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# Mid-Year Review and Updates: H2 2025 Economic Outlook



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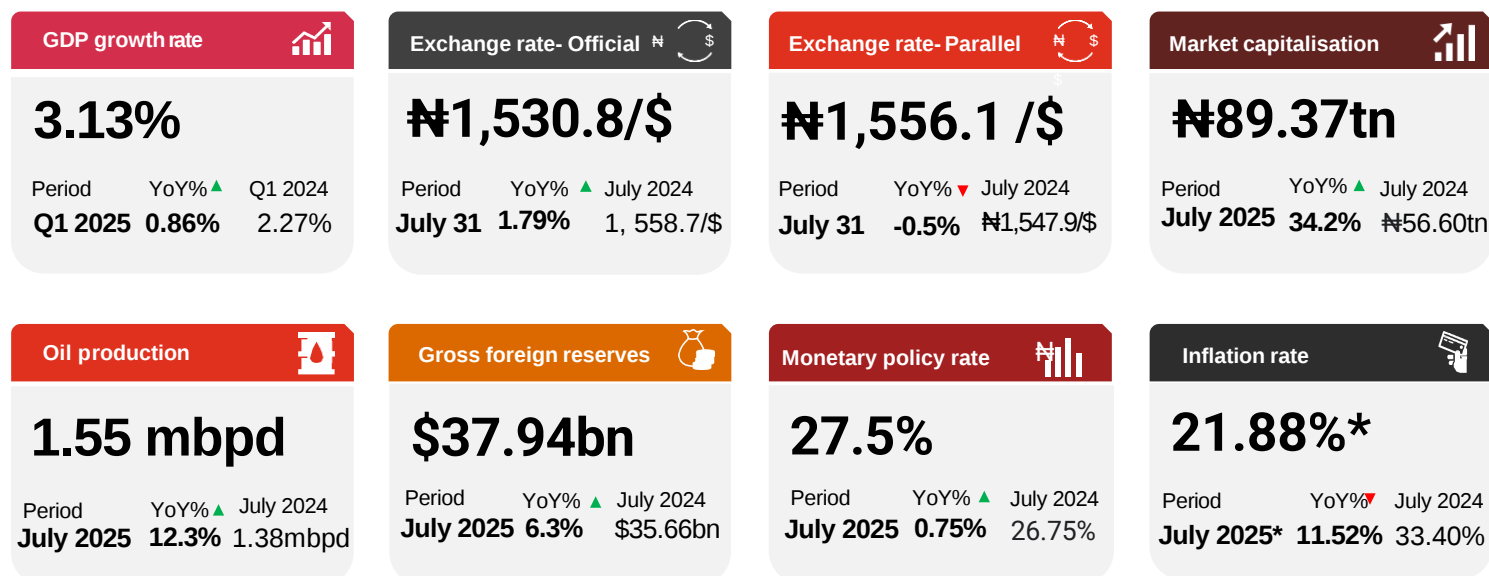
Strategic Imperative  
for Government and  
Business Leaders

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# Nigeria Macroeconomic Context

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# Dashboard of key economic indicators



\*Inflation figures for 2025 was rebased by the NBS and the reference 'basket' used to calculate inflation was also reweighted

\*The cut-off date is 31 July 2025

Increase ▲ Decrease ▼

Source: NBS, NUPRC, OPEC, CBN, FMDQ, NGX, Rate Cap, PwC Analysis

## Setting the context



**GDP was rebased to 2019 from the previous 2010 benchmark, providing a precise and current representation of the economy's composition.**

- Following the rebasing, GDP grew by 3.13% in Q1 2025 (Q1 2024: 2.27%). The highest growing sectors were Finance & Insurance (15.03%), ICT (7.4%), Construction (6.21%) and Real Estate (4.61%).
- Finance and Insurance sector growth was due to the performance of the Banking sub-sector (15.91%), supported by higher interest income and increased digital transactions.
- ICT growth was driven by increased broadband investment and supportive policies that sustained digital adoption.
- Construction sector growth was largely driven by government infrastructure spending and private investment in housing and transport.
- Real estate was driven by increased income from leased and rented properties, growth in urban rental markets, and rising demand for office, retail and logistics spaces.

Source: NBS, NGF, AfDB, DMO, CBN, Strategy& Analysis

\*Electricity, Gas, Steam and Air Conditioning Supply = Utilities



# Setting the context



## Fiscal dynamics

Although the rebased GDP improved the debt-to-GDP ratio underlying fiscal vulnerabilities persist. For instance, debt service to revenue remained high at 77.5% (2023: 76.8%) as of 2024.

- Total public debt stock rose by 22.8% year-on-year, from ₦121.67 trillion in Q1 2024 to ₦149.4 trillion in Q1 2025. The increase was driven by fresh borrowings, higher interest costs and exchange rate devaluation.
- Following GDP rebasing, the debt-to-GDP ratio eased to 39.4% in Q1 2025, from 52.13% in Q1 2024. However, high debt servicing to revenue ratio (76.8% in 2023 to 77.5% in 2024) continues to constrain fiscal headroom for additional borrowing, raising concerns over long-term debt sustainability.
- Four major Tax Acts enacted in June 2025 (implementation effective from January 2026) will harmonise tax laws, unify administration under the Nigeria Revenue Service (NRS), improve compliance and strengthen non-oil revenue mobilisation.
- FAAC disbursed ₦1.82 trillion to the three tiers of government in June 2025, up 34.3% from June 2024. The inflow was driven by statutory revenue (₦1.02 trillion), VAT (₦631.5 billion), electronic transfer levies (₦29.2 billion), exchange difference (₦38.8 billion), and augmentation (₦100 billion).



## Price Dynamics

**Inflation landscape in H1 2025 was moderate, supported by the statistical rebasing and FX stability measures, yet underlying cost pressures from food and transportation continue to shape market perception.**

- Headline inflation rate declined marginally for the fourth consecutive month to 21.88% in July 2025, from 22.22% in June 2025. This decline is driven by base effects and relative stability in the exchange rate, though price pressures remain.
- Despite the easing in headline inflation year-on-year, the month-on-month inflation increased to 1.99% in July 2025 from 1.68% in June 2025, indicating that short-term price pressures persist.
- CBN's inflation expectation survey report released in June 2025 - showed higher inflation expectations for H2 2025. The survey showed that over 80% of households expect inflation to remain elevated over the next 3 to 6 months.
- The observed increase in inflation by households from the beginning of the year may continue to shape their perception of inflation in the second half of 2025.
- Official exchange rate appreciated by 1.79% to ₦1,530.8/\$ in July 2025 (from ₦1,558.7 in July 2024), supported by higher capital inflows and ongoing CBN FX reforms.



## Monetary Dynamics

**CBN's policy stance remains firmly anchored on price and financial system stability, with continued focus on tightening interest rates and liquidity management, while sustaining reforms on deepening remittance flows and strengthening banks' capital adequacy.**

- CBN maintained the Monetary Policy Rate (MPR) at 27.5% in July 2025 (raised from 27.25% Nov 2024) and kept the commercial bank CRR at 50%. Rates are likely to remain elevated near-term even as inflationary pressures ease.
- The CBN injected \$4.1 billion in H1 2025 (an increase of 215% from \$1.3 billion compared to H1 2024) to stabilise the Naira and ease liquidity pressures on the foreign exchange market.
- CBN also introduced the Non-Resident Nigerian Ordinary Account (NRNOA) and Non-Resident Nigerian Investment Account (NRNIA) targeted at Nigerians in diaspora to improve remittance flows to the country and NRN participation in the capital market.

- A Monetary Policy Forum was held by the CBN in January 2025 with stakeholders from the fiscal authorities and private sector. The aim of the forum was to align and coordinate fiscal and monetary policies and strategies to manage disinflation, anchor expectations, and strengthen investor confidence in the economy.



## Global Dynamics

### Global macroeconomic dynamics

- The 2025 global GDP growth forecast has been revised to 2.34%, down from earlier estimate of 2.7%, due to rising tariffs, trade policy uncertainty, and geopolitical tensions.
- Global inflation is projected to ease to 5.4% in 2025, though it remains elevated in the Americas (4.79%) and Asia-Pacific (4.41%), while declining in Europe (3.67%) and Africa (14.63%).
- Central banks in Europe, India, China, and Russia have cut rates to support growth, while the U.S. Fed has held steady after two cuts in 2024.

### Geopolitical dynamics

- Geopolitical fragmentation is intensifying, with over 110 active armed conflicts globally, including Russia-Ukraine and Israel-Palestine. These crises pose a risk to the direction of commodity prices (including crude oil), key trade routes for exports and the global economy in H2 2025.
- The reintroduction of sweeping tariffs by President Trump (with rates reaching up to 50% on select imports) have triggered trade tensions, inflationary pressures, and trade protectionism; as countries and corporates seek to mitigate exposure to the growing challenges.

### Policy and megatrend dynamics

- AI and quantum technologies are rapidly transforming industries, with AI expected to power 40% of use cases by 2027 and quantum materials projected to fuel a \$2 trillion market by 2035, while the labour markets may face job role shifts that demand urgent reskilling.

Source: World Bank, IMF, Weforum, Eurasia, Strategy& Analysis



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# Mid-year review & updates for H2 2025

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# Key issues for consideration in 2025

## Global political economy + Megatrends in transition

- Global trade
- AI + ESG

## Security and social stability

- Security bottlenecks
- Social protection
- Shocks mitigation

## Stimulating productivity to drive real sector growth: Needs for stabilisation and protection of domestic economies

- Priority sectors
- Addressing the multiple shocks
- Funding



## Consumers' uncertain pathway to spending recovery, pressured by economic shocks

- Inflationary pressures
- High poverty rate
- Enhanced conditional transfer

## Broader fiscal policy focus: going beyond revenue generation

- Debt sustainability
- Monetary policy alignment
- Achieving macro stability

## Disciplined monetary policy: Sustaining the momentum

- Foreign Exchange stability
- Price stability
- Interest rate

## Attracting investments (foreign and local)

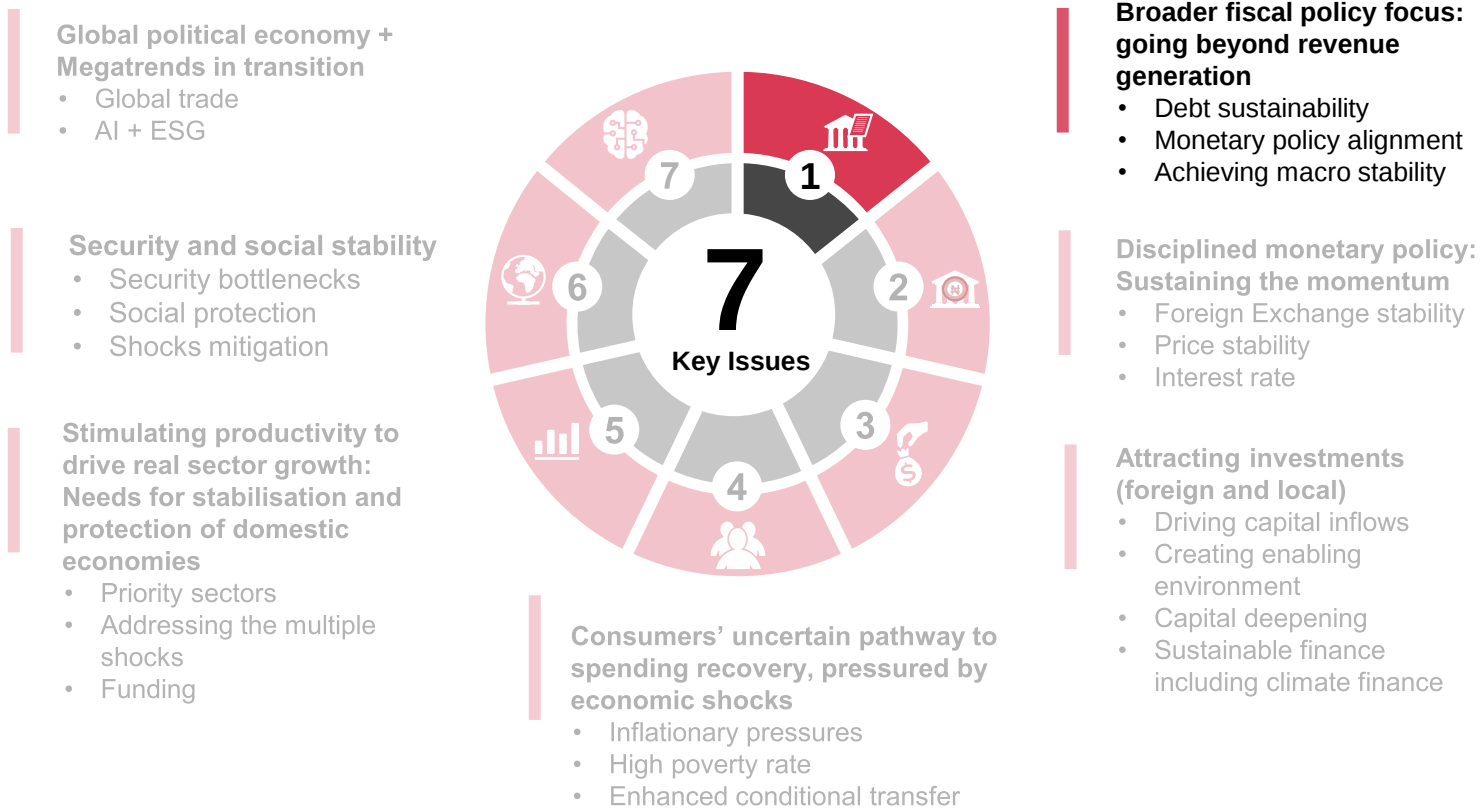
- Driving capital inflows
- Creating enabling environment
- Capital deepening
- Sustainable finance including climate finance

# Updates to the key issues outlined in our 2025 economic outlook

| Key issues                                                                                                                                                 | Our outlook                                                                                                                                                                                                                                                                                                                                                                   | Updates from Q2 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Status |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| <b>Broader fiscal policy focus: going beyond revenue generation</b><br> | <ul style="list-style-type: none"> <li>• Nigeria's 2025 fiscal policy may prioritise debt sustainability, fiscal consolidation, and economic stability beyond revenue generation.</li> <li>• Key strategies include tax reforms, privatisation, balanced spending, and stronger monetary-fiscal coordination to curb deficits, manage inflation, and drive growth.</li> </ul> | <ul style="list-style-type: none"> <li>• Four major Tax Acts (implementation effective from January 2026) will harmonise tax laws, unify administration under the Nigeria Revenue Service (NRS), improve compliance and improve non-oil revenue mobilisation.</li> <li>• Nigeria's total public debt rose by 22.8% from ₦121.67 trillion in Q1 2024 to ₦149.4 trillion in Q1 2025 driven by fresh borrowings, higher interest costs and exchange rate depreciation.</li> </ul>                                  |        |
| <b>Disciplined monetary policy: sustaining the momentum</b><br>         | <ul style="list-style-type: none"> <li>• Nigeria's 2025 monetary policy must maintain tightening to curb inflation, stabilise FX, and restore investor confidence while ensuring liquidity to support growth.</li> <li>• Balancing inflation control with credit access is key to sustaining economic stability.</li> </ul>                                                   | <ul style="list-style-type: none"> <li>• <b>The CBN maintained the MPR at 27.5% in July</b>, with an asymmetric corridor of +500/-100 basis points, a CRR of 50% for DMBs and 16% for Merchant Banks, and a Liquidity Ratio of 30%, reflecting a cautious stance amid easing inflation.</li> <li>• <b>The CBN injected \$4.1 billion in H1 2025</b> (an increase of 215% from \$1.3 billion compared to H1 2024) to stabilise the Naira and ease liquidity pressures in the foreign exchange market.</li> </ul> |        |

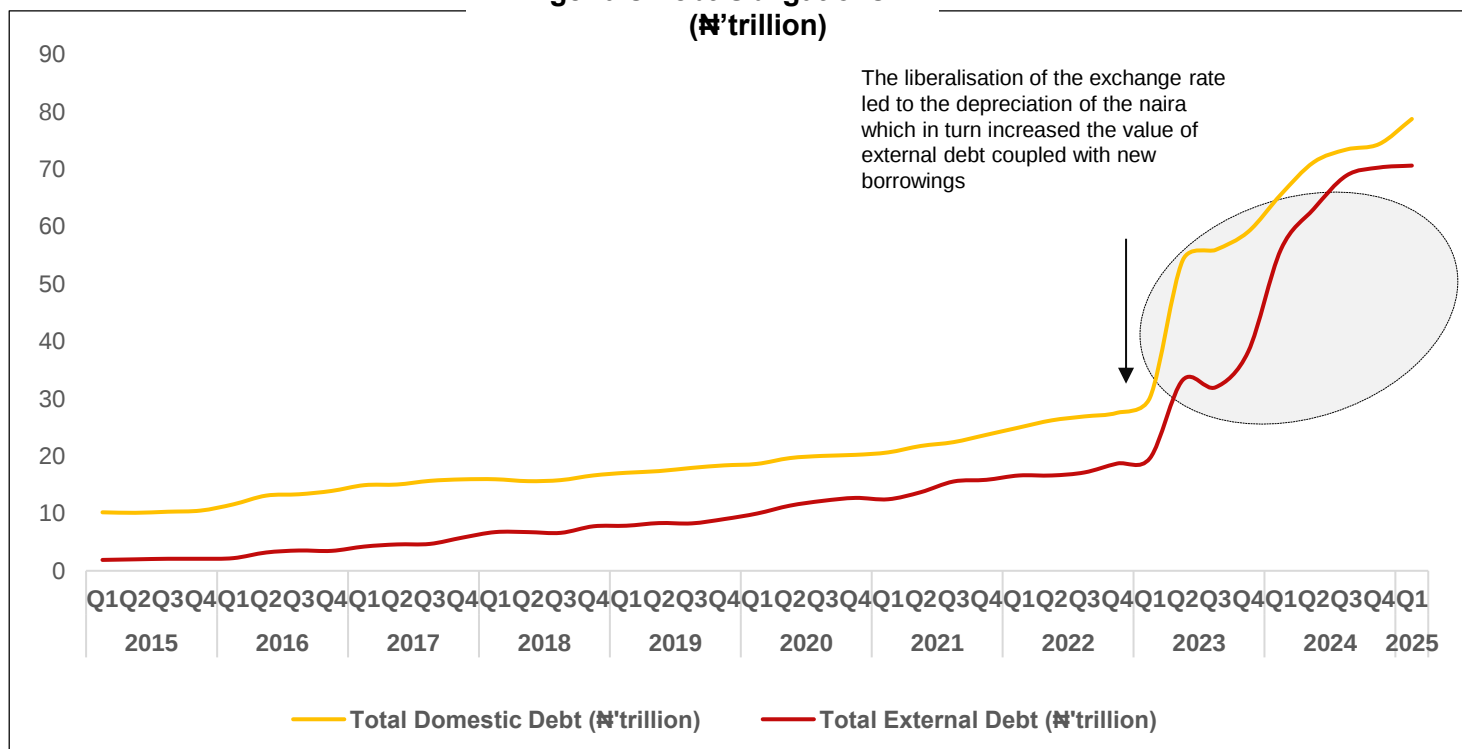
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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <p>Attracting investments (foreign and local)</p>                                        | <ul style="list-style-type: none"> <li>Nigeria's 2025 investment strategy must boost FDI through structural reforms and sustain FPI growth via market-friendly policies.</li> <li>Enhancing returns on local assets and ensuring macroeconomic stability are key to attracting both foreign and local investments.</li> <li>Drive the uptake of sustainable and climate finance to address sustainable development issues, meet sustainable infrastructure needs and create green jobs.</li> </ul> | <ul style="list-style-type: none"> <li>Nigeria's capital importation rose by 67.1% YoY to \$5.64 billion in Q1 2025 from \$3.38 billion in Q1 2024. Portfolio investments accounted for 92% of total inflows, which grew by 150.8% to \$5.2 billion. However, Foreign Direct Investment (FDI) grew by only 6% to \$126.29 million.</li> <li>A significantly higher share of FPI compared to FDI implies short-term investor confidence, which raises concerns about macroeconomic stability and medium to long-term development.</li> </ul> |  |
| <p>Consumers' uncertain pathway to spending recovery, pressured by economic shocks</p>  | <ul style="list-style-type: none"> <li>In 2025, Nigeria must strengthen social protection systems and broaden income support measures to cushion consumers from inflation shocks and prevent deepening poverty.</li> </ul>                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Nigeria's headline inflation rate declined for the fourth consecutive month. It declined to 21.88% in July 2025 from 22.22% in June 2025 driven by the base effect and relative stability in the exchange rate.</li> <li>Over 80% of households expect inflation to remain elevated over the next 3 to 6 months driven by high energy prices and transportation costs, exchange rate pressures, among others.</li> </ul>                                                                             |  |
| <p>Stimulating productivity to drive real sector growth</p>                           | <ul style="list-style-type: none"> <li>To drive real sector growth in 2025, Nigeria must stabilise macroeconomic fundamentals and implement targeted interventions that improve access to affordable finance (especially for MSMEs), address energy and FX constraints, enhance infrastructure delivery, and ensure regulatory reforms (like tax reforms) promote ease of doing business.</li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>The CBN composite PMI increased to 52.3 points in June 2025, up from 48.8 points in June 2024, indicating expansion in economic activities.</li> </ul>                                                                                                                                                                                                                                                                                                                                               |  |
| <p>Security and social stability</p>                                                   | <ul style="list-style-type: none"> <li>To enhance security and social stability in 2025, Nigeria must increase investment in education, healthcare, and security, while ensuring efficient resource use to reduce poverty, boost human capital, and restore investor confidence.</li> </ul>                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Despite government's efforts, Nigeria's security situation remains fragile, with over 2,266 people killed by insurgents and bandits in the first half of 2025, surpassing the total for all of 2024, highlighting persistent threats despite military efforts.</li> </ul>                                                                                                                                                                                                                            |  |
| <p>Global political economy + Megatrends in transition</p>                             | <ul style="list-style-type: none"> <li>Nigeria should strategically position itself to harness opportunities from improving global geopolitics and megatrends such as AI, sustainability, and lower interest rates while mitigating risks from trade shifts, dollar strength, and U.S. policy uncertainty.</li> </ul>                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Geopolitical risks rose to record highs, with the Global Risk Index at 207.7 and Threats Index at 266.4, in mid-2025. Despite these risks, oil markets remained relatively stable, offering Nigeria both fiscal upside and downside inflationary risks amid fragile ceasefires and global instability.</li> <li>Nigeria needs to invest in AI infrastructure, digital resilience, and strategic partnerships to close its innovation gaps with regional and global leaders.</li> </ul>               |  |

# Key issues for consideration in 2025



Although debt to GDP remains low on account of rebasing, fiscal vulnerabilities persist due to high debt servicing to revenue ratio

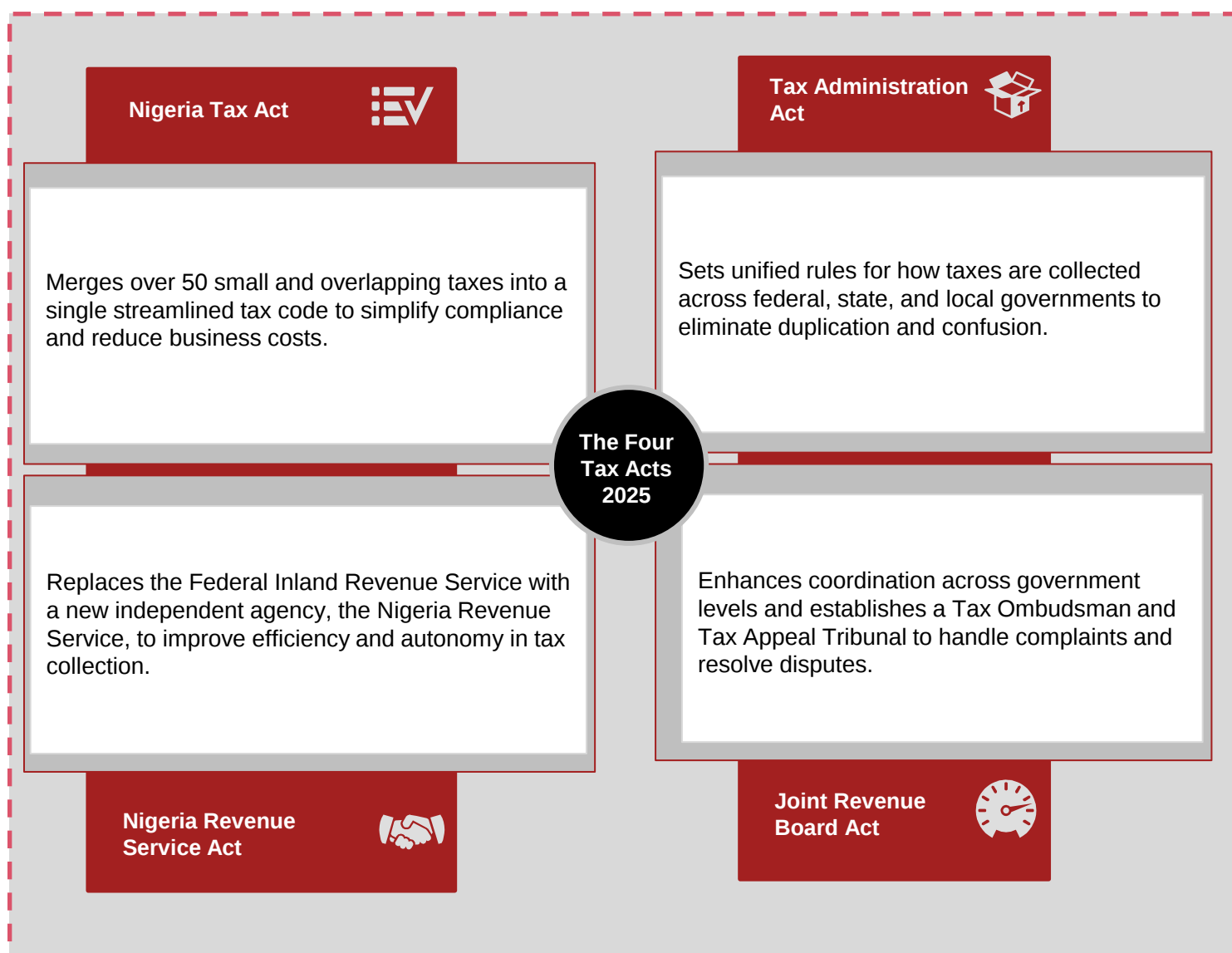
**Nigeria's Debt Obligations (₦'trillion)**



## Key Insights

- Nigeria's total public debt grew by 22.8% year-on-year, from ₦121.67 trillion in Q1 2024 to ₦149.4 trillion in Q1 2025, driven by fresh borrowings, high interest costs and exchange rate depreciation.
- External debt accounted for 47.3% of total public debt in Q1 2025 and rose by 26% to ₦70.6 trillion in Q1 2025 from ₦56.02 trillion in Q1 2024) – due to exposure to foreign exchange currency risks. Domestic debt increased by 20% to ₦78.8 trillion in Q1 2025 from ₦65.7 trillion in Q1 2024, due to high interest costs, which may have crowding-out effect on private sector borrowings.
- Although the rebased GDP eased the debt-to-GDP ratio to 39.4% (down from 52% before the rebasing), fiscal vulnerabilities persist. This is due to high debt servicing-to-revenue ratio, which may limit fiscal headroom - raising concerns over long-term debt sustainability.

Nigeria's government has signed four major tax reforms laws, to harmonise Nigeria's tax laws and unify tax administration across all levels of government



Moreover, there are five critical areas within the new tax reforms that could alter Nigeria's fiscal landscape and economic performance

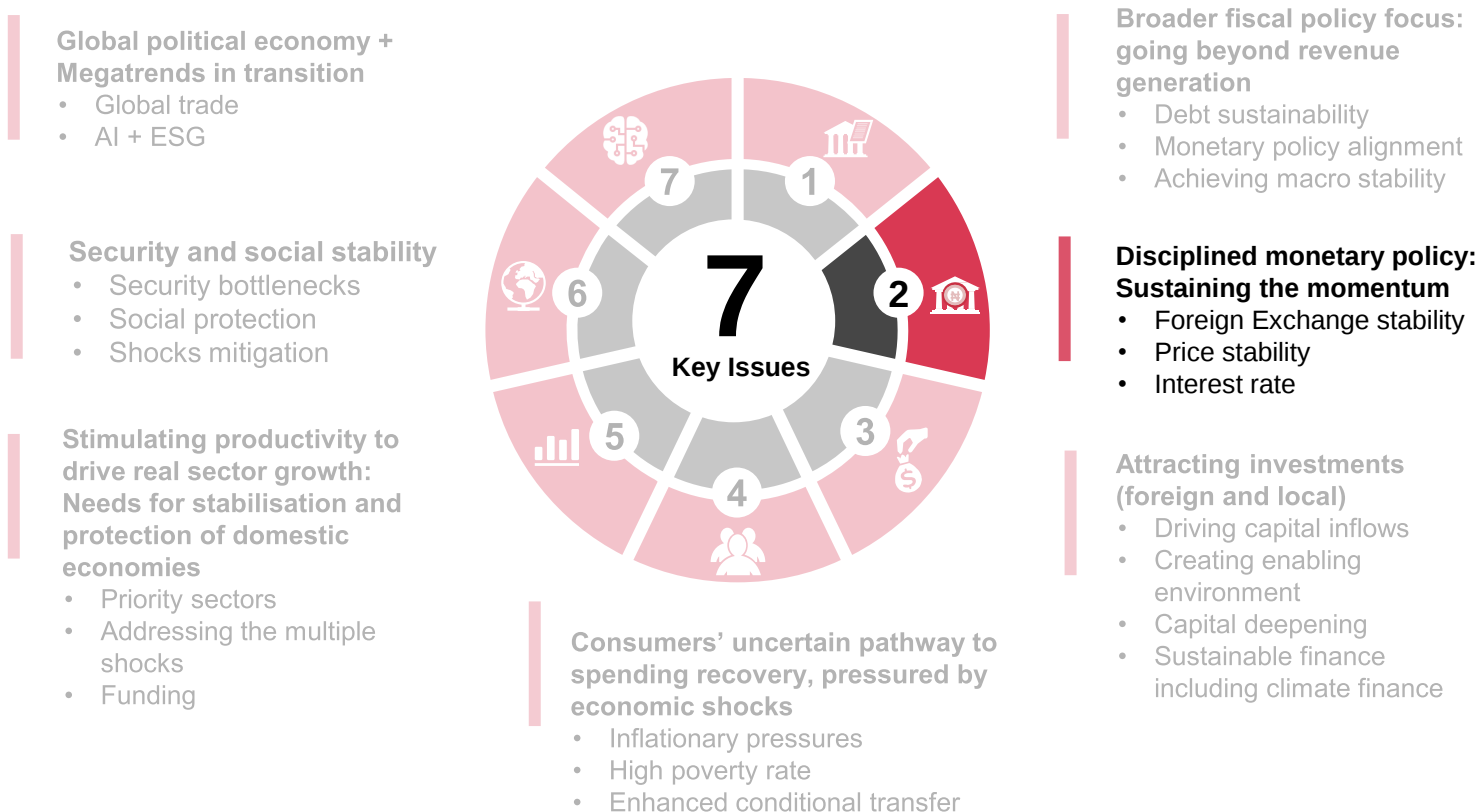
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| <div>A</div>  <h3>Corporate Taxation Overhaul</h3> <ul style="list-style-type: none"> <li>• <b>Capital Gains Tax (CGT) has been raised from 10% to 30% for companies</b>, aligning it with the Companies Income Tax (CIT) rate.</li> <li>• <b>A new Development Levy of 4% on assessable profits replaces multiple levies</b> (e.g., TET, IT Levy, NASENI, PTF), simplifying compliance.</li> <li>• <b>Large companies (turnover ≥ NGN50 billion or part of a multinational group) must now meet a Minimum Effective Tax Rate (ETR) of 15%</b>, ensuring they pay a fair share regardless of deductions or incentives.</li> </ul> | <div>B</div>  <h3>Personal Income Tax (PIT) Reform</h3> <ul style="list-style-type: none"> <li>• Individuals earning <b>₦800,000</b> or less annually are now fully exempt from PIT.</li> <li>• <b>Higher earners face increased rates, up to 25%</b>, and the exemption threshold for severance or injury compensation has been raised to <b>₦50 million</b>.</li> <li>• <b>The law clearly defines tax residency</b>, including economic and family ties, which expands the tax net to more individuals.</li> </ul> | <div>C</div>  <h3>VAT Modernisation and Expansion</h3> <ul style="list-style-type: none"> <li>• <b>Businesses can now recover input VAT</b> on services and capital assets, improving cash flow and reducing tax cascading.</li> <li>• <b>A broader list of zero-rated essential goods and services</b> (e.g., food, medicine, education, electricity) ensures affordability for consumers.</li> <li>• <b>E-invoicing and fiscalisation are now mandatory</b>, enhancing transparency and reducing evasion.</li> <li>• <b>The VAT sharing formula has been revised</b> to give more revenue to states and local governments.</li> </ul> | <div>D</div>  <h3>Investment Incentives and Compliance Obligations</h3> <ul style="list-style-type: none"> <li>• The Economic Development Incentive (EDI) replaces the pioneer status, offering tax credit of the tax payable for 5 years.</li> <li>• Companies must now disclose tax planning arrangements that offer tax advantages, increasing transparency.</li> <li>• Penalties for non-compliance have been significantly increased, including fines for unregistered vendors and failure to file returns.</li> <li>• Advance derisking mechanism such as blended finance to incentives the uptake of sustainable finance locally to scale investment in clean energy and adaptation.</li> </ul> | <div>E</div>  <h3>International Taxation and Free Zone Adjustments</h3> <ul style="list-style-type: none"> <li>• The “force of attraction” rule allows Nigeria to tax more income from non-resident companies, even if activities are performed offshore.</li> <li>• Minimum tax rules now apply to non-resident companies based on EBIT or 4% of income.</li> <li>• Free Zone companies will be taxed proportionately on their sales to the customs territory. Exemption still exist on the export profit where sales are made to the customs territory. However, that exemption elapses from 2028 where any percentage of sales is made to the customs territory.</li> </ul> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Various elements of the newly signed tax reforms hold implications for Nigeria's growth direction

| Tax Reform Element                                              | Description                                                                                                                                                                                                                     | Expected Impact                                                                                                                                                                                                    |
|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increased exemption threshold for small companies               | <ul style="list-style-type: none"> <li><b>The threshold was increased from NGN25 million to NGN50 million</b>, to align with current economic realities.</li> </ul>                                                             | <ul style="list-style-type: none"> <li>Frees up income for small business owners; improves reinvestment potential without affecting trade or government revenue directly.</li> </ul>                               |
| Increased chargeable gains tax rate for companies               | <ul style="list-style-type: none"> <li><b>The rate was changed from 10% to 30%</b>, with capital divestment gains now treated under income tax.</li> </ul>                                                                      | <ul style="list-style-type: none"> <li>Seek to retain capital and increases revenue generation capacity.</li> <li>Closing existing arbitrage between 30% and 10%.</li> </ul>                                       |
| 4% Development Levy on large firms                              | <ul style="list-style-type: none"> <li>This replaces specific earmarked taxes, namely TET, NITDA Levy, PTF Levy, and NASENI Levy.</li> </ul>                                                                                    | <ul style="list-style-type: none"> <li>Harmonises the various taxes into a single number</li> <li>Higher operating cost reduces disposable income and investment; expands fiscal space for development.</li> </ul> |
| Minimum Effective Tax Rate (15%) for large firms                | <ul style="list-style-type: none"> <li><b>Previously calculated as 0.005% of gross revenue. Now, large entities pay a minimum 15% effective tax on profits</b>, incentives or not.</li> </ul>                                   | <ul style="list-style-type: none"> <li>Aligns with the global OECD rules</li> <li>Compresses after-tax profits, limits reinvestment while boosting government fiscal intake.</li> </ul>                            |
| Controlled Foreign Company (CFC) rules                          | <ul style="list-style-type: none"> <li>Introduces taxation on the operations of foreign subsidiaries in Nigeria.</li> </ul>                                                                                                     | <ul style="list-style-type: none"> <li>Deters base erosion and profit shifting</li> <li>Encourages repatriation of profits earned abroad through approved channel.</li> </ul>                                      |
| Force of Attraction rule for non-resident companies             | <ul style="list-style-type: none"> <li>This new addition aims to tax non-residents who supply goods and services similar to those provided through its permanent establishment or connected persons.</li> </ul>                 | <ul style="list-style-type: none"> <li>Expands tax base to foreign entities; may effectively increase cost of doing business in Nigeria and affects cross-border trade flows.</li> </ul>                           |
| Free Zone exemption restrictions                                | <ul style="list-style-type: none"> <li><b>Introduces sunset clause for free trade zone entities commencing in January 2028.</b> Aims to tax profits proportionately where sales are made into the customs territory.</li> </ul> | <ul style="list-style-type: none"> <li>Limits tax incentives for export-oriented zones, potentially impacting foreign and local investments in export clusters.</li> </ul>                                         |
| Economic Development Tax Credit                                 | <ul style="list-style-type: none"> <li>Introduces a tax credit for companies that can be offset against their tax payable.</li> </ul>                                                                                           | <ul style="list-style-type: none"> <li>Offsets cost of new investments and encourages export-led industrial activity.</li> </ul>                                                                                   |
| Progressive Personal Income Tax (higher rates for high earners) | <ul style="list-style-type: none"> <li><b>Increased tax rate of up to 25% for high income earners while exempting low-income earners with income up to NGN 800,000.</b></li> </ul>                                              | <ul style="list-style-type: none"> <li>Supports lower-income consumption, reduces inequality and raises fiscal revenue from wealthy earners.</li> </ul>                                                            |
| Full input VAT recovery on all purchases                        | <ul style="list-style-type: none"> <li>Previously, only VAT on goods was deductible against output VAT.</li> </ul>                                                                                                              | <ul style="list-style-type: none"> <li>Reduces production and distribution costs, encouraging investment and enhancing global price competitiveness.</li> </ul>                                                    |

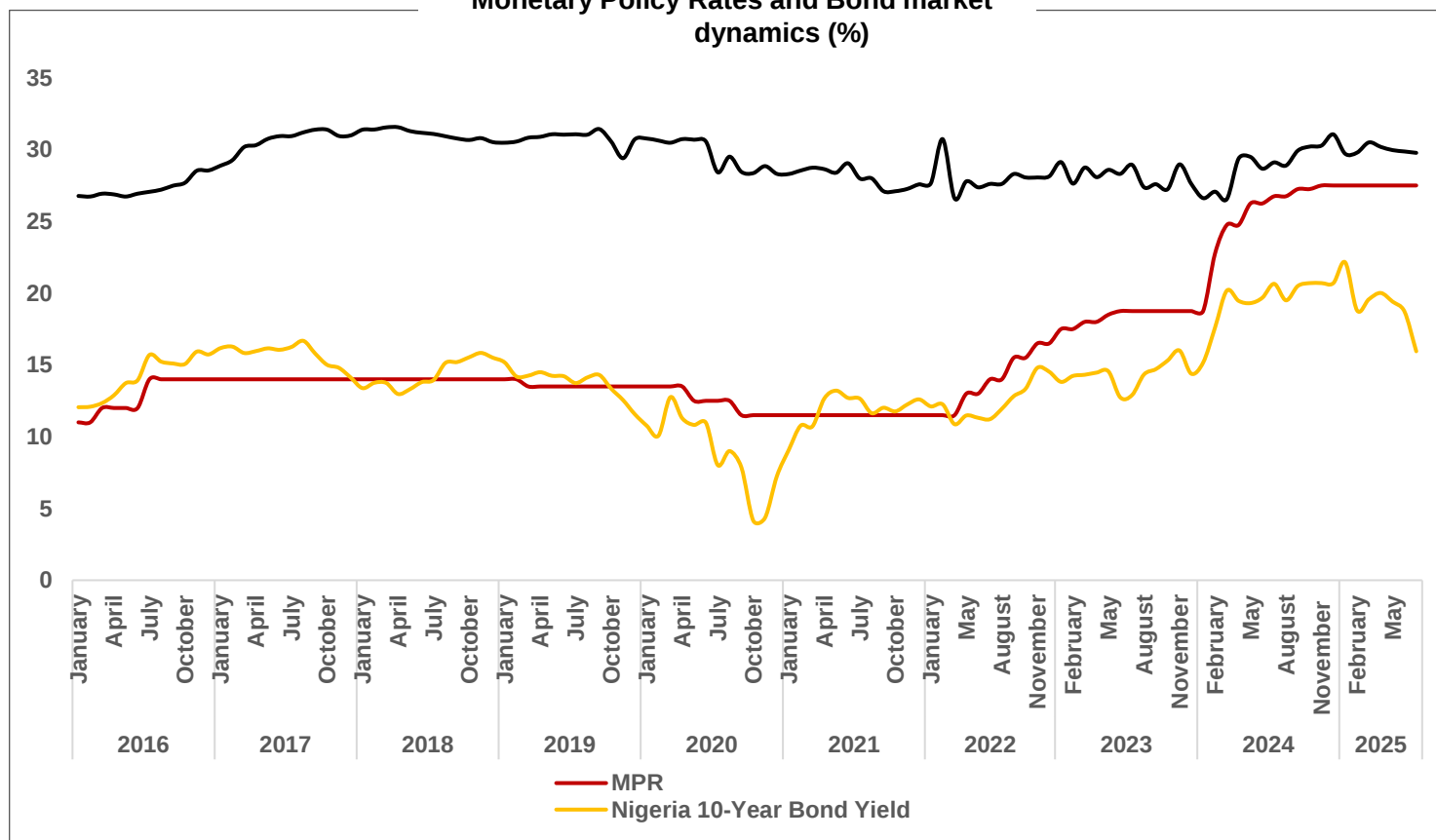
|                                                   |                                                                                                                                                    |                                                                                                                                                                                                   |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Zero-rated VAT on essentials                      | <ul style="list-style-type: none"> <li>More items are now eligible for input VAT claims by companies providing zero-rated tax supplies.</li> </ul> | <ul style="list-style-type: none"> <li>Shields vulnerable groups from inflation; lowers short-term VAT revenue.</li> </ul>                                                                        |
| E-invoicing and VAT fiscalisation                 | <ul style="list-style-type: none"> <li>Requires business to deploy invoicing solution for real time reporting of revenue.</li> </ul>               | <ul style="list-style-type: none"> <li>Raises compliance cost at onset but improves transparency and tax revenue over time.</li> <li>Reduces tax issues related to undisclosed income.</li> </ul> |
| Updated VAT sharing formula (more to states/LGAs) | <ul style="list-style-type: none"> <li>Encourages fair distribution of revenue in line with economic realities.</li> </ul>                         | <ul style="list-style-type: none"> <li>Strengthens subnational fiscal autonomy; balances vertical revenue allocation.</li> </ul>                                                                  |
| Stronger penalties for tax non-compliance         | <ul style="list-style-type: none"> <li>Strict penalty regime for compliance.</li> </ul>                                                            | <ul style="list-style-type: none"> <li>Improves compliance but raises cost of business operations and administrative risk.</li> </ul>                                                             |

## Key issues for consideration in 2025



CBN held its MPR steady at 27.5% in July 2025, with the aim of sustaining disinflation momentum and containing inflationary pressures

Monetary Policy Rates and Bond market dynamics (%)

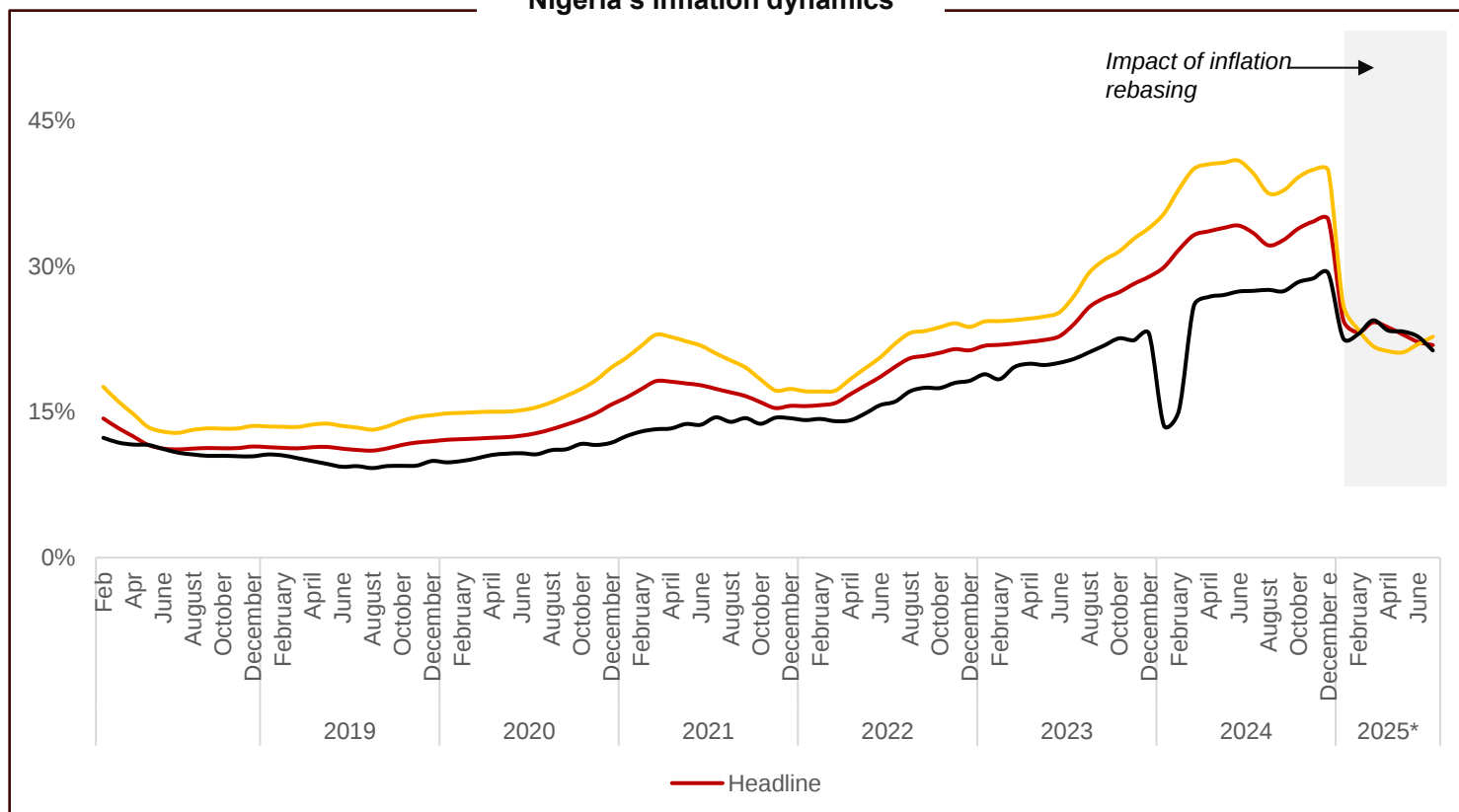


### Key Insights

- **The CBN maintained the MPR at 27.5% in July 2025**, reaffirming its commitment to curbing inflation and anchoring market expectations amid persistent underlying price pressures.
- **Nigeria's 10-year bond yield declined to 15.95% from 18.73% in June**, reflecting improved investor confidence, likely driven by easing inflation, FX market stability, and sustained monetary tightening.
- Despite these positive signals, maximum lending rates remained elevated at 29.78% in Q2 2025, highlighting continued tight credit conditions for businesses and households. **The CBN is likely to maintain its monetary tightening stance in 2025, focusing on achieving long-term price stability.**

# Inflation eased to 21.88% in July 2025, driven by the base effect and stability in exchange rate

Nigeria's inflation dynamics



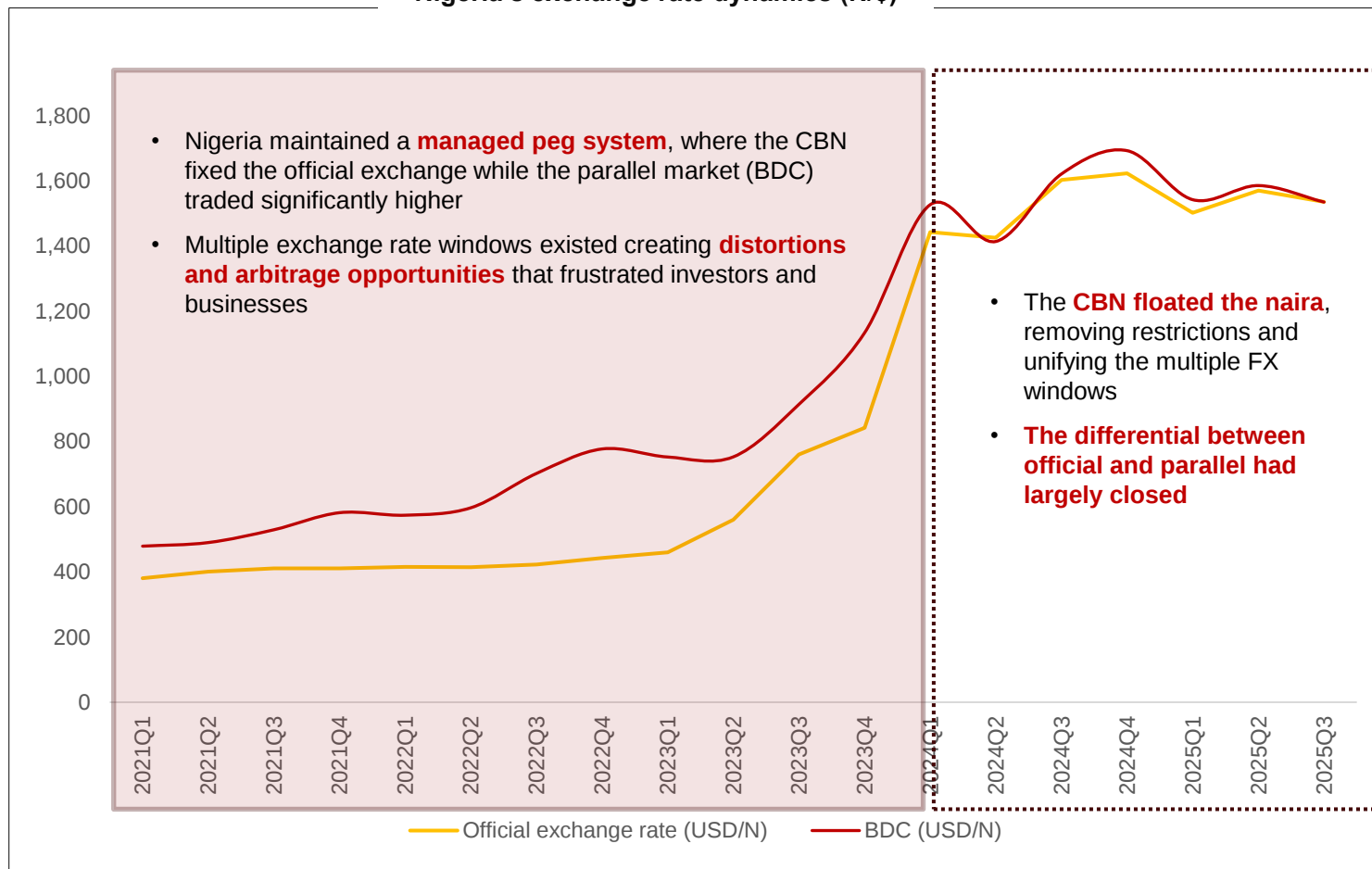
## Key Insights

- Headline inflation rate declined marginally for the fourth consecutive month to 21.88% in July 2025, from 22.22% in June 2025. **This decline is driven by base effects and relative stability in the exchange rate, though price pressures remain.**
- **Despite the easing in headline inflation, month-on-month inflation increased to 1.99% in July 2025 from 1.68% in June 2025, indicating that short-term price pressures persist.**
- Headline inflation is projected to decelerate further in the H2 2025, driven by the effects of inflation rebasing and the Central Bank's continued tightening of monetary policy.



## Recent measures by the CBN contributed to reducing the gap between the official and parallel foreign exchange markets

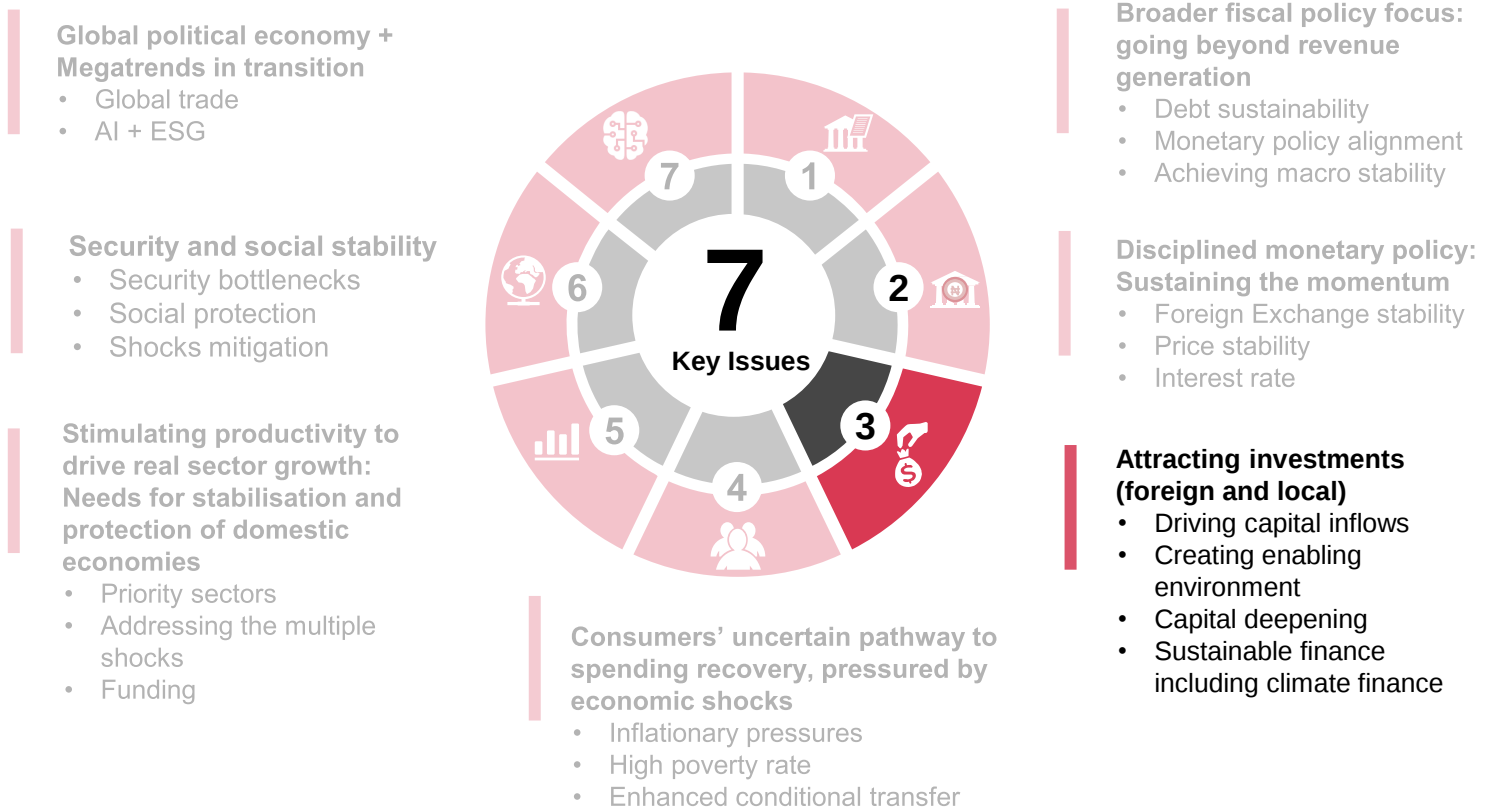
Nigeria's exchange rate dynamics (₦/\$)



### Key Insights

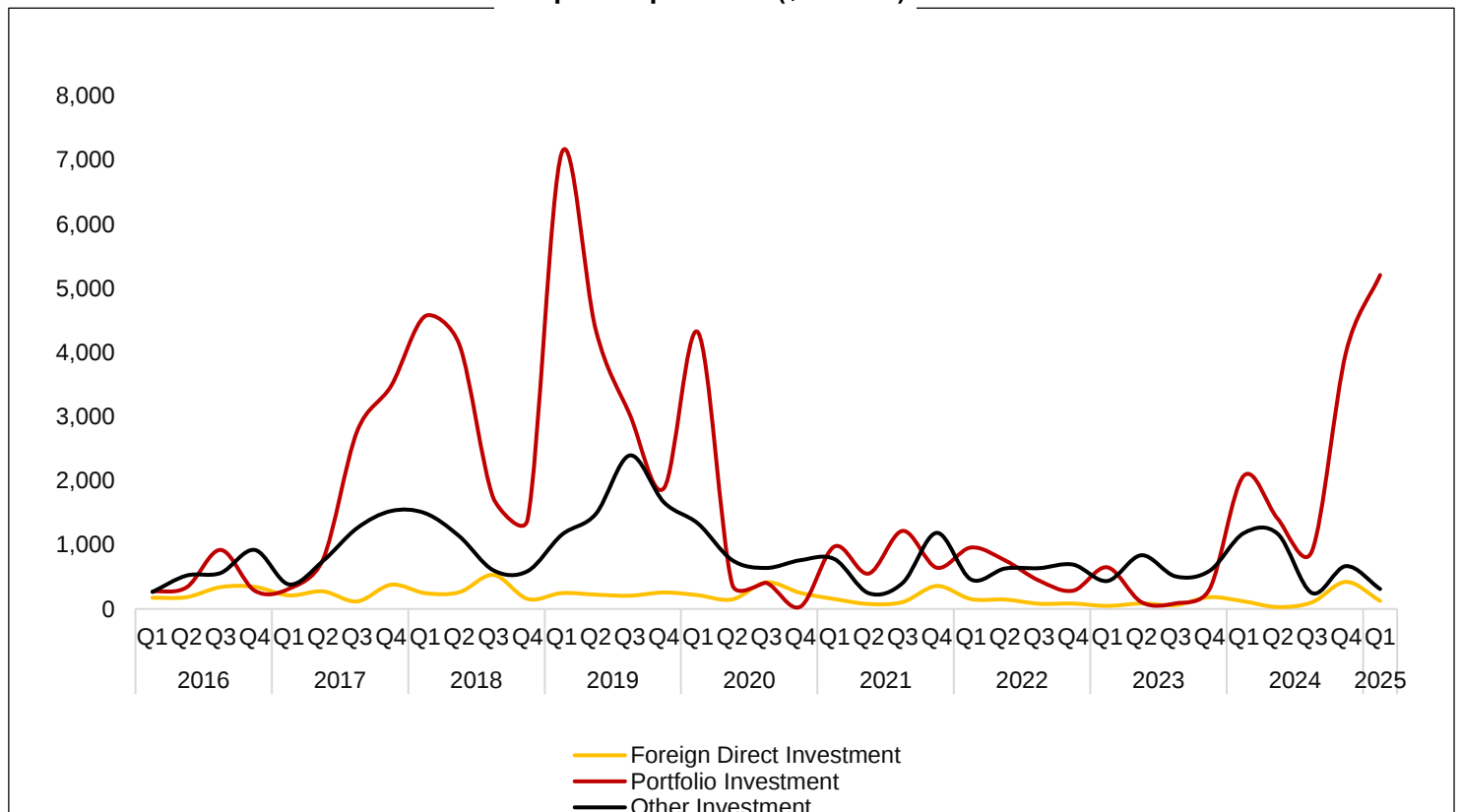
- **Official exchange rate appreciated 1.79% to ₦1,530.8/\$ in July 2025 (from ₦1,558.7 in July 2024), supported by market interventions via FX injection and ongoing CBN FX reforms.**
- CBN FX reforms in H1 2025 included the introduction of Non-resident Nigerian Ordinary Account (NRNOA) and Non-resident Nigerian Investment Account (NRNIA) accounts to encourage diaspora investments and remittances through official channels.
- **The Central Bank of Nigeria (CBN) injected \$4.1 billion into the FX market in H1 2025, as part of the strategy to stabilise the naira and ease liquidity pressures.**
- Outlook for exchange rate likely to remain stable in H2 2025 supported by continued interventions and market reforms by the CBN.

## Key issues for consideration in 2025



Despite the significant growth in capital importation, over 90% of total inflows was dominated by FPI

Capital importation (\$'million)

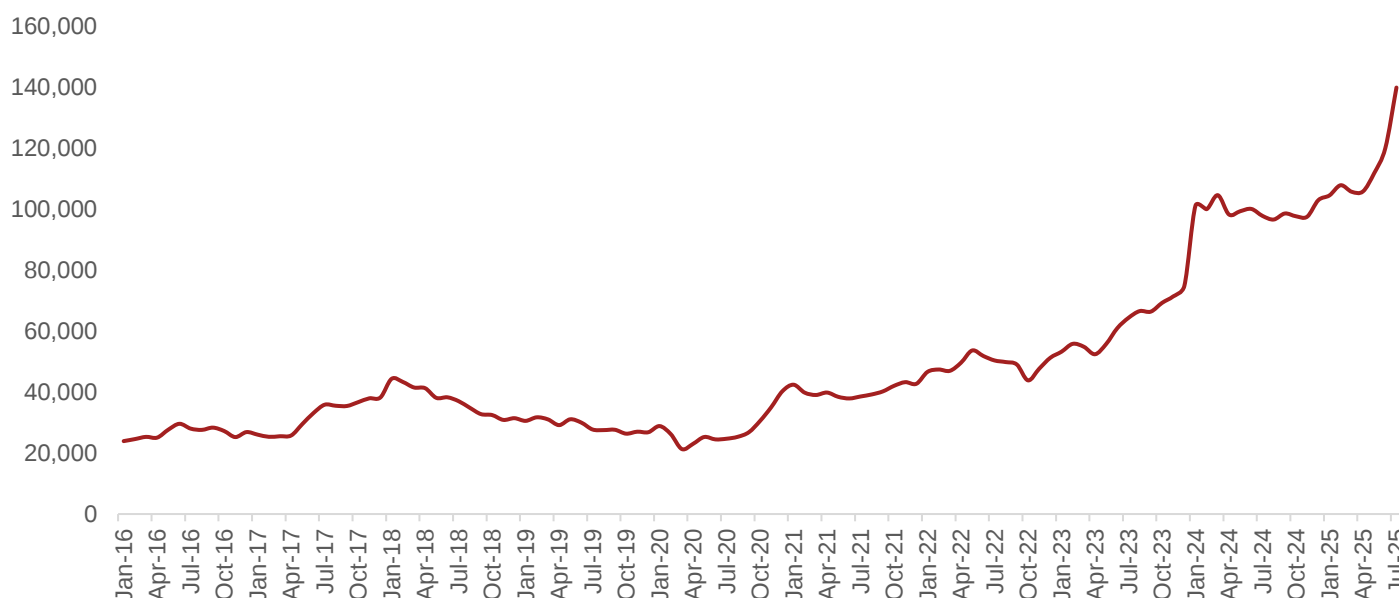


### Key Insights

- **Nigeria's capital importation rose by 67.1% year-on-year to \$5.64 billion in Q1 2025 from \$3.38 billion in Q1 2024. Despite the significant growth in capital importation, about 92% of total inflows was dominated by Portfolio investments, which grew by 150.8% to \$5.2 billion. However, Foreign Direct Investment (FDI) grew by only 6% to \$126.29 million.**
- The significant growth in FPIs was driven by high yields on money market instruments like OMO and Treasury Bills, which attracted \$4.21 billion or 81% of total portfolio flows, followed by Bonds with \$877.4 million or 17%, and Equities with \$117.3 million or 2%.
- **A significantly higher share of Foreign Portfolio Investment (FPI) compared to Foreign Direct Investment (FDI) in Nigeria implies short-term investor confidence, which raises concerns about macroeconomic stability and medium to long-term development.**

Market capitalisation grew by 34% to ₦89.4 trillion in July 2025, driven by impressive earnings and dividend payouts across selected sectors

NSE All Share Index



### Key Insights

- **ASI grew by 43.1% to 139,863.52 in July 2025 from 97,774.22 in July 2024, while market capitalisation grew by 34.2% to ₦89.37 trillion in July 2025 from ₦56.06 trillion in July 2024.**
- The market's upward momentum was underpinned by strong sector positioning, particularly in Consumer Goods (+71.9%), Banking (+49.3%), and Insurance (+23.5%), which led gains across the board. These sectors benefited from increased investor appetite, driven by impressive earnings releases and dividend payments.
- **The NGX is expected to maintain its positive momentum in H2 2025, supported by ongoing banking sector capital raises, moderation in fixed-income yields, fiscal policy reforms, and sustained foreign exchange stability.**

## Key issues for consideration in 2025

### Global political economy + Megatrends in transition

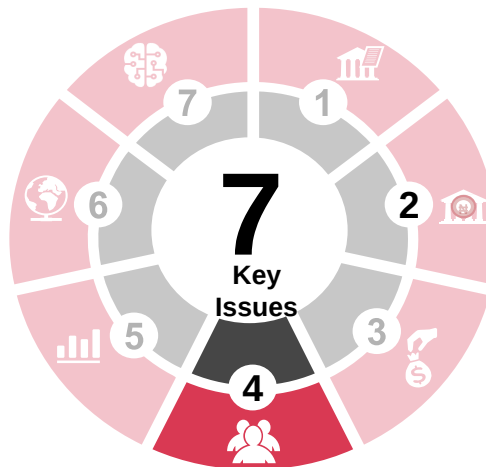
- Global trade
- AI + ESG

### Security and social stability

- Security bottlenecks
- Social protection
- Shocks mitigation

### Stimulating productivity to drive real sector growth: Needs for stabilisation and protection of domestic economies

- Priority sectors
- Addressing the multiple shocks
- Funding



### Consumers' uncertain pathway to spending recovery, pressured by economic shocks

- Inflationary pressures
- High poverty rate
- Enhanced conditional transfer

### Broader fiscal policy focus: going beyond revenue generation

- Debt sustainability
- Monetary policy alignment
- Achieving macro stability

### Disciplined monetary policy: Sustaining the momentum

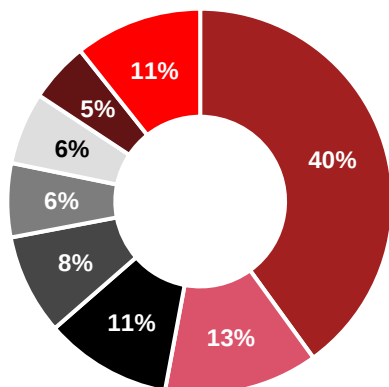
- Foreign Exchange stability
- Price stability
- Interest rate

### Attracting investments (foreign and local)

- Driving capital inflows
- Creating enabling environment
- Capital deepening
- Sustainable finance including climate finance

## Housing and utilities, education services, health and personal care sustained the highest cost pressures in H1 2025

### Average Consumer Expenditure Weight % (2024 estimate)



- Food & Non Alcoholic Bev.
- Restaurants and Accommodation Services
- Transport
- Housing and Utilities
- Education Services
- Health
- Clothing and Footwear

### Cumulative inflation rate (January – July 2025)

Housing and Utilities – 20%

Education Services – 20%

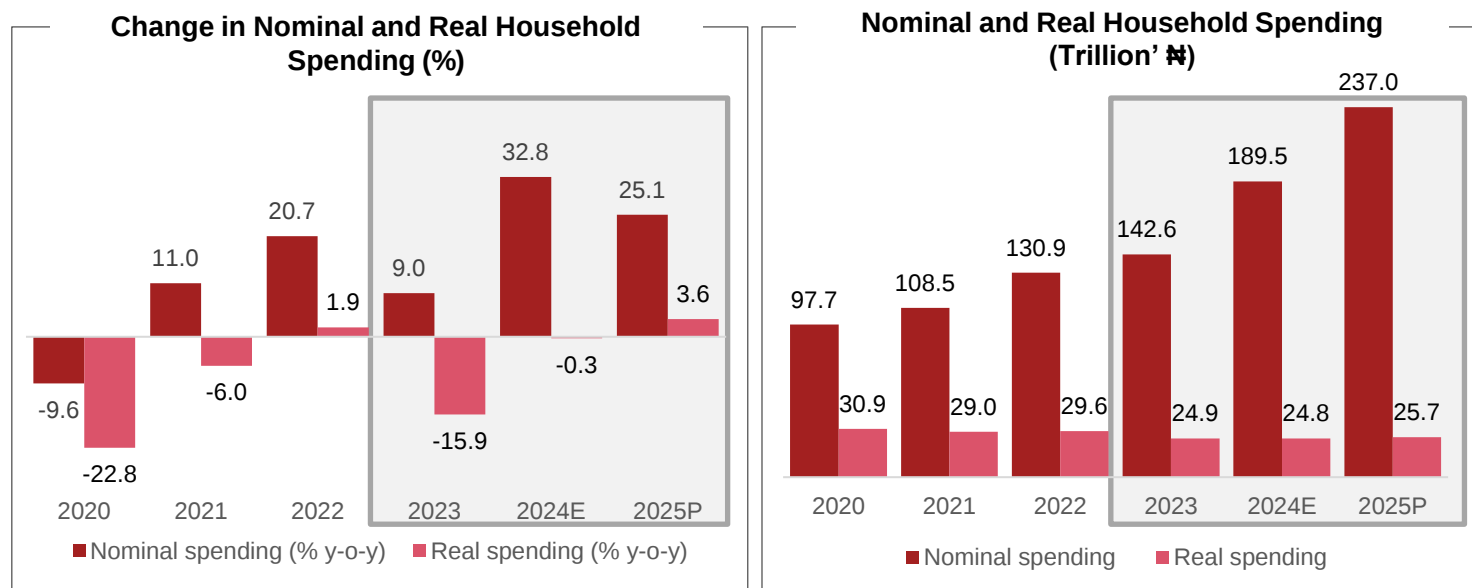
Health – 18%

Personal care, social protection & miscellaneous goods and services – 15%

### Key Insights

- The cumulative inflation rate represents the total month-on-month price increase in CPI between January to July 2025.
- The highest cumulative inflation was recorded in Housing and Utilities (20%) and Education Services (20%), followed by Health (18%) and Personal Care, Social Protection, and Miscellaneous Goods & Services (15%), reflecting sustained cost pressures across essential non-food categories.
- Revision of the CPI methodology reduced the weight of food and other categories, and broadened coverage to include a wider range of activity sectors for a more representative consumer basket.

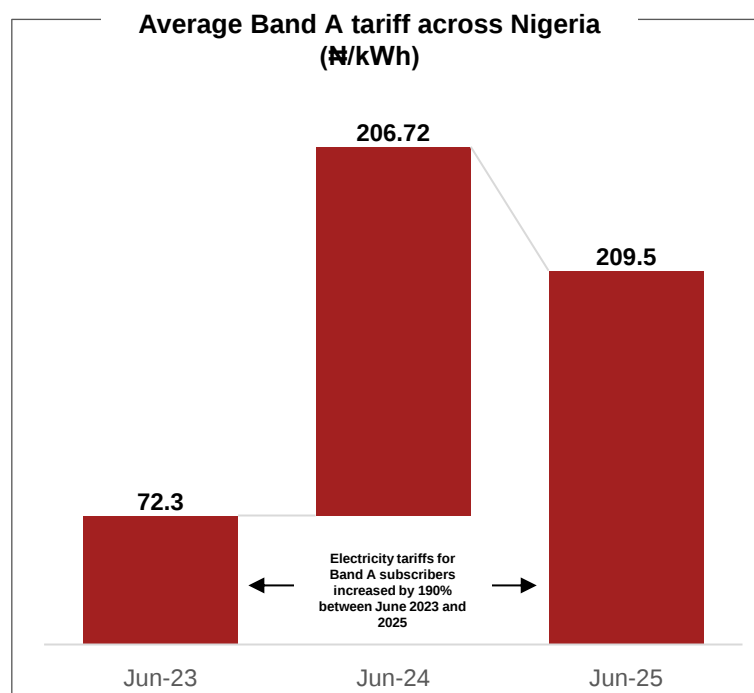
## Aggregate real household spending contracted by 0.4% to ₦24.8 trillion in 2024 and may begin to recover in 2025



### Key Insights

- Nominal household spending grew by 33% from ₦142.6 trillion in 2023 to ₦237 trillion (est.) in 2024. However, this was driven by rising food prices, transportation costs, and the cost of other essential household items. This is reflected by **real household spending which contracted by 0.4% to ₦24.8 trillion (est.) in 2024**.
- Real household spending may begin to recover in 2025 after contractions in growth during 2023 and 2024, however, the **pace of recovery may be hindered by persistent price pressures, high interest rates, and ongoing fiscal constraints**.

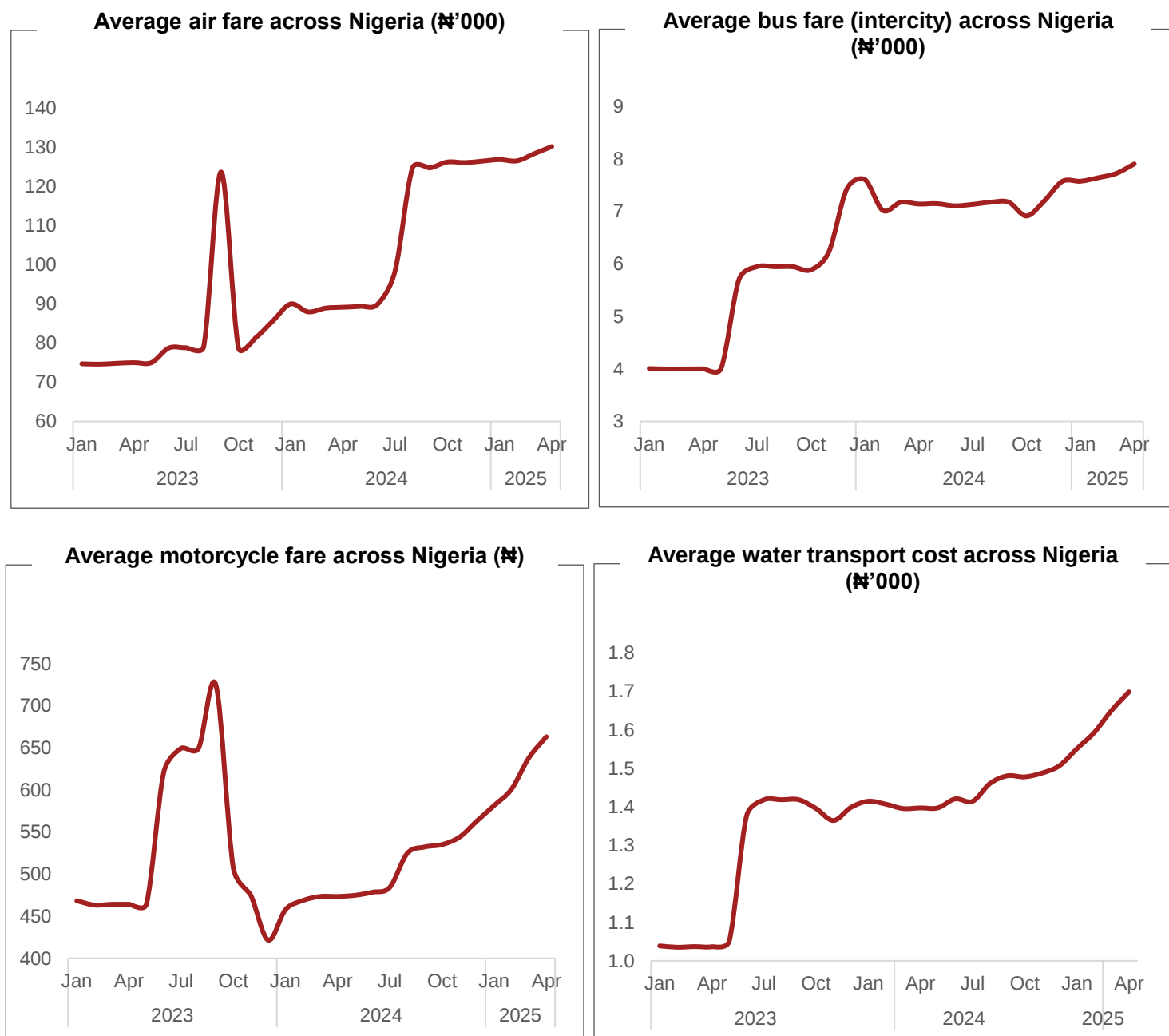
## Potential tariff rationalisation across all subscriber bands may significantly impact household energy expenses



### Key Insights

- Electricity tariffs for Band A customers (getting 20 hours of electricity daily) increased by 190% from ₦72.3/kWh in June 2023 to ₦209.5/kWh in June 2024 across all distribution companies (DISCOs) in Nigeria for residential, commercial, and industrial customer classes.
- Although Nigeria has a wide electricity deficit gap (energy demand of 20,000MW and grid capacity of 5000MW), the **proposed rationalisation of other subscriber bands (B – E), where most households are captured, may significantly impact the purchasing power of households given the essential nature of electricity**.

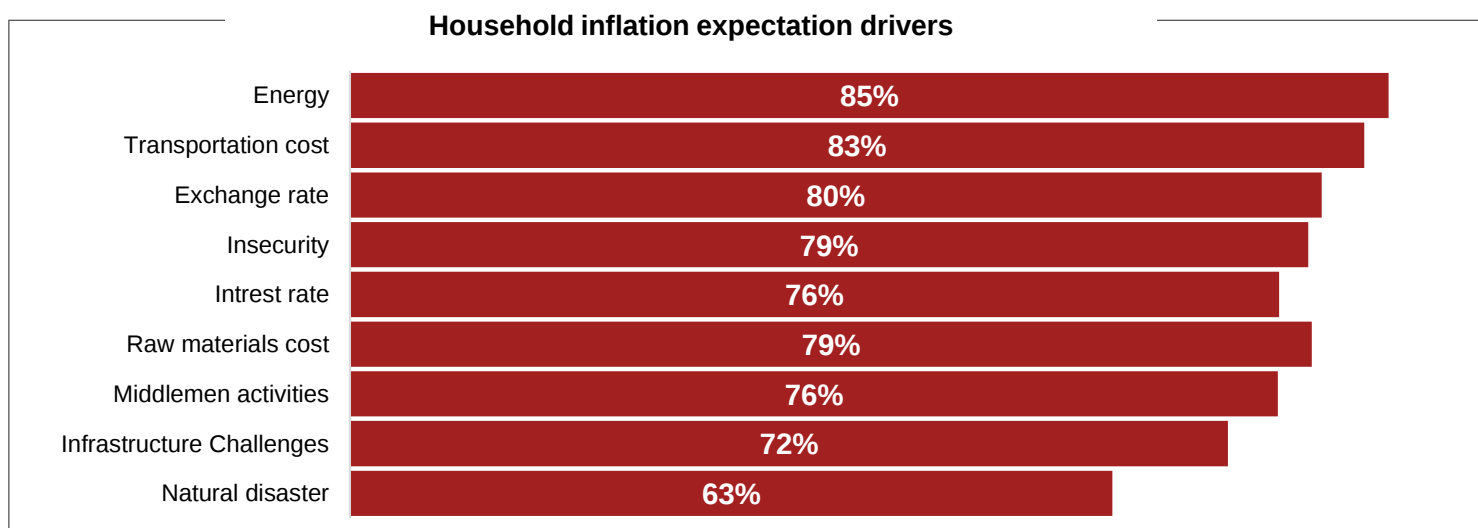
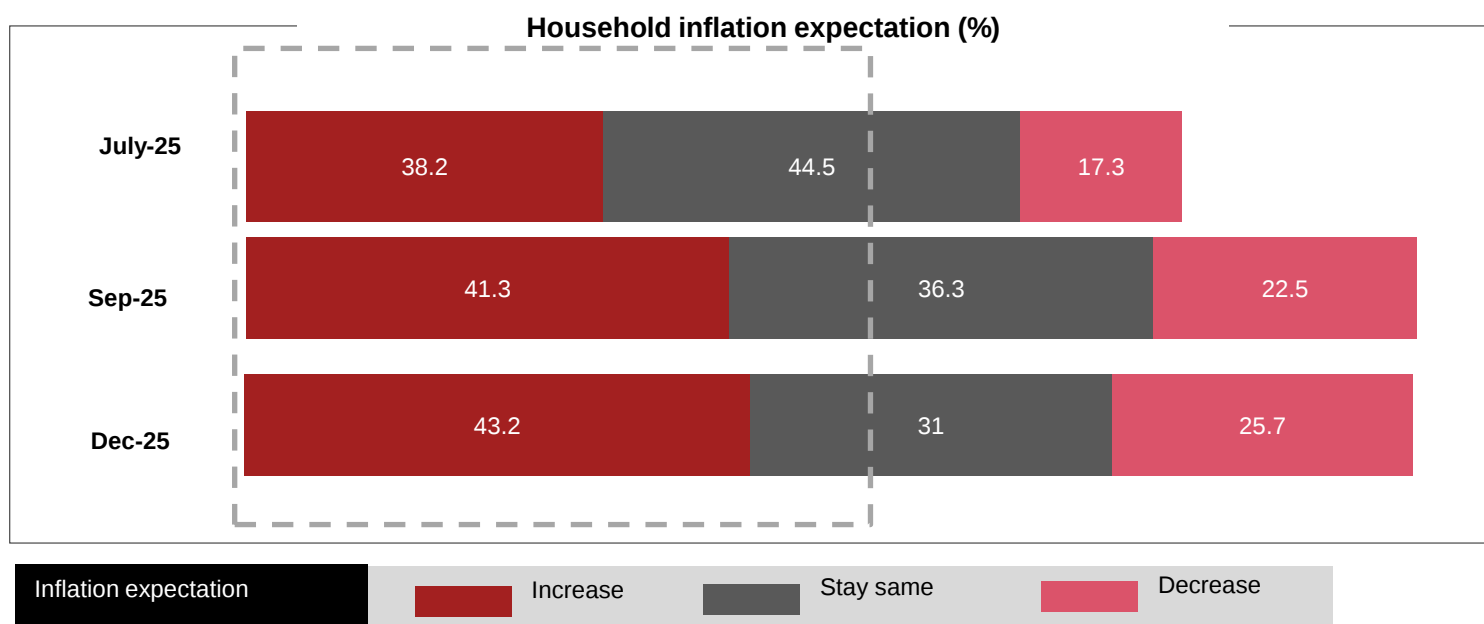
## Cost of land, air and water transportation grew significantly between 2023 and 2025 driven by higher fuel prices, exchange rate liberalisation, among others



### Key Insights

- Average cost of air fare, intercity bus fare, motorcycle fare and water transportation **grew by 74%, 98%, 43% and 64% respectively between April 2023 and April 2025.**
- **This rise in transportation costs was largely driven by higher fuel prices across all modes, exchange rate liberalisation, poor infrastructure, and the absence of viable alternatives such as rail transport.** In the case of road transportation, the spike was primarily attributed to the removal of fuel subsidies in 2023.
- **Given that transportation is a non-discretionary household expense, the continuous increase in its cost is contributing to a rise in overall living expenses.**

# Households expect inflation to remain elevated in the second half of 2025 despite the decline in inflationary pressures over the last three months



## Key Insights

- The CBN inflation expectation survey showed that over 80% of households expect inflation to remain elevated over the next 3 to 6 months driven by high energy prices, increase in transportation cost, and exchange rate pressures, among others.
- While 41.3% of households surveyed expect high inflation by September 2025, this figure increased to 43.2% in December 2025. The proportion of respondents anticipating a decrease in inflation rose from 17.3% in July to 25.7% in December 2025.
- The observed increase in inflation by households from the beginning of the year may continue to shape their perception of inflation in the second half of 2025.

## Key issues for consideration in 2025

### Global political economy + Megatrends in transition

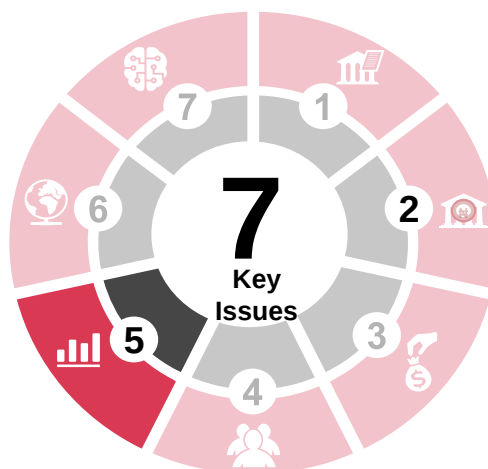
- Global trade
- AI + ESG

### Security and social stability

- Security bottlenecks
- Social protection
- Shocks mitigation

### Stimulating productivity to drive real sector growth: Needs for stabilisation and protection of domestic economies

- Priority sectors
- Addressing the multiple shocks
- Funding



### Consumers' uncertain pathway to spending recovery, pressured by economic shocks

- Inflationary pressures
- High poverty rate
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### Broader fiscal policy focus: going beyond revenue generation

- Debt sustainability
- Monetary policy alignment
- Achieving macro stability

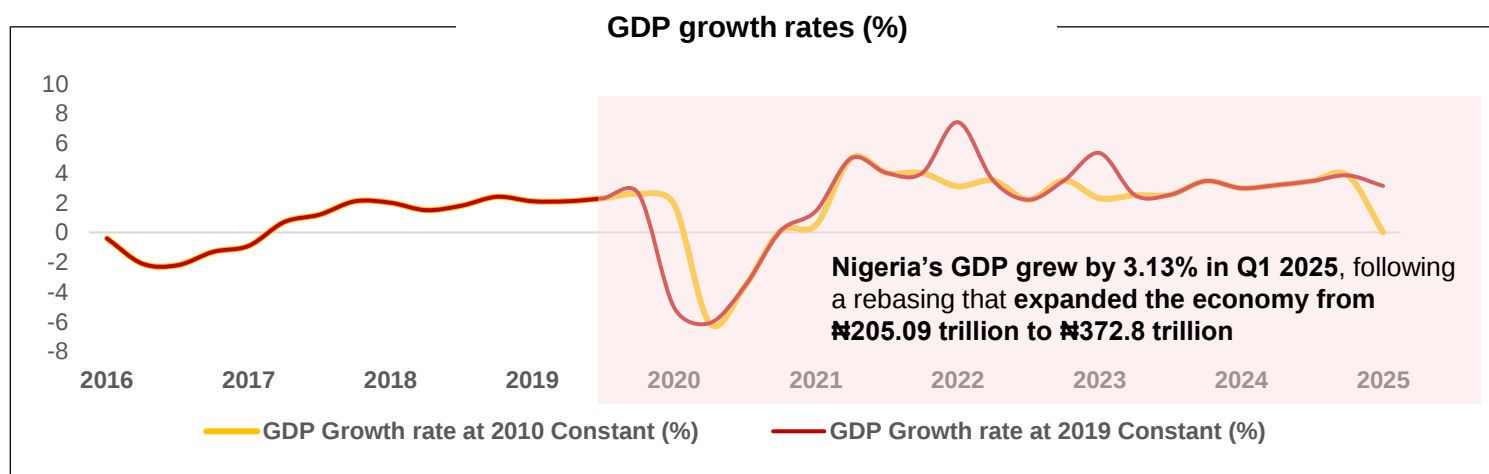
### Disciplined monetary policy: Sustaining the momentum

- Foreign Exchange stability
- Price stability
- Interest rate

### Attracting investments (foreign and local)

- Driving capital inflows
- Creating enabling environment
- Capital deepening
- Sustainable finance including climate finance

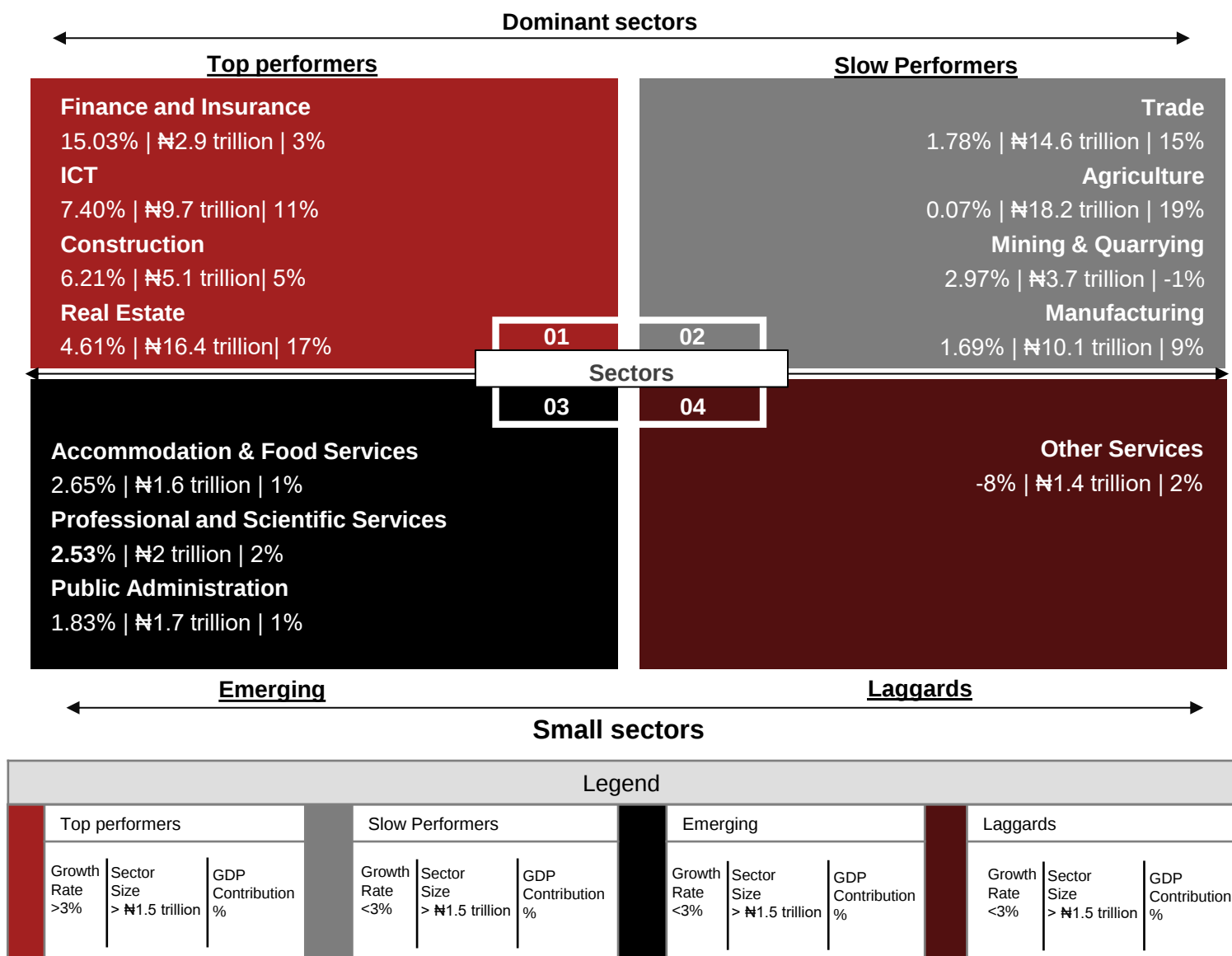
Following the rebasing, GDP grew by 3.13% in Q1 2025, driven by Finance, ICT, Construction and Real Estate



### Key Insights

- Following the rebasing, GDP grew by 3.13% in Q1 2025 (Q1 2024: 2.27%). The highest growing sectors were Finance & Insurance (15.03%), ICT (7.4%), Construction (6.21%) and Real Estate (4.61%).
- Following the 2025 GDP rebasing using 2019 as the new base year, Nigeria's economy expanded from ₦277.5 trillion to ₦372.82 trillion, reflecting a more accurate picture of economic activity.
- Nigeria's GDP is projected to expand modestly by 3.4% in 2025, supported by higher crude oil production and stronger performance in Finance and Insurance, Construction, ICT and Real estate sectors.

The Financial & insurance, ICT, Construction and Real Estate were the top performing and dominant sectors in Q1 2025 amid the rebasing exercise



### Key Insights

- Top performing sectors comprised Financial and Insurance (15.03%), Information and Communication (7.40%), Construction (6.21%), and Real Estate (4.61%).
- Construction and Real Estate gains reflected the impact of the GDP rebasing, which formalised housing activities. The growth in the sectors were driven by **increased income from leased and rented properties, growth in urban rental markets, rising demand for office, retail and logistics spaces, as well as increased public sector infrastructure projects.**
- Financial and Insurance sector growth was led by strong **banking performance, supported by higher interest income and increased digital transactions.**
- ICT sector expansion was driven by the telecommunications sub sector, **which was due to higher mobile phone penetration, increased internet usage, and expanded fibre optic infrastructure.**

Source: CBN, Strategy& Analysis

GDP rebasing to the 2019 base year increased Agriculture's share to 27.8%, while Services declined to 54.86% and Industry to 16.03%

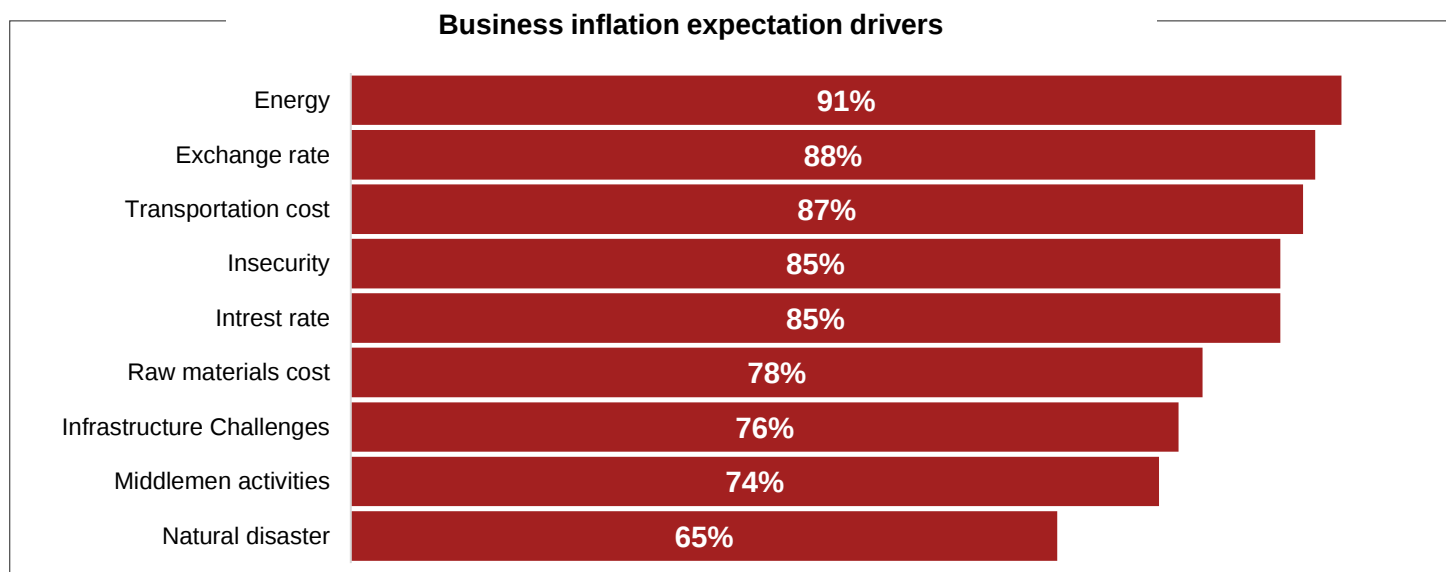
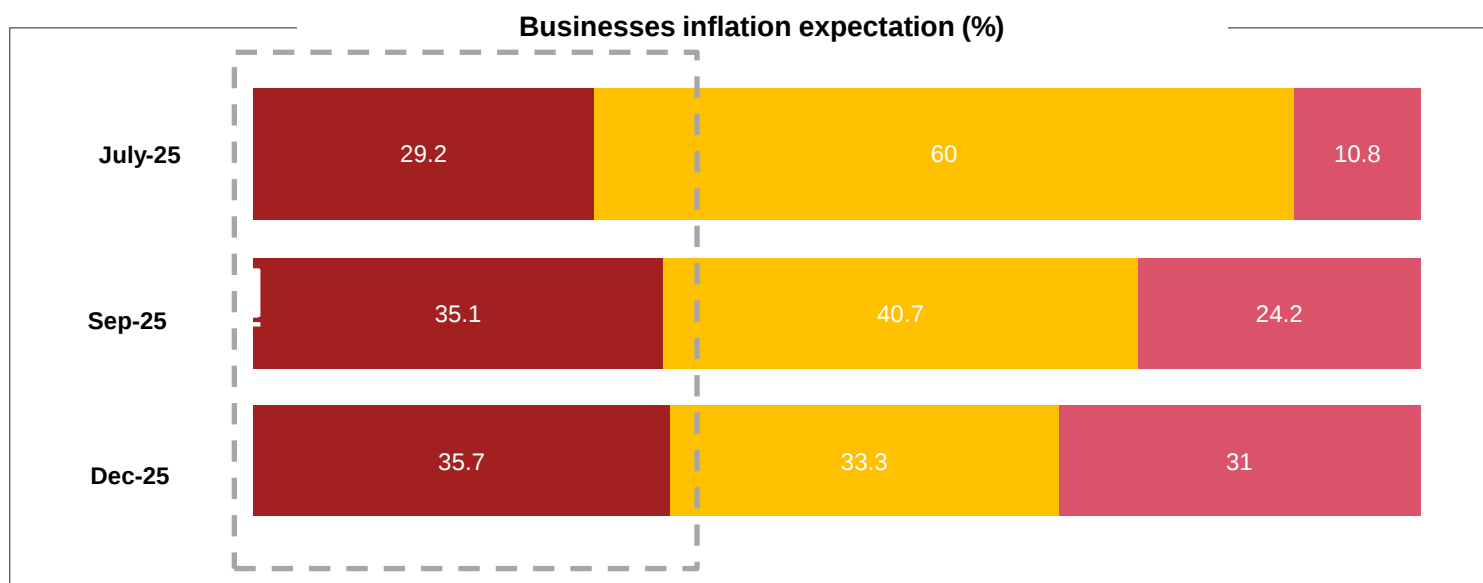
| Sectors     | Old Real GDP (2010-base) |            | New Real GDP (2019-base) |            |
|-------------|--------------------------|------------|--------------------------|------------|
|             | Value (₦' trillion)      | Percentage | Value (₦' trillion)      | Percentage |
| Services    | ₦45.11                   | 55.87%     | ₦118.42                  | 54.86%     |
| Industry    | ₦14.64                   | 18.11%     | ₦35.56                   | 16.03%     |
| Agriculture | ₦19.54                   | 24.64%     | ₦59.31                   | 27.8%      |

### Key Insights

- Nigeria's economic base year was updated from 2010 to 2019, which better accounts for previously unmeasured sectors of the economy.
- This recalculation led to a significant upward revision of the real GDP, which increased by **174.7% in 2024 — from ₦79.29 trillion using the 2010 base year to ₦217.8 trillion using the updated 2019 base year.**
- The service's sector contribution to the total GDP slightly decreased from 55.87% to 54.86%.
- The agricultural sector's contribution to the total GDP increased from 24.64% to 27.8%.**
- The industry sector's contribution to the total GDP decreased from 18.11% to 16.03%.**



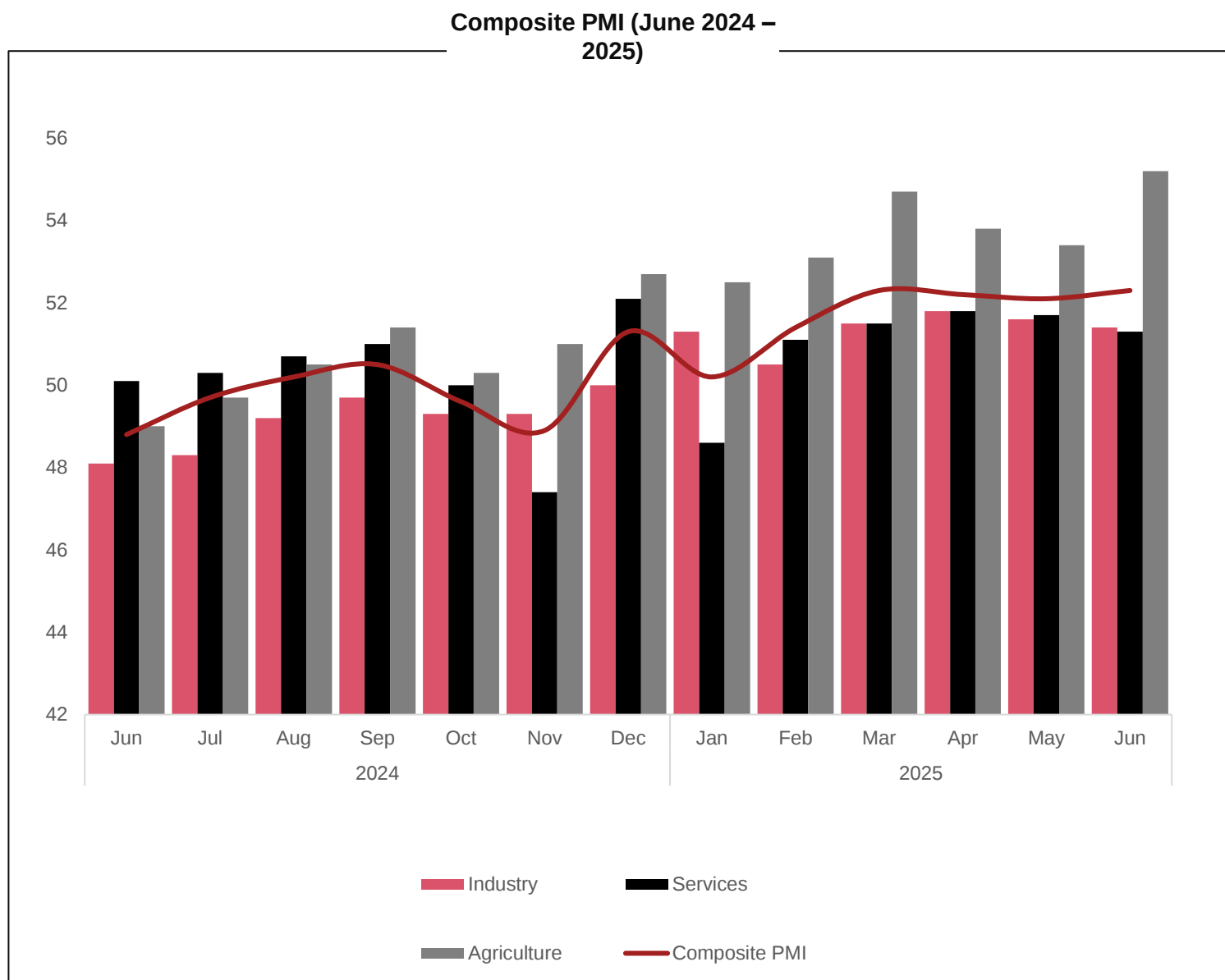
Businesses expect inflation to remain elevated in the second half of 2025, however, there is optimism that it may taper by the end of the year



### Key Insights

- The CBN inflation expectation survey showed that **~71% of businesses expect inflation to remain elevated over the next 3 to 6 months driven by high energy prices, exchange rate pressures, and increase in transportation cost, among others.**
- While 29.2% of businesses surveyed expect increase in inflation by July 2025, this figure increased to 35.7% in December 2025. **The proportion of respondents anticipating inflation to remain elevated reached 33.3% in December from 60% in July 2025.**
- **However, broadly inflation expectation by businesses shows some optimism as the number of business that expect inflation to decrease by December grew by 20.2% points which shows more confidence in CBN reforms.**

## Purchasing Managers Index (PMI) is expected to improve in H2 2025 driven by sustained policy measures



PMI Indicators

> 50 points - Expansion

= 50 points - Stay same

< 50 points - Contraction

### Key Insights

- The CBN composite PMI increased to 52.3 points in June 2025, up from 48.8 points in June 2024, indicating expansion in economic activities. Agriculture (up to 55.2 points from 49 points), Industry (up to 51.4 points from 48.1 points) and Services (up 51.3 points from 50.1 points).
- PMI is expected to continue to improve in H2 2025 driven by the impact of sustained policy measures by government.**

## Key issues for consideration in 2025

### Global political economy + Megatrends in transition

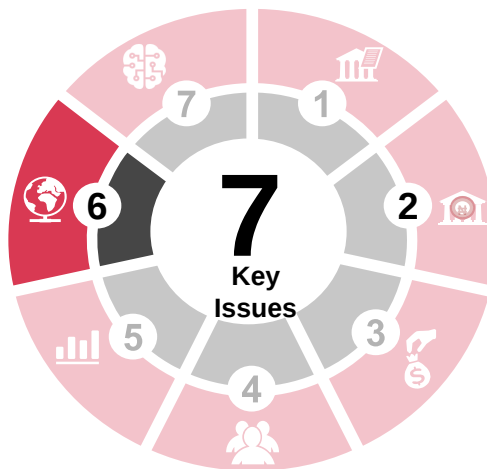
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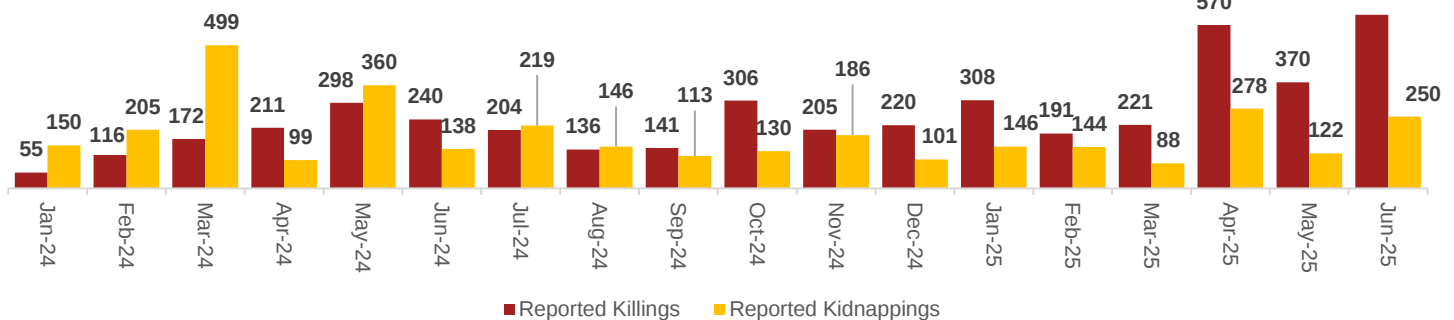
- Foreign Exchange stability
- Price stability
- Interest rate

### Attracting investments (foreign and local)

- Driving capital inflows
- Creating enabling environment
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- Sustainable finance including climate finance

The security landscape remains highly volatile, highlighting the need for enhanced security coordination and targeted interventions

Nigeria's Insecurity Dynamics

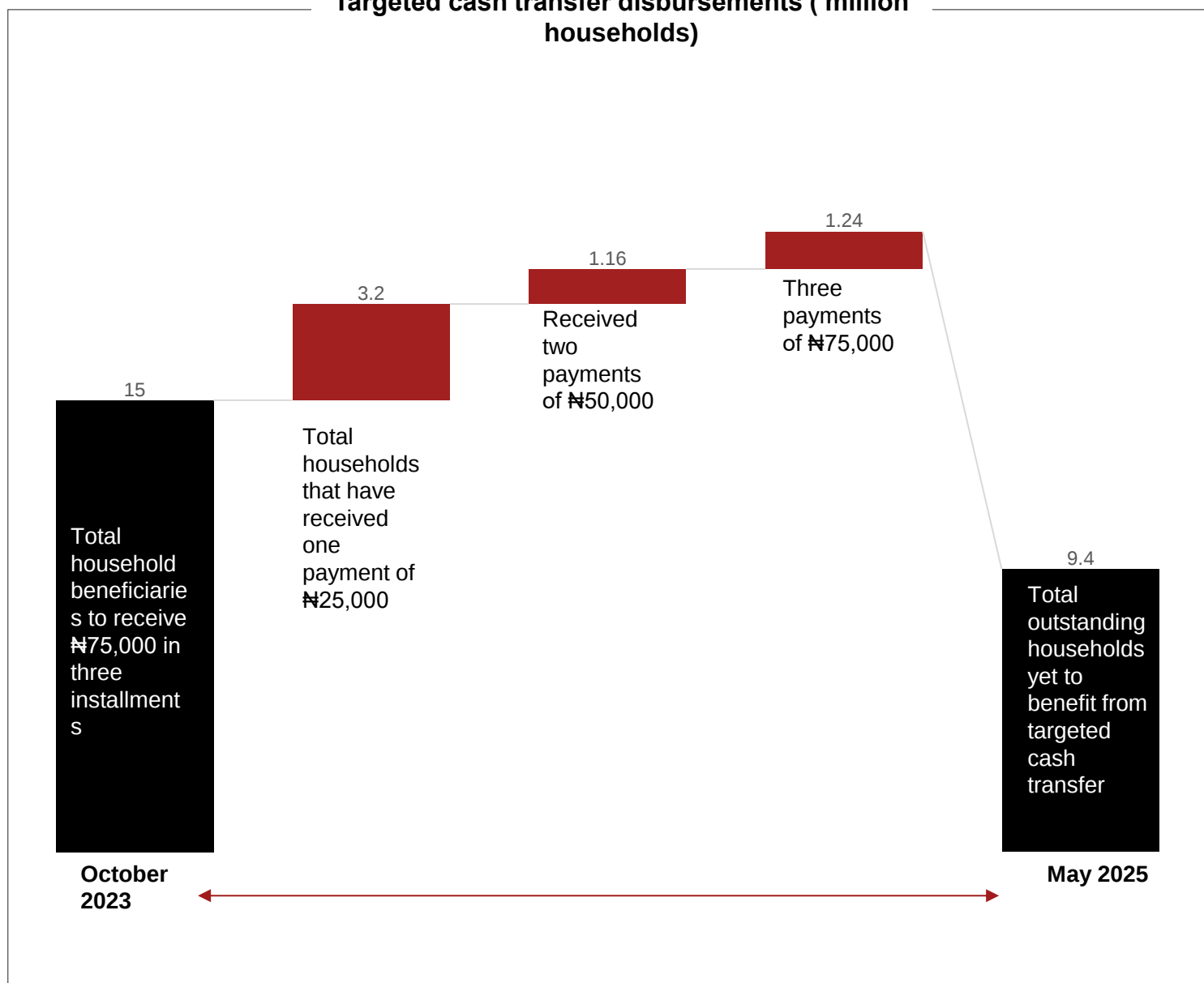


### Key Insights

- In the first half of 2025, reported killings grew by 70% to 2,266, from 1,092 in H1 2024, while reported kidnappings grew by 6% to 1,538 from 1,451 in H1 2024; pointing to an overall intensification of insecurity.
- The heightened insecurity could be attributed to rise in insurgency, farmer-herder clashes, banditry activities in some parts of the country, as well as heightened operations of abduction networks.
- Without targeted reforms in law enforcement practices, stronger community engagement, and improved socio-economic protections, insecurity will likely remain elevated in H2 2025.

## The government's cash transfer program has reached 36% of the 15 million households targeted since October 2023

Targeted cash transfer disbursements ('million households)



### Key Insights

- Since the program's launch in October 2023, about 36% of the 15 million targeted households have received conditional cash transfers: 5.6 million (21% of total) received at least one payment, 2.4 million (16%) received a second, and 1.24 million (8%) received a third after biometric verification.
- In April, the government began NIN enrollment campaign to improve transparency in the Social Register, requiring at least one adult in each eligible household to be verified with a NIN or BVN before receiving cash transfer support.
- NIN registration, especially in rural areas of the country, may improve the ability of government to **provide support to the most vulnerable households around the country.**

# Key issues for consideration in 2025

## Global political economy + Megatrends in transition

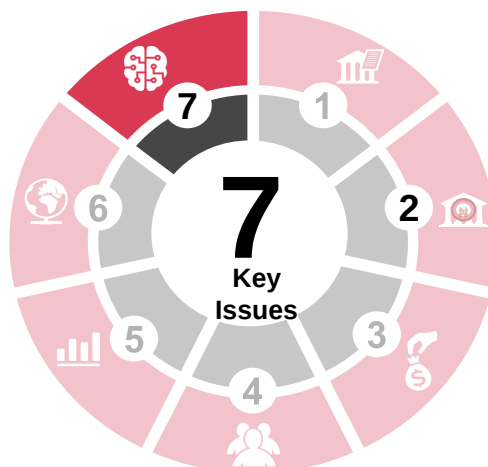
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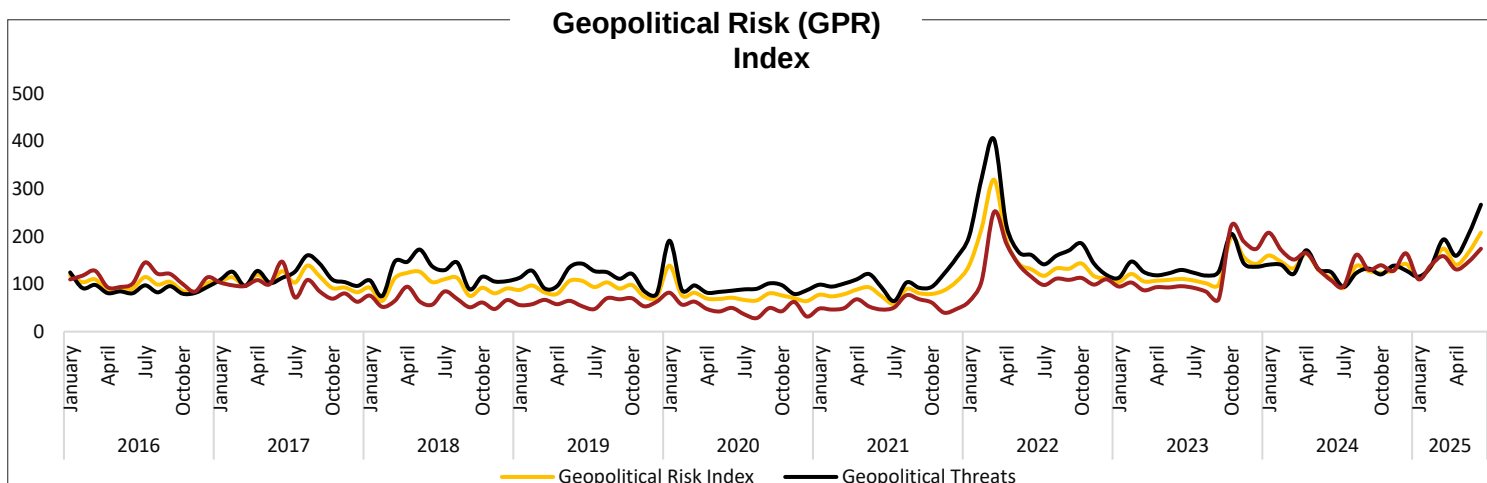
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Geopolitical risk rose between May and June 2025, driven by conflicts in the Middle East, U.S. trade policies, and military unrest, increasing global uncertainty



## Key Insights

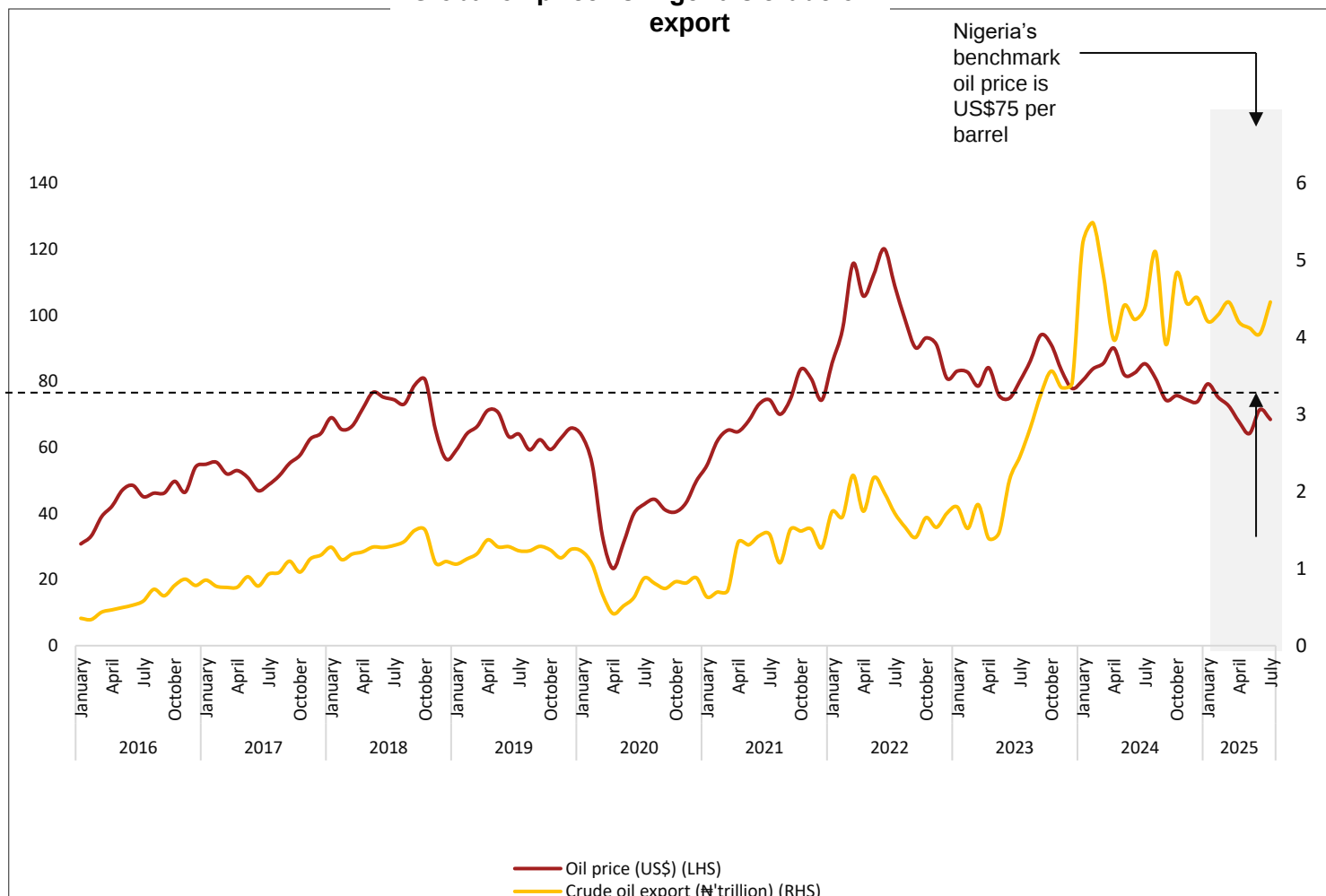
- **Geopolitical risk indicators have increased to record highs in June 2025, with the Global Risk Index at 207.7 and Threats Index at 266.4**, implying the high U.S.–China tensions, Middle East conflict, and cyber threats, all of which align with top-rated risks.
- **Real-world disruptive events (Geopolitical Acts Index: 173.9) are accelerating, driven by military escalations, cyberattacks, and trade protectionism**, reinforcing the structural shift toward a fragmented, high-volatility global order.
- For Nigeria, this environment may imply sustained FX pressure, elevated inflation from energy and import costs, and a strategic imperative to diversify alliances, strengthen domestic production, and invest in digital and security resilience in H2 2025.

Source: Caldara and Iacoviello, Strategy& Analysis

\*Dario Caldara and Matteo Iacoviello construct a measure of adverse geopolitical events and associated risks based on a tally of newspaper articles covering geopolitical tensions and examine its evolution and economic effects since 1900.

## Geopolitical tensions had limited impact on oil prices in H1 2025, which fell due to oversupply and uncertain demand

Global oil price vs Nigeria's crude oil export



### Key Insights

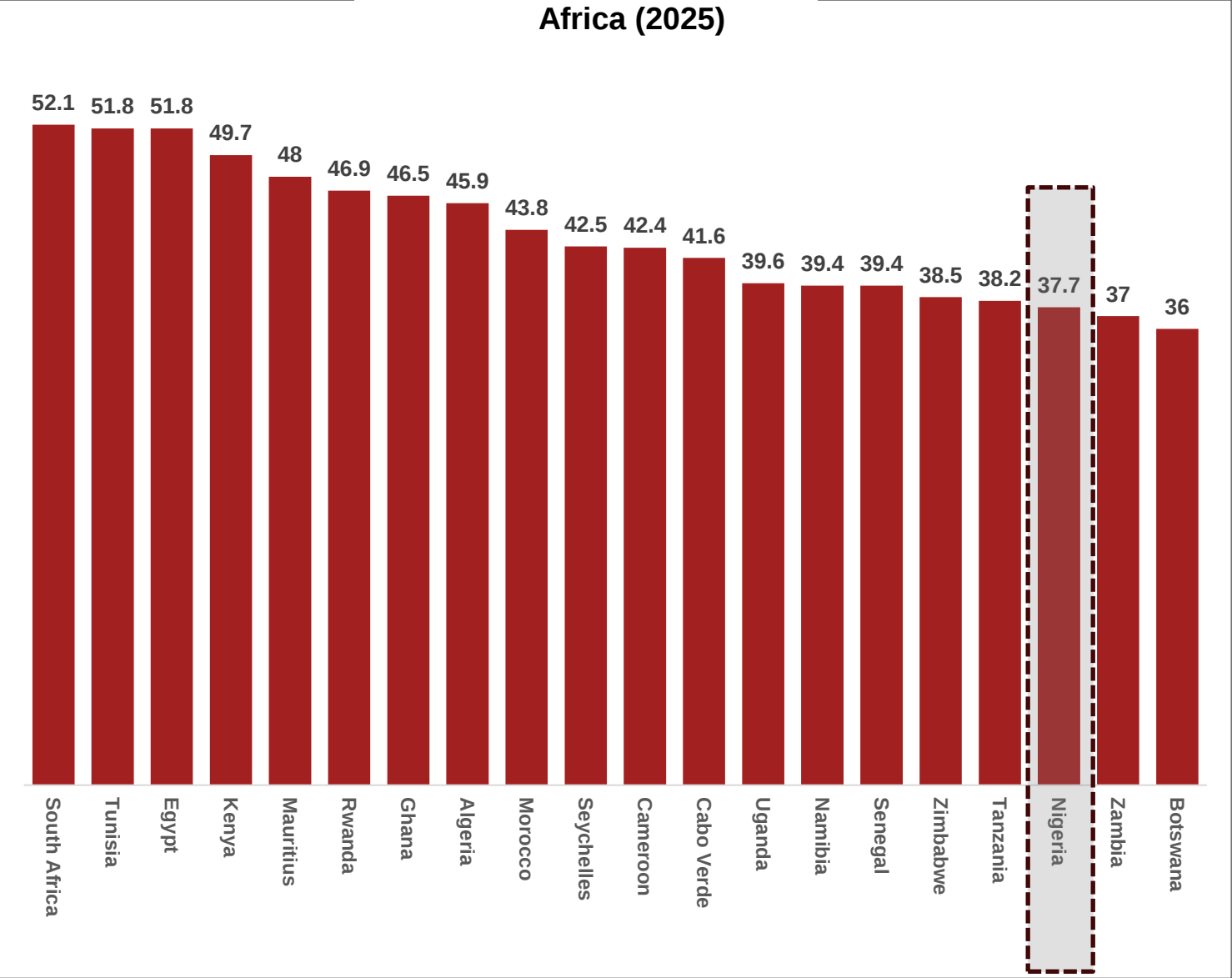
- Geopolitical tensions had a muted impact on oil prices in H1 2025, as prices did not rise despite heightened geopolitical risks. Oil prices fell from **\$79.21 per barrel to \$71.21 per barrel** between January and June 2025. The decline was driven by the increase in output of **nearly one million barrels per day in April and June by OPEC+, which reinforced downward pressure amid uncertain demand.**
- Sustained escalation in geopolitical tensions, particularly the Israel-Middle East conflict, may still have an adverse impact on oil prices in the medium term. Such an outcome may prove favourable to Nigeria, given its reliance on crude oil exports (benchmark oil price for 2025 was set at US\$75 per barrel) as a major source of foreign exchange revenue.

\*Nigeria's benchmark oil price is US\$75 per barrel

Source: World Bank, NBS, Strategy& Analysis

Nigeria ranks 18th out of 54 African countries in AI talent readiness, showing significant gaps in AI skills, infrastructure, and strategy

AI Talent Readiness Index in Africa (2025)



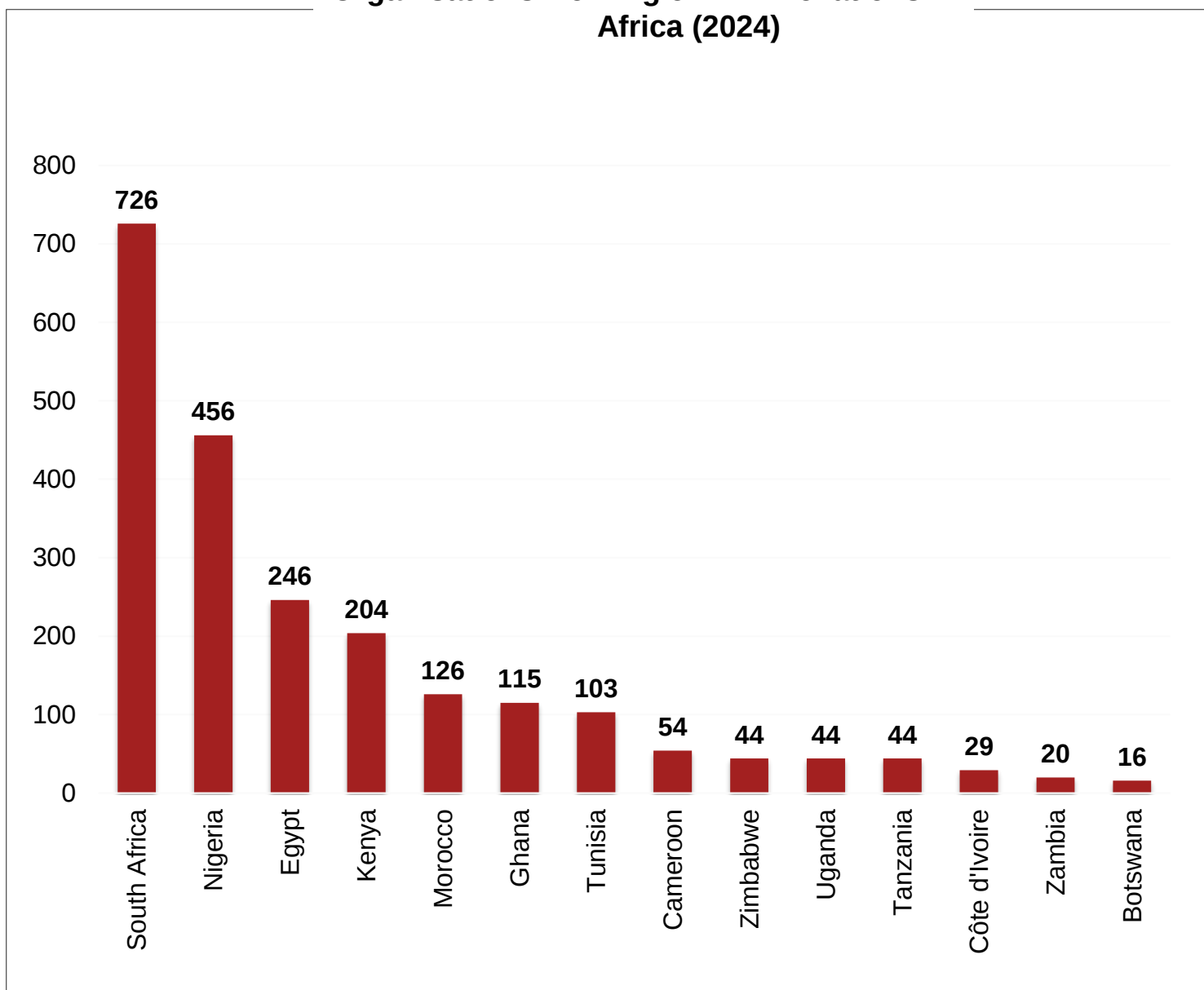
Key Insights

- With a score of 37.7, Nigeria ranks 18th out of 54 African countries, a position that reflects underperformance compared to Africa’s innovation leaders such as South Africa (52.1), Tunisia (51.8), and Kenya (49.7).
- While Nigeria benefits from a large, youthful population and emerging tech hubs, it faces critical gaps in AI infrastructure, advanced skills training, and a unified national AI strategy, which keep it away from the top tier.
- To close the widening gap with global and African leaders, Nigeria must boost AI education pipelines, invest in high-speed digital infrastructure, and deepen industry–government–academic partnerships to close the gap with the continent’s top performers and approach the global average (52.9).

Source: Africa’s AI Talent Readiness Index, [Qhala](#), Strategy& Analysis

However, Nigeria ranked second out of >2,400 organisations working on AI innovations in Africa

Organisations working on AI innovations in Africa (2024)



### Key Insights

- **Africa accounted for under 1% of ~90,904 global AI companies, far behind the US (39%) and Europe (19%).**
- However, of the 2,400 organisations working on AI innovations in Africa, Nigeria ranked second and accounted for ~19% of the total indicating room for more opportunities and investments.
- The African AI market is projected to reach \$8.39 billion in 2027, if properly harnessed.
- AI is rapidly transforming industries and is expected to power 40% of use cases by 2027, while the labour markets may face job role shifts that demand urgent reskilling.

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# Economic outlook

3

# Economic Outlook for H2 2025

|                                                                                                                               | Outlook                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>Broad economic growth outlook</b></p> | <ul style="list-style-type: none"> <li>• <b>Nigeria's GDP is projected to expand modestly by 3.4% in 2025</b>, supported by higher crude oil production and stronger performance in Finance and Insurance, Construction, ICT and Real estate sectors.</li> </ul> |
|  <p><b>Fiscal outlook</b></p>                | <ul style="list-style-type: none"> <li>• <b>Fiscal sustainability risks are expected to persist</b>, driven by weak revenue mobilisation and elevated debt service obligations.</li> </ul>                                                                       |
|  <p><b>Inflation rate outlook</b></p>       | <ul style="list-style-type: none"> <li>• <b>Headline Inflation is projected to moderate to 21.46% in 2025</b>, reflecting tighter monetary policy and improved stability in the foreign exchange market.</li> </ul>                                              |
|  <p><b>Exchange rate outlook</b></p>       | <ul style="list-style-type: none"> <li>• <b>The naira is expected to remain broadly stable through 2025</b>, underpinned by ongoing CBN reforms and improved portfolio inflows.</li> </ul>                                                                       |
|  <p><b>Interest rate outlook</b></p>       | <ul style="list-style-type: none"> <li>• With inflation on a downward trajectory, <b>the CBN may begin a gradual easing of its monetary policy stance in H2 2025</b>.</li> </ul>                                                                                 |

Source: PwC Global, Fitch, Strategy& Analysis

Fitch projects that average inflation will moderate to 21.46% in 2025. It takes the rebasing from 2009 to 2024 into consideration.



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# Strategic imperatives for government and business leaders

4

# There are six actionable strategic recommendations for the Nigerian government to undertake amid current economic challenges and opportunities

## Strengthen Fiscal Sustainability

Prioritise debt management by aligning spending with revenue, improving fiscal discipline, and accelerating the implementation of tax reforms to reduce reliance on borrowing.

## Enhance Monetary Policy Coordination

Maintain a disciplined monetary stance to curb inflation and stabilise the naira, while ensuring that credit flows to productive sectors to support inclusive growth.

## Accelerate Real Sector Productivity

Implement targeted interventions to support MSMEs, improve access to affordable finance, address energy and FX constraints, and fast-track infrastructure delivery.

## Boost Investment Confidence

Deepen structural reforms to attract FDI and sustain portfolio inflows, while improving the ease of doing business, investor protections, and macroeconomic stability.

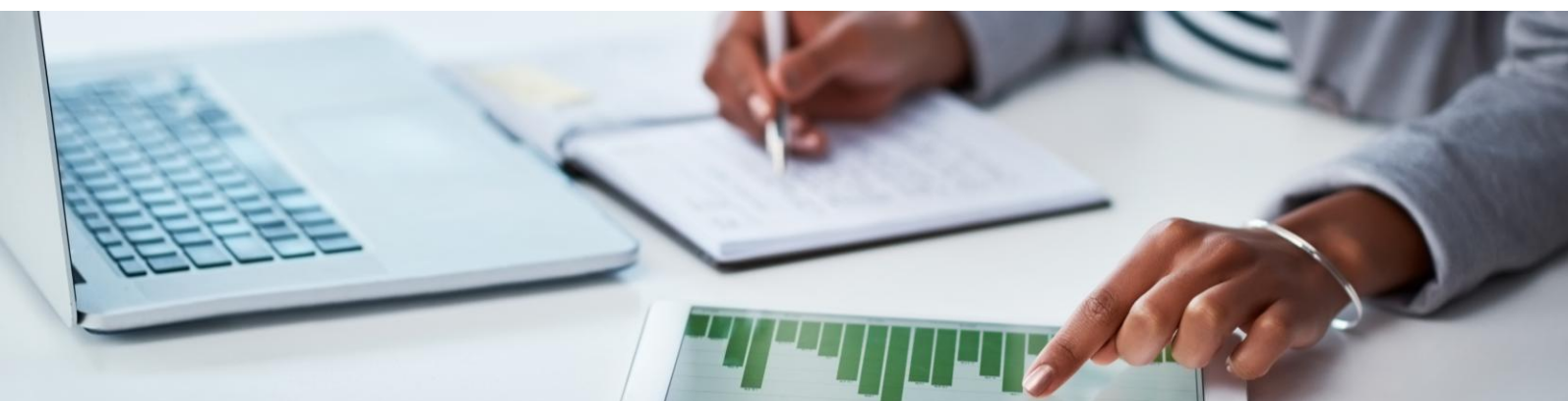
Strengthen the institutional mechanism such to attract sustainable finance required for climate mitigation, adaptation and socio-economic development.

## Expand Social Protection and Human Capital

Scale up investments in education, healthcare, and social safety nets to cushion vulnerable populations from inflation shocks and reduce poverty.

## Respond to Global and Domestic Risks Proactively

Develop adaptive strategies to mitigate geopolitical, trade, and climate-related risks, while leveraging megatrends like AI, digitalisation, and green finance to future-proof the economy.



# Business leaders can thrive by embracing these five strategic imperatives

## Leverage Emerging FX Stability, but Stay Adaptive



Recent reforms have helped stabilise the FX market to some extent, structural pressures remain.

### Businesses should

- Use the current stability to plan confidently but remain agile in case of shift.
- Build buffers and flexible pricing strategies to quickly respond to changes.

## Prioritise Cost Efficiency and Financial Discipline



With inflation still high and the cost of capital elevated, lean operations are critical for businesses to remain profitable.

### Businesses must

- Review and optimise cost structures.
- Delay non-essential capital spending.
- Strengthen internal controls and cash flow management.

## Strengthen Risk Management and Scenario Planning



Despite reform gains, Nigeria still faces macro and security risks that can disrupt operations.

### Businesses must

- Build flexible supply chains and contingency sourcing plans.
- Insure assets where possible.
- Model multiple economic scenarios to test resilience.
- Identify sustainability and climate risks and opportunities and model climate scenarios.

## Embrace Digital and Operational Transformation



Digital and operational transformation is reshaping the business landscape driven by booming e-payments, rising tech adoption, and Nigeria's push to build a digital-first economy.

### Businesses must:

- Modernise core operations by investing in automation, cloud infrastructure, and data analytics to boost efficiency and agility.
- Enhance customer experience through digital channels, personalisation, and faster service delivery.
- Build digital talent and culture by upskilling teams and embedding innovation into everyday processes.

## Engage Actively With Policy and Regulatory Changes



The regulatory landscape is evolving rapidly, with key reforms in taxation, foreign exchange, and the business environment.

### Businesses must:

- Stay informed and compliant with new rules.
- Build relationships with regulators and business associations.
- Be ready to adapt business models to new tax, trade, or licensing rules.



## Contacts



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