



## 2016 NEW YEAR MESSAGE BY THE MANAGING DIRECTOR/CEO

My Dear Colleagues

I welcome all of you back to work after the Christmas and New Year celebrations. I believe you had fun and good rest. For those of you who travelled long distances to see loved ones I thank God for journey mercies and those who for one reason or the other are yet to return, I wish God's protection and safe trip back. And to those who stayed behind in Lagos to deliver on critical targets while others holidayed, I say well done and thanks for your sacrifice. I hope you will find time in the course of the year to take your deserved holiday.

Let me once again say '**Thank you**' to all of you for your contributions which made it possible for us to achieve a commendable result in 2015. This was done in spite of the highly challenging business environment of last year. I am therefore confident to state that our company has indeed turned the corner since 2014 and is now headed towards our destiny, which is to become a 'great company'. This was demonstrated by our sustained performance trajectory in 2015. We owe this to all of you.

This year, we intend to fast track our steps towards accomplishing this vision by achieving a strong market share growth as well as doubling our bottom line numbers. This is not going to come easy. For one reason, all indicators point to a particularly difficult year. The business environment will be more challenging than what we had in 2015. Challenges such as further falls in crude oil prices and therefore national income, foreign exchange scarcity which may hamper the import of our input materials, and declining purchasing power of Nigerians will combine to throw spanners on the wheel of manufacturers this year. However to overcome all these, we must shake off whatever remaining lethargies of previous years and take the quantum leap. As individual staff, you must ensure you positively impact the business by either increasing productivity or reducing cost or both. As management we shall continue to proactively take measures to mitigate the impact of the adverse business environment by continuing to drive CHANGE in our company processes and strategies.

The expected achievements of this year will be the collective responsibility of all of us working as a team. To ensure this, our performance management system will capture and reward team members who make outstanding contributions and deliver on their targets. We shall measure the output and contributions of individuals to teams. Everyone is expected to play a part in our collective will for a quantum leap.

This therefore informs the choice of our theme for 2016 which is '**Impacting Our Rise**'. This theme recognizes that our company is on the rise and challenges each and every one of us to IMPACT this trajectory. We must all identify areas to impact. Our corporate New Year resolution is to surprise our shareholders with outstanding returns on their investment. Besides surpassing financial performance, we intend to take our international status several steps ahead.

On December 23, 2015, the heads of functions presented their 2016 plans in a marathon strategy meeting. These plans must be updated in line with inputs made at the meeting and are expected to be presented for my approval by January 15, 2016 but **not later than January 31, 2016**. Similarly, all work plans must be ready latest January 31, 2016. It is the responsibility of all managers to ensure that all business decisions taken at that meeting are passed down to all levels of personnel in their departments.

Finally, I urge all of us to settle down to our bits as fast as possible and begin to play our part in taking May & Baker above its peers in 2016.

Happy New Year and God bless you all

**NNO**

04/01/16



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