

Nigeria - Africa's economic powerhouse

As Africa's economic powerhouse and most important West African player, Nigeria has led the continent's growth over the previous decade. GDP growth averaged 7% annually between 2010 and 2014, and although the oil price collapse led to an economic slowdown that has been exacerbated by the Covid-19 pandemic, Nigeria's macroeconomic fundamentals remain stellar. Home to the largest youth population in the world, Nigeria is diverse, dynamic, and benefits from abundant natural resources. It is the biggest oil exporter on the continent, holds Africa's largest natural gas reserves, and most importantly, holds near-limitless potential for non-oil diversification. Growth is set for a resurgence in 2021.

The administration of President Muhammadu Buhari has been working to implement major economic reforms aimed at opening up the economy and attracting new investment. In 2016, the Buhari administration established a government organization called the Presidential Enabling Business Environment Council, which has maintained a sharp focus on improving the country's business climate. The council is working to bolster non-oil diversification, and sought to boost private sector participation in economic development, as Buhari explained at the Seventh Annual Conference on African Development in Tokyo:

"We have put in place measures seeking to diversify the economy by developing agriculture, emphasizing manufacturing, and addressing the energy and infrastructure deficit. With these we shall be placing Nigeria on the path of rapid growth and sustainable development. This comes at a time when our government is implementing home-grown and private sector-driven economic measures that are predicated on good governance, infrastructure and human capital development as well as, business climate reform."

More recently, the Nigerian government has moved to fast-track a key piece of reform legislation, the Petroleum Industries Bill, which will commercialize its national oil company and improve transparency and corporate governance. All these reform measures are beginning to pay off - Nigeria rose by 39 places on the World Bank's Doing Business survey between 2016 and 2020 to hit 131st, and has targeted rising to become one of the world's top 70 most attractive business environments by 2023.

Oil and gas is the country's mainstay



Muhammadu Buhari
President of Nigeria

economic sector and a major pillar of its economy, and surging petroleum production have supported soaring export growth in recent years: The United Nations Conference on Trade and Development reports that merchandise exports rose from \$50.2 billion in 2016 to hit \$62.53 billion in 2019, despite the global oil price slowdown. Production and exports are forecast to rise sharply in 2021 as demand returns following the Covid-19 pandemic. Given an accelerating green shift worldwide, and rising Western preference for less-polluting petroleum energy, Nigeria is particularly well-positioned to capitalize on new opportunities in natural gas in the coming years.

But it's not all about natural resources. Speaking at the UK Africa Investment Summit in London this year, Buhari was quick to highlight one of Nigeria's most important competitive advantages: its

people. He called on the international community to deploy investment strategically and unlock the potential of Nigeria's human capital:

"Nigeria's vast natural energy and mineral resources, unbarred through the ending of customs barriers, could help supply growth for companies in all corners of the world. Greater access would also be forthcoming to one of the world's fastest expanding groups of consumers - the Nigerian middle classes. Millions of highly skilled, English-speaking, but underemployed young people are eager to work but without the opportunities that foreign investment can bring to create jobs and build businesses."

And while oil have tended to dominate economic news about the country, the government has been busy at work incentivizing new investment in priority sectors. Given its large and growing population and import dependency, Nigeria holds enormous potential for agricultural and agro-processing growth. Import substitution efforts have led the government to adopt many business-friendly policies for agricultural investors. The country's transport infrastructure deficit is also significant, creating enormous opportunities for investment in roads, ports, and airports. As Buhari explained in Tokyo:

"We look forward to welcoming prospective investors in the following priority sectors in Nigeria, namely, power and renewable energy, petrochemical and gas, maritime, automobiles, mining, agribusiness, healthcare and pharmaceuticals, ICT and railway. We are committed to removing all impediments to private sector participation in these sectors by creating policies that will ensure consistency, predictability and a level playing field for all."

Elizade Group Model of Transparency

Africa's largest economy will return to growth in 2021 after the challenges of this year, according to the International Monetary Fund. Nigeria's GDP will expand by 1.7% next year, the Fund forecast in its October 2020 World Economic Outlook. Previously, the organization had forecast a second consecutive year of recession. But stabilizing oil prices, an improved global financing environment, prudent management of external liquidity pressures by the authorities, and easing restrictions on domestic movement have all contributed to an improving outlook.

Restored economic momentum should help set Nigeria's growing automotive market back on track. As the largest economy and by a large margin the most populous market on the continent, Nigeria has huge potential for the world's carmakers. Annual new car sales could reach 7.6m by 2050, according to professional services company PwC, up from less than 10,000-60,000 in the past decade. As a result, there could be as many as 69m cars on Nigerian roads by mid-century, from fewer than 20m now.

As a growing range of international automakers look to tap into the Nigerian market's growth, Elizade Motors looks well-placed to benefit. Established in 1971, the company celebrates its golden anniversary next year as the market leader in automotive sales, with a reputation founded on transparency and fairness in dealings with partners and customers alike.

"We conduct a very open business," says Chief Michael Ade.Ojo, the 82-year-old founder and CEO. "We are transparent, and our partners are transparent with us. That's how I started the business, what we've always made the most important element, and what has got us here. It has done us good."

Indeed, Elizade's track record speaks for itself. The company was one of four granted licenses by the government to import Toyota cars to Nigeria in 1976.

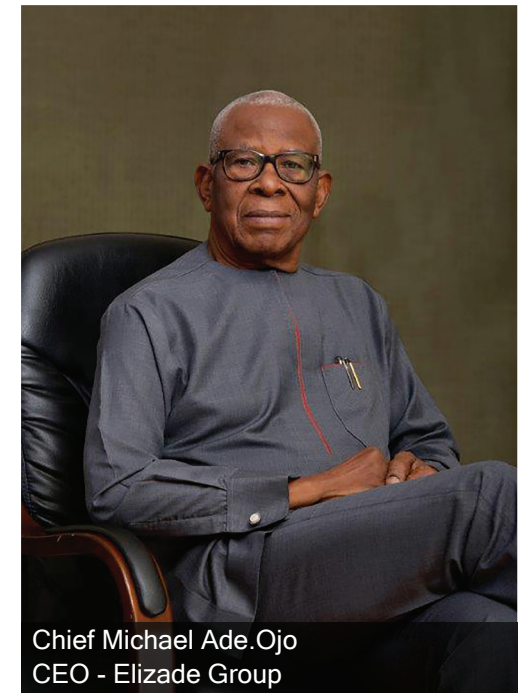
In 2013, following the government's adoption of a new automobile strategy, Elizade formed a partnership with Chinese automaker JAC as its sole distributor in Nigeria.

"I have built associations with people with whom I've made mutually beneficial relationships," says Chief Ade.Ojo. "I always look into making profit for both sides."

This approach has borne fruit through 2020 even as Nigeria's economy has been buffeted by the global covid-19 crisis and domestic unrest. Chief Ade.Ojo expects sales to reach 2019 levels by year-end, partly thanks to initiatives to strengthen after-sales service and reach out to new customers. Elizade was one of the companies selected by the government in March to participate in a \$1bn project to produce locally-assembled vehicles. "It's been a tough year, but we're doing well," he says. "We're introducing new ways of managing our business, and have been fortunate to win new business that has supported us."

The company is now seeking partners for new ventures beyond the automotive sector, following Chief Ade.Ojo's acquisition of tracts of land for development. He sees particular opportunities in agriculture and tourism, particularly theme parks, and aims to build on 50 years of business experience in Nigeria.

"I see a lot of potential," he says. "We have



Chief Michael Ade.Ojo
CEO - Elizade Group

land, we have good locations in several states where we can grow."

Chief Ade.Ojo is also keen to explore partnerships to develop his university, Elizade University. He established the institution eight years ago, and has invested \$75m in it since then. He has set the university the target of becoming one of the top five in the country, and attracting young Nigerians who might otherwise go abroad to study.

Chief Ade.Ojo emphasizes that businesses grow by addressing problems and challenges. He highlights factors that are holding Nigeria back from achieving its huge potential, particularly provision of water, electricity, and transport infrastructure, noting that these are also areas of opportunity for investors. With this in mind, and as he expands his range of international partnerships, the Elizade CEO underlines the importance of leadership and improvements to the business environment to strengthen Nigeria's position as an investment destination. Having built his own business on transparency and sound ethics, he hopes that the country's policymakers will follow suit.

"We need to say it loud and clear that you can trust and recommend this country as a good destination to do business," he says.



Prudent Energy and Ardova Plc

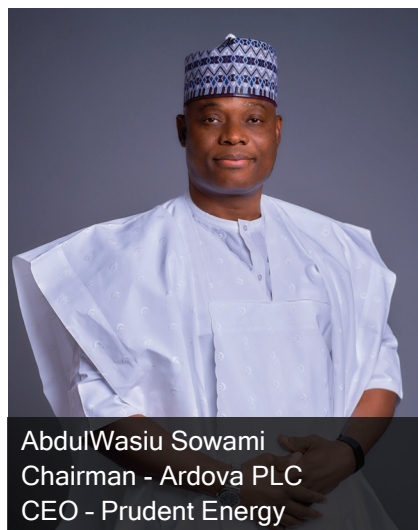
Shaping the future of Nigeria's petroleum distribution industry

Nigeria's energy industry is set for a major rebound as global oil and gas demand recovers in 2021. The Nigerian National Petroleum Corporation forecasts \$48 billion of investment in the industry between 2019 and 2025. Leading oil service and distribution companies Prudent Energy & Services Limited (PESL) and Ardova Plc (AP), as well as their leader, AbdulWasiu O. Sowami, are ready for the next boom.

The first thing AbdulWasiu Sowami tells you about the energy businesses he oversees is the importance of value creation, and he lets us know that "within the Prudent Energy Group, value creation is of utmost importance to us. The view we have on this goes beyond the bottom line and extends into considerations on how we create positive impact in our operating environments. As such, our goals are structured around value creation and environmental impact. In that light, one of our big areas of focus is strategic partnerships which we consider very important in scaling our capacity to attain set goals. The second focus is identifying the needs of our people and the country, then developing financial models that can support our objectives."

Although he's maintained a low profile for much of his storied career, Sowami is a well-known name in the energy industry. Born in Nigeria and educated at the University of Maiduguri in Borno State, and Leeds Beckett University in the UK, Sowami has been leading Nigerian oil and gas development for decades. His deep industry experience and knowledge come after leadership roles in companies including Besse Oil and Services Limited, Cosmos Oil Limited, and Ignite Energy Limited. Today he's at the helm of two important oil and gas players - He is chairman of Ardova Plc (AP) and CEO of Prudent Energy & Services (PESL).

Ardova Plc (AP) is a leading integrated energy company that operates a 450-strong network of retail outlets across the country, as well as major petroleum storage installations in Apapa, Lagos State, and Onne in Rivers State. AP also produces its own range of lubricants from its lubes blending plant in Apapa. As a listed firm on the Nigerian Stock Exchange, its resilient performance despite the pandemic has been one to watch as its H1 2020 revenues rose by 5.4% y-o-y to hit

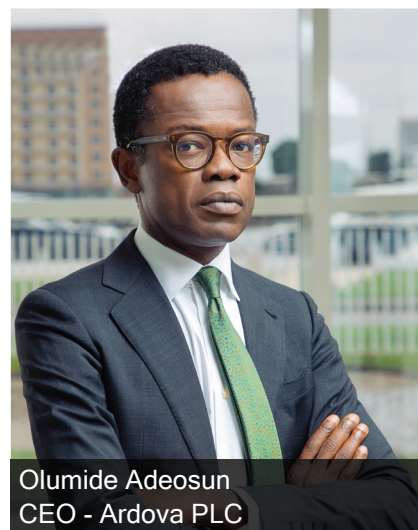


AbdulWasiu Sowami
Chairman - Ardova PLC
CEO - Prudent Energy

₦87.3 billion (\$226.4 million), while fuel revenues rose by 6.8% y-o-y to ₦79.5 billion (\$206.1 million). Olumide Adeosun, Ardova Plc's CEO, noted that this in the face of the challenges brought about by Covid-19, the firm's improved performance is a validation of its laser focus on creating and maximising value at all times.

Prudent Energy & Services, meanwhile, specialises in downstream activities, offering trade and distribution capacity for more than 1.2 million tonnes of various hydrocarbon products annually, a 54 million litre full-automated petroleum products depot, a self-serving jetty, three vessels with 85,000 deadweight tonnes of capacity, and 12,000 cubic metres of downstream LPG distribution capacity. Since its establishment a decade ago, the company has risen to become a leading indigenous petroleum trading firm.

But Sowami's focus is not limited solely to traditional oil and gas activities and products - after the pandemic, he's looking to the future of the energy industry, including cleaner and greener energy. "We are planning a huge investment in clean energy, mainly in LPG and CNG. We are also trying to leverage the potential of our gas resources. We will have a mix of traditional oil and clean energy. We anticipate that the future transition to clean energy is more imminent than is projected and we will be fully prepared to service the market at all phases of that transition. We also have expansion plans to participate in agriculture with our key aim being to



Olumide Adeosun
CEO - Ardova PLC

decrease the need to import commodities, as well as refine agricultural produce locally" he explained.

This presents a favourable opportunity for potential investors. As Sowami moves to further expand the Prudent Energy Group's portfolio in Nigeria, he is looking abroad to potential foreign partnerships. Nigeria is Africa's largest economy and has a large, young, and fast-growing population, meaning it will continue to offer enormous investment opportunities in the coming decades. Now is the right time to invest, according to Sowami.

To achieve this, Sowami acknowledges that he will need to leverage strategic partnerships, but he is decisive that he will only partner with firms that have the right fit. In his words, "Strategic partners will play a very important role in our future growth. For us, the right strategic partner is a company that is aligned with our aspiration, our culture of integrity and transparency, and, most importantly, growing Nigeria. We want a partner that will help us further build and scale our capacity, which we believe will have. If we leverage the opportunities properly with strategic investment and a forward-thinking plan, it will be good not just for Nigeria, but for our business and bottom line."



Caverton Group

Logistics partner of choice for the oil and gas industry

2020 has presented unparalleled challenges to the Nigerian economy, particularly its oil and gas sector, with activity and investment dropping off as pandemic shocks hit global oil markets. The industry nonetheless remains well-positioned for a steady mid-term recovery, with government recovery spending and new investment across the world's major economies expected to drive future oil and gas growth. The International Energy Agency reports oil demand will rise by an unprecedented 5.7 million barrels per day in 2021, with full recovery possible as early as 2022. In Nigeria, leading indigenous services companies like Caverton Group will play a leading role in industry recovery.

Caverton Group's origins can be traced back to 1999, with the establishment of Caverton Marine, followed by Caverton Helicopters in 2002. The group took its present-day shape in 2008 when it incorporated in Nigeria as Caverton Offshore Support Group Plc, a private limited liability company. It went public in the same year on the Nigerian Stock Exchange, and today it provides high-quality, reliable aviation, marine, and logistics services to Nigeria's offshore industry. With more than 350 staff including 111 pilots and 96 engineers, the group has been at the forefront of Nigeria's indigenous oil and gas services sector for years.

Group Chairman Aderemi Makanjuola attributed Caverton's growth and success to a customer-centric approach that hinges on safety and service. Investments for the future are also helping, and the group the group recently moved to purchase an advanced flight simulator, the first of its kind in Africa. This eliminates the need to send pilots abroad for training.

"Our strength lies in the way we treat our customers. We always ensure safety and good service; safety is our top priority. Our training programs are intensive and we offer a large portfolio of services including structural maintenance, composite repairs, and a variety of maintenance and repair services. Our aviation workshop offers services for batteries, paint, and blade repairs, and we supply accessories and spare parts as well. This is where our competitive advantage comes from.

There's no other company in Nigeria that has the same capacity as us," he explained.

Makanjuola recounted the company's steady progress over the years. Caverton's first major milestone came in 2010 when it was awarded a \$630 million contract from Shell, the first such contract to be awarded to an indigenous services company. In 2013 it won a major contract with Cameroon for automobile services, and in 2015 it signed another big contract with the Nigerian National Petroleum Corporation (NNPC). Its status as Nigeria's go-to logistics provider was cemented in 2017, when Shell renewed its contract with the group for another seven years. More contract awards followed; with NNPC subsidiary, the Nigerian Petroleum Development Company in 2018, and with Chevron for a deep offshore project in the same year.

"We're cost effective, we're transparent, we can assure our clients that we have good governance and a proper corporate structure, and our accounts are consolidated at the end of each day. We have found that transparency allows us to how well the company is doing, demonstrate what makes it better than the competition. It also enables us to plan for a better future," said Makanjuola.

Caverton's strategy has always aligned with the government's local content policy, which seeks to bolster the national benefits of oil and gas development by increasing local participation in industry development. As the industry turns its attention to next year's anticipated recovery, Caverton's status as a



Aderemi Makanjuola
Group Chairman - Caverton Group

leading local service provider has created new opportunities for investment. Makanjuola is searching for the right partner to take Caverton to the next level.

He is particularly interested in partnerships with companies that offer expertise, which would allow it to provide more advanced training to our pilots, engineers, and staff, as well as supporting efforts to improve cost effectiveness and enhance profitability. This could involve IT services, fuel efficiency measures, engineer upskilling, or operations reforms. Potential partners would in turn benefit from Nigeria's enormous future energy potential.

"Of course the pandemic has affected many businesses and ours is no exception. But we have always been resilient, and we've been able to improvise and adapt. As expatriate pilots left the country, we ramped up training of local staff, and to date we have trained 126 Nigerian pilots, and 86 Nigerian engineers. Looking forward to the coming years, we expect business will be far better as contract awards resume and efficiency measures underpin Nigeria's advantages as an investment destination," he concluded.



Flour Mills of Nigeria

Building local value chains from the ground up

Although oil and gas has dominated headlines about the Nigerian economy, agriculture and its linkage with manufacturing and industry remains a more important economic mainstay, particularly in the wake of the Covid-19 pandemic. With oil revenues plummeting amid unprecedented global supply shocks, agro-processing is set to take a leading position in driving future economic growth. This is supported by government policies including the Economic Recovery and Growth Plan, which seeks to double the relative GDP of agriculture and its allied industries in the near term.

Agriculture, and its link with agro-allied industry, is set to play an important role in supporting diversification and industrialization: the Institute of Food Technologists reports that as urbanization drives consumption of processed foods, the value of Nigeria's processed food industry is set to rise by several tens of billions of dollars by 2050, from around \$20 billion in 2012.

One of the main drivers of agro-processing growth in the country is Flour Mills of Nigeria (FMN), which has been part of Nigeria's growth story since its independence. FMN was incorporated as a limited liability company - and the country's first flour miller - two days before Nigeria gained independence in October 1960. Since then, it has evolved into what is now one of the biggest companies in the foods and agro-allied space in Africa. It has expanded from a single flour milling business to a large, diversified food group focused in 5 key food value chains: Grains, Proteins, Oils and Fats, Sweeteners, and Starches..

Recognizing that commodity price volatility and exchange rate shocks negatively impact its suppliers, the group is totally focused on reducing raw material imports and domesticating its supply chains. The Groups' Chairman, John Coumantaros, asserted that this focus on local production and diversification has played a key role in supporting FMN's strong recent growth.

"Our goal is to diversify our supply chain base internally so that we can eliminate our dependence on imported raw materials for our processing units. Nigeria is special because the market is large and abundant; it is only a question of obtaining the resources and raw materials we need and building appropriate supply chains using local content. Diversification is also in line with the nations' major policy planks and is in close alignment with the desire of the Nigerian consumer.

This forward-looking strategy is evident in FMN's long history of growth and success. From 1978 onwards, the group has actively expanded into its 5 value chains looking at it from farm to table. A first milestone was the acquisition and development of a 10,000-hectare farm in Kaboji, Niger state. This marked the debut of an investment strategy aimed at growing the country's agro-processing industry locally, from the ground up.

The farm primarily produces soybean and maize using quality inputs and world-class commercial agriculture management practices. It also runs an out-grower scheme supplying feed, edible oil, and food value chains with raw materials. Investment in the farm totals ₦15 billion (\$13 million). It employs 2000 farmers directly, and 10,000 workers indirectly, with its local production saving the group millions in foreign exchange costs along the way.

The group did not rest on its laurels after establishing this farm, however, and in recent decades it has invested in segments including soybean, palm fruit, cassava, maize, sugar cane, and sorghum, as well as storage, aggregation and distribution facilities for locally sourced grains. It owns Sunti Golden Sugar Estates, a 17,000-hectare estate producing 4500 metric tons of sugarcane daily, and 100,000 metric tons of sugar annually. More recently, it opened the largest SSA ultra-modern sorghum milling plant in Kano state in 2017, offering installed capacity of 150,000 metric tons per year.

With six decades of experience now under its belt, the group has risen to become a leader in the Nigeria's food industry across five core groups: grains, oils and fats including soya bean and palm oil and margarines, sweeteners, including sugar refineries and plantations, starches, and proteins - it is the largest animal industry provider in the country. It has 14 subsidiaries operating under the FMN

umbrella, including the Golden Sugar Company, Premier Edible Oil Products Ltd. Premier Feeds Ltd., Premium Cassava Products Ltd., and Golden Fertilizer. It also has support services for its various value chains including transportation and distribution through subsidiaries including Golden Transport and Apapa Bulk Terminal Ltd. and packaging through its Bagco division,

As a result, FMN's iconic Golden Penny brand has become a household name across the country. "We've always been reliable and our partners and customers know us for this. In 1960, when my father was brainstorming ideas for a new brand, he came up with the idea of Golden Penny himself during conversations with an advertising agency. The idea of a golden penny embodies who we are: it's available every day but has a value. We provide value every day," Coumantaros explained.

LISTED SINCE 1978 ON THE NIGERIAN STOCK EXCHANGE, FMN TODAY EMPLOYS NEARLY 15,000 PEOPLE, MAKING IT A TRUE PILLAR OF ECONOMIC GROWTH.

The group has recorded robust revenue and profit growth; in the 2020 financial year ending in March, revenues rose by 15% y-o-y to hit ₦154.6 billion (\$403 million), while profits after tax rose by 17% to hit ₦4.9 billion (\$12.78 million), following strong investment in its agro-allied division and local value-added products, as well as new cost savings initiatives. According to Coumantaros, the group has also remained extremely resilient in the wake of the Covid-19 pandemic.

"As far as this year goes, naturally the Covid-19 interruption created macro shocks in the form of a severe decline in global oil prices. But our experience has been different. Being a food production company, we were operating in that environment virtually 24/7 throughout the pandemic. We are proud of our people and their



resilience in maintaining operations and continuing to feed the nation every day.. More generally, there's been strong pressure on food demand, so we have been working to expand our supply chains to meet rising demand."

The group's corporate social responsibility activities have included the donation of 1.3 billion naira (\$2.8 million), playing a significant role in a Public and Private sector partnership Cacovid .In addition the group invested a further \$2 million dollars in COVID-19 test kits and Personal Protective Equipment and Testing laboratories . We are proud of this accomplishment. The group has invested in excess of \$750 million behind its 5 key value chains over the last 10 years. Many of these investments have been in linking agriculture with core Agro Processing business such as our edible oil processing and poultry and aqua feed businesses. "We were the first to produce margarine and have the most modern facility in Nigeria"

Coumantaros attributed FMN's strong corporate identity, solid reputation, and long history of proven success, both in the market and with its partners, to its knowledge of the local market creating an economically sustainable environment for farmers to see themselves as partners in the value chain. An example is in the area of improving yields for farmers...

"If there are 20 million tons of grains produced in Nigeria annually, that number has to go up by at least a million tons every year just to meet the demands of our growing population. How do we get a better yield from our maize, from our soya beans, how do we start to produce local wheat that is suitable for bread and pasta? In many cases all it takes is a very small change in agronomic practices - the application of

fertilizers at a certain time, minor adjustments that put everything in the right place," he argued.

Recognizing this, the group has also invested in specialized training, agronomy support, and related extension services, enabling farmers to enjoy access to better inputs, aggregation and storage via a network of warehouses, collection points, and silos complexes to reduce post-harvest losses, improve yields, and help distribution. FMN plans to invest an additional \$500 million in the coming years, focusing spending on backward integration in agro-processing to maintain current levels of growth and profitability.

SUSTAINABILITY IS ALSO IMPORTANT, AND THE GROUP HAS MOVED TO REDUCE THE EMISSION OF HARMFUL GASES AND HAZARDOUS AIR POLLUTANTS THROUGH THE ADOPTION OF GAS-FIRED ENGINES FOR POWER GENERATION AT MOST OF ITS FACTORIES. This has seen it phase out diesel generators, while efforts to adopt environmentally friendly designs with low noise pollution, dust extraction monitoring systems, and greener production processes are ongoing.

Investing continuously in the development of advanced, reliable supply chains is yet another major priority, one where Coumantaros views innovation as the lynchpin to success. "Innovation is key for companies, not only in supply chains but also in the products that are being produced and those that the consumers are looking, that suit their needs and appetites. So innovation is going to be a key word for the future, because the market and the needs are there but they're changing. It's up to the

industries to innovate and come up with ways of satisfying this fast-growing market."

With that in mind, he is now looking to international investors interested in capitalizing on the country's enormous growth opportunities.

"There are several sectors where we're growing rapidly, most notably starch, animal protein, and oils and fats. In these areas we would welcome partners with the expertise to help us bolster our internal capacity in certain value chains. We're seeking reliable counterparts who can help us expand our product base in areas where our experience is more limited, which could also apply to distribution. We are also very open to businesses elsewhere in Africa, as at present there is no pan-African food or agro-allied industry. This would help us expand across the continent," he explained.

Coumantaros clearly sees enormous potential for new investment in agro-processing, and it appears that the international community agrees. In February 2020, for example, the African Development Bank re-affirmed its plans to invest \$300 million to develop Nigeria's Special Agro-Industrial Processing Zones project, in partnership with the Federal Ministry of Agriculture and Rural Development. And in June 2020, the federal government announced plans to establish 142 agro-processing centers across the country under the Green Imperative Program, launched in 2019. This \$1.2 billion program will be co-financed by international partners from Brazil, Germany, and Saudi Arabia, creating 5 million new jobs and adding \$10 billion of knock-on economic benefits.

For Coumantaros, this ideal alignment of supportive government policy, favorable demographics, and high potential for future growth make a strong case for investment: "Nigeria is undergoing tremendous growth, and this growth is set to continue. Look at the demographics; 60% of the population is under 20 years old. Having been here for 60 years, my advice to investors is that if you align yourself with the nation's priorities, you see yourself as here for the long-term and do things the right way, and you demonstrate the resilience to manage its ups and downs, Nigeria is a wonderful place to invest. It's also where you see that your investment is making a difference in people's lives very directly, and that is very rewarding. We strive continuously to make an impact on people's lives, every day," he concluded.



Nigerian Ports Authority - Delivering growth

Nigeria is Africa's largest economy and oil producer, making its transport sector a critical pillar for the economy and development. The sector has risen steadily in recent years: for example, its largest ports recorded a 30% increase in cargo throughput between 2007 and 2018 to reach 73.2 million tonnes. The Nigerian Ports Authority (NPA) has played an important role in fostering this growth.

Operating under the Federal Ministry of Transportation, NPA is tasked with overseeing the country's major ports and operators, including the Lagos and Tin Can Island port complexes in Lagos state, the Calabar Port Complex in Cross River State, and the Rivers and Onne port complexes in Rivers state. CEO Hadiza Bala Usman said that while 2020 has been challenging as a result of the pandemic, NPA's adaptability and improvisation helped steer it through the crisis.

"We had a situation where port operations were sustained, but the other attendant services were shut down. Cargoes arrived but there were no trucks to take them out, the warehouses weren't operating, and



Hadiza Bala Usman
CEO - Nigerian Ports Authority

that fundamentally impacted our operations. But we were able to meet the challenge, for example by offering concessions for our clients that had their cargo arrive during lockdown. We gave them rent-free days for storage which really helped," she explained.

Having learned valuable lessons from lockdown, and in preparation for resurgent economic growth next year, NPA is now

targeting increasing and expediting automation of various port operations, potentially using scanners and e-customs procedures. It is also hoping to launch new deep-sea projects allowing larger ships to berth in Nigeria, and to build up port capacity and utilization outside of Lagos state. To that end, it is open to new partnerships that could offer lucrative returns to the right investors. Usman cited a number of reasons why now is the time to invest in ports:

"We have a large population and big domestic market supporting consumption, and on the other side, Nigeria has a lot of natural resources which are available for export. We also have 800 kilometers of coastline, which offers a huge window for economic inflow and outflow. Our access to land-locked countries is another advantage; neighboring countries, like our clients, rely on us."



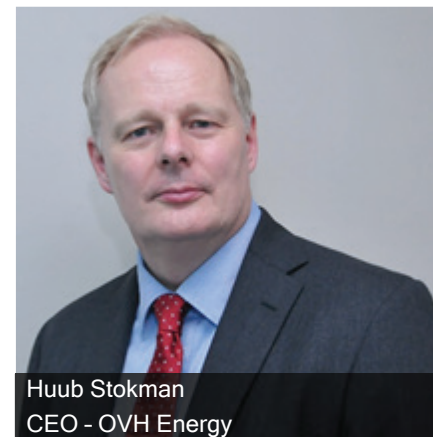
OVH Energy - Fueling Nigeria

Like all other African energy producers, Nigeria and its petroleum industry will take a hit in 2020. But the outlook remains optimistic. The Africa Energy Chamber projects that Africa's crude oil production will rise to 6.5 million bpd in 2021, from 5.8 million bpd this year, supported by rising recovery investment and resurgent post-pandemic demand.

For resilient Nigerian firms like OVH Energy, opportunities remain. OVH Energy is the country's leading indigenous marketer, with offerings including jetty services and refined petroleum product marketing and distribution for retail, commercial, and industrial clients. It oversees well-known subsidiaries including OVH Energy Marketing Limited, a licensee of the Oando brand, and ASPM Limited, custodians of the Lagos Midstream Jetty.

CEO Huub Stokman explained that the company has developed a solid reputation in the Nigerian energy industry by focusing on three key pillars:

"OVH Energy is known as a safe company, we want everybody to go back home safely to their families every night,



Huub Stokman
CEO - OVH Energy

so for us it's always safety first. We're also a brand that stands for good customer service - our customers get quality products and they trust us. And finally, we are increasingly recognized for our push for innovation in products, quality, and technology."

As an essential services company delivering more than 1 billion litres of products annually, OVH Energy maintained its operations even during the worst of the pandemic's first wave. The

company has managed its pandemic response well - out of 450 employees, it recorded only one isolated case of Covid-19. Corporate social responsibility is equally important, according to Stokman, which explains why the company's corporate identity is linked so strongly to Nigeria as a choice investment destination, and why it has provided support to national pandemic relief efforts. Stokman attributed these successes to the company's people-first approach:

"It was important for us to keep on working through a pandemic like this, but more so that we protected our people. From a people perspective we managed Covid well, and from a business or operational perspective we learned things, including how to make the business work in a different and more efficient way. We took the crisis as an opportunity, and as responsible corporate citizens we helped wherever we could. This will continue to guide our approach in the future."



Amni International - A Petroleum Success Story

2020 has been a challenging year for Nigeria's oil and gas industry, but hope is on the horizon. Crude oil production in the country is forecast to rise from 1.78 million bpd as of April 2020, to 3 million bpd by 2023. While there will be winners and losers in the pandemic's aftermath, Amni International Petroleum Development Company expects to be one of the strong that survive.

Established in 1993 with a 25-man staff, Amni has grown to be a competitive oil and gas exploration and production company with 150 employees working across three countries, and operations are set to expand further in the near-term. Operating in the Niger Delta, and with a long track record of successful project delivery, Amni engages in offshore oil and gas drilling, subsea flow line transportation, pipeline systems and related field services.

Having been in the industry for 44 years, Chairman/CEO Tunde J. Afolabi MFR knows how to survive the ups and downs. He explained how the company's efficiency strategy is benefitting from lower service costs, enabling Amni to remain



Tunde J. Afolabi MFR
Chairman/CEO - Amni International

resilient during the downturn.

"The oil business doesn't wait for the good times, you just have to keep on going. We're here, and we are going to stay. We are going to spend \$2-3 billion in the next five years, including a gas project for a client targeted for delivery by 2024 with a budget of between \$750 million and \$1

billion. One of our biggest competitive advantages is our size; we have fewer levels of approvals and thus can get things done much faster."

Within the next five years, Amni expects to invest upwards of \$5 billion in developing oil, gas and power projects, with a forward-looking strategy that seeks to capitalize on new opportunities to acquire distressed assets, and a sharp focus on ploughing profits back into the business. But the most important priority for Afolabi will remain the same as it was when he started: fostering local growth and development for the benefit of Nigeria.

"We are involved with the local communities through scholarships and development programs. Equally important, we are a fair company; we're fair to partners, employees, contractors, and suppliers. That fairness and transparency are the things I am most proud of."

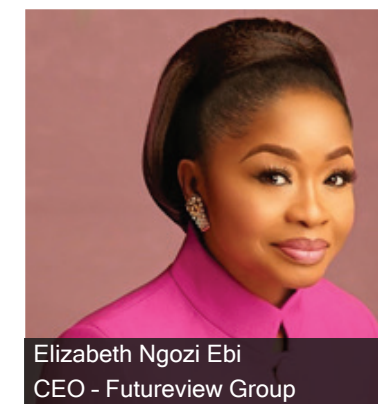


Futureview Group Forward-looking investment experts

Although other sectors of the economy have not been so lucky, Nigeria's financial services sector maintained a red-hot growth trajectory throughout the 2020 pandemic and lockdown. The financial sector grew by an astounding 28.4% in Q2 2020, even as the national economy contracted by 6.1%, meaning financial services will play an important role in short- and long-term economic recovery.

The Futureview Group is ready to take on the challenge. Established in 1993, the group comprises three core business lines focused on financial services, securities, and foreign exchange trading. It has developed a rock-solid reputation as one of the country's most prominent and reliable investment banking conglomerates, supported by a team of experienced professionals.

For CEO Elizabeth Ngozi Ebi, what started off as a hobby has since evolved into a renowned and respected business empire. "Before I even started the company, I was simply helping people with investment advice. The company then started off like a boutique firm, but it has metamorphosized over time to a group of companies in the



Elizabeth Ngozi Ebi
CEO - Futureview Group

investment banking sector. Today we support blue chip corporates, governments, high net worth individuals, and small- and medium-sized enterprises in their economic growth and activities," she said.

Elizabeth Ebi knows that things have changed because of the Covid-19 pandemic, but her group maintains its forward-looking approach by intensifying its focus on asset management services. She also points to the e-commerce, IT, health, and export sectors as areas where there is high potential for future growth.

As it moves to diversify and expand its portfolio, Futureview is opening up to new partnerships. Elizabeth Ebi said the case for investment is strong: Nigeria's population is young, brilliant, large, and growing fast, and it will continue to drive economic growth in Africa in the years to come:

"We are looking for partners that will bring value and exponential growth through innovation to our business towards the achievement of our long-term corporate objectives.

The government has been encouraging businesses in key sectors of the economy by providing intervention funds for on-lending to small and medium sized enterprises (SMEs). Unfortunately, these enterprises have had difficulties accessing these funds fully because of the on-lending banks' risk aversion.

If only one can have access to a steady pool of patient funds that will finance properly structured projects, it will go a long way to engender the economic growth of the middle class and the young population of Nigeria."

