FBN Holdings Plc
RC - 916455

Transforming into the Financial Institution of First Choice

Focused on Delivering Sustainable Long Term Returns

Full Year Ended December 2012 & First Quarter Ended March 2013

Investor & Analyst Presentation

FBN Holdings Plc
RC - 916455

Agenda

Overview & Operating Environment

Financial Review

Business Groups

Strategy

Summary & Outlook

Disclaimer

This presentation is based on FBN Holdings Plc's ('FBNH' or the 'Group' or 'HoldCo') audited IFRS results for the year ended December 31, 2012 and unaudited results for the period ended March 31, 2013. When we use the term "FirstBank" or "Bank", we refer only to the commercial banking business in Nigeria. See additional definitions at the bottom of this page

FBN Holdings has obtained some information from sources it believes to be credible. Although FBN Holdings has taken all reasonable care to ensure that all information herein is accurate and correct, FBN Holdings makes no representation or warranty, express or implied, as to the accuracy, correctness or completeness of the information. In addition, some of the information in this presentation may be condensed or incomplete, and this presentation may not contain all material information in respect of FBN Holdings.

This presentation contains forward-looking statements which reflect management's expectations regarding the Group's future growth, results of operations, performance, business prospects and opportunities. Wherever possible, words such as "anticipate", "believe", "expects", "intend", "estimate", "project", "target", "risks", "goals" and similar terms and phrases have been used to identify the forward-looking statements. These statements reflect management's current beliefs and are based on information currently available to the Bank's management. Certain material factors or assumptions have been applied in drawing the conclusions contained in the forward-looking statements. These factors or assumptions are subject to inherent risks and uncertainties surrounding future expectations generally.

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FBN Holdings Plc is structured under four business groups, namely: Commercial Banking, Investment Banking and Asset Management, Insurance, and Other Financial Services.

- The Commercial Banking business group is composed of First Bank of Nigeria Ltd, FBN Bank (UK) Limited, FBN Bureau de Change Limited, Banque Internationale de Crédit (BIC), First Pension Custodian Nigeria Limited and FBN Mortgages Limited. First Bank of Nigeria Ltd is the lead entity of the Commercial Banking group.
- Investment Banking and Asset Management business group consists of FBN Capital Limited, First Trustees Nigeria Limited, First Funds Limited and FBN Securities Limited. FBN Capital Limited is the lead entity of the Investment Banking and Asset Management business group.
- The Insurance business group houses FBN Life Assurance Limited and FBN Insurance Brokers Limited.
- Other Financial Services , predominantly BN Microfinance Bank Limited, serves our small non-bank customers

Overview & Operating Environment

Completed the migration to a holding company structure

FBN Holdings Plc

	Commercial Banking	Investment Banking & Asset Management	Insurance	Other Financial Services[2]
Business Groups[1]	Core business providing both individual and corporate clients with financial intermediation services	Advisory, asset management and private equity services provided to a largely institutional (corporations and governments) client base	Brokerage and more recently full underwriting life insurance business (in partnership with Sanlam in South Africa)	Early stage activity, currently serving our smaller non-bank customers
Total Assets % of Group ₦3.18tn	98.0 Total: ₦3,122bn	1.6 Total: ₦50.5bn	0.14 Total: ₦4.4bn	0.27 Total: ₦8.7bn
Profit Before Tax % of Group ₦92.7bn	93.0 Total: ₦86.2bn	2.4 Total: ₦2.1bn	0.69 Total: ₦0.6bn	3.96 Total: ₦3.7bn
Business locations FY 2012 Q1 2013	750 767	7 7	10 10	23 23
Personnel FY 2012: 9,091 Q1 2013: 9,100	8,611 8,620 ⇧0.1%	124 124	109 109	247 247

In addition, FBN Holdings can leverage on 2,207 ATMs: 18,530 POS and over 5.4mn issued cards, with a card active rate of 90%

In Q1 2013, 11 branches (9 in Nigeria, 2 in DRC) and 6 QSPs were added ; total business locations of 807; 774 of those in Nigeria. Total number of employees in Nigeria are 8,580

1.Not legal entities 2. Other financial services: Currently serves as an incubator for our smaller nonbank financial services businesses. FBN Microfinance Bank provides microfinance services to the mass-market retail segment.

FBN Holdings performed well despite a mixed macro and regulatory environment

Overview | Financial Review | Business Groups | Strategy | Summary/Outlook

	Macro Factors	Effect on FBN Holdings
GLOBAL	• Global economic growth estimated at 3.2% (2011: 4%) • Global growth driven by emerging market and developing economies as Euro crisis deepened in 2012 • Global oil prices averaged \$109.5 during 2012 and Q1 2013 closing at \$107.8 and \$107.2 per barrel at year end 2012 and Mar 2013, respectively • Reduced global FDI flows to \$1.84tn (2011: \$2.16tn)	√ Improved gross earnings at +31% y-o-y √ Improved performance from the international businesses in the UK and DRC
NIGERIA	• Real GDP at 6.61% (2011: 7.36%) • High interest rate environment sustained and higher yields on government securities in 2012; Some pull back observed in Q1 2013 • Slow growth in private sector credit • Exchange rate remained stable. Foreign reserves rose to \$48.6bn as at March 2013; up 29.5% y-o-y and 9.7% in Q1 2013 • Improved capital market performance • Inclusion of the Federal Government of Nigeria Bond in the JP Morgan Emerging Markets Government Bond Index (GBI-EM) and Barclays Emerging Markets Local Currency Bond Index (EM-LCBI)	√ Higher yield on assets × Rising cost of funds × Reduced volatility in foreign exchange transactions √ Slower replacement rate of maturing loans in Q1
BANKING	• Increase in CRR[1] to 12% from 8% and decrease in NOP[2] to 1% from 3% • ATM withdrawal fee charged to customers now borne by banks • CBN issues revised bank charges, effective 1 April 2013 • Commencement of cashless policy and cheque truncation	√ Reduction in available funds for loans and other earning assets √ Reduction in foreign exchange income

[1] Cash reserve ratio
[2] Net open position (1% of shareholders' funds)

FBN Holdings consolidated its FIRST position among Nigeria's financial institutions

FIRST in Nigeria by total assets, gross loans and total deposits, with strong local franchise

- Total assets of ₦3,186bn (+11% vs. 2011) for 2012, Q1 2013 ₦3,459bn (+16% vs. Q1 2012). Gross loans of ₦1,581bn (+23% vs. 2011) and ₦1,586bn (+16% vs. Q1 2012) as of 2012 and Q1 2013, respectively
- Growing deposit base (2012 ₦2,400bn, +23% vs. 2011 and Q1 2013 ₦2,532bn, +23% vs. Q1 2012) providing stable low cost funding and liquidity
- Best positioned to serve the large retail market

FIRST in number of customer touch points and structured to tap into the high potential Nigerian retail market

- Complimentary platform across our portfolio of businesses, leveraging deep customer relationships (>9m accounts as at March 2013, +17.4% y-o-y and +4.7% in Q1 2013)
- FIRST in business location network in Nigeria supported by international presence (807, +73 in 2012; + 17 in Q1 2013) with disciplined approach to expansion
- Aggressive mobilisation strategy via alternative distribution channels and innovative product development

Solid and sustainable momentum in operating performance

- FIRST by net revenue (2012: ₦299bn, +26% and Q1 2013: ₦79bn ,+5%). Improved profitability (ROaE: 18.8% at 2012, 24.7%[1] Q1 2013) resulting in sufficient internal capital (CAR 21.8% at FY 2012 (22.2% at FY 2011), 20.5% at Q1 2013)
- Upside potential from ongoing cost efficiency initiatives supported by aggressive channel migration (CIR 61.9% at 2012, 57.0% at Q1 2013)
- Sound asset quality (NPL Ratio: 2.6% at FY 2012, 3.0% at Q1 2013) with declining cost of risk (0.9% in 2012 and 0.5% at Q1 2013)

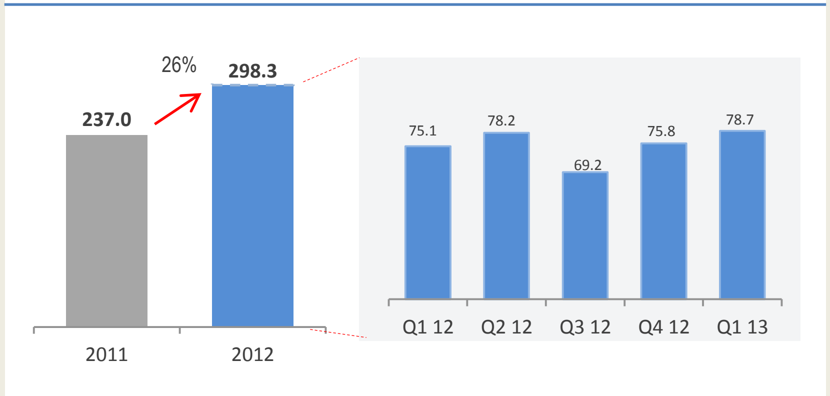
FIRST in business excellence and governance

- Holding structure to enable clear management focus and optimise cross-selling potential
- Highly experienced and reputable management team

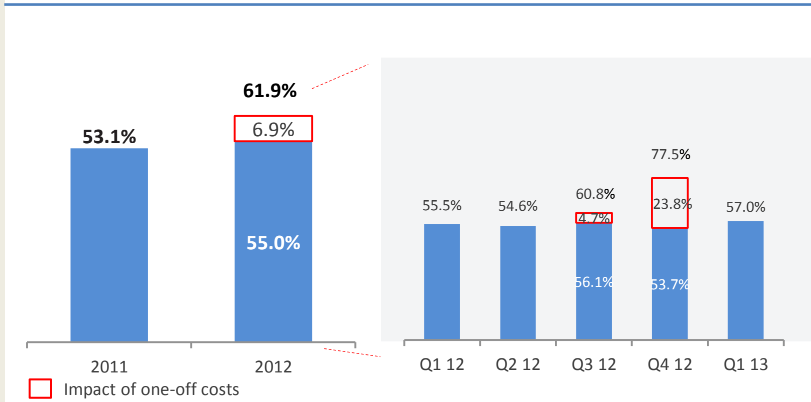
[1] *annualised*

Solid improvement across key financial indicators

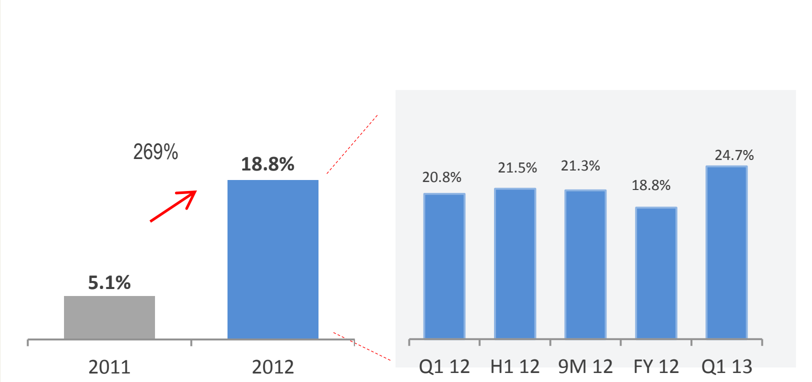
Net revenue (₦bn)



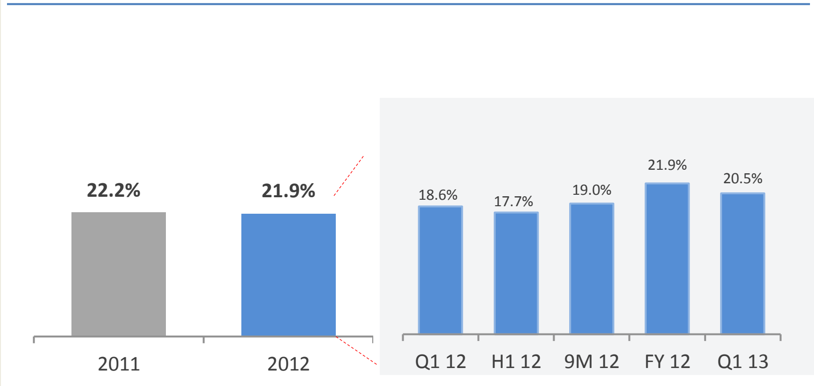
Cost to income ratio



Return on average equity[1]



Capital adequacy ratio



[1]*annualised*

Financial Review

2012 & Q1 2013: Overview of income statement

Snapshot of Income Statement

₦bn	2011	2012	y-o-y	Q1' 12	Q1'13	y-o-y
Gross Earnings	273.8	360.3	31%	87.6	99.5	14%
Net Interest Income	176.2	225.2	28%	56.0	56.3	1%
Non Interest Revenue	60.8	73.0	20%	18.9	22.9	21%
Net Revenue[1]	237.0	298.3	26%	75.1	78.7	5%
Operating Expenses	146.1	192.2	32%	45.2	45.8	1.5%
PPoP[2]	75.4	105.6	40%	30.0	32.8	10%
Credit Impairments	38.0	12.3	(68%)	5.4	1.7	(68%)
Profit before Tax	35.9	92.7	158%	24.4	31.4	29%
Income Tax	17.2	17.0	(1%)	4.3	7.0	63%
Profit after Tax	18.6	75.7	306%	20.0	24.4	22%
Key Metrics						
NIM	9.3%	9.6%		11.2%	9.4%	
Non Int. Rev/Net Revenue	25.7%	24.5%		25.2%	29.1%	
PPoP/Credit Impairment	2.0x	8.6x		5.5x	18.9x	
Cost to Income (CIR)	53.1%	61.9%		56.1%	57.0%	
Cost of Risk	3.0%	0.9%		1.6%	0.5%	
RoAE	5.1%	18.8%		20.8%	24.7%	
RoAA	0.7%	2.5%		2.9%	3.1%	

- Gross earnings grew 31.4% y-o-y to ₦360.3bn for 2012. Primarily driven by:
  - interest income from loans and advances (+32%), and
  - investment securities (+92%) as at FY 2012
- During Q1 2013, gross earnings was driven by an 11.5% increase in interest income and 16.7% growth in non-interest income
- Non-interest revenue for 2012 was driven by fee and commission growth of +26%. This was largely due to:
  - growth in commission on turnover (57%) and electronic banking fees (+77%), account maintenance (+66%), as well as funds transfer and intermediation (+31%)
- Net revenue growth was impacted by higher interest expense over the reporting periods due to high interest environment
- Cost of risk of 0.9% at FY 2012 (FY 2011: 3.0%) with further decline in Q1 2013 to 0.5%. This is reflective of ongoing improvements to the management of the portfolio, collateral quality, prospects for recovery and cash flows
- Operating expenses rose by 31.6% in 2012, (Q1 2013: +1.5%) driven by:
  - one-off costs totalling ₦21.5bn, personnel costs (+19.6%), regulatory costs (+33.7%) as well as business maintenance and expansion costs (+25.0%)
- Cost to income ratio (CIR) was 61.9% in 2012 (Q1 2013: 57.0%). Adjusted for one-off costs, CIR for 2012 would have been 55.0%
- Profit before tax for 2012 increased 158.5% y-o-y to ₦92.7bn (Dec 2011: ₦35.9bn), benefitting from revenue growth and lower impairment charges
- EPS[3] for 2012 of ₦2.33 (2011: ₦0.60); Q1 2013 at ₦3.00 (Q1 2012: ₦2.46)

[1]Net revenue defined as gross earnings less interest expense; [2]Pre-provision operating profit; [3]annualised

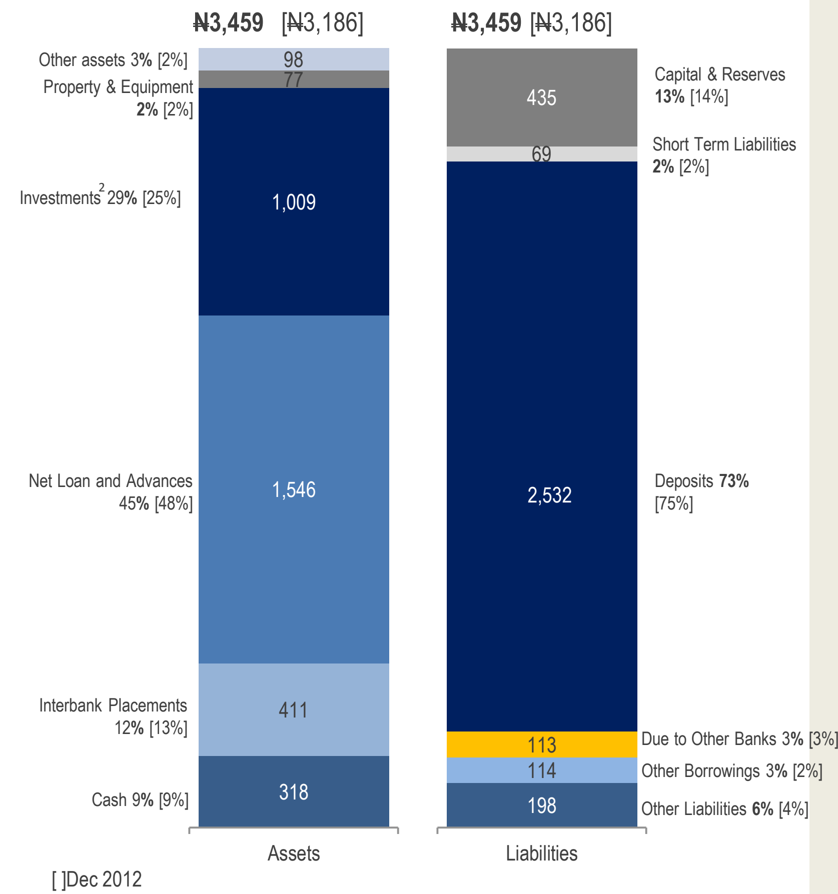
2012 and Q1 2013: Overview statement of financial position

Overview | **Financial Review** | Business Groups | Strategy | Summary/Outlook

Snapshot: Statement of financial position

	2011 (₦bn)	2012 (₦bn)	y-o-y	Q1'12 (₦bn)	Q1'13 (₦bn)	y-o-y	q-o-q
Total Assets	**2,860**	3,186	11%	2,978	3,459	16%	9%
Government Securities	694	707	2%	717	889	24%	26%
Interbank Placements	463	411	(11%)	567	411	(28%)	0%
Cash	199	301	51%	176	318	81%	6%
Net Loans & Advances	1,253	1,542	23%	1,328	1,546	16%	0.3%
Customer Deposits	1,951	2,401	23%	2,066	2,532	23%	5.5%
Shareholders' Equity	369	439	19%	364	435	20%	(1%)
Tier 1 Capital	359	390	12%	339	386	14%	(1%)
Key Ratios							
CAR	22.2%	21.9%		18.6%	20.5%		
Tier 1	20.9%	19.4%		17.4%	18.2%		
LTD	65.9%	65.9%		66.1%	62.7%		
NPL	2.6%	2.6%		2.6%	3.0%		
NPL Coverage[1]	127%	133%		136%	118%		

Balance sheet structure - March 2013 (₦bn)



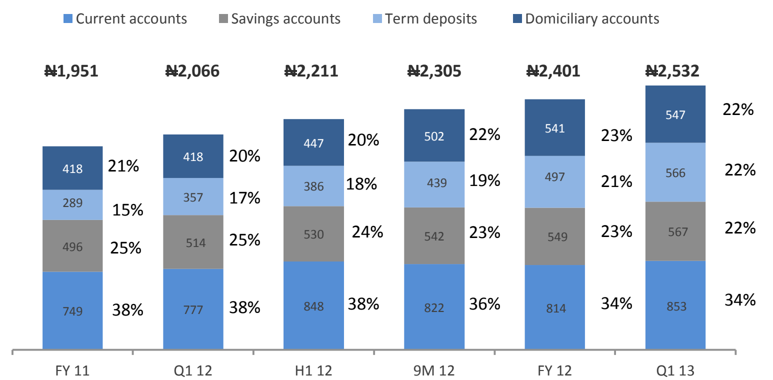
1 Includes statutory credit reserves. Excluding statutory credit reserves , NPL coverage would have been 84.6% for Q1 2013 (FY 2012:94.5%; FY 2011: 97.9%

2 Investments include Government securities, listed and unlisted equities, investments in associates and properties

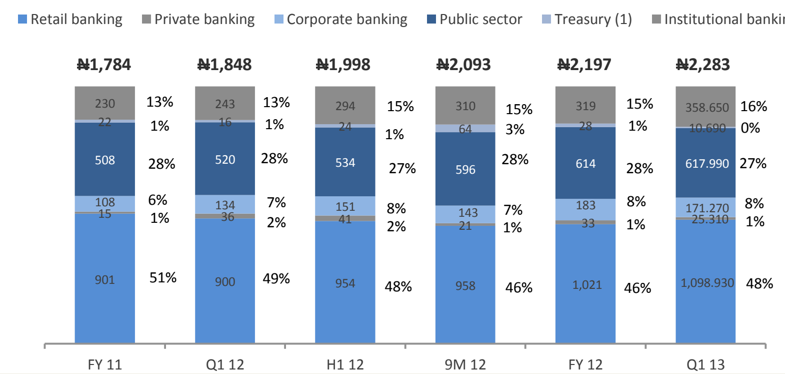
Deposits have continued to grow at healthy levels

Overview | **Financial Review** | Business Groups | Strategy | Summary/Outlook

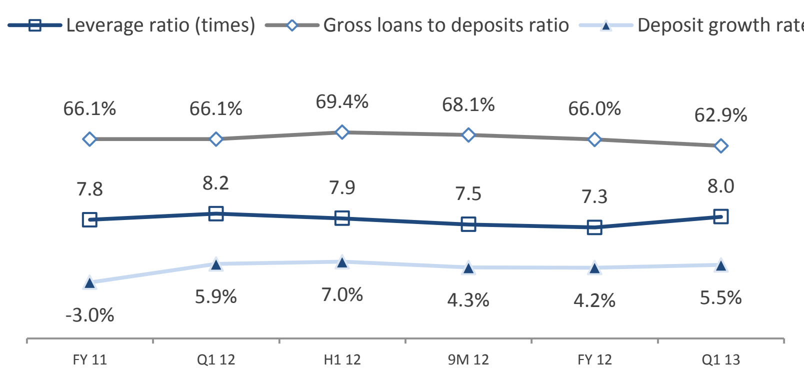
Deposits by type ₦bn



Deposits by SBU ₦bn (Bank only)



Balance sheet efficiency

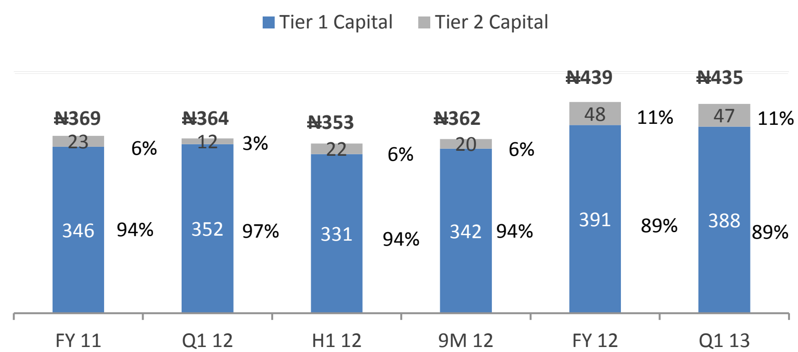


- Deposits grew 23% in 2012 and over 5.5% q-o-q in Q1 2013, with healthy growth across all deposit buckets
- Deposits account for about 75% of total balance sheet funding
- Retail clients provide the largest portion of our deposit base generating a diverse and stable funding source
- To sustain growth in low cost deposits, we will:
  - extend leadership in collections
  - enhance transactional banking
  - focus on banking the entire corporate value chain

[1] *Treasury is not a strategic business unit but contributes to the percentage of deposits*

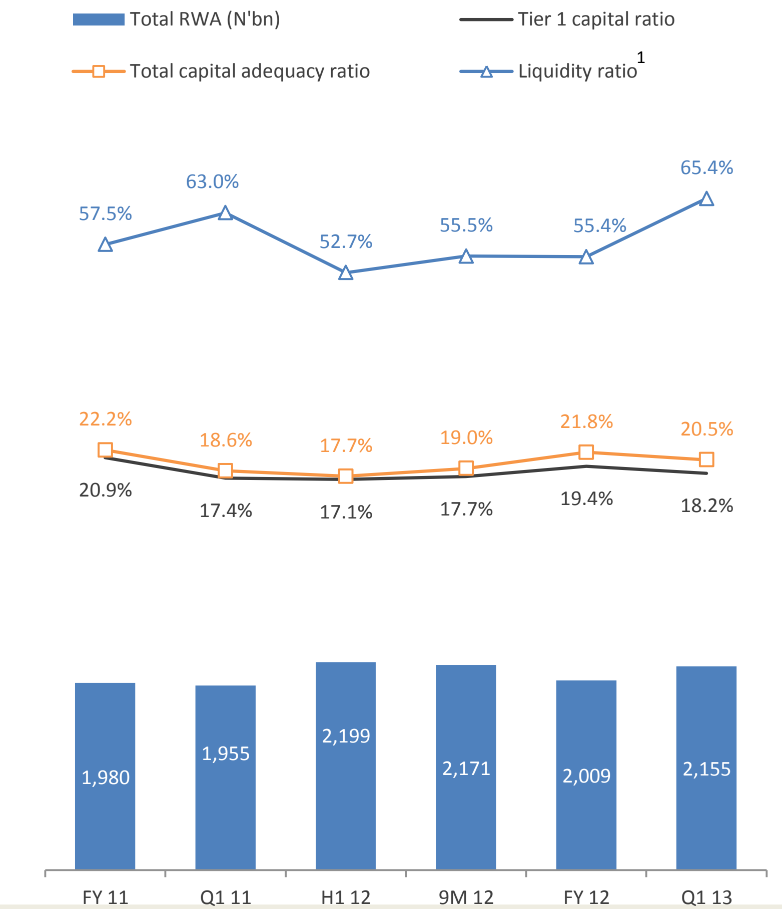
Capital and liquidity levels are adequate to sustain our growth plans

Components of capital (₦bn)



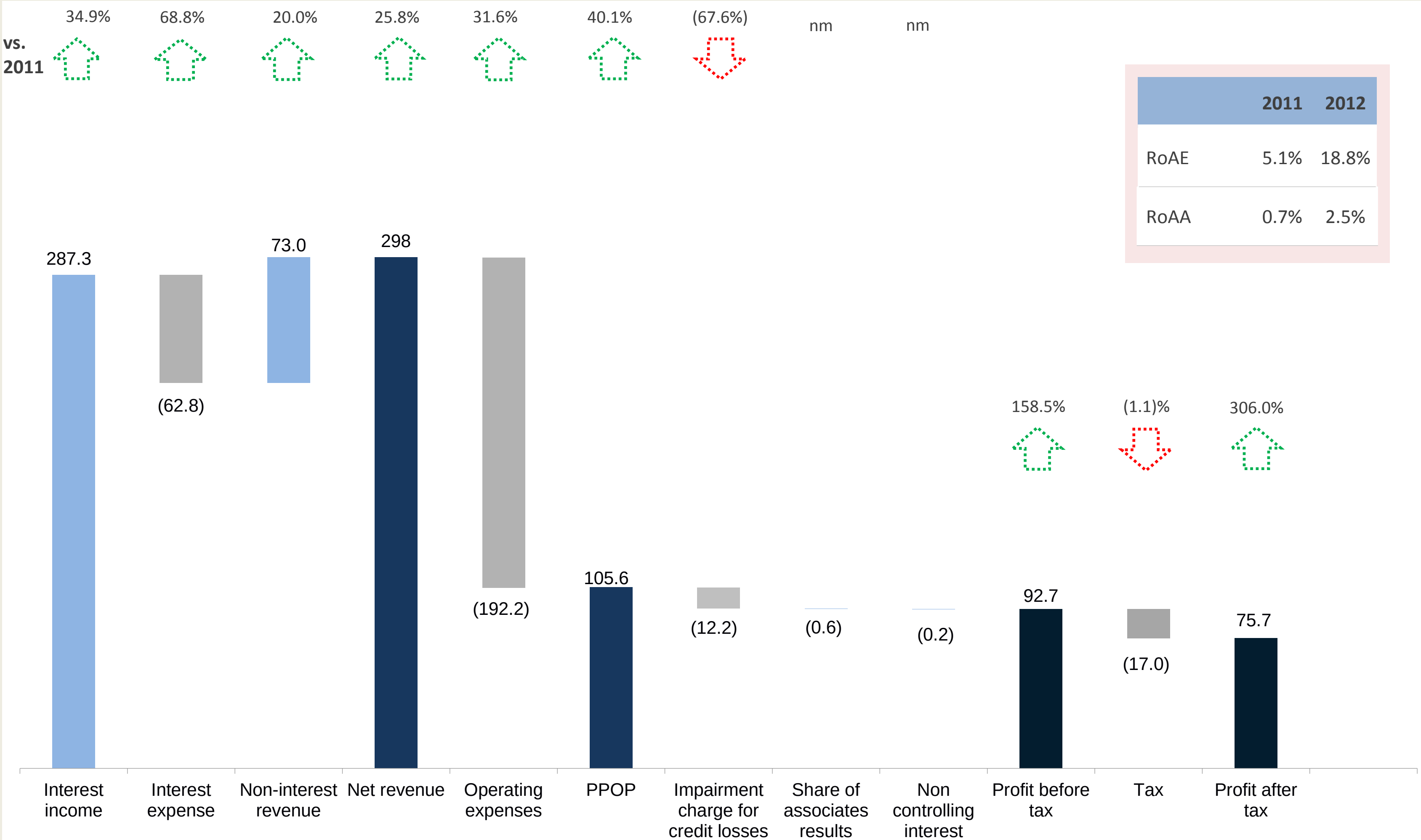
- 20% CAR in Q1 2013 (vs. a minimum 15% required by CBN), almost entirely composed of Tier 1 capital
- Liquidity remains strong with 65% of liquid assets over deposits, well above the minimum regulatory level of 30%.
- We continue to monitor the growth of our balance sheet with the aim of maximising capital efficiency by deploying it to the most attractive opportunities
- Risk weighted assets as a percentage of total assets is 62.3% (FY 2012: 63.1%, Q1 2011: 65.6%)

Evolution of capital and liquidity ratios



[1]Liquidity ratio is a measure of the total specified liquid assets/ total deposits (less domiciliary deposits)

Evolution of 2012 profit after tax (₦bn)

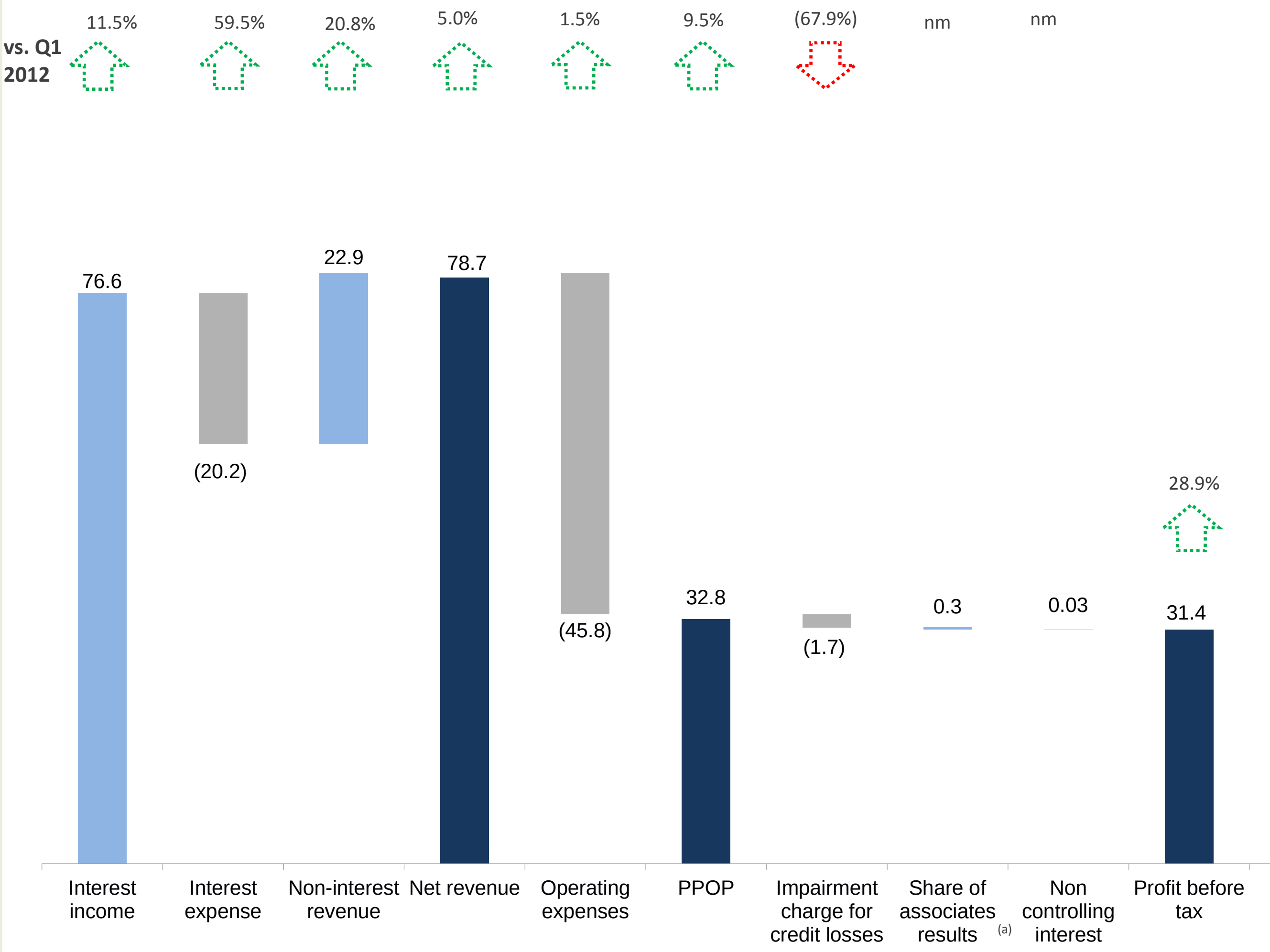


	2011	2012
RoAE	5.1%	18.8%
RoAA	0.7%	2.5%

PPOP- pre-provision operating profit; computed as operating profit + credit impairments

Evolution of Q1 2013 profit after tax (₦bn)

Overview | **Financial Review** | Business Groups | Strategy | Summary/Outlook

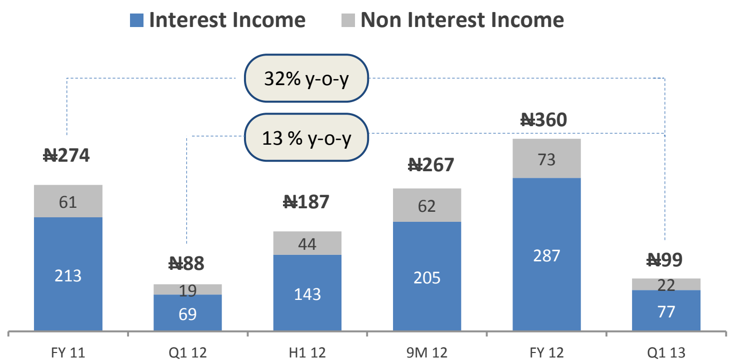


	Q1 2012	Q1 2013
RoAE	20.8%	24.7%
RoAA	2.9%	3.1%

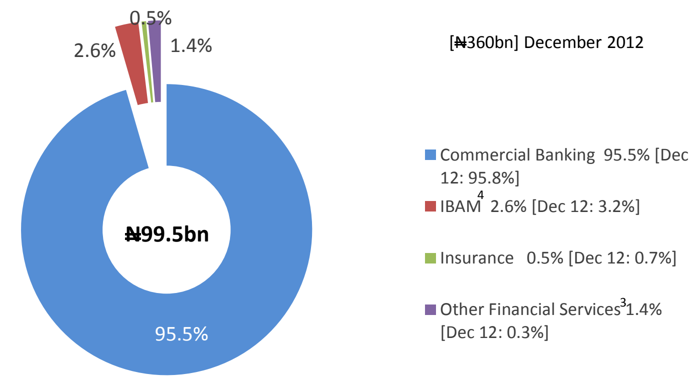
PPOP- pre-provision operating profit; computed as operating profit + credit impairments

Gross earnings growth driven by stronger yields, volumes and non-interest income

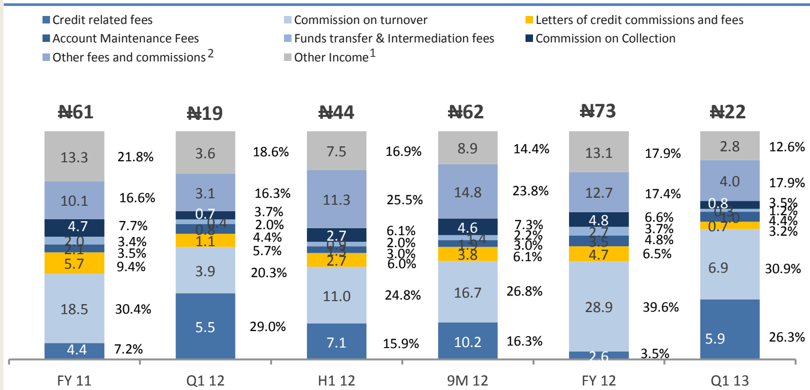
Gross earnings ₦bn



Gross earnings split by business groups



Breakdown of non-interest income ₦bn

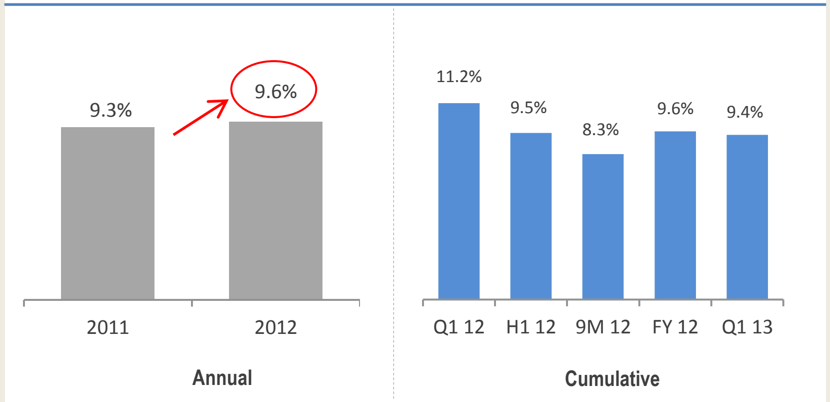


- Growth in gross earnings driven by increased interest income from loans and advances and investment securities, benefitting from the high interest rate environment
- Non-interest revenue up 20% in 2012, benefitting from a 26% growth in fee and commission income and growth in other income
- Healthy growth in fee and commission (+26%) income largely driven by strong growth in commission on turnover, electronic banking fees, account maintenance fees as well as funds transfer and intermediation fees
- Encouraging performance of life assurance business with gross premiums of ₦2.9bn up 127% in 2012 (+55% in Q1 2013) on rising penetration
- Focus on increased contribution from the subsidiaries to the overall earnings of FBN Holdings as we improve group synergies and cross selling

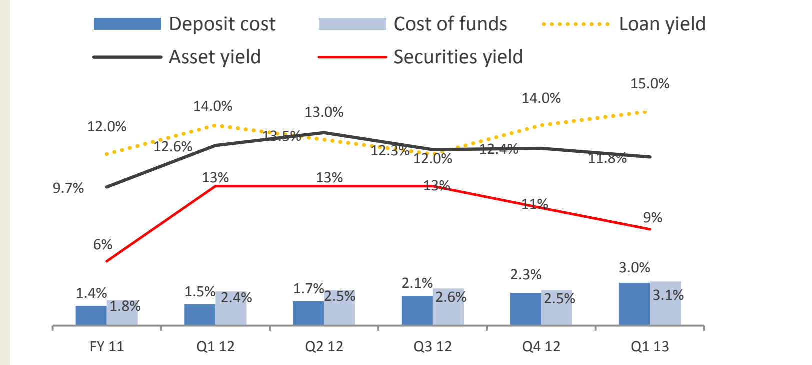
[1]Other income include foreign exchange income as well as net (losses)/gains on investment securities; [2]Other fees and commission include commission on performance bond, bankers instruments issued , e-business fees and insurance premiums; [3]Other financial services is predominantly FBN microfinance [4]Investment Banking and Asset Management

Net interest income increased driven by higher yields and margins

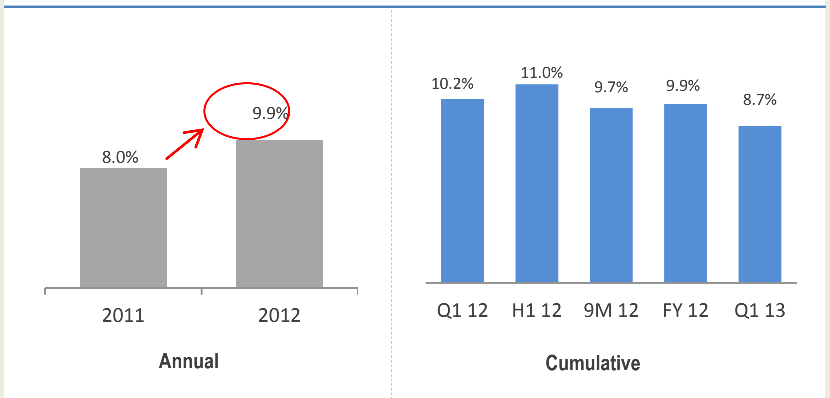
Net interest margin (NIM)



Yields and Cost of funds



Core banking spread[1] (Commercial banking)[2]

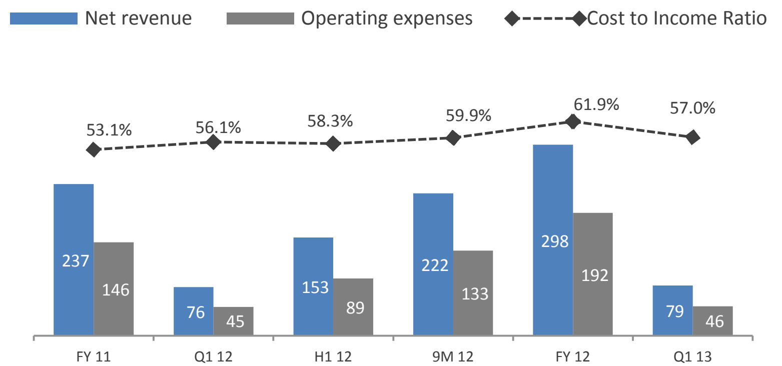


- Higher NIMs of 9.6% (2011: 9.3%) resulting from a higher interest rate environment and faster re-pricing of assets vs. liabilities
- Slight decline in Q1 2013 NIMs driven by reduction in securities yields further impacted by foreign currency assets and sustained rise in funding costs. Securities yield for FirstBank was at 11%
- Improving yield on the loan book, benefiting from broadbased repricing in 2012
- Yields and margins also impacted by relatively lower yielding portion of foreign assets, c.30 – 35%
- Securities portfolio has been restructured to improve flexibility and ensure optimal yield by positioning on the shorter end of the curve
- Expect further margin pressure from impact of sustained high interest rate environment on funding costs as well as increase in minimum savings rate

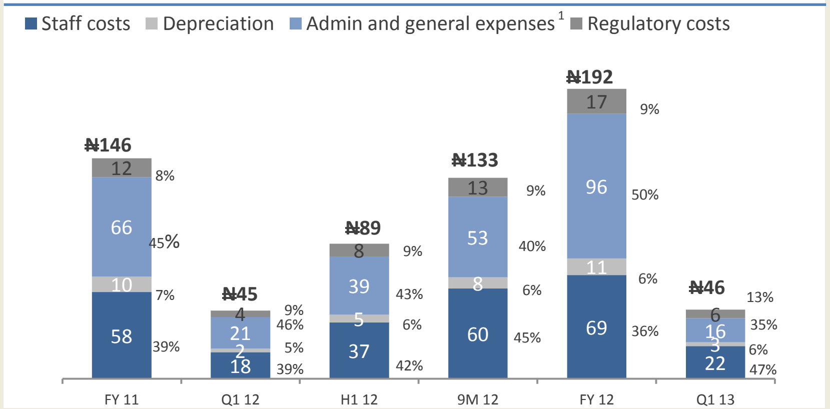
[1] Core banking spread equals asset yield less cost of funds (annualised); [2] Includes First Bank of Nigeria, FBN UK and BIC

Operating expenses remained disciplined despite healthy business growth

Net revenue and expenditure ₦bn



Operating expense breakdown ₦bn



- Operating expenses rose by 31.6% in 2012 (Q1 2013: +1.5%) mainly driven by one-offs
- Cost growth driven by:
  - one-off costs totalling ₦21.5bn, made up of ₦12.5bn in gross charges relating to staff rationalisation exercise as well as ₦9bn charge due to deficit arising from the actuarial valuation of staff gratuity
  - Staff costs (+19.6%), regulatory costs (+33.7%) as well as business maintenance and expansion costs (+25.0%)
  - growth in staff costs was impacted by business acquisition costs relating to the first time consolidation of BIC[2] as well as expansion costs
- Cost to income ratio (CIR) was 61.9% in 2012 (57.0% Q1 2013). Adjusted for one-off costs CIR 2012 would have been 55.0%
- Q1 2013 cost growth of 1.5% y-o-y; benefitting from strong focus on controllable cost
- Improvement in CIR to 57.0% from 61.9% recorded in Q1 2013
- Strategic target is to reduce CIR to 55% over the next 2-3 years
- Increasing regulatory costs in 2013 as we grow our asset base

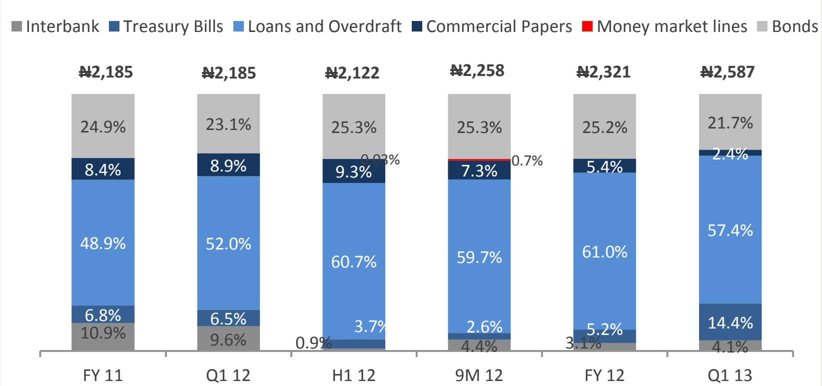
The breakdown of operating expense prior periods have been restated due to reclassification of items for consistency of presentation

[1] *Admin and general expenses include maintenance, advert & corporate promotion, legal and other professional fees and other operating expense*

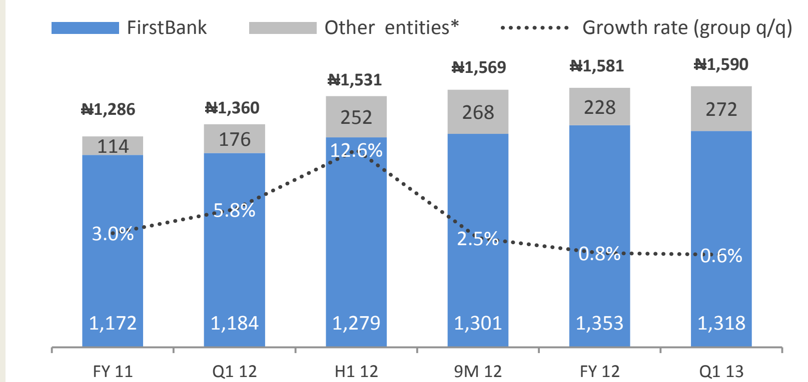
[2] *Banque Internationale de Credit (BIC) in the Democratic Republic of Congo*

Increasing efficiency and flexibility in earning assets

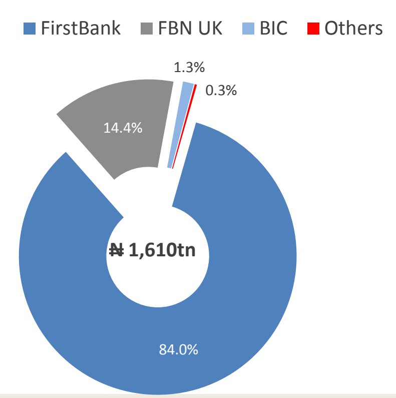
Earning assets mix (₦bn)



FBN Holdings gross loans (₦bn)



Loan book by business entities (Dec 2012)

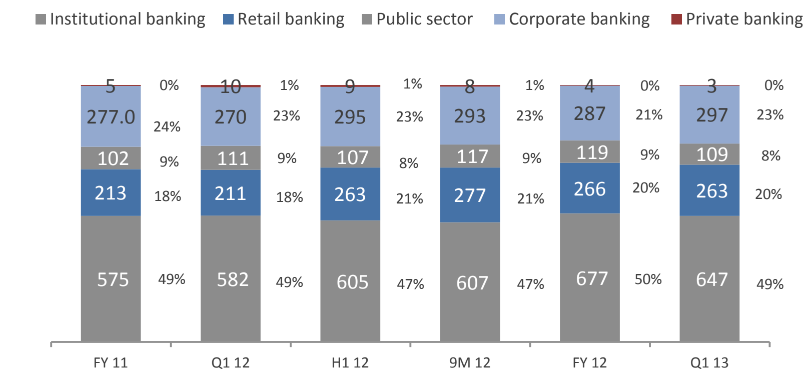


- Increase in net loan book by 23.1% y-o-y to ₦1.5tn driven by the commercial banking business group
- 32.9% of our loans as at March 2013 are in foreign currency, 53.1% of which are created onshore in Nigeria
- 15% growth in FirstBank's loan book; primarily made to corporate (oil and gas, manufacturing, construction and information and communication)
- In FBN UK, loan growth was driven by short-term structured trade and commodity related assets, as well as project finance
- 59.4% growth in FBN UK loan book to ₦ 232bn in 2012; 8% growth in Q1 13 to ₦251bn
- The contribution of FirstBank and FBN UK in the total loan book is 84% and 14.4% respectively
- Summation of loans in FBN Holdings was N1.61tn in December 2012 but N1.58tn net of intercompany balances

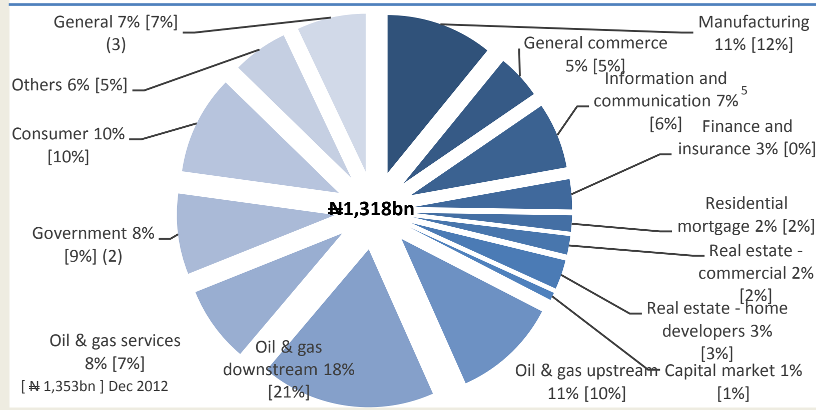
***Others include FBN Microfinance, FBN Mortgages and First Pension Custodian Limited*

First Bank of Nigeria (loan book dynamics)

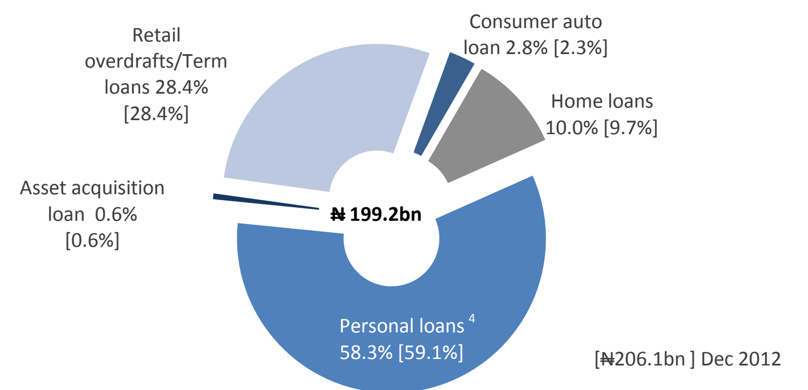
Breakdown of loans by SBU



Loan Breakdown by Sectors



Core consumer / Retail product portfolio[1]



- 25% growth in retail portfolio y-o-y as we deepened relationships with customers, flat sequential growth q-o-q as at Q1 2013 reflective of a deliberate decision to slow down pace of asset creation
- Approximately half of the retail loan book is to individual customers with the balance to small businesses
- 10% y-o-y growth in institutional banking group in Q1 2013 portfolio driven largely by increase in exposures to the oil and gas sector
- 10% y-o-y Q1 2013 growth in corporate banking; emerging corporates makes up 6.6% of corporate banking portfolio and 1.5% of total loans. Emerging corporates witnessed a 44.5% growth q-o-q as we increased penetration in that segment and represents 1.5% of the total loan portfolio
- Public sector lending remains largely to finance infrastructural development across the states
- Sectors to drive growth in coming periods are power, oil and gas, retail telecommunications and general commerce
- Focus on careful selection of risk assets, portfolio diversification and optimising capital allocated to the loan portfolio

4. Personal loans are loans backed by salaries

Corporate banking; *private organisations with annual revenue greater than ₦500mn and midsize and large corporate clients with annual revenue in excess of ₦5bn but with a key man risk. This also included Emerging Corporates comprising clients with annual turnover of ₦500mn and ₦2bn.* ***Institutional banking****; multinationals and corporate clients with revenue greater than ₦5bn.* ***Private banking****; High net worth individuals and families.* ***Public sector banking;*** *Federal and state governments.* ***Retail banking****; mass retail, affluent with annual income below ₦50mn as well as small business and Local governments with annual turnover below ₦500mn*

5. Telecom comprise 93% of the loans in Information and communication sector

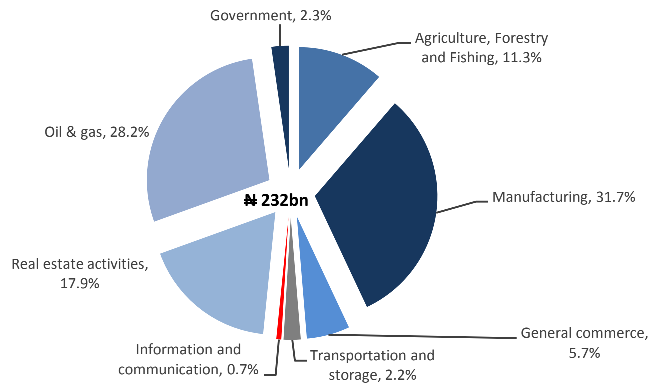
1. Represents loans in our retail portfolio < ₦ 50mn

2. Government loans are loans to the public sector (federal and state)

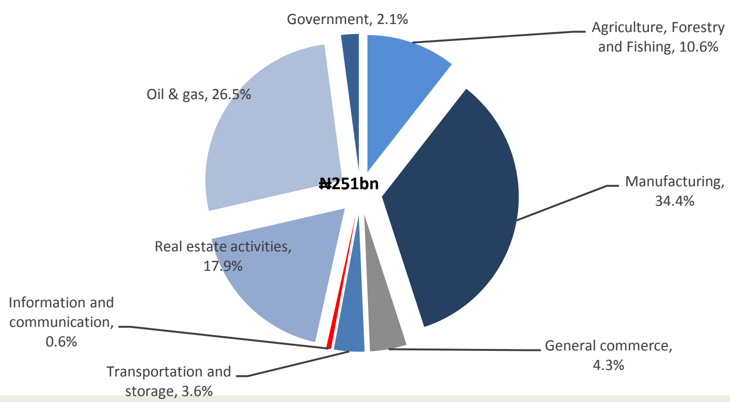
3. General includes retail and consumer sectors

FBN UK (loan book dynamics)

Loan book by sector (Dec 2012)



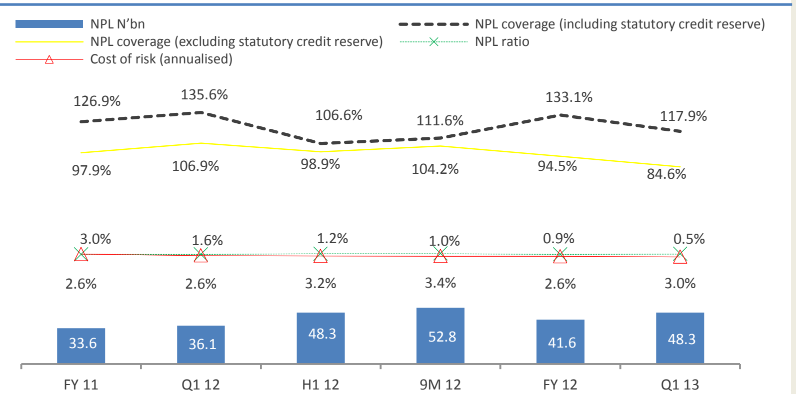
Loan book by sector (Mar 2013)



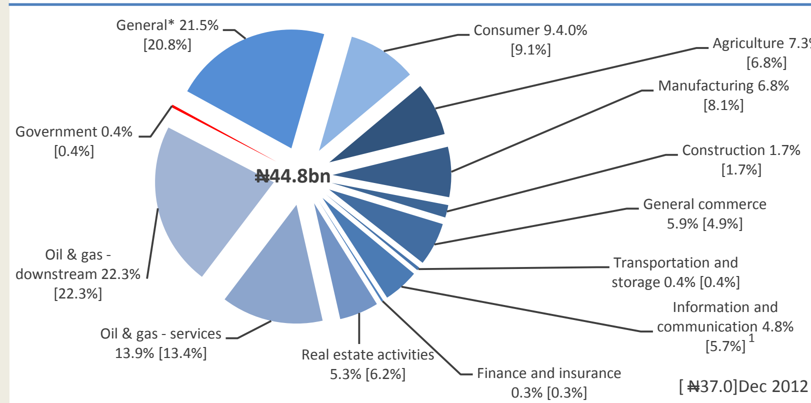
- Core businesses are Structured Trade Commodity Finance (generally short term), Structured and Project Finance (generally medium/long term), Corporate Finance, FI Trade Finance, and Property Mortgages
- 59.4% growth in loan book in 2012 and 8% growth sequentially in Q1 2013, reflecting deployment of additional capital
- Growth has been achieved by focusing closely on a number of key high quality customers
- Above average yields have been achieved given cross border nature of the risks, which are mitigated to a certain extent by security and insurance
- Outlook is promising as the business revolves around the financing of essential commodities and infrastructure development in African markets. There is a growing relevance to the Group as FBN UK works increasingly closely with the parent company
- Key drivers for loan growth in coming periods are relative stability in both commodity and financial markets, continued demand for basic food (assumed) and relative stability in African producing countries

Asset quality remains sound, reflecting dynamic portfolio management

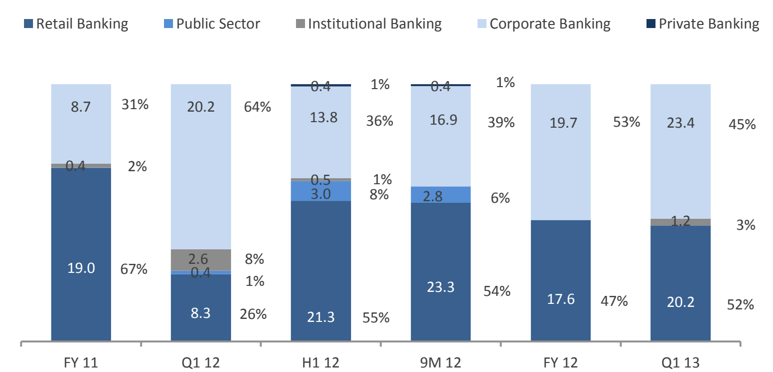
Asset quality



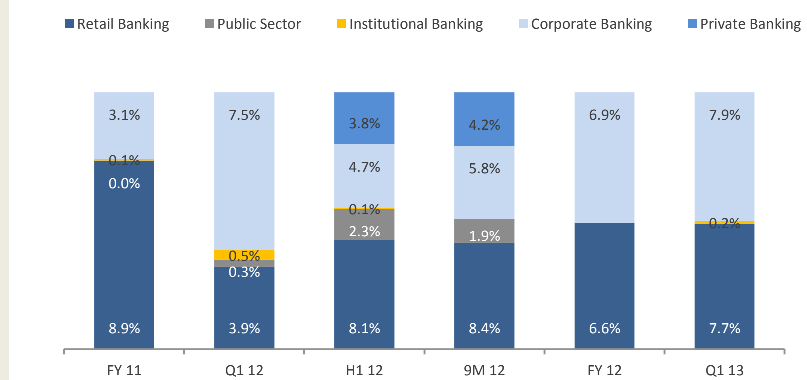
NPLs sector exposure Q1 2013 (Bank only)



NPLs by SBU ₦bn (Bank only)



NPL ratio within each SBU (Bank only)

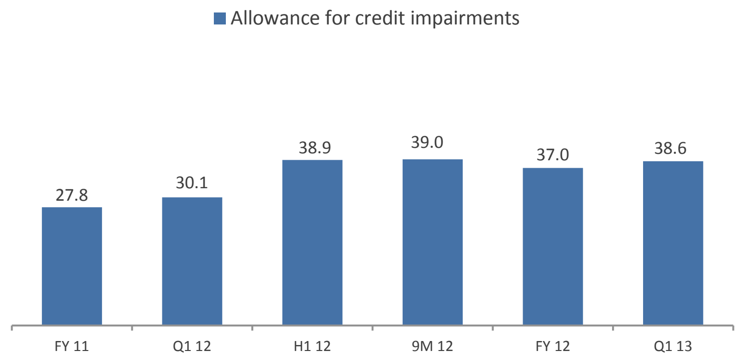


[1]This relates to other communications industries other than Telecommunications

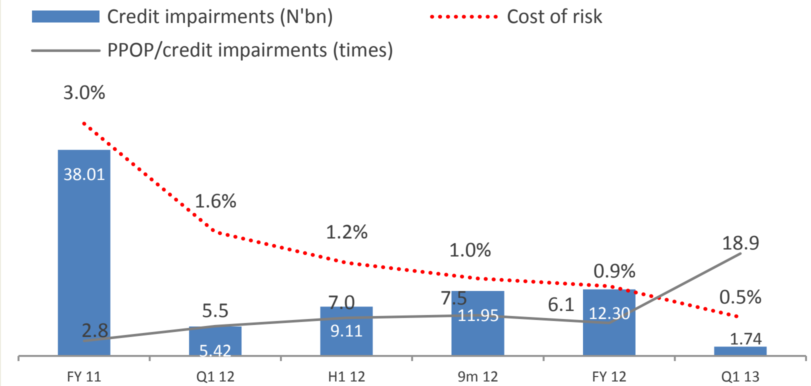
* General includes: hotels& leisure, logistics, religious bodies, retail others

Improving management of the loan book resulting in lower cost of risk

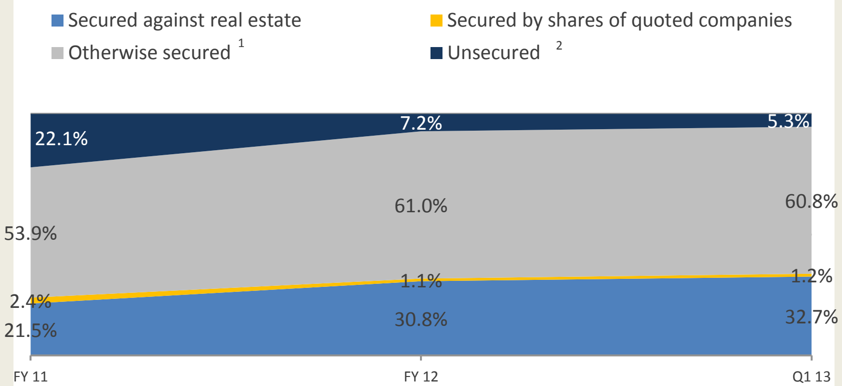
Allowance for impairments ₦bn (Bank only)



Evolution of credit impairments



Breakout of loan book by type of collateral



- 2011 was the first year of using the IFRS impairment model
- In 2012, allowance for credit impairments was made up of ₦22.2bn in portfolio allowance and ₦14.8bn in specific impairments for the Bank
- 33% increase in NPL portfolio attributable to deterioration in some assets spanning various sectors such as, oil and gas, retail others , agriculture and residential mortgage sectors, with no major concentrations
- Declining trend in cost of risk reflecting better quality risk assets, early recognition of impairments for remedial management and improved recovery prospects

[1] Otherwise secured refers to credits secured through cash/ treasury bills, guarantees/receivable of investment grade banks and corporates, enforceable lien on fast moving inventory in bonded warehouses/tripartite warehousing agreement, all asset debentures, charge on asset financed, insurance policy, postdated cheques, domiciliation

[2] Unsecured credits represent clean lending to top tier corporates

Performance Review - Business Groups

Commercial Banking

Investment Banking & Asset Management

Insurance & Microfinance

Review of Commercial Banking

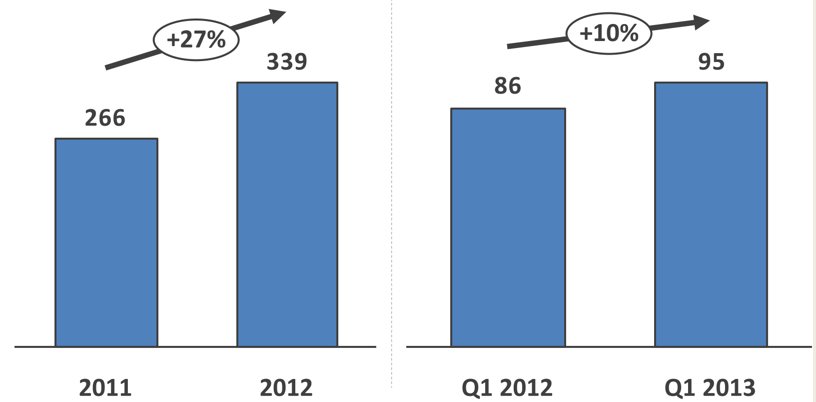
Full Year 2012:

- Demonstrated resilience in improved profitability on the back of challenging macroeconomic conditions within the context of tighter liquidity and high interest rates
- Performance underpinned by the implementation of initiatives including: innovative product development, expanded market reach and improved customer outreach
- Sustained our predominantly low-cost deposit funding base (78%), achieving a year-on-year deposit growth of 23%
- Group-wide extension of product and service offerings to new frontiers:
  - Improved penetration into the Corporate Banking segment (UK) especially with the Structured Trade Commodity and Project Finance businesses
  - Service offerings expanded to include e-business service offerings targeting SME, Corporate and government agencies in the Democratic Republic of Congo (DRC)

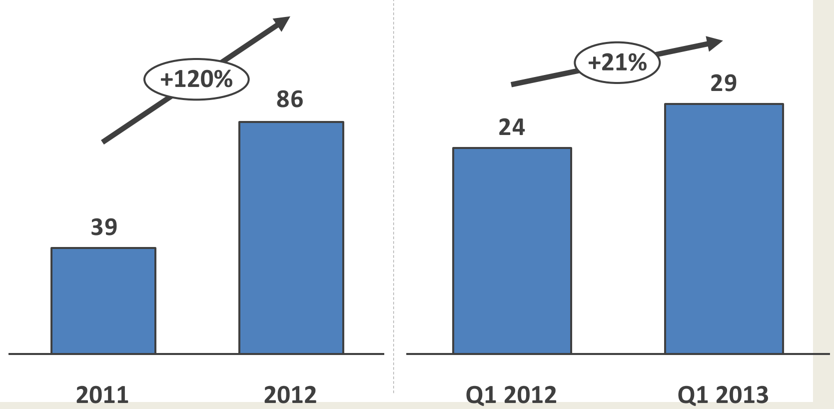
Q1 2013:

- Reduced pace of risk asset growth to maximise capital efficiency
- The slower risk asset growth rate impacted revenue growth, as Gross earnings grew by 12.5% y-o-y mainly due to the improved interest income earned by FirstBank buoyed by improved revenue performance by FBN Bank (UK) and First Pension
- Net revenue growth was flat, increasing 1.6% y-o-y due to increased interest expense driven mainly by the increase in tenured and purchased funds by FirstBank Limited
- Operating expenses kept in check, decreasing by 0.5% y-o-y from ₦44.5bn to ₦44.3bn
- The 21% y-o-y improvement in Pre-tax profit was mainly driven by 68% y-o-y reduction in impairment charges for the period

Gross earnings – 2012 & Q1 2013 (₦bn)



Profit before tax – 2012 & Q1 2013 (₦bn)



Review of Investment Banking & Asset Management

Full Year 2012:

- Challenging operating environment largely due to slower than anticipated progress on reforms in the oil and gas sector, the power privatisation process and a prevailing weak undertone in the equity capital markets. This negatively impacted the Investment banking business
- The asset management business witnessed significant growth primarily driven by the high interest rate environment and the successful launch of two new funds
- The Trustee business also benefitted from the high interest rate environment, and a strong market position

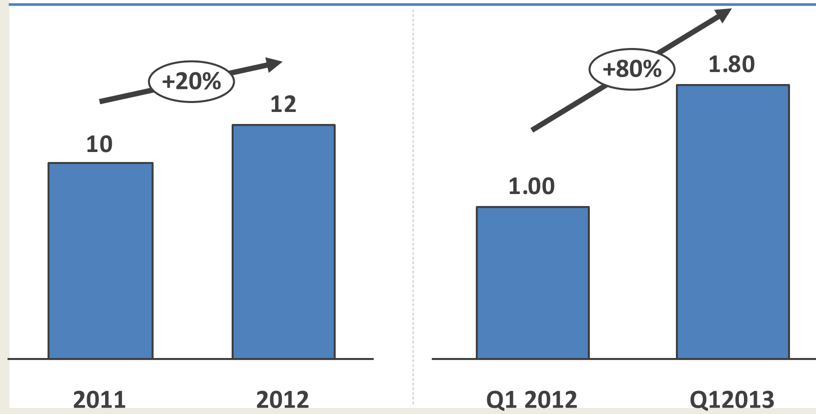
Q1 2013:

- Strong y-o-y revenue growth was driven by the contribution from the investment banking, trustee and markets businesses, collectively accounting for c.68% of revenues
- The investment banking business is rebounding as we close deals from last year and declining yields are encouraging supply. A resurgence in capital market activity should also positively impact the Markets business
- The Trustee businesses continue to deliver strong returns
- Operating costs were contained and profit before tax grew by 228% y-o-y

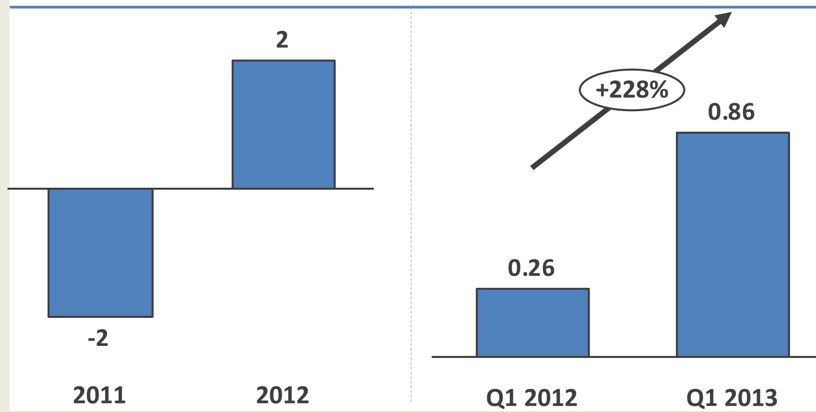
Outlook:

- Looking ahead, we anticipate a strong performance for 2013 as we expect closing a number of financing transactions and the Trustee and AI businesses continue to grow
- We will continue to build our distribution platform and focus on growing AuM by cross selling to the existing retail client base as well as new clients
- We will continue to pursue new mandates in light of the emerging capital raising opportunities in power, financial services and oil & gas industries

Gross earnings – 2012 & Q1 2013 (₦bn)



Profit before tax – 2012 & Q1 2013 (₦bn)



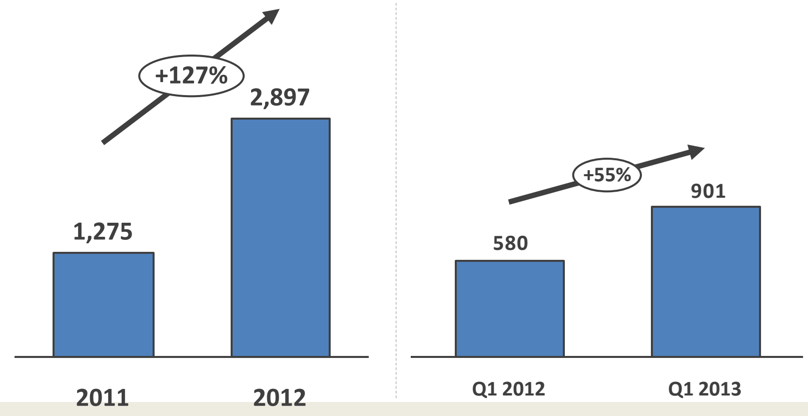
Review of Insurance - FBN Life Assurance

- FBN Life Assurance Limited, a joint venture with Sanlam (the 2nd largest life assurance company in South Africa) continued to promote Insurance culture in Nigeria with strong growth achieved in its business volumes, revenue and profitability in 2012
- Gross premium income grew by 127% y-o-y in 2012, driven by improved market penetration and innovative product offering to suit the various needs of clients
- FBN Life uses cost-effective distribution channels that include a direct sales force, direct and focused marketing, independent intermediaries and Bancassurance multi-channel distribution, making use of FirstBank's extensive branch network
- FBN Life Assurance improved market penetration drive continued, as gross premium income grew by 55% in Q1 2013 compared with corresponding period of 2012
- Strong growth in revenue and efficient cost management led to growth in profitability to ₦32mn from ₦138mn loss in Q1 2012

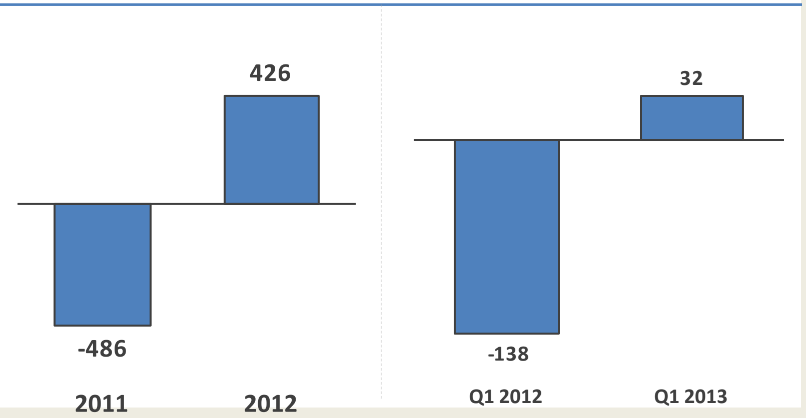
Outlook

- The Nigerian insurance market holds significant potential: large population, significant under-penetration and increasingly supportive regulations with emphasis on local risk retention and non-discretionary (compulsory) insurances, all aimed at deepening market penetration
- In 2013, FBN Life Assurance Limited is expected to grow its retail distribution of insurance products and public sector group life insurance by leveraging on the Bank and other subsidiaries within the group
- FBN Life will engage its marketing teams and other distribution channels to push the Bancassurance products
- To further increase market share and grow revenues base and profitability, innovative products including m-insurance and expansion of credit to other financial institutions are being developed

Gross premium income – 2012 & Q1 2013 (₦mn)



Profit before tax – 2012 & Q1 2013 (₦mn)



Review of Insurance – FBN Insurance Brokers

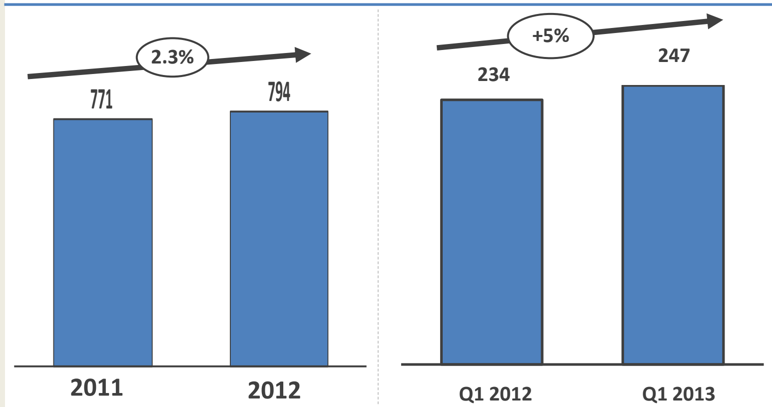
- Gross Income grew by 2.3% y-o-y, driven by interest earned on funds deposited and investment income, while profit before tax grew by 22% y-o-y
- The commencement of the "no premium, no cover policy" by the National Insurance Commission (NAICOM) in Q1 2013 impacted revenue industry-wide as commissions declined
- Consequently, Income grew by 5% in Q1 2013 compared with the corresponding period of 2012
- However, 28% y-o-y increase in operating cost driven by increased staff cost (mandatory provision for staff gratuity) and provision for bad debt (in accordance with the new NAICOM prudential provision guidelines) led to a 9% decrease in profit before tax in Q1 2013 vs. +22% in Q1 2012

Outlook

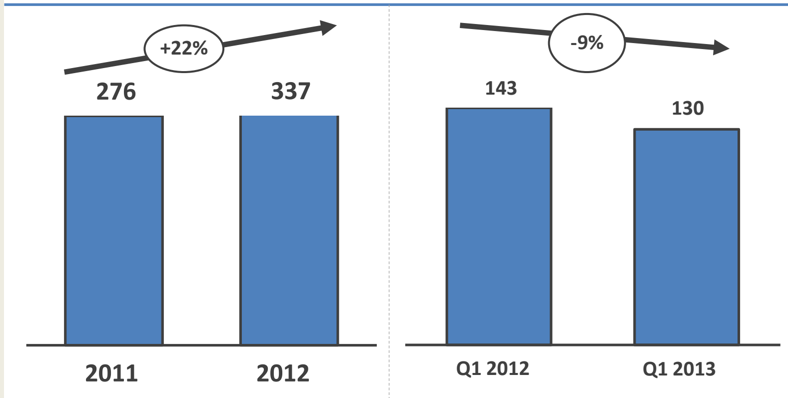
To improve performance, the company will:

- focus on deepening market penetration, diversifying customer base especially in the multinationals and Energy (oil & gas) sectors, as well as ensure retention of our existing clients across the retail and corporate segments
- proactively work with policy holders on the impact of the new regulation and with relevant clients to define strategies to comply with insurance needs
- Collaborate closely with other subsidiaries within the Group to improve cross selling

Gross income - 2012 & Q1 2013 (₦mn)



Profit before tax – 2012 & Q1 2013 (₦mn)



Review of Microfinance

Full Year 2012:

- FBN Microfinance (FBNM) showed resilience with moderate growth in revenue and profitability in 2012 despite the prevailing headwinds
- FBNM recorded PBT of ₦307mn (2011: ₦304mn)
- Risk asset growth impacted by decline in trading and production activities during the year
- Deposits stood at ₦821mn, 1% lower y-o-y

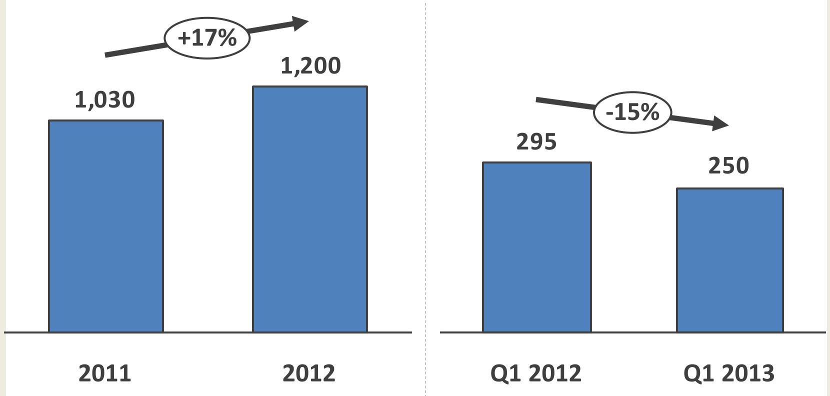
Q1 2013:

- Gross earnings under pressure from reduced volumes, declined by 15% y-o-y. It is expected that revenue will improve over the year as we grow our risk assets
- Focus on improving quality of risk assets and loan recovery already yielding positive results, with 18% y-o-y reduction in credit impairments charges
- Though operating expenses declined by 8% y-o-y, PBT declined 29% y-o-y due to pressure on revenues

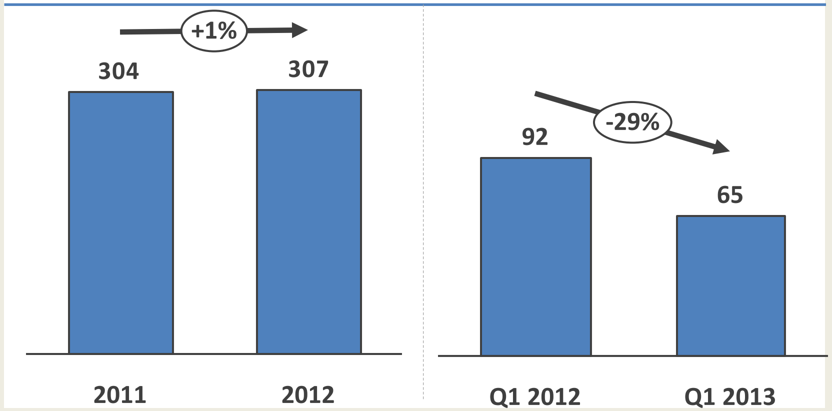
Outlook

- Near term focus is to continue to strengthen credit risk management practices
- Having stratified its customers into categories it aims to develop bespoke products and services for each of these segments, with greater attention to professional groups (artisans and trade associations etc.)

Gross earnings – 2012 & Q1 2013 (₦mn)



Profit before tax – 2012 & Q1 2013 (₦mn)



Strategy

Aspiring to be the dominant financial services group across middle Africa

Uniquely Positioned

- Nigerian market leader with healthy balance sheet
- Scale of banking group provides significant advantage in serving the banking needs of all customer segments - both on the asset and liability side
- HoldCo structure allows for:
  - better coordination between business groups
  - exploitation of strong natural synergies
  - cross selling opportunities
- Strong Commercial Banking platform on which to build other nonbank financial services businesses

Dynamic Macroeconomic Environment

- Africa is one of the most rapidly growing economic regions in the world – consumer facing industries leading the pack
- Growth driven by government reforms to improve macroeconomic conditions and create more favourable business climate
  - Has resulted in greater demand for financial services from key customer segments
- Nigeria accounts for nearly a quarter of GDP in Sub-Saharan Africa and a third of banking assets
- Growing urban population and rising levels of wealth have positive implications for the consumer finance business
- Significant opportunities to support public and private sector clients in financing the large infrastructure deficit

Strategy Capitalises on Opportunities

- **Restructuring for Growth**
  - Improving flexibility in the Group's structure to accelerate profitable growth
- **Business Line Expansion**
  - Enhancing yields through increased focus on high growth segments/products
- **Synergies and cross selling**
  - Leveraging group synergies to drive economies of scale and scope
- **International Expansion**
  - Build scale internationally

Focused on consolidating our leadership position in Nigeria while pursuing profitable growth

Middle Africa defined as Sub-Saharan Africa excluding South Africa

Growth strategy developed to capitalise on opportunities and attain aspirations

Strategic Framework for Group set around key themes…

Restructuring for Growth

- Finalised implementation of HoldCo and clustered similar businesses to improve co-ordination and specialisation
- Created segment-based SBUs and centralised banking services.
- Implemented a performance management system
- Continued aggressive Bank transformation
- Structured for growth in investment banking and insurance
- Rep office expanded: initial SSA[1] exploration/foray

Diversify group & transform bank

- Drive bank transformation to completion – granular focus on strategy - product, channel, segment, etc.
- Focus on building scale in Investment Banking and Insurance and leverage group synergies
- Commence SSA[1] regional expansion

Build scale internationally

- Significant SSA[1] expansion and growth in banking with selective international forays in non-bank financial services
- Focus on driving economies of scale and scope across international network and portfolio of businesses

Short term | Current Progress | Medium term | Long term

…And supported by near term strategic priorities

1 Business Line Expansion

Enhancing yields through increased focus on high growth segments / products

- **Commercial Banking**: Identified growth areas - includes Retail Banking and Middle/Emerging Corporates. **Emerging Corporates** business unit established to serve middle corporates segment. **Mobile Financial Services** also launched to deepen market penetration in retail segment
- **Insurance** business being expanded to include general insurance and expanded portfolio of innovative products

2 Synergies and Cross-Selling

Leveraging group synergies to drive economies of scale and scope

- Intensified efforts to leverage our unique offering to forge deeper relationships with our customers e.g., Bancassurance product offering between Commercial Banking and Insurance Groups
- Driving asset management and trust products in conjunction with Private Banking Unit within the Commercial banking group

3 International Expansion

Build scale internationally

- Will continue to drive expansion through conservative strategic plan and, over the medium term, raise profile beyond current borders, establishing a presence in select Sub-Saharan African countries of interest

[1]*Sub-Saharan Africa*

1. Business Line Expansion to High Growth Segments

Enhancing yields through increased focus on high growth segments / products

Commercial Banking Group

Emerging Corporates*

- Increase product portfolio of Emerging Corporates with specific targets to deepen Deposit, LAD and Income growth
- Develop synergy through customer analysis across other Business groups to ring- fence value chain around Emerging Corporates

Retail

- Continue to generate low cost stable funding via CASA deposit mobilisation
- Focus on acquiring affluent and small business customers as well as within the youth market
- Expand consumer and small business credit (secured lending, cards)
- Align sales and service costs to value of customers

Improve penetration in the under-banked and unbanked segment

Other Business groups

Insurance

- Harness growth opportunities by expanding insurance business to include General Insurance
- Drive volume with Bacassurrance products leveraging Group's nationwide footprint
- Increase focus on specialised risks insurance programme dedicated to specific public and private sectors
- Drive innovation in development of affordable products target segments

Investment Banking and Asset Management

- Partnering with Private banking to drive the uptake of asset management related products
- Raising investor awareness about asset management and trustee products

*A subset of Corporate Banking clients with revenue of between ₦1bn and up to ₦5bn

2. Leverage Group Structure to Achieve Synergies and Cross Selling

HoldCo Value Proposition

- The differentiating aspects of FBN Holdings' approach are:
  - scale and scope of the business
  - brand portfolio
  - geographic reach
- Diversity of our business portfolio creates highly valuable scale benefits that are difficult to replicate

Extracting Synergies

- Strong natural synergies and cross-selling opportunities exist between banking and other financial services sectors
- Intensified efforts to leverage our unique offering to forge deeper relationships with our customers

Progress Update

- Recent launch of Bancassurance product portfolio *(Commercial Banking Group + Insurance Group)*
- Collaboration in launching (IBAM) Asset Management fund *(Commercial Banking Group + Investment Banking)*
- Expanded referral mechanism to leverage the broad customer base of the group
- Collaborative investment window between IBAM and Private Banking for local portfolio investments
- Structured commodity cross sell/referral within the Commercial Banking Group
- Expanded shared services across key business support functions

Insurance

- Life insurance underwriting
- General insurance underwriting
- Insurance brokerage

+

Commercial Banking

- Institutional banking
- Corporate banking
- Retail banking
- Public sector banking

+

Investment Banking

- Advisory
- Capital markets
- Principal investing & private equity
- Asset management
- Securities services

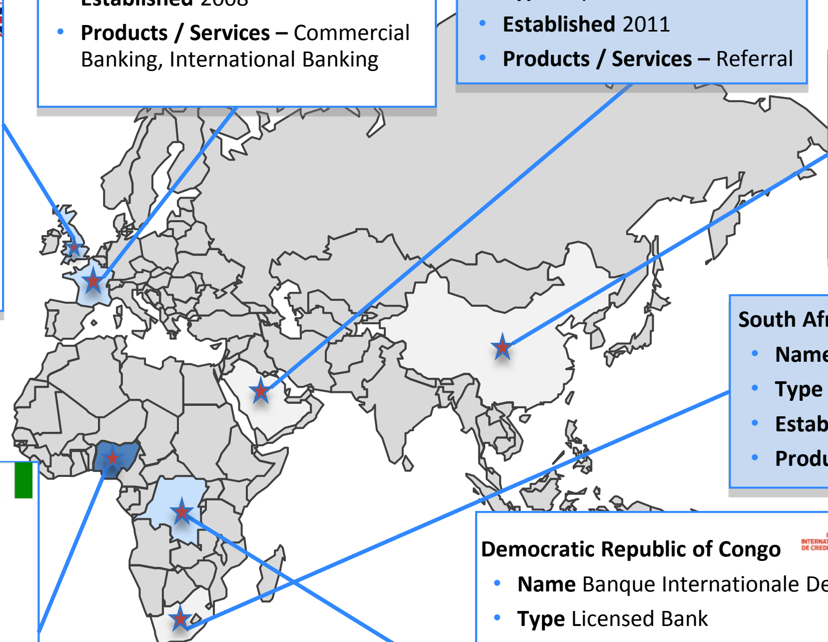
+

Micro Finance

3. International Expansion Focused on Core Banking Business

Global Footprint

Rep. offices explore business opportunities in various geographies via referrals to the Commercial Banking Group



UK
- **Name** FBN Bank UK Ltd
- **Type** Licensed Bank
- **Established** 2002
- **Products / Services –** International Banking and Trade Services
- **Key Value Proposition**- Provide a platform to service our trade and global banking functions.

France
- **Name** FBN Bank UK Ltd
- **Type** Licensed Bank (Paris Branch)
- **Established** 2008
- **Products / Services –** Commercial Banking, International Banking

United Arab Emirates
- **Name** First Bank of Nigeria Ltd.
- **Type** Representative Office
- **Established** 2011
- **Products / Services –** Referral

China
- **Name** First Bank of Nigeria Ltd.
- **Type** Representative Office
- **Established** 2009
- **Products / Services –** Referral

South Africa
- **Name** First Bank of Nigeria Ltd.
- **Type** Representative Office
- **Established** 2004
- **Products / Services –** Referral

FirstBank Since 1894

Nigeria
- **Name** First Bank of Nigeria Ltd.
- **Type** Licensed Bank
- **Established** 1894
- **Products / Services –** Commercial Banking, Investment Banking, Insurance
- **Key Value Proposition** – FIRST become the financial institution of choice across all financial services business segments

Democratic Republic of Congo BANQUE INTERNATIONALE DE CREDIT S.A.R.L. BIC
- **Name** Banque Internationale De Credit
- **Type** Licensed Bank
- **Established** 1994
- **Products / Services –** Commercial Banking, Transfers and other Banking Services
- **Key Value Proposition :** Harness opportunities in trans border trade line between Nigeria and DRC whilst exploring opportunities in the economic zone

Summary/Outlook

Summary/Outlook

- Continue to push **top line growth** across our Group with an emphasis on:

  - customer acquisition (reflective of the very strong headroom for growth in all our markets), high growth products and segments, and pricing

- Drive **cost efficiency** by:
  - continuing to leverage shared distribution platforms across the group
  - accelerating the deployment and usage of alternative delivery channels
  - maintaining a staffing structure that is appropriate for our business

- Increase focus on **capital efficiency** by:
  - optimising our portfolio risk weighted assets (RWAs) across groups and geographies
  - optimising our mix of other earning and non-earning assets
  - judiciously growing RWAs and deposits

- Continue to deliberately mine and deliver **group-wide synergies** in marketing, sales & distribution, and over time, select back office functions as we seek to be the 360º financial services provider to our clients

Clear 2013 financial targets

	2012 Results	2013 Targets
Deposit growth	23%	>15%
Loan growth	23%	>10%
Net interest margin	9.6%	7.5% – 8.5%
Revenue growth	31%	10% – 15%
NIR/Net Revenue	24.5%	25% – 30%
Operating expenses growth	31.6%	5% – 12%
Cost to income ratio	61.9%	57% – 59%
Cost of risk	0.9%	</=1%
NPL Ratio	2.6%	3% – 4%
ROAE	18.8%	20%

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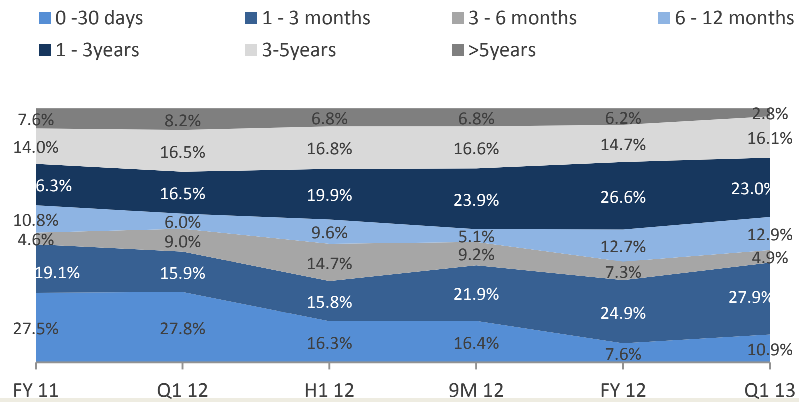
FBN Holdings Plc
RC - 916455

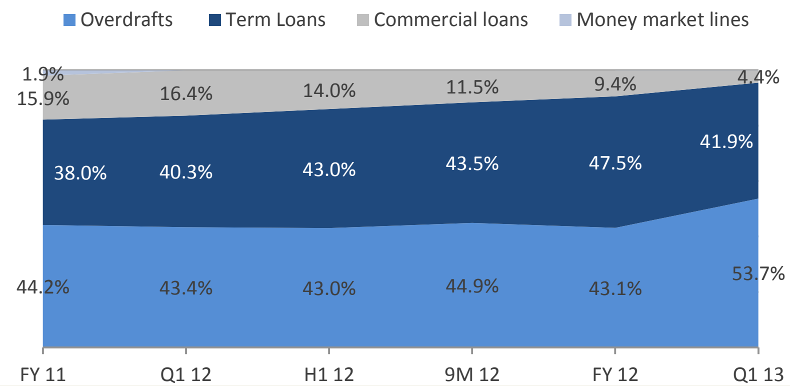
Appendix

Steady growth in risk assets with focus on improving overall portfolio quality

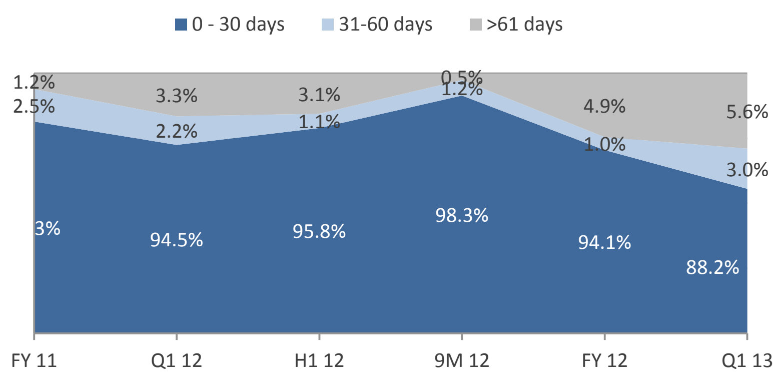
Loans and advances by maturity (Bank only)



Loans and advances by type (Bank only)



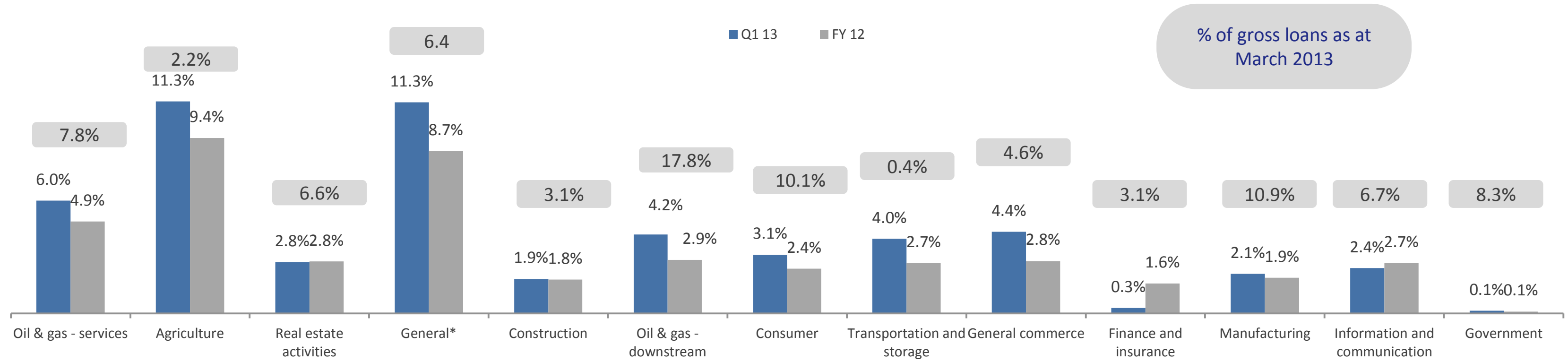
Ageing analysis of performing loan book (Bank only)



- Observed deterioration in the performing loan book in >61 day bucket since September 2012 is as a result of slight delay in collection of payments on a single entity which has now been resolved post the first quarter reporting period, bringing this bucket to 2.8%
- The focus remains on avoiding concentration risks in the portfolio and ensuring a healthy mix of term and non-term exposures

Remedial action intensified across the board to improve asset quality

Sector NPL ratios (Bank only)



- NPLs across sectors had no material adverse change in the quarter except in manufacturing which is being addressed
- In order to improve asset quality, focus remains on proactive management of large exposures to avert impairments
- Tightened risk selection criteria, improved controls and aggressive remedial management to enhance asset quality
- Better quality assets are being underwritten with proactive management of these loans

*General includes: hotels & leisure, logistics and religious bodies

GDR Programme

First Bank of Nigeria has a Sponsored Regulation S Global Depositary Receipt (RegS GDR) program

- Ticker symbol: 999112Z LI
- CUSIP: 31925X302
- ISIN: US31925X3026
- Ratio: 1 GDR : 50 Ordinary Shares

- Depositary bank: Deutsche Bank Trust Company Americas
- Depositary bank contact: Stanley Jones
- ADR broker helpline: +1 212 250 9100 (New York)
+44 207 547 6500 (London)

- e-mail: adr@db.com
- ADR website: www.adr.db.com
- Depositary bank‘s local custodian: Standard Chartered Bank, Mauritius