

Leadership and Competence:
Repositioning the Banking Industry for Relevance

Presented by Abubakar Suleiman (MD/CEO, Sterling Bank Plc)



Outline

- Starting with Why
- A Brief History of Banking in Nigeria
- Moving Forward
- Ethics – A Prerequisite



Starting with Why



"People don't buy what you do; they buy why you do it"
- Simon Sinek

Why Reposition?



Critical role in
Economic
Development



Shift in Financial
Behavior



Attract, train &
retain best talents

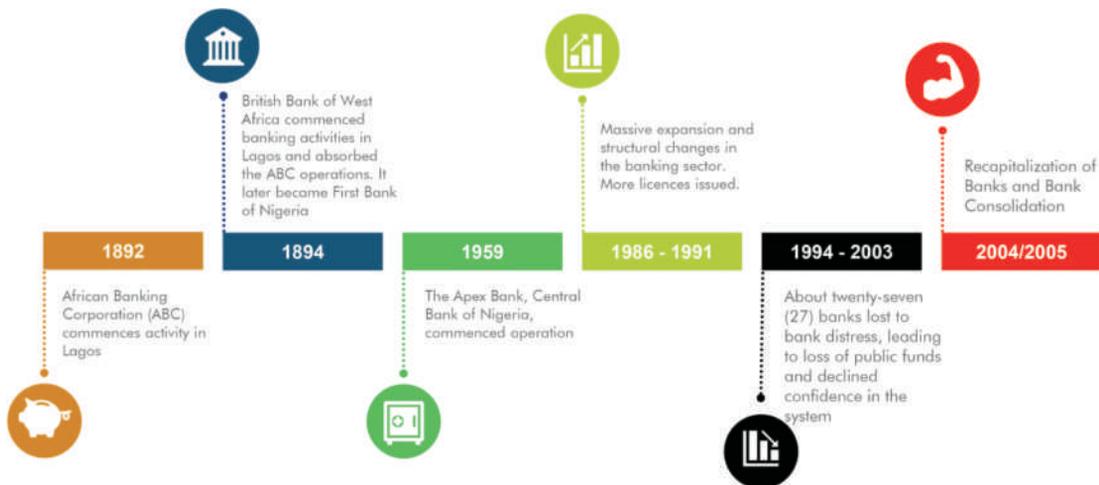


A Brief History of Banking in Nigeria



"Sometimes in order to keep moving forward, not only must you take one step at a time, but you must be willing to look back occasionally and evaluate your past...."
- G.K. Adams

History of Banking in Nigeria





What Banking Used to Be

The invention of computers and the introduction of technology have transformed banking from what it used to be. Here are snippets of what banking was like, in the past:



Use of Passbooks

Passbooks were used to record bank transactions



Manual Bookkeeping

Book-keeping required a great deal of human involvement as almost every step of the process.



Use of Cheques

Before internet and mobile technology, cheques were mostly used



Local Banking

Customers could only carry out transactions in their branch of domiciliation



Moving Forward..



"The next core role of banking is orchestration of wealth"
- Abubakar Suleiman



Key Trends

01 Gen Z's Are Here



A new generation of young people born from 1997 have entered the workplace and will define many of the trends going forward

02 The Alternative Workforce



The traditional employee is gradually being replaced by freelancers, gig-workers and contractors

03 Flexible Work Schedule



The disruption caused by the pandemic and the greater emphasis on work-life balance has led to a preference for working anywhere, anytime.

04 Democratized Financial Services



Data, Digital, Fintechs and Financial Inclusion are some of the key themes that are driving this.

05 Human – Machine Collaboration



With the prevalence of AI and Machine Intelligence, there will be a need for human – machine collaboration

06 Diversity & Inclusion



More people are identifying the need to include minority groups in decision-making capacities in companies

What We Need



1 Effective Leadership

5 Shift in Cultural Mindset

2 Banking, not Banks

6 Communities, Platforms & Ecosystems

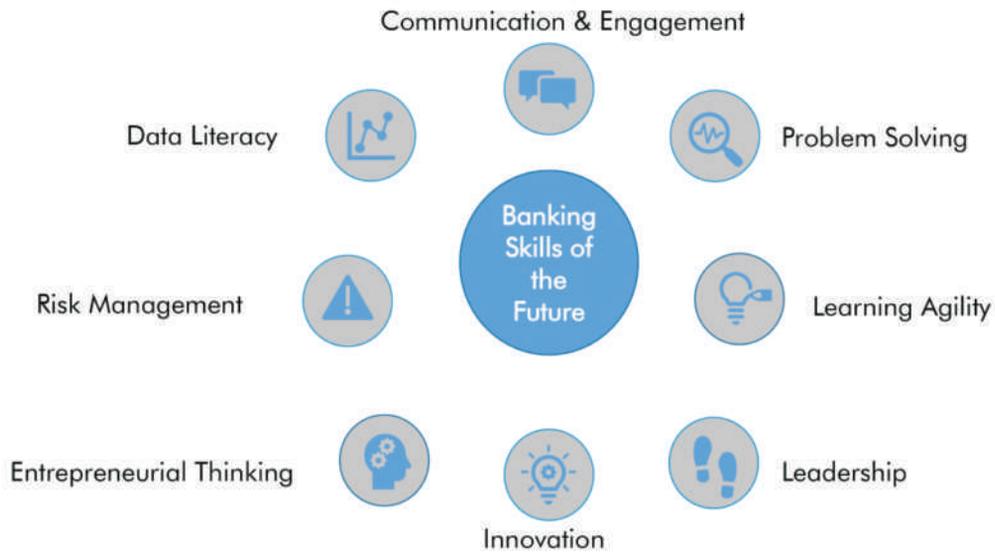
3 Knowledge & Specialization

7 Rethink Customer/Employee Experience

4 Upskilling

8 Disruptive Innovation

Skills of the Future



Ethics – A Prerequisite



"..Leaders are people who do the right thing"
- Warren Bennis

Creating a Sustainable Future: **Green Banking and Economic Growth**

Herbert Wigwe
CEO/GMD, Access Bank Plc.

September 2020



Sustainability: What it Means and Key Drivers



A Peep: Green Banks and Green Banking



What is a Green Bank?



- ◆ Green Banks are mission-driven institutions that use innovative financing to accelerate the transition to clean energy and fight climate change – *Coalition for Green Capital*
- ◆ Green banks seek to reduce energy costs for ratepayers; stimulate private sector investment and economic activity; and expedite the transition to a low-carbon economy – *Green Bank Network*
- ◆ Green banks use public funds to leverage private investment in clean energy technologies that, despite being commercially viable, have struggled to establish a widespread presence in consumer markets - *U.S. Department of Energy*

Green Banking in Commercial Banks



- ◆ *There are many types and styles of institutions that finance clean energy and green infrastructure projects. Amongst the commercial banks, several key elements are:*
- ◆ Consider social and environmental factors with a view to protect the environment and natural resources
- ◆ Focus on environmental protection – consciously and deliberately provide environmental friendly and social responsible banking services
- ◆ Focus on commercially viable technologies that have been tested, have less associated technology risk and can reliably produce revenue for project owners
- ◆ Offer innovative green products and services
- ◆ Engage in initiatives to reduce its internal carbon footprint
- ◆ Proactively work with customers to reduce external carbon emissions through its lending activities
- ◆ **Referred to as sustainable banks or ethical banks and actively engage in green banking**

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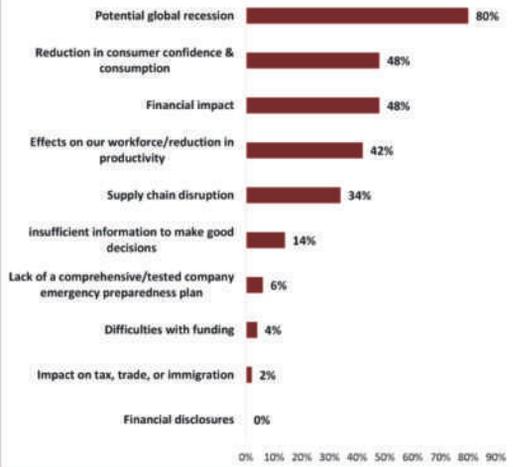
Covid-19: New Realities and Sustainability Impact in Banks



COVID-19: New Realities



A survey carried out by PwC highlighted the factors below as the key issues that would affect the global economy as a result of the coronavirus outbreak.



Source: PwC's COVID-19 CFO Pulse Survey, 11 March 2020

Summary of Impact on Select Global Industries

Immediate Impact

1. Auto and Logistics
2. Hospitality and Tourism
3. Consumer Discretionary Spending

Protracted Impact

1. Financial Institutions
2. Real Estate and Construction
3. Oil & Gas
4. Consumer Staples

Positive Impact

1. Pharmaceuticals and Healthcare
2. Online Entertainment & Education
3. E-Commerce

COVID-19: Impact on Select Global Industries



Immediate Impact



Auto and Logistics

Disruption to supply chain affecting production and ability to complete orders



Hospitality, Tourism & Gaming

Travel bans and fear crippling the industries especially those dependent on China



Consumer Discretionary

Highly impacted due to reduced consumption and low sentiment

Protracted Impact



Financial Institutions

1) Insurance purchases remain robust (2) Banking operations adversely impacted (3) Current situation presents opportunities for Fintech (4) Potential heightened credit risk



Real Estate and Construction

Reduced sales and delayed construction schedules due to preventive measures



Oil and Gas

Negative impact of potential China slowdown on global oil and gas market



Consumer Staples

F&B seeing reduced demand while take-home essentials are faring well

Immediate Impact



Pharmaceuticals and Healthcare

Increasing demand for vaccines / antibiotics and medical services



Online Entertainment and Education

Consumers spending on internet services expected to spike for entertainment and education



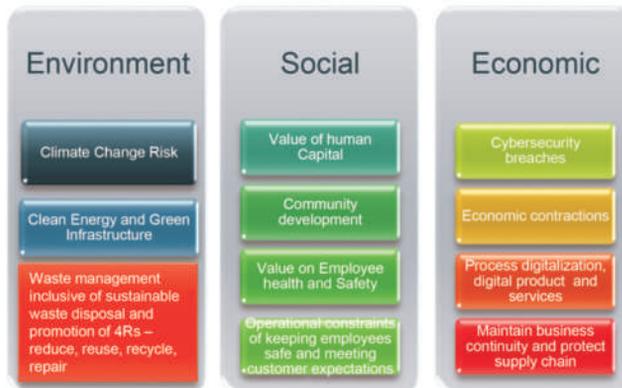
E-Commerce

Consumers avoiding bricks-and-mortar stores for fear of infection

COVID-19 Impact on Banks



- Nigeria Centre For Disease Control - 54,247 cases and 1,023 deaths across Nigeria
- Coronavirus (COVID-19) has disrupted our collective health (economic, social, psychological) and physical wellbeing, affected families and societies, destabilized economies, and disrupted global value chains
- The outbreak has caused widespread concerns for consumers, businesses and communities across the globe



Navigating the Pandemic



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COVID-19: Realities For Sustainability in Banks



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Post Covid-19: Green Banking, Sustainable Development and Economic Growth



Green Banking, SDGs & Economic Growth access

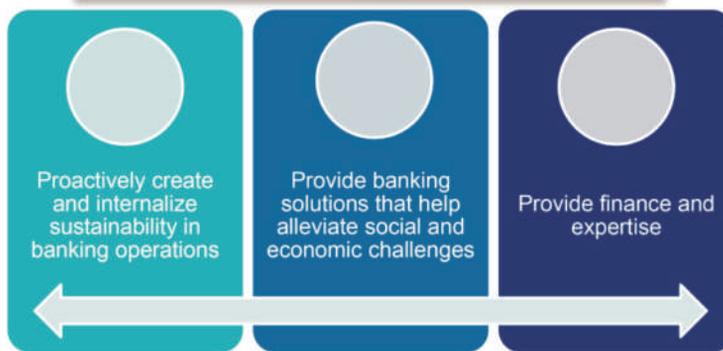
Post COVID, the Sustainable Development Goals (SDGs) have become even more important as we commence the Decade of Action. Supporting the achievement of the 2030 SDGs is an important approach for the banking sector to facilitate a sustainable economy and future.



Green Banking, SDGs & Economic Growth

With the Sustainable Development Goals (SDGs) target date set for 2030, the clock is ticking for the 193 countries signed up to meet the deadline. According to the Business and Sustainable Development Commission, reaching these goals will unlock at least \$12 trillion a year in economic development by 2030 and generate 380 million jobs, much of this in developing countries.

Banks



Green Banking, SDGs & Economic Growth access

- ◆ Green banking directly impacts on the Sustainable Development Goals. With goals such as 6, 7, 9, 11, 12, 13, 14, 15 that directly focus on the environment, the essence of green banking cannot be over-emphasized.
- ◆ The banking sector plays an intermediary role between economic development and environmental protection, for promoting environmentally sustainable and socially responsible investment
- ◆ Green banking generates growth and improvements in people's lives in ways consistent with sustainable development.
- ◆ Green banking contributes to the transition to resource efficient and low carbon industries, i.e. green industry and green economy in general
- ◆ Businesses are the driver of the economy, and sustainable business can influence the sustainability of the economy; therefore, successful green business is important.

Green Banking, SDGs & Economic Growth

- ◆ Green banking improves asset quality of banks thereby supporting the growth and sustainability of the economy
- ◆ The banking sector is highly influential and when it leverages its influence to ensure socially and environmentally responsible finance to various industries, sustainable economic growth is guaranteed
- ◆ International Energy Agency estimates that to deliver on climate pledges made by world leaders to the UN, \$13.5 trillion must be invested in energy efficiency and low-carbon technologies between 2015 and 2030, or \$840 billion annually
- ◆ Investment in renewable energy alone will require USD 900 billion in 2030, up from USD 286 billion in 2015.
- ◆ Filling this investment gap will require much more than public sector support; private finance will have to supply the capital to make the transition to a low carbon global economy a reality.
- ◆ However, this in itself provides an opportunity for banks that are sustainability-focused and also for economic growth.

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Global Challenges to Sustainable Development





SDGs and Economic Growth: Opportunities for Banks

The SDGs provide an opportunity for banks and financial institutions to create value for both their businesses and the economy through:



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Global Best Practice: Green Bank Network

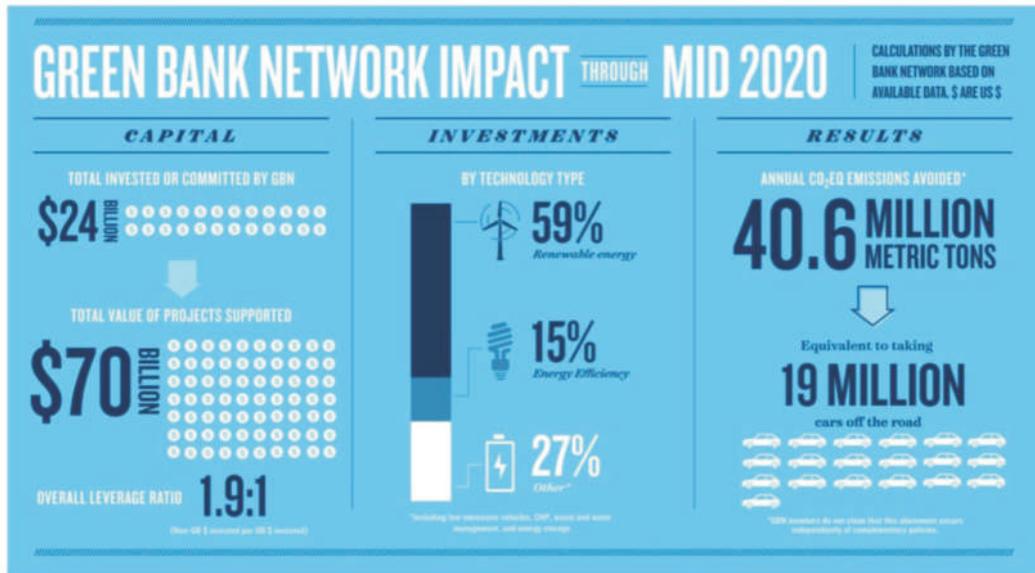


Global Best Practice: Green Bank Network

- ◆ The Green Bank Network (GBN) is a membership organization formed to foster collaboration and knowledge exchange among existing Green Banks
- ◆ Formed at the Paris COP21 conference in December 2015
- ◆ Founding members: Australian Clean Energy Finance Corporation, Connecticut Green Bank, NY Green Bank, Japan Green Fund, Malaysian Green Technology and Climate Change Centre (formerly named Malaysia Green Technology Corporation), and Green Investment Group (formerly named UK Green Investment Bank)
- ◆ They worked with two NGOs: Natural Resource Defense Council (NRDC) and the Coalition for Green Capital (CGC) to build GBN
- ◆ ClimateWorks provided funding for the establishment of GBN

Global Best Practice: Green Bank Network

- ◆ Provides a platform to share best practices and lessons learned
- ◆ Source of knowledge and network for jurisdictions that seek to establish a Green Bank
- ◆ Collects, organizes and shares Green Bank know-how through virtual and in-person platforms to facilitate the exchange of information.
- ◆ Aims to increase the flow of capital to LCR infrastructure by helping private sector investors and developers further partner with Green Banks; driving standardization of deal structures, contracts and metrics; increasing visibility and transparency of Green Banks; and tracking progress made with key indicators.
- ◆ In conjunction with the ongoing progress within individual Green Banks, increase the scale, scope and efficiency of LCR infrastructure finance.



◆ Source: Green Bank Network

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Green Banks: What is Required?

The following institutional characteristics are considered in evaluating admittance of new members to the Green Bank Network:

- ◆ 1. Mandate and mission aligned with GBN principles, including a demonstrated high commitment to green investments
- ◆ 2. Clear governance structure to support effective and independent operations as well as guard against political interference and corruption
- ◆ 3. Strong management team
- ◆ 4. Commitment to investing with commercial rigor
- ◆ 5. Commitment to measure and publicly report on financial and environmental performance metrics
- ◆ 6. Commitment to transparency of investment approach and investment descriptions
- ◆ 7. Capitalization in place and transactions completed

Global Best Practice: Countries with Green Banks

The following countries have created national green banks dedicated to leveraging private investment in clean energy technologies:

- ◆ Australia
 - ◆ Japan
 - ◆ Malaysia
 - ◆ United Kingdom
 - ◆ United States
- ◆ ** In the United States, green banks have been created at the state and local levels.*

Emerging Economies: Sustainable Banking Frameworks/Policies

Emerging Economies: Sustainable Banking Frameworks

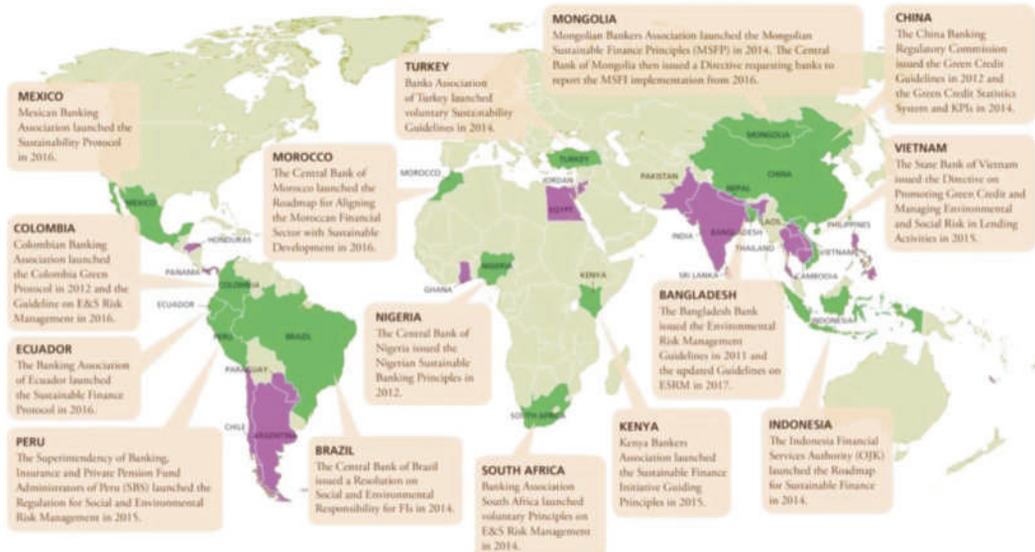
These countries have created sustainable banking policies/frameworks for sustainable finance:

- ◆ Bangladesh
- ◆ Brazil
- ◆ China
- ◆ Columbia
- ◆ Ecuador
- ◆ Indonesia
- ◆ Kenya
- ◆ Mexico
- ◆ Mongolia
- ◆ Morocco
- ◆ Nigeria
- ◆ Peru
- ◆ South Africa
- ◆ Turkey
- ◆ Vietnam

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IX. Annex II – SBN Membership Map



Disclaimer:

This map was produced by staff of the World Bank. The boundaries, colors, denominations, and any other information shown on this map do not imply, on the part of the World Bank Group, any judgment on the legal status of any territory, or any endorsement or acceptance of such boundaries.

■ Existing guidance: Bangladesh, Brazil, China, Colombia, Ecuador, Indonesia, Kenya, Mexico, Mongolia, Morocco, Nigeria, Peru, South Africa, Turkey, Vietnam

■ In dialogue: Argentina, Cambodia, Chile, Egypt, Ghana, Honduras, India, Jordan, Laos, Nepal, Pakistan, Panama, Paraguay, Philippines, Sri Lanka, Thailand

◆ **Source: IFC**

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VIII. Annex I - Comparison of country initiatives

	Rwanda	Brazil	China	Colombia	Ecuador	Indonesia	Kenya	Mexico	Mongolia	Morocco	Nigeria	Peru	South Africa	Turkey	Vietnam
Environmental	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Social	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Risk management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Loan origination	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Policy-led (Regulatory guidelines)	X		X			X				X			X		X
Industry-led (Voluntary principles)				X	X		X	X	X			X	X	X	
Blended (Policy and industry-led)		X									X				
Scope															
Banking	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Expanding to wider financial sector		X	X			X				X			X		X
Awareness raising / consultation	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
National sustainable development roadmap	X	X	X	X		X	X	X	X	X	X	X	X	X	X
Sector-specific guidelines or checklists	X	X	X	X		X		X	X		X				X
Inter-agency collaboration	X	X	X	X		X		X	X	X	X	X	X		X
Capacity building of regulator	X	X	X			X		X	X	X	X	X			X
Capacity building of Fis	X	X	X	X	X	X	X	X	X	X	X	X		X	X
Disclosure requirements for Fis	X	X	X	X	X	X	X	X	X	X	X	X		X	X
Supervision by regulator	X	X	X			X				X	X	X			X
Monitoring & evaluation	X	X	X	X		X			X	X	X			X	X
Market incentives on green lending	X		X			X			X	X	X				
Awards						X			X		X				

Note: The comparison is a simplistic representation of the elements of sustainable banking in each country's banking system. It does not reflect the depth or sophistication of sustainable banking development in different countries.

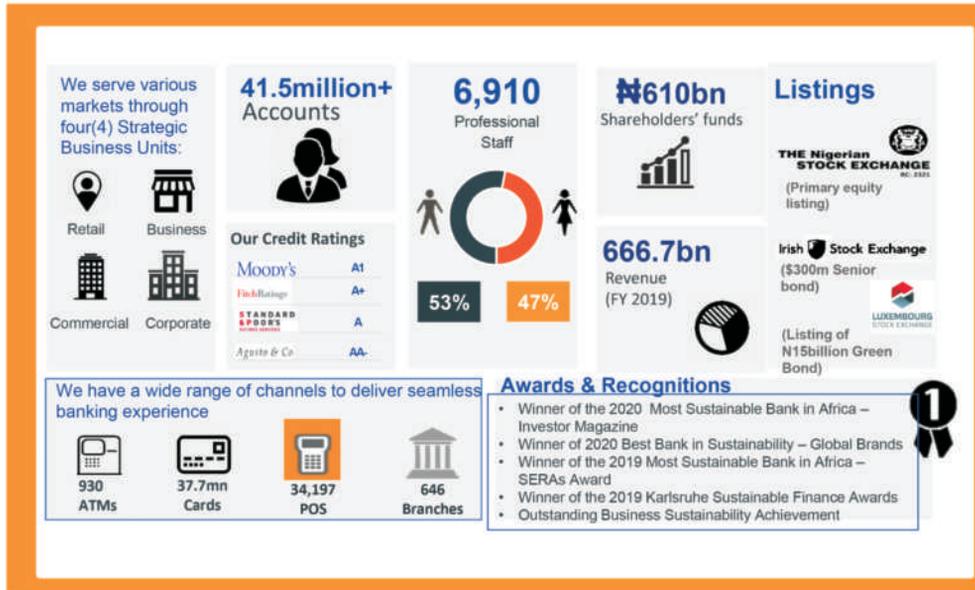
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◆ Source: IFC

Case Study: Access Bank Plc



About Access Bank



Access Bank & Sustainable Banking in Nigeria



- ◆ Access Bank in 2012, initiated and led the development of the Nigerian Sustainable Banking Principles (NSBPs) to help the Nigerian Banking industry align its practices and guide its operations in a manner that prioritizes positive contribution to environmental, social and economic development.
- ◆ These Principles have now been unanimously adopted by the Nigerian banking industry and all banks have their standalone sustainability departments.
- ◆ At the CEO level, the Bankers Committee's sub-committee on Economic Development, Sustainability and Gender (EDSG) oversees the strategic direction for sustainability in the financial sector. Access Bank CEO is a member of the ESGD.
- ◆ At the practitioner level, the NSBP Steering Committee supports the implementation of the principles in the industry. The steering committee reports into the ESGD and helps flag off sustainability implementation challenges and proposed interventions required.
- ◆ Access Bank serves as the Chair of the NSBP Steering Committee and coordinates the NSBP Secretariat.

Access Bank: Creating a Sustainable Future



Profit

By recognizing and understanding challenges to sustainability, we are able to manage risk and capture new market opportunities.

- 1% of PBT is allocated to Sustainability initiatives
- Incorporating an **Environmental, Social and Governance (ESG)** rating as part of lending criteria
- Introduced financial inclusion strategy and as a fall out developed a USSD platform to drive financial inclusion
- Pioneering CBI-certified corporate Green Bond in Africa



Planet

We recognize that a better and prosperous future is linked to the well-being and health of our planet. Thus, the protection of the environment is germane to us

- Recycling of waste for reduction of waste to landfill
- Automation of the Bank's processes has further supported the Bank's efforts at being more environmental friendly and significantly cutting down on paper use.
- Green initiatives form a key part of our strategy and also supports cost reduction. Results in reduction of carbon footprint across all areas



People

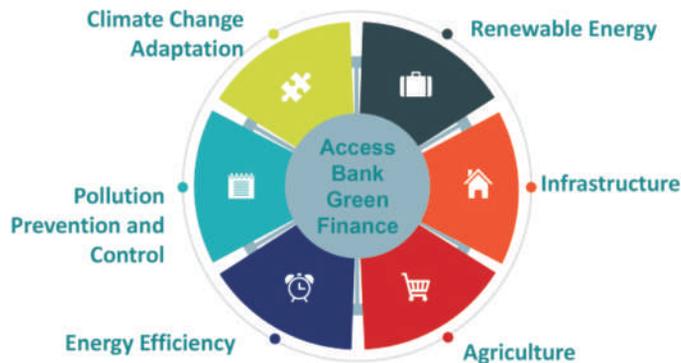
We are committed to supporting the growth and prosperity of our communities because we see ourselves as an integral part of those communities.

- Employee volunteering scheme to provide employees with a platform to give back to society
- Gender Balance – the Board composition is above the CBN requirement of 30%
- Established Access Women network as a support hub for all female employees.
- Gender Empowerment Policy includes 6 months maternity leave and 1 week paternity leave
- Sustainability has been embedded in our culture by including CSR as part of the assessment in the performance evaluation process of employees

Access Bank: Green Finance



Access Bank's green finance spans the following:



Economic Footprint



Green Bond - Pioneering N15billion Climate Bonds Initiative first certified corporate green bond in Africa. It finances green/climate-friendly projects that contribute to reducing carbon emissions



Healthcare Support - Access Bank Partnership with General Electric to provide healthcare providers in Nigeria with equipment financing. Loans ranging from \$5,000 to \$800,000 can be accessed



Creative Sector Loan - To finance players in the creative sector including Movie industry, Fashion, Information Technology, Music

Environmental Footprints

Our Green Initiatives, have resulted in improvements in our environmental footprints:



63.4%

- Emissions from electricity across Nigeria

28.8%

- Emissions from diesel across Nigeria

16.7%

- Emissions from petrol across Nigeria

Validated by the Nigerian Sustainability Banking Portal (NSBP)



- Over 695 solar-powered ATMs
- Our **Ogunlana Drive** branch is fully powered by solar energy with no connection to the national grid
- 23 fully solar-powered branches
- 599 branches powered by hybrid of alternative energy sources and national grid
- LED Lightings in all our facilities nation wide

Social Footprint

Through our strategic investments in communities, Access Bank has impacted:

- > 853 communities
- > 20,071,453 beneficiaries
- > 358 Non-Governmental Organisations beneficiaries
- > **₦1.4billion** invested in capacity building programs for female employees of the Bank

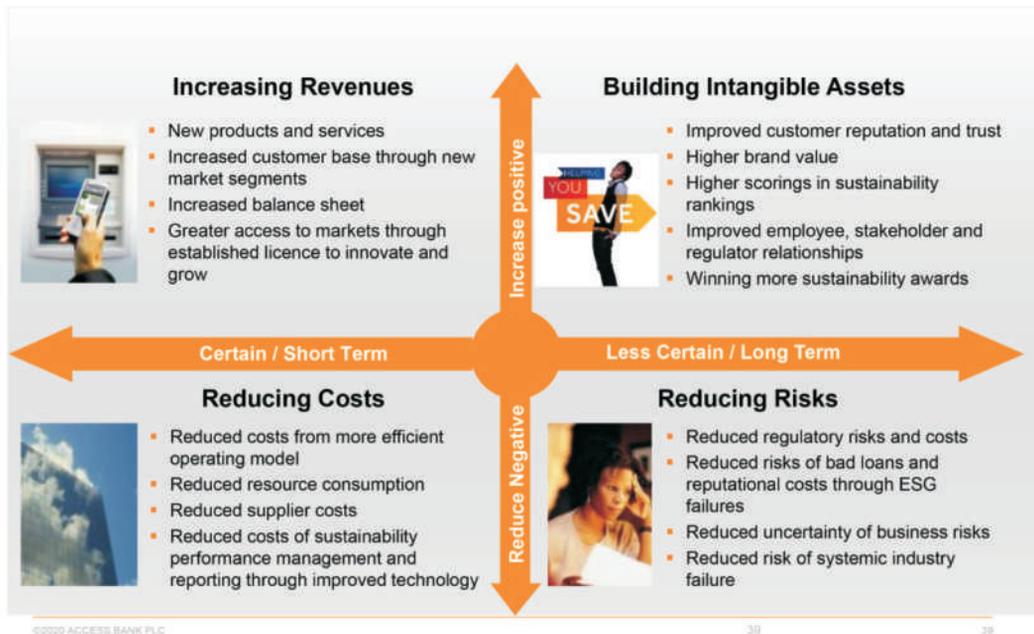


Collaboration & Partnerships



- Partnerships Disclosures**
- **NSBP:** Performance against the nine Nigerian Sustainable Banking Principles
 - **Equator Principles:** Produce at least annually, a public Equator Principles report, on transactions that have reached Financial Close and on its Equator Principles implementation processes and experience
 - **UNEP-FI:** Disclosure of environmental information and impacts in accordance with UNEPFI Principles
 - **LBG:** Accurately report London Benchmarking Group (LBG) data in the public domain
 - **UNGC:** Commitment to embed UN Global Compact's ten principles into business strategies and operations, and issue an annual Communication on Progress (COP), a public disclosure to stakeholders on progress, and in supporting broader UN development goals
 - **IFC:** Report client performance on eight IFC Standards on Environmental and Social Sustainability along project lifespan
 - **FMO:** Report client E&S performance during project cycle
 - **Stakeholders:** Annual sustainability report covering performance
 - **Global Reporting Initiative:** Adoption of key reporting standard to report in line with GRI guidelines

Benefits of Green Banking to Access Bank



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Conclusion



The finance sector will make the difference...

you cannot build what you do not finance

- Christiana Figueres, former Executive Secretary of the UNFCCC



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Central Bank of Nigeria

The 13th Annual Banking and Finance Conference of the Chartered Institute of Bankers of Nigeria (CIBN) was successfully held at the Transcorp Hilton Hotel, Abuja, Nigeria from the 15th to 16th September 2020. The theme of the Conference, **“Facilitating a Sustainable Future: The Role Banking and Finance”** was carefully chosen in recognition of the crucial role the banking industry plays in national development, and the need to reposition the industry to adopt technology, digitalization, and minimize systematic risks, especially in the light of shocks emanating from pandemic such as the Covid-19.

The Conference had in attendance over 3000 delegates, made up of members (Associate and Fellows), representatives of the Federal Government of Nigeria, Central Bank of Nigeria (CBN), Nigeria Deposit Insurance Corporation (NDIC), Managing Directors / Chief Executive Officers of banks in Nigeria, SMEDAN, academicians, MSMEs and students of our tertiary institutions, as well as other stakeholders in the banking industry.

Opening Ceremony:

- The welcome address was delivered by Mr. **Bayo Olugbemi, FCIB**, President/Chairman of Council, CIBN. He noted that the conference was a blended form of physical (Abuja and Lagos) and virtual.
- Goodwill messages were given by the Governor of the Central Bank of Nigeria, Mr. Godwin Emefiele, CON, FCIB; The Executive Governor of Lagos State, Mr. Babajide Sanwo-Olu and Princess Adejoke Orelope-Adefulire, Senior Special Assistant to the President on Sustainable Development Goals, Federal Republic of Nigeria.
- An address was given by the President of the Federal Republic of Nigeria, His Excellency, President Muhammadu Buhari, GCFR, represented by the

Honourable Minister of Finance, Budget and National Planning, Federal Republic of Nigeria, Mrs. Zainab Shamsuna Ahmed.

- In his keynote address, the Former Minister, Federal Ministry of Industry Trade and Investment Dr. Okechukwu Enelamah, acknowledged that the theme of the Seminar, **“Facilitating a Suitable Future: The Role of Banking and Finance,”** was not only apt, but critical in making Nigeria the next world's super power. He identified robust infrastructure, the agency problem (corruption), implementation gap and an enabling environment as the four significant but not insurmountable obstacles to Nigeria's greatness. He pointed out the need for attention to be given to infrastructure development, technology and capital as the three levers that had the potential to drive growth and job creation in Nigeria. He emphasized on the overarching need for Collaboration at all levels and the Power of Partnership – a willingness of govt and the organized private sector to work together and charged participants to provide workable solutions to several thought provoking questions that will come up during the interrogation of the theme and subthemes.
- The Conference was formally declared open by the President of the Federal Republic of Nigeria, His Excellency, President Muhammadu Buhari, GCFR, who was ably represented by the Honourable Minister of Finance, Budget and National Planning, Federal Republic of Nigeria, Mrs. Zainab Shamsuna Ahmed, and the opening ceremony closed with a vote of thanks given by Mr. Patrick Akinwuntan, FCIB (Chairman, Conference Planning Committee & Managing Director/CEO, Ecobank Nigeria).

• Business Sessions and Parallel/Interactive Sessions

The Business Sessions spanned the two days of

the Conference. A total of seven papers were presented in five sessions and two break-out sessions. The paper included:

1. Business Session on 'Inclusive Banking: Where we are and the way forward
2. Risks of Facilitating a Sustainable Future: Are Banks prepared
3. The Impact of Finance on Emerging Sectors: Spotlight on MSMES, Manufacturing, Creativity and Agriculture Industries
4. The Impact of Finance on Emerging Sectors: Leveraging Digital by the Banking Industry
5. Innovations and Disruptions: How FinTechs are defining our future
6. Leadership and Competence: Repositioning the Banking Industry for relevance
7. Green Banking and Economic Growth.

• Highpoints and Resolutions

Generally, the major high points were as follows:

1. There is need for stronger collaboration between:

- Government, market players and regulators in the financial sector, ensuring policies are not working at cross purposes.
- Start-ups/fintech and mainstream banking in addressing identity consolidation and enhance the customer experience in a bid to attract the youth
- Mainstream banking and the postal services as a platform to increase potential access points to reach the rural unbanked

2. The need to take a further look at banking charges that have discouraging impact on customers in the rural areas such as the USSD charges.

3. Need to identify cybercrime types and actively strengthening the cybersecurity infrastructure, as well as increasing awareness programs in the rural areas especially in the area of identifying potential cybercrime activities.

4. There is need to creatively develop mobile driven products to address the needs of customers especially in the areas of loans provision, insurance and pensions.

5. The CIBN needs to carry out more advocacy role for MFIs especially the MFBs. For example the CIBN could encourage the CBN to channel its facilities through the MFBs as against through just NIRSAL MFB.

6. The usefulness of agent banking cannot be overemphasized, there is need to strengthen the relationship between the agent-banks, MFI and the Mainstream banking to strengthen the operations of agents to increase financial inclusion.

7. Banks should strive to promote sustainable practices, as encapsulated in the Nigerian Sustainable Banking Principles and the SDGs.

8. Banks need to intensify efforts include providing the unbanked and vulnerable groups (such as women and youths) with access to banking services and credit facilities.

9. Environmental and social impacts should always be put into consideration in designing banks' business and operating models.

10. The CIBN needs to serve as catalyst in fostering increased stakeholder engagements in the sectors to identify the specificity of their finance needs and mediate with the banks to provide appropriate financing.

11. The banks need to work with the CBN to develop a more robust credit record and credit scoring system.

12. There is need for adequate capacity building to close the wide skill gap in the various sectors in the bid to produce credit worthy businesses.

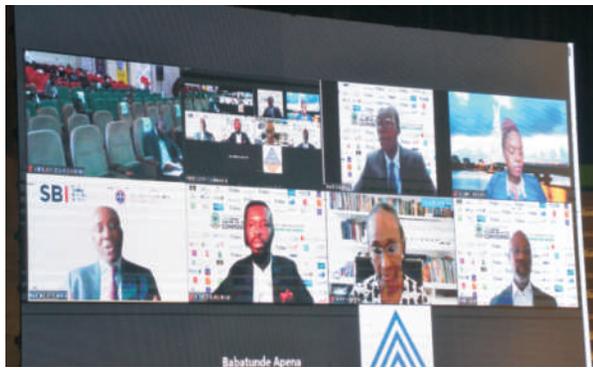
13. There is need to coordinate efforts in decreasing the cost of manufacturing.

14. CIBN needs to take on the advocacy role in encouraging banks to develop
 - Creative credit that can be accessed by the various critical sectors taking note of the peculiar challenges of these sectors such as; warehousing financing, seed financing, agro-processing financing
 - Long term capital financing with friendlier interest rates and longer moratorium
 - Agric friendly finance, taking into consideration the peculiarities of the Agric value-chain.
15. The regulators need to work with industry players to design new tools and processes and revisit the means by which they regulate some financial services.
16. Evolving technology will change the structure of the labour market, job descriptions, work models, threats and vulnerabilities.
17. The CIBN needs to bring together critical stakeholders to begin conversations with a view to developing homegrown innovative payment systems and strategies.
18. Branchless financial services need to be strengthened to meet evolving customer service needs.
19. There is need to identify innovative identity management systems leveraging on facial recognition.
20. Given the huge resources available for those who want to invest in green project globally, it is imperative the Nigerian banking sector plug in and tap from the available global resources both from the economic and well as the environment perspectives.
21. Banks may require commencing reskilling the workforce taking into cognizance issues such

PHOTOSPEAK



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For more Conference photos,
<http://bit.ly/CIBNconferencepictures>

13th Annual Banking & Finance Conference

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Globus Bank



AFRICA ISN'T JUST A STORY

... of where we're from. It's the story of where the world is going to. At Access Bank we are proud to inspire and connect Africa and the world. Experience more than banking with us.

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Access the Stars | Access Polo Tournament

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Acknowledgement

On behalf of the Governing Council, Management and Staff, we acknowledge the contributions of various faculties who shared their thoughts and experiences during the Banking and Finance Conference.

Without the passionate contributions from our sponsors, the unparalleled success recorded at the conference will have been a mirage. To the delegates at the event, we say kudos for making both the physical and virtual activities seamless.

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