, by putting in place growth-centric structural reforms that could stimulate domestic demand. That said, the more developed countries in the region manifested similar vulnerabilities to North America and Western Europe in succumbing to the economic meltdown.

Countries where exports account for a relatively lower proportion of GDP (especially in China and India) saw aggregate output growth fall far lesser than experienced by others. Across the region, the newly industrialised economies (Korea, Hong Kong SAR, Taiwan, Singapore); emerging economies in Southeast Asia; and Japan all witnessed decline in aggregate domestic output ranging from 10% to 25% in 2008.

Consumer prices in China (5.9%), India (8.3%), Pakistan (12%), Indonesia (9.8%), and Korea (4.7%) firmed in 2008, compared with their respective values in 2007. However, owing to their respective vulnerabilities to the external sector, and the strength of their domestic economies, only China (10%), Malaysia (17.4%), Hong Kong (14.2%), and Singapore (14.8%) maintained strong positive current account balances in the twelve months to December 31, 2008.

In spite of the current account balances of these countries, emerging Asia grew by 6.6% in 2008 as against 9.8% in 2007.

Intra-Asian trade, which was supposed to have allowed Asia ride the crest of the global financial storm, has not achieved the desired impact yet. Consequently, policy response across the region has sought to rebalance growth from external to domestic sources.

### 1.4 Africa

Africa has enjoyed robust economic performance in recent years, driven by healthier domestic policies and benign external conditions. However, while effectively divorced from direct subprime lending and related investment markets, the continent is being affected by a contraction in trade, investment inflows, diaspora remittances and, quite possibly, aid and donor inflows.

Consequently, the continent's aggregate output grew to 5.2% in 2008 from 6.2% in the previous year. With exports being the most affected by the downturn in global demand, international commodity traders have endured the most of the recent reversals in global economic fortunes. Across the continent, the negative feedback loop between the financial and real sectors of the economy has seen a readjustment of prices across sectors.

Although the relationship between falling commodity prices on the world market and prices in the respective economies on the continent is not as linear as in the advanced economies, inflationary pressures have softened, on the average, continent-wide. In countries where adjustment to the exchange rate has borne the brunt of domestic response to the external shocks, inflationary pressures have, indeed, pushed up slightly.

And the policy response function in the more advanced countries on the continent, especially the monetary and fiscal easing that were required to maintain system liquidity, could worsen the continent's overall fiscal position, even as current account balances are expected to deteriorate substantially. It is estimated that the external balance of the continent will weaken from a surplus of 1% in 2008 to a deficit of 6.5% of GDP in 2009.

Ethiopia (11.6%) and Angola (14.8%) turned in the region's fastest aggregate output growth rates in 2008. Although Angola, with its huge oil-base should witness negative growth this year, Ethiopia, given its more diversified economic base, should still grow by 6.5% in 2009. Tanzania (7.5% in

# OPERATING ENVIRONMENT

2008 and 5% in 2009), Ghana (7.2% in 2008, and 4.5% in 2009), and Morocco (5.4% in 2008 and 4.4% in 2009) are all expected to ride the storm better than most economies. Overall, oil importers are expected to do better than oil exporters.

The global financial crisis impacted the continent in different ways. Commodity importers on the continent have borne the brunt a lot less than exporters. However, recourse to structural reforms by a number of economies on the continent ahead of the crisis meant that the continent has responded to this particular shock in earnest, unlike in the past. Enhanced private sector contribution to the domestic value creation process, and improved public expenditure management frameworks have been vital to this process.

The region's short- to medium-term outlook is a function of how it recovers from the current crisis, and its ability to play larger roles in the global economy. Ultimately, both these dimensions call for further reforms in its respective economies, especially those reforms that could help boost intra-region trade. The rising popularity and return of democratic governance and accountability across the continent have been material to the success of the reform drive. Going forward, this process must be broadened to ensure that decision-making across the continent resides at the lowest feasible level of government.

## 2 NIGERIA

### 2.1 The Domestic Political Environment

Nigeria's most recent democratic experiment, the Fourth Republic, came of age in the review period, as neither rulings by election tribunals, nor the eventual outcome of by-elections for seats where elections had been declared inconclusive, threatened the nation's social and political fabric. The Independent National Electoral Commission (INEC) conducted 41 by-elections during the review period, comprising five governorship, two senatorial, six for federal constituencies, 27 for state constituencies, and one

councillorship election. In recognition of the need to strengthen voice and accountability in our democracy, the federal government received a White Paper on the report of the Electoral Reform Committee headed by Justice Muhammad Lawal Uwais (retired).

There were, however, major negatives to the political outlook, including the restiveness in the Niger Delta, and ethno-religious clashes in some parts of the country. The Niger Delta militancy disrupted the country's oil production and the supply of gas to the nation's thermal plants, which affected electricity generation and supply negatively. In search of an enduring resolution of the crisis in the Niger Delta, the federal government continued with its reforms through the creation of an additional ministry for the area. It is hoped that this initiative will lend extra focus to official attempts to resolve the sense of exclusion felt by some stakeholders in the area.

Official concerns over spillover effects of the global economic crisis on the domestic economy prompted President Umaru Musa Yar'Adua, GCFR, to set up a steering committee to evolve and drive the response to the challenges posed by the development. Also, in continuation of its reform of public sector institutions for efficiency in service delivery, the federal government began the process of decentralising the Bureau of Public Procurement, also known as the Due Process Office. When completed, this phase of the reform effort is expected to head-off delays in the commencement and implementation of projects.

Clearly, the next phase of the reform agenda should concentrate on removing all impediments to trade and business in the economy. Government remains key to the process of launching this economy on the path of sustainable development, both as the main source of most of the costs that businesses bear when they set up, and in operation – as well as a provider of collective infrastructure for the proper running of the economy.

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## 2.2 The Domestic Economic Environment

On the back of strong non-oil sector performance, aggregate output growth was estimated at 5.3% last year compared with 6.4% in 2007. Although industrial output fell by around 2% in the review period, this drop was compensated by strong performance in the building and construction sector (13.1%), wholesale and retail trade (12%), services (10.3%) and agriculture (6.3%).

Aggregate banking credit (net) to the domestic economy continued its upward swing during the review period, with lending to the private sector growing by 59.5% over the end-December 2007 level. This was, however, much lower than the 90.8% growth in the period ended December 2006. Aggregate bank lending to the economy rose by 100.6% in the review period as against 276% over the 12 months to end-December 2007. Bank lending largely drove the increase in monetary aggregates in the review period. Broad money supply (M2) and narrow money supply (M1) rose by 58% and 56.5% respectively, compared with 25% and 36.6% in the preceding year. Consequently, consumer prices remained under pressure during the year, rising by 11.2%, despite having grown by 5.5% in the previous year.

Although gross external reserves at US\$52.8 billion by year-end 2008 indicated a marginal increase over the US\$51.3 billion recorded in the same period in 2007, the sharp swings in the monthly totals during the year reflected a progressive decline in the nation's oil production levels. After averaging 2.5 million barrels a day (mbd) between 2003 and 2006, the nation's oil production dropped off to less than 2.2mbd by the end of 2008.

Declining oil production and oil prices on the international markets were key inputs into the ₦3.1 trillion 2009 Appropriation Bill approved by the President; 6.9% higher than the 2008 budget. At the Wholesale Dutch Auction System (WDAS),

the weighted average exchange rate of the naira in relation to the US dollar appreciated by 0.3% to US\$1/₦120.7 over the end-December 2007 figure, but depreciated from US\$1/₦123.8 to US\$1/₦125.3 in the bureaux de change segment of the market.

Government-led reform of the economy during the year included the adoption of the Financial Sector Strategy 2020 (FSS 2020) as the blueprint for its bid to ensure that the Nigerian financial system becomes one of the safest and most developed in Africa and among the top 20 in the world by the year 2020. In addition, as part of steps towards restructuring and stabilising the capital market which had experienced monumental contraction during the year, companies quoted on The Nigerian Stock Exchange were given the option to buy back up to 20% of their shares.

Given the origin of the current crisis, there are considerable limits to the use of domestic levers to prop up output. As the global economy recovers, external demand should begin to pick up. In view of Nigeria's dependence on oil export earnings, this should feed into growth. To date, domestic efforts in maintaining system liquidity require further restructuring, to lock in the gains from an orderly response to the crisis. Basic requirements for this include the need for a conservative accounting for bank loan books, and for consistent treatment of this across the sector. Public purchase of the delinquent portions of the industry's loan books, within the context of an asset management framework, may yet be necessary.

Nevertheless, the key reform requirement is at the macro-economic level, including the need to reposition the economy from its current dependence on oil export revenue. While this should reduce the economy's vulnerability to external shocks, because it requires the build-up of sustainable domestic capacity, it should also help improve the economy's growth rate.



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## 1 OVERVIEW

The industry's focus on expanding the retail-banking segment of the market continued in the year in review. However, declining household wealth from the collapse in stock market valuations, and lower consumer spending as the economy corrects current levels of leverage on its balance sheet, could slow down this trend. Indeed, deposit rates, which were trending upwards before the ceiling announced by the Bankers' Committee in March, were a measure of the level of intra-industry competition for sourcing of liabilities during the year. In view of the fact that rate trends in the review period may have been indicative of supply-side constraints to the market, the quest for larger retail market shares, even as the market responds to the constraining effects of the global financial crisis, may lead to further intensification in competitive activity, and the rapid deployment of new products/services.

Growth in banks' credit to the private sector continued to increase during the review period, albeit at a much slower rate than it did the previous year. On the back of this growth, the total assets/liabilities of the 23 banks operating in the country stood at ₦13 trillion as at end-December 2008. The corresponding figure for the 12 months to end-December 2007 was ₦10.1 trillion. The weighted average inter-bank call rate, which was 9% in December 2007, had risen to 12.2% by December 2008.

Given the depth and unprecedented circumstances of the global crisis, the public policy response in Nigeria focused on addressing the unanticipated second-round effects of the crisis on the domestic economy. These in turn led to a number of unintended consequences. Consequently, policy volatility climbed up the list of the industry's main challenges in the review period, as operators had to respond to the diverse policy initiatives implemented by the Central Bank of Nigeria (CBN) as part of its response to the global financial crisis. Noteworthy amongst the initiatives was the CBN's decision to deploy Resident Examiners to banks in its effort to ensure the safety and soundness of the sub-sector. Lending

their support to the CBN's commitment to keep domestic credit taps open, the Bankers' Committee agreed in March 2009 to a ceiling on lending (22%) and deposit (15%) rates. With the consumer price index averaging 14% in the quarter to end-March 2009, these rate caps remain positive, although concerns remain that the pressure on the monetary authorities to review this may further test its commitment.

With the lull in the macro-economy, expectations are that margins in the banking industry will come under tremendous downward pressure up to the third quarter of the current fiscal year. In particular, despite higher rates, the build-up of deposits is expected to soften. With the anticipated contractions in business and housing investment, and final domestic demand, we expect lending to decline in the short- to medium-term. Not surprisingly, in this environment, we expect to witness a tightening of the risk acceptance criteria for lending to virtually all sectors of the economy. Profitable business opportunities will still be available for institutions able to deliver superior value propositions, including the ability to cater for the market's current preference for safety of funds over profitability.

Despite these general challenges identified, it is an indication of the industry's continued growth during the review period that "The Banker" magazine in conjunction with Brand Finance, the leading UK-based independent valuation firm, named five Nigerian banks (FirstBank inclusive) among the top 500 financial brands in the world.

The limited integration between the domestic financial services industry and the global financial system has played a useful role in moderating the build-up of negative momentum in the former, because of the ongoing crisis in the latter. Nonetheless, there is clear domestic evidence of negative feedback from the global financial crisis. Accordingly, the domestic fiscal and monetary authorities have identified the provision of liquidity as central to supporting the economy, as it contends with a reversal of capital flows, and the consequent effects of this.

## Our Brand Pillars

### SERVICE EXCELLENCE

There are no limits to our capacity to improve. In today's tough economic conditions, we will continue to invest in world-class processes and systems to drive efficiencies, enable us to enhance service delivery and maintain our reputation for quality.

# INDUSTRY REVIEW AND OUTLOOK



## Global and national reputation

FirstBank took first place among five other Nigerian banks in a leading UK-based survey. On a global basis the same survey ranked us among the top 500 financial brands in the world (The Banker / Brand Finance).

In this context, the macroeconomic policy onus in the medium term will be on the design of policies conducive to the mobilisation of domestic savings, and growth in local final demand. This will involve continued reform to the financial services sector, and a strong commitment to dealing with the much talked-about infrastructure constraints. Given current strains on the CBN's balance sheet from its effort to sustain sector liquidity, the restoration of a healthy financial services sector would require the conservative valuation of the industry's loan books and its consistent treatment across all banks.

The industry's growth opportunities are expected to shrink as domestic demand tapers off. Increasingly, though, value should be found in the design of products/services, which speak to the markets' needs for bespoke financial solutions. In this circumstance, a re-balancing of service delivery channels away from brick-and-mortar branch banking to alternate e-business-based services would be appropriate.

But more than this, the design of a medium-term economic policy framework, based on the rejuvenation of private enterprise across the economy, will be crucial to sustaining output growth beyond the rate of 5% over the next decade.

### 1.1 Monetary Policy Management

Concerns over the degree of resilience in the global economy dominated the monetary policy response in the review period. Accordingly, monetary policy management was distinguished by a major paradox: rates tightened in the inter-bank markets even as monetary conditions eased considerably. Up until the August 5, 2008 meeting of the CBN's Monetary Policy Committee (MPC), the main policy worry was the continued upward movement of most rates in the money market. Effective September 2008, in a bid to inject liquidity into the financial system, the CBN reduced the monetary policy rate (MPR) from 10.3% to 9.8%; the cash reserve requirement (CRR) from 4% to 2%, and the liquidity ratio from

40% to 30%. Despite these measures to boost liquidity, growth in broad money supply (M2), which stood at 58% in the 12 months to December 31, 2008, declined to 30% year-on-year by end-February 2009. In the same vein, credit to the private sector grew at a slower rate, increasing by 44% (on an annualised basis) by end-February 2009 from 59.5% in the year to end-December, 2008.

Consequently, the MPC meeting of April 8, 2009 concluded that "liquidity tightness and, hence, relatively higher inter-bank interest rates" was one of the central pressure points for monetary policy, and again reduced the MPR from 9.8% to 8%; the liquidity ratio from 30% to 25%; and reduced the Cash Reserve Requirement (CRR) from 2% to 1%.

### 1.2 Inflation

Although inflationary pressures eased in most countries in the 12 months to December 31, 2008 as commodity prices fell sharply, the consequence of weak global export demand failed to feed through to the domestic economy. Inflation during the review year remained above the CBN's single digit target, recording a year-on-year rate of 15.1% as at December 2008, compared to 6.6% in the same period last year. On a 12-month moving average basis, inflation for December 2008 stood at 11.6%, compared with 5.4% in December 2007. As the domestic policy response continues to address the possible demand-limiting effects of less liquidity in the financial services system, and the adverse effect this could have on the real economy, the design of a medium-term macro-economic management framework that ensures sustainable growth will require attention in order to check growing inflation pressures. Invariably, this will require appropriate policy responses to the rapid buildup of monetary aggregates and of the banking system's credit to the private sector. Inflation pressures continued to strengthen in the first quarter of 2009, reflecting to, a large extent, the impact of the rapid depreciation of the naira in the fourth quarter 2008.



### Central Hotels Limited, Kano, a hospitality project financed by First Funds Limited on behalf of FirstBank

Central Hotels Limited is situated on Bompai Road, Kano. It is an upper three-star hotel with 209 rooms. On completion, the hotel will be managed by African Sun Limited of Mauritius using the Holiday Inn brand to provide high-quality hospitality services in Kano to various grades of travellers and tourists. It is the first internationally branded hotel in Kano.

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### 1.3 Payments/Clearing System

On the back of its harmonisation of cheque clearing cycles in the country to three working days (T+2) last year, the CBN continued its reform of the payments system through extension of domestic clearing operations to six new zones in the country. These include Awka, Lokoja, Umuahia, Asaba, Osogbo and Gombe. Our expectations are of further expansion of the payments/clearing system reform horizon, as the National Payment System Committee considered four reform initiatives, including the Regulatory framework for Mobile Payments Services, Nigeria Direct Debt Scheme Rules, Transaction Switching Guidelines, and the Nigerian Bankers Clearing House Rules. These initiatives were conceived as integral aspects of the CBN's Payments System Vision 2020 Action Plan, and are expected to regulate the use of mobile phones as e-payment channels, use of e-payment platforms for bill payments and collection, and facilitate interconnectivity of payment switches. In addition, during the review period, the CBN commenced the process of outsourcing the non-core part of its currency processing and distribution work to the private sector.

The Federal Inland Revenue Service (FIRS)-induced implementation of Real Time Gross Settlement System (RTGS) in November 2008 was a major market discontinuity that threatened our liability generation strategy. The policy meant the loss of FirstBank's lead bank mandate since all banks would have to remit all FIRS collections to CBN directly, and it translated into loss of our indirect collection that traditionally accounts for the largest portion of our volumes.

However, the shock of the change on our volumes was accommodated by the development of more customised collection products, and the deepening of our presence in, and share of the revenue collection market. The FIRS later reverted to the lead collecting bank business model after facing challenges of reconciliation resulting from the direct remittance to CBN by all designated banks.

The CBN's reform focus on the e-payment platform complements noticeable growth in the markets' use of e-payment platforms during the review period. ATM transactions, electronic payments, and point-of-sale transactions played increasingly large roles in the retail payment system and this was consistent with the industry's bid to grow returns through increased penetration of the retail banking segment by using a multi-channel service delivery platform. In responding to the market's adoption of this payment platform the CBN re-stated existing restrictions on bank deployment of off-site ATMs, and directed the redeployment of existing outlets in public places to banks' premises by June 30, 2009. In addition, the CBN set in motion the process for the licensing of an additional ATM consortium in the country.

The public sector adopted another level of business sophistication during the period. The FGN's directive to its Ministries, Departments and Agencies (MDAs) on the compulsory implementation of e-payment for all funds presented a mix of challenges and opportunities to banks, who must, therefore, reposition in response. The prevalent e-business re-orientation in public business was therefore instructive, as it required banks to deploy e-payment platforms to MDAs in order to acquire income rights and other primary bank privileges. A new competition trend soon evolved, driven by pricing models, varied e-payment product specifications, and discerning customers' needs, which are inevitable for customer loyalty and retention dynamics. Non-bank players (service providers) also emerged as competition for MDAs payment mandates. In response, we upgraded our electronic payment system (FirstBank EPS) to meet current realities and required functionalities.



## Opportunities and challenges in the banking sector

Public policy on economic issues, and ongoing initiatives to develop the national banking infrastructure, require all banks to reposition in response.



### The new Tejuosho Market in Surulere, Lagos, under construction with financing from FirstBank

In pursuit of the Lagos State Government's policy to increasingly modernise markets in the state, the project is meant to establish an ultramodern market complex in place of the old Tejuosho market, which was gutted by fire a while ago.

# INDUSTRY REVIEW AND OUTLOOK



## Industry consolidation

We continue to expect increased merger and acquisition activity within the industry in the context of a much tougher operating landscape.

### 1.4 Consolidation/Integration

With Bank PHB's acquisition of a 59% equity stake in Spring Bank, the second phase of the industry consolidation continued. Slightly more subdued than the regulation-inspired first phase, this second phase was expected to have leveraged opportunities from the growing integration of the local financial markets with the global economy. In response to the crisis, this outlook has changed significantly. Given a much tougher operating landscape, industry consolidation may well progress more rapidly than was previously forecast. Although the process of market correction may be drawn out, industry combinations along diverse lines would help rebuild both capital and market trust, while significantly moderating leverage levels. We continue to expect increased merger and acquisition activity within the industry.

### 1.5 Regulatory Reforms

Policy responses to the fall-out of the global crisis defined the regulatory universe in the review period. In view of its focus on maintaining banking sector liquidity, the CBN's policy response horizon became manifestly narrower, concentrating on near-term concerns. Chief amongst these were the waiver of the application of the requirements of the Prudential Guidelines to margin loans, leading to their re-structuring until December 2009, and an interest rate cap on both deposit (15%) and lending (all in 24%) effective April 1, 2009.

At the long-end of the policy spectrum, aside from strengthening institutional coordination through the Financial Sector Regulatory Coordinating Committee (FSRCC), the regulatory authority also embarked on a review of the contingency planning framework for systemic distress, with emphasis on enforcing code of corporate governance. The CBN's concern over disclosure levels and transparency standards in the industry was reinforced during the year by the adoption of a common year-end for all banks, effective December 2009. A common platform for

the comparative evaluation of industry financials would, no doubt, be a useful additional tool. In the period under review, the CBN posted resident examiners to banks and lent its voice to the establishment of credit bureaux.

### 1.6 Foreign Exchange Management

Foreign exchange markets were perhaps the strongest transmission channel of the global financial crisis to the sub-continent, as domestic currencies succumbed to downward pressure as foreign investors divested their African portfolios. However, on the back of its strong external reserve position, and the CBN's apparent commitment to boosted foreign exchange supply to the market in response to ballooning demand, the naira remained relatively stable up until the third quarter of the year.

However, continued external financing constraints towards year-end 2008 and sharp reduction in the CBN's sale of foreign exchange upset the stability. With the inter-bank market coming under severe pressure, the apex bank was compelled to commit to maintaining market liquidity through a daily two-way price quote. By January 2009, the main foreign exchange management challenge was how to pursue the stabilisation of the exchange rate. In pursuit of this goal, the apex bank reversed its earlier policy trajectory, temporarily reverting to the Retail Dutch Auction System (RDAS), while implementing a number of other initiatives. Significantly, the CBN temporarily suspended inter-bank foreign exchange transactions, cut regulatory limits on banks' net open foreign exchange positions from 20% to 1% of shareholders' funds, introduced a band of plus or minus 3% on the sale of foreign exchange, and restructured the bureaux de change segment of the market.



**The new Adeniran Ogunsanya Shopping Complex in Surulere, Lagos, under construction with financing from FirstBank**

Aligned with the Lagos State Government's goal to modernise markets in the state, the ongoing reconstruction of Adeniran Ogunsanya Shopping Complex will provide shoppers with a value-added retail environment.

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## A distinctive approach

FBN Microfinance Bank commenced operations with three branches in January, with the aim of bringing a distinctive approach to service delivery in this sector.

### 1.7 Capital Market

In the six months to end-June 2008, the primary market was very active, with 130.5 billion new shares admitted into the daily official list as against 26.8 billion recorded the previous year. The bonds segment remained just as active with FGN Bonds of 3, 5 and 10-year tranches valued at ₦278.5 billion issued and allotted. The market hit an all-time peak in February 2008 with the All-Share Index closing at 65,075.02 and market capitalisation at ₦12.4 trillion. However, activity in the market decelerated rapidly as highly capitalised companies in the insurance and banking sub-sectors suffered massive price losses. The reversal in the fortunes of the market came after a controversial statement purportedly forbidding banks from lending against share purchases was attributed to the CBN.

By end-December 2008, the All-Share Index and total market capitalisation of the listed securities fell by 45.8% and 31.7% to close at 31,450.78 (1984 = 100) and ₦7 trillion, respectively as against 57,990.22 (1984 = 100) and ₦10.2 trillion in December 2007. To stem the share price haemorrhage and related value loss, the Securities and Exchange Commission (SEC) appointed three market makers in November 2008, with specific responsibility for creating markets and liquidity on the Exchange. Nonetheless, underscoring the market's role as a major link in the economy's relation with the global economy, activity on the markets has remained subdued.

### 1.8 Microfinance

The CBN continued to license microfinance banks (MFBs) in the review period in pursuit of its goal of attracting the bulk of funds in circulation (outside banks) into the informal financial services sector, and increasing the proportion of the economically active populace with access to the formal financial services sector. However, given the huge financing gaps at the micro-enterprise level, a lot more of these institutions will have to be licensed, even as existing MFBs broaden their operations. Despite the specialised nature of their markets, however, a number of these institutions have rolled out their operations and complementary tools and personnel like the 'formal' banks. Conscious of the fact that the implications of these expensive office complexes, status vehicles and fixed asset acquisition costs on the operations of this category of financial institutions are likely to be adverse, FBN Microfinance Bank commenced operations with three branches on January 19, 2009, based on a thorough appreciation of the distinctive ways in which service may be delivered in this sector, and the required levels of skills and competencies.

In the review period, the Microfinance Inter-Bank Market was launched to provide microfinance banks with access to funds, particularly during this period of tightness in the markets. Average inter-bank rates in this market as at end-March 2009 stood at 18.7%.



**A part of the factory of Mimonet Nigeria Limited, Lagos, a garment manufacturer financed by First Funds Limited on behalf of FirstBank**

The company started operations in 1995 as a small fashion house from the family home, but has grown to become a major provider of clothing to individuals across the country.



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## 1 INTRODUCTION

In response to a more competitive operating environment, FirstBank embarked on a corporate transformation project focused on driving key, cross-functional initiatives required to deliver on the Bank's aspirations. The central element of this is the pursuit of growth, to be achieved among other means by taking advantage of the "integration engine" to ensure the capture of expected value from the Bank's inorganic growth strategy. We have also commenced a standardisation process to increase our efficiency, speed, accuracy and optimise our overall cost structure. Ultimately, this requires that we achieve two clear objectives: create superior customer experience while re-focusing branch staff from processing to sales; and significantly improve our cost position by optimising distribution costs and improving customer convenience through enhanced service options.

A number of key additional initiatives are described below.

## 2 BRANCH NETWORK AND EXPANSION

Seventy new branches were opened during the review period, bringing the Bank's branch network to a total of 536 branches as at March 31, 2009. Despite the global downturn and its likely adverse impact on demand in the domestic economy, the branch will remain the focus of the Bank's strategy execution.

Consequently, every branch of the Bank will serve as a critical interface between a retail banking strategy designed to deliver financial service solutions to new customers amongst the country's nascent middle class and the e-banking platforms that will serve as market-open vehicles.

In the short to medium-term, our branch opening strategy will be driven by competition for market share. In this regard, a key requirement will be the ease with which players in the industry combine the need-satisfying attributes of their product/service mix with the ease of access/use and convenience of their delivery channel mix.

## 3 PERFORMANCE MANAGEMENT

FirstBank's performance management architecture has been designed around three plinths: performance management systems, performance culture and a talent acquisition and development programme.

In the course of the next three years, we shall be defining a clear set of corporate key performance indicators (KPIs) and targets, cascaded to our business units and individual staff. This process shall be complemented by the implementation of a robust performance monitoring and dialogue/review process, and an increase in internal and external accountability and transparency. This process will help the Bank develop a continually strong pipeline of the best industry talent, while freeing resources for investment in and advancement of high performers.

We believe strongly that by ensuring a robust employee value proposition that helps us retain top performers, we shall continue to improve on the noticeable improvement in accountability and performance recorded in the last two quarters.

## 4 INFORMATION TECHNOLOGY

In keeping with our commitment to being truly the first, FirstBank continues to make strategic investments in robust industry-leading technology solutions that support our strong customer-centric approach to financial service delivery. In this regard, our information technology infrastructure provides the enabling competence for managing customer experience across our growing touch-points, including 536 branches, about 1,000 ATMs and POS terminals, internet banking, mobile banking, electronic payment systems, and alert services (SMS & e-mail).

## Our Brand Pillars

### HERITAGE

Our proud heritage gives us the means to build a stable and secure future with integrity. Knowing where we come from helps us to be confident in where we are going. It is not enough to stand still. We must keep moving towards improved performance to meet the needs of a new generation of customers and stakeholders.



### FirstBank Big Splash Savings Promo

Mrs. Rosita Uzoamaka Agu, a visibly elated customer of FirstBank Ajao Estate Branch, presented with a Toyota Corolla 2008 model as Star Prize Winner of the Enugu Draw in the ongoing FirstBank Big Splash Savings Promo. The Promo is part of the Bank's far-reaching initiatives to further delight its valued customers.

# THE BANK



## Workforce strategy

A key milestone this year was the design and implementation of a new strategy to provide best-in-class financial services.

With information technology being the backbone of the industry, FirstBank intends to strategically exploit the use of technology to drive process efficiency, product innovation and service delivery. Accordingly, during the review period, in a bid to further secure our customers' transactions, we became the first financial institution to deploy multi-factor authentication technologies on electronic banking platforms.

First Bank also completed the deployment of the following new applications in the year:

- Oracle HR (for the automation of our entire human capital and talent management processes including training, performance and benefits administration);
- FirstECM (for enterprise content management and workflow automation); and
- nCompass (to further improve our automated clearing process nationwide using modern cheque truncation and collaboration technologies).

Amongst other initiatives, FirstBank is currently implementing a Data Warehouse and Business Intelligence project that will enable our new performance management framework and put us on the clear path to full Basel II compliance. We are also in the process of setting up a best-of-breed contact centre supported by a robust Customer Relationship Management application. We expect the completion of these initiatives within the current financial year to enhance our competitive advantage.



**Amo Sieberer Hatchery Nigeria Ltd, Awe, a fully automated poultry operation financed by FirstBank**

The company is one of the foremost poultry farms in Nigeria, producing high-quality day old chicks, both layer and broiler. Breeding is carried out by scientific method of artificial insemination. They have been an account with FirstBank for over twenty years.

## 5 MANPOWER DEVELOPMENT

As one of the leading private sector employers of graduate-level personnel in the country, FirstBank's manpower development policy recognises the invaluable contribution that labour has made to the growth and development of countries successfully navigating from third world to developing country status. Consequently, our human capital management initiatives during the year in review were geared towards providing necessary support to staff, departments, and the various business drivers to enable the Bank to achieve its goals and objectives. One of the key milestones in the search for more efficient workforce management included the design and implementation of a new workforce strategy. As the level of sophistication of the domestic market for financial services increased, expectations for more efficient customer service within the industry have also grown. Technological improvements have played a key role in this process, as improved data-gathering and processing have made the design of bespoke financial solutions much easier. This has also driven the need to align staff skill sets with customer service delivery expectations. Our goal in this regard is the provision of best-in-class financial services, using least-cost solutions. The remodelling of our workforce structure in the last year was intended to achieve the staff mix consistent with this goal.

In the review period, we continued to replenish the Bank's workforce, especially at strategically important levels of responsibility. As the Bank grows its footprints locally and internationally, contributing positively to our customers' value chain, we hired personnel with the unique skill set needed to fully leverage our operations. As has become traditional with the Bank, we employed entry-level graduate staff during the year.

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Our staff remain the fulcrum of our diverse operations. Other staff-related initiatives implemented during the review period included a comprehensive mentoring/counselling programme and sundry career management initiatives. The Bank's succession planning framework, and an automated people management system, were designed with this in mind. We are confident that with our current staff complement and the planned addition to it, we have the pivots and the props needed to take full advantage of opportunities in our business environment.

## 6 COMPLIANCE

In our enduring commitment to a strong compliance culture within the FirstBank Group, our relationship with the local regulators grew stronger during the year under review. We submitted all statutory reports in the required formats, as and when due to the regulator(s). All enquiries received from the regulators were handled with utmost professionalism and urgency. As we began to reap the benefits from our huge investment in the automation of our Anti Money Laundering/Know Your Customer reporting regimes, we continued to pursue aggressively our policy of zero tolerance to regulatory infractions. The Bank has maintained 0% sanctions and managed regulatory exposures.

The Board of Directors has been supportive of all compliance initiatives, especially as regards the capital-intensive investment in reporting tools and technologies, as well as staff training.

FirstBank has consistently complied with CBN's Code of Corporate Governance for banks and this was aptly attested to by the report of the external consultants on the appraisal of our compliance level with the code.

To further ensure the soundness of our business, corporate governance, disclosure and transparency, the position of the Chief Financial Officer (CFO) at an Executive Director (and Board) level was created during the review period, though it took effect on April 1, 2009. The impact of this development is already being felt in the areas of financial control, performance measurement, and investor relations, amongst others.

To maintain our high standards, the Board, Management and Staff are regularly updated on regulatory dynamics and responsibilities through focused training and publications, especially the Compliance Newsletter.

The Bank's Compliance function continued to be recognised within the industry. The Chief Compliance Officer (CCO) of the FirstBank Group is an active member of the Committee of Chief Compliance Officers of Banks in Nigeria (CCCOBIN), a committee of CCOs of all banks in Nigeria dedicated to the promotion of a collaborative effort aimed at evolving a strong and sustainable compliance culture in the Nigerian financial landscape.

## 7 AGRICULTURE BUSINESS

Stronger growth in domestic consumption and fiscal consolidation are essential if the economy is to successfully ride the current global economic storm. Given its contribution to aggregate output growth, and its capacity for generating employment, especially in the rural areas, agriculture remains a major growth driver of the economy, especially in the face of dwindling oil revenues and the global food crisis. In recognition of these facts, FirstBank's total loan portfolio in agricultural financing attained an all-time peak of ₦7.1 billion during the financial year.



# ₦7.1 billion

Agricultural financing attained an all-time peak of ₦7.1 billion during the financial year.



**Thoroughbred cattle at Durante Farms, Oyo, an integrated farming company financed by FirstBank**

Durante Industries Limited deal in table fish, fish seeds and fish feeds production as well as extensive cash crop farming and cattle breeding. They revolutionised fish farming in the country by introducing high-quality fish seeds, high-quality floating and sinking feeds, construction and installation of water recycling rearing systems. They own a six hundred acre farm complex in Oyo and have been an account with the Bank for over four years.

# THE BANK



## ₦200 billion

FirstBank is one of two participating banks in a ₦200 billion multi-tenor federal government bond scheme to make credit available to the agricultural sector.

FirstBank's suite of financial solutions for the agricultural sector enjoyed a dominant presence in the industry in terms of agricultural financing. Building on this success, two additional products were introduced in the review period. They are Farm Machinery and Equipment Finance Scheme (FirstTRAC Partnership Scheme) which was designed to complement the federal government's policy on farm mechanisation, and the National Agro Dealer Support Scheme designed to upgrade private sector capacity in agro-input procurement and distribution.

In order to complement government's efforts at generating employment and creating communities where Nigerian youths interested in agriculture may live and work together on individual farm projects, the FirstBank Farm Settlement Scheme was deployed during the financial year. The pilot phase was implemented in collaboration with the Ogun State government, and other state governments have indicated their interest in the programme. In recognition of our invaluable contribution to this sector, FirstBank was selected as one of the two participating banks under the proposed Large Scale Agricultural Credit Scheme (LASACS). The scheme, promoted by the CBN and the Federal Ministry of Agriculture and Water Resources, is to be financed from the proceeds of a ₦200 billion multi-tenor bond to be raised by the Debt Management Office (DMO) on behalf of the apex bank. The funds are being disbursed to participating banks (PBs) for on-lending to large-scale agricultural enterprises.

## 8 RECOGNITION AND AWARDS

Befitting the scale of its operations, the Bank continued to clinch awards in the review period. The most notable of these are awards from The Nigerian Stock Exchange: the 31st Annual President's Merit Award for the 2007 Financial Year; the NSE Award of Excellence Certificate as The Quoted Company of the Year 2007; and the NSE Merit Award – Certificate of Merit in the Banking/Investment Sector for the best presentation, quality and depth of the Bank's Annual Report and Accounts for the year 2007. These awards attest to the Bank's commitment to best-in-class corporate governance practice, which has seen it attain levels of disclosure and transparency at par with globally accepted standards.

Other awards confirming the strength of the Bank's franchise include the Best Bank – Nigeria award, the Best Trade Finance Bank in Nigeria 2008, and the Best Foreign Exchange Bank in Nigeria 2008 given by Global Finance magazine, based in New York. In further confirmation of the Bank's outstanding commitment to its host communities, it was honoured with the Lagos State Ministry of the Environment Merit Award for its Outstanding Contribution to the Greening Policy of the State.

While these awards may be of immense value in themselves, they have further challenged us to remain socially responsible.

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## 9 STRATEGY

Our current medium-term corporate strategy (2009–2011) aims to restore the Bank to a position of “clear leadership” of the Nigerian financial services industry”, through a transition in both internal and external perceptions of what it means to be the “First”. Of late, this adjective has come to be strongly identified with the Bank’s legacy. Whereas we have every reason to be proud of a legacy that goes back more than a century, and has seen us play critical roles in support of the country’s development, the value proposition to which our efforts are to be directed is one that sees FirstBank as the leader in terms of:

- Total returns to shareholders;
- High service levels, values, and stability to customers;
- Attractiveness as an employer;
- In compliance with the laws and regulatory requirements; and
- Contribution to national development.

The challenges depicted by our corporate aspiration are of a domestic and international variety, requiring the Bank to regularly benchmark against industry best practices and challenge assumptions in order to increase the speed of the Bank’s response to changes in the market’s lead buyer values. The benchmarks agreed around our current strategy include achieving industry leadership in total assets, achieving consistently high returns on assets, maintaining cost-to-income and non-performing loan/total loan ratios below industry average, and finally, to obtain top three rating in the most authoritative annual customer ranking survey in the country.

To help meet these objectives, the Bank recently embarked on a Transformation Agenda focused on three key areas. The first is a growth strategy anchored on attaining full benefits of scale and scope by accelerating growth and diversification of assets, revenue and profit. The second area is operational excellence, focused on achieving unparalleled service levels by developing world class institutional process, systems, and capabilities. The third area is performance management, ensuring the delivery of unmatched results by creating a performance culture with clear individual accountability at all levels. Ultimately, strategic success will depend on how well we can deploy the Bank’s:

- Balance sheet strength, strong liquidity/cash position;
- Wide branch network and strong retail market share;
- Broad range of institutional relationships;
- Strong faith in our institution from its over one million equity market investors;
- Good strategic non-African branch/representative office locations; and
- Strong reputation as large, stable, trusted.



## Transformation

We are embarked on a programme to restore FirstBank to clear leadership in the financial services industry.



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**1 THE ESSENCE**

Long before such activities became popularly known as Corporate Social Responsibility (CSR) and long before it became essential for companies to engage in CSR as part of their brand building agenda, First Bank of Nigeria Plc had been making regular, substantial contributions to the wellbeing of grassroots communities and Nigerians.

FirstBank’s CSR strategy reflects our commitment to being socially, economically, and culturally responsible. With a resolve to provide sustainable solutions to the diverse developmental challenges that Nigerians encounter on various fronts, the Bank pursues constructive engagements and mutual partnerships with the recipient stakeholders, through a user-defined needs identification system.

FirstBank’s CSR is accentuated by our sustained aspiration to lead the industry by example not just in the provision of the best products, services and developmental assistance for promoting the individual and common good, but also in maintaining the highest standards of corporate governance, accountability and responsiveness to our internal and external stakeholders.

Through our CSR initiatives, we provide targeted support for education and youth development, grassroots sports development, healthcare, arts and culture, entrepreneurial and economic development, as well as sustainability of the environment.

**2 EDUCATION AND YOUTH DEVELOPMENT**

The advancement of education and youth development has continued to receive ample attention in the Bank’s CSR initiatives. These include the FirstBank Annual Undergraduate Essay Competition for students in all universities and polytechnics in Nigeria and the Annual Secondary School Quiz Competition. In 2008, the Bank increased the prizes. Notably, the top three winners of the Essay Competition were offered automatic employment by the Bank upon graduation. Both competitions are long-lasting initiatives to promote intellectual development through healthy academic competition among secondary and tertiary school students nationwide.

Another key component of the Bank’s intervention in education is University Endowments. The total value of the FirstBank Universities Endowment in 15 federal universities now stands at over ₦350 million. These endowments were boosted with strategic projects which include:

- commitment of ₦50 million to the construction of the Faculty of Social Science Building, University of Port Harcourt;
- ₦28.7 million for the construction of a Lecture Hall at the Federal University of Technology, Minna;
- ₦38.4 million expended so far on the construction of a 500-seater Lecture Theatre at Obafemi Awolowo University, Ile-Ife; and
- another ₦3.4 million released as final payment for the construction of the School of Dentistry Building in the University of Nigeria Teaching Hospital, which cost a total of ₦55 million.

**Our Brand Pillars**

**LEADERSHIP**

Responsibly managed companies tend to be more sustainable over the long term. But sustainable growth is not simply a by-product of effective risk management – it also comes from being a good corporate citizen. At FirstBank we firmly believe in playing our part in society, especially by contributing to the development of Africa where we have our roots.



**Faculty of Social Science Building, Obafemi Awolowo University, Ile-Ife**

This new Faculty of Social Science Building, Obafemi Awolowo University, Ile-Ife, was constructed under the FirstBank Universities Endowment strategic projects initiative, to provide much needed infrastructure in Nigerian universities.

# CORPORATE SOCIAL RESPONSIBILITY



## Targeted support

FirstBank's CSR initiatives focus on development in priority areas, including education, health and welfare.

The Bank provided ₦24.6 million for the construction of the administrative block of Loyola Jesuit Memorial College Port Harcourt and ₦10 million to support the construction of the Biomedical Research Centre of Babcock University, Ilesha Remo. In promoting intellectual discourse amongst the youth, the Nigeria Leadership Initiative received ₦23.8 million for its 2008 NLI Future Leaders Seminar & Award Dinner, ₦10 million for the Bank's partnership with Students In Free Enterprise (SIFE), ₦5 million for the SIFE Nigeria's delegation to the Students In Free Enterprise (SIFE) World Cup 2008 in Singapore, and ₦6 million sponsorship of the Centenary Lecture of King's College Lagos.

Also, in the last financial year the Bank initiated the process for recruiting executive trainees, through which hundreds of fresh graduates are employed annually as part of its programme to promote youth development. In this vein, FirstBank stands out as probably the biggest employer of this genre of employees in the country.

## 3 HEALTH AND WELFARE DEVELOPMENT

In 2008, ₦50 million was donated to Lagos State Government towards building a medical centre for the people of Lagos, ₦14 million for the Free Eye Camp of the Zakkah and Husbi Commission, Kano State, ₦7.5 million for an ambulance bus donated to the University College Hospital, Ibadan, ₦1.4 million for the celebration of World Day for Safety & Health at Work 2008 organised by Federal Ministry of Labour & Productivity, ₦1.8 million contributed to the sponsorship of the 2009 Conference of the Paediatric Association of Nigeria, and ₦1 million towards the construction of the Officers Quarters and Clinic of the Mobile Police Force.

Support was also provided for the annual celebrations of the Sickle Cell Club, Lagos Chapter, the Veterans Walk for Peace organised by Nigerian Legion, the Autism Awareness Day Celebration & Defeat Autism in Nigeria Project Launch organised by OLG Health Foundation & Autism Centre Port Harcourt, the Year 2008 Disability Week organised by National Handicap Carers Association of Nigeria, the NDLEA Officers Memorial Fund and Red Ribbon under the auspices of Partnership for a Drug Free Nigeria, the African Refugees Foundation and the Association of Resident Doctors 2008 Orthopaedic Week.



### Support for Health and Welfare

Eileen Hopkins and Heidi Al-Askary, facilitators from the United Kingdom, at a training workshop on Understanding Children on the Autism Spectrum, sponsored in Abuja and Lagos by Zamarr Institute with sponsorship from FirstBank.

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**4 SPORTS DEVELOPMENT**

Sports development continues to be a flagship focus area in the Bank's CSR strategy, with a reported commitment of ₦91.2 million for the construction of the NUGA VIP Centre, University of Nigeria Nsukka for the university's successful hosting of the Nigeria University Games (NUGA 2008) in December 2008, reputed to be the best NUGA Games so far, ₦20 million to Kaduna State Government in support of its hosting of the 2008 National Sports Festival, and ₦2 million to the Abia State contingent to the same Festival.

The Bank also kept up its traditional tournament sponsorships. The 47th Lagos Amateur Open Golf Championship organised by the Golf Section of Ikoyi Club 1938 was sponsored for ₦18.6 million, sponsorship and maintenance of Hole Nine at Ikoyi Club Golf Course for ₦1.2 million, the Georgian Cup of the Kaduna Polo Club for ₦6 million, and the Dala Hard Court Tennis Championship for ₦5.8 million. There was also support for the 1st U-16 Emeka Anyaoku Cup Final/Closing Ceremony and Fund Raising for Mini Stadium, the J. K. Randle Swimming Competition, and the Lagos Country Club's Kiddies/Children Sports Festival.

Under the auspices of the King's College Lagos Old Boys Association, there was support for the school's 88th Annual Interhouse Athletics Competition and the 16th Annual Interhouse Athletics Competition of St. Saviour's Schools Lagos. Folawiyo Jinadu Adisa, a physically challenged athlete, also received sponsorship to participate in the All England Open Badminton and German International Tournaments.

**5 ARTS AND CULTURE**

FirstBank provided support for the advancement of African cultural heritage through the provision of ₦150 million for the Cross River State Christmas Carnival, ₦15 million for the Royal Durbar Event of the Abuja Carnival, ₦8.6 million for the Maiden edition of Omen'Igbo, a Pan-Igbo Tourism and Cultural Fiesta, ₦5 million for the construction of the Owa-Obokun Palace, and ₦2.5 million for Iloko-Ijesha Town Hall Youth Development Centre. The Bank also provided support to the Zuma Film Festival, the Otuide Cultural/Musical Fiesta, the EEBI Epe Festival 2009, the University of Lagos Africaribbean Festival and the Cultural Week of St. Gregory's College, Ikoyi, all in the noble bid to promote our Nigerian and African-orientated cultural heritage.



**Sports sponsorship**

Among the many deserving cases supported this year is Folawiyo Jinadu Adisa, a physically challenged badminton player sponsored by FirstBank to compete abroad.



**Support for Education and Youth Development**

The top three winners in the 2008 FirstBank Annual Undergraduate Essay Competition with Mr. J. M. Ajekigbe, the Bank's former MD/CE (first right) and Lt.-Gen. Garba Duba (rtd.), a Director of the Bank.

# CORPORATE SOCIAL RESPONSIBILITY



## Partnership

We work with a broad range of partners in order to direct our sponsorship funds towards those most in need.

### 6 ENTREPRENEURSHIP AND ECONOMIC DEVELOPMENT

The promotion of entrepreneurship, professional, corporate and national economic development featured significantly in our CSR scheme, with ₦34.2 million to the Nigerian Economic Summit Group for the Nigerian Economic Summit, ₦25 million for the Investors Road Show of Nigerian Gas Masterplan Infrastructure Blueprint in London and Singapore organised by Nigerian National Petroleum Corporation, ₦25 million for the South-South Economic Summit, ₦20 million for the maiden edition of Nigeria CEO Forum organised by BusinessDay Newspapers with Global Management Consultants and McKinsey & Co, ₦11.8 million to the Nigerian Investment Promotion Commission for the sponsorship of a Business Investment Forum in Brazil, and ₦11.6 million to the World Economic Forum for sponsorship of the World Economic Forum Summit.

The Seminar on Trade Capacity Building Programme on Exporting to the United States: AGOA and Beyond was sponsored with ₦11.1 million, the 14th Lagos Economic Summit ₦5 million, the International Business Conference of Foreign Investment Network ₦10.5 million, the International Conference on Food Security ₦10 million, the Nigerian Infrastructure Summit ₦10 million, the 2008 Gateway Trade Fair, Abeokuta ₦3 million, the 4th Economist Conference by the Economist Magazine ₦4.6 million, and the Third Annual Opportunity Nigeria Investment Conference organised by Nigerian British Chamber of Commerce ₦2.5 million.

The development of professional bodies also benefited from this field of sponsorships, with ₦7.5 million for the 38th Annual Accountants Conference organised by the Institute of Chartered Accountants of Nigeria, ₦6.5 million for the ELAN 6th National Leasing Conference organised by the Equipment Leasing Association of Nigeria, ₦5.6 million for the Institute of Directors Nigeria 2008 Annual Fellows Evening, ₦5.3 million for the Corporate Nigeria 2009 organised by Corporate Guides, ₦3 million for the 40th Annual Conference of the Chartered Institute of Personnel Management, and ₦1 million for the 2nd National Forum of the National Institute of Marketing of Nigeria.

Ample support was also extended to the 2nd Leg Women Bankers Forum organised by Association of Women Bankers of Nigeria, the Honorary International Investors Council Meeting by Nigerian Investment Promotion Council, the Annual General Scientific Meeting organised by Medical Women Association of Nigeria, the Annual Public Lecture of NIPR 19th AGM/PR Week 2008, the International Conference of Independent Shareholders Association, the African Energy Forum 2008 by Lagos Chamber of Commerce & Industry, the annual entrepreneurial award of Fate Foundation, the Renewal of Partnership for Business Leadership Programme organised by Leap Africa, and the International Conference on Good Governance and Sustainable Democracy in Nigeria.



### Support for Sports Development

Ultramodern VIP/Senior Staff Club Centre at The University of Nigeria Nsukka (UNN), donated by FirstBank for the hosting of the Nigeria University Games by UNN in December 2008.

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## 7 ENVIRONMENTAL SUSTAINABILITY

The Bank provided in recognition of the need for adequate security and an enabling environment for economic progress, ₦20 million for the People Police Marathon – Race Against Crime, ₦5.9 million for five officers of the Nigeria Police to attend the 115th Conference of Police Chiefs, and ₦1.3 million for sponsorship of the First National Conference on Cybercrime. Also, the Bank provided five patrol vans worth ₦16.8 million to the Anambra State Government, three patrol vans valued at ₦12.8 million to the Enugu State Government and five patrol vans worth ₦17.5 million for the Imo State Government security initiative.

The cause of environment sustainability also continued to receive the Bank's attention, with the donation of ₦9 million to the Lagos Millennium Group on the Environment (LIMGE) in support of the Lagos Central Business District Rebirth Agenda programme, additional ₦4.1 million to sustaining the beautification and landscaping project of the Costain Roundabout in Lagos to which the Bank has been committed for a while, ₦1 million for the Physical Planning & Urban Development of Lagos State, as well support for the 2008 World Habitat Day celebrations.

The additional sponsorships and donations made during the period under review are contained in the table within the Report of the Directors on page 77.



## Grassroots

With a presence in many locations in the country, FirstBank combines grassroots understanding and a global perspective. Both are vital in contributing to the nation's development.



### Support for Beautification of the Environment

The Costain Roundabout Beautification initiative, an environmental sustainability project of FirstBank.



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## KEY PERFORMANCE INDICATORS

	2009		2008		2007		2006		
	Group %	Bank %	Group %	Bank %	Group %	Bank %	Group %	Bank %	
1 Net operating income growth	<b>31.6</b>	<b>32.3</b>	70.5	64.0	26.8	23.5	17.9	22.6	1 The percentage increase in net operating income before loan impairment and other credit risk charges since the previous year.
2 Net operating income mix									2 As a percentage of net operating income before loan impairment charges and other credit risk provisions.
Net interest income	<b>62.4</b>	<b>60.7</b>	55.7	53.1	47.8	45.7	53.5	55.1	3 Interest expense, operating expenses and other credit risk charges divided by net operating income before loan impairment and other credit risk charges.
Net fee and commission income	<b>20.8</b>	<b>20.3</b>	22.9	21.6	28.8	27.7	30.4	30.5	4 Net operating income divided by average risk-weighted assets.
Other income	<b>16.8</b>	<b>19.0</b>	21.5	25.3	23.4	26.6	16.1	14.4	5 Profit attributable to ordinary shareholders divided by invested capital.
3 Cost to income	<b>66.8</b>	<b>67.4</b>	63.7	64.5	71.6	72.1	73.1	73.7	6 The percentage increase in dividends per share since the previous year, based on the dividends paid in respect of the year to which the dividend relates.
4 Credit performance as measured by risk adjusted margin	<b>10.7</b>	<b>12.0</b>	13.8	15.5	16.4	16.4	18.8	17.5	7 Basic earnings per ordinary share is defined in Note 34 of the Financial Statements.
5 Return on shareholders' equity	<b>3.7</b>	<b>9.9</b>	10.4	8.9	22.0	21.0	24.0	24.0	
6 Dividends per share growth	<b>0.0</b>	<b>12.5</b>	0.0	20.0	0.0	0.0	(37.5)	(37.5)	
7 Basic earnings per ordinary share – reported (₦)	<b>0.74</b>	<b>1.65</b>	2.67	2.23	1.78	1.56	3.33	3.06	

## 1 INTRODUCTION

The FirstBank Group and affiliates are subject to extensive and increasing regulation, accounting standards and interpretations thereof, and legislation in the various countries in which the Group operates. From time to time, new laws are introduced, including tax, consumer protection, privacy and other legislation, which affect the operating environment in which the Group operates. As a result of the recent interventions by governments in response to global economic conditions, for instance, it is widely expected that there will be a significant review of government regulation such as the imposition of higher capital requirements and restrictions on certain types of transaction structure to engender stronger but effective supervision of the financial services industry.

If enacted, such new regulations might compel the Bank to inject fresh capital into its operations and those of its subsidiaries and affiliates. The development might require the Bank to enter into business transactions that are not otherwise part of its current Group strategy, prevent the Bank from continuing current lines of operations,

restrict the type or volume of transactions it may enter into, limit its subsidiaries' and affiliates' ability to declare dividends to FirstBank, or set limits on or require the modification of rates or fees that the Bank charges on certain loans or other products.

The Bank may also face increased compliance costs and limitations on its ability to pursue business opportunities. Separately, the Basel II Accord's requirement for financial institutions to increase their capital in response to deteriorating market conditions may have secondary effects on lending, which could exacerbate the current market downturn. These measures, alone or in combination, could have an adverse effect on its operations.

The Bank is currently subject to tax-related risks in the countries where it operates, which could have an adverse effect on its operating results.

A number of double taxation agreements entered into between countries also affect the taxation of the Group. Tax risk is the risk associated with changes in tax law or in the interpretation of tax law. It also includes the risk of changes in tax rates and

the risk of consequences arising from the failure to comply with procedures required by tax authorities. Failure to manage tax risks could lead to increased tax charges, including financial or operating penalties, for non-compliance as required by the law.

The Board of Directors and the Group Management Committee measure the Group's progress against its strategic objectives. Progress is assessed by comparison with the Group's strategy, its operating plan targets and its historical performance using both financial and non-financial measures.

As a prerequisite for the vesting of Performance Shares, the Board Governance Committee must satisfy itself that FirstBank Group's financial performance has shown sustained improvement in the period since the award date. In determining this, the Board Governance Committee will take account of all relevant factors, particularly comparisons against peer group with regard to the financial key performance indicators (KPIs) described below.

# KEY PERFORMANCE INDICATORS



## 12.5% increase

in total dividend per share for 2009.

## 2 FINANCIAL KPIS

To support the Group's strategy and ensure that the Bank's performance can be monitored, management utilises a number of financial KPIs. The table on the previous page presents these KPIs for the period up till March 2009. At a business level, the KPIs are complemented by a range of benchmarks which are relevant to the planning process and to reviewing business performance. FirstBank has a number of key targets against which future performance can be measured (see table, previous page).

### 2.1 Net Operating Income Growth

Net operating income growth provides an important guide to the Group's success in generating business. In 2009, the Bank's total net operating income grew by 32.3% to ₦143.3 billion (Group 31.6% to ₦163.4 billion), reflecting the resilience of FirstBank's income-generating capabilities in these exceptionally turbulent economic circumstances.

### 2.2 Net Operating Income Mix

Net operating income mix represents the relative distribution of revenue streams between net interest income, net fee and commission income and other income. It is used to understand how changing economic factors affect the Group, to highlight dependence on balance sheet utilisation for income generation and to indicate success in cross-selling fee-based services to customers with loan facilities. This understanding assists the Bank's management in making business investment decisions. Comparison of the revenue mix between 2006 and 2009 shows a downward trend of the other income component.

### 2.3 Cost to Income

Cost to income is a relative measure that indicates the consumption of resources in generating revenue. Management uses this to assess the success of technology utilisation and, more generally, the productivity of the Group's distribution platforms and sales forces. There has been a consistent effort to reduce this ratio.

The Group's cost-to-income ratio rose to 66.8% (2008: 63.7%). This was driven predominantly by rising wage cost on

keen competition for skills as well as higher administrative and general expenses reflecting the inflationary environment.

### 2.4 Credit Performance

Credit performance, as measured by risk-adjusted margin, is an important gauge for assessing whether credit is correctly priced so that the returns available after recognising impairment charges meet the Group's required return parameters. The ratio for 2009 was 10.7% for the Group (2008: 13.8%) as loan impairment charges rose at a faster rate than income on higher average risk-weighted assets.

### 2.5 Shareholder Returns

The Bank aims to deliver sustained dividend per share growth for its shareholders. The total dividend for 2009, based on the year to which the dividends relate (rather than when they were paid), amounts to ₦1.35k, an increase of 12.5% over the preceding year (2008: ₦1.20).

Return on shareholders' equity measures the return on shareholders' investment in the business. This enables management to benchmark Group performance against competitors and its own targets. In 2009, the ratio was 3.73% lower than the 10.4% achieved in 2008 – a substantial part of which relates to risk assets impairment recognition.

Total Shareholder Return (TSR) is used as a method of assessing the overall return to shareholders on their investment in FirstBank, and this is defined as the growth in share value and declared dividend income during the relevant period. TSR is a key performance measure in rewarding employees. In calculating TSR, dividend income is assumed to be invested in the underlying shares. The TSR benchmark is an index set for the purpose of comparison with the performance of a group of competitor banks, which reflects the Bank's range and breadth of activities. The Bank aims to be in the top quartile of this index.

Management believes that financial KPIs must remain relevant to the business even though they may change over time to reflect changes in the Group's composition and the strategies employed.



**The bagging section of IRS Rice Mills Company Kano, financed by FirstBank**

The project was conceived and executed by the prime mover Khalifah Sheikh Isiyaku Rabi, Group Chairman of IRS Group, who has had an account relationship with the Bank for over 57 years. The Bank is providing working capital requirement of over ₦3 billion for the importation of brown rice and procurement of paddy rice for processing to parboiled and polished rice of international standard.

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**3 NON-FINANCIAL KPIS**

FirstBank has chosen four non-financial KPIS which are important to the future success of the Group in delivering its strategic objectives. These non-financial KPIS are currently reported internally within the Bank, and not on a Group basis.

**3.1 Employee Engagement**

Employee engagement is a measure of employees' emotional and rational attachment to the Bank. It is critical to the long-term success of the Group and, as such, an employee engagement target was included in the 2008 objectives for Group Executives.

The Group Employee Engagement Index score for 2009 was 2.9 as against the targeted 3.3 and this is considered satisfactory as the Group achieved 87.9% of its target.

In 2008, the Bank conducted an Internal Customer Satisfaction Survey of its permanent workforce. The 2008 participation rate of 93% improved on the 2007 figure of 88%, which was already around the highest in the industry.

**3.2 Brand Perception**

In order to manage the FirstBank brand most effectively, the Group tracks brand health amongst personal financial services and commercial banking customers in each of the Bank's major markets. The survey is conducted on a consistent basis by accredited, independent, third-party organisations. A weighted scorecard of brand measures produces an overall score for each market on a 100-point scale, which is then benchmarked against that of main competitors. The scores from each market are then weighted according to the risk-adjusted revenues in that market to obtain the overall Group score.

**3.3 Customer Satisfaction**

Customer recommendation is an important driver of business growth for the Bank, which in turn uses a consistent measure of customer recommendation around the world to improve on the services being provided by the Group. This measurement is carried out by accredited, independent, third-party organisations and the resulting recommendation scores are benchmarked against competitors.

In the 2008/09 KPMG survey, the Bank was ranked 16 out of 23 banks. While some level of improvement has been achieved from the previous survey, service excellence and improving customer experience remain key to sustaining leadership within the industry. The Bank aims to be in the top quartile of this index in the next few years.

To meet this objective, the Bank has recently created the Corporate Transformation Office, charged with, amongst other things, improving customers' experience at the branch level by creating a world-class environment backed by excellent service.

**3.4 IT Performance and Systems Reliability**

FirstBank tracks two key measures as indicators of IT performance. They are the number of customer transactions processed and the reliability and resilience of systems measured in terms of service availability targets.

The number of customer transactions processed reflects the dependency on IT in the delivery channels that customers use to interact with the Bank. Monitoring the volumes by channel enables the Group to allocate resources appropriately. To improve efficiency, the Bank aims to manage the rate of increase in IT transaction processing costs to below the volume increase.

FirstBank's IT function establishes with its end-users service levels for systems performance, such as systems running 99.9% of the time or card authorisations within two seconds. It also monitors the achievement of each of these commitments.

**Our Strategic Priorities**

**PERFORMANCE MANAGEMENT AND PEOPLE**

Creating a performance culture with clear individual accountability at all levels is a sure route to delivering unmatched results and providing enhanced shareholder value.



**Cross-section of the 108 on-growing tanks at West Farms Limited, Ibeju Lekki, Lagos, financed by First Bank**

Conveniently located on the Lekki-Epe Expressway in Lagos, West Farm is currently the largest recirculation catfish farm in Nigeria, with annual production capacity of 1,600 tons of table-size catfish and 2.8 million fingerlings. The company has successfully built business alliances which ensure that West Farms is always in tune with current practices in the global aquaculture industry.



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**1 DIRECTOR’S REPORT – INTRODUCTION**

In the year just concluded, First Bank of Nigeria Plc continued to make progress against the goal we set for ourselves – to set the pace in corporate governance by ensuring that the level of risk management disclosure in the published financial statements moves towards international best practices.

This level of disclosure is not at present a requirement of the Nigerian Accounting Standards Board, the Central Bank of Nigeria, the Nigerian Stock Exchange, the Securities and Exchange Commission or any other regulatory body in the country. However, the Board of Directors of FirstBank took a voluntary decision to move disclosure practices towards international standards, borrowing from the guidelines of Pillar 3 of the New Capital Accord (Basel II). We aim to continue to enhance the level and quality of disclosures year on year.

The operating environment continues to pose challenges for risk management. The impact of the increased capitalisation levels of the Bank and of our competitors continues to drive competition for both assets and liabilities, particularly in the wholesale segment with a resultant pressure on interest margins. The effect of reduced interest margin was mitigated in part by continuing growth in risk assets. FirstBank’s portfolio growth – at 55.3% – is slower than in the preceding year and is reflective of growth levels within the industry as a whole. It remains, however, an area of intense focus for both Management and the Board given the absolute amount and the increasing concentration deriving from the current economic challenges. Our approach has continued to be one of taking large exposures only in low-risk transactions while growing a structured, granular and diversified retail portfolio to take advantage of higher margins.

Despite these challenges, FirstBank has continued to support economic growth by making both short and long term facilities available to start-up companies with good business plans and to infrastructure development projects. We continue to be concerned about the inability of the system to provide adequate independent information with which to make credit assessments and limited disclosures by banking institutions, both of which constitute significant sources of risk. A substantial portion of the liquidity in the system is absorbed by government securities or direct and indirect inter-bank exposures as opposed to the economic drivers – manufacturing and agriculture. This is largely due to the fact that most of the asset growth in the banking industry is not backed by detailed information on the obligors and as such tends towards the shorter end of the spectrum. The licensing of credit bureaux is thus a welcome development and we look to further regulatory support for these initiatives.

The collapse of the capital markets during the year under review and the exposure of the banking industry to that sector have constituted a systemic crisis arising from the lack of disclosure and appropriate provisioning by some of the banks, which caused a crisis of confidence within the industry. FirstBank, however, can assert that all capital market exposures in the Group have been fully provided for in accordance with the Prudential Guidelines and marked to market in those subsidiaries in which proprietary trading took place.

In the light of the global economic crisis, exposures to the downstream oil sector and to unstructured middle market names – about many of whom there is insufficient information – may be further sources of systemic risks if not properly managed. Economic growth slowed down due to global economic shocks and the tumbling price of oil – the key revenue driver for the country.

**Our Strategic Priorities**

**OPERATIONAL EXCELLENCE**

Turbulent global economic conditions demand we pay even greater attention to steering a steady ship. At FirstBank, we are dedicated to developing world-class institutional processes, systems and capabilities so we can seize competitive advantage and deliver an exceptional customer experience.

# RISK MANAGEMENT DISCLOSURE

## Our Strategic Priorities

### GROWTH

At FirstBank, we have clear strategies and are driving key, cross-functional initiatives to translate our aspirations into reality. We are firmly focused on the future and our goal to be the bank of first choice for all our stakeholders.

In the latter part of FirstBank's financial year, the naira depreciated sharply against the major currencies with its attendant impact on the economy. The major bottlenecks – energy (including power), infrastructure, security and the Niger Delta crisis remained. As the government addresses these issues, further opportunities open up in infrastructure financing, specialised loans in the power/oil and gas sectors and real estate development. These are for us growth areas which we have been consolidating in the past year. We remain open to the opportunities in alternative assets such as private equity and venture capital and are building strong risk management structures around those members of the Group that will be responsible for the origination and management of these transactions.

The general security situation has been a source of operational risk as we have seen an increase in the rate of armed robbery on banks, often leading to loss of life in addition to theft and damage to property. The increased reliance on technology and deployment of ATMs, cards and card products, etc and the attendant risk of fraud therein have also increased the importance of information security.

Market risk is limited due to the very simple character of many products. However, foreign exchange denominated transactions, especially when conducted in currencies other than US dollars, have had to be closely watched and managed, given the turmoil which affected the US and other international markets. Market risk sources in the banking and trading books are clearly identified, mitigated and monitored.

In what follows, we present details of our enterprise risk management framework, as well as highlights of key areas (credit, operational, market, liquidity and legal risks). The purpose is to give a clear view of the major risks we believe are faced by the Bank and the role of the Board and Management in managing these risks. We have tried to strike a balance between providing useful information that enhances transparency and our responsibility to protect customer and counterparty information/data.

The level of disclosures in this report is in line with the tradition we have set for ourselves as well as FirstBank.



Remi Odunlami  
Chief Risk Officer

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## 2 ENTERPRISE RISK MANAGEMENT FRAMEWORK

### 2.1 Risk Management Philosophy

The key elements of the Bank's risk management philosophy are the following:

**2.1.1** The Bank considers sound risk management to be the foundation of a long lasting financial institution;

**2.1.2** The Bank continues to adopt a holistic and integrated approach to risk management and, therefore, brings all risks together under one or a limited number of oversight functions;

**2.1.3** Risk officers are empowered to perform their duties professionally and independently without undue interference;

**2.1.4** Risk management is governed by well defined policies which are clearly communicated across the Bank;

**2.1.5** Risk management is a shared responsibility. Therefore, the Bank aims to build a shared perspective on risks that is grounded in consensus;

**2.1.6** The Bank's risk management governance structure is clearly defined;

**2.1.7** There is clear segregation of duties between market facing business units and risk management functions;

**2.1.8** Risk-related issues are taken into consideration in all business decisions. The Bank shall continue to strive to maintain a conservative balance between risk and revenue considerations;

**2.1.9** Risks are reported openly and fully to the appropriate levels once they are identified;

**2.1.10** Risk officers work as allies and thought partners to other stakeholders within and outside the Bank and are guided in the exercise of their powers by a deep sense of responsibility, professionalism and respect for other parties;

**2.1.11** All subsidiaries are guided by the principles enshrined in the risk management policies of the Bank.

### 2.2 Risk Culture

**2.2.1** The Board and Management consciously promote a responsible approach to risk and ensure that the long-term survival

and reputation of the Bank are not jeopardised while expanding the Bank's market share;

**2.2.2** The responsibility for risk management in the Bank is fully vested in the Board of Directors which in turn delegates such to Senior Management;

**2.2.3** The Bank pays attention to both quantifiable and unquantifiable risks;

**2.2.4** The Bank's Management promotes awareness of risk and risk management across the Bank;

**2.2.5** The Bank avoids products, markets and businesses where it cannot objectively assess and manage the associated risks.

### 2.3 Risk Appetite

The Bank's risk appetite is set by the Board of Directors annually, at a level that minimises erosion of earnings or capital due to avoidable losses in the banking and trading books or from frauds and operational inefficiencies.

The Bank's appetite for risk is governed by the following:

**2.3.1** High quality risk assets measured by the following three key performance indicators:

- Ratio of non-performing loans to total loans;
- Ratio of loan loss expenses to interest revenue; and
- Ratio of loan loss provision to gross non-performing loans.

The broad objective is to be among the top three banks with respect to (i) and (ii) above and maintain a ratio of not less than 100% on (iii).

**2.3.2** Diversification targets are set for the Credit Portfolio and limits are also set for aggregate large exposures.

**2.3.3** Losses due to frauds and operational lapses are pegged at a maximum of a specified percentage of gross earnings and in any case must be lower than the industry average.

**2.3.4** Financial and Prudential ratios targets are pegged at a level more conservative than regulatory requirements and better than the average of benchmark banks. These include liquidity ratios, deposit concentration limits and open position limits.

**2.3.5** The Bank aims at minimising the following independent indicators of excessive appetite for risk:

- Exception reporting by internal control officers, auditors, regulators and external rating agencies;
- Adverse publicity in local and international press;
- Frequent litigations;
- Payment of fines and other regulatory penalties; and
- Above average level of staff and customer attrition.

**2.3.6** The Bank will not compromise its reputation through unethical, illegal and unprofessional conduct. The Bank also maintains zero appetite for association with disreputable individuals and entities.

### 2.4 Risk Oversight

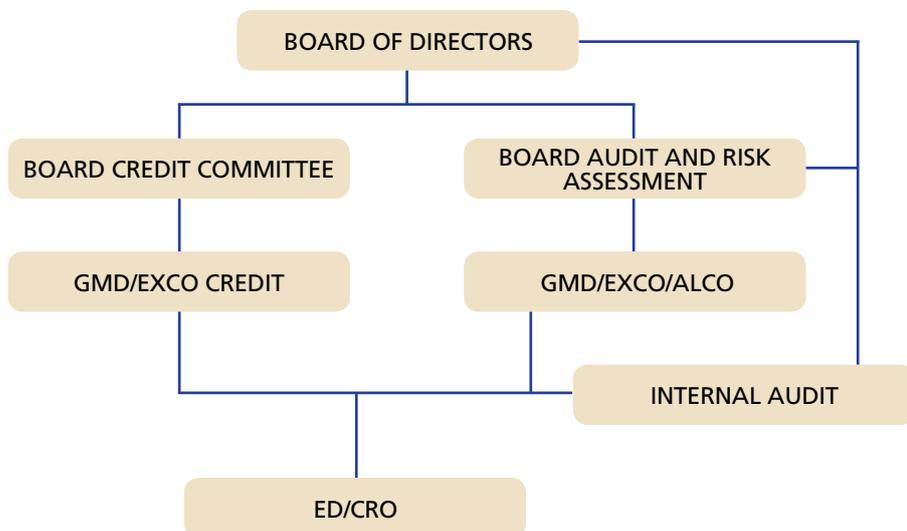
The Bank's Risk Management Directorate ("the Directorate") provides a central oversight of risk management across the Bank and its subsidiaries to ensure that the full spectrum of risks facing the Bank and the Group are properly identified, measured, monitored and controlled to minimise adverse outcomes. The Directorate is, however, complemented by other departments in the management of certain important risks as illustrated below:

#### Risk Management Responsibilities and Functions

Risk Management	Financial & Management Control	Strategy
• Credit Risk	• Internal Control	• Strategic Risk
• Operational Risk	• Financial Control	• Reputational Risk
• Information Security	• Compliance	
• Market and Liquidity Risk		
• Legal Risk		

# RISK MANAGEMENT DISCLOSURE

## RISK MANAGEMENT GOVERNANCE FRAMEWORK



The Risk Management Directorate coordinates the monitoring and reporting of all risks across the Bank. The Directorate is headed by the Chief Risk Officer, who is also an Executive Director.

Internal Control Division performs first level and continuous independent verification/ testing of control measures put in place to manage all risks across the Bank.

Without prejudice to the above, Internal Audit has the responsibility of auditing the risk management function to ensure that all units charged with risk management perform their roles effectively on a continuous basis. Internal Audit also tests the adequacy of internal controls and makes appropriate recommendations where weaknesses are identified.

### 2.5 Risk Management Governance Framework

FirstBank's Risk Management Governance Framework is outlined in the diagram above.

### 2.6 Role of the Board of Directors

#### 2.6.1 General

- i. Approve and periodically review risk strategy and policies;
- ii. Approve the Bank's risk appetite annually and monitor the Bank's risk profile against this appetite;
- iii. Ensure senior management takes steps necessary to monitor and control risks;

iv. Ensure that management maintains an appropriate system of internal control and review its effectiveness;

v. Ensure risk strategy reflects the Bank's tolerance for risk;

vi. Review and approve changes/ amendments to the risk management framework;

vii. Review and approve risk management procedures and control for new products and activities; and

viii. Periodically receive risk reports from the Management highlighting key risk areas, control failures and remedial action steps taken by the Management. This is done at least once every quarter.

#### 2.6.2 Credit Risk

i. Approve the Bank's overall risk tolerance in relation to credit risk based on the recommendation of the Chief Risk Officer;

ii. Ensure that the Bank's overall credit risk exposure is maintained at prudent levels and consistent with the available capital through quarterly review of various types of credit exposure;

iii. Ensure that the Management as well as individuals responsible for credit risk management possess the requisite expertise and knowledge to accomplish the risk management function;

iv. Ensure that the Bank implements a sound methodology that facilitates the identification, measurement, monitoring and control of credit risk;

v. Ensure that detailed policies and procedures for credit risk exposure creation, management and recovery are in place; and

vi. Appoint Credit Officers and delegate approval authorities to individuals and committees.

#### 2.6.3 Board Committees

The above responsibilities of the Board of Directors are discharged primarily by two committees of the Board namely:

- i. Board Credit Committee
- ii. Board Audit and Risk Assessment Committee

Without prejudice to the roles of these committees, the full Board retains ultimate responsibility for risk management.

#### 2.6.4 Board Audit and Risk Assessment Committee

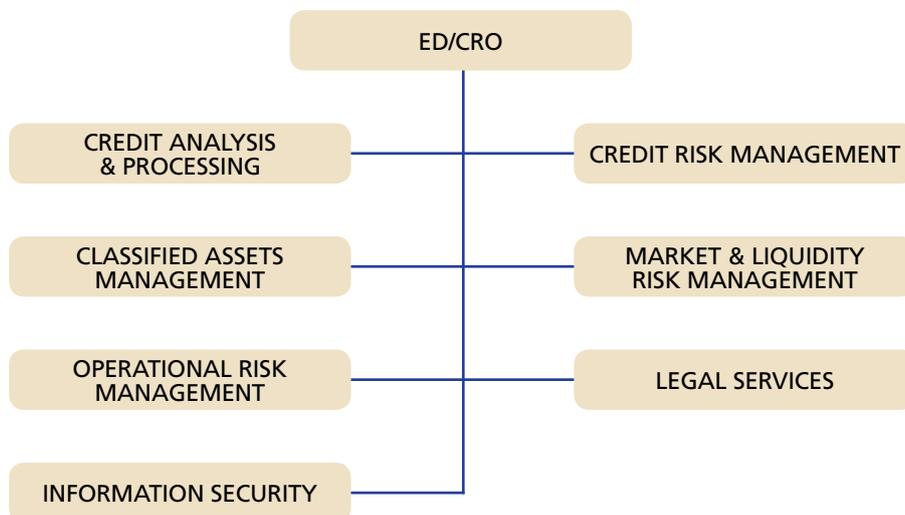
The primary role of the Committee is to report to the Board and provide appropriate recommendations on matters relevant to Risk Management and Internal Audit. The Committee is made up of two Executive and three Non-Executive Directors, with a Non-Executive Director as Chairman. The Chief Risk Officer reports to this committee and is a non-voting member.

#### 2.6.5 Board Credit Committee

The Board Credit Committee ensures effective management of credit risk by the Bank and its subsidiaries. It is also responsible for approving the following:

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## RISK MANAGEMENT DIRECTORATE STRUCTURE



- Credit risk management strategy, policies and standards;
- Credit products, processes and approving authorities;
- Credit risk appetite and limits; and
- Credit requests above EXCO (Credit) level, including those going to the full Board as a recommendation.

This committee is made up of the Managing Director/Chief Executive, all the Executive Directors and five Non-Executive Directors. The Chairman is a Non-Executive Director.

### 2.6.6 Executive Committee (EXCO)

For all categories of risk, the Executive Committee is responsible for formulating policies, monitoring implementation and reviewing risk reports for presentation to the Board/Board committees as well as implementing Board decisions across the Bank.

The Risk Management Operating Model is depicted in the chart above.

To be more specific, the Management of the Bank is responsible for the following:

- Implementation of risk strategy approved by the Board of Directors;
- Developing policies and procedures for identifying, measuring and controlling risk;
- Providing appropriate resources to evaluate and control risk;

- Reviewing risk reports on a regular and timely basis; and
- Providing all reports required by the Board and its committees for the effective performance of risk management oversight functions.

### 2.6.7 Executive Management Committee for Credit Risk (EXCO Credit)

It is the responsibility of this Committee to:

- Establish and maintain an effective risk management environment in the Bank;
- Review proposals in respect of credit policies and standards and endorse them to the Board of Directors for approval;
- Define the Bank's risk and return preferences and target risk portfolio;
- Monitor on an ongoing basis the Bank's risk quality and performance, review periodic credit portfolio reports and assess portfolio performance;
- Define credit approval framework and assign credit approval limits in line with the Bank's policy;
- Review defined credit product programmes on recommendation of the Head, Credit Risk Management and endorse to the Board of Directors for approval;
- Review credit policy changes initiated by the Management of the Bank and endorse to the Board of Directors for approval;

- Ensure compliance with the Bank's credit policies and statutory requirements prescribed by the regulatory/supervisory authorities;

- Approve credit facility requests within limits defined by FirstBank's credit policy, and within the statutory requirements set by the regulatory/supervisory authorities;

- Review and recommend to the Board Credit Committee facilities beyond Management approval limits;

- Review monthly credit portfolio reports and assess portfolio performance;

- Request rapid portfolio reviews or sector/industry reviews from CRM where deemed appropriate; and

- Approve exceptions/write-offs, waivers and discounts on non-performing credit facilities within specified limits.

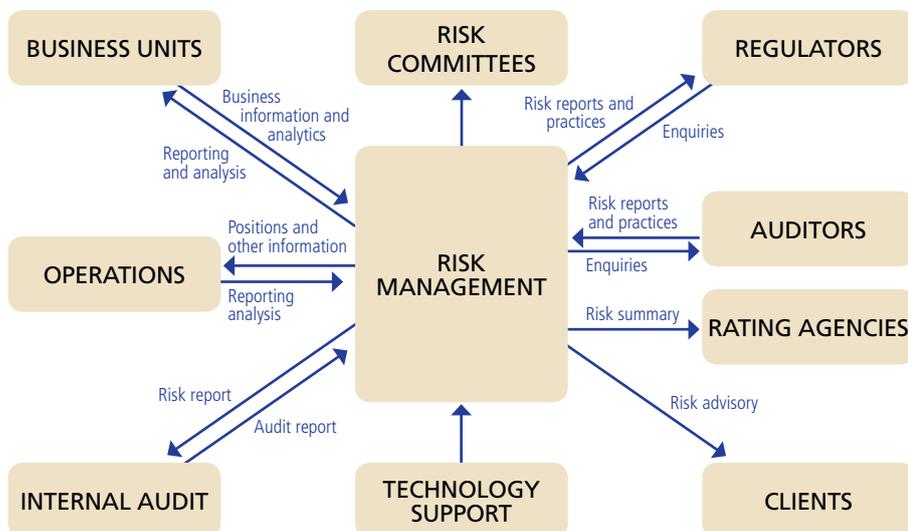
## 2.7 Risk Management Directorate (RMD) – Relationship with other Units

The relationships between the Risk Management Directorate and other sections of the Bank are highlighted below:

- RMD sets policies and defines limits for other units in the Bank;
- RMD performs bankwide risk monitoring and reporting;
- Other units provide relevant data to RMD for risk monitoring and reporting and identify potential risks in their line of business, while RMD provides a framework for managing such risks;

# RISK MANAGEMENT DISCLOSURE

## RISK MANAGEMENT DIRECTORATE – RELATIONSHIP WITH OTHER UNITS



- iv. RMD and market facing units collaborate in designing new products;
  - v. RMD and Internal Audit coordinate activities to provide a holistic view of risks across the Bank;
  - vi. RMD makes recommendations with respect to capital allocation, pricing and reward/sanctions based on risk reports; and
  - vii. Information Technology support group provides relevant user support to the RMD function in respect of various risk management software, such as credit scoring, loss databases, loan origination and management systems, etc.
- i. Create, monitor and manage credit risk in a manner that complies with all applicable laws and regulations;
  - ii. Identify credit risk in each investment, loan or other activity of the Bank;
  - iii. Utilise appropriate, accurate and timely tools to measure credit risk;
  - iv. Set acceptable risk parameters;
  - v. Maintain acceptable levels of credit risk for existing individual credit exposures;
  - vi. Maintain acceptable levels of overall credit risk for the Bank's portfolio; and
  - vii. Coordinate credit risk management and other risks inherent in the Bank's business activities.

## 3 CREDIT RISK MANAGEMENT

### 3.1 Overview

Credit risk arises when an obligor fails to perform its obligations under a trading or loan contract or when its ability to perform such obligations is impaired. It does not only arise when a borrower defaults on payment of a loan or settlement but also when its repayment capability declines (as reflected in a rating downgrade).

Credit risk arises from activities both on and off the balance sheet such as trade finance and acceptances, inter-bank transactions, foreign exchange, swaps, bonds, equities, options, commitments and guarantees, and settlement transactions.

In designing credit policies, due consideration is given to the Bank's commitment to:

### 3.2 Authority and Responsibility

Final authority and responsibility for all activities that expose the Bank to credit risk rests with the Board of Directors. The Board, however, may delegate this authority to the Board Credit Committee, the Executive Committee (Credit), the Chief Risk Officer or other officers with credit risk management responsibilities.

### 3.3 Credit Risk Management Philosophy

The following principles guide credit risk management across the Bank. The Bank shall:

- i. Deliberately manage its risk asset portfolio to ensure that the risk of excessive concentration to any industry, sector or individual customer is minimised, as well as ensure portfolio flexibility and liquidity;
- ii. Ensure that exposures to any industry or customer are determined by the regulatory guidelines, clearly defined internal policies, debt service capability and balance sheet management guidelines;
- iii. Extend credit to only suitable and well-identified customers and never where there is any doubt as to their ethical standards and record;
- iv. Never extend credit where the source of repayment is unknown or speculative nor where the purpose/destination of funds is undisclosed;
- v. Never take a credit risk where ability of customer to meet obligations is based on the most optimistic forecast of events. Risk considerations shall have priority over business and profit considerations;

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- vi. Ensure that the primary source of repayment for each credit is from an identifiable cash flow from the counterparty's normal business operations or other financial arrangements. The realisation of security remains a fall back option;
- vii. Adopt a pricing model that reflects variation in the risk profile of various exposures to ensure that higher risks are compensated by higher returns;
- viii. Ensure that products to be sold in the retail market are backed by approved product programmes;
- ix. Ensure that the quantum of exposure and quality and value of collateral required are determined based on the risk profile of the counterparty;
- x. Avoid all conflict of interest situations and report all insider-related credits to appropriate bodies; and
- xi. Ensure that there are consequences for non-compliance with the Bank's credit policies.

### 3.4 Responsibilities and Functions of Key Stakeholders in the Credit Process

#### 3.4.1 Board of Directors (See 2.6)

#### 3.4.2 Board Credit Committee (BCC) (See 2.6.5)

#### 3.4.3 Executive Committee (See 2.6.6 and 2.6.7)

Credit risk in FirstBank is managed by three departments, namely:

- Credit Risk Management (CRM)
- Credit Analysis & Processing (CAP)
- Classified Assets Management (CAM)

Each department is headed by an officer of the rank of Assistant General Manager or Deputy General Manager.

**Credit Risk Management (CRM)** is responsible for the planning of the credit portfolio, the monitoring of loans on an obligor and portfolio basis as well as the reporting of these to Management and the Board. It is also responsible for controlling and ensuring that conditions set out for obligors are met before disbursement of funds. CRM has ownership of all rating systems/scorecards and recommends and monitors the credit risk appetite for the year and reports periodically to the Board and the Management. CRM also manages the Retail

Collections Unit responsible for calling retail customers with past due obligation of one to 59 days to correct irregularities detected on these category of accounts.

**Credit Analysis & Processing (CAP)** is responsible for the appraisal of credit requests and processing through to final decision.

**Classified Assets Management (CAM)** is responsible for the recovery of classified loans that are 360 days past due and the provision of necessary support to branch recovery teams on other accounts.

The above structure ensures the separation of policy, monitoring, reporting and control functions from credit processing functions, thus ensuring broad credit governance.

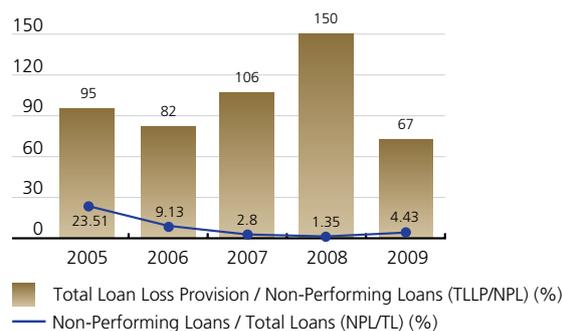
### 3.5 Provisioning Policy and Credit Performance (Limits)

Classification	Past Due Obligation	Provision
Performing	<1 day – 89 days	1%
Substandard	>90 days – 179 days	10%
Doubtful	>180 days – 359 days	50%
Lost	>360 days	100%

Non-performing exposures are defined as exposures with past due obligations >90 days. Loans move from performing status to substandard, doubtful and lost category, depending on number of days past due. This is explained above.

#### 3.5.1 Asset Quality Ratios

The decline in asset quality is as a result of the deterioration in margin trading facilities and loans secured by quoted shares. Non-performing accounts have been recognised, classified and provisions made as appropriate in line with the prudent guidelines (see chart).



#### 3.5.2(a) Portfolio Distribution by Business Lines

The Bank consistently pursued its retail banking strategy, increasing the contribution of consumer and retail from 33% of total loans in 2008 to 50% in the current year.

Business Lines	March 2009 ₦'bn	% of Portfolio
Corporates	355	50%
Consumer	113	15%
Retail Business	249	35%
Total	717	100%

#### 3.5.2(b) Portfolio Distribution by Sector

Sector / Industry	Exposure ₦'mn	% of Portfolio
Agriculture	7,110	1%
Oil & Gas	146,744	20%
Manufacturing (Processed)	62,839	9%
Manufacturing (Allied Products)	38,436	5%
Manufacturing (Others)	22,072	3%
Construction	6,044	1%
Real Estate	71,234	10%
Utilities	5,081	1%
General Commerce	59,821	8%
Transport	8,275	1%
Communication	53,154	7%
Finance & Insurance	66,204	9%
Consumer	82,998	12%
Retail Services	86,781	12%
Public Sector	394	0%
<b>Total</b>	<b>717,187</b>	<b>100%</b>

# RISK MANAGEMENT DISCLOSURE

## Top 20 Obligors: Distribution by Industry and Industry Rating

Industry	Industry Rating	Exposure ₦'bn	% of LAD
Oil & Gas Services	B	58	8.09
Conglomerate	A	24	3.35
Telecommunications	BBB	18	2.50
Telecommunications	B	16	2.23
Logistics	B	12	1.67
Commercial Residential	B	11	1.53
Asset Management	BBB	11	1.53
Manufacturing Cement	A	10	1.39
Oil & Gas Marketing	BBB	9	1.26
Owner Occupier	B	8	1.12
Telecommunications	A	8	1.12
Asset Management	C	8	1.12
Manufacturing – Beverages	CC	8	1.12
Oil & Gas Marketing	CCC	7	0.98
Telecommunications	BBB	6	0.84
General Commerce – Chemicals & Allied Products	B	6	0.84
Manufacturing – Flour	BB	6	0.84
Oil & Gas Marketing	B	6	0.84
Commercial Non-Residential	B	5	0.70
Oil & Gas Services	BB	5	0.70
<b>Sub Total</b>		<b>242</b>	<b>33.75</b>
<b>Others</b>		<b>475</b>	<b>66.25</b>
<b>Total</b>		<b>717</b>	<b>100.0</b>

### 3.5.3 Top 20 Obligors: Distribution by Industry and Industry Rating

See table above.

### 3.5.4 Margin Trading Facilities/Loans Secured by Shares

- i. Exposure secured by shares (quoted and unquoted) stood at ₦58 billion, which represents 7.8% of Total Loan Portfolio (TLP). However, exposure against quoted shares was ₦42 billion and accounts for 5.7% of Total Loan portfolio. These positions are within the approved portfolio limit of 10%.
- ii. 30% of total exposure is secured by an unquoted stock. FirstBank exceptionally accepted the unquoted shares of a large telecommunications company as partial security for loans to investors in its private placement. Although the stock is not listed, liquidity risk is fair in over the counter (OTC) trading. All such facilities

also have additional margin collateral of at least 30% in cash or quoted shares and have not been affected by the drastic drop in prices of shares quoted on the Nigerian Stock Exchange.

- iii. As a result of significant depression in prices of quoted stock in the year, total value of shares held as collateral on the portfolio was 80% of total exposure.
- iv. The Bank remedial strategy on the portfolio secured by quoted shares is to recover past due obligations on non-performing accounts before restructuring, restructure other exposures against realistic cashflows, obtain alternative/additional collateral and pursue gradual work-out. Other measures include obtaining increased collateral coverage of exposure to a minimum of 150% and an outright freeze on capital market lending.

- v. Non-performing accounts have been classified in accordance with the Prudential Guidelines.

### 3.6 Credit Risk Management Outlook

The current global economic crisis has manifested in systemic financial risk, typically accompanied by a sharp decline in asset values/quality, economic activity, abrupt loss of liquidity, extreme volatility and instability throughout the financial system as a whole. The Bank's strategy is to ensure that target growth in loans and advances is conservative and attained without compromising asset quality. This is to be achieved through strategic risk planning, supported by sound risk identification, measurement, control, monitoring and reporting.

The risk appetite definitions have been reviewed to reflect market conditions and economic realities to enable the Bank to remain a sound institution. More emphasis will be placed on validation and independent review of models that are adopted by the Bank, starting with the risk rating and scoring model. Stress tests will be adopted as appropriate as they provide a valuable perspective on risks falling outside the normal scope and force one to step back from daily concerns to think through the implications of scenarios that may seem relatively unlikely but could pose serious risks to the institution if they materialised. FirstBank has taken a good initiative by acquiring the SAS risk management module and business analytics. This application will be available to develop models, test and validate different business scenarios.

Financial and credit analytical skills will also be strengthened through both internal and external training geared towards acquiring the expertise for analysing and managing risks posed by complicated transactions.

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## 4 MARKET AND LIQUIDITY RISK MANAGEMENT

### 4.1 Overview

The Bank is exposed daily to a number of market risks. Market risk relates to the risk that movements in market risk factors, including foreign exchange rates, commodity prices, interest rates, credit spreads and equity prices, will have an adverse effect on the profitability and/or net worth of the Bank, eg an adverse interest rate movement. Liquidity risks relate to the risk of insufficient liquid assets to meet the Bank's obligation as they fall due or meet the obligations at excessive costs.

### 4.2 Market Risk Structure and Framework

The Bank ensures that all the market risk exposures are consistent with its business strategy and within its risk tolerance. The goals of the Bank are principally to:

- Define the Bank's market risk appetite;
- Ensure that the Bank's overall market risk exposure is maintained at levels consistent with the available capital; and
- Ensure that management and individuals responsible for market risk management possess sound expertise and knowledge to accomplish the risk management function.

Regular market risk reports are presented to the Board Audit and Risk Management Committee (BARAC) and the Assets & Liabilities Management Committee (ALCO).

The Assets & Liabilities Management Committee, made up of Executive Directors and other relevant Divisional Heads, is responsible for the following:

- Review of policies relating to market risk management and assets & liabilities management;
- Recommend market risk policies to the Board;
- Provide management oversight for the implementation of policies relating to liquidity, interest rate, foreign currency and equity risks;

- Review market and liquidity risk strategy and recommend same for Board approval;
- Monitor liquidity, asset and liability mismatch, pricing and interest rates;
- Develop policies, procedures, tools and systems for identifying, measuring, controlling and reporting market and liquidity risks;
- Evaluate market risk inherent in new products;
- Ensure compliance with statutory and regulatory requirements relating to market risks;
- Review and recommend for approval market and liquidity risks related limits i.e. position, concentration, currency, dealing gap, total portfolio and counterparty limits;
- Approve appointment of dealers; and
- Balance sheet management.

BARAC and full Board are responsible for the following:

- Approve market and liquidity risk management framework, policies, strategies, guidelines and philosophy;
- Provide Board oversight for the implementation of market and liquidity risk management policies;
- Approve market and liquidity risks related limits for the Bank and subsidiaries.

Implementation of the Bank's market and liquidity risk management policies, procedures and systems is delegated to the Head, Market and Liquidity Risk Management Department who reports to the ED/Chief Risk Officer.

FirstBank is committed to managing market risks emanating from the following activities:

- Money Market Activities
- Capital Market Activities
- Financial Intermediation Activities

The Bank maintains a well-articulated market risk policy, which drives the level of market and liquidity risk exposures during trading activities and determines business size and maturities that are subject to re-pricing when the interest rate changes.

The Bank is moving from traditional methods of market risk management (risk mitigation) to risk optimisation by linking the Bank's business strategy to its day-to-day risk exposures.

Due to the size of the Bank's holdings in rate-sensitive assets and liabilities and its volume of foreign exchange trade, a major area of market risk exposures in the Bank relates to interest rate and foreign exchange risks. Some of the Bank's subsidiaries engage in limited proprietary trading in quoted equities but there is control oversight on such exposures. In addition, each subsidiary has a risk management framework and policy that is consistent with the Enterprise Risk Management manual.

### 4.3 Market Risk Policy and Strategy

FirstBank has put in place a clearly defined Market Risk Management Framework that provides the Board of Directors and Management with guidance on market risk management processes. The Bank has also prescribed tolerable market and liquidity related losses, vis a vis quantum of available capital and level of other risk exposures.

The Bank's Market Risk strategy and policy is anchored on the following:

- Product diversification which involves trading in a wide range and class of products such as debt, equity, derivative, foreign exchange instruments, corporate securities and government securities;
- Risk-taking within well-defined limits with the sole purpose of creating and enhancing shareholder value and competitive advantage;
- Effective utilisation of risk capital;
- Continuous re-evaluation of risk appetite and communication of same through market risk limits;
- Independent market and liquidity risk management function that reports directly to Management;

# RISK MANAGEMENT DISCLOSURE

- vi. Robust market and liquidity risk management infrastructure reinforced by strong automated system for controlling, monitoring and reporting market risk, including transactions between the Bank and its subsidiaries;
- vii. Deployment of a variety of tools to monitor and restrict market risk exposures such as position limits, sensitivity analysis, ratio analysis and management action triggers;
- viii. Adoption of Value-at-Risk (VaR) as one of the risk measurement tools:
- The Bank, during the year, improved on its use of the VaR model to estimate the potential losses that could occur on risk positions as a result of movements in market rates and prices over a specified time at a given level of confidence. The VaR model is based on historical simulation with potential market movements calculated by reference to published data from pre-approved sources for two years. It is calculated to a 99% confidence level and for a 10-day holding period.
  - The use of the VaR model is still in its nascent stage as limits are still substantially based on contract/volume basis – rather than factor sensitivity limits which are set on the basis of maximum loss allowable based on volatility in the various markets.
- ix. Use of stress testing:
- In recognition of the volatile market environment and the frequency of regulations that have had significant effect on market rates and prices, the Bank augments other risk measures with stress testing to evaluate the potential impact of possible extreme movements in financial variables on portfolio values.
- x. Usage of variety of tools to measure non-tradable interest rate risk such as:
- Interest rate gap analysis (which allows the Bank to maintain a positive or negative gap depending upon the forecast of interest rate position). The size of the gap is then adjusted to either hedge net interest income against changing interest rates or to speculatively increase net interest income;
  - Forecasting and simulating interest rate margins;
  - Market Value Sensitivity;
  - Calculating Earnings-At-Risk (EAR) using various interest rate forecasts;
  - Re-pricing risk in various portfolios and yield curve analysis;
  - Using the Assets and Liabilities Management process to determine balance sheet interest rate sensitivity and implement market risk management practices to hedge the potential effect of interest rate changes.
- xi. Setting Internal Open Position Limit (OPL) lower than the CBN prescribed limit (currently 5% of Shareholders' funds). The Bank has put in place approval process for exceeding the internal OPL limit. However, any trading above the CBN regulated OPL limit must be approved by the Central Bank;
- xii. Enforcement of market risk operating limits and other risk management guidelines that will ensure consistent compliance with OPL limit.

## 4.4 Liquidity and Funding

### 4.4.1 Policies and Procedures

The objective of the Bank's liquidity risk management is to ensure that all anticipated funding commitments can be met when due and that access to funding sources is co-ordinated and cost effective. The principal mechanism for implementing the Bank's liquidity policy is to maintain liquid assets to deposit ratio above the

regulatory defined ratio of 25%. The Bank's definition of liquid assets is more stringent than as defined by the Central Bank. While the apex bank admits federal government of Nigeria bonds as liquid assets, the Bank has stressed its liquid assets only to the portion of securities available for immediate sale and for which a deep and liquid market exists.

The liquidity ratio is interpreted in conjunction with cash flow projection and liability concentration ratios to measure the Bank's exposure to liquidity risk. The cash flow technique used is the maturity ladder which assesses all the Bank's cash inflows against its outflows to identify the potential for net shortfalls or net funding requirements. In order to ensure compliance with liquidity levels, the Bank has pre-set liquidity gap limits. The liquidity and funding management process also includes the preparation of multi-currency balance sheets and assessing cash flows by major currencies and projecting cash flows under stress scenarios. The Bank's use of concentration ratios prevents it from relying on limited number of depositors or funding sources.

### 4.4.2 Primary Sources of Funding

The Bank's funding base consists of well-diversified corporate and retail deposits as well as inter-bank and other borrowings. Traditionally, the Bank has sought to attract lower-cost demand and savings deposits in order to keep its funding cost as low as possible and has attempted to minimise its reliance on higher cost time deposits as a significant source of funding. The Bank places considerable importance on the demand and savings deposit which form 73% of its funding base. Although these accounts are contractually repayable on demand, in reality, they are stable and have formed a core component of the Bank's liabilities. Also due to market perception of the Bank as one of the strongest banks in Nigeria, it enjoys a relatively lower cost time deposit base by attracting the retail segment whose principal consideration is the safety of their funds.

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#### 4.4.3 Loans-to-Deposit Ratio

The Bank emphasises the importance of core current and savings deposit accounts as a source of funds to finance lending to customers and discourage reliance on short-term wholesale funding (inter-bank borrowing and public sector fund). This is achieved by placing limits on the various Business Development Units of the Bank, which restrict their ability to increase loans and advances to customers without corresponding growth in current and savings deposit accounts. The pre-set loans to deposit ratio set and monitored by ALCO is 80%.

#### 4.4.4 Diversification Policy on Asset Base and Contingent Liquidity Risk

The Bank maintains a large portfolio of tradable liquid assets in the form of Nigerian Treasury Bills and federal government of Nigeria bonds which are low in risk and can be converted in a short period of time or used to enhance the Bank's borrowing. The Bank also maintains a large portfolio of low risk assets which can be securitised and traded as off-balance sheet items. In addition, the Bank has put in place contingency funding arrangements with similar-sized Nigerian banks and maintains a standing credit facility with Central Bank of Nigeria, which can be assessed at short notice.

#### 4.4.5 Market Turmoil and Liquidity Risk Position

The global financial crisis and margin lending related exposures by the banking industry continue to have adverse effects on the liquidity and funding risk profile of the banking industry. At systemic levels, these may be summarised as follows:

- Cancellation of offshore credit lines to Nigerian banks;
- Inter-bank funding cost increased as banks became reluctant to lend to each other;
- Many asset classes primarily considered to be liquid became illiquid;
- The difficulty of many banks to raise wholesale deposits at reasonable cost; although this has been mitigated by CBN Expanded Discount Window.

In specific terms, the Bank's exposure in margin lending is relatively insignificant to the size of its loan portfolio and, therefore, its liquidity position is unaffected. Also, the strain arising from the liquidity trapped in margin lending exposures is concentrated in the inter-bank market where FirstBank has been a dominant net placer of funds. The retail market from which the Bank derives its current and savings deposits is relatively unaffected. The desire by most customers for flight to safety and the Bank's market perception as a stronger Bank have impacted positively on the level of deposits.

#### 4.5 Market and Liquidity Risk Reporting

Various Market and Liquidity Risk Management reports are issued on a daily, fortnightly, monthly and quarterly basis as shown below:

- Daily Liquidity & Market Risk Report: All ALCO members
- Fortnightly ALM & Market Risk Report: ALCO meeting
- Monthly ALM & Market Risk Report: ED, Risk & Mgt Control
- Quarterly ALM & Market Risk Report: Board of Directors

#### 4.5.1 Market and Liquidity Risk Exposures

The major sources of market risk in the Bank's books have been identified and are being well managed. Interest rate risk in the USD175 million subordinated debt was fully hedged with the aid of an interest rate swap with a top rated investment bank. The exchange rate risk associated with the EUR borrowing disbursed in dollars is being managed through an accumulator contract that will close the open position over the life of the borrowing without a loss to the Bank.

Foreign currency liabilities generally fund assets in the same currency and, where tenors differ, re-pricing and liquidity risks are generally adjudged fair.

Generally, market risk management in the Bank is still in its nascent stage but as new products enter the market, there is greater emphasis on strengthening systems and people.

The Bank's liquidity position on the naira side is very robust. In the period under review, growth in our deposit liabilities exceeded growth in risk assets. The Bank's focus this year will remain on liability generation which will be a necessary pre-condition for significant asset growth.

#### 4.5.2 Capital Adequacy and Management

FirstBank's capital management approach is driven by its strategy and organisational requirements, taking into account the regulatory and commercial environment in which it operates.

The Bank achieved Capital Adequacy Ratio of 29.7% at the end of the year; a marked reduction over the 48.2% recorded for the year ended March 2008. This is attributable to 55.3% increase in net Loans and Advances during the year. The Bank, as a policy, works to maintain adequate capital cover for its trading activities. While the regulatory requirement is 10%, FirstBank has a minimum internal target of 16%. Current position is closely monitored and reported fortnightly to the Assets & Liabilities Management Committee.

#### Capital Adequacy

	31.03.09	31.03.08
<b>Capital Adequacy Ratio</b>	29.74%	48.23%
<b>Capital Composition:</b>	<b>₦'mn</b>	<b>₦'mn</b>
<b>Tier I</b>		
Paid up Capital	12,432	9,945
Reserves	333,407	324,687
<b>Tier II</b>		
Long Term Debt	25,266	20,379
Stock Reserves	5,215	5,215
<b>Capital Utilisation:</b>		
Qualifying Risk Weighted Assets	1,192,475	700,099

# RISK MANAGEMENT DISCLOSURE

## 5 OPERATIONAL RISK MANAGEMENT

### 5.1 Overview

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people, systems and external events. This definition includes legal risk but excludes reputational risk. The Bank recognises the significance of operational risk, which is inherent in all areas of our business. Operational risk is managed within acceptable levels through an appropriate level of management focus and resources.

### 5.2 Operational Risk Management Framework

FirstBank is committed to the management of operational risks. The Bank's operational risk management framework aims to:

- i. Reduce losses arising from operational risk – a key role of operational risk management in the Bank is to reduce losses from operational failure and, in particular, avoid potentially large or catastrophic losses;
- ii. Improve performance measurement – the Bank's improved understanding of its operational risk profile shall enable appropriate allocation of risk and economic capital to individual lines of business which would allow improved performance measurement and evaluation of activities;
- iii. Ensure better control of operations – the Bank expects that increased understanding of risk activities within various business units, the Board and senior management will lead to improvement in the control of operations and the emergence of a more proactive operational risk management culture;
- iv. Provide early warning signals of deterioration in the Bank's internal control system; and
- v. Raise awareness of operational risk in the Bank from top to bottom through the implementation of an enterprise-wide operational risk approach.

### 5.3 Operational Risk Strategy

Failure to manage operational risk effectively often leads to significant financial losses, regulatory fines or sanctions, reputational damage, brand erosion or even the loss of banking licence, all of which directly impact shareholder value. Accordingly, the FirstBank operational risk strategy aims to minimise the impact of operational risk on its shareholder value. Specifically, the Bank's strategy is to:

- i. Reduce the likelihood of occurrence of unexpected events and related costs by managing the risk factors and implementing loss prevention or reduction techniques to reduce variation in earnings;
- ii. Minimise the impact of unexpected and catastrophic events including related costs through risk financing strategies that support the Bank's long-term growth, cash flow management and balance sheet protection; and
- iii. Make all managers responsible for the management of operational risk and thus minimise actual or potential losses. The Bank recognises that some losses, such as operational errors, are inevitable but it will ensure the consequent costs are kept within acceptable levels and potential losses are minimised.

In implementing this strategy, the Bank:

- i. Has put in place best practice operational risk management policies and procedures. These include toolkits to help identify, assess, control, manage and report on operational risk within the Bank;
- ii. Ensures that roles and responsibilities are agreed and clearly understood by employees at all levels;
- iii. Ensures that all staff in business and support functions are aware of their responsibilities for operational risk management;

- iv. Considers the potential operational risk impact of its activities and products at the outset with a view to minimising these as far as possible;
- v. Has put in place structures and processes for reporting control failures to designated individuals and escalating material issues to EXCO and the Board Audit and Risk Assessment Committee;
- vi. Ensures that staff are provided with appropriate operational risk management training that is commensurate with their roles;
- vii. Establishes workable business continuity plan (including disaster recovery and crisis management procedures) that minimises the impact of unexpected and catastrophic events on business operations and customer service;
- viii. Minimises financial impact of operational losses, through management of risk factors and utilisation of insurance or other risk transfer strategies; and
- ix. Ensures that staff responsibilities with respect to operational risk management are communicated through on-going risk awareness workshops and management action.

### 5.4 Operational Risk Management Philosophy and Principles

The following philosophy and principles govern the management of operational risk in FirstBank:

- i. The Board of Directors is responsible for setting the operational risk strategy of the Bank and its implementation;
- ii. The Board approves and periodically reviews the operational risk management framework;
- iii. Operational risk management in the Bank is co-ordinated through a centralised and independent operational risk management function;
- iv. Ownership, management and accountability of operational risk is decentralised with business and functional units;

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- v. There are consistent standards for defining, evaluating, measuring, monitoring and reporting operational risk;
- vi. The Bank's operational risk management practices are in line with Basel II;
- vii. The Bank's operational risk management practices are subject to regular independent review by internal and external auditors;
- viii. Operational risk management is governed by well-defined policies and procedures, which are clearly communicated across the Bank;
- ix. Operational risk related issues are taken into consideration in business decisions including new product and process designs;
- x. Operational risk and loss events are reported openly and fully to the appropriate levels, once they are identified; and
- xi. Adequate processes and systems for identifying, measuring, monitoring, reporting and controlling operational risks are being implemented by the Bank.

### 5.5 Organisation and Structure

The Bank's overall approach is to create and promote a culture that emphasises effective operational risk management, adherence to operating controls and acting in accordance with the Bank's policies. The management of operational risk in the Bank is undertaken at three distinct levels, each with clearly defined roles and responsibilities as follows:

**5.5.1 Board and Board Committees**  
See 2.6.1 and 2.6.3

#### 5.5.2 Senior Management

At the second level is a management function performed by the Risk Management Directorate. The Operational Risk Management Division has direct responsibility for formulating and implementing the Bank's operational

risk management framework including methodologies, policies and procedures approved by the Board. The division works with the Bank's Internal Control and Internal Audit divisions to ensure that the day-to-day operations of the Bank are in line with the approved operational risk management policies.

Operational Risk Management (ORM) Division is an independent risk management function within FirstBank. The prime responsibility for the implementation of the operational risk framework as well as the day-to-day operational risk management lies with the business divisions. Based on this business partnership model, the Division ensures close monitoring and high awareness of operational risk, which are driven across the Bank through training and strategic communication initiatives.

### 5.6 Monitoring and Managing Operational Risk

Several tools and techniques are deployed in managing operational risks in FirstBank. These tools and techniques incorporate risk identification, risk assessment, implementation of adequate control measures to reduce the impact of risks, risk monitoring and reporting. They include:

#### 5.6.1 Delphi Sessions:

A type of Risk Self Assessment which provides for brainstorming sessions during which 'experts' (in this case, senior personnel in business units) identify, measure and analyse the risks inherent in business units, activities and products, and draw up controls aimed at reducing the risks. This is done in collaboration with Operational Risk Managers who coordinate the sessions.

#### 5.6.2 Risk Control Self Assessment (RCSA):

Risk Control Self Assessment (also called Control Self Assessment or CSA) is a process whereby business areas identify and evaluate inherent risks, the level of control the area has over these risks, and action points for improvement.

The goals of the Delphi sessions and RCSA are to continuously assess changing market and business conditions and evaluate all

operational risks impacting the business. The self-assessment process assists in identifying emerging operational risk issues and determining how lines of business should be managed.

#### 5.6.3 Key Risk Indicators (KRIs):

KRIs have been developed and are used to help identify trends and issues at both corporate and business unit levels.

### 5.7 Key Operational Risks

Major operational risks faced by the Bank are internal fraud and armed robbery. Each incident is analysed and control failures identified and new controls designed. The Bank is also investing in enhanced physical security and collaborating with the security agencies to improve protection of branches and staff. Key counter-measures put in place include:

- i. Enhanced staff training;
- ii. Issuance of appropriate and deterrent circulars;
- iii. Job rotation and segregation;
- iv. Dissemination of email and SMS alerts to customers for every transaction on their accounts;
- v. Imposition of stiff disciplinary measures, including prosecution of fraudulent staff; and
- vi. Installation of panic alarm systems, closed-circuit televisions (CCTVs), deadman's doors etc.

### 5.8 Role of Internal Audit and Internal Control in Operational Risk Management

#### 5.8.1 Internal Audit

The role of Internal Audit is to:

- i. Provide independent assessment and evaluation of the Bank's operational risk management framework;
- ii. Monitor that business units and support functions comply with the Bank's operational risk policies;
- iii. Assess the adequacy of the Bank's Operational Risk measurement methodology;

# RISK MANAGEMENT DISCLOSURE

- iv. Assess the effectiveness of the Bank's risk management and control process for operational risk; and
- v. Conduct an independent assessment and evaluation of the risk in business units.

## 5.8.2 Internal Control

The Internal Control Division is responsible for evaluating and monitoring control activities as well as ensuring compliance with minimum control standards set in the framework. Other Internal Control activities include:

- i. Top level review of appropriate activities and controls for branches and departments/divisions;
- ii. Physical control and checking for compliance with the Bank's policies, including exposure limits, system of approvals and authorisations;
- iii. Conduct independent verification and reconciliation.

## 6 LEGAL RISK MANAGEMENT

### 6.1 Legal Risk Concept in FirstBank

Companies in operation are required to implement policies, procedures and guidelines in respect of the management and control of legal risks and First Bank of Nigeria Plc has conformed with this international best practice.

Legal risk covers contractual risk, legislative risk, intellectual property risk and litigation risk. Legal risk includes:

- i. Failure to act appropriately or diligently in response to a claim made against the Bank;
- ii. Failure to take proper action to preserve the right of recourse to insurers in respect of any claim against the Bank;
- iii. Inability to successfully defend a claim brought against the Bank;
- iv. Inability to take action to enforce the rights of the Bank through the law courts; or
- v. Failure or inability to mitigate the likelihood that an adverse claim will be successfully made against the Bank.

### 6.2 Legal Risk Management Structure

The Bank has a dedicated global legal function which is responsible for managing legal risk. This comprises the provision of legal advice and support in resisting claims and legal proceedings against the Bank, analysis of legal issues, management of litigation, non-routine debt recoveries, and any other litigation against third parties.

The Head Office Legal Services Department oversees the global legal function of the Bank and reports to the Chief Risk Officer.

For the smooth, efficient and effective performance of its duties, the Department is sub-divided into four hubs which are headed by senior officials of the department who report to the Head, Legal Services. The four hubs are as follows:

- i. Retail and Securities Hub – with responsibility for the documentation and perfection of securities considered necessary to secure credit facilities extended by the Bank to its customers.
- ii. Litigation Hub – with responsibility for the commencement and monitoring of legal actions on behalf of the Bank, defence of any legal action against the Bank, and rendition of legal advice in relevant matters. The unit evaluates out-of-court settlement options with a view to decongesting the Bank's litigation portfolio and reducing contingent liabilities to a bare minimum.
- iii. Corporate and Contracts Hub – with responsibility for the documentation of transactions entered into between the Bank and its corporate customers as well as the preparation and vetting of contracts entered into between the Bank and its customers/third parties in appropriate cases.
- iv. Regional Co-ordination/Administration Hub – with responsibility for the co-ordination and supervision of duties performed by Legal Managers posted to some Business Development Offices (BDOs) of the Bank and the performance of administrative duties in the Head Office Legal Department. The Legal Managers perform the duties arising from the hubs they cover to a limited extent.

- v. There are two sub-hubs responsible for the preparation and vetting of bonds and guarantees issued by the Bank or accepted as security by the Bank.

### 6.3 Legal Risk Policy and Reporting

A major legal policy of the Bank is that all known potential incidents of material legal risks are reported at an early stage and mechanisms put in place for rapid escalation to Management for proactive summary decision.

For effective implementation of this major legal policy, the various units of the Bank are expected to promptly notify Legal Services Unit of any actual or threatened litigation against the Bank or any of its officers in their official capacities.

The Head, Legal Services prepares quarterly reports on litigation matters and their consequent costs to the Board of Directors while Management is furnished and kept abreast of details of cases involving major potential liabilities against the Bank.

## 7 INFORMATION SECURITY RISK MANAGEMENT

### 7.1 Information Security Risk Management Framework

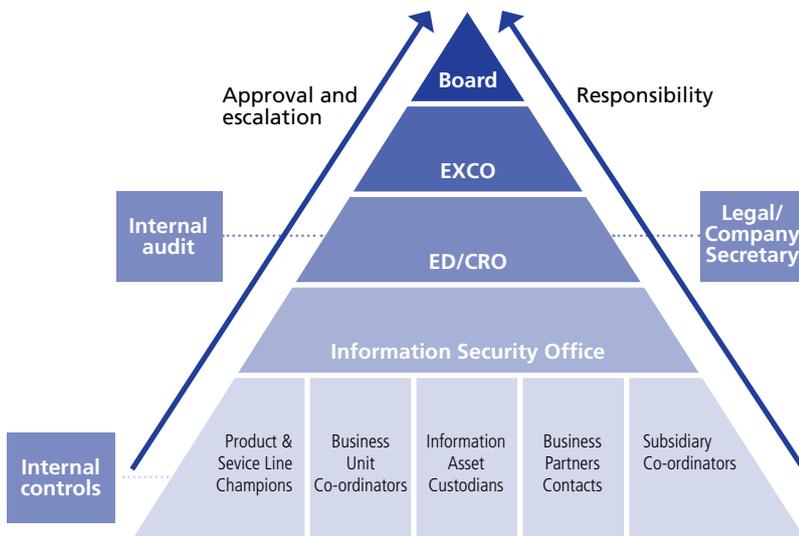
FirstBank has adopted an integrated approach to Information Security Risk Management in line with ISO27001 standard. Its fundamental objective is to ensure the confidentiality, integrity and availability of its information assets.

Information assets are viewed as a very critical asset of the Bank and shall therefore be adequately protected. The protection of FirstBank's information assets is critical to the Bank's business continuity and its ability to meet business objectives. Accordingly, Information Security Management Department (ISMD) has been assigned the responsibility of ensuring that the Bank's information assets are adequately protected at all times. This responsibility is shared by both management and employees of FirstBank, irrespective of designation or function.

The diagram opposite depicts the various stakeholders within the FirstBank information security organogram.

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## INFORMATION SECURITY ROLES AND RESPONSIBILITIES



Final authority and responsibility for safeguarding FirstBank's information assets rests with the Board of Directors. Key responsibilities of the Board with respect to information security are detailed below:

- Approve the Bank's overall Information Security Framework and policy;
- Ensure that the Bank's information security posture is maintained in line with its risk appetite and commensurate with the risks associated with information asset.

FirstBank, through its information security management, is continually putting in place structures to help protect its information assets and create assurance for investors. As part of its responsibility, ISMD monitors risk indicators such as information security-related incidents supplemented by trend analysis which highlights high-risk or emerging issues so that prompt action can be taken to address them.

### 7.2 Information Security Risk Mitigation

In the light of recent rising incidents of information insecurity and compromise resulting from identity theft and social engineering attacks on financial institutions globally, FirstBank has taken a number of proactive measures to ensure that its systems are not vulnerable to these attacks.

These include:

- Information security controls being built into all existing processes and procedures while security procedures have been developed to bridge the gaps in identified areas;
- The Bank carried out a comprehensive classification of all its information assets with priorities/custodians allocated to the asset to ensure that the right amount of security level is assigned based on criticality;
- The Bank engaged the services of an independent company to carry out a bankwide security risk assessment, to determine the security posture of the Bank and allocate appropriate safeguards to the asset.

FirstBank has developed a robust information security framework that addresses its immediate and future needs to ensure a safe and secure operating environment for its customers and staff. The Bank would continue to improve on its information security drive through programmes aimed at enhancing staff knowledge and customer protection against password compromise, social engineering attacks and use of key-logging devices as hacking tools.

## 8 INTERNAL CONTROL

### 8.1 Internal Control Concept in FirstBank

"Internal control" in FirstBank refers to the overall operating framework of practices, systems, organisational structures, management philosophy, code of conduct, policies, procedures and actions which exist in the Group and designed to ensure:

- Essential business objectives are met, including the effectiveness and efficiency of operations and the safeguarding of assets against loss;
- The reliability of financial reporting and compliance with general accounting principles;
- Compliance with applicable laws and regulations including internal policies;
- Systematic and orderly recording of transactions;
- Provision of reasonable assurance that undesired events will be prevented or detected and corrected.

FirstBank is committed to creating and maintaining a world-class internal control environment that is capable of sustaining its current leadership position in the financial services industry.

FirstBank operates in an environment that is continuously exposed to uncertainties and change. Such risks may prevent the institution from achieving its strategic business objectives. To effectively manage these risks, FirstBank Group has put in place internal control measures that cover the Bank and its subsidiaries.

The Bank has also instituted an effective and efficient internal control environment that ensures minimal operational losses arising from fraud, errors, operational lapses, armed robberies, customer dissatisfaction, customer complaints and other risk exposures.

# RISK MANAGEMENT DISCLOSURE

## 8.2 Components of FirstBank Internal Control Environment

- i. A Board of Directors that is actively concerned with sound corporate governance coupled with effective management and control of the Bank;
- ii. An independent Audit Committee with strong oversight and constant monitoring of the Bank's controls;
- iii. Executive Management that actively manages and operates the Bank in a sound and prudent manner;
- iv. Strong organisational and procedural controls supported by an effective management information system aimed at prudent management of the Bank's exposure to risk;
- v. A robust independent control and audit mechanism that monitors the effectiveness and safety of all activities in the Bank;
- vi. A functional risk management framework and structure;
- vii. Risk recognition, assessment and management by Risk Management Directorate covering all categories of risks – credit, operational, information security, market and liquidity;
- viii. Appropriate and standardised control activities covering all branches, departments, businesses and subsidiaries;
- ix. Segregation of duties;
- x. Effective financial and management reporting system;
- xi. Continuous and ongoing monitoring of control activities by an independent Internal Control Division;
- xii. Independent evaluation of control activities on a periodic basis by Internal Audit Division;
- xiii. Strong regulatory and policy compliance culture driven from the top to the lowest level;
- xiv. Tiered ownership of internal controls – Board of Directors, Executive Management, Divisional Heads and Staff.

## 8.3 Responsibilities for Internal Control in the Bank

- i. Board of Directors, Board Audit Committee, Board Audit and Risk Assessment Committee – monitor effectiveness of internal control system;
- ii. GMD/CEO and EXCO – design and maintain adequate system of internal controls;
- iii. Top and middle management – implement and enforce internal controls;
- iv. Internal Control and Internal Audit Divisions – review, monitor, evaluate and enforce internal controls in the Bank;
- v. All Staff – owned internal control measures inherent in their various job functions.

## 8.4 FirstBank Internal Control Objectives

- i. Achievement of business objectives;
- ii. Safeguarding of assets;
- iii. Reliability of financial records;
- iv. Business/customer oriented control practices;
- v. Automation of internal control and reconciliation activities;
- vi. Zero tolerance for prudential provision on other assets;
- vii. Minimise financial losses attributable to control infractions and reconciliation problems;
- viii. Transaction safety;
- ix. Risk-based departmental and independent control activities;
- x. Operational control efficiency and effectiveness;
- xi. Strict compliance with regulations and internal policies;
- xii. Zero tolerance for fraud and errors as well as control/regulatory infractions;
- xiii. Strict personal and Business Units responsibility for operational and control activities;
- xiv. Confidentiality and integrity of information resources;
- xv. Business continuity and disaster recovery.

## 8.5 FirstBank Internal Control Philosophy and Principles

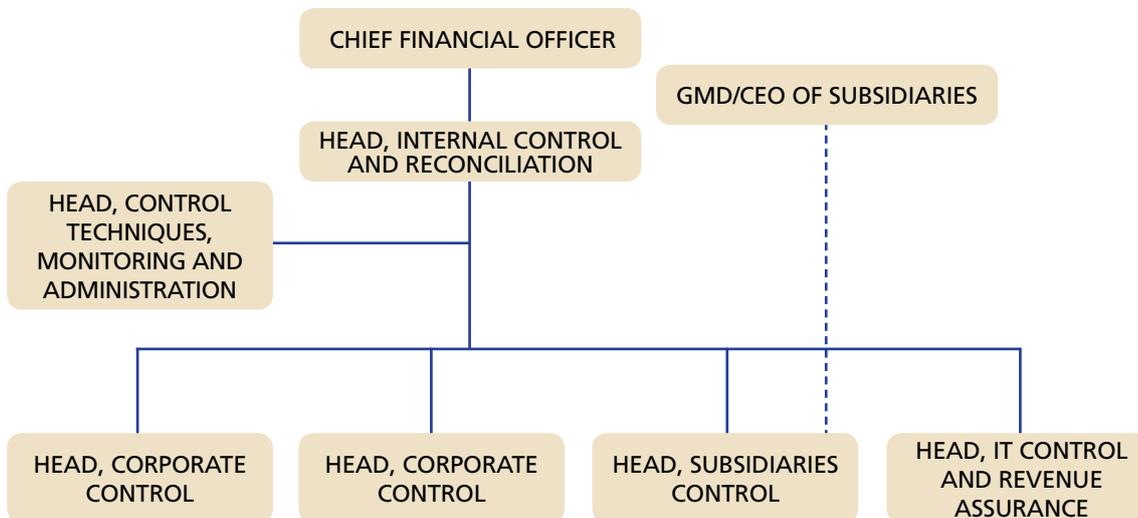
Major internal control philosophy and principles of the Bank are reflected in seven documents as detailed below:

- i. FirstBank Internal Control Framework. This document, which is predicated on COSO (Committee of Sponsoring Organisation) standard, provides policies aimed at achieving the following objectives in the Bank:
  - Proactive identification of key business risks with appropriate internal controls;
  - Ensure quality of internal and external financial reporting;
  - Ensure compliance with applicable laws, internal policies and regulations;
  - Identify and exploit opportunities for improving efficiency of processes and controls; and
  - Effective management of business operations and achievement of strategic objectives.

It also covers line of defence and control responsibilities of the Board of Directors, GMD/CE, Executive Management, Head Office Departments, branches and subsidiaries.
- ii. FirstBank Internal Control Policy. This document outlines best practice control standards, roles and responsibilities of Directors, senior management, departments, subsidiaries and staff of the Bank.
- iii. FirstBank Internal Control Guidelines. FirstBank has adopted the COSO framework (customised to the Bank's local environment) for its internal control procedures and guidelines. The guidelines outline procedures for identification, management and documentation of relevant processes/sub-processes including mapping of specific risks and control mitigants.
- iv. FirstBank Operational Procedure. Detailed Control, Accounting and Administrative Procedures (CAAP) manuals have been developed for all processes, activities, products and services of the Bank, including business continuity and disaster recovery.
- v. FirstBank Operational Desk Manual/Job Card for operational activities.

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## ORGANISATIONAL STRUCTURE OF THE INTERNAL CONTROL AND RECONCILIATION DIVISION



vi. FirstBank Departmental and Independent Control Function Checklist. Used for managing supervisory and independent control risks.

vii. FirstBank Independent Control Function Proof Chart. Standardised procedure for executing various independent control activities in the Bank.

### 8.6 Structure of FirstBank Internal Control Division

Internal Control and Reconciliation Division is dynamically structured to identify emerging/incremental areas of risk exposures aimed at instituting immediate preventive control measures.

Major features of the internal control structure include:

- Group-wide independent control oversight with Resident Internal Control Officers (RICO) in all branches, Head Office departments and subsidiaries;
- Proper branch profiling, risk rating and control vulnerability are considered in order to determine optimum RICO requirements and placements;
- Institution of efficient staff deployment strategies that align staff quality with the risk rating of the branches;
- Alignment of RICO specialist skills with the core competences required for specialised functions in the Bank, especially Head Office and subsidiaries;
- Training, orientation and development of RICOs are predicated on ensuring superior knowledge of product features,

policies, regulations, processes and systems inherent in processing activities under their purview.

### 8.7 Major Internal Control/Audit Reports to Board and Senior Management

- Major Audit Issues and Countermeasures/Mitigants;
- Fraud Recovery Status Report (₦10 million and above);
- Fraud Statistics: type and frequency with year-on-year comparison including general remedial actions;
- Major Operational/Control lapses in Audit reports;
- Control Situation Report;
- Cash Tracking Report;
- Prudential Provision on Other Assets;
- Control Risk Rating of Business Units.

### 8.8 Fraud Management Strategies in FirstBank

#### 8.8.1 Fraud Management Objectives

- Prevention of fraud occurrence or losses. Where prevention is not possible, they should be promptly detected and mitigated;
- Efficient Fraud Loss Mitigation Measures i.e. rapid escalation of fraud occurrence, insurance recovery, effective management of law enforcement agencies;

iii. Prevent repeat of operational lapses and system defects that facilitate fraud incidence;

iv. Minimise other operational losses associated with fraud losses.

#### 8.8.2 Fraud Management Strategies

- Implementation of world-class enterprise fraud management software with strong emphasis on automated fraud prevention and detection;
- Implementation of world-class automated internal control and continuous monitoring solution;
- Build fraud prevention and detection controls in processes and systems;
- Strict compliance with internal policy, regulatory and statutory requirements;
- Implementation of anti-fraud operational, supervisory and independent controls;
- Proactive management of financial and non-financial risks;
- Holding operators and supervisors personally responsible for fraud occurrence;
- Conducting root cause analysis of fraud occurrence;
- Automation of reconciliation activities;
- Risk-based departmental and independent control checklist for supervisors and RICOs;

# RISK MANAGEMENT DISCLOSURE

- xi. Enforcement of GL account ownership policy;
- xii. Strong handshake/partnership amongst various stakeholders responsible for fraud escalation, management and loss recovery;
- xiii. Continuous awareness campaign on fraud learning points;
- xiv. Dynamic/continuous control improvement measures;
- xv. Improve RICO manning and skill capacity;
- xvi. Improve anti-fraud operational control capacities amongst operations staff;
- xvii. Process optimisation and automation;
- xviii. Frequent rotation of RICOs and operations staff;
- xix. Effective fraud escalation mechanism to all levels of management;
- xx. Effective implementation of whistleblowing policy.

## 8.9 Adoption of Integrated Governance, Risks and Compliance (iGRC) Framework

To gain control over diverse risks through a consistent, coordinated and sustainable strategy, FirstBank has begun implementation of a leading practice – “integrated governance, risk and compliance”, or iGRC.

The iGRC framework is a principles-guided, step-by-step, logical and scalable method that integrates governance, risk and compliance activities into a manageable and sustainable process.

The implementation of the iGRC has helped the Bank to achieve the following:

- i. Avoid duplication of efforts;
- ii. Make better use of staff and resources;
- iii. Identify unmanaged/unknown risks through a practical but comprehensive evaluation process;
- iv. Improve the content, quality and timing of governance, risk and compliance analysis and reporting;

- v. Implement a proactive approach to risk management;
- vi. Control the growth of governance, risk and compliance-related expenses;
- vii. Enable effective revenue generation and assurance function;
- viii. Establish a timely and consistent approach for assessing audit/compliance programmes across all business units in the organisation including the subsidiaries.

The implementation of iGRC is manifested in the following risk and governance structure of the Bank:

- i. Risk Management Governance Framework, which encompasses Board of Directors, Board Credit Committee, Board Audit and Risk Assessment Committee, GMD/EXCO/ALCO, Risk Management Directorate, Internal Control and Audit;
- ii. Strong and well-defined relationship between the Risk Management Directorate and other key stakeholders and Divisions in the Bank;
- iii. Institution of Management Risk and Assessment Committee (MRAC) made up of the following officers of the Bank:

- Chief Compliance Officer – Chairman
- Chief Internal Auditor – Member
- Head, Internal Control – Member
- Head, Information Security – Member
- Head, Operational Risk Management – Member

The committee has provided a veritable platform for resolving common control, risk and audit issues in the Bank.

## 9 COMPLIANCE RISK MANAGEMENT

### 9.1 Compliance Risk Management Philosophy, Strategy and Policies

Compliance risk is the risk of potential loss of and/or damage to the Group's reputation arising from violation of, or non-compliance with legal, regulatory and supervisory requirements. It could be in both financial

and reputation terms and at the extreme, could translate into loss of business and/or franchise.

In FirstBank, whilst the primary responsibility for complying with regulatory requirements lies with all members of staff conducting particular transactions or activities to which regulation applies, the Board of Directors has the ultimate accountability for compliance performance. The Board and the Chief Executive have delegated authority to the Chief Compliance Officer (CCO), and the Compliance function under his leadership, to ensure that the compliance process is running effectively, to monitor that statutory, regulatory and supervisory requirements are adhered to and to report breaches.

The Bank remains committed to fully comply with both the spirit and the letter of applicable regulations and to always act with due skill, care and diligence. There is in place a comprehensive and functional Compliance Policy and Procedures Manual which, amongst other things, defines very clearly the Group's compliance objectives, roles and responsibilities as well as the minimum acceptable compliance standards across the Group.

The Compliance function operates from the Head Office and some selected hubs, each of which is manned by dedicated Compliance Officers whose only job in the Bank is 'compliance'. Highlights of the scope of coverage of the Compliance function include:

- i. regulatory compliance;
- ii. Anti-Money Laundering (AML)/ Countering Terrorist Financing (CTF) compliance (including KYC/KYB principles);
- iii. corporate governance compliance monitoring.

Each and every one of the activities of the Compliance function is governed by well articulated policies and process duly approved by the Board. The Group's AML/CTF regime is driven by a well-documented, functional AML Policies & Procedures Manual to which every member of staff has unfettered access through the Group's

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e-reporter. As a living document, the manual is reviewed and updated regularly to reflect the dynamism and changing regulatory or environmental imperatives.

## 9.2 Compliance Risk Management Governance Structure

In line with international best practice, the Compliance function is structured as part of the Chief Financial Officer (CFO) function and is responsible for ensuring that the Bank continuously manages its regulatory risk. Regulatory risk is the risk that financial institutions do not comply with the spirit and the letter of applicable laws and regulations or supervisory requirements.

The management of regulatory risk comprises ensuring compliance with all the statutory, regulatory and supervisory requirements. The Compliance function is therefore responsible for ensuring compliance with all rules imposed on the business by regulators/supervisors. Responsibility for managing compliance with internal rules created by FirstBank itself lies with the Internal Audit and Control functions. These are monitored as part of their normal duty of ensuring that an effective system of internal controls is maintained in FirstBank.

Certain internal rules are of such importance that the Executive Committee (EXCO) may require the involvement of the Compliance function for effective implementation. The Compliance function is also, to that extent, responsible for monitoring compliance with internal rules, as determined by EXCO from time to time.

The Compliance function operates independently from internal Audit and Control Divisions. However, the Division leverages on the Internal Audit and Control infrastructure by administering compliance checklists on Business Units and branches through the independent control and normal audit procedures. These compliance reports are forwarded to the Compliance Department for review and subsequent monitoring.

## 9.3 Compliance Risk Management Roles and Responsibilities

Roles and responsibilities for compliance are assigned to various functions as follows:

Function	Role
Board of Directors	Assumes overall accountability for compliance performance.
Chief Executive Officer	Provides demonstrable support to the CCO with the development of a compliance culture.
Executive Directors (EDs) & Executive Committee	Assume overall accountability for compliance within their Strategic Business Units (SBUs)/Strategic Resource Function (SRFs).
CEOs of subsidiaries and their management teams	CEOs assume overall accountability for compliance within their companies and their respective management is responsible for day-to-day compliance with regulations applicable to their business.
Business Unit Heads & Business Development Managers	Responsible for day-to-day compliance with regulations applicable to their business.
SBU – Strategic Business Unit SRF – Strategic Resource Function	Facilitate the implementation of the compliance process within their SBU/SRF/Subsidiary.
Branch Managers (Branch Compliance Officers)	As the Compliance Officer of their respective branches, Branch Managers assume overall responsibility for compliance in their branches and are responsible for conducting periodic compliance reviews.
All employees	Responsible for familiarising themselves with the regulatory requirements applicable to their business and ensuring that all transactions and activities in which they are involved are carried out in accordance with those regulations.
Internal Control	Assists the Compliance function in the conduct of independent monitoring.
Internal Audit	Provides quality assurance for the Compliance function.
Chief Compliance Officer (CCO)	Responsible for the development, communication, leadership and implementation of the compliance strategy, policy, structure and process.
External Audit	Responsible for reviewing the compliance risk management process as part of their statutory audit duties.

## 9.4 Responsibilities of the Chief Compliance Officer

The CCO takes overall responsibility for compliance issues in the Group including its Strategic Business Unit. The CCO works closely with the ED (Risk & Management Control) in the performance of the following specific responsibilities.

- i. Assign a robust compliance structure, process and advisory service in order to ensure line management's compliance with current laws, regulations and supervisory requirements;
- ii. Report non-compliance with laws, regulations and supervisory requirements to the CE and the Board of Directors in a timely manner;
- iii. Provide the Board of Directors with regular information on the level of FirstBank's compliance with laws, regulations and supervisory requirements;
- iv. Ensure, as far as possible, that no conflict of interest exists between the Compliance function and other internal control functions;
- v. Establish compliance culture in FirstBank that contributes to the overall objective of prudent risk management;
- vi. Establish effective communication with line management in order to continuously monitor compliance with laws, regulations and supervisory requirements;

# RISK MANAGEMENT DISCLOSURE

- vii. Mandate line management to monitor compliance with laws, regulations and supervisory requirements as part of their normal operational duties;
- viii. Ensure that regulatory requirements are incorporated into operational procedures and manuals where appropriate;
- ix. Make recommendations whenever necessary to ensure that laws, regulations and supervisory requirements are being complied with;
- x. Establish effective mechanisms for reporting and resolving non-compliance with laws, regulations or supervisory requirements;
- xi. Document findings, including any remedial action, as part of the compliance monitoring programme;
- xii. In conjunction with Human Capital management, recruit sufficient staff with requisite quality in order to continuously monitor compliance with laws, regulations and supervisory requirements;
- xiii. In conjunction with Training and Development, ensure compliance staff are trained on technical knowledge of regulatory framework and associated risks; and
- xiv. Compile and maintain comprehensive compliance manual for the Group, in conjunction with line management.

## 9.5 The Regulatory Universe

Ever dynamic, the Bank is regulated by a body of rules which include but are not limited to the following:

No.	Regulations and Acts
1	Banks and Other Financial Institutions Act, 1991 (as amended)
2	Companies and Allied Matters Act (CAMA), 1990
3	Nigerian Deposit Insurance Corporation Act, 1986
4	Money Laundering Act, 1995 (as amended)
5	Economic and Financial Crimes Commission (Establishment) Act, 2002
6	Foreign Exchange (Monetary and Miscellaneous Provisions) Decree No. 17 of 1995
7	Investments and Securities Act, 1999
8	Securities and Exchange Commission Rules and Regulations
9	Nigerian Investment Promotions Commission Act
10	Insurance Act, 1997
11	National Minimum Wage Act (as amended)
12	Workmen's Compensation Act, Cap. 470, Laws of the Federation of Nigeria, 1990
13	Labour Act, Cap. 198, Laws of the Federation of Nigeria
14	Nigeria Social Insurance Trust Fund (Establishment) Act
15	Industrial Training Fund Act, 1971
16	Trade Union Acts
17	Trade Disputes Acts
18	National Salaries, Incomes and Wages Commission Act, 1993
19	Advance Free Fraud and Other Offences Act, 2006
20	All relevant CBN Guidelines 2002–2008 and various
21	CBN Code of Corporate Governance for Banks in Nigeria
22	CBN Policy Statements
23	Various CBN/NDIC/SEC regulatory guidelines and circulars

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# FINANCIAL REVIEW



# REPORT OF THE DIRECTORS

for the year ended March 31, 2009

The Directors have pleasure in submitting to the members their report and audited financial statements of the Group for the year ended March 31, 2009.

## 1 RESULTS

	2009	
	₦million	₦million
The Group profit attributable to ordinary shareholders for the year		12,569
<b>Less:</b> Appropriations:		
Transfer to statutory reserve	5,368	
Reserve for small-scale industries	1,754	(7,122)
Retained profit transferred to general reserve		<b>5,447</b>

## 2 DIVIDEND

In respect of the current year, the Directors propose that a dividend of 135 kobo per ordinary share of 50 kobo each amounting to ₦33.6 billion be paid to shareholders after approval at the Annual General Meeting. This dividend has not been included as a liability in these financial statements. The proposed dividend is subject to withholding tax at the appropriate tax rate and is payable to shareholders whose names appear on the Register of Members at the close of business on Friday, July 10, 2009.

## 3 LEGAL FORM

The Bank, which commenced operations in Nigeria in 1894 as a branch of Bank of British West Africa Limited, was incorporated as a private limited liability company in Nigeria in 1969 and converted to a public company in 1970. The Bank's shares are quoted on the Nigerian Stock Exchange.

## 4 PRINCIPAL ACTIVITIES

The Bank engages in the business of commercial banking whilst its subsidiaries, FBN Bank (UK) Limited, First Registrars Nigeria Limited, First Trustees Nigeria Limited, FBN Capital Limited, First Pension Custodian Nigeria Limited, FBN Mortgages Limited, First Funds Limited, FBN Insurance Brokers Limited, FBN Microfinance Bank Limited, and FBN Bureau de Change Limited carry on the business of commercial banking, registrars, trusteeship, capital market, pension fund custodian, mortgage financing, SMIEIS funds management, insurance brokerage, microfinance business and bureau de change functions respectively.

## 5 BUSINESS REVIEW AND FUTURE DEVELOPMENT

The Bank carried out banking activities in accordance with its Memorandum and Articles of Association.

A comprehensive review of the business for the year and the prospects for the ensuing year is contained in the Managing Director's report.

## 6 FIXED ASSETS

Movements in fixed assets during the year are shown in note 11 on pages 108 and 109. In the opinion of the Directors, the market value of the Bank's properties is not less than the value shown in the financial statements.

## 7 DIRECTORS

1. The names of the Directors are detailed on page 84.

2. Consequent upon the retirement of Messrs. Jacobs Moyo Ajekigbe OFR and John O. Aboh from the Board of Directors, Mr. Stephen Olabisi Onasanya and Dr. Yerima, Lawan Ngama were appointed Executive Directors to fill the casual vacancies.

Mrs. Remi Odunlami was also appointed Executive Director to fill the vacant office of Chief Risk Officer previously occupied by Mr. Sanusi Lamido Sanusi the former Group Managing Director/Chief Executive. Upon his appointment as the Governor, Central Bank of Nigeria, Mr. Sanusi Lamido Sanusi resigned his appointment with the Bank and in his place, Mr. Stephen Olabisi Onasanya was appointed as the Group Managing Director/Chief Executive effective June 4, 2009.

In accordance with the Company's Articles of Association, the following Directors, Alhaji (Dr.) Umaru A. Mutallab, CON; Lt.-Gen. Garba Duba (rtd.); Alhaji Aliyu Alkali, mni; and Mr. Oye Hassan-Odukale, MFR will retire and being eligible, offer themselves for re-election, while Mrs. Remi Odunlami, Mr. Stephen Olabisi Onasanya and Dr. Yerima L. Ngama are hereby elected as Directors of the Company.

# REPORT OF THE DIRECTORS

for the year ended March 31, 2009

## 8 DIRECTORS' RESPONSIBILITIES

The Directors are responsible for the preparation of the financial statements which give a true and fair view of the state of affairs of the Bank at the end of each financial year and of the profit or loss for that year and comply with the provisions of the Companies and Allied Matters Act, CAP C20 LFN 2004 and Banks and Other Financial Institutions Act, CAP B3 LFN 2004. In doing so, they ensure that:

- adequate internal control procedures are instituted to safeguard the assets, prevent and detect frauds and other irregularities;
- proper accounting records are maintained;
- applicable accounting standards are adhered to;
- suitable accounting policies are adopted and consistently applied;
- judgments and estimates made are reasonable and prudent; and
- the financial statements are prepared on the going concern basis unless it is inappropriate to presume that the Bank will continue in business.

## 9 BONUS ISSUE RESERVE

The directors recommend that the sum of ₦2.072 billion be set aside out of general reserve to be capitalised by issuing 1 (one) ordinary share of 50 kobo to shareholders as bonus for every 6 (six) ordinary shares previously held.

## 10 DIRECTORS' INTERESTS

The interests of the Directors in the issued share capital of the Bank as recorded in the register of Directors' shareholdings at June 25, 2009 are as follows:

	Ordinary shares of 50k each		
	June 25		
	2009	2008	
Mutallab, Umaru Abdul	(Direct)	15,715,956	12,535,348
	(Indirect)	276,170,173	220,936,139
Ajekigbe, Jacobs Moyo		11,624,108	7,759,287
Aboh, John Oche		5,051,223	7,769,309
Adesola, Harriet-Ann Omobolanle		10,723,256	5,578,605
Afonja, Ajibola Alarape		19,826	15,861
Duba, Garba		11,383,546	9,834,830
Hassan-Odukale, Oye	(Direct)	1,916,668	1,533,335
	(Indirect)	37,806,584	20,819,418
Alkali, Aliyu Adamu		595,643	379,869
Mahmoud, Abdullahi		830,996	640,798
Otti, Alex C.		4,357,443	3,485,955
Otudeko, Ayoola Oba	(Direct)	4,083,300	3,244,571
	(Indirect)	478,005,813	382,404,651
Oyelola, Oladele		4,538,654	3,629,429
Sanusi, Sanusi Lamido		131,708	835,797
Udo-Aka, Udo	(Direct)	5,079,181	4,063,345
	(Indirect)	2,756,935	2,205,548
Lawanson, Kehinde A.		3,831,570	2,965,256
Onasanya, Stephen Olabisi		2,328,046	–
Ngama, Yerima Lawan		2,459,932	–
Ajumogobia, Ibiai Alaliba		50,312	–
Odunlami, Remi		14,781	–

None of the Directors has notified the Bank for the purposes of Section 277 of the Companies and Allied Matters Act, CAP C20 LFN 2004 of any disclosable interests in contracts in which the Bank was involved as at June 25, 2009.

# REPORT OF THE DIRECTORS

for the year ended March 31, 2009

## 11 ANALYSIS OF SHAREHOLDINGS

1. The shares of the Bank at March 31, 2009 were fully owned by Nigerian citizens, associations and foreign investors.
2. The range of shareholding as at March 31, 2009 is as follows:

Range of holdings	No. of shareholders	No. of shares	%
1 – 1,000	309,196	188,598,381	0.76
1,001 – 5,000	567,226	1,304,614,906	5.25
5,001 – 10,000	135,763	968,280,655	3.89
10,001 – 50,000	244,792	4,371,320,533	17.58
50,001 – 100,000	19,519	1,360,577,280	5.47
100,001 – 500,000	15,525	3,013,435,284	12.12
500,001 – 1,000,000	1,801	1,243,517,730	5.00
1,000,001 – 5,000,000	1,457	2,786,371,218	11.21
5,000,001 – 10,000,000	192	1,362,248,223	5.48
10,000,001 – 50,000,000	190	3,668,780,961	14.76
50,000,001 – 100,000,000	23	1,525,032,562	6.13
100,000,001 – 24,862,540,460	17	3,069,762,727	12.35
	<b>1,295,701</b>	<b>24,862,540,460</b>	<b>100.00</b>

# REPORT OF THE DIRECTORS

for the year ended March 31, 2009

## 12 DONATIONS AND SPONSORSHIP

Donations made during the year amounted to ₦1.2 billion. The recipients were:

	<b>Amount (₦)</b>
Cross River State Christmas Carnival	150,000,000
Upgrading of NUGA VIP Centre/Senior Staff Club, University of Nigeria, Nsukka	91,200,000
Construction of a Medical Centre for the people of Lagos	50,000,000
Construction of Faculty of Social Science Building, University of Port Harcourt	50,000,000
International Conference on Food & Security	41,260,186
Construction of 500-seater Lecture Theatre at Obafemi Awolowo University, Ile Ife	38,430,219
Nigerian Economic Summit Group	34,282,050
Construction of Lecture Hall Federal University of Technology, Minna	28,690,341
Lagos Amateur Open Golf Championship	26,503,737
Investors Road Show: Nigerian Gas Masterplan Infrastructure Blueprint (NNPC)	25,000,000
South-South Economic Summit	25,000,000
Administrative Block of Loyola Jesuit Memorial College, Port Harcourt	24,600,000
Nigeria Leadership Initiative Future Leaders Seminar	23,800,500
2008 Edition of the Nigerian Business & Investment Promotion Commission	23,780,000
Nigeria Investment Promotion Council: International Investors Council Meeting	21,000,000
2008 National Sports Festival: Kaduna State Government	20,000,000
Maiden Edition of Nigeria's CEO Forum	20,000,000
The Nigerian Police: Marathon Race Against Crime	20,000,000
Imo State Government	17,500,000
Anambra State Government	16,750,000
Partnership with Students In Free Enterprise (SIFE)	15,000,000
The Royal Durbar event of the 2008 Abuja Carnival	15,000,000
4th Economist Conference by Economist Magazine	14,550,000
Free Eye Camp by Zakkah and Husbi Commission, Kano State	14,000,000
Lagos Chamber of Commerce & Industry: 2008 Lagos International Trade Fair	13,000,000
Enugu State Government	12,750,000
Hosting of Business & Investment Forum by Nigerian Government in Brazil	11,880,000
Arrive Alive Road Safety Initiative	11,700,000
World Economic Forum Summit	11,600,000
Trade Capacity Building Programme: (AGOA & Beyond)	11,132,350
Others	351,104,605
<b>Total</b>	<b>1,229,513,988</b>

# REPORT OF THE DIRECTORS

for the year ended March 31, 2009

## 13 EMPLOYMENT AND EMPLOYEES

### 1. Employment of physically challenged persons

It is the policy of the Bank that there should be no discrimination in considering applications for employment including those from physically challenged persons. All employees whether or not physically challenged are given equal opportunities to develop. As at March 31, 2009, 14 physically challenged persons were employed by the Bank.

### 2. Health, safety at work and welfare of employees

Health and safety regulations are in force within the Bank's premises and employees are aware of existing regulations. The Bank provides subsidy to all levels of employees for medical, transportation, housing, etc.

### 3. Employees' involvement and training

The Bank is committed to keeping employees informed as much as possible regarding the Bank's performance and progress and seeking their views whenever practicable on matters which particularly affect them as employees.

Management, professional and technical expertise are the Bank's major assets and investment in their further development continues.

The Bank's expanding skill base has been extended by a range of training provided to its employees whose opportunities for career development within the Bank have thus been enhanced.

Training is carried out at various levels through both in-house and external courses.

## 14 POST BALANCE SHEET EVENTS

There are no post balance sheet events that could have had a material effect on the state of affairs of the Bank as at March 31, 2009 which have not been adequately provided for or disclosed.

## 15 AUDIT COMMITTEE

Pursuant to Section 359(3) of the Companies and Allied Matters Act, CAP C20 LFN 2004, the Bank has in place an Audit Committee comprising three shareholders and three Directors as follows:

Alhaji Bashir A. Mohammed – Chairman/Shareholder

Mr. Chinwendu N. Achara – Shareholder

Chief Timothy A. Adesiyun – Shareholder

Lt.-Gen. Garba Duba (rtd.) – Non-Executive Director

Mr. Oye Hassan-Odukale, MFR – Non-Executive Director

Alhaji Aliyu A. Alkali, mni – Non-Executive Director

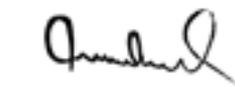
The functions of the Audit Committee are as laid down in Section 359(6) of the Companies and Allied Matters Act, CAP C20 LFN 2004.

## 16 AUDITORS

Messrs. Akintola Williams Deloitte and PKF Pannell Kerr Forster having indicated their willingness to continue in office will do so in accordance with Section 357(2) of the Companies and Allied Matters Act, CAP C20 LFN 2004.

A resolution will be proposed at the Annual General Meeting to authorise the Directors to determine their remuneration.

BY ORDER OF THE BOARD



Tijjani M. Borodo

**Company Secretary**

35 Marina, Lagos, Nigeria

June 25, 2009

# CORPORATE GOVERNANCE

## 1 INTRODUCTION

FirstBank recognises the growing indispensability of good corporate governance practice to the sustenance and profitable management of any organisation committed to delivering value to its shareholders and host communities. During the period under review, the Bank upgraded the corporate governance framework for itself and its subsidiaries.

The general tendency has been to discuss the impact of the current global economic crisis in terms of macro-economics. For the financial services sector, this has meant making a strong case for strengthening the regulatory standards and framework in line with the systemic risks posed by each financial institution. The crisis exposed real and potential dangers at the company level, notably the increase in risk appetites, and the slackening of loan covenants in the run-up to the crisis. In other words, a number of corporate governance failures, including a dissonance between compensation arrangements that encouraged risk-taking (especially over near-term horizons) without sanctioning shortcomings, lie at the heart of this crisis. Beyond this, however, is the question of how complicit institutional investors (universal owners) have been in the evolution of the crisis.

To the extent that the domestic economy has felt the second round effects of the global crisis, the industry's commitment to strong corporate governance practice has been brought to the fore. At FirstBank, our strong corporate governance suite has seen us fare better than most of the industry. This commitment transcends a religious adherence to the tenets of the local corporate governance codes to include ensuring the integrity of the Bank's accounting and financial reporting. In addition, we have continued to pay heed to the best of breed investment governance practice required to deliver sustainable value to our shareholders.

Consequently, during the year, the Bank implemented a new Group governance framework in line with tested governance practices in order to better govern and control the subsidiary companies. As a result, some of the Bank's Board and related committees underwent changes. Prominent amongst these was the re-designation of the Nominations & Remuneration Committee as the Board Governance Committee to reflect fully the committee's responsibilities for articulating and overseeing corporate governance practices within the Group. In addition, the Group Management Steering Committee (GMSC) was renamed the Group Management Committee, acknowledging its transition from a consultative group to a decision-making body responsible for ensuring the performance and implementation of the Group strategy.

Other changes to the Bank's governance structure during the year, were amendments to the composition of committees as a result of the appointments of Dr. Yerima Ngama as Executive Director (January 1, 2009), and Ms. Ibiai Ajumogobia as Non-Executive Director (August 20, 2008). Mr. Bisi Onasanya (January 1, 2009), and Mrs. Remi Odunlami (March 3, 2009) were appointed Executive Director, Banking Operations & Services, and Chief Risk Officer respectively. Meanwhile, Mr. Jacobs Moyo Ajekigbe, former Managing Director/CEO, and Mr. John O. Aboh, former Executive Director, Banking Operations & Services both retired from service on December 31, 2008.

## 2 SHAREHOLDING

With a base in excess of 1.3 million, FirstBank, arguably, has the largest number of shareholders of the companies quoted on The Nigerian Stock Exchange. No single shareholder owned up to 5% of the issued ordinary shares of the Bank, thus making for a diversified ownership structure, giving the Bank access to a broad and rich pool of talents available for its Board and allied committees.

## 3 REPORTING STANDARDS

In a bid to further strengthen its corporate governance standards and enhance transparency and disclosure in its financial reports, the Bank has adopted the International Financial Reporting Standards (IFRS) as certified by the International Accounting Standards Board. By so doing FirstBank aligns with the strongest global standards of transparency in financial reporting.

In today's global market where investors seek opportunities in markets outside their home economies, the need for financial statements to be comparable on the same basis across territories is an imperative. The adoption of IFRS by FirstBank will enhance shareholder value and bring added benefits to its business relationships with numerous overseas correspondent banks, multilateral organisations and international investors that require financial statements to make informed decisions about the Bank.

At the moment, IFRS is not a regulatory requirement in Nigeria although efforts are reportedly underway to promote a convergence between IFRS and local accounting standards. The IFRS regime requires more detailed disclosures on risk management, insider-related transactions and changes in accounting policies than obtains under the local Statements of Accounting Standards (SAS).

To meet local reporting requirements, we will continue to produce financial reports in compliance with both IFRS and SAS until local regulatory requirement makes full convergence of the two standards mandatory.

## 4 GOVERNANCE STRUCTURE

### 4.1 The Board

FirstBank's Board comprises 16 members, eight of whom are Non-Executive Directors, and eight Executive Directors. One of the eight Non-Executive Directors (none of whom exercises executive powers) chairs the Board. In addition, none of the eight Executive Directors represents specific shareholder interests, nor is in any special business relationship with the Bank. In the review period, the Bank created the office of Chief Financial Officer, coalescing in one office all the responsibility of the Bank's financial control and planning, and management of the critical interfaces with institutional investors. This latter function flows from recognition of greater disclosure levels and transparency standards conferred on us as a result of the economy's growing integration with the global economy, and the resulting interest in domestic assets by non-resident investors.

#### 4.1.1 The Roles of the Board

The primary purpose of the Board is to create and deliver sustainable long-term value to shareholders through its general supervision of the Bank's business. As part of this goal, FirstBank has always maintained different and separate roles for the "Chairman" and "Managing Director/Chief Executive (MD/CE)"

# CORPORATE GOVERNANCE

of its Board. Accordingly, the Chairman directs the Board, ensuring that it operates effectively, while fully discharging its legal and regulatory obligations. Having been appointed to serve in the best interests of the Bank and its shareholders, Non-Executive Directors consider, challenge, monitor and approve strategies and policies recommended by Management.

For the most part, FirstBank's corporate governance framework is driven by the needs of its large shareholder base, structured along best global practice lines, and conforming to the country's existing corporate governance codes. Under this framework, the Board, representing shareholders, delegates responsibility for the day-to-day management of the Bank to the GMD/CE, who is supported in this task by the Executive Committee, which he chairs. Compliance with relevant statutes and regulations require the Board to provide strategic guidance to the Bank, including effectively monitoring executive management.

Specifically, the roles of FirstBank's Board of Directors are:

- i. Determining the Bank's objectives and strategies as well as plans to achieve them;
- ii. Determining the terms of reference and procedures of the Board Committees, including reviewing and approving the reports of such committees where appropriate;
- iii. Maximising shareholder value through the setting of objectives, goals, and strategic direction for management;
- iv. Considering and approving annual budgets, monitoring performance, and ensuring that the Bank remains a going concern;
- v. Ensuring that an adequate budgetary and planning process exists, such that performance is measured against budget and plans;
- vi. Approving, amongst others, acquisition, mergers, business combinations, equity investments and new strategic alliances by the Bank and its subsidiaries;
- vii. Ensuring that an effective risk management process exists and is maintained;
- viii. Ensuring balanced and understandable reporting to shareholders; and
- ix. Retaining ultimate responsibility for systems of financial, operational, and internal control and regulatory compliance, as well as ensuring that statutory reporting of these is adequate.

## 4.2 Standing Committees

The Board discharges its responsibilities through a number of standing committees whose charters are reviewed regularly. These charters define the purpose of the committees, their composition, and structures, frequency of meetings, responsibilities and duties, and reporting lines to the Board. In addition to the two Executive Committees (General and Credit), the Board oversees the affairs of the Bank through seven standing committees as shown in the 4.2 Standing Committees table, overleaf.

The roles and responsibilities of these committees are discussed below.

### 4.2.1 Executive Committee, General (EXCO General)

The Executive Committee deliberates and decides on policies for the effective and efficient management of the Bank at its fortnightly meetings. It is also a first line referral point for issues to be discussed at the Board. Consequently, EXCO's primary responsibility is to ensure implementation of strategies approved by the Board, provide leadership to the management team, and ensure efficient deployment and management of the Bank's resources. Its Chairman is responsible for the day-to-day running of the Bank.

### 4.2.2 Executive Committee, Credit (EXCO Credit)

This committee considers loan applications above certain limits. Such applications will have been reviewed and endorsed by the Risk & Management Control Directorate. It also considers loan requests above certain limits, which need to be referred to the Board, as well as agreeing changes to the Bank's credit policy.

### 4.2.3 Board Credit Committee

This committee considers loan applications above certain limits and which have been approved by EXCO Credit. It also serves as a catalyst for credit policy changes going from EXCO Credit to the Board for consideration/approval.

### 4.2.4 Board Tenders Committee

The Board Tenders Committee considers all capital projects beyond the approval limit of the Executive Committee (General) and makes recommendations for the consideration of the Board.

### 4.2.5 Board Establishment, Disciplinary & Promotion Committee

This committee considers staff matters in respect of senior officers on Principal Manager grade and above.

### 4.2.6 Audit Committee

Established in compliance with Section 359(6) of the Companies and Allied Matters Act, 1990, the committee has oversight responsibility for the Bank's accounts.

### 4.2.7 Board Audit & Risk Assessment Committee

The Board Audit & Risk Assessment Committee has oversight responsibility for the internal audit and control, and risk assessment and compliance functions of the Bank. The Chief Internal Auditor and Chief Compliance Officer have access to this committee and make quarterly presentations for the consideration of its members.

### 4.2.8 Board Governance Committee

This committee is responsible for articulating and overseeing the FirstBank Group's corporate governance practices. Within this broad remit, it considers and periodically reviews the composition of the Boards of the Bank and its subsidiaries and recommends the appropriate mix, in terms of personal qualities, expertise, ability to exercise independent judgment and diversity required to discharge the Board's duties. It also determines and executes processes for Board appointments, removal of non-performing members of the Board, and recommends appropriate remuneration for Directors.

# CORPORATE GOVERNANCE

## 4.2 Standing Committees

1.	Board of Directors	Alhaji (Dr.) U. A. Mutallab, CON (Chairman) Group Managing Director/Chief Executive Executive Directors (7) Non-Executive Directors (7)
2.	Executive Committee (General)	Group Managing Director/Chief Executive (Chairman) Executive Directors (7)
3.	Executive Committee (Credit)	Group Managing Director/Chief Executive (Chairman) Executive Directors (7)
4.	Board Credit Committee	Prince Ajibola A. Afonja (Chairman) Group Managing Director/Chief Executive Executive Directors (7) Lt.-Gen. Garba Duba (rtd.) Mr. Oye Hassan-Odukale, MFR Mallam Abdullahi Mahmoud Dr. Oba Otudeko, OFR
5.	Board Tenders Committee	Lt.-Gen. Garba Duba (rtd.) (Chairman) Group Managing Director/Chief Executive ED (Banking Operations & Services) ED (Chief Risk Officer) Mr. Oye Hassan-Odukale, MFR Mallam Abdullahi Mahmoud
6.	Board Establishment, Promotion & Disciplinary Committee	Dr. Oba Otudeko, OFR (Chairman) Group Managing Director/Chief Executive ED (Banking Operations & Services) ED (West) Prince Ajibola A. Afonja Ms. Ibiai Ajumogobia
7.	Audit Committee	Alhaji, Aliyu Alkali, mni Mr. Oye Hassan-Odukale, MFR Lt.-Gen Garba Duba (rtd.) Chief Financial Officer (in attendance) Three representatives of shareholders elected annually at the Bank's AGM, one of whom is the Chairman (Alhaji Bashir Mohammed – Chairman, Chief Timothy Adesiyani and Mr. Chinwendu Achara)
8.	Board Audit & Risk Assessment Committee	Mallam Abdullahi Mahmoud (Chairman) ED (Banking Operations & Services) ED (Chief Risk Officer) (Ex Officio) Mr. Oye Hassan-Odukale, MFR Ms. Ibiai Ajumogobia Alhaji Aliyu Alkali, mni
9.	Board Governance Committee	Dr. Oba Otudeko, OFR (Acting Chairman) Group Managing Director/Chief Executive (in attendance) Lt.-Gen Garba Duba (rtd.) Prince Ajibola A. Afonja

# CORPORATE GOVERNANCE

## 5 BOARD MEETINGS

The Bank's Board and committee meetings, and members' attendance at these meetings are presented in the table below:

Directors	Board	EXCO General	Board Tenders Committee	Board Establishment, Disciplinary & Promotions Committee	Board Audit & Risk Assessment Committee	Board Governance Committee	Audit Committee	Board Credit Committee	EXCO Credit
<b>NUMBER OF MEETINGS</b>	<b>6</b>	<b>36</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>42</b>
Alhaji U. A. Mutallab, CON	6	-	-	-	-	-	-	-	-
Mr. Sanusi Lamido Sanusi	6	27	-	-	2	3	-	5	28
Mrs. Bola Adesola	6	29	-	-	-	-	-	3	31
Prince Ajibola A. Afonja	6	-	-	2	-	5	-	5	-
Alhaji Aliyu A. Alkali, mni	3	-	-	-	-	-	2	-	-
Mr. Kehinde Lawanson	6	29	-	2	-	-	-	5	29
Lt.-Gen. Garba Duba (rtd.)	6	-	-	-	-	5	4	5	-
Mr. Oye Hassan-Odukale, MFR	6	-	-	-	2	-	3	5	-
Mallam Abdullahi Mahmoud	6	-	-	-	4	-	-	5	-
Mr. Alex C. Otti	5	27	-	-	-	-	-	2	32
Dr. Oba Otudeko, OFR	6	-	-	2	-	5	-	4	-
Mr. Oladele Oyelola	6	29	-	-	3	-	-	3	31
Ms. Ibiai Ajumogobia (Appointed August 20, 2008)	4	-	-	-	-	-	-	-	-
Dr. Yerima Ngama (Appointed January 1, 2009)	2	5	-	-	-	-	-	-	6
Mr. Bisi Onasanya (Appointed January 1, 2009)	2	15	-	-	1	-	-	2	13
Mrs. Remi Odunlami (Appointed March 16, 2009)	1	5	-	-	1	-	-	1	3
Mr. Jacobs M. Ajekigbe, OFR (Resigned December 31, 2008)	4	17	-	2	-	4	-	3	20
Dr. Udo Udo-Aka, MON (Resigned August 20, 2008)	3	-	-	1	2	-	-	-	-
Mr. John O. Aboh (Resigned December 31, 2008)	2	7	-	-	1	-	-	1	9

# CORPORATE GOVERNANCE

Without prejudice to the foregoing, committee meetings may be convened on a 'need-to-meet' basis. Meetings of the Audit Committee, which are statutory and are convened only to consider audit reports, are unlike others, not scheduled.

## 6 SUPPORT COMMITTEES

Five standing committees provide strategic support to the management of the Bank. These standing committees are first-line decision-making bodies in a chain that reaches all the way to the Board of Directors through the Executive Committee.

The committees and their membership are listed below:

### Assets & Liabilities Management Committee

- Group Managing Director/Chief Executive
- All Executive Directors
- Chief Strategy Officer
- Head, Financial Control
- Head, Treasury
- Head, Business Performance Monitoring
- Head, Market & Liquidity Risk Management

### Information Technology Steering Committee

- GMD/CEO Chairman
- All Executive Directors Members
- Head, Information Technology Member
- Chief Compliance Officer Member
- Head, Financial Control Member
- Head, Foreign Operations Member
- Head, Treasury Member
- Head, Human Capital Management Member
- Chief Internal Auditor Member
- Head, Public Sector Abuja Member
- Business Development Manager, Apapa Member
- Head, Domestic Operations Member
- Business Development Manager, Kano Member
- Head, IT Operations & Infrastructure Member
- Head, General Services Member
- Head, Products & Channels Member
- Head, Service Desk & Support Member
- Chief Strategy Officer Member
- Head, Internal Control & Reconciliation Member
- Head, EDP Internal Audit Member
- Branch Manager, Rumuomasi Branch, PH Member

- Head, Business Performance Monitoring Member
- Head, Business Improvement Member
- Head, Application Solutions Secretary

### Finance & Operations Committee

- Chief Strategy Officer Chairman
- Representative of Corporate Banking SBU Member
- Head, Credit Risk Management Member
- Head, Consumer Banking Products Member
- Head, Domestic Operations Member
- Representatives of Regional Directorates Members
- Chief Internal Auditor Member
- Head, Treasury Member
- Head, Foreign Operations Member
- Head, Financial Control Member
- Chief Compliance Officer Member

### Group Management Committee

- Group Managing Director/Chief Executive Officer Chairman
- All Executive Directors Members
- Managing Directors of all the Subsidiaries Members
- Chief Strategy Officer (In attendance)
- Head Financial Control (In attendance)
- Head, Business Performance Monitoring (In attendance)
- Company Secretary (In attendance)

## 7 SHAREHOLDER PARTICIPATION AND ACTIVISM

FirstBank has always taken seriously its responsibility to fully disclose to shareholders material developments in the Bank and in its operating environment, which may impinge on their interests. However, the broadening in recent times of the Bank's shareholder/investor universe, led in the review period to the creation of a dedicated Investor Relations Department in the office of the Chief Financial Officer.

This department will be the clearing house for all shareholder/investor inquiries, especially pertaining to the Bank's stock or financial stability. The key deliverable here is the provision of an interactive space for the Bank, its subsidiaries, the financial community, its shareholders and other stakeholders to share information in a way that strengthens the valuation of the Bank's shares.

In line with the provisions of Sections 5.4.5, 5.4.6, and 5.4.7 of the CBN's Code of Corporate Governance for Banks, the consultants also conducted an appraisal of the Board of Directors for the year ended March 2009. Their report is reproduced on page 85.

# DIRECTORS AND ADVISERS

## DIRECTORS

**Mutallab, Umaru Abdul, CON** – Chairman

**Onasanya, Bisi** – Appointed Executive Director on January 1, 2009 and Group Managing Director/Chief Executive on June 4, 2009

**Sanusi, Lamido Sanusi** – Appointed Group Managing Director/Chief Executive on January 1, 2009 and resigned on June 4, 2009

**Ajekigbe, Jacobs Moyo, OFR** – Resigned December 31, 2008

**Aboh, John Oche** – Resigned December 31, 2008

**Adesola, Harriet-Ann Omobolanle**

**Afonja, Ajibola Alarape**

**Ajumogobia, Ibiai Alaliba** – Appointed August 20, 2008

**Alkali, Aliyu Adamu, mni**

**Duba, Garba**

**Hassan-Odukale, Oye, MFR**

**Lawanson, Kehinde Adebo**

**Mahmoud, Abdullahi**

**Ngama, Yerima Lawan (Dr)** – Appointed January 1, 2009

**Odunlami, Remi** – Appointed March 16, 2009

**Otti, Alex Chioma**

**Otudeko, Oba OFR**

**Oyelola, Oladele**

**Udo-Aka, Udo, MON** – Resigned August 20, 2008

## COMPANY SECRETARY

**Borodo, Tijjani Mohammed**

## REGISTERED OFFICE

Samuel Asabia House  
35 Marina, Lagos

## REGISTRAR

**First Registrars Nigeria Limited**

Plot 2, Abebe Village Road  
Iganmu, Lagos

## AUDITORS

**Akintola Williams Deloitte**

(Chartered Accountants)  
235 Ikorodu Road, Ilupeju  
Lagos

**PKF Pannell Kerr Forster**

(Chartered Accountants)  
Toloye House  
362 Ikorodu Road/1A Okupe Estate  
Maryland  
Lagos

# REPORT OF THE EXTERNAL CONSULTANT ON THE BOARD APPRAISAL



We conducted the appraisal of the board of First Bank of Nigeria Plc (“First Bank” or “the Bank”) for the year ended March 31, 2009 in accordance with the standards set by the Central Bank of Nigeria (CBN) Code of Corporate Governance for Banks in Nigeria Post Consolidation (“the CBN Code”). Corporate governance is the system by which business corporations are directed and controlled to enhance performance and long term shareholder value.

First Bank’s board size and composition are in line with the CBN Code, except for the appointment of independent directors and ensuring that the number of non-executive directors exceeds the number of executive directors. Board members demonstrate the requisite business experience and are knowledgeable about financial matters. The roles of the chairman of the board and the managing director of the Bank are clearly defined and separated and the board chairman is neither a chairman nor member of any board committee. There are formal documented charters for the board and board committees.

The board has an annual cycle of agenda items. Board and board committee meetings were held regularly on at least a quarterly basis except for certain board committee meetings. In each of the meetings held, an adequate quorum was formed and advance notice and board papers were sent to the board members prior to the meetings. The board is involved in formulating the overall corporate strategy for the Bank and organises an annual retreat to review and approve changes to the Bank’s strategy. The Board has established a risk management framework for managing the risk of the Bank.

The principal recommendations arising from our appraisal of the board of directors of First Bank of Nigeria Plc, in accordance with the CBN Code, were in the following areas: appointment of independent directors, director’s induction and training programme, directors’ remuneration and frequency of board committee meetings.

KPMG PROFESSIONAL SERVICES

Lagos, Nigeria  
June 25, 2009

# REPORT OF THE INDEPENDENT JOINT AUDITORS TO THE MEMBERS OF FIRST BANK OF NIGERIA PLC




## REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying financial statements of First Bank of Nigeria Plc as at March 31, 2009, set out on pages 88 to 130, which have been prepared on the basis of significant accounting policies on pages 88 to 92 and other explanatory notes on pages 96 to 126.

### Directors' Responsibility for the Financial Statements

The Directors are responsible for the preparation and fair presentation of these financial statements in accordance with the Companies and Allied Matters Act, CAP C20 LFN 2004, statements issued by the Nigerian Accounting Standards Board and the Banks and Other Financial Institutions Act, CAP B3 LFN 2004. This responsibility includes designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### Auditors' Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal controls relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Directors, as well as evaluating the overall presentation of the financial statements.

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

### Opinion

In our opinion, the Group and the Bank have kept proper accounting records and the financial statements are in agreement with the records in all material respects and give in the prescribed manner, information required by the Companies and Allied Matters Act, CAP C20 LFN 2004 and the Banks and Other Financial Institutions Act, CAP B3 LFN 2004. The financial statements give a true and fair view of the financial position of First Bank of Nigeria Plc as at March 31, 2009, and of its financial performance and its cash flows for the year then ended in accordance with the Statement of Accounting Standards issued by the Nigerian Accounting Standards Board and relevant circulars issued by the Central Bank of Nigeria.

### Report on Compliance with Banking Regulations

We confirm that our examination of loans and advances was carried out in accordance with the Prudential Guidelines for licensed banks issued by the Central Bank of Nigeria.

Related party transactions and balances are disclosed in Note 46 to the financial statements in accordance with the Central Bank of Nigeria Circular BSD/1/2004.

### Contraventions

No contravention of the Banks and Other Financial Institutions Act, CAP B3 LFN 2004 was brought to our attention during the audit of the financial statements for the year ended March 31, 2009.



Chartered Accountants

Lagos, Nigeria

June 25, 2009




Chartered Accountants

Lagos, Nigeria

June 25, 2009



# REPORT OF THE AUDIT COMMITTEE TO THE MEMBERS OF FIRST BANK OF NIGERIA PLC

In compliance with Section 359(6) of the Companies and Allied Matters Act 1990, we have reviewed the Audit Report for the year ended March 31, 2009 and hereby state as follows:

1. The scope and planning of the audit were adequate in our opinion;
2. The accounting and reporting policies of the Company conformed with statutory requirements and agreed ethical practices;
3. The internal control was being constantly and effectively monitored;
4. The external auditors' management report received satisfactory response from Management; and
5. The Committee reviewed the Audit Report on insider-related party transactions and are satisfied with their status as required by Central Bank of Nigeria (CBN).

Dated June 23, 2009



Alhaji Bashir A. Mohammed  
**Chairman, Audit Committee**

## **Members of the Committee**

Alhaji Bashir A. Mohammed  
Lt.-Gen. Garba Duba (rtd.)  
Mr. Oye Hassan-Odukale, MFR  
Alhaji Aliyu A. Alkali, mni  
Chief Timothy A. Adesiyan  
Mr. Chinwendu N. Achara

# STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

for the year ended March 31, 2009

The following represent the statement of significant accounting policies adopted by the Group in the preparation of its financial statements:

## 1 BASIS OF ACCOUNTING

The financial statements are prepared under the historical cost convention modified to include the revaluation of certain land and buildings.

## 2 BASIS OF CONSOLIDATION

### i) Subsidiaries

The Group financial statements incorporate the financial statements of the Bank and eight of its wholly-owned subsidiaries namely: FBN Bank (UK) Limited, FBN Capital Limited, First Trustees Nigeria Limited, First Registrars Nigeria Limited, FBN Mortgages Limited, FBN Insurance Brokers Nigeria Limited, First Pension Custodian Limited and First Funds Limited all made up to 31 March. Control exists when the Bank has the power, directly or indirectly, to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

In line with the Statement of Accounting Standards (SAS) 27, the operating result of First Funds Limited is being consolidated during the year for the first time.

All intra-Group transactions, balances, income and expenses are eliminated on consolidation.

### ii) Investments in associated company

Investments in associated company are carried on the balance sheet on equity basis in line with SAS 28. Profit and losses are eliminated to the extent of the Group's interest in the associated company.

### iii) Foreign operations

The assets and liabilities of foreign entities are converted to naira at the ruling exchange rates at the reporting date except for share capital and pre-acquisition reserve, which are translated at their historical rates. Income and expenses are translated to naira using average rates. Difference arising from this is taken to exchange difference reserve.

## 3 CASH AND BALANCES WITH CENTRAL BANK

Cash and balances with Central Bank comprise cash balances on hand, balances with the Central Bank of Nigeria and other banks and financial institutions (local and foreign). The balance is stated less provision for doubtful balances.

## 4 TREASURY BILLS

Holdings in treasury bills are stated at face value as it is the Bank's policy to hold these to maturity.

## 5 MARKETABLE SECURITIES

Marketable securities held by the Bank and Group are valued at the lower of cost and market value, determined on an item-by-item basis. Unrealised losses are charged to the profit and loss account.

All gains and losses from sale of marketable securities are reported in the profit and loss account.

# STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

for the year ended March 31, 2009

## 6 TRADING SECURITIES

Trading securities comprise government bonds and other securities.

- i) Trading securities held for fixed redemption date are stated at cost.
- ii) Dealing securities are stated at market value.
- iii) Premiums and discounts arising on purchase are amortised on the yield to redemption.

## 7 INVESTMENTS

Investments are classified as short- or long-term investments.

### i) Short-term investments

Debt and equity securities held for a period not exceeding one year are classified as short-term investments.

### ii) Long-term investments

Investments intended to be held for over a period exceeding one year, which are either held to maturity or available for sale in response to needs for liquidity or changes in interest rates, exchange rates or equity prices are classified as long-term investments.

### iii) Valuation

- a) Quoted investments other than dated securities are stated:
  - At the lower of cost and market value for short-term investments;
  - At cost for long-term investments. Provision is made for permanent diminution in the value of the investments.
- b) Unquoted investments are held as long term and stated at cost less provision for diminution in values.
- c) Dated securities are stated at cost.
- d) Investments in subsidiaries are stated at cost.

## 8 INVESTMENT PROPERTIES

Investment properties which are held for capital appreciation and subsequent disposal, are measured initially at their cost, including transaction costs. Subsequent to initial recognition, investment properties are measured at fair value. They are stated at cost or net realisable value.

## 9 BAD AND DOUBTFUL ACCOUNTS

Loans and advances are stated after the deduction of provisions against debts considered doubtful of recovery. Loans are classified as performing and non-performing and are considered non-performing when principal and or interest repayment obligations are in arrears for over three months. Specific provisions are made on non-performing accounts as follows:

Interest and/or principal outstanding for	Classification	Provision
More than 90 days but less than 180 days	Sub-standard	10%
180 days but less than 360 days	Doubtful	50%
360 days and over	Lost	100%

A general provision of 1% is made on all performing balances in line with the Prudential Guidelines of the Central Bank of Nigeria.

# STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

for the year ended March 31, 2009

## 10 INTEREST

Interest on advances is accrued to profit until such a time as reasonable doubt exists about its collectability. Interest accruing on non-performing accounts is treated as interest in suspense and not taken to the credit of profit and loss account until the debt is recovered.

## 11 ADVANCES UNDER FINANCE LEASE

Advances to customers under finance leases are stated net of unearned income. Lease finance is recognised in a manner, which provides a constant yield on the outstanding net investment over the lease period.

Provisions are determined from a specific assessment of each customer's account and relate to those advances considered doubtful in line with the Central Bank of Nigeria Prudential Guidelines for Licensed Banks. A general provision of 1% is made on advances which have not been specifically provided for.

Income arising there from is allocated to each year on the basis of the annual finance charges that are equivalent to the implicit interest rate agreed on the facility.

## 12 FIXED ASSETS

Fixed assets are stated at cost or valuation less accumulated depreciation.

## 13 DEPRECIATION

Depreciation is provided to write off the cost of fixed assets over their estimated useful lives on a straight line basis at the following annual rates:

Freehold buildings – 2% from date of use

Leasehold buildings – 2% for leases of 50 years and above over expected life in case of leases under 50 years

Motor vehicles – 25%

Computer equipment – 33 $\frac{1}{3}$ %

Furniture & fittings – 20%

Plants & Machinery – 20%

## 14 FOREIGN CURRENCIES

Transactions in foreign currencies are translated to naira at the rate of exchange ruling at the date of the transactions.

Foreign currency balances are converted to naira at the rate of exchange ruling at the balance sheet date and the resultant profit or loss on conversion is taken to profit and loss account in respect of Bank-owned funds and the rest charged/credited to third parties.

## 15 TAXATION

### i) Income tax

Income tax is provided on taxable profit at the current statutory rate.

### ii) Deferred taxation

Deferred taxation, which arises from timing differences in the recognition of items for accounting and tax purposes, is calculated using the liability method. Deferred income tax assets and liabilities are measured at the rates that are expected to apply to the year when the asset is realised or the liability settled, based on the tax rates and tax laws that have been enacted at the balance sheet date.

# STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

for the year ended March 31, 2009

## 16 BORROWINGS

Borrowings are recorded at the proceeds received, plus direct issue costs. The capitalised direct issuing costs are amortised over the tenor of the underlying instrument.

## 17 DIVIDENDS

Dividends to shareholders are recognised as liabilities only when declared and agreed by the shareholders at the Annual General Meeting.

## 18 RETIREMENT BENEFITS

Arrangements for retirement benefits for members of staff are based on the provisions of the Nigeria Pension Reform Act 2004, which is contributory. The matching contributions of 8.5% and 16.5% for staff and Bank respectively are based on current salaries and eligible allowances and are charged to the profit and loss account. Membership of the scheme is open to members upon confirmation of employment with the Bank.

## 19 OFF BALANCE SHEET ENGAGEMENTS

Transactions that are not currently recognised as assets or liabilities in the balance sheet but which nonetheless give rise to credit risks, contingencies and commitments are reported off balance sheet. Such transactions include letters of credit, bonds, guarantees, indemnities, acceptances, trade related contingencies such as documentary credit, etc.

Outstanding and unexpired commitments at year end in respect of these transactions are shown by way of note to the financial statements.

Income on off balance sheet engagements is in form of commission, which is recognised as and when transactions are executed.

## 20 EARNINGS PER SHARE

The Group and the Bank present basic earnings per share (EPS) for ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Bank by the weighted average number of shares outstanding during the year.

## 21 INCOME RECOGNITION

### i) Interest income and interest expense

Interest is accrued on daily balances on all assets and liabilities to which interest is applicable.

### ii) Fees, commissions and other income

Fees and commissions, where material, are amortised over the life of the related service. Otherwise fees, commissions and other income are recognised as earned upon completion of the related service.

### iii) Lease finance income

This is recognised on a basis that provides a constant yield on the outstanding principal over the lease term.

### iv) Dividend

This is recognised on actual basis and credited to the profit and loss account.

### v) Custody fee income

This is recognised on accrual basis when the service is rendered and is net of taxes.

### vi) Financial advisory

This is recognised over the period for which the service is provided.

# STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

for the year ended March 31, 2009

## 22 PROVISION

Provision is recognised when the Bank has a present obligation whether legal or constructive as a result of a past event for which it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation in accordance with the Statement of Accounting Standard (SAS) 23.

## 23 MANAGED FUNDS

Managed funds represent funds invested by some subsidiaries on behalf of customers.

## 24 SEGMENT REPORTING

A segment is a distinguishable component of the Bank and Group that is engaged in providing related products or services (business segment), or in providing products or services within a particular economic environment (geographical segment), which is subject to risk and rewards that are different from those of other segments.

Segment information is presented in respect of the Bank's and Group's business and geographical segments. The business segments are determined by management based on the Bank's internal reporting structure.

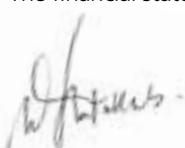
Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

# BALANCE SHEET

as at March 31, 2009

	Note	The Group		The Bank	
		2009 N'million	2008 N'million	2009 N'million	2008 N'million
<b>Assets</b>					
Cash and balances with Central Bank	2	140,403	88,351	140,353	88,302
Due from banks and other financial institutions	3	764,048	560,879	510,722	280,033
Treasury bills		17,697	115,480	17,697	115,480
Trading securities	4	153,347	100,665	151,111	93,396
Managed funds	5	36,894	56,021	-	-
Investments	6	47,680	54,142	65,336	71,532
Investment properties	7	6,098	1,974	-	-
Loans and advances	8	740,397	466,096	684,107	437,768
Advances under finance lease	9	11,769	10,297	11,769	10,297
Other assets	10	51,888	44,275	48,007	39,498
Fixed assets	11	39,693	30,054	38,320	29,155
<b>TOTAL ASSETS</b>		<b>2,009,914</b>	<b>1,528,234</b>	<b>1,667,422</b>	<b>1,165,461</b>
<b>Liabilities</b>					
Deposit and current accounts	12	1,194,456	700,182	1,071,836	661,624
Due to other banks	13	170,410	155,109	78,980	44,281
Managed funds	14	93,296	62,514	-	-
Tax payable	15	10,713	8,986	6,777	5,091
Deferred taxation	16	13,634	6,743	12,758	6,712
Other liabilities	17	154,958	213,432	110,975	78,492
Long-term borrowing	18	35,042	29,414	35,042	29,414
<b>TOTAL LIABILITIES</b>		<b>1,672,509</b>	<b>1,176,380</b>	<b>1,316,368</b>	<b>825,614</b>
<b>Capital and Reserves</b>					
Share capital	19	12,432	9,945	12,432	9,945
Share premium	20	254,524	254,524	254,524	254,524
Statutory reserve	21	23,424	18,056	23,284	18,023
Exchange difference reserve	22	733	3,459	2,836	2,836
General reserve	23	30,648	51,565	42,334	40,214
Bonus issue reserve	24	2,072	2,487	2,072	2,487
Reserve for small/medium scale industries	25	11,193	9,439	11,193	9,439
Core capital		335,026	349,475	348,675	337,468
Fixed assets revaluation reserve		2,379	2,379	2,379	2,379
<b>Shareholders' funds</b>		<b>337,405</b>	<b>351,854</b>	<b>351,054</b>	<b>339,847</b>
<b>TOTAL LIABILITIES AND SHAREHOLDERS' FUNDS</b>		<b>2,009,914</b>	<b>1,528,234</b>	<b>1,667,422</b>	<b>1,165,461</b>
Contingent liabilities and other obligations on behalf of customers and customers' liability thereof	40.1	696,378	544,959	314,973	198,239
<b>TOTAL ASSETS AND CONTINGENCIES</b>		<b>2,706,292</b>	<b>2,073,193</b>	<b>1,982,395</b>	<b>1,363,700</b>

The financial statements on pages 88 to 130 were approved on June 25, 2009 by the Board of Directors and signed on its behalf by:



**Umaru Abdul Mutallab, CON**  
Chairman



**Stephen Olabisi Onasanya**  
Group Managing Director



**Oladele Oyelola**  
Executive Director

The accounting policies on pages 88 to 92 and the notes on pages 96 to 126 form part of these financial statements.

# PROFIT AND LOSS ACCOUNT

for the year ended March 31, 2009

	Note	The Group		The Bank	
		2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>Gross earnings</b>		<b>218,287</b>	<b>155,725</b>	<b>185,189</b>	<b>130,600</b>
Interest earnings	26	156,932	100,703	128,902	79,810
Interest expense	27	(54,908)	(31,569)	(41,843)	(22,283)
Net interest income		102,024	69,134	87,059	57,527
Fees and commissions	28	33,924	28,382	29,114	23,418
Net interest income and commissions		135,948	97,516	116,173	80,945
Income on trading securities	29	17,499	18,407	16,194	16,447
Provision for diminution in value of investments	33	(2,649)	-	-	-
Net income on securities trading		14,850	18,407	16,194	16,447
Other income	30	9,932	8,233	10,979	10,925
Operating expenses	31	(88,397)	(68,004)	(81,533)	(62,260)
Interest on long-term borrowing		(1,744)	(2,218)	(1,744)	(2,218)
Provision for loans and advances	32	(14,298)	(6,423)	(12,469)	(6,152)
Provision for other bad and doubtful accounts	34	(2,492)	395	(1,490)	333
		(106,931)	(76,250)	(97,236)	(70,297)
Profit on ordinary activities before exceptional item and taxation	31.2	53,799	47,906	46,110	38,020
Exceptional item	5.1	(26,113)	-	-	-
Profit on ordinary activities after exceptional item and before taxation		27,686	47,906	46,110	38,020
Information technology development levy	17.3	(526)	(480)	(461)	(380)
Current taxation	15	(7,690)	(6,705)	(4,529)	(3,126)
Deferred taxation	16	(6,901)	(4,042)	(6,046)	(4,041)
<b>Profit after taxation</b>		<b>12,569</b>	<b>36,679</b>	<b>35,074</b>	<b>30,473</b>
Dealt with as follows:					
Statutory reserve	21	5,368	4,591	5,261	4,571
Reserve for small/medium scale industries	25	1,754	1,523	1,754	1,523
General reserve	23	5,447	30,565	28,059	24,379
		<b>12,569</b>	<b>36,679</b>	<b>35,074</b>	<b>30,473</b>
<b>Earning per share (₦)</b>					
– Basic	35	0.51	2.67	1.41	2.23

The accounting policies on pages 88 to 92 and the notes on pages 96 to 126 form part of these financial statements.

# STATEMENT OF CASH FLOWS

for the year ended March 31, 2009

	Note	The Group		The Bank	
		2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>Cash flows from operating activities</b>					
Interest earnings	26	156,932	100,703	128,902	79,810
Commission and other income		56,499	48,983	48,861	40,843
Lease income		1,901	1,096	1,901	1,095
Dividend received from associated company		329	191	329	179
Recoveries on loans previously written off		1,969	3,617	1,967	3,606
Interest expense		(56,652)	(33,787)	(43,587)	(24,501)
Cash payment to employees and suppliers		(82,194)	(63,333)	(75,772)	(57,941)
Income tax paid	15.2	(5,539)	(5,373)	(2,843)	(3,745)
Operating profit before changes in operating assets and liabilities		73,245	52,097	59,758	39,346
<b>Changes in operating assets/liabilities</b>					
Loans and advances		(285,803)	(250,269)	(258,793)	(224,662)
Advances under finance lease		(1,487)	(7,327)	(1,487)	(7,327)
Other assets		(8,018)	(12,210)	(8,620)	(9,761)
Deposit and current accounts		494,274	100,508	410,212	79,797
Other liabilities		(58,910)	117,652	32,103	17,953
Managed funds – Assets		19,127	(33,951)	-	-
Managed funds – Liabilities		30,782	40,444	-	-
Exchange difference reserve		(2,726)	(607)	-	-
Net cash from/(used in) operating activities	36	260,484	6,337	233,173	(104,654)
<b>Cash flows from investing activities</b>					
Proceeds from sale of investments		3,301	4,205	3,301	4,205
Purchase of investments		(86,635)	(43,957)	(62,982)	(35,871)
Investment properties		(4,124)	(1,788)	-	-
Redemption of dated securities		13,830	21,286	13,830	21,286
Purchase of dated securities		(1,500)	-	(1,500)	-
Purchase of fixed assets	11	(16,315)	(17,495)	(15,329)	(16,945)
Proceeds on sale of fixed assets		1,087	1,503	1,056	1,451
Investment properties		(4,124)	(1,965)	-	-
Dividend received from subsidiaries		-	-	2,576	3,937
Investments in subsidiaries		-	-	-	(19,062)
Treasury bills		97,783	44,352	97,783	44,352
Net cash from investing activities		3,303	6,141	38,735	3,353
<b>Cash flows from financing activities</b>					
Proceeds from issue of shares:					
– Public offer and rights issue	19	-	3,834	-	3,834
– Share premium	20.1	-	246,166	-	246,166
Share issue expenses	20.1	-	(7,500)	-	(7,500)
Dividend paid to shareholders	23	(23,867)	(10,477)	(23,867)	(10,477)
Inflow from long-term borrowing	18	-	9,035	-	9,035
Net cash (used in)/from financing activities		(23,867)	241,058	(23,867)	241,058
<b>Net increase in cash and cash equivalents</b>		<b>239,920</b>	<b>253,536</b>	<b>248,041</b>	<b>139,757</b>
<b>Cash and cash equivalents at April 1</b>		<b>494,121</b>	<b>240,585</b>	<b>324,054</b>	<b>184,297</b>
<b>Cash and cash equivalents at March 31</b>	<b>37</b>	<b>734,041</b>	<b>494,121</b>	<b>572,095</b>	<b>324,054</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

## 1 THE BANK

### a) The Legal Form

The Bank which commenced operations in Nigeria in 1894 as a branch of Bank of British West Africa Limited (BBWA), was incorporated as a private limited liability company in Nigeria in 1969. It was converted to a public company in 1970. The Bank's shares are quoted on the Nigerian Stock Exchange.

### b) Principal Activities

The Bank engages in the business of commercial banking whilst its subsidiaries, FBN Bank (UK) Limited, First Registrars Nigeria Limited, First Trustees Nigeria Limited, FBN Capital Limited, First Pension Custodian Nigeria Limited, FBN Mortgages Limited, FBN Insurance Brokers Limited and First Funds Limited carry on the business of commercial banking, registrars, trusteeship, capital market, pension fund custodian, mortgage financing, insurance brokerage and management of SMIEIS fund investments respectively.

	The Group		The Bank	
	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>2 CASH AND BALANCES WITH CENTRAL BANK</b>				
Cash	24,467	18,370	24,417	18,321
Balances with Central Bank of Nigeria:				
Cash reserve requirements	16,481	18,264	16,481	18,264
Current account	99,870	52,077	99,870	52,077
Other accounts	414	414	414	414
Provision for doubtful accounts (note 2.1)	141,232 (829)	89,125 (774)	141,182 (829)	89,076 (774)
	<b>140,403</b>	<b>88,351</b>	<b>140,353</b>	<b>88,302</b>
<b>2.1 Provision for doubtful accounts</b>				
At April 1	774	779	774	774
Reclassified to Other Assets	-	(5)	-	-
Additions for the year (note 34)	55	-	55	-
<b>At March 31</b>	<b>829</b>	<b>774</b>	<b>829</b>	<b>774</b>
<b>3 DUE FROM BANKS AND OTHER FINANCIAL INSTITUTIONS</b>				
In Nigeria (Collateralised by Treasury Bills ₦120,908; 2008 – ₦32,200)	452,104	304,237	402,585	199,965
Other Banks and Offices outside Nigeria	312,142	256,937	108,225	80,280
Provision for doubtful accounts (note 3.1)	764,246 (198)	561,174 (295)	510,810 (88)	280,245 (212)
	<b>764,048</b>	<b>560,879</b>	<b>510,722</b>	<b>280,033</b>
<b>3.1 Provision for doubtful accounts</b>				
At April 1	295	662	212	505
Additions for the year	32	36	-	-
Write back during the year	(129)	(403)	(124)	(293)
Per profit and loss account (note 34)	(97)	(367)	(124)	(293)
<b>At March 31</b>	<b>198</b>	<b>295</b>	<b>88</b>	<b>212</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 ₦million	2008 ₦million	2009 ₦million	2008 ₦million
<b>3.2 Amount held on behalf of customers included in balances with other banks outside Nigeria are:</b>				
Deposit with FBN Bank (UK) Limited	22,780	-	22,780	17,261
Vostro accounts (note 17)	46,841	26,182	46,841	26,182
	<b>69,621</b>	<b>26,182</b>	<b>69,621</b>	<b>43,443</b>
<b>4 TRADING SECURITIES</b>				
FGN Bond Series	137,027	78,251	137,027	78,251
FGN Contractor Bond	-	1,061	-	1,061
FGN Pension Bond	14,084	14,084	14,084	14,084
	<b>151,111</b>	<b>93,396</b>	<b>151,111</b>	<b>93,396</b>
Investment in quoted securities				
Market value – ₦2.2billion (2008 – ₦8.436 billion)	4,935	7,319	-	-
Provision for diminution in value (note 4.1)	(2,699)	(50)	-	-
	2,236	7,269	-	-
	<b>153,347</b>	<b>100,665</b>	<b>151,111</b>	<b>93,396</b>
<b>4.1 Provision for diminution in value</b>				
At April 1	50	50	-	-
Additions for the year (note 33)	2,649	-	-	-
<b>At March 31</b>	<b>2,699</b>	<b>50</b>	<b>-</b>	<b>-</b>
<b>5 MANAGED FUNDS</b>				
Bank balances	449	1,989	-	-
Quoted investments market value ₦15 billion (2008 – ₦72 billion)	38,651	41,367	-	-
Treasury bills	-	11	-	-
Bankers acceptance	18,617	12,597	-	-
Government bonds	23	23	-	-
Managed real estate investment	650	-	-	-
Others	10	34	-	-
	58,400	56,021	-	-
Provision for diminution in value of investments – Managed funds (note 5.1)	(21,506)	-	-	-
	<b>36,894</b>	<b>56,021</b>	<b>-</b>	<b>-</b>

This represents funds and deposits received from corporate and individual clients for investments, under mutually agreed terms.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 N'million	2008 N'million	2009 N'million	2008 N'million
<b>5.1 Exceptional item – Provision for diminution in value of investments</b>				
Managed Funds – (note 5)	21,506	-	-	-
Own investments – (note 6.8)	4,607	-	-	-
	<b>26,113</b>	<b>-</b>	<b>-</b>	<b>-</b>

First Trustees Nigeria Limited, in the ordinary course of business, inter alia, manages funds on behalf of various clients for investment purposes. During the year the investments in quoted securities suffered a diminution in value as a result of the situation in the Nigerian Capital Market, occasioned by the Global Credit crises and recession in world economies.

The company has therefore made provision for this diminution in value amounting to N21,506,278,438 for shares held on behalf of clients under a guaranteed principal fund agreement, and N4,606,955,000 on account of its own direct investments. This amount has been charged to the Profit and Loss account as exceptional item.

As at 31 March, 2009, the market value of shares on behalf of clients amounted to N8,534,520,381 (Cost: N30,040,798,819) and the market value of own investments was N4,336,497,164 (Cost: N8,949,115,312).

Subsequent to the balance sheet date, there has been some price appreciation in the capital market, which reduces the amount of probable loss.

	The Group		The Bank	
	2009 N'million	2008 N'million	2009 N'million	2008 N'million
<b>6 INVESTMENTS</b>				
<b>Summary</b>				
Dated securities (6.1)	8,200	22,066	7,904	21,734
Equities – Quoted (6.2a)	11,766	7,128	1,394	34
Equities – Unquoted (6.2b)	23,058	17,442	19,810	16,060
Associated company (Unquoted equity) (6.3)	2,884	821	2,224	74
Subsidiaries (Unquoted equities) (6.4)	1,510	10	28,449	26,949
SMIEIS Investments (6.5)	7,091	6,969	7,091	6,969
	54,509	54,436	66,872	71,820
Diminution in value (note 6.8)	(6,829)	(294)	(1,536)	(288)
	<b>47,680</b>	<b>54,142</b>	<b>65,336</b>	<b>71,532</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>6.1 Dated securities</b>				
<b>Quoted – Short term</b>				
<b>Maturing within 1 year</b>				
– Federal government bonds – Market value ₦809.8 million (2008 – ₦11.310 billion)	790	11,310	790	11,300
– State Government Bonds	-	800	-	800
– Others	20	-	20	-
<b>Quoted – long term</b>				
<b>Maturing between 1 and 5 years</b>				
– Federal government bonds – Market value ₦5.7 billion (2008 – ₦4 billion)	5,314	4,000	5,314	4,000
– State Government Bonds	1,750	322	1,500	-
– Others	46	40	-	40
<b>Maturing after 5 years</b>				
– Federal government bonds – Market value ₦305.8 million (2008 – ₦5.594 billion)	280	5,594	280	5,594
	<b>8,200</b>	<b>22,066</b>	<b>7,904</b>	<b>21,734</b>
<b>6.2 Equities</b>				
<b>a) Quoted – Long-term investments</b>				
SCOA Plc	34	34	34	34
Transnational Corporation Plc	250	500	-	-
Guaranty Trust Bank Plc	1,360	-	1,360	-
Other companies	10,122	6,594	-	-
Market value – ₦5.6 billion (2008 – ₦20.376 billion)	11,766	7,128	1,394	34
Provision for diminution in value (note 6.8a)	(6,124)	(6)	(844)	-
	<b>5,642</b>	<b>7,122</b>	<b>550</b>	<b>34</b>
<b>b) Unquoted</b>				
African Finance Corporation (note 6.9)	12,727	12,727	12,727	12,727
Zain Nigeria Limited	2,908	2,908	2,908	2,908
FBN Heritage Fund	2,900	1,350	1,500	-
Communication Domain Limited	194	-	-	-
Banque Internationale du Benin, Cotonou	155	98	155	98
Onwuka Hi-Tech Industry Plc	5	5	5	5
African Export-Import Bank, Cairo	10	10	10	10
Consolidated Discounts Limited	15	15	15	15
ValuCard Nigeria Plc	186	186	186	186
Nigeria Inter-bank Settlement System Plc	52	52	52	52
Niger Delta Exploration Production Plc	32	32	-	-
Food Concepts Plc	144	-	-	-
ATM Consortium Limited	77	59	77	59
NITEL Plc (note 6.10)	2,175	-	2,175	-
Others	1,478	-	-	-
	23,058	17,442	19,810	16,060
Provision for diminution in value (6.8a)	(705)	(288)	(692)	(288)
	<b>22,353</b>	<b>17,154</b>	<b>19,118</b>	<b>15,772</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>6.3 Associated company [Unquoted]</b>				
Kakawa Discount House Limited (note 6.11)	2,884	821	2,224	74
<b>6.4 Subsidiaries [Unquoted]</b>				
FBN Bank (UK) Limited	-	-	18,441	18,441
FBN Capital Limited	-	-	4,300	4,300
First Pension Custodian Limited	-	-	2,000	2,000
First Trustees Nigeria Limited	-	-	23	23
FBN Mortgages Limited	-	-	2,100	2,100
FBN Insurance Brokers Limited	-	-	15	15
First Registrars Nigeria Limited	-	-	10	10
FBN Bureau de Change Limited (note 6.12)	510	10	510	10
FBN Micro Finance Bank Limited (note 6.13)	1,000	-	1,000	-
First Funds Limited	-	-	50	50
	<b>1,510</b>	<b>10</b>	<b>28,449</b>	<b>26,949</b>
<b>6.5 SMIEIS Investments</b>				
<b>Through:</b>				
SME Managers Limited (note 6.14)	1,081	959	1,081	959
Chase Executive Partners Limited	30	30	30	30
Interswitch Limited	32	32	32	32
First Funds Limited	5,948	5,948	5,948	5,948
	7,091	6,969	7,091	6,969
	<b>47,680</b>	<b>54,142</b>	<b>65,336</b>	<b>71,532</b>
<b>6.6 Movement in SMIEIS investments</b>				
At April 1	6,969	6,751	6,969	6,751
Additions during the year	182	424	182	424
Divestments	(60)	(179)	(60)	(179)
Written off	-	(27)	-	(27)
	<b>7,091</b>	<b>6,969</b>	<b>7,091</b>	<b>6,969</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 N'million	2008 N'million	2009 N'million	2008 N'million
<b>6.7 The issuers of the securities (quoted and unquoted) are as follows:</b>				
<b>Maturing within 1 year</b>				
– Neimeth Int'l Debenture Stock 2004/2008 Floating Rate Secured Cum Convertible Redeemable Mortgage Debenture stock	20	40	20	40
– Federal Government of Nigeria Bond	790	11,310	790	11,300
– State Government Bonds	-	800	-	800
	<b>810</b>	<b>12,150</b>	<b>810</b>	<b>12,140</b>
<b>Maturing between 1 and 5 years</b>				
– Federal Government of Nigeria Bond	5,314	4,000	5,314	4,000
– State Government Bonds	1,500	322	1,500	-
<b>Maturing after 5 years</b>				
– Federal Government of Nigeria Bond	280	5,594	280	5,594
	7,094	9,916	7,094	9,594
	<b>7,904</b>	<b>22,066</b>	<b>7,904</b>	<b>21,734</b>
<b>6.8 Provision for doubtful accounts</b>				
At April 1	294	292	288	292
Additions/(write back) during the year (note 34)	1,928	2	1,248	(4)
	2,222	294	1,536	288
Exceptional item (note 5.1)	4,607	-	-	-
<b>At March 31 (note 6)</b>	<b>6,829</b>	<b>294</b>	<b>1,536</b>	<b>288</b>
<b>6.8a Analysed as follows:</b>				
Equities – Quoted	1,517	6	844	-
Equities – Quoted – Exceptional item	4,607	-	-	-
Total (note 6.2a)	6,124	6	844	-
Equities – Unquoted (note 6.2b)	705	288	692	288
	<b>6,829</b>	<b>294</b>	<b>1,536</b>	<b>288</b>

**6.9** This represents the Bank's 9.2% holding in African Finance Corporation. The company was incorporated in 2007 to carry on the business of private sector led investment banking and development finance as stated in the Memorandum of Association. The company commenced operations in 2007.

**6.10** This represents the nominal value of NITEL shares given to the Bank by Bureau for Public Enterprise (BPE) in settlement of ILL botched transaction. In 2001, ILL approached First Bank of Nigeria Plc for credit facility to participate in the bid for 51% interest in NITEL Plc as offered by BPE. ILL paid the 10% non-refundable fee but could not meet its obligation for the 90% balance. The transaction was thereafter cancelled and the 10% was not refunded. Also, ILL could not repay the facility obtained from the Bank. The Bank thereafter classified the facility lost in its books with full provision made. In 2008, BPE revisited the transaction and issued a total of 4,300,102,076 units of ordinary shares at 50k each in NITEL Plc to the Bank.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

- 6.11** The financial statements of Kakawa Discount House Limited could not be consolidated using the equity method in line with the Statement of Accounting Standards (SAS) 28, as it was impracticable to do so. The company's accounting year is not the same as the Bank and the latest audited financial statement of the company as at May 31, 2008 is ten months old. The Bank was unable to obtain the company's current Financial Statements for use at the financial year end. The Bank's share of the Net Assets in the Associate as at May 31, 2008 was N36.1 billion and its share of profit was ₦650.8 million.
- 6.12** This represents the Bank's 100% holding in FBN Bureau de Change Limited. The Bank obtained approval from the Central Bank of Nigeria to operate a bureau de change on August 8, 2006. The related business transaction of the company are already part of the activities of the Bank. The business of the company has however been separated from April 1, 2009.
- 6.13** This represents the Bank's 100% holding in FBN Micro Finance Bank Limited. The Bank was incorporated on March 18, 2008. It obtained a final approval from the Central Bank of Nigeria on March 18, 2009.
- 6.14** This represent 37.8% holding in SME Partnership, a fund managed by SME Managers Limited. The Bank increased its investment by ₦182 million during the year.
- 6.15** In the opinion of the Directors, the market value of the unquoted investments is not lower than cost.
- 6.16** Except for FBN Bank (UK) Limited, which was incorporated in the United Kingdom, all other subsidiaries were incorporated in Nigeria.

	<b>The Group</b>	
	<b>2009</b> ₦'million	<b>2008</b> ₦'million
<b>7 INVESTMENT PROPERTIES</b>		
At April 1	1,974	186
Additions during the year	5,781	1,974
Disposals during the year	(1,657)	(186)
<b>At March 31</b>	<b>6,098</b>	<b>1,974</b>

This represents undeveloped land acquired for future development and not occupied substantially by the company or members of the group of the holding company. They are not subjected to periodic charges for depreciation.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 N'million	2008 N'million	2009 N'million	2008 N'million
<b>8 LOANS AND ADVANCES</b>				
<b>8.1 Summary</b>				
Secured against real estate	22,643	72,179	21,470	82,143
Otherwise secured	599,742	380,474	592,550	363,975
Unsecured	141,392	23,048	91,279	943
<b>Gross loans</b>	<b>763,777</b>	<b>475,701</b>	<b>705,299</b>	<b>447,061</b>
Provision for doubtful accounts				
– General	(7,273)	(4,686)	(6,736)	(4,409)
– Specific	(13,005)	(4,090)	(11,403)	(4,057)
– Interest in suspense	(3,102)	(829)	(3,053)	(827)
<b>Net loans</b>	<b>740,397</b>	<b>466,096</b>	<b>684,107</b>	<b>437,768</b>

	2009		2008	
	Gross Loans N'million	Provision N'million	Gross Loans N'million	Provision N'million
<b>8.2 Analysis of loans and advances by quality</b>				
<b>8.2.1 The Group</b>				
Non-performing:				
Sub-standard	18,741	1,874	1,812	181
Doubtful	7,027	3,514	1,157	579
Lost	7,617	7,617	3,330	3,330
Interest in suspense	3,102	3,102	829	829
	<b>36,487</b>	<b>16,107</b>	<b>7,128</b>	<b>4,919</b>
Performing	727,290	7,273	468,573	4,686
<b>Gross loans</b>	<b>763,777</b>	<b>23,380</b>	<b>475,701</b>	<b>9,605</b>
<b>8.2.2 The Bank</b>				
Non-performing:				
Sub-standard	15,834	1,584	705	70
Doubtful	6,136	3,068	1,353	677
Lost	6,752	6,752	3,310	3,310
Interest in suspense	3,053	3,053	827	827
	<b>31,775</b>	<b>14,457</b>	<b>6,195</b>	<b>4,884</b>
Performing	673,524	6,735	440,866	4,409
<b>Gross loans</b>	<b>705,299</b>	<b>21,192</b>	<b>447,061</b>	<b>9,293</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>8.3 Provision for doubtful accounts</b>				
<b>General</b>				
At April 1	4,686	2,217	4,409	2,196
Charge for the year (note 32)	2,587	2,469	2,327	2,213
At March 31	7,273	4,686	6,736	4,409
<b>Specific</b>				
At April 1	4,090	4,270	4,057	4,194
Written off in the year	(2,781)	(4,061)	(2,781)	(4,003)
	<b>1,309</b>	<b>209</b>	<b>1,276</b>	<b>191</b>
Provision during the year	16,841	5,787	15,268	5,751
Recovered during the year	(5,145)	(1,906)	(5,141)	(1,885)
Charge for the year (note 32)	11,696	3,881	10,127	3,866
At March 31	13,005	4,090	11,403	4,057
<b>Interest</b>				
At April 1	829	635	827	613
Recovered during the year	(217)	(11)	(217)	(11)
	<b>612</b>	<b>624</b>	<b>610</b>	<b>602</b>
Additions for the year	3,735	1,720	3,688	1,720
Written off during the year	(1,245)	(1,515)	(1,245)	(1,495)
At March 31	3,102	829	3,053	827
<b>Total at March 31</b>	<b>23,380</b>	<b>9,605</b>	<b>21,192</b>	<b>9,293</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 N'million	2008 N'million	2009 N'million	2008 N'million
<b>8.4 Maturity profile of loans and advances</b>				
Under 1 month	109,482	109,671	109,482	118,368
1 month but within 3 months	284,800	116,577	284,795	114,734
3 months but within 6 months	99,013	45,373	98,645	37,629
6 months but within 12 months	39,477	33,836	38,588	31,464
1 year but within 3 years	131,818	98,662	74,602	76,486
3 years but within 5 years	62,667	29,883	62,667	26,681
Over 5 years	36,520	41,699	36,520	41,699
	<b>763,777</b>	<b>475,701</b>	<b>705,299</b>	<b>447,061</b>
<b>8.5 Analysis of loans and advances by nature</b>				
Overdrafts	190,458	166,925	190,458	176,392
Term loans	459,897	219,662	402,681	191,834
Commercial papers	112,160	74,006	112,160	74,006
Others	1,262	15,108	-	4,829
	<b>763,777</b>	<b>475,701</b>	<b>705,299</b>	<b>447,061</b>
<b>8.6 Insider-related credits</b>				
Aggregate amount of insider-related credits outstanding at year-end classified by quality:				
Performing	48,779	27,023	48,779	27,023
Non-performing (note 46)	45	32	45	32
	<b>48,824</b>	<b>27,055</b>	<b>48,824</b>	<b>27,055</b>

The analysis of the non-performing accounts as shown above is contained in note 46 to these financial statements in line with Central Bank of Nigeria Circular BSD/1/2004.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 ₦million	2008 ₦million	2009 ₦million	2008 ₦million
<b>9 ADVANCES UNDER FINANCE LEASE</b>				
Gross investment	15,217	13,358	15,217	13,358
Unearned income	(3,329)	(2,957)	(3,329)	(2,957)
Net investment	11,888	10,401	11,888	10,401
Provision for performing accounts (note 9.1)	(119)	(104)	(119)	(104)
	<b>11,769</b>	<b>10,297</b>	<b>11,769</b>	<b>10,297</b>
<b>9.1 Provision for performing accounts</b>				
At April 1	104	31	104	31
Charge for the year (note 32)	15	73	15	73
<b>At March 31</b>	<b>119</b>	<b>104</b>	<b>119</b>	<b>104</b>
<b>9.2 The investment in finance leases by maturity is:</b>				
Over 3 months but within 6 months	1,644	759	1,644	759
Over 6 months but within 12 months	603	868	603	868
Over 12 months	9,641	8,774	9,641	8,774
	<b>11,888</b>	<b>10,401</b>	<b>11,888</b>	<b>10,401</b>
<b>9.3 Analysis of advances under finance lease by quality</b>				
Performing	11,888	10,401	11,888	10,401
<b>9.4 Analysis by tenure</b>				
Current portion	11,888	10,401	11,888	10,401

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>10 OTHER ASSETS</b>				
Impersonal accounts:				
Clearing (note 10.2)	5,363	7,791	5,357	7,786
Prepayment – Rent	1,545	1,231	1,545	1,208
Deposit premium insurance	3,816	-	3,671	-
Prepayment – Others	328	548	-	-
Prepaid staff allowance	874	699	668	450
New branch opening cost outlay	5,523	5,665	5,523	5,665
Repo margin (note 10.3)	3,277	3,277	3,277	3,277
Inventory	1,003	593	998	593
Fixed assets acquisition suspense (note 10.4)	3,595	1,769	3,595	1,769
Interest receivable	6,782	3,842	6,669	3,698
Deposit for investment	-	4,030	-	4,030
Prepaid interest	65	104	65	104
Accounts receivable	12,185	10,026	10,989	8,836
Frauds and losses	1,335	1,797	1,335	1,797
Deposit for investments by subsidiaries	713	1,526	-	-
Custody fee receivable	-	110	-	-
Deposit for underwriting commitments (note 10.5)	5,000	500	4,900	-
Premium debtors	374	203	-	-
Deposit with the Nigerian Stock Exchange	1	1	-	-
Receivable from underwriters	8	7	-	-
Other debit balances	2,297	2,347	1,218	1,977
	54,084	46,066	49,810	41,190
Provision for doubtful accounts (note 10.1)	(2,196)	(1,791)	(1,803)	(1,692)
	<b>51,888</b>	<b>44,275</b>	<b>48,007</b>	<b>39,498</b>

## 10.1 Provision for doubtful accounts

At April 1	1,791	1,816	1,692	1,728
Reclassified from Cash and Balances with CBN	-	5	-	-
Written off during the year	(201)	-	(200)	-
	1,590	1,821	1,492	1,728
Charge for the year	608	(4)	311	(36)
Recovery/write back	(2)	(26)	-	-
Per Profit and Loss account (note 34)	606	(30)	311	(36)
<b>At March 31</b>	<b>2,196</b>	<b>1,791</b>	<b>1,803</b>	<b>1,692</b>

**10.2** This represents receivable from local banks on clearing instruments.

**10.3** This represents federal government of Nigeria's bond pledged in repo transaction.

**10.4** This represents fixed assets paid for by the Bank, but yet to be supplied or put to use as at the year end.

**10.5** The Bank participated as sub-underwriter through its subsidiary FBN Capital Limited in the Honeywell Plc public offer.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	Capital Work in Progress ₦'million	Freehold Land & Buildings ₦'million	Leasehold Buildings ₦'million	Motor Vehicles ₦'million	Computer Equipment ₦'million	Furniture & Fittings ₦'million	Plants & Machinery ₦'million	Total ₦'million
<b>11 FIXED ASSETS</b>								
<b>11.1 The Group</b>								
<b>Cost/valuation</b>								
At April 1	57	15,749	1,450	6,340	9,918	3,949	15,471	52,934
Attributable to newly consolidated subsidiary	-	-	-	44	15	25	-	84
Sub-total	57	15,749	1,450	6,384	9,933	3,974	15,471	53,018
Exchange difference	-	(17)	-	-	(73)	(10)	-	(100)
Additions	18	8,582	81	2,209	1,444	506	3,475	16,315
Write off	-	-	-	-	-	-	(2)	(2)
Disposals	-	(192)	-	(607)	(12)	(66)	(9)	(886)
<b>At March 31</b>	<b>75</b>	<b>24,122</b>	<b>1,531</b>	<b>7,986</b>	<b>11,292</b>	<b>4,404</b>	<b>18,935</b>	<b>68,345</b>
<b>Depreciation</b>								
At April 1	-	1,421	287	3,829	7,384	2,370	7,637	22,928
Attributable to newly consolidated subsidiary	-	-	-	13	11	12	-	36
Sub-total	-	1,421	287	3,842	7,395	2,382	7,637	22,964
Exchange difference	-	(10)	-	-	(41)	(8)	-	(59)
Charge for the year	31	331	-	1,311	1,477	564	2,489	6,203
Eliminated on disposals	-	(54)	-	(363)	(12)	(26)	(1)	(456)
<b>At March 31</b>	<b>31</b>	<b>1,688</b>	<b>287</b>	<b>4,790</b>	<b>8,819</b>	<b>2,912</b>	<b>10,125</b>	<b>28,652</b>
<b>Net book value</b>								
<b>At March 31, 2009</b>	<b>44</b>	<b>22,434</b>	<b>1,244</b>	<b>3,196</b>	<b>2,473</b>	<b>1,492</b>	<b>8,810</b>	<b>39,693</b>
At March 31, 2008	57	14,328	1,163	2,542	2,538	1,592	7,834	30,054

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	Freehold Land & Buildings N'million	Leasehold Buildings N'million	Motor Vehicles N'million	Computer Equipment N'million	Furniture & Fittings N'million	Plants & Machinery N'million	Total N'million
<b>11 FIXED ASSETS</b>							
<b>11.2 The Bank</b>							
<b>Cost/valuation</b>							
At April 1	15,532	1,306	5,609	9,074	3,595	15,436	50,552
Additions	8,221	55	1,927	1,258	403	3,465	15,329
Disposals	(192)	-	(505)	-	(45)	(9)	(751)
<b>At March 31</b>	<b>23,561</b>	<b>1,361</b>	<b>7,031</b>	<b>10,332</b>	<b>3,953</b>	<b>18,892</b>	<b>65,130</b>
<b>Depreciation</b>							
At April 1	1,304	236	3,214	6,868	2,149	7,626	21,397
Charge for the year	314	25	1,174	1,276	491	2,481	5,761
Eliminated on disposals	(54)	-	(285)	-	(8)	(1)	(348)
<b>At March 31</b>	<b>1,564</b>	<b>261</b>	<b>4,103</b>	<b>8,144</b>	<b>2,632</b>	<b>10,106</b>	<b>26,810</b>
<b>Net book value</b>							
<b>At March 31, 2009</b>	<b>21,997</b>	<b>1,100</b>	<b>2,928</b>	<b>2,188</b>	<b>1,321</b>	<b>8,786</b>	<b>38,320</b>
At March 31, 2008	14,228	1,070	2,395	2,206	1,446	7,810	29,155

**11.3** Certain land and buildings with a net book value of ₦187.7 million were professionally valued at ₦1,183.7 million on December 31, 1990 by Messrs Jide Taiwo & Co. and Diya Fatimilehin & Co., estate surveyors and valuers on the basis of open market value between a willing seller and buyer. The sum of ₦448.2 million was then recognised as revaluation reserve in the account.

During the year ended December 31, 1995, selected land and buildings including those revalued at December 31, 1990, were professionally revalued at ₦5,056.4 million by Messrs Jide Taiwo & Co. and Diya Fatimilehin & Co., estate surveyors and valuers, on the basis of open market value between a willing seller and buyer. In compliance with the Central Bank of Nigeria's guidelines on recognition of revaluation reserve on own premises, the sum of ₦1,931.2 million was incorporated in the account. This represents the revaluation surplus of ₦4,291.4 million discounted by 55%.

Revaluation of land and buildings is carried out at the discretion of the directors and it is considered as and when necessary.

**11.4** The Bank had capital commitments of ₦2.2 billion (2008 – ₦4.6 billion) as at balance sheet date.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 ₦million	2008 ₦million	2009 ₦million	2008 ₦million
<b>12 DEPOSIT AND CURRENT ACCOUNTS</b>				
<b>12.1 Summary</b>				
In Nigeria:				
Current	536,452	310,466	539,844	316,927
Savings	241,926	178,216	241,798	178,090
Time	227,355	127,201	220,427	121,185
Domiciliary	69,767	45,422	69,767	45,422
	<b>1,075,500</b>	<b>661,305</b>	<b>1,071,836</b>	<b>661,624</b>
Outside Nigeria:				
Demand	15,632	19,186	-	-
Time	103,324	19,691	-	-
	<b>1,194,456</b>	<b>700,182</b>	<b>1,071,836</b>	<b>661,624</b>
<b>12.2 The deposit liabilities maturity profile is as follows:</b>				
Under 1 month	396,217	270,601	380,557	257,876
1 – 3 months	194,563	103,690	266,786	103,565
3 – 6 months	163,195	102,699	156,601	96,684
6 – 12 months	172,103	108,591	172,103	108,591
Over 12 months	268,378	114,601	95,789	94,908
	<b>1,194,456</b>	<b>700,182</b>	<b>1,071,836</b>	<b>661,624</b>
<b>13 DUE TO OTHER BANKS</b>				
In Nigeria	47,098	11,933	49,448	15,217
Other Banks outside Nigeria	123,312	143,176	29,532	29,064
	<b>170,410</b>	<b>155,109</b>	<b>78,980</b>	<b>44,281</b>
<b>14 MANAGED FUNDS</b>				
Long-term clients	38,754	22,046	-	-
Short-term clients	467	334	-	-
Guaranteed fixed income	24,075	10,471	-	-
Guaranteed principal liabilities	30,000	29,663	-	-
	<b>93,296</b>	<b>62,514</b>	<b>-</b>	<b>-</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 N'million	2008 N'million	2009 N'million	2008 N'million
<b>15 TAX PAYABLE</b>				
<b>15.1 Per profit and loss account</b>				
<b>Income tax</b>				
Based on profit for the year	6,882	6,437	3,874	2,741
Education tax	797	571	655	385
Prior year under provision	11	(303)	-	-
	<b>7,690</b>	<b>6,705</b>	<b>4,529</b>	<b>3,126</b>
<b>15.2 Per balance sheet</b>				
<b>Income tax</b>				
At April 1	8,986	7,470	5,091	5,710
Payments during the year	(5,539)	(5,373)	(2,843)	(3,745)
Based on profit for the year	7,690	6,705	4,529	3,126
Adjustment from subsidiaries	(424)	184	-	-
<b>At March 31</b>	<b>10,713</b>	<b>8,986</b>	<b>6,777</b>	<b>5,091</b>

The charge for taxation in these financial statements is based on the provisions of the Companies Income Tax Act CAP C21 LFN 2004 as amended and the Education Tax Act, CAP E4 LFN 2004.

<b>16 DEFERRED TAXATION</b>				
At April 1	6,743	2,657	6,712	2,671
Adjustment from subsidiaries	(10)	44	-	-
Arising during the year	6,901	4,042	6,046	4,041
<b>At March 31</b>	<b>13,634</b>	<b>6,743</b>	<b>12,758</b>	<b>6,712</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>17 OTHER LIABILITIES</b>				
Accounts payable	9,810	17,130	9,706	6,399
Deposit for shares on behalf of third parties (note 17.1)	1,763	67,203	15	4,175
Collection on behalf of third parties	2,568	2,460	1,172	2,460
Collection on behalf of federal and state Government	997	444	997	444
Interbranch	125	68	125	68
Provisions and accruals	9,823	9,064	6,404	5,962
Provision for frauds and losses	1,580	1,810	1,372	1,810
PAYE and other statutory deductions	505	425	437	271
Unearned discounts	8,303	5,454	8,139	5,197
Provision for off balance sheet engagements	39	17	39	17
Deposit premium insurance	-	818	-	818
Bank cheques	16,952	20,842	16,945	20,779
Interest payable	4,339	2,328	4,291	2,282
Retirement benefits obligation (note 17.2)	332	450	202	362
Vostro balances (note 3.2)	46,841	26,182	46,841	26,182
Information Technology development levy (note 17.3)	570	480	461	380
Exchange equalisation (note 17.4)	10,010	189	10,010	189
Premium payable	476	337	-	-
Trade creditors	14,021	30,748	-	-
Clients' dividend (note 17.5)	19,284	24,600	-	-
Uncleared effects	7	5	-	-
Sundry creditors	6,613	2,378	3,819	697
	<b>154,958</b>	<b>213,432</b>	<b>110,975</b>	<b>78,492</b>

## 17.1 Deposit for shares on behalf of third parties

This represents funds collected as receiving bank/agents in respect of various public offers and private placements.

## 17.2 Retirement benefits obligation

At April 1	450	237	362	189
Arising from newly consolidated subsidiaries	-	27	-	-
Charge for the year	4,083	2,248	3,977	2,171
Funds recalled during the year	1,655	847	1,655	847
Payment to PFAs/Trustees	(2,524)	(1,650)	(2,460)	(1,586)
Withdrawals	(3,332)	(1,259)	(3,332)	(1,259)
<b>At March 31</b>	<b>332</b>	<b>450</b>	<b>202</b>	<b>362</b>

## 17.3 Information technology development levy

The Nigerian Information Technology Development Agency (NITDA) Act was signed into law on April 24, 2007. Section 12(2a) of the Act stipulates that specified companies contribute 1% of their profit before tax to the Nigerian Information Technology Development Agency. In line with the Act, the Bank and Group have provided for NITDA levy at the specified rate.

At April 1	480	-	380	-
Charge for the year	526	480	461	380
Payment during the year	(436)	-	(380)	-
<b>At March 31</b>	<b>570</b>	<b>480</b>	<b>461</b>	<b>380</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

## 17.4 Exchange equalisation

Exchange equalisation balance represents exchange gain on foreign currency position arising from exchange rate difference.

## 17.5 Clients' dividend

This represents dividend due to shareholders of the various clients of First Registrars Nigeria Limited as at year end.

	The Group		The Bank	
	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>18 LONG-TERM BORROWING</b>				
<b>Long-term borrowings comprise:</b>				
FBN Capital Finance Company, Cayman Island (note 18.1)	25,266	20,379	25,266	20,379
European Investment Bank (note 18.2)	9,776	9,035	9,776	9,035
	<b>35,042</b>	<b>29,414</b>	<b>35,042</b>	<b>29,414</b>

**18.1** This represents dollar notes issued by FBN Capital Finance Company, Cayman Island on March 30, 2007 for a period of 10 years. Interest on the notes is payable at 9.8% per annum. The loan is repayable at six monthly intervals over a period of five years commencing from March 29, 2012. The loan is a subordinated debt and is non-callable in the first five years.

**18.2** This represents medium-term loan (callable notes) secured from European Investment Bank. The loan is divided into tranche A of euro 35 million for a tenure of five years and tranche B of euro 15 million for a tenure of eight years, which qualifies it as Tier II capital. Interest is payable half-yearly at 2% and 3% above LIBOR rate for tranche A and tranche B respectively. The facility was secured by negative pledge.

	The Group		The Bank	
	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>19 SHARE CAPITAL</b>				
<b>19.1 Authorised:</b>				
30,000,000,000 (2008 – 20 billion) ordinary shares of 50k each	15,000	10,000	15,000	10,000
<b>19.2 Allotted, called up and fully paid:</b>				
24,862,540,460 (2008 – 19,890 million) ordinary shares of 50k each:				
At 1 April	9,945	5,238	9,945	5,238
Arising during the year:				
– Rights issue	-	748	-	748
– Public offer	-	3,086	-	3,086
– Transfer from bonus issue reserve (note 24)	2,487	873	2,487	873
At March 31	12,432	9,945	12,432	9,945

At the 39th Annual General Meeting held on August 21, 2008, it was resolved that the authorised share capital of the Bank be increased from 20 billion units ordinary shares to 30 billion units ordinary shares. The increase in the authorised share capital was registered with the Corporate Affairs Commission (CAC) on September 9, 2008.

At the same Annual General meeting, the shareholders approved the capitalisation of the sum of ₦2.5 billion standing in the Bonus Reserve to shareholders whose names appeared on the Register of members at the close of business on Friday, August 8, 2008 on the basis of one new ordinary share for every four ordinary shares held by them on that day.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>20 SHARE PREMIUM</b>				
At April 1	254,524	15,858	254,524	15,858
Arising during the year (note 20.1)	-	238,666	-	238,666
<b>At March 31</b>	<b>254,524</b>	<b>254,524</b>	<b>254,524</b>	<b>254,524</b>

## 20.1 Movement in share premium

Rights issue	-	45,651	-	45,651
Public offer	-	200,515	-	200,515
	-	246,166	-	246,166
Share issue expenses	-	(7,500)	-	(7,500)
	-	<b>238,666</b>	-	<b>238,666</b>

## 21 STATUTORY RESERVE

At April 1	18,056	13,465	18,023	13,452
Appropriation from the profit and loss account	5,368	4,591	5,261	4,571
<b>At March 31</b>	<b>23,424</b>	<b>18,056</b>	<b>23,284</b>	<b>18,023</b>

The appropriation for the year represents 15% of profit after tax of the Bank in accordance with Section 16 of the Banks and Other Financial Institutions Act, CAP B3 LFN 2004.

## 22 EXCHANGE DIFFERENCE RESERVE

At April 1	3,459	4,066	2,836	2,836
Movement during the year	(2,726)	(607)	-	-
<b>At March 31</b>	<b>733</b>	<b>3,459</b>	<b>2,836</b>	<b>2,836</b>

## 23 GENERAL RESERVE

At April 1	51,565	33,832	40,214	28,799
Reserve for bonus issue	(2,072)	(2,487)	(2,072)	(2,487)
Dividend paid	(23,867)	(10,477)	(23,867)	(10,477)
Adjustment from subsidiaries	(425)	132	-	-
Retained profit for the year	5,447	30,565	28,059	24,379
<b>At March 31</b>	<b>30,648</b>	<b>51,565</b>	<b>42,334</b>	<b>40,214</b>

**23.1** In respect of the current year, the Directors propose that a dividend of 135 kobo per ordinary share be paid to shareholders. This dividend is subject to approval by shareholders at the Annual General Meeting and has not been included as a liability in these financial statements. Dividend to shareholders is now accounted for on the date of declaration as they do not meet criteria of present obligation in Statement of Accounting Standard 23. The proposed dividend is subject to withholding tax at the appropriate tax rate and is payable to shareholders whose names appear in the Register of Members at closure date. The total estimated dividend to be paid is ₦33.6 billion.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>24 BONUS ISSUE RESERVE</b>				
At April 1	2,487	873	2,487	873
Transfer from the general reserve	2,072	2,487	2,072	2,487
Utilised for bonus issue (note 19.2)	(2,487)	(873)	(2,487)	(873)
<b>At March 31</b>	<b>2,072</b>	<b>2,487</b>	<b>2,072</b>	<b>2,487</b>
<b>25 RESERVE FOR SMALL/MEDIUM SCALE INDUSTRIES</b>				
At April 1	9,439	7,916	9,439	7,916
Transfer from profit and loss account	1,754	1,523	1,754	1,523
<b>At March 31</b>	<b>11,193</b>	<b>9,439</b>	<b>11,193</b>	<b>9,439</b>
<b>26 INTEREST EARNINGS</b>				
<b>Bank sources</b>				
Placement with local banks	23,194	21,057	14,116	5,470
Interest on deposit with banks outside Nigeria	16,275	3,629	1,789	3,132
Treasury bills	3,656	10,633	3,656	10,633
Commission on managed funds	1,244	4,011	-	-
	44,369	39,330	19,561	19,235
<b>Non-bank sources</b>				
Interest on loans and advances	112,563	61,103	109,341	60,575
Commission on premium	-	270	-	-
	112,563	61,373	109,341	60,575
	<b>156,932</b>	<b>100,703</b>	<b>128,902</b>	<b>79,810</b>
<b>27 INTEREST EXPENSE</b>				
<b>Non-bank sources</b>				
Demand	20,687	9,919	12,565	2,615
Time deposit	25,600	12,168	21,474	11,485
Savings	5,714	3,960	5,710	3,957
Domiciliary	2,094	4,225	2,094	4,226
Managed funds	813	1,297	-	-
	<b>54,908</b>	<b>31,569</b>	<b>41,843</b>	<b>22,283</b>
<b>28 FEES AND COMMISSION</b>				
Commission and charges	30,982	24,527	28,131	21,896
Commission on Western Union transactions	983	1,522	983	1,522
Financial advisory fees	1,959	1,911	-	-
Custody fees	-	422	-	-
	<b>33,924</b>	<b>28,382</b>	<b>29,114</b>	<b>23,418</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>29 INCOME ON TRADING SECURITIES</b>				
Interest on federal and state government bonds	16,228	16,507	16,194	16,447
Gains on disposal of shares	1,271	1,900	-	-
	<b>17,499</b>	<b>18,407</b>	<b>16,194</b>	<b>16,447</b>
<b>30 OTHER INCOME</b>				
Foreign exchange income	2,949	952	2,857	952
Dividend received from subsidiaries	-	-	2,576	3,937
Dividend from associated companies	339	191	339	179
Lease income	1,901	1,096	1,901	1,095
Profit on sale of fixed assets	657	1,135	653	1,130
Dividend from other companies	668	286	167	26
Recoveries on loans previously written off	1,969	3,617	1,967	3,606
Exchange gain	56	-	-	-
Trust-related income	1	151	-	-
Sundry income	1,392	805	519	-
	<b>9,932</b>	<b>8,233</b>	<b>10,979</b>	<b>10,925</b>
<b>31 OVERHEADS</b>				
<b>31.1 Operating expenses</b>				
Staff costs	45,819	33,431	43,841	31,305
Administration and general expenses	32,559	25,221	28,115	22,219
Depreciation on fixed assets (note 11)	6,203	4,671	5,761	4,319
Premium on insurance of deposit liabilities	3,678	4,252	3,678	4,252
Stamp duty on increase in authorised capital	38	55	38	-
Foreign exchange loss	100	374	100	165
	<b>88,397</b>	<b>68,004</b>	<b>81,533</b>	<b>62,260</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
<b>31.2 Profit before taxation</b>				
This is stated after charging/(crediting) the following:				
Directors' emoluments	652	555	387	290
Depreciation of fixed assets (note 11)	6,203	4,671	5,761	4,319
Profit on sale of fixed assets	(657)	(1,126)	(653)	(1,130)
Bank's contribution to retirement benefits	4,083	2,248	3,977	2,171
Foreign exchange loss/(gain)	44	183	100	165
Auditors' remuneration:				
– Nigeria operations	130	114	90	75
– UK operations	19	21	-	-
<b>32 PROVISION FOR LOANS AND ADVANCES</b>				
Loans and advances:				
– General (note 8.3)	2,587	2,469	2,327	2,213
– Specific (note 8.3)	11,696	3,881	10,127	3,866
Advances under finance lease (note 9.1)	15	73	15	73
	<b>14,298</b>	<b>6,423</b>	<b>12,469</b>	<b>6,152</b>
<b>33 PROVISION FOR DIMINUTION IN THE VALUE OF INVESTMENTS</b>				
Trading securities (note 4.1)	<b>2,649</b>	-	-	-
<b>34 PROVISION FOR OTHER BAD AND DOUBTFUL ACCOUNTS</b>				
Other assets (note 10.1)	606	(30)	311	(36)
Cash and short-term funds (note 2.1)	55	-	55	-
Investments (note 6.8)	1,928	2	1,248	(4)
Due from banks and other financial institutions (note 3.1)	(97)	(367)	(124)	(293)
	<b>2,492</b>	<b>(395)</b>	<b>1,490</b>	<b>(333)</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 N'million	2008 N'million	2009 N'million	2008 N'million
<b>35 EARNINGS PER SHARE – BASIC</b>				
Earnings per share (basic) are calculated based on the profit after tax and the number of ordinary shares issued and paid up at March 31 of every year				
Profit for the year attributable to shareholders			35,074	30,473
Weighted average number of ordinary share (units in million)			24,864	13,691
Earnings per share (naira) – basic			<b>1.41</b>	<b>2.23</b>
<b>36 RECONCILIATION OF PROFIT AFTER TAX TO NET CASH PROVIDED BY OPERATING FACILITIES</b>				
Profit after tax	12,569	36,679	35,074	30,473
<b>Adjustments to reconcile profit after tax to net cash provided by operating activities</b>				
Depreciation of fixed assets	6,203	4,671	5,761	4,319
Information Technology Development Levy	526	480	461	380
Provision for bad and doubtful accounts	45,552	6,028	13,959	5,819
Provision for deferred taxes	6,901	4,042	6,046	4,041
Increase/(decrease) in taxes payable	1,727	1,516	1,686	(619)
Tax adjustments	424	(184)	-	-
Profit on disposal of fixed assets	(657)	(1,135)	(653)	(1,130)
Dividend received from subsidiaries	-	-	(2,576)	(3,937)
<b>Changes in assets and liabilities</b>				
Increase in loans and advances	(285,803)	(250,269)	(258,793)	(224,662)
Increase in other assets	(8,018)	(12,210)	(8,620)	(9,761)
Increase in advances under finance lease	(1,487)	(7,327)	(1,487)	(7,327)
Increase in deposit and other current accounts	494,274	100,508	410,212	79,797
Increase/(decrease) in other liabilities	(58,910)	117,652	32,103	17,953
Managed funds – Assets	19,127	(33,951)	-	-
Managed funds – Liabilities	30,782	40,444	-	-
Exchange difference reserve	(2,726)	(607)	-	-
<b>Net cash flow from operating activities before changes in operating assets</b>	<b>260,484</b>	<b>6,337</b>	<b>233,173</b>	<b>(104,654)</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009 ₦million	2008 ₦million	2009 ₦million	2008 ₦million
<b>37 CASH AND CASH EQUIVALENTS</b>				
Cash and short-term funds	140,403	88,351	140,353	88,302
Due from other banks and financial institutions	764,048	560,879	510,722	280,033
Due to other banks	(170,410)	(155,109)	(78,980)	(44,281)
	<b>734,041</b>	<b>494,121</b>	<b>572,095</b>	<b>324,054</b>

## 38 CHAIRMAN'S AND DIRECTORS' EMOLUMENTS

### 38.1 Emoluments

Fees:				
Chairman			5.00	5.00
Other Directors			28.00	28.00
			33.00	33.00
Emoluments as Executives			353.90	256.50
			<b>386.90</b>	<b>289.50</b>
<b>Highest paid Director</b>			<b>66.70</b>	<b>44.50</b>

38.2 The fees attributable to Directors of the parent company serving on the boards of the subsidiaries amounting to ₦13,981,438 (March 31, 2008 – ₦4,911,500) have been paid over and included in the income of the parent company.

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

₦	The Bank	
	2009 ₦million	2008 ₦million
2,500,001 – 5,000,000	8	8
5,000,001 – 15,000,000	-	-
15,000,001 – 17,500,000	-	-
17,500,001 – 20,000,000	-	-
Above 20,000,000	8	8
	<b>16</b>	<b>16</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	The Group		The Bank	
	2009	2008	2009	2008
<b>39 OTHER EMPLOYEES</b>				
<b>39.1 Employees remunerated at higher rates</b>				
The number of employees excluding Directors in receipt of emoluments excluding allowances and pension contributions within the following ranges were:				
<b>₦</b>	<b>Number</b>	<b>Number</b>	<b>Number</b>	<b>Number</b>
200,001 – 300,000	360	149	309	120
300,001 – 400,000	246	238	237	237
400,001 – 500,000	224	247	213	212
500,001 – 700,000	2,217	1,654	2,088	1,613
700,001 – 1,000,000	2,660	1,158	2,631	1,096
1,000,001 – 2,000,000	2,471	4,747	2,443	4,680
2,000,001 – 3,000,000	287	532	224	472
Above 3,000,000	92	107	50	65
	<b>8,557</b>	<b>8,832</b>	<b>8,195</b>	<b>8,495</b>

### 39.2 The number of persons employed as at the end of the year were as follows:

Managerial	349	646	270	288
Senior staff	7,424	7,549	7,171	7,384
Junior staff	784	637	754	823
	<b>8,557</b>	<b>8,832</b>	<b>8,195</b>	<b>8,495</b>

	The Group		The Bank	
	2009 ₦million	2008 ₦million	2009 ₦million	2008 ₦million
<b>39.3 The related staff costs amounted to:</b>	<b>45,819</b>	<b>33,431</b>	<b>43,841</b>	<b>31,305</b>

### 40 OFF BALANCE SHEET ENGAGEMENTS

<b>40.1</b> The Bank enters into various commitments in the normal course of business in respect of which there are corresponding obligations by customers. These are as follows:				
Acceptances, guarantees and indemnities	138,743	124,929	138,743	75,964
Bonds and performance guarantees	276,360	152,680	163,510	77,360
Treasury bills intermediation and others	281,275	267,350	12,720	44,915
	<b>696,378</b>	<b>544,959</b>	<b>314,973</b>	<b>198,239</b>

**40.2** There were contingent liabilities in respect of legal actions for claims against the Bank for amounts totalling ₦259,450,780 (March 31, 2008 – ₦817,126,077) for which no provisions have been made. The actions are being contested and the Directors are of the opinion that no significant liabilities will arise therefrom.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

## 41 GUARANTEES AND OTHER FINANCIAL COMMITMENTS

### 41.1 Capital commitments

Capital expenditure authorised by the Directors but not provided for in these financial statements are as follows:

#### Contracted

Commitments for the acquisition of land and building under operating lease:

At March 31, 2009, FBN Bank (UK) Ltd entered into a contract to make future payments in respect of operating leases for land and buildings. The lease is expected to expire in June 2016.

	The Bank	
	2009 ₦'million	2008 ₦'million
Within one year	151	103
Between one and five years	534	413
More than five years	134	207
Others (FBN Head office)	1,334	3,830
	<b>2,153</b>	<b>4,553</b>
<b>Not contracted</b>	-	-

41.2 The Directors are of the opinion that all known liabilities and commitments which are relevant in the assessment of the state of financial affairs of the Bank have been taken into consideration in the preparation of these accounts.

## 42 SEGMENTAL INFORMATION

### a) Business segments

Business segments are distinguishable components of the Group with services used by Management for its internal reporting purpose. Each business segment operates with a degree of autonomy in pursuing its strategic goals, managing operations and ensuring accountability though in tandem with the Group's policies. Each of the business segments has its separate planning, administration and financial reporting system as an independent entity. Segment financial information is evaluated regularly by management so as to evaluate the performance and returns on the allocation of financial and other resources.

The Group is divided into the following business units:

- Retail and Corporate Banking: Offering a comprehensive range of retail, personal, commercial and corporate banking services and products to individuals, small business customers, corporate, medium and large business customers.
- Investment and Capital Market Operations: This provides Investment and Capital Market services to both individual and institutional investors. It also provides Registrar services to both listed and private companies.
- Asset Management: This provides individuals and financial institutions with assets management and advisory services.
- Mortgage Banking: Offers mortgage and home ownership banking services.
- Others: This is made up of insurance brokerage and SMIEIS funds management functions.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

## 42 SEGMENTAL INFORMATION (CONT'D)

### a) Business segments

	Retail & Corporate Banking		Investment & Capital Market	
	2009 ₦million	2008 ₦million	2009 ₦million	2008 ₦million
<b>Profit and loss:</b>				
Interest income	140,232	91,308	11,564	6,789
Interest expense	(49,965)	(29,587)	(3,699)	(1,297)
Net interest income	90,267	61,721	7,865	5,492
Commission	31,901	27,035	16	1,068
Other income	24,748	21,691	3,264	3,617
	<b>146,916</b>	<b>110,447</b>	<b>11,145</b>	<b>10,177</b>
Operating expenses	78,240	59,961	2,077	2,092
Depreciation	5,855	4,423	141	96
Interest on long-term borrowing	1,744	2,218	-	-
Provision for loans and advances	12,812	6,281	882	137
Provision for other doubtful accounts and investments	1,548	(450)	3,561	9
	<b>100,199</b>	<b>72,433</b>	<b>6,661</b>	<b>2,334</b>
Profit on ordinary activities before exceptional item and taxation	46,717	38,014	4,484	7,843
Exceptional item	-	-	-	-
Information technology development levy	461	380	50	78
Current taxation	5,495	4,179	1,638	2,003
Deferred taxation	6,033	4,037	869	(5)
<b>Profit after taxation</b>	<b>34,728</b>	<b>29,418</b>	<b>1,927</b>	<b>5,767</b>
<b>Balance sheet</b>				
Cash and due from banks etc	847,237	546,330	47,655	91,915
Bills discounted and securities	168,808	216,145	2,236	-
Loans and advances	740,131	466,140	7,551	9,483
Investments	38,397	44,524	4,337	2,908
Other assets	87,722	69,425	1,576	3,188
<b>Total assets</b>	<b>1,882,295</b>	<b>1,342,564</b>	<b>63,355</b>	<b>107,494</b>
Deposit liabilities	1,354,994	848,575	-	-
Other liabilities	142,586	123,985	52,219	102,821
Long-term borrowings	35,042	29,414	-	-
<b>Total liabilities</b>	<b>1,532,622</b>	<b>1,001,974</b>	<b>52,219</b>	<b>102,821</b>
<b>Net assets</b>	<b>349,673</b>	<b>340,590</b>	<b>11,136</b>	<b>4,673</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

Asset Management		Mortgage Banking		Others		Total	
2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
2,066	669	2,018	1,131	1,053	806	156,933	100,703
-	-	(1,245)	(685)	-	-	(54,909)	(31,569)
2,066	669	773	446	1,053	806	102,024	69,134
2	258	45	21	-	-	31,964	28,382
1,227	1,185	122	88	24	59	29,385	26,640
<b>3,295</b>	<b>2,112</b>	<b>940</b>	<b>555</b>	<b>1,077</b>	<b>865</b>	<b>163,373</b>	<b>124,156</b>
1,105	925	319	208	455	147	82,196	63,333
127	113	40	22	39	17	6,202	4,671
-	-	-	-	-	-	1,744	2,218
572	-	28	5	-	-	14,294	6,423
-	38	13	1	18	7	5,141	(395)
<b>1,805</b>	<b>1,076</b>	<b>400</b>	<b>236</b>	<b>512</b>	<b>171</b>	<b>109,577</b>	<b>76,250</b>
1,490	1,036	540	319	565	694	53,796	47,906
26,113	-	-	-	-	-	26,113	-
5	18	5	2	3	2	524	480
202	320	168	65	187	138	7,690	6,705
(10)	9	5	-	4	1	6,901	4,042
<b>(24,820)</b>	<b>689</b>	<b>362</b>	<b>252</b>	<b>371</b>	<b>553</b>	<b>12,568</b>	<b>36,679</b>
2,836	2,237	5,699	8,434	1,024	314	904,451	649,230
-	-	-	-	-	-	171,044	216,145
3,263	-	1,221	770	-	-	752,166	476,393
42,217	62,560	4,991	1,974	730	171	90,672	112,137
992	516	855	405	436	795	91,581	74,329
<b>49,308</b>	<b>65,313</b>	<b>12,766</b>	<b>11,583</b>	<b>2,190</b>	<b>1,280</b>	<b>2,009,914</b>	<b>1,528,234</b>
-	-	9,874	6,714	-	-	1,364,866	855,289
69,979	63,719	403	210	1,414	940	266,601	291,675
-	-	-	-	-	-	35,042	29,414
<b>69,979</b>	<b>63,719</b>	<b>10,277</b>	<b>6,924</b>	<b>1,414</b>	<b>940</b>	<b>1,666,509</b>	<b>1,176,380</b>
<b>(20,671)</b>	<b>1,594</b>	<b>2,489</b>	<b>4,659</b>	<b>776</b>	<b>340</b>	<b>343,405</b>	<b>351,854</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

## 42 SEGMENTAL INFORMATION (CONT'D)

### b) Geographical segments

The Group operates principally in two locations which include Nigeria and the United Kingdom (UK). Segmental reporting is based on the geographical location of the revenue yielding assets.

	Nigeria		Foreign		Total	
	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million	2009 ₦'million	2008 ₦'million
Interest income	145,602	89,387	11,330	11,316	156,932	100,703
Interest expense	(46,786)	(24,089)	(8,122)	(7,480)	(54,908)	(31,569)
<b>Net interest income</b>	<b>98,816</b>	<b>65,298</b>	<b>3,208</b>	<b>3,836</b>	<b>102,024</b>	<b>69,134</b>
Fees and commissions received	28,195	23,198	2,787	1,329	30,982	24,527
Income from foreign exchange transactions	2,857	952	92	-	2,949	952
Income from Western Union transactions	983	1,522	-	-	983	1,522
Other operating income	26,376	27,944	65	77	26,441	28,021
<b>Non-interest income</b>	<b>58,411</b>	<b>53,616</b>	<b>2,944</b>	<b>1,406</b>	<b>61,355</b>	<b>55,022</b>
<b>Net revenue</b>	<b>157,227</b>	<b>118,914</b>	<b>6,152</b>	<b>5,242</b>	<b>163,379</b>	<b>124,156</b>
Operating expenses	79,726	61,543	2,468	1,790	82,194	63,333
Interest on long-term borrowing	1,744	2,218	-	-	1,744	2,218
Depreciation	6,108	4,588	95	83	6,203	4,671
<b>Total cost</b>	<b>87,578</b>	<b>68,349</b>	<b>2,563</b>	<b>1,873</b>	<b>90,141</b>	<b>70,222</b>
<b>Operating profit before provision for loan losses and other doubtful balances</b>	<b>69,649</b>	<b>50,565</b>	<b>3,589</b>	<b>3,369</b>	<b>73,238</b>	<b>53,934</b>
Provision for loan losses and other doubtful balances	19,038	5,928	401	100	19,439	6,028
<b>Profit before exceptional item and taxation</b>	<b>50,611</b>	<b>44,637</b>	<b>3,188</b>	<b>3,269</b>	<b>53,799</b>	<b>47,906</b>
Exceptional item	(26,113)	-	-	-	(26,113)	-
<b>Profit after exceptional item and before taxation</b>	<b>24,498</b>	<b>44,637</b>	<b>3,188</b>	<b>3,269</b>	<b>27,686</b>	<b>47,906</b>
Total assets employed	1,729,433	1,296,133	280,481	232,101	2,009,914	1,528,234
Depreciation on fixed assets	6,108	4,588	95	83	6,203	4,671
Net interest income margin (%)	68%	73%	28%	34%	65%	69%

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

	0–30 days ₦million	1–3 mths ₦million	3–6 mths ₦million	6–12 mths ₦million	Over 1 year ₦million	Total ₦million
<b>43 LIQUIDITY GAP REPORT - BANK</b>						
<b>Assets</b>						
Cash and other short term funds	651,075	-	-	-	-	651,075
Bills discounted	-	17,697	-	-	-	17,697
Trading securities	151,111	-	-	-	-	151,111
Investments	-	-	-	1,360	63,976	65,336
Loans and advances	109,482	284,795	98,645	38,588	152,597	684,107
Advances under finance lease	-	-	1,525	603	9,641	11,769
Other assets	5,357	42,650	-	-	-	48,007
Fixed assets	-	-	-	-	38,320	38,320
<b>Total assets</b>	<b>917,025</b>	<b>345,142</b>	<b>100,170</b>	<b>40,551</b>	<b>264,534</b>	<b>1,667,422</b>
<b>Liabilities</b>						
Deposit	380,557	266,786	156,601	172,103	174,769	1,150,816
Other liabilities	41,233	9,809	-	59,933	-	110,975
Taxation	-	-	-	6,777	12,758	19,535
Long-term borrowing	-	-	-	-	35,042	35,042
Capital and reserves	-	-	-	-	351,054	351,054
<b>Total liabilities</b>	<b>421,790</b>	<b>276,595</b>	<b>156,601</b>	<b>238,813</b>	<b>573,623</b>	<b>1,667,422</b>
Net liquidity gap as at March 31, 2009	<b>495,235</b>	<b>68,547</b>	<b>(56,431)</b>	<b>(198,262)</b>	<b>(309,089)</b>	-
Assets as at March 31, 2008						1,165,461
Liabilities as at March 31, 2008						1,165,461
Net liquidity gap as at March 31, 2008						-

## 44 RELATED PARTIES

Transactions between the Bank and its subsidiaries have been eliminated on consolidation. The Bank is the major banker to the subsidiaries and the Group has common directors. During the year, the Bank transacted businesses with all its subsidiaries and these transactions were conducted on normal business terms.

## 45 COMPARATIVE FIGURES

Certain figures in the 2008 financial statements were regrouped to conform with the current year's presentation. During the year, one of the subsidiaries was consolidated for the first time. Consequently, the preceding year's figures of the Group have been updated to incorporate the brought forward figures of the subsidiary, in order to enhance comparability.

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended March 31, 2009

## 46 DETAILS OF NON-PERFORMING INSIDER-RELATED CREDITS AS AT MARCH 31, 2009

S/N	Name of Borrower	Relationship Reporting Institution	Date Granted	Expiry Date	Rate of Interest	Cumulative			Outstanding Credit			Perfected Security			Remarks	
						Principal ₦'000	Interest ₦'000	Total Provision ₦'000	Payment Made ₦'000	Performing ₦'000	Non- performing ₦'000	Nature	Value	Date of Valuation		
1	Hacket Nig. Ltd Estate of Prof. Belo- Osagie	Ex-director	30/11/05	31/12/06	19	2,850	-	-	-	-	20,208	-	-	-	-	Legal ownership on vehicle and Personal Guarantee
2	Abdulsalam T. Ogueyi	Ex-staff	31/08/02	31/08/12	9	10,200	-	-	-	-	14,570	-	10,200	-	-	Security being perfected
3	Alli-Balogun Taiwo	Ex-staff	28/10/02	31/01/12	9	10,570	-	-	-	-	2,385	-	8,100	-	-	L/M being arranged ₦8.1m
4	Austin E. Ekuma	Ex-staff	28/03/03	28/03/08	9	1,509	-	-	-	-	1,542	-	2	-	-	Perfected
5	S.A. Olubodun	Ex-staff	29/09/98	30/06/10	9	7,580	-	-	-	-	5,883	-	10,300	29/12/01	-	Perfected
											<b>44,588</b>					

# GROUP STATEMENT OF VALUE ADDED

for the year ended March 31, 2009

	2009 ₦million	%	2008 ₦million	%
<b>Gross earnings</b>				
– Ordinary activities	218,287		155,725	
– Interest expense	(54,908)		(31,569)	
– Interest on long-term borrowing	(1,744)		(2,218)	
	161,635		121,938	
<b>Overheads and payments for other services</b>				
– Local	(35,053)		(28,112)	
– Foreign	(1,322)		(1,790)	
– Provision for doubtful balances	(45,552)		(6,028)	
<b>VALUE ADDED</b>	<b>79,708</b>	<b>100</b>	<b>86,008</b>	<b>100</b>
<b>DISTRIBUTED AS FOLLOWS:</b>				
<b>In payment to employees:</b>				
Salaries, allowances and pension	45,819	57	33,431	39
<b>In payment to Government:</b>				
Income tax	7,690	10	6,705	8
Information technology development levy	526	1	480	-
	54,035	68	40,616	47
<b>To provide for enhancement of assets and expansion:</b>				
– Deferred taxation	6,901	8	4,042	5
– Depreciation - Local	6,108	8	4,588	5
– Depreciation - Foreign assets	95	-	83	-
– Profit re-invested in the business	12,569	16	36,679	43
	25,673	32	45,392	53
	<b>79,708</b>	<b>100</b>	<b>86,008</b>	<b>100</b>

Value added represents the additional wealth created by the Group during the reporting period. This statement shows the allocation of that wealth among employees, shareholders, government, and that retained for future creation of more wealth.

# BANK STATEMENT OF VALUE ADDED

for the year ended March 31, 2009

	2009 ₦million	%	2008 ₦million	%
<b>Gross earnings</b>				
– Ordinary activities	185,189		130,600	
– Interest expense	(41,843)		(22,283)	
– Interest on long-term borrowing	(1,744)		(2,218)	
	141,602		106,099	
<b>Overheads and payments for other services</b>				
– Administrative and other expenses - Local	(31,931)		(26,636)	
– Doubtful debts provision	(13,959)		(5,819)	
<b>VALUE ADDED</b>	<b>95,712</b>	<b>100</b>	<b>73,644</b>	<b>100</b>
<b>DISTRIBUTED AS FOLLOWS:</b>				
<b>In payment to employees:</b>				
– Salaries, allowances and pension	43,841	46	31,305	43
<b>In payment to Government:</b>				
– Income tax	4,529	5	3,126	4
– Information technology development levy	461	-	380	1
	48,831	51	34,811	48
<b>To provide for enhancement of assets, retain for expansion and payments of dividend to shareholders:</b>				
– Deferred taxation	6,046	6	4,041	5
– Depreciation	5,761	6	4,319	6
– Profit for the year	35,074	37	30,473	41
	46,881	49	38,833	52
	<b>95,712</b>	<b>100</b>	<b>73,644</b>	<b>100</b>

Value added represents the additional wealth created by the Bank during the reporting period. This statement shows the allocation of that wealth among employees, shareholders, government, and that retained for future creation of more wealth.

# GROUP FIVE-YEAR FINANCIAL SUMMARY

for the year ended March 31, 2009

	2009 ₦'million	2008 ₦'million	2007 ₦'million	2006 ₦'million	2005 ₦'million
<b>ASSETS</b>					
Cash and balances with Central Bank	140,403	88,351	61,844	50,992	32,881
Due from banks and other financial institutions	764,048	560,879	264,405	169,580	129,256
Treasury bills	17,697	115,480	159,832	108,316	105,624
Trading securities	153,347	100,665	75,847	-	-
Managed funds	36,894	56,021	22,070	-	-
Investments	47,680	54,142	56,993	60,875	21,651
Investment properties	6,098	1,974	186	-	-
Loans and advances	740,397	466,096	217,995	177,303	123,739
Advances under finance lease	11,769	10,297	3,043	1,701	1,283
Other assets	51,888	44,275	31,664	31,851	43,716
Fixed assets	39,693	30,054	17,548	14,222	12,689
Goodwill	-	-	-	1,984	-
<b>TOTAL ASSETS</b>	<b>2,009,914</b>	<b>1,528,234</b>	<b>911,427</b>	<b>616,824</b>	<b>470,839</b>
<b>LIABILITIES</b>					
Deposit and current accounts	1,194,456	700,182	599,689	448,915	332,196
Due to other banks	170,410	155,109	85,664	323	-
Managed funds	93,296	62,514	22,070	-	-
Tax payable	10,713	8,986	7,470	5,142	4,758
Deferred taxation	13,634	6,743	2,657	2,746	2,089
Dividend	-	-	-	5,238	6,325
Other liabilities	154,958	213,432	88,149	90,183	75,666
Long-term borrowing	35,042	29,414	22,101	-	-
	1,672,509	1,176,380	827,800	552,547	421,034
<b>SHAREHOLDERS' FUNDS</b>	<b>337,405</b>	<b>351,854</b>	<b>83,627</b>	<b>64,277</b>	<b>48,726</b>
<b>MINORITY INTERESTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,079</b>
<b>TOTAL LIABILITIES</b>	<b>2,009,914</b>	<b>1,528,234</b>	<b>911,427</b>	<b>616,824</b>	<b>470,839</b>
Gross earnings	218,287	155,725	91,163	67,440	57,255
Profit on ordinary activities before exceptional item and taxation	53,799	47,906	25,854	21,833	16,808
Exceptional item	(26,113)	-	-	3,703	-
Profit after taxation	12,569	36,679	20,636	17,383	13,234
Amortisation of goodwill	-	-	-	1,984	-
Profit attributable to ordinary shareholders	12,569	36,679	18,652	15,399	13,234
Dividend	-	-	-	5,238	6,325
Return on shareholders' funds	4%	10%	22%	24%	27%
Earnings per share (kobo):					
– Basic	51k	267k	178k	294k	335k
Dividend per share – actual	-	-	-	100k	160k
Dividend cover (times)	-	-	-	2.94	2.09

## Note:

Earnings and Dividend per share are based on profit attributable to shareholders and number of ordinary shares of 50k each in issue at March 31 each year.

# BANK FIVE-YEAR FINANCIAL SUMMARY

for the year ended March 31, 2009

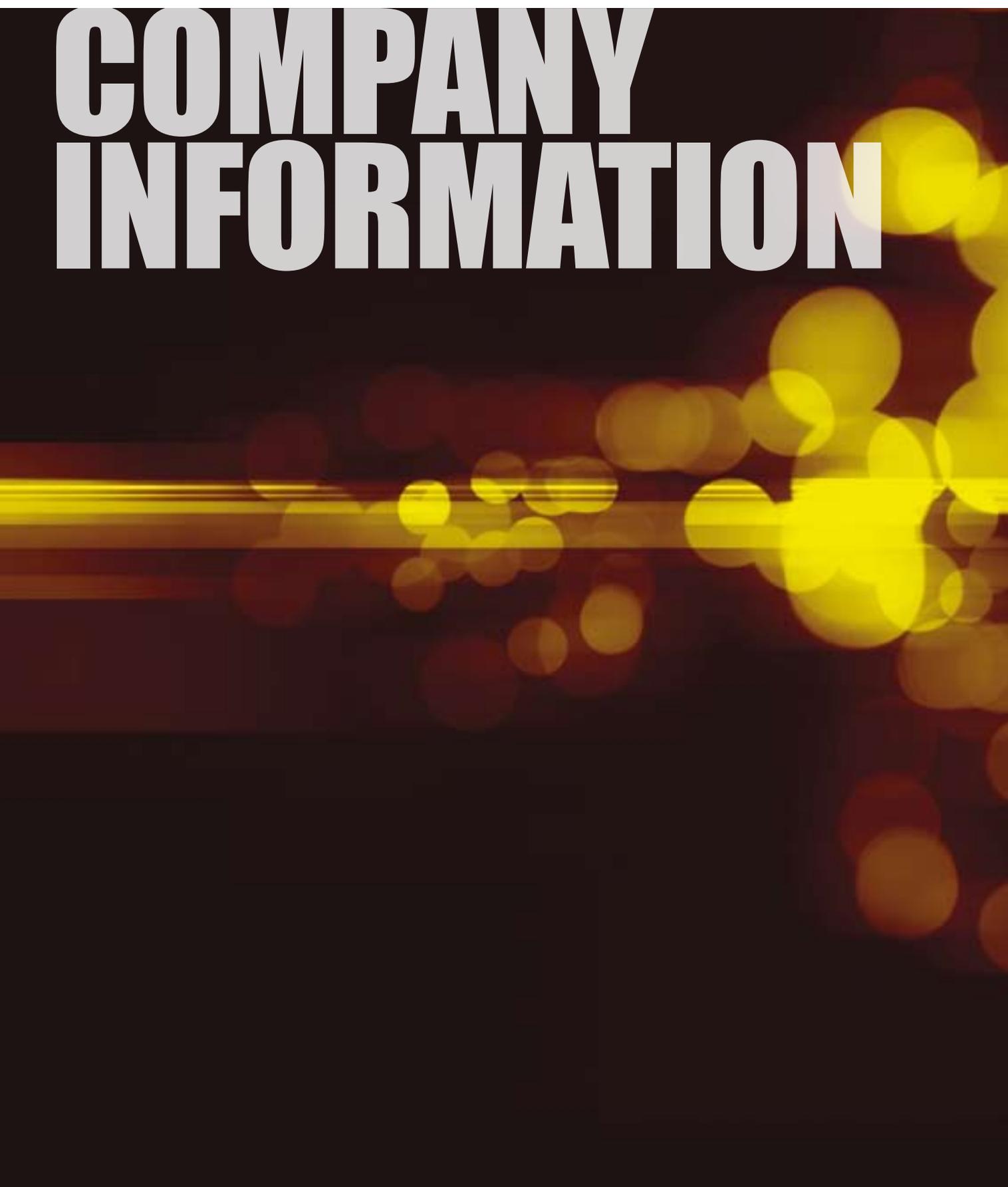
	2009 ₦million	2008 ₦million	2007 ₦million	2006 ₦million	2005 ₦million
<b>ASSETS</b>					
Cash and balances with Central Bank	140,353	88,302	60,881	49,444	30,220
Due from banks and other financial institutions	510,722	280,033	137,864	94,029	64,143
Treasury bills	17,697	115,480	159,832	108,316	100,135
Trading securities	151,111	93,396	71,477	-	-
Investments	65,336	71,532	64,048	63,729	24,655
Loans and advances	684,107	437,768	219,185	175,657	114,673
Advances under finance lease	11,769	10,297	3,043	1,701	937
Other assets	48,007	39,498	29,701	31,317	30,625
Fixed assets	38,320	29,155	16,850	13,952	12,108
Goodwill	-	-	-	1,984	-
<b>TOTAL ASSETS</b>	<b>1,667,422</b>	<b>1,165,461</b>	<b>762,881</b>	<b>540,129</b>	<b>377,496</b>
<b>LIABILITIES</b>					
Deposit and current accounts	1,071,836	661,624	581,827	390,846	264,988
Due to other banks	78,980	44,281	14,448	323	390
Tax payable	6,777	5,091	5,710	4,148	3,954
Deferred taxation	12,758	6,712	2,671	2,751	2,010
Dividend	-	-	-	5,238	6,325
Other liabilities	110,975	78,492	58,773	75,843	55,157
Long-term borrowing	35,042	29,414	22,101	-	-
	1,316,368	825,614	685,530	479,149	332,824
SHAREHOLDERS' FUNDS	351,054	339,847	77,351	60,980	44,672
<b>TOTAL LIABILITIES</b>	<b>1,667,422</b>	<b>1,165,461</b>	<b>762,881</b>	<b>540,129</b>	<b>377,496</b>
Gross earnings	185,189	130,600	79,299	61,243	49,475
Profit on ordinary activities before taxation	46,110	38,020	22,097	16,128	15,145
Exceptional item	-	-	-	3,703	-
Profit after taxation and exceptional item	35,074	30,473	18,355	16,053	12,184
Amortisation of goodwill	-	-	1,984	1,984	-
Profit attributable to ordinary shareholders	35,074	30,473	16,371	14,069	12,184
Dividend	-	-	-	5,238	6,325
Return on shareholders' funds	10%	9%	21%	23%	27%
Earnings per share - (basic)	141k	223k	156k	269k	308k
Dividend per share - actual	-	120k	100k	100k	160k
Dividend cover (times)	-	1.28	1.56	2.69	1.93

## Note:

Earnings and Dividend per share are based on profit attributable to shareholders and number of ordinary shares of 50k each in issue at 31 March each year.

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# COMPANY INFORMATION



## DEPARTMENTAL HEADS

### GROUP MANAGING DIRECTOR'S DIRECTORATE



**Borodo, Tijjani Mohammed**  
Company Secretary



**Esalomi, Naomi H.**  
Head, Domestic Banking  
Operations



**Jaiyesimi, Ayodele O.**  
Head, Human Capital  
Management



**Loader, Celine Edi-Mesumbe**  
Chief Marketing Officer



**Shobo, Francis Olugbenga**  
Group Head, Products  
& Channels



**Soluade, Adebisi Oluyemi**  
Chief Internal Auditor



**St. Matthew-Daniel,  
Eyitope Oyinkan**  
Head, Corporate  
Transformation



**Ugbabe, Onche Rajesh**  
Chief Strategy Officer

## DEPARTMENTAL HEADS

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### DIRECTORATE OF CHIEF FINANCIAL OFFICER



**Aderinto, Mojisola Titilayo**  
Head, Financial Control



**Adewale, Ademola M.**  
Head, Internal Control & Reconciliation



**Bolade, Timothy Olaosebikan**  
Chief Compliance Officer



**Dosumu, Mofoluke B.**  
Head, Treasury



**Lanre-Phillips, Oluyemisi**  
Head, Investor Relations



**Ogunmodede, Richard T.**  
Head, Business & Performance Monitoring

### BANKING OPERATIONS AND SERVICES



**Abubakar, Abdu**  
Head, General Services



**Adegoke, Rasheed Aderemi**  
Group Head, Information Technology



**Bammeke, Adenike Morohunke**  
Group Head, Operations

## DEPARTMENTAL HEADS

### RISK MANAGEMENT DIRECTORATE



**Adejorin, Kunle**  
Head, Legal Services



**Azubike, Afamefuna  
Chukwuemeka**  
Head, Classified Asset Mgt



**Chadi, Dahiru**  
Head, Credit Analysis  
& Processing



**Miller-Lawson, Tekena**  
Head, Market & Liquidity Risk



**Olawore, Omolade O.**  
Head, Credit Risk  
Management



**Omoboye, Innocent**  
Head, Operational Risk

# SUBSIDIARIES

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## FIRSTBANK SUBSIDIARIES/MANAGING DIRECTORS



**Hinson, Peter**  
MD, FBN Bank  
(UK) Limited

**FBN BANK (UK)  
LIMITED**



**Adeleke, Bayo**  
MD, FBN Capital Limited

**FBN CAPITAL  
LIMITED**



**Dawodu, Nana**  
MD, First Trustees Nigeria  
Limited

**FIRST TRUSTEES NIGERIA  
LIMITED**



**Adebayo, Boye**  
Ag. MD, FBN Mortgages  
Limited

**FBN MORTGAGES  
LIMITED**

FBN Bank (UK) Ltd ('FBNUK') is a UK-registered bank authorised by the Financial Services Authority to accept deposits and undertake banking business. It was incorporated in November 2002 when it absorbed the business of the previous London Branch of First Bank of Nigeria Plc, which commenced business in the early eighties. A wholly-owned subsidiary of FirstBank, FBNUK was initially established to service primarily the London banking requirements of Nigerian companies and FirstBank. However, since commencing business, it has developed into a much broader business operating at the gateway to Europe and beyond for African banks, companies and high networth individuals.

With its head office located at 28 Finsbury Circus, London, FBNUK is unique amongst UK-based subsidiaries of Nigerian banks in that it has a branch in Paris which looks after business flows from francophone West Africa and a representative office in Nigeria serving the international banking requirements of most West African interests.

FBN Capital Limited, the investment banking subsidiary of FirstBank, was created in 2006 out of the merger of the investment banking department of the former FBN (Merchant Bankers) Limited, MBC International Bank and the erstwhile Corporate Finance Group of First Bank of Nigeria Plc. Duly registered by the Securities and Exchange Commission (SEC) as an issuing house, investment adviser and portfolio manager, this wholly-owned subsidiary of FirstBank provides top-end financial advisory services to a broad range of high net worth clients, institutions and government. The entire spectrum of financing and investment transactions is covered, including mergers, business acquisitions, capital raising, asset/investment management and brokerage.

As an industry leader in deal origination, execution and distribution, FBN Capital leverages its parent company's strong brand and geographic reach to deliver strong underwriting solutions and other premium investment banking services.

First Trustees Nigeria Limited (FTNL) was incorporated as a wholly-owned subsidiary of First Bank of Nigeria Plc in August 1979 to carry on a wide range of financial service and wealth management solutions as well as trusteeship, portfolio and asset management services, investment & financial advisory services, management of endowment funds & trust assets, syndication, share warehousing and equity management services.

In its drive to create wealth, FTNL has designed a variety of products to meet specific needs. These include Children's Education Trust, First Living Trust (launched to address problems encountered on inheritance management), and an equity portfolio management product known as 'GAINS', which was launched to satisfy clients' appetite for high returns and moderate investment risk.

With branches in Abuja and Port Harcourt, FTNL recently embarked on major restructuring of its IT infrastructure with a view to strengthening service delivery quality.

Incorporated in March 2003, FBN Mortgages Limited commenced business in May 2004 as a wholly-owned mortgage banking and property investment subsidiary of First Bank of Nigeria Plc. Licensed by the Central Bank of Nigeria as a primary mortgage institution, the company offers commercial and residential mortgages and other real estate finance solutions, in addition to its focus on real estate development and investment.

As an NDIC-insured deposit taker, the company also offers banking services, covering current, savings and deposit accounts, especially for individuals and small businesses. In this regard, the company introduced three savings products: Children Savings Account (CSA), FlexiSavings Accounts (FSA), and Mortgage Plan Account (MPA), during the financial year. The company currently operates from five branches located in Lagos, Ibadan, Abuja, Port Harcourt and Kano.

## SUBSIDIARIES

### FIRSTBANK SUBSIDIARIES/MANAGING DIRECTORS (CONT'D)



**Olugbemi, Bayo**  
MD, First Registrars Nigeria Limited

**FIRST REGISTRARS NIGERIA LIMITED**



**Fanimokun, Akinwumi G.**  
MD, First Pension Custodian Nigeria Limited

**FIRST PENSION CUSTODIAN NIGERIA LIMITED**



**Tayo-Aboaba, Yemisi**  
MD, First Funds Limited

**FIRST FUNDS LIMITED**



**Ojumah, Valentine**  
MD, FBN Insurance Brokers Limited

**FBN INSURANCE BROKERS LIMITED**

Wholly-owned by FirstBank, First Registrars Nigeria Limited (FRNL) has redefined the corporate registrarship function in Nigeria by building sustainable value for its rapidly growing clients. Since inception, FRNL has restructured its market entry and customer retention strategies in line with the need to sustain its leading role, changing market dynamics and international best practices. Reputed as Nigeria's leading registrar, FRNL boasts a diverse clientele, comprising forty-two active companies drawn from all sectors of the economy and a total shareholder base of over 3.5 million. In addition, FRNL has strengthened its cross-border footprints through the dual listing of Oando Plc stock on both the Johannesburg and The Nigerian Stock Exchanges and through the hybrid offer of Ecobank Transnational Incorporated. With a domestic network of six branches, combined staff strength of one hundred and seven experienced professionals, and a state-of-the-art technology infrastructure, FRNL has built its portfolio around innovative service applications including e-Share Notifier, online access to share accounts, e-verification, e-lodgment to CSCS, e-dividend and e-bonus payments.

First Pension Custodian Nigeria Limited was incorporated on August 12, 2005, to provide custodial services on retirement savings accounts (RSAs). The company has a robust relationship with virtually every licensed Pension Fund Administrator and Close Pension Fund Administrator.

A wholly-owned subsidiary of First Bank of Nigeria Plc, First Pension Custodian Nigeria Limited generally offers a diverse portfolio of custodianship services, including pension contribution collection, pension payments nationwide, cash management; settlement, safe custody of pension assets, portfolio valuation, disbursement of benefits, corporate action, and compliance monitoring assistance.

First Funds Limited (FFL) is one of the country's leading venture capital/private equity companies. It was set up in 2003 to manage the First Bank Group SME Reserve – the largest in the market under the defunct Small and Medium Enterprises Equity Investment (SMEEIS) scheme, an initiative of the Bankers Committee. FFL's business model is focused on providing venture capital and private equity funds to medium-size companies in Nigeria seeking growth and capital for expansion.

FFL's investment is open to sectors with high growth potentials and macroeconomic stability. With its in-depth knowledge of the industry, FFL understands emerging trends and mature markets, and holds a long-term perspective on its investments. As a wholly-owned subsidiary of one of the leading banks in Africa, FFL is strategically positioned to make superior rate of returns on its investment because of its successful record of accomplishment, impeccable reputation, professional approach to investment and network of relationships in the industry.

FBN Insurance Brokers Limited commenced business in the country on July 1, 2000 as a wholly-owned subsidiary of FirstBank. FBN Insurance Brokers achieved significant growth, driven by expert broking knowledge in energy/special risks, aviation and domestic insurance like property, liability, auto and construction.

In support of its commitment to constantly improve its service delivery capabilities, the company operates one of the most sophisticated insurance brokerage software applications. This software is capable of updating clients' database, generating debit notes, clients' statement of accounts and policy renewal alert. In addition, the company manages its special risks portfolio in active collaboration with reputable international reinsurance brokers, amongst which are HSBC and UIB Limited.

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### FIRSTBANK SUBSIDIARIES/MANAGING DIRECTORS (CONT'D)



**Omosa, Folorunsho O.**  
MD, FBN Bureau de Change Limited

#### FBN BUREAU DE CHANGE LIMITED

Licensed on January 17, 2007 by the Central Bank of Nigeria (CBN) to conduct bureau de change business, FBN Bureau de Change Limited (FBN BDC) has, since commencing business, leveraged FirstBank's extensive branch network to deliver its products and services to the market. Under its product brand name, FBN BDC offers an expansive range of products/ services including personal and business travel allowances in cash, remittance of school fees abroad, payment of medical fees abroad, payment of life insurance premium, utility bills payment abroad and mortgage payments. In line with the CBN's new guidelines on this genre of financial services, the company was the first Class 'B' BDC to migrate to Class 'A', following payment of ₦500 million to CBN.



**Nsa, Pauline A.**  
MD, FBN Microfinance Bank Limited

#### FBN MICROFINANCE BANK LIMITED

The latest addition to the FirstBank Group, FBN Microfinance Bank (FBNMB) incorporated on January 18, 2008, underscores FirstBank's commitment to mainstreaming the large pool of under-banked in the domestic economy. A key pillar of FirstBank's one-stop supermarket model, FBNMB began operations with three branches located on Broad Street, Matori, and Ikorodu in Lagos State.

Poised to be Nigeria's microfinance services provider of first choice and to consistently develop a new generation of micro-entrepreneurs by providing market-driven products/services in a profitable and suitable manner, FBN Microfinance Bank Limited currently offers a suite of microfinance services to small and micro entrepreneurs, sole proprietors, salary earners, and to groups and individuals unable to access formal financial services across the 36 states of the country.

#### ASSOCIATES AND AFFILIATES

As at March 31, 2009, First Bank of Nigeria Plc had one associate company (Kakawa Discount House) and six affiliated companies, namely Consolidated Discounts, ValuCard, Banque Internationale du Bénin, Afrexim Bank (African Export-Import Bank), Africa Finance Corporation and Nigeria Inter-bank Settlement System.

# BUSINESS DEVELOPMENT MANAGERS

## LAGOS DIRECTORATE



**Adebayo, Feyi**  
Business Development  
Manager, Lagos Island



**Bakre, Femi**  
Business Development  
Manager, Lagos Central



**David-Etim, Rosemary**  
Business Development  
Manager, Ikoyi



**Majekodunmi, Cecilia**  
Business Development  
Manager, Victoria Island



**Mba, Henrietta**  
Business Development  
Manager, Apapa II



**Odunewu, Bashirat**  
Business Development  
Manager, Apapa I



**Odunze, Eustace**  
Business Development  
Manager, Marina



**Okeke, Bernie**  
Business Development  
Manager, Lekki



**Olatifede, Oluremi**  
Business Development  
Manager, Festac



**Omoniye, Shade**  
Business Development  
Manager, Yaba



**Owolabi, Tunde**  
Business Development  
Manager, Surulere

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## BUSINESS DEVELOPMENT MANAGERS

### WEST DIRECTORATE



**Abraham, Tayo**  
Business Development  
Manager, Kwara



**Adeola, Jide A.**  
Business Development  
Manager, Ogun



**Alabi, Adewuyi M.**  
Business Development  
Manager, Ibadan I



**Arowoogun, Timothy O.**  
Business Development  
Manager, Osun



**Bakare, Oladele**  
Business Development  
Manager, Akure



**Emedo, Emmanuel**  
Business Development  
Manager, Isolo II



**Giwa-Amu, Subu**  
Business Development  
Manager, Ikeja II



**Ibrahim, Abdulahi**  
Business Development  
Manager, Ikeja III



**Madojutimi, Philip**  
Business Development  
Manager, Mainland



**Odusote, Aderonke F.**  
Business Development  
Manager, Ibadan II



**Oni, Adenrele**  
Business Development  
Manager, Ikeja IV



**Oyefeso, Seyi**  
Business Development  
Manager, Isolo I

# BUSINESS DEVELOPMENT MANAGERS

## SOUTH DIRECTORATE



**Asiegbu, Rosemary**  
Business Development  
Manager, Port Harcourt South



**Caiafas, Takis Etim**  
Business Development  
Manager, Calabar



**Egube, Sam**  
Business Development  
Manager, Port Harcourt North



**Dibiaezue, Obiora I.**  
Business Development  
Manager, Owerri



**Ezeokana, Leo**  
Business Development  
Manager, Onitsha



**Harris-Eze, Nkiru**  
Business Development  
Manager, Aba



**Igwenagu, Vincent**  
Business Development  
Manager, Warri



**Ndifon, Columbus T.**  
Business Development  
Manager, Awka



**Udo, Iquo**  
Business Development  
Manager, Uyo

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## BUSINESS DEVELOPMENT MANAGERS

### NORTH DIRECTORATE



**Hassan, Alwan A.**  
Business Development  
Manager, Kano



**Kwargana, Ibrahim A.**  
Business Development  
Manager, Central Area, Abuja



**Odeyemi, Gbenga**  
Business Development  
Manager, Wuse



**Umar, Abdulhamid**  
Business Development  
Manager, Yola



**Yaqeen, Habib**  
Business Development  
Manager, Makurdi

## OTHER BUSINESS DEVELOPMENT MANAGERS

### WEST DIRECTORATE

**Abiru, Adetokunbo** Business Development Manager, Ikeja I

**Oladimeji, Ajibade** Business Development Manager, Ekiti

### SOUTH DIRECTORATE

**Adepegba, George** Business Development Manager, Benin

**Okolo, Nwanneka** Business Development Manager, Enugu

### NORTH DIRECTORATE

**Abdulkadir, Sulaiman G.** Business Development Manager, Bauchi

**Ahmad Ahmad, Mohammed** Business Development Manager, Minna

**Darma, Aliyu S.** Business Development Manager, Maiduguri

**Ibrahim, Gimba H.** Business Development Manager, Kaduna

**Lawal, Dauda** Business Development Manager, Maitama

**Mohammed, Abdullahi Sarki** Business Development Manager, Garki

**Olonishuwa, Richard** Business Development Manager, Lokoja

**Rafindadi, Lawal B.** Business Development Manager, Sokoto

**Sada, Yusuf** Business Development Manager, Katsina

**Tanko, Sani Bala** Business Development Manager, Jos

# CONTACT INFORMATION

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## KEY LOCATIONS

Subsidiary	Business Address	Telephone/Fax
<b>SUBSIDIARIES</b>		
FBN Bank (UK) Ltd	28 Finsbury Circus, London EC2M 7DT, UK	Tel: +44 207 920 4920 Fax: +44 207 920 4970
FBN Bureau de Change Ltd	Niger House Building, 1/5 Odulami Street, Lagos	01-2661041
FBN Capital Ltd	16 Keffi Street, Ikoyi, Lagos	01-2707180-9
FBN Insurance Brokers Ltd	9/11 Macarthy Street, Onikan Lagos	Tel: 01-2660498, 4709090, 2631165, 4622181-5 Fax: 2660140
FBN MicroFinance Bank Ltd	93 Broad Street, Lagos	01-8501505
FBN Mortgages Ltd	76 Awolowo Road, Ikoyi, Lagos	01-4615860-2, 2694583, 269339
First Funds Ltd	27/29 Biaduo Street, Off Kefii Street, S/W Ikoyi, Lagos	Tel: 01-2793910-9, 2668719 Fax: 2660784
First Pension Custodian Ltd	124 Awolowo Road, Ikoyi, Lagos	01-2713220-1, 012694787, 2692839
First Registrars Nigeria Ltd	Plot 2 Abebe Village Road, Iganmu, Lagos	01-7743309, 2701078-9, 5465142
First Trustees Nigeria Ltd	A.G. Leventis Building, 2nd Floor, 42/43 Marina, Lagos	01-4702621, 2634780, 2647438
<b>FIRSTBANK AFFILIATED COMPANIES</b>		
Africa Finance Corporation	3A Osborne Road, Ikoyi, Lagos	01-2799600
African Export-Import Bank	Abuja Office – Rivers State Office Complex, Plot 83 Ralph Shodeinde Street, Opposite Federal Ministry of Finance, Central Business District	09-2340712, 2343842
Banque Internationale du Bénin	Carrefour des Trois Banques 03 B.P. 2098, Cotonou, Republique du Bénin	Tel: 229-21315549 Fax: 2660140
Consolidated Discounts Ltd	Bull Plaza, 10th–12th Floors, 38/39 Marina, Lagos	01-2644271-9
Nigeria Inter-bank Settlement System Plc	Plot 1230, Ahmadu Bello Way, Victoria Island, Lagos	01-2716071-4
Valucard Nigeria Ltd	3 Idowu Taylor Street, Victoria Island, Lagos	01-2703010, 2703013-4, 3200325
<b>FIRSTBANK ASSOCIATED COMPANY</b>		
Kakawa Discount House Ltd	Sterling Towers, 20 Marina, 10th Floor, Lagos	01-2645480-5, 27022904

# CONTACT INFORMATION

## BUSINESS DEVELOPMENT OFFICES

Business Development Offices	Business Development Managers	Telephone/Fax	Office Address
Aba	Nkiru Harris-Eze	082-227130/221178, 220243, 224462 Fax: 082-220049, 08077191049, 08022902159	2, Factory Rd, Aba P.M.B. 7152, Aba
Akure	Oladele Bakare	034-231960-1, 243390, 244020, 230228, 240686, 08035622077, 08023055509, 08056306509	Akure Main Branch, 1 Alagbaka Road, P.M.B. 707, Akure.
Apapa 1	Bashirat Odunewu	01-2715119, 08023120752	Apapa Branch, 1 Burma Road, Lagos
Apapa 2	Henrietta Mba	08024495126, 08077803643 Fax:01-5851733	Coker Branch, Plot 4 Block C, Amuwo Odofin Ind. Layout, Orile Iganmu
Awka	Columbus T Ndifon	08033013372, 08052399610	c/o Nnamdi Azikwe University Branch, Awka
Bauchi	Sulaiman G. Abdulkadir	077-540085, 361939, 543680 Fax: 077-540168, 08045237199, 08033149001, 08055197612	Bauchi Main Branch Nassarawa Road GRA P.M.B. 53, Bauchi
Benin	George Adepegba	052-259130, 259494, 259546 Fax: 052-251113 or 258085, 08028086262	67, Akpakpava Road, Benin-City
Calabar	Takis Etim Caiafas	087-239576 Fax: 087-239577, 08023157551, 08022903680	c/o Calabar Main Branch, Calabar Rd. P.M.B. 1020, Calabar
Central Business District, Abuja	Ibrahim A. Kwargana	Tel: 09-4619191, 2346819, 2346820 GSM: 08033328979, 08027782266	Abuja Main Branch, Ahmadu Comassie ouse Plot 777, M. Buhari way, CBA, Abuja
Ekiti	Ajibade Oladimeji	Tel: 030-256561, 240725, 240561, 251526, 251836, 030-250725, 250561, 08023159015, 08035751992 Fax: 251428, 08077803915 (Blackberry)	Ado Ekiti Branch Orereowu Street P.M.B. 5363, Ado Ekiti
Enugu	Mrs. Nwanneka Okolo	042-255649, 250040, 257262 Fax: 256456, 08033096992, 08055070761, 08025366966	21, Okpara Avenue, P.M.B. 1391, Enugu
Festac	Oluremi Olatifede	01-7731455, 08022246811, 07085340283	Festac Branch, 32 Road, Festac Town, Lagos
Garki	Abdullahi Sarki Mohammed	08055197611, 08022237009, 09-2346819, 2346820 Fax: 09-2346823	Abuja Jos Street Branch, Plot 451, Jos Street, Area 3, Garki.
Ibadan I	Adewuyi M. Alabi	Tel: 02-2413156, 2413042, 2412995, 7514229 Fax: 02-2413659, 08034274896, 08023227237, 08050507176	Ibadan Bank Road Branch, P.M.B. 5111, Ibadan.
Ibadan II	Aderonke F Odusote	08032588600, 02-2319784, 02-2319906, 08025011600	Molete Branch, 48 Molete/Challenge Rd. Challenge Round About Opp. Texaco Station
Ikeja I	Adetokunbo Abiru	01-4966200, 3453615, 08033047870	Opebi Branch, Adebola House, 40 Opebi Rd. Off Allen Avenue
Ikeja II	Subu Giwa-Amu	01-4966200, 7642474 Fax: 01-3453615, 08058001820, 8022902158, 08077191023	Ilupeju Branch, Ilupeju Bye-Pass Lagos/Abeokuta Exp. Way P.M.B. 1173, Ikeja.
Ikeja III	Abdulahi Ibrahim	01-4935179, 8743555, 08034008900, 08023154258, 08077890215	Ikeja Ind. Estate Branch, 21 Oba Akran Avenue P.O. Box 105, Ikeja
Ikeja IV	Adenrele Oni	08087282283, 08058001820 Tel: 01-901740-4, 4977862-3 Fax: 01-901744	Ikeja Branch, P.O. Box, 69, Ikeja.
Ikoyi	Rosemary David-Etim	01-2793893, 8912632, 08034020005, 08055514956 Fax 01-2793894	Keffi Branch, 4 Keffi Road, Off Awolowo Rd. Ikoyi
Isolo I	Seyi Oyefeso	8743555/08034008900, 08087182391	Iyana Ipaja Branch, 177 Lagos Abeokuta Exp. Road, Iyana Ipaja P.O. Box 3040, Agege
Isolo II	Emmanuel Emedo	08023163907, 012790403	Isolo Main Branch, Apapa/Oshodi Exp. Way, Iyana Isolo P.M.B. 1034, Mushin
Jos	Sani Bala Tanko	073-452843, 459651 Fax: 073-459235, 459651, 08037865645	Jos Main Branch, Jos Bank Road Branch, P.M.B. 2027, Jos
Kaduna	Gimba H. Ibrahim	062-242409-14, 243588 Fax: 245593, 07028355788, 08023224587, 08058686642, 08077191046	Kaduna Bank Road Branch, 14 Bank Road, P.M.B. 2065, Kaduna
Kano	Alwan A. Hassan	064-630648, 640650, 630599 Fax: 064-630648, 08022907391, 08036370094, 08077191044	Kano Main Branch 10 Lagos Street Branch P.M.B. 3005, Kano

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Business Development Offices	Business Development Managers	Telephone/Fax	Office Address
Katsina	Yusuf Sada	065-433189, 431588, 08039536734, 08023107958	Katsina Main Branch 3 Ibrahim Babaginda Way, P.M.B. 2032, Katsina
Kwara	Tayo Abraham	08034274896, 08050507176, 08028469680, 031-221500, 220128	Ilorin Branch, Obbo Road, Off Wahab Folawiyi Road, P.M.B. 1354, Ilorin
Lagos Central	Femi Bakre	08025249900 Tel: 01-2643566, 2660620, 2643734, 2643735 Fax: 01-2664145	Broad Street Branch, 214 Broad Street, P.O. Box 2334, Lagos
Lagos Island	Feyi Adebayo	08022914151 Tel: 01-8923239, 8923269	Lapal House Branch, 235, Igboere Road, Obalende, Lagos
Lekki	Bernie Okeke	08022907335 Tel: 01-7746337-8, 46124002 Fax: 01-4619230	Abibu Adetoro Branch, 51 Abibu Adetoro Street, Off Ajose Adeogun Street, P.M.B. 80137, VI, Lagos
Lokoja	Richard Olonishuwa	058-223005, 223004 Fax: 058-223005, 08053079252, 08022901995	Lokoja Main Branch, 411 Muritala Moh'd Rd. P.M.B. 1100, Lokoja
Maiduguri	Aliyu S Darma	076-230818, 230843, 236455, 342396 Fax: 076-230845, 08055197607, 08024139717, 08065704624, 08045026226	Maiduguri Main Branch Sir K. Ibrahim Rd. P.O. Box 1005, Maiduguri
Mainland	Philip Madojutimi	08022902158, 08022242195, 7651972	Shomolu Branch, 188, Ikorodu Road, Onipan, P.O. Box 4, Shomolu
Maitama	Dauda Lawal	09-6700264, 2340556, 2346614, 7800234, 2340567 Fax: 09-2346829, 2345753, 08033176790, 08055179792	Abuja Main Branch, Ahmadu Comassie House Plot 777, Muhammed Buhari Way, Abuja
Makurdi	Habeeb Yaqeen	044-532296 Fax: 044/532296, 08057437080, 08023283704, 08054405440	Makurdi Main Branch New Bridge Rd. P.M.B. 2076, Makurdi
Marina	Eustace Odunze	01-7918079 Fax: 01-5851416, 01-2660395, 08023121365	35 Marina, Head Office (9th Floor)
Minna	Ahmad Mohammed Ahmad	066-223281/2 Fax: 066-223286, 221652, 08023236172, 08055197609	C/O Minna Branch, 3 Bank Road, P.M.B. 62, Minna
Ogun	Jide A. Adeola	08023020903 office line: 039771743 Fax: 037-640331	Shagamu Branch, Akarigbo Street, P.M.B. 2008, Sagamu
Onitsha	Leo Ezeokana	046-212958, 046-300133, 08023122936, 08035742851	Osogbo Gbogan Road Branch, Gbodofon Osogbo
Osun	Timothy O. Arowoogun	08033009080, 08020975107 Tel: 036-202281	Sokoto Fodio Branch Abdullahi Fodio Road, P.M.B. 2116, Sokoto
Owerri	Obiora I. Dibiazue	083-234862 Fax: 083-231089, 08033129286, 08055164476	11/12 Assumpta Avenue, P.M.B. 1060, Owerri
Port Harcourt North	Sam Egube	084-463718, 232407, 232644, 231789, 232492 Fax: 084-233005, 08029990194	Port Harcourt Main Branch, 22/24 Aba Rd. P/H by Leventis B/Stop P/H
Port Harcourt South	Rosemary Asiegbu	084-463718, 232407, 232644, 231789, 232492 Fax: 084-233005, 08033039279	Port Harcourt Main Branch, 22/24 Aba Rd. P/H by Leventis B/Stop P/H
Sokoto	Lawal B. Rafindadi	060-234369, 232130, 239064, 238304 Fax: 238302, 238369, 08055197608, 08022907310	Sokoto Fodio Branch Abdullahi Fodio Rd. P.M.B. 2116, Sokoto
Surulere	Babatunde Owolabi	08034033390 Tel: 01-7745557, 2830410 Fax: 01-2830410	Iganmu Branch, Plot 2 Abebe Village Road, Iganmu P.M.B. 12778, Lagos
Uyo	Iquo Udo	085-200082, 085-201036 Fax: 085-200594, 08023125472	1 Oron Road P.M.B. 1001 Uyo
Victoria Island	Cecilia Majekodunmi	08084923637	Adetokunbo Ademola Branch 8 Adetokunbo Ademola Str. VI Lagos
Warri	Vincent Igwenagu	053-258354, 053-258357, 254063, 250023, 08033327712, 08077191047	124 Sapele/Effurun Road, Warri
Wuse	Gbenga Odeyemi	08022242198, 08077200234	First Bank Monbolo Crescent (Abuja) Abuja E, Wuse Zone 2 Market
Yaba	Shade Omoniyi	08023126400	Yaba Branch, 322 Herbert Macaulay Street P.M.B. 1040, Yaba
Yola	Abdulhamid Umar	075-625198, 627603 Fax: 075-627602, 08033432943, 08055197610, 08043138606, 08023234717	No. 9 Bank Road, Yola

# SELECTED PRODUCTS AND SERVICES

As a market leader in the financial services sector, drawing from its century-long experience of dependable service, FirstBank has continued to reinvigorate relationships with established customers and develop bonds with new ones, through the provision of far-reaching products and services thus contributing to the well-being of the people and development of the Nigerian economy. Some of the Bank's products and services are highlighted below.



## CONSUMER BANKING

### FirstSavings Plus™

#### FirstSavingsPlus

This hybrid account targets individual and corporate customers with large savings deposits, but who also desire the flexibility of a current account.

#### Hi-Fi

##### (Children's Savings Account)

The account is for children and teenagers between ages 0 – 18 years. It is designed to help cultivate a savings habit and conscious planning towards their future. Besides a low opening/minimum deposit of ₦5,000, the account allows lodgements of cheques and dividend warrants issued in the name of the child, among other benefits.

#### FirstEasy

##### (Domiciliary Account)

This is a premium service with attractive interest rates for call/demand and fixed deposits, in addition to a loyalty scheme with exciting rewards.

#### First Loans

FirstBank provides a comprehensive and easily accessible range of retail banking products, offered under the *U-First* suite of consumer products, with a mission "to improve the quality of life and well being of our customers by providing the best Retail and Consumer Banking Services in a socially responsible and profitable manner."

#### Mortgages

The Home Loans scheme is designed to have a salutary effect on the standard of living of Nigerians by providing finance for the construction or acquisition of their dream houses.

#### Automobile Loans

FirstBank offers part-finance for the acquisition of automobiles for personal and business use.

#### Asset Acquisition Loans

This scheme provides finance for the acquisition of relevant home and office appliances, with unique opportunities to enhance your lifestyle.

#### Personal Loans/Overdrafts

The products provide loans to meet customers' urgent personal financial obligations, thereby growing personal banking relationships by providing financial support for customers at times of critical need.

#### Receivables/LPO Financing

This is a finance scheme designed to provide funds to small and medium scale businesses, simplifying the credit process in order to provide self-liquidating loans in a timely manner, and the repayment tenures are harmonised with customers' expected cash inflows.

## DEBIT AND CREDIT CARDS

FirstBank provides a variety of secured credit and debit cards for convenience and ease of transactions when shopping, dining or making money transfers.

#### MasterCard

MasterCard credit card is a secured credit card that is accepted worldwide at POS terminals, ATMs and on the Internet in over 210 countries and 22 million locations.

MasterCard is the fastest growing provider of payment solutions all over the world, and FirstBank MasterCard holders in Nigeria enjoy efficient services worldwide backed by the Bank's solidity, advanced technology and the cover of MasterCard International.

#### VisaCard

VisaCard is an electronic card issued under the Visa Technology platform. It is a dual-currency enablement card which can be used for USD and naira transactions.

#### FirstCash (Debit)

A debit card (ATM card) is an access card that allows the user access to funds and information in his/her account with the Bank in an on-line real-time basis. The point of access could be through an ATM for cash withdrawal, balance enquiry, funds transfer etc. or through a POS terminal, to make payments for goods and services.

#### FirstCashCard (Cash Direct)

This is a prepaid electronic wallet or purse targeted at the "unbanked", and allows holders to access funds through ATM, POS or Web, without being account holders.

#### Combo Card

This is an Identity Card with debit card enablement, which uniquely identifies the card holders and the organisations to which they belong. It could also be used for access restriction based on the bio-data feature embedded in it. It is targeted at schools, corporate bodies, associations, and societies.

#### V-Pay Card

V-Pay is the domestic electronic debit card version of VisaCard. It is chip-based with enhanced security.

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## ELECTRONIC BANKING



FirstBank's products and services are powered by a robust technology base, including an extensive suite of e-banking services designed for customers' convenience, speed and ease of operations.

### FirstOnline

The Internet Banking service provides online real-time access to customers' accounts anytime, anywhere through secure Internet platforms. It is a well secured service that allows customers to perform various banking transactions at their convenience – view balance, view and print statement, and transfer funds between accounts and third parties.

### FirstAlert

FirstBank Alert Banking Service is a 24 hour daily convenient service which keeps customers automatically posted of transactions on their account as they happen and while they are on the move, via e-mail or SMS.

### FirstMobile

FirstMobile Banking, available to all FirstBank account holders, is a network independent phone solution that provides financial services and other value added services using the mobile phone and a payment card (Debit/prepaid cards).

### Automated Teller Machine (ATM)

The ATM is a self service machine which dispenses cash and performs some Teller functions. It accepts debit cards issued by FirstBank and other banks on the Interswitch network. Other innovative ATMs are as follows:

The FOREX ATM is the first of its kind in Nigeria. It is a kind of self-service bureau de change ATM, which accepts your USD, pound sterling or euro and dispenses the naira equivalent at the prevailing exchange rate, whilst also performing regular ATM functions. It is available at selected ATM locations.

**Cheque Accepting ATMs** – FirstBank account holders can pay cheques into their accounts through cheque accepting ATMs at selected locations, in addition to regular ATM functions.

**POS Terminals** – Payments are made through FirstBank accounts via local debit card POS terminals in collaboration with Chams Nigeria Ltd and InterSwitch Nigeria Ltd. In this service, FirstCash Cards (also known as ATM cards) are accepted at merchant outlets equipped with Ingenico POS terminals for the purchase of goods and services.

## AGRICULTURAL FINANCING



### FarmersFirst

The FarmersFirst suite provides financing for farmers of all cadres to assist in the growth and development of their enterprises.

### The FirstBank Farm Settlement Scheme

This Scheme is designed to create communities where Nigerian youths interested in Agriculture can live and work together on individual farm projects in all the states of the federation.

### Guaranteed Fund Credit (GFC)

GFC enables farmers to access credit facilities under a guarantee fund model derived from the Agricultural Credit Guarantee Scheme of the Central Bank of Nigeria.

### Industrial End-User's Outgrower Scheme

Farmers who produce agricultural commodities as raw materials for specific industrial or commercial end-users count on the Industrial End-User's Outgrower Scheme for their working capital needs.

### Multi-Channels Agricultural Finance Scheme (Multi-CAFS)

Multi-CAFS helps ease the cash flow problems of salary earners involved in farming. It is the perfect way to keep your farm in business while you get on with the business of your regular job.

### FirstBank Agricultural Credit to Schools (FACTS)

FirstBank Agricultural Credit to Schools provides working capital loans to secondary schools and tertiary institutions with agricultural and agro-allied projects.

## SELECTED PRODUCTS AND SERVICES

### Farm Machinery & Equipment Finance Scheme

This product aligns with government's vision for a Private-Public-Partnership in providing financing for key agricultural inputs towards revamping the agricultural sector. It is provided in partnership with various government agencies and farmers' bodies.

### National Agro Dealer Scheme (NADS)-Plus

This product is designed to provide credit facilities to agro-dealers, merchants and suppliers of agricultural inputs who wish to participate in the federal government's Agro Input Purchasing Power Support programme.

### GSM-102

The GSM-102 is an export credit guarantee programme, to encourage US Exporters and Banks to extend credit to approved foreign buyers of agricultural produce and inputs through approved Banks.

### Commercial Agriculture Credit Scheme

This Scheme, whose fund is sourced from a ₦200 billion federal government of Nigeria bond, was established by the Central Bank of Nigeria and the Federal Ministry of Agriculture and Water Resources as a strategic response to the lingering food and energy crisis worsened by global financial melt down. FirstBank is a participating Bank to disburse the fund to eligible medium and large scale integrated and non-integrated agricultural projects.

### MONEY TRANSFERS



#### Western Union Money Transfer

FirstBank renders international inbound money transfer service through the Western Union Money Transfer franchise, and is the leading agent in Nigeria. This has provided opportunity for people in Diaspora to send money electronically to their business partners, families, friends, or business partners.

### PAYMENTS AND COLLECTIONS

FirstBank collects payments on taxes and various bills on behalf of government agencies and companies. These include:

#### Utility Bills & Payments

Payments for the following utility bills can be effected at FirstBank branches:

PHCN, NITEL, Water Rates for FCT, Lagos, Ogun and Cross River States.

Subscriptions fees (Multichoice DSTV, ZAIN, ETISALAT and DAARSAT) can be paid at all FirstBank branches. In addition, these bills can also be paid using FirstBank ATMs or FirstBank Online Banking.

Also, individuals can purchase from FirstBank branches PHCN tokens by Eko Distribution Zone.

#### Payment of Taxes

Taxes payable at FirstBank Branches include: FIRS, Customs Excise Duties, NESS, NPA Charges, States' IGR taxes, and Local government rates and levies.

#### FirstCollect

Through this customised sales collection service, FirstBank offers specialised Internet-based sales collection solutions to large corporates aimed at providing payment convenience to their customers and robust transaction data that facilitate seamless transactions. These include: Premium collections, Dealer/Distributor Payments, School fees collection, Stock trading, Sale of exam forms (JAMB, NECO, WAEC, etc), and Ticket sales.

#### FirstPay

FirstBank's Electronic Payment Solutions/Automated Payment Solutions enable customers to effect third party payments to vendors, contractors and salaries electronically from the comfort of their offices.

#### FirstContact

FirstContact is an integrated customer service centre soon to be available to customers 24 hours a day, 7 days a week.

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## ABIA STATE

1. Aba Alaoji Layout Branch.  
544 P/Harcourt Rd, Alaoji Layout.  
Tel: 082-308865  
GSM: 08059108890, 08033479293
2. Aba Ariara Branch.  
117 Faulks Road, P.M.B. 7315, Aba.  
Tel: 082-224692  
Fax: 082- 225508  
GSM: 08056007670, 08038011395, 08088456082
3. Aba Ariara Cash Centre.  
A-Line 235/236 Ariara Market, Aba.  
GSM: 08059108900
4. Aba Factory Road Branch.  
Factory Road, P.M.B. 7521, Aba  
Tel: 082-220327, 227590,221857 220243  
GSM: 08033276536
5. Aba Main Branch.  
2 Asa Road, P.M.B. 7103 Aba.  
Tel: 082-227120, 220866  
223870, 227130, 220755, 228862  
Fax: 082-227210, 228370  
GSM: 08057109600, 08037576904
6. Aba Ogbor Hill Branch.  
161, Ikot Ekpene Rd, Ogbor Hill, Aba  
Tel: 082-226127, 227810  
Fax: 082-226127  
GSM: 08051767505, 08066178115
7. Aba Okigwe Road Branch.  
28 Okigwe Road, Aba  
Tel: 082-234374, 082-872245  
Fax: 082-234319
8. Aba Town Branch.  
122 Ehi Road, P.M.B. 7128, Aba.  
Tel: 082-220325, 220285, 230285  
GSM: 08039626833, 08046110544
9. Amaokwe Item Branch.  
c/o Bende L.G.A., P.M.B. 1 Item.  
Tel: 082-440966  
GSM: 08037465156
10. Aba Asa Road Market Branch.  
94 Asa Road, Aba, Abia State  
Tel: 082-232799, 232794, 232792  
232802, 232808  
Fax: 082-232799  
GSM: 08055259662
11. Aba Ngwa Branch.  
51 Ngwa Road, Aba  
Tel: 082-233149, 233212, 233079
12. Nkwoagu Isouchi Branch.  
P.M.B 1020, Ngodo, Isouchi, Okigwe L.G.A.  
Tel: 082-447837  
GSM: 08025567747, 08030983463

## ADAMAWA STATE

13. Aba Osisioma Branch.  
302 Old Aba Owerri Road,  
Osisioma Industrial Layout, P.M.B. 7209 Aba.  
Tel: 082-351399, 350470-1  
GSM: 08037143328, 08037110227
14. Umuahia Branch.  
1 Mayne Road, P.M.B. 7017, Umuahia,  
Tel: 088-222986, 220465, 220319  
GSM: 08033100242, 07023077604
15. Umuahia Market Branch.  
No. 1 Okwulehie Avenue, P.M.B 7301, Umuahia.  
Tel: 088-224000, 223332, 223335  
GSM: 08037262639
16. Dumne Agency.  
c/o Yola Main Branch
17. Fufore Branch.  
C/O P.M.B. 2050, Yola.  
GSM: 08036400621
18. Ganye Branch.  
P.O. Box 55, Ganye  
Tel: 075-900187  
GSM: 08082569584
19. Garkida Branch.  
Near Police Station, P.O. Box 100, Garkida.  
GSM: 08026975437
20. Gulak Branch.  
c/o Michika Branch, P.M.B. 1001, Michika.  
GSM: 08051113090
21. Hong Branch.  
P.M.B. 1002, Hong.  
GSM: 08026976336
22. Mayoine Agency.  
c/o Mayo Belwa Branch.  
P.O. Box 06, Mayo Belwa
23. Mubi Branch.  
18, Ahmadu Bello Way, Mubi  
GSM: 08034908127
24. Mayo Belwa Branch.  
P.O. Box 06, Mayo-Belwa  
Tel: 075-626552  
GSM: 08023077013
25. Michika Branch.  
P.M.B. 1001, Michika.  
GSM: 08054883793
26. Numan Branch.  
47, Gombe Road, Numan  
GSM: 08034503162
27. Yola Main Branch.  
42, Galadima Aminu Way, Jimeta, Yola  
Tel: 075-627603, 626582, 626073  
GSM: 08036798767  
Fax: 075-625198
28. Yola Market Branch.  
109, Mubi Road, P.M.B. 2282 Jimeta.  
Tel: 075-624370  
GSM: 08053471876, 08054000000

## AKWA IBOM STATE

29. Efa Branch.  
Near Efa Junction, P.M.B. 1053, Etinan.  
Tel: 085-556554  
GSM: 08034273337, 08027591186
30. Abak Branch.  
6A Market Road, P.M.B. 1150 Abak.  
GSM: 08021060725, 08023117356
31. Eket Branch.  
No. 1 Ekpene Ukpa Road Eket, Akwa Ibom State.  
Tel: 085-701273, 701124
32. Essene Branch.  
Ikot Abasi L.G.A, P.M.B.1012, Ikot Abasi.  
Tel: 087-771560
33. Etinan Branch.  
83 Uyo Road, P.M.B.1042 Etinan.  
Tel: 085-341123, 341052  
084-552207
34. Ikot Abasi Branch.  
1 Ikot Obong Road, P.M.B. 1021, Ikot Abasi.  
Tel: 085-801124, 087-771561
35. Ikot Ekpene Branch.  
2 Old Stadium Road, P.M.B.34, Ikot Ekpene.  
Tel: 085-400202, 400723, 200088
36. Ikot Ekpene Market Branch.  
P.M.B. 1074, Ikot Ekpene, Awka Ibom  
Tel: D/L: 087-480211, 08088323704
37. Oron Branch.  
105 Oron Road, P.M.B. 1040, Oron.  
Tel: 087-776938, 776028, 3053752  
GSM: 08035292340, 08028285345
38. Maritime Academy Cash Centre, Oron.  
c/o Maritime Academy of Nigeria Oron,  
Akwa Ibom State
39. Ukam Branch.  
Mkpat Enie L.G.A. P.M.B.5001, Ukam.  
Tel: 087-771400
40. Utu Etim Ekpo Branch.  
P.M.B. 1029, Utu Etim Ekpo L.G.A.  
Tel: 084-552404  
GSM 08029724036
41. Uyo CBD Branch.  
Plot 2, Block A, Banking & Other Offices Layout,  
Udo Udoma Avenue, Uyo, P.M.B. 1230  
GSM: 08023076663, 08035734956,  
08055660007, 08023327991, 08035882366,  
08023653094, 08023574405, 07031177721
42. Uyo Branch.  
1 Oron Road, P.M.B. 1001 Uyo,  
Tel: 085-200531, 200082  
Fax: 085-200594
43. Uyo Abak Road Branch.  
Plot 4, Federal Housing Estate,  
Olusegun Obasanjo Way, Uyo.  
Tel: 085-201561, 201552, 201527

# BRANCH NETWORK

## ANAMBRA STATE

44. Abba Branch.  
c/o Iruokplala Village Hall, Abba, P.M.B.2008,  
Abagana, Njikoka L.G.A  
Tel: 048-571106, 571147  
Fax: 048-571037  
GSM: 08066757216, 08063270137
45. Awka Branch.  
6, Nnamdi Azikiwe Avenue, P.M.B. 5034, Awka.  
Tel: 046-320726; 048-550015, 554327, 554342,  
310265  
Fax: 048-552247  
GSM: 08033516430
46. Awka Aroma Branch.  
KM 43 Enugu Onitsha Expressway, Awka,  
Anambra, P.M.B. 6037  
Awka, Anambra  
GSM: 08033516430
47. Ekwulobia Branch.  
2 Catholic Mission Road,  
Ekwulobia - Aguata L.G.A.  
Tel: 046-911449, 463410, 082-307213  
GSM: 08023328475
48. Ihiala Branch.  
Onitsha Owerri Road, Ihiala  
GSM: 08023015989, 07083059236,  
08034282592
49. Nimo Branch.  
Njikoka L.G.A. P.M.B.1002, Nimo.  
Tel: 046-581185, 048-880307, Fax: 048-460934  
GSM: 08023287610
50. Nkpor Branch.  
40, New Market Road, P.M.B. 1626, Nkpor.  
Tel: 046-250690, 250506  
GSM: 08023287644, 08033667143
51. Nkwele Ezunaka Branch.  
3-3 Junction Opp. Federal Government Girls  
College, Onitsha Otuocha Highway, Nkwerre  
Ezunaka, Anambra State.  
P.O. Box 85, Oyi L.G.A.  
Tel: 048-880311, 3038772  
GSM: 08023283722
52. Nnewi Branch.  
13A Onitsha Road, P.M.B.5015, Nnewi.  
Tel: 046-460086, 462005, 462007, 461125,  
461877, 463237  
Fax: 046-461004  
GSM: 08033216737
53. Nnewi Bank Road Branch.  
9/11 Edo Ezemewi Road  
GSM: 08033236553
54. Nnewi Cash Centre.  
Nkwo Market,  
c/o Nnewi Branch
55. Ogbunike Branch.  
P.M.B. 7, Ogbunike.  
Tel: 046-6115599, 307030, 550259, 550246,  
550204  
Fax: 046-311704  
GSM: 08039442936

56. Ogidi Building Material Market Branch.  
Ogidi Building Material Market, Ogidi.  
Tel: 046/872020, 870218, 497870  
GSM: 08033169198
57. Onitsha B/Head Branch.  
1 Nkrumah/P.H. Road,  
P.M.B. 1603, Onitsha.  
Tel: 046-410731, 413285, 309401  
Fax 046-410212  
GSM: 08023602353
58. Onitsha Electronic Market Branch.  
Electronic Market, Along Onitsha Express  
Onitsha  
Tel: 046-871157, 306174
59. Onitsha Iweka Branch.  
40 Iweka Road, P.M.B. 1750, Onitsha.  
Tel: 046-210113, 211534  
Fax: 046-218053  
GSM: 08035523712
60. Onitsha Nwobodo Ave. Branch.  
1 Nwobodo Avenue, P.M.B.1524, Onitsha.  
Tel: 046-217420, 210212, 411420, 481451,  
410865  
Fax: 046-410865, 411420, 300278  
GSM: 08063731373
61. Onitsha Main Branch.  
19 New Market Road, P.M.B. 1519, Onitsha.  
Tel: 046-210244, 211062, 210245-8, 215081,  
411062, 410243, 216058, 414327  
Fax: 046-215088, 211176, 411717, 411062,  
718062, 412957, 218062  
GSM: 08055382006
62. Onitsha, Uga Street Cash Centre.  
59 Uga Street,  
c/o Bridge Head Branch Onitsha
63. Otuocha Branch.  
Otuocha L.G.A, P.O. Box 82, Otuocha.  
Tel: 046-460804, 324616  
GSM: 07035112272
64. Onitsha Ogbaru Mkt Branch.  
233B Obodo-Ukwu Rd, Ogbaru Main Mkt,  
(Near Bournvita House) Okpoko, Ogbaru.  
P.M.B. 1834, Onitsha.  
Tel: 046-300775  
Fax: 046-215334  
GSM: 08035428256
65. Onitsha Owerri Rd. Branch  
68, Onitsha Owerri Rd. P.M.B. 1832 Onitsha.  
Tel: 046-270786-7, 271307  
Fax: 046-271307  
GSM: 08023331218
66. Onitsha Upper New Mkt Rd Branch  
88A, Upper New Market, P.M.B 1569, Onitsha.  
Tel: 046-412325, 413981, 413271  
Fax: 046-410415, 416271  
GSM: 08033153086
67. UNIZIK Branch.  
Nnamdi Azikiwe University, Banking Plaza, Awka.  
GSM: 08088950075, 08036726096

68. Ugwuagba-Obosi Mkt Branch.  
15, Pope John Paul Avenue,  
Ugwuagba-Obosi, Onitsha.  
Tel: 046-270795, 2707874  
Fax: 046-270795  
GSM: 08023317983

## BAUCHI STATE

69. Azare Branch.  
Plot 25/27 Jama'Are Road, Azare.  
GSM: 08034929635
70. Bauchi Branch.  
Nassarawa Road G.R.A. P.M.B. 53, Bauchi,  
Tel: 077-542024, 543680, 540618, 540085,  
543979, 546390  
GSM: 08023235013, 08058040993  
Fax: 077-543680
71. Bauchi Central Market Branch.  
Bauchi Central Mkt , 1 Illelah Street, Bauchi  
Tel: 077-542024  
GSM: 07032307662, 08060259594
72. Burra Branch.  
Ningi L.G.A. P.M.B. 53, Bauchi.  
GSM: 08036921822
73. Darazo Branch.  
Maiduguri Road, P.O. Box 2, Darazo L.G.A.  
GSM: 08036191591
74. Gamawa Branch.  
Barkin Kasuwa, P.O. Box 4, Gamawa.  
GSM: 08025123093
75. Itas Agency.  
c/o Yana Branch,  
P.M.B. 6, Yana.
76. Katagum Agency.  
c/o Gamawa Branch,  
P.O. Box 4, Gamawa.
77. Toro Branch.  
Near L.G. Secretariat, P.M.B. 3, Toro.  
GSM: 08036277419
78. Tafawa Balewa Branch.  
Bununu Road, P.M.B. 1, Tafawa Balewa  
GSM: 08050200513
79. Yana Branch.  
Kano Road, P.M.B. 6, Yana.  
GSM: 08034929635

## BAYELSA STATE

80. Odi Branch.  
Yenegoa L.G.A. c/o P.M.B. 5007, P/H (Main).  
GSM: 08032551276
81. Mbiama Yenagoa Branch.  
KM 8, Mbiama Yenagoa Road,  
Yenezue-gene  
Yenagoa.  
GSM: 08050957024, 08033093199
82. Yenegoa Branch.  
Amarata Road.  
Tel/Fax: 084-490391, 490392,  
GSM: 08029990471, 08058826412

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## BENUE STATE

83. Gboko Branch.  
1, Captain Downes Road, Gboko  
GSM: 08050475116, 07035610739  
08026690961
84. Katsina-Ala Branch.  
Market Road, c/o Postal Agency,  
Katsina-Ala.  
Tel: 044-90299, 90080, 90269, 90296  
GSM: 07036792835, 0808659632,  
08036225193
85. Makurdi Branch.  
New Bridge Road, P. M. B. 2076, Makurdi.  
Tel: 044-532156, 533542  
532296, 543131, 532041  
Fax: 044-532798  
GSM: 07036022127, 08035806478
86. Makurdi Modern Market Branch.  
Main Admin Building, Makurdi Modern Market,  
P.M.B. 102176, Makurdi.  
Tel: 044-534567, 534679, 534678  
GSM: 08024235836
87. Makurdi North Bank. Road  
Plot No BNA 7852 Lafia Road, P.M.B. 102076  
Makurdi, Benue State.  
GSM: 07038159388, 08036123214
88. Otukpo Branch.  
No. 9 Federal Road, Opposite Police Station  
P. M. B. 2210, Otukpo  
Tel: 044-661265, 660165, 661165, 661638  
GSM: 08062525604  
Fax: 044-661229
89. Oturkpo Modern Market Branch.  
Jerico Road, Hamdala, Oturkpo.  
Tel: 044-662953, 662954, 662952, 662991  
GSM: 07039248900, 08057155485,  
08036925903, 08052723020, 08054091758  
08062525604, 08037020413, 08057055485
90. Vandeikya Branch.  
Joe Akaham Way, P. M. B. 5, Vandeikya,  
Gboko.  
GSM: 08054528854, 08087336587,  
08038637955, 08059026920
91. Naka Branch.  
c/o Makurdi Branch,  
P. M. B. 2076, Makurdi
92. Damboa Branch.  
Maiduguri/Biu Road, P. O. Box 1005, Maiduguri.  
GSM: 08065777585
93. Konduga Agency.  
c/o Maiduguri (Main) Branch,  
P.M.B. 1005, Maiduguri.  
Tel: 076-232417, 231055  
Fax: 076-342396
94. Kwajafa Cash Centre.  
Main Street  
P.O. Box 1005, Maiduguri
95. Maiduguri Branch.  
Sir K. Ibrahim Road, P. O. Box 1005, Maiduguri.  
Tel: 076-232417, 231055, 235322, 235319,  
342017.  
GSM: 0802325035  
Fax: 076-342396
96. Maiduguri Kano Road Branch.  
c/o Maiduguri Main Branch,  
P O Box 1005, Maiduguri.  
Tel: 076-371371, 372372  
GSM: 08054303409, 08061552769
97. Maiduguri Monday Market Branch.  
c/o Maiduguri Main Branch,  
PO Box 1005, Maiduguri.  
Tel: 076-232382  
GSM: 08029168575, 08052614452
98. Ngandu Agency.  
c/o Damaturu Branch, P. O. Box 1009, Damaturu.  
Tel: 076-522980.  
Fax: 076-522545
99. Uba-Kumagum Branch.  
Mubi-Yola Road P.O. Box 1005  
GSM: 08051350998, 08026911128
100. Calabar Main Branch.  
17 Calabar Road, P.M.B. 1020, Calabar  
Tel: 087-232049, 233300, 557093, 230276,  
232622, 233562, 233864, 230403, 234400,  
082-557093  
Fax: 087-230403  
GSM: 08037079517
101. Calabar Free Trade Zone Branch.  
FTZ Calabar. P.M.B. 3001 Calabar  
Tel: 087-210045-6, 210667  
Fax: 087-210046  
GSM: 08037502298
102. Calabar II Branch.  
126, Ndidem Usang Iso Road, Calabar  
Tel: 087-239660-2, 239661  
GSM: 08023157551
103. Calabar Bacocco Cash Centre.  
Within Etudom Nya's Estate (adjacent to Aka  
Residential Estate Calabar)  
GSM: 08037502298
104. Calabar Crutech Cash Centre.  
Cross River State University of Technology,  
Calabar.  
GSM: 08056154831
105. Calabar Marina Resort Cash Centre.  
Marina Resort, Calabar.  
GSM: 08059717116, 08033217499
106. Ekor Branch.  
Ekor, Yakurr L.G.A. P. O. Box 90, Ekor.  
GSM: 08067263529, 08028963597,  
08062638818
107. Ikom Branch.  
19 Okim Osabor Street, P.M.B. 1030, Ikom.  
Tel: 045-670577  
GSM: 08023287357
108. Ikom Calabar Road Branch.  
P.M.B. 1030, Ikom  
GSM: 08023287357, 08035433856,  
08023461669
109. Obudu Branch.  
22 Calabar Road, Obudu  
GSM: 08020931016
110. Obubra Branch.  
c/o Calabar Branch, P.M.B. 1025, Obubra,  
Tel: 087-560035  
GSM: 0805400405-6, 08077636445
111. Calabar Mayne Avenue Branch.  
104 Mayne Avenue Road Branch  
Tel: 087845082  
GSM: 08036154831, 08054486280,  
08053241110
112. NNPC Calabar Cash Centre.  
NNPC Depot, Along Esuk-Utan Road, Calabar  
GSM: 08030893637, 08088865381
113. Netim Akankpa  
Cash Centre. Along Calabar Ikom Highway  
GSM: 08037502298
114. Ugep Branch.  
6 Ikom-Calabar Highway, Ugep.  
GSM: 08066922265
115. Tinapa Branch.  
Tinapa Bus Resort, Line Shop 11b, Calabar.  
Tel: 048-880091, 082-557097  
GSM: 08037137058, 08051123437

## CROSS RIVER STATE

## DELTA STATE

116. Agbarho Branch.  
142 Old Ughelli Road, P.M.B. 50, Agbarho.  
GSM: 08023283662
117. Agbor Branch.  
Old Lagos/Asaba Road,  
Tel: 056-25440, 25323, 052-255703,  
053-256836, 053-340362  
GSM: 08023009797
118. Asaba Branch.  
Nnebisi Road, P.M.B.1004, Asaba  
Tel: 056-280210, 282092, 281196  
GSM: 08023065184  
Fax: 056-281195, 282043
119. Asaba II Branch.  
52, Illah Road, Asaba  
Tel: 046-666616,  
056-282736, 282739, 282962  
GSM: 08058473522
120. Effurun Branch.  
4 Warri/Sapele Road, P.M.B. 8, Effurun.  
Tel: 053-252801, 250676  
GSM: 08057166205
121. Effurun PTI Branch.  
122, PTI Road, Effurun,  
GSM: 08028718312

## BORNO STATE

92. Damboa Branch.  
Maiduguri/Biu Road, P. O. Box 1005, Maiduguri.  
GSM: 08065777585
93. Konduga Agency.  
c/o Maiduguri (Main) Branch,  
P.M.B. 1005, Maiduguri.  
Tel: 076-232417, 231055  
Fax: 076-342396
94. Kwajafa Cash Centre.  
Main Street  
P.O. Box 1005, Maiduguri
95. Maiduguri Branch.  
Sir K. Ibrahim Road, P. O. Box 1005, Maiduguri.  
Tel: 076-232417, 231055, 235322, 235319,  
342017.  
GSM: 0802325035  
Fax: 076-342396
96. Maiduguri Kano Road Branch.  
c/o Maiduguri Main Branch,  
P O Box 1005, Maiduguri.  
Tel: 076-371371, 372372  
GSM: 08054303409, 08061552769
97. Maiduguri Monday Market Branch.  
c/o Maiduguri Main Branch,  
PO Box 1005, Maiduguri.  
Tel: 076-232382  
GSM: 08029168575, 08052614452
98. Ngandu Agency.  
c/o Damaturu Branch, P. O. Box 1009, Damaturu.  
Tel: 076-522980.  
Fax: 076-522545
99. Uba-Kumagum Branch.  
Mubi-Yola Road P.O. Box 1005  
GSM: 08051350998, 08026911128
100. Calabar Main Branch.  
17 Calabar Road, P.M.B. 1020, Calabar  
Tel: 087-232049, 233300, 557093, 230276,  
232622, 233562, 233864, 230403, 234400,  
082-557093  
Fax: 087-230403  
GSM: 08037079517
101. Calabar Free Trade Zone Branch.  
FTZ Calabar. P.M.B. 3001 Calabar  
Tel: 087-210045-6, 210667  
Fax: 087-210046  
GSM: 08037502298
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126, Ndidem Usang Iso Road, Calabar  
Tel: 087-239660-2, 239661  
GSM: 08023157551
103. Calabar Bacocco Cash Centre.  
Within Etudom Nya's Estate (adjacent to Aka  
Residential Estate Calabar)  
GSM: 08037502298
104. Calabar Crutech Cash Centre.  
Cross River State University of Technology,  
Calabar.  
GSM: 08056154831
105. Calabar Marina Resort Cash Centre.  
Marina Resort, Calabar.  
GSM: 08059717116, 08033217499
106. Ekor Branch.  
Ekor, Yakurr L.G.A. P. O. Box 90, Ekor.  
GSM: 08067263529, 08028963597,  
08062638818
107. Ikom Branch.  
19 Okim Osabor Street, P.M.B. 1030, Ikom.  
Tel: 045-670577  
GSM: 08023287357

# BRANCH NETWORK

122. Ekpan Branch.  
60, NNPC Housing Estate Rd., Ekpan,  
Tel: 053-253011, 320435, 320484  
GSM: 08077612624

123. Ewreni Branch.  
Uwreni Quarters, Ewreni  
c/o P.M.B.30, Ughelli.

124. Ogwashi-Uku Branch.  
2 Old Mission Road,  
P.M.B.1055, Ogwashi-Uku.  
GSM: 08059143149, 08023159043

125. Sapele Boyo Road Branch.  
2A Boyo Road, P.M.B. 4062, Sapele.  
Tel: 054-341681, 341541  
GSM: 08056165773

126. Sapele Main Branch.  
Chichester Road, P.M.B. 4004, Sapele.  
Tel: 054-322094, 342111  
Fax: 054-341534  
GSM: 08051599324

127. Ughelli Branch.  
40 Market Road, P.M.B. 30, Ughelli.  
Tel: 054-600008, 600328  
GSM: 08052359526

128. Ughelli Patani Road Branch.  
240 Ughelli Patani Road, Ughelli  
GSM: 08035725772

129. Warri Airport Road Branch.  
115 Airport Road Warri  
Tel: 053-252029, 252030  
GSM – 08036683358  
08033749003, 08033331951

130. Warri Branch.  
41 Warri/Sapele Road, P.M.B.1020, Warri.  
Tel: 053-253011, 252905  
Fax: 053-253042

131. Warri Airport Road Junction Branch.  
124, Sapele/Effurun Road, Warri.  
Tel: 053-254063, 250063

132. WRPC Agency.  
NNPC Warri Refinery & Petrochemical, Warri

133. Warri Shell-Ogunnu Branch.  
Shell Complex, Warri.  
Tel: 053-256333, 256416  
Fax: 053-256415

## EBONYI STATE

134. Abakaliki Branch.  
4 Sudan United close, Off Ogoja Road,  
P.M.B. 105, Abakaliki.  
Tel: 043-211573, 220760  
Fax: 043-211573  
GSM: 08035909664, 08059795989

135. Abakaliki II Branch.  
36 Afikpo Road, Abakaliki  
GSM: 08035969893, 08037029375,  
07065856436

136. Afikpo Branch.  
18 Eke Market, P.M.B. 1005, Afikpo.  
Tel: 088-521636  
GSM: 08054989003

137. Akanu Ibiam Federal Poly Cash Centre.  
Akanu Ibiam Federal Poly, Abakaliki

138. Ezzamgbo Branch.  
Ohaukwu L.G.A. P.M.B. 219, Abakaliki.  
Tel: 043-300560  
GSM: 08034304452

## EDO STATE

139. Agbede Branch.  
60 Unity Road, c/o Agbede Post Office.  
GSM: 08058549299, 08037756813

140. Ambrose Alli University Cash Centre.  
Ekpoma. c/o Ekpoma Branch  
GSM: 08034315892, 08056735231

141. Auchi Branch.  
40 B Auchi Road  
GSM: 08074882133

142. Benin Aduwawa Branch.  
Beside Big Joe Motors Ltd Benin/Auchi Road,  
Aduwawa, Benin City  
GSM: 08038996600

143. Benin, Akpakpava Road Branch.  
67, Akpakpava Road, Benin City.  
Tel: 052-256397  
GSM: 08033862255

144. Benin Ekehuan Branch.  
76, Ekehuan Road, Benin City  
Tel: 052-885712, 885713  
GSM: 08025239921, 052-885713,  
07029548102

145. Benin King's Square Branch.  
P.M.B. 1026, Benin City,  
Tel: 052-251080, 256184, 25865  
Fax: 052-259741  
GSM: 08033042111, 08022920267

146. Benin M.M.Way Branch.  
169 M.M.Way, Benin City.  
Tel: 052-259739, 250298  
GSM: 08023158802

147. Benin Mission Road Branch.  
59 Mission Road, P.M.B. 1138, Benin City.  
Tel: 052-258065, 253752, 253916,  
Fax: 052-258067, 256472  
GSM: 08023158917

148. Benin NNPC Agency.  
c/o Benin King's Square Branch.  
P.M.B 1026, Benin City

149. Benin Oregbeni Branch.  
10 Benin/Agbor Road, P.M.B. 1002, Benin City,  
Tel: 052-254708  
Fax: 052-253975  
GSM: 08023158322

150. Benin Oregbeni 11 Branch.  
Benin Agbor Road, Beside Doris Dey Hotel  
Tel: 052-258593

151. Benin Sakponba Branch.  
43, Sakponba Rd, Benin City,  
P.M.B.1133, Benin City.  
Tel/Fax: 052-450777, 259527  
GSM: 08055650464

152. Benin Sapele Rd Branch.  
155 Sapele Rd, Benin City  
Tel: 052-258356  
GSM: 08035501110, 08023159046

153. Benin, Siluko Branch.  
128, Siluko Road, P.M.B. 1053, Benin City,  
Tel: 052-256965, 600899-900, 258923  
Fax: 254416  
GSM: 08037148809

154. Benin Upper Sakponba Branch.  
43 Upper Sakponba Rd, P.M.B. 1106, Benin City  
Tel: 052-256987, 251661  
GSM: 08023322182

155. Benin Uselu Branch.  
24, Uselu Lagos Road. P.M.B. 1027, Benin City  
Tel: 052-250794  
GSM: 08023294715

156. Benin, Ugbowo Branch.  
189, Ugbowo Road, Benin City.  
Tel: 052-600301, 600305  
Fax: 052-600301  
GSM: 08023158825, 0803744647

157. Ekpoma Branch.  
Market Road, Eguare, P.O. Box 7, Ekpoma.  
Tel: 053-256812, 98394, 98439  
GSM: 08052570237, 08034315892

158. IPMAN Cash Centre, Benin.  
C/O Benin Oregbeni Branch  
GSM: 08023158202

159. New Benin Market Branch.  
No.30 New Lagos Rd, Benin City  
Tel: 052-259150  
GSM: 08033987085, 08023157464

160. Sabongida-Ora Branch.  
64, Obe Street, P.M.B. 102, Sabongida-Ora.  
Tel: 057-54093  
GSM: 08023158785

161. Uniben Branch.  
Benin Lagos Road, Ugbowo Campus  
University of Benin  
GSM: 08034073592, 052-885851, 052-885852.

162. Uromi Branch.  
No.9 Ubiaja Road, Uromi.  
GSM: 08053145438

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## EKITI STATE

163. Ado Ekiti Branch.  
Orereowu Street, P.M.B. 5363, Ado Ekiti.  
Tel: 030-256561, 240725, 240561  
33523089, 250561, 251836, 251526, 250725  
GSM: 08034224731, 08033523089  
Fax: 030-251725
164. Efon-Alaye Branch.  
Erekesan Market, P.M.B 37 Efon-Alaye.  
GSM: 08077231345, 08038106816
165. Emure-Ekiti Branch.  
2 Oke Emure Street, P O Box 613 Emure-Ekiti.  
GSM: 08035705531, 08026354438
166. Erinjijan Ekiti Branch.  
Iwaro Street, P. M. B. 5006, Aramoko-Ekiti.  
GSM: 08022512667, 08022678365,  
08034225250
167. Ifaki-Ekiti Branch.  
25 Temidire Street, Ikole Road,  
P.M.B. 21, Ifaki-Ekiti.  
GSM: 08064407978, 08035705176
168. Ikere-Ekiti Branch.  
113 Ado Road, Idemo, P.M.B. 7275, Ikere-Ekiti.  
Tel: 030-610545, 251794  
GSM: 08028790454, 08035640061
169. Ikole-Ekiti Branch.  
Oba Adeleye Road, P.M.B. 5009, Ikole-Ekiti.  
Tel: 030-440611  
GSM: 08033852632, 08035399251
170. Ilasa-Ekiti Branch.  
White House, Oke-Odo Street,  
P.M.B. 5020, Ilasa-Ekiti.  
GSM: 0808444877, 08030785686  
08027810058
171. Okemesi-Ekiti Branch.  
Odo-Ese Street, P. M. B. 01, Okemesi-Ekiti.  
GSM: 08038448424
177. Enugu Ogui Road Branch.  
95, Ogui Road, Enugu.  
Tel: 042-252464, 254071, 255058, 308851  
GSM: 08033170350, 08052309048
178. Enugu Uwani Branch.  
26 Zik Avenue, P.M.B. 1237, Enugu.  
Tel: 042-257382, 251620  
GSM: 08033475622
179. Enugu Main Branch.  
21 Okpara Avenue, P.M.B. 1008, Enugu,  
Tel: 042-253583, 258784, 254386, 258736  
Fax: 042-254755  
GSM: 08033105282
180. 2nd Enugu Okpara Avenue Branch.  
11 Okpara Avenue, Beside Enugu North LGA  
Office, Enugu.  
GSM: 07087998809, 08037135009,  
08033044469
181. Enugu New Haven Branch.  
22, Chime Avenue, Enugu.  
Tel: 042-253663, 252980, 250626  
GSM: 08033795314
182. Ikem Branch.  
c/o Postal Agency, Via Nsukka.  
P.M.B. 1008, Enugu.  
GSM: 08036732740
183. Inyi Branch.  
P.O. Box 183, Inyi.  
Tel: 046-460177
184. Nsukka Branch.  
116 Enugu Road, Nsukka.  
Tel: 042-771743, 311982  
GSM: 08033539622
185. 9th Mile Corner Branch.  
47A Old Onitsha Road.  
9th Mile Corner, Ngwo  
Tel: 042-300466-7  
GSM: 08033761921
186. Obollo Afor Cash Centre.  
1 Orba Road, Obollo Afor,  
Udenu LGA, Enugu.
187. Orba Branch.  
Orba Udenu L.G.A. P.M B 2079 Nsukka.  
Tel: 042-770488  
GSM: 08026247880
188. Ovoko Branch.  
Ovoko Via Nsukka, P.M.B. 2083, Igbo-Eze,  
Tel: 042-771738, 308007  
GSM: 08055986828
189. Enugu UNTH Branch.  
UNTH, Enugu.

## ENUGU STATE

172. Eha Amufu Cash Centre  
Along Eha- Amufu Ikom/Obollo-Afor Road
173. Emene Ind. Estate Branch.  
1 Bank Road, P.O. Box 8 Enugu.  
Tel: 042-559275, 554757  
GSM: 07036002359
174. Enugu Agbani Branch.  
127, Agbani Road, Enugu  
GSM: 08033772260, 08039305400,  
08037415658
175. Enugu Abakpa Nike Branch.  
77 Nike Road, Abakpa Nike, Enugu  
GSM: 08037251006
176. Enugu Ogbete Market Cash Centre.  
Akwatta Area, Ogbete Mkt, Enugu  
Tel: 042-307579  
GSM: 08023158697
191. Abuja Asokoro Branch.  
85, Yakubu Gowon Crescent, Asokoro, Abuja  
Tel: 09-8723270-1, 8723274  
GSM: 08033326299, 08033208254
192. Abuja Banex Plaza Branch.  
Banex Plaza, Plot 750 Aminu Kano Crescent,  
Wuse II Abuja  
Tel: 09-4619600, 4619608, 4619603-4  
GSM: 0803335156, 08053284582
193. Abuja Bwari Branch.  
Suleja Road, Bwari  
Tel: 09-87238991, 09-8703803
194. Abuja Dei Dei Market Branch.  
Abuja Regional Market  
Tel: 09-7819704-6  
GSM: 08060553885, 08025522975
195. Abuja Garki Branch.  
Abuja Festival Road, Area 3, Garki,  
P.O. Box 45, Abuja.  
Tel: 09-2341070-3, 2344634, 2344420, 785597  
GSM: 08034023287  
Fax: 09-2341071
196. Abuja Garki Modern Mkt Branch.  
Abuja Garki Modern Market, Garki, Abuja.  
Tel: 09-7805724, 2340137, 2340152, 2342729,  
2340161  
GSM: 08052733252, 08023107960,  
08054527212, 08023108019
197. Abuja, Gwagwalada Branch.  
5, Park Road, Off Abuja/Abaji Road,  
Gwagwalada, FCT, Abuja  
Tel: 09-8820015, 8820033  
GSM: 08027613509, 08055361889
198. Abuja Jos Street Branch.  
Plot 451, Jos Street, Area 3, Garki.  
Tel: 09-2344724, 2343889, 2343878, 2342729,  
4816192  
GSM: 08051000106, 08028818789,  
08055355775
199. Abuja, Karu Branch.  
Abuja-Keffi Road, Mararaba, Karu LGA,  
FCT, Abuja.  
Tel: 09-6703827, 6703689  
GSM: 08065303571, 08074985848,  
08060263756, 08023420023
200. Abuja Kubwa Branch.  
Plot B3, Gada Nasko Road, Opp. Total Fuel  
Station, Phase 2, Site 2 Kubwa, Abuja  
Tel: 09-8723272-3; 8723269  
GSM: 08023025971
201. Abuja Main Branch.  
Plot 777, M. Buhari Way,  
Central Business Area, Abuja.  
Tel: 09-4619191, 2346819, 2346820  
GSM: 08027782266
202. Abuja Maitama Branch.  
13 Mediterranean Str. Imani Estate, Near British  
Council, Maitama Abuja  
Tel: 09-7819669, 7819704  
GSM: 08023107954

## FEDERAL CAPITAL TERRITORY (ABUJA)

190. Abaji Branch.  
Toto Road, Abaji, c/o P.O. Box 45, Abuja.  
GSM: 08076068445

# BRANCH NETWORK

203. Abuja Nnamdi Azikiwe Int. Airport Branch.  
Local Wing, Abuja Airport Abuja.  
Tel: 09-8100121, 8100120, 09-8725358  
GSM: 08033520200
204. Abuja National Assembly Complex Branch.  
White House (Basement Room HB26)  
3 Arms Zone  
Tel: 09-8734197, 6277848, 2347881, 2347848  
GSM: 08033472618, 07027861626,  
08082558820, 08052733250
205. Abuja New Wuse Mkt Branch.  
Plot 40 Mambolo Street,  
Wuse Zone 2, Abuja  
Tel: 09-8723275-6, 8723278, 09-8723275  
GSM: 08051789709
206. Abuja Shipper's Plaza Branch.  
Plot 438 Michael Okpara Way, Opp. Ibro Hotel,  
Wuse, Zone 5, Abuja  
Tel: 09-5241440-2, 6710750, 09-7819120.  
GSM: 08026158891  
Fax: 09-5241441
207. Abuja, Wuse Branch.  
Russel Centre, Block 2097, Herbert Marcoulay  
Way, Zone 5, FCT, Abuja.  
Tel: 09-5240144-8  
GSM: 08036550071  
Fax: 5240147
208. Abuja, Zuba Branch.  
Motor Spare Parts Market, Zuba, FCT, Abuja.  
Tel: 09-5242318, 6720028  
GSM: 08035292471, 08058597378
209. Abuja Zuba II Branch.  
Area 1 Plot 3, Along Kaduna Express Road,  
Opp Total Filling Station, Zuba, Abuja.  
Tel: 09-7818906, 7818911, 7818926  
GSM: 08035879553
210. Abuja Bolingo Hotels Branch.  
Independence Avenue, Area 10, Garki Abuja.  
Tel: 09-7803566, 6270845, 2344571,  
6710795, 2340845  
GSM: 08023236151

## GOMBE STATE

211. Ashaka Cement Branch.  
Ashaka Cement Factory, Ashaka Village,  
Near Gombe Town  
GSM: 08023342308, 07039130766
212. Gombe Branch.  
Biu Road, P.M.B. 1, Gombe.  
Tel: 072-222133, 222134, 222135, 223214,  
223318, 223120  
GSM: 08023349650, 08062295118
213. Gombe Market Branch.  
Plot 15 Biu Link Road, Gombe, Gombe State.  
GSM: 08023627548
214. Kaltungo Branch.  
Gombe-Yola Road, P.O. Box 40, Kaltungo.  
GSM: 08036921822

## IMO STATE

215. Akatta Branch.  
Orlu L.G.A. P.M.B. 6, Akatta.  
Tel: 083-305431, 046-664353  
GSM: 08033358847
216. Akokwa Branch.  
No 24 Old Onitsha Road, P.M.B. 10 Akokwa,  
Tel: 083-302570, 300441  
GSM: 08058533697
217. Amaraku Branch.  
P.M.B. 1, Amaraku.  
Tel: 046-666025  
GSM: 08037909046
218. Nkwere Branch.  
Anara/Orlu Road, Opp Anglican Diocesan  
Cathedral Nkwere  
GSM: 08037758962
219. Okigwe Branch.  
184 Owerri Road, Okigwe,  
Tel: 082-550028, 447209  
GSM: 08030931642
220. Okigwe Lokpanta Cash Centre.  
Lokpanta Village  
GSM: 08051023757, 08023745282
221. Okwelle Branch.  
P.M.B. 57, Okwelle, Okigwe.  
Tel: 046-666523  
GSM: 08036673066
222. Owerri Main Branch.  
11/12 Assumpta Avenue, P.M.B. 1060, Owerri  
Tel: 083-230900, 232772, 234445  
Fax: 083-231586  
GSM: 08023117223, 08050408144
223. Owerri Douglas Road Branch.  
79 Douglas Rd., Owerri.  
Tel: 083-230900, 233288  
Fax: 083-233288  
GSM: 08056738600
224. Owerri Wetheral Branch.  
No. 137 Wetheral Road, Owerri  
GSM: 08068185030
225. Umuowa Branch.  
C/O Owerri Branch, P.M.B. 175, Orlu.  
Tel: 083-520665, 046-664363, 660794,  
083-302570  
GSM: 08053267396, 08038979995
226. Urualla Branch.  
c/o Ideato North L.G.A. P.M.B. 2, Urualla, Owerri.  
Tel: 083-302570, 046-660794

## JIGAWA STATE

227. Dutse Branch.  
Damaturu Road, C/O P.M.B. 3005, Kano.  
Tel: 064-721512-3  
GSM: 08023235036, 08037981331  
Fax: 069-721380, 064-721513

228. Hadejia Branch.  
14 Kano Road, P.O. Box 83, Hadejia.  
Tel: 078-20614, 20856, 20255  
Fax: 078-20449  
GSM: 08027991022

## KADUNA STATE

229. Kaduna Bank Road Branch.  
14 Bank Road, P.M.B. 2065, Kaduna.  
Tel: 062-245454, 243332  
GSM: 08023233022
230. Katchia Branch.  
Kafanchan Road, Opposite Katchia Motel,  
Kaduna  
GSM: 08028190417, 08051006776
231. Birnin Gwari Branch.  
1 Kaduna-Lagos Expressway, Birnin Gwari.  
GSM: 08028842107, 08036604895
232. Kaduna Central Market Branch.  
Broadcasting Road, Abubakar Gumi Market,  
Kaduna.  
GSM: 08033117654, 08082115660
233. Kaduna Kawo Branch.  
Tel: 062-317594, 237594  
GSM: 08023076871  
Fax: 062-318354
234. Kaduna Main Branch.  
Yakubu Gowon Way, P.M.B. 2065, Kaduna.  
Tel: 062-246155, 243858  
GSM: 08033147129  
Fax: 062-243955, 246854, 249464.
235. Kaduna PPMC Branch.  
KRPC Refinery Complex, KM 12 Kachia Road,  
Kaduna  
Tel: 08023077007, 08060769800, 08058010800
236. Kaduna South Branch.  
Kachia Road, P.M.B. 2084, Kaduna.  
Tel: 062-231021, 232880  
GSM: 08035892806
237. Kaduna, Tudun Wada Branch.  
DB 39, Nnamdi Azikiwe Way, Kaduna.  
Tel: 062-415849, 415851-3  
GSM: 08057384972  
Fax: 062-415853
238. Kafanchan Branch.  
No. 7 Kagoro Road, P.M.B. 1019, Kafanchan.  
Tel: 061-20141, 20145.  
GSM: 08028411401, 08035878189  
Fax: 061-20145
239. Samaru Branch.  
Sokoto Road, P.M.B. 02, Samaru, Zaria.  
Tel: 069-550983, 551612, 554884, 550692  
GSM: 08060771161  
Fax: 069-550092, 551160
240. Saminaka Branch.  
Ahmadu Bello Way, Near Lere LGA Secretariat,  
Kaduna  
GSM: 08035914231, 08054484642

# BRANCH NETWORK

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241. Zaria Branch.  
1 Crescent Road, P. M. B. 1006, Zaria.  
Tel: 069-330660, 332425, 333458  
GSM: 08035990699  
Fax: 069-330660

## KANO STATE

242. Mallam Aminu Kano Int'l Airport Branch.  
c/o P.M.B. 3005, Kano.  
Tel: 064-318332  
Fax: 633255  
GSM: 08053359840

243. Kano Bello Road Branch.  
16/17, Bello Road, Kano.  
Tel: 064-648959, 649626  
GSM: 08034535265  
Fax: 064-648959

244. Bichi Branch.  
Along Kano Road, Bichi, Bichi LG.  
Tel: 064895459, 064895460

245. Kano Bompai Branch.  
Dantata Road, P.M.B. 3284, Kano,  
Tel: 064-633480, 646743  
GSM: 08023158331  
Fax: 064-646743

246. Kano Dawanau Branch.  
Dawanau Grains Market, Kano.  
Tel: 064-316708-9  
GSM: 08023927897

247. Kano Fagge Ta Kudu Branch.  
15 Fagge Road, P.M.B. 3077, Kano.  
Tel: 064-631545, 645961, 645871  
GSM: 08023157524, 08034458088  
Fax: 064-640738

248. Kano Kofar Ruwa Branch.  
Kano Kofa Ruwar  
Tel: 064-638202, 638201, 638203

249. Kano Main Branch.  
10 Lagos Street, P.M.B. 3005, Kano.  
Tel: 064-633280, 632706, 630573, 637839,  
630574, 636573, 630070  
GSM: 08023157449  
Fax: 064-644565

250. Kano Zoo Road Branch.  
ABI House, c/o P.M.B. 3166, Kano.  
Tel: 064-661905, 668766  
GSM: 08023585535, 08037030518  
Fax: 064-668766

251. Kano Bagauda Lake Agency.  
Bagauda Lake Hotel, c/o Kano (Main) Branch,  
P.M.B. 3005, Kano.  
Tel: 064-633280, 630573  
Fax: 064-644565

252. Kano Club Road Branch.  
595 Club Road, P.M.B. 3005, Kano.  
Tel: 064-635027, 630709, 630648  
Fax: 064-649266, 635027  
GSM: 08033304445

253. Muhammadu Abubakar Rimi Market Branch.  
c/o Kano (Main) Branch, P.M.B. 3005, Kano.  
Tel: 064-644507  
Fax: 064-644507  
GSM: 08023288203

## KATSINA STATE

254. Daura Branch.  
Kano-Kongolam Road, P.M.B. 1046, Daura  
Tel: 065-557187, 557095  
GSM: 08029152572

255. Dandume Branch.  
Funtua Birnin Gwari Road, Dandume, Katsina.  
P.M.B. 6055, Funtua  
GSM: 08023235040, 07034496891

256. Funtua Branch.  
Sokoto/Gusau Road, P.M.B. 6013, Funtua.  
Tel: 069-770348, 333830  
GSM: 08025267761  
Fax: 069-770019

257. Katsina Branch.  
3 Ibrahim Babangida Way,  
P.M.B. 2032, Katsina.  
Tel: 065-430863, 431588  
Fax: 065-431588  
GSM: 08034537318

258. Malumfashi Branch.  
Funtua Road, P.M.B. 1011, Malumfashi.  
Tel: 069-80058.  
GSM: 08024971854, 08025242481  
Fax: 069- 80169

## KEBBI STATE

259. Birnin Kebbi Branch.  
Sultan Abubakar Road, c/o P.M.B. 3005, Kano.  
Tel: 068-321911, 320662, 321664  
GSM: 08065829297  
Fax: 068-321664

260. Kamba Branch.  
Secretariat Road, c/o P.M.B. 2116, Sokoto.  
GSM: 08034043982

261. Maiyama Branch.  
Maiyama Town, c/o P.M.B. 2116, Sokoto.  
GSM: 08065480437, 08065871212

262. Yauri Branch.  
New Kontagora Road, Yauri Town, Kebbi State  
GSM: 08036384110, 08024151761

263. Zuru Branch.  
Kontagora Town Road, P.M.B. 1003, Zuru,  
Tel: 067-650205, 650109  
Fax: 067-670709  
GSM: 08026582682, 07031345976

## KOGI STATE

264. Abejukolo Branch.  
Ankpa Road, P.M.B. 1000, Abejukolo.  
GSM: 08053567818

265. Ajaokuta Branch.  
P.M.B. 1007, Okene.  
Tel: 058-400581, 400481  
GSM: 08036355946

266. Akpanya Branch.  
Agbedo Akpanya, P.M.B. 1011, Idah.  
GSM: 08032619011

267. Ajaokuta Steel Mill Complex Cash Centre.  
Ajaokuta Steel Complex, Ground Floor.  
P.M.B. 1007, Ajaokuta.  
Tel: 058-400540 ext 3429, 400481  
Fax: 058-400581

268. Ankpa Branch.  
16, Tafawa Balewa Road, P.M.B. 1011, Ankpa.  
GSM: 08036173559

269. Ayangba Branch.  
Idah Road, P.M.B. 1002, Dekina-Ayangba.  
GSM: 08069600939

270. Egbe Branch.  
Federal Road, P.M.B. 205, Egbe.  
GSM: 08075010102

271. Isanlu Branch.  
P.M.B. 1005, Isanlu.  
GSM: 08057819129

272. Itohe Branch.  
Bank Road, P.M.B. 1001, Idah.

273. Iyamoye Branch.  
Aro Quarters, Along Iyamoye Omuo,  
P.M.B. 1002, Iyamoye.  
GSM: 08036158475

274. Kabba Branch.  
Along Ilorin Express Way, Kabba, Kogi State  
GSM: 08036271094

275. Kogi State University Branch.  
Kogi State University, Ayingba  
P.M.B. 1015  
GSM: 08039597699

276. Lokoja Branch.  
411 Murtala Moh'd Rd, P.M.B. 1100, Lokoja.  
Tel: 058-220402, 220767  
GSM: 08036120317, 08072539346

277. Lokoja Nipost Branch.  
Ganaja Junction, Kabba-Okene Rd P.M.B. 1100  
Lokoja  
GSM: 08033963453

278. Mopa Branch.  
P.M.B. 2002, Mopa  
GSM: 08055186092

279. Obajana Branch.  
Obajana Cement Factory  
GSM: 08067121286, 08055186092

280. Ogori Branch.  
P.M.B. 1073, Ogori.  
GSM: 08076966048

# BRANCH NETWORK

281. Oguma Branch.  
Oguma Road, P.M.B. 1004, Oguma.  
GSM: 08083540682

282. Okene Branch.  
1 Ado Ibrahim Str/Hospital Road,  
P.M.B. 1044, Okene.  
Tel: 058-550364  
GSM: 08057327560, 08023157615

## KWARA STATE

283. Ilorin Branch.  
Obbo Road, Off Wahab, Folawiyo Road,  
P.M.B. 1354, Ilorin.  
Tel: 031-221500, 222011  
GSM: 08076950072  
Fax: 031-220128

284. Ilorin Sawmill Branch.  
149 Lagos Road, Sawmill Area, Ilorin.  
GSM: 07093324991

285. Ilorin Surulere Branch.  
159 Abdulazeez Atta Road,  
Baboko Surulere, Ilorin.  
Tel: 031-229902-4  
GSM: 08035844915

286. Kosubosu Branch.  
P.M.B. 244, Bassa  
GSM: 08059407179

287. Offa Branch.  
64, Olofa Way, Offa  
GSM: 08033578864,  
08051131290

288. PPMC/NNPC Cash Centre.  
Oke-Oyi, Kwara State.  
GSM: 08053623468

289. Omu-Aran Branch.  
170A, Taiwo/Ekan Road,  
P.M.B. 1071, Omu-aran,  
GSM: 08035812774, 08057879681

## LAGOS STATE

290. Abattoir Cash Centre.  
Lagos State Govt. Abattoir, Oko-Oba,  
Agege, Lagos State

291. Abibu Adetoro Branch.  
51 Abibu Adetoro St, Off Ajose Adeogun St,  
P.M.B. 80137, Victoria Island, Lagos.  
Tel: 01-7746337-8, 46124002 8140319  
GSM: 08023214585  
Fax: 01-4619230

292. Abibu-Oki Branch.  
A.G. Leventis Building, 42/43 Marina,  
P.M.B. 12554, Lagos.  
Tel: 01-7737749, 2643056  
GSM: 08033019963  
Fax: 01-2660302

293. Abule Egba Branch.  
440, Lagos Abeokuta Expressway,  
U-Turn Bus Stop, Abule Egba, Lagos State  
Tel: 01-7618853, 7614542

294. Adeola Odeku Branch.  
15B Adeola Odeku Street, Box 71918,  
Victoria Island, Lagos, Lagos State.  
Tel: 01-4619056, 8977249  
GSM: 08023283658  
Fax: 461-9056

295. Adetokunbo Ademola Branch.  
8, Adetokunbo Ademola Str, VI, Lagos.  
Tel: 01-2704812-4, 7731264, 8703242  
Fax: 270-4813

296. Agege Branch.  
254, Agege Motor Rd, Oko-Oba, Agege,  
Lagos.  
Tel: 01-4926129, 4924389, 4921990

297. Agege Cash Centre.  
27, Abeokuta, Motor Rd.,  
P.O. Box 65, Agege

298. Agidingbi Branch.  
6, Asabi Cole Road, Off Lateef Jakande Way,  
Agidingbi, Ikeja.  
Tel: 01-7739744, 7405435,  
GSM: 08033521764  
Fax: 01-5557837, 3450933

299. Aliko Cement Terminal Cash Centre.  
Aliko Dangote Cement Depot,  
Abule Oshun, Via Satellite Town

300. Ajah Branch.  
Ajiwe, Ajah, Along Lekki-Epe Expressway, Lagos.  
Tel: 01-7203350, 7736858, 462-7777-9, 462-  
7780894-9220-1, 892-6298  
GSM: 08033087110

301. Ajah Cash Centre.  
Ajah Market, Eti Osa L.G.A, Lagos.  
Tel: 01-4618852, 461-6535, 461-8099,  
461-0926-7  
Fax: 01-461-8098  
GSM: 08033073642

302. Ajegunle Branch.  
74 Malu Road, Ajegunle, P.M.B. 1180, Apapa.  
Tel: 01-4600357, 4716361-2, 7407923  
Fax: 01-5454335  
GSM: 08023329034

303. Akowonjo Branch.  
Akowonjo Road, Akowonjo. Box 14767, Ikeja  
Tel: 01-4705827, 4926440-2, 4926440,  
4923785  
Fax: 01-4926438

304. Alaba Int'l Market Branch.  
29, Ojo-Igbede Rd. New Alaba, Lagos.  
Tel: 01-8043568, 7732669, 8776819, 5894468,  
5894463, 8737758  
Fax: 01-7732669, 5894467  
GSM: 08023227238, 08023043772

305. Alaba Int'l Market  
Cash Centre. Densine Mall, Dobbil Avenue,  
Alaba Int'l Market, Alaba, Lagos.

306. Alaba Rago Mkt. Cash Centre.  
Alaba Rago Market, Alaba Rago,  
Lagos-Badagry Express Way.  
Tel: 01-8763971

307. Alausa Branch.  
Motorways Building, Toll Gate, Alausa Lagos.  
Tel: 01-7618908, 4974009, 4934184, 01-  
7738886

308. Article Market Cash Centre.  
Article Dealers Asso. (ADA), Shopping Complex,  
Opp. Int'l Trade fair, Lagos-Badagry Expressway,  
Abule Oshun, Ojo.

309. Apapa Branch.  
1 Burma Road, P.M.B. 1034 Apapa.  
Tel: 01-7745182, 7948874, 5851074, 5451345,  
5877116, 4600076, 4600357, 3053106,  
8506005, 5855490, 5455490  
Fax: 01-5851733  
GSM: 08022242191

310. Awolowo Road Branch.  
116 Awolowo Road, Ikoyi, Ikoyi-Lagos.  
Tel: 01-4630107-9, 2694310  
Fax: 01-2695857  
GSM: 08033270974

311. Badagry Branch.  
113 Joseph Dosu Way, Old Lagos Road  
Badagry-Lagos  
Tel: 01-8543655  
GSM: 08023117218

312. Bariga Branch.  
10, Jagunmolu Street, Bariga  
Tel: 01-8752697, 8758637, 7655339

313. Broad Street Branch.  
214 Broad Street, (Elephant House),  
P.O. Box 2334, Lagos.  
Tel: 01-2643566, 2660620, 2643734, 2643735,  
7748839  
GSM: 08023232978  
Fax: 01-2664145

314. Chevron-Texaco Branch.  
Along Chevron Drive, Chevron Complex, Lekki,  
Lagos.  
Tel: 01-4616640-2  
Fax: 01-4616640  
GSM: 08033000113, 07028118099

315. Coker Branch.  
Plot 4 Block C, Amuwo Odofin Ind. Layout,  
Orile Iganmu, Lagos.  
Tel: 01-7745182, 7948874, 8135604, 5851074,  
8705050  
Fax: 01-5851733  
GSM: 08033277210

316. Creek Road Branch.  
32, Creek Road, Apapa, Lagos.  
Tel: 01-5876356, 7919294, 7905835,  
2707820-22  
Fax: 01-5876361  
GSM: 08023124081, 8991700

317. Daleko Market Branch.  
Daleko Market, Bank Road, Mushin, Lagos.  
Tel: 01-4520234, 4521780, 7610819  
Fax: 01-4520972  
GSM: 08023196985

# BRANCH NETWORK

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318. Domino Cash Centre.  
1-11 Commercial Avenue, Sabo Yaba, Lagos.  
GSM: 07028701436
319. Dopemu Branch.  
Deebo Plaza, 618, Dopemu-Akowonjo Road,  
Dopemu Roundabout, Dopemu, Lagos.  
Tel: 01-8133309-10
320. Ebute Metta Branch.  
1 Savage Street, Apapa Road, P.M.B. 12014,  
Ebute Metta.  
Tel: 01-5837998, 5834477, 7745556  
GSM: 08023044870
321. Eko Hotel Branch.  
City Express building, Plot 1637, Adetokunbo  
Ademola, Victoria Island,  
Tel: 01-8977347, 8946574, 2623164, 7749773  
GSM: 08023013110
322. Enu-Owa Cash Centre.  
62, Enu-Owa Street, Lagos
323. Epe Branch.  
P.M.B 1022, Epe.  
Tel: 01-7770090, 7770102, 7770875, 7611147  
GSM: 08023107390, 08054864468
324. Falomo S/Centre Branch.  
Awolowo Road, Ikoyi, P.M.B 1022, Ikoyi.  
Tel: 01-2695506, 2693029, 463-0563  
Fax: 01-804-7921, 0761-6335  
GSM: 08022233103, 8770173
325. Fed. Secretariat Branch.  
Federal Secretariat Complex Ikoyi,  
P.M.B. 12736, Lagos.  
Tel: 01-8949220-1, 8926298, 773-2667  
Fax: 01-269-5984  
GSM: 08033043531
326. Festac Branch.  
32 Road, Festac Town, Lagos  
Tel: 01-5895496-9, 8511130-1, 7235637  
Fax: 01-2790403  
GSM: 08023062133
327. Jibowu Branch.  
10, Alakija Street, Jibowu, Yaba. Lagos.  
Tel: 01-7734815, 7734804
328. Iddo Market Branch.  
1, Taylor Road, Iddo.  
Tel: 01-7642059, 7636659  
GSM: 08023196985, 08023102744,  
08035637852
329. Idimu Branch.  
205, Idimu Road, Yem-Kem Shopping Plaza,  
Agege, Lagos State.  
Tel: 01-4744464, 8135603, 8235607.
330. Iganmu Branch.  
2 Abebe Village Road, P.M.B. 126734, Iganmu.  
Tel: 01-7745557, 2830410  
Fax: 01-2830410  
GSM: 08023232976
331. Ijora Branch.  
23-25 Ijora Crossway, P.O. Box 228 Apapa.  
Tel: 01-8160545, 7738884-9, 8168545,  
8162280, 8965081, 8047328, 8160545  
Fax: 01-5454772  
GSM: 08033209323, 08082719402
332. Iju Branch.  
159 Iju Road by Fagba B/Stop, Iju Agege  
Tel: 01-2120764, 7402369
333. Ikeja Branch.  
P.O. Box 69, Ikeja.  
Tel: 01-901740-4, 4977862-3  
Fax: 01-901744  
GSM: 08079635004
334. Ikeja Allen Avenue Branch.  
58 Allen Avenue, P.M.B. 21087, Ikeja.  
Tel: 01-4970510, 7612054, 7746024,  
01-4747044
335. Ikeja Military Cantonment Agency.  
Ikeja Military Cantonment,  
9th Mechanised Brigade, Maryland, Ikeja  
C/O Ikeja Branch, P. O. Box 69, Ikeja.  
GSM: 08023011822
336. Ikeja Ind. Estate Branch.  
21, Oba Akran Avenue, PO Box 105, Ikeja.  
Tel: 01-4978541, 4968609, 8905307, 8776016,  
2716660, 2716662  
Fax: 01-4978501, 4968610
337. Ikorodu Branch.  
88 Lagos Road, P.M.B. 1005, Ikorodu.  
Tel: 01-7781360-2, 7748382, 7745062  
Fax: 01-7745662
338. Ikota Branch.  
Ikota Int'l Market. Ikota Shopping Complex,  
Victoria Garden City, P.O. Box 52717, Falomo  
Tel: 01-4618099, 4616535, 4617047, 4616535,  
4610927  
Fax: 461-8098  
GSM: 08033017731
339. Ikotun Branch.  
39, Ikotun-Idimu Rd, Ikotun  
Tel: 01-8161220
340. Ilupeju Branch.  
Ilupeju By-Pass, P.M.B. 1173, Ikeja.  
Tel: 01-7733151, 4979414, 4933617, 4930478,  
4930692-3
341. International Trade Fair Complex Branch.  
Wing B, Hall 2, Hexagon 9, Int'l Trade Fair  
Complex, Badagry Express Road, Box 6238  
Festac Town, Lagos.  
Tel: 01-7642928, 8505382, 4704437, 3208374,  
3053254, 8512643, 5894175  
Fax: 01-3455644, 3455330  
GSM: 08023224619, 8708889, 7642928
342. Int'l Trade Fair Complex II (Balogun) Cash Centre.  
NIICO Best Executive Plaza, Opp. Atiku Hall,  
In'tl Trade Fair Complex, Mile 2-Badagry  
Expressway, Lagos  
Tel: 01-7918350; 7918351
343. Ajao Estate Branch.  
25 Murtala Mohammed International Airport Rd,  
Ajao Estate  
Tel: 01-2714538, 2714539,  
Fax: 01-2714540  
GSM: 08023121935
344. Investment House Branch.  
21-25 Broad Street, Lagos.  
Tel: 01-2640469, 7932756  
GSM: 08038445812
345. IPMAN Cash Centre.  
1-15 Dockyard Road, Apapa, Lagos.  
Tel: 01-7924721-2
346. Isolo Branch.  
Apapa/Oshodi Express Way, Iyana Isolo, n  
P.M.B. 1034, Mushin,  
Tel: 01-2790405, 8115503, 4520434,  
4520087, 4523662, 4520254, 2790401.  
Fax: 01-2790403  
GSM: 08023227250
347. Isolo Industrial Estate Branch.  
Limca Way, Ilasamaja, Off Apapa-Oshodi Express  
Way, Lagos State.  
Tel: 01-4528876, 7755331, 8195926  
GSM: 07028141406, 08059731656,  
08033217499  
Fax: 01-4528877
348. Iyana Ipaja Branch.  
177 Lagos Abeokuta Express Rd.,  
Iyana Ipaja, Lagos. P.O.Box 3040 Agege,  
Tel: 01-7737622, 7918348
349. Keffi Branch.  
4, Keffi Street, Ikoyi, Lagos.  
Tel: 01-7732429; 2707173, 2714543-5  
GSM: 08022233104
350. Ketu Branch.  
561 Ikorodu Road, Mile 12, Ketu Lagos  
P.M.B. 21468, Ikeja.  
Tel: 01-5965474-5, 7737622, 8542209,  
7803655, 4932780, 01-2120626
351. Kofo Abayomi Branch.  
43 Kofo Abayomi Avenue, Apapa  
Tel: 01-5803717-9, 7171080-1, 8046034  
GSM: 08022250101, 08077089570
352. Lapal House Branch.  
235, Igboosere Road, Obalende, Lagos.  
Tel: 01-8923239, 8923269  
GSM: 08023002913
353. Lawanson Branch.  
59/61 Lawanson Road, Surulere, Lagos.  
Tel: 01-7389757, 8198743  
GSM: 08023076998
354. Lekki Branch.  
Block 90<sup>o</sup>, Chris Efunyemi Onanuga Street,  
Off Admiralty Way, Lekki Phase 1  
Tel: 01-2793383-4, 2700951  
GSM: 07028200618

# BRANCH NETWORK

355. Marina Branch.  
35 Marina, P.O. Box 2006, Lagos.  
Tel: 01-2666120-4, 2669697, 7905835 Ext. 2278, 7651972  
GSM: 08022242195, 08055154389
356. Matori Branch.  
84/88 Ladipo Street, Papa Ajao, P.M.B. 1120, Mushin.  
Tel: 01-4520974-7, 4522163, 8765649  
Fax: 01-4528383  
GSM: 08023116047, 8765619
357. Mayfair Gardens Branch.  
KM 36 Awoyaya, Lagos/Epe Expressway, Lekki Peninsula, Lagos
358. Mazamaza Branch.  
8, Old Ojo Road, Mazamaza, Lagos  
Tel: 01-9502026  
GSM: 08023134560, 07029382513
359. Moloney Branch.  
28 Berkley Street, Lagos. P.O. Box 2099, Lagos.  
Tel: 01-2645801, 8990500, 7641824, 2635238, 2635758  
GSM: 08023125466  
Fax: 01-2645801
360. M.M. Int'l Airport Branch.  
M.M Airport Complex, P.O. Box 4508 Ikeja.  
Tel: 01-4979421, 8144653, 7653946 4961641, 8159783, 2705349, 08-8773644  
Fax: 01-4979422, 4961638
361. M.M. Way Branch.  
128 Murtala Moh'd Way, P.O. Box 1021, Ebute-Metta.  
Tel: 01-5821719, 7737621, 8532121, 2803158  
GSM: 08020557644
362. Mushin Branch.  
197 Agege Motor Road, Lagos.  
Tel: 01-8744789, 7242483  
GSM: 08034009025
363. Navy Town Branch.  
B.M.U Complex (Road 8), Navy Town, c/o P.M.B. 008, Festac Town.  
Tel: 01-5883897, 5890225, 4705913, 7233350, 8046034, 8134640, 8134644, 3053211, 8049927, 2803211  
GSM: 08023133307, 07028028708
364. Niger House Branch.  
1/5 Odunlami Street, P.M.B. 12883, Lagos.  
Tel: 01-2665781, 7911779, 2662606  
GSM: 08023171593
365. N. I. J. House Branch.  
20 Adeyemo Alakija Street, Victoria Island, P.M.B. 50, Falomo.  
Tel: 01-4619053-4, 2619312, Fax: 01-2616484  
GSM: 08023043033, 08033814164
366. Oba Akran Branch,  
46, Oba Akran Avenue, Ikeja.  
Tel: 01-4960320-1, 4960303-4, 2700951, 7740485
367. Obun-Eko Branch.  
126 N. Azikiwe Street, P. O. Box 2353, Lagos.  
Tel: 01-2663261, 2643659, 4791019  
GSM: 08023010332  
Fax: 01-2663109
368. Odun Ade Cash Centre.  
Shop 1&2, First Floor, Block 2, Agric, Odun Ade, Coker.  
Tel: 01-8777734
369. Ogba Branch.  
Plot 7, Block C, Acme Road, P.M.B. 21441, Ikeja.  
Tel: 01-4920980, 4926375, 7938779
370. Ojo Cantonment Agency.  
Ojo Military Cantonment, Ojo, Lagos-Badagry Exp. Road, c/o P.M.B. 12674, Lagos.  
Tel: 01-5888880
371. Ojodu-Isheri Branch.  
2, Ojodu-Isheri Road, Ojodu Berger, Ikeja, Lagos.  
Tel: 01-3453614, 4925313, 4924383, 7612911
372. Ojuwoye Cash Centre.  
7, Dada Iyalode Str. Mushin Lagos  
Tel: 01-7918306
373. Oke-Arin Market Branch.  
53 Offin Road, Lagos.  
Tel: 01-2641516, 2641761, 7908909, 2643870  
GSM: 08022233359  
Fax: 01-2643871
374. Oke-Odo Branch.  
415, Abeokuta Expressway, Ile-Epo Bus Stop, Lagos. P.O.Box 2828 Agege, Lagos.  
Tel: 01-8135643, 7918307, 4925464, 4920086  
Fax: 01-4925690
375. Okota Branch.  
3, Ago Palace Way, Okota, Lagos.  
Tel: 01-7948712-3
376. Oniru Market Branch.  
Lagos/Epe Expressway, Lekki Peninsula, Lagos.  
GSM: 08023042781, 08024728118.
377. Opebi Branch.  
Adebola House, 40, Opebi Road, Off Allen Avenue, Ikeja-Lagos.  
Tel: 01-2716706, 3450320-2, 7918352-3
378. Oregon Ind. Estate Branch.  
Plot 2B Adewunmi Close, P.M.B. 21444, Ikeja.  
Tel: 01-4935439, 8705129, 4970410, 4934875
379. Osapa London Branch.  
Kilometer 7, Lekki-Epe Expressway, Osapa-London, Lekki.  
Tel: 7317600  
GSM: 08023294717, 07028200618
380. Oshodi Branch.  
471 Agege Motors Road, Oshodi.  
Tel: 01-7948714-5
381. Oshodi Cantonment Agency.  
c/o Ilupeju Branch, P.M.B. 1173, Ikeja, Lagos.
382. Oshodi-Mile 2 Expressway Branch.  
Plot 104 Oshodi Mile 2 Expressway, Near Cele Bus-stop, Lagos.  
Tel: 01-2816182, 8112185, 8049281
383. Owode Branch.  
Ibeshe Road, P.M.B. 231, Ikorodu.  
Tel: 01-7745560, 01-4930536  
Fax: 01-4930536
384. Progressive Market Branch.  
Association of Progressive Traders Plaza  
Tel: 01-7395827, 7395835
385. Saudi Eko Branch.  
Lagoon Plaza by Lagos Central Mosque, Nnamdi Azikiwe Str, Lagos Island  
Tel: 01-7388210
386. Seme Border Branch.  
Nigeria Customs Ground, Seme Border  
GSM: 08023305011, 07084855196
387. Shell Agency Branch.  
Shell Petroleum & Dev. Company, Freeman House, G.P.O. 2006 Marina.  
Tel: 01-2601600-9.  
Fax: 01-2636681
388. Shomolu Branch.  
188, Ikorodu Road, Onipanu, P. O. Box 04, Shomolu.  
Tel: 01-7745763, 5550643
389. Stock Exchange House Branch.  
Customs Street, P. O. Box 7685, Lagos.  
Tel: 01-2661685, 2661696, 2668195, 8132809, 2661701  
GSM: 08024495126  
Fax: 01-2661701
390. Sura Cash Centre.  
Block 13 Sura Shopping Centre, Simpson Street, Lagos.  
GSM: 08050583366
391. Surulere Branch.  
17 Itire Road, P. O. Box 273, Surulere.  
Tel: 01-7745558, 7746164, 7924722, 5848733, 5831110, 7746134  
GSM: 08036340443
392. Surulere Aguda Branch.  
42/44 Enitan Street, Surulere, Lagos.  
Tel: 01-7615858  
GSM: 08023035537
393. Surulere S/Centre Branch.  
84 Adeniran Ogunsanya St, c/o P. O. Box 273, Surulere.  
Tel: 01-5850831, 7945559, 8118117, 7745559  
GSM: 08023233061
394. Tejuosho Branch.  
No. 29 Tejuosho Street, Yaba  
Tel: 01-7360452, 7360453, 7360454
395. Tin Can Island Branch.  
Tin Can Island Port Complex, Off Apapa/Oshodi Express Road, P.M.B. 1019, Apapa.  
Tel: 01-5454459, 7931166, 7930899, 5871307, 5873096  
GSM: 08055414150, 08023024488

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396. Toyin Olowu Branch.  
14A, Olowu Street, Off Toyin Street, Ikeja, Lagos.  
Tel: 01-8987988, 8987993, 4938089, 8773443,  
7388789  
Fax: 01-4938092

397. Trinity Branch.  
Olodi-Apapa, No. 1, Industrial Road, By Trinity  
Police Station, Olodi Apapa, Lagos.  
Tel: 01-8112183-4, 5858731-9  
Fax: 01-5458739  
GSM: 08023328542

398. Western House Branch.  
8/10 Broad Street, P. O. Box 2135, Lagos.  
Tel: 01-2716457, 2636642, 2634930, 2636499,  
7608186, 7257762  
GSM: 08073767303  
Fax: 01-2636642

399. Willoughby Branch.  
9A Willoughby Street, Ebute Metta.  
Tel: 01-8536747, 7303615, 7303657, 7303658,  
7303659  
GSM: 08033385084

400. Yaba Branch.  
322 Herbert. Macaulay Str, P.M.B. 1040, Yaba.  
Tel: 01-7745561, 2789861, 5862176,  
5455273-5  
Fax: 01-5455272

## NASARAWA STATE

401. Lafia Branch.  
No. 5 Jos Road, P.M.B. 5, Lafia.  
Tel: 047-220229, 221289, 221721, 221423,  
221287, 220283  
GSM: 08082788282, 08035997891  
Fax: 047-220283, 220229, 221721, 221423

## NIGER STATE

402. Bida Branch.  
Zungeru Road, P. O. Box 48, Bida.  
Tel/Fax: 066-461640, 461540

403. Kagara Branch.  
P.M.B. 1, Kagara.  
GSM: 08075337505

404. Katcha Branch.  
c/o Postal Agency, Katcha.  
GSM: 08036012189, 08084357326,  
08069319833

405. Kontagora Branch.  
P.M.B. 06, Kontagora.  
Tel: 067-220018, 220272

406. FCE Kontagora Cash Centre.  
Federal College of Education, Kontagora.  
GSM: 08036935715, 08037039576

407. Kuta Branch.  
P. O. Box 5, Kuta.  
Tel: 066-690444

408. Minna Branch.  
3 Bank Road. P.M.B. 62, Minna.  
Tel: 066-221070, 223804  
GSM: 08057979226, 08023043763  
Fax: 066-221652, 222185, 222968

409. Rijau Branch.  
Zuru Road, P.M.B. 2116, Rijau.  
Tel: 067-31441

410. Suleja Branch.  
Minna Road, P.M.B. 23, Suleja.  
Tel: 09-8501513, 8500087, 8501288  
Fax: 09-8500280

411. Suleja S/Centre Agency.  
IBB Modern Market, P.M.B. 23, Suleja.  
Tel: 09-8500061

## OGUN STATE

412. Abeokuta Branch.  
95 Obafemi Awolowo Rd,  
P.M.B. 2003, Abeokuta.  
Tel: 039-245812, 240154, 240952  
Fax: 039-241285

413. Abeokuta II Branch.  
Onikolobo Road, Abeokuta.  
Tel: 039-764057, 976457  
GSM: 08052408250

414. Agbara Ind. Estate Branch.  
Ilaro Street, P.M.B. 012, Agbara.  
Tel: 01-7745552, 7712041-3, 7757212  
GSM: 08023051490

415. Babcock Cash Centre.  
Babcock University, Ilishan-Remo.  
GSM: 08023107364

416. Ewekoro Branch.  
KM 37 Lagos Abeokuta Expressway, Ewekoro  
GSM: 08023158078, 08078435107,  
08023076911

417. Igbogila Branch.  
P.M.B. 2015, Abeokuta.  
Tel: 01-7901332  
GSM: 08069147697

418. Ijebu-Ode Branch.  
26 Ibadan Road, P.M.B 2141, Ijebu-Ode.  
Tel: 037-431378, 434534, 433613, 432382,  
037-776103

419. Mosinmi Branch.  
NNPC/PPMC Complex, Km 17,  
Ikorodu Sagamu Road  
Mosinmi. c/o Sagamu Branch.  
Tel: 01-8933430  
GSM: 08023227249

420. Ogbere Branch.  
Old Benin Road, P.M.B. 1005, Ogbere.  
Tel: 037-432031  
GSM: 08054343169

421. OPIC Cattle Cash Centre.  
Oluwanishola Cattle Market, OPIC Estate, Isheri.

422. Ota Branch.  
Lagos/Abeokuta, Expressway, P.M.B. 1036, Ota.  
Tel: 01-7738834, 039-722457, 722242  
GSM: 08065206390

423. Ota II Branch.  
241, Idiroko Road, Ota, Ogun State.  
Tel: 01-7614543, 7618854  
GSM: 08037156569

424. Shagamu Branch.  
Akarigbo Street, P.M.B. 2008, Sagamu.  
Tel: 037-432559, 640701, 776955  
GSM: 07027983178  
Fax: 037-640331

## ONDO STATE

425. Akure Main Branch.  
1 Alagbaka Road, P.M.B. 707, Akure.  
Tel: 034-231960-1, 243390, 244020, 230228,  
240686  
GSM: 07030903767

426. Akure Market Branch.  
Oba Adesida Street, P.M.B. 629, Akure.  
Tel: 034-242403, 240243, 243758  
GSM: 08033598155

427. Araromi-Obu Branch.  
1 College Road, Aloba, P.M.B. 505 Araromi -Obu  
GSM: 08034415140, 08034672100

428. Idoani Branch.  
1 Olutoye Street, P.M.B. 203, Idoani.  
Tel: 051-53024  
GSM: 08033508855, 08079864873

429. Igbokoda Branch.  
Opposite Forward Naval Base, 30 Broad Street,  
Igbokoda, P.M.B. 339, Igbokoda.  
GSM: 08035690656

430. Ikaram-Akoko Branch.  
Oyagi Street, P. O. Box 001, Ikaram-Akoko.  
GSM: 08089528410

431. Ikare Branch.  
L21 Ilepá Street, P.M.B. 275, Ikare,  
Tel: 050-670730, 670445  
GSM: 08024625882

432. Ile-Oluji Branch.  
1 Old Motor Park, P.M.B. 704, Ile-Oluji.  
GSM: 08033508855

433. Oka-Akoko Branch.  
6 Ikese Quarters, P.M.B. 07, Oka-Akoko.  
GSM: 08035813032

434. Akure Oke Aro Branch.  
121A, Idanre Road, Akure  
GSM: 08032224688

435. Ondo Branch.  
Agbogbo-Oke Road, Yaba, Ondo.  
P.M.B. 550, Ondo.  
Tel: 034-610313, 610800  
Fax: 034-244838  
GSM: 08033781082

# BRANCH NETWORK

436. Ore Branch.  
1 Market Road, Sabo Quarters, P.O. Box 55, Ore,  
Odigbo L.G.A.  
GSM: 08056431907, 08023284305
437. Owo Branch.  
Idimisasi Street, P.M.B. 1012, Owo L.G.A.  
Tel: 051-241423, 241174, 240074  
Fax: 051-241006  
GSM: 08066915585

## OSUN STATE

438. Ede Branch.  
117 Station Road, P.M.B. 217, Ede, Osun State.  
Tel: 035-360175, 360105, 360565, 360138  
GSM: 08033619218
439. Erin Osun Branch.  
Council Road, Erin-Osun,  
P.M.B. 5001, Erin-Osun.  
GSM: 08033955767
440. Ijebu-Jesa Branch.  
A59 Oja Street, P.M.B. 1003, Ijebu-Jesa.  
GSM: 08034720026
441. Ilesa Branch.  
Ereja Street, P.M.B. 5016, Ilesa.  
Tel: 036-460355, 460631  
GSM: 08023159015
442. Ile-Ife Branch.  
27 Lagere Layout, P.M.B. 5534, Ile-Ife.  
Tel: 036-233464-5, 230416  
Fax: 036-231248  
GSM: 08033177361
443. Inisa Branch.  
Market Square, P.M.B. 2007, Inisa.  
Tel: 035-670189  
GSM: 08054105583
444. Ipetu-Ijesa Branch.  
Palace Square, Oke-Oja. P.M.B. 2003, Ipetu-Ijesa.  
GSM: 08059374305
445. Iseyin Branch.  
10/12 Oremoje Area, Saki Rd, P.M.B. 2020 Iseyin  
GSM: 08052171639, 07055339236
446. Oshogbo Gbongan Branch.  
Old Coca Cola Gbodofan Road, Osogbo,  
Osun State.  
Tel: 036-202281  
GSM: 08034720026, 08030822240
447. Oshogbo Okefia Branch.  
11, Alekuwodo Road, Okefia, Osogbo.  
Tel: 035-214882, 035-214883
448. Obafemi Awolowo University Branch.  
Road 1, Obafemi Awolowo University, Ile Ife.  
P.M.B. 40 OAU Post Office, Ile-Ife.  
Tel: 035-209909  
GSM: 07098809672, 07098809671,  
08034726422, 07027957855
449. Osogbo Branch.  
152 Station Road, P.M.B. 301, Osogbo.  
Tel: 035-230135, 234449, 241355, 243135  
GSM: 08033823557

## OYO STATE

450. Ibadan, Apata Branch.  
SW9/960, Apata Ganga, P.M.B. 5386 Ibadan.  
Tel: 02-2319937, 2313402  
Fax: 02-2310237
451. Awe Branch.  
Ife-Odan Road, P.M.B. 1017, Awe.  
Tel: 038-230663, 240663  
GSM: 08033955309, 08083004134
452. Ibadan, Bodija Market Branch.  
23, Bodija Mkt., Iso Pako Rd., Opposite Police  
Station, P.M.B. 38, U.I Post Office, Ibadan  
Tel: 02-8108070, 7512932  
GSM: 08022232003, 08057600278
453. Ibadan Agodi Branch.  
Oyo State Secretariat, P.M.B. 5153, Ibadan.  
Tel: 02-2412981, 8102981, 8107061, 8101231,  
8103924, 8102931  
GSM: 08057317712
454. Ibadan Amunigun Branch.  
Amunigun Street, P.M.B. 5120, Ibadan,  
Tel: 02-2413616, 2411653  
Fax: 02-2411579  
GSM: 08025369870
455. Ibadan Bank Road Branch.  
Bank Road, P.M.B. 5111, Ibadan.  
Tel: 02-2413156, 2413042, 2412995, 7514229  
Fax: 02-2413659
456. Ibadan Bola Ige-Business Complex Branch  
(formerly Gbagi Market Branch).  
Shop D 30, C/O Bank Road Branch,  
P.M.B. 5111, Ibadan.  
Tel: 02-7524885, 8108431  
GSM: 08023158591
457. Ibadan I.I.T.A Agency.  
C/O Ibadan (Main) Branch, P.M.B. 5111, Ibadan.  
Tel: 02-2413765, 2411521, 2412995.
458. Ibadan Molete Branch.  
48 Molete/Challenge Rd, Ibadan. P.M.B. 086,  
Mapo, Ibadan.  
Tel: 02-2319784, 2319906  
GSM: 08055217677
459. Ibadan Mokola Branch.  
3 Queen Elizabeth Road, Mokola Roundabout  
P.M.B. 5040 Dugbe Ibadan  
Tel: 02-4806537, 8721398
460. Ibadan Oke Ado Branch.  
203 Obafemi Awolowo Way, Oke Ado, Ibadan  
Tel: 02-8735384  
GSM: 08034660388
461. Ibadan Oluyole Estate Branch.  
7, Town Planning Way, Oluyole Industrial Estate  
P.M.B. 5181, Ibadan.  
Tel: 02-2316586  
GSM: 08023158258

462. Ibadan Orita Challenge Branch.  
Old Lagos Road, P.M.B. 5125, Ibadan.  
Tel: 02-2311047, 2317376  
Fax: 02-2314462  
GSM: 08023158989
463. Ibadan U.I Branch.  
P.M.B. 128, U.I. Post Office.  
Tel: 02-8103902, 7517186, 7517195, 8103902  
GSM: 08023157541
464. Ibadan Iwo Road Branch.  
59, Iwo Road, Ibadan.  
Tel: 02-8104385, 713680-1  
GSM: 08034239611
465. Ogbomoso Branch.  
Akinwale Str, Tackie Square, P.M.B. 3591,  
Ogbomoso.  
Tel: 038-710801, 710089, 720089  
GSM: 07027361159  
Fax: 038-721479
466. Olorunsogo Akaran Branch.  
Sawia, Olorunsogo Akanran Road, Off Lagos-Iwo  
Road, Expressway, Ibadan.  
GSM: 08052032237, 08023611662
467. Okeho Branch.  
Ijo Quarters, Near Okeho Town Hall , Okeho.  
GSM: 08053243806
468. Oko Branch.  
Osogbo Road, P.M.B. 4008, Ejigbo.  
GSM: 08055335129, 08023157542
469. Oyo Branch.  
Asogo Street, P.M.B. 1002, Oyo.  
Tel: 038-230437, 230108, 240108  
GSM: 08023283654
470. Oyo II Branch.  
Owode Junction, along Ibadan-Ogbomosho  
Road, Owode, Oyo Town.  
Phone: 028775232
471. University College Hospital (UCH) Branch.  
Opposite Water Treatment Plant  
University College Hospital  
GSM: 08055994901, 07029811091
472. Saki Branch.  
Sango Road, Ajegunle, Saki  
Tel: 038-900015  
GSM: 08055000855, 08033704412,  
08056515346

## PLATEAU STATE

473. Amper Agency.  
C/O Mangu Branch, P. O. Box 60, Mangu.
474. Barkin-Ladi Branch.  
Block 25 A&B, State Low Cost,  
P.M.B. 2007, Barkin-Ladi.  
Tel: 023-92002  
GSM: 08036095958
475. Bassa Branch.  
P. O. Box 1377, Bassa.  
Tel: 073-464829  
GSM: 08034534309

# BRANCH NETWORK

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476. Bukuru Branch.  
31 Bukuru Road, P.M.B. 2002, Bukuru.  
Tel: 073-280807, 280273
477. Bukuru Police College Agency.  
Police College Bukuru, P.M.B 02, Bukuru.
478. Jos Gov. Sect. Branch.  
c/o Govt. Secretariat, Jos.  
Tel: 073-464706, 464770, 464796  
GSM: 08037030156
479. Jos Main Branch.  
Bank Street, P.M.B. 2027, Jos.  
Tel: 073-452302, 452245, 452546, 459654,  
452733  
GSM: 08023015650  
Fax: 073-452961
480. Jos Market Branch.  
Market Road, P.M.B. 467, Jos.  
Tel: 073- 453933, 451194  
GSM: 08034504497  
Fax: 073-457629
481. Jos Unijos Branch.  
2 Bauchi Road Campus. c/o P.M.B. 2027, Jos.  
Tel: 073-610592, 458556.  
GSM: 08036002859
482. Kurgwi Branch.  
c/o Lafia Branch, P.M.B. 5, Lafia.  
GSM: 08034869381
483. Mangu Branch.  
P.O. Box 60, Mangu  
GSM: 08036068496

## RIVERS STATE

484. Bonny Branch.  
2 New Road, Bonny.  
Tel: 084-270123, 270153  
Fax: 084-270671, 270152  
GSM: 08058522484, 08033905597
485. Bonny Hospital Road Branch.  
24, Hospital Road, Bonny Island.  
Tel: 084-270136-8  
Fax: 084-270153  
GSM: 08033416164, 08054960892
486. Bonny NLNG Branch.  
NLNG Residential Area, Bonny.  
Tel: 084-232900 Ext 493, 332150  
Fax: 084-332110  
GSM: 08053345173, 08023143065
487. Choba Branch.  
206, Uniport Road, Choba, Port Harcourt  
Tel: 084-897558, 895648  
GSM: 08052360613, 08052360613
488. Onne Branch.  
FLT Onne Road, Opposite Intels Camp (OGFZA)  
P.M.B. 6197, Onne  
Tel: 084-898211  
GSM: 08033118685

489. Port Harcourt Diobu Branch.  
33 Ikwerre Road, Diobu, P.O. Box 5007,  
Port Harcourt.  
Tel: 084-232266-9, 749923, 232766  
GSM: 08023127017, 08035666660  
Fax: 084-232268
490. PH Garrison Branch.  
1, Agudama Ave, D Line, Port Harcourt  
Tel: 084-23600-2, 486198, 443678, 463698  
Fax: 084-236000  
GSM: 08034545222, 08054476085
491. Port Harcourt Main Branch.  
22/24 Aba Road, Port Harcourt.  
Tel: 084-232407, 232644, 231789 232492,  
232731, 234277, 465115, 232718  
Fax: 084-233005  
GSM: 08033240555
492. PH Olu Obasanjo Rd, Branch.  
Plot 346, Olu Obasanjo Rd, PH.  
P.M.B. 5405 Port Harcourt  
Tel: 084-465468, 465098, 230251, 230253,  
230262-3  
Fax: 084-238529, 464226  
GSM: 08033091190, 08023070060
493. Port Harcourt Rumuola Branch.  
77 Rumuola Road, Rumuola, Port-Harcourt  
Tel: 084-464475  
GSM: 08037050097, 08036726973
494. Port Harcourt Rumuokwurusu Branch.  
315, P/H/Aba Road, (Izzi House), P.M.B. 5736,  
Port Harcourt  
Tel: 084-612383, 612663,  
Fax: 084-612660  
GSM: 08033091193
495. Port Harcourt Rumuomasi Branch.  
Aba Road, P. O.Box 646, Port Harcourt.  
Tel: 084-332031, 489590, 232657  
Fax: 084-331491, 463881  
GSM: 08029990194
496. Port Harcourt Station Road Branch.  
1 Station Road, Port Harcourt  
P.M.B. 5007, Port Harcourt.  
Tel: 084-572852, 233597-8, 236732, 233600  
Fax: 084-233598, 233597  
GSM: 08027339732, 08037864838,  
08033126780, 08024948832
497. Port Harcourt Harbour Road Branch.  
1, Harbour Road, P.M.B. 6197, Port Harcourt.  
Tel: 084-231786  
Fax: 084-232207  
GSM: 08023123083
498. Port Harcourt Trans-Amadi Branch.  
Plot 745, Trans-Amadi Ind. Estate  
P.M.B. 5865, Port Harcourt.  
Tel: 084-233780, 461275, 480952 231453  
Fax: 084-461276  
GSM: 08033039279
499. Port Harcourt Shell Branch.  
Shell Complex, Port Harcourt.  
Tel: 084-421967, 422693  
GSM: 08033384601

## SOKOTO STATE

500. Sokoto Dan Fodio Branch.  
Abdullahi Fodio Road, P.M.B. 2116, Sokoto.  
Tel: 060-232130, 232967  
Fax: 060-231978, 234369  
GSM: 08033647662, 08065467063
501. Gidan Madi Agency.  
c/o Sokoto (Main) Branch, P.M.B. 2116, Sokoto
502. Illeila Branch.  
Birnin Konni Road, c/o Sokoto (Main) Branch,  
P.M.B. 2116, Sokoto.  
GSM: 08069792596, 08054719820,  
08065718623
503. Sokoto Main Branch.  
Kano Road, P.M.B. 2160, Sokoto,  
Tel: 060-231251, 231235,232967 237483  
GSM: 08065467063, 08033647662  
Fax: 060-231978, 234369
504. Tambawal Branch.  
Opposite Health Centre, P.M.B. 1082, Tambawal.  
Tel: 060-550378  
GSM: 08022808781  
Fax: 060-550378

## TARABA STATE

505. Bambur Branch.  
c/o Yola (Main) Branch, P.M.B. 2050, Yola
506. Jalingo Branch.  
65 Barde Way, P.M.B. 1095, Jalingo.  
Tel: 079-222098, 223244.  
GSM: 08035920281
507. Karim Lamido Branch.  
P.M.B. 4, Yola.  
GSM: 08033522312
508. Lau Branch.  
P.M.B. 4, Lau.
509. Mayo Ndaga Branch.  
c/o Yola (Main) Branch, P.M.B. 2050, Yola.
510. Zing Branch.  
c/o Yola (Main), P.M.B. 2050, Yola.  
GSM: 08054491213, 07037770319

## YOBE STATE

511. Damaturu Branch.  
Gashua Road, P.M.B. 1009, Damaturu.  
Tel: 076-522980, 522545  
Fax: 076-522543  
GSM: 08023234970
512. Damagun Agency.  
c/o Damaturu Branch, Gashua Road,  
P.M.B. 1009, Damaturu.  
Tel: 076-522980.  
Fax: 076-522545.

## BRANCH NETWORK

513. Gashua Branch.  
Opposite Market, P.M.B. 04, Gashua.  
Tel: 076-700563  
GSM: 08065452330
514. Geidam Branch.  
Commercial Area, P.M.B. 12, Nguru.  
GSM: 08069826277, 08029544737
515. Nguru Branch.  
Ali Kahtan Road, P.M.B. 12, Nguru.  
Tel: 076-740255, 420485  
GSM: 08037051976
516. Potiskum Branch.  
Ibrahim Alkali Road, P.M.B. 46, Potiskum.  
Tel: 076- 420042  
GSM: 08023272288, 08034390011

### ZAMFARA STATE

517. Anka Branch.  
Daki Takwas Road, P.M.B. 1003, Anka,  
Tel: 063-36139, 200243, 203202  
GSM: 08065547393, 08025905651  
Fax: 063-202261
518. Bakura Branch.  
Opposite Bakura Central Mosque, Bakura,  
Zamfara State.  
GSM: 08075337080, 08069224522
519. Gummi Branch.  
Opposite L.G.A. Secretariat, P.M.B. 02, Gummi.  
Tel: 063-73163, 73168  
GSM: 08034725916, 08020005328
520. Gusau Branch.  
Canteen Area, P.M.B. 1019, Gusau.  
Tel: 063-200243, 203202, 202102  
Fax: 063-202261  
GSM: 08036067470, 08023158358
521. Kaura Namoda Branch.  
Gusau Road, P.M.B. 1002, K/Namoda.  
Tel: 063-60173  
GSM: 08065240725, 08082381842
522. Talata Mafara Branch.  
Along Sokoto Gusau Road, Talata Mafara  
GSM: 08067234644
523. Shinkafi Branch.  
Isa/Gusau Road, P.M.B. 02, Shinkafi.  
GSM: 08082385781

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# SHAREHOLDER INFORMATION

# SHAREHOLDER INFORMATION

## GLOBAL DEPOSITARY RECEIPT PROGRAMME

The Bank offered USD100 million as Global Depositary Receipt (GDR), administered by Deutsche Bank, London, during its last public offering of ₦100 billion in 2007 (when it raised ₦250 billion) and made a full return as at March 31, 2008. A total of 7,700,400 units of First Bank GDR were created at the time with each unit representing 50 units of First Bank shares at nominal value. Therefore a total of 385,020,000 units of First Bank shares were encapsulated in the GDR programme at inception.

During the year, several investors in the programme converted their holdings in GDR to nominal First Bank shares for the purpose of trading in the equity capital market, receiving dividends and bonuses in the appropriate currencies and share classifications.

The Global Custody Unit (First Nominees Nigeria Limited) of First Bank of Nigeria Plc is both the custodian and the settlement bank for this GDR position.

## SHAREHOLDING STRUCTURE AS AT 31/3/2009

Type	Number of Holders	Holdings	% Holdings
Foreign	1,700	60,361,504	0.24%
Corporate Body	24,135	9,687,296,516	38.96%
Individual	1,269,866	15,114,882,443	60.79%
		<b>24,862,540,463</b>	<b>100%</b>

## TEN-YEAR DIVIDEND AND UNCLAIMED DIVIDEND HISTORY AS AT MARCH 2007

Div. no.	Div. type	Year ended	Date declared	Total div. amount (₦)	Div. per share (₦)	Net Div. amt. Unclaimed (₦)	% Net Div. amt. Unclaimed
41	Final	3/31/1998	8/24/1998	1,625,897,206.00	1.00	43,016,748.30	2.65%
42	Final	3/31/1999	8/19/1999	1,625,897,206.00	1.00	49,117,144.50	3.02%
43	Final	3/31/2000	7/31/2000	2,032,371,507.50	1.25	72,904,326.01	3.59%
44	Final	3/31/2001	7/30/2001	2,113,785,913.20	1.30	111,225,089.59	5.26%
45	Final	3/31/2002	8/5/2002	2,640,065,847.90	1.30	126,707,615.19	4.80%
46	Final	3/31/2003	8/4/2003	3,811,263,675.00	1.50	126,260,056.80	3.31%
47	Final	3/31/2004	8/23/2004	5,513,901,111.80	1.55	299,021,645.43	5.42%
48	Final	3/31/2005	8/29/2005	6,403,122,540.80	1.60	423,543,261.78	6.61%
49	Final	3/31/2006	8/28/2006	5,239,237,558.00	1.00	326,947,388.40	6.24%
50	Final	3/31/2007	9/3/2007	10,479,845,385.00	1.00	1,421,830,260.00	13.57%

If you have not received any of your share certificates and dividends, kindly contact:

### The Registrar

First Registrars Nigeria Limited  
Plot 2 Abebe Village, Iganmu  
P.M.B. 12692, Marina, Lagos, Nigeria  
Tel: +234-1-2701078 & 9

Abuja Office  
Coomasie House (2nd Floor),  
Plot 777, M. Buhari Way  
Central Business District, Abuja  
Tel: +234-9-6706140

# SHAREHOLDER INFORMATION

## SHARE CAPITALISATION HISTORY

Year	Authorised ₦		Issued (₦)		No. of shares	Consideration
	Increase	Cumulative	Increase	Cumulative		
31-Dec-1973	-	10,000,000		9,700,000	9,700,000	Cash
10-Jun-1975	5,000,000	15,000,000	1,940,000	11,640,000	11,640,000	Bonus
27-Jul-1976	-	15,000,000	2,328,000	13,968,000	13,968,000	Bonus
28-Jul-1977	10,000,000	25,000,000	6,984,000	20,952,000	20,952,000	Bonus
27-Jul-1978	5,000,000	30,000,000	8,381,000	29,333,000	29,333,000	Bonus
28-Dec-1978	10,000,000	40,000,000	-	29,333,000	29,333,000	-
26-Jul-1979	10,000,000	50,000,000	14,666,200	43,999,200	43,999,200	Bonus
26-Jul-1980	20,000,000	70,000,000	2,315,747	46,314,947	46,314,947	Cash
24-Jul-1980	-	70,000,000	9,262,990	55,577,937	55,577,937	Bonus
29-Apr-1981	-	70,000,000	5,557,792	61,135,729	61,135,729	Bonus
29-Apr-1982	50,000,000	150,000,000	-	61,135,729	61,135,729	-
16-Apr-1986	-	150,000,000	6,113,574	67,249,303	67,249,303	Bonus
9-Apr-1987	-	150,000,000	13,449,862	80,699,165	80,699,165	Bonus
8-Apr-1988	-	150,000,000	-	80,699,165	80,699,165	-
27-Apr-1989	-	150,000,000	-	80,699,165	161,398,330	Stock split from ₦1.00 to 50 kobo
26-Apr-1990	-	150,000,000	-	80,699,165	161,398,330	-
26-Apr-1991	-	150,000,000	-	80,699,165	161,398,330	-
27-Apr-1992	-	150,000,000	-	80,699,165	161,398,330	-
29-Apr-1993	-	150,000,000	26,899,721	107,598,886	215,197,772	Bonus
28-Apr-1994	150,000,000	300,000,000	107,598,882	215,197,768	430,395,536	Bonus
25-Apr-1995	-	300,000,000	53,799,441	268,997,209	537,994,418	Bonus
25-Apr-1996	-	300,000,000	67,249,301	336,246,510	672,493,020	Bonus
22-May-1997	700,000,000	1,000,000,000	100,000,000	436,246,510	872,493,020	Cash
22-May-1997	-	1,000,000,000	84,061,627	520,308,137	1,040,616,274	Bonus
23-Jul-1998	-	1,000,000,000	130,077,034	650,385,171	1,300,770,342	Bonus
27-Jul-2000	-	1,000,000,000	162,596,292	812,981,463	1,625,962,926	Bonus
26-Jul-2001	2,000,000,000	3,000,000,000	203,245,365	1,016,226,828	2,032,453,656	Bonus
31-Jul-2002	-	3,000,000,000	254,056,705	1,270,283,533	2,540,567,066	Bonus
31-Jul-2003	-	3,000,000,000	254,056,705	1,524,340,238	3,048,680,476	Bonus
19-Nov-2003	-	3,000,000,000	254,056,705	1,778,396,943	3,556,793,886	Cash
19-Aug-2004	-	3,000,000,000	222,299,589	2,000,696,532	4,001,393,063	Bonus
20-Jun-2005	-	3,000,000,000	500,174,160	2,500,870,692	5,001,741,383	Bonus
3-Jan-2006			20,009,495	2,520,880,187	5,041,760,373	FBN Plc Shares Issued In Exchange for Minority Shares In FBN Merchant Bankers
3-Jan-2006			64,196,005	2,585,076,192	5,170,152,383	FBN Plc Shares Issued In Exchange for MBC Shares
3-Jan-2006			34,258,503	2,619,334,694	5,238,669,388	FBN PLC Shares Issued to majority Shareholders In FBN Merchant Bank arising from the Consolidation
24-Aug-2006	7,000,000,000	10,000,000,000	2,619,334,694	5,238,669,388	10,477,338,776	Increase/Bonus
22-Aug-2007			873,111,565	6,111,780,953	12,223,561,906	Bonus
1-Jul-2007			3,833,235,233	9,945,016,186	19,890,032,371	2007 Hybrid Offer
22-Aug-2008	5,000,000,000	15,000,000,000	2,486,254,046	12,431,270,232	24,862,540,463	Bonus

# SHAREHOLDER INFORMATION

## 2009 PROVISIONAL FINANCIAL CALENDAR

Although we shall make every attempt to observe the dates below, please note that all future dates are provisional and subject to change.

Event	Date
Annual General Meeting	Aug 20
2008 final dividend paid	Aug 27
2009 Q1 results announcement	1st week Aug
2009 Q2 results announcement	1st week Nov
2009 Q3 results announcement	1st week Jan
New Financial year end	Dec 2009
Announcement of FY 2010 results	April 2010

# NOTICE OF ANNUAL GENERAL MEETING

FIRST BANK OF NIGERIA PLC

RC 6290

## NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 40th Annual General Meeting of members of FIRST BANK OF NIGERIA PLC will be held at the Congress Hall, Transcorp Hilton, No 1, Aguiyi Ironsi Street, Maitama, Abuja on Thursday, August 20, 2009 at 11.00 a.m. to transact the following:

### Ordinary Business

1. To receive the audited accounts for the year ended March 31, 2009 together with the reports of the Directors, Auditors and Audit Committee thereon;
2. To declare a dividend;
3. To elect Directors;
4. To approve the remuneration of Directors;
5. To authorise the Directors to fix the remuneration of the Joint Auditors;
6. To elect members of the Audit Committee.

### Special Business

To consider and if thought fit, pass the following as Special Resolution:

7. "That pursuant to Article 47 of the Articles of Association of the Company, the Directors having so recommended, it is desirable to capitalise the sum of ₦2.1 billion from the balance of General Reserve and accordingly that such sum be set free for distribution amongst the members on the Register of Members at the close of business on Friday, July 17, 2009, on condition that the same be not paid in cash but applied in paying up in full at par 4,143,756,742 of the unissued ordinary shares of 50 kobo each to be allotted, distributed and credited as fully paid-up to and amongst such members in the proportion of one new ordinary share for every six ordinary shares held by them on that day, and such new shares shall rank for all purposes pari passu with the existing issued ordinary shares of the company, the shares so distributed being treated for all purposes as capital and not as income and these new shares shall not qualify for payment of dividend in respect of the 2008/2009 accounts, and the Directors shall give effect to this resolution on receipt of the necessary permission from the authorities."

### Proxy

A member entitled to attend and vote at the Annual General Meeting is entitled to appoint a Proxy to attend and vote in his stead. A Proxy need not also be a member. A proxy form is at the end of the financial statements. All instruments of proxy should be duly stamped at the Stamp Duties Office and deposited at the registered office of the Company or the Office of the Registrar, Plot 2, Abebe Village Road, Iganmu, Lagos not later than 48 hours before the time for holding the meeting.

### Dividend Warrants

If the dividend recommended by the Directors is approved by members at the Annual General Meeting, the dividend warrants will be posted on August 24, 2009 to members whose names appear in the Register of members at the close of business on Friday, July 17, 2009.

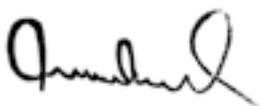
### Closure of Register of Members

The Register of Members and Transfer Books of the Company will be closed from July 20–24, 2009 (both dates inclusive) for the purpose of payment of dividend.

### Note

Any member may nominate a shareholder as a member of the Audit Committee by giving notice in writing of such nomination to the Secretary of the Company at least 21 days before the Annual General Meeting.

BY ORDER OF THE BOARD



Tijjani M. Borodo  
**COMPANY SECRETARY**

35 MARINA, LAGOS

Dated this 25th day of June, 2009



**Borodo, Tijjani Mohammed**  
Company Secretary

# PROXY FORM

## FIRST BANK OF NIGERIA PLC {RC 6290}

40th ANNUAL GENERAL MEETING TO BE HELD at the Congress Hall, Transcorp Hilton, No.1, Aguyi Ironsi Street, Maitama, Abuja on Thursday, August 20, 2009 at 11.00 a.m.

\*"I/We.....  
(Name of Shareholder in block letters)

the undersigned, being a member/members of the above named Company hereby appoint the Chairman of the meeting or failing him

..... as my/our Proxy to vote for me/us and on my/our behalf at the Annual General Meeting of the Company to be held on August 20, 2009 and at any adjournment thereof."

Unless otherwise instructed, the Proxy will vote or abstain from voting as he/she thinks fit.

Dated this..... day of..... 2009

Signature.....

**NOTES:**

1. This form of proxy together with the power of attorney or other authority, if any, under which it is signed or a notarial certified copy thereof must reach the Registrar, FIRST REGISTRARS NIGERIA LIMITED, PLOT 2, ABEBE VILLAGE ROAD, IGANMU, LAGOS, not later than 48 hours before the time for holding the meeting.
2. Where the appointor is a corporation, this form may be under seal or under hand of any officer or attorney duly authorised.
3. This proxy will be used only in the event of poll being directed, or demanded.
4. In the case of joint holders, the signature of any one of them will suffice, but the names of all joint holders should be shown.
5. It is a legal requirement that all instruments of proxy must bear appropriate stamp duty (currently ₦500.00) from the Stamp Duties Office, and not adhesive postage stamps.

I/We desire this proxy to be used in favour of/against the resolution as indicated below.

RESOLUTION	FOR	AGAINST
1) To receive the audited accounts, Directors, Auditors and Audit Committee Reports		
2) To declare a dividend		
3) To elect Directors		
4) To approve the remuneration of Directors		
5) To authorise the Directors to fix the remuneration of the Joint Auditors		
6) To elect members of the Audit Committee		
7) To declare bonus		

Please indicate with "X" in the appropriate box how you wish your vote to be cast on the resolutions set out above. Unless otherwise instructed, the Proxy will vote or abstain from voting at his/her discretion.

Before posting the above form please tear off this part and retain it for admission to the meeting.

## ADMISSION FORM

### FIRST BANK OF NIGERIA PLC {RC 6290}

40TH ANNUAL GENERAL MEETING TO BE HELD at the Congress Hall, Transcorp Hilton, No.1, Aguyi Ironsi Street, Maitama, Abuja on Thursday, August 20, 2009 at 11.00 a.m.

\*Name of Shareholder .....

\*Name of Proxy .....

### IF YOU ARE UNABLE TO ATTEND THE MEETING

A member (shareholder) entitled to attend and vote is entitled to appoint one or more Proxies to attend and vote instead of him. A Proxy need not be a member. The above proxy form has been prepared to enable you exercise your right to vote.

### IMPORTANT

\*Please insert your name in BLOCK CAPITALS on both proxy and admission forms where asterisked. Insert the name of any person, whether a member of the company or not, with the exception of the Chairman of the company, who will attend the meeting and vote on your behalf.



# E-DIVIDEND

To:  
The Registrar,  
First Registrars Nigeria Limited,  
Plot 2, Abebe Village Road,  
Iganmu, P.M.B. 12692,  
Marina, Lagos,  
Nigeria

I/We hereby request that from now on, all dividend warrant(s) due to me/us from my/our holding(s) in

First Bank of Nigeria Plc be paid directly to my/our Bank named below

Surname .....

First Name .....

Other Names .....

Address .....

.....

City.....

State.....

Country .....

Postal Code .....

Mobile Phone .....

Email .....

Shareholder's Signature

(1).....

(2).....

Company's Authorised Signatures/Seal.....

### Bank Account Details

Bank Name .....

Bank Branch Address .....

.....

Bank Account Number.....

Branch Sort Code (very important).....

Bank's Authorised Signatures & Stamp .....







# ABBREVIATIONS

<b>ALCO</b> – Assets & Liabilities Management Committee	<b>KRI</b> – Key Risk Indicator
<b>ATM</b> – Automated Teller Machine	<b>LAD</b> – Loans and Advances
<b>BARAC</b> – Board Audit and Risk Assessment Committee	<b>LASACS</b> – Large Scale Agricultural Credit Scheme
<b>BDO</b> – Business Development Office	<b>mbd</b> – million barrels a day
<b>CAGR</b> – Cumulative Annual Growth Rate	<b>MDAs</b> – Ministries, Departments and Agencies
<b>CAM</b> – Classified Assets Management Dept	<b>MFBs</b> – Microfinance Banks
<b>CAP</b> – Credit Analysis & Processing Dept	<b>MFR</b> – Member of the Order of the Federal Republic
<b>CBN</b> – Central Bank of Nigeria	<b>mni</b> – Member National Institute
<b>CCO</b> – Chief Compliance Officer	<b>MPA</b> – Mortgage Plan Account
<b>CON</b> – Commander of the Order of the Niger	<b>MPC</b> – Monetary Policy Committee
<b>CPFA</b> – Close Pension Fund Administrator	<b>MPR</b> – Monetary Policy Rate
<b>CRM</b> – Credit Risk Management	<b>₦</b> – Naira
<b>CRO</b> – Chief Risk Officer	<b>NSE</b> – Nigerian Stock Exchange
<b>CSA</b> – Children Savings Account	<b>OFR</b> – Officer of the Federal Republic
<b>CSCS</b> – Central Securities Clearing System	<b>OPL</b> – Open Position Limit
<b>CSR</b> – Corporate Social Responsibility	<b>ORM</b> – Operational Risk Management Division
<b>EAR</b> – Earnings At Risk	<b>OTC</b> – Over The Counter
<b>ED</b> – Executive Director	<b>PAT</b> – Profit After Tax
<b>EPS</b> – Electronic Payment System	<b>PFA</b> – Pension Fund Administrator
<b>EXCO</b> – Executive Committee	<b>POS</b> – Point of Sale
<b>FBN BDC</b> – FBN Bureau de Change Ltd	<b>RCSA</b> – Risk Control Self Assessment
<b>FBN MB</b> – FBN Microfinance Bank Ltd	<b>RDAS</b> – Retail Dutch Auction System
<b>FBN UK</b> – FBN Bank (UK) Ltd	<b>RMD</b> – Risk Management Directorate
<b>FCA</b> – Fellow of the Institute of Chartered Accountants of Nigeria	<b>RTGS</b> – Real Time Gross Settlement System
<b>FFL</b> – First Funds Ltd	<b>SBU</b> – Strategic Business Unit
<b>FGN</b> – Federal Government of Nigeria	<b>SEC</b> – Securities and Exchange Commission
<b>FIRS</b> – Federal Inland Revenue Service	<b>SMEEIS</b> – Small and Medium Enterprise Equity Investment Scheme
<b>FRNL</b> – First Registrars Nigeria Ltd	<b>SMIEIS</b> – Small and Medium Industries Equity Investment Scheme
<b>FSRCC</b> – Financial Sector Regulatory Coordinating Committee	<b>SRF</b> – Strategic Resource Function
<b>FSS</b> – Financial Sector Strategy	<b>TLP</b> – Total Loan Portfolio
<b>FTNL</b> – First Trustees Nigeria Ltd	<b>TSR</b> – Total Shareholder Return
<b>GCFR</b> – Grand Commander of the Order of the Federal Republic	<b>VAR</b> – Value At Risk
<b>GDR</b> – Global Depository Receipt	<b>WDAS</b> – Wholesale Dutch Auction System
<b>ISMD</b> – Information Security Management Department	
<b>KPI</b> – Key Performance Indicator	

First Bank of Nigeria Plc  
Head Office: 35, Samuel Asabia House, Marina, Lagos

[www.firstbanknigeria.com](http://www.firstbanknigeria.com)



Registration No. RC6290