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"Nigeria is Africa's largest economy, but it remains poor in social capital and business environment."

Nigeria's attractiveness to global investors has dipped in recent times despite the abundant opportunities for investment in the country. But in a fast-changing world with global competition for capital, Nigeria cannot afford to lag behind. In its Africa Investment Index (AII) 2018, Quantum Global's independent research arm, Quantum Global Research Lab ranked Morocco as the top investment destination in Africa. Morocco's ranking was due to a strong business environment, size of its economy (fifth largest in Africa) and its social capital. Nigeria did not make the list but received a mention for its strong improvement, which was sadly attributed mainly to a rebound in global oil prices. One wonders why Nigeria did not make the cut. The country has the largest economy in Africa, but remains poor in social capital and the business environment needs improvement.

The Nigeria Investment Conference 2018 could not have come at a better time. Organized by CFA Society Nigeria, the conference with the theme **'Let's Measure Up'**, brought together senior executives, regulators, academics and policy makers under one roof to discuss different topics aimed at promoting the development of the investment industry. The event challenged the investment industry to measure up to the very high standards expected of a forward-looking industry to help the country attract much-needed investments, especially at a time when there is intense competition for global capital. The event also had a special focus on women in investment management on the second day, aimed at spurring the often ignored section of the industry to stand up and be counted.

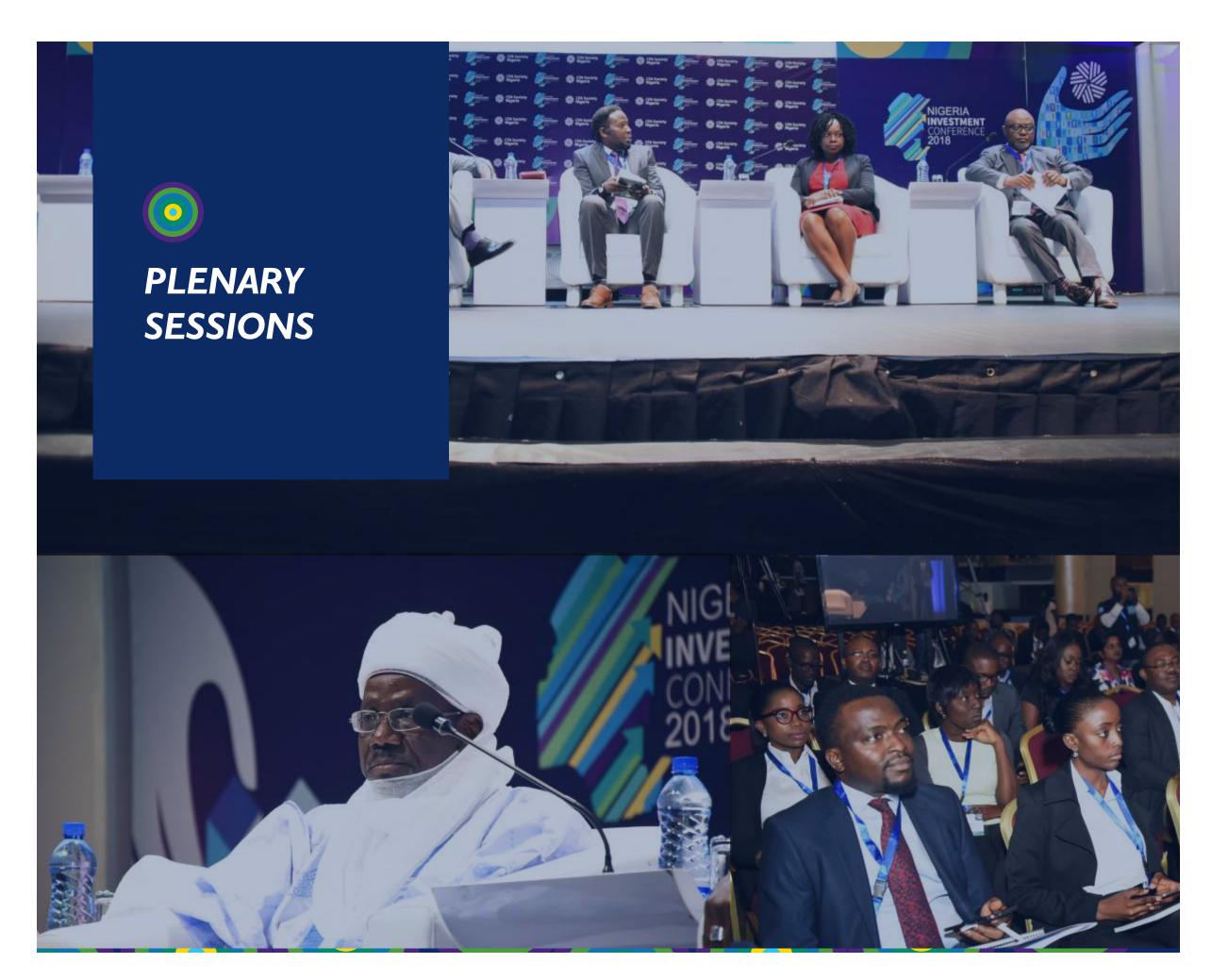
The event took place from November 8 – 9 at Eko Convention Center, Victoria Island, Lagos, Nigeria's main financial hub. This report summarizes the conference deliberations and key take-aways.

"Let's Measure Up"

Nigeria certainly has the potentials to be Africa's top investment destination, with billions of dollars funding ideas and projects across the country. While still recovering from an economic recession, a lot of reforms are necessary to spur growth. Hence, discussants at the Nigeria Investment Conference 2018 highlighted the **need for investment professionals and people in the financial services industry to commit to measuring up to global standards** to improve our markets and also make Nigeria an attractive investment destination. Calls were made to policymakers to enact the right policies to attract investments to spur the much needed economic growth.

However, to achieve desired results, it is very important to boost confidence in the financial services sector, which is an engine of growth for the Nigerian economy. The role of ethics cannot be overemphasized in ensuring people are confident in the sector to support the growth of the economy. With a huge infrastructure deficit, Nigeria has a long way to go to measure up with the developed world. Basic amenities such as power and good roads are still unavailable to most Nigerians. But there is a window of opportunity offered by good public policy and private investment, which can turn things around. If Nigeria can succeed in improving infrastructure, the impact on its economy will be huge. But the country needs to make it easier to do business. Nigeria still ranks low on the recent World Bank's Doing Business Index at 146th on a list of 190 countries. However, it is not because things are not getting better, but because other countries on the index are improving faster than Nigeria. The country needs to measure up.

Government policies need to be for the greater good of the economy and should transcend electoral cycles. That is the only way for Nigeria to experience sustainable growth. Investment professionals have their work cut out for them in helping the country to attract the right investments that will spur growth. The focus should be on increasing the inflow of foreign direct investments (that will ultimately create jobs) and not just foreign portfolio inflows (which tend to be "hot money").





BOOSTING CONFIDENCE IN THE FINANCIAL SERVICES INDUSTRY:

THE ROLE OF ETHICS, INCENTIVES AND BEHAVIORAL CHANGES

Session Panelists:

Andrew Alli, Non-executive Director, CDC Group Plc,

Oscar Onyema, CEO, Nigerian Stock Exchange **Abubakar Suleiman**, Managing Director/CEO Sterling Bank PLC

Alhaji Shehu Mohammed, Sarkin Shanun Kano

A lot of Nigerians lost trust in the banking industry after the 2008 financial crisis which led to the collapse of some banks.

However, the environment in which they operate has changed rapidly over the years with reforms ensuring they are stronger and fit for purpose. The situation is the same across the financial services sector. With growing competition in the sector, players have to deliver value and gain the loyalty of their customers, boosting confidence at every turn. But with growing competition also comes the temptation to do whatever it takes to get ahead leading to poor corporate governance issues, among other things that have put financial institutions in dire situations.

Attaining an institutionalized ethical behaviour serves as a check for the possible lapses in corporate governance and other issues that challenges trust and confidence. A system that aspires to the highest level of ethics and transparency can only be achieved when professionals are introduced to these standards at an early time in their career along with a spectrum of motivation through incentives. These could come at a cost, but it's a valuable price for trust and confidence from customers.



BRIDGING THE INFRASTRUCTURE GAP:

WHAT NIGERIA MUST DO TO MEASURE UP WITH THE DEVELOPED WORLD

Session Panelists:

Oliver Andrews, CIO, Africa Finance Corporation, Eme Essien Lore, Country Manager, IFC (Nigeria) Bolaji Balogun, CEO, Chapel Hill Denham, Jobalo Oshikanlu, Legal & Compliance Director, ARM-Harith Infrastructure

'Reliable and sound infrastructure is no doubt a very important need in Nigeria as it is a fundamental driver of economic growth.'

However, the allocation of funds for infrastructural projects is not sufficient and this has affected the country negatively. In a bid to address this, however, the country is also accumulating debt (especially foreign) which it is finding difficult to pay back with the revenue it currently earns.

Funding for infrastructure, should as much as possible be localized. The private sector is well positioned to fund infrastructure development in Nigeria but it is very important for the government to improve on the sanctity of contracts. Some concessionaires have had a bad experience in the country and this can discourage much-needed private investment in infrastructure. Regardless of the challenges in this area, we have witnessed private investment in infrastructure deliver quality rarely seen in government-led projects.

Hence, more private investment needs to be encouraged.

Technology can also help Nigeria address its infrastructural challenges, especially in areas like power.



STRATEGISE TO WIN:

WHY GENDER DIVERSITY **MATTERS**

Session Panelist:

Carla Harris, Vice Chairman and Managing Director, Morgan Stanley

'There is no industry where we are not competing around innovation.'

This is because innovation is the dominant competitive parameter which gives that one idea that will allow a company or industry to obtain and retain a leadership position. Innovation is born out of ideas. To get to that point of innovation, you need a lot of ideas in the room.

Ideas are born from perspectives, perspectives are born from experiences and experiences are born from people, regardless of gender. It is, therefore, foolhardy for any organization to reduce women to spectators in ideas generation and decision making.

While the society improves in valuing women more, they also need to speak up and be heard. Women must understand how valuable they are and express it as much as possible. This also helps in reducing the pay gap between men and women, often a topic for debate in corporate circles.



MONETARY AND EXCHANGE RATE POLICIES:

HOW RESILIENT IS NIGERIA TO THE SHOCKS OF EM CAPITAL REVERSAL AND AN UPCOMING ELECTION?

Session Panelist:

Godwin Emefiele, Governor, Central Bank of Nigeria

How Resilient Is Nigeria To The Shocks Of EM Capital Reversal And An Upcoming Election?

There is a reason the Central Bank of Nigeria (CBN) has kept interest rate steady at 14% since 2016. There is a reason it has also opted to use the country's reserves to support the naira. The reason is stability. This, coupled with other policy tools, has helped Nigeria to survive the impact of major global shocks – fall in oil prices, trade wars and increased rates in the US -- on its economy. The country remains resilient to shocks.

The CBN will ensure that the market remains sufficiently fluid with optimum liquidity to guarantee the stability of the financial system and the foreign exchange market and communicate effectively to guide market expectations and consumer behavior. These measures will undoubtedly mitigate the challenges from expected capital reversals due to rise in global interest rates and expected liquidity from the fiscal surprises of the 2019 general elections in Nigeria.

That said, investment professionals need to become ambassadors of the country, speaking more about the opportunities of investing in Nigeria than about the challenges, bearing in mind that there is no investment market without its peculiar challenges.



ATTRACTING FOREIGN
DIRECT INVESTMENT
THROUGH EASE OF DOING
BUSINESS REFORMS:

WHAT SHOULD WE EXPECT?

Session Speaker:

Yewande Sadiku, Executive Secretary & CEO, Nigerian Investment Promotion Council

It is still very difficult to do business in Nigeria, albeit better than it used to be. Nigeria is the largest market on the continent, Africa's most populous.

But Nigeria has to offer more than market size to investors. If it becomes easier to do business in Nigeria, the country will attract more investments and achieve unprecedented economic prosperity.

There are ongoing reforms aimed at making it easier to do business in Nigeria and as such attract more investment. There is also the Economic Recovery and Growth Plan (ERGP) articulated after Nigeria went through a recession. It was aimed at ensuring macro-economic stability and achieving diversification of the Nigerian economy to reduce its heavy reliance on oil. The ERGP identified a few sectors that are priority. To take the ERGP from a policy document into reality, the government ran the ERGP focus labs over a 17-week period, which has started to bear fruits.



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Session Panelist:

Yewande Sadiku, Executive Secretary & CEO, Nigerian Investment Promotion Council

As the government continues to introduce necessary reforms, it is important to also address the country's infrastructural challenges.

There is no sector in the country that will not benefit from increased investment in infrastructure, which is an enabler, helping companies operate more competitively, thereby increasing Nigeria's ability to compete with the rest of the world.

The country should focus on improving access to its main port in Apapa, Lagos, which is clearly insufficient for the volume of traffic that goes in and out of the port. The port is also not large enough for a country as big as Nigeria and the volume of trade that happens, hence the need to decentralize and make it easier to do business at the other ports in the country.



TOGETHER:

2019 ECONOMIC AND INVESTMENT OUTLOOK

Session Panelist:

Dr Doyin Salami,

CEO, Kainos Edge Consulting Limited, & Adjunct Lecturer, Lagos Business School.

Mr Bismarck Rewane,

Managing Director/ CEO, Financial Derivatives Company Limited.

Nigeria is impacted significantly by what happens outside the country, including international interest rates and oil prices. Hence this is how 2019 might look for Nigeria and what Nigeria needs to do in the coming year:

- International growth could pose a problem for Nigeria
- The country will have to decide the role of prices in resource allocation, as well as the role of private capital in developing the economy.
- 2019 is also the year Nigeria focuses on optimizing output and ensuring a GDP growth rate driven by productivity and investment.
- Nigeria has to put some clarity on its economic policymaking. Clarity on economic policies increases confidence, hence investment and economic growth.
- 2019 is the year Nigeria has to start using price mechanisms effectively, to stimulate output, create jobs and reduce the pressure on inflation from shortages.



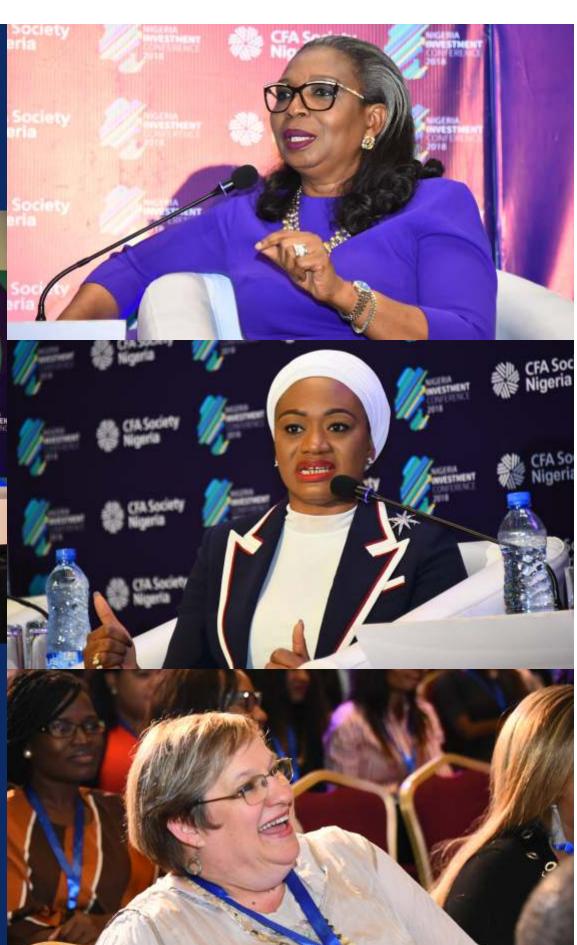
THE POWER OF NETWORKING



Relationships are powerful. When good relationships are cultivated, they have a way of impacting lives and careers positively. Interestingly, it is easy to build relationships. It only involves making sure that you treat other people like they matter because they do, paying attention to little things like birthdays, showing up when you should, being deliberate in being courteous and considerate, among other things. Networks should not be built only because of what can be gained from such networks, but also because of what can be given.

Session Panelists:

Bola Adesola, MD & CEO, Standard Chartered Bank Nigeria & West Africa **Aishah Ahmad, CFA,** Deputy Governor, Central Bank of Nigeria **Ibukun Awosika,** Chairman, First Bank of Nigeria Limited





TOOLS FOR MAXIMIZING YOUR CAREER SUCCESS

Getting to the top isn't always about being smart and hardworking. Here are pearls that Carla Harris learnt in her three decades on Wall Street

- Perception is the co-pilot to reality, how people perceive you will directly impact how they deal with you.
- Be comfortable with taking risks.
- The easiest way to penetrate a relationship is to bring your authentic self to the table. When you bring your authentic self to the table, people will trust you and trust is at the heart of any successful relationship.
- Watch out for these two types of currency in any environment:

Performance currency - the currency that is generated by delivering what was asked of you and a little bit extra. **Relationship currency** - this currency is more important than the performance currency. This is the currency that is generated by the investments that you make in the people in your environment.

Session Speaker: Carla Harris,Vice Chairman and Managing Director, Morgan Stanley

Conclusion

For a country blessed with abundant resources and favourable demographics, Nigeria is obviously not attracting enough investment flows. While some success has been recorded, Nigeria needs to grow and move at a faster pace in order to measure up with other developing and developed economies. A lot of reform are needed to improve the investment climate in the country.

The government must take the lead by ensuring policies that promote investments are put in place to encourage inflow of needed capital to drive growth. With the sheer size of Nigeria's population, its human and natural resources, Nigeria will naturally be an investment destination. However, investments will only flow if it is easier to do business in the country. Development of infrastructure is always key in the attractiveness of a country for investment capital. As Nigeria seeks to develop its infrastructure, the country has to look inwards. Local currency funding (such as funding available from the growing pool of pension assets) will ensure the country does not suffer the impact of currency fluctuations.

While policymakers work to enact the right policies, there is a need for organizations to take up strong ethical position in their dealings as this enables good governance. We also need to build trust through transparency in order to support investments, considering the fact that the most important thing to institutional investors is trust.

Lastly, any firm that wants to win should take gender diversity seriously. When there is a bias against women for key roles, the value they can bring to the table is lost. A diverse investment industry will be more competitive and will help attract the right investments into the country.

The prospects of Nigeria as a country remains strong, but every stakeholder in the Nigerian project needs to measure up to global standards to enable us see tangible results.



Gala Dinner 2018 Charter Award Ceremony

The Investment Conference ended with a Gala Dinner/Charter award ceremony. 86 new members were awarded the CFA Charter which enables them to now use the prestigious CFA designation. Two Society members, Ola Eke, CFA (Chair of the Gender Diversity Committee) and Kikelomo Mesubi, CFA (Chair of the Programs Committee) were recognized as the "2018 Volunteers of the Year".









Recognition awards were also given to firms whose workplace practices support women to thrive professionally. FSDH Merchant Bank Limited, Agusto & Co and Singularity Investments were recognized for Career Progression for Women (Less than 500 Employees Category). PwC Nigeria, Stanbic-IBTC Holdings and Standard Chartered Bank Nigeria Limited were recognized in the category of Career Progression for Women (More than 500 Employees Category). In the category of Work- Life Balance (More than 500 Employees Category), PwC Nigeria, Stanbic-IBTC Holdings, and Standard Chartered Bank Nigeria Limited were recognized. The Gala Dinner was African-themed, hence there was a colourful fashion competition which saw attendees posing in style and displaying the different African cultural dresses and designs.





Carla Harris Vice Chairman & MD, Morgan Stanley



Godwin EmefieleGovernor, Central Bank of
Nigeria



Okechukwu Enelamah CFA Honorable Minister of Industry, Trade and Investment



Muhammad Sanusi II (CON) Sarkin Kano, His Highness, Emir of Kano



Aishah Ahmad, CFADeputy Governor,
Central Bank of Nigeria



Oscar .N. Onyema OON CEO, Nigeria Stock Exchange



Ibukun Awosika Chairman, First Bank of Nigeria



Paul Smith, CFA
President & CEO,
CFA Institute



Bola Adesola

M.D & CEO,
Standard Chartered Bank,
Nigeria & West Africa



Bismarck RewaneNon-Executive Director, FCMI



Andrew Alli Non Executive Director, CDC Group PLC



Abubakar Suleiman MD/CEO , Sterling Bank Plc



Bolaji Balogun CEO, Chapel Hill Denham



Gary Baker, CFAManaging Director, EMEA,
CFA Institute. Conference Moderator



Banji Fehintola, CFAPresident, CFA Society Nigeria.
Conference Host



As part of efforts to raise awareness about the event and ensure adequate coverage of the event, we invested in both digital and traditional media. Using different channels, we got word out about the Conference and encouraged people to participate. We also used various channels to highlight our impressive speaker line up, which among other things, led to a well-attended event.

Traditional Media

Coverage of the event also came in the form of basic reporting of what happened at the event and features developed from interviews with speakers. Please see below as seen on This Day, The Nation, Guardian, Business Day, Vanguard, Punch and Daily Trust







Alli: Not Signing AfCFTA Signals Nigeria Not Open for Business

Former President and CEO of the Africa Finance Corporation, who is currently a Non-Executive Director at the CDC Group Plc, Mr. Andrew Alli, in this interview speaks on how Nigeria can be competitive in attracting foreign investments, as well as on other economic issues. **Nume Ekeghe** presents the excerpts:

What are year throughts on Nigeria's the long-term One of the way deter grafile and the rote at which the transfer to raising debat?

Digital Media

News/Features: We had impressive coverage from different media houses before, during and after the event. Below are links and screen grabs of stories published about the event:

*https://www.proshareng.com/news/Associations---Practice/2018-CFA-Society-Nigeria-Investment-Conf/42587

*https://nairametrics.com/i-am-not-a-politician-fiery-emefiele-rebukes-critics-at-cfa-summit/

*http://thenationonlineng.net/why-nigeria-should-promote-domestic-savings-by-cfa-chief/

*https://www.vanguardngr.com/2018/10/minister-cbn-chief-awosika-for-cfa-societys-conference/

*http://www.financialnigeria.com/cfa-society-nigeria-conference-to-address-challenges-of-doing-business-news-1605.html

*https://www.businessdayonline.com/companies/agriculture/article/cbn-disburses-n100bn-800000-smallholder-farmers/

*https://www.thisdaylive.com/index.php/2018/11/09/banks-apathy-over-lending-worries-emefiele/

*https://punchng.com/cfa-society-nigeria-to-examine-investment-climate/http://venturesafrica.com/cfa-society-nigeria-to-host-the-2018-edition-of-the-nigeria-investment-conference/

*https://www.proshareng.com/news/ASSOCIATIONS%20&%20PRACTICE/2018-CFA-Society-Nigeria-Investment-Conference-to-Hold-on-November-8--2018/42587

https://nairametrics.com/cfa-society-nigeria-hosts-nigeria-investment-conference-2018/

https://www.vanguardngr.com/2018/10/cfa-societys-conference-to-tackle-nigerias-investment-challenges/

http://thenationonlineng.net/cfa-society-nigeria-to-host-investment-conference/https://www.thisdaylive.com/index.php/2018/10/22/investment-conference-to-hold-in-lagos/

*http://footprint2africa.com/topics/leadership/cbn-governor-godwin-emefiele-endorses-cfa-society-nigerias-investment-conference/

*http://www.financialnigeria.com/cfa-society-nigeria-conference-to-address-challenges-of-doing-business-news-1605.html

*https://thenerveafrica.com/partner/brand/cfa-nigeria-investment-conference/http://news.bestnaira.com/posts/view/cfa-societys-conference-to-tackle-nigerias-investment-challenges

*https://www.businessdayonline.com/opinion/analysis/article/another-view-office-politics/

*https://uncova.com/minister-cbn-chief-awosika-for-cfa-societys-conference

*https://allafrica.com/stories/201811090604.html

*https://naijadiary.ng/2018/11/16/emefiele-reacts-to-usda-claims-on-nigerias-rice-imports-says-its-a-false-and-fake-news/

*https://www.proshareng.com/news/ASSOCIATIONS%20&%20PRACTICE/10-Key-Takeaways-From-The-2018-CFA-Society-Nigeria-Investment-Conference/42638

*http://thenationonlineng.net/nigeria-promote-domestic-savings-cfa-chief/

*https://www.proshareng.com/news/Associations---Practice/CFA-Society-Nigeria-Awards-Certificate-t/42669

 ${\tt *https://www.thecable.ng/its-fake-news-emefieles-responds-to-claims-on-nigerias-rice-imports}$

*https://www.thisdaylive.com/index.php/2018/11/14/alli-not-signing-afcfta-signals-nigeria-not-open-for-business/

 ${\tt *https://www.thisdaylive.com/index.php/2018/10/22/investment-conference-to-hold-in-lagos/}$

*https://nairametrics.com/cbn-releases-assessment-report-on-cacs/

Digital Publications





Photograph -- Nam247ners

CFA Society Nigeria, on host professionals and Investment Conference 201 to hold between 8-9 Noven

CFA Society Nigeria's Inves



2018 CFA ! Investmen to Hold on 2018

Associations & Practice







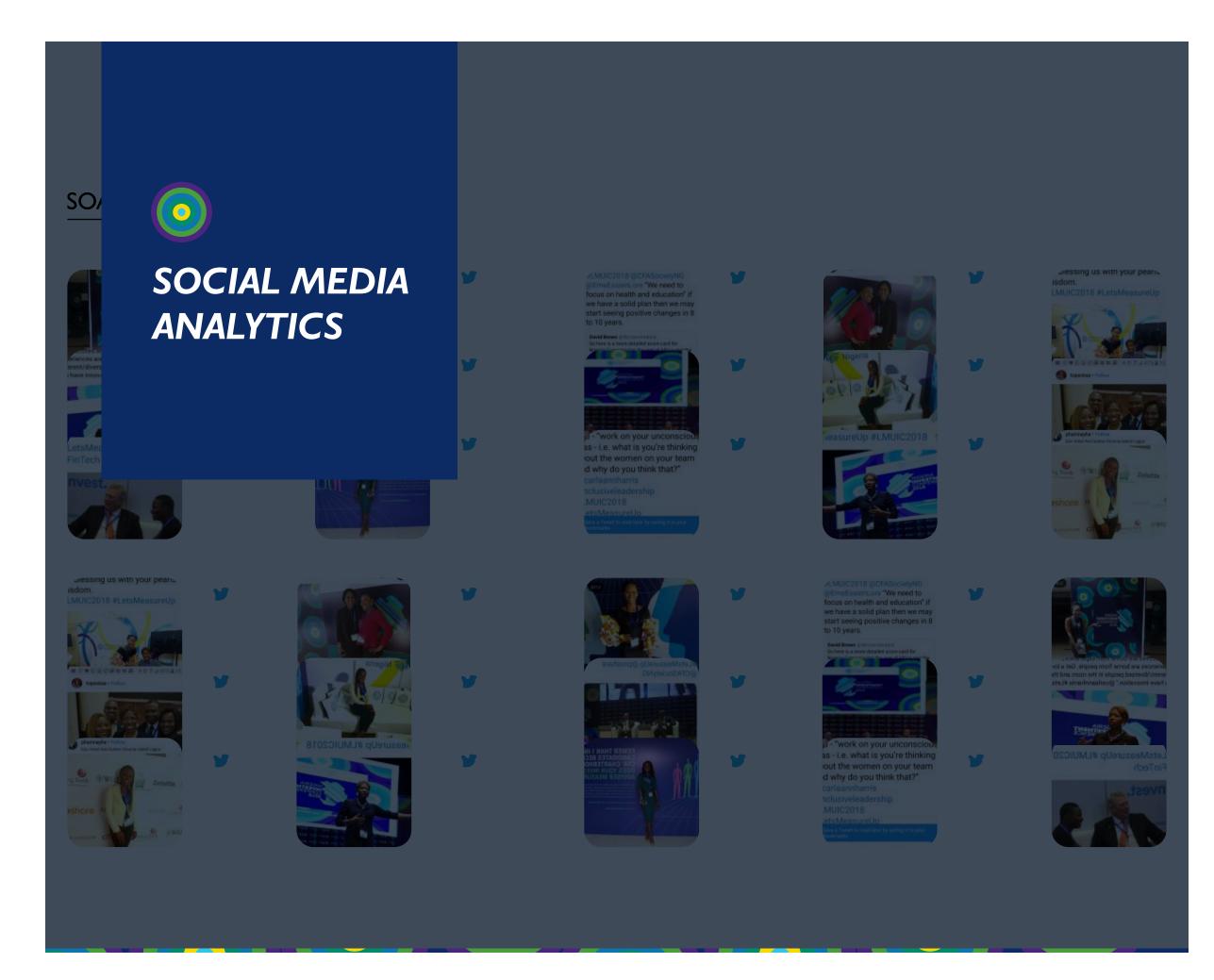
Latest News

CFA Society Ni doing business

26 Oct 2018, 04:41 pm Financial Nigeria

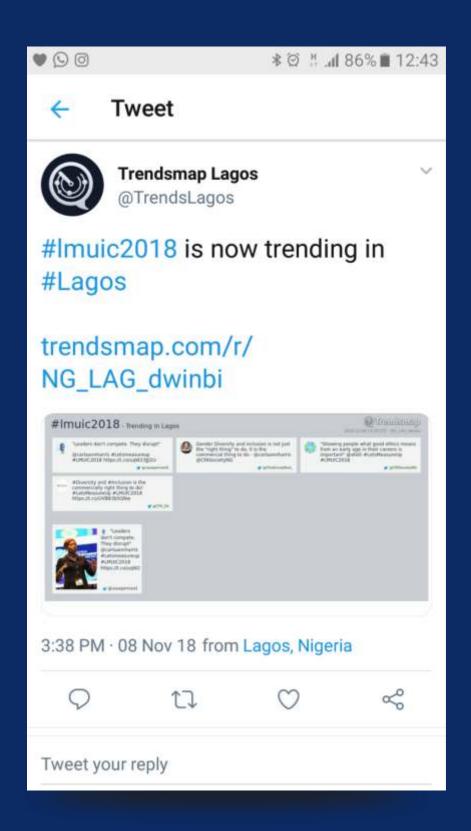






The Conference hashtag
#Imuic2018
trended in Lagos during the event

The trend was not sponsored, trend was driven solely by content and engagement from virtual audiences and active social media participation from conference participants.



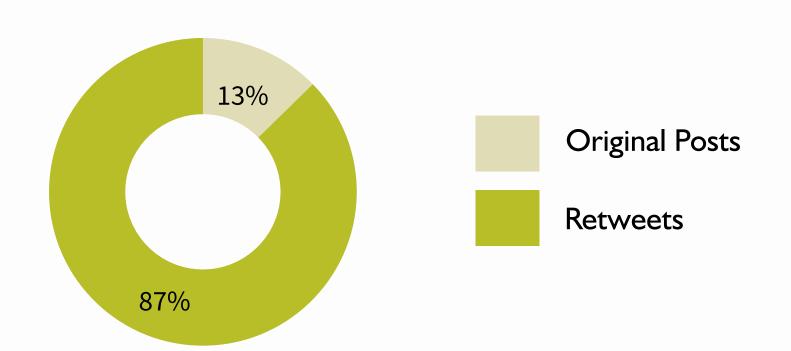
Social Media Engagement Statistics

#LMUIC2018 (Conference Social Media Hashtag)

875
Number of Tweets

380Participants

3,867,500 Reach



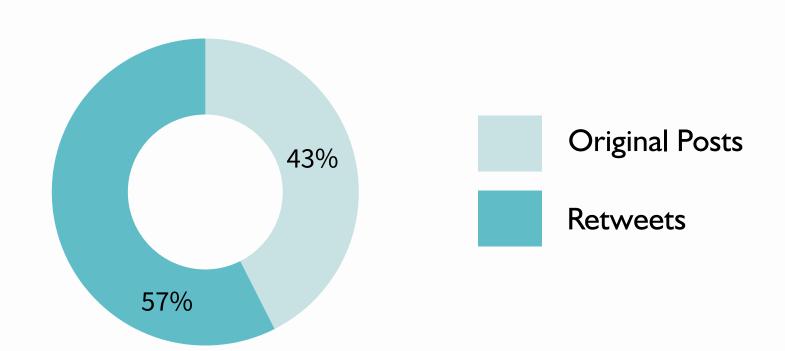
Social Media Engagement Statistics

#WIMWORKSOP (Workshop Social Media Hashtag)

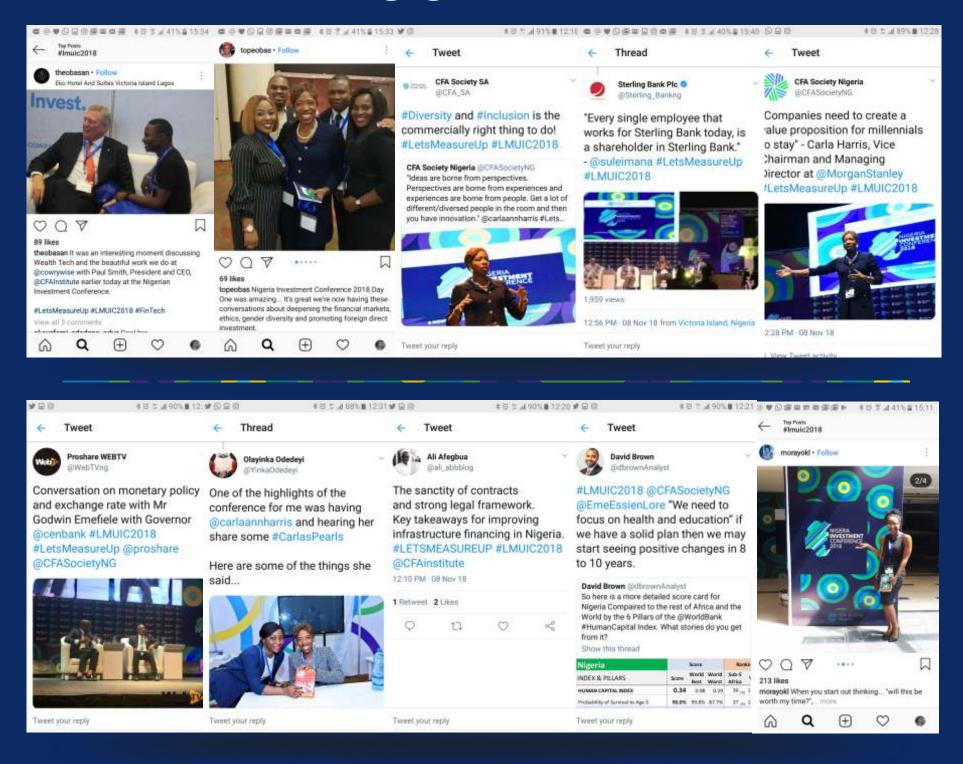
40
Number of Tweets

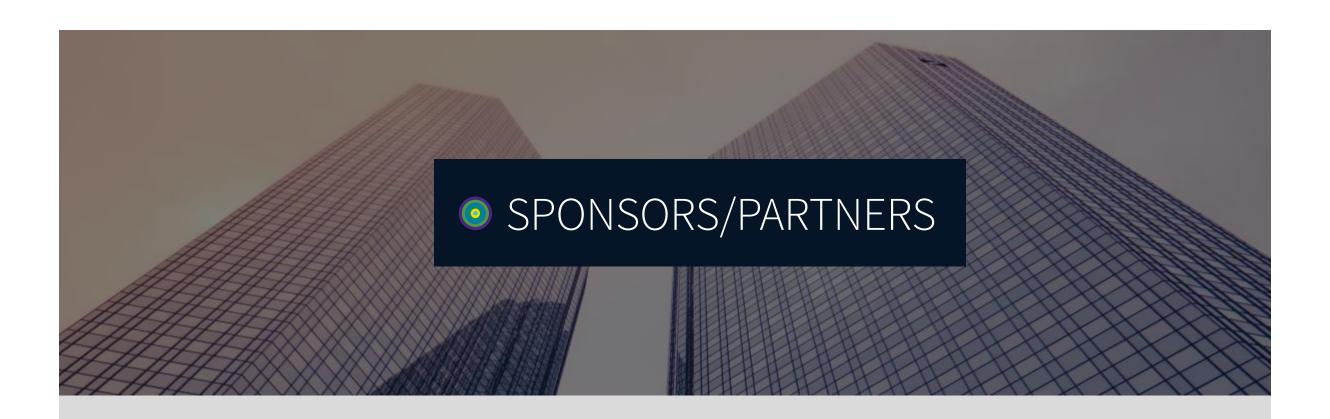
2 167
Participants

591,300 Reach



Real-time Online Engagements





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