



Nigeria Sovereign Investment Authority (NSIA)

Presentation to the Governing Council at the National Economic Council Meeting (4th GCM)

by

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Managing Director & Chief Executive Officer

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Confidential

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- NSIA reported 5th straight year of profitability in all its funds with core profits (excluding FX translation gains) of N26.28 billion (\$88 million) for the year.
- Note that the NSIA operated most of the year with asset under management of mainly \$1.25 billion as the additional contribution of \$250 million was not received until the third quarter of 2017. Even though total assets under management was about \$1.25 billion for the most part, return on asset was up 6.60% in dollar terms.
- As the Authority is shifting focus to infrastructure and direct investments in Nigeria, returns will incubate longer and as a consequence, cash available for market driven investments have declined. This is largely the reason for the decline in profit total profits from N46.24 billion in 2016 to N26.28 billion in 2017.
- Breakdown of returns in 2017 by funds is as follows: Stabilisation Fund (3.05%); Future Generations Fund (8.60%); Nigeria Infrastructure Fund (6.20%).
- Key Highlights of 2017 for Nigeria Infrastructure Fund are as follows:
 - The **Nigeria Infrastructure Fund (NIF)** is implemented through three key pillars; direct investment, co-investments and investment/creation of enabling financial institutions; with the focus being Agriculture, Roads, Power and Healthcare:
 - **Direct Investment:** Implemented the Presidential Fertilizer Initiative (PFI) in 2017; commenced construction of our first three healthcare projects in Lagos, Kano and Umuahia respectively; continued work on Second Niger Bridge (2NB) project; and, invested in and own 13% of Bridge International Academies Ltd, a network of schools which delivers affordable high-quality primary education to lower-income families; and invested in Babban Gona, an agricultural franchise that empowers smallholder farmers. NSIA also Invested in the Chapel Hill Denham Nigeria Infrastructure Debt Fund (“NIDF”), the first and only domestic currency, listed infrastructure debt fund across Africa.
 - **Co-Investments Funds:** NSIA/UFF-Old Mutual \$200 million agriculture co-investment fund made its first investment in Nasarawa State with the acquisition and expansion of Novum Farms (~\$25 million investment). Plans have reached advanced stages for a second investment in citrus farm in Gurara. Two other projects are at planning stages in Edo and Abia States respectively.
 - **Enabling Financial Institutions:** NSIA in conjunction with GuarantCo (UK) created the Infrastructure Credit Guarantee Company Limited (InfraCredit). This entity enables Pension Funds to invest in Infrastructure. The InfraCredit’s first investment in a captive power company (Viathan) resulted in the replacement of short term bank loans with a N10bn 10-year bond subscribed to by pension funds and insurance companies which reduced the interest paid by the investors by over 900bps saving more than N900 million in annual interest.

- NSIA remains largest shareholder in Nigeria Mortgage Refinance Company (NMRC); third-largest shareholder in Development Bank of Nigeria (DBN) by holding shares for Federal Government in trust and helping drive implementation of Family Homes Fund (FHFL), sponsored by Federal Ministry of Finance; .
- **Future Generations Fund (FGF):** 2017 was a strong year for global markets particularly for Emerging markets as they turned in solid performance from the Public Equity Markets. FGF remained evenly apportioned across global public equities, private equity, hedge funds and 'other diversifiers' (which are investments designed to reduce correlation with other asset classes). From a performance stand point, the Future Generations Fund was up 8.60% for the year.
- **Stabilization Funds (SF):** The Authority maintained the liquidity and capital preservation objectives of the SF in line with the fund mandate. At year-end 2017, returns under SF was up by 3.057% as the fund was fully invested.
- **Outlook:**
 - 2018 started off in a challenging manner. Global markets are poor as trade war between China and USA and geopolitical concerns are weighing on the markets. We are still profitable but at a much reduced run rate. Most of our peers are negative for the year.
 - Presidential Infrastructure Development Fund (PIDF): We have commenced the implementation of the PIDF project which aims to invest in the 4 nationally strategic road projects covering all 6 geopolitical zone as well as 1 power project namely; Second Niger Bridge, Lagos-Ibadan Expressway, Abuja-Kano Highway; East-West Road and Mambila Power.
 - Ammonia / Basic Chemicals Investment with OCP: An off-shoot of the Presidential Fertilizer Initiative is a development of a basic chemicals platform in conjunction with OCP of Morocco to produce Ammonia for offtake by OCP. At the moment two sites are being considered one in Onne (Port Harcourt) and another in Warri (Delta).
 - Through most of 2018 we shall focus on executing our Infrastructure Investment strategy.

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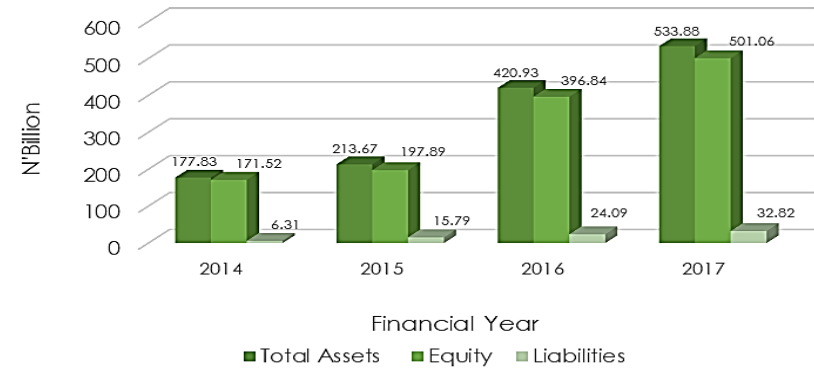
About the Authority

- The Nigeria Sovereign Investment Authority (NSIA) was created by an Act of the National Assembly:
 - Nigeria Sovereign Investment Authority (Establishment) Act, 2011; and signed into law by the President on 26 May 2011.
- NSIA share ownership: Federal Govt. (45.8%), State Govts. (36.2%), Local Govts. (17.8%) & FCT (0.16%).
- Signatory to the Santiago Principles of the International Monetary Fund (IMF) / International Forum of Sovereign Wealth Funds (IFSWF), which are a set of 24 voluntary guidelines that assign best practices for the operations of Sovereign Wealth Funds (SWF) including transparency and governance, thus conferring on NSIA the status of an international institution.
- Board was inaugurated on the 9th of October 2012 and commenced investment operations in Q3 2013 with seed funding of US\$1 billion.
- Received \$500 million additional capital contribution between 2016 and 2017.
- Operations are anchored on a 3-fold mandate:
 - Building a savings base for the Nigerian People.
 - Enhancing the development of Nigeria's infrastructure.
 - Providing stabilisation support in times of economic stress.
- Focused on infrastructure investments in key sectors of the Nigerian economy including Agriculture, Healthcare, Power and Toll Roads implemented through Special Purpose Vehicles (SPV).

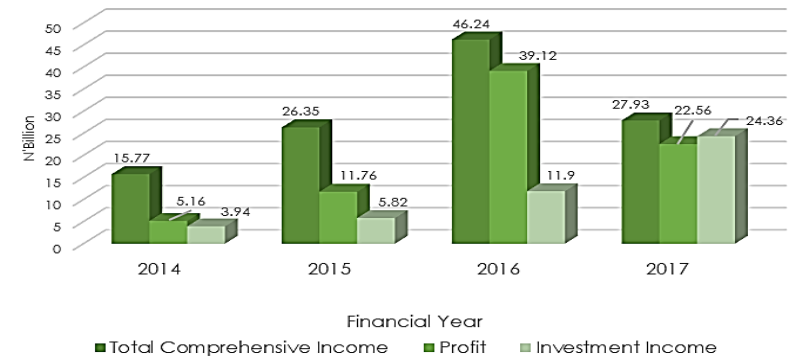
NSIA oversees 12 subsidiaries/SPVs*



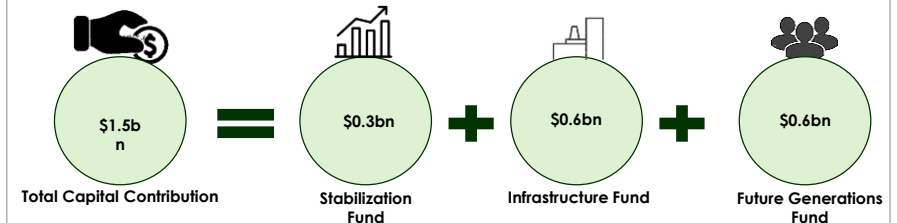
Financial Position Summary



Income Statement Summary



Capital Allocation Strategy



*NSIA channels infrastructure interventions through special purpose vehicles with expertise in areas highlighted in its 5-year infrastructure rolling plan

The NSIA Way

Mission

To play a leading role in driving sustained economic development for the benefit of all Nigerians through; building a savings base for the Nigerian people; enhancing the development of Nigeria's infrastructure; and providing stabilisation support in times of economic stress.

Vision

To establish NSIA as a leading sovereign wealth fund globally; playing a role in promoting investments for Nigeria's economic development.

Goals

To catalyze inflow of investments into target sectors of the Nigerian economy.
To develop key infrastructure projects and create institutions that contribute to and enable infrastructure development in Nigeria.

Value Drivers

Integrity

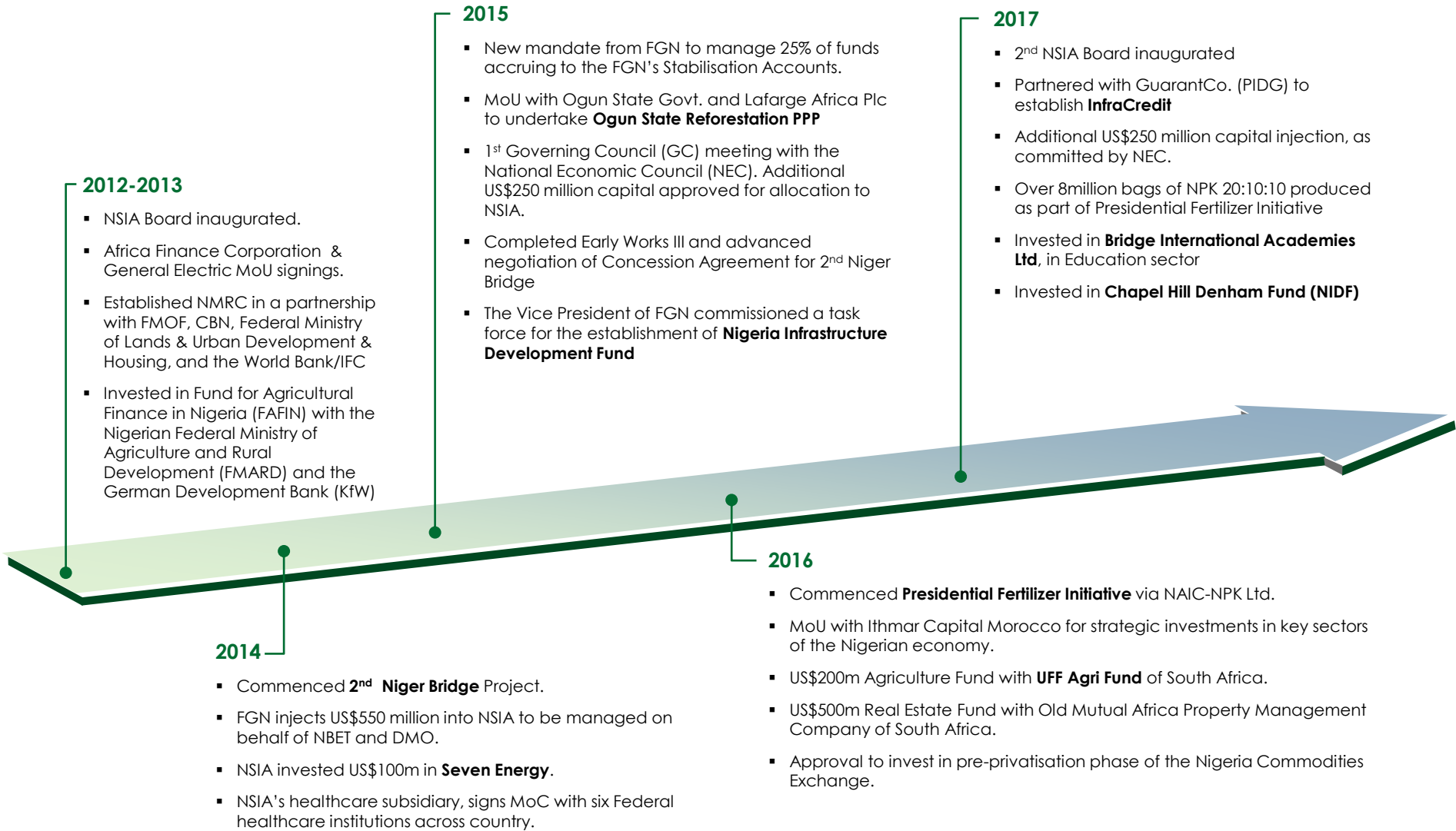
In all endeavours, we adhere to the highest ethical principles by reflecting probity, soundness of character and accountability.

Discipline

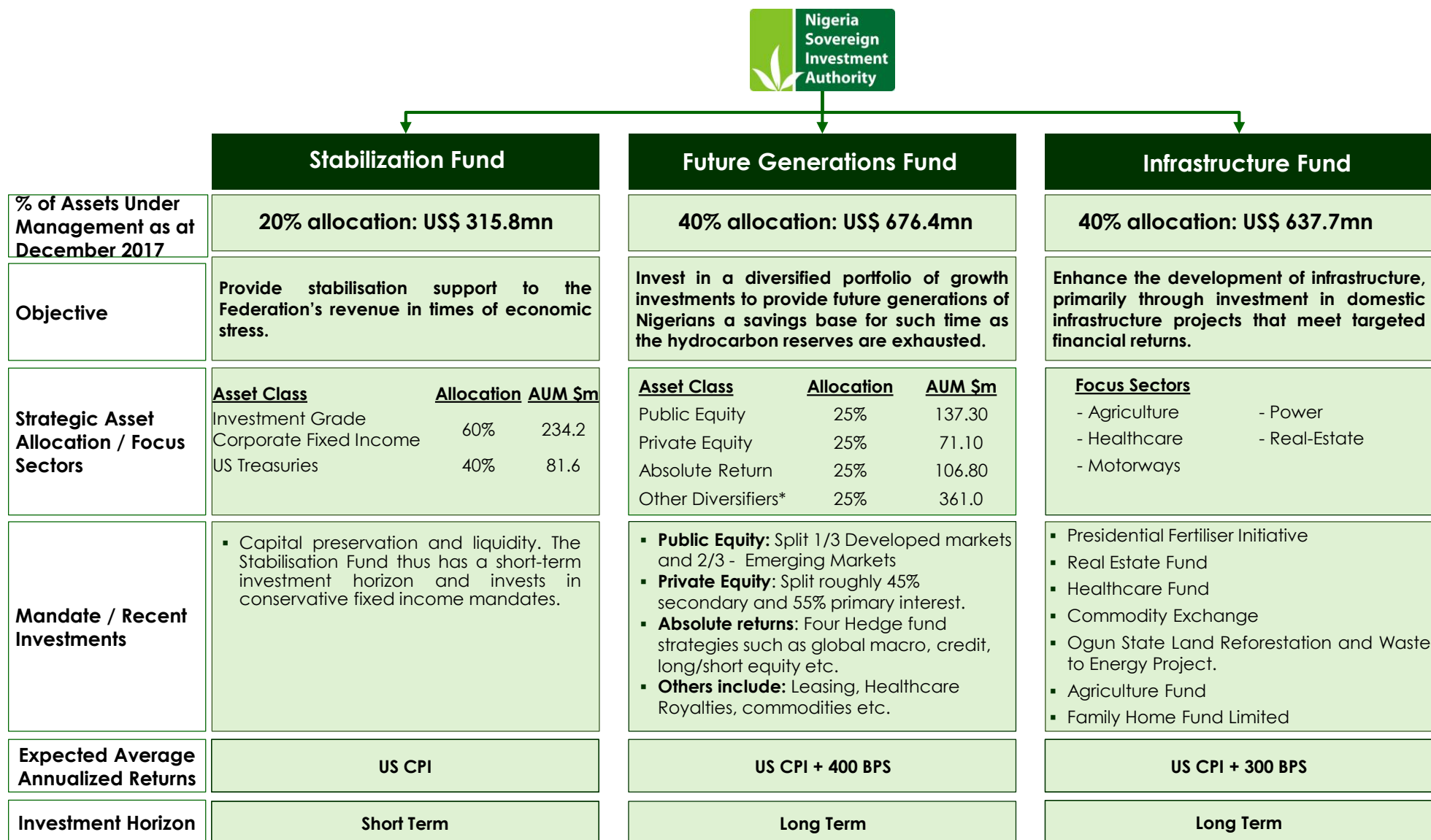
We apply ourselves diligently in all we do; observing the provisions of the enabling laws on which our existence is anchored.

Transparency

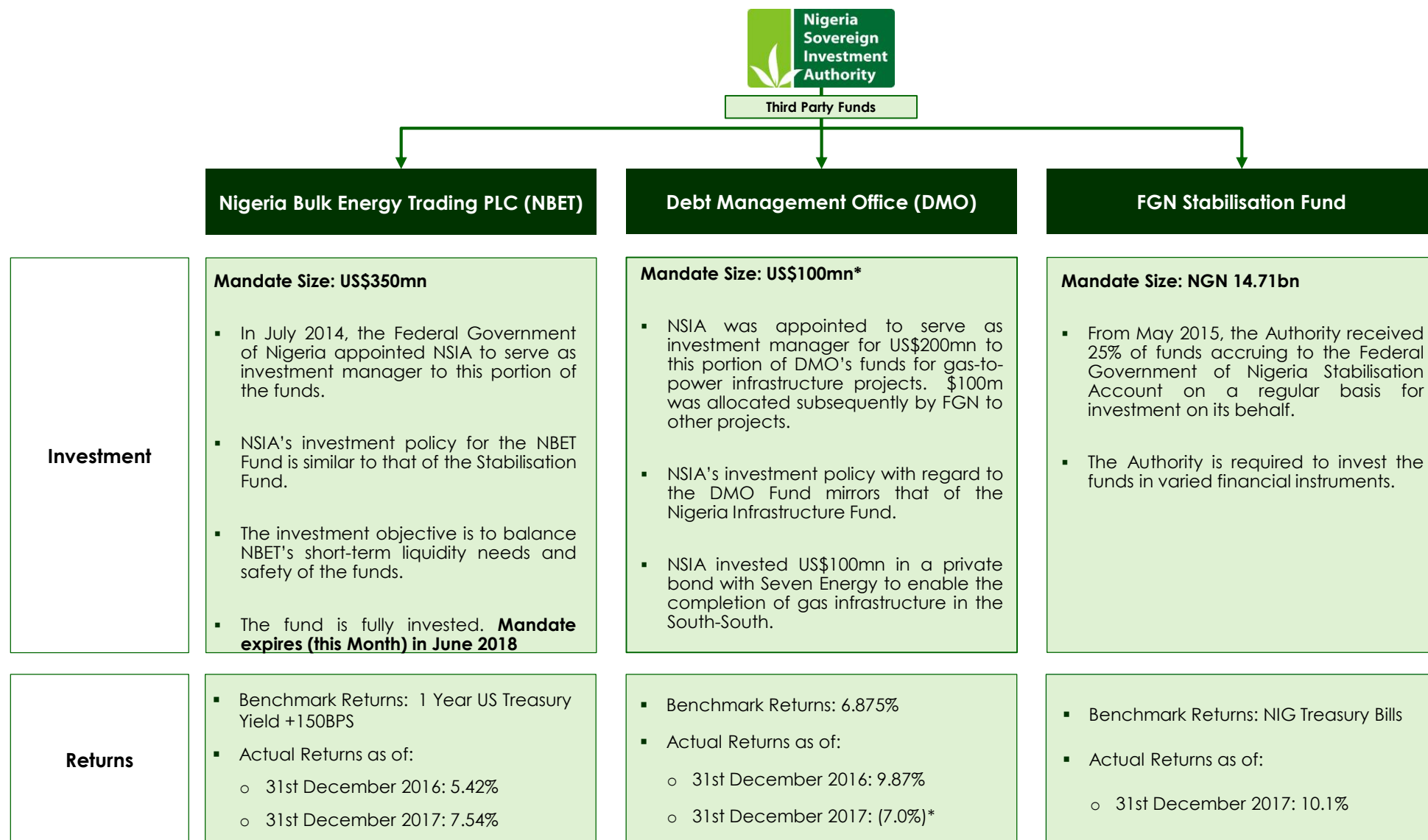
Ours is an institution driven by vividly clear guidelines and best-in-class business practices.



NSIA Fund: Three Separate & Ring-fenced Investment Funds



* Other diversifiers include cash and cash equivalent, hard assets and commodities. The large volume of other diversifiers is due to J-curve effect in the private equity component
 • CPI – Consumer Price Index



1. NBET Funds invested under similar IPS as Stabilisation Fund

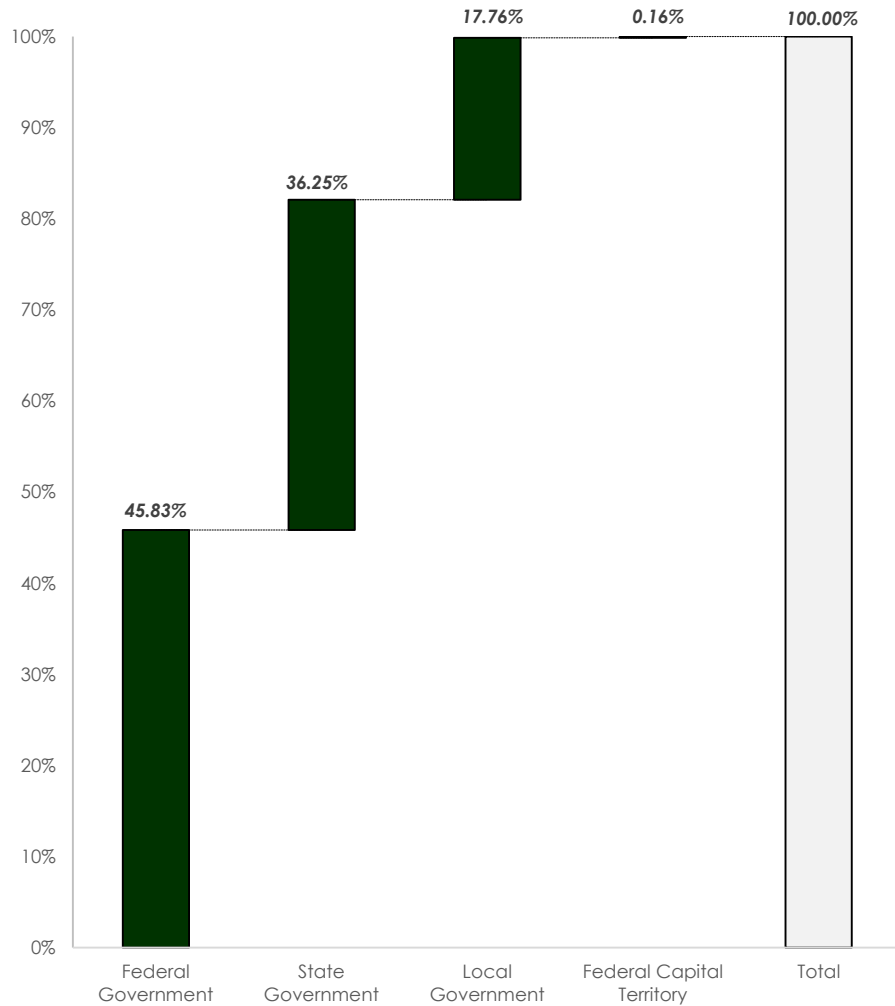
2. DMO Funds invested under similar IPS as Infrastructure Fund.

3. FGN Stab managed per IMA

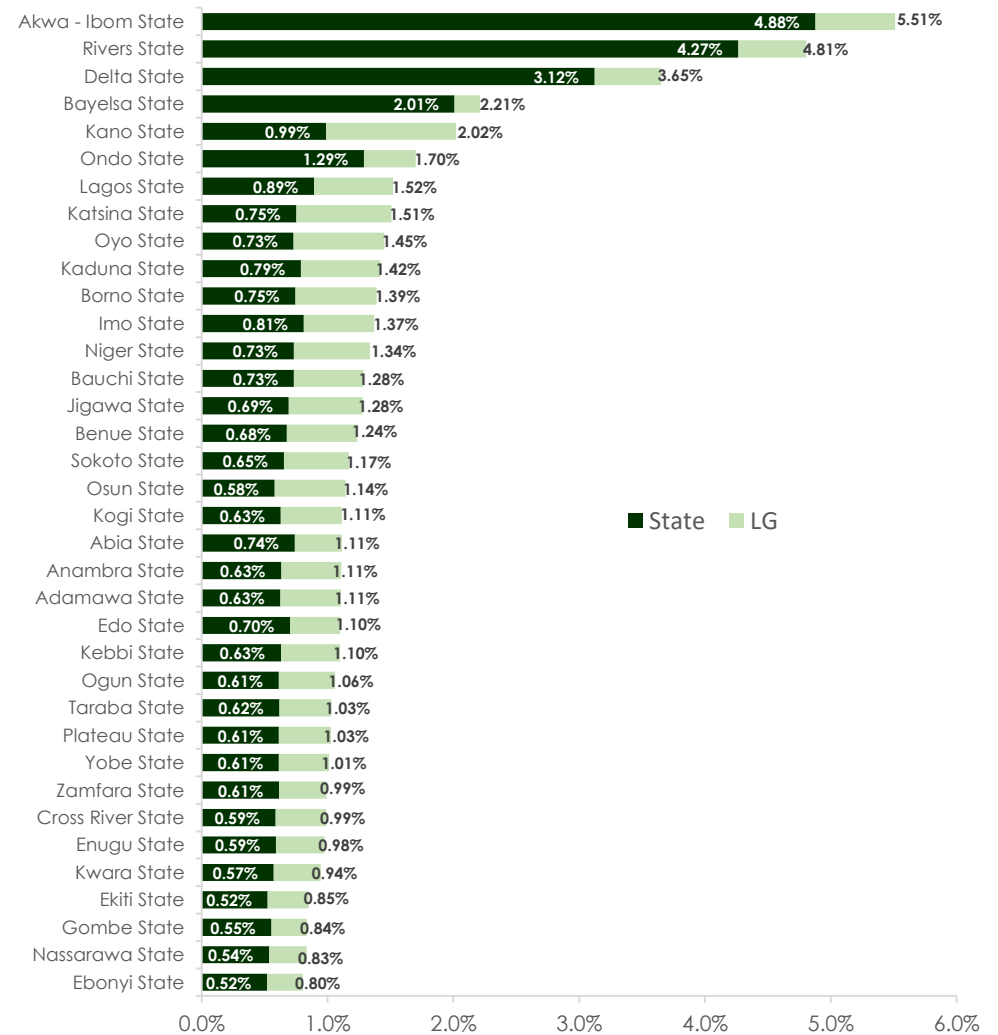
4. *There are currently unresolved issues with Seven Energy investment hence the negative returns

Breakdown of NSIA US\$1bn seed capital contribution apportionment

Cumulative Seed Capital Contribution by Tiers of Government



Breakdown of Seed Capital Contribution by State and LGA*



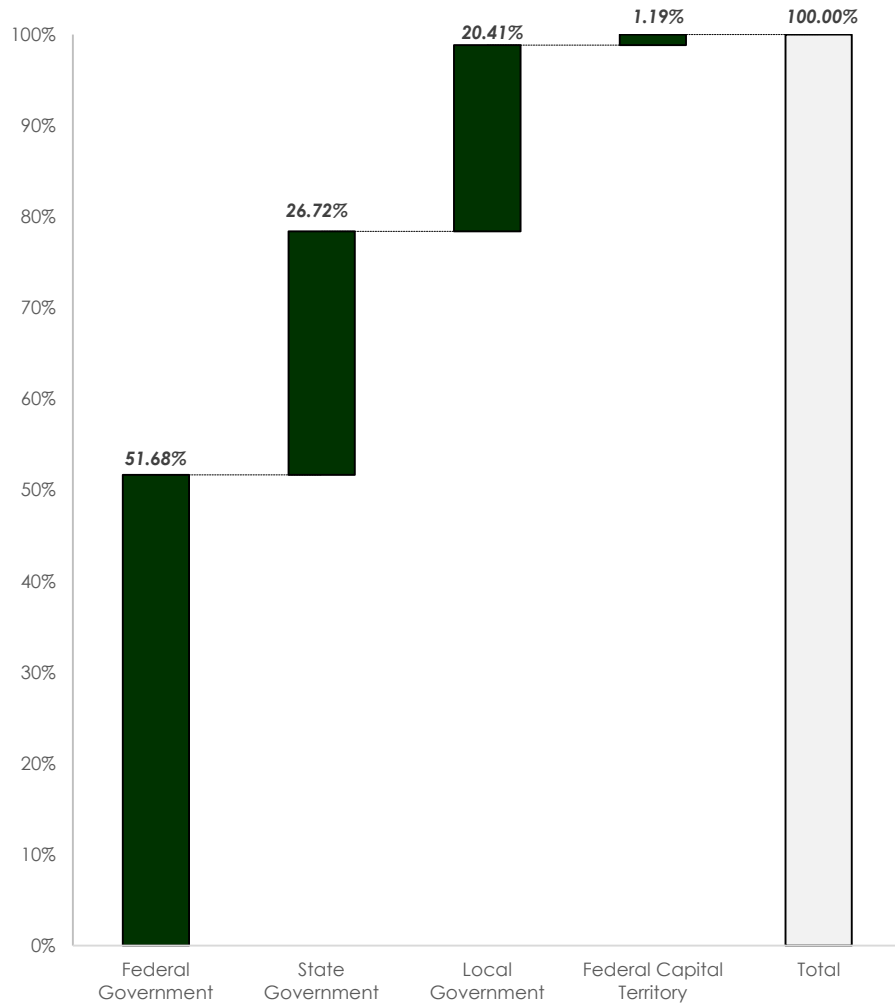
NB: The allocation formula was provided and approved by the Office of the Accountant-General of the Federation

Certificates were issued in 2015 to all tiers of Government to reflect ownership in NSIA

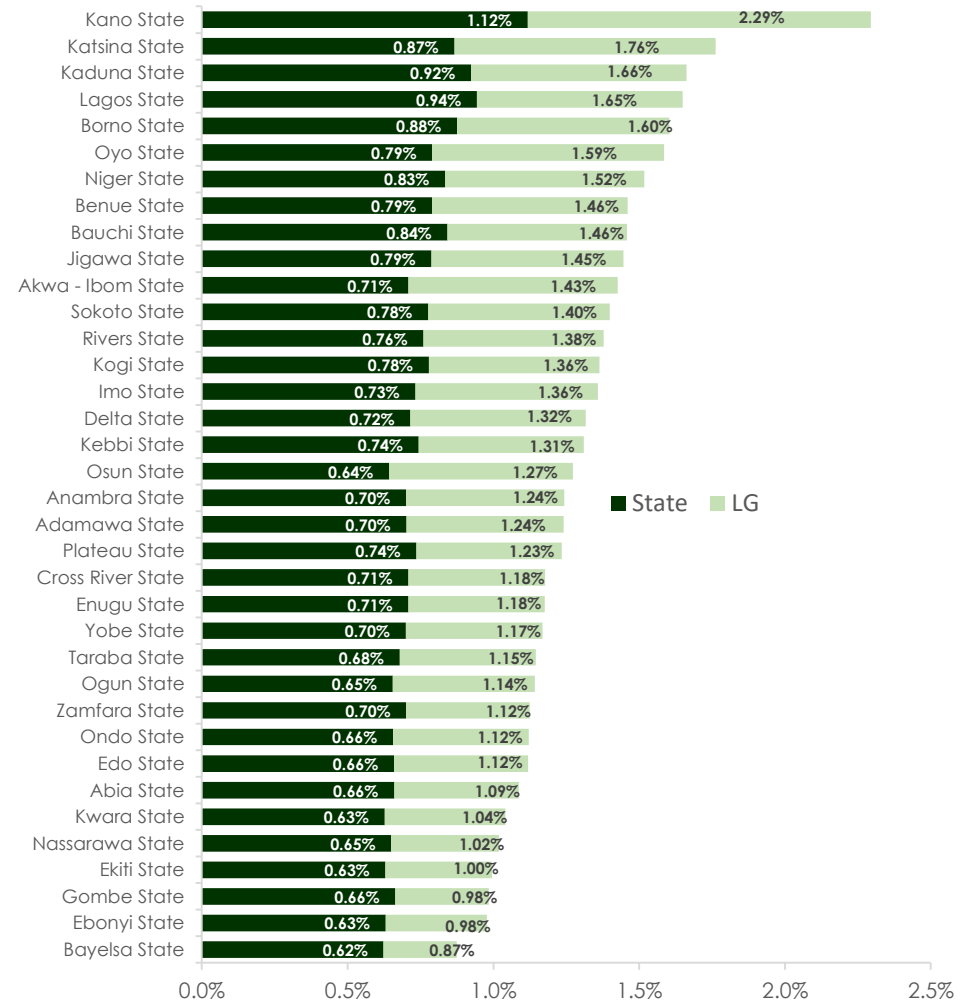
*Funds allocated on the basis of FGN derivation

Breakdown of 2016 US\$250mn (NLNG Dividend) capital apportionment

Cumulative 2016 US\$250mn Capital Contribution by Tiers of Government



Breakdown of 2016 US\$250mn Capital Contribution by State and LGA*



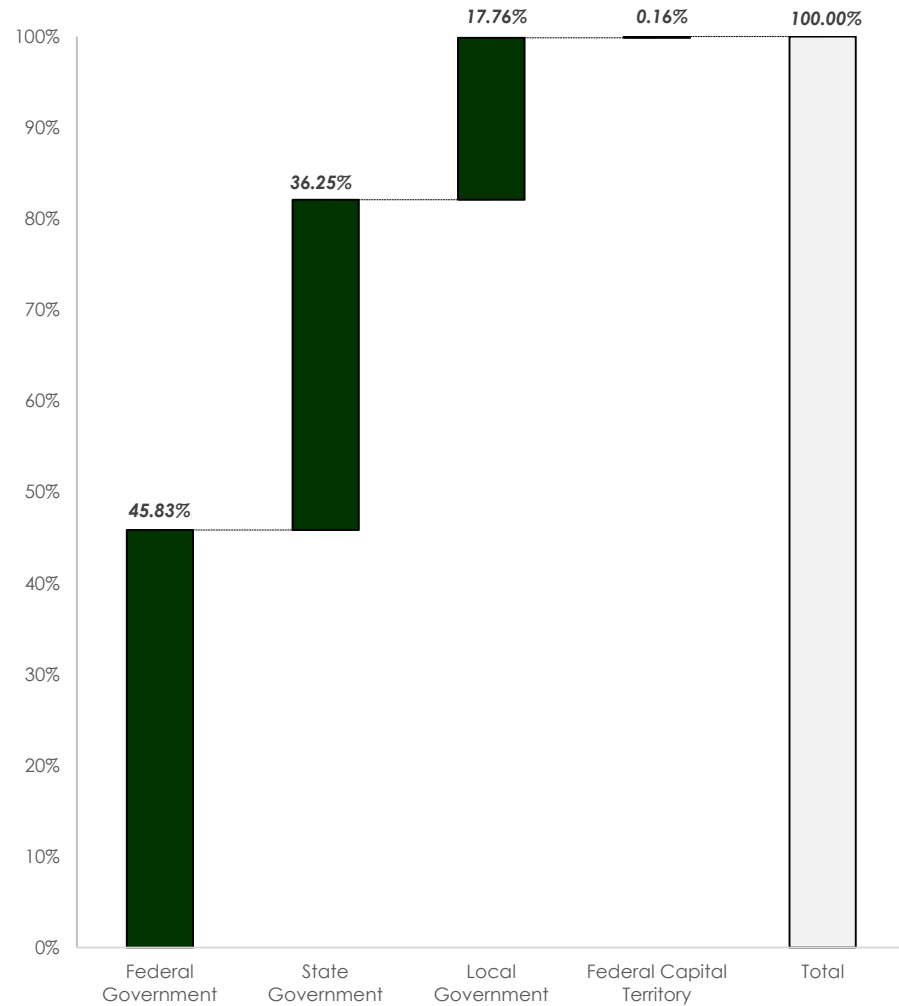
NB: The allocation formula was provided and approved by the Office of the Accountant-General of the Federation

Certificates were issued to all tiers of Government to reflect share of contribution to NSIA at the 3rd GC meeting

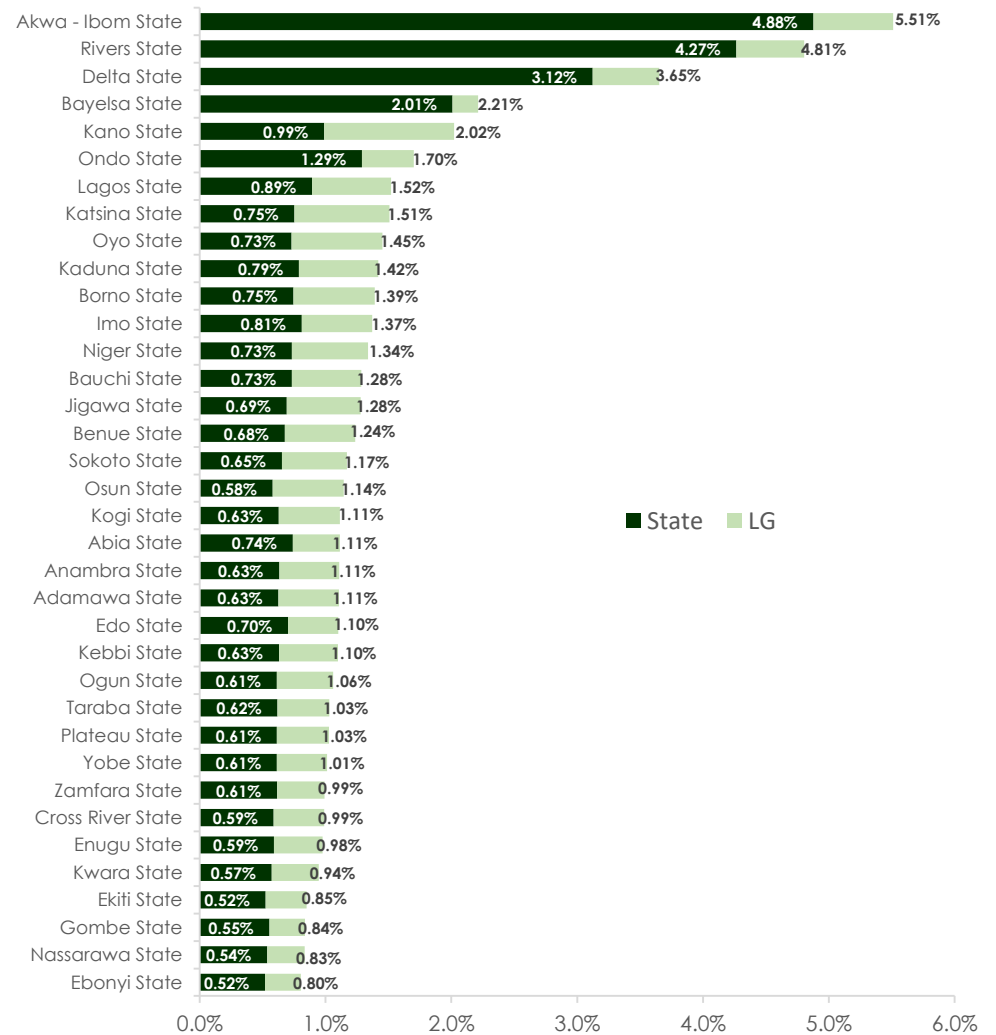
*Funds allocated on the basis of share of non-mineral revenue

Breakdown of 2017 US\$250mn (ECA) capital apportionment

Cumulative 2017 US\$250mn Capital Contribution by Tiers of Government



Breakdown of 2017 US\$250mn Capital Contribution by State and LGA*



NB: The allocation formula was provided and approved by the Office of the Accountant-General of the Federation

Certificates to be issued to all tiers of Government to share of contribution at the 4th GC meeting

*Funds allocated on the basis of FGN derivation

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Largest SWFs (Ranked by Total Assets Under Management)

Consistency of contributions is key to the overall impact of Sovereign Wealth Funds

Rank	Name	AUM (US\$bn)	Rank	Name	AUM (US\$bn)
1	Government Pension Fund Global (Norges Bank), Norway	\$1035.24	29	State Oil Fund, Azerbaijan	\$33.10
2	China Investment Corporation, China	\$900.00	30	New Zealand Superannuation Fund, New Zealand	\$28.50
3	Abu Dhabi Investment Authority, United Arab Emirates	\$828.00	31	New Mexico State Investment Council, United States	\$20.20
4	Kuwait Investment Authority, Kuwait	\$524.00	32	State General Reserve Fund, Oman	\$18.00
5	SAMA Foreign Holdings, Saudi Arabia	\$494.00	33	Texas Permanent University Fund, United States	\$17.30
6	Hong Kong Monetary Authority, Hong Kong/China	\$456.60	34	Leste Petroleum Fund, Timor-Leste, East Timor	\$16.60
7	SAFE Investment Company, China	\$441.00	35	Social & Economic Stabilization Fund, Chile	\$14.70
8	Government of Singapore Investment Corp., Singapore	\$390.00	36	Alberta's Heritage Fund, Canada	\$13.40
9	Temasek Holdings, Singapore	\$320.80	37	Russia Direct Investment Fund	\$13.00
10	Qatar Investment Authority, Qatar	\$320.80	38	Mumtalakat Holdings Company, Bahrain	\$10.60
11	National Social Security Fund, China	\$295.00	39	Pension Reserve Fund, Chile	\$9.40
12	Public Investment Fund, Saudi Arabia	\$250.00	40	Strategic Investment Fund, Ireland	\$8.50
13	Investment Corporation of Dubai, UAE	\$209.50	41	Fiscal Stabilisation Fund, Peru	\$7.90
14	Mubadala Investment Company	\$125.00	42	Revenue Regulation Fund, Algeria	\$7.60
15	Abu Dhabi Investment Council, UAE	\$123.00	43	Permanent Wyoming Mineral Trust Fund, U.S Wyoming	\$7.30
16	Korea Investment Corporation, South Korea	\$122.00	44	Oil Revenues Stabilisation Fund, Mexico	\$6.00
17	Australian Future Fund, Australia	\$105.40	45	Oman Investment Fund, Oman	\$6.00
18	National Development Fund of Iran, Iran	\$91.00	46	Pula Fund, Botswana	\$5.50
19	Russia National Wealth Fund, Russia	\$66.30	47	Heritage and Stabilisation Fund, Trinidad and Tobago	\$5.50
20	Libyan Investment Authority, Libya	\$66.00	48	China-Africa Development Fund, China	\$5.00
21	Alaska Permanent Fund, United States of America	\$61.50	49	Fundo Soberano de Angolano, Angola	\$4.60
22	Kazakhstan National Fund, Kazakhstan	\$57.90	50	North Dakota Legacy Fund, United States	\$4.30
23	Kazakhstan, Samruk-Kazyna JSC	\$60.90	51	Alabama Trust Fund, United States	\$2.70
24	Brunei Investment Agency, Brunei	\$40.00	52	National Investment Corporation, Kazakhstan	\$2.00
25	Russia Reserve Fund, Russia	Merged with RNWF			
26	Texas Permanent School Fund, United States of America	\$37.70	56	Nigeria Sovereign Investment Authority, Nigeria	*\$1.50
27	Khazanah Nasional, Malaysia	\$37.70			
28	Emirates Investment Authority, UAE	\$34.00	61	SONSIS (Senegal Sovereign Wealth Fund)	\$1.00

 Sovereign Wealth Funds of African Origins

Source: Sovereign Wealth Fund Institute, Dec 2017 and NSIA Research

Sources of Funding for SWFs

Sn	Country	Fund Name	Assets (US\$ bn)	Inception	Source	Seed Capital
1	Norway	Government Pension Fund — Global	1035.24	1990	Oil	NA
2	China	China Investment Corporation	900	2007	Non-commodity	US\$200 billion
3	UAE —Abu Dhabi	Abu Dhabi Investment Authority	828	1976	Oil	NA
4	Kuwait	Kuwait Investment Authority	524	1953	Oil	NA
5	Saudi Arabia	SAMA Foreign Holdings	494	1952	Oil	N/A: prior to its establishment, the Kingdom did not have a monetary system
6	China - Hong Kong	Hong Kong Monetary Authority Investment Portfolio	456.6	1993	Non-commodity	NA
7	China	SAFE Investment Company	441	1997	Non-commodity	\$20 billion
8	Singapore	Government of Singapore Investment Corporation	390	1981	Non-commodity	NA
9	Singapore	Temasek Holdings	320.8	1974	Non-commodity	S\$354 million (Singaporean Dollars)
10	Qatar	Qatar Investment Authority	320	2005	Oil	US\$60 billion
11	China	National Social Security Fund	295	2000	Non-commodity	NA
12	Saudi Arabia	Public Investment Fund	250	2008	Oil	NA
13	UAE - Dubai	Investment Corporation of Dubai	209.5	2006	Oil	NA
14	UAE - Abu Dhabi	Mubadala Development Company	125	2002	Oil	NA
15	UAE - Abu Dhabi	Abu Dhabi Investment Council	123	2007	Oil	NA
16	South Korea	Korea Investment Corporation	122.3	2005	Non-commodity	NA
17	Australia	Australian Future Fund	105.4	2004	Non-commodity	AUS\$18 billion (Australian Dollars)
18	Iran	National Development Fund of Iran	91	2011	Oil	20% of Oil revenue, the year it was established
19	Russia	National Welfare Fund	66.3	2008	Oil	US\$32 billion
20	Libya	Libyan Investment Authority	66	2006	Oil	
21	US —Alaska	Alaska Permanent Fund	61.5	1976	Oil	US\$734,000
22	Kazakhstan	Samruk-Kazyna JSC	60.9	2008	Non-commodity	NA
23	Kazakhstan	Kazakhstan National Fund	57.9	2000	Oil	NA
24	Brunei	Brunei Investment Agency	40	1983	Oil	NA
25	Turkey	Turkey Wealth Fund	40	2016	Non-commodity	NA
26	Malaysia	Khazanah Nasional	38.7	1993	Non-commodity	NA
27	US - Texas	Texas Permanent School Fund	37.7	1854	Oil and other	US\$2 million
28	UAE — Federal	Emirates Investment Authority	34	2007	Oil	NA
29	Azerbaijan	State Oil Fund	33.1	1999	Oil	NA
30	New Zealand	New Zealand Superannuation Fund	28.5	2003	Non-commodity	NZ\$2.4 billion (New Zealand Dollars)
31	US - New Mexico	New Mexico State Investment Council	20.2	1958	Non-commodity	NA
32	Oman	State General Reserve Fund	18	1980	Oil and gas	NA
33	US - Texas	Permanent University Fund	17.3	1876	Oil & Gas	NA
34	East Timor	Timor-Leste Petroleum Fund	16.6	2005	Oil and gas	\$205 million
35	Chile	Social and Economic Stabilization Fund	14.7	1985	Copper	\$2.58 billion
36	Canada	Alberta's Heritage Fund	13.4	1976	Oil	CAD\$1.5 billion
37	Russia	Russian Direct Investment Fund	13	2011	Non-commodity	US\$10 billion

* Data sourced from the International Forum of Sovereign Wealth Fund (IFSWF) and Sovereign Wealth Fund Institute (SWFI) as at Dec 2018. Data may differ from current information on the corporate websites of the individual SWFs.

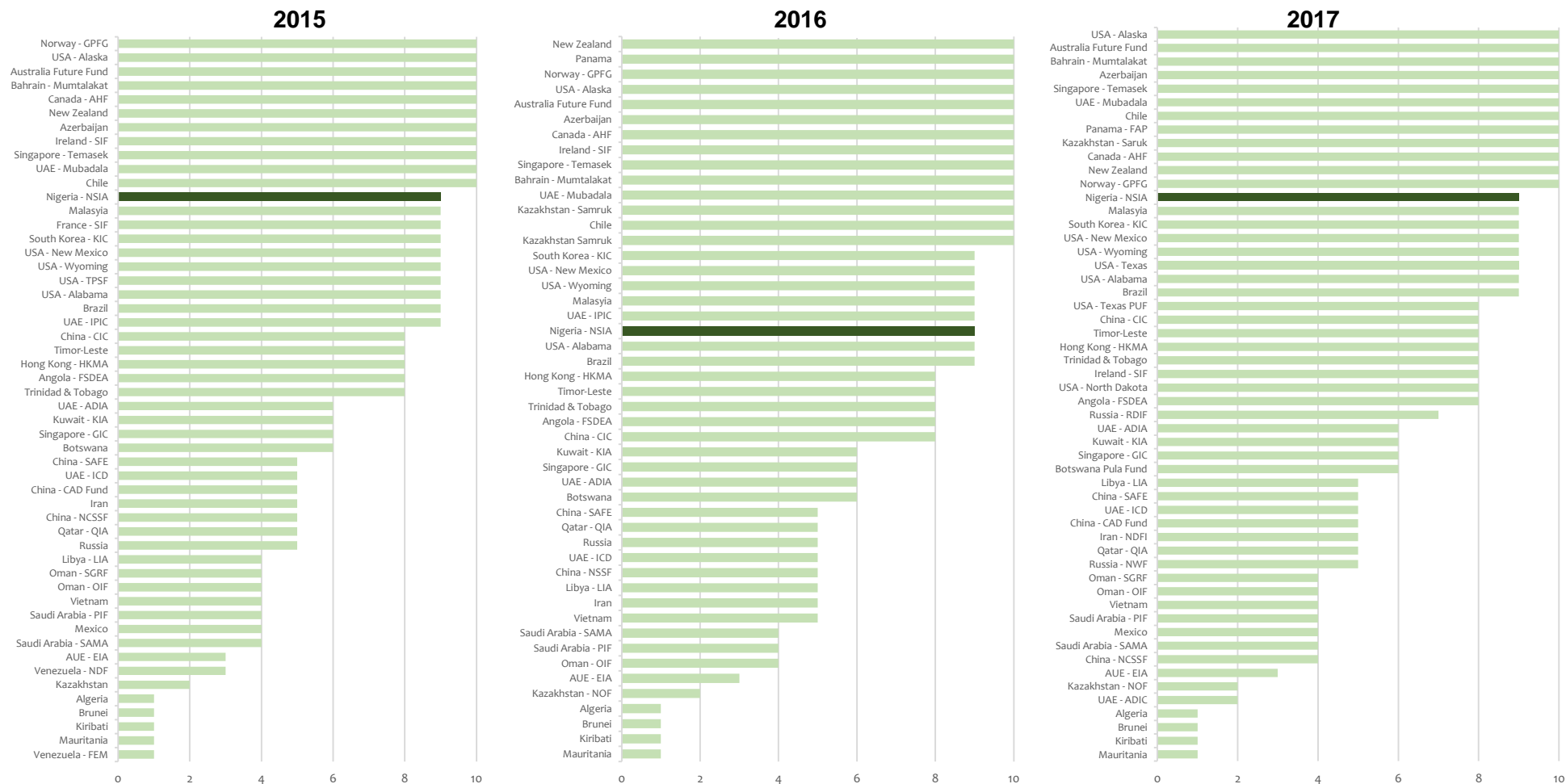
Sources of Funding for other SWFs

Sn	Country	Fund Name	Assets (US\$ bn)	Inception	Source	Seed Capital
38	Bahrain	Mumtalakat Holding Company	10.6	2006	Non-commodity	NA
39	Chile	Pension Reserve Fund	9.4	2006	Copper	US\$604.5 million
40	Ireland	Ireland Strategic Investment Fund	8.5	2001	Non-commodity	NA
41	Peru	Fiscal Stabilisation Fund	7.9	1999	Non-commodity	NA
42	Algeria	Revenue Regulation Fund	7.6	2000	Oil	NA
43	US — Wyoming	Permanent Wyoming Mineral Trust Fund	7.3	1974	Minerals	NA
44	Brazil	Sovereign Fund of Brazil	7.3	2008	Non-commodity	14.243 Brazilian Reals
45	Mexico	Oil Revenues Stabilization Fund of Mexico	6.0	2000	Oil	NA
46	Oman	Oman Investment Fund	6.0	2006	Oil	Remake of the Oman Oil Fund, given an additional US\$1 billion
47	Botswana	Pula Fund	5.5	1994	Diamonds and minerals	NA
48	Trinidad and Tobago	Heritage and Stabilization Fund	5.5	2000	Oil	NA
49	China	China-Africa Development Fund	5.0	2007	Non-commodity	US\$1 billion
50	Angola	Fundo Soberano de Angola	4.6	2012	Oil	US\$5 billion
51	US — North Dakota	North Dakota Legacy Fund	4.3	2011	Oil and gas	NA
52	Colombia	Colombia Savings and Stabilisation Fund	3.5	2011	Oil and Mining	NA
53	US — Alabama	Alabama Trust Fund	2.7	1985		US\$333,583,680
54	Kazakhstan	National Investment Corporation	2	2012	Oil	NA
55	US — Utah	Utah — SITFO	2	1895	Land and Mineral Royalties	NA
56	US — Idaho	Idaho Endowment Fund Investment Board	2	1959	Land and Mineral Royalties	NA
57	Nigeria - Bayelsa	Bayelsa Dev. and Investment Corporation	1.5	2012	Non-commodity	NA
58	Nigeria	Nigerian Sovereign Investment Authority	2.2	2011	Oil	US\$1 billion
59	US - Louisiana	Louisiana Education Quality Trust Fund	1.3	1986	Oil & Gas	US\$541 million (settlement from the US government over oil and gas revenues)
60	Panama	Fondo de Ahorro de Panamá	1.2	2012	Non-commodity	NA
61	Bolivia	FINPRO	1.2	2012	Non-commodity	NA
62	Senegal	Senegal FONSI	1	2012	Non-commodity	NA
63	Iraq	Development Fund for Iraq	0.9	2003	Oil	NA
64	Palestine	Palestine Investment Fund	0.8	2003	Non-commodity	Transfer of assets from the Palestinian Authority
65	Venezuela	FEM	0.8	1998	Oil	NA
66	Kiribati	Revenue Equalization Reserve Fund	0.6	1956	Phosphates	NA
67	Vietnam	State Capital Investment Corporation	0.5	2006	Non-commodity	NA
68	Gabon	Gabon Sovereign Wealth Fund	0.4	1998	Oil	NA
69	Ghana	Ghana Petroleum Funds	0.45	2011	Oil	NA
70	Mauritania	National Fund for Hydrocarbon Reserves	0.3	2006	Oil and gas	NA
71	Australia	Western Australia Future Fund	0.3	2012	Minerals	US\$300 million
72	Mongolia	Fiscal Stability Fund	0.3	2011	Mining	NA
73	Equatorial Guinea	Fund for Future Generations	0.08	2002	Oil	NA

* Data sourced from the International Forum of Sovereign Wealth Fund (IFSFW) and Sovereign Wealth Fund Institute (SWFI) as at Dec 2017. Data may differ from current information on the corporate websites of the individual SWFs.

SWF Institute Transparency Rating

NSIA has invested significant efforts in developing a robust and transparent corporate governance framework. This is because strong corporate governance structures not only foster successful relationships amongst the various organs within the Authority, but also sets the correct precedents to encourage long-term, sustainable corporate growth and partnerships with other institutional and private investors.



NSIA had no Board between Q3 2015 and Q2 2017, which accounted for the downgrade on the SWF Transparency Rating in 2016. However, the reconstitution of the Board was reflected in the 2017 year end ranking.

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5-Year Financial Performance (2013 to 2017)

Statement of Comprehensive Income	GROUP				
	2017 N '000	2016 N '000	2015 N '000	2014 N '000	2013 N '000
Total operating income	30,176,455	132,438,305	14,558,038	3,941,393	1,466,185
Total investment management & custodian fees	(709,082)	(682,201)	(596,659)	(344,331)	(21,905)
Total operating profit	29,467,373	131,756,104	13,961,379	3,597,062	1,444,280
Revenue from infrastructure subsidiaries investment	31,367,992	-	-	-	-
Expense from infrastructure subsidiaries investment	(33,514,157)	-	-	-	-
Loss from infrastructure subsidiaries investment	(2,146,165)	-	-	-	-
Other income	7,960	666,107	38,400	3,239,795	495,017
Total other income	7,960	666,107	38,400	3,239,795	495,017
Operating and administrative expenses	(4,719,621)	(2,332,541)	(2,333,619)	(1,644,388)	(1,414,139)
Finance Cost	(85,223)	-	-	-	-
Share of profit of investments in associates	434,988	289,755	124,914	16,364	-
Profit before tax	22,959,312	130,379,425	11,791,074	5,208,833	525,158
Taxation	(402,038)	(132)	(15,496)	(42,907)	-
Profit for the period	22,557,274	130,379,293	11,775,578	5,165,926	525,158
Other comprehensive income:					
Items that may be reclassified to profit and loss					
Movement in fair value reserves					
Net change in fair value	8,187,284	25,968,800	12,654,237	10,489,666	(19,464)
Net amount transferred to profit or loss	(1,717,936)	(12,359,477)	-	-	-
Share of comprehensive income of investments in associate	60,049	(461,502)	388,322	-	-
Currency translation differences	(1,156,763)	6,306,224	1,537,219	116,981	-
Other comprehensive income for the period	5,372,634	19,454,045	14,579,778	10,606,647	(19,464)
Total comprehensive income for the period	27,929,908	149,833,338	26,355,356	15,772,573	505,694

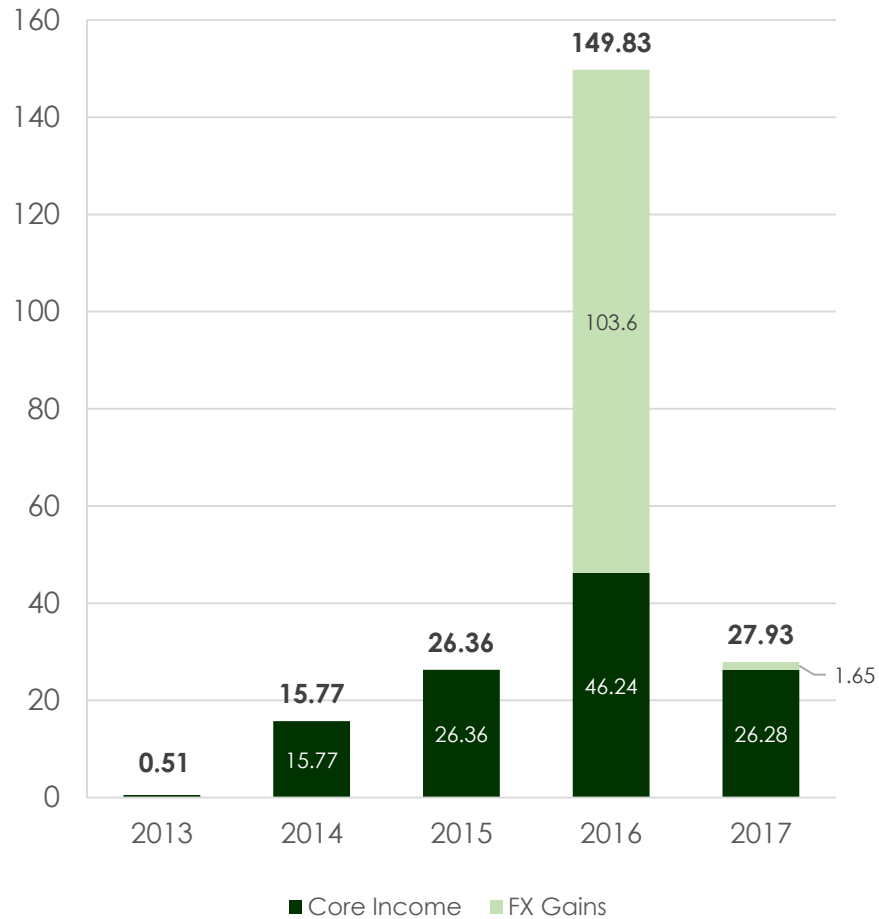
5-Year Financial Performance (2013 to 2017)

Statement of Financial Position	GROUP				
	2017	2016	2015	2014	2013
	N '000	N '000	N '000	N '000	N '000
Asset					
Total assets	533,882,579	420,934,176	213,674,786	177,838,556	157,595,371
Liabilities					
Trade and other payables	29,285,925	24,089,561	15,788,509	6,310,289	439,677
Borrowings	3,534,631	-	-	-	1,400,000
Total liabilities	32,820,556	24,089,561	15,788,509	6,310,289	1,839,677
Equity and reserves					
Contribution by Government	280,662,500	204,375,000	155,250,000	155,250,000	155,250,000
Retained earning	170,402,086	147,845,348	17,466,251	5,691,084	525,158
Fair value reserves	43,190,981	36,661,142	23,513,074	10,470,202	(19,464)
Currency translation reserves	6,801,726	7,958,502	1,653,739	116,981	-
Total equity and amount attributable to equity contributors (Government)	501,057,293	396,839,992	197,883,064	171,528,267	155,755,694
Non-controlling interests	4,730	4,623	3,213	-	-
Total equity	501,062,023	396,844,615	197,886,277	171,528,267	155,755,694
Total equity and liabilities	533,882,579	420,934,176	213,674,786	177,838,556	157,595,371

5-Year Financial Results Overview (2013 to 2017)

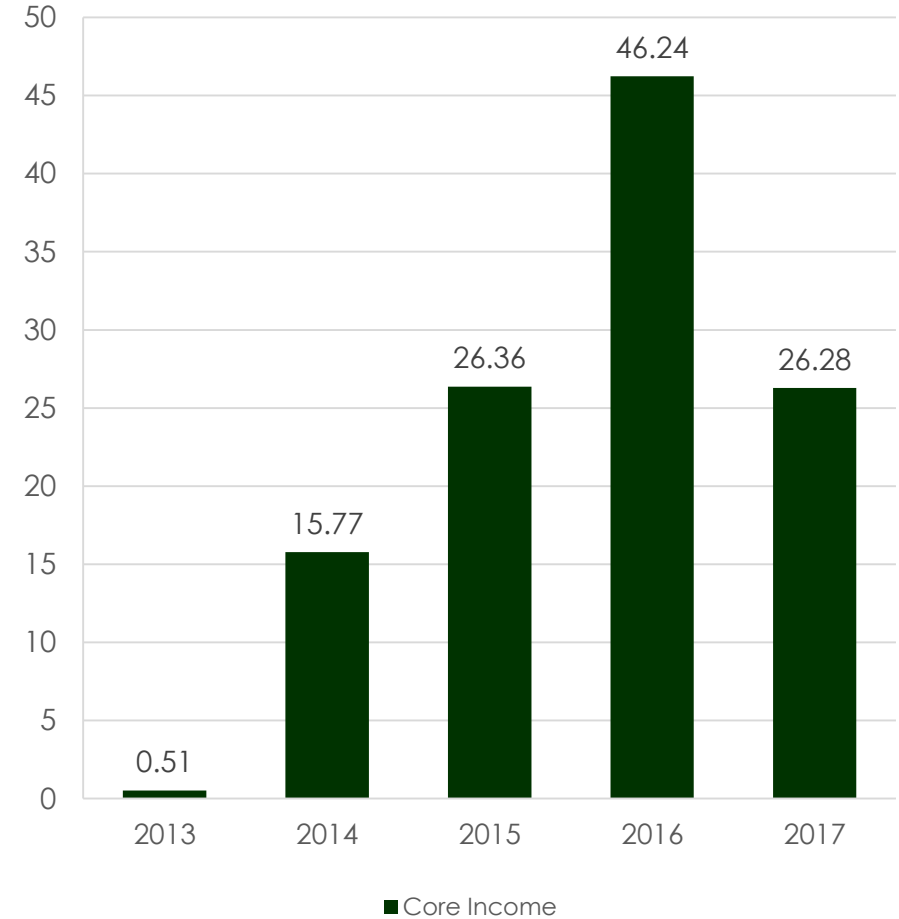
Statement of Comprehensive Income (with FX gains impact)

(₦ bn): 2013 to 2017



Statement of Comprehensive Income (without FX gains impact)

(₦ bn): 2013 to 2017



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NSIA Governance System

Governing Council (56 members)

1. His Excellency, Mr. President (could be represented by the VP)
2. 36 State Governors & FCT Minister
3. Honorable Minister of Finance (HMF)
4. Attorney General of the Federation
5. Minister of Economic Planning
6. Governor, Central Bank of Nigeria
7. Chief Economic Advisor
8. Chairman, Revenue, Mobilization, Allocation, & Fiscal Commission
9. 12 Members appointed by Mr. President on advice of HMF

- Provide counsel to the Board, while also observing the independence of the Board/Management.
- Hold one annual meeting following the issuance of the annual report.
- The 2016 Annual Governing Council meeting was held in February 2017.

Board of Directors (9 members)

1. Non-Executive Chairman*
2. Managing Director/CEO
3. Two other Executive Directors of the Authority
4. One Non-Executive Director who is a distinguished legal practitioner
5. Four other Non-Executive Directors

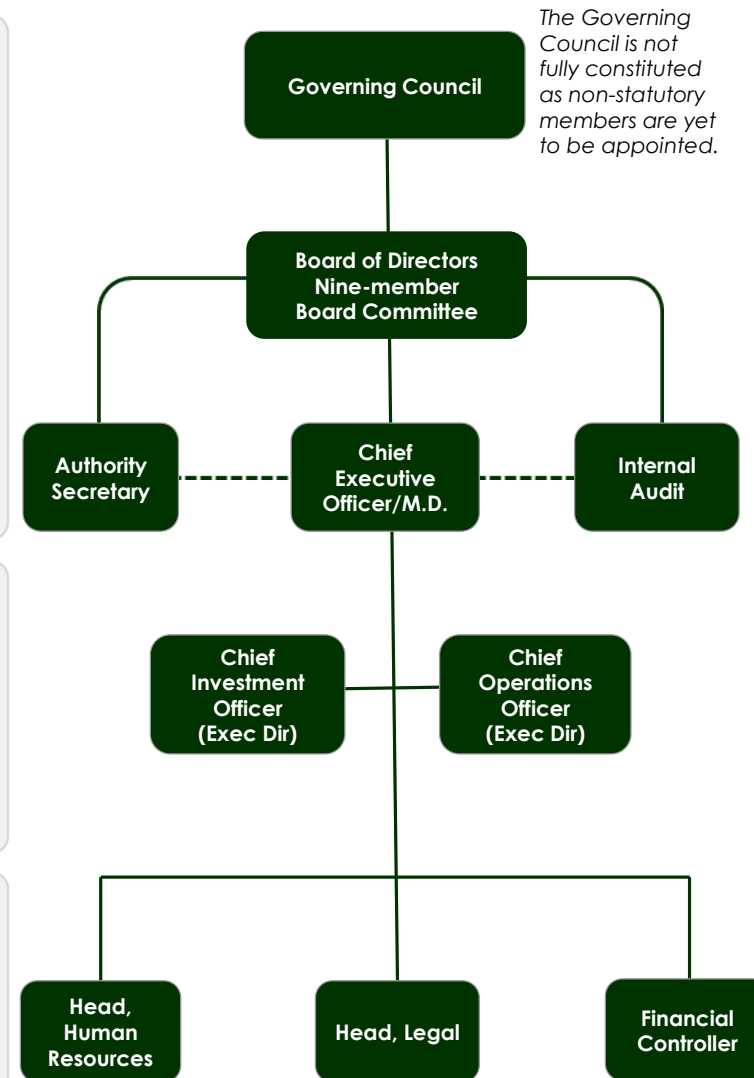
- Fiduciary Duties:
- 5 sub-committees:
 - Externally Managed Investment
 - Direct Investment
 - Audit
 - Finance & GP
 - Compensation and HR

Executive Management (6 members)

1. Chief Executive Officer/M.D.
2. Chief Investment Officer/Exec. Dir.
3. Chief Operations Officer/Exec. Dir.
4. Financial Controller
5. Head, Legal
6. Head, Human Resources

- Day-to-day management and operation of the Authority.

Reporting Structure



* A new Board was inaugurated on the 12th May 2017.

Board of Directors & Committees

Externally Managed Investments Committee

- Established to assist the Board in fulfilling its oversight responsibility for the externally managed investment assets of the NSIA, including the investment process, strategies and policies that are employed with respect to the investment assets.

Direct Investments Committee

- Established to assist the Board in fulfilling its oversight responsibility for the directly managed investment assets of the NSIA, including the investment process, strategies and policies that are employed with respect to the investment assets.

Compensation and Human Resources Committee

- Established to assist the Board in fulfilling its oversight responsibility for ensuring that the compensation structure for the NSIA's employees is consistent with the NSIA's long-term objectives.

Audit Committee

- Established to assist the Board in fulfilling its oversight responsibilities relating to the NSIA's accounting and financial reporting policies and practices, compliance programs, internal controls and general compliance with applicable laws and regulations.

Finance and General Purpose Committee

- Established to assist the Board exercise its oversight responsibility with respect to NSIA's material and strategic financial matters, including those related to the funding, budgeting, expenditure and general operation and financial structure.



Chairman: Olajide Zeitlin

- AB (Amherst College), MBA (Harvard)
- Chairman, Coach Inc.
- Board Member, Affiliated Managers Group Inc.
- Former Partner, Goldman Sachs
- Former members, President Obama's economic transition team



ED/COO: Stella Ojekwe-Onyejeli

- BSc (Unilag), MBA (Cranfield School of Mgt, UK), FCA
- Nearly 3 decades experience in financial advisory, & risk management
- Former Director and Head of Operational Risk & Control, Barclays (covering Emerging Markets and Africa)
- Former VP/ Head Quality Assurance, Citibank
- Ex Arthur Anderson & Co (Nigeria)
- Ex KPMG (Nigeria/South Africa)



Director: Lois Laraba Machunga-Disu

- BA (St. Elizabeth, NJ), LLB (UB, UK), ACI Arb (UK)
- Member, Institute of Petroleum (UK), Nigerian Gas Association, Nigerian Chamber of Shippers and the International Association for Energy Economics (IAEE)
- Over 3 decades experience in oil and gas industry
- Ex-NNPC



MD/CEO: Uche Orji

- Bsc (UniPort), MBA (Harvard)
- Over 2 decades global experience largely in financial services.
- Former MD, UBS Securities, NY
- Former MD, Equities Division, JP Morgan Securities, London
- Senior Analyst, Goldman Sachs Asset Mgt
- Ex Diamond Bank (Nigeria)
- Ex Arthur Anderson & Co (Nigeria)



Director: Halima Buba

- BSc, MBA (UNIMAID)
- HCIBN, FCIFCN, FICMR, FILRNM
- Director, TAJ Consortium
- Nearly 2 decades experience principally in Banking
- Former DGM EcoBank
- Former Director, Adamawa Savings and Loans



Director: Bello Maccido

- LL.B & MBA (ABU), and MBA, Wayne State University, USA, B.L
- FCIS, FCIBN
- Over 3 decades experience in Banking
- Chairman, FBN Merchant Bank Ltd
- Ex FBN Plc



ED/CIO: Hanspeter Ackermann

- BSc (Basel, Switzerland), CFA
- Over 30 years investment experience.
- Former President/Managing Partner, Eiger Asset Management, New York.
- Former CIO/Head, Asset Mgt, Samba Capital
- Former Director/CIO, UBS, New York



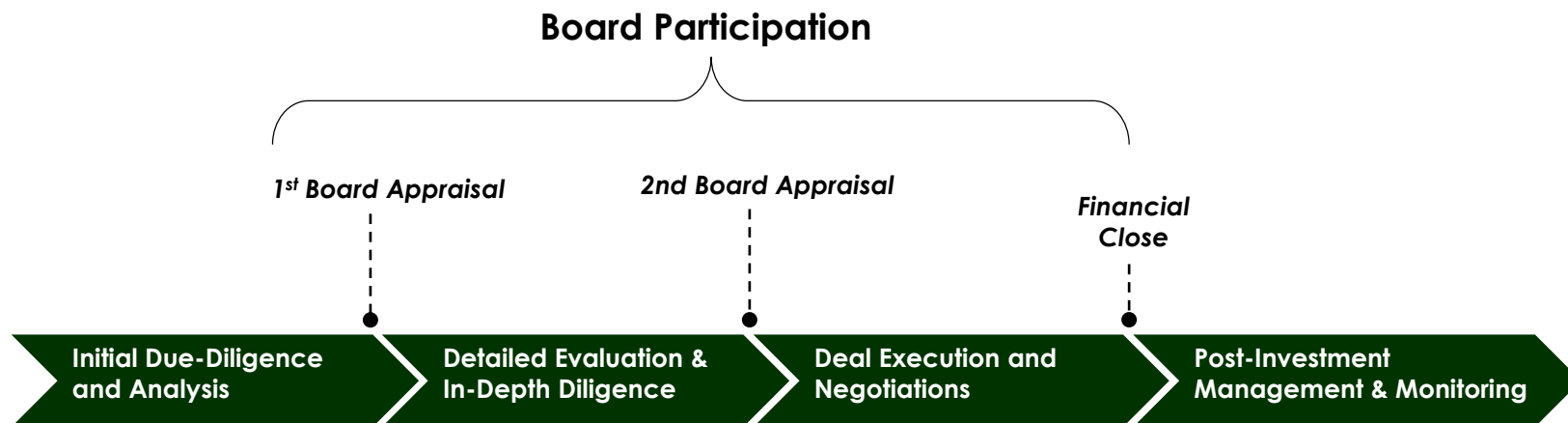
Director: Urum Kalu Eke, MFR

- BSc (Unilag), MBA (FUTO)
- Over 3 decades cognate experience spanning Banking and Financial Services
- Group Managing Director, FBN Holdings Plc
- Board member, First Bank of Nigeria Limited & FBN Merchant Bank Limited



Director: Asue Ighodalo

- BSc (UI), LL.B (LSE, UK), BL
- Over 3 decades experience in the practice of Law
- Founding Partner, Banwo & Ighodalo
- Chairman, Sterling Bank Plc & Dangote Flour Mills Plc
- Boards member, Ensure Assurance Company Plc, Okomu Oil Palm Company Plc, CardinalStone Partners Limited, Global Mix Limited, Mainstreet Technologies Limited, Christopher Kolade Foundation and Fate Foundation



NSIA Resources

- No dedicated resources mobilised
- Dedicated Project team formed
- Dedicated Project team retained
- Smaller project team retained

Nature of Analysis/ Advisors engaged

- Work with internal experts, consultants, to understand key issues linked to idea
- External advisors engaged as needed; Detailed evaluation of every aspect of target finalised
- Active review and negotiation of investment terms. External advisors engaged as needed
- Work closely with partners and project sponsors.

Approval level needed to proceed

- Consent to proceed from this stage rests with the Executive Committee
- Consent to proceed from this stage rests with the Board (Investment Committee)
- Consent to proceed from this stage rests with the Board (Investment Committee)
- Communicate regularly with the Board Investment & Risk Committees and provide regular management accounts

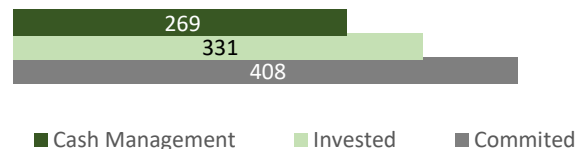
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Future Generations Fund (FGF): Update and Investment Strategy

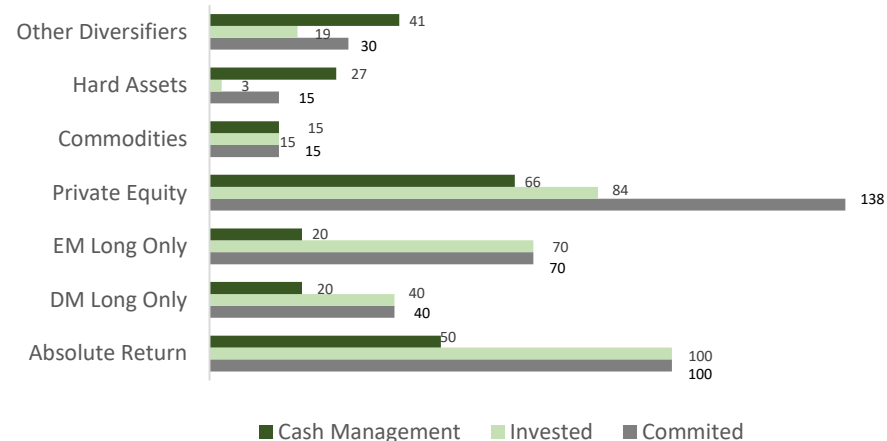
Highlights

- The strategic objective will be to significantly gain exposure to the different asset classes in accordance with the asset allocation.
- Commitments were made to 5 Private Equity Managers totaling \$47m. This provides further exposure to Emerging Markets, Europe and US (PE) market.
- A \$15m commitment has also been made to the RWC Emerging Market Fund, providing style diversification to the Emerging Market Long Only asset class.

FGF Total Asset Allocation (US\$ mn)



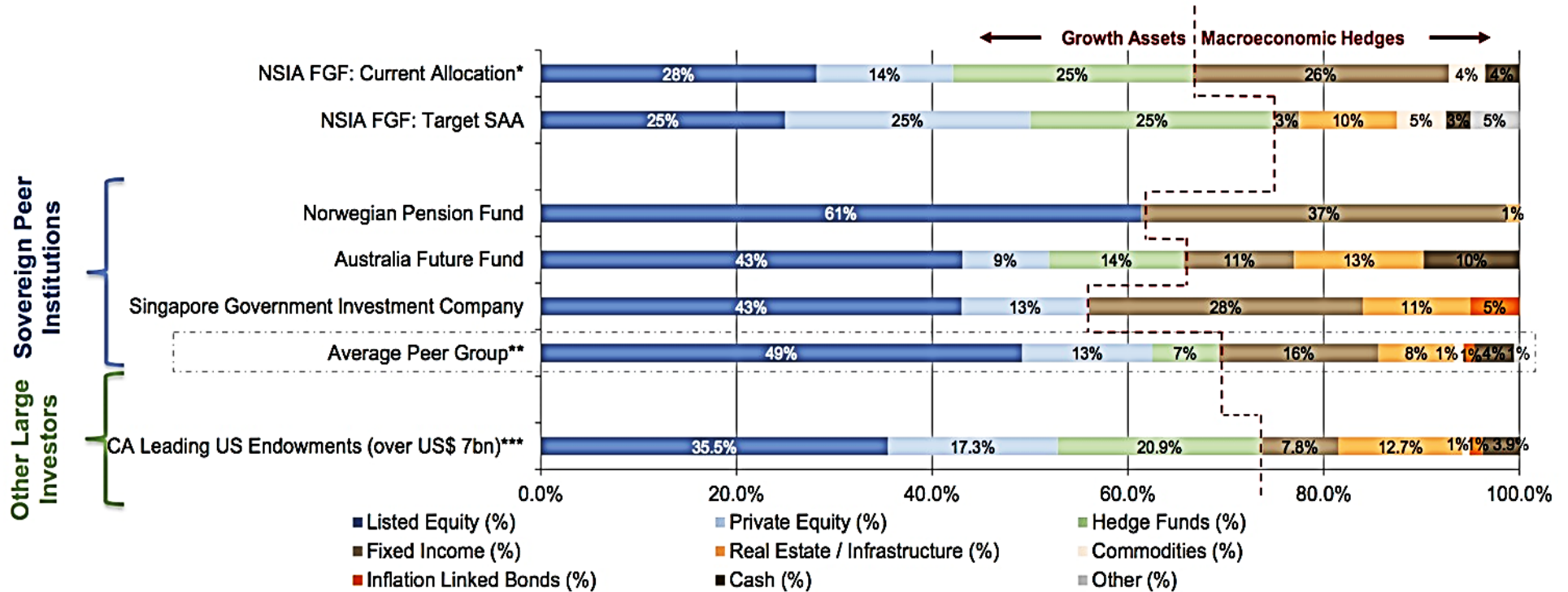
Asset Class Allocation (\$mn)



Allocation Guidelines

	Policy Target	Tactical Target	Allowable Ranges	Benchmark
Growth Assets	80%	85%	70 – 85 %	MSCI All Country World Index
Developed Equities		10%	10 – 55 %	MSCI World Index
Emerging & Frontier Equities		15%	10 – 45 %	MSCI Emerging Markets Index
Private Equity (PE)		25%	0 – 35 %	Cambridge Assoc. US Private Equity Index
Absolute Return		25%	10 – 40 %	HFR Event-Driven (Total) Index
Other Diversifiers		10%	0 – 10 %	TBD
Hedging Assets: Inflation	15%	10%	5 – 20 %	Weighted Composite
Commodities		5%	0 – 5 %	S&P GSCI (Equal Weighted)
Hard Assets		5%	0 – 15 %	50% FTSE® EPRA/NAREIT Developed Real Estate Index / 50% CA Private Natural Resources Benchmark
Hedging Assets: Deflation	5%	5%	5 – 20 %	Citi World Gov. Bond Index (Hedged)-\$
Cash		5%	0 – 10 %	US T-Bill
Total	100%	100%		

Future Generations Fund (FGF) – How do Peers Allocate?



- **Relative to NSIA, most peers have comparable asset allocations with similar risk profiles**
- **There is also considerable variety in the way peers are positioned, which is not surprising**

Source: Cambridge Associates

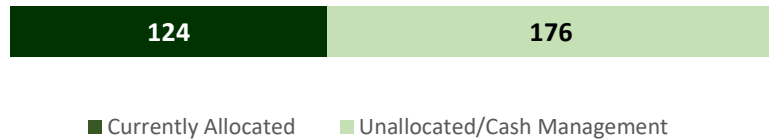
Notes: Fixed income can comprise of Growth Assets (investment grade credit, high yield bonds and emerging market debt) and Macroeconomic Hedges (government bonds). We have sufficient clarity for the Proposed Long Term Growth SAA to differentiate between these two elements but cannot do so for NSIA Peers. We have included Other Diversifiers in the other category. *As at June 30th 2015 ** Based on a survey of 9 global growth-orientated sovereign wealth funds. Asset allocation data has been gathered from public sources and using our own proprietary investigation and is the latest available. *** Consists of 14 US-based endowments who are clients of Cambridge Associates. Data as of 31 March 2015.

The Stabilisation Fund (SF): Investment Strategy

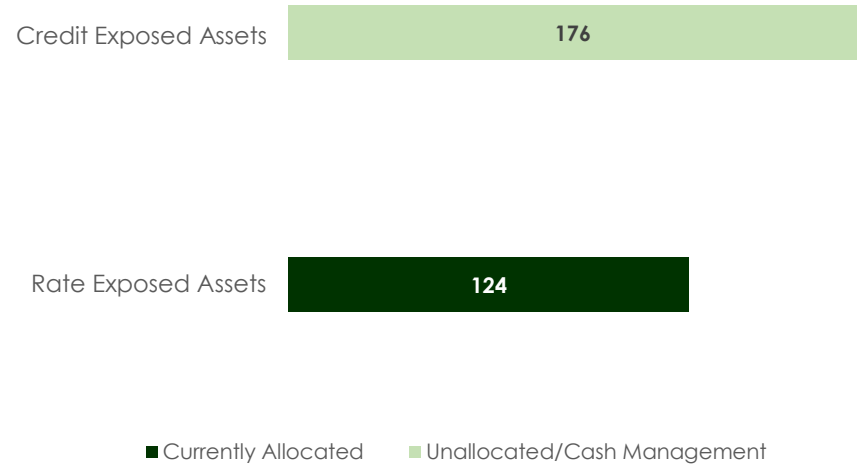
Highlights

- Objective of the Stabilisation Fund is to provide stabilisation support to the Federation revenue in times of economic stress.
- The twin mandate of the SF are capital preservation and liquidity. The SF thus has a short time horizon and invests in conservative fixed income mandates.
- Allocations were made to two managers under the Investment grade Corporate Credit bucket (IR+M 1-5 Year Credit A or Better and Smith Graham & Co Enhanced Cash Product).

SF Total Asset Allocation (US\$ mn)



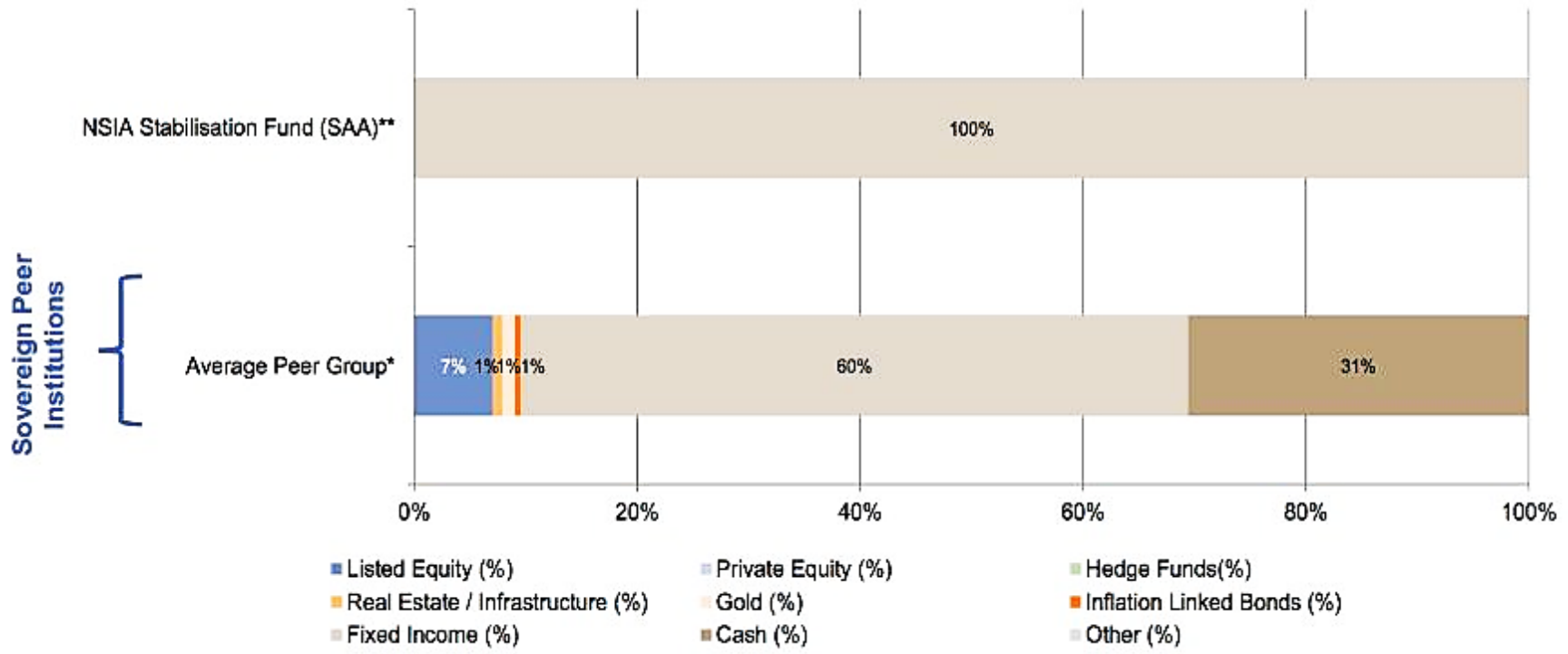
Asset Class Allocation (US\$ mn)



Allocation Guidelines

	Policy & Tactical Target	Benchmark
Credit Exposed Assets	60%	Barclays US Universal Bond Index
Investment Grade Corporate Fixed Income		Libor 3 Month US\$
		91 Day Treasury Bill Index
		Barclays US Universal Bond Index
Rate Exposed Assets	40%	Barclays 1-3 Year Treasury Bond
US T-Bills		91-Day Treasury Bill Index
US Treasuries 1-3 years		Barclays 1-3 Year Treasury Bond
Total	100%	

The Stabilisation Fund (SF) - How do Peers Allocate?



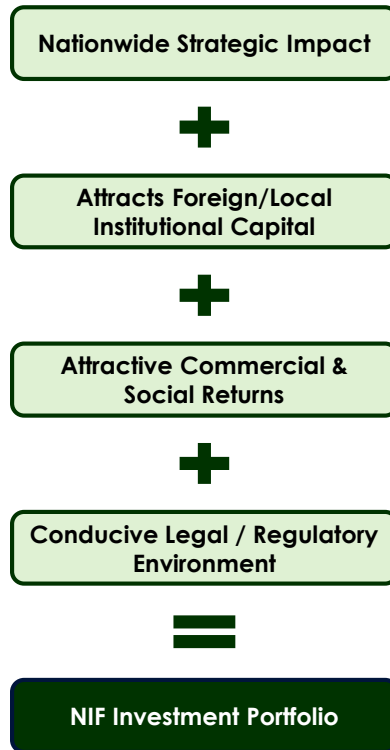
▪ Most peer funds with 'stabilisation' objectives consist primarily of fixed income and cash securities.

Source: Cambridge Associates

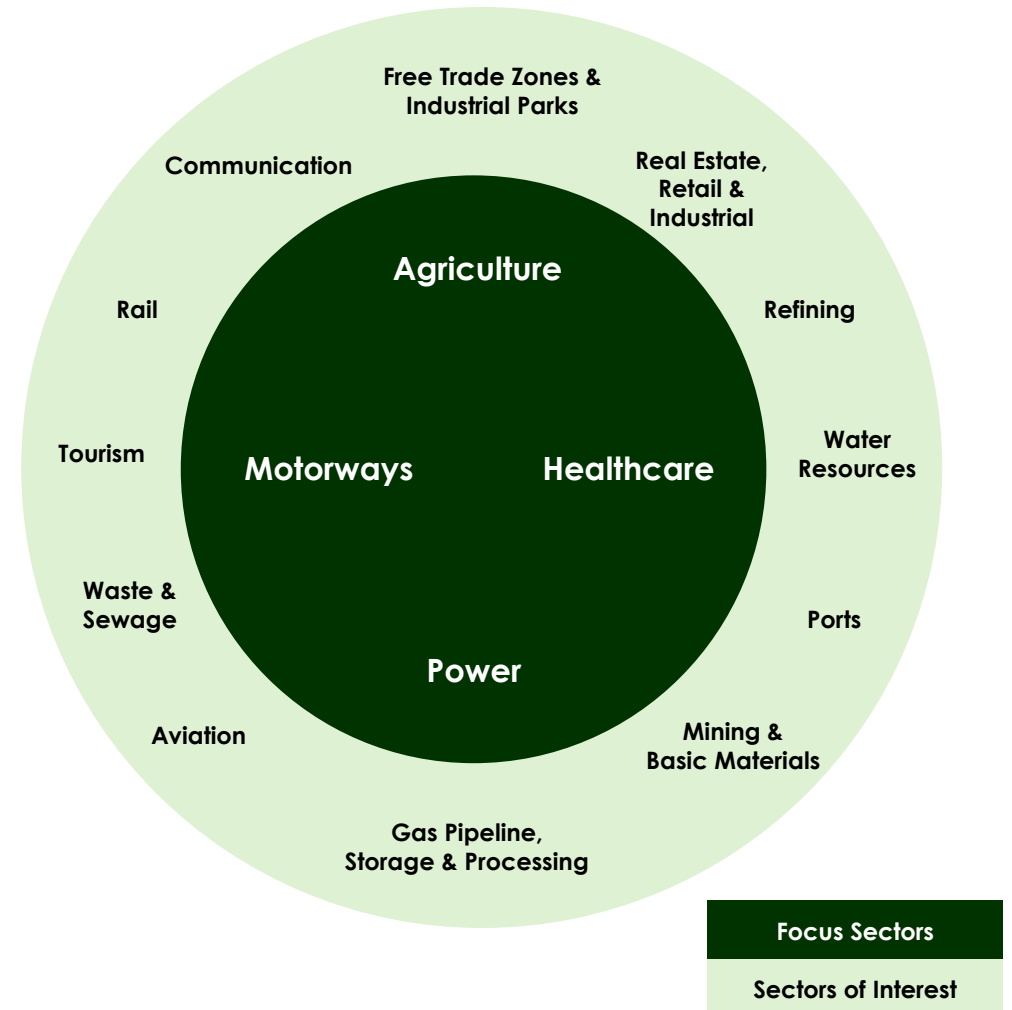
* Based on a survey of 6 global sovereign wealth funds that have stabilisation objectives. Asset allocation data has been gathered from public sources and using our own proprietary investigation and is the latest available.

**SAA comprised of 40% allocation to 1-3 year US Treasuries and a 60% allocation to investment grade corporate fixed income and absolute return fixed income.

Investment Strategy

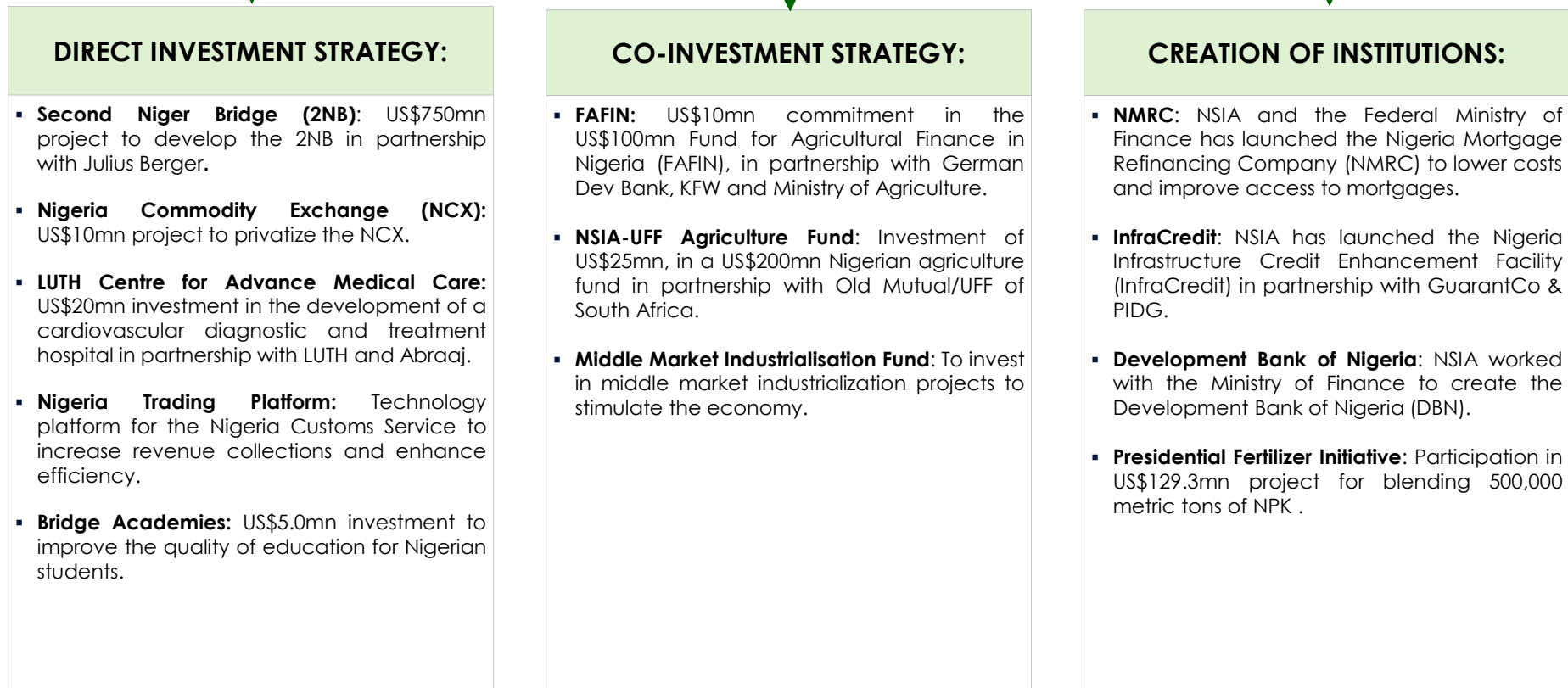


Focus Sector Allocation

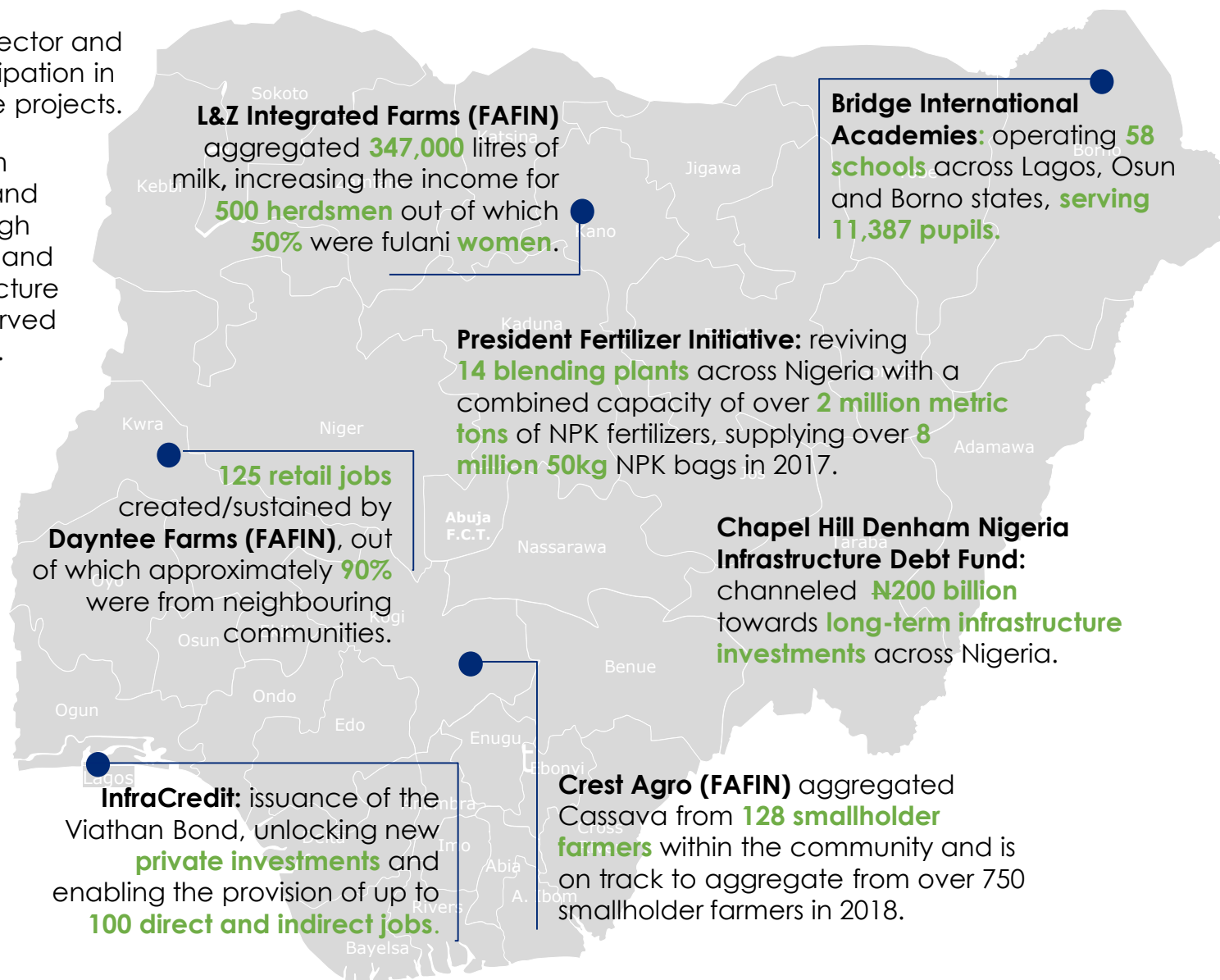


- NIF's role in Nigeria's infrastructure sector is to catalyze growth of key sectors, support projects of national importance, and attract Foreign Direct Investment.

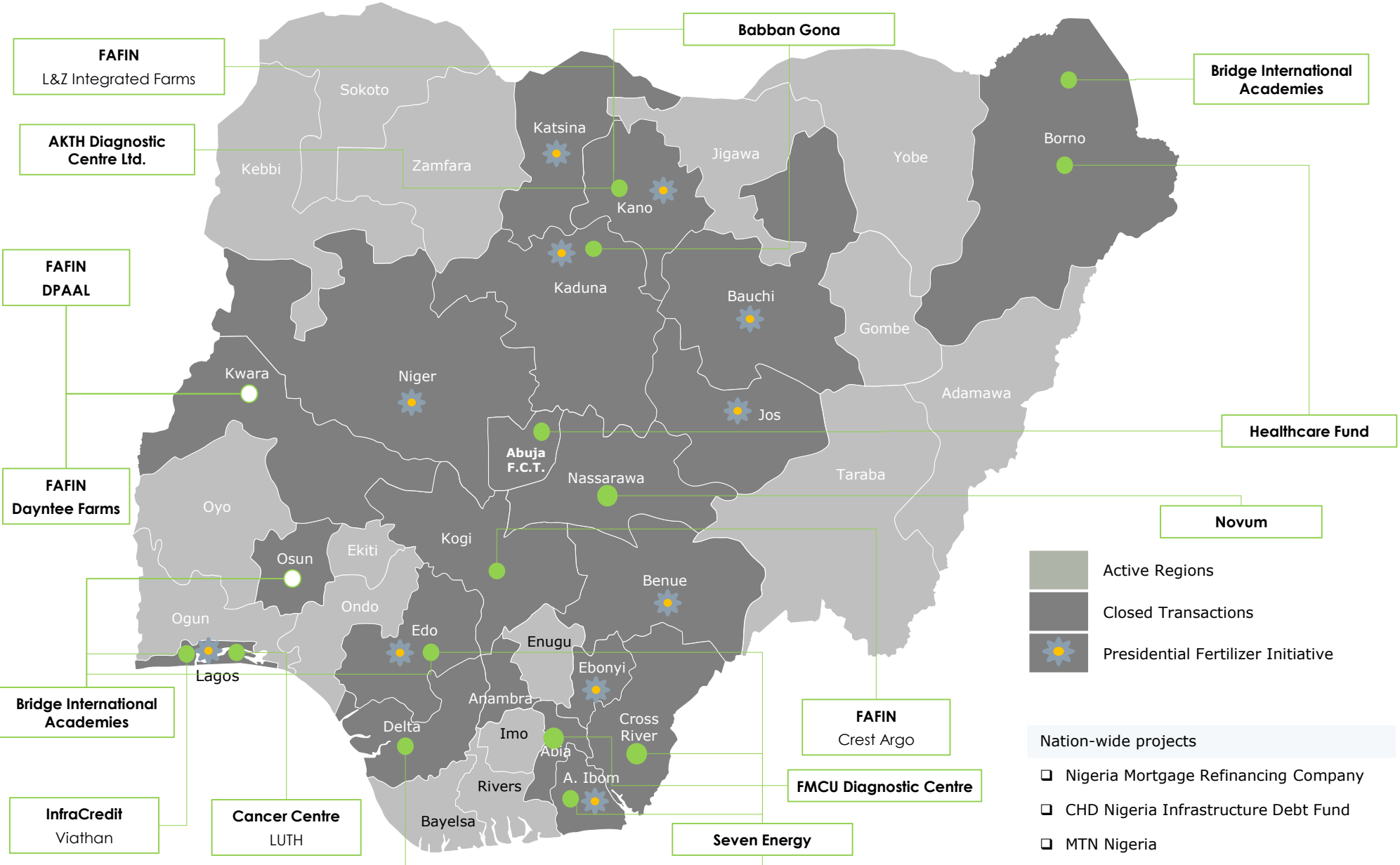
NSIA INFRASTRUCTURE STRATEGY IS ANCHORED ON THREE PILLARS:



- Catalysed private sector and pension fund participation in critical infrastructure projects.
- Promoted long-term economic growth and development through investments in core and pioneering infrastructure projects in under-served sectors and regions.



NIF Investments: Nationwide Footprint



Project Objectives

- The PFI objective is to deliver commercially significant quantities of affordable and consistently high quality NPK 20:10:10 fertilizer at the right time to Nigerian farmers.
- The programme commenced in 2017 with an initial production target of 20million bags of NPK 20:10:10 fertilizer, and was subsequently revised to deliver 10million bags to farmers at a price of ₦5,500.
- Preparation for 2018 PFI has begun with a similar objective and production target
- Benefits of the initiative include:
 - Subsidy elimination - estimated ₦50bn savings in budgetary provisions for fertilizer subsidies in 2017. Projected ₦150bn cumulative savings over three years from 2017.
 - Import substitution - Estimated foreign exchange savings of US\$150mn in 2017. US\$450mn in cumulative savings over three years by maximizing local content.
 - Food security – the increase in food production will enhance national food security and reduce food-induced inflation.

Project Description

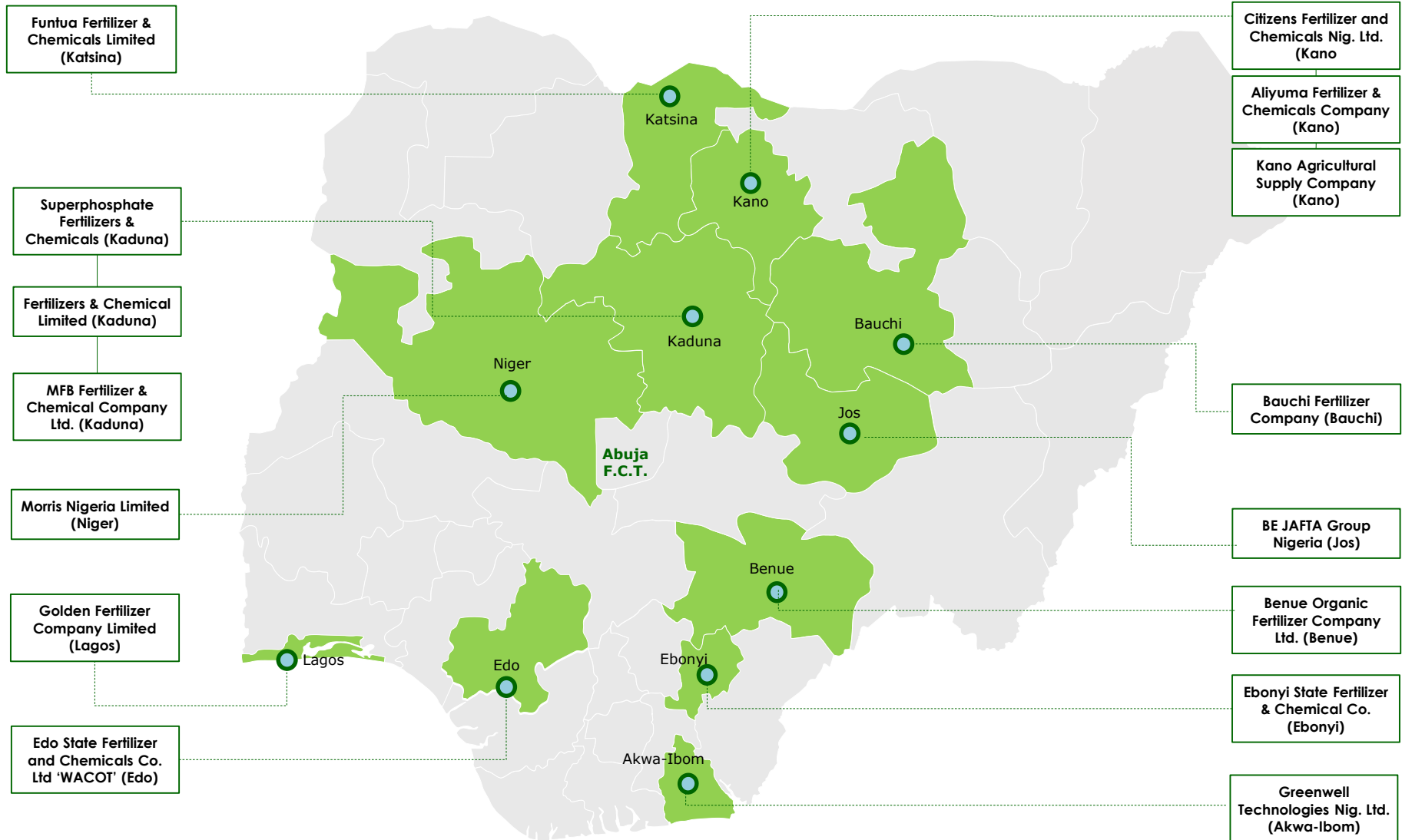
- | | |
|------------------|---|
| Target | <ul style="list-style-type: none"> ▪ Deliver high quality NPK 20:10:10 fertilizer on-time and at affordable price of ₦5,500 per 50kg bag (30-40% lower than market price). ▪ Create thousands of jobs by reviving the local blending plants. |
| Rationale | <ul style="list-style-type: none"> ▪ Lack of resources for subsidies. ▪ Only 30% of inputs are imported. The rest are locally sourced. ▪ Moribund blending plants can be revived to create jobs. ▪ The MoU with Morocco has led to reduced prices for diammonium phosphate (DAP). |
| Strategy | <ul style="list-style-type: none"> ▪ NSIA to execute the project in partnership with FEPSAN ▪ Project SPV (NAIC NPK) to source and import raw materials. ▪ Contract local blending plants. ▪ Agro-dealers and government to procure from blenders. |

Project Update

- Production of 10 million bags of NPK 20:10:10 fertilizer for 2018
 - 2 batches of 4 million bags each and 1 batch of 2 million bags
- Sale of 6.3 million bags of NPK fertilizer in 2017
 - Enough raw materials leftover from 2017 to produce and sell over 3 million bags of NPK fertilizer for 2018.
- Factory gate price of ₦5,000 per 50kg bag
 - Retail price to farmers at ₦5,500 per 50kg bag
- Sales for PFI 2018 to begin last week of February
 - Delivery to both State governments and agro dealers
- Concluded arrangements for ₦25 billion CBN RSSF through UBA
 - First tranche of ₦5 billion has been disbursed.
 - A request has been made to CBN for second tranche of ₦10 billion.



Presidential Fertilizer Initiative (cont'd): Blending Plants for 2018



The Office of the National Security Adviser (ONSA) visited all 15 blending plants in order to review the security arrangements in place and propose additional security measures. Following implementation of the recommendations of ONSA's, the 15 blending plants have been cleared to partake in the project. Additional blending plants will be added in the course of the year.

Federal Medical Centre Umuahia (FMCU) and Aminu Kano Teaching Hospital (AKTH)

- **Description:** As part of its Medical Diagnostics program, NHDIC is developing modern medical diagnostics centres in Umuahia and Kano, to be co-located with FMCU and the AKTH respectively. The Project companies will provide diagnostic radiology and pathology services within the hospital premises.
- **Sponsors:** NSIA, FMCU and AKTH
- **NHDIC Investment:** FMCU US\$5.2 million, AKTH US\$4.4 million
- **Status:** Financial close reached in March 2018. Construction work is in progress.

Ongoing Construction



3D Renditions



Lagos University Teaching Hospital (LUTH)

- **Description:** NHDIC is developing a modern radiation therapy centre at LUTH. The centre will be equipped with linear accelerators and brachytherapy equipment to provide radiotherapy treatment for cancer patients. An independent operator will be procured to run the centre however, services will be integrated with LUTH's oncology unit.
- **Sponsors:** NSIA and LUTH
- **NHDIC Investment:** US\$7.4 million
- **Status:** Financial close reached in March 2018. Construction work is in progress.

Ongoing Construction



3D Renditions



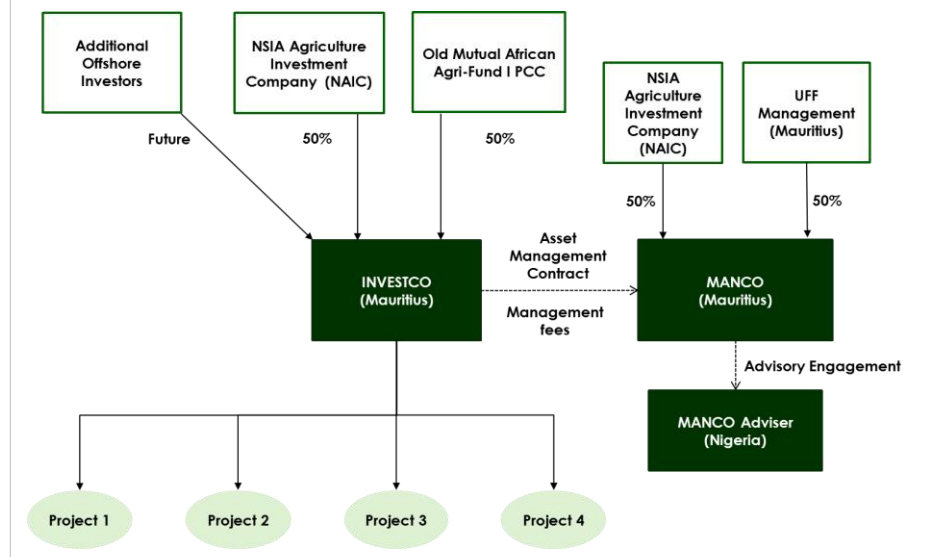
Project Objectives

- The NSIA-UFF US\$200.0mn Agriculture fund was established to develop large scale farming combined with out-grower schemes in areas that address both food security and foreign exchange through exports.
- NSIA and UFF will invest US\$25mn each, third party investors up to US\$150.0m, targeting a total commitment size of US\$200.0mn.
- The investment is structured in a 70:30 ration between food security and export market. With investments both in farming, infrastructure such as irrigation, dams, storage and mechanization of farming in Nigeria.
- The Fund targets greenfield and brownfield projects as well as investments in high technology driven agriculture
- Initial target area for food security are maize, rice, dairy farming and cassava. Export include table fruits, citrus, cocoa, sesame etc.

Investment Pipeline

Project Name	Products	Description
Novum Farms	Maize, Soya beans	Investment into an existing chicken feed producer located in Nasarawa state for backward integration into maize, soya bean and wheat production on 1600 ha of land.
Gurara Dam	TBD	Large scale farming opportunity on 2,000 ha of land located in close proximity to Gurara Dam located in Kaduna state.
Cassava Opportunity	Cassava	Relocation, installation, and the eventual operation of a Cassava starch plant in Edo State.

Project Structure



Project Roadmap

	Q3-Q4 2016	Q1-Q4 2017	Q1 2018	Q2-Q4 2018
Establishment of Agric Fund	✓			
Transaction Development and Due Diligence		✓	✓	✓
Closure of first transaction.			✓	
Capital Raising for US\$100-200mn additional funds				✓

Project Background

- Bridge is the largest chain of low cost private schools in Africa, operating 500+ schools and teaching over 100,000 students in Kenya, Uganda, Nigeria, Liberia and India.
- Bridge has developed a unique and scalable 'Academy-In-A-Box' business model that leverages innovative, low-cost technology to centrally control and drive efficiencies into every segment of the process of delivering education.
- Investors include IFC, Gates Investment, Zuckerberg Education Ventures, DfID, Learn Capital, Omidyar Network, New Enterprise Associates, and Khosla Ventures.
- NSIA closed a US\$5m investment in Bridge International Academies (Nigeria) in 2017 with the following objectives:
 - Improve the quality of education for Nigerian students that would either not attend school or attend individually owned and operated schools.
 - Provide affordable education. The company charges fees on average of US\$6-10 per month depending on the market.
 - Provide quality education. Third-party assessments demonstrate that Bridge students outperform peers.
 - Ensure uniform and high quality education throughout Nigeria's states, and in partnership with state governments where possible.
- As at the time of investment, Bridge Nigeria was already operational in Lagos State with plans to expand across Nigeria (in partnership with state governments where possible).
- The company operates under 2 distinct markets and business models:
 - Parent Paid Market
 - Publicly Funded Charter School Market – PPP Model

General Update

- Bridge currently operates 59 schools in Nigeria, with approximately 11,400 active pupils.
 - 54 academies in Lagos across 8 LGAs (Agege, Alimosho, Badagry, Epe, Ibeju-Lekki, Ifako-Ijaye, Ikorodu, and Ojo) with Epe being our newest LGA.
 - 4 academies in Osun state across 4 LGAs
 - 1 Partnership academy in Borno State (launched in Oct. 2017 in partnership with Nigeria Stock Exchange (NSE) and Borno State Govt.
- Although Bridge had initially set a target of 80 schools by the end of 2017, the company faced delays hiring.
- The company is aiming to open approximately 60 new academies by September 2018.
- Bridge has plans to establish a c.US\$30m Real Estate Fund. Through this platform, the company will fund CAPEX requirements and acquire land.
- It remains to be seen whether Bridge can effectively outsource CAPEX risk to 3rd party investors, as Bridge has not yet implemented this in other markets.

Publicly Funded Charter School Market Update

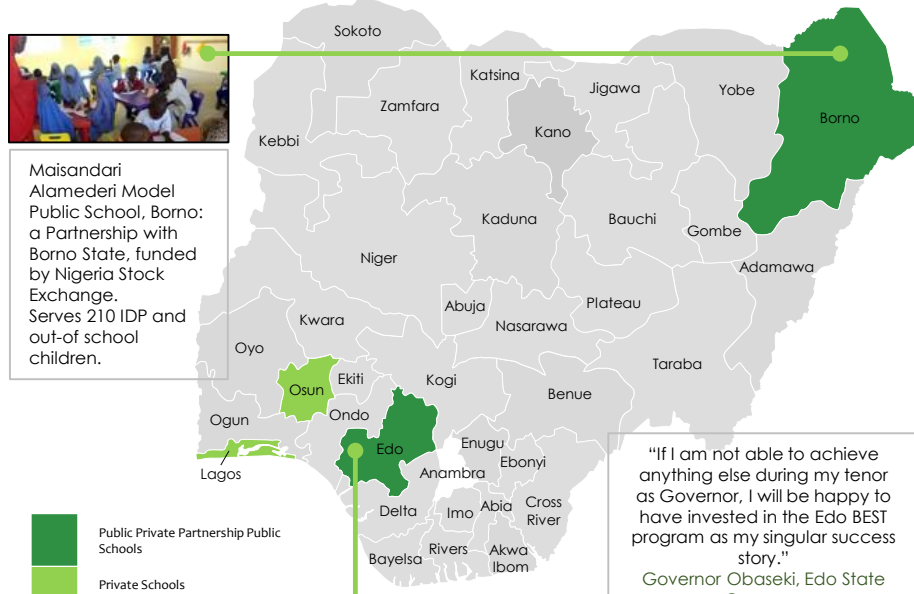
Edo State PPP

- Bridge is in the final stages of closing its first Publicly Funded Charter School deal in Nigeria.
- The PPP deal with Edo State will see Bridge manage 1,100 of Edo state's public primary schools over a 5 year period.

Other Potential PPPs

- The company is currently in intermediate stage of talks with Lagos, Kaduna, Borno, and Osun state governments over possible PPP deals.
- Preliminary exploration into a possible PPP deal with Delta state has commenced.

Current Bridge Operations in Nigeria



Maisandari Alamederi Model Public School, Borno: a Partnership with Borno State, funded by Nigeria Stock Exchange. Serves 210 IDP and out-of school children.

"If I am not able to achieve anything else during my tenor as Governor, I will be happy to have invested in the Edo BEST program as my singular success story."
 Governor Obaseki, Edo State Governor

Edo State Basic Education Sector Transformation:
 1500 Teachers trained, 100,000 textbooks printed, 237 schools across 17 LGAs launched, ~1100 teacher tablets and 237 smartphones issued



"Our Governor is assured of a second term in Office as we will all ensure that he is voted in to continue this good work he has started through the Edo BEST program"
 An Edo State Teacher after attending EdoBEST Training

"The union pledges their allegiance to this current administration for their strong focus on supporting teachers and equipping them to work better in the classrooms"
 Edo State NUT Leader

Research shows that **significant increase in student learning across a state leads to 5% GDP growth**. Statewide programs that focus on student learning, through intensive teacher support and performance management are thus, the single most important investment in each State's economic growth.

Bridge International Academies enables governments to transform their basic education sector at state-wide scale through:

- A technology-enabled learning and education delivery platform
- Intensive training in school and classroom management leading to positive behavior change
- Continuous improvement on teacher learning resources, including lesson plans for each subject each day

Bridge's teacher evaluation and support programming **enables existing civil service staff to develop critical 21st Century skills** to prepare Nigeria's next generation for success. Edo State recently implemented a comprehensive teacher development and curriculum support program in partnership with Bridge that promises huge gains in learning for the state.

Bridge delivers results. Preliminary results of a study of Bridge schools in Lagos show:

- 80% of Bridge students performed above the sample average in English
- Bridge schools received the highest school management scores on the World Management Survey Tool, scoring 40% higher than other private and public schools in Lagos.



Obadeyi Crescent-OJ-LA



Matty-Mary Street-AL-LA



Aderupoko Street-AL-LA



Aderupoko Street-AL-LA



Shallom Street-EP-LA



Project Objectives

- The main objective of the Project is **transform 108,000 hectares of heavily degraded land to an arable green area, and create sustainable jobs.**
- The vision is to develop replicable solutions to the known environmental issues in Nigeria.
- The Project is primarily focused on three categories of land use:
 - Vegetation and biodiversity restoration
 - Communal farming land
 - Large scale cash crops commercial plantations
- Expected developmental impacts includes **food security, electrification, jobs creation and environmental improvements.**

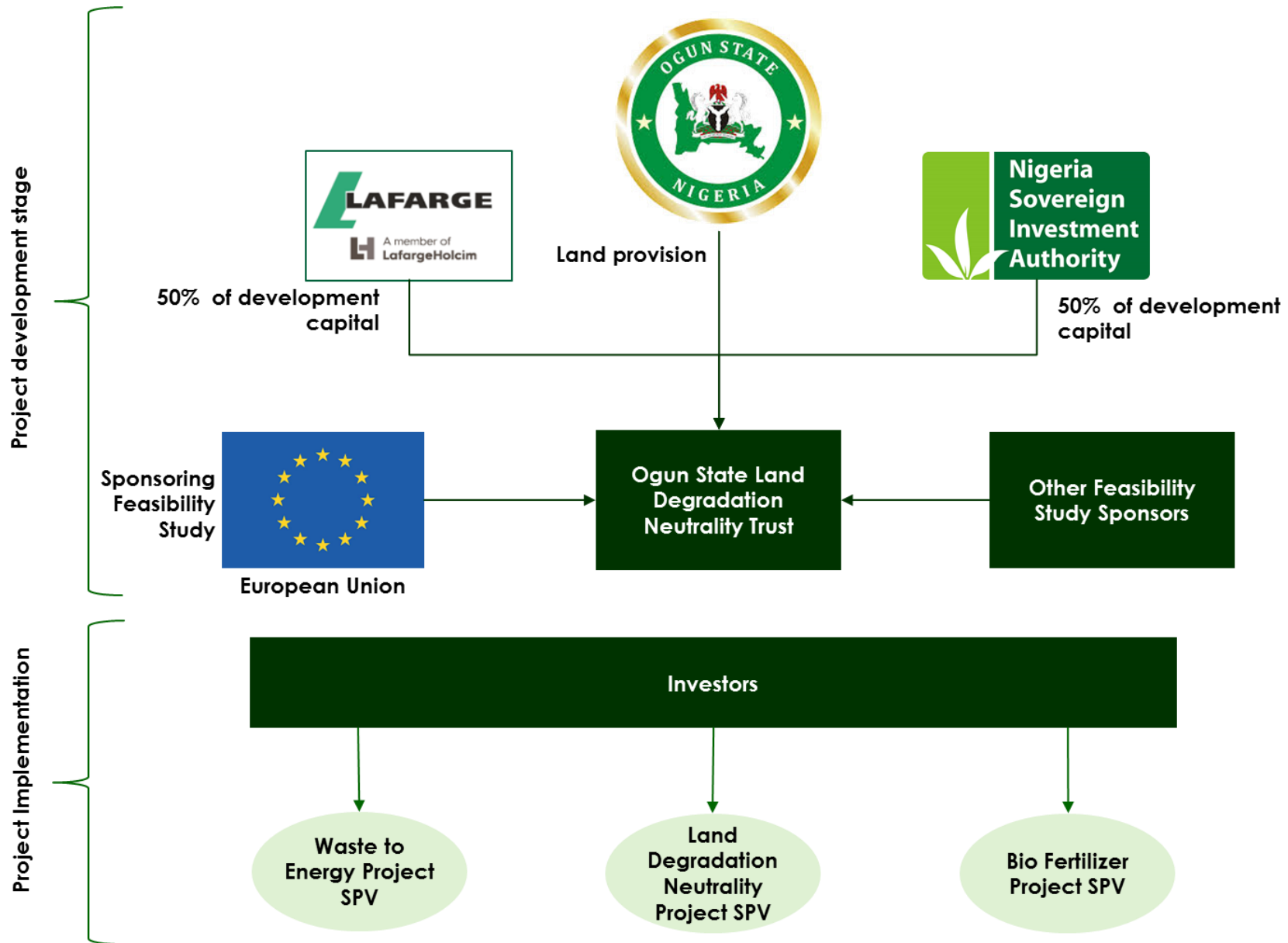
Project Description

- Ogun State Government, NSIA and Lafarge Africa signed a Memorandum of Understanding in September 2015 in the presence of the President.
- The project structure involves creating a land-trust that will hold 108,000 hectares for the benefit of Ogun State.
- NSIA and Lafarge committed €100,000 (2016) and €250,000 (2017) to develop and manage feasibility studies.
- The Project comprises three sub-projects:
 - A Waste to Energy Project
 - A Land Degradation Neutrality Project
 - A Bio Fertiliser Project

Market Drivers

- Ogun State Land Degradation Neutrality Project is first of its kind in Nigeria.
- Once successfully implemented, the project structure can be replicated across other regions and will serve as an example as to how to address deforestation in Nigeria,
- There is strong local and international interest in the Project:
 - Ogun State and the Federal Ministry of Environment are involved in the development of the Project.
 - International development agencies and climate change funds including the EU, UNCCD and Mirova have indicated interest in funding feasibility studies.
 - National and international agriculture firms and funds have indicated interest in investing in the Projects once the feasibility studies are validated.

Ogun State Land Degradation Neutrality Project: Project Structure








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- 1 Market analysts predict that global market volatility will continue in 2018. However, NSIA will maintain its strategy of a diversified portfolio to drive returns and mitigate the market volatility.
- 2 In 2018, we plan to increase domestic infrastructure investments in line with the Presidential Infrastructure Development Fund (PIDF) initiative to address five critical infrastructure projects in the country: Mambila Hydro-Power project, Lagos-Ibadan Expressway, Second Niger Bridge, Abuja-Kaduna-Kano Highway, and East-West Road.
- 3 We will continue to focus on the execution of critical infrastructure initiatives such as the delivery of one million metric tons of NPK 20:10:10; provision of credit enhancement to project companies; the Nigeria Customs Single Window project; revitalization of the Nigeria Commodities Exchange and modernization of the Healthcare sector.
- 4 NSIA will continue to focus on “Social Infrastructure” investment in the form of:
 - affordable housing (through Family Homes Fund Limited);
 - education (through Bridge Academies);
 - environmental protection, (through the Ogun State Land Reforestation project) to be replicated nationwide;
 - healthcare (through development of specialist hospitals and diagnostic centres);
 - small scale agriculture and processing (through investment in Babban Gona and Novum farms).
- 5 The Authority will increase its commitment to the development of institutions that will enhance infrastructure investments in Nigeria.
- 6 Continue to position NSIA as a trusted and preferred partner for foreign investors looking to access attractive co-investment opportunities for infrastructure development in Nigeria.

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NIF Projects : Catalyzing Expertise and Capital

Project	Project Size	NSIA Contribution	FDI Contribution	Description
 <p>FAFIN</p>	US\$77.5mn	US\$7.5mn	US\$70.0mn	Agriculture-focused investment fund that provides tailored capital and technical assistance solutions to commercially-viable SMEs and intermediaries across the agricultural sector in Nigeria. FAFIN was initiated by the German development bank – KfW, and the Nigerian Federal Ministry of Agriculture and Rural Development (“FMARD”).
 <p>Agriculture Fund</p>	US\$100.0mn	US\$25.0mn	US\$25.0mn	In 2016, UFF African Agri Investments B.V. (“UFF”) and NSIA (Pty) Ltd (“NSIA”) formalised their partnership in establishing a private investment fund dedicated towards investments in Nigerian agriculture, and have since taken the necessary actions to formalise their relationship and to commence establishing and promoting the first Old Mutual–NSIA Nigerian Agricultural Fund (“the Fund”).
 <p>Fertiliser Project</p>	US\$286.4mn	US\$43.8mn	N/A	NSIA to provide stop-gap funding to finance the importation of DAP (Phosphate) and MOP (Potash) to blend 400,000 metric tonnes of NPK fertiliser. NSIA will recover its stop-gap funding once funding arrangements are in place between CBN and SPV.
 <p>Infrastructure Credit Guarantee Ltd. (ICGL)</p>	US\$200.0mn	US\$25.0mn	US\$100.0mn	NSIA and GaurantCo are working together to establish the Infrastructure Credit Guarantee Ltd (ICGL). The Infrastructure Credit Guarantee Ltd (ICGL) will provide credit enhancement solutions to project companies, raising senior debt in the form of bonds to finance vital infrastructure projects.
 <p>Abraaj Growth Markets Health Fund (AGHF)</p>	US\$1.0bn	US\$25.0mn	US\$500.0mn	NSIA is considering an investment into Abraaj’s Growth Markets Health Fund (AGFH). Abraaj has set up this fund with the aim of establishing affordable high-quality health systems for the low and middle income groups, predominantly in Africa and Asia, whilst creating maximum impact. Other investors and potential partners in this fund include IFC (US\$150.0M) and Bill & Melinda Gates Foundation.



Manager Overview (Future Generations Fund)

Fund Manager	Lead Portfolio Manager	Region of Domicile	Date of Fund Inception	2017 Returns	NSIA's NAV \$(mln)	NSIA Inception	Fund Strategy	Fund Logo
Edgbaston (Asia)	Charu Fernando	London, U.K.	1-Oct-2008	10.03%	15.7	2-Jun-2014	Edgbaston is a boutique manager focused on Asia Pacific ex Japan. Edgbaston was founded in 2008 and adheres to a value investing philosophy. They are diversified with 60-80 holdings. Edgbaston has been disciplined in limiting growth in its asset base, ensuring they can continue investing across the market cap spectrum.	
Somerset (Small-Mid Cap)	Timothy Hay	Singapore	31-Mar-2011	14.70%	13.8	31-Mar-2014	Somerset is a London-based EM equity boutique founded in 2007. The team came from Lloyd George, where they ran a longstanding EM fund. The small/mid cap fund at Somerset focuses on an under-covered market segment that includes niche, smaller cap companies, smaller EM countries, and frontier markets. PM Timothy Hay is based in Singapore.	
Prince Street (Institutional)	David Halpert	New York, U.S.A.	1-Oct-2011	3.41%	9.02	31-May-2014	Prince Street was founded by David Halpert, who has been investing in frontier markets for roughly 20 years (11 years at Prince Street). His team has visited companies in over 50 countries and speaks diverse languages including Indonesian, Mandarin, Portuguese, and Russian. With an allocation of approximately 10% in small-caps.	
Prince Street (Opportunities)	David Halpert	New York, U.S.A.	1-Nov-2006	5.35%	14.01	31-May-2014	Prince Street was founded by David Halpert, who has been investing in frontier markets for roughly 20 years (11 years at Prince Street). His team has visited companies in over 50 countries and speaks diverse languages including Indonesian, Mandarin, Portuguese, and Russian. With an allocation of approximately 10% in small-caps.	




Manager Overview (Future Generations Fund)

Fund Manager	Lead Portfolio Manager	Region of Domicile	Date of Fund Inception	2017 Returns	NSIA's NAV \$(mln)	NSIA Inception	Fund Strategy	Fund Logo
Cevian Capital	Christer Gardell & Lars Förberg	Stockholm, Sweden	1-Jul-2006	17.18%	15.4	31-Dec-2013	Cevian has a long-term view on its holdings with an average holding period of three years, and typically takes substantial stakes in portfolio companies in order to add value through improvements in operations, corporate governance and balance sheet management.	
Chieftain Capital Management, Inc.	John Shapiro	New York, U.S.A.	1984	7.27%	17.1	6-Oct-2014	Chieftain is a US equity manager based in New York. The manager runs a concentrated portfolio of 8-12 positions, has a value orientation, and exhibits a long-term investment horizon. Alignment of interests is strong, with 100% of the investment team's liquid assets in the fund.	
Marathon Asset Management	Bill Arah	New York, U.S.A.	31-Dec-1987	2.41%	16.1	31-Mar-2014	Marathon is a contrarian manager focussed on Japan and based in London. Arah is an old fashioned investor with a long-term approach, allowing him to capitalise on market volatility. He believes in the 'capital cycle' approach, i.e. sectors with high return prospects will attract excessive capital and hence increased competition.	
Jamison Koppenberg	Stephen Jamison	New York, U.S.A.	1-Apr-2009	11.22%	16.2	30-Sep-2014	The Koppenberg fund is an absolute return oriented macro fund that invests both long and short across commodity futures, including energy, metals, and agriculture. It is structured to minimise losses, maintain liquidity, and exhibit low correlation to commodity indices (including oil prices).	
Capital Group	Tim Armour	California, U.S.A.	10-Jan-2007	8.39%	14.4	2-Jul-2014	A pioneer in emerging markets, Capital International has invested in EM equities since 1986. The ETOP product uniquely integrates EM equity and debt and was launched in 2007. The split between equity and debt varies over time and is a residual of fundamental analysis.	




Manager Overview (Future Generations Fund)

Fund Manager	Lead Portfolio Manager	Region of Domicile	Date of Fund Inception	2017 Returns	NSIA's NAV \$(mln)	NSIA Inception	Fund Strategy	Fund Logo
AQR Style Premia Fund Master	Cliff Asness	Connecticut, U.S.A.	1-Sept-2012	-1.35%	25.7	16-Jan-2015	AQR was founded in 1998 by Cliff Asness, David Kabiller, John Liew and Robert Krail. The firm offers a variety of quantitatively driven alternative and traditional investment vehicles to both institutional clients and financial advisors.	
JHL Capital Group Fund	Jim Litinsky	Chicago, U.S.A.	1-Aug-2006	-18.46%	23.4	31-Dec-2013	Founded in 2006 by Jim Litinsky, JHL invests both long and short across primarily liquid equities but also across fixed income and derivatives. The manager employs deep fundamental analysis and is not constrained by sector or geography. Net exposure will fluctuate over time, and the fund has recently been net short. JHL has traditionally exhibited low correlation to other hedge fund managers.	
Arbiter Partners	Paul Isaac	London, U.K.	1-Apr-2001	12.59%	25.4	28-Feb-2014	Founded in 2001, Arbiter is an opportunistic, value-oriented long/short equity hedge fund. The manager employs a long-term approach to investing and has historically demonstrated a strong US bias. Exposures tend to be aggressive in both net (0.5-1.2x) and gross (1.7-3.0x) terms. Arbiter is willing to invest in thinly traded and micro-cap securities, taking advantage of inherent inefficiencies. The risk/return profile is high, with annualised returns since inception of 19.0%, but with cumulative drawdowns as high as -41% over a 7 month period.	
Blue Mountain	Andrew Feldstein & Stephen Siderow	New York, U.S.A.	1-Nov-2003	5.98%	27.2	31-Dec-2013	Blue Mountain is a multi-strategy / relative value credit fund founded in 2003. The fund covers three primary strategies (long/short credit, structured credit, and index arbitrage), exploiting investment opportunities that arise at the intersection of different security types, e.g., where traditional credit investors are restricted by artificially imposed boundaries such as rating or geographic restrictions. Blue Mountain exhibits a low to moderate risk/return profile.	





Manager Overview (Future Generations Fund)

Fund Manager	Lead Portfolio Manager	Region of Domicile	Date of Fund Inception	2017 Returns	NSIA's NAV \$(mln)	NSIA Inception	Fund Strategy	Fund Logo
Xenon VI Private Equity	Daniilo Mangano	London, U.K.	N/A	-10.2%	1.4	5-Aug-2014	Xenon pursues small-cap buyouts in Italy. The core team has been investing together for more than ten years and has members with strong industrial, operational and consulting backgrounds. The fund (€180m) targets a 3.0x gross multiple and a 30% gross IRR. The manager approaches entrepreneurs directly, thereby often avoiding competitive processes. The manager has committed 5% of the total fund size, which is above market standard and reflects a strong alignment with LPs.	
Z-Capital Special Situations II	James J Zenni Jnr	New York, U.S.A.	N/A	17.19%	8.6	15-May-2014	Z Capital III (North America). Z Capital was formed in 2007 by James Zenni, who has more than 15 years of experience in distressed investing. The manager has raised \$750m for its second fund to make distressed for control investments in North American 'troubled' companies. The team has a niche strategy of investing in complex loans that fly 'under the radar' of other distressed managers. The fund is targeting a 2.5x gross multiple and a 35% gross IRR. NSIA benefitted from an immediate write-up by coming in at cost despite a 1.5x valuation of the \$113m that had been deployed to date.	
Helios III Investment Partners LLP	Tope Lawani & Babatunde Soyoye	London, U.K.	N/A	10.66%	2.4	21-Oct-2014	Helios was founded in 2004 by Tope Lawani and Babatunde Soyoye, both Nigerian nationals who were previously at TPG. Helios has raised \$1.1bn to invest across Africa in Fund III. The team has a combination of private equity, consulting and operational backgrounds, allowing them to invest opportunistically across buyout transactions, growth equity, and start-ups. Helios is targeting a 3.0x multiple. The team has committed 1% of total commitments to Fund III.	




Manager Overview (Future Generations Fund)

Fund Manager	Lead Portfolio Manager	Region of Domicile	Date of Fund Inception	2017 Returns	NSIA's NAV \$(mln)	NSIA Inception	Fund Strategy	Fund Logo
African Capital Alliance Private Equity IV	Paul Kokoricha & Cyril Odu	Lagos, Nigeria	N/A	-20.69%	3.2	15-Nov-2015	<p>ACA was founded in 1997 under the leadership of Okey Enelamah and Dick Kramer. With more than 15 years of investing experience in Nigerian private equity, ACA benefits from its strong brand name and deep connections. ACA maintains flexibility to invest in buyout and growth equity deals in companies of various enterprise values and avoids companies subject to competitive auction processes. Fund IV has targeted \$600m to invest across West Africa, seeking a 3.0x multiple and a 30% IRR.</p>	 <p>...We are value investors...unlocking value in Africa</p>
Secondary Private Equity: KG Brussels	<ul style="list-style-type: none"> 16 Fund Holdings: • Avenue Special Situations Fund IV, L.P. • Cerberus Institutional Partners, L.P. Series Four • Fortress Investment Fund IV, L.P. • Fortress Investment Fund IV Coinvestment, L.P. • Fortress Investment Fund V, L.P. • Fortress Investment Fund V Coinvestment, L.P. • H.I.G. Bayside Opportunity Fund, L.P. • Marlin Equity, L.P. • Marlin Equity II, L.P. • OCM Opportunities Fund IVb, L.P. • OCM Opportunities Fund VI, L.P. • OCM Opportunities Fund VII, L.P. • OCM Opportunities Fund VIIb, L.P. • Sun Capital Partners IV, LP • Wayzata Opportunities Fund, LLC • Wayzata Opportunities Fund II, L.P. 	Abuja, Nigeria	15-Aug-2014	N/A	47.9	15-Aug-2014	<p>NSIA created this vehicle for transactional and tax efficiency purposes relating to the acquisition of a portfolio of private equity interests from a European banking counterparty. This portfolio has performed exceptionally well both in terms of cash distributions and in terms the absolute revaluation gain. It is expected that 99% of the portfolio will be liquidated by year end 2018.</p>	
Healthcare Royalty Partners III	Gregory B. Brown & Todd C. Davis	Stamford, U.S.A.	2007	N/A	0.3	15-Aug-2014	<p>HCRP was founded in 2007 by the royalty team formerly at Paul Capital. Healthcare royalties offer high yield (low- to mid-teens, thereby mitigating the J-curve effect) with downside protection in the form of capital structure seniority. Returns are linked to healthcare product sales, which are generally stable and exhibit low correlation with other asset classes. Fund III has raised \$1.5bn and is targeting a 1.6-2.0x multiple and a gross IRR of 15-18%.</p>	

Manager Overview (Future Generations Fund)

Fund Manager	Lead Portfolio Manager	Region of Domicile	Date of Fund Inception	2017 Returns	NSIA's NAV \$(mln)	NSIA Inception	Fund Strategy	Fund Logo
Verod Capital Management	Danladi Verheijen & Eric Idiahi	Lagos, Nigeria.	N/A	N/A	1.5	22-Sept-2015	Verod are a Lagos based private equity manager focused on investing in a mix of greenfield and SME opportunities predominantly in Nigeria, and the scope to invest in Ghana. Founded in 2008, by principals Danladi Verheijen and Eric Idiahi, who each own 40% of the entity, with the final 10% owned by Emeka Emuwa (GMD Union Bank of Nigeria). Verod have a track record in investing on behalf of high-net worth individuals, but also providing advisory services.	
Synergy Capital	Ayo Arogbo & Toye Akindele	Lagos, Nigeria.	N/A	N/A	4.2	09-Sept-2015	Synergy Capital is a Lagos based General Partner (GP) founded in 2007. The Fund is focused on small and medium sized businesses only, targeting growth opportunities, investing equity and quasi-equity in these businesses. This Fund is a South-West Nigeria focused offering, with a target 25% weighting to Ghana (with a maximum of 30%). Target sectors include: consumer businesses, power, IT & telecoms, non-bank financial services, oil & gas and agro-allied businesses.	
Falko	Jeremy Barnes	New York, U.S.A.	N/A	N/A	5.87	17-Sept-2015	Falko is the largest independent operator lessor of regional jet aircraft in the world, and this fund is an extension of Falko's current aircraft leasing and management activities. The Fund would make equity investments in new and used leased regional aircraft (fewer than 149 seats) operating globally. The fund is targeting a 17% to 20% gross IRR and 7% to 8% annual yield. Each asset will have lessor-friendly triple net leases attached or pre-negotiated, which create an obligation on the part of the lessee to pay an amount of the contracted monthly rent, while at the same time providing security over the assets.	
RMB Westport	Mike O'Malley & Dale Ramsden	Johannesburg, South Africa.	N/A	N/A	0.6	03-Feb-2016	Mike O'Malley, Dale Ramsden and Simon Fifield founded RMB Westport in 2008. Dale was instrumental in both the Palms and Ikeja Mall, and Mike heavily involved as the developer on the Ikeja Mall. This duo have a justifiably solid reputation in the West African real estate market. Simon Fifield was previously head of RMB's real estate investment banking division. The Fund targets a 25% net IRR and a 2x gross multiple over the 8 year fund life with a 4 year investment period. This fund will be focused across four markets, Nigeria, Ghana, Angola and Ivory Coast. Target equity investment per project is \$20m - \$60m, with 50% - 60% leverage.	

Manager Overview (Future Generations Fund)

Fund Manager	Lead Portfolio Manager	Region of Domicile	Date of Fund Inception	2017 Returns	NSIA's NAV \$(mln)	NSIA Inception	Fund Strategy	Fund Logo
Unigestion	Christian Bohler	Zurich, Switzerland.	N/A	N/A	5.5	15-Dec-2017	Akina is a European market focused private equity firm, founded in 1998, and has managed €2.6bn in nine fund generations and is based in Zurich. Akina Euro Choice secondary fund has a fund size of €225m. Akina has been a successful investment platform in the European mid-market space, largely due to its broad sourcing coverage which gives it access to top performing funds, disciplined investment process with systematic and comprehensive analysis and active exit management.	
Abraaj Growth Healthcare Fund	Khamaar Mann and Mark Bourgeois	Dubai, UAE.	N/A	N/A	5.6	14-Feb-2017	The AGHF will provide growth capital to emerging markets healthcare companies that serve low to middle income populations. The fund has a strong impact focus with a long-term goal of developing healthcare ecosystems that deliver affordable, high-quality healthcare services to previously underserved markets. The majority (80%) of capital is expected to be invested in select cities in Sub-Saharan Africa and South Asia with up to 20% in Latin America and Southeast Asia. The Abraaj Group is a global emerging markets private equity firm founded in 2002	
Actis Real Estate Fund III	Louis Deppe and Amanda Jean -Baptiste	Lagos, Nigeria	N/A	N/A	1.7	15-Aug-2015	Actis was founded in 2004 following a spin-out from the CDC group. Actis manages over \$6bn in assets across real estate, PE, energy and infrastructure. The Real Estate Fund 3 is developmental focused, predominately in the retail and office sectors. The Fund will invest alongside local partners, but the GP will retain a majority stake in such instances. The fund will hold assets for three to five years, thereafter exiting to a strategic buyer. The Fund will invest in the main urban cities in select countries in sub-Saharan Africa, with a focus on Nigeria, Ghana, Kenya, Mozambique, Tanzania, Zambia, and the Ivory Coast.	

Manager Overview (Stabilisation Fund)

Fund Manager	Lead Portfolio Manager	Region of Domicile	Date of Fund Inception	2017 Returns	NSIA's NAV \$ (mln)	NSIA Inception	Fund Strategy	Fund Logo
UBS (Passive 1-3 Year US Treasuries)	Benjamin Kaden	Zürich, Switzerland	2-Feb-2012	0.79%	81.2	13-Sep-2013	Fund that holds 1-3 year Treasuries benchmarked against the 1-3 Year Treasury index. UBS manages its passive fixed income products with the goal of minimizing tracking error and transaction costs.	
Smith Graham and Co (Enhanced Cash)	Mark Dube	Houston, US	2-Feb-2012	0.1%	20.0	11-Dec-2017	Smith Graham runs the enhanced cash management product, which is 100% made up of asset backed securities. The strategy focuses on short-dated AAA rated securities with the aim of optimizing income, maintaining sufficient liquidity and capital preservation.	
IR+M (1-5 Year A or Better)	Rob Lund	Boston, US	2-Feb-2012	0.1%	24.0	11-Dec-2017	The strategy is a conservative, high quality, short duration credit strategy that relies on the Firm's value-oriented, bottom up investment approach. The portfolio is comprised primarily of credit and asset backed securities and has a marginal exposure to government instruments and municipals.	



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