

A Man & His Legacy:

Celebrating

DAN AGBOR

@

65

AND ON HIS
RETIREMENT





Foreword

This book is a celebration of an extraordinary man — Daniel Owor Agbor — whose life and career have been a beacon of excellence, integrity, and inspiration.

As we mark his 65th birthday and his well-deserved retirement, it is both a privilege and a joy to compile this tribute, filled with heartfelt reflections and cherished memories from those whose lives he has touched.

For well over three decades, at Udo Udoma & Belo-Osagie and beyond, DOA has not only set the highest standards of innovation and professionalism in the legal field as a trusted advisor par excellence but has also embodied the qualities of a mentor, leader, friend, and beloved 'Uncle' and 'Grandpa'. Through his unwavering commitment to excellence and his profound ability to nurture and inspire, he has left an indelible mark on colleagues, clients, peers, friends, and family alike.

This book is a labour of love, created as a heartfelt gift for a man whose impact transcends the professional realm. Within these pages, you will find stories that speak to his brilliance, tributes that capture his generosity of spirit, and anecdotes that reflect the depth of his relationships. It is our hope that this collection serves as a fitting testament to a life that he lives with purpose, passion, and unparalleled grace.

A Remarkable Career

DOA retired on Tuesday, 7th January 2025, after an illustrious 34-year career at UUBO and leaving behind a legacy of excellence and innovation. A cornerstone of the firm's practice in Banking & Finance, Capital Markets, Corporate and Commercial, Compliance & Investigations, Disputes, Energy & Natural Resources, Private Equity, and other sectors, Dan's



mastery of complex, high stakes matters, strategic oversight, and deep understanding of market dynamics established him as a trusted advisor.

Throughout his career, Dan has been instrumental in shaping landmark transactions, including Nigeria's first Eurobond issuance and major corporate restructurings, such as one of the country's largest bank recapitalizations. These efforts not only stabilized financial institutions but also set industry benchmarks, solidifying his reputation as a legal strategist of exceptional calibre.

Beyond his technical expertise, Dan's leadership fostered a culture of meritocracy, gender parity, and diversity within the firm. His visionary support for the establishment of UUBO's dedicated sub-firm to support early-stage businesses and entrepreneurs expanded the firm's expertise into emerging markets, further enhancing its leadership across multiple sectors.

A mentor and guide to generations of lawyers, Dan's contributions extend far beyond client relationships. His insights and progressive initiatives continue to shape the firm's success and reinforce its reputation as a leader in both legal and inclusive practices. Above all, Dan Agbor's enduring impact is a cornerstone of UUBO's legacy, ensuring that his influence will continue to inspire the firm's future.

DOA, as you step into this next chapter of life, may you take immense pride in the incredible person you are and find immense joy in the legacy you have built and the lives you have transformed. This book is our way of saying thank you for being a constant source of wisdom, strength, and inspiration.

We offer it as a token of our collective gratitude and admiration, hoping that the words written with love and respect serve as a fitting tribute to a man who has given so much to so many, and that they will resonate deeply with you, just as your presence has with us.

From All of Us

A Family Man

To Dan on your 65th Birthday and Retirement from Udo Udoma and Belo-Osagie on 7th January 2025

Today, I celebrate with Udo Udoma and Belo-Osagie, not just a milestone in years, but the culmination of a life defined by hard work, unwavering dedication, and deep love for the people and things that matter most. As you retire after 34 remarkable years at Udo Udoma and Belo-Osagie and on your 65th birthday, I cannot help but reflect on the incredible man I have had the privilege to stand beside—a man of vision, integrity, and boundless generosity.

I have had a ringside seat to your work ethic and your profound commitment to building not just a law firm, but a legacy. I choose the word legacy only because it is simply in your nature to build and nurture. It is just who you are.

Standing on the shoulders of Udoma and Myma, I have watched you pour your heart and soul into transforming UUBO into a modern, world-class commercial law firm that is both resilient and forward-thinking, further cementing a foundation that will stand strong for generations to come. But for you, it was never just about the firm—it was about the people.

I have watched you invest in the partners and young lawyers, not just professionally but personally. You didn't just lead; you cared. You took the time to understand their hopes and dreams, to know their families, and to encourage their growth. You spotted potential early and



nurtured it with patience and purpose, moulding minds and hearts with your steady guidance. You showed them what it means to be not just a good lawyer, but a dependable, ethical, and well-rounded human being.

You were relentless in your pursuit of excellence, never shying away from making hard decisions but always focused on the hard work of building something enduring. Yet you did it all, with a firm but powerful belief in the success of those around you. You derived great satisfaction and joy from seeing others grow, thrive, and succeed—this speaks volumes about the kind of leader, colleague, and friend you have been.

At home, you are no less extraordinary. You are the captain of our ship, steady and strong, the rock we lean on no matter the tide. Even when work pulled you away, we always felt your presence, your love, and your care. You have been a parachute for all of us, shielding us from life's storms and giving us the courage to soar. As a father, your love, wisdom, and strength have shaped our family, and as a husband, you have been my greatest source of support, my partner, and my dearest friend.

Dan, today we celebrate you—your accomplishments, and the incredible legacy you leave behind at UUBO. As you step into this well-deserved retirement, I hope you know how deeply admired and loved you are.

Happy 65th birthday, my love, and happy retirement.

I know that you are not one to revel in encomiums and absolutely do your best to avoid being celebrated and would like to move on quickly



with your new “life”, but you deserve this. I endorse this celebration wholeheartedly!!

It is now time to embrace the next chapter which I know you will tackle with the same passion and heart that have defined your journey so far. I can't wait! It is going to be another exciting journey!



Funke Agbor

Dad,

As we celebrate your 65th birthday and remarkable career, I find myself reflecting on the man you have been to me – not just a brilliant legal mind or an accomplished leader but a steadfast, loving, and unwavering pillar of our family.

You were always a tough, stern man, but it was never without purpose. Your principles shaped the foundation of our lives, teaching us the value of integrity, hard work, and perseverance. You were firm when we needed guidance and fair when life demanded understanding. Behind that stern exterior was a father whose love was profound and whose care for us was constant and unyielding.

Not only did you provide, but you also took care of us. For Mum, you were her partner and rock, ensuring she always felt supported and cherished. For Danielle and I, you were our protector and role model,



someone we looked up to even when we didn't always fully understand the lessons you were teaching us at the time. You instilled in us the belief that we could achieve greatness with the right mindset and discipline.

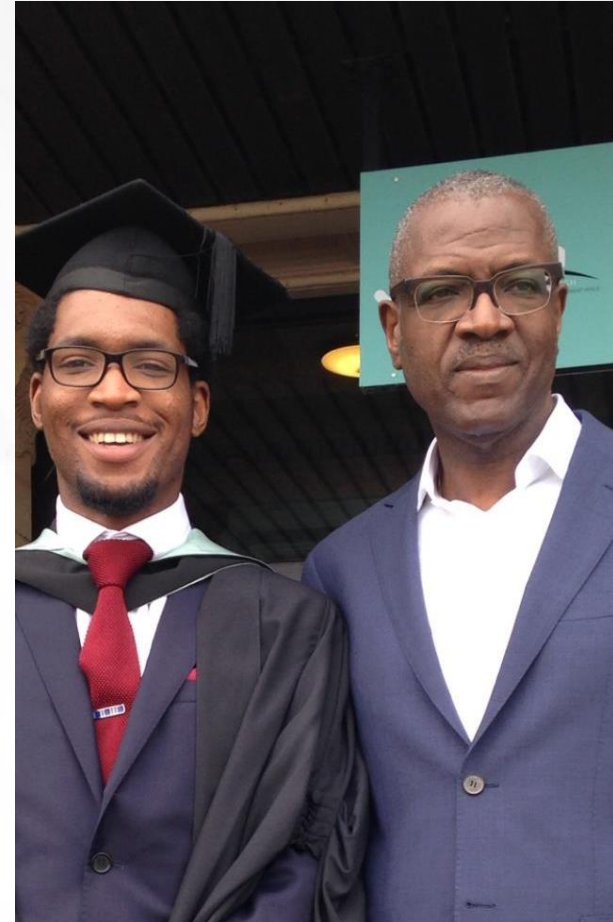
Though your work demanded so much of your time and energy, you never wavered in your commitment to family. You showed us that success in your career was never an excuse to neglect those who mattered most. I am endlessly proud of all that you have accomplished professionally, but I am prouder still of the father and husband you have been to us.

As you step into this next phase of life, I hope you find the time to reflect on the incredible legacy you have built, both in your career and in our lives. You earned every bit of joy, rest, and celebration that comes your way.

Through every challenge and triumph, your steadfastness has been a source of inspiration for me. Dad, you have shown that no matter how rough the waters may seem, one can always "keep swimming". This lesson, your resilience, determination, and ability to press on, will stay with me forever.

Happy 65th birthday and retirement Dad. Thank you, for your love, your sacrifices, and your example. Here's to you and to always moving forward, just as you've taught me.

Enare Agbor



For the last couple of years, I have heard my dad talk about retiring and depending on his mood, he strikes a different tone! Sometimes it's practical - my dad likes to do everything in life the right way, and the process of retiring is no different. He has mentioned how important continuity is to him, and has spent the better part of the last year or so handing things over making sure that clients know exactly who to turn to for what, once he is out of the picture. Other times, he sounds like he is just looking forward to getting a well-deserved break more than anything!

UUBO has been a part of our lives since before I can remember. Visiting your offices, attending your Christmas parties and those law firm football matches are some of my earliest memories, and I'm so grateful that my dad has had the blessing of being part of, and helping to build such a rich and dynamic law firm family! Obviously, I only really see my dad as a father, and of course in that respect his influence on my life and my choices run deep, and are some of my most cherished guiding principles today.

But I know there are countless people whose lives he has affected for the better and who have also been shaped and mentored by him. I know that those people are also his children in a sense, and they are all so lucky to have him! Congratulations Daddy on your retirement! We are all so proud of you, the immense impact you have had on our lives, as your family, UUBO and the legal profession in general.

I love you!

Danielle

Danielle Agbor



A Tribute To Uncle Dan

What can I write about our darling Uncle Dan.

He has always been the strong pillar of support in our family. He is our very dear big brother.

Most importantly he is a loving husband to our big sister Funke & father to our nephew & niece Enare & Danielle.

Uncle Dan, always dependable, a mentor, an excellent adviser. Our family would not be complete without him. He steers us in the right direction when we are unsure as to the way forward on any issue.

Uncle Dan is focused, always sure of himself, an achiever. He inspires us all and I admire him greatly!

He also has another side to him. He has a wicked sense of humor and can sometimes say things that can shock you.

Congratulations Uncle Dan on your 65th birthday!

May this be the beginning of the best phase of your life. I pray our Lord blesses you with long life and good health and we will be here to celebrate you each year.

Love You

Sade (Shades)

Sade Onyia



A Tribute to Uncle Dee

Happy 65th birthday to an amazing brother-in-law. Today is a special day dedicated to celebrating you and all the wonderful qualities that make you who you are.

May this birthday and your retirement be the start of a new chapter in your life. One that brings you even more success, unending joy, and fulfillment. As you blow out the candles on your birthday and retirement cakes (smile), my prayer is that all your wishes will come true, and that the years ahead will be filled with exciting opportunities and memorable moments.

Uncle D a Dedicated Brother(D)

Uncle D, as my siblings and I call him, is not a brother-in-law to me, but my dear, dear, big brother (my egbon), and a cherished member of the family.

Uncle D, I thank you immensely for your love for my big sister, Funke, and the way you have supported her through the years, enabling her to become the very best version of herself.

In her words, "Dan has allowed me to be the best BEST SISTER, that I can be". Uncle D, Thank you.

Through the years, you have shown unwavering support and love for my core family (i.e. Gbolahan, Me, and of course Tamilee who you have shown special love and affection for).



Your love and dedication to our mum and my siblings is nothing less than inspiring. For me, what stands out about you is the way you do all of these things, quietly, behind the scenes, and without any fanfare.

Uncle D - Active Listener (A)

Uncle D, Another great quality I admire about you is your good listening skills. In this era when everyone wants to be heard, you are a breath of fresh air. You listen so well while being engaging, and definitely not intrusive. You ask thought-provoking questions, offer suggestions, and when necessary, simply provide your thoughts. Since my retirement, I have had a few conversations with you - sharing my plans and intended next steps and I have left those conversations refreshed and with better clarity.

Uncle D- The Nurturer (N)

Yes, Uncle D is firm and may appear very stern, but behind that facade is a nurturer - a man who believes in excellence for himself and looks for the same in the people he cares about. I find this true about Uncle D.

Uncle D, here's to a future filled with love, laughter and leisure. May your retirement be as rewarding and fulfilling as your career. Enjoy every moment. Happy retirement & Happy 65th birthday. Congratulations on your retirement and 65th birthday, from Gbolahan, Tamilee, and Me. We wish you many happy years ahead!

Sola Odusanya (Sister-In -Law)

Sola Odusanya



I met "Uncle" Dan before he married my cousin and became family. He has always been a source of support and I have looked up to him as I observed his trajectory in his professional and personal life. I thank God for his life and am excited on his behalf for this new phase of his life.

Happy 65th Birthday and happy retirement.



Alaba Dayo-Payne

A Friend for All Seasons

A TOAST TO MY FRIEND AT 65. DANIEL OWOR AGBOR

I am going to do a bit of story telling here, so please pardon me.

Aniekan reminds me of how I employed my first diver in 1998. I required the candidate/diver to dress up in his wet suit and dive helmet to then perform a task at 15meters of water that I had planned out for him. This gentleman took a good look at me and said he didn't need any dive gear. He thereafter got undressed with only his underpants on. No breathing gear. He jumped into the water and stayed underwater for 1hr without coming out. I literally freaked out.

Dan continues to remind me of how freaked out he is at what I do and conversely, I am absolutely awed at the heights he has attained as a lawyer, manager of people, adviser to tons of us and also the positions he has kept on the board of many companies. It can only be someone like Dan of such intellect, street awareness, stiff upper lip, blue blood and warm and big "brother attitude" with an incredibly analytical mind that would attain this.

I would give you a glimpse of how Daniel Agbor has spent his last 40yrs years.

13years before 1998, precisely in September of 1985, two 25yr old young men met at the UAC guest house on Alexander road, in Ikoyi. I was camped as room mates with a certain Daniel Agbor for the final set of interviews for employment as young graduates from the



university. Coincidentally, Dan and I had gotten out of graduate school just about the same time and we were the only post graduate degree holders in the lot of about 30 final stage candidates. Again, we were paired together as room mates.

One year earlier in 1984, I was travelling back from the UK unsurprisingly with only one suitcase. At the checking in counter, there were tons of Nigerians with excess luggage repacking and also looking for fellow travellers without the obvious baggage to help them carry their excess bags. I had turned down one or two people, but then turned around to accept an excess bag from a lady in distress, whom I didn't know.

Now fast forward to May 1985 and like I said earlier, I find myself as room mates with Dan at the UAC employment interview. We hit it off immediately. From gist and talking about our lives before then, it turns out the lady I had helped to carry her excess luggage at the Heathrow airport one year earlier, was Rosemary Agbor, Dan's older sister.

Incredibly fore planned by the stars going backwards in time to fashion out the future, you would say.

Anyhow, for good reason Dan and I were not employed by UAC in 1985. However, providence would have it that, exactly 30yrs later to the day, Dan would become Chairman of the same UAC Nigeria that did not employ him as a 25yr old graduate intern. And I in turn would seek to purchase a property from the same UAC about the same time in 2015.

I will take you back to the 1980's again.



In 1987, two years after our UAC interview of 1985, I had been employed by Afrprint Textile Mills in Isolo for about a year. I hadn't seen Dan that year. On this particular day after work in Isolo, I decided to drive to Victoria Island to play. And there shows up Dan on Idowu Taylor street.

He literally pulled me out of my car, up the elevator and through a few hall ways, all along muttering to me that I was the exact kind of guy his boss was looking for to be employed in his department with the Nigeria International Bank. Dan technically got me employed in NIB in 1987.

And then the path our respective love lives:

While I was dating my wife in 1987, Dan was courting Funke. By the Christmas holidays in December 1987, I invited Dan to come with me to spend the holidays at my parents in Warri. I needed to watch over him because Funke was not accepting his advances and Dan for one was losing his mind over it.

Our 10days in Warri were incredible. Dan slept the whole day everyday. My mother complained and worried everyday that my friend was not eating. Dan slouched all day around the house. His medication was not in Warri.

Unbeknown to us, Funke's medication was coincidentally now not in Lagos. Dan and I got back from Warri to the waiting arms of Funke. His absence from Lagos was the elixir that worked the magic. Dan the strategist, you would say.

Coincidentally, Dan became my best man at my wedding in 1988.



In 1997 after Dan and I had long left banking, he did the most bizarre and incredible thing. This, I will hopefully expand when given the opportunity. Dan and I have had a mutual love for the finer things of life. I will expand on this, at the opportuned time to speak.

Dan is fondly called Dan Boy by my wife because of his ever-uplifting attitude and crowd of young followers that he has groomed and mentored over time. Dan is the exact example of a perfect Mafia Don, who insists on sticking to the law and the rules of humanity but then also has a Comare, i.e. the godmother Funke, who also, is his Consigliere. Dan commands an empire/family of followers who are his Caporogime of which I am one.

E pluribus onum. Out of many, one! Dan typifies this. Happy 65th birthday my brother. I am just about 2months behind you.



Humphrey Okposo

Congratulations dear Dan on a successful retirement from active corporate practice. It seems like it was yesterday that you left Calabar for Lagos. You have always been a determined person. Like joke like joke you have become the first Cross River State Lawyer to get to the level you have reached in Corporate Practice. What also pleases me is that you have remained humble, unassuming, silent and disciplined, maintaining the values our parents instilled in us. I wish you a happy retirement

Geraldine Akpet-Ekanem

Dan and I met at City Bank. We share the same birthday, though I'm a year behind him – yet I retired before he did! Dan was working in a more family-oriented environment while I was, as we might say, "operating in the jungle." After 34 years in that environment, I decided it was time to call it a day.

You've all spoken about Dan as a lawyer, business person, advisor, and even carpenter. I've seen him excel in all these roles. But to me, Dan is simply my friend, my brother. In fact, most people say to me, "I met your brother, Daniel." Remarkably, Danielle and my daughter also share the same birthday, just one year apart.

Dan embodies so many wonderful qualities. While we have similarities, what I truly appreciate about him is a certain seriousness combined with playfulness – a side that perhaps you don't often see in the office. I've always been drawn to people who work seriously without taking themselves too seriously. That's where we connect. Dan is bold and brave.

When thinking about friends, I've tried to categorise them into different groups, and I'm not quite sure where Dan fits. Some friends will help you bury the body if you ever found yourself in serious trouble. Others might say, "Let's just hide and run away." Then there are those who'll say, "This is not good, but we'll figure out how to keep you out of jail." Dan has shown me different sides at different times – sometimes the problem solver, sometimes the loyal friend who'll stand by you no matter what. Regardless of which group a friend falls into, having them in your corner is what matters.

Udoma was my chairman at UBN for a while. When I arrived, I was trying to rebuild the legal team as we didn't have legal counsel. Fortunately,



Udoma was away on vacation or out of the country for an extended period. I came to Dan and asked for his help. He sent Jumoke to assist. I still remember when Udoma returned and at the first board meeting asked, "How did this happen?" Dan said it was just for six months, but I think Jumoke ended up staying for a year or year and a half, perhaps even three years. Thank you, Dan, for eventually taking her back!

When I sensed the firm's partners were putting pressure on Dan about this arrangement, I told him, "Just fine me if needed. If you pull Jumoke out, everything will collapse." Dan stuck it out, though I'm sure I caused him significant stress. Thank you for giving me that break and helping me succeed.

This gathering truly feels like family. Congratulations, Dan, on reaching 65 and retirement. You asked me for retirement advice, and I've started sharing some. I look forward to having more time to spend with you now that you'll have more free time as well.

To everyone who has worked with Dan and benefited from his wisdom and everything he has to offer, I'd advise you to say a big thank you to him. He is truly one-of-a-kind.

Dan, congratulations on your retirement!

Emeka Emuwa



Distinguished ladies and gentlemen, I know that it might sound surprising, but I feel like a fish out of water standing here.

After the eloquent speech by the distinguished gentleman before me, (Mr. Humphrey Okposo), I doubt that there is anything I can say that will amuse or surprise you. But I have a job to do, and I will do it.

Now, where do I start with Dan?

I got to know Dan many, many years ago—perhaps as far back as 40 years. Even then, I found him to be incredibly enterprising. At that time, he wasn't with this firm, but I marvelled at his level of enterprise, sincerity, and hard work.

Dan has an exceptional sense of design. Even as I look around this office, I can clearly see his signature touch. Interestingly, this is my first time visiting Dan's office, but I've always had other ways of seeing Dan's influence.

To me, Dan has always been a straight line—steady, unwavering, and true. Maybe there's one exception, but I wouldn't know. His children? His wonderful children? Perhaps that's the soft side of him.

But the Dan I know? He is a straight line. Honest. In fact, too honest to be a Nigerian! Too honest.

And incredibly helpful. He empathises with every situation he encounters, even when he chooses not to interfere. His



presence alone carries a certain care, and if you dare to approach him, you'll find solutions.

Throughout my life, Dan has given me invaluable advice. But you won't believe this—I often hesitate to approach him for advice. Why? Because he will tell me truths that I don't want to hear! And once he does (advise me), I find myself compelled to follow it because I know that it will be the right thing to do.

So, I am not surprised by the legacy that he has built. I am not surprised that the founding fathers of this firm recognise and appreciate his sincerity, dedication, and contributions. And I want to assure you that Dan's impact extends beyond this firm. In other businesses—not just law firms, but companies like mine and many others—crossing paths with Dan has left a lasting and positive mark.

So, Dan, I thank you personally. I thank you on behalf of my company. I thank you on behalf of my family. Now, Funke may think she is my wife's best friend. But truly, Dan, it is you who is her (my wife's) best friend. And from my end, it is Funke who is my best friend.

In conclusion, I want to say a heartfelt thank you to Dan—for being a part of my life, a part of our lives—mine, my wife's, and our children's. Whatever it is that you are doing, Dan, keep doing it. Because it is adding value to life.

Thank you.

Captain Boyo Edward



UUBO Partners, Of Counsel, CEO, and Consultants (Past and Present)

MY REMARKS ON THE RETIREMENT OF DAN AGBOR

Let me congratulate Dan Agbor on his well- deserved retirement from the Firm upon clocking the age of 65 today, the 7th day of January, 2025.

On this occasion I will start by wishing Dan a very happy birthday. I wish you many more years in good health and continuing prosperity. As a very careful man, I am sure you have prepared well for your retirement. I understand that you are also moving to be near me in Banana Island so Sally and I will be seeing a lot more of Funke and yourself, now that we are all retired and no longer have to go to work every day. I look forward to that.

Dan has had a remarkable career in the Firm. I am not sure when I first met Dan, but I remember that when I attended his wedding, I attended as a guest of the Lijadu family. His wife, Funke, is a Lijadu. Both my wife, Sally, and I, were, and are still, quite close to the Lijadus. In fact, at that time, Funke's first cousin, Femi Lijadu, was working for the Law Firm. So, we were firmly on the Lijadu side.

But after the wedding I got to know Dan better and I simply took to him. I was struck by his intelligence. I was struck by his focus, by his enterprise, his energy, his ideas. But he then had a good banking job in Citibank where he was very well paid. It was a tough ask to persuade him to



leave the certainty and comfort of Citibank to come and join my small practice operating out of a makeshift office at No 9 Military Street. I still don't know how I succeeded but on the 24th day of September, 1990, Dan started work as an associate in Udo Udoma & Co (which was later renamed Udo Udoma & Belo-Osagie). I must thank you, Dan. It was truly a leap of faith to leave Citibank to join my small firm with no guarantees even of partnership. Dan decided to put his trust in me, and in Myma, who had now become my partner. Dan, I truly appreciate the faith you had in me.

I retired a few years ago myself but I must say that, whilst in the Firm, I enjoyed working with Dan as one of my partners. Dan became my confidant and friend. A relationship of mutual trust and respect developed between the two of us.

So, Dan, as you retire from the Firm, let me register my appreciation for the over 34 years you have spent in the Firm, and the role you have played in building up Udo Udoma & Belo-Osagie to becoming one of the most successful law firms in the country. Your time as managing partner was a time of major transformation for the Firm. Over the years you have shown remarkable dedication and commitment to the Firm. There is no doubt that the Firm would not be where it is today without your efforts. Your leadership role in the Firm has been simply exemplary.

And let me also acknowledge your role in building up the bench strength of the Law Firm over the years. The Firm is peopled with high quality and very well trained and highly motivated lawyers, and other staff. In spite of the fact that, following Myma and I, you will be the fourth equity partner to retire in the last five years, the Firm's business has continued to grow and expand. And from recent discussions I have had with the managing partner, and soon to be senior partner, Aniekan



Ukpanah, there are ambitions for further growth and expansion. Speaking as a fellow retiree, Dan, we should be proud of the legacy we are leaving behind.

Dan, I have no doubt that, even as you retire from the Firm you will, like the rest of us UUBO retirees, continue to be available to help and support the Firm, in any way the current partners may require. I will encourage the Partners to continue to reach out to all of us, the retirees. Being a member of the UUBO Family is for life. We may have retired from the partnership but in UUBO we do not retire from the Family. So Dan, let me once again wish you a happy birthday and an enjoyable retirement.

You have done well for the Firm and your contributions to the growth of the Firm have been truly invaluable. I wish you to know that those of us who have gone before you are happy to welcome you to the Club of distinguished retired partners.

Dan, please accept my congratulations for achieving yet another milestone in your remarkable life. Happy Birthday. Enjoy your retirement. My very best wishes.

Udoma Udo Udoma
7th January 2024

Senator Udoma Udo Udoma



A Tribute to Dan

As we celebrate Dan's remarkable journey, I want to express my gratitude for his invaluable contributions —both personal and professional. Dan has been a pillar of strength, wisdom, and support, and it is a privilege to honour him today.

When I became a partner at the firm, Senator Udoma's decision to step away for family and political commitments left me with the daunting task of managing the firm. It was an incredibly challenging time, but Dan remained unwaveringly supportive, offering guidance. His encouragement and belief in my abilities helped me navigate those early years, ensuring the firm not only survived but thrived.

Dan's impact goes far beyond words. During a particularly difficult time when the firm faced certain uncertainties in the market, his practical advice and motivation reminded me to refocus and forge ahead. His ability to inspire confidence and clarity in moments of crisis is a testament to his extraordinary leadership.

While many credit Senator Udoma and me as the founders of the firm, it is Dan who built it into what it is today. His dedication, vision, and relentless pursuit of excellence have solidified the firm's foundation, leaving an enduring legacy.

As Dan transitions into retirement, we owe him immense gratitude for his foresight in planning for the future. Thanks to his efforts, we retire not only with pride in our achievements but also with financial stability — an achievement that many firms aspire to emulate. He has set precedents that will inspire generations of legal professionals.



To Dan, thank you for everything you have done for me personally, for the firm, and for the legal profession at large. Your unwavering support, guidance, and friendship have been invaluable. You have left an indelible mark on all of us, and for that, we are forever grateful. As you embark on this next chapter, we wish you many more years of happiness and fulfillment.

Myma Belo-Osagie

Myma Belo-Osagie

This occasion provides us with an opportunity to reflect, not only on Dan's outstanding contributions to the firm, as mentioned by the founding partner, Senator Udoma Udo Udoma, but also on the enduring legacy that has been carefully built over the years.

Indeed, over 34 years, Dan has embodied the essence of leadership, integrity and excellence in legal practice.

Under his leadership as Managing Partner, and subsequently as Senior Partner - a position from which he retires today - UUBO, like Dr. Mrs. Belo-Osagie said, has grown to become one of the most respected and admired law firms, not only in Nigeria, but across Africa, and globally.

I recently shared with Dan my encounter with Alan Keep, the managing partner of Bowmans South Africa, whom I met in London. Alan refers to Dan as "the great Dan of UUBO" - that tells you the caliber of person that Dan is.



Dan has shown us what it truly means to live with vision, courage, and unwavering commitment to excellence and ethical standards. These are the DNA of UUBO, and Dan has ensured that everyone in the firm is instilled with these values—commitment to excellence and ethical standards. that is one commitment we make to the [founding and senior] partners: that UUBO will not falter on those values.

Dan was not just a leader but a mentor to many. He invested time and effort in developing talent, fostering a culture of innovation and collaboration, and ensuring that UUBO remains at the forefront of legal excellence. His impact on countless careers both within and outside the firm cannot be overstated.

At yesterday's internal partners session, every partner spoke about the toughness of Dan and his pursuit of excellence. Everybody had a story to tell. The thing is, Dan was always the giver of lessons, and we were the recipients of the teaching, nurturing, and mentoring in hard work, excellence, writing skills - everything you can think about. The conclusion was that we are all much better because of those things.

We thank you. We wish you all the best in this exciting new phase of life. May it be filled with joy, fulfillment, and new opportunities to continue making a difference. God bless you. We truly love you.



Aniekān Ukpanah

Happy birthday DOA on your special 65th anniversary. We also celebrate you and your great achievements in a very illustrious legal career as you retire from UUBO as Senior Partner. You have played a big part in leading the firm to where it is today - a tier one law firm and one of the longest continuing commercial law firms in Nigeria. You invested so much to ensure the firm maintains the highest standards of excellence set by its Founders, Senator Udoma Udo Udoma and Dr. Myma Belo-Osagie, first in your capacity as Managing Partner and later as the Senior Partner.

The history of UUBO can not be completely told without mentioning your significant contributions to the success story. We celebrate you today and God helping us, we will continue to build on the foundation that has been developed deep and wide and take the firm and Alsec to heights that will make you proud always. Enjoy your retirement. We will miss your physical presence in the office but know you are not far away and we also want you to know we are not far away either.

Jumoke

Jumoke Lambo



I met DOA in September 2001, when I came into UUBO for the first time to be interviewed for an internship. I found him both intimidating and funny, and over the 23 years that have followed, this has not changed so much.

My entire UUBO experience, and my career, has been profoundly affected by Mr Agbor. I cannot tell the story of who I have become without referring to him. He trained and mentored me and was both the strictest boss one could ever have, as well as the most caring. Over the years, I have been privileged to develop a close personal relationship that transcends work and has grown to include his family and mine. This has, amongst other things, greatly encouraged me to stay in legal practice, and in UUBO.

One of DOA's most inspiring qualities is his unwavering commitment to excellence. His attention to detail (agonizing over how to redraft a sentence - and this could take up to 30 minutes just trying to find the right words to say what he wants to say), not taking anyone's word for it (he actually looks at the law books himself!) and noticing the small details in every document (formatting! formatting!! formatting!) are unique and uncommon. No matter how tired DOA might be, he does not gloss over anything and just let it go off, even when the client is chasing. He only sends his work off when he is satisfied that he has done his best. And he does not tire; he seems to have an unlimited amount of energy. I remember when he said that the government does not realise how much we lose in Nigeria on account of the numerous bank holidays (I quietly nodded, not bold enough to admit that I looked forward to and enjoyed every one of our public holidays!).



DOA is self-motivated and has enough drive and motivation for the entire team. He keeps pushing and never relents. The only day I worked beyond midnight in the office, I was in DOA's office poring over a response that had to go off. Once it went off, he drove me to my home in Ikeja, before turning around to drive all the way back to his own home in Lekki. I remember other late nights spent with Lola Fatoki (Stanbic IBTC merger) and Christine (too many to mention) because the fear of getting in trouble with DOA for leaving the office before the work was done kept us glued to our seats!

I think that even more inspiring (and certainly more endearing) is DOA's ability to treat everyone fairly and give people a chance. His ability to see the potential in people and continue to make a way for them, give them opportunities to grow, and lead, challenges me to be a better leader. His door was literally always open, and he never turned us away even as we took turns to disturb him with our questions and requests, with little thought for the toll that took on him. I am a beneficiary of these qualities of DOA, and even in my non-fee earning endeavours (NBASBL, UUBO pro bono) DOA is a sometimes-silent-sometimes-overt-but-always-stable source of support.

DOA attended my wedding in Benin City. He bought us our first washing machine, the highchair we used for all three children, and many other things. He encouraged me to get my braces (one of the best decisions I ever made!), to get involved in the NBASBL, and helped my husband and I when we were ready to get a house of our own. I am not sure that words can express how much I love and respect him. I have learnt not to 'look at his face' when he is grumpy, which enables me to enjoy every minute that he is not. Grumpy or not, I would not trade him for another.



I thank God for bringing you into our lives, DOA. I am excited about what lies ahead for you, and I pray that the Lord will satisfy you with long live and show you His salvation daily.

Love from Ozofu and my other Ogiemudias.

Ozofu 'Latunde Ogiemudia

Should anyone dare to write it, Mr Agbor would make an amazing main character study for a Nigerian version of "Suits".

His visionary and bold leadership; exemplary work ethic; client focus, professional discipline; exactitude about service standards, protectiveness and genuine concern for the welfare of his people; receptiveness to, and selflessness in supporting initiatives that enhance the value and reputation of the firm; and uniquely singular confidence in his personal convictions have the makings of a compelling narrative and lessons about legacy.

I warmly celebrate the "Egbon" scenes of our story; that is, the Mr Agbor:

- that instinctively understood and made the time to befriend a bewildered, newly married, non-lawyer husband with the temerity to call him directly to ask why his young lawyer wife was yet again working so late. He remains a great fan of Mr Agbor's.
- that would drive behind said young lawyer at "silly o'clock" from work to ensure her safe return to her anxious spouse (possibly also prompted by worry about her dodgy driving skills!);



- who (with MBO) when asked with trepidation for a 4th / extra month of maternity leave, granted an unprecedented fully paid leave of 6 months;
- who adopted and evolved a founding culture that supports families, women, and work life balance into a market-leading everyday norm at UUBO;
- who (again with MBO) went from manually “decorating” my admittedly “floral” written work offerings with uncompromising edits and comments, to readily and loudly giving recognition and praise for signs of growth;
- who, unasked, sent an email asking all lawyers to redirect my work deliverables to him for the duration of the initial bereavement period after I lost my beloved mother;
- whose thoughtful, unexpected, and often understated generosity included among many other instances, shared honorariums for helping with making and co-facilitating external presentations to an assortment of unexpected gifts, including the odd Ituen Bassef scarf; a luxe Mont Blanc leather meeting folder; and a set of quirky and durable Turkish drink mats that I use to this day, and lush fabric delivered with the priceless gift of a personal visit with lovely Aunty Funke on my 50th, pandemic notwithstanding;
- who, again with lovely Aunty Funke, thoughtfully curated and delivered a 21st birthday gift to lift the spirits of my daughter when she was stuck on her own abroad writing finals during the pandemic; and
- who, notwithstanding anything else, I have often felt that I could trust both with the best of my news as I could with more profound confidences.

There isn't enough room for our 28-year old story to be adequately related in any apocryphal script, or to acknowledge all of the positive impacts on me and mine.

But these examples and instances - and there are others - seem to have created binding ties, of a rigorously tested, tensile strength, that have managed to withstand the ravages of other, decidedly hairy, "non-egbon" - and perhaps unavoidably fallible and human- moments. To borrow from scripture, I "count it all joy", giving deep thanks in what my faith calls "sabr", for the many kindnesses, the opportunities for growth, and for all the lessons learned - both professional and personal.

Mr. Agbor, I am grateful for the scenes of my life in which you - and I have to include my dear, dear, Aunty Funke - have played such positively impactful roles. I wish you a glorious retirement, full of new adventures, grace, ease, priceless moments with your loved ones, and profound personal fulfilment.

Folake

Folake Elias-Adebowale

Dear Mr. Agbor,

As you embark on your well-deserved retirement, I wish you the very best. I truly believe that the best is ahead of you, and I hope you enjoy a long retirement filled with peace, good health, purpose, and joy. You've given so much of yourself to us all, and we are deeply grateful for everything you've done.

After 28 years of working with you, it's hard to know where to begin. If I were to share all the stories and anecdotes that come to mind, this tribute would never end. But there are three key attributes that I want to highlight as I reflect on your exceptional leadership.

First, your professionalism

You inspired me to not only enjoy commercial transactions. You taught me that it's not enough to simply know the law; we must understand how it works in practice and, more importantly, how to use it to solve our clients' problems. Your work on pioneering transactions, such as the first GDR, the first Eurobond, and countless other trailblazing initiatives, has set the bar high. This approach has made you not just a first-class lawyer but a trusted adviser to many. Your ability to understand and appreciate clients' concerns, always supporting their strategies while protecting them from risk, speaks volumes about your depth of expertise.

You were also always strategic about the firm, pioneering developments like the creation of a firm creche and introducing numerous technological solutions that have kept us ahead of the curve. When I started in practice, there were few lawyers specializing in finance. You were my role model, helping me to understand not just



the law, but the reasoning behind central bank policies, ensuring that our advice and legal support always went beyond surface-level knowledge.

Next, your remarkable ability to allow others to shine

This is one area where I've witnessed firsthand how generous you were with your trust and guidance. You didn't just lead; you empowered us. You made space for others to grow and gave us opportunities to take on challenges and rise to them. I have countless stories of how you pulled me and others forward - whether it was encouraging us to take the lead on client presentations, trusting us to manage complex transactions, or just giving us the spotlight. You didn't just see potential in others; you nurtured it, making sure we had the confidence to embrace new roles and responsibilities. Your leadership was never about just shining for yourself but about fostering an environment where others could shine and achieve their best.

Lastly, your kindness.

While your exterior was certainly tough, it was clear that your heart was kind. You showed genuine care for the people around you - supporting us through life's biggest milestones. Whether it was celebrating weddings, welcoming new babies, helping us navigate grief, or supporting us as we made life-changing decisions like buying homes or dealing with illness, your kindness was always there when we needed it most. As you approach your retirement, I've heard so many additional stories from colleagues, each one a testament to the warmth and compassion you've shown.

Your love of children has become legendary, reminding us all of the importance of family and connection.



Thank you for everything, Mr. Agbor, your legacy is not only in the work you've done but in the countless ways you've shaped our careers and lives. We will always carry forward the lessons, kindness, and inspiration you've shared with us.

Wishing you a retirement filled with good health, peace, joy, and happiness.

Yinka Edu

Dear DOA,

Happy birthday. May you experience deep peace and fulfillment in retirement. It was just like yesterday when you and Dr. Myma Belo-Osagie (MBO) interviewed me as a prospective employee of UUBO in February of 1998. It's been a remarkable and wonderful journey working with you. While you could be quite hard on your mentees and those you are working with or teaching, what nobody can take away from you or deny, is that you are a remarkable teacher, and that you expect nothing but the best. Excellence is the word and you let everyone know that a wrong legal advice is not an option for anyone that practices law at the level UUBO does. Thank you for being a good teacher. As you retire from the firm that you worked hard and joined hand with others to build, I wish you all the very best and pray that you continue to have peace and happiness all the way. All the best of the very best, dear DOA. From Nicholas Okafor

Nicholas Okafor



Tribute to Mr. Dan Agbor

When asked to write a tribute to you, I attempted to narrate the story of our journey of almost 30 years. After writing eight pages of an A5 journal and barely telling half the story, I realized it was best to keep it simple!

Dear Mr. Agbor – “Oga mi” as I fondly call you. By the way, I wonder if you remember saying to Kemi and me that you hope you were simply an “Oga” and not an “Ogre” - one of the rare moments we had a good laugh with you!

Oga mi, you were a tough boss, a strict teacher who did not suffer fools or any semblance of foolishness! Yet you became a big brother and dear friend to Bolaji and me, the cuddly Uncle Dan to Desola, and my career mentor when you approached me to return to UUBO.

I have so many memories that could fit into a mini book, but since I do not have the luxury of writing one, I decided I would share the most remarkable of them. Whilst going down memory lane, I remembered how, a few weeks after joining UUBO as an Associate, I came into the office one morning with Desola, who was a toddler at the time. I had a photographer in the office trying to take a passport photograph of the 18-month-old, whom we positioned standing on my desk. Unexpectedly, you walked into the office and saw us. I remember being terrified that I was going to lose my job! But rather than the hot water I thought I was in, you were keen on being introduced to the young toddler who greeted you with a playful giggle! That short episode made me see a soft side of you I never imagined existed. One day, I was in your office. After the usually dreaded moment of having my work reviewed, you asked after Desola without looking any less stern. You inquired about the school we were considering for kindergarten, and I was unsure what to



say because, as a young mom, I had not figured it out. The next thing I knew, you introduced me to lovely Mrs. Agbor, and that was the start of a beautiful friendship. I can never forget the day Mrs. Agbor left her busy schedule and drove with me to Corona School, Victoria Island, to discuss school admissions. She became my go-to for advice on parenting, and Enare and Danielle became Desola's playmates. As you know, Desola and Danielle are still such close friends today!

As a Lawyer, I learned the value of being thorough and hardworking. As a boss, I learned the value of discipline and fairness. As a person, I learned the virtue of kindness. I would never have been a tax lawyer today without your tenacity in ensuring that I pushed myself to excel at what I did. Although your methods were not subtle, nor were you tender with your chastisement, underneath that hard exterior is a man who is all heart.

Your legacy of hard work, astuteness, and insistence on excellence has impacted us all. As you celebrate six and a half decades of a blessed life and your retirement from UUBO, I wish you the very best of life, and I pray that God grants all the desires of your heart and satisfies you with good health and a long life.

Lolade

Lolade Ososami



Tribute to DOA

As a young lawyer in the 1990s practicing in Lagos, my colleagues and I often gathered over drinks to discuss the leading law firms and the accomplished lawyers shaping the legal profession. During one of these discussions, the name DOA - as he is fondly known - came up, strongly associated with Udo Udoma & Belo-Osagie (UUBO).

Not long after, I began working at the H.O. Davies building with Strachan Partners, where Adepetun Caxton-Martins & Agbor (ACA) occupied one of the floors. It was there I connected the dots: the DOA of UUBO was closely connected with ACA. Occasionally, I visited UUBO to see colleagues like Anire, Chukwudi, and Eno. During those visits, I would see DOA from afar, though we never interacted directly. I had no inkling that many years later, I would join UUBO as a partner, working closely with DOA and developing a personal connection that transformed him into someone I now fondly call "Bros."

When I realized DOA was married to Mrs. Agbor of ACA, whom I knew from the H.O. Davies building, I made it a point to greet him whenever our paths crossed. Initially, his responses were polite but reserved, with little recognition. Over time, however, we began to encounter each other more frequently - at events, art auctions, and social gatherings - and I found him consistently approachable and engaging.

Our interactions deepened some years before I joined UUBO when we met at an IBA M&A conference in New York. That conversation stood out for its warmth and substance. I left with a greater appreciation for his perspectives and looked forward to more interactions, though they remained infrequent and coincidental at the time.



When the opportunity to join UUBO as a partner arose - through my sister and partner at Abraham & Co. - Lolade, it felt like a natural decision. Joining UUBO, amongst other things, meant a closer interaction with DOA in both personal and professional capacity.

Over the past seven years, I've had the privilege of working closely with DOA. Our relationship has been one of mutual respect and collaboration, characterized by clear communication and practical guidance. His advice - both personal and professional - has been invaluable.

One memorable example was when I sought his counsel on billing a new client appropriately. DOA responded with an analogy: a house owner stores a bag of rice, and rats discover it. If they nibble steadily, the depletion is hardly noticeable, but if they feast aggressively, the damage is immediate, triggering swift action to eliminate the rats. His analogy was a practical way of framing the situation, and I applied his advice. The client, satisfied with the measured approach, remains with the firm years later.

On a personal level, I recall a visit to London when DOA was vacationing. I invited myself over to his apartment for coffee, and we ended up discussing politics, life, and legal practice. At one point, he suggested we run an errand together, and to my surprise, we ended up on New Bond Street walking such a long distance because we were engrossed in our conversation. What started as an errand turned into him purchasing shirts for me - a generous gesture I still remember fondly.

DOA has always shown genuine interest in the people around him. Whether dropping into my office to ask how I was doing or sending a



WhatsApp message to check in, his thoughtfulness has never gone unnoticed.

His commitment to the firm's growth, continuity, and standards has been evident throughout his leadership. At partner meetings, DOA has consistently emphasized the importance of maintaining structure and adhering to rules. His steadfastness in upholding the partnership agreement, including his own retirement, underscores his respect for the principles that guide the firm.

As you retire, DOA, you leave us with not just memories, but a legacy of leadership and practical wisdom. Your influence will continue to shape the firm as we navigate the future. While you may be stepping back from the firm, you are not stepping away from our lives. It has been an honor working with you and learning from you during these years at UUBO.

Mena Ajakpovi
Partner UUBO Lagos.

Mena Ajakpovi

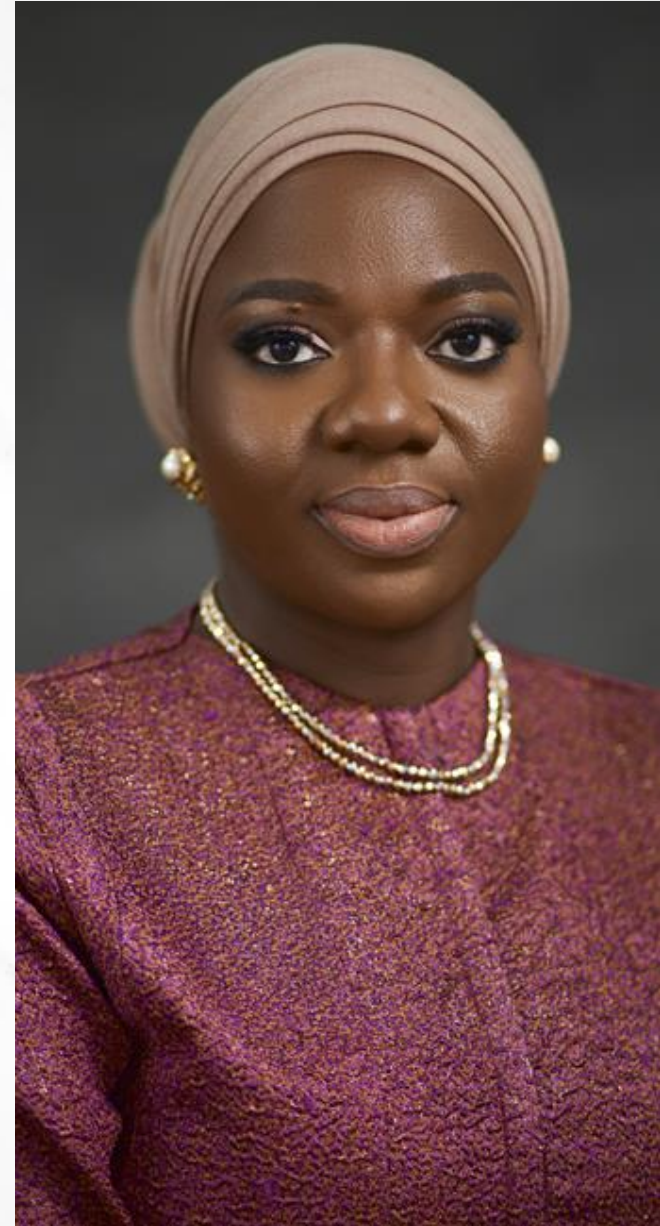


Congratulations, Mr. Agbor, on your 65th birthday and retirement from UUBO. Today, we gather to celebrate your extraordinary career and remarkable journey as the Senior Partner of UUBO. For an astounding 34 years, you have been a cornerstone of UUBO, shaping its culture, guiding its vision, and mentoring countless lawyers who have had the privilege of learning from you. Your training is unparalleled - rigorous, transformative, and unforgettable.

You are, without a doubt, a teacher like no other. Learning from you has been the toughest yet most rewarding training any corporate lawyer could ask for. It's a form of education that money cannot buy and one that even the most prestigious universities or business schools cannot replicate. Your brilliance as a trusted advisor, insightful leader, and mentor is unparalleled and every moment spent learning from you has been invaluable.

Beyond that, you have been a steadfast advocate for diversity and inclusion. During your tenure as Managing Partner, the women of UUBO benefitted immensely from the gender-affirming policies that you championed. Your kindness shone brightly in the way you created policies that were favorable to the women of UUBO. You weren't just a leader; you were a champion for diversity and inclusion, ensuring that the womenfolk of this firm were empowered to excel. As someone who has benefited from those gender-affirming policies, I can confidently say that your commitment to fairness and equality has left an indelible mark.

Today, as I serve on the Women Lawyers Committee of the International Bar Association, I proudly share how you and other men at UUBO raised the bar in creating a workplace where women thrive. Your support has empowered countless female colleagues, myself included, in building fulfilling careers.



What you have taught me is unforgettable. I vividly recall, as a first-year associate, working with you on a memorandum for a bank. When the question of creating security over bank accounts arose, you ensured that Joseph and I conducted meticulous research. To this day, I remember the legal principles you taught us - I can even picture the page in Roy Goode's textbook where the answers lay. Your ability to impart knowledge in a way that resonates for a lifetime is truly remarkable. Three words come to mind when I think of you: excellence, integrity, and hard work. You've shown us that the only road to success is through relentless effort and dedication. You are not just a leader who gives instructions - you lead by example, rolling up your sleeves and working tirelessly alongside your team every single day.

Because of you, UUBO has flourished. You have shaped the careers of countless lawyers and elevated this firm's reputation as a beacon of excellence in the legal profession. Your legacy is one of leadership, mentorship, and unwavering dedication to the law. As you embark on this exciting new chapter, we celebrate not just your distinguished career but also the profound impact you've had on all our careers. I thank you wholeheartedly for the years of mentorship and training that have shaped me into the lawyer I am today.

My husband, Azeez, and I wish you a retirement filled with joy, relaxation, and exciting new adventures. You will always hold a special place in our hearts and in the legacy of UUBO.

With deepest gratitude and best wishes,

Adeola Sunmola

A Legacy of Excellence: A Tribute to Mr. Dan Agbor at 65 and on his Retirement from Udo Udoma & Belo- Osagie

All those who have worked with Mr. Dan Agbor will easily agree that he is an embodiment of uncompromising professional standards. His legendary attention to detail and unwavering commitment to quality have become part of our firm's DNA. Those of us who have had the privilege of working under his guidance will attest to his incisive albeit brutally frank feedback - delivered not out of malice, but from a deep-seated belief that anything worth doing is worth doing exceptionally well.

His reputation for "not suffering fools gladly" belies a profound dedication to mentorship that demanded nothing but the best from everyone that he supervised. While his critiques could be sharp, they were invariably aimed at elevating our work to meet the exacting standards that have made our firm what it is today. Many of us can recall the moments when, after multiple revisions and perhaps a few sleepless nights, we finally earned his nod of approval. For thirty-five years, he has been the firm's conscience, its quality control, and its north star. His influence extends far beyond the countless deals that he has closed, it extends to the culture of excellence he has fostered, and in the reputation our firm enjoys in the legal community.

Dear Mr. Agbor, as you embark on your well-earned retirement at 65, I join the partners and the entire members of the firm in thanking you for your leadership, unrelenting pursuit of excellence, and even for those demanding revisions that made us better professionals.

I wish you a happy and fulfilling retirement.

Festus Onyia



A Tribute to Mr. Dan Agbor: An Exceptional Leader and an Exemplary Mentor

As I reflect on your profound impact on me, I am filled with immense gratitude. Your invaluable impact extends beyond me, in the workplace, to my family. Your love for your family was extended to mine - including guiding me on the choice of schools for my kids and the area to live. I feel deeply fortunate to have had the rare privilege of working with you and being under your tutelage.

Your exceptional leadership has been a constant source of guidance and inspiration to me. Your ability to guide, motivate, empower, and bring out the best in people is a rare gift. You demonstrated this in the manner in which you guided me through my 'teething' years in the firm when I would always enter your "trouble." You have always pushed me to strive for excellence, even when it was tasking and difficult.

I vividly remember your constant admonitions - "You can do better," "Think. Don't just write what comes to your mind", "Be commercial and don't lecture the client etc. These, while 'hitting' me 'hard', have immensely shaped and toughened me for the demands of the job through the years. You would say at times: "Joseph, you are not listening. I will stop correcting you." Yet, your dedication to teaching never waned, and you continued to nurture me, even when I was stubborn or slow to understand. You are a man who could change between two extremes in a second - being playful and jovial and immediately becoming hard-hitting!



Your mentorship has been instrumental in shaping me into the professional I am today. Your guidance and unwavering support over the years have helped me navigate challenges, stay the course, build confidence, and develop skills that will stay with me for a lifetime. I can remember you telling me: "you have just lost your job" when I wrote an opinion for a client relying on a newspaper report of a Supreme Court's decision on the extent of EFCC's powers. That report was totally different from the actual decision when we saw the law report - while you were livid and outraged (hitting your table many times in frustration!) - you did not "throw me under the bus but guided me through. You used the opportunity to teach me why you would always insist on: "Show me the book" and why that should be my default position. Your mantra is "Always check the book"!

You've been an exemplary role model, demonstrating a commitment to fairness and doing what is just and defensible. While hitting hard when I did wrong - they were many - your kindness, empathy, and understanding have been a constant source of comfort and support. This accounted for why I never had the fear of entering your office for one thing or the other, even at very tough periods! In my early days, I felt that you were too hard on me and wondered why you wouldn't overlook 'small' errors. I would sometimes ask myself: "Wetin I do this man self?". It was a gruelling period for me navigating through the intricacies, but it was all for good!

There were times that I told myself: "Joseph, you did not buy your certificates now." I had to devise a means: I would only send responses to clients late in the evenings before leaving the office. This was to enable me deal with your feedback the next morning, not while at home! But this was not very successful because I would receive a call from you at night to 'discuss' my response to XYZ. Your explanations



and corrections would make me realise that you indeed meant well for me. Thank you for those “thank you”, “well done” etc emails. They meant a lot to me as they served as signals that I was improving as you desired for me.

I recall the times on the 10th floor where your presence alone restored orderliness. The sound of your footsteps, the stamp of your feet on the foot mat, and your response to my greetings - "Eimunjeze" or "Good morning, Joseph" (followed by “please come” and "shut my door") became familiar indicators of your mood. The former meant you were happy with me while the latter signified that I had done something you were unhappy with. These guided me in “guiding’ my colleagues (who wanted to come and see you) on whether to come, when to come and what they should expect.

Your passion for teaching and sharing knowledge has been evident in the way you've helped me grow and develop - both professionally and as a family man. You took the time to explain complex concepts, provided valuable feedback, and encouraged me to always aim to be better - sometimes patiently, sometimes impatiently, but always for the greater good. I will miss your lectures on life and law - and how to be an excellent lawyer who is able to provide “commercially useful and usable” advice to clients.

Your high standards and expectations have taught me the importance of accountability, responsibility, and hard work. Yet, your kindness and empathy have shown me that discipline can be balanced with fairness, compassion, and understanding.

Behind your tough exterior is a compassionate spirit. You stood solidly with my wife and me during a daunting challenge regarding one of

our children's health, making necessary calls and guiding us through. To this day, you don't miss an opportunity to ask how she is doing or about her well-being. We remain eternally grateful for this and many others.

As you begin this new chapter, I express my deepest gratitude for your incredible impact. Your legacy will live on through the countless lives you have touched. I have no doubt that your influence will continue to inspire and motivate future generations and leaders of this great firm.

Please know that you will be deeply missed, but I am hopeful that you will do more amazing things and touch more lives. You are a true treasure, and I feel honoured to have had the privilege of knowing and working with you. Thank you, Mr. Agbor, for being who you are.

Happy 65th birthday and happy retirement! I wish you a restful retirement in peace, good health, and fulfilment. I look forward to staying in touch.

God bless you, Mr. Agbor.

Joseph Eimunjeze

Tribute to DOA:

As we mark your retirement today, what comes to my mind most is Sirach 2:5 that “for gold is tested in the fire, and acceptable men in the furnace of humiliation”. You took us through fire and in many instances the furnace of humiliation, but that has made us who we are today - good lawyers - for gold is refined in fire. Anyone that went under your tutelage and survived is good for it today. As I can say, and many of it to your credit, we are all fantastic lawyers, and that was the impact that you have made in the lives of many lawyers that trained under you. I now realise how important the firm was to your heart and perhaps in seeking perfection, you wanted to make sure that you left perfection behind - so what a beautiful legacy you have left!

Today, as you clock 65 and retire, I hope you can look back and smile at the firm you have left, the legacy that you have built and your achievements over the 34 past years that you spent building this amazing law firm. I believe that UUU and MBO will be happy today that they have left the management of the firm in your hands. As we enter the next phase, I know that many of the principles and the skills that you helped us develop will guide us through the next phase.

I pray the God will continue to bless and protect you and that His face will shine upon you and that He would be gracious unto you. Happy birthday and happy retirement, and as you step into your retirement, may you be surrounded with love and may you celebrate your retirement in good health and may God give you hope, peace and light. Thank you for the law firm that you have helped build and congratulations!

Onyinye Okafor



A Tribute to Mr. Daniel Agbor

As we gather today to bid farewell to Mr. Daniel Agbor, we celebrate more than just a senior partner. We honor a mentor, a father, and a quiet force of integrity. After over 30 years with us, his retirement marks the end of an era - but also the start of a well-earned new chapter.

Mr. Agbor's leadership was never about titles or authority, but about leading with heart and wisdom. He taught us not just to be better lawyers, but better people - always encouraging us to rise to our potential, with kindness and discipline. Even in tough times, his strength and fairness guided us.

His legacy isn't in the work alone, but in the many leaders he shaped. We carry forward his values and the lessons he instilled in us. As you step into retirement, Mr. Agbor, we are filled with gratitude and reverence. Your impact will live on in all of us. We wish you nothing but joy, relaxation, and the happiness you deserve.

Thank you for everything and for sharing your legacy with us all.

With respect and gratitude,

Amina Ibrahim



Thank you for being a father, a mentor, a coach and a leader. I am grateful sir...Ekundayo Onajobi



Ekundayo Onajobi

I met Mr. Dan Agbor in 2005. He was on the panel that interviewed me and since I joined UUBO, he has been a mentor. Over the years, we have developed a mutual respect for each other. Mr. Agbor would call me to seek my opinion on a particular section of CAMA or to ask me quickly about the section of CAMA that dealt with a particular issue or about a particular governance matter that he was working on. More often than not, we would argue on opposite sides, but in the end, we would agree on a position. Through these arguments, I learned that Mr. Agbor is a fine and thorough lawyer. He looks at issues first on the basis of law, not practice. Even when he did not share my view, he was always respectful in the way he put his views across. In the end, he would jokingly say, "You this stubborn woman" and we would laugh over it. The day I agreed with his views without argument, he would express surprise.

At a point in time when I struggled with writing FSDH minutes, Mr. Agbor volunteered to review my minutes for me. I don't know how he found the time to do it within his busy schedule, juggling his practice and his administrative duties as managing partner, but he did it. Thank you, Mr. Agbor.

You are truly an embodiment of Proverbs 22 vs 29: "Seest thou a man diligent in his business? He shall stand before kings; he shall not stand before mean men". Mr. Agbor is very caring. He always enquired after my husband and the children and asked whether I was looking after "daddy." I will never forget the assistance he gave my daughter in being hired by Deloitte. Thank you, Mr. Agbor. Over the years, he has attended any family event I invited him to, and he would honor the invite with his beautiful wife and furthermore, support in kind and financially.



I wish you a happy 65th birthday and retirement. Your retirement shall not be unto sickness. Your strength shall not fail, as the Lord will renew your youth even as the eagles'. In Jesus name. Amen.

HAPPY BIRTHDAY DOA.

Oyinda Ehiwere

Oyindamola Ehiwere

My relationship with Dan started first as husband of my very close friend turned sister. But it was clear from the beginning that Dan would undoubtedly become one of my closest allies that I can now safely describe as that friend that is closer than a brother. He is extremely loyal and dependable, always giving genuine and sincere advice. When his opinion is sought, even in very controversial circumstances, you can always safely count on him to come through for you, unless of course, it's impossible to do so.

On behalf of my husband Lookman, my children, grandchildren and myself, I would like to wish my brother Dan a very happy birthday. May you, Dan, reap the full reward of all your labour that has been so extensively spoken about here today.

Not everyone is blessed enough to have had a long career with an unblemished record, and an opportunity to be celebrated in a way that we have done this afternoon in a society that has had a continuous struggle with ethics and corruption. I celebrate Dan for his exemplary leadership and service to his industry.



To a true legend: we wish you the happiest of birthdays and congratulations on your retirement. Your impact on all of us, on the firm, on generations of lawyers will undoubtedly continue. We wish you a glorious retirement with lots and lots of new chapters that bring you peace and exciting new adventures.

Aniola Durosinmi-Etti

Aniola Durosinmi-Etti

Dan,

I'd like to wish you a very happy birthday and congratulate you on moving on to the next chapter of your life as you retire from UUBO.

I never worked with you in the firm so I feel a little bit of a usurper sneaking my message into the firm tribute book, but you were a rock in helping my dad with his will and subsequently, in helping me deal with his estate. A true friend, you listened and supported me throughout. Thank you! I hope you are excited about what comes next - now you have the leisure to decide what you want to do, and time to spend with Funke planning your next adventures.

With your upcoming move to Banana Island, I hope Udoma and I will see more of you both. I look forward to it!

Very best wishes,

Sally Udoma



MR. DAN AGBOR (OR DOA), THE FINEST OF LAWYERS

Long before Uber and Bolt, the taxi driver in Singapore ran his business with meter. One noteworthy item in his book of ethics is the obligation to take his passenger, who often was a tourist, to his destination through the shortest possible route. He kept unflinchingly to this.

Mr. Dan Agbor (or “Mr. Agbor” or “DOA”) seems to me to have a similar approach to legal practice. His approach is also solution-driven. He believes that a lawyer should provide services to his client speedily and scrupulously, advising the client in the most lucid of languages and adopting an economy of words, such that the client would easily understand. He is a commercial lawyer, one of the best Nigeria has to offer, confident in his vast and humongous knowledge of the law, with which he easily, but assiduously provides sterling legal advice and support to clients, local and foreign. Mr. Agbor is the finest of lawyers. If there had been an equivalent of silk for corporate, commercial law practice, I have no doubt that DOA would have taken it, decades ago.

Is Mr. Agbor stern and strict? O my! He is that and more! He is absolutely lacking in the ability or capacity to suffer fools gladly. When he summons you into his office and says “shut the door”, just know that wahala dey. But therein lies the contradiction. DOA can be most polite and courteous. In asking you to shut the door, he wants to ensure that the rebuke you would receive is behind closed doors. A few times though, he does it openly. “Thank you” is a phrase DOA uses several times a day. Even as you enter his office, and “shut the door”, if you help pick a paper from the floor, he would thank you for that act before going on to issue his reprimand. And he has a most beautiful smile!



As he “retires”, from the partnership of UUBO, I do not think the world of legal practice can afford his retirement from that world. For decades to come, his vast knowledge and prime services shall continue to be required, more than ever. So, it is easier to say HAPPY BIRTHDAY to Mr. Agbor than to say HAPPY RETIREMENT!

Olugbenga M. Ojo

TRIBUTE TO MR. DAN AGBOR

Writing a tribute to Mr. Agbor on his 65th birthday and retirement from UUBO was an emotional process...I will explain.

I first met Mr. Agbor in 2007, and since then, it's been a whirlwind of emotions. It all started with **tears** - real tears - during my interview, when he tore apart my responses. Then came the **surprise** of receiving a follow-up call with an offer, along with a request for another chat with the very same Mr. Agbor! After that, my emotions shifted to **awe** as I watched him skilfully negotiate complex transaction documents. That was followed by immense **excitement** and **pride** when we closed big-ticket transactions. Of course, there were moments of **shame** too, especially when he used his purple pen to redesign and mark up poorly drafted documents. And then, there was the **humor** - whenever he would use his ruler to rap your fingers if you dared touch his computer without permission, all while everyone laughed at his 'old-fashioned' ways. Yet, despite all these emotions, the one that stands out most for me is **GRATITUDE**.

There is so much to be grateful to Mr. Agbor for - his visionary leadership of the firm, his unwavering commitment to excellence, and his continuous investment in the development of young lawyers (which, at the time, we often complained about, but now appreciate more than ever). In addition, his progressive policies played a pivotal role in empowering women and creating an environment where individuals like me, despite facing extremely traumatic pregnancies, were able to thrive in the practice of law.



So, in conclusion, I will say this - Thank you Mr. Agbor. Thank you for believing in me, training and supporting me, and for shaping the trajectory of my career. Thank you for your generosity and unwavering commitment to my success. Thank you for cutting a trip short to attend my mother's funeral, and for the love and care you've shown my children (including always having colouring materials available in your office to entertain them whenever they visited - while I, of course, happily disappeared to take my calls and meetings!).

As you turn 65, I pray that God will continue to keep you in good health and high spirits. Though you may be retiring from the firm, I know I can always rely on your wisdom and support; and for that, I am truly *thankful*.

Happy birthday Mr. Agbor. God bless you!

Best wishes,

Christine Sijuwade a.k.a Olori (pronounced in your usual sing-song way)

Christine Sijuwade

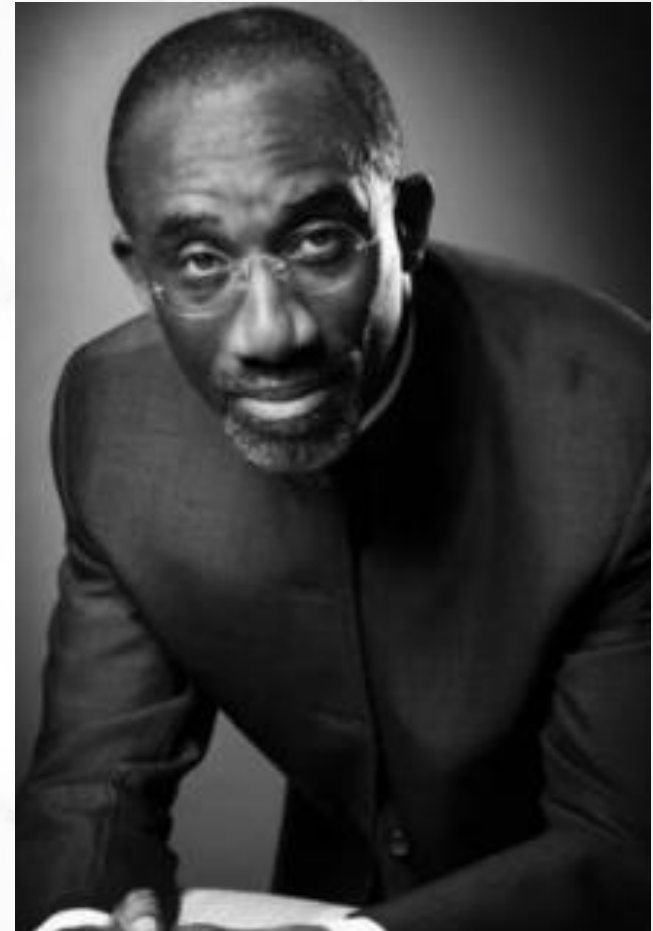


Trusted Adviser: Clients and Colleagues

Dan, I deeply appreciate being invited to speak on this occasion. I've had a long and I would say magnificent relationship with you. You have been an outstanding lawyer and one of the things that I particularly prized is that you have been a lawyer who also understands the industry within which you are working. And it shows that you spent time in NID and Citibank.

There's nothing better than working with a lawyer who also understands what the business objectives of the client are, and that you have always done. I have also always appreciated your frankness and your bluntness. Sometimes a lawyer has to tell a client things that the client doesn't want to hear, and you have never avoided doing that. Therefore, even on those times when you and I have had disagreements on particular points, I've always valued the fact that it has been a disagreement stemming from your wishing the very best of intentions for your clients, and I would say that in nine out of 10 times you have been correct to have taken the position that you have taken.

I salute you because when I stepped down, I think for folks like myself, you wondered what was going to happen to the law firm. And you did an outstanding job carrying things on and taking things to even greater heights. I think that the example you set made it easier for Aniekan to do the same, which makes it easier for Jumoke, and which makes it easier for a whole new generation of young lawyers to step up to the plate to play an outstanding job, to set them with grace, to be set off in this magnificence and to continue a tradition.



I do not think that any other law firm in Nigeria, any other law firm, probably in West Africa and maybe no other law firm on the continent of Africa has done what you have been a central part to through your leadership. I'm sad to see you step down. But you are doing so to make the institution stronger. And I'm sure that you will continue to have the very best interests of the firm in your heart.

On a personal level, Dan, I have to say one more thing: apart from one investment that you asked me to make my wife happy, I have never lost money in any of the advice you've given me. But I shall not go into details about investment, but I'm sure I will be there. Once again congratulations and well done.

Mr. Hakeem Belo-Osagie

Dear Dan:

What a pleasure to have been invited by Aniekan to make a small contribution to your retirement celebration. I am honored to be included.

As I reflect now on my service in West Africa, I am quickly reminded of your most significant contribution to the work of the Church of Jesus Christ of Latter-day Saints in Nigeria. I recall fondly the numerous zoom conversations during which your professional experience and sound judgment, and your unique ability to express your advice and recommendations in a manner that I and my colleagues at SPD found thorough and reassuring, all combined to make my minor role in SPD and other work most enjoyable and fulfilling. In fact, my "exit interview" with the Church's General Counsel, Elder Alexander Dushku, gave me

the opportunity to express my fondness and gratitude for, and professional reliance on, you and the UUBO firm including Aniekan, Ekundayo and Aanu among others. He made particular note of my explanation of how critical your personal role was to our work, particularly SPD acquisitions that seemed never to be simple or easy.

I look forward sometime soon to engage in our long-anticipated conversation by email and otherwise concerning the “101” topics we touched on only so lightly. I value your friendship and trust that such will carry on well into the future.

Congratulations on your 65th birthday and retirement from UUBO. “Well Done”□ seems inadequate to describe a successful conclusion to an exemplary career, but more could not be said of anyone who has provided the guidance and leadership you gave to UUBO and to the Church in our joint work. Well Done!

Your Friend (Elder) Gary R. White

Elder Gary R. White

TRIBUTE TO DAN AGBOR

Senior Partner UUBO

Following my retirement from NNPC in 2007, I was confronted with a barrage of petitions and even criminal allegations. On the recommendation of a friend, I sought the services of Udo Udoma & Bello Osagie (UUBO). That was when I first met Dan Agbor.

From our initial meeting, it became clear that Dan was far more than a lawyer; he was a trusted advisor - someone whose counsel could bring clarity, reassurance, and peace of mind.

During that first encounter, Dan recommended filing a defamation suit against the authors of the most troubling libellous publication. He promptly assembled a dedicated team of lawyers to handle the matter.

The court ultimately ruled in my favour, issuing all necessary injunctions against the defendants. More importantly, from that moment, nearly all other baseless allegations and accusations evaporated.

Over the years, I have sought Dan's advice on various occasions, and each time, I've been impressed by his remarkable ability to listen patiently, grasp the nuances of complex situations, and respond with precision, clarity, and wisdom. His recommendations have always been spot on, and the professionals he referred me to were consistently excellent.

Since 2007, I have relied on UUBO for all matters related to commerce, contractual agreements, and more. Dan's advice has always been timely, well-considered, and reflective of his vast experience as a seasoned professional.



If I were to describe Dan in three words, they would be: Professional, Brilliant, and Trustworthy. He is, without a doubt, one of the best lawyers I've ever had the privilege of working with.

Dan, I wish you a happy 65th birthday and as you now proceed to retirement, I wish you a happy, healthy & fulfilling retirement. May this next chapter of your life bring you as much joy and fulfillment as you have brought to all of us fortunate enough to know you.

Cheers.

Mr. F.M. Kupolokun

I first met Mr. Agbor in 2008, when I was just 27 years old, in a professional capacity. From that first meeting, he became so much more than just my lawyer. Over the years, I have been fortunate to know him as a father figure, an older brother, a confidant, a mentor, and, most importantly, family.

Mr. Agbor has played a pivotal role in every key aspect of my life since our paths crossed. His wisdom, kindness, and steady guidance have been a constant source of support. While I know our relationship is unique, I am also aware that he has forged similar bonds with countless young people over the years. It's a testament to his generosity of spirit and his ability to inspire and uplift those around him.

We are all truly blessed to have crossed paths with you, Mr. Agbor. As you step into retirement and celebrate this incredible milestone, I look



forward to spending even more time with you and continuing to learn from your remarkable example.

Congratulations on your retirement and your 65th birthday, Mr. A - you have earned every moment of celebration. Here's to the next chapter and all the joy it will bring!

Amit Sankey

Dear Dan, Congratulations on your 65th birthday! I wish you many more years in good health, with sound mind, peace and prosperity. I also want to congratulate you on your retirement from the firm of UUBO. Your contributions to developing and growing the firm to what it is today is outstanding. You have developed and groomed a number of outstanding, world class professionals that are well positioned to continue the outstanding service the firm is known for.

As I reflect over my interactions with you, your professionalism, pleasant personality, firmness, solid principles, value and integrity characterise my thoughts of you. You are also results oriented. I remember an issue I had during my days at Actis when we sold some shares of one of the oldest companies in Nigeria to one of the asset management companies in Nigeria and they were unable to pay(i am sure you remember the situation). It was a difficult situation but your objective, wise and firm intervention helped to resolve the matter satisfactorily. I wish you a productive and satisfying retirement. Benson



Benson Adenuga

Congratulations on your lifetime achievement and your inimitable talent for building trust and confidence in global clients doing M&A in Nigeria, including my firm Emerging Capital Partners which could not have done it without your wise counsel and steady hand. You have assembled a world class team that will continue your legacy for years to come. I have not been in Nigeria for a few years since we exited our last investment. However, you have always been our go-to esteemed expert and you will be missed.

Enjoyed a much-deserved next phase with friends and family and stay in touch!

Warmest wishes,

Carolyn Campbell

Carolyn Campbell



Tribute to The Distinguished Mr. Dan Agbor on His 65th Birthday

We celebrate not just a milestone, but a remarkable individual, Mr. Dan Agbor, on the occasion of his 65th birthday.

Dan's journey over the years has been nothing short of inspiring. In the world of Nigerian business, where complexity and ambiguity abound, he has always stood out - not just as a leader, but as a calm visionary with clarity of thought and discernment. His dedication, integrity and unwavering commitment to excellence have set a standard that many of us aspire to emulate. Dan's professional accomplishments are extraordinary, but what truly sets him apart is the character behind the success. Whether navigating complex decisions or fostering collaboration, he has always brought wisdom, fairness, and respect to every interaction. He has aptly demonstrated that success isn't just measured in numbers, but in the trust and relationships built along the way.

Personally, I have been fortunate to witness his quiet determination and wisdom firsthand. Whether navigating challenges or celebrating achievements, Dan has always exuded humility, grace, and an unshakable belief in the power of process and teamwork. Dan, as you enter this new chapter of life, may it bring continued fulfillment, joy, and well-deserved relaxation - though knowing you, I suspect your passion and drive will keep you busier than ever! Here's to celebrating the incredible legacy you've built and the exciting adventures still to come. Happy 65th birthday!

With respect and admiration,

Charles Anudu



I have known Dan since 1971 at St Gregory's College and can say he has always been a calm and deliberate person in everything he does.

Professionally I got to know him much better in later years as a Lawyer at UUBO and was an Important member of the Board of FSDH merchant Bank when I joined in 2013. I can describe him as the steady hand that kept the Bank and its subsidiaries on even keel as the institution transitioned from a Discount house to a merchant bank. His very open and forthright contributions meant all issues were discussed openly and frankly. He never shied away from difficult issues. This I found very refreshing and ensured we are all fully aligned on all strategic and governance issues.

On a personal level we shared investment ideas on how to navigate and overcome the Unpredictable Nigerian economy which continues to be characterized by persistent inflation and devaluation.

I wish Dan well in retirement and am sure it marks the beginning of another important Phase in the life of this accomplished lawyer and corporate executive

Femi Agbaje

Femi Agbaje



A Tribute to Dan Agbor: A Leader, Mentor, and Friend

It feels odd to write a tribute to Mr. Agbor as he retires from Udo Udoma & Belo-Osagie (“UUBO”). Though he has talked about this moment for so long and with such frequency that I cannot claim to be surprised; I simply cannot imagine Mr. Agbor retired! I remind myself that this is merely the end of one chapter and beginning of another.

My relationship with Mr. Agbor is like the roots of old trees - hard to tell where one aspect of the relationship starts and another ends. We first met almost 20 years ago when he advised Stanbic Bank Limited on its merger with IBTC Chartered Bank PLC. At the time, I was a young investment banker working on the merger and benefitted from one of Mr. Agbor’s enduring qualities: his love for young people and investment in their success. He was warm, friendly, keen to hear my perspectives, and approachable. He even asked me to call him Dan! I politely declined.

This belief in and interest in supporting young people is a quality I have benefitted from over the years. I have experienced firsthand how other young professionals have benefitted from his support, belief in them, and investment in their growth. His legacy lives on in the successes of these individuals. The leadership he leaves behind at UUBO is a testament to his commitment to promoting youth.

Another of Mr. Agbor’s qualities is his love for practicing law. Over the course of my banking career, I worked alongside Mr. Agbor on numerous opportunities and was inspired by his passion for the legal profession. He helped me see law - particularly corporate law - as grounded in logic, dispelling my earlier notions of the profession being an “arcane black box”. Discussing various provisions of law with Mr.



Agbor, I learned that 99.99% certainty is insufficient... 100% certainty was the standard. I was fascinated by his curiosity regarding law and his excitement at discovering new interpretations of laws and regulations he had read countless times before.

For just over six years, I have worked very closely with Mr. Agbor in the context of UAC of Nigeria PLC ("UAC"), where he chairs the board of directors, and I serve as Group Managing Director. UAC has benefitted immensely from Mr. Agbor's qualities. His unwavering belief in young people has created an environment where young executives have assumed meaningful responsibilities in a safe and nurturing setting that is tolerant of 'sensible' mistakes. I have benefitted from first-class (and free) legal advice. I have also learned from Mr. Agbor's humility; he is never shy to ask questions to grow his knowledge. Although our time together at UAC will invariably be a short chapter in the institution's history, I am grateful for the successes we have recorded together.

Through our various professional interactions, I have come to understand and appreciate Mr. Agbor's consistency and love for process. He is by no means rigid and often changes his mind when confronted with superior arguments. One of his sayings is, "My initial position on a matter is frequently not my final one." While his views may evolve, he strives to remain true to his principles, and in this, he is remarkably consistent.

Far dearer to me than our professional relationships is the friendship that has developed over the years and the valuable personal lessons I have learned. When I assumed my role as UAC's Group Managing Director, the first and most important piece of advice Mr. Agbor gave me was to prioritize my family at all times. He takes a keen interest in my daughter and always starts or ends our calls, no matter how serious the



professional topic, by enquiring about my family. I have observed firsthand the respect and love he has for his wife, Mrs. Funke Agbor, his dedication to his children, Enare and Danielle, and the sense of duty he demonstrated to his late father. These, to me, are the true measures of the man and the aspects I dearly hope to emulate.

Thankfully, retirement from UUBO, if anything, allows more time to grow our friendship, and I look forward to learning many more valuable life lessons along the way.

Congratulations, Mr. Agbor, on a stellar legal career. I look forward to sharing and celebrating many more chapters together... and lest I forget... Happy Birthday!

Folasope Aiyesimoju

Tribute to Dan Agbor

I have tried to remember my first interaction with Dan and while I struggle to remember when this was, I remembered that in 1999 after I joined African Capital Alliance, I participated in negotiating the payphone agreements with Dan leading the UUBO team.

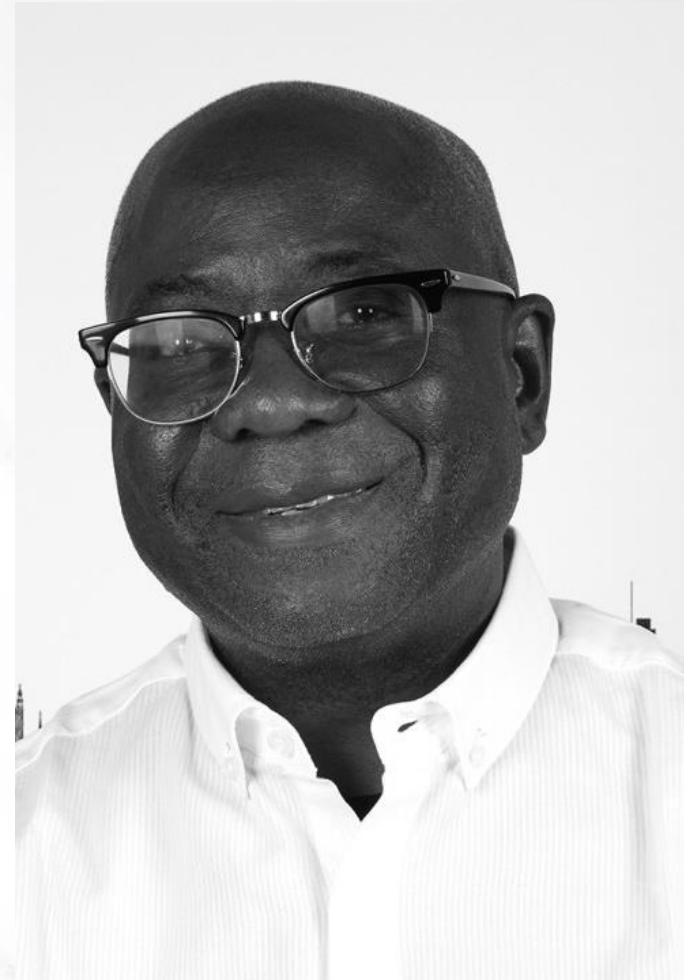
Subsequently, I have had many professional interactions with Dan and the UUBO. Initially it was Dan leading the team to where Dan was not seen unless I started creating a fuss and Dan would indulge me with his short presence to satisfy me.

It has been a real privilege to work with Dan. He has been a great ambassador of UUBO. He was instrumental in using the ACA relationship to make UUBO the leading firm for PE firms in Nigeria.

While my interaction with Dan started with UUBO, I have also become an ambassador of UUBO as I have introduced UUBO to all the firms I have been involved in - whether as a PE firm, portfolio company or prospective investee company. I can safely say that the services have been superb.

While this is to be a tribute to Dan, I cannot but say it is a tribute to the practice that Dan built within UUBO.

I remember working with Ozofu from her NYSC days to being a Partner. Jumoke from UUBO to Union Bank. Yinka, Folake, Christine, Temilola and others that I worked with over the decades. Including several advisory services and opinions from Aniekan, Damilola, Lolade, Olachi, etc. Also, the Company Secretarial services by Oyinda, Bukola and Ayomikun.



Dan brought his commercial skills (from Citibank), his legal skills from UUBO and his mediation/arbitration skills to play when I collaborated with him informally to try to resolve a conflict between a PE firm and their portfolio company in Nigeria. While we could not resolve the conflict, Dan provided advice that turned out to be what the local company should have taken (maybe because it was free).

Dan is a consummate professional who I will always seek his advice because he understands the significant issues based on his background skills and would apply his problem-solving hat to all matters.

We need more like Dan Agbor in the governance of our dear country. I am hoping Dan would move into the political arena and contribute his quota to pulling Nigeria out of its current predicaments.

I wish Dan all the best knowing that UUBO will continue to grow in the right direction as laid down by Dan and his predecessors.

Rotimi Oyekanmi

Rotimi Oyekanmi

Dear Mr. Agbor (Head Master),

The new chapter to be embarked on by you, is of moment that calls for hearty congrats; of the meritorious service rendered in professionalism, thoroughly profound indeed. You have been an inspiration to all of us, of remarkable admiration.

Your blend of strictness and gentlemanly charm have made a lasting impression. Your mien though seemingly conservative on the surface, yet evokes dedication and passion for excellence, inspiring us to reach for new heights. Thank you for the invaluable experience you shared - soft-spoken gentleman, yet firm and thorough. It has been a pleasure learning from you.

Your unwavering support and encouragement during your tenure as a director and customer of the bank abides. Your leadership and presence will be missed, leaving behind a legacy that will continue to inspire us.

I am truly grateful for the honor of working closely with you. I will fondly remember your signature headmaster smile and the gentle shaking of your head, which always conveyed so much wisdom.

As you celebrate your birthday, I pray God almighty continue to bless you abundantly, guide you, guard you and grant your heart desires, divine favor, mercy and good health" | . May you age gracefully Ameen.

I wish you a happy and healthy retirement. May this special day mark the beginning of your next great adventure, discovering all the joys and possibilities that retirement can bring.



Thank you once again for everything. Wishing you the very best in this new phase of life.

Happy Birthday and congratulations on your retirement.

Enjoy every moment ahead!

Best wishes.

Salma Sadiq

Salma Sadiq-Kazir



Celebrating the Distinguished Career of Mr. Dan Agbor: A Legacy of Excellence in Nigerian Law.

I join everyone to celebrate the remarkable journey of Mr. Dan Agbor, a legal luminary, Senior Partner at Udo Udoma & Belo Osagie, and a dedicated husband to our own, Mrs. Funke Agbor, SAN. His retirement marks not only the end of an era but the beginning of a new chapter in his life, one that reflects his unmatched dedication, expertise, and legacy in the Nigerian legal community.

Having watched Mr. Agbor from a vantage position, I can say without fear of contradiction that he epitomized the values of integrity, professionalism, and excellence. His journey in the legal field has been defined by his unwavering commitment to upholding the highest standards in private legal practice and delivering sound legal counsel that has shaped businesses, governments, and individuals alike. I have enjoyed the privilege and opportunity to work alongside him in very important transactions and I personally experienced first-hand, why he is a sought-after advisor, not only within Nigeria but internationally. His career stands as a beacon of what is possible with hard work, dedication and commitment. His contributions have not only shaped the Nigerian legal landscape but have also set a high standard for excellence in law firms in Nigeria and indeed across the globe.

Congratulations, Mr. Agbor, on your distinguished career and well-deserved retirement. Your contributions to the legal profession will not be forgotten, and your legacy will continue to inspire us all. May this next chapter in your life be filled with joy, peace, and the fulfillment of all your dreams.

Ben Unaegbunam



Congratulations Mr. Agbor! It is a great blessing to retire in a blaze of glory, not all professionals get to have such a surreal feeling of satisfaction! Glory to God.

It seems like yesterday (in 1994) when I was part of NLS students that undertook our "Chambers Attachment" at UUBO.

Mr. Agbor and the Firm left such a deep impression on me that I upended all plans to go and join Seniors who had invited to practice with them in Ondo State.

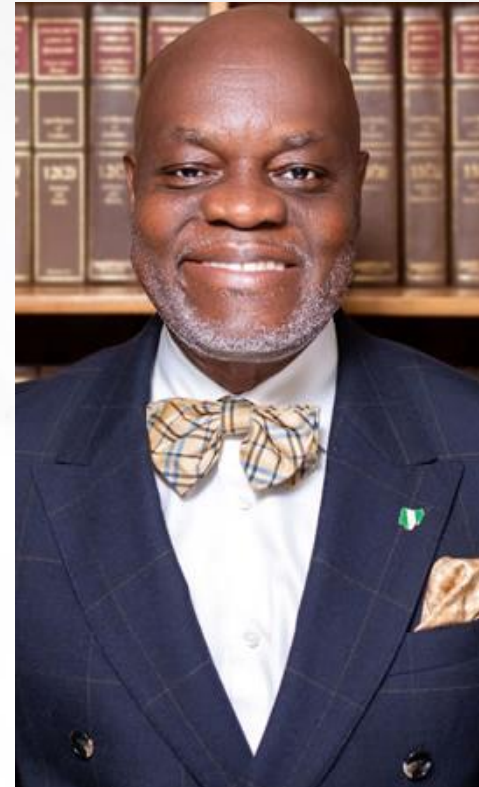
From that little taste of what modern commercial law practice looked like, I have never looked back since.

And I have Mr. Agbor and his UUBO colleagues to thank for it: Mrs. Chunu, Mrs. Jumoke Lambo, Ms. Kemi Oguntuga, Mr. Azikiwe SAN, Mr. Aniekan Ukpanah.

The whole office at Military Street then motivated you. Maybe because we were students, it was a chilled atmosphere, and many staff had worked there for ages.

Now more remarkable that three decades after, many of the people we observed and learnt from as interns are still there! And many who joined afterwards (still decades ago), are also still with the Firm.

It shows that the UUBO culture cannot die, and Mr. Agbor together with the Founders and his colleagues is a huge part of that.



Such a pleasure to be celebrating Mr. Agbor's retirement today. I admired your cool and competent mien, and the fact that your LLB was after getting a Bachelors and Masters in other disciplines.

Your impact is beyond UUBO. As an illustration it is indirectly propagated by people like me as we also groom others who also in turn do the same, thereby ensuring that there is no break "in transmission", or of a virtuous cycle.

Congratulations and wishing you the very best of an active, retired life Sir. All the knowledge, wisdom and experience cannot go to waste. Corporates looking for quality INEDS, there you have it!

With my warmest regards,

Afolabi Elebiju

Dear Dan

On behalf of everyone at Actis, I want to extend my heartfelt congratulations to you on your retirement.

As you close this chapter of your career, I want to take a moment to thank you for the invaluable contributions you have made to Actis over the years. Your unwavering support have left a lasting impact - not just on the success of the company but on the people who had the privilege of working alongside you.

The expertise and professionalism you bring to every interaction have been an inspiration to us all. While your presence will be greatly missed, I am thrilled for the new adventures that await you. Retirement is a time to enjoy the fruits of your labour, pursue your passions, and spend quality time with your loved ones. I hope it brings you all the happiness and fulfilment you deserve.

Congratulations once again on this well-deserved retirement. Wishing you health, happiness, and many exciting days ahead!

Funke Okubadejo, Actis



Over the years, Dan and I have crossed paths in many meaningful ways. We first met in 1980 during our NYSC service in Port Harcourt. Later, he married my dear friend Funke, and our families grew even closer - our children attended the same primary school and became friends. Professionally, our paths converged at FSDH Merchant Bank, where I served alongside him on the board for many years.

Working with Dan, I came to admire his sharp intellect and analytical approach. He brought his legal and banking expertise to every discussion, asking incisive questions that got to the heart of the matter. His forthrightness was a quality I particularly valued - you always knew where he stood. As chairman of the credit committee, Dan's keen judgment and leadership helped steer us away from potential pitfalls, for which I remain deeply grateful.

Now, as you retire, Dan, let me offer some advice in return: retirement is less of an ending and more of a new beginning. Embrace this new chapter with the same energy and insight that defined your career - and enjoy every moment!

Offiong and I join together in wishing you a happy, fulfilling, and well-deserved retirement.

Hamda Ambah



My company PWR Advisory is a sustainability, inclusion and governance consulting firm. In 2020, I invited Mr Agbor to speak to the leadership and staff of one of our clients. They had been dealing with some gender bias issues which were negatively impacting the organisational culture and performance. I invited him because I knew he had a good understanding of the challenges women face at work and the biases they typically encounter and I wanted him to share his perspective and also the progress that had been made at UUBO in this regard.

Mr Agbor graciously accepted my invitation, and he came and spent 2 hours sharing his ideas and experience, and answering questions from the client's staff. He shared some very personal stories and that made it very relatable for his listeners. I am so grateful that he made the time to come, and he also brought along some of the women from UUBO to share their stories. The event was very impactful, and I watched the audience experience lightbulb moments that day. The feedback afterwards was very positive, and the event became an inflection point that was subsequently built upon to drive change.

I always found Mr Agbor very supportive of efforts to build more gender inclusive and equitable workspaces. It is something that matters to him and he understands the issues at play. Although he is formally retiring, I am hopeful that he will continue to share his wisdom and use his influence to drive change. I salute his courage and compassion.

Ivana Osagie



Congratulations dear Mr. A, it is both your 65th birthday and time of retirement. Thank God. You have reached that time in life when you look back and ponder on the professional journey that has brought you to where you are today. From my seat in the audience, I am certain you must view your journey with satisfaction - a journey that has shaped you into the person you are today.

Your reputation in the legal industry, all the accolades received through the years, the acknowledgement of your peers and recognition by international rating directories, are all the result of you working with diligence with a view to achieving purpose, and they represent public proof of your success. Congratulations on reaching the pinnacle of our profession.

Thank you for your quiet impact on me. I recall coming to sit with you in your office when I was taking over as Managing Partner of our firm, Dentons ACAS-Law, in 2018. Your advice to me was clear, and matter of fact, I put it into practice every day for five years - invaluable, thank you.

I hear retirement can actually be a lot more enjoyable than it sounds. So, I am sure you will have loads of fun, especially as you will be in great retirement company - you have earned it, deservedly. As you step away with your cherished memories at UUBO, I wish you even more joy in retirement in the coming decades. I wish you less stress and no jarring morning alarms - any red-eye morning flights must only be to take you on a holiday! All the best, Mr. A, as you embark on this new journey, doing every other thing you may have planned to do in retirement! Happy birthday and Godspeed!!



Kemi Segun

Dear Dan,

Many congratulations on your milestone birthday! I hope that you have a wonderful day. Congratulations on your retirement. It has been a pleasure working with you over the years, Thank you so much for all your wise counsel and support over the years. You will be very much missed.

Best wishes

Marina Fariba, Actis



For over twenty years, I have worked pleasurably with Dan Agbor (Dan) as external legal counsel to African Capital Alliance (ACA). African Capital Alliance is a private equity investment management firm that was established in 1997 and invests across sub-Saharan Africa.

Dan brings to the table many qualities that are tremendously valuable to ACA's private equity investment management business. Dan's honesty, trustworthiness, ethics, professionalism, commercial acumen, experience, creative search for solutions align and endear him to ACA. Dan is a good listener and exercises good judgement. Sometimes, Dan can be painstakingly fair and decisive. I feel protected sitting on the same side of the table with Dan. Besides working with Dan as an external legal counsel, he also worked with ACA in corporate governance opportunities where I found him to be a wise and cautious counsellor.

ACA sought his counsel in navigating difficult situations, which are not uncommon in private equity investment management in Africa.



Let me draw an analogy between Dan, UUBO and Daniel in the Bible. Daniel was among many captives that were taken from Israel to Ancient Babylon, post the war between Israel and the Ancient Babylonian Empire. He was of a royal and princely descent in Israel. It is written in the Bible that this Daniel was specially selected from among his peers to serve in the palace of the King of Ancient Babylon, a powerful foreign dynasty at that time. This was a remarkable feat. Furthermore, this Biblical Daniel had distinctive ability "to interpret dreams, solve riddles and explain enigmas" These attributes made Daniel to be sought for. Daniel survived and served in the palace of two kings in Ancient Babylon and transitioned to serve in the palace of the king of Persia that overthrew Ancient Babylon. I have no doubt that Dan, retiring from UUBO at age 65 will continuously be sought for post his retirement.

All the best, Dan!

Paul Kokoricha, African Capital Alliance

It seems like only yesterday that we first met and not 20+ years ago! Annoyingly, you still look the same. Always the calmest person in the room: an excellent lawyer but with a commercial solution to hand. All delivered with a certain style and with a sense of humour. Enjoy your well-deserved retirement.

All the best

Simon Norris

Dan Agbor @ 65

This tribute is being written in honour of Dan Agbor, a fine gentleman who I have known for over three decades and whom I have grown to respect tremendously for his principled and focused approach to his work, his relationships, and to life in general.

Dan has become a friend over the years, and I thank God for sparing his life to witness this milestone 65th birthday. This occasion also marks the date of his retirement from the law firm of Udo Udoma and Belo Osagie, for which he must be applauded especially. As he bows out of active work in the legal profession to embark on a period of well deserved rest, I acknowledge that Dan would be leaving his mark as one of the pioneers of the emergence of strong specialisations within the modern law firm; on the achievement of excellence in the work place and on the exercise of high moral and ethical standards, personal discipline and the implementation of deep strategic thinking, in carrying on the business of law. As Dan Agbor (Mr. Dan!) turns 65 today, he is leaving the stage as a thoroughbred professional with a sterling reputation as one of the leading banking and finance and corporate/commercial lawyers in Nigeria, for which I commend him wholeheartedly.

Happy Birthday, Mr. Dan, proud husband of Olufunke Agbor SAN, and devoted father of Enare and Daniel.

Congratulations and well done!

Sola Adepetun



Congratulations to you, my dear brother and friend, Dan, on this major milestone in your life and career. Truly, you have come a long way and have had a remarkable career starting out as a banker and becoming the leader of one of Nigeria's foremost law firms following decades of meritorious service.

Looking back, you made the right choice leaving behind you a successful banking career at Citibank and taking a plunge into legal practice without knowing where your decision would lead you. It's exactly 30 years ago that we first met and chatted, and have since then nurtured a strong personal and professional relationship. Over the years, you have been consistently consistent and have proven yourself as a highly distinguished professional, an exemplary leader, an outstanding family man and a successful boardroom player.

From personal experience in the last one year and few months of retiring from KPMG in Nigeria, retirement is an event that ends a journey and flags off the beginning of a new one. So, it's my utmost pleasure and delight to welcome you to your new beginning and to wish you an even more successful career ahead of you.

Wole Obayomi
Founding Principal
K-Tax & Legal Practitioners

Wole Obayomi



Life Really is Like a Box of Chocolates.....and I really like this one

Happy Birthday Dan. Writing about you has been quite emotional for me. Can you imagine that I've known you for 32 years? Yikes.....where did the time go?

I thank God for you and the journey that is uniquely mine...and still journeying on. The King (as he was often referred to back in the day) has - to me - transitioned from Ogre (my wide-eyed newbie self trying to understand this enigma of a boss), to Oga (maintaining discipline and hard-hitting when grammar was sub-par and just not appropriately there). Some of those editing marks and notations were works of art themselves! Then to encourager (making me stronger and better than I ever thought I could be), a mentor (being available to me post-UUBO and cheering me on as I found my way through the forest and sea of black suits in the hard world of investment banking).

Most importantly for me, Dan is the best oldest brother ever - my super egbon. How and when that happened, I have no idea but it did and I am the better for it (please let's note that I have known Funke - or rather she has known me almost all my life). God had a plan all along and as usual, has a way of orchestrating His goodness for us, even when we don't see the point initially (I certainly didn't o!)

Dan is a bonus in my life. Even my dad was won over before he met Dan! There I was hoping that he would get angry at my infamous late nights at work and the person I was working with (all I have to say on this is Mr Gassner and Australia and a slanted smile will be elicited from a few people). When Daddy learned that my boss was 'Funke Lijadu's husband' he assured me that I would be well looked after.....I guess that prophesy has come to pass and Dan is still looking after me.



Wishing you the best always. Long life, good health, a sound mind, and joyful people around you

Kemi Awodein

A Tribute to Mr. Dan Agbor on His 65th Birthday and Retirement

In September 2019, I was invited by the Nigerian-British Chamber of Commerce to speak on a panel at their annual breakfast meeting, sharing the stage with Mr. Atedo Peterside, Prince Bimbo Olashore, and Mr. Chidi Ajaere. The panel discussions were moderated by Mr. Dan Agbor. From that first encounter, I was struck by his depth, clarity, and passion for meaningful discourse on building enduring enterprises. That moment marked the beginning of a profound relationship that has shaped my journey.

“Sir Dan,” as I fondly call him, embodies a rare blend of qualities: mentor, guide, provocateur, and inspiration. He is an enthusiastic cheerleader and a thoughtful critic, delivering hard truths in ways that inspire growth and reflection. His questions and insights always reflect a deep sense of care and commitment.

As a coach, Sir Dan consistently held my feet to the fire while offering invaluable guidance. His extensive knowledge of corporate governance, management, and leadership made him an exceptional sounding board. His influence was pivotal in House of Tara’s international expansion and the seamless transition to a new Managing Director.



In conversations, it was clear that Sir Dan could have been an entrepreneur in another life, not just a lawyer and boardroom guru. He is deeply intrigued by business fundamentals, consumer behavior, and market trends, even in the beauty industry. His insights often went beyond legal frameworks, revealing a genuine curiosity for entrepreneurship.

Despite his demanding schedule, Sir Dan always found time - whether for a cup of tea, a lunch meeting, or an insightful conversation. His commitment to mentoring the younger generation is legendary. A champion for women and an advocate for the arts, his love for inspiring others is evident in every interaction. It was no surprise that he delivered a keynote at WIMBIZ, stirring the audience with his proposition that women can have it all when supported by parents, spouses, and other women.

Beyond his professional achievements, Sir Dan's devotion to family and community is remarkable. He speaks with pride and affection about "Aunty Funke" and his children, Enare and Daniella. His thoughtful attention to detail - even remembering the unique names of my three boys - reflects his exceptional relational skills. His frequent inquiries about "our Fela" further demonstrate his care and thoughtfulness.

Having Sir Dan in your corner means having someone deeply invested in your success. His wisdom, guidance, and encouragement have left an indelible mark on my life and career.

As we celebrate your 65th birthday and retirement, Sir Dan, I honor you not only as a mentor but as a man whose care, insight, and



provocations have made us all better. Thank you for your unwavering support, belief, and inspiration. May this next chapter bring you joy, fulfillment, and the well-deserved rest you have earned - without "the daily dose of morning emails."

With immense gratitude,

Tara Fela-Durotoye

Tara Fela-Durotoye

Dear Egbon, Oga Dan,

It has been such a privilege to witness your dedication, both to the legal profession and to the people around you. The support you've shown, not just as a boss but as a true cheerleader, has meant the world to me. I have no doubt this next chapter will be as impactful as the last. Your legacy isn't just in your work, but in the lives you've touched, including mine.

I'll always cherish the memories from your 60th celebration at Holy Cross Cathedral, where I saw firsthand your love for God, family, and the incredible relationships you've built over the years. Those moments of laughter and our catch-ups continue to mean a lot to me.

Thank you for being a constant guide, for your leadership, and for always making time for me. I've learned so much from you, not just



about law, but about life and how to walk with purpose. Your strength, humility, and wisdom continue to inspire.

May God continue to bless you, Mrs. A, and your entire family. You've truly lived out the message of service and love, and I look forward to celebrating many more milestones with you.

As you retire and turn 65, I'm confident your second half will be as rich and rewarding as the first. Here's to new adventures, new memories, and continued blessings.

With love,
Your Aburo

Udo Okonjo



Tribute to Mr. Dan Agbor on his 65th birthday anniversary

It is both an honour and a privilege to share a few words as Mr. Dan Agbor celebrates his 65th birthday anniversary and retires from day-to-day management of the firm of Udo-Udoma & Belo-Osagie.

I first 'encountered' Mr. Agbor at my final interview for the position of Associate at UUBO. In the course of what felt largely like a conversation with Dr. Myma Belo-Osagie and Mr. Agbor than an interview, I had made a faux pas by using an expression which was essentially a colloquialism. He did not fail to notice. He asked me what the expression meant and shame-facedly, I immediately realised that proper communication was going to be important to my success not only as a lawyer at UUBO but in my legal career generally. As it turned out, I was at UUBO for less than a year before I left for another commercial law firm from where I embarked on a second aspect of my legal career as an in-house counsel in 2004.

Mr. Agbor represents for me a great example of mentoring from afar. At UUBO, you were encouraged to seek knowledge and self improvement and to be driven in whatever you do, Mr. Agbor's remarkable career as I witnessed it first hand for a few months and thereafter from a distance exemplifies all of these attributes.

Mr. Agbor does not first come across as your friendly boss, eager to mentor and coach but whenever I have had to reach out to him especially in my banking career as a sounding board and to get counsel, he was always available. He gave me time and a listening ear every time I reached out to him and gave me commercially-sound practical advice of the type that he could not send a fee note for!



Talking about fee notes, Mr. Agbor was a hard-nosed negotiator who would convince you that you are receiving premium service which should be properly acknowledged by a grateful client.

I wish Mr. Dan Agbor the very best in this next phase of his journey and I am confident that he would continue to be a great asset to both UUBO, the army of alumni of the firm in different industries and callings and to the legal profession.

Sesan Sobowale
General Counsel
Union Bank of Nigeria Plc

Sesan Sobowale

Tribute to Mr. Dan Agbor on His 65th Birthday by Olusola Adeyegbe.

Today, we celebrate not just a milestone in years, but a legacy of quiet yet profound achievement. Mr. Dan Agbor, as you mark your 65th birthday and movement into retirement, we honour the remarkable impact you've had, not only on UUBO but on the legal profession as a whole.

You have exemplified the essence of a quiet achiever" one who consistently delivers excellence without fanfare. Your leadership as Senior Partner at UUBO has been a testament to dedication, wisdom, and an unwavering commitment to upholding the highest standards of professionalism. Through your calm demeanour and thoughtful approach, you've guided the firm to unparalleled heights, fostering a culture of integrity and innovation. I can say this as I have experienced



your leadership as recipient of your excellent service as in-house counsel.

Beyond the walls of the firm, your influence resonates deeply within the legal community. Your ability to mentor, inspire, and empower those around you has left an indelible mark on countless professionals who are better because of your example.

As you embark on this next chapter, may you find joy in reflecting on the lives you've touched, the challenges you've surmounted, and the legacy you leave behind. While UUBO bids farewell to a leader, your impact will continue to inspire generations to come.

Happy 65th birthday, Mr. Agbor, and thank you for a lifetime of quiet yet extraordinary achievements. May this new season bring you fulfillment, joy, and many more moments of celebration.

Warm regards,

Olusola Adeyegbe
Cowrie Partners.

Sola Adeyegbe

Dear Dan,

Happy 65th birthday!! May the Lord grant you many more years in excellent health, joy, peace, and prosperity.

It is a privilege and honour to have this opportunity to participate in celebrating your milestone birthday as well as your retirement from the illustrious firm of Udo Udoma & Bello Osagie. Today, whilst you still have much to offer the legal and corporate worlds, a new cycle of life begins as a senior citizen, although, in Nigeria, this new status does not come with many benefits.

As you know, your partners, colleagues, family, and friends were hoping to roll out the drums and celebrate you with fanfare, because you deserve it and to demonstrate our huge appreciation, but true to form, you have managed to sidestep a grand celebration, opting instead to step aside quietly and gracefully in keeping with the modesty and humility that has defined your persona and distinguished career. Although we feel denied, we all hope that the messages shared in this commemorative book will go some way to convey our heartfelt sentiments of the positive impact you have made on the lives and careers of many of us and our deep appreciation and respect for you and your achievements so far.

As a professional, you have excelled. Your impeccable professional credentials and achievements are well documented as is your contribution to leading and growing UU&BO to the great multi-disciplinary firm it is today. I greatly admire your approach and have learned from you to take the opportunity to listen because you can learn from anyone. From time to time I would be told, "Mr Agbor is coming down for a chat". Those discussions over the years on a



range of subjects, including the challenges and best practices employed in running a modern law firm, succession planning and the future of law were always stimulating and constructive but I always had the feeling that you were offering us guidance and support. You posed questions but always had good solutions which meant that a lot of careful thought had already gone into addressing the issues raised. When we (Funke, Sola and Kemi were usually at these impromptu brain storming sessions), complained that we had a feeling that we had lost our way a little in some area, you might say something like, "we learned so and so from you guys", encouraging us to get back to basics. And, whenever we were on opposing sides (the sale of Maersk House for instance) or on the same side (British Airways and Virgin Atlantic Vs the Nigeria Civil Aviation Authority) your approach was always the same. Professional, ethical, analytical, fair, direct, always towards geared finding an acceptable solution. No aggression, non-combative, the superior argument earned leverage. Apart from the immense professional skills at your disposal, the credibility, respect, and trust that you enjoy from colleagues and clients sets you apart.

Over the years you have gone out of your way to support me personally, whenever the opportunity has arisen. When you were chairman of FSDH nominees (now FSDH Capital Limited) you nominated me, and I was appointed to its board. The training and experience I have received on risk management, corporate finance/investment banking and securities trading, you could not learn in any book. The experience has greatly enhanced my practice of business law, and I shall always be grateful to you for that. There were also speaking opportunities and the referrals you sent our way. Thank you for your friendship, graciousness and generosity.

You leave UU&BO after 35 years of devoted service, stronger and better than you found it with a deep pool of talent and a robust governance structure that will guarantee the continuing success of its succession plan. That must be fulfilling, many congratulations. May the next phase of your life be as exciting, fulfilling, and impactful as the one we honour today.

Dan, Dear Friend, I wish you God's speed!

Afolabi Caxton-Martins

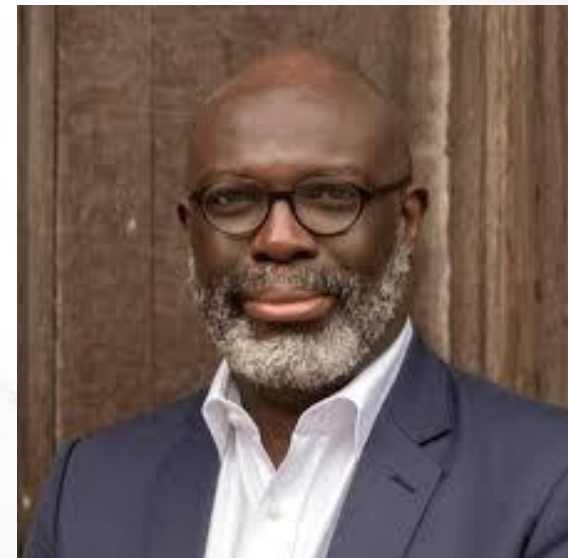
Afolabi Caxton-Martins

Dan, why have your colleagues chosen a symphony that one hears at funerals as a send off?! Also, why are you spreading false information on your age?

I understand that you've only just disclosed your retirement. You've kept this hidden for 15 years. I gather your firm finally forced you to take that aptitude test and that it was finally revealed that the role you are best suited for is retirement. Well, congratulations. As you started your retirement long before you stopped working, there's not much I can say. Just don't drink coffee in the morning as it will keep you awake in the afternoon. That would be a new experience for you. Enjoy your new role. See you soon. Best wishes Kofi

PS: Now you can stop pretending you are not Ghanaian.

Kofi Adjepong-Boateng



Hey, Dan.

Okay, this is Raj Kulasingam. What a lovely idea of whoever decided to do this to leave you a tribute. My tribute to me is that you have always been an amazing and friendly and welcoming person, so I thank you for that. I'm sorry we never actually got to work together, but I'm glad that we managed to meet each other and engage, and I'm wishing you all the very best for your retirement.



Raj Kulasingam



UUBO Family

First, I wish the Big Boss - Mr. Dan Agbor (DOA) a Happy Birthday and congratulate him on his well-deserved retirement at the age of 65. Many hearty cheers Sir.

My first encounter with DOA was in 2008 when I came for a recruitment interview being conducted by the Partners in Lagos. During the interview, he perceived that my throat was dry and asked someone to provide me with water to drink. That singular act meant a lot to me because that water, like the one asked of Father Abraham through Lazarus, gave me the much-needed energy to scale through my interview process. Since then, and over a period of 16 years, I have had very impactful interactions with DOA, and I can say that he is a great and incredible mentor and leader. His leadership is legendary, so much so that when there is a storm, DOA has a way of calming it just as Jesus calmed the sea of Galilee.

DOA is a perfectionist per excellence, a man of many parts and I get to draw from his wisdom and knowledge each time I have an opportunity of working with him. DOA is result-oriented and a no-nonsense person, but behind the facade of DOA's toughness lies his humanistic and empathetic nature. He has an incredible commitment and devotion to human welfare.

I should also add that DOA has an incredible sense of humour and is able to crack jokes in any situation. I always look forward to hearing him speak either at a firm meeting or any informal gathering of the firm. Most of his jokes speak to hard work, excellence, commitment and integrity.



DOA is a man of great wisdom and candour. His commitment to excellence and invaluable guidance has helped in shaping my career. I will miss him, and I wish him a most fulfilling retirement.

Teddy Oyibo

Dear Mr Agbor,

I have benefitted from your sterling leadership and compassionate mentorship since I joined UUBO under your supervision in September 2022. You are a stickler for excellence - you take no prisoners in insisting that the right things be done at the right time. As you celebrate your 65th birthday and retire from UUBO, I wish you happiness, good health and fulfilment.

Cheers, DOA.

Falodun



Falodun Arifayan

Thank you, Mr. Agbor for building the firm's reputation as one of the foremost law firms in Nigeria and for guiding and mentoring so many junior lawyers within and outside the firm with your expertise and knowledge of the law and practice. You have set the foundations that has foisted a positive and collaborative working environment in the firm. Your leadership qualities, sense of humour, positive impact (and steeze) has greatly impacted our lives. I express my appreciation for your dedication, hard work, and invaluable contributions to the firm. I wish you a happy, fulfilling, and well-deserved retirement!



Babatunde Olayinka

As you step into this new chapter of your life, I want to express my admiration for the incredible legacy you leave behind - a legacy defined by excellence, eloquence, and unmatched skill with words.

Your reputation as a wordsmith and a legend in legal writing precedes you, inspiring all who have had the privilege of learning from your work. While no one relishes receiving a correcting email from you (and, truth be told, they can sting!), knowing you are on the email trail compels us to triple-check our work. Your sharp insights and attention to detail have pushed us toward the pursuit of mastery.

We aren't there yet, but you are undoubtedly part of the story of what our mastery will one day be. Thank you for setting a standard of excellence that challenges and inspires us to continually improve.



I have no doubt that your retirement will be marked with further brilliance, and I eagerly look forward to reading your published works, which will undoubtedly reflect the same mastery that has set you apart throughout your career.

Wishing you the very best as you embark on this exciting journey ahead. May it be as fulfilling and impactful as the remarkable career you leave behind.

And, of course, happy birthday! It's hard to believe you're 65, considering your unmatched energy, sharp wit, impeccable dress sense, and undeniable handsomeness. Truly, age has nothing on you! Here's to many more years of excellence, inspiration, and style.

Titilola Olatunde-Fasogbon

As a millennial, I'd usually opt for a video tribute since writing one might seem a bit old-school. But then, one of the countless lessons I've learnt from you, Mr. Agbor, is that while innovation and creativity are important, the basics remain constant. The basics - like understanding a client's needs, offering practical solutions, and communicating clearly and succinctly in writing - are timeless (well, mostly).

I count myself incredibly privileged to have worked closely with you, and it has completely changed my life. When I say, "my life," I mean it in every sense - not just my career. You've taught me to prioritise family, delay gratification, take pride in my work, and constantly strive for improvement. Watching you resolve tough client situations taught me valuable lessons that I've applied both in and outside work. You



showed me the importance of giving credit where it's due and offering critique when necessary.

Thank you for the countless moments in your office when you took the time to chat about everything - law, finances, marriage, parenting, politics, decision-making - so many things. I'll never forget 1 March 2022, during one of those chats, when you were teaching me about selling legal services to clients. You pulled out a pamphlet, **Face to Face Selling Skills by the Forum**, from your wallet and read a few lines to me. "Focus on the customer, make sure everything you say and do is valuable to the customer," you said. Naturally, I asked if I could take a picture of it, but you told me no. You explained that you've had the pamphlet since your time at NIB (now Citi Bank) in 1988 and that it hadn't left your wallet in over 30 years. I remember you had to remove photos of Enare (and I think Danielle) to retrieve it.

That showed me how much it meant to you, and I was content just listening to you read from it. Imagine my surprise when, by the time I got back to my desk on the 12th floor, you had sent me a neatly scanned copy of the pamphlet via WhatsApp with a note that read, "I figured, upon reflection, that it was more useful in your hands than in my wallet." I was genuinely moved. It showed me not only your generous spirit but also how much you value investing in people.

Of course, I've also had moments when you were tough on me, like during one of our phone calls when you told me you were "done investing" in me because I wasn't taking corrections. I remember pleading with you not to stop. Later, in an email, you assured me: "Not given up at all because, for various reasons, I think it is well worth the effort." Those words meant the world to me.



I will deeply miss working with you and our interactions (even though I know they'll naturally reduce now that we're not working together). But I will always remain your mentee and will continue to reach out to you for guidance. I also look forward to celebrating the many milestones you'll achieve post-UUBO.

I pray you enjoy an amazing retirement, filled with health, fulfilment, and joy, as you continue to inspire and mentor the next generation of leaders and professionals - just as you've always done.

Kelechi Ibe

Dear Mr. Agbor,

As you retire from Udo Udoma & Belo-Osagie today and celebrate your 65th birthday, it is a fitting moment to acknowledge your remarkable leadership, mentorship and the fatherly role you played in the last three years that I have had the privilege of working with you closely. More importantly, it is a time to recognise your immense contributions, dedication, and steady leadership, which have profoundly shaped not only the firm's success but also its culture and values.

For me, working under your guidance has been an invaluable experience. The commercial wisdom (if I may call it that) with which you navigate complex issues with clarity and purpose has set a standard I deeply admire. Mr Agbor always has the right approach to legal problems and advises me each time to filter my reasoning through the lens of common sense and commercial awareness. As he would always say, 90% of our work just requires common sense. I bet we can all relate.



As you start this well-deserved next chapter, I wish you every happiness and fulfilment. Your influence will undoubtedly continue to inspire all of us.

Congratulations on your birthday and the beginning of an exciting new journey in retirement.

Olamide Aleshinloye

Olamide Aleshinloye

I first met Mr. Agbor during my job interview at UUBO, and the experience was not the best for me. He queried everything I said or did throughout the interview.

After I joined the firm, I noticed people referring to him as "DOA" and wondered why anybody would adopt such an initial if not to make those around him feel "dead on arrival." Little did I know that I would soon experience the "DOA Syndrome" myself. When I joined the firm, I started working with him, and the DOA syndrome would set in whenever he entered the office. This continued until my anniversary at the firm when he gave me a dose of life during one of our casual talks. He said: "Shakirudeen, you are going to make a good lawyer. All you need is to speak well and write well. To write well, I encourage you to write the way you speak, and you'll be fine."

These lofty words were reassuring, comforting and inspiring, and they have stayed with me ever since.

DOA, you are a wonderful man, and you hold a very special place in my heart. Your impactful ways have turned many little acorns into mighty oaks. I owe you so much, and my gratitude for you runs deep.

Everyone in the firm will miss you, but I will miss you the most. I wish you a retirement full of bliss and happiness.

Shakirudeen Mosobalaje



The first time I heard Mr. Agbor speak was during the Alumni Reunion of the UNILAG Faculty of Law in February 2022, marking the 60th anniversary of the Faculty. He shared his career journey, starting from the early days at the law firm of Ajumogobia, Okeke & Oyeboode, with remarkable humour. That speech, along with the advice he shared with the men at UUBO during the 2023 International Men's Day celebration, remains among my fondest memories of him.

Mr. Agbor has had a truly successful legal career, and I wish him all the best in his retirement.

Elo

Elo Adhekpukoli



Dear Mr Agbor,

As you retire after thirty-five remarkable years of excellence in practice, I am deeply grateful for your impact on my career as a lawyer and how you continue to influence me today.

You were the first partner I ever worked with directly and I believe that experience has been a pivotal moment at my time in UUBO. Your insistence on attention to detail, commercial awareness, and technical knowledge were a few traits that I learned from you and has exemplified what an ideal lawyer should be.

Your mentorship went beyond technical skills as the culture of excellence and respect for lawyers that I witnessed in your tenure at the firm has been unmatched. You taught me that our reputation for integrity, trust and honesty are our most precious assets as lawyers, and this has been a guiding force for me.

While your daily presence will be missed, your legacy lives on and I pray that God continues to bless you and provide for you even in retirement. Please take the time to enjoy life beyond the four corners of St. Nicholas with your family as you more than deserve it.

With deepest gratitude and admiration,

Damilola Adedoyin

Damilola Adedoyin



Today, I have the privilege of celebrating you, Mr. Agbor, on both your birthday and your well-deserved retirement. While I haven't had the opportunity to work closely with you throughout my time at the firm, I can say without hesitation that your influence has been felt by all of us.

I'll never forget the first time I met you. It was during my interview after I had just been called to the bar. I had been thrilled to secure the interview, eager to join the firm, and I hoped it would be the beginning of an exciting journey. Mrs. Edu asked the first question, and I answered it confidently. Then you walked in, and you asked me the second question. I missed the mark completely, and your response was swift: "Thank you for coming or You can leave." I'll admit, I was embarrassed. But in that moment, I made a silent vow to prove myself.

Fast forward a few years, and here I am—a senior associate at the firm. And when I had the honor of anchoring a session at your send-off, you told Mrs. Edu that I had done well. The joy I felt in that moment was indescribable—thinking back to that interview, where I had faltered, and now being recognized by you, someone I truly respect, for doing well. It was a full-circle moment that I will always cherish.

Mr. Agbor, your contributions to this firm have shaped its success and its legacy. You've built something lasting, not just in the work we do, but in the values, we uphold and the standards we strive for every day.

As you step into this new chapter of life, I wish you all the happiness, peace, and fulfillment that a well-deserved retirement brings. I hope your send-off was everything you dreamed of and more, and I'm truly honored to have played a small role in it.



Congratulations on your retirement, Mr. Agbor. Thank you for everything you've done, and may the years ahead bring you nothing but joy and contentment.

Abolanle Ayoola

Dear Mr. Agbor, I want to sincerely thank you for your unwavering persistence for excellence. Your tireless dedication to setting and maintaining the highest standards has been an inspiration to all who work with you. Through your leadership, you have demonstrated the power of vision, hard work, and integrity in achieving remarkable results.

You challenge us to rise above mediocrity and push the boundaries of what we think is possible, and for that, we are truly grateful. Your impact goes beyond the tasks at hand; it instills a culture of excellence that will continue to influence and inspire for years to come. Thank you for being a beacon of commitment and excellence. I wish you success in all your future endeavors and a peaceful retirement.



Aanuoluwapo Odunaike

A Personal Tribute to you, Mr. Agbor

"Learning How to Think"

While reflecting on a title that captures my experience working with you, I considered several options before settling on this one. It struck me as the most fitting way to describe, in a few words, the profound impact you have had on me at the firm - and I would wager, many others.

You taught me how to think - not just as a lawyer but as a commercial lawyer. There is no less ambiguous way to put it. It is as simple as that. Whether it was during a conversation in the 10th-floor hallway, a discussion in your office, or even through one of your meticulously crafted emails, I always walked away with greater clarity and perspective. Your trademark question, "What does your common sense tell you, Ito?" encouraged me to "think" a bit more deeply to provide pragmatic, commercially sound (I cannot stress this part enough!) advice to clients. That emphasis on commercial sensibility is a lesson I will carry with me forever.

Beyond your intellectual mentorship, your empathy and thoughtfulness are admirable. You have shown me genuine care during challenging moments, always following up with concern and offering advice. For three consecutive years, you have not missed wishing me a happy birthday - a small gesture, perhaps, but one that speaks volumes about your thoughtfulness and kindness.

As you retire, I hope my reflections add colour to the many well-deserved tributes you will receive today. Your contributions at the firm have shaped us, and your legacy will resonate far beyond your years at the firm.



Happy 65th birthday and retirement, Mr. Agbor. May this next chapter be as remarkable as the one you leave behind at Udo Udoma & Belo-Osagie.

Yours truly,

Itoro Uwemedimo Etim

Itoro Uwemedimo Etim

Dear Mr. Agbor,

Happy 65th birthday and congratulations on your retirement. The legacy you have built and the impact you have made on the personal and professional lives of numerous lawyers are truly remarkable.

For me, although I did not work with you extensively, I had a few memorable interactions. The most significant was when I assisted in preparing you for the ICE Summit session you were to moderate in 2022. I did not anticipate that I would end up moderating the session until you announced to the entire firm that, having done an excellent job preparing the questions and direction for the panel, I would be moderating in your stead. After the firm meeting, we met in your office to discuss the panel, and you were incredibly encouraging. You remained equally supportive with your commendation after the panel session. I am eternally grateful for the confidence you placed in me and the visibility it afforded me at the firm.



Beyond this interaction, you continued to affirm me through a variety of light-hearted jokes - ranging from my initials being "DAN" and me stealing your name to me supposedly gunning for your office. I appreciate that even from a distance, you remained intentional and uplifting, encouraging me to push beyond the boundaries of what I thought I could achieve.

As you embark on this new phase, I pray that you find time to relax and reset. I also pray that you embrace your "grandpa era," as the firm fondly teases, even more. May you always feel joy in reflecting on the lives you have positively impacted and the legacy you have built. Amen.

Dumebi "DAN" Anike-Nweze

Dumebi Anike-Nweze

Dear Mr. Agbor,

On this special occasion, as we celebrate both your birthday and retirement, I would like to acknowledge the significant role you have played in our lives and within the firm.

I still remember the commendation you gave during my presentation as an NYSC Associate. It was encouraging. Although I did not have the privilege of working directly with you, I have been fortunate to be part of teams led by individuals who embody the values you represent - excellence.



UUBO's history cannot be told without your name echoing through it, and I am grateful that, when those stories are shared, I will not have to search for who you are - your presence will be vividly remembered as someone whose time at UUBO left a lasting impression.

Wishing you a happy birthday and a fulfilling retirement. May this new chapter bring you joy. Congratulations!

Best wishes,
Aniekan Udo-Okon

Aniekan Udo-Okon

It is not every day that one encounters a leader who invests not only in the success of the organisation but also in the growth of individuals within it. I am incredibly fortunate to have had the privilege of being guided and mentored by you, Mr. Agbor.

Mr. Agbor, you have been more than just a boss; you have been a true mentor and a big daddy, guiding me through the challenges, opportunities, and intricacies of my budding professional journey. You believed in me when I thought all hope was lost. Your faith in my potential makes me wonder and has also inspired me to keep striving to become a better version of myself.

Thank you, Mr. Agbor, for investing your time and resources in my self-development. Your support is something I will always cherish. Your guidance has shaped my mindset, broadened my perspective, and given me no other choice but to be diligent, know the law, and improve daily at this law work.



I am truly grateful for the opportunity to have worked with you, to have interacted with you, and to have been guided by you. Your mentorship will continue to shape my career for many years to come. I look forward to continuing to grow under your invaluable guidance and I will always keep in touch.

With sincere appreciation,

Ayomide Soretire

Ayomide Soretire

As you celebrate the remarkable milestone of your 65th birthday and retirement, I wish you joy, fulfilment, and many exciting new adventures in the years ahead.

You were my very first rotation in the firm, offering me my initial glimpse into the culture and standards of UUBO. During this time, you set a clear example of what should and should not be done. That invaluable experience has played a significant role in shaping me into the associate I am today, and for that, I am deeply grateful.

It is both a privilege and an honour to celebrate your extraordinary contributions and to express heartfelt gratitude for the enduring impact you have made. Congratulations once again!



Glory Ogueri-Onyeukwu

TRIBUTE TO MR. AGBOR

1.0. Mr. Agbor's reputation precedes him. Before you start working with Mr. Agbor, you get used to the question "Who is the new associate rotating with Mr. Agbor?" Then you start working with him and people who know you now work with him start asking, "You work with Mr. Agbor? I hope you are good?". Then the best wishes start coming in - "Oh, I wish you well", "Don't worry, you will be fine". But you really do not understand the questions and the well-wishes until you experience that life-changing event that sets you on a new journey of self-discovery and usually, a renewed commitment to excellence.

2.0. For us younger associates who have cared to listen, Mr. Onajobi has been generous with the truths about who Mr. Agbor is, what Mr. Agbor does and why he does what he does. At every point in time, one is marvelled by the nature of experiences that must have shaped Mr. Agbor's mind, his attitude and his preoccupations with the highest standards possible. If one looks at it deeply, one finds that his educational background - first, as a political scientist and then his experience as a legal practitioner in and out of the banking sector - must have imbued in him a keen sense of appreciation for ideals, how things should be, how reforms should be implemented and how institutions should be preserved. As much as he is a man of ideals, we all know that he is also a practical man.

3.0. If one looks closely at Mr. Agbor's demands and the challenges that it imposes on associates, you will find, as I have, that what preoccupies Mr. Agbor's mind at all times is the making of the model lawyer. The model lawyer who is a stronghold of ideals, who is consistent in good character, very sound in mind, moderately tempered, highly



knowledgeable, rigorously pursues the cause of his client, and when called upon, offers himself up in the service of his country. Glory to God, Mr. Agbor has succeeded in creating a lot of model lawyers, many of whom are now partners in the firm.

4.0. Leveraging on the model lawyer syndrome, a good way to imagine Mr. Agbor's preoccupations is that he has made ballet dancers out of all of us, as we are constantly on our toes and usually with the best of our apparels or - if you wish - conduct. Yes, the legs hurt. Yes, the toenails fall off. Yes, some bones get fractured but when you look at those who have danced before you and how they have danced around Mr. Agbor to become best ballerinas and ballerinos, you will cry less and should you cry more, you will not despair. I am grateful to Mr. Agbor for embodying the persona of the model lawyer. I pray that God continues to grant Mr. Agbor sound health and a long life.

5.0. Mr. Agbor has served the firm all these long years but most importantly and contrary to what you might think, he has served all of us too, individually and severally. Not only did he personally serve us, but he also allowed his wife and his family to serve us. Many of us would remember how touched we were when the Learned Silk who is also Mr. Agbor's wife took us through her personal and family journey during one of their most challenging times, just for us to live right, just for us to know better, just for us to touch the lives of others.

6.0. I sincerely appreciate Mr. Agbor for believing in me and for exposing me to the model lawyer syndrome very early in my career. I have refused to be quarantined and will carry this syndrome forward, spreading it, just as the Partners have done to the Managing Associates and the Managing Associates are now doing to us the associates, Senior or junior. Whether you are a Managing Associate, Senior Associate or a

plain vanilla associate, all of us belong to some category of generations, whatever name we choose to call it, but should we dare look through each generation and the ones that will come after all of us, the question that naturally comes to mind is: **will we ever see the kind of Mr. Dan Owor Agbor again?**

Mujeeb Azeez

Hearty congratulations on your retirement, Mr. Agbor! Thank you for being an exemplary leader and outstanding professional. I will miss your presence at the firm. I wish you a long, healthy life and continued prosperity, and I pray that this new chapter of retirement is as fulfilling as your remarkable legal career.



Adaobi Omosefe Uzo

I did not have the privilege of working with Mr. Agbor personally on transactions, but I recall a memorable instance when a client sought advice regarding cryptocurrency. After I had explained the position of Nigerian law on the subject, Mr. Agbor used the analogy of the comic book superhero, Superman, and his weakness, Kryptonite, to illustrate the legal position. That email remains saved in my inbox to this day.

I am deeply inspired by his remarkable legacy, and from the testimonials of those I admire—many of whom have been mentored or trained by him—it is clear that he has set a shining example for us young professionals to draw inspiration from.

Wishing you the very best in your retirement, Mr. Agbor.

Precious David

While I didn't have the privilege of working directly with him since I joined the firm, I have consistently heard so many remarkable things about Mr. Agbor's leadership and contributions which I have found to be entirely accurate even from day one.

I acknowledge and deeply appreciate his impact during his years with the firm. I particularly admire his logical and decisive approach to matters and his exceptional clarity in communication.

I wish him the very best in his well-deserved retirement.

Eshi Momoh



Dear Mr. Agbor,

As you celebrate your retirement and birthday, thank you for being more than a boss - a true mentor and father figure. Your guidance, wisdom, and kindness have profoundly impacted my journey and the lives of so many others. Your leadership and integrity have left an enduring mark on the firm, and your absence will surely be felt.

While we will miss you greatly, I am thrilled for you to enjoy this well-deserved time of rest and happiness. May this new chapter and your year ahead bring you endless joy and fulfilment. Happy retirement and happiest birthday wishes!

Calista Uzoeto



Congratulations, Mr. Agbor,

As you celebrate your 65th birthday and embark on a new chapter in your professional life, I trust that your journey has been adventurous, inspiring, and fulfilling, filled with its share of thrills. I pray that the years ahead are even more glorious and rewarding.

It has been a privilege to serve under your leadership. Although I may have missed the opportunity to work closely with you during your time as Managing Partner, your leadership as Senior Partner has been truly inspiring. You have consistently demonstrated kindness, care, attention to detail, and a commitment to excellence, always pushing us beyond our comfort zones to achieve greatness. Your guidance has encouraged me to critically appraise my actions and strive for continuous improvement.

Thank you for the moments of mentorship in every way. I sincerely appreciate you. My wife and I are grateful for your kindness. I pray that God blesses you with even more wisdom, good health, peace, and joy in all aspects of your life. May the oil of blessings that the Lord gives you never cease to flow. Amen!

We will definitely miss you.

Happy Retirement, Sir.

Maro Agobe



My career journey would never be complete without the unique presence of Dan Agbor.

I had my final stage interview with Mr. Agbor, and though he had some reservations, he decided to take a chance on me—a decision I truly hope he never regrets.

In Dan Agbor, I found not just a boss, but a teacher, a father, a grandfather, a counselor, an advocate, a great supporter, and most importantly, a mentor.

Mr. Agbor embodies what it means to be a leader. Throughout his time at the firm, he always took the initiative to share learning resources, articles, and training sessions he thought would benefit my team and me. He was unwavering in offering guidance, never hesitating to correct us with a firm hand, but also nurturing us with a compassionate one.

His thoughtfulness and heart continue to amaze me. When I had my first child, Mr. Agbor not only sent me a message to congratulate and check on me, but also sent a heartfelt message to my office best friend and sister, sharing in our joy. This is the kind of man he is. As a true grandfather figure, he never misses an opportunity to ask about the kids, and when he hears their voices during work-from-home days, he always sends a warm message to check in on them.

As the person responsible for the firm's CSR activities, I always knew I would meet my fundraising targets because I had Dan Agbor as my boss.



The 2024 Pink October (Breast Cancer Awareness) campaign, held during his last year as Senior Partner, will remain etched in my memory. It had been a challenging period with many obstacles, and by the time we were a few days away from the end of the campaign, I had only reached half of my fundraising target. The night before our event day, Mr. Agbor asked his usual question, "How much do we need to meet our target?" I knew this question well, as he asked it every year. My initial response was to tell him, "Please, Sir, no. I can't let you do it." After a moment's hesitation, I told him the amount, and his response was simply, "On November 1st, send an email to the firm saying we have met our target." Tears of joy, happiness, and fulfillment filled my eyes, as once again, my Senior Partner did what he always does—he threw his weight behind a cause, offering hope to those in need.

Mr. Agbor was never afraid to reflect on himself and admit when he was wrong, a rare trait in leaders. He owned his mistakes and encouraged others to learn from them.

Dan Agbor has taught me many lessons, but the most important of all is how to be human.

Mr. Agbor, I wish you happiness, fulfillment, and peace as you celebrate this milestone and embark on a new journey.

Thank you for being my boss.

Alex Ehi-Uujamhan

Alex Ehi-Uujamhan

Today, we celebrate a remarkable occasion - the 65th birthday and retirement of an outstanding leader and mentor. Mr. Agbor's career has been nothing short of extraordinary.

Working under Mr. Agbor's leadership has been an inspiring journey. His dedication, integrity, and unwavering commitment to excellence set the tone for how I approached my responsibilities. I witnessed firsthand his incredible ability to balance the high demands of leadership while remaining approachable and grounded. His open-door policy and genuine interest in the well-being of every team member made him not just a boss but a mentor and role model.

Beyond his professional excellence, Mr. Agbor stood out for his kindness. He had the rare ability to make even the busiest days feel lighter with his words of encouragement. His guidance and encouragement motivated me to go above and beyond. He created an environment where professionalism and collaboration thrived. His presence brought calm to chaos and reminded me that outstanding leadership is about connection as much as competence. As you step into this well-deserved new chapter, sir, I celebrate your incredible career and the legacy of wisdom, generosity, and excellence you leave behind. You will be greatly missed.

Happy 65th birthday and retirement, Mr. Agbor! May this next phase of life be filled with joy, good health, and fulfilling your dreams.

With most profound appreciation and best wishes,

Ugochi Tony-Nwabueze



Mr. Agbor is an unforgettable leader - stern, intimidating, yet equally empathetic. Among his most remarkable qualities is his ability to deliver awe-inspiring speeches at staff send-offs. Regardless of the individual's position, he had a unique talent for sharing their life stories with passion and detail, even remembering the names and ages of their spouses and children. This tradition offered a glimpse into his often-hidden softer side. His heartfelt tributes brought an incredibly personal touch to the events, often leaving me - and many others - teary-eyed.

Mr. Agbor's gift for oratory is unparalleled; he could easily write speeches for presidents as a retirement hobby. The firm meetings and farewell celebrations will undoubtedly lack the same warmth and impact without him. His presence and words will be deeply missed.



Oladunni Adeloje

A Tribute to My Father

My Father! My Father!! My Father!!!

I call you "my father" because, from the very first day I stepped into Udo Udoma & Belo-Osagie, that is exactly what you have been to me. From the moment I sat across from you during my interview until today, you have guided, mentored, and supported me in ways I never expected. Your doors have always been open to me, your wisdom has been the driving force shaping my career, and your belief in me has been the constant motivation pushing me forward here at UUBO.

I will never forget the first time I designed something for you. As I was leaving your office, you stopped me at the door and asked something like, "So, you mean we can now create designs within the office?" I said yes, and that smile of yours — the quiet acknowledgement — was all the motivation I needed to go back and push myself harder.

Then I learned you were upset with HR about me still being in the secretary role while I was designing for the firm. You immediately instructed them to upgrade my role to Creative Designer. That was the moment I truly realised how deeply you cared about my growth, and it pushed me to strive even harder.

I created a video for one of your aunties. During a phone conversation with someone, you casually mentioned something like, "UUBO, as the firm of the future, has its in-house graphic designer and video editor." I could tell the person was genuinely impressed by how forward-thinking and dynamic our firm was. When I finished the video, you sent me more money than I could have ever charged for the job, insisting I share my account details with the person so they could send even more.



I'll never forget when you stopped me on the 12th floor and said something like, "Daniel, I have something for you. Can you stop by my office later today?" When I walked into your office, you handed me an Apple iMac All-in-One computer worth millions at the time, along with two colour printers. That moment marked the beginning of my journey into the world of technology and app development for Apple devices, as I didn't have a MacBook to practice on at the time. The iMac came at the exact moment I needed it.

It wasn't just about the material things. I still remember when you shared the idea of the 360-degree appraisal with Kemi, and you confidently told her, "Call Daniel. He can build the 360-degree app." I was stunned when Kemi told me you asked her to reach out to me because, just a year prior, I had mentioned to you that I was learning to build apps, and you had held onto that. You believed in me even when I hadn't yet built anything for you to see, and when I finished the app, you were so impressed that you made sure to mention my name with pride in the partner's meeting.

These are just a few of the countless ways you've impacted my life, and they barely begin to capture the depth of your support and belief in me. What more could a son ask for from a father than what you have given me? You didn't just father me in the conventional sense; you nurtured my growth, believed in my potential, and gave me the tools I needed to succeed. Your influence has shaped me both professionally and personally in ways I can never fully express. For everything you've done, I am forever grateful, Sir.

Thank you for being the father I never expected and the one I always needed.

Daniel Adekunle

A Heartfelt Tribute to an Exceptional Man and Leader

Dear Mr. Agbor,

As I write, I reflect on my short but incredible journey under your leadership. Not every day is one lucky enough to work alongside someone who embodies excellence, wisdom, and compassion. You have been so much more than a boss - you've been a mentor, a guide, and, above all, an inspiration.

Your sharp intellect and innovative thinking have been the driving force behind the firm's success. Whether navigating challenges or celebrating victories, your ability to find clarity despite chaos made you our unwavering voice of reason, Sir. In every situation, you encouraged us to strive for the best, leading by example with your commitment to excellence and tireless pursuit of solutions.

More than just a leader, you made work feel like a place where we could thrive, learn, and grow. You created an environment that was not only about tasks and deadlines but also about camaraderie, creativity, and mutual respect. Your humor and perspective lightened the load on the most challenging days, reminding us that challenges are simply opportunities in disguise.

Your leadership and life approaches have deeply inspired me. You have shown me the value of remaining composed under pressure, thinking critically, and treating people with kindness and respect. Even when I doubted myself, your faith in me has pushed me to achieve more than I ever thought possible.



As we bid farewell to this chapter, the impact of your presence here will remain deeply etched in the fabric of this firm. Your absence will surely be felt, but your lessons and legacy will continue to guide us. You leave behind not just a team but a group of individuals who are better, stronger, and wiser for having worked under your leadership.

Even though some might not relate to all this, I am genuinely grateful to have experienced all shades of you, Sir. It is a rare privilege to witness someone so multifaceted, and your evolution over time has been nothing short of inspiring. You have shown me that life indeed moves in phases and that people can grow and change when they set their minds to it. Your journey affirms the power of self-reflection, determination, and a willingness to adapt - qualities that will forever imprint on those fortunate enough to work alongside you. Thank you for being our exceptional leader, brainbox, and voice of reason. We've all looked up to you. You will be profoundly missed, but your next chapter will be just as extraordinary. (Inserts real-life tears)

With immense gratitude and respect,
Uchenna.

Uchenna Emilda Anyanwu

TRIBUTES TO AN EXCEPTIONAL LEADER ON HIS 65TH BIRTHDAY AND RETIREMENT

Today, I am overly elated to celebrate not only a milestone birthday but also the remarkable career and life of an extraordinary leader, mentor, and inspiration - Mr. Dan Agbor ("DOA").

As you mark your 65th birthday and step into retirement, I find myself reflecting on the privilege of having worked closely with you, both as a Secretary and a Billing Officer. You were more than just a boss; you were a source of guidance, encouragement, and unwavering support.

Fondly referred to as "DOA" within the firm, I have chosen to use your initials to briefly highlight three of your cardinal qualities - **Diligence, Order, and Attention to Detail** - among many others that defined your exceptional leadership and endearing personality:

D - Diligence: Your relentless pursuit of excellence in every task, no matter how small or large, set a standard that inspired us all. You exemplified what it means to work with purpose, discipline, and a commitment to seeing things through to the very end.

O - Order: Your ability to create structure and instill clarity in even the most complex situations was extraordinary. You taught us the value of an organised mind and a systematic approach, making even the most daunting challenges seem manageable.

A - Attention to Detail: Your meticulous attention to the finer points was unparalleled. You reminded us that true greatness lies in the details and that excellence and efficiency are achieved when we give due regard to every aspect of our work.



You challenged us to strive for the highest standards, leading by example and inspiring us to embrace the value of hard work and integrity. Under your sterling leadership, the firm has not only grown but thrived, and your legacy will continue to shape its future.

On a personal note, your kindness and thoughtfulness will forever remain etched in my heart. You stepped in and supported me in ways that went beyond professional boundaries, offering help and understanding in moments that mattered most. You provided me with financial support during my wedding in 2010, when I needed to acquire a landed property, and during the building process. These kind gestures mean a lot to me, and I am deeply grateful for them!

As you transition into this well-deserved new chapter, your presence in the firm will be deeply missed. It is rare to find a leader whose influence extends so deeply into both professional and personal realms, and I am grateful to have had the opportunity to learn from you.

Happy 65th birthday, and congratulations on your retirement. It's a well-deserved break! Cheers to new adventures, relaxation and cherished moments! May this new season bring you as much fulfillment and joy as you have brought to those of us fortunate enough to have worked under your guidance. May God continue to keep you safe and sound, and grant you success in all your post-retirement endeavours, in Jesus' Name; Amen.

With heartfelt gratitude and best wishes,

King Philip Udoh

Dear Mr. Agbor,

Your guidance and support have made the difference in my growth.

Thank you for being such a fantastic mentor and leader. I'm grateful for the opportunity you have given me to learn and grow within the firm.

Wishing you a retirement filled with relaxation, joy, and the fulfilment of your dreams.



Ayodeji Jayeola

In my many years working at UUBO working with Mr Agbor, he has been a good boss, and I've learned a lot from him. He's time conscious and principled in getting things done. I'm thankful for him in all the endeavours he has helped me in; for taking an interest in my personal life and the well-being of my children especially Precious who was like a grandchild to him.

I remember there was an instance where a letter came from FSDH to him and since I dropped it on his desk, it got mixed up with his other documents and we couldn't find it so I decided to search through the documents without his permission. He shouted and I had a jump scare and he drew my attention to the error of not asking before I touched his



documents on his desk. This reiterates my point on him being a principled man.

I want to thank Mr Agbor for being a positive light in my life and so many others. I wish you a happy retirement. Thank you, Sir.

Elizabeth Duodu-Poh

UUBO Family: Alumni and Alumni Spouses

When I think of Mr. Daniel Owor Agbor, it's hard to encapsulate who he is in just one role or aspect of life. To my family and me, he is so much more than words can capture. He has been an extraordinary teacher, a loving father figure, a wise counsellor, a trusted friend, and "believe it or not" "a top-tier gist partner! (Yes, if you've told me any secrets recently, there's a good chance Grandpa knows about them too. Consider yourself warned" | and embrace the peace that comes with it. Lol.)

To my children, he is simply _Grandpa - the man who never forgets the important moments in their lives. Actually, let me correct that: he never forgets any event in their lives. To my brothers, he has become their adopted father. And to my mother, he has been a source of deep gratitude, as she marvels at how Grandpa has so effortlessly stepped into the shoes of my earthly father, wearing them with grace, love, and wisdom. To so many of us, he has been a cornerstone - an embodiment of wisdom, kindness, and love.

I count myself among the blessed and the fortunate to have experienced the favor of this great man. I truly feel envied by others for having such a remarkable figure in my life.

At 65, as Grandpa steps into retirement, intending to enjoy a well-deserved rest with his children and grandchildren, I confess I have my doubts about whether he'll truly retire. Why? Because he has so much to



offer - so much wisdom and knowledge that the world can still benefit from. Knowing him, he'll hope that those of us he has taught, mentored, and guided will carry forward his legacy, passing on his lessons with kindness and patience to the next generation.

Yet, for those of us privileged to have been trained by him, it always feels like there's more wisdom to absorb. There's something about him that keeps you coming back for more. That's certainly how I feel.

Grandpa taught me how to write with clarity and purpose, how to refine my speaking, and how to walk in confidence. He has been my tireless cheerleader, my encourager, and my guide. I can only hope I continue to make him proud" "well, at least when I'm not making questionable decisions.

From my family and me, we wish Grandpa - Mr. Daniel Owor Agbor - a Happy birthday, as well as a restful and fulfilling retirement. Though, truth be told, we plan to remain a part of this new chapter in his life. We love you dearly and celebrate you today and always.

With all my love and gratitude,

Your daughter,
Ameze Osague-Iduh

Ameze Osague-Iduh



Dan Agbor - A Visionary Leader

To say that Mr. Agbor could be difficult would be an understatement. Sometimes I felt like I was walking a tightrope, trying to avoid the occasional storm of frustration, navigating the unexpected challenge, or trying to prevent the well-timed remark that left me rethinking my existence. But, as much as he pushed my buttons over the years, there is no denying the truth: Dan Agbor is a force to be reckoned with.

Behind his sometimes-unyielding exterior lies someone who truly cares about his family, his friends, his work, his colleagues, his employees, and their families. His dedication is evident in everything he does. The countless hours he spends trying to get things done, the unyielding drive for perfection, his teachings, and the unspoken belief that we can always do better - these are qualities that make him a unique and visionary leader. Hardworking, knowledgeable, innovative, accountable, decisive, supportive, passionate and resourceful are some words that best describe him. Apart from all the above qualities, he is a person who truly has your back and is not afraid to look out for his people. Over time, and having worked with Mr. Agbor for so long, with the sole honour of having him shed tears when I left UUBO, I can truly say that he is family to me. A big brother who will always be there for me. I learnt a lot from him, and his love for undertaking projects of various kinds nurtured my growth in managing such projects. Happy 65th Birthday and Happy Retirement, Mr. Agbor! May God continue to bless you daily and may your retirement from UUBO lead to a bit of rest and many interesting projects in the future.

Gloria Amosu



I worked with Mr Dan Agbor (DOA) as PA to the Partners in UUBO and HR Administrator. He was the Managing Partner.

DOA was stern! Feared by many!! I later understood he had soft heart. He pushed me beyond my limits and made me believe in myself again when I was giving up on life due to the challenges I had with my health.

DOA is more than just a former boss, he is a mentor, a guide, and a constant source of inspiration. His wisdom, integrity, empathy and unwavering support have shaped the way I approach challenges, both professionally and personally.

What truly stood out was DOA's belief in people. It was DOA's encouragement that motivated me to reach higher, even when I doubted myself. I carry with me the lessons you imparted and the high standards you set. You've left an indelible mark, and for that, I am deeply thankful.

Thank you for everything you've done, not only for me, but for my family. I will always appreciate you and the example you set. You've made a lasting difference in my life.

With heartfelt appreciation,
Motun Tope-Ajao

Motun Tope-Ajao



If I knew I would come to rely on EVERYTHING DOA taught me (or tried to teach me) I would have paid more attention all the years he graciously chose to mentor me. Tough love at times, yes, but that was exactly what it was, LOVE. And the lessons have turned out priceless. Every kind word, commendation or praise I receive from clients today I can easily trace back to something Mr Agbor taught me. And let's not even get into his influence on my diction, phrases and mannerisms. Whether "actually, I lie" or "let me take a step back", you will agree with me that "I have not said anything that you don't already know".

Boss, mentor ("tormentor" when I didn't know better), gadget and coffee comrade, friend and investor, DOA has played so many roles in making me the man I am today. You were referred to by most people in the office as my office father and as such it is only fair that one of my goals is to reach heights that you will be truly proud of.

I have read and reread this brief tribute to make sure that I have not failed the Elements of Style. IFKYK

Tega Agbosa



Dear Mr. Agbor (or "Dan - The Man!!!" as I would often mentally hail you but never to your face.)

Thank you for your exceptional leadership and support over the years. Starting my legal career under your stewardship helped shape not just my career, but also my approach to challenges and mental growth. I am incredibly grateful for the wisdom you shared with me over the years and your just & fair open-door approach to mentoring me and my colleagues in the firm.

Wishing you continued great health, wealth, joy and many more years of success in everything you do.

My best,

Agbolade A.

Agbolade Adeyemi

A Tribute to Mr. Dan Agbor on His Retirement and 65th Birthday

As I reflect upon the years I spent at UUBO, my mind invariably drifts to the guiding influence of Mr. Agbor. Mr. Agbor, who served as Managing Partner when I joined the firm, is a figure of towering accomplishment and deep admiration.

Firm in his principles and decisions, Mr. Agbor's leadership was a beacon of excellence, setting standards that pushed us to be our very best. From the moment I first joined the firm, it was clear that his vision and



steadfast commitment to excellence were unparalleled. Although my admiration was often from a distance, it was profound.

Mr. Agbor's achievements over the years are nothing short of phenomenal. He has not only led UUBO to new heights but has also fostered an environment where talent is nurtured and young professionals are given the tools and guidance to thrive. His dedication to training and mentoring the next generation of legal minds is a testament to his enduring legacy.

His firmness, tempered with a genuine care for the growth and well-being of young people, has shaped the careers of countless individuals. His influence extends beyond the professional sphere, instilling values of integrity, perseverance, and a love for learning in all who have had the privilege to work with him.

As Mr. Agbor embarks on his well-deserved retirement and celebrates his 65th birthday, we honour not just his professional achievements but also the profound impact he has had on our lives. I wish him all the happiness and fulfillment in this new chapter of his life.

Here's to Mr. Dan Agbor - a remarkable leader, a mentor, and an inspiration. May your retirement be as rewarding as your career has been distinguished.

Warmest regards,

Seun Arowoogun

Seun Arowoogun



I worked at Udo Udoma and Belo-Osagie for a cumulative but non-consecutive period of 2(two) years, from 2005 -2006 and then 2008-2009. Prior to this, I also undertook my law school Chambers attachment there.

During the first period of my employment, I worked fairly closely with Mr. Agbor as he supervised some of the work I was assigned.

I found him intelligent, astute, extremely articulate in verbal and written form, stern and firm but fair.

He had a certain aura about him, in the way he carried himself. It was not that people were in fear of him, but they knew they were in the presence of a leader when he entered a room. In fact, said rooms often fell silent when he entered!

He was diligent, dedicated and a hard worker, demanding excellence not only from others but of himself as well.

We kept in touch sporadically after I left finally in 2009, including when he kindly granted my younger brother, Omonigho, an internship at the firm.

Much more recently, in December 2021 to be exact, he contacted me after he learned of my mother's passing from a newspaper article and offered his condolences.

He also shared the news with the firm who then conveyed their words of support and encouragement to me. That act of kindness from Mr. Agbor, I won't soon forget.

On the occasion of his combined 65th birthday and retirement, I wish Mr. Agbor success, happiness and fulfillment.

I know he will always be inextricably linked to UUBO but it is my firm belief that whatever endeavour he embarks upon in the future will be a success.

I wish Mr. Agbor a very happy 65th birthday and a peaceful, restful and enjoyable retirement.

Warmest regards,

Orhieoghene Adewunmi Oddiri

Dear Mr. Agbor, as you celebrate your 65th birthday and transition to retirement, it is with great admiration and respect that I express my heartfelt congratulations.

Your remarkable career as an investment lawyer stands as a testament to your dedication, intellect, and impact on the profession. You have undoubtedly set an inspiring example for all who have had the privilege of working with you, including my wife, who often speaks of your integrity and mentorship.

Your kindness and generosity towards our children have left a lasting impression on them and on us as parents. Whether it was through thoughtful gestures or simply showing genuine care, you have been a source of inspiration and a role model of compassion and excellence.

Sir, as you step into this new exciting phase of life, I wish you endless joy, continuous good health, and the opportunity to pursue passions that may have taken a backseat during your busy career. May this chapter be filled with cherished moments and well-deserved relaxation.

Happy 65th birthday sir and best wishes for a retirement as extraordinary as the life you have lived, and still living.

Sincerely,

Hon. Justice (Dr.) R. O. Olukolu

Commercial Division of the High Court of Lagos.

Hon. Justice R. O. Olukolu Ph.D

Tribute to an Exceptional Leader on His Retirement

As you step into a well-earned retirement, I find it both a privilege and a challenge to express my admiration and gratitude for you. Working under your leadership, though brief, was one of the most impactful and inspiring chapters of my career.

Your remarkable career is a testament to your unparalleled expertise and unwavering commitment to excellence. You led with a combination of authority and humor - a rare blend that commanded respect and made the workplace a dynamic and enjoyable environment. Your ability to balance the seriousness of your profession with a light-hearted approach to leadership was truly extraordinary.

Beyond your professional accomplishments, what truly stands out is the genuine care and support you showed for those who worked with you. You always made an effort to ensure your employees felt valued and appreciated. Personally, our chats in your office remain a highlight for me, as they reflect your dedication to truly knowing and connecting with your team.

I'll never forget the heartfelt recommendation letter you wrote, which played a pivotal role in my acceptance to graduate school. It wasn't just a letter; it was a testament to your belief in my potential, and for that, I am deeply grateful. Whatever you and Mr. Ukpanah included in those letters undoubtedly paved the way for my success in my master's program at Cornell.

Even though my time at the firm was short, it was a period of immense growth and validation. I felt celebrated when I left - a testament to the culture of appreciation and acknowledgement your leadership fostered so naturally.

As you retire, I hope you take immense pride in the legacy you leave behind - not just as an accomplished lawyer but as a mentor, leader, and an unforgettable part of many careers, including mine. Your influence will continue to guide me and countless others who were fortunate enough to work with you. I am thankful for being in your corner!

I wish you joy, relaxation, and new adventures in this next chapter of life. Congratulations on a truly remarkable career - you will be missed but never forgotten.

Damilola Makinde



Congratulations, Mr. Agbor, on Your 65th Birthday and Retirement!

Working with you at UUBO was a brief but truly fantastic experience for me. I learned so much from you during my time at the firm, and those lessons remain invaluable to me.

I recall being advised when I joined the firm that they were “sorry” for placing my desk in front of your office and that I should try to adapt. But there was no need to adapt because you made my stay at the firm so welcoming. It turned out to be a remarkable opportunity to learn and work closely with you and to draw directly from your wealth of knowledge and immense experience.

As you celebrate this milestone 65th birthday and embark on the exciting journey of retirement, I wish you nothing but the very best. May this new chapter be filled with the best of health, affluence, joy, and all the wonderful things life has to offer.

Congratulations once again!

Adekola Olawoye



Grandpa Agbor,

I suspect that many people might struggle to articulate an appropriate tribute to you, because putting into words the impact you have had on our lives is truly a difficult task.

You are a man so knowledgeable, yet so willing to learn. A man so firm and stern, yet full of love and kindness. A builder in many regards, of institutions, careers, and of lives. Intimidating and inspiring, yet always compassionate.

I will forever be grateful for the way you challenge us to strive for excellence. Your passion, your unwavering standards, and your ability to empower people will continue to inspire many of us.

It's very unlikely that we will encounter another "Mr. Agbor" in our lifetime because knowing you is truly a once-in-a-lifetime experience and I am grateful to have had that experience.

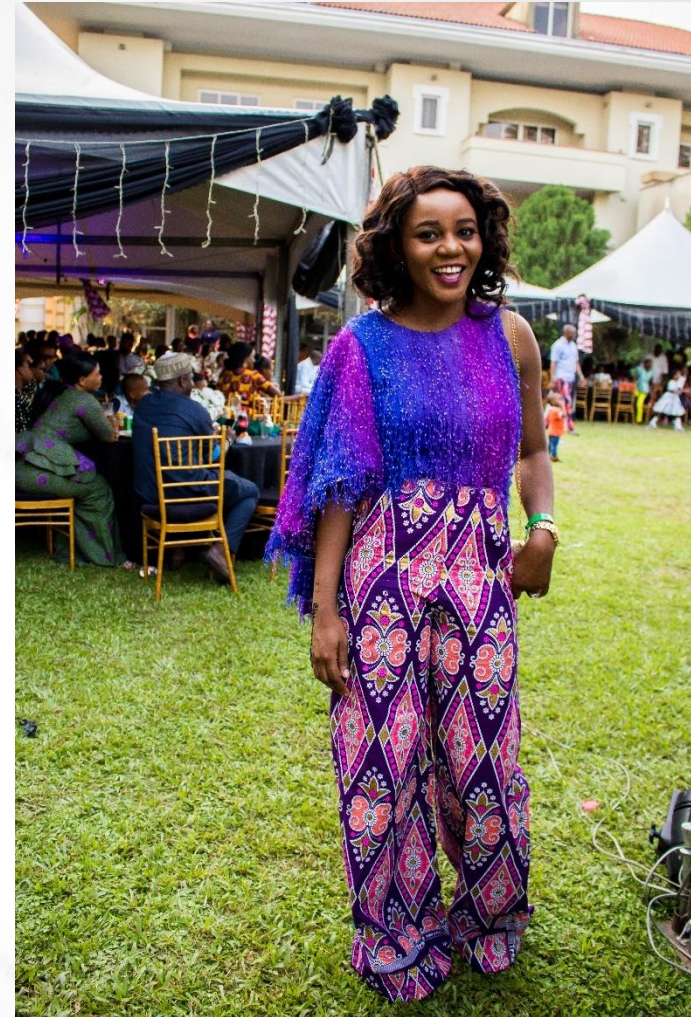
As we celebrate your birthday and your well-deserved retirement, I can't wait to see what new paths you will forge in this next chapter.

Happy Birthday and a blessed retirement, Sir. Thank you for being our Mentor, Sponsor, Advisor, Teacher, and a constant source of inspiration.

Tolulope, fondly called Osindero.

PS- This tribute was reviewed as an email with Mr. Agbor in cc, IYKYK.

Tolulope Omoleye Osindero



To Mr. Agbor,

Happy 65th Birthday and retirement to you, Sir.

I thank God for keeping you in good health and sound mind to see this day.

I want to say a big thank you for all your advice, support and care. It was really nice working with you at UUBO. You are a pleasant soul, Sir.

Also, thank you so much for always remembering my birthday - it means so much to me.

As you move to another level in life, God will take good care of you and your family.

Your new age is blessed. You will celebrate more years in good health and prosperity in Jesus Mighty Name.

Congratulations.
Mrs Anietie Williams.

Anietie Williams



DOA! I remember my first 'encounter', like it was yesterday. It was my interview session, the outcome of which, for good or ill, landed me on a desk just outside DOA's office. With each DOA encounter I had, thereafter, I was sure it was going to be my last day on that desk, but somehow (and by many miracles!) I remained on that desk for seven years! I wasn't the only one that had encounters. I remember the mental push ups, signs of the cross and general beckoning of the 'spirits' before many walked past me into "DOA's office". It wasn't always pretty! But I have come to appreciate that our DOA encounters were designed to bring out the best in us. I truly believe that I am able to stand in the rooms that I do today because I had the privilege of watching excellence, commitment and diligence in action. I am better because I encountered a 'D'irect, 'O'utstanding, 'A'uthentic leader in you.

Mama Obinna will always be grateful for that one conversation with you and Ozofu, many years ago. The conversation that up until then only my mother had with me! Thank you for caring enough to have it and for being truly invested in my all-round success.

Your run in this phase of your life was phenomenal and I have no doubt that the next phase will be amazing too. God bless you, Sir and Congratulations on your retirement!

Nkechi Egejuru

Nkechi Egejuru



Dear Mr. Agbor,

As you celebrate this remarkable milestone of 65 years, I wish you many more years filled with good health, peace, and joy. Your legacy is one we will always carry with pride, for you've devoted so much of your life to building something lasting - something we are honored to be a part of.

Not only did you create a safe and nurturing environment for us to learn, grow, and thrive, but you also instilled in us the true meaning of family. You have been, and continue to be, an unending source of inspiration. I carry with me, wherever I go, the privilege of having worked with, and been mentored by, the incomparable Dan Agbor.

I will also forever be grateful for the time you took to speak at CCA's team retreat. It was a last-minute request, yet you didn't hesitate to step in and deliver an inspiring message that still resonates with us all to this day.

I pray that your best years lie ahead and that you may soon reap the rich rewards of all the hard work and dedication you've invested over the years. Your contributions have shaped so many lives, and your influence will never be forgotten. You are truly an inspiration, and may the Lord bless you abundantly for all that you've given.

Happy birthday, DOA.

With deepest respect and gratitude,
Shade

Folashade Dapo



Dear Mr. Agbor,

Wishing you a very happy birthday and heartfelt congratulations on your retirement! May this next chapter bring you all the joy, peace, and fulfillment life has to offer. Thank you for your invaluable guidance and leadership over the years - it was truly a privilege to learn from you. Best of luck in all your future endeavours!

Warmest regards,
Iffie Obiago

Iffie Obiago



How time truly flies! I vividly remember meeting you during my 8-week Law School chambers attachment in 2010. At that time, I had given up on law and was only in Law School because my father insisted. But stepping into UUBO changed everything - I fell in love with UUBO and the legal experience.

When it came time for NYSC, I was astonished to be accepted at UUBO within a day, especially since my Law School peers mentioned that UUBO was not accepting anyone. It was only later that I discovered you had personally ensured that a spot was kept open for Londe and me after our Chambers attachment. May the Almighty bless you for your kindness! Without that opportunity, I wouldn't be where I am today.



My UUBO experience was a rollercoaster of emotions - some moments were fantastic, while others were tough. Yet, as the years have passed, I have come to realize that the people I met at UUBO are the ones I consider family.

So much of what I know about leadership, I learned from you, dear Mr. Agbor. You taught us how to balance hard work with a sense of family - a balance that is so difficult to achieve. Yet, as Managing Partner, you somehow managed it with grace and consistency.

I still remember you once saying in a meeting, "I have a duty to be fair, not to be nice." At the time, I smirked, but now that I am managing people myself, I understand what you meant. Leadership requires making tough decisions that aren't always pleasant. And now, with a bit more maturity, I see clearly that most of the time, nothing was personal.

What has always stood out about you is how you showed up - again and again - for all of us. Whether it was attending weddings no matter how far, sending heartfelt congratulations at the birth of our children, or simply being there when we needed guidance, you were always been present.

You are the embodiment of fairness, being principled and showing unwavering dedication in all that you do. You pushed us to reach heights we didn't even know we could achieve. You've always praised us for flying the UUBO flag, but truthfully, we owe so much of our success to you and the other UUBO Partners, Managing Associates, and Senior Associates who invested in us. I am especially grateful for the culture of training and mentorship that you encouraged at the firm.

Thank you for mentoring my mentor, OLO, who has been a pillar of strength for me in both personal and professional challenges. Her constant encouragement and wisdom - always prefaced with "DOA once told me this" - has been a lifeline. And just recently, one of my mentees told me that OLO is her grand mentor." By that logic, you are my grand mentor." And imagine this - you now even have great-grand mentees!

From the depths of my heart, I wish you a joyful and fulfilling retirement. May the kindness, wisdom, and generosity you have shown all of us return to you a hundredfold.

May the Almighty continue to bless you abundantly for all you have done for us, the next generation. Thank you for everything.

With gratitude and admiration,

Ebere Anenih

Ebere Anenih

Dear Mr Agbor,

One of the simple yet profound things you said to me was “Words have meaning.”

I joined UUBO in May 2008 and during my initial years, I was happy to go through a whole year without doing any transaction that involved you - for my ‘peace of mind’. LOL. Years later, however, it was a pleasure to work with you. The more of you that I saw, the more appreciation I had for your work ethic, character, dedication, integrity and leadership!

One morning, when we were finalising a response to Bechtel Nigeria, you reviewed a piece of my draft response and said “words have meaning, you know?” You were apparently unhappy with my choice of words in the document that we were working on, and you took out some time to explain why those initial words were not the best for what we wanted to communicate to the client. You also revised something that you drafted the previous night and emphasised why we should continue to improve our work when we can do so. In addition, you said when writing to a client, I should do so as though I was telling a story.

While the words were simple enough and I surely already knew that words mean something, the way you said it made the moment very memorable. It was a reminder to be more deliberate, to choose words that are clearer and generally care more about the art of communication. Those words will stay with me forever. Beyond your mastery of writing, I would like to reflect on your leadership of the firm (especially as managing partner) and the parts of your personality / life that are most striking to me.



Your drive for excellence is amazing. As leader of the firm, you led by example. From keeping timesheets to managing relationships with clients, you walked the talk and left no room for doubt.

During most of my time at UUBO, receiving an email from you caused initial panic. If I did something wrong, I knew I was going to get a 'blasting' but even during those years of proper tongue-lashing for anyone that fell short of desired standards, we found you to be one of the considerate people in the world when the occasion called for it. Your concern for the wellbeing of staff and their family members is superb. During your time as managing partner, there was no doubt that the firm would act in a responsible manner. You consistently raised the bar. Thank you for instilling discipline and clearing out bad behaviour. I appreciate you for being so commercially minded and for practising law with integrity. Many thanks also for times we managed to chat about life generally, for taking out time to teach us and ensuring that UUBO gave us a platform to settle outside of work. You were a staunch proponent / defender of the UUBO loan scheme, and I benefited from it. It helped me settle in Lagos faster than I would have managed to because my early years here were tough. My kids also benefited from the creche, which was set-up during your time as managing partner.

Lastly, I want to thank you for being honest, clear and reliable. Too many people today cannot stand for their beliefs or be relied upon to try to accomplish an agreed action. You are different. Maybe this is what I love most about you today, having seen more of life over the years. There is a shortage of reliable, loyal and honest people.

Thank you, Mr Agbor - for everything! I wish you all the best!!

Godson Ogheneochuko

DOA was my mentor and I was his tormentor.... He was my inspiration and I was his desperation. He tried to shape me to fit into a mould but I broke it, yet he never gave up on me and for this I remain grateful.

I remember the very first time I met DOA. I was part of the legal team of another firm acting in the same transaction as UUBO. There was a meeting, and he showed up for UUBO. I knew the name but never met the person. I was excited to finally meet the “Mr. Agbor” I had been hearing about as a young lawyer. I enthusiastically went to greet him, but received this rather “coldish” and formal response.... It deflated me a bit, but I moved.

He wasn't frequent in the meetings on that deal. He didn't show up for a long time; then one meeting he showed up and just like that, he was a different person, acted very nicely, asked for my contact details, and that began my journey into UUBO. A journey that shaped my life as a lawyer.

He was a mentor

Yet in shaping the clay

He sometimes seemed like a tormentor

He was an inspiration

Yet in the failings of the clay

He sometimes showed his desperation



But in firing the clay

He formed a hard and durable vessel

This is to say a big thank you to you DOA. I remain grateful for everything. I am the lawyer I am today because you took a chance on me, but more importantly, you didn't give up on me. As you embark on another phase, I wish you well. This is not goodbye. I and the kids will always reach out for "Uncle Dan". I will always keep you in my prayers. Congratulations on the completion of this remarkable milestone. Cheers to better years ahead. God bless

Ogonna Chinedu-Eze

Dear DOA

Here's wishing you a Happy Birthday and Congratulations on your retirement. Best wishes in the years ahead and do enjoy the next chapter in your life's journey.



Anne Obikoya

I cannot think of a better way to begin this tribute than by simply saying - thank you, Mr. Agbor, for being “the Mr. Agbor I hoped you would be.” Everything that follows from here on will hopefully explain why I have started on this note.

More often than not, when you have admired a person from a distance over a period of time, and by some stroke of luck, you get the opportunity to meet, talk to, work with, or simply be with them, you quickly realize that you may have overestimated or placed them on that pedestal prematurely. I believe that’s why people say, sometimes it’s best if you never meet your idols - it could ruin the magic.

To me, Mr. Agbor was always a complete lawyer and gentleman. He interviewed me in December 2017, before I joined the firm as an Associate, and I could immediately tell that I wanted to work with him. I did not get the chance to work with him directly until my final rotation at the firm during the last four months of 2020, but I consider those four months one of the most important periods of my career.

For months and years before my rotation with Mr. Agbor, I admired him for several reasons. First, his excellent command of the English language is inspirational - probably the best I have ever encountered. You got the sense that it was impossible for Mr. Agbor to exhaust his own vocabulary because he simply never ran out of words and almost never used fillers.

He writes even better. I remember countless times I saved his email responses to clients just so I could use them as references in the future. One time, he had missed a call from a client, and the client sent a follow-up email. In his response, he, of course, apologized and wrote, and I quote - “I must have been pottering about in the house when you called.” I was blown away! I had never heard that expression before,



but after I googled the meaning, it felt so right to describe what had happened. The context was brilliant because this was during the pandemic, and of course, everyone was probably “pottering about” at home.

On another occasion, by this time I was working more closely with him, I sent a response to a client. The email was a basic and standard reply, but he sent me a private email saying that while my email was fine, he thought I could have expressed myself better. He then sent me three alternative ways to phrase the same email. This meant the world to me because it demonstrated his genuine intention to teach me. Interestingly, this wasn't the first time a partner had done something similar, and knowing this partner (Mrs. Ogiemudia) had also worked closely with Mr. Agbor, it all made sense. Now, in my current role, where I supervise other lawyers, it feels almost second nature to do the same for them.

Finally, on the topic of writing, by this point, I could speak to him a bit more freely and ask general questions. One day, during a video call, I asked him how he had become so good at writing. He explained that it was an intentional habit he had developed over time. He even showed me a page in the Notes app on his phone where he had written down words or expressions he came across in books, articles, or magazines. He kept this list because he found these words and phrases interesting and thought he might need them someday, and he updated this regularly. He also explained that he wrote just as he spoke and that I would hardly see him use a word or a phrase in an email he could not use in a verbal conversation. I found these to be inspirational because here was someone I already considered a maestro doing something even those with less impressive lexicons wouldn't think to do.

After my rotation with Mr. Agbor, I received my appraisal. It was, at the time, the most honest account of my professional life. He covered everything and was as fair as I could have hoped for. One paragraph stood out: he noted that because I had a stutter, it was sometimes difficult for me to speak for long periods during calls. He observed that I often tried to speak quickly to avoid stuttering but noted that I had improved since working with him and was confident I would continue to do so. I appreciated that he took the time to notice and think so highly of me. I even almost forgot that he had issued me a query in the first week of my rotation for failing to open a client matter form for a task I had already completed.

On a final note, I admired and respected Mr. Agbor before I worked with him, and after my rotation, I was elated (and relieved) that he was everything I hoped he would be. From him, I learnt to take growth seriously, be fair-minded to everyone and be dependable. Â

Of course, the novelty of meeting him and being around him wore off as I matured, but the memories I have of working with and learning from him never stopped filling me with wonder - even today.

Thank you for everything, Mr. Agbor. Happy 65th birthday, and I wish you a peaceful and well-deserved retirement

Marcus.

Marcus Ojaruega

Random story - recently, a friend that married a former colleague (from about 10 years ago) was telling me how her husband told her that when we worked together and until now, I had/have the best written emails he had ever seen, and he used to save my emails as guidance for when he was drafting emails.

Hearing this, I smiled, and I thought to myself DOA would be proud! Everything I learnt about professional writing, I learnt from DOA. Actually, not just professional writing. Work ethic, building relationships etc. DOA who is both the perfect 'gentleman' and the one that can in an instant put fear in your heart when it comes to work. lol

DOA, as you enter your 65th year and retire, I hope that you are super proud of your legacy, and all the amazing lawyers (and non-lawyers) you moulded. I wish you nothing but the very best today and always.

Tokunbo Ibrahim

Happy 65th birthday and congratulations on your well-deserved retirement, dear Mr. Agbor! Thank you for the profound impact you've had on my life and career. Your ability to push us to always give our very best, paired with your unwavering commitment to excellence, has shaped not only the lawyer I am today but also the person I strive to be.

One thing I've found both surprising and endearing is how much you adore kids. I hope your table is always surrounded by their laughter and joy!



As you step into this exciting new chapter, I wish you all the happiness, relaxation, and adventures you so richly deserve. Thank you for everything!

Nneka Otokwala

Dear Mr. Agbor,

As you celebrate your 65th birthday and retirement, I want to take a moment to express my deep gratitude for the profound impact you've had on my life and career.

I will never forget the day in 2014 that you complimented my NYSC presentation on 'Related Party Transactions', saying it was "one of the best presentations that you'd heard" (or at least those are the words I remember, lol), I was honestly blown away. Knowing how stern and exacting you could be with feedback during those presentations, that compliment stuck with me and gave me a confidence boost I didn't even realise I needed. It set the tone for the invaluable mentorship you've provided over the years.

When I felt completely confused about the next steps in my career in 2017/2018, you didn't just listen - you took me under your wing, offering guidance that extended far beyond legal advice. Whether it was personal counsel about family, practical legal tips, or career-defining opportunities like my secondment (which was life-changing and only possible because of you), you have been a true pillar of support.

You have shaped not just my legal career but also my perspective on leadership and the importance of paying it forward. Your generosity of



spirit, wisdom, and unwavering belief in my potential have been nothing short of instrumental in my journey.

I will also never forget the day - September 21, 2021 - when you told me I could call you "DOA." For a moment, I thought, "WOW, I've finally made it". Though in hindsight, it might just have been you humoring me, but I'll take the win regardless!

On a personal note, I'm so glad that you've met Tise and also have a relationship with Gbolade. That's testament to the fact that you don't just invest in careers, but you also take the time to connect with the people who matter in our lives. It's something I really appreciate and will always value. And just to keep things light, I've skipped over the more memorable moments - like the stern shouts and all the tough love - because, let's face it, no one needs that in a tribute, Lol!

As you move into this next chapter Mr Agbor, I hope that you feel just a fraction of the appreciation and respect that so many of us hold for you. Thank you for everything, Sir. I wish you boundless joy, fulfillment, and great adventures ahead.

With the warmest regards, Temi Okeowo

Temiloluwa Okeowo

Wishing you a Happy New Year and an awesome 65th birthday, DOA.

This is finally 65 and here's retirement from daily lawyering and "daily UUBO".

You have been an inspiration and a bright shining example, and you have led with remarkable impact.

I cannot thank you enough for your innumerable gifts of teaching, direction, friendship and constantly being there over the past nearly 25 years!

I am mighty proud to be sending you this today and I have no doubt that you will make an enviable success of your new life and new work in retirement.

I trust that you will have an amazing day today and I wish you many, many joyous and healthful returns of this day!

With best regards

Chike Obianwu



Chike Obianwu

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Uncle-Grandpa

There may be no truer test of a person's character than how they respond to children and, even more tellingly, how children respond to them. From buying the best gifts to always making time for them (deadlines be damned), it is clear that children are his absolute favourite people. And he is theirs too.

- Ngozi H. Agboti
(Alumna, UUBO)



