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Annual  
Report  
— & —  
Accounts



FIRST BANK OF NIGERIA PLC



## FIRST BANK'S MISSION

**T**he Mission of First Bank of Nigeria Plc is historically determined. Its primary objective must be to remain true to its name at all times as the leading financial institution in the country by providing to its customers, across the nation and beyond, within the parameters of regulatory policies, the best banking services available.





## Profile

*First Bank of Nigeria Plc is a leading banking institution in Nigeria with over a hundred years of banking experience, industry and resilience behind it. Founded in 1894 by a shipping magnate from Liverpool, Sir Alfred Jones, the Bank commenced as a small bank in the office of Elder Dempster & Company in Lagos. Today, First Bank of Nigeria PLC has diversified into a wide range of banking activities and services including commercial, merchant and international banking; and has become, a potent factor in the development of the country.*

*It was incorporated as a limited liability company in London on March 31, 1894, with Head Office in Liverpool, under the corporate name of the Bank of British West Africa. With a paid-up capital of 12,000 Pounds Sterling, it started business after it had absorbed its predecessor, the African Banking Corporation, which was established earlier in 1892. This signalled the beginning of the pre-eminent position which the Bank was to establish in the banking industry in West Africa. The Bank in its early years grew rapidly, working in close co-operation with the Colonial Government in performing the traditional roles of a Central Bank, such as issue of specie, in the West African sub-region.*

*In 1896, a branch was opened in Accra, Gold Coast (now Ghana) while another was established in Freetown, Sierra Leone in 1898. This marked a milestone in the Bank's international banking operations thereby justifying its West African operational coverage. The second branch in Nigeria was opened in the Old Calabar in 1900 and two years later, services had extended to Northern Nigeria. With a branch network of 291 in 1995, spread throughout the Federation, including London, the Bank has the largest number of branches in the industry.*

*The Bank has experienced phenomenal growth over the years. With a share capital of ₦55.6 million in 1980, which rose to ₦269 million (including a bonus reserve of ₦53.8 million) in 1995, the Bank's total assets currently stand at ₦59.82 billion, supported with a deposit base of ₦41.641 billion. When the Bank began operation in 1894, it had a staff of six, comprising three Europeans and three Africans. Today, the Bank is virtually fully Nigerianised. This, of course, has been the result of planning, responsiveness to the yearnings of the Nigerian people and Government, as well as the Bank's determination to identify with the aspirations of the country in its march towards national development.*

*In pursuance of these, the Bank has to continually adjust its organisational structure and corporate entity. Beginning with a change of its name to the Bank of West Africa in 1957, reflecting the movement towards independence by West African countries, the Bank was incorporated locally in 1969 to become Standard Bank of Nigeria Limited. This was in response to the dictates of the Companies Decree 1968. Thereafter, the active participation of Nigerians in the management of the Bank became a corporate policy. Further changes in the name of the Bank were made in 1979 and 1991 to First Bank of Nigeria Limited and First Bank of Nigeria Plc, respectively.*

*The enhanced level of operations and the need to respond to increased competition have necessitated a considerable re-organisation of the Bank. This really began in 1985 when a new decentralised structure was introduced after a detailed analysis of the previous operational and reporting structure. The fine-tuning of that structure in 1992 has handsomely paid off. Aggressive banking, decentralised decision-making process and responsive directorate system have become the pillars of the Bank's current efficient operational mode. In addition, computerisation and efficient information management system have been introduced into the Bank's operations in order to facilitate rapid response to customer services.*

*As a result of a corporate policy to divest its portfolio of non-core activities and in order to meet the Bank of England regulatory requirement, the Bank's foreign partners, the Standard Chartered Bank Africa Plc, have reduced their shareholding to 9.9% following the offer of 120,941,195 shares to the Nigerian public, thus bringing the equity holdings by Nigerians to 90.1%.*

*The Bank has maintained its leadership in financing long-term development of the economy which started in 1947 with a long-term loan to the Colonial Government. Today, the Bank boasts of a diversified loan portfolio to various sectors of the economy. The Bank's rural banking record is unmatched by any other bank while its agricultural credit facilities through the Community Farming Loan Scheme have given peasant farmers tremendous access to the much needed bank credit.*

*The Bank has won, several times, the coveted Stock Exchange President's Merit Award as the bank with the best financial reporting in the banking sector. Similarly, the Bank has come first at the CBN's Farmers Merit Award, a total of five times.*

*The Bank has improved substantially on its operational performance in the last three years with a record performance in 1995. The Bank's performance in 1995 shows that it has not rested on its oars; thereby ensuring a good beginning for meeting the challenges of the second century.*

*In meeting these challenges, it is the Bank's commitment "to put a smile on the face of every customer".*





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## Financial Highlights

	The Group		The Company	
	1995	1994	1995	1994
	N'million	N'million	N'million	N'million
<b>Major balance sheet items:</b>				
Total assets	63,872	36,831	59,821	33,955
Deposits, etc.	43,464	25,022	41,641	23,275
Loans and advances	12,666	6,164	11,741	5,941
Shareholders' funds	6,059	2,049	5,775	1,830
<b>Major profit &amp; loss account items:</b>				
Gross earnings	8,980	5,914	8,271	5,355
Profit before charge for doubtful accounts	1,531	1,367	1,299	1,085
Charge for doubtful accounts	299	188	299	212
Profit before taxation	1,238	1,179	1,007	874
Profit after taxation	1,009	756	830	554
Profit attributable to ordinary shareholders	937	675	830	554
Dividends	377	215	377	215
<b>Information per 50k ordinary share based on enlarged share capital of N537,994,410:</b>				
Earnings	N1.74	N1.57	N1.54	N1.29
Price earning ratio	5.49	2.39	6.20	2.91
Dividend	N0.70	N0.50	N0.70	N0.50
Dividend cover (times)	2.5	3.1	2.2	2.6
Net assets	N11.26	N4.76	N10.73	N4.25
Total assets	N118.72	N85.57	N111.19	N78.89
Stock Exchange quotation	—	—	N9.56	N3.75
<b>Ratios:</b>				
	%	%	%	%
Cost to income	86.21	80.06	87.82	83.68
Return on shareholders' funds	15.47	32.95	14.37	30.27
Capital adequacy	18.59	14.24	18.59	14.24
Number of branches/agencies	294	290	291	287
Number of staff	11,446	11,049	11,305	10,909



## Directors and Advisers

<b>Directors</b>	Mahmoud Ibrahim Atta	—	Chairman
	Joseph Oladele Sanusi	—	Managing
	Christian Ifeanyichukwu Adimorah		
	Christopher Fola Awosika		
	Ufot Joseph Ekaette		
	Joshua Nakun Gamde		
	Muhammadu Ibrahim		
	Christopher Avedis Keljik		(British)
	(Alternate - William Moore)		(British)
	Umaru Abdul Mutallab		
	Olusola Isola Ogunsanya		
	Abimbola Okunuga (Ms)		
	Evelyn Ndali Omatsola (Mrs.)		
	Keith Norman Radford		(British)
	Abubakar Sadauki		
	Bello Usman		
<b>Company Secretary</b>	<i>Afolabi Olasope</i>		
<b>Registered Office</b>	<i>Samuel Asabia House 11th Floor, 35, Marina, Lagos.</i>		
<b>Registration No.</b>	<i>RC 6290</i>		
<b>Joint Auditors</b>	<i>Adetona Isichei &amp; Co. KPMG Peat Marwick Ani Ogunde &amp; Co., (Chartered Accountants)</i>		
<b>Registrar's Office</b>	<i>Registrar's Department, Plot 2, Abebe Village Road, Iganmu, Lagos.</i>		





## Principal Officers

<b>Executive Directors</b>	Chief (Dr.) J.O. Sanusi	Managing Director & Chief Executive	
	Mr. C.I. Adimorah	Executive Director	Corporate Resources
	Mr. C.F. Awosika	Executive Director	Finance & International Banking
	Mrs. E.N. Omatsola	Executive Director	Lagos Banking Operations
	Mr. K.N. Radford	Executive Director	Corporate Finance
	Alhaji A. Sadauki	Executive Director	States Banking Operations
<b>Deputy General Managers</b>	Dr. F. Abudu	DGM	Personnel
	Mr. L.N. Adaba	DGM	Banking & Credit Administration
	Mr. S.O. Adollo	DGM	International Banking
	Chief E.A. Akintoye	DGM	Lagos Banking Operations
	Chief G.N. Anyichie	DGM	East Banking Operations
	Mr. B.A. Bakare	DGM	Marina
	Mr. D.T. Iordaaah	DGM	Central Banking Operations
	Mr. B.O. Longe	DGM	Finance & Planning
	Mallam Baba Musa	DGM	North Banking Operations
	Mr. O.A. Odu	DGM	Resources
	Mr. S.F. Oguntinyinbo	DGM	Inspection
	Otunba A. Olasope	DGM	Company Secretary
	Mr. S.O. Tomori	DGM	West Banking Operations
<b>Assistant General Managers (Head Office)</b>	Mr. D.O. Abass	AGM	Financial Control
	Mr. A.A. Adesida	AGM	Special Banking Services
	Mr. A.O. Ajibade	AGM	Legal
	Mr. O.A. Akanji	AGM	Management Services
	Chief A.K. Akinlade	AGM	Training & Development
	Mr. F.O. Alabi	AGM	Financial Services
	Mr. M.B. Ayeni	AGM	Credit Control
	Mr. K.A. Atoyebi	AGM	Treasury
	Mr. E.N. Ekeugo	AGM	Advances
	Alhaji M.I. Fale	AGM	Corporate Development
	Mr. B.J. Nwafor	AGM	Credit Recovery
	Mr. K.O. Olomo	AGM	Staff
	Mr. C.U. Omeili	AGM	Corporate Finance
	Mr. F.O. Oyelola	AGM	Premises
	Mr. I.O. Sonaikie	AGM	International Banking
	Dr. E.O. Williams	AGM	Staff Clinic
<b>Assistant General Managers (Regional Operations)</b>	Pastor E.O. Fadipe	AGM	Lagos Mainland
	Mr. J.S.K. Iyonkyoh	AGM	North
	Alhaji S.A. Maciver	AGM	Abuja
	Mr. C.O. Nnana	AGM	East
	Mrs. J.K. Odedina	AGM	Lagos Island
	Chief E.E. Ofurie	AGM	West
	Mallam M.B. Sambo	AGM	Central
	Dr. G.M.M. Obi	AGM	North (On Special Duties)
	Mr. I.A. Ogunsakin	AGM	Central (On Special Duties)
<b>Assistant General Managers (Branch Operations)</b>	Mr. F.B. Abiola-Cudjoe	Manager	London
	Chief E. Akin-George	Manager	Investment House
	Mallam M.A. Bungudu	Manager	Kaduna (Main)
	Alhaji M.K. Gujiba	Manager	Kano (Main)
	Mr. I.I. Ikumapayi	Manager	Ikeja
	Mr. A.O.O. Odunmbaku	Manager	Ikeja Industrial Estate
	Chief A.O. Okolonji	Manager	Enugu (Main)
	Mr. S.O. Olanrewaju	Manager	Ibadan Bank Road
	Mr. C. E. Uwechie	Manager	Apapa



# Notice of Annual General Meeting

Notice is hereby given that the 27th Annual General Meeting of the members of First Bank of Nigeria Plc will be held at the Congress Hall, Nicon Noga Hilton Hotel, Abuja on Thursday 25th April, 1996 at 12.00 noon to transact the following business:

## ORDINARY BUSINESS

1. To receive the audited accounts for the year ended 31st December, 1995, together with the reports of the Directors, Joint Auditors and Audit Committee thereon.
2. To declare a dividend
3. To elect Directors
4. To approve the remuneration of the Directors
5. To authorise the Directors to fix the remuneration of the Joint Auditors.
6. To elect members of the Audit Committee.

## SPECIAL BUSINESS

7. To consider and if thought fit, to pass the following resolution as an ordinary resolution: "That pursuant to Article 47 of the Articles of Association of the Company, the Directors having so recommended, it is desirable to capitalise the sum of N67,249,301 from the balance of General Reserve and accordingly that such sum be set free for distribution amongst the members on the register of members at the close of business on 10th April, 1996 on condition that the same be not paid in cash but applied in paying up in full at par 134,498,602 of the unissued ordinary shares of 50 kobo each to be allotted, distributed and credited as fully paid-up to and amongst such members in the proportion of one new ordinary share for every four ordinary shares held by them on that day, and such new shares shall rank for all purposes paripassu with the existing issued ordinary shares of the Company, the shares so distributed being treated for all purposes as capital and not as income and these new shares shall not qualify for payment of dividend in respect of the 1995 accounts, and the Directors shall give effect to this resolution on receipt of the necessary permission from the authorities."

## PROXY

A member entitled to attend and vote at the Annual General Meeting is entitled to appoint a Proxy to attend and vote in his stead. A Proxy need not also be a member. All instruments of Proxy should be duly executed and stamped at the Stamp Duties office, and deposited at the registered office of the Company or the office of the Registrar, Plot 2, Abebe Village Road, Iganmu, Lagos not less than 48 hours before the time for holding the meeting.

## DIVIDEND WARRANTS

If the dividend recommended by the Directors is approved by members at the Annual General Meeting, the dividend warrants will be posted on 31st May, 1996 to members whose names appear in the Register of members at the close of business on 10th April, 1996.

## CLOSURE OF REGISTER OF MEMBERS

The Register of Members and Transfer Books of the Company will be closed from 11th to 17th April, 1996 (both dates inclusive) for the purpose of payment of the dividend.

## NOTE

Any member may nominate a shareholder as a member of the Audit Committee by giving notice in writing of such nomination to the Secretary of the Company at least 21 days before the Annual General Meeting.

## BY ORDER OF THE BOARD

**Afolabi Olasope**  
*Company Secretary*

35, Marina,  
Lagos.

**DATED 18TH MARCH, 1996.**





**ALHAJI MAHMOUD I. ATTA**  
*Chairman*



## Chairman's Statement

I am delighted to welcome you to the 27th Annual General Meeting of your Bank and to present to you, the Annual Report and Statement of Accounts of the Bank for the year ended 31st December, 1995.

Before presenting the details of our operational performance for the year under review, I would like to highlight some significant events and developments on the international and domestic scenes which together impacted on our operations and performance.

### THE INTERNATIONAL SCENE

In 1995, the global economic recovery gathered momentum in North America, Western Europe and Japan while a good number of developing countries in Asia and Latin America also recorded improved performance. However, the economies of the Less Developed Countries continued to witness worsening inflation, unemployment and a huge debt burden as a result of high interest rates, unstable exchange rates, fiscal imbalances and a generally weak financial sector.

Major institutional developments in the international economy in the course of 1995 included the conclusion of the agreement on the World Trade Organisation (WTO) which complements the General Agreement on Trade and Tariffs (GATT). Unlike the GATT, however, the WTO is a formal legal entity requiring all members to observe its rules without any clause for opting out. The Lome IV Convention was also ratified, in the course of the year, in Mauritius. In Vienna, the Organisation of Petroleum Exporting Countries (OPEC) met and extended to the first half of 1996, its production ceiling of 24.52 million barrels per day; based on oil market performance during 1995 and the anticipated supply-demand situation.

### DEVELOPMENTS ON THE DOMESTIC SCENE

The year 1995 started out as a year of relief for business concerns. Government's preference for the tenets of deregulation was first manifested via the 1995 national budget which emphasised a more efficient resource allocation programme, fiscal discipline, a tight monetary policy stance, transparency and accountability. As the year progressed, Government introduced the Nigerian Investment Promotion Decree No. 16 of 1995 and the Foreign Exchange (Monitoring and Miscellaneous Provisions) Decree No. 17 of 1995. These are courageous policies which are capable of effectively altering the Nigerian business landscape because of their potential to internationalise the Nigerian capital market through a relatively easy entry and exit procedure.

As remarkable as Government policies were in 1995, there were two economic indices which remained the only administratively managed rates in Nigeria's financial firmament; namely the cap on interest rate on lending and the two-tier exchange rates. We are hopeful that these holdouts of regulation will be reviewed in due course.

As for banks, the year under review was not a particularly conducive one. The capped interest rate discouraged savings, impacted negatively on operations and drastically eroded profit earning capabilities.



## Chairman's Statement (Cont'd)

In 1995, the operational performance of companies were characterised by an admixture of partial success and sometimes outright failure. Oil marketing companies, however, fared better in their fortunes. They were able to reap the benefit of a fuel price increase; which enabled them to post record revenues, despite reduced volumes. This mixed fortune in the general business environment in 1995 is understandable as it was the first year of the return to market friendly policies; and most companies had to re-adjust and re-position their organisations, to meet up with the new challenges.

One major problem confronting the domestic economy is the excruciating debt burden. Nigeria's total external debt in 1995 increased to U.S. \$32.58 billion as against U.S. \$29.63 billion recorded in 1994. Efforts to reduce it continued through the Debt Conversion Programme. During the year, about ₦1.12 billion stock of debt was redeemed. The debt burden continued to impede Government's efforts at social engineering as it constituted an inevitable leakage on foreign exchange earnings.

The CBN, during the year, intervened six times in the Autonomous Foreign Exchange Market at prevailing market rates and the U.S. Dollar/Naira exchange rate has since remained relatively stable; this is very important for the industrial and commercial sectors.

It is understandable that the Government needs huge resources to finance the diversity of programmes that it is committed to; namely, the transition to civil rule programme, creation of new states and local governments, external debt repayment, etc. As such, it is important that the serious efforts aimed at effecting expenditure control and increased revenue generation, should be preserved so as to maintain the economy on an even keel. That way, the gains of deregulation will be sustained.

### FINANCIAL SECTOR DEVELOPMENT

To avert a collapse of the financial system and ensure that the banking industry remains safe and sound, the monetary authorities introduced a number of strategies to turn around distressed banking institutions. Even at that, the inter-bank market still witnessed a number of defaults in 1995.

In the course of the year, the Central Bank of Nigeria revoked the license of one commercial bank and took over the management of 17 distressed banks. Similarly, six banks, which the CBN had in 1994 acquired for a nominal fee of ₦1.00 each were put up for sale.

The amended version of the Failed Banks and Financial Malpractices Decree of 1994, designed to sanitise banking practice, came into force in the year under review, resulting in the trial of some bank executives. Lately, Government gave notice of its intention to further amend the Failed Banks Decree to prosecute borrowers who defraud the banking system. It is hoped that this measure will give added impetus to the debt recovery efforts of banks and serve as a deterrent to borrowers with fraudulent intentions.

As earlier mentioned, the intervention of the CBN in the Autonomous Foreign Exchange Market (AFEM) provided a somewhat stabilising influence on the foreign exchange rate. For the first time in more than a decade, the foreign exchange rate finished the year at more or less the same rate at which it started.

## Chairman's Statement (Cont'd)

### OPERATING RESULTS

Distinguished shareholders, I am pleased to report that in spite of the fact that the environment under which your Bank operated in 1995 was not very conducive, First Bank of Nigeria Plc still recorded a commendable performance.

Gross earnings of the Bank increased by 54.4% from N5.35 billion recorded in 1994 to N8.27 billion in 1995. Profit before tax stood at N1 billion, which is an increase of 14.5% compared to the N873.53 million in the preceding year. Profit after tax totalled N830.12 million in 1995, against N553.5 million achieved in 1994. When the results of the Bank's subsidiary, FBN (Merchant Bankers) Limited are included, the Group's profit before tax increased to N1.24 billion while the after tax profit increased by N253 million or 33%, to N1.009 billion compared to the N756.19 million achieved in 1994.

Total assets of the company grew from N33.95 billion in 1994 to N59.82 billion in 1995, representing an increase of 76.2%. Total assets of the Group for 1995 stood at N63.87 billion compared to the N36.83 billion of 1994. Shareholders' funds of the company rose by 215% to N5.77 billion from N1.83 billion for 1994. A sum of N376.60 million has been set aside for the payment of dividends; an increase of 75% over the N215.2 million distributed in 1994. Accordingly, this translates into a dividend payout of 70 kobo per 50 kobo share; an increase of 40% over that of 1994.

Ladies and Gentlemen, let me say here that this satisfactory performance, bearing in mind the condition under which your Bank operated in 1995, is a tribute to the commitment and dedication of the Bank's Management and staff. Apart from their efforts at diversifying the Bank's revenue base, Management made substantial efforts to improve on the debt collection machinery which resulted in a total recovery of N267 million during the year compared to N217 million recorded in 1994.

### CHANGES IN THE BOARD OF DIRECTORS

Before concluding this report, I wish to extend our appreciation to Alhaji A. A. Ahmadu (now deceased), Mr. D. P. Brougham, Mr. P. N. Mayes and Mr. A. R. O. Ayeni who retired from the Board during the year under review. May the soul of our deceased erstwhile Director, Alhaji A. A. Ahmadu rest in peace. I, on your behalf, wish the other Directors, who have also retired, the best in their future endeavours. Meanwhile, I formally welcome to the Board Mr. C. F. Awosika, Alhaji M. Ibrahim, Alhaji (Dr.) U. A. Mutallab and Mr. U. J. Ekaette, who were appointed to fill the vacancies thus created. At this juncture, distinguished Ladies and Gentlemen, as indicated at the 1994 Annual General Meeting, I am pleased to inform our valued shareholders that the proposal for a maximum tenure of two terms of three years each for the Directors has already been concluded and approved by the Board for implementation.

### FUTURE PROSPECTS

The immediate future is still far from certain. Given the uncertainties in our operating environment and the challenges posed by fiscal and monetary policies, with its attendant pressures on margins, we certainly cannot afford to rest on our oars.



## Chairman's Statement (Cont'd)

As the Bank enters the second year of its second century of existence, we need to be guided by our past, reflect on the present and prepare ourselves for the future. It is common knowledge that First Bank has not only been able to absorb, with the least disturbance to its operations and Balance Sheet, the shocks which have characterised the banking industry in recent times, it has also emerged stronger. This could not have been possible without the support of all the staff, the Management and my colleagues on the Board. I therefore, wish to use this medium to express my profound gratitude to the management and staff of the Bank for their contributions to your company's progress during the past year. I am equally grateful to you, the shareholders, for entrusting the fortunes of your company to the Board. No doubt, the enviable returns on your investment are testimonies to the fact that this trust has not been misplaced.

I thank you all.

**MAHMOUD I. ATTA**

*Chairman*

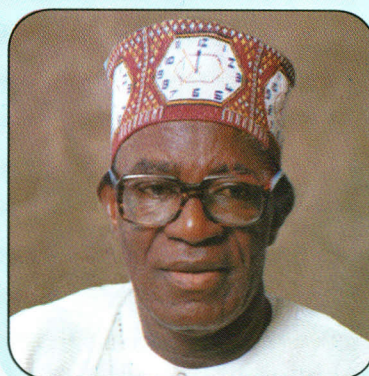




## Non-Executive Directors



**Alhaji Mahmoud I. Atta**  
Chairman



**Mr. J. N. Gamde**



**Ms. Abimbola Okunuga**



**Alhaji Bello Usman**



**Mr. C. A. Keljik**



**Chief O. I. Ogunsanya**





**CHIEF (DR.) JOSEPH O. SANUSI**  
*Managing Director & Chief Executive*



## Managing Director's Review

### INTRODUCTION

Distinguished Ladies and Gentlemen, it is my pleasure to present to you the details of the Bank's operations during the year 1995, which I am glad to note, marked the first year of the Bank's journey into its second century.

The Chairman, in his statement, has already provided a summary of our operating results and detailed international and domestic settings against the backdrop of which the Bank operated during the year under review. As such, this Review will concentrate on details of the operating results. It will also feature the most significant activities of the operating units, as well as the organisational response to environmental challenges during the 1995 fiscal year.

### OPERATING RESULTS

The year 1995 turned out to be a year of mixed fortunes for doing business in Nigeria as a result of a number of factors both endogenous and exogenous to the Nigerian economic system. However, it is gratifying to note that, in spite of these influences, your Bank was able to turn out impressive results in virtually all areas of our operations.

#### Earnings and Interest Expenses

Gross earnings increased by 54% from ₦5.35 billion in 1994 to ₦8.27 billion in 1995. Interest expenses increased by 53.7% from ₦1.21 billion to ₦1.86 billion, while interest income recorded an increase of 52.8% standing at ₦5.73 billion in 1995 as against ₦3.75 billion achieved in 1994.

Income arising from other sources, notably foreign exchange transactions, commissions and other charges increased from ₦1.60 billion recorded in 1994 to ₦2.54 billion in 1995, an increase of 58.75%. As in the previous years, emphasis is on developing other sources of income especially fee based income and treasury management.

For the group, gross earnings recorded a 51.9% increase to ₦8.98 billion from ₦5.91 billion in 1994, while interest expenses also increased from ₦1.31 billion in 1994 to ₦2.12 billion in 1995 showing an increase of 61.8%. Interest income increased by 49.1% from ₦4.11 billion in 1994 to ₦6.13 billion in 1995.

#### Operating Profit and Overheads

Operating profit before provisions for bad and doubtful accounts increased from ₦1.09 billion in 1994 to ₦1.30 billion in 1995, an increase of 19.3%. As a reflection of the very high rate of inflation in the country, (1995 official figure – 80.3%), operating costs went up by 66.9% from ₦3.06 billion in 1994 to ₦5.11 billion in 1995. The increase in operating costs was a direct result of improved staff benefits and the rising cost of materials and services.

#### Profitability

The Bank witnessed an increase of 14.5% in profit before tax from ₦873.53 million in 1994 to ₦1 billion in 1995. Profit after tax also rose by 48.8% from ₦553.53 million in 1994 to ₦830 million in 1995. When the operations of its subsidiary, FBN (Merchant Bankers) Limited is taken into consideration, the Group's after tax profit before minority interest comes to ₦1.009 billion from ₦756.19 million in 1994. The profit



## Managing Director's Review (Cont'd)

of the Group attributable to shareholders of First Bank was N937.5 million in 1995 compared to N675.13 million in 1994.

### Provisions

Although, a substantial increase in loan portfolio was recorded in 1995, from N5.94 billion in 1994 to N11.74 billion, an increase of 97.64%, your Bank made provisions for a total of N296.48 million in 1995 as against N211.85 million for 1994, an increase of only 39.9%.

### Appropriations

A sum of N376.60 million or 70k per share representing 37.6% of the profit after tax is proposed to be distributed as dividends against N215.2 million or 50k per share distributed in 1994. As in 1994, a bonus issue of one new share for every four held is being proposed.

### Assets

The total assets of the Bank grew by 76.2%; from N33.95 billion in 1994 to N59.82 billion in the year under review. The quality of the risk assets also improved significantly during the year with the ratio of performing loans and advances to total loans and advances increasing from 60.22% in 1994 to 70.86% in 1995. The improved system of credit appraisal and approval instituted by the Management in addition to recovery efforts continued to yield fruitful results. For the group, total assets grew from N36.83 billion in 1994 to N63.87 billion in 1995, an increase of 73.4%.

### Deposits

The continuous favourable growth in our deposits in spite of the stiff and increasing competition for funds reflects the confidence reposed in your Bank by the banking public particularly in this era of distress in the banking industry. During the period under review, total deposits grew by 78.9% from N23.27 billion in 1994 to N41.64 billion in 1995. Of this figure, Savings and Current Accounts contributed N25.05 billion or 60.2% of the total. For the Group, total deposits grew by 73.7% from N25.02 billion in 1994 to N43.46 billion in 1995.

### Shareholders' Fund

Total shareholders' fund increased from N1.83 billion in 1994 to N5.77 billion in 1995 representing an increase of 215%. For the Group, total shareholders' fund improved by 195.6% to N6.06 billion from N2.05 billion. This substantial improvement has further enhanced the already comfortable capital adequacy of the Bank from 14.24% to 18.59%.

### Capital Structure

During the year, the public offer for sale of part of Standard Chartered Bank Africa Plc shares to the public, in compliance with the regulations of the Bank of England, was completed. The ownership structure of the Bank remains: Nigerian Public (90.1%) and Standard Chartered Bank Africa Plc (9.9%). The paid-up capital as at December 31, 1995 stood at N215.20 million plus a bonus reserve of N53.8 million.



## Managing Director's Review (Cont'd)

### ORGANISATIONAL DEVELOPMENT

Distinguished Ladies and Gentlemen, at this juncture, kindly permit me to highlight some of the significant developments which were recorded in the various operating units of the Bank during the year covered by this report.

### COMPUTERISATION

The Bank recorded significant progress in its computerisation programme during the course of 1995. A total of ten additional branches were computerised, providing them with on-line facilities to handle all aspects of retail banking. Furthermore, the day-to-day operations of the remaining four Regional Operations Units were fully computerised.

The computerisation of some Head Office operations was also addressed during the year. In-house packages were developed for a section of Financial Control Department and International Banking Division. Management is fully committed to deriving full benefits from its substantial investments in computerisation.

### PREMISES

The Bank completed two projects during the year. These were a block of eight luxury flats in Wuse II, Abuja and re-development of Ibadan (Amunigun) Branch. The third project, Phase I of the Bank's office complex in the Central Business District, Abuja, will be completed in 1996. Geidam Branch re-development work was completed during the year while Ijora Branch was relocated to a newly acquired premises within the same locality.



The Managing Director and Chief Executive, Chief (Dr) J. O. Sanusi presenting a Long Service Award Certificate to a Recipient



## Managing Director's Review (Cont'd)

### STAFF

During the year, the Bank's staff strength increased by 396 or 3.6% and stood at 11,305 as at 31st December, 1995.

In recognition of the contributions of members of staff in the overall performance of the Bank, a total of 1,708 members of staff were promoted to various grades during the year. This represents 15% of the Bank's staff strength and is made up of 509 Supervisors and Junior staff, 1,096 Officers and 103 Management staff.

The Bank continued to contribute its own quota in reducing the rate of unemployment in the country by employing 309 university graduates during the year. This number cuts across all states of the Federation. Three of the graduates employed are physically challenged, that is disabled. This is in compliance with the Bank's policy of non-discrimination in considering application for employment.

### ENHANCED PENSION SCHEME

The year 1995 was indeed remarkable for the Bank's pensioners. An improved Pensions and Gratuity Scheme based on the total emolument concept was approved by the Board of Directors. Existing pensioners were not left out as their pensions were increased by 50% with effect from July, 1995. All these incentives were introduced as a result of the Bank's concern at ensuring comfortable retirement for its staff.



FERDINAND Oil Mills, Akokwa, Imo State — a project financed by First Bank of Nigeria Plc



## Managing Director's Review (Cont'd)

### TRAINING AND DEVELOPMENT

The Bank continued to intensify efforts at maintaining a cream of highly competent workforce through training and re-training. During the year, about 5,161 members of staff representing 45.65% of the workforce, benefitted from various forms of training; which surpassed the figure of 4,677 recorded in the previous year and represents an increase of 10% above the number trained in 1994.

### BANKING & CREDIT ADMINISTRATION DIVISION

The Bank gave greater impetus to agricultural projects during the course of 1995 with the resuscitation of the Community Farming Scheme; designed to reduce problems associated with security inadequacy for small scale farmers. The Bank continues to provide support for viable agricultural projects located in different parts of the country. Nine of the farmers who benefitted from our Agricultural Loan Scheme won the Central Bank of Nigeria Farmer of the Year Merit Award for 1994. For the second year running customers of your Bank won the National Farmers Merit Award — In 1993 by Frontline Farms Limited of our Surulere Branch and in 1994 by Hackon Nigeria Limited of our Shagamu Branch. This achievement is a further testimony to the Bank's leading role in the promotion and development of agriculture in the country.

### DEBT RECOVERY

I wish to note that as a result of the special attention that debt recovery has continued to receive, a total of ₦267 million was recovered during the year, from debts which had previously been classified as doubtful of recovery; an improvement over the ₦217 million recovered in the preceding year. This, I hasten to add, was achieved through staff dedication and commitment. We have also intensified our efforts at recovering accumulated debts owed by various State Governments, totalling ₦821.67 million.

### INTERNATIONAL BANKING DIVISION

The year under review witnessed the introduction of guided deregulation of foreign exchange whereby the Central Bank of Nigeria (CBN) intervened six times in the Autonomous Foreign Exchange Market (AFEM), offering a total of \$1,737.35 million for sale through selected banks. Out of this amount, your Bank got a total allocation of \$130.39 million, which was 7.5% of the total.

With the liberalisation of the operations of Domiciliary Accounts in 1995, new accounts were opened while old ones were reactivated. This was, no doubt, a great relief to our international trade customers in their foreign exchange transactions. New strategic initiatives were also developed for increased export financing and processing of export documents for payment.

### PRODUCT DEVELOPMENT

During the year under review, the Bank signed an Agency Agreement with Western Union Financial Services Incorporated of the United States of America under which your Bank has introduced to the Nigerian public, the benefits of the Western Union Global Instant Money Transfer service.

Western Union Money Transfer is a customer service that enables individuals to transfer electronically, funds through a global network of more than 26,000 locations in over 100 countries worldwide. The aim of the service, which took off from January 1996, is to provide Nigerians resident in other parts of the





## Managing Director's Review (Cont'd)

world, such as the U.S.A., Canada, the United Kingdom, Continental Europe, Saudi Arabia, etc., with a very fast, convenient, reliable and secure way of sending monies to relatives and friends in Nigeria. The service is also useful to nationals of other countries in Nigeria e.g. tourists who may temporarily run out of funds and need replenishment.

Western Union prides its system as being the fastest way to send and receive money worldwide and your Bank is proud to be associated with the organisation, whose over 140 years in the Money Transfer business complement your Bank's over a century of banking experience and reliability in Nigeria.

### FIRST TRUSTEES NIGERIA LIMITED

During the year, this wholly owned subsidiary participated actively in the packaging of high network issues and also acted as trustees to a number of syndicated accounts. I find it commendable that the company increased the number of clients on its Pension Fund management thereby increasing its total pension fund portfolio.

Following the company's recapitalisation in 1995, it recorded encouraging results in its operations. These are strong indications that the company is positioning itself to take its rightful place among its peers.

### KAKAWA DISCOUNT HOUSE

During the year under review, Kakawa Discount House Limited, which was established by a consortium of eight banks in Nigeria, led by your Bank with 28.45% equity participation, commenced operations. The company operates with an authorised share capital of ₦250 million, of which ₦200 million is fully paid up. I am happy to report that this company, within a short period, has started carving out a niche for itself in the competitive Nigeria discount house terrain.

### BRANCH DEVELOPMENT

Although your Bank has the widest network of bank offices in Nigeria, we have not relented in our efforts at identifying new viable locations across the length and breadth of the country for new branch establishment. During the year, new branches located in Ikorodu (Nichemtex) in Lagos State, Shaki in Oyo State and Agbede in Edo State, together with New Gbagi Agency in Oyo State were all opened. The Ijora branch in Lagos was relocated to another area of the Ijora Causeway while the Abibu Oki branch, also in Lagos, is to be relocated to the AG Leventis Building, once the renovation works currently going on at the new location is completed.

### NIGERIA STOCK EXCHANGE PRESIDENT'S MERIT AWARD

I am happy to announce that your Bank again emerged winner of the 1994 Nigeria Stock Exchange President's Merit Award for excellence in corporate financial reporting and the conduct of Annual General Meetings in the Banking sector of the economy. It is the sixth time your Bank has been adjudged the winner of this prestigious award.



## Managing Director's Review (Cont'd)

### CONCLUSION

The year 1995 was, without doubt, very challenging for the Bank; as will be the years ahead. Developments during the year have imposed on us all, greater responsibility to gird our loins and mobilise resources to translate these challenges to favourable returns on shareholders' investment. Our ability to do this will depend largely on a collective resolve to imbibe the tenets of loyalty, co-operation and sacrifice by all stakeholders; namely – the Management, Staff, Customers and Shareholders. I have no doubts in my mind that we shall rise up to these challenges.

In spite of the confidence crisis which swept across the banking sub-sector during the year, your Bank remains a strong and authoritative financial colossus. Its broad based branch network spread across the length and breadth of Nigeria is unparalleled. Another index of "strength and depth" is its rich human resources which enjoys the added advantage of experience, dedication and modern technology. We are set to consolidate these gains and even surpass them.

Finally, I would again like to thank the Board of Directors, Management and staff for their support, loyalty and dedication which have seen us through the difficult but successful year under review. To my fellow staff and members of management, I reiterate that "FIRST BANK SHOULD MEAN BRINGING OUT THE BEST IN EACH OF US, FOR ALL OF US". I also wish to re-emphasize our two commitments: first, "that FIRST BANK of tomorrow can be better than what it is today, and secondly, that each one of us has a personal responsibility to make it so". With the continued support and the goodwill of our shareholders, customers, correspondents and associates, I strongly believe that our Bank's leadership position in the industry, anchored on our excellent banking services, will be sustained in the second century of our existence and we shall continue to put a smile on the face of each of our stakeholders.

I thank you all.

**CHIEF (DR.) JOSEPH O. SANUSI**

Managing Director & Chief Executive





## Executive Directors



**Chief (Dr.) J. O. Sanusi**  
Managing Director/Chief Executive

- Company Secretary
- Legal
- Inspection



**Mr. C. I. Adimorah**  
Corporate Resources

- Staff
- Industrial Relations
- Training & Development
- Premises
- Management Services



**Mr. C. F. Awosika**  
Finance & International Banking

- Corporate Development
- Financial Control
- Financial Services
- International Banking
- London Branch
- Public Relations
- Abuja Liason Office



### International Banking

- Foreign Exchange Transactions (Purchase and Sale of Foreign Currencies)
- Inward/Outward Foreign Transfers
- Domiciliary Accounts
- Travellers Cheques (Sales & Purchase)
- Export Banking & Finance
- Letters of Credit

### Corporate Finance

- Accounts Relationship Management
- Loan Syndication
- Equipment Leasing

- Cash Management Services
- Bankers' Acceptances
- Commercial Papers
- Treasury Operations

### Special Banking Services

- SME, NERFUND
- Export/Import Finance
- ADB/ESL (Export Stimulation Loans)
- Agricultural Finance
- Mortgage Finance

### Financial Services

- Trusteeship (First Trustees Nigeria Limited)

- Electronic Banking, Funds Transfer and Card Products which include:

- ATM Services
- Western Union Money Transfer Services
- Acceptance of Mastercard Cards including Cash Disbursement Services

- Custodianship
- Registrarship

### Subsidiaries

- FBN (Merchant Bankers) Limited
- First Trustees Nigeria Limited
- First Dependants Limited
- First Nominees Nigeria Limited



**Mrs. E. N. Omatsola**  
Lagos Banking Operations



**Mr. K. N. Radford**  
Corporate Finance



**Alhaji A. Sadauki**  
States Banking Operations

- Special Banking Services
- Credit Control
- Credit Recovery
- Retail Finance
- Lagos Banking Operations
- Marina Branch

- Corporate Finance
- Treasury
- Computer Operations
- Information Systems
- Organisation and Methods

- Regional Banking Operations, Head Office
- Central Banking Operations
- East Banking Operations
- North Banking Operations
- West Banking Operations



# Report of the Directors

The directors have pleasure in submitting to the members their report and audited financial statements of the group for the year ended 31st December, 1995.

## 1. RESULTS

	N'000	N'000
The profit for the year after taxation and minority interest was		937,490
Less: Appropriations:		
Transfer to statutory reserve	157,087	
Proposed dividend	<u>376,597</u>	
		<u>533,684</u>
Retained profit transferred to general reserve		<u>403,806</u>

The proposed dividend of 70 kobo per ordinary share which is subject to withholding tax is based on the enlarged capital of 537,994,410 ordinary shares of 50 kobo each after reflecting the 1994 bonus of 1 for 4.

## 2. LEGAL FORM

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

## 3. PRINCIPAL ACTIVITIES

The company engages in the business of commercial banking whilst its major subsidiary, FBN (Merchant Bankers) Limited carries on the business of merchant banking.

## 4. BUSINESS REVIEW AND FUTURE DEVELOPMENT

The company has during the year carried out banking activities in accordance with its memorandum of association.

FBN (Merchant Bankers) Limited, the Bank's major subsidiary had a successful year.

## 5. FIXED ASSETS

Movements in fixed assets during the year are shown in Notes 6 and 7 on pages 43 to 45. In the opinion of the directors, the market value of the Bank's properties is not less than the value shown in the accounts.

## 6. SHARE CAPITAL

- 1 In line with Standard Chartered Bank Africa Plc's policy of partially divesting its portfolio of non-core activities, and in order to meet Bank of England regulatory requirement the offer for sale of 120,941,195 ordinary shares of 50 kobo each out of its holding was concluded during the year.
- 2 The directors recommended for the consideration of members at the 26th Annual General Meeting scheduled for Thursday, April 27, 1995 that the sum of N53,799,441 be set aside out of general reserve to be capitalised by issuing one ordinary bonus share of 50 kobo to existing shareholders for every four ordinary shares previously held. The meeting had not been held as at 31st December, 1995.



## Report of the Directors (Cont'd)

- .3 The directors recommend, subject to the adjustment for 1994 bonus issue, the declaration of bonus shares out of general reserve in the proportion of one ordinary bonus share of 50 kobo for every four ordinary shares previously held by existing shareholders.

### 7. DIRECTORS

- .1 The names of the present directors are listed on page 5.
- .2 In accordance with the company's articles of association, E. N. Omatsola (Mrs.) and Messrs. K. N. Radford, A. Sadauki, B. Usman and J. N. Gamde, retire by rotation and being eligible offer themselves for re-election.
- .3 Messrs. C. F. Awosika, M. Ibrahim, U. J. Ekaette and U. A. Mutallab who were appointed to the Board since the last Annual General Meeting retire and being eligible offer themselves for election.
- .4 Messrs. Ahmadu Aminu Ahmadu, A. R. O. Ayeni, D. P. Broughan and P. N. Mayes resigned from the Board since the last Annual General Meeting.
- .5 The directors regret to announce the death of Alhaji Ahmadu Aminu Ahmadu since the last Annual General Meeting.

### 8. DIRECTORS' INTERESTS

The interests of the directors in the issued share capital of the company as recorded in the register of directors' shareholdings as at 31st December, 1995 are as follows:

	Ordinary shares of 50k each 31st December	
	1995	1994
M. I. Atta (Direct)	12,950	—
M. I. Atta (Indirect)	1,928,720	325,922
J. O. Sanusi	454,056	441,106
C. I. Adimorah	158,926	123,458
C. F. Awosika	82,254	—
J. N. Gamde	20,782	13,332
M. Ibrahim	29,380	—
U. A. Mutallab	1,033,762	—
O. I. Ogunsanya	30,771	4,993
A. Okunuga (Ms.)	266,666	266,666
E. N. Omatsola (Mrs.)	129,952	117,002
A. Sadauki	106,280	93,333
B. Usman	87,450	160,000

None of the directors has notified the company for the purposes of Section 277 of the Companies and Allied Matters Decree, 1990 of any disclosable interests in contracts with which the company was involved as at 31st December, 1995.

### 9. SUBSTANTIAL INTEREST IN SHARES

- .1 The ordinary shares of the company as at 31st December, 1995 were held as follows:

	1995	%	1994	%
Standard Chartered Bank Africa Plc	42,609,157	9.9	163,550,352	38.0
Nigerian citizens and associations	387,786,371	90.1	266,845,176	62.0
	<u>430,395,528</u>	<u>100.0</u>	<u>430,395,528</u>	<u>100.0</u>





## Report of the Directors (Cont'd)

- .2 At 31st December 1995, no shareholder held more than 10% of the issued share capital of the company.
- .3 Standard Chartered Bank Africa Plc concluded the exercise for the offer for sale of 120,941,195 ordinary shares of 50k each from its holding during the year.

### 10. DONATIONS

Donations made during the year amounted to ₦14,265,686 (1994 – ₦7,390,600). No donation was made to any political organisation. The recipients are:

	N
Asabia Endowment Fund — UNILAG, Lagos	8,400,000
Endowment Fund — UNTH, Enugu	2,500,000
Nigerian Economic Summit	250,000
Lagos Business School	380,000
Book Launch	100,000
Association of Professional Women Bankers	80,000
Nigerian Economic Society	50,000
Society of Women Accountants of Nigeria	50,000
Kaduna Polo Club	448,000
1995 Elephant Golf Competition	373,354
DALA Hardcourt Lawn Tennis Championship	345,000
Kogi State Foundation	250,000
Nigerian Red Cross Society	60,000
Ikoyi Club Amateur Golf Championship	350,000
Others (each below ₦50,000)	629,332
	<u>14,265,686</u>

### 11. EMPLOYMENT AND EMPLOYEES

#### .1 Employment of disabled persons

It is the policy of the Bank that there should be no discrimination in considering applications for employment including those from disabled persons. All employees, whether or not disabled, are given equal opportunities to develop. As at 31st December, 1995, 22 disabled persons were in the employment of the Bank (1994–19).

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

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

#### .3 Employees' involvement and training

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

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

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

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



## Report of the Directors (Cont'd)

### 12. POST BALANCE SHEET EVENTS

There are no post balance sheet events which could have had material effect on the financial state of affairs of the company as at 31st December, 1995.

### 13. AUDIT COMMITTEE

Pursuant to Section 359 (3) of the Companies and Allied Matters Decree 1990, the Bank has in place an Audit Committee comprising three Directors and three Shareholders as follows:

Mr. A. Asalu	Chief C. Okpalaoka
Alhaji I. Garuba	Mrs. E. N. Omatsola
Chief I. O. Ogunsanya	Alhaji Bello Usman (Tafidan Gusau)

The functions of the Audit Committee are as laid down in Section 359 (6) of the Companies and Allied Matters Decree, 1990.

### 14. AUDITORS

Messrs. Adetona Isichei & Co. and KPMG Peat Marwick Ani Ogunde & Co., have indicated their willingness to continue in office. A resolution will be proposed at the annual general meeting to authorise the directors to determine their remuneration.

By Order of the Board

**OTUNBA A. OLASOPE**

Company Secretary

Lagos, Nigeria.

7th March, 1996.



## Directors' Responsibility Statement

The following statement, which should be read in conjunction with the auditors' responsibility statement, is made to distinguish the responsibilities of the directors for the financial statements from those of the auditors.

The directors are required by the Companies and Allied Matters Decree, 1990 and the Banks and Other Financial Institutions Decree 1991 to prepare financial statements which give a true and fair view of the state of affairs of the Company and Group as at the end of the financial year and of the profit or loss for the financial year. The financial statements must be prepared on a going concern basis unless it is inappropriate to presume that the Company and Group will continue their business.

The directors have responsibility for ensuring that the Company keeps accounting records which disclose with reasonable accuracy the financial position of the Company and which enable them to ensure that the financial statements comply with the Companies and Allied Matters Decree, 1990 and the Banks and Other Financial Institutions Decree 1991.

The directors also have a general responsibility for taking such steps as reasonably open to them to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

The directors consider that, in preparing the financial statements on pages 34 to 53 inclusive, they have used appropriate accounting policies, consistently applied and supported by reasonable and prudent judgments and estimates, and that all applicable accounting standards have been followed.



## Joint Auditors' Responsibility Statement

The Joint Auditors are responsible for forming an independent opinion on the financial statements presented by the directors, based on their audit, and for reporting their opinion to the shareholders. They also have the responsibility under the Companies and Allied Matters Decree 1990 to report to shareholders if particular requirements are not met.

These requirements are:

- that the Company has maintained proper books of accounts and obtained proper returns from branches not visited by the auditors;
- that the financial statements are in agreement with the accounting records and give the information required by the Decree in the manner so required and give a true and fair view, in the case of the balance sheet, of the state of the company's affairs at the end of its year, and in the case of the profit and loss account of the profit or loss for the year.
- that the group financial statements have been properly prepared in accordance with the provisions of the Decree so as to give a true and fair view of the state of affairs and profit of the company and its subsidiaries dealt with hereby, so far as concerns members of the company, and
- that the auditors have obtained all the information and explanations which, to the best of their knowledge and belief, were necessary for the purpose of their audits.

The auditors' opinion does not encompass the directors' report on pages 24 to 27 (together with matters included therein by reference). However, the auditors are to report to members if the matters contained in the directors' report are inconsistent with the financial statements.



# Report of the Joint Auditors

## TO THE MEMBERS OF FIRST BANK OF NIGERIA PLC

We have audited the financial statements on pages 34 to 53.

### Respective responsibilities of Directors and Auditors

As described on page 28, the Company's directors are responsible for the preparation of the financial statements. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.

### Basis of opinion

We conducted our audit in accordance with generally accepted Auditing Standards. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements; and of whether the accounting policies are appropriate to the Group's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanation which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion, we also evaluated the overall adequacy of the presentation of information in the financial statements.

### Opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the Company and the Group as at 31st December, 1995 and of the profit of the Group for the year then ended and have been properly prepared in accordance with the Banks and Other Financial Institutions Decree 1991; relevant circulars issued by the Central Bank of Nigeria; Companies and Allied Matters Decree, 1990, and relevant statements of Accounting Standards issued by the Nigeria Accounting Standards Board.

Adetona Isichei & Co.  
Chartered Accountants

KPMG Peat Marwick Ani Ogunde & Co.  
Chartered Accountants

Lagos, Nigeria.

7th March, 1996.



## Report of the Audit Committee

### TO THE MEMBERS OF FIRST BANK OF NIGERIA PLC

In compliance with Section 359 (6) of the Companies and Allied Matters Decree 1990, we have reviewed the Audit Report for the year ended 31st December, 1995 and hereby state as follows:

- (a) The scope and planning of the audit were adequate in our opinion,
- (b) The accounting and reporting policies of the Company conformed with statutory requirements and agreed ethical practices,
- (c) The internal control was being constantly and effectively monitored, and
- (d) The external auditors' management report received satisfactory response from Management.

Dated 8th March, 1996

**Mr. Akintunde Asalu**

*Chairman, Audit Committee*

#### Members of the Audit Committee

Mr. Akintunde Asalu	—	<i>Chairman</i>
Alhaji I. Garuba	—	<i>Member</i>
Chief O.I. Ogunsanya	—	<i>Director/Member</i>
Chief C.I. Okpalaoka	—	<i>Member</i>
Mrs. E.N. Omatsola	—	<i>Director/Member</i>
Alhaji B. Usman (Tafidan Gusau)	—	<i>Director/Member</i>





# Accounting Policies

The significant accounting policies adopted by the Company are as follows:

## 1. BASIS OF ACCOUNTING

The accounts are prepared under the historical cost convention modified to include the revaluation of certain real properties.

## 2. BASIS OF CONSOLIDATION

The group financial statements include the financial statements of the Bank and its major subsidiary, FBN (Merchant Bankers) Limited, both made up to 31st December.

## 3. INVESTMENTS

- .1 Holdings in quoted investments are stated at cost as it is the Bank's policy to hold these to maturity. The difference between the nominal value and the market price at the time of acquisition of Federal Republic of Nigeria Development stocks is written off to revenue proportionately over the period of each holding.
- .2 Unquoted investments are stated at cost.

## 4. BAD AND DOUBTFUL ACCOUNTS

Loans and advances are stated after the deduction of provisions against debts considered doubtful of recovery. They are classified between performing and non-performing; and are considered non-performing when principal and or interest repayment obligations are in arrears for over three months. Specific provisions are made on non-performing accounts and a general provision of 1% is made on all performing balances in line with Central Bank of Nigeria's Prudential Guidelines.

## 5. INTEREST

Interest on advances is accrued to profit until such a time as reasonable doubt exists about its collectability. Thereafter such interest is not recognised as income.

Interest accruing on non-performing accounts is not taken to the credit of profit and loss account until the debt is recovered.

## 6. FOREIGN EARNINGS

Commission on negotiation of letters of credit and overdue interest on delayed foreign payments are accounted for by the London branch only on receipt.

## 7. FIXED ASSETS

- .1 Fixed assets are stated at cost or valuation less accumulated depreciation.
- .2 Equipment on lease are accounted for strictly in accordance with their legal form as fixed assets which are purchased in the name of the Bank and are subsequently leased as operating leases.
- .3 Income from equipment on lease is accrued evenly over the respective period of the leases.



## Accounting Policies (Cont'd)

### 8. DEPRECIATION

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

Freehold buildings	—	2% from date of use
Leasehold buildings	—	2% for leases of 50 years and above. — over expected life in case of leases under 50 years.
Motor vehicles	—	25%
Computer equipment	—	20%
Other fixed assets	—	20%
Equipment on lease	—	at the rate of depreciation applicable to the asset.

### 9. EXCHANGE RATES

Transactions in foreign currencies are converted into Naira at the rate of exchange ruling at the date of the transactions.

Foreign currency balances are translated to Naira at the rate of exchange ruling at the balance sheet date and the resultant profit or loss on exchange is taken to profit and loss account.

The exchange profit or loss arising on translation of Head Office investment in London branch is transferred to Exchange Difference Reserve account.

### 10. DEFERRED TAXATION

Deferred taxation on the timing differences between the treatment of certain items for accounting purposes and their treatment for taxation purposes is only provided in respect of liabilities which are expected to become payable in the foreseeable future.

### 11. RETIREMENT BENEFITS

Arrangements for retirement benefits for members of staff are based on the provisions of the staff pension scheme which is non-contributory. The contributions are based on actuarial advice and are calculated on current salaries and certain allowances and charged to profit and loss account.



# Balance Sheet

AS AT 31ST DECEMBER

		The Group		The Company	
		1995 N'000	1994 N'000	1995 N'000	1994 N'000
<b>Assets</b>	<b>Notes</b>				
Cash & short-term funds	1	31,558,388	12,601,425	29,920,537	11,738,352
Bills discounted	2	9,338,116	12,400,776	8,251,260	10,793,578
Investments	3	151,051	91,178	152,951	115,178
Loans and advances	4	12,666,432	6,163,622	11,741,451	5,940,626
Other assets	5	6,135,579	4,276,822	6,084,585	4,225,444
Equipment on lease	6	344,701	69,562	150,838	34,480
Fixed assets	7	3,678,181	1,227,990	3,519,333	1,106,902
<b>Total Assets</b>		<u>63,872,448</u>	<u>36,831,375</u>	<u>59,820,955</u>	<u>33,954,560</u>
<b>Liabilities</b>					
Deposits and current accounts	8	43,464,097	25,021,533	41,641,080	23,275,471
Taxation	9	341,924	485,676	275,234	370,196
Other liabilities	10	13,802,193	9,113,468	12,129,665	8,478,508
		<u>57,608,214</u>	<u>34,620,677</u>	<u>54,045,979</u>	<u>32,124,175</u>
<b>Capital And Reserves</b>					
Called-up share capital	11	215,198	215,198	215,198	215,198
Statutory reserve	12	590,702	433,615	483,269	358,751
Exchange difference reserve	13	1,700,770	140,855	1,700,770	140,855
General reserve	14	1,119,157	811,151	942,637	667,429
Bonus issue reserve	15	53,800	—	53,800	—
<b>Core capital</b>		<u>3,679,627</u>	<u>1,600,819</u>	<u>3,395,674</u>	<u>1,382,233</u>
Asset revaluation reserve	16	2,379,302	448,152	2,379,302	448,152
<b>Capital and Reserves</b>		<u>6,058,929</u>	<u>2,048,971</u>	<u>5,774,976</u>	<u>1,830,385</u>
Minority interest		205,305	161,727	—	—
		<u>6,264,234</u>	<u>2,210,698</u>	<u>5,774,976</u>	<u>1,830,385</u>
		<u>63,872,448</u>	<u>36,831,375</u>	<u>59,820,955</u>	<u>33,954,560</u>
Contingent liabilities and other obligations on behalf of customers and customers' liability therefor	26	<u>2,349,600</u>	<u>2,597,778</u>	<u>1,482,377</u>	<u>1,851,278</u>

**Mahmoud I. Atta**  
**Joseph Oladele Sanusi**  
**Christopher F. Awosika**

} Chairman  
 Managing Director and Chief Executive  
 Executive Director

The notes on pages 37 to 53 form part of these accounts.



# Profit and Loss Account

FOR THE YEAR ENDED 31ST DECEMBER

Income	Notes	The Group		The Company	
		1995 N'000	1994 N'000	1995 N'000	1994 N'000
Interest earnings	17	6,126,341	4,110,434	5,726,289	3,750,962
Interest expenses	18	(2,115,205)	(1,311,307)	(1,863,871)	(1,206,768)
Net interest income		<u>4,011,136</u>	<u>2,799,127</u>	<u>3,862,418</u>	<u>2,544,194</u>
Commission and other income	19	<u>2,854,002</u>	<u>1,803,848</u>	<u>2,544,999</u>	<u>1,604,034</u>
		<u>6,865,138</u>	<u>4,602,975</u>	<u>6,407,417</u>	<u>4,148,228</u>
Overheads	20	<u>(5,334,280)</u>	<u>(3,236,112)</u>	<u>(5,108,655)</u>	<u>(3,062,848)</u>
Profit before charge for doubtful accounts		<u>1,530,858</u>	<u>1,366,863</u>	<u>1,298,762</u>	<u>1,085,380</u>
Provision for bad & doubtful accounts	21	<u>(299,173)</u>	<u>(187,734)</u>	<u>(298,727)</u>	<u>(211,853)</u>
Exceptional items	22	<u>6,624</u>	<u>—</u>	<u>6,624</u>	<u>—</u>
Profit before taxation		<u>1,238,309</u>	<u>1,179,129</u>	<u>1,006,659</u>	<u>873,527</u>
Taxation	9	<u>(229,241)</u>	<u>(422,935)</u>	<u>(176,536)</u>	<u>(320,000)</u>
Profit after taxation		<u>1,009,068</u>	<u>756,194</u>	<u>830,123</u>	<u>553,527</u>
Minority interest		<u>(71,578)</u>	<u>(81,069)</u>	<u>—</u>	<u>—</u>
Profit attributable to ordinary shareholders		<u><u>937,490</u></u>	<u><u>675,125</u></u>	<u><u>830,123</u></u>	<u><u>553,527</u></u>
<b>Dealt with as follows</b>					
Statutory reserve	12	<u>157,087</u>	<u>117,600</u>	<u>124,518</u>	<u>83,029</u>
Dividend	23	<u>376,597</u>	<u>215,198</u>	<u>376,597</u>	<u>215,198</u>
General reserve	14	<u>403,806</u>	<u>342,327</u>	<u>329,008</u>	<u>255,300</u>
		<u><u>937,490</u></u>	<u><u>675,125</u></u>	<u><u>830,123</u></u>	<u><u>553,527</u></u>

The notes on pages 37 to 53 form part of these accounts.



# Cash Flow Statement

FOR THE YEAR ENDED 31ST DECEMBER

	The Group		The Company	
	1995 N'000	1994 N'000	1995 N'000	1994 N'000
<b>OPERATING ACTIVITIES</b>				
Operating profit	1,238,309	1,179,129	1,006,659	873,527
Adjustment for non-cash items:				
Depreciation of fixed assets	289,079	125,877	271,175	114,176
Depreciation of equipment on lease	81,593	28,589	44,800	2,334
Profit on sale of fixed assets	(6,438)	(1,531)	(6,438)	(1,531)
Loss on sale of equipment on lease	—	424	—	—
Dividend from subsidiary	(42,000)	(25,200)	—	—
	<u>1,560,543</u>	<u>1,307,288</u>	<u>1,316,196</u>	<u>988,506</u>
<b>Other adjustments to reconcile operating profit to cash from operating activities:</b>				
Decrease/(increase) in deposit and current accounts	18,442,564	7,156,986	18,365,609	6,836,819
Increase in loans and advances	(6,502,810)	(2,928,351)	(5,800,825)	(2,867,990)
Increase in other assets	(1,858,757)	(1,603,702)	(1,859,141)	(1,648,633)
Increase in other liabilities	4,467,868	2,888,723	3,430,300	3,146,050
Increase/(decrease) in exchange difference reserve	1,559,915	(1,655)	1,559,915	(1,655)
	<u>17,669,323</u>	<u>6,819,289</u>	<u>17,012,054</u>	<u>6,453,097</u>
Taxes paid	(372,993)	(401,242)	(271,498)	(306,190)
<b>CASH FROM OPERATING ACTIVITIES</b>	<u>17,296,330</u>	<u>6,418,047</u>	<u>16,740,556</u>	<u>6,146,907</u>
<b>Investing activities:</b>				
Purchase of fixed assets	(808,896)	(471,254)	(753,195)	(369,803)
Sale of fixed assets	7,214	6,362	7,177	1,593
Purchase of equipment on lease	(356,732)	(70,915)	(161,158)	(36,814)
Purchase of investment	(59,873)	(24,211)	(37,773)	(24,211)
<b>CASH USED IN INVESTING ACTIVITIES</b>	<u>(1,218,287)</u>	<u>(560,018)</u>	<u>(944,949)</u>	<u>(429,235)</u>
<b>Financing activities:</b>				
Decrease/(increase) in bills discounted	3,062,660	(5,835,847)	2,542,318	(5,768,314)
Dividend paid to shareholders	(155,740)	(135,193)	(155,740)	(135,193)
Dividend paid by subsidiary	(28,000)	(16,801)	—	—
<b>CASH USED IN FINANCING ACTIVITIES</b>	<u>2,878,920</u>	<u>(5,987,841)</u>	<u>2,386,578</u>	<u>(5,903,507)</u>
Increase in cash and cash equivalents	18,956,963	(129,812)	18,182,185	(185,835)
Opening cash and cash equivalents	12,601,425	12,731,237	11,738,352	11,924,187
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	<u>31,558,388</u>	<u>12,601,425</u>	<u>29,920,537</u>	<u>11,738,352</u>
<b>Analysis of cash and cash equivalents:</b>				
Cash in hand and at banks	<u>31,558,388</u>	<u>12,601,425</u>	<u>29,920,537</u>	<u>11,738,352</u>





# Notes on the Accounts

FOR THE YEAR ENDED 31ST DECEMBER

	The Group		The Company	
	1995 N'000	1994 N'000	1995 N'000	1994 N'000
<b>1. CASH AND SHORT-TERM FUNDS</b>				
Cash	764,949	555,832	764,904	555,787
Balances held with Central Bank of Nigeria:				
Cash reserve requirement	1,677,492	1,314,841	1,585,789	1,181,088
Agricultural loans shortfall	182,444	—	182,444	—
Current account	(103,561)	1,178,501	(139,950)	1,171,792
Stabilisation securities	6,501,306	4,693,567	5,994,050	4,360,224
Others	—	45,128	—	45,128
	<u>8,257,681</u>	<u>7,232,037</u>	<u>7,622,333</u>	<u>6,758,232</u>
Balances with other banks:				
In Nigeria	2,550,195	1,221,736	2,673,924	875,045
Outside Nigeria	20,147,368	3,772,075	18,938,226	3,633,288
	<u>22,697,563</u>	<u>4,993,811</u>	<u>21,612,150</u>	<u>4,508,333</u>
	<u>31,720,193</u>	<u>12,781,680</u>	<u>29,999,387</u>	<u>11,822,352</u>
Provision for doubtful accounts (Note 21)	(161,805)	(180,255)	(78,850)	(84,000)
	<u>31,558,388</u>	<u>12,601,425</u>	<u>29,920,537</u>	<u>11,738,352</u>
<b>2. BILLS DISCOUNTED</b>				
Nigerian Government:				
Treasury bills	3,446,478	11,116,063	3,045,927	9,641,618
Treasury certificates	31,800	31,800	31,800	31,800
Bankers acceptances	96,000	115,000	—	—
	<u>3,574,278</u>	<u>11,262,863</u>	<u>3,077,727</u>	<u>9,673,418</u>
Trade bills	5,844,498	1,161,083	5,225,791	1,120,160
	<u>9,418,776</u>	<u>12,423,946</u>	<u>8,303,518</u>	<u>10,793,578</u>
Less: Provision for bad and doubtful accounts(Note 21)	(80,660)	(23,170)	(52,258)	—
	<u>9,338,116</u>	<u>12,400,776</u>	<u>8,251,260</u>	<u>10,793,578</u>



## Notes on the Accounts (Cont'd)

		The Group		The Company	
		1995	1994	1995	1994
		N'000	N'000	N'000	N'000
3.	<b>INVESTMENTS</b>				
.1	<b>Dated securities</b>				
(a)	<b>Industrial Securities (Quoted)</b>				
	Maturing within 1 year				
	market value – N8,630,560				
	(1994 – N13,123,759)	10,392	13,663	10,392	13,663
	Maturing between 1 and				
	5 years				
	market value – N25,779,900				
	(1994 – N13,395,346)	26,311	13,396	26,311	13,396
	Maturing after 5 years				
	market value – N16,946,500				
	(1994 – N36,558,750)	24,897	39,033	19,897	39,033
		<u>61,600</u>	<u>66,092</u>	<u>56,600</u>	<u>66,092</u>
(b)	<b>Industrial Securities (Unquoted)</b>	2,250	2,250	2,250	2,250
	Less: Provision	(2,250)	—	(2,250)	—
		<u>61,600</u>	<u>68,342</u>	<u>56,600</u>	<u>68,342</u>
.2	<b>Undated Securities</b>				
(a)	<b>(Quoted)</b>				
	Equities	4,981	22,611	4,981	22,611
	Less: Provision	(4,981)	(4,981)	(4,981)	(4,981)
		<u>—</u>	<u>17,630</u>	<u>—</u>	<u>17,630</u>
(b)	<b>(Unquoted)</b>				
	Banque Internationale				
	Du Benin, Cotonou	3,478	3,200	3,478	3,200
	African Export-Import Bank, Cairo	9,967	—	9,967	—
		<u>13,445</u>	<u>20,830</u>	<u>13,445</u>	<u>20,830</u>
.3	<b>Associates</b>				
	<b>(Unquoted equities):</b>				
	Kakawa Discount House Ltd.	74,000	—	56,900	—
.4	<b>Subsidiaries (Unquoted equities):</b>				
	FBN (Merchant Bankers)				
	Limited (Note 3.7)	—	—	24,000	24,000
	First Trustees Nig. Ltd.	2,000	2,000	2,000	2,000
	First Dependant Nig. Ltd.	3	3	3	3
	First Nominees Nig. Ltd.	3	3	3	3
		<u>2,006</u>	<u>2,006</u>	<u>26,006</u>	<u>26,006</u>
		<u>151,051</u>	<u>91,178</u>	<u>152,951</u>	<u>115,178</u>





## Notes on the Accounts (Cont'd)

- .5 Investments in dated securities comprise Federal Republic of Nigeria Development Stocks; quoted and unquoted equities and debenture stocks. They are stated at cost. In accordance with the Bank's accounting policy to hold such investments until the date of maturity, no provision has been made in these financial statements to cover shortfall or credit between the market value and cost at the balance sheet date. At 31st December, 1995 there was a shortfall of ₦5,243,000; (1994 – ₦3,016,000).
- .6 In the opinion of the directors, the market value of the unquoted investments is not lower than cost.
- .7 The Bank's major subsidiary company FBN (Merchant Bankers) Limited commenced business on 1st August, 1990. First Bank of Nigeria Plc has 60% holding of its paid up capital. The accounts of FBN (Merchant Bankers) Limited are consolidated with those of the parent company.
- .8 FBN (Merchant Bankers) Limited has a wholly owned subsidiary, Premium Securities Limited, with a paid up capital of ₦5,000,000. The accounts of Premium Securities Limited are consolidated with those of its holding company.
- .9 The accounts of the other three subsidiaries namely First Trustees (Nigeria) Limited, First Dependants (Nigeria) Limited and First Nominees (Nigeria) Limited, which are wholly-owned, are not consolidated with those of the parent company, as the directors consider the amount involved to be insignificant.
- .10 The Bank has an investment of ₦56,900,000 representing 28.45% in Kakawa Discount House Limited which commenced operation in November, 1995. The accounts of Kakawa Discount House Limited have not been consolidated in the financial statements as a result of the immateriality of its results to the operation of First Bank of Nigeria Plc.

### 4. LOANS AND ADVANCES

	The Group		The Company	
	1995 N'000	1994 N'000	1995 N'000	1994 N'000
<b>.1 Summary</b>				
Secured against real estate	3,615,849	1,713,487	3,545,387	1,627,625
Otherwise secured	11,962,663	7,366,708	11,090,771	7,223,145
Unsecured	2,049,719	1,091,295	2,041,343	1,080,944
	<u>17,628,231</u>	<u>10,171,490</u>	<u>16,677,501</u>	<u>9,931,714</u>
Assets realisation and recoveries in suspense	( 2,505)	(3,932)	( 2,505)	(3,932)
	<u>17,625,726</u>	<u>10,167,558</u>	<u>16,674,996</u>	<u>9,927,782</u>
Deduct: Provision for doubtful debts (Note 4.3.)	<u>(4,959,294)</u>	<u>(4,003,936)</u>	<u>(4,933,545)</u>	<u>(3,987,156)</u>
	<u>12,666,432</u>	<u>6,163,622</u>	<u>11,741,451</u>	<u>5,940,626</u>



## Notes on the Accounts (Cont'd)

### 4.2 Analysis of loans and advances and provisions thereon

2.1 The Group	1995		1994		Rate of provision %
	Amount N'000	Provision required N'000	Amount N'000	Provision required N'000	
Gross loans	<u>17,628,231</u>	<u>4,959,294</u>	<u>10,171,490</u>	<u>4,003,936</u>	
Performing	<u>12,751,841</u>	<u>127,361</u>	<u>6,205,074</u>	<u>62,050</u>	1
Non-performing:					
— Sub-standard	9,435	943	20,876	2,088	10
— Doubtful	71,931	35,966	13,450	7,708	50
— Lost	<u>4,795,024</u>	<u>4,795,024</u>	<u>3,932,090</u>	<u>3,932,090</u>	100
	<u>4,876,390</u>	<u>4,831,933</u>	<u>3,966,416</u>	<u>3,941,886</u>	
	<u>17,628,231</u>	<u>4,959,294</u>	<u>10,171,490</u>	<u>4,003,936</u>	

#### Summary of charge in the accounts:

Shortfall on provision as at 31st December,	296,792	332,672
<b>Add:</b> Movement in general provision	<u>65,311</u>	<u>29,430</u>
	362,103	362,102
<b>Less:</b> Recoveries	<u>(273,764)</u>	<u>(222,369)</u>
	<u>88,339</u>	<u>139,733</u>



## Notes on the Accounts (Cont'd)

### 4.2 Analysis of loans and advances and provisions thereon

#### 2.2 The Company

	1995		1994		Rate of provision %
	Amount N'000	Provision required N'000	Amount N'000	Provision required N'000	
Gross loans	<u>16,677,501</u>	<u>4,933,545</u>	<u>9,931,714</u>	<u>3,987,156</u>	
Performing	<u>11,817,676</u>	<u>118,177</u>	<u>5,979,826</u>	<u>59,798</u>	1
Non-performing:					
— Sub-standard	9,435	943	20,876	2,088	10
— Doubtful	71,931	35,966	13,450	7,708	50
— Lost	<u>4,778,459</u>	<u>4,778,459</u>	<u>3,917,562</u>	<u>3,917,562</u>	100
	<u>4,859,825</u>	<u>4,815,368</u>	<u>3,951,888</u>	<u>3,927,358</u>	
	<u>16,677,501</u>	<u>4,933,545</u>	<u>9,931,714</u>	<u>3,987,156</u>	

#### Summary of charge in the accounts:

Shortfall on provision as at 31st December,	287,914	329,491
<b>Add:</b> Movement in general provision at 1% of performing balances	<u>58,379</u>	<u>28,821</u>
	346,293	358,312
<b>Less:</b> Recoveries	<u>(266,924)</u>	<u>(217,177)</u>
	<u>79,369</u>	<u>141,135</u>





## Notes on the Accounts (Cont'd)

	The Group		The Company	
	1995 N'000	1994 N'000	1995 N'000	1994 N'000
4.3 Provision for doubtful debts				
Principal:				
At 1st January	1,650,901	1,653,446	1,634,122	1,627,411
Exchange difference on opening balance	185,443	—	185,443	—
Written off in the year	(8,820)	(14,328)	(8,820)	(14,328)
Provision no longer required	—	(127,950)	—	(120,096)
	<u>1,827,524</u>	<u>1,511,168</u>	<u>1,810,745</u>	<u>1,492,987</u>
Provided during the year	362,103	362,102	346,293	358,312
Recovered during the year	(273,764)	(222,369)	(266,924)	(217,177)
Charge for the year (Note 21)	<u>88,339</u>	<u>139,733</u>	<u>79,369</u>	<u>141,135</u>
	<u>1,915,863</u>	<u>1,650,901</u>	<u>1,890,114</u>	<u>1,634,122</u>
Interest:				
At 1st January	2,353,035	1,961,298	2,353,034	1,961,297
Additions during the year	<u>690,396</u>	<u>391,737</u>	<u>690,397</u>	<u>391,737</u>
At 31st December	<u>3,043,431</u>	<u>2,353,035</u>	<u>3,043,431</u>	<u>2,353,034</u>
Total at 31st December	<u><u>4,959,294</u></u>	<u><u>4,003,936</u></u>	<u><u>4,933,545</u></u>	<u><u>3,987,156</u></u>
4.4 Loans and advances are analysed to maturity as follows:				
On call	5,917,186	3,383,828	5,573,786	3,383,828
Over 1 month and within 3 months	2,443,366	880,513	2,019,086	734,453
Over 3 months but within 6 months	1,384,935	1,356,777	1,384,935	1,354,178
Over 6 months but within 12 months	2,898,472	1,181,574	2,898,472	1,174,069
Over 1 year but within 3 years	2,051,258	1,339,808	1,953,208	1,332,242
Over 3 years but within 5 years	1,175,107	1,394,549	1,090,107	1,318,503
Over 5 years	<u>1,757,907</u>	<u>634,441</u>	<u>1,757,907</u>	<u>634,441</u>
	<u><u>17,628,231</u></u>	<u><u>10,171,490</u></u>	<u><u>16,677,501</u></u>	<u><u>9,931,714</u></u>
4.5 The charge for bad and doubtful debts is made up of:				
Specific provision	23,028	110,303	20,990	112,314
General provision	<u>65,311</u>	<u>29,430</u>	<u>58,379</u>	<u>28,821</u>
	<u><u>88,339</u></u>	<u><u>139,733</u></u>	<u><u>79,369</u></u>	<u><u>141,135</u></u>



## Notes on the Accounts (Cont'd)

### 7. FIXED ASSETS

#### .1 The Group

	Land and Buildings N'000	Vehicles, equipment & others N'000	Total N'000
<b>(a) Summary:</b>			
<b>Cost/Valuation:</b>			
At 1st January,	987,801	712,000	1,699,801
Exchange difference on opening balance	32,138	10,980	43,118
Revaluation surplus	1,931,150	—	1,931,150
Additions	213,238	552,540	765,778
Disposals	—	(11,477)	(11,477)
At 31st December,	<u>3,164,327</u>	<u>1,264,043</u>	<u>4,428,370</u>
<b>Depreciation:</b>			
At 1st January,	107,754	364,057	471,811
Charge for the year	79,018	210,061	289,079
On disposals	—	(10,701)	(10,701)
At 31st December,	<u>186,772</u>	<u>563,417</u>	<u>750,189</u>
<b>Net book value:</b>			
At 31st December, 1995	<u>2,977,555</u>	<u>700,626</u>	<u>3,678,181</u>
At 31st December, 1994	<u>880,047</u>	<u>347,943</u>	<u>1,227,990</u>
<b>(b) Land and buildings comprise:</b>	<b>Cost/ valuation N'000</b>	<b>Depreciation N'000</b>	<b>Net book value N'000</b>
Freehold	619,977	36,785	583,192
Leasehold of 50 years or more	1,555,478	69,700	1,485,778
Leasehold of 50 years or more under construction	373,183	—	373,183
Leasehold of less than 50 years	615,689	80,287	535,402
	<u>3,164,327</u>	<u>186,772</u>	<u>2,977,555</u>





## Notes on the Accounts (Cont'd)

### 7. FIXED ASSETS

#### .2 The Company

	Land and Buildings N'000	Vehicles, equipment & others N'000	Total N'000
(a) <b>Summary:</b>			
<b>Cost/Valuation:</b>			
At 1st January,	903,846	653,554	1,557,400
Exchange difference on opening balance	32,138	10,980	43,118
Revaluation surplus	1,931,150	—	1,931,150
Additions	171,604	538,473	710,077
Disposals	—	(11,440)	(11,440)
<b>At 31st December,</b>	<u>3,038,738</u>	<u>1,191,567</u>	<u>4,230,305</u>
<b>Depreciation:</b>			
At 1st January,	103,713	346,785	450,498
Charge for the year	75,527	195,648	271,175
On disposals	—	(10,701)	(10,701)
<b>At 31st December,</b>	<u>179,240</u>	<u>531,732</u>	<u>710,972</u>
<b>Net book value:</b>			
At 31st December, 1995	<u>2,859,498</u>	<u>659,835</u>	<u>3,519,333</u>
At 31st December, 1994	<u>800,133</u>	<u>306,769</u>	<u>1,106,902</u>
(b) <b>Land and buildings comprise:</b>	<b>Cost/ valuation N'000</b>	<b>Depreciation N'000</b>	<b>Net book value N'000</b>
Freehold	619,977	36,785	583,192
Leasehold of 50 years or more	1,435,913	66,758	1,369,155
Leasehold of 50 years or more under construction	373,183	—	373,183
Leasehold of less than 50 years	609,665	75,696	533,969
	<u>3,038,738</u>	<u>179,239</u>	<u>2,859,499</u>

- .3 Certain land and buildings with a net book value of N187.7 million were professionally valued at N1,183.7 million at 31st December, 1990. During the year ended 31st December, 1995 certain selected land and buildings (own premises only) including those revalued at 31st December, 1990 were professionally revalued. The properties with a net book value of N765.0 million were professionally revalued at N5,056.4 million. In compliance with the Central Bank of Nigeria's guidelines on recognition of revaluation reserve on own premises, the sum of N1,931.150 million (1994 – N448.152 million) has been incorporated in these accounts. This represents the revaluation surplus of N4,291.4 million (1994 – N995.9 million) discounted by 55%.





## Notes on the Accounts (Cont'd)

### 8. DEPOSITS AND CURRENT ACCOUNTS

.1 Summary	The Group		The Company	
	1995 N'000	1994 N'000	1995 N'000	1994 N'000
<b>In Nigeria:</b>				
Demand	12,755,852	11,022,349	12,330,365	10,059,842
Savings	12,718,488	9,029,021	12,718,488	9,029,021
Time	4,777,524	3,064,718	3,434,217	2,281,163
	<u>30,251,864</u>	<u>23,116,088</u>	<u>28,483,070</u>	<u>21,370,026</u>
<b>Outside Nigeria:</b>				
Demand	441,190	304,029	441,190	304,029
Time	11,477,012	1,242,314	11,477,012	1,242,314
	<u>42,170,066</u>	<u>24,662,431</u>	<u>40,401,272</u>	<u>22,916,369</u>
<b>Due to other banks:</b>				
In Nigeria	55,327	1,780	1,104	1,780
Outside Nigeria	1,100,919	159,805	1,100,919	159,805
	<u>43,326,312</u>	<u>24,824,016</u>	<u>41,503,295</u>	<u>23,077,954</u>
Foreign transfers payable	137,785	197,517	137,785	197,517
	<u>43,464,097</u>	<u>25,021,533</u>	<u>41,641,080</u>	<u>23,275,471</u>
<b>.2 The deposit liabilities maturity profile is as follows:</b>				
On demand	36,508,367	20,806,822	35,823,894	19,554,478
Under 3 months	5,958,393	3,563,449	4,960,074	3,114,049
3 – 6 months	540,701	318,927	423,905	310,988
6 – 12 months	443,569	323,872	424,540	287,493
Over 12 months	13,067	8,463	8,667	8,463
	<u>43,464,097</u>	<u>25,021,533</u>	<u>41,641,080</u>	<u>23,275,471</u>





## Notes on the Accounts (Cont'd)

### 9. TAXATION

	The Group		The Company	
	1995 N'000	1994 N'000	1995 N'000	1994 N'000
.1 Per profit and loss account				
Income tax:				
Based on profit for the year	267,636	402,530	219,663	300,816
In respect of prior years	(67,839)	(5,426)	(66,994)	—
	<u>199,797</u>	<u>397,104</u>	<u>152,669</u>	<u>300,816</u>
Education tax	29,444	25,831	23,867	19,184
	<u>229,241</u>	<u>422,935</u>	<u>176,536</u>	<u>320,000</u>
.2 Per balance sheet				
Income tax:				
Based on profit for the year	267,636	402,530	219,663	300,816
In respect of prior years	37,659	21,354	24,519	21,926
	<u>305,295</u>	<u>423,884</u>	<u>244,182</u>	<u>322,742</u>
Education tax	36,629	61,792	31,052	47,454
	<u>341,924</u>	<u>485,676</u>	<u>275,234</u>	<u>370,196</u>

The charge for taxation in these accounts is based on the provisions of Companies Income Tax Act, 1979 as amended to date including the proposed changes to Companies Income Tax Act contained in the 1996 budget statement of the Federal Republic of Nigeria. The relevant Decree to give effect to the proposed changes is yet to be promulgated. The charge for education is based on the provisions of Education Tax Decree 1993.

### 10. OTHER LIABILITIES

	The Group		The Company	
	1995 N'000	1994 N'000	1995 N'000	1994 N'000
Proposed dividend	376,597	215,198	376,597	215,198
Unclaimed dividend	85,746	26,288	85,746	26,288
Payables and transfers	3,527,926	3,536,071	3,493,707	3,463,808
Provisions and accruals	811,126	1,041,972	811,126	957,919
Unearned discounts	361,833	249,278	314,378	222,703
Others (Note 10.1)	8,593,328	4,044,661	7,010,867	3,592,592
Inter-branch account	45,637	—	37,244	—
	<u>13,802,193</u>	<u>9,113,468</u>	<u>12,129,665</u>	<u>8,478,508</u>
.1 Others Comprise:				
Vostro balances	327,579	115,202	327,579	115,202
Deposit against drawings on letters of credit	68,256	69,712	68,256	69,712
Impersonal items	7,914,877	3,807,263	6,573,314	3,366,607
Sundry credit balances	282,616	52,484	41,718	41,071
	<u>8,593,328</u>	<u>4,044,661</u>	<u>7,010,867</u>	<u>3,592,592</u>





## Notes on the Accounts (Cont'd)

### 11. SHARE CAPITAL

	The Group		The Company	
	1995 N'000	1994 N'000	1995 N'000	1994 N'000
<b>.1 Authorised:</b>				
600,000,000 ordinary shares of 50k each	300,000	300,000	300,000	300,000
25,000,000 9% cumulative redeemable preference shares of N1.00 each	25,000	25,000	25,000	25,000
	<u>325,000</u>	<u>325,000</u>	<u>325,000</u>	<u>325,000</u>
<b>.2 Alloted, called up and fully paid:</b>				
430,395,528 ordinary shares of 50k each				
At 1st January,	215,198	107,599	215,198	107,599
Bonus Issue during the year	—	107,599	—	107,599
At 31st December,	<u>215,198</u>	<u>215,198</u>	<u>215,198</u>	<u>215,198</u>

### 12. STATUTORY RESERVE

At 1st January,	433,615	316,015	358,751	275,722
Appropriation from profit and loss account	157,087	117,600	124,518	83,029
At 31st December,	<u>590,702</u>	<u>433,615</u>	<u>483,269</u>	<u>358,751</u>

### 13. EXCHANGE DIFFERENCE RESERVE

At 1st January,	140,855	142,510	140,855	142,510
Movement during the year	1,559,915	(1,655)	1,559,915	(1,655)
At 31st December,	<u>1,700,770</u>	<u>140,855</u>	<u>1,700,770</u>	<u>140,855</u>

This represents the gain arising on translation into Naira of the Head Office investment in London branch at the rate of exchange ruling at the year end. Any future exchange difference thereon will be reflected in this account.

### 14. GENERAL RESERVE

	The Group		The Company	
	1995 N'000	1994 N'000	1995 N'000	1994 N'000
At 1st January,	811,151	601,623	667,429	519,728
Dividend from subsidiary	(42,000)	(25,200)	—	—
Bonus issue (Note 15)	(53,800)	(107,599)	(53,800)	(107,599)
Retained profit for the year	403,806	342,327	329,008	255,300
At 31st December,	<u>1,119,157</u>	<u>811,151</u>	<u>942,637</u>	<u>667,429</u>





## Notes on the Accounts (Cont'd)

### 15. BONUS ISSUE RESERVE

	The Group		The Company	
	1995	1994	1995	1994
	N'000	N'000	N'000	N'000
At 1st January,	—	—	—	—
Transfer from general reserve (Note 14)	53,800	—	53,800	—
At 31st December,	<u>53,800</u>	<u>—</u>	<u>53,800</u>	<u>—</u>

In 1995, the Board recommended to the members at the proposed 26th Annual General Meeting that a bonus of 107,598,882 amounting to N53,799,441 be distributed on the basis of one share for every four shares previously held. The necessary approvals have not been received and the Annual General Meeting had not been held at the date of these accounts.

### 16. FIXED ASSETS REVALUATION RESERVE

	The Group		The Company	
	1995	1994	1995	1994
	N'000	N'000	N'000	N'000
At 1st January,	448,152	448,152	448,152	448,152
Surplus during the year (Note 7)	1,931,150	—	1,931,150	—
At 31st December,	<u>2,379,302</u>	<u>448,152</u>	<u>2,379,302</u>	<u>448,152</u>

### 17. INTEREST EARNINGS

Interest on advances	3,554,229	2,449,978	3,154,177	2,258,377
Income from treasury bills, certificates and stabilisation securities	1,381,108	1,586,476	1,381,108	1,418,605
Interest on deposits	1,191,004	73,980	1,191,004	73,980
	<u>6,126,341</u>	<u>4,110,434</u>	<u>5,726,289</u>	<u>3,750,962</u>

### 18. INTEREST EXPENSES

Customers and Staff	2,115,205	1,311,307	1,863,871	1,206,768
	<u>2,115,205</u>	<u>1,311,307</u>	<u>1,863,871</u>	<u>1,206,768</u>

### 19. COMMISSION AND OTHER INCOME

Commission and bills charges	1,999,355	1,438,998	1,865,885	1,304,895
Foreign exchange	204,883	91,292	175,023	80,819
Dividend from investments	49,214	24,500	49,214	24,500
Lease income	140,111	38,038	93,690	—
Sundry income	460,439	211,020	361,187	193,820
	<u>2,854,002</u>	<u>1,803,848</u>	<u>2,544,999</u>	<u>1,604,034</u>





## Notes on the Accounts (Cont'd)

### 20. OVERHEADS

	The Group		The Company	
	1995 N'000	1994 N'000	1995 N'000	1994 N'000
<b>.1 Summary:</b>				
Charges and expenses (Note 20.3)	4,745,524	2,923,057	4,592,437	2,802,954
Depreciation on fixed assets	289,079	125,877	271,175	114,176
Depreciation on equipment on lease	81,779	28,589	44,800	2,334
Premium on deposit insurance scheme	217,898	158,589	200,243	143,384
	<u>5,334,280</u>	<u>3,236,112</u>	<u>5,108,655</u>	<u>3,062,848</u>
<b>.2 Depreciation charge:</b>				
Historical cost	241,493	109,507	223,589	97,806
Revaluation	47,586	16,370	47,586	16,370
	<u>289,079</u>	<u>125,877</u>	<u>271,175</u>	<u>114,176</u>
<b>.3 Charges and expenses as stated above include: Directors' emoluments — (Notes 24):</b>				
— fees	492	483	492	483
— other emoluments as managers	3,583	3,684	3,583	3,684
	<u>4,075</u>	<u>4,167</u>	<u>4,075</u>	<u>4,167</u>
Profit on disposal of fixed assets	(6,438)	(1,593)	(6,438)	(1,593)
Bank's contribution to retirement benefits	577,225	414,044	576,225	413,044
Auditors remuneration:				
— Nigerian operations	7,475	4,900	6,000	4,000
— London operations	1,419	328	1,419	328
Loss on sale of equipment on lease	—	424	—	—
<b>.4</b>				
There is a shortfall of N1.218 billion on the latest pension fund actuarial valuation out of which N950.4million has been charged as exceptional item per Note 22(b) and N122million as part of the normal charge against pension contribution. The balance of N146 million will be charged in 1996 accounts.				





## Notes on the Accounts (Cont'd)

	The Group		The Company	
	1995 N'000	1994 N'000	1995 N'000	1994 N'000
<b>21. PROVISION FOR BAD AND DOUBTFUL ACCOUNTS</b>				
Loans and advances (Note 4.3)	88,339	139,733	79,369	141,135
Other assets	169,544	94,014	170,000	75,718
Inter bank placements (Note 1)	(18,450)	(19,348)	(5,150)	(5,000)
Bills discounted (Note 2)	57,490	(26,665)	52,258	—
Investments (Note 3-1b)	2,250	—	2,250	—
	<u>299,173</u>	<u>187,734</u>	<u>298,727</u>	<u>211,853</u>
<b>22. EXCEPTIONAL ITEMS</b>				
Consist of the followings:				
Exceptional income (Note 22a)	957,063	—	957,063	—
Exceptional charge (Note 22b)	(950,439)	—	(950,439)	—
	<u>6,624</u>	<u>—</u>	<u>6,624</u>	<u>—</u>
22a. Exceptional income represents gain arising from conversion of the bank's balances held with banks outside Nigeria.				
22b. Exceptional charge represents shortfall arising from actuarial valuation of the pension fund as explained in note 20.4.				
<b>23. DIVIDEND</b>				
Final proposed	<u>376,597</u>	<u>215,198</u>	<u>376,597</u>	<u>215,198</u>

The proposed dividend of 70 kobo per 50 kobo ordinary share is based on the enlarged share capital of 537,994,410 after taking into account the 1994 bonus issue of 107,598,882 ordinary shares of 50 kobo each. The dividend is subject to deduction of withholding tax at the appropriate rate.

### 24. CHAIRMAN'S AND DIRECTORS' EMOLUMENTS AND PENSIONS

	The Company	
	1995 N'000	1994 N'000
.1 Emoluments		
Fees:		
Chairman	116	80
Other directors	376	403
	<u>492</u>	<u>483</u>
Emoluments as managers	3,583	3,684
	<u>4,075</u>	<u>4,167</u>
Highest paid director	<u>756</u>	<u>753</u>





## Notes on the Accounts (Cont'd)

- .2 The fees attributable to directors of the parent company serving on the board of the subsidiary company amounting to N380,000; (1994 — N270,000) have been paid over and included in the income of the parent company.
- .3 The number of directors excluding the Chairman, whose emoluments were within the following ranges was:

		1995 Number	1994 Number
N10,001	— N20,000	—	3
N60,001	— N70,000	—	5
N90,001	— N100,000	4	—
N360,001	— N370,000	—	1
N380,001	— N390,000	—	1
N430,001	— N440,000	—	2
N450,001	— N460,000	1	—
N490,001	— N500,000	1	—
N510,001	— N520,000	—	1
N580,001	— N590,000	—	1
N590,001	— N600,000	2	—
N680,001	— N690,000	1	—
N750,001	— N760,000	1	—
		<u>1</u>	<u>—</u>

### 25. EMPLOYEES

- .1 Employees remunerated at higher rates

The number of employees in Nigeria, excluding directors, in receipt of emoluments and excluding allowances and pension contributions within the following ranges was:

			The Group		The Company	
			1995 Number	1994 Number	1995 Number	1994 Number
N	to	N				
60,001	to	70,000	267	77	236	65
70,001	to	80,000	265	50	255	44
80,001	to	90,000	140	19	140	16
90,001	to	100,000	143	14	143	14
100,001	to	110,000	66	12	66	12
110,001	to	120,000	29	14	29	14
120,001	and	above	100	19	84	13
			<u>100</u>	<u>19</u>	<u>84</u>	<u>13</u>

- .2 The average number of persons employed in the year was as follows:

		The Group		The Company	
		1995 Number	1994 Number	1995 Number	1994 Number
Managerial		266	221	226	205
Senior staff		3,681	3,312	3,642	3,243
Junior staff		7,499	7,516	7,437	7,461
		<u>11,446</u>	<u>11,049</u>	<u>11,305</u>	<u>10,909</u>
		N'000	N'000	N'000	N'000

- .3 The related staff costs amounted to
- |  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|
|  | <u>2,911,001</u> | <u>1,847,605</u> | <u>2,844,970</u> | <u>1,792,482</u> |
|--|------------------|------------------|------------------|------------------|





## Notes on the Accounts (Cont'd)

### 26. CONTINGENT LIABILITIES AND OTHER OBLIGATIONS

- .1 The Bank enters into various commitments in the normal course of business which are not reflected on the balance sheet and in respect of which there are corresponding obligations by customers. These are as follows:

	The Group		The Company	
	1995	1994	1995	1994
	N'000	N'000	N'000	N'000
Acceptances, guarantees and indemnities	909,356	2,191,151	42,133	1,444,651
Bid bonds and performance guarantees	1,440,244	406,627	1,440,244	406,627
	<u>2,349,600</u>	<u>2,597,778</u>	<u>1,482,377</u>	<u>1,851,278</u>

- .2 **Deferred taxation:**

The potential capital gains tax on the surplus arising from the revaluation of land and buildings not provided for in these accounts amounted to N237,930,200; (1994 — N89,630,000).

Income tax deferred as at 31st December, 1995 as a result of differences between the net book value of assets qualifying for capital allowances and their corresponding tax written down value amounting to N152,250,724; (1994 — N53,491,731) has not been provided for in these accounts.

### 27. GUARANTEES AND OTHER FINANCIAL COMMITMENTS

	1995	1994
	N'000	N'000
.1 <b>Capital commitments</b>		
Capital expenditure authorised by the directors but not provided for in these accounts are as follows:		
Contracted	<u>126,392</u>	<u>137,744</u>
Not contracted	<u>16,500</u>	<u>—</u>

- .2 The directors are of the opinion that all known liabilities and commitments which are relevant in the assessment of the state of financial affairs of the Bank have been taken into consideration in the preparation of these accounts.

### 28. APPROVAL OF FINANCIAL STATEMENTS

These financial statements were approved by the Board of Directors of the Bank on 7th March, 1996.





# Group Statement of Value Added

FOR THE YEAR ENDED 31ST DECEMBER

	1995		1994	
	N'000	%	N'000	%
<b>Gross earnings:</b>				
— Ordinary activities	8,980,343	90.4	5,914,282	100.0
— Exceptional income	957,063	9.6	—	—
	9,937,406	100.0	5,914,282	100.0
Interest expenses	(2,115,205)	(21.3)	(1,311,307)	(22.2)
	7,822,201	78.7	4,602,975	77.8
Less:				
Administration and other expenses	(2,205,778)	(22.2)	(1,315,788)	(22.2)
Doubtful debts provision	(299,173)	(3.0)	(187,734)	(3.2)
<b>Value Added</b>	<u>5,317,250</u>	<u>53.5</u>	<u>3,099,453</u>	<u>52.4</u>
<b>Value Added As Above</b>	<u>5,317,250</u>	<u>100.0</u>	<u>3,099,453</u>	<u>100.0</u>
<b>Distributed as follows:</b>				
In payment to employees:				
Salaries, bonus, allowances	2,911,001	54.7	1,847,605	59.6
Shortfall in retirement benefit	950,439	17.9	—	—
In payment to Government:				
Taxation	229,241	4.3	422,935	13.6
In payment to shareholders:				
Dividend	376,597	7.1	215,198	7.0
	<u>4,467,278</u>	<u>84.0</u>	<u>2,485,738</u>	<u>80.2</u>
Retained for future replacement of assets and expansion of business:				
— Depreciation	289,079	5.4	153,788	5.0
— Profit re-invested in the business	560,893	10.6	459,927	14.8
	849,972	16.0	613,715	19.8
	<u>5,317,250</u>	<u>100.0</u>	<u>3,099,453</u>	<u>100.0</u>

## Note:

Value added represents the additional wealth which the group has been able to create by its own and its employees' efforts. This statement shows the allocation of that wealth among employees, shareholders, government and that retained for future creation of wealth.





## Company Statement of Value Added

FOR THE YEAR ENDED 31ST DECEMBER

	1995		1994	
	N'000	%	N'000	%
Gross earnings:				
— Ordinary activities	8,276,438	89.63	5,354,996	100.0
— Exceptional income	957,063	10.37	—	—
	<u>9,233,501</u>	<u>100.0</u>	<u>5,354,996</u>	<u>100.0</u>
Interest expenses	(1,863,871)	(20.2)	(1,206,768)	(22.5)
	<u>7,369,630</u>	<u>79.8</u>	<u>4,148,228</u>	<u>77.5</u>
Less:				
Administration and other expenses	(1,952,860)	(21.1)	(1,079,478)	(20.1)
Doubtful debts provision	(298,727)	(3.3)	(211,853)	(4.0)
<b>Value Added</b>	<u>5,118,043</u>	<u>55.4</u>	<u>2,856,897</u>	<u>53.4</u>
<b>Value Added As Above</b>	<u>5,118,043</u>	<u>100.0</u>	<u>2,856,897</u>	<u>100.0</u>
<b>Distributed as follows:</b>				
In payment to employees:				
Salaries, bonus, allowances	2,844,970	55.6	1,869,193	65.4
Shortfall in retirement benefit	950,439	18.6	—	—
In payment to Government:				
Taxation	176,536	3.4	320,000	11.3
In payment to shareholders:				
Dividend	376,597	7.3	215,198	7.5
	<u>4,348,542</u>	<u>84.9</u>	<u>2,404,391</u>	<u>84.2</u>
Retained for future replacement of assets and expansion of business:				
— Depreciation	315,975	6.2	114,176	4.0
— Profit re-invested in the business	453,526	8.9	338,330	11.8
	<u>769,501</u>	<u>15.1</u>	<u>452,506</u>	<u>15.8</u>
	<u>5,118,043</u>	<u>100.0</u>	<u>2,856,897</u>	<u>100.0</u>

### Note:

Value added represents the additional wealth which the company has been able to create by its own and its employees' efforts. This statement shows the allocation of that wealth among employees, shareholders, government and that retained for future creation of wealth.





# Shareholders' Information

FOR THE YEAR ENDED 31ST DECEMBER

## 1. INCORPORATION AND CAPITALISATION HISTORY

The Bank was originally incorporated as Bank of British West Africa in 1894 with an Authorised Share Capital of 100,000 Pounds divided into 10,000 Ordinary shares of 10 Pounds each. As at the date of this report, the history of the Bank's authorised and fully paid-up share capital was as follows:

Date	Authorised Capital N	Issued and fully Paid Capital N	Consideration
31st December, 1973	10,000,000	9,700,000	Cash
10th June, 1975	15,000,000	11,640,000	1 for 5 Bonus
27th July, 1976	15,000,000	13,968,000	1 for 5 Bonus
28th July, 1977	25,000,000	20,952,000	1 for 2 Bonus
27th July, 1978	30,000,000	29,333,000	2 for 5 Bonus
28th December, 1978	40,000,000	29,333,000	—
26th July, 1979	50,000,000	43,999,200	1 for 5 Bonus
24th July, 1980	70,000,000	46,314,947	Cash
24th July, 1980	70,000,000	55,577,936	1 for 5 Bonus
30th April, 1981	100,000,000	61,135,729	1 for 10 Bonus
29th April, 1982	150,000,000	61,135,729	—
16th April, 1986	150,000,000	67,249,301	1 for 10 Bonus
9th April, 1987	150,000,000	80,699,161	1 for 5 Bonus
27th April, 1989	150,000,000	80,699,161	Stock split from N1 to 50k shares
29th April, 1993	150,000,000	107,598,882	1 for 3 Bonus
28th April, 1994	300,000,000	215,197,764	1 for 1 Bonus
27th April, 1995	300,000,000	215,197,764	1 for 4 Bonus (Outstanding)

## 2. BENEFICIAL SHAREHOLDING

.1 The shareholding structure of the Bank as at 31st December, 1995 was as follows:

Shareholder	Number of Shares held	Amount N	Percentage (%) Shareholding
<b>Foreign:</b>			
Standard Chartered Bank Africa Plc	42,609,157	21,304,579	9.9
<b>Nigerian Citizens/Associations:</b>			
Nigerian Public	387,786,371	193,893,185	90.1
	<u>430,395,528</u>	<u>215,197,764</u>	<u>100.0</u>

.2 At 31st December, 1995 no shareholder other than as noted held more than 10% of the issued share capital of the company.





## Shareholders' Information (Cont'd)

### 3. ANALYSIS OF SHAREHOLDINGS AS AT 31ST DECEMBER, 1995

The range of shareholding as at 31st December, 1995 is as follows:

Range of holdings		Number of Shareholders	% of share-holders	Number of Shares held	% of holdings
1 —	99	1,079	0.91	44,451	0.01
100 —	199	10,838	9.16	1,105,213	0.26
200 —	499	28,621	24.19	7,717,710	1.79
500 —	999	20,653	17.45	12,405,445	2.88
1,000 —	1,999	20,730	17.52	25,563,535	5.94
2,000 —	4,499	24,740	20.91	69,922,451	16.25
4,500 —	9,999	6,968	5.89	43,018,057	10.00
10,000 —	49,999	4,138	3.50	69,689,023	16.19
50,000 —	99,999	305	0.26	19,144,943	4.45
100,000 —	999,999	222	0.19	58,407,099	13.57
1,000,000 —	4,999,999	29	0.02	51,731,417	12.02
5,000,000 —	9,999,999	3	0.00	16,942,908	3.94
10,000,000 —	99,999,999	2	0.00	54,703,276	12.70
Total		118,328	100.00	430,395,528	100.00

### 4. TEN-YEAR DIVIDEND HISTORY

Dividends declared for the last ten years were as follows:

Financial Year Ended	Date Declared	Total Amount N'000	*Dividends Per Share	Percentage
31st December, 1986	13th March, 1987	17,045	22k	44
31st December, 1987	24th March, 1988	24,039	27k	54
31st December, 1988	18th May, 1989	24,039	27k	54
31st December, 1989	9th April, 1990	24,210	15k	30
31st December, 1990	16th July, 1991	6,285	2.5k	5
31st December, 1991	16th July, 1992	—	—	—
31st December, 1992	17th May, 1993	66,809	40k	80
31st December, 1993	8th April, 1994	150,639	70k	140
31st December, 1994	27th April, 1995	215,198	50k	100
31st December, 1995	25th April, 1996	376,600	70k	140

\* Dividends declared were subject to deduction of withholding tax at appropriate rates.





## Group Five-Year Financial Summary

FOR THE YEAR ENDED 31ST DECEMBER

### ASSETS

	1995 N'm	1994 N'm	1993 N'm	1992 N'm	1991 N'm
Cash, bank balances and bills discounted	40,897	25,002	19,296	11,857	7,435
Investments	151	91	67	74	71
Loans and advances	12,666	6,164	3,235	2,447	1,697
Equipment on lease	345	69	32	25	17
Fixed assets	3,678	1,228	883	684	567
Other assets	6,135	4,277	2,673	2,581	1,940
<b>Total assets</b>	<b>63,872</b>	<b>36,831</b>	<b>26,186</b>	<b>17,668</b>	<b>11,727</b>

### LIABILITIES

Deposits	43,464	25,022	17,864	12,358	8,564
Taxation	342	486	464	56	15
Dividend	467	241	161	67	—
Other liabilities	13,335	8,872	5,984	4,161	2,669
	57,608	34,621	24,473	16,642	11,248

### SHAREHOLDERS' FUNDS

	6,059	2,049	1,616	988	465
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### MINORITY INTERESTS

	205	161	97	38	14
	63,872	36,831	26,186	17,668	11,727

Gross earnings	8,980	5,914	5,390	2,928	1,678
Profit/(loss) before taxation	1,238	1,179	1,196	433	(10)
Profit/(loss) after taxation	1,009	756	741	378	(19)
Profit/(loss) attributable to shareholders	937	675	678	361	(23)
Share capital	538	430	215	161	161
Dividends:					
Ordinary shares	377	215	151	65	—
Preference shares	—	—	—	2	—
Return on shareholders' funds	15%	33%	42%	37%	—
Earnings per ordinary share					
— actual	174k	157k	315k	224k	—
— adjusted	174k	125k	126k	67k	—
Dividend per ordinary share					
— actual	70k	50k	70k	40k	—
— adjusted	70k	50k	35k	15k	—
Dividend cover (times)	2.5	3.1	4.9	5.8	—

### Notes:

Earnings and dividend per share are based on profit after taxation and 537,994,410 ordinary shares of 50k each.





## Company Five-Year Financial Summary

FOR THE YEAR ENDED 31ST DECEMBER

### ASSETS

	1995 N'm	1994 N'm	1993 N'm	1992 N'm	1991 N'm
Cash, bank balances and bills discounted	38,172	22,532	16,949	11,316	7,114
Investments	153	115	91	93	83
Loans and advances	11,741	5,941	3,073	2,379	1,635
Equipment on lease	151	34	—	—	—
Fixed assets	3,520	1,107	851	671	562
Other assets	6,084	4,226	2,588	2,527	1,925
<b>Total assets</b>	<b>59,821</b>	<b>33,955</b>	<b>23,552</b>	<b>16,986</b>	<b>11,319</b>

### LIABILITIES

Deposits	41,641	23,275	16,439	11,965	8,287
Taxation	275	370	356	33	5
Dividend	462	241	161	71	—
Other liabilities	11,668	8,238	5,102	3,962	2,570

	54,046	32,124	22,058	16,031	10,862
<b>SHAREHOLDERS' FUND</b>	<b>5,775</b>	<b>1,831</b>	<b>1,494</b>	<b>955</b>	<b>457</b>
	<b>59,821</b>	<b>33,955</b>	<b>23,552</b>	<b>16,986</b>	<b>11,319</b>

Gross earnings	8,271	5,355	4,309	2,689	1,575
Profit/(loss) before taxation	1,007	874	932	366	(31)
Profit/(loss) after taxation	830	554	584	335	(31)
Dividends:					
Ordinary shares	377	215	151	65	—
Preference shares	—	—	—	2	—
Return on shareholders' funds	14%	30%	39%	35%	—
Earnings per ordinary share					
— actual	154k	129k	272k	207k	—
— adjusted	154k	129k	136k	80k	—
Dividend per ordinary share					
— actual	70k	50k	70k	40k	—
— adjusted	70k	50k	35k	16k	—
Equity dividend cover (times)	2.2	2.6	3.9	5.2	—

### Notes:

Earnings and dividends per share are based on profit after tax and 537,994,410 ordinary shares of 50k each.





# Regulatory Capital

AS AT 31ST DECEMBER

	1995 N'000	1994 N'000
<b>TIER I</b>		
Issued and fully paid Capital	215,198	215,198
Reserves	3,180,476	1,167,035
Total Tier I	3,395,674	1,382,233
<b>TIER II</b>		
Asset Revaluation Reserve	2,379,302	448,152
Total Tier I and II Capital	5,774,976	1,830,385
Less:		
Investments in Unconsolidated Subsidiaries & Associates	96,351	29,206
Total Regulatory Capital	5,678,625	1,801,179

## CAPITAL RATIOS

	1995 N'000	1994 N'000
Tier I Capital	3,395,674	1,382,683
Tier II Capital	2,282, 951	448,152
Capital Base	5,678,625	1,830,835
Risk Weighted Assets	30,245,953	12,483,845
Risk Weighted Contingents	296,475	370,256
Total Risk Weighted Assets & Contingents	30,542,428	12,854,101

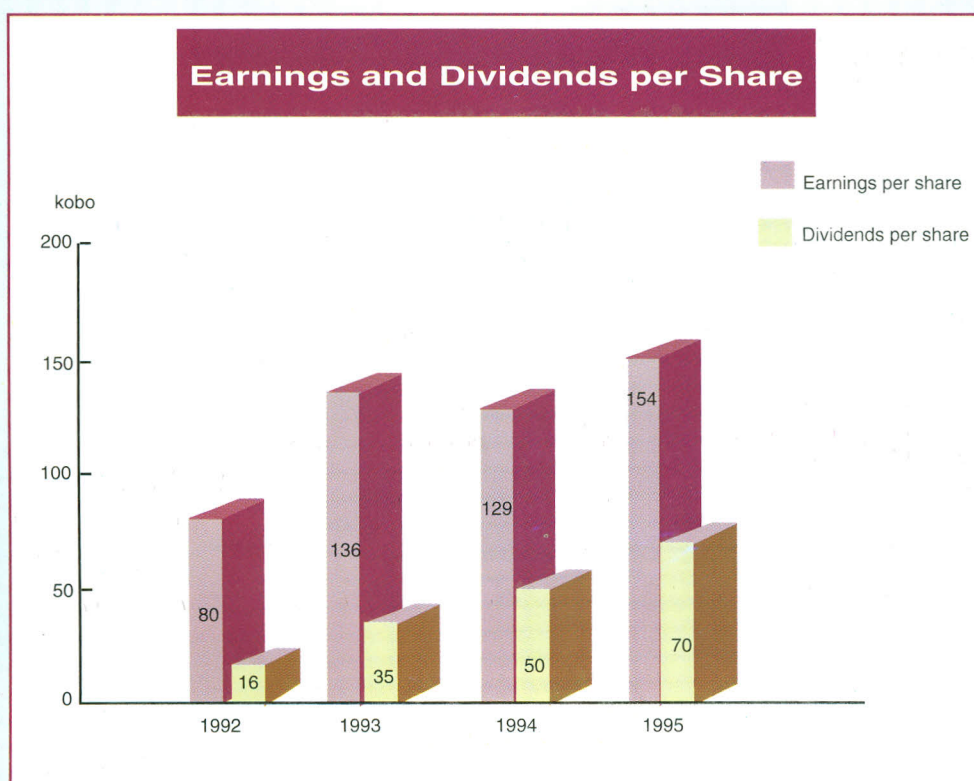
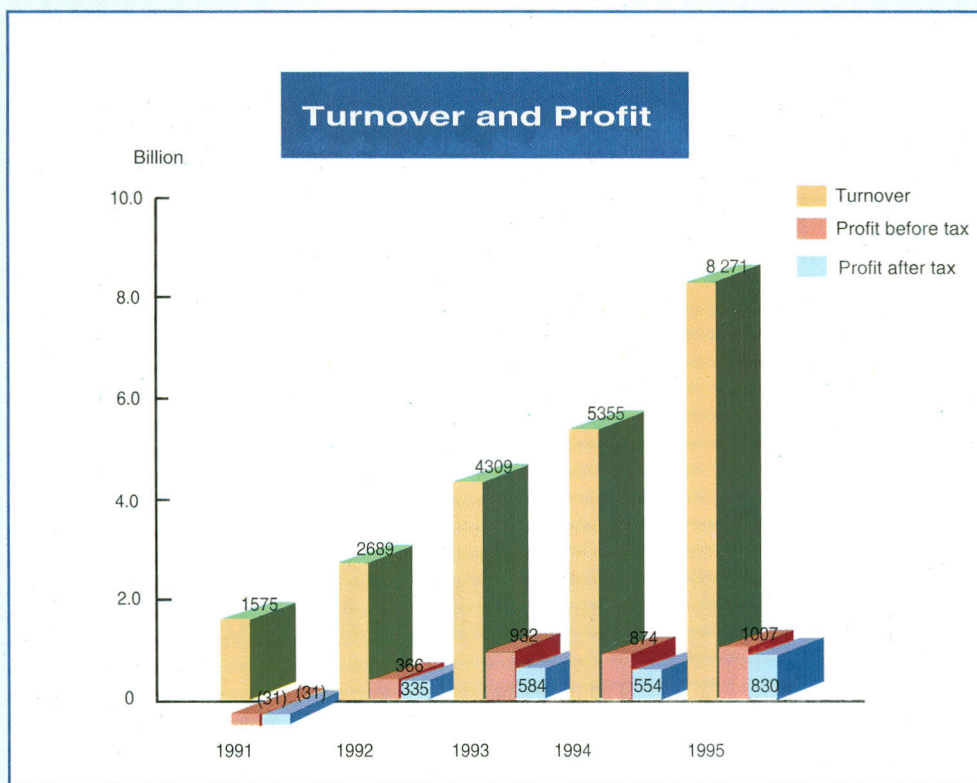
## Basic Convergence Ratios

	%	%
Tier I Capital	11.12	10.76
Total Capital	18.59	14.24





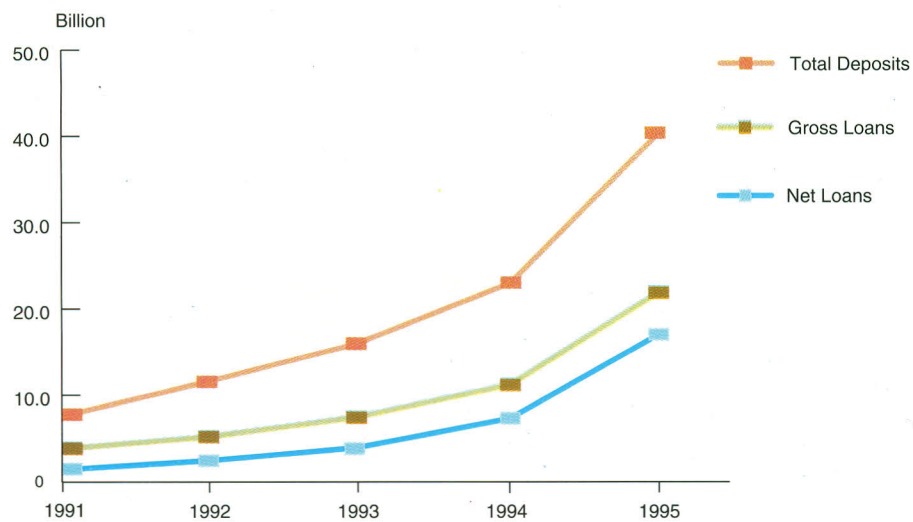
## Performance Indicators



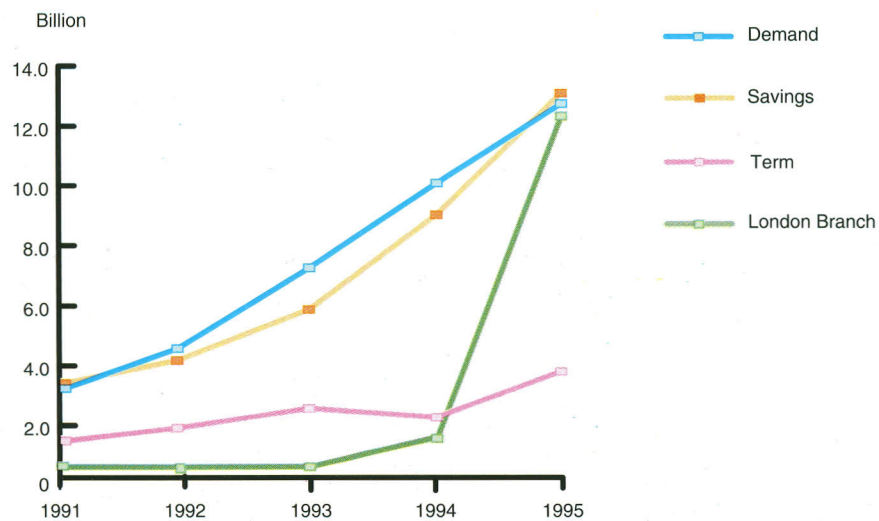


## Performance Indicators (Cont'd)

### Loans and Advances/ Deposits 1991 -1995

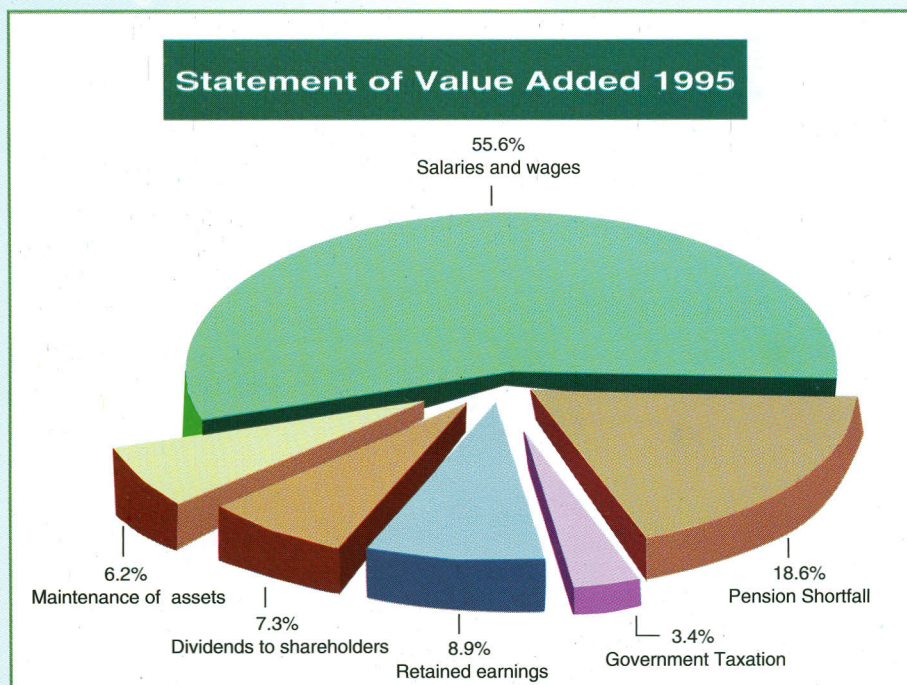
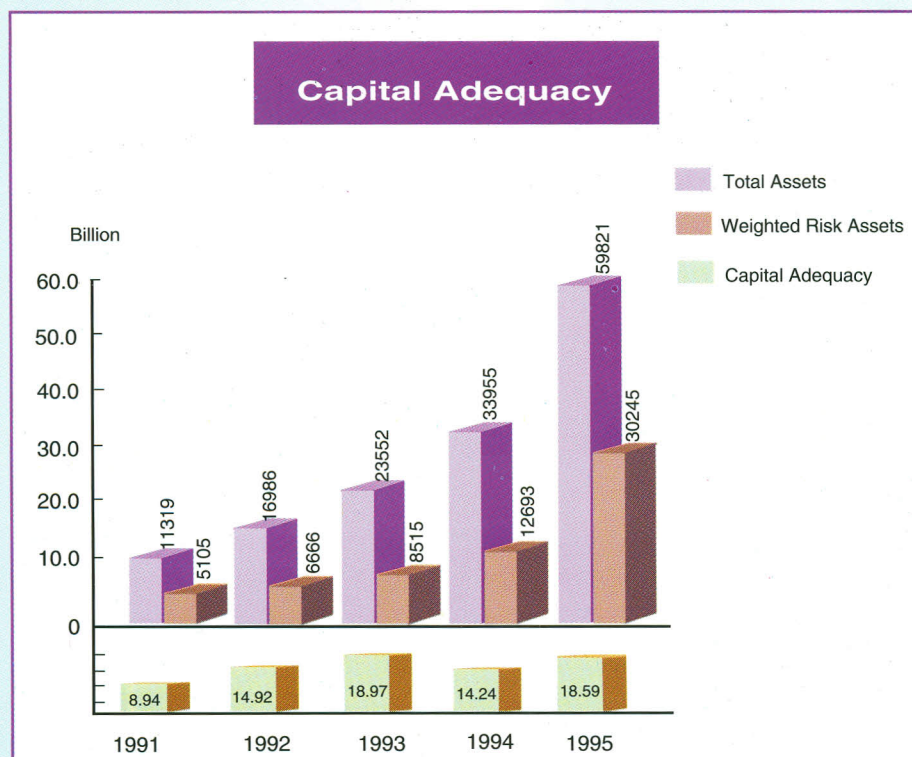


### Deposit Mix 1991-1995





## Performance Indicators (Cont'd)





## Deputy General Managers



1



2



3



4



5

1. Dr. F. Abudu

*Personnel*

2. Mr. L. N. Adaba

*Banking & Credit  
Administration*

3. Mr. S. O. Adollo

*International Banking*

4. Chief E. A. Akintoye

*Lagos Banking Operations*

5. Chief G. N. Anyichie

*East Banking Operations*

6. Mr. B. A. Bakare

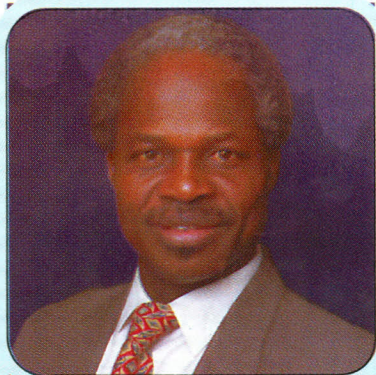
*Marina*



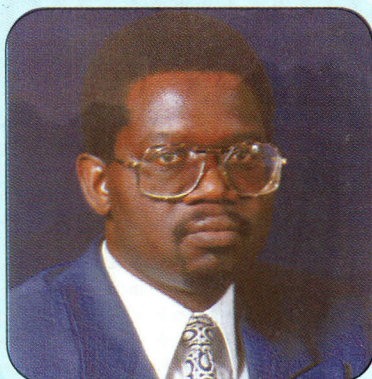
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13

- 7. Mr. D. T. Iordaah *Central Banking Operations*
- 8. Mr. B. O. Longe *Finance & Planning*
- 9. Mallam Baba Musa *North Banking Operations*
- 10. Mr. O.A. Odu *Resources*
- 11. Mr. S. F. Oguntoyinbo *Inspection*
- 12. Otunba A. Olasope *Company Secretary*
- 13. Mr. S. O. Tomori *West Banking Operations*





# Directory of Branches

## ABIA STATE

**ABA ARIARIA**  
117, Faulks Road,  
P.M.B. 7315, Aba.  
Tel: 082-224692

**ABA FACTORY ROAD**  
Factory Road,  
P.M.B. 7521, Aba.  
Tel: 082-220327, 227590

**ABA TOWN**  
122, Ehi Road,  
P.M.B. 7128, Aba.  
Tel: 082-220325, 220285

**ABA (MAIN)**  
2, Asa Road,  
P.M.B. 7103, Aba.  
Tel: 082-227120, 220866,  
223870, 227130  
Fax: 082-227212

**AFIKPO**  
18, Eke Market Road,  
P.M.B. 1005, Afikpo.  
Tel: 084-521636

**AMAOKWE ITEM**  
c/o Bende LGA,  
P.M.B. 1, Item.

**UMUAHIA**  
1, Mayne Avenue,  
P.M.B. 7017, Umuahia.  
Tel: 088-222986, 220465,  
220319

## ADAMAWA STATE

**DUMNE AGENCY**  
c/o Yola (Main), Yola

**FUFORE**  
c/o P.M.B. 2050, Yola.

**GANYE**  
P.O. Box 55, Ganye.  
Tel: 025-90187

**GARKIDA**  
Near Police Station  
P.O. Box 100, Garkida.

**GULAK AGENCY**  
c/o Michika Branch,  
Michika.  
P.M.B. 1002, Hong.

**MAYOINE AGENCY**  
c/o Mayo-Balewa Branch  
Mayo-Balewa

**MAYO-BALEWA**  
P.O. Box 006,  
Mayo-Balewa.

**MICHIKA**  
P.O. Box 1001, Michika.  
**YOLA MAIN**  
9, Bank Road, Jimeta,  
P.M.B. 2050, Yola.  
Tel: 075-25198, 24382,  
25438  
Fax: 075-625198

**YOLA MARKET**  
109, Mubi Road,  
P.M.B. 2282, Jimeta, Yola.  
Tel: 075-24370, 24992

## AKWA IBOM STATE

**EFA**  
Near Efa Junction  
P.M.B. 1053, Etinan.

**ESSENE**  
Ikot Abasi L.G.A.,  
P.M.B. 1012, Ikot Abasi.

**ETINAN**  
83, Uyo Road,  
P.M.B. 1042, Etinan.  
Tel: 085-341123,

**IKOT ABASI**  
1, Ikot Obong Road,  
P.M.B. 1021, Ikot Abasi.  
Tel: 085-801124

## IKOT EKPENE

1, Aba Road,  
P.M.B. 34, Ikot Ekpene.  
Tel: 085-400202, 400723

**ORON**  
105, Oron Road,  
P.M.B. 1040, Oron.

**UKAM**  
Mkpat Enin L.G.A.,  
P.M.B. 5001, Ukam.

**UTU ETIM EKPO**  
Ututu Etim Ekpo L.G.A.,  
P.M.B. 1029, Ututu Etim Ekpo

**UYO**  
1, Oron Road,  
P.M.B. 1001, Uyo.  
Tel: 085-200531, 200082,  
Fax: 085-200594

## ANAMBRA STATE

**ABBA**  
P.M.B. 2008,  
Abagana Njikoka L.G.A.  
Tel: 046-571106

**AWKA**  
229, Enugu/Onitsha Road,  
P.M.B. 1626, Awka.  
Tel: 046-550015

**NKPOR**  
KLM. 8, Enugu/Onitsha  
Express Road,  
P.M.B. 1626, Nkpor.

**NKWELE EZUNAKA**  
Ogidi-Ezunaka Road,  
Nkwele Ezunaka,  
P.O. Box 85, Oyi L.G.A.

**NNEWI**  
13A, Onitsha Road,  
P.M.B. 5015, Nnewi.  
Tel: 046-460086

**OGBUNIKE**  
P.M.B. 7, Ogbunike.  
Tel: 046-611559

**ONITSHA B/HEAD**  
1, Nkrumah/Port Harcourt  
Road,  
P.M.B. 1603, Onitsha.  
Tel: 046-210212

**ONITSHA IWEKA**  
40, Iweka Road,  
P.M.B. 1750, Onitsha.  
Tel: 046-210113

**ONITSHA NWOBODO AVE.**  
6, Nwobodo Avenue,  
P.M.B. 1524, Onitsha.  
Tel: 046-217420, 210212

**ONITSHA WILLIAM ST.**  
16, William Street,  
P.M.B. 1787, Onitsha.  
Tel: 046-211175-6

**ONITSHA (MAIN)**  
19, New Market Road,  
P.M.B. 1519, Onitsha.  
Tel: 046-210244, 211062,  
212297, 215081  
Fax: 046-215088

**OTUOCHA**  
Otuocha L.G.A.,  
P.O. Box 85, Otuocha.

**NIMO**  
Njikoka L.G.A.,  
P.M.B. 1001,  
Tel: 046-581185

## BAUCHI STATE

**BAUCHI**  
Yakubu - Bauchi Road,  
P.M.B. 53, Bauchi.  
Tel: 077-42024, 43680  
Fax: 077-43680

**BURRA AGENCY**  
c/o District Head's Office  
P.M.B. 3005, Kano

**DARAZO**  
Maiduguri Road,  
P.O. Box 2, Darazo.

**GAMAWA**  
Bakin Kasuwa,  
P.O. Box 4, Gamawa.

**GOMBE**  
Biu Road, Canteen Area,  
P.M.B. 1, Gombe.  
Tel: 077-20214, 20592

**ITAS AGENCY**  
c/o Yana Branch  
P.M.B. 6, Yana

**KALTUNGO**  
Gombe-Yola Road,  
P.O. Box 40, Kaltungo,

**KATAGUM AGENCY**  
c/o Gamawa Branch,  
P.O. Box 4, Gamawa.

**PINDIGA AGENCY**  
c/o Gombe Branch,  
P.M.B. 1, Gombe.

**TORO**  
Near L. G. Secretariat,  
P.M.B.003, Toro.

**TULA AGENCY**  
c/o Gombe Branch,  
P.M.B. 1, Gombe.

**T/BALEWA**  
Bununu Road,  
P.M.B.0001, T/Balewa.

**YANA**  
Kano Road,  
P.M.B. 6, Yana.

## BENUE STATE

**KATSINA-ALA**  
Market Road,  
c/o Postal Agency  
Katsina-Ala.  
Tel: 044-90299

**MAKURDI**  
New Bridge Road,  
P.M.B. 2076, Makurdi.  
Tel: 044-32156, 32798,  
33342  
Fax: 044-32798

**OTURKPO**  
Federal Road,  
P.M.B. 2210, Oturkpo  
Tel: 044-60165,  
Fax: 60299

**VADEIKYA**  
P.M.B. 05, Vadeikya.

**NAKA BRANCH**  
c/o Makurdi Branch

**IKYOBO AGENCY**  
c/o Makurdi Branch.

## BORNO STATE

**DAMBOA**  
Maiduguri/Biu Road,  
P.O. Box 1005, Maiduguri.

**KIRENOWA AGENCY**  
c/o Maiduguri Branch,  
P.O. Box 1005, Maiduguri.

**KONDUGA AGENCY**  
c/o Maiduguri Branch  
P.O. Box 1005, Maiduguri.

**KWAJAJAFA**  
Main Street,  
P.O. Box 1005, Maiduguri.

**MAIDUGURI**  
Sir Kashim Ibrahim Way,  
P.O. Box 1005, Maiduguri.  
Tel: 076-232417, 231055  
Fax: 076-342396

**MAIDUGURI (MONDAY MARKET)**  
P.O. Box 1005, Maiduguri  
Tel: 076-232382

**NGANDU AGENCY**  
c/o Damaturu Branch  
P.O. Box 1005, Maiduguri

**TALALA AGENCY**  
c/o Maiduguri Branch  
P.O. Box 1005, Maiduguri

**UBA-KUMAGUM**  
Mubi-Yola Road,  
P.O. Box 1005, Maiduguri

**CROSS RIVER STATE**  
**CALABAR (MAIN)**  
Calabar Road,  
P.M.B. 1020, Calabar.  
Tel: 087-222049, 223300,  
220276, 222622  
Fax: 087-224400

**EKORI**  
Ekori Yakurr L.G.A.,  
P.O. Box 90, Ekori.

**IKOM**  
19, Okim Osabor Str.,  
P.M.B. 1031, Ikrom.  
Tel: 045-670577

**OBUBRA**  
P.M.B. 1025, Obubra.  
Tel: 087-560035

**UNICAL**  
University Campus,  
P.M.B. 1186 UNICAL,  
Tel: 087-223864, 223562

## DELTA STATE

**AGBARHO**  
142, Old Ughelli Road,  
P.M.B. 50, Agbarho

**AGBOR**  
31, Asaba Road,  
P.M.B. 1, Agbor.  
Tel: 055-25440, 25323

**ASABA**  
Nnebisi Road,  
P.M.B. 1004, Asaba.  
Tel: 046-280210,  
281195-21

**EFFURUN**  
4, Warri/Sapele Road,  
P.M.B. 8, Effurun.  
Tel: 052-250676, 252801

**EVWRENI**  
Uneni Quarters, Evwreni,  
c/o P.M.B. 30, Ughelli.

**OGWASHI-UKU**  
2, Old Mission Road,  
P.M.B. 1055,  
Ogwashi-Uku.

**SAPELE BOYO ROAD**  
2A, Boyo Road,  
P.M.B. 4062, Sapele.  
Tel: 054-41631, 42077

**SAPELE MAIN**  
Chichester Road,  
P.M.B. 4004, Sapele.  
Tel: 054-42094, 42111

**UGHELLI**  
40, Market Road,  
P.M.B. 30, Ughelli.  
Tel: 054-600008, 600328

**WARRI**  
41, Warri/Sapele Road,  
P.M.B. 1020, Warri.  
Tel: 053-253011, 252905  
Fax: 053-253042

**WARRI (SHELL- OGUNNU AGENCY)**  
c/o Warri Branch.

## EDO STATE

**AGBEDE**  
60, Unity Road,  
c/o Agbede Post Office,  
Agbede

**BENIN K/SQUARE**  
P.M.B. 1026, Benin City  
Tel: 052-251080, 256184

**BENIN M/ROAD**  
65, Mission Road,  
P.M.B. 1138, Benin City  
Tel: 052-253752, 256472

**BENIN (NNPC AGENCY)**  
c/o Benin Kingsquare  
Branch, Benin City.

**BENIN OREGBENI**  
10, Benin/Agbor Road,  
P.M.B. 1022, Benin City.  
Tel: 052-200523-24

**EKPOMA**  
Market Road, Eguare.  
P.O. Box 7, Ekpoma  
Tel: 053-98394, 98439  
**SABONGIDA-ORA**  
64, Obe Street,  
P.M.B.102, Sabongida-Orá  
Tel: 057-54093

## ENUGU STATE

**EHA ALUMONA**  
Eha Alumona Club House  
P.O. Box 2079,  
Eha Alumona.

**EMENE IND. ESTATE**  
1, Bank Road,  
P.O. Box 8, Enugu.  
Tel: 042-559275

**ENUGU UWANI**  
26, Zik Avenue,  
P.M.B. 1237, Enugu.  
Tel: 042-257382

**ENUGU (MAIN)**  
21, Okpara Avenue,  
P.M.B. 1008, Enugu.  
Tel: 042-334755, 258491,  
258775, 258784  
Fax: 042-254755

**ENUGU (HOTEL PRESIDENTIAL AGENCY)**  
c/o P.M.B. 1008, Enugu.

**EZZAMGBO**  
P.M.B. 219, Abakaliki.

**EFFIUM AGENCY**  
c/o Ezzamgbo Branch  
c/o P.M.B. 219, Abakaliki.

**IKEM**  
c/o Postal Agency,  
via Nsukka,  
P.M.B.1008, Enugu.

**INYI**  
P.O. Box 183, Inyi.

**OPI AGENCY**  
c/o Eha Alumona Branch,  
P.O. Box 78,  
Eha Alumona.

**OVOKO**  
Ovoko via Nsukka,  
P.M.B. 2083,  
Igbo-Eze L.G.A.

## FEDERAL CAPITAL TERRITORY

**ABAJI**  
c/o P.O. Box 45, Abuja.

**ABUJA**  
Area 3, Garki,  
P.O. Box 45, Abuja.  
Tel: 09-2341070-2,  
2341073  
Fax: 09-2341071

## IMO STATE

**AKATTA**  
Orlu L.G.A.,  
P.M.B. 6, Akatta.

**AMARAKU**  
P.M.B. 1, Amaraku.

**NKWO-AGU ISUOCHI**  
P.M.B. 1020,  
Ngodo, Isuochi,

**OKWELLE**  
P.M.B. 57,  
Okwelle, Okigwe.





# Directory of Branches (Cont'd)

## OWERRI

11/12, Assumpta Avenue,  
P.M.B. 1060, Owerri.  
Tel: 083-232457, 234445,  
231279, 230253,  
230900

Fax: 083-231586

## UMUOWA

P.M.B. 175, Orlu.  
Tel: 083-520665

## URUALLA

c/o Ideato North L.G.A.  
P.M.B. 2, Urualla

## JIGAWA STATE

### HADEJIA

Kano Road,  
P.O. Box 83, Hadejia.

### DUTSE

Damaturu Road,  
c/o P.M.B. 3005, Kano.  
Tel: 064-721380.

## KADUNA STATE

### KADUNA (BANK ROAD)

14, Bank Road,  
P.M.B. 2065, Kaduna.  
Tel: 062-235454

### KADUNA (KAWO)

AX-5, Zaria Road,  
P.M.B. 2065,  
Kawo, Kaduna.  
Tel: 062-237594

### KADUNA MAIN

Yakubu Gowon Way,  
P.M.B. 2065, Kaduna.  
Tel: 062-236155, 233858  
Fax: 062-233955

### KADUNA SOUTH

Kachia Road,  
P.M.B. 2084, Kaduna.  
Tel: 062-231021, 232880,  
235076

### KAFANCHAN

2, Funtua Road,  
P.M.B. 1019, Kafanchan.  
Tel: 061-20141, 20145

### SAMARU

Sokoto Road,  
P.M.B. 2, Samaru, Zaria.  
Tel: 069-50938, 51612

### ZARIA

1, Crescent Road,  
P.M.B. 1006, Zaria.  
Tel: 069-32425, 30660

## KANO STATE

### AMINU KANO AIRPORT

c/o P.M.B. 3005, Kano.  
Tel: 064-623255

### KANO BOMPAI

Dantata Road,  
P.M.B. 3284, Kano.  
Tel: 064-633480

### KANO FAGGE

15, Fagge Road,  
P.M.B. 3077, Kano.  
Tel: 064-631545

### KANO MAIN

10, Lagos Street,  
P.M.B. 3005, Kano.  
Tel: 064-630573-4,  
631189, 633280,  
630070, 632706  
Fax: 064-644565

### KANO ZOO ROAD

P.M.B. 3166, Kano.  
Tel: 064-661905

### KANO (BAGAUDA LAKE) AGENCY

Baguada Lake Hotel,  
P.M.B. 3005, Kano.

### KANO CLUB ROAD

595, Club Road,  
P.M.B. 3005, Kano.

## KATSINA STATE

### FUNTUA

Sokoto Road,  
P.M.B. 6013, Funtua.  
Tel: 064-770348

### KATSINA

3, Ibrahim Babangida Way,  
P.M.B. 2032, Katsina.  
Tel: 063-30863, 31588

### MALUMFASHI

Funtua Road,  
P.M.B. 1011, Malumfashi.  
Tel: 064-80058

## KEBBI STATE

### BIRIN KEBBI

40, Murtala Mohammed  
Way,  
c/o P.M.B. 3005, Kano.  
Tel: 068-21911

### KAMBA

Kamba Town,  
c/o P.M.B. 2116, Sokoto.

### MUNGADI

Mungadi Town,  
c/o P.M.B. 2116, Sokoto.

### ZURU

Kontagora Town Road,  
P.M.B. 1003, Zuru.  
Tel: 067-50205

## KOGI STATE

### ABEJUKOLO

Ankpa Road,  
P.M.B. 1000, Abejukolo.

### AJAKUTA

P.M.B. 1007, Okene.  
Tel: 031-400581

### AKPANYA

Agbedo Akpanya,  
P.M.B. 1011, Idah.

### AYANGBA

Idah Road,  
P.M.B. 1002,  
Dekina-Ayangba.

### EGBE

Federal Road,  
P.M.B. 205, Egbe.

### ISANLU-YAGBA

P.M.B. 1005, Isanlu-Oyi.

### ITOBE

Bank Road,  
P.M.B. 1001, Idah.

### IYAMOYE

Aro Quarters,  
P.M.B. 1100, Lokoja  
Tel: 058-220402, 220767

### LOKOJA

411, Murtala Muhammed  
Road,  
P.M.B. 1100, Lokoja.  
Tel: 058-220402, 220767

### MOPA

P.M.B. 2002, Mopa.

### OBANGEDE

P.O. Box 114, Obangede.  
Tel: 058-500013

### OGORI

P.M.B. 1073, Ogori.

### OGUMA

Oguma Road,  
P.M.B. 1004, Oguma.

## KWARA STATE

### ILORIN

Obbo Road,  
Off Wahab Folawiyo Road,  
P.M.B. 1354, Ilorin.  
Tel: 031-221500, 222011,  
Fax: 031-220128

### KOSUBOSU

P.M.B. 244, Bussa.

## LAGOS STATE

### ABIBU ADETORO

Plot 5, Imam Abibu  
Adetoro Street,  
Off Ajose Adeogun Street,  
P.M.B. 80137,  
Victoria Island, Lagos.  
Tel: 01-2622310  
Fax: 2622319

### ABIBU-OKI

47, Marina,  
P.M.B. 12554,  
Lagos Island.  
Tel: 01-2660511,  
2660950, 2660402  
Fax: 2660302

### AGEGE

27, Abeokuta Motor Road,  
P.O. Box 65, Agege.  
Tel: 01-4931839

### AJEGUNLE

74, Malu Road,  
P.M.B. 1180, Apapa.  
Tel: 01-842238, 873679

### APAPA

1, Burma Road,  
P.M.B. 1034, Apapa.  
Tel: 01-5451345,  
5877116, 5871523,  
5451341  
Fax: 5871539

### BROAD STREET

208/212, Broad Street,  
P.O. Box 2334, Lagos.  
Tel: 01-2660620,  
2664145, 2660588

### EBUTE METTA

1, Savage Street,  
Apapa Road,  
P.M.B. 12014,  
Ebute-Metta.  
Tel: 837998, 834477

### EPE

P.M.B. 1022, Epe.  
Tel: 01-770090, 770541

### FALOMO S/CENTRE

Awolowo Road,  
P.M.B. 1022, Lagos.  
Tel: 01-687051, 682127,  
686042

### FEDERAL SECRETARIAT IKOYI

P.M.B. 12736, Lagos.  
Tel: 01-684746-5  
Fax: 01-684746

### IGANMU

Abebe Village Road,  
P.M.B. 126734, Iganmu.  
Tel: 01-833322, 830311,  
834331

### IJORA

1, Ijora Causeway  
P.O. Box 228, Apapa.  
Tel: 01-843082, 837014  
Fax: 837014

### IKEJA

Airport Road,  
P.O. Box 69, Ikeja.  
Tel: 01-901740-4,  
4977862-3  
Fax: 901744

### IKEJA ALLEN AVENUE

58, Allen Avenue, Ikeja.  
Tel: 01-4970510

### IKEJA CANTONMENT AGENCY

c/o P.O. Box 69, Ikeja.

### IKEJA IND. ESTATE

Oba Akran Avenue,  
P.O. Box 105, Ikeja.  
Tel: 01-961740,  
901620-4, 960820  
Fax: 4938189

### IKORODU

88, Lagos Road,  
P.M.B. 1005, Ikorodu.  
Tel: 01-780610-2

## IKORODU NICHEMTEX INDUSTRIES

Ibeshe Road,  
P.O. Box 231, Ikorodu.

## ILUPEJU

Ilupeju Bye-pass,  
P.M.B. 1173, Ikeja.  
Tel: 01-4961063  
Fax: 4933617

## INVESTMENT HOUSE

21-25, Broad Street,  
P.M.B. 2379, Lagos.  
Tel: 01-2661031,  
2661034-5, 2661021,  
2661864  
Fax: 2661011

## ISOLO

Apapa/Oshodi Expressway  
Iyana Isolo,  
P.M.B. 1034, Mushin.  
Tel: 01-520434, 520087,  
523662, 520984,

## KETU

101, Ikorodu Road,  
P.M.B. 21468, Ikeja.  
Tel: 965474-5

## MARINA

35, Marina,  
P.O. Box 2006, Lagos.  
Tel: 01-2669683-4,  
2666120  
Fax: 01-2669695

## MATORI

Clean John House  
6, Ladipo Street, Matori,  
P.M.B. 1120, Mushin.  
Tel: 01-523713

## MOLONEY

8, Moloney Street,  
P.O. Box 2099, Lagos.  
Tel: 01-2635238,  
2632226, 2635758

## M/M INT'L AIRPORT

M/M Airport Complex  
P.O. Box. 4508, Ikeja.  
Tel: 01-901213, 901215-7  
4937430.  
Ext. 5004, 5181, 5421

## M/MOHAMMED WAY

128, M/Mohammed Way,  
P.O. Box 1021,  
Ebute-Metta.  
Tel: 01-860306

## NAVY TOWN, OJO

B.M.U. Complex (Road 8)  
Satellite Town.  
c/o P.M.B. 008,  
Festac Town.  
Tel: 01-883897

## NIGER HOUSE

1/5, Odunlami Street,  
P.M.B. 12883, Lagos.  
Tel: 01-2665781,  
2662510, 2664476,  
2661052, 2664118

## N.I.J. HOUSE

20, Adeyemo Alakija  
Street, Victoria Island,  
P.M.B. 50, Falomo.  
Tel: 01-611496, 619312,  
611496  
Fax: 616484

## OBUN-EKO

126, N/Azikiwe Street,  
P.O. Box 2353, Lagos.  
Tel: 01-2663261,  
2663109, 2666646  
Fax: 2663109

## OGBA

Plot 7, Block C,  
Acme Road,  
P.M.B. 21441, Ikeja.  
Tel: 01-4920049, 4920052

## OJO CANTONMENT AGENCY

c/o P.M.B. 126734,  
Iganmu.

## OREGUN INDUSTRIAL ESTATE

Plot 2B, Adewunmi Close,  
P.M.B. 21444, Ikeja.  
Tel: 01-4970410

## SHOMOLU

Moyosore House  
Onipanu Bus-Stop,  
Ikorodu Road,  
P.O. Box 004, Shomolu.  
Tel: 820843

## STOCK-EXCHANGE

Stock-Exchange House  
Customs Street,  
P.O. Box 7685, Lagos.  
Tel: 01-2661685,  
2661696, 2668591,  
2661701-2  
Fax: 2661701

## SURULERE

17, Itire Road,  
P.O. Box 273, Surulere.  
Tel: 01-5848733, 831110,  
835515

## SURULERE S/CENTRE

84, Adeniran Ogunsanya  
Street,  
c/o P.O. Box 273, Surulere.  
Tel: 01-836148

## TIN CAN ISLAND

Tin Can Island Port  
Complex,  
Off Apapa/Oshodi Express  
Road,  
P.M.B. 1019, Apapa.  
Tel: 01-871307, 873096

## WESTERN HOUSE

8-10, Broad Street,  
P.O. Box 2135, Lagos.  
Tel: 01-2634930,  
2636638, 2636636,  
2636499

## YABA

322, Herbert Macaulay  
Street,  
P.M.B. 1040, Yaba, Lagos.  
Tel: 01-861353, 862176  
Fax: 861353

## NIGER STATE

### BIDA

Zungeru Road,  
P.O. Box 48, Bida.  
Tel: 066-461640  
Fax: 066-461640

### KAGARA

P.M.B. 1, Kagara.

### KATCHA

c/o Postal Agency, Katcha.

### KONTAGORA

P.M.B. 6, Kontagora.  
Tel: 067-20018, 20092

### KUTA

P.O. Box 5, Kuta.  
Tel: 066-690444

### MINNA

3, Bank Road,  
P.M.B. 62, Minna.  
Tel: 066-221070, 223804,  
221657, 222185  
Fax: 066-221652

### RIJAU

Zuru Road,  
P.M.B. 2116, Rijau.  
Tel: 067-31441

### SULEJA

Minna/Abuja Road,  
P.M.B. 23, Suleja.  
Tel: 066-500087

### SULEJA SHOPPING CENTRE

Morocco Road,  
P.M.B. 23, Suleja.  
Tel: 066-500081, 5002280

### WARA AGENCY

c/o P.M.B. 6, Kontagora.





## Directory of Branches (Cont'd)

### OGUN STATE

**ABEEKUTA**  
95, Obafemi Awolowo Road,  
P.M.B. 2003, Abeokuta.  
Tel: 039-240154, 240952,  
242904  
Fax: 039-241285

**AGBARA IND. ESTATE**  
Iaro Street,  
P.M.B. 012, Agbara.

**IGBOGILA**  
P.M.B. 2015, Abeokuta.

**IJEBU-ODE**  
26, Ibadan Road,  
P.M.B. 2141, Ijebu-Ode.  
Tel: 039-431378, 434534,  
433613

**MOSINMI AGENCY**  
c/o Sagamu.

**OGBERE**  
Old Benin Road,  
P.M.B. 1005, Ogbere.

**OTA**  
Lagos/Abeokuta Road,  
P.M.B. 1036, Ota.  
Tel: 039-722459, 722242

**SHAGAMU**  
Akarigbo Street,  
P.M.B. 2008, Shagamu.  
Tel: 037-640701  
Fax: 037-640331

### ONDO STATE

**ADO EKITI**  
10, Ajilogun Street,  
P.M.B. 5365, Ado-Ekiti.  
Tel: 030-240725, 240561

**AKURE MAIN**  
1, Oba Adesida Road,  
P.M.B. 707, Akure.  
Tel: 034-231960-1,  
230228

**AKURE MARKET**  
1A, Adedipe Street,  
P.M.B. 629, Akure.  
Tel: 034-230243, 232408

**EFON-ALAYE**  
Erekesan Market,  
P.M.B. 37, Efon-Alaye.

**EMURE-EKITI**  
2, Oke Emure Street,  
P.O. Box 613, Emure-Ekiti,  
Isokan L.G.A.

**ERIJIAN EKITI**  
Iwaro Street,  
P.M.B. 5006,  
Aramoko-Ekiti  
Erijian L.G.A.

**IDOANI**  
Owani Street,  
P.M.B. 203, Idoani,  
Ose L.G.A.  
Tel: 061-63004

**IFAKI-EKITI**  
25, Temidire Street,  
Ikole Road,  
P.O. Box 21, Ifaki Ekiti.

**IGBOKODA**  
30, Broad Street,  
P.M.B. 339, Igbokoda,  
Ilaje Ese-Odo L.G.A.

**IKARAM-AKOKO**  
Oyaki Quarters,  
P.O. Box 001,  
Ikaram-Akoko.

**IKARE**  
1/21, Ilepa Street,  
P.M.B. 275, Ikare.  
Tel: 050-670730, 670445

**IKERE-EKITI**  
113, Ado Road,  
P.M.B. 7275, Idemo,  
Ikere-Ekiti L.G.A.  
Tel: 030-610545

### IKOLE-EKITI

Oba Adeleye Road,  
P.M.B. 5009, Ikole-Ekiti.  
Tel: 030-440611

### ILASA-EKITI

White House,  
Oke-Odo Street,  
P.M.B. 5020, Ilasa-Ekiti,  
Ekiti East L.G.A.

### ILE-OLUJI

1, Old Motor Park,  
P.M.B. 704, Ifesowapo,  
Ile-Oluji.

### OKA-AKOKO

6, Ikese Quarters,  
P.M.B. 7, Oka-Akoko,  
Akoko South L.G.A.

### OKEMESI-EKITI

Odo-Ese Street,  
P.M.B. 001, Okemesi-Ekiti.

### ONDO

35, Mode Street,  
P.M.B. 550, Yaba, Ondo.  
Tel: 034-610313, 610800

### ORE

1, Market Road,  
Sabu Quarters,  
P.O. Box 55, Ore,  
Ifesowapo L.G.A.

### OWO

Idimisasa Street,  
P.M.B. 1012, Owo L.G.A.  
Tel: 051-41174, 41423

### OSUN STATE

**ERIN OSUN**  
Council Road, Illobu,  
P.M.B. 4414, Osogbo.

**IJEBU-JESA**  
A.59, Oja Street,  
P.M.B. 1003, Ijebu-Jesa.

### ILESHA

Ereja Street,  
P.M.B. 5016, Ilesha.  
Tel: 036-460355, 460631

### ILE-IFE

27, Lagere Layout,  
P.M.B. 5534, Ile-Ife.  
Tel: 036-230464-5

### INISA

Market Square  
P.M.B. 141, Inisa.

### IPETU-IJESA

P.M.B. 2003, Ipetu-Ijesa.

### OSOGBO

152, Station Road,  
P.M.B. 301, Osogbo.  
Tel: 035-230135, 234449

### OYO STATE

#### AWE

Ife-Odan Road,  
P.M.B. 1017, Awe.  
Tel: 038-230663

#### IBADAN AGODI

Oyo State Secretariat,  
P.M.B. 5153, Ibadan.  
Tel: 02-2412981

#### IBADAN AMUNIGUN

Amunigun Street,  
P.M.B. 5120, Ibadan.  
Tel: 02-2413616

#### IBADAN BANK ROAD

P.M.B. 5111, Ibadan.  
Tel: 02-2413156, 2413042  
Fax: 02-2413659

#### IBADAN (I.I.T.A. AGENCY)

c/o P.M.B. 5111, Ibadan.

### IBADAN GBAGI

**MARKET AGENCY**  
New Gbagi Market  
Shop D 30,  
c/o Ibadan Bank Road  
Branch,  
P.M.B. 5111, Ibadan.

### IBADAN OLUYOLE

Oseata House,  
Alafin Avenue,  
P.M.B. 5181, Ibadan.  
Tel: 02-2316586

### IBADAN ORITA

#### CHALLENGE

Old Lagos Road,  
P.M.B. 5125, Ibadan.  
Tel: 02-2311047

### IBADAN U.I.

P.M.B. 128,  
U.I. Post Office, Ibadan.  
Tel: 02-8103902

### OGBOMOSO

Akinwale Street,  
Tackie Square,  
P.M.B. 3591, Ogbomoso.  
Tel: 038-710801, 710089

### OKO

Osogbo Road,  
P.M.B. 4008, Ejigbo, Oko.

### OYO

Asogo Street,  
P.M.B. 1002, Oyo.  
Tel: 038-230437, 230108

### PLATEAU STATE

**AGYARAGU AGENCY**  
c/o Jos (Main) Branch.

### AMPER AGENCY

c/o P.O. Box 60, Mangu.

### BARKIN LADI

Block 25A & B State Low  
Cost,  
P.M.B. 2007, Barakin Ladi.  
Tel: 023-92002

### BASSA

P.O. Box 1377, Bassa.

### BUKURU

31, Bukuru Road,  
P.M.B. 2002, Bukuru.  
Tel: 073-80273, 80807

### BUKURU POLICE

#### COLLEGE

P.M.B. 2, Bukuru.

### JOS GOVT. SECT.

c/o Govt. Secretariat, Jos.  
Tel: 073-54706

### JOS MAIN

Bank Street,  
P.M.B. 2027, Jos.  
Tel: 073-54601, 52546,  
52733  
Fax: 073-52901

### JOS MARKET

Market Road,  
P.O. Box 467, Jos.  
Tel: 073-57629, 53933

### JOS (UNIJOS)

2, Bauchi Road Campus,  
c/o P.M.B. 2027, Jos.  
Tel: 073-59592

### KADARKO AGENCY

c/o Lafia Branch,  
P.M.B. 5, Lafia.

### KURGW

c/o Lafia Branch,  
P.M.B. 5, Lafia.

### LAFIA

P.M.B. 5, Lafia.  
Tel: 047-20229, 20283,  
20502

### MANGU

P.O. Box 60, Mangu.

### RIVERS STATE

#### ODI

Yenogoa L.G.A.  
c/o P.M.B. 5007,  
Port Harcourt.

### P.H. (MAIN)

11, Okrika Road,  
P.M.B. 5007,  
Port Harcourt.  
Tel: 084-234277, 233000,  
232986, 232718,  
300130-4  
Fax: 084-332331

### P.H. OLD AIRPORT

Aba Road,  
P.O. Box 646,  
Port Harcourt.  
Tel: 084-332331, 232657,  
332031, 330283  
Fax: 084-331491

### P.H. DIOBU

73, Ikwerre Road,  
P.M.B. 5081,  
Port Harcourt.

Tel: 084-331102

### P.H. TOWN

1, Harbour Road,  
P.M.B. 6197,  
Port Harcourt.  
Tel: 084-331786

### P.H. T/AMADI

Plot 745,  
Trans-Amadi Ind. Estate,  
P.M.B. 5865,  
Port Harcourt.  
Tel: 084-333780

### SOKOTO STATE

#### ANKA

Daki Takwas Road,  
P.M.B. 1003, Anka.  
Tel: 063-36139

#### DANFODIO

Abdullahi Fodio Road,  
P.M.B. 2116, Sokoto.  
Tel: 060-232130

#### GUMMI

Opposite L.G. Secretariat,  
P.M.B. 2, Gummi.  
Tel: 063-73168

#### GUSAU

Canteen Area,  
P.M.B. 1019, Gusau.  
Tel: 063-200243  
Fax: 063-202261

#### ILLELA

Birnin Konni Road,  
P.M.B. 2116, Sokoto.

#### KAURA-NAMODA

Gusau Road,  
P.M.B. 1002,  
Kaura-Namoda.  
Tel: 063-60173

#### SHINKAFI

Isa/Gusau Road,  
P.M.B. 2, Shinkafi.

#### SOKOTO MAIN

Kano Road,  
P.M.B. 2116, Sokoto.  
Tel: 060-231251, 232967,  
232130  
Fax: 060-231235

#### TAMBAWAL

Opposite Health Centre,  
P.M.B. 1082, Tambawal.

#### GIDAN MADI AGENCY

c/o Sokoto Main,  
P.M.B. 2166, Sokoto.

#### MARU AGENCY

Sokoto/Gusau Road,  
P.M.B. 1019, Gusau.

### TARABA STATE

#### BAMBUR

c/o Yola Main Branch,  
P.M.B. 2050, Yola.

#### JALINGO

65, Barde Way,  
P.M.B. 1095, Jalingo.  
Tel: 079-22098  
Fax: 079-22098

### KARIM LAMIDO

P.M.B. 4, Yola.

### LAU

P.M.B. 4, Lau.

### MAYO NDAGA

c/o Yola Main Branch,  
P.M.B. 2050, Yola.

### ZING

c/o Yola Main Branch,  
P.M.B. 2050, Yola.

### YOBE STATE

#### DAMATURU

Gashua Road,  
P.M.B. 1009, Damaturu.  
Tel: 076-522980

#### GASHUA

Opposite Market,  
P.M.B. 4, Gashua.  
Tel: 076-700563

#### GEIDAM

Commercial Area  
P.M.B. 12, Nguru.

#### NGURU

Ali Kahtan Road,  
P.M.B. 12, Nguru.

#### POTISKUM

Ibrahim Alkali Road,  
P.O. Box 46, Potiskum,  
United Kingdom.

### UNITED KINGDOM

#### LONDON BRANCH

29/30, Kings Street,  
London EC2V 8EH.  
Tel: 01-6066411

### OFFICES OF REGIONAL BANKING OPERATIONS UNITS

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P.M.B. 1391, Enugu.  
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253259, 255650,  
255537, 255975  
Fax: 042-253835

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640708-9  
Fax: 064-635028

**Deputy General Manager,**  
Lagos Banking Operations  
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P.M.B. 12778,  
Iganmu, Lagos.  
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01-802700-9,  
Fax: 5831273

**Deputy General Manager,**  
West Banking Operations  
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Broking House,  
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Road,  
P.M.B. 5675, Ibadan.  
Tel: 022-2412815,  
2412817, 2412861  
Fax: 2413400







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