

1992 Annual Report & Accounts



1st Bank
ESTABLISHED 1894

FIRST BANK OF NIGERIA PLC



FIRST BANK'S MISSION

The 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



The First Bank of Nigera PLC is a leading banking institution in Nigeria with nearly a hundred years of banking experience 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 whole range of banking activities and services including commercial, merchant and international banking, and has become, historically, 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 for British West Africa. With a paid-up capital of 30,000 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.

The Bank has experienced phenomenal growth over the years. With shareholders' funds of N99 million in 1980, which has now risen to N988 million, the Bank's total asset base was about N17 billion in 1992 and deposit base was almost N12 billion. When the Bank began operations in 1894, it had a staff of six comprising three Europeans and three Africans. Its staff strength had increased to over 10,000 at the end of 1992 and with 282 branches spread all over the Federation and one in the city of London, First Bank today has the largest network of branches in the country.

The Bank has over the years continually reviewed its organisational structure and corporate entity in line with the changing environment. Beginning with a change of its name to the Bank of West Africa in 1957 at the eve of Ghana's and Nigeria's independence, 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, 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.

A decentralized organisational structure was introduced in 1985. This has regularly been fine-tuned and in 1992, a major re-organisation which still retained the basic principle of decentralisation was introduced. The new structure has improved operational efficiency especially in the areas of treasury management, and international and corporate banking and has enabled the Bank to respond speedily to changing market opportunities.

The Federal Government, under its privatisation programme is disposing of its 44.8% equity in the Bank through, offer for sale to the public. The issue is in the process of being allotted after which 62% of the capital would be owned by the Nigerian public, while the remaining 38% is owned by Standard Chartered Bank of the UK.

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. It today boasts of a diversified loan portfolio and credit facilities to various sectors of the economy. The Bank's rural banking record is unmatched by any other bank while its agriculture credit facilities through Community Farming Loan Scheme has given peasant farmers tremendous access to badly needed bank credit. It for four years came first at the CBN's Farmer Merit Award.

The Bank is very much alert to its social responsibilities. It continues to identify with and to contribute generously to worthy social, philanthropic, cultural, educational and sporting events. It will in 1994, mark its centenary anniversary as the first bank to be established in Nigeria.

It is the Bank's service commitment "to put a smile on the face of every customer".

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Financial Highlights

	The Group		The Company	
	1992	1991	1992	1991
	N' Million	N' Million	N' Million	N' Million
Major balance sheet items				
Total assets	17,670	11,727	16,986	11,319
Deposits, etc.	12,358	8,564	11,965	8,287
Loans and advances	2,447	1,697	2,379	1,635
Shareholders' funds	988	465	956	457
Major profit & loss account items				
Gross earnings	2,928	1,678	2,689	1,575
Profit/ (loss) before taxation	433	(10)	366	(31)
Profit/ (loss) after taxation	378	(19)	335	(31)
Profit/ (loss) after taxation and minority interests	361	(23)	335	(31)
Dividends:				
— Preference shares	2	—	2	—
— Ordinary shares	65	—	65	—
Per 50k ordinary share data				
Earnings	N2.24	—	N2.08	—
Dividend	40k	—	40k	—
Net assets	N6.12	N2.73	N5.92	N2.67
Total assets	N109.48	N72.66	N105.24	N70.13
Number of Branches/Agencies	284	282	282	281
Number of Staff	10,649	11,126	10,565	11,077

Directors and Advisers

DIRECTORS

Sunday A. Adewusi, CFR, NPM

Chairman

Joseph Oladele Sanusi

Managing

Ahmadu Aminu Ahmadu

Femi Anibaba (Dr.)

Adeola Richard Olayemi Ayeni

Melvyn Douglas Balloch

(British)

David Peter Brougham

(British)

Evelyn N. Oputu-Brume (Mrs.)

Joshua N. Gamde

Bello Usman Gusau

Paul N. Mayes

(British)

Madeline Chinyelu Obanye (Mrs.)

Keith Norman Radford

(British)

Abubakar Sadauki

Bashiru Tukur

Secretary

Afolabi Olasope

Registered Office

11th Floor,
35, Marina,
Lagos.

Joint Auditors

Adetona Isichei & Co.

KPMG Peat Marwick Ani Ogunde & Co.

(Chartered Accountants)

Registrar's Office

Registrar's Department

Plot 2, Abebe Village Road,

Iganmu,

Lagos.

Principal Officers

Executive Directors

Mr. J. O. Sanusi	Managing Director & Chief Executive	
Mr. A. R. O. Ayeni	Executive Director	Finance & Information Technology
Mrs. E. N. Oputu - Brume	Executive Director	Corporate Finance & International
Mr. K. N. Radford	Executive Director	Lagos Banking Operations
Alhaji A. Sadauki	Executive Director	Corporate Resources
Malam B. Tukur	Executive Director	States Banking Operations

Deputy General Managers

Dr. F. Abudu	DGM	Personnel
Mr. C. I. Adimorah	DGM	East Banking Operations
Otunba Olu Akinmade	DGM	Corporate Finance
Chief E. A. Akintoye	DGM	West Banking Operations
Mr. M. L. Alabi	DGM	Finance & Planning
Mr. C. F. Awosika	DGM	International Banking
Mr. F. O. Chinkata	DGM	Special Duties
Alhaji M. Ibrahim	DGM	North Banking Operations
Mr. D. T. Iordaaah	DGM	Lagos Banking Operations
Mr. B. O. Longe	DGM	Banking & Credit Administration
Mr. O. A. Odu	DGM	Corporate Resources
Mr. S.F. Oguntinyinbo	DGM	Inspection
Otunba A. Olasope	DGM	Legal/Company Secretary
Alhaji A. Sa'Ad	DGM	Central Banking Operations
Mr. S. O. Tomori	DGM	Marina Branch

Assistant General Managers (Head Office)

Mr. D. O. Abass	AGM	Financial Control
Mr. L. N. Adaba	AGM	Regional Operations/Advances
Mr. A. A. Adesida	AGM	Special Banking Services
Mr. S. O. Adollo	AGM	International Banking
Alhaji O. A. Akanji	AGM	Management Services
Chief A. K. Akinlade	AGM	Training & Development
Mr. F. O. Alabi	AGM	Financial Services
Chief E. U. Eko	AGM	Credit Control
Alhaji M. I. Fale	AGM	Corporate Development
Mr. S. K. Mosunmade	AGM	Treasury
Mr. B. J. Nwafor	AGM	Credit Recovery
1Dr. G. M. M. Obi	AGM	Information Systems
Mr. I. A. Ogunsakin	AGM	Computer Operations
Mr. K. O. Olomo	AGM	Staff
Mr. C. U. Omeili	AGM	Corporate Finance
Mr. F. O. Oyelola	AGM	Premises

Assistant General Managers (Regional Administration)

Pastor E. O. Fadipe	AGM	Lagos Mainland
Mr. J. S. K. Iyonkyoh	AGM	North
Mallam Baba Musa	AGM	Central
Mr. C. O. Nana	AGM	East
Mrs. J. K. Odedina	AGM	Lagos Island

Assistant General Managers (Branch Operations)

Mr. F. B. Abiola-Cudjoe	Manager	London
Chief E. Akin-George	Manager	Investment House
Mr. M. B. Ayeni	Manager	Bank Road, Ibadan
Chief G. N. Anyichie	Manager	Niger House
Mr. B. A. Bakare	Manager	Apapa
Mallam M. A. Bungudu	Manager	Kaduna (Main)
Mr. I. I. Ikumapayi	Manager	Ikeja
Mr. A. O. O. Odunmbaku	Manager	Ikeja Industrial Estate
Chief A. O. Okolonji	Manager	Enugu (Main)
Alhaji I. G. Potiskum	Manager	Kano (Main)

Notice of Annual General Meeting



Notice is hereby given that the 24th 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 29th April, 1993 at 11.00a.m. to transact the following business:

ORDINARY BUSINESS

1. To receive the audited accounts for the year ended 31st December, 1992, 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 determine the remuneration of the Auditors
6. To re-elect members of the Audit Committee.

SPECIAL BUSINESS

7. To consider and if thought fit pass the following resolution as an Ordinary Resolution:
"That pursuant to Section 158(7) of the Companies and Allied Matters Decree 1990 the Directors having so recommended, it is desirable to capitalise the sum of N25,000,000 standing to the credit of Preference Shares Redemption Reserve along with a further sum of N1,899,721 out of the balance of General Reserve. Accordingly, the total sum of N26,899,721 transferred be set free and utilised in paying up in full 53,799,441 of the unissued ordinary shares of 50 kobo each to be allotted, distributed and credited as fully paid-up to and amongst the holders of the ordinary shares of the Company on the Register of Members at the close of business on 16th April, 1993, in proportion of one new ordinary share for every three shares held by them on that day; the shares so distributed being treated for all purposes as capital and not as income, and the Directors shall give effect to this resolution on receipt of the necessary permission from the authorities."

PROXY

A member entitled to attend and vote at the Annual General Meeting is entitled to appoint a proxy to attend and vote in his stead. A Proxy need not also be a member. A Proxy form is at the end of the Financial Statements. All instruments of proxy should be deposited at the Registered Office of the Company or the Office of the Company Registrar, Plot 2, Abebe Village Road, Iganmu, 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 17th May, 1993, to members whose names appear in the Register of members at the close of business on 16th April, 1993; In the case of the privatised shares, such dividends will accrue to the purchasers.

CLOSURE OF REGISTER OF MEMBERS

The Register of Members and Transfer books of the Company will be closed from the 19th to the 23rd April, 1993 (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 16th MARCH, 1993.

Chairman



MR SUNDAY A. ADEWUSI, CFR, NPM
Chairman

"As the Bank approaches its centenary in 1994, we need to be guided by our past, reflect on the present and prepare ourselves for the future. The impressive performance in 1992 is no doubt, a comforting prelude to the centenary anniversary. The challenge before us is to maintain the momentum into the second century. I have no doubt that the structures and strategies we have put in place will stand us in good stead in achieving this objective."

Chairman's Statement



I am most delighted to welcome you to this 24th Annual General Meeting of your Bank. As you would recall, I ended my report last year on the optimistic note that your Bank would return to the path of profitability in 1992. I am happy to report that this objective has been realised. But before presenting the detailed Report and Accounts on our operations for the year ended 31st December, 1992, permit me to highlight some of the international and domestic events of the year which have affected our operations.

THE INTERNATIONAL SCENE

The global economic downturn of the past few years and the accompanying sluggish growth not only persisted during 1992 but also spread to other industrialised countries such as Germany and Japan. Most countries, especially in Europe recorded declines in industrial production, increased unemployment and high rates of inflation. The only exception was the South East Asia region where real growth remained high and in some Latin American Countries where structural reform and firm anti-inflation policies began to yield dividends. The recession affected demand for industrial raw materials, resulting in considerable decline in commodity prices. The expectations of the emergence of a single European Market in 1992 were not fully realised, although ten out of the twelve European countries have ratified the Maastricht Treaty. In the hitherto command economies of the former Soviet Union and Eastern Europe, efforts at replacing an inefficient centrally controlled economy with a dynamic market-oriented system continued with very mixed results. Success in this regard will call for hard and difficult decisions and much sacrifice in the short run.

In Africa, most of the countries were engaged in finding solutions to the twin challenges of political instability and structural reforms. For others, attention and resources were focused on solving the long-drawn civil strife, especially in Liberia and Somalia. Angola, Togo and Zaire have also had to contend with civil strife in varying degrees. All these developments have meant that economic programmes that were expected to promote development could not be initiated and

where they were, the programmes could hardly be implemented or sustained. It is also a matter of concern that attempts at sub-regional and regional economic groupings have not moved beyond the initial lofty pronouncements.

The momentum towards majority rule in a non-racial South Africa was somehow hampered by cases of political intolerance and violence. However, informal channels of communication now exist between South Africa and many countries and the indications are that businessmen from Nigeria and South Africa have begun to explore the tremendous business potentials that would open up, once trade and political links are normalised.

Our national economy continues to be monocultural with heavy dependence on the oil sector for foreign exchange and government revenue. Of significance therefore to our national economy is the volatility of crude oil price in the International Oil Market during most of 1992. This was in part attributed to the inability of some OPEC Producers to adhere to agreed quotas as well as the high production levels of Non-OPEC members. This led to an over-supply of crude oil to the market and actual prices for the product stayed below projected levels for the 1992 budget.

THE DOMESTIC ENVIRONMENT

Perhaps the most significant development in the domestic environment during the review period was the substantial progress made in the country's journey on the road to democratization. Apart from inauguration of the civilian governors, and state legislators, successful elections were also held for representatives to the two Federal houses. The presidential primaries were however not as successful, as they were marred by malpractices and the whole process had to be cancelled. The Transition Programme had to be revised and extended to August, 1993, while a Transitional Council was appointed to conduct the affairs of the Government for the period. I am pleased to note that two of the members of the Council are former Chief Executives of your Bank.

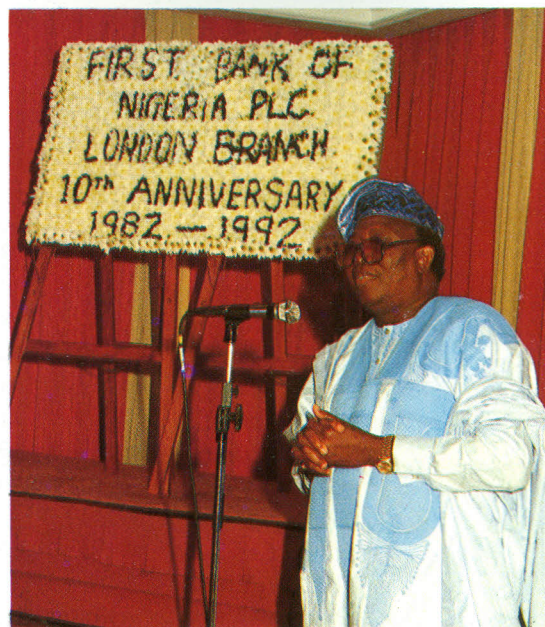
Chairman's Statement

The issue of budget deficits stand out as one of the major and persistent problems of economic management in the country. In 1992, the Federal Government budget deficit was N43.8 billion which was 9.8% of the Gross Domestic Product as against a projected surplus of N2.0 billion. This high budget deficit contributed to the distortion and negative effects on all other monetary and economic variables such as the money supply, inflation rate, exchange rates and balance of payments. The net effect is that it discourages investments both domestic and foreign and leads to speculative activities at the expense of real production.

The performance of the economy was thus marked by wide deviations from declared objectives in 1992 and by stagnation in the real sectors of the economy. Gross Domestic Product in real terms showed a decline in 1992. Growth in agricultural production dropped slightly from 5.5% in 1991 to 5.1% in 1992, as a result of unstable weather conditions and the problems associated with fertiliser distribution. Similarly, manufacturing and mining sectors output fell by 2.8% and 3.7% respectively. The unemployment situation did not show any marked improvement. Inflation rate remained high at 46%, compared to the projected figure of 5% in the 1992 budget and this is posing a serious threat to the economy.

In the external sector, overall Balance of Payment recorded a deficit of \$370.9 million compared with a surplus of \$860.6 million in the previous year. Nonetheless, external debt management strategies adopted by government yielded dividends with the stock of external debt dropping to \$27.56 billion from \$33.36 billion in the preceding year. But, this was not without its cost, as the nation's External Reserves were seriously depleted in the debt buy-back programme.

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, external debt repayment, movement to Abuja, requirements of additional states and local governments, etc. However, unless the huge deficits are reduced by a combination of expenditure control and increased



The Chairman at the 10th Anniversary of London Branch

revenue generation, It would be difficult to put the economy back on the right path. I am pleased to note that the Transitional Council is seriously addressing this problem.

FINANCIAL AND BANKING SECTOR

The industry went through considerable strain during the year partly as a result of the high budget deficit and its effect on money supply. Interest rates shot to very high levels and became sporadic and uncertain for most of 1992. The Central Bank of Nigeria even had to react to this development by raising its own rates for overdrawn positions of banks to a range of between 35% and 100% per annum. This is in order to discourage banks who saw the CBN as a source of cheaper funds for arbitraging in money and foreign exchange markets.

In line with the government's policy of deregulation of the financial system, a major development during the year was the further liberalisation of the Foreign Exchange Market. Following alleged fraudulent practices by some authorised dealers, and the wide gap between the exchange rates in the official and parallel markets, the Central Bank of Nigeria in March, 1992 took steps which resulted in the sharp depreciation of exchange rate of the naira.

Whilst this development had far-reaching impact on all sectors of the economy, it has however confirmed that the strategy of discouraging imports and stimulating non-oil exports via naira devaluation (to reduce demand for foreign exchange) has not yielded the desired result. Gaps

Chairman's Statement

between the official and parallel market rates have persisted, as a result of intractable demand side trends and the very fact that the supply side has responded rather slowly, if at all, to various policy initiatives.

Another notable development was the commencement during the third quarter of 1992 of the phased implementation of indirect approach to Monetary and Credit Control. The exercise which entailed selective lifting of credit ceilings for banks that had met stipulated financial conditions led to widespread speculation on the status of various banks. The Open Market Operations could not, however, commence as a result of delays in completing some of the vital institutional arrangements which must precede such a commencement. Towards this, provisional approvals were granted to three discount houses. It is pertinent to mention that your bank is participating in one of the Discount Houses being promoted.

The issuance of Stabilisation Securities to check excess liquidity in the banking system continued during the year. This saw Inter-Bank Lending Rates rise to very high levels during 1992. From all indications, it was clear that the economy could not sustain the high interest rate structure that emerged. The obvious solution to this problem is fiscal discipline especially with respect to Government expenditure, since the use of Stabilisation Securities alone can not successfully address the problem of excessive liquidity resulting from government's fiscal activities.

As a pioneer in Nigeria's banking industry, we appreciate our responsibility in contributing towards stability in the money market. For this reason, your Bank as a major player, resisted as far as was reasonable, the temptation of joining in the price-war in the interbank money market to avoid aggravating the distortions in this market.

The year under review also witnessed the emergence of a number of non-bank financial institutions. Whilst we welcome this development which will usher in an era of keener competition, we must caution that there is the need for closer monitoring of this group of financial institutions.

In line with its privatisation programme, the Federal Government during the year commenced divestiture of its equity interests in the twelve banks in which it has shares. I am happy to report that your Bank's shares were among the first to be offered for sale in this exercise. The results show that the issue was one of the most successful in the market in recent times with a reasonable level of over-subscription and even geographical spread.

OPERATIONAL PERFORMANCE

In spite of the rough economic terrain through which your Bank had to pass during the past year, I am pleased to report that your Bank recorded very impressive performance during the year. Profit before tax amounted to N365.9 million compared to a loss of N31.3 million in 1991. The profit before tax for the group before minority interest was N432.8 million when account is taken of the performance of the merchant bank subsidiary.

Ladies and Gentlemen, let me say here that this remarkable performance is a tribute to the commitment and dedication of the Bank's staff and management. Apart from their efforts to diversify our revenue base, management made substantial effort to improve on the debt collection machinery which resulted in a total recovery of N204.7 million during the year.

A sum of N66.809 million has been set aside for the payment of dividends which, if approved, will amount to a dividend of 40 kobo per share. A bonus issue of one ordinary share for every three ordinary shares held is also being recommended.

During the year, the organisational restructuring which was proposed in the preceding year was implemented. The Bank was accordingly structured into five Directorates each headed by an Executive Director. This has resulted in effective co-ordination and improved efficiency in a number of areas. It is conceivable that the impressive result which was achieved during the year derived partly from the efficacy of the new structure. Details of the new structure are provided elsewhere in this Report. As you are

Chairman's Statement

As you are aware, next year, First Bank will be celebrating its centenary. Already preparations for this epoch-making event have begun.

BOARD CHANGES

Before concluding this report, I have the pleasure to formally welcome Mr. A.R.O. Ayeni and Mr. Paul N. Mayes to the Board. Both of them are bringing to the Board, a great deal of experience in the industry. I also wish to extend our appreciation to Mr. J.R. Heaton who retired from the Board after three years of service. I, on your behalf wish him the best in his future endeavours.

FUTURE OUTLOOK

Given a stable political and economic environment, I am confident that the Bank will record an even greater performance next year. I also believe that with the calibre of professionals constituting the National Transition Council and their deep commitment to the nation's cause, we shall witness an era of stable economic policies which will propel us to a more sustainable growth and development. Your Bank remains supportive of government policies and will continue to play its leadership role in the banking industry.

As the Bank approaches its centenary in 1994, we need to be guided by our past, reflect on the present and prepare ourselves for the future.

The impressive performance in 1992 is no doubt, a comforting prelude to the centenary anniversary. The challenge before us is to maintain the momentum into the second century. I have no doubt that the structures and strategies we have put in place will stand us in good stead in achieving this objective.

The banking industry in Nigeria has gone through various transformations in the most recent years while more changes are expected in 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 that have characterized the industry in recent times, it has also come out of them stronger. This could not have been possible without the support of all the staff, the management and my colleagues on the Board. I want to thank each of these groups for their loyalty and dedication.

My sincere appreciation also goes to our numerous customers whose support and patronage have made the success achieved possible. We dedicate ourselves to continue to serve you better. Finally, I must express our thanks to you our shareholders, for your understanding during the lean years.

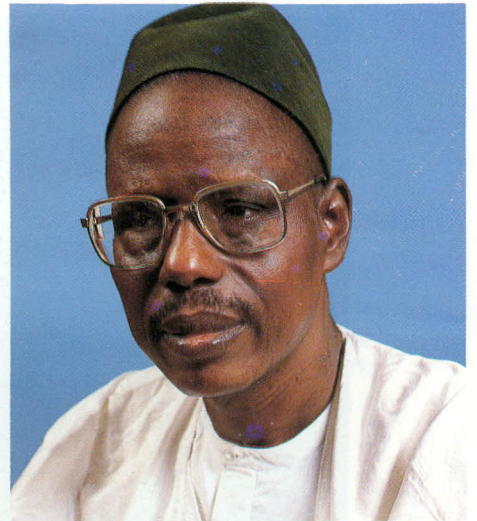
I thank you all.

SUNDAY A. ADEWUSI, CFR, NPM
CHAIRMAN.

NON-EXECUTIVE DIRECTORS



MR. SUNDAY A. ADEWUSI, CFR, NPM
Chairman



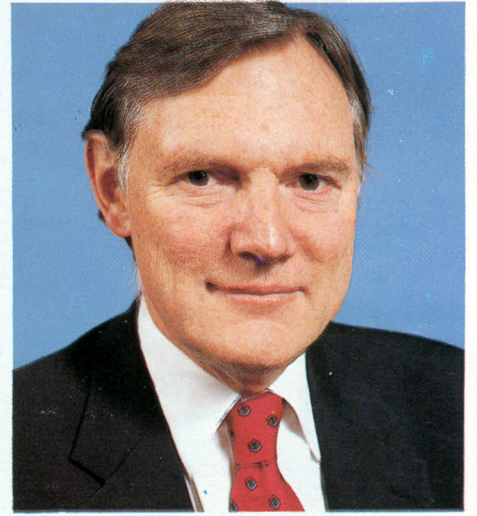
ALHAJI A. A. AHMADU



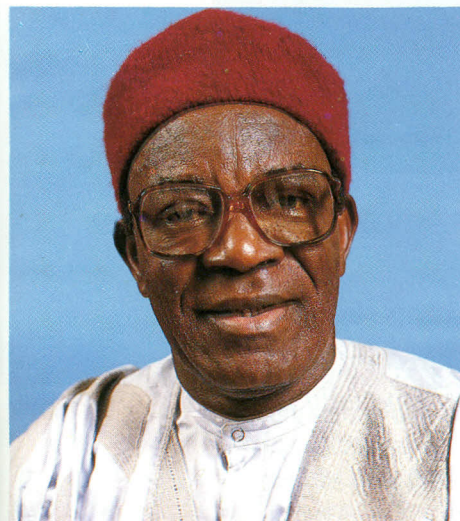
DR. FEMI ANIBABA



MR. M. D. BALLOCH



MR. D. BROUGHAM



MR. J. N. GAMDE



ALHAJI BELLO USMAN GUSAU



MRS. M. C. OBANYE

Managing Director



JOSEPH O. SANUSI
Managing Director & Chief Executive

"The core of First Bank's operations is retail banking. Our strategic direction seeks to emphasize this core business while developing other income sources especially in the areas of corporate finance and treasury management."

Managing Director's Review

INTRODUCTION



It is my pleasure to present to you the details of the Bank's operations for the financial year ended 31st December, 1992. The highlight of our operations this year is that your Bank, as predicted by the Chairman last year, has returned to the path of profitability.

OPERATING RESULTS

THE Bank achieved impressive results in most areas of its operations during the year.

Earnings & Interest Expense

Interest Income increased by 84% from N1.08 billion in 1991 to N1.99 billion in 1992, while Interest Expense increased by 23% from N561 million to N692 million. Thus, Net Interest Income increased substantially by two and half times from N520 million to N1.3 billion.

Income from other sources including Foreign Exchange Income, Commissions and other charges also recorded considerable improvement. In the aggregate, these increased by 40% from N493 million to N692 million. Thus, Gross Income totalled N2.69 billion in 1992 compared to N1.57 billion in 1991, a growth of over N1 billion or 71%.

With over 74% (1991 - 69%) of Income derived from Interest Earnings, the strength of the Bank derives largely from its underlying banking operations and comparatively less on foreign exchange and other operations. The core of First Bank's operations is retail banking. Our strategic direction seeks to emphasize this core business while developing other income sources especially in the areas of corporate finance and treasury management.

Operating Profit/Expenses

Operating Profit before provisions for bad and doubtful accounts under the Prudential Guidelines, improved remarkably from N307 million in 1991 to N898.8 million in 1992, i.e. an increase of 193%. However, Operating Costs also increased significantly by 58% from N706.6 million to N1.1 billion. Part of this large increase in operating costs is attributed to the decision to amortise fully some expenses intended to be spread over a number of years such as Pre-SFEM overdue interest payments, payment for the acquisition of the Local Area Network (LAN)

computer software and also the full impact of the cost of the new re-organisation embarked upon by the Bank during the year.

Provisions

The Bank took advantage of the improved performance for the year to amortise fully, the deferred provisions under the Prudential Guidelines. Thus, total provisions increased by 57% to N532.8 million compared to N338.4 million in 1991.

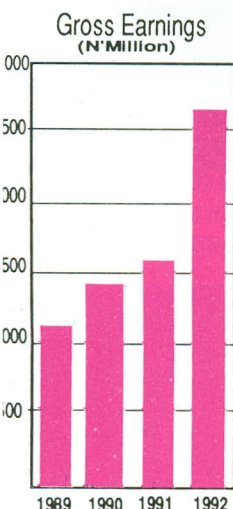
Profitability

The Bank's Profit Before Tax increased to N366 million in 1992 compared to a loss of N31 million in 1991. After providing for taxation the Bank recorded a Net Profit of N335 million. When the operations of its subsidiary, FBN (Merchant Bankers) Limited is included, the after tax profit before minority interest increased to N377.9 million and to N360.7 million after minority interest.

These performances were far above the projections made in October, 1992 when the shares of the Bank held by the Federal Government were being offered for sale by the Technical Committee on Privatization and Commercialization. The improved performance was as a result of a more favourable operating environment. Also, the re-organisation process completed in August 1992 improved the ability of Management to respond faster and more effectively to market opportunities. Moreover, the higher level of debt recoveries further contributed to this favourable development.

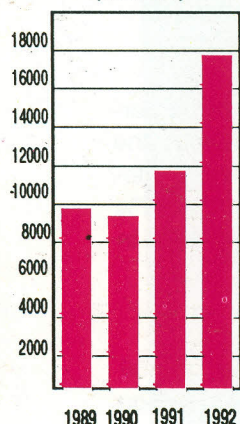
Appropriations

A significant proportion of the profit has been retained to strengthen the capital base of the Bank to enable it acquire the equipment necessary to improve the quality of its services and enhance productivity. The interests of shareholders, whose support has been crucial to the smooth turn-around of the Bank, has also been taken into consideration by distributing about 21% of the profit after tax as dividend. This comes to a total of N66.8 million or 40k per share. A bonus issue of one ordinary shares for every three ordinary shares previously held has also been proposed to enhance the shareholding



Managing Director's Review (Contd)

Total Assets
(N'Million)



Assets

Total Assets of the Bank increased by about 50% to N16.98 billion in 1992. Of this, the Loans and Advances component increased by 45% to N2.38 billion. The quality of risk assets also improved significantly during this year, with the ratio of performing Loans & Advances to the total increasing from 38.7% in 1991 to 46.3% in 1992. The improved system of credit appraisal and approval instituted following the introduction of the Prudential Guidelines is beginning to pay off. Our strategy is to ensure a continuous improvement in the overall quality of the risk assets of the Bank. Recovery efforts continue to yield fruitful results. Total recoveries of N204.7 million compares favourably with the amount of N113.7 recovered in 1991.

Deposits

Total Deposits for the Bank grew by 44% to N11.97 billion from N8.29 billion in 1991. The steady growth in our deposit base in spite of the stiff competition for funds that has characterised the industry in the recent past reflects the confidence the public reposes in your Bank. Management recognises that our strength derives mainly from our strong deposit base and strategies have been mapped out to ensure a steady increase in the level of deposits.

Shareholders' Funds

Shareholders' Funds improved significantly during the year not only as a result of the substantial improvement in profitability but also due to the increase in the asset revaluation surplus taken into the account and improvement in the



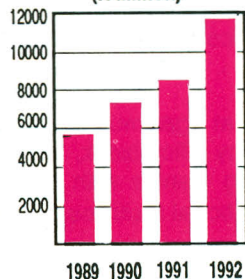
First Bank Iganmu Complex

FIRST BANK TRAINING CENTRE



Trainees discussing at Coffee break time.

Deposits
(N'Million)



Exchange Difference Reserve. The improvement in Shareholders' Fund represents an increase of over 100% from N456 million in 1991 to N956 million in 1992.

Capital Structure

A bonus issue of one ordinary share for every three ordinary shares held is being proposed at this meeting. This will come mainly from the amount standing in the Preference Share Redemption Reserve, and the balance from General Reserve.

During the last quarter of 1992, the Federal Government began to sell, through the Technical Committee on Privatisation and Commercialisation, its shares in the twelve commercial and merchant banks in which it has equity interest. The shares of your Bank were one of the first to enter the market. In all, 72,238,314 shares of 50 kobo each were offered for sale at a price of N2.00 per share. I am pleased to inform you that the offer has been over-subscribed.

ORGANISATIONAL DEVELOPMENT

Banking and Credit Administration Division

The Development Finance Unit continues to sponsor various projects. To-date amount lent by this unit stands at N165 million.

In response to the Federal Government policy on housing for all by the year 2000, a Mortgage Finance Unit was set up in the Special Banking Services Department of the Division at Head

Office to co-ordinate the granting of credit for the purpose of housing development.

Your Bank continues to maintain the lead in the industry in aggregate lending to agriculture. Our total lending including eligible undrawn commitments at the end of the year under review stood at N795 million representing 15.49 per cent of our total Loans and Advances. We remain committed to our policy of identifying and supporting viable agricultural projects throughout the country.

Management's decision to elevate the erstwhile Debt Recovery Unit to a full-fledged department headed by an Assistant General Manager yielded fruitful results. The Bank recorded impressive recoveries with a total sum of N204.7 million during the year from debts which had been previously classified as doubtful or lost.

This is an improvement over the N113.7 million recorded during the same period of 1991. In spite of this achievement, we are not relenting in our efforts to evolve new strategies for enhanced debt recoveries which have made a very significant contribution to the overall performance of the Bank in the review period.

Training & Development

In recognition of its most valued asset, the human resource, your Bank has continued to invest heavily on the training and skill improvement of its members of staff.

Managing Director's Review (Contd)

A total sum of N5,097,376 was expended during the year and 3,209 members of staff of different categories benefited from in-house, local, external and overseas courses.



Increased emphasis is placed on Human Resource Development

As usual, in-house courses had the largest share of the number of staff trained. A total of 463 members of staff also benefited in local external courses. The courses were geared towards providing the expertise required to cope with the challenges of the changing economic and banking environment.

The Manchester Business School was invited for the third year running to conduct the Senior Bankers Course which was held between 22nd and 26th June, 1992 with 27 participants in attendance including five (5) from other banks. The Course was held at our new Staff Training Centre at the Iganmu Complex.

The Iganmu Complex has, no doubt, enabled us to further reduce costs incurred in various rented premises, as well as helped further consolidation of our Bank's leadership position in staff training and development.

We have continued to achieve the set target of training at least one-third of the total work-force of the organisation annually.

Premises Department

In the area of capital projects no major new developments were embarked upon during the year. The two major projects at Iganmu and Kano started in 1989 and 1990 respectively were completed; while the maintenance of existing structures remains a priority.

The Re-development Scheme at Iganmu, a Complex comprising a seven-storey office block, the Iganmu Branch, the Training Centre with three dormitory blocks and recreational facilities



Computer Operations Department

Managing Director's Review (Contd)



Registrar's Department has recently been Strengthened to cope with the growing volume of transactions.

was fully occupied during the year. Some Head Office Departments, namely: Training & Development, Registrar's, Information Systems, Organisation and Methods (O&M) and First Trustees Nigeria Limited were also accommodated in the new Complex.

Meanwhile, the development of the office complex for North Banking Unit in Kano which will accommodate a branch and Administrative Headquarters of the Administration has been completed and will be ready for full use by the middle of 1993.

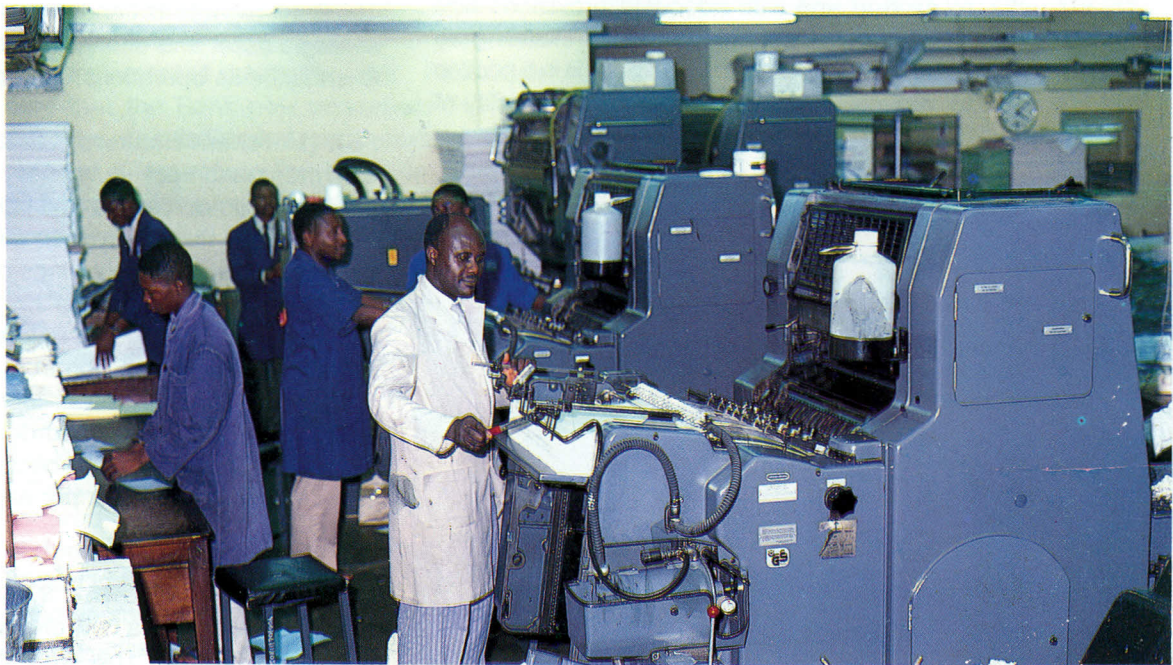
* **BRANCH DEVELOPMENT**

Your Bank has the widest network of bank branches in the country. In spite of this, it continues to identify new and potential areas for profitable branch location. One new branch was opened during the year at Ikot Abasi, bringing our total branch network to 282.

First Trustees Nigeria Limited

This subsidiary continues to expand its operations both in the Capital and Pension Funds Markets. To meet up effectively with the challenges in the financial market, the authorised share capital was raised to N5 million during the year with a view to increasing the N1 million paid-up capital. This is to strengthen the capital base of the Company to enable it boost its operation.

The structure of the Company is being reviewed with a view to enhancing its capability to respond actively to changing market conditions. During the year, the Company was formally presented with its registration certificate by the Securities and Exchange Commission (SEC). This spurred the Company on to a more active involvement in funds placement and management. The Company also handled



New printing equipment has been acquired for the print-shop at Apapa.

Managing Director's Review (Contd)



FBN Football Team.

security in respect of syndication accounts for a number of clients.

London Branch

The operations of the London Branch continue to expand and with adequate provisions now made for non-performing accounts including Nigerian sovereign debts. The branch is in a position to make good contribution to the profitability of the Bank in the future.

The branch celebrated its 10th Anniversary dur-

ing the year and the occasion was marked in London by the presence of members of the Board of Directors who also used the opportunity to hold the Board Meeting in London.

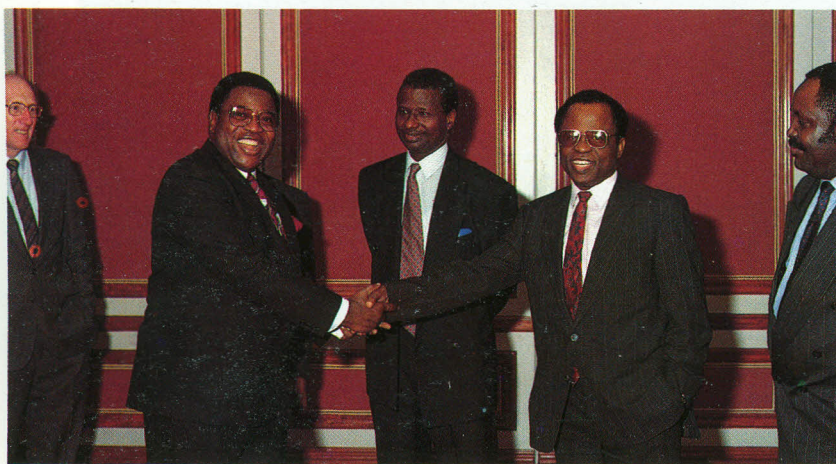
The Bank regards its London Branch as a major strategic asset and efforts are being sustained to enhance its operations and contributions.

FBN (Merchant Bankers) Limited.

Our merchant bank subsidiary continues to improve on its operations and performance and is becoming a name to reckon with in the industry. It recorded Gross Earnings of N239 million compared to N104 million in 1991, a more than two-fold increase. Its Profit Before Tax improved substantially to N67 million from N22 million in 1991 while Profit After Tax increased to N43 million from N12 million recorded last year. On the basis of these results, it declared a dividend of N8 million which is 20k per each Naira share for 1992.

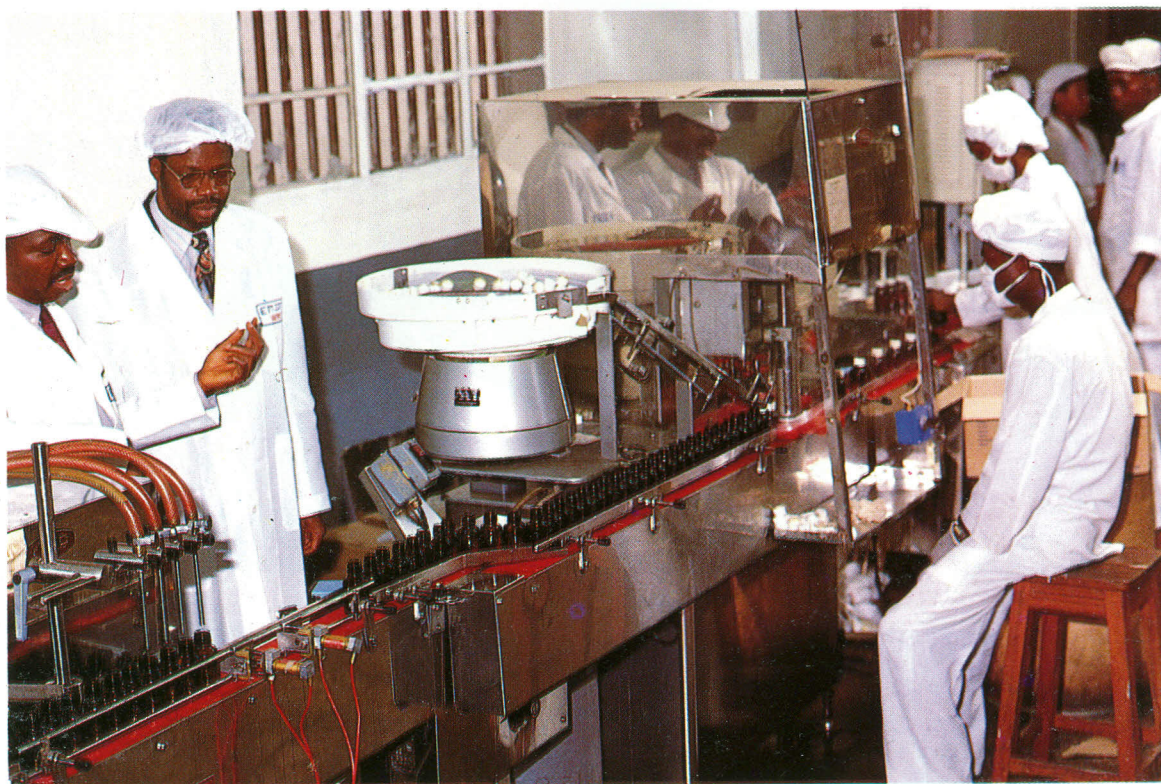
NEW ORGANISATIONAL STRUCTURE

The Board approved a new organisational structure for the Bank. This was after a detailed analysis of our strengths and weaknesses, as



Directors being received at London branch by the Manager, Mr. F. B. Abiola – Cudjoe

Managing Director's Review (Contd)



Emzor Pharmaceuticals Limited, Lagos – One of several customers regularly visited by Relationship Managers.

well as the unfolding challenges posed by the deregulation and increased competition. The main thrust of the new organisational structure was to streamline and fine-tune the operations of the Bank, enhance productivity and achieve greater efficiency in resource allocation and utilization. The new organisational structure was fully implemented during the year. I am confident that the Bank now possesses the right structure, orientation and management team to respond effectively to the increasing and demanding challenges in the market. Our results since August 1992 testify to these observations.

CONCLUSION

The Performance of the bank in 1992, apart from the impressive financial results shown, has been most encouraging. The very positive work environment created at the Board level permeated the whole bank and has gone a long way in improving the morale of staff. Our staff are assured that sustained improvement in the performance of the bank will continually be reflected in their welfare. I see the constant and often unpredictable changes in the Nigerian operating environment as providing challenging opportunities in which the Bank is well-positioned

to compete.

I cannot end this report without expressing my appreciation to the Board, my executive team and other members of senior management as well as the generality of staff, for the team spirit which characterised our work in 1992. We are all encouraged by the collective effort with which we are resolved to serve our customers better, improve the profitability of the Bank and enhance the value of our shareholders' investments.

We all look forward to another successful year in 1993.

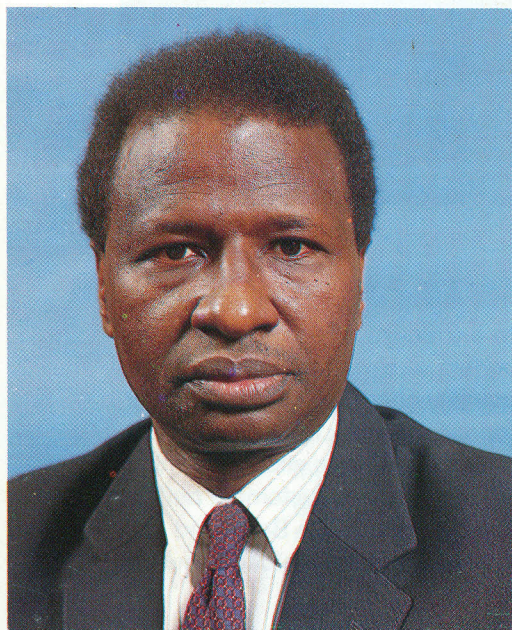
JOSEPH O. SANUSI
MANAGING DIRECTOR
& CHIEF EXECUTIVE.

EXECUTIVE DIRECTORS

MR J. O. SANUSI
Managing Director & Chief Executive



MALLAM BASHIRU TUKUR
States Banking Operations

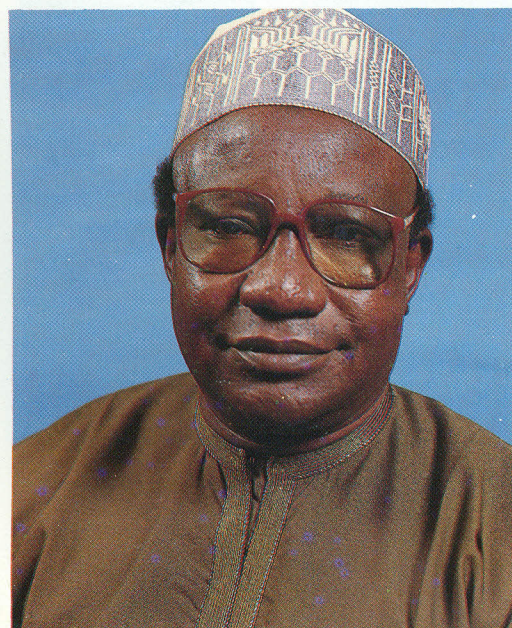


MR K. N. RADFORD
Lagos Banking Operations



MRS. E. N. OPUTU-BRUME
Corporate Finance and International

ALHAJI A. SADAUKI
Corporate Resources



MR. A. R. O. AYENI
Finance and Information Technology



Report of the Directors



he directors have pleasure in submitting to the members their report and audited financial statements of the Group for the year ended 31st December, 1992.

1. RESULTS	N'000	N'000
The profit for the year after taxation and minority interest was		360,661
Less: Appropriations:		
Transfer to Statutory reserve	57,995	
Transfer to Preference share redemption reserve	3,750	
Dividends — Ordinary shares	64,559	
— Preference shares	<u>2,250</u>	
		128,554
Retained profit transferred to general reserve		<u>232,107</u>

The proposed dividend of 40 kobo per 50 kobo ordinary share is subject to withholding tax.

2. LEGAL FORM

The Company 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 Company's shares are currently quoted on the Nigerian Stock Exchange.

3. PRINCIPAL ACTIVITIES

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

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, a subsidiary of the Bank had a successful year.

The Bank has undertaken a review of its organisational structure with a view to improving its operational efficiency to give it more commercial orientation.

5. FIXED ASSETS

Movements in fixed assets during the year are shown in Note 6 to the accounts on page 39. In the opinion of the directors, the market value of the company's properties is not less than the value shown in the accounts. Selected real properties with a net book value of N187.8 million were professionally valued at N1,183.7 million at 31st December, 1990.

Following the approval obtained from Central Bank of Nigeria, the revaluation surplus amounting to N995.9 million has been discounted by 55%. The resultant surplus of N448.16million has been further restricted in accordance with Central Bank of Nigeria's directive to N330.768 million (1991 - N197.145 million) which is included in the Balance sheet as Asset Revaluation Reserve.

Report of the Directors (Contd)

6. SHARE CAPITAL

- .1 The entire N25,000,000 9% cumulative redeemable preference shares were redeemed during the year in accordance with the terms of the trust deed.
- .2 In pursuance of Section 158(7) of the Companies and Allied Matters Decree, 1990, the Board recommends the capitalisation of the amount of N25,000,000 standing to the credit of Preference Shares Redemption Reserve along with a further sum of N1,899,721 out of the balance on General Reserve.
- .3 If the above recommendation is approved, the total sum of N26,899,721 will be utilised in paying in full for 53,799,441 ordinary shares of 50 kobo each to be issued to existing shareholders in the proportion of one new ordinary share for every three shares previously held.

7. DIRECTORS

- .1 The names of the present directors are detailed on page 5.
- .2 Mr. J. R. Heaton resigned from the Board since the last annual general meeting.
- .4 In accordance with the company's articles of association, Messrs. A. R. O. Ayeni and P. N. Mayes, the directors who were appointed to the board since the last annual general meeting, retire and being eligible, offer themselves for re-election.
- .5 In accordance with the company's articles of association, Messrs. M. D. Balloch, A. A. Ahmadu, K. N. Radford, Femi Anibaba and B. Tukur, retire by rotation and being eligible offer themselves for re-election.

8. DIRECTORS' INTERESTS

The interest of the directors in the issued share capital of the company as recorded in the register of directors' shareholding at 31st December, 1992 are as follows:

	Ordinary shares of 50k each as at 31st December	
	1992	1991
S. A. Adewusi	7,022	7,022
J. O. Sanusi	45,416	25,416
E. N. Oputu-Brume (Mrs.)	2,376	2,376
A. Sadauki	10,000	—
F. Anibaba (Dr.)	400	—

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, 1992.

Report of the Directors (Contd)

9. SUBSTANTIAL INTEREST IN SHARES

The ordinary shares of the company as at 31st December, 1992 were held as follows:

	1992	%	1991	%
	N		N	
Ministry of Finance Incorporated	36,119,157	44.8	36,119,157	44.8
Standard Chartered Bank Africa Plc	30,665,691	38.0	30,665,691	38.0
Nigerian Public	13,914,313	17.2	13,914,313	17.2
	<u>80,699,161</u>	<u>100.0</u>	<u>80,699,161</u>	<u>100.0</u>

- .1 At 31st December, 1992 no shareholder other than as noted above held more than 10% of the issued share capital of the company.
- .2 As at 31st December, 1992, Ministry of Finance Incorporated was in the process of disposing all its shares in the company to Nigerian public.

10. ANALYSIS OF SHAREHOLDINGS

Range	Number of shareholders	Number of shares held	%
0 - 100	298	20,957	0.01
101 - 200	424	75,165	0.03
201 - 499	1,766	594,466	0.36
500 - 999	1,970	1,430,191	0.89
1,000 - 1,999	2,756	4,007,812	2.49
2,000 - 4,499	1,250	3,877,543	2.44
4,500 - 9,999	695	4,749,580	2.93
10,000 - 49,999	434	7,699,916	4.77
50,000 - 99,999	19	1,491,466	0.92
100,000 - 999,999	16	3,881,530	2.40
1,000,000 - 99,999,999	2	133,569,696	82.76
	<u>9,630</u>	<u>161,398,322</u>	<u>100.00</u>

11. DONATIONS AND GIFTS

Donations made during the year amounted to N1,238,250. No donation was made to any political organisation.

Recipients:

	N
Musical Society of Nigeria	200,000
Nigerian Employer's Association of Banks and Insurance	25,000
Financial Institutions Training Centre	55,000
Kaduna Polo Club - Tournament	75,000
Bauchi State Education Development Fund	50,000
Institute of Chartered Accountants of Nigeria	30,000
Elephant Golf Tournament	40,000
Sixth International Conference of Appeal Court Judges	78,000
Better Life for Rural Women	300,000
Ikoyi Club - Lagos Amateur Golf Tournament	106,000
Others - N20,000 and below	279,250
	<u>1,238,250</u>

Report of the Directors (Contd)

12. ACQUISITION OF OWN SHARES

The Bank did not purchase any of its own shares during the year.

13. 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, 1992, nineteen (19) disabled persons were employed by the Bank.

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

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

.3 Employees' involvement and training

The Bank is committed to keeping employees fully informed as far 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 investments in their further development continue.

The Bank's expanding skills 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.

14. POST BALANCE SHEET EVENTS

There are no post balance sheet events which could have had material effect on the state of affairs of the company as at 31st December, 1992.

15. AUDIT COMMITTEE

Pursuant to Section 359 (3) of the Companies and Allied Matters Decree No. 1 of 1990, the Bank has in place an Audit Committee comprising three Directors and three shareholders, namely:

Dr. Femi Anibaba,	Dr. A. B. Araba,
Chief C. A. Atoki,	Otunba J. A. Dina,
Alhaji B. U. Gusau	Mrs. E. N. Oputu-Brume.

The functions of the Audit Committee are as laid down in Section 359 (6) of the Companies and Allied Matters Decree No. 1, 1990.

16. 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 having regard to the recommendations of the Audit Committee.

By Order of the Board,

Afolabi Olasope
Secretary

Lagos, Nigeria.
16th March, 1993

Report of the Joint Auditors and the Audit Committee

TO THE MEMBERS OF FIRST BANK OF NIGERIA PLC



We have examined the financial statements set out on pages 30 to 52 which have been prepared on the basis of the accounting policies set out on pages 28 and 29.

Proper books of account have been kept in accordance with generally accepted accounting principles in such a form as to explain and give a true and fair view of all transactions.

We have examined the books at Head Office and some of the branches and have received proper returns, adequate for our audit from branches not visited by us. To the best of our knowledge and belief, there was no contravention of the Banks and Other Financial Institutions Decree 25 of 1991 and other related legislation during the year ended 31st December, 1992.

The assets have been properly valued and adequate provision has been made for any losses or diminution in the value thereof.

The financial statements which are in agreement with the accounting records comply with the requirements of 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 Nigerian Accounting Standards Board.

To the best of our knowledge and belief, the Company complied with the guidelines of the Productivity, Prices and Incomes Board.

In our opinion and based on the information and explanations given to us, the financial statements give a true and fair view of the state of the financial affairs of the Bank, and so far as concerns members of the holding company, of the Group at 31st December, 1992 and of the profit and source and application of funds of the group for the year ended on that date.

Adetona Isichei & Co.
Chartered Accountants

KPMG Peat Marwick Ani Ogunde & Co.
Chartered Accountants

Lagos, Nigeria.

16th March, 1993.

REPORT OF THE AUDIT COMMITTEE

We have as required under Section 359(4) of the Companies and Allied Matters Decree No. 1 of 1990 examined the external joint Auditors' Report on the Company's Accounts for the year ended 31st December, 1992 and our recommendations thereon are as follows:

- (a) The audit work carried out was thorough and comprehensive, and
- (b) Management response satisfactorily dealt with the issues raised therein.

Chief C. A. Atoki	-	Chairman
Dr. F. Anibaba	-	Director/ Member
Dr. A. B. Araba	-	Member
Otunba J. A. Dina	-	Member
Mrs. E. N. Oputu-Brume	-	Director/Member
Alhaji B. U. Gusau	-	Director/ Member

DATED 12TH MARCH, 1993.

Accounting Policies

YEAR ENDED 31ST DECEMBER, 1992

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 Company and its subsidiary, FBN (Merchant Bankers) Limited, both made up to 31st December.

3. QUOTED INVESTMENTS

Holdings in quoted investments are stated at cost as it is the company'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.

4. BAD AND DOUBTFUL DEBTS

Loans and advances are stated after the deduction of provisions against debts considered doubtful of recovery. Loans and advances are classified between performing and non-performing. Loans and advances are 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 Prudential Guidelines.

5. INTEREST

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. DEPRECIATION

Depreciation is provided to write off the cost of fixed assets over their estimated useful lives.

The annual depreciation rates in use are as follows:

Freehold buildings	—	2% straight line from date of use
Leasehold buildings	—	2% straight line for leases of 50 years and above.
	—	equal annual amount to write off over expected life in case of leases under 50 years.
Motor vehicles	—	25% straight line
Computer equipment	—	12.5% straight line
Other fixed assets	—	20% straight line
Equipment on Lease	—	Over the duration of the lease

Accounting Policies (Contd)

8. EXCHANGE RATES

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

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

9. 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.

10. 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 charged to profit and loss account.

Balance Sheet

AS AT 31ST DECEMBER, 1992

		The Group		The Company	
		1992	1991	1992	1991
ASSETS	Notes	N'000	N'000	N'000	N'000
Cash & short term funds	1	9,602,468	4,827,598	9,149,179	4,560,764
Bills discounted	2	2,256,346	2,607,278	2,167,336	2,553,282
Investments	3	74,120	71,013	93,120	83,013
Loans and advances	4	2,447,356	1,696,518	2,378,792	1,634,900
Other assets	5	2,580,560	1,940,583	2,527,073	1,925,607
Equipment on lease		25,398	17,467	—	—
Fixed assets	6	683,494	566,911	670,809	561,530
Total Assets		<u>17,669,742</u>	<u>11,727,368</u>	<u>16,986,309</u>	<u>11,319,096</u>
LIABILITIES					
Deposits, current and other accounts	7	12,358,151	8,564,425	11,965,198	8,286,852
Taxation	8	55,917	14,732	32,662	4,992
Other liabilities	9	4,229,958	2,668,871	4,032,847	2,570,739
		<u>16,644,026</u>	<u>11,248,028</u>	<u>16,030,707</u>	<u>10,862,583</u>
CAPITAL AND RESERVES					
Called-up capital	10	80,699	105,699	80,699	105,699
Statutory reserve	11	198,491	140,496	188,047	137,843
Preference shares					
redemption reserve	12	25,000	21,250	25,000	21,250
Exchange difference reserve	13	155,648	35,063	155,648	35,063
General reserve	14	197,464	(32,243)	175,440	(38,487)
Asset revaluation reserve	6	330,768	195,145	330,768	195,145
Shareholders' funds		<u>988,070</u>	<u>465,410</u>	<u>955,602</u>	<u>456,513</u>
Minority interest		37,646	13,930	—	—
		<u>1,025,716</u>	<u>479,340</u>	<u>955,602</u>	<u>456,513</u>
		<u>17,669,742</u>	<u>11,727,368</u>	<u>16,986,309</u>	<u>11,319,096</u>
Contingent liabilities and other obligations on behalf of customers and customers' liability thereon	19	<u>323,929</u>	<u>885,042</u>	<u>288,929</u>	<u>885,042</u>

Sunday A. Adewusi
Joseph Oladele Sanusi
Adeola Richard O. Ayeni

CHAIRMAN
MANAGING DIRECTOR
EXECUTIVE DIRECTOR

The notes on pages 33 to 49 form part of these accounts.

Profit and Loss Account

FOR THE YEAR ENDED 31ST DECEMBER, 1992

	Notes	The Group		The Company	
		1992 N'000	1991 N'000	1992 N'000	1991 N'000
INCOME					
Gross earnings	15	2,928,426	1,678,455	2,689,324	1,574,711
Interest paid	16	(813,348)	(627,871)	(692,234)	(560,993)
		<u>2,115,078</u>	<u>1,050,584</u>	<u>1,997,090</u>	<u>1,013,718</u>
EXPENSES					
Overheads	17	(1,148,441)	(721,419)	(1,098,286)	(706,581)
		<u>966,637</u>	<u>329,165</u>	<u>898,804</u>	<u>307,137</u>
Provision for bad & doubtful accounts:					
— Loans and advance	4.3	(522,831)	(394,702)	(522,733)	(394,450)
— Other assets		(10,968)	—	(10,108)	—
Provision no longer required:					
— Sovereign debt		—	32,027	—	32,027
— Other assets		—	23,991	—	23,991
		<u>(533,799)</u>	<u>(338,684)</u>	<u>(532,841)</u>	<u>(338,432)</u>
Profit/ (loss) before taxation		432,838	(9,519)	365,963	(31,295)
Taxation	8	(54,862)	(9,672)	(31,273)	—
Profit/ (loss) after taxation		<u>377,976</u>	<u>(19,191)</u>	<u>334,690</u>	<u>(31,295)</u>
Minority interest		(17,315)	(3,389)	—	—
Profit/ (loss) after taxation and minority interest		<u>360,661</u>	<u>(22,580)</u>	<u>334,690</u>	<u>(31,295)</u>
Dealt with as follows:					
Statutory reserve	11	57,995	3,631	50,204	—
Preference share redemption reserve	12	3,750	—	3,750	—
Dividends	18	66,809	—	66,809	—
General reserve	14	232,107	(26,211)	213,927	(31,295)
		<u>360,661</u>	<u>(22,580)</u>	<u>334,690</u>	<u>(31,295)</u>

The notes on pages 33 to 49 form part of these accounts.

Source and Application of Funds

FOR THE YEAR ENDED 31ST DECEMBER, 1992

SOURCE OF FUNDS	The Group		The Company	
	1992 N'000	1991 N'000	1992 N'000	1991 N'000
From operations				
Profit/ (Loss) before taxation	432,838	(9,519)	365,963	(31,295)
Adjustment for items not involving the movement of funds:				
Depreciation of fixed assets	64,105	55,563	61,272	54,071
Depreciation of leased assets	11,132	—	—	—
Profit on sale of fixed assets	(405)	(587)	(841)	(587)
Total funds generated in operations	<u>507,670</u>	<u>45,457</u>	<u>426,394</u>	<u>22,189</u>
Fund from other sources				
Customers' deposits	3,793,726	1,930,759	3,678,346	1,653,186
Proceeds on sale of fixed assets	2,133	1,055	2,133	1,055
Other liabilities (net of dividends)	1,494,440	1,132,642	1,395,460	1,035,370
Exchange difference reserve	120,585	—	120,585	—
Share capital introduced by minority shareholders	8,000	8,000	—	—
	<u>5,926,554</u>	<u>3,117,913</u>	<u>5,622,918</u>	<u>2,711,800</u>
LESS: APPLICATION OF FUNDS				
Loans and advances	750,838	45,037	743,892	(16,581)
Equipment on lease	19,063	17,467	—	—
Purchase of fixed assets	46,791	46,428	36,219	44,659
Taxation paid	13,678	7,543	3,604	6,087
Dividend paid	161	1,125	161	1,125
Investments	3,107	(15,289)	10,107	(3,289)
Other assets	639,978	122,587	601,466	107,611
Exchange difference reserve	—	7,674	—	7,674
Preference shares redeemed	25,000	—	25,000	—
Dividend paid by subsidiary	4,000	—	—	—
Total funds applied	<u>(1,502,616)</u>	<u>(232,572)</u>	<u>(1,420,449)</u>	<u>(147,286)</u>
Net increase in funds	<u>4,423,938</u>	<u>2,885,341</u>	<u>4,202,469</u>	<u>2,564,514</u>
Represented by:				
Increase in Liquid Funds				
Cash and short term funds	4,774,870	2,415,572	4,588,415	2,148,739
Bills discounted	(350,932)	469,769	(385,946)	415,775
	<u>4,423,938</u>	<u>2,885,341</u>	<u>4,202,469</u>	<u>2,564,514</u>

The notes on pages 33 to 49 form part of these accounts.

Notes on the Accounts

FOR THE YEAR ENDED 31ST DECEMBER, 1992

	The Group		The Company	
	1992 N'000	1991 N'000	1992 N'000	1991 N'000
1. CASH AND SHORT-TERM FUNDS				
Cash	300,309	235,694	300,294	235,689
Balances held with				
Central Bank of Nigeria:				
Cash reserve requirement	300,395	225,414	290,978	221,532
Excess credit growth deposit	42,031	—	42,031	—
Small scale loans and advances	2,270	—	—	—
Agricultural shortfall deposit	—	28,884	—	28,884
Current account	306,499	587,375	294,932	569,490
Outstanding loans and advances				
against foreign guarantee deposit	—	1,790	—	1,790
Stabilisation securities	2,880,526	1,202,604	2,828,188	1,175,097
	<u>3,832,030</u>	<u>2,281,761</u>	<u>3,756,423</u>	<u>2,232,482</u>
Balances with other banks:				
In Nigeria	1,390,820	924,980	1,146,348	764,085
Outside Nigeria	4,379,618	1,620,857	4,246,408	1,564,197
	<u>9,602,468</u>	<u>4,827,598</u>	<u>9,149,179</u>	<u>4,560,764</u>
2. BILLS DISCOUNTED				
Nigerian Government:				
Treasury bills	2,116,019	2,515,483	2,106,019	2,505,610
Treasury certificates	31,800	26,800	31,800	26,800
Bankers acceptances	58,213	44,123	—	—
	<u>2,206,032</u>	<u>2,586,406</u>	<u>2,137,819</u>	<u>2,532,410</u>
Trade bills	50,314	20,872	29,517	20,872
	<u>2,256,346</u>	<u>2,607,278</u>	<u>2,167,336</u>	<u>2,553,282</u>

Notes on the Accounts (Contd)

		The Group		The Company	
		1992	1991	1992	1991
		N'000	N'000	N'000	N'000
3. INVESTMENTS:					
.1 In dated securities					
Federal Republic of Nigeria					
Development Stocks:					
Maturing after 1 year					
market value - N9,931					
(1991 - N9,581)		<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Industrial Securities (Quoted):					
Maturing within 1 year					
market value - N295					
(1991 - N356)		<u>332</u>	<u>400</u>	<u>332</u>	<u>400</u>
Maturing after 1 year but					
within 5 years					
market value - N23,271					
(1991 - N15,769)		<u>21,907</u>	<u>19,646</u>	<u>21,907</u>	<u>19,646</u>
Maturing after 5 years					
market value - N29,523					
(1991 - N24,210)		<u>29,523</u>	<u>23,015</u>	<u>29,523</u>	<u>23,015</u>
		<u>51,762</u>	<u>43,061</u>	<u>51,762</u>	<u>43,061</u>
Industrial Securities					
(Unquoted):					
Maturing within 1 year		<u>853</u>	<u>—</u>	<u>853</u>	<u>—</u>
Maturing after 1 year					
but within 5 years		<u>2,305</u>	<u>3,752</u>	<u>2,305</u>	<u>3,752</u>
Maturing after 5 years		<u>—</u>	<u>10,000</u>	<u>—</u>	<u>10,000</u>
		<u>3,158</u>	<u>13,752</u>	<u>3,158</u>	<u>13,752</u>
Banque Internationale					
Du Benin, Cotonou		<u>3,200</u>	<u>3,200</u>	<u>3,200</u>	<u>3,200</u>
		<u>68,120</u>	<u>70,013</u>	<u>68,120</u>	<u>70,013</u>
.2 In Subsidiary Companies					
FBN (Merchant Bankers)					
Limited (Note 3.5)		<u>—</u>	<u>—</u>	<u>24,000</u>	<u>12,000</u>
First Trustees Nig. Ltd.		<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
Premium Securities Ltd.		<u>5,000</u>	<u>—</u>	<u>—</u>	<u>—</u>
		<u>6,000</u>	<u>1,000</u>	<u>25,000</u>	<u>13,000</u>
		<u>74,120</u>	<u>71,013</u>	<u>93,120</u>	<u>83,013</u>

Notes on the Accounts (Contd)

		The Group		The Company	
		1992	1991	1992	1991
		N'000	N'000	N'000	N'000
4. LOANS AND ADVANCES					
.1 Summary					
Secured against					
real estate		860,475	833,673	852,017	831,317
Otherwise secured		3,675,880	2,826,956	3,617,992	2,767,214
Unsecured		720,961	470,119	717,542	469,837
		<u>5,257,316</u>	<u>4,130,748</u>	<u>5,187,551</u>	<u>4,068,368</u>
Assets realisation					
and recoveries in					
suspense		(1,472)	(539)	(1,472)	(539)
		<u>5,255,844</u>	<u>4,130,209</u>	<u>5,186,079</u>	<u>4,067,829</u>
Deduct: Provision					
for doubtful debts					
(Note 4.3.)		(2,808,488)	(1,966,404)	(2,807,287)	(1,965,642)
		<u>2,447,356</u>	<u>2,163,805</u>	<u>2,378,792</u>	<u>2,102,187</u>
Less: Deferred					
bad and doubtful					
balances transferred					
to other assets (Note 4.5)		—	(467,287)	—	(467,287)
		<u>2,447,356</u>	<u>1,696,518</u>	<u>2,378,792</u>	<u>1,634,900</u>
.2 Analysis of loans					
and advances					
Performing		<u>2,470,835</u>	<u>1,633,963</u>	<u>2,401,576</u>	<u>1,573,120</u>
Non-performing:					
— Substandard		510	14,771	510	13,234
— Doubtful		4,490	88,759	4,490	88,759
— Lost		2,781,481	2,393,255	2,780,975	2,393,255
		<u>2,786,481</u>	<u>2,496,785</u>	<u>2,785,975</u>	<u>2,495,248</u>
Total advances		<u>5,257,316</u>	<u>4,130,748</u>	<u>5,187,551</u>	<u>4,068,368</u>

Notes on the Accounts (Contd)

	The Group		The Company	
	1992 N'000	1991 N'000	1992 N'000	1991 N'000
4.3 Provision for doubtful debts				
Principal:				
At 1st January	907,742	543,364	906,980	542,854
Written off in the year	(15,190)	(30,324)	(15,190)	(30,324)
	<u>892,552</u>	<u>513,040</u>	<u>891,790</u>	<u>512,530</u>
Provided during the year	839,899	698,618	839,801	698,366
Recovered during the year	(317,068)	(303,916)	(317,068)	(303,916)
Charge for the year	<u>522,831</u>	<u>394,702</u>	<u>522,733</u>	<u>394,450</u>
At 31st December	<u>1,415,383</u>	<u>907,742</u>	<u>1,414,523</u>	<u>906,980</u>
Interest:				
At 1st January	1,058,662	657,094	1,058,662	657,094
Additions during the year	<u>334,443</u>	<u>401,568</u>	<u>334,102</u>	<u>401,568</u>
At 31st December,	<u>1,393,105</u>	<u>1,058,662</u>	<u>1,392,764</u>	<u>1,058,662</u>
Total at 31st December,	<u>2,808,488</u>	<u>1,966,404</u>	<u>2,807,287</u>	<u>1,965,642</u>
4.4. Loans and advances are analysed to maturity as follows:				
On call	3,132,280	2,555,964	3,132,280	2,555,964
Over 1 month and within 3 months	478,978	367,756	439,162	339,834
Over 3 months but within 6 months	201,176	278,574	199,662	272,882
Over 6 months but within 12 months	388,884	139,095	386,351	135,322
Over 1 year but within 3 years	175,721	208,426	165,523	189,420
Over 3 years but within 5 years	<u>309,786</u>	<u>574,992</u>	<u>308,441</u>	<u>574,946</u>
Over 5 years	<u>570,491</u>	<u>5,941</u>	<u>556,132</u>	<u>—</u>
	<u>5,257,316</u>	<u>4,130,748</u>	<u>5,187,551</u>	<u>4,068,368</u>

4.5. The shortfall for bad and doubtful accounts computed in accordance with Central Bank of Nigeria Prudential Guidelines amounted to N830,732,000 at 31st December, 1990.

In accordance with Central Bank of Nigeria's directives dated 15th May, 1991, the directors have amortised this amount over a period of three years. The balance of N467,287,000 (having written off in 1991 - N155,762,000 and in 1990 - N207,683,000) have accordingly been charged in these accounts.

Notes on the Accounts (Contd)

	The Group		The Company	
	1992 N'000	1991 N'000	1992 N'000	1991 N'000
4.6. The charge for bad and doubtful debts is made up of:				
Specific provisions	513,846	392,721	514,443	393,083
General provisions	8,985	1,981	8,290	1,367
	<u>522,831</u>	<u>394,702</u>	<u>522,733</u>	<u>394,450</u>
5. OTHER ASSETS				
Inter-branch items in transit (net)	107,579	262,191	107,579	262,191
Other debit balances and payments in advance (Note 5.1.)	2,391,236	1,331,514	2,367,533	1,320,247
Accrued income	127,776	57,448	97,992	53,739
Deferred bad and doubtful balances (Note 4.1. and 4.5.)	—	467,287	—	467,287
	<u>2,626,591</u>	<u>2,118,440</u>	<u>2,573,104</u>	<u>2,103,464</u>
Less: Other provisions	(46,031)	(177,857)	(46,031)	(177,857)
	<u>2,580,560</u>	<u>1,940,583</u>	<u>2,527,073</u>	<u>1,925,607</u>
.1 Other debit balances and payments in advance comprise:				
Bills payable	1,238,776	374,803	1,238,776	374,803
Bulk stationery and fixed assets	39,447	36,155	39,447	36,155
Drawings under letters of credit	—	33,793	—	33,793
Nigeria sovereign debt	—	352,519	—	352,519
Impersonal accounts	1,113,013	534,244	1,089,310	522,977
	<u>2,391,236</u>	<u>1,331,514</u>	<u>2,367,533</u>	<u>1,320,247</u>

Notes on the Accounts (Contd)

6. FIXED ASSETS

THE GROUP	Land and buildings N'000	Vehicles, equipment and others N'000	Total N'000
6.1. Summary			
Cost/valuation:			
At 1st January, 1992	470,108	302,813	772,921
Surplus on revaluation	135,623	—	135,623
Additions	20,240	26,551	46,791
Disposals	(704)	(3,047)	(3,751)
At 31st December, 1992	625,267	326,317	951,584
Less:			
Accumulated depreciation:			
At 1st January, 1992	43,647	162,363	206,010
Charge for the year	18,329	45,776	64,105
Disposals	(384)	(1,641)	(2,025)
At 31st December, 1992	61,592	206,498	268,090
Net book value:			
	<u>563,675</u>	<u>119,819</u>	<u>683,494</u>
At 31st December, 1992	<u>426,461</u>	<u>140,450</u>	<u>566,911</u>
6.2. Land and buildings at			
31st December, 1992			
comprise:			

	Cost/ valuation N'000	Deprecia- tion N'000	Net book value N'000
Freehold	221,880	15,785	206,095
Leasehold of 50 years or more	287,035	17,886	269,149
Leasehold of 50 years or more under construction	4,578	—	4,578
Leasehold of less than 50 years	111,774	27,921	83,853
	<u>625,267</u>	<u>61,592</u>	<u>563,675</u>

Notes on the Accounts (Contd)

6. FIXED ASSETS

THE COMPANY

.3 Cost/Valuation

	Land and Buildings N'000	Vehicles, equipment and others N'000	Total N'000
At 1st January, 1992	468,796	296,770	765,566
Surplus on revaluation	135,623	—	135,623
Additions	17,103	19,116	36,219
Disposals	—	(2,845)	(2,845)
At 31st December, 1992	621,522	313,041	934,563

Less:

Accumulated Depreciation

At 1st January, 1992	43,222	160,814	204,036
Charge for the year	17,568	43,704	61,272
Disposals	—	(1,554)	(1,554)
At 31st December, 1992	60,790	202,964	263,754

Net book values

At 31st December, 1992	560,732	110,077	670,809
At 31st December, 1991	425,574	135,956	561,530

.4 Land and buildings at

31st December, 1992, comprise:

	Cost/ valuation N'000	Depreci- ation N'000	Net book value N'000
Freehold	221,880	15,785	206,095
Leasehold of 50 years or more	287,035	17,886	269,149
Leasehold of 50 years or more under construction	4,578	—	4,578
Leasehold of less than 50 years	108,029	27,119	80,910
	621,522	60,790	560,732

- .5 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. In compliance with the Central Bank of Nigeria guidelines on recognition of fixed assets (own premises) revaluation reserve, the sum of N330.768 million (1991 - N195.145m) has been incorporated in these accounts.

Notes on the Accounts (Contd)

7. DEPOSITS, CURRENT AND OTHER ACCOUNTS

.1 Summary

	The Group		The Company	
	1992 N'000	1991 N'000	1992 N'000	1991 N'000
In Nigeria				
Demand	4,868,817	3,262,364	4,759,505	3,243,830
Savings	4,387,401	3,445,505	4,387,401	3,445,505
Time	2,397,984	1,387,126	2,126,858	1,279,087
	<u>11,654,202</u>	<u>8,094,995</u>	<u>11,273,764</u>	<u>7,968,422</u>
Outside Nigeria				
Demand	48,752	40,443	48,752	40,443
Time	373,361	89,115	373,361	89,115
	<u>12,076,315</u>	<u>8,224,553</u>	<u>11,695,877</u>	<u>8,097,980</u>
Due to other banks				
In Nigeria	117,706	2,004	105,191	2,004
Outside Nigeria	12,992	171,091	12,992	20,091
	<u>12,207,013</u>	<u>8,397,648</u>	<u>11,814,060</u>	<u>8,120,075</u>
Foreign transfers payable	151,138	166,777	151,138	166,777
	<u>12,358,151</u>	<u>8,564,425</u>	<u>11,965,198</u>	<u>8,286,852</u>

.2 The deposit liabilities maturity is as follows:

On demand	9,747,989	6,748,312	9,464,979	6,729,778
Under 3 months	2,307,783	1,406,047	2,255,283	1,231,257
Over 3 months and within 6 months	151,576	237,394	119,038	168,090
Over 6 months and within 12 months	149,451	166,984	124,546	152,039
Over 12 months	1,352	5,688	1,352	5,688
	<u>12,358,151</u>	<u>8,564,425</u>	<u>11,965,198</u>	<u>8,286,852</u>

Notes on the Accounts (Contd)

8. TAXATION

	The Group		The Company	
	1992 N'000	1991 N'000	1992 N'000	1991 N'000
.1 Company taxation based on profits of the year				
Income tax	52,568	9,672	29,381	—
Underprovision in prior years	2,294	—	1,892	—
Per profit and loss account	<u>54,862</u>	<u>9,672</u>	<u>31,273</u>	<u>—</u>
.2 Company taxation based on profits of the year	52,568	9,672	29,381	—
Prior years	<u>3,349</u>	<u>5,060</u>	<u>3,281</u>	<u>4,992</u>
Per balance sheet	<u>55,917</u>	<u>14,732</u>	<u>32,662</u>	<u>4,992</u>

.3 The charge for corporate taxation in these accounts is based on the provisions of Companies Income Tax Act, 1979 as amended to date.

9. OTHER LIABILITIES

	The Group		The Company	
	1992 N'000	1991 N'000	1992 N'000	1991 N'000
Proposed dividend	64,559	—	64,559	—
Unclaimed dividends	4,092	2,003	4,092	2,003
Payables and transfers	975,889	305,571	956,401	295,096
Provisions and accruals	124,045	49,700	124,045	39,795
Unearned discounts	67,819	35,412	67,819	35,412
Others (Note 9.1.)	<u>2,993,554</u>	<u>2,276,185</u>	<u>2,815,931</u>	<u>2,198,433</u>
	<u>4,229,958</u>	<u>2,668,871</u>	<u>4,032,847</u>	<u>2,570,739</u>

Notes on the Accounts (Contd)

	The Group		The Company	
	1992 N'000	1991 N'000	1992 N'000	1991 N'000
1 Others comprise:				
Foreign exchange				
bidding deposits	127,678	465,097	—	415,118
Vostro balances	527,746	172,156	527,746	172,156
Deposit against				
drawings on				
letters of credit	71,854	72,267	71,854	72,267
Balances held for				
London branch	148,952	546,503	148,952	546,503
Impersonal items	2,022,315	992,389	2,022,315	992,389
Sundry credit				
balances	95,009	27,773	45,064	—
	<u>2,993,554</u>	<u>2,276,185</u>	<u>2,815,931</u>	<u>2,198,433</u>

10. CALLED-UP SHARE CAPITAL

Authorised:

300,000,000 ordinary				
shares of 50k each	150,000	150,000	150,000	150,000
25,000,000 9% cumulative				
redeemable preference shares				
of N1.00 each	25,000	25,000	25,000	25,000
	<u>175,000</u>	<u>175,000</u>	<u>175,000</u>	<u>175,000</u>

Allotted, called up

and fully paid

161,398,322 ordinary				
shares of 50k each	80,699	80,699	80,699	80,699
25,000,000 9% cumulative				
redeemable preference				
shares of N1.00 each	—	25,000	—	25,000
	<u>80,699</u>	<u>105,699</u>	<u>80,699</u>	<u>105,699</u>

The redeemable preference shares were redeemed during the year.

Notes on the Accounts (Contd)

	The Group		The Company	
	1992 N'000	1991 N'000	1992 N'000	1991 N'000
11. STATUTORY RESERVE				
At 1st January,	140,496	137,843	137,843	137,843
Appropriation from profit and loss account	57,995	2,653	50,204	—
At 31st December	<u>198,491</u>	<u>140,496</u>	<u>188,047</u>	<u>137,843</u>
12. PREFERENCE SHARES REDEMPTION RESERVE				
At 1st January	21,250	21,250	21,250	21,250
Movement during the year	3,750	—	3,750	—
At 31st December	<u>25,000</u>	<u>21,250</u>	<u>25,000</u>	<u>21,250</u>
13. EXCHANGE DIFFERENCE RESERVE				
At 1st January,	35,063	42,737	35,063	42,737
Movement during the year	120,585	(7,674)	120,585	(7,674)
At 31st December	<u>155,648</u>	<u>35,063</u>	<u>155,648</u>	<u>35,063</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 year end. Any future exchange difference thereon will be treated in this account.

14. GENERAL RESERVE

	The Group		The Company	
	1992 N'000	1991 N'000	1992 N'000	1991 N'000
At 1st January,	(32,243)	(7,192)	(38,487)	(7,192)
Profit/ (Loss) for the year	232,107	(26,211)	213,927	(31,295)
Consolidation adjustment	—	1,160	—	—
Dividend from subsidiary	(2,400)	—	—	—
At 31st December	<u>197,464</u>	<u>(32,243)</u>	<u>175,440</u>	<u>(38,487)</u>

Notes on the Accounts (Contd)

	The Group		The Company	
	1992	1991	1992	1991
	N'000	N'000	N'000	N'00015.
15. GROSS EARNINGS				
Interest on advances	721,707	452,554	698,282	369,071
Commission and bills charges	395,177	287,318	370,447	267,057
Foreign exchange	250,947	158,971	235,579	158,971
Dividends from investments	27,119	63,133	27,119	63,133
Income from treasury bills, certificates and stabilisation securities	731,188	469,884	705,195	469,884
Interest on deposits	719,032	242,413	593,371	242,413
Sundry income	83,256	4,182	59,331	4,182
	<u>2,928,426</u>	<u>1,678,455</u>	<u>2,689,324</u>	<u>1,574,711</u>
16. INTEREST PAID				
Interest paid to customers	<u>813,348</u>	<u>627,871</u>	<u>692,234</u>	<u>560,993</u>
17. OVERHEADS				
.1 Summary:				
Charges and expenses (Note 17.3)	976,600	610,660	942,971	597,314
Provision for off shore interest (Note 17.4)	18,000	7,000	18,000	7,000
Depreciation (Note 17.2)	75,237	55,563	61,272	54,071
Premium on deposit insurance scheme	73,623	48,196	71,062	48,196
Provision on investments	4,981	—	4,981	—
	<u>1,148,441</u>	<u>721,419</u>	<u>1,098,286</u>	<u>706,581</u>
.2 Depreciation charge				
Historical cost	65,910	51,660	51,945	50,168
Revaluation	9,327	3,903	9,327	3,903
	<u>75,237</u>	<u>55,563</u>	<u>61,272</u>	<u>54,071</u>

Notes on the Accounts (Contd)

	The Group		The Company	
	1992 N'000	1991 N'000	1992 N'000	1991 N'000
3 Charges and expenses as stated above include the following:				
Directors' emoluments - (Note 20):				
fees	275	84	275	84
other emoluments as managers	1,031	1,669	1,031	1,669
	<u>1,306</u>	<u>1,753</u>	<u>1,306</u>	<u>1,753</u>
Profit on disposal of fixed assets	(405)	(587)	(841)	(587)
Auditors remuneration comprises:				
Nigeria operations	1,400	820	1,200	720
London operations	<u>409</u>	<u>240</u>	<u>409</u>	<u>240</u>

- 4 In line with Central Bank of Nigeria's guidelines, the amount of N18.0 million (1991 - N7.0 million) has been provided in the year against liability on offshore interest charges on pre-SFEM transactions. The estimated total liability which amounted to N67 million proposed by the directors for write-off over a period of not more than ten years from 1987 has been fully written off at 31st December, 1992 (1991 - N49.0 million).

18. DIVIDENDS

	1992 N'000	1991 N'000
Ordinary shares — Proposed at 40k per 50k share	64,559	—
Preference shares — paid	<u>2,250</u>	<u>—</u>
	<u>66,809</u>	<u>—</u>

The dividend is subject to deduction of withholding tax at the time of payment.

Notes on the Accounts (Contd)

19. 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 in respect of which there are corresponding obligations by customers.

	The Group		The Company	
	1992 N'000	1991 N'000	1992 N'000	1991 N'000
Acceptances, guarantees and indemnities	255,570	658,605	220,570	658,605
Bid bonds and performance guarantees	68,359	226,437	68,359	226,437
	<u>323,929</u>	<u>885,042</u>	<u>288,929</u>	<u>885,042</u>

.2 Deferred taxation:

The potential capital gains tax at 20% on the surplus arising from the revaluation of land and buildings not provided in these accounts amounted to N66,154,000.

Income tax deferred as at 31st December, 1992 as a result of differences between the net book value of assets qualifying for capital allowances and their corresponding income tax written down value amounting to N37,491,650 has not been provided in these accounts.

20. CHAIRMAN'S AND DIRECTORS EMOLUMENTS, PENSIONS AND COMPENSATION FOR LOSS OF OFFICE

.1 Emoluments:

	The Company	
	1992 N'000	1991 N'000
Chairman	48	12
Other directors	1,258	1,741
	<u>1,306</u>	<u>1,753</u>

- .2 The fees attributable to directors of the parent company serving on the board of the subsidiary company amounting to N185,000 (1991 - N48,000) has been paid over and included in the income of the parent company.

Notes on the Accounts (Contd)

- .3 The number of directors excluding the Chairman, whose emoluments were within the following ranges were:

	1992	1991
Up to N 10,000	5	8
N 10,001 to N 20,000	1	—
N 20,001 to N 30,000	1	—
N 30,001 to N 40,000	2	—
N 40,001 to N 50,000	3	—
N 60,001 to N 70,000	1	—
N130,001 to N140,000	—	1
N150,001 to N160,000	2	2
N 170,001 to N 180,000	1	—
N180,001 to N190,000	1	3
N190,001 and above	1	—
	<u>18</u>	<u>14</u>
Number of directors who had no emoluments	<u>—</u>	<u>—</u>

Included in the number indicated above for 1992 were four former directors who were replaced during the year.

21. EMPLOYEES

.1 EMPLOYEES REMUNERATED AT HIGHER RATES

The number of employees in Nigeria excluding directors in receipt of emoluments within the following ranges were:

	1992 Number	1991 Number
60,001 to 70,000	19	19
70,001 to 80,000	12	13
80,001 to 90,000	6	—
90,001 to 100,000	1	—
100,001 to 110,000	2	—

Notes on the Accounts (Contd)

- .2 The average number of persons employed in the year and the related staff costs were as follows:

	The Group		The Company	
	1992 Number	1991 Number	1992 Number	1991 Number
Managerial	397	393	386	385
Senior staff	2,482	2,377	2,455	2,360
Junior staff	7,770	8,356	7,724	8,332
	<u>10,649</u>	<u>11,126</u>	<u>10,565</u>	<u>11,077</u>
	N'000	N'000	N'000	N'000
.3 The related staff costs amounted to	<u>545,896</u>	<u>385,997</u>	<u>533,979</u>	<u>379,116</u>

22. GUARANTEES AND OTHER FINANCIAL COMMITMENTS

.1 Capital commitments

Capital expenditure authorised by the directors but not provided for in these accounts are as follows:

i) Contracted	<u>15,183</u>	<u>19,606</u>
ii) Not contrafed	<u>8,725</u>	<u>9,336</u>

.2 Retirement benefits

Charge for the year included under staff costs

<u>30,212</u>	<u>27,295</u>
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23. APPROVAL OF FINANCIAL STATEMENTS

These financial statements were approved by the Board of Directors of the bank on 16th March, 1993.

Five-Year Financial Summary

FOR THE YEAR ENDED 31ST DECEMBER, 1992

	The Group			The Company			
	1992	1991	1992	1991	1990	1989	1988
	Nm.	Nm.	Nm.	Nm.	Nm.	Nm.	Nm.
ASSETS							
Cash, bank balances and bills discounted	11,859	7,435	11,316	7,114	4,550	3,955	3,287
Investments	74	71	93	83	86	84	89
Loans and advances	2,447	1,697	2,379	1,635	1,652	2,403	2,253
Advances under finance lease	25	17	—	—	—	—	—
Fixed assets	684	567	671	562	376	294	205
Other assets	2,581	1,940	2,527	1,925	1,818	1,756	1,238
Total assets	<u>17,670</u>	<u>11,727</u>	<u>16,986</u>	<u>11,319</u>	<u>8,482</u>	<u>8,492</u>	<u>7,072</u>
LIABILITIES							
Deposits	12,358	8,564	11,965	8,287	6,585	5,785	5,646
Taxation	56	15	33	5	45	66	79
Dividend	67	—	69	—	4	20	18
Other liabilities	4,163	2,669	3,964	2,570	1,548	2,087	894
	<u>16,644</u>	<u>11,248</u>	<u>16,031</u>	<u>10,862</u>	<u>8,182</u>	<u>7,958</u>	<u>6,637</u>
Shareholders' funds	988	465	955	457	300	534	435
Minority Interest	38	14	—	—	—	—	—
	<u>17,670</u>	<u>11,727</u>	<u>16,986</u>	<u>11,319</u>	<u>8,482</u>	<u>8,492</u>	<u>7,072</u>
Gross earnings	2,928	1,678	2,689	1,575	1,433	1,151	860
Profit/ (Loss) before taxation	433	(10)	366	(31)	(205)	163	124
Profit/ (Loss) after taxation	378	(19)	335	(31)	(205)	106	74
Dividends							
Ordinary shares	65	—	65	—	4	24	22
Preference shares	2	—	2	—	2	2	2
Return on shareholders' funds	38%	—	35%	—	—	20%	17%
Earnings per ordinary share	224k	—	207k	—	—	64.24k	44.60k
Dividend per ordinary shares	40k	—	40k	—	2.50k	15.00k	13.50k
Equity dividend cover (times)	2.5	—	2.5	—	—	4.3	3.3

- Notes:**
- Earnings and dividend per share are based on profit after tax and 161,398,322 ordinary shares 50k each
 - The five- year record covers 1991 and 1992 for which group accounts are available and the company's data for 1988 to 1992

Group Statement of Value Added

FOR THE YEAR ENDED 31ST DECEMBER, 1992

	1992 N'000	—%	1991 N'000	%
Gross earnings	2,928,426	100	1,678,455	100.0
Interest paid	(813,348)	(27.8)	(627,871)	(37.4)
	<u>2,115,078</u>	<u>72.2</u>	<u>1,050,584</u>	<u>62.6</u>
Less:				
Administration and overhead expenses	(527,307)	(18.0)	(266,798)	(15.9)
Doubtful debts provision	(533,799)	(18.2)	(338,684)	(20.2)
Value Added	<u>1,053,972</u>	<u>36.0</u>	<u>445,102</u>	<u>26.5</u>
TOTAL VALUE ADDED AS ABOVE	<u>1,053,972</u>	<u>100.0</u>	<u>445,102</u>	<u>100.0</u>
Distributed as follows:				
In payment to employees:				
Salaries, bonus, allowances	545,896	51.8	385,997	86.7
In payment to Government:				
Taxation	54,862	5.2	9,672	2.2
In payment to shareholders:				
Dividend	66,809	6.3	—	—
Retained for future replacement of assets and expansion of business:				
Depreciation	75,237		55,563	
Profit re-invested in the business including attributable to minority interest	<u>311,168</u>		<u>(6,130)</u>	
	<u>386,405</u>	<u>36.7</u>	<u>49,433</u>	<u>11.1</u>
	<u>1,053,972</u>	<u>100.0</u>	<u>445,102</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

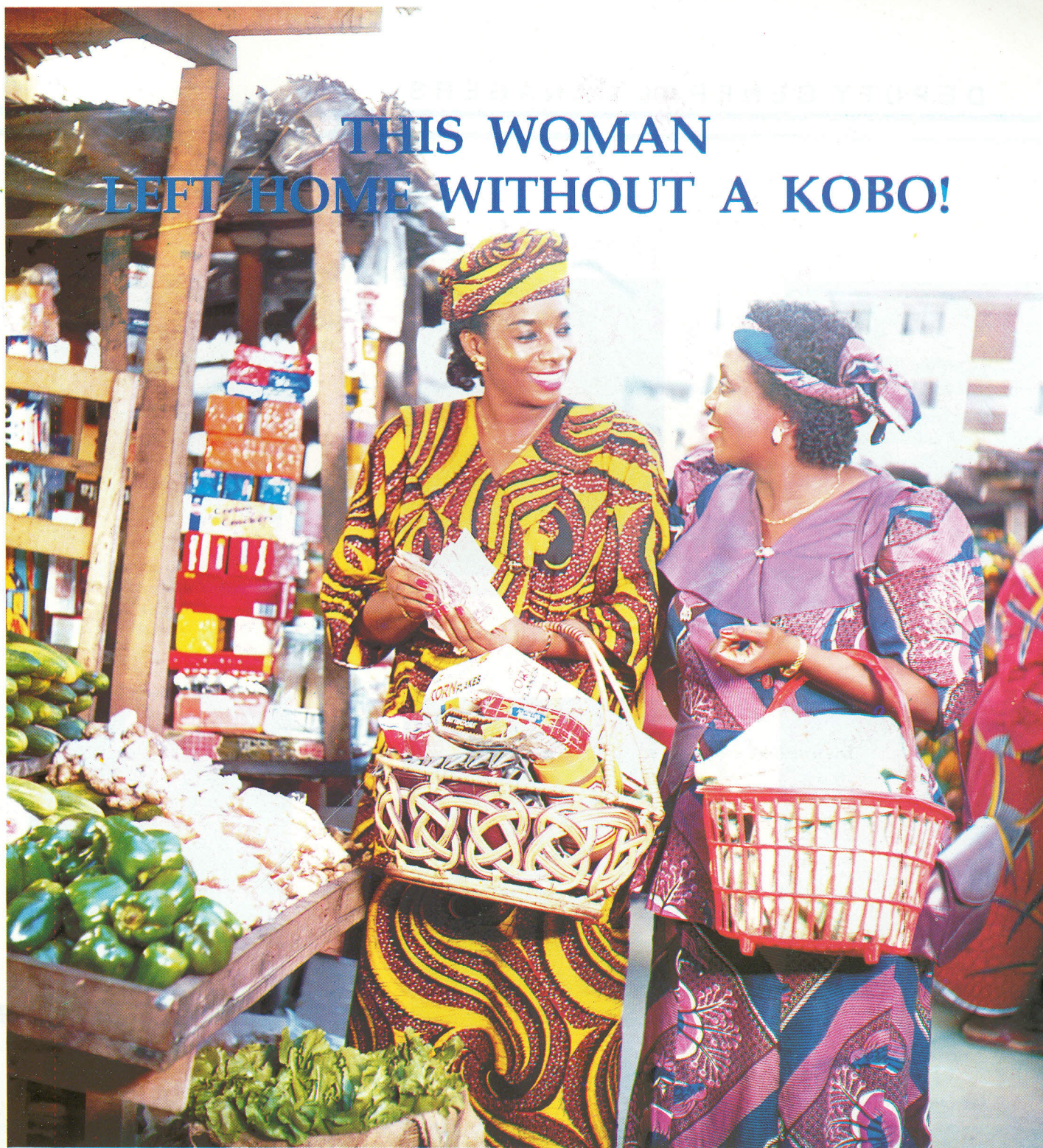
FOR THE YEAR ENDED 31ST DECEMBER, 1992

	1992 N'000	%	1991 N'000	%
Gross earnings	2,689,324	100.00	1,574,711	100.0
Interest paid	(692,234)	(25.7)	(560,993)	35.6
	<u>1,997,090</u>	<u>74.3</u>	<u>1,013,718</u>	<u>64.4</u>
Less:				
Administration and overhead expenses	(503,035)	(18.7)	(273,394)	(17.4)
Doubtful debts provision	(532,841)	(19.8)	(338,432)	(21.5)
Value Added	<u>961,214</u>	<u>35.7</u>	<u>401,892</u>	<u>25.5</u>
TOTAL VALUE ADDED AS ABOVE	<u>961,214</u>	<u>100.0</u>	<u>401,892</u>	<u>100.0</u>
Distributed as follows:				
In payment to employees				
Salaries, bonus, allowances	533,979	55.6	379,116	94.3
In payment to Government				
Taxation	31,273	3.3	—	—
In payment to shareholders				
Dividend	66,809	7.0	—	—
Retained for future replacement of assets and expansion of business				
Depreciation	61,272		54,071	
Profit re-invested in the business	<u>267,881</u>		<u>(31,295)</u>	
	<u>329,153</u>	<u>34.1</u>	<u>22,776</u>	<u>5.7</u>
	<u>961,214</u>	<u>100.0</u>	<u>401,892</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.

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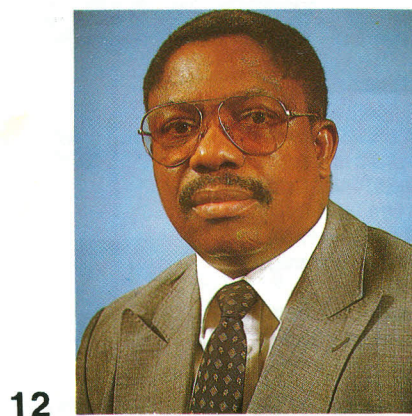
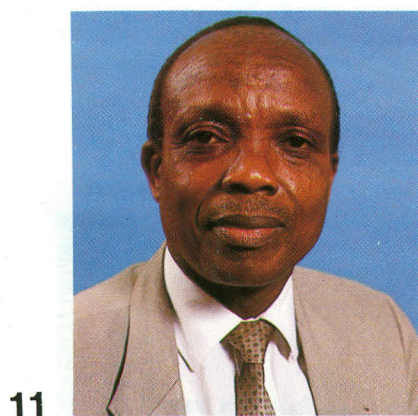
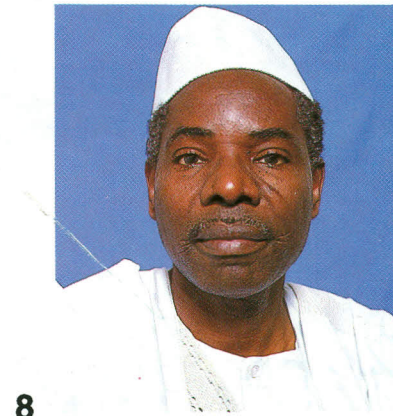
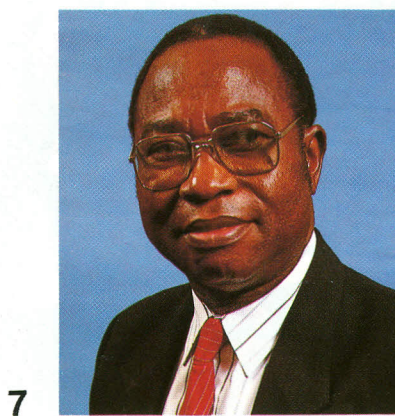
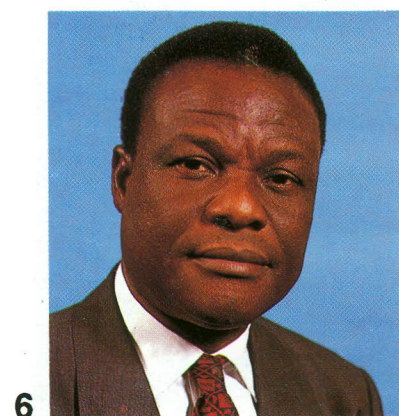
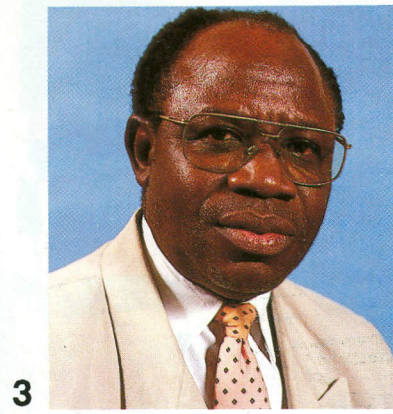
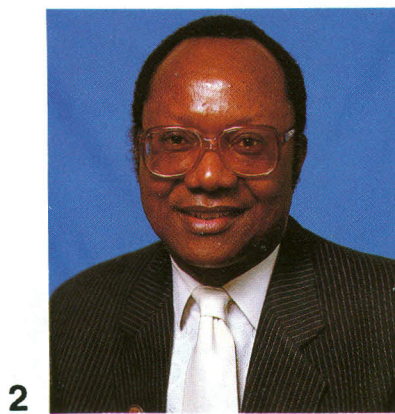
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DEPUTY GENERAL MANAGERS



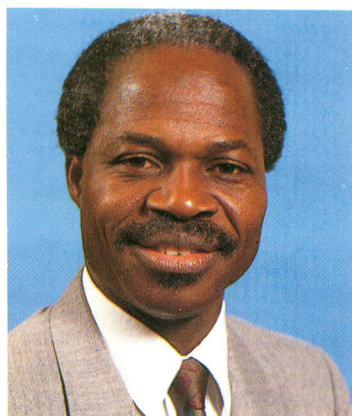
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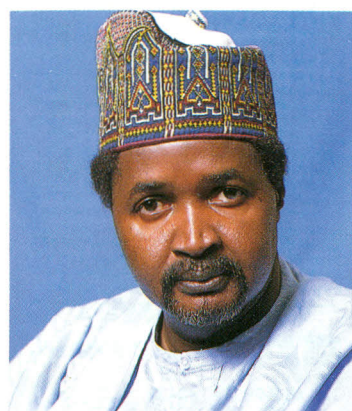
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14



15



1. **Dr. F. Abudu**
Personnel
2. **Mr. C. I. Adimorah**
East Banking Operations
3. **Otunba Olu Akinmade**
Corporate Finance
4. **Chief E.. A. Akintoye**
West Banking Operations
5. **Mr. M. L. Alabi**
Finance & Planning
6. **Mr. C. F. Awosika**
International Division
7. **Mr. F. O. Chinkata**
Special Duties
8. **Alhaji M. Ibrahim**
North Banking Operations
9. **Mr. D. T. Iordaah**
Lagos Banking Operations
10. **Mr. B. O. Longe**
Banking & Credit Administration
11. **Mr. O. A. Odu**
Corporate Resources
12. **Mr. S.F. Oguntinyinbo**
Inspection
13. **Otunba A. Olasope**
Legal/Company Secretary
14. **Alhaji A. Sa'Ad**
Central
15. **Mr. S. O. Tomori**
Marina (Branch)

DIRECTORY OF BRANCHES

AS AT 31ST DECEMBER, 1992

ABIA STATE

ABA ARIARIA
P.M.B. 7315, Aba.
Tel. 082-223863

ABA FACTORY RD.
Factory Road
Aba.

ABA TOWN
No. 122 Ehi Road
P.M.B. 315, Aba.
Tel. 082-220325

ABA (MAIN)
No. 2 Asa Road
P.M.B. 1103, Aba.
Tel. 082-220866

AFIKPO
P.M.B. 7128
Afikpo
Tel. 088-521636

AMAKWE ITEM
P.M.B. 1
Item.

UMUAHIA
1, Mayne Road
P.M.B. 1017
Umuahia.

ADAMAWA STATE

DUMNE AGENCY
c/o Yola (Main) Branch.

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

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

GARKIDA
c/o Garkida Postal Agency
Garkida.

GULAK AGENCY
c/o Michika Branch.

HONG
P.M.B. 1002
Hong.

MAYOINE AGENCY
c/o Mayo-Balewa Branch.

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

MICHIKA
c/o Postal Agency
Michika.

YOLA MAIN
P.M.B. 2050
Yola
Tel. 075-25198, 24382

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

AKWA IBOM STATE

EFA
P.M.B. 1053
Etinan.

ESSENE
P.M.B. 1012
Ikot Abasi.

ETINAN
509 Umo Road
P.M.B. 1042
Etinan.

IKOT ABASI
P.M.B. 1021
Ikot Abasi.

IKOT EKPENE
P.M.B. 34
Ikot Ekpene
Tel. 085-400202

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

UKAM
P.M.B. 5001
Ukam.

UTU ETIM EKPO
c/o Uyo Branch.

UYO
P.M.B. 1001
Uyo.
Tel. 085-200531

ANAMBRA STATE

ABBA
P.M.B. 2008
Abagana
Njikoka LGA.

AWKA
Enugu/Onitsha Road,
Awka

NKPOR
Enugu/Onitsha Express Road,
Nkpor.

NKWELE EZUNAKA
Ogidi-Ezunaka Road,
Nkwele Ezunaka.

NNEWI
P.M.B. 5015
Nnewi.

OGBUNIKE
P.M.B. 7
Ogbunike
Tel. 046-611559

ONITSHA (BRIDGEHEAD)
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

ONITSHA (WILLIAM ST.)
16, William Street,
P.M.B. 1787
Onitsha.
Tel. 046-211175

ONITSHA (MAIN)
19 New Market Road
P.M.B. 1519
Onitsha.
Tel. 046-210244 - 8

OTUOCHA
c/o Postal Agency.
Otuocha

NIMO
Njikoka LGA.

BAUCHI STATE

BAUCHI
P.M.B. 53
Bauchi
Tel. 077-42024

BURRA AGENCY
c/o Operations Manager's Office
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Bauchi.

DARAZO
c/o P.M.B. 53
Bauchi.

GAMAWA
c/o Gamawa LGA.

GOMBE
P.M.B. 1
Gombe
Tel. 077-20214

ITAS AGENCY
c/o Yana Branch

KALTUNGO
Gombe-Yola Road
Kaltungo.

KATAGUM AGENCY
c/o Operations Manager's Office
Bauchi

PINDIGA AGENCY
c/o North Admin.
Kano

TULA AGENCY
c/o North Admin.
Kano

TORO
c/o P.M.B. 2027
Jos.

TAFAWA BALEWA
c/o Operations Manager's Office
Bauchi.
YANA
P.M.B. 6
Yana.

BENUE STATE

KATSINA-ALA
c/o Postal Agency
Katsina-ala
Tel. 044-900299

MAKURDI
P.M.B. 2076
Makurdi
Tel. 044-32156, 32798, 33342

OTURKPO
P.M.B. 2210
Oturkpo
Tel. 044-60165

VADEIKYA
P.M.B. 05
Vadeikya

NAKA AGENCY
c/o Makurdi Branch.

IKYOBO AGENCY
c/o Makurdi Branch.

BORNO STATE

DAMBOA
c/o Maiduguri Branch

KIRENOWA AGENCY
c/o Maiduguri Branch

KONDUGA AGENCY
c/o Maiduguri Branch

KWAJAJA
c/o Maiduguri Branch

MAIDUGURI
P.O. Box 1005
Maiduguri
Tel. 076-232417

MAIDUGURI (MONDAY MARKET)
c/o Maiduguri Branch.
Tel. 076-232802

NGANDU AGENCY
c/o Maiduguri Branch

TALALA AGENCY
c/o Maiduguri Branch.

UBA-KUMAGUM
c/o Michika Branch.

CROSS RIVER STATE

CALABAR
P.M.B. 1020
Calabar
Tel. 085-222049

EKORI
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Ekori
Obubra LGA.

OBUBRA
Obubra LGA.

IKOM
c/o Calabar Branch.

UNICAL
c/o University of Calabar
Tel. 087-223864

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Tel. 055-25440, 25323

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

EFFURUN
Warri/Sapele Road
P.M.B. 8 Effurun
Tel. 052-232880, 230676

EVWRENI
Uneni Quarters
Ewvreni
c/o Ughelli Branch

OGWASHI-UKU
P.M.B. 1055, Ogwashi-Uku,
Aniocha L.G.A.

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

SAPELE (MAIN)
P.M.B. 4004
Sapele.

UGHELLI
40 Market Road
P.M.B. 30
Ughelli
Tel. 600008

WARRI
41 Warri/Sapele Road
Warri
Tel. 053-233011, 233042

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

EDO STATE

BENIN KING'S SQUARE
P.M.B. 1026, Benin
Tel. 052-241081,
200520-21

BENIN MISSION ROAD
P.M.B. 1138
Benin
Tel. 052-243752, 246472

BENIN (IKPOBA HILL AGENCY)
c/o Benin King's Square Branch.

BENIN (NNPC (AGENCY)
c/o Benin Kings Sq. Branch.

EKPOMA
Market Road
Egware.
Tel. 053-98394, 98439

SABONGIDA-ORA
Owan LGA.
Tel. 057-54093

DIRECTORY OF BRANCHES (CONTD)

ENUGU STATE

EHA ALUMONA
Eha Alumona Club House
P.O. Box 78
Eha Alumona.

EMENE IND. ESTATE
1, Bank Road
P.O. Box 8 Enugu
Tel. 042-253661

ENUGU (UWANI)
Zik Avenue
P.M.B. 01237, Enugu.
Tel. 042-332965

ENUGU (MAIN)
21 Okpara Avenue
P.M.B. 1008, Enugu
Tel. 042-334755

EFFIUM AGENCY
c/o Ezzamgbo Branch

ENUGU (HOTEL PRESIDENTIAL
AGENCY)
c/o Enugu Main

EZZAMGBO
P.M.B. 219
Abakaliki

IKEM
c/o Postal Agency.
Ikem.

INYI
P.O. Box 183
Inyi.

OPI AGENCY
c/o Eha Alumona Branch

OVOKO
P.M.B. 2083, Ovoko
Igbo-Eze LGA.

FEDERAL CAPITAL TERRITORY

ABAJI
c/o Abuja Branch

ABUJA
Abuja Festival Road
P.O. Box 45
Abuja.
Tel. 09-2341072, 2341073

IMO STATE

AKATTA
P.M.B. 6
Akatta
Oru LGA.

AMARAKU
P.M.B. 1
Amaraku.

NKWO-AGU ISUOCHI
P.M.B. 1020
Ngodo
Okigwe.

OKWELLE
P.M.B. 57
Okwelle
Okigwe.

OWERRI
P.M.B. 1060
Owerri
Tel. 083-230900

UMUOWA
c/o Owerri Branch

URUALLA
c/o Owerri Branch,

JIGAWA STATE

HADEJIA
c/o Kano (Main) Branch.

DUTSE
c/o North Admin.
Kano.

KADUNA STATE

KADUNA BANK ROAD
P.M.B. 2065
Tel. 062-212454

KADUNA KAWO
AX-5 Zaria Road
P.M.B. 2065
Kawo-Kaduna.

KADUNA MAIN
P.M.B. 2065
Kaduna.
Tel. 062-213858, 213955

KADUNA SOUTH
P.M.B. 2084
Kaduna
Tel. 062-217880

KAFANCHAN
Funtua Road
P.M.B. 1019
Kafanchan.
Tel. 061-20141

SAMARU
P.M.B. 2
Samaru
Zaria.
Tel. 069-50938

ZARIA
1 Crescent Road
P.M.B. 1006
Zaria.
Tel. 069-32425

KANO STATE

KANO AIRPORT
c/o Kano Main
Tel. 064-623255

KANO (BAGAUDA LAKE) AGENCY
c/o Kano (Main) Branch

KANO BOMPAI
Dantata Road
P.M.B. 3284
Kano.
Tel. 064-623480

KANO FAGGE
15 Fegge Road
P.M.B. 3077
Kano.
Tel. 064-621545

KANO MAIN
10, Lagos Street
P.M.B. 3005
Kano.
Tel. 064-629573, 620574

KANO ZOO ROAD
c/o Kano Main

KATSINA STATE

FUNTUA
P.M.B. 6013,
Funtua.
Tel. 062-770348

KATSINA
P.M.B. 2032
Katsina
Tel. 065-30863

MALUM FASHI
P.M.B. 6002,
Malum Fashi.

KEBBI STATE

BIRIN KEBBI
c/o North Admin.
Kano

KAMBA
c/o Zuru Branch

MUNGADI
c/o Maiyam LGA

ZURU
P.M.B. 1003
Zuru.

KOGI STATE

ABEJUKOLO
P.M.B. 1000,
Abejukolo.

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

AKPANYA
P.M.B. 1011
Idah.

AYANGBA
P.M.B. 1025,
Dekina - Ayangba.
EGBE
P.M.B. 2005,
Egbe.

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

ITOBE
P.M.B. 1001,
Idah.

IYAMOYE
c/o Central Admin.

LOKOJA,
c/o Central Admin.

MOPA
P.M.B. 2002,
Mopa

OBANGEDE
P.O. Box 114,
Obangede.

OGORI
P.M.B. 1073,
Ogori.

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

KWARA STATE

ILORIN
P.M.B. 1354,
Ilorin.
Tel. 031-221500.

KOSUBOSU
P.M.B. 244,
Bussa.

LAGOS STATE

ABIBU-OKI
47 Marina
P.M.B. 12554
Lagos Island
Tel. 01-2660511, 2660302.

AGEGE
27, Agege Motor Road
Agege
Tel. 01-931839.

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

APAPA
1, Burma Road
P.M.B. 1034
Apapa.
Tel. 01-876885, 876939.

BROAD STREET
208/212 Broad Street
P.O. Box 2334
Lagos Island.
Tel. 01-2660620, 2664145.

EBUTE METTA
1 Savage Street
Apapa Road
P.M.B. 12014
Ebute-Metta.
Tel. 01-837998, 834477.

EPE
P.M.B. 1022 Epe.
Tel. 037-870541.

FALOMO SHOPPING CENTRE
P.M.B. 12736
Lagos.
Tel. 01-687052, 682127.

FED SECRETARIAT
Ikoyi
Tel. 01-684745-6.

IGANMU
Abebe Village Road
P.M.B. 12674
Iganmu.
Tel. 01-833322, 830311.

IJORA
243/245 Ijora Causeway
P.O. Box 228,
Apapa.
Tel. 01-843082

IKEJA
Airport Road
P.O. Box 69 Ikeja.
Tel. 01-901740-4

IKEJA ALLEN AVENUE
58 Allen Avenue
Ikeja.

IKEJA CANTONMENT AGENCY
c/o Ikeja Branch

IKEJA IND. ESTATE
Oba Akran Avenue
P.O. Box 105 Ikeja.
Tel. 01-961740, 901620-4

IKORODU
88, Lagos Road
P.M.B. 1005
Ikorodu.
Tel. 01-780612.

ILUPEJU
Ilupeju Bye-pass
P.M.B. 1173, Ikeja
Tel. 01-961063.

INVESTMENT HOUSE
21-25 Broad Street
P.M.B. 2379
Lagos
Tel. 01-2661031, 2661034, 2661035.

ISOLO
P.M.B. 1034 Mushin.
Tel. 01-520434, 520087

KETU
101 Ikorodu Road
P.M.B. 21468
Ikeja
Tel. 01-820843.

MARINA
35 Marina
P.M.B. 2006
Lagos.
Tel. 01-2669683-4, 2664510,
2665781.

MATORI
Clean John House
6, Ladipo Street
Matori
Mushin.
Tel. 01-523713.

MOLONEY
8 Moloney Street
P.O. Box 2099
Lagos.
Tel. 01-635238, 635758.

M/MUHAMMED INT'L AIRPORT
M/M Airport Complex
P.O. Box 4508
Ikeja
Tel. 901170-17.

MURTALA MUHAMMED WAY
P.O. Box 1021
Ebute-Metta
Tel. 01-860306.

DIRECTORY OF BRANCHES (CONTD)

NAVY TOWN, OJO
B.M.U. Complex (Road 8)
Satellite Town
Tel. 01-883897.

NIGER HOUSE
1/5 Odunlami Street
Lagos.
Tel. 01-2665781

N.I.J. HOUSE
20 Adeyemo Alakija Street
Victoria Island
P.M.B. 50, Falomo:
Tel. 01-611496, 619312.

OBUN-EKO
126 NnamdiAzikiwe Street
P. O. Box 2353
Lagos Island.
Tel. 01-2663261.

OGBA
Plot 7, Block C, Acme Road
P.M.B. 21441
Ikeja.
Tel. 01-933265.

OJO CANTONMENT AGENCY
c/o Iganmu Branch,
Lagos.

OREGUN INDUSTRIAL ESTATE
Plot 2B, Adewunmi Close
P.M.B. 21444
Ikeja.
Tel. 01-934875.

SHOMOLU
Moyosore House
Ikorodu Road
Lagos.

STOCK-EXCHANGE
2/4 Customs St.
P.O. Box 7685
Lagos.
Tel. 01-2661685, 2661696, 2668591..

SURULERE
P.O. Box 273
Surulere
Tel. 01-848733, 831110

SURULERE SHPPING CENTRE
c/o Surulere Branch
Tel. 01-842619, 836148.

TIN CAN ISLAND
Apapa/Oshodi Express Road,
Apapa.
Tel. 01-872425, 873096.

WESTERN HOUSE
8-10 Broad Street
Lagos.
Tel. 01-634930, 636642.

YABA
322 Herbert Macaulay St.
P.M.B. 1040
Yaba, Lagos.
Tel. 01-861353, 862176.

NIGER STATE

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

KAGARA
P.M.B. 1
Kagara.

KATCHA
c/o Postal Agency, Katcha.

KONTAGORA
P.M.B. 6, Kontagora
Tel. 067-20018

KUTA
c/o Postal Agency,
Kuta.

MINNA
P.M.B. 62, Minna
Tel. 066-222070

RIJAU
P.M.B. 2116, Rijau,
Tel. 067-31441

SULEJA
c/o P. M. B. 23, Suleja,
Tel. 066-500087

SULEJA SHOPPING CENTRE
c/o Suleja, Branch,
Tel. 066-50081

WARA AGENCY
c/o Kontagora Branch

OGUN STATE

ABEOKUTA
95, Ibara Road
P.M.B. 2003
Abeokuta.
Tel. 039-230154, 230952.

AGBARA ESTATE
Agbara.

IGBOGILA
P.M.B. 2015
Abeokuta.

IJEBU-ODE
20 Ibadan Road
P.M.B. 2141
Ijebu Ode.
Tel. 039-431378, 434534

MOSINMI AGENCY
c/o Sagamu Branch.

OGBERE
Benin Road
P.M.B. 1005
Ogbere.

OTA
P.M.B. 1036
Ota.

SAGAMU
Akarigbo Street
P.M.B. 2008
Sagamu.
Tel. 037-640701

ONDO STATE

ADO EKITI
10, Ajilosun St.
P.M.B. 5365
Ado-Ekiti.
Tel. 030/240725, 240561.

AKURE (MAIN)
Bishop Tunji Fagun Road
Elegbaka Junction
P.M.B. 707, Akure.
034-230228, 231960, 231961

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 163
Emure Ekiti

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
Akoko North L.G.A.

IKARE- AKOKO
L/21 Ilepa Street
P.M.B. 275
Ikare.

IKERE EKITI
113, Ado Road
Idemo
P.M.B. 7275
Ikere-Ekiti L.G.A.

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 Road,
P.M.B. 704
Oka-Akoko
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
Yaba
P.M.B. 550
Ondo.

ORE
1 Market Road
Sabo Quarters
P.O. Box 55
Ore

OWO
Idimisasa Street
Owo L.G.A.
Tel. 051-41174, 41423.

OSUN STATE

ERIN OSUN
Council Road
P.M.B. 4414
Oshogbo

IJEBU-IJESA
A.59 Oja Street
P.M.B. 1003
Ijebu-Ijesa

ILESIA
Ereja Street
P.M.B. 5016 Ilesia
Tel. 036-460355

ILE-IFE
27 Lagere Layout
P.M.B. 5534, Ile-Ife.
Tel. 036-230465

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
Ile-Odan Road
P.M.B. 1017 Awe
Tel. 038-230663

IBADAN AGODI
P.M.B. 120
Ibadan
Tel. 022-412931

IBADAN AMUNIGUN
Amunigun Street
P.M.B. 5120, Ibadan
Tel. 022-411653, 417557

IBADAN BANK ROAD
P.M.B. 5111
Ibadan
Tel. 022-400810-4

IBADAN (I.I.T.A. AGENCY)
c/o Ibadan Bank Road Branch,

IBADAN OLUYOLE
Alafin Avenue
P.M.B. 5181
Ibadan
Tel. 022-311738

IBADAN ORITA CHALLENGE
P.M.B. 5125,
Ibadan
Tel. 022-311047

IBADAN U.I.
P.M.B. 128
U.I. Post Office, Ibadan

OGBOMOSO
Akinwale Street
Tackie Square
P.M.B. 3591, Ogbomosho
Tel. 038-230663

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

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

PLATEAU STATE

AGYARAGU AGENCY
c/o Jos (Main) Branch.

AMPER AGENCY
c/o Mangu Branch

BARKIN LADI
P.M.B. 2007
Barakin Ladi

BASSA
P. O. Box 1377, Bassa

BUKURU
P.M.B. 2, Bukuru.
Tel. 073-80807

BUKURU POLICE COLLEGE
c/oBukuru Branch.

JOS GOVT. SECT.
c/o Govt. Secretariat, Jos
Tel. 073-54706

JOS MAIN
P.M.B. 2027 Jos
Tel. 073-54601, 54602

JOS MARKET
P.M.B. 2027
Jos.

JOS (UNIJOS)
Bauchi Road Campus
c/o Jos (Main) Branch.

KADARKO AGENCY
c/o Lafia Branch

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

DIRECTORY OF BRANCHES (CONTD)

LAFIA
P.M.B. 5,
Lafia

MANGU
P.O. Box 60,
Mangu.

RIVERS STATE

ODI
Yenogoa Local Govt.
Area

P.H. (MAIN)
P.M.B. 5007,
Port Harcourt
Tel. 084-300130-4

P.H. AIRPORT
P.O. Box 646
Port Harcourt
Tel. 084-332331

P.H. DIOBU
P.M.B. 581,
Port Harcourt
Tel. 084-332202

P.H. TOWN
P.M.B. 6197
Port Harcourt
Tel. 084-331786

P.H. T/AMADI
P.M.B. 5865
Port Harcourt

SOKOTO STATE

ANKA
c/o Gusau Branch
P.M.B. 1019
Gusau

SOKOTO DANFODIO
P.M.B. 2166, Sokoto,
Tel: 060-232130

GUMMI
P.M.B. 2116
Sokoto

GUSAU
P.M.B. 1019
Gusau
Tel. 060-20203

ILLELA
c/o Sokoto Main Branch

KAURA NAMODA
P.M.B. 2,
Kaura Namoda.

SOKOTO MAIN
Gusau Road
P.M.B. 2116
Sokoto
Tel. 060-231235

TAMBAWAL
P.M.B. 1082
Tambawal

GIDAN MADI AGENCY
c/o Sokoto (Main) Branch,
P.M.B.2116, Sokoto

MARU AGENCY
c/o Gusau Branch

TARABA STATE

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

JALINGO
c/o Central Admin.
Kaduna.

KARIM LAMIDO
P.M.B. 4,
Yola.

LAU
P.M.B. 4,
Lau.

MAYO NDAGA
c/o Yola Main Branch

ZING
c/o Yola Main Branch

YOBE STATE

DAMATURU
P.O. Box 74
Damaturu

GASHUA
P.M.B. 4, Gashua

GEIDAM
c/o Nguru Branch

NGURU
P.M.B. 12
Nguru

POTISKUM
P.O. Box 46
Potiskum

UNITED KINGDOM

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

REGIONAL ADMINISTRATION OFFICES

Deputy General Manager
East Banking Operations
c/o Enugu Main
P.M.B. 1008, Enugu.
Tel. 042-337262, 254500.

Deputy General Manager
Central Banking Operations
27, Ali Akilu Road
P.M.B. 2097, Kaduna.
Tel. 062-214593, 215916.

Deputy General Manager
West Banking Operations
Broking House
Alhaji Jimoh Odutola Road
Ibadan
Tel. 022-412815, 412817, 412861.

Deputy General Manager
North Banking Operations
10, Lagos Street
P.M.B. 3005, Kano.
Tel. 064-620708-709, 620594,
620648.

Deputy General Manager
Lagos Banking Operations
Iganmu Office Complex,
Plot 2 Abebe Village,
Iganmu, Lagos.
Tel. 01-802700-9.

The Registrar,

**First Bank of Nigeria Plc
Plot 2, Abebe Village Road,
Iganmu,
Lagos.**

PROXY CARD



FIRST BANK OF NIGERIA PLC RC 6290

24TH ANNUAL GENERAL MEETING TO BE HELD AT THE CONGRESS HALL, NICON
NOGA HILTON HOTEL, ABUJA, ON THURSDAY 29TH APRIL, 1993 AT 11.00 A.M.

"I/We

(Name of shareholder in block letters)

the undersigned, being a member/members of the above
named company hereby appoint the Chairman of the
meeting or failing him"

as my/our proxy to vote for me/us and on my/our behalf at
the Annual General Meeting of the Company to be held on
the 29th April, 1993 and at any adjournment thereof.

Unless otherwise instructed, the proxy will vote or abstain
from voting as he thinks fit.

Dated this day of 1993
Signature

NOTES:

1. This form of proxy together with the power of attorney
or other authority, if any, under which it is signed or a
notarially certified copy thereof must reach the Regis-
trar, FIRST BANK OF NIGERIA PLC, PLOT2, ABEBE
VILLAGE ROAD, IGANMU, LAGOS not later than 48
hours before the time for holding the meeting.
2. Where the appointor is a corporation, this form may be
under seal or under hand of any officer or attorney duly
authorised.
3. This proxy will be used only in the event of a poll being
directed, or demanded.
4. In the case of joint holders the signature of anyone of
them will suffice, but the names of all point holders
should be show.

THE PROXY WILL VOTE (OR ABSTAIN FROM VOTING)
AS HE THINKS FIT INRESPECT OF ANYOTHER BUSI-
NESS PROPOSED AT THE MEETING.

	RESOLUTIONS	FOR	AGAINST
I/We desire this proxy to be used in favour of/against the reso- lutions as indicated alongside. Strike out whichever is not de- sired.	1. To receive the accounts, Directors' Auditors' and Audit Committee's reports.		
	2. To declare a dividend.		
	3. To elect Directors		
	4. To approve the remuneration of Directors.		
	5. To authorise the Directors to determine the remuneration of the Auditors.		
	6. To re-elect members of the Audit Committee.		
	7. To approve a Bonus issue.		
	Please indicate with "x" in the appropriate box how you wish your vote to be cast on the resolutions set out above. Unless otherwise instructed, the proxy will vote or abstain from voting at his/her discretion.		

Before posting the above form, please tear off this part and retain it for admission to the meeting

ADMISSION FORM



FIRST BANK OF NIGERIA PLC RC 6290

24TH ANNUAL GENERAL MEETING TO BE HELD AT THE CONGRESS HALL,
NICON NOGA HILTON HOTEL, ABUJA, ON THURSDAY 29TH APRIL, 1993.

NUMBER OF SHARES

Name of Shareholder

IF YOU ARE UNABLE TO ATTEND THE MEETING

A member (shareholder) entitled to attend and vote is entitled to appoint one or more proxies to attend and vote instead of
him .

A proxy need not be a member. The above proxy form has been prepared to enable you, exercise your right to vote.

IMPORTANT

Please insert your name in BLOCK CAPITALS on both proxy and admission forms where ("marked"). Insert the name of any
person whether a member of the company or not who will attend the meeting and vote on your behalf, in the blank space
("marked") other than the Chairman of the company.



1st Bank
ESTABLISHED 1894

...truly the first.

RC 6290