MAN News

A Quarterly Insights On Manufacturing, Policy & Advocacy

APRIL - JUNE, 2026 VOL: 26/02

DRIVING STANDARDS, STRENGTHENING INDUSTRY

AN EXCLUSIVE CONVERSATION WITH

THE DIRECTOR-GENERAL STANDARDS ORGANISATION OF NIGERIA (SON)

DR. IFEANYI CHUKWUNONSO OKEKE

SUGAR-SWEETENED BEVERAGE EXCISE DEBATE

CALLS GROW FOR A COHERENT FISCAL AND PUBLIC HEALTH FRAMEWORK

MANAGING PLASTIC WASTE:

BALANCING ENVIRONMENTAL PROTECTION WITH INDUSTRIAL GROWTH

CEO Spotlight

Mr. Ali Hasbini

Chief Executive Officer of Apple & Pears Limited

Leadership Insight on innovation, growth, and building enduring manufacturing brands in Nigeria

The Laziz Range of Premium Products

FROM THE EDITOR-IN-CHIEF

MRS VICTORIA ONUOHA, MNIPR
Editor-in-Chief

This edition of MAN News captures many insightful and significant developments. We are particularly honoured to feature an exclusive interview with the Director-General of the Standards Organisation of Nigeria (SON), Dr. Ifeanyi Chukwunonso Okeke, whose insights on quality infrastructure, regulatory reforms, and standardisation underscore the vital role standards play in building globally competitive industries. We are equally delighted to spotlight another distinguished manufacturing leader in our CEO Spotlight, whose experience reflects the innovation, resilience, and enterprise that continue to define Nigeria's manufacturing community.

These conversations reinforce an important reality: industrial development is a shared responsibility. Government provides the enabling environment, regulators establish confidence, manufacturers create value, and institutions such as MAN serve as the bridge that brings these interests together in pursuit of national prosperity.

In this edition, you will also find other compelling stories, including milestone achievements by some of our member companies, educational articles on Smart Manufacturing, and an exploration of investment opportunities in the dairy sector.

As always, MAN News remains more than a quarterly publication. It is an advocacy platform, a repository of industry knowledge, and a trusted voice documenting the opportunities, challenges, and progress of Nigeria's manufacturing sector. Through every edition, we seek to inform, influence policy conversations, celebrate excellence, and amplify the perspectives of manufacturers whose investments continue to power the nation's industrial economy.

We hope you find this edition insightful, informative, and a valuable contribution to the conversations shaping the future of manufacturing in Nigeria.

Happy reading.

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Mission

Man promotes the interest of manufacturers by deepening its advocacy and partnership with national and international economic actors in Government, Organized Private Sector, host communities and other stakeholders to foster its proactive role in policy formulation and implementation.

Man promotes manufacturing sector competitiveness, contribution to job creation and Gross Domestic Product through commitment to research and development of new technologies and environmental sustainability.

Vision

To be the Key driver for Industrialization, Sustainable Economic Growth and Development in Nigeria

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FROM THE DESK OF THE DIRECTOR GENERAL/CEO OF THE MANUFACTURERS ASSOCIATION OF NIGERIA

Dear Distinguished Member,

It is indeed a great pleasure to reach out to you at the end of the second quarter of the year 2026. It was a quarter marked by increased business and government activities, after the relative lull at the beginning of the year. It was unfortunately marred by continued incidences of insecurity in parts of the country and the disruptive impact of the unending USA-Iran war in the Middle East. The quarter also sits in a pre-election year that is beginning to witness the buildup of what promises to be a year of intense political activities

Without any doubt, manufacturing remains the foundation of every resilient economy. It creates jobs, drives innovation, strengthens value chains, and transforms local resources into national prosperity. Despite the complexities of today's operating environment, Nigerian manufacturers continue to demonstrate remarkable resilience. So, if this is complemented with the right policy support and enabling environment, our sector is well-positioned to accelerate the country's industrial transformation.

As we reflect on the activities of the quarter, one message stands out clearly: sustainable industrial growth depends not only on the capacity and determination of the industrialist. It would also entail the strength of institutions, quality of infrastructure, consistency of supportive regulatory and public policies, and the quality of collaboration between government and the private sector.

Throughout the quarter, the Manufacturers Association of Nigeria (MAN) remained steadfast in its advocacy mandate, engaging policymakers, regulators, development partners, and industry stakeholders on issues critical to the competitiveness and sustainability of Nigerian manufacturing.

Macroeconomic stability remained one of the Association's foremost advocacy priorities. The renewed rise in inflation during the quarter once again underscored the fragile nature of Nigeria's economic recovery. Higher food prices, energy costs, transportation expenses, and exchange rate pressures continue to increase production costs and erode consumer purchasing power.

MAN has consistently maintained that addressing inflation requires coordinated structural reforms that improve productivity, strengthen infrastructure, enhance security in agricultural and industrial communities, and stabilise the foreign exchange market.

We also reiterated the need for affordable financing for manufacturers through the recapitalization of BOI and initiation of other concessionary lending windows, reduced import costs for industrial machinery and essential raw materials, and long-term development finance that enables investment in productivity and expansion.

Equally concerning is the continued decline in credit to the manufacturing sector. Industrialisation cannot thrive where productive enterprises struggle to access affordable capital and are crowded out by government lendings. A competitive manufacturing sector requires a financial systems that favours and promotes production, innovation, and long-term investment.

The implementation of Nigeria's new tax framework also featured prominently in our engagements during the quarter.

Working alongside our partners in the Organised Private Sector of Nigeria (OPSN), MAN continued constructive dialogue with government to ensure that the transition to the new tax regime is implemented with clarity, consistency and legal certainty.

Our position remains unchanged. We support reforms that modernise tax administration, improve revenue mobilisation, and strengthen fiscal sustainability. At the same time, successful reform depends on transparent implementation, predictable policies, and continuous stakeholder engagement. Businesses invest with confidence when policy signals are clear, and institutions act consistently. It is against this backdrop that we vehemently oppose the illegal and unwarranted retroactive application of the 2025 Nigeria Tax Laws. We are determined to work with other stakeholders to prevail on Government to redeem the trust deficit that the retroactive allocation of the tax law has triggered in the business community and would be investors within and outside the country.

We have also accelerated our engagement on the vexed issue of unredeemed forex forward that has continued to leave a big hole in the financials of some of our members. We maintain that it remains a breach of valid contract by Government and needs to be revisited, in order to cure the debilitating impact it has on the health of affected members.

Our advocacy also focused on strengthening Nigeria's productive capacity through greater local value addition. In collaboration with the Raw Materials Research and Development Council (RMRDC) and the Nigeria Customs Service (NCS), MAN convened a high-level policy dialogue on local raw material utilisation. The discussions reinforced the need to deepen backward integration, reduce dependence on imported industrial inputs, and promote domestic value addition as a pathway to industrial resilience and sustainable economic growth.

Similarly, our engagements on environmental sustainability emphasised the importance of practical, science-based policy approaches. As discussions on plastic waste management and Extended Producer Responsibility continue, MAN has remained consistent in advocating for a balanced regulatory frameworks that safeguard the environment, while simultaneously protecting investment, employment, and industrial competitiveness.

We remain encouraged by government's willingness to engage and confident that continued collaboration will further strengthen the implementation of important reforms and other economic policies aimed at revamping the economy.

As we enter the second half of the year, our priorities remain firmly focused on advancing policies that improve competitiveness, encourage investment, expand local production, deepen exports, and position Nigeria as Africa's industrial hub and the preferred manufacturing destination.

We also look forward to welcoming members and stakeholders to the 54th Annual General Meeting of the Manufacturers Association of Nigeria, scheduled to hold from 5-7 October 2026 at the Lagos Oriental Hotel, 3, Lekki Epe Express Way, Victoria Island, Lagos, under the theme: Leveraging National Industrial Policy to Position Nigeria as Africa's Industrial Hub.

As you are aware, your Annual General Meeting is one of the Association's foremost platforms for shaping industrial policy discourse. I therefore specially encourage you to actively participate in all the activities earmarked for the three days. In general, I implore all members, partners, and stakeholders to support the event through sponsorship, donations and physical presence.

As you read this edition of MAN News, I invite you to reflect on the diverse perspectives shared by industry leaders, policymakers, and regulators. We are particularly honoured to feature an exclusive interview with one of our veritable partners, the Director-General of the Standards Organisation of Nigeria (SON), whose insights underscore the critical role of standards, quality infrastructure and regulatory collaboration in strengthening Nigeria's manufacturing competitiveness.

I also extend my sincere appreciation to the distinguished manufacturing chief executive featured in our CEO Spotlight for sharing valuable leadership perspectives and practical experiences. Such contributions enrich policy conversations and inspire greater excellence across our industrial landscape.

Beyond reporting events, MAN News continues to serve as one of the Association's foremost advocacy platforms, a credible voice that documents industry developments, stimulates informed dialogue, showcases manufacturing achievements, and advances policy conversations that support industrial growth and national economic development.

Finally, I wish to express my sincere appreciation to our members for their continued confidence in the Association, and our collaborators in the public and private sectors for their enduring partnership. My appreciation will be incomplete without recognizing my colleagues, the dedicated vanguards of our MAN of the Future. You all operate from our 16 Branch Secretariats across the country, the liaison office in Abuja and MAN House in Lagos. Your unwavering commitment remains invaluable to fulfilling our core mandate of enabling a conducive atmosphere for manufacturing business in Nigeria.

Thank you all and happy reading.

SEGUN AJAYI-KADIR, mni
Director General

MANUFACTURERS ASSOCIATION OF NIGERIA | 54TH ANNUAL GENERAL MEETING | MiNE

54TH ANNUAL GENERAL MEETING (AGM) & MADE IN NIGERIA EXHIBITION (MINE 2026)

5th - 7th October, 2026

Lagos Oriental Hotel, 3, Lekki Epe Express Way, Victoria Island, Lagos.

9:00am Daily

Theme: Leveraging National Industrial Policy to Position Nigeria as an Industrial Hub

CONNECTING INDUSTRY LEADERS • SHOWCASE NIGERIAN INNOVATIONS • DRIVING INDUSTRIAL GROWTH

ABOUT THE EVENT

The 54th Annual General Meeting (AGM) of the Manufacturers Association of Nigeria (MAN) is the Association's flagship annual gathering, held alongside the three-day Made in Nigeria Exhibition (MiNE 2026) and the 6th Adeola Odutola Lecture.

This premier event brings together industry leaders, policymakers, business executives, development partners, members of the diplomatic community, and key stakeholders across the manufacturing value chain.

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SUGAR-SWEETENED BEVERAGE EXCISE PROPOSAL TRIGGERS CALLS FOR BALANCED FISCAL AND PUBLIC HEALTH POLICY

The proposed amendment to Nigeria's excise duty framework for sugar-sweetened beverages (SSBs) emerged as a major policy issue during the quarter, drawing reactions from lawmakers, public health advocates, and the manufacturing community over its potential implications for revenue generation, healthcare funding, and industrial competitiveness.

The debate followed the senate passage of the Customs, Excise Tariff, etc. (Consolidation) Act (Amendment) (CETA) Bill, 2025 (SB.713), sponsored by Senator Dr Ipalibo Harry Banigo, DSSRS, the Chairman of the Senate Committee on Health (Secondary & Tertiary), which seeks to replace the current specific excise duty of ₦10 per litre with a levy based on a percentage of the retail price of sugar-sweetened beverages. Under the proposal, the applicable rate would be determined by the Minister of Finance, while part of the proceeds would be dedicated to health promotion, disease prevention programmes, primary healthcare, and health insurance for vulnerable Nigerians.

Presenting the report of the Joint Committee on Finance and Customs, Excise and Tariff, the committee explained that the existing flat-rate levy had been substantially eroded by inflation and no longer served as an effective deterrent to excessive sugar consumption or a significant source of public revenue.

It noted that Nigeria continues to experience a growing burden of non-communicable diseases, including diabetes, obesity, hypertension, and cardiovascular diseases. It argued that health-related taxes can both discourage unhealthy consumption and generate additional resources to strengthen healthcare delivery.

Reacting to the proposal, the Manufacturers Association of Nigeria (MAN), on behalf of the Non-Alcoholic Drinks (NAD) sector, urged the Federal Government to adopt a coordinated, evidence-based, and predictable approach to excise taxation.

In a statement issued on 9 June 2026, the Association reaffirmed its support for government's revenue mobilisation and public health objectives but cautioned that fiscal measures should be carefully calibrated to avoid unintended consequences for manufacturing, investment, and employment.

MAN noted that the non-alcoholic drinks sector contributes about one-third of manufacturing output and supports more than 1.5 million direct and indirect jobs across agriculture, production, logistics, distribution, and retail. The Association observed that the industry continues to operate under significant pressure arising from inflation, exchange rate volatility, and rising energy costs, while already remitting an estimated 40-45 per cent of gross revenue through various taxes and statutory levies.

According to MAN, introducing an additional excise burden without evaluating its cumulative impact could weaken competitiveness, discourage investment, and affect the long-term sustainability of the sector.

While acknowledging the importance of addressing non-communicable diseases, MAN maintained that policy interventions should reflect Nigeria's consumption patterns and available scientific evidence.

The Association observed that sugar-sweetened beverages account for only part of overall sugar consumption and that non-communicable diseases result from multiple factors, including genetics, lifestyle, and broader dietary habits. It therefore advocated policies grounded in local evidence and comprehensive public health strategies.

MAN also expressed concern over the proposal to base excise calculations on retail prices rather than the existing ex-factory valuation system, warning that the change could introduce administrative complexity for manufacturers and regulators.

Another concern raised by the Association was the potential overlap between the proposed CETA amendment and the recently introduced Fiscal Policy Measures (FPM) 2026-2028, which were designed to provide greater policy stability and predictability for businesses. According to MAN, conflicting fiscal instruments could undermine investor confidence and complicate long-term business planning.

Beyond manufacturers, MAN noted that changes to the excise regime could have wider implications across the entire value chain, affecting sugarcane farmers, transport operators, distributors, retailers, and other small businesses that depend on beverage production and sales.

The Association cautioned that higher production costs could translate into increased consumer prices, reduced demand, lower factory utilisation, and slower agricultural off-take. It also warned that significant price increases could encourage a shift towards informal or unregulated products, creating unintended market distortions.

Drawing from international experience, MAN observed that similar taxes have been associated with employment losses and closures of tens of thousands of small retail outlets in Mexico and South Africa, and implementation challenges in Finland, where policy design did not adequately consider economic realities.

To promote both public health and industrial development, MAN called on the Federal Government to engage the National Assembly to avoid parallel excise frameworks and preserve the integrity of the Fiscal Policy Measures 2026-2028.

The Association also recommended stronger coordination of excise policy across government institutions, structured consultations with industry stakeholders, and the development of a long-term excise roadmap that balances revenue generation with investment, employment, and industrial growth.

Reaffirming its commitment to constructive engagement, MAN maintained that effective fiscal policy should be evidence-based, predictable, and coordinated, enabling Nigeria to advance public health objectives while safeguarding the competitiveness of its manufacturing sector and supporting sustainable economic development.

TEXTILE IMPORT RESTRICTION GAINS LEGISLATIVE SUPPORT AS CALLS FOR INDUSTRY REVIVAL INTENSIFY

The Nigerian textile industry returned to the national spotlight in the second quarter of 2026 following a motion in the Senate calling for stronger measures to revive domestic textile production, including import restrictions.

The motion, sponsored by Senator Sunday Marshall Katung (Kaduna South) and co-sponsored by nine other lawmakers, generated extensive debate among lawmakers and reflected growing concern over the decline of a sector that once stood as one of Nigeria's largest employers and a major contributor to industrial development. The senators highlighted the strategic importance of the textile industry to job creation, economic diversification, and the growth of local manufacturing.

Several lawmakers recalled the sector's significant role in supporting livelihoods across the country, particularly in northern Nigeria, where cotton farming, ginning, textile production, and garment manufacturing formed an integrated value chain that sustained thousands of businesses and households.

The deliberations culminated in renewed calls for policies that would encourage local production and reduce dependence on imported textiles.

For industry stakeholders, the renewed attention on the textile sector signals a positive shift towards supporting the sector.

The proposed restrictions are expected to create opportunities for local producers by reducing dependence on imports and expanding the market for Nigerian-made textiles. The initiative also aligns with broader national objectives of promoting local content, stimulating industrial growth, conserving foreign exchange, and creating employment opportunities.

The textile sector has long been identified as one of the industries with significant potential for economic transformation due to its extensive linkages with agriculture, manufacturing, trade, and services.

However, while the policy direction has been widely welcomed, stakeholders acknowledge that import restrictions alone may not be sufficient to restore the industry to its former position.

Nigeria's textile industry was once among the most vibrant in Africa. At its peak, more than 180 textile mills operated across major industrial centres, including Kaduna, Kano, Lagos, Aba, Asaba, Funtua, Gusau, amongst others.

The sector provided direct employment for hundreds of thousands of Nigerians and supported many more through cotton cultivation, transportation, distribution, retail, and other related activities.

Over time, however, a combination of economic and structural challenges weakened the industry's competitiveness.

Industry observers point to several factors that contributed to the decline, including the impact of economic reforms introduced during the Structural Adjustment Programme era, rising production costs, increased competition from imported products, smuggling, foreign exchange challenges, and limited access to affordable industrial financing.

The influx of cheaper imported textiles and counterfeit products further placed pressure on local manufacturers, many of whom struggled to compete under increasingly difficult operating conditions.

As factories closed, the effects extended beyond manufacturing to other segments of the value chain.

One of the less visible consequences of the industry's decline was the weakening of domestic cotton production.

Historically, local textile mills served as a major market for Nigerian cotton farmers. As textile factories reduced operations or shut down, demand for locally grown cotton declined significantly. Many farmers shifted to alternative crops, while several ginneries became inactive. This development remains an important consideration in current discussions about industry revival.

Stakeholders note that rebuilding the textile industry will require renewed investment not only in factories but also across the broader cotton-textile-garment value chain to ensure sustainable access to raw materials.

Beyond raw materials, manufacturers continue to face operational challenges that affect productivity and competitiveness.

Textile production is highly energy-intensive, making reliable and affordable electricity essential for efficient operations. However, persistent power supply challenges and rising energy costs continue to increase production expenses.

Other constraints include inadequate transportation infrastructure, high logistics costs, limited access to long-term financing, foreign-exchange volatility, and the need for technology upgrades across many manufacturing facilities.

Industry stakeholders maintain that addressing these structural issues will be critical to ensuring

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that any gains from import restrictions translate into sustainable industrial growth.

The renewed focus on protecting local production presents a significant opportunity for the textile sector. However, questions remain regarding the industry's current capacity to meet domestic demand if imports are substantially reduced.

While some manufacturers retain production capabilities, many formerly operational textile facilities would require substantial investment, rehabilitation, or modernisation before they can operate at scale.

This suggests that while import restrictions may provide immediate market opportunities, the full benefits are likely to depend on complementary measures that support investment, improve infrastructure, strengthen cotton production, curb smuggling, and enhance the overall competitiveness of local manufacturers.

The Senate's renewed attention to the textile industry reflects a broader recognition of manufacturing as a critical driver of economic development.

For many stakeholders, the proposed restrictions represent an important consideration towards rebuilding a sector that once played a central role in Nigeria's industrial economy. However, lasting recovery will depend on a coordinated approach that combines market support with investments in infrastructure, raw materials, technology, skills development, and industrial competitiveness.

MANAGING PLASTIC WASTE: BALANCING ENVIRONMENTAL PROTECTION WITH INDUSTRIAL GROWTH

Nigeria's push to tackle plastic pollution and strengthen producer responsibility has intensified discussions among regulators, manufacturers, and other stakeholders, highlighting the need to balance environmental sustainability with industrial competitiveness.

Recent policy actions by the National Environmental Standards and Regulations Enforcement Agency (NESREA) have introduced a new framework for plastic waste management, including plans to regulate certain categories of single-use plastics and make producers more accountable for the lifecycle of their products. While environmental regulatory authorities argue that the measures are necessary to address growing plastic pollution, manufacturers have urged a more gradual and evidence-based approach, legally binding for producers, importers, and brand owners through an expanded Extended Producer Responsibility (EPR) framework. The agency maintains that the new regulations are intended to promote recycling, resource efficiency, and the development of a circular economy.

According to NESREA, the regulations provide a phased implementation framework and are designed to stimulate investments in recycling infrastructure, create green jobs, and align Nigeria with global sustainability trends. The agency also argues that the long-term costs of pollution, flooding, and environmental degradation outweigh the costs of compliance.

The regulator has further clarified that the proposed 80-micron provision applies to specific categories of plastic bags and should not be interpreted as a blanket ban on all plastic packaging.

The Manufacturers Association of Nigeria (MAN) has acknowledged the importance of environmental sustainability but has expressed concern about the pace and potential consequences of the proposed regulations.

The Association noted that Nigeria already adopted a Plastic Circularity Roadmap in 2024, which emphasised improved waste collection, recycling infrastructure, public awareness, and strengthened Extended Producer Responsibility systems. MAN believes the outcomes of these measures should be evaluated before additional restrictions are introduced.

The Association also called for a comprehensive Regulatory Impact Assessment to examine the environmental, economic, and social implications of the proposed measures. According to MAN, adjustments required to meet the 80-micron threshold could increase production costs, affect existing investments, and raise packaging costs for businesses and consumers.

Manufacturers argue that plastic pollution is fundamentally a waste management challenge and that investments in collection, sorting, and recycling infrastructure may offer more sustainable outcomes than outright restrictions.

Manufacturers point to countries such as Germany, South Korea, and the Netherlands, where recycling systems and producer responsibility schemes have delivered high recovery rates without disrupting industrial activities. They also cite experiences in Kenya and Bangladesh, where enforcement challenges and informal market activities limited the effectiveness of plastic bans.

NESREA, however, maintains that Nigeria cannot delay reforms indefinitely and that the regulations are intended to provide the legal framework necessary to support a transition towards a circular plastics economy.

Despite differences in emphasis, both regulators and manufacturers agree on the need to reduce plastic pollution and promote sustainable waste management.

TAX REFORM TRANSITION PROMPTS CALLS FOR CERTAINTY AND CONSISTENT IMPLEMENTATION

The transition to Nigeria's new tax regime remained a major policy issue during the quarter, prompting sustained engagement between the Organised Private Sector of Nigeria (OPSN) and government authorities over the implementation of the Nigeria Tax Act (NTA) 2025 and the Nigeria Tax Administration Act (NTAA) 2025. While reaffirming its support for the tax reforms, OPSN called for greater clarity on the transition arrangements to ensure legal certainty, protect investor confidence, and facilitate orderly implementation.

In a public notice jointly signed by the leadership of the Manufacturers Association of Nigeria (MAN), the Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA), the Nigeria Employers' Consultative Association (NECA), the Nigerian Association of Small and Medium Enterprises (NASME), and the Nigerian Association of Small-Scale Industrialists (NASSI), OPSN expressed concern over what it described as attempts by the Nigerian Revenue Service (NRS) to apply provisions of the new tax laws to Corporate Income Tax (CIT) returns relating to business activities, accounting periods, and transactions concluded during the 2025 fiscal year.

The private sector maintained that businesses had entered into contracts, prepared financial statements, computed taxes, and closed their 2025 accounting periods under the tax laws in force at the time. It argued that applying a new legal framework to those completed activities could undermine legal certainty, increase compliance costs, create avoidable disputes, and weaken investor confidence.

OPSN stressed that it was not opposed to the tax reforms. Rather, it sought assurance that tax obligations relating to accounting periods ending on or before 31 December 2025 would continue to be governed by the previous tax framework. The group also disclosed that it had engaged the revenue authorities through several channels before issuing its public notice but maintained that the responses received did not resolve what it considered the central legal issue.

Following the concerns raised by OPSN, the Federal Ministry of Finance issued the General Transition Guidelines for the Tax Acts 2025, providing detailed guidance on the implementation of the new tax regime.

The Guidelines clarify that the new tax laws apply prospectively from 1 January 2026 and are not intended to operate retrospectively. They further state that Corporate Income Tax relating to accounting periods ending before that date will continue to be assessed under the repealed Companies Income Tax Act, regardless of when returns are filed, or taxes are paid.

The same principle applies to other tax categories, including Value Added Tax (VAT), Withholding Tax, Stamp Duties, and Pay-As-You-Earn (PAYE), with transactions completed before the commencement date remaining subject to the previous legal framework. The Guidelines also direct tax authorities to implement administrative safeguards to prevent retroactive assessments and ensure consistency during the transition.

Despite the issuance of the Transition Guidelines, OPSN subsequently addressed an open letter to President Bola Ahmed Tinubu, expressing concern that subsequent communications from the Nigerian Revenue Service appeared inconsistent with the transition framework outlined by the Federal Ministry of Finance.

The group argued that any application of the new tax provisions to completed 2025 accounting periods could create uncertainty for businesses, delay tax compliance, increase the likelihood of disputes, and affect investor confidence. It maintained that the issue had moved beyond policy interpretation to the consistent implementation of the approved transition framework across government institutions.

To resolve the matter, OPSN appealed for presidential intervention to ensure full alignment between tax administration and the Transition Guidelines. Among its recommendations were the immediate reconfiguration of tax administration platforms, confirmation that Corporate Income Tax returns for accounting periods ending on or before 31 December 2025 would continue to be assessed under the previous legal framework, suspension of penalties arising from the disputed interpretation, and an extension of filing deadlines where necessary to facilitate orderly compliance.

MANUFACTURERS ASSOCIATION OF NIGERIA

MEMBERSHIP SATISFACTION SERVICE DELIVERY SURVEY

The Manufacturers Association of Nigeria, through its Membership Satisfaction and Monitoring Unit, periodically engages members to assess their experiences and perceptions. This survey helps us evaluate the quality of our service delivery, identify areas for improvement, and set advocacy priorities that enable us to serve you better.

All responses will be treated with strict confidentiality and will directly inform MAN's programmes, activities, and offerings during the year.

Kindly scan the QR Code or use the provided link to complete the survey. **http://bit.ly/4fkRU0P**

SCAN HERE

COMMERCE AND INDUSTRY CORRESPONDENTS ASSOCIATION OF NIGERIA, COURTESY VISIT TO THE DIRECTOR GENERAL OF MAN

From L-R: Mr. Canice Opara, Financial Secretary, Commerce and Industry Correspondents Association of Nigeria (CICAN); Princess Funmi Adeoye, Assistant Secretary, CICAN; Mrs. Victoria Onuoha, mnipr, Acting Head Corporate Services Division, MAN; Mr. Segun Ajayi-Kadir, mni, Director General, MAN; Alhaji Taiwo Hassan, Chairman, CICAN; Mr. Olufemi Orioye, General Secretary, CICAN; Mrs. Merit Ibe, Treasurer, CICAN, during a courtesy call to the Director General at MAN House, Lagos.

Director General of MAN, Mr. Segun Ajayi-Kadir, mni, receives a photo portrait from Alhaji Taiwo Hassan, Chairman of the Commerce and Industry Correspondents Association of Nigeria (CICAN), during a courtesy call to his office at MAN House, Lagos

MAN APAPA BRANCH ANNUAL BUSINESS LUNCHEON PHOTO NEWS

Mr. Olusegun Oki, Director at LIRS and representative of Mr. Ayodele Subair, Chairman of the Lagos State Internal Revenue Service, delivering his presentation.

A group photo of participants and members with the leadership of the Apapa Branch, the Director-General, and the President of MAN, Otunba Francis Meshioye, OFR.

L–R: Venerable Emmanuel Evue, Treasurer of Apapa Branch, presents a plaque to Mr. Segun Ajayi-Kadir, mni, Director General of MAN.

L-R: Chief John Aluya, National Council Member of MAN, presents a plaque to Otunba Francis Meshioye, OFR, President of MAN

PHOTO NEWS

MAN, RMRDC, NIGERIA CUSTOMS SERVICE ONE DAY POLICY DIALOGUE STAKEHOLDER ENGAGEMENT ON IMPROVING LOCAL RAW MATERIALS UTILIZATION

Participants and speakers at the One-Day Policy Dialogue on Stakeholder Engagement for Improving Local Raw Materials Utilisation.

R-L: Prof. Nnanyelugo Ike-Muonso, Director-Genral of RMRDC, receives an appreciation award from Dr. Oluwasegun Osidipe, mni, presented on behalf of the Director General of MAN at the One-Day Policy Dialogue Stakeholder Engagement on Improving Local Raw Materials Utilisation, held on June 17, 2026, at MAN House Lagos

R-L: Assistant Comptroller Oyekemi Adeola Lamai of the Nigeria Customs Services receives an appreciation award from Dr. Oluwasegun Osidipe, mni, presented on behalf of the Director General of MAN at the One-Day Policy Dialogue Stakeholder Engagement on Improving Local Raw Materials Utilisation, held on June 17, 2026, at MAN House Lagos.

Assistant Comptroller Oyekemi Adebola Lamai of the Nigeria Customs Service, delivering a presentation at the event

Prof. Nnanyelugo M. Ike-Muonso, Director General, RMRDC, delivering a lecture at the One-Day Policy event.

MAN DIRECTOR GENERAL FACTORY VISIT TO ARRIDEX OMNIFACTORY, IN LAGOS

A cross-section of participants at Arridex during a presentation to the Director General of MAN, Segun Ajayi-Kadir, mni on his visit to the Omnifactory in Lagos.

L-R: Ms. Oluwaseyi Adegbite, Head, Creativity and Innovation Management Unit, MAN; Mr. Segun Ajayi-Kadir, mni, Director General, MAN; Mr. Kayode Adeleke, CEO, Arridex; Mrs. Micheal Mabel, Professional Assistant to the DG, MAN; Mr. Mohammad Anwar Mazhar, VP, Strategic Relations and Advisory, during a factory visit to the Arridex Omnifactory in Lagos.

PZ CUSSONS NIGERIA APPOINTS OGHALE ELUENI AS MANAGING DIRECTOR AND CEO

PZ Cussons Nigeria Plc has announced the appointment of Mr. Oghale Joseph Elueni as its Managing Director and Chief Executive Officer, effective June 1, 2026.

Mr. Elueni succeeds Mr. Dimitrios Kostianis, who stepped down after three years at the helm of the company to assume a new leadership role within the PZ Cussons Group.

During his tenure, Kostianis guided the company through a challenging operating environment marked by foreign exchange volatility and rising business costs. Under his leadership, PZ Cussons Nigeria returned to profitability and restored a positive equity position, marking significant milestones in the company's transformation journey. He also served as Vice President of the Multinationals Group of the Manufacturers Association of Nigeria (MAN), contributing actively to the Association's programmes and advocacy engagements.

Elueni brings over two decades of experience in the consumer goods industry, with leadership responsibilities spanning Nigeria, Africa, and international markets. Since joining PZ Cussons Nigeria in 2021, he has played a key role in the company's strategic and commercial operations. Before this, he held senior management positions with multinational consumer goods companies, including SC Johnson and Procter & Gamble.

A graduate of Microbiology from the University of Ibadan, Elueni also completed the Retail Executive Program at Cornell University, New York. His experience covers sales leadership, market expansion, distribution management, and business strategy across diverse markets.

MONDELĒZ INTERNATIONAL APPOINTS AYMAN FAHMY AS MANAGING DIRECTOR, WEST AFRICA

Mondelēz International has appointed Mr. Ayman Fahmy as Managing Director, West Africa, effective May 15, 2026, marking a new phase in the company's leadership across the region.

In his new role, Fahmy will oversee the company's operations in West Africa and lead the strategic direction of Cadbury Nigeria Plc, one of the region's leading food and beverage manufacturers. Through its Nigerian operations, the company produces well-known brands including Cadbury Bournvita, Cadbury 3-in-1 Hot Chocolate Drink, TomTom, and Buttermint.

The appointment follows the interim leadership of Mrs. Folake Ogundipe, who returns to her substantive position as Financial Director after providing stewardship during the transition period.

Fahmy brings more than 25 years of experience in the fast-moving consumer goods (FMCG) sector, with a strong track record of business growth, market expansion, and commercial transformation across Africa, the Middle East, and Asia. Before his appointment, he served in senior leadership positions with global consumer goods companies, including Shan Foods, Reckitt, and Procter & Gamble.

His experience spans route-to-market development, distribution expansion, organisational capability building, and multi-market business management, positioning him to lead Mondelēz International's continued growth ambitions in West Africa.

Cadbury Nigeria remains a notable player in Nigeria's manufacturing landscape and a longstanding member of the Manufacturers Association of Nigeria (MAN), contributing to local value addition, employment generation, and the development of the country's consumer goods industry.

GUINNESS NIGERIA MARKS 76 YEARS OF MANUFACTURING EXCELLENCE AND COMMUNITY IMPACT

Guinness Nigeria Plc has marked 76 years of operations, celebrating a legacy that has made it one of Nigeria's longest-standing manufacturing companies and a significant contributor to the country's industrial development.

Established in 1950, with its first brewery commissioned in Ikeja in 1962, Guinness Nigeria occupies a unique place in the nation's manufacturing history as the first Guinness brewery established outside Ireland and the United Kingdom. Over the decades, the company has evolved from a distributor of imported products into a major local manufacturer with a diverse portfolio serving consumers across the country.

The company's growth has mirrored the development of Nigeria's manufacturing sector. Since its listing on the Nigerian Exchange in 1965, Guinness Nigeria has expanded its production and distribution footprint while building brands that have become household names. Its portfolio includes Guinness Stout, Malta Guinness, Orijin, Gordon's, Don Royale, and Smirnoff, reflecting changing consumer preferences and market dynamics.

Beyond its manufacturing operations, Guinness Nigeria has maintained a longstanding commitment to community development and social impact.

The anniversary comes at a period of renewed business momentum for the company, following efforts to strengthen its operations and position the business for long-term growth. Under the leadership of Managing Director and Chief Executive Officer, Mr. Girish Sharma, the company continues to pursue its strategic vision of expanding its market presence and enhancing value creation across its operations.

For Nigeria's manufacturing community, the milestone reflects the resilience, adaptability, and enduring value of long-term industrial investment. Guinness Nigeria's journey over the past 76 years underscores the important role of manufacturing enterprises in driving economic growth, creating employment, developing local capabilities, and contributing to national development.

MESHIOYE CALLS FOR SIMPLER TAX REGIME TO BOOST MANUFACTURING COMPETITIVENESS IN LAGOS

President of the Manufacturers Association of Nigeria (MAN), Otunba Francis Meshioye, OFR, has called on the Lagos State Government to simplify its tax administration and harmonise levies to improve the operating environment for manufacturers, strengthen investor confidence, and enhance industrial competitiveness.

The call was made at the Annual Business Luncheon of the MAN Apapa Branch, themed "Simplifying Tax Compliance for Manufacturers: Expectations from the State Tax Authority." The event brought together manufacturers, tax administrators, and government officials to discuss practical measures for creating a more efficient and predictable tax system.

Speaking at the event, the President of MAN, Otunba Francis Meshioye, described Lagos as the nation's industrial hub, accounting for more than 60 per cent of Nigeria's manufacturing output. Despite this strategic position, he noted that manufacturers continue to contend with complex tax administration, multiple levies, and rising compliance costs.

Drawing from MAN's Second Half 2025 Economic Review, Meshioye revealed that manufacturing capacity utilisation had declined to 54.1 per cent, while 72 per cent of manufacturers identified tax complexity as a major constraint to business growth. He further disclosed that manufacturers spend an average of 18 man-days each month fulfilling tax obligations, with 84 per cent of companies paying more than five different state and local government levies.

To address these challenges, the MAN President proposed a "One Lagos, One Tax Framework" that would harmonise state and local levies into a single annual demand notice, making compliance simpler, more transparent, and predictable.

He also recommended the introduction of a Lagos Manufacturing Tax Compliance Certificate, under which compliant manufacturers could benefit from faster regulatory approvals, incentives, and priority access to government programmes.

Meshioye stressed that a transparent and predictable tax regime would reduce the cost of doing business, encourage investment, and improve the competitiveness of manufacturers operating in Lagos.

Earlier, Chairman of the MAN Apapa Branch, Mr. Raphael Danilola, observed that multiple taxation and cumbersome compliance procedures continue to discourage investment, particularly among small and medium-sized manufacturers.

He urged the Lagos State Government to align its tax administration with the Federal Government's ongoing tax reforms and implement measures that simplify compliance while improving revenue efficiency.

According to him, balanced implementation of the reforms is essential to achieving the desired outcomes for both government and industry.

Responding to the concerns raised, the Chairman of the Lagos State Internal Revenue Service (LIRS), Mr. Ayodele Subair, represented by Director Mr. Olusegun Oki, said the Nigeria Tax Act 2025 introduces a more transparent, simplified, and digitally driven tax administration framework.

He explained that reforms such as simplified withholding tax procedures and the introduction of zero per cent withholding tax on the supply of goods are expected to reduce compliance costs for manufacturers while improving predictability within the tax system.

Subair encouraged manufacturers to embrace digital tax platforms and maintain accurate financial records, noting that effective tax administration depends on strong collaboration between tax authorities and taxpayers.

Also speaking, the Lagos State Commissioner for Commerce, Cooperatives, Trade and Investment, Mrs. Folasade Ambrose-Medebem, reaffirmed the state's commitment to creating an enabling environment for industry.

She acknowledged concerns over multiple taxation and stated that ongoing reforms are aimed at simplifying tax procedures, reducing administrative bottlenecks, and supporting business growth. She added that the Lagos Industrial Policy 2025-2030 is designed to strengthen infrastructure, develop industrial value chains, and promote local production, while ongoing interventions are addressing infrastructure and traffic challenges within the Apapa industrial corridor.

L-R: Segun Ajayi-Kadir, mni, Director General, MAN; Mr. Raphael Danilola, Chairman, MAN Apapa Branch; Prince Felix Oba Okojie, Vice President, Lagos Zone, MAN; Otunba Francis Meshioye, OFR, President, MAN; Mr. Olusegun Oki, Director, LIRS, representing Mr. Ayodele Subair, Chairman, Lagos State Internal Revenue Service (LIRS); and Mr. Segun Alugba, Deputy Director, Ministry of Commerce, Cooperatives, Trade and Investment, representing Mrs. Folasade Ambrose-Medebem, Lagos State Commissioner for Commerce, Cooperatives, Trade and Investment, at the Annual Business Luncheon of the MAN Apapa Branch.

MAN REAFFIRMS COMMITMENT TO UNIDO-GEF ENERGY EFFICIENCY INITIATIVE

Mr. Segun Ajayi-Kadir, mni, in a group photo with other stakeholders during the Global Environment Facility (GEF), United Nations Industrial Development Organization (UNIDO) Industrial Energy Efficiency (IEE) and Resource Efficient and Cleaner Production (RECP) Project, at the Steering Committee Meeting and Closing Ceremony in Abuja.

The Manufacturers Association of Nigeria (MAN) has reaffirmed its commitment to promoting sustainable industrial practices through its continued participation in the Global Environment Facility (GEF)-United Nations Industrial Development Organization (UNIDO) Industrial Energy Efficiency (IEE) and Resource Efficient and Cleaner Production (RECP) Project.

The Association joined other stakeholders from the industrial and financial sectors in Abuja to review and present the outcomes of the financing component of the project, which is being implemented in partnership with the Bank of Industry (BoI).

Speaking at the event, Director General of MAN and Chairman of the Investment Committee, Segun Ajayi-Kadir, mni, noted that the initiative, which commenced in 2022, has continued to deepen collaboration among stakeholders, with several industries already benefiting from the programme. He commended the progress recorded and reiterated the Association's support for initiatives that enhance industrial competitiveness while promoting efficient resource utilisation.

The project, implemented by UNIDO with support from the GEF, is designed to encourage the adoption of Industrial Energy Efficiency (IEE) and Resource Efficient and Cleaner Production (RECP) practices among enterprises. According to the UNIDO National Programme Officer, Mr. Ruben Bamidele, the partnership with the Bank of Industry was established to bridge financing gaps often associated with investments in energy efficiency and cleaner production technologies.

The stakeholders' meeting provided an opportunity to review achievements recorded so far, assess emerging opportunities and challenges, and identify measures required to sustain and scale up the programme. Presentations highlighted progress made in advancing energy-efficient production processes and resource optimisation among participating industries.

Participants drawn from government institutions, financial organisations, and the private sector also explored strategies for strengthening financing mechanisms and expanding the adoption of sustainable manufacturing practices across the country.

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DRIVING STANDARDS, STRENGTHENING INDUSTRY: An Exclusive Conversation With the Director General, Standards Organisation of Nigeria (SON), Dr. Ifeanyi Chukwunonso Okeke

Standards are the foundation of industrial competitiveness. They determine product quality, inspire consumer confidence, facilitate market access, and position manufacturers to compete successfully in regional and global markets. As Nigeria intensifies efforts to deepen industrialisation and expand non-oil exports, the role of the Standards Organisation of Nigeria (SON) has become increasingly critical.

In this edition of MAN News, we feature the Director-General and Chief Executive of the Standards Organisation of Nigeria (SON), Dr. Ifeanyi Chukwunonso Okeke, whose leadership is driving reforms aimed at strengthening Nigeria's quality infrastructure, improving regulatory efficiency, and supporting local manufacturers to meet internationally accepted standards.

An accomplished administrator and public sector leader, Dr. Okeke has championed initiatives to modernise conformity assessment processes, promote standardisation across key sectors, combat the influx of substandard products, and foster closer collaboration between regulators and industry. His administration has also placed greater emphasis on digital transformation, stakeholder engagement, and creating a more business-friendly regulatory environment.

In this exclusive interview with MAN News, Dr. Okeke reflects on SON's strategic priorities, the Organisation's partnership with the Manufacturers Association of Nigeria (MAN), ongoing efforts to enhance product quality and competitiveness, and the opportunities that standards present for Nigerian manufacturers under initiatives such as the African Continental Free Trade Area (AfCFTA).

He also shares his perspectives on balancing effective regulation with ease of doing business, strengthening consumer confidence, and positioning Nigerian products to compete successfully in both domestic and international markets.

1. Could you briefly tell us about your professional journey and what inspired your commitment to standards and quality regulation?

My professional journey has been both rewarding and enlightening, spanning the banking sector, taxation, public administration, and now standards regulation. I began my career in the banking industry, where I gained valuable experience in financial management, risk assessment, corporate governance, and service delivery. The sector taught me the importance of systems, accountability, efficiency, and continuous improvement in achieving organizational goals.

I later had the privilege of serving in public administration, including as Chairman of the Imo State Internal Revenue Service, where I led reforms aimed at improving revenue generation, strengthening institutional effectiveness, enhancing transparency, and leveraging technology to improve service delivery. Those experiences reinforced my belief that sustainable development can only be achieved when institutions operate on clear rules, measurable standards, and a culture of continuous improvement.

Throughout my career, one principle has remained constant: excellence is built on standards. Whether in banking, taxation, public administration, manufacturing, or trade, success depends on adherence to established standards, best practices, and quality systems.

Dr. Ifeanyi Chukwunonso Okeke
Director General, Standards Organisation of Nigeria (SON)

This understanding naturally deepened my appreciation of the critical role standards play in national development.

My commitment to standards and quality regulation is therefore rooted in the belief that standards are far more than technical requirements. They are strategic tools for driving industrial growth, protecting consumers, facilitating trade, encouraging innovation, and enhancing competitiveness. Nations that have achieved sustainable industrial development have done so by building strong quality infrastructure and fostering a culture of compliance and excellence.

Today, as Director General of the Standards Organisation of Nigeria, I see standardisation as a powerful instrument for economic transformation. It provides the foundation for trust in products, services, and systems, while creating opportunities for Nigerian businesses to compete effectively in regional and global markets. It is this conviction that continues to inspire my commitment to strengthening Nigeria's quality infrastructure and supporting the growth of Nigerian industries.

2. Since assuming office as Director General, what vision have you set for SON and what key reforms are you driving within the organisation?

When I assumed office, I made it clear that my vision was to position SON as a globally respected standards body that effectively supports industrial growth, consumer protection, and international trade. Quality is a journey with no destination, and our responsibility is to ensure that Nigeria's quality infrastructure continues to evolve in line with global best practices.

Our priorities have focused on enhancing standards development, strengthening regulatory enforcement, promoting international trade, and embracing technology across our operations. We

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have accelerated digital transformation initiatives, expanded conformity assessment services, strengthened our laboratories and metrology capabilities, improved stakeholder engagement, and introduced innovative programmes aimed at improving traceability and consumer confidence.

Beyond regulation, we are repositioning SON as a strategic partner to industry by creating an environment where Nigerian manufacturers can produce quality goods that compete favourably both locally and internationally.

3. MAN and SON have maintained a long-standing working relationship over the years. How has this collaboration benefited both organisations and the manufacturing sector generally?

The relationship between SON and MAN has been mutually beneficial and has contributed significantly to the growth of Nigeria's manufacturing sector.

MAN represents the voice of manufacturers, while SON provides the framework that ensures products meet acceptable quality and safety requirements. Through regular consultations, technical committee participation, standards development activities, and stakeholder engagements, we have been able to address industry concerns while maintaining regulatory integrity.

This collaboration has helped improve product quality, reduce technical barriers to trade, encourage compliance, and create a more predictable operating environment for manufacturers.

4. How would you describe SON's role in supporting manufacturers while ensuring compliance with standards?

SON's role extends beyond regulation. While enforcement is an important part of our mandate, our broader responsibility is to support manufacturers in achieving compliance and improving competitiveness.

We provide standards, testing, certification, calibration services, technical guidance, and capacity-building programmes that help manufacturers improve product quality and operational efficiency. Compliance should be viewed not as a burden but as an investment that strengthens consumer confidence and market access.

Our approach is therefore one of partnership, guidance, and continuous engagement while ensuring that products placed on the market meet established standards.

5. Manufacturers have raised concerns about the increase in charges for SON inspections and compliance activities. What informed these increases?

We understand the concerns expressed by manufacturers, particularly in the current economic climate.

The review of charges was informed by rising operational costs, inflationary pressures, technological upgrades, and the need to sustain internationally credible conformity assessment services. Many of these fees had remained unchanged for several years despite significant changes in the operating environment.

It is important to emphasize that the objective is not revenue generation but ensuring that SON can continue to provide reliable, efficient, and globally recognized services that support industry and protect consumers.

6. What is the purpose of the Product Identification Scheme (PIS), and how is SON addressing manufacturers' concerns about the additional cost?

The Product Identification Scheme (PIS) is a unique and flagship product mentorship scheme established by SON in 2024 to support Micro, Small and Medium Enterprises (MSMEs) whose products are unable to immediately meet the stringent requirements for certification under the Mandatory Conformity Assessment Programme (MANCAP), as well as products without applicable standards.

It serves as an intermediary process that validates product performance and safety through laboratory testing of key parameters before the issuance of a provisional Certificate of Recognition. The scheme promotes compliance, encourages product quality improvement, and provides a structured pathway for manufacturers to attain full MANCAP certification.

We appreciate manufacturers' concerns regarding the additional cost. However, PIS should be viewed as an investment in product quality, market acceptance, and consumer confidence. By providing technical guidance and a clear pathway to certification, the scheme helps manufacturers strengthen their competitiveness while ensuring that only safe and quality products reach the market.

7. Why does SON require annual revalidation of existing certificates, and are there plans to simplify the process?

Annual Revalidation for PIS is necessary to ensure that products admitted under the scheme continue to meet the required performance and safety requirements while progressing towards full certification.

It enables SON to monitor continued compliance, provide ongoing technical support where necessary, and ensure that the objectives of the mentorship scheme are being achieved. The process also reinforces consumer confidence and supports the gradual transition of participating manufacturers to the Mandatory Conformity Assessment Programme (MANCAP).

At the same time, SON remains committed to making the revalidation process more efficient through continuous improvements in service delivery while maintaining the integrity and credibility of the scheme.

8. Why is equipment calibration through SON important, and how can manufacturers better manage the associated costs?

Calibration is fundamental to quality assurance because it ensures that measuring instruments produce accurate and reliable results.

In manufacturing, inaccurate measurements can affect product quality, increase waste, and ultimately impact consumer confidence. SON's calibration services provide traceability to national and international measurement standards, giving manufacturers confidence in their quality control systems.

Manufacturers can better manage costs by integrating calibration into their routine maintenance programmes and planning calibration schedules proactively.

9. Manufacturers have complained about delays and technical issues with SON document processing on the Nigeria Single Window platform. What is SON doing to resolve these challenges?

We acknowledge the concerns raised regarding the Nigeria Single Window platform.

SON has been working closely with the relevant agencies and technical partners to improve system integration, address technical challenges, enhance user experience, and reduce processing delays. Digital transformation is a continuous process, and we remain committed to ensuring that the platform delivers the efficiency and transparency it was designed to achieve.

10. SON recently approved a six-month extension for the migration to the revised MANCAP logo. What should manufacturers know about the transition process?

The extension was granted in response to stakeholder feedback and to provide manufacturers with sufficient time to adjust without disrupting their operations.

Manufacturers should use the extension period to exhaust existing packaging materials and make the necessary changes to comply with the revised logo requirements. SON remains available to provide guidance throughout the transition period to ensure a smooth and orderly migration.

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11. How is SON supporting the Nigeria First initiative and helping local manufacturers become more competitive?

SON is fully aligned with the Nigeria First initiative because standards play a crucial role in promoting local production and industrial growth.

We are supporting this objective by strengthening conformity assessment programmes, providing technical support to industries, developing relevant standards, and collaborating with government institutions to encourage the patronage of quality Nigerian products.

Our focus is on helping local manufacturers meet both national and international requirements so they can compete effectively in domestic and export markets.

12. What more is SON doing to reduce the influx of substandard imported products into the Nigerian market?

Combating substandard imports remains a major priority for SON.

We continue to strengthen our import inspection programmes, enhance collaboration with the Nigeria Customs Service and other regulatory agencies, improve intelligence gathering, deploy modern verification technologies, and intensify market surveillance activities.

We also recognize that the fight against substandard products requires collective responsibility and continued stakeholder cooperation.

13. How is SON preparing Nigerian manufacturers to meet international standards and take advantage of opportunities under AfCFTA?

AfCFTA presents significant opportunities for Nigerian manufacturers, but competitiveness will depend largely on quality and standards compliance.

SON is supporting manufacturers through standards harmonisation, training programmes, testing and certification services, calibration support, and technical advisory services. We are also actively involved in regional and continental standardisation initiatives to ensure Nigerian manufacturers are well-positioned to take advantage of emerging opportunities.

Quality must be viewed as a strategic business asset for success in regional and global markets.

14. What more can manufacturers and SON do to build a stronger and more productive working relationship?

A strong relationship between regulators and industry is built on trust, communication, and shared objectives.

Manufacturers should continue to engage actively with SON, participate in standards development processes, and provide constructive feedback. On our part, SON will continue to listen, engage, educate, and improve service delivery.

The stronger our collaboration, the greater our ability to address challenges and unlock opportunities for industrial growth.

15. What key message would you like to share with manufacturers on compliance and standards in today's business environment?

My message is simple: quality is no longer optional.

In today's competitive and interconnected marketplace, compliance with standards is not merely a regulatory requirement—it is a business imperative. Standards improve efficiency, reduce waste, build consumer confidence, facilitate market access, and support long-term sustainability.

I encourage manufacturers to see standards not as a cost, but as an investment in growth, innovation, and competitiveness. SON remains committed to working with industry to build a stronger manufacturing sector and a more prosperous Nigerian economy

VICTORIA ONUOHA APPOINTED ACTING HEAD OF CORPORATE AFFAIRS AT MAN

The Manufacturers Association of Nigeria (MAN) has appointed Mrs. Victoria Onuoha, mnipr, as Acting Head of its Corporate Affairs Department, reinforcing the Association's commitment to strengthening strategic communications and stakeholder engagement.

Mrs Victoria Onuoha, mnipr

Mrs. Onuoha brings more than two decades of professional experience to her new role, and a long record of progressive service within MAN. Prior to this appointment, she served as Senior Manager, Corporate Affairs, where she developed deep expertise in corporate communications, media relations, stakeholder engagement and brand management. She also contributed to the Association's work in the Sectoral and Regulatory Affairs Department, broadening her institutional knowledge and supporting key initiatives across diverse functional areas.

Notably, Mrs. Onuoha is the Pioneer Head of the Association's Environment and Green Manufacturing Unit. In this role, she supported MAN's advocacy for environmental sustainability by keeping members informed through a Quarterly Dialogue Session—an initiative she established in 2023. She held this position until her recent appointment in May 2026.

As Acting Head of Corporate Affairs, Mrs. Onuoha will lead the Association's corporate communications and public engagement efforts. Her responsibilities include overseeing media relations, strengthening stakeholder engagement and brand visibility, and enhancing strategic communication initiatives to support MAN's advocacy for a competitive and resilient manufacturing sector. She will report directly to the Director-General.

MAN, RMRDC, AND CUSTOMS ADVOCATE INCREASED LOCAL RAW MATERIAL UTILISATION FOR INDUSTRIAL GROWTH

The Manufacturers Association of Nigeria (MAN), the Raw Materials Research and Development Council (RMRDC), and the Nigeria Customs Service (NCS) have renewed calls for increased utilisation of locally available raw materials as a critical strategy for strengthening Nigeria's industrial base, reducing import dependence, conserving foreign exchange, and enhancing the competitiveness of local manufacturers.

The call was made during a one-day policy dialogue on "Improving Local Raw Materials Utilization" organised by MAN through its Membership Satisfaction and Monitoring Unit at MAN House, Ikeja, Lagos. The event brought together manufacturers, policymakers, regulators, and industry stakeholders to examine practical measures for promoting local sourcing, value addition, and sustainable industrial development.

In his welcome remarks, the Director General of MAN, Segun Ajayi-Kadir, mni, represented by the Director of Research and Economic Policy, Dr. Oluwasegun Osidipe, described the engagement as timely, noting that manufacturers continue to grapple with challenges arising from overreliance on imported inputs, infrastructure deficits, limited access to finance, and technology constraints.

He observed that Nigeria is endowed with abundant natural resources capable of supporting industrial development and stressed that greater utilisation of local raw materials would help reduce production costs, conserve foreign exchange, deepen industrial linkages, stimulate exports, and strengthen Nigeria's competitiveness within regional value chains under the African Continental Free Trade Area (AfCFTA).

Delivering the keynote presentation, the Director General and Chief Executive Officer of RMRDC, Prof. Nnanyelugo M. Ike-Muonso, provided a comprehensive analysis of local raw material sourcing strategies and the management of foreign exchange and commodity price risks.

According to him, Nigeria currently imports approximately 70 per cent of the raw materials used by local industries, a situation that continues to place significant pressure on foreign exchange reserves and expose manufacturers to exchange rate volatility and global supply disruptions.

Prof. Ike-Muonso emphasised that local raw material utilisation and backward integration have become strategic business imperatives rather than optional corporate initiatives. He noted that manufacturers can no longer rely heavily on imported inputs if the country is to achieve sustainable industrial growth and remain competitive in an increasingly challenging global marketplace.

Highlighting the benefits of local sourcing, he cited the cement industry as a successful example of backward integration and import substitution. He explained that local sourcing of key inputs such as limestone and gypsum has significantly increased over the years, resulting in substantial foreign exchange savings while strengthening domestic industrial capacity.

The RMRDC Director General also drew attention to opportunities for greater value addition across several sectors, including agro-processing, beverages, chemicals, plastics, paints, and solid minerals. He stressed that Nigeria possesses abundant raw materials capable of supporting industrial growth, but continues to lose significant economic value through the export of unprocessed commodities.

As part of efforts to reverse this trend, he highlighted the proposed RMRDC 30 per cent Value Addition Bill, currently awaiting presidential assent. The legislation seeks to promote local processing by restricting the export of certain raw materials unless they undergo a minimum level of value addition within Nigeria. According to him, the initiative is expected to stimulate industrialisation, create jobs, strengthen domestic supply chains, and increase the contribution of manufacturing to economic growth.

Prof. Ike-Muonso further identified several structural challenges constraining industrial competitiveness, including inadequate energy supply, limited processing capacity, technology gaps, and shortages of specialised skills. Addressing these bottlenecks, he noted, would be essential to unlocking the full potential of local raw materials and building a more resilient manufacturing sector.

The dialogue also featured a presentation by Assistant Comptroller Oyekemi Adebola Lamai of the Nigeria Customs Service, who represented the Customs Area Controller, Apapa Area Command, Comptroller Emmanuel Oshoba.

Her presentation focused on regulatory compliance obligations under the Nigeria Customs Service Act 2023 and provided manufacturers with practical guidance on import clearance procedures, documentation requirements, tariff classification, and available trade facilitation measures.

She highlighted several opportunities available to manufacturers through customs concessions and operational frameworks, including Chapter 99 provisions, bonded warehouse arrangements, and other mechanisms designed to reduce operational costs, minimise delays, and improve supply chain efficiency. The session also provided participants with the opportunity to seek clarification on customs procedures and compliance issues affecting their operations.

Discussions during the event centred on strategies for reducing production costs, improving access to local inputs, strengthening value addition, and creating a more supportive environment for domestic manufacturing. Participants also explored ways of improving collaboration between government agencies, regulators, and manufacturers to accelerate industrial development.

Among the key recommendations that emerged from the dialogue were calls for stronger collaboration between MAN and RMRDC to develop incentives for manufacturers producing local substitutes for imported raw materials, accelerated implementation of the proposed value-addition framework, improved access to information on local raw material availability, and increased engagement between manufacturers and the Nigeria Customs Service on trade facilitation measures.

Delivering the vote of thanks, the Executive Secretary of MAN Apapa Branch, Dr. Sunday Okpe, commended Prof. Ike-Muonso for his insightful presentation and practical recommendations on strengthening local raw material utilisation. He also expressed appreciation to Assistant Comptroller Lamai for her active participation and effective representation of the Customs Area Controller, noting that she provided valuable clarification on issues raised by manufacturers regarding customs procedures and trade facilitation.

Dr. Okpe further acknowledged the support of key stakeholders and corporate partners, including the Raw Materials Research and Development Council (RMRDC), Nigerian Bottling Company (NBC), Rite Foods Limited, Flour Mills of Nigeria Plc, and Nestlé Nigeria Plc, for their contributions to the success of the event.

L-R: Dr. Oluwasegun Osidipe, mni, Director of Research and Economic Policy, MAN, representing the Director General, Segun Ajayi-Kadir, mni; Mrs. Oyekemi Adebola Lamai, Assistant Controller, Nigeria Customs Service, representing Controller E.O.A. Oshoba, Customs Area Controller, Apapa Area Command, Nigeria Customs Service; Prof. Nnanyelugo Martins Ike-Muonso, Director General, Raw Materials Research and Development Council (RMRDC); Mrs. Ego Ibeagbulam, Head, Membership Satisfaction and Monitoring Unit, MAN; during a one-day policy dialogue session with the Raw Materials Research and Development Council held on 17 June 2025 at MAN House, Ikeja, Lagos.

CEO Spotlight

BUILDING RESILIENCE THROUGH LOCAL MANUFACTURING

Nigeria's manufacturing sector continues to operate in a demanding business environment shaped by rising production costs, foreign exchange volatility, infrastructure deficits and evolving policy reforms. Yet, across the industry, manufacturers are responding with innovation, resilience, and a renewed commitment to local value creation.

In this edition of CEO Spotlight, Mr. Ali Hasbini, Chief Executive Officer of Apple & Pears Limited, reflects on his professional journey, the evolution of the company, and the realities of manufacturing in Nigeria's agribusiness and food processing sector. Drawing from decades of experience across banking and manufacturing, he shares practical insights on the challenges confronting local industries, the opportunities presented by policy initiatives such as the Nigeria First agenda and the African Continental Free Trade Area (AfCFTA), and the role of collaboration in strengthening Nigeria's industrial base.

He also discusses the importance of sustainable production, regulatory certainty, local raw material development, and the continued advocacy of the Manufacturers Association of Nigeria (MAN) in creating an enabling environment for manufacturers.

Could you briefly tell us about yourself and your professional journey?

I am Ali Hasbini, Chief Executive Officer, Apple and Pears Limited. I hold a Bachelor's Degree in Economics from Saint Joseph University in Lebanon, and I am a Certified Internal Auditor from the Institute of Internal Auditors Lebanon, which has accorded me the opportunity to serve in various financial and industrial organizations both in Lebanon and Nigeria.

I have extensive experience in Sales, Banking, Auditing, and Industrial Management, and a proven record in generating and building relationships, managing projects from concept to completion. I have been blessed to have held senior positions in my career spanning the spheres of banking and manufacturing operations.

Kindly provide an overview of your organization, its core operations, and the role it plays within Nigeria's manufacturing value chain.

Apple & Pears Limited was incorporated in the year 2012 as an Agro Allied & Food Industry to produce soya meal, concentrate, and finished feed for the poultry industry, and refined edible oil, mayonnaise, ketchup, salad cream, vinegar, custard powder, and chocolate drink for the Nigerian market. We sit directly in the middle of the Nigerian supply chain ecosystem, linking the agricultural sector with the final consumer by transforming raw agricultural goods into safe, healthy, shelf-stable, and accessible food products.

What has been the vision driving your organization's growth, and how has the business evolved over the years?

Our vision has been to create the future of food in Nigeria by providing healthy, natural, and accessible nutrition to every home. We have set challenging targets and galvanized a dedicated workforce into producing outstanding products on a large scale through sustainable systems, practices, and controls.

We have continuously invested in research and development, and held ourselves to stringent quality standards, especially starting from the sourcing of raw materials, in order to be able to deliver excellent quality products which have exceptional nutritional values and good value for money to our customers.

The result is world-class Poultry Feed products, edible oil, and various condiments, which have a powerful impact on quality and service within the edible oil and feed mill industry in Nigeria.

How would you describe the current operating environment for manufacturers in Nigeria?

The current operating environment for manufacturers in the country remains extremely challenging, even though Nigeria still offers benefits like a conducive and safe environment to do business. The truth remains that manufacturers in the country still battle severe headwinds, including crippling energy costs, foreign exchange scarcity, multiple taxation, and poor infrastructure, which routinely stifle productivity and growth.

What would you consider as the major challenges currently affecting the sector generally and possibly your organization?

Manufacturers in Nigeria generally face critical structural and economic obstacles that severely limit their profitability and global competitiveness. As I mentioned earlier, the most significant hurdles have been inadequate power supply, crippling foreign exchange scarcity, exorbitant borrowing costs, multiple taxation, and inefficient logistics. Apple & Pears Limited is not necessarily immune to this. We just find strategic ways of surviving and

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still maintaining the right quality of products for the Nigerian consumers.

To what extent have energy costs, infrastructure gaps, and logistics challenges affected your operations and competitiveness?

Everybody knows that high energy costs directly erode profit margins by increasing operational expenses. The crisis in the global energy market makes it worse, especially for a developing economy like Nigeria. This has a direct effect on logistics and creates challenges by inflating operational costs and shrinking revenue. Inefficiencies like shipping delays, poor infrastructure, and route volatility escalate fuel, storage, and labor expenses while damaging customer retention through missed deadlines. This affects most businesses in Nigeria, not just ours.

If a business cannot fully pass these costs to customers through higher prices or offset them with energy efficiency, its net profits will surely decline. The beauty of it all is that the current administration seems aware of the need to massively build roads in order to bridge infrastructure gaps and is doing just that. However, we still have a long way to go when it comes to competing with other developed economies.

How would you assess the current regulatory environment for manufacturers, particularly in relation to compliance, standards, and industry operations?

Regulations are important because they ensure operational legality and aid businesses with risk management. Our experience in Nigeria involves navigating a complex, multi-layered framework of federal laws, state-specific edicts, and sector-specific oversight bodies. Too many regulatory bodies often replicate the same oversight functions. This can be tiring. We expect that the enthusiasm used in ensuring manufacturers comply with regulations should equally be applied to every facet of the economy so that we eliminate pirated or illegal products in the market. If this is not done, all efforts to industrialize the economy may be futile.

Mr. Ali Hasbini, Chief Executive Officer of Apple & Pears Limited

Are there specific government policies or reforms you believe have positively or negatively impacted the manufacturing sector?

Government policies have negatively impacted Nigeria's edible oil sector by encouraging massive smuggling, suppressing prices below production costs, and failing to regulate imports. The combination of inconsistent trade regulations and policy flip-flops has really devastated vegetable oil processors in the country. We have cases of unregulated import surges due to laxity at the borders. Failed import restrictions and mostly untaxed foreign oil flooding the markets. This is not good for business.

The new tax law seeks to streamline the tax system and address concerns around multiple taxation. In your view, how practical and effective will its implementation be for manufacturers?

We look into the future with the hope that the issues surrounding multiple taxation will be addressed once and for all. In my personal opinion, businesses should be taxed for profits and not turnover. For instance, the Federal Inland Revenue Service (FIRS), now Nigeria Revenue Service (NRS), taxes based on profit, whilst the Financial Reporting Council taxes based on turnover. We hope the new tax laws have taken this into consideration.

What are your views on the Nigeria First initiative and local content promotion? Do you believe it can significantly support local manufacturing growth?

I believe this initiative is designed to mandate local content and prioritize indigenous production across all government procurements and industrial sectors. As long as it seeks to stimulate domestic manufacturing, create jobs, and drastically reduce the country's reliance on imported goods, I am totally in support of it.

What opportunities do you see for Nigerian Manufacturers under the African Continental Free Trade Area (AfCFTA)?

I am aware that the objective is to create a single, unified continental market for goods and services, facilitating the free movement of business persons and investments. The fact that businesses can sell to a significantly larger customer base without facing prohibitive tariffs makes this attractive. In the same vein, the free trade area would aid in eliminating import duties, which would in turn lower the cost of foreign goods, thereby increasing consumer purchasing power.

How has your organization benefited from membership of the Manufacturers Association of Nigeria (MAN), and what suggestions do you have for strengthening the Association's advocacy efforts?

MAN has provided businesses with strategic advocacy, direct government intervention, and specialized business support. With businesses facing unfair taxation and regulatory harassment, MAN provided us the members, the voice, the direct intervention, and advisory services to help resolve these disputes with relevant authorities.

With changing consumer spending patterns and rising economic pressures, how is your organization adapting while maintaining product quality and standards?

It has not been easy, but we are responsible to our stakeholders, the consumers, our staff, the host community, and our shareholders to keep the company afloat despite mounting challenges. We work with integrity, honesty, trust, and ethical standards. These are more than just values but are key elements to our financial success.

What more can be done by stakeholders to curb the influx of substandard, smuggled, or adulterated products in the market?

Curbing the influx of substandard, smuggled, and adulterated products in Nigeria would require a combination of strict border enforcement, aggressive mop-ups in local markets, and inter-agency collaboration between bodies like the National Agency for Food and Drug Administration and Control, NAFDAC, and the Federal Competition and Consumer Protection Commission, FCCPC.

What key message would you like to share with policymakers in support of industrial growth and economic development in Nigeria?

Championing industrialization is the most viable path to shifting Nigeria's economy from a heavy reliance on imports and consumption to a robust, production-based powerhouse. By investing in local manufacturing, small-to-medium enterprises (SMEs), and modernized infrastructure, Nigeria can create millions of jobs, reduce poverty, and secure sustainable wealth.

Sustainability is becoming increasingly important in agribusiness. What steps is your company taking to ensure environmentally responsible sourcing and production?

First of all, we have long transitioned to the use of clean energy for our entire operations. We insist on quality, safety, service, and reliability for our community, environment, clients, and consumers, whom we always serve to the best of our ability.

INVESTMENT OPPORTUNITIES IN THE DAIRY SUB-SECTOR IN NIGERIA

1.0 Background

The dairy sub-sector remains one of the most strategic and investment-attractive segments within the global food and beverage industry. Rising population, urbanisation, changing dietary patterns, increasing health consciousness, and the growing demand for protein-rich foods continue to drive expansion in dairy consumption worldwide. For Nigeria, the sector presents enormous untapped opportunities across the entire value chain - from livestock development to milk processing, cold-chain logistics, packaging, and export-oriented dairy manufacturing.

1.1 Global Dairy Market Outlook

The dairy industry has undergone sustained growth largely driven by increasing consumption of milk, cheese, yoghurt, butter, infant nutrition products, whey protein, and functional dairy beverages.

Presently, the industry remains one of the most important segments of the global food economy. Recent estimates indicate that the

Source: Google Images

global dairy market is valued at over US$528 billion in 2024, while in 2025, the global dairy market was valued at over USD 1 trillion and based on projection to exceed USD 1.5 trillion by 2034, growing at a steady annual rate of over 4%. This is driven by population growth, urbanization, rising incomes, and increased demand for protein-rich and nutritious food products.

Global milk production has also continued to expand, reaching about 965 million tons in 2023, reflecting sustained demand for dairy products such as milk, cheese, yogurt, and other value-added products.

Several global trends are shaping the future of the industry. These are;

increasing demand for high-protein dairy products and whey-based nutrition;

rising consumption of yoghurt, cheese, and ready-to-drink dairy beverages;

growth in health-conscious and functional foods;

expansion of dairy processing technologies and automation; and

strong demand from emerging economies in Asia and Africa.

Recent global market developments also indicate rising demand for whey protein and dairy-based nutritional products, fuelled by wellness and fitness trends.

The global dairy value chain has become increasingly sophisticated, creating opportunities not only in raw milk production but also in dairy processing, cold-chain infrastructure; packaging solutions, animal genetics and feed production, dairy technology and equipment, and export-oriented dairy ingredients manufacturing.

Countries such as India, New Zealand; the Netherlands, Denmark, and the United States have demonstrated how dairy can evolve into a major export and industrialisation driver.

2.0 African Dairy Market Outlook

Africa represents one of the fastest-growing dairy consumption markets globally due to rapid population growth, urbanisation; rising middle-class income, increasing nutritional awareness, and expanding retail and fast-food industries.

Based on the recent African dairy market estimates, Egypt, Kenya, and South Africa combined, approximately account for one-third (33%) of Africa's dairy production and industrial processing output. But despite strong demand growth, Africa remains heavily import-dependent for milk powder, cheese; butter, and processed dairy products. This supply deficit creates substantial opportunities for local production and regional investment.

The African Continental Free Trade Area (AfCFTA) further strengthens prospects for intra-African dairy trade by opening access to a continental market of over 1.4 billion people. Countries with strong dairy industrialisation capacity stand to become regional export hubs.

Key investment opportunities across Africa include large-scale dairy farming and ranching, milk collection centres; processing plants, animal feed production, dairy packaging industries, cold-chain transportation, value-added dairy products, and dairy technology and veterinary services.

2.1 Regional Structure of Africa Dairy Industry

Clearly, there are differences in the African dairy industry. In East Africa, for instance; Kenya, Ethiopia, Uganda, and Tanzania, has continued to lead the continent as raw milk-producing region, and this is largely driven by smallholder farmers and cooperative systems. Also, North Africa, led by Egypt, Morocco, and Algeria, possesses a more advanced dairy processing industry supported by stronger cold-chain infrastructure, processing facilities, and value-added dairy production such as cheese and packaged milk. While in Southern Africa, South Africa has highly commercialised dairy farming and well-developed retail distribution networks. Despite its large consumer market, West Africa still faces challenges in local milk collection and processing, resulting in heavy dependence on imported milk products, especially in countries like Nigeria.

3.0 Brief Case Studies of Dairy Development in Selected African Countries

3.1 Kenya – Cooperative-Driven Dairy Success

Kenya possesses one of the most developed dairy industries in Africa and is often regarded as a continental model for dairy commercialisation. The country successfully built a strong dairy ecosystem around cooperative societies, small-holder farmers, and organised milk collection systems.

Key Success Factors: Strong dairy cooperatives linking farmers to processors; extensive milk collection and cooling infrastructure. There is also government support for breed improvement and veterinary services as well as growing private-sector investment in processing.

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Outcomes: Kenya became one of Africa's leading milk producers with dairy contributing significantly to rural income and employment, while the local processing companies supply milk, yoghurt, butter, and cheese to the regional markets.

Continental Breakdown of the Dairy Market

Rank	Country	Strength in the Dairy Industry	Main Raw Material Sources	Estimated Dairy Sub-Sector Investment Trend (2020–2025)	Estimated Position in Africa
1	Egypt	Largest industrial dairy market, with a strong processing and packaged dairy sector	Intensive dairy farms, imported genetics, cow and buffalo milk	$3-5b	Leading by market value and industrial capacity
2	Kenya	Most advanced dairy ecosystem in Sub-Saharan Africa	Smallholder dairy farmers supplying cooperatives	$1-2b	Leading in organised milk collection
3	South Africa	Highly industrialised dairy processing and retail sector	Commercial dairy farms	$2-3b	Strongest formal dairy processing system
4	Ethiopia	Massive cattle population and growing dairy output	Predominantly smallholder farmers	$1.5-2.5b	Largest cattle base in Africa
5	Tanzania	Expanding dairy production capacity	Agro-pastoral and pastoral cattle systems	$800m-1.5b	Rapidly growing milk production
6	Uganda	Strong export-oriented dairy growth	Grass-fed cattle and cooperatives	$700m-1.2b	Fastest growth rates in East Africa
7	Sudan	Large livestock and traditional dairy production	Pastoral cattle systems		Major raw milk producer
8	Morocco	Strong processed dairy and cheese sector	Mixed commercial and cooperative farming	$1-2b	Strong value-added dairy industry
9	Algeria	Large dairy consumption market, but import-dependent	A combination of local milk and imported milk powder	$2b+	Large dairy consumer market
10	Nigeria	Huge consumer market but low domestic production efficiency	Nomadic cattle systems and imported milk powder	$1-2b	Great demand, limited local supply

SOURCE: Index Box, November 5, 2025   N.B. Ranking is based on the strength

- Smallholder farmers can successfully drive industrial dairy growth when properly integrated.

East African countries such as Kenya have shown the economic viability of organised dairy cooperatives and integrated milk collection systems. West Africa, however, remains significantly underdeveloped despite possessing enormous market potentials.

3.2 Rwanda – Government-Led Dairy Transformation

Rwanda transformed its dairy sector through deliberate government intervention under programmes such as the ***"One Cow per Poor Family"*** initiative aimed at improving nutrition and household income.

Key Success Factors: Strong policy coordination and livestock modernisation; expansion of milk collection centres nationwide; improved cattle breeds and artificial insemination, and focus on nutrition and local milk consumption.

Outcomes: Notable outcomes are in the areas of significant increase in milk production and rural livelihoods, expansion of local dairy processing industries, reduction in dependence on imported dairy products.

3.3 Lessons for Nigeria

- Consistent government policy support can accelerate dairy industrialisation.
- Dairy development can simultaneously address nutrition, poverty reduction, and industrial growth.
- Organised cooperatives can improve milk aggregation and farmer productivity.
- Investments in cold-chain logistics are critical to reducing post-harvest losses, and

4.0 Nigerian Dairy Market: Untapped Goldmine

Nigeria has one of the largest dairy markets in Africa, driven by its large population of over 220 million, expanding urban centres, and rising demand for processed food products. However, the country still imports a substantial portion of its dairy needs annually, particularly milk powder and processed dairy inputs.

This import dependence presents a significant investment opportunity for local manufacturing and backward integration. The Nigerian dairy industry is characterised by: huge unmet domestic demand, low local milk production; inadequate processing infrastructure, weak cold-chain systems, limited improved cattle breeds, and heavy dependence on imported milk concentrates and powders.

According to the Central Bank of Nigeria, Nigeria launched the Livestock/Dairy Development Initiative to reduce import dependence, conserve foreign exchange, and stimulate local dairy investments. This initiative specifically aims at:

- Promoting private-sector investment;
- Improving cattle breeds and milk yield;
- Expanding dairy processing capacity; and
- Creating employment opportunities; and develop inclusive dairy value chains.

This policy direction has already begin to attract multinational and local investments into the sector.

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For example:

- ***Nestle Nigeria***, invested over ***₦1.8 billion in dairy development*** projects and demonstration farms to improve local milk productivity.

- ***Arla Foods***, has expanded dairy investments in Kaduna State through milk processing and local sourcing initiatives. The company had invested over $15m in the last 5 years.

- ***WAMPCO-Campina Plc***, has made substantial investments through the importation of machinery for its backward integration initiative, in addition to committing over ***N80B*** towards supporting smallholder dairy farmers.

4.1 Key Investment Opportunities in Nigeria Dairy Sub-sector

a) Commercial Dairy Farming

Nigeria's local milk yield remains extremely low compared to global standards. Improved breeds, ranching systems, irrigation-supported fodder production, and modern livestock management can significantly increase productivity. Therefore, investment opportunities exist in the areas of:

- Ranch development;
- Breed improvement;
- Artificial insemination;
- Veterinary services, and
- Feed and fodder production.



Source: Google Images

b) Milk Collection and Cold Chain Infrastructure

One of the biggest challenges in Nigeria's dairy value chain, is the post-harvest loss due to poor storage and transportation systems. There is a huge demand for:

- Milk aggregation centres;
- Refrigerated transportation;
- Cold rooms and Storage facilities; and
- Solar-powered cooling systems.

These investments can dramatically reduce waste while improving milk quality and profitability.


Source: Google Images

c) Dairy Processing and Manufacturing

Nigeria imports large volumes of Milk powder, Cheese, Butter, Infant formula, and Yoghurt. This creates significant opportunities for local manufacturing in the areas of:

- Powdered milk production;
- Yoghurt processing;
- Cheese manufacturing;
- Ice Cream production;
- Butter and Cream processing;
- Condensed milk production;
- Growing fast-food chains;
- Bakeries and Confectioneries; and
- Hospitality businesses. These are some of the indices for increasing industrial demand for dairy ingredients.

Source: Google Images

d) Dairy Packaging Industry

As local dairy manufacturing expands, there will be rising demand for;

- Sachet packaging;
- Cartons,
- Plastic containers,
- Flexible packaging materials, and
- Labelling and Branding materials.

These present strong opportunities for packaging manufacturers and investors in food-grade materials.

e) Dairy Technology and Equipment

Nigeria still depends heavily on imported dairy equipment, while there are investment opportunities in;

- Pasteurizers,

f) Milking machines;

g) Dairy automation systems;

h) Cooling tanks;

i) Laboratory testing equipment; and

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j) Farm management technologies.

Technology transfer and local assembly operations could as well significantly reduce costs and deepen industrialization in this sector.

6.0 Export Opportunities under AfCFTA

With the AfCFTA framework, Nigeria can position itself as a regional dairy processing hub for West and Central Africa. A properly developed dairy sector can support regional exports, foreign exchange earnings, job creation, industrial diversification, and rural economic development.

6.1 Why Investors Should Pay Attention

The Nigerian dairy market offers a rare combination of large domestic demand, huge supply deficit, strong government policy support, import substitution potential, large and expanding consumer market, significant value-chain gaps, and opportunities for backward integration.

Added to this, is the increasing urbanisation and the growth of supermarkets, quick-service restaurants, and food-processing industries, all of which have huge potential to stimulate demand for dairy products. The sector also aligns strongly with national priorities around food security, youth employment; agricultural industrialisation, rural development, and foreign exchange conservation.

7.0 Snapshots of the Dairy Industry Outlook

7.1 Global Outlook

- Global milk production - Over 965 million tons annually
- Households dependent on dairy - About 150 million households worldwide
- Largest milk producer is India - over 20% (180 million tons) of global milk production
- Major producing regions are; Asia, Europe, North America
- Global dairy demand growth expected to increase by over 30% by 2035 (1.17 billion tons).
- India, United States, Pakistan, China and Brazil are major producers in the world.

7.2 Continental Outlook

- Africa's milk production - About 53 million tons per year;
- Share of global milk production - About 5.8% of global production;
- Share of global cattle population - About 20% of the world's cattle;
- Growth in milk production - 17% growth between 2013–2023;
- Main dairy animals Cattle produce about - 79% of Africa's milk;
- Major dairy-producing countries in Africa: Kenya, Ethiopia, South Africa, Sudan, Rwanda, Uganda and Tanzania.

7.3 National Outlook

- Annual milk consumption - 1.6 million metric tons;
- Local milk production - About 700,000 metric tons;
- Production gap - About 60% deficit;
- Annual dairy imports - Over $1.5 billion;
- Per capita milk consumption - About 8.7 litres per person per year;
- Cattle population - Over 20 million cattle;
- With a deficit of about 260,000 metric tons.

Nigeria spends over US$1.5 billion annually on the importation of milk and dairy products, largely in powdered form. This gap presents both a challenge and a tremendous opportunity. Nigeria possesses substantial assets for dairy development, and these are;

- an estimated 20 million cattle population;
- vast grazing and agricultural land resources;
- large and growing consumer market; and
- a dynamic food and beverage manufacturing sector.

Indeed, several global and local companies have already made significant investments in Nigeria's dairy sector, including initiatives in dairy farming, milk collection, and processing facilities. These investments demonstrate strong confidence in the dairy market and its long-term growth prospects.

8.0 Key Challenges of the Nigerian Dairy Industry

Despite the enormous potential, several structural challenges continue to constrain the growth of Nigeria's dairy sector. These are;

- low milk productivity per animal. For example, while dairy cows in developed countries can produce 20–30 litres of milk per day, many local breeds in Nigeria produce less than one litre per day on average.
- inadequate dairy infrastructure, including limited milk collection systems, poor cold-chain logistics, and insufficient storage facilities.
- limited access to finance for dairy farmers, particularly smallholder pastoralists who constitute a significant part of Nigeria's livestock economy.
- security and grazing challenges, which affect livestock mobility, productivity, and investment confidence in the sector.
- weak value-chain integration, which affects the efficient link between dairy farmers, processors, distributors, and retail markets.

9.0 The Way Forward

Addressing these challenges require a coordinated approach involving government, private sector investors, development partners, and local farming communities.

- In this regard, the following are recommended:
- Strengthening public–private partnerships to scale up dairy investment;
- Supporting backward integration programmes by dairy processors;
- Investing in dairy clusters, ranching systems, and pasture development;
- Expanding milk collection and cold-chain infrastructure;
- Providing financial and technical support for smallholder dairy farmers; and
- Encouraging research, innovation, and capacity building in dairy farming.

10.0 Conclusion

The dairy sub-sector in Nigeria represents one of the most underdeveloped yet highly promising investment frontiers in Africa. While global demand for dairy products continues to rise, Nigeria still relies heavily on imports despite possessing massive consumer market and favourable production potentials.

With coordinated investments in livestock development, processing infrastructure, cold-chain systems, dairy technology, and value-added manufacturing, Nigeria can transform from a major dairy importer into a competitive regional dairy powerhouse.

For investors, the opportunity is clear: Nigeria's dairy industry is not merely an agricultural sector; it is a strategic industrial growth platform capable of delivering substantial economic and commercial returns over a long term.

Compiled by: MAN Abuja Liaison Office

SMART MANUFACTURING (SM): A PRACTICAL PATH TO EFFICIENCY, RESILIENCE, AND RISK MANAGEMENT

Ms. Seyi Adegbite, Head, Creativity and Innovation Management Unit

INTRODUCTION

Manufacturing companies in Nigeria operate in one of the most challenging business environments globally, characterized by high energy costs, infrastructure deficits, supply chain disruptions, and increasing regulatory demands. Within this context, Smart Manufacturing is often perceived as an expensive, futuristic concept suited for advanced economies. However, for Nigerian manufacturers, it is neither abstract nor unattainable. Rather, Smart Manufacturing is a **practical and incremental approach** to leveraging data and digital technologies to solve every day operational challenges, improve efficiency, and build resilience.

Smart Manufacturing refers to the application of advanced digital technologies to make production processes more **intelligent, connected, efficient, and adaptive.** It is a fundamental component of Industry 4.0, the current wave of industrial transformation driven by cyber-physical systems, automation and digital integration. Unlike traditional manufacturing systems that rely on isolated machines and manual decision-making, Smart Manufacturing enables seamless integration of **data, automation, and connectivity** across the entire value chain, from raw materials sourcing to final delivery.

In today's dynamic industrial environment, Smart Manufacturing empowers organizations to **respond swiftly to market changes, minimize waste, improve quality, and optimize resource utilization.** In essence, it transforms conventional factories into intelligent, connected ecosystems where machines, systems, and people interact in realtime through technologies such as the Industrial Internet of Things (IIoT), artificial intelligence (AI), machine learning (ML), robotics, and cloud computing. This approach is essential for organizations seeking sustainable growth, long-term competitiveness, operational efficiency, and environmental responsibility.

Key Characteristics of Smart Manufacturing

- **Connectivity:** Seamless linkage machines, systems, and people are interoperable linked
- **Real-time visibility:** Instant insights into operations
- **Automation:** Reduced manual intervention
- **Flexibility:** Quick adaptation to demand changes
- **Interoperability:** Systems communicate seamlessly
- **Self-optimization:** Continuous improvement using data

At a fundamental level, Smart Manufacturing signifies a shift from intuition-based operations to **data-driven decision-making,** enabling organizations to achieve higher performance while proactively managing operational and digital risks more effectively.

KEY COMPONENTS OF SMART MANUFACTURING

Smart Manufacturing is built around four major components that collectively drive productivity, efficiency, and sustainability within modern industrial operations.

a) Right Technology and Modern Machinery

The foundation of Smart Manufacturing lies in the deployment of appropriate technologies and modern machines capable of delivering large quantities of goods with ease and consistency. These systems are designed to operate with speed, accuracy, and minimal downtime often supported by automation, robotics, and computer-controlled processes which reduces human error, improve output quality, and lower labor costs. Investing in up-to-date machinery enables manufacturers to achieve lower production costs per unit, improved product quality and consistency, and increase in production capacity to meet growing demand. Ultimately, the adoption of the right technology ensures that manufacturing processes remain competitive, scalable, and responsive to market needs.

b) CleanerManufacturing Environment

A clean, organized, and safe production environment is a critical pillar of Smart Manufacturing. Beyond aesthetics, a well-maintained facility directly impacts operational efficiency, product quality, and worker's safety. Clean manufacturing environments helps to reduces health risks for workers, improves machine performance, and minimizes contamination or defects in finished products, and enhance overall productivity. This is achieved through efficient waste management systems, regular machine maintenance, adoption of eco-friendly materials & processes and compliance with health, safety, and environmental standards. A clean and well-managed production environment not only reduces downtime but also supports sustainable and responsible manufacturing practices.

c) Recycling and Reuse of Waste Materials

Smart Manufacturing emphasizes the transformation of waste into value through structured recycling and reuse systems. Rather than discarding by-products and scrap materials, manufacturers can leverage smart systems to reintroduce these materials into the production cycle. Key benefits of this approach include reduced raw material costs, lower environmental impact, improved sustainability performance and enhanced corporate reputation and compliance. By embedding circular practices into operations, manufacturers can achieve both cost efficiency and environmental stewardship.

d) Intelligent and Adaptive Factories

At the heart of Smart Manufacturing is the evolution of traditional factories into intelligent, data-driven systems that can adapt to changing demands. These smart factories use sensors, automation, and digital systems to monitor operations in real time and respond automatically. These intelligent factories enable manufacturers to respond swiftly to market fluctuations, optimize production planning and scheduling, predict and prevent equipment failures before they occur (predictive maintenance) and improve decision-making through real-time data insights. This level of adaptability ensures that organizations remain agile, competitive, and resilient in an increasingly dynamic industrial landscape.

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KEY TECHNOLOGIES DRIVING SMART MANUFACTURING

The success of Smart Manufacturing is largely dependent on the integration of advanced digital technologies that enable intelligent decision-making, operational efficiency, and production flexibility. These technologies work together to transform traditional manufacturing systems into connected, efficient, adaptive, and data-driven ecosystems. Here are few points to note:

1. Industrial Internet of Things (IIoT):

The Internet of Things (IoT) refers to a network of interconnected devices that communicate and share data while the Industrial Internet of Things (IIoT) is its application within industrial and manufacturing environments, where machines, sensors and systems are digitally connected to optimize operational performance. IIoT enables manufacturers to gain real-time visibility into production processes, allowing for improved decision-making, predictive maintenance, and more efficient supply chain management. By continuously collecting and analyzing data, organizations can optimize equipment performance, reduce downtown, and enhance overall productivity. Key capabilities of IIoT include, embedding machines with sensors to capture real-time operational data, monitoring critical parameters such as performance, temperature, vibration, and downtime, enabling predictive maintenance to prevent unexpected equipment failure, and providing actionable insights to improve efficiency and resource utilization. Overall, IIoT serves as a foundational technology in Smart Manufacturing, transforming traditional operations into connected, data-driven systems.

2. Artificial Intelligence (AI) & Machine Learning (ML):

Artificial Intelligence (AI) refers to the simulation of human intelligence in machines, enabling systems to perform tasks that typically require human reasoning, analysis, and decision-making. While Machine Learning (ML) is a subset of AI that enables systems to learn from historical and real-time data, identify patterns, and continuously improve performance over time without being explicitly programmed for every scenario. In Smart Manufacturing, AI and ML play a crucial role in converting raw operational data into actionable insights that support better decision-making. By processing large and complex datasets generated across machines, production lines, and supply chains, AI-powered tools can identify patterns, detect anomalies, and provide predictive recommendations. These capabilities help manufacturers improve efficiency, reduce operational risks, and enhance product quality. Key applications in manufacturing includes predicting equipment failures through predictive maintenance, optimizing quality control through intelligent inspection systems, improving demand forecasting and inventory planning, and reducing waste and energy consumption. As AI continuously learn from new data, their ability to support operational improvement becomes increasingly valuable across the manufacturing environment.

3. Big Data & Analytics:

Data-driven technologies form the backbone of Smart Manufacturing. Modern manufacturing systems rely heavily on data collected from machines, production lines, supply chains, and customer interactions. Large volumes of complex and diverse manufacturing data are generated daily, including: - machine performance data, production rates, energy consumption records, maintenance logs and quality assurance metrics. This data must be captured, processed, and analyzed to improve performance and competitiveness. Big data in manufacturing provides the intelligence required to move from reactive operations to proactive management. By processing and analyzing this data, manufacturers can Identify trends, monitor efficiency, and improve process control. Big Data Analytics enable organizations to process large volume of operational data, identify production inefficiencies, reduce downtime and maintenance costs, improve product quality and support faster, evidence-based decisions. In essence, big data serves as the fuel that powers intelligent manufacturing systems. The ability to convert data into strategic insight allows manufacturers to improve both short-term performance and long-term planning.

4. Cloud & Edge Computing:

Cloud and edge computing technologies provides the digital infrastructure required for data storage, processing, and accessibility. Cloud computing offers centralized and scalable storage and analytics capabilities over the internet, enabling organizations to access data and insights from any location while Edge computing, on the other hand, complements cloud technology by processing data closer to the source, directly at or near the machines and sensors, thereby reducing latency, enabling faster response times, and real-time operational control. Key functions include:

- **Cloud:** centralized data storage, advanced analytics, and remote accessibility
- **Edge:** real-time processing near production equipment.

This combination allows manufacturers to balance speed, flexibility, and cost-effectiveness.

5. Digital Twins:

A digital twin is a virtual representation of a physical asset, machine, process or entire manufacturing system that simulates its behavior and performance in real-time. By integrating live data from the factory floor, digital twins allow organizations to simulate, monitor, and optimize operations before making physical changes. Digital twins support manufacturers by creating virtual replicas of physical systems, simulating operational scenarios, identifying potential issues before failure occurs, supporting testing and process optimization and enabling predictive adjustments and remote maintenance. By identifying issues before they occur physically, this technology helps organizations improve reliability, reduce risk and enhance operational efficiency.

6. Advanced Robotics & Automation:

Advanced robotics and automation involve the use of intelligent machines (robots) capable of operating autonomously or in collaboration with human workers (cobots). These systems are designed to execute repetitive, high-precision, and flexibility in production processes while reducing exposure to hazardous tasks with speed and consistency thereby improving safety and efficiency. Application of this technology include autonomous or semi-autonomous machines, robotic arms on assembly lines, automated packaging systems and collaborative robots(cobots) working alongside employees. This technology significantly improves: - production efficiency, workplace safety, operational flexibility, and consistency in output quality. It also enables rapid reconfiguration of production lines to meet changing market needs.

7. Additive Manufacturing (3D Printing):

Additive Manufacturing, commonly known as 3D printing, is the process of creating three-dimensional objects from digital designs by adding materials layer by layer. This technology supports faster product development and more flexible manufacturing. Its benefits include rapid prototyping, mass customization of products, on-demand production, reduced material waste and shorter lead times for complex components. For manufacturers, additive manufacturing offers great design freedom and faster innovation cycles. It is particularly useful in sectors requiring customized parts, prototype development, and small-batch specialized production.

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8. Blockchain Technology:

Blockchain technology is increasingly being adopted to improve transparency, reachability, traceability, and security across manufacturing value chains. By creating immutable and tamper-proof digital records, blockchain help organizations verify transactions and track materials from source to final delivery. Blockchain supports Smart Manufacturing by enhancing supply chain transparency, improving product traceability, strengthening data security, reducing fraud and counterfeiting, enhancing automated transaction through smart contracts. This technology is particularly valuable in industries where trust, compliance, and provenance are critical. This technology is particularly valuable in improving trust, compliance, and accountability across supply chains.

Conclusively, it is evident that Smart manufacturing is no longer optional but increasingly important, given its numerous operational and strategic benefits to the manufacturing sector.

In the second edition, the discussion will delve deeper into practical dimensions of Smart Manufacturing, including;

- What Smart Manufacturing means in practice,
- Sector-specific opportunities,
- Barriers to its adoption,
- The risk dimension, and
- The benefit of Smart Manufacturing.

While the third and concluding edition will focus on:

- The Nigerian manufacturing reality, with special focus on Small Medium Industries (SMIs)
- A practical adoption roadmap for industries
- What successful Smart Manufacturing looks like in Nigeria and
- The future of Smart Manufacturing in Nigeria, Africa & global industrial landscape.

Through these series, the Unit seeks to provide a practical, balanced, and forward-looking perspective on how Smart Manufacturing can support industrial growth, resilience, and competitiveness in an increasingly digital world.

COLLEAGUES CELEBRATE NKECHINYERE MBA'S YEARS OF DEDICATED SERVICE

After years of dedicated service to the Manufacturers Association of Nigeria (MAN), Mrs. Nkechinyere Mba has retired from active service, closing a distinguished chapter in the Association's corporate communications and publications.

Mrs. Mba retired in March 2026 as General Manager, Publications, after serving the Association with professionalism, diligence, and commitment in several roles over the years. Throughout her career, she contributed significantly to documenting MAN's activities, strengthening its publications, and supporting the Association's advocacy through clear and impactful communication.

Members of staff in a group photo with Ms. Nkechinyere Mba during her surprise retirement celebration at MAN Headquarters, Lagos.

Known for her calm disposition, attention to detail, and steady work ethic, she played a key role in producing many of the publications that have communicated MAN's policy positions, industry perspectives, and institutional milestones to members and stakeholders. Her quiet leadership and collaborative approach earned her the respect of colleagues across the Association.

Ahead of her retirement, colleagues organised an informal gathering to celebrate her years of service and express their appreciation for her contributions. The occasion provided an opportunity to reflect on her career and the positive impact she made, both through her work and her relationships with those around her.

During the gathering, colleagues shared heartfelt tributes, recalling her professionalism, humility, and willingness to support others. Many acknowledged her dedication to excellence and the lasting imprint she has left on the Association's publications and institutional memory.

As she begins a new phase of life, members of the Corporate Service Division express their appreciation for Mrs. Mba's years of meritorious service and wish her good health, fulfilment, and every success in the years ahead.

POSITION OF THE MANUFACTURERS ASSOCIATION OF NIGERIA ON THE INFLATION RATE FOR MAY 2026

1.0 INTRODUCTION

Nigeria's inflation rate rose for the third consecutive month in May 2026, reaching 15.93%, the highest since November 2025. Food inflation increased to 17.8% from 16.6% in April, while transport costs rose to 17.1% from 16%, partly due to fuel price shocks from the US-Iran war. Nigeria's inflation remains significantly above the Sub-Saharan African average and is higher than that of peer economies such as Ghana (3.7%) and Kenya (6.7%) for the same period.

2.0 CONCERNS OF THE MANUFACTURING SECTOR

MAN is deeply concerned about the renewed surge in inflation following the decline that began in October 2025. This increase has reversed earlier gains from exchange-rate stability and improved harvests, which had eased food price pressures. The recent rise highlights the fragility of previous progress. Persistent double-digit inflation is driven by exchange rate volatility, insecurity in agricultural and industrial areas, high energy and transport costs, supply chain disruptions, and inadequate infrastructure. Addressing these challenges is essential for macroeconomic stability, improved industrial performance, and sustained economic growth.

Sustained double-digit inflation raises production costs, erodes consumer purchasing power, reduces competitiveness, increases unsold inventories, and compresses profit margins. The government must address rising operational costs, insecurity, and inadequate and high-cost infrastructure, which continue to hinder productivity nationwide.

Current trends suggest more manufacturers may be forced to scale down or close operations due to supply chain vulnerabilities, higher import costs, reduced competitiveness, lower output, diminished profit margins, and financial instability resulting from ongoing double-digit inflation. Elevated and volatile inflation will continue to deter investment in manufacturing and discourage spending on technology, capacity building, and workforce development. This undermines efforts toward sustainable industrial growth.

3.0 RECOMMENDATIONS

To address inflation, the government should implement the following recommendations to provide immediate relief and support long-term improvements in manufacturing:

- Allocate resources to fully implement agricultural, industrial, and investment policies and incentive programs that enhance food security and attract direct investment in developing and producing local raw materials. This is essential given frequent global supply chain disruptions caused by geopolitical conflicts.
- Prioritise enhanced security in agricultural and industrial areas, strategic infrastructure development, the rehabilitation of refineries to reduce reliance on fuel imports, and ensure manufacturers have access to long-term financing at concessionary interest rates.
- Direct PEBEC to review and restructure the ease-of-doing-business framework to enhance transparency, reduce bureaucracy, and lower the cost of doing business in Nigeria.
- Implore CBN to establish a dedicated FX window, introduce import duty exemptions for non-locally available raw materials, spare parts, and essential machinery, and encourage commercial banks to prioritise lending to manufacturers at single-digit concessionary interest rates by reducing the benchmark rate.
- Create special development finance windows for manufacturers to access long-term loans at 7-9% interest for at least 10 years, supporting productivity growth and refinancing of high-interest commercial bank loans.
- Request FMITI and BPP to collaborate with MAN to design a comprehensive implementation and monitoring framework for the Nigeria First Policy. This framework should define clear KPIs, outline adaptive action plans, establish a platform for transparent and regular reporting, and set accountability measures for all stakeholders to ensure measurable progress and lasting impact.
- Categorise manufacturers as strategic gas users to eliminate the price gap between manufacturers and electricity generation companies. NERC should require all DisCos to conduct comprehensive cost verification to determine the true cost-reflective tariff.

Marry politics with the economy by prioritising governance during this electioneering period to ensure public spending is targeted at key enablers of cost reduction, local patronage and national productivity

MAN EQUIPS NEW MEMBERS WITH PRACTICAL GUIDE TO ASSOCIATION SERVICES

The Manufacturers Association of Nigeria (MAN) organised a one-day strategic webinar to familiarise new members with the Association's structure, services, and advocacy mechanisms, reinforcing its commitment to improving member engagement and ensuring the timely resolution of business concerns.

Organised by the Membership Satisfaction and Monitoring Unit, the onboarding programme was designed to help members understand how the Association operates, identify the appropriate channels for addressing business challenges, and maximise the benefits of their membership.

In his welcome address, the Director-General of MAN, Mr. Segun Ajayi-Kadir, mni, reaffirmed the Association's commitment to delivering value through effective advocacy, policy engagement, and member-focused services. He encouraged participants to take full advantage of the Association's expertise and actively engage with its programmes and initiatives.

The webinar featured presentations from key divisions and subsidiaries of MAN, providing participants with a comprehensive overview of the Association's operations. Sessions covered MAN's governance structure, policy advocacy framework, economic research, membership services, regulatory engagement, strategic communications and liaison with government institutions.

Participants also gained insights into the work of the Sectoral and Regulatory Affairs Division, which represents members across the Association's sectoral groups and interfaces with regulators on industry issues. The Manufacturers Resource Centre highlighted the business support services available to members, including capacity development, technology support and market expansion initiatives.

Representatives of the Manufacturers Power Development Company Limited (MPDCL) outlined available energy support services, including guidance on net metering applications and assistance in addressing industry-related energy challenges.

Earlier, the General Manager, Membership Satisfaction and Monitoring Unit, Mrs. Ego Ibebulam, welcomed participants and explained that the webinar forms part of the Association's efforts to strengthen member satisfaction by improving awareness of MAN's services and facilitating quicker resolution of members' concerns through the appropriate channels.

The interactive session provided participants with the opportunity to engage directly with officials, seek clarification on operational issues, and gain a better understanding of the resources available to support their businesses.

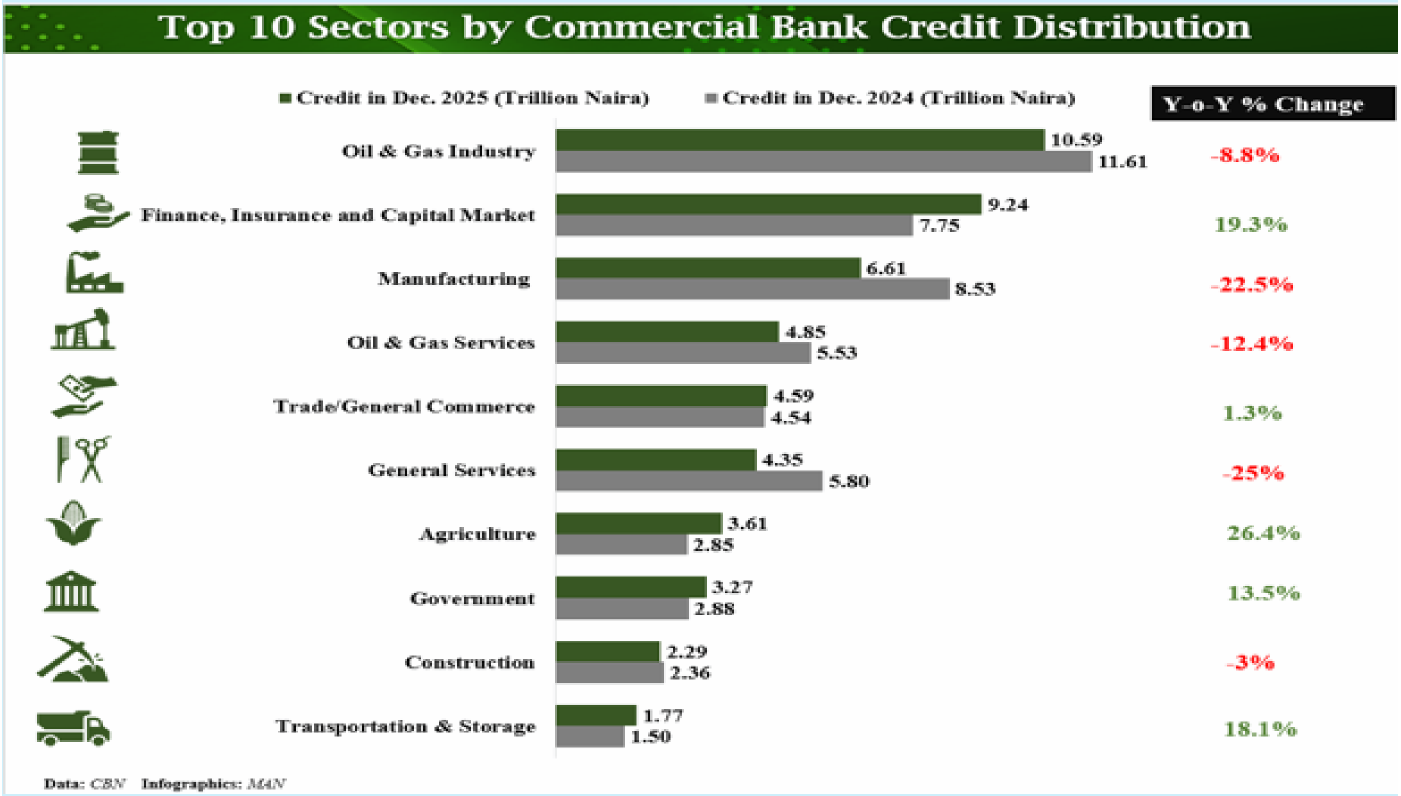
The webinar underscores MAN's continued commitment to equipping members with the knowledge and institutional support required to navigate Nigeria's business environment while strengthening the Association's role as the leading voice of the manufacturing sector.

MAN EXPRESS CONCERNS ON THE SHARP DECLINE IN CREDIT TO THE MANUFACTURING SECTOR

1.0 INTRODUCTION

Available data revealed that commercial bank credit allocation to manufacturing contracted by ₦1.92 trillion from ₦8.53 trillion in December 2024 to ₦6.61 trillion in December 2025. This represents a significant year-on-year contraction of -22.5%, which is particularly disturbing, given that manufacturing recorded one of the largest credit contractions among the top sectors, surpassed only by the General Services sector at -25%.

- This steep decline leaves manufacturing lagging far behind the extractive Oil & Gas Industry (₦10.59 trillion) and a booming Finance sector (₦9.24 trillion), demonstrating a systemic preference for speculative and rent-seeking activities over tangible productivity.
- The 22.5% credit squeeze of ₦1.92 trillion from the manufacturing sector stands in unflattering contrast to contemporary global peers in 2025. For instance, India's bank credit to industry grew by a robust 9.6% year-on-year by late 2025 as part of a deliberate 15% industrial credit expansion, while Vietnam aggressively projected a 19% to 20% credit growth target for 2025 to intentionally fuel its processing and manufacturing engines.
- Clearly, the Nigerian manufacturing sector cannot thrive without sustainable and growing financial foundations. The reduction in credit access could further limit capacity utilization, stall technological upgrades and hinder job creation. For the wider economy, reducing financial support to manufacturing could slow down vital diversification efforts, leaving the nation more vulnerable to external commodity shocks and supply-driven inflation.



This chart portrays concerning evidence of severe financial constraint besetting the Nigerian manufacturing sector.

2.0 Major Factors Responsible for Lower Access to Credit

A review of recent economic data, industry reports and insights from key operators reveals that the contracted distribution of credit to manufacturing is rooted in a toxic combination of prohibitive interest rates, structural bureaucracy and policy misalignment.

2.1 The Prohibitive Interest Rates

- The primary barrier between manufacturers and financial bank liquidity is the exorbitant cost of borrowing. While the CBN has recently made slight policy adjustments by trimming the Monetary Policy Rate (MPR) to 26.5% to signal disinflation, commercial lending rates remain actively hostile to manufacturing sector expansion.
- As of May 2026, manufacturers' costs of borrowing remain exploitatively high at an average of 27% prime lending rates and 35.6% maximum lending rates in major commercial banks. Creating an environment where borrowing for long-term manufacturing capital expenditure is financially unviable.

2.2 Elevated Cash Reserve Requirements & Risk Aversion of Commercial Banks

- The CBN maintained a stringent Cash Reserve Ratio of up to 45%–50% for commercial banks. This policy effectively constrained a large portion of loanable banking liquidity.

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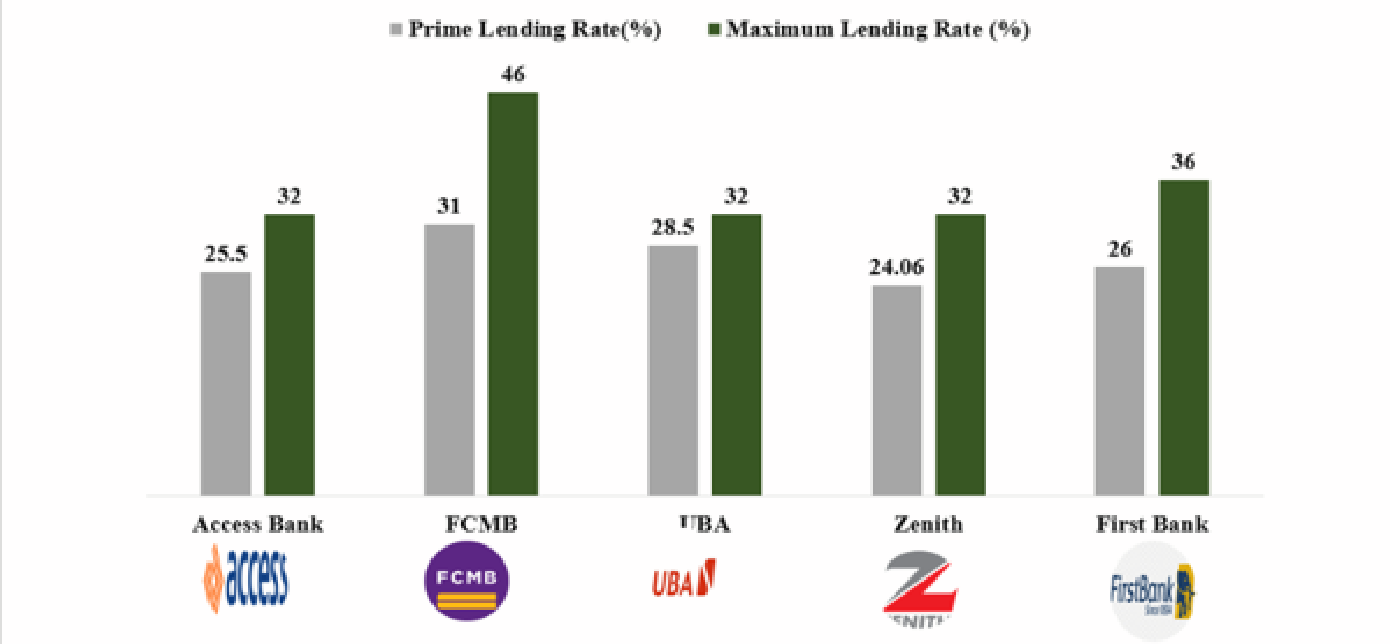
- Another factor is the systemic risk aversion of commercial banks. A critical flaw in the architecture of government interventions is the reliance on commercial banks to act as Participating Financial Institutions (PFIs). The CBN provides the liquidity at lower rates, but PFIs assume the credit risk.

Top Banks and Lending Rates for Manufacturers



Data: *CBN (as @ May 22, 2026)* **Infographics:** *MAN*

- Consequently, commercial banks impose their standard, risk-averse commercial criteria on these developmental funds. Manufacturers are subsequently asked to provide collateral and meet equity contributions that they cannot afford.
- Therefore, while the funds exist to help struggling manufacturers, they can only be accessed by large companies that are already highly liquid and secure.

2.3 Non-implementation of the ₦1 Trillion Manufacturing Stabilization Plan

- The persistent non-implementation of the ₦1 trillion Manufacturing Stabilization Fund, despite its prominent inclusion in the Accelerated Stabilization and Advancement Plan (ASAP) since 2024, remains an issue of promise not kept for the manufacturing sector. For two years, we have awaited this fund to ameliorate the credit crunch in the sector and to cushion the impact of the twin shocks of currency devaluation and astronomical energy costs. There appears to be no visible effort at delivering on that score.
- This delay is worrisome. It has left genuine manufacturers to navigate over 30% interest rate environment without the promised fiscal cushion.
- As factories continue to scale down operations or exit the business altogether, the gap between policy promises and the actual disbursement is symptomatic of an implementation deficit that continues to stifle Nigeria's industrial potential.

2.4 The CBN's Policy Shift to Halt Direct Development Financing

- The steep 22.5% contraction in manufacturing credit could also be linked to the Central Bank of Nigeria's (CBN) policy decision to halt its direct development finance interventions. By suspending

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new applications for real-sector support windows like the Real Sector Support Fund (RSSF), the monetary authority has abruptly cut off manufacturers from vital single-digit concessionary capital.

- This forces industrialists into a hostile open market where commercial lending rates soar past 35%. In an attempt to tame inflation by mopping up excess liquidity, this strategy inadvertently starves the supply side of the economy, leaving the nation structurally incapable of producing its way out of inflationary pressures.
- Furthermore, the abrupt withdrawal of the central bank's de-risking buffers has drastically amplified commercial bank risk aversion. With the entire credit-risk burden now resting on Participating Financial Institutions (PFIs), lenders have actively redirected capital away from long-term factory investments toward short-term, high-yield financial trades.
- To compound the crisis, the CBN's strategy of outsourcing development financing exclusively to specialized Development Finance Institutions (DFIs), such as the Bank of Industry (BOI), creates a severe institutional transmission deficit. As these undercapitalized DFIs lack the sovereign liquidity-generation capacity of the central bank, this structural mismatch guarantees that Nigeria's manufacturing frontline remains permanently starved of operational capital.

3.0 Critical Implications of the Manufacturing Credit Contraction

The steep -22.5% year-on-year contraction in commercial credit allocation to manufacturing creates severe bottlenecks across the entire sector. Based on financial data and operational insights from the field, here are the five primary macroeconomic implications of this credit squeeze:

3.1 Suppression of Manufacturing Capacity Utilization

With commercial borrowing costs remaining actively hostile at an average of 24.4% prime lending rates and 33.8% maximum lending rates, long-term capital investments are unviable. Starving factories of

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affordable credit blocks technology upgrades and prevents operators from maintaining optimal capacity utilization or expanding local manufacturing plants. *It is practically impossible to build a 21st-century industrial economy when forcing factories to fund their capital footprint through 19th-century primitive capital constraints.*

3.2 Structural Stagnation of Sectoral Contribution to National GDP

The sharp decline in credit to manufacturing can severely dampen the sector's output, causing its contribution to real Gross Domestic Product (GDP) to remain structurally hobbled below the 10% mark, hovering tightly at 9.57%. When financing is eclipsed by less labour-intensive or highly speculative sectors, real economic growth becomes deeply uneven and fragile. *Any economy that cannot drive its manufacturing contribution to GDP past a single-digit threshold is merely operating a glorified trading outpost, not building a production powerhouse.*

3.3 Escalation of Workforce Downsizing and Structural Unemployment

A credit reduction of this scale forces the manufacturing firms into defensive, structural survival mode. Deprived of liquid operational funding to cope with high energy costs and currency fluctuation, domestic factories are pushed to systematically downsize or exit the market entirely.

3.4 Exacerbation of Supply-Side Inflation and Foreign Exchange (FX) Strain

When domestic manufacturing is starved of necessary financial grease, local productivity drops, making it impossible for internal supply chains to satisfy aggregate domestic demand. This supply shortfall directly triggers supply-side inflation and aggressively leaves the nation dependent on expensive imported finished goods, heavily draining external foreign exchange reserves. *A nation that fails to deliberately finance its domestic production is condemned to continuously export its wealth and consistently import inflation and poverty.*

3.5 Possibly Paralysis of the 2025 Nigeria Industrial Policy (NIP)

A persistent credit squeeze can directly sabotage the successful execution of the 2025 Nigeria Industrial Policy (NIP). The NIP is strategically designed to boost industrial productivity, enhance global competitiveness and drive massive job creation through dedicated financing frameworks, including proposed development funds and cluster financing. However, the success of such a sweeping industrial policy is entirely dependent on a functional financial transmission mechanism. If the banking ecosystem maintains severe risk aversion and prohibitively high lending rates, the promised capital cannot flow from government blueprints to the factory floor.

Without accessible, single-digit credit that supports domestic manufacturers to execute capital expenditures and modernizing operations, the NIP's ambitious targets for economic diversification and industrial revitalization become practically unfunded and unrealizable mandates. *A visionary industrial policy without a functioning credit transmission mechanism will amount to a well-drafted but comatose aspirational policy. It is practically impossible to kickstart a manufacturing revolution without actively financing the factories tasked with building it.*

4.0 The Way Forward

MAN has consistently maintained that the current funding framework is unfit for purpose. According to the Manufacturing State of Affairs 2025 report, without a dedicated, shielded financial mechanism, the sector cannot operate competitively. Therefore, key industry demands to rectify the funding failure include:

- Further reduce the benchmark interest rate by at least 200–300 basis points over the next two quarters to improve credit affordability for manufacturers,
- Reduce the Cash Reserve Ratio (CRR) for commercial banks that allocate at least 40% of their lending portfolio to manufacturers at single-digit interest rates.
- Increase the capital base of the Bank of Industry (BOI) to meet direct credit demands, bypassing the stringent commercial bank PFIs where possible.
- Expand the Bank of Industry (BoI) intervention fund to allow manufacturers to refinance high-interest commercial bank loans at a fixed 7–9% rate for a minimum of 10 years.
- Operationalize a 50% government-backed guarantee for commercial bank loans extended to Small and Medium Industries (SMIs) involved in value-added processing.
- Communicate the implementation status and enforce the release of the ₦1 Trillion Manufacturing Stabilization Fund.
- Transfer the management of the Manufacturing Stabilization Fund to the Bank of Industry (BOI) with a mandate for a 9% interest rate cap and a strict 7-day processing timeline for verified manufacturers.

5.0 Conclusion

- The persistent financial starvation of Nigerian manufacturing stems not from an absolute scarcity of national capital, but from a fundamental breakdown in policy alignment and distribution architecture. Deploying developmental funds through flawed commercial banking channels that prioritize short-term profitability and rigid collateral over long-term industrial viability inherently neutralizes their economic intent.
- In an environment destabilized by a high rate of foreign exchange and volatility (though less severe) and commercial lending rates soaring past 30%, these interventions do not catalyse real-sector growth. They have shown that allocating liquidity through a flawed mechanism does not help industrialization.
- To reverse this structural stagnation and unlock the sector's potential, Nigeria must radically decouple developmental credit from the risk-averse restrictions of standard commercial banking frameworks.
- Outsourcing the financial survival of the manufacturing sector to undercapitalized development banks while the monetary system locks its primary liquidity vault is a structural mismatch that guarantees our productive frontline remains permanently starved of capital.
- Crucially, we earnestly implore the Central Bank to pivot away from measures that suffocate the manufacturing sector with affordable credit, while attempting to cure structural inflation. This will ensure that we do not inadvertently deepen the domestic supply-side deficits that drive prices upward in the first place.
- Government should demonstrate its commitment to economic diversification by establishing independent, transparently managed transmission channels capable of delivering genuine, single-digit interest rates directly to domestic manufacturers.
- The government should conduct an urgent manufacturing sector audit to ascertain the impact of the major reforms under this administration on the sector.
- Until policy promises are structurally insulated from hostile commercial loan criteria and translated into accessible capital, Nigeria's ambition to transform into a competitive manufacturing powerhouse will remain permanently stalled.

MAN CHARGES MEMBERS TO EMBRACE STRATEGIC SUSTAINABILITY FOR LONG-TERM COMPETITIVENESS

As part of its continued commitment to promoting environmentally responsible industrial development, the Manufacturers Association of Nigeria (MAN) held its Second Quarter Environment and Green Manufacturing Dialogue Session for 2026 on Tuesday, June 16, 2026. The virtual webinar, themed "Strategic Sustainability for Nigerian Manufacturers: Leveraging Green Manufacturing, ESG Reporting, and Sustainable Finance for Long-Term Growth," brought together manufacturers, regulators, financial institutions, sustainability professionals and other industry stakeholders to explore practical pathways for integrating sustainability into manufacturing operations.

In his welcome address, the Director General of MAN, Mr. Segun Ajayi-Kadir, mni, emphasized that sustainability has evolved from being a corporate responsibility initiative to becoming a strategic business imperative capable of driving competitiveness, resilience and long-term industrial growth.

According to him, while global sustainability conversations continue to gather momentum, Nigeria's manufacturing sector must chart a pathway that reflects its unique operating realities.

He noted that Nigerian manufacturers continue to grapple with significant challenges, including infrastructural deficiencies, high production costs, regulatory complexities and difficult socio-economic conditions. These realities, he explained, require practical sustainability solutions tailored to the local business environment rather than the wholesale adoption of models developed for advanced economies.

"The Nigerian manufacturing narrative cannot be exactly the same as those of the more developed countries. Within our peculiar challenges lies an opportunity to develop a distinctly Nigerian pathway to sustainability," he stated.

The Director General stressed that sustainable finance presents a major opportunity for manufacturers to transform sustainability initiatives into business value. He encouraged participants to see Environmental, Social and Governance (ESG) compliance not as an additional regulatory burden but as a gateway to responsible investment, improved access to finance, cleaner technologies, enhanced operational efficiency and stronger competitiveness.

He further charged participants to leverage the knowledge shared during the webinar to develop practical frameworks that strengthen business resilience while contributing meaningfully to Nigeria's industrial and economic development.

The Guest Speaker, Dr. (Lady) Cheta Nwabuike, FCIS, M.CIoD, CCP, PISEP, an accomplished governance, compliance and sustainability professional with over twenty-five years of industry experience, provided comprehensive insights into how manufacturers can strategically integrate sustainability into their business models.

She explained that corporate sustainability is no longer driven solely by regulatory compliance or corporate image, but has become central to long-term value creation, investment attractiveness and business resilience. According to her, sustainability involves integrating environmental, social and governance (ESG) considerations into core business strategy to achieve long-term profitability while safeguarding people and the environment.

Dr. Nwabuike observed that Nigerian manufacturers are currently operating in an increasingly complex business landscape characterized by energy insecurity, exchange rate volatility, rising production costs, climate-related disruptions, inflationary pressures and evolving global market requirements. These factors, she noted, make sustainability not merely desirable but essential for business survival and future growth.

She described strategic sustainability as the evolution from the traditional business model of focusing solely on **profit to one that simultaneously delivers value for profit, people, the planet and sound governance.** Such an approach, she explained, enhances operational resilience, mitigates risks, creates competitive advantage and drives sustainable profitability.

Speaking on green manufacturing, Dr. Nwabuike explained that it goes far beyond reducing emissions or managing waste. Rather, it represents the convergence of environmental stewardship, social responsibility, economic resilience and effective corporate governance to deliver sustainable business value.

She identified several key areas manufacturers should prioritise, including energy efficiency, renewable energy adoption, carbon reduction initiatives, waste minimisation, circular economy practices, water conservation, responsible supply chain management, employee wellbeing, skills development, product safety, board oversight, ethics, risk management, cybersecurity and ESG reporting.

The keynote speaker also highlighted the growing importance of ESG compliance within Nigeria and globally. She explained that emerging sustainability disclosure standards, including the Financial Reporting Council's roadmap for IFRS Sustainability Disclosure Standards (IFRS S1 and S2), alongside initiatives by the Securities and Exchange Commission (SEC) and the Central Bank of Nigeria (CBN), are reshaping corporate reporting and financing requirements.

Beyond local regulations, she observed that international frameworks such as the EU Carbon Border Adjustment Mechanism (CBAM), EU Deforestation Regulation, AfCFTA sustainability expectations and evolving human rights due diligence requirements are increasingly influencing export competitiveness for Nigerian manufacturers.

According to Dr. Nwabuike, organisations seeking sustainable finance must demonstrate ESG readiness through measurable performance, sound governance structures and transparent sustainability reporting.

She explained that sustainable finance extends beyond conventional funding by incorporating environmental, social and governance considerations into investment and lending decisions. Available financing options include green loans, sustainability-linked loans, green bonds, ESG investment funds and climate finance.

To improve access to such financing, manufacturers were encouraged to develop clear sustainability strategies, establish reliable ESG data systems, implement bankable green projects, strengthen governance structures, improve financial transparency, align with international sustainability standards and demonstrate climate resilience.

Dr. Nwabuike cautioned organisations against "greenwashing"—the practice of overstating sustainability achievements or making unsupported environmental claims. She stressed that credible sustainability reporting must be transparent, evidence-based and supported by accurate data and, where appropriate, independent verification.

Offering practical recommendations for the future, she advocated a pragmatic approach to sustainability that prioritises industrial growth while improving resource efficiency. She encouraged manufacturers to reduce diesel dependence through renewable energy and gas alternatives, invest in cleaner technologies that lower production costs, adopt circular economy principles, strengthen local sourcing strategies and utilise ESG reporting as a strategic tool for accessing finance and expanding export opportunities.

She also recommended greater collaboration among manufacturers through cluster-based infrastructure models such as shared industrial microgrids, captive gas networks and collective waste management systems to improve operational efficiency and reduce costs.

In her closing remarks, the Ag. Head, Corporate Services Division/Head , Environment and Green Manufacturing Unit of MAN, Mrs. Victoria Onuoha,mnipr said that the quarterly Dialogue Session is to reaffirm MAN's commitment to equipping its members with practical knowledge and strategic guidance to navigate emerging sustainability trends while enhancing the competitiveness of Nigeria's manufacturing sector.

She noted that, as global markets continue to prioritize responsible business practices, the Association remains committed to supporting its members in building resilient, innovative and globally competitive industries that contribute meaningfully to Nigeria's sustainable industrial development.

MAN-GEF-UNIDO DELEGATION ON STRATEGIC CLEAN ENERGY STUDY TOUR TO AUSTRIA

PHOTO NEWS

Dr. Cheta Nwabuike receives a plaque from Mrs. Victoria Onuoha, mnipr, Acting Head of Corporate Services Division, with Mrs. Ifeoma Ochia (left) and Mr. Salami Musa (right).

L–R: Mrs. Ijeoma Ezeaso; Otunba Nureni Opaleye; Prof. Christian Madu; Mr. Segun Ajayi-Kadir, mni, Director-General, MAN; Dr. Jude Eluma; Dr. Buba Shanu; Dr. Stella Nwaeze-Akpa; Ms. Oluchi Odimuko, Assistant Director, Sector and Regulatory Affairs, MAN; and Mr. Paul Adedeji, Executive, Chemical and Pharmaceutical Sectoral Group, MAN, during a courtesy visit by the Responsible Chemical Care Practitioners Association (RESCON) to the Director-General of the Manufacturers Association of Nigeria (MAN) on May 8, 2026, at MAN House, Ikeja.

MANUFACTURERS RESOURCE CENTRE 2026 TRAINING CALENDAR

S/N	COURSE TITLE	DATE	COST	VENUE
1	ISO 45001 (Occupational Health and Safety)- Lead Implementer Course	April: 29th & 30th	N300,000	Virtual
2	Modern industrial effluent water treatment and water reuse	May: 12th & 13th	N200,000	MAN House
3	Packaging for Export Purposes	May: 25th & 26th	N200,000	MAN House
4	Environmental, Social, And Governance (ESG)	June: 9th & 10th	N350,000	MAN House
5	Use of bio-culture and cost savings in industrial wastewater management	June: 24th & 25th	N200,000	MAN House
6	Export Documentation, Process and Procedure	July: 8th & 9th	N200,000	MAN House
7	Improving production processes to reduce material losses and defects.	July: 23rd & 24th	N200,000	MAN House
8	Understanding and meeting sectorial regulations in industrial water and wastewater treatment.	August: 4th & 5th	N200,000	MAN House
9	Sourcing And Aggregating Goods for Merchant Exporters	August: 19th & 20th	N200,000	MAN House
10	In house processing of water for QAC laboratory use – Practical training and use equipment	Sept: 8th & 9th	N200,000	MAN House
11	Work Ethics and Organizational Productivity	Sept: 23rd & 24th	N200,000	MAN House
12	Modern methods of industrial water treatment for operational cost reduction	Oct: 7th & 8th	N200,000	MAN House
13	Industrial Safety Training Workshop	Oct: 28th & 29th	N200,000	MAN House
14	ISO 22000 (Food Safety Management Systems)- Lead Implementer Certification Course.	Nov: 18th & 19th	N300,000	Virtual

Member companies are encouraged to take full advantage of our capacity-building training programs.
Kindly note that these and other courses can also be delivered as in-house trainings, scheduled at your convenience and hosted at your facility.

Contact Us:
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Email: mrc@manufacturersnigeria.org
Website: www.manufacturersnigeria.org

MAN ADMITS 38 NEW MEMBERS IN Q2 2026

The Manufacturers Association of Nigeria (MAN) at its last National Council meeting held june 24, 2026 admitted the following new members:

SN	COMPANY	ADDRESS	PRODUCT MANUFACTURED	BRANCH
1	CHOICE POLYSTYRENE LTD	Plot C22, Phase AA3, FCT Kuje, Abuja.	Expandable Polystyrene	Abuja
2	POLO-CICO FARMS & ESTATES LIMITED	Plot 3389, Arab Bwari Road, Kurudu Road, Bwari, Abuja.	Feed	Abuja
3	ZILCO LIMITED	Satelite Town, Amuwo-Odofin, Ijegun, Lagos.	Wheat Flour	Apapa
4	UNITYPORT INDUSTRIES VENTURES	9, Awodi Ora Industrial Estate, Mile 2, Lagos.	Snacks	Apapa
5	ZEN APPLIANCES LIMITED	No. 25, Abimbola Street, Lagos	Zen Chest Frerzers, Standing Oven, Gas Cookers etc	Apapa
6	VAVA FURNITURE NIGERIA LIMITED	Jehovah Witness Road, Bogijem Lagos.	Sofa, Kitchen Cabinet & Filament, Office Desk & Table	Apapa
7	WANXIANG INTERNATIONAL LIMITED	Railway Compound, Apapa Road, Lagos	Paying Blocks Caving	Apapa
8	STARIUM DETERGENT LIMITED	Ibeju, Lekki, Lagos.	Rafa Detergent	Apapa
9	HARBORA INDUSTRIES VENTURES LTD	IAL Place 16 Burma Road, Apapa, Lagos.	Diapers, Sanitary Pads	Apapa
10	INRELI LIMITED	No. 6, Waheed Akanni Street, Off Bayo Oyewale Street, Ago Palace Way, Okota, Lagos.	Single phase prepaid meters, Three phase prepaid meters	Apapa
11	ECWA PORTFOLIO AGRO-ALLIED LIMITED	Km. 2 Dan-Mnagu Road, Off Ecwa Club Junction, Jos, Plateau State.	Day old chicks (Hatching) Feedfs production.	Bauchi/Benue/Plateau
12	AGM ALUMINIUM AND ROOFING LIMITED	Km. 125 Okene-Auchi Benin Road, Auchi, Edo State.	Aluminium Roofing Sheets, Nail and Allied Products	Edo/Delta
13	SUN AGRO CHEMICALS COMPANY LTD	No. 10, Aujarowa Gezawa Local Government, Kano State.	Sunphasate	Kano
14	MAMUDA PACKAGING NIGERIA LIMITED	Challawa Industrial Area, Kano.	Flexible Packaging, Paper Packaging, Plastics etc	Kano
15	CENTURY CARE LIMITED	No. 27, Kundila Road, Bompai Industrial Area, Kano.	Gauze Bandages/Infusion Set	Kano
16	SARARI GLOBAL BUSINESS CONCEPT LTD	8 B&B Sharada Phase 1, Kano, Kano State.	Household Plastics	Kano
17	BADAWIYA PHARMACEUTICAL NIG LTD	No. 17, Dabuwawa Industrial Layout, Off Hadejia Road, Gezawa Local Government Area, Kano State.	Pharmaceutical Ingridents	Kano
18	TERRA AQUA ENVIRONMENTAL CONSULTANCY LTD	Fashogbon Bus Stop, Idi-Iroko Road, Ota, Ogun State.	Aluminium Ingots	Ogun
19	LINIS AQUA LIMITED	Plot 407090 Gidam Daji, Kaduna State.	Premium Table Water/Pure Water Sachet	Kaduna

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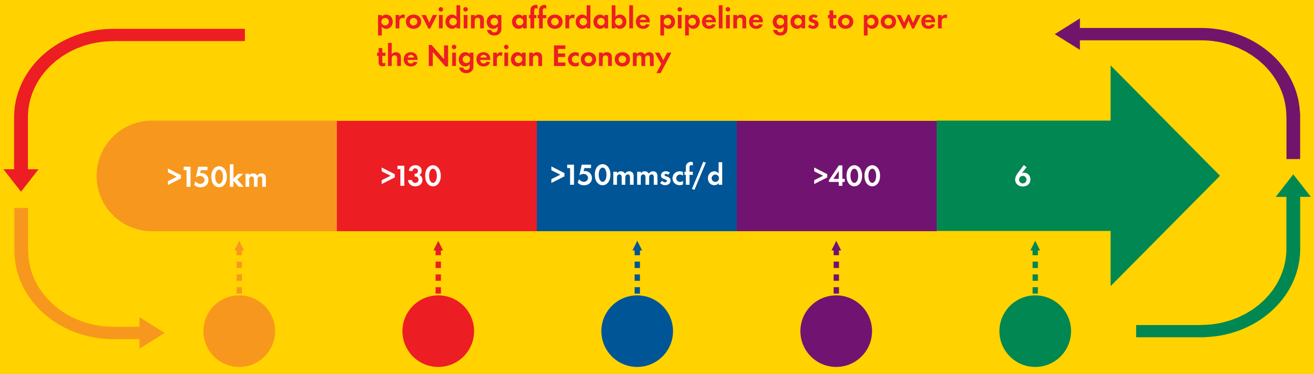
20	CHEETAH ROADSTER ELECTRIC AUTO NIG	Omitunium Altra Modern Market, Sawai, Along Amuloko/ Olorunsogo Road, Ibadan	CKD Alpha Cheeta Electric Tricycle/ Motorbike	Oyo/Osun/Ondo/Ekiti
21	VON LABORATORY INDUSTRIES LIMITED	Obodo-Oma Layout, Abba Village, Ifite-Enu, Nimo-Njikoka LGA, Anambra State.	Pharmaceutical Products	Anambra/Enugu/Ebonyi
22	BEAST PIPES NIG LIMITED	Onitsha/Enugu Expressway, Uguoba, Oji River LGA, Enugu State.	Pipes	Anambra/Enugu/Ebonyi
23	CITREXX WINERY LIMITED	Km. 8, Christopher Drive, Enugu/ Onitsha Expressway, Ngwo, udi LGA, Enugu State.	Water, Wine	Anambra/Enugu/Ebonyi
24	RAJRAB LIMITED	72/80, Coca Cola Road, Ilorin, Kwara State.	Oral Tablets, Oral Liquids/Syrups, Liquid Antiseptics	Kwara/Kogi
25	THE NIGERIAN SECURITY PRINTING AND MINTING PLC	160 Samuel Laooke Akintola Blud, Gark 1 FCT, Abuja.	Currency Banknotes, Security Documents, Digital Security Solutions	Abuja
26	ATLANTIC INDUSTRY ZONE NIGERIA LIMITED	Ajebami Dele Village, Ikorodu-Sagamu Road, Sagamu, Ogun State.	Aluminium Ingot	Ogun
27	WEST AFRICA ALUMINIUM INDUSTRIES LTD	Ajebami Dele Village, Ikorodu-Sagamu Road, Sagamu, Ogun State.	Alumiuium Sheet	Ognn
28	WANKAI INNOVATIVE MATERIALS LTD	Km. 32, Lagos/Ibadan Expressway, Sagamu, Ogun State.	Pets Bottles	Ogun
29	TEKNOTAL VENTURES	Km. 44, Lagos-Ibadan Expressway, Shagamu Int. Change, Sagamu, Ogun State.	Concrete Pole	Ogun
30	TOPWIDE CARE LIMITED	Topwide Avenue Flowergate Industrial Scheme, Sagamu Abeokuta Expressway, Ogun State.	Astro Delight Beauty Soap, Lovskin Body Lotion etc	Ogun
31	VIPAMAX INTERNATIONAL NIGERIA LIMITED	5B Acme Road, Ogba, Ikeja, Lagos.	Assembling of Motor Cycles	Ikeja
32	REALTIME OPERATIONS INTERNATIONAL LTD	No. 7, Adeola Ajayi Crescent, Aviation Estate, Lagos.	Interior Decorations/Agro Chemicals	Ikeja
33	FAVCHOICE INTERNATIONAL LIMITED	7, Adeola Ajayi Crescent, Aviation Estate, Mafoluko, Lagos.	Sanitary Ware/Skin Care, Soap & Detergent etc	Ikeja
34	SEAGATE SWIFT LINKS LIMITED	10, Felix Crescent, Street, Rogu Iju, Lagos.	Interior Decorations/ Chemicals for Producing cosmetics & Sink Care.	Ikeja
35	SANNI PHIL COY. LIMITED	Kings Hub Center, Agege Motor Road, Ladipo, Oshodi, Lagos.	Assembling of Electric Motorbike	Ikeja
36	SGX MOBILITY NIGERIA LIMITED	Plot 105/107 Nureni Yusuf Road, Ogunmola Bus Stop, Kola Alagbado, Lagos.	Electric Tricycle	Ikeja
37	UNIGROW INDUSTRIES LIMITED	Plot G, Block 2, NCIE Compound, Oshodi, Lagos.	Dry Blends for Paper for Textile abd Construction companies	Ikeja
38	PEKOMEDIC NIGERIA LIMITED	Plot G, Block 2, NCIE Compound, Oshodi, Lagos.	Detergent	Ikeja

Shell Nigeria Gas in Numbers

Our numbers represent our commitment to providing affordable pipeline gas to power the Nigerian Economy



>150km gas transmission and distribution network

>130 industrial and commercial customers

>150mmscf/d distribution capacity

>400 MW equivalent of gas to power

Abia, Bayelsa, Ogun, Oyo, Rivers, Lagos State +more to come

Shell ENERGY

Shell Nigeria Gas Limited