

Banks shun meeting with NCC over Etisalat

...accuse Etisalat Group of abandoning obligations ...as information emerges of a similar exit in Tanzania

LOLADE AKINMURELE

Nigerian banks owed by Etisalat have shunned a meeting with the regulator, the Nigerian Com-

munications Commission (NCC) accusing it of pursuing an agenda aimed to "shield a debtor from creditors" which are exposed to the tune of \$1.3 billion.

According to one of the CEOs of the banks, "there was no point attending the meeting because we did not want to play into their hands. It is clear that the NCC is

only interested in protecting the debtors at Etisalat."

The bank chief said it was unfair for the commission to enter into a matter that has not been formally

brought before it and in a manner that showed that they at the NCC have no interest whatsoever

Continues on page 33

MARKETS AND COMMODITIES MONITOR

COMMODITIES		EXCHANGE RATE		FMDQ Close (Rate & Prices)							
		NSE Close	BDC	TRAVELEX	Foreign Exchange		Treasury bills		FGN Bonds		
Oil	US \$45.57				Market	Spot \$/N	3M	6M	5Y	10Y	20Y
GOLD	\$1,251.30	-549.45	\$-N366.00	367.00	I&E FX Window	363.00	↑0.46	↑0.32	→0.00	↓-0.09	↓-0.07
COCOA	\$ 1,817.00	32,928.44	£-N463.00	465.00	CBN SMISWindow	320.00	18.99	19.17	16.17	16.29	15.96
			€-N410.00	410.00							

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Investors target Nigeria's \$1bn medical tourism market

ISAAC ANYAOGU & ANTHONIA OBOKOHABUJA

Investors are targeting Nigeria's estimated \$1 billion medical tourism market as two major investors plan a US\$500 million investment on two new 500-bed

... \$500 million new 500-bed hospitals underway

hospital projects to be located in Lagos state.

Dubai-based emerging market investment fund, Abraaj Group and AXA Mansard Insur-

ance Plc are planning hospital projects that "will reduce the need to fly abroad for medical treatment," says Doyin Odubanjo, a public health expert.

Abraaj is billed to spend up to \$500 million in start-up capital for a mid-tier hospital

Continues on page 4



L-R: Omobolanle Victor-Laniyan, head sustainability, Access Bank Plc; Herbert Wigwe, GMD/CEO, Access Bank Plc and Nicolas Terraz, MD/CEO, Total Exploration and Production Nigeria Limited, during the inaugural board meeting of the Nigerian Business Coalition Against AIDS held at the Access Bank Plc in Lagos, yesterday.

Inside



Outbound summer bookings soar on stable fares P. 4



FG allays fears of gridlock over Apapa road repairs P. 33



Finally, FG to kick-start asset sales as it reconstitutes council on privatisation P. 35



Can you lead effectively in Africa? Glory Enyinnaya P. 10

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OLD MUTUAL GENERAL INSURANCE COMPANY NIGERIA LIMITED

Statement of Financial Position

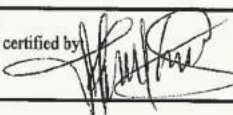
as at 31 December 2016

	Note	31-Dec-2016 N'000	31-Dec-2015 N'000
ASSETS			
Cash and cash equivalents	6	4,283,356	4,351,095
Financial assets	7	687,343	314,947
Trade receivables	8	-	-
Reinsurance assets	9	822,737	377,872
Deferred acquisition cost	10	120,839	65,024
Other receivables and prepayments	11	130,519	116,501
Investment properties	12	988,771	946,426
Property and equipment	13	95,407	125,791
Statutory deposits	14	320,000	320,000
Total assets		7,448,972	6,617,656
LIABILITIES			
Insurance contract liabilities	15	2,721,911	1,528,886
Trade payables	16	183,249	41,158
Accruals & other payables	17	881,559	345,839
Income tax payable	18(c)	68,060	143,153
Total liabilities		3,854,779	2,059,036
EQUITY			
Ordinary share capital	20	3,000,000	3,000,000
Share premium	21	100,000	100,000
Deposit for shares	22	-	-
Contingency reserve	23	873,899	772,321
Retained earnings	24	(379,706)	686,299
Total equities		3,594,193	4,558,620
Total equities and liabilities		7,448,972	6,617,656

These financial statements were approved by the Board of Directors on 6 April 2017 and signed on behalf of the Board of directors by:


Offiong Ambah (Director)
FRC/2013/CISN/00000003487


Rachel Emenike (Managing Director)
FRC/2015/CIIN/00000013299

Additionally certified by:

Paschal Nwachukwu (Head, Financial Control)
FRC/2013/ICAN/00000003188

The statement of significant accounting policies and the accompanying notes form an integral part of these financial statements.

Statement of Profit or Loss and Other Comprehensive Income

for the year ended

	Note	31-Dec-2016 N'000	31-Dec-2015 N'000
Gross premium written:	25	3,385,923	3,104,096
Gross premium income		3,072,553	3,054,499
Reinsurance expenses	26	(1,968,223)	(1,858,138)
Net premium income		1,104,330	1,196,361
Fees and commission income	27	358,068	296,674
Net underwriting income		1,462,398	1,493,035
Claims expenses	28	(931,609)	(123,331)
Underwriting expenses	29	(494,618)	(418,275)
		(1,426,227)	(541,606)
Underwriting profit		36,171	95,429
Investment income	30(d)	438,171	354,376
Impairment losses	31	(8,940)	(28,072)
Other operating income	32	13,332	69,898
		442,563	396,202
Net income		478,734	1,347,631
Foreign exchange gain/(loss)	33	(84,107)	(42,247)
Operating expenses	34(c)	(1,253,375)	(1,292,341)
		(1,337,482)	(1,334,588)
(Loss)/profit before taxation		(858,748)	13,043
Income taxes	18(a)	(105,679)	(114,381)
Deferred tax	18(a)	-	38,391
Loss after taxation		(964,427)	(62,947)
Total comprehensive income attributable to shareholders		(964,427)	(62,947)
Loss per share - basic and diluted (kobo)	35	(32)	(2)

The statement of significant accounting policies and the accompanying notes form an integral part of these financial statements.

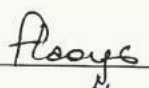
OLD MUTUAL NIGERIA LIFE ASSURANCE COMPANY LIMITED

Statement of Financial Position

as at 31 December 2016

	Note	2016 N'000	2015 N'000
ASSETS			
Cash and cash equivalents	7	3,784,232	5,804,805
Financial assets	8	1,071,930	6,599
Trade receivables	9	2,211	-
Reinsurance assets	10	436,434	746,652
Other receivables and prepayments	11	94,015	154,836
Intangible assets	12	305	1,079
Property and equipment	13	174,455	272,569
Statutory deposits	15	200,000	200,000
TOTAL ASSETS		5,763,582	7,186,540
LIABILITIES			
Insurance contract liabilities	16	1,191,603	1,667,254
Investment contract liabilities	17	536,223	284,765
Trade payables	18	308,551	229,876
Accruals and other payables	19	344,256	311,039
Income tax payable	20	31,224	45,466
Deferred tax liabilities	14	-	-
TOTAL LIABILITIES		2,411,857	2,538,400
EQUITY			
Share capital & reserves:			
Ordinary share capital	21	2,000,000	2,000,000
Preference share capital	21	9,466	9,466
Share premium	21	3,777,024	3,777,024
Deposit for shares	22	-	-
Contingency reserve	23	154,383	141,381
Retained earnings	24	(2,589,148)	(1,279,731)
		3,351,725	4,648,140
TOTAL EQUITY AND LIABILITIES		5,763,582	7,186,540

The financial statements were authorised for issue by the board of Directors on 23 May 2017 and were signed on its behalf by:


Folashade Laoye (Independent Non-executive Director)
FRC/2014/ICAN/00000006163


Keith Alford (Managing Director)
FRC/2013/CIIN/00000002690

Additionally certified by:

Sunday Abe (Senior Manager, Finance)
FRC/2012/ICAN/00000000391

The statement of significant accounting policies and the accompanying notes form an integral part of these financial statements.

Statement of profit or loss and other comprehensive income

For the year ended

	Note	2016 N'000	2015 N'000
Gross premium written	25	1,300,184	1,741,115
Gross premium income	25	1,012,381	1,979,853
Reinsurance expenses	25	(149,327)	(784,863)
Net premium income		863,054	1,194,990
Fee and commission income	26	40,518	195,930
Net underwriting income		903,572	1,390,920
Claims expense	27	(647,587)	(1,189,916)
Claim expense recovered from reinsurers	27	173,745	534,708
Underwriting expenses	28	(148,789)	(246,677)
		(622,631)	(901,885)
Total underwriting profit		280,941	489,035
Investment income	29	354,226	392,644
Net fair value loss on financial assets at fair value through profit or loss	30	(1,185)	(3,084)
Profit on investment contracts	31	5,681	8,274
Other operating income	32	26,481	319,417
Total investment and other income		385,203	717,251
Net income		666,144	1,206,286
Management expenses	33	(1,838,495)	(1,611,646)
		(1,838,495)	(1,611,646)
Loss before tax		(1,172,351)	(405,360)
Minimum tax expense	20(b)	(124,064)	(54,233)
Deferred tax expense	20(c)	-	27,611
Loss for the year		(1,296,415)	(431,982)
Loss attributable to the owners of the Company		(1,296,415)	(431,982)
Total comprehensive loss attributable to owners of the Company		(1,296,415)	(431,982)
Loss per share - basic (kobo)	34(a)	(65)	(22)
Loss per share - diluted (kobo)	34(b)	(65)	(21)

The statement of significant accounting policies and the accompanying notes form an integral part of these financial statements.





PRESKO PLC

(RC 174370)

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the 24th Annual General Meeting of Presco Plc will be held at The Dura Club, Obaretin Estate, Km. 22, Benin/Sapele Road, Ikpoba-Okha LGA, Edo State, Nigeria on Wednesday, July 19th, 2017, at 12.00 noon to transact the following business:

Ordinary Business:

1. To lay before the meeting the audited accounts of the Company for the year ended 31st December 2016 together with the reports of the Directors, Auditors and the Audit Committee thereon.
2. To declare a dividend.
3. To elect and re - elect Directors.
4. To authorize the Directors to fix the remuneration of the Auditors.
5. To elect members of the Audit Committee.

Special Business

6. To approve the remuneration of Directors
7. To re-appoint Akintola Williams Deloitte as the independent auditors of Presco Plc

Notes

1. Proxy

A member of the Company entitled to attend and vote at the Annual General Meeting is entitled to appoint a proxy to attend and vote instead of him. A proxy need not be a member of the Company. A proxy form is enclosed; executed proxy forms should be deposited at the office of the Company's Registrars, First Registrars Nigeria Limited, Plot 2, Abebe Village Road, Iganmu, Lagos, not less than 48 hours before the time of the meeting

2. Closure of Register and Transfer Books

The Register of Members and Transfer Books will be closed from Monday July 3rd, to Wednesday July 5th, 2017 (both days inclusive) to enhance preparation for the payment of dividend.

3. Dividend

If the dividend recommended by the Directors is approved, dividend warrants will be posted on Thursday July 20th, 2017 to the shareholders whose names are on the register of members at the close of business on Friday, June 30th, 2017

4. E-Dividend

Pursuant to the directive of the Securities and Exchange Commission, notice is hereby given to shareholders to provide account for the purpose of e-dividend/bonus, A form is inserted into this Annual Report & Accounts 2016 for completion by all shareholders to furnish the particulars of their accounts to the Registrars (First Registrars Nigeria Limited, Plot 2, Abebe Village Road, Iganmu).

5. The Qualification Date

The qualification date for payment of dividend is June 30th, 2017

6. Registered Office

Obaretin Estate, Km 22, Benin/Sapele Road, Ikpoba-Okha LGA, Edo State.

7. Shareholders Right to Ask Questions

Shareholders reserve the right to ask questions at the Annual General Meeting. Shareholders may also submit their questions prior to the meeting in writing to the company, in line with Rule 19.12 (c) of the listing rules of Nigerian Stock Exchange. Such questions should be addressed to the Company Secretary and reach the Company at its

Registered Office or by electronic mail at info.presco@siat-group.com not later than 7 days prior to the date of the meeting.

8. Audit Committee

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

FINANCIAL HIGHLIGHTS

For the Year Ended 31 December 2016

Statement of Financial Position

	2016	2015
	N'000	Restated N'000
Total Assets	83,161,837	55,477,999
Shareholders' Funds	52,119,002	31,354,813
Share Capital	500,000	500,000
Share Premium	1,173,528	1,173,528
Revenue Reserves	50,358,026	29,622,561

Statement of Comprehensive Income

Turnover	15,716,198	10,448,353
Profit before taxation	31,226,452	4,214,741
Profit After taxation	21,735,465	2,493,595
Profit Retained	21,735,465	2,493,595
Total Comprehensive Income	21,764,189	2,509,319

Information per 50 kobo ordinary share

Earnings (kobo)	2,176	251
Dividend (kobo)	150	100
Net assets per share (kobo)	52	31

BY ORDER OF THE BOARD

Patrick Uwadia, Esq.

Company Secretary
FRC/2013/ICSAN/00000004864

Registered Office

Dated this 25th day of March 2017
Obaretin Estate, Ikpoba/Okha L.G.A.
Edo State, Nigeria



Head Office: Obaretin Estate, Km 22, Benin/Sapele Road, Ikpoba-Okha, LGA, Edo State.
Tel: +32(0)2379 9231 Website: www.presco-plc.com

NOTE: The Notice of the 24th Annual General Meeting of the Company together with the Annual Report and Accounts, 2016 have been published in the company's website: www.prescoplc.com

NEWS

Outbound summer bookings soar on stable fares

...threaten gains on domestic front

OBINNA EMELIKE

With sustained stability in dollar/naira foreign exchange rates, many outbound tour operators and travel agents are beginning to witness impressive bookings from their Nigerian clients for the summer holiday abroad, than was the case this time last year.

The improving performance of the naira against the US dollar, has also induced cheaper airfares, competitive accommodation options and pocket-friendly tour packages, especially for would-be holiday makers who booked ahead, in the fear of the possibility of volatility in exchange rates during summer.

Comparing the volume of bookings from clients this time last year, with this year's record, major outbound travel and tour operators note that they have recovered over 40 percent of their clients who couldn't travel last summer, in the wake of the most astounding dollar volatility in the history of their businesses.

"I lost over N7 million last summer, to cancellations resulting from the inability of clients to buy dollars at N500 then. Even those who we thought were super-rich slowed it down and we were left at the mercy of partner hotels and airlines that were bent on collecting cancellation fees", said Magnus Aniga, a Lagos-based travel agent.

As at June 20, 2017, Aniga's Greenhill Tours has received full payment from 62 clients for tours in Dubai, London, Seychelles, Trinidad and Tobago, among other destinations for the summer holiday. He noted that over

80 percent of the bookings so far, are to destinations that are offering visa on arrival, particularly Dubai and Seychelles. Also attributing the development to cheaper fares, Aniga noted that this time last year, a return ticket to London cost between N700,000 and N1 million. Today, it has gone down to N400,000. The likes of Dubai, South Africa, according to him, cost from N200,000 while Kenya, Rwanda and Seychelles are far cheaper now, compared with the fares last summer. Some of these East African destinations

are even cheaper than flying to Gambia and Senegal because of the difficulty in connecting West Africa by air.

Efetobo Awhana, managing director, Avantgarde Tours, who has also recorded an impressive increase in summer bookings, attributed the increasing outbound bookings for summer holidays to stable dollar/naira rates, settlement of the feud the over debts owned airlines and the subsequent stability in the airfares across board, as well as the recent improvement in the

economy, unlike this time last year, when the economy was deep into recession.

"This year is better than last year, the dollar is more stable, rates are much lower, airlines are fully back to business, as no one is talking of leaving Nigeria, unlike this time last year, when a few left. So, Nigerians are back to the air", Awhana said.

Mayegun Bello, a telecoms engineer, preferred East African destinations to South Africa because of the cheaper flights and visa on arrival. "My wife wanted us to go

to Durban in South Africa, but the difficulty in getting visa and the relatively higher airfare made me change my mind because Kenya is cheaper and offers even more enthralling wildlife experience than South Africa", Bello said.

Like Bello, Awhana explained that Nigerian visitors are often drawn to destinations such as Dubai, Kenya and even Rwanda, now, because of cost and the visa on arrival policies of these destinations. However, the news of the increasing volume of outbound tours for summer from Nigeria, is not well-received by some inbound tour operators.

Jemi Alade, CEO, Jemi Alade Tours, noted that domestic tourism has started picking up and Nigerians should in the spirit of buying made-in-Nigeria goods and services, patronise these domestic destinations, to further sustain the gains it made at the peak of dollar volatility last summer.

Alade, who recently took 20 Chinese tourists to Bida in Niger State for Durbar festival, insisted that Nigeria has enough attractions to host her citizens and foreigners but that the fad for foreign destination has not allowed them to explore these destinations.

"About 80 percent of my business is inbound, and I earn foreign exchange doing so. What is missing is government inviting people to come and explore the country's tourism potential and not only business trips", Alade said.

Ikechi Uko, CEO, Akwaaba African Travel Market, noted that though outbound tours are increasing, the development would not impact domestic tourism, which according to him, has taken off with speed.

"I have 20 products that are being marketed across the country this Sallah holiday and there are many young tour operators who are focusing only on domestic tours. They are leaving outbound to older tour operators and are getting more Nigerians to travel within the country than ever before. Domestic tourism is truly gaining traction", Uko concluded.

Ayo Olumoko, CEO, Infogem, the marketers of the annual Osun Osogbo festival and deputy vice president, Federation of Tourism Association of Nigeria (FTAN), noted that hoteliers in Osogbo and tour operators are working hard to meet the accommodation target in this year's edition of the UNESCO recognised event, as over 6,000 Nigerian and African Diaspora are expected.



Isma'ila Muhammadu Zakari, president, Institute of Chartered Accountant of Nigeria (ICAN), (r), with Kabir Mohammed, past president/special guest of honour, at the 46th Association of Accounting Technicians West Africa (AATWA) induction ceremony for new members in Lagos, yesterday. Pic by Olawale Amoo

Continued from page 1

Investors target Nigeria's \$1bn medical...

business, tapping into demand from the continent's emerging middle class.

Sev Vettivetpillai, a partner at Abraaj, said the group was well on the way to securing land for a 350-bed multi-speciality hospital in Lagos, Nigeria's commercial capital, as well as buying several hospitals in Nairobi, Kenya, to form a healthcare 'cluster'.

"We're looking to build from the ground up because the assets do not exist," Vettivetpillai told Reuters on the side-line of the World Economic Forum on Africa in Rwanda, recently.

Vettivetpillai further said that,

besides its own cash, Abraaj was looking to attract a similar sums from other investors, meaning that the first four target cities were likely to absorb at least \$1 billion between them in the next five years, he said.

Similarly, AXA Mansard Insurance Plc, is poised to secure funding for a 150 bed hospital and two clinics; one within the mainland and the other on Lagos Island, serving as feeders, from its partners, the International Finance Corporation (IFC) and Africa Capital Alliance (ACA).

The proposed IFC financing is a US\$8.2m equity investment

for a 20 percent equity stake, to support the green-field development, construction and operation of the hospital. Also, Africa Capital Alliance (ACA), a private equity fund is considering investing in the project for a 40 percent stake.

The hospital will be built on a 20,000 square meter parcel of land purchased by AXA Mansard in Ikate Elegushi, Lekki, along the Lagos/Epe Expressway, Lagos State. The land was a portion of Bela Vista Estate, which is classified as commercial land. The clinics will be designed and built on either procured land or

from existing buildings, which will be demolished.

The project sponsor has also partnered with Healthshare Health Solutions Ltd, a South African hospital operator with international hospital development and management experience to manage and operate the hospital.

In addition to Healthshare's management role, Healthshare's parent company, EOH Holding Ltd will invest equity for a five percent stake in the company. EOH Holding Ltd is a major South African business and technology solution provider.



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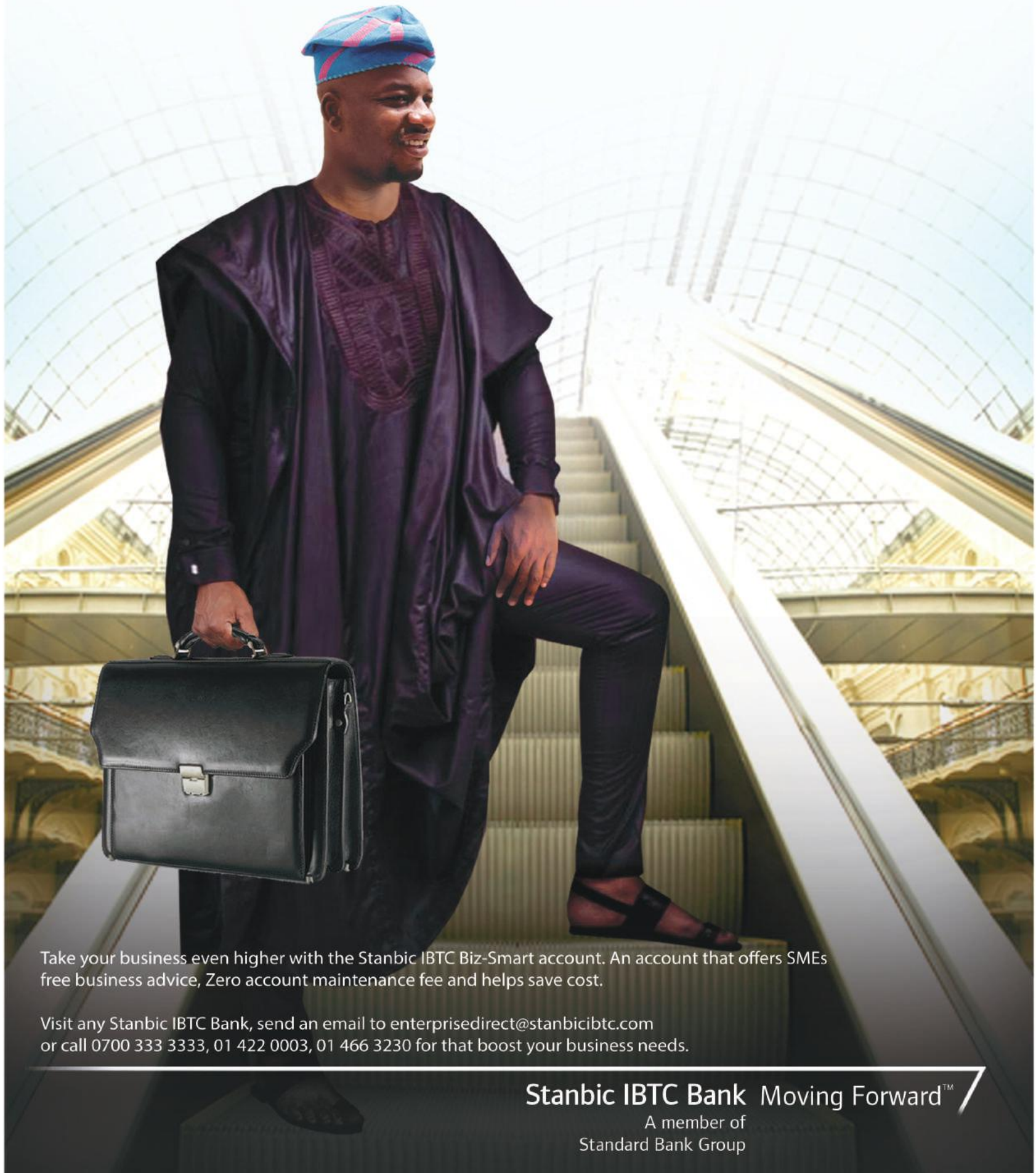
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NEWS

Despite cash crunch, Senate plans to create over 80 new federal agencies

OWEDE AGBAJILEKE, ABUJA

At a time Nigeria is battling severe cash crunch to fund development and pull itself out of recession, as well as a bloated recurrent spending, the Senate is planning to establish over 80 additional federal agencies, commissions and institutes.

If passed and signed into law, this will increase the number of federal agencies, departments, commissions and institutes in Nigeria to 624 from 541 presently.

BusinessDay learns that while most of the proposed agencies are at various stages of legislation at the upper legislative chamber, a few others have passed Third Reading awaiting concurrence from the House of Representatives.

There are also concerns over duplication of functions by some existing federal agencies, as about N2.987 trillion of N7.4 trillion 2017 national budget is allocated to 541 federal agencies, departments, commissions, institutes and other bodies.

Only 30 percent of the budget (N2.177tn) is allocated to capital expenditure.

According to the Abandoned Projects Audit Commission set up by former President Goodluck Jonathan, an estimated 11,886 Federal Government capital projects have been abandoned in over four decades across the country.

Some of the proposed agencies at various stages of legislation in the eighth Senate, according to investigation include: Senior Citizens Centre Bill, Complimentary and Alternative Medicine Practice Regulatory Council of Nigeria (Est., etc) Bill, Chartered Institute of Project Management of Nigeria (Establishment) Bill, Environmental Managers Registration Council of Nigeria (Establishment) Bill, National Poverty Eradication Commission (Est, etc.) Bill, North East Development Commission (NEDC) (Establishment) Bill, Chartered Institute of Public Management of Nigeria, Chartered Institute of Financial and Investment Analyst of Nigeria (Est, etc.) Bill, National Child Protection and Enforcement Agency Bill, Nigerian Peace Corps (Est, etc.) Bill, Nigerian Institute of Social Work

(Est, etc.) Bill, Forestry Research Institute of Nigeria (Est, etc.) Bill and Institute of Nigeria Air Force Technology Bill.

Others are: Nigerians in Diaspora Commission (Establishment) Bill, National Post-graduate College of Medical Laboratory Science Bill, Nigeria Institute of Soil Science (Establishment, etc.) Bill, Defence Space Agency (Establishment, etc) Bill, Federal Capital Territory Hospitals Management Board (Establishment, etc) Bill, Chartered Institute of Human Capital Development of Nigeria Bill, Chartered Institute of Export and Commodity Brokers of Nigeria Bill, Chartered Institute of Public Management of Nigeria Bill, National Commission for Peace, Reconciliation (Establishment etc) Bill and Chartered Institute of Project Managers of Nigeria (Establishment etc) Bill, and numerous others.

Analysts have wondered why the Federal Government should fund these agencies, some of which are professional bodies, at a time most Nigerians are struggling to even feed themselves.

Political class, not ethnicity, greatest threat to Nigeria - NLC

... says good governance panacea to ethnic agitations

JOSHUA BASSEY

Organised labour under the aegis of Nigeria Labour Congress (NLC) has submitted that the political class and not ethnicity constitutes the greatest threat to Nigeria's existence as one indivisible entity.

The congress also posited that only good governance could end the continued ethnic agitations and cries of marginalisation across ethnic divides, just as it urged youths and those fanning the embers of war to sheath their swords and embrace one Nigeria.

The congress' position was declared by Ayuba Wabba, president, NLC, at a news conference on the state of the nation, in Abuja, on Thursday.

"Our common enemy, and whom we must all resolve to face, remains the corrupt political class, who instead of utilising the God-endowed wealth of our nation, choose to loot it for themselves and their children thereby depriving us of decent living and inflicting on us a scarred collective psychology that is predominantly negative, hostile and unproductive.

"We therefore call on all committed patriots, young and old, to join the struggle against the myriad of social and economic injustices that occasioned the deprivations, which have set our people in dangerous agitations against one another in the social, print and electronic media," said Wabba.

The NLC, however, cautioned against the resort to war mongering and jingoism by agitating youths across ethnic divides, warning that it was an ill wind that would blow no one any good.

"You have been witnesses to the degeneration of the national conversation into threats and counter-threats; of pulling down the federation by disparate and desperate forces, all of which were conveyed in vile and base language.

"These persistent hot exchanges and attacks tend to threaten the very foundation and integrity of our sovereignty and unity; and therefore do not represent the true feelings of patriotic Nigerians for one another.

"Rather, they symbolise the intensity of greed, the implacable arrogance and desperation of the elites, some of whom have been funding or sponsoring the hate campaigns that can only lead to the disintegration of our dear nation. We speak out today as a pan-Nigeria organisation that believes in the sovereignty and indissolubility of one Nigeria," he said.

According to Wabba, physical conflict will hurt everyone especially workers, pensioners and their families who will be the most direct and immediate casualties of any war, stressing that dialogue remains the most tested and result-oriented form of conflict resolution mechanism and should be given full rein.

Developers condemn lack of professionalism leading to building collapse

... task government on National Building Code

CHUKA UROKO

Developers under the aegis of Real Estate Developers Association of Nigeria (REDAN), South West Zone, has condemned the action or inaction, negligence, lack of professionalism, etc, that have led to the series of building collapse incidents in Nigeria.

The country has, in the last six months, witnessed several cases of building collapse with Lagos leading the pack having recorded about six collapse cases in the last three months.

REDAN, in a statement in Lagos recently, disassociated itself from all buildings or developments involved in the collapse and advised the government to ensure that a close and strict monitoring of all ongoing projects in the state was ensured.

"We want to state, for the record, that none of our members is involved directly or indirectly in any of these collapse incidents.

Furthermore, any developer, builder or landlord who is associated with any of these collapsed buildings should be sanctioned and punished accordingly by the government," Taiwo Ogunbodede, the association's zonal chairman, said.

Ogunbodede tasked the government on coming up with a National Building Code that should regulate the conduct and operations of professionals and stakeholders in the construction industry.

"It is believed that the absence of a National Building Code has been responsible for the reoccurrence of building collapse and passing the code into law will regulate and stop the use of non-professionals and quacks in the building and construction industry," he reasoned.

He also advised builders and developers to adhere strictly to rules and norms in development process such as use of quality building materials. He noted that one of the major causes of building collapse is the failure of builders or

developers to stick strictly to the right quantity and quality of building materials.

"The construction and development business is a serious business and as such the appropriate human resources should be deployed. Only professionals and certified engineers should be contracted in any building projects," he said.

Headed, "To avoid future collapse of buildings, we strongly advise that quacks and non-building professionals should not be used in building projects. Contractors should ensure constant and adequate education and professional development of its members which will help them upgrade their skills and knowledge."

He advised further that building contractors should ensure that their designs are reviewed and approved by the appropriate authorities before commencing any major building project. This is because so many developers and contractors don't engage the services of qualified building engineers.

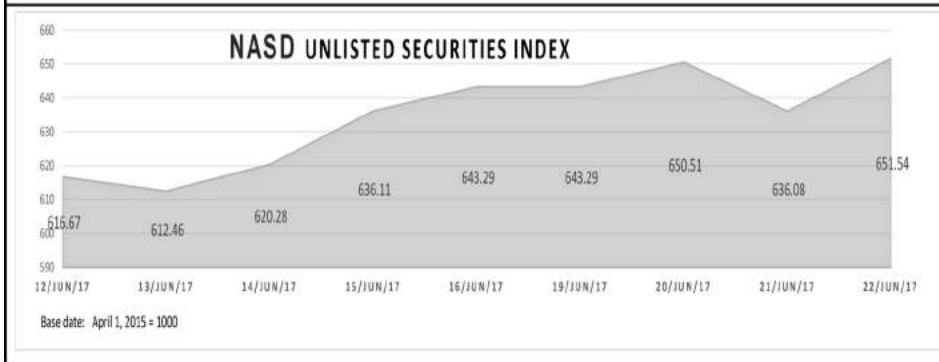


NASD OTC DAILY MARKET SUMMARY

Thursday, 22 Jun, 2017

The OTC Unlisted Security Index (USI) and Market Capitalisation closed the trading day on Thursday, 22 June 2017 with a positive movement from Wednesday, 21 June 2017 to close at 651.54 points. Market Capitalisation also closed at N440.91 billion.

Number of equities traded increased by 6% from 35,666 units to 37,660 units valued at N5.09 million in twenty-two (22) deals. Negotiations focused on three (3) out of the thirty-four (34) securities admitted to trade on the NASD OTC market.



Statistics	22-Jun-17	21-Jun-17	Change	% Chg
UNLISTED SECURITIES INDEX®	651.54	636.08	15.46	↑ 2.43
MARKET CAPITALISATION (N bn)	440.91	430.45	10.46	↑ 2.43
TOTAL VOLUME TRADED	37,660	35,666	1,994	↑ 6
TOTAL VALUE TRADED (N)	5,085,275.00	3,845,331.90	1,239,943	↑ 32
NUMBER OF DEALS	22	24	(2)	↓ (8)
NUMBER OF TRADED STOCKS	3	9	(6)	↓ (67)
NUMBER OF UNTRADED STOCKS	31	25		

SECURITY CODE	CLOSE PRICE (N)	PREV. CLOSE PRICE (N)	CHANGE	%CHANGE
SDFCWAMCO	178.00	170.00	8.00	↑ 4.71
SDCSCSPLC	6.80	6.27	0.53	↑ 8.45

SECURITY CODE	TRADES	VOLUME	VALUE (N)
SDCSCSPLC	3	8750	59509.00
SDFCWAMCO	16	28560	4982596.00
SDNDP	3	350	43170.00

SYMBOL	CLOSING		LAST BID (N)	VOLUME OFFERED	LAST OFFER
	PRICE (N)	VOLUME BIDDED			
ACORN PETROLEUM PLC	0.32	-	-	68,500	0.32
AFRILAND PROPERTIES PLC	2.70	100	2.50	42,019	2.97
AG MORTGAGE BANK PLC	5.70	-	-	145,540	5.70
AIR LIQUIDE PLC	0.65	-	-	-	-
ARM LIFE PLC	0.50	120	0.55	-	-
BGL PLC	3.00	-	-	-	-
CAPPA AND D ALBERTO PLC	51.03	-	-	26,944	45.93
COSTAIN (WEST AFRICA) PLC	0.50	-	-	-	-
CR SERVICES (CREDIT BUREAU) PLC	1.90	-	-	-	-
CENTRAL SECURITIES CLEARING SYSTEM PLC	6.80	200,000	5.70	-	-
DUFIL PRIMA FOOD PLC	9.00	51,220	9.90	-	-
ENSURE INSURANCE PLC	1.00	120	1.10	-	-
FAMAD NIGERIA PLC	1.25	-	-	-	-
FAN MILK PLC	20.00	320	22.00	-	-
FREE RANGE FARMS PLC	1.00	120	1.10	-	-
FRIESLAND CAMPINA WAMCO NIGERIA PLC	178.00	10,873	165.00	1,000	180.00
FOOD CONCEPTS PLC	0.63	2,500	0.57	-	-
FUMMAN AGRICULTURAL PRODUCT IND. PLC	1.58	-	-	-	-
GEO-FLUIDS PLC	0.58	-	-	17,980,700	0.53
GOLDEN CAPITAL PLC	1.00	-	-	199,000	1.00
INDUSTRIAL AND GENERAL INSURANCE PLC	0.09	4,000	0.09	-	-
INTERNATIONAL PACKAGING IND. OF NIG PLC	0.50	120	0.55	-	-
MIXTA REAL ESTATE PLC	2.50	500	2.25	-	-
NASD PLC	2.15	500	2.36	-	-
NIGER DELTA EXPLORATION & PRODUCTION PLC	128.70	-	-	9,645	128.70
NIPCO PLC	65.00	40,000	60.00	-	-
NIGERIA MORTGAGE REFINANCE COMPANY PLC	4.55	120	5.00	-	-
PARTNERSHIP INVESTMENT COMPANY PLC	0.79	-	-	-	-
RIGGS VENTURES WEST AFRICA PLC	0.95	1,000	0.86	-	-
RESOURCERY PLC	0.50	-	-	1,138,280	0.50
SPRING MORTGAGE PLC	1.20	120	1.32	-	-
SWAP TECHNOLOGIES & TELECOMMS PLC	0.97	-	-	-	-
TRUSTBOND MORTGAGE BANK PLC	0.53	-	-	2,461,500	0.58
VITAL PRODUCTS PLC	2.59	-	-	-	-

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Experts say firm govt action needed to mitigate downward crude pricing

... as Goldman Sachs advises on lower oil taxes to compete with shale producers

OLUSOLA BELLO & ISAAC ANYAOGU

Oil and gas industry operators have advised the Federal Government to start taking steps to mitigate the adverse effects of a possible downward slide in the price of crude oil to about \$30 per barrel next year, on account of likely over-supply into the global market.

The price of Brent crude, the equivalent of Nigeria's Bonny light crude, was \$46.21 as of Wednesday.

This is even as Goldman Sachs, a leading global investment firm, has called on

Nigeria to lower oil production taxes to remain competitive in a world where shale producers with 50 percent of their projects now short-cycle, marked by lower costs and fallen break-even costs have ramped production by 190 billion barrels in 17 years.

Shale producers are upsetting the global oil market order with speed to market advantages and outstanding production volumes expected to peak at 13 million barrels per day by 2030. Break-even costs are now at \$54 from \$90 per barrel five years ago, according to a Goldman Sachs top projects report, which is

an annual review of the world's top energy assets, obtained by BusinessDay.

The operators say one of the steps that government can take to mitigate against such adverse effects, is to begin to encourage local refining of crude oil, rather than focusing on exports. They further say that if the crude is refined locally, then the country can begin to export the refined products, thereby creating jobs and earning foreign exchange.

The danger of having over-supply in the world market, they say, is that indigenous oil operators may not find market

for their crude oil

Their advice is coming on the heels of the alarm raised by Fereidun Fesharaki, chairman of consultants FGE, at the International Association of Energy Economics (IAEE) conference, that the price of the crude oil could slide to \$30 a barrel by early next year and would remain so for two years.

"The price of oil could fall to \$30/b next year and stay at that level for about two years," Fesharaki said, but however said new supply would outstrip demand growth in 2018, leading to lower prices, if OPEC fails to deepen its cuts.

Wumi Ilebare, a professor of energy economics, who is also chairman of the local branch of IAEE, told BusinessDay that private investors should be encouraged to establish refineries, which would refine the crude locally and then be sent to the international market. "There should be domestic refineries dedicated primarily to domestic market for energy security purpose and economic output expansion," Ilebare said.

He however said that there was no solution in the short run, beyond export outlet diversification that should target

West African countries.

He said government must begin to look at oil not from the revenue generation perspective, but for power to drive the economy. "As I have said oftentimes, you get far more from oil as source of energy to drive the economy, than as a source of direct revenue.

The final destination of crude oil is the refinery, which we have only 445m bbl/d refinery capacity leaves much to be desired. The way to go is to expand Nigeria's capacity and focus more on export of excess petroleum products, rather than crude," he said.

Naira stabilises as investors cheer Nigeria currency shift, want more

HOPE MOSES-ASHIKE with agency report

The naira on Thursday maintained stability across foreign exchange market as Nigeria's recent tentative steps to free up its currency, particularly via a new trading window, have gone down well with some adventurous stock and bond investors who are cautiously returning to the markets they fled two years ago.

Naira gained N2.86k to close at N363.00k per dollar on Thursday at the investors and exporters window. This is 0.78 percent higher than N365.86k quoted the previous day according to the data from the FMDQ.

The local currency closed stable at the inter-bank spot foreign exchange market at N305.85k, while it closed at between N365 and N367 per dollar at the black market.

Once considered one of the most promising emerging markets, Nigeria was hammered when it introduced draconian foreign exchange restrictions to

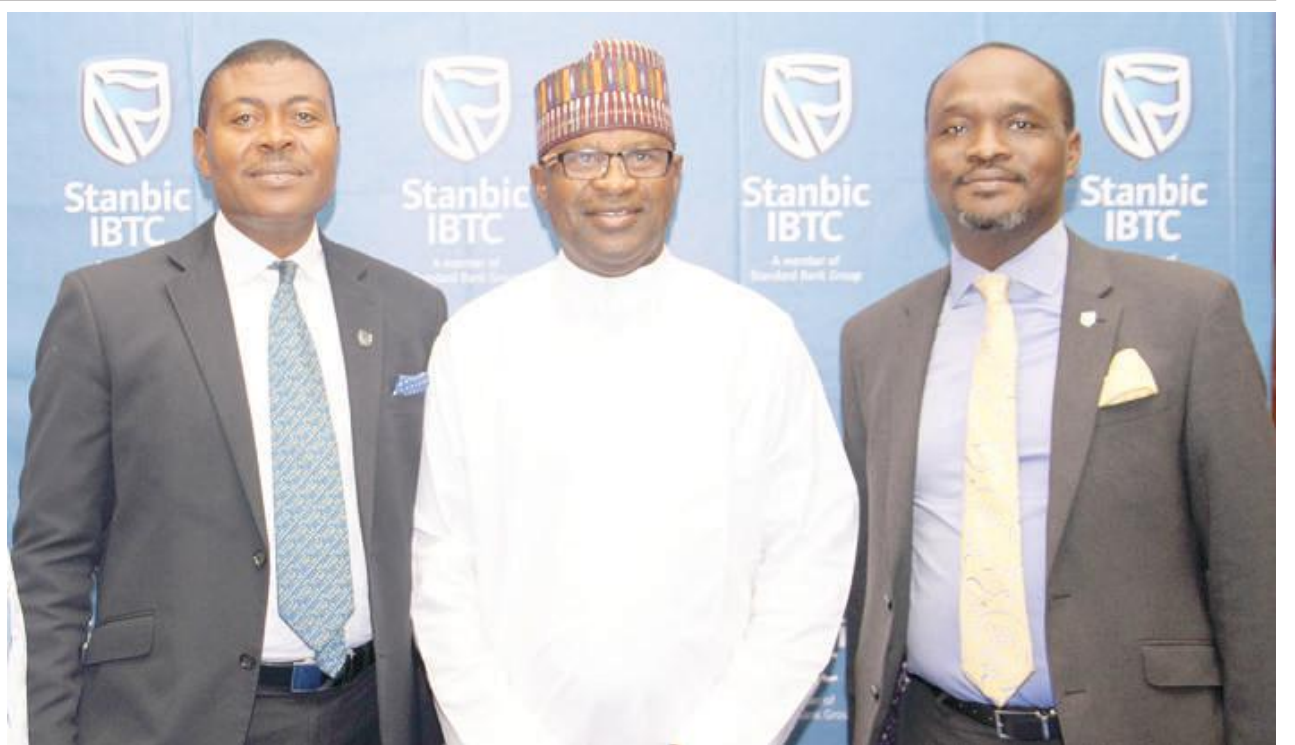
counter the effects of the 2014 oil price crash, Reuters report.

These will take years to unwind, some analysts fear, while others are concerned the new trading facility could come under pressure if oil prices were to take another tumble, or trade through it could slow if Nigeria's currency reserves run low.

The much-criticised move starved the economy of dollars, throttled foreign investment and plunged Africa's largest economy into recession for the first time in more than 25 years.

But authorities have since tried to normalise the currency market and alleviate dollar shortages, most recently via the "Investors & Exporters FX Window", which allows investors and traders to swap nairas for dollars at market-determined rates.

The new window adds to a confusing array of exchange rates. But it does seem to be succeeding in luring back some foreign funds, especially as the economy should return to growth soon and inflation is finally slowing.



L-R: Victor Aghahowa, zonal head, North Central zone, Stanbic IBTC; Usman Mohammed, chief executive officer, Mecon Nigeria Limited, and Babatunde Macaulay, executive director, Stanbic IBTC Bank Plc, during the Stanbic IBTC Bank Platinum Banking Exclusive Dinner, Themed; Helping You Stay Ahead in Abuja.

CCA showcases African businesses in Washington DC

Airline operators call for clear policy to grow aviation, make Nigeria hub

Corporate Council on Africa (CCA) convened more than 800 government and business leaders for its 11th Biennial US-Africa Business Summit hosted in Washington DC from June 13-16, 2017.

The 2017 summit focused on the "US Stake in Africa" and aimed to shape and promote effective US-Africa trade and investment policies under the Trump administration. Wilbur Ross, US Secretary of Commerce, President Filipe Nyusi of Mozambique, and Akinwunmi Adesina, president of the African Development Bank (AfDB), were some of the high-level public sector participants who advocated for greater US-Africa trade and investment.

CCA hosted a prelude to the 2017 US-Africa Business Summit in Washington, DC on June 13 on Capitol Hill with a Congressional Dialogue on Africa, which featured House Foreign Affairs Committee Chairman Ed Royce and Ranking Member of the House Foreign Affairs Subcommittee on Africa Karen Bass.

Jeffrey Sturchio, CCA's chairman of the Board and CEO of Rabin Martin, officially opened and welcomed participants to the summit on June 14. US Secretary of Commerce Wilbur Ross delivered the keynote ad-

dress, encouraging US-Africa bilateral trade agreements.

"The critical question that decision makers in Africa, including many of you, must ask is this: As these upward growth trends continue, with what types of partners do you want to collaborate?" said Sec. Ross during his keynote remarks, "I believe that, the more African nations partner with U.S. businesses, the better off both the United States and Africa will be."

Ross stressed the importance of bilateral trade agreements over larger multilateral agreements and the Trump administration's stance on compliance with eligibility requirements for agreements such as AGOA.

Other speakers including President Filipe Nyusi called for greater U.S. investment and partnership in and with Africa, but President Nyusi stressed the need for diverse investors in industries such as tourism and agribusiness. "It easier to enumerate what is not grown in my country rather than list what is produced. Mozambique can almost grow everything," said President Nyusi.

"We urge and encourage the American business people to take advantage of the enabling business environment, and investment opportuni-

ties and potential that exist in Mozambique to diversify their interventions."

Akinwunmi Adesina also emphasised the importance of US-Africa partnerships. Adesina pushed for the US-Africa business relationship to go beyond trade, to investment. "Africa offers you all 'The Deal of the Century', and America should not be left behind," said Adesina.

"Think of a continent where household expenditures will rise to \$1.4 trillion in the next three years. Think of the continent where business-to-business investments will rise to \$3.5 trillion in the next eight years. Think of the continent where the population by 2050 will be the same as India and China taken together today. Think of the continent that will brim with huge demand from a rising youth population that will reach 840 million by 2050, all buying and owning consumer products."

As the leading US business association solely focused on U.S.-Africa trade and investment, the sessions at CCA's biennial signature event - the U.S.-Africa Business Summit - primarily featured private sector solutions and how public sector actors could support business through an enabling environment.

IFEOMA OKEKE

Airline Operators of Nigeria (AON) has called on the Federal Government to come up with a deliberate economic policy to help grow the aviation subsector of the economy.

Sequel to a visit by airline chief executives to Yemi Osinbajo, the acting President, Nogie Meggison, the AON chairman, said, "There is an urgent need for a deliberate economic policy that will eliminate the many challenges that adversely affect the sector in a bid to guarantee survival of domestic airlines in the country and to make Nigeria the hub for Africa."

According to Meggison, Nigeria has huge potentials as a country blessed with a natural God-given geographic location at the centre of Africa (4.30hrs to most parts of Africa); with most of its airport at approximately sea level, being the sixth largest producer of crude oil (JetA1), a human population of 190 million, and skilled manpower, yet

Nigeria is not a hub for aviation activities on the African continent.

Meggison also noted, "Following the air crashes of 2005/06, the Federal Government came up with a deliberate policy to ensure air safety in Nigeria. As fallout of that singular action, today Nigeria has had an excellent safety record of 93% between 2006 and 2017. The country also secured the Category 1 Status and most of the scheduled airlines are currently IOSA certified as a strong testimony of the country's commitment to air safety.

"Safety and economic policy go hand-in-hand. Where there is no financial profit for airlines safety would be compromised. A clear economic policy for the survival of domestic airlines is very critical at this time, which has resulted over the years in the death of over 25 airlines in 30 years. Safety and Financial Economic Policy must go hand-in-hand; as airline investors are in the business of aviation for the profit and can't make profit

without safety or have a safe airline without profit."

He said some of the major issues that need to be addressed to grow the sector include, the removal of Value Added Tax (VAT), as domestic airlines were the only mode of transport paying VAT, the review of 5 percent Ticket Sales Charge (TSC) to a flat rate (in line with the global best practices), and the harmonisation of over 35 Multiple Charges, which add huge burdens on airlines.

Others, he mentioned, are poor navigational and landing aids that limit operations to daylight operation for most airports (Nigerian airlines fly an average of only five hours as against the average of 10 hours worldwide per airplane), high cost and epileptic supply of JetA1; obsolete infrastructure that hampers the ease of doing business and lack of consultations with airlines before introduction of new charges and policies among others, which throws off the feasibility studies of airlines out the window.

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Elvis - 09060724518, elvis@texem.co.uk

Ayobami - 0907 506 7721, ayobami@texem.co.uk

Abuja: Nonso - 09060020525, nonso@texem.co.uk

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Previous Participants

"It has given me a new insight to managing my business. TEXEM really gave me through the experience of the Profs, an insight about what management is all about. If TEXEM continues this way, I will be attending their future programmes. Because at this level, we need to be mentored and continue to train ourselves. **Otunba Akinola Adegoke Awomodu, MD Orbital and Oranges Nigeria Limited**

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BOLAJI AKINOLA

Bolaji Akinola, a maritime analyst, writes from Lagos.

Executive order: First things first

The zeal and energy with which Nigeria's Acting President, Professor Yemi Osinbajo, is working and tackling national issues should not come as a surprise to anyone. I've always been awed by how any one person could rise to the peak of his profession, his career and his religious calling. In academics, he rose to become a professor, which is the summit of scholarship; as a lawyer, he rose to the enviable rank of Senior Advocate of Nigeria and as a Christian, he pastors a big branch of the Redeemed Christian Church of God.

Osinbajo is a genius of our time. Just listening to him talk will leave even the most devoted of his critics in admiration. He knows what to say at the right time. His words are always soothing and his steps ever so sure.

The Executive Order signed by the Acting President in May to ensure prompt cargo clearance at the Lagos Port Complex Apapa and reduce the cost of doing business in the country, shows Professor Osinbajo, unlike many other Nigerian leaders, possesses a working knowledge and good understanding of the importance of the nation's seaports to the economic well being of the people. I'm looking forward to seeing the kind of genuine and sustainable reform he carried out in the Lagos judiciary when he served as the state's Commissioner of Justice from 1999 to 2007, replicated in all economic and governmental sectors at the national level.

Well intentioned as it is, I believe the Executive Order will not produce the desired until certain infrastructural gaps are addressed.

For one, how will anyone be able to clear cargo at the nation's seaports when the operations of Nigeria Customs Service, which is the principal government agency at the port and which is responsible for clearing cargo, are largely manual? Customs does not

While the Executive Order is good, its workability lies in the ability of government to urgently address the three major issues highlighted above. Everything else will fall in place afterwards.

have functional scanners at the ports, which means it carries out physical inspection of every container arriving or leaving the port. This is not only archaic; it is backward, expensive and shameful. First is to flood the ports with modern scanners so that less than 10 per cent of imported cargoes are manually inspected as it happens in the developed ports we glowingly allude to. At present, manual inspection is 100 per cent. One is not aware of any port in the world where this is done.

Second, stakeholders have severally drawn government's attention to the need for automation of Customs processes. Government must put an end to the hand carrying of documents by its officials from one desk to the other. It is not efficient and it

is the rich soil in which corruption flourishes. Government agencies fall head over heels to be at the port and partake in cargo clearance because of the illegitimate financial benefits they derive from the process. Past studies estimate an average of 70 signatures on one clearing document. Each of the signatures costs money. Once automation is in place, government agencies will fizzle out of the port once they realize it is no longer lucrative.

The daily order and counter-order sacking and reinstating government agencies at the port is unnecessary dissipation of energy; simply take away the sugar, the ants will disappear.

Third is the parlous state of the roads in Apapa.

No matter how strong an Executive Order is; it will not ease the time and cost of doing business at the port if the roads that lead into and out of Apapa are not repaired. Perhaps His Excellency the Acting President should visit Apapa unannounced some day. If he announces the visit, cosmetic measures will be put in place to clear the mess before his arrival and he won't see the true picture.

The Acting President will surely be shocked at the horrendous experiences commuters and truckers contend with daily on the severely damaged Ijora-Wharf and Appa-Oshodi roads. The way out? Government should implement the Apapa regeneration plan, which is expected to gulp a mere N110 billion.

'Mere' because it is on record that government realizes something in the region of two billion naira daily through payment of Customs duties, Nigerian Ports Authority charges and dues, Nigerian Maritime Administration and Safety Agency (NIMASA) levy and various other taxes and levies paid by operators. Government should therefore not have any issue spending a mere fraction of its earnings from the nation's gateways to keep its cash cow alive.

While the Executive Order is good, its workability lies in the ability of government to urgently address the three major issues highlighted above. Everything else will fall in place afterwards.

Send reactions to: comment@businessdayonline.com



GLORY ENYINNAYA

Glory Enyinnaya is a change management consultant and researcher.

Leadership is one of the most important skills required in business. At the entry-level, the young manager needs leadership skills to effectively execute business strategy. At the mid to senior management level, the middle manager needs leadership skills to grow the business successfully and achieve business goals. At the top management level, the chief executive needs leadership skills to transform his business and take it to the next level nationally or internationally.

While there have been many books written on leadership in the West, academia has only recently begun to conduct an empirical study into the concepts of leadership in Africa. In 2014, an exploratory study considered an African perspective on leadership behaviour and motivation in Ghana, Egypt, Kenya, Nigeria, and Uganda with a small sample of corporate, community, and religious leaders. The findings indicated that vision, commitment, honesty, goal-orientation, and humour were descriptors of effective leadership. In this article, we will provide a framework against which you can measure your leader-

Can you lead effectively in Africa?

ship skills against these five ideals.

The visionary leader

According to Manning and Robertson (2002) the "visionary" model of leadership asserts that the key function of leadership is to communicate a compelling vision, or picture of where the organisation is going. By having a clear and attractive picture of the future, people transform thought into reality and intention into action. They are energised or empowered because they have a sense of purpose or direction, combined with an enhanced belief in their ability to achieve their purpose.

The vision itself need not actually come from the leader, although he or she is likely to play a crucial part in formulating and communicating the vision. The actual source of the vision is what Kanter (1983) has called "kaleidoscope thinking", drawing together fragments of ideas from a range of sources. This is based upon a profound understanding of the relationship between the organisation and its environment, as well as receptivity to ideas of all interested parties.

The "visionary" model of leadership looks beyond the leader's role in communicating a compelling vision and being tuned into the wider source of such a vision. It draws upon other theories of leadership and organisational change, highlighting issues at the macro, interpersonal and personal level.

The goal-oriented leader

According to Goleman, Boyatzis and McKee (2002), managers are all too familiar with goal setting these days. Not only do

they have to plan their own days and set agendas for meeting annual performance targets, but they also have to do the same with each of their direct reports. Additionally, they participate in planning at the strategic business unit, division and corporate level. And they've been inundated with tools with which to make those plans - from daily activity-planning books to electronic Palm Pilots. No wonder managers complain of having to spend too much time planning, with few moments left over to do the actual work.

With all of this planning frenzy, what new information or tools could possibly be of use? Studies of people who have improved their emotional intelligence reveal several key points about what works and what doesn't. Although some may seem obvious - even common sense - they are not common practice. The findings include the following:

- Goals should build on one's strengths, not on one's weaknesses
- Goals must be a person's own - not goals that someone else has imposed
- Plans should flexibly allow people to prepare for the future in different ways - a single "planning" method imposed by an organization will often prove counterproductive
- Plans must be feasible, with manageable steps: Plans that don't fit smoothly into a person's life and work will likely be dropped within a few weeks or months
- Plans that do not suit a person's learning style will prove demotivating and quickly lose his attention

The committed leader

According to March and Weil (2005), heroic leadership demands great action and great commitment.

Such commitment is usually justified by expectations of great consequences. The assumption is that the great actions that produce great changes in the world are sustained by a belief in their effectiveness.

A leader who has already tasted success is willing to take more risks and make more daring decisions. A culture of success stimulates a culture of exaggerated beliefs in capabilities, and thus an inclination toward risk taking.

Within a consequential logic, where action is motivated by hope of favorable consequences, faith in these potential consequences has to be effectively maintained ("you CAN make a difference") even if this means ignoring the lessons of experience and intelligence. It is also possible, however, to undertake great actions outside a logic of consequences. An individual can be motivated by his or her faith in God (like Joan of Arc) or in the forces of history or by irrational causes. Regardless of one's motivation, commitment is a sine qua non for effective leadership.

The honest leader

According to Kouzes and Posner (2011), in virtually every survey they have conducted, honesty is selected more often than any other leadership characteristic. No matter where the studies have been conducted - regardless of country, geographical region, or type of organization - the most important leadership attribute has always been honesty.

Honesty is absolutely essential to leadership. If people are going to follow someone willingly, whether into battle or into the boardroom, they first want to assure themselves that the person is worthy of their

trust. They want to know that the would-be leader is truthful, ethical and principled.

The benefits of honesty cannot be overstated. For Ian Foo, working as a consultant with Accenture in Australia, the importance of honesty and trust was demonstrated in the way his most admired leader kept his word: "Being honest means that if you make promises to people you never break them. You are only as good as your word: If you cannot deliver, do not offer your word." Honesty earns the respect of others and fosters their confidence that leaders can be trusted to follow through on their commitments.

The humorous leader

According to Baldoni (2009), just as no-one is above the law, no-one should be above using humor in communications. Humor is the great leveler; it brings out the humanity in all of us. While different cultures find different things funny, the single unifying factor is a desire to laugh. An appreciation of humor is essential to leadership and should be encouraged in the workplace. Humor in communications of leaders can support leadership intentions. It can help build stronger relationships among people, as well as help people get along better and, as a result, get things done.

This article was written by Glory Enyinnaya for the Christopher Kolade Centre for Research in Leadership and Ethics (CRLE) at Lagos Business School and edited by Ogechi Obiorah. CRLE's vision is creating and sharing knowledge that improves the way managers lead and live in Africa and the World. You can contact CRLE at crle@lbs.edu.ng.

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The most valuable thing you can do as a CEO

The truth is, having committed employees who are ready to go the extra mile for their organizations make the difficult journey easy. These people are motivated to be their best regardless of any circumstance

desired results, will be struggling and will ultimately be consumed by the troubled waters.

So, as a CEO, a defining question you would need to ask is "in this present economic turmoil, what is the most valuable thing I can do in my company?" Some CEOs I have come in contact with have said things like: set new strategic direction, overhaul strategic and operating plans, reduce operating expenses, increase profitability, increase brand awareness etc. To me, I believe the most valuable thing any CEO can do in his or her organization in the heat of these tough times is to ensure that

employees are deeply committed to achieving their organizational goals regardless of any circumstance. Going by the Gallup reports done in more than 140 countries, it is sad to know that worldwide, only about 13% of employees are deeply committed and engaged in their workplace. Something urgent needs to be done.

The truth is, having committed employees who are ready to go the extra mile for their organizations make the difficult journey easy. These people are motivated to be their best regardless of any circumstance. They also like focusing more on the things within their control as opposed to focusing on the things that are not within their control. This is why most employees make so many excuses during hard times, but the committed ones are usually eager to do all they can to ensure a difference is made - no matter how little.

As a CEO, please don't lose sight of the fact that much like a football coach, providing the court, the ball and the players are no enough to win the game even with the right skills. To win the game both in the field and in the

workplace, your people level of commitment to winning the game must be high.

Again, the most valuable thing (and that will also pay the most) you can do as a CEO in this tough economy is to urgently and deliberately pay attention on how you can build the Commitment level of your players (employees) to be able to win the game in this turbulent weather. Your employees' abilities, skills, experiences and expertise could become dormant if they decide not to be committed to achieving the desired results. So this is the time to focus more on people's commitment than skills.

Remember your greatest competitive advantage that cannot be taken away from you no matter how tough the economy is "having employees who are psychologically committed and who can go the extra mile to ensure that your organization not only survives but thrives in every situation.

Feel free and share your thoughts, comments or questions with me.

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Based on my experience working and interacting with CEOs in the heat of turbulent times, I have come to realize a big challenge that if not tackled has the capacity to bring down any organization to its knees regardless of the strategies or breakthrough thinking adopted. Worst still, this challenge is being accentuated now that organizations are passing through trouble waters. Ignoring or making light of this challenge could be to any CEO's peril.

Now, what is this big challenge? It is simply "having employees who are not deeply committed in their work place and who don't care how their organization can thrive even in the troubled waters." Shockingly, worst than economic uncertainties are employees who are not deeply committed to help-

ing their organization achieve its goals regardless of any situation. Worst than recession again - are people who believe that they are not cut out to "go the extra mile" for their organization especially now that they are needed the most. This unfounded belief stem from the fact that most people are not psychologically attached to the "welfare" of their organization - and are much after what comes to them.

Beyond doubt, whatever result, whatever difference any organization would like to make in these tough times, whatever growth any organization would anticipate will never come magically, but will only come through and by the people (employees). So what happens if the people an organization has are not deeply committed to their company success? That organization will never achieve its

TIJAH BOLTON AKPAN

Bolton-Akpan is Head of Programmes at Policy Alert, Uyo. He tweets @Tijahbolt]

Akwa Ibom state: Fiscal reality check

In his inaugural address on May 29, 2015, Governor Udom Emmanuel of Akwa Ibom State made an unequivocal commitment to running a transparent and accountable administration. Seven months later, exactly the same words used in the inaugural address were employed in the 2016 budget speech to reiterate his commitment to "ensuring accountability and transparency in government by fighting and tackling corruption in all facets of [his] administration." In the same budget speech, Governor Emmanuel states as part of the budget implementation strategies that his administration will "build a strong fiscal regime" and work towards "the elimination of wastages and leakages in [the state's] expenditure profile." Again, we see a commitment to strengthening the administration's fiscal governance mechanisms! As if that wasn't enough, the 2017 Budget Speech, uses the self-same words, perhaps to further drive home the aforementioned commitment.

From the above, it doesn't take a policy wonk to conclude that the Udom Emmanuel administration does not intend to trifle with issues of fiscal openness and accountability. An encouraging take-off, you would say! Now, let's do a quick run between two years of warm words and the reality on the ground. This columnist works for a non-profit that focuses, among other things, on improving fiscal governance for the benefit

of citizens.

As we mark the second year of the Emmanuel administration, the question for us at Policy Alert would naturally be: what have been the spending priorities of the Akwa Ibom State Government and has the current administration been sufficiently open and accountable in line with the foregoing commitments?

This piece will look at three indices of fiscal governance. First, let's look at the government's spending priorities as seen from Governor Emmanuel's two budgets. It is highly commendable that the current administration has continued with the trend of prioritizing capital spending which saw an all time high during the Akpabio era.

The capital vote tells you how seriously a government takes development, especially in this period of recession when several governments are struggling even to pay salaries. In Governor Emmanuel's first budget in 2016, capital expenditure took 57.4 percent of the total outlay and this year again we saw over 51 percent of the total budget appropriated to capital items.

However, it must be stated that the cost of government remains rather high and there have to be serious haircuts in this area in subsequent years. My second index is institutional reforms. For years now, civil society in the state has been pushing for the enactment of laws that will insti-

tutionalize transparency and accountability in the management of the state's resources, chiefly among them the Fiscal Responsibility Law and the Public Procurement Law. These laws are needed to ensure that public budgeting, spending and procurement are no longer treated as matters of Executive discretion as is currently the case but are guided by laws with appropriate sanctions. Drafts of both executive bills have been ready before the governor but, for whatever reason, there have been delays in

pushing the bills to the House. In the case of the Fiscal Responsibility Bill, it had to be re-introduced as a private member bill in the House of Assembly for some progress to be made. Gladly, the House has just last week passed the Bill into law. At this point, the best way the executive can prove its good faith toward the Bill is for the governor to give it its assent without delay. As the Fiscal Responsibility Bill does not work in isolation, it would be very helpful to the institutional environment if the Public Procurement Bill comes before the House for deliberation very soon. Enactment of a procurement law will ensure fairness, competition, transparency, local content protection and efficiency in the state's public contracting system. It must also be noted the biggest corruption in the public sector happens through corruption; so what better way to eliminate "wastages and leakages"?

Finally, let's look at the issue of budget and expenditure transpar-

ency.

One solid milestone the state has recorded in this area is that the government has finally started putting its budget online after a lot of

push by budget advocates. Akwa Ibom State becomes the second state in the Niger Delta after Delta State to publish its budget online. However effort should be made to ensure that this happens early enough in the budget cycle so as not to defeat one of the purposes of transparency, which is to ensure real time tracking by citizens. Also, in the past two years we have not seen much action in terms of fiscal accountability. For instance, quarterly and annual budget implementation reports (BIRs) are not usually published and the Auditor General's report is only available to the House Public Accounts Committee, whereas this should be a publicly available document. Citizens have a right to know how their resources, held in trust for them by the government, are being managed and one of the things citizens would love to see during this second year anniversary is a mid-term business report for the state. In the last one week or so, we have seen beautiful pictures and stories of progress over the last two years. This anniversary 'narrative report' will be incomplete without a statement of accounts to compliment it. Anything short of this begs the standard.

Unfortunately, in his anniversary address, the governor missed an important opportunity to report back to his people on how the government was managing the people's resources in the past two years. Apart from mentioning that 600 million was naira spent on WAEC fees for indigent secondary school students and reminding listeners that "our exchange rate had gone from the budgeted 195 Naira to a dollar to over 500 Naira to a dollar for the most part of 2016", the governor's second anniversary speech made no other reference to government spending or any other fiscal data. Of course no one is wishing that the speech for that cheery occasion should have been turned into some boring account report, but a little more spending and revenue data in summary would have been quite apposite! Needless to say, for a state that prides itself in the professional background of its Chief Executive, and for a governor who has so expressly and repeatedly committed to transparency and accountability, this must have been a big letdown on his fans.

The good news here is that the state is making slow but steady progress on the fiscal governance front. The bad is that in today's world, the slow and steady no longer win the race. Only the fast, innovative, and maybe the disruptive, do!

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Whistle blowing on energy thieves

Recently, the minister of power, works and housing, Babatunde Fashola, called on Nigerians to extend the whistle blowing policy of the federal government to the energy sector by exposing electricity consumers within their neighborhood, who consume power illegally. He said energy theft is unfair to about six million Nigerian who pay their bills to keep the lights on for the illegal consumers. He said energy theft needs to be brought under control while energy thieves need to be named and shamed.

Obviously, this call follows the successes recorded in the use of the policy to expose politically connected people or former government officials who allegedly corruptly enriched themselves while in public office. Recently, the Federal Ministry of Finance

said that the sum of N375.8 million has been paid to 20 providers of information under the Whistleblower Policy. According to Salisu Dambatta, director of Information, the payment was related to the recovery of N11.6 billion. Dambatta said the payment was only for recovered assets that had been declared free of legal disputes or litigation by the Attorney-General of the Federation and taxes have been removed before final payments to beneficiaries.

However, application of the whistle-blower policy in the energy sector is little more nuanced and may not produce the same result as that on corruption. For one, many customers are dissatisfied with the quality of service of currently provided by the electricity companies. Worse still, most customers are aggrieved by the huge estimated bills they receive. This billing system, termed crazy billing, is being used by the Discos to gen-

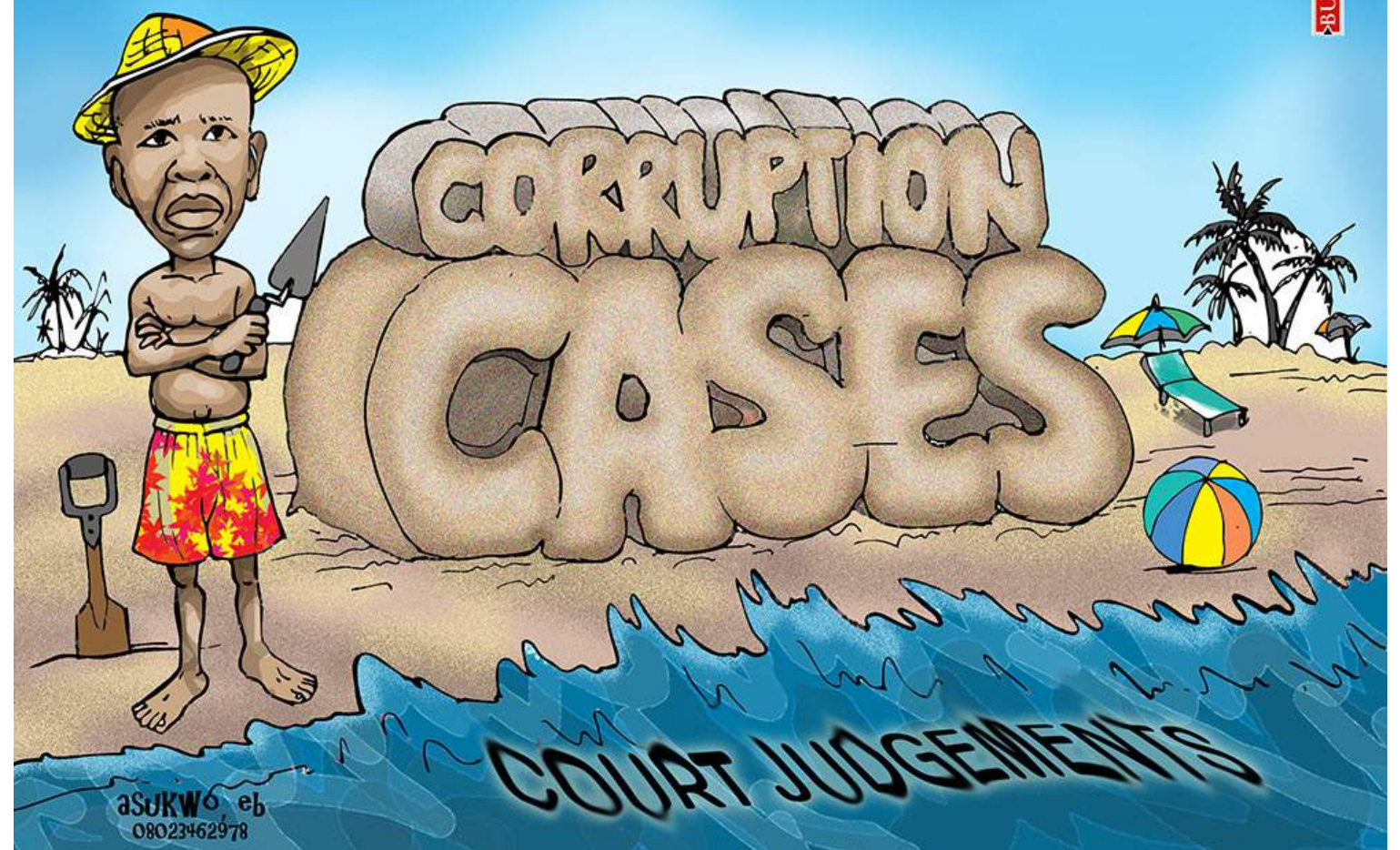
erate far in excess of the revenue they would have generated from customers with pre-paid metres. A comparison of the estimated bills received by customers with customers with pre-paid metres show that those without metres pay as much as five times what those with metres pay.

This removes incentives for many customers to reveal to the authorities the identity of those who consume power illegally. A recent raid carried out in high-brow Lekki area of Lagos state showed that highly influential people were culpable in stealing power. Many of those involved in the act almost see it as a way of punishing the Discos whose services are woeful but who revel in extorting consumers. Unless the Discos improve on their services and unless the power situation improves and customers get value for what they pay, it may be difficult to get Nigerians to key into the whistle blowing policy in the power sector.

Another challenge presented in the application of the whistle-blower policy in the energy sector is what compensation system would be most effective. Whistle blowing in Nigeria is seeing a modicum of success because there is a huge incentive of almost 5 percent for any disclosure that yields to recovery of stolen assets. It is not clear how this will be applied in the power sector.

Nigerians' willingness to self-generate power and play almost twice the cost of grid connected power indicates that many customers would readily pay a fair rate for uninterrupted power. Also, there are smart meters that can adequately calculate the exact power consumption. Instead of whipping up sentiments and setting Nigerians against one another, the focus of the ministry should be to provide prepaid meters to all consumers as is standard practice all over the world.

MEET MAGOO, A TALENTED SAND CASTLE ARTIST, POSING BESIDE ONE OF HIS WORKS



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COMPANIES & MARKETS

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P15

Bad loan charges hit Nigerian banks in Q1

.....Impairment charges rise 54.83%Analysts say write-offs to moderate

BALA AUGIE

Nigerian largest banks have been hit by higher impairment charges for loans to struggling oil and gas firms as analysts say an uptick in economic activities could result in subdued write-offs in subsequent quarters.

Impairment charge booked by the 13 largest listed lenders on The Nigerian Stock Exchange (NSE) spiked by N33.83 billion to N96.27 billion as at March 2017, from N62.39 billion the previous year.

Loan loss expense surge 125.56 per cent to deal a hash blow on First Bank as net income dropped 22.36 per cent to N16.88 billion.

The lender's Non Performing Loans (NPLs) of 26.50 per cent, which is one of the highest in the industry, exceeds the 5.0 per cent regulatory threshold.

Zenith Bank's impairment charge surged 206 per cent; Access Bank increased by 33.30 per cent; GTBank rose by 12.62 per cent; UBA spiked 488.80 per cent.

Nigerian banks are operating in a volatile operating environment as industry NPLs stood at

BANKS FIRST QUARTER IMPAIRMENT CHARGE			
	2017 (N'M)	2016 (N'M)	CHANGE (%)
ZENITH	7,886	2,577	206%
ACCESS	3,197	2,398	33%
DIAMOND	10,580	8,812	20%
FIDELITY	739	750	-1%
FCMB	4,958	3,531	40%
GT BANK	3,813	3,385	13%
STANBIC IBTC	3,327	2,269	47%
FIRST BANK	28,821	12,754	126%
UBA	3,103	527	489%
UNION BANK	320	1,140	-72%
STERLING	2,510	1,440	74%
UNITY BANK	3,608	9,529	-62%
ECO BANK	23,364	13,277	76%

Companies Financials; BusinessDay Analysis

14 per cent as at the end of 2016.

Moody's Investors Service said NPLs will rise

marginally to between 14 per cent and 16 per cent, but should reach a peak as write-offs, loan

restructurings, and the strengthening economy take effect.

Analysts are betting

that the possible uptick in economic activities, fuelled by recovery in oil production, could pave

the way for oil companies and businesses to pay interest on borrowings.

"As the economy recovers, the impairment charges is likely to go down, said Johnson Chukwu," managing director of Cowry Assets Management Limited.

"We are going to see delinquent debtors being worked and for that reason, impairment will reduce," said Chukwu.

The International Monetary Fund forecasts that Nigeria's economy will expand by 0.8 per cent this year compared to 1.6 per cent contraction in 2016.

Royal Dutch Shell has resumed crude oil export from its Nigeria's Forcados terminal after production was frustrated by incessant militant attacks on oil facilities.

This means oil companies will make more money to regain capacity repay bank loans and reduce their gearing level.

"I see an improvement in 2017 because of increased yields and therefore interest income on assets will increase," said Ayodeji Ebo, Managing Director of Afrinvest Securities Limited.

"Impairment charges will remain around current level or moderate."

OPEC seen losing role as global oil market stabiliser

...As Goldman Sachs says shale production added 190bn barrels in 17 years

ISAAC ANYAOGU

Oil cartel, OPEC, could lose its role in balancing supply and demand in the global oil market as shale producers cut costs and improve efficiencies to ramp up production, a move which is challenging the current order, a new report by leading global investment firm, Goldman Sachs has found.

According to the firm's top projects report, which is an annual review of the world's top energy assets,

obtained by BusinessDay, short-cycle projects now make up 50% of top projects, up from only 16% in 2010, as the industry's capital spend becomes more cyclical and OPEC loses its role in balancing supply and demand.

"On our estimates, shale has added 190 billion barrels of oil resources since the start of the boom in the late 2000s (more than Iran or Iraq, and only behind Saudi Arabia or Venezuela) that can be developed through a technically sim-

ple supply chain which can be expanded with a 12-24 month lead time.

"This effectively ends the industry's great resource hunt in increasingly complex areas and re-focuses the industry's resources on development efficiency, rather than resource maximization."

"The E&P industry effectively shifts from 'E' to 'P' and in doing so, rediscovers tremendous ability to standardize, simplify, and reduce costs."

Current breakeven cost

between key development areas after accounting for inflation is about \$54 unlike about \$90/barrel five years ago, and shale producers currently has 73 years' worth of production, said the firm.

"Shale break-evens fell the most through the down cycle, thanks to the short-term nature of its capital commitments and productivity improvements. However, costs are now normalizing, with 30% cyclical cost inflation from the trough, and shale

break-evens now stabilizing," said the report.

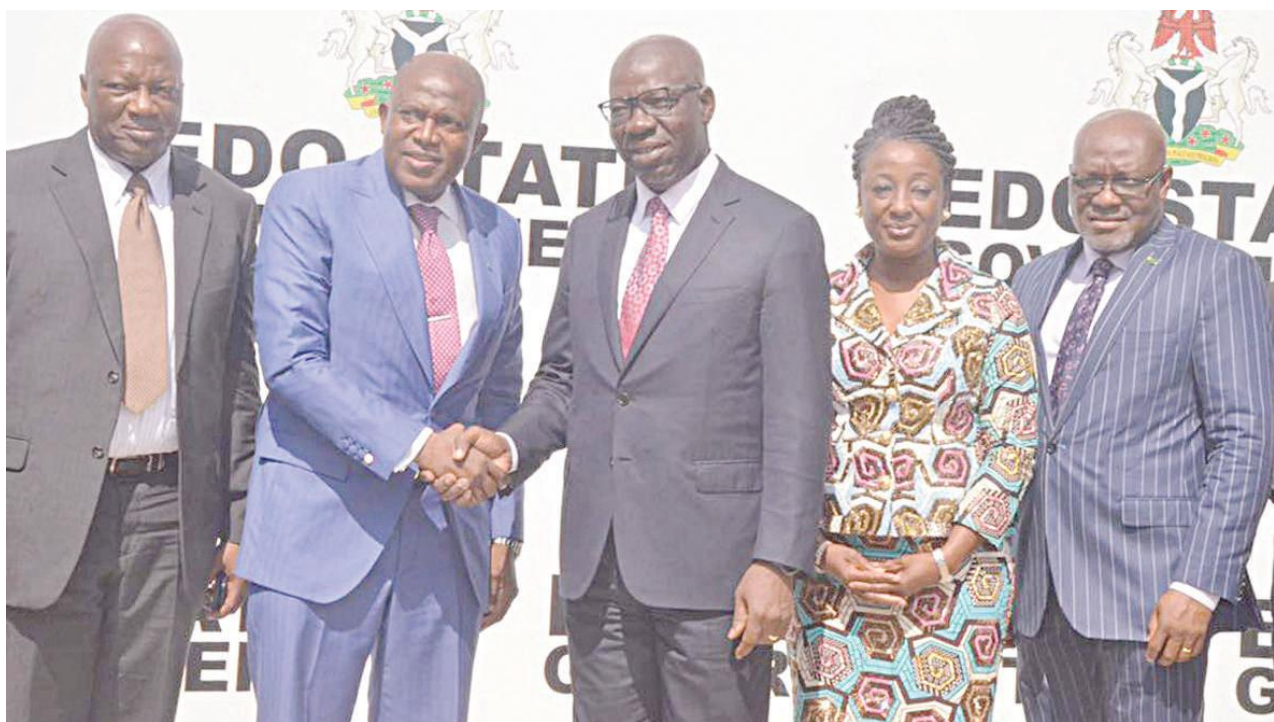
There have been concerns about the influence of shale producers on global oil markets, but this report presented it in its stark, scary reality. Analysts say shale oil development is now beginning to displace higher-cost alternatives including deep water exploration and the Canadian Oil Sands. Technological improvements in drilling and completing wells are driving these shifts, and new innova-

tions continue to be developed.

While, Goldman Sachs admitted that the rest of the industry is still lowering costs through simplification, deflation, strong delivery and taxes, it expects shale to substitute about 50 complex giant oil fields under development.

"We see deepwater and traditional developments becoming competitive again, with over half of their developments sitting below shale on the cost curve," the document said.

COMPANIES & MARKETS



L-R: Osagodion Ogie, secretary to Edo State Government, Kayode Pitan, managing director/CEO Bank of Industry; Godwin Obaseki, governor, Edo State; Betsy Obaseki, first lady, Edo State, and Tobin Jonathan, executive director corporate services and commercial, Bank of Industry, during the visit of the management team of Bol to the Edo State governor at the Government House, Benin City, Edo State.

Conoil's profit surges 23.02 % on reduced finance costs

BALA AUGIE AND BUNMI BANJO

Conoil Nigeria Plc's full year net income has increased by 23.02 per cent, thanks to a reduction in finance costs as the company continues to record strong margins amid a volatile and tough operating environment.

The downstream stream oil and gas giant's profit after tax increased by N530 million to N2.83 billion in December 2016 as against N2.30 billion the previous period. Sales were up by 2.55 per cent to N85.02 billion.

The growth in profit was due to 53.06 per cent reduction in interest expense to N1.76 billion as the company booked

Results for the year			
The following is a summary of the Company's operating results:			
	2016	2015	%
	N'000	N'000	Change
Revenue	85,023,546	82,919,220	2.5
Profit Before Tax	4,280,549	3,448,397	24.1
Profit After Tax	2,837,884	2,307,557	23
Proposed Dividend	2,151,252	2,081,856	3.3
Share Capital	346,976	346,976	-
Shareholders Fund	18,465,680	17,709,653	4.3

Source: Company Financials, BMI

an overdraft due to delay in payment of subsidy monies by the Federal Government on importation/purchase of product, according to the company's 2016 audited financial statement.

Conoil's ability to pay interest on loans from banks is not impaired as interest coverage ratio of 3.3 times is lower than the 1.50 times global standard. Interest coverage ratio is used

to determine how easily a company can pay interest on its outstanding debt.

Conoil has steady dividend policy. Its directors have recommended the payment of a dividend of 310 kobo per share on the 2016 earnings. This translates to a pay-out of 75.83 per cent while dividend yield stood at 7.42 per cent as at close of trading on Wednesday.

Conoil operates in a tough

and unpredictable operating environment as devaluation of the currency and delay in subsidy money continues to undermine growth.

Refusal to pay subsidy arrears by the Central Bank of Nigeria (CBN) and foreign exchange differential of \$1.2 billion has hindered oil marketers from honouring obligations to banks.

Analysts say the big companies in the industry can weather the storm on their robust cash flows and supports from their owners.

Conoil's cash and cash equivalent increased by 185.83 per cent in December 2016 from N11.65 billion the previous year. The firm's net margins, a measure of efficiency, moved to 3.37 per cent in December 2016 from 2.71 per cent as at December 2015.

Discos say awaiting FG approval details for MDAs N40bn electricity debt

The Association of Nigerian Electricity Distribution Company (ANED) says it is awaiting details of the N40 billion approved for the payment of electricity debts owed DisCos by Ministries, Departments and Agencies (MDAs).

Sunny Oduntan ANED's executive director, said in an interview with the News Agency of Nigeria (NAN) on Wednesday that the details of the approved fund became necessary given the initial claims by the DisCos.

The Federal Government through the Ministry of Budget and National Planning at the presentation of budget breakdown earmarked N40 billion to settle reconciled outstanding electricity debt of Federal Government institutions.

The DisCos through its association had repeatedly said that it was being owed more than N100 billion for unpaid electricity consumed by MDAs.

In a bid to settle the debt, government had initiated a verification process of the claims made by DisCos to ascertain the genuineness of the debt.

President Muhammadu Buhari had also directed the full payment of all electricity debts owed DisCos in the country.

Oduntan said that it would not join issues with the govern-

ment on the earmarked fund for the settlement of the debt.

"We don't want to join issues with the government on this matter, what we are doing now, we are waiting for the details and we shall respond appropriately as soon as we get the full details."

He said that the information at the ANED's disposal on the approved fund was in piecemeal.

According to him, it is too premature for the association to fully make its intention known on the approval without getting the details of the earmarked fund for the DisCos.

He said that it was wrong for people to misinterpret the directive of NERC on payment of electricity on estimated methodology.

"For those who are misleading the public saying that people should stop paying bills, we know what to do within the ambit of the law."

"I cannot be supplying you my product and you are not paying for it."

When asked the possibility of contracting the metering project to other companies as was being done in other countries given the huge capital required for metering, Oduntan said that the DisCos would cross the bridge when it gets there.

Domestic investors, key to Nigeria's economic revival - NIPC

AKINREMI FEYISIPO, Ibadan

The Nigerian Investment Promotion Commission (NIPC), says the country should encourage domestic investors to invest in various sectors of the economy instead of relying on foreigners to revive the economy.

Yewande Sadiku, executive secretary of the commission, said that the only way out of the economic recession is for wealthy Nigerians to invest in their father's land than any other national who does not know the terrain of where they will invest their money on.

"Direct Domestic investment is key to Nigeria economic growth. We want Odu'a to develop a database of wealthy Nigerians on how we can get them invest in the country," said Sadiku at a meeting between the commission and management of Odu'a Investment Company Limited and Development Agenda for Western Nigeria (DAWN) in Ibadan, the Oyo State capital.

The NIPC boss who said federal government is trying in its own way to invest in the areas of opportunities urged states to compete among themselves in the areas of investment thus bulk of investments lies in the state.

"Nigeria competes with rest part of the world, I think states should also compete. Africa contributes 13% to

global population, but only 2% to global GDP and 4% of Global investment flow and Nigeria attracts 11% of global flow according to 2015 report."

"Infrastructure is better developed, infrastructure is the biggest challenge that many investors see as an issue and finance, so I will like us to work together on this summit on domestic direct investment."

"In October, we are planning to have a program on Direct Investment summit to attract Nigerians invest in Nigeria."

Group Managing Director/Chief Executive Officer of Odu'a, Adewale Raji, frowned at 40-50 percent loss of agricultural produce during post-harvest as he said that the company was working on massive agricultural production of staple which will be processed on site.

Raji said this will create more jobs for the teeming unemployed, reduce rural-urban drift among others.

"Agriculture and value chain is a key area we are taking into consideration. This is an area you can have direct impact on people's life."

Acting Director General of DAWN, Seye Oyeleye maintained that the commission has responsibility to ensure intergration of states and sustainable development within the South Western Region of the country.

Union Bank's lethargy to be expunged by Atlas Mara

... Planned capital raise boosted by N16.82bn ... Cheap valuation a major lure for UK investor

INNOCENT UNAH

Union Bank of Nigeria Plc (UBN), which recently announced plans to raise N50 billion through rights issue, will see its efforts stimulated with N16.8 billion (\$50mn) from London-based Atlas Mara that currently owns 31.10 per cent of the Nigerian Lender.

UBN is a first-generation Nigerian Bank which has failed to rise to the challenge of a new banking regime fostered by a regulatory-induced consolidation in 2005. The bank's old generation peers, First Bank Nigeria (FBN) and United Bank for Africa Plc (UBA), have since the consolidation moved on to become top five biggest Nigeria lenders by asset size in the tier-1 category.

The bank is currently a mid-sized bank valued at N97.51

billion as at June 19 2017. FBN and UBA were valued at xxxxxx and xxxxx as at the same date.

"The bank refused to move from the old system it was used to before the rave of new generation banks came," said a banking equity analyst in a leading stockbroking firm based in Lagos. "The bank has a strong (staff) union that has held the bank hostage"

Union Bank traded at 64 per cent discount to book value for three consecutive days as at Wednesday and has been the worst performing bank in 2016, pummelled by a recession which hit Africa's biggest economy for the first time in 25 years.

Analysts say that the lender, just as other lenders in Africa's biggest oil producer, is cheaply priced, presenting allure for foreign investors seeking huge returns on investment. Atlas Mara

is one of the investors that seek to cash in on the banks' cheap valuation to maximise their wealth, a judgement which shareholders of UK investment firm endorse.

"Atlas Mara represents a unique opportunity to invest in many profitable banks in the region at a very attractive valuation," said a major investor in Atlas Mara. "Banks are at the forefront of economic development in sub-Saharan Africa."

With the fresh capital injection, Atlas Mara will now control 44.50 per cent of UBN shares and seek to make major strategic and operational changes that will position the bank on the path of improved performance.

UBN's group audited financial statements for the year ended December 31 2016 showed that earnings dropped 12 per cent to N15.9 billion. Bad

loans, represented by credit impairments loans spiked to N16.5 billion, 67 per cent from the 2015 levels.

A series of measures to raise the bank's performance started in 2012 with the appointment of Emeka Emuwa, the former Citibank's chief executive officer, as the group managing director. The bank's new chief has since introduced new banking products and innovative channels to boost its competitive capacity, and hopes to use the fresh funds to accelerate the bank's turnaround.

"While the operating environment remains a challenge, we are focused on our 2017 priorities which include raising Tier 1 capital to execute our growth agenda across our retail, commercial and corporate businesses, particularly transaction banking and value chain."

COMPANIES & MARKETS

StarTimes committed to quality sports content says marketing director

AKOBI UGOCHUKWU

StarTimes, Nigeria-based Pay TV company, has assured sports Nigerians the opportunities to watch the thrills of the ongoing Confederation Cup as African Champion, Cameroon takes on Australia in Group B fixtures Cameroon lost its first match 0-2 to Chile.

StarTimes has assured that subscribers can enjoy the best of the World Cup matches and other thrilling sporting actions on its World Football Channels 244 and 254.

Speaking on these coming Confederation Cup matches, Acting Brands and Marketing Director, StarTimes, Qasim Elegbede, said StarTimes remains commitment to delivering quality sporting content to its subscribers.

It was in 2003 that the Indomitable Lions gave its best performance by reaching the stage of the final against France. However by winning the CAN 2017, it is once again with the status of outsider that Cameroon presents itself in an international competition hoping to make such a good course as in 2003.

The Aussies however suffered a setback ahead of the game when it was announced that captain Mile Jedinak would miss the Confederation Cup in Russia due to a persistent groin injury. He would be replaced by uncapped James Jeggo, 25, of Austrian team Sturm Graz.

The Aussies also lost Bradley Smith during the win over Saudi Arabia, with the Bournemouth defender suffering a hamstring injury. His place has been taken by 20-year-old

Alex Gersbach, who has two caps to his name.

The FIFA Confederations Cup 2017 is the tenth edition of the Championship featuring Germany, Russia, Portugal, Mexico, Australia, New Zealand, Chile and Cameroon. The competition will begin on 17th June and final is scheduled for 2nd July 2017

“Quality sporting content was the reason behind the acquisitions of sporting rights such as the FIFA World Cup in over 48 territories in Africa and other sporting event like the Serie A, Bundesliga, French Ligue 1, Chinese Super League and Eredivisie,” Qasim said.

He said StarTimes will be showcasing the best of these football actions live from the various match centres in Russia to the living homes of subscribers.

Etisalat's loan restructuring talks fail as lenders step in

BUNMI BANJO

Etisalat has been instructed to transfer its 45 percent stake in Etisalat Nigeria to a loan trustee. The company has initiated changes to its shareholding structure after talks with lenders to restructure a \$1.2 billion debt failed, the company said on Tuesday.

According to the Abu Dhabi-listed telecoms giant the firm had been in talks with Nigerian banks to restructure its loan after missing repayments, but those discussions failed to produce an agreement.

Etisalat is the biggest foreign-owned victim of dollar shortages plaguing Nigeria's financial system because of lower oil prices and economic recession, leaving it struggling to make the loan repayments.

The loan that has proved so troubling for Etisalat Nigeria is a seven-year facility agreed with 13 local banks in 2013 to refinance a \$650 million loan and fund expansion of its network.

Ibrahim Dikko, vice president for regulatory affairs at Etisalat Nigeria said that management was continuing to run the business after the shareholding changes and that there were contractual and regulator issues to be finalised.

Nigerian regulators had tried to prevent lenders placing the telecom firm into receivership to avoid a wider debt crisis and agreed with banks to pursue a default deal.

But lenders under pressure to avoid loan-loss provisions, have been pushing to finalise restructuring before half-yearly audits this month.

Sources say Etisalat, which

generates 3.7 percent of its revenue from the Nigerian business, had questioned the rationale of investing more in the local unit, when asked by lenders to recapitalise its affiliate as an option.

An Etisalat Nigeria spokesman said the company was still in discussions with lenders to find a “non-disruptive” solution.

Etisalat said its financial exposure to Etisalat Nigeria was related to operational services worth 191 million UAE dirhams (\$52 million) and that discussions were ongoing with lenders regarding the use of the Etisalat brand.

Etisalat said its financial exposure to Etisalat Nigeria was related to operational services worth 191 million UAE dirhams (\$52 million) and that discussions were on-going with lenders regarding the use of the Etisalat brand name.

LFTZ hands over processing centre to Nigeria Customs

...to build more standard factories as 47 companies active at zone

JOSHUA BASSEY

The Lekki Free Trade Zone (LFTZ) has built and handed over fully equipped/computerised Customs Processing Centre (CPC) to the Nigeria Customs Service (NCS) to fast-track hitch-free operations at the zone.

The management of the trade zone has disclosed plan to build more standard factories as the existing four have been taken by some of the investors already engaging in manufacturing activities within the zone.

The LFTZ, sitting on 16,500 hectares of land, is being developed in phases. It will be the biggest free trade zone in West Africa when completed.

Presently being jointly developed by a consortium of Chinese investors and Lagos State government is the parcel

A, where 47 business concerns have become active. Some 114 investors with interests in different sectors of the economy, including manufacturing, oil and gas, estate development, hotel, tourism, among others have so far registered to do business at the zone.

Rotimi Ibrahim, deputy managing director of the Lekki Free Zone Development Company (LFZDC), who handed over the CPC to the Customs, on Monday, said amid the challenge of gas supply and offshore banking, which are being addressed, the management, with support from Lagos State and Nigerian Export Processing Zone Authority (NEPZA), is doing everything to make the zone a world class for foreign and local investors.

According to him, with 24-hour electricity, fired by

an independent power plant, well paved road network, water supply, investors are in for a business hub that truly compensates. He assured the Customs Service of the commitment of management to operate within the laws guiding free trade zones, in Nigeria.

Augustine Chidi, deputy comptroller general of Customs, who represented Hameed Ali, the comptroller general, while inspecting the processing centre, said it enhance the operations of the Customs within the zone.

He called on the management of the zone and NEPZA, to ensure that the laws are strictly adhered to the laws guiding import and export activities. He, however, commended the management for building and equipping the centre for the use of the Customs.

Business Event



L-R: Akamo Olabode, representative of principal, Lagos Island Local Government Vocational Institute; Maureen Nkemchor, a graduate; Joseph Ekhaton, assistant pastor in charge of administration, Redeemed Christian Church of God (RCCG), Province 44, Surulere; Ikara Mercy, graduate; Ajibola Opeoluwa-Calebs, assistant pastor in charge of corporate social responsibility; Temitope Emovon, wife of the pastor in charge; Amos Emovon, pastor in charge and Bolanle Arikawe Otu, head, Lagos State Vocational Training Institute, Surulere, at the graduation ceremony for the 2017 RCCG Lagos Province 44 empowerment programme in Surulere, Lagos.



L-R: Nnamdi Okechukwu, analyst, youth segment, Etisalat Nigeria; Obazu Elizabeth, winner of Cliqfest start up grant, HND 2 electrical engineer student, and Owuh Deborah, another winner of Cliqfest start up grant, OND 1 economics student, with Martina Ogbemor, specialist, events, Etisalat Nigeria, during the Cliqfest campus activation at Auchi Polytechnic, Edo state.



From left: Felix Igbinosa, Yinka Tiamiyu, Chinwe Basil-Ezegbu; Citibank Head of Audit, Middle East and Africa, David Baldry; ACAEBIN Chairman, Abiodun Aderoju and EMEA Chief Audit Executive, Citigroup, Andy Blight. Other executive members of ACAEBIN, David Isiavwe, Bolaji Ajao, Uduak N. Udoh and Gboyega Sadiq at the 36th Quarterly General Meeting of ACAEBIN hosted by Citigroup in Lagos



L-R: Oluseye Petphil, social media manager, Goal Nigeria; Oluwatobi Samuel, one of the winners of 'UCL Predict and Win'; Oke Umurhohwo, marketing communications manager, itel Mobile, and Adekoya Kazeem, head, digital marketing, Nobel Carpets and Floors, during the prize presentation to winners of 'UCL Predict and Win' contest jointly sponsored by Nobel Carpets, itel Mobile and Goal.com in Lagos.

CITYFile



Augustine Chidi (2nd l), Deputy Comptroller-General of Customs; Rotimi Ibrahim (4th r), Deputy Managing Director, Lekki Free Zone Development Company, and others, during a visit to the Lekki Free Trade Zone (LFTZ), to commission Customs Processing Centre, built by the LFTZ management to enhance operations at the zone.

Apapa congestion: Police to dismiss officers over bribe

Deputy Commissioner of Police in charge of Western Ports, Adeyemi Gbola, has warned officers against collecting money from truck drivers to allow them in and out of the ports gate, saying anyone caught would be dismissed.

"The task of the police at the ports is to provide maximum security of life and property for the port users to enhance economic growth. "The police management will treat officers found wanting in this regard with disdain, as many of them have already been dismissed from the force.

"We are on the look-out to apprehend any officer involved in this practice; a patrol task force has been constituted for that purpose," he said.

Gbola added that the presidential order to ensure the ease of doing business in the ports "was not for one particular agency or operative but for everybody, who might have something to do in the ports.

He noted that the police had undertaken some reforms to forestall crime in the ports. He advised the public and port users in particular to resist the temptation of giving the police money at the port.

Smugglers forfeit 16 vehicles, other goods to Customs in Oyo, Osun

AKINREMI FEYISIPO, Ibadan

Operatives of the Nigeria Customs Service (NCS) in Oyo and Osun have intercepted 15 assorted cars and MAN diesel truck with paid duty value put at N28.88 million.

Among the seized cars are Toyota Venza, Lexus, Nissan Pathfinder, Toyota Corolla, Honda and Peugeot.

Emmanuel Udo-Aka, the Customs Comptroller in charge of Oyo/Osun command, who addressed journalists in Ibadan, the Oyo State capital, said in the cars were also prohibited items, including second-hand clothing, foreign rice and other contraband goods.

The NCS boss said that 172 pieces of used tyres and 272 pieces of vehicle wheels inside the MAN diesel truck were seized along the Lagos-Ibadan Expressway on June 9, 2017.

According to him, the detentions were effected on Saturday June 17, 2017 along Saki axis and this was done in synergy with the headquarters compliance team and the Customs intelligence unit in Oyo. The operation, according to Udo-Aka, was based on

tip-offs from the information network led by DSC Alajogun Joseph.

The Customs boss stated that the suspects were not arrested as "they eloped into the bush as soon as they sighted the eagle-eyed customs officers"

"I want to sound a warning to all those who are still trapped in the illicit business of smuggling to change from this obnoxious business which is detrimental to the nation's economy and life of our people."

"It is imperative to restate that based on the current fiscal policy of the Federal Government, no vehicle and rice is to be imported into Nigeria through the land borders again. There is no gainsaying that rice smuggling stifles domestic rice production in the country in addition it is injurious to the health of our people and to this economy."

"In the same vein, the ban on used tyres is for the safety of our people and local tyre production industries to grow. It is just too bad that such contraband find their way into this country through the nefarious activities of smugglers who in turn sell them to unwary members of the public because of their perceived cheap prices"

He added that "the unbridled use of imported second-hand tyres has continued to wreak havoc on the nation's highway with many lives lost"

"However, it should be noted that the Service is not interested in witch-hunting or victimising anyone who is into legitimate business. But the Service will not relent in the pursuit of smugglers and economic saboteurs."

"What they are doing is injurious to the economy and the people of Nigeria. Our own industries and economy must grow, so we are working to make sure that the economy improves so that people will have places to work"

Fielding questions from journalists, Udo-Aka alleged that rice smugglers were repackaging contaminated rice from the Republic of Benin with the aim of supplying them to the Nigerian market.

He said the seized bags of rice have been stored in warehouses at the Republic of Benin without proper pest control, making them prone to all manner of diseases saying that "most of these smuggled products have expired and are not safe for consumption, yet they are re-bagged and relabelled and dumped in our country"

Unemployed man bags 2 years

A Federal High Court in Lagos has sentenced a 28-year-old unemployed man, Aminu Ali, to two years imprisonment for drug trafficking.

The convict was charged by the National Drug Law Enforcement Agency (NDLEA) on a count charge of dealing in restricted narcotics. Ali pleaded guilty to the charge.

Before his sentence, he begged the court to tamper justice with mercy and give him another chance to turn over a new leaf.

Ali promised that he would be a better person in life, if given the opportunity.

Following his plea, the prosecutor, Jeremiah Aernan, had reviewed the facts of the case before the court.

Aernan tendered a written statement of the convict, a bulk of exhibit, a request for scientific aid form, a drug analysis form and remnants of the restricted substance. The court admitted them as exhibits.

Delivering judgment, on Wednesday, Justice Babs Kuewumi, found the accused guilty as charged and accordingly convicted him. Kuewumi said that the convict's sentence would run from the date of his arrest. NAN

Obaseki wants police to investigate herdsmen killing in Edo

IDRIS MOMOH, with agency report

Governor Godwin Obaseki of Edo has directed the Commissioner of Police (CP), Haliru Gwandu, to deepen investigations into the recent killing in the state, blamed on suspected herdsmen.

Obaseki gave the directive when he paid condolence visit to Ukpenu community in Esan West local government where a widow was found dead on her farm on Tuesday.

The governor, represented by Philip Shaibu, his deputy, called on vigilance groups and hunters in the area to rise up to the challenge and collaborate with security agencies in providing protection for farmers.

He said that the government was already investigating how the suspected killer herdsmen gained entry into the state.

Obaseki also advised the people to go to their farms in groups and assured

...as group protests

them that government was working out lasting solutions to the problem.

The 68-year-old victim, Margaret Odiamahi, was a widow and mother of six children. The first son of the deceased, Joseph Odiamahi, said his mother went to her farm and never returned. He said that his late mother was later found dead with her throat slit at night by a search party organised by the community.

This is as a group, Stakeholder-Coalition for Protection of the Environment, on Wednesday protested against alleged displacement of over 60,000 farmers from their communities by Okomu Oil Palm Company Plc. The protest was led by Oyi Ojo to Edo House of Assembly. He told the speaker, Justin Okonoboh, that former Governor Adams Oshiomhole had revoked the occupancy permit given to Okomu Oil Palm Company, over

13,750 hectares of land.

He alleged that two years after the revocation; the company continued to defy the order, adding that the company had increased its agricultural activities on the land.

"In the name of development and job creation, the company has continued to destroy the forest; it has taken away farmlands belonging to over 60,000 farmers in various communities. "The affected communities are Okomu village, Agbede Makilolo, Lemo, Oweike, Avbiosi, Uhiere, Owan, Ugbobezi, Oke-Ora, Ekpan, Oke, Odigete Uhonmora and Uzebba, among others," he said.

Ojo appealed to the state government to intervene by enforcing the revocation order on Okomu Oil Palm Company Plc.

Okonoboh thanked the protesters for the peaceful manner of their demonstration and assured them that the lawmakers would address the matter. (NAN)

40-yr-old charged with theft of N1.1m milk

A 40-year-old truck driver, Apena-Olabisi Olasunkanmi, who allegedly stole 223 cartons of Dano milk valued at N1.1 million, is facing trial at a Tinubu Magistrate Court, Lagos.

The accused, whose address is unknown, is facing a two-count charge of conspiracy and theft which he denied.

But the police prosecutor, Philip Osijiale told the court that the accused committed the offences on December 12, 2016 at Lekki Free Trade Zone.

He said the accused conspired with a man still at large to steal 223 cartons of Dano milk worth N1.1 million, property of Sufedo Heritage Ltd.

He said that Olasunkanmi, who was hired by the company to deliver the cartons of milk to Kano, claimed that he was

attacked and robbed him of the goods.

"The accused loaded the cartons of milk from Lekki Free Trade Zone, and was to deliver them to Kano and was paid 61 per cent of his charges. He called the company six days after his departure from the base in Lagos that as he waylaid by some armed men and was dispossessed of the goods," Osijiale said.

The offences contravened Sections 287 and 411 of the Criminal Law of Lagos State, 2015 (Revised).

Section 287 stipulates three years imprisonment for theft, while Section 411 states two years imprisonment for conspiracy.

The magistrate, Kazeem Omolaja, granted the accused N200,000 bail with two sureties in like sum and adjourned the case until June 30 for hearing.

Money Insight

Personal Finance: Investing ■ Retirement ■ Taxes ■ Credit Cards ■ Home Buying ■ Small Business Shopping ■ Financing

Five things you need to know before starting your business

STEPHEN ONYEKWELU

The treats and trapings that come with owning and running one's business are rewards worth keeping sleepless nights for. However, there are five things prospective entrepreneurs need to understand.

Understand the risks involved

The first thing that strikes you about the glamour of entrepreneurship is the overwhelming focus on the rewards. We are hardly told the backstory of the pains and risks that came before the rewards.

We are constantly fed tales of heroic people who started a business from their parent's garage and built it into a multi-million dollar company. We are regaled with stories of employees who quit their jobs to take on entrepreneurial pursuits.

The truth is, if we really knew just how much risk entrepreneurs expose themselves to, we would admire their guts more than we envy their success. Entrepreneurs often take risks that do not make any sense at the time, and that is how they are able to reap the big rewards.

The rewards of entrepreneurship are only half the story. The pains, frustrations, risks and challenges are actually the most important parts of the story. If you want to be on the cover of Forbes Magazine, you



need to have the balls to take risks. The bigger the risks you can take, the bigger the rewards you can make.

Self-doubt will haunt you

Entrepreneurs often come across as visionaries; people who see and act on things that others do not. What we often do not realise is that visions are not certainties. And things can go wrong as we try to bring a vision into reality.

Self-doubt is one of the most common demons that haunt entrepreneurs. Whenever we take risks or take on challenges that do not have an assured outcome, it is human nature for doubt to creep in at every turn.

This is why most successful entrepreneurs are big believers and perennial optimists. It is this unconditional belief in their vision that propels them to conquer their doubts and achieve success, in spite of the odds.

Things will happen that will test your confidence and make you doubt your vision sometimes. Disappointments and frustration could push you to the brink of despair. But because they're big believers, entrepreneurs usually recover from these setbacks.

It is a lonely journey until you make it

This is a fact: nobody cares

about you until you make it.

Many people just do not realise how lonely entrepreneurship can be. Especially in the early days and years, you are in the driving seat of the business and the burden rests squarely on your shoulders.

Except you have a supportive business partner, co-founder or mentor, the journey is usually a very lonely experience for many entrepreneurs. Worse still, in spite of everything you are going through you still have to be your own therapist. People are drawn to success. But until success comes, you are largely invisible.

Success usually comes with

a heavy dose of distractions. Press interviews, invitations to speak at local and international conferences, mentorship and coaching requests, and the pressures of managing your rising public profile are just some of the distractions success will bring into your life.

It is not just about the money

While money is certainly a strong motivator for entrepreneurs, to make it through the dark and lonely days of building a business, you will need something more than just the "love of money" to keep you going. Some entrepreneurs

do it for the passion, fun and excitement. Others do it to contribute something valuable to the world, and to make an impact.

In the end, money is just one of the rewards for the risks entrepreneurs take, but it's not the ultimate reward. It's just a way to keep score. Recognition, impact and self-actualization are actually far stronger motivators than money.

You will be broke sometimes

Many people become entrepreneurs because they want to make money. The reality is, you may have to 'lose' money first before you make any money. Anybody who's bootstrapped a business before would know what I'm talking about.

When you are really committed to building a business, it is natural to give it everything. To pay salaries, keep the lights on and meet all the other obligations of your business, the entrepreneur often has very little left to live on. But as long as their vision is alive, most entrepreneurs know that being broke is only a temporary condition.

Entrepreneurs are like farmers; they always look forward to the harvest. But until harvest time comes, they will do everything they can to keep their crops alive, even if it means staying hungry and broke. By the time the harvest comes, all the pain, suffering and sacrifice will be long forgotten.

Stakeholders to converge in Accra to discuss agribusiness opportunities in West Africa

CALEB OJEWALE

The emphasis on Agribusiness as a key variable in Africa's quest for food sufficiency and economic stability will again take centre stage at the West Africa Fertilizer Agribusiness conference being organised by CRU Events and the African Fertilizer and Agribusiness Partnership (AFAP).

The conference, which

is slated for 10-12 July at the Movenpick Hotel Accra, comes at a time when countries within the sub region are making spirited efforts to transform the way agriculture is run. In Ghana, the host country, the Ghanaian fertilizer and agribusiness sector is undergoing an incredible boost from the country's new leadership, making it the perfect moment to explore the regions potential using the

conference's main themes of partnership, investment and innovation. Also, in Nigeria, the region's largest economy, agriculture has been made a focus of the present administration which has been making efforts to support the value chain in many ways.

"The three-day conference and networking event will attract over 250 attendees and feature specialist workshops, keynote

presentations, interactive panel discussions, breakout sessions and a site visit to the Nestle Tema factory," said Nicola Coslett, CRU Events CEO in a statement.

Pierre Brunache, Chief Agribusiness Officer at AFAP also remarked that "Sessions will explore critical issues such as how the cost of fertilizer for West African farmers and supply chains of agricultural inputs

can be improved, how local government and international suppliers of fertilizer can work in partnership to build strong agribusiness."

"The conference will also look into how innovation in areas of finance or communication can be used in West African agribusiness, financing tools to enable fertilizer trade and investment in the agribusiness value chain and how to encourage youth participation

and support women in agribusiness," Brunache said.

The conference marks the second in the continuing collaboration between CRU Events and AFAP. This unique partnership, organiser say will offer unrivalled networking opportunities with senior decision makers from the biggest fertilizer buyers and manufacturers in some of the world's fastest growing fertilizer markets.

A pension fund is perhaps a safer bet than 'starting afresh'

CALEB OJEWALE

It is not uncommon to hear people looking for business ideas to invest in right about when they're heading for retirement, or even shortly after settling into retirement phase. The sudden interest in "running a business" to some people seems plausible, but again, why the sudden interest to "start a new business" when a person no longer has the advantage of "youthfulness and time to run around"?

Perhaps, there is need for people to have more faith in the pension fund system and avoid subjecting what should be their retirement benefits to the risks of untested businesses.

Pension funds are pooled contributions from pension plans set up by employers and other organizations to provide

for the employees' retirement benefits. Pension funds are large investment blocks in most economies and a major factor in the stock market. These funds are managed by professional fund managers and fall under the institutional investor category. Pension funds are often exempt from capital gains tax, and earnings from their investment portfolio are tax exempted.

Michael Olafusi, a business data analysis expert remarked that "Till I resigned from paid employment, I used Stanbic IBTC Pensions. They send me monthly account statement. My money has been growing despite no new deposits since March 2014 when I resigned from my last job. It has been growing even better than my stocks investment (till stocks took off astronomically few



weeks ago)."

"The main idea of government making pension compulsory is that too many people don't save for after retirement," said Olafusi.

Olafusi further said "In my training classes for some pension companies, they often

complain of how some retirees think they are smart and request for the withdrawal of their pension accumulation upon retirement instead of having a monthly salary-like payout. And the business they didn't try when they had youthful energy and more in sync with

the world, is what they are now trying to do in their old age.

"They go into filling station business, bakery, real estate and all sorts based on friends/family advice. And in many cases gamble away the money," he explained.

Contrary to the notion some may have; the money in pension fund is not lying fallow. It is invested according to stipulations by law, in mostly low risk investments like Government bonds.

In the bigger picture, pension funds are in the national public interest and the legislative language explicitly defines such funds in various laws. Pension funds perform important economic functions, such as mobilizing and managing savings, providing income stability, making labour markets more efficient and providing exposure to systemic risk in the financial markets.

Redefining development of satellite cities in Nigeria

JOSEPHINE OKOJIE

The Lagos State Government recently gave itself a bold target: to emerge as the third biggest economy in Africa within the next three years. Infrastructure development is critical to driving this economic growth, as well as vital in relieving the pressure that will come because of this growth.

"There will be pressure on social infrastructure, but Lagos has often risen up to the challenge to meet up people's expectations, and we will continue to deal with it as we have often done," said Steve Ayorinde, the state's Commissioner for Information and Strategy, while announcing the plan earlier this month.

A key partner in helping the state realise this ambition is Rendevour, widely hailed as Africa's largest urban land developer. The firm, which specialises in unique satellite city concepts, has invested in an estimated 12,000 hectares across Kenya, Ghana, Nigeria, Zambia and the Democratic Republic of Congo. In Nigeria, it has committed to developing 1,000 hectares within the Lagos Free Zone in partnership



with Lekki Worldwide Investments Limited and separately a similar sized project within the Federal Capital Territory in Abuja.

Both projects, according to Yomi Ademola, Head of West Africa at Rendevour, will emerge as world class satellite cities that are drivers of economic growth and serve as needed catalysts for further investment in logistics, manufacturing, housing and offices.

Satellite cities have been established by land use experts as the best ways to accommodate population growth while maintaining urban plans and preserving green spaces. They are usually located adjacent to major cities and designed to provide a balance between

their population and resources. For a country like Nigeria, with an extreme housing shortage, satellite cities are critical in taking some weight off bloated urban centres. When built as market-led, mixed-use developments, satellite cities, especially in developing countries like Nigeria, increase Foreign Direct Investment (FDI), introduce world class infrastructure, increase employment and encourage manufacturing and industries. In Africa, Rendevour has emerged as the leading satellite cities developer.

The firm's development model involves land acquisition; re-zoning of the land; creation of a master plan; infrastructure development; and the establishment of what it

calls 'live-work-play' environments. "A typical project for us involves mixed-use development on around 1,000 hectares of land located 20-30 minutes away from the city centre, and designed to provide housing for around 100,000 residents and facilities for tens of thousand of day visitors," said Ademola. "Each development has the potential to create approximately 100,000 permanent and 220,000 temporary jobs during its 20-year project lifetime. We work in partnership with world-class experts, local developers and governments at various levels to create these mixed-income satellite cities."

In Lagos, Rendevour entered a joint venture with the state government to develop 1,000 hectares within the Lekki Free Trade Zone. There, the firm plans to establish a satellite city that experts agree is critical to the zone. In Abuja, Rendevour has embarked on the master planning of Jigna, a satellite city development nestled in the high grounds above Katampe's Diplomatic Residential Area. "We are investing over \$300 million in infrastructure, including roads, water sewerage and power at

Jigna to build an exemplary community for Nigeria and Africa," said Ademola. "The outcome will be a thriving community that will also serve as a catalyst for economic, cultural and environmental change."

With Nigeria's huge population and acute housing shortage, experts are unanimous in their belief that such private urban developers as Rendevour bringing in much needed FDI, coupled with favourable investment policies by the federal and state governments, provide the panacea to one of the country's biggest problems. In its '2015 Real Estate Outlook in Nigeria', the National Bureau of Statistics (NBS) revealed that a real estate survey done in 2013 showed that Nigeria had a housing deficit of 17 million units and requires 700,000 houses to be built annually to keep up with the demand. The NBS further reveals that less than 100,000 houses are built annually in Nigeria. With a projected population of 187 million, according to 2016 data from the United Nations (UN), and an annual population growth rate of 2.7%, Nigeria is in dire need of urgent urban development.

HealthBusiness & Living



Federal neuropsychiatric hospital Aro Abeokuta, named one of the ICD-11 field study centres in Nigeria

KEMI AJUMOBI with wired report

Federal Neuropsychiatric Hospital, Aro, Abeokuta, a foremost Psychiatric Hospital in Nigeria has been named by the World Health Organisation (WHO) as one of the two (2) sites conducting the International Classification of Diseases and Related Health Problems (ICD-11) field studies in Nigeria.

Speaking about the programme, Adebowale Timothy, the Acting Provost and Medical Director said that the research capacity of the hospital has received a boost with her involvement in the WHO International classification of Diseases and Related Health problems (ICD-11) field studies.

Sharing on the development, Lucky Onofa, the WHO Global Mental Health Scholar and the Site Coordinator for Federal Neuropsychiatric Hospital, Arosaid that the ICD-11 Field trial is a revision process of ICD-10, a diagnostic tool used globally by Health professionals to diagnose and classify diseases.

According to him, "The primary principle guiding the revision process for ICD-11 is to provide more effective support to countries in reducing the disease burden associated with mental, and Neurological and substance use disorders; He added. He said further that the ICD-11 will be a frame-

work for health information and reporting with the aims of monitoring epidemics/threats to public health/disease burden, assessing progress towards meeting public health objectives and also to serve as a basis for guidelines for care and standard of practice"

"The Ecological implementation (clinic-based) field studies will help guide the revision of the chapter on Mental and Behavioural Diseases of the International Classification of Diseases and Related Health problems, 10th Revision (ICD-10) to be incorporated in the 11th Revision of the classification, ICD-11," he added.

The Research project, which will be conducted at treatment facilities around the world, will examine the clinical consistency (Inter-rater reliability) and clinical utility (goodness of fit, ease of use, and adequacy of the diagnostic guidelines of selected categories of mental and behavioural disorders chosen due to their high burden in the community.

The project is being supervised by the National Principal Investigator, Oye Gureje, a Professor of the Department of Psychiatry, University College Hospital (UCH), Ibadan while Lucky Onofa would be working alongside with Lola Kola, a senior research officer of the Department of Psychiatry, UCH, Ibadan for the overall success of the field trials in Nigeria.

Since the establishment of the Federal Neuropsychiatric

Hospital, Aro in 1954, the hospital has continued to discharge her tripartite mandate in Clinical Services delivery, Research and Training & Human Capacity Development in mental Health services.

The hospital champions the mental health situation in Nigeria through different initiatives. These initiatives include mental health services at the Primary Health Care (PHC) level across Ogun State in collaboration with Ogun State Local Government Service Commission and mental health training of Primary Health Care workers across the twenty (20) Local Government areas of the state, in and out-patient services, Child and Adolescent mental health services, Addiction psychiatry and other services in the hospital. The innovative Aro Primary Care Mental Health Services, is aimed at reducing treatment gap in the country.

In Nigeria, the mental health situation has remained dismally deplorable with only 1% of the 10-18% of people suffering from mental illness having access to Specialist care.

The Neuropsychiatric Hospital, Aro, Abeokuta, Nigeria, came into existence in 1954; but its progenitor, then an asylum, now called Lantoro Annex, came into existence on the 13th of April, 1944. This was when 13 health attendants were transferred from the Yaba Asylum, Lagos, to open the Lantoro Institution with five mentally ill patients. These

were Niegrian soldiers repatriated from the Burma war front during the Second World War. Lantoro was a former Local Government Prison which was taken over, first by the Military, and later by the then Colonial Medical Department.

In January 1946, the first civilian patients were admitted into Lantoro. Later on in the same year, criminal patients who were adjudged to be mentally ill were also admitted into Lantoro, on the order of the courts in accord with the Lunacy Ordinance. The Lantoro Institution soon became over populated and a decision was taken to establish a well-equipped hospital for mental and nervous diseases.

In 1948, through an arrangement made by the late Samuel Manuwa, Deputy Director of Medical Services, Western Provinces of Nigeria, the present site of Aro Neuropsychiatric Hospital, sitting on an expansive 732 acres of land was acquired with the assistance of the then Alake of Egbaland, Abeokuta, the late Oba (Sir) Oladapo Ademola II.

Though, as far back as the late 1930's, the present site of Aro Neuropsychiatric Hospital had been labeled "Site for Mental Hospital", it was not until 1954 that the Aro Complex, the main hospital which is about 18 kilometers from Lantoro Annex, was begun by the doyen of psychiatry in Nigeria and Africa, the late Professor Thomas Adeoye Lambo (OFR), upon his return to Nigeria,

having completed his course of study in psychiatry at the University of Birmingham.

The defunct Western Region of Nigeria managed the hospital until 1976, when the region was split into three, namely, Ogun, Ondo and Oyo States. The Federal Government took over the hospital and set up a board to oversee it, along with two other psychiatric hospitals at the time, namely: Psychiatric Hospital, Yaba, Lagos and Psychiatric Hospital, Uselu, Benin City. Decree 92 of 1979 was promulgated in October 1979 to back the Board. The same decree formally declared Aro Complex as an affiliate of the University College Hospital, the teaching hospital of the University of Ibadan, Ibadan.

This hospital, then known as an asylum, was first administered by the late Cameron, who was designated as the "Hospital Superintendent"

HBL TEAM

■ KEMI AJUMOBI
Head, HBL

Kemi@businessdayonline.com

Reporter

■ ANTHONIA OBOKOH

HealthBusiness & Living

Debunking myths about sickle cell disease

ANTHONIA OBOKOH

Nigeria with over 180 million people has the largest burden of Sickle cell disorder in the world's with over 150,000 babies born with the serious condition every year, where it causes millions of avoidable deaths and suffering, particularly in children, which some may perceived as a spiritual ailment known as "Ogbanje" in Igbo and Yoruba "Abiku".

Sickle Cell Disease (SCD) is a group of inherited blood conditions that affect the red blood cells in the blood. Red blood cells contain a protein called haemoglobin that carry oxygen throughout the body. Haemoglobin is normally disc-shaped and flexible, so it can be easily carried by the red blood cells in the blood stream. In sickle cell disease, haemoglobin containing red blood cells become shaped like crescent moon or a 'sickle' because of an abnormal haemoglobin gene. Hence the name sickle cell disease.

Sickle cells get stuck in the blood vessels and disrupt or block blood flow, thus, parts of the body where the blood flow is blocked do not get the required amount of oxygen. This can cause intense pain that can last from hours to a few weeks. This is known as sickle cell crisis

Olu Akinyanju, chairman, Sickle Cell Foundation of Nigeria, said "one in four or over 40 million Nigerians are health carriers of the sickle cell gene-Haemoglobin AS (Hb AS) while 1 in 50 or over 150,000 children are born each year with sickle



cell anaemia (Hb SS)".

"However, it is sad, but true, that control of SCD is not amenable to ad hoc and seemingly simple interventions. This is because these often lack a clear understanding of the complexity of the problem and of the ethics and objectives of effective genetic counselling, he noted.

According to World Health Organisation, Sickle Cell Disease (SCD) is a major genetic disease in most countries in Sub-Saharan Africa; trait is now known to be widespread, reaching its highest prevalence in parts of Africa as well as among people

with origins in equatorial Africa, the Mediterranean basin and Saudi Arabia.

The Prevalence levels in countries such as Cameroon, Republic of Congo, Gabon, Ghana and Nigeria, is between 20% and 30% while in some parts of Uganda it is as high as 45%.

In countries where the trait prevalence is above 20% the disease affects about 2% of the population. The geographic distribution of the sickle-cell trait is very similar to that of malaria.

The sickle cell trait has a partial protective effect against malaria, and this may explain

why it has been maintained at such high prevalence levels in tropical Africa.

Those who inherit the gene from both parents do not have this protection. In addition, they suffer from severe effects of SCD and many die before they reach reproductive age.

Adeolu Ogunsanya an Obstetrics and Gynaecology based in Lagos said, a child suffering of Sickle cell is affected as well as the family and recurrent sickle-cell crises delays the education, psychological growth of the child.

He further said, more Nige-

rians need to be aware of their genotypes before choosing a partner because majority of these children with the most severe form of the disease die before the age of five, usually from an infection or severe anaemia.

"Drinking lot of fluids will help patients suffering sickle cell so as not to dehydrate and wearing appropriate clothing to avoid catching cold will help to avoid trigger crisis"

"Nigeria still needs more awareness, government and stakeholders should help promote the masses", said Ogunsanya.

Lifescan takes screening up a notch in Lagos

The Reddington Wellness centre has launched in Lagos recently the Lifescan Medical Checkup programme, first of its kind in Nigeria.

The launch of the Lifescan service is a product of the partnership between Reddington Healthcare Group and GE Healthcare in advancing quality healthcare in Nigeria using state-of-the-art technology.

The Lifescan uses advanced medical scanning technology including Nigeria first GE Signa Explorer Digital MRI at the Reddington which has advanced capabilities to produce the highest quality images suitable for the purpose of Lifescan. This is coupled with a highly versatile, speedy and low dosage computerized tomography CT scanner that produces outstanding images for clinician to report.

The Lifescan full body, high quality, low dosage, digital imaging scan delivers another first for the Reddington Healthcare



Group who have a history of being in the forefront of pioneering breakthrough in healthcare in Nigeria.

Olutunde Lalude Reddington's group medical director said, this is a total body health screening service providing early detection of critical conditions and threatening illness especially in people with risk

factors.

"We want to promote wellness as a better alternative to having to endure expensive and lengthy treatment options. Screening services can provide early warning of potential problems before they are evident especially for those with risk factors. This simple, non-invasive and pain free screening

includes diagnostic imaging of the head, brain, neck, chest, abdomen and pelvis". Each patient will get a report on the outcome of the screening along with any findings, said Lalude

Andy Cunliffe, the business development director, added "Medical research has consistently shown that early detection increases survival rates. Early diagnosis is the most critical strategy for avoiding a heart attack, stroke or advanced cancer diagnosis. We are looking at ways to make this accessible to as many people as possible".

He further said, the Reddington Healthcare Group have in the past twelve months launched the Maxy centre which provides specialist care in Dentistry, Ear, Nose and Throat, Ophthalmology and Endoscopy services, the launch of the Breast and Gynaecology Centre, Nigeria's first state of the art medical centre dedicated to women's health and opened

Gray's Cardiology Centre to offer high quality cardiology care. They also opened the MRI Centre becoming the first facility in sub-Saharan Africa to have a Signa Explorer 1.5T MRI with 'Silent Suite' reducing ambient noise decibel levels to an absolute minimum.

However, "Our entire team is committed to continuously improving the standards of healthcare delivery and access to it. Full body scans widely available abroad and Lifescan provides further support to our support patients. Our team has a collective determination to provide healthcare services as good as any overseas," said Cunliffe.

The Reddington Hospital has been in the forefront of pioneering many breakthroughs in healthcare in Nigeria including the first digital Cardiac Catheterisation facility in Nigeria and the first closure of a hole in the heart in a child using non-surgical modern technology.

Hotels

Mbadiwes set to unveil 'King Celia' Hotels

Stories by **OBINNA EMELIKE**

In his quest to fulfill his parents dreams and contributing to the development of hospitality industry and tourism in Lagos State and Nigeria at large, Greg Ozumba Mbadiwe, former Nigerian Ambassador to the Republic of Congo and a legal practitioner, with the support of the Mbadiwes, have launched KingCelia Hotels and Suites, a luxurious hotel and tourist centre in the heart of Lagos.

The five-star relaxation centre situated at #8 Jibowu Street, Yaba, according to the brains behind it, was part of his desire to accomplish his parents, especially his father's dream. "My venture into hospitality business is to make the dream of my father a reality. My late father wanted to build a hotel in our hometown before his death, but the project is still awaiting attention right now. Also, having partnered with some Congolese to set up Brassaville Beach Hotel, a relaxation, I felt it is important to boast the hospitality and tourism of my country too with this initiative."

Speaking on the importance of the location of the hotel, Mbadiwe revealed that the Yaba location is historical, stressing that it was the centre of old Lagos. "My siblings and I thought of immortalising our parents in our father's first house located at Yaba where he participated fully in Nigerian politics and the pedigree of this house was that he donated part of the building to the national party, NPN then in 1979. It would interest you to know that Alhaji Shehu Shagari



lived in this house. I also grew up in this house. Yaba was the end of Western region then and the beginning of Lagos. We decided to reconstruct the house to a hotel and tourist centre in memory of our parents, Kingsley and Cecilia Mbadiwe and also to complement the efforts of Lagos and Nigeria for honouring our dad."

Mbadiwe also noted that, the initiative, without doubt, would also project the values and great influence of the geographical area, mostly as a silicon valley of Nigeria and also remind visitors with various displays of national leaders and pictorial displays indi-

cating that Yaba was part of Nigeria's political history.

Speaking on the facilities and intending services to be provided for prospective customers, Hassan Fawaz, general manager of the hotel, noted that the luxurious edifice is ready to set a new standard in the industry and the Nigerian market with a distinct hotel experience rooted in quality, excellence and culture.

"King Celia Hotel is very unique. We plan to provide our guests with an unforgettable experience matched by our very high standards and fully equipped facilities to even challenge those on the Island. Another attraction is the rich national cul-

tural heritage we showcase on our walls.

"Located in two floors are 50 luxury rooms ranging from standard, deluxe, executive rooms and suites for guests. Other facilities include well designed parking space, 24hour electricity and room service, as well as, internet facility. For recreation, we have swimming pool, gymnasium, onsite bar and restaurant, conference room, standard event center among others. Also, it is situated only five minutes away from the Ozone Cinemas, and easily accessible to the business districts of Lagos such as Ikeja, Victoria Island and Lekki," he added.

Martinez takes over at Le Méridien Ogeyi Place Port Harcourt

Marriott International has announced the appointment of Fabien Martinez as the new general manager for Le Meridien Ogeyi Place Hotel, Port Harcourt, River State.

In his position, he is responsible for the day to day management of the hotel and associates. Martinez previously worked as the hotel manager for Radisson Blu Hotel in the Philippines.

The new general manager has over 20 years experience in international hotel management, as well as, extensive knowledge and expertise in the following areas of spe-



Fabien Martinez

cialization; pre-openings, concept development, hotel operations, food and beverage, luxury hotel and resort alongside corporate sales and marketing.

Martinez comes with a wealth of experience in brands such as Le Meridien (Royal), Sheraton, and the Luxury Collection.

The team of Le Meridien Ogeyi Place proudly welcomes Martinez and congratulates him on his appointment besides pledging support. His extensive global experience and positive attitude will be assets to Marriott International in Nigeria, and Port Harcourt in particular.

Top BusinessDay Partner Hotels

Novotel Port Harcourt
Address: 3 Stadium Road
Rumuomasi, Port Harcourt
Rivers State,
Tel: 0809 713 5734



Transcorp Hilton Abuja
1 Aguiyi Ironsi Street Maitama,
Abuja
Tel: +234-708-060-3000

Protea Hotel Apo Apartments
Address: Ahmadu Bello Way,
Apo, Abuja
Tel: 09 480 1818



Hawthorn Suites by Wyndham Abuja
1 Uke St, Garki, Abuja.
Tel: +234 9 4603900, +234 805 7522500

Chida Hotel International
Address: Plot 224, Solomon
Lar Way, Utako, Abuja
Tel: 0810-871 8882



Renaissance Lagos Ikeja Hotel
#38/40 Isaac John St, Ikeja
GRA100271, Ikeja
Tel: +234-908-780 5555

NAF Conference Centre & Suites
Plot 496, Ahmadu Bello Way,
Gwarimpa (near Cash &
Carry), Kado, Abuja.



Protea Hotel (GRA Ikeja)
GRA Ikeja

Protea Hotel (V/Island)
Off Ajose Adeogun Street, V/
Island



Gombe Jewel Hotel, 22, Njamen Street, off Aminu Kano crescent Wuse 2, Abuja.

Radisson Blu Anchorage Hotel
1A, Ozumba Mbadiwe, Victoria Island.



Entertainment

10 Days in Sun City showcases charm of Sun City resort

... as movie premieres nationwide today

Stories by OBINNA EMELIKE

SunCity, South Africa's best resort home to many thrilling activities with something for everyone to enjoy is showcased in the latest Nigerian movie titled 10 Days in Sun City produced by award-winning comedian and actor, Ayo Makun, popularly known as AY. The movie which has A-list Nigerian actors including; Richard Mofe-Damijo; Adesua Etomi; AY; Falz The Bad Guy and a host of others, is an action-comedy which exposes the opulence and grandeur beauty of Sun City.

The movie premiere, which held at Federal Palace Hotel and Casino Lagos, a Sun International property, brought together the Who Is Who in the entertainment industry in Nigeria.

Speaking at the premiere, AY who is confident that the movie would shatter the earnings of A



trip to Jamaica; his existing World Guinness Book of Records movie, urged Nigerians to go see the movie which he assured would automatically inform their decision to go holiday in the resort.

"Initially this movie was supposed to be shot in Paris. However, after my very first visit to Sun City I changed my mind and recrafted the script to be in tune with what I saw at the resort. I bet you, when you see this movie which will be in the cinemas from June 23 this year, Sun City will definitely be the next holidays and celebrations destination for you", AY said.

For Jennifer Beattie, group

manager, Africa Sales and Marketing at Sun International, owners of Sun City Resort, the 10 days in Sun City movie is an ideal platform to showcase the exceptional offerings at Sun International properties.

"Whether your journey takes you to Johannesburg, Cape Town, North West or Port Elizabeth, all in South Africa, Sun International has a substantial presence of iconic properties that will create the ideal hospitality to suit your taste", Jennifer said.

Speaking further, Jennifer explained, "The Maslow, our business-friendly hotel in the heart of Johannesburg business district; Table Bay in Cape Town's Victoria and Alfred waterfront area; Sun Boardwalk in Port Elizabeth, birth province of Mandela and of course Sun City with the majestic opulence of The Palace of The Lost City will wow Nigerian travellers".

Raul de Lima, general manager, Sun City, described the resort as one stop destination

that caters to every need of the traveller.

"We are famously known as a world within a city because Sun City ideally caters to all the needs of a traveller offering

tailor-made experiences that last a lifetime, Raul mentioned".

However, 10 Days in Sun City movie gives you a glimpse into the world within a city at Sun City.



L-R: Raul de Lima, GM, Sun City Resort; Darkey Africa, South Africa Consul General in Lagos and Jennifer Beattie, Group Manager, Africa Sales & Marketing, Sun International at the premiere of the movie recently in Lagos.

Red Bull Music Academy berths in Lagos

...calls for application

After conducting successful sessions around the globe, the Red Bull Music Academy touches down in Lagos for its first ever session in West Africa from July 14-15, 2017. #RBMALAGOS will be hosting a weekend of lectures, workshops and collaborations from the music community.

The Red Bull Music Academy is a recognized global music institution committed to fostering creativity in music. The world travelling series of music workshops and festivals offers an exciting platform for those who want to make a difference in today's musical scene.

The weekend will begin with introductory sessions by Nigeria's own RBMA Alumni, DjKlem and Kraftmatiks, as well as, Kenya's Blinky Bill (formerly of Just A Band) who will shed light on what the Academy stands for and the role it plays in bringing out promising music talent from all corners of the world into the limelight. The Academy is intended for anyone with a passion for music. Whether you are a producer, vocalist, instrumentalist, beat-maker, engineer, songwriter or DJ, you have got a chance at being selected.

Over the course of the weekend, you will be able to sit in on lectures delivered by award-winning singer-songwriter Nneka

and Blinky Bill who will give a fresh perspective on how they rose through their scenes and the influences that helped shape them as great artists. The lectures will be hosted by industry shakers EKITI and Osagie Alonge. At night, Guinness Book Record holder, DJ Obi will share a set with Ekiti Sound System and Blinky Bill, for a block party at Bogobiri on July 14th at 20:00 and the After Party at 1089 on July 15th from

22:00, showcasing their various styles and representing different genres.

To apply for the Red Bull Music Academy Lagos 2017, interested artists are advised to complete the application form at <http://rbmalagos.com/apply.html> and send in their music demo and/or remix of William Onyeabor's Fantastic Man (available for download on the site) to hello@rbmalagos.com. Applications

must be submitted by midnight June 28, 2017. Selected applicants will be contacted by July 8, 2017.

Music makers are also invited to apply for the Red Bull Music Academy which will host the next edition of its month-long music workshop and festival series in Berlin from September 8 to October 12, 2018. After touching down in cities across the globe including; Tokyo, New York, Melbourne, Cape Town, Paris, São Paulo and Montréal, the Academy returns to the place where it all began back in 1998 to celebrate its 20th anniversary.

Every Academy is a world of its own, offering new insights and perspectives on sound as artistes representing different genres, countries and eras come together. 60 up-and-coming musicians are selected for each edition and flown to that year's host city, embarking on a creative journey that many describe as life-changing. At the Academy, they hear lectures from artists who have shaped music history, exchange knowledge in all-night sessions in our custom-built studios and collaborate with their peers from opposite corners of the globe, while the Academy simultaneously programs a month-long series of public concerts and club nights across the city. It all makes for a place where influential mu-

sicians meet a new generation, in a setting where both sides can learn from the other and celebrate music's past, present and future.

The musical styles represented at the Academy are just as diverse as the countries their

protagonists hail from - the mix of sounds, skill sets and cultural backgrounds that make up each Academy is never quite the same. It's this unique combination of people, perspectives and environment that sees new musical ideas take root, and flourish long after the Academy ends. Therefore, we invite instrumentalists, producers, DJs, engineers and vocalists of all levels of experience to apply. All that is required is openness to collaboration and an interest in where music is heading.

As well, application form for The Red Bull Music Academy Berlin 2018 can be downloaded from the Academy website and must be submitted between June 15 and September 4, 2017.

Each applicant must also submit a musical demo, no longer than 30 minutes. This can be uploaded at redbullmusicacademy.com/apply or mailed to us on a CD. The Red Bull Music Academy jury will announce the selected applicants in early 2018.

RBMA has partnered with The Dreams Project for #RBMALAGOS and its produced by Eclipse Live.



ISOKEN tops box office on opening weekend

On Friday, June 16, 2017, Isoken, the highly anticipated Nollywood blockbuster movie opened and sold-out in cinemas nationwide topping the box office over Hollywood blockbusters, 'Wonder Women', 'The Mummy' and 'Pirates of the Caribbean'. The movie is produced and directed by first timer Jadesola Osiberu and was released in Nigeria after an unprecedented release in 15 cinemas across the UK.

The outstanding and entertaining romantic comedy centered on the titular character, Isoken, played by Dakore Akande who has what appears to be a perfect life: beautiful, successful and surrounded by great family and friends but is unmarried at 34 in a culture obsessed with marriage. Things come to a head at her younger sister's wedding when her overbearing mother (Tina Mba) thrusts her into an orchestrated matchmaking with the ultimate Edo man, Osaze (Joseph Benjamin).

The film has been received widespread praise from audiences and critics



alike with Ojonugwa Ugbaja of www.sundiatapost.com call it "Fresh and breath of originality. Nothing was forced, which validates the fact that classy is not only achieved with synthetics. One could feel an African touch to a modern story, signalling that we are no longer in a hurry to lose ourselves to the fancy of the world - the western world to be precise". Ayodeji Rotinwa, a cinema goer on twitter wrote, "If wedding romcom becomes its own genre - as is now likely in Nigerian cinema - #IsokenTheMovie should be the guide for all future films". Another cinema goer wrote on instagram, "Very beautiful movie, definitely watching it again".

Movie newcomer, Bolan-

le Olukanni shined alongside the more seasoned casts like Patrick Doyle, Tina Mba and the collective talent and genius of Dakore Akande, Funke Akindele and Joseph Benjamin. The ingenious appeal of this movie lies in the serious yet hilarious ways the issue of marriage and the pressure to be married in Nigeria was undertaken. Isoken captures the way our culture lays strong emphasis on the need for women to be married at a particular age, our cultural expectations and racial stereotypes.

The movie which was produced to the highest international standards is a film for all. It is still available to all lovers of good movies in all cinemas nationwide.

Top 10 contestants make GCGT finals

...Beat 5,000 others to qualify

MABEL DIMMA

When God's Children Great Talent, Season 7 announced auditions a few months ago, over 5,000 individual from different parts of Nigeria applied to show off their talents with the aim of winning the mouth-watering grand prize of N250m management deal, N10m cash prize and a brand new car.

After weeks of auditions, intensive sessions in the boot camp and keenly contested semi-final show, 10 contestants qualified for the GCGT7 grand finale holding this Saturday, 24th June 2017 at Eko Convention Centre, Eko Hotel & Suites, Lagos, and viewed live.

Meet the finalists as they continue to compete for public votes to win the title.

Damilare Bafunso:

Born in Lagos, 19-year-old Dami who's currently in his 3rd year, studying Urban & Regional Planning at University of Lagos is a whiz kid on the saxophone.

In the last edition, he had tried entering himself and his sister but unfortu-

nately he ran out of data. But as all things work together for God's Children, he decided to give it another try this year and today Damilare is among the top 10 finalists contesting for the top prize.

Emmanuel Osahor

Emmanuel, 19 danced so well at the regional auditions that Kaffy even offered to dance with him. The Delta State-born talent has been dancing professionally since he was 15. When asked what dancing meant to him, his response was epic; "Dancing is Emmanuel. I say things I can't really put into words with dance."

Joseph Odi

Joseph is excellent and precise on the drums; not missing a beat even with blindfolds. Though still working on his admission into a higher institute of learning, the Port Harcourt-born drummer says winning the competition will mean the world to him.

Goodluck Enoch

9-year-old Goodluck from Abuja has the combined confidence of 10 superstars as his stage presence belies his young age. He says, "While preparing for the semi-finals, I had committed all the activities

to the Holy Spirit - the reason for my confidence."

This rap artiste who wrote his first song at age 5 sees himself winning souls for Christ through the ministration of his rap songs.

Nengi Jaja

Port Harcourt has birthed a star with Nengi! The 11-year-old's strong and smooth vocal range never fails to get the audience on their feet as he effortlessly shines at each performance. Some even say his pitch perfect voice gives a reverberating thrill.

Esther Benyeogo

As a child, Esther's love for music always got the attention of the neighbours who could hear her sing and shout from the comfort of their homes. Since discovering her talent at 13 there has been no stopping her. The 19-year-old undergraduate of the University of Benin takes on a very different personality when she graces the stage.

Other top 10 contestants include; **Olawonuola Kehinde**, a primary 4 pupil; 10-year old **Sophia Alber**; **Deborah Oladipupo**, the only female drummer to come this far in the competition and Anderson Peter, an 8 year old Primary 4 pupil.

Business Etiquette

with Janet Odetu



'Business or pleasure'

A few years ago I had the opportunity to visit the continent of Asia specifically New Delhi, India with my family. Though we had visited Singapore earlier India was an entirely new experience. It was interesting to see the different ways both men and women would greet everywhere we went.

At the hotel, the service staff were so courteous, with their two hands together and a polite bow, one to say hello and the other to recognize our presence. I wondered whether this was just because we were guests at the hotel; but surprisingly we saw a lot of this everywhere. The people were indeed very friendly, polite, respectful and considerate.

As it has not been my custom to bow and with my two hands, all I could do was smile, show good eye contact and express a clear appreciation of these greetings. The question on my mind though was "should I have done likewise?"

Well, India happens to be a nation of multiple millions with hundreds of differing tribes every 200km with varying languages, food and lifestyles as well as greeting styles. At the Taj Mahal, the people of the town of Agra were also totally different. As we travel the world, we experience so many styles of greeting, be it a hug, a kiss, a bow, or the global handshake, they are all governed by the culture of the environment. Knowing how to greet in such foreign countries is important especially where you need to maintain harmony, establish a business relationship and portray honesty, trustworthiness and professionalism.

In Africa, depending on what part of the continent you would kiss both cheeks once or twice for instance in Ghana or Kenya maybe a kiss on either cheek upto three moves, while in Nigeria depending on the specific social setting you may just hug once, or offer a courtesy bow if an older person.

The advent of global business makes it even more pertinent to know the business culture and greeting styles of the host country. Sometimes you may get away with formality and the universal handshake depending on

how important the meeting and how important the person. Even when handshakes are universally acceptable, the strength of your handshake, the use of one or two hands, the length of the shake, your body language and posture are even more important than the handshake itself.

We do live in a global village which has become hybrid by the day. As an executive or an individual the onus is on you to bear in mind the act of making others feel comfortable around you. How you treat others, the way you conduct and project yourself in any situation determines your level of polish. Everybody is allowed an awkward moment or two, but your best judgement of any situation is what matters most. You do not want to be seen hugging when indeed you should be merely shaking. These are part of the

ix. Remember who you are addressing, if you do not know their status just maintain your politeness

x. Through in the surprise factor by greeting in the common dialect if away from home

Basic Greeting Globally

Nigeria: Firstname basis not appropriate among the elderly.

All Africa: Greetings are formal, time is not always well observed

United Kingdom: Acknowledge a formal hand shake with personal space.

France:

A kiss on both cheeks is customary in social settings

Ghana: Ingreeting a group of people start greeting from your left hand side to right side

Middle East: Eye contact is important, Women do



well-honed etiquette finesse needed to build your powerful presence in business and in your social life.

Greeting Guidelines:

- i. Don't be shy to be the first to say hello
- ii. In introducing yourself try to acknowledge using your first name first followed by our surname
- iii. Be clear on your honorific if it is considered important
- iv. Don't be the weakest link, use positive body language to express your style
- v. Be vigilant of your environment and follow suit.
- vi. In a business setting extend your hand to complete the greeting
- vii. In a social setting render a contagious smile it will take you far
- viii. Do not blow away your greeting to the wind, add direct eye and stay focused

not shake hands with men.

China: The longer your handshake the better

Korea: Shake with both hands

Mexico: Smoking is generally permitted in business setting

Germany: Punctuality is very important. Women are expected to extend their hand first.

Japan: The bow is traditional, hands flat against the thighs with low eye gaze.

Australia: Solid handshake with good eye contact

United States: Always have your business cards at any meeting

Canada: Larger personal space when greeting. Cultural etiquette is considered important.

Italy: No business done between middle of July to middle of August.



Harvard Business Review

Management Digest

In association with



What does whole foods get from Amazon? Alexa, for starters

All the talk about Amazon.com's acquisition of Whole Foods Market has been about how the deal will benefit Amazon's "sell everything" strategy. But what if we turn the question around? What does this deal do to Whole Foods' "sell at a high price" strategy?

Whole Foods has tremendous brand equity and a socially responsible supply chain. It has been struggling with its physical footprint — experimenting with smaller stores, reordering its spaces and inventory, and competing with the organic food lines introduced by much larger supermarket chains. That sounds like a losing battle, which has been reflected in its stock performance.

Enter Amazon's Alexa. People who have it, love it. But ask them what it does for them, and you get a grab bag of decidedly non-killer apps. Weather. Traffic. Music. News bits. Yesterday I heard the latest: Using Alexa as a kitchen timer. But yes, it is cool. And, more important, it sits at your beck and call, usually in your kitchen.

If you are Whole Foods, you want to own Alexa. Buying groceries sight unseen from Alexa might not sound immediately appealing — but Whole Foods' brand engenders trust in the products it sells. I'd order pretty much any kind of food from Alexa sight unseen if I knew it was coming from Whole Foods.

This could be a solution to the challenges posed to the grocery retail business by millennials. These lovers of good food aren't as likely to have cars, and they spend most of their time working or playing rather than shopping or housekeeping. They trust the Amazon brand not because it sells stuff cheaply (it doesn't) but because it sells reliable quality with minimal hassle, and because, of course, it is a digital native. None of the established supermarket chains can claim these millennial benefits. Now Whole Foods can.



But isn't Amazon the acquirer and Whole Foods the target? Yes, but that's just on the bankers' ledger. When two companies merge, regardless of who technically acquires whom, their assets are bundled together and their capabilities can be remixed, much like how music tracks are combined to produce a new song. This means that you can look at an acquisition from the point of view of the target just as well as from that of the acquirer.

Looked at from the acquirer's point of view, the logic of the Amazon-Whole Foods merger depends on whether Amazon can dominate groceries, use Whole Foods real estate to deliver or offer goods of all sorts or perhaps add some real profits to the bottom line. (For all its troubles, Whole Foods still delivers higher returns on assets and

sales than Amazon does.)

From the target's point of view, the logic of this deal depends on whether Whole Foods can present its offerings attractively through Alexa, integrate its stores and supply chain with Amazon's growing logistics business and, down the road, put to use Amazon's powerful data analytics engine.

One way to evaluate which formula for remixing these assets is most promising is to ask what it will take to integrate them in the merger. Before synergies can be realized (the proverbial 1+1=3), the entities have to act as one and govern their joint activities well (1+1=1 is the management equation, you might say).

What assets need to be combined in this new bundle, or what needs to be coordinated tightly within the bundle? Can Alexa sell

Whole Foods' inventory? Can the stores be transformed into cashier-less, wireless purchasing markets? Can Whole Foods' own supply chain be made more efficient with Amazon's logistics chops? How long will all this take?

Another way to evaluate the most promising formula is to ask what it will take for rivals to match the new asset bundle just created. The Walmart-Jet.com pairing would probably not be in direct competition with an eventual Whole Foods-Alexa collaboration, even if the press likes the sumo wrestling between Walmart and Amazon. These pairs have different markets, different brand profiles and different online skills. Peapod is a closer rival, but how can it earn the cachet of Whole Foods or Alexa's perch in the kitchen? The new German entrant Lidl is

an interesting challenger, though still nascent.

That leaves Google and Apple ... and whichever grocer they decide to buy, if they do. When a deal like this one shakes up an industry, it is common to see rivals jump into the fray to form their own combinations. But although Google and Apple both have their own versions of Alexa, they haven't signaled much interest in selling nondigital stuff, let alone stuff with expiration dates. And if they did want to enter now, would Costco Wholesale or Kroger really be a good match? My bet is that the Whole Foods-Alexa deal is in a unique competitive position and will stay that way for now.

(Benjamin Gomes-Casseres is a professor at the International Business School, Brandeis University.)

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You First

Leading Woman

Divine Ndhlukula, soaring without fear in a male dominated industry

Divine Ndhlukula founded SECURICO Security Services from humble beginnings in Zimbabwe in 1998. Divine identified a need in the market for a quality oriented security company and she has driven SECURICO to become the market leader in Zimbabwe. She has tackled a previously male-dominated industry head on and her business success story is nothing short of remarkable - marking her as one of Africa's most tenacious and inspiring women entrepreneurs. She has gained Africa-wide recognition for her entrepreneurial skills, having built an over 4,000 strong employee base from the humble beginning of her garage.

SECURICO today provides its clients with a complete security solution - uniformed armed officers, armoured vehicles for transportation of valuables, on-site banking, trained guard dogs, and electronic security systems. The company also does private investigations, employee vetting, and security consulting.

In 2012, Forbes magazine recognised her business prowess, naming her as one of Africa's most successful women.

Born in 1960 in a rural Gutu, Divine has multiple qualifications, her first being an accountancy diploma. She went on to receive an MBA from Midlands State University and in the 1980s worked in industries spanning broadcasting (at the Zimbabwean Broadcasting Corporation), investment (Old Mutual Group) and insurance (Intermarket Insurance). As early as in high school, Divine was already thinking about her own business. She started by buying clothing from factories and selling to her colleagues at work and later bought a truck and rented it out to a construction company. She also cut her teeth in a catering business.

As a woman who has conquered a male-dominated industry, Ndhlukula wants other women to succeed and fulfill their potential, whether in their career goals, home life or community service. As a prominent figure in business on the African continent, her insights are sought-after. To date, she has presented over a hundred papers to SMEs and top executives.

From a young age, Divine had always told herself and everyone around her that she would be an entrepreneur and run her own large business in the future. This was driven by her recognition of



the need to create a decent and secure livelihood for her family. Her quest to start and run her own business stayed with her throughout her formative years when she was studying and working to build her career. She set out to learn all the critical elements needed to run a successful business, undertaking various development programmes along the way, enrolling on an Entrepreneurial Development Programme in 1995. At the same time, she started researching and tracking various entrepreneurial opportunities in the local marketplace, eventually in 1998 seeing a potential business opportunity in the security services sector. Divine had identified what she saw as glaring service delivery and professionalism gaps in the private security sector, inspiring her to create and build a new type of security company with a difference. She was also motivated by a desire to empower previously disadvantaged women in Zimbabwe who were not able to access opportunities for formal employment, recognizing that the security sector had the potential to be a large-scale employer.

According to her, "I thought there was a gap in the industry. Companies that were there

were not living up to the needs of the clients. The industry was renowned for wild cat strikes and guards generally were perceived as the lowly-paid in any sector. I wanted to change the perceptions and create a niche in which people could carve out a career and I knew I needed to go in with a different approach and that approach was going to make the difference, the people had to be key or central feature of the vision."

Divine started up her new business venture, SECURICO in December 1998, using a small cottage on her property as an office, equipped with one desk, and staffed by three security operatives and one administrator in addition to herself. She did all the office administrative work, the financial accounting, training, supervising and deploying her security guards using her one vehicle. In the early days, her business encountered a number of major challenges, the first being that the security sector in Zimbabwe was historically very male dominated, and there was a general perception that security was not a job for women. Divine's first challenge was to convince potential clients that she could successfully run a security services business, and

ensure the services provided were of the highest professional standard, all despite being a woman herself, and employing women as security guards in the business. Initially, clients needed a considerable amount of persuasion to accept her business model and approach, particularly when it came to hiring women guards to provide key security services to their businesses and industry interests. However, she persisted and today, women are widely accepted in the security services industry. Her other challenge was her lack of specific industry knowledge on running a business in the highly specialized security services industry, but she learned practically on the job, innovating as she went and making significant changes to the way the business was traditionally run, as a result out-performing the competition along the way. Her final challenge was launching a new security services brand in a marketplace that had been dominated by a small number of big name players for so many years. Funding in the early years was also an issue, but Divine took a decision to make do with the small amount of funding she had, and ploughing back all the profits into the business to help

it to grow.

"I have never really been a half-measure kind of person and this period of my life was characterised by me trying to take on everything, all at once even when this meant swimming against the stream" she says.

Back then, the company focused on offering uniformed guarding services, eventually growing to the point where it could also offer cash and assets-in-transit services by 2002. Today, SECURICO has grown exponentially and is now the market leader in this service in Zimbabwe with a fleet of numerous armoured vehicles.

The year 1992 saw her foray into bigger business when she used funds she had accumulated to save her late father's land, Zvikomborero Farms, from being auctioned off. As custom dictated, after her father's death, her brother had inherited the farm by virtue of him being male, but he was unable to service the loan on it. When Ndhlukula successfully saved it, it became hers.

The timing for her farming career was not favourable, however, as at the time there was a drought and her maize crop failed. In 1995 she had to return to her previous company in the insurance industry. But over the years Divine Ndhlukula has managed to grow Zvikomborero Farms into a profitable, diverse farming business that today is involved in cattle, goats, eggs, crops and foraging, and have started integration along the whole value chain. In light of climate change and environmental awareness, the farm business has incorporated climate resilience strategies by harnessing water wherever there is runoff, by reinforcing cultivated legumes and forage plants. In addition, there is an ecosystem that brings down the cost of production where chicken waste is fed to cattle and goats whose manure feed crop produce that feed the chickens.

It's Divine's experience in the early days of running Zvikomborero Farms that prompted her to add an education component to the business. The School of Farming Excellence offers education and skills for those looking to pursue farming as a business.

"I always say there is no easy road to anywhere worth going. One's got to apply themselves. One's got to put in that extra effort. One's got to have the discipline to be able to say: Look, I've made a bit of money, invest back the money into the business so that it grows." Says Divine.

Family

A moment that changed me

VICTORIA ANDERSON

David Cameron got me and my dad together

The British public tends, as a rule, to dislike toffs. It is why foxhunting, being symbolic of a deeply entrenched class antagonism, occasionally escalates to a national crisis. And it's why tales of David Cameron's alleged antics during his Oxford days have not gone down at all well with a stony-faced public.

"Pig-gate", last September, was only the most recent of these stories. But despite my sympathy for both pigs and foxes I feel myself inescapably, even umbilically connected to the "Dave" stories that have continued to drip from his time spent around Oxford's dreaming spires.

In the run-up to the 2010 election, a less sensational story of Dave's glory days emerged, first via Channel 4 and then from the Daily Mail. This was the story of Dave's so-called Rasta friend, Hugh "Andy" Anderson, in whose Oxford bar Dave and his Bullingdon chums spent quality time during the 1980s.

Accounts of this unlikely pairing, which



Victoria Anderson, with her father Hugh, left.

demonstrated how "cool" Cameron was, and how he could hold his own in any conversation about the endlessly complex poly-rhythms of jazz and reggae music, were no doubt intended to paint Call-Me-Dave in a friendlier, more inclusive light. Maybe it even helped him win the election. Who knows?

For me, though, there was a more personal impact. Because Hugh "Andy" Anderson is my dad.

Until this Daily Mail article, I had never even seen a picture of my hitherto abstract father. I knew his name; my mother had told me that much. But until I was in my mid-teens, I didn't even know he was Jamaican, let alone that he had friends in such high places.

In those days, there was still some shame attached to racially mixed relationships. My (Welsh) mother was vague on the topic, citing my father's origins as

"South American" and refusing to be drawn further. But it was she who duly confirmed, looking somewhat paler than usual, that David Cameron's chum in the newspaper was, as a matter of fact, my father.

You will imagine this came as a shock; but things could have been worse. Imagine finding out that, say, George Osborne was your father. For me, that really would be horrific. And, in the end it was fine. It was good; it was great;

it was positive. Thanks to the Daily Mail and, by logical extension, our prime minister, I was finally able to meet my male progenitor. And there aren't many people who can make that particular claim.

David Cameron has been outlining his plans to enrol Muslim women on compulsory English language learning programmes or face deportation. There is also renewed talk of the soon-to-be implemented bill that will set a pay threshold for non-EU migrants, where anyone earning under £35,000 could be forcibly repatriated.

Of course, none of this has any direct bearing on my dad, who makes a point of reading the Daily Mail even when he isn't in it. Like so many immigrants, he had no money when he came to this country; he came from a remote rural community in Jamaica that to this day has little access to any of the opportunities or amenities that we take for granted, such as running water, transport links, healthcare or even free education. The community is depleted further by the continual drain of young people leaving to seek a better life.

A moment that changed me – listening to David Bowie's *Hunky Dory*

But despite this gradual disintegration, there remains a magma-grade core of strength and a religious certitude that would shake the archbishop of Canterbury right down to his socks. The name of that community? Peckham, Jamaica. And I do believe Del Boy would approve. After all, he's another self-made man.

Nowadays my father and I retain a more regular relationship with each other than he does with David Cameron – although should DC ever feel like dropping in again, he'd be made ever so welcome. Thirty years on, wealthy ex-public school students still gravitate to my father's bar. I could suggest that, for some, it's just an exotic form of "slumming it" – but that would only make me sound cynical.

By the way, Dave – and the Daily Mail – should know that my father is not, in fact, a Rasta. He smokes Cuban cigars, not ganja, and he is a licensed bar-owner; Rastafarians do not consume alcohol – or pork, come to that.

Courtesy of Guardian UK

Nigeria's destiny lies in our hands

Growing up, I was glad to be a Nigerian. I do not know why, but it was just natural for me to love my country and be proud of my heritage. Something sad is happening though. As I look around and talk to people, I realize that our patriotism has dwindled; our sense of loyalty is nonexistent. Nigeria is no longer important to us. The saddest thing is that this attitude has been passed on to our children.

A part of me understands the reason for our disillusionment. Things are not the way they should be. People in government are not interested in the people they serve and life, as we know it, has become the survival of the strongest. We have a country where things have gone systematically wrong. To protect ourselves, more people are giving birth to their children abroad to provide them with more options; more children are being sent abroad from secondary school to give them an edge. People have lost faith in a country that they once believed in.

I remember when my children were to be named after birth. I re-

ally wanted to give them Hebrew names, which are their second names by the way. My husband told me something that has stayed with me ever since. He said: "The names of our children reflect their heritage. When my children's names are called, I want them to remember where they are from." It is important to note though that Nigeria will grow worse if we do not correct the malady that has eroded our system.

This is my school of thought. I agree that things are not the way they should be in Nigeria, but what are we as individuals doing to change the way things are? The whole government makes up for less than 2% of our whole population. What are you doing in your sector to improve things and make sure that your own sphere of influence is protected?

I had reason to worry when I started taking my Sunday school class in church a while ago. The age group was (10-12). I was teaching a group of children who hated and disliked their country. There was no sense of loyalty or patriotism. Who put that there?

Their parents of course! Children pick up what they see around them; the constant complaints, the rude behavior, the constant

deliberate attempt to completely erase our culture and heritage from our children.

People can never apply



bickering, all these do not escape your children's attention.

How many of our children know Nigerian history? How many of our children can speak their dialects? How many of our children can eat our meals? It is almost like there is a

themselves to something they do not believe in. If children think that Nigeria is crap, then they do not want to be a part of it. This is another school of thought I have. God put us in Nigeria for a reason. We could have been born in any part of the world but we were born in

Parenting in the 21st century
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Nigeria for a reason. Think about this: Do you disown your child because he has gone wayward? No, you pull him towards you. The same way, do we give up on our heritage and all we believe in because a group of people have made it their personal money making business? No!

Our children are the future of our nation. One way of rebuilding this nation is by helping our children see that it is their responsibility to contribute to the well-being of Nigeria.

How do we achieve this? First things first, build your own part of the fence. Not everyone can be a politician but you can do your part where you are. I like the story of a young man called Nehemiah in the Bible. He wanted to rebuild the walls of Jerusalem so he came up with a fantastic strategy. He asked everyone to build their own part of the wall. Everyone was expected to build their own sector. That is our responsibility. How do you run your busi-

ness? What are your work ethics? Do you clean your gutters? Do you treat others fairly? My children know that we do not litter. They know that they ought to greet others. My son knows that he should let the lady go first. They do not always get it right but I am not giving up.

When you try to protect the integrity of your nation by your actions, it sends a message to your children that Nigeria is important and worth fighting for. I am not saying it is easy, but it takes strength to do what is right no matter how difficult.

Secondly, it is time to teach the values again. What defines a nation, are the values that they subscribe to. Teach the value of hard work and respect for elders. Teach them to do things right. Teach them to be on time. It is our responsibility to reignite in the hearts of our children, the love of a country long lost.

The future of Nigeria is in our hands.

Sports

GTBank- Ogun State Principal's Cup Season 5 reaches remarkable final

...As teams battle for the coveted trophy

ANTHONY NLEBEM & HEZRON ATUNDE

This fifth season of the GTBank's sponsored Ogun State Principal's cup, has produced an exciting array of football skills and talent, beyond the expectations of fans and spectators.

After incredible matches and varying reactions - upsets, surprises, fantastic goals and excitement that came from the 8 matches played at the Ogun State Principals Cup (Season 5) quarter finals in MKO Abiola Stadium Abeokuta last week Monday 12th & Tuesday 13th June, 2017, to produce the 8 teams that played in the semi-finals.

From results of the semi-finals that were played Tuesday 20th June 2017 the tournament is set for the grand finale in the both categories.

The female matches that were played in the semifinals, were Makun High School, Sagamu versus Muslim High School, Isolu. The game ended in a goalless draw and lead to penalty shot out, where Muslim High won on penalties with a single goal margin of 4-3.

In the second game, Iko Gateway Grammar School had a single goal victory over Catholic girls from Our Ladies



of Apostles, Ijebu Ode after playing a very competitive 90 minutes, leaving Muslim High School, Isolu and the Iko Gateway Grammar School girls in the battle for the much coveted trophy.

In the first game in the male category boys from Pakoto High School, Ifo stormed the MKO Abiola Stadium in Abeokuta to take their ticket to the finals in a highly contested game where they had a slim victory of 2-1 over the boys from Anglican Grammar School, Ota.

Ipara Community Grammar School, Ipara dispatched Ijebu Ode Grammar School, Ijebu Ode 2-0 to book ticket to the finals.

With results from the semifinals games, Pakoto High School, Ifo will battle Ipara Community Grammar School, Ipara in final game for the coveted trophy in the male category.

Commenting on the competition, Segun Agbaje, the Managing Director of Guaranty Trust Bank plc, said; "Sport plays a major role in the devel-

opment of life skills and this competition paves the way for youths to cultivate their sporting talents and aptitudes, while fostering and building a healthier lifestyle at a critical stage in their lives." He further stated that, "We are thrilled by the outstanding performances in the competition thus far and remain committed to providing an avenue for students to showcase their talents and passion for the game of football even as they remain committed to their academics."



SuperSport gets broadcast rights for UEFA Euro football actions

SuperSport has scored broadcast rights on all platforms (including television, internet and mobile) to an array of major international football, including the UEFA Euro 2020 Championship as well as the UEFA Euro 2020 Qualifiers and the European qualifiers for the 2022 FIFA World Cup in Qatar.

In addition, there's another jewel in the football crown with the all-new UEFA Nations League, a new competition to be contested by the national teams of the 55 member associations of UEFA, also signed by SuperSport.

These acquisitions guarantee major European football for each season from 2018 through to 2022.

"UEFA is happy to continue and further strengthen its relationship with Supersport," said Guy-Laurent Epstein, Managing Director Marketing at UEFA Events SA. "Supersport is a long-standing UEFA partner and we are confident SuperSport will deliver great coverage and promotion of the UEFA 2018-2022 national team football portfolio to fans across Sub-Saharan Africa."

UEFA Euro 2020, in particular, is shaping as a milestone event given that it will celebrate the 60th birthday of the European championship and will, unusually, be held in 13 cities in 13 different European countries.

The European qualifiers will also offer high-quality action as 55 teams chase down 24 spots available for the championship. This will be played from March 2019 to March 2020.

"These are tremendous acquisitions," said Gideon Khobane, chief executive of SuperSport. "The European championship traditionally energises our viewers who thrive on watching the superstars in unrelenting competition. The UEFA Nations League is bound to develop an avid following, too, and SuperSport looks forward to adding this to our already substantial football offering."

Rohr's trip to Russia will help Nigeria cage Cameroun- NFF

The Nigeria Football Federation (NFF) is confident that its decision of dispatching Super Eagles Technical Adviser, Gernot Rohr, to Russia to spy on the Indomitable Lions of Cameroun at the ongoing FIFA Confederation Cup would pay off in a big way in their 2018 FIFA World Cup qualifier in August.

The Eagles are in a double header World Cup qualifier against the African champions, Cameroun, on August 28 and September 5 in Port Harcourt and Limbe respectively.

The Chairman, NFF Technical and Development Committee, Chris Green confirmed this newsmen that the committee decided to apply to the NFF for Rohr to go to Russia the same way it did during the AFCON championship in Gabon so that the Franco-German Coach can gather enough first hand information about the African champions.

Cameroun lost 0-2 to Chile



Gernot Rohr, Super Eagles Technical Adviser.

on Sunday in their first match. Green said that Cameroonians would find the Eagles a tough nut to crack when they

travel down to Port Harcourt on August 28 saying: "I watched their match against Chile and my assessment of the match

is that Cameroun played a compact game. I will watch them in their remaining two matches against Australia and Germany, but from the look of things, I don't see Cameroun stopping the Eagles. Our defeat to South Africa has thought us a big lesson."

Meanwhile, Rohr is expected back in Nigeria to help prepare the home-based players in their CHAN qualifiers against the winner of the match between Togo/Benin Republic on August 10 and 17.

Super Eagles' Media Officer, Toyin Ibitoye revealed that Rohr had promised to return soon after his spy-mission in Russia because he wants to be part of the home-based Eagles' preparation for the CHAN qualifiers.

"The home-based Eagles will be handled by coach Salisu Yusuf, but Rohr is eager to be part of the preparation because he wants to use the opportunity to see the players," Ibitoye said.

Managing GOVERNMENT BUSINESS

Interview with Public Sector Leaders

We are consciously investing in infrastructure to make Akwa Ibom investors' haven

Governor UDOM EMMANUEL of Akwa Ibom State recently presented his midterm report as it were when he marked his second anniversary. Charles Udoh, commissioner for information and strategy in this interview with JOHN OSADOLOR and ANIEFIOK UDONQUAK gives a highlight of the major achievements of the state government in the last two years. Excerpts.

What would you consider to be the major achievements of the Akwa Ibom State Government in the last two years?

Let me start from the basic ones, today Akwa Ibom State stands as one of the pinnacles of foreign direct investments into Nigeria, the National Bureau of Statistics lends credence to this in their publication that rated Akwa Ibom only second behind Lagos State. But I always choose to leave Lagos State aside because Lagos State is in a class of its own; it is a mini Nigeria. If you take Lagos State out of the equation, Akwa Ibom State attracted the highest volume of Foreign Direct Investment in Nigeria in 2016 and if you also consider that our revenue inflow has dwindling drastically, our Internally Generated Revenue (IGR) has also been impacted and you also you know that the main source of income for the state comes from oil revenue which continuously in the few years has been on the decrease, oil production has decreased, the price of oil has decreased, that has ultimately affected earnings from crude oil. This means that the economy of Akwa Ibom State has taken a direct hit but despite that Akwa Ibom State stands tall as one of the few states in Nigeria that is up to date in terms of payment of salaries. Akwa Ibom state stands tall in terms of providing basic amenities. In Akwa Ibom we preach the gospel of people oriented government, we preach the gospel of sustainable development. Education is still free at basic level and compulsory too. The State government spends N600 million every year to pay the WAEC fees for indigenes of the state and Medicare for certain category of people is still free. If you add this to the fact that we are focusing on industrialisation, But for you to attain the height of industrialisation, your need to provide the enabling environment, you need to provide access roads, you need to provide security, and power has a major role to play.

In what specific sectors would you think the achievements have been very visible?

Today we have constructed over 700 kilometres of roads and these are not just roads for the fancy of it; these are economic roads linking the major economic nerve centres of the state with the major agricultural nerve centres of the state. Opening up access roads to the rural areas. The governor has continuously preached that development should be taken from the hinterland to the urban centres and this is the reason why we are opening up those roads. People are asking 'why are you still building roads when the previous administration had spent so much money building roads,' we are preaching that people should go back to the farms, now if the man in the hinterland produces tomatoes and does not have access to evacuate them, it is going to get rotten and he will get discouraged. So we are opening up the



Udom Emmanuel

rural areas to allow people to produce and evacuate them to the commercial centres of the state. We are building a power plant which produces over 191 MW of electricity. People may say why are you investing in power, is that your business and we say look, we have to drive industrialisation, we need to create that enabling environment. The Nigeria police recently indicated that Akwa Ibom State has the lowest crime index in Nigeria and that is not something that happens by mistake. This is something that happens by design because we have consciously invested time, energy and resources into providing security for the state to make it safe for investors. All this is geared towards attracting investment to the state. Nobody will come to the local environment to invest if he does not trust you and if he does not have confidence in the leadership of the place. The National Bureau of Statistics is the major pointer to the level of confidence that the world economic community has in Akwa Ibom State. They believe in the leadership of Akwa Ibom State and are building industries in the state. For instance, the Syringe factory is 100 percent privately owned. Unlike the normal practice in the country in the past whereby industries are initiated by government and are run as a government entity, when the government of the day leaves, those industries die and even when the government of the day lives, if they shift attention, those

industries die. Today, we are building industries that are 100 percent owned by private investors who bring millions of dollars to invest in Akwa Ibom State, that shows some level of confidence in the government of the day. Talking about the Syringe factory, it is the biggest in Africa, when it finally comes on stream that will be the number syringe factory in Africa. We are building a syringe factory that would produce 400 million syringes annually with a capacity to expand it to one billion syringes per annum without building additional structures. Right now we have eight production lines installed ready to roll.

What is unique about the syringe factory and why is the state government going into partnership to build factories?

We are a country that is approaching may be about 200 million people in population and we consume six billion syringes per annum. Do not forget that syringes are disposable; we use up to 6 billion yearly, so it is a huge market. Imagine if Akwa Ibom State were to take the inflow for the first year, 400 million syringes, it means that we are going to employ the value chain that is going to come with that syringe factory. It is an enormous market, from the distributors to workers to the local communities. It is a huge opportunity that we are creating. Do not forget the number of people that are going to be employed

directly and the families whose lives would be touched. That is a massive opportunity for our people. Today we are talking about the meter production factory. We are proactive, we are building a meter production factory in Akwa Ibom State because we know that there is a gap, all these things we are doing we know that there are gaps and we are trying to bridge those gaps. We are producing pencils today, if you check, you can see how much Nigeria spends importing pencils and toothpick. What does it take to produce these things? Today we have a cottage industry that produces pencils and toothpick and the question is that what are doing with cottage industries? We are trying to ensure that we set up those industries where they have shared services which would be cheaper to run. The pencil and the toothpick factory is housed under one building, so they share cost of electricity and other services. It is cheaper to run them as such. Today we are supplying pencils to some states of the federation and the pencils are produced from old newspapers. Look at the value chain, for instance, it means that the vendor who sells newspaper, at the end of the day instead of going home frustrated; he has where to sell the leftovers. We are using recycled nature which makes it environment-friendly. That factory might be cottage today but by the time we are moving step by step, we will expand and the capacity will grow. We start small and grow big. One of the major challenges that industrialisation has faced in Nigeria has been when you start you want to run without crawling. When you have those teething problems and you cannot solve them, the industries go under. We are starting small but we shall increase capacity in the long run and expand those industries to optimum capacity. We also building flour mills, we all know the value of flour mills. We have a coconut plantation spanning three local government areas and right now we have flagged off the coconut refinery. Remember that coconut oil is being seen as next to crude oil. We have planted over 2 million coconut seedlings. When the coconut trees begin to mature, we need to begin the refinery and that is another huge opportunity. It means that Akwa Ibom will be earning more in terms of Internally Generated Revenue. Today we struggle because the major economic activities are centred on government but we want this to change. We want the private sector to provide the major economic activity in the state. We have also realised that Akwa Ibom is surrounded by other states and then we have the Atlantic Ocean and accessibility to Akwa Ibom from those states is by road. We realised that those roads are federal government roads and there are in a state of disrepair. If we depend on those roads, our economic life would be affected. We also have an airport but recent experience tells us that if anything happens to the airport, our economy would crumble; we set sight to building a second runway as

a back-up plan so that at any given time we have two runways and we are currently expanding the terminal building to accommodate more passengers. All this is geared towards opening up the investment window, making the environment conducive for investors who graciously see Akwa Ibom State as a potential destination for investment.

In what particular sectors is the state government seeking investors?

The opportunities are enormous and I would not want to be limited to a particular sector. Take agriculture for instance, few years ago, not many would believe that cucumber could thrive in Akwa Ibom, that you could have tomatoes planted here. That is the beauty of Akwa Ibom State. Our land, our weather, our climate is such that food crops can grow all year round. It is an enormous field that you can tap into. From agriculture, industrial development to power and education, in fact every sector of the economy is suitable for investors to come in, even tourism. Today we talk about medical tourism but we do have educational tourism here where children from neighbouring states come here for the free and compulsory education scheme of the state government. As a state, we would not chase them out because if you train your children but you do not train your neighbors' children, your children are in danger. So we are allowing children from neighbouring states to benefit from free education in Akwa Ibom State. Also look at medical tourism, we have a specialist hospital, the best equipped around here. Many Nigerians travel abroad for Medicare; some of the hospitals are not as good as what we have here. The facilities and personnel that we have at Ibom Specialist Hospital is one of the best. Somebody who needs specialist treatment, you do not need to go abroad, come to Akwa Ibom State and get the same result. So the opportunities are so enormous. When it comes to recreation, we have a five star hotel and the second one in Ikot Ekpene is going to begin operations soon. The idea is to open up the state; there is peace and serenity here; you can come here for your holidays. We also have a fantastic beach, one of the cleanest along the West coast of Africa, the Ibeno Beach. We want to drive tourism traffic.

Where would you like to see Akwa Ibom state in the next couple of years?

Six years from now, I dream of an Akwa Ibom that is investors' destination of first choice in Nigeria. If an investor is coming to Nigeria, the first place that he would want to go should be Akwa Ibom State. I also dream of Akwa Ibom where tourists would come from far and wide to savour the hospitality and goodwill of the people of Akwa Ibom State. I dream of Akwa Ibom State that Nigerians would no longer need to go to India for Medicare.



THE WALL STREET JOURNAL.

Read Ambitiously

ECB to build eurozone instant payment system

TOM FAIRLESS

The European Central Bank said it would build an instant-payment system spanning the entire eurozone that allows firms and citizens to transfer money in seconds, in an effort to boost financial integration across the 19-nation currency bloc.

The system, scheduled to start operating in November next year, will reduce the time needed for payments between bank accounts from up to one day to mere seconds, the ECB said Thursday. It will be available around the clock, 365 days a year. As such, it could pose a serious challenge to existing payment systems such as debit cards.

The move by the ECB aims to address the absence of a rapid-payments system that spans the entire region, from tiny Baltic countries

such as Estonia to Greece and Spain. It will ensure "that the demand for instant payments is met at European level and further facilitate the integration of the euro area," the ECB said.

Instant payments are already available within several eurozone countries but banks haven't yet sought to join up the whole bloc.

The ECB has already done part of the work, by building a pan-eurozone system, known as TARGET2, that quickly processes large transactions between banks and central banks.

The new system, known as TARGET instant payment settlement or TIPS, would allow citizens to pay a restaurant bill directly from their bank account, for instance—or to split the bill by transferring money immediately to a friend's bank account.



Yale dean out after being placed on leave

MELISSA KORN

June Chu, a Yale University dean who was put on leave last month after being tied to a string of racially insensitive reviews on Yelp, has formally left the school.

Head of Pierson College Stephen Davis wrote in a letter Tuesday that Ms. Chu left her position at the school "and wishes the best to the students."

Ms. Chu didn't immediately respond to an email inquiry, or to a message left on a cellphone number listed under her name.

Ms. Chu, who taught psychology and Asian-American studies and was dean of the residential Pierson College, apologized in mid-May for two reviews that were deemed offensive and assured administrators and students those were the only such posts. But the Yale Daily News, the student newspaper, published more posts by her.

The posts, about area restaurants, movie theaters and gyms, have since been removed from the online review website. One review of an Asian restaurant said it would be perfect for "white trash," according to the student newspa-

per, while another implied that an ice cream treat would be good for a white person "who has no idea what mochi is."

Mr. Davis wrote in an email last month, at the time Ms. Chu was put on leave, that "No one, especially those in trusted positions of educating young people, should denigrate or stereotype others, and that extends to any form of discrimination based on class, race, religion, age, disability, gender identity, or sexual orientation."

He said in the note to students this week that he is initiating a search for a new dean, and one should be in place by the fall.



Beijing is investigating some of china's top overseas deal makers

LINGLING WEI

China's banking regulator has ordered the country's commercial banks to investigate loans made to a group of companies that have aggressively invested overseas in recent years, according to people with knowledge of the matter.

The companies in question include Anbang Insurance Group Co., HNA Group, Fosun International Ltd. and Wanda Group, the people said, referring to a list issued to banks by the China Banking Regulatory Commission.

"The goal of the examination is to examine those companies' leverage situations and risks," one of the people said.

Liu Zhiqing, a China Banking Regulatory Commission official, de-

clined to comment on the reported order to banks, but said big companies are naturally a focus of the regulator when it comes to systemic risk. He said the regulator usually leaves it up to banks to assess their risk exposure rather than issuing orders on specific actions to banks.

The share prices of some of the companies started to drop precipitously on Thursday after some of the banks started selling down bonds tied to the firms following the directive on internal checks.

Shenzhen-listed shares of Wanda, the real estate and entertainment giant owned by billionaire Wang Jianlin, were suspended in the early afternoon after falling nearly 10%. Wanda in a statement around midday cited internet rumors that banks issued a notice to dump Wanda's bonds.



The economy needs Amazons, but it mostly has GEs



GREG IP

When Amazon.com Inc. announced Friday it was buying Whole Foods, the stock market got a taste of something long missing: volatility.

The turmoil, however, was confined to retail. While the two companies' stocks rose sharply and their competitors' tanked, the rest of the market remained placid. Indeed, months of historically low market volatility has begun to look like dangerous complacency.

Yet there is another, potentially more troubling explanation: stagnation. Muted markets may be the inevitable product of steady, sluggish growth, low and predictable interest rates, declining business startups and failures, and decreased competition. In other words, the problem is, there aren't enough Amazons disrupting the stock market and the economy.

Since Jeffrey Bezos founded Amazon in 1994, he has put expansion and innovation ahead of profit. In its early years, free cash flow—cash from operations minus

capital spending—hovered around zero. Mr. Bezos approaches new products like a venture capitalist. Many will flop (like the Fire smartphone), but some will be home runs (such as Amazon Web Services, its cloud computing arm).

Amazon launched Prime, which offers free delivery in exchange for an annual fee, in 2005. John Blackledge, an analyst at Cowen & Co., notes Amazon has repeatedly innovated in ways that make Prime even more valuable to subscribers: the Kindle e-book reader lending library, streaming video and music, discounted access to FreeTime, which offers children's books, games and media content, and Amazon Family, which offers discounts on baby products. Innovation is also exceptionally rapid. Mr. Blackledge says Prime Now, which offers same-day delivery, launched in New York in less than four months after conception without so much as a focus group.

Amazon is now profitable, yet cash retention remains secondary to retaining customers. Asked by an analyst in April whether Alexa, a voice-activated assistant, was boosting sales, the company's finance chief, Brian Olsavsky responded: "The monetization, as you might call it, is...not our primary issue right now. It's about building great products and delighting customers."

THE WALL STREET JOURNAL.

Read Ambitiously

Cable operator altice delivers biggest U.S. Telecom IPO in 17 years

NICK KOSTOV & CORRIE DRIEBUSCH

The IPO of cable company Altice USA raised more money than any other U.S.-listed telecom since 2000, an encouraging sign for the beleaguered sector.

Altice shares were priced at \$30 apiece, according to a person familiar with the offering, raising \$1.9 billion in the deal. In a sign of solid demand for the IPO, Altice and its selling stakeholders sold more shares than anticipated.

At that price, it is the biggest U.S.-listed telecom IPO in roughly 17 years, according to data provider Dealogic, when the tech boom ushered in a wave of cable and wireless operators.

The U.S. subsidiary of European telecommunications company Al-

lice NV, formed through the merger of New York-based Cablevision Systems Corp. and Suddenlink Communications, is expected to start trading on the New York Stock Exchange on Thursday. The deal values Altice USA at more than \$20 billion.

Investors who bought shares in the offering will be making a bet that the U.S.'s fourth-largest cable operator by revenue will be able to leverage the money raised and expand in an environment in which competition is stiff.

U.S. telecom stocks have slumped this year. Altice competitors AT&T Inc. and Verizon Communications Inc. are down 10% and 15%, respectively, in 2017. European-listed shares of Altice NV are up roughly 20% over the same period.



In the new bond market, bigger is better

JON SINDREU

Giant bond firms increasingly are taking on a price-setting role in global debt markets, elbowing aside big banks facing tighter postcrisis regulation and generating concerns about the toll paid by smaller investors.

The bond funds, which traditionally turned to banks for prices, are usurping the role as banks face pressure to reduce risk. Banks still act as middlemen in bond trading, but what trading they do is directed at bigger funds, say bankers and fund managers. Smaller funds have less service and higher costs in trading, say many money managers who work for them. While bigger bond investors have long had advantages, the differences have become more pronounced.

"There's no question that bank balance sheets are much more constrained than they used to be," said Scott Clemons, chief strategist

at Brown Brothers Harriman & Co., which oversees \$54 billion, and this "has shifted the relative importance of players in the market."

What's happening in bond markets would be similar to a retail sector in which wholesalers—a role played by banks in financial markets—were scaling back their business. Small retailers would struggle to stock up, but big-box stores with their mega warehouses and access to international producers would get by fine.

Before the financial crisis, Jay Sommariva, portfolio manager at Fort Pitt Capital Group, a Pittsburgh firm that manages \$1.5 billion, would call a few banks to sell a bond and it would be snatched up within hours, he says. Now, he says, it takes at least a couple of days, and the cut that the bank takes is much greater.

For every billion dollars of bonds outstanding in U.S. markets, dealer banks held only \$8 million in stock in 2016, one-third the amount in 2008, according to the Federal Re-

serve and the Securities Industry and Financial Markets Association. This change has made trading choppy, research published by the Fed last month suggested.

It is also shifting the balance of power away from banks and small funds, investors say, and into the hands of the largest asset managers.

In recent years, whenever Mr. Sommariva wanted to sell a bond, banks would normally only buy it if they had someone lined up to sell it to, he said. Big funds say that this someone is them.

"They'll call us, Pimco, BlackRock, and ask 'Can you take that on?'" said Gregory Peters, a senior fund manager at PGIM Fixed Income, part of PGIM Inc., an asset manager that oversees \$1 trillion. "It's really Darwinian when it comes to size."

This approach wasn't as common pre-2008, when banks could buy the bond on the spot and wait to sell it when a buyer was willing to meet their price.



Wall Street Journal reporter is fired after dealings with source

LUKAS I. ALPERT

The Wall Street Journal has fired veteran foreign-affairs reporter Jay Solomon for violating the paper's ethical standards, stemming from his dealings with an aviation tycoon whom he had cultivated as a source.

The connections between Mr. Solomon and Farhad Azima, a Kansas City, Mo.-based businessman, were reported Wednesday by the Associated Press, which discovered them as part of an investigation into Mr. Azima's broader dealings. The AP reported that Mr. Azima has done secret work for the U.S. government and won lucrative government contracts.

The AP reported it obtained emails and text messages between

the two men that it said showed Mr. Azima had offered Mr. Solomon a 10% stake in a company he was trying to create. The AP said it had also seen a document that listed an apparent stake in the company, Denx LLC, in Mr. Solomon's name.

In a statement, the Journal said: "We are dismayed by the actions and poor judgment of Jay Solomon. The allegations raised by this reporting are serious. While our own investigation continues, we have concluded that Mr. Solomon violated his ethical obligations as a reporter, as well as our standards."

"He has not been forthcoming with us about his actions or his reporting practices, and he has forfeited our trust," the statement continued. "Mr. Solomon is no longer employed by The Wall Street Journal."

The AP said it wasn't clear if Mr. Solomon had ever received any money or accepted the stake in the company. Lawyers for Mr. Azima, an American citizen who was born in Iran, told the AP the messages had been stolen by hackers.

Mr. Solomon couldn't be reached for comment. In a statement to the AP, he said, "I clearly made mistakes in my reporting and entered into a world I didn't understand." He added, "I never entered into any business with Farhad Azima, nor did I ever intend to. But I understand why the emails and the conversations I had with Mr. Azima may look like I was involved in some seriously troubling activities."

How Uber backers

GREG BENSINGER AND MAUREEN FARRELL

Travis Kalanick's decision to step down as chief executive of Uber Technologies Inc. stunned his more than 12,000 employees and rippled through Silicon Valley, but it was the culmination of weeks of maneuvering by some of the firm's biggest backers to oust the nearly \$70 billion company's co-founder.

Mr. Kalanick was in Chicago on Tuesday to interview a candidate for his top deputy position when he received unexpected news about his future, according to people familiar with the matter.

Matt Cohler and Peter Fenton, two partners at venture-capital firm Benchmark, one of Uber's biggest investors, flew out to Chicago to confront Mr. Kalanick, presenting him with a letter signed by five major shareholders. The letter demanded the 40-year-old CEO immediately resign after a series of scandals consumed the company, these people said.

After hours of deliberating, Mr. Kalanick capitulated and informed the board he would resign, the people said, ending a seven-year reign at the ride-hailing service he built into the world's most valuable private company.

orches-

the pugnacious Mr. Kalanick for snubbing convention and prioritizing winning at all costs, and investors hailed him as the model for a founder.

Mr. Kalanick, who is expected to remain an influential presence at the ride-hailing company: He will keep a seat on Uber's board of directors and he retains control of a majority of Uber's voting shares.

"I never thought I would be writing this," Mr. Kalanick emailed to employees on Tuesday evening, some 2,000 miles from Uber's headquarters in San Francisco. "As you

all know, I love Uber more than anything in the world, but at this difficult moment in my personal life, I have accepted a group of investors' request to step aside."





FMDQ Daily Quotations List										22-Jun-17
The FMDQ Daily Quotations List (DQL) contains data relating to, amongst other things, market and model prices, rates of foreign exchange products, fixed income securities and instruments in the financial market (the "Information"). The information does not constitute professional, financial or investment advice. We attempt to ensure the information is accurate; however, the information is provided "AS IS" and on an "AS AVAILABLE" basis and may not be accurate or up to date. We do not guarantee the accuracy, timeliness, completeness, performance or fitness for a particular purpose of any of the information, neither do we accept liability for the results of any action taken on the basis of the information.										
Rating/Agency	Description	Issue Date	Coupon (%)	Outstanding Value (N'bn)	Maturity Date	Term to Maturity (Yrs)	Yield (%)	Closing Price		
Benchmark Federal Government of Nigeria (FGN) Bonds										
	*16.00 29-JUN-2019	29-Jun-12	16.00	351.30	29-Jun-19	2.02	16.53	99.11		
	*15.64 13-FEB-2020	13-Feb-15	15.64	606.43	13-Feb-20	2.64	16.35	98.26		
	*14.50 15-JUL-2021	15-Jul-16	14.50	383.77	15-Jul-21	4.06	16.27	94.85		
	*16.39 27-JAN-2022	27-Jan-12	16.39	605.31	27-Jan-22	4.60	16.17	100.66		
	*14.20 14-MAR-2024	14-Mar-14	14.20	719.99	14-Mar-24	6.73	15.91	93.03		
	*12.60 22-JAN-2026	22-Jan-16	12.60	611.92	22-Jan-26	8.59	16.01	83.67		
	*16.2884 17-MAR-2027	17-Mar-17	16.2884	119.04	17-Mar-27	9.73	16.20	100.36		
	*10.00 23-JUL-2030	23-Jul-10	10.00	591.57	23-Jul-30	13.09	16.00	67.46		
	*12.1493 18-JUL-2034	18-Jul-14	12.15	1075.92	18-Jul-34	17.07	15.99	77.67		
	*12.40 18-MAR-2036	18-Mar-16	12.40	668.10	18-Mar-36	18.74	15.96	78.89		

Rating/Agency	Description	Issue Date	Coupon (%)	Outstanding Value (\$mm)	Maturity Date	Yield (%)	Closing Price		
FGN Eurobonds									
BB-/Fitch; B+/S&P	6.75 JAN 28, 2021	07-Oct-11	6.75	500.00	28-Jan-21	5.13	105.25		
BB-/Fitch; BB-/S&P	5.13 JUL 12, 2018	12-Jul-13	5.13	500.00	12-Jul-18	3.70	101.44		
BB-/Fitch; BB-/S&P	6.38 JUL 12, 2023	12-Jul-13	6.38	500.00	12-Jul-23	3.70	101.44		
B1/Moody's; B+/Fitch; B/S&P	7.875 16-FEB-2032	16-Feb-17	7.875	1500.00	16-Feb-32	7.15	106.49		

Rating	Issuer	Description	Issue Date	Coupon (%)	Outstanding Value (N'bn)	Maturity Date	Term to Maturity (Yrs)	Risk Premium	Valuation Yield (%)	Modelled Price
Sub-National Bonds										
A-/Agusto	EDO	14.00 EDO 31-DEC-2017	31-Dec-10	14.00	25.00	31-Dec-17	0.53	2.39	21.86	96.29
Bbb-/Agusto	*BENUE	16.50 BENUE 27-FEB-2022	27-Feb-15	16.50	4.04	27-Feb-22	2.76	1.00	17.35	98.21
A-/GCR	*CROSS RIVER	17.00 CROSS RIVER 27-MAY-2022	27-May-15	17.00	6.55	27-May-22	3.01	3.04	19.35	95.01
AA-/GCR; Aa-/Agusto	LAGOS	16.60 LAGOS 30-DEC-2023	30-Dec-16	16.50	47.00	30-Dec-23	4.98	1.00	17.12	98.02

Supranational Bond										
AAA/S&P	IFC	10.20 IFC 11-FEB-2018	11-Feb-13	10.20	12.00	11-Feb-18	0.64	1.00	20.68	93.97
Aaa/Moody's; AAA/S&P	*AFDB	11.25 AFDB 1-FEB-2021	10-Jul-14	11.25	12.95	01-Feb-21	1.86	1.00	15.69	93.38

Sukuk										
BBB-/Agusto	*OSUN	14.75 OSUN II 10-OCT-2020	10-Oct-13	14.75	7.81	10-Oct-20	1.82	3.37	20.83	91.39

Corporate Bonds										
A-/GCR	UBA	13.00 UBA 30-SEP-2017	30-Sep-10	13.00	20.00	30-Sep-17	0.27	1.88	21.32	97.70
BBB-/GCR	*C & I LEASING	18.00 C&I LEASING 30-NOV-2017	30-Nov-12	18.00	0.12	30-Nov-17	0.44	1.88	21.28	99.40
A+/Agusto; A-/GCR	UBA	14.00 UBA II 30-SEP-2018	30-Sep-11	14.00	35.00	30-Sep-18	1.27	2.22	22.23	91.20
A-/GCR	FCMB	15.00 FCMB 6-NOV-2020	06-Nov-15	15.00	23.19	06-Nov-20	3.38	4.47	20.75	86.46
Bbb-/Agusto	*C & I LEASING	18.25 C&I LEASING 25-NOV-2020	25-Nov-15	18.25	0.53	25-Nov-20	1.92	8.37	25.35	90.13
Bbb-/Agusto; A-/GCR	*TRANSCORP HOTELS PLC	15.50 TRANSCORP 4-DEC-2020	04-Dec-15	15.50	8.83	04-Dec-20	2.10	3.55	20.13	92.63
BBB-/GCR	*FCMB	14.25 FCMB I 20-NOV-2021	20-Nov-14	14.25	26.00	20-Nov-21	4.41	2.51	18.69	87.01
A-/GCR	FORTE OIL PLC	17.50 FORTE 2-DEC-2021	02-Dec-16	17.50	9.00	02-Dec-21	2.91	1.63	17.96	98.99
A-/GCR	UBA	16.45 UBA I 30-DEC-2021	30-Dec-14	16.45	30.50	30-Dec-21	4.52	1.00	17.17	97.78
Aaa-/Agusto	MIXTA REAL ESTATE PLC	17.00 MIXTA 16-JAN-2022	17-Jan-17	17.00	4.50	16-Jan-22	3.57	1.00	17.26	99.29
BBB-/GCR	FIDELITY	16.48 FIDELITY 13-MAY-2022	13-May-15	16.48	30.00	13-May-22	4.89	1.00	17.13	97.85
Bbb-/Agusto; A-/GCR	*TRANSCORP HOTELS PLC	16.00 TRANSCORP 26-OCT-2022	26-Oct-15	16.00	9.48	26-Oct-22	3.24	2.77	19.06	93.14
BBB-/GCR	STERLING INV. MGT. PLC	16.50 STERLING INV. 3-AUG-2023	03-Aug-16	16.50	7.97	03-Aug-23	6.12	1.02	17.00	98.12
BBB-/GCR	WEMA BANK PLC	18.50 WEMA 11-OCT-2023	12-Oct-16	18.50	6.30	11-Oct-23	6.30	1.00	16.96	105.74
BBB-/GCR	FCMB	17.25 FCMB 8-DEC-2023	09-Dec-16	17.25	5.10	08-Dec-23	6.46	1.00	16.94	101.17
A-/GCR	STANBIC IBTC	182D T.bills+1.20 STANBIC IA 30-SEP-2024	30-Sep-14	16.29	0.10	30-Sep-24	7.27	1.00	16.94	97.26
A-/GCR	STANBIC IBTC	13.25 STANBIC IB 30-SEP-2024	30-Sep-14	13.25	15.44	30-Sep-24	7.27	1.00	16.94	84.83
AAA/GCR	*NMRC	14.90 NMRC 29-JUL-2030	29-Jul-15	14.90	7.68	29-Jul-30	8.66	1.00	17.01	91.12

Rating/Agency	Issuer	Description	Issue Date	Coupon (%)	Outstanding Value (\$mm)	Maturity Date	Yield (%)	Closing Price		
Corporate Eurobonds										
B+/S&P	ACCESS BANK PLC	7.25 JUL 25, 2017	25-Jul-12	7.25	350.00	25-Jul-17	7.04	100.00		
B/Fitch; B/S&P	FIDELITY BANK PLC	6.88 MAY 09, 2018	09-May-13	6.88	300.00	09-May-18	12.77	95.29		

Rating/Agency	Issuer	Description	Issue Date	Issue Yield (%)	Outstanding Value (\$mm)	Maturity Date	Days to Maturity	Risk Premium	Valuation Yield (%)	Discount Rate (%)
Commercial Papers										
A+/GCR; A+/Agusto	ACCESS BANK PLC	ACCESS CP III 25-AUG-17	29-Nov-16	22.23	22.33	25-Aug-17	64	1.00	19.81	19.15
A-/GCR	DUFIL PRIMA FOODS PLC	DUFIL CP IV 22-AUG-17	25-Nov-16	21.00	3.30	22-Aug-17	61	1.00	19.74	19.11
BBB-/GCR	STERLING BANK PLC	STERLING CP III 18-SEP-17	22-Dec-16	23.13	0.14	18-Sep-17	88	1.75	21.10	20.06
BBB-/GCR	STERLING BANK PLC	STERLING CP IIIB 18-SEP-17	30-Mar-17	21.87	0.11	18-Sep-17	88	1.80	21.15	20.13
Aa-/Agusto	NIGERIAN BREWERIES PLC	NBPLC CP X 23-AUG-17	24-Feb-17	19.50	2.22	23-Aug-17	62	1.00	19.76	19.12
A+/GCR; A+/Agusto	ACCESS BANK PLC	ACCESS CP IV 29-JUN-17	30-Mar-17	18.24	1.55	29-Jun-17	7	1.00	18.49	18.43
A+/GCR; A+/Agusto	ACCESS BANK PLC	ACCESS CP V 28-SEP-17	30-Mar-17	20.68	9.10	28-Sep-17	98	1.00	20.44	19.38
A+/GCR; A+/Agusto	ACCESS BANK PLC	ACCESS CP VI 22-DEC-17	30-Mar-17	22.07	29.83	22-Dec-17	183	1.00	20.38	18.49
A-/Agusto	UACN PROPERTY DEVELOPMENT COMPANY PLC	UPDC CP VI 14-SEP-17	19-Dec-16	23.45	0.19	14-Sep-17	84	2.08	21.33	20.34
A-/Agusto	UACN PROPERTY DEVELOPMENT COMPANY PLC	UPDC CP IX 20-JUL-17	17-Jan-17	21.00	2.92	20-Jul-17	28	1.98	19.97	19.67
A-/Agusto	UACN PROPERTY DEVELOPMENT COMPANY PLC	UPDC CP XI 22-AUG-17	21-Feb-17	18.20	1.20	22-Aug-17	61	1.00	19.74	19.11

Days to Maturity	Maturity	Closing Rate (%)	Yield (%)	Foreign Exchange	
Benchmark Treasury Bills^a					
					Spot (\$/N)
14	6-Jul-17	17.33	17.44	CBN Official Rate	305.85
42	3-Aug-17	18.35	18.75	CBN SMIS Window	320.00
84	14-Sep-17	13.94	14.40	I&E FX Window	363.00
126	19-Oct-17	18.50	19.69		
133	2-Nov-17	18.46	19.79		
168	7-Dec-17	18.68	20.43		
196	4-Jan-18	18.78	20.89		
224	1-Feb-18	18.55	20.93		
252	1-Mar-18	18.35	21.01		
287	5-Apr-18	18.46	21.60		
315	3-May-18	18.49	22.00		
357	14-Jun-18	18.43	22.48		

Fund Name	Net Asset Value (N'bn)	Bid Price (N'bn)	Offer Price (N'bn)	Yield (%)
Mutual Funds				
Greenwich Plus Money Market Fund	2.05	100.00	100.00	16.52

Fund Name	Issuer	Market	No. of Units	Price (N)	Yield (%)
		T.bills	Registered	Bid	
		Sovereign Bond	Issued	Offer	
Vetiva Funds Manager Limited	Vetiva Funds Manager Limited		5,070,356.00	130.11	N/A
		Net Asset Value (N'bn)	Redeemed	132.11	
			1,550,000.00		
			3,520,256.00		

NOTE: ^a - Amortising Bond (Average life is calculated & not the Term-to-Maturity) ^{**} - Floating Rate Bond ^{*} - Market Prices N/A : Not Available
 This is an abridged version of the DQL that represents the outstanding values and market capitalisation of the asset classes listed, quoted or have been granted permitted trading status on FMDQ. This version may be different to what is contained in the full DQL available on FMDQ's website (www.fmdqtc.com)

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Top Gainers/Losers as at Thursday 22 June 2017

GAINERS

Company	Opening	Closing	Change
CONOIL	40.42	44.56	4.14
ASHAKACEM	14.77	16.27	1.5
BERGER	6.47	7.12	0.65
UBA	8.82	9.2	0.38
UACN	17.9	18	0.1

LOSERS

Company	Opening	Closing	Change
NB	166	158.03	-7.97
OKOMUOIL	68.2	64.8	-3.4
PRESKO	76	73	-3
MOBIL	250.9	248	-2.9
JBERGER	43.7	41.52	-2.18

Market Statistics as at Thursday 22 June 2017

ASI (Points)	32,928.44
DEALS (Numbers)	5,321.00
VOLUME (Numbers)	509,763,958.00
VALUE (N billion)	5.034
MARKET CAP (NTrn)	11.386

Stock market maintains downward trend

...as benchmark index dips by 1.64%

Stories by
IHEANYI NWACHUKWU

The Nigerian stock market maintained downward trend on Thursday which resulted to 1.64percent dip in the All Share Index (ASI). Also, the Year-to-Date (Ytd) return watered-down to 22.53percent. Only fourteen (14) stocks gained against 45 losers.

Conoil Plc consolidated its position as the top gainer after its share price rose from N40.42 to N44.56, adding N4.14; while Nigerian Breweries recorded highest price loss of N7.97, from N166 to N158.03.

Also on the top losers table, Okomu Oil Palm Plc followed after its shares price declined by N3.4, from N68.2 to N64.8; while Presco Plc lost N3, from N76 to N73. Ashaka Cement Plc gained N1.5,



from N14.77 to N16.27; while Berger Paints Plc gained 65kobo, from N6.47 to N7.12.

The All Share Index closed at 32,928.44 points against the preceding day close of 33,477.89 points while Market Capitalisation closed at N11.387 trillion against preceding day close of N11.577 trillion.

Actively traded stocks on the bourse include: United Bank for Africa Plc, Diamond Bank Plc, Transnational Corporation Plc, FBN Holdings Plc, and Zenith Bank Plc.

The volume of stocks traded increased by 0.20percent from 508.73million to 509.76million, while the total value of stocks traded

decreased by 21.29percent from N6.39billion to N5.03billion in 5,321 deals.

The Financial Services sector led yesterday activity chart with 399.57million shares exchanged for N3.29billion; while Conglomerates followed with 63.63million shares traded for N151 million.

FG curtails borrowing costs

...sells 5, 10, 20-year bond at flat rate of 16.19%

In a decision aimed at curtailing borrowing costs as inflation declines, Federal Government sold a 5, 10- and 20-year debt at a flat rate of 16.19percent at an auction on Wednesday.

The Debt Management Office (DMO) raised a total of N99.26billion (\$315.11 million), less than the N140 billion it wanted to raise, as it did not want to pay more for the notes.

It sold N4.22 billion of the 2021 paper at 16.19 percent, compared with 16.30 percent last month and N30.25 billion of the 2027 paper at 16.19 percent against 16.29 percent in May, it said.

It also sold N64.79 billion of the 2037 paper at 16.19 percent, compared with 16.29 percent last month.

“Demand for the five-year bond dropped sig-

nificantly because of lack of interest in the shorter end of the market, because most investors, especially the pension funds prefer to lock in on the longer tenor paper,” one fixed-income trader told Reuters.

He added that the 2037 maturing debt was viewed favourably in light of falling inflation in the West African country.

Nigeria’s annual inflation eased for the fourth straight month in May, falling to 16.25percent from 17.24percent in April, while analysts expect further declines in the consumer price index this month.

Traders said tight liquidity reduced the demand for debt at the auction as the central bank sustained its intervention in the foreign exchange market, draining naira cash from the banking system.

Standard Alliance Insurance reports N1.3bn full year loss

Standard Alliance Insurance Plc reported group Loss After Tax (LAT) of N1.34billion in the 2016 financial year, against N887.481million profit in 2015. The Group recorded a loss before tax of N1.2 billion in 2016 as against a profit before tax of N819million in 2015.

Standard Alliance Insurance Plc and its subsidiary company audited financial statements for the year ended December 31, 2016 are now at the Nigerian Stock Exchange (NSE). The company’s share price remains at 50kobo.

The group Foreign Exchange (FX) loss increased to N385.289million, up from N117.514million in 2015.

The group also recorded a decline in gross premium written which stood lower at N4.37billion in 2016 against N5.23billion in 2015. Gross premium income stood at N4.34billion in 2016

against N5.426billion in 2015.

Net premium income declined to N3.648billion from N4.572billion in 2015; Net underwriting income in 2016 stood at N3.76billion, down from N4.91billion in 2015.

In the financial year under review, the group reported underwriting profit of N271.847million, down from N1.233billion in 2015. Management expenses spiked to N1.515billion, from N1.484billion in 2015.

The Group is 100percent fully owned by Nigerian citizens and Institutional investors. Its major shareholders are: Gemrock Management Company Limited (21.63percent); Standard Alliance Investments Limited (14.63percent); First City Monument Bank (9.34percent); Bode Akinboye (3.63percent); and Sina Alimi -also a director in Gemrock Management Company Limited (3.19percent).

Great Nigeria Insurance returns to profitability

The turnaround process embarked upon by the management of Great Nigeria Insurance Plc (GNI) is beginning to yield fruit as the underwriting company has come out of the woods, recording profit in its 2015 operations.

GNI according to the Company chairman, Bade Aluko has strategically improved in its financial performance. “We have set the platform for a greater future, established strong financial, technical and operational paths that will challenge

and spur us to be among the top five insurance companies in Nigeria.

Aluko said the year 2015 saw a reversal of the non-impressive results of 2014. “The year witnessed the beginning of manifestation of various turnaround strategies embarked upon by the board and management of your company. We are therefore happy to announce to you that your company recorded a profit before tax of N249.5Million in 2015 representing a 510.9 percent improvement over previous year loss

position of N60.6 million.

He noted that in the face of evident challenging operating terrain in 2015, the company was able to record Gross premium written of N3.12 billion in 2015 against N2.79 billion achieved in 2014 representing 11.8 percent growth.

As at December, 2015 GNI Plc total assets stood at N10.7billion, representing a 2.1 percent growth over the 2014 figure of N10.48billion while shareholder’s funds increased by 11.3 percent from N5.3billion in 2014 to

N5.9billion in 2015.

“This achievement is in congruence with our plan to grow the company organically towards reversing negative accumulated reserve carried over from previous years, Aluko noted.

Cecilia Osipitan, managing director/CEO of the company said this growth is attributed to ingenuity in product development deliberately tailored to the needs of her customers and aggressive marketing of these products leading to brand acceptability.

FG allays fears of gridlock over Apapa road repairs

..As Contractors, LASTMA, Police meet over traffic control

MIKE OCHONMA, JOSHUA BASSEY & AMAKA ANAGOR-EWUZIE

Feared about possible intractable traffic gridlock taking root, as authorities prepare to kick-off repairs to the access roads to Nigeria's two busiest sea ports, Apapa and Tin Can Island, badly damaged by years of neglect have been allayed by the Federal Government and relevant traffic management authorities.

The said repairs will be undertaken and financed by the duo of AG Dangote and Flour Mills of Nigeria Plc, in collaboration with the Nigerian Ports Authority (NPA). The project is slated to last one year at a cost of N4.3billion

The proposed rehabilitation work on the two-kilometre stretch of road has further heightened fears that the traffic gridlock that commuters experience will further heighten in the course of the repairs.

In a telephone interview with BusinessDay, Hyginus Omeje, the Federal Road Safety Corps (FRSC) Lagos Sector Commander, disclosed that immediately after the Sallah public holidays, all the relevant stakeholders, including representatives of the contractors, project financiers, Lagos State Traffic Management Authority (LASTMA), the Area 'B' Police Command, the Federal Roads Safety Commission, the Nigerian Ports Authority and Apapa Local Government, would be meeting to discuss a and enduring work plan that will mitigate the impact of the road repairs on traffic flow.

Hyginus Omeje stated that all parties concerned in the road rehabilitation work are deeply concerned about the possible frustration that motorists would encounter and are working out an action plan to confront any traffic challenge headlong.

Accessing the Apapa port which

records an estimated 3,000 trucks daily, on the already dilapidated road through the Ijora and Tin-Can Island axis, is a horror.

As at the time of filing this report, the Oshodi-Apapa Expressway, including the overhead bridge, has been turned into a parking lot by articulated truck drivers. The gridlock is estimated to cost businesses N140 billion weekly. From the Coconut bus stop point, through Tin Can Island to Liverpool roundabout, different sections of the road on either side of the dual carriageway have been cut off by deep gorges.

A contract award for a palliative job on the road is purported to be

ongoing, but the progress of the job along the corridor is progressing at snail speed. Last week, the Minister of Works, Babatunde Fashola stated during a stakeholders meeting, that that section of the Apapa Wharf road would be shut down for one-year to enable repairs.

The minister said this at the official signing of the Memorandum of Understanding and handing over of the project to AG Dangote and Flour Mills; the project financiers, in collaboration with the Federal Government.

Explaining the choice of contractor, the minister explained that the use of AG Dangote for the construction, was to give the road

a better outlook, with the use of concrete, even as there was no official information on how the road rehabilitation would be phased, as at the time of filing this report.

According to the minister, the construction is to resolve the challenges usually encountered on the road. Meanwhile, the Nigerian Union of Petroleum and Natural Gas Workers (NUPENG) has expressed fears that the one year duration announced for the yet to commence reconstruction of the failed section of Ijora-Apapa road, if not properly handled, would inhibit fuel supply to power the national economy.

The country is heavily depen-

dent on petroleum products which are mostly imported and discharged in Apapa ports, where most of the petroleum tank farms are located. The local refineries in Port Harcourt, Warri and Kaduna, remain challenged due to years of corruption, poor maintenance, and underperformance.

This has been worsened by epileptic electricity supply, compelling millions of homes, offices and factories to run on generators, which are powered by either petrol or diesel.

Tokunbo Korodo, Lagos zonal chairman of NUPENG, who spoke with BusinessDay on Wednesday, said much as the union would cooperate with the contractor and encourage petroleum tankers to maintain a single line, a lot more needed to be done to ease movement of trucks in the period the construction work is to last.

Korodo stated that it takes an average of two hours under normal circumstances for a truck to load and exit Apapa. But in recent months, given the collapsed road network, trucks now spend two days. "That is why you see a lot of tankers on the roads. A depot should load an average of 100 trucks a day. But hardly do the depots load 20 trucks since this crisis. The reason is that loaded trucks can't find their way out Apapa to allow others go in. In order not to aggravate this situation, alternative routes would be required during the construction work.

Remi Ogungbemi, chairman of Association of Maritime Truck Owners (AMARTO) told our correspondent in a telephone interview that the truckers have only one plan, which is to rent holding-bay at Orile Igamu and Kirikiri areas, but the association cannot achieve that without the intervention of the Federal Government.

"The two spaces we have secured run into billions of naira and we cannot pay for them on our own. The minister directed us to secure holding-bays without considering the fact that we all have our individual garages in our base states and none of us can come to Lagos ports with our garages. This is why like any modern port, we need a transit park that would be owned by the government," he suggested.

According to him, directing truckers to vacate the roads for construction to take place will not solve the problem and if the government is not ready to help us secure the holding-bays, it means that government is not also ready to solve the problem.

Ogungbemi disclosed that truckers before now, secured a space that was at sand filling stage to be used as holding-bay but the Lagos State Government recalled the place on the ground that it would be used for 'low cost housing project,' and that "was part of the reasons why we are still on the road today.

"Though, Rotimi Amaechi, the Minister of Transport, said the ministry has ordered for 200 rail wagons for cargo lifting. The question is, is it the rail that would deliver the goods to importers' warehouses? Meaning that, for the rail to operate effectively, there is need for the trucks to complement that effort by lifting the cargo from the rail stations to the importers' warehouses," the AMARTO boss said.



LR: Alex A. Okoh, director-general of Bureau of Public Enterprises and Abimbola Olashore, director of Lead Capital Consortium at the Kick-off Meeting on Strategic Equity Investment by National Sovereign Investment Authority (NSIA) into the Nigeria Commodity Exchange.

Continued from page 1

in protecting the depositors fund extended to Etisalat as loan.

He added, "the banks have not said they want to take over Etisalat, so it is presumptuous for the NCC to be making pronouncements about how and how not a take over can be carried out. We are not seeking to transfer shares which we do not hold.

"All we are asking Etisalat to do is to pay us the money they owe and because they have failed to do this so far, the banks have the option to enforce their security."

BusinessDay learnt that the banks seek to appoint a receiver, appoint a new managing director and chief financial officer for Etisalat for the simple reason that the cashflows must be protected.

Meanwhile, the Etisalat Group, parent company for Etisalat Nigeria, has been accused of abandoning its obligations to Nigerian banks and to Nigeria as a country.

The Etisalat Group, on June 20 filed a notice on the Abu Dhabi Securities Exchange of its intention to pull out of their operations in Nigeria without meeting their obligations. Sources in the Nigerian banking industry have

Banks shun meeting with NCC over Etisalat

told BusinessDay that the action amounts to abandoning the company's monumental obligations in Nigeria which includes: N541 billion syndicated and bilateral loans approved by 13 Nigerian banks, which the subsidiary has been unable to repay and will now be classified as bad debts on the books on Nigerian banks.

The Etisalat Group, by its action is also abandoning taxes and levies due to the Federal Government of Nigeria and regulatory agencies and other third party creditors including; vendors, service providers and contractors.

Sources have told BusinessDay that this amounts to ignoring and disregarding the commercial contracts duly entered into in Nigeria by the Etisalat Group.

Sources from the banks confirm that the consortium of banks has not been involved in the ownership of Etisalat Nigeria and therefore is in no position to transfer or retain any percentage of Etisalat Nigeria shares. The banks also confirmed that the consortium of banks have no intention of taking over ownership of Etisalat Nigeria.

While other operators sold

their towers and utilised the entire sales proceeds to repay their loans, Etisalat Nigeria in 2014 sold its towers and did not apply the sales proceeds to repay its loan, sources in the banking industry have said.

But information obtained by BusinessDay shows that Etisalat Group's planned exit from Nigeria over a loan default is very similar to what it did in Tanzania three years ago.

In 2014, Etisalat's Tanzania unit, Zanzibar Telecom (Zantel) defaulted on a \$96 million loan, which spiralled into a debt crisis resulting in Etisalat Group agreeing to sell its 65 percent stake in Zantel to Swedish telecommunication and media company, Millicom.

Millicom acquired \$32 million in net current liabilities at close of the deal, Etisalat said in an emailed statement at the time.

A similar financial crisis has hit Etisalat's Nigerian Unit, after \$1.2 billion in trade loans taken from a consortium of 13 banks went bad, after a big naira devaluation last June caused dollar loans to balloon.

Zantel was coincidentally the

fourth largest Telco at the time, as Etisalat Nigeria is, with some 23 million subscribers and a 14 percent market share.

Globacom, owned by Mike Adenuga, Africa's third richest man serves 37 million subscribers, while Bharti Airtel accounts for 34.3 million. MTN, the South-African owned Telco, offers services to some 60 million Nigerians and is the largest Telco by market share.

Etisalat Group which owns 45 percent ordinary shares and 25 percent preference shares in Etisalat Nigeria, announced on June 20 that following a default in facility agreement with a consortium of Nigerian banks and inability to reach a restructuring agreement, it received on July 9 an enforcement notice which requires it to transfer 100 percent of its shares to United Capital Trustees by June 15 which was later extended to June 23, which is today.

Etisalat has been in talks with Nigerian banks to restructure a \$1.2 billion trade facility after missing repayments, but those discussions failed to produce an agreement on restructuring the

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NEWS

Houses for low-income earners coming as more developers align with FG's new schemes

CHUKA UROKO

More than ever before, the Nigerian property market will, in the next 18-24 months, be receiving houses priced at purchasing capacity of low-income earners, especially families whose income is at that level.

This expectation is hinged on the new Federal Government's strategic partnership with private estate developers on its new housing schemes, which include the Family Home Fund (FHF) and the Federal Integrated Staff Housing (FISH), which have commenced in some states.

The FHF, which is under the purview of the Federal Ministry of Finance, is aimed at raising about N1 trillion. About N500 billion, representing 50 percent

of the sum, will come from the Federal Government while the remaining half will come from private sector partners.

The scheme, which has commenced in some states including Nasarawa and Kaduna as pilots, has already garnered interest from estate developers. One of such developers is Mixta Nigeria—a 'new' property investment and development firm based in Lagos with foreign affiliates.

The company, which is the new face and rebranded ARM Properties, is known for large-scale housing developments and has increased its capacity having acquired Mixta Africa, which has both capacity and competence for affordable housing delivery.

"With the integration of Mixta Nigeria into our operations, we have now capacity to deliver housing in large numbers, but

the challenge we have in Nigeria is that you can't sell 10,000 houses units. So, even if I can build 10,000 units, I can't find 10,000 buyers," said Kola Ashiru-Balogun, MD, Mixta Nigeria, in an interview.

"This is why we have been advising the federal government to come up with social housing scheme. You are aware of the Family Home Fund (FHF), which the government is working on. We are one of the developers on that scheme. We are actively working with the government to roll out housing for the people," he disclosed.

Ashiru-Balogun hopes that through that scheme people will be able to get mortgages and credible developers who will deliver the houses, adding that with government's support they will be able to get cheaper and subsidised mortgages.



L-R: Felix Matthes, keynote speaker/research coordinator for Energy and Climate Policy; Laoye Jaiyeola, CEO, Nigerian Economic Summit Group (NESG), and Kyari Bukar, chairman, NESG, at the NESG CEO Breakfast Meeting on Investments in Renewable Energy, held at Eko Hotel and Suit, Lagos, yesterday.

NDDC explores new funding plans, talks with Korean firm

IGNATIUS CHUKWU

Niger Delta Development Commission (NDDC) has declared its willingness to explore new funding patterns to boost the capacity of the interventionist agency to tackle the development challenges of the Niger Delta region.

Nsima Ekere, managing director of the Commission, said this when a delegation from a South Korean firm paid him a courtesy visit at the Commission's headquarters in Port Harcourt on Wednesday.

Ekere reaffirmed the Commission's resolve to do things differently in its drive to fast track the development of Nigeria's oil-rich region, and told the South Korean delegation: "What you are offering is slightly different from what we are used to but we are ready to explore the opportunities in the new area."

Ekere thanked leaders of the Korean firm for showing interest in Nigeria and the Niger Delta, noting that the oil-producing region was in dire need of world-class infrastructure.

He added: "Building infrastructure is an expensive venture and our access to fund is limited. Yet, we need funds to move faster. We are interested in working with you to provide the financing

needed for our projects."

The NDDC CEO said both the Commission's executive director, finance and administration, Mene Derek, and the executive director, projects, Samuel Adjogbe, would interface with the Korean company to work out the details of a mutually beneficial relationship.

He told his visitors: "We have no problem with the structure that you propose. We will sit down with you to work out the details."

The leader of the delegation and chairman of Kunwon International Construction Company Limited in Nigeria, Chris Anyiam, said they were interested in bringing international funding to ensure that NDDC projects were executed promptly and at record time.

According to Anyiam, "the current NDDC board is blessed that we are bringing a new team that will bring their funds to develop the Niger Delta," adding that "Nigeria should be beyond where it is today."

Anyiam noted that South Korea possessed the technology and resources to help in developing the Niger Delta, as "They are willing to bring in the funds and we are interested in bringing positive change to the region."

Eleme boss pushes for investor paradise

... as NPA agrees on quota for host communities

GODWIN EGBA, PORT HARCOURT

Eleme, regarded as the heart beat of the Nigeria economy, is now on the path of aggressive drive to boost investment to assume the status of investors' paradise.

The new drive is by the caretaker chairman of Eleme local council area, Obarilomate Ollor, who has launched Eleme on a first-ever standard website since Rivers State was created in 1967.

Eleme is host to over 200 companies. The chief said he was motivated to the initiative on the ground that hitherto Eleme as a host community to multinational companies including the nation's oil and gas free zone in Onne, had no platform to showcase its rich culture and economy.

He explained, "Eleme is a household name in the international business community but little is known about us. Eleme is the heart beat of Nigeria economy and the world is here through the existence of the oil and gas free zone."

The council boss explained that he embarked on the website project to provide investors and the general public a platform to

Exposure of corrupt officials 'll fasten issuance of C of Os - Amosun

RAZAQ AYINLA, ABEOKUTA

Governor Ibikunle Amosun of Ogun State has urged landlords and property owners who have subscribed to the state's Homeowners Charter Scheme for which special discounts are placed on certificate of occupancy, to expose any corrupt officials that may demand bribes outside stipulated official charges for issuance of the C of O and other title documents.

The governor, who was represented by Abayomi Sobande, head of service on Thursday, at Arcade Ground, Oke Mosan, Abeokuta, shortly before presenting another batch of 1,000 C of Os to beneficiaries, said they should forward to the government any suggestions that could make the scheme more effective and ensure better service delivery.

He said, "We want you to expose any corrupt official or fraudster who may demand anything outside what is required under the scheme. We will prosecute any official involved in corrupt practice. We will continue to look into the process so as to make it faster. We are here to serve you better."

Also, Ronke Sokefun, Commissioner for Urban and Physical Planning, said the people should report all perceived wrongdoings; bribe and extortion on the scheme to government, explaining that out of the over 170,000 applicants, 35,000 had paid for their applications and over 12,000 C of Os and title documents had been distributed by the government so far.

But, Adewale Oshinowo, Commissioner for Finance, said 77 percent of the over 140,000 applicants have had their sites inspected, while the remaining 23 percent did not show up during inspection on their sites, adding that out of the 77 percent that had their sites inspected, 23 percent could not be involved due to non-conformity with preconditions for qualification.

source for veritable information about Eleme people, language, tradition and social life and more existing investment opportunities. He added that the linkage would bring government closer to the people even as he appealed to corporate organizations and people to take advantage of the enormous benefits there in the upgrade, which he said would include e-commerce. He gave the website portal as www.eleme.rvgov.ng.

As chief security officer of Eleme who is enjoying third tenure as CTC boss, Ollor took over leadership of Eleme when there was a high degree of cultism, but through the deployment and co-operation of security agencies in synergy in the state government, said he has brought the crime scourge to its barest minimum.

He recalled that three notorious criminals were eliminated and over 300 cultists embraced the River State government amnesty. Thus, he stated, security in the business community is now guaranteed while confidence has been restored in the companies operating in the land where business owners operate without fear of threats.

US ambassador urges Nigerians to embrace peace for nation's development

SEYI JOHN SALAU

United States of America Ambassador to Nigeria, Stuart W. Symington, has urged Nigerians to embrace peace as a way of ensuring the nation's achieve its potentials and fast tract developmental programmes across the six geopolitical zone of the country, amid growing separatist agitations by different right groups.

"Nigeria will always be listened to. No such thing as good governance, if the people being govern are not good citizen," Symington said at the official launch of the US Government Exchange Programme Alumni Association in Lagos.

According to Symington, Nigeria has never had an issue with resources, and "never a shortage of resource, but how do you deploy the resources for national development. Nothing profoundly happens alone."

Bol plans N1trn to support large industries

IDRIS UMAR MOMOH, BENIN

Managing director/CEO, Bank of Industry (BoI), Pitan Olukayode, says the bank plans to raise between N500 billion to N1 trillion to support the sustainability of large industries in the country.

Olukayode, who noted that large corporations must be supported to thrive, said most of the large corporations in the country were dead while others were merely struggling to survive.

"We are planning on a package to raise between N500 billion to N1 trillion to support the sustainability of large industries in the country. Large corporations must be supported because most of them are dying and many are even dead," he said.

He said this during a courtesy visit to Edo State Governor Godwin Obaseki at Government House in Benin City on Wednesday.

He added that the bank was mindful of the support that medium and large-scale industries provided to micro and small-scale businesses, assuring that

In charging the association's member on the need to embrace peace, Symington said, "You represent what will change the world, not individually but collectively as a nation." The newly inaugurated association is to serve as the umbrella body for all US government exchange programmes in Nigeria.

However, the association launch witnessed the presentation of awards to some members of the various US government exchange programme in Nigeria.

Speaking on behalf of the awardees, Soni Irabor, a veteran broadcaster, in acceptance of the award, said, "with respect for the rule of law, freedom of speech, and human rights, Nigeria will be placed on the path of progress."

He however urged members of the association to work together as one indivisible entity to make Nigeria better.

the bank would work hard to ensure the viability of the sector.

The BoI boss indicated the financial institution's interest to seek more areas of collaborating with the Edo State government, and assured of the bank's readiness to support the initiative of the Obaseki-led administration and private investors in the state.

"The bank is interested in partnering with Edo State government at a higher level, and expanding our scope to help market women and industrialists, and to move the state forward," he stated.

In his remark, Governor Obaseki urged the bank to support the development of large-scale industries through investments in the state's ventures, and explained that the viability of large-scale industries was needed to serve as enablers for small and medium scale enterprises to thrive.

He informed the bank on his administration's developmental agenda, and sought their partnership in the development of housing schemes, agribusiness, mining and other specific areas.

CBN enlightens Lagos populace on intervention policies to stimulate growth

HOPE MOSES-ASHIKE

Central Bank of Nigeria (CBN) on Thursday engaged the general public in Lagos on sensitisation programme on its various intervention policies targeted at stimulating economic growth and wellbeing of the citizens.

This is coming after the apex bank also held a seminar for farmers and Small and Medium scale Enterprises (SMEs) operators in Abeokuta, Ogun State, on Tuesday.

The programme with the theme, 'Promoting financial stability and economic development' also focused on enlightening the public about their rights and privileges in their customer relationship with their banks.

Olu Vincent, deputy director, trade and investment department, CBN, said, "It is sensitisation of the general public on what the CBN has been doing over the past two years to stimulate the economy and produce economic development since the volatility in the oil price market, to galvanise economy from the oil to non-oil export which everyone is clamouring for that we should lay

more emphasis on non-oil export."

According to Vincent, there are various interventions, which the CBN has put in place as part of the proactive measures in stimulating growth of the economy. "What we are doing for now is to let the public know various policies they can leverage on for economic growth. We have interventions for real sector, power sector, aviation sector and agric sector among others," he said.

Benedict Maduagwu, assistant director, currency operations department, spoke on the need for the public to respect the naira because it costs so much to print a single note.

"It is a crime to hawk naira. The CBN stands on hawking naira is that if you hawk naira and you are caught abusing it you will pay a fine of N50,000 or six months imprisonment or both," Maduagwu said.

Speaking at the sensitisation fair, Oludamola Atanda, principal manager, consumer protection department, informed the participants of their rights and responsibilities, which include the right to demand from their banks of information that would help them run their accounts.

\$1.6bn fraud: Court grants permission to tender more evidence against Omokore

SEYI ANJORIN, ABUJA

Justice Nnamdi Dimgba of an Abuja Federal High Court has granted the Federal Government permission to file additional proof of evidence against Jide Omokore, chairman, Atlantic Energy Drilling Concept Limited, and others standing trial with him.

Having evaluated the arguments on the application to provide more evidence, the court held that the jurisdiction of courts to try offences was prescribed and dominated by statutes.

Going by the amended charge filed by the prosecution, the court said, "there is no doubt that they are offences creating statutes, which gave the court jurisdiction."

Court held that the essence of practice direction was not intended to take away jurisdiction of the court even when it had been granted the jurisdictions.

"Section 379 (2) of the ACJA, the prosecution can at any time before judgement file additional evidence, as the law is trite on this. That section does not contain any restriction as to admission of additional evidence, nor does it say that it is only evidence that is placed that can be reviewed," the court held.

Justice Dimgba averred that where additional evidence was brought by the prosecution, the approach was not for the

defence to sought for the charge to be dismissed, it was for the defendant to sort for more time and this was not what the defendant had asked of the court.

The trial court did however stroke out the application for lacking in merit.

Omokore, who had earlier, for the second time been granted permission by Justice Dimgba, is standing trial alongside Atlantic Energy Brass Development Limited, Atlantic Energy Drilling Company Limited, Victor Briggs, Abiyememere and David Mbanefo, on a nine-count amended charge of criminal diversion of about \$1.6 billion alleged to be proceeds of sale of petroleum products belonging to the Federal Government.

The 5th defendant (Abiyememere) had filed an application to file additional proof of evidence, on the grounds that the prosecution filed additional proof of evidence, which would allow the prosecution call more evidence.

Counsel representing the 5th defendant averred before the court that, with a new proof of evidence being filed before it, there was a need for the defendant to approach the court for interpretation, as the prosecution has to prove the need for the additional proof of evidence.

Having allowed the prosecution to file additional proof of evidence, the matter was adjourned to July 5, 2017 for continuation of trial.

Lagos, Emir of Kano, BoI, NEPC stand for diversification at Lagos leather fair

Lagos State government, the Emir of Kano, the Bank of Industry and the Nigerian Export Promotion Council, all showed their strong support for the diversification of the economy as they endorsed the first ever Leather Fair in Nigeria.

The Lagos Leather Fair held on Saturday and Sunday, June 3 -4, 2017 at Federal Palace Hotel, Victoria Island, Lagos.

The fair was a private initiative by leather handbag designer, Femi Olayebi, who believed that a change in the narrative of leather industry was necessary, having stumbled on a 2014 World Bank report that placed leather as a potential second biggest earner of foreign exchange in Nigeria, after oil and gas.

Nigeria, among other countries in West Africa is considered as a potential source to supply tanned leather and finished leather products to developed and

some developing countries. Besides, with long-term investment, Nigerian stakeholders can potentially share what could develop into a \$104 million market for the country over the next ten years.

The fair brought together all those along the leather value chain including tanners, designers, shoemakers and manufacturers, who discussed the challenges being faced in the industry, identify possible solutions and pinpoint ways to improve the quality and design of finished leather goods.

The opening ceremony had in attendance Waheed Olagunju of BoI, Segun Awolowo, CEO, NEPC, Akodu Olalekan, permanent secretary, Lagos State Ministry of Commerce and Industry and Co-operatives, and Isyaku Umar Tofa (Danadalan of the Emir of Kano).

Eko Disco announces planned power outage

OLUSOLA BELLO

Eko Electricity Distribution plc (EKEDP) has announced that there will be interruption in power supply to some areas within its network between the hours of 10am and 2pm on Saturday, June 24, 2017.

A release from the corporate communications department of the company said the planned power outage was occasioned by routine maintenance work to be carried out on Ajah-Alagbon 132kv line.

Areas to be affected, ac-

cording to the release, are the whole of Ikoyi, parts of Victoria Island, parts of central Lagos Island and Yaba/Akoka axis.

The routine maintenance to be carried out was for better efficiency of power facilities so as to enhance improved service delivery to the company's customers.

The company appealed to its customers to please bear with it for the inconvenience the outage might cause, adding that supply would be restored immediately the maintenance work was concluded.



L-R: Basheer Oshodi, group head, non-interest banking, Sterling Bank Plc; Eunice Obasohan, chairperson, Lagos chapter, NECA's Network of Entrepreneurial Women (NNEW); Modupe Oyekunle, president, NNEW, and Fayó Williams, managing consultant, Simply Exponential Consult Limited, at the NNEW network meeting, themed "Collaboration: Key to Business Growth" in Lagos, yesterday. Pic by Olaale Amoo

Finally, FG to kick-start asset sales as it reconstitutes council on privatisation

ONYINYE NWACHUKWU, ABUJA

Nigerian government has finally inaugurated the long awaited National Council on Privatisation (NCP), paving the way for the commencement of possible sale of additional government assets to raise extra cash for budget funding.

Faced with tight cash conditions, Nigeria is hoping to raise some N35 billion from sale of its own assets to partly fund the N7.441 trillion budget for 2017.

The NCP, which is being reconstituted over two years after the commencement of the Buhari-led administration, is the fifth council since the enactment of the Public Enterprises (Privatisation and Commercialisation) Act 1999.

Acting President Yemi

Osinbajo, who inaugurated the council Thursday in Abuja, said the NCP since inception had successfully concluded the privatisation and reform of over 142 public enterprises.

He pointed out that the inauguration of the NCP was a critical step in the process of putting in place part of the institutional framework necessary for the actualisation of the socio-economic agenda of the administration.

The NCP is a think tank sponsored by the Nigerian government to determine the political, economic and social objectives of the privatisation and commercialisation of Nigeria's public enterprises.

The Council holds the authority to approve public enterprises to be privatised or commercialised, the legal and regulatory framework for the public

enterprises to be privatised as well as determine whether the shares of a listed public enterprise should be by public or private issue or otherwise.

"It is also a demonstration of our administration's commitment to public sector reform and the central role of the National Council on Privatisation (NCP) in this process. Even though the public sector has been at the centre stage in the provision of critical infrastructure and services cutting across the whole spectrum of the nation's life since independence, the emerging importance and centrality of the private sector to the actualisation of the economic agenda of the administration cannot be downplayed," Osinbajo also noted, as he inaugurated the Council.

He stated that apart from playing a dominant role of gen-

erating employment opportunities, the intervention of the private sector enhances the process of industrialisation, delivers critical infrastructure and services the country. To him, the role can only be unleashed when government's role of regulating and creating an enabling environment is robustly undertaken.

"This will in turn offer the private sector the required comfort and assurance to make investments and expect a reasonable return on thereon," he said.

In his remarks, Alex A. Okoh, DG, Bureau of Public Enterprises (BPE), noted that recently a trend had emerged where certain institutions engage in activities that were tending to compromise and conflict with the statutory functions of the Bureau.

Banks shun meeting with NCC over Etisalat...

Continued from page 33

debt.

The company initially asked lenders to convert the dollar portions of its loans into naira to help it overcome the shortage of hard currency on the interbank market but the lenders rejected this.

The Telco went on to propose a five percent equity stake to creditor banks, to resolve the debt crisis, but that also collapsed.

The Etisalat Group, which generates 3.7 percent of its revenue from Nigeria, is said to have questioned the rationale of investing more in Etisalat Nigeria, when asked by banks to recapitalize its affiliate as an option, sources told Reuters.

However, UK-based frontier and emerging markets investment firm, Exotix Capital, has said the impact of the medium-term seven-year facility secured by Etisalat Nigeria from the consortium of 13 banks is manageable on the balance sheet of Nigerian banks.

The firm said the impact of the \$1.2bn syndicate loan out of which about 42 per cent (\$504m) has been repaid, was "modest".

"We estimate a modest impact on banks. At a headline level, loans to Etisalat Nigeria represent 1.9 percent of aggregate bank loans. Likewise on our sensitivity analysis, the Etisalat loans would on average have

a -12 percent, -2 percent and -0.3bp impact on our full year 2017 forecast net profit, equity and capital adequacy ratios for the banks, respectively.

"The banks should easily be able to absorb a shock of this magnitude," head of Equities Financials Research, Rahul Shah and Equity Research Analyst, Jumai Mohammed, disclosed.

Ibrahim Dikko, vice president for regulatory affairs, was quoted by Reuters yesterday as saying Etisalat currently owed banks around \$575 million and talks with lenders were ongoing.

The total amount of debt outstanding was \$227 million and 113 billion naira (\$359 million), he told Reuters in a phone interview.

Exotix says Etisalat Nigeria had struggled with several years of losses due to low revenue, tough competition and more recently currency losses, adding its second-biggest shareholder Abu Dhabi state investment fund Mubadala has been trying to divest its stake for some time.

One telecom analyst said Etisalat Nigeria could struggle to find new investors, putting lenders in a weak negotiating position, although the company could be viable if acquired by one of its rivals.

Another option could be to restructure the loan, pending any new investors coming along, Exotix said. Etisalat Nigeria has initiated changes to its shareholding structure.

Ibadan flooding: Over 300 houses affected

AKINREMI FEYISIPO, IBADAN

Following the over five-hour downpour on Tuesday, over 300 houses were affected by flood with properties worth millions of naira lost in Ibadan, the Oyo State capital.

The National Emergency Management Agency, led by the zonal coordinator (South-West), Yakubu Sulaimon, while on assessment, said the agency decided to visit the state capital to gather firsthand information and see for themselves the havoc wrecked by the flooding in parts of the city.

Going by the agency's assessment, Yakubu said more than 300 houses were affected during the incident, stressing that the agency had immediately swung into action by providing relief materials to the affected people through the State Emergency Management Agency (OYSEMA).

He said his assessments had revealed loss of livelihood of many people, as properties worth millions of naira were lost to the flooding, and advised that buildings on floodplains should be vacated and demolished.

According to Yakubu, many house owners did not observe the necessary regulations in putting up their structures.

The NEMA boss said, "We have seen means of livelihood

lost. Properties worth millions of naira have been lost to the flood and we have made note of all buildings involved and the affected families. Soon, NEMA will in his usual way come to their aids through the state government.

"People should stop building on floodplains and they should endeavour to clear their drainages. Most of these buildings did not observe the normal 30 meters setback regulation; town-planning laws are not complied with. These are the consequences."

On his part, the state governor, Abiola Ajimobi, said all structures on waterways and floodplains obstructing the free flow of rivers might have to give way to forestall loss of lives and properties to flooding in Ibadan.

The governor who was represented by his deputy, Moses Adeyemo, said this during an on-the-spot assessment of areas affected by the flood. The places visited include Orogun, Shasha Alfonso, Egberi and Oki Rivers in Olodo, and Onipepeye, all within Ibadan.

He used the opportunity to admonish residents to desist from bad habits that have been found to cause flooding, noting that the soul of every citizen and their property were precious and would be protected by the government.

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World Business Newspaper

Qatar Airways makes unsolicited bid for 10% stake in American Airlines

PATTI WALDMEIR & CHICAGO TANYA

American Airlines says Qatar Airways, a Middle Eastern rival criticised for unfair competition, has made an unsolicited bid for 10 per cent of the US carrier.

The Doha-based airline intended to take a stake of at least \$808m, American said in a regulatory filing yesterday.

It came as Qatar is embroiled in a bitter dispute with Saudi Arabia, which has led a blockade of its neighbour with three other Arab allies, including the United Arab Emirates.

Donald Trump, the US president, has backed Saudi accusations that Qatar, which hosts the biggest US military base in the region, sponsors terrorism.

The unsolicited approach also puts a new twist on the long-running battle between American and other big US airlines and Middle Eastern rivals, including Emirates and Etihad of the UAE, as well as Qatar.

American has accused the three - all subject to a US ban on laptops carried in the cabin of flights to the US - of receiving state subsidies that give them an unfair advantage in competing with US carriers.

A 10 per cent stake would make Qatar Airways one of American's largest shareholders, but American said in a statement that such a holding would not change its position on its unfair competition claim.

The plan had emerged in a conversation between the chief executives of the two companies, American said, without providing further details. American said the approach had been verbal and that it had not yet received written notice from Qatar Airways.

"American Airlines continues to believe that the president and his administration will stand up to foreign governments to end massive carrier subsidies that threaten the US aviation industry and that threaten American jobs," American said in the filing.

American said anyone seeking to acquire at least 4.75 per cent of its stock was required to receive approval from its board after giving written notice. Qatar Airways' investment would also trigger a review by the antitrust division of the US justice department.

Qatar Airways said it intended to build a "passive position" in the company. It has been expanding its global reach in recent years by buying stakes in other airlines. It is the biggest shareholder in IAG, owner of British Airways.



Cecilia Malmström, EU trade commissioner

US risks hitting allies as it moves to raise drawbridge on steel imports

SHAWN DONNAN

After two years of lobbying threats at the global economy as both candidate and then president, Donald Trump is preparing to deliver his first big protectionist action and potentially trigger a trade war.

Within days the Trump administration is set to announce the result of a special investigation into whether US steel imports pose a danger to the country's national security. The president and administration officials have left little doubt about what their conclusion will be, promising "bold" action to protect the US steel industry.

But what exactly does that mean? And, for all the criticism pouring in, might the US actually have a point?

What is Trump doing?

The US in April launched a special investigation into steel imports under a little-used provision of a 1962 law that hands presidents broad powers to limit imports if they are determined to be a threat to the country's security.

Significantly, the provision allows presidents to take action without Congress. That means Mr Trump has a largely free hand to crack down on imports as he chooses.

In the case of steel, the administration appears set to either impose

a broad tariff on all imports or to set up a system of quotas and tariffs that would in effect freeze imports from particular countries at existing levels and charge tariffs on any imports above those levels.

Why is that contentious?

Firstly, in the trade realm, invoking national security to erect barriers is considered a nuclear option. World Trade Organisation rules include a national security exemption designed to be used in times of war. But experts believe the forthcoming steel move would flout those rules and would thus be challenged by other WTO members.

Such a challenge could be dangerous. It would be the first test of the WTO's national security exception. Were the WTO to find against the US and the Trump administration to ignore that decision, it would be a huge blow to the WTO's credibility. Were the WTO to find in the US's favour, experts fear it could give carte blanche to all WTO members to invoke national security more often, leading to a protectionist free-for-all.

Secondly, the US is the world's largest steel importer and a broad move would probably hit US allies such as Canada, Germany, South Korea and Mexico far more than China, its intended target. In an unusual move, it has prompted Nato allies to complain and try to have the Pentagon lobby on their

behalf.

It also could provoke a messy trade war with other countries feeling compelled either to impose their own national security restrictions on steel imports or to retaliate against the US.

Cecilia Malmström, EU trade commissioner, has warned the bloc would have to respond. So too, in all likelihood, would China and countries such as Brazil, South Korea and Turkey that are significant sources of US steel imports.

'System risk' alert rocks Chinese companies that gorged overseas

LUCY HORNBY & GABRIEL WILDAU

China's banking regulator has ordered domestic lenders to check the "systemic risk" presented by "some large enterprises" involved in overseas buying sprees, sending stock prices of some of the country's most acquisitive private-sector companies sharply lower.

Shares in listed companies controlled by Dalian Wanda, the property-to-entertainment giant, Fosun International, the consumer group, and conglomerate HNA all fell as news of the order spread through markets.

A senior banker in Beijing

said the China Banking Regulatory Commission had instructed banks to examine their exposure to those three companies and Anbang, the unlisted insurer.

The companies are affiliated with a range of political factions, suggesting a broad crackdown by Beijing and underlining the Communist party's resolve to tackle stability risks posed by the use of unconventional financing tactics.

"This is a game changer for Chinese M&A and could pretty much stop all outbound deal-making in its tracks," said Keith Pogson, EY's senior partner for financial services in Asia.

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Bank regulators back plans for looser Wall Street rules

BARNEY JOPSON

Bank regulators have endorsed several recommendations of a Trump administration blueprint for loosening financial rules, increasing the chances of Wall Street winning a reprieve that does not depend on action by Congress.

Two officials who have taken on

top regulatory roles since Donald Trump's election told lawmakers they supported revamping the Volcker rule ban on banks gambling with their own money and reducing the burden of annual bank "stress tests".

The comments from the Federal Reserve and the Office of the Comptroller of the Currency offered the clearest support yet for

deregulatory proposals unveiled by the Treasury last week, a response to Mr Trump's call to dismantle the Dodd-Frank post-crisis reforms.

Congress is unlikely to pass wholesale changes to the 2010 Dodd-Frank Act soon, but the regulator's views matter because they have considerable scope to water down existing rules.

Jay Powell, the Fed governor

in charge of financial regulation, said: "We should assess whether we can adjust regulation in common sense ways that will simplify rules and reduce unnecessary regulatory burden without compromising safety and soundness."

Mr Powell, a Republican, is likely to be replaced as the Fed's regulatory chief by a Trump appointee later this year, but he is

also viewed in financial markets as a long-shot contender to replace Janet Yellen as Fed chair. On the Volcker rule, which banks complain inhibits their ability to do legitimate market making, Powell said: "In our view, there is room for eliminating or relaxing aspects of the implementing regulation that do not directly bear on the Volcker rule's main policy goals."

'System risk' alert rocks...

Continued from page A3

Among other foreign assets acquired by the companies, Dalian Wanda bought Legendary Entertainment, the Hollywood movie studio, Fosun owns travel group Club Med and HNA is Deutsche Bank's largest shareholder, with a 10 per cent stake.

An official confirmed that regulators were engaged in "fact finding" but would not discuss companies involved. In an email seen by the Financial Times, a risk management executive at Industrial and Commercial Bank of China told colleagues to gather information on credit exposures to the four companies.

The ICBC email also mentioned Zhejiang Rossoneri Investment, the vehicle used to buy AC Milan, the Italian football club.

Shares in Fosun and its healthcare unit Shanghai Fosun Pharmaceutical fell 5.8 per cent and 6.2 per cent respectively in Hong Kong, while HNA Group ended 7.5 per cent lower.

In Shenzhen, Wanda Film Holdings - Dalian Wanda's only listed unit - was off 9.9 per cent when it suspended trading in late morning. The bonds of Fosun and Wanda, both of which have borrowed internationally, were also hit.

Regulators have been concerned by the use of risky financing methods, including raising cash by issuing high-interest financial products to retail investors. Those products present companies with potential short-term liabilities, since investors can sell them in the near future, that could be mismatched against longer-term revenue streams gained from acquisition targets.

"The template was that if you did one deal and regulators didn't like it, they told you and you stopped using that format. But if you didn't get into trouble, then everyone would copy that structure," Pogson said.



Dieter Zetsche

Germany struggles to find employment for refugees

GUY CHAZAN

Up to three-quarters of Germany's refugees will still be unemployed in five years' time, according to a government minister, in a stark admission of the challenges the country faces in integrating its migrant population.

Aydan Ozoguz, commissioner for immigration, refugees and integration, told the Financial Times that only a quarter to a third of the newcomers would enter the labour market during the next five years, and "for many others we will need up to 10".

The admission could prove awkward for Angela Merkel as she seeks a fourth term as chancellor in Bundestag elections this September.

Ms Merkel saw her poll ratings plummet in 2015 when she responded to Europe's gathering refugee crisis by throwing open Germany's borders. The issue no longer dominates the country's nightly news bulletins, but pollsters say the question of how

it will absorb the 1.3m migrants who have arrived here is still one of voters' key concerns.

That explains the continuing popularity of the Alternative for Germany, an anti-immigrant party that is now represented in 12 of Germany's 16 regional parliaments. The AfD's poll ratings have fallen in recent months but the party is still expected to pick up seats in the Bundestag for the first time in this year's election.

Initially, the influx of so many working-age, highly-motivated immigrants spurred optimism that they would plug Germany's acute skills shortage and solve the demographic crisis posed by its dangerously low birth rate. Dieter Zetsche, chief executive of carmaker Daimler, said the refugees could lay the foundation for the "next German economic miracle".

But those hopes have faded as a new realism about the migrants' lack of qualifications and language skills sinks in. "There has been a shift in perceptions," Ms Ozoguz told the FT. Many of the first Syrian refugees to arrive in Germany were doctors and en-

gineers, but they were succeeded by "many, many more who lacked skills".

A recent report by the Institute for Employment Research (IAB) found that only 45 per cent of Syrian refugees in Germany have a school-leaving certificate and 23 per cent a college degree.

Statistics from the Federal Labour Agency show the employment rate among refugees stands at just 17 per cent. It said 484,000 of the refugees are looking for work, up from 322,000 last July - an increase of 50 per cent.

Of those, 178,500 are officially unemployed, meaning they not only have no work but are not enrolled in any training programmes or language courses - up 27 per cent on last July.

Researchers are noting a slight improvement in the refugees' employment prospects. A study by the Ifo Institute found 22 per cent of companies had hired a refugee in the past year compared with just 7 per cent at the end of 2015. However, they were mainly being employed as interns, support staff and apprentices, with only 8 per cent hired as skilled workers.

ECB to shed light on its bond buying

CLAIRE JONES

The European Central Bank is to reveal more details about its corporate bond purchases after demands for more transparency from European Parliament members and campaigners.

The decision is the latest move by the bank to address concerns that its officials are too secretive about the way in which they conduct monetary policy.

The ECB is buying billions of euros of corporate bonds as part of its economic stimulus, known as quantitative easing, to promote growth and inflation. From next week it will list the corporate debt held by the national central banks operating under the ECB's wing, revealing details including the debt's issuer, maturity and the amount it pays in interest.

The ECB held just under €90bn in corporate debt as of May and has faced accusations of withholding important information about the purchases. While the purchases are a small amount of the €1.9tn the bank has spent on QE, they have been among the most controversial aspects of the programme.

More than 40 MEPs have campaigned for the ECB and the national central banks to reveal the names of the companies benefiting from the purchases - to see whether certain companies or economic sectors were being favoured - and the amounts bought.

Some of that information is available from central banks but a central list from the ECB would provide much easier access to the data. The ECB will still withhold details of the amount of each bond that it has purchased.

Ramon Tremosa, a Catalan member of the European parliament, hailed the move.

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Mylan investors vote against \$98m Coury pay offer after EpiPen uproar

SIMON MUNDY

Mylan investors have voted against the drugmaker's bumper executive pay packets for 2016, a year when the company sparked public outcry over the price of its EpiPen allergy medicine.

Shareholder unrest at the company's annual meeting yesterday centred on a \$98m pay package for Robert Coury, chairman, which included a \$20m cash bonus and \$51m of stock.

The package made Mr Coury the highest paid US pharmaceuticals executive in 2016: his remuneration was almost four times higher than that of Alex Gorsky, the Johnson & Johnson chief executive, even though J&J's market value is 18 times larger than Mylan's. Mylan handed Mr Coury the package for a year during which the company came under intense criticism for raising the price of the EpiPen injector by almost 500 per cent over a decade.

Over the same 10 years, Mylan

paid Coury roughly \$230m, according to company filings. The EpiPen uproar hurt Mylan's shares, which fell almost 30 per cent during 2016. But a campaign by some investors to oust Mr Coury and Heather Bresch, Mylan's chief executive, was unsuccessful, while the "say on pay" vote was merely advisory.

The company did not disclose the vote totals, but said: "We appreciate our shareholders' continuing support of the Mylan board, which has overseen the development of a . . . strategy that has created sustained long-term growth and value for shareholders, while also serving the interests of other stakeholders."

Noting the defeat on the "say on pay" proposal, Mylan added: "The compensation committee and board of directors will carefully consider these results, as well as future shareholder input . . . in designing our compensation programmes going forward."

Although the vote on remuneration is not binding, it represents an escalation in Mylan's stand-off with some of its shareholders.

Bank regulators back plans for looser Wall Street rules

BARNEY JOPSON

Bank regulators have endorsed several recommendations of a Trump administration blueprint for loosening financial rules, increasing the chances of Wall Street winning a reprieve that does not depend on action by Congress.

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The comments from the Federal Reserve and the Office of the Comptroller of the Currency offered the clearest support yet for deregulatory proposals unveiled by the Treasury last week, a response to Mr Trump's call to dismantle the Dodd-Frank post-crisis reforms.

Congress is unlikely to pass wholesale changes to the 2010 Dodd-Frank Act soon, but the regulator's views matter because they have considerable scope to water down existing rules.

Jay Powell, the Fed governor in charge of financial regulation, said:

"We should assess whether we can adjust regulation in common sense ways that will simplify rules and reduce unnecessary regulatory burden without compromising safety and soundness."

Mr Powell, a Republican, is likely to be replaced as the Fed's regulatory chief by a Trump appointee later this year, but he is also viewed in financial markets as a long-shot contender to replace Janet Yellen as Fed chair. On the Volcker rule, which banks complain inhibits their ability to do legitimate market making, Mr Powell said: "In our view, there is room for eliminating or relaxing aspects of the implementing regulation that do not directly bear on the Volcker rule's main policy goals."

On stress tests, which determine how much capital banks can return to investors and have been criticised for perceived opacity, Mr Powell said: "The Federal Reserve is committed to increasing the transparency of the stress testing [process]. We will soon seek public feedback concerning possible forms of enhanced disclosure."

Later yesterday the Fed was due to release the first in a two-part set of results from this year's stress tests.

Boeing racks up \$75bn in aircraft deals

PEGGY HOLLINGER

Boeing claimed a rare triumph over Airbus yesterday as the US aerospace group wrapped up the Paris Air Show with aircraft orders and commitments worth \$75bn at list prices, significantly more than its European arch-rival.

It is the first time since 2012 that the US group has finished the four-day frenzy of dealmaking in the lead, announcing its highest level of net orders and commitments for at least a decade at 571 aircraft against Airbus's 346, valued at \$42bn at catalogue prices.

However, within hours of the final count, aerospace analysts were raising questions over the quality of the total. Excluding memoranda of understanding, firm orders came to just 144 for Airbus, while Boeing refused to quantify their number.

The proportion of these preliminary agreements was far higher than expected, said Rob Stallard, analyst at Vertical Research.

"It can take a long time for preliminary agreements to convert into firm orders, which is the factual data point that investors tend to track," he said. "Given this, we would not be reading too much into the 'record' all-in tally from 2017."

Nevertheless John Leahy, Airbus's outgoing head of sales who has made a name baiting his US competitor, conceded defeat in the annual battle between the two companies over headline orders during the trade show. "Every dog gets his day and it looks like they won," he said.

Ihssane Mounir, Boeing's recently appointed head of sales, savoured the moment before revealing the final count. "We have never done a wrap up like this in the past," he said. "I am feeling the weight of doing that. This is probably one of our busiest shows."

Boosted by Boeing's launch on Monday of a stretch version of its 737 single-aisle family, the tally of orders and commitments appeared to defy expectations. Most industry forecasters had been predicting a

sharp decline as airlines begin to integrate the new generation aircraft they have ordered in a near-decade-long spending spree.

But according to FlightGlobal's air show order tracker, total new business in Paris outstripped last year in Farnborough and was "roughly on a par" with the Paris show in 2016.

At a combined 897, orders and commitments won in Paris by the world's two biggest aircraft manufacturers trumped those they secured at both the 2015 and 2016 summer air shows.

Boeing's decision to launch the 737 Max 10 - 66 inches longer in the fuselage than its older sibling the Max 9 - gave a big boost to reported orders at the start of the week.

The new aircraft was the best seller of the show, with 361 orders and commitments from 16 customers. Boeing launched the narrow-body in a bid to recoup some of the market share it has lost to Airbus, whose popular A320neo family of single-aisle aircraft has garnered close to 60 per cent of the market.



Igor Sechin, chief executive officer of OAO Rosneft.

Rosneft clears last hurdle for Essar takeover

HENRY FOY & SOCHI SIMON MUNDY

The delayed \$13bn takeover of India's Essar Oil by a consortium led by Rosneft has cleared its last serious obstacle, according to the Russian oil group's chief executive, Igor Sechin.

Shareholders at the company's annual general meeting in Sochi were told yesterday by Mr Sechin that "the legal decision was received, which guarantees the entry of the company in Essar Oil's capital". Mr Sechin was referring to a notice given by lenders to Essar Oil on Wednesday, according to a person close to Essar, stating that they would withdraw their objections to the biggest ever foreign direct

investment in India.

In a deal agreed last October, a consortium led by Rosneft, the world's largest listed oil producer, agreed to buy a majority stake in Essar Oil from Essar Global, the holding company of the conglomerate, which has been struggling under a heavy debt burden. Mr Sechin says the deal will allow state-controlled Rosneft to increase its oil refining output by 20 per cent this year.

Rosneft will take a 49 per cent stake in Essar's most profitable business, which controls India's second-largest oil refinery and 2,700 petrol stations. Russian investment group United Capital Partners and commodities trader Trafigura will take 24 per

cent each, leaving Essar Global with a stake of just 1 per cent.

People close to the deal say it has been delayed by several Indian banks with large exposure to both Essar Oil and its struggling sister company Essar Steel.

The lenders withdrew their opposition to the transaction after assurances of a capital injection into Essar Steel, likely to amount to about Rs16bn (\$267m), the person close to Essar said.

The terms give Essar Oil an enterprise value of \$10.9bn, and investors will pay a further \$2bn to acquire a deepwater port on India's western coast from Essar Ports, which will be folded into Essar Oil.

Leadership – To build or buy the next boss?

ANDREW HILL

GE has always been one of the most meticulous companies when it comes to grooming its leaders. But in an era of looser networks and frequent job-hopping, its painstaking method is becoming the exception.

General Electric's newest product is a balding 55-year-old American executive with a background in finance and an international pedigree.

John Flannery rolled out of GE's factory for corporate leaders last week, ready to succeed Jeff Immelt in August as only the 10th chief executive in the multinational's 125-year history. His announcement is the outcome of a process as meticulous and intensive as the manufacture of a composite fan blade for one of its aircraft engines.

The news came in the wake of recent pressure on Mr Immelt from investors, but GE says it began planning the succession in detail in 2011 - when 10 candidates were under consideration - and that the board identified this summer as the ideal time to move to a new leader as long ago as 2013.

Mr Flannery, who runs GE Healthcare, is a 30-year GE veteran, forged on its leadership production line and polished by carefully selected assignments in the US and abroad.

GE has always been among the most punctilious preparers of future leaders, drawing on best practice from the Chinese Communist party's central school to the Boston Celtics basketball team. The GE way, though, is starting to look like an expensive, even anachronistic, exception to the methods used by many companies to shape their future leaders - if they bother shaping them at all.

The leadership meltdown at Uber, whose founder-chief executive Travis Kalanick resigned this week, has focused attention on what can happen to organisations that fail to develop their leaders.

Big companies have long recognised that they can no longer turn out leaders using a fixed template. As Mr Immelt said last week, his successor was chosen not "for what he knows [but] for how fast we think he can learn".

Apart from the inevitable pressure on training budgets, the shift from corporate hierarchies to looser networks and the devolution of power to self-managed teams mean companies can no longer be run by command-and-control leaders taught from management manuals. Boards want to pick from a more diverse and international cohort of future leaders - a range that may not be available internally.

At the same time, promising younger employees, whom organisations used to count on to stay for decades, expect to move more frequently, or break out as entrepreneurs in their own right.

These pressures have created tension between "build" and "buy" models of executive development. Peter Cappelli, director of the Center for Human Resources at University of Pennsylvania's Wharton School, says he has seen a long decline in the number of companies that wish to invest in intensive, GE-style leadership development plans.

"[The companies'] argument is that if we develop you, we're just going to lose you, so why should we do that?" he says.

It is hard to put a figure on the amount spent on creating the next corporate leaders. Barbara Kellerman, a lecturer in leadership at Harvard's Kennedy School, estimated in 2012 that more than \$50bn was expended on leadership development annually in the US, including on business school courses. Deloitte reckoned that in 2013 US companies spent \$15.5bn training future leaders.

No more managers for life

But many large companies prefer to spend money on hiring ready-made senior executives than on developing them, bidding up executive pay in bloodier and bloodier phases of the "war for talent" first identified by McKinsey, another consultancy, in the late 1990s.

One private investment report, prepared in 2013 to identify future trends in spending on human resources technology, estimated the total available market for job advertising and recruiting systems at \$30bn. That was 10 times the size of the future market for technology to manage and develop existing staff - a sign of where the priorities may lie.

At the chief executive end of the pipeline, the supply of leaders still looks healthy. Spencer Stuart, the headhunting group, says only a tenth of new chief executives at S&P 500 companies were appointed from another company last year, the lowest level since 2004.

Problems can arise, though, when companies do not have a deep enough pool of potential replacements. Michael Birshan, a partner at McKinsey, says: "At least some of the clients that I've observed have been pulling in more leaders from outside. There aren't jobs for life and employees don't want jobs for life."

As a result, he says, "there are going to be fewer companies over the whole economy that build their own", and it will become more important for companies to be able to integrate talented executives from other organisations.

Companies that run deeper leadership development initiatives swear by their usefulness, but recognise that the way in which they choose, train and retain their future leaders has to change, in part to develop softer skills, such as empathy or creativity.

For its 130 senior executives, Sky, the UK-based broadcaster, organises a programme called



Travis Kalanick

FutureNow.

It includes talks by thinkers, entrepreneurs and sportspeople, workshops and an annual retreat. The executives are also linked to an online application, Sky Hive, that allows them to

share ideas and watch development videos about wellbeing or emotional intelligence. The aim is not to provide technical or management training, which Sky also offers, but to encourage the right culture and spark innovative thinking.

GE has long offered 650 of its senior executives intensive leadership training at Crotonville, its training hub in the Hudson valley north of Manhattan, or its satellites abroad. It also sends the most senior on two or three-day visits to places such as the D-Day landing beaches in Normandy, or to the bridge in Selma, Alabama, where civil rights marchers clashed with armed police over voting rights for African Americans in 1965. "They're meant to be moments of learning and reflection that people take back to their [work] environments," says Susan Peters, GE's senior vice-president for HR.

In the category of bespoke programmes, Johnson & Johnson has given seven of its most senior executives a team of specialists, including a dietitian and a performance coach, to shield them from burnout. The healthcare company this year launched the \$100,000 programme for other companies, too.

Ms Peters recognises that GE has the advantage over smaller companies, in that it can tailor training for its high-potential executives, and rotate its future leaders between different jobs. "All of the candidates [for chief executive] were given moves, to demonstrate, from dif-

ferent platforms, how they lead," she says. GE even structured the job of country head in India for Mr Flannery to give him experience in running industrial activities.

Unilever is another multinational with sufficient weight and breadth to provide different assignments for promising managers. Leena Nair, the consumer products company's chief HR officer, says it designates some of them as "big bet talents" when they have completed five or six years. She says the long-term benefits of "build versus buy" far outweigh the costs of developing leaders within the group. "It's much cleverer economically to build your talent," she says.

But, like Ms Peters at GE, she add that such programmes need to be constantly updated to adapt to new requirements for leaders: "Every year we look at each other and say, oh my god, we need to do more."

Tours of duty

Younger managers fret, meanwhile, that they are not being offered the same opportunities as the generations above them. A 2016 survey of millennials by Deloitte found that 63 per cent of employees born since 1982 said their leadership skills were not being fully developed.

Ms Nair says properly structured development plans attract and keep younger managers, despite their often-cited desire to flit between jobs. "If you say [to them] you're going to be doing this job for five years and it's going to be broadly the same, of course you're not going to keep them."

"But if you say you can shape this and, by the way, maybe you'd also like to take part in this project about something that excites you, then they're going to stay."

The latest Deloitte report also

suggests younger staff are clinging to career certainty amid political upheaval. The findings raise the possibility that they may rediscover the virtues of traditional leadership training, in the same way they have woken up to the attractions of vinyl records or hardback books.

Realistically, though, some companies have to let their talented executives move in order to develop, if they cannot offer them opportunities within the organisation. The HR head of a big European group says she keeps track of a network of alumni, waiting for the moment she may be able to attract them back.

Reid Hoffman, founder of LinkedIn, has developed the idea of "tours of duty", according to which companies set finite two- to four-year missions for staff, after which either party can decide whether enough is enough.

Heard ON THE Street



What is a brand?

A brand in its simplest form is the name of a product or service. So you have a tooth paste called "Close up" or a company that offers a financial service called "GTbank" or a provider of financial news called "BusinessDay." Just by calling the name, you are able to identify the product.

This can even be personalised when we say that your name is your own brand. It is just that you normally do not get to choose your name. Your parents choose it for you but most of the time, many families want their names to represent a brand.

Right now imagine if the person sitting next to you introduces himself as "Evans." I am sure, you will smile. That is the power of a brand albeit a brand that has been destroyed by just one single act of a misguided individual.

So let us go into the wider meaning of a brand. David Ogilvy, a marketing guru defined brand as the "intangible sum of a product's attributes." But as we say in street parlance, that is too much grammar. In ordinary terms, a brand is what people think of you when they hear the name of your product or service.

So what comes to your mind when you here Coca Cola or GTBank or BusinessDay? What comes to your mind when you here "Evans" or Etisalat or MTN? Please note that what people perceive may not necessarily align with reality. It could be totally wrong or true, it does not matter. What matters is that that, it is their perception of your brand.

Why brands matter?

Why do you choose a bottle Fanta over Mirinda or Bournvita over Milo or Peak Milk over Coast Milk? The unforeseen hand that makes you make these decisions that you take as your own



Telecom firms deep troubles

It is no secret that a major telecom firm is in trouble with its bankers. After advancing more than a billion dollar to the firm about three years ago, the telecom is now unable to repay even after the banks have looked for ways to accommodate a restructuring plan.

The telecom company basically says that it cannot repay the loans based on the current exchange rate of the naira, which

has lost more than 50 percent of its value compared to when the telecom firm took the loan.

Now the parent company of the telecom firm has given notice that it is transferring its shareholding in the company.

Bank see this as a clever attempt to dodge liability since most banks got the guarantee of the parent company before agreeing to advance to its Nigerian subsidiary the loans.

Now that the Nigerian

subsidiary is unable to pay the debts, the parent company, with a deep pocket, was expected to step in and bailout the Nigerian subsidiary but instead of doing that, it is absconding from its responsibilities, leaving the Nigerian subsidiary, creditors, vendors and even the Nigerian government dry.

The banks are not happy about the action of the parent company and are already considering what other options

they have to ensure that the company does not just abscond easily from the shores of the country.

There is the fear that the action of the telecom firm will significantly also raise the cost of borrowing for other telecom firms operating in the country. The action has changed the risk perception in the industry, which will impact negatively on existing players, banking sources tell "Heard on the Street."

decisions is the very reason why brand matters.

People unconsciously make decisions based on their perception of a brand. That perception could be positive or negative. When it is positive, people will chose that product or service, when it is negative, people will avoid that product or service.

Please note that a positive or negative experience does not have to come necessarily from a personal contact with a brand. It most of the time comes from secondary sources experience with a brand.

A brand gains traction from several individual positive experiences which soon becomes a positive perception that drives the brand acceptance. On the other hand, a negative brand perception can come from just a single experience that soon spreads.

People love brands, because it simplifies their choices. So there are about 10 to sausage brands in the market. You definitely do not have time to sample all the brands of sausages in the market so you simply ask for "gala" and move on.

Brands also can be a thing of class. You here brand names like Nike shoes. There are those who say they do not wear anything but a Nike shoe or wear a shirt except it is Hugo Boss. The truth is that if you take the label from that product, it is likely not be much different from a competing product with less brand recognition.

So what makes a brand stand out?

There are several things that can make your brand stand out. The first is originality. Do not name your brand Guzzi in a bid to look like Gucci. That is not making you original. Even if you are not sued, you have already downgraded your brand to a second hand brand forever.

Also be sincere and honest with your brand promise. If you promise to do nothing but quality shoes that will last a lifetime, be quick to replace a customer's shoe that goes bad in six months.

Be relevant to your market. Do not go and sell water near Ikogosi spring unless you can colour the water. Consistency also matters. Do not make good shoes today and bad shoes tomorrow. If you are a tailor and you promise to deliver your clothes in two weeks, be consistent with your delivery time and the quality of your product.

Another key to having a strong brand is to be visible. In public relations, we say do not blink in the dark or no one will see you. Finally, be sure you are offering value. If what you offer is not valuable, people will soon find you out and abandon you. Value is the glue that keeps your customers coming back and spreading the word about your brand.

The silent oil workers strike

There is indication that the workers of an Oil Major, one of Nigeria's Joint Venture partners downed their tools yesterday but surprisingly, as at yesterday (June 22) evening not even the unions were ready to admit that they were on strike.

However, sources in the oil and gas sector have confirmed to "Heard on the Street" that staff of the oil company refused to show

up at work yesterday morning. This forced senior staff of the oil company to step in and keep production running.

The staff are said to have downed tools in a protest against a

planned staff rationalisation exercise. They claim that they have not been carried along in the planned exercise.

There is fear that the strike action could spread to other oil majors if its not resolved

The strike action could impact negatively on Nigeria's production but also lead to spike in the prices of crude oil in the international markets, which Nigeria would not benefit from.

early.

The strike action is coming at a time Nigeria's crude oil production is expected to rise to more than two million barrels per day in August. Even though at the same time, crude oil prices have been falling in the international markets.

The strike action could impact negatively on Nigeria's production but also lead to spike in the prices of crude oil in the international markets, which Nigeria would not benefit from.